City of Burnaby

FINANCIAL MANAGEMENT COMMITTEE

TO: *MAYOR AND COUNCILLORS*

SUBJECT: SU: KEY IT INITIATIVES - JULY TO DECEMBER 2024

RECOMMENDATION:

THAT the report titled "SU: Key IT Initiatives – July to December 2024" of the Open Financial Management Committee meeting, dated November 19, 2024, be received for information.

REPORT

The Financial Management Committee, at its meeting held on November 19, 2024, received and adopted the *attached* report providing an update on the status of major IT initiatives for July to December 2024.

On behalf of the Financial Management Committee,

Councillor P. Calendino
Chair

Councillor A. Gu
Vice Chair

TO: FINANCIAL MANAGEMENT COMMITTEE (FMC)

FROM: CHIEF INFORMATION OFFICER

SUBJECT: **SU: KEY IT INITIATIVES - JULY TO DECEMBER 2024**

PURPOSE: To provide an update on the status of major IT initiatives for July to December 2024.

RECOMMENDATION

THAT the report titled "SU: Key IT Initiatives – July to December 2024" dated November 19, 2024, be received for information.

EXECUTIVE SUMMARY

The purpose of this report is to update Committee and Council on the status of major active 2024 Information Technology (IT) initiatives delivered by IT in collaboration with City departments and provide a look ahead at their upcoming work plan and schedule.

## 1.0 POLICY SECTION

Not applicable.

2.0 BACKGROUND

Since March 2023, IT has reported to the Financial Management Committee on major IT initiatives. In 2024, these reports will be provided on a quarterly basis. The following information is an update on IT initiatives for July to December 2024.

3.0 GENERAL INFORMATION

3.1 IT Project Descriptions and Project Status Updates

3.1.1 911 Phone System Upgrade

Project Sponsor: Dave Critchley
Project Manager: Doug Scharley

At Risk   Needs Atention   On Track
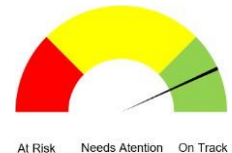
Description: This project replaces the existing 911 phone dispatch system with the newer phone technology that supports digital Next Generation 911 (NG911). The transition to the Next Generation 911 system is mandated by Canadian Radio-Television and Telecommunications Commission (CRTC) and must be completed by March 2025.

Status Update: TELUS completed configuration in July and the Primary Solution application testing phase with TELUS commenced in August. This testing phase is projected to be completed in February 2025.

The Secondary hardware location at Fire Hall 4 and the Secondary Dispatch Centre at the Laurel Street Works Yard were completed and ready for the vendor (Netagen) to commence the Secondary Next Generation 911 system installation in July. Netagen completed the Secondary Next Generation 911 system installation and was ready for testing with TELUS in September.

Integration testing with other systems commenced in August 2024; this testing phase is projected to be completed in December. Quality Assurance testing of the Primary & Secondary Solution applications is underway and projected to be completed in February 2025; this testing includes testing with E-Comm.

Training planning has been completed and the training schedules are being finalized. Administrator training has commenced with sessions conducted in June and September.

Operational support and sustainment planning are underway. The forecasted completion date of the project is Q1 2025.

LGA (Local Government Authority) Agreement Update: The GVRD (Metro Vancouver) will be signing the LGA Agreement with TELUS for NG911 Emergency Services on behalf of all municipalities.

The City will be signing an agreement with Metro Vancouver like all the other GVRD municipalities. Details of this agreement have been reviewed and negotiated with Metro Vancouver.

Key Results: Primary and Secondary Next Generation 911 system installation. Connection to TELUS for NG911 testing. Quality Assurance testing commenced. Training plan complete. Agreements with Metro Vancouver ready for signing.

3.1.2 Development Approval & Permitting Solution Modernization

Project Sponsor: Jesse Dill
Project Manager: Roseline Dias

At Risk   Needs Atention   On Track

Description: The project's objective is to modernize the City's permitting, application and approvals system to improve the internal and external user experience and to provide significant and measurable benefits to our citizens. The team worked closely with the City's Development Approvals Process (DAP) team and the project consultants, KPMG, to align the recommendations of the DAP report with the opportunities for continuous improvement in our EnerGov permitting software. This project has multiple phases: Phase 1 and Phase 2 were successfully delivered in 2023; Phase 3 is currently in progress and will deliver multiple business outcomes.

