

## Funding Overview

Since the 2010 CIP, de-Bruced property tax revenues have been the primary ongoing funding source for the fledgling Information Technology CIP, supplemented by limited operating transfers from departments such as IT. This resulted a 2012 fund balance of slightly over \$1.1 million dedicated to critical projects outlined below. Several critical citywide information technology projects amounting to roughly \$4.4 million were included in the recently-approved 2011 Capital Improvement bond including: replacement of the city's financial, human resources and payroll software, replacement of the citywide permits and licensing system, website and on-line service enhancements, asset and maintenance management software improvements, and expansion of the city's document management system.

Though not yet elements of the CIP, the Computer Replacement Fund (CRF) and the Telecommunications Fund (TF) (both referred to as "internal service funds") have been used to progressively accumulate replacement reserves for existing personal computers, server equipment, network infrastructure, central telephone systems and associated operating system and database costs.

## Accomplishments and Highlights

### Projects Completed in 2012

- *Conduct financial management/ERP needs assessment:* Formally assess software and business process change requirements associated with the replacement of financial, human resources and payroll systems.
- *Conduct IT security audits/assessments:* Using outside evaluators, conduct previously unfunded comprehensive security assessments of citywide IT systems and operating practices. (Funded by IT operating transfers).
- *Redesign the city's website:* Design and implement a new website and associated content management system.
- *Implement a Constituent Relationship Management (CRM) system (funded by CIS bond proceeds but not included in original IT Strategic Plan):* Provide web-based software for citizens to submit and track service requests and obtain information on city services.
- *Implement IT project portfolio management software:* Implement a system to prioritize projects, allocate staff resources, and track our large volumes of IT requests. (Funded by IT operating transfers.)



### Projects Expected for Completion in 2013

- *Develop a document management implementation plan:* Develop an action plan for expanding the use of automated document management and digital imaging technologies to underserved departments.

### Projects Starting in 2013, but Not Completed (Funded with dedicated Capital Improvement Bond funds, accumulated IT CIP reserves and IT operating funds)

- *Implement a new, integrated financial, human resources and payroll system:* Replace the city's aging and soon-to-be unsupported software applications in these essential administrative areas.
- *Implement a new citywide permits and licensing system:* Replace the city's aging and soon-to-be unsupported permits software while adding and centralizing current distributed licensing programs.
- *Implement citywide asset and management automation:* In conjunction with the financial system replacement, seek opportunities to improve asset and maintenance management automation among several separate systems in current use.
- *Pilot a business intelligence system:* In conjunction with the major system replacement projects listed above, implement pilot technologies that collect, store, analyze, and report on data – presenting a management-level view (e.g., dashboard) of the results.

### Highlights of 2013–2018 Projects

- *Complete 2009–2013 IT Strategic Plan projects:* The initiatives listed above represent the outstanding projects from the original 2009–2013 IT Strategic Plan. In late-2012, a major update to this Plan will begin covering the years 2014–2016. Expected highlights of this plan are included in the “Emerging Needs” section below.

### Relationship to Guiding Principles and Prioritization

The 2009–2013 IT Strategic Plan serves as the Master Plan for major, citywide automation initiatives over the planning horizon (mid-2009 through 2013). The plan resulted in the identification of five (5) major technology investment goals with individual projects alignment with one of each, and classifies projects into the five goal areas using the city's business model approach to establish relative priorities. Below is the comprehensive list of both completed and pending projects from the Plan.



