DEPARTMENT OF INFORMATION TECHNOLOGY AND TELECOMMUNICATIONS TESTIMONY
BEFORE THE CITY COUNCIL COMMITTEES ON TECHNOLOGY IN GOVERNMENT AND LAND USE
FISCAL YEAR 2008 EXECUTIVE BUDGET
THURSDAY, MAY 17, 2007

Good afternoon Chairs Brewer, Katz, and Weprin, and members of the City Council Committees on Technology in Government, Land Use, and Finance. My name is Paul Cosgrave, the Commissioner of the Department of Information Technology and Telecommunications, and New York City CIO. With me today are Ron Bergmann, DoITT's First Deputy Commissioner, Mitchel Ahlbaum, General Counsel and Deputy Commissioner for Franchise Administration, and John Winker, Associate Commissioner for Financial Services.

I testify before you today regarding DoITT's Fiscal 2008 Executive Budget, after which I will be pleased to answer any questions you may have. Our 2008 budget provides for $346 million to achieve DoITT's mission of coordinating citywide IT policy and planning; designing, building and maintaining information systems that support City operations; providing public access to City information and services; and serving in a regulatory capacity for City-administered franchises. The budget increase over 2007 is primarily attributable to additional funds to further our ability to provide centralized IT support, as well as additional resources to support the 311 Customer Service Center and Enhanced 3-1-1 Initiative.

I have testified previously about development of our Citywide IT Strategy, targeted for completion this summer, which will provide a roadmap for the IT initiatives to be pursued over the balance of the Administration. In developing this strategy, we conducted interviews with a broad cross-section of the City's executives and technology leaders, a process which included key insights from Council Member Brewer; today, over 140 participants representing 39 City agencies are involved in developing this roadmap. These IT initiatives will support the Mayor's goal of improved transparency, accountability and accessibility for all of the City's customers—namely, its residents, businesses, visitors and employees. Each initiative will be divided into a series of individual projects representing tangible deliverables, enabling us to measure success against our goals. Indeed, we stand uniquely positioned in City history to make substantial, transformative changes to positively impact New Yorkers, and the agencies that serve them, for years to come. It is on these large projects, and this enterprise approach to IT management and policy, that I will focus my remarks upon today.

This transformation begins, of course, at 3-1-1. The 311 Customer Service Center celebrated its fourth anniversary in March, and will receive its 50 millionth call this summer. Of the many reasons for its success, the most important is this: we have never gauged 3-1-1 by the many services it offers, but instead by those it would offer next. Accordingly, 3-1-1 is not easing toward this milestone but charging past it, committed to servicing the next 50 million callers and beyond with an even fuller complement of offerings—and with a greater focus on the customer experience.

Since its inception, 3-1-1 has been the only number New Yorkers need for access to non-emergency City government information and services. Replacing hundreds of numbers and a dozen pages in the phone book, customers no longer need to know, or try to determine, which agency is responsible for helping with their problems, only that they have an issue that needs to be addressed. We are continuing to deliver upon that idea today, while also exploring such improvements as "3-1-1 on the web," the ability of the public to send images to the call center, and personalized account servicing. With the City's community boards, we are working to improve their view into the types of calls 3-1-1 receives, and to develop a pilot which will enable them to view the status of service requests in real time.

Notwithstanding the improvements we have planned, we also continue to enhance the ways in which we report 3-1-1 information today. Pursuant to Local Law 47 of 2005, DoITT posts on *NYC.gov* monthly reports about 3-1-1 call data for the City Council Speaker, Public Advocate, community boards and the public. I also conduct quarterly meetings with the boards to review the reports' content and format. Based upon their feedback we have broken out the reports for each community board, making them easier to navigate, and upgraded their layout to provide a sharper, cleaner look and feel. At our meeting with Council Member Brewer and the boards next week, we look forward to continuing this successful dialogue.

The largest project now underway at 3-1-1 is the Enhanced 3-1-1 Initiative, or E-311. E-311 will take the customer experience one step further by providing health and human services information and referral (I&R) to programs for which callers may be unaware. Drawing from a comprehensive database of services offered by government agencies, specialized information and referral agencies, and community-based service provider organizations, New Yorkers will soon have access to a broader array of health and human service information. Furthermore, should customers require referrals, they can speak with call takers trained to assess their human service needs. These I&R specialists will provide holistic assistance, and have the ability to transfer callers to specialized organizations operating thousands of programs citywide.

