City of Scottsdale
2025-2027 IT Strategic Plan

Update: July 15, 2025

Contents

Message from the CIO

Introducing City of Scottsdale's Strategic Technology 2025 -2027 Plan: A Vision for the Future

As Chief Information Officer for the City of Scottsdale, I am proud to unveil our new comprehensive three-year Strategic Technology Plan. This forward-looking roadmap will guide our city through the evolving digital landscape, ensuring we remain resilient, innovative, and steadfast in our commitment to delivering exceptional service to our community.

In an era where technology drives progress, this plan is not just a guide—it is our commitment to lead. It empowers us to harness emerging trends, adapt to the dynamic economic climate, and deliver unparalleled services to our vibrant community. At the heart of this vision are five strategic priorities that shape our path forward:

- **Community Engagement:** Strengthening connections through meaningful technology.

- **Innovation Powered by People:** Unlocking the brilliance of our teams and residents.

- **Artificial Intelligence:** Leveraging cutting-edge AI to enhance city services.

- **Cybersecurity:** Safeguarding the city and its residents in a digital-first world.

- **Data-Driven Transformation:** Using insights to inform smarter decisions and policies.

This plan is the product of collaboration, dedication, and a shared belief in Scottsdale's potential. It reflects the expertise and passion of our city leaders, IT professionals, and community partners. Together, we continue to position Scottsdale as a national leader in technological innovation, ensuring our city doesn't just keep pace with change but drives it.

Technology is the engine of progress in every corner of our city, from powering essential municipal services to solving the most complex challenges. It is a force multiplier that improves the daily lives of our residents—enhancing how we live, work, and thrive.

None of this would be possible without the incredible professionals across all city functions who live and breathe our vision every day. These individuals are innovators, problem-solvers, and, most importantly, champions of public service. Their dedication inspires me daily and drives our collective success.

On behalf of our IT team, we are honored to serve this vibrant community and remain steadfast in our aspiration to be as exceptional as the city we serve. Together, we will continue driving operational excellence through innovation and digital transformation.

Bianca Lochner
CIO, City of Scottsdale

IT supports City of Scottsdale's organizational mission and vision

Business

Mission

Simply Better Service for a World-Class Community.

Vision

Scottsdale will continue to be an exceptional Sonoran Desert experience and premier international destination, where our Western heritage is valued. Our diverse neighborhoods foster outstanding livability, connectivity, healthy lifestyles, and a sustainable environment. Scottsdale will thrive by attracting and retaining business centers of excellence that encourage innovation and prosperity.

IT

Mission

To empower business stakeholders with reliable, secure, and resilient digital solutions that benefit the city and community.

Vision

To be a world-class public service information technology leader, driving operational excellence through innovation and digital transformation.

Our mission & vision helped determine IT guiding principles:

The following guiding principles define the values that drive IT strategy and provide the criteria for planning horizon.

