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Accenture helps New York City by improving performance management

Accenture-developed analytics solutions have become part of the city's culture, improving the delivery of services to citizens and transforming how the government manages performance.

New York City launches business intelligence capability

New York City is the largest city in the United States, with more than 8 million residents, a \$60 billion budget and more than 350,000 employees. As part of its Citywide Performance Reporting (CPR) program, the city set out to develop a robust set of enterprise business intelligence (BI) tools based on Oracle Business Intelligence applications and technologies to help measure and manage performance across its many agencies. The city chose to work with Accenture because of its successful implementation of the 311 call center and its record for helping clients use the Oracle BI portfolio to achieve high performance.

How Accenture helped

Beginning in 2006, the city worked with Accenture to implement Oracle Business Intelligence Enterprise Edition (OBIEE) and to move closer to achieving New York Mayor Michael Bloomberg's strategic goal of improved accessibility, transparency and accountability of city government. New York City was an early

adopter of OBIEE and, with Accenture's help, was successful in implementing an innovative, first-of-its-kind, enterprise-wide solution that helps city leaders and employees across 40 city agencies monitor and improve performance.

The project leveraged both the OBIEE platform and packaged applications. In the initial releases, the analytics tools integrated data from the 311 Customer Service Management System (Siebel's 7.8 Call Center), 311 call management system (Nortel Call Center Manager) and six different agency work order systems. The release also interfaced with the city's performance management application, which tracks more than 3,000 monthly performance metrics across all city agencies and offices.

The OBIEE solution provides dashboards from which users can access reports designed to address the city's overall performance management, customer service and service delivery objectives. In addition, reporting models in Oracle Answers support more detailed analysis for strategic decision making.

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Since the initial implementation, Accenture has continued to help the city innovate with the flexible Oracle-based solution they now have in place. The city was the first to make the OBIEE application available over the web when it launched an online, public version of CPR in 2008 that enabled citizens to track performance of more than 500 critical measures on the city's website, www.NYC.gov.

At the beginning of 2009, the city was preparing for its second annual update of PlaNYC 2030, a plan to promote the sustainability of New York City by achieving 10 high-level goals by 2030. Due to the success of the CPR project, the Mayor's office asked Accenture to quickly develop and deploy a new dashboard within the OBIEE solution available on www.NYC.gov to provide visibility into the performance of 80 of the most important sustainability indicators. The site was deployed on Earth Day 2009 and is used to hold the government accountable for progress on key initiatives.

In June 2009, Accenture leveraged the OBIEE architecture to help the city launch the "NYCStat Stimulus Tracker" in just six weeks. The Tracker enables New Yorkers to track the city's use of more than \$5 billion of federal stimulus/recovery funds provided through the American Recovery and Reinvestment Act (ARRA) of 2009. The public can follow stimulus funding progress at project, contract and payment levels. The solution, available on www.NYC.gov, tracked more than \$600 million in funds at launch.

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The CPR program and analytics tools are helping New York City executives make more informed decisions by providing them with fast and flexible access to information about citizens' demands and agency performance. This work was recognized in 2007 when Accenture won an Oracle North America Titan Award for Business Intelligence, which honors an outstanding solution that integrates data from multiple enterprise sources and transforms it into key insights that enable strategic decision making, drive continual business process improvements and promote alignment across the enterprise. The CPR program was also named a 2008 finalist for *ComputerWorld's* "Best Practices in Business Intelligence" award.

The NYCStat Stimulus Tracker was honored with the Center for Digital Government 2009 "Best Fit Integrator Award" and the 2009 "Digital Government Achievement Award." The Tracker also was named a 2009 finalist for *ComputerWorld's* "Best Practices in Business Intelligence" award.

As a result of the new analytics tools, the 311 call center is equipped to manage the customer experience better and highlight problem areas. External oversight and advocacy groups gain better insight into city operations to help them adhere to target service levels. Moreover, the analytics solution that Accenture helped develop has become part of the city's culture and has helped to improve the delivery of

services to citizens. The solution also has created demand from agencies across the city that are looking for ways to leverage the new BI tools more broadly across their agencies.

About Accenture

Accenture is a global management consulting, technology services and outsourcing company, with more than 176,000 people serving clients in more than 120 countries. Combining unparalleled experience, comprehensive capabilities across all industries and business functions, and extensive research on the world's most successful companies, Accenture collaborates with clients to help them become high-performance businesses and governments. The company generated net revenues of US\$21.58 billion for the fiscal year ended August 31, 2009. Its home page is www.accenture.com.

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