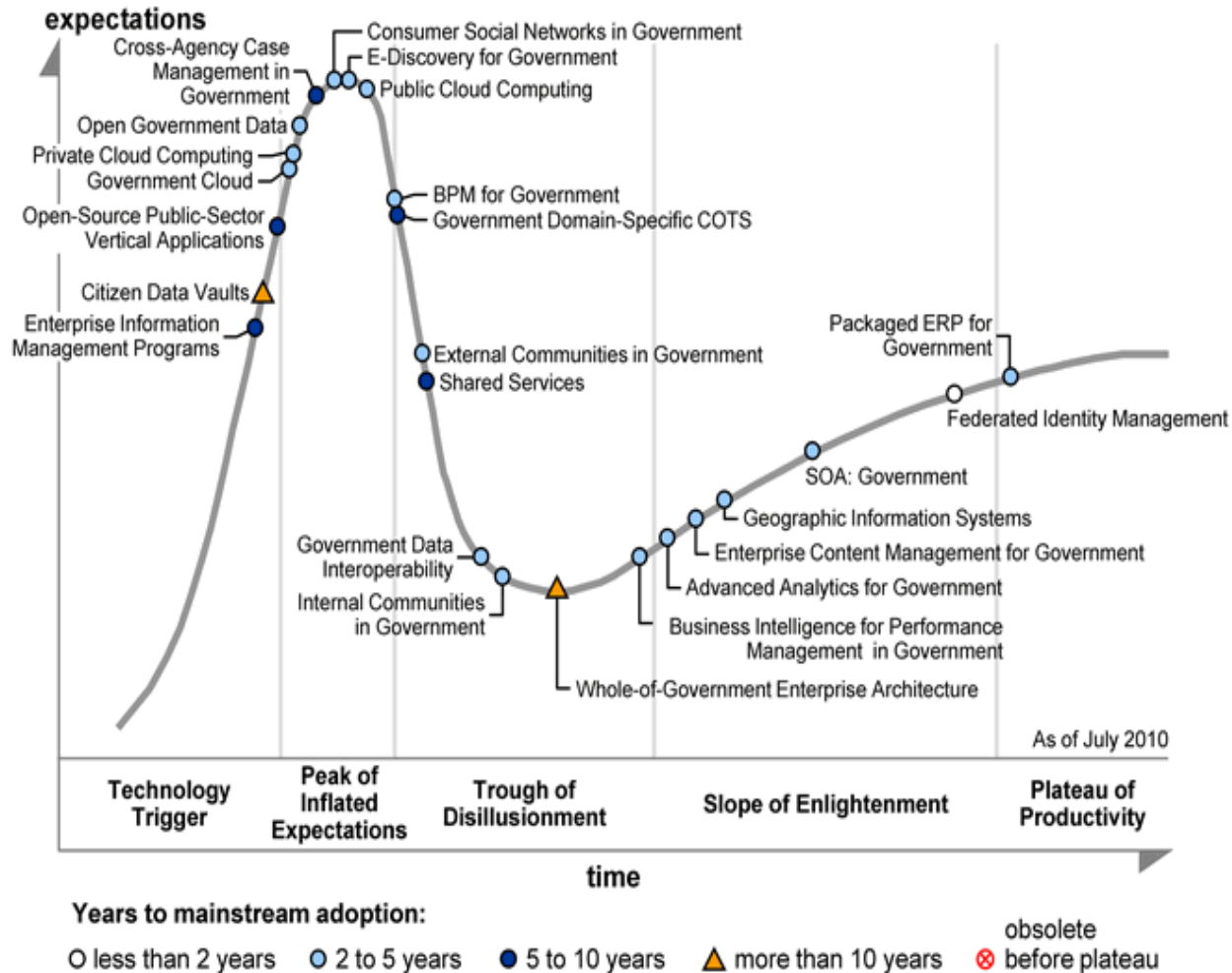


The seal of the City of New York is faintly visible in the background. It features an eagle with wings spread, perched atop a shield. The shield is supported by two figures: a Native American on the left and a European on the right. The shield is divided into four quadrants, each containing a different symbol. The entire seal is encircled by a laurel wreath. The text "CIVITATIS NOVAE" is visible at the bottom of the seal, and "1625" is in the center.

