

Office of the City Manager

REVISED AGENDA MATERIAL

Meeting Date: May 2, 2017

Item Number: 26

Item Description: Fiscal Year 2018 and Fiscal Year 2019 Proposed Biennial Budget Public Hearing #1

Submitted by: Teresa Berkeley-Simmons, Budget Manager

The following attachment updates the information located in the Information Technology section of the Fiscal Year 2018 and Fiscal Year 2019 Proposed Capital Improvement Program provided to Council on May 2, 2017.

Attachment: Updated Information Technology Summary

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Summary

Currently, the City's PC inventory comprises 1,215 desktops, 238 laptops, 93 tablets, and 87 Public Safety MDTs (Mobile Data Terminals). In FY 2003, the City's server infrastructure comprised 93 Physical servers (13 for email), with each server supporting a single software application. Currently, the City runs 35 Physical servers (4 virtual for email), 183 virtual servers as a result of Virtualization and thus reducing carbon footprint and resulted in energy efficiencies. The City also runs City owned Fiber to the downtown locations and this was placed in operation in year 2000. City Network Infrastructure runs over 190 routers, switches, and access points that connect the City's 42 service locations.

In FY 2008, the City centralized PC purchasing and instituted a capital replacement program requiring departments to set aside money every year for desktop PCs, enterprise desktop software, and for servers. Because a capital replacement fund was established, the City's PC inventory, Servers and Storage is a funded liability and the network devices, wireless and UPS inventory is an underfunded liability. In FY2015 the City established a replacement fund for our core enterprise financial system, FUND\$, the property tax in excess of the \$10.5 million baseline will be allocated for FUND\$ replacement.

In FY2016 the City established a replacement fund for the citywide telephone system, estimating a ten year replacement cycle. Staff is planning to replace the handsets at the five year mark, as the current handsets are already one generation behind.

Computer Replacement Fund: PC & Server

This fund supports centralized licensing and maintenance of Citywide PCs and servers: critical desktop hardware is upgraded every four to six years, all desktops are licensed for the City standard software suite, and servers are maintained for all departments.

In FY 2013, this fund provided for a replacement of our disk and cloud-based backup system. In FY2014, this fund provided for an upgrade and expansion of our virtual server infrastructure, comprising 11 physical servers that support over 183 virtual servers. In FY 2016, this fund provided for a replacement of our storage area network (SAN), which supports the backend storage for our virtual server infrastructure. In FY2017, the City upgraded their Microsoft Office software licenses to enable video conferencing and Office 365 capabilities. Implementation will occur in early 2017, and will improve access to data and files from any location thus increasing employee efficiencies, will provide more reliable security, and help enhance the disaster recovery process, which will allow email to still be accessible on our mobile devices should City Hall be impacted in a disaster. Our investment decisions will prioritize initiatives that achieve the best performance outcomes and greatest benefit so funding and other resources currently dedicated to operations and maintenance efforts can be recapitalized and invested in modernization efforts

Enterprise Resource Planning (ERP) Project

The ERP Team (FUND\$ Replacement) provides project management, change management and subject matter expertise to implement a new , fully integrated, public sector Enterprise Resource Planning ("ERP") system that meets the City's functional needs related to financial data management, purchasing, human resources, payroll, benefits administration, and

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budget preparation. In later phases the ERP Project Team will also identify optimal solutions to improve refuse billing, the City's work order system, fleet and facilities management, performance evaluations for City staff, learning management system for all City employees, administration of business licenses, and property tax assessments.

Fiber Master Plan

The goals in developing a Fiber Master Plan are to comprehensively assess its options, evaluate the advantages and drawbacks of potential business models, identify funding requirements (to be assumed by a combination of public and/or private entities), and lay the groundwork for a phased implementation that would accurately reflect the City's unique needs and constraints, and would enable on-demand build-out without incurring any debt. The master plan will objectively balance need with equity when determining areas to prioritize with fiber optic construction. And, because of the extended time likely required for implementation, it seeks to enable better coordination among City departments.

