

**TRANSFORMING INFORMATION  
TECHNOLOGY DELIVERY**



**July 2009**

**New York State  
Enterprise Information Technology  
Strategic Plan  
2009-2012**



## ACKNOWLEDGEMENTS

The **2009-2012 New York State Enterprise Information Technology (IT) Strategic Plan** was developed with the help of leaders from the highest level of State government, chief information officers from State agencies, IT experts, and business partners who supply products and services to the State's IT Enterprise. This unprecedented and inclusive planning approach was designed to provide all stakeholders the opportunity to contribute their insights regarding the IT needs for New York State. CIO/OFT extends its sincere appreciation to everyone who contributed to the development of the **New York State Enterprise IT Strategic Plan**. A special thank you to all of the following stakeholders:

### NEW YORK STATE EXECUTIVE CHAMBER

The Director of State Operations and Deputy Secretaries from the Executive Chamber provided keen insight and strategic direction during the planning process. Their contributions were critical to creating a comprehensive, forward-looking strategy to transform IT across the State Enterprise.

**Deputy Secretary for Economic Development  
and Housing**

**Deputy Secretary for Education**

**Deputy Secretary for Energy**

**Deputy Secretary for Environment**

**Deputy Secretary for Health and Human Services**

**Deputy Secretary for Technology, Operations  
and Gaming**

**Director of State Operations**

**Senior Advisor for Infrastructure and  
Transportation**

### STATE AGENCY EXECUTIVES BY STRATEGIC INFORMATION TECHNOLOGY CLUSTERS

Commissioners, Executive Deputy Commissioners, Senior Executives for Operations, Finance, and Technology from the following agencies participated in the strategic planning process. The guidance and leadership was invaluable and greatly appreciated.

#### ***Economic Development and Infrastructure***

Empire State Development Corp.

Department of Housing and Community Renewal

Department of Motor Vehicles

Foundation for Science, Technology and Innovation

Thruway Authority

Department of Transportation

#### ***Government Operations and Oversight***

Division of the Budget

Chief Information Officer and Office for Technology

Department of Civil Service

Governor's Office of Employee Relations

Office of General Services

Division of Lottery

Governor's Office of Regulatory Reform

#### ***Education***

City University of New York

State Education Department

State University of New York

#### ***Labor, Health and Human Services***

Office of the Aging

Office of Children and Family Services

Department of Health

Department of Labor

Office of Mental Health

Office of Mental Retardation & Development Disabilities

Office for Temporary and Disability Assistance

Workers' Compensation Board

#### ***Energy and Environment***

Department of Environmental Conservation

Office of Parks, Recreation and Historic Preservation

Public Service Commission

#### ***Financial Regulation***

Department of Taxation and Finance

#### ***Public Safety and Security***

Department of Correctional Services

Division of Criminal Justice Services

State Emergency Management Office

State Police

## **NEW YORK STATE CIO COUNCIL**

The New York State CIO Council, representing almost 90 State agencies, authorities, and local governments, engages technology leaders to enhance IT service delivery. The CIO Council has contributed significantly to the strategic Planning process.



## **STRATEGIC CORPORATE PARTNERS**

CIO/OFT took an unprecedented action to include corporate business partners, who supply products and services to the State, in the IT planning process. Their perspective was important to ensure a collaborative environment thrives, with shared goals and priorities. Inclusion is a basic tenet of the CIO/OFT Planning process. Thank you corporate partners!

**ACS Inc.  
AT&T  
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CGI-AMS  
CMA Consulting Services  
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Cisco Systems  
Citrix Systems Inc.  
Computer Aid Inc.  
Computer Associates Inc.  
Curam Software  
D&D Consulting  
Dell**

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Strategies  
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Gartner Inc.  
HiSoftware  
IBM  
IMG  
IT Resource  
Information Builders  
Solutions.net Inc.  
Keane Inc.  
KPMG LLP  
McAfee Inc.  
Microknowledge**

**New Horizons – Tech Valley  
NO Government Consulting LLC  
Oracle  
Qwest Communications  
Smart Advisory Services  
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## **ACADEMIC PARTNERS**

Our academic partners helped shape our IT Governance Strategy using best practices in the industry.

**Center for Technology in Government, University at Albany  
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**“The economy New York has dominated for the past hundred years is rapidly transforming. We cannot continue to rely on a few juggernauts for economic growth. A New Economy is emerging – based on knowledge, technology and innovation. Taking our place at the head of the New Economy will require us to break the status quo and take bold steps forward.”**

**Governor David A. Paterson**







## MESSAGE FROM THE GOVERNOR

Dear New Yorkers:

It is with great pleasure I present you with the New York State Enterprise Information Technology (IT) Strategic Plan for 2009-2012. This Enterprise-wide technology Plan positions New York State government agencies and authorities as an Enterprise to leverage technology across the State; to improve the delivery of services; and to build our New Innovation and Digital Economy.

The Enterprise IT Strategic Plan aligns the needs of citizens and businesses with our technology priorities. Our Plan outlines initiatives in State government, and in the larger technology infrastructure, that will enable more cost-efficient delivery of government services. We must keep New York at the forefront of the New Innovation and Digital Economy and technology is vital to achieving this goal.

Citizens, businesses, and visitors to New York expect and deserve efficient, responsive, and secure delivery of State government services. More and more citizens and businesses rely on the Internet and technology to interact with government to obtain vital services that build stronger, safer, and smarter communities throughout our great State.

To meet growing service demands, the State must capitalize on technology investments that provide more cost-efficient online IT solutions capable of supporting anyone, from anywhere, at anytime. On June 8, 2009, at the New York Academy of Science, I laid out my bold vision and Plan, “Bold Steps to the New Economy: A Jobs Plan for the people of New York” to build the New Innovation and Digital Economy. Our wise investments in IT are central to achieving the goals of my Plan, our shared goals.

The New York State Enterprise IT Strategic Plan presents our commitment to improving customer service by aligning IT investments with Statewide goals to improve the quality of life for our taxpayers. New York is leading the way in delivering innovative technology solutions to enable better and more efficient government. My administration is committed to ensuring New York remains at the forefront of the technological revolution.

Sincerely,

A handwritten signature in black ink that reads "David A. Paterson". The signature is written in a cursive, slightly slanted style.

David A. Paterson  
Governor of New York State

## MESSAGE FROM THE NYS CHIEF INFORMATION OFFICER



Dear Citizens and Technology Partners:

During these fiscally challenging times, it is important to remain focused on innovative IT solutions and seek creative strategies to deliver cost-efficient, reliable, and robust services to our customers. The New York State Enterprise IT Strategic Plan ensures efforts of State agencies are focused on the delivery of ever improving IT services, and requires information technology solutions be efficient, relevant, and effective.

The creation of the New York State Enterprise IT Strategic Plan is a comprehensive effort, led by the Office of the New York State Chief Information Officer and the New York State Office for Technology (CIO/OFT). Under the direction of Governor David A. Paterson's Office, key stakeholders were engaged to develop the Plan. The Planning effort and stakeholder outreach was unprecedented and included IT experts, senior management from State agencies, authorities, local governments, members of the Executive Chamber, and the IT provider and academic community. We appreciate all of our collaborators.

This all-encompassing Planning approach ensures agency programs and information technology investments are aligned with the strategic direction of the State, as reflected in Governor David A. Paterson's priority to be a leader in building the New Innovation and Digital Economy and to provide good government to our citizens.

CIO/OFT is committed to improving the delivery of cost-efficient IT Shared Services that meet the needs of our customer agencies. CIO/OFT will continue to focus on strategic directions that stimulate the delivery of government services through innovative IT solutions. These essential services, and the information technology they operate on, enables New York State government to improve the quality of life for our citizens, our businesses, and our visitors to our great State.

Please take a few minutes to become familiar with the goals and strategies of our Enterprise IT Plan designed to sustain our State's global competitiveness in the new digital economy.

Cordially,

Melodie Mayberry-Stewart, Ph.D.  
NYS Chief Information Officer  
Director of Office for Technology

# PURPOSE OF THE ENTERPRISE IT STRATEGIC PLAN



The importance and value of information technology (IT) is growing in all facets of our lives. IT enables businesses and government to provide processes in new ways, to use information never previously envisioned, and to provide greater services to constituents while meeting the demand for greater effectiveness and cost efficiencies. The challenge is to provide excellent service and secure access to important information, while reducing costs, risks, and technical complexity.

This Plan outlines the strategic roadmap for implementing a cohesive, comprehensive, and coordinated strategic approach to the growing need for cost-efficient government services. Information technology, prudently invested and deployed, enables government and businesses to create stronger, smarter, safer, cleaner, and greener communities.

The objectives of this IT Plan are to:

- **Describe the New York State Enterprise IT strategic vision;**
- **Present goals, strategies, and objectives for the next four years to achieve the vision;**
- **Define the IT strategic business Clusters to align resources and implement the goals and strategies;**
- **Present current and planned IT investments to modernize systems to keep New York at the forefront of the new Innovation and Digital Economy; and**
- **Define the Enterprise IT governance model and performance approach to ensure full and sustained accountability and transparency of results.**



## EXECUTIVE SUMMARY

The New York State Enterprise IT Strategic Plan contains a set of Statewide goals, strategies, and actionable objectives to be realized through the delivery of IT services, designed for maximum benefit and cost reductions. The Plan sets the stage for a focus on three tiers of IT service delivery: Statewide Enterprise IT Shared Services, Strategic IT Cluster-Specific Services, and Agency-Specific IT Services.

The three tiered approach and the underlying Enterprise architecture facilitates the State's ability to answer basic questions about the portfolio of IT capabilities and services across the Enterprise such as: Are IT investments aligned with strategic business goals and objectives? What are the major IT strategies to modernize antiquated or obsolete systems? What governance is in place?

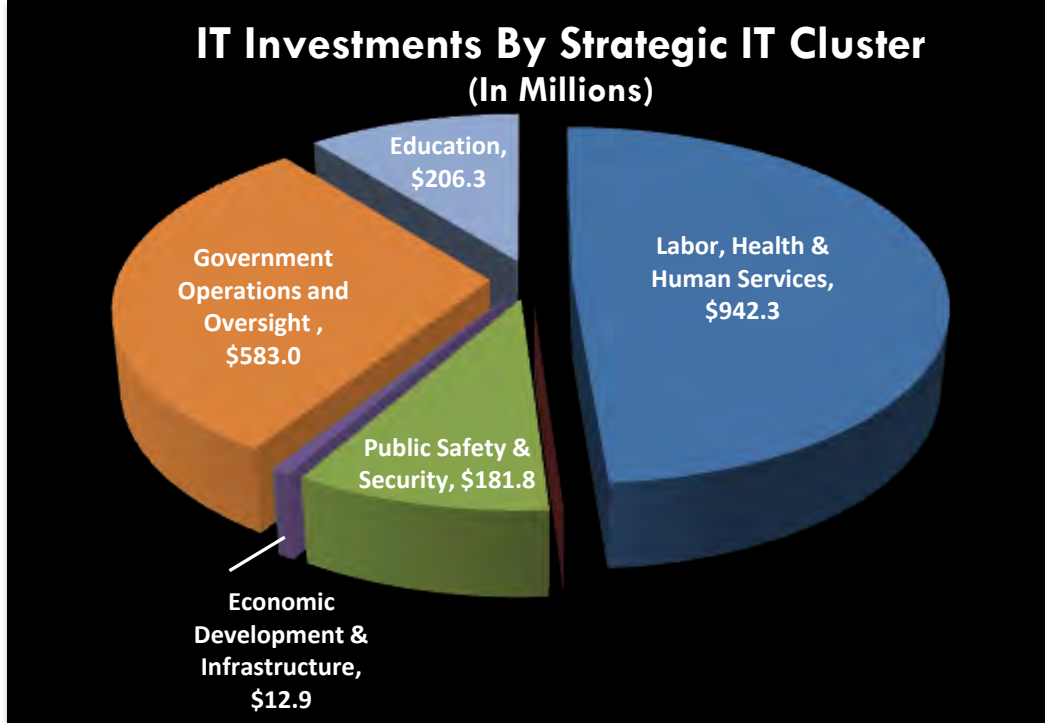
The IT Plan is designed to make State government more efficient. To this end, the State will leverage a business model designed to identify and reuse common components of an Enterprise and to ensure the cost of common services does not burden the cost of delivering services to the Public. The IT service delivery approach is a federated model of Enterprise services managed centrally with some IT programs that are managed de-centrally in State agencies. In New York State, centrally managed services are operated by CIO/OFT. The three tiers in this federated model of service delivery are:

- **TIER 1: STATEWIDE ENTERPRISE IT SHARED SERVICES** are services used by numerous agencies and authorities, and extend beyond Cluster collaboration at the least cost to procure and maintain over the lifespan of the IT service. Examples of Statewide Enterprise IT Shared Services are: **email, mainframe data center operations, help desk operations, network management, security, and telephony**. Another example is **identity and access management directory services** for staff, or the general public, who use online services to securely match the users to a particular IT service; and include **Statewide finger printing** and **NYS Learning Systems**.
- **TIER 2: STRATEGIC IT CLUSTER-SPECIFIC SERVICES** are services common among a related group of agencies who typically share the same constituents or clients. For instance, fourteen State agencies focused on health and human services may share a common underlying IT infrastructure to support the entire Cluster. This eliminates unnecessary and costly duplication. Examples of Strategic IT Cluster-Specific Services include such web-portal applications as; **eJusticeNY** and **MyBenefits.gov**, to multiple applications from agencies in the Cluster to foster seamlessness; data sharing; and interoperability.
- **TIER 3: AGENCY-SPECIFIC IT SERVICES** are IT services relevant only to a particular agency and its constituents. These services focus on the agency's core mission competencies and are unique to the agency. Examples of agency-specific services include **toll collection services** provided by the Thruway Authority.

**Figure 1** shows the planned \$3 Billion investments by Strategic IT Cluster for major IT projects (greater than \$10 Million) as submitted in the 2008 Annual Technology Plans and Addendums from approximately 90 State agencies and authorities.

**FIGURE 1: IT INVESTMENTS BY STRATEGIC IT CLUSTER**





Like other States, New York State is challenged by the need to make capital investments in the midst of a tough economic climate. The IT Plan acknowledges this reality and contains strategies and objectives to move the State to the forefront of the New Innovation and Digital Economy. The State addresses this issue by: enhancing IT Shared Services with further consolidation; standardizing technologies; reforming IT procurement practices; building a talented IT workforce; and modernizing legacy systems.

Savings generated from consolidations, standardization, and procurement will be re-invested in further IT Shared Services.<sup>i</sup>

In addition, the State will have an Enterprise architecture framework to support future IT Shared Services expansions more easily. It is essential the Enterprise IT Strategic Plan guides decision making for all major IT investments.

This Plan is designed to support the Statewide business goals to:

- **PROTECT DISENFRANCHISED POPULATIONS;**
- **BUILD OUR NEW INNOVATION AND DIGITAL ECONOMY;**
- **REDUCE STATE SPENDING; AND**
- **EDUCATE OUR WORKFORCE.**

Each business goal is advanced by deploying a set of IT goals, strategies, and objectives to implement each strategy. The Executive Chamber, the Legislature, and the provider community are critical for success.

By formalizing the IT planning process with transparency, accountability, and execution, by the end of 2012, it is envisioned New York State will have modernized legacy systems; upgraded infrastructure; be a leader in social media web 2.0 tools; moved towards more data integration and data sharing among agencies; and achieved interoperability in public safety and other areas.

The IT Plan envisions more cost-efficient operations and greater transparency through the adoption of seven Strategic IT Clusters which are: ***Economic Development and Infrastructure; Education; Energy and Environment; Financial Regulations; Government Operations and Oversight; Labor, Health and Human Services; and Public Safety and Security;***

These Strategic IT Clusters provide focused, cost-efficient resources and integrated IT services to taxpayers and other constituents. The State envisions all Strategic IT Clusters using common IT infrastructures and service delivery platforms to provide cost-efficient operations.

A coordinated Enterprise Governance structure consisting of an Executive IT Strategic Council, a CIO Council and action teams of agency CIOs, provides strategic oversight, accountability, and transparency.

## LEAD FOR SUCCESS – GUIDING PRINCIPLES

To effectively implement the New York State IT Strategic Plan, investment decisions must be guided and informed by a set of key principles. To this end, the Plan includes the following guiding principles to drive all decision-making by the respective IT governing bodies at the Enterprise, Cluster, and Agency levels.

**Be Customer-Centric** – Use technology to create a more agile and responsive customer-centric government by making information more visible, accessible, and understandable. Being customer-centric includes taking measures to make agency boundaries transparent and seamless through greater information sharing on common technology platforms.

**Stick To The Plan** – New York State agencies are accountable to constituents and to the successful implementation of the Plan. Successful implementation ensures investments adhere to the strategic direction of the New York State IT Enterprise Plan to meet agency missions and business priorities.

**Share IT Services And Infrastructure Across The State Enterprise** – Investments in IT capabilities should take the form of shared IT services at the Enterprise and Multi-agency Cluster levels. Investments that provide IT infrastructure and related support services across several agencies should be considered first as centralized, Enterprise IT Shared Services. These investments maximize opportunities to achieve greater economies of scale and drive down the cost of IT acquisition and operation.

**Provide A Single Face Of Government** – New services, web portals, and sites must conform to Enterprise standards and policies including a service directory to dynamically discover and link to IT Shared Services. Also, engage constituents in government conversations through common Web 2.0 and other social media networking tools across the Enterprise.

**Focus On Total Cost Of IT Ownership** – Seek to eliminate duplication, complexity, and reduce total cost of IT ownership by focusing on acquisition plus ongoing maintenance and support costs (direct and indirect).

**Foster Innovation And Transformational Change** – Leverage IT innovations and transformational initiatives that change the way State government operates and engages citizens, businesses, and visitors. Become an early adopter and pilot innovation whenever feasible to stay at the forefront.

**Standardize Whenever And Wherever Feasible** – Standardize on common IT platform for cost-effective delivery of services and use standard components and products whenever feasible to drive down IT costs and enhance upgradability.

**Simplify The Customer Experience** – Simplify State government operations wherever possible and make operations easier and more transparent to customers. Implement citizen-friendly systems, applications, and policies for use.

**Partner With Public And Private Entities** – Increase technology interoperability among local, county, State, and federal partners to gain greater value of technology investments. Forge strong public/private partnerships to optimize deployments of newer technologies with corporate and academic partners.



**Develop A Strong Talented IT Workforce For The New Innovation and Digital Economy** – Improve delivery of training and workforce development programs to meet the growing need for skilled technical talent in State government programs. This includes forging partnerships with academic and private partners to recruit, retain, retool/retrain to develop a talented workforce, and making training a priority for IT budgets as a critical investment for the future.

**Go Green** – Leverage green opportunities whenever available to deliver environmentally safe and efficient solutions and services. Deploy strategies to eliminate waste, fraud, and abuse of IT assets and resources.

**Insist On Transparency** – Subject to privacy and security considerations, make data and information accurate and available to the public for full transparency.

**Ensure Accountability For Major IT Initiatives** – Establish clear performance and accountability expectations with stakeholders for all major IT initiatives over \$10 Million. Measure and communicate performance outcomes through dashboards and reports.



# BUILD A FIRM FOUNDATION – GOALS AND STRATEGIES

## GOAL 1: PROTECT DISENFRANCHISED POPULATIONS

STRATEGY 1.1: MAKE INFORMATION AVAILABLE, VISIBLE, ACCESSIBLE, AND UNDERSTANDABLE

STRATEGY 1.2: ENSURE ENTERPRISE INTERNET PRESENCE IS WHAT CITIZENS NEED, LIKE, AND REVISIT OFTEN

STRATEGY 1.3: INCREASE USE OF MINORITY AND WOMEN OWNED BUSINESS ENTERPRISES IN THE TECH SECTOR

## GOAL 2: BUILD OUR NEW INNOVATION AND DIGITAL ECONOMY

STRATEGY 2.1: LEVERAGE STATE ASSETS TO SERVE THE PUBLIC AND SPUR THE NEW INNOVATION AND DIGITAL ECONOMY

STRATEGY 2.2: INCREASE COST-EFFICIENT IT SHARED SERVICES TO SUPPORT ENTERPRISE AND STRATEGIC IT CLUSTER FUNCTIONS

STRATEGY 2.3: ESTABLISH COMMUNITY-DRIVEN PUBLIC/PRIVATE PARTNERSHIPS TO STIMULATE LOCAL/REGIONAL ECONOMIES

## GOAL 3: REDUCE STATE SPENDING

STRATEGY 3.1: EXPAND PROCUREMENT OF CENTRALIZED, AGGREGATE, AND ENTERPRISE AGREEMENTS

STRATEGY 3.2: EXPAND USE OF IT SHARED SERVICES AT ENTERPRISE AND CLUSTER LEVELS

## GOAL 4: EDUCATE OUR WORKFORCE FOR THE NEW INNOVATION AND DIGITAL ECONOMY

STRATEGY 4.1: PROMOTE CONTINUOUS ONLINE E-LEARNING FOR ACCESS BY ALL STATE EMPLOYEES

STRATEGY 4.2: LEVERAGE PRIVATE AND ACADEMIC PARTNERSHIPS TO PROVIDE “LEADING EDGE” TRAINING TO IMPACT IT WORKFORCE DEVELOPMENT



# ORGANIZE FOR EFFECTIVENESS –IT SHARED SERVICES DELIVERY MODEL

The Strategic Plan focuses primarily on information technology management as an Enterprise-wide business area and presents the critical role of IT capabilities required by all Strategic IT Clusters to deliver more cost-efficient government services.

By setting goals and objectives for Enterprise IT management, agencies and public/private partners can work collaboratively to identify opportunities for information sharing and for maximizing return on investments. The Strategic IT Cluster approach strengthens and unifies the State’s technology Enterprise and provides a solid foundation for programs and initiatives agencies must deliver to citizens, businesses, and visitors.

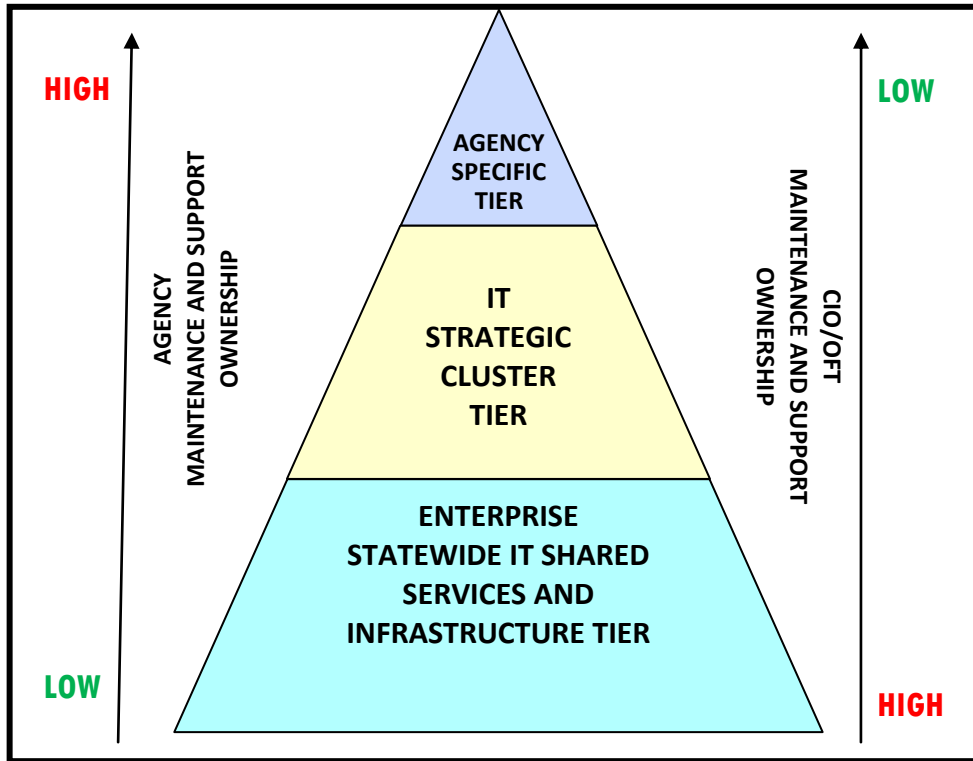
The idea that information technology management is an Enterprise-wide function is a concept from business management first described and popularized by [Michael Porter](#) in 1985.<sup>1ii</sup> This concept is commonly used in the private sector yet governments have been slow to adopt this proven model.