- We encourage innovation, trying new things and are early adopters.
- Data and security standards are non-negotiable.
- We focus building IT skills and knowledge and staying relevant.
- We promote simplicity, ease of use, reduced complexity and economy of scale.
- Enterprise value and business goal alignment is the "north star" for both the business and IT
- Optimize > Buy > Build: leverage existing first, then look at XaaS before building your own
- IT governance as a backbone of decision making in IT
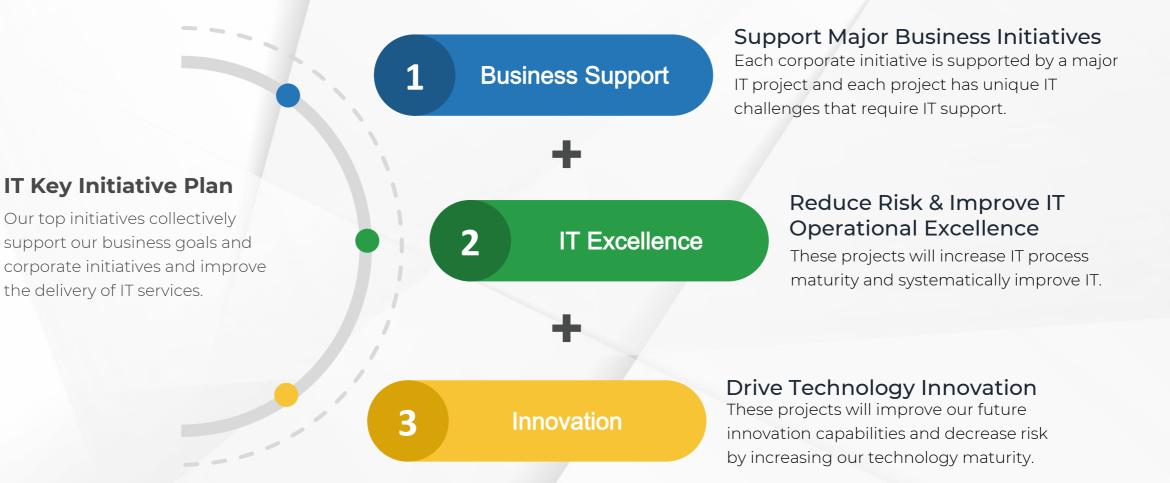- We provide value for the business and solutions that solve problems

IT will enable city goals in accordance with the General Plan 2035

Strategic Objectives & Organization Goals		Organizational / Business Initiative
Exceptional Experience	Collaboration and engagement	Community envolment
		Community envolment
		Community envolment
		Community envolment
Outstanding Livability	Community well-being	Healthy community
		Healthy community
		Housing
		Housing
		Safety
	Sustainability and environment	Open space
		Environmental planning
		Environmental planning
		Environmental planning
		Conservation
		Conservation
		Conservation
		Conservation
		Water resources
		Water resources
		Energy
		Energy
Community Prosperity	Connectivity	Circulation
		Circulation
		Bicycling
		Bicycling
		Bicycling
	Revitalization	Neighborhood Preservation & Revitalization
		Conservation, Rehabilitation & Redevelopment
		Public Services & Facilities
		Public Services & Facilities
		Public Buildings
	Innovation and prosperity	Economic Vitality
		Tourism
		Tourism
		Education
Distinctive Character	Character and culture	CHARACTER & DESIGN ELEMENT
		CHARACTER & DESIGN ELEMENT
		CHARACTER & DESIGN ELEMENT
		CHARACTER & DESIGN ELEMENT
		CHARACTER & DESIGN ELEMENT
		LAND USE ELEMENT
		ARTS, CULTURE & CREATIVE COMMUNITY ELEMENT
		ARTS, CULTURE & CREATIVE COMMUNITY ELEMENT
		ARTS, CULTURE & CREATIVE COMMUNITY ELEMENT
		ARTS, CULTURE & CREATIVE COMMUNITY ELEMENT

