A Multisource Service Integration Approach Prepares the City of Fort Wayne and Allen County for Next Generation Technology

The City of Fort Wayne and Allen County (CFW-AC) needed a robust IT managed services partner to support the technology backbone for critical departments that serve over 500,000 constituents. CFW-AC needed a solution that would not only address their challenges but present the most efficient and effective use of public resources.

SETTING THE STAGE

Local government presents unique modernization and IT management challenges. Specialized solutions and skills are needed for systems that maintain and operate multiple departments to deliver utilities, provide public safety, record and issue permits, manage animal services, supervise parks and recreation, and myriad other responsibilities.

Agency employees know that many problems and tasks in local government could benefit greatly from secure collaboration and data sharing, but departments tend to be siloed. Add to this the fact that local governments aren't dealing with the largest budgets even in the best of times, and agencies can spend inordinate time working around legacy system limitations.

In the past, city and county IT organizations often outsourced their tower services (help desk, desktop, applications, servers and storage, network, and cybersecurity) to a single managed services provider. But because technology changes rapidly, this inhibits their ability to access specialty skills that didn't exist within the provider's portfolio at the time of the contract, negatively impacting service quality and user experience.

Even though government entities can see big benefits to partnering with multiple best-in-class suppliers to meet current and future needs, doing so is challenging for organizations with fixed budgets and small staffs. Managing multiple suppliers uniformly and getting them to work together effectively is a daunting task.

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THE PROBLEM

CFW-AC needed a robust IT managed services partner to support their technology infrastructure, applications, system interoperability, data integration, and cybersecurity—the technology backbone for critical departments that serve over 500,000 constituents. Specific support functions include help desk, desktop administration, application development and maintenance, asset management, website management, GIS services, database administration, server and storage network services, and cybersecurity.

A critical element of the city's service delivery, CFW-AC Utility oversees the production of the only product that every single citizen depends on: water. The U.S. Cybersecurity and Infrastructure Security Administration (CISA) recognizes water utility as critical infrastructure. Today, the biggest threat to successful delivery of safe water is a cyberattack. Not only did CFW-AC need a provider to manage all the other IT aspects, but computers that control the machines filtering and distributing water are vulnerable points in the system that need best-in-class cybersecurity. It couldn't simply be an afterthought.

Additionally, getting a great solution at a fair market price was important to citizens and the officials who serve them. CFW-AC is deeply committed to their constituents and wanted a solution that would not only address their challenges but represent the most efficient and effective use of public resources.

> "In 2008, 42% of the Forbes G-2000 largest global businesses outsourced IT to a single company, whereas today only 15% of those same companies are outsourcing to a single vendor."
>
> INFORMATION SERVICES GROUP

OUR APPROACH

In today's highly competitive market, no single company can offer all the skills required to run specialized government operations. A multisource service integration technical approach (MSI) provides access to best-in-class vendors with a single point of oversight and a structure of end-to-end accountability for service delivery. A critical factor in CFW-AC's decision to partner with Resultant was our ability to deliver MSI for all departments and agencies.

This cross-functional digital service delivery platform allows CFW-AC to benefit from specialized service providers to meet their technology needs without having to coordinate them. Resultant manages all providers and ensures they work together seamlessly with a focus on customer experience, analytics, automation, security, data integration, service quality, and cloud solutions.

"Resultant's new MSI model is specifically designed to enable state and local governments, higher education, and mid-market enterprises to be more nimble and to secure

specialized technology services as soon as the need arises," said Mike Vance, vice president of technology services at Resultant.

When we partner with others for an MSI solution, we select the very best in each particular specialty. Partners like Corsica Technologies, who bring together the brightest minds in security to develop innovative solutions to improve government outcomes; Netfor, a user-experience-centered help desk solutions provider with a strong knowledge management program; and Daniels Associates, Inc., a WBE-certified applications provider with over 30 years' experience as a trusted partner in government technology solutions.

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CFW-AC wanted the freedom within any solution to make necessary decisions, take actions, and minimize vendor lock-in agreements. The MSI approach facilitates vendor and technology independence. CFW-AC can choose exactly what's in the best interest of citizens, including insourcing at the end of the contract and changing vendors who underperform. Meanwhile, Resultant drives service delivery around a common set of processes and serves as the single party responsible for providing integration, visibility, and control back to CFW-AC.

Service quality in this type of approach improves through an infusion of specialized skills and the streamlined service management processes and tools that provide

- Ease of customization
- Quick migration capabilities
- Flexible deployment options
- Lower costs

CFW-AC officials were extremely invested in knowing who would be part of their solutions team, having had suboptimal results in the past when teams were changed out after proposal acceptance. Our standard practice—having the actual project leads present any proposed solution to clients—alleviates this concern, giving clients a good sense of what working with these team members will be like, their qualifications, and how the team fits their organization.

Resultant is a leader in applying data analytics to solve government problems, uniquely situated to help CFW-AC make smarter decisions about how to improve planning and operations to provide better outcomes for their citizens.

