NYCTDC

NYC Technology Development Corporation

* The following report includes information about projects as of August 30, 2014.

Background:
About the NYC Technology Development Corporation

The NYC Technology Development Corporation (TDC) is a not-for-profit corporation that was formed in late 2012 to maximize efficient and effective implementation of City IT projects. TDC provides senior project management services to critical, complex and/or high cost IT projects. In general, such projects have budgets of over $25 million, involve multiple agencies or constitute Mayoral priorities. In addition, TDC provides other IT management support to agencies managing their own projects.

TDC employees are highly qualified and experienced IT professionals who perform many of the project management, quality assurance and other IT consulting services traditionally delivered by expensive for-profit firms. Using TDC employees to perform these services benefits the City by helping to ensure that knowledge is retained and shared across current and future IT projects. As described in more detail below, TDC already has had a significant impact on IT projects across the City and is delivering its services at a substantial savings to the City compared to the cost of engaging private PM/QA vendors.

TDC has developed a variety of project management and governance tools, including project dashboards, heat maps, and responsibility matrices which are utilized to coordinate and track the progress of projects and identify issues and risks. These tools provide the transparency needed by project steering committees to exercise effective oversight and enable TDC to provide top quality professional management of the projects it is assigned.

Direct Cost Savings to City from TDC Services

The City's engagement of TDC's project managers and other IT professionals in place of private for-profit vendors already has delivered significant cost savings to the City, as illustrated by the chart below:

Comparison of TDC Cost to Equivalent Vendor Rates
As of June 30, 2014 (Based on FY14 Actual - Cash Basis)

	TDC			PMQA Average City Rate			PMQA Highest City Rate		
Role	# of prof staff (FTE)	Average Hourly Rate[1]	Total annual cost[2]	Comparable title	Rate[3]	Comparable total annual cost	Comparable title	Rate[4]	Total annual cost
Program Manager	1.84	$172	$631,840	Project Manager III	$272	$996,786	Project Manager III	$401	$1,470,947
Portfolio Manager	0.73	$162	$236,061	Project Manager III	$272	$396,055	Project Manager III	$401	$584,455
Project Manager	4.84	$152	$1,473,970	Project Manager III	$272	$2,629,341	Project Manager III	$401	$3,880,093
Solution Architect	1.00	$145	$289,432	Specialist III	$206	$411,144	Specialist III	$281	$559,784
Business Analyst	1.04	$122	$253,185	Programmer Analyst III	$181	$374,054	Programmer Analyst III	$281	$581,314
Total personnel cost	9.44		$2,884,488			$4,807,379			$7,076,592
					Savings	$1,922,891			$4,192,104
				% more expensive than TDC		66.7%			145.3%

1 Average fully loaded hourly rate based on 2,000 hrs/year
2 Does not include contractor costs.
3 Average of all combined home/travel rates for Citywide PM/QA Services - Year 3 Contract
4 Highest combined home/travel rates for Citywide PM/QA Services - Year 3 Contract

	TDC			ITCS Average City Rate			ITCS Highest City Rate		
Role	# of prof staff (FTE)	Average Hourly Rate[1]	Total annual cost[2]	Comparable title	Rate[3]	Comparable total annual cost	Comparable title	Rate[4]	Total annual cost
Project Manager	4.84	$152	$1,473,970	Project Manager III	$113	$1,090,881	Project Manager III	$157	$1,516,934
Solution Architect	1.00	$145	$289,432	Specialist III	$120	$239,810	Specialist III	$196	$391,465
Business Analyst	1.04	$122	$253,185	Programmer Analyst III	$93	$192,984	Programmer Analyst III	$131	$271,519
Total personnel cost	6.87		$2,016,587			$1,523,675			$2,179,917
					Savings	$(492,913)			$163,330
				% more expensive than TDC		-24.4%			8.1%

