

**DEPARTMENT OF INFORMATION TECHNOLOGY AND TELECOMMUNICATIONS TESTIMONY  
BEFORE THE CITY COUNCIL COMMITTEES ON LAND USE AND TECHNOLOGY IN GOVERNMENT  
FISCAL YEAR 2009 PRELIMINARY BUDGET  
THURSDAY, MARCH 6, 2008**

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**INTRODUCTION**

Good afternoon Chairs Katz and Brewer, and members of the City Council Committees on Land Use and Technology in Government. My name is Paul Cosgrave, the Commissioner of the Department of Information Technology and Telecommunications, or DoITT, and New York City CIO. Thank you for the opportunity to testify today about DoITT's preliminary budget and some of the agency's initiatives, accomplishments, and goals for the year to come. With me today are Ron Bergmann, DoITT's First Deputy Commissioner, Mitchel Ahlbaum, General Counsel and Deputy Commissioner for Franchise Administration, and John Winker, our Associate Commissioner for Financial Services.

DoITT's Fiscal 2009 Preliminary Budget provides for operating expenses of approximately \$345.9 million, a decrease of \$1.7 million from the Fiscal 2008 Adopted Budget, and a net decrease of \$5.4 million over Fiscal 2008's current modified budget. The budget includes \$72 million in Personal Services to support 1,097 full-time positions, and \$273.9 million for Other than Personal Services. Of the \$345.9 million, \$108.3 million represents Intra-City funds to be transferred from other agencies to DoITT for the services it provides. Telecommunications costs represent the largest portion of the Intra-City expense. Fiscal 2008 Intra-City telecommunications expenditures are budgeted at \$95.8 million, while total telecommunications costs are budgeted at \$101.5 million.

During this year's budget process, agencies were asked to identify recurring savings or revenue enhancements to help close projected budget gaps in Fiscal 2009 and the out-years of the financial plan. DoITT was able to identify \$11.8 million in recurring revenues to meet its reduction target. These recurring revenues are primarily attributable to increased cable franchise revenue collections. In addition to these revenue enhancements, a 50% citywide hiring freeze has been enacted, which will result in an 83-position reduction to DoITT's authorized headcount for Fiscal 2009.

Despite tighter budgetary constraints, at this time we do not anticipate any significant impact on critical agency operations or projects in Fiscal 2009. In the coming year, as New York City's technology agency, DoITT will further its 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 administering the City's telecommunications franchises.

**PLANIT**

To build on the City's technology accomplishments during the Bloomberg Administration, and create a strategic approach to new initiatives going forward, in November we unveiled *PlanIT: Better Government through Customer Service*. The result of DoITT's work with over 130 participants from nearly 40 City agencies over the past year, PlanIT is the City's first-ever comprehensive technology strategy for coordinated, effective and efficient citywide IT implementation. Last year at this time I had the pleasure of testifying before the Council's Technology in Government Committee about the citywide IT strategic direction, which was the first step in developing *PlanIT*.

With an overarching theme of customer service, *PlanIT* contains 23 strategic technology initiatives across the City's six mission areas: Economic Development and Sustainability, Public Safety, Social Services, Education, Community Services, and City Infrastructure; and two mission-support areas: Citywide Administration and Legal Affairs.

*PlanIT* also includes nine foundational technology programs, ensuring the IT infrastructure is in place to implement the plan's 23 strategic initiatives. These foundational projects include consolidating and greening the City's data centers, launching the New York City Wireless Network, creating citywide information security policies and standards, and strengthening the City's backup and recovery capabilities.

From the City's public-facing functions to its back-end support systems, PlanIT has one overarching theme: to transform New York City government through the innovative use of technology, making the City more accessible, transparent and accountable as a result. In so doing, we strive to improve customer service for residents, businesses, employees and visitors by providing information and services when and how desired, and eliminating the need to understand how City agencies are organized. The City should be viewed as a single provider of services regardless of how a customer accesses those services, or where they are actually delivered.

I would now like to detail some of these efforts, beginning with DoITT's significant citywide role in building systems and developing technologies used to enhance public safety.

#### **EMERGENCY COMMUNICATIONS TRANSFORMATION PROGRAM**

As part of the overall Emergency Communications Transformation Program (ECTP), a multi-year, multi-agency effort to modernize the City's Emergency 911 System, in 2008 Police Department and Fire Department call takers and dispatchers will move into the completed Public Safety Answering Center (PSAC 1). PSAC 1 will serve as the primary call-taking environment for all of the City's emergency first responders. As a result, NYPD and FDNY staffs 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 and use the same telephone system, greatly improving emergency communication and coordination. The subsequent milestone, for deployment of a unified call-taker function, combining call-taking functions for NYPD and FDNY, is due for completion in March 2009.

