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# TECHNOLOGY INVESTMENT PROGRAM

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# Technology Investment Program Overview

The 2021-2026 Technology Investment Program (TIP) serves to advance the City's vision for a livable, environmentally sustainable and connected community that places Redmond as a leader locally, regionally and nationally. Technology and Information Systems (TIS) establishes the TIP portfolio through citywide-collaborative planning that includes both staff and community members. The TIP portfolio represents a short and mid-term plan for technology implementations to fully support the City's strategic goals. Due to the rapid rate of technology advancements, TIP projects scheduled in the current or upcoming biennium are planned to a greater level of granularity than projects scheduled to begin in four-six years. Projects scheduled for the 2023-2026 timeframe are planned with a greater level of flexibility which allows adaptation to longer term technology change.

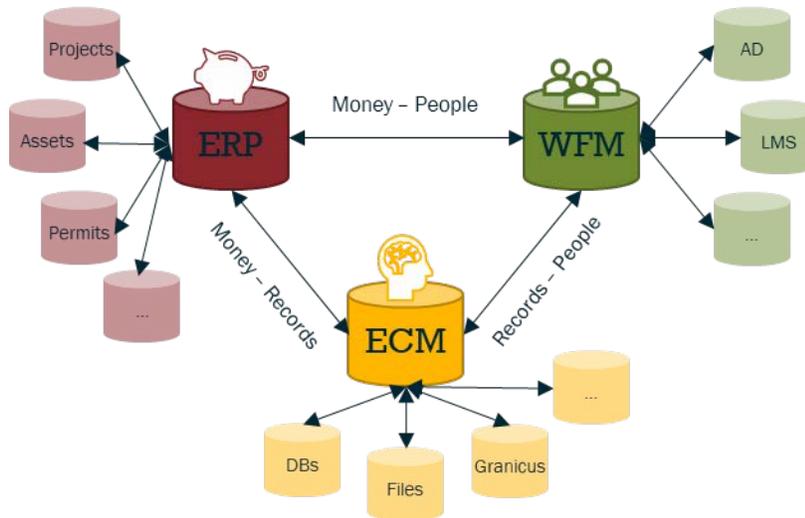
The TIP supports objectives as defined in the City of Redmond Community Strategic Plan to:

- Provide a solid platform of internal systems that support and directly align with city business;
- Modernize key business applications and external facing systems;
- Partner with the Public Works and Planning departments to drive a Smart City strategy; and
- Implement a standard approach to program, project and portfolio management methodologies throughout the City.

## Funded Projects

In 2019, the City of Redmond identified the "Big Four" enterprise technology projects that, once fully implemented, build an essential foundation for the effective management of core business data and the automation of key business functions. Due to the size and complexity of these four projects, they continue to be the primary focus of technology initiatives in the 2021-2022 biennium. While the Workforce Management and Dynamics 365 implementations are scheduled to be complete in 2022, the core implementation work on the Enterprise Content Management (ECM) and Development Services Platform projects is scheduled to begin in 2023.

# Core Business System Architecture



## Dynamics 365

As part of an expanding 365 platform, Microsoft launched the Dynamics 365 (D365) suite of business systems in 2016. D365 for Finance and Operations replaces the City's current Dynamics AX finance solution. Microsoft has announced a gradual end to support for the City's legacy product beginning in 2021. The upgrade moves the City's finance solution to the cloud and provides increased opportunities for significant modernization and streamlining of a broadened scope of finance-related business processes, systems integration and data analytics.

## Workforce Management

Current Human Resource (HR) Management, Timekeeping, and Payroll systems in the City are at or approaching end of life and are at risk of losing technical support. The implementation of Kronos Workforce Dimensions, coupled with Cornerstone's Learning and Performance Management tools, moves the City's Human Resources and Payroll solutions to the cloud and opens the door to increased systems integration and business process automation.