Wireless Master Plan

The City will develop a wireless master plan to improve the accessibility to broadband (commonly understood as high-speed Internet) and wireless access (Wi-Fi) for public services. The emerging use of video-based services, reliance on cloud computing, and public demand for interactive bandwidth intensive City services requires the City to look at increasing the availability of high-speed and reliable broadband services. In addition, there are certain parts of the City that have less than adequate, or no, broadband services, which thereby affects the economic development of the City. The ultimate goal of broadband access is to allow people to take advantage of its potential to improve the user's experience for business development, education, or recreation. The project will be completed in multiple phases:

- Phase I: Expanding Wi-Fi Access Points throughout all City buildings
- Phase II: Public Wi-Fi Downtown - Downtown Wireless Plan
- Phase III: Evaluate feasibility of future expansion

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PROGRAM AND FUNDING SUMMARY

| Project Description | Proposed FY 2018 | Proposed FY 2019 | Planned FY 2020 | Planned FY 2021 | Planned FY 2022 | 5 Year Total |
|--|---------------------|---------------------|---------------------|--------------------|--------------------|----------------------|
| One-Time Funding | | | | | | |
| Fiber Master Plan | 210,000 | 100,000 | - | - | - | 310,000 |
| Wireless Master Plan | 150,000 | 100,000 | - | - | - | 250,000 |
| Subtotal | \$ 360,000 | \$ 200,000 | \$ - | \$ - | \$ - | \$ 560,000 |
| Recurring Funding | | | | | | |
| Voice Over Internet Protocol (VoIP) | 65,000 | 65,000 | 163,000 | 163,000 | 163,000 | 619,000 |
| FUND\$/ERP Replacement | 4,000,000 | 4,595,574 | 1,488,000 | 1,112,400 | 1,168,020 | 12,363,994 |
| ERP Replacement Fund | | | | 1,000,000 | 1,000,000 | 2,000,000 |
| Server and Storage Replacement | 121,400 | 121,400 | 121,400 | 121,400 | 121,400 | 607,000 |
| Network Infrastructure | 175,964 | 175,964 | 175,964 | 175,964 | 175,964 | 879,820 |
| Software Licensing | 1,149,100 | 1,231,220 | 1,231,220 | 1,231,220 | 1,231,220 | 6,073,980 |
| Cyber Security Resillience Plan / SIEM Software | 190,000 | 190,000 | 190,000 | 190,000 | 190,000 | 950,000 |
| PC Replacement | 145,800 | 145,800 | 145,800 | 145,800 | 145,800 | 729,000 |
| Total | \$6,207,264 | \$6,724,958 | \$ 3,515,384 | \$4,139,784 | \$4,195,404 | \$ 24,782,794 |
| Funding Summary | | | | | | |
| Fund Source | Proposed FY 2018 | Proposed FY 2019 | Planned FY 2020 | Planned FY 2021 | Planned FY 2022 | 5 Year Total |
| Phone System Replacement-VOIP | 65,000 | 65,000 | 163,000 | 163,000 | 163,000 | 619,000 |
| FUND\$ ERP Replacement | 4,000,000 | 4,595,574 | 1,488,000 | 2,112,400 | 2,168,020 | 14,363,994 |
| Capital Improvement Fund | 1,758,464 | 1,680,584 | 1,480,584 | 1,480,584 | 1,480,584 | 7,880,800 |
| Computer Replacement Fund | 383,800 | 383,800 | 383,800 | 383,800 | 383,800 | 1,919,000 |
| Total | \$6,207,264 | \$6,724,958 | \$ 3,515,384 | \$4,139,784 | \$4,195,404 | \$ 24,782,794 |

