



Building our ship while sailing...

Adel W. Ebeid, Chief Innovation Officer

January 31, 2012
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Opening Quote

If you don't know where you are, a map won't help. And, if you don't know where you're going, any road will do.

Lewis Carroll

Today's Agenda

- Opening Remarks – *Mayor Michael Nutter*
- Today's Conversation – *Managing Director Rich Negrin*
- IT Agenda – *CIO Adel Ebeid*
- Q/A

IT Agenda

- Today's Objective
- IT by the numbers
- The 64,000 question
- Where are we today
- Where are we going – vision, mission, core values
- Business model and planning assumptions
- IT investment framework
- Major initiatives (infrastructure and applications)
- Our expectations

Why we are here today

1. Provide complete transparency on our future goals and direction
2. Provide a forum where former, current and future vendors can hear the same message at the same time – *leveling the playing field*
3. Maximize opportunities for the vendor community to align their products and service offerings to support our future direction
4. Foster an environment where vendors of different size, scale and diversity to partner to round out their offerings

City's IT Landscape

- Number of users – **23,000+**
- Number of servers – **800+**
- Number of devices (PCs, printers, laptops, other) – **25,000+**
- Number of locations – **250**
- Data center foot print – **6,000+ sq. ft.**
- Number of IT staff (City) – **400+**
- Number of IT staff (contractors) – **200+**
- Number of core business applications – **80+**
- Number of web pages – **16,000+**

- Total IT spend
 - Operating – **\$130m+ (annual)**
 - Capital – **\$120m+ (5 year)**

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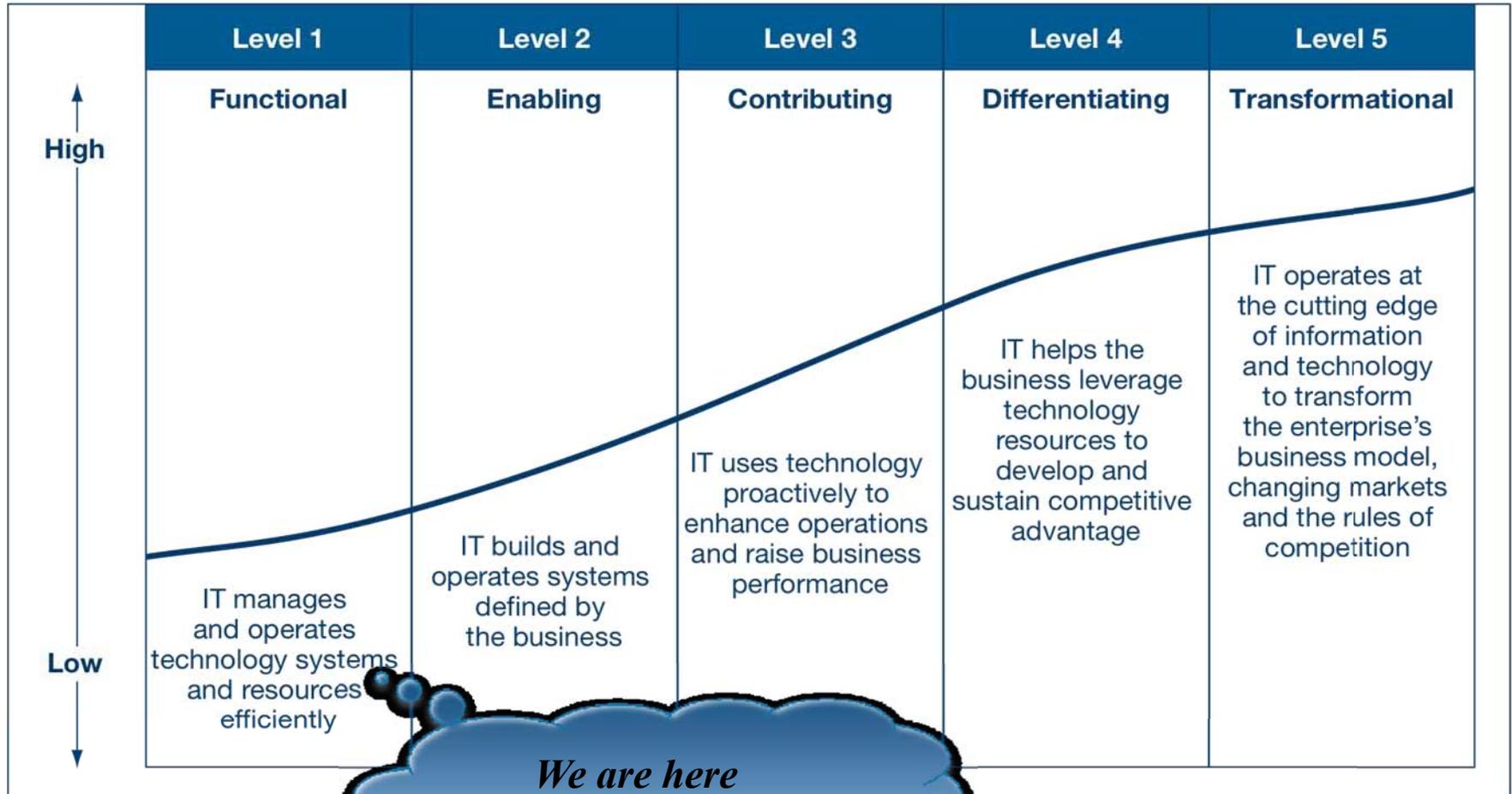
- Total IT spend
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Fortune 100
Company by
Private Sector
Standards

Is information technology being planned for and managed in a way that:

- Maximizes the effectiveness and efficiency of City government
- Strikes the right balance between enterprise view and agency autonomy
- Advances innovation and creative solutions
- Delivers best service at best value
- Ensures accountability and transparency
- Aligns business and IT priorities
- Holds our vendors, consultants and suppliers accountable
- Keeps the City's exposure to associate risk at an acceptable level
- Is sustainable

Where are we today? (*Gartner's Assessment 2011*)