1 Average fully loaded hourly rate based on 2,000 hrs/year
2 Does not include contractor costs. Allocation of overhead proportional to total staff.
3 Average of all backdrop rates from ITCS/3 Consulting Services - Contractor Rates (7/1/13 - 6/30/14)
4 Highest of all backdrop rates from ITCS/3 Consulting Services - Contractor Rates (7/1/13 - 6/30/14)

Senior Management Services

Under contract with the City of New York, NYCTDC provides senior management services which include:

- Monitoring and reporting status, issues and risks;

- Developing program plan and schedule;

- Monitoring budget and overall execution against milestones and deadlines;

- Coordinating inter-agency meetings, milestones and issues;

- Orchestrating technical resources;

- Managing new development requests;

- Ensuring adherence to deadlines and deliverables;

- Ensuring deliverables are reviewed in a timely fashion;

- Identify resources involved in issue and risk resolution;

- Creating awareness of changes with stakeholders;

- Tracking key performance indicators.

In fiscal 2014, TDC directly managed 9 projects with a total budget of $135.2MM, including:

- Muni ID Planning ($0.3MM);

- Pre-K for All Outreach ($0.4MM);

- Harlem Wi-Fi ($2.0MM);

- DOB ELP Phase 1 ($16.6MM);

- DSNY SMART R1 ($40.3MM);

- DCA Accela R1 ($50.0MM);

- DCA Accela Upgrade ($8.6MM)

- Reinventing NYC.gov ($17.0MM);

- 311 Rearchitecture Planning;

Dashboards for the currently active projects with releases in calendar year 2014 follow.

Municipal ID

The Municipal ID project is a mayoral priority initiative. The goal of the program is to offer a City-recognized municipal photo identification card to New Yorkers who provide satisfactory proof of identity and residency. Applicants will be able to apply at any of the planned 18 Intake Centers across all five boroughs.

TDC is providing senior management services in the form of project monitoring/quality assurance support. In this capacity, TDC is managing the overall project governance and ensuring best practices are followed to support an extremely aggressive end-of-year go-live target for Release 1.

After onboarding the various vendors, the project team started validating the requirements, designing the solution, and planning the sites and technical environments. Configuration and customization of the system is expected to begin before the end of September after a design and a security accreditation process are completed.

The team has three months to design, build, and deploy a robust enrollment system to all 18 intake centers. TDC is working daily with multiple vendors, the Mayor's Office, DoITT, and the agencies where intake centers are located (public libraries, HRA, DOP, DOF, and DCA) to manage a multitude of technical and operational issues to ensure success.

NYCTDC
NYC Technology Development Corporation

Municipal ID – Release 1

Overview

Steering Committee:
- Anthony Shorris (FDM)
- Jenny Tavis (HRA)
- Nisha Agarwal (MOIA)
- Mindy Tarlow (MOO)
- Hunter Gradie (MOO)
- Lincoln Restler (MOO)

Program health over past 6 months:	2QFY14	3QFY14#	4QFY14	Jun '14	Jul '14	Aug '14
	N/A	🟡	🟡	🟡	🟡	🟡

Project objective: Offer City-recognized municipal photo identification card to New Yorkers who apply at any of the planned 18 Intake Centers across all boroughs, provided identity and residency proof requirements are satisfied. Cards are mailed to approved applicants within 5 days of applying. TDC is providing senior management services in a project monitoring and quality assurance capacity.

Explanation of program health: A system integrator (PruTech), a turnkey COTS solution (MorphoTrust) and card print vendor (3M) have been selected to support this project. The project team is currently onboarding this team and validating the requirements and high-level design and plan. Configuration and customization of the COTS product is preliminarily scheduled to begin before end of September. An aggressive timeline, multiple intake centers and a large number of stakeholders make this a challenging project.

