

# MODERNIZING TECHNOLOGY FOR CITIES

*A MODERNIZATION FRAMEWORK DESIGNED  
FOR SCALABILITY & SUCCESS*

# PROBLEMS WE SOLVE

## INTEGRATED STRATEGY & ADVISORY

- 01 Lack of a strong digital strategy roadmap process that inspires team members and assures winning in the market.

## MODERNIZATION

- 02 Struggles to maximize the value of your digital backbone and constantly modernize your systems to outrun competitors.

## SECURITY & RISK

- 03 Inconsistent management of digital risks such as cybersecurity, innovation, and AI.

## ELITE PERFORMANCE

- 04 The inability to excel with a digital strategy in order to create the Virtuous Spiral of profit amplification.



# DIGITAL BACKBONE DEFINED



## PEOPLE

SUBJECT MATTER EXPERTS

PROCESS OWNERS/STAKEHOLDERS

APPLICATION BUSINESS OWNERS

## PROCESS

CORE PROCESSES (HOW)

BUSINESS CAPABILITIES (WHAT)

VALUE STREAM

## TECHNOLOGY

CORE TECHNOLOGY INVESTMENTS

IT CAPABILITIES, STANDARDS, & GOVERNANCE

# WHY MODERNIZE?

TO REMAIN RELEVANT

IMPROVING EFFICIENCY & PRODUCTIVITY

SCALING WITH AGILITY & FLEXIBILITY

ENHANCING SECURITY

CREATING COST SAVINGS

AMPLIFYING PROFITS



# THE KLUGE

## CHAOTIC DISARRAY

“BOLTING” & ADDING ON TECHNOLOGY

THROWING MORE RESOURCES AT THE PROBLEM

TECHNICAL DEBT DUE TO CUSTOMIZATION

MAINTENANCE NIGHTMARE

MINIMAL DOC. & MEMORIALIZATION

# WHY CITIES?

WE HAVE OPPORTUNITIES

LEGACY SYSTEMS & MANUAL PROCESSES

"WE'VE ALWAYS DONE IT THIS WAY."

"WE DON'T KNOW WHAT WE DON'T KNOW."

NEWER GENERATIONS WILL DEMAND IT  
MEMBERS & EMPLOYEES!

# FPOV MODERNIZATION FRAMEWORK OVERVIEW

WE HAVE DESIGNED AN END-TO-END FRAMEWORK TO HELP CLIENTS DRAMATICALLY LOWER THE RISK OF AN EXPENSIVE AND PAINFUL OUTCOME FROM RE-PLATFORMING A CORE PIECE OF SOFTWARE.

WHAT IS THE BUSINESS PROBLEM? WHAT DO WE NEED TO CHANGE TO ALIGN WITH OUR BUSINESS STRATEGY?

WHAT DO WE REQUIRE AND WHAT ARE THE OPTIONS AVAILABLE?