Phase 1 included an upgrade to the modern version of EnerGov infrastructure and the conversion to the latest web interface.

Phase 2 involved alignment with the Development Approval Processes (DAP) to deliver 24 new permits and 40 sub-trade online inspection requests (e.g.: Electrical, Plumbing and Gas). The Executive Insights dashboard capability that offered data analysis such as permit metrics was made available on demand and can be shared within departments.

Phase 3 involves upgrading the EnerGov platform, implementing new features such as availability of new case types that citizens can apply for online through My Permits Portal.

Status Update: July through December sprints will deliver several benefits to both citizens and staff. A few highlights by month are as follows:

July: The team delivered Development Cost Charges (DCC) Case Type, configured and automated new DCC and Amenity Cost Charges (ACC) fee processes in EnerGov. The team also conducted comprehensive training sessions to help staff understand the updated DCC program. The team provided in-depth guidance on applying the new DCC and ACC bylaws, ensuring everyone is well-equipped to handle the new processes. Deployment and business stakeholders created DCC and ACC reference and learning materials. In addition, the July sprint release also included cross-departmental operational enhancements.

August: To align with industry standards, a select number of security user roles within EnerGov were reviewed for the Planning Department and Engineering Department to better align business operational needs and to follow industry standards.

The July 31 release lessons learned workshop was conducted, and results were shared with all stakeholders. Key outcomes from these lessons learned were incorporated into future planned releases as part of continuous improvements. Production Incident Reports (PIR) for the August 1 EnerGov Outage and August 2 GIS configuration issue that affected EnerGov were prepared and reviewed by IT leadership.

The **Engineering Department** received the following enhancements:
- Added Water Meter Fees to the Site Servicing Review (SSR) case
- Removed the requirement of the submission of a signed Engineering Approval Terms and Conditions document for SSR Pre-Application permits
- Created "Active Patio" dashboard

The **Building Department** received the following enhancements:
- Enabled the ability to create and collect Development Cost Charges (DCC) workflow action to the Building Commercial Permit workflow
- Updated the attachment instructions and types within the My Permits Portal

- Two new inspections were added for residential and commercial building permits: Radon Mitigation (Piping) - Above Ground and Radon Mitigation (Piping) - Underground

September: The August 28 release retrospective workshop was conducted and the results were shared with all stakeholders. Key outcomes were incorporated into future planned releases as part of continuous improvements.

Forestry onboarding for EnerGov workshops were led by DAP Program resources to support DAPSM configuration. Tyler Technologies and Park Consulting were engaged to deliver and help set up EnerGov infrastructure for Decision Engine capability. The team started conversations with Film Services, Legislative Services/FOI, Curbside Parking Reservation Permit and Food Services to explore digitization and onboarding to EnerGov platform. ACC and DCC fees for the 2026 and 2027 calendar year were tested and user acceptance completed for production deployment. A comprehensive review and revision of the Engineering Department role set-ups was completed, and these new roles went live on September 26.

October: There were two key DAP related capabilities delivered:
- **Forestry** will be onboarded to better support the division with digital capabilities. The team have been working with the EnerGov team to advance several critical onboarding activities
- **Decision Engine Advancements.** This new capability is a decision tree that guides citizens to select the correct permit application. Efforts to optimize and evolve the Decision Engine continue to progress

Filming Permits were onboarded to EnerGov.

November: There was no release, the team focused on the annual fee updates and new fees for 2025.

December: The annual Fee Updates and New Fees for 2025 will be tested and deployed. All year-end EnerGov technical tasks and updates will be configured, tested and deployed. In addition, we will deliver a curbside parking bylaw permit, legislative FOI permit, and DCC report at the December 18 release. The system will be stabilized by year end and ready for 2025.

3.1.3 Customer Service Centre

Project Sponsor: Noreen Kassam
Project Manager: Ki Kim

At Risk   Needs Attention   On Track
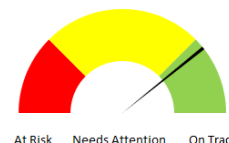
Description: The Customer Service Centre (CSC) Project will centralize the intake, management and tracking of all service requests, inquiries, and feedback from City customers with an aim to improve external customer service and operational efficiency. The project will achieve this by deploying a centralized multi-

channel customer service center with web, mobile app, phone, and in-person offerings, all managed by dedicated customer service staff.

