



Information
Technology &
Telecommunications

Department of Information Technology and Telecommunications

STRATEGIC PLAN 2015-2017



2015 Progress Report

MESSAGE FROM THE COMMISSIONER

One year ago, DoITT released its Strategic Plan: 2015-2017, a commitment to lead the exponential growth in technology and providing world-class IT services for the City of New York. With this plan we developed a blueprint for becoming a more customer-centric service provider and a steward of technology for our City agency clients, further empowering and supporting agencies and the New Yorkers they serve.

I am proud to share with you this report detailing our progress toward these goals in 2015. The headway DoITT has made across the board is commendable, and I congratulate DoITT's talented staff on its hard work and dedicated efforts.

Our initiatives reflect DoITT's mission of providing resilient, scalable, and leading IT services, infrastructure, and telecommunications to our agency partners, and support the hallmark of the de Blasio Administration: to create a more equitable city for all.

Further, our efforts to broaden and diversify DoITT's pool of vendors to include more Minority- and Women-Owned Business Enterprises (M/WBE) and small businesses directly supports the Mayor's goal to increase total City awards to M/WBEs to \$16 billion over the next ten years. And in recognition of the essential nature of broadband, Mayor de Blasio has committed to providing every resident and business access to affordable, reliable, high-speed broadband service by 2025. To support this, DoITT continues to support the implementation of WiFi at parks sites and recently announced the launch of LinkNYC, a free, high-speed, citywide Wi-Fi and communications network of up to 10,000 "Link" kiosks to replace aging public payphones across all five boroughs. DoITT is honored to be a partner in the Mayor's plan to build a stronger, sustainable, resilient, and equitable city, and our role in the Link initiative is a great example of this partnership.

You'll see more specific details on our progress with these two programs, and the more than 50 additional initiatives DoITT has developed as part of its Strategic Plan. We have made substantial progress in all areas, and I thank our agency partners for their support as we uphold and enhance our commitment to excellence in technology service delivery.

We stand ready to continue this progress in 2016 and beyond.

Anne Roest
Commissioner
New York City Department of Information Technology & Telecommunications



2015 PROGRESS REPORT

This report details progress toward achieving DoITT's goals during the first year of its 2015-2017 Strategic Plan. This progress will be detailed through tracking and reporting on DoITT's objectives and initiatives. Objectives and key initiatives were developed with measurability in mind, and specific metrics define success on two levels of reporting:

1. Tracking Progress: The status of each strategic initiative is reported by the following categorizations:

Progress Categorization		Status
Achieved		8 initiatives
On Track		35 initiatives
At Risk / Minor Variance		7 initiatives
Critically Delayed		4 initiatives
Reconsidered		4 initiatives

Initiatives are:

- **Achieved** if all milestones are completed, went live and were incorporated into DoITT's ongoing operations
- **On Track** if milestones are on track for completion by 2017
- **At Risk/Minor Variance** if they are slightly delayed
- **Critically Delayed** if they have been significantly delayed
- **Reconsidered** if they have been de-prioritized, placed on hold, or subsumed into another strategic initiative

Percent Complete: Each strategic initiative is reported based on its percentage complete as of the end of 2015. Strategic initiatives vary in their level of complexity, timelines, and the underlying implementation approach. Some initiatives may involve one project underway, while other initiatives may involve several underlying projects and phases. As such, the percentage complete may reflect one project's status or an averaged combined status of several projects, depending on the scope of the strategic initiative.

Scope Adjustments: Some initiatives have been modified since the Strategic Plan was published in early 2015. These modifications are noted with details in the section on 2016 Initiative Modifications and Updates.

2. Impact Assessment: DoITT either aligned existing Key Performance Indicators (KPIs), developed new KPIs, or is currently working on identifying new KPIs for each objective to measure how well the initiatives, once implemented, achieve the stated goals. Since these KPIs are quantitative metrics, they allow DoITT to easily ascertain whether or not it is moving in the right direction.

GOAL 1: ENHANCE AND IMPROVE SERVICES

DoITT's core mission is to provide high-quality, reliable technology services and support to meet a wide range of customer agency demands, both simple and more complex. This goal focuses on improving service delivery with more advanced technology implementation, improved processes, and operational governance.

Objective 1: Improve key DoITT processes to increase customer satisfaction with service delivery				
Initiative Progress				
Initiative	Status	% Complete	Progress to Date	Planned Work
Improve Intake Process Improve the speed, quality, and overall value of the way DoITT on-boards projects		48%	<ul style="list-style-type: none"> Streamlined prioritization process Refined documentation Improved internal communications and project reporting 	<ul style="list-style-type: none"> Leverage new DoITT Service Center portal to streamline service request process, improve transparency and information sharing
Reform Security Assessment and Authorization Reform the Security Accreditation process to simplify documentation, introduce a collaboration tool and enhance agency engagement		15%	<ul style="list-style-type: none"> Completed full stakeholder end-to-end process analysis and review Defined 8 concrete process improvement projects 	<ul style="list-style-type: none"> Plan and implement proposed process improvements, including: standards refinement, documentation revision, and process tracking
Improve Citywide Service Desk: Internal Operations* Make process improvements, roll out self-service portal, and leverage analytics to forecast staffing needs * This initiative has been split to focus on two main focus areas: internal processes and customer satisfaction. ** See details in the "2016 Initiative Modifications and Updates" on the expanded initiative to "Build New DoITT Service Center"		80%	<ul style="list-style-type: none"> Developed capability to more effectively log and analyze compliments, complaints, and suggestions by customers Integrated a quality management tool to gather and analyze data to facilitate process improvement Upgraded and integrated enhancements to Cisco Unified Intelligent Contact system for improved call reporting 	<ul style="list-style-type: none"> Complete upgrade of Workforce management tool, improving the trend analysis and request volume forecasting Continue enhancements to make service desk processes more efficient and leverage better data for resolving issues **Leverage the new DoITT "Service Center" that will more efficiently and accurately route requests
Improve Citywide Service Desk: Customer Satisfaction* Improve the customer experience of interacting with and obtaining services through the Citywide Service Desk * This initiative has been split to focus on two main focus areas: internal processes and customer satisfaction. ** See details in the "2016 Initiative Modifications and Updates" on the expanded initiative to "Build New DoITT Service Center"		80%	<ul style="list-style-type: none"> Developing a strategy to increase customer satisfaction Conducting regular End User Meetings with Service Desk hosted agencies to review metrics, upcoming initiatives, issues and/or requests. Conducting monthly Open Incident Ticket review conference calls with agency department heads 	<ul style="list-style-type: none"> Evaluate and examine customer satisfaction levels; obtain agency feedback Formalize and implement a strategy to address customer challenges Continue End User Meeting Continue monthly Open Incidents meetings

Objective 2: Integrate new and emerging processes and technologies to improve operational effectiveness and IT service management

