

INVESTIGATING THE STRUCTURES AND BUDGETS OF DIGITAL SERVICE TEAMS

ENHANCING PUBLIC SERVICE DELIVERY
THROUGH DIGITAL SERVICE TEAMS

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SCHOOL OF GOVERNMENT
Master of Public Administration

AGENDA

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- 2 LITERATURE REVIEW FINDINGS
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PARTNERS

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social impact + innovation



SCHOOL OF GOVERNMENT

Master of Public Administration

THE UNC MPA RESEARCH TEAM



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PROJECT PURPOSE AND SCOPE

INSIGHTS INTO HIRING QUESTIONS BANK FROM THE 2023 MPA RESEARCH TEAM

KEY ACHIEVEMENTS:

- DEVELOPMENT OF HIRING QUESTIONS BANK TO IMPROVE DST HIRING PRACTICES**
 - EXTENSIVE LITERATURE REVIEW PRODUCING INSIGHTS INTO DIGITAL TEAM HIRING**
 - THE FINDINGS ARE AVAILABLE IN THE BEECK CENTER'S DIGITAL SERVICE NETWORK LIBRARY**
- 



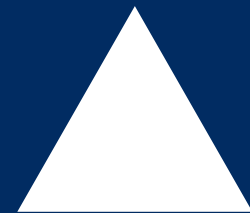
**OUR PRIMARY
RESEARCH QUESTION:
HOW ARE DIGITAL SERVICE TEAMS
STRUCTURED AND BUDGETED?**

WHAT ARE THE GOALS OF THE PROJECT?

