

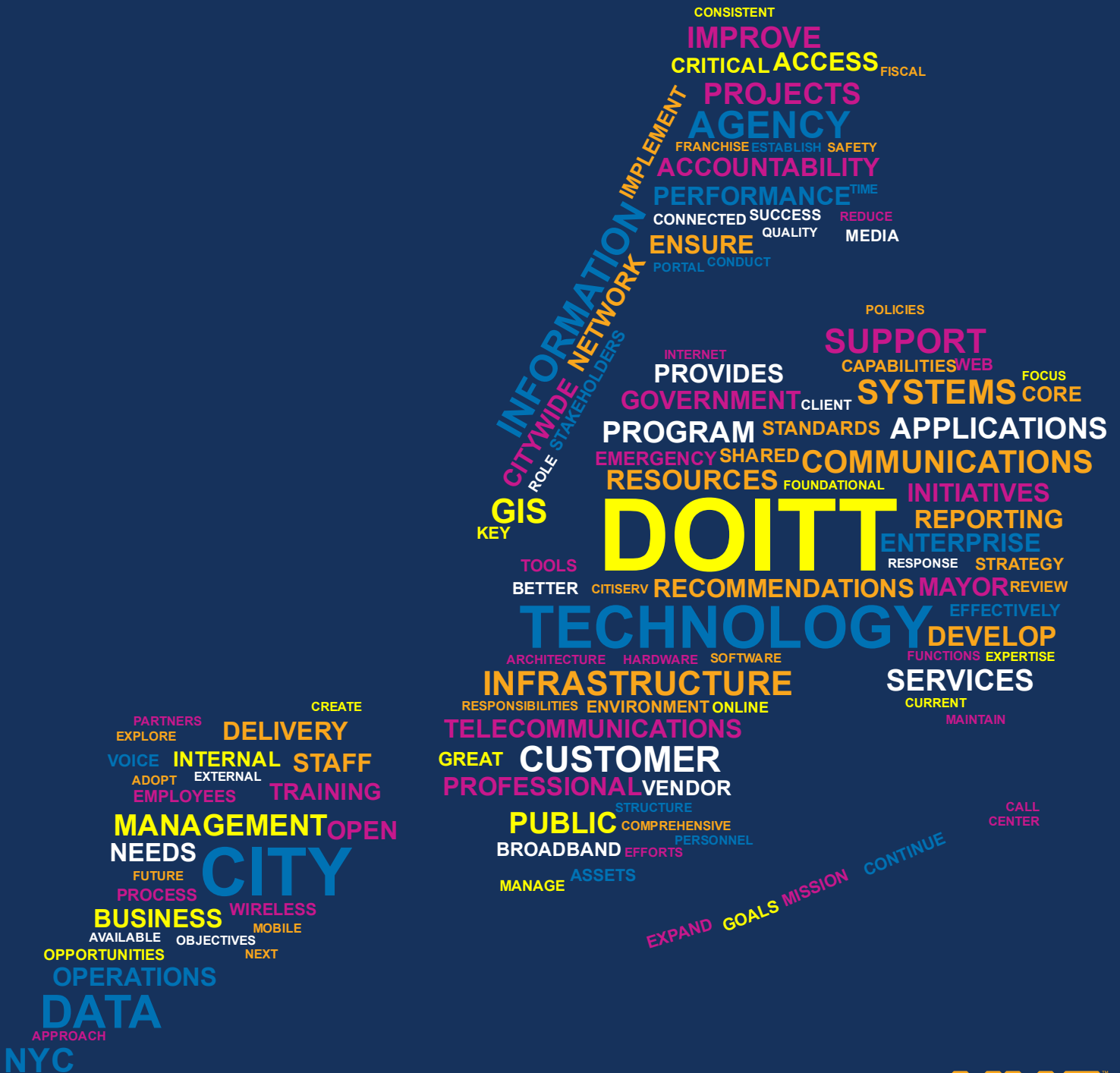
# 2010 ANNUAL REPORT

Enabling the Connected City: Year in Review

**Michael R. Bloomberg**, Mayor

**Stephen Goldsmith**, Deputy Mayor for Operations

**Carole Post**, Commissioner



In February 2010, DoITT issued its 30-Day Report, a strategic roadmap for the agency that presented the words to live by moving forward. The words on this cover image of New York City correspond to the most commonly used words in the 30-Day report. The higher the frequency, the larger the text. DoITT's GIS Unit developed this design for the 2010 Annual Report cover to demonstrate the agency's commitment to meeting the goals described with these words.

Special thanks to Gary Alden, Amra Alic, Chris Garvey, Bruce Ribakove, Lisa Templeton, Sharon Winberg, Marvin Williams, and Doug Williamson for their exceptional contributions to the creation of this report.

Additional image captions can be found on page 74

# Table of Contents

<b>Message from the Mayor</b> .....	<b>4</b>
<b>Commissioner’s Greeting</b> .....	<b>6</b>
<b>DoITT Mission Statement</b> .....	<b>7</b>
<b>Overview</b> .....	<b>8</b>
<b>2010 Key Achievements</b> .....	<b>8</b>
Delivery Strategy.....	10
1. Foundational Infrastructure.....	10
2. Enterprise Initiatives.....	24
3. Emerging Innovation.....	30
Accountability.....	35
1. Project Management Services (PMS).....	36
2. Performance Management and Analysis (PMA).....	40
Asset Stewardship.....	43
1. Enterprise Licensing Agreements.....	44
2. Franchise Administration.....	45
3. Vendor Management.....	49
IT Policy & Strategy.....	51
1. Executive Order 140 of 2010.....	52
2. Legislation.....	53
Professional Development.....	55
<b>30-Day Report Scorecard</b> .....	<b>57</b>
<b>DoITT In the News</b> .....	<b>59</b>
<b>Awards &amp; Events</b> .....	<b>61</b>
<b>DoITT at a Glance</b> .....	<b>63</b>
<b>Looking Forward</b> .....	<b>73</b>



# Message from the Mayor

March 2011

Dear Friends:

In New York City, we're committed to transforming all of City government by making it more customer-focused, innovative, and efficient. This is the core mission of a comprehensive effort we call "NYC Simplicity." Technology plays a crucial role in making Simplicity a reality—it is the engine that drives better business processes, and better business processes result in greater efficiency and customer service. That's the way it's always been in the private sector, and more and more, that's the way it is in New York City government.

Historically, information technology in New York City has been managed on an agency-by-agency basis, resulting in more than 50 unique data centers and a wide variety of policies and procedures. In March 2010, we announced that the Department of Information Technology and Telecommunications would spearhead our efforts to consolidate and share information technology services citywide. DoITT has already centralized call centers, wireless networks, and IT contracts. Now it is coordinating technology planning and policy for the entire City. As DoITT establishes standards and best practices citywide, City agencies can work together to implement and manage their new technology solutions. In the process, we'll lower costs and simplify operations—and get one step closer toward NYC Simplicity.

We are committed to delivering better service to New Yorkers and making our City's government the most innovative



and technologically advanced in the world. Together with DoITT, we look forward to making more progress toward our goals in 2011.

Sincerely,

Michael R. Bloomberg  
Mayor

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**2010 BY THE NUMBERS**

Executive Orders Signed	1	●
Applications Migrated into the CITIServ Environment	3	●
CITIServ Agency Assessments Completed	8	●
IT Service Catalog Requests Received	72	●
Applications Developed and Launched	200	●●
Data sets Available on the NYC DataMine	350	●●
Citywide Radio Network Devices Deployed	11,644	●●●●
CityWide Service Desk Incidents Created	138,898	●●●●
NYCWiN Devices Deployed	607,600	●●●●●
Visits to 311Online	1,007,222	●●●●●
Stimulus Funds Received	\$42,000,000	●●●●●●
Franchise Revenue Collected for Fiscal Year 2010	\$144,000,000	●●●●●●●

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# Commissioner's Greeting

March 2011

Dear Fellow New Yorkers:

The Department of Information Technology and Telecommunications works to empower New Yorkers and the agencies that serve them with innovative and accessible technology solutions.

This broad mandate means that each day our efforts touch every aspect of the City's work. And while our charge is simple – we implement and utilize technology to make the City run – the impact is profound: government that's more open, responsive, accountable; in countless languages; across a network of offices and agencies; for 8.3 million New Yorkers and millions more businesses, employees and visitors.

The sum of our efforts as an agency: IT centralization and consolidation; continued innovation through citywide contracts and licensing agreements; deployment of wireless initiatives and a mobile application development platform to enhance the effectiveness of City workers in the field; implementation of rigorous project management standards; increased vendor management; agreements on the framework for new cable television franchises and more – all of these taken together will help save money, avoid future costs, and/or generate revenue to the effect of tens of millions of dollars over the next three years. And we'll do so while improving services for New Yorkers by harnessing the power of technology to make government work faster and smarter than ever before.

Under Deputy Mayor Stephen Goldsmith's leadership these efforts are being branded under a broad agenda called *NYC Simplicity*, a sweeping initiative designed to use technology and data to more efficiently manage operations, reduce costs and streamline interactions between businesses and City government.

Coordinating such large scale, enduring institutional change – even when it's vital to improving the ways in which the City does business – is never easy. But given technology's deep



reach, they're challenges we need to meet. While we've taken a number of significant steps so far, most of the important work lies in front of us. By working collaboratively with our agency partners, we can improve upon the way we serve New Yorkers.

Sincerely,

Carole Post  
Commissioner  
New York City Chief Information Officer  
(CIO)

## **DoITT Mission Statement**

“The Department of Information Technology and Telecommunications (DoITT) provides for the sustained, efficient and effective delivery of IT services, infrastructure and telecommunications to enhance service delivery to New York City’s residents, businesses, employees and visitors.”



The City of New York, through its vast network of 120 agencies, boards and offices, serves more than eight million residents, 300,000 employees and 230,000 businesses every day—and approximately 50 million visitors each year. As the City’s technology leader, the New York City Department of Information Technology and Telecommunications (DoITT) is responsible for maintaining the foundational IT infrastructure and systems that touch every aspect of City life—from public safety to human services, from education to economic development—crossing the full spectrum of governmental operations.

DoITT is a service provider, standard-setter, and IT innovator. But its role has evolved well beyond “keeping the lights on.” In addition to focusing on work in the data center, DoITT is *at* the center of shaping IT strategy and policy, especially as it relates to the emerging and innovative technologies that stand to make government even more effective and user-friendly. With more than 1,200 staff at seven locations and an operating budget of \$375 million, DoITT works to empower New Yorkers and the agencies that serve them with innovative and accessible technology solutions.



## *2010 Key Achievements*

DoITT provides state-of-the-art IT practices to modernize and optimize the City's IT infrastructure by consolidating disparate data centers, reducing the City's infrastructure footprint and providing a unified set of shared services to a broad range of City entities, ultimately improving services for New Yorkers.

## 1. Foundational Infrastructure

In DoITT's 30-Day Report, *Enabling the Connected City*, released in February 2010, the agency laid out its roadmap for better meeting the City's technology needs and providing the highest quality customer service. Key to this roadmap was the concept of executing a "Delivery Strategy" focused on implementing and maintaining the City's "foundational infrastructure"—including the data centers, network switches and routers, storage, servers, circuits and cables that are the heart of IT service delivery. This year, DoITT has focused on ensuring that the City cost-effectively implements and maintains critical citywide systems and initiatives, building the infrastructure of a 21<sup>st</sup>-century city.



