

MUNICIPAL PERFORMANCE MANAGEMENT



**PERFORMANCE BLUEPRINT
APPLICATION BRIEF**

**A WEB-BASED PERFORMANCE
MANAGEMENT APPLICATION**

OVERVIEW

The IBM Cognos Municipal Performance Management Blueprint gives local governments a practical framework to manage performance across city agencies consistently and objectively.

City and county governments, like most organizations, typically lack a consistent, accurate, and timely view of the information captured in their business systems. They do not have a consistent way of looking at the performance of each of the agencies in the city, or of the city as a whole. They are unable to align to achieve key strategic objectives.

Some local governments have implemented a citywide performance and accountability solution to improve outcomes. An oft-cited example of this solution is CitiStat in Baltimore, based on the New York Police Department's Compstat system. This accountability tool won Harvard University's prestigious Innovations in American Government award in 2004. Martin J. O'Malley, Baltimore's mayor at the time, speaks about performance management:

“In order to change the outcomes produced by government, you have to change what government does. CitiStat changes what government does, by measuring what it produces and creating a mechanism to make timely changes... CitiStat is helping us replace a culture of delay and avoidance with a culture of accountability and results—monitored by technology—that is permeating every city agency. It puts information into the hands of many managers, rather than a few. And this shared knowledge allows government to change and adjust more quickly to better serve the public.”

Citywide performance programs include specific management practices such as weekly meetings and cultural changes which cities must develop according to their own culture. The performance blueprint discussed in this paper supports the overall performance process by:

- Enabling a metrics management environment to pull supporting data from business systems and deliver it to users in an appropriate format
- Providing powerful tools to analyze and report on the information
- Establishing a framework for discussing the strategic goals and objectives for the city as a whole or within any of the agencies (such as education or police).

The IBM Cognos Municipal Performance Management Blueprint is a powerful management tool that will help a local government begin the dialog on improving the performance across city departments. It establishes a consistent and verifiable measurement tool to effectively manage and achieve goals.

BLUEPRINT OBJECTIVES

A number of issues hold back municipal governments from improving efficiency and effectiveness:

- Lack of systems
- Completely different and largely independent operating units (departments or agencies)
- Inability to see how all the pieces align to mayoral strategy
- Organizational resistance
- Lack of a systematic way to work on the business
- And perhaps most importantly, little idea of how to begin to tackle the problem.

As local governments dig into the problem to understand how to spend fiscal resources prudently, improve core process performance, or improve services to citizens, it becomes apparent how complex the information is, and how that information needs to be transformed into usable or actionable information. Some of the questions local governments need to ask include:

What are we trying to improve? Do we improve the inputs, the outputs, the outcomes, or the efficiency of our use of inputs? Can we do them all? How do we prioritize competing needs?

What value do stakeholders want? All too often we measure something other than the value received by the citizen. We might measure number of calls answered or the number of trees taken down, when we need to measure the amount of time it took to fulfill a tree removal request.

How do we view the data to tell the best story? Reporting on individual values can lead to a misunderstanding of the situation if we do not understand the trend, the cyclical, or the seasonality of the numbers.

Are we telling the right story to the right audience? The same information is often presented to all audiences, rather than telling the right story to the right audience. When less time is spent merely on data acquisition and presentation, more time can be spent on validation, analysis, and getting people the right information.

MODEL DESIGN

As a starting point, the IBM Cognos Municipal Performance Management Blueprint includes strategy maps and supporting metrics for the Mayor (or County Manager), K12 school districts, the police service, the parks department, and the dept of health and human services, child and family services. Over time, we will expand this set of strategy maps and metrics to include other key agencies in a city.

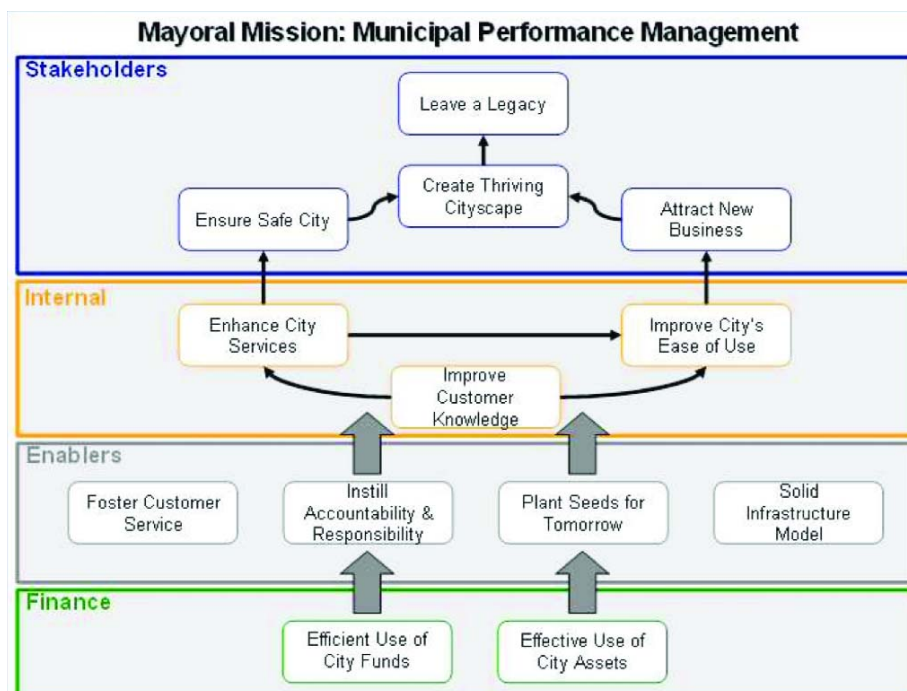
While the blueprint, in particular the strategy maps, largely adheres to a Balanced Scorecard framework, we are not endorsing the Balanced Scorecard over other performance management frameworks.

The processes and metrics described in the blueprint address a common set of requirements for most city governments, and can be easily configured to support other needs.

The blueprint includes two aspects:

1. **Strategy maps.** According to Kaplan and Norton, a strategy map provides a framework to illustrate how strategy links intangible assets to value-creating processes.
2. **Supporting metrics.**

A strategy map lays out a number of broad objectives or key result areas. Here is the Mayor's Strategy map from the blueprint:



You can see the objectives for the “Stakeholders” section of the Mayoral Mission:

Stakeholders

- S1 Leave a Legacy** – Every mayor wants to leave a lasting legacy of his or her stewardship over the city. The three core pillars listed below support this goal. Increasingly a fourth pillar comes into play: addressing a “green” agenda.
- S2 Ensure a Safe City** – Public safety is always among the chief concerns of citizens, and inevitably a key election platform. A safe city has significant implications for property values, economic development, tourism, and so on.
- S3 Create a Thriving Cityscape** – A thriving cityscape has cultural and recreational activities benefiting citizens and bringing revenue to businesses and the city. Sporting events, cultural activities, parks, and bike paths all contribute to a city being vibrant and livable.
- S4 Attract New Business** – Economic development occurs by expanding existing business and by bringing new business into a city. Business expands due to opportunity as well as to a favorable business climate. New business development translates rapidly into improving quality of life, more and better jobs, increasing tax base, more tourism, and so on.

From the blueprint, here are some supporting metrics for each of the objectives:

S1 – Leave a Legacy

- Expenses per 1000
- Crime Rate
- Job Growth
- Green Score
- Homelessness
- Drug Use
- Health Composite

S2 – Ensure Safe City

- Violent Crime Rate
- Non-Violent Crime Rate
- Conviction Rate
- Potholes
- Street Light Emergency Repair
- Number of Arrests
- Citizen Safety Survey
- Homelessness

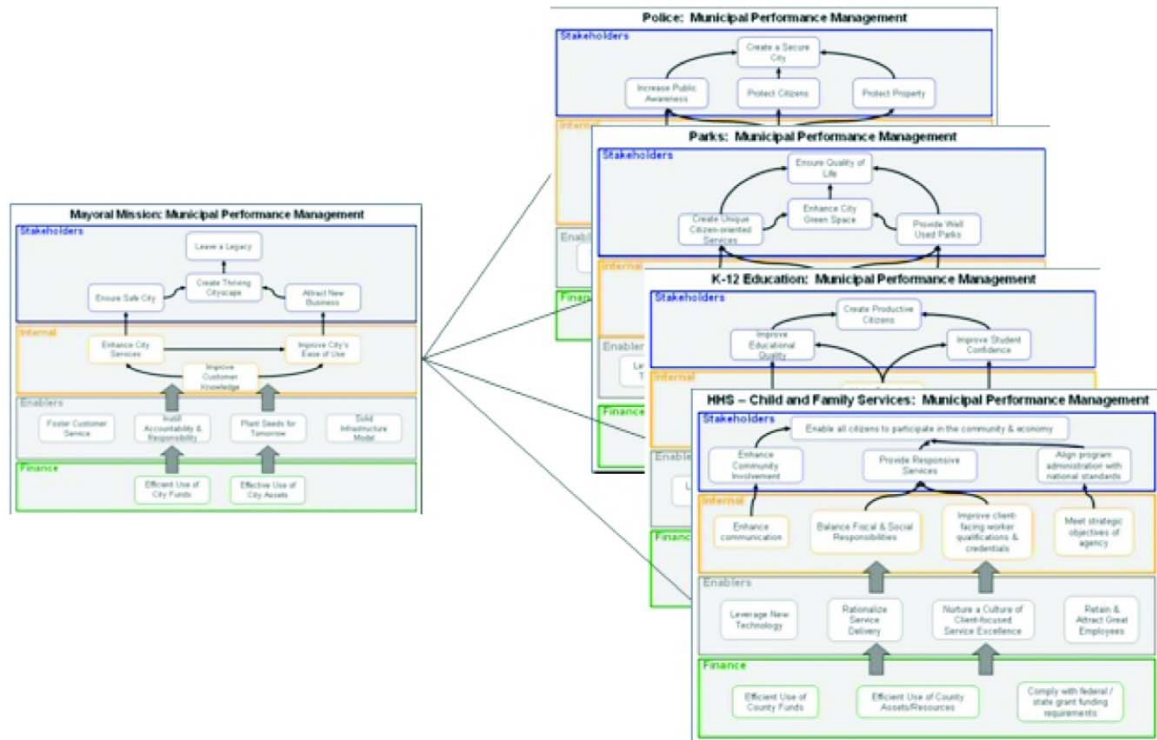
S3 – Create a Thriving Cityscape

- Property Value vs. National Average
- Lease Rates
- New Development Projects
- Tourism Dollars
- Public Facility Utilization Rates
- Number of Business Licenses
- Construction Permits
- Business Traveler Income