STATUS QUO ANALYSIS  
VENDOR PRESENTATIONS  
BUDGETING  
CONTRACTS & AGREEMENTS

PRE-IMPELEMENTATION STEPS  
IMPLEMENTATION TEAM  
DEVELOPMENT & CONFIGURATION  
TESTING & REFINING  
1.0 GO LIVE



**STAGE ONE**  
IDENTIFY &  
STRATEGIZE

**STAGE TWO**  
DISCOVER &  
REALIZE

**STAGE THREE**  
SOLUTION &  
MODERNIZE

**STAGE FOUR**  
IMPLEMENT &  
MONETIZE

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**LEADERSHIP**

**LEADERSHIP**

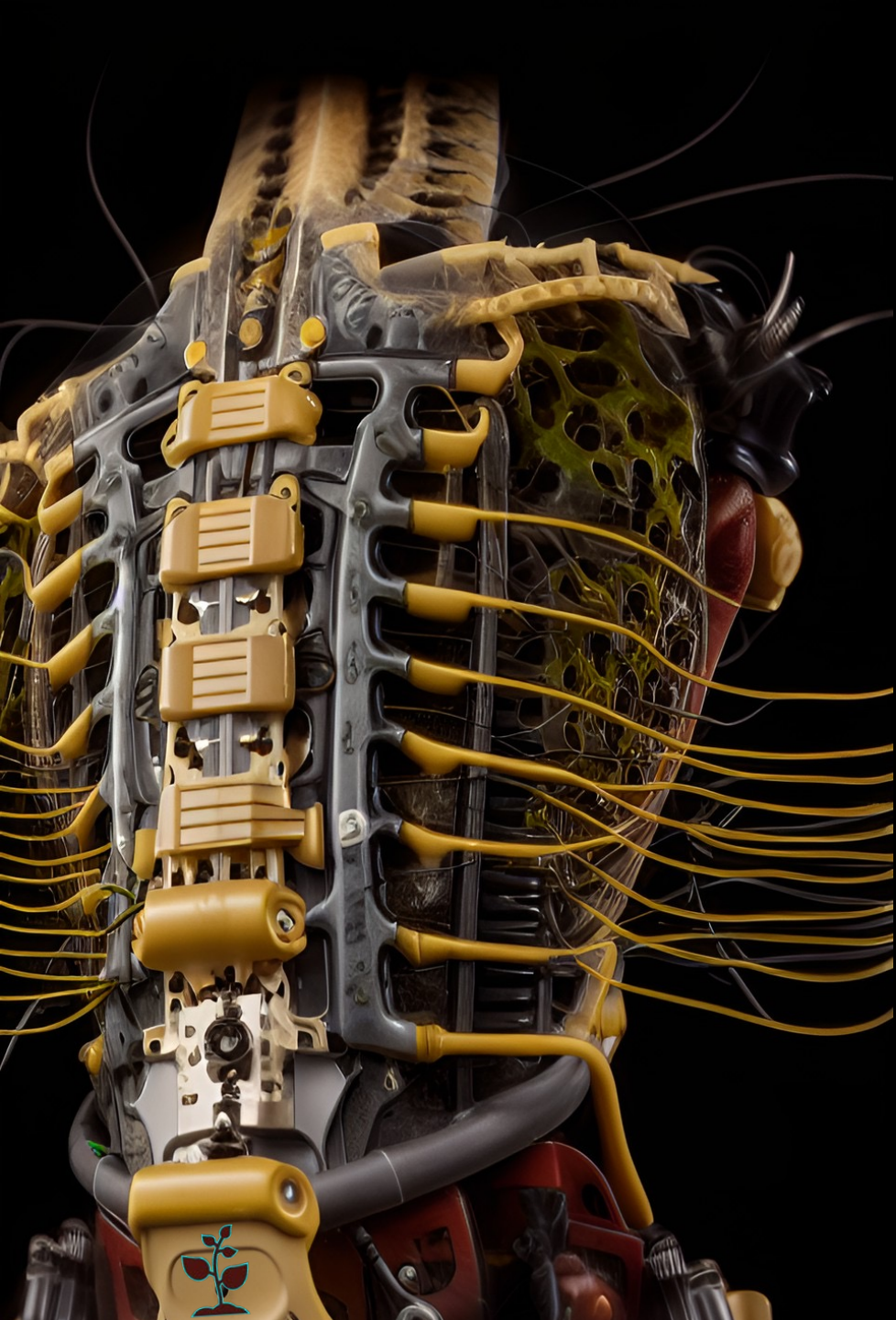
**LEADERSHIP**

EVOLVED

EXISTING SOLID GROUND

**RISKS**

FUTURE SOLID GROUND



# MODERNIZING THE DIGITAL BACKBONE

STAGE 1

IDENTIFY & STRATEGIZE





# DIGITAL MATURITY SCORECARD

ORGANIZATION NAME HERE

LEVELS OF MATURITY	INITIAL EFFORTS DABBLERS	STRUCTURE DEVELOPMENT	DEFINED & OPERATING	MEASURING & OPTIMIZING	MARKET LEADER
PARAMETERS	1	2	3	4	5
DIGITAL STRATEGY		▼			
BUSINESS & IT ALIGNMENT		▼			
DIGITAL GOVERNANCE		▼			
SECURITY & RISK CONTROL	▼				
EXECUTION WITH VELOCITY	▼				