Shared Services in City of New York

Tuesday, November 16th, 2010

Gartner Government Transformation Hype Cycle 2010



Mayor's office of Operations Efficiency Report

- 1. Real Estate Management:** Creating an office real estate portfolio that is appropriately sized to City needs and instituting clear governance to better utilize space
- 2. Payments and Revenue Collection:** Designing a more efficient and productive revenue collection process that is more accessible to City agencies and residents.
- 3. Fleet Operations:** Ensuring that the management, maintenance and fueling of the City's 26,000 vehicles are as cost-effective and efficient as possible.
- 4. Human Resources Management:** Designing HR processes responsible for supporting almost 200,000 City workers that are more cost-effective and responsive to customers.
- 5. Information Technology:** Making the City's IT infrastructure and development more efficient and a model for 21st century cities.

Efficiency Report: 5 common themes

Operational Efficiency	To increase the coordination and cooperation of agencies to maximize citywide operational efficiency and capitalize on economies of scale, many of the recommendations in this report will speak to a concept of “ shared services ” -- the centralization of administrative functions from several departments or agencies into a single, independent organization with the mission of providing services as efficiently and effectively as possible.
Accountability	These recommendations address opportunities to clarify which agency will be held responsible for the effective provision of various services, and will identify specific metrics that will track how efficiently and cost-effectively those services are performed.
Governance	Good governance will eliminate instances where different have developed different policies for reaching the same goal, and coordinate agency activity in a way that works best for the City as a whole.
Customer service	By refocusing all agencies towards a customer service mentality, the internal provision of necessary services will become more responsive to the needs of the agencies and workers that keep the City running, and ultimately to the City’s external customers -- its residents, businesses and visitors.
Technology	Leveraging cutting-edge IT resources and best practices will enable the implementation of many of this report’s recommendations and make New York City a model for 21st century technological innovation.

IT Recommendations

- Formalize DoITT's role as a provider of consolidated IT infrastructure as well as citywide IT shared services
- Consolidate and modernize the City's IT infrastructure
- Adopt an Enterprise Capability Center (ECC) model, which centralizes teams of experts that focus on specific business capabilities. Adopting the ECC model will enable DoITT to proactively identify, deploy, and support enterprise solutions for multiple agencies in shorter timeframes

Executive Order 140

The executive order was signed by the Mayor on October 20th, 2010.

A Technology Governance Board (kicked off on November 12th, 2010) consisting of at least one agency representative designated by each commissioner shall be convened to develop technology-enabled business solutions, develop technology standards, rationalize business-driven exceptions to those standards, and make recommendations to the strategic governance board concerning strategic IT direction for the city.