Figure 8-1: IT Strategic Plan Projects

| IT Projects   | Fiscally Constrained |           |               | Action    |           |               | Vision    |           |               |
|---|----------------------|-----------|---------------|-----------|-----------|---------------|-----------|-----------|---------------|
|   | Essential            | Desirable | Discretionary | Essential | Desirable | Discretionary | Essential | Desirable | Discretionary |
| <b>1. Service Quality and Accessibility</b>                   |                      |           |               |           |           |               |           |           |               |
| 1.1 Develop eGovernment strategic plan                        |                      | X         |               |           |           |               |           |           |               |
| 1.2 Redesign the City's website                               |                      |           |               | X         |           |               |           |           |               |
| 1.3 Complete document management implementation               |                      |           |               | X         |           |               |           |           |               |
| <b>2. IT Service and Decision Making Alignment</b>            |                      |           |               |           |           |               |           |           |               |
| 2.1 Implement citywide IT governance                          | X                    |           |               |           |           |               |           |           |               |
| 2.2 Establish IT performance measures                         | X                    |           |               |           |           |               |           |           |               |
| 2.3 Create IT CIP fund  | X                    |           |               |           |           |               |           |           |               |
| 2.4 Align IT charges with services                            | X                    |           |               |           |           |               |           |           |               |
| 2.5 Conduct financial management/ERP needs assessment         |                      |           |               |           | X         |               |           |           |               |
| 2.6 Develop a document management implementation plan         |                      | X         |               |           |           |               |           |           |               |
| 2.7 Adopt IT portfolio management                             |                      |           |               |           |           | X             |           |           |               |
| 2.8 Create a customer account representative position         |                      |           |               |           | X         |               |           |           |               |
| 2.9 Centralize infrastructure and customer services functions | X                    |           |               |           |           |               |           |           |               |
| 2.10 Implement central IT service model enhancements          |                      |           |               | X         |           |               |           |           |               |
| <b>3. Efficiency and Effectiveness</b>                        |                      |           |               |           |           |               |           |           |               |
| 3.1 Implement an integrated finance/HR system                 |                      |           |               | X         |           |               |           |           |               |
| 3.2 Implement citywide maintenance management automation      |                      |           |               | X         |           |               |           |           |               |
| 3.3 Implement permit management                               |                      |           |               | X         |           |               |           |           |               |
| <b>4. Innovation</b>  |                      |           |               |           |           |               |           |           |               |
| 4.1 Pilot a business intelligence system                      |                      |           |               |           | X         |               |           |           |               |
| 4.2 Create a plan for establishing a county/city GIS group    |                      | X         |               |           |           |               |           |           |               |
| <b>5. Quality, Sustainable IT Infrastructure</b>              |                      |           |               |           |           |               |           |           |               |
| 5.1 Migrate and optimize servers                              | X                    |           |               |           |           |               |           |           |               |
| 5.2 Complete replacing phone system with VoIP                 | X                    |           |               |           |           |               |           |           |               |
| 5.3 Conduct IT security audits/assessments                    |                      |           |               |           | X         |               |           |           |               |

**Deferred, Eliminated, or Changed Projects**

With approval of requested software enhancement funds in the 2011 Capital Improvement Bond initiative, most near-term software application needs identified in the IT Strategic Plan horizon (209-2013) are being addressed.

**Unfunded Projects and Emerging Needs**

Though critical short-term technology investment needs are significantly aided by the one-time funding from the recent Capital Improvement Bond initiative, current annual IT CIP funding allocations of roughly \$350k annually will not address the funding needs associated with new,



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Though critical short-term technology investment needs are significantly aided by the one-time funding from the recent Capital Improvement Bond initiative, current annual IT CIP funding allocations of roughly \$350k annually will not address the funding needs associated with new,



emerging software-based automation opportunities that will continually arise. In addition, current ongoing CIP funding will not address the need to accumulate reserves for future replacements and/or expansion of critical enterprise software (e.g. finance and payroll) and departmental systems (e.g. police records management, parks and recreation registration, court case management and many others).

From a broader perspective, the Computer Replacement and Telecommunication internal service funds currently used to accumulate reserves for future IT infrastructure replacement (e.g. PCs, networks, servers, telephones, etc) are based on a funding model that only accounts for the replacement of current systems. Particularly as mobile computing infrastructure needs (e.g. mobile devices, wireless networks, virtualized servers, associated security systems) expand significantly over the next several years, we lack capital funding to address infrastructure capacity expansion needs to sustain them.