### Citywide IT Infrastructure Services (CITIServ)

In March 2010, Mayor Michael R. Bloomberg [announced](#) the CITIServ Program, a citywide effort to develop a standardized infrastructure environment comparable in scope and features to those of leading IT industry providers. The CITIServ environment will provide agencies with secure and recoverable data center services through a shared structure allowing them to realize a number of significant benefits:

- ✓ Lowering the City's cost of operations by up to \$100 million over five years
- ✓ Reducing energy consumption and emissions
- ✓ Strengthening IT security
- ✓ Improving overall IT service quality for agencies
- ✓ Providing all City agencies with 24x7 service desk, hosting, storage, email, virtualization and network services support

# Delivery Strategy

## CITIServ Process and Achievements

This multi-agency collaborative effort employs rigorous and repeatable processes to ensure transparency and predictability to impacted agencies. The program entails three key steps:

- *Agency Deep-Dive Assessments:* For each agency, the consolidation process starts with a “deep-dive” assessment to evaluate the agency’s current IT environment and identify where an agency’s business needs can be met through specific services in DoITT’s suite of IT service offerings.

## 2010 AGENCY ASSESSMENTS

### COMPLETED ASSESSMENTS

City Commission on Human Rights (CCHR)  
Equal Employment Practices Commission (EEPC)  
Department of Housing Preservation and Development (HPD)  
Office of Collective Bargaining (OCB)  
Office of Chief Medical Examiner (OCME)  
Office of Labor Relations (OLR)  
Department of Education (DOE)  
Department of Finance (DOF)



### LAUNCHED ASSESSMENTS

Civilian Complaint Review Board (CCRB)  
Taxi and Limousine Commission (TLC)  
Department of Sanitation (DSNY)



- *Agency Migration Planning:* Following the deep-dive assessment, the CITIServ team works closely with agency staff and leadership to develop an appropriate migration timeline and schedule.
- *Agency Migration:* Pursuant to the migration plans, DoITT works with each agency to execute an effective and seamless migration, which includes email and help desk as mandated by [Executive Order 140](#) and may involve physical relocation of hardware, software and IT personnel to the DoITT CITIServ environment.





“At the Department of Education, we deal with sensitive student data. Clearly, that data needs to be secure. We have to have a private cloud environment supporting our applications. That’s why CITIServ makes sense to us.”

- Steve Vigilante, DOE Deputy Chief Information Officer

## 2010 AGENCY MIGRATIONS

<b>COMPLETED MIGRATIONS</b>	Department of Education (DOE) HRConnect Siebel Application	✓	
	Department of Sanitation (DSNY) Service Desk	✓	
	Mayor’s Office of Media and Entertainment (MOME)	✓	
<b>AGENCY MIGRATIONS UNDERWAY</b>	DOF Summons Tracking and Accounts Receivable System (STARS)	✓	
	DOF Decommissioning of 345 Adams Street Data Center	✓	
	Board of Education Retirement System (BERS) Comprehensive Pension Management System (CPMS)	✓	
	Department of Homeless Services (DHS) HHS-Connect Site B	✓	
<b>EMAIL AND COLLABORATION SERVICES MIGRATIONS UNDERWAY</b>	Department of Homeless Services (DHS)	✓	
	Department of Housing Preservation and Development (HPD)	✓	
<b>CITIServ BY THE NUMBERS</b>	Completed Assessments	8	● ● ● ●
	Assessments Launched	3	● ● ●
	Completed Migrations	3	● ● ●
	Migrations Underway	6	● ● ● ● ● ●
	Citywide Data Centers Secured	1	●

# Delivery Strategy

## CityWide Service Desk

The CityWide Service Desk is DoITT's 24x7, single point of contact for agency customers to report incidents or outages, request technical services or check ticket status. As part of [Executive Order 140](#) and the CITIServ Program, the CityWide Service Desk has been working to on-board several agency service desks to create a consolidated and truly "citywide" service desk. The consolidation of service desks will not only allow the City to achieve economies of scale, but also allow issues to be resolved more efficiently and effectively through the centralization of IT support expertise and the use of state-of-the-art ticketing and tracking tools.

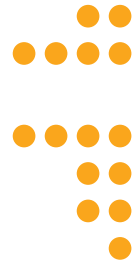


Sophie Ackermann, Jody Barnofsky and Courtney Reid address customer calls and emails at the CityWide Service Desk.



## CITYWIDE SERVICE DESK BY THE NUMBERS:

Agencies, offices and organizations served	185
Total incidents created in 2010	138,898
Average time to resolve (days) 2007	4.07
2008	2.16
2009	2.56
2010	1.71



### Citywide Data Center

Key to a shared services environment is a consolidated citywide data center. In early 2010, DoITT began technology and architecture build-outs at the City's new facility in downtown Brooklyn. Occupying nearly 18,000 square feet, this facility will create a shared services environment for many City agencies' IT needs, including modern, secure, reliable, redundant and green services at reduced costs. The site was commissioned in February 2011.



Servers at the City's consolidated, state-of-the-art data center.

# Delivery Strategy

## New York City Wireless Network (NYCWiN)

Another key element of the City's shared IT infrastructure is the New York City Wireless Network, also known as NYCWiN. NYCWiN has transformed how the City's mobile workforce obtains real-time access to agency systems and how first responders communicate at the scene of an incident. The network is a secure, broadband wireless infrastructure created to support public safety and other City operations within the five boroughs. It provides agencies real-time access to high-speed voice, video and data communications, allowing field workers to access agency systems and applications via laptops and handheld devices.

## 2010 ACHIEVEMENTS

There are currently more than 40 applications serving 22 agencies running over the network, representing hundreds of thousands of wireless transactions every day.

- *NYPD Patrol Vehicles* —DoITT's Wireless Technologies team has worked with the New York City Police Department (NYPD) to install NYCWiN modems in police vehicles, enabling access to a wide array of crucial information to officers on the move – including driver's license scanning and license plate reader capabilities.

✓ 1,230 units were installed in NYPD patrol vehicles in 2010.



*Additional image captions can be found on page 74*

“The experience with NYCWiN has been very positive. It has been a great collaboration with DoITT. It has also probably saved the City hundreds of millions of dollars. It has increased the accuracy of our reads and our bills are more accurate. When you give the consumer a better bill, you develop a better relationship.”

- Cecil McMaster, DEP Chief Information Officer

- *DEP Automated Meter Reading Program*—The Department of Environmental Protection’s AMR system measures water consumption at consumer locations throughout the city via devices transmitting data across NYCWiN. Nearly 835,000 meter-reading devices are slated for citywide installation through 2012.

- ✓ At the close of 2010, 600,000 consumer meters—or 70 percent of those planned—were operational within the five boroughs.



A field worker installs AMR devices connected to NYCWiN.





Brandon Deene, NYCWIN Wireless Data Technician, displays the DOT Traffic Signal Controller program modem in the Demonstration Room.

## 2010 ACHIEVEMENTS

- *DOT Traffic Management Program* —The Department of Transportation’s Traffic Management Center (TMC) monitors the health of the City’s traffic signaling system via NYCWiN modems placed at intersections citywide. By transmitting traffic data between the intersections and the TMC, NYCWiN enables DOT to centrally monitor and wirelessly program traffic patterns during rush hours, special events and emergencies. When the program is completed, 10,500 modems will enhance the City’s traffic management capabilities.
- *Automatic Vehicle Location (AVL)* —NYCWiN also supports an AVL capability, which enables customer agency control centers to more accurately dispatch fleet resources and proactively monitor vehicle diagnostics.

Nearly 2,500 intersections across the city are covered by the traffic management program. ✓

NYCWiN supports more than 400 AVL-enabled fleet vehicles spanning 13 City agencies. ✓

## NYCWiN BY THE NUMBERS

Fleet vehicles supported by AVL	400	●
NYPD vehicles with mobile wireless access	1,230	● ●
Intersections covered by DOT’s Traffic Management Program	2,500	● ● ●
Meter readers streaming data via DEP’s AMR	600,000	● ● ● ● ● ●



Left to right: Paul Whittingham, Shahrar Asim, Michel Joseph, Carlos Perez, Omar Rosado, and Brandon Deene of the NYCWiN team.







## 2010 ACHIEVEMENTS

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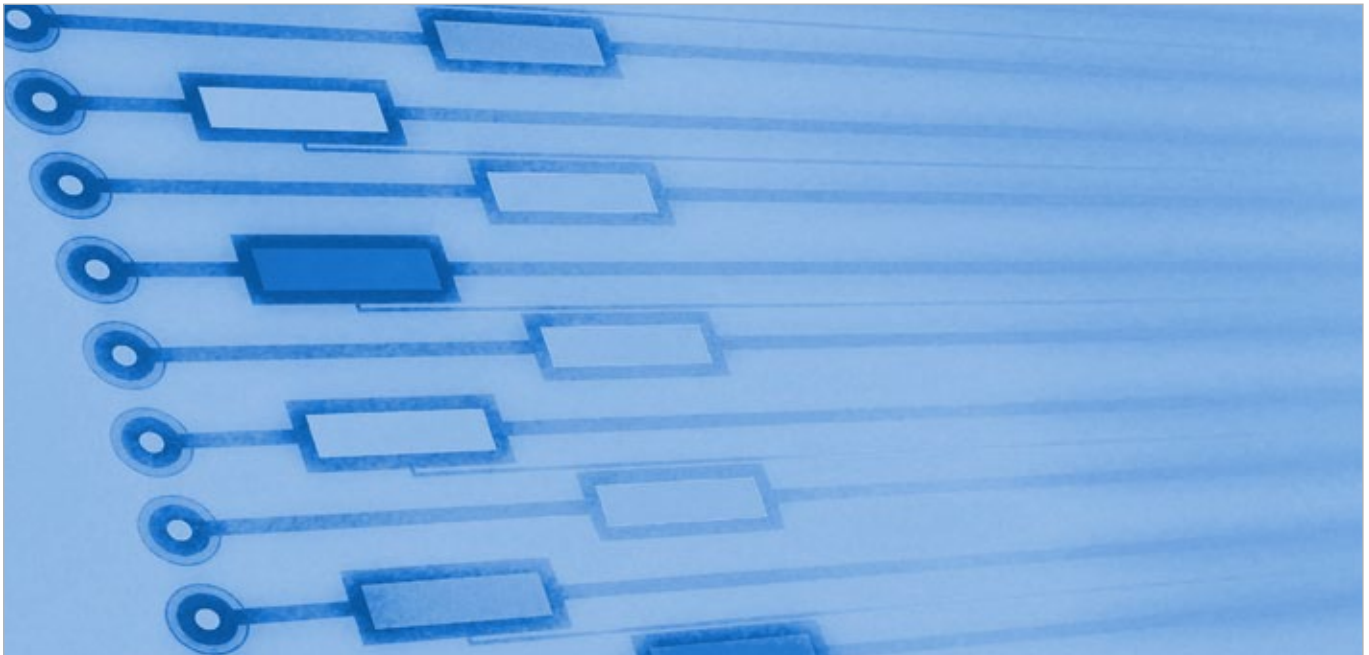
- ✓ Completed site surveys of all CityNet nodes, and a fiber characterization study of the supporting fiber infrastructure.
  - ✓ Began a process to identify and upgrade end-of-life equipment.
- 

### IT Security

DoITT's Security Accreditation Program aims to deliver information security support through a citywide security architecture, repeatable review processes and consistent feedback. DoITT provides key back-end design, development and implementation for technology initiatives across the City.

