CitySynergy™
Smart Places Operating System

Solution Brochure. 2020
Our mission is to ensure that smart places are managed in an integrated and correlated way and leverage all its potential, enhancing the efficiency of community services and improving stakeholders experience.
Deloitte has an extended expertise and proven experience in end-to-end smart cities projects, and is able to deliver value from design to implement to run stages of smart city development around the world. Besides its strategic advisory in digital transformation projects, Deloitte developed a city operating system to manage city operations in an efficient and integrated way.

**CitySynergy delvers a single entry point for a holistic operations management**

CitySynergy - Deloitte’s City Operating System

Integrates all vertical domains, IoT’s and city applications

Measures, correlates, predicts and manages events in real time

Correlates and analyzes city information, enabling data-driven insights for long-term planning
## The solution

CitySynergy is a Smart City or Nation Operating System, ready to be deployed globally. It includes a platform that enables a command center, as well as operation and executive dashboards and mobile applications.

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<th>Platform</th>
<th>Command Center</th>
<th>Executive Dashboard</th>
<th>City App &amp; Field Mgmt. App</th>
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<tr>
<td>The CitySynergy Platform contains the city operator user interface, allowing the visualization of the reported incidents, perform root-cause analysis and escalate issues for resolution.</td>
<td>The CitySynergy solution is meant to be applied in a command center - a facility used to provide centralized command, displaying dashboards with real-time data about the city’s status.</td>
<td>CitySynergy offers an Executive Dashboard allowing decision makers to have access to real-time data about the city through their own devices. This supports data-driven decision making.</td>
<td>CitySynergy includes an app used by the citizen to report issues and events that need to be solved. It also includes one app used by the field team whose purpose is to facilitate communication between field teams and the command center.</td>
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</table>
CitySynergy main components

It is composed by five sub-products and its modular structure provides flexibility to address city challenges.

- **CitySynergy Protect**: A security and compliance up-to-date protective layer around the command center, at the same time ensuring full data regulation compliance.

- **CitySynergy Integrate**: Ensures the expansion of a range of functionalities of the command center through the solid integration of new modules, such as vertical service domains (through APIs), IoT, legacy systems, etc., to citizen & stakeholder contextualized communication and social login.

- **CitySynergy Insights**: Provides to all stakeholders contextualized, synthetic and visual reporting information about the service and operations, relevant for decision-making and citizen input and feedback.

- **CitySynergy Command**: The core of the City operating system, centralizing the City vertical domains events, incidents and requests, as well as the City Digital Twin, built over a dynamic asset management core, and so fostering event correlation and real time collaboration on top of standard operating procedures.

- **CitySynergy Intelligence**: Applies BI and analytical methods to the collected data fostering process automation and continuous improvement, optimizing operational efficiency, as well as cognitive algorithms for machine learning and artificial intelligence, namely near future prediction and support in planning for growth and scale.
CitySynergy main components

High level design

CitySynergy Protect
- Identity Management
  - Identity Repository
  - Identity Federation
  - GDPR Compliance
- Access Management
  - Authentication
  - Single Sign-On (SSO)
  - Security
- Security Protocols
  - TLS Protocols Communication
  - IoT Protocols Communication
  - Other Protocols Communication

CitySynergy Integrate
- Integration Hub
  - External API Calls
  - External database connection
  - Bulk data import
  - Topic subscription
- API Developer Portal
  - API Catalog
  - API Documentation & SDKs
  - API Interactive Explorer
  - API Access Analytics
- API Library
  - Authentication API
  - Tasks API
  - Situations API
  - Digital Twin API
  - GDPR Metrics API

CitySynergy Command
- Digital Twin & Inventory
  - Data Consistency
  - Asset Management
  - Geo-Location
  - Federated Inventory
  - Correlated Inventory
  - Impact Analysis
  - Virtual Services and Resources
  - City Service Catalog
  - City Services, supporting services and city resources
- Service Management
  - Request Management
  - Incident Management
  - Change Management
  - Problem Management
  - Process Workflow
  - Notification Management
  - Knowledge Management
  - Contract Management

CitySynergy Insights
- Dashboards
  - Executive Dashboard
  - GDPR Overview
  - Operation KPIs
  - Operation Inventory
  - Service Operation
- VideoWall
  - Vertical SLA’s
  - Vertical Status
  - Remote Console
- Wallboards
  - Teams Operation
  - Vertical Operation
  - Time Line Metrics
- Apps
  - Field App
  - Citizen App

CitySynergy Intelligence
- Automation & Robotics
  - Events
  - Schedulers
  - Actions
- Data Engine
  - Events Generation
  - ML - Batch Prediction
  - ML - Real Time Prediction
  - Language Recognition
- Machine Learning
  - Acquisition
  - Learning Algorithms
  - Evaluation

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CitySynergy value added distinguished aptitudes to solve client’s issues

1. INTEGRATES SILOS & CROSS DOMAIN CORRELATION
   By correlating data from various players, it aligns work and processes of different teams working on different domains and departments.