# BUSINESS CAPABILITY IDENTIFICATION & MAPPING **FPOV**

BUSINESS STRATEGY

GOAL 1

BUSINESS CAPABILITY

WHAT THE ORG  
DOES

BUSINESS PROCESS

HOW THE ORG  
DOES IT

TECHNOLOGY

WITH WHAT TECH

KEY DATA ELEMENTS

WITH WHAT DATA

PEOPLE

WITH WHICH  
PEOPLE

# Environment Factors Scoring Matrix



Client Name

Company Name

Alarm Min Percentage  
**50%**

Alarm Option (individual or all)  
**Common**



## ENVIRONMENTAL FACTOR

CLIENT SCORE

FACTOR WEIGHT

RESULT:  
FACTOR WEIGHTED-SCORE

FACTOR ALARM

ALARM MIN. %

Digital Culture

4

10

40

Needs Attention

50%

Motivation & Will

8

8

64

50%

Digital Skills & Knowledge

5

7

35

50%

Key Opinion Leaders Buy-In

4

7

28

Needs Attention

50%

Humalogy Acceptance

3

4

12

Needs Attention

50%

Resource Availability

5

9

45

50%

Physical Environment

2

3

6

Needs Attention

50%

Pace of Change Tolerance

3

8

24

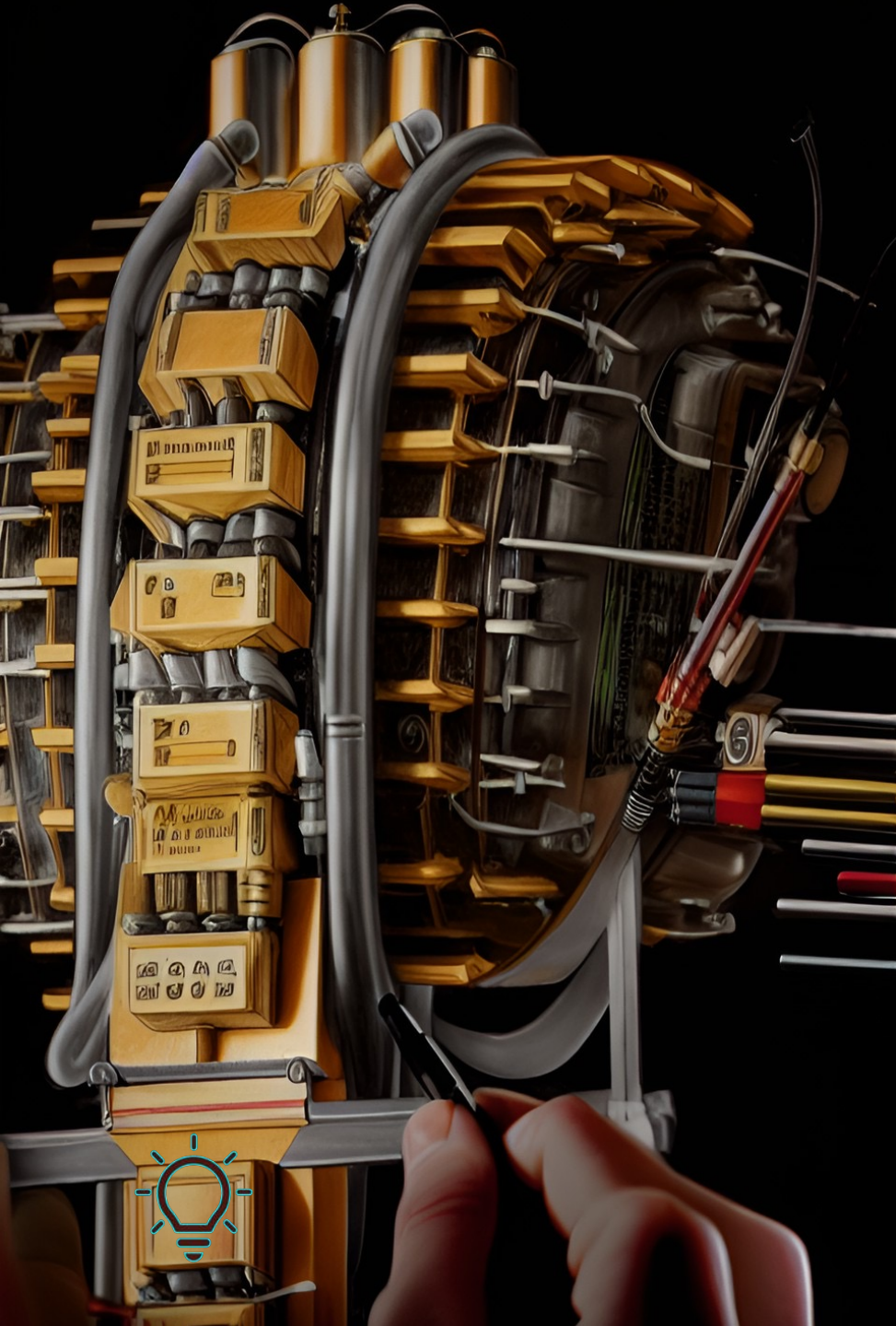
Needs Attention

50%

## OVERALL ENVIRONMENTAL SCORE

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%





# MODERNIZING THE DIGITAL BACKBONE

STAGE 2  
MEMORIALIZE & REALIZE





# VISUAL LANGUAGE

"The beauty of communicating visually is that there are no language barriers; the message can be understood by anyone, regardless of their native tongue."

- Unknown

# VISUAL LANGUAGE

CONVEYS A MESSAGE

TELLS A STORY

EVOKES A RESPONSE



# VISUAL LANGUAGE

PROVIDES DIRECTION

REVEALS OBSTACLES

REDUCES COMPLEXITY



# VISUAL LANGUAGE

DEEPLY ROOTED IN CULTURE

RESONATES FEELING

PROFOUND MEANING





# VISUAL LANGUAGE

“THE ROSETTA STONE”  
BETWEEN THE BUSINESS & IT

PROVIDES FRUITFUL  
OUTCOMES FROM MEETINGS





Client Name  
Company Name  
Blueprint Type  
Dept  
All  
Drawn By  
FPOV  
Check By  
CHN  
Digital File Name(s)  
DATE CREATED  
AUG 2022  
1.0  
REVISIONS  
Originally Prepared by:  
FPOV

### MAINTAINED BY

	INTERNAL		BOTH (INT/3P)
	3RD PARTY		NO ONE

### APPLICATION HEALTH

	POSITIVE		AT RISK
	NEGATIVE		UNDER CONSTRUCTION

### APPLICATION SECURITY LEVEL

	EXTERNALLY SECURED		INTERNALLY SECURED
	INTERNALLY & EXTERNALLY SECURED		INTERNALLY, EXTERNALLY SECURED + AUDITING
	NOT SECURE		

APPLICATION BUSINESS OWNER



APPLICATION LOCATION

	CLOUD
	ON PREM
	LOCAL DESKTOP

# YOUR APPLICATION VISUAL LANGUAGE

DISASTER RECOVERY STATUS + TIER

STATUS	TIER
FULL DR PLAN	<b>TIER 1</b> Mission-critical application, RTO/RPO of less than 15 mins.
MINIMAL DR PLAN	<b>TIER 2</b> Business-critical application, RTO of 2 hrs., RPO of 4 hrs.
NONE	<b>TIER 3</b> Less critical application, RTO 4 hrs. and RPO of 24 hrs.
	<b>TIER 4</b> Least critical application, RTO 4 hrs. and RPO of 36 hrs.