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- ✓ In 2010, 22 major applications were accredited (a 36-percent increase from 2009) which included a number of important extensions to 311 and the City's health and human services information sharing program, known as HHS-Connect.
- ✓ Through accreditation, more than 2,500 vulnerabilities (a 56-percent increase from 2009) that could have led to the compromise of private data were uncovered and remediated before the applications went live.



# Delivery Strategy

## 2010 ACHIEVEMENTS

- *Brooklyn Bridge Park and Governors Island* – Over the summer, DoITT coordinated all technology transition and support for the City’s newly opened Brooklyn Bridge Park and newly-stewarded Governors Island, including networking, email, telephony and desktop support.
- *Family Justice Center* – In April, DoITT conducted the full technical outfitting of the Bronx Family Justice Center facility (the City’s third), including provision of network connectivity to CityNet for data, Voice over Internet Protocol (VoIP) phones and a wireless local area network (LAN). DoITT also facilitated the roll-out of the Family Justice Center Web application, including deployment of a shared access database and connection to the Bronx District Attorney’s application through the citywide e-directory.







## Delivery Strategy

Despite high availability of service - as with every other major American city - in New York City a “digital divide” exists in terms of broadband *adoption* especially with respect to lower-income residents and seniors. DoITT works to develop innovative strategies with partners across public, private and nonprofit sectors to advance the City’s broadband accessibility effort.



## 2. Enterprise Initiatives

DoITT is ideally positioned to establish enterprise solutions for citywide functions. This enables DoITT's client agencies to focus more effectively on their core agency missions and results in a reduction of both cost and risk to the City.

### Broadband Strategy

Led by DoITT's Office of Telecommunications and Broadband Policy, New York City is implementing several complementary programs to confront the interrelated aspects of the broadband adoption "gap."

#### This multi-pronged approach focuses on:

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1. Attaining grants and federal funding to offset costs for consumers in need
  2. Working with private partners, particularly existing cable franchisees, to increase access to broadband services offered
  3. Designing and executing a comprehensive, citywide broadband strategy
- 

On a parallel track, to promote economic development, DoITT has worked with the City's cable television and public payphone franchisees to enhance and extend services, to close coverage gaps, to provide Wi-Fi in City parks and public spaces and to promote greater competition in the broadband market.

### Broadband Deployment and Digital Inclusion

A key feature of DoITT's broadband strategy is working to secure stimulus funds for the benefit of New York City residents, businesses and visitors. As part of the American Recovery and Reinvestment Act of 2009, the federal government made approximately \$4.7 billion available through the Broadband Technologies Opportunities Program, or "BTOP."

- 
- ✓ In 2010, DoITT secured approximately \$42 million—more than any other city or state—of this federal stimulus funding for programs to increase access to affordable broadband service across the City's underserved communities and among low-income public school students in New York City.
-

# Delivery Strategy

Specifically, in 2011 these funds will be applied toward the City's efforts to increase public access to and adoption of broadband technologies through public computer centers, school programs and expansion of Wi-Fi in public places. The funds will be broken out into the following key programs:

- **NYC Connected Learning (\$22 million)** will serve more than 18,000 low-income sixth grade students and 40,000 public school household members by providing free computers, discounted broadband service, high-quality digital educational resources and digital literacy training to boost educational outcomes over three academic years.
- **NYC Connected Communities (\$14 million)** will significantly expand the availability of public computer centers in high poverty areas. Investing in libraries, public housing facilities, senior centers and community centers across the five boroughs, the program will serve 40,000 new users weekly, provide more than 1,000 new work stations and offer an array of new resources for digital literacy, employment support and other critical services.
- **NYC Connected Foundations (\$6 million)** will provide over-age, under-credited students at 43 of the City's public high schools with access to free computers, broadband subsidies and comprehensive digital literacy training. Through a new, credit-bearing "Connected Foundations" course aimed at facilitating sustainable adoption of broadband, the program will also aid these students in the transition to a post-secondary pathway.



Families receive free computers and digital literacy training through the NYC Connected Learning Program.





### ***Virtual Senior Center***

Building upon the partnerships that created these award-winning BTOP programs, DoITT also focused on encouraging coalitions between public and private entities to accelerate efficient broadband adoption.

For example, last March DoITT joined with the Department for the Aging, City Council Aging Committee Chair Jessica Lappin, then-Council Technology Committee Chair Daniel Garodnick and corporate sponsor Microsoft, to launch the City's first "Virtual Senior Center." Through video cameras and monitors installed around the senior center, the Virtual Senior Center allows homebound seniors to interact with classmates and instructors at the center, seeing and hearing others in the class and actively participating in two-way discussions and activities.

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### **BROADBAND BY THE NUMBERS**

Federal stimulus funds secured	\$42 million	● ● ● ● ●
Low-income users supported by the NYC Connected Communities initiative	40,000	● ● ●
Sixth-grade students receiving free computers, digital training and discounted broadband service through the NYC Connected Learning Initiative	18,500	● ● ●

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## Emergency Communications Transformation Program (ECTP)

The City of New York operates the largest 911 emergency communications system in the United States, handling more than 12 million calls each year. The Emergency Communications Transformation Program (ECTP) was initiated to address the needs of the City's emergency public call-taking and dispatch operations that arose out of the September 11, 2001 attacks and the August 2003 power outage. ECTP's purpose is to unify the City's emergency communications services – specifically the call-taking and dispatch functions of the NYPD and FDNY – into shared facilities at two Public Safety Answering Centers (PSACs). DoITT's role is to help facilitate the implementation of the program.



## 2010 ACHIEVEMENTS

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- ✓ In August, Mayor Bloomberg established the Office of Citywide Emergency Communications (OCEC) and appointed Skip Funk as Director.
  - ✓ The first of two shared call-taking facilities, known as PSAC 1, is complete; the FDNY and Emergency Medical Dispatch (EMD) call-taking and dispatch operations are operating in the facility.
  - ✓ The acquisition and design for the second shared call-taking facility, PSAC 2, has been completed. Foundational work has commenced.
- 

*Additional image captions can be found on page 74*

## Delivery Strategy

City government is expected to provide access to its services through multiple channels, including the web and mobile devices. DoITT develops innovative applications and delivers the support services necessary for customer agencies to engage with their constituents in the digital world, and to make the raw data behind these applications open and available.

### 3. Emerging Innovation

DoITT's intention to be more innovative and responsive to the changing government-to-customer environment drives its efforts to develop and adopt new platforms.

#### Online Applications

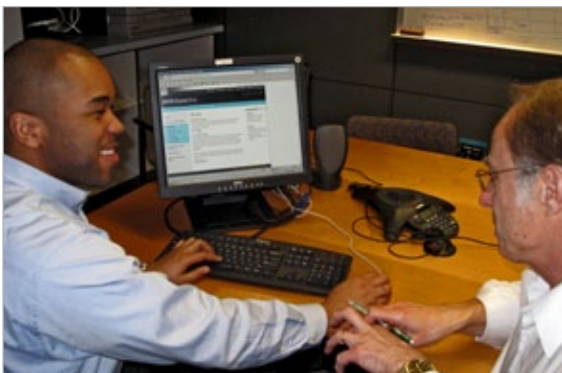
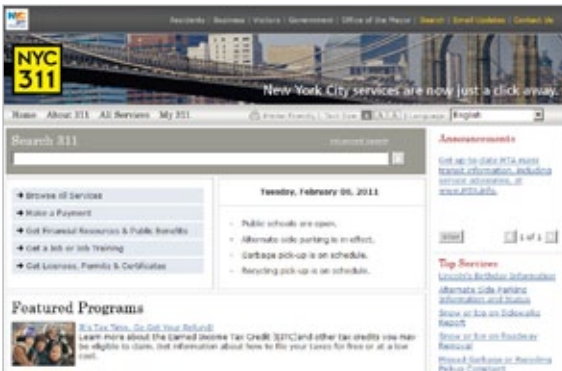
As recommended in the 30-Day Report, this year DoITT established a Web & New Media Operations group to further advance the City's use of web and social media tools in support of increased customer engagement and a more open government. This unit has collaborated with DoITT's Enterprise Application Services Division and the Mayor's Offices of Operations and Media Entertainment to explore and develop new modes of disseminating news and information to New Yorkers through all of the City's existing and emerging media channels.

#### *NYC.gov*

*NYC.gov* provides a critical customer gateway to all City services. The site's environment includes access to more than 130 sites for City agencies, offices, boards, authorities, special initiatives and more. To ensure the ability to provide increasingly important features such as video, business transactions and other interactive applications, DoITT has begun upgrading the site's infrastructure. This will be a multi-year investment to support the long-term sustained health of the public's main access point to government information and resources.



# Delivery Strategy



## 2010 ACHIEVEMENTS

In 2010, DoITT launched 40 new and/or redesigned websites for agencies and entities across the City, including:

- [Fighting for Justice](#)
- [NYC CoolRoofs](#)
- [Voter Assistance Commission](#)
- [TimeBanksNYC](#)
- [Office of Administrative Trials and Hearings](#)
- [NYC Rules](#)
- [NYC Charter Review Commission](#)
- [Let's End Human Trafficking](#)
- [Conflicts of Interest Board](#)

## • 311Online Expansion

In January, [311Online](#), the Web-based counterpart to the 311 Customer Service Center, was enhanced to provide customers the ability to submit 90 percent of service requests via the Web, as well as search and access information on City services in more than 30 languages. This enhancement also includes the new “My311” feature, enabling users to customize a section of the 311Online site based on information and services in which they are most interested.

## • Language Gateway

Launched in April 2010, the [Language Gateway](#) is a multilingual Web portal that provides access to 160 documents from 23 agencies in the most commonly spoken languages in New York City: English, Chinese, Russian and Spanish. The site serves as a ‘one-stop-shop’ to meet the most immediate needs of limited-English-proficient New Yorkers.

*Additional image captions can be found on page 74*



- **DataMine and Big Apps 2.0**

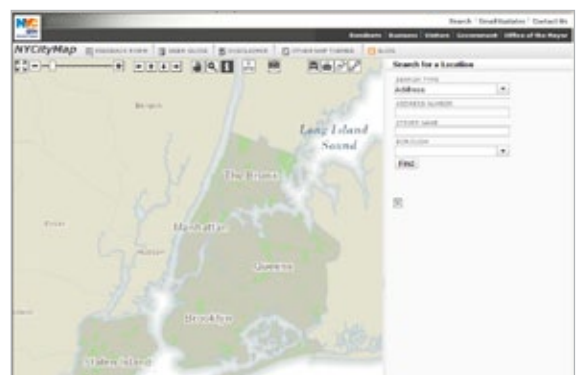
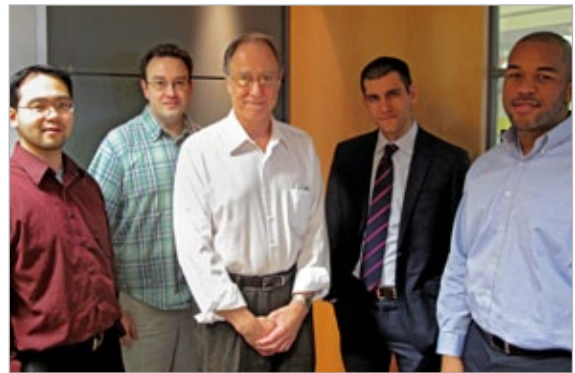
[NYC BigApps](#) is the City's annual contest for software developers and members of the public to create Web or mobile applications using City data. The first Big-Apps competition was held in 2009-2010 in conjunction with the New York City Economic Development Corporation (EDC), and resulted in 80 new applications developed by the public, for the public, at essentially no cost to the City.

