Digital Transformation as Strategy
Kevin Gunn, CTO

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Municipal environments today are presented with significant challenges:

- Attracting industry and jobs;

- Managing the associated growth;

- Addressing pressures on existing infrastructure; and

- Meeting the expanding demands on City services while...

....rising pension and healthcare costs constrain the ability to increase staff

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What is the solution?

- Management increasingly turning to technology

- Re-engineering business processes
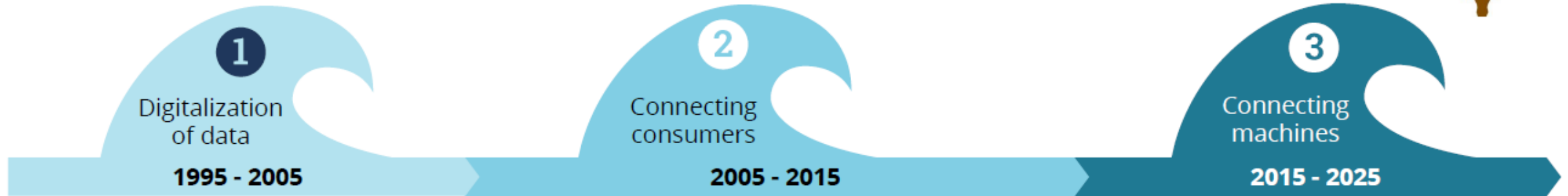
- Revamping customer interactions

- Rinse and repeat

What does this look like in a risk averse municipal setting?
My organization doesn't have a strategic plan....

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But in late 2014, the information technology environment was much different…

2014

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Overall Change in the Market by Wave

Back in 2014, the City had partially complete adoption of Wave 1 and 2….

1 — Digitalization of data — 1995 - 2005
- Networking – Internet
- Digital infrastructure plays – computers, telecom/content
- Enterprise systems (ERP, CRM)

2 — Connecting consumers — 2005 - 2015
- Digitization of transactions – retail, banking
- Social networking
- Mobil & sharing economy

3 — Connecting machines — 2015 - 2025
- Internet of Things – auto, aero, industrial, energy
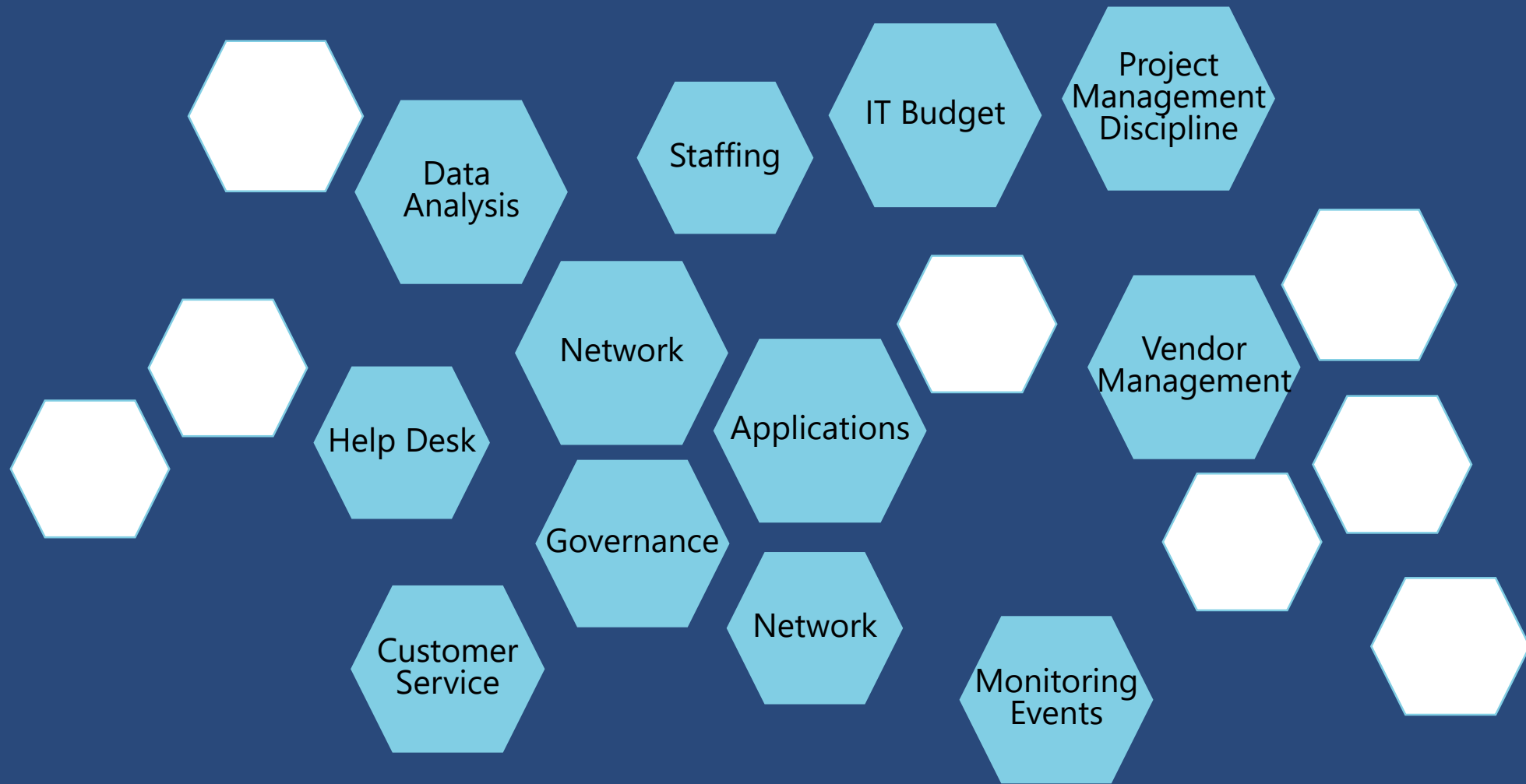- Rapid automation of activities & decisions using algorithms