S4 – Attract New Business

- Tax Base Delta
- Commercial Vacancies
- New Business Licenses
- New Job Employment Rate
- Conferences
- Hotel Rooms
- Job Creation Rate
- Hotel Occupancy or Utilization Rate
- Sales Taxes
- Lease Rates

The objectives in the Mayor's strategy map connect to the objectives in city agency and department strategy maps:

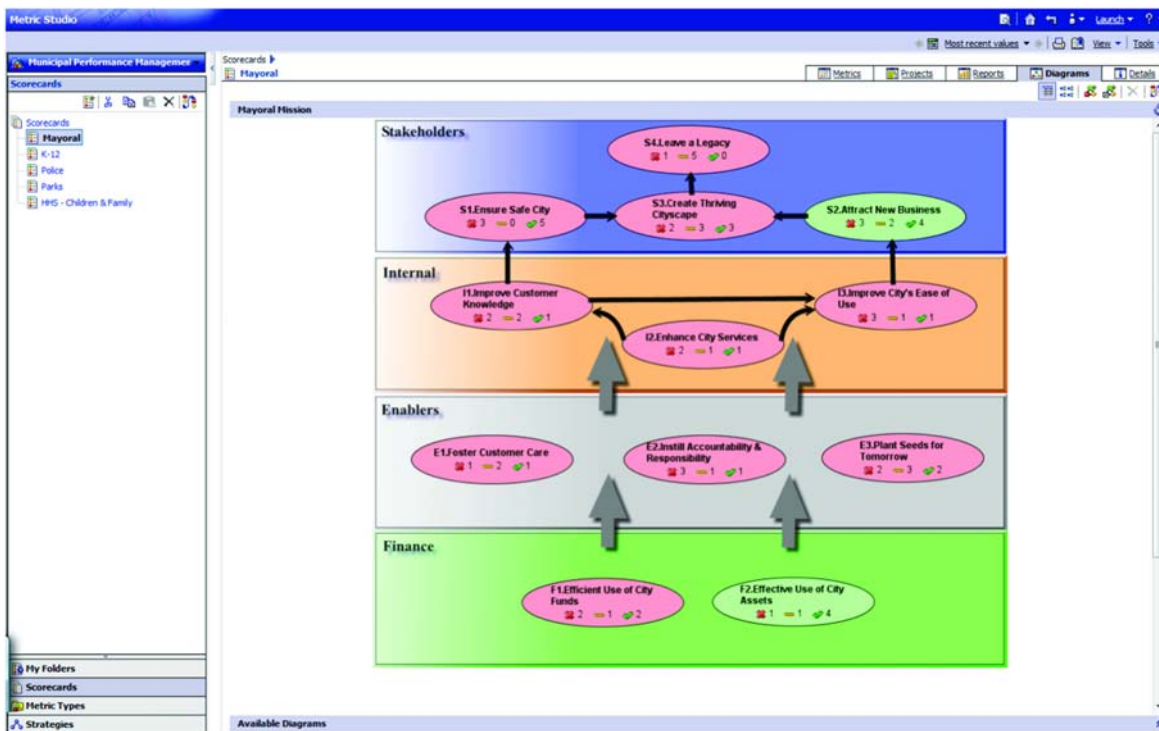


Each objective is supported by metrics in the scorecard. The appendix contains the strategy maps for each of the city departments as well as the supporting metrics.

REPRESENTATIVE WORKFLOW

The following scenario shows how the IBM Cognos Municipal Performance Management Blueprint can be used to tie together information from multiple agencies and understand how a critical issue is affecting the city. It also shows how one agency was able to use city and agency data to take a step toward better performance.

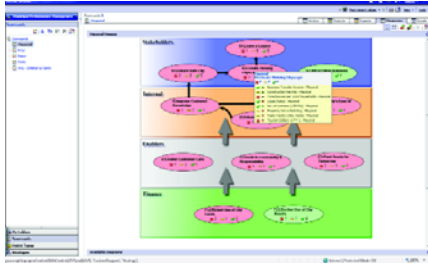
In this scenario, a major U.S. city is facing problems in its housing market. The market is slowing down, and the inventory of houses for sale continues to pile up. This is compounded by the meltdown in the sub-prime lending market. What is the impact of these issues on the city?



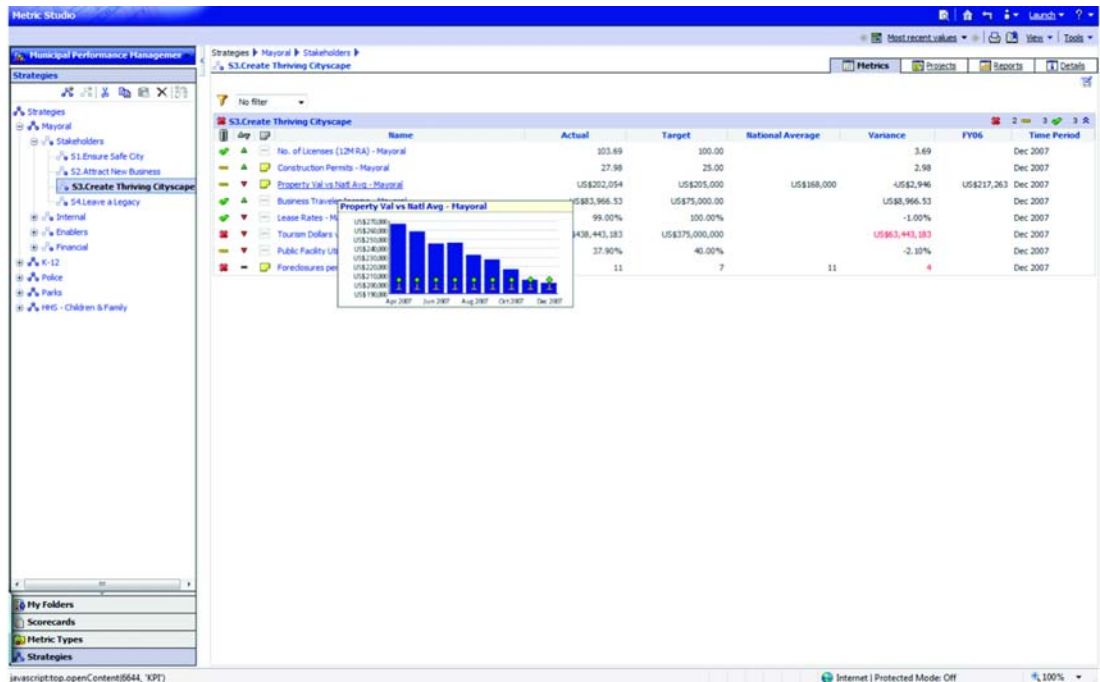
The Mayor's scorecard shows us the city through the lens of the mayor or a senior city manager. How will the housing market issues, including market value decline and foreclosures related to the sub-prime market meltdown, affect the city?

It will have an impact in two goal areas.

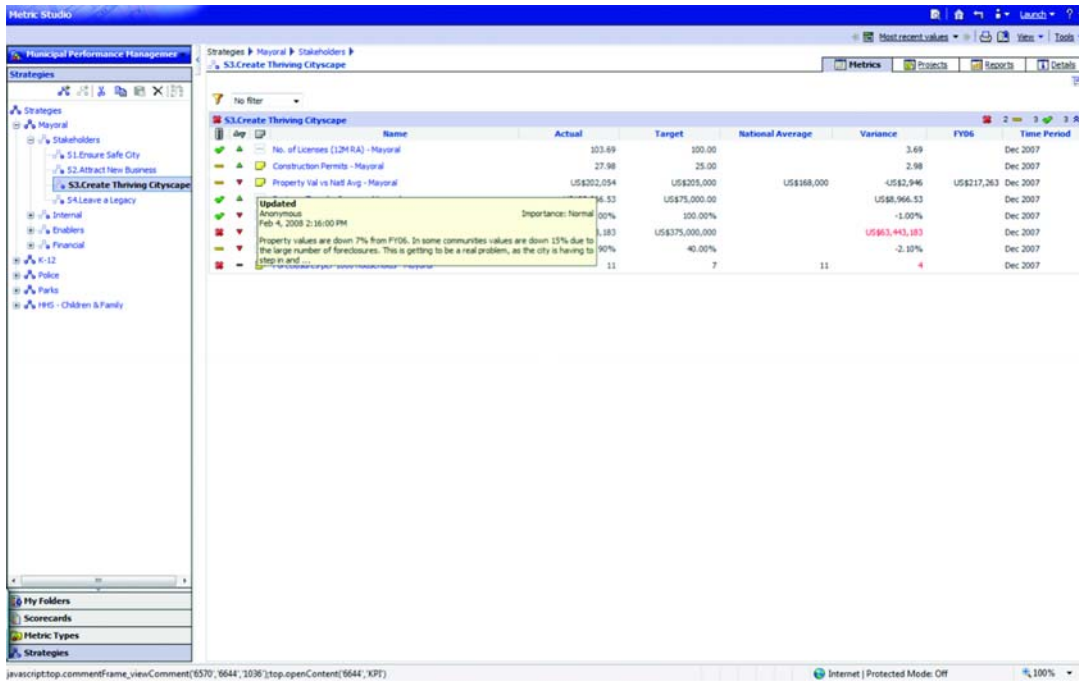
1) Efficient Use of City Assets, which includes tax revenue projections:



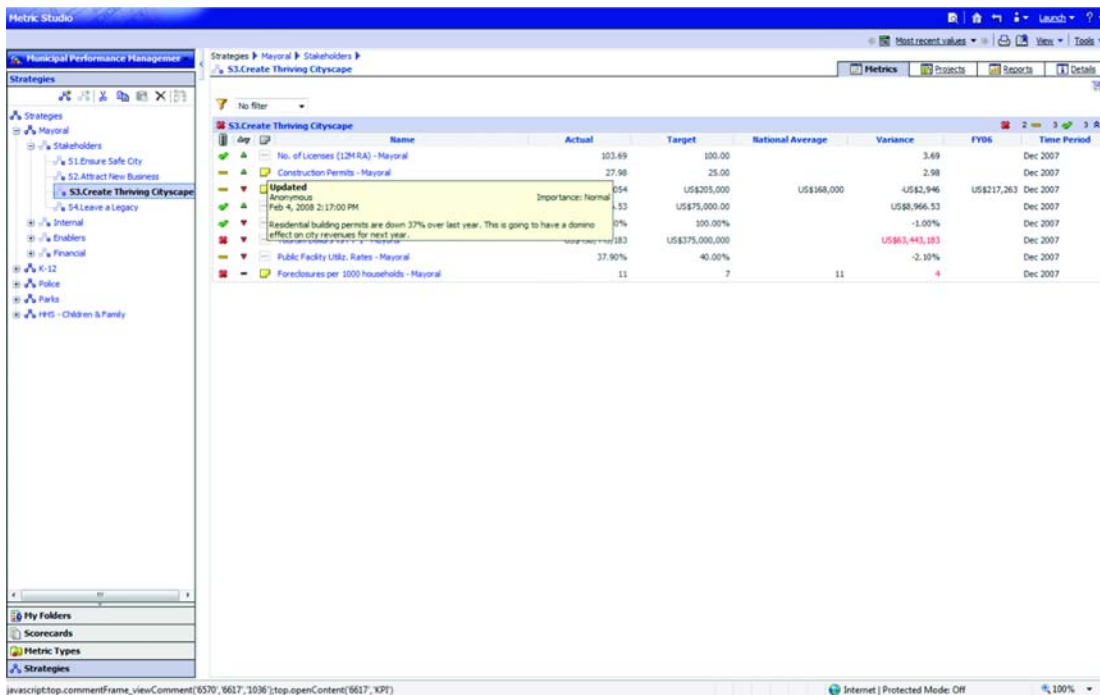
And 2) Create a Thriving Cityscape, which includes metrics on construction permits and real estate.



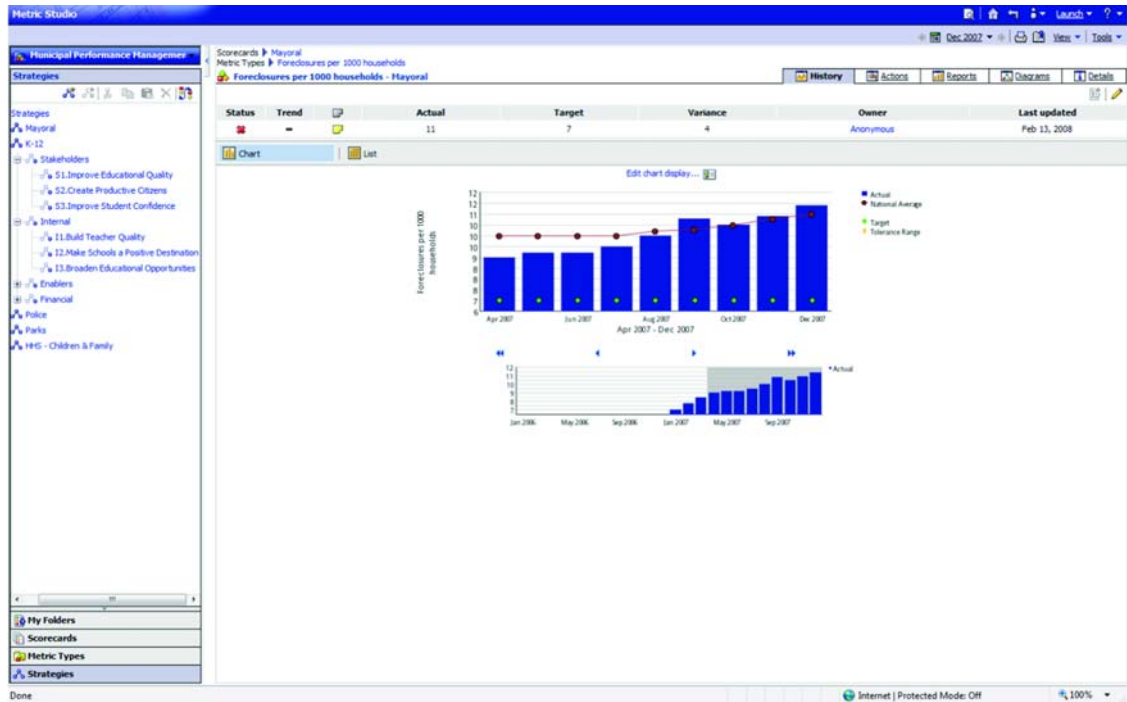
Drilling down into the metrics supporting the goal of creating a thriving cityscape, we can see that property values declined in 2007, with the average property values in the city down by about seven percent over the year.



The city manager makes a note of this, mentioning that the value decline is as bad as 15 percent in some areas. The city needs to intervene.



Residential construction permits are also down, which immediately negatively impacts license revenue. This affects the Finance agency in its Business License division. It also causes property tax base projections to level out, which means that future property tax revenue will be lower than planned. This affects the Finance agency in its Tax and Revenue division.



This could affect the city’s ability to deliver services, necessitating an unpopular tax increase, or borrowing through a bond issue.

The sub-prime meltdown is having its impact on the city as foreclosures are up, and expected to increase over the next year.

The screenshot shows a table of metrics for the strategy 'S3.Create Thriving Cityscape'. The table includes columns for Name, Actual, Target, National Average, Variance, FY06, and Time Period. A tooltip is visible over the 'Foreclosures per 1000 households - Mayoral' metric, indicating an update on Feb 22, 2009 at 1:27:00 PM.

Name	Actual	Target	National Average	Variance	FY06	Time Period
No. of Licenses (12M RA) - Mayoral	303.69	300.00		3.69		Dec 2007
Construction Permits - Mayoral	27.98	25.00		2.98		Dec 2007
Property Val vs Natl Avg - Mayoral	US\$202,054	US\$205,000	US\$168,000	-US\$2,946	US\$217,263	Dec 2007
Business Traveler Income - Mayoral	US\$83,966.53	US\$75,000.00		US\$8,966.53		Dec 2007
Lease Rates - Mayoral	99.00%	100.00%		-1.00%		Dec 2007
Tourism Dollars vs FY-1 - Mayoral	US\$438,443,183	US\$375,000,000		US\$63,443,183		Dec 2007
Public Facility Util. Rates - Mayoral	37.90%	40.00%		-2.10%		Dec 2007
Foreclosures per 1000 households - Mayoral	11	7	11	4		Dec 2007

Updated
 Anonymous
 Feb 22, 2009 1:27:00 PM
 Importance: Normal
 The continued increase in residential foreclosures is having a direct impact on the reduction of the percent of tax revenue collected per the tax base.

Homeowners are being forced out of their homes, but banks are walking away from the properties as well. This is affecting the city in multiple ways.

Property values are declining, particularly in the districts experiencing foreclosures. The city immediately loses the property tax on these homes. Over the long term, the tax base will erode, affecting the Finance agency in its Tax and Revenue division.

The screenshot shows a table of metrics for the strategy 'S4.Leave a Legacy'. The table includes columns for Name, Actual, Target, National Average, Variance, FY06, and Time Period.

Name	Actual	Target	National Average	Variance	FY06	Time Period
Crime Rate - Mayoral	15.50%	15.00%		0.50%		Dec 2007
Job Growth - Mayoral	3.30%	3.00%		0.30%		Dec 2007
Green-ness - Mayoral	13.50%	15.00%		-1.50%		Dec 2007
Homelessness - Mayoral	0.80%	1.00%		-0.20%		Dec 2007
Drug Use - Mayoral	12.30%	12.00%		0.30%		Dec 2007
Health Composite - Mayoral	42.84	47.85		-5.01		Dec 2007

Because no one is assuming responsibility for abandoned properties, they are left unguarded. This results in a huge increase in property crimes, as properties are ransacked. In addition, drug and prostitution gangs move in, worsening the overall crime problem in the area. In an attempt to deal with this, the city steps in to maintain the property and make it look lived in. This represents an immediate and ongoing cost to the city to maintain abandoned property, affecting the Public Works agency.