Status Update: The team has made commendable progress, successfully completing the division onboarding for Emergency Planning and Intervention Support. The team has initiated the kick-off process for onboarding the Mayor & Council and aims to complete this by the end of the year.

In terms of technical advancements, the team has made significant progress in developing a new Customer Relationship Management (CRM) platform using Microsoft Dynamics. In collaboration with our implementation partner, the team has delivered the foundational level of Microsoft Dynamics CRM to the testing environment. The team is currently validating all critical functionalities from the existing in-house solution, along with additional requested enhancements in the new CRM. We plan to transition to the new platform by the end of 2024.

For Phase 2, which includes integration with the city's major business applications, telephony, and website, the Request For Proposal (RFP) process has been completed and a vendor has been awarded. The team has initiated a Statement of Work (SOW) with the implementation partner to prioritize the integration of the city's major business applications in 2025. By achieving these integrations, the CSC will deliver additional benefits to the onboarded divisions and support the decision-making process for future onboardings. The team aims to roll out its first integration by early Q2 2025 and will continue to provide adequate training and communication throughout the process.

Operational Key Results: Over the past three months, we have made significant improvements in our service delivery to residents, thanks to the ongoing training provided to our Customer Service Representatives (CSRs) for better case handling. This has resulted in higher service levels and reduced average handle time.

Additionally, we are collaborating with our CSRs to develop a comprehensive Quality Assurance Plan, which aligns with our vision for continuous improvement and aims to enhance the resident experience.

As the CSC grows, we are expanding our team by hiring one TFT staff member and two Auxiliary staff members to ensure we maintain our high performance.

Calls Handled


Avg. Handle Time

Service Level

These metrics will continue to be monitored and reported, as the CSC continues to onboard additional department divisions, increase its technological capabilities and continues to train agents in best practices.

3.1.4 Enterprise Content Management & Governance System

Project Sponsor: Juli Halliwell
Project Manager: Saad Khan

At Risk   Needs Attention   On Track
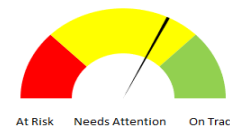
Description: This project will transform the way the City stores and manages its documents, records, and other content. The new solution will look to increase staff efficiency by reducing time-consuming tasks around records storage and retrieval, augment compliance with applicable legislation and regulatory requirements, and improve privacy protection, access and transparency, document integrity and authenticity and assist the City to meet evolving legislative requirements for records management.

Status Update: File share data cleanup with People and Culture (P&C) is complete, except for one division. Some of the divisions in Lands and Facilities (L&F) are also complete, and the remaining are expected to be completed by December 2024. The team completed the first migration of content from file shares to SharePoint for the FOI, Privacy and RIM team. After completing the full life cycle (cleanup and SharePoint implementation) with that group, the team re-visited the data cleanup process and updated it based upon lessons learned. With the updated data cleanup process, the team is expected to begin the data cleanup with the Engineering department in Q4 2024.

Our implementation partner, StoneShare, configured the ECM system for the first four departments including Finance, P&C, Corporate Services and the Office of the CAO in July. The initial group was trained in the new technology and data migration was completed in August. The team subsequently did a retrospective after the pilot and is working with StoneShare to update the onboarding process based upon lessons learned. The team is expected to start implementation with the next group in Q4 2024.

Key Results:

- Completed data cleanup with P&C
- Updated the data cleanup process
- Initial configuration of ECM SharePoint for Finance, P&C, Corporate Services, and the Office of the CAO
- Completed initial acceptance testing
- SharePoint implementation for the pilot group in Legislative Services (FOI/Privacy/Records Management)

3.1.5 Laurel Street Data Centre Build & Equipment Migration

Project Sponsor: Curt Watts
Project Manager: Peyman Teymourian
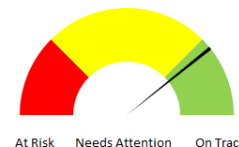
Description: The Laurel Street Data Centre (LSDC) will replace the current data center located in City Hall; it will be the primary data center for the City of Burnaby.

