Transforming Cook County
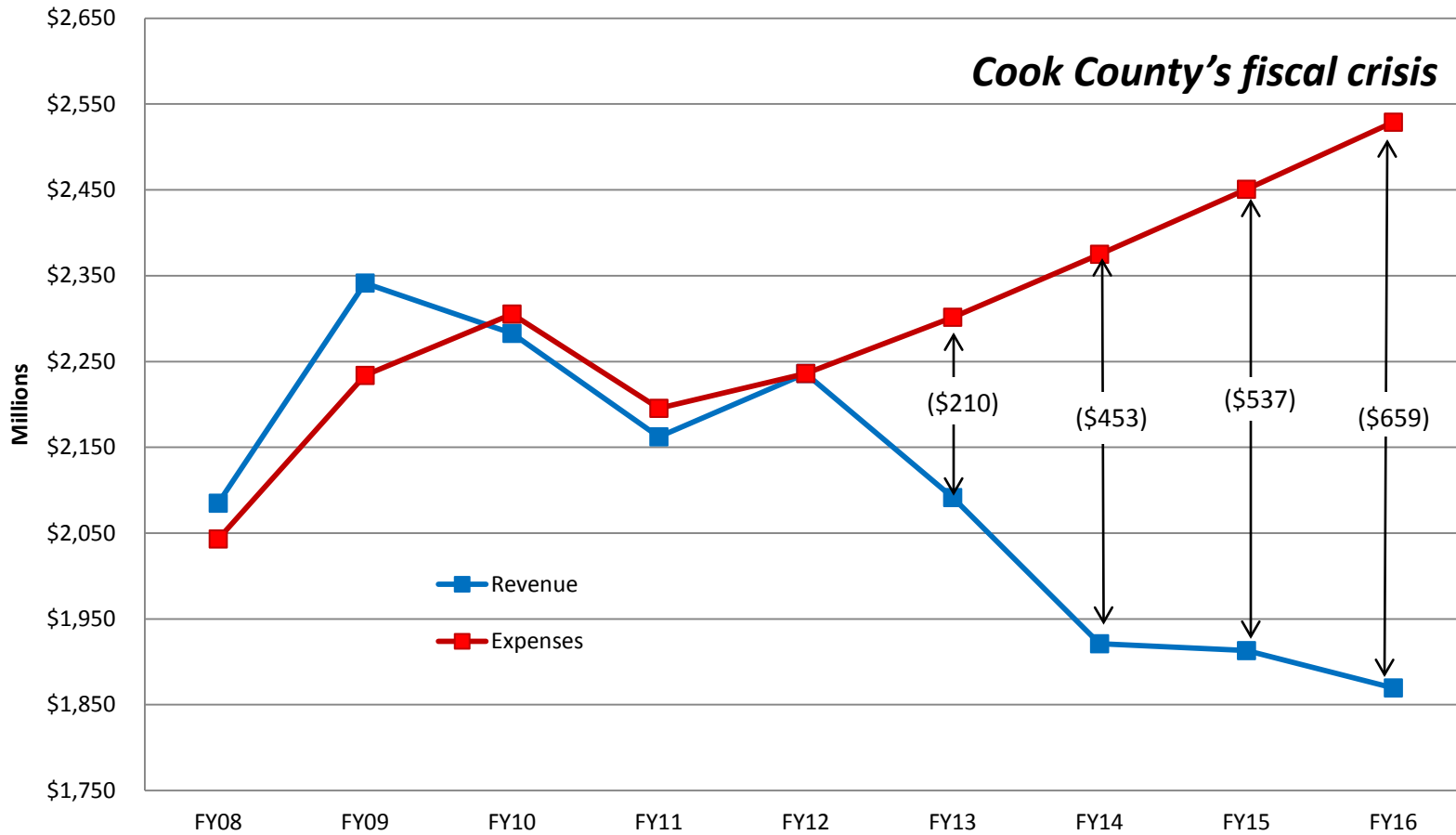## *Changing the game with shared services and open government*
