

IT Shared Services in a Federated Enterprise

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CIO Institute

Columbia University

June 7th-9th, 2011

NYC DoITT Mission

**DoITT
is**

1 Modernizing

Implementing state-of-the-art technology to improve services for New Yorkers

2 Unlocking

Making NYC government more transparent & accountable to New Yorkers

3 Innovating

Employing innovative tools, methods and relationships to empower New Yorkers

DoITT is...

- 1200+ employees in 7 locations
- Operating Budget = \$360+ million
- Capital Plan = Estimated \$1 billion over 4 years
- Revenue = \$120 million

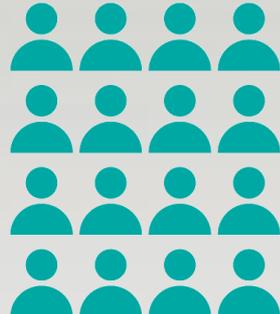
What Does DoITT Do?

- IT Utility
- Mainframe Systems
- Citywide IT Help Desk
- Network Provider
- Network Security
- Programmers
- Technical Resources
- Webmasters
- Purchasing Agent
- IT Consultant
- Research & Development
- Partnerships/Community Engagement
- Emergency Responder
- Call Center Operator
- Pay Phone Enforcement
- Cable Franchisor

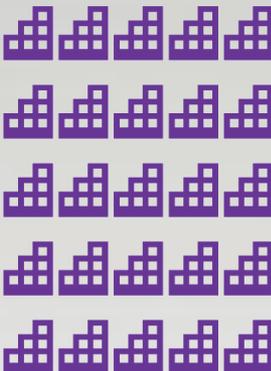
New York City is...



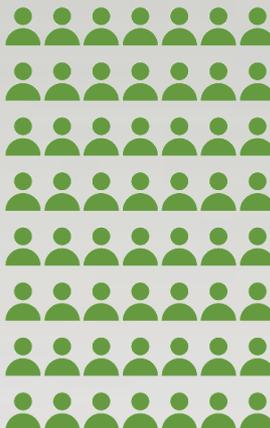
MORE THAN 120
Government Offices



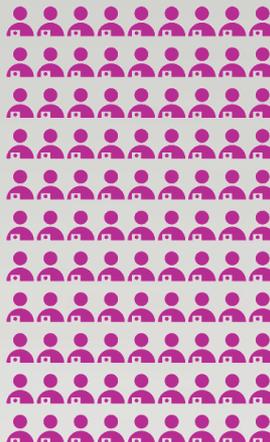
350,000
City Employees



230,000
Businesses



8 MILLION
Residents



48 MILLION
Visitors



45
Mayoral Agencies

DoITT

- 311 Customer Service Center
- MoME
- HHS-Connect
- HHS-Accelerator

IT Shared Services in a Federated Enterprise

DoITT – NYC’s IT service provider – serves 45 Mayoral Agencies and a wealth of additional City boards, offices and commissions.



How do we find balance?

Centralized



Vs

Federated



Benefits:

- Unified management, maintenance and standards
- Economies of scale
- Solutions developed once and shared by many

Benefits:

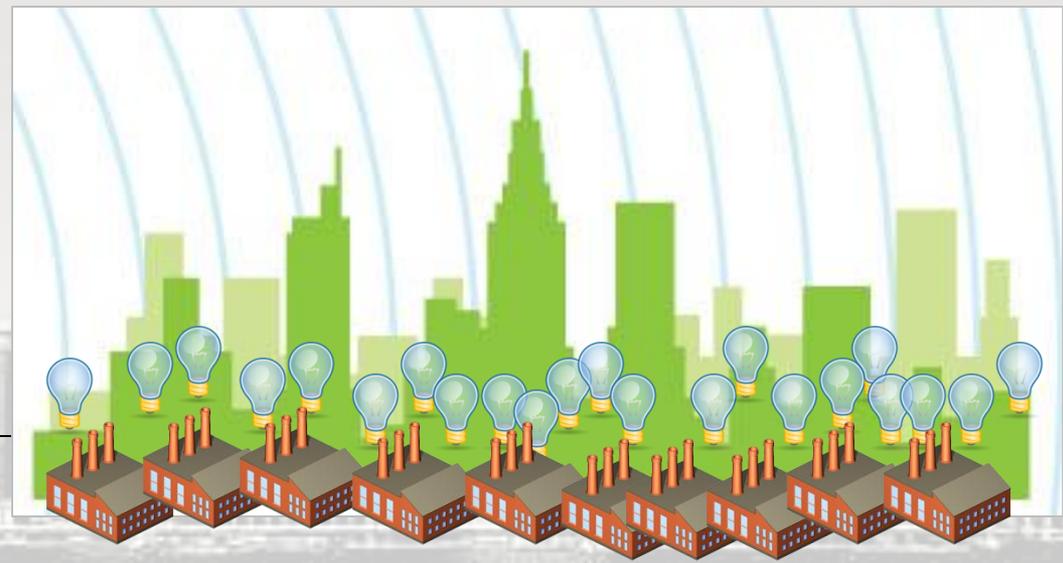
- Nimbleness and flexibility
- Individualized and customized solutions
- Autonomy for agency leadership