## Enterprise Content Management (ECM) Phase 1

In 2018, the City Clerk's office initiated the selection and implementation of an Enterprise-wide Content Management solution. With the establishment of a City Records Ordinance in October of 2019 and an assessment of current records management practices in 2020, an effort is underway to implement productivity tools which support efficiencies in the storage and management of city records. This work will culminate with the selection of an enterprise-wide records management software solution.

## **Strategic Investment Opportunity Fund**

The funding will support TIS in advancing solutions for the City's strategic technology needs that are not funded as part of an existing project. Areas of focus may include Smart Cities, Community Dashboards and key partnerships.

## **Potential Future Investments**

Along with the previously listed projects listed above which are funded in the 2021-2022 biennium, the following projects are planned beyond that timeframe and will be funded in future budget process.

### **Enterprise Content Management (ECM) Phase 2**

As part of ECM Phase 1, the City began work toward the selection and implementation of an Enterprise-wide Content Management solution (ECM). The implementation of this solution is planned for the 2023-2024 biennium as part of ECM Phase 2 project. Once deployed, the ECM solution will better organize documents throughout the City, improve efficiencies around access to records and better align the storage of records with state retention policies.

### **Development Services Platform Modernization (Energov)**

Modernization of the City's permitting software will require substantial upgrade and shift to a cloud-based solution. Additionally, the City will seek opportunities to expand the scope of permitting processes managed through a centralized permitting solution.

### **Asset Management Systems Upgrades**

To support the reboot of citywide asset management, TIS has implemented both Asset Works and Lucity. These applications allow staff to report on metrics related to city-owned assets and provide data related to asset condition, work order tracking, preventative maintenance scheduling, and resource availability. These applications will assist the city in streamlining operating activities and capital project development.

### **Capital Investment Program-Project and Portfolio Management Tool (PPM)**

The City of Redmond plans, designs and constructs numerous capital projects annually. Delivering these projects involves managing complex design and construction contracts, collaborating with project teams and stakeholders and managing both financial and personnel resources. Today these processes rely heavily on disparate data sources and manual business processes. The implementation of a CIP Project Management Solution will standardize and automate business processes and will improve upon the transparency and predictability in the delivery and management of the capital program at the portfolio and contract level.

### **Audio/Visual (A/V) Digital Signage**

The current audio/visual (A/V) around the City needs improvement and standardization. The A/V project is intended to modernize the current A/V in conference rooms, add A/V to conference rooms where there is none and install digital signage in City buildings where required. The A/V modernization improvements or additions will be in the form of wall mounted displays, upgraded device inputs, standardized cable management and possible integration with Microsoft Teams.

## **Municipal Buildings Security System Expansion**

There is a need to increase the physical security of the City's facilities due to rising number of incidents throughout the country. Expanding the centrally managed security system to Fire Stations and Parks while improving security at City facilities already on this system will eliminate standalone legacy systems and enable centrally management of security across the network.

The centrally managed security system provides better visibility to security alerts and increases flexibility. The system provides the ability to manage the security of an individual door or a given set of doors by allowing access changes to be made in advance or on demand. It also provides an audit trail of all activity including changes made or attempted and granted permissions to access secure doors. This upgrade will both serve to protect City staff and the many visitors City buildings receive and serve on a daily basis.

## 2021-2022 ESTIMATED IMPACTS OF TECHNOLOGY INVESTMENT PROGRAM (TIP) ON OPERATING BUDGET

Notes:

Ongoing support and maintenance costs move to the operations budget in the year following estimated completion.

