



Office of the Mayor City of Boston

An Executive Order to Formalize Technology Modernization and Governance for the City of Boston

- Whereas:** Technology can power better experiences with government when thoughtfully developed with an explicit focus on constituent needs and ongoing engagement with those affected by its deployment;
- Whereas:** The reliable delivery of City services and the protection of constituent data is dependent on the security and integrity of the City's technology stack and broader technical environment
- Whereas:** City employees and residents deserve a City government with modern technology practices, including cross-department alignment and cooperation with regard to staff, processes, and tools; standards for technology development, deployment, maintenance, and decommissioning; and accessible and relevant technical training and support that empower staff to use technology effectively and respond to emerging technologies impacting their work

Article 1: Develop and Maintain A City Government Technology Vision and a Plan to Achieve It

The Innovation and Technology Cabinet shall surface, synthesize, and maintain an up-to-date understanding of the relationship between constituent needs, technology, and department operations. Using this understanding, the Innovation and Technology Cabinet shall develop and publish a City Technology Plan that describes current information technology needs across City departments and agencies as well as a prioritized list of investments in information technology over the next 5 years. The first iteration of the plan shall be developed by January 2026 and

updated every three years, at minimum, to respond to the changing needs of constituents and impacts of emerging technologies.

This plan and the process used to develop it must prioritize the constituent experience of service delivery. This is important for both internal services provided by one City department or agency to another as well as for external services provided by the City to constituents.

In developing the City Technology Plan, the CIO will preside over deliberative processes to identify what services should be centralized in DoIT. These decisions will be made in consultation with technical leads in other departments to minimize negative impacts on departmental staff and operations.

Article 2: Clarify How We Pay For the Technology We Need and Use

The Innovation and Technology Cabinet shall clarify how we finance our technology services and products. The Innovation and Technology Cabinet shall work with Finance to shape the IT budgeting process at the department level. At a minimum, department budgets shall distinguish between capital and operating costs (including staff) for information technology. The Innovation and Technology Cabinet and the Finance Cabinet may also require departments to provide more detailed budgets for technology products or services that are under their oversight or management.

To ensure sufficient alignment with the City Technology Plan, the Innovation and Technology Cabinet and the Finance Cabinet shall jointly approve department or agency technology budgets during each budgeting cycle.

Article 3: Help Departments Get the Technology They Need in a Timely Manner

The Innovation and Technology Cabinet shall develop constituent-centered processes and standards to guide how the City develops new technology services, including both procurement and in-house development. Crucially, this requires the Innovation and Technology Cabinet to develop clarity around its available offerings and how they can be accessed so that departments can better understand what resources are available in-house before they procure a technology service or product externally.

In collaboration with the Procurement Department, the Innovation and Technology Cabinet shall clarify the set of technical, operational, and security standards that our constituents deserve from City-procured technology. These standards may go beyond federal or state requirements to ensure the City uses technology in just, effective, and sustainable ways to meet constituent needs. These standards shall also apply to any technology services or offerings that departments decide to develop in-house.

The Innovation and Technology Cabinet shall establish quality controls over the procurement of technology services and products. These may include financial or usage-based thresholds above which technology procurements require CIO approval or the right of the CIO to deny procurement requests that duplicate centralized service offerings managed by the Innovation and Technology Cabinet.

Departments and agencies are expected to adhere to all standards referenced in the preceding paragraphs. In turn, the Innovation and Technology Cabinet shall make these standards accessible, user-friendly, and easy for department staff to understand and apply in their work.

Article 4: Maintain The Technology We Pay For and Use

The Innovation and Technology Cabinet shall develop, maintain, and facilitate the implementation of a sound, secure, integrated, usable, and supported information technology architecture to ensure the reliable functioning of core technical services and tools. The Innovation and Technology Cabinet shall also promote the effective and efficient design and operation of all major information resource management processes for the City, including improvements to work processes.

The Innovation and Technology Cabinet shall specify how technology resources across the City are managed throughout their lifecycle by setting standards and guidelines to maintain and operate technology in a way that is reliable, usable, secure, and available to its users. The Innovation and Technology Cabinet shall ensure lifecycle management of technology is aligned with the City Technology Plan and IT budgeting efforts, including processes for decommissioning outdated tools.

The Innovation and Technology Cabinet shall also oversee the development and maintenance of a centralized identity and access management program across the City to ensure the secure, appropriate access to relevant information technology and resources.

Article 5: Make It Easy for City Workers to Appropriately Use City Technology

The Innovation and Technology Cabinet shall develop binding policy and standards that foster the effective and appropriate use of City technology. This includes standards for data creation, use, and sharing that respect constituents' digital rights as well as policies that prevent data loss and fraud and protect privacy. Policies may range from tool-specific protocols at the individual employee level, like bans on the use of specific applications by employees, to general procedures for cross-department collaboration and problem-solving, like protocols for data sharing or responding to cybersecurity incidents. At a minimum, all policies and standards promulgated by

The Innovation and Technology Cabinet shall comply with relevant state and federal law and ensure city services are accessible to all applicable recipients.


To balance their authority to establish these standards, the Innovation and Technology Cabinet is responsible for creating and maintaining organizational infrastructure that fosters adherence for City staff. This may look like self-service resources for supported tools, robust technology training offerings aligned with staff needs, and collaboration with the People Operations cabinet to ensure the expectations in our job descriptions match the City's technical environment. Resources to foster City worker autonomy shall be continuously updated and improved to respond to the evolving technology environment within and without city government.

Article 6: Eliminate Barriers Preventing Residents from Digitally Engaging with City Government and Other Crucial Resources

The Innovation and Technology Cabinet shall coordinate work across all departments and agencies that support digital equity efforts. Such efforts include any initiative that seeks to connect residents, businesses, and organizations with access to affordable, reliable, and high-speed internet, the right devices, or skill development opportunities to safely and effectively navigate the internet, and benefit from city services.

The City and the Innovation and Technology Cabinet shall work to ensure that all Boston residents can participate with dignity in the digital world, with particular focus on 'covered populations' as defined by the Federal Digital Equity Act of 2021. Providing digital connectivity constitutes a Municipal Use of our resources. We work so that Boston is a connected home for everyone, both in the physical and digital spheres.

I hereby request the Innovation and Technology Cabinet to adopt the above Order as its policy.



Michelle Wu
Mayor of Boston
August 18, 2025