Initiative Progress				
Initiative	Status	% Complete	Progress to Date	Planned Work
Establish Self-Service Provisioning Enable customer agencies to request and initiate automatic provisioning of select environments		60%	<ul style="list-style-type: none"> Piloted self-provisioning portal with five agencies Developed governance model to expand pilot to a full offering 	<ul style="list-style-type: none"> Expand self-provisioning portal to include additional environment types and other functionality Roll out self-provisioning offering to all eligible agencies Enable self-provisioning on a public cloud
Automate Application Deployment and Maintenance Automate key build processes, deployment, and management tasks to speed up the application deployment process		20%	<ul style="list-style-type: none"> Completed a proof of concept for CHEF, an automated deployment tool Deployed this in the CityShare Platform Upgrade project 	<ul style="list-style-type: none"> Conduct additional proofs of concept for other products for configuration management, platform as a service, and performance monitoring Once CHEF is fully implemented in CityShare, it will be used on NYC.gov and integrated with other deployment tools
Conduct IT Service Management Upgrades and Integrations Upgrade DoITT's IT Service Management tool and enable various software integrations for enhanced IT operations management		100%	<ul style="list-style-type: none"> Upgraded the IT Service Management tool Completed integrations with various IT operational tools 	<ul style="list-style-type: none"> Continue to guide agencies on using the new Remedy
Update and Enhance Configuration Management Database (CMDB) Asset User Information Update the CMDB with detailed user and relationship information for DoITT-hosted assets to improve communications and transparency into service delivery		0%	<ul style="list-style-type: none"> This initiative start was delayed due to prioritization of other time-sensitive strategic initiatives and resource availability Started developing a scope and strategy for this long-term, multi-agency effort 	<ul style="list-style-type: none"> Finalize scope and strategy and begin work

Objective 3: Align DoITT resources to best deliver DoITT services

Initiative Progress				
Initiative	Status	% Complete	Progress to Date	Planned Work
Build New DoITT Service Center* Update the DoITT Service Catalog to deliver information more clearly with improved content and search and status lookup functionality * See details in the "2016 Initiative Modifications and Updates" on the expanded initiative to "Build New DoITT Service Center"		15%	<ul style="list-style-type: none"> Started planning and developing requirements for the DoITT Service Center, a new online portal for customers to report incidents, request services, and look up incident/request statuses 	<ul style="list-style-type: none"> Finalize project requirements and customer service workflows Begin development work Streamline and improve content on service offerings

Objective 3: Align DoITT resources to best deliver DoITT services				
Initiative	Status	% Complete	Progress to Date	Planned Work
Define and Publicize Who DoITT Serves Refine what services DoITT provides to which customer agencies so that DoITT can improve service governance and efficiency		80%	<ul style="list-style-type: none"> Developed a proposal for service criteria and agency eligibility requirements 	<ul style="list-style-type: none"> Finalize proposal with input from the Mayor's Office and OMB Develop a formal policy and implement it with authority from MO and OMB
Build Towards a 24x7 On-Site Support Model Evaluate existing staffing model to re-align and optimize shifts and find opportunities to provide 24x7 on-site operational support		20%	<ul style="list-style-type: none"> Proposed and received positions to allow the execution of a 24x7 on-site support model Re-allocated positions to use for 2nd and 3rd shift coverage 	<ul style="list-style-type: none"> Finalize resource allocation and shift schedules Develop and implement hiring strategy

Objective 4: Identify more effective development methodologies to produce better products				
Initiative Progress				
Initiative	Status	% Complete	Progress to Date	Planned Work
Offer Human-Centered Design (HCD) Develop an HCD offering focused on the needs of end-users by expanding HCD workshops and developing collaborative space		15%	<ul style="list-style-type: none"> Conducted 21 HCD assessment workshops and six classes in 2015 Defined types of HCD engagements to offer to agencies 	<ul style="list-style-type: none"> Continue conducting HCD workshops to agencies Roll out offering of HCD engagements via new DoITT Service Center
Integrate Prototyping Processes Incorporate prototyping tools and methodologies into the design cycle, provide prototypes more widely in projects, and better integrate usability testing.		25%	<ul style="list-style-type: none"> Effort to formalize prototyping processes had stalled due to resource constraints, however, it resumed in January, 2016 Began designing and integrating prototyping into current projects 	<ul style="list-style-type: none"> Further develop DoITT's User Experience team to progress this initiative Continue to expand prototyping processes during project design
Build On the Lightning Track (BOLT) Implement an expedited process to deliver project requests that meet a set of predefined criteria faster * See details in the "2016 Initiative Modifications and Updates" for the modifications to this initiative.			<ul style="list-style-type: none"> Work continues, but this is being re-considered as a key initiative. 	

GOAL 2: EXPAND STRATEGIC ROLE WITH AGENCIES

DoITT aims to strengthen agency relationships by better understanding short- and long-term goals of its customer agencies, and how their technology objectives fit into comprehensive business strategies. DoITT also seeks to better support citywide technology operations across agencies by improving information-sharing and collaboration and promoting enterprise solutions.

Objective 1: Expand relationship management to increase the frequency and quality of interactions with customer agencies				
Initiative Progress				
Initiative	Status	% Complete	Progress to Date	Planned Work
Expand Agency Relationship Management (ARM) Develop a more empowered ARM team to facilitate tighter coordination between agencies and DoITT; implement a customer relationship management tool for better follow-up		75%	<ul style="list-style-type: none"> Hired one additional ARM Completed 3 of 6 development sprints of the ARMs CRM tool 	<ul style="list-style-type: none"> Hire two additional ARMs, including one technical ARM Conduct remaining 3 phases of CRM development
Build Agency-Facing Operational Dashboards Build operational (Edge) and trend (Remedy Performance Scorecards) dashboards for customer agencies to view technical operations		80%	<ul style="list-style-type: none"> Built and deployed Edge dashboards for agencies to view real-time IT operational data Built initial phase of the ITSM Remedy Performance Scorecards (formerly known as Center of Excellence Dashboards) 	<ul style="list-style-type: none"> Continue training agencies on Edge dashboards Finalize and roll out ITSM Remedy Performance Scorecards within DoITT and to customer agencies

Objective 2: Better understand agency strategic goals and business needs to gain trust and build meaningful partnerships				
Initiative	Status	% Complete	Progress to Date	Planned Work
Create Agency Report Deliver regular reports and updates to CIOs, giving an overview of each agency's active DoITT portfolio and facilitate regular discussions on ongoing and planned projects		85%	<ul style="list-style-type: none"> Finalized report template Delivered Agency Report to 18 agencies, updated monthly 	<ul style="list-style-type: none"> Complete distribution to remaining agencies and continue with frequency as planned
Establish CIO IT Operations Council Coordinate regular meetings between the DoITT Commissioner, executive staff and agency CIOs to discuss timely technology topics impacting agency operations		100%	<ul style="list-style-type: none"> Launched the CIO IT Operations Council meetings in January 2015 Coordinating regular meetings Launched CIO Connect SharePoint portal to facilitate collaboration between meetings 	<ul style="list-style-type: none"> Encourage CIOs to inform discussion topics Build out CIO Connect portal

Objective 3: Facilitate collaboration among City agencies to share information and best practices