Not every house in NYC needs its own power source...

We are a connected city.



← **Central Grid**
vs
Individual Power Sources



Strategies for Balance

1. Where can **economies** be achieved?
2. Where can **buying power** be combined?
3. Where does **unified policy** make sense?
4. Where does **independence** foster innovation?

STICKS AND CARROTS

It is important to find a strategic combination of incentives and accountability mechanisms for agency participation.



THE CITY OF NEW YORK
OFFICE OF THE MAYOR
NEW YORK, N.Y. 10007

EXECUTIVE ORDER No. 140

October 20, 2010

AUTHORIZING THE DEPARTMENT OF INFORMATION TECHNOLOGY AND TELECOMMUNICATIONS TO CONSOLIDATE THE INFRASTRUCTURE OF AND ESTABLISH COORDINATED CITYWIDE POLICIES FOR INFORMATION TECHNOLOGY AND TELECOMMUNICATIONS FOR THE CITY OF NEW YORK

Executive Order

- IT is currently managed in a decentralized manner across dozens of agencies
- A consolidated and coordinated approach will allow the City to:
 - Standardize platforms
 - Improve service delivery
 - Reduce IT costs
 - Enable agencies to focus on their core missions



Strategies for balance: EO 140 Overview

1. Provides for Infrastructure consolidation including deadlines for e-mail hosting (Dec 2010) and help desk (June 2011)
2. Provides for adoption of IT policies and standards that have Citywide implications
3. Retains application development with agencies with review process to mitigate redundancies and encourage re-use of existing tools
4. Requires performance reporting and metrics
5. Provides for two governing bodies:
 - Strategic Governance Board – Deputy Mayors and oversights
 - Technology Governance Board – Agency IT and business reps