2. REDUCES REDUNDANCY & OVERLAPPING
   Having a coordinated work reduces redundancy & overlapping, making life of stakeholders easier: decision makers, field teams, citizens and others.

3. EMBRACES ECOSYSTEM IN PLACE
   Adopting Deloitte’s DNA, CitySynergy does not disrupt the city or smart place ecosystem of service providers. It integrates them, assuring data segregation between the different operators.

4. ENSURES SECURITY AND SAFETY COMPLIANCE
   Ensures data is protected along its flow; offers a protection shield that avoids the access to sensitive data; ensures there’s no usage abuse over open data.

5. POWERFUL DIGITAL TWIN THAT “KNOWS BEST” THAN FIELD TEAMS
   Geotagged dynamic inventory, a always updated and correlated center ledger every domains managed assets, fostering efficient root cause analysis, and the capacity to export to external applications in real time.

6. PREDICTS WHEN MAINTENANCE IS NEEDED
   Using predictive maintenance algorithms based on sensor information and correlation, inform vertical domain teams of the necessity of proactive maintenance (instead of corrective maintenance).

7. ALLOWS PROCESS AUTOMATION
   It filters events that are “noise”, avoiding duplicate efforts over the same incident, transform several events in one problem, escalate immediately in case of emergencies, among others.

8. FACILITATES DATA DRIVEN DECISIONS
   It supports data-driven decisions and fosters the evolution of RFPs of the smart place to SLA-driven RFPs.
CitySynergy value added distinguished aptitudes to solve client’s issues
It avoids discrepancy of systems, practices and processes of a broad operation, by aligning work and processes

1 ALIGNS WORK AND PROCESSES

What is the problem?
Cities or smart places have different players, providers, and frameworks, hence processes are not standardized nor communicating among them, as they are in silos.

What CitySynergy does?
By correlating data from various players and building on ITIL, it aligns work and processes of different teams working on different domains and department.

CitySynergy follows ITIL practices. It allows to create clear processes, promote team collaboration and standardize systems and practices.

ITIL, Information Technology Infrastructure Library, is a framework of best practices to deliver IT services, and allows businesses to manage risk, establish cost-effective practices and build a stable IT environment able to grow, scale and change.

It underpins ISO/IEC 20.000. Under ITIL framework, there are 34 practices, part of the ITIL Service Value System (SVS). Each practice is in relation with the six activities of the ITIL service value chain: plan, improve, engage, design and transition, obtain/ build as well as deliver and support.
CitySynergy value added distinguished aptitudes to solve client’s issues

Lots of data and information creates entropy and confusion. CitySynergy reduces overlapping and redundancy by correlating events

2 REDUCES REDUNDANCY AND OVERLAPPING

What is the problem?

Too much information and data makes it difficult to interpret and digest, thus creating problems when taking decisions and analysing the outputs.

What CitySynergy does?

Having a coordinated work reduces redundancy & overlapping, making life of stakeholders easier: decision makers, field teams, citizens and others.

CitySynergy correlates data and connection points in order to make sense out of the amount of information analysed, giving significance to data processed and filtering and deduplicating information based on that. Event correlation is the name of the technique used in analysing the relationship between events.

By correlating & prioritizing and filtering & deduplicating, it is possible to come up with a pool of correlated events, eliminating non important information.

How does CitySynergy do it?

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Technologies already in place discourage new investments: CitySynergy needs low CAPEX and does not disrupt service providers, it smoothly integrates and embraces the in-place ecosystem

### 3 EMBRACES ECOSYSTEM IN PLACE

#### What is the problem?

Cities or smart places have already their systems, technology and providers in place, and resist to change and adopt new infrastructure to avoid additional capex.

#### What CitySynergy does?

Adopting Deloitte's DNA, CitySynergy does not disrupt the city or smart place ecosystem of service providers. It integrates them, assuring data segregation between the different operators.

CitySynergy uses APIs (Application programming interface) so that third parties can develop their integration with those APIs. This way, it is possible not to disrupt the system and technology currently in place, making it workable within the overall ecosystem – it is a competitive advantage of CitySynergy comparing to competitors’ offer.

Additionally, CitySynergy uses an IoT message broker to integrate Internet of Things.