A major focus of the pending major update to the IT Strategic Plan (2014–2016) will include identification and costing of expanded automation and deferred capital replacement needs. At a basic level, it is anticipated that the updated Plan will move beyond planning for the needs of only enterprise systems (those impacting nearly all departments) by expanding to include the critical business and automation needs of individual departments – including current critical systems without future replacement funding strategies.

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Table 8-1: 2013-2018 Funding Summary By Department

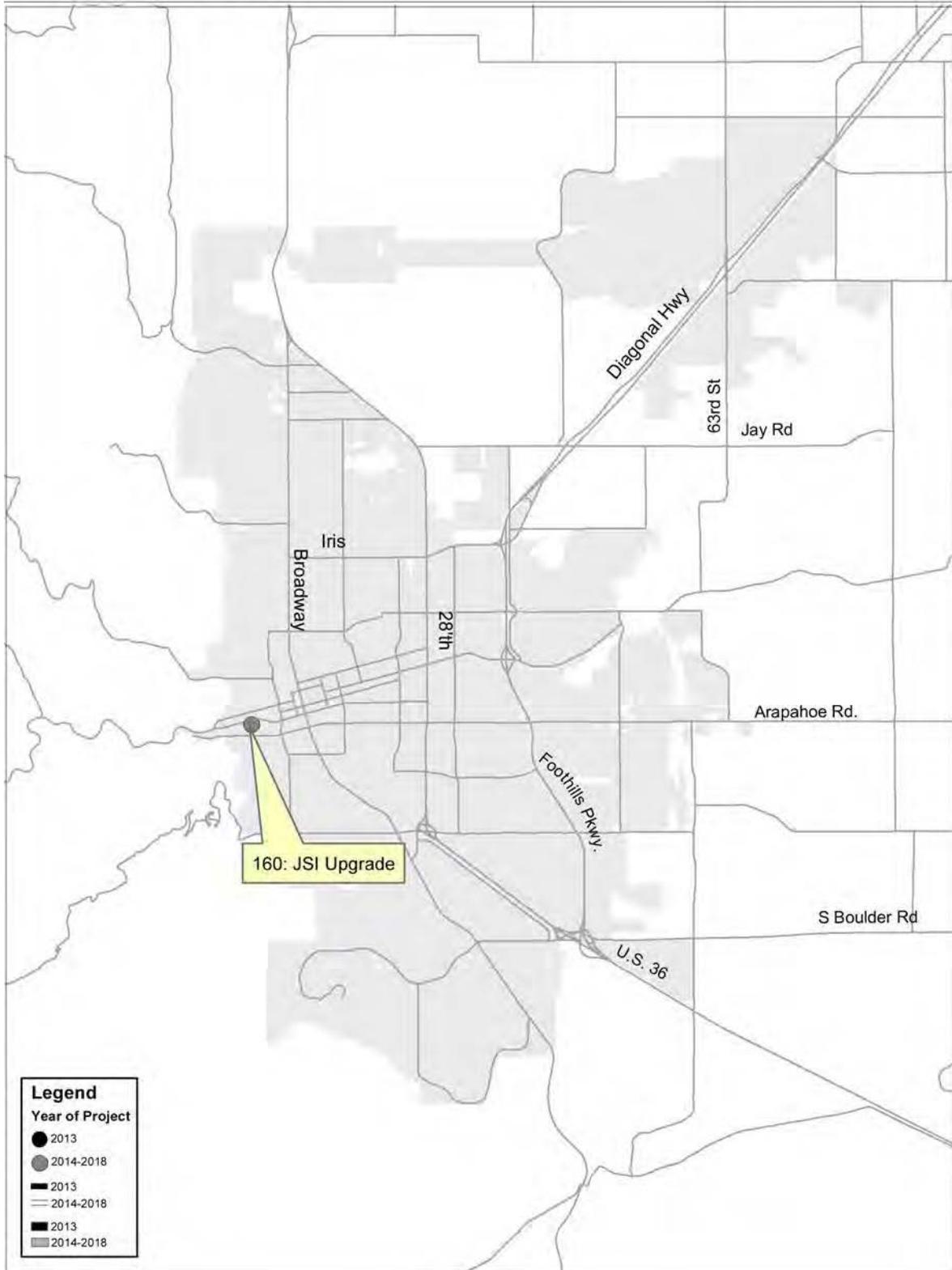
**INFORMATION TECHNOLOGY**

|   | Estimated<br>Total Cost | 2013<br>Approved | 2014<br>Projected | 2015<br>Projected | 2016<br>Projected | 2017<br>Projected | 2018<br>Projected | 2013 - 2018<br>Total | Previously<br>Allocated<br>Funding | Unfunded<br>Amount |
|---|-------------------------|------------------|-------------------|-------------------|-------------------|-------------------|-------------------|----------------------|------------------------------------|--------------------|
| Existing Facility - Enhancements/Upgrades |                         |                  |                   |                   |                   |                   |                   |                      |                                    |                    |
| JSI Upgrade                               | \$ 135,000              | \$ -             | \$ 135,000        | \$ -              | \$ -              | \$ -              | \$ -              | \$ 135,000           | \$ -                               | \$ -               |
| <b>Subtotal</b>                           | <b>\$ 135,000</b>       | <b>\$ -</b>      | <b>\$ 135,000</b> | <b>\$ -</b>       | <b>\$ -</b>       | <b>\$ -</b>       | <b>\$ -</b>       | <b>\$ 135,000</b>    | <b>\$ -</b>                        | <b>\$ -</b>        |
| <b>Total</b>                              | <b>\$ 135,000</b>       | <b>\$ -</b>      | <b>\$ 135,000</b> | <b>\$ -</b>       | <b>\$ -</b>       | <b>\$ -</b>       | <b>\$ -</b>       | <b>\$ 135,000</b>    | <b>\$ -</b>                        | <b>\$ -</b>        |



