Agenda

- Welcome
- Project Objectives and Approach
- Business Context
- Current IT Position
- Strategic Direction
- Implementation Plan
- Critical Success Factors
Project Objectives

- Provide comprehensive assessment of current technology position
- Offer insight into progress since 2005 IT plan
- Identify specific areas of need
- Develop clear recommendations for IT service delivery, infrastructure, applications, and governance
- Create a prioritized implementation plan with meaningful budget estimates
Project Approach

Phase 1: Assessment

Phase 2: Strategy Development

Phase 3: Implementation Planning

Applications

Technical Infrastructure

IT Service Delivery

IT Decision Making
Business Context

- Constituent demand for technology
  - Online services
  - Mobile applications
- Expectation for transparent government
- Funding and resource constraints
- Increasing deployment of portable devices
- Emphasis on collaboration with local partners
Current IT Position

Technical Infrastructure
Strength
• Significant infrastructure and server consolidation in progress
Opportunity
• No offsite disaster recovery capability

IT Service Delivery
Strength
• IT centralization viewed as strength by many
Opportunity
• IT understaffed to meet the City’s technology needs

Applications
Strength
• Substantial investment in application portfolio
Opportunity
• Emphasis on internal needs over constituent-facing technology

IT Decision Making
Strength
• Executive management team actively engages in citywide IT planning
Opportunity
• IT chargeback model difficult to understand, lacks transparency, and perceived as unfair by many departments

City of Boise

Operational Position
Opportunity for Improvement
Well Positioned

Strategic Position
Working
Leading
Planning
Reacting

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Strategic Direction

IT Vision and Goals

Technology helps make Boise the most livable city in the nation

1. Technology fosters accountable, innovative, and high-quality service to constituents and governmental partners

2. Boise supports a technology literate, appropriately skilled workforce

3. Technology increases organizational efficiency and cost

4. IT investments align with Boise’s highest business priorities

5. Technical infrastructure is current, financially and environmentally sustainable, and secure
Strategic Direction

Goal 1: Accountable, innovative, and high-quality service

Recommendations:
- Improve constituent service automation
- Refine IT organization and labor allocation

Benefits:
- Fosters anytime, anywhere access to city services
- Increases communication between the City and targeted constituent groups
- Improves help desk efficiency
- Increases support for infrastructure and application services
Strategic Direction

Goal 2: Technology literate workforce

Recommendations:
- Implement citywide intranet portal
- Match IT skill sets to business need
- Clarify business unit and IT support roles
- Implement learning management system

Benefits:
- Increases employee access to information
- Improves staff collaboration across the City
- Aligns IT staff skills with available technologies
- Promotes business unit ownership of applicable tasks
- Helps track employee training, licenses, certifications
Strategic Direction

Goal 3: Organizational efficiency and effectiveness

Recommendations:
◆ Fully leverage key applications
◆ Adopt professional service desk methodology
◆ Conduct business intelligence assessment
◆ Create/implement information retention plan

Benefits:
◆ Helps realize full value of City software investments
◆ Increases ability to make data driven decisions
◆ Enhances IT customer services
◆ Improves transparency to city stakeholders
◆ Supports compliance with information retention regulations
Strategic Direction

Goal 4: IT investment aligned with business priorities

Recommendations:
- Update IT governance model
- Centralize commodity IT purchasing
- Develop IT service catalog/refine IT chargeback model
- Enhance IT asset management

Benefits:
- Aligns IT investments with highest priority needs
- Helps budget and manage IT as a critical citywide asset
- Simplifies IT funding model
- Reduces use of shadow/redundant applications
Strategic Direction

Goal 5: Current, sustainable, secure infrastructure

Recommendations:
- Develop and annually test disaster recovery plan
- Consolidate IT infrastructure
- Standardize and stabilize technical infrastructure
- Implement mobile device management
- Improve teleconference capabilities