PROVIDE STRATEGIC INSIGHTS



DEVELOP ACTIONABLE GUIDANCE



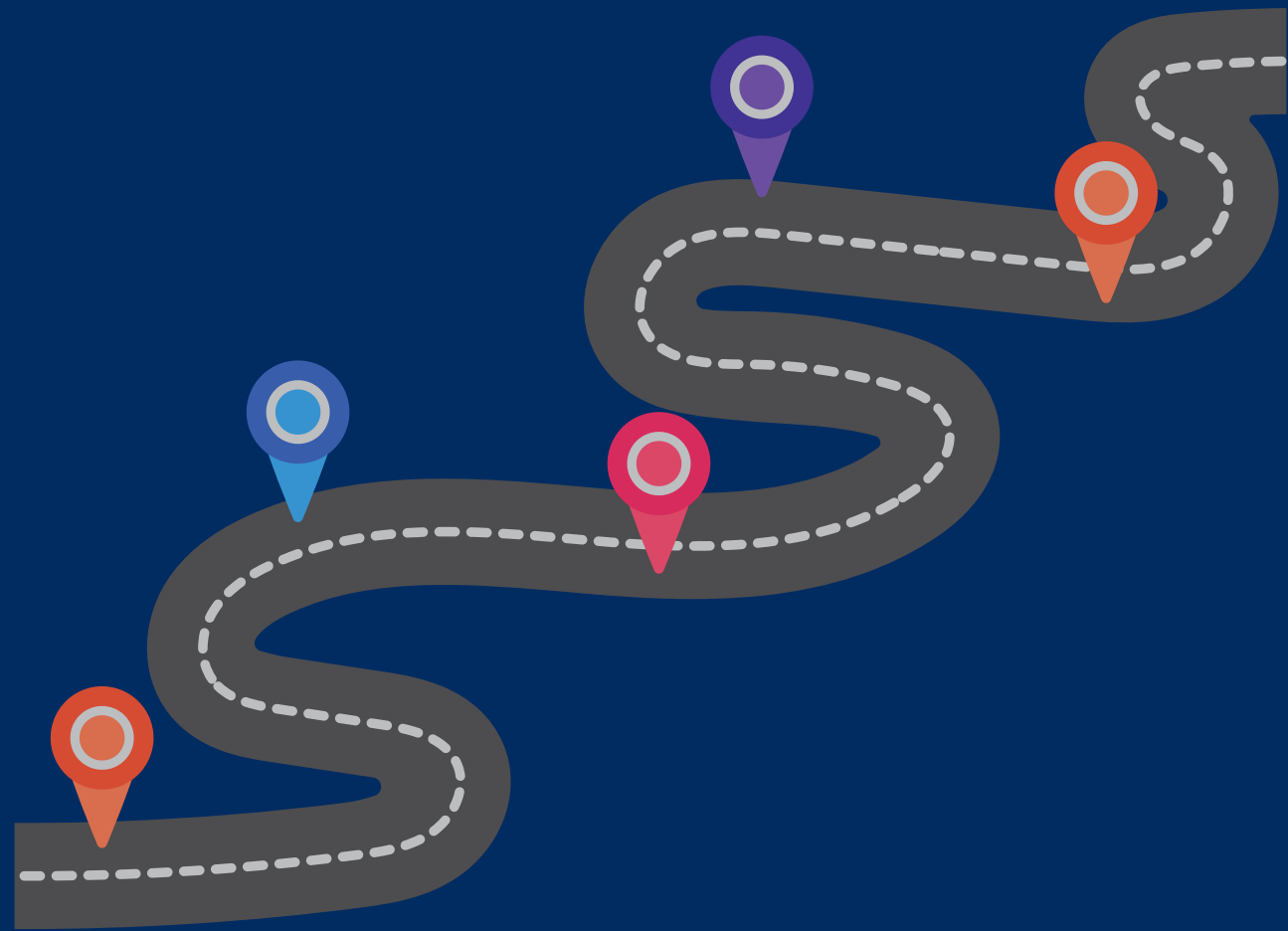
IDENTIFY BEST PRACTICES AND LESSONS





LITERATURE REVIEW FINDINGS

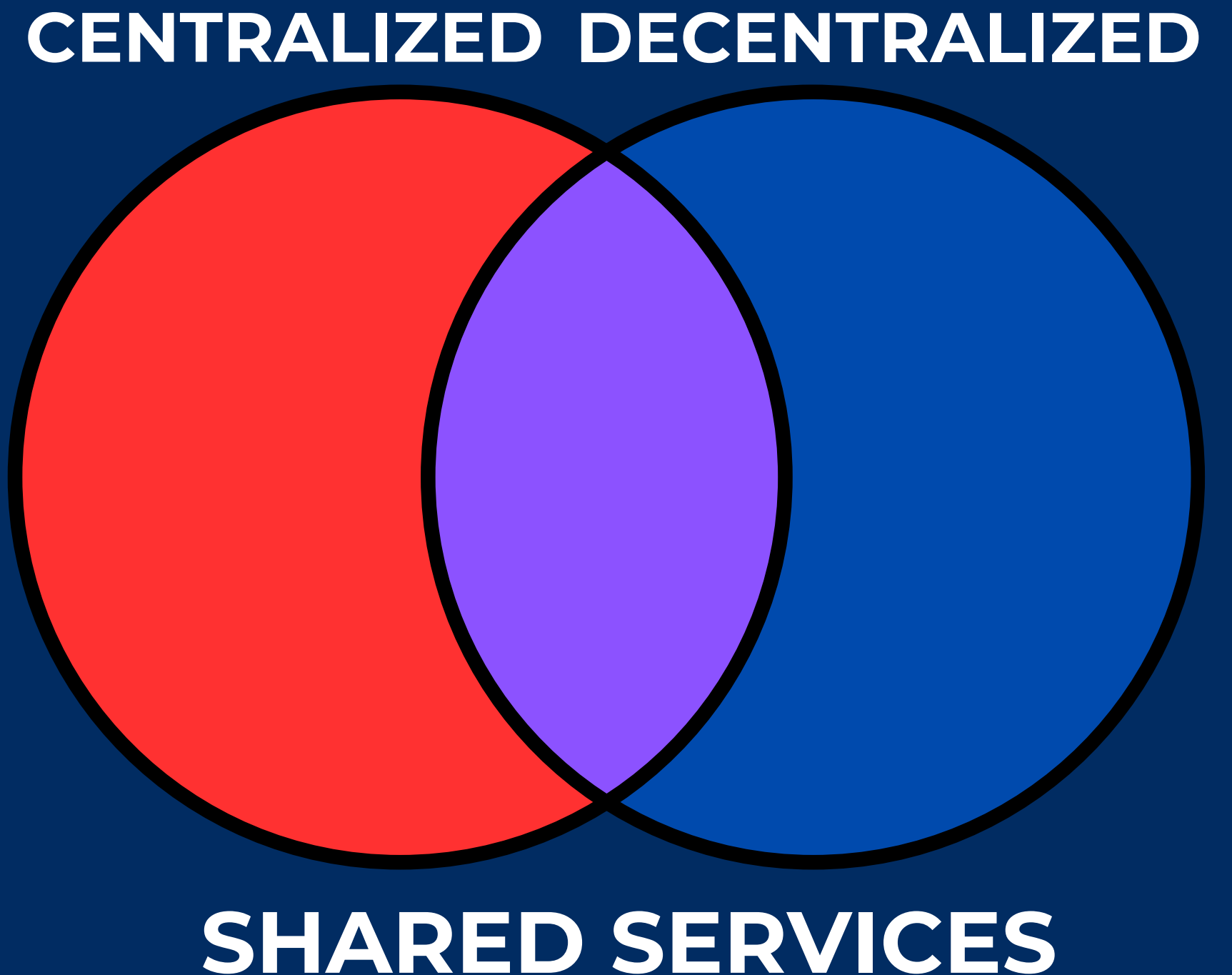
THE CURRENT DST LANDSCAPE



- **NO UNIFORM FRAMEWORK**
 - **TEAM FORMATION IS OFTEN AD HOC**
- **STRUCTURE, BUDGETS, FUNDING MODELS VARY SOMEWHAT BY LEVEL**
- **NO CLEAR ROADMAP FOR DST FORMATION**

STRUCTURES IN THE PUBLIC SECTOR

- **Centralized:** Standardizes procedures across agencies
- **Decentralized:** Agency-specific
- **Shared Services:** Semi-autonomous agency performing services for other agencies as needed



BUDGETS OF DIGITAL SERVICE TEAMS

REVENUE

- GENERAL TAX REVENUES
- INTERGOVERNMENTAL TRANSFERS
- SPECIAL SUBSIDIES
- CHARGEBACK



EXPENSES

- BUILDINGS
- EQUIPMENT
- SOFTWARE
- STAFF




RESEARCH APPROACH

PHASE 1: DIGITAL SERVICE TEAMS

QUANTITATIVE SURVEY

FOUNDATION DOCUMENT	STRUCTURAL DATA	BUDGETARY DATA
<ul style="list-style-type: none"> • MISSION STATEMENT • VISION STATEMENT • STRATEGIC PLAN • WORK AUTHORIZATION • THEORY OF CHANGE 	<ul style="list-style-type: none"> • AUTHORIZING DEPARTMENT • ORGANIZATION CHART • GOVERNMENT MODELS • CREATIVE ELEMENTS • MEASURING EFFECTIVENESS 	<ul style="list-style-type: none"> • BUDGET • FTE POSITIONS • FUNDING MODELS



THE UNIVERSITY
of **NORTH CAROLINA**
at **CHAPEL HILL**

Primary Research Question: How are digital service teams structured and funded?

Introduction:
The Beeck Center for Social Impact + Innovation at Georgetown University, U.S. Digital Response, and the MPA research team at the UNC School of Government are collaborating to conduct research examining the organizational and budgetary structures of digital service teams. Your participation in the survey below will greatly contribute to our understanding of how digital service teams organize their structure and utilize their budget to fulfill their mission.

This survey will take approximately 5-10 minutes to complete. All responses will be aggregated for analysis in a publicly available final report shared by the Digital Service Network to enhance the practices of various digital service teams.

For any inquiries or detailed feedback regarding the survey, please contact keeganh@unc.edu.

To aid in our analysis, we kindly ask that you complete this form.

Name
First and last name of the person entering the data.

Title
Job title of person entering the data.

Jurisdiction & Agency
Jurisdiction and agency of respondent's Digital Service Team.