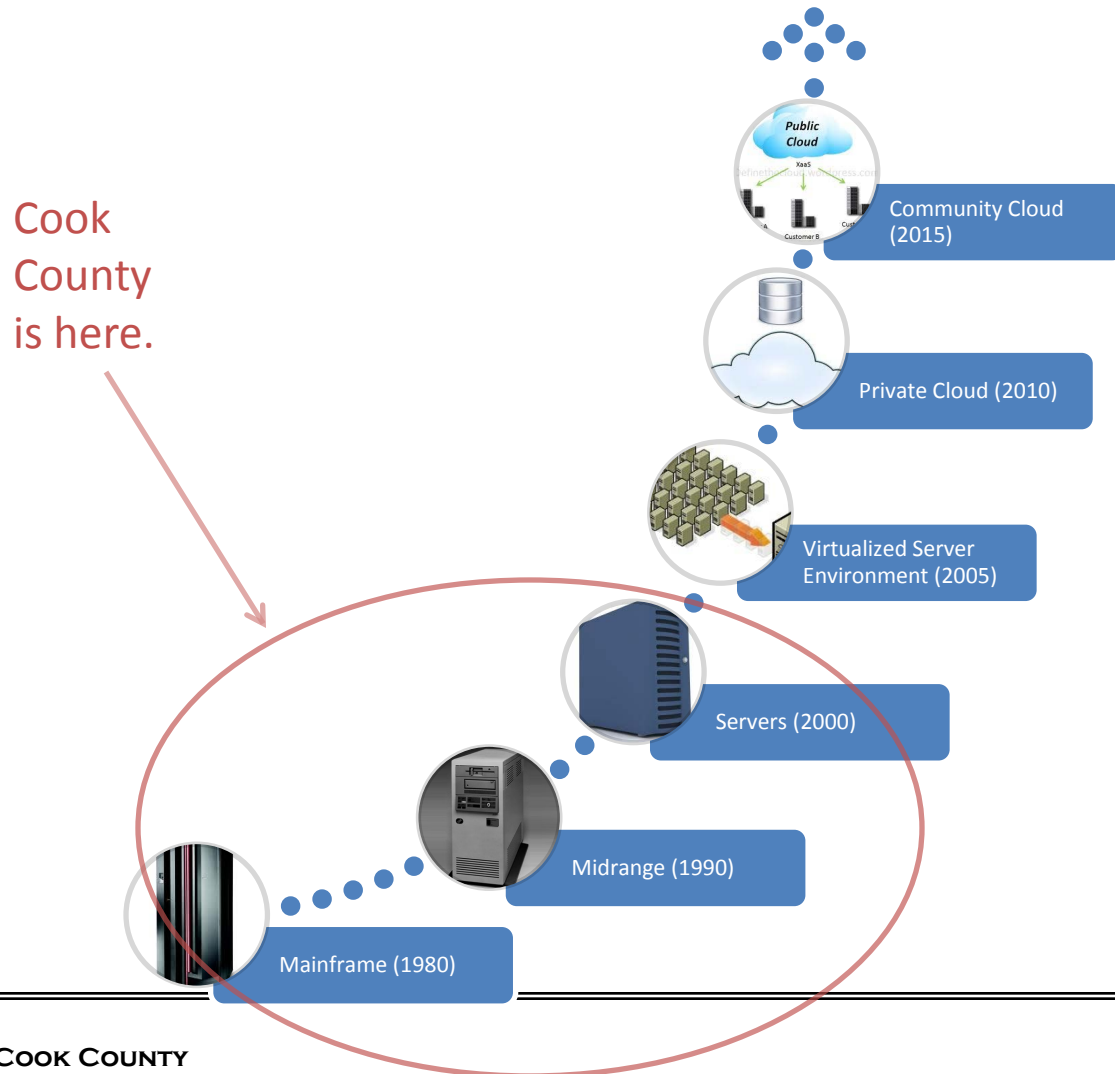
Greg Wass, CIO
Cook County Bureau of Technology
May 2012