## IT SHARED SERVICE DELIVERY MODEL – 3 TIER APPROACH

To provide more prudent IT acquisition and deployment, the IT Shared Service Delivery Model showing IT investments is presented in **Figure 2**. This model consists of three tiers:

- **Tier 1: Statewide Enterprise IT Shared Services and Infrastructure Tier** is operated for cost-efficiency and supports data centers operations, telecommunications, networks, desktop support, and other Enterprise IT “back office” operations in support of other State agencies. The Enterprise tier is centrally managed and operated by CIO/OFT. Ownership for the Enterprise infrastructure is the highest at this level. This tier maximizes cost-efficiencies.
- **Tier 2: Strategic IT Cluster Tier** consists of mission critical applications related to two or more agencies who share a common consistency. These applications maybe shared, as well as other IT assets, such as web portals, among the agencies within the Cluster. Ownership for operating a shared application is usually the responsibility of the State agency or maybe shared by related agencies. However, CIO/OFT will generally operate Enterprise IT Services infrastructure supporting the application. Mission-critical applications are developed and supported by the respective lead agency or shared agencies in a Cluster.
- **Tier 3: Agency-Specific Tier** is for special purpose applications which are not shared by any other agency. This niche application, if tied to the State network, must comply with technical Enterprise standards, policies, and procedures. However, the agency is totally responsible for acquiring, maintaining, and supporting the application. All other Enterprise functions maybe operated by CIO/OFT, or another agency within the Cluster.

FIGURE 2: IT SHARED SERVICES DELIVERY MODEL – 3 TIER APPROACH



## ENHANCE ENTERPRISE IT SHARED SERVICES (TIER 1)

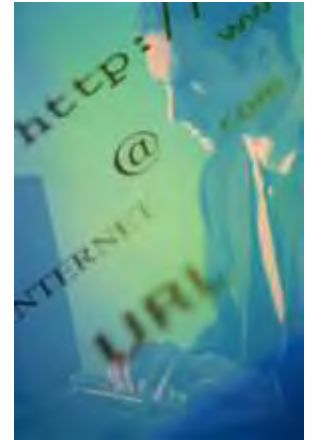
**Enterprise Mission:** The State envisions the Enterprise IT Shared Services groups as one Enterprise operating in the most cost-efficient and effective manner possible. The Enterprise will be more technologically advanced with underlying services in a common standard Enterprise to support and enable architecture. Standard Enterprise architecture is complemented by procurement policies that reduce costs and improve supplier diversity.

**Current Environment and Challenges:** For decades, the State has operated as a collection of independent agencies each with their own technology plans and different contracts without Enterprise architecture, common operating platforms, or standard contracts. This decentralization has led to an inefficient and less than optimal IT environment. More modern techniques and strategic sourcing will lead to greater cost-efficiencies.

There are several options to gain these cost-efficiencies and New York State plans to leverage as many as possible. Some of these include the use of open source systems as a way of reducing software license costs, and grid or cloud computing as a way of maximizing IT assets such as servers. E-learning or online training has come of age and the State will leverage this approach across the Enterprise.

**Objectives:** The goal of New York State's IT Enterprise tier is to make the information technology environment the most cost-efficient and effective possible, while assuring information required by constituents is securely placed in the right hands, at the right time, by the right sources to service all agencies more cost-efficiently. The following objectives are aligned with the Statewide goals:

- Promote data integration and sharing;
- Replace obsolete legacy systems with cost efficient Enterprise solutions;
- Share assets with other public/private partners;
- Foster collaborative, interagency IT acquisitions and developments; and
- Achieve greater economies of scale to drive down costs and improve service delivery.



### STRATEGIC SERVICES



New York initiatives underway to expand Enterprise IT Shared the State Enterprise, include:

**Customer Care Center Services** to provide IT help for agencies and local government workers in a "one-stop



### ENTERPRISE IT SHARED INITIATIVES

State Services across

multiple State shop" call

center. The intent is to build and leverage a knowledge base to resolve problems and address customer needs for information more efficiently. The potential is to centralize more than 100 help desks to drive down the total cost of IT ownership. For more information visit: <http://www.cio.ny.gov/Services/CCC.htm>.

**Enterprise Email Services (NYSeMail)** to consolidate agency email and calendaring systems. Not only will the State save money by reducing the system and facility footprint, collaboration is facilitated through the centralization of directories making it easier to communicate, schedule meetings, and conference rooms. For more information visit: <http://www.cio.ny.gov/Services/AdditionalServices/SrvAddNYSeMail.htm>.

**Application Hosting and Server Virtualization Services** to make data centers and their operations more environmentally friendly and less costly. Server virtualization allows the State to use fewer physical servers, but still deliver the same level of support to agencies. For more information visit: <http://cio.ny.gov/Services/ComputingServices/SrvDCEntrprStorSrvs.htm>.

**Technology Academy and e-Learning Services** to enable State government to author and publish custom e-learning courses for employees. The expansion of the Technology Academy resources will address existing IT workforce knowledge gaps, build IT skills capacity in selected critical skills areas, and reduce overall spending on staff augmentation services. For more information visit: <http://cio.ny.gov/oft/academy.htm>.

**Supercomputer Availability Services** provide public and private researchers and businesses with access to some of the most powerful computers in the world. During the next three years, businesses, universities, and State agencies can time on the supercomputer located Rensselaer Polytechnic Institute's Computational Center for Nanotechnology/Innovations. For more information visit: <http://www.rpi.edu/research/ccni/>.



apply for  
at  
  
(CCNI).

**IT Enterprise Procurement Services**, Enterprise and aggregate purchases, streamlining IT procurement practices, will provide better information to purchasers, leverage Enterprise buying power for strategic procurements, and allow better planning of IT projects and investments across the Enterprise. This will allow smaller agencies to benefit from the purchasing power of the entire State Enterprise. For more information visit: [http://www.cio.ny.gov/OFT/enterprise\\_tech\\_purchases.htm](http://www.cio.ny.gov/OFT/enterprise_tech_purchases.htm).

through  
and

**Technology Sector Jumpstart Events** technology sector MWBEs meet with major technology suppliers to New York State government. Three events held in Albany, New York City, and Buffalo resulted in 1,100 attendees, including several hundred MWBE



to help



companies. Due to the successes of the program, it will continue through 2010 with the goal of achieving 20 percent MWBE participation in State technology contracts. More than 24 global companies have committed to help achieve this goal. For more information visit: <http://www.cio.ny.gov/OFT/MWBE.htm>.

**Reverse Auction Service** to operate like eBay, only in reverse. Previously-qualified vendors are notified when details of a procurement are posted on the secure web page; vendors review the information; and compete against each other by offering ever-lower prices. In addition to obtaining the lowest price, the auction offers a streamlined procurement process, personnel, and other cost savings to the State and vendors over a paper-based process, and enhanced vendor invoice reconciliation, reducing incorrect payments and payment adjustments. For more information visit: <http://www.cio.state.ny.us/OFT/ReverseAuctionSystem.htm>

**Empire 2.0 Program** to be a roadmap for New York Executive Branch agencies to use Web 2.0, new media, and social collaborative tools, and technologies to improve intergovernmental communications and encourage citizen involvement by initiating conversations to strengthen our communities and government. The strategy encourages New York State agencies to embrace technologies to interact with citizens, businesses, and employees with increased efficiency, collaboration, transparency, and openness. Empire 2.0 is designed to promote government participation, increase collaboration, and expand the State's ability to share information with social media users. It will be a new and innovative way for New York State to create, connect, and collaborate. Empire 2.0 targets social networking participation and collaboration as part of an overall theme for transparency and open government. For more information visit: <http://www.cio.ny.gov/OFT/empire20.htm>.



**Public Safety Interoperability Technical Assistance Services** are operated out of the Interoperability Program Office to provide Statewide governance, technical assistance, certification program, and grant administrative services for initiatives to develop the State's public safety interoperability capabilities. This office works closely with State agencies and local first responders to ensure the State has an interoperable radio communications and network infrastructure capability to achieve seamless communications between first responders across the State. For more information visit: <http://www.cio.ny.gov/SIPO/Aboutsipo/aboutsipo.htm>.

**Data Center Operations Upgrades** are being reviewed and considered on a regular basis. These upgrades include looking for additional ways to consolidate functions, to reduce the cost, and to improve the efficiency of the services we provide. A comprehensive Data Center Strategy is being developed which will focus on identifying the portfolio of services we will offer in the future and will center around giving our customers choice in service level and of this availability in relation to the cost of the service. Part of this strategy will be researching the most efficient, cost effective, and "greenest" technologies to deliver these services to our customers.



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**Disaster Recovery** is critically needed in New York State to protect mission-critical applications in the event of a major disaster or incident. The CIO/OFT is committed to this and is currently in negotiations through the Office of General Services to lease data center space outside of the Capital Region to offer that service to both managed service customers and to other State and local entities in need of leasing



- **Education**
- **Energy and Environment**
- **Financial Regulations**
- **Government Operations and Oversight**
- **Labor, Health and Human Services**
- **Public Safety and Security**

The State’s Enterprise-wide functional responsibilities and capabilities for general “back office” services shared by all agencies include: information technology (IT), financial management, budgeting, procurement, facilities and real estate management, human resources, and employee relations.

### **ECONOMIC DEVELOPMENT AND INFRASTRUCTURE STRATEGIC IT CLUSTER**

**CLUSTER MISSION:** The State envisions the Economic Development and Infrastructure Strategic IT Cluster providing new strategic planning approaches and processes that help identify programs that facilitate growing the economy and global competitiveness. The State envisions an active grant management effort to infuse funds into the States’ regional economies. In addition, the State envisions every New Yorker having access to affordable, high-speed broadband service to stimulate and grow the economy and develop the workforce.

**CURRENT ENVIRONMENT AND CHALLENGES:** The economic needs of the State vary tremendously by region to region. The State will address these needs while simultaneously reducing the budget deficit. New York State must simplify the licensing and permitting processes and generally make it easier to start and sustain a business in New York and secure government contracts.

The State needs to work actively with independent, non-profit development groups like the Business Council of NYS and other non-profit companies to spur business growth. The State must invest in ailing infrastructure and provide incentive to promote more efficient ways of doing business. This will enable corporations to free up capital to reinvest in growth opportunities across the State.

**OBJECTIVES:** The aligned objectives of the Economic Development and Infrastructure Strategic IT Cluster are to:



- Work to close the digital divide by ensuring underserved and unserved, urban and rural areas have access to high-speed broadband service;
- Increase digital literacy levels to increase socio-economic levels of households; and
- Implement innovative workforce development programs to develop a workforce for the new Innovation and Digital Economy.

***Economic Development and Infrastructure Cluster***  
**Economic Development**  
**Division on Housing and Community Renewal**  
**Housing Finance Agency/State of New York Mortgage Agency**  
**Department of Motor Vehicles**  
**Roosevelt Island Operating Corporation**  
**Foundation for Science, Technology and Innovation**  
**Department of Transportation**

## MAJOR STRATEGIC IT CLUSTER INITIATIVES

The following Enterprise and Cluster IT solutions will be shared across the Enterprise, within the Cluster, or between Clusters:

**The Supplier Diversity Relationship Management Service** within the Empire State Development Corporation to establish policies and outreach programs to encourage Small, Minority and Woman Owned Business Enterprises (MWBES) to increase participation levels. The objective is to increase the number of MWBES supporting the State and to simultaneously lower State costs for IT services. The goal is to achieve 20 percent by 2010 through supplier outreach programs. This includes an enterprise compliance tool. For more information visit <http://www.nylovesmwbe.ny.gov/>.

