

**DEPARTMENT OF INFORMATION TECHNOLOGY AND TELECOMMUNICATIONS**  
**TESTIMONY BEFORE THE CITY COUNCIL COMMITTEE ON TECHNOLOGY IN GOVERNMENT**  
**OVERSIGHT HEARING ON CITYWIDE IT STRATEGY**  
**FRIDAY, SEPTEMBER 19, 2008**

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Good morning Chair Brewer and members of the City Council Committee on Technology in Government. My name is Paul Cosgrave, the Commissioner of the Department of Information Technology and Telecommunications, or DoITT, and New York City CIO. Thank you for the opportunity to testify today regarding proposed City Council Intro. 54. If enacted, this legislation would require DoITT to produce an annual technology strategy, and mayoral agencies to submit yearly technology plans to DoITT for publication as an addendum to that strategy. While we agree that the City of New York requires a comprehensive plan for the efficient implementation of large-scale technology projects, and we applaud the Council and this Committee for recognizing this, Intro. 54 would needlessly duplicate the considerable efforts undertaken by this Administration.

To build on the City's IT accomplishments during the Bloomberg Administration, and create a strategic approach to planning technology initiatives going forward, last November we unveiled *PlanIT: Better Government through Customer Service*. The result of DoITT's work with over 130 participants from nearly 40 City agencies since late 2006, *PlanIT* is the City's first-ever technology strategy for coordinated, effective and efficient citywide IT implementation. With an overarching theme of customer service, the plan contains 23 strategic technology initiatives across the City's six mission areas: Economic Development and Sustainability, Public Safety, Social Services, Education, Community Services, and City Infrastructure; and two mission-support areas: Citywide Administration and Legal Affairs.

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

The idea behind this strategy was simple: to make technology planning and deployment an integral part of the way the City delivers services. Accordingly, from the City's public-facing functions to its back-end support systems, *PlanIT* aims to transform New York City government through the innovative use of technology, making the City more accessible, transparent and accountable as a result. In so doing, we strive to improve customer service by providing information and services when and how desired, and eliminating the need to understand how City agencies are organized. To our customers—New York City's residents, businesses, employees and visitors—the City should be viewed as a single provider of services, regardless of how customers access those services, or where they are actually delivered.

The City's efforts to develop its technology strategy date back nearly two years, when soon after my appointment as Commissioner, key DoITT staff and I met with Mayor Bloomberg and the deputy mayors to establish the City's primary business goals through the end of 2009. The project team then conducted interviews and surveys with executive-level representatives across the City, which set the framework for successive workshops attended by Commissioners, senior agency staff, and agency CIOs alike. Out of this came the development of a citywide IT vision, IT operating principles, IT imperatives, and the criteria needed to ensure that the City's technology projects are aligned with the Administration's goals and objectives.

Once conceived, integral to the development of *PlanIT* was the establishment of an improved IT governance structure to support it. Accordingly, in December 2006 Mayor Bloomberg signed Executive Order 98, re-constituting the Technology Steering Committee (TSC) as the designated decision-making authority for setting and overseeing the strategic direction of technology citywide.

With respect to Intro. 54, the City's landscape in terms of coordinated IT planning and deployment has changed significantly since this bill was last introduced in February 2006, and since we last testified on it, as Intro. 17, nearly four years ago. I am quite confident that the plan we have today reflects that reality: that technology implementation in the City of New York is developed in accordance with the City's business strategy, and no longer as an afterthought.

Just as importantly, the process we followed in developing the City's strategy, including cross-agency collaboration, stakeholder feedback, and executive-level support to align technology deployment with the City's critical business needs, has allowed us to successfully embed the planning and practice of successful, long-term IT implementation into the common practice of City operations.

Therefore, while we do not support Intro. 54 in this current draft, we would be agreeable to discussing with the Council ways in which the gains realized through implementation of *PlanIT* may be ensured for successive Administrations. In the 21<sup>st</sup> century a regularly-updated, collaboratively-developed IT plan is as essential to the City's future as roads and bridges, trees and schools. It is our hope that the work done in implementing successful technology projects over the past six and one-half years, and our strategy to complete those efforts over the next 467 days, will transform City government to an extent that these improvements will continue to benefit New Yorkers for generations to come. We look forward to working with you in that regard.

Thank you.