Initiative	Status	% Complete	Progress to Date	Planned Work
Conduct NYC IT Community Forums Build upon forum series to share knowledge and best practices on targeted technology topics across the City, leveraging the expertise of technologists across agencies		85%	<ul style="list-style-type: none"> Held forum on SharePoint; cancelled one forum on Security Accreditation Held interagency tech events on document management and CRM 	<ul style="list-style-type: none"> Establish a monthly frequency for these forums
Promote Source Code Collaboration Leverage GitHub to promote collaborative code development within DoITT, among agencies, and with the public, supporting a more open and engaging government		80%	<ul style="list-style-type: none"> Developed a Citywide policy to guide agencies on the use of GitHub Solicited interagency feedback on the policy 	<ul style="list-style-type: none"> Pilot internal use of a private instance of GitHub Finalize and implement Citywide policy
Support Interagency Data Sharing Sustain and enhance data sharing programs across City agencies through the upgrade of DataShare and coordination of strategic projects		5%	<ul style="list-style-type: none"> Initiated assessment of DataShare to evaluate current utilization of its capabilities Initiated technical workshops to better understand DataShare's core technologies and plan upgrades 	<ul style="list-style-type: none"> Complete DataShare assessment and workshops Plan and implement upgrade of DataShare hardware and software Rationalize Citywide and internal geospatial data and create a process to publish datasets for internal and agency consumption
Create Technology Solutions Library (formerly known as Technology Reference Model) Improve communication regarding products and tools that DoITT supports, considers emerging, or plans to sunset and encourage agencies to share their implemented products in order to promote cost-efficient technology solutions and information sharing		80%	<ul style="list-style-type: none"> Launched prototype of TSL on the CIO Connect portal collaboration portal Posted for an IT collaboration resource that will have this as his/her core responsibility 	<ul style="list-style-type: none"> Hire IT collaboration resource Make short-term enhancements to TSL and update with more products and technologies Implement long-term upgrades to make this tool more robust

Objective 4: Build tools and promote services to leverage enterprise solutions

Initiative Progress				
Initiative	Status	% Complete	Progress to Date	Planned Work
Enterprise Architecture Portal and Tools* Collaborate with agencies to share experiences on widely used technologies; disseminate information, tools, and materials to promote re-usable solutions and minimize citywide cost			<ul style="list-style-type: none"> Work continues, but this is being consolidated with the initiative to "Create Technology Solutions Library" above. 	

Objective 4: Build tools and promote services to leverage enterprise solutions

Initiative	Status	% Complete	Progress to Date	Planned Work
Deliver Key Enterprise Solutions Expand DoITT enterprise offerings to save agencies and the City costs in infrastructure management and software services		77%	<ul style="list-style-type: none"> • Rolled out Citywide VoIP implementation and service offering 	<ul style="list-style-type: none"> • Continue efforts to upgrade CityShare • Evaluate document management solutions • Enhance the Citywide Identity Management solution
Create Reference Applications and Enhanced Implementation Guides* Streamline the process for customers to adopt Citywide services – such as NYC.ID, OpenGeo, DataShare, and Google Search Appliance – via sample application implementations, annotated code snippets, more user friendly collateral materials, and improved automation of processes * See details in the “2016 Initiative Modifications and Updates” for the modifications to this initiative.		10%	<ul style="list-style-type: none"> • Started developing content and a developers’ site to guide agencies on the adoption of NYC.ID • Evaluating pain points in integration of tools 	<ul style="list-style-type: none"> • Roll out additional products (NYC.ID Cloud Access, OpenGeo, DataShare, and Google Search Appliance) to the developer’s site

Objective 5: Enhance agency operations through Citywide mobile technology support

Initiative Progress				
Initiative	Status	% Complete	Progress to Date	Planned Work
Deploy Mobile Device Management (MDM) Roll out a Citywide MDM application to enable reliable and secure use of City government devices and support agency Bring Your Own Device (BYOD) policies		100%	<ul style="list-style-type: none"> • Completed implementation of the Citywide MDM with 32 agencies on-boarded • Issued DoITT policy around employees using their own devices for official City work 	<ul style="list-style-type: none"> • Continue supporting agencies on their rollouts • Plan and implement enhancements to the MDM solution
Expand Mobile Application Development and Support Expand DoITT’s capacity and expertise to provide services in mobile development and mobile-friendly website transformation		20%	<ul style="list-style-type: none"> • Started developing a mobile development workshop • Began efforts to quantify the demand for mobile services, define DoITT’s offering, and develop its strategy 	<ul style="list-style-type: none"> • Work with MOTI, CDO and other DoITT teams to conduct Citywide mobile demand survey • Hire additional mobile developers • Define DoITT’s mobile offering and strategy

GOAL 3: INVEST IN HUMAN CAPITAL

DoITT acknowledges that a skilled and diverse workforce supported in an inclusive and collaborative environment is the foundation for innovative, high-quality services. DoITT is committed to its workforce and will expand programs to recruit and retain IT talent, facilitate skills and career advancement, and increase staff diversity.

Objective 1: Develop training and programs to recruit and cultivate IT talent				
Initiative Progress				
Initiative	Status	% Complete	Progress to Date	Planned Work
Conduct Skills Assessment Conduct agency-wide evaluation of skills and competencies to identify gaps that inform DoITT's talent development needs		7%	<ul style="list-style-type: none"> Identified IT job categories to use as basis for skills taxonomy Researched skills inventory software vendors 	<ul style="list-style-type: none"> Define approach and identify skills inventory tool Build skills taxonomy
Study IT Positions and Salaries across the City and Industry* Conduct a review of IT positions to create more accurate and consistent salaries and job descriptions across City agencies <small>* See details in the "2016 Initiative Modifications and Updates"</small>			<ul style="list-style-type: none"> Proposed new IT titles have been submitted to the State Civil Service Commission 	
Review IT Civil Service Titles and Specifications Partner with Department of Citywide Administrative Services (DCAS) to review Civil Service Titles to align qualifications to current technology and city needs		100%	<ul style="list-style-type: none"> Created titles and specifications to address IT titles that should be non-competitive where competitive exams can't keep pace with changing technologies Submitted proposals for DCAS review Testified at public hearing for submission of proposals Drafted selective certifications for recent and upcoming exams 	<ul style="list-style-type: none"> Respond to any clarifying questions posed by the State Civil Service Commission during their review process
Expand Inter-Disciplinary Training Workshops Expand training workshops available to all City staff to build cross-functional and hands-on skills		28%	<ul style="list-style-type: none"> Secured training tracker Piloted curriculum concept during summer internship program 	<ul style="list-style-type: none"> Roll out training tracker within DoITT Expand course development for internal staff Once successfully delivered internally, develop tracks and offer access to other agencies

Objective 2: Facilitate professional growth to encourage high performance and innovation				
Initiative Progress				
Initiative	Status	% Complete	Progress to Date	Planned Work
Expand Performance Recognition Build a more inclusive and participatory performance management program that acknowledges and motivates exemplary staff		99%	<ul style="list-style-type: none"> • Rolled out the People Management training for all managers/supervisors 	<ul style="list-style-type: none"> • Provide training to the those who have yet to receive the training
Increase Professional Development Opportunities Provide regular and more individualized follow-ups of professional development progress to ensure staff leverage relevant trainings and target areas of improvement		28%	<ul style="list-style-type: none"> • Launched Workplace Coaching Office • Expanded regular Lunch and Learn events • Expanded Connect Mentorship program • Planned tours of the DoITT data center and network operations center • Designed Personal Development Plan templates for managers, which were introduced in the mandatory managerial “People Management” training 	<ul style="list-style-type: none"> • Plan new Lunch and Learn events • Conduct tours of DoITT facilities • Agency-wide survey will examine the impact of recognition efforts and professional development opportunities on the individual employee • Established a centralized view of training enrollments and identify staff who have not participated in adjunct training

