Tech Executive Leadership Initiative

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Community Feedback and Vendor Incentive Program

Making New York City broadband sustainable

BACKGROUND

As part of their 10-week policy training, the leaders of the Tech Executive Leadership Initiative spent 6 weeks working on a real-world government challenge. In teams of 4–5, the leaders proposed ideas to help the City of New York ensure that vendors awarded contracts through its record-setting investments in broadband infrastructure – which are further detailed in the City's Internet Master Plan (IMP) and request for proposals for broadband expansion – go beyond lip service and adhere to City's digital inclusion principles to meaningfully close the digital divide. Each team narrowed its focus to a specific part of the problem, conducted research, and developed solutions. Below is an overview of one team's solution: a community feedback and vendor incentive program.

EXECUTIVE SUMMARY

As part of its Internet Master Plan (IMP), the New York City Mayor's Office of the Chief Technology Officer (MOCTO) should capture community feedback to assess the IMP's success, and then use this feedback to incentivize IMP vendors via advertising benefits to drive the initiative's sustainability. A community feedback system should be implemented to capture, aggregate, and display the feedback data, and a vendor incentive program should offer advertising on city-owned properties for vendors with high feedback ratings.

PROBLEM

There are several challenges that MOCTO faces in assessing and ensuring the success of IMP. First, while currently utilized metrics such as performance, availability, and choice are important, they do not offer a truly meaningful view of whether the communities are actually able to use the benefits of broadband initiatives. Second, the vendors chosen to implement the IMP rely on a community-based model that needs to be made sustainable and scalable for long-term success.

RECOMMENDATIONS

To address these challenges, we propose a solution that has two key elements: a Community Feedback System and a Vendor Incentive Program. Together these elements will create a circle of transparency and accountability among community members, vendors, and MOCTO. As community members provide feedback, vendors with high feedback ratings will receive advertising benefits from MOCTO.

1. The Community Feedback System encompasses a set of technology tools that should be owned and operated by MOCTO to collect feedback. It should include:

    a. A web form that makes it easy for community members to provide quick feedback. It can be plugged into vendor websites and captures a single metric that measures customer satisfaction—the Customer Satisfaction Score (CSAT).

    b. A MOCTO-facing dashboard that visualizes the aggregated CSAT ratings by region and vendor. The dashboard also offers a detailed view of the qualitative feedback given by the users.

2. The Vendor Incentive Program encompasses a set of policies that encourages vendors to obtain good CSAT ratings. Through the Vendor Incentive Program, MOCTO should provide vendors with free advertising if they obtain high CSAT scores. The free advertisements should promote vendors who are providing high-quality services and help them expand their coverage and should also encourage community members to provide feedback via the Community Feedback System.

For more information on this proposal, please see: (1) a prototype of the Community Feedback System, which includes the feedback form that will be embedded into the vendors' website, a MOCTO Dashboard that illustrates the form results, and a video demo of the form and dashboard system; and (2) an operational plan to implement the CFS and the VIP.