Senior Sponsor	Business Owner	Program/Project Manager
Anthony Shorris (FDM)	Nisha Agarwal (MOIA)	Jenny Tavis (HRA)
	Mindy Tarlow (MOO)	Bruce Nolan (TDC)

Project Budget

Workstream	Baseline Budget ($MM)	Current Budget ($MM)	Expected Spend ($MM)	Variance (%)	Encumbered (Services)	Encumbered (HW/SW)	Remaining Uncommitted
Release 1	$3.1	$3.1	$3.1	0%	NA	NA	NA
Total	$3.1	$3.1	$3.1	0%	NA	NA	NA

Schedule and Scope

Schedule

Workstream	Original Deadline	Current forecast	Target end date	Variance (days)
Release 1 Go-Live	Dec '14	Dec '14	Dec '14	0

Scope

	Number of change requests	Reason
	0	

RAG designations may vary depending on criticality, complexity, expected duration and other factors:
- 🔴 Less Than 50% confidence level that the project will be delivered on time and within budget.
- 🟡 Between 50% and 80% confidence level that the project will be delivered on time and within budget.
- 🟢 More than 80% confidence level that the project will be delivered on time and within budget.

Pre-K for All Outreach

Pre-K for All Outreach is an effort to identify NYC households with 4-year-old children who have not yet applied to or enrolled in a NYC Pre-K program. Pre-K classes are available at District Schools, Community-Based Early Childhood Center (CBECCs), Charter Schools and Administration of Children's Services Early Learn programs. TDC is providing senior management services in the form of project management for the effort to develop the Constituent Relationship Management (CRM) tool to support outreach and enrollment.

"Brianna", the CRM solution, was implemented in June and is currently supporting over 5,000 outreach calls a day. Brianna was designed and developed in nine days, allowing the Outreach Team to call prospective parents and record the call results. Version 2 was rolled out a month later enhancing the functionality and integrating additional data sources. Pre-K for All Outreach is a great example of how the public and private sectors can come together to quickly develop systems and processes to enable a successful outreach campaign.

Using the system, a daily "Enrollment Scorecard" was distributed to the Mayor's Office and the Department of Education to ensure resources were deployed to the appropriate programs, boroughs, and school districts. On August 28, 2014, the Mayor announced the Pre-K for All program exceeded the goal of 50,000 full-day enrollments by the start of school. Pre-K for All is on target to reach 53,000 full day enrollments by October 1, 2014.

NYCTDC — NYC Technology Development Corporation

Pre-K For All Outreach – Year 1

Overview

Program health over past 6 months:	2QFY14	3QFY14	4QFY14	Jun '14	Jul '14	Aug '14
	NA	NA	🟡	🟡	🟡	🟡

Project objective: Identify NYC households with 4-year-old children who have not yet applied to or enrolled in a NYC Pre-K program and to develop a MS Dynamics CRM-based tool that will track the outreach and enrollment effort. TDC is providing senior management services in the form of project management.

Explanation of program health: On August 28th the Mayor announced the Pre-K for All program exceeded the goal 50,000 full day enrollments by the start of school. Pre-K for All is on target to reach 53,000 full day enrollments by October 1st. Delays in recording data from community-based early childhood centers (CBECCs) are being resolved. Resource constraints have slowed data transfers, reconciliation and analytics but the impact has been limited to timeliness of reporting. Transition of the application to DOE and planning for FY2016 have not started.

Steering Committee:
- Rick Fromberg (Sponsor)
- Jeff Merritt (Mayor's Ofc)
- Keir Buckhurst (ACN)
- Eileen Cleary (TDC)
- Hal Freidlander (DOE)
- Steve Bezman (DoITT)

Senior Sponsor	Business Owner	Program/Project Manager	Target end date
Rick Fromberg	Hal Freidlander (DOE)	Jeff Merritt (Mayor's Office) Robin Bochner (TDC)	12/31/2014