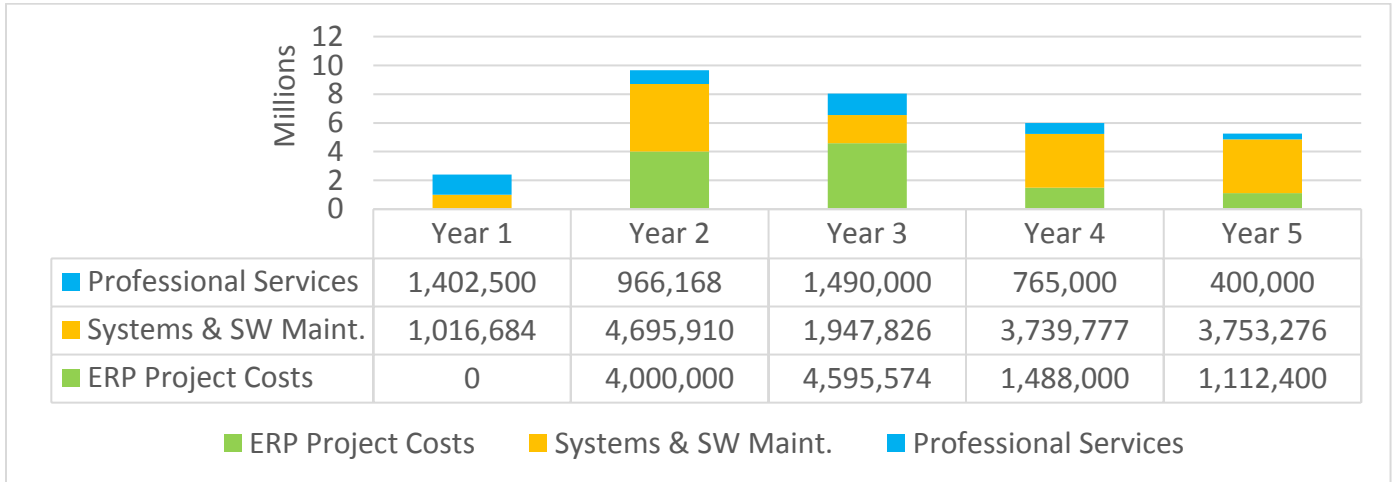
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Program Detail by Project