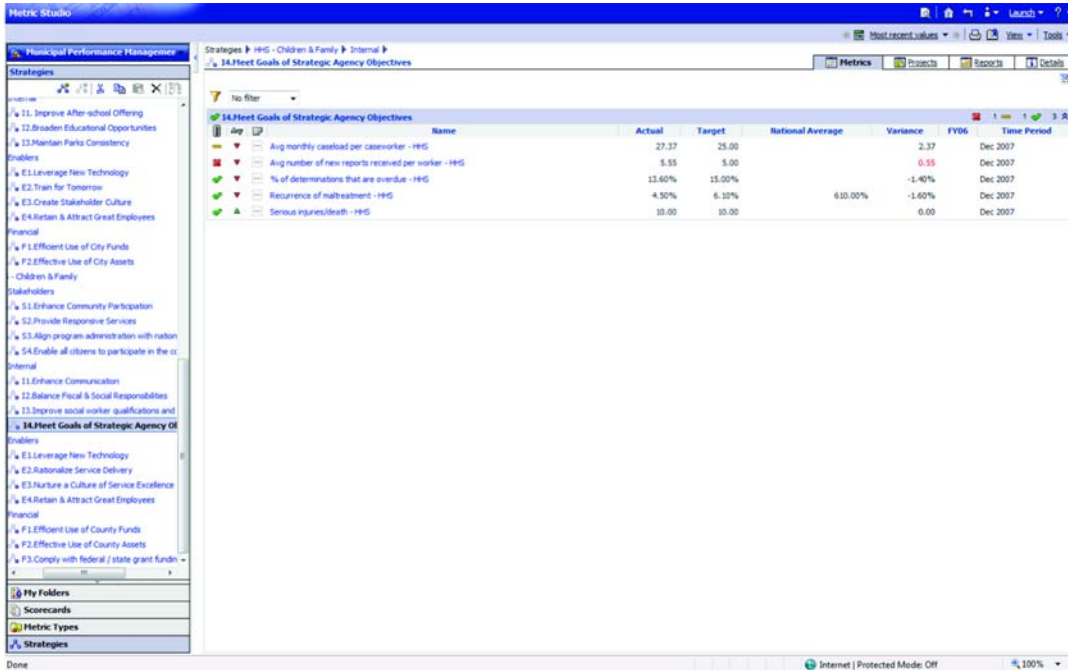
Drug use, homelessness, and crime rates increase, affecting the Police department.

The screenshot shows the Metric Studio interface with a table of financial metrics. The table has columns for Name, Actual, Target, National Average, Variance, FY06, and Time Period. A tooltip is visible over the 'Legal measure - Mayoral' row, indicating an update on Feb 4, 2008.

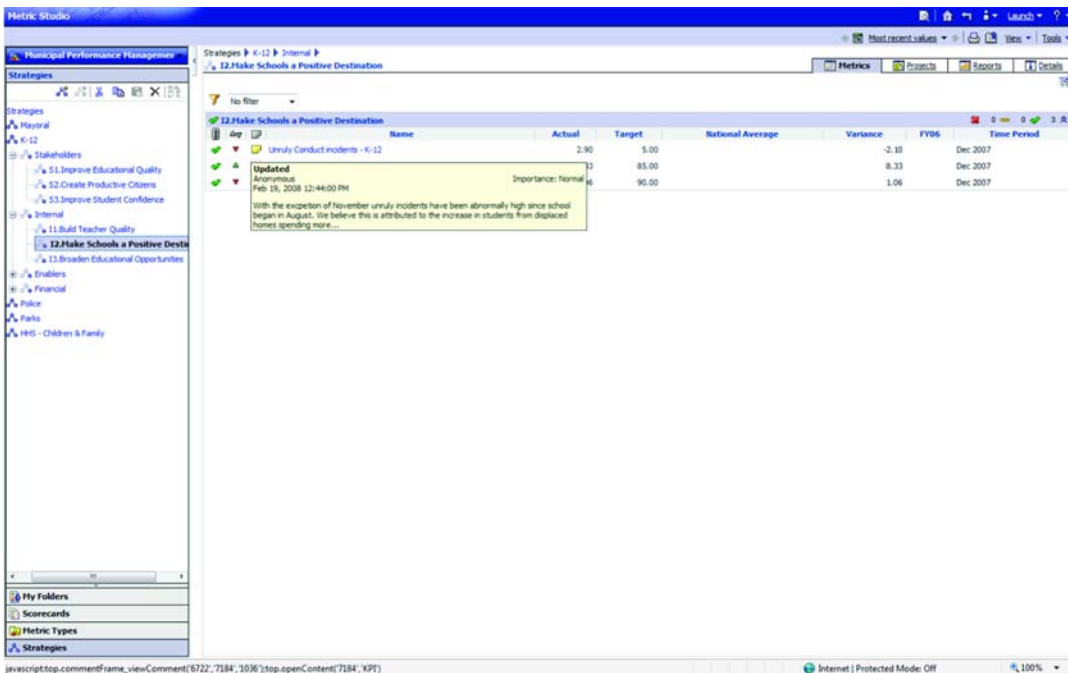
Name	Actual	Target	National Average	Variance	FY06	Time Period
Actual to Budget Plan - Mayoral	US\$1,790,436.98	US\$2,005,000.00		-US\$224,563.02		Dec: 2007
FY YTD Expense Gain - Mayoral	US\$96.70	US\$100.00		-US\$3.30		Dec: 2007
Capital Expenses - Mayoral	US\$5,485,524.24	US\$4,462,491.77		US\$1,023,032.47		Dec: 2007
Legal measure - Mayoral	100.00%	100.00%		0.00%		Dec: 2007
Legal measure - Mayoral		15.00%		-1.40%		Dec: 2007

Updated:
 Anonymous
 Feb 4, 2008 2:15:00 PM
 Importance: Normal
 We have had to increase our budget for legal costs related to the prosecution of mortgage lenders and the foreclosures in the city.

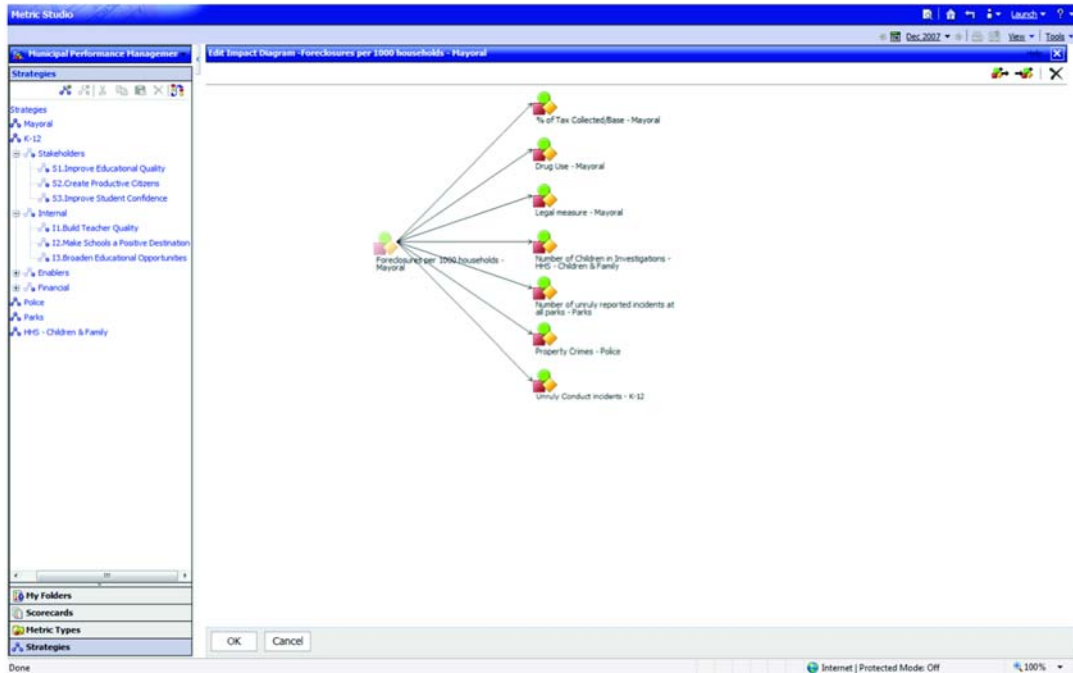
The city is also initiating costly litigation against mortgage holders (banks) for abandoning properties, in an attempt to recoup the cost to maintain these properties. This affects the Legal agency.



As people lose their homes, the stress in their lives increases. Child Welfare services are anticipating rising incidence of abuse from the general tension at home. This impacts social services agencies, as caseloads and social assistance to families increase. This affects Health and Human Services and Child Welfare agencies.



In the areas experiencing foreclosures, there is more stress on the kids at school. There is likely to be a higher incidence of unruly conduct, more unexcused absences, and possibly more instances of drug use at the schools. This affects the K12 education agency.



The completed impact diagram shows the upstream and downstream effects of the housing problem on a wide range of metrics.

