



# ProjectNews

The Official Newsletter of ProjectWorld® and the World Congress for Business Analysts

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## ***New York City's CityTime Project***

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### **Challenge:**

To effectively implement and utilize CityTime, an electronic timekeeping program, to track the hours worked and salaries of NYC employees.

### **Stakeholders:**

NYC Mayor Michael Bloomberg, NYC Comptroller John Liu, Office of Payroll Administration in New York City, CityTime Consultants, NYC Employees

### **Topic for Discussion:**

The original goal for the NYC CityTime project was to streamline the timekeeping system for public employees, making the government accountable for its employees and prevent employees from getting paid for time not spent working. The project was estimated to cost the city **\$68 million** and be completed within **5 years**, however the project has been ongoing for over **13 years** and has cost over **\$740 million**.

### **The question that all stakeholders are now asking - what happened to the CityTime project?**

- Communication channels should have been open between all stakeholders in order to bring attention to the challenges and costs so everyone was aware of the issues. **Was communication open between all stakeholders?**
- The CityTime contract that NYC had originally negotiated was a fixed-price contract to an hourly contract. This change, made in 2009, skyrocketed the cost from \$224 million to \$628 million. **Why was this contractual change made?**
- The main goal of the CityTime project was to track the work time of NYC employees, however the project

leaders weren't keeping track of their own work. NYC was paying consultants for time not worked. **Who was overseeing the consultants?**

- In 2004, Payroll Office Executive Director, Richard R. Valcich, accused SAIC (responsible for the CityTide implementation) of delaying the project progress to be paid more money before his retirement. His replacement, Joel Bondy, ignored this statement and continued the project enthusiastically. **Why didn't anyone else raise this concern?**

### Now its Your Turn:

The PW&WCBA team wants to hear from you! Join the conversation and share your ideas, suggestions and thoughts through LIVE discussion on [LinkedIn](#).

- Where do you think NYC's CityTime project went wrong?
- If you were in this situation what would you have done differently?

Conclusions based on the article, "[Numbers Can't Tell You Everything](#)" from [NBC New York](#) and [CityTime](#) from the [NY Times](#).

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### Your contributions are welcome!

We are always interested in hearing about new best practices, case studies or lessons learned. If you are interested in sharing your story in the next ProjectNews, please submit your ideas [here](#).

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