Status Update: The team first established a solid infrastructure presence in the Laurel Street Data Centre, including network and servers that can run production systems. This presence utilizes fast fibre connectivity to the City Hall Data Centre to facilitate the step-by-step migration of the remaining equipment, servers, and applications with redundancies in place to avoid any interruption of services.

The work performed included the following steps:
A. Creating network infrastructure
B. Moving servers to host Virtual Machines
C. Moving a group of Virtual Machines and evacuating the servers hosting them
D. Migration of the freed-up network equipment and servers
E. Migration of the next batch of Virtual Machines

An upgraded storage unit was installed in the Laurel Street Data Centre that provides higher capacity for the migration of applications. Gradually, eight Virtual Machine Hosts (i.e. the physical hardware to host applications) were moved, as well as two firewall servers and the additional infrastructure elements.

City-hosted applications (Virtual Machines) were organized into groups to facilitate a smooth migration process. Each migration was coordinated with application owners to ensure successful validation, confirming that all services remained active after the move.

Key Results: 356 Virtual Machines were migrated and hosted at the Laurel Street Data Centre with no interruption to services. 15 servers and 32 network switches and routers were migrated. The team are taking the next steps to migrate core network equipment, more servers, and Virtual Machines to Laurel Street in November.

3.1.6 Managed Print Services-Xerox

Project Sponsor: Bindu Tailor
Project Manager: Saji Puthanhouse Ramanunni
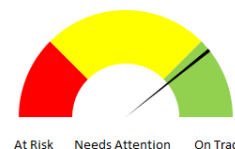
Description: In addition to provisioning new multi-function devices (MFDs), this project introduces innovative printing methods aligned with sustainability and security standards. Using the Xerox cloud printing solution (branded internally as CoB Print Anywhere), users can retrieve their print jobs securely from any printer device on the City's network by using either their City ID

card or a secure PIN to release the print job. Additionally, this printing solution eliminates wasted paper and printing resources resulting from forgotten printed copies accumulating at printers.

Status Update: In the initial phase of this project, the team set up the secure connection between the City network and Xerox cloud printing to enable the CoB Print Anywhere functionality, as well as the identity management connections to enable the card reader functionality.

130 MFDs are due for replacement out of which 50 devices have already been replaced across multiple City facilities; this includes **23** high-speed desktop printer devices provisioned at all Burnaby Fire Halls for Rip and Run printing. 80 devices are in scope for the second phase of the project, as well as the rollout of the CoB Print Anywhere solution. Included in this second phase are **11** public printing devices at several Burnaby Public Library locations, providing faster and sturdier devices for patron use.

Key Results: Following a detailed review, we have eliminated **13** desktop printers from our fleet, helping to reduce costs and resources required for printer maintenance. Further desktop printers will be eliminated once the second phase of devices have been deployed.

3.1.7 Next Generation Server Protection

Project Sponsor: Bachar Khawajah
Project Manager: Rishabh Bali

At Risk Needs Attention On Track
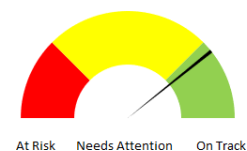
Description: The IT cybersecurity team maintains the overall cybersecurity posture of the City's systems and data. The team invests in the tools and capabilities to secure the city and protect its citizens' data from security breaches and threats, e.g. ransomware attacks, phishing scams, data compromise and unauthorized processing, and the transfer or deletion of data. Next Generation Server Protection is a new approach to provide 24x7 threat detection and response capabilities that provides holistic protection against cyberattacks, unauthorized access, and misuse of systems.

Status Update: The team is actively evaluating solutions to provide strong protection while maintaining IT stability. The selection process will conclude by the end of November, with implementation timelines and further updates shared periodically.

Key Results: Two platforms are under review as possible solutions and the evaluation will be completed in November.

3.1.8 Desktop Hardware Replacement

Project Sponsor: Bindu Tailor
Project Manager: Saji Puthanhouse Ramanunni
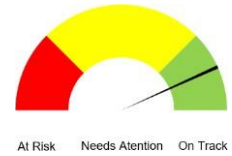
Description: The IT Client Services division undertakes a thorough analysis of the performance and efficiency of older desktop hardware annually to identify candidates for replacement. The review process assesses devices including desktops, laptops, monitors, and tablets most in need of replacement against essential technical and business risk criteria and ensures that equipment is replaced only if it has reached the end of its technical life and no longer meets business needs.