IT Initiative	IT Goal
Website - communicate with the public	Communities and Workforce Engagement
Improve public feedback mechanism - Kiosks and public location for connectivity - planning and implementation	Infrastructure Modernization
Develop the IT perspective of the Smart City initiative	Data Enablement
Architecture for data model to support Smart city initative	Infrastructure Modernization
Website - communicate with the public	Communities and Workforce Engagement
IT modernization of public service	Infrastructure Modernization
Website - communicate with the public	Communities and Workforce Engagement
IT modernization of public service	Infrastructure Modernization
GIS - spacial data to support decision making (collection, maintaining and analysis)	Data Enablement
Data services/science- use data to support decision making	Data Enablement
Data services/science- use data to support decision making	Data Enablement
GIS - spacial data to support decision making (collection, maintaining and analysis)	Data Enablement
ML - building tools/models/ capabilities to support business needs	Data Enablement
Data services/science- use data to support decision making	Data Enablement
GIS - spacial data to support decision making (collection, maintaining and analysis)	Data Enablement
ML - building tools/models/ capabilities to support business needs	Data Enablement
Website - communicate with the public	Communities and Workforce Engagement
Edge computing	Infrastructure Modernization
Smart Devices deployment - support buisness projects	Infrastructure Modernization
Edge computing	Infrastructure Modernization
Data services/science- use data to support decision making	Data Enablement
GIS - spacial data to support decision making (collection, maintaining and analysis)	Data Enablement
Website - communicate with the public	Communities and Workforce Engagement
GIS - spacial data to support decision making (collection, maintaining and analysis)	Data Enablement
Website - communicate with the public	Communities and Workforce Engagement
Trail issue reporting using maps fucntionality	Data Enablement
GIS - spacial data to support decision making (collection, maintaining and analysis)	Data Enablement
GIS - Near Infrared Imagery	Data Enablement
Supporting deployment of new hardware to field workers	Infrastructure Modernization
Enhance reliability and resilience of IT services	Infrastructure Modernization
Provide consulting support for the IT component of physicall security	Cybersecurity Resilience
GIS - spacial data to support decision making (collection, maintaining and analysis)	Data Enablement
Website - communicate with the public	Communities and Workforce Engagement
Support networks and infrastructure for major city events	Infrastructure Modernization
LMS - education for the public for technology	Communities and Workforce Engagement
GIS - create and maintain spacial data to support decision making	Data Enablement
Website - communicate with the public	Communities and Workforce Engagement
Data services/science- use data to support decision making	Data Enablement
IT Modernization of current public services to the people	Infrastructure Modernization
IT excellence - IoT data gathering and management to support city initiatives	Data Enablement
Automation of classification of imagery for fire conservation efforts (preserve) - ML based??	Data Enablement
Website - communicate	Communities and Workforce Engagement
Development of community-wide calendar - provide IT support	Communities and Workforce Engagement
Supporting data collection and analysis efforts for business orgs	Data Enablement
Support application portfolio management effort for upcoming needs of the buisness partners/stakeholders	Infrastructure Modernization

IT Goal / Themes	Description
AI Enablement	Assessing new AI solutions to integrate AI capabilities into city operations.
Cybersecurity Resilience	Strengthening our cybersecurity posture with investments in advanced threat detection, risk management, and comprehensive staff training programs to safeguard critical city data and services.
Application Modernization	Replacing and modernizing outdated legacy platforms, offering increased automation, better integration of citywide functions, and enhanced data reporting capabilities to ensure efficient processes, improved transparency, and optimized resource management.
Communities and Workforce Engagement	Enhancing citizen experience though modernizing the website and offering more communication tools and ways to engage; investing into internal workforce skill and career development as well as supporting adoption of organizational change management.
Data Enablement	Implementing a comprehensive data strategy to improve data collection, integration, and analysis. Developing a centralized data platform to support data enablement across departments, enhance operational efficiency, and improve transparency.
Infrastructure Modernization	Upgrading and modernizing IT infrastructure and networks to enhance performance, reliability, and security for faster connectivity, enhanced disaster recovery, and business continuity capabilities through cloud-based backups and redundant systems to ensure uninterrupted city services.

IT key initiatives in 2025-2027 can be categorized three ways

1 Business Support

Support Major Business Initiatives
Each corporate initiative is supported by a major IT project and each project has unique IT challenges that require IT support.

+

2 IT Excellence

Reduce Risk & Improve IT Operational Excellence
These projects will increase IT process maturity and systematically improve IT.

+

3 Innovation

Drive Technology Innovation
These projects will improve our future innovation capabilities and decrease risk by increasing our technology maturity.

IT Key Initiative Plan
Our top initiatives collectively support our business goals and corporate initiatives and improve the delivery of IT services.