**511 Travel Information Services** is a free, 24x7, one-stop information service to provide the traveling public with information (via email, web pages, and text messages) on travel conditions on State highways. It enables travelers to make informed choices about trips, increases customer satisfaction and improves mobility, reliability, and safety while reducing transportation's impact on the environment. For more information visit: <https://www.nysdot.gov/main/511>.

**Enhanced Drivers Licenses** within the New York State Department of Motor Vehicles is both a driver's license document and a travel identification document, enhanced with a radio frequency identification (RFID) tag inside the document. The RFID is used to expedite traffic at border crossings. For more information visit: [www.nydmv.State.ny.us/edl.htm](http://www.nydmv.State.ny.us/edl.htm).

**Trans Alert Service** is part of the Transportation Regional Advisory Network System (TRANSsystem) that offers a free email service (TRANSalert) to inform customers of major canal incidents and emergencies that may affect navigation on the New York State Canal System. For more information visit [www.nyscanals.gov/tas/](http://www.nyscanals.gov/tas/).



## EDUCATION STRATEGIC IT CLUSTER

**CLUSTER MISSION:** The State envisions the Education Strategic IT Cluster as a “best of breed” educational system from learning experiences for the young, to programs that help elderly remain vital and able to contribute to the community in the new Innovation and Digital Economy. The State will continue to invest in learning technologies, methods, and systems at SUNY and CUNY to grow the workforce of tomorrow.



**CURRENT ENVIRONMENT AND CHALLENGES:** Every organization should strive to run as efficiently as possible by reducing operating costs, eliminating redundant services, and streamlining business practices to maximize capital investments and improve return on investment.

The Education Strategic IT Cluster must replace legacy systems, secure applications while promoting academic freedom and staying at the forefront of research and development efforts.



**OBJECTIVES:** The aligned objectives of the Education Strategic IT Cluster are to:

- Streamline IT operations wherever feasible; and
- Ensure and secure the IT infrastructure is robust and reliable.

### *Education Cluster*

Council on the Arts  
Department of Education  
Higher Education Services Corporation

*Note: Currently, SUNY and CUNY are not included in the Annual Technology Plan analysis. However, they are listed appropriately within the Education Cluster for future planning purposes.*

## MAJOR STRATEGIC IT CLUSTER INITIATIVES

The following Enterprise and Cluster IT solutions will be shared across the Enterprise, within the Cluster, or between Clusters:

**nySTART** at the NYS Education Department is a website to enable authorized school administrators, teachers, and parents to better meet the instructional needs of students and monitor school accountability through the collection, analysis, and standardization of reporting of student and school performance data. For more information visit <https://www.nystart.gov/nystart/u/index.do>.

**Vocational and Educational Services for Individuals with Disabilities (VESID) Case Management System (CaMS) & Case Procurement and Payment System (CaPPS)** at the NYS Education Department benefits individuals with disabilities (consumers) by documenting significant case activity, progress toward employment, and authorization of assistive services. CaPPS, when integrated with CaMS, will facilitate the procurement of, delivery of, and payment of authorized services. For more information visit [www.vesid.nysed.gov/about.htm](http://www.vesid.nysed.gov/about.htm).



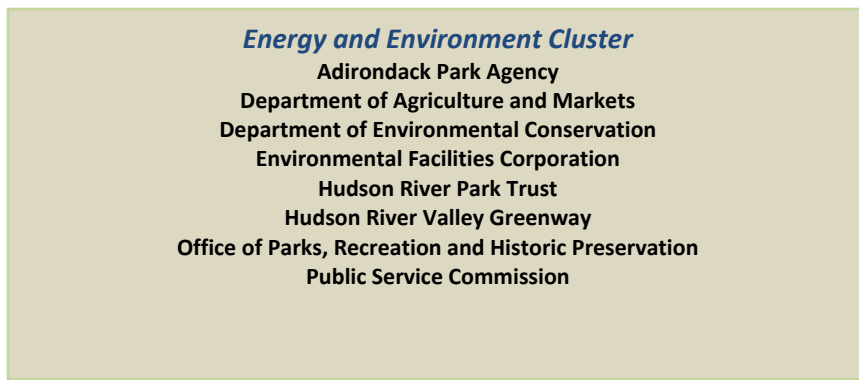
## **ENERGY AND ENVIRONMENT STRATEGIC IT CLUSTER**

**CLUSTER MISSION:** The State envisions a greener New York achieved through the application of IT greening techniques and investments in the environment and more efficient forms of transportation.

**CURRENT ENVIRONMENT AND CHALLENGES:** Energy and environmental challenges will not go away easily. This Plan must address both energy and environmental issues with green IT technologies and policies. The State will continue to invest in more energy efficient means of travel, devices, and workplaces. Major corporations have proven that work-at-home programs can succeed. Policies to encourage telecommuting and energy efficiencies will be exploited.

**OBJECTIVES:** The aligned objectives of the Energy and Environment Strategic IT Cluster are to:

- Ensure the environment is safe and healthy;
- Implement strategies to conserve the environment through e-waste initiatives and e-green IT initiatives; and
- Use broadband and other technologies for smarter computing and infrastructures.





**MAJOR**

### **STRATEGIC IT CLUSTER INITIATIVES**

The following Enterprise and Cluster IT solutions will be shared across the Enterprise, within the Cluster, or between Clusters:

**High Tech Environmental Investment Program** funds projects that produce measurable results in pollution prevention, reuse, and recycling. Funding is available for capital investments, technical assistance, and research development and demonstration (RD&D). Eligible applicants include qualified small and medium-sized New York State businesses, non-profit organizations, and municipalities on behalf of New York State businesses. For more information visit:

[www.nylovesbiz.com/High\\_Tech\\_Research\\_and\\_Development/environmental\\_rd.asp](http://www.nylovesbiz.com/High_Tech_Research_and_Development/environmental_rd.asp)



## FINANCIAL REGULATIONS STRATEGIC IT CLUSTER

**CLUSTER MISSION:** The State envisions agencies in the Financial Regulations Cluster to protect the public by ensuring both public and private employers comply with State and federal regulations. The agencies in this area will align existing programs with the collective needs of public and private financial institutions to maintain and sustain strong economies.

**CURRENT ENVIRONMENT AND CHALLENGES:** In tight fiscal times every dollar counts. Financial regulations need to be strengthened with greater accountability and transparency to overcome the recent financial sector failures. Through greater use of online applications, citizens and businesses can comply with required collections and fees with greater convenience. Simplifying tax collection processes by leveraging technology enables increased revenue and compliance.

Process simplification includes reducing needless red tape and streamlining regulatory requirements to make New York more business-friendly and an attractive place for businesses to locate.

**OBJECTIVES:** The aligned objectives for the Financial Regulations Strategic IT Cluster are to:

- Leverage existing databases to audit organizations more effectively and minimize disruptions to business operations;
- Develop IT solutions to cross check compliance on a variety of criteria to save money, reduce redundancy, and fraudulent behavior;
- Make compliance simpler and streamline process to increase participation; and
- Add more self-auditing online applications to reduce burdens on businesses and increase compliance rates.

### *Financial Regulation Cluster*

Division of Alcoholic Beverage Control  
Banking Department  
Insurance Department  
Division of the Lottery  
Racing and Wagering Board  
Office of Real Property Services  
Department of State  
Division of Tax Appeals and Tax Appeals Tribunal  
Department of Taxation and Finance

## MAJOR STRATEGIC IT CLUSTER INITIATIVES

The following Enterprise and Cluster IT solutions will be shared across the Enterprise, within the Cluster, or between Clusters:

**e-MPIRE Project** will replace all of the New York State Department of Taxation and Finance's current major tax processing systems with a new custom-designed and integrated tax system. The system will provide a single, robust architecture for capturing, storing, and retrieving data regarding taxpayer

identification for return processing, taxpayer accounting, revenue accounting, case management, and taxpayer correspondence. For more information visit [www.tax.State.ny.us/pdf/strategic\\_Plan/strategic\\_Plan\\_2007\\_09.pdf](http://www.tax.State.ny.us/pdf/strategic_Plan/strategic_Plan_2007_09.pdf).



## **GOVERNMENT OPERATIONS AND OVERSIGHT STRATEGIC IT CLUSTER**

**CLUSTER MISSION:** The State envisions the Government Operations and Oversight Strategic IT Cluster will work together to consolidate and streamline State agency operations wherever feasible and direct resources earned from savings to fund capital projects required to maintain State operations at high level of quality.

**Current Environment and Challenges:** Every government service must strive to run as efficiently as possible by reducing operating costs, eliminating redundant services, and streamlining processes and practices to maximize capital investments. The agencies in the Government Operations and Oversight Strategic IT Cluster serve as enterprise-wide drivers to leverage and consolidate existing IT infrastructure and increase use of managed centralized services.

Also, agencies in the Government Operations and Oversight Strategic IT Cluster are key revenue generators to ensure State infrastructures can be maintained or modernized when needed.

**OBJECTIVES:** The aligned objectives of the Government Operations and Oversight Strategic IT Cluster are to:

- Streamline State operations wherever feasible to achieve operational cost savings and greater efficiencies; and
- Ensure the IT infrastructure is robust enough to optimize the revenue generation opportunities or maximize expense reduction opportunities.



### **MAJOR STRATEGIC IT CLUSTER INITIATIVES**

The following Enterprise and Cluster IT solutions will be shared across the Enterprise, within the Cluster, or between Clusters:

**Statewide Electronic Procurement Service and System** includes a broad spectrum of activities including establishing of Enterprise license agreements with software manufacturers and centralized volume purchase agreements for IT commodities and computer hardware purchases Statewide. The objective is to maintain a better understanding of what the supplier community does and then maintain records on their performance. The overall objective is to become more efficient at supply chain management and reduce cost through better procurement. The Statewide Financial System includes an e-Procurement System module to address this need.

**NYS Learn**, operated by the Governor's Office of Employee Relations (GOER), is a web-based Enterprise Learning Management System (LMS) to allow State employees to search and register for training and online learning opportunities. NYS Learn consolidates information about offerings into one place; making it easier to find and register for classes; and to maintain employee training records. GOER will select a new enterprise solution to standardize for all agencies. For more information, please visit <http://goer.State.ny.us/train/system/NYS-earn01082008print.pdf>.

**Statewide Financial System** will unify 65 systems into one budgeting and accounting systems across all State agencies. State agencies have been developing financial management systems to meet specific operating needs for many years; both individually and in various partnerships. While some systems do meet unique needs, none are adequate for statewide fiscal management. A long-standing interest in collaborating on systems that could be developed, maintained, and used jointly crystallized into a formal Statewide partnership with the State Division of the Budget effort and the Office of the State Comptroller (OSC) for a new central accounting system and financial system using the Oracle suite of applications. The system will be integrated across all agencies concurrently with business processes and organizational reforms that will enhance program and financial accountability and improve the State's analytical, performance evaluation, and reporting capabilities. This effort will also include enhancements for grants administration, procurement, financial decision support, and integrated systems including human resources.

**Identity and Access Management Services** will improve visibility and accessibility to State government online services or e-government. This service will focus on expansion of e-government services. With increasingly sophisticated and computer savvy citizens there is a public expectation for web-based government services to be simple, accessible, available, and secure. One of the objectives of this service is to make the web-based services as simple and friendly to use as those defined by web giants like Amazon.com, Yahoo.com, Google.com, and eBay.com. This service will establish, require, and monitor agency Plans for the elimination of paper forms and paper mailings where possible.