Now in the second iteration of the NYC BigApps competition, the City has doubled the number of datasets available, bringing the total to more than 350. The datasets, which now include public safety data, buildings complaints and real-time traffic numbers, are made available for developers and programmers via the [NYC DataMine](#), a repository of City datasets collected from dozens of City agencies that is available free, anytime to the public via [NYC.gov](#). The DataMine is a core component of the City's open data efforts, representing a revolutionary approach to storing and publishing City data in a searchable, sortable and customer-friendly manner.

NYC BigApps 2.0 launched in October of 2010 and the winning applications will be announced in early 2011.

- **GIS - NYCityMap Aerial Photos and A4 Address Verification Tool**

[NYCityMap](#) is the City's online map portal containing links to a wealth of geographically-based data – from building information to restaurant inspections, property data and more – and has been enhanced to include aerial photography of the city. In 2010, DoITT added 1924 and 1951 aerial photos (joining those from 1996, 2006 and 2008), enabling users to access and enjoy evolving views of New York City, from past to present.



# Delivery Strategy

*A4 Address Validation* – Addresses are a critical component of the delivery of many City services – including those from the 311 and 911 call centers. The Address Assignment Application (A4) is a secure, Web-based application that enables Borough President Topographic Units to record new address and street assignments more effectively, and according to consistent citywide standards. This application provides a common user interface, a set of basic validation rules, access to a central repository and automated workflow.

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<b>NYC.gov BY THE NUMBERS</b>	Site uptime	99.88 percent	● ● ●
	Site visitors	21 million	● ● ●
	Site visits	44 million	● ● ● ● ●

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## Mobile Strategy

DoITT is working to design and deliver a mobile strategy that will improve the productivity of the City’s mobile workforce, and simultaneously enhance public-access to City information and services through mobile technology.

### *Apple Seed Program*

DoITT is helping expand the suite of services and devices available to agencies through an innovative, first-of-its kind program with Apple Inc. whereby City agencies are piloting the Apple iPad tablet. By doing so, DoITT has established a repeatable model through which agencies can develop a familiarity with a device’s features and evaluate its potential as another tool in the arsenal for mobile deployment, communications and interoperability within a collaborative forum with their peers.

### *Mobile Enterprise Application Platform*

As the availability of mobile devices expands, so too does DoITT’s ongoing work to develop a standardized mobile development platform. When in place, the Mobile Enterprise Application Platform (MEAP) will enable the City to “share” mobile development services across agencies – meaning an application will need to be developed only once before being deployed to multiple devices. This will save agencies both time and costs associated with creating applications on a device-by-device basis, allow them to better engage with their constituents and enhance the capabilities of their field workers.







## *2010 Key Achievements*

As a world-class IT service provider, DoITT establishes enterprise solutions for common business functions and improves its customer service by providing an accessible and transparent process for those doing business with the Agency. Technology continues to transform the ways in which the City does business, and DoITT will continue to explore and leverage new innovations to better serve its customers.

In 2010, DoITT improved customer support to client agencies by expanding and rigorously applying the use of project management tools, and augmenting the use of performance metrics and tools to report on DoITT's operations, to both internal and external clients.

## 1. Project Management Services (PMS)

This year, DoITT consolidated its Portfolio Management, Enterprise Architecture, and Project Management offices into a single division to ensure the City leverages existing technologies, establishes standards for new technologies and provides smooth transitions from project concept to execution.

### Project Management Office (PMO)

Project managers from DoITT's Information Utility and Application Development Groups have been consolidated into DoITT's unified Project Management Office (PMO) to establish a central point of accountability and an opportunity to share technology expertise that was previously isolated across units. The PMO comprises a skilled group of project managers, who offer knowledge and experience from managing more than 1,000 projects collectively.

- ✓ DoITT's PMO manages an average of 95 projects at any given time.
- ✓ Increased adoption of DoITT's Project Management Methodology has resulted in better management and oversight of this large portfolio.
- ✓ The PMO's Technology Workshop Series was expanded with educational initiatives such as a Project Management Work Planning Workshop, which was attended by more than 50 participants from various agencies.



The PMO team: Michael Hayes, Greg Shivers, Gustina Lumley, Martin Miller, Ken Vogel, Anthony Kinkel, Dennis Cribben, Christopher Zic, Brett Whitney, Andrea Mitchell, Doug Dolan, Colin Dino, Renee Kraft, and Dominic Pisciotta; and (not pictured) Ron Bauer and Constantine Vlahakis.

# Accountability

## Agency Relations Management Services (ARMS)

DoITT recently introduced a new unit within the PMS Division – Agency Relations Management Services, referred to as ‘ARMS’ – in an effort to improve the ways with which City agencies interact with DoITT. Each member of the DoITT ARMS has a designated portfolio of agencies, for which they act as the single point of contact on current and prospective IT initiatives. The ARMS unit provides guidance, assistance and advocacy on behalf of City agencies within DoITT, and is uniquely situated to identify common IT needs across agencies.

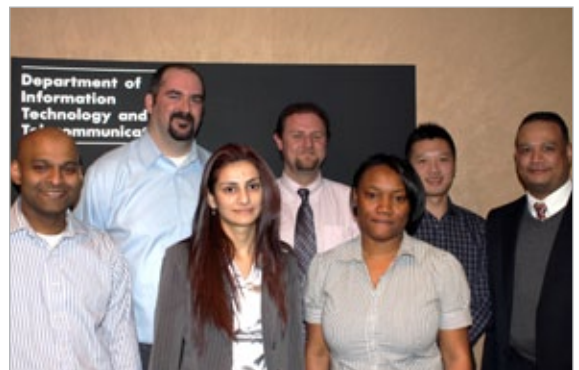
## Service Catalog

To improve access to its service offerings, DoITT released a more comprehensive, user-friendly, online Service Catalog in September 2010 available through the City’s intranet, CityShare. The Service Catalog provides the information necessary for agencies to clearly understand DoITT’s available services, the value they provide and associated performance metrics and responsibilities for each service. This portal is a quick and easy way to review a complete list of city-wide IT services and request services directly online. It also provides the ability to track project requests using email alerts with a single project tracking number used across all necessary systems.



## 2010 ACHIEVEMENTS

- ✓ Before the close of 2010, DoITT received 72 requests from 30 agencies through the Service Catalog, all of which were processed through the first phase of the project initiation process.





## Portfolio Management and Enterprise Architecture

To most effectively meet the needs of its customers, DoITT's Portfolio Management and Enterprise Architecture unit develops and implements processes to drive objective, forward-looking investment decisions resulting in an IT portfolio—including data, application, infrastructure and networks—with more flexibility and higher business value.

### *Intake Process*

In 2010, DoITT also significantly enhanced its project intake—or initiation—process. By serving as the gateway for all IT requests, DoITT's Portfolio Management unit leads the Intake process, partnering with the Office of Management and Budget (OMB) and the Mayor's Office of Operations to ensure project requests are addressed in the most efficient manner and are aligned with strategic priorities. The DoITT Project Intake process has made end-to-end improvements to deliver faster turnarounds, as well as better reporting and transparency to DoITT's external customers and its internal divisions.

## 2010 ACHIEVEMENTS

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- ✓ *Business Focus:* A simplified electronic request form allows customers to submit a business case and project goals for the initiative via the Service Catalog. The request is reviewed for its technical and resource requirements, allowing both DoITT and the customer to gain insight into the project's business needs.
- ✓ *Improved Process Flow:* The Intake process flow was revamped to take greater advantage of DoITT's different areas of technical and strategic expertise. Requests are now reviewed at a high level by DoITT's senior technical staff, at the solution architecture level by technical leads and from a strategic perspective by a citywide executive group in weekly meetings.
- ✓ *Accountability:* New reporting delivers up-to-date information on requests moving through the process.

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*Additional image captions can be found on page 74*

# Accountability

## ***Enterprise Architecture (EA)***

The focus of DoITT's Enterprise Architecture (EA) program is to develop and implement a repository of technology and business architecture standards that can be used to align citywide IT initiatives with DoITT's enterprise-wide service offerings. By positioning EA as part of the PMS division, DoITT has ensured that every project can be held accountable to all applicable standards and policies.

## **2010 ACHIEVEMENTS**

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- ✓ Developed and delivered EA Principles, Methodology and Reference models as well as completed email architecture, models and investment analyses.
- ✓ Defined architecture standards and technical details for CITIServ's IT infrastructure in the DoITT Information Technology Architecture and Standards report.
- ✓ Provided input into multiple agency procurements to help foster an IT environment of interoperability, reduce the duplication of functionalities and ensure optimal creation and maintenance of all infrastructure and applications.



## 2. Performance Management and Analysis (PMA)

DoITT's newly-created Performance Management and Analysis (PMA) unit focuses on the monitoring, development and implementation of metrics and other activities to ensure that strategic direction and agency goals are consistently being met. This renewed emphasis on performance measurement empowers DoITT to better meet the needs of its customers and stay accountable to its own objectives.

### Key Performance Indicators (KPIs)

In 2010, the PMA unit completely revamped the monitoring, development and implementation of agency performance metrics to support the vision of DoITT as a world-class IT provider. The PMA unit conducted a comprehensive review of pre-existing metrics and performance reporting for DoITT, identifying gaps and areas in need of improvement. As a result, a myriad of new key performance indicators (KPIs) were developed and incorporated into the [Mayor's Management Report](#) and [Citywide Performance Reporting](#).

### The Mayor's Management Report (MMR)

The PMA unit worked closely with the Mayor's Office of Operations to conduct a top-to-bottom review and overhaul of the agency's submission to the Mayor's Management Report (MMR) for Fiscal 2010. The MMR provides a detailed report on the performance of City agencies and is released twice each year. The PMA unit has already increased the total number of non-311 agency KPIs in the MMR threefold and has nearly doubled the number in Citywide Performance Reporting. Even more important than the increase in the number of metrics, the comprehensive review of KPIs helped ensure the relevance and accuracy of what is being measured in these reports.





# Accountability

## PMA Communication

Essential to the effectiveness of any performance management effort is the ability to communicate, report progress and provide feedback to managers, staff and agency partners. The PMA unit is responsible for holding monthly agency meetings on cross-divisional performance. Known as DoITT STAT, these monthly meetings have boosted the level of communication internally. In recent months, DoITT has invited the heads of agency partners, such as the Taxi and Limousine Commission and the Department of Finance, to participate in these sessions.

## Citywide Information Technology Reporting (CITR)

As referenced in the 30-Day Report and sanctioned by the [Mayor's Executive Order 140](#), the modernization of New York City's foundational IT must be guided by a common enterprise architecture and by the maintenance of a comprehensive asset inventory. The PMA unit, in conjunction with other DoITT units and City agencies, has worked to develop a citywide portal that will report on citywide IT projects and provide an inventory of IT applications across all agencies. Once complete, CITR will integrate IT project and IT application data from DoITT's Project Management Services system (Clarity) and CityWide Service Desk system (Remedy), respectively, with additional data from other City agencies.