Objective 3: Align DoITT resources to best deliver DoITT services				
Initiative Progress				
Initiative	Status	% Complete	Progress to Date	Planned Work
Establish Diversity and Inclusion Office Promote an inclusive organizational culture led by the Chief Diversity and Inclusion Officer; develop initiatives on diverse talent recruitment and support		100%	<ul style="list-style-type: none"> • Established the Office of Diversity and Inclusion during Q3 FY2015 and conducted trainings and events • Developed the DoITT Diversity Scorecard • Developing a Diversity Strategic Plan on DoITT’s Diversity and Inclusion program 	<ul style="list-style-type: none"> • Continue trainings and events • Expand Employee Resource Groups • Finalize Diversity Strategic Plan • Enhancing Diversity Scorecard with metrics to track progress
Expand and Advertise Strategic Partnerships Continue existing initiatives, such as the City University of New York (CUNY) IT Internships program, and explore additional partnerships		75%	<ul style="list-style-type: none"> • Worked with CUNY to publicize program to all City entities • Initiated exploratory conversations with additional organizations 	<ul style="list-style-type: none"> • Expand agency partnerships in the CUNY IT Internship program • Continue discussions with additional organizations • Hire a Director of Partnerships
University Project Delivery Collaboration* Partner with a local academic institution to engage students on a substantive project for a City agency, with DoITT mentorship and guidance			<ul style="list-style-type: none"> • Pending scope definition, strategy, and partnership 	

GOAL 4: PROVIDE ROBUST INFRASTRUCTURE

DoITT operates and maintains the City's IT infrastructure, including the state-of-the-art data center, citywide networks, and systems that serve as the technical backbone for city operations. As the backbone to many City operations, DoITT's infrastructure is fundamental to many public services. DoITT must continue to maintain IT infrastructure that is resilient, scalable, agile, and secure from cyber-threats and natural disasters.

Objective 1: Streamline the City's IT infrastructure to promote efficiency, agility, and greener IT				
Initiative Progress				
Initiative	Status	% Complete	Progress to Date	Planned Work
Create Shared Data Center and "Best Practices" Continue to streamline data center operations for greater efficiencies and establish "best practices" to ensure greener operations and resiliency		5%	<ul style="list-style-type: none"> Placed on hold due to resource constraints. Leadership and staff slated for this initiative were reallocated to a mission-critical, time-sensitive program. 	<ul style="list-style-type: none"> Review current design standards and operational procedures for future publication of "best practices"
Support Infrastructure Migrations and Transformations Support agencies seeking to migrate infrastructure to DoITT data centers and/or transform and upgrade legacy applications to leverage DoITT shared services		80%	<ul style="list-style-type: none"> Commenced ACS, NYPD, and DOHMH data center migration projects Completed significant portions of ACS, NYPD, and DOHMH migrations; currently addressing close-out and post-migration items for these agencies. 	<ul style="list-style-type: none"> Continue agency migrations of ACS, NYPD and DOHMH Support any new agency migrations and transformations
Enhance City Network Add more hardware and fiber links to the City's institutional fiber network (CityNet) locations and create new locations for increased resiliency		38%	<ul style="list-style-type: none"> Completed planning, gap analysis and Phase 1 of CityNet Upgrade to harden facilities Submitted purchasing request for hardware to extend dark fiber to CityNet Started purchasing equipment to upgrade end-of-life network gear 	<ul style="list-style-type: none"> Complete HVAC and other minor facilities enhancements Complete Phase 2 and 3 of CityNet bandwidth upgrade

Objective 2: Maintain world class security measures to safeguard IT systems and balance business needs				
Initiative Progress				
Initiative	Status	% Complete	Progress to Date	Planned Work
Provide Citywide Internet Content Filtering and Advanced Malware Protection Provide DoITT with the capability to filter and more securely monitor Internet traffic citywide, the first line of defense against web attacks		100%	<ul style="list-style-type: none"> Implemented solution with outbound firewalls at Site A, Site B, and guest wireless 	<ul style="list-style-type: none"> Continue to monitor and tune tool through use by IT Security Operations

Objective 2: Maintain world class security measures to safeguard IT systems and balance business needs				
Initiative	Status	% Complete	Progress to Date	Planned Work
Create Cyber Incident Response Enhance the incident response protocol by strengthening interagency collaboration and techniques for handling security threats and incidents; conduct workshops		100%	<ul style="list-style-type: none"> Completed Agency Incident Response (AIR) document with reviews from several agency stakeholders 	<ul style="list-style-type: none"> Hire Citywide IT Security Officer Publish AIR document online and notify agencies Conduct incident response workshops
Improve Public Key Infrastructure Automate and simplify the management of security certificates for City applications to address key challenges and enable more effective and secure data handling		40%	Phase I – DoITT-Internal PKI: <ul style="list-style-type: none"> Completed production build and configuration Developed and configured user application Working with vendor to deploy, test and validate new code with enhancements 	Complete Phase I: <ul style="list-style-type: none"> Finalized development and implementation Conduct training for IT Security operational teams Complete security accreditation Build out Phase II: <ul style="list-style-type: none"> Expand PKI for use by City agencies

Objective 3: Facilitate disaster recovery options to strengthen the City's technical systems and infrastructure				
Initiative Progress				
Initiative	Status	% Complete	Progress to Date	Planned Work
Expand Site B Resiliency Program Continue to replicate and back up critical applications at Site B; collaborate with agencies on business Continuity of Operations Plans (COOP)		25%	Continued working with agencies on business continuity by: <ul style="list-style-type: none"> Providing application back up and redundancy Performing controlled failovers to ensure continuity Conducting bi-annual testing on failover 	<ul style="list-style-type: none"> Continue to work with City leadership and stakeholder agencies to identify critical systems for Site B hosting
Offer Site B Co-Location Offer agencies the ability to leverage Site B for non-DoITT hosted critical applications by providing white space for use for disaster recovery		35%	<ul style="list-style-type: none"> Moved in two agencies to Site B for co-location and working with seven others Conducted agency outreach requesting input on critical life-safety applications 	<ul style="list-style-type: none"> Continue working with agencies on their co-location projects to Site B
Harden Network Assets for Critical City Services Continue hardening infrastructure assets to withstand power outages, strengthening DoITT's support of critical operations for City agencies, particularly first responders		62%	<ul style="list-style-type: none"> Began work on the transport hardening of the citywide radio network and strengthening its network availability Began conducting radio systems backup planning and documentation Completed the rebuild of key NYCWiN sites effected by Hurricane Sandy 	<ul style="list-style-type: none"> Complete radio transport hardening and radio systems backup planning

GOAL 5: OPTIMIZE CITYWIDE TECHNOLOGY ADMINISTRATION

Through a strategic approach to procurement and proactive interagency engagement, DoITT will deliver the state-of-the-art technology necessary for City operations, while also improving vendor management and increasing the diversity of service providers.