**Statewide Infrastructure Interoperability Services** to assist New York State and local governments in developing interoperable environments to share critical information, on demand, across agency, and jurisdictional boundaries. By using integrated and seamless technology solutions, key stakeholders and other government users can achieve and sustain required performance to deliver public safety services. Resources will be applied to:

- Provide New York State with proven, standards-based technology solutions;
- Leverage federal funding programs to supplement State/local funds to improve affordability;
- Ensure continuity of program governance at federal, State, and local levels; and
- Require and practice full transparency and accountability.





## LABOR, HEALTH AND HUMAN SERVICES STRATEGIC IT CLUSTER

**Cluster Mission:** The State envisions agencies in the Labor, Health and Human Services Strategic IT Cluster to provide comprehensive, temporary health, and workforce development services to individuals and families to ensure healthy New Yorkers fully engage in the labor force by deploying technology to reduce expenses with the application of shared services.

**Current Environment and Challenges:** For decades, health agencies have operated as independent entities. This has led to fundamental IT issues like patient data being stored on numerous incompatible systems across agencies where there is little information sharing and interoperability.

There are many opportunities for establishing common processes and mastering data repositories for patient data, medical records, and for consolidating portfolios of applications and systems the State operates in the health and human services sector.

**Objectives:** Streamline, save, and enable health and human services agencies and affiliated caregivers to focus on their core competency — the delivery of healthcare and services. Ensuring good health starts long before we begin to ail. Therefore, the health and human service community will continue focus on education and access. The agencies will align existing programs with the collective needs of the health and human services community and residents. The State will create controls to prevent waste, fraud, and abuse and will provide paperless health and human services IT solutions to enhance the total continuum of care delivery and to reduce total cost of care.

The aligned objectives for the Labor, Health and Human Services Strategic IT Cluster are to:

- Provide seamless sharing of data across the continuum of care for all caregivers;
- Provide information that is easily understood and accessible;
- Create controls to prevent waste, fraud, and abuse; and
- Provide paperless health and human services records to enhance care delivery and reduce the total cost of care.



***Labor, Health and Human Services Cluster***  
Office for the Aging  
Office of Alcoholism and Substance Abuse Services  
Office of Children and Family Services  
Developmental Disabilities Planning Council  
Department of Health  
Division of Human Rights  
Insurance Fund  
Department of Labor  
Office of Medicaid Inspector General  
Office of Mental Health  
Office of Mental Retardation & Developmental Disabilities  
Commission of Quality Care and Advocacy for Persons with Disabilities  
Office of Temporary and Disability Assistance  
Workers' Compensation Board

## MAJOR STRATEGIC IT CLUSTER INITIATIVES

The following Enterprise and Cluster IT solutions will be shared across the Enterprise, within the Cluster, or between Clusters:

**myBenefits (*Benefit Eligibility Service*)** is an Internet service to provide a quick and easy way for New Yorkers to discover eligibility for a variety of public assistance programs in one convenient online application and found at [www.mybenefits.ny.gov](http://www.mybenefits.ny.gov). It will be the health and human services Cluster web portal to provide a seamless face to clients served by these agencies.

**Electronic Eligibility Decision Support Systems** are web-based applications that provide an interactive, standardized interview, and decision capability that supports Medicaid Community Care, Child Health Plus, and Family Health Plus eligibility determinations. The State Health Department and the Office of Medicaid Management are the lead agencies.

**eMedNY** which allows New York State Medicaid Providers to submit claims and receive payments for Medicaid-covered services provided to clients. eMedNY facilitates the processing and payment of claims, and provides extensive support and convenience to end-users. For more information visit: <http://www.emedny.org/>.

**SUNY Stony Brook STARS Electronic Medical Record (EMR)** involves the continued development of a comprehensive and secure electronic medical records system to support patient care at Stony Brook University Hospital.

**CareerZone** is a Department of Labor (DOL) website designed to provide in-depth information on hundreds of exciting careers in New York State. The site is aimed at providing career information and resources to students and adult jobseekers. For more information visit: [www.nycareerzone.org/](http://www.nycareerzone.org/).

**High-Tech Workforce Development** to award individual businesses or business consortia with funds for training current and newly hired workers jobs in both high-tech and non-high-tech industries in New York State. For more information visit: [www.hightechny.com/emp\\_training.cfm](http://www.hightechny.com/emp_training.cfm).



## PUBLIC SAFETY AND SECURITY STRATEGIC IT CLUSTER

**CLUSTER MISSION:** The State government envisions the Public Safety and Security Strategic IT Cluster as an efficient public safety workforce that responds to emergencies and the needs of the public with the right information, in the right hands, at the right time. The State envisions all first responders and supporting staff working together to understand situations or events, to quickly analyze possible responses, to gather required information, and distribute it to the proper authorities to make wise decisions. Also, the State envisions a smart network and accompanying IT infrastructure that facilitates this process.

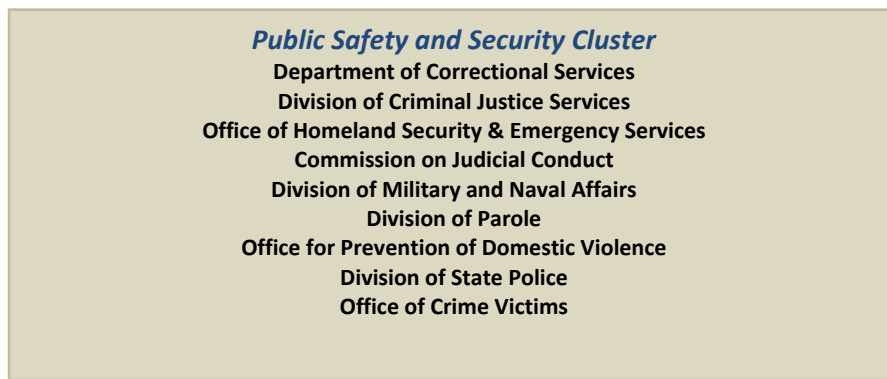
**CURRENT ENVIRONMENT AND CHALLENGES:** With an annual budget of approximately \$4.7 billion, public safety agencies assist local communities in fighting crime, supervise criminal offenders both in prison and in the community, patrol the highways, protect critical State assets, and respond to natural disasters or terrorist threats.

More than 79 percent of the public safety budget is dedicated to the direct provision of State services, making this functional area a major State employer with nearly 42,000 staff, represented by 7 public employee unions. These employees comprise 19 percent of the overall State workforce. Currently, the information required to respond to an incident is dispersed across multiple agencies and between several layers of government. This challenge prohibits information sharing among agencies and first responders. Agencies in the Public Safety and Security Strategic IT Cluster must collaborate to understand and document collective responses and information needs.

The State must leverage advances made within the federal defense community to create safer communities and protect our homeland.

**OBJECTIVES:** The aligned objectives for the Public Safety and Security Strategic IT Cluster are to:

- Provide public safety communications interoperability;
- Deploy common web portals for information sharing; and
- Standardize on common systems for data sharing.



### MAJOR STRATEGIC IT CLUSTER INITIATIVES

The following Enterprise and Cluster IT solutions will be shared across the Enterprise, within the Cluster, or between Clusters:

**Statewide Information Security Service** to ensure public information and the systems constituents use to create and access information are secure. This service will audit networks, systems, processes, phones, and people. As the State increases e-government services, it will “certify authorities” in much the same way the commercial e-commerce site eBay does. The Statewide Information Security Service will ensure certificates and identities of constituents are secure.



**eJusticeNY** is a browser-based application designed to give users from qualified agencies a single point of access to computerized information within and beyond New York State. eJusticeNY embodies the concept of coordinated and integrated criminal justice information systems for New York State. eJusticeNY has three primary benefits: 1)Accessibility in a secure manner during normal, remote, and mobile operations; 2)Flexibility and Ease of Use with features like check boxes and drop down boxes, batch requests, and help menus and tutorials; and 3)Cost Savings through the elimination of expensive, single purpose, computer-to-computer interfaces, and dedicated law enforcement communications system.

For more information visit: <http://criminaljustice.state.ny.us/ojis/ejusticeinfo.htm>.

**New York Alert (NY Alert)** is a real-time, web-based system that provides subscribers with emergency information concerning situations such as impending or ongoing disasters, significant highway closures, hazardous spills, accidents, or serious school incidents. Anyone can subscribe for notification via telephone, text message, or email. For more information visit: [www.nyalert.gov/](http://www.nyalert.gov/).

**AFIS Next Generation** will replace the aging Statewide Automated Finger Imaging System (SAFIS), which processes fingerprint transactions. Replacing the SAFIS with the new State Automated Biometric Identification System (SABIS) will provide faster identification processing and allow for growth and interoperability with other automated biometric identification systems. For more information visit:

<http://criminaljustice.state.ny.us/ojis/safis.html>.



# MEASURE IMPACT - PERFORMANCE MANAGEMENT

A critical component of the Enterprise IT Strategic Plan is performance management and the need to measure outcomes and impact. This is the process of ascertaining the level of performance and outcomes to achieve and sustain desired goals and objectives.

A set of IT performance measures, or indicators of progress have been defined and make up the IT Performance Dashboard. These measures improve accountability for results and enable transparency of the Plan. Industry performance indicators and benchmarks provide the ability to measure New York State performance against a “best practice” peer group. Independent assessments will be presented and reviewed at the IT governance groups.

**TABLE 1: ENTERPRISE STRATEGIC GOALS AND IT PERFORMANCE MEASURES**

Table 1: Enterprise Strategic Goals And IT Performance Measures	
Strategic Goals	IT Performance Measures
<p><b>Goal 1</b> Protect Disenfranchised Populations</p>	<ul style="list-style-type: none"> <li>• MWBE Participation Levels</li> <li>• Expansion Of The Contract Value Of Small And MWBE Tech Firms</li> <li>• Broadband Coverage And Adoption Rates</li> <li>• Digital Literacy Levels</li> <li>• Ranking On New Digital Economy Index</li> <li>• Ranking On Digital States Survey</li> <li>• Regions With Interoperable Public Safety Initiatives Underway</li> </ul>
<p><b>Goal 2</b> Build Our New Innovation and Digital Economy</p>	<ul style="list-style-type: none"> <li>• e-Government Services Expansion</li> <li>• Broadband Coverage and Adoption Expansion</li> <li>• Job Creation</li> </ul>
<p><b>Goal 3</b> Reduce State Spending</p>	<ul style="list-style-type: none"> <li>• Energy Consumption Savings From IT Consolidations</li> <li>• Unit Cost Service Rates To State Agencies</li> <li>• Enterprise License Agreements Savings</li> <li>• Change In Staff Augmentation Rates</li> <li>• Change In IT Centralization And Shared Services At Enterprise And Cluster Levels</li> </ul>
<p><b>Goal 4</b> Educate Our Workforce To Support A Digital Economy</p>	<ul style="list-style-type: none"> <li>• Tech Academy Offerings To Support CIO University</li> <li>• Training License Usage Rates</li> <li>• IT Workforce Receiving Training And Certification Rates</li> <li>• New Digital Economy Index Rankings (IT In School Ranking Only)</li> </ul>

Table 1 shows the performance measures that will be tracked to report impacts for each goal. As shown in Table 1 below, each goal has a set of IT performance measures to indicate impact. Each measure will be posted and reviewed with staff and State agencies to determine progress. These measurements also enable taking corrective actions to stay focused on strategic IT priorities.

# GOVERN FOR RESULTS

## ENTERPRISE IT PLANNING, POLICY GOVERNANCE STRUCTURE

New York State spends approximately \$3 Billion annually on information technology (IT) goods and services. To ensure IT investments are effectively deployed and expected benefits are achieved, it is vital State agency heads are engaged in setting and overseeing the strategic direction of IT investments across the State Enterprise. It is equally vital that agency IT leaders and industry providers implement successfully.

Strategic oversight is critical to successfully acquiring and deploying IT solutions which enhance the delivery of government services to citizens, businesses, and visitors. The New York State Technology Law, Sections 04 and 05, spelled out the requirement for governance at the inception of the Office for Technology through the creation of an Advisory Council. Unfortunately this group was not formed. This Plan addresses that void.



