

NYC

**Information
Technology &
Telecommunications**



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Mayor

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30 DAY REPORT

Enabling the Connected City

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Inside Front Cover

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Executive Summary

"I think this Agency is going to have a greater impact, not just in the next four years, but for a few decades at least going forward, than maybe any other. The potential that can come out of this Agency really is mind-boggling."

-Mayor Michael R. Bloomberg (December 30, 2009)

Background

On December 30, 2009, Mayor Bloomberg directed his new DoITT Commissioner, Carole Post, to conduct a top-to-bottom review of the agency and report back in 30 days. This document is the result of that review. It was intended to see if DoITT is structured to achieve its objectives, and to make recommendations for changes needed to achieve its goals.

The 30-Day Report is the outgrowth of an in-depth assessment of the Agency's composition and capabilities, informed by an extensive range of conversations with DoITT's key stakeholders, both internal and external.

Report Summary

This report envisions DoITT as the City's business-enabling technology provider. In support of the Mayor's ambitious agenda for the next four years, DoITT will position itself as *the* IT service delivery leader and will facilitate its City partners' efforts to solve business problems in transformational ways to support the Mayor's vision for a "Connected City." As expressed in his announcement of October 1, 2009, the "Connected City" initiatives will introduce new technology capabilities, spanning all aspects of City services and altering the ways the public will interact with – and expect the delivery of services from – City government. DoITT is ideally positioned to drive these technology changes throughout the enterprise.

To ensure that DoITT can fulfill this charge, the Agency will work to consolidate IT infrastructure, enable online services, establish enterprise solutions for citywide functions, and make resident-to-government and business-to-government interactions easier and more efficient.

This direction requires DoITT to focus on its core competencies, shedding activities and functions that are not central to its mission of delivering exceptional IT and

telecommunications services. Indeed, at a number of points in Agency history, rapid expansion trumped a logical growth strategy. Fifteen years after its formation, DoITT has reached a critical juncture. Today, the Agency has a crucial need to be flexible and nimble, emulating the technology landscape it navigates. Accordingly, its focus now needs to shift from the fully-established programs it nurtured to enterprise IT consolidation and the institution of emergent technologies. There will be challenges. Long-established organizational structures will be assembled differently and processes will be changed to support new priorities. Fragile infrastructure issues will be addressed, and well-articulated governance policies will ensure alignment with customer and business objectives.

To sharpen DoITT's focus on its core mission, it is recommended that certain DoITT functions be shifted to more appropriate City business owners. Simultaneously, new offices and functionality will be incorporated into DoITT's existing structure to support its greater role in enterprise IT and infrastructure consolidation.

The initial assessment and recommendations that follow are aimed at ensuring Mayoral and City agency priorities can be met. Working with stakeholders, over the next 100 days, the Agency will be implementing the first stages of its recommendations while simultaneously conducting a deeper and more intensive examination of the processes and projects central to its mission. The outgrowth of this work and more detailed recommendations will be provided at that time. The 30-Day Report lays the groundwork for DoITT's future state, positioning it for success in the years to come.

Approach

The 30-Day Report is the product of an inclusive, rapid-response process informed by input from key stakeholders both in and outside of City government. DoITT staff at all levels was encouraged to participate in compiling a comprehensive Agency review, and a layered methodology was constructed to accommodate their input. First, every unit was asked to provide an analysis of its operations, detailing background, an assessment of the previous four years, current objectives, ideas for improvements, and suggested measurements for success. Based on this input, a set of key themes was developed and presented as a framework for 30-Day Report recommendations. The output, presented here, was aligned with the principles enumerated by the Connected City Initiative and DoITT's recently updated IT Strategic Plan, *PlanIT*. Finally, specific recommendations were developed to represent necessary action and implementation steps.

Themes and Recommendations

The following themes embody the context for DoITT's service delivery strategy and frame future activities. The Recommendations for action that emerged are organized according to the six themes represented in the figure below.



1

“**Delivery Strategy**” refers to DoITT’s core service delivery initiatives. These initiatives underpin the critical work necessary to meet the City’s technology needs and provide the highest quality customer service. Successful execution is supported and shaped by the other components of the framework described below.

Recommendations:

Foundational Infrastructure – implement and maintain the City’s technology backbone.

- Address data center space and power constraints through the Citywide IT Infrastructure Services initiative (CITIServ).
- 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 Agency-wide space reallocation study to meet current and future space needs.

Enterprise Initiatives – ensure the City cost-effectively implements and maintains critical citywide systems.

- 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.

Agency Initiatives – provide expertise, guidance, common processes and tools required for the successful implementation of agency-specific business applications.

- 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.

Emerging Innovation – ensure the City applies the best tools available by evaluating and promoting new technologies.

- 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.

2

“Accountability” refers to DoITT’s responsibility to be fully answerable to support the Mayor’s mandate. Roles and responsibilities will be clarified and objective performance metrics established.

Recommendations:

- 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.

3

“**Asset Stewardship**” refers to DoITT’s role to efficiently and cost-effectively develop and manage the City’s technology resources, including human resources, data centers, networks, hardware, and software – ensuring sound financial investments throughout.

Recommendations:

Fiscal Assets – optimize the management, integrity, and efficiency of expense, capital and revenue dollars.

- 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.

IT Assets – identify and leverage the City’s extensive technology inventory.

- Conduct and maintain a comprehensive IT asset inventory.

Telecommunications Assets – effectively manage Telecommunications Franchises.

- Introduce a new “information service” franchise category.
- Negotiate terms of franchise extension with public pay telephone companies.
- Encourage the introduction of advanced designs and capabilities for public pay telephones.

- Develop solicitation for new mobile telecommunications franchisees to support continued franchise growth.

Vendor Assets – ensure that vendors provide value-add services and are managed to accountability standards.

- Implement new policies, procedures, and standards for managing vendor performance.
- Improve procedures for sharing vendor performance information across agencies.

4

“Workforce Development” refers to growing DoITT into a rewarding and desirable career destination, able to draw upon the vast technical expertise available within and beyond New York City.

Recommendations:

Resource Management – improve the utilization of DoITT’s in-house resources.

- Increase Agency-wide adoption of a resource project management tool.

Professional Development – enhance the capabilities of DoITT’s internal resources.

- 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.

Communications – harness the potential of DoITT personnel by providing them with information and the means to share ideas and maximize their impact.

- 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.

5

“Professional Profile” refers to DoITT’s unique brand that will be clearly articulated for its customers – an image that should connote excellence in service delivery and professionalism for internal and external stakeholders.

Recommendations:

- 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.

6

“Great Service. Great City.” summarizes the driving force behind DoITT’s – and ultimately New York City’s – work: Customer Service.

Recommendation:

- Work with the Mayor's Office of Operations to support the "Great Service. Great City." customer service initiative.

In the 21st century Connected City, there is a near-universal expectation that government serve all customers – whether internal or external – any time of the day or night and in any language. To meet this expectation, DoITT will advance its Delivery Strategy, while focusing on Accountability, Asset Stewardship, Workforce Development, and a Professional Agency Profile. To pursue these goals in an optimal manner, DoITT will pare its excess functions – many of which are important, and most of which were acquired because of previous successes – concentrating instead on fostering core competencies. The result will be a leaner organization, better able to drive targeted, effective IT development across the enterprise, further enabling New Yorkers and the City that serves them.

Introduction – Enabling the Connected City

Mayoral Mandate

On December 30, 2009, Mayor Michael R. Bloomberg directed new Department of Information Technology and Telecommunications (DoITT) Commissioner Carole Post to conduct a top-to-bottom review of the agency, using the findings to make recommendations on how DoITT can best achieve the Administration's goals.

Primary among these goals is Mayor Bloomberg's Connected City Initiative. Consistent throughout the initiative is the continued push toward innovation that has marked the previous eight years.

DoITT will be held accountable for ensuring the success of the Connected City Initiative, along with its other information technology and telecommunications service responsibilities. This 30-Day Report assesses the Agency's capacity to support the City's business objectives and presents recommendations that will ensure its overall success.



DoITT's Evolving Role

Established by Local Law 24 of 1995 as the City of New York's information technology and telecommunications agency, DoITT's role as a centralized organization has evolved as technology changed and the business demands for its use have increased citywide. The Department has taken on multiple roles over the years, acting today not only as an IT service provider and support organization, but also a technology advisor and quality assurance organization for the City's agencies. To adequately fill these roles, DoITT has expanded in size and scope since the start of the Bloomberg Administration.

When the Mayor took office in January 2002, DoITT administered public pay telephone and telecommunications franchises for the City, and hosted various mainframe-based applications for City agencies. Neither New York City nor its municipal government is the

same as it was more than eight years ago. During its evolution, DoITT has broadened its interactions with City agencies. In its infancy, DoITT acted as a utility, providing reliable, low cost infrastructure support by leveraging economies of scale. In response to technological advances and the City's transforming business needs, DoITT began engaging with other agencies to analyze business processes and develop recommendations to leverage buying power and implement technical solutions in response to City agency requests. The Department's role has since evolved to serve as an authoritative technology resource with the goal of enabling an accessible, transparent, and accountable New York City.

Today, New York City government is increasingly required to be available anytime, from anywhere, in multiple languages, through mobile devices and via applications running on various platforms. There is an unprecedented need for increased vigilance to assure public safety, and for maintaining reliable networks and data systems that facilitate instant communications and that are robust, highly available, and secure. At the same time, the City has and continues to provide unparalleled levels of transparency and access to information for the public.

Given these considerations, the 30-Day Report affords DoITT the opportunity to step back and assess the organization as it now stands, providing recommendations to ensure it successfully delivers over the next four years.

