

INNOVATION AND TECHNOLOGY CABINET

Budget Proposal for
Fiscal Year 2026

CONTENTS

WHERE WE ARE COMING FROM

The need to resource technology, process, and people to drive efficiency and equity

TRENDS AND STRATEGY

Improving coordination and centralization of technology to reduce risk, drive efficiencies, while shifting expenses from departments to DoIT

UPDATES AND ACCOMPLISHMENTS

From Permitting transformation, basic city services, and other investments that ensure our City delivers for its constituents

Where we are coming from:

DIGITAL EQUITY SURVEY FINDINGS

Key takeaways:

- **Majority** of respondents had home internet, but some populations were less likely to have it
- 24% of respondents expressed concerns about **affordability**
- 25% of respondents reported frequent low-connection speeds
- 47% of respondents expressed interest in **digital skills classes, if free**
- **Seniors, veterans, public housing residents,** and **Latin** residents were the least likely to express confidence in their digital skills
- **Public housing residents, low-income households, recipients of government assistance,** and **formerly incarcerated individuals** faced the greatest challenges with internet service and device access

DIGITAL EQUITY PLAN



Affordable connectivity in
affordable housing

Expand free WiFi in
transit hubs, and in
affordable housing

Promote affordable
connectivity programs



Improve and expand
access to public
computer labs

Device refurbishment

Extend and expand long
term lending



Support community organizations
that support vulnerable
populations

Continue and sustain Digital
Navigators

Develop and promote resources
for cybersecurity, AI, and other
priority areas

WFWF EXPANSION COMMUNITY ENGAGEMENT



Nubian Sq, Roxbury



Maverick Sq, East Boston

Trends and Strategy

CENTRALIZING AND OPTIMIZING EXPENSES



Computers and Laptops

- *Centralizing and standardizing computers*
- *Eliminating 400 redundant PCs*
- *Enabling equitable up-cycling*



Zoom

- *Centralizing licenses for public meetings*
- *Balancing existing licenses for departments that conduct public meetings*
- *Avoiding new license purchases*



Docusign



- *Centralizing licenses*
- *When adding up all departments, we use only 60% of paid envelopes*
- *Can expand digital forms without new funds*

Updates and Accomplishments



PERMITTING AND LICENSE TRANSFORMATION

Transform the experience for constituents – eliminate silos, restructure process, improve technology

 For Constituents  For Staff

Awareness

Find out about and engage around permitted activity in the City

Education

Learn about and prepare to apply for the permits I need for a project

Coordinate

Manage multiple projects with multiple permits

Transact

Apply for permits

Track status of permits

Pay fees

Navigate

See progress across a portfolio of applicants and track concierge work

Manage

Administer programs and process applications

Review Plans

Result Inspections

Construction

Fire Safety

Right of Way

Environmental Health

Business Licensing

Events

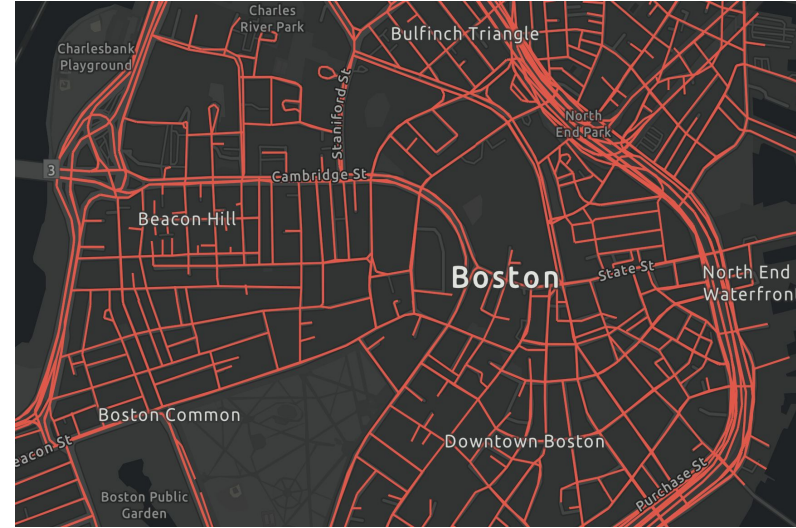
Code Enforcement

BASIC CITY SERVICES AND DATA INFRASTRUCTURE

Location information from Street and Address Management (SAM) is used throughout all City systems - permits, 911, 311, and to link information between systems.