Disruptors: Microsoft, AT&T, Dell, America Online, Cisco, Google, Samsung, Apple, amazon, NETFLIX, WhatsApp, airbnb, Google, KHAN Academy, Spotify, Facebook, Uber, iTunes, Apple, AT&T, Tesla, Google, Samsung, AT&T, Bosch, Uber, IBM

Disrupted: MCI WORLDCOM, IBM, TOWER, xerox, Kodak, BLOCKBUSTER, hmv, BORDERS, NOKIA, RadioShack, circuit city, BlackBerry, TAXI

Source: ISG Research

City of Fort Worth Technology Environment 2014

Data Analysis

Staffing

IT Budget

Project Management Discipline

Network

Help Desk

Applications

Vendor Management

Governance

Network

Customer Service

Monitoring Events

We needed a Strategic Plan

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Definitions

- Goal – a desired end-state

- Strategy – a systematic plan of action designed to achieve a particular goal

- Objective - represent intermediary and incremental actions within a strategy that must be completed to reach a goal. Objectives are necessary because "high-level" strategic goals are often abstract, and therefore difficult to assess in terms of achievement without referring to some specific, measurable objectives.

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Military – Operation Overlord the battle for Normandy Beach

Goal:

Secure Normandy beach for Allied forces to gain unfettered access to European theater

Strategy:

Amphibious assault (alternatives considered were aerial assault and land assault)

Objectives:

- Assemble naval fleet of amphibious vessels in England to cross the English Channel
- Assemble and arm 160,000 Allied troops
- Rehearse Amphibious landings on increasing scale
- Develop supply lines to sustain duration of battle (food, fuel, munitions, troops)
- Conduct enemy deception operations (misinformation, fake troop movements, feint assaults) to disguise true strategy

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Sports – Football Team

Goal:
Have more points than opponent at the end of the game

Strategy:
Spread offense with 4 or 5 wide receivers
(alternatives wishbone formation, I formation, single set back formation)

Objectives:
- Develop athletic conditioning of offensive line and wide receivers
- Review opponents film for defensive line weakness and defensive safety mismatches
- Contain defensive linemen
- Rehearse passing plays in practice
- Rehearse misdirection plays in practice
- Rehearse backfield options when passing play is broken up by opponent defense

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Improvement Area

Governance

2014 State

- Project-based governance
- Too many projects competing for the same functional resources
- Challenge scheduling and maintaining focus

- Enterprise projects and major annual system activities managed as a portfolio
- Collaborative funding and scheduling decision making
- Monthly status, risk, and issues review and resolution
- Balance of operations and improvement initiatives

Enterprise systems – Enterprise thinking

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Improvement Area

2014 State

- IT projects managed individually

- No central system for tracking and reporting status

- Inconsistent reporting structure

Project Management

- Common platform for all IT projects

- Visibility into milestones, progress, and issues

- Productive project portfolio reviews

- Proper escalation of risks/issues

Common project language

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Strategic Alignment

Executive Steering Committee

- City Manager/ACMs
- High level prioritization and funding
- City-wide perspective

