CITY OF CHARLOTTE

Digital Transformation

APRIL 2022

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Purpose

Agenda

1. I&T Overview
2. Digital Transformation Journey
   - Foundation
   - Resident Focus
3. Enterprise Resource Planning (ERP)
   - High-Level Business Case
   - Program Timeline
4. Budget Considerations and Next Steps

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Innovation & Technology Overview

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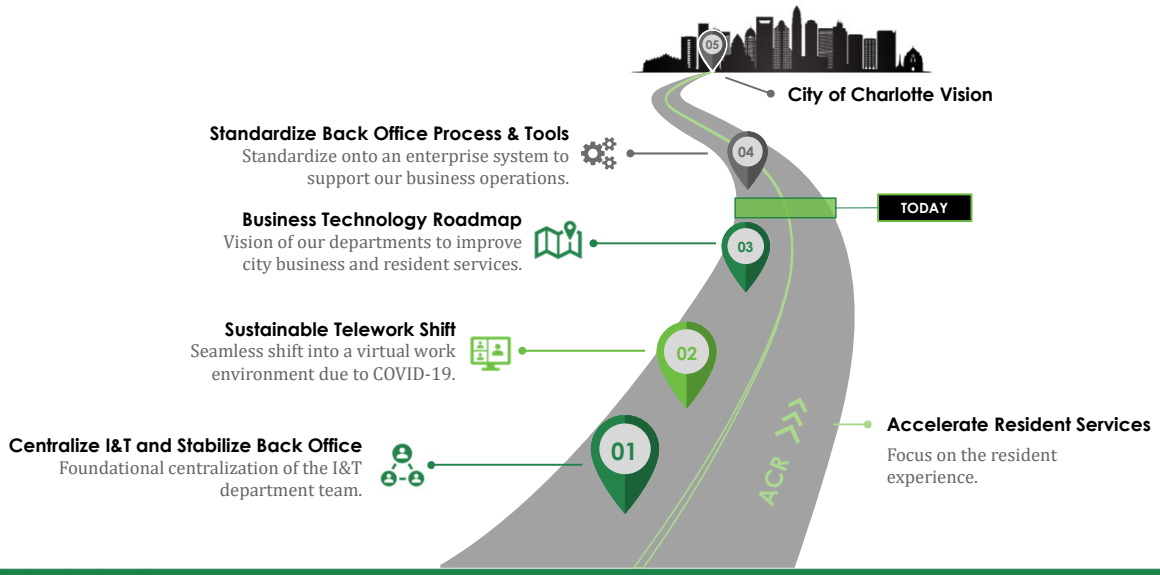
Digital Transformation Journey



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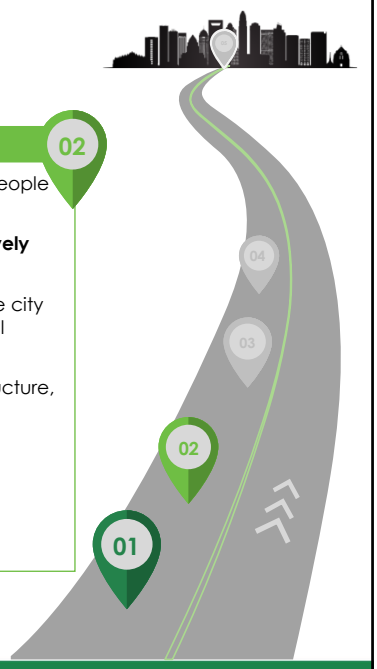
Digital Transformation Journey:
The Foundation



01 Centralize I&T

- **Centralized technology resources** across city departments
- **Restructured job classifications** to better support departments
- Laid the foundation of an organization that can **quickly respond** with the "whole weight of I&T behind them"
- *Key projects: Project Unite*

Stabilize Back Office

- Establish the foundation by creating a secure, telework environment/infrastructure
- *Key projects:* Microsoft 365 Roll-out, enhance security

02 Sustainable Telework Shift

- COVID-19 demonstrated that people can quickly shift when needed
- **2000-2500 employees productively teleworking in a matter of days**
- Presented an opportunity for the city to make large strides in its Digital Transformation
- *Key projects:* Expanded infrastructure, purchased assets, remote connectivity expansion

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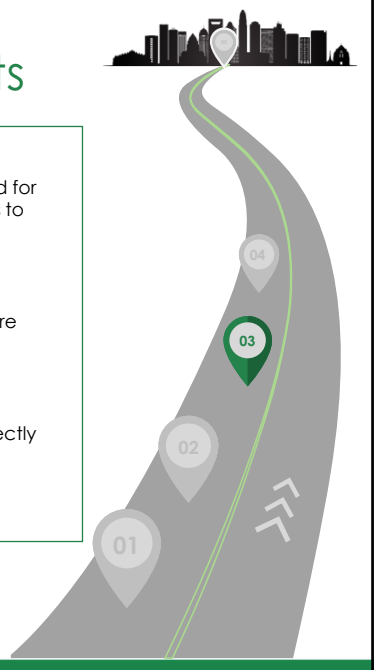
Digital Transformation Journey:
Focus on the needs of our Residents



03 Strategic Business Technology Roadmap

Vision of our Departments
Roadmap depicts the path forward for department technology objectives to improve city business and resident services

Funding/Budget
Planning to use federal dollars where applicable to accomplish these objectives

Resident-Facing
A large portion of initiatives are directly resident-facing

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ERP Digital Transformation

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ERP Program: Overview

04

Why now?