PHASE 2: QUALITATIVE CDSO FOLLOW-UP

INTERVIEWS

CREATION

- Can you provide insights into the creation and evolution of your Digital Service Team, including the factors and considerations that led to its establishment?
- Does your organization have a formalized strategic plan, and if so, how does it align with the broader organizational setting?

STRUCTURE

- Can you provide insights into the growth trajectory of your team, including key milestones, outcomes, or adaptations made to accommodate expansion? Are there any key enablers (like grants or ARPA funding) that have facilitated your growth?
- Please provide insights on the governance model that guides organizational-level decision-making concerning your Digital Service Team.
- What specific aspects of your Digital Service Team do you perceive as functioning effectively? Please identify and elaborate on successful components in your answer.
- What are some general/overarching challenges that your team has encountered or is currently facing?

BUDGET

- What are your major sources of expenditures?
- Please describe your organization's funding model.

INTERVIEWEES AND SOURCES

- **SOURCE MATERIALS:**

- **CITY**

- **CITY OF BOULDER**
- **SEATTLE DIGITAL ENGAGEMENT TEAM**
- **CITY OF PORTLAND DIVISION OF BUSINESS SOLUTIONS**

- **REGIONAL**

- **SAN FRANCISCO (CITY/COUNTY) DIGITAL SERVICES**

- **COUNTY**

- **SAN DIEGO COUNTY, CA**
- **FRANKLIN COUNTY DATA CENTER, OH**

- **STATE**

- **COLORADO DIGITAL SERVICE**
- **MARYLAND OFFICE OF DIGITAL EXPERIENCE**
- **CONNECTICUT DIGITAL SERVICES**

- **INTERVIEWS WITH CDSOS:**

- **CITY**

- **SEATTLE DIGITAL ENGAGEMENT TEAM**
- **CITY OF PORTLAND DIVISION OF BUSINESS SOLUTIONS**

- **COUNTY**

- **ARAPAHOE COUNTY, CO**
- **FRANKLIN COUNTY DATA CENTER, OH**
- **HENNEPIN COUNTY OFFICE OF DIGITAL EXPERIENCE, MN**

- **STATE**

- **CONNECTICUT DIGITAL SERVICES**

INTERVIEW THEMES

- **TEAM CREATION**
 - **Mandates & Initiatives**
- **ORGANIZATIONAL STRUCTURE**
 - **Placement**
- **TEAM COMPOSITION**
 - **Roles & Features**
- **BUDGET**
 - **Allocations & Funding Models**
- **CHALLENGES**
 - **Culture & Budget Constraints**
- **BEST PRACTICES**
 - **Cross-Functionality, Storytelling, & Culture of Learning**



INTERVIEW AND SURVEY FINDINGS

LIMITATIONS

- **There was a limited sample size.**
- **Some levels of governments were underrepresented.**
- **There was a limited geographical and political scope.**
- **There was potential interview bias.**
- **There is limited scholarly literature on digital service teams.**