We utilize Design Thinking to maximize outcomes and deliver deeply impactful services to our clients. Starting with empathy, Design Thinking ensures all services are provided in a deeply human-oriented way. It also allows for rapid prototyping and iteration, leading to better solutions and transformational outcomes. As a key interface between the various areas of CFW-AC and the technology team, project leads use Design Thinking to holistically build on-the-fly solutions and to ensure innovation happens across the organization.

OUR BEST-IN-CLASS PARTNERS

NETFOR

Help Desk Provider

- Specialists in state and local government
- Experts in call center and help desk
- Proficient in user experience and satisfaction

DAI
DANIELS ASSOCIATES, INC.

Government Application Provider

- Specialists in state and local government
- Experts in government applications
- Proficient in agile and scrum methodology

corsica technologies

Cybersecurity Provider

- Specialists in state and local government
- Experts in cybersecurity
- Recognized as Elite Security Provider by CRN

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OUTCOME

To ensure government-standard ITIL-compliant operational processes and meet CFW-AC's needs, we implemented an information technology service management (ITSM) solution with web-based access to support a hybrid resource model. All departments use the same systems, processes, and workflows for unified and seamless

- invoicing
- budgeting
- service quality
- customer experience
- asset management
- planning
- reporting

The system also runs self-healing actions on workstations and servers to proactively resolve issues such as drive space or high processor usage. Our ITSM reduces the number of help desk contacts, speeds up resolution of service tickets, and improves the overall function of CFW-AC's IT environment.

Implementing IT across such a large organization had required around 50 full-time employees, and CFW-AC wanted to keep jobs for as many of those people as possible. We worked with CFW-AC to identify and retain existing key personnel, transferring team members to Resultant where necessary—all while minimizing risk, providing service continuity, and diminishing any disruptions to operations.

As anticipated by high-level CFW-AC staff, the current state of environment report previously prepared was found to be inaccurate and to have underestimated security concerns. Everyone knew that, regardless of budget, the entire project would be undermined if these issues were not addressed. CFW-AC is passionate about doing the right things for their constituents and pushed the full project timeline to address these critical issues in a timely manner. The Resultant team broke down the entire transition into its individual critical elements and prioritized them.

Mitigating these cybersecurity vulnerabilities by identifying issues and being able to quickly and aggressively address them gave peace of mind to Joseph Welch, deputy director, chief information officer for Fort Wayne City Utilities: "I appreciate that ability to think outside of perceived constraints. They came up with a great plan that worked."

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OUTCOME DETAILS FOR CITY SERVICES

Help Desk Services

Because the help desk center now operates out of Fort Wayne, CFW-AC users are supported by a team of experts local to them. Responsiveness has improved and enhanced productivity of CFW-AC users; most inquiries and requests are resolved on first contact, and most calls are answered within 20 seconds. Additional staff are added automatically to call queues during peak times. As a result of these changes, user satisfaction has increased.

Cybersecurity

We provided a fully staffed 24x7x365 security operations center (SOC) located in Fort Wayne with the ability to detect, identify, remedy, and repel cyber-attacks in real time.

Network, Network Security, and Server Services

One of Resultant's core approaches to managing network, network security, and servers is a proactive maintenance cycle. In addition to real-time monitoring and alerts, we actively review each server, network device, storage array, and other services CFW-AC operates. Each component is reviewed, analyzed, and verified directly. Our maintenance sheets are available to CFW-AC personnel to review as requested.

Applications

Our team established a local government applications competency center to further support applications services—including applications development, integration, and maintenance—with the agility, flexibility, bandwidth, and thought leadership needed to support CFW-AC's evolving requirements and objectives.

Desktop and Distributed Computing Services

Utilizing a hybrid on-premises and leveraged model, our team efficiently supports desktop, laptop, print, scan, and the overall computing environment within the areas of hardware deployment, telecom support and deployment, and hardware management and maintenance through patching, imaging, troubleshooting, and remediation. Our field support technicians are supported by an ITIL-compliant model—remote access tools resolve many issues without requiring in-person visits. When in-person visits are needed, the same technicians work the same locations, preserving knowledge continuity and strengthening relationships.

IMPACT

Transitioning to Resultant presented unique culture-change challenges—both in how IT personnel were perceived by other employees, and within IT as new standards of service were implemented. With a focus on end-user service, we have reestablished trust in IT for CFW-AC.

Help desk visibility and responsiveness have leapt forward. Diligence in updating knowledge base articles has created a new asset deeply appreciated by employees seeking quick answers. After eight months, the Resultant team has addressed literally thousands of backlogged help desk tickets. The day-to-day relationship with IT now is one of open, responsive communication, according to Welch: "The channels of communication are exactly as I would want."

Improving the efficiency and transparency of government services increases the frequency of interaction between citizens and government and improves perceptions of quality and trust in government. CFW-AC can now experience the benefits of providing more transparent, accessible, and responsive services to constituents.

Led by Resultant, multisource service integration delivers automated IT monitoring and management, providing CFW-AC a single view across servers, operating systems, network equipment, and applications. That means cost savings and service delivery that better serves stakeholders. CFW-AC has reduced statewide costs for services while increasing security and disaster recovery capabilities. Resultant is also helping to modernize aging IT infrastructure and facilitate data access that will improve both the citizen experience and public safety.

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