Migrated SAM into the city's modern enterprise environment in order to:

- Save up to \$60,000 annually on system updates and maintenance
- Make the system compatible with Boston's 911 computer aided dispatch system once again
- Connecting to Basic City Services, Permitting, and other systems



311 - BASIC CITY SERVICES MODERNIZATION

This year we have been:

Implementing iteratively our new modern and secure Constituent Request Management System (CRM) - more than **50% of 311 calls using the new system.**

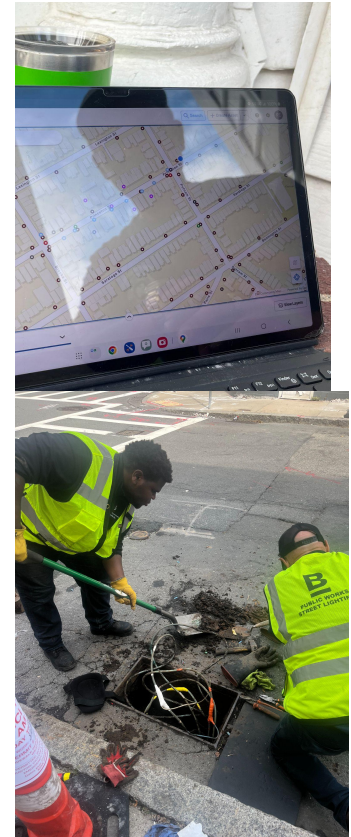
Mattress collection wait times **decreased from over 21 days to less than 2 days**

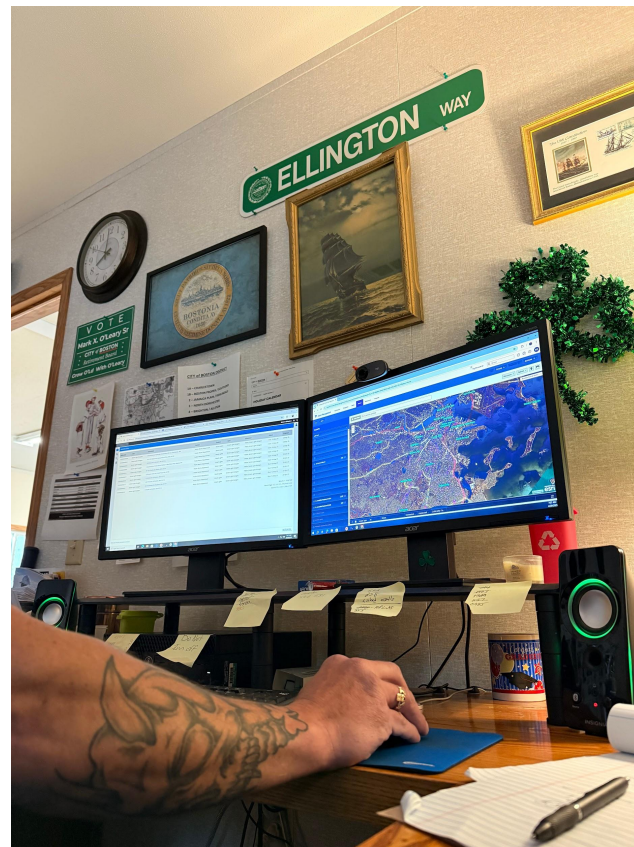
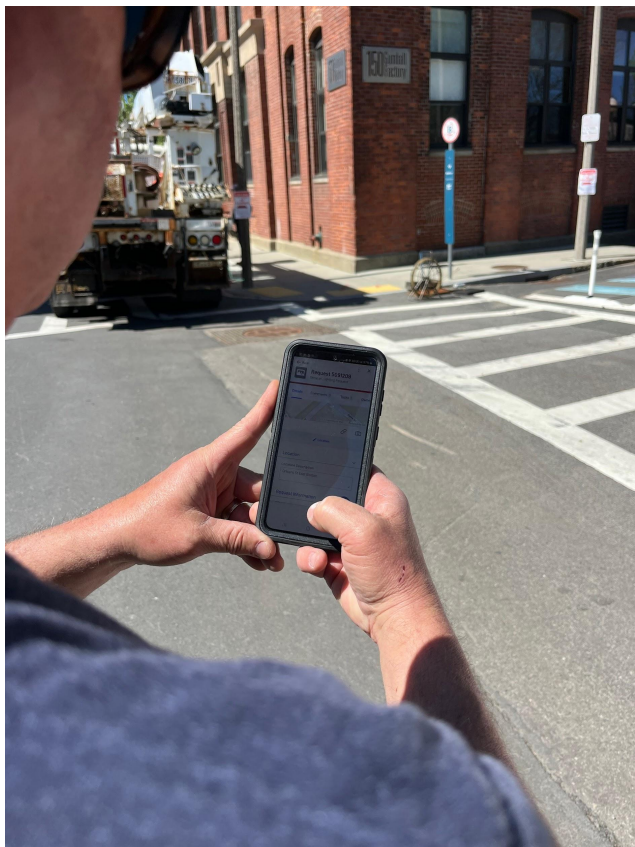
Paper based workflows digitized in BTM, PWD Street Lighting

