

Municipal Executive Dashboard Performance Blueprint



Introduction

The *IBM Cognos® Municipal Executive Dashboard Performance Blueprint* is a complete management tool for leaders at all levels of municipal governments. This comprehensive solution puts the power of IBM Cognos business intelligence and enterprise planning capabilities, including scorecards, dashboards, budget information, workforce information and other key performance metrics, to work for mayors and municipal leaders based on the agenda of their political leadership. The *Municipal Executive Dashboard Blueprint* model is a framework that links processes, metrics, best practices and technology to improve municipal government management at the town, city or county level down to agency, department and sub-department levels.

Challenges for municipal governments today

Municipalities and local governments around the world have struggled for decades to provide the highest level of services to their citizens at the best value. Managing citizen needs with an ever-shrinking pool has forced municipal governments to balance demand with supply while making hard choices about the types of services to expand and the types of services to cut.

In many cities around the world, statutory requirements from national or regional governments or enacted by citizen referendums, require municipal governments to run their operations with balanced budgets and refrain from running deficits, which adds additional challenges and responsibilities. It is, therefore, more imperative than ever that municipal government leaders have the right information to make the difficult choices that are becoming part of the day-to-day decision-making process as they deal with the following challenges and mandates:

- **Continued good governance.** Municipal government leaders, like all government leaders, have one critical and important task to perform: provide the best possible government to its citizens. That is the overarching challenge

of municipal government leaders as they balance managing expenses and costs with citizen requirements for good, effective government.

- **Current economic crisis.** The current economic crisis has put serious strains on the finances of municipal governments as tax revenues and other revenue streams have been fallen, forcing municipal leaders to decide which programs to fund and which to cut. In addition, the enormous investment in economic recovery programs worldwide has put additional strains on municipal governments to report on how they have invested those funds and the results they have achieved.
- **Ongoing budget pressures.** Budget pressures have mounted as the demands for services and the costs to deliver those services have increased and citizens are reluctant to approve additional increases in taxes to fund those services. With less money available from national and regional governments as well, this has driven municipal leaders to seek alternative revenue streams and cut costs.
- **Lack of decision-quality information.** Government leaders are struggling to understand the effects that reduced budgets and increased demands for services will have in the present and in the future, making it difficult to continue to deliver the kinds of services that their citizens expect in an increasingly complex world.
- **Increased calls for transparency and accountability.** Municipal leaders face increased scrutiny, demands for accountability and transparency as citizens and other external stakeholders demand improved results with the limited resources available.
- **Silos of information.** Municipal governments and their agencies can be silos with different systems, processes and mission objectives. This “silo-ed” government can lead to disjointed, poor decision-making as municipal government leaders don’t have the right kind of information to make the best decisions.

To address these issues, municipal governments should consider a change in management philosophy that includes measuring performance and acting on those results.

Deeper visibility into municipal government activities

Performance management helps tear down information silos, bring together the disparate segments of a municipal government organization and mitigate the challenges facing municipal leaders. Deeper visibility of performance with metrics and measurable outcomes offers municipal leaders a complete view of all activities, budgets and objectives. It ties all parts of government together, enabling leaders to link strategic objectives laid out by the political leadership with delivering “good government.” Whether at the top level or at the agency level, this unified view helps ensure that municipal government programs and policies meet the needs of both the organization itself and more importantly, the needs and expectations of the citizen.

For municipal governments, the tenets of performance management are quite clear. First, they must manage performance of the strategic mission of government as a whole or at an agency or department level. Second, they must manage the financial performance of government to achieve that mission. Third, they must manage the operational performance needed to achieve the strategic objectives and deliver programs and services to citizens.

Taken together, these three imperatives call for four comprehensive performance management capabilities that enable a seamless, integrated exchange of decision-quality information that municipal governments can use to manage their challenges and complexities. These capabilities are:

- Delivering one complete view of Municipal Government programs and budgets
- Managing and reducing risk by eliminating uncertainty and surprises
- Improving operational efficiency by aligning strategic goals to desired outcomes
- Driving transparency and accountability by eliminating silos of information and opening up information to all stakeholders

Performance management in municipal government

Municipal government leaders who are performance managers use metrics, plans and reports to make better decisions about strategy, resources and tactics. How do they do this? By asking three fundamental questions and using a best-of-breed performance management solution to drive better performance.

Each of these questions has a specific performance management methodology and solution that, alone or taken together, build the framework for a strong performance management philosophy for municipal governments:

- **How are we doing?** Scorecards, dashboards and financial consolidation software help municipal government leaders answer this fundamental performance management question.
- **Why is the trend occurring?** Reporting and analysis solutions help municipal government leaders answer the “why” behind performance.
- **What should we be doing to stay on or get back on track?** Real-time visibility of resource requirements and future business results and proven best practices such as driver-based planning and rolling forecasts help municipal leaders determine what actions to take.