| One-Time Projects | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Location/Description |
|--|--------------------|--------------------|--------------------|--------------------|--------------------|---|
| Fiber Master Plan | 210,000 | 100,000 | | | | Fiber Master Plan |
| Wireless Master Plan | 150,000 | 100,000 | | | | Wi Fi Master Plan Framework |
| Subtotal | 360,000 | 200,000 | - | - | - | |
| Infrastructure | | | | | | |
| Servers | 121,400 | 121,400 | 121,400 | 121,400 | 121,400 | Average annual cost for a 5 year replacement cycle. |
| Network | 175,964 | 175,964 | 175,964 | 175,964 | 175,964 | Average annual cost for a 7 year replacement cycle. |
| Subtotal | 297,364 | 297,364 | 297,364 | 297,364 | 297,364 | |
| Software | | | | | | |
| Location/Description | | | | | | |
| Desktop Computers | 554,000 | 554,000 | 554,000 | 554,000 | 554,000 | Microsoft EA, Skype for business, PSTN, Azure cloud, O365, MS Project, MS Visio, MS Visual Studio Pro |
| Servers & Storage | 122,500 | 204,620 | 204,620 | 204,620 | 204,620 | Dell Server and Storage Warranty: \$50,000; VMWare: \$30,000; Windows Data Center: \$12,500; Remote Desktop Services (RDS): \$30,000; SQL Licensing will be added starting FY2019 - \$82,120. |
| Core Infrastructure/Network Licensing | 472,600 | 472,600 | 472,600 | 472,600 | 472,600 | Core infrastructure Software / Network Licensing. |
| Core Infrastructure/Network Licensing | 190,000 | 190,000 | 190,000 | 190,000 | 190,000 | Cyber Security Resilience Plan/SIEM Software |
| Subtotal | 1,339,100 | 1,421,220 | 1,421,220 | 1,421,220 | 1,421,220 | |
| Telephones | | | | | | |
| Location/Description | | | | | | |
| VolP Phone System | 65,000 | 65,000 | 163,000 | 163,000 | 163,000 | Average annual cost for a 10 year replacement cycle. |
| Subtotal | 65,000 | 65,000 | 163,000 | 163,000 | 163,000 | |
| Desktop Computers | | | | | | |
| Location/Description | | | | | | |
| PC Replacement | 145,800 | 145,800 | 145,800 | 145,800 | 145,800 | Includes PC replacement only. Laptops are paid by department; Police MDT's are part of Vehicle replacement fund; Fire MDT's are separate account maintained by Fire. |
| Subtotal | 145,800 | 145,800 | 145,800 | 145,800 | 145,800 | |
| ERP FUND\$ Replacement | | | | | | |
| Location/Description | | | | | | |
| ERP Project Cost | 4,000,000 | 4,595,574 | 1,488,000 | 1,112,400 | 1,168,020 | The \$15.1 M covers costs thru FY 2020. These are non personnel costs only. The costs include replacement and ongoing software maintenance estimates: Core Financials/ HR, Contract Management / CAFR, Refuse Billing, Work Order System, Fleet and Facilities Management, Performance Evaluations, Learning Management System, Business License, Property Tax Assessment, Printers and Timesheet Workstations. |
| ERP Replacement FUND 15 Yr Replacement Fund (Next ERP to be replaced FY 2033) | - | - | - | 1,000,000 | 1,000,000 | Starting FY2021 - The costs include replacement and ongoing software maintenance estimates: Core Financials/ HR, Contract Management / CAFR, Refuse Billing, Work Order System, Fleet and Facilities Management, Performance Evaluations, Learning Management System, Business License, Property Tax Assessment, Printers and Timesheet Workstations. |
| Subtotal | 4,000,000 | 4,595,574 | 1,488,000 | 2,112,400 | 2,168,020 | |
| Total | \$6,207,264 | \$6,724,958 | \$3,515,384 | \$4,139,784 | \$4,195,404 | |

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5 Year Digital Strategy Plan (DSP) Implementation Budget Estimates