Objective 1: Establish a strategic approach for technology sourcing and procurement to support City agencies				
Initiative Progress				
Initiative	Status	% Complete	Progress to Date	Planned Work
Negotiate Enterprise License Agreements (ELAs) Utilize DoITT's expertise and City's purchasing power to negotiate favorable software agreements for IT products most in demand by agencies		75%	<ul style="list-style-type: none"> • Adobe ELA completed • McAfee ELA renewal completed • Microsoft ELA completed • EMC ELA not yet started 	<ul style="list-style-type: none"> • Resume EMC conversations after EMC/Dell merger is resolved • Continue pipeline of new/updated ELAs
Facilitate Citywide Information Technology and Consulting Contracts Facilitate the ability for agencies to more effectively obtain IT professional services from vendors with established Citywide contracts		14%	<ul style="list-style-type: none"> • Released ITCS RFP 12/1/2015 that will improve the selection process for candidates • Identified CRM system to assist DoITT to manage ITCS data 	<ul style="list-style-type: none"> • Evaluate ITCS RFPs and register with Comptroller under accelerated timeline • Complete contract and requirements for CRM • Build CRM, launch, and train users
Enter into New Telecom Master Service Agreements (MSAs) Negotiate with telecom providers when entering new contracts in order to ensure affordable and resilient service		60%	<ul style="list-style-type: none"> • Started negotiations with 5 out of 14 vendor contracts • Submitted the wireless contract package to selected vendors for negotiation to start in Feb 2016 	<ul style="list-style-type: none"> • Continue the negotiations, including finalization of the main contracts, appendices, attachments and SSTPs • Address major negotiation issues for each contract, including pricing, SLAs and other requirements

Objective 2: Promote the participation of Minority- and Women-Owned Business Enterprises (M/WBE) and small businesses to broaden and diversity the pool of DoITT vendors				
Initiative Progress				
Initiative	Status	% Complete	Progress to Date	Planned Work
Expand Leadership Structure for M/WBE Participation Establish management-level task force to drive M/WBE planning and work with NYC SBS to plan and host vendor workshops		20%	<ul style="list-style-type: none"> • Identified vendors with capacity for growth • Updated language in ITCS solicitation and draft agreement to encourage M/WBE participation • Started developing language in SI contracts to same effect 	<ul style="list-style-type: none"> • Complete SI language • Set up annual fair program: host M/WBE event in early 2016 • Establish M/WBE SLA's • Establish M/WBE Council • Develop mentoring program

Objective 3: Improve accountability and management of DoITT technology vendors and suppliers to ensure optimal performance and compliance

Initiative	Status	% Complete	Progress to Date	Planned Work
<p>Streamline and Enhance Vendor and Contract Management Combine vendor and contract management functions and incorporate vendor performance into decision-making when hiring vendors</p>		25%	<ul style="list-style-type: none"> Hired Associate Commissioner for Procurement and Vendor Management Merged vendor mgmt. and procurement functions Identified dedicated client relations manager 	<ul style="list-style-type: none"> Develop vendor compliance program Strengthen vendor review process and incorporate into contract manager portfolio management
<p>Integrate Vendor Management Processes into Project Methodologies Integrate vendor management and performance monitoring into established project methodologies and provide training and support for project managers</p>		10%	<ul style="list-style-type: none"> Defined initial scope of initiative Completed research on vendor management best practices that found a checklist is best way to standardize interactions 	<ul style="list-style-type: none"> Engage with PMs that work with SIs to validate research Create best practices checklist for SI vendor engagements Pilot checklist and other methodology enhancements Use new checklist and methodology on all SI engagements
<p>Formalize DoITT Internal Compliance Function to Include Vendor Compliance Integrate vendor management and performance monitoring into established project methodologies and provide training and support for project managers</p>		10%	<ul style="list-style-type: none"> Defined initial scope of initiative 	<ul style="list-style-type: none"> Set up procedures with ACCO and legal team Develop and implement internal and external training program

GOAL 6: FACILITATE GREATER ACCESS TO TECHNOLOGY FOR ALL NEW YORKERS

Technology has the power to streamline City operations, engage the public with City information and resources, and make public services easier and more accessible. To expand the benefits of IT and telecommunications to all New Yorkers, DoITT will build upon efforts in making City data and agency services more transparent and accessible to the public, expanding high-speed broadband access for all communities, and ensuring that telecommunications providers are accountable in supplying high-quality services to the public.

Objective 1: Make City data and services more accessible and transparent through technology

Initiative Progress				
Initiative	Status	% Complete	Progress to Date	Planned Work
Expand Open Data Work with the Mayor's Office of Data Analytics and City agencies to expand Open Data and leverage it as a strategic tool to problem-solve collaboratively with the public		20%	<ul style="list-style-type: none"> Completed several NYC Open Data releases to publish new datasets on the NYC Open Data portal Planned the redesign of the NYC Open Data portal, which will include a more user-friendly design and new features 	<ul style="list-style-type: none"> Continue to roll out new releases of Open Data to publish new datasets Implement the redesigned NYC Open Data portal

Objective 2: Expand broadband access to the public, particularly underserved communities

Initiative Progress				
Initiative	Status	% Complete	Progress to Date	Planned Work
Install Wi-Fi in City Parks Install Wi-Fi access points in City parks through a \$10 million commitment from cable providers to bring affordable Internet access to the public		97%	<ul style="list-style-type: none"> Activated Wi-Fi at 98 park sites Verifying that cable companies are fulfilling their \$10 million commitment 	<ul style="list-style-type: none"> Fully verify that the entire \$10 million commitment was fulfilled
Implement LinkNYC* Replace aging network of public payphones with up to 10,000 Link kiosks to provide free high-speed public Wi-Fi and communications access across all five boroughs		1%**	<ul style="list-style-type: none"> Oversaw the installation of 21 fully functional Link kiosks Officially launched the LinkNYC implementation on 2/18/2016, where Mayor de Blasio and City leaders made the official Link call 	<ul style="list-style-type: none"> Continue overseeing LinkNYC implementations across the City Continue conducting testing of Wi-Fi speeds, latency, distance, and other measures of performance

* Progress to date was reported as of February 29, 2016.

**Percent complete is based on an eight-year plan to install 7,500 Link kiosks across the City.

Objective 3: Hold telecommunications franchises accountable for adequately delivering resilient services to the public

Initiative	Status	% Complete	Progress to Date	Planned Work
<p>Incorporate Resiliency Requirements into Franchise Agreements Incorporate resiliency requirements into telecom franchise agreements to require measures such as cyber-security, network hardening and increasing, and resiliency planning</p>		42%	<ul style="list-style-type: none"> Started coordinating telecommunications discontinuances with Verizon and AT&T Established the first telecom franchise, the LinkNYC franchise agreement, to incorporate resiliency and disaster recovery requirements, including cybersecurity 	<ul style="list-style-type: none"> Develop proposals focused on resiliency for use in negotiating major franchise renewals that are up in 2020, while continuing to negotiate for resiliency terms in other agreements as they are renewed or established in coming years
<p>Establish New Division of Telecommunications Planning Create a new division and appoint a new Deputy Commissioner to manage policy and planning for telecommunications and enhance franchise oversight</p>		100%	<ul style="list-style-type: none"> Hired a Deputy Commissioner for Telecommunications Planning and established the division 	<ul style="list-style-type: none"> Continue partnership with Mayor's Office on broadband initiatives and over-seeing the roll-out of key Citywide initiatives, including those in the City's OneNYC plan

2016 INITIATIVE MODIFICATIONS AND UPDATES

This strategic plan is intended to stay as consistent as possible in order to maintain accountability in meeting the original objectives. However, in order to address evolving circumstances and make sure this plan is realistic and adaptable, some of the underlying initiatives have been modified slightly – re-aligning the focus and in some cases even expanding it. The initiatives that have been modified from the original plan, released in Spring of 2015, described in this section.