Status Update: As part of this year's DHR Project, we replaced 315 devices and achieved 78% completion. We also deployed 27 number pad-enabled laptops for the Finance department, which improved their efficiency and ease of work. We replaced 118 desktop PCs with laptops and enabled flexible working options for various departments within the City. As a result, we were also able to eliminate 26 secondary devices from users, thereby reducing the overall number of devices in the fleet.

An order for 111 all-in one-computer devices has been placed and is scheduled to be deployed during the month of November 2024 to replace the existing public internet devices in libraries and will enable the community to access information through the upgraded new hardware. Overall, the DHR Project successfully achieved the objective of enabling and empowering not only the employees of the City but also the community and public who are accessing the facilities offered by the City.
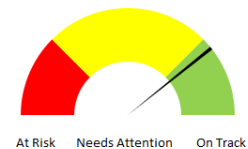
AIO Device for Library

Key Results:

3.1.9 City Facility Digital Displays

Project Sponsor: Bindu Tailor / Marie Ishikawa
Project Manager: Janet Burns

Description: This project involves implementing digital signage displays and meeting room solutions across various civic facilities. Digital signage displays enhance communications, engage visitors, and provide relevant information about services, events, and activities. With content driven by the City's Marketing team, this project aims to improve the visitor experience, streamline communication channels, and increase overall operational efficiency. There are 67 displays being deployed this year in various locations including: Laurel Street Works Yard, Still Creek Works Yard, Christine Sinclair Community Centre, City Hall Foyer, Bob Prittie Metrotown Library, Burnaby Village Museum, Shadbolt Centre for the Arts and Rosemary Brown Recreation Centre.

Status Update: Power, data and carpentry have been prepped at various locations. Installations of displays have commenced and will be completed by the end of November.

Key Results: The City will benefit from using digital screens with a user-friendly Content Management System (CMS) to enable centralized content creation, scheduling, and management to deliver timely, relevant and interesting content to those in recreational spaces and public reception and waiting areas.
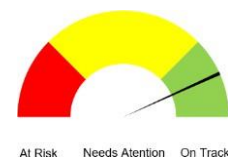
3.1.10 Emergency Operations Centre Multimedia

Project Sponsor: Bindu Tailor / Scott Houston
Project Manager: Andres Cicenia


At Risk   Needs Atention   On Track

Description: This project involves installing advanced multimedia equipment at the new Emergency Operations Centre (EOC) at the Laurel Street Works Yard to enhance communication, coordination, and decision-making during emergencies. The purpose-designed technology includes a 22-foot LED wall, two projectors, and four 85-inch displays across three rooms that can function independently or as a single space. The main room features video conferencing with pan-tilt-zoom (PTZ) cameras, ceiling microphones, and speakers that support high-definition video and audio, reliable video conferencing, real-time data visualization, and efficient multimedia management. Key deliverables include the installation of the LED wall, projectors, displays, video conferencing systems, wireless inputs, and staff training.

Status Update: Following the completion of detailed design for the technical setup, the City proceeded to prepare the space for the technology installation. This involved