In summary, IT identified 11 major initiatives to support the business

01 **Business Support Initiatives**

ERP initiative

HCM initiative

Event season network modernization, extension and optimization

Community development/planning modernization

GIS - spatial data to support decision making (collection, maintaining and analysis)

Asset management modernization

Supporting SaaS integration effort

Utility billing modernization

Business process modernization - GIS

Data Democratization initiative

SPARK enhancements (phase 2)

Low code training for tech partners

Expand availability, education and use of data and analytics for informed business decision-making across the City and community

Analytics program framework/training

Supporting deployment of new hardware to field workers

Radio systems upgrade/modernization and expansion for public safety

In summary, IT identified 49 major initiatives to improve IT excellence and reduce risk (1 of 2)

02 **IT Excellence**

Business process modernization - Web

Enterprise Windows 11 upgrade

Relocation of Backup Radio site

IT audit findings remediation

Library website redesign and relocation

Economic development website

NIST framework adoption initiative

PAM strategy and implementation

InfoSec enterprise training revamp

Business process modernization - Apps

Website and related in-house developed external facing apps modernization

Data Security Management initiative

IAM strategy and implementation

ITSM platform replacement

Digital Accessibility Initiative

Outside plant Fiber Optics installation

Cloud migration strategy and implementation Phase 0-1

IT Sec governance and operations optimization initiative

Technical security controls for each department - implementation

PC replacement

Data Privacy framework development

ArcGIS Desktop (UMS &LMS) Modernization to ArcGIS Pro

Enterprise and Public network switch replacement lifecycle

ArcGIS Enterprise Build and Deployment

SASE and network modernization initiative

In summary, IT identified 49 major initiatives to improve IT excellence and reduce risk (2 of 2)

02 IT Excellence

LIS (Land Information System) Modernization

Master data management initiative

Employee role-based empowerment (IT upskilling for Exponential IT, updating JDs, create development plans)

Enterprise and Public Wi-Fi access point replacement lifecycle

Business process modernization - Communication Systems

Website enhancement roadmap Phase 2

Cloud data migration POC

OCM plan to promote adoption of Expo IT related initiatives

Business process modernization - Radio Engineering

Upgrade/modernize major transport network for public safety

Modernization of in-house developed internal facing applications

Build Community of Practice (AI, Data, GIS, Security)

Marketing email system migration

Brand Collaboration and design initiative

Workload desktop modernization

Business process modernization - IT Support

App discovery and catalogue (ITSM/CMDB)

App management governance model rollout

Definition of internal service charges for software and data

Inside plant cable infrastructure improvements

Build a knowledge continuity plan for IT knowledge

EA framework implementation

Migration of standard reporting to the cloud (Power BI)

APM system deployment

In summary, IT identified 16 major initiatives to drive IT Innovation

03   **Innovation**

AI strategy and governance initative

AI use cases implementation

Business process modernization – Cyber Sec

Network modernization initiative

Azure and AWS cloud connectivity delivery

Architecture for data model to support Smart city initiative

Improve public feedback mechanism - Kiosks and public location for connectivity - planning and implementation

eServices citizen auth modernization initiative

Develop the IT perspective of the Smart City initiative

Social media optimization

ML based automation of classification of imagery for fire conservation efforts (preserve)

Development of community-wide calendar

Relocate Fire Radio infrastructure to the Phoenix partner

GIS - Near Infrared Imagery

Edge computing and IoT Expansion

Trail issue reporting using maps functionality

Our key IT initiatives will result in a draft roadmap to success

01 Business Support

Initiatives	2025 Q1	Q2	Q3	Q4	2026 Q1	Q2	Q3	Q4	2027 Q1	Q2	Q3	Q4
ERP initiative												
HCM initiative												
Event season network modernization, extension and optimization												
Community development/planning modernization												
GIS - spatial data to support decision making (collection, maintaining and analysis)												
Asset management modernization												
Supporting SaaS integration effort												
Utility billing modernization												
Business process modernization - GIS												
Data Democratization initiative												
SPARK enhancements (phase 2)												
Low code training for tech partners												
Expand availability, education and use of data and analytics for informed business decision-making across the City and community												
Analytics program framework/training												
Supporting deployment of new hardware to field workers												
Radio systems upgrade/modernization and expansion for public safety												
Smart Devices/IoT deployment - support business projects												
Radio systems upgrade/modernization and expansion for fire												
Document management system upgrade												