Project Budget

Workstream	Baseline Budget	Current Budget	Expected Spend	Variance (%)	Encumbered (Services)	Encumbered (HW/SW)	Remaining Uncommitted
Experian Data	N/A	$ 0	$ 20,000*	N/A	N/A	N/A	N/A
Scribe Licenses	N/A	$ 0	$ 8,850*	N/A	N/A	N/A	N/A
Avanade (CRM Production Support)	N/A	$ 0	$260,000*	N/A	N/A	N/A	N/A
SAS DataFlux Support	N/A	$ 0	$ 25,000*	N/A	N/A	N/A	N/A
Accenture SAS Support	N/A	$ 0	$107,000*	N/A	N/A	N/A	N/A
Pro-bono Accenture project support	N/A	$ 0	$ 0	N/A	N/A	N/A	N/A
Pro-bono Avanade development	N/A	$ 0	$ 0	N/A	N/A	N/A	N/A
Pro-bono SAS support (500 hours)	N/A	$ 0	$ 0	N/A	N/A	N/A	N/A
MS Dynamics CRM Licenses (100 free)	N/A	$ 0	$ 0	N/A	N/A	N/A	N/A
Total		$ 0	$420,850*				

* UPK Outreach costs, but not part of project budget; Paid for by DOE or through UPK State Funding

Schedule and Scope

Workstream	Original Deadline	Current forecast	Schedule Variance (days)	Reason	Scope Number of change requests
CRM outreach tool (Brianna) in production	Jun '14	Jun '14	0		0
Full load of households to production (150K)	Jul '14	Jul '14	0		0
Preliminary plan for post-Campaign activities	Dec '14	Dec '14	0		0

RAG designations may vary depending on criticality, complexity, expected duration and other factors:
- 🔴 Less Than 50% confidence level that the project will be delivered on time and within budget.
- 🟡 Between 50% and 80% confidence level that the project will be delivered on time and within budget.
- 🟢 More than 80% confidence level that the project will be delivered on time and within budget.

Harlem WiFi

The Harlem WiFi project is an ambitious partnership among private and public entities (Donor, Mayor's Fund, DoITT, DOT, NYCHA, Harlem Children's Zone, Sky-Packets, Con Edison, Time Warner Cable, etc.) to create the largest continuous free outdoor public Wi-Fi network in the nation across 95 blocks in Harlem.

TDC is providing senior management services in the form of project management of a three-phased rollout of the network. The initial installation was completed in May 2014 and is supporting daily traffic of over 2,400 clients per day as of August 2014.

Currently the network is being optimized to improve the user experience (e.g. increase speed and improve coverage). Although the network is operational, a few issues have delayed completion and final verification that the installation is complete. Upon resolution of these issues and final verification, the vendor will be continue to support the network for the remaining 4 years of a 5 year contract.

NYCTDC
NYC Technology Development Corporation

Harlem WiFi

Overview

Program health over past 6 months:

2QFY14	3QFY14	4QFY14	Jun '14	Jul '14	Aug '14
🟢	🟡	🟡	🟡	🟡	🟡

Steering Committee:
- Glenn Furman (Donor)
- Evan Hines (DOITT)
- Mindy Miller (HCZ)
- Anthony Perez (MF)
- Tonya Gale (NYCHA)

Project objective: Create the largest continuous free outdoor public Wi-Fi network in the nation for 80K residents across 95 blocks in Harlem. TDC is providing senior management services in the form of project management.

Explanation of program health: Initial installation of the network was completed in May 2014 with daily traffic of over 2,400 clients/day (as of August 2014). Although the network is functional for the full area and in compliance with all service level agreements. An insignificant number (<8%) of access points need to be (re)installed to complete optimization. In addition to the difficulty of locating these remaining access points, a few of additional risks/issues remain:

- Con Ed is requiring a new contractual/payment agreement for power drain from street light pole (SLP) repeaters;
- Con Ed may require changes to the design for existing installs to comply with their "stray voltage" policy;
- Placement of the remaining gateways is pending approval from several large organizations;
- The Design Commission is planning to swap out/replace a number of SLPs along Fredrick Douglass Blvd. If we cannot use new poles for repeaters, we will lose a number of repeaters.