<b>2021-2022 Proposed Project</b>	<b>Total Project Investment</b>	<b>Estimated Annual Impact on Operating Budget</b>
Dynamics 365	\$5,190,000	\$428,820
Workforce Management	\$1,410,000	\$394,000
KRONOS		\$316,000
Cornerstone Learning and Performance Management		\$78,000
Enterprise Content Management (ECM) - Phase1	\$1,170,000	
iLinx	\$140,000	
PA Case Management	\$80,000	
Records Management Assessment (FreeDoc)	\$120,000	
Productivity Platform	\$400,000	
Software Selection	\$430,000	
Strategic Investment Opportunity Fund	\$100,000	

## 2021 - 2022 Technology Investment Program

### Citywide Investments

Investment Description & Timeframe	Priority & Functional Area	Project Status	2021-2022 Investment	Total Investment (includes costs prior to 2021)
<p><b>Dynamics 365</b></p> <p>System modernization and streamlining of a broadened scope of financial process, system integration and data analytics.</p> <p>Project timeframe: 2018 - 2022</p>	<p>Strategic and Responsive</p> <p>Finance</p>	Existing	4,510,000	5,190,000
<p><b>Workforce Management (WFM)</b></p> <p>Replacement of the City's Human Resources and Payroll solutions migration to the cloud environment.</p> <p>Project timeframe: 2018 - 2022</p>	<p>Strategic and Responsive</p> <p>Finance Human Resources</p>	Existing	450,000	1,410,000
<p><b>Enterprise Content Management (ECM) Phase 1</b></p> <p>Preparation existing records for the implementation of ECM technology solution in 2023.</p> <p>Project timeframe: 2018 - 2021</p>	<p>Strategic and Responsive</p> <p>Executive</p>	Existing		1,170,000
<p><b>Strategic Investment Opportunity Fund</b></p> <p>Funding to support advancement of the City's strategic technology needs. Focus items may include Smart Cities, community dashboards and key partnerships.</p> <p>Project timeframe: 2021 - 2022</p>	<p>Strategic and Responsive</p> <p>TIS</p>	New	100,000	100,000

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## POTENTIAL FUTURE INVESTMENTS

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## 2023 - 2026 Technology Investment Program

### Potential Future Investments

Investment Description & Timeframe	Priority & Functional Area	Total Investment
<p><b>Enterprise Content Management (ECM) Phase 2</b></p> <p>Following the assessment of current records and preparation of existing records in the ECM Phase 1 project, the Phase 2 project implementation will improve efficiencies in accessing records and better align and organize records storage citywide.</p> <p>Project timeframe: 2023 - 2026</p>	<p>Strategic and Responsive</p> <p>Executive</p>	1,500,000
<p><b>Development Services Platform Modernization (EnerGov)</b></p> <p>Modernization of the City's permitting software involving a substantial upgrade and shift to a cloud-based solution</p> <p>Project timeframe: 2023 - 2024</p>	<p>Vibrant and Connected</p> <p>Fire Planning Public Works</p>	500,000
<p><b>Asset Management Systems Upgrades</b></p> <p>System enhancement, upgrades and system integration to asset management systems.</p> <p>Project timeframe: 2023 - 2026</p>	<p>Vibrant and Connected</p> <p>Fire Parks Public Works</p>	235,000
<p><b>Capital Investment Program - Project and Project Management Tool (PPM)</b></p> <p>The implementation will standardize and automate business processes and improve the transparency and predictability of managing the capital programs.</p> <p>Project timeframe: 2023 - 2024</p>	<p>Vibrant and Connected</p> <p>Public Works</p>	875,000

## 2023 - 2026 Technology Investment Program

### Potential Future Investments

Investment Description & Timeframe	Priority & Functional Area	Total Investment
<p><b>Audio/Visual Digital Signage</b></p> <p>Modernization of audio/visual system in the conference rooms citywide.</p> <p>Project timeframe: 2023</p>	<p>Strategic and Responsive</p> <p>TIS</p>	<p>1,000,000</p>
<p><b>Municipal Buildings Security System Expansion</b></p> <p>Expand the existing security system to fire stations and parks locations to improve security at City facilities.</p> <p>Project timeframe: 2023 - 2024</p>	<p>Vibrant and Connected</p> <p>Parks TIS Fire</p>	<p>1,275,000</p>