Developing the 30-Day Report

In developing this report, DoITT staff members at all levels participated in shaping and informing a holistic Agency review. Accordingly, every unit was asked to provide a significant analysis of its operations, detailing an assessment of the previous four years, current objectives, recommendations for improvements, and measurements for success. To complement these internal assessments, DoITT also solicited a number of external stakeholders, including City Hall leadership, members of the City's Chief Information Officers Council, agency partners, and other jurisdictions. In addition, the 30-Day Report builds upon the comprehensive strategic plan developed by DoITT in 2008, *PlanIT: Better Government through Customer Service*. Based on this input and in concert with the principles of accessibility, transparency and accountability, a set of key themes was developed and presented as a framework for the 30-Day Report recommendations.

This framework will help structure DoITT's approach to identifying challenges and building upon successes in support of the City's priorities. Going forward, this framework will also be integral as the Agency develops a longer-term strategy for targeted and innovative technology and telecommunications, enabling the Connected City for this and future generations of New Yorkers.

Assessment and Recommendations

Following is an assessment and recommendations that DoITT will pursue over the next four years, as well as proposals the Agency will explore based on priority of resources and support from stakeholders and partners. These are set forth and organized according to six themes represented in the figure and described in detail below.



“Delivery Strategy” refers to the set of service delivery initiatives that are core to DoITT’s mission. Through these initiatives, DoITT provides key IT services to the agencies (e.g., CITIServ) and to the public (e.g., NYC.gov). These initiatives lay at the heart of the framework and are supported and shaped by the other components of the framework described below.

“Accountability” refers to DoITT’s responsibility to be fully answerable to support the Mayor’s mandate. Additional measures will be implemented to establish accountability, including an enhanced, consistent, and objective set of performance metrics to assess how well DoITT delivers upon its role.

“Asset Stewardship” refers to DoITT’s role to efficiently and cost-effectively develop and manage the City’s technology resources, including human resources, data centers, networks, hardware, and software – ensuring sound financial investments.

“Workforce Development” refers to growing DoITT into a rewarding and desirable career destination, able to draw upon the vast technical expertise available within and beyond New York City.

“Professional Profile” refers to DoITT’s unique brand that is clearly articulated for its customers – an image that should connote excellence in service delivery and professionalism for internal and external stakeholders alike.

“Great Service. Great City.” summarizes the driving force behind DoITT’s – and ultimately New York City’s – work: Customer Service. Mayor Bloomberg has established a legacy of improving customer service using technology, the result of which has been a City that is smarter, more connected, more transparent and more responsive than ever.

1 Delivery Strategy

"The way to gain a good reputation is to endeavor to be what you desire to be."

-Socrates



To effectively execute on its roles and responsibilities, DoITT has defined a delivery strategy that focuses on four key components.

1. Providing the City's Foundational Infrastructure – implement and maintain the City's technology backbone upon which all business applications and telephony relies.
2. Leading Enterprise Initiatives – ensure the City cost effectively implements and maintains citywide systems that are critical to multiple programs.
3. Supporting Agency-Specific Initiatives – provide expertise, guidance, common processes and tools required for the successful implementation of agency-specific business applications.
4. Evaluating and Promoting the Use of Emerging Innovation – ensure the City leverages the best technologies available to serve its customers.



This delivery strategy assists DoITT staff in prioritizing the critical work necessary to ensure the City provides the highest quality services. To achieve these goals, DoITT has identified a set of recommendations that will increase its overall effectiveness as the City's technology service provider and business enabler.

1. Provide the City's Foundational Infrastructure

Given the rapid changes in the information technology and telecommunications fields and increasing customer demands for improved service, DoITT must modernize and maintain the City's foundational infrastructure. This infrastructure includes the data centers, network switches and routers, storage, servers, circuits, and cables that are the heart of IT service delivery.

To strengthen the City's critical foundational infrastructure, the Agency will focus on data center operations that support all City business applications; the enterprise architecture methodology that guides infrastructure planning and operations; the City's network that supports voice/telephony, Internet and emergency interoperability capabilities; *NYC.gov* which provides a critical customer gateway to all City services; IT shared services; and employee space needs.

Data Center Services

DoITT's data centers house critical computing resources in controlled environments, under centralized management, enabling 24x7 operations. DoITT's data center operations have evolved rapidly in the last three years to accommodate various enterprise application environments requiring distinct operating systems and hardware platforms. This growth was largely reactive and thus unplanned, which resulted in complex and disparate environments that have been expensive to manage and maintain.

Today, DoITT operates four main data centers, which together host more than 400 applications across nearly 90 City agencies and entities. These locations have grown organically, and each currently has significant power, cooling and or space constraints. A new data center in downtown Brooklyn (approximately 11,000 square feet and 1.2 kilowatts of power) is currently in the planning stages to address these constraints



as well as to provide a footprint for the Citywide IT Infrastructure Services initiative (CITIServ), which is focused primarily on data center consolidation.

Historically, DoITT's Wintel, UNIX, Mainframe, Network and Facilities units had their own processes for allocating space and installing equipment in the data

center, leading to inefficiencies in power, cooling and space utilization. As part of strengthening the City’s technology infrastructure, the Agency creates and implements strict process control and documentation, which can prevent unplanned downtime incidents. Going forward, DoITT will utilize state-of-the-art monitoring and control devices, and power conditioning equipment, ensuring equipment is correctly sized to support the data center load and maximizing savings in electrical consumption.

In addition, the Agency will enhance its Disaster Recovery Plan to safeguard DoITT’s vital records and to guarantee the availability of essential IT services. As with data center operations, disaster recovery planning is an integral and tightly-coupled service within CITIServ. A major constraint in this area has been the lack of a redundant data center facility. A consolidated data center environment will reduce costs, leverage economies of scale and improve disaster response. CITIServ is described in greater detail in the Enterprise Initiatives section below.



Enterprise Architecture

The modernization of New York City’s foundational IT must be guided by a common Enterprise Architecture (EA) that ensures all technical infrastructure components work together in the most cost-effective and efficient manner. EA is characterized by a disciplined approach to technology decision-making which provides a cross-domain perspective. DoITT will leverage EA practices to better align its IT investments, support its negotiation practices and achieve a more strategic approach toward software licensing and IT hardware acquisition. The City’s approach will integrate a knowledge of emerging technologies, assessment of business needs, and improved utilization of assets with current and future IT procurement intent.

Network Infrastructure – Voice/Telephony and Internet Services

DoITT provides City agencies with network voice and data communications connectivity through CityNet (the City’s institutional fiber network). Today nearly 55,000 telephones – approximately one-third of the City’s telephone lines – are DoITT-managed. On the data side, most Mayoral agencies depend on redundant

Internet connectivity provided by DoITT – the Department hosts email for 35,000 users at some 40 agencies, processing 1.3 million emails daily – and the ever-increasing number of services provided to the City’s customers have doubled bandwidth requirements.

With increased requests for enhanced Internet services such as live video streaming, on-demand video, Voice over Internet Protocol (VoIP), and integrated voice response (IVR) call taker systems, the amount of data flowing over CityNet has exploded. The data storage and data replication growth over the past five years has also increased by approximately 800%, necessitating enhancements to a network that has operated since 2004 without upgrades. Today, most of the available bandwidth on CityNet has been exhausted, limiting its capacity for new requirements from multiple agencies. Therefore, if the network is not upgraded, this limitation will result in the need to lease carrier circuits, adding recurring costs to the City.

Going forward, DoITT will continue to mature and expand its core video, IVR, and VoIP capabilities by identifying and upgrading end-of-life equipment. The Department will continue to build core competencies that will be critical to bringing agencies onto the CityNet backbone rapidly, and for the implementation of citywide VoIP and video-conferencing capabilities. Centralizing, virtualizing, and streamlining environments to reduce dependencies from carrier services to maximize savings for the City will be an Agency priority.

Network Infrastructure – Emergency Interoperable Communications

The Agency’s Public Safety Radio Communications Program is focused on regional interoperability, Federal mandates, and Homeland Security initiatives. With the City’s Office of Emergency Management (OEM), DoITT co-chairs the New York City Interagency Communications Committee (ICC), a regional consortium of public safety entities which oversee the New York City Urban Area’s public safety interoperable communication needs. ICC

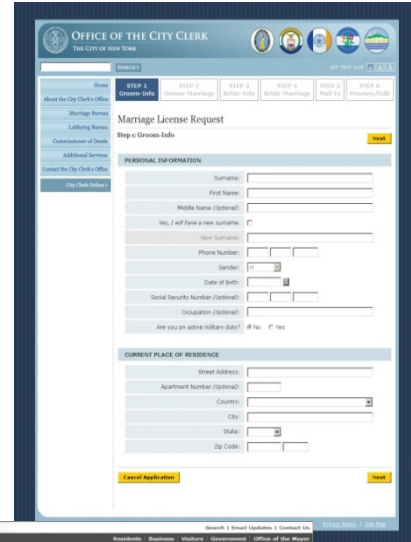


membership spans more than 40 local, State and Federal agencies and more than 130 members from law enforcement, fire services and emergency management entities. Through the ICC, DoITT is coordinating implementation of a regional radio cache and installation of a fixed gateway in the New York City Urban Area. When complete, this gateway will enable regional first responders to communicate more

effectively, using their existing radio systems, when responding to large-scale emergency events.

NYC.gov Infrastructure

The portal application hardware and software versions of the City’s official website, *NYC.gov*, are outdated and cannot adequately support the City’s current business needs. The site’s environment today includes its portal application and more than 130 sites for City agencies, offices, boards, authorities, special initiatives and more.