Project Budget

Senior Sponsor	Business Owner	Program/Project Manager
Glenn Furman (Donor)	Evan Hines (DOITT)	Bruce Nolan (TDC)

Workstream	Baseline Budget ($MM)	Current Budget ($MM)	Expected Spend ($MM)	Variance (%)	Encumbered (Services)	Encumbered (HW/SW)	Remaining Uncommitted
Installation and maintenance	$2.0	$2.0	$2.0	0%	NA	NA	NA
Total	$2.0	$2.0	$2.0	0%	NA	NA	NA

Schedule and Scope

Schedule

Target end date May '14

Workstream	Original Deadline	Current forecast	Variance (days)	Reason	Number of change requests (Scope)
Phase One: 110th to 120th Street	Dec '13	Jan '14	30	Contract, weather, building and data provider delays.	0
Phase Two: 121st to 126th Street	Feb '14	Mar '14	30	Landmark, weather and data provider delays	0
Phase Three: 127th to 138th Street	May '14	Jun '14	30	SLP placement delayed by need for agreement with Con Ed & DOT	0
Optimization	Jun '14	Sep '14	90	Service agreement needed between Sky Packets & ConEd	0

RAG designations may vary depending on criticality, complexity, expected duration and other factors:
- 🔴 Less Than 50% confidence level that the project will be delivered on time and within budget.
- 🟡 Between 50% and 80% confidence level that the project will be delivered on time and within budget.
- 🟢 More than 80% confidence level that the project will be delivered on time and within budget.

Enterprise Licensing and Permitting – DOB Hub Inspection Ready

The goal of the Enterprise Licensing and Permits ("ELP") program is to replace the current City agency client management systems with the latest generation of licensing and permitting systems. TDC has previously been engaged in managing ELP projects at the Department of Consumer Affairs and the Department of Health and Mental Hygiene. Additionally, TDC supported a (fit-gap) assessment of the use of Accela for an ELP system at the Fire Department (FDNY).

Phase 1 of the Department of Buildings Hub Inspection Ready program standardizes inspections across boroughs and the following units: Development Inspections, Certifications of Objections, Complaint Inspections and Certifications. Hub Inspection Ready will include an online Citizen portal that serves as the front-door for licensed professionals and the public to interact with the Department. It also includes a new mobile application that can be used by inspectors in the field to conduct and record inspection results electronically. An enhanced "back office" application will be used by Departmental staff (Supervisors, Chiefs and others) to review and publish inspection results as well as better manage inspector schedules.

TDC is providing senior management services in the form of project monitoring and quality assurance. Delays in finalizing the project requirements and subsequent changes to the project scope have resulted in change orders from the System Integrator (SI) and extensions to the release schedule. Delays in the development of legacy system interfaces, the sequencing of upgrades to related systems and the procurement of tablets continue to extend that schedule. The project is currently scheduled to go live in the fourth quarter of fiscal year 2015. The health of this project under TDC's management is shown on the dashboard on the following page.

NYCTDC — NYC Technology Development Corporation

Buildings (DOB) Hub Inspection Ready (Enterprise Licensing and Permitting) – Phase 1

Overview

Program health over past 6 months:

2QFY14	3QFY14	4QFY14	Jun '14	Jul '14	Aug '14
🔴	🟡	🟡	🔴	🟡	🟡

Project objective: Hub Inspection Ready ELP Project standardizes inspections across boroughs and the following DOB units: Development Inspections, Certifications of Objections, Complaint Inspections and Certifications. Hub Inspection Ready will provide online scheduling for inspections, new mobile devices for inspectors, timely online presentation of inspection results and less paper and data entry. TDC is providing senior management services in the form of project monitoring and quality assurance.