This coming year we hope to complete:

Replacement of the CRM

Implement work order management and inventory management in Street Lighting, Parks, and other Departments.





RECOGNITION

This year we won national and international recognition for our work:

- **What Works Cities Gold Certification (Bloomberg Philanthropies Results4America):** Among top global cities for our use of data and evidence.
- **6th best:** Large City IT Department from the Center for Digital Government
- **Secure Boston:** Won innovation of the Year from StateScoop as a cybersecurity tool supporting vulnerable residents.
- **Digital Equity Visionary Trailblazer (NDIA):** Among the top 10 communities in Digital Equity
- **City Coalition for Digital Rights:** leading international coalition of Cities working on Digital Rights.
- **Lead for UN-HABITAT People Centered Smart Cities Guidelines**

OTHER ACCOMPLISHMENTS

Project	Type	Partner	Impact
Reducing wait times at registry through Lean	Efficiency Better experience	Registry	Reduce average waiting time from 12 mins to 5 mins
Bostonia Academy	Efficiency Better experience	All collaborating employees across Boston	More than \$2 million saved and 800,000 hours of constituents time
Project Green Light	Efficiency Better Experience	Streets	On average, we have seen a 13% reduction in delay at intersection Google says cities using this tech have seen a 10% reduction in tailpipe emissions at intersections, on average
BPS Welcome Center Data Share	Security Better Experience	BPS, Registry	Enabling access to birth certificate data from the BPS Welcome Center so children born in Boston (~60% of BPS enrollees) can be enrolled without coming to City Hall to get a copy of the birth certificate (\$12)



OTHER ACCOMPLISHMENTS

Project	Type	Partner	Impact
Winter Sidewalk Dashboard	Better Experience Efficiency	Parks and Rec	Parks and Rec is responsible for removing snow in all of Boston's Parks within 3 hours of the end of snowfall This improved system saved an estimated \$286,592 in costs, and saved 1840 hours from Sep - Feb
End-Of-Service Tech Asset Management Tied to Employee PC Modernization (October 2024)	Security Efficiency	Digital Equity (DoIT), Boston Housing Authority, Mayor's Office of Early Childhood, Mayor's Office of Workforce Development	Policy ensures end-of-service Boston tech is safely and sustainability disposed, in accordance with the National Institute of Security and Technology Policy connects in-need community members with refurbished technology equipment, free of charge
Boston Family Days	Better Experience Efficiency	Arts and Culture, many external partners	New system allowed 10,794 students to enroll in Boston Family Days; 7,900 students added via batch upload



ACCOMPLISHMENTS

Digital Equity

- Reduced the number of households without broadband from 32,000 to 18,000 (from 2020 - 2024)
- Partnered with over 35 community organizations
- Over 11,000 residents received Digital Navigation services
- Over 1,500 devices provided to in-need residents (including ~900 refurbished devices)

Creative

- Added creative & brand strategy to the team's capabilities
- Brand strategy and design for priority initiatives, including Boston Family Days, Great Starts, future**BOS**, and the Boston 250



Appendix



BETA

— This is a new service. Help us improve it by providing feedback through our search tool.