Project Management Office

- Plan all aspects of technology programs

Quarterly Business Review (QBR)

- ITS meet with Department Head / Senior Management of each department
- Discus ongoing project status, new projects, work order status
- Operating budget and Capital Improvements Program – planning function

Technology Advisory Group (TAG)

- Line managers
- Interested employees
- Discuss emerging technology and end user perspective

User Groups (xUG)

- Meet and share knowledge, experience and uses of enterprise wide software / systems
- ERP, GIS, LaserFiche, VueWorks

Cybersecurity Steering Committee (CSC)

- Discuss and provide input for information security policies / procedures
- Develop awareness and training program

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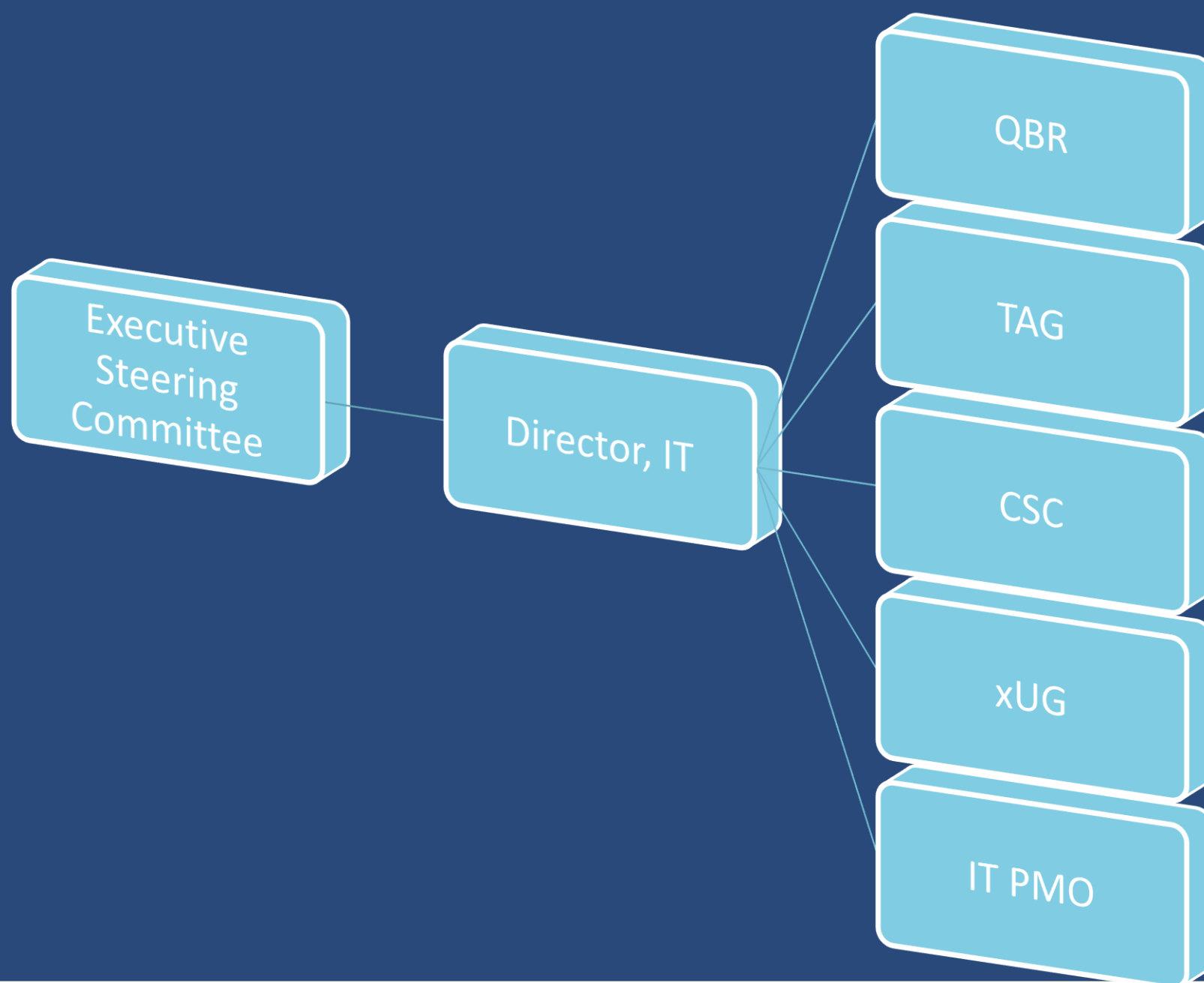
Themes Emerge

Customer Interaction

- Internet centric
- Ease of Payments
- Remote option

Management Support

- Analytics
- Data Quality
- Computer skills

Reengineer Manual/Paper Processes

- Efficiency gains
- Modern business methods
- Cost savings to reinvest

Work Management Systems

- Share across departments
- Mobile workforce
- Reconcile to ledgers

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For the City of Fort Worth...