Name	Actual	Target	National Average	Variance	FY06	Time Period
Drug Use - Mayoral	12.30%	12.00%		0.30%		Dec 2007
Legal measure - Mayoral	100.00%	100.00%		0.00%		Dec 2007
% of Tax Collected/Base - Mayoral	77.00%	85.00%		-8.00%		Dec 2007
Property Crimes - Police	390.00	400.00		-10.00		Dec 2007
Number of unruly reported incidents at all parks - Parks	44.00	60.00		-16.00		Dec 2007
Unruly Conduct incidents - K-12	2.90	5.00		-2.10		Dec 2007
Foreclosures per 1000 households - Mayoral	11	7	11	4		Dec 2007
Number of Children in Investigations - HHS - Children & Family	3,257	0		3,257		2007

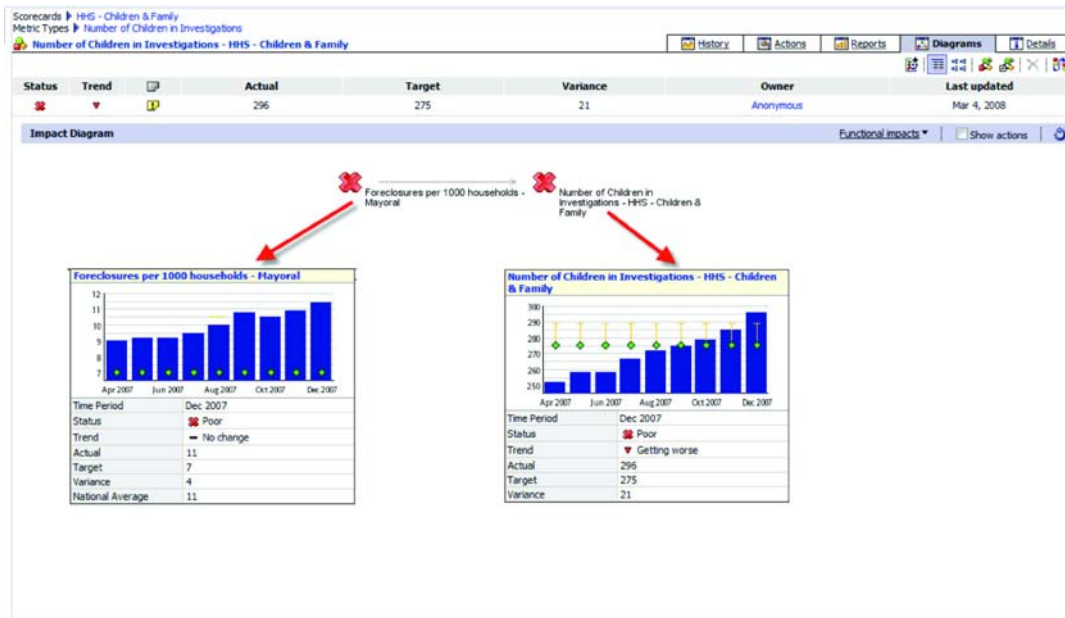
The impact diagram lets us put these metrics on the watch list so that we can easily navigate to them for the most recent data.

The screenshot displays a performance dashboard for 'Number of Children in Investigations - HHS - Children & Family'. At the top, a table provides key performance indicators:

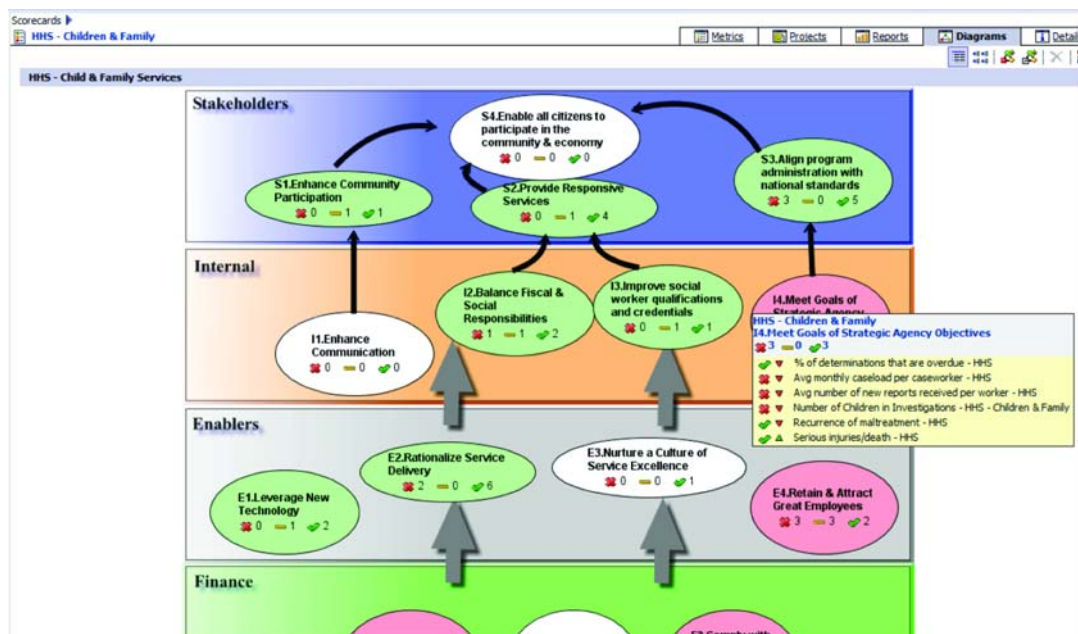
Status	Trend	Actual	Target	Variance	Owner	Last updated
✖	▲	296	275	21	Anonymous	Mar 4, 2008

Below the table is an 'Impact Diagram' showing a causal link between 'Foreclosures per 1000 households - Mayor' and 'Number of Children in Investigations - HHS - Children & Family', both marked with red 'X' icons. A blue bar at the bottom of the dashboard contains a comment titled 'Immediate action requested' from 'The Gotham Pictayne' dated 'Mar 4, 2008 5:13:00 PM'. The comment text reads: 'The Gotham Pictayne ran a series of articles on displaced families. Social Services was portrayed as being unresponsive towards the welfare of the children and families. The mayor's office is demanding immediate action.'

The scenario continues with the director of the Department of Social Services, Child Welfare division presenting agency performance in a city manager's meeting. The city manager asks the director about a series of newspaper stories about children under the care of Child Welfare being put at risk. Needless to say the director is in a bit of a hot seat.

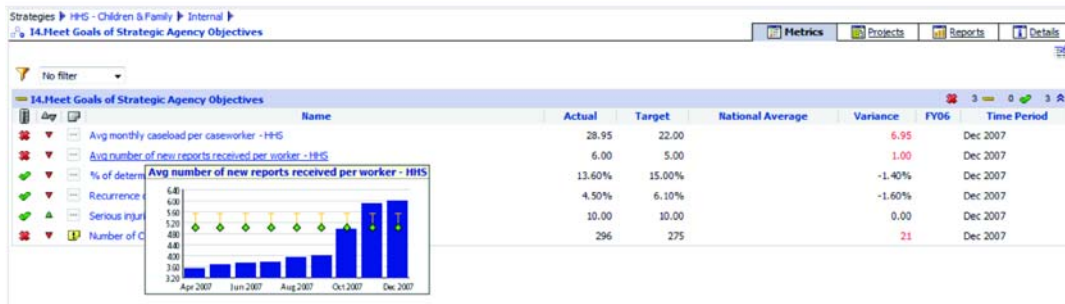
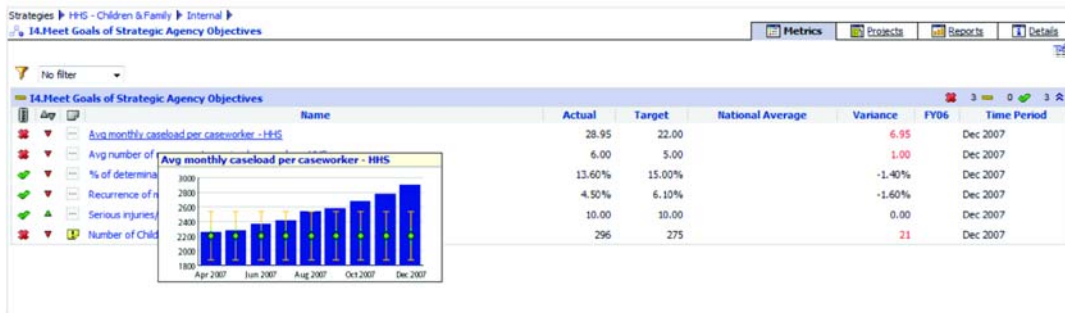


Referring to the high number of home foreclosures and the affects thereof, the director notes that the number of children in the care of the agency has been increasing roughly in line with the number of foreclosures.

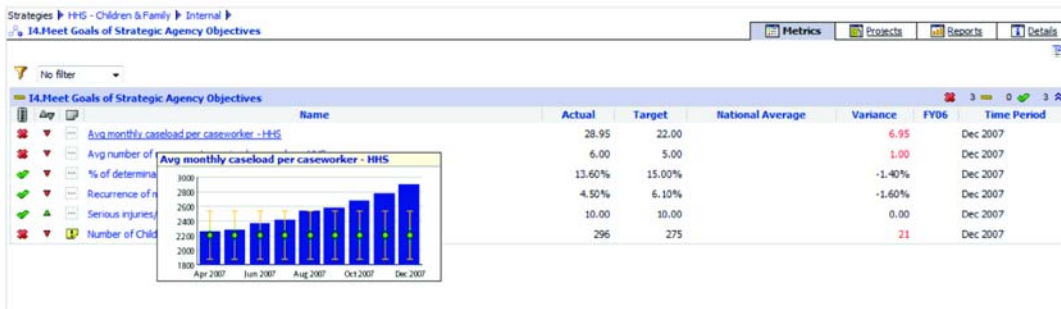


She says that this has resulted in an increased burden on the agency. The caseworkers can no longer manage the load. She needs five new caseworkers at a cost of \$875 thousand per year.