Once available in late spring 2011, the website will act as a tool for:

- 
- Reporting on IT projects and IT applications by theme, agency and type
  - Assessing and standardizing IT applications across City agencies
  - Assisting with the integration and knowledge of emerging technologies
  - Leveraging technology investments at the enterprise level





Optimal service delivery depends on effective management of the City's IT assets. DoITT executes on innovative approaches and management practices to stretch every dollar to the limit, pursuing enterprise licensing agreements that leverage the City's size and scope.



Over the past few years, the City of New York has entered into several enterprise contracts for hardware, software and professional IT services to capitalize on volume discounts and improved discounts. As established by [Executive Order 140](#), DoITT is now positioned to facilitate and direct better, faster, cheaper, more comprehensive and cost effective IT procurements and manage IT investments.

In addition to hardware and software, New York City contracts with vendors for the development of IT systems and delivery of IT services and products. With the enterprise's ongoing requirement for consultant expertise, DoITT has begun developing a management process to create an environment of heightened vendor accountability.

## 1. Enterprise Licensing Agreements

In 2010, DoITT completed negotiations with McAfee and procured enterprise host and workstation security software and services for a five-year term. Through this citywide antivirus and data encryption service offering, the DoITT and McAfee teams have already begun deploying antivirus, malware protection, intrusion prevention and data encryption capabilities to agencies across the City.

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Citywide savings from the McAfee offerings are estimated to exceed \$18 million over the next five years. ✓

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Additionally, in October the City announced a wide-ranging [IT agreement with Microsoft](#) that will consolidate the City's dozens of software licensing agreements into one and provide more than 100,000 City employees with state-of-the-art computing power. Microsoft will provide access to its Internet-based computing services – a growing trend called cloud computing – which will foster collaboration among City employees and allow agencies to share their technology developments.

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The Microsoft agreement will save New York City a total of \$50 million over the next five years. ✓

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In 2011, DoITT will pursue additional enterprise licensing agreements, leveraging the City's size and scope to achieve deep discounts and beneficial terms and conditions on citywide IT contracts.

# Asset Stewardship

## 2. Franchise Administration

DoITT, led by its Office of Franchise Administration, administers telecommunications-related franchises and is responsible for ensuring that New York City's voice, data and video infrastructures are accessible, reliable and competitive, and meet the needs of residents, businesses and government. This year, DoITT arrived at agreements in principle with Time Warner Cable and Cablevision, which included new benefits for New Yorkers. DoITT also renewed all of the public pay telephone franchises that were in good standing for an additional four years at a higher commission rate, increasing the potential for revenue for the City.

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In Fiscal 2010, the telecommunications franchises in their entirety generated approximately \$144 million in City General Fund revenues.

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### Cable Franchise Renewal

As part of the agreements in principle with Cablevision and Time Warner Cable, DoITT negotiated with the companies to establish a number of public broadband adoption and broadband-related economic development benefits.

- **Adoption/Expansion of Affordable Broadband Service** – Time Warner Cable will create 40 public computer centers, in partnership with local nonprofit organizations, to provide free broadband access to low-income communities across the city. Cablevision will provide a similar contribution targeting the City's public schools.
- **Broadband in Public Spaces** – Together, Time Warner Cable and Cablevision will:
  - Spend approximately \$10 million over the next two years to wire selected portions of an estimated 32 parks across the five boroughs with Wi-Fi and maintain the systems for 10 years.
  - This service will be free to all users for up to 30 minutes a month, with a nominal fee of 99 cents per day thereafter, *and free at all times* to Time Warner Cable and Cablevision broadband subscribers.
- **Broadband in Traditionally Underserved Areas** – The companies will also invest an additional nearly \$2 million over the life of the contracts to bring fiber into non-residential buildings not currently being served, remedying the limited service options in some of the city's commercial/manufacturing areas (e.g., the Brooklyn Navy Yard).







# Asset Stewardship

## Public Pay Phone Franchise Extension

In October, DoITT granted a four-year franchise contract extension to 17 public pay telephone companies. While the value of the advertising on the public pay telephone installations was well established during the initial 11-year term of the franchise contract, DoITT's Office of Franchise Administration requested a significantly higher level of commission for this advertising. Now as a result, these franchise agreements include:

### 2010 ACHIEVEMENTS

Agreement from the companies for a 10-percent increase up from the existing commission rate, from 26 percent to 36 percent. ✓

An additional 14-percent commission for advertising revenues that payphone companies generate in excess of the level achieved in 2008, the most lucrative year of the initial term. ✓



## 24/7 Project

DoITT's Office of Franchise Administration has also laid the foundation for putting a new face on old technology by facilitating the installation of hundreds of video touch screen units. These units will replace one of the telephones in double payphone installations across the five boroughs and will enhance the on-street experience for New Yorkers and visitors alike by communicating weather, transit and time-sensitive critical content to the public.

The company that has developed these units, known as City24/7, plans to begin installing the first units in the spring of 2011.

*Additional image captions can be found on page 74*

# Asset Stewardship

## FRANCHISES BY THE NUMBERS

Revenue collected from cable TV franchises	\$118 million	● ● ● ●
Revenue collected from public payphone franchises	\$12 million	● ● ● ●
Total franchise revenue collected for Fiscal 2010	\$144 million	● ● ● ● ● ●
Public computer centers to be created through cable franchise agreement	40	●
City parks to receive Wi-Fi access through cable franchise agreement	32	●
Public payphones to be enhanced with interactive screens through the City24/7 project	250	● ●
Total public payphones on City streets	14,500	● ● ● ●



Members of DoITT's Franchise Administration: Miranda Zorn, Sonia Irizarry-Lopez, Maria Santana, Roxanne Chambers, Milana Katz, Joe Grieco, Marvin Williams, Christine Simmons, Lacey Prieto, Judith Garcia, Ricardo Valentin, Peter Schwab, Stanley Shor, Sharon Boatswain, Brett Sikoff, Jerry Eskowitz, Paul McNicholas, Wayne Kalish and Trevor Robinson.

# Asset Stewardship

## 3. Vendor Management

The creation of DoITT's newly-formed Vendor Management Office represents the first step in implementing a comprehensive IT vendor management program with appropriate policies, procedures and standards to improve vendor accountability and performance both within and beyond the agency.

**This unit will focus on a three-part mission:**

1. Enhancing and expanding a successful program for offering citywide IT backdrop contracts.
2. Developing a rigorous administrative program for managing and monitoring vendors and consultants within DoITT.
3. Establishing strategic, long-term planning with vendors.

## 2010 ACHIEVEMENTS

A unified system for tracking all consultants was developed and will be monitored by the new Vendor Management team.







## *2010 Key Achievements*

DoITTT works to establish a citywide IT strategy through a coordinated and collaborative approach. This includes enactment of necessary policies and governance to ensure that the City's IT agenda is aligned with enterprise business needs and investments, as well as the individual business needs of each agency. As the City's IT leader, DoITTT leverages IT policy and strategy to enable significant cost savings, improved efficiency, security and overall service quality for agencies.



## 1. Executive Order 140 of 2010

On October 20th 2010, Mayor Michael R. Bloomberg issued [Executive Order 140](#), which authorizes DoITT to centralize the coordination of information technology planning and policy for the City. This new mandate establishes a coordinated approach to citywide IT policies to enable significant cost savings, improved efficiency, security and service through a consolidated IT infrastructure.

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### Executive Order 140 provides three key directives:

1. Execute the Citywide IT Infrastructure Services (CITIServ) Program and provide for an IT shared services environment
2. Develop citywide IT policies and standards where appropriate
3. Establish enterprise IT contracts to provide favorable pricing and beneficial conditions for partner agencies

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Executive Order 140 provides for oversight bodies to participate in and inform the process of establishing citywide IT policies and strategy. The first of these bodies is the Strategic Governance Board (SGB), comprising executive sponsorship from the Mayor's Office.

The second body, the Technology Governance Board (TGB), is composed of delegates from each Mayoral agency and will complement the SGB by assisting with policy research and recommendations, as well as promoting the collaborative nature of the City's shared services model.

At the end of 2010, DoITT convened both governing bodies and several committees functioning as workgroups to focus on priority IT issues, such as:

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Security policy	✓
Architecture platform standards	✓
Mobile device strategy	✓
Geographic Information Systems (GIS)	✓
Citywide contracts	✓
Service Level Agreements	✓

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These Boards and Committees will continue to meet through 2011 to assess best practices, develop enterprise solutions for citywide functions and shape the City's IT strategy for the future.



# IT Policy & Strategy

## 2. Legislation

As the City's technology agency, DoITT advises City Hall and other City agencies on relevant legislation, and helps formulate the citywide approach to the strategic implementation of telecommunications and technology policy.

### **Mobile Telecom Authorizing Resolution**

[Resolution 191](#) renews DoITT's authority to allow franchises to install and use telecommunications equipment and facilities on, over and under the City's property in connection with providing mobile telecommunications services. Specifically, mobile telecommunications franchisees are allowed to install their telecommunications equipment on certain City-owned light poles and, with the approval of the utility companies, privately-owned utility poles located on city streets.

To date, there have been 1,294 installations of telecommunications equipment on existing poles throughout the five boroughs – benefiting many areas of the City with increased coverage and capacity. In addition to improving wireless coverage for the public, the franchises generate approximately \$2 million in General Fund revenue each year.

### **E911 Surcharge Legislation**

In 2010, DoITT worked on the passage of Introduction 214-A/[Local Law 30](#), ensuring that the E911 surcharge (one dollar per telephone access line, or equivalent, per month) applies to users of Voice over Internet Protocol (VoIP) telephones just as is done for landlines and cellular telephones – guaranteeing that everyone pays their fair share for emergency services.

### **Open Data Legislation**

DoITT began working with the City Council to codify parameters around open data initiatives– including developing comprehensive open data legislation – to solidify the Bloomberg Administration's historic transparency gains for future generations of New Yorkers.

[Introduction 129](#) would seek to classify data in terms of established criteria such as technical availability, timing and frequency of updates, cost to implement and, ultimately, value to the public. To advance the tenets of accessibility and accountability, DoITT supports a clear set of standards around what types of data agencies should publish and when, with certain minimum citywide guidelines.





The Sun



ESTABLISHED 1859

Broadway



## *2010 Key Achievements*

DoITT's greatest asset is its human capital. To consistently deliver high-quality service, it is imperative for all personnel to work in a supportive environment that provides the processes, tools and training required for success. To accomplish these goals, DoITT established several support mechanisms for staff to recognize achievements, pursue professional development opportunities and improve communications.



# Professional Development

- **September: 2010 DoITT Retreat**

DoITT held its third annual agencywide team building retreat on Governors Island. Staff had the opportunity to participate in activities including trivia, volleyball and tug of war, as well as enjoy food, music and the outdoors with colleagues across the agency.



- **October: Customer Service Week**

During National Customer Service Week each year, the City of New York honors all City workers who daily serve the City's customers. To recognize DoITT's outstanding customer service staff, the agency organized events across its many locations and published a series of videos highlighting the customer service work of several functional areas.



- **October: Hispanics in Technology Panel Discussion**

In honor of Hispanic Heritage Month, DoITT held a panel discussion on Hispanics in Technology, where leaders from the IT industry discussed their experiences, professional development opportunities and trends in the field.



