To the Mayor and Members of the City Council   **August 29, 2023**

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SUBJECT: CHIEF TRANSFORMATION OFFICER, FW LAB DIRECTOR RECRUITMENT PROCESS

The purpose of this report is to provide an update on the City's hiring process to recruit for the vacant Chief Transformation Officer (CTO) position. Human Resources (HR) is committed to hiring talented and diverse individuals and desires a workforce that reflects the community we serve. The City's recruitment efforts seek to be inclusive so that all individuals have equal employment opportunities. The City's goal is to conduct an extensive and nationwide search for the organization's next strategic individual to lead the Fort Worth Lab (FW Lab) department.

Recruitment Process

The City has engaged the services of Strategic Government Resources (SGR) to conduct the executive search for the CTO position. The SGR search will be led by the interim Chief Transformation Officer, Mark McDaniel, in partnership with HR and the City. Mr. McDaniel has demonstrated exceptional support and familiarity of the City's culture and has a keen insight into the specific skills, qualities and competencies required for this leadership role. The interim role has fostered a deep understanding of City values, goals, and expectations, which will undoubtedly contribute to a highly effective and expedited recruitment process.

In August 2023, the City and SGR discussed the overall recruitment strategy, ideal candidate qualities, key departmental projects and initiatives, advertisement sources, including the job boards to advertise the position that would attract a diverse applicant pool of qualified candidates, and agreed upon a tentative timeline for the recruitment process, as noted below. SGR will review candidates and provide the City with cover letters, resumes, job related questionnaires and a unique online interview process to assist the City with screening semifinalist candidates.

Tentative Timeline:

- August 15   Job Posting Opened
- September 17   First review of candidates
- September 25   SGR meets with FW team to review the applicant pool and select semifinalists
- September - October 11   SGR screens semifinalist candidates
- October 18   SGR and FW to review semifinalists and facilitate the selection of finalists
- October – November   SGR to perform DISC assessments, backgrounds and media reviews
- November 13   Start of interviews, including Meet & Greet

Attached is the SGR brochure for the Chief Transformation Officer, FW Lab Director recruitment.

Dianna Giordano, Human Resources Director, is available for any questions.

David Cooke
City Manager

CHIEF TRANSFORMATION OFFICER

CITY OF FORT WORTH, TEXAS

"Where the West Begins"

Mission

Working together to build a strong community

Vision

Fort Worth will be the most livable and best-managed city in the country

Values

- Exceptional Customer Experience
- Accountability

- Ethical Behavior
- Diversity

- Mutual Respect
- Continuous Improvement

THE COMMUNITY

A city of Cowboys and Culture, Fort Worth is known for its Texas hospitality. Stunning and sprawling, the City of Fort Worth is the 13th largest and one of the fastest-growing cities in the U.S. With great neighborhoods, scenic terrain, and a rich history of arts and culture, paired with world-class opportunities for business and education, it's not only fun to visit Fort Worth, but it's also even more rewarding to call it home. Fort Worth truly offers all the benefits and amenities of a bustling metropolitan city while keeping the small-town charm that keeps it unpretentious and charismatic in all the right ways. Designated as one of America's "Most Livable Communities" by the Partners for Livable Communities, the city truly offers a melting pot of culture, commerce, community, and, yes, cowboys.

Once an essential stop on the legendary cattle drives from Texas to Kansas and home to cattle barons and oil wildcatters, today, this city of more than 900,000 seamlessly blends its cattle and oil heritage with a vast array of businesses, industries, and entertainment. Known for a commitment to preserving its history, this modern city proudly celebrates the famous Stockyards National Historic District, home to twice-a-day cattle drives, Billy Bob's Texas — the world's largest honky-tonk — and Mule Alley, formerly the horse and mule barns utilized during World War I and now home to restaurants, shops, western heritage brands, and creative workspaces.

The city's downtown includes Sundance Square, a 35-block business and entertainment district featuring architecture from the Victorian, Art Deco, and modern eras. And the city's cultural district boasts world-renowned museums, galleries, and public gardens. Major events include the MAIN ST Fort Worth Arts Festival, Mayfest – Fort Worth, and the iconic Fort Worth Stock Show & Rodeo. In fact, Money Magazine once proclaimed that "Fort Worth offers big city arts and entertainment without the attitude or high prices of comparable metros."