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 has begun the Uniform Land Use Review Process application and a Draft Environmental Impact Study, while proceeding in parallel with preliminary design of the facility. The City anticipates starting construction on PSAC 2 in 2009.

#### **NOTIFY NYC**

In conjunction with Deputy Mayor Ed Skyler and the Office of Emergency Management, DoITT is supporting the integrated public notification pilot program known as "NotifyNYC," which launched last December. *NotifyNYC* will enhance the delivery of emergency information and assess the viability of launching a citywide system to disseminate information to the public about emergencies, City services and community events. Accordingly, the City has engaged two vendors to conduct simultaneous, eight-month pilot programs in various neighborhoods<sup>1</sup> using email, SMS text messaging, and—for the less technical—traditional voice messaging.

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<sup>1</sup> The communities in Pilot #1 include Lower Manhattan (Battery Park City, Civic Center, Financial District, TriBeCa) and the Rockaways (Rockaway, Far Rockaway). Those in Pilot #2 include southwestern Staten Island and the northeast Bronx (Co-op City and City Island).

### **THE NEW YORK CITY WIRELESS NETWORK**

Another major public safety program is the New York City Wireless Network, or NYCWiN. Last week I testified at a joint City Council oversight hearing on the status of this unprecedented, next-generation mobile network, and for your convenience I have appended my remarks from that hearing to my testimony today. NYCWiN will give first responders high-speed data access to support large file transfers, automatic vehicle location, and full-motion streaming video. It will also support a host of additional public service applications, providing substantial improvements over existing technologies by automating and streamlining time-consuming transactions and processes. Through the network, the City's mobile workforce will have the ability to work from anywhere, at any time, accessing a wealth of data such as agency files, databases, high-resolution photos—or any application otherwise accessible from the worker's office-bound, desktop PC.

NYCWiN is the result of nearly four years of collaboration with the NYPD, FDNY, Office of Emergency Management and Department of Transportation through which we developed robust technical requirements and defined network specifications. After issuance of a Request for Proposals in March 2004, DoITT and its agency partners reviewed responses from some of the country's top systems integrators, completed exhaustive technical evaluations, and selected two vendors to participate in a pilot program to assess which best demonstrated the ability to meet the City's requirements. The result of these efforts was a \$500 million contract with the Northrop Grumman Corporation to build, equip and maintain NYCWiN, and to provide technical support to DoITT over a five-year term. To help fund network build-out, the City also secured roughly \$20 million from the Department of Homeland Security, and is seeking additional Federal funding.

In total, NYCWiN will consist of 400 network sites across the five boroughs, managed from two fully-redundant network operation centers (which have already been completed) protected with 24-hour generator backup power and staffed around the clock with technical support. Unlike commercial wireless networks, NYCWiN is designed specifically for public safety, thus ensuring greater reliability, resiliency and redundancy. It will provide prioritized access for first responder data transfers in the event of an emergency, thereby ensuring the City the ability to manage network traffic, which can otherwise degrade performance.

As to the 400 sites themselves, the vast majority—over 95%—consist of rooftop antennas sited with approval from the Department of Buildings. The remaining sites, fewer than 20 citywide, require additional zoning approval by the Board of Standards and Appeals and/or City Planning Commission. As DoITT proceeds with these sites in particular, we have taken the opportunity to brief a number of Council Members, elected officials and community groups in these districts before submitting BSA and CPC applications. NYCWiN sites are lower-powered and less obtrusive than their counterparts typically used by wireless carriers.

Since January 2007, NYCWiN has been operational throughout lower Manhattan and is now being built throughout the city. Initial launch of the network is scheduled for April, with 95% of the city to be completed by this summer and coverage of the city's entire 322 square miles achieved by year's end. Currently, some 53 applications across 19 agencies are planned or in trial on the network, allowing agencies to evaluate citywide opportunities for programs that run the gamut of the City's key service areas: from public safety to inspectional services, from citywide administration to health and human services. When complete, NYCWiN will provide robust, reliable and resilient data communications, enhancing coordination and ensuring that critical information reaches our mobile workforce, to the benefit of all City agencies and the people they serve.

**CABLE TELEVISION FRANCHISE ADMINISTRATION**

Moving now to economic development, as I mentioned earlier DoITT also administers the City's telecommunications and cable television franchises. In Fiscal 2009, we anticipate collecting more than \$100 million in franchise revenues, primarily attributable to cable television. The City's current cable television franchise agreements with Cablevision and Time Warner will expire in October, and the renewal process for these contracts is now underway.