To validate her request, she calls up the Child Welfare strategy map. This clearly shows that the agency's overall strategic objectives have been trending red over the last six months.



Drilling down, we see that the metrics for Average Caseload and Average New Reports have been trending strongly negative and are well above target.



Five new caseworkers would put the agency in the appropriate target range through the next two to three years, assuming the demand on the agency levels off over the next 12 months.

On that evidence, the city manager approves the agency's request.

THE PATH TO PERFORMANCE MANAGEMENT

The following path shows you how to systematically build the performance management system in line with the budget formulation and management process. Ultimately, it is critical to tie budget to objectives.

1. **Start with the Mayor's strategy**, which reflects what your organization's chief executive deems important. It also reflects what the public elected as the direction for the city. The Mayor's strategy is not entirely dependent on the Mayor's agenda, which extends beyond a term in office.
2. **Link the Mayor's strategy** to departmental goals and core processes. This lets you see how objectives within departments such as Parks support mayoral objectives. It ensures alignment.
3. **Weight the objectives**. Since all objectives and supporting metrics are not created equal, you must establish priorities, track gaps, and understand what matters. Often the importance of an objective can change over time.
4. **Communicate** the mayoral objectives across the organization.
5. **Set up a recurring meeting with the COO or central business function**, to review performance against goals and core processes. This meeting is absolutely critical to success, as it ensures management accountability and ties budget to goals.
6. **Have departmental supervisors report on their performance**. This locks in ownership and responsibility.
7. **Review the overall process, objectives, and metrics periodically** to see which aspects need to be revamped, augmented, or changed altogether.
8. **Have patience – the process takes time**. Start simply and build over time as the organization grows better able to digest the changes.

Developing the supporting metrics

From a data perspective, objectives must be supported by one or more metrics. The metrics can be precise and easily quantified, such as the number of burglaries over the previous seven days.

On the other hand, they may be a proxy for a metric that is difficult to quantify. For example, if you want to ensure that children receive appropriate services to meet their educational needs, your metric might be the weekly number of children newly identified to receive additional educational services.

Sometimes people are tempted to include tasks or accomplishments as metrics. Work such as “Implement automated call center software” or “Obtain federal certification of the SACWIS system” are not performance metrics that change over time but one-time binary events. Include them in a performance management system as events, since you may want to track their influence on performance.

CONCLUSION

The process for developing objectives and metrics, and identifying specific performance targets can be a daunting one for many organizations, both in the private and public sector. In most governments, much of the information employees see is, by law, public information. As such, identifying specific objectives and targets can be a highly politicized exercise.

To develop and implement a successful municipal performance management strategy, follow these basic principals:

1. Work from accurate, timely, and appropriate data
2. Decide what constitutes “good performance”
3. Enable rapid and flexible (re)deployment of personnel and resources
4. Plan for continuous follow-up, feedback, and improvement

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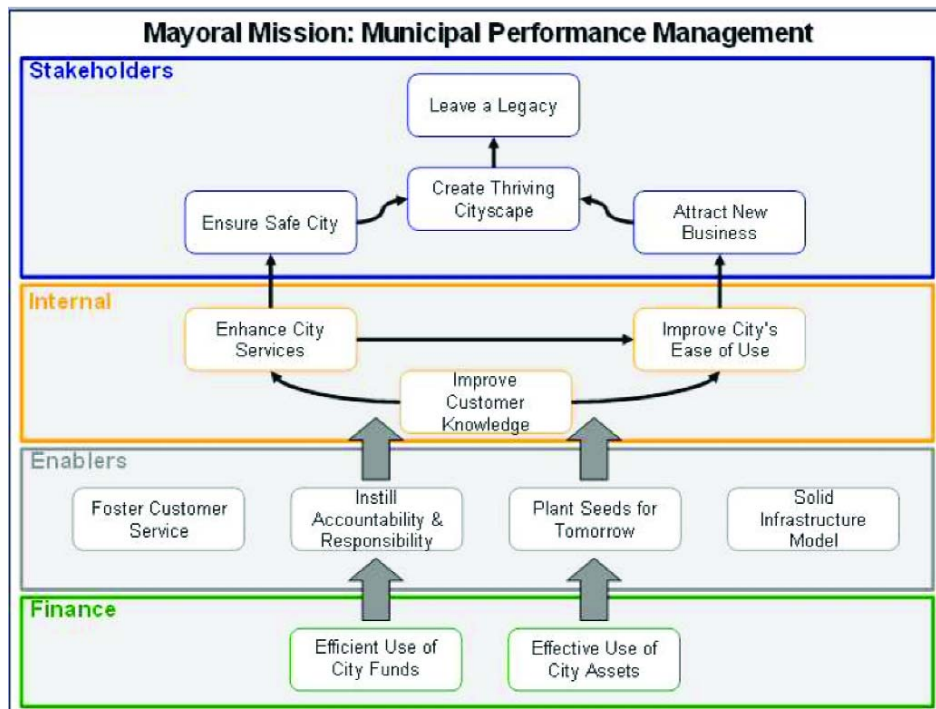
Request a call

To request a call or ask a question, go to www.cognos.com/contactme. A Cognos representative will respond to your enquiry within two business days.

APPENDIX

This section contains the blueprint's strategy maps and supporting metrics in four Balanced Scorecard areas for the mayor's office and each of the four agencies discussed.

Mayoral Mission



Stakeholders

- S1 **Leave a Legacy** – Every mayor wants to leave a lasting legacy of his or her stewardship over the city. The three core pillars listed below support this goal. Increasingly a fourth pillar comes into play: addressing a “green” agenda.
- S2 **Ensure a Safe City** – Public safety is always among the chief concerns of citizens, and inevitably a key election platform. A safe city has significant implications for property values, economic development, tourism, and so on.
- S3 **Create a Thriving Cityscape** – A thriving cityscape has cultural and recreational activities benefiting citizens and bringing revenue to businesses and the city. Sporting events, cultural activities, parks, and bike paths all contribute to a city being vibrant and livable.
- S4 **Attract New Business** – Economic development occurs by expanding existing business and by bringing new business into a city. Business expands due to opportunity as well as to a favorable business climate. New business development translates rapidly into improving quality of life, more and better jobs,

increasing tax base, more tourism, and so on.

Internal

- I1 **Enhance City Services** – Citizens and business rely on the city to improve their quality of life and deliver essential services such as garbage pickup, recreational facilities, and streetlights. This objective gauges a city’s ability to deliver valuable services in a fiscally responsible way.
- I2 **Improve Customer Knowledge** – Citizens need to know what the city is doing for them and how to take better advantage of it. PR and public education activities are the means, but the outcome to track is whether citizens increase their use and knowledge of city services.
- I3 **Improve City’s Ease of Use** – No one likes standing in line. Being largely a service organization, a city needs to provide timely, efficient, and cost effective service delivery.

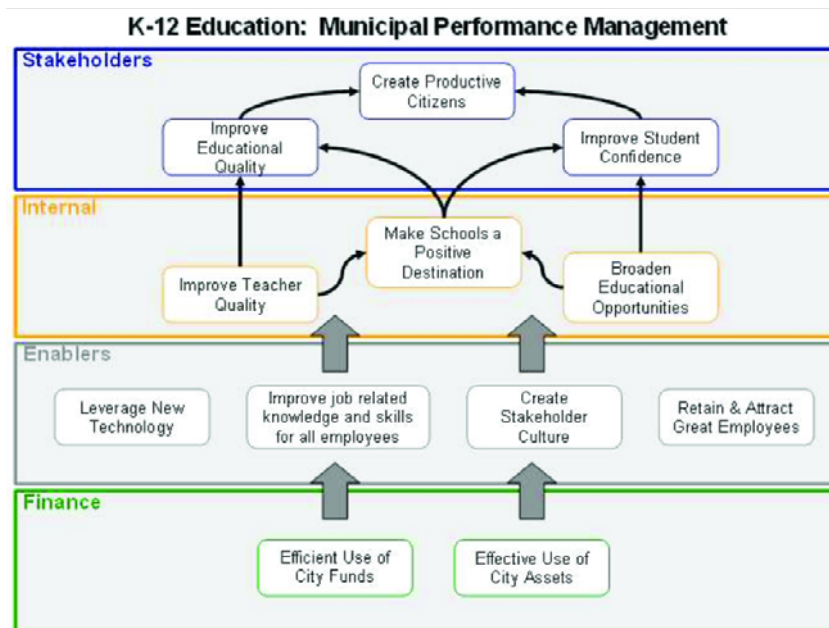
Enablers

- E1 **Foster Customer Service** – As a city becomes more “customer focused”, it focuses more on things that a business would do to ensure customer satisfaction, such as service level audits and complaint monitoring.
- E2 **Instill Accountability and Responsibility** – City employees are not process automatons. Cities need policies and performance goals that inspire personal growth and increased responsibility and accountability.
- E3 **Plant Seeds for Tomorrow** – Cities need to work today to improve tomorrow. They need to invest in people development, quality of life improvements such as green spaces, and educational and economic development that will pay off in the future.
- E4 **Solid Infrastructure Model** – As a city grows and ages, there is no shortage of infrastructure improvements to be made. This includes investments to improve transportation, clean water and air, and city planning.