The city's proximity to Dallas/Fort Worth International Airport, located midway between the two cities, has enticed some of the best-known names in commerce and industry to locate their headquarters in Fort Worth, including American Airlines, BNSF Railway, Lockheed Martin Tactical Aircraft Systems, and Bell Flight. Transportation, healthcare, and manufacturing are driving factors behind employment in the city and, as Fort Worth has emerged as a popular tourist destination, the hospitality and travel sector has become a significant economic generator.

THE COMMUNITY, CONTINUED

Other significant employers include JPS Health Network, Cook Children's Health Care System, Naval Air Station Fort Worth Joint Reserve Base, Texas Health Resources, and Alcon, as well as city and county governments and the Fort Worth Independent School District. In addition, the City of Fort Worth has several significant projects underway, including a future city hall and the continued development of Panther Island, a mixed-use development north of downtown.

It's no surprise that the city's list of accolades is long. It includes a place on U.S. News & World Report's "25 Best Places for Young Professionals," Travel & Leisure's "50 Best Places to Travel," and RetireBetterNow.com's "21 Best Places to Retire." Fort Worth has also been ranked among the "Best Cities to Raise a Family" by SmartAsset.com, and the city's zoo was named the "#2 Zoo in America" by USA Today behind the renowned San Diego Zoo.

The median annual family income in Fort Worth is $65,351. Average home values are in the $360,000 range.

Access to health care and education are important quality-of-life factors, and Fort Worth offers an abundance of both. The city lays claim to one of the finest medical communities in Texas, including Cook Children's Health Care System, Baylor Scott & White All Saints Medical Center, Texas Health Harris Methodist Hospital, UT Southwestern Monty and Tex Moncrief Medical Center, Medical City Fort Worth, JPS Health Network, and the TCU School of Medicine.

As to education, Fort Worth's Texas Christian University (TCU), one of the state's most prestigious universities, offers more than 100 undergraduate majors in arts and sciences, business, fine arts, communications, education, engineering, and nursing. Texas A&M School of Law, Texas Wesleyan University, and the UNT Health Science Center draw students from around the country and beyond, while Tarrant County College District serves the community across multiple campuses.

GOVERNANCE
AND ORGANIZATION

The City of Fort Worth operates under a council-manager form of government. The City Council comprises the mayor, elected at-large, and ten City Council members who represent single-member districts, all serving two-year terms. The City Council adopts municipal ordinances and resolutions, makes proclamations, sets the tax rate, and approves the budget. Positions appointed by the Council include the City Manager, City Secretary, City Attorney, City Auditor, municipal court judges, and City board and commission members.

The Fort Worth City Council's strategic vision priorities to enhance quality of life include:

- Economic Development & Community Investment
- Community Safety
- Infrastructure, Responsible Growth, and Fiscal Responsibility

City Manager David Cooke, who was appointed to the position in 2014, oversees the day-to-day operations of the organization and is responsible for leading the City's 7,877 authorized positions in implementing the policies set forth by the Mayor and City Council, as well as managing an annual operating budget of approximately $2.3 billion in Fiscal Year 2023. Fort Worth's ad valorem tax rate is $0.7125 per $100 of valuation.

Before becoming Fort Worth City Manager, Cooke served more than 13 years as the County Manager, plus four years as Deputy County Manager in Wake County, NC, and a dozen years with the City of Charlotte, NC. His experience also includes working for a private-sector engineering and consulting firm, teaching economics at a community college, and serving as a presidential management intern in the Department of Defense. He is a graduate of the University of North Carolina at Chapel Hill and holds a master's degree in public administration.

ABOUT THE FWLAB

The City's newly imagined Fort Worth Lab (FWLab) aims to transform the organization's budgeting process by aligning the planning, data, and analytics departments more closely with long-range goals and strategies and enabling greater staff engagement on critical issues.

Led by the Chief Transformation Officer (CTO), with 26 authorized positions and assistant directors overseeing each division, the department is responsible for forecasting demographic and economic trends, as well as municipal revenues and expenditures; analyzing the fiscal impact and return on investment of policy options; conducting a variety of citywide and small-area planning studies; and conducting performance and budget analyses to increase the efficiency and effectiveness of municipal operations.