The Building Blocks



Mayor's Goal #5

**Philadelphia government works
efficiently and effectively, with
integrity and responsiveness**

Vision Statement for the IT Community

**Our purpose is to be the premier
broker of innovative technology
services, recognized for our integrity,
talented stewards, and high touch
customer service**

Our Mission

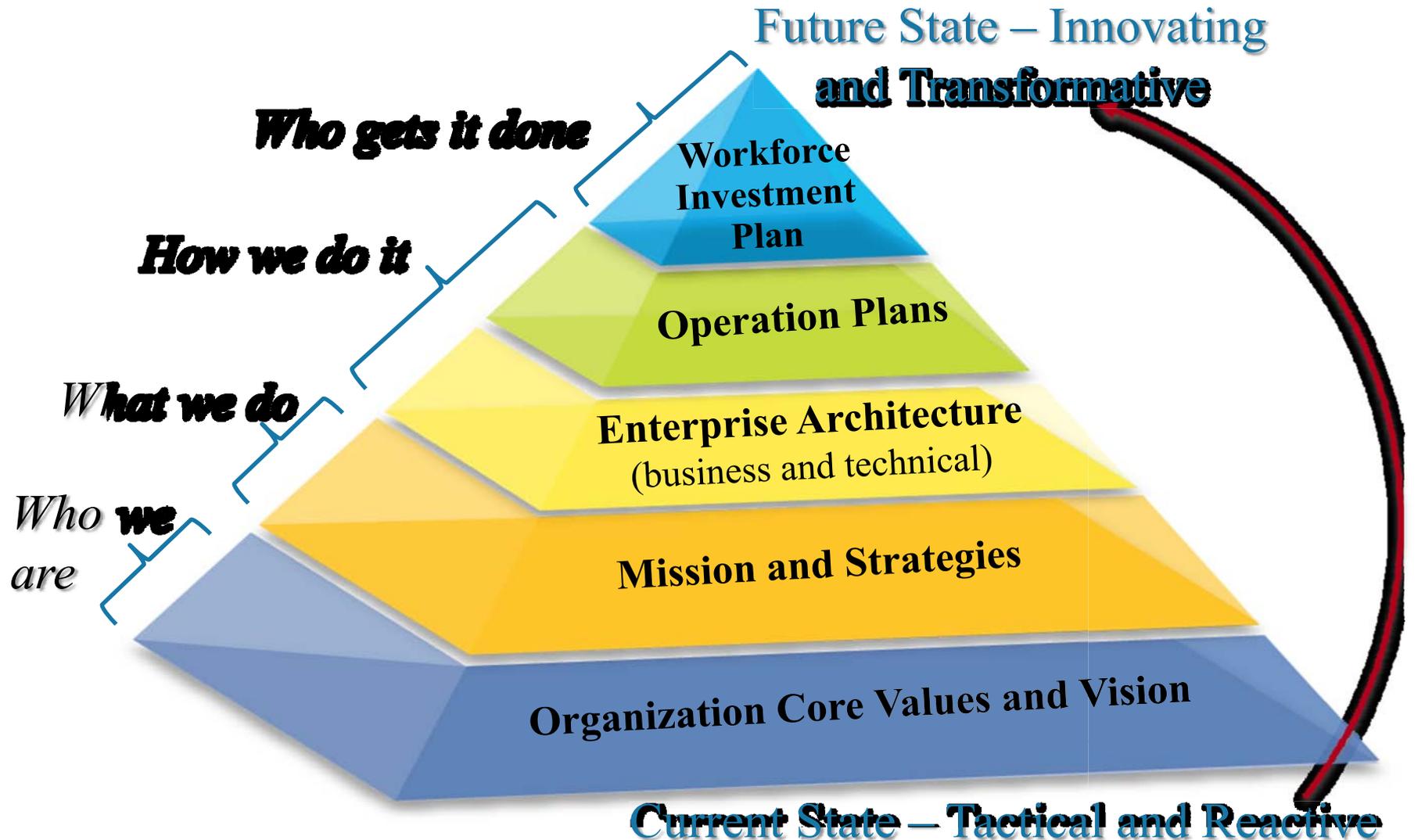
Manage the City's technology assets efficiently and effectively to help our clients *advance* opportunities to modernize City government and improve services to all Philadelphians