Finance

- F1 **Efficient Use of City Funds** – City government must be fiscally responsible, and yet continue to deliver services to improve the quality of life of its citizens. This is clearly a balancing act. City government needs to not only be responsible and accountable, but to demonstrate that it is practicing good governance.
- F2 **Effective Use of City Assets** – Cities have many assets to exploit and maintain. Maintenance is frequently costly, but lowers potential repair costs further into the future. How much of revenue is spent on maintaining versus expanding city assets? Tax collection and managing the city’s bond rating would also fall under this objective.

K12 Education



Stakeholders

- S1 **Create Productive Citizens** – The outcome of education is having a population of happy, productive, employed citizens. The objective of the education system is to ensure that all children achieve the education they want and deserve.
- S2 **Improve Educational Quality** – Education can never rest on its laurels. In some jurisdictions, the law mandates continuous improvement in student achievement. Metrics would include classroom supplies, dropout rate, student absenteeism, and teacher turnover.
- S3 **Improve Student Confidence** – Students cannot succeed where they do not feel safe and confident in themselves and in the system. The school district and other levels of government must implement policies and programs that ensure students believe they can succeed.

Internal

- I1 **Improve Teacher Quality** – A teacher’s role in student achievement is undeniable. Understanding which qualities in a teacher lead to children’s success, replicating those qualities, and continuing to improve the overall quality of teachers across the system is the objective.
- I2 **Make Schools a Positive Destination** – Students need to feel that school is a safe, desirable place for them to be. They need to be active and engaged. There are a number of aspects that contribute to this, including core and non-core curriculum, extracurricular activities, and community-based programs.
- I3 **Broaden Educational Opportunities** – This objective considers some of the aspects of student’s lives, in and out of school, that will affect their ability to succeed. This includes resource hours spent on detention, tardiness, unruly conduct, health incidents such as pregnancy, and teen crime rates in the city.

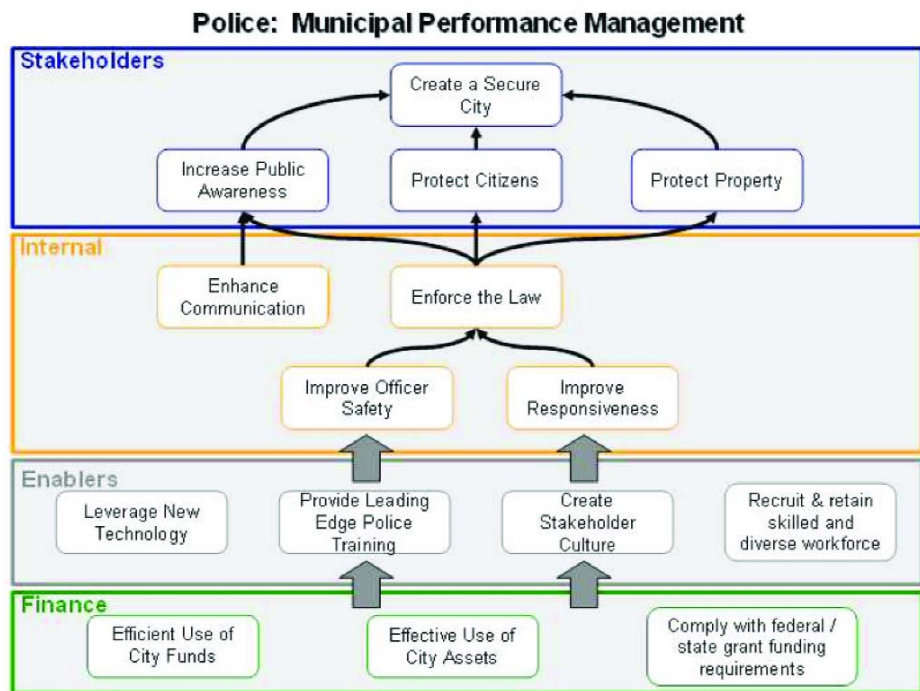
Enablers

- E1 **Leverage New Technology** – Technology affects everyone’s lives. In schools, this can mean investments in new systems at the district level, technology in the classroom, and ensuring that staff receive continuous technology training related to their jobs.
- E2 **Improve Job-Related Knowledge and Skills for All Employees** – Dynamic employees continuously learn, both job related skills and non-job-related knowledge. This includes advanced formal education, diversity training, and second language learning.
- E3 **Create Stakeholder Culture** – K12 education has an immense community of stakeholders, including students, parents, teachers, principals, superintendents, and state and federal governments. School districts need to encourage stakeholders to actively participate in the education system. They must attract parent volunteers to the classroom and community involvement in school development.
- E4 **Retain and Attract Great Employees** – Schools, like any service-oriented organization, rely on their people for success. Tracking employee satisfaction directly and through proxies such as absenteeism and substitute teacher hours can help to gauge employee views of the work environment. Other factors include non-financial incentives to ensure that the district is a positive place to work and look for opportunities.

Finance

- F1 **Efficient Use of City Funds** – School districts need to demonstrate good fiscal governance and be able to track their financial performance (key ratios) against peer groups. Because K12 schools in some jurisdictions can raise money by issuing bonds, these schools need to be cognizant of the factors affecting their bond rating and manage them accordingly.
- F2 **Effective Use of City Assets** – School districts have a considerable infrastructure to maintain. They need to ensure that facilities are clean, well maintained, and used appropriately. They typically have a fleet of vehicles that needs to be maintained and updated.

Police



Stakeholders

- S1 **Create a Secure City** – Ensuring public safety and helping the public to feel safe are the two related but distinct mandates for police services. Tracking success in this realm is a combination of quantitative measurement (such as tracking crime rates or indexes over time) and public perception of their own safety (citizen surveys and feedback).
- S2 **Increase Public Awareness** – This is a measure of effort spent on community relations building, measured through such metrics as community police perception surveys and the number of interactions with the media and the community.
- S3 **Protect Citizens** – This objective tracks both effort and success at making the streets safe. This includes quantitative measures, such as the number of violent and non-violent crimes, and other objective measures that demonstrate the effort the police service is making.
- S4 **Protect Property** – This objective tracks both effort and success at making property safe, including such measures as the number of violent property crimes and the effort the police service is making to prevent them.

Internal

- I1 **Enhance Communication** – Improving communications within the police service and with the community, including measures related to policies, procedures, technology (such as the Web), and hardware.
- I2 **Enforce the Law** – This objective measures the effort the police service is making in non-criminal law enforcement, such as traffic patrol, non-911 calls, and other police/community interactions related to law enforcement.
- I3 **Improve Officer Safety** – Ensuring police officers are safe in the conduct of their duties is obviously critical. Measures to track include the number of days off due to injury, illness or stress; training; and spending on new equipment.
- I4 **Improve Responsiveness** – This objective helps to understand and manage the responsiveness of police services to both emergency and non-emergency calls. Supporting metrics are quantifiable, such as the time to respond to a call (within the guidelines appropriate to the nature of the call) or appropriateness of response, such as use-of-force incidents.

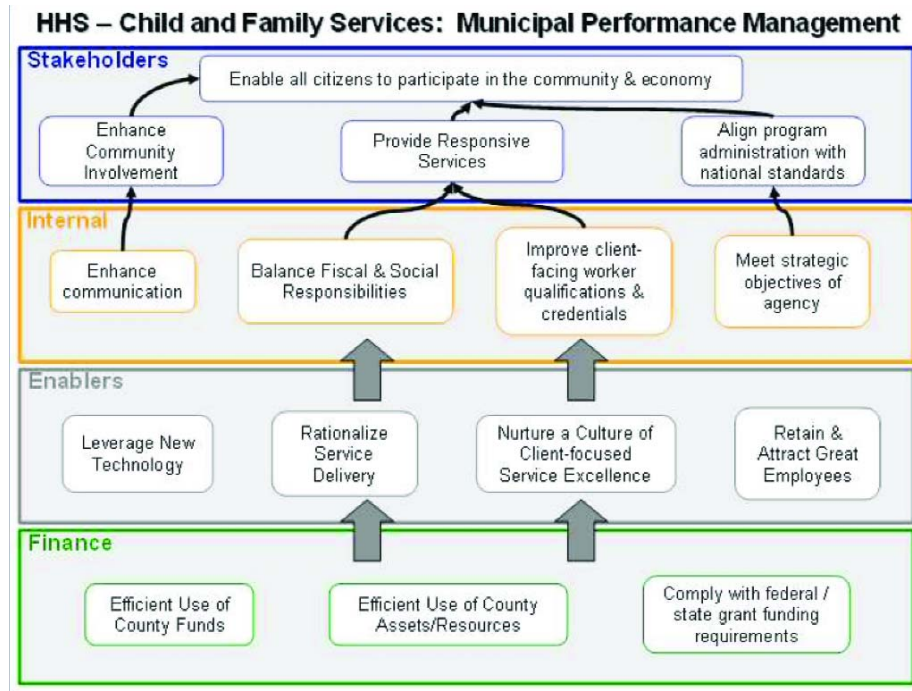
Enablers

- E1 **Leverage New Technology** – Police services are continuously investing in new technology that affects their ability to serve the community either directly (such as new vehicles) or indirectly (such as IT systems). This objective can also reflect investments that lead to soft improvements in the community, such as “green” vehicles and buildings.
- E2 **Provide Leading Edge Police Training** – This objective follows the effort the police service is making to keep its force abreast of new techniques and ideas in policing.
- E3 **Create Stakeholder Culture** – Encouraging community involvement in programs such as Neighborhood Watch and citizen patrols extends the reach of the police service and grows the number of community stakeholders in city improvement. Supporting measures include the number of households or individuals participating in these programs and the effort the police make to reach out to the stakeholders through programs and PR.
- E4 **Recruit and Retain Skilled and Diverse Workforce** – Police services, like any service-oriented organization, rely on their people for success. Tracking employee satisfaction directly and through proxies such as absenteeism can help to gauge employee views of the work environment. Providing on-going opportunities for education and advancement are critical in job satisfaction.