- **November: Annual Employee Recognition**

Each year, DoITT recognizes its employees with 15 years of service or more. In 2010, over 35 DoITT staff members were honored at the ceremony and more than a dozen employees were recognized for their exemplary performance.

- **Ongoing: PMO Workshops**

DoITT's PMs, business analysts, quality assurance and user experience designers provide workshops once a month in each of these functional areas. Workshops are open to all agencies and are intended to reinforce each area's best practices, including the PMO's standard methodology.



# 30-Day Report Score Card

## Enabling the Connected City

The chart below represents DoITT's progress in 2010 on the recommendations set forth in its 30-Day Report, *Enabling the Connected City*.

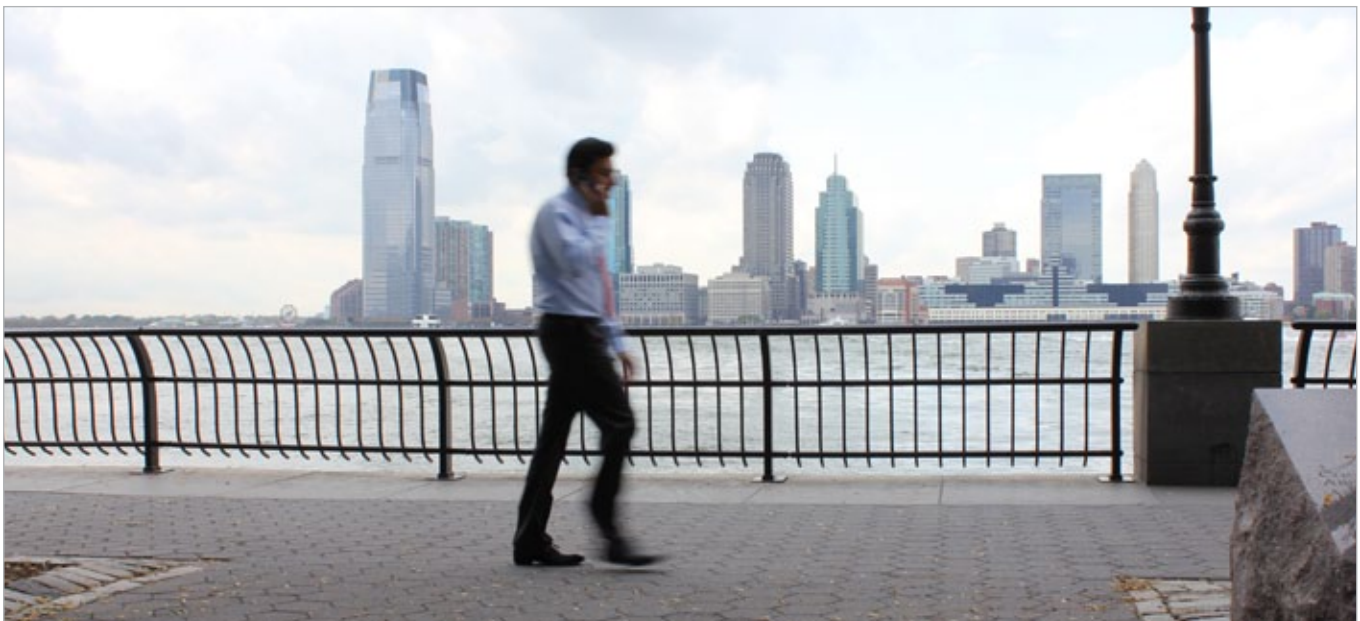
Complete = ●  
 In Progress = ◐  
 Not Started = ○

Delivery Strategy Recommendations	
<b>Foundational Infrastructure – implement and maintain the City's technology backbone.</b>	
Address data center space and power constraints through the Citywide IT Infrastructure Services (CITIServ) initiative.	●
Enhance Disaster Recovery plans through CITIServ.	◐
Execute the Enterprise Architecture program to prioritize and align IT investments.	◐
Rationalize and upgrade core network, video, Integrated Voice Response, and Voice over Internet Protocol offerings to rapidly on-board agencies and reduce carrier dependency.	◐
Improve regional emergency wireless interoperable communications.	◐
Update NYC.gov infrastructure to support current and future requirements.	◐
Update and publicize IT Shared Services Catalog.	●
Undertake an agencywide space reallocation study to meet current and future space needs.	●
<b>Enterprise Initiatives – ensure the City cost-effectively implements and maintains critical citywide systems.</b>	
Implement CITIServ initiative to consolidate more than 50 data centers.	◐
Expand the use of citywide radio and wireless networks to reduce the need for outsourced private networks.	◐
Complete consolidation of the City's emergency communications services through the Emergency Communications Transformation Program by 2013.	◐
Expand services delivered through HHS-Connect, NYC Business Express, and other business-oriented technology solutions.	◐
Increase public access to broadband technologies through public computer centers, school programs and expansion of public WiFi in parks.	◐
<b>Agency Initiatives – provide expertise, guidance, common processes and tools required for the successful implementation of agency-specific business applications.</b>	
Improve customer support to client agencies by expanding and rigorously applying the use of project management tools.	●
Provide project management training to agency IT staff through additional workshops.	●
Implement toolsets that allow the City to build applications "once" and deploy them through multiple channels.	◐
<b>Emerging Innovation – ensure the City applies the best tools available by evaluating and promoting new technologies.</b>	
Explore technologies to modernize foundational infrastructure, such as cloud computing, greening and lights-out management.	◐
Enhance interactive communications to the public.	◐
Create an open data/transparent information architecture.	◐
Identify opportunities to utilize open source technologies.	◐
Expand wireless mission critical systems for utilities through smart grid and sensor-based technologies.	◐
<b>Accountability Recommendations</b>	
Adopt accountability principles and standards.	●
Adopt a new mission statement, organizational structure, and single points of accountability to increase clarity of roles.	●
Identify DoITT's core competencies and make associated organizational changes.	●
Re-position the 311 Call Center and 311Online with the Mayor's Office of Operations.	●
Establish a reporting structure between NYC.gov and the Mayor's Office of Media and Entertainment.	●
Form a new oversight area within DoITT – the Office of Web and New Media Operations.	●
Plan, develop, and deliver "MyNYC.gov", a customizable platform for customer and account-based web interactions.	◐
Create within DoITT, an Office of Telecommunications and Broadband Policy to develop, maintain and implement long-range telecommunications strategies and policies for the City.	●
Expand agency internal audit capabilities to evaluate effectiveness and efficiency of DoITT programs.	◐
Expand the use of performance measurement metrics and tools to manage and report on agency operations.	●
<b>Asset Stewardship Recommendations</b>	
<b>Fiscal Assets – optimize the management, integrity and efficiency of expense, capital and revenue dollars.</b>	
Prioritize capital funding requests.	●
Address project maintenance funding needs.	◐
Identify a revenue and cost-sharing model for citywide shared systems.	◐
Expand enterprise contract efforts to reduce costs and improve services.	◐
<b>IT Assets – identify and leverage the City's extensive technology inventory.</b>	
Conduct and maintain a comprehensive IT asset inventory.	●
<b>Telecommunications Assets – effectively manage Telecommunications Franchises.</b>	
Introduce a new "information service" franchise category.	◐
Negotiate terms of franchise extension with public payphone companies.	●
Encourage the introduction of advanced designs and capabilities for public payphones.	◐
Develop solicitation for new mobile telecommunications franchisees to support continued franchise growth.	◐

# 30-Day Report Score Card

*Enabling the Connected City*

<b>Vendor Assets – ensure that vendors provide value add services and are managed to accountability standards.</b>	
Implement new policies, procedures and standards for managing vendor performance.	●
Improve procedures for sharing vendor performance information across agencies.	●
<b>Workforce Development Recommendations</b>	
<b>Resource Management – improve the utilization of DoITT's in-house resources.</b>	
Increase agencywide adoption of a resource project management tool.	●
<b>Professional Development – enhance the capabilities of DoITT's internal resources.</b>	
Establish a Professional Development and Training Office.	○
Conduct annual reviews.	●
Expand staff recognition opportunities.	●
Implement a staff "shadowing" and mentoring program.	○
Establish a comprehensive "DoITT 101" orientation.	●
Pursue Civil Service classification changes.	●
Create a technology training curriculum.	○
Conduct training workshops for agency partners.	●
<b>Communications – harness the potential of DoITT personnel by providing them with information and the means to share ideas and maximize their impact.</b>	
Expand, promote, and publicize employee feedback mechanisms.	●
Create an agency-specific project matrix across all DoITT functional areas.	●
Re-instate monthly user group meetings.	●
Conduct Program Management Office customer satisfaction surveys.	○
<b>Professional Profile Recommendations</b>	
Produce new marketing and branding materials through internal design competitions.	●
Refresh DoITT's website to reflect consistent look and feel.	●
Publish a calendar of events with staff speaking engagements and agency visitors.	●
Recognize and publicize successful projects in conjunction with Internet Week.	●
Institute divisional recognition days.	○
Produce an annual report detailing DoITT's successes and future plans.	●
<b>Great Service. Great City Recommendation</b>	
Work with the Mayor's Office of Operations to support the "Great Service. Great City." customer service initiative.	●





# DoITT in the News



## [Cyberseniors Use Technology to See Their Pals](#)

*NY Daily News, March 7, 2010*



## [Tech in the City: New York City's Technology Road Map](#)

*Baseline Magazine, March/April 2010*



## [Fresh Pencils, Books, and Free Computers](#)

*New York Times City Room Blog, April 23, 2010*

“Nearly 20,000 sixth graders who attend low-income schools will receive free computers beginning in September, thanks to a \$22 million federal grant meant to increase broadband access in New York City.”



## [This is How They Do-ITT: Talking Tech with Commissioner Carole Post](#)

*Reclaim Magazine, Spring 2010*

“In January of this year, Commissioner Carole Post has had her hands full with the NYC Big Apps contest, which made gigabytes of government data publically available to civic-minded programmers. Reclaim stole a few of her precious minutes to sit down and talk with her about 311, the world of maps and how her agency is embracing the open-data revolution.”



## [City Unveils Multilingual Web Portal](#)

*Wall Street Journal, May 27, 2010*



## [High Speed Access Opens Another Digital Divide](#)

*Gotham Gazette, June 23, 2010*

“The city’s Department of Information and Telecommunications Technology, though, received \$22.1 million, the largest grant awarded in the nation, for the NYC Connected Learning Program to focus on “sustainable broadband adoption” in New York City.”



## [New York City's IT Roadmap](#)

*CIO Insight, July 16, 2010*

“What is really remarkable is the sheer scope of implementations that DoITT already has underway and plans to unfurl in the next 12 to 36 months.”



## [G7: CIOs From Seven Big-Cities Work Together to Develop Open-Source It Solutions](#)

*Government Technology Magazine, October 18, 2010*



## [Aerial NYC Map Adds More Historic Photos, Remains Awesome](#)

*Curbed NY, July 21, 2010*

"A week of our lives vanished into the abyss when the city added detailed aerial photos from 1924 to its interactive NYCityMap, allowing us to fast-forward through history with the click of a mouse and see how stadiums, slums, farms and docks became parking lots, Stuy Town, houses and Battery Park City, respectively."