Since its launch in 1996, *NYC.gov* has been a primary means by which the City and its customers interact, and now attracts approximately two million unique visitors each month. From its origin, hosting standard sites and applications – such as the *NYC.gov* home page, the Photo Gallery, NYCityMap, the Citywide Events Calendar, and the *NYC.gov* News subscription service – the *NYC.gov* portal application has grown to become home to a wide array of sophisticated applications. These more complex applications include 311Online, Business Express, ACCESS NYC, eLobbyist, SCOUT on the Web, and the City Clerk online system.



As a result of this increased complexity and usage, it is crucial that the *NYC.gov* infrastructure be modernized. In so doing, the *NYC.gov* portal applications will be revised to reside in independent “containers,” allowing problems to be easily identified, isolated, and fixed, thereby eliminating instances where issues with one application adversely impact all applications. This change will allow *NYC.gov* to better meet its current business needs and also position it to handle, in an agile and efficient manner, anticipated growth and expanding user expectations.

IT Shared Services

DoITT provides IT and telecommunications for many agencies in the form of “Shared Services,” whereby a uniform set of services is delivered to many different agencies to optimize efficiencies and reduce costs.

By leveraging these shared services, agencies are relieved of the burden of implementing and managing certain infrastructure, and may access hardware and software that might otherwise be cost-prohibitive. This also assures consistency of security standards and efficient use of other infrastructure needs such as power and air conditioning, making the City's overall city IT infrastructure greener.

The key shared services that DoITT currently provides City agencies, and will expand upon, include:

- Analytics/Business Intelligence
- Automatic Vehicle Location
- Call Center
- Correspondence Tracking
- Customer Relationship Management
- Data and Storage Management
- Data Services (Circuits)
- Datashare
- Desktop Support
- Disaster Recovery and Contingency Management
- E-Discovery
- Email
- Enterprise Content Management
- Enterprise Integration Services
- E-Payment Service
- Geographic Information Systems
- Hosting Services
- Integrated Voice Response
- IT Procurement
- IT Security Services
- IT Service Desk/ESM
- Mobile Applications
- Network and Telecom
- Portal Services
- Program/Project Management
- Quality Assurance Services
- Telecom Life Cycle Management (Pinnacle)
- Video Conferencing
- Voice Services
- Voice over Internet Protocol

To improve access to these services, a new effort is underway to present DoITT's services in a more consistent, user-friendly way to client agencies through an updated Service Catalog. Meeting industry standards, the Service Catalog will provide the information necessary for agencies to clearly understand the available services, the value they provide, associated performance metrics for each service, and relevant DoITT and agency responsibilities. Key information in the service catalog will include: service description, offering definition, service delivery goals and responsibilities, service metrics, governance model, request process, and training options.

Another shared service is centralized IT procurement. The City has benefited from strengthening DoITT's procurement hand with hardware and software vendors by leveraging enterprise volumes and, with the Law Department, by accumulating an experiential base for negotiations. These efforts will continue.

Employee Space Needs

DoITT’s current office seating is inadequate to meet present staff needs and is complicated by having multiple, disconnected sites. As staff and outside personnel are retained for project support, the necessary office space has not always been appropriately identified or available. The consequence is overcrowding in some locations and underutilization in others, often resulting in the division of project teams across multiple locations. To address these inefficiencies, DoITT will undertake an Agency-wide space reallocation/restacking analysis to more closely align groups that are better served with proximity. Going forward, space optimization will remain an area of focus.



Foundational Infrastructure Recommendations

- Address data center space and power constraints through CITIServ.
- Enhance Disaster Recovery plans through CITIServ.
- Execute the Enterprise Architecture program to prioritize and align IT investments.
- Rationalize and upgrade core network, video, IVR, and VoIP 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 Agency-wide space reallocation study to meet current and future space needs.

2. Lead Enterprise Initiatives

Commensurate with DoITT’s explosive growth, Agency staff expertise has expanded to encompass the depth and breadth of talent required to lead complex enterprise initiatives – from business requirement definition and system procurement, through design and implementation.

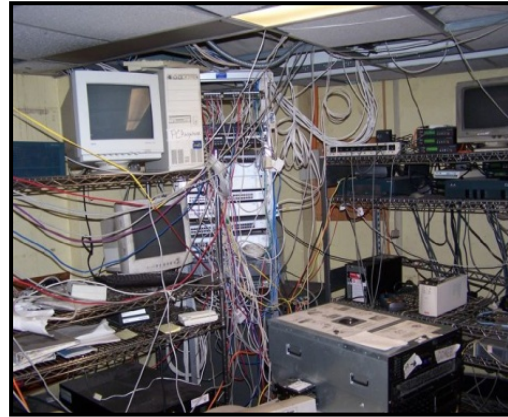
Moving forward, the Agency’s role will continue to evolve. The next-generation DoITT will become *the consolidated IT utility*, with efficient, reliable, and responsive technology supported by effective processes and highly-qualified resources. This will enable DoITT’s client agencies to focus more effectively on their core agency missions and result in a reduction of both cost and risk to the City.

DoITT will enhance its enterprise initiative leadership and management skills by improving access to shared services, implementing improved enterprise governance mechanisms and

improving coordination with and support from City stakeholders and decision makers. Several of the key DoITT enterprise initiatives are described below.

***Citywide IT Infrastructure Services –
Data Center Consolidation***

New York City’s IT infrastructure is highly-fragmented. There are currently more than 50 unique operating data centers serving nearly four dozen City entities. Many of these data centers are located in prime commercial real estate space in lower Manhattan and downtown Brooklyn. More problematic is that the vast majority of these sites are woefully obsolete in terms of technology and facilities. Having dozens of City entities separately employ the varied resources and skill sets necessary to maintain individual data centers is highly inefficient.



Current data center inefficiencies



Improved data center facilities

In early 2009, DoITT launched the CITIServ program to architect, design and build a standardized infrastructure environment comparable in scope and features to those of leading industry IT providers. This environment will be used to deliver a unified portfolio of services to agencies citywide. By consolidating most of the City’s existing data centers, the City will reduce its infrastructure footprint and provide common technology infrastructure services to City agencies. In 2010, DoITT will launch the first Phase of CITIServ services (Service Desk, Hosting, Storage, Email, Virtualization and Network) with a first wave of agencies. Longer-term, benefits of CITIServ will include:

- Lower total cost of operations – By achieving economies of scale the City can reduce energy and facilities costs, savings that agencies can apply elsewhere.
- Reduce energy consumption and CO₂ emissions – Implementing CITIServ will do as much to reduce the City’s CO₂ emissions as will planting 1,000,000 trees, helping achieve the *PlaNYC* goal of reducing City government’s carbon footprint by 30 percent by 2017.

- Strengthen security – CITIServ will allow the City to strengthen the physical security and cyber security of its data, while also improving its ability to respond to emergencies.
- Improve services for agencies – Providing 24x7 disaster recovery capabilities and improved reliability and performance will allow agencies to devote greater focus to their core business missions, rather than to IT management.

New York City Wireless Network and Citywide Radio Network

The New York City Wireless Network (NYCWiN) and Citywide Radio Network (CRN) now provide enterprise-level wireless services to City agencies and eliminate the need to build agency-owned and maintained systems.



NYCWiN is a broadband wireless infrastructure created to support public safety and other City operations. It is a dedicated, highly-secure and redundant wireless network that provides government users real-time access to high-speed voice, video, and data communications throughout the five

boroughs. NYCWiN provides City users with wireless access to the Internet, CityNet, and various State and Federal computer databases. This capability allows users to access a myriad of agency systems and applications on laptops and handheld devices in the field.

NYCWiN has already enabled change in the way that New York City government provides services – and the manner in which customers receive them. One example is the Department of Environmental Protection (DEP), which is using NYCWiN to remotely capture water meter readings. With 20% of the total meter installations completed, DEP has already achieved a 40% increase in meter reading efficiency, freeing up agency resources for other tasks – and most importantly, improving service to New Yorkers.

Other planned uses include installation of 8,000 traffic controllers for the Department of Transportation to remotely monitor traffic signals; and installation of NYCWiN modems in all police, ambulance and fire vehicles giving the City’s first responders the capability to download mug shots, fingerprints, building plans, medical data, and more. With the Department of Education (DOE), DoITT is also working on a pilot program to test automatic vehicle location technology in school buses, as mentioned by Mayor Bloomberg in January’s State of the City Address.

These initiatives provide the necessary connectivity to agency back-end systems, all of which save the City from the costly rollout of agency-owned systems and the expense associated with commercial carrier fees.

To improve mission critical voice communications, DoITT recently established the Citywide Radio Network (CRN), which is capable of both analog and digital communications. The CRN design employs state-of-the-art simulcast technologies to significantly enhance radio coverage within the five boroughs, as well as unprecedented coverage into the waterways surrounding the City. The network also provides expanded coverage and capabilities to the Fire Department and the Emergency Medical Service, as well as the Departments of Correction, Transportation, Sanitation, Parks and Recreation, the Health and Hospitals Corporation, the New York City Sheriff's Office, and OEM. The network is immediately planned to carry 15,000 subscribers from these agencies, a majority of which have already completed migration onto the network. Agencies have begun decommissioning legacy radio systems – translating into real savings associated with landlines, site leases and maintenance contracts, which are in the process of being cancelled. Agencies have also started to realize the benefits of a consolidated enterprise-level infrastructure, including enhanced coverage, capacity and mission critical interoperability.



