



\* Since TDC did not begin operations until January 2013, in order to provide information for a meaningful period, the Statement of Operations and Accomplishments for Fiscal Year 2013 reflects activities through August 2013.

### 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 a host of other IT support services 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 also 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 also has developed a variety of project management and governance tools, including project dashboards, heat maps, and risk radars which are continuously utilized to 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 enables the TDC to provide top quality professional management of the projects it is assigned. Finally, TDC has leveraged its experience in managing challenging projects to develop an array of strong and clear model contract terms for engagements with systems integrators, to ensure that projects are delivered on time, within budget, and in a manner that fully meets the business needs of the City client.

## 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 and those savings are projected to increase with TDC's continued growth, as demonstrated by the chart on the following page.

# Comparison of TDC Employee Costs to Consultant equivalent (annually)

Employee title	# of resources	TDC employees	ITCS			PMQA		
		Average total annual cost <sup>1</sup>	Comparable title	Rate	Average total annual cost	Comparable title	Rate	Average total annual cost
Program Managers	3	\$760,000	Project Manager III	\$150	\$900,000	Project Manager III	\$402	\$2,412,000
Portfolio Managers	2	\$388,000	Specialist III <sup>2</sup>	\$365	\$1,460,000	Specialist III	\$365	\$1,460,000
Project Managers	2	\$384,000	Project Manager III	\$150	\$600,000	Project Manager III	\$461	\$1,844,000
Solution Architects	1	\$183,000	Specialist III	\$130	\$260,000	Specialist II	\$282	\$564,000
Business Analysts	1	\$145,000	Programmer Analyst III	\$103	\$206,000	Programmer Analyst II	\$282	\$564,000
<b>Total personnel cost</b>		<b>\$1,860,000</b>			<b>\$3,426,000</b>			<b>\$6,844,000</b>

Use of these nine TDC employees will result in total annual personnel savings of ~\$1.6M vs. ITCS and ~\$5M vs. PMQA vendor<sup>3</sup>

<sup>1</sup> Fully-loaded costs including benefits and employee taxes  
<sup>2</sup> No equivalent position through ITCS, sample PMQA rate used for comparison  
<sup>3</sup> Sample PMQA rates have been used for illustrative purposes

## Project Management

---

### **SMART (Sanitation Management Analysis and Resource Tracking System)**

TDC has played significant roles in both the strategic and day-to-day management of SMART, which is a project to transform the core information technology systems of the City's Department of Sanitation ("DSNY"), including the agency management, analysis and resource tracking systems, which will improve DSNY's ability to manage their vast operations. TDC led the effort to reassess scope and to re-plan the project into components and modules, in order to better monitor progress and manage effectively. We directed the restructuring of the System Integrator (SI) team, including the upgrading of several key personnel and established payment drivers to be based on actual component delivery and progress. Previously, the SI was compensated for producing functional documents. The project was re-planned to deliver functionality incrementally in several intermediate releases as opposed to one very large release. This reduced the overall risk of the project and will give DSNY an earlier return on its investment.

TDC has also undertaken responsibility for quality control and project management of SMART. It has assisted DSNY with clearly articulating deliverables, refining requirements and planning its resources to ensure that DSNY was meeting its contractual responsibilities and escalating to senior management all issues that required their attention. Additionally, TDC has ensured the coordination of all City agency responsibilities. Specific workstreams include project management, product management (including functional specifications) and organizational change management activities (including training), technical designs, testing adequacy and completeness, and the approval of final documentation.

The health of this project under TDC's management is shown on the dashboard on the following page.

# Program Dashboard – SMART Release 1

<b>Overview</b>	<b>Program health over past 8 months:</b>							
	<b>Explanation of program health:</b> Program currently in high momentum. Development scheduled to complete approx. 1 week late based on current plans. Sizeable delays were observed across the board prior to resetting schedule. System integration testing underway. User Acceptance Testing plans under way; scheduled to begin Sep 16. Infrastructure builds underway.							
	<table border="1"> <tr> <td><b>Senior Sponsor</b></td> <td><b>Business Owner</b></td> <td><b>Program Manager</b></td> <td><b>Target end date</b></td> </tr> <tr> <td>John Doherty</td> <td>Michael Nicosia</td> <td>Keyur Majmudar</td> <td>Rel 1: Oct -Nov2013</td> </tr> </table>	<b>Senior Sponsor</b>	<b>Business Owner</b>	<b>Program Manager</b>	<b>Target end date</b>	John Doherty	Michael Nicosia	Keyur Majmudar
<b>Senior Sponsor</b>	<b>Business Owner</b>	<b>Program Manager</b>	<b>Target end date</b>					
John Doherty	Michael Nicosia	Keyur Majmudar	Rel 1: Oct -Nov2013					