META-ANALYSIS SNAPSHOT

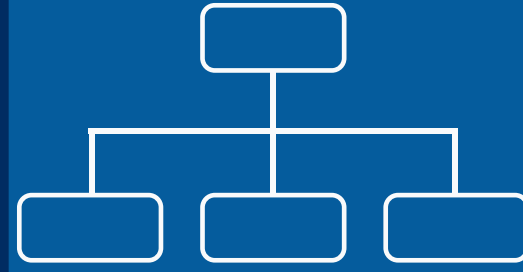
Team Creation



High-level mandates

Strategic initiatives

Organizational Structure



Placed within IT department

Centralized structure

Team Composition



Divisionalized units

Cross-functionality

Contractors

Budgets



Diverse funding models

High staff and software expenditures

Challenges



Risk-averse culture

Persistent budget constraints

Best Practices



Cross-functional roles

Telling your story

Facilitating a culture of learning

CATALYZING FACTORS: HIGH LEVEL MANDATES

- **MAYORAL MANDATES**
- **EXECUTIVE ORDERS**
- **LEGISLATIVE ACTIONS**



CATALYZING FACTORS: STRATEGIC INITIATIVES



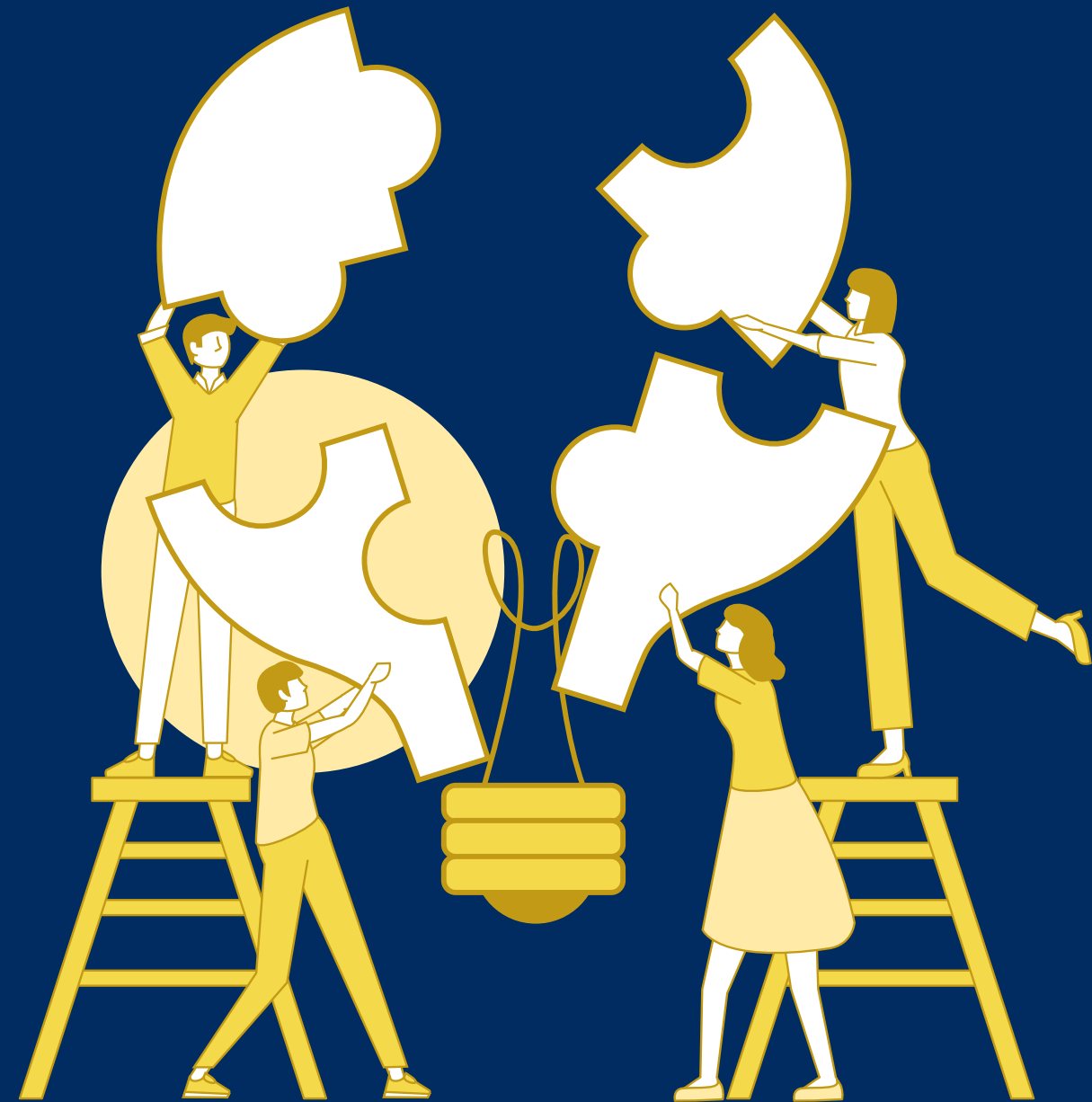
- **MODERNIZING SERVICES**
- **ENHANCING CITIZEN INTERACTIONS WITH DIGITAL SERVICES**
- **IMPROVE OPERATIONAL EFFICIENCY**
- **DICTATE OPERATIONAL SCOPE AND PROVIDE FRAMEWORK FOR INTEGRATING GOVERNMENT GOALS**