# Capital Improvements Program 2013 — 2018

Information Technology





Project Name: JSI Upgrade

Project at a Glance

Project Type: Existing Facility – Enhancements / Upgrades  
 Department: Information Technology Subcommunity: System-wide  
 Funding Source: General Fund BVCPArea: System-wide  
 Project Number: Map Number: 160  
 CEAP Required: No CEAP Status:

Project Description

Migration of our court case management system (JSI's "FullCourt") to a web-based environment. The upgrade to the new environment is not covered by conventional software maintenance fees and will involve significant reengineering of the system platform.

Relationship to Guiding Principles

This project supports Guiding Principal #5: Capital Improvement Programs should maintain and enhance the supporting city-wide business systems, such as information and finance systems, for the city over the long-term.

Public Process Status, Issues

None Noted.

Relationship with Other Departments

This project will primarily involve the Muni Court department and the Information Technology department. If a decision is made to include the implementation of the prosecution module in this project, then the City Attorney's office will also be involved.

Change from Past CIP

This project is new to the plan this year.

Estimated Total Cost

Project Cost

Project Cost \$135,000

Total Project Cost \$135,000

Unfunded Amount

Unfunded Amount

Project Cost Total \$135,000

Funding Total

Total Unfunded \$0

Capital Funding Plan

Funding Prior to 2013

Six Year Funding Plan

2013 \$0  
 2014 \$135,000  
 2015 \$0  
 2016 \$0  
 2017 \$0  
 2018 \$0

Subtotal \$135,000

Total Funding Plan

Additional Annual Operations and Maintenance

Additional Annual O&M: \$0 Funding Source: Existing operating budget should be sufficient to support this cost. It is not anticipated that the upgrade alone will result in higher maintenance costs.

Additional Annual O&M Description:

There will be an annual payment to the software vendor for software support and maintenance.