Emergency Communications Transformation Program

The Emergency Communications Transformation Program (ECTP) was initiated in 2004 to address the needs of the City's emergency public call taking and dispatch operations that arose out of the September 11, 2001 attack and the August 2003 power outage. ECTP's purpose is to consolidate the City's 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). These two facilities will be supported by systems that will improve interoperability; decrease overall response time by eliminating duplication of effort; eliminate single points of failure within the systems and create a centralized focus on enhanced redundancies at a core set of 911 facilities; update antiquated technologies with integrated, state-of-the-art systems; and improve agency dispatch to emergencies by ensuring the optimal mix of emergency resources.

ECTP Stage 1 entails the completion of public safety agency migration to the PSAC 1 facility. Integrated Police, Fire, and Emergency Medical Dispatch communications services, totaling approximately 330 personnel, are targeted to fully occupy PSAC 1 this year. Stage 2 includes the complete construction and commissioning of PSAC 2, targeted for completion by the end of 2013.

Geographic Information Systems

DoITT’s Geographic Information Systems (GIS) unit hosts, maintains and provides a geographic base map to support GIS and mapping applications for City agencies. This infrastructure includes services for address validation, geocoding and coordinate transformation, along with a mapping framework that DoITT is standardizing across all City mapping applications to achieve greater efficiencies. Leveraging open source software solutions, this framework is preconfigured with City data and provides common functionality to City agencies, allowing them to shorten the development lifecycle on mapping applications of their own. DoITT’s NYCityMap application can also be readily utilized by agencies to publish data and information publicly without incurring development costs. The Agency’s geographic data holdings have, over time, been expanded to include aerial and oblique-angle photography and additional geographic layers, data which are utilized to support City operations, planning, analysis, policy making, information dissemination and public safety.

HHS-Connect

Based upon the success of ACCESS NYC – which allows New Yorkers to screen themselves online for 35 City, State, and Federal human services benefit programs, in seven languages – in 2008 Mayor Bloomberg announced Health and Human Services Connect (HHS-Connect). Coordinated under the joint leadership of the Office of the Deputy Mayor for Health and Human Services and DoITT, HHS-Connect deconstructs information silos through the use of modernized technology and coordinated agency practices to more effectively provide health and human services to New Yorkers. Ongoing HHS-Connect projects include:



- **Worker Connect Portal** – enables the staff of the City’s HHS agencies to access client demographic and case/program-specific data across agency

system boundaries and improve the ways in which they serve common clients in a secure, role-based portal.

- **Common Client Index** – a management solution that matches client identities based on a set of 30 demographic data elements from multiple HHS agency systems (both within and across agencies).
- **Document Management** – focused on making client documents easily accessible to all participating agency staff.
- **Client Portal/Online Applications** – provide(s) clients a unified view of the health and human services they receive from the City. The ability to apply online will reduce the number of in-person visits a client must make, as well as the number of required phone calls or letters to agencies.
- **Enterprise Case Management** – facilitates the exchange of common client information where appropriate.

Connecting with Businesses

In today's economic environment, the City is forging fresh paths to aid new and existing businesses, to streamline permitting and license operations, better coordinate inspections, and offer improved interactions at all levels. DoITT will continue to provide guidance and expertise as necessary to support



several initiatives. Primary among these are the 'New Business Acceleration Team' to help small business owners reduce the time needed to open new businesses, including a streamlined inspection process; and NYC Business Express, a website through which business customers starting, operating or expanding a business can access information and manage their interactions with the City.

Increasing Access to Broadband Technologies

While more than 98 percent of New Yorkers have access to broadband today, and a significant majority has access to at least two providers, a disparity exists in broadband adoption. The adoption rate among lower-income residents lags significantly compared to other income groups – leaving many New Yorkers without the equipment, training, or service to successfully take advantage of the Internet. Accordingly, DoITT and partner agencies are engaged in a multi-pronged approach to increase public access to, and adoption of, broadband technologies.

Through “NYC Connected Learning,” the City is pursuing Federal stimulus dollars to provide low-income 6th graders and their families in the highest-poverty communities with computers, training and resources to help them to succeed in middle school and beyond. Broadband will be used to offer free email accounts and online learning tools. This program is intended to serve nearly 20,000 students and nearly 43,000 household members. Elsewhere, Federal stimulus monies are being sought for NYC Connected Communities, whereby critical enhancements to public computer centers in low-income communities around New York City – combined with digital literacy training, comprehensive technical support, awareness building and job training services – are expected to help more than 300,000 New Yorkers in two years.

As computers get smaller and cheaper, mobile Internet usage is increasing dramatically, and the IEEE 802.11 standard – commonly known as wireless fidelity, or “WiFi” – is a primary mechanism for broadband access. In this context, WiFi is increasingly considered to be a valuable amenity in open areas, particularly where residents and tourists congregate.

Accordingly, DoITT will seek to expand the availability of WiFi through partnerships and other public-private arrangements.



Enterprise Initiative Recommendations

- Implement CITIServ initiative to consolidate more than 50 data centers.
- Expand the use of NYCWiN and CRN to reduce the need for outsourced private networks.
- Complete consolidation of the City’s emergency communications services 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.

3. Support Agency Specific Initiatives

City agencies have a vast portfolio of technology projects underway – currently more than 450 – for which DoITT provides targeted support services. Below are a few examples from this portfolio. A complete list will be tracked and reviewed to ensure timely delivery as well as achievement of business results.

- **DCP – Land Use and CEQR Application Tracking:** to provide the public and community groups with online access to Uniform Land Use Review Process and Citywide Environmental Quality Review application data and related status information.
- **DOB – Building Field Inspection Technologies Application:** to maintain public safety, enhance service, and ensure integrity by improving and automating inspection scheduling, routing, and inspection results recording for various inspection disciplines.
- **DOHMH – Restaurant Inspection Application Upgrade:** to upgrade the Health Department’s Restaurant Inspection tool to the updated DoITT environment and assume management responsibility of the application.
- **DCAS – Sustainability Energy Property Tracking System:** to develop and implement a system that captures data from various agencies and delivers reporting capabilities, supporting the City’s goals of reducing energy use, greenhouse gas emissions, and water use.
- **LPC – Preservation Information on Local Landmarks Architecture and Records:** to allow staff and the public to access complete information about a property in one system rather than consulting multiple databases, paper files, and other resources.

Project Management Standards

To create centralized and robust project management standards, DoITT will re-energize its Program Management Office (PMO). The PMO will provide leadership, guidance, training, and support to enable effective and timely completion of projects. DoITT’s project management standards will strive to decrease costs while maintaining the highest quality of deliverables for all customers.

This will improve project intake and review by providing a streamlined Customer Relations “gateway.” As proposals are submitted from client agencies, the DoITT PMO will be well-positioned to determine resource availability and priority within the overall DoITT portfolio.

The centralized PMO will also focus on using industry-accepted methodologies. Quality Assurance Services using industry-recognized practices will also be applied

to performance testing for applications developed outside of DoITT. Through this standardized testing methodology and centralized expertise, better applications can be provided to the public.

By cataloging the most frequent agency-specific requests and cross training personnel to handle them, DoITT can limit instances when specialized resources are pulled from a project to address an emergency request. Concurrently, the Agency will implement toolsets that allow the City to build applications “once” and deploy them through multiple channels.



Agency Support Recommendations

- 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.

4. Evaluate and Promote the Use of Emerging Innovation

To ensure the City deploys the most current and applicable innovations, DoITT will play a critical role in evaluating and promoting the use of emerging technologies. This includes technologies that have not yet matured to an enterprise or shared service level, but hold great promise for the City. These emerging technologies currently fall into the following categories: Modern Foundational Infrastructure, Interactive Communications, Open Data/Transparent Information Architecture, and Wireless Mission Critical Systems.

Modern Foundational Infrastructure Initiatives

There are several areas that hold potential for improving the way that the City provides a wide range of technology services, and which DoITT will pursue accordingly. Several are set forth below.

Cloud Computing is being explored as part of a high level approach to the Data Center consolidation strategy, so that the City can have more flexible management of its computing environment and meet the data center needs of tomorrow.

Hybrid Cloud Computing can be used with client-server technology, where applications and services are hosted on a centralized infrastructure, virtually, rather than at the end point.

Greening Initiatives are being identified to reduce the City's carbon footprint and reduce consumables, thereby saving dollars. Some initial areas identified that can be leveraged quickly are focused around power and cooling innovation, and solid ink printing rather than liquid Ink cartridges.

Lights Out Data Center and Management has significant potential for New York City. A “lights out” data center is typically a secure physical environment with strict access control, which can be managed remotely with a minimum number of on-site resources. An immediate benefit is a reduction in the data center’s energy consumption and operating costs.

Security Architecture and Products such as DoITT’s Identity Management System and Enterprise Directory are running on an open source operating system, a decision based both on the economics of running on commodity rather than proprietary hardware, as well as the improved response time for directory queries open source provides. Because open source software is secure – the code is well documented and publicly vetted – and is not owned by any company or individual, dependencies on vendor support are reduced.

Interactive Communications

DoITT will continue to support methods to pro-actively “push” information to constituents rather than rely on the public to request information. Working with its agency partners, DoITT will serve as the technology hub to ensure timely, accurate and efficient messaging through all communication channels, including Notify NYC and social media platforms.

Additionally, DoITT will continue to foster public-private collaborations that result in innovative approaches to communicating with New Yorkers. An example of this is the introduction of the Verizon FiOS Widget, the first interactive television widget for a municipality nationwide. This tool allows subscribers to access camera feeds on major roads and 311 information directly from their televisions. DoITT is expanding the current data sets to include Notify NYC messages and iconic images from archived New York City scenes in movies and on television, which can be set on users’ screens.