ANNUAL SPEND + FUNCTIONAL UTILIZATION

	< 60%
	30% to 60%
	< 30%

\$\$\$	> \$150k
\$\$	50K to \$150K
\$	< \$50k

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3  
4  
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6  
7  
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9  
10



	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1	AssetWORKS D. MILLER 3RD PARTY TIER 3 CLOUD	CareerPlug A. YOUNG 3RD PARTY TIER 2 CLOUD	logo CORP SQL RPTS1 E. BLOOD INTERNAL ON PREM TIER 2	logo EDW D. MILLER INTERNAL CLOUD TIER 1	logo EDW OLAP D. MILLER INTERNAL CLOUD TIER 2	Expensify F. BYRD 3RD PARTY TIER 3 CLOUD								
2	FIS triPOS WORLDPAY A. YOUNG 3RD PARTY TIER 3 LOCAL DESKTOP	0 A. YOUNG 3RD PARTY TIER 2 CLOUD	Google Analytics M. LEE 3RD PARTY TIER 3 CLOUD	Instant EVALUATE E. BLOOD 3RD PARTY TIER 3 CLOUD	Pool Website E. BLOOD 3RD PARTY TIER 1 CLOUD	Listen360 E. BLOOD 3RD PARTY TIER 2 CLOUD								
3	ManageEngine D. MILLER 3RD PARTY TIER 3 CLOUD	Microsoft Dynamics GP F. BYRD 3RD PARTY TIER 1 CLOUD	MOBILE M. LEE 3RD PARTY TIER 1 CLOUD	ORIGAMI RISK E. BLOOD 3RD PARTY TIER 2 CLOUD	paycom A. YOUNG 3RD PARTY TIER 1 CLOUD	Power BI D. MILLER 3RD PARTY TIER 2 CLOUD	PROFITKEEPER F. BYRD BOTH TIER 3 CLOUD							
4	logo Postgres DW D. MILLER INTERNAL CLOUD TIER 2	infur QuickBooks Online F. BYRD 3RD PARTY TIER 2 CLOUD	logo CORP SQL RPTS2 F. BYRD INTERNAL ON PREM TIER 1	salesforce M. LEE 3RD PARTY TIER 3 CLOUD	logo CORP SQL RPTS3 M. ELLIS INTERNAL ON PREM TIER 1	schooX A. YOUNG 3RD PARTY TIER 1 CLOUD								
5	SFM The Work Comp Experts D. MILLER 3RD PARTY TIER 1 CLOUD	SharePoint D. MILLER BOTH TIER 2 CLOUD	smartsheet N. BEACH 3RD PARTY TIER 4 CLOUD	opinion D. MILLER 3RD PARTY TIER 2 CLOUD	TAS G. SMITH 3RD PARTY TIER 2 CLOUD									

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Client Name  
Pool  
Blueprint Type  
Application Inventory  
Level II  
Dept  
Drawn By  
FPOV  
Check By  
CHN  
Digital File Name(s)  
DATE CREATED  
REVISIONS  
Originally Prepared by:

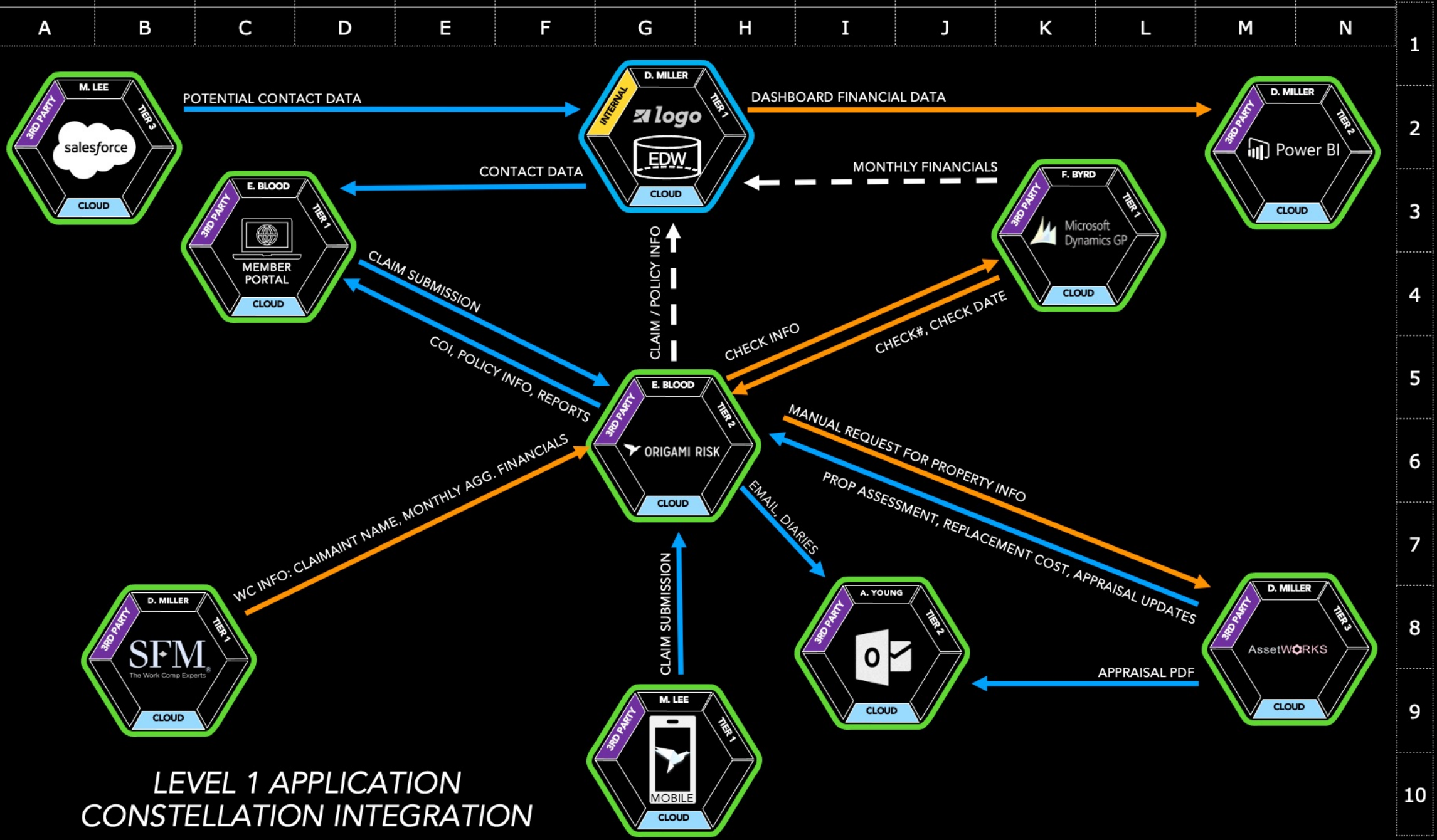




Core Application Integration Level I



Client Name	Pool	Dept	DATE CREATED
Blueprint Type	All		REVISIONS
Drawn By	Check By	Digital File Name(s)	Originally Prepared by:



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# WHAT'S POSSIBLE?

BENCHMARKING/WHAT ARE  
OTHER CITIES USING?

HIGH LEVEL VENDOR  
DEMO/RFI'S

UNDERSTAND  
FUNCTIONALITY & FEATURES

CREATE A VENDOR  
TRACKING SPREADSHEET



MARKET  
RESEARCH

# CREATING A PROCESS INVENTORY

**FPOV**

## PROCESS INVENTORY

1.1.1 ORDERS	Process Owner(s)
1.1.1.1 CUSTOMER ORDER SUBMISSION	Amy G.
1.1.1.2 CUSTOMER ORDER FULFILLMENT	Amy G.
1.1.1.3 BACK ORDERS (SUB-PROCESS)	Amy G.
1.1.1.4 QUALITY CONTROL FOR ORDERS	Amy G., Tonya L.
1.1.1.5 ORDER DELIVERY	Tonya L.
1.1.2 SALES	Process Owner(s)
1.1.2.1 EVENT-BASED MARKETING	Bruce T.
1.1.2.2 DIRECT B2B	Bruce T.
1.1.2.3 CROSS-SELLING	Bruce T.
1.1.2.4 RENEWALS	Bruce T.
1.1.2.5 ECOSYSTEM PARTNER ONBOARDING	Bruce T.