Our Core Values

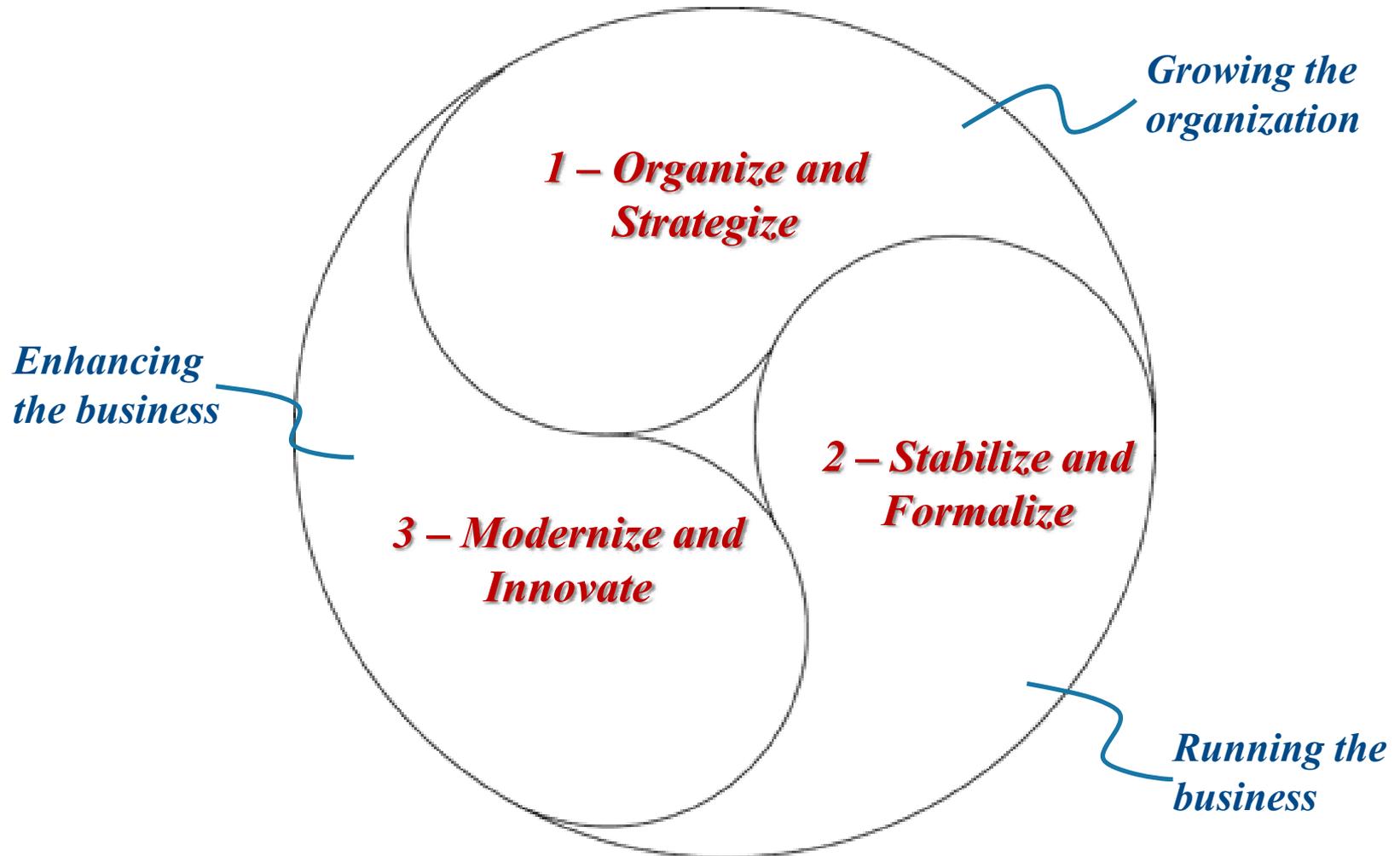
We resolve to:

- *Be accountable*
- *Build our relationship based on absolute trust*
- *Listen carefully to what the customer has to say*
- *Display honesty, integrity and openness in all our dealings*
- *Bring positive energy to the team*
- *Be a solution broker*
- *Embrace and drive change responsibly*
- *Grow and learn*
- *Being humbly confident*

From tactical and reactive to transformative



Our Business Model



Strategies...Mission-to-Vision

1 STABILIZE

- Stabilize infrastructure services
- Establish formal practices & procedures (ITIL)
- Implement meaningful enterprise standards
- Establish and communicate service metrics

2 SECURE

- Formalize information security function within the City
- Adopt formal framework to shape security program (ISO-17002)
- Establish “responsible use” policies to improve city’s security infrastructure

3 OPTIMIZE

- Develop DR/BC strategy
- Data center greening/optimization
- End-to-end virtualization (network, server, storage)
- Monitoring and provisioning
- Infrastructure-as-a-utility model
- Philly cloud – city/vendor–managed private community cloud