**Steering Committee**

- Deputy Mayor Holloway
- Commissioner Doherty
- Larry Cipollina
- John Nucatola
- Bernie Sullivan
- Michael Nicosia
- Commissioner Merchant
- Don Sunderland
- Roy Mogilanski

<b>Implementation Budget (\$MM)</b>	<b>Component</b>	<b>Baseline Budget</b>	<b>Current Budget</b>	<b>Amount Encumbered (Professional Services)</b>	<b>Amount Encumbered (Software)</b>	<b>Total amount encumbered</b>	<b>Total amount remaining</b>	<b>Variance (%)</b>
	Planning , Scope Analysis & Release 1 Dev	\$40.3	\$40.3	\$27.2	\$8.9	\$36.1	\$7.8	0
Remaining Releases	\$ 23.0	\$ 23.0	\$1.0	\$ 0	\$1.0	\$23.0	0	
<b>Total Capital</b>	<b>\$63.3</b>	<b>\$63.3</b>	<b>\$28.2</b>	<b>\$8.9</b>	<b>\$ 37.1</b>	<b>\$30.8</b>	<b>0</b>	

<b>Schedule and Scope</b>	<b>Work stream</b>	<b>Schedule</b>			<b>Scope</b>
		<b>Original deadline</b>	<b>Current forecast</b>	<b>Variance (Days)</b>	<b>Reason</b>
Phase 1	<ul style="list-style-type: none"> <li>▪ Initiation, Planning, Scope Analysis Completed: August 2012</li> </ul>	Complete	0	Complete	0
Phase 2	<ul style="list-style-type: none"> <li>▪ Release 1: Multi-user Ops Boards, Orders Management, Equip., Personnel, Reports</li> <li>▪ Release 2: Work Complete, Dump &amp; Capacity Mangement, Assetworks Integration etc.</li> <li>▪ Release 3: Integration of Evals, Med Records, Complaints management, 311, etc</li> <li>▪ Shutdown SCAN.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Nov 15, 2013</li> <li>▪ TBD</li> <li>▪ TBD</li> </ul>	<ul style="list-style-type: none"> <li>56</li> <li>0</li> <li>0</li> </ul>	<ul style="list-style-type: none"> <li>Business Analysis/Development Completion Delays</li> <li>N/A</li> <li>N/A</li> </ul>	<ul style="list-style-type: none"> <li>3</li> <li>0</li> <li>0</li> </ul>
<b>Total</b>			<b>56</b>		<b>3</b>

- 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

The Enterprise Licensing and Permits (“ELP”) Program is a project to replace the current City agency client management systems with new modernized licensing and permitting systems to provide for the seamless exchange of data elements within each respective network. TDC is engaged in managing ELP projects at the Department of Consumer Affairs, the Department of Health and Mental Hygiene, and the Department of Buildings. These systems will have significant benefits for both the respective agencies and their clients by facilitating online application and processing of various licenses, permits and other certifications. This will simplify, shorten and bring greater transparency to the application process. The systems also will enable the agencies to more effectively exercise regulatory oversight by providing: (i) better supported workflow, (ii) more accurate and comprehensive data; (iii) more timely and accurate reporting; (iv) greater speed and flexibility in supporting changes to process and regulations; and (v) facilitating the sharing of data among agencies.

TDC was instrumental in establishing an Enterprise Licensing Agreement (ELA) with Accela, the provider of Commercial off-the-Shelf (COTS) software used to implement these systems. With the ELA in place, the City has funded an unlimited number of Accela end user licenses for use by all City agencies. This will result in a significant cost and procurement time savings as Accela-based systems are implemented in large agencies with many regular users.