What is driving the __need__ for transformation? (Part 1)

Cook County's fiscal crisis

Chart showing Revenue (blue) and Expenses (red) in Millions from FY08 to FY16. Gap annotations: ($210) at FY13, ($453) at FY14, ($537) at FY15, ($659) at FY16.

What is driving the need for transformation? (Part 2)

Cook
County
is here.

Community Cloud (2015)

Private Cloud (2010)

Virtualized Server Environment (2005)

Servers (2000)

Midrange (1990)

Mainframe (1980)

What is driving the <u>need</u> for transformation? (Part 3)

Current state

Clients

Front end
- Green screens
- Sites
- Mainframe
- Redundant systems
- Sites

Back end
- Midrange
- Servers
- Multiple databases

Management information system (MIS)

Business implications
Legacy mainframe with green screens
Multiple data centers
Multiple management in finance system (6)
64 web sites; 24 hosting environments
Ineffective disaster recovery

- *Applications were built in the 1980s and 1990s*
- *Mission critical functions run on the mainframe and midrange*
- *Staff are not BAs and developers; they are legacy application managers*
- *Five financial systems*
- *Single-threaded, siloed apps, running on separate platforms*
- *Little to no data sharing or cross-boundary services*
- *Vendor-centric projects*
- *No project prioritization or governance, no project management methodology, no change control, no service catalog, no SLAs*
- *No strategy*

What can government __learn__ from Zipcar?

Behavior change →

zipcar

car ownership ⟶ shared car usage

amazon web services™   **Windows Azure**   **Google**

onsite datacenter ⟶ public/community cloud computing

IDEAHACK CHICAGO   **SeeClickFix**   **CODE** *for* **AMERICA**
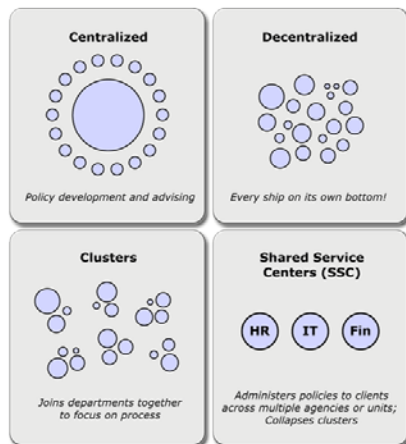
city hall ⟶ civic apps

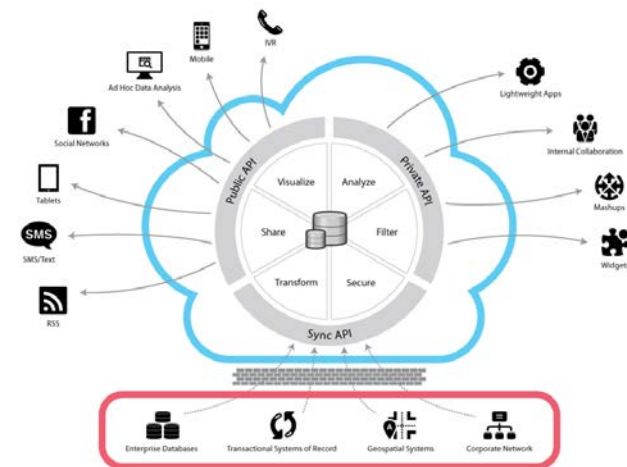# What can government _learn_ from Zipcar?

Back office:

- _Shared services_
- _Interoperability of systems and processes_
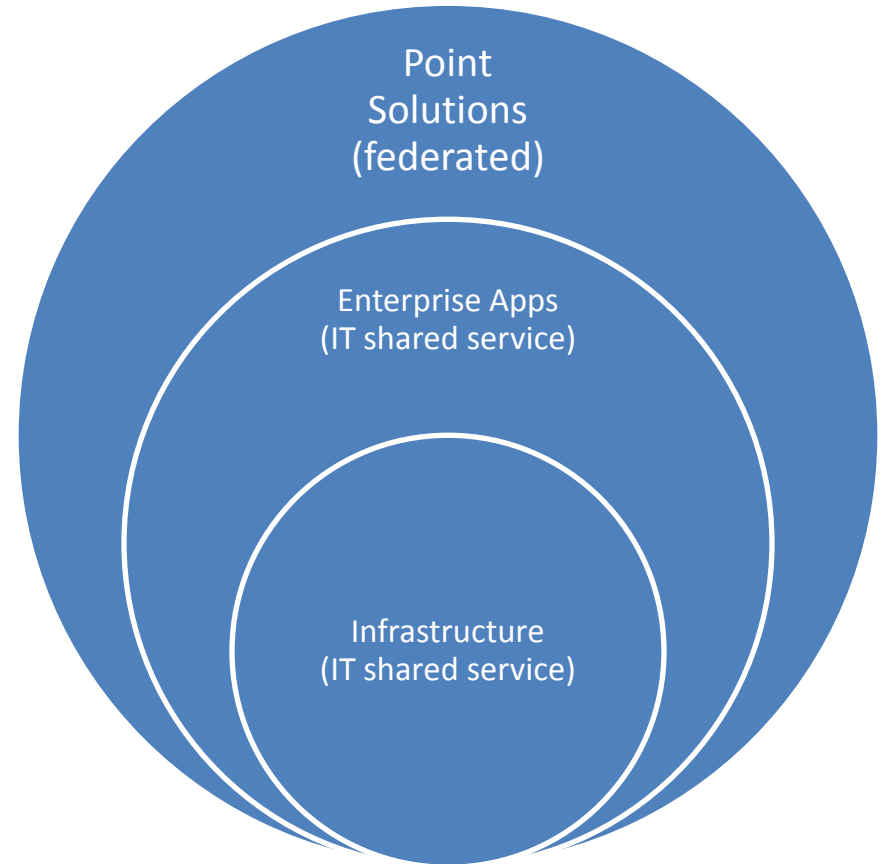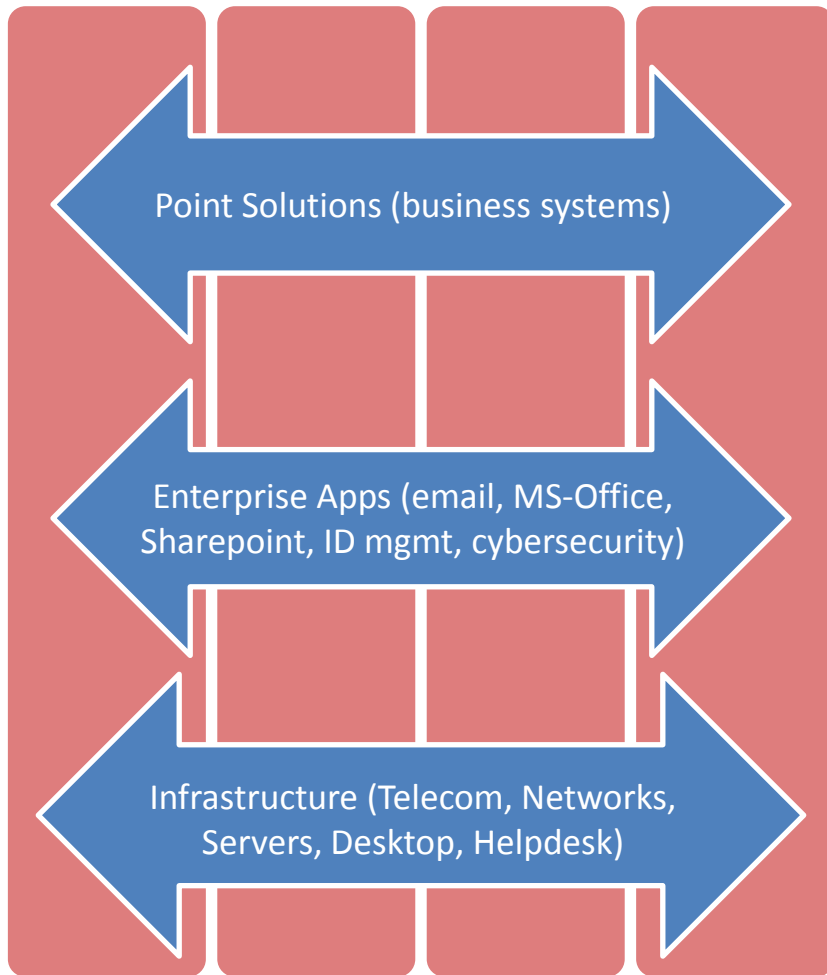- _Collaborative planning and governance_

Front office:

- _Cross-boundary processes_
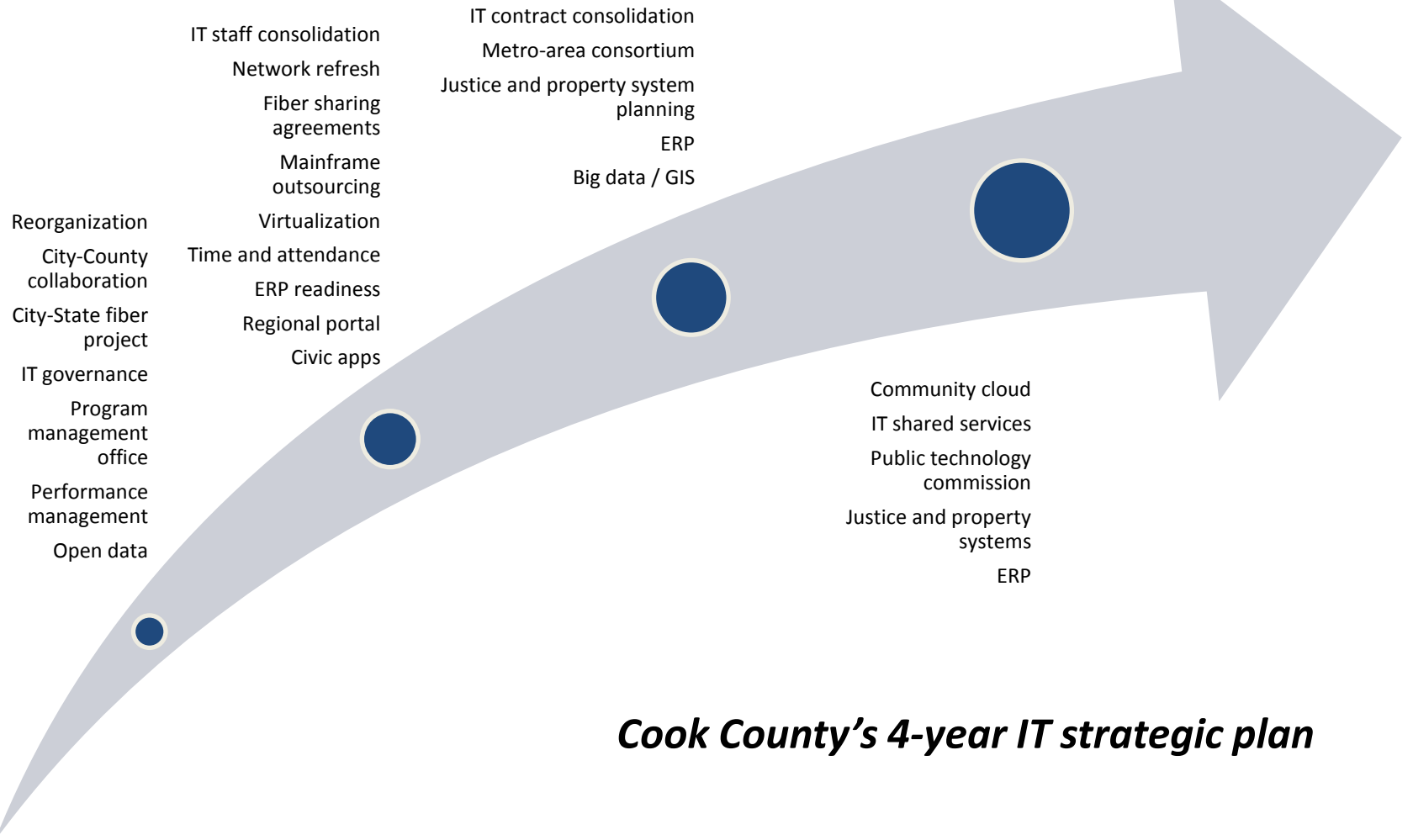- _Partnership with the public_
- _Government as a platform_

Lesson #1: Identify candidates for shared services

Point Solutions (business systems)

Enterprise Apps (email, MS-Office, Sharepoint, ID mgmt, cybersecurity)

Infrastructure (Telecom, Networks, Servers, Desktop, Helpdesk)

Point Solutions (federated)

Enterprise Apps (IT shared service)

Infrastructure (IT shared service)