ORGANIZATIONAL STRUCTURE

- **PLACEMENT WITHIN BROADER INFORMATIONAL TECHNOLOGY DEPARTMENT**
- **CAPITALIZE ON INSTITUTIONAL RESOURCES AND EXPERTISE**
- **NUANCED OPERATIONAL CONTEXTS**



TEAM COMPOSITION



- **ROLE SPECIALIZATION
COMPRISING ENTIRE DIGITAL
EXPERIENCE**
- **CROSS-FUNCTIONALITY**
- **USE OF CONTRACTORS TO
PROVIDE SPECIALIZED
EXPERTISE**

BUDGETS

- **A TEAM'S SIZE AFFECTS ITS BUDGET.**
- **COMPENSATION AND RESOURCES ARE THE LARGEST EXPENDITURE ALLOCATIONS.**
- **FUNDING SOURCES VARY GREATLY AND MANY ORGANIZATIONS USE MIXED-FUNDING MODELS.**
- **MORE SOURCES, MORE PROBLEMS**



CHALLENGES

- **ADJUSTING TO THE BUREAUCRATIC NATURE OF PUBLIC SERVICE**
- **BUDGETARY CONSTRAINTS**
- **COMMUNICATING A COMPELLING NARRATIVE**
- **DIGITAL SERVICES REQUIRES A FINE BALANCE OF SKILLS.**
- **LEADERSHIP DEVELOPMENT**