TDC’s leadership of this multi-agency program already has resulted in the following benefits:

- Very favorable long-term pricing of Accela user licenses and software maintenance;
- Elimination of future agency-by-agency procurement processes for Accela licenses;
- Unification and coordination of single agency development initiatives into synergistic “Super Agency” Accela implementations, reducing development and long-term support costs; and
- Development of significant, reusable experience with the Accela software within TDC that can be efficiently and effectively deployed to future Accela projects.

The health of this project under TDC’s management is shown on the dashboard on the following page.

# Program Dashboard – DOHMH and DCA Accela ELP Project

Overview	Program health over past 8 months:	Jan 13	Feb 13	Mar 13	Apr13	May 13	Jun 13	Jul 13	Aug13
	Explanation of program health:	<ul style="list-style-type: none"> <li>• DOHMH Phase 1 – 13 License Types – implemented April 1, 2013</li> <li>• DOHMH Phase 2 – 25 License Types – to be implemented September 30, 2013</li> <li>• DCA Phase 1 – to be implemented Oct 15, 2013</li> </ul>							
	Senior Sponsor	Business Owner		Program Manager			Target end date		
Cas Holloway	3 Commissioners		Scott Strickland and Rich Ladd			DOHMH – September 30 2013 DCA – Oct 15 2013			

**Steering Committee:**  
 Cas Holloway  
 Raul Merchant  
 Johnathan Mintz  
 Thomas Farley  
 Leena Panchwagh

Implementation Budget (\$MM)	Component	Baseline Budget	Current Budget	Amount Encumbered (Professional Services)	Amount Encumbered (Software)	Total amount encumbered	Total amount remaining	Variance (%)
	DCA/DoHMH	\$58.4	\$58.4	\$50.3	\$2.1	\$52.4	\$6.0	0
<b>Total Capital</b>	<b>\$58.4</b>	<b>\$58.4</b>	<b>\$50.3</b>	<b>\$2.1</b>	<b>\$52.4</b>	<b>\$6.0</b>	<b>0</b>	

Schedule and Scope	Work Stream	Original Deadline	Current Forecast	Variance (Days)	Reason for Variance	Progress (%)	Number of change requests
	DOHMH - Phase 1 Launch	Jan '13	Apr '13	80	Development delays and need for Accela fixes	100%	0
DOHMH - Phase 2 Development and Testing	Aug '13	Aug '13	0		100%		
DCA – Phase 1 Development and Testing	Aug '13	Aug '13	15	Encountered problems with XAPO interface	100%		
DOHMH/DCA Integrated Testing	Sept '13	Sept '13	0		20%		
DOHMH/DCA Data Conversion Testing	Sept '13	Sept '13	0		50%		
DOHMH/DCA Go/No Go Decision	Sept '13	Sept '13	0		0%		
DOHMH Phase 2 Conversion	Sept '13	Sept '13	0		0%		
DCA Phase 1 Conversion	Sept '13	Oct '13	14	Need 3 days to convert data – converting Columbus Day Weekend will allow no customer downtime	0%		
DOHMH/DCA Maintenance Release	Feb '14	Feb '14	0		0%		

- 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.



### **Reinvent NYC.gov**

Reinvent NYC.gov is a project to fully replace the hardware and software powering the City's official website, NYC.gov, including the development of new technical architecture to fully support interactive applications and accommodate the varying user needs. The project will provide the City with an updated, unified presence on the internet and make it easier for the public to obtain information about or conduct business with the City.

Under the guidance of TDC a formal governance process was put in place for the Re-Invent NYC.gov Program. Prior to TDC; numerous project stakeholders had been identified, but no clear business owner or senior sponsor had been identified. Under TDC, an organizational structure was created with a single business owner and sponsor identified. A steering committee of stakeholders from various divisions within the City (Technology, Budget and Communications) was identified and quarterly meetings were instituted to provide project updates and issue resolutions as needed. Additionally standardized project dashboards were implemented to ensure that the information being communicated was consistent across multiple groups.

The health of this project under TDC's management is shown on the dashboard on the following page.