### IT EXECUTIVE

### STRATEGIC COUNCIL

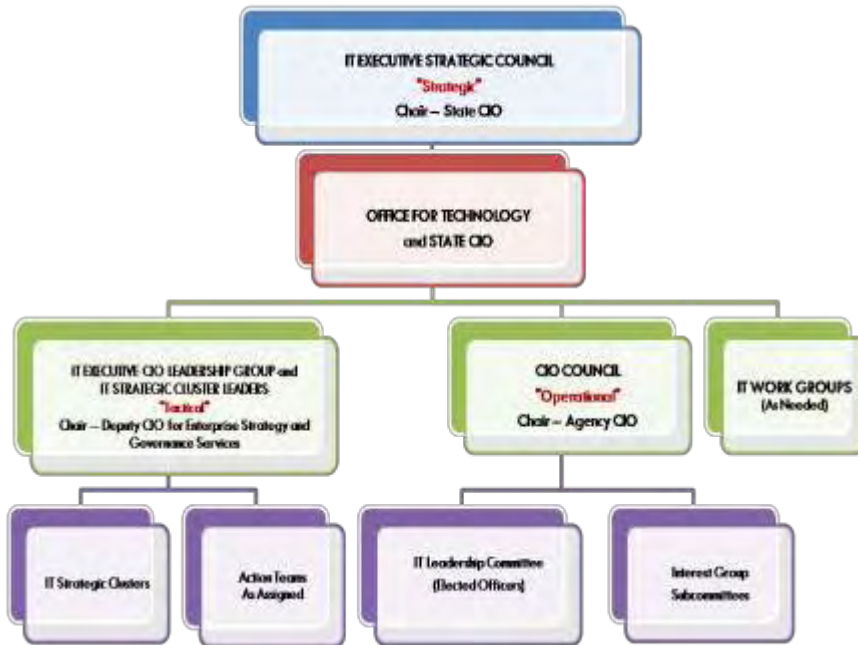
To meet the needs of a strong IT governance model, the strategy outlines three key governance groups which are engaged to focus on different aspects of IT planning and policy. These advisory groups are designed to ensure New York State deploys innovative IT solutions, which deliver better government services, and also drives down the IT costs.

The three governance groups are:

- **IT Executive Strategic Council**
- **IT Executive CIO Leadership Group**
- **CIO Council**

Each group has a charter, set of duties and responsibilities, and goals to enhance the IT environment for the New York State Enterprise. Each governance group is advisory and serves to help CIO/OFT implement better IT policy and systems. **Figure 3** outlines the enhanced IT Governance Structure.

Figure 3: NYS IT Enterprise Governance Structure



When the Office for Technology (OFT) was created, the statute required the establishment of an IT Advisory Council under the leadership of the Director of the Office for Technology. This advisory group was to provide overall oversight for operating OFT. This group was never formed.

The Office of the Chief Information Officer was formed after OFT. The new State CIO formed the CIO Council as an advisory group. This group consists of agency CIOs. It includes local CIOs also. This group has served as the only governance group for CIO and OFT. Since the current State CIO serves as the Director of OFT and the State CIO, it is time to merge these two functions and provide Enterprise-wide IT governance with a streamlined approach that eliminates the confusion between the two roles.

There should be one IT strategic governance body as outlined in the original statute. The IT Executive Strategic Council is designed to address this need. It strengthens the overall IT governance by engaging key stakeholders in the IT planning and policy process.

### **CHARGE OF THE IT EXECUTIVE STRATEGIC COUNCIL**

The IT Executive Strategic Council is charged with, but not limited to, the following responsibilities:

- Review, assess, and approve the NYS Enterprise IT Strategic Plan to drive IT acquisition, deployments, systems integration, and enhance service delivery more cost-efficiently;
- Review and advise on Enterprise IT policies to ensure alignment with the State’s strategic business priorities;
- Assist in breaking down and resolving interagency or inter-jurisdictional organizational barriers which may impede the progress of integrated interagency and intergovernmental technology initiatives;
- Serve as “IT Champions” for new policies, and other commonly shared initiatives such as shared public/private initiatives in the broader community; and
- Evaluate the effectiveness of technology investments through a balanced and customer-driven performance measurement program.

•

## **IT EXECUTIVE CIO LEADERSHIP GROUP**

The Office of the State CIO is committed to involving all key stakeholders in the development of IT policies, plans, and procedures; to optimize best practices, standardize IT processes and use effective policy to drive better IT investments, deployments, and IT services to enable State agencies to fulfill their core missions.

Toward that goal, the Office of the State CIO will seek advice and feedback from an ad hoc group of IT leaders within the State agencies, corporate IT experts in the industry, or academic partners for targeted IT initiatives. This group will serve under the authority of the State CIO or may serve under the authority of a Deputy CIO for a specific need or program initiative.

### **AUTHORITY AND CHAIR OF THE IT EXECUTIVE CIO LEADERSHIP GROUP**

This group of leaders will operate under flexible rules to increase agility, responsiveness, and speed-to-market for decision-making on issues deemed critical to the Office of the State CIO. This advisory group may form other work groups, referred to as Action Teams for specific IT priorities and programs to engage IT experts or additional resources.

The Deputy CIO for Enterprise Strategy and Governance will serve as the Chair. A vice chair may be designated by the Deputy CIO as required for targeted initiatives. To enable maximum flexibility, the Chair may call and convene meetings as needed to solicit and receive timely input on matters important to the Office of the State CIO for IT planning and policy development purposes.

The Chair will designate the size and membership of this leadership group based on the issue. Members will be selected based on their subject matter expertise, IT leadership within their respective organizations, and personal commitment level of the issue at hand. This group will be managed dynamically and will use social media and web 2.0 tools to engage a wider audience in helping to quickly capture innovative ideas, suggestions, and feedback to inform better IT policy development and planning.

## CIO COUNCIL

The State Chief Information Officer position was established by Governor George E. Pataki in January, 2002 under Executive Order No. 117. The current New York State Chief Information Officer Council (CIO Council) was first convened in 2003 and has continued under succeeding State CIOs to the present. Over this time span, the CIO Council has become a valuable resource for communication and collaboration with the Office of the State CIO (OCIO), and among the agency CIO community. The charter of the CIO Council outlines the enhanced mission, objectives, organization, procedures, and functions of the Council. The CIO Council Leadership Committee is elected by the general membership of the CIO Council.



## CHARGE OF THE CIO COUNCIL

The CIO Council is a valuable advisory resource for communications and collaboration and will continue as an advisory group established under the authority of the Office of the State CIO. The Council will focus on sharing technology standards, architecture, IT procedures, and programs to effectively acquire and deploy innovative IT technologies. In addition, the CIO Council will examine and recommend strategies for IT workforce development and other issues.

The CIO Council will foster closer collaborations between agencies and promote joint IT development and programs to improve the IT environment for the State. Their primary focus will be “operational” in nature as compared to the IT Executive Strategic Council which will focus on Enterprise “strategic” IT and major initiatives.

A significant change to this group will be the leadership of the CIO Council. The Council will be led by CIO peers for CIO peers to share best practices. Previously, either the State CIO or a Deputy CIO chaired the CIO Council. Based on best practices research conducted by the Center for Technology in Government (CTG), the CIO Council will become a peer group of CIOs. It will be chaired and vice-chaired by elected peer CIO members from among the State agencies. The CIO Council will hold elections of the officers and subcommittees based on the Charter which will be approved and released by the Office of the State CIO.



The CIO Council has three primary purposes, which are to:

- Provide a mechanism for the New York State agency CIO community to advise and inform the New York State CIO and the Office of the State CIO on information technology planning, policy, and standards matters;
- Provide a forum for the NYS CIO community to address issues of mutual interest and make recommendations on IT collaborative initiatives; and
- Promote information sharing and cooperation to strengthen the IT leadership community.

## **EXTERNAL STUDY TO ENHANCE IT GOVERNANCE**

During the summer of 2008, CIO/OFT partnered with the Center for Technology in Government (CTG) from the University of Albany to conduct a study and prepare recommendations to improve a better Enterprise IT Governance framework for New York State.

This engagement was prompted by the State CIO's desire to strengthen overall IT governance and planning. The goal of the study was to identify a framework that could be institutionalized within New York State government and be less impacted by the ebbs and flows of administration changes.

CTG examined best practices across the country, interviewed key stakeholders in the State, and prepared a set of recommendations for improving the overall governance framework. CTG concluded their study and CIO/OFT integrated many of their recommendations into the new IT Governance structure.

## **ANNUAL TECHNOLOGY PLANNING**

New York State agencies participate in an annual Statewide information technology planning process, which results in agency-specific Annual Technology Plans (ATP) and a compendium. This annual technology planning process is designed to promote the use of technology to improve government services, to foster Statewide coordination of technology initiatives, and to ensure the most cost-effective acquisition of technology that are aligned with State goals.

The process facilitates a dialogue among agencies, the Division of the Budget (DOB), and the Office of the State CIO/Office for Technology (CIO/OFT). This process also provides data to develop and update the Enterprise IT Strategic Plan.

In addition, the ATP process provides the source of data necessary for the DOB to meet the annual reporting requirements outlined in the Budget Reform Act of 2007. This legislation requires projects funded in the Executive Budget, having a total development cost of \$10 million or greater and involving one or more contracts, to be reported annually to the Legislature. This report is developed and presented as the "Winter Update." CIO/OFT is currently overhauling this application with plans to make available for public viewing.

# STRATEGIC IMPLEMENTATION TIMETABLE

Table 2 presents the high-level planned strategic implementation timetable during the planning cycle covered with this plan.

TABLE 2: STRATEGIC IMPLEMENTATION TIMETABLE

Table 2: Strategic Implementation Timetable 2009-12			
Enterprise Goals and Strategies	Planned Completion Year		
	Year 1	Year 2	Year 3
<b>Goal 1: Protect Disenfranchised Populations</b>			
Strategy 1: Make Information Visible, Accessible, And Understandable			X
Strategy 2: Ensure Enterprise Internet Presence Is What Citizens Need, Like, And Revisit Often		X	
Strategy 3: Increase Use Of MWBE In The Tech Sector		X	
<b>Goal 2: Build NYS New Innovation and Digital Economy</b>			
Strategy 1: Leverage State Assets To Serve The Public And Spur The New Innovation And Digital Economy		X	
Strategy 2: Increase Cost-Efficient IT Shared Services To Support Enterprise And Strategic IT Cluster Functions			X
Strategy 3: Establish Community-Driven Public And Private Partnerships To Stimulate Local/Regional Economies	X		
<b>Goal 3: Reduce State Spending</b>			
Strategy 1: Expand Procurement Centralized, Aggregate, And Enterprise Agreements	X		
Strategy 2: Expand Use Of IT Shared Services At Enterprise And Cluster Levels		X	
<b>Goal 4: Educate Our Workforce For The New Innovation and Digital Economy</b>			
Strategy 1: Promote Continuous Online Learning And Make Electronic Learning Available To All State Employees		X	
Strategy 2: Leverage Private And Academic Partnerships To Provide "Leading Edge" Training And Impact IT Workforce Curriculum Development		X	

## SUMMARY

In summary, the New York State Enterprise IT Strategic Plan outlines a four-year strategy to accomplish the following goals:

- Modernize Antiquated Legacy Systems;
- Standardize on Enterprise IT Shared Services;
- Drive Down Total Cost of IT Ownership;
- Realign IT Service Delivery Into Strategic IT Clusters; and
- Strengthen IT Governance.

The IT Plan will be updated at least every two years and will be reviewed and approved by the Executive IT Strategic Council. The State plans to spend approximately \$3 Billion during the next three years to transform IT and continue delivering excellent service more cost-efficiently. The State is committed to going from “Good to Great” to be at the forefront of the new Innovation and Digital Economy.