The measures underway at 3-1-1 are among many technology projects designed to increase the accessibility to City services—and these improvements are not limited to any single medium. The City's official website, *NYC.gov*, continues to do for the web what 3-1-1 has done for telecommunications: allow great numbers of people to contact New York City anytime, about anything, from anywhere. Indeed, even as the average number of calls to 3-1-1 is about 40,000 daily, public usage of *NYC.gov* continues to eclipse all previous marks, a trend which will continue as the number of people interacting with the City on-line increases. Over the past four months users have viewed nearly 152 million pages of *NYC.gov* content, 11 million more than they did during the same period last year. Moreover, as many 3-1-1 services become mirrored on the web, and as we work with other agencies to develop enterprise technology projects aimed at making government more customer-oriented, *NYC.gov* will be an even more integral part of the process. Accordingly, we are making a commitment to the City's future by dedicating the new resources necessary to achieve a number of transformative IT projects.

The first of these relates to health and human services. While the 311 Customer Service Center and *NYC.gov* have made government more accessible by phone and via the web, projects like E-311 and ACCESS NYC are furthering that goal today.

As you know, Mayor Bloomberg announced ACCESS NYC last October as an online resource to provide New Yorkers with greater access to City, State, and Federal benefit programs. Late last month, with the leadership of Deputy Mayor Gibbs, we launched the third release of ACCESS NYC, providing access to seven additional programs. Today, ACCESS NYC provides residents with a single point of entry for human service benefit programs—allowing them to anonymously pre-screen for 28 programs in total—and is available in seven different languages. The next release of ACCESS NYC, scheduled for early fall 2007, will focus on providing access to workforce development offerings.

ACCESS NYC is an easily-navigable, user-friendly website bringing together for the first time, in one place, many of the benefit programs for which a customer might be eligible. Its parallel for businesses is an initiative called Business Express.

Under the direction of Deputy Mayor Doctoroff, and in conjunction with the Department of Small Business Services, we have recently launched the first phase of this project, intended to serve as "one-stop shopping" for businesses when they interact with government. Today, Business Express provides business owners the opportunity to enter the parameters for restaurants they are trying to open or expand, allows them to navigate for permits and licenses, and highlights information regarding incentives that may be available. Going forward we are aiming to create an enhanced portal for businesses on *NYC.gov*, through which owners may manage their transactions with the City and expedite the payment and processing of City and State permits all in one location.

While I have so far spoken to initiatives directly facing the public (the City's residents, visitors and businesses) I would like to now describe a number of projects underway that do so indirectly—by benefiting the agencies and employees that serve them.

DoITT is first and foremost a service agency, and beyond 3-1-1 and *NYC.gov* is our role in building and maintaining information systems that support City operations. In two particular instances, centralization of these systems has led not only to cost savings, but has benefited City agencies overall.

The Enterprise Service Desk now being deployed, for instance, will provide 24x7x365, end-to-end service support for agencies on the City's network, acting as single point of contact for network, mainframe, and enterprise application issues. Systems recently deployed now enable us to proactively manage IT resources, automate problem tracking, and monitor, maintain and enforce best-practice change control.

The DoITT Data Center is a highly-secure, fully redundant environment consisting of mainframe, midrange and Wintel platforms. City agencies are encouraged to host and back-up their applications at our data center as an alternative to maintaining their own centers or outsourcing these activities. By consolidating the City's technical infrastructure in this manner, we are able to achieve significant cost savings and more efficient management and support.

Once known simply as the agency that maintained the City's IT and telecommunications assets, DoITT moved to the next level when Mayor Bloomberg began transforming municipal government with major, public-facing technology initiatives. Consistent with our charter mandate, DoITT is also responsible for coordinating IT policy and planning, which will play a substantial role as we implement our Citywide IT Strategy. Implicit in this is fostering a model for IT governance, support services and enterprise architecture, through which agencies have a framework to pursue their own technology projects to better serve New Yorkers. Indeed, by approaching the City's IT projects as a portfolio of initiatives within a larger, integrated enterprise, we hope to reduce redundancy, leverage best-practices, and establish common technical solutions across agencies.

The City's new integration platform, known as DataShare, is a prime example of a cross-agency initiative. Implemented in conjunction with the Mayor's Criminal Justice Coordinator, DataShare links 17 agencies and enhances support for criminal justice investigations, trial preparation and case follow-up to improve public safety outcomes. The platform allows Police Department arrest data to populate case management systems for the District Attorney Offices and Department of Probation. While continuing to be expanded for criminal justice, the DataShare platform may also be leveraged to meet the integration needs of other citywide initiatives.