Open Data/Transparent Information Architecture

In 2010, DoITT will work to establish citywide policies around “open data.” These efforts will align with Mayoral initiatives of openness and transparency, and further improve access to information by creating citywide standards that are practical and feasible. As a start, City agencies should be required to make available, to the greatest extent possible, all public-facing data in usable electronic formats for publication in the NYC DataMine. This mandate would apply to all public data that is not subject to a valid restriction, such as public safety or personal information. City data is by and large the property of the people it serves, and DoITT will be at the forefront of continuing to make it available in as many ways as possible.

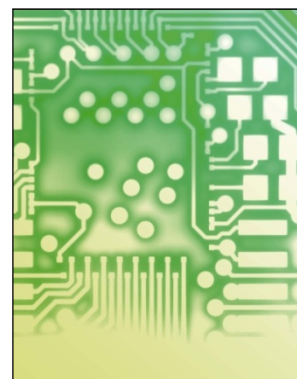
Open Source Development

DoITT has launched pilot efforts to explore open source software and technology, including the evaluation of operating systems, productivity applications, server and portal software, databases, development tools, and security solutions. The principal objectives of these activities were to eliminate proprietary technology with open and interoperable standards, minimize vendor dependencies, and realize cost savings. In concert with the City University of New York, DoITT launched an open source solutions lab in 2008 to explore open source software opportunities. DoITT will continue to develop and contribute to open source initiatives.

Wireless Mission Critical Systems

Sensor-Based Technology

Many City agencies are in the process of deploying various street-side sensors, providing real-time monitoring capability for a multitude of conditions related to terrorism, crime, pollution control, traffic management, and other conditions. DoITT is currently working with agencies to use NYCWiN to transmit fixed and mobile radiation sensor data. These sensor-based programs will strengthen the City’s detection and response capabilities by enhancing remote monitoring operations and enabling sensor connectivity to any City agency back-end system.



Smart Grid

Similar to the water utility industry, utility companies across the nation are pursuing new smart grid initiatives that aim to transform operations for consumer electric and gas services.

Pilot projects utilizing NYCWiN could be realized by leveraging its established infrastructure and building upon expertise gained through the DEP automated

water meter program to generate revenue, advance the City's sustainability goals, transform the delivery of services to consumers, and enable early detection of service outage boundaries for emergency response.



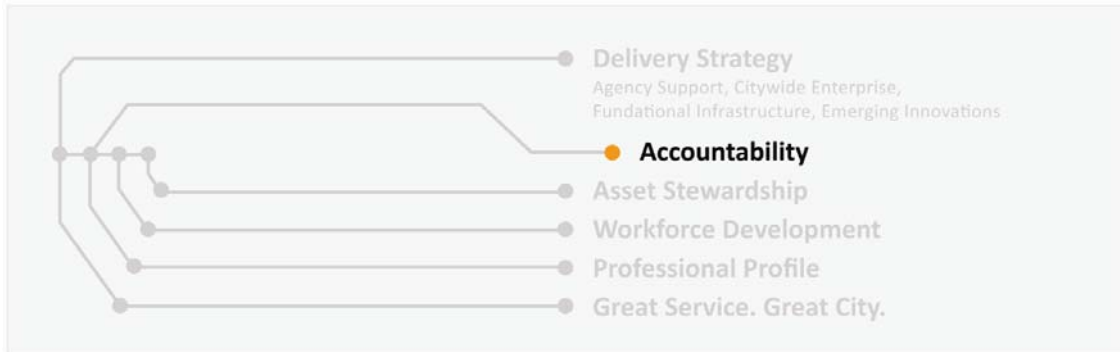
Emerging Innovation Recommendations

- Explore technologies to modernize foundational infrastructure, such as cloud computing, greening, lights out management.
- Enhance interactive communications to the public.
- Create an open data/transparent information architecture.
- Identify opportunities to utilize open source.
- Expand wireless mission critical systems for utilities through smart grid and sensor-based technologies.

2 Accountability

"Aim above morality. Be not simply good; be good for something."

- Henry David Thoreau



Accountability is a hallmark of the Bloomberg administration. In its continuing effort to support Mayoral goals and initiatives, DoITT will reiterate accountability as a fundamental priority. As represented in this report, accountability symbolizes the willingness to accept responsibility and *account* for the Agency's actions. Accountability will underlie the value structure, delivery mechanism, and service profile of DoITT. As a unifying theme, it will permeate throughout the agency, its operations, communications, and all customer interactions – internally and externally with City partners, vendors, other jurisdictions, and the public. DoITT will focus on implementing several recommendations to improve its overall accountability.

1. Adopt Accountability Principles and Standards
2. Clarify Roles and Responsibilities
3. Identify Core Competencies
4. Expand Audit Capacity
5. Implement a Performance Management Program

These recommendations are detailed in the following sub-sections.

1. Adopt Accountability Principles and Standards

DoITT will ensure all employees fully understand and adhere to the concept of accountability. DoITT employees will be encouraged and expected to understand their internal and external customer requirements. They will be asked to consistently focus on understanding customer needs and to identify how best these needs can be fulfilled. They

will be asked to seek performance feedback and use this feedback to improve Agency service delivery.

DoITT staff members will understand that their individual efforts impact the team approach, and that each individual must know and support the overall team's objectives.

DoITT will not promise more than can be performed and will keep the promises it makes. The establishment of trust – in this case, that the Agency will consistently do what it says it will do – is critical to accountability.

2. Clarify Roles and Responsibilities

Every DoITT employee should have a clear understanding of the main priorities and objectives of the Agency and be able to articulate *what* they are, *why* they exist, and *how* they are important. Accordingly, DoITT's Mission Statement will be re-imagined and developed as a clear-cut and direct communication to all levels of the Agency. A shared identity will be created and DoITT will ensure the alignment of mission, purpose and approach with stakeholders and staff.

This approach will begin by organizing DoITT in a logical, conventional, and effective structure. If the Agency is appropriately organized, employees can operate more efficiently, and external customers will have a better view into the organization and a clearer understanding of how their needs are best served. To that end, DoITT will introduce a new organizational structure and positions that support this mission.

Additionally, DoITT will establish a single point of contact for agency technology communications, both for day-to-day questions and for escalation purposes. This will ensure accountability and consistency in project oversight and reporting.

3. Define Core Competencies

DoITT's core functions – to provide foundational IT support and services as well as enterprise solutions and programs – must continue to be central to its operations.

In the near future, DoITT's responsibilities will expand to support a greater role in enterprise IT and infrastructure consolidation. New functionality will also be required to fill critical needs associated with the goals and directions outlined in this report. To sharpen DoITT's focus on its core mission, it is recommended that certain Agency functions be shifted to more appropriate City business owners and that new functional areas within DoITT be established. A summary of these recommendations follows:

Re-position 311 Call Center and 311Online with the Mayor’s Office of Operations

From its 2003 inception as a one-stop phone number for the most frequently-asked customer inquiries and service requests, the 311 Customer Service Center has evolved into a sophisticated and vital communications resource for New Yorkers. The Call Center now includes information and services for more than 200 City and non-City entities, and receives more than 50,000 calls daily – and 18 million calls per year – ranging from the most common inquiries about alternate side parking status and noise complaints, to more complex matters involving health and human services. With the introduction of the 311Online portal in 2009, 311 became even more accessible and easy to use.

At this stage in its evolution, 311 would benefit from a centralized oversight authority that can ensure quick and efficient responses from City agencies. This aspect of 311 – demanding follow through from City agencies – is crucial to its continued growth and success. It is not central to DoITT’s mission, however, nor does it reflect on the Agency’s or 311’s ability to effectively operate the Call Center.



Accordingly, it is proposed that as of April 1, 2010, the Executive Director of 311 will report to the Mayor’s Office of Operations. This shift in reporting responsibility is consistent with that office’s central, citywide customer service and accountability mandate and is intended to ensure that customer requests are resolved in the most timely and effective manner, that service level standards are more universal, and that each agency’s accountability is tied to customer service standards.

Call center and supporting staff will remain at their existing locations, and DoITT will continue to manage and maintain the 311’s personnel, budget, and technology infrastructure.

Establish a reporting structure between NYC.gov and the Mayor's Office of Media and Entertainment

In January 2010, Mayor Bloomberg announced the merger of NYC Media and the Mayor's Office of Film Theatre and Broadcasting. The combined entity will be known as the Mayor's Office of Media and Entertainment (MoME), and will be tasked to coordinate and unify the City's media channel communications, including television, web, mobile applications, and other media platforms. MoME will also assume responsibility for directing the format, content, style, and message frequency of the *NYC.gov* home page and associated web delivery tools. This mandate provides an opportunity to redefine the way DoITT manages and maintains *NYC.gov* and its associated network of agency websites.

NYC.gov is a critical tool for the City in delivering news and information, and with approximately 25 million visitors per year has increasingly become a valued means for residents, businesses and visitors to quickly and easily navigate the City. Over its lifespan, however, *NYC.gov* has evolved in a decentralized manner – responding to numerous one-off requests and recommendations.

With the creation of MoME, DoITT will define a clear reporting structure between that office and the *NYC.gov* team to present the City's message and brand in a more coordinated and consistent manner across its various and growing media outlets. In support of this effort, the *NYC.gov* web operations and support personnel will remain as DoITT staff, with a dual reporting structure that reflects an alignment with the oversight of MoME.

This reporting structure will improve the City's ability to coordinate news and information to New Yorkers and visitors, and enable MoME to guide the continuity of message delivery through all platforms. As additional paths are provided for New Yorkers to get and give information, it is essential to ensure that these diverse communication methods are in synch. Establishing a more cohesive relationship among these groups will help to accomplish this goal.

Web & New Media Operations

To ensure the timely, efficient and appropriate use of various media platforms, DoITT will form a new oversight area, the Office of Web and New Media Operations. This office will work with MoME to serve as the operational mechanism to deliver and maintain the format, content, and style of the *NYC.gov* home page and associated web delivery tools.