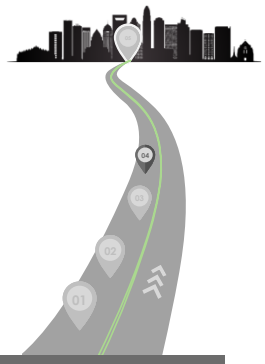
Current System Limitations
End-user satisfaction is low across departments, missing functions/features, current systems being sunset

Innovation Inflexibility
Driving towards a cloud solution to keep up with rapid tech advancements

Org Readiness
Currently structured to optimize our opportunity to implement best practices across the city (shared services)

Scope Areas

- A **Finance & Budget** *Record to Report*
- B **Procurement** *Procure to Pay*
- C **HR** *Hire to Retire*



Value

This enterprise system supports **every department** through:

Automation

- Standardizes and automates processes, reducing the amount of manual, routine work.
- Facilitates the flow of information across business units.
- Integrates with core modules, eliminating system fragmentation.

Decision Support

Creates a holistic enterprise view support decision making by:

- Centralizing information from multiple parts of the value chain to a single point.
- Standardizing data definition and eliminating data redundancy.

Security

- Provides intrinsic controls that supports data security (e.g., access controls).
- Creates ability to automate/centralize critical system maintenance activity.
- Cloud architecture provides another layer of security by storing data redundantly.

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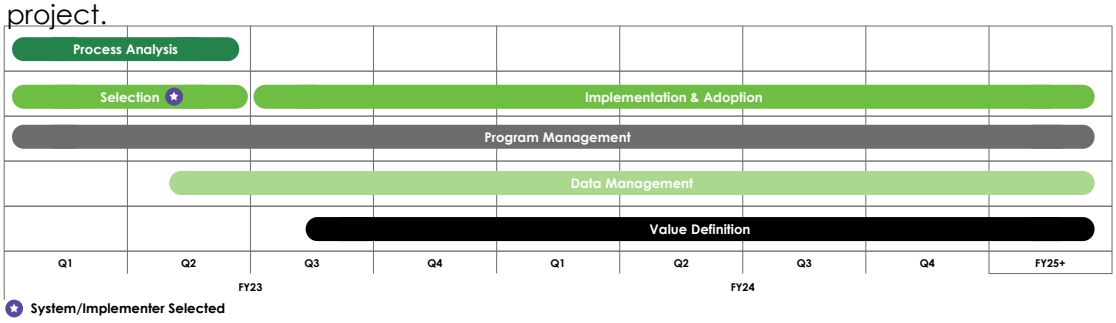
ERP Digital Transformation: Timeline

Approximately $7-10M investment in FY23. Additional investment projected to $30-45 million over the next 3 years. Enterprise Funds would be responsible for 38% of the project.



Process Analysis	Selection, Implementation & Adoption	Program Management	Data Management	Value Definition
Collaborative review and understanding of how we can do business better.	*Select the system and implementer through RFQ process, implement system across all departments.*	*Coordination and central line of sight of progress across scope, schedule, and budget.*	*Managing one version of the truth, including definition, conversion, cleansing, and governance of data.*	*Definition and tracking of the expected and targeted benefits.*

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Budget Considerations and Next Steps

03 The Strategic Business Technology Roadmap has been rolled-out to departments. This will be our forward-looking plan and revisited every year.

04 The ERP Digital Transformation team is in continued discussions and targets having a final selection by October 2022. If approved, an ERP project will take approximately 36 - 42 months.

04 Approximately $7-10M investment in FY23. Additional investment projected to $30-45* million over the next 3 years. Enterprise Funds would be responsible for 38% of the project.

* Estimates will be refined after completion of vendor selection

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Questions?