Finance

- F1 **Efficient Use of City Funds** – Police service organizations must be fiscally responsible, and yet continue to protect and serve their citizens. This objective tracks spending and expense management, risk controls, fraud detection, and the persistent issue of overtime pay. Understanding why overtime is being incurred can help to manage it better (schedule court times within an officer’s work day, for example).
- F2 **Effective Use of City Assets** – Police services have a great deal of assets, such as vehicles, weapons, and buildings. Improve visibility into the appropriate management of assets with measures such as cruiser downtime hours.
- F3 **Comply with State/Federal Grant Funding Requirements** – State and federal grants are a critical component of funding new equipment and systems for police. This objective measures the success or failure at obtaining outside funding, the relative level of compliance to requirements, alerts to gaps that might result in penalties or pulled funding, and overachievement in certain goals that can result in improved funding.

HHS – Health & Human Services, Child and Family Services



Stakeholders

- S1 **Enable All Citizens to Participate in the Community and Economy** – The overall goal of social services agencies is to ensure that those in need are provided for. The desired outcome of social programs is to enable all citizens to be active and productive. The most vulnerable in the community are the children. They must be safe, physically and mentally healthy, and have access to education and opportunities to flourish.
- S2 **Enhance Community Involvement** – The community needs to be involved in the welfare of all citizens. This includes providing foster care for children and partnering with economic development coalitions to attract business, and encourage economic growth.
- S3 **Provide Responsive Services** – Families seeking assistance should be treated as customers to the extent that they should receive timely and efficient service. Staff should be sufficient to complete investigations and assessments in a reasonable period of time. People should not fall through the cracks.
- S4 **Align Program Administration with National Standards** – Much social assistance is partially federally funded. Local programs must be aligned to federal standards to continue to receive funding. This objective should track alignment and deviance from federal standards.

Internal

- I1 **Enhance Communication** – Communication across the system needs to be accurate, efficient, and auditable. This objective provides a measure of the technology and policies that are put in place to ensure successful communication.
- I2 **Balance Fiscal and Social Responsibilities** – Funding is always an issue. Social services, in finding the balance between ensuring the most vulnerable are protected and being fiscally responsibly, needs to be able to understand which programs are achieving the desired outcomes, prioritize investments, and manage waste and fraud.
- I3 **Improve Client-Facing Worker Qualifications and Credentials** – As the population ages, and employees familiar with agency processes retire, younger employees need to replace them. Client-facing workers need to be fully trained on new systems, entitlement programs, and effective case management techniques.
- I4 **Meet Strategic Objectives of the Agency** – This objective measures alignment of Child and Family Services with the strategic objectives of the parent agency. Metrics include recurrence issues, serious injuries or death, caseworker workloads, successful outcomes, and permanency.

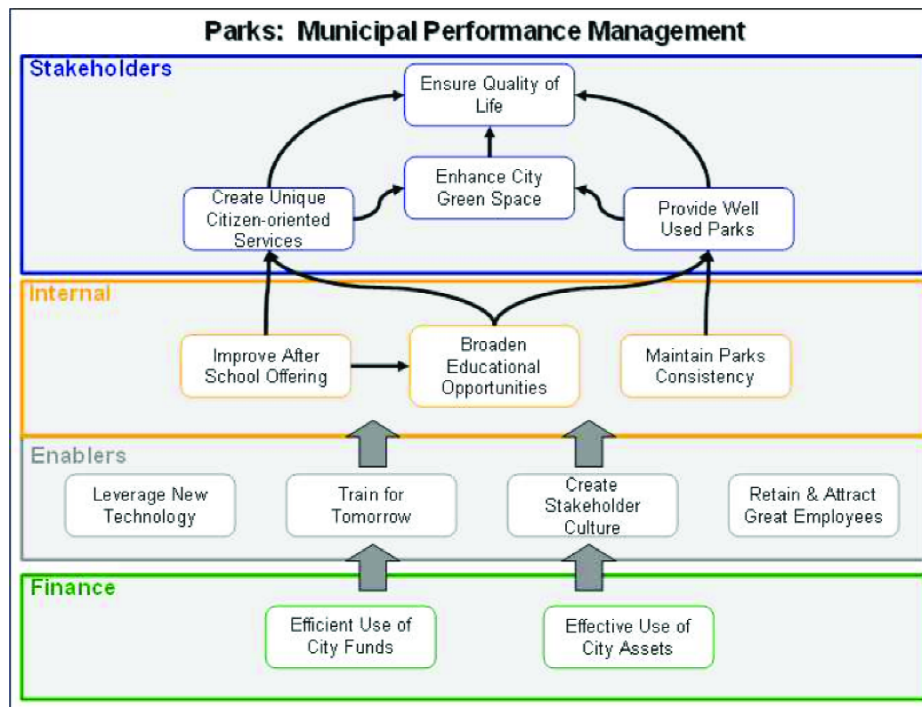
Enablers

- E1 **Leverage New Technology** – Technology plays a critical role in the overall administration of social services programs. This category includes mobile devices, advanced analytics and reporting, and enabling self-service through the Internet and kiosks. Increasingly, both citizens and employees are demanding “green” technologies.
- E2 **Rationalize Service Delivery** – Social services are in the middle of a massive renewal of core systems. At the center of this is better focus on the client and minimizing the number of necessary client touch points. The objective assesses the progress and success of this renewal.
- E3 **Nurture a Culture of Client-Focused Service Excellence**—Social services are fundamentally about people and improving their welfare. Throughout the system, programs, policies, procedures, and training must reinforce the client-centered approach.
- E4 **Retain and Attract Great Employees**—Social services, like all service-oriented organizations, rely on their people for success. Tracking employee satisfaction directly and through proxies such as absenteeism can help to gauge employee views of the work environment. Providing on-going opportunities for education and advancement are critical in job satisfaction.

Finance

- F1 **Efficient Use of County Funds** – County governments must be fiscally responsible, and yet continue to deliver services and entitlements to improve the quality of life of their citizens. This objective tracks spending and expense management, risk controls, and fraud detection.
- F2 **Effective Use of County Assets** – Manage and maintain county assets under the administration of the agency.
- F3 **Comply with State/Federal Grant Funding Requirements** – State and federal grants are a critical component of funding local programs. Failure to comply with grant requirements can result in severe financial penalties. This objective measures the relative level of compliance, alerts to gaps that might result in penalties or pulled funding, and overachievement of certain goals that can result in improved funding.

Parks



Stakeholders

- S1 **Ensure Quality of Life** – The overall goal of city parks is to ensure that children and adults alike can enjoy a high quality of life. Having access to green spaces has shown to boost the physical and mental health of residents, both critical elements of a thriving city.
- S2 **Create Unique Citizen-Oriented Services** – Because the parks are for the people, parks services should focus on citizens and how they make use of parks. Measures here can include citizen satisfaction and park usage numbers.
- S3 **Enhance City Green Space** – The parks departments should not simply maintain the status quo but should always be looking for ways to expand and improve current green spaces. This objective could measure addition and enhancement of green space and play equipment.
- S4 **Provide Well-Used Parks** – An empty park is an unused asset. The parks department should look for ways to ensure parks are always lively. This can mean ensuring up-to-date and safe equipment, maintaining viable playing fields, and hosting recreational and cultural events. Measures may include team use and event attendance numbers.

Internal

- I1 **Improve After School Offering** – Late afternoon is the optimal time for child and youth-oriented activities in parks. Engaging youth in enjoyable physical and social activities can also help reduce petty crime among teenagers such as vandalism and graffiti. Metrics may include activity attendance and petty crime rate.
- I2 **Broaden Educational Opportunities** – Parks can help support schools in their educational goals by expanding learning beyond the classroom.
- I3 **Maintain Parks Consistency** – All parks in all kinds of neighborhoods should benefit from the same level of upkeep and services.

Enablers

- E1 **Leverage New Technology** – Technology plays a critical role in the overall administration of parks programs. This category includes mobile devices for maintenance crews and advanced analytics and reporting for office staff. Increasingly, both citizens and employees are demanding “green” technologies.
- E2 **Train for Tomorrow** – A well-trained workforce is not only more efficient but also experiences more job satisfaction. Training on technology appropriate to the job can ready the workforce for future challenges.
- E3 **Create Stakeholder Culture** – Encouraging community involvement through park clean-up days or adopt-a-park extends the reach of the parks department and grows community stakeholders.
- E4 **Retain and Attract Great Employees** – Parks rely on their skilled people for success. Tracking employee satisfaction directly and through proxies such as absenteeism can help to gauge employee views of the work environment. Providing on-going opportunities for education and advancement are critical in job satisfaction.

Finance

- F1 **Efficient Use of City Funds** – Parks must be run and maintained in a fiscally responsible way, and yet continue to deliver services and entitlements to improve citizens’ quality of life. This objective tracks spending and expense management, risk controls, and fraud detection.
- F2 **Effective Use of City Assets** – The parks department holds a great deal of valuable real estate within cities. Numbers must continue to show that these tracts of land are well used and contributing to the well being of citizens. Abandoned parks in disrepair can actually encourage and abet crime, and are in danger of closure and repurposing.

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