Benefits:
- Improves continuity of operations in a catastrophe
- Enhances connectivity with remote facilities
- Supports a modern, mobile workforce
- Decreases travel costs and environmental impacts
Implementation Plan

Projects

Goal 1. Accountable, Innovative, and High-Quality Service
1.1 Develop eGovernment Strategy
1.2 Implement eGovernment recommendations
1.3 Implement constituent relationship management
1.4 Implement permit management
1.5 Add IT staff

Goal 2. Technology Literate Workforce
2.1 Implement city-wide intranet portal
2.2 Improve citywide IT skills
2.3 Implement learning management system

Goal 3. Organizational Efficiency and Cost Effectiveness
3.1 Optimize Key enterprise applications
   3.1a Optimize Lawson
   3.1b Optimize Hansen
   3.1c Optimize OnBase
3.2 Adopt structured service methodology
3.3 Conduct business intelligence needs assessment
3.4 Create and implement information retention plan
Implementation Plan

Projects

Goal 4. IT Investments Aligned with Business Practices
   4.1 Develop IT service catalog/refine IT chargeback model
   4.2 Enhance IT asset management program

Goal 5. Current, Sustainable, Secure Infrastructure
   5.1 Develop and annually test disaster recovery plan
   5.2 Consolidate IT infrastructure
   5.3 Conduct third-party security audits/assessments
   5.4 Upgrade Microsoft productivity suite
   5.5 Migrate to Microsoft Windows 7
   5.6 Upgrade network cabling
   5.7 Implement mobile device management
## Implementation Plan

### Estimated One-Time Costs by Goal

<table>
<thead>
<tr>
<th>Goal</th>
<th>Low Est.</th>
<th>High Est.</th>
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<tbody>
<tr>
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<td>Goal 2. Technology Literate Workforce</td>
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<td>Goal 3. Organizational Efficiency and Cost Effectiveness</td>
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<td>Goal 4. IT Investments Aligned with Business Practices</td>
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<td>$266,000</td>
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<td>Goal 5. Current, Sustainable, Secure Infrastructure</td>
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<td><strong>Total</strong></td>
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<td><strong>$12,123,000</strong></td>
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</tbody>
</table>
Implementation Plan

Funding Sources

Total Estimate Range: $7,259,000 - $12,123,000

- Currently funded:
  - $1,796,000

- Additional projects funded through:
  - Capital improvement plan
  - Future M&O allocations
  - Existing IT resources
Implementation Plan

IT Workload Overview

I&T Workload by Quantity and Duration

- IT Master Plan Initiatives (39%)
- Departmental Technology Initiatives (52%)
- Production Support (9%)

IT Master Plan Initiatives (24)
Departmental Technology Initiatives (286)
Critical Success Factors

- Ensure key decision makers buy into the projects
- Encourage broad city participation in IT decisions
- Clearly articulate business-based benefits
- Review and revise business processes
- Implement measures to monitor plan progress
- Allocate sufficient staffing and funding resources
Supplemental Information
## Implementation Plan