Explanation of program health: The initial project start date was Jul '13 with a release date of Dec '13. Release date subsequently revised to Mar '14. Project scope and requirements were not finalized until Mar '14. Subsequently changes to the project scope were identified that resulted in SI change orders and associated release schedule overruns. Legacy system interfaces, sequencing of upgrades to related system (B-Scan/Documentum) and tablet procurement delays are still significant risks. Production support resources pending approval. Due to the significant risks and delays the current implementation plan includes a phased release approach.

Senior Sponsor	Business Owner	Program Manager	Target end date
Rick Chandler	Tom Fariello	Philip Monaco Leena Panchwagh (TDC)	Dec '13

Steering Committee:
- Rick Chandler
- Tom Fariello
- Philip Monaco
- Steve Figueiredo

Project Budget

Workstream	Baseline Budget ($MM)	Current Budget ($MM)	Expected Spend ($MM)	Variance (%)	Encumbered (Services)	Encumbered (HW/SW)	Uncommitted ($MM)
Phase 1 and 1.5	$16.57	$20.76*	$20.76	0%	$15.14	$2.06	$3.56
Total	$16.57	$20.76	$20.76	0%	$15.14	$2.06	$3.56

*Current budget includes costs known but previously unbudgeted (e.g. inspector tablets, hardware and software required for the DOCUMENTUM/B-Scan upgrade, FTE's for Production Support) and additions to project scope and associated release schedule overruns.

Schedule and Scope

Schedule

Workstream	Original Deadline	Current forecast	Variance (days)	Reason
Go-Live: B-Scan Upgrade	Dec '13	Oct '14	330	Design delays and scope changes (see above).
Go-Live: Release 1.A (Complaints/Enforcement)	Dec '13	Dec '14	360	Design delays and scope changes (see above).
Go-Live: Release 1.B (Development Inspection)	Dec '13	Jan '15	390	Design delays and scope changes (see above).
Go-Live: Release 1.5 (Special Inspections)	Feb '14	Apr '15	420	Design delays and scope changes (see above).

Scope

Number of change requests

RAG designations may vary depending on criticality, complexity, expected duration and other factors:
- 🔴 Less Than 50% confidence level that the project will be delivered on time and within budget.
- 🟡 Between 50% and 80% confidence level that the project will be delivered on time and within budget.
- 🟢 More than 80% confidence level that the project will be delivered on time and within budget.

Other Engagements

In addition to the senior management services for the above projects, TDC has rendered valuable IT consulting services at a number of City agencies which are described on the chart that follows.

Agency – Project	Project Objective	TDC Role	Current Status
IT Portfolio Assessment (DCAS)	Evaluate IT organizational structure and IT portfolio/governance.	Assess IT organization, portfolio and use of best practices.	Complete
Computerized Maintenance & Management System (DCAS)	Procure and implement a system to track and schedule maintenance activities.	Build a project and governance team.	Complete
Project Management System Procurement Planning (DCP)	Identify and procure a system to manage project approval requests.	Document requirements, identify solution alternatives and support procurement activities.	Complete
Business Tax Systems (DOF)	Replace IT systems managing business taxes.	Legal assistance for system procurement.	Complete
OTPS Assessment (DoITT)	Analyze DoITT's non-personnel spend.	Data collection, analysis and recommendations.	Complete
Strategic Architecture (DSNY)	Assess existing architecture and develop a strategic infrastructure recommendation for DSNY IT.	Data collection, analysis and recommendations.	Complete
Accela ELP Fit-Gap Assessment (FDNY)	Improve permitting and licensing processes.	Analyze fit-gap of Accela for FDNY ELP.	Complete
Automated Procurement Tracking 2.0 Assessment (MOCS)	Release an RFS to upgrade or replace current citywide procurement workflow/tracking system.	Evaluate existing efforts to plan/procure a replacement system for APT.	Complete
IT Operations & Portfolio Assessment (NYPD)	Assess the strategic direction of two divisions of NYPD IT resulting in operational and strategic recommendations.	Data collection, analysis and recommendations.	In Progress