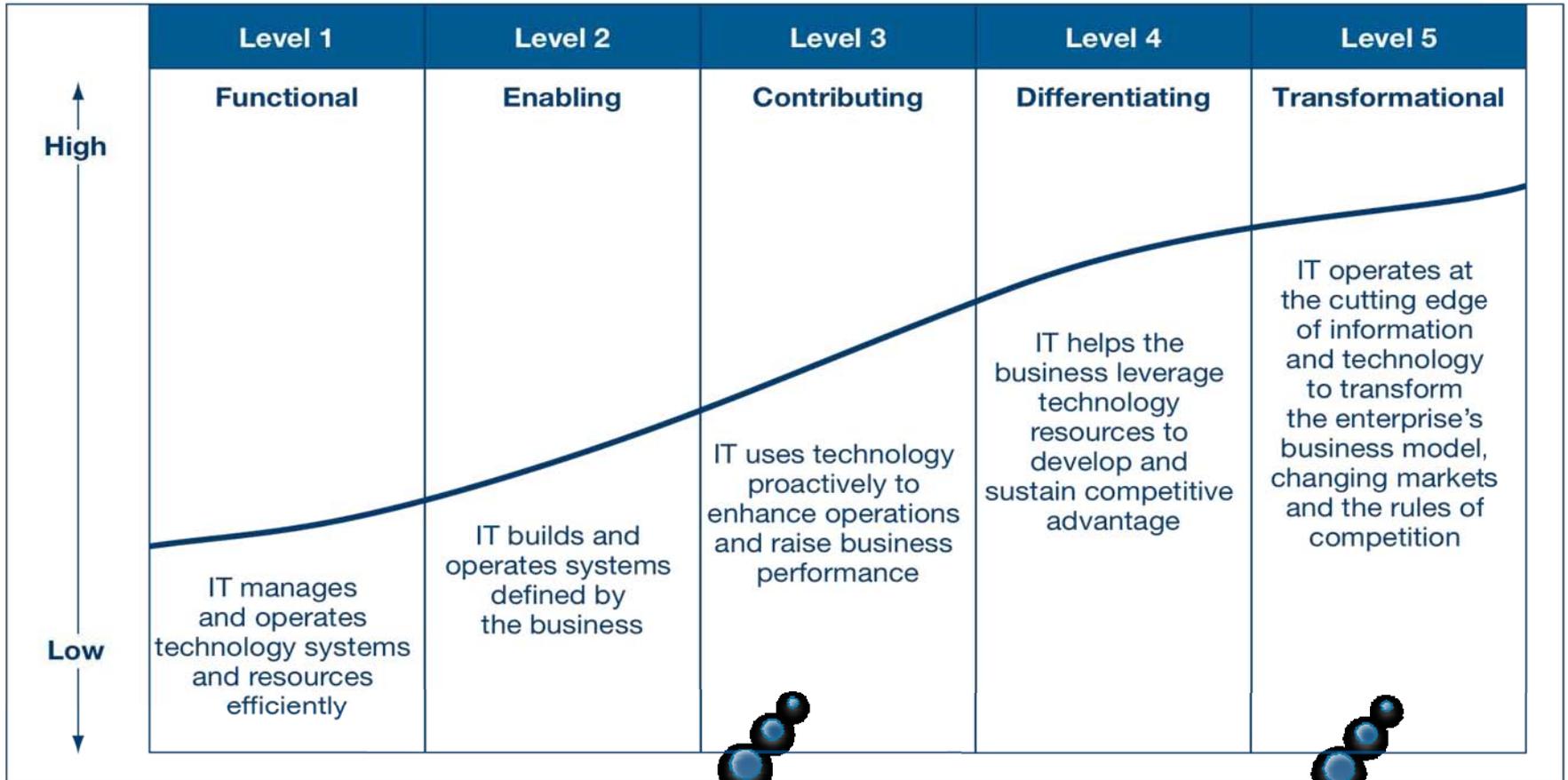
4 MODERNIZE

- Legacy modernization strategy
- System scoring methodology
- Enterprise business architecture framework & tools

5 INNOVATE

- Engagement–based government services (vs. transaction–based)
- Mobility strategy to enable field work productivity

Our Aspirations



By 2013 – Level 3

By 2015 – Level 5

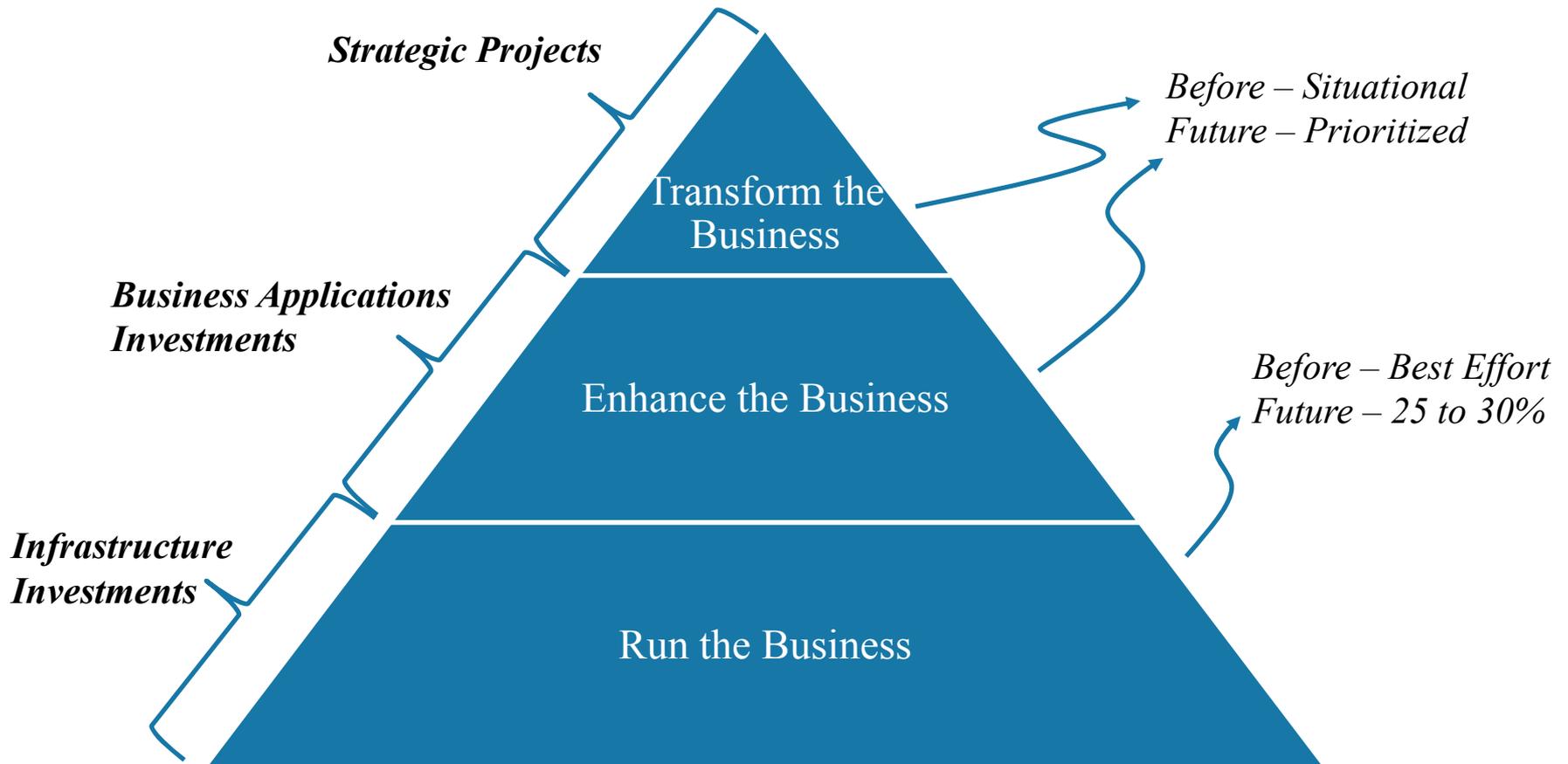
Our Business Model is Based on the Following Assumptions

- *“Cloud first” approach to cost-effective service delivery*
- *Buy over build to leverage COTS and accelerate development*
- *Take on initiatives & technologies that are operationally achievable*
- *Enabling engagement-based government as opposed to transaction-based government*
- *Internet-enables business processes*
- *Self service for every transaction that does not require face2face authentication*
- *Advocate full transparency and open data*
- *Preference for open source standards to preserve ROI of existing technology & build a foundation for the future*
- *Emphasize “Business Architecture” to empower Cabinet to facilitate integrated business solutions across their cluster and satisfy agency business demands*
- *Emphasize “Enterprise Architecture & Standards” to empower OIT to provision enterprise IT services as a utility*