Sticks

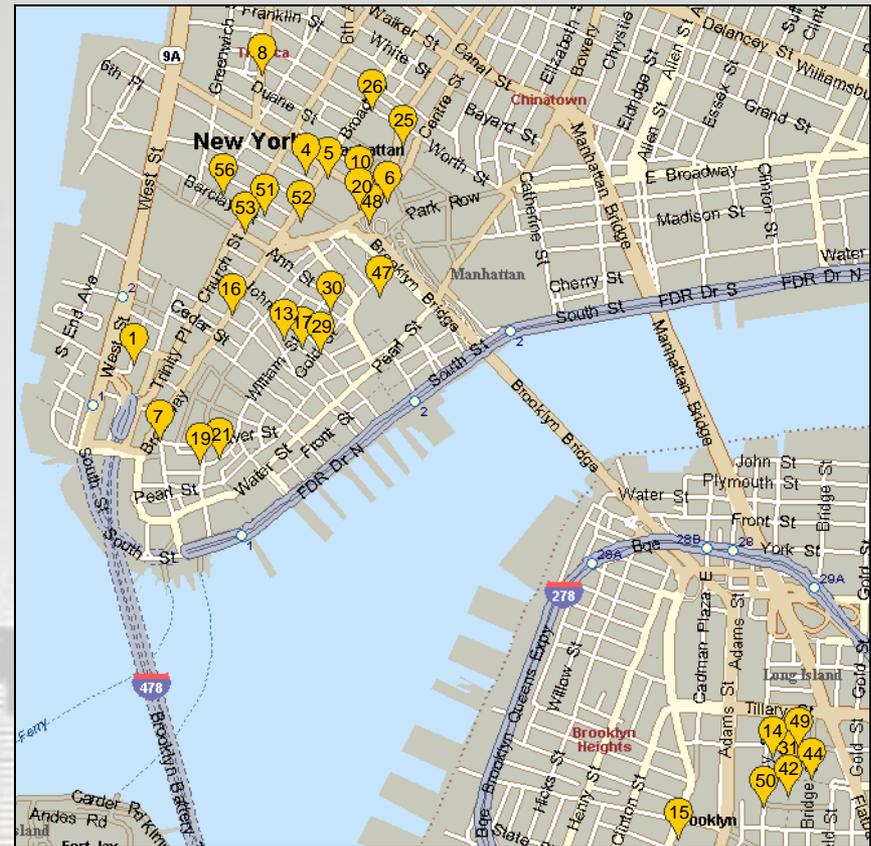
Carrots

1. Economies

CITIServ: IT INFRASTRUCTURE CONSOLIDATION

Today...

- Fragmented across 83 City entities
- More than 60 unique data centers of varying sizes and conditions
- Suboptimal disaster recovery, security planning, and 24/7 support



1. Economies

CITIServ: IT INFRASTRUCTURE CONSOLIDATION

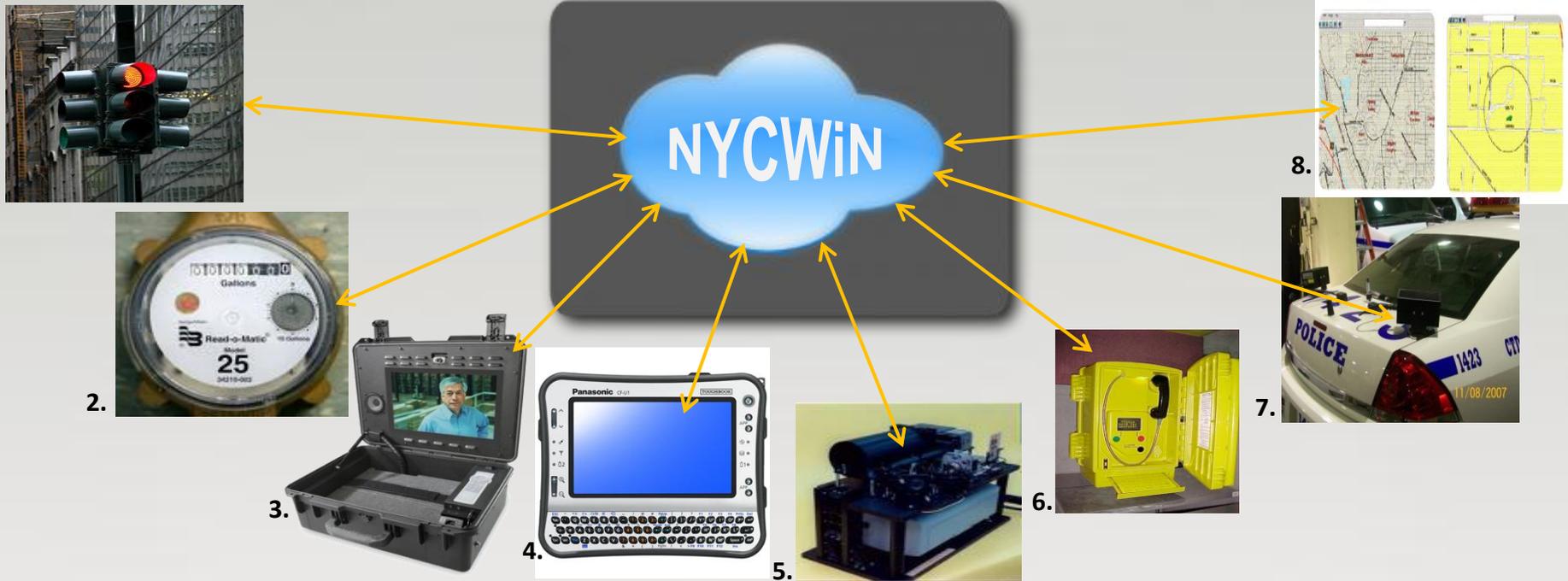
Tomorrow...