## [Tech Support: City's New Emergency Gear](#)

*New York Post, September 7, 2010*

"Welcome to the future of emergency services. A new wireless network, developed exclusively for the city, is now online, giving first responders capabilities that were little more than a pipe dream on 9/11."



## [Lighter load, heavier return](#)

*Urgent Communications, September 2010*



## [Cable Contract has Fines For Late Service Calls](#)

*New York Times, September 14, 2010*

"Under the terms of a new contract negotiated with City Hall, Time Warner Cable and Cablevision will have to pay for failing to honor appointments. And they will have to do a lot more to make sure that subscribers are getting good service."



## [City's App-Making Contest Opens Data to Developers](#)

*WSJ Metropolis Blog, October 12, 2010*

"The city has released more than 350 datasets this year, double the data included in the first contest. Some 40 city agencies have contributed data — things like restaurant inspection results and fire and medical response times — to this year's competition. Developers will be able to use that information to build software applications."



## [New York City Sets Deal With Microsoft](#)

*All Things Digital, October 20, 2010*

"We need better collaborative tools and we need better access to technology," said Stephen Goldsmith, deputy mayor of operations. "Yes, it's a way that we save \$50 million, but more importantly it adds a substantial building block and transforms the way we work."

# Awards & Events

## 2010 Awards:

- [New York City Recognized as Among Top-Ranked Digital Cities in the Country](#)
- [311Online Receives Digital Government Achievement Award](#)
- [HHS-Connect, NYCStat Stimulus Tracker and 311Online Honored at Computerworld's 22nd Annual Laureates Medal Ceremony & Gala Awards](#)
- [New York City Designated as Local Government Citizen-Engaged Community](#)
- Citywide Radio Network recognized by NYC Department of Parks and Recreation for Outstanding Service to the Urban Park Service (UPS).

On May 14, 2010, the NYC Department of Parks and Recreation recognized the DoITT Wireless Technologies unit for outstanding service provided to the agency's Urban Park Service (UPS) ensuring a smooth transition of their existing radio communications to the new UHF network.



## 2010 Events:

- March: [30-Day Report \*Enabling the Connected City\* Press Conference](#)
- March: [Virtual Senior Center Kick Off](#)
- April: Mayor's Cup and Citywide Radio Network support



*Additional image captions can be found on page 72*



# Awards & Events

## 2010 Events Con't:

- June: [Internet Week](#)
- July: [Efficiency Report Press Conference](#)
- September: NYCWiN and the Citywide Radio Network provided support at 9/11 Memorial Ceremony and UN General Assembly
- October: [Microsoft Announcement with Steven Ballmer](#)
- November: [New York City Technology Forum and Excellence in Technology Awards](#)



## 2010 Testimonies:

- [Preliminary Budget](#)
- [Public Pay Telephones](#)
- [Executive Budget](#)
- [Open Data](#)
- [Broadband Access](#)
- [Mobile Workforce](#)



Commissioner Post with James Perazzo, Sudhir Tauro, Prince Gupta, Cindy Chen, Catherine Coy and Chris James at the 2010 Excellence in Technology Awards.

## DoITT at a Glance

Established in 1994, DoITT works to empower New Yorkers and the agencies that serve them with innovative and accessible technology solutions. With more than 1,200 staff at seven locations and an operating budget of \$375 million, each division within the agency offers unique contributions to meeting this goal.

## 1. Financial Management and Administration

The Division of Financial Management and Administration encompasses the core administrative units of the agency.

- *Financial Services*

Financial Services' primary responsibility is to deliver accurate fiscal information regarding City IT initiatives to all appropriate stakeholders. Based on principles of accountability and customer service, the group ensures transparent, efficient and effective stewardship of DoITT's financial resources to advance the City's strategic IT agenda while fostering the use of innovative and cost-effective methods.

- *Procurement/Contracts*

The Office of the Agency Chief Contracting Officer (ACCO) is responsible for managing agency procurement functions and procedures to ensure that agency procurement needs, and quality of goods and services procured, are achieved in a timely manner. The ACCO's Office works closely with its oversight agencies, including the Mayor's Office of Contract Services, the Office of Management and Budget, the Law Department, Small Business Services and the Comptroller's Office, and ensures consistency with the New York City Charter and the New York City Procurement Policy Board Rules.

- *Human Resources*

Human Resources seeks to attract, develop and support a diverse workforce within a collaborative work environment. Through professional assistance to all DoITT staff, Human Resources administers employment status, assists supervisors with hiring, maintains accurate and confidential records and ensures compliance with citywide employment and benefits policies with special attention to civil service law.



The ACCO Unit left to right, Dan Sallitt, Jennie Torres, Barbara Lederman, Jean Blanc, Latanya Ferguson, Evetter Pilgrim, Dorothy Duncan, Margaret Budzinska, Anne Cody, Pratibha Prabhu, Mark Polyak, Eric Macwan, Vito Pulito, Denise Gilliam, Ira Spector, Chris Tormey and Bruce Ribakove.



# DoITT at a Glance

## *Emergency Planning*

DoITT's Emergency Planning unit develops, implements, documents and manages the agency's emergency plans and coordinates its response to emergencies. As mandated by the Citywide Incident Management protocol, DoITT directly supports the Office of Emergency Management (OEM), the Mayor's Office and City agencies during telecommunications and cyber emergencies by assessing and restoring critical IT systems and providing technical support.

## *General Services*

General Services provides a clean, safe, functional and comfortable environment enabling the personnel and equipment supporting DoITT and its customers to perform efficiently and self-sufficiently. General Services develops strategic plans to meet the future space needs of the agency, accounting for both office and data center space.

## *Vendor Management & Citywide Contracts*

DoITT's Office of Vendor Management & Citywide Contracts develops policies and procedures for instituting vendor accountability, and ensures that the City is receiving the level of quality and value expected from the vendor community. Additionally, this office upholds the agency's efforts to research and create new enterprise contracting opportunities, leveraging the City's buying power to provide high-quality, cost-effective services for City agencies, businesses and the public.

## **2. Equal Employment Opportunity (EEO) & Diversity**

The Office of EEO & Diversity is responsible for the intake, investigation and resolution of workplace disputes. The unit specializes in discrimination, harassment, hostile work environment and retaliation complaints, and works to address employee-related concerns effectively, discreetly and professionally.

## **3. General Counsel**

The Office of the General Counsel's mission is to provide professional-quality legal services to all areas of DoITT on matters with legal significance for the management and operation of the agency. While providing counsel to guide sound decision-making, the Office strives to help minimize costs, reduce litigation risks, achieve favorable conditions in City contracts and franchises and ensure compliance with City, state and federal laws, as well as Mayoral and agency directives, policies and procedures.

*Franchise Administration* — focuses on Public Pay Telephone (PPT), Mobile Telecom and Cable Television franchises, working to achieve the most favorable service conditions for New Yorkers and enforcing franchisee compliance with contract terms and applicable laws. This unit works to ensure both the enhancement of mobile phone and other wireless communications services and that franchises maintain the operability, cleanliness and safety of their facilities. The Franchise Administration also encourages the deployment of advanced wireless technologies and ensures that quality video and information services are available to every household throughout the five boroughs.

# DoITT at a Glance



# DoITT at a Glance

## 4. Performance Management and Analysis

The Office of Performance Management and Analysis (PMA) focuses on the performance of DoITT as an organization through the monitoring, development and implementation of metrics and other activities to ensure that strategic direction and agency goals are consistently being met in an effective and efficient manner. The Office supports existing and emerging reporting tools and communicates DoITT's performance measures and progress through dashboards and mandated publications, including Citywide Performance Reporting and the Mayor's Management Report.

## 5. Emerging & Innovative Technologies

The Office of Emerging and Innovative Technologies (EIT) forecasts technology trends and evaluates current and future projects to ensure that new technologies and industry best practices are being leveraged to achieve the best IT and business solutions for DoITT's partners. The Office develops partnerships between the technology industry and City agencies to create events and programs that enhance the accessibility, transparency and accountability of City government.



The Emergency Communications Transformation Program Team on a tour of their new office space at 15 MTC: Ronald Wilner (hidden), Pamela McKnight, Larissa Zhurakovskaya, Janice Broadie, Robert Whalen, Lisa Maluf, Dina Desiderio, Adie Jumbo, Brahim Atlagh, and Gregory Neuhaus.



## 6. Emergency Communications Transformation Program/E911

The purpose of the Emergency Communications Transformation Program (ECTP) is to support and facilitate unified emergency communications services – specifically the call-taking and dispatch functions for the Police and Fire Departments – into shared facilities at two Public Safety Answering Centers (PSACs). ECTP is being led by the Mayor's Office of Emergency Communications. The two PSAC facilities will be supported by systems that will:

- Improve NYPD and FDNY interoperability
- Decrease overall 911 response time by eliminating duplication of effort
- Eliminate single points of failure within the systems
- Create a centralized focus on enhanced redundancies at a core set of 911 facilities
- Update antiquated technologies with integrated, state-of-the-art systems
- Improve agency dispatch to emergencies by ensuring the optimal mix of emergency resources

## 7. IT Services

IT Services provides centralized IT leadership for the continued development and support of infrastructure environments that provide a stable, reliable and secure operating environment for all customers. This includes network, hardware and facility infrastructure, planning, coordination and advancement of technology.



*Additional image captions can be found on page 74*

# DoITT at a Glance

## IT Services Con't

- Network and Telecommunications — *provides City agencies with network infrastructure, data communications connectivity and voice/telephony services.*
- IT Service Delivery — *supplies reliable, high-quality IT services, emphasizing effectiveness and a customer focus.*
- IT Service Management — *generates IT service metrics and employs enhanced reporting tools to create transparency and accessibility for all appropriate stakeholders.*
- IT Systems — *provides system design, build, deployment and senior support services for critical infrastructure platforms including Unix, Linux, Windows, Messaging, Collaboration and Virtualization systems.*
- Data Management and Protection — *provides cutting-edge technology in the fields of database, storage and backup while ensuring the security of all types of data.*
- Data Center Planning — *designs, builds and maintains state-of-the-art data centers that support the City's current and future needs.*
- Mainframe — *provides state-of-the-art mainframe infrastructure on a 24x7 basis for more than 40 City agencies running nearly 200 business applications, including planning, procuring, installing, customizing and tuning the mainframe infrastructure.*
- CITIServ — *modernizes and optimizes the City's IT Infrastructure environment by consolidating disparate data centers, reducing the City's infrastructure footprint, and providing a unified set of shared services to a broad range of City entities.*

## 8. Project Management Services

DoITT's Division of Project Management Services oversees the project lifecycle from idea to implementation. Additionally, this division coordinates inter- and intra-agency issue resolution and serves as a primary point of contact for client agencies.

- Project Management Office — *manages the diverse portfolio of technology projects serving nearly every City agency. All programs, projects and initiatives are managed within the PMS and are regularly monitored by their respective project teams and stakeholders. The PMS applies industry-recognized practices to help guide and implement these projects, and strives to decrease costs while delivering the highest-quality products for all customers.*
- Portfolio Management and Enterprise Architecture — *develops and implements processes to drive objective, forward-looking investment decisions resulting in an IT portfolio—including data, application, infrastructure and networks — with more flexibility and higher business value.*
- Agency Relations Management Services — *acts as the single point of contact on current and prospective IT initiatives for all customer agencies, providing guidance, assistance and advocacy on behalf of City agencies within DoITT. The unit also works to identify common IT needs across agencies to recommend methods for achieving greater efficiencies for all City IT initiatives.*

## 9. IT Security

The DoITT IT Security group, through its Citywide Information Security Program, ensures the overall security of the City's data and information technology assets. Security services are centrally-managed by DoITT for use by City agencies, including perimeter firewalls, intrusion detection, an industry-standard 3-tier hosting model for Internet applications with layered security and citywide malware/spyware protection. The Security Accreditation Process ensures that major applications are securely deployed and private data is protected.