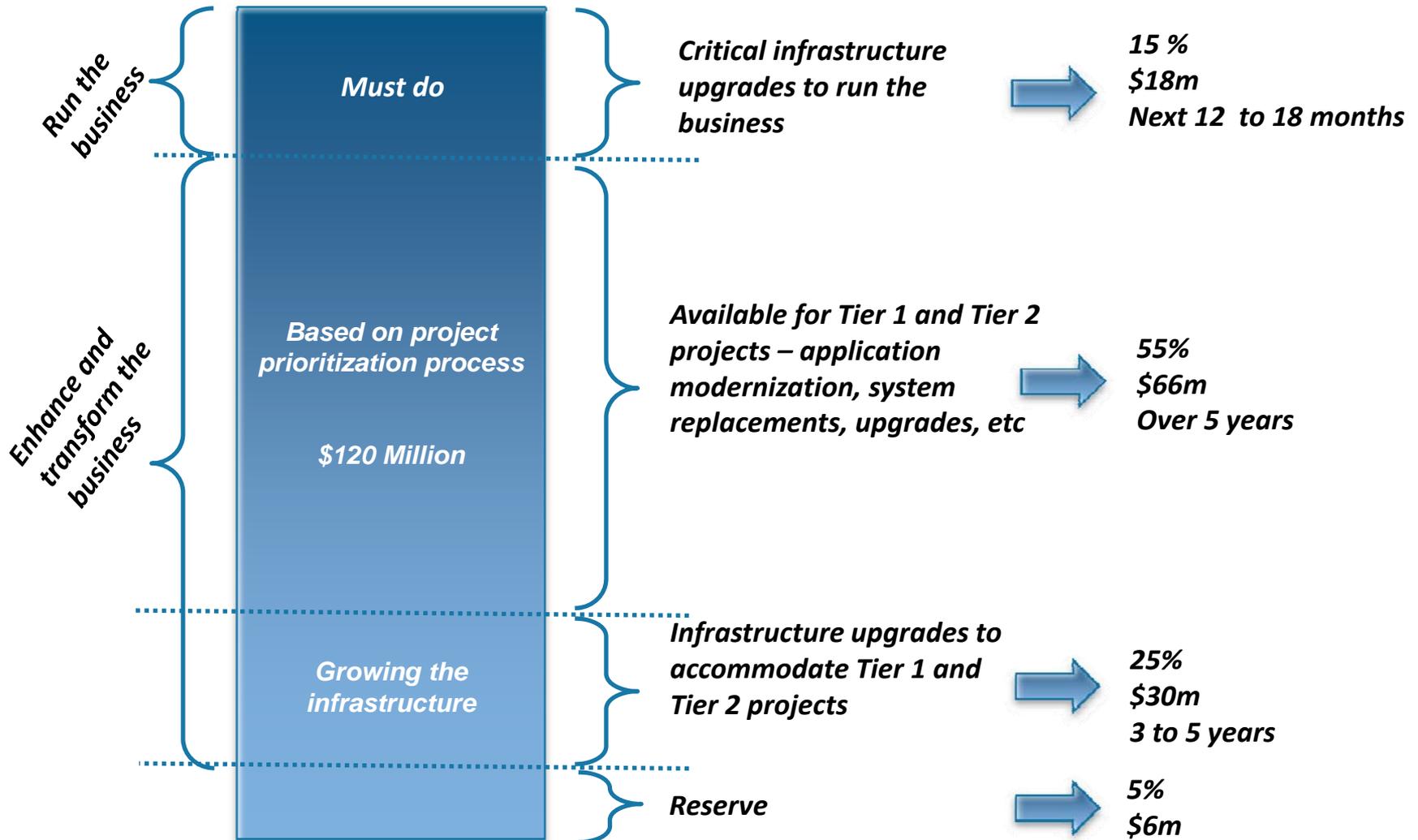
Our Business Model is Based on the Following Assumptions

- *Transform our business model from a dedicated delivery system to a shared enterprise services model where customers pay for what they consume*
- *Federated approach to managing the City's complex IT portfolio*
- *Competitive procurements to access best available solutions*
- *Advocate for small, women, and minority owned business participation since they are the backbone of our local tech community*
- *Advocate for the local tech community to improve our time/cost to implement*
- *Emphasis on co-sourcing to strike the right mix of talent pool*
- *Security strategy based on data classification*