...2018 has been the year to launch digital

2018 Transformation Portfolio

Business Intelligence	Digital Forms	Customer Experience	Digital Signage
Management decision support system	One stop shop for any form regardless of format	Enhance customer service and service delivery through digital technologies	Public visual communications and internal visual communications through one solution
Deployed	Deployed	Deployed	Launching
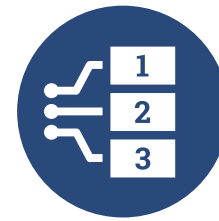
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2018 Transformation Portfolio

Omni Channel CRM	Asset Management	Enhancing ERP	Robotic Technologies
Face of customer service; one stop shop for requests; artificial intelligence (Chatbots)	Public Works, Parks, Facilities use one work management system	Fluid interface provides up to date user interaction with ERP	Executes actions as if it were a human, based on pre-configured instructions.
Deployed by Phase	Deployed by Phase	Deployed	Launching
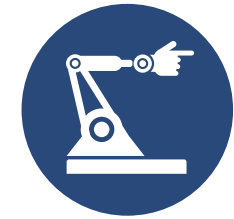
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Improvement Area

2014 State

- End of life infrastructure

- Equipment out of vendor support

- Capacity and performance behind business needs

Network

- Increased capacity

- Reduced telephony expenditures

- Improved reliability

- Platform for other digital initiatives

Address the blocking and tackling of IT

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Improvement Area

2014 State

- Little to no performance data

- Few formal KPIs and agreed SLAs

- Absence of quality review approach

Help Desk Operations

- Comprehensive approach of metrics and active monitoring

- Common understanding of performance history and data

- Active application of data to Help Desk management decision making

Data informed discussions

Improvement Area

2014 State

- Infrequent account discussions

- Crisis oriented service

- Major IT investments identified through annual budget process

Customer Account Management

- Quarterly account reviews with departments

- Common set of performance data

- KPI performance - known and discussed

- Strategic IT investments discussed and planned

Data informed discussions

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Improvement Area

2014 State

- 30 year legacy mainframe system

- Persistent management letter findings

- Length of period closing and CAFR reporting

Enterprise Resource Planning Phase 2

- Core administrative functions on one platform

- Restructure of fundamental data elements such as the Chart of Accounts

- Dashboards and monitoring widgets by functional role

- Platform for integration with niche applications

- Corporate approach to IT resource investment

From siloed applications to enterprise system

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Improvement Area

IT Staff Consolidation

2014 State

- 100 IT job code personnel in departments

- Project demands from departments of ITS would require 15 add'l FTEs

- Collaborative discussions with departments built on previous accomplishments

- Maintained or continued Help Desk performance improvement after implementation

- Captured underutilized IT capacity

- Met increased service demands with no net new positions

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Results:

- Increased IT resource investments

- Increased feature delivery

- Better alignment with Departments

- Cooperation and Prioritization

- Definite path forward

- Shadow IT disolved

Overall Change in the Market by Wave

Back in 2014, the City had partially complete adoption of Wave 1 and 2….
Today we're well into Wave 3

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Wave		
1 Digitalization of data	**2** Connecting consumers	**3** Connecting machines
1995 - 2005	**2005 - 2015**	**2015 - 2025**
• Networking – Internet • Digital infrastructure plays – computers, telecom/content • Enterprise systems (ERP, CRM)	• Digitization of transactions – retail, banking • Social networking • Mobil & sharing economy	• Internet of Things – auto, aero, industrial, energy • Rapid automation of activities & decisions using algorithms

Disruptors

Microsoft, AT&T, Dell, America Online, Cisco, Google, Samsung, Apple, amazon, NETFLIX, WhatsApp, airbnb, Google, KHAN ACADEMY, Spotify, Facebook, Uber, iTunes, Apple, AT&T, Tesla, iTunes, Google, SAMSUNG, Uber, BOSCH, IBM

Disrupted

MCI WORLDCOM, IBM, TOWER, xerox, Kodak, BLOCKBUSTER, hmv, BORDERS., NOKIA, RadioShack, circuit City, BlackBerry, TAXI

Source: ISG Research

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Kevin Gunn
Chief Technology Officer
Kevin.Gunn@fortworthtexas.gov
817.392.2015

Thank you!