Our key IT initiatives will result in a draft roadmap to success

02 IT Excellence

Initiatives	2025 Q1	2025 Q2	2025 Q3	2025 Q4	2026 Q1	2026 Q2	2026 Q3	2026 Q4	2027 Q1	2027 Q2	2027 Q3	2027 Q4
Business process modernization – Web	█	█	█	█	█	█	█	█				
Enterprise Windows 11 upgrade	█	█	█	█	█	█	█					
Relocation of Backup Radio site	█											
IT audit findings remediation	█	█	█	█	█	█	█	█	█	█	█	█
Library website redesign and relocation	█	█										
Economic development website	█	█										
NIST framework adoption initiative	█	█	█	█	█	█	█	█				
PAM strategy and implementation	█	█	█									
InfoSec enterprise training revamp	█	█										
Business process modernization - Apps	█	█	█	█	█	█	█	█	█	█	█	█
Website and related in-house developed external facing apps modernization	█	█	█	█	█	█	█	█	█	█	█	█
Data Security Management initiative	█	█	█	█	█	█	█	█				
IAM strategy and implementation	█	█	█	█	█	█						
ITSM platform replacement	█	█	█	█	█	█	█	█				
Digital Accessibility Initiative	█	█	█	█	█	█	█	█				
Outside plant Fiber Optics installation	█	█	█	█	█	█	█	█	█	█	█	█
Cloud migration strategy and implementation Phase 0-1	█	█	█	█								
IT Sec governance and operations optimization initiative	█	█	█	█	█	█						
Technical security controls for each department - implementation	█	█	█	█	█							
PC replacement	█	█	█	█	█	█	█	█	█	█	█	█
Data Privacy framework development	█	█	█	█	█							
ArcGIS Desktop (UMS &LMS) Modernization to ArcGIS Pro	█	█	█	█	█							
Enterprise and Public network switch replacement lifecycle	█	█	█	█	█	█	█	█	█	█	█	█
ArcGIS Enterprise Build and Deployment	█	█										
SASE and network modernization initiative	█	█	█	█	█	█	█	█				

Our key IT initiatives will result in a draft roadmap to success

02 IT Excellence

Initiatives	2025 Q1	Q2	Q3	Q4	2026 Q1	Q2	Q3	Q4	2027 Q1	Q2	Q3	Q4
LIS (Land Information System) Modernization	█	█	█	█								
Master data management initiative	█	█	█	█	█	█	█	█	█	█	█	█
Employee role-based empowerment	█	█	█	█	█	█	█	█	█	█	█	█
Enterprise and Public Wi-Fi access point replacement lifecycle	█	█	█	█	█	█	█	█	█	█	█	█
Business process modernization - Communication Systems	█	█	█	█	█	█	█	█	█	█	█	█
Website enhancement roadmap Phase 2	█	█	█	█	█	█	█	█	█	█	█	█
Cloud data migration POC			█	█	█							
OCM plan to promote adoption of Expo IT related initiatives	█	█	█	█	█	█						
Business process modernization - Radio Engineering	█	█	█	█	█							
Upgrade/modernize major transport network for public safety	█	█	█	█	█							
Modernization of in-house developed internal facing applications	█	█	█	█	█	█	█	█	█	█	█	█
Build Community of Practice (AI, Data, GIS, Security)	█	█	█	█	█	█	█	█	█	█	█	█
Marketing email system migration	█	█	█		█	█	█	█	█	█	█	█
Brand Collaboration and design initiative	█	█	█	█	█	█	█	█	█	█	█	
Workload desktop modernization	█	█	█	█	█	█	█	█	█			
Business process modernization - IT Support	█	█	█	█	█	█	█	█	█	█	█	█
App discovery and catalogue (ITSM/CMDB)	█	█	█	█	█	█	█	█	█			
App management governance model rollout			█	█	█	█	█	█	█			
Definition of internal service charges for software and data		█	█	█	█	█	█	█	█	█	█	█
Inside plant cable infrastructure improvements	█	█	█	█	█	█	█	█	█	█	█	█
Build a knowledge continuity plan for IT knowledge	█	█	█	█								
EA framework implementation	█	█	█	█								
Migration of standard reporting to the cloud (Power BI)	█	█	█	█								
APM system deployment	█											