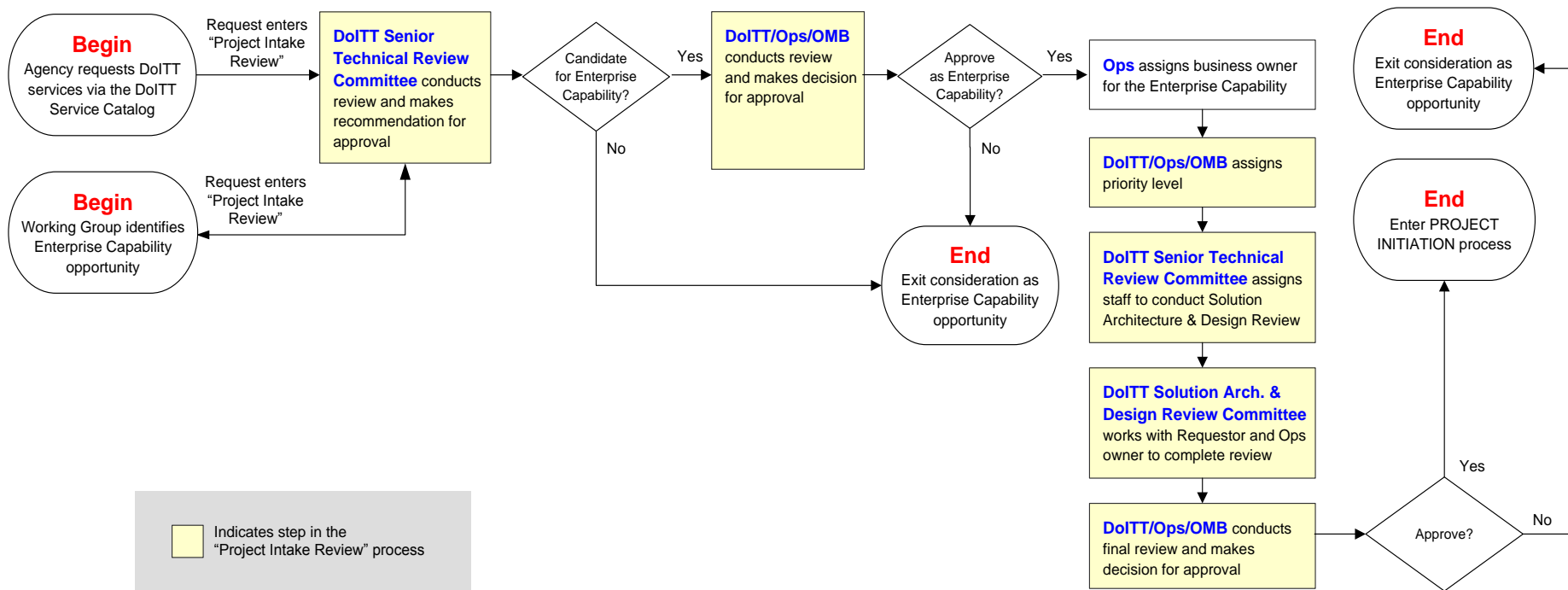
Task forces recommended at the kickoff:

- **Architecture platform standards**
- **Security policies and standards**
- **Citywide Contracts**
- **Mobile Strategy**
- **Citywide GIS Strategy**

- By consolidating the City's IT infrastructure into a centralized environment, the City will lower existing costs of data center operations, reduce energy consumption and emissions, strengthen security, and improve overall IT service quality.
- This environment will also provide a unified portfolio of shared services to agencies, such as email, web and application hosting (Private Cloud)
- Where appropriate, the City will also explore the utility of public cloud computing to deliver on-demand access to a shared pool of computing resources.

The ECC Model

A process to proactively identify and implement enterprise solutions for common business functions and then package them into shared services.



“As a service”

- If possible, use open source products or products that the city already owns to create these capabilities. E.g. HHS Connect already owns a master data management solution.
- Create capabilities “as a service” wherever possible. E.g. self service, rapid provisioning
- Use public cloud offerings as short term alternatives if there is a critical need for a capability and it’s not yet available internally. E.g. DEP will use Oracle CRM on Demand or Salesforce for Correspondence till the Enterprise Correspondence Solution is ready.
- Work in conjunction with CITIServ to make sure the infrastructure and the services are built and leveraged appropriately.
- Use public cloud offerings where it does not make sense to build a capability internally e.g. Spigit for crowdsourcing

Cloud Computing Challenges and Risks

➤ Security- Is the data safe and secure?	➤ Lack of compliance reporting and auditing
➤ Ensuring quality and predictability of service and service remediation	➤ Delivering and verifying reduced costs over on premise computing(business case cost and benefits)
➤ Remediation of failures- Disaster recovery	➤ Align business need and actual cloud reality- Customization
➤ Integration with backend systems	➤ Shift from capital to expense costs

Cloud Adoption Strategy



Identify business impacts and risks	Identify potential cloud application candidates
Determine cloud costs and ROI	Mitigate residual risks
Identify and vet cloud providers	Determine impacts to the organization
Incorporate cloud governance into operational procedures (Executive Order , CITISERV, ECC)	

Public Cloud Opportunities

Microsoft	Office 365, Azure
Salesforce.com	VMForce, CRM, Private App Exchange
Spigit	CitizenSpigit for Crowdsourcing
Yammer	Private Social Networking
Socrata	Open data platform for DataMine
Pronto Forms	Mobile data collection and Inspections form building tool

A Shared Services Cloud Scenario