The FWLab will focus on developing strategies to address current and future challenges, studying and analyzing emerging trends within local governance, improving analytics to assist with land use, zoning and infrastructure decisions, evaluating planned versus actual results, transitioning the City's budget from a line-item to program approach, and serving as an internal consultant to the organization, helping departments address performance, operational, and fiscal issues.

Fully implemented, the department will produce a series of interrelated documents each year, including the Comprehensive Plan, organizational Strategic Plan, five-year Capital Improvements Program, and annual Operating Budget. It will also work closely with an advisory board of City Manager-selected C-suite executives and academics, who will provide guidance and support to modernizing the City's financial processes through data and public engagement.

The department comprises three divisions, with an annual budget of approximately $6.96 million (plus a $1.78 million Fort Worth Public Art Program Management contract):

The Administrative Division is responsible for directing and coordinating the activities within the department, liaising with other departments on support needs, and ensuring the department's alignment with organizational goals. Additionally, this division is the City's point of contact with the public art program
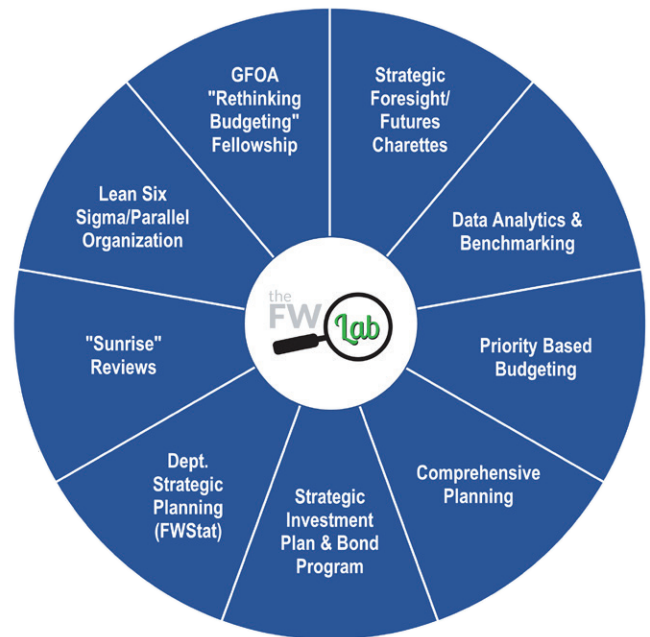
with the support of the other two divisions.

The Budget and Analysis Division supports City departments to establish and monitor operating and capital budgets. This entails coordinating, developing, and monitoring City budgetary revenues and expenses and citywide tracking. The Budget and Analysis Division develops, maintains, and executes a five-year strategic capital plan and provides tools, processes, and analyses that support and enhance the delivery of capital projects citywide. The division also works on policy development and performs management studies, including five-year projections and revenue and expenditure trends throughout the year; completes ad hoc data analysis; establishes the City's data governance strategy; and supports the budget development software.

The Comprehensive Planning Division is responsible for long-range planning for Fort Worth's growth and development. In addition, the division promotes and facilitates central city revitalization and the development of walkable urban places. Through planning and implementing the Urban Village Development Program and Transit-Oriented Development, the Comprehensive Planning Division works to create and document higher returns on public investment and to promote development forms in other locations that yield similar high-value, community-building results. This division also coordinates the City's efforts on the Trinity River Vision Project, working with the TRVA board, the City Manager's Office, the Texas Department of Transportation, the North Central Texas Council of Governments, the Tarrant Regional Water District,

and City staff to support the creation and development of Panther Island. Working with various stakeholders and City departments, the Comprehensive Planning Division additionally supports watershed, open space, and active transportation planning.

While the department is primarily involved with the City Council, the FWLab is the primary liaison to the City Manager's Office with the Fort Worth Public Art Commission and the City Plan Commission concerning the Comprehensive Plan. It will also work closely with a Corporate Advisory Board and Staff Leadership Steering Committee. In addition, the department liaises through City departments with several boards and commissions, including the Crime Control & Prevention District Board, the Park and Recreation Advisory Board, the Library Advisory Board, etc.