# NYC.gov Program Overview Dashboard

**Overview**

Program health over past 8 months:

Jan '13 Feb '13 Mar '13 Apr '13 May '13 Jun '13 July '13 Aug '13

Explanation of program health:

- Delay in selection of CMS and secondary site around Mar/Apr '12 required additional work
- Program diagnostic in May '12 identified several additional risks.
- Issues identified during testing have caused delays in the Re-Arch timeline.
- Temporary Site B build out delayed due to hurricane emergency response.
- Delays and quality issues in the front end code have caused delays with the Redesign.

Senior Sponsor: Cas Holloway

Business Owner: Rachel Haot

Program Manager: Andrea Mitchell

Target End Date: September 2013

- Program Steering Committee:**
- Cas Holloway
  - Rahul Merchant
  - Katherine Oliver
  - Roy Mogilanski
  - Marc LaVorgna
  - Ryan Whalen

Implementation Budget (\$MM)	Component	Baseline Budget	Current Budget	Amount Encumbered (Professional Services)	Amount Encumbered (Software)	Total amount encumbered	Total amount remaining	Variance (%)
	Reinvent	\$13.3	\$13.3	\$9.5	\$2.3	\$11.8	\$1.5	0
CMS	\$ 3.7	\$ 3.7	\$1.6	\$.95	\$2.55	\$1.15	0	
<b>Total Capital</b>	<b>\$17</b>	<b>\$17</b>	<b>\$11.1</b>	<b>\$3.25</b>	<b>\$ 14.35</b>	<b>\$2.65</b>	<b>0</b>	

Work Stream	Original Deadline	Current Forecast	Variance (Days)	Reason for Variance	Number of change requests
	Re-Arch launch	Dec '12	Apr '13	100	Delay in secondary site prevented complete design; scope of apps to be migrated in first phase to be increased
CMS launch	Mar '13	Aug '13	130	Delay in build out of the environments and vendor contract registrations.	0
Redesign launch	May '13	Sept '13	95	Design firm start date, complexity of functionality to be built	0

- 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 managing the above major IT projects, TDC has rendered valuable IT consulting services at a number of City agencies which are described on the chart that follows.

Engagement Name <i>(Services Provided)</i>	Engagement Description	Current Status
<b>ACS Enterprise Case Management Systems</b> <i>(Program Assessment)</i>	TDC has reviewed previously developed requirements and technology choices for the replacement of two Enterprise Case Management Systems for the Administration for Children's Services Divisions of Youth and Family Justice ("DYFJ"), and Early Care and Education ("ECE").	<b>Completed:</b> TDC and ACS concluded that the current solicitation should not move forward at this time and that ACS would focus its resources to ensure that the existing systems for ECE & DYFJ can continue operations on their existing platforms until a decision is made regarding the timing and scope of a new systems solicitation.
<b>DCAS IT Projects and Organizational Assessment</b> <i>(Project Assessments/Organizational Assessment)</i>	TDC was requested to conduct a range of analysis, including: DCAS' IT project portfolio, project management capabilities and reporting, and the structure of the DCAS IT Team.	<p><b>In progress:</b> TDC has strengthened project governance through structured project intake and project management practices, as well as by shifting ownership of IT projects from IT to the lines of service, and through development of agency-wide reporting regarding project progress and resource usage.</p> <p>Analysis of the applications development project portfolio allowed for a healthy debate around the projects in development and projects queued up. As a result of this exercise, the IT applications development portfolio has been right sized since December 2012:</p> <ul style="list-style-type: none"> <li>Decreased portfolio size by 22% (67 to 52 projects)</li> <li>Canceled / Deemed Non-DCAS IT: 22% or 15 projects</li> <li>Consolidated: 3% or 2 projects</li> <li>Completed: 37% or 25 projects</li> <li>New Projects: 39% or 26 projects</li> </ul> <p>*see Appendix A for project details</p> <p>Reorganized IT resources so that the right talent is now positioned to lead teams, spread knowledge, and enforce best practices. Additionally, TDC is assisting the agency in identifying a suitable CIO.</p>
<b>DOF Property Tax System</b> <i>(Governance and Legal Services)</i>	TDC is providing legal, planning, and project governance services to the Department of Finance ("DOF") in relation to its procurement and implementation of a Modern Integrated Property Tax System (MIPTS).	<b>In progress:</b> TDC supported DOF in the RFP drafting and evaluation process and led contract negotiations with the selected vendor. The negotiations have resulted in a favorable contract that affords DOF substantial leverage to keep the project on schedule and within the budget. The vendor has commenced work and DOF continues to report on key activities to the TDC in bi-weekly status meetings.