moving HVAC sensors, validating the structure for seismic conditions, and installing the required power, networking and wood backings. The technical equipment was then installed, programmed, configured and tested. City staff and the AV vendor are currently finalizing programming, commissioning, and testing, following which, City staff will review functionality to ensure it meets City requirements and expectations.
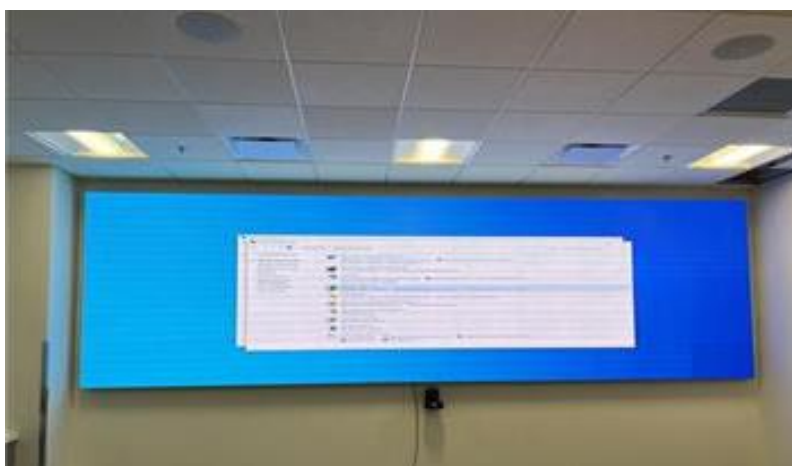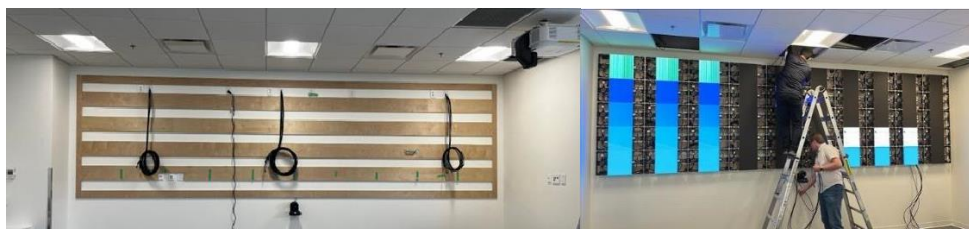
Key Results: Benefits of the new EOC facility equipped with modern technology include improved communication, coordination, real-time decision-making, flexibility, and seamless information sharing.

3.1.11 iPayment

Project Sponsor: Richard Rowley
Project Manager: Tony Simas

At Risk   Needs Attention   On Track
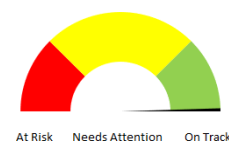
Description: iPayment is City of Burnaby's Point of Sale system that is used across the City's departments and locations including City Hall, recreation facilities, libraries, RCMP detachments and other facilities which are customer facing to process in-person cash, credit card and cheque-based transactions for goods and services. It helps facilitate thousands of dollars in payments every day and integrates between EnerGov EPL and SAP for seamless data flow, which results in improved permitting, licensing, and financial processes, leading to faster service delivery. Year-to-date (as of October 25), the system has processed over 500 million dollars in payments, which already exceeded last year's full year payments of 450 million dollars. The number of transactions has also increased year-to-date to an average of 107 transactions per day versus last year's average of 94 transactions per day.

Status Update: The iPayment upgrade was completed in July, including new servers and SSO. The upgrade to release version 29 fixed issues with batch processing, search result errors, and GL validation errors.

3.1.12 PRC Recreation System Enhancement

Project Sponsor: Rebecca Thandi
Project Manager: Kegan Belina


At Risk   Needs Attention   On Track
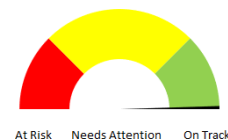
Description: ActiveNet is the Parks, Recreation and Culture Information Management and Registration System. It provides an industry-leading and innovative customer experience with an online system that is also accessible by using mobile devices.

Status Update:
- Celebrated the first-year anniversary of the PRISM go-live in July
- Launched the new FAIR Play financial assistance program, which includes free annual membership and a 10-visit "Try It" option
- Transitioned swimming and skating programs to rolling registration, where residents register 30 days before the activity start date and non-residents register 27 days before
- Introduced skill prerequisites for swimming and skating to ensure customers enroll in the appropriate level for their skill and safety
- Integrated golf group lessons, and soon private lessons, into ActiveNet
- Implemented Google reCAPTCHA v3 online to reduce or eliminate the use of scripts or bots by a few dozen customers attempting to gain an unfair advantage in registrations
- Successfully administered the first annual adjustment to our automated fees matrix for fees and charges
- Developed several business intelligence reports using Power BI to assist directors and managers in calculating and visualizing solutions to business problems and challenges
- Opened the brand-new Rosemary Brown Recreation Centre
- Hosted the 2024 ACTIVE Network BC Regional User Group at the Shadbolt in August, with over 50 system administrators from more than a dozen organizations in attendance

3.1.13 Tax System Enhancement

Project Sponsor: Richard Rowley
Project Manager: Herb Bohn

At Risk   Needs Attention   On Track
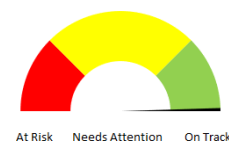
Description: The Tempest system is used for the billing and collection of property taxes, utilities (metered and flat), fees for business licences and dog licences. It is also used for the management of property assessments and land title data. Through integration to GIS, information from Tempest can be layered over that from EnerGov and other systems, providing staff with improved reporting.