The Office of Web and New Media Operations will play a vital role in furthering DoITT's efforts to develop innovative open government, expand the use of technology to support economic development initiatives, and partner with MoME and other City agencies to use social media and other new technologies to advance the goal of open and transparent government.

This office will also be responsible to deliver several initiatives intended to modernize and advance the City's use of web tools to support customer interactions. A description of one of these programs follows.

MyNYC.gov/One City-One Web

Working with MoME and other stakeholders, the Office of Web and New Media Operations will be responsible for planning, developing and delivering "My NYC.gov," a customizable platform for customer and account-based web interactions. In addition, this group will explore a strategy for contemporizing NYC.gov into a "single city" tool, rather than as simply a front page to the multiple and unique websites of other City agencies.

MyNYC.gov will introduce a new way for customers to communicate with the City by providing the ability to personalize and customize interactions, and creating a collaborative government offering that serves multiple constituencies. The website's functionality will provide both structured and intentions-based search capabilities, as well as collaborative offerings, displaying information based on individual preferences. The user will enjoy an interface that is customizable and personalized, emulating one of the most successful aspects of the City's 311 service: Customers need not know which agency is responsible for fulfilling their requests; they only need to call and let 311 handle the rest.

MyNYC.gov will offer new options for interacting with government, breaking down the walls that limit access to City agencies. DoITT will work with MoME to drive the design and development of MyNYC.gov, starting with existing base utilities for user sign-on and authentication and platforms such as ACCESS NYC, Business Express and 311Online.

Office of Telecommunications and Broadband Policy

DoITT is also proposing an Office of Telecommunications and Broadband Policy to develop, maintain and implement the City's telecommunications strategies and policies. Working closely with the General Counsel, the office's responsibilities will include bringing together public and private sector stakeholders to formulate and coordinate policies to:

- ensure communications network reliability (both wireless and wireline), during emergencies
- ensure the communications network infrastructure build-outs reflect the City's economic development, customer service and other policy priorities
- improve the coverage and quality of commercial wireless services, and the rapid introduction of next generation wireless services in the city
- promote affordable broadband adoption among underserved city residents and businesses
- ensure that the City is treated equitably in any Universal Service and E-Rate reforms
- ensure land use issues associated with wireless antenna siting appropriately balance stakeholder interests and comport with City needs
- advocate for reforms to the 50-year old Emergency Alert System
- pursue Federal and other grant funding opportunities

Additional Proposed Realignments

DoITT will explore other functional areas that may warrant repositioning within the City, one of which may be the inspection of public pay telephones (PPTs) on City streets. As the franchise administrator for more than 16,000 PPTs, DoITT aims to ensure phone cleanliness and operability through enforcement of the City's PPT rules. Consistent with Mayor Bloomberg's charge to centralize similar operations across agencies, this enforcement function may be considered for alignment elsewhere in the City to achieve further efficiencies and leverage inspectional synergies where possible.

DoITT today bears little resemblance to the DoITT of 1995, then an organization focused primarily on utility services. By re-positioning 311 centrally, partnering closely with MoME and creating these new offices and functions, DoITT will honor its past accomplishments, build on its strengths, and drive a more technology-enabled, open, and connected New York City.

4. Expand Audit Capacity

As DoITT expands in size and scope, it is imperative the Agency expands its ability to conduct internal audits. Such audits can assist management in achieving business objectives by evaluating and improving the effectiveness of internal controls and the management of risk. Key objectives include the creation of an internal audit plan for DoITT, improved procedures and training for program areas Agency-wide, and developing tracking systems to monitor findings from external and internal audits.

5. Implement a Performance Management Program

DoITT recognizes the importance of performance management as a critical assessment and overall process improvement tool. In the next six months, the Agency will refine and refresh its performance measures and existing reporting tools to ensure they are applied effectively across the organization. Management and staff will use metrics to assess DoITT's effectiveness and improve operations.

DoITT will review each of its performance measures in every key public service area, and will include several new and revised measures in the Citywide Performance Reporting system and the September 2010 Mayor's Management Report.



Accountability Recommendations

- 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 “*My NYC.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 use of performance measurement metrics and tools to manage and report on Agency operations.

3 Asset Stewardship

“Nothing strengthens the judgment and quickens the conscience like individual responsibility.”

-Elizabeth Cady Stanton



DoITT’s Delivery Strategy depends on effective management of the City’s IT assets – be they fiscal, financial or vendor-based. DoITT will pursue improved asset management practices in accordance with the following principles:

- DoITT must work within a balanced fiscal environment. Without sound financial practices, projects and programs will not be structured in a cost-effective manner or sufficiently maintained.
- Prior to determining what new projects or initiatives are incorporated into the DoITT project portfolio, they will be compared against an inventory of citywide IT assets. Exercising stewardship over these assets maximizes the City’s investment.
- Lastly, with the enterprise’s ongoing requirement for consultant expertise, a management process will be developed to create an environment of vendor accountability and accomplishment.

The following recommendations have been developed in support of these principles and a robust asset management approach that will support DoITT’s delivery strategy.

1. Fiscal Assets - Maintain a Balanced Fiscal Environment

Always important, a balanced fiscal environment is particularly so under the current economic conditions. Several key activities will ensure that the Agency operates responsibly in this environment, including realigning the capital budget, ensuring that maintenance dollars have been identified for capital projects where appropriate, pursuing expense off-set solutions with agency partners and the Office of Management and Budget (OMB), and working with agencies to create and utilize volume discounts through purchasing and contracts.

Capital Budget and Maintenance Funds

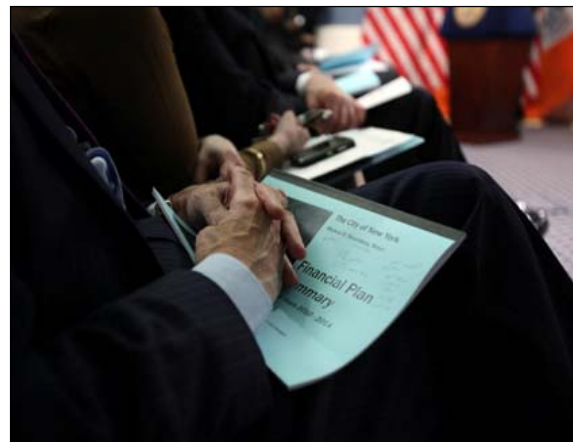
DoITT currently aligns its capital budget within each division. Going forward, the Agency will better prioritize its capital budget appropriations. Divisions that request capital funding will have executive-level reviews to ensure alignment between City and agency priorities. In addition, the agency will work with project sponsors and oversight agencies to identify maintenance funds where necessary.

Revenue and Cost Sharing

Many of DoITT’s citywide projects and programs generate significant cost savings for City agencies. DoITT will partner with OMB and other agencies to develop a model in which both DoITT and its clients share in cost savings generated by selected citywide initiatives.

Contract and Audit Savings

Over the past few years, DoITT has entered into several enterprise contracts for hardware, software and professional services to capitalize on volume discounts. These procurement vehicles have generated great benefits to the City from both a streamlined process and fiscal perspective, with client agencies also having



shown a great deal of interest in their use. As such, DoITT will continue to explore opportunities to enter into aggregate procurements and enterprise contracts, and ensure that it is including as many agency partners as possible.

DoITT will continue to brief other Agency Chief Contracting Officers (ACCOs) on the portfolio of available citywide contracts through regular meetings with the Mayor's Office of Contract Services (MOCS).



Fiscal Asset Recommendations

- 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.

2. IT Assets – Effectively Manage the City's IT Assets Inventory

DoITT currently manages a wealth of technical assets, which reside in different divisions within the Department. City agencies also host and manage their own systems and applications outside of DoITT's environment. A knowledgebase of the hardware, software, IT technology services and applications that are managed and hosted at all City agencies will support an effort



to improve financial, business, technology and security controls. This information will also put the City in a favorable position for maintenance and licensing negotiations or vendor and contract renewals. Finally, it will also be leveraged to provide a baseline for key citywide initiatives such as CITIServ, EA, and Shared Services.

To effectively develop a citywide IT asset catalog, the establishment of an end-to-end, IT asset management process is required to collect, populate, and maintain this data. Existing tools and City resources will be leveraged wherever possible. Collected content will then be stored in the existing asset management system and synched with the Enterprise Architecture repository. Capturing and relating the business and technical architecture generates numerous benefits:

- identification of duplicate architecture, engineering, design, development and implementation efforts
- identification of unique applications that currently support agency needs;

- reduction in application redundancy
- development of comprehensive application and business information required for disaster recovery, contingency management and capacity planning
- identification of emerging technology needs and new potential shared services
- sharing of best practices using shared resources and tools



IT Asset Recommendation

- Conduct and maintain a comprehensive IT asset inventory.

3. Telecommunications Assets – Effectively Manage Telecommunications Franchises

DoITT’s Office of Franchise Administration and Policy develops, negotiates, administers and enforces telecommunications-related franchises. It is responsible for ensuring that New York City’s voice, data and video infrastructures are accessible, reliable and competitive, and meet the needs of City residents, businesses and government. There are currently four main franchise categories: Cable Television; Public Pay Telephones; Mobile Telecommunications (to install antennas on both City-owned light poles and utility poles for the provision of mobile communications services); and High-Capacity (to install primarily fiber-based cables over and under City streets to provide communications services.)

DoITT has worked to ensure the availability of telecommunications options for consumers and has achieved this by facilitating competition in the cable television area. DoITT has also fostered the expansion of wireless services by making space on City lampposts available for transmission facilities through the mobile telecom franchise program. DoITT also employs a team of inspectors to ensure that public pay telephone companies across the city keep their phones operable and clean for the public benefit.