Lesson #2: Think outside the organization

IT contract consolidation

Metro-area consortium

IT staff consolidation

Network refresh

Justice and property system planning

Fiber sharing agreements

ERP

Big data / GIS

Mainframe outsourcing

Virtualization

Reorganization

Time and attendance

City-County collaboration

ERP readiness

City-State fiber project

Regional portal

IT governance

Civic apps

Program management office

Community cloud

IT shared services

Performance management

Public technology commission

Open data

Justice and property systems

ERP

Cook County's 4-year IT strategic plan

Lesson #3: Leverage a change in behavior

Cook County's IT collaborative board model: allocation of scarce resources
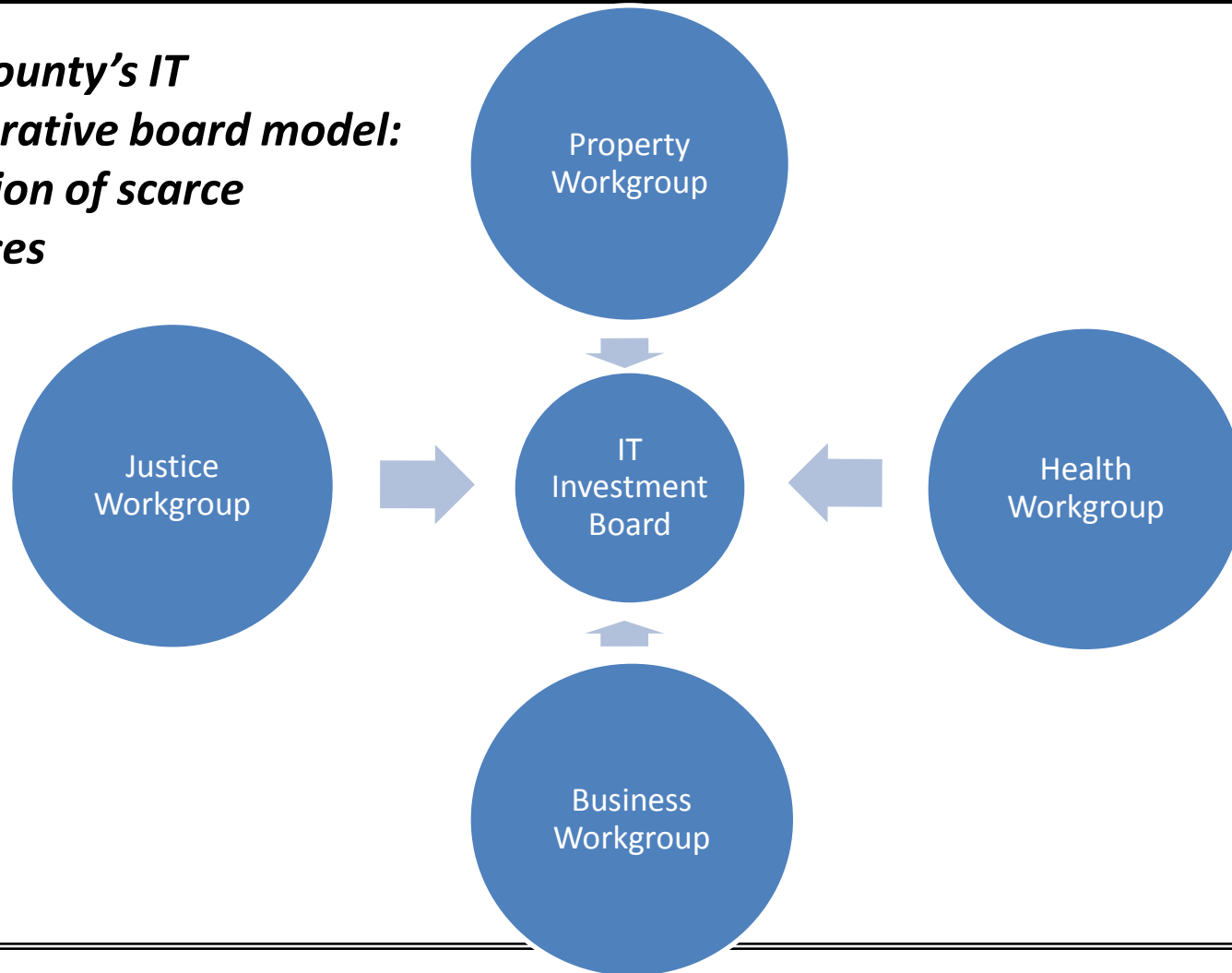
Lesson #4: Let the customer do some of the work

- *Open government / open data*
- *Government publishes data*
- *Ensure accuracy and timeliness*
- *Privacy and security*
- *Visualizations, downloads*
- *Crowdsourcing, social media*
- *Developer-entrepreneur-friendly*
  - *Open source API*
  - *Apps contests*
  - *Meetups*
  - *Hackathons*
- *Share economy*
- *Trust relationship*

Thank you!

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