Goal 1: Enhance and Improve Services

Objective 1: Improve key DoITT processes to increase customer satisfaction with service delivery

Modified Initiative: Improve Citywide Service Desk

Initiative as Originally Published	Update	Notes
<p>Improve Citywide Service Desk Make process improvements, roll out self-service portal, and leverage analytics to forecast staffing needs</p>	<p>Improve Citywide Service Desk: Internal Operations Make process improvements, roll out self-service portal, and leverage analytics to forecast staffing needs</p> <p>Improve Citywide Service Desk: Customer Satisfaction Improve the customer experience of interacting with and obtaining services through the Citywide Service Desk</p>	<p>This initiative is now split into two in order to focus on two main areas of improvement: internal operations and customer satisfaction. By distinguishing these interrelated focus areas, DoITT aims to deliver both new operational efficiencies as well as better customer experiences.</p>

Goal 1: Enhance and Improve Services

Objective 3: Align DoITT resources to best deliver DoITT services

Modified Initiative: Service Catalog Redesign

Initiative as Originally Published	Update	Notes
<p>Service Catalog Redesign Update the DoITT Service Catalog to deliver information more clearly with improved content and search and status lookup functionality</p>	<p>Build New DoITT Service Center Overhaul the DoITT Service Catalog and consolidate with Service Desk portal to deliver information more clearly with improved content and search and status lookup functionality</p>	<p>This significantly expanded scope of work not only updates the Service Catalog, but combines this interface with MyDesk, the Service Desk portal. This new “Service Center” provides a streamlined experience for agencies requesting any DoITT service as well as improves the service-fulfillment with better coordination and tracking across DoITT service providers.</p>

Goal 1: Enhance and Improve Services

Objective 3: Identify more effective development methodologies to produce better products

Reconsidered Initiative: Build On the Lightning Track (BOLT)

Initiative as Originally Published	Update	Notes
<p>Build On the Lightning Track (BOLT) Update the DoITT Service Catalog to deliver information more clearly with improved content and search and status lookup functionality</p>	Retired from the plan as a key initiative	Work continues to identify ways to streamline and shorten the application development process for projects meeting certain criteria, but the original scope of work to pursue a BOLT methodology was determined not to be a key initiative at this point.

Goal 2: Expand Strategic Role with Agencies

Objective 4: Build tools and promote services to leverage enterprise solutions

Modified Initiative: Enterprise Architecture Portal and Tools

Initiative as Originally Published	Update	Notes
<p>Enterprise Architecture Portal and Tools Collaborate with agencies to share experiences on widely used technologies; disseminate information, tools, and materials to promote re-usable solutions and minimize citywide cost</p>	Consolidated with Initiative to “Create Technology Solutions Library”	The scope of work outlined in the original plan largely overlaps with the effort described under “Create Technology Solutions Library” (TSL). An ancillary goal for this work will still be to support enterprise solutions and tools, as this TSL aims to do, but the driving priority will be facilitating collaboration among City agencies.

Goal 2: Expand Strategic Role with Agencies

Objective 4: Build tools and promote services to leverage enterprise solutions

Modified Initiative: Create Reference Applications and Enhanced Implementation Guides

Initiative as Originally Published	Update	Notes
<p>Reference Applications Package pre-built and configured standard application stacks – such as NYC.ID, OpenGeo, DataShare, and Google Search Appliance – for agencies to quickly deploy and integrate with their systems</p>	<p>Create Reference Applications and Enhanced Implementation Guides Streamline the process for customers to adopt Citywide services – such as NYC.ID, OpenGeo, DataShare, and Google Search Appliance – via sample application implementations, annotated code snippets, more user friendly collateral materials, and improved automation of processes</p>	<p>The creation of an example Reference Application for NYC.ID was found to be technically infeasible, since each integration is very specific to each individual application. The scope has been broadened to include the creation of a developer’s portal for DoITT technology products such as NYC.ID, NYC.ID Cloud Access, DataShare, and others. Where example applications are appropriate, these applications will be created and published as additional products are rolled out into the developer’s portal.</p> <p>This change in scope is consistent with the original objective of enhancing adoption of DoITT products by allowing agencies to quickly deploy and integrate these products with their systems.</p>

Goal 3: Invest in Human Capital

Objective 1: Develop training and programs to recruit and cultivate IT talent

Modified Initiative: Study IT Positions and Salaries across the City and Industry

Initiative as Originally Published	Update	Notes
<p>Study IT Positions and Salaries across the City and Industry Conduct a review of IT positions to create more accurate and consistent salaries and job descriptions across City agencies</p>	<p>Initiative is currently on hold</p>	<p>DoITT has worked closely with the Department of Citywide Administrative Services to develop a proposal to classify six new Computer titles as Non-Competitive Civil Service positions with salary structures that differ from the existing titles used for these functions. These proposed titles have been submitted to the State Civil Service Commission and consequently it became clear that this study would be more targeted and better aligned once a determination has been reached by the Commission.</p>

Goal 3: Invest in Human Capital

Objective 4: Foster a culture of inclusion and diversity to maximize applicant pool and increase retention

Modified Initiative: University Project Delivery Collaboration

Initiative as Originally Published	Update	Notes
<p>University Project Delivery Collaboration Partner with a local academic institution to engage students on a substantive project for a City agency, with DoITT mentorship and guidance</p>	<p>Consolidated with Initiative to “Expand and Advertise Strategic Partnerships”</p>	<p>After initial exploration, it was unfeasible to determine resources or the right scope for an anchor project to support this as a stand-alone initiative. However, should a project idea arise, it can be handled under the “Expand and Advertise Strategic Partnerships” umbrella and could be covered under the current “explore additional partnerships” language.</p>

KEY PERFORMANCE INDICATORS

Goal 1: Enhance and Improve Services

Objective 1: Improve key DoITT processes to increase customer satisfaction with service delivery			
Objective KPIs			
KPI	Metric	Baseline Measure 3Q 2015	4Q 2015 Data, where available
Customer Satisfaction Index Overall satisfaction rating on the annual customer satisfaction survey given to agencies using DoITT Services	Average rating from survey	Pending survey	Pending survey
Average Duration of Requests in Intake – with Solutioning Days an "Intake Complete" request with solutioning, takes to exit Intake	Average number of days	23	21.33
Average Duration of Requests in Intake – without Solutioning Days an "Intake Complete" request without solutioning, takes to exit Intake	Average number of days	6.33	11.33
Citywide Service Desk Incidents Resolved on First Call Incidents called into Service Desk that are resolved by the service desk without a transfer	Percent of incidents resolved without a transfer	78.76%	80.21%
Duration of Infrastructure Provisioning Builds Days that an infrastructure provisioning spends in the build phase	Average number of days in build phase	7.74	7.98