- Unified data center and DR operations
- Shared services provided to City agencies
- Support agency application development and business solutions

Investments today to
plan for tomorrow



1. Economies



| | | |
|--|---|--|
| 1. Remote traffic control | 4. Handheld applications | 7. Mobile and Data License Plate Recognition (Fixed and mobile) |
| 2. Wireless Meter Reading | 5. Sensor management (NBC, weather, etc..) | 8. RMP Mobile Office |
| 3. Wireless Video (Incident video and video conferencing) | 6. Emergency call boxes | 9. Automatic vehicle location |

1. Economies

BUDGET AND PERSONNEL

As IT infrastructure is consolidated across the City, the appropriate budget and personnel changes must be allocated.



2. Buying Power

CITYWIDE IT CONTRACTS

THE WALL STREET JOURNAL. NEW YORK

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TOP STORIES IN New York

Kosher Inspectors Eliminated

NEW YORK | OCTOBER 21, 2010

City Sets Deal With Microsoft

New York Sees \$50 Million in Savings

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By JOSEPH DE AVILA

Microsoft Corp. will provide New York City with an array of computer services under a new agreement announced Wednesday, a coup for the tech giant in its race to win municipal contracts.

The agreement, unveiled at a City Hall news conference by Microsoft and Mayor Michael Bloomberg, will consolidate all previous agency-by-agency contracts with Microsoft into a single citywide contract. The agreement is expected to save the city \$50 million over five years.

The previous arrangement was "cumbersome and not cost effective," said a city spokesman. "The economic downturn has forced companies to look for ways to save money."

The New York Times Business Day
Technology

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Microsoft and New York in Software Deal

By ASHLEE VANCE
Published: October 20, 2010

New York City has put the squeeze on Microsoft, forcing the software giant to agree to a purchase that should lower technology costs and give government workers access to more modern software.

Instead of having to buy business software from a dozen different vendors, New York has set up a 100,000-person deal that will save \$50 million over five years, Mayor Michael R. Bloomberg and Microsoft executive, announced Wednesday morning, hailing it as a "first-of-its-kind arrangement" with Microsoft.

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a daily newsletter on government action of importance to business

Today's News Tuesday, August 31, 2010

Catching Greg Ball

The state GOP has forsaken Republican Assemblyman Greg Ball in his bid to replace state Sen. Vincent Leibell, who is retiring. But only recently has it begun to put money behind its designated candidate in the primary. Since January, Ball has spent more than \$300,000 campaigning for the state Senate seat; Mary Beth Murphy, a Town of Somers supervisor in Westchester, spent a mere \$25,000 in the same period. It was only in mid-July that state Republicans began to close the spending gap. They've invested \$55,922 in Murphy's campaign in the past month. With two weeks before the primary, Murphy has \$34,000 in cash compared with Ball's \$50,000.

Mayor to his bureaucracy: Just Do IT

The data-driven, technology-focused Bloomberg administration has slowly raised the profile and prominence of the city's Department of Information Technology and Telecommunications.

First the mayor created the agency's signature program, 311; now, through an executive order he plans to sign after Labor Day, recalcitrant agencies will be required to give up control of their spending on computers and other information technology.

The executive order formalizes DoITT's power to manage the city's IT. Just as the Office of Management and Budget controls the allocation of city money, DoITT will now control the allocation of the city's technology resources.

3. Unified Policy

SHARED SERVICES

A clear listing of enterprise wide services with a clear access point.

The screenshot shows the NYC Shared Services Catalog website. At the top left is the NYC logo and the text 'Information Technology & Telecommunications: Shared Services Catalog'. Below this is a date 'March 23, 2010'. A navigation menu on the left lists categories: Home, Application Services, Consulting, Guidance, and Policy, Open Government, Hosting, Network, Service Desk, and Communications. The main content area features a 'Service Spotlight' section with a 'Hosting Services (CITIServ)' article. The article includes a sub-menu on the left with items like Unix App Hosting, Wintel App Hosting, Linux App Hosting, Mainframe Services, Data/Storage Mgmt, Database Support, Disaster Recovery & Contingency Mgmt, Network, Service Desk, and Communications. The main text of the article describes DoITT Hosting Services, Unix Application Hosting, and Wintel Application Hosting, each with a 'Read More' and 'Submit Request' link. To the right of the article is a 'CITIServ' section with an image of server racks and text describing the service offerings, including links to Hosting Services, Network Services, Service Desk, and Communication Services.