Year 1 FY 17 DSP Budget Estimate

| Year | Type | Initiative | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
|----------------|------|--|---------|-----------|-----------|---------|---------|
| Phase 1 | | | | | | | |
| 1.1 | ESW | ERP Implementation | 0 | 4,000,000 | 2,340,574 | 450,000 | 472,500 |
| 1.2 | EGOV | Website Upgrade | 50,000 | 200,000 | 80,000 | 84,000 | 88,200 |
| 1.3 | ESW | Community Engagement Tool | 12,000 | 12,600 | 13,230 | 13,892 | 14,586 |
| 1.4 | M | IT Governance | 0 | 0 | 0 | 0 | 0 |
| 1.5 | ESW | Accela Phase 3 | 0 | 600,000 | 125,000 | 131,250 | 137,813 |
| 1.6 | ESW | IT Service Management/Enterprise PM Tool | 200,000 | 393,000 | 160,650 | 168,683 | 177,117 |
| 1.7 | DSW | Lagan Upgrade/Integrations | 0 | 0 | 0 | 0 | 0 |
| 1.8 | ESW | Skype for Business | 12,000 | 0 | 0 | 0 | 0 |
| 1.9 | ESW | MS Enterprise Upgrade, O365 Migration | 0 | 100,000 | 0 | 0 | 0 |
| 1.10 | DSW | Replace Access Commissioner Tracking (CIS) | 0 | 15,000 | 4,500 | 4,725 | 4,961 |
| 1.11 | DSW | Knox Maintenance (Medic Units) | 5,000 | 0 | 0 | 0 | 0 |
| 1.12 | DSW | Targeted Case Management (TCM) System | 62,500 | 55,500 | 57,580 | 60,459 | 63,482 |
| 1.13 | DSW | New World Systems Upgrade/Migration V 9-10.2 | 415,484 | 0 | 0 | 0 | 0 |
| 1.14 | DSW | 16 Beat Layer / New World GIS | 0 | 0 | 0 | 0 | 0 |
| 1.15 | DSW | Vesta Upgrade | 0 | 0 | 0 | 0 | 0 |
| 1.16 | DSW | Mobile ID Bluetooth Fingerprint Reader | 75,000 | 0 | 0 | 0 | 0 |
| 1.17 | DSW | Telestaff Upgrade for Fire | 36,000 | 18,000 | 18,000 | 18,000 | 18,000 |
| 1.18 | DSW | CAD Run Card Maintenance | 0 | 0 | 0 | 0 | 0 |
| 1.19 | DSW | Sungard Upgrades | 150,000 | 45,000 | 45,000 | 45,000 | 45,000 |
| 1.20 | DSW | Route Smart App, Mobile Commun | 28,200 | 29,660 | 10,168 | 10,676 | 11,210 |
| 1.21 | DSW | GasBoy Fuel Management Upgrade | 70,000 | 15,000 | 15,750 | 16,538 | 17,364 |
| 1.22 | INF | Print Server Upgrade Citywide | 25,000 | 6,250 | 6,563 | 6,891 | 7,235 |
| 1.23 | INF | Windows Server 2003 OS Upgrade/Migration | 0 | 0 | 0 | 0 | 0 |
| 1.24 | INF | SCCM Upgrade Citywide | 0 | 0 | 0 | 0 | 0 |
| 1.25 | INF | Solarwinds Monitoring | 9,000 | 2,700 | 2,835 | 2,977 | 3,126 |
| 1.26 | INF | City Council Chambers Infrastructure | 0 | 30,000 | 0 | 0 | 0 |
| 1.27 | M | IT Staff Training; PM / BPI | 42,000 | 150,000 | 150,000 | 150,000 | 150,000 |
| 1.28 | M | IT Organization Staff | 0 | 0 | 0 | 0 | 0 |
| 1.29 | M | Staff Cost Allocation Model | 10,000 | 0 | 0 | 0 | 0 |
| 1.30 | M | IT Classification Study | 0 | 50,000 | 0 | 0 | 0 |
| 1.31 | DSW | Rent Stabilization Management System Phase 2 | 110,000 | 50,000 | 50,000 | 50,000 | 50,000 |
| 1.32 | DSW | Rental Registration Portal | 0 | 0 | 0 | 0 | 0 |

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Year 2 FY 18 DSP Budget Estimate

