



## Article 3

# Funding for Technology Improvements



# Funding for Technology Improvements

- **ARTICLE 3:** To determine whether the Town will vote to transfer from funds available in the treasury the sum of \$1,500,000, or any other sum, to be expended under the direction of the Town Manager for the purpose of modernizing the town's computer services including software, hardware, training and related services for program enhancements in financial services, billing, general ledger, license and permit tracking, email, document management and other computerized municipal services, or take any other action relative thereto.



## Article 3: Technology Improvements

- This article will provide funding for the Town to undertake several major technology improvement projects which will be implemented over several years.
- These projects require significant investment in software and implementation that exceed the resources available within the operating budget's Technology Fund.
- The first project will enable electronic permits, licensing and automation related to applications and renewal processing.



# Article 3 Funding

- The funds used for technology improvement will come from Overlay Surplus.
- The overlay account currently has a \$2.5M balance, which has been accumulated over a number of years.
- The overlay account is used to fund tax abatements. The current balance is more than what is needed to fund known and/or anticipated abatements.



# Project Selection

- Engage Departments in identifying and proposing project that are highest priority
- Top ranked projects will:
  - Serve multiple departments simultaneously
  - Be designed to meets needs of constituents
  - Have well publicized goals
  - Drive efficient use of resources
  - Leverage common services
  - Be metric oriented
  - Deliver results sooner rather than later
- Projects can be selected in any year for funding, not just the first year. Each year more projects could be added.
- Projects should be major, at most 1 or 2 at a time should be active.



# Technology Improvement Plan Implementation

- An investment of:
  - Approximately \$1,500,000
  - Disbursed across 3 or 4 years
- Funding would be used to:
  - Purchase additional systems, software, infrastructure
  - Procure Professional Services to Analyze, Plan, Implement and Support Projects
  - Fund initial additional support required for new systems which would become part of future operating budgets



# Major Pending Projects

- Licenses and Permitting
- Utility General Ledger and Integrated Operations
- Municipal Finance Software
- Labor reporting
- Facility Management Systems:
  - Security Upgrades, Access Control, Monitoring
  - Energy Management
- Town wide Document Management
- Town-wide work order System
- Automated Vehicle Location



# Example Allocation

- Each Year about \$400,000 would be allocated:
  - Approximately \$250K will be available to directly fund project resources under capital investment guidelines
  - Application Support Funding: ~\$90K per year
    - Improvement Plan funds by year: \$75K, \$50K, \$25K, \$0K
    - IT Operating Budget funds by year: \$15K, \$40K, \$65K, \$90K
  - Department Support: As needed up to \$50K
    - Additional resources may be needed and could be initially part of project and then added to operating budgets. (Prior Examples: PIO, Utility Software Coordinator)
    - Some departments use a liaison model and others have a position. Effective support depends on the complexity, skill requirements and time allocation.





# Funding for Technology Improvements

**ARTICLE 3:** To determine whether the Town will vote to transfer from funds available in the treasury the sum of \$1,500,000, or any other sum, to be expended under the direction of the Town Manager for the purpose of modernizing the town's computer services including software, hardware, training and related services for program enhancements in financial services, billing, general ledger, license and permit tracking, email, document management and other computerized municipal services, or take any other action relative thereto.



# Technology Improvement Approach

- Drive significant change through investments in business system improvements
- Utilize a portfolio management process to select and sponsor specific projects
- Sustain the improvements through a permanent increases in technology support
- Develop continuous process improvement skills and culture