BEST PRACTICES

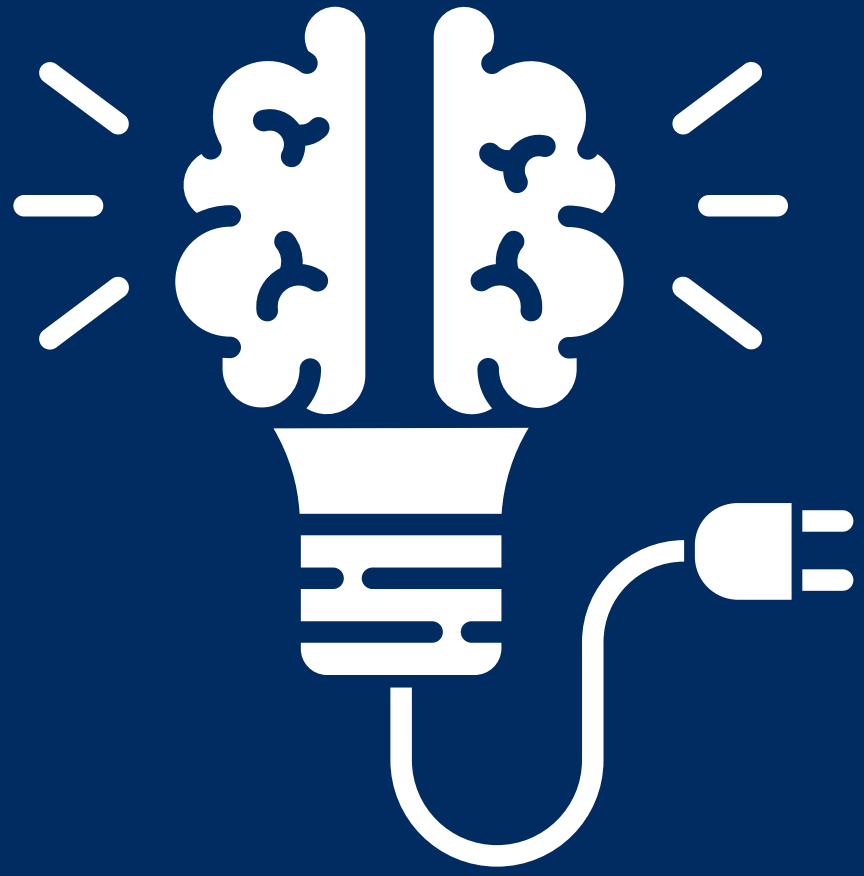
CROSS-FUNCTIONALITY



STORYTELLING



FOSTERING A CULTURE OF LEARNING





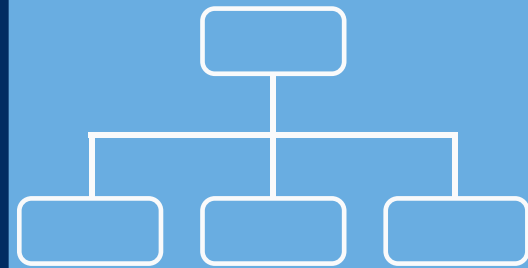
**SNAPSHOTS
BY LEVEL
OF GOVERNMENT**

CITY-LEVEL DIGITAL SERVICE TEAMS

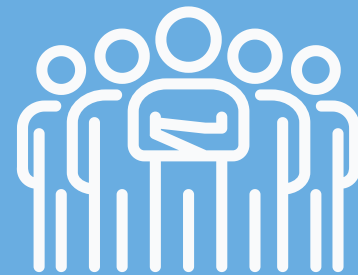
Team Creation



Organizational Structure



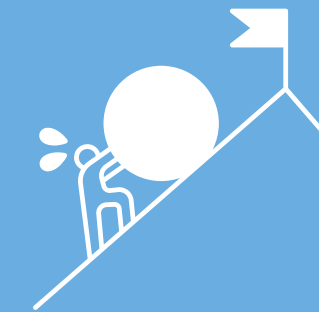
Team Composition



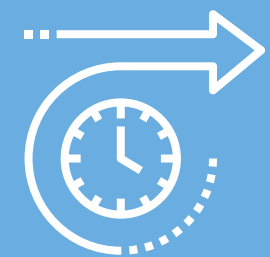
Budgets



Challenges



Achievements and Future Outlook



Mayoral mandates

Push for modernizing and consolidating services

Prioritize user-centered design and digital service delivery

Placed within IT department

Strong central leadership

Divisionalized units

Cross-functionality

Flexibility

Diverse funding models

High staff and software expenditures

Risk-averse culture

Persistent budget constraints

Affordable housing application system

Digital permit application system

Digital service playbook

Enhance data integration

Improve cross-department coordination

COUNTY-LEVEL DIGITAL SERVICE TEAMS

Team Creation

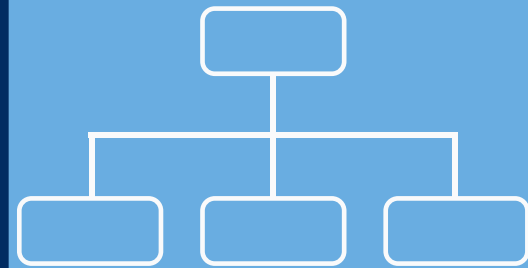


Push for eliminating inefficiencies and capitalizing on new technologies

Accessibility issues

Prioritize user-centric philosophy

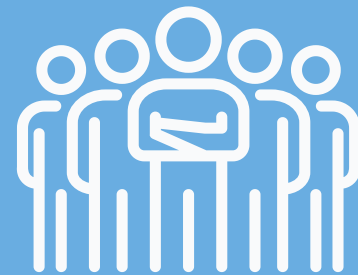
Organizational Structure



Placed within IT Department

Additional reporting lines

Team Composition



Divisionalized units

Cross-department collaboration

Use of contractors

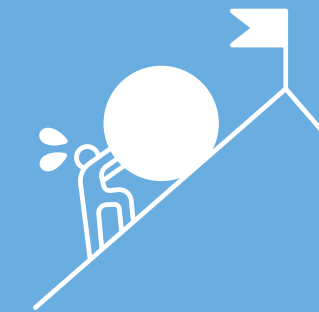
Budgets



Diverse funding models: grants and private sector partnerships

Technology, staffing, and training expenditures

Challenges



Nuanced reporting structures

Measuring impact

Achievements and Future Outlook



Cloud migration

Digitizing forms

Innovative pilot projects

Expand digital services

STATE-LEVEL DIGITAL SERVICE TEAMS

Team Creation

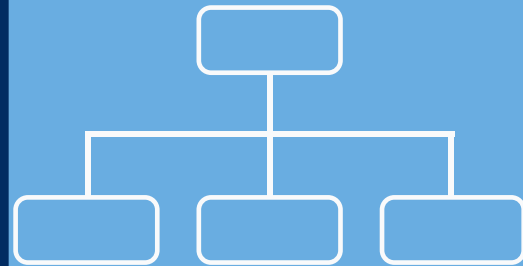


Executive orders and Legislative action

Push for streamlining services and meeting increasing demand for digital services

Prioritize user-centric philosophy and accessibility

Organizational Structure



Placed within IT department

Leadership reports to state officials

Team Composition



Divisionalized units

Larger staff

Supplemental use of contractors to scale out projects

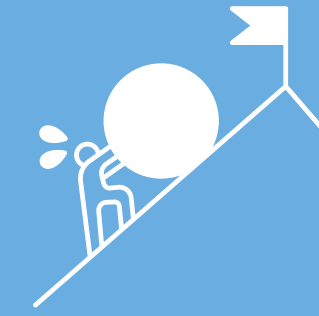
Budgets



Diverse funding models

Technology, staffing, and project engagement expenditures

Challenges



High demand and limited team capacity