Objective 2: Integrate new and emerging processes and technologies to improve operational effectiveness and IT service management			
Objective KPIs			
KPI	Metric	Baseline Measure 3Q 2015	4Q 2015 Data, where available
Self-Service Provisioning Self-service builds	Percent of self-service builds	48%*	48%*
Configuration Items (CI)s with Complete Records in CMDB [planned] CIs with the basic information columns filled out	[pending future Progress Report]	Pending future report	Pending future report

* Baseline Q3 and Q4 2015 cumulative data

Objective 3: Align DoITT resources to best deliver DoITT services

Objective KPIs			
KPI	Metric	Baseline Measure 3Q 2015	4Q 2015 Data, where available
Projects Waiting to Start Days between project assignment and start date due to staffing (e.g. PM), technology, licensing/procurement resources, etc.	Average number of days from Project Assignment Date to Project Start date	21.13 (3 month avg)	23.98 (3 month avg)
Builds On-Deck Days that an infrastructure provisioning build remains on-deck	Average number of days on-deck	4.7	5.8
Resolution of Critical or High-Priority Incident Tickets Percentage of critical or high-priority incidents addressed within 10 minutes	Percent of critical or high-priority incident tickets addressed within 10 minutes	61%	60%

Objective 4: Identify more effective development methodologies to produce better products

Objective KPIs			
KPI	Metric	Baseline Measure 3Q 2015	4Q 2015 Data, where available
Re-Baseline Requests Projects without any re-baseline requests during the project lifecycle	Percent of projects without re-baseline	92%	99%
Scope Change Delays Projects without scope change delays after initial baseline (build phase)	Percent of projects without scope change delays	100%	100%

Goal 2: Expand Strategic Role with Agencies

Objective 1: Expand relationship management to increase the frequency and quality of interactions with customer agencies

Objective KPIs			
KPI	Metric	Baseline Measure 3Q 2015	4Q 2015 Data, where available
In-Person CIO Meetings In-person meetings conducted by ARMs with customer CIOs to facilitate regular communication and engagement	Percent of agency CIOs who met with their ARM	59%	64%
Customer Satisfaction Index Overall satisfaction rating on the annual customer satisfaction survey given to agencies using DoITT Services	Average rating from survey	Pending survey	Pending survey
Agencies Receiving Monthly Reports Percentage of target agencies receiving the Agency Report monthly	Percent of City agencies receiving reports	45%	50%

Objective 2: Better understand agency strategic goals and business needs to gain trust and build meaningful partnerships

Objective KPIs			
KPI	Metric	Baseline Measure 3Q 2015	4Q 2015 Data, where available
CIO IT Ops Council Agency Attendance Customer agencies attending the CIO IT Operations Council	Percent of invited customer agencies attending CIO IT Ops Council meetings	N/A (no 3Q meetings)	53% (average)

Objective 3: Facilitate collaboration among City agencies to share information and best practices

Objective KPIs			
KPI	Metric	Baseline Measure 3Q 2015	4Q 2015 Data, where available
IT Community Forum Satisfaction Survey respondents who attended IT Community Forums or Tech Connect meetings and reported a satisfied rating of the event	Percent of post-event respondents satisfied with the event	93%	100%
IT Community Forum – Entities in Attendance City entities attending an IT Community Forum, Demos, or Tech Connect meetings	Average number of City entities attending IT Community Forums	N/A (no forums held)	17

Objective 3: Facilitate collaboration among City agencies to share information and best practices

KPI	Metric	Baseline Measure 3Q 2015	4Q 2015 Data, where available
IT Community Forum – Entities Participating as Panelists City entities presenting or participating as a panelist in an IT Community Forum	Number of City entities serving as a panelist for an IT Community Forum every quarter	N/A (no forums held)	N/A (no forums held)
Agencies contributing to Technology Solutions Library Online Platform Mayoral Agencies that have actively contributed to the TSL library of technologies and solutions as hosted on a CIO SharePoint site	Number of Mayoral agencies contributing to TSL (cumulative)	0*	1

*CIO SharePoint site and Technology Solutions Library launched in 4Q.

Objective 4: Build tools and promote services to leverage enterprise solutions

Objective KPIs			
KPI	Metric	Baseline Measure 3Q 2015	4Q 2015 Data, where available
Applications, Platforms & Services Used by Multiple Agencies Percent of DoITT-supported applications, platforms and services used by more than one agency	Percent of DoITT-supported applications, platforms, and services used by multiple agencies	43%*	43%*

* Baseline Q3 and Q4 2015 cumulative data

Objective 5: Enhance agency operations through Citywide mobile technology support

Objective KPIs			
KPI	Metric	Baseline Measure 3Q 2015	4Q 2015 Data, where available
DoITT Mobile Applications Downloaded Downloads of mobile apps built by DoITT	Number of mobile downloads (cumulative)	283,920	316,699
Mobile Devices Enrolled in Citywide MDM Total mobile devices enrolled in the Citywide MDM solution	Number of DoITT-issued mobile devices enrolled in MDM (cumulative)	8,500	9,000
NYC Websites using Responsive Design (mobile-friendly) Percent of entities, Mayoral Offices, and initiatives leveraging mobile-friendly, responsive websites	Percent of City entities, Mayoral Offices and initiatives with responsive design websites	32%	32%

Goal 3: Invest in Human Capital

Objective 1: Develop training and programs to recruit and cultivate IT talent

Objective KPIs			
KPI	Metric	Baseline Measure 3Q 2015	4Q 2015 Data, where available
Existing Employees Promoted Existing DoITT employees who are promoted	Percent of employees placed in open position	38%	11%
Recruitment Efforts Average time to fill postings from date posted until "request to hire" submitted	Average number of days from posting to "request to hire" submission	73	80
Civil Service Appointments Permanent versus provisional	Percent of employees with a permanent title	48%*	48%*
Employee Satisfaction - Training Satisfaction Employees satisfied with DoITT training and professional development opportunities as prompted by question on HR survey	Average rating of satisfaction with DoITT training and professional development	Pending survey	Pending survey

* The ratio for both 3Q and 4Q reflects a single measurement as of 12/31/2015.