FWLAB...THE WHY

- Enhanced and meaningful public engagement that influences funding decisions.
- Collaboration among departments and employees in support and funding for City Council strategic vision priorities.
- Better tools to develop and use data analytics for determining trends in performance and the impacts of related actions to "bend the curve."
- Enhanced transparency and accountability for all stakeholders around priorities and funding decisions.
- Better informed consideration of both short and longer term costs versus impacts.
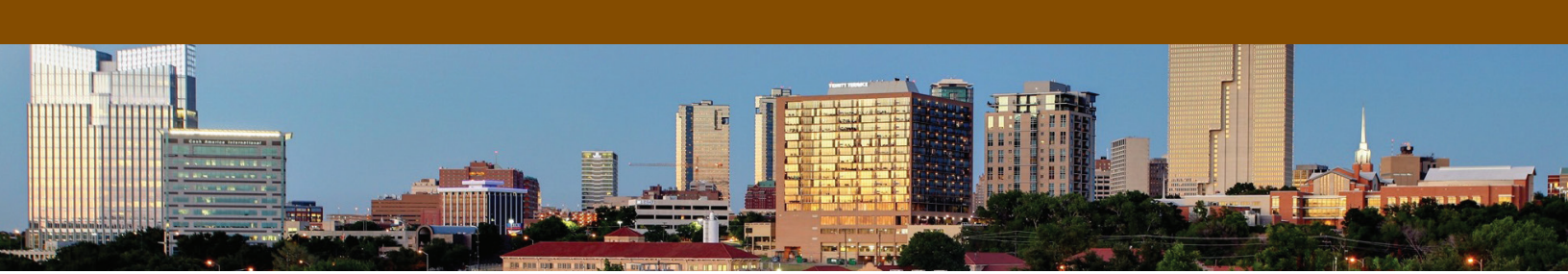
ABOUT
THE POSITION

Under the direction of the City Manager, the Chief Transformation Officer will lead and transform the day-to-day operations of The Fort Worth Lab, focused on funding City Council's strategic priorities, enhancing transparency and accountability, fostering collaboration among departments, and driving meaningful public engagement in support of a continuous improvement culture.

This position will lead the City's challenge to advance the use of data science and analytics to drive projections and conclusions on data-based decision-making. Direct responsibilities for this position in leading the organization's budget and research functions include driving a cross-functional financial strategy with long-range city planning and strategic development that maximize the efficiency and effectiveness of the operating and capital budgets. This position ensures that Fort Worth continues to strategically develop into a highly desirable, economically competitive, and environmentally sustainable city that attracts and retains top talent and innovative entrepreneurs.

In overseeing the implementation of best practices in data analysis to increase efficiency and effectiveness to help departments achieve their objectives, the selected candidate will work cross-functionally with the Finance Department and other departments to:

- Define and specify operational needs, develop an annual five-year capital plan, and improve City facility planning, budgeting, revenue, and spending analysis.

- Advise, guide, and provide technical assistance to departments on operational matters, including the scope of work, evaluations, and data analysis.

- Collaborate with executive team members to ensure the City meets its overall vision by setting the tone for transformation, generating enthusiasm, and encouraging data-backed decision-making.

- Develops, implements, and manages the annual operating budget and five-year capital plan process that includes all aspects of City operations, including technology improvements, public safety deployment, financial modeling for capital improvement programs, and general City programs and services.

- Communicate and interact with the City Manager's Office, department heads, and elected officials on high-level matters, identify and implement strategies supporting workforce development, and inspire employees to embrace innovation.

- Analyze, research, implement, and replicate best practices and perform comprehensive program evaluations.

- Facilitate effective communication throughout the City, identify relevant data in assessing departmental improvement needs, help define a new strategic vision for the organization, and set clear, measurable objectives and milestones for the transformation process.

The selected candidate will stay updated on emerging trends and industry best practices relative to change management, business modernization, and digital transformation.

OPPORTUNITIES & CHALLENGES

Fort Worth is a "beacon" city interested in taking the community to new horizons. Civic leaders are innovative and forward-thinking, and the City's strong management team believes in continuous improvement to benefit the organization and its citizens. The successful candidate will lead the integration of comprehensive planning, capital programming, budgeting, and performance management to help the City of Fort Worth in its quest to become the country's most livable and best-managed city.

The reorganization of various divisions into The Fort Worth Lab is intended to help Fort Worth focus its budgeting efforts on City Council and community goals, analyze development more effectively to determine its long-range fiscal implications and position the city for more sustainable budget and policy decisions driven by data, analytics, and stakeholder feedback.