<b>Engagement Name</b> <i>(Services Provided)</i>	<b>Engagement Description</b>	<b>Current Status</b>
<b>DCP Project Management System</b> <i>(IT Procurement)</i>	TDC was engaged to assist the Department of City Planning (DCP) to procure and ultimately to project manage the installation of a new Project Management System to track activities surrounding the handling of land use and environmental review proposals submitted to the agency – from pre-submission support through post-certification/referral management.	<b>In progress:</b> TDC has highlighted over \$800k in savings for DCP by taking over much of what had been earmarked for a PMQA vendor to serve in a Program Management role. TDC has provided feedback to create stronger RFS documents and a summary of DCP business needs for prospective system integrators, as well as strategic direction to increase the number of SI firms responding. TDC is currently working with the agency to develop a fit/gap of available software solutions against DCP business requirements to allow for easier evaluation of vendor proposals and benchmarking overall size of effort.
<b>DCAS Computerized Monitoring and Maintenance System</b> <i>(IT Procurement Consulting)</i>	The TDC was engaged to assist the Department of Citywide Administrative Services in procuring a Computerized Maintenance Management System. The system will centralize work orders, track inventory in real time, manage building systems and external contractors more efficiently, and track progress on all ongoing projects in the 55 DCAS buildings. DCAS has selected IBM's TRIRIGA software as the CMMS platform.	<b>In progress:</b> TDC has identified significant areas of risk within the project, made recommendations to mitigate the risks, and participated in enacting the recommended mitigation strategies. TDC has strengthened, refined and accelerated documentation and processes for the SI SoW, SI RFS, license procurement, project planning, requirements gathering, and analysis. TDC has created stronger program and project management documentation and processes. TDC is assisting in assembling a project team that is operations-centric and is coordinating internal project deliverables in advance of the SI coming onboard to align with best practices and mitigate risk. The operations staff is in the process of staging changes to current workflows within the organization to prepare for the automation and transformation that the CMMS will bring.
<b>FDNY Licensing and Permitting</b> <i>(IT Procurement Consulting)</i>	The TDC was engaged by the NYC Fire Department (FDNY) to help them determine if using a COTS product (Accela) would be the best strategy to replace its current inspection system in their Bureau of Fire Prevention. FDNY is currently completing a Fit/Gap and Implementation Planning project with Gartner which will propose Accela as a potential solution.	<b>In progress.</b> The Gartner Fit/Gap and Implementation Planning Project is due to be completed by mid-September 2013. Assuming it recommends Accela as a solution, the TDC will work with FDNY through the end of 2013 to develop their funding request and RFP for an SI or other development resources to perform the design, configuration, testing and implementation of the Accela-based system. The TDC would provide Program and Project Management support to the full project life cycle.

Engagement Name <i>(Services Provided)</i>	Engagement Description	Current Status
<b>DoITT McKinsey IT Procurements Process Improvements</b> <i>(Vendor Management)</i>	<p>TDC has engaged McKinsey &amp; Co. to perform a comprehensive diagnostic study of the information technology (IT) and telecommunications good &amp; services - other than personal services (OTPS) - used by NYC's Department of Information Technology &amp; Telecommunications (DoITT), and City agencies purchasing through DoITT contracts. McKinsey is initially to provide an overview of potential procurement savings. At TDC's sole option, this initial task may be followed by a deeper analysis to create prioritized &amp; actionable implementation plans to capture savings, and establish performance management systems to achieve longer-term sustainability of savings.</p>	<p><b>In progress:</b> McKinsey's initial Draft report identifies \$50-\$70MM of no-impact or low-impact savings (of an overall identified \$152MM pool of citywide savings opportunities) across telecom (voice/data, wireless), software, hardware &amp; services, along with initial recommendations for achieving these savings.</p>