Status Update: The team completed two release upgrades this year to ensure the Tax and Utility Billing application is compliant with security and software vendor's requirements. The first upgrade was completed in May and the second upgrade was completed in October.

3.1.14 ERP Renewal Project

Project Sponsor: Noreen Kassam
Project Manager: Ken Whiteside

At Risk   Needs Atention   On Track
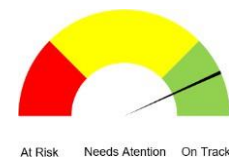
Description: The City's Enterprise Resource Planning (ERP) system for finance, logistics and human resource management is reaching the end of its useful life. The City's SAP ECC system was originally implemented in 2006, enhanced through a series of projects through 2012, and has since been meticulously maintained by City staff. SAP introduced the successor product to ECC, S4/HANA almost 10 years ago. SAP will end support for the ECC product in 2027.

Last year the City decided to go to market to assess whether the best path forward for the City was to upgrade the legacy SAP system to S4/HANA or to replace it with another ERP product. A selection committee was nominated consisting of business stakeholders from Finance, People & Culture, Information Technology, Logistics, Engineering, Parks & Recreation, and Facilities Management. Through the fall of last year, business requirements workshops were conducted with the users of the ERP solution. A Request For Proposal (RFP) was issued in the spring of this year, with vendor responses received in June.

Six proposals were submitted to the City; four proposed an upgrade to the legacy SAP system and two proposed an alternative ERP solution. After an extensive analysis of functional fit and total cost of ownership, the Selection Committee has proposed that the best path forward for the City was to upgrade and enhance the City's SAP system.

During July and August, the team developed an ERP Roadmap for the proposed planned technical upgrades and functional enhancements to be delivered over the next few years.

The Selection Committee shortlisted three potential implementation partners to engage for the SAP upgrade. The three vendors conducted one-day workshops with the City's Selection Committee and subject matter experts during September and October.

Status Update: Contract negotiations are underway with SAP Canada to license the new SAP S4/HANA software and retire the legacy licenses. A contract is being negotiated with our selected implementation partner.

The ERP Modernization Roadmap identifies six programs that the City will execute over the next 2-3 years, with a focus on optimizing the software:

1. Technical Upgrade of the legacy ECC system to SAP S4/HANA. This *may* also include a migration from the City's on-premises infrastructure to SAPs "Rise" cloud offering
2. Quick Wins: The SAP S/4 system offers considerable new functionality and has a very different and modern user interface. The Quick Wins initiative will deliver new functions and transactions that will please our end users while requiring minimal training and change management
3. Finance System enhancements will include enhancements to reporting and analytics, and deliver business process improvements for budgeting, accounts payable, fund accounting, and process automation
4. Revenue Systems optimization will modernize the integrations with federated systems such as property tax, license and permits, recreation management as well as the City's real estate management processes
5. People and Culture planned enhancements include process automation, leveraging the functionality in SAP's S4 and Success Factors solutions, plus enhancements to time management and employee self-service
6. Logistics improvements will deliver enhancements to warehouse management and supply chain processes, the replacement of the legacy SRM shopping cart solutions, and improved data integration to complementary solutions for Engineering and Facilities Management

Key Results: A report is forthcoming to Council for approval proposing to upgrade and enhance, rather than replace, the City's SAP ERP solution. The City has a roadmap for delivering these projects over the next 2-3 years.

4.0 COMMUNICATION AND COMMUNITY ENGAGEMENT

For all projects that interface with citizens, IT works closely with the Marketing & Communications department on communication plans to citizens to increase their awareness of these new online services and to gather feedback where required.

5.0 FINANCIAL CONSIDERATIONS

Funding for these IT initiatives are included in the 2024-2028 Capital Plan and Operating Plan.

Respectfully submitted,

Bachar Khawajah, Chief Information Officer

ATTACHMENTS

Attachment 1 – IT Initiative Overview Timeline

REPORT CONTRIBUTORS

This report was prepared and reviewed by the IT team.