The selected candidate will enjoy a number of opportunities and challenges in the years ahead, including:

Department Strategy — The successful candidate will work with their team to create a vision with consistent direction for the role and function of the department in its service to the larger organization and community concerning policy development, planning, and performance.

Workforce Analysis — Building and maintaining a team with a deep bench and extraordinary talent is critical to this department's success and that of the entire organization. The new hire will work with the executive team to ensure that the department and City are staffed appropriately to meet established goals and remain competitive within the Dallas-Fort Worth market to attract and retain the best talent.

Strategic Investment — These divisions are engaged in building systems and processes that better access the critical information needed for decision-making. City leaders want the department to craft a strategic investment plan integrating comprehensive planning and resource allocation.

Relationship Building — There are high expectations regarding the impact and successful implementation of various department initiatives. Building trust and strong working relationships with City leadership and developing rapport and credibility as data, innovation, and budgetary subject matter experts in the organization will be critical to effective change-making.

Comprehensive Planning — Fort Worth will soon embark on developing a new comprehensive plan that will include a new vision and goals based on extensive public engagement. The selected candidate will help lead these efforts.

Technology & Innovation — The FWLab will champion innovation and carefully consider options for technology investments to improve organizational efficiency and effectiveness. Department staff will work with a variety of technology-based policy analysis tools and citizen engagement frameworks to achieve the desired organizational performance.

Data Analytics – The FWLab will lead efforts to build a strong foundation for data analytics through management of a "trust-worthy" data hub and facilitate deployment of data analytics tools organization-wide.

Performance – Through deployment of initiatives like FWStat, "Sunrise Reviews" and Lean Six Sigma, the FW Lab will implement rhythm for regular and institutionalized process improvement throughout the organization.

IDEAL CANDIDATE

The City of Fort Worth is searching for a collaborative and innovative leader with the skills, knowledge, and drive to transform the new FWLab into a strategic, collaborative team that can lead long-range city planning, development, and budgeting with a focus on data-driven and community-supported priorities and goals.

Candidates should be passionate about solving public policy issues, critical thinkers and change agents who are naturally curious and ask lots of questions. Overseeing a department focused on fiscal and other related data analytics to drive decisions and policy-making, they should also understand local government inside and out. Knowledge of municipal budget preparation, financial reporting and administration; methods and techniques of statistical data collection and analysis and translating findings into strategic action; short- and long-term municipal comprehensive planning and their financial impacts on the City; pertinent federal, state, and local laws, codes, and regulations; and program development and administration will all be valuable.

The right fit for this role is data-driven, organized, and solutions-oriented. They are skilled in building strong community and business partnerships, negotiating a broad range of project-related and administrative functions, and bridging operational needs with a fiscal strategy.

The ideal candidate is a critical thinker who can inspire and lead a team to achieve results. They should be comfortable making decisions and persevering to remove any obstacles in the way of success, and they should be a talented communicator who is present, accountable, and empathetic to members of their team and other stakeholders. City leaders are also looking for an ambassador who can develop a brand for the new department and its purpose — and then cultivate its meaning and value.

EXPERIENCE AND EDUCATION

This position requires a bachelor's degree from an accredited college or university in public administration, social or behavioral science, organizational development, or a related field. Candidates should also have eight years of responsible experience in program or project administration and evaluation or organizational learning and performance management, including four years of supervisory experience.

COMPENSATION AND BENEFITS

The City of Fort Worth is offering a starting salary range of $194,000 to $231,000 for this position, commensurate with experience and qualifications. In addition, the City provides a benefits plan that includes medical, dental, vision, life, and long-term disability insurance, a pension plan (Fort Worth Employees' Retirement Fund), and a 457 deferred compensation plan. Partnering with Southwestern Health Resources, the City provides access to three employee health centers exclusive to Fort Worth employees, retirees, and their enrolled dependents.

APPLICATION PROCESS

Please apply online

For more information on this position contact:
Mark McDaniel, Senior Vice President
MarkMcDaniel@GovernmentResource.com
817-773-6558

The City of Fort Worth is an Equal Opportunity Employer and values diversity in its workforce. Applicants selected as finalists for this position will be subject to a comprehensive background check.

RESOURCES

City of Fort Worth

Fort Worth Comprehensive Plan

The FWLab

Fort Worth Economic Development

Fort Worth Chamber of Commerce

Visit Fort Worth

Downtown Fort Worth, Inc.

Fort Worth ISD