# APPENDICES

## APPENDIX A: NYS ENTERPRISE IT STRATEGIC PLAN GOALS, STRATEGIES, AND OBJECTIVES

TABLE 3: APPENDIX A -- GOALS, STRATEGIES, AND OBJECTIVES

NYS Enterprise IT Strategic Plan Goals, Strategies, Objectives		
GOAL	STRATEGY	OBJECTIVE
<b>Goal 1</b> <b>Protect Disenfranchised Populations</b>	<b>Strategy 1.1:</b> Make Information Available, Visible, Accessible, and Understandable	<b>Objective 1.1.1</b> - Establish an on-demand and self-monitoring computing environment. New York State’s next generation data center will facilitate lights-out, 24/7 operations to reduce the cost of lighting and cooling the data center.
		<b>Objective 1.1.2</b> - Make applications available to people in the format they demand – mobile phone, PDA, web. Serving the public includes making more modern and offline applications. Services and forms can be delivered and processed online to support a mobile workforce and community.
	<b>Strategy 1.2:</b> Ensure Enterprise Internet Presence Is What Citizens Need, Like, And Revisit	<b>Objective 1.2.3</b> - Document authoritative data sources across the Enterprise without compromising security or violating legal mandates, to enable individuals to subscribe to information as it becomes available. The State has an effort to establish a “master data management system” to help serve constituents better.
	<b>Strategy 1.3:</b> Increase Use Of MWBE In The Tech Sector	<b>Objective 1.3.1</b> - Make New York State government easy to work with and friendly through 311-type call center capabilities. The State will establish a common architecture for all care and call handling centers. This includes capabilities such as: 911 for emergency calls, 311 for general information, reverse 911 for citizen outreach, and 511 for travel information.
		<b>Objective 1.3.2</b> - Invest in modern web portal approaches enabling constituents to access services and information through handheld/palm devices. This also includes expanding e-government services.

**NYS Enterprise IT Strategic Plan  
Goals, Strategies, Objectives**

GOAL	STRATEGY	OBJECTIVE
		<p><b>Objective 1.3.3</b> – Ensure all New Yorkers have access to affordable, high-speed broadband access. Please refer to the New York State Broadband Strategy at <a href="http://www.cio.ny.gov">www.cio.ny.gov</a> to understand the goals and strategies for broadband.</p>
<p align="center"><b>Goal 2 Build Our New Innovation and Digital Economy</b></p>	<p><b>Strategy 2.1</b> - Leverage State Assets To Serve The Public and Spur the New Innovation and Digital Economy</p>	<p><b>Objective 2.1.1</b> – Modernize strategic planning, programming, and budgeting processes and systems through a single Enterprise resource Planning (ERP) system for better data integration and sharing.</p>
		<p><b>Objective 2.1.2</b> – Reform and modernize financial management Statewide with a common Enterprise resource planning management system.</p>
		<p><b>Objective 2.1.3</b> - Reform and modernize procurement processes by consolidating financial strategies across multiple agencies and pave the way for the implementation of strategic sourcing efforts.</p>
		<p><b>Objective 2.1.4</b> - Increase opportunities for Minority and Women-Owned Business Enterprises (MWBs) to grow strong economies. MWBs are expected to develop their business Plans to complement the needs of the State while providing an attractive value proposition to recruit and retain a strong workforce.</p>

**NYS Enterprise IT Strategic Plan  
Goals, Strategies, Objectives**

GOAL	STRATEGY	OBJECTIVE
		<b>Objective 2.1.5</b> – Maximize opportunities to leverage and share assets with private partners to accelerate speed to market of IT solutions.
	<b>Strategy 2.2</b> - Increase Cost-Efficient IT Shared Services To Support Enterprise And Strategic IT Cluster Functions	<b>Objective 2.2.1</b> – Use best practices in IT Service Management such as the Information Technology Infrastructure Library (ITIL) to establish processes and maturity plans for the CIO/OFT operated data centers. With mature, repeatable, more cost-effective processes in place, CIO/OFT can successfully increase use IT Shared Services.
		<b>Objective 2.2.2</b> - Create a system to uniquely identify and authenticate all constituents using State services. Constituents will be able to leverage this service for web services. This is a potential cost avoidance and re-investment opportunity for businesses that operate in New York.
		<b>Objective 2.2.3</b> - Make geospatial data available to citizens, businesses, agencies, and authorities in the Enterprise. Exploit GIS information and web services for use by all levels of government through a common platform that promotes interoperability of data and applications.
	<b>Strategy 2.3</b> - Establish Community-Driven Public/Private Partnerships To Stimulate Local/Regional Economies.	<b>Objective 2.3.1</b> - Ensure people and communities in New York have access to affordable, high-speed broadband service. Leverage federal stimulus dollars with State appropriated dollars.
		<b>Objective 2.3.2</b> - Make technology available to facilitate efforts of non-profit companies to build the New Innovation and Digital Economy and emphasize the well-being of New Yorkers. The State will explore feasibility of a website and web service for a directory of all non-profit companies and the core services they provide to individuals, families, and communities.

**NYS Enterprise IT Strategic Plan  
Goals, Strategies, Objectives**

<b>GOAL</b>	<b>STRATEGY</b>	<b>OBJECTIVE</b>
<b>Goal 3 Reduce State Spending</b>	<b>Strategy 3.1</b> - Expand Procurement Centralized, Aggregate, and Enterprise Agreements	<b>Objective 3.1.1</b> - Establish an Enterprise architecture program to optimize business operations and govern the transformation of New York State into a service oriented Enterprise. The program will establish a Statewide architecture capability to save agencies the expense of doing this individually, to establish common platforms, and promote standardization.
		<b>Objective 3.1.2</b> – Explore open source strategies to experiment with less expensive open source solutions and drive down costs.
		<b>Objective 3.1.3</b> – Strengthen shared services by deploying grid/cloud computing approaches and technologies to drive down IT costs and leverage energy saving (“greening”) techniques to save space and energy.
		<b>Objective 3.1.4</b> – Achieve greater economies of scale through consolidation of IT services. Subsequently, agencies will be migrated to an enhanced IT shared service model to drive down costs.
		<b>Objective 3.1.5</b> – Rationalize duplicate applications and consolidate into single Enterprise agreements. Establish the underpinnings of application portfolio management in the governance processes and monitor portfolio reductions. Incentivize agencies to reduce duplication and inefficiency which drives up costs.
	<b>Strategy 3.2</b> – Expand Use Of IT Shared Services At Enterprise And Cluster Levels	<b>Objective 3.2.1</b> - Leverage State’s purchasing power to aggregate IT commodity purchases and achieve significant savings. This objective will be achieved in collaboration with the Office of General Services and will drive down IT acquisition costs.

**NYS Enterprise IT Strategic Plan  
Goals, Strategies, Objectives**

<b>GOAL</b>	<b>STRATEGY</b>	<b>OBJECTIVE</b>
<p align="center"><b>Goal 4 Educate Our Workforce For the New Innovation And Digital Economy</b></p>	<p><b>Strategy 4.1</b> - Promote Continuous Online E-Learning For access By All State Employees</p>	<p><b>Objective 4.1.1</b> - Launch a CIO university program, with a modern curriculum, to develop the future IT leaders of tomorrow through a concentrated training program. The State will work with both CUNY and SUNY to establish a (United States General Services Administration (GSA) like “CIO University Curriculum.” The State will educate its executive staff and management alike to understand capability-based portfolio management, acquisition program management, risk management, Enterprise architecture, and capital planning and investment control techniques for better IT decision making. This will be done with academic partners, private sector community, and subject matter experts.</p>
		<p><b>Objective 4.1.2</b> - Launch a course specifically addressing Enterprise architecture to leverage Enterprise architecture skills. Expand the curriculum of the Technology Academy to begin training State staff on the use of Enterprise architecture as a strategic planning tool for agencies to drive down total cost of IT ownership.</p>
		<p><b>Objective 4.1.3</b> - Make existing educational materials more visible and accessible to constituents. Expand online services and information through a marketing communications outreach plan to inform end-users of online information. Make virtual classroom technology and other e-learning tools available to agencies and the public. Education on government services starts with programs that educate young people and carries through to the education of our elderly.</p>

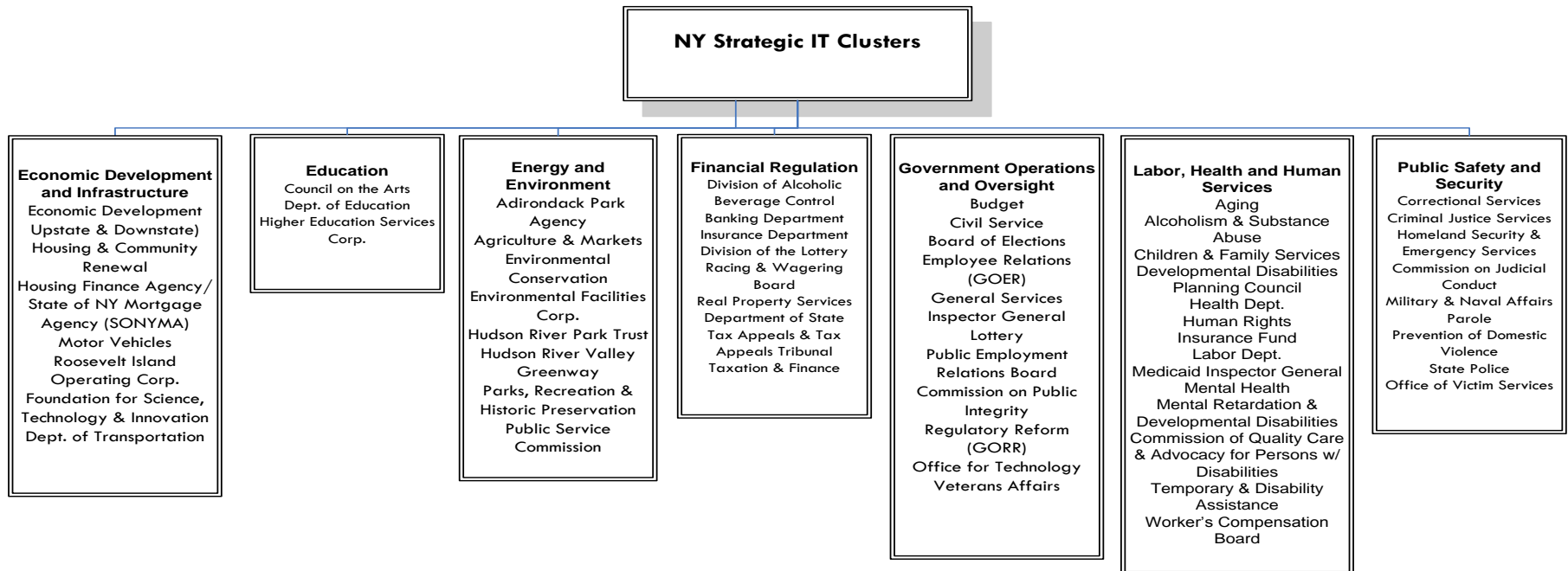
**NYS Enterprise IT Strategic Plan  
Goals, Strategies, Objectives**

GOAL	STRATEGY	OBJECTIVE
	<p><b>Strategy 4.2</b> - Leverage Private and Academic Partnerships to Provide “Leading Edge” Training To Impact IT Workforce Development</p>	<p><b>Objective 4.2.1</b> - Invest in educational programs to enhance the skill level and professionalism of personnel in New York. Invest in education efforts by retraining and retooling current employees to be workers in the New Innovation and Digital Economy.</p>
		<p><b>Objective 4.2.2</b> - Invest in digital literacy programs to ensure citizens have the necessary computer skills to compete in today’s labor market. Help citizens learn to use the Internet by funding efforts to increase digital literacy.</p>
		<p><b>Objective 4.2.3</b> – Forge partnerships with academic partners to provide IT curriculum development programs, internships, and reciprocal talent loan arrangements, to build a talented workforce that will grow the New Innovation and Digital Economy.</p>

