

New York City Tracks Performance, Enables Financial Transparency with Oracle BI Solution Designed by Accenture



Challenge

With a US\$60 billion budget and 350,000 employees serving a population of more than 8 million, New York City's government is king-sized by any measure. But those numbers don't tell you anything about how well the city is performing—whether it's meeting its goals, for example, or spending taxpayers' money wisely. Finding the answer to those questions was one of the key objectives of Mayor Bloomberg when he took office in 2002. Another was improving the overall level and quality of public services.

In short order, the city launched what turned out to be one of its most popular services: a "3-1-1" non-emergency hotline that fields more than 1.2 million calls a month through a call center running a Siebel CRM solution designed by Accenture. Besides dispensing timely information to customers, the service accumulated a wealth of data about city services and their effectiveness.

The city soon realized it could leverage 3-1-1's data model and repository to build a performance-tracking system to help officials set policy and drive improvements to city services. The new system, called the Citywide Performance Reporting system, or CPR, would set the stage for greater transparency and accountability, giving policy makers and customers alike a powerful Web-based tool for measuring and monitoring city government's performance.

Solution

The Mayor's Office of Operations took the lead in developing CPR, again calling on Accenture to help build what may become one of the largest performance-management systems ever implemented, tracking 4,000 KPIs across 40 city departments. At the heart of the system: a central data warehouse designed by Accenture that combines data from the Siebel call center and other sources, and employs Oracle Business Intelligence Enterprise Edition (OBIEE) to analyze and summarize the data for decision makers.

Later, Accenture helped the city make a portion of the CPR data available to the public on the city's NYC.gov Web site. Today, people can go to the site and see how the city is performing in more than 500 categories of services. Accenture also integrated Oracle OBIEE with the city's geographic information system (GIS), allowing the city to map service requests and locate hotspots of activity.

The scalability of the CPR platform paid off a year later when the recession hit and President Obama signed the US\$800 billion stimulus package. To qualify for funding, local governments had to meet stringent reporting requirements, and New York City saw the chance to re-purpose the CPR platform—this time to help the city manage its US\$7 billion allocation of stimulus funds. In just six weeks, Accenture helped build NYCStat Stimulus Tracker, a GIS- and Web-enabled reporting solution that enables the public to follow stimulus funding by project, job type, or location, and track key success measures, such as job creation.

HEADQUARTERS: **New York City**

FOUNDED: **1624**

INDUSTRY: **Public Sector**

BUDGET: **US\$60 billion**

EMPLOYEES: **350,000**

PRODUCTS AND SERVICES

- Oracle's Siebel CRM
- Oracle Business Intelligence Enterprise Edition

BENEFIT HIGHLIGHTS:

- Innovative business intelligence solution tracks city performance across 40 agencies using 4,000 KPIs
- Web portal allows customers to monitor city services and ensure consistent delivery across districts
- Enabled efficient management of \$US7 billion in federal stimulus funds
- Helped achieve mayor's goal of ensuring transparency, accessibility and accountability in city government

"When Mayor Bloomberg told us to put the [Citywide Performance Reporting] data on the Web, we upgraded to Oracle Business Intelligence. We made the investment to build a solution that would support larger and different things coming down the pike."

JAMES PERAZZO
ASSISTANT COMMISSIONER
WEB AND NEW MEDIA OPERATIONS
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NEW YORK CITY

Results

Since implementing the Citywide Performance Reporting program, New York City has become a model of fiscal transparency and accountability. Extended to help the city manage US\$7 billion in stimulus funding, the performance-tracking platform is one of the world's most mature, innovative and effective applications of Oracle Business Intelligence Enterprise Edition. Key benefits included:

- Created a robust reporting mechanism to help city officials make informed decisions and track service performance across 40 city agencies and 4,000 KPIs
- Provided customers and advocacy groups with a fast, flexible tool for understanding the city's performance in relation to service-level targets, helping ensure consistent service delivery across boroughs and districts
- Supported better decision making by municipal agency and program leaders
- Transformed the culture of city government by establishing greater accountability for performance
- Integrated performance-reporting solution with geographic information systems, generating maps of service requests and enabling consolidation of performance metrics by district
- Created Web-based system for tracking New York City's progress toward key sustainability goals as part of the second annual update of PlaNYC 2030
- Helped the city comply with strict federal reporting requirements for stimulus funds, including progress reports on key program goals such as job creation, improving schools, and upgrading infrastructure
- Provided in-depth performance monitoring of more than \$7 billion in stimulus funding spread across 273 projects
- Helped projects proceed on schedule with drill-down capabilities
- Enabled customers to follow progress of stimulus funding and projects through an easy-to-use Web portal
- Ranked among the best fund-tracking sites in the U.S., according to Good Jobs First

“Accenture was a very close-knit and thoughtful partner. We needed the support and commitment of our people and partner to pull this off. There were a lot of moving parts, and we would not have been able to progress without their commitment.”

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