## 10. Telecommunications Policy & Design

The Telecommunications Policy & Design Office develops, maintains and implements a clear and cost efficient set of strategies to ensure that the City's telecommunications infrastructure remains robust and reliable well into the future. Additionally, this unit coordinates with the General Counsel's office and other stakeholders to organize the City's efforts to increase public access to broadband technologies through public computer centers, school programs and expansion of wireless broadband access in parks. The Office is also responsible for charting citywide network strategy and application outreach for NYCWIN and CityNet.

## 11. Wireless Technologies

The Wireless Technologies unit preserves and enhances the City's mission critical communications through access to reliable, resilient and secure wireless voice and broadband data technologies. The team also provides leadership in the areas of development and implementation of long-range wireless communications strategies for the City, and supports regional interoperable communications initiatives through partnerships with local, state and federal entities.



*Additional image captions can be found on page 74*



# DoITT at a Glance

## 12. Enterprise Application Services

DoITT's Enterprise Application Services (EAS) creates technical solutions by designing, developing and supporting applications to meet the business needs of all customers. In this capacity, the EAS team strives to identify and deploy overarching capabilities for common, citywide business functions across numerous channels using key enterprise technologies and tools.

- Application Development — *oversees the solutions architectures, technical design, development, maintenance and support of core applications and data repositories across the City. It serves as the City's internal IT consulting organization for architecting, implementing and supporting new applications and technology solutions.*
- Geographic Information Systems (GIS) — *employs GIS technology to provide agencies with mapping and location-based information, as well as insight into the geographic distribution of services offered and service requests received. GIS offers a variety of services to assist agencies with implementing GIS technology, better equipping them to make informed decisions.*
- Business Analysis and Design — *ensures rigorous requirements analysis, planning and definition to facilitate the design and development of projects and minimize late-stage changes. This involves understanding how an organization functions to accomplish its purposes and defines both business and end-user needs so the entity can effectively provide products and services.*



Enterprise Application Services Division: Simita Brahma, Prince Gupta, Christopher James, Yashin Zhang-Chu, Larisa Ostrishko, Chuantang Chen, Alexander Rubinstein, George Varughese, Douglas Williamson, Sol Kessler, Yan Strizhevsky, Yiding Chen, Victor Veytsel, Jim Zhu, Robert Magee, Arben Alimi, Robert Plikaytis, Ganesh Virupakshan, Steven Bezman, Sum Yin Cheung, Nataliya Khesin, Suresh Kakileti, Vivian Liang, Imran Karim, Asha Kapadia, Michelle Coke, Aarti Shan, Steven Matthews, Alexis Baraghoshi, Chelsia Tam, Sanjay Patel, Uma Vedagiri, Leejo Kallikaddan, Estive Raphael, Yitzchock Friedman, Hui Yang, Robert Sklar, Jennifer Brisbane, Shirli Mayo, Sylvia Nomberto, Christina Sarkissian, Gregory Soto, Igor Kotler, Subhash Mathew, Maya Feldman, Allegra Diaz, Rakhil Zaslavchik, Hailin Li, Hakan Eren, Angela Gelman, Gregory Dvorkin, Svetlana Komis, Darryl Campbell, Vadim Chimirev

## 13. Web & New Media

The Office of Web & New Media Operations helps coordinate news and information to New Yorkers through the City's existing and emerging media channels, including Web, mobile applications and other platforms. This office also works to further DoITT's efforts to develop innovative open government, expand the use of technology to support economic development initiatives and develop new and innovative methods for deploying Web and other new media tools for outreach and citizen engagement.

- Digital Media Operations — *serves as the operational mechanism to deliver and maintain the format, content and style of the NYC.gov homepage and its associated Web delivery tools.*

## 14. Policy, Planning and Communications

The Policy, Planning & Communications (PP&C) Office is responsible for guiding DoITT's strategic direction, undertaking innovative, specialized projects and pilot programs, facilitating collaboration and partnerships across the public and private sectors and coordinating the agency's press, legislative and external affairs.

- Strategic Planning, Policy & Business Development — *enhances collaboration and communication between internal stakeholders – such as City operating and oversight agencies – with the local IT community both in the private, not-for-profit and academic sectors, and with partners regionally, nationally and globally.*
- Communications — is divided into two sub-units:
  - o Intergovernmental Affairs — *liaises between DoITT, City Hall and other City, state and federal agencies, offices and officials; prepares agency testimony; and formulates responses to proposed and pending technology and telecommunications legislation.*
  - o Press Office — *drafts speeches and remarks for the DoITT Commissioner and other executive staff members for public events; prepares agency press releases marking significant accomplishments and achievements; and coordinates and presents responses to press/media inquiries.*

# Looking Forward

## DoITT Roadmap for 2011

This Annual Report accentuates the transformational nature of DoITT's activities in 2010. For an agency less than 20 years old, DoITT has already navigated an unprecedented growth spurt, evolving from a back-office mainframe computer shop into prominence as a core showcase for innovation.

To accomplish the ambitious mandates and goals for this agency supported by the issuance of Executive Order 140, DoITT is creating a **Roadmap** for each agency division. The projects and initiatives reflected in the document are compiled from public documents issued since the appointment of Commissioner Post, namely the 30-Day Report, *Enabling the Connected City*, the chapter on IT Consolidation from the June 2010 report *Maximizing Efficiency in NYC Government*, new priorities that have emerged, and other sources. The Roadmap also reflects the output from a staff retreat held this past summer specifically to align the agency's diverse divisions and offer common, clear direction for staff concentration for 2011.

The Roadmap lifts the combined priority objectives and attaches quarterly timeframes to their measurable progress. The elements contain a mixture of customer-facing (both internal and external), foundational infrastructure and administrative enhancements, all designed to advance the Mayor's goals of efficiency and effectiveness. Featured are:

- The inauguration of the City's 21<sup>st</sup> century consolidated data center,
- A continual examination of DoITT's policies and practices through re-invigorated governance mechanisms,
- Vigilant stewardship over projects and vendors,
- More accessible and accountable rendering of resources and services to partners and the public,
- The establishment of open government principles,



- The driving of initiatives that further mGovernment<sup>1</sup> and the personalization of government e.g. MyNYC.gov, and
- In the spirit of *NYC Simplicity*, the reduction of the barriers to doing business with the City for small developers and entrepreneurs in the IT community.

Together with CIO colleagues across the City, nationally and around the world, DoITT will adapt and deploy technology solutions that meet our customers' operational objectives, while ensuring that the City retains its leadership position in the global IT arena in 2011 and beyond.

<sup>1</sup> mGovernment is the extension of eGovernment to mobile platforms



## Additional image captions

### Page 13

Photo 1: Sarah-Jane Richardson, Gregory Joseph, Jonathan Yee and Mohamed Khan consult on an incident reported to the CityWide Service Desk.

### Page 15

Photo 1: In the DoITT jacket, Rich Ramierez, Wireless Technologies Supervisor provides technical support to the DEP Police.  
Photo 2: Shahran Asim, NYCWiN Engineering Manager displays the DEP AMR program's Data Collection Unit (DCU).

### Page 19

Photo 1: Henry Lukacik, 800MHz Radio Systems Telecom Specialist tests signal strength levels.  
Photo 2: Kenny Pescetto, 800MHz Radio Systems Programmer programs mobile radios in a NYC OEM Command Vehicle.  
Photo 4: From left to right, Kate Hohman, Jose Carvajal, Peter Lowery, Deirdre Flynn and Andrew Casey of the Telecommunications Policy & Design team.

### Page 28

Members of the ECTP team: Janice Broadie, Robert Whalen, Lisa Maluf, Dina Desiderio, Adie Jumbo and Hendrik Strydom.

### Page 31-32

Photo 1, Page 31: The NYC.gov team, from left to right: Ivan Araque, Iouri Levitski, Chris Long, Jacqueline Baertschi, Roy Shimmyo, John Macek, Sharon Winberg, Katie Grim, Amra Alic, Hui Yang, Visham Subrath, Tin Lau.

Photo 3, Page 31: Albert Webber and Gary Alden of the Web & New Media team work on the NYC DataMine.

Photo 2, Page 32: From left to right, Tin Lau, John Macek, Gary Alden, James Perazzo and Albert Webber are the team responsible for maintaining the NYC DataMine.

Photo 4, Page 32: The GIS team from left to right, David Litvak, Yitzchok Friedman, Mohammed Rahman, Matt Lipper, Frank Chen, Suresh Kakileti, Kyle Weingart, Doug Williamson, Robert Sklar, David Galbraith, Colin Reilly; (seated left to right) Tim Keane, Jennifer Brisbane, Sarah Haskins, Reuven Cohen; and (not pictured) Cristina Sarkissian.

### Page 37

Photo 1: From the Agency Relations Management Services team Jeff Krupski and Daniel Starobin; and (not pictured) Terrance Stroud.

Photo 2: From the Enterprise Architecture and Portfolio Management team from left to right, Sudhir Tauro, John Adams, Shella Parvez, Andrew Nicklin, Shannel White, Benjamin Chen and Robert Quinones.

### Page 40

Photo 1: Left to right, Helen O'Sullivan, Fred Badalamenti and Amy Ng from the Performance Management and Analysis Unit.

### Page 56

Photo 1: DoITT staff at the 2010 DoITT Retreat.

Photo 2: DoITT staff at the 2010 DoITT Retreat.

Photo 3: DoITT staff at the 2010 Employee Recognition Ceremony.

Photo 4: DoITT staff at the 2010 Employee Recognition Ceremony.

### Page 61

Photo 1: Commissioner Post, Lauren Abramson and James Perazzo at the 22nd Annual Computerworld Honors Medal Ceremony & Gala Awards.

Photo 3: From left to right, Kevin Jeffrey, Deputy Commissioner of DPR Public Programs, Don Torchon and Felix Melendez, from the Citywide Radio Network team, being recognized for Outstanding Service to the Urban Parks Service (UPS).

### Page 62

Photo 1: Doug Williamson and Sarah Haskins from the GIS team demonstrating NYCityMap at Internet Week.

Photo 4: The 311Online and iPhone App team receiving the "Enabling the Connected City Award" and the City's Excellence in Technology Awards.

### Page 66-68

Photo 1, Page 66: Members of the Employee Recognition Committee at the Ceremony in November, 2010.

Photo 2, Page 66: Commissioner Carole Post and First Deputy Commissioner Jim Fowler.

Photo 3, Page 66: Geraldine Sweeney, Nick Sbordone, Nate Little, Diana Petty, Ellen Stein and Robin Peskin of the Policy, Planning & Communications Team.

Photo 1, Page 68: Staff at DoITT's 2010 Holiday Party.

Photo 2, Page 68: Deputy Commissioner Brett Robinson at the Employee Recognition Ceremony in November 2010.

### Page 70

Photo 1: Staff at the DoITT Retreat.

Photo 2: Activities at the DoITT Retreat.