What are you looking for?

Our AI-generated search provides answers to your business and Economic Opportunity and Inclusion questions leveraging Google's Vertex AI. As this is an experiment, some answers may be incorrect. You will be able to provide direct feedback below each response. If you have any questions about our work, please email ai@boston.gov.

EXAMPLE

↑

Responses may occasionally produce inaccurate or incomplete content. Validate answers on [Boston.gov](https://boston.gov)

AI Supported Search



AI in the City

<i>Docket #1302</i>	<i>Boston City Council approved a petition to waive the maximum age requirement for police officer Terrance Joseph Williams.</i>	
August 9, 2023		
<i>Docket #1195</i>	<i>Boston City Council approved \$19.61 million to build a new William E. Carter School building at 396 Northampton Street.</i>	
August 9, 2023		

AI-generated summary titles appear in this section of the search tool.



BUDGET BENCHMARKS

Comparative analysis: Atlanta, Baltimore, Chicago, Detroit, Houston, Philadelphia

\$ / % OPEX

Comparison between central IT budget and the overall City operating budget - Boston's IT spending has remained low, and relatively stable

\$ / EMPLOYEE

While Boston has increased its central IT spending relative to the number of employees across agencies, the IT spending per employee remains on the lower end

% EMPLOYEES IN IT

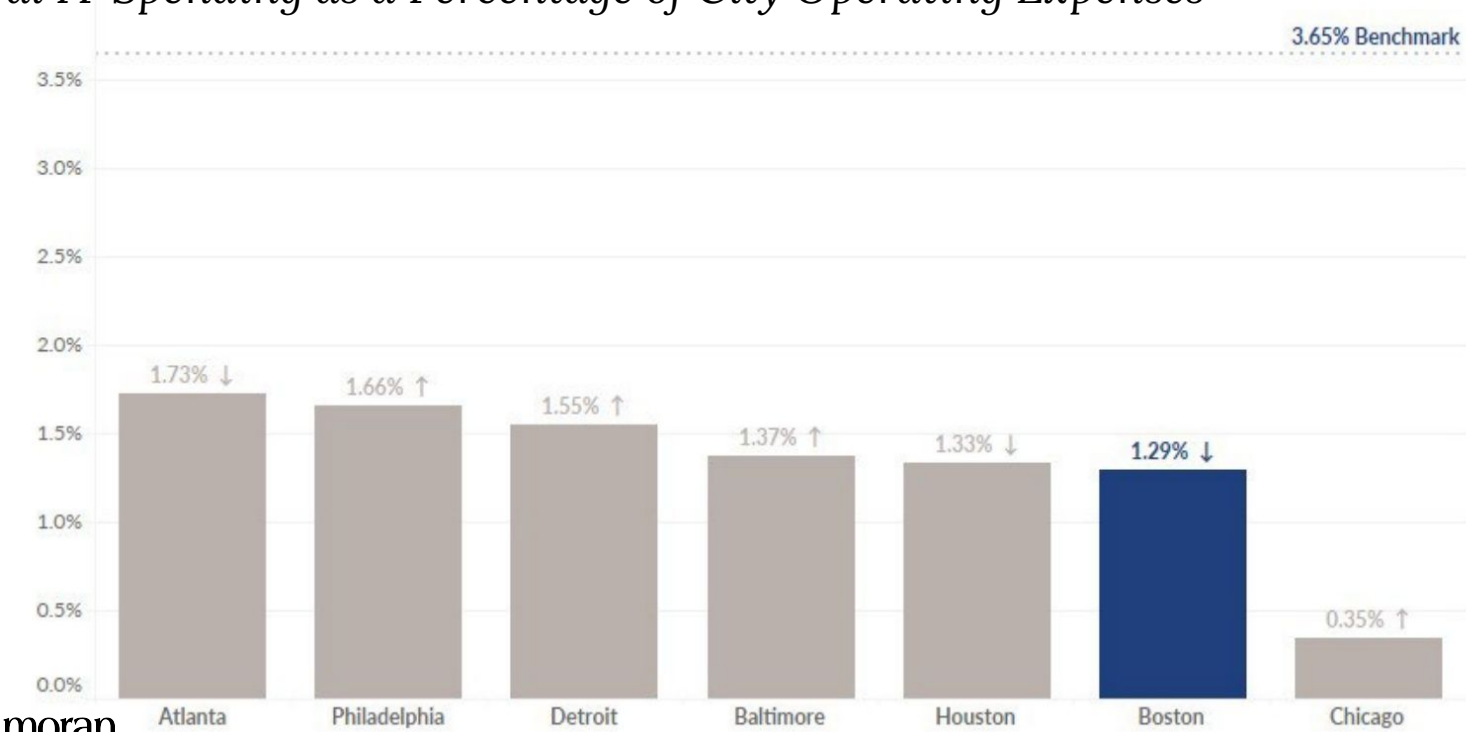
DoIT has fewer staff members available to support the number of staff across the City