**APPENDIX B: NYS STRATEGIC IT CLUSTERS**

FIGURE 4: APPENDIX B – NYS STRATEGIC IT CLUSTERS

**Plan 2010**  
*Going from Good to GREAT*



**APPENDIX C: MAJOR IT INITIATIVES BY STRATEGIC IT CLUSTER (PROJECTS MORE THAN \$10 MILLION)**

TABLE 4: APPENDIX C – MAJOR IT INITIATIVES BY STRATEGIC IT CLUSTER

<b>MAJOR IT INITIATIVES BY STRATEGIC IT CLUSTER</b> <b>Projects In Excess Of \$10 Million</b> (Compiled From 2008 Annual Technology Plan)			
Strategic Cluster	Agency	Strategic Technology Initiatives	Estimated IT Cost
<b>Economic Development And Infrastructure</b>	Department of Motor Vehicles	<ul style="list-style-type: none"> <li>• Enterprise Content Management (ECM)</li> <li>• Western Hemisphere Travel Initiative</li> <li>• Driver License System Modernization</li> <li>• Electronic MV-50 Workflow</li> </ul>	<b>\$ 128 Million</b>
	Department of Transportation	<ul style="list-style-type: none"> <li>• Roadway Inventory System</li> <li>• 511 Travel Information Service</li> <li>• Integrated Contract Management System (ICMS)</li> <li>• GIS Planning and Infrastructure</li> </ul>	<b>\$ 162 Million</b>
<b>Economic Development And Infrastructure Cluster Sub-Total</b>			<b>\$ 290 Million</b>
	State Education Department	<ul style="list-style-type: none"> <li>• Enterprise Licensing System</li> <li>• nySTART</li> <li>• SAMS</li> <li>• NYSED Disaster Recovery</li> </ul>	<b>\$ 38 Million</b>
	State University of New York	<ul style="list-style-type: none"> <li>• Stony Brook STARS Electronic Medical Record (EMR) Project</li> </ul>	<b>\$ 87 Million</b>
<b>Education Cluster Sub-Total</b>			<b>\$ 125 Million</b>
<b>Energy And Environment</b>			N/A
<b>Energy And Environment Cluster Sub-Total</b>			<b>N/A</b>

Strategic Cluster	Agency	Strategic Technology Initiatives	Estimated IT Cost
<b>Financial Regulation</b>	Department of Taxation and Finance	<ul style="list-style-type: none"> <li>• e-MPIRE Project</li> <li>• Audit Annual Cycle Project</li> <li>• CISS Collection Detailed Design</li> <li>• HUT Insourcing of Returns Processing</li> </ul>	<b>\$ 216 Million</b>
		<b>Financial Regulation Cluster Sub-Total</b>	<b>\$ 216 Million</b>
<b>Government Operations And Oversight</b>	Division of the Budget	<ul style="list-style-type: none"> <li>• NY Financial Management System</li> </ul>	<b>\$ 440 Million</b>
	CIO/OFT	<ul style="list-style-type: none"> <li>• Interim Data Center Space</li> <li>• Unisys 2200 Mainframe Replacement</li> <li>• New Consolidated Data Center</li> </ul>	<b>\$ 142 Million</b>
		<b>Government Operations And Oversight Total</b>	<b>\$ 582 Million</b>
<b>Labor, Health And Human Services</b>	Office of Children and Family Services	<ul style="list-style-type: none"> <li>• CONNECTIONS Architecture Modernization Project (CAMP)</li> <li>• Live Scan Fingerprint Imaging</li> <li>• Child Care Facility System</li> <li>• State Central Register Business Continuity Project</li> </ul>	<b>\$ 286 Million</b>
	Department of Health	<ul style="list-style-type: none"> <li>• OHIP Data Mart and Data Warehouse</li> <li>• eMedNY Medicaid Claims Processing System</li> <li>• NYS Health Information Technology (HITS)</li> <li>• NYS Immunization Information System (NYSIIS)</li> </ul>	<b>\$ 193 Million</b>
	Department of Labor	<ul style="list-style-type: none"> <li>• Unemployment Insurance System Modernization (UISIM)</li> <li>• Enterprise Content Manager</li> <li>• Service Oriented Architecture Infrastructure</li> </ul>	<b>\$ 219 Million</b>
	Office of Mental Health		<b>\$ 193 Million</b>
	Office for Temporary and Disability Assistance	<ul style="list-style-type: none"> <li>• Legacy Welfare Management System Modernization</li> <li>• Functional Roadmap</li> <li>• myBenefits</li> <li>• Imaging/Electronic Document Repository</li> </ul>	<b>\$ 453 Million</b>

		<b>Labor, Health And Human Services Cluster Sub-Total</b>	<b>\$ 1,344 Million</b>
<b>Strategic Cluster</b>	<b>Agency</b>	<b>Strategic Technology Initiatives</b>	<b>Estimated IT Cost</b>
<b>Public Safety And Security</b>	Department of Correctional Services	<ul style="list-style-type: none"> <li>• Identity Management System</li> <li>• Network Expansion</li> <li>• Implement Disaster Recovery Mainframe</li> <li>• User Management &amp; Legacy Applications Integration</li> </ul>	<b>\$ 182 Million</b>
	Division of Criminal Justice Services	<ul style="list-style-type: none"> <li>• Business Continuity &amp; Disaster Recovery</li> <li>• Next Generation Automatic Fingerprint Identification System (AFIS)</li> <li>• Forte to Java Conversion</li> <li>• Legacy Renewal Project</li> </ul>	<b>\$ 185 Million</b>
	New York State Police	<ul style="list-style-type: none"> <li>• NYSPIN Replacement</li> <li>• Intelligence System</li> </ul>	<b>\$ 25 Million</b>
		<b>Public Safety And Security IT Cluster Subtotal</b>	<b>\$ 392 Million</b>
		<b>GRAND TOTAL ACROSS ALL IT CLUSTERS</b>	<b>\$ 2,949 Million</b>

## APPENDIX D: GLOSSARY OF TERMS

**Centralized IT Service:** The process of consolidating certain types of IT activities and operations or decision making in one place, as opposed to spreading them across multiple agencies or geographical locations.

**Client Device:** Devices used by the end-user, e.g. PC workstation, laptop, Blackberry, smartphone, and cell phones.

**Decentralized IT Services:** IT Services which are administrative functions and operations distributed among several agencies and authorities.

**Logical Consolidation:** Consolidating applications across physical devices such as servers within a data center.

**NASCIO:** National Association of State Chief Information Officers

**Physical Consolidation:** Migrating servers and hardware from a many distributed environment to fewer physical devices in one place.

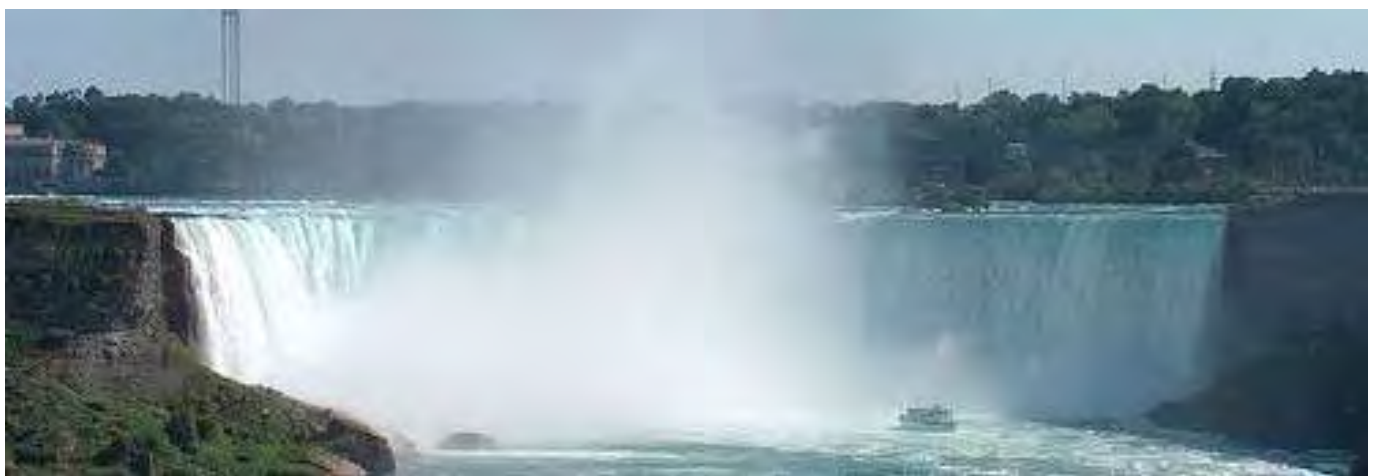
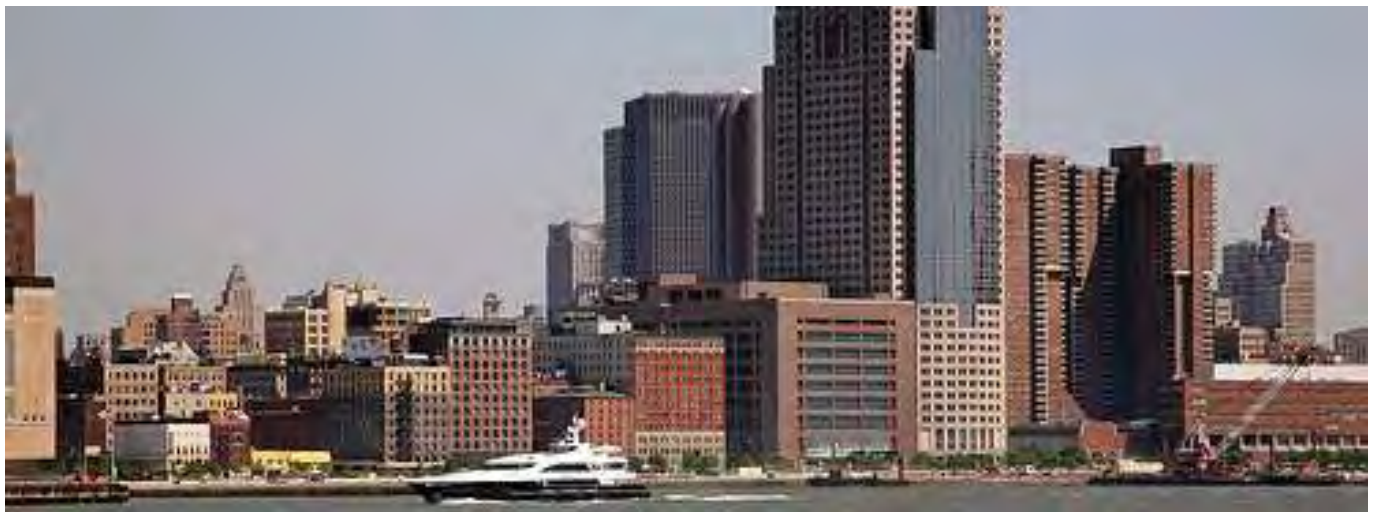
**Server:** A computer that provides users with access to files, databases, applications, network or peripheral devices such as printers to share resources over a computer network.

**IT Shared Services:** IT Shared Services are services and applications required by more than one agency or organization and managed by one entity to improve service delivery and achieve cost-efficiencies. Typically, IT services are centralized, and customers are “charged back” a fee to cover IT operations and investments.

**Storage:** A computer device to store information in computer memory or on a magnetic tape, or disk.

**TDM:** time division multiplexing communications. A type of multiplexing where two or more channels of information are transmitted over the same link by allocating a different time interval ("slot" or "slice") for the transmission of each channel. i.e. the channels take turns to use the link.

**VoIP:** Voice over Internet Protocol. A protocol for transmitting the human voice in digital form over the Internet or other networks as an audio stream, instead of using traditional telephone lines. VoIP uses the Internet Protocol (IP), but is not limited to communication by computer—even phone-to-phone communication can be conducted using this technology.



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i “Shared services can generate a substantial return on investment by lowering operating costs, improving efficiency, and enhancing service delivery. Private sector benchmarking studies suggest that implementing shared-services can reduce overall costs by an average of 30% as well as improve customer service levels” - “Comprehensive Shared-services, From a MAYBE to a MUST: Adopting Shared-services in State Governments” (Deloitte Consulting LLP; October 2008)

<sup>ii</sup> [http://en.wikipedia.org/wiki/Value\\_chain](http://en.wikipedia.org/wiki/Value_chain)