



## AT A GLANCE

### TATUM CIO SERVICES & TECHNOLOGY LEADERSHIP MENTORING

IT staff had little direction, minimal training and no operational leadership. Tatum immediately integrated technology leadership into a standing and functional IT Steering Committee. Tatum identified new IT leader and groomed him to assume leadership and functional responsibilities.

### TATUM BUSINESS STRATEGY & IT ALIGNMENT

Multiple IT initiatives were failing to deliver against expectations and there was no plan for the future in place. Tatum created a long-term IT strategy with implementation plans for key requirements aligning IT to the operational initiatives required to accelerate growth and improve service delivery to the citizens.

### TATUM PROGRAM MANAGEMENT SERVICES

Implementation projects stalled with uncertainty regarding future direction. Tatum tailored proven program management methodology to manage project lifecycle for all IT projects. Tatum led the implementation of common framework and language for all IT projects across internal resources and contractors.

## City of Huntsville, Texas: Technology Department Updated

### Brief Overview

Huntsville is a city in southeast Texas with an unusual demographic. Its multiple-prison units and mid-sized state university add to the population without a commensurate addition to the tax base and wealth of the City. While its proximity to Houston and an abundance of natural pine forests and state parks makes it an extremely attractive location, aging infrastructure, poor financial decisions and complex citizen dynamics created an environment lacking trust and organizational cohesiveness. The result was the departure of key staff and a complex governance model.

### Situation

Turnover in personnel, political turmoil and failed systems had taken their toll on the efficiency and effectiveness of the city government. A new city manager and finance director were installed to put things back in order.

A stalled technology system implementation had become fodder for the political fight among elected officials and candidates for office. Although the new management team had an excellent track record of fair and powerful leadership, the lack of requisite technology tools added increasing pressure to the volatile situation. Meanwhile, difficulties in the system conversion effort raised questions about financial reporting accuracy and the annual audit was almost a year late. Further complicating matters, the recently installed wireless wide area network would not support the Voice over IP (VoIP) phone system nor other key data communication requirements of the city.

### Why Tatum

The City of Huntsville's Finance Director had previous experience with Tatum at another local government entity. He once again turned to Tatum to conduct an IT assessment and make objective recommendations for remediation. It quickly became clear to the City Manager experienced

*“Tatum’s expertise and management were valuable resources during the reorganization of our IT department providing needed assistance and advice to both our IT and financial teams during a time frame of numerous deadlines and personnel shortages.”*

– Winston Duke, Finance Director, City of Huntsville, Texas

leadership was needed to set the IT department on the right track. Tatum was tapped to immediately integrate a technology leader with combined IT and financial expertise and leadership experience to work with the city management team to help organize the IT function and infrastructure.

The assessment revealed a number of underlying issues, which if not addressed, would delay or possibly even prevent remediation of the myriad surface problems. The situation necessitated a reorganization of the city's IT department and assistance with supporting key financial functions. Huntsville's IT department was somewhat over-staffed; and, its personnel lacked focus and had not received adequate technical education and training.

On a more critical note, the city had acquired a software solution


that was poorly supported and a solution provider that was transitioning to another technology. Despite significant investments, the municipality's information technology was underperforming and ROI was virtually non-existent.

As Tatum worked with the Huntsville leadership team to sort out the technology issues, additional problems were uncovered with the city's new financial reporting system. Without proper transition processes in place, the financial reporting was unreliable. To address this situation, Tatum mobilized an additional executive resource experienced in both finance and IT to lead this corrective initiative.

### Results

After just six months, the City's technology group was reorganized and the staff had been trained on the new processes. In addition,

Tatum recommended an internal candidate to become IT coordinator and forged new solution provider relationships to support the city's needs. Huntsville now has effective technology, accountability and solid financial information. The city was then able to implement a replacement Utility Billing System with no problems, a first for the city.

Tatum put in place a long-term technology plan, a Program Management Office to support future project initiatives and a strategy to implement new mission-critical software to increase efficiencies. With effective and strategic processes in place, the city is now prepared to manage public resources with ease. 

### About Tatum

Companies turn to Tatum when critical business challenges arise because we immediately deliver C-level financial and technology operational expertise via solutions tailored to the Office of the CFO. We understand the urgency of NOW and our VELOCI-T solutions were designed to help business leaders accelerate results to *create more value™*.