3. Unified Policy

IT ASSET MANAGEMENT

With vendors eager to provide IT services to agencies, it is important to control both the demand and supply sides.



4. Independence

INDEPENDENCE FOSTERS INNOVATION

DOB QR Codes



NYC Buildings
Work Permit Department of Buildings

Permit Number: 104921514-01-EQ-SH Issued: 03/22/2010 Expires: 03/22/2011

Address: MANHATTAN 25 BROAD STREET Issued to: FARI HAMA
Business: PERIMETER BRIDGE & SCAFFO
Contractor No: GC-9285

Description of Work:
ALTERATION TYPE 3 - CONSTRUCTION EQUIPMENT - SIDEWALK-SHED INSTALL HEAVY DUTY SIDEWALK SHED A TOAL OF 398 L.F. AT 25 BROAD STREET. DURING REMEDIAL REPAIRS, WORK SHALL COMPLY WITH LL 33/91. NO CHANGE IN USE, EGRESS OR OCCUPANCY.

Review is requested under Building Code: 1968
Electrical Application Number for Shed Lighting: M272682
To see a Zoning Diagram (ZD) or to challenge a zoning approval filed as part of a New Building application or Alteration application filed on or after 7/13/2009, please use "My Community" on the Buildings Department web site at www.nyc.gov/buildings.

Emergency Telephone Day: 311
Borough Commissioner: [Signature] Commissioner of Buildings: [Signature]

Tampering with or knowingly making a false entry in or falsly altering this permit is a crime that is punishable by a fine, imprisonment or both.

City Council
Discretionary
Funding



THE NEW YORK CITY COUNCIL
CHRISTINE C. QUINN, SPEAKER

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COUNCIL DISCRETIONARY FUNDING

Please type in the name of an Organization or a Council Member.

Organization Name or Source: Council Member or "Council" or the Borough:

Fiscal Year: 2012 Funded: OR Fiscal Year: 2012 Funded:

[Download Full List of 2012 Funded Grants \(in Excel\)](#)

HPD eCertification



Residents | Business | Visitors | Government | Office of the Mayor

NYC Department of Housing Preservation & Development

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- 1) Comply with all relevant federal, state, city and agency policies, laws, rules, and regulations.
- 2) Access only information to which you have been authorized for authorized purposes.

Proceeding with system logon means that you have read and accept the above terms and conditions.

Log In

User Name (email address):

Password:

[Create a new user...](#)

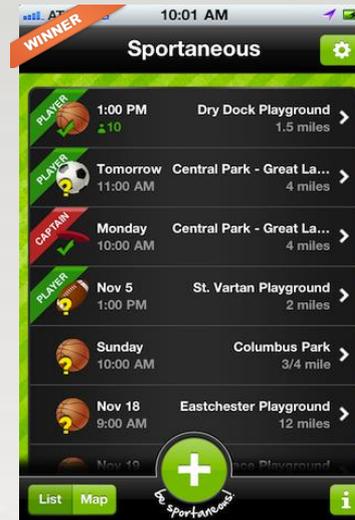
[VIEW SITE MAP](#) [Adobe Acrobat Reader](#)

Sticks and Carrots in action...

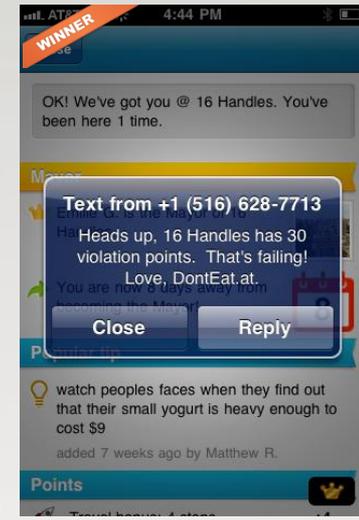
MOBILE APPS



Roadify



Sportaneous



DontEatAt

Sticks and Carrots in action...

FEDERATED WHEN NEEDED

Some IT solutions are easier to achieve using a federated approach.



Rowing in the same direction

When all stakeholders work together, everyone reaches the finish line.



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