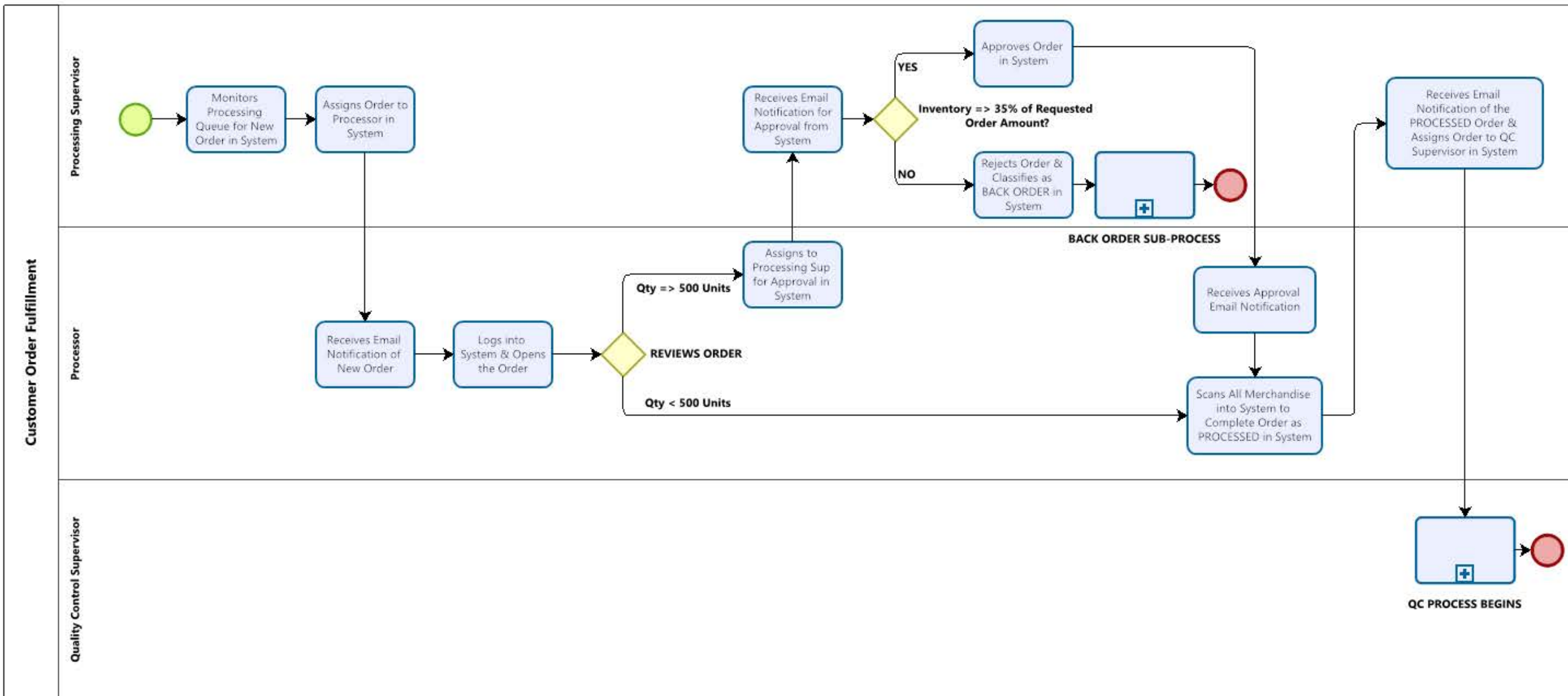
DETERMINE THE PROCESS CATEGORIES

DEVELOP THE LIST OF PROCESSES

PRIORITIZE LIST OF PROCESSES

IDENTIFY/INTERVIEW THE OWNERS

# SWIMLANE DIAGRAM = PROCESS MAP



# PLATFORM & VENDOR SCORING MATRIX

WEIGHT

TOTAL

100%

**VENDOR IMPLEMENTATION** 20%

TIMELINE 50%

METHODOLOGY 25%

TRAINING 25%

**PRICE** 10%

ANNUAL RUN RATE 50%

IMPLEMENTATION COST 50%

**TECHNOLOGY** 20%

SECURITY 25%

RELIABILITY 25%

MAINTAINABILITY 10%

FLEXIBILITY 10%

COMPATIBILITY 10%

PRODUCT/RELEASE MANAGEMENT 15%

ARCHITECTURE/TECHNOLOGY STACK 5%

**VENDOR CULTURE** 15%

ONGOING TECHNICAL SUPPORT 40%

REFERENCE CHECKS - SUBMITTED 30%

LONG TERM RELATIONSHIP 20%

USER CONFERENCES/SUPPORT GROUPS 10%

**SYSTEM FUNCTIONALITY** 25%

CLAIMS MANAGEMENT 40%

ATTACHMENTS/DOC MGMT/MAIL 15%

UNDERWRITING/RENEWAL/EXPOSURE MGMT 20%

FINANCE/ACCOUNTING/INTEGRATION 15%

REPORTING & ANALYTICS 10%

**VENDOR FINANCIALS** 10%

MARKET SHARE 50%

ANNUAL REVENUE 50%

# STAGE 1&2

TAKE AWAYS FROM STRATEGY & REALIZATIONS

DIGITAL MATURITY

BIZ GOALS/BIZ CAPABILITIES/BIZ REQUIREMENTS

ENVIRONMENTAL FACTORS

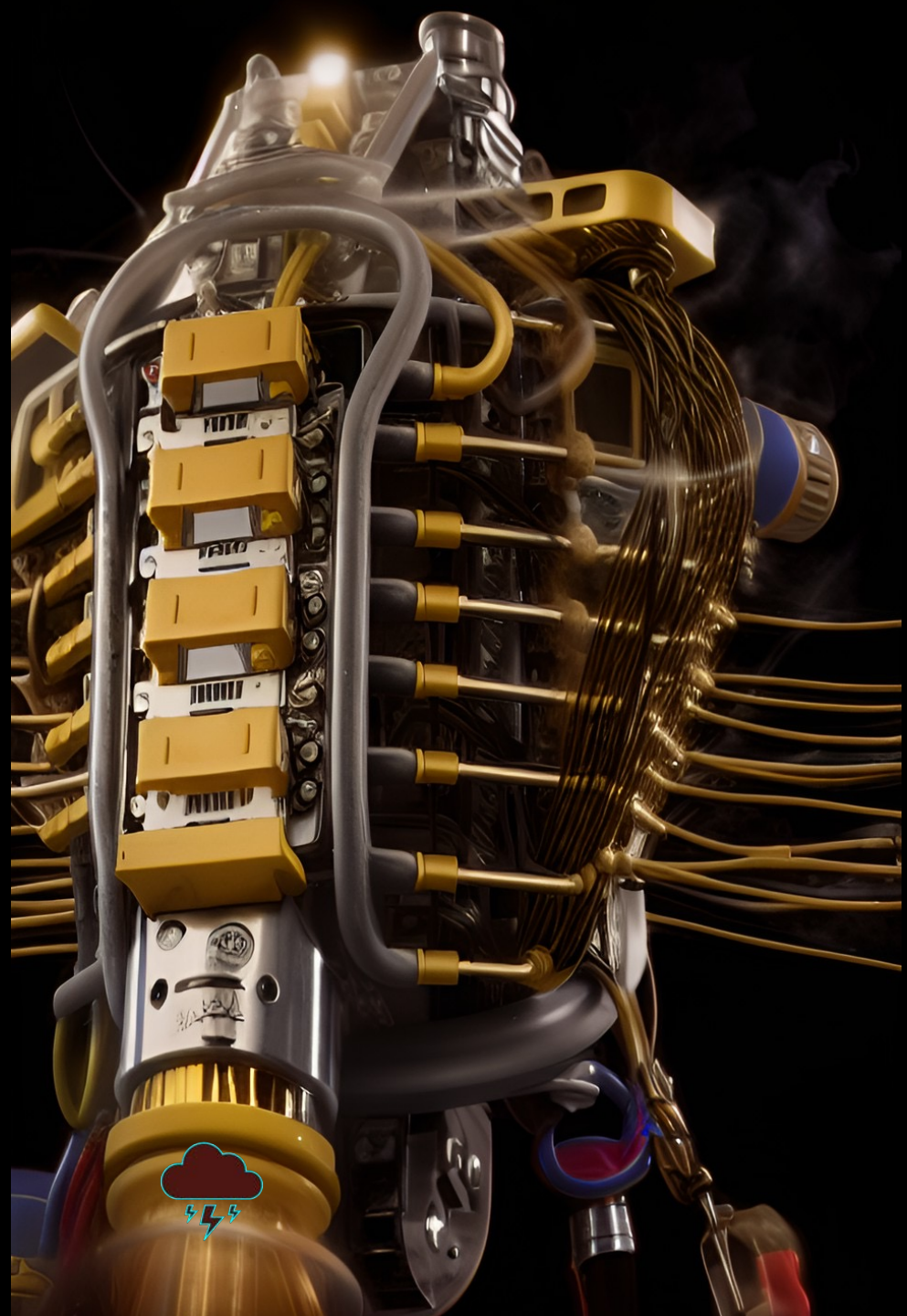
BLUEPRINTS/PROCESS MAPS

MARKET RESEARCH

FUNCTIONAL/TECHNICAL REQUIRMENTS

PRODUCE SCORING MATRIX CATEGORIES & WEIGHTS





# MODERNIZING THE DIGITAL BACKBONE

STAGE 3  
SOLUTION & MODERNIZE



# WHAT'S IN AN RFP?

## REQUEST FOR PROPOSAL

PURPOSE, YOUR STORY, GOALS, "ONE-PAGER"

CALENDAR OF EVENTS

REQUIREMENTS

FORM SAMPLES

REPORTS INVENTORY

PROCESS INVENTORY