Another consideration in coordinating the City's technology policy and planning is that of IT security, about which I recently testified before the Council. While DoITT has always played a role in this respect—centralizing citywide functions, for instance, such as the aforementioned Enterprise Service Desk and Data Center, as well as the consolidated email, firewall solutions and disaster recovery sites we provide—our role has now grown. Today we bear primary responsibility for reviewing citywide security procedures and standards, and developing new ones, as appropriate, to ensure the confidentiality and integrity of electronic information processed by the City of New York.

Among City agencies, a critical group of customers with whom we are working toward major technology initiatives is the public safety community; the City's first responders in particular.

The Emergency Communications Transformation Program (ECTP) is a multi-year, multi-agency effort to modernize all aspects of the City's Emergency 911 System. DoITT's role in ECTP has been primarily to manage deployment of these technologies, and as such, the majority of capital funding for this initiative is contained within our budget. Among ECTP's successes to date is the installation of AVL, or automatic vehicle location technology, in 1,100 emergency vehicles last year—the result of a successful AVL pilot in which the average EMS response time to medical emergencies was reduced by 33 seconds.

Among the many projects under the ECTP umbrella is development of a unified call-taking system, an upgraded telecommunications infrastructure, and back up call-taking and dispatch centers. In Fiscal 2008, the first phase of the integrated Police and Fire Department Public Safety Answering Center (PSAC 1), which will serve as the primary call-taking environment for all of the City's emergency first responders, will be completed. As a result, NYPD and FDNY staff who handle emergency calls from the public—people who perform an incredibly important function—will for the first time be seated side-by-side under the same roof, greatly improving emergency communication and coordination.

As you know, the City is also planning a second Public Safety Answering Center—PSAC 2—to serve as a fully-redundant, load-balanced backup facility. Notably, the Department of Design and Construction released an RFP for PSAC II design last month, and as reported previously, the City is also aggressively pursuing acquisition of land for the facility.

While ECTP promises to transform the way emergency calls are handled, the New York City Wireless Network, or NYCWiN, will greatly enhance the information our first responders receive as they respond to and manage critical incidents. A fully-interoperable, IP-based network, NYCWiN will provide for broadband transmission of video feeds, maps, files, wireless call box alarms, traffic control signals and AVL data, dedicated specifically to City government use. During non-emergency periods, this network will fulfill the public service needs of many agencies, including inspectional and various maintenance activities in the field. Now operational throughout lower Manhattan south of Canal Street, river-to-river, with the testing of multiple agency applications underway, NYCWiN is scheduled to be built out citywide in Fiscal 2008. Successful applications run on the network to date include wireless traffic control demonstrations with the Department of Transportation, and video transmission from an incident scene to remote locations with the Fire Department.

While NYCWiN transforms the City's capabilities with respect to data transmissions, on the voice side we are in the process of implementing an integrated public safety radio network, known as the Channel 16 Radio Project.

Designed to support FDNY and EMS dispatch communications, when completed by this time next year the network will also support both day-to-day and emergency-related communications of multiple City agencies, allowing them to replace their current legacy radio systems. Channel 16 will have multiple levels of "backup" redundancy and will not rely on commercial phone lines or power, thereby avoiding a vulnerability to outages. To date, final designs for 27 of the 32 sites have been completed and construction has begun, with factory-level testing of the network to start next month.

To fund these and other citywide projects that improve public safety and enhance first responder interoperability, DoITT has figured prominently in supporting the City's efforts to advocate for its fair share of Department of Homeland Security funding. As a result of the City's work with federal lawmakers and officials, we have recently been successful in lobbying for a change to the funding structure associated with a federal grant for interoperable wireless communications infrastructure. We now hope to work with the City Council in similar efforts at the state level to acquire the greatest possible portion of these funds.

DoITT continues its work to promote New York City in other arenas as well. Successful leverage of our media operations, including *NYC.gov* and NYC TV, is perhaps the best example of this. To date in 2007, NYC TV Channel 74 has covered more than 220 City Council meetings, hearings, forums and press conferences. Currently airing approximately 68 hours of council hearings each week—all of which is also available via streaming video on *NYC.gov*—we are now exploring ways to provide enhanced web broadcasting coverage.

Through the successful execution of the projects I have outlined today, and many others currently underway, DoITT will once again deliver upon its mandate—to oversee the use of new and emerging technologies in government operations, and its delivery of services to the public—in the coming fiscal year.

Thank you again for the opportunity to appear before you today. We would now gladly address your questions.