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Appendix

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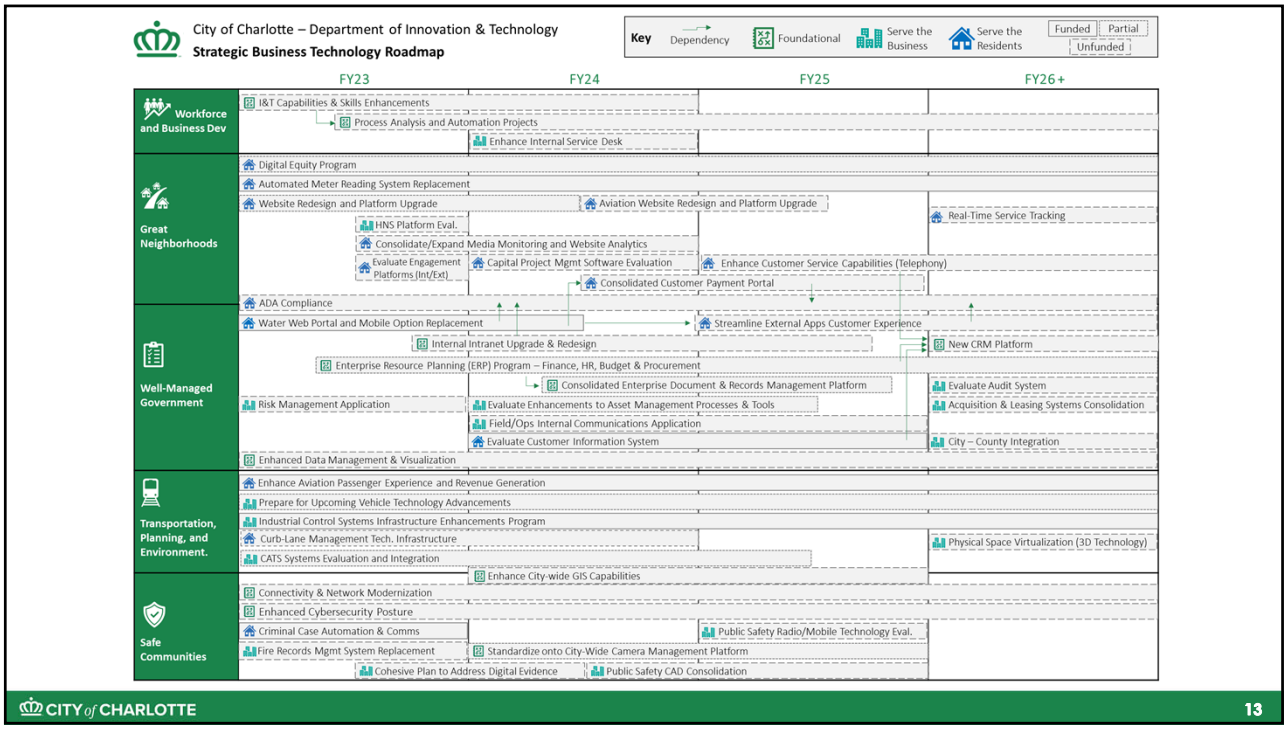
City of Charlotte – Department of Innovation & Technology
Strategic Business Technology Roadmap
Key
Dependency
Foundational
Serve the Business
Serve the Residents
Funded
Partial
Unfunded
FY23
FY24
FY25
FY26+
Workforce and Business Dev
I&T Capabilities & Skills Enhancements
Process Analysis and Automation Projects
Enhance Internal Service Desk
Great Neighborhoods
Digital Equity Program
Automated Meter Reading System Replacement
Website Redesign and Platform Upgrade
Aviation Website Redesign and Platform Upgrade
Real-Time Service Tracking
HNS Platform Eval.
Consolidate/Expand Media Monitoring and Website Analytics
Evaluate Engagement Platforms (Int/Ext)
Capital Project Mgmt Software Evaluation
Enhance Customer Service Capabilities (Telephony)
Consolidated Customer Payment Portal
ADA Compliance
Well-Managed Government
Water Web Portal and Mobile Option Replacement
Streamline External Apps Customer Experience
Internal Intranet Upgrade & Redesign
New CRM Platform
Enterprise Resource Planning (ERP) Program – Finance, HR, Budget & Procurement
Consolidated Enterprise Document & Records Management Platform
Evaluate Audit System
Risk Management Application
Evaluate Enhancements to Asset Management Processes & Tools
Acquisition & Leasing Systems Consolidation
Field/Ops Internal Communications Application
Evaluate Customer Information System
City – County Integration
Enhanced Data Management & Visualization
Transportation, Planning, and Environment.
Enhance Aviation Passenger Experience and Revenue Generation
Prepare for Upcoming Vehicle Technology Advancements
Industrial Control Systems Infrastructure Enhancements Program
Curb-Lane Management Tech. Infrastructure
Physical Space Virtualization (3D Technology)
CATS Systems Evaluation and Integration
Enhance City-wide GIS Capabilities
Safe Communities
Connectivity & Network Modernization
Enhanced Cybersecurity Posture
Criminal Case Automation & Comms
Public Safety Radio/Mobile Technology Eval.
Fire Records Mgmt System Replacement
Standardize onto City-Wide Camera Management Platform
Cohesive Plan to Address Digital Evidence
Public Safety CAD Consolidation
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