| Year | Type | Initiative | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
|----------------|------|--|---------|---------|---------|---------|---------|
| Phase 2 | | | | | | | |
| 2.1 | ESW | Intranet Portal | 0 | 50,000 | 15,000 | 15,000 | 15,000 |
| 2.2 | INF | Web Server Redundancy | 0 | 0 | 0 | 0 | 0 |
| 2.3 | ESW | GIS Master Plan Implementation | 0 | 200,000 | 200,000 | 200,000 | 200,000 |
| 2.4 | M 11 | Physical Security | 0 | 150,000 | 150,000 | 90,000 | 90,000 |
| 2.5 | M 12 | Cyber Security Resilience Plan | 0 | 100,000 | 100,000 | 100,000 | 100,000 |
| 2.6 | INF | Security Infor & Event Management (SIEM) | 0 | 90,000 | 27,000 | 28,350 | 29,768 |
| 2.7 | INF | VOIP Phase II Citywide | 0 | 50,000 | 15,000 | 15,750 | 16,538 |
| 2.8 | INF | Internet Bandwidth increase/Backup | 0 | 65,000 | 65,000 | 65,000 | 65,000 |
| 2.9 | INF | Conference Room Upgrades Citywide | 0 | 100,000 | 150,000 | 0 | 0 |
| 2.10 | DSW | Youthworks/Temp Employees Online App (ERP) | 0 | 0 | 0 | 0 | 0 |
| 2.11 | INF | Citywide Windows 10 Upgrade | 0 | 45,000 | 0 | 0 | 0 |
| 2.12 | DSW | Real Property Leasing Software Assessment | 0 | 145,000 | 30,000 | 31,500 | 33,075 |
| 2.13 | DSW | BENS Replacement | 0 | 25,000 | 25,000 | 25,000 | 25,000 |
| 2.14 | DSW | ePCR Tablet Replacement | 0 | 50,000 | 0 | 0 | 0 |
| 2.15 | DSW | FireRMS/Red Alert Alternatives | 0 | 250,000 | 75,000 | 78,750 | 82,688 |
| 2.16 | DSW | New Suppression Inspection System | 0 | 210,000 | 63,000 | 66,150 | 69,458 |
| 2.17 | DSW | NextGen EPM-EHR System Projects | 57,000 | 72,000 | 52,500 | 55,125 | 57,881 |
| 2.18 | INF | Mobile Crisis Team Incident Log Replacement | 0 | 125,000 | 30,000 | 31,500 | 33,075 |
| 2.19 | INF | Mobile Devices, Clinicians & Inspectors HHCS | 0 | 60,000 | 37,800 | 37,800 | 37,800 |
| 2.20 | INF | WebMethods Intergration Services | 0 | 0 | 0 | 0 | 0 |
| 2.21 | INF | Data Warehouse Reporting | 0 | 0 | 0 | 0 | 0 |
| 2.22 | INF | AC PSB Server Room HVAC Upgrade | 900,000 | 24,000 | 24,000 | 24,000 | 24,000 |
| 2.23 | DSW | Online Mapping Solution for Planning Permits | 0 | 35,000 | 36,750 | 38,588 | 40,517 |
| 2.24 | DSW | Nemo Q Replacement (Ticketing System) | 0 | 75,000 | 15,000 | 15,750 | 16,538 |
| 2.25 | DSW | CJIS Advanced Authentication Police | 0 | 0 | 0 | 0 | 0 |
| 2.26 | DSW | New World Upgrade V10.2 to Enterprise | 0 | 458,368 | 250,000 | 262,500 | 275,625 |
| 2.27 | DSW | PD Online False Alarm Management & Interface | 0 | 0 | 0 | 0 | 0 |
| 2.28 | DSW | New Irrigation Management System | 0 | 150,000 | 45,000 | 47,250 | 49,613 |
| 2.29 | DSW | Center St. Garage Software Systems | 0 | 150,000 | 50,000 | 52,500 | 55,125 |
| 2.30 | DSW | Public Notification System | 0 | 35,000 | 10,500 | 11,025 | 11,576 |
| 2.31 | DSW | Body Worn Cameras | 150,000 | 150,000 | 150,000 | 150,000 | 150,000 |
| 2.32 | DSW | PD Conversion of Microfiche | 0 | 20,000 | 0 | 0 | 0 |