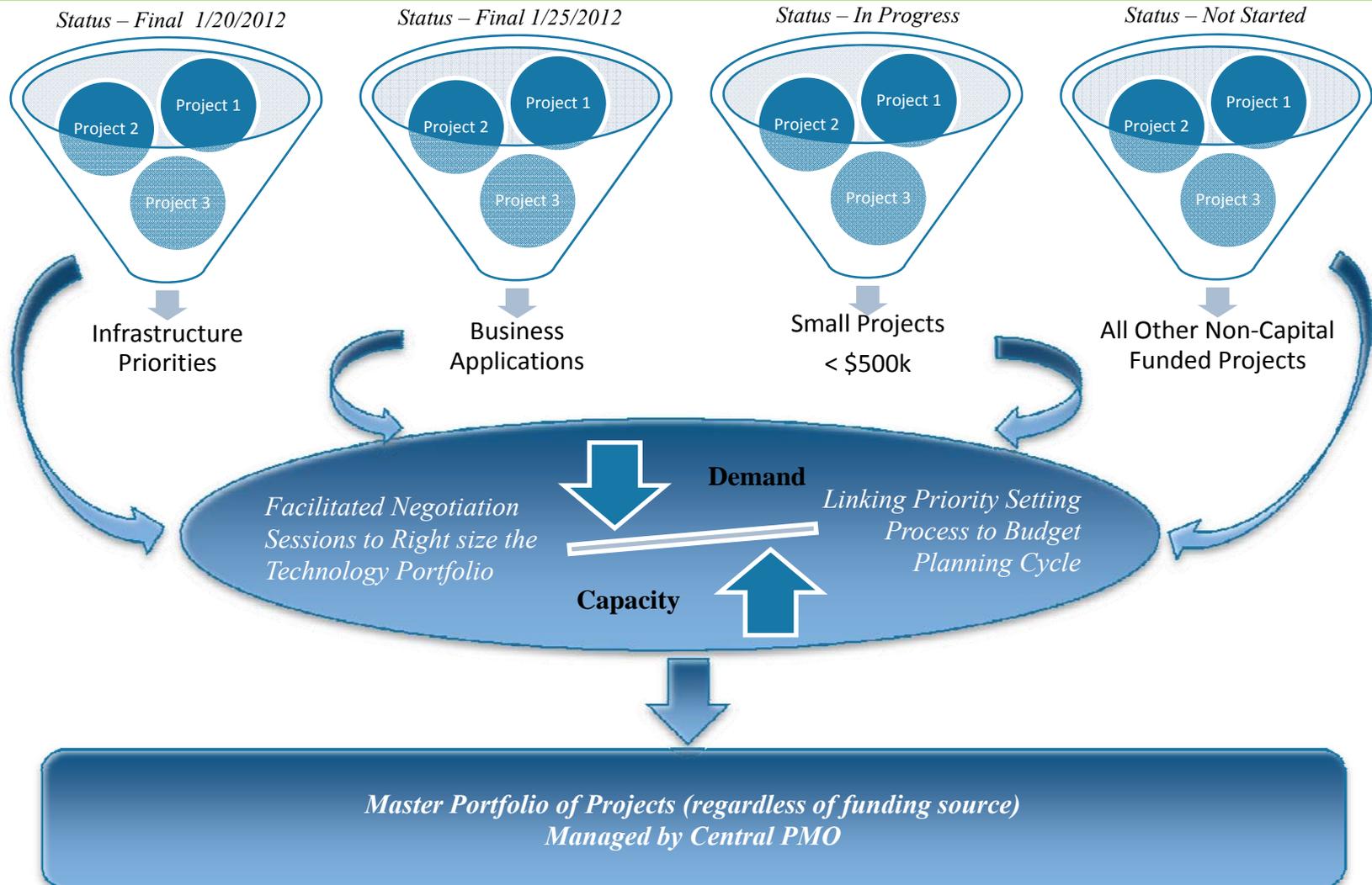
IT Investment Framework



Capital Investments Over Next 5 Years



Gaining Full Visibility of the Entire Portfolio



Project Scoring Criteria – Infrastructure Domain

- 1) Technology Obsolescence
- 2) Risk
- 3) Capacity to Support
- 4) Foundational to Moving Forward
- 5) Opportunity (cost reduction, customer service, etc)

Infrastructure Priorities – Themes

Project/Initiative Ranking	Obsolescence	Risk	Capacity to Support	Foundational to Moving Forward	Opportunity
Stabilize and Secure the City's Computing Environment	U	U	Q	U	U
Build Resiliency and Redundancy in the City's Network Infrastructure	U	U	R	U	U
Establish and Roll-out a City-wide Server and Desktop Refresh Program	U	U	Q	T	U
Build and/or Acquire Disaster Recovery Capability to Strengthen the City's Business Continuity Posture	T	U	Q	Z	Z
Unified Telecommunications (Voice, Data, Video, Radio, Wireless, Surveillance)	Z	Z	R	Z	T
Establish Formal Program to Accelerate On-line, Self-Service Portals (C2G, B2G, Employee Portal, etc)	Q	Q	Z	Z	T
Establish Formal Program to Support Legacy System Modernization and Business Process Improvements Throughout the City	Q	R	T	U	T

Project Scoring Criteria – Application Domain

- 1) Strategic alignment of IT investments with Mayoral Goals
- 2) Cost (initial and recurring)
- 3) Value maximization (short/long-term) and anticipated payback
- 4) Risk and dependencies
- 5) Need/Urgency
- 6) Capacity (per project as well as integrated across all projects)

Application Development Priorities – Tier 1

Project/Initiative Ranking	MGA	Value Add	Need/ Urgency	Cost	Risk	Capacity
Cashiering System	Z	U	U	T	U	U
CAMA/Property Data/Property Assessment	U	U	U	Z	Z	U
Workforce Management (HR/Payroll/T&A/Benefits)	Z	U	U	T	Z	U
License & Permits	U	U	Z	T	Z	Z
311 CRM Replacement	U	U	T	Z	T	Z
Lock & Track Replacement	T	T	U	Z	Z	T
Revenue System Modernization	Z	T	U	Z	T	T
PARS Replacement	T	T	T	Z	T	T

Application Development Priorities – Tier 2

Project/Initiative Ranking	MGA	Value Add	Need/ Urgency	Cost	Risk	Capacity
Crime Data Warehouse	U	U	T	Z	Z	Z
Procurement (SPEED and ADPICS Replacement)	R	T	T	Z	T	Z
Financial Data Warehouse Modernization	R	T	Z	Z	R	R
Document & Workflow Management (Citywide)	Z	T	Z	R	Z	R
City Records On-line (Citywide)	Z	T	Z	Z	R	R
Work Order Management (Citywide)	R	T	T	Z	R	R
Asset Management (Citywide)	R	Z	T	Z	R	R
Case Management (Citywide)	R	Z	T	Z	R	R
FAMIS Modernization	R	R	R	U	Q	T

What to expect from us

- *Creative frugality*
- *Contract negotiations and renegotiations*
- *Defunding underperforming projects*
- *Cancelling projects not aligned with our strategic direction*
- *Mutually beneficial public/private partnerships*
- *Acceleration of strategic initiatives (get as much done over next 2 to 3 years)*
- *Vendor performance dashboards*
- *Indexing unit costs and labor rates to best in class*
- *Enterprise driven RFPs*
- *Publish enterprise architecture and standards (current, emerging, retiring)*
- *Semi-annual Vendor Forum meetings to re-calibrate expectations*
- *Leverage the local tech community and small business networks*
- *Vendor advisory committee to solicit feedback on how to improve the process*

What we expect from you

- *Your “A” team....nothing less!*
- *Your “best and final” pricing...nothing less!*
- *Need to see senior executives all the time not just during contract renewal time*
- *Accountability – the relationship doesn’t end with signing of the contract, you’ll be measured on how you execute and deliver*
- *SLA-driven contracts*
- *Respect for our vendor visitation and interaction policy (available in February)*
- *Adherence to our enterprise standards*
- *Take time to understand where we’re going so you can refine your offering*
- *Proof of concepts intended to solve real problems and pressure points*
- *Highest level of integrity in dealings and pricing...know our ethics rules and be a model vendor*
- *We’re here to get the best value at the least cost possible for Philadelphians so expect us to **negotiate each and every contract***