### Project Schedule

<table>
<thead>
<tr>
<th>Task Name</th>
<th>Start</th>
<th>Finish</th>
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<td>1.1 Develop eGovernment strategy</td>
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<td>1.3 Implement constituent relationship management</td>
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<td>1.4a Develop permit replacement scope and strategy</td>
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<td>1.4b Procure and implement permit management</td>
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<td>1.5 Add IT staff</td>
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<td>2.1 Implement citywide intranet portal</td>
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<td>2.2 Improve citywide IT skills</td>
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<td>2.3 Implement learning management system</td>
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<td>3.1b Optimize Hansen</td>
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<td>3.1c Optimize OnBase</td>
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<tr>
<td>3.2 Adopt structured service methodology</td>
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<tr>
<td>3.3 Conduct business intelligence needs assessment</td>
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<td>3.4 Create and implement information retention plan</td>
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<td>4.1 Develop IT service catalog/refine IT chargeback</td>
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<td>4.2 Enhance IT asset management program</td>
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<td>5.1 Develop and annually test disaster recovery plan</td>
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<td>5.2 Consolidate IT infrastructure</td>
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<td>5.3 Conduct third-party security audits/assessments</td>
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<td>6/15/17</td>
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<td>5.4 Upgrade Microsoft productivity suite</td>
<td>7/2/12</td>
<td>6/28/13</td>
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<tr>
<td>5.5 Migrate to Microsoft Windows 7</td>
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<td>3/31/14</td>
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<td>5.6 Upgrade network cabling</td>
<td>7/2/12</td>
<td>6/30/17</td>
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<tr>
<td>5.7 Implement mobile device management</td>
<td>4/1/14</td>
<td>12/31/14</td>
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## Implementation Plan

### One-time and Recurring Costs

<table>
<thead>
<tr>
<th>Cost Summary</th>
<th>One-Time</th>
<th>Recurring</th>
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<tr>
<td>Project</td>
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<td>High</td>
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#### Goal 1: Accountable, Innovative, and High-quality Service

1.1 Develop eGovernment strategy $57,000 $95,000 - -
1.2 Implement eGovernment recommendations TBD TBD TBD TBD
1.3 Implement constituent relationship management solution $93,000 $515,000 $50,000 $64,000
1.4 Implement permit management $1,224,000 $2,324,000 $170,000 $288,000
1.5 Add IT staff $10,000 $17,000 - -

Subtotal - Goal 1 Projects $1,384,000 $2,951,000 $220,000 $685,000

#### Goal 2: Technology Literate Workforce

2.1 Implement citywide intranet portal $117,000 $372,000 - -
2.2 Improve citywide IT skills $277,000 $415,000 - -
2.3 Implement learning management system $228,000 $445,000 - -

Subtotal - Goal 2 Projects $622,000 $1,232,000 - -

#### Goal 3: Organizational Efficiency and Cost Effectiveness

3.1 Optimize key enterprise applications $1,068,000 $1,415,000 - -
3.1a Optimize Lawson $475,000 $918,000 $38,000 $68,000
3.1b Optimize Hansen $1,123,000 $1,648,000 - -
3.2 Adopt structured service methodology $26,000 $65,000 $2,000 $4,000
3.3 Conduct business intelligence needs assessment $49,000 $90,000 - -
3.4 Create and implement information retention plan $78,000 $118,000 - -

Subtotal - Goal 3 Projects $2,819,000 $4,254,000 $40,000 $72,000

#### Goal 4: IT Investments Aligned with Business Priorities

4.1 Develop IT service catalog/refine IT chargeback model $26,000 $49,000 - -
4.2 Enhance IT asset management program $128,000 $217,000 - -

Subtotal - Goal 4 Projects $154,000 $266,000 - -

#### Goal 5: Current, Sustainable, Secure Infrastructure

5.1 Develop and annually test disaster recovery plan $44,000 $73,000 - -
5.2 Consolidate IT infrastructure $267,000 $393,000 - -
5.3 Conduct third-party security audits/assessments $547,000 $778,000 $197,000 $262,000
5.4 Upgrade Microsoft productivity suite $83,000 $166,000 - -
5.5 Migrate to Microsoft Windows 7 $1,260,000 $1,951,000 - -
5.7 Implement mobile device management $79,000 $59,000 $15,000 $59,000

Subtotal - Goal 5 Projects $2,280,000 $3,420,000 $227,000 $341,000

Total Cost $7,259,000 $12,123,000 $487,000 $1,098,000

Note: Costs are rounded to nearest thousand dollars
## Implementation Plan

### Annualized Project Costs (average)

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<td>$109,000</td>
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<td>5.6 Upgrade network cabling</td>
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Note: Costs are rounded to nearest thousand dollars.