PROCESS MAPS



# GRADING THE RFP RESPONSE

PLATFORM & VENDOR SCORING MATRIX		WEIGHT	VENDOR 1	VENDOR 2	VENDOR 3
<b>TOTAL</b>		<b>100%</b>	<b>1.89</b>	<b>1.75</b>	<b>1.56</b>
<b>VENDOR IMPLEMENTATION</b>		<b>20%</b>	<b>0.35</b>	<b>0.37</b>	<b>0.32</b>
TIMELINE	50%	0.88	1.00	0.97	
METHODOLOGY	25%	0.41	0.44	0.34	
TRAINING	25%	0.47	0.38	0.30	
<b>PRICE</b>		<b>10%</b>	<b>0.20</b>	<b>0.14</b>	<b>0.18</b>
ANNUAL RUN RATE	50%	1.00	0.75	0.92	
IMPLEMENTATION COST	50%	1.00	0.67	0.83	
<b>TECHNOLOGY</b>		<b>20%</b>	<b>0.37</b>	<b>0.39</b>	<b>0.33</b>
SECURITY	25%	0.48	0.49	0.43	
RELIABILITY	25%	0.42	0.50	0.48	
MAINTAINABILITY	10%	0.18	0.21	0.19	
FLEXIBILITY	10%	0.20	0.17	0.16	
COMPATIBILITY	10%	0.19	0.19	0.05	
PRODUCT/RELEASE MANAGEMENT	15%	0.28	0.31	0.28	
ARCHITECTURE/TECHNOLOGY STACK	5%	0.09	0.10	0.09	
<b>VENDOR CULTURE</b>		<b>15%</b>	<b>0.28</b>	<b>0.26</b>	<b>0.21</b>
ONGOING TECHNICAL SUPPORT	40%	0.74	0.71	0.62	
REFERENCE CHECKS - SUBMITTED	30%	0.60	0.60	0.60	
LONG TERM RELATIONSHIP	20%	0.35	0.23	0.11	
USER CONFERENCES/SUPPORT GROUPS	10%	0.17	0.18	0.10	
<b>SYSTEM FUNCTIONALITY</b>		<b>25%</b>	<b>0.50</b>	<b>0.41</b>	<b>0.42</b>
CLAIMS MANAGEMENT	40%	0.80	0.74	0.76	
ATTACHMENTS/DOC MGMT/MAIL	15%	0.30	0.28	0.29	
UNDERWRITING/RENEWAL/EXPOSURE MGMT	20%	0.40	0.33	0.35	
FINANCE/ACCOUNTING/INTEGRATION	15%	0.30	0.28	0.27	
REPORTING & ANALYTICS	10%	0.17	0.17	0.15	
<b>VENDOR FINANCIALS</b>		<b>10%</b>	<b>0.20</b>	<b>0.19</b>	<b>0.10</b>
MARKET SHARE	50%	1.00	0.94	0.5	
ANNUAL REVENUE	50%	1.00	0.94	0.5	

