Good afternoon Chairs Cabrera and members of the City Council Committee on Technology. My name is Carole Post, Commissioner of the Department of Information Technology and Telecommunications, or DoITT. Thank you for the opportunity to testify today about our work to implement a Citywide IT strategy. Joining me today are Jim Fowler, DoITT's First Deputy Commissioner and Brett Robinson, our Deputy Commissioner for Financial Management and Administration.

DoITT's work in formulating an IT strategy began in January 2010 when I assumed office. My first charge was to conduct a comprehensive, 30-day agency review and make recommendations about how DoITT could be better positioned to achieve its goals. The resulting report, entitled *"Enabling the Connected City,"* represented an in-depth assessment of the agency's composition and capabilities, and was informed by an extensive range of conversations with DoITT's key internal and external stakeholders.

Based on this input, a set of key themes and recommendations was developed that constitutes our strategic plan and supports our mission: To empower New Yorkers and the agencies that serve them with innovative and accessible technology solutions. Five key themes drive our strategy: (1) "Delivery Strategy" – which describes the work necessary to meet the City's technology needs; (2) "Accountability" – which sets forth DoITT's responsibility to ensure timely, efficient and cost-effective delivery of IT services; (3) "Asset Stewardship" – which concerns managing the assets that support the City's technology resources, including budget and vendor services; (4) "Workforce Development" – which involves growing DoITT into a rewarding and desirable career destination, and (5) "Professional Profile" – which is about committing to a culture of customer service and professionalism in delivering IT services.

To help drive these recommendations, in October 2010 Mayor Bloomberg issued Executive Order 140, which authorizes DoITT to coordinate information technology planning and policy for the City. This mandate has empowered DoITT and its many partners to execute on the recommendations from the 30-Day Report and begin building the technology model of a truly connected city.

I would like to speak briefly about each of the key themes comprising DoITT's IT strategy.

Chief among these is "Delivery Strategy," which speaks to DoITT's core mission of providing modern and effective IT services, infrastructure and telecommunications. The Delivery Strategy itself is composed of four elements.

First is DoITT's role in implementing and maintaining the City's "foundational infrastructure" – including the data centers, network switches and routers, storage, servers, circuits, and cables that are the heart of IT service delivery. Primary among the recommendations in this area is the implementation of the CITIServ program, as well as the strengthening of CityNet and *NYC.gov*.

The Citywide IT Infrastructure Services, or "CITIServ" program will reduce the City's technology infrastructure footprint, provide a unified set of IT services to City entities, reduce energy consumption, strengthen IT security and improve overall service quality for New Yorkers. It is part of a broader effort spearheaded by Deputy Mayor Goldsmith – called NYC Simplicity – to make City government more efficient, more innovative and more customer-focused.

In February we marked a major CITIServ milestone when we opened the City's first state-of-the-art consolidated data center in downtown Brooklyn. The 18,000 square-foot facility will allow the City to centralize the technology infrastructure of 19 agencies over the next year and that of more than 40 agencies over the next five, saving roughly $100 million in that period alone.

CityNet, the City's institutional fiber network, is the means by which DoITT provides City agencies with voice and data communications. With increased requests for enhanced Internet services such as live streaming and on-demand video, the amount of data flowing over CityNet has exploded, necessitating enhancements to a network that has operated since 2004 without significant upgrades. Accordingly, DoITT is now working toward upgrading and modernizing this crucial infrastructure.

Similarly, the City's official website, *NYC.gov*, has experienced exponential growth – it now attracts approximately two million unique visitors each month – with very limited enhancement since its 1996 launch. Modernization of the *NYC.gov* portal will allow it to better meet its current business needs and also position it to handle anticipated growth and expanding user expectations.

The second element of our delivery strategy is to ensure the City cost-effectively implements and maintains critical citywide systems and initiatives. This includes maintaining and diversifying the New York City Wireless Network (NYCWiN) – a dedicated and secure broadband wireless infrastructure created to support public safety and other City operations. It also includes supporting and advancing the City's broadband strategy to increase public access to broadband technologies through public computer centers, school programs, and expansion of WiFi in public places. Ongoing efforts in this regard include implementing programs using more than $40 million in Federal stimulus dollars to enhance access to, and adoption of, broadband technology among traditionally-underserved populations.

The third element in our delivery strategy is supporting successful implementation of agency-specific business applications and citywide IT initiatives. City agencies have a vast portfolio of technology projects underway – currently more than 400 – for which DoITT provides targeted support services. Through our Project Management Office, we apply industry-recognized practices to help better guide and implement these projects.