Introducing the Municipal Executive Dashboard Performance Blueprint

As municipal governments are working to gain deeper insight into their operations, IBM is able to offer them the *Municipal Executive Dashboard Blueprint*, which blends our expertise with solutions for government performance management. Municipalities around the world use these solutions to improve operations and maximize effectiveness with:

- A well-defined infrastructure that provides the right data at the right speed to support the key processes of the municipality

- Planning tools that municipalities can use to analyze history, set future objectives and metrics and build execution plans
- Scorecards and dashboards that enable municipalities to monitor and respond to key metrics
- Reports and analysis that take users to the issues to be addressed or resolved quickly.

Our tools and best practices track progress against mayoral strategy for departments and agencies, ensure efficient use of city funds and assets and help create a safe and vibrant city. These solutions are helping municipalities manage performance, improve efficiency and establish accountability at all levels in the hierarchy.

The performance imperative of every municipal government or municipal government agency is effective strategy execution. The *Municipal Executive Dashboard Blueprint* helps:

- Align your organization with your strategic goals and mission to obtain the desired outcomes for your agency.
- Link managerial actions and decision-making with common goals.
- Demonstrate transparent processes and good governance throughout your municipal government.
- Redeploy resources easily to meet objectives that evolve over time.
- Increase process predictability and avoid disruptive surprises.
- Match budget requests to funding and ensure desired outcomes.

How is this accomplished? The *Municipal Executive Dashboard Blueprint* puts into the hands of municipal government leaders the philosophy, the framework and the tools necessary to implement the four comprehensive performance management capabilities mentioned earlier: 1) one complete view of all Municipal Government programs and budgets; 2) managing and reducing risk; 3) improving operational efficiency and 4) driving transparency and accountability.

Pain points addressed by the Municipal Executive Dashboard Blueprint

- The need to improve operational efficiency, public services and performance overall and at each level
- Uncertainty about how to truly measure and monitor agency and organization performance
- Inaccurate, incomplete and redundant data and reports
- Complete financial and operational data is difficult to obtain because of manual spreadsheet-based processes and multiple, disconnected sources
- Inability to manage operational performance for the entire municipality
- The need to achieve a full view of citizens, including all activity, demographic, and transaction history
- Difficulty getting information into the right hands quickly enough to facilitate a interaction
- New demands on outdated operational systems and the need for more capability to respond to rapid and frequent changes .
- IT dependency, long queues, lag between request and re-do and reliance on analysts with their own priorities

One complete view

The *Municipal Executive Dashboard Blueprint* provides governments with one, complete view of all activities, programs and budgets so they can see show how those programs and budgets link together. All government agencies and departments can measure and monitor their activities, analyze trends to identify risks and root causes and make the right decisions to modify programs, re-deploy resources and re-allocate funds.

Manage and reduce risk

The *Municipal Executive Dashboard Blueprint* helps governments effectively manage and reduce risk by:

- Eliminating uncertainty in data and information
- Ensuring that all stakeholders see one version of the information and the truth
- Effectively complying with public policy requirements
- Demonstrating transparent processes and good governance

Improve operational efficiency

The *Municipal Executive Dashboard Blueprint* helps improve operational efficiency by ensuring that programs, budgets and requests for funds align with strategic goals. The *Blueprint* can assist with:

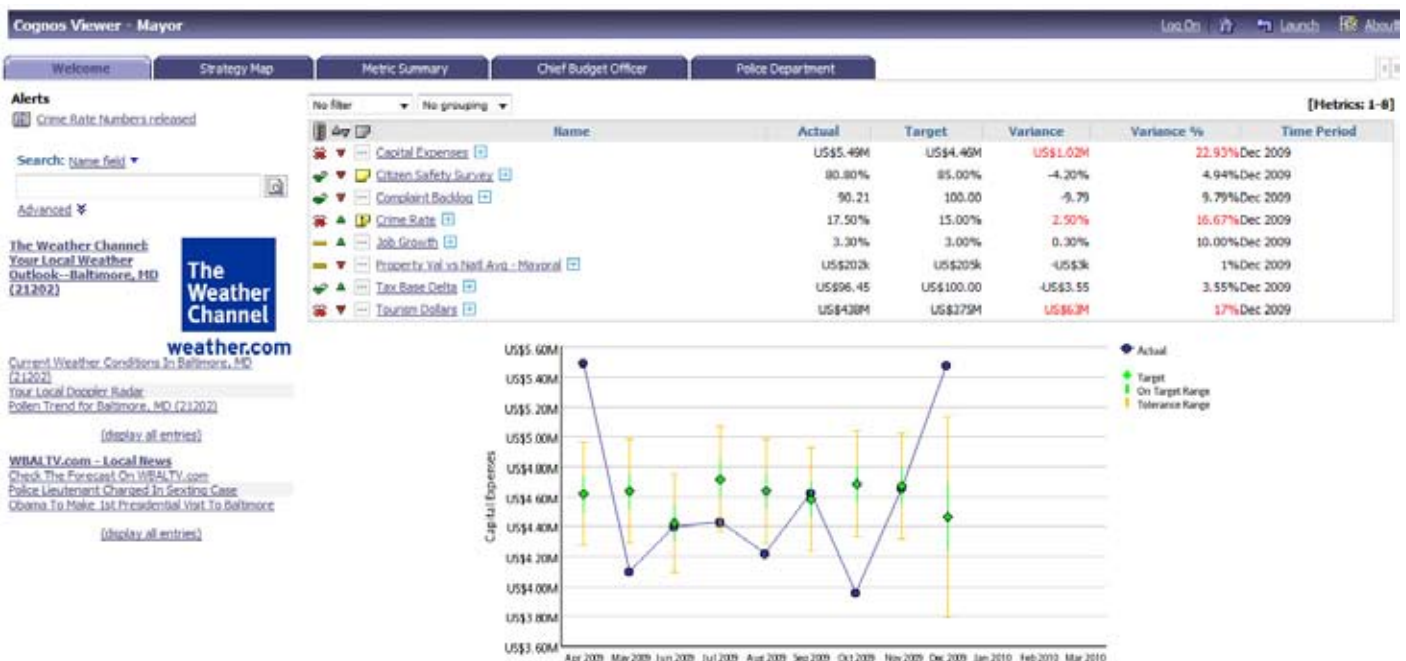
- Redeploying resources to meet objectives over time
- Increasing the predictability of program outcomes with deeper analysis
- Avoiding surprises
- Increasing accountability in all government activities

Ensure transparency in government

The *Municipal Executive Dashboard Blueprint* helps governments achieve the highest level of transparency and clarity in all programs and budgets by eliminating silos of program and budget information, opening up this information to all stakeholders.

Municipal Executive Dashboard Blueprint framework

The framework of the *Blueprint* includes scorecards for municipal government and government agencies, a dashboard and functionality for reporting, analysis and planning.



Municipal government and municipal government agency scorecards

The *Blueprint* scorecards distill information into a small number of metrics and targets to:

- Deliver at-a-glance information so governments and agencies can see immediately how everyone performs against set targets.
- Communicate strategy and targets by showing metrics and their progress.
- Increase accountability so every municipal worker understands their part in the success of the organization's strategy and can measure their success.
- Connect interdependent departments and agencies by demonstrate how red metrics affect other metrics.

Samples of Key Performance Metrics in the Municipal Executive Dashboard Blueprint

Ensuring a safe city:

- Manage violent crime rates to 1 per 10,000 residents
- Manage non-violent crime rates to 10 per 10,000 residents
- Achieve a 95 percent conviction rate for all crimes
- Repair potholes within 48 hours of reporting
- Complete emergency street light repair within 12 hours of reporting
- Decrease the number of drug-related arrests to 5 per 10,000 residents
- Roll-out a city-wide anti-drug campaign to all 100 primary and secondary schools within 12 months
- Decrease homelessness by 25 percent in year 1, by 30 percent in year 2 and 35 percent in year 3

Creating a thriving cityscape:

- Maintain property values versus. national average
- Maintain lease rates of 35 percent of available housing stock
- Add three new development projects per fiscal year
- Increase tourism dollars spent by 10 percent per year
- Maintain public facility utilization rates at 75 percent
- Increase the number of business licenses by 5 percent per fiscal year
- Increase the number of construction permits by 5 percent each year
- Increase business traveler income by 20 percent each year

Attracting new business:

- Maintain healthy tax base delta of 5 percent plus or minus national average
- Maintain commercial vacancies at no more than 20 percent of available commercial space
- Increase the number of new business licenses by 10 percent per year
- Manage 10 percent growth in new jobs per year
- Attract 10 conferences per year
- Maintain 80 percent hotel room occupancy per year
- Maintain sales tax of 5 percent
- Grow lease rates by 7 percent per year

Improving educational quality:

- Improve test scores by an average of 10 points per student in year 1, 25 points in year 2 and 30 points in year 3
- Maintain safe school audit scores against national average
- Decrease drop out rate by 10 percent per year
- Decrease unexcused absences by 15 percent per month
- Increase percentage of students tracking towards additional education by 15 percent per year

Improving child welfare:

- Maintain number of children discharged from foster care to family above the national average
- Decrease the average time from eligibility to first service by 10 percent per month
- Decrease the number of reports received but not investigated by 15 percent per month
- Maximum time spent in city shelters prior to foster home placement not to exceed 24 hours