In Fiscal Year 2010, the telecommunications franchises are expected to generate approximately \$140 million in City General Fund revenues. Besides compensating the City for the private use of New York’s streets, franchise fees help ensure that the City’s limited public rights-of-way are put to their most efficient use.

Other priorities of the Office of Franchise Administration and Policy in 2010 and beyond include: introducing a new, forward looking “information service” franchise category to foster the receipt of franchise revenues from broadband companies that use City rights-of-way; completing cable renewal negotiations with incumbent cable companies; negotiating with public pay telephone companies over the terms of a possible franchise extension, at the City’s discretion; working with the payphone industry to encourage the introduction of devices with advanced designs and capabilities; and releasing a solicitation for new mobile telecommunications franchisees as well as supporting the continued growth of the franchise.



Telecommunications Asset Recommendations

- Introduce a new “information service” franchise category.
- Negotiate terms of franchise extension with public pay telephone companies.
- Encourage the introduction of advanced designs and capabilities for public pay telephones.
- Develop solicitation for new mobile telecommunications franchisees to support continued franchise growth.

4. Vendor Assets - Implement a Vendor Management Program

New York City contracts with vendors for the development of IT systems and delivery of IT services and products. Vendors need to be managed in a more coordinated manner. Implementing a Vendor Management Program will require the development of policies and procedures for insuring vendor accountability. With these procedures in place, the City will be better able to assess whether a vendor is providing the City with the value it expects. These procedures will also provide a means for implementing corrective actions or replacing non-performing vendors.

Vendor Management

Every vendor should understand the overall strategic direction of DoITT and partner agency business owners, including how its efforts are integrated, when deliverable targets must be met, and how it will be held accountable. The Agency will take a comprehensive look at vendor performance across the full project portfolio – focusing initially on those firms that hold multiple contracts at high dollar values. Regular performance evaluation metrics will be stepped throughout each vendor’s various engagements and a holistic view of its overall performance will be evaluated periodically.

Vendor Accountability

Key to the success of a vendor management program is the development and documentation of the City’s expectations and requirements. These requirements include:

- identification and delineation of vendors’ roles and responsibilities
- a consultant code of conduct
- standards and minimum acceptance criteria for service levels and project deliverables
- policies and standards for maintenance, support, warranty periods and knowledge transfer
- guidelines for City asset usage and data confidentiality

Vendor Transparency

Identification of vendor transparency requirements will feed the development of an integrated set of policies, standards and processes for improved vendor management. DoITT will pursue a number of activities designed to increase vendor performance transparency. These activities include:

- establishing a coordination function within the Agency to ensure standard processes, risk management review and performance metrics
- working with MOCS to improve procedures for sharing vendor performance results and City staff references for consultants
- developing and communicating to vendors the criteria that will be used to evaluate their performance
- publishing a status report that identifies, among other things, status, budget and schedule updates across all projects and consultants in a standard format



Vendor Asset Recommendations

- Implement new policies, procedures, and standards for managing vendor performance.
- Train City staff in vendor management and accountability processes and procedures.
- Improve procedures for sharing vendor performance information across agencies.

4 Workforce Development

“The nice thing about teamwork is that you always have others on your side.”

- Margaret Carty



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 will improve support mechanisms for staff, pursue professional development opportunities, and improve communications.

1. Resource Management and Allocation

DoITT does not uniformly use a comprehensive resource management tool nor does it have an overall view of what every resource is working on, so there is no way to determine gaps or available resources. DoITT will explore a method to centrally track the time and resources spent on all projects. Furthermore, because divisions can more effectively use their resources if they can reallocate them, managers and executives should be empowered to run reports and queries for the purpose of resource management and assessment.



Resource Management and Allocation

- Increase Agency-wide adoption of a resource management tool.

2. Implement a Professional Development Program

Closely connected to sufficient resource allocation is the need for robust professional development. Employees must feel that there is opportunity for advancement within the Agency and that they have access to the necessary tools to continue development within their respective fields. DoITT has identified a number of professional development opportunities that can be pursued by leveraging existing resources and partnerships, including: ensuring completion of the annual review process, expanding professional recognition activities, and developing a Professional Development and Training Office. This office will be responsible for implementing these and other cost-effective measures, some of which are described below.

Annual Reviews

All staff will have a formal performance review on an annual basis. All employees should understand what is expected of them as well as how they are performing against those expectations. To ensure ease of process, DoITT will seek to use the New York City Automated Personnel System (NYCAPS) performance module for paperless performance evaluations wherever possible. DoITT will also encourage informal peer reviews at all levels to foster greater openness.

Reviews will also be conducted of organizational units. Internal surveys assessing each division’s effectiveness, specifically in responsiveness and quality of service, may be used to identify areas for improvement.

Staff Events and Professional Recognition

Any work environment thrives when there is a balance between professional and team-building events. Accordingly, DoITT will ensure continuity of staff events, including an Agency retreat, employee recognition ceremonies, and the introduction of a peer awards program.

Internally, DoITT will establish a series of recognition levels that align individual and team performance and



contributions with the stated goals, objectives and mission of the Agency. Formal internal recognition programs can be expanded to mirror the existing citywide Excellence in Technology Awards Program and shine a spotlight on true professionalism.

Professional Development and Training Office

DoITT will establish an office responsible for designing and delivering Agency training and professional development programs for all staff. Specifically, this office will:

- conduct training sessions that cover all key Agency policies and processes
- publish a training/seminar attendance schedule, allowing employees to see the classes their co-workers are attending. Employees will then be encouraged to train their colleagues, in the form of sharing write-ups, presentations or hands-on instruction. While this is currently underway in some cases, formalizing this process will allow Agency personnel to take full advantage of knowledge-sharing opportunities
- develop multi-division sessions to promote idea-sharing. This will bring together different operational units within DoITT, allowing employees to share in an open forum the ways in which different functional areas operate, highlighting efficiencies and potential shared strategies for reducing costs

To the extent that funding is available, DoITT will continue to leverage the Department of Citywide Administrative Services' Citywide Training Center to further develop and promote IT training. Where possible, further opportunities to obtain certifications at both fundamental and advanced levels should be provided to qualified operations personnel.

Staff Shadowing and Mentoring Program

Staff will be encouraged to take advantage of career development opportunities including rotations, staff "swaps," and shadow and mentor programs. Similar to the Mayor's recent First Deputy Commissioner swap, internal shadow and mentoring programs can allow employees to learn about other jobs within DoITT and build a professional relationship with a senior member of the Agency. Longer-term, employees may be matched with a higher-level manager through a mentoring program to explore further career development.

DoITT will also look to create a Technology Fellows Program similar to a program operated by the New York City Economic Development Corporation. Through a competitive application process, "Fellows" will be selected to work in different divisions throughout DoITT for some period of time. In this way, each Fellow will be given unique exposure to different divisions and tasked with a broad range of projects to work on. At the end of the term, opportunity for full-time employment may be available based on Fellow performance.

Cross-Training Opportunities – DoITT 101

DoITT will establish a comprehensive “DoITT 101” employee/partner orientation as well as increased cross-agency training opportunities. To improve working relationships and intra-agency communications, partner agencies should understand the functions of different Agency divisions and what DoITT does both day-to-day and on a larger strategic level. Agencies will also be invited to present on the functions and services of their agency, similar to sessions that MOCS organizes for ACCOs and other procurement personnel.

Civil Service Classification Changes

Rapidly evolving and highly-specialized computer technologies are required to support public safety and health initiatives as well as the core business needs of all City agencies. DoITT will continue to support the Department of Citywide Administrative Services in pursuing non-competitive status for certain rapidly-evolving, highly-specialized New York City IT positions.

Professional IT Training Curriculum

DoITT will create a curriculum of internal and external courses and development opportunities. Career and technical development “roadmaps” will be created through partnerships with academic institutions that all IT employees can mine for professional development. Creating forums, workshops and webinars will benefit DoITT’s personnel, and offer agencies – and the public – an opportunity to expand their IT knowledge and proficiency.

Further, DoITT will leverage its best practices areas to conduct in-person and online workshops for agency partners to help them understand DoITT processes. In addition to providing a professional development forum for DoITT employees, these workshops will enhance the working relationship between the Agency and partner agencies as well as further the IT direction and principles DoITT advocates.

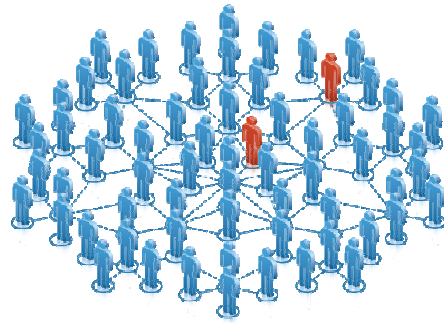


Professional Development Recommendations

- 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.
- Support Civil Service classification changes.
- Create a technology training curriculum.
- Conduct training workshops for agency partners.

3. Improve Communications

Improving internal and external communications – and in turn the level of service the Agency provides – will be the responsibility of every DoITT employee. Just as the members of a crew team must all row in the same direction to be successful, every member of DoITT should have in mind the same strategic goals, and the same commitment to organizational processes to achieve those goals. It is also critical to understand the issues and needs of the Agency’s customers, using this feedback to improve all services DoITT provides. DoITT will improve internal and external communications by implementing the following communications improvements: improved methods for employee feedback, single points of contact for clients, agency-specific project matrix, user group meetings, and a PMO customer satisfaction survey. These efforts are described below.