Gartner 2023 benchmarks for governments with budgets \$1B - \$10B. Benchmarks should not be taken as actionable on their own, as the measure includes organizations that are not similar in complexity to Boston other than the budget size.



BUDGET BENCHMARKS

Central IT Spending as a Percentage of City Operating Expenses



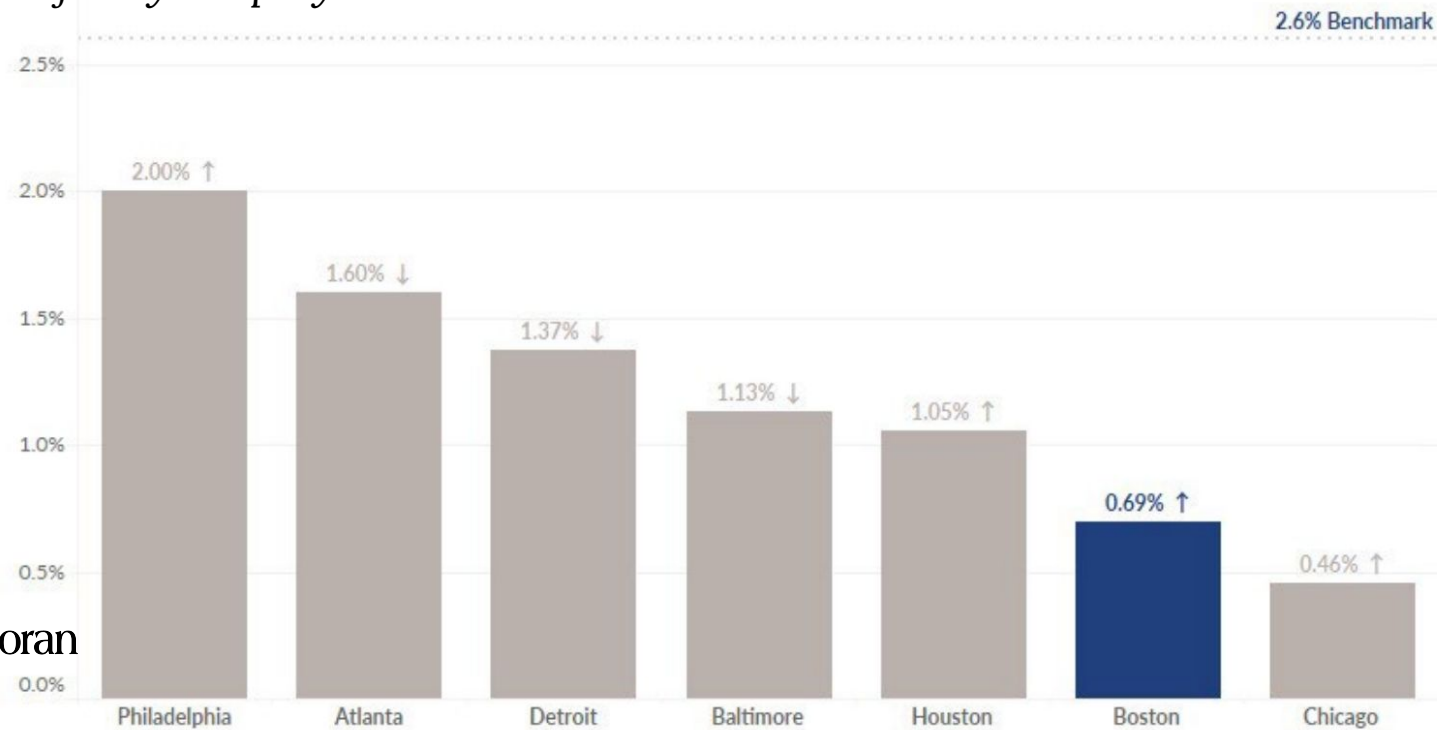
BUDGET BENCHMARKS

Central IT Spending per City Employee



BUDGET BENCHMARKS