Objective 2: Facilitate professional growth to encourage high performance and innovation

Objective KPIs			
KPI	Metric	Baseline Measure 3Q 2015	4Q 2015 Data, where available
DoITT as a Preparation for New Job Response to the HR exit interview question: Did your time at DoITT prepare you for your new position?	Percent of departing employees reporting that DoITT prepared them for their new position	Pending annual metric	Pending annual metric
Employees Getting Workplace Coaching Employees being coached through a workplace coaching program	Percent of employees coached	2%	>1%
Employees Participating in OrgDev Programs Employees participating in OrgDev programs (SWAP, Connect, Starts, Events, etc.) in the last quarter	Percent of employees participating in OrgDev programs	16%	25%
Total Training Enrollments Total confirmed training sessions that employees enrolled in during the last quarter (excludes mandatory training)	Number of confirmed enrollments in training sessions	606	716
Employee Satisfaction: Career Advancement Employees who believe DoITT is interested in advancing careers of its employees	Percent survey respondents with satisfactory or above avg rating	Pending survey	Pending survey

Objective 3: Foster a culture of inclusion and diversity to maximize applicant pool and increase retention

Objective KPIs			
KPI	Metric	Baseline Measure 3Q 2015	4Q 2015 Data, where available
Employees Attending Diversity Events Employees attending one or more diversity events	Percent of employees attending 1 or more diversity event per quarter	4%	4%
Employees Participating in Resource Groups Employees participating in at least one Employee Resource Group	Percent of employees participating in ERGs	>1%	>1%
Annual Turnover – Leaving for Reasons Unrelated to Salary Turnover for employees who leave DoITT and include non-monetary reasons as per the exit interview	Percent of employees leaving DoITT for non-monetary reasons	Pending annual metric	Pending annual metric
Employee Satisfaction – Recommendation of DoITT Employees recommending DoITT as a place to work as prompted by the HR survey	Percent of survey respondents recommending DoITT	Pending survey	Pending survey
Diversity Scorecard Diversity scorecard metrics receiving a satisfactory rating	Percent of scorecard metrics receiving a satisfactory rating	Pending scorecard	Pending scorecard

Goal 4: Provide Robust Infrastructure

Objective 1: Streamline the City's IT infrastructure to promote efficiency, agility, and greener IT			
Objective KPIs			
KPI	Metric	Baseline Measure 3Q 2015	4Q 2015 Data, where available
DoITT Infrastructure Outages DoITT infrastructure outages (excludes those caused by power or telecoms)	Number of outages (quarterly total)	38	44
Uptime of Key Systems Uptime of key systems (mainframe, UNIX, and Wintel)	Percent time operational	99.94%	99.79%
Uptime of NYC.gov Uptime of NYC.gov website	Percent time operational	100.00%	100.00%

Objective 2: Maintain world class security measures to safeguard IT systems and balance business needs			
Objective KPIs			
KPI	Metric	Baseline Measure 3Q 2015	4Q 2015 Data, where available
Applications Accredited w/o Exceptions City applications that were security accredited without exceptional risks	Percent of public apps accredited without exceptions	29%	55%

Objective 3: Facilitate disaster recovery options to strengthen the City's technical systems and infrastructure			
Objective KPIs			
KPI	Metric	Baseline Measure 3Q 2015	4Q 2015 Data, where available
Agency Critical Applications in Site B Agency critical applications with fail-over capacity on Site B	Number of applications backed up at Site B (cumulative)	15	20
Network Sites Hardened City IT communication network sites eligible for hardening that are hardened	Percent of hardened sites	60%	60%
Successful Failover Tests Successful failover tests executed	Percent of successful failover tests	100%	N/A*

*Not applicable. No tests were conducted.

Goal 5: Optimize Citywide Technology Administration

Objective 1: Establish a strategic approach for technology sourcing and procurement to support City agencies

Objective KPIs			
KPI	Metric	Baseline Measure 3Q 2015	4Q 2015 Data, where available
Citywide Vendor ELAs Initiated Citywide vendor contract discussions initiated	Number of contract discussions initiated	3	3
Duration to Procure Commodities or Intergovernmental Contract Average number of days to procure a commodities or intergovernmental contract worth over \$100K	Average number of days to procure commodities/intergov contract	N/A	23
Duration of Citywide ITCS Average time to complete a citywide ITCS	Average number of days to process new Citywide ITCS requests	N/A	113
Duration of Citywide Contracts – Single Vendor Average time to process Citywide Contract requests for a single vendor	Average number of days to process single vendor Citywide Contract requests	74.5 days	N/A
Duration of Citywide Contracts – Multi-Vendor Average time to process Citywide Contract requests that include multiple vendors	Average number of days to process a multi-vendor Citywide Contract request	260 days	228 days

Objective 2: Promote the participation of Minority- and Women-Owned Business Enterprises (M/WBE) and small businesses to broaden and diversity the pool of DoITT vendors

Objective KPIs			
KPI	Metric	Baseline Measure 3Q 2015	4Q 2015 Data, where available
M/WBEs in Contract M/WBEs in contract across all contract types	Percent of M/WBE contracts	19%	25%

Objective 3: Improve accountability and management of DoITT technology vendors and suppliers to ensure optimal performance and compliance

Objective KPIs			
KPI	Metric	Baseline Measure 3Q 2015	4Q 2015 Data, where available
DoITT Vendor Ratings DoITT unique contracts (not vendors) with a “good” or “excellent” rating on VENDEX	Percent of contracts with DoITT that have “good” or “excellent” rating on VENDEX	95%	92%
Percentage Reviews Completed for Fiscal Year Completed annual contract reviews on VENDEX for contracts with DoITT as required during a given fiscal year	Percent of contract reviews completed	77%	69%

Goal 6: Facilitate Greater Access to Technology for All New Yorkers

Objective 1: Make City data and services more accessible and transparent through technology

Objective KPIs			
KPI	Metric	Baseline Measure 3Q 2015	4Q 2015 Data, where available
Datasets Uploaded to the Open Data Portal Datasets uploaded to the Open Data portal as scheduled in the Open Data Plan released July 2015	Percent of datasets uploaded on time	72%	64%
Public Usage of Open Data [planned] Usage data on Open Data will be available and included as a KPI for this objective in a future Progress Report	[pending future Progress Report]	Pending future report	Pending future report

Objective 2: Expand broadband access to the public, particularly underserved communities

Objective KPIs			
KPI	Metric	Baseline Measure 3Q 2015	4Q 2015 Data, where available
Link Kiosks Installed Total Link kiosks installed	Number of Link kiosks installed (cumulative)	0	2
Parks with Free/Low Cost Wi-Fi Parks with at least one free/low-cost Wi-Fi access point	Number of Parks with Wi-Fi (cumulative)	96	96
Total Wi-Fi Access Points in Parks Total individual free/low cost Wi-Fi access points (includes multiple access points in a given park)	Number of individual Wi-Fi access points (cumulative)	552	581
Public Usage of Parks Wi-Fi [planned] Usage data on Parks Wi-Fi will be available and included as a KPI for this objective in a future Progress Report	[pending future Progress Report]	Pending future report	Pending future report
Public Usage of LinkNYC [planned] Usage data on LinkNYC will be available and included as a KPI for this objective in a future Progress Report	[pending future Progress Report]	Pending future report	Pending future report

Objective 3: Hold telecommunications franchises accountable for adequately delivering resilient services to the public

Objective KPIs			
KPI	Metric	Baseline Measure 3Q 2015	4Q 2015 Data, where available
Telecom Site Visits Conducted by DoITT DoITT field site visits conducted to observe resiliency measures at franchisee and other telecom providers's facilities serving NYC	Number of Site visits conducted	18	0
Telecom State of Technology Reports Received State of Technology reports received from franchise holders	Number of franchise holders submitting State of Technology reports to DoITT	3	0
Telecom Business Continuity Reports Received* Business Continuity plans received voluntarily from franchise holders and other telecom providers in NYC	Number of franchise holders submitting Business Continuity reports to DoITT	7	0

*DoITT requests these items from the providers on a voluntary basis and is working on new franchise requirements for business continuity plans going forward.