Year 3 FY 19 DSP Budget Estimate

| Year | Type | Initiative | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
|----------------|------|--|--------|---------|-----------|---------|---------|
| Phase 3 | | | | | | | |
| 3.1 | DSW | Capital Project Management Software | 0 | 340,000 | 72,000 | 66,150 | 69,458 |
| 3.2 | M | Disaster Recovery / Business Continuity Plan | 0 | 100,000 | 100,000 | 100,000 | 100,000 |
| 3.3 | M | Wi-Fi Master Plan Framework | 0 | 150,000 | 100,000 | 100,000 | 100,000 |
| 3.4 | HW | Open Data Portal Expansion Citywide | 0 | 75,000 | 75,000 | 75,000 | 75,000 |
| 3.5 | DSW | Electronic Timecards (ERP) | 0 | 0 | 0 | 0 | 0 |
| 3.6 | ESW | Contract Management (ERP) | 0 | 0 | 0 | 0 | 0 |
| 3.7 | ESW | Refuse Billing (ERP) | 0 | 0 | 400,000 | 90,000 | 94,500 |
| 3.8 | ESW | Work Order Application (ERP) | 0 | 0 | 1,000,000 | 210,000 | 220,500 |
| 3.9 | ESW | Customer Relationship Management | 0 | 40,000 | 40,000 | 40,000 | 40,000 |
| 3.10 | ESW | Public Records Act (PRA) | 0 | 40,000 | 40,000 | 40,000 | 40,000 |
| 3.11 | DSW | CAFR Application (ERP) | 0 | 0 | 0 | 0 | 0 |
| 3.12 | DSW | Learning Management Application (ERP) | 0 | 0 | 80,000 | 18,000 | 18,900 |
| 3.13 | ESW | Performance Evaluations (ERP) | 0 | 0 | 150,000 | 30,000 | 31,500 |
| 3.14 | ESW | Property Tax Assessment (ERP) | 0 | 0 | 375,000 | 90,000 | 94,500 |
| 3.15 | DSW | EOC Management Software | 0 | 0 | 40,000 | 10,500 | 11,025 |
| 3.16 | INF | Infrastructure Fiber Master Plan | 0 | 210,000 | 100,000 | 0 | 0 |
| 3.17 | ESW | Integrations for ERP | 0 | 0 | 250,000 | 0 | 0 |
| 3.18 | DSW | Replace Locate in Berkeley | 0 | 0 | 150,000 | 36,000 | 37,800 |
| 3.19 | DSW | Telecomm Expense Management Software | 0 | 0 | 125,000 | 37,500 | 39,375 |
| 3.20 | DSW | Online Business Registration Permitting | 0 | 0 | 155,000 | 40,000 | 42,000 |
| 3.21 | DSW | Data Warehouse Migration (PD RMS, Fire FMIS) | 0 | 50,000 | 0 | 0 | 0 |
| 3.22 | DSW | Customer Relationships/Commun. Management | 0 | 0 | 85,000 | 15,000 | 15,750 |

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Year 4 FY 20 and Year 5 FY21 DSP Budget Estimate

| Year | Type | Initiative | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
|----------------|------|---|--------|--------|--------|---------|---------|
| Phase 4 | | | | | | | |
| 4.1 | ESW | E-Forms/E-Signatures & Workflow | 0 | 0 | 0 | 200,000 | 37,500 |
| 4.2 | EWS | Business License Software Replacement (ERP) | 0 | 0 | 0 | 500,000 | 150,000 |
| 4.3 | INF | Develop/Implement City-wide Plan for KIOSKS | 0 | 0 | 0 | 100,000 | 30,000 |
| 4.4 | INF | Develop City-wide Plan, Security Cameras | 0 | 0 | 0 | 180,000 | 30,000 |
| 4.5 | EWS | Enterprise Taxonomy for OnBase | 0 | 0 | 0 | 150,000 | 0 |
| 4.6 | INF | Develop/Implement Computer Lab Plan | 0 | 0 | 0 | 60,000 | 12,000 |
| 4.7 | DSW | Elite System Replacement | 0 | 0 | 0 | 75,000 | 18,000 |
| 4.8 | DSW | Loan Tracking Software Replacement | 0 | 0 | 0 | 150,000 | 30,000 |
| 4.9 | DSW | OPAC Computer Skills Testing Application | 0 | 0 | 0 | 10,000 | 3,000 |
| 4.10 | INF | Single Sign-on | 0 | 0 | 0 | 340,000 | 72,000 |
| 4.11 | DSW | Workers Compensation Application | 0 | 0 | 0 | 175,000 | 30,000 |
| 4.12 | DSW | Replace Evidence Tracking System | 0 | 0 | 0 | 200,000 | 42,000 |
| 4.13 | DSW | Case Management | 0 | 0 | 0 | 200,000 | 42,000 |
| Phase 5 | | | | | | | |
| 5.1 | INF | OnBase ECMS | 0 | 0 | 0 | 0 | 750,000 |
| 5.2 | INF | MS Enter. Upgrade, O365 Migration | 0 | 0 | 0 | 0 | 250,000 |