#### How does CitySynergy do it?

**API Management: The Building Blocks of Digital Transformation**

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- **Integrate and Create APIs**
  - Easily connect SOA, ESB, and legacy applications
  - Aggregate data including NoSQL up to 10x faster
  - Build scalable connections to cloud solutions
  - Automatically create data APIs with live business logic

- **Secure the Open Enterprise**
  - Protect against threats and OWASP vulnerabilities
  - Control access with SSO and identity management
  - Provide end-to-end security for apps, mobile, and IoT

- **Accelerate Mobile/IoT Development**
  - Simplify and control developer access to data
  - Build a wider partner or public developer ecosystem
  - Leverage tools that reduce mobile app delivery time

- **Unlock the Value of Data**
  - Monetize APIs to generate revenue
  - Build digital ecosystems to enhance business value
  - Create efficiencies through analytics and optimization
CitySynergy value added distinguished aptitudes to solve client’s issues

Too much information and data sharing may generate leaks or privacy issues. CitySynergy puts security, compliance and data safety at the core

4 ENSURES SECURITY AND SAFETY COMPLIANCE

What is the problem?

Tons of data and users generate huge amounts of information transactions that may jeopardize citizen’s privacy or safety, when flows are not controlled and monitored.

How does CitySynergy do it?

Security principles adopted
- Fine-grained level control allows maximum levels of access restriction (time, region, db, …)
- Natively built-in security at platform level
- Over 50 security compliance certifications and accreditations
- Adoption of cyber security algorithms to protect devices/sensors

IoT protocols communication used
- https with Restful APIs with XML and JSON message formats
- MQTT Protocol, consisting of 3 main components: subscriber, publisher and broker. The publisher generates the data and transmits the information to subscribers through the broker
- AMQP Protocol, consisting of a set of components that route and store messages within a broker service, with a set of rules
- CoAP Protocol, which makes use of the UDP protocol for lightweight implementation; it also makes use of RESTful architecture. It is used within mobiles and social network based applications and eliminates ambiguity by using the HTTP get, post, put and delete methods.
- FIWARE events Framework (FIWARE), which provides an enhanced OpenStack-based cloud environment plus a rich set of open standard events APIs that make it easier to connect to IoTs;

FIWARE NGSI V2 compliance assured (Alerts)

On top of current FIWARE 1.0, CitySynergy also complies with “Alerts” FIWARE NGSI version 2, essential to bid in many Public Sector tenders, specifically in Europe and India. This development includes compliance to up to this 8 data models: Alerts, Parks & Gardens, Environment, Street lighting, Transportation, Waste management, Parking, weather
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**ENSURES SECURITY AND SAFETY COMPLIANCE**

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**What CitySynergy does?**

Ensures data is protected along his flow: offers a protection shield that avoids the access to sensitive data; ensures there's no usage abuse over open data. The Clients Chief data Officer owns the process and the data.

**How does CitySynergy do it?**

**Access Management**

In previous projects, we have implemented the citizens database, the authentication, and the integration/ federation with external citizen databases. Additional features will be considered when a city/place does not possess a citizen database:

**Authorization:** For the operation, integrations and open data flow control purposes, it develops and configures the extension authorization methodology covering all the informational attributes on the city / smart places services (for instance, the mobility operators just access generic mobility information from other operators, not private info such as travellers identification). The development also manages the authorization of what information should be accessed for open data and shared data.

**SSO (Single Sign-On):** Session and user authentication service that allows the citizen, government employee, tourist, developer, etc., to use one set of login credentials (username/password or Social Login to Facebook, Twitter) to access multiple applications integrated throughout CitySynergy and correlated in the Command Center. It offers a seamless and consistent user experience across multiple devices and access channels.

**GDPR (General Data Protection Regulation) compliance:** Design and configurations of GDPR Process eliminates personnel citizen references from CitySynergy databases, after citizen request or whenever data is not needed anymore, thus transforming personal data into statistic data. The evocation of the “forget me” process will be possible trough API’s integration with city APP’s and/or access management platform. A “GDPR data threshold” program is also possible (time with no interaction with city services). The owner of those decisions will be the city or smart place Data Director that will have access to a Data dashboard.

**Some useful definitions**

**Shared Data**

Data that should be freely available to other investigators or developers use with authorized access, the CitySynergy provides containers for information access.

**Open Data**

Data that should be freely available to everyone to use and republish as they wish, the CitySynergy provides containers for Open information.

**System Load-Balancer**

System that automatically distributes traffic across multiple targets –instances, containers and IP addresses – in a single Availability Zone or multiple Availability Zones. Can detect unhealthy targets, stop sending traffic to them, and then spread the load across the remaining healthy targets. Provides integration with Cloud metrics and request tracing in order to monitor performance of your applications in real time.

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CitySynergy delivers a Digital Twin, a digital replica of a city or smart place; a center ledger always updated of the disparate assets of all the domains, the correlation between them, the contracts, KPI's, SLA's, to understand resources distribution.

5 OFFERS GEOTAGGED DYNAMIC INVENTORY

What is the problem?
There is usually a lack of understanding of city services and resources, namely how and where they are spread across the city and all the metrics provided by them.