The final element in our delivery strategy is evaluating and promoting the use of emerging technologies and supporting an environment of openness and accountability. This includes identifying technologies that have not yet matured but hold great promise for the City – such as cloud computing, remote data center management, and interactive communications using social media. It also demands that we pursue an agenda of new and creative approaches to open government and citizen participation. This includes continuing to populate and maintain the NYC DataMine, a collection of hundreds of easily-accessible City data sets available free to the public. To that end, we are supporting legislation sponsored by the City Council to formalize an open government agenda.

Our work in fostering emerging technologies also entails exploring and developing new and creative partnerships beyond the City with technical, business and academic partners who can – and often are eager to – help support the City's IT agenda. We are also exploring new ways to help drive economic development amongst small and start-up tech companies, as well as minority and women-owned business enterprises in the IT sector.

The Delivery Strategy is an ambitious agenda and to be able to achieve it, there are two foundational themes: "Accountability" and "Asset Stewardship."

Accountability continues to be a fundamental aspect of agency operations, but there are two new considerations that are noteworthy. The first is performance management. DoITT has taken a fresh look at the agency's performance metrics at all levels and made significant changes in what it measures and how it does so. DoITT's Performance Management and Analysis (PMA) unit now defines and monitors DoITT's results and outcomes, ensuring that the agency's strategic goals and objectives are being met. Similarly, we have implemented reporting dashboards for our agency partners to provide greater transparency into how DoITT is meeting its service performance goals – and to create more rigorous accountability as an IT service provider. The PMA unit is also responsible for holding monthly agency meetings on cross-divisional performance. Known as *DoITT-Stat*, these sessions have boosted the level of internal and cross-agency communication.

Another theme supporting our Delivery Strategy is Asset Stewardship. A successful delivery strategy depends on effective management of citywide IT assets – be they fiscal, physical or vendor-based.

A critical aspect of Asset Stewardship is a rigorous focus on IT vendor management. Accordingly, DoITT is implementing a comprehensive IT vendor management program with appropriate policies, procedures, and standards to improve vendor accountability and performance – both within the agency and across the City.

As an example, DoITT maintains several enterprise-wide contracts for hardware, software and professional IT services. Specifically, in 2010 DoITT completed separate negotiations with McAfee, Adobe, and Microsoft on enterprise software and services agreements. The McAfee teams have already begun deploying antivirus and other security protections to agencies across the City to achieve estimated savings of $18 million. And the Microsoft agreement will consolidate dozens of software licensing agreements into one and provide approximately 100,000 City employees with state-of-the-art computing power.

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

The sum of these efforts will help save money, avoid future costs, or generate revenue to the effect of tens of millions of dollars over the next three years. But an ambitious agenda of this sort can only be accomplished with the support and efforts of a skilled and dedicated workforce. For that reason, our strategic plan includes two additional themes intended to focus on the people who will be responsible to fulfill this agenda.

The first is "Workforce Development." To consistently deliver high-quality service, it is imperative for all personnel to work in a supportive environment that provides mechanisms for staff to improve communications and pursue professional development opportunities. Accordingly, over the last year DoITT opened a new closed-loop employee feedback system, recognized the outstanding customer service of its employees during National Customer Service Week, and honored agency staff with several different Employee Recognition events.

Additionally, DoITT offers – to both DoITT employees and IT staff citywide – Project Methodology Workshops on the principles and best practices of project design, development, information architecture, and management.

To recruit new talent to the City's skilled, high-tech workforce, DoITT is also working with agency partners to launch a New York City "IT Fellows" program. This nine-month fellowship would bring recent college graduates into City agencies to gain a strategic perspective of the IT issues and opportunities confronted by New York City's technology professionals.

The final chapter of our strategic plan is entitled "Professional Profile," which sets forth our commitment to professionalism and customer service across the agency. To that end we have revamped our online IT Service Catalog and added Agency Relations Managers, or "ARMs" to our Project Management Services division. The ARMs help City agencies navigate the many services DoITT offers and serve as ambassadors to all things DoITT. We have also established regular communication with our agency partners through regular newsletters from DoITT Communications Office, the CityWide Service Desk, and IT Security team, and have begun distributing informational marketing material about many of our flagship programs.

Our progress on each of these themes is detailed in DoITT's 2010 Annual Report – a first for the agency – which highlights the milestones and team members that contribute to IT solutions across the City. In 2011 and beyond, DoITT will further enhance services for New Yorkers by harnessing the power of technology to make government work faster and smarter than ever before. We look forward to continue working with the City Council in that regard.

Thank you. We will now be pleased to answer any questions you may have.