Backup Slides

- 1) IT Governance
- 2) Integrated view of infrastructure and application investments
- 3) Layered approach to managing the City's portfolio
- 4) Gaining full visibility of the entire portfolio
- 5) Seed Philly

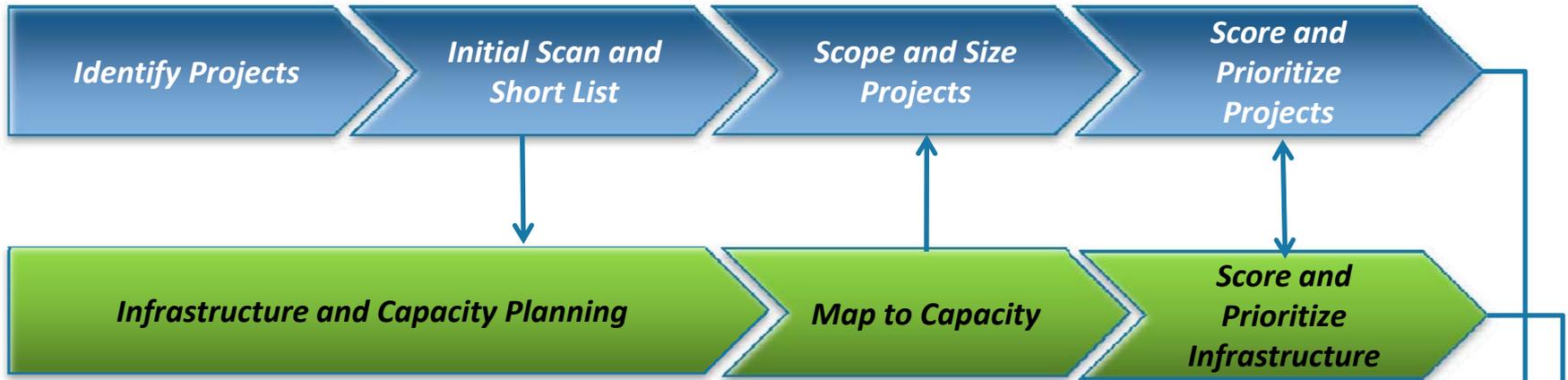
IT Governance

City Wide Technology Governance

January 2012



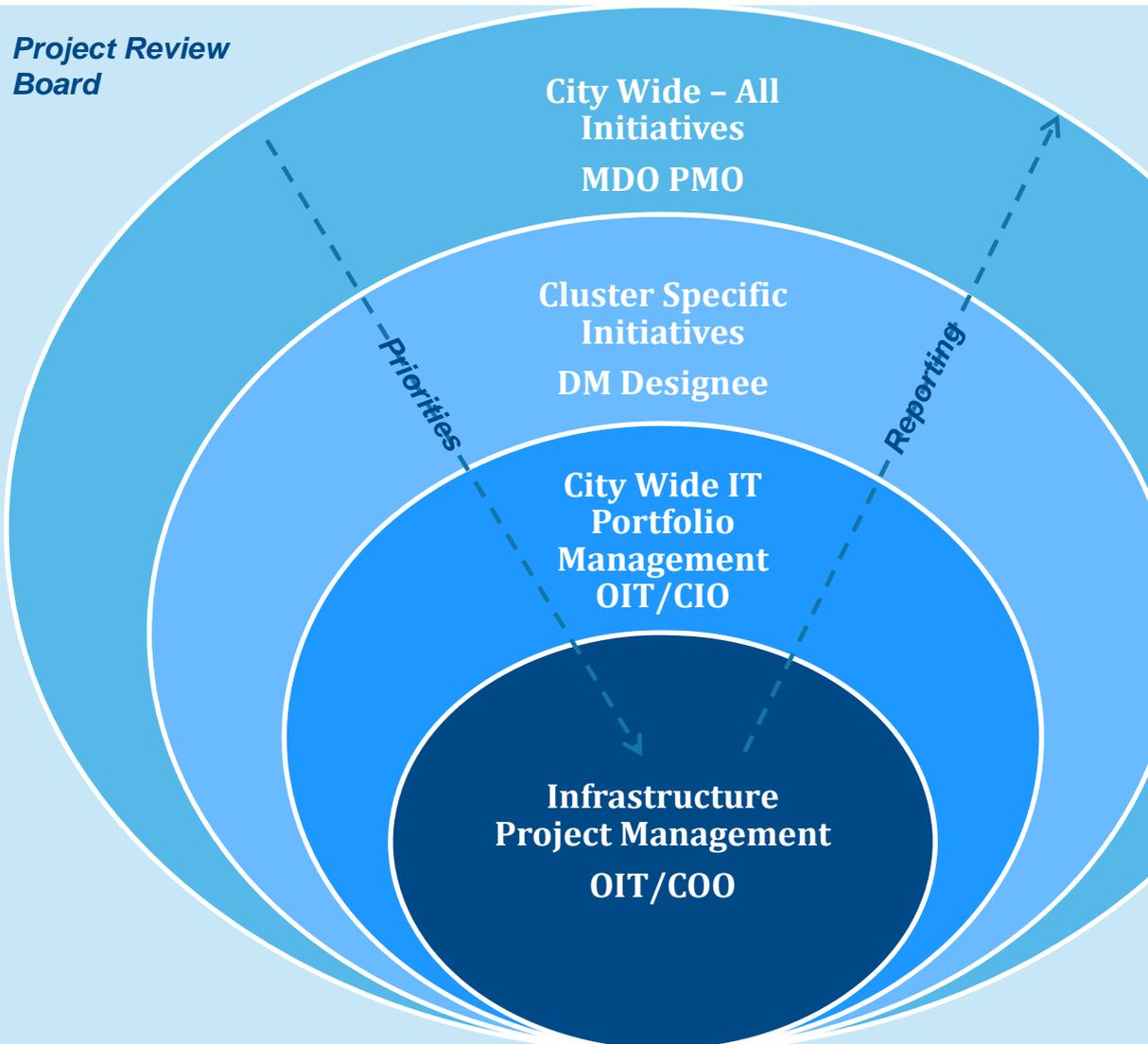
Integrated View of Priorities



Integrated investment plan of selected projects and associated infrastructure upgrades