In January and early February, DoITT hosted public hearings in each of the five boroughs to gather consumer feedback on the performance of the City's current franchisees. These hearings attracted over 600 attendees and more than 200 speakers, a majority of whom expressed support for public access programming and identified technical and customer service-related concerns. DoITT is also accepting written comments via the web through NYC.gov and by traditional mail until the end of this month. This public input provides DoITT with valuable insight as we begin renewal discussions with the incumbent cable providers this spring.

Through DoITT, the City is also encouraging cable competition in the New York City marketplace. As you know, pursuant to the City Council's authorizing resolution we are currently in discussions with Verizon about a potential new citywide cable television franchise, and anticipate future discussions with other cable providers, such as RCN.

**CUSTOMER SERVICE TRANSFORMATION: 3-1-1**

As important as DoITT is in ensuring the City's franchisees provide the best quality service to New Yorkers, we are also responsible for the direct provision of a number of public services, most notably 3-1-1, NYC.gov and NYC TV.

This past June the 311 Customer Service Center received its 50 millionth call since inception, and to date has serviced nearly 61 million callers overall (having taken its 60 millionth call on February 15). This coming Tuesday, March 11, 3-1-1 will celebrate its fifth anniversary.

In servicing 15.3 million calls overall in 2007, the 311 Customer Service Center set a new record for calls handled in one year, surpassing the total call volume in 2006 by 14% and besting the previous-record of 14 million calls handled in 2005. For the first time in its existence, the call center received more than one million calls in every month, averaging nearly 1.3 million every 30 days. Beyond the sheer quantity of calls, however, was the quality with which they were answered: of the more than 8.6 million calls serviced by Call Center Representatives, fully 97% were answered in 30 seconds or less, with an average waiting time of six seconds. For six straight months in fact, from August through January for 160 consecutive days, this service level did not drop below 90%.

This streak of prolonged service excellence is attributable to a number of improvements made at 3-1-1 in the wake of the tornado and heavy thunderstorms the city endured in early August, which resulted in the flooding of subways, highways and severe damage in certain neighborhoods. Over 127,000 calls were made to 3-1-1 on the morning of August 8, 2007, more than three times the average number of calls on a summer weekday. In response to this significant increase in call volume and resultant decrease in service levels, the call center enacted a number of steps to meet these challenges going forward, including increased staffing, better use of automatic messaging and direct routing to City agencies, and improved mobilization of 3-1-1 personnel during emergencies. Incidentally, these preparations also informed our actions as we rolled out the *NotifyNYC* pilot program.

To better gauge the quality of service we provide the public, DoITT is now conducting a 3-1-1 Customer Satisfaction Survey on *NYC.gov*, aimed at assessing callers' views on both the call center and the subsequent work performed by City agencies in fulfilling service requests. This survey will also capture how our callers perceive the level of service they receive and help identify areas for improvement.

**CUSTOMER SERVICE TRANSFORMATION: NYC.GOV**

Also, as part of *PlantIT*, "3-1-1 on the Web" is envisioned as a means of providing a new choice to New Yorkers by allowing them to manage their interactions with 3-1-1 through *NYC.gov*. The goal is to have a fully-complementary approach, offering access to City services and information across both channels.

Accordingly, since January customers can now visit *NYC.gov* to enter the service request number of a previously-filed 3-1-1 complaint where they will be provided with the status of that service request (SR), including the date created, type of request, request details, the borough and address of the incident, the status of the service request, and the last time the request was updated by the servicing agency. All 311 service requests filed over the past 45 days are available. To date, the 3-1-1 SR Lookup page has had over 24,000 visits and more than 110,000 page views.

Also in the next month, DoITT is planning a pilot to allow New Yorkers and visitors alike to submit pictures and video to 3-1-1 and *NYC.gov* for certain types of quality-of-life SRs. Customers will be able to submit images to 3-1-1 about broken parking meters, street signs and parks conditions by calling 3-1-1 and receiving a link that can be used to upload their images through *NYC.gov*. Pictures and video will also be accepted directly through *NYC.gov* to provide valuable information related to graffiti, traffic signs, street, highway and sidewalk construction, lot cleaning requests and public pay telephone complaints.

Elsewhere on *NYC.gov*, DoITT continues to leverage the Internet to make City government more accessible, transparent, and accountable:

- The ***Doing Business Accountability Project*** is a unified database to track entities and their executives that do business with the City of New York, as well as provide an interface allowing the public to access this database. Now available on *NYC.gov*, over the next year this project will expand to include information about land use, real property transactions, contract proposals, grant recipients, and economic development agreements and pension funds;
- The ***e-Lobbyist*** application enables lobbyist clients to file their annual reports, which include a full accounting of expenses paid to lobbyists throughout the year, as required by legislation passed in May 2006. It replaces the fully paper-based, manual process managed by the City Clerk's Office. In 2008, enhancements will be completed to enable better integration with the Doing Business Accountability solution;
- ***Citywide Performance Reporting (CPR)***, announced by Mayor Bloomberg last month, provides City agencies with the enhanced management information tools needed to better anticipate demand and manage operational performance, both at 3-1-1 and at an agency level. CPR includes 500 hundred "critical" outcome measures, more than 200 of which are being reported for the first time, and all of which will be updated and posted monthly on *NYC.gov*, making it easily accessible to all City agencies, elected officials, community groups, and the public.