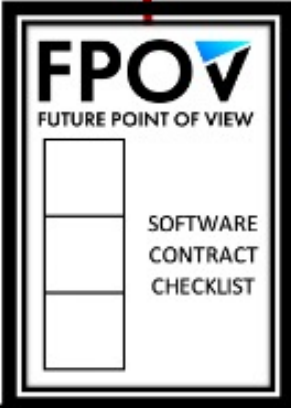
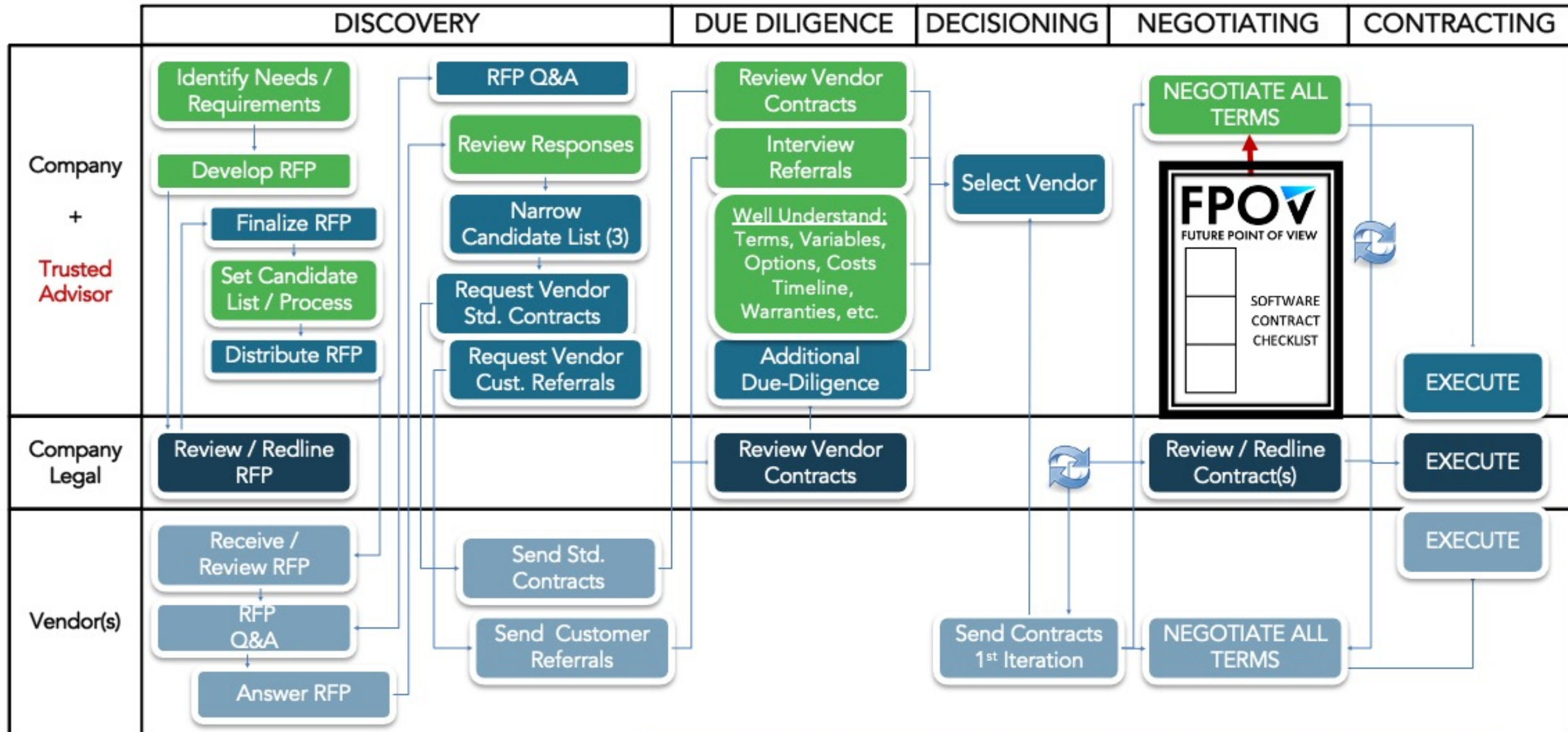
USE THE SCORING MATRIX

EACH PART OF THE RFP WILL BE SCORED IN LINE WITH THE MATRIX

VENDORS WITH HIGHEST SCORES WILL BE GRANTED WITH DEMONSTRATION SCRIPTS FOR ONSITE/REMOTE DEMOS

	0 - DOES NOT MEET
	1 - PARTIALLY MEETS
	2 - FULLY MEETS
	3 - EXCEEDS

# VENDOR RELATIONSHIP & CONTRACTING PROCESS



TIME →

Activities where a **Trusted Advisor** can be of assistance.



# MODERNIZING THE DIGITAL BACKBONE

STAGE 4

IMPLEMENT & MONETIZE

# PRE-IMPLEMENTATION

ASSEMBLE THE RIGHT TEAM

TEAM SYNERGY VS. ROLES & RESPONSIBILITIES

TEAM MEMBER CAPACITY & AVAILABILITY

IDENTIFY A PROJECT CHAMPION

ENABLE KEY PEOPLE TO MAKE DECISIONS

80/20 RULE - AVOID ANALYSIS PARALYSIS



# PRE-IMPLEMENTATION

MINDSET: AVOID RECREATING ALL THAT YOU CURRENTLY HAVE

BE OPEN TO NEW IDEAS

THINK OUTSIDE THE BOX

ELIMINATE BAD PROCESS

FOCUS ON EFFICIENCY & QUALITY

# PRE-IMPLEMENTATION

## DATA CLEAN UP & MIGRATION

DUPLICATE CLAIMS

DUPLICATE CONTACTS & PAYEES

FIELDS RESUSED FOR MULTIPLE USES

ARRANGE TO GET A CURRENT COPY OF YOUR  
DATABASE FROM CURRENT VENDOR







# IMPLEMENTATION CONSIDERATIONS

OPEN LINES OF HONEST COMMUNICATION W/ VENDOR

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ISSUE MANAGEMENT PLAN

---

BLUEPRINT THE IMP. & ENSURE SOW SUPPORTS IT

---

UNDERSTAND TEAM'S VELOCITY

---

CELEBRATE BIG & LITTLE WINS

---

TEST TEST TEST!

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# THE MAN AT THE TOP OF MOUNTAIN...

DID NOT FALL THERE

DID NOT CLIMB IT IN ONE DAY

DID NOT CLIMB IT WITHOUT A STRATEGY

DID NOT CLIMB IT WITH BAD TOOLS

DID NOT CLIMB IT ALONE

DID NOT STOP CLIMBING

# Q&A

[CHAD@FPOV.COM](mailto:CHAD@FPOV.COM)



*"Innovation distinguishes between a leader and a follower."  
—Steve Jobs*