What CitySynergy does?
It has a Digital Twin, a dynamic inventory and center ledger of all managed assets, geotagged and always updated. Also can export the necessary info to an ERP in real time.

How does CitySynergy do it?
The Digital Twin Visualizer enables a visual analysis of the dependencies between services, resources and the incidents that are affecting these elements.

The visualizer has the capacity to focus on a single item and display its providers and its dependents, along with its properties, like geolocation, maintenance agreements, provider, etc.

An instant visualization of their status is also possible, as unavailable or impacted items are identified with a red circle, items and incidents can also be searched for using their properties.

The metrics of that item can also be displayed (e.g. temperature, humidity, CO2, status, etc...) and can be compared in a specified timestamp.

The Digital Twin system has a Metric Management Portal that provides the access to dashboards with information's about metrics received form all type of assets (IoT devices or composed services).

When a provider domain manager or IoT devices send an unknown metric to the digital twin, it is stored temporarily until it is confirmed and mapped into a known metric, and supports different metric labels for distinct provides.
CitySynergy value added distinguished aptitudes to solve client’s issues

CitySynergy allows for predictions based on impact analysis and on Intelligence, through, for instance, machine learning, anticipating needs and events.

6 PREDICTS WHEN MAINTENANCE IS NEEDED

What is the problem?

Problems are solved when they occur, in a reactive way and with no planned maintenance.

What CitySynergy does?

Using predictive maintenance algorithms based on sensor information and correlation, inform vertical domain teams of the necessity of proactive maintenance (instead of corrective maintenance).

How does CitySynergy do it?

Predictions through impact analysis

A configuration management database (CMDB) is a database that contains all relevant information about the assets and their components and the relationships between those components. As a city enters more CIs (configuration items) into the system, CMDB becomes a stronger resource to predict changes and helps operators to perform their role.

Intelligence

Based on data models and data crossing got from CMDB and its application in the product, along with what is learnt on the way, CitySynergy is able to look for patterns and apply some Intelligence, thanks to:

Some useful definitions

Machine Learning

A category of algorithm that allows software applications to become more accurate in predicting outcomes without being explicitly programmed. The basic premise of machine learning is to build algorithms that can receive input data and use statistical analysis to predict an output while updating outputs as new data becomes available – predictive modelling.

Python scripts

Used to automate certain tasks in a program, through Python programming language.

More detailed information on CMDB later in this document
CitySynergy value added distinguished aptitudes to solve client’s issues

Instead of allocating resources according to volume, CitySynergy aligns them based on impact and allows for process orchestrating.

### ALLOWS FOR PROCESS AUTOMATION

#### What is the problem?

Resources are most of the times allocated according to volume of incidents instead of impact each one has.

#### What CitySynergy does?

It filters events that are “noise”, avoiding duplicate efforts over the same incident, transform several events in one problem, escalate immediately in case of emergencies, among others.

### How does CitySynergy do it?

**Process orchestration is key for process automation.**

As previously said, CitySynergy follows ITIL practices, which allows the creation of clear processes, promote team collaboration and standardize systems and practices.

**Through this framework, is it possible to avoid siloed services** and to escalate services, defining lines of action and automate procedures.
CitySynergy value added distinguished aptitudes to solve client’s issues

Through dashboards and video walls, it offers an holistic view of the city operation, thus enabling fast and data-based decision making.

What is the problem?
Decision makers usually do not have a clear, broad and holistic view of what is happening real-time, thus having problems in decision making.

What CitySynergy does?
It offers a broader view of the city / smart place operation, thus supporting decision based on data and fostering the evolution of RFP’s of the smart place to SLAs driven RFPs.

FACILITATES DATA DRIVEN DECISIONS

CitySynergy Insights Video wall with geotagged information, placed over the City map, with augmented reality on top of main incident and changes that are being solved by the command center professionals, providing an holistic and correlated vision of critical events happening on the city.

CitySynergy Command Service management operators dashboards with simplified tickets interface to help Level 1 operators to be more productive by providing a better overview of outstanding issues and their underlying context.

CitySynergy Insights operations wallboards to provide to each vertical domain of the city the essential KPI’s for the managers control to ensure proactive service management of resources based on up-to-the-minute utilization information; it also monitors the SLA’s compliance.

All the operations of the city are exposed on dashboards that allows the several stakeholders to analyse the evolution and reports of city events, KPI’s and infrastructure. An analytics hub for selected geographic areas within the city is created, containing details of relationships between events and assets. The dashboards are configured to suit the changing requirements of each city in terms of vertical domains, operation and relevant events.

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CitySynergy capacity across cities and places

CitySynergy is prepared to serve areas with similar context to the complex urban ecosystem, such as military bases, airports and hospitals, from heterogeneous ecosystems to “simple” core Infrastructure IoT monitoring and service management.