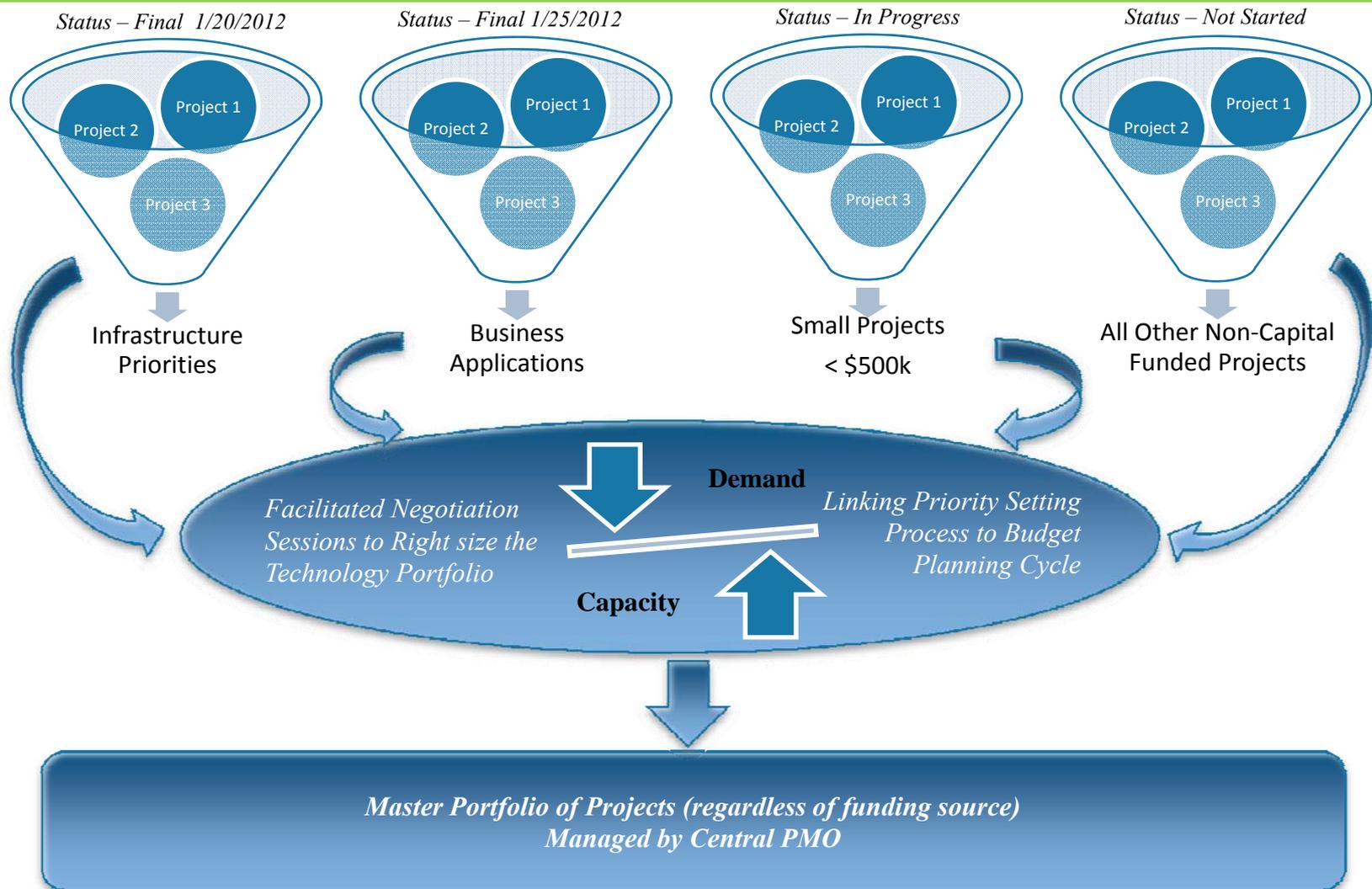
Approved List of Projects			

Layered Approach to Managing the City's Portfolio



- Layered PMOs to balance local responsiveness and control with City-wide view of entire portfolio of projects (business and IT)
- Single database repository for project tracking and reporting
- Standard methodology for establishing, monitoring and reporting on all projects regardless of source of funding
- PhillyStat-like process for periodic status reporting
- Standard project dashboard for all projects and initiatives
- Knowledge library for sharing best practices and solutions
- Early intervention warning signs and other project alerts
- PMO academy to teach best practices and grow project managers

Gaining Full Visibility of the Entire Portfolio





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What We Do:

- **Collect best practices data to create a blueprint for seed-level growth**
- **Maintain a community database of vetted tech startup companies & stakeholders in tech ecosystem**
- **Incubate 12-15 startup companies**
- **Mentor founders through a network of C level execs, investors & service providers**
- **Utilize local experts to educate through classes & open office hours**
- **Facilitate interaction across the business community**

MAKE PHILADELPHIA THE CENTER OF INNOVATION

Create jobs. Help Philly startups grow. Work with local tech companies to fill your IT needs.

Next Steps

- 1) Vendor visitation and interaction policy
- 2) Invite the top 20 suppliers for a more in-depth discussion
- 3) Enterprise architecture and standards
- 4) Establish PMO function starting with Operations
- 5) Explore other procurement vehicles
- 6) Vendor focus groups to solicit ideas and feedback
- 7) Next Vendor Forum around September 2012 timeframe to review progress and re-calibrate expectations

Stay connected

- 1) Follow us on Twitter *@adelebeid*
- 2) Read about us on *www.phila.gov/dot*
- 3) *Access our slides on www.authorstream.com*
- 4) Join the discussion on *Linkedin/Philly IT Vendor Community*