Employee Feedback

Employees must be given more opportunities to voice concerns or opinions about the workplace. Accordingly, the Agency will promote and publicize a means for employees to provide feedback, anonymously if they choose, on a continuous basis. Existing communications methods, including suggestion boxes and electronic forms, will be enhanced. All questions and suggestions will be reviewed and responded to with a closed-loop feedback system.

For a more comprehensive look at areas where DoITT is being effective, as well as areas for improvement, an annual employee survey will also be used to gather employee feedback.

Agency-Specific Project Matrix

An agency-specific project matrix will be created across all DoITT functional areas as a precursor to developing an agency dashboard for reporting DoITT performance at all key levels. From a PMO perspective this should ensure that DoITT is represented and accountable across the wide range of projects on which it works. These reports will be completed, reviewed and shared at regular intervals, with the ability for the agency stakeholders to have a dashboard view into the project status as desired.

User Group Meetings

“User Group” meetings will be re-established and held regularly at different City locations to discuss various IT Topics. Open to all users, the agendas will be focused on customer feedback about DoITT-provided services. As a means to open the lines of communication, at these meetings DoITT can present its services and initiatives and dialogue with its partners; the Agency stands to become a more transparent City service provider and further grow partnerships citywide in turn.

PMO Customer Satisfaction Survey

As part of its PMO process, DoITT will implement a systematic customer satisfaction survey process. The client agency or stakeholder will be canvassed for feedback on topics including, but not limited to: how well DoITT delivered on its stated goals, how well it communicated changes and how well it adapted to client-driven changes. An overall Customer Satisfaction Score will be assigned to the DoITT team leading the project and any exemplary individual staff members. These reviews can be tracked over time to measure units against past performance.



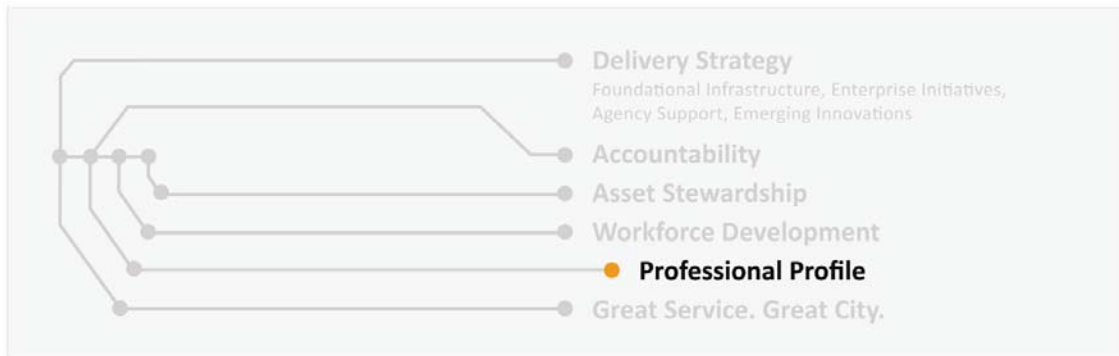
Communications Recommendations

- 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 PMO customer satisfaction surveys.

5 Professional Profile

“An image...is not simply a trademark, a design, a slogan or an easily remembered picture. It is a studiously crafted personality profile of an individual, institution, corporation, product or service.”

- Daniel J. Boorstin



As the City’s leader in information technology and telecommunications, it is critical that all stakeholders view DoITT as a professional organization that can empower agencies to deliver across the City’s key public service areas. Reputation is a complex interplay of factors: what the Agency does, its approach to customer service, communication and service delivery all contribute to outside perceptions. To reflect the highest level of professionalism, DoITT will refresh its image and examine how it is viewed by stakeholders. The Agency will also refine its marketing tools to better align and communicate both internally and externally.

1. Adopt a Unified Public Image

DoITT will implement a unified and updated “look and feel” across its printed materials and online communications to better convey a sense of solidarity and one voice, one message. Impacted areas include DoITT’s logo, email signatures and correspondence, presentation and publication formatting, and the Agency’s website on *NYC.gov*.

DoITT Logo

Recently, the “DoITT” logo was replaced with the “NYC” logo to consistently brand City agencies and programs. As a result of this change, the name, “DoITT”, is no longer represented within the logo. Through an Agency-wide staff design

competition, DoITT will consider a new name that may better align with its mission and core competencies. The Agency will also explore, and if appropriate, issue, guidelines for acceptable logo variations in order to brand specific Agency units or initiatives.

Presentation Protocol

DoITT will review variations of and adopt a uniform signature line for all emails. Continuing with that theme, the Agency will adopt a consistent use of uniform letterhead and memo templates, and ensure that the new logo is included in all business card modifications. The Agency will also adopt consistent presentation templates for use by all employees.

Marketing Materials

Revamped marketing tools will be developed to showcase DoITT's Service Offerings and new initiatives. All marketing materials and tools will convey the same overall message and promote DoITT as the City's expert in technology. Dedicated web pages for one-stop shopping at DoITT will be developed to better inform agencies about available services.

DoITT Website

The Agency will upgrade and refresh its website to reflect the consistent look and feel of the publications and materials discussed above. The site will be enhanced regularly to ensure it can be used as an effective internal and external marketing and communication tool.

2. Showcase Agency and Staff Capabilities

DoITT employees are often invited to speak at conferences and events on account of the specialized skills and expertise they possess, and the technology programs in which they are involved. The Agency will also leverage these events to promote its professional image and successful partnerships with stakeholders. DoITT will also develop and distribute a public calendar of events to highlight these speaking engagements as well as any scheduled visitors to the Department.

3. Recognize Success

The Agency will recognize successful projects on an annual basis during Internet Week. Divisions will also be encouraged to hold their own recognition days – to showcase the work the group accomplished over the past year. These events can provide visitors with a view of what applications or services can be provided by DoITT. The information can be

taken to schools through a partnership with DOE, and the use of visuals, videos, and demonstrations can engage students and encourage future careers in technology.

4. Publish an Annual Report

DoITT will also produce an annual report each year to highlight accomplishments and to unveil its coming plans. By tracking and measuring progress in specific areas, both employees and external stakeholders will be able to review a comprehensive assessment of the Agency and its achievements.



Professional Profile Recommendations

- Produce new marketing and branding materials through internal design competitions.
- Refresh DoITT's website to reflect consistent look and feel.
- Publish a public calendar of events with staff speaking engagements and Agency visitors.
- Recognize and publicize successful projects in conjunction with Internet Week.
- Institute divisional recognition days.
- Publish an annual report detailing DoITT's successes and future plans.

6 Great Service. Great City.

“There are no traffic jams along the extra mile.”

- Roger Staubach



Over the past decade, the proliferation of varied, consumer-oriented, multi-platform technologies (in particular mobile technologies) has seemingly changed forever the “provider-recipient” paradigm to one of “enabler” and “customer” – to the benefit of both government and the people it serves. This is perhaps more true in New York City than anywhere else: never before has City government served so many and so often. Customers – New York City’s residents, businesses, employees and visitors – are the City’s first priority, and are better served by a government that views them as engaged stakeholders. And in the end, government is more effective when its customers can access what they require through whatever means they wish, and increasingly, via applications they have themselves built. Transparency – a clear, consistent view into the processes and means by which these services are delivered – can also improve government performance and help establish informed customer expectations.

DoITT has a solid IT foundation in place to reach that ideal.

To build upon that platform over the next four years, working in conjunction with the Mayor’s Office of Operations, DoITT will support the mandate of the “Great Service. Great City.” program. The tenets of this initiative are as follows:



VISION

New York City provides great customer service no matter where its customers come from or what they need. City government delivers for New Yorkers with pride, professionalism and expertise.

VALUES

Respect: The City of New York treats its customers fairly and with courtesy, and is accessible to all individuals, regardless of their language preference, gender, country of origin, skin color, disability, sexual orientation, or any other factor.

Timeliness: The City addresses issues quickly and effectively, clearly communicating the steps it takes to resolve a customer's inquiry.

Quality: The customer's concerns are the City's concerns. The City provides answers that are accurate and complete. This same great service should be available over the phone, in a letter, an email or in person.

DoITT will work with agencies citywide to identify and deploy the most appropriate technology solutions to address evolving customer needs, ensuring they can access City services from anywhere, at any time, through the channel of their choosing. The promise of great customer service can and will be realized through diligent pursuit of the timeliness and quality of its deliverables.



Great Service. Great City. Recommendation

- Work with the Mayor's Office of Operations to support the "Great Service. Great City." customer service initiative.

Next Steps

“Every day, new technological innovations help make information flow faster, systems work better and our lives a little easier. But often, when it comes to adopting new technology, governments lag behind the private sector and even the casual consumer because they are unwilling or unable to try something new and change the way things have always been done. That’s small-minded thinking. In serving the public, government should constantly be looking for new and better ways to provide information and services.”

-Mayor Michael R. Bloomberg (October 1, 2009)

The values and virtues necessary for great leadership are not limited to individuals. They hold equal resonance when applied to organizations.

As described herein, DoITT has made extraordinary strides in its 15-year existence. This 30-Day Report should be viewed as a platform for shaping DoITT’s future direction as an agency – one more step in its ongoing evolution.



In the coming months, DoITT will play an integral role in the interagency taskforce lead by the Mayor’s Office of Operations as directed by the Mayor in his 2010 State of the City Address. This taskforce will look for new ways to reduce redundancies within agencies and reduce costs associated with certain core city functions, including the delivery of IT services. The findings will be presented to the Mayor on June 1, 2010.

The 30-Day Report, together with the coming strategy report in June, underscores DoITT’s promise to deliver unparalleled customer service and fulfill its obligation to support the Mayor’s vision for a connected city.