Managing vendor relationships

Legacy systems integration

Achievements and Future Outlook



Launch of enterprise chatbot

Redesign state portal

Behavioral Health Administration (BHA) Product Roadmap

Expand digital services



AIRTABLE:

THE LIVING DATABASE







AIRTABLE

US Digital Service Team Organizational Structures

Original + Add or import

Views | Grid view | Hide fields | Filter | Group | Sort | Color | Share and sync

Team Name	Government	Level of government	Location in governm...	Organizational Chart...	Organizational Chart ...	Government Models	FTE Positions	FTE Cou	
<p>Note: This list is periodically updated by DSN staff when new information about existing teams becomes available, or when new ...</p>									
2	Digital Transformation	City of Boulder, CO	City	Innovation & Technology Department		Reporting to the Deputy CITO is a Digital Transformation Senior Manager + 2 staff and Enterprise Application Senior Manager + 4 staff.	6	4	
3	Seattle Digital Engagement Team	City of Seattle, WA	City	Information Technology Department			Public Web Content Presentation Standard City of Seattle Digital Style Guide	18	18
4	City of Portland, OR Division of Business Solutions	City of Portland, OR	City	Bureau of Technology Services		The team is currently restructuring. The current model is flexible, where members of other departments contribute to a digital service way of working.		Currently 3 addition of positions.	
5	City and County of San Francisco Digital Services	City and County of San Francisco, CA	City	City Administrator		The team is internally matrixed. This means that staff report to managers within their discipline, but are organized in cross functional product teams	48	47	
6	San Diego County, CA	San Diego County, CA	County	County Technology Office			San Diego County Government Model	3	

+ Add...

52 records



FINAL TAKEAWAYS

FINAL TAKEAWAYS



- **FORM FOLLOWS FUNCTION**
- **THERE ARE POLITICAL CONCERNS WITH SHARING INFORMATION**
- **ORGANIZATIONAL CHARTS SHOULD PROVIDE ROLE CLARITY**
- **DEVELOPING A CLEAR MISSION, VISION, AND PLAN IS CRUCIAL TO DST SUCCESS**
- **WHAT DOES DIGITAL SERVICE MEAN IN REGARD TO EQUITY?**



FUTURE RESEARCH

FUTURE RESEARCH



- **EXAMINING A MORE GEOGRAPHICALLY DIVERSE SAMPLE**
- **DETERMINING THE RELATIONSHIP BETWEEN DST STRUCTURES, BUDGET, AND EFFECTIVENESS**
- **OBSERVING HOW LEADERSHIP IMPACTS CHANGE MANAGEMENT**



REFLECTIONS

THANK YOU!



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QUESTIONS?