Our key IT initiatives will result in a draft roadmap to success

Initiatives	2025				2026				2027			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
AI strategy and governance initative	█	█	█	█	█	█	█	█	█	█	█	█
AI use cases implementation	█	█	█	█	█	█	█	█	█	█	█	█
Business process modernization – Cyber Sec	█	█										
Network modernization initiative	█	█	█	█	█	█	█					
Azure and AWS cloud connectivity delivery	█	█	█	█								
Architecture for data model to support Smart city initiative	█	█	█	█								
Improve public feedback mechanism - Kiosks and public location for connectivity - planning and implementation					█	█	█	█	█	█	█	█
eServices citizen auth modernization initiative			█	█								
Develop the IT perspective of the Smart City initiative	█	█	█	█	█	█	█	█	█	█	█	█
Social media optimization	█	█										
ML based automation of classification of imagery for fire conservation efforts (preserve)	█	█	█	█	█							
Development of community-wide calendar	█	█	█	█								
Relocate Fire Radio infrastructure to the Phoenix partner	█	█										
GIS - Near Infrared Imagery	█	█	█	█	█	█	█	█	█	█	█	█
Edge computing and IoT Expansion		█	█	█	█	█	█	█	█	█	█	█
Trail issue reporting using maps functionality	█	█	█	█	█	█	█	█	█	█	█	█

IT's key initiative plan for 2025-2027 comprises 84 initiatives and helps us achieve 6 main IT goals

2 Initiatives — **AI Enablement**

Assessing new AI solutions to integrate AI capabilities into city operations.

14 Initiatives — **Application Modernization**

Replacing and modernizing outdated legacy platforms, offering increased automation, better integration of citywide functions, and enhanced data reporting capabilities to ensure efficient processes, improved transparency, and optimized resource management.

12 Initiatives — **Communities and Workforce Engagement**

Enhancing citizen experience though modernizing the website and offering more communication tools and ways to engage; investing into internal workforce skill and career development as well as supporting adoption of organizational change management.

10 Initiatives — **Cybersecurity Resilience**

Strengthening our cybersecurity posture with investments in advanced threat detection, risk management, and comprehensive staff training programs to safeguard critical city data and services.

16 Initiatives — **Data Enablement**

Implementing a comprehensive data strategy to improve data collection, integration, and analysis. Developing a centralized data platform to support data enablement across departments, enhance operational efficiency, and improve transparency.

30 Initiatives — **Infrastructure Modernization**

Upgrading and modernizing IT infrastructure and networks to enhance performance, reliability, and security for faster connectivity, enhanced disaster recovery, and business continuity capabilities through cloud-based backups and redundant systems to ensure uninterrupted city services.

IT's key initiative plan for 2025-2027 includes 2 initiatives for AI Enablement goal

2 Initiatives	AI Enablement

Assessing new AI solutions to integrate AI capabilities into city operations.