Percent of City Employees in Central IT



The Risks of Not Investing

US pilot messaging system outage may mean flight delays, Transportation Department says

By David Shepardson

February 2, 2025 1:31 AM EST · Updated 3 months ago



Average cost of
remediation per
ransomware incident

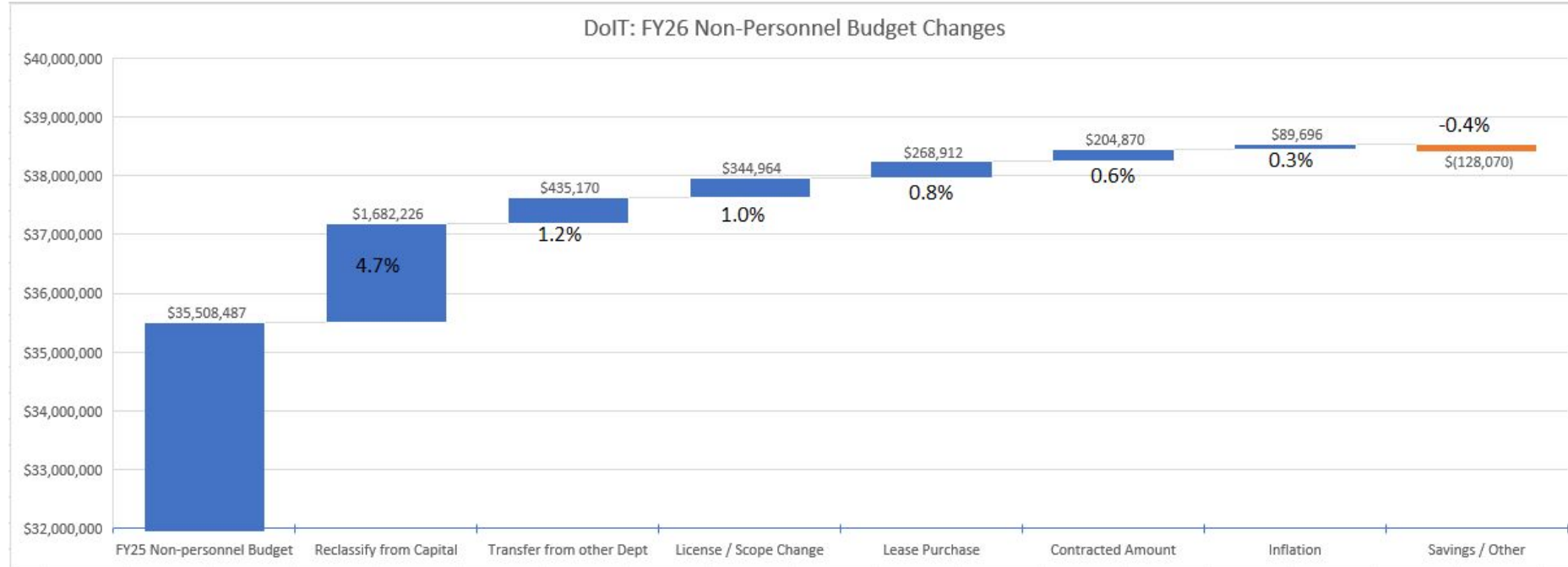
\$2.73M

Sophos 2024 Report



Innovation and Technology

DOIT NON-PERSONNEL BUDGET CHANGES



DOIT REVENUE

DoIT Revenue by Year