### **THE CITY COUNCIL AND COMMUNITY BOARDS**

As to website development and hosting—a service DoITT provides to all City agencies—we were pleased to launch the redesigned, NYC.gov-hosted New York City Council website in early December, featuring custom TeamSite templates and workflow and allowing the Council's central staff, and the 51 Council Member offices, to manage content in their respective areas. The site connects seamlessly to Council-hosted databases to facilitate legislative searches, and also includes integration with DoITT's GIS functionality to allow the public to locate their Council Member by address. We have received positive feedback from the Speaker and other Council Members about these efforts.

As you know, DoITT also maintains an ongoing, active relationship with the City's Community Boards, meeting with Chair Brewer and district managers each quarter to discuss both the Local Law 47 reports and related matters of interest to them. As with other City agencies, DoITT also offers the Community Boards email and website hosting services, as well as desktop and network support. To date, we have built and host five community board websites on NYC.gov, with a half-dozen more currently in the works. We also worked closely with the boards on the latest "3-1-1 on the Web" functionality, having piloted and tested with several of them the Service Request Lookup service prior to public launch.

### **CUSTOMER SERVICE TRANSFORMATION: ENHANCED 3-1-1 INITIATIVE**

While 3-1-1 and the growth of NYC.gov have been among Mayor Bloomberg's most enduring and successful accomplishments, we have been working to move 3-1-1 beyond a means of simply accessing City government to serving an important role in helping New Yorkers better their own lives.

The Enhanced 311 Initiative, coordinated under the direction of Deputy Mayor Linda Gibbs involves expanding 3-1-1 to include access to comprehensive human services information and referral (I&R). By leveraging the infrastructure of the 3-1-1 environment, the City will be able to apprise callers of an even wider array of services provided by government agencies and community-based organizations. The first phase of E-311 included the consolidation of the Department for the Aging's I&R Unit in November 2006. This has led to 3-1-1 playing a critical role in expanding services for the city's aging population.

Also, this past November, 3-1-1 began offering enhanced services for people in need of food when the City's Food and Hunger Hotline was consolidated into the call center. Through this new service, trained specialists speak with callers about their particular needs and inform them of the locations and hours of convenient food programs—while also apprising them of various nutritional programs, green markets and other food-based services.

### **CUSTOMER SERVICE TRANSFORMATION: HHS CONNECT**

However, the City's efforts to improve access to human services using technology go beyond 3-1-1. In order to improve information sharing across the City's health and human services agencies, the City has created a new Health and Human Services Office, known as "HHS Connect." Reporting to Deputy Mayor Gibbs and housed at DoITT, HHS Connect oversees and coordinates the development of a common case management system across HHS agencies to create a more client-centric approach to service delivery, increase the accessibility of information, and maximize the use of modern technologies.

A significant part of HHS Connect is ACCESS NYC, an *NYC.gov* application customers can use to be screened and begin the process of applying for food stamps or school meals. Eventually, if they so choose, residents will only have to provide their information once, regardless of the program for which they are applying. The system will grow to provide online pre-screening, eligibility, verification, enrollment and case management tools that can be utilized across City agencies. Since its launch in October 2006, approximately 180,000 New Yorkers have used ACCESS NYC for information about 35 different City, State and Federal benefit programs, creating more than 8,700 pre-populated applications and nearly 3,500 accounts on the system.

#### **CITYWIDE CONTRACTS SAVINGS**

I will conclude by emphasizing a recent agency accomplishment aimed at significantly reducing the cost of software and contributing to the City's overall efforts to reduce the cost of municipal government.

As you know, DoITT has pioneered the development of citywide contracts, enabling the City to leverage its considerable size and purchasing power to ensure significant cost savings for IT goods and services. As a result of a recent citywide aggregate purchasing agreement between DoITT and a major software vendor, the City is expected to avoid spending more than \$11 million over five years on purchases of software licenses; indeed, what would have cost the City a total of \$24.4 million will now be reduced to \$13.3 million. When added to similar previous agreements, such as the contract negotiated in 2006 for citywide voice and data services, the City can expect ongoing annual efficiencies of more than \$20 million. While these savings are not directly reflected in our agency budget, they demonstrate DoITT's commitment to help do more with less in a time of fiscal restraint.

Thank you for your time this afternoon. We would now be pleased to address any questions you may have.