• AI strategy and governance initative
• AI use cases implementation

IT's key initiative plan for 2025-2027 includes 14 initiatives for Application Modernization goal

14 Initiatives

Application Modernization

Deploying a modern ERP and HCM system to streamline city operations, improve financial management, and enhance workforce planning. This system will replace outdated legacy platforms, offering increased automation, better integration of citywide functions, and enhanced data reporting capabilities to ensure efficient processes, improved transparency, and optimized resource management.

- ERP initiative
- HCM initiative
- Modernization of in-house developed internal facing applications
- Website and related in-house developed external facing apps modernization
- Supporting SaaS integration effort
- LIS (Land Information System) Modernization
- ArcGIS Desktop (UMS &LMS) Modernization to ArcGIS Pro
- SPARK enhancements (phase 2)
- Business process modernization - Apps
- eServices citizen auth modernization initiative
- Community development/planning modernization
- Utility billing modernization
- Asset management modernization
- Document management system upgrade

IT's key initiative plan for 2025-2027 includes 12 initiatives for Communities and Workforce Engagement goal

12 Initiatives	Communities and Workforce Engagement

We launched a new, user-centric city website designed to enhance the digital experience for residents, businesses, and visitors. The new platform features streamlined navigation and accessible design standards, ensuring ease of use for all citizens. Additionally, it offers enhanced self-service options, allowing users to access city services, pay bills, and obtain information more efficiently.

- Development of community-wide calendar
- Employee role-based empowerment (IT upskilling for Exponential IT, updating JDs, create development plans)
- Build Community of Practice (AI, Data, GIS, Security)
- Build a knowledge continuity plan for IT knowledge
- OCM plan to promote adoption of Expo IT related initiatives
- Library website redesign and relocation
- Economic development website
- Marketing email system migration
- Website enhancement roadmap Phase 2
- Social media optimization
- Business process modernization - Web
- Low code training for tech partners

IT's key initiative plan for 2025-2027 includes 10 initiatives for Cybersecurity Resilience goal

10 Initiatives | **Cybersecurity Resilience**

Strengthening our cybersecurity posture remains a top priority, with investments in advanced threat detection, risk management, and comprehensive staff training programs to safeguard critical city data and services.

- NIST framework adoption initiative
- IT Sec governance and operations optimization initiative
- SASE and network modernization initiative
- IT audit findings remediation
- IAM strategy and implementation
- Technical security controls for each department - implementation
- Business process modernization – Cyber Sec
- PAM strategy and implementation
- Data Security Management initiative
- InfoSec enterprise training revamp

IT's key initiative plan for 2025-2027 includes 16 initiatives for Data Enablement goal

16 Initiatives   **Data Enablement**

Implementing a comprehensive city-wide data strategy to improve data collection, integration, and analysis. This initiative includes developing a centralized data platform to enable real-time insights for informed decision-making across departments, enhance operational efficiency, and improve transparency for city leadership and the public.

- ML based automation of classification of imagery for fire conservation efforts (preserve)
- Develop the IT perspective of the Smart City initiative
- GIS - Near Infrared Imagery
- GIS - spatial data to support decision making (collection, maintaining and analysis)
- Trail issue reporting using maps functionality
- Expand availability, education and use of data and analytics for informed business decision-making across the City and community
- Master data management initiative
- Definition of internal service charges for software and data
- App management governance model rollout
- App discovery and catalogue (ITSM/CMDB)
- APM system deployment
- EA framework implementation
- Data Privacy framework development
- Cloud data migration POC
- Data Democratization initiative
- Analytics program framework/training

30 Initiatives	**Infrastructure Modernization**

Planning to upgrade the city's IT infrastructure to enhance performance, reliability, and security. This modernization effort includes upgrading network infrastructure for faster connectivity, enhanced disaster recovery, and business continuity capabilities through cloud-based backups and redundant systems to ensure uninterrupted city services.

- Architecture for data model to support Smart city initiative.
- Edge computing and IoT Expansion
- Improve public feedback mechanism - Kiosks and public location for connectivity - planning and implementation
- Smart Devices/IoT deployment - support business projects
- Event season network modernization, extension and optimization
- Supporting deployment of new hardware to field workers
- Business process modernization - Radio Engineering
- Upgrade/modernize major transport network for public safety
- Radio systems upgrade/modernization and expansion for fire
- Radio systems upgrade/modernization and expansion for public safety
- Relocate Fire Radio infrastructure to the Phoenix partner
- Relocation of backup sites
- ITSM platform replacement
- PC replacement
- ArcGIS Enterprise Build and Deployment
- Business process modernization - GIS
- Business process modernization - Communication Systems
- Enterprise and Public network switch replacement lifecycle
- Enterprise and Public Wi-Fi access point replacement lifecycle

IT's key initiative plan for 2025-2027 includes 30 initiatives for Infrastructure Modernization goal (2 of 2)

30 Initiatives

Infrastructure Modernization

Planning to upgrade the city's IT infrastructure to enhance performance, reliability, and security. This modernization effort includes upgrading network infrastructure for faster connectivity, enhanced disaster recovery, and business continuity capabilities through cloud-based backups and redundant systems to ensure uninterrupted city services.

- Access point replacement lifecycle
- Network modernization initiative
- Outside plant Fiber Optics installation
- Inside plant cable infrastructure improvements
- Azure and AWS cloud connectivity delivery
- Enterprise Windows 11 upgrade
- Workload desktop modernization
- Business process modernization - IT Support
- Cloud migration strategy and implementation Phase 0-1
- Migration of standard reporting to the cloud (Power BI)
- Brand Collaboration and design initiative
- Digital Accessibility Initiative

IT will report back KPIs that are meaningful to the business and represent progress made against main IT goals

IT Goal	Metric
Data Enablement	1. Data quality scorecard 2. Overall residual risk score related to data (% of enterprise residual risk score) 3. Data maturity score
Cybersecurity Resilience	1. Adherence to cybersecurity SLAs (%) 2. Overall residual risk score related to cybersecurity (% of enterprise residual risk score)
Application Modernization	1. Applications alignment/fitness to business capabilities (% of portfolio) 2. Overall residual risk score related to applications (% of enterprise residual risk score) 3. Obsolete applications (% of portfolio)
Communities and Workforce Engagement	1. Existence of personal development plan (% of IT workforce) 2. Non-mandatory IT training consumption (% of IT workforce) 3. Customer satisfaction score (business customers) 4. Customer satisfaction score (people of the City)
AI Enablement	1. AI Maturity score 2. Overall residual risk score related to AI (% of enterprise residual risk score)
Infrastructure Modernization	1. Adherence to infrastructure SLAs (%) 2. Overall residual risk score related to infrastructure (% of enterprise residual risk score)

IT will require the following enablers to be able to deliver on the strategy that supports the City plan

Needs
Collaboration with a research and advisory organization to provide consulting services
AI and cloud training
Funding for cloud OPEX vs CAPEX
Upskilling programs for tech partners
Additional resources (PM specifically) and headcount (FTE and contractors)
Technical training for SW developers, system engineers, security team
Support from HR on recruiting and retention of talent in highly competitive areas
Retooling for DevOps and training on the new tools
Investment in network connectivity
Automation tools

Next steps & refresh strategy

Touchpoint	Scope	Participants	Timeline
Qtly touchpoint	Review schedules Update priorities Gather metrics Celebrate wins	IT leadership Technology partners Business leaders	Every quarter
Annual refresh	Confirm goals alignment and prioritization via survey Confirm funding	IT leadership	September every year

Next step	Timeline
Publish the updated plan internally	July 15, 2025
Publish the update plan on the city's website	July 31, 2025
Present the strategy at the Leadership Forum	March 31, 2025
Design and post IT strategy to web	April 30, 2025
First quarterly review touchpoint	September 15, 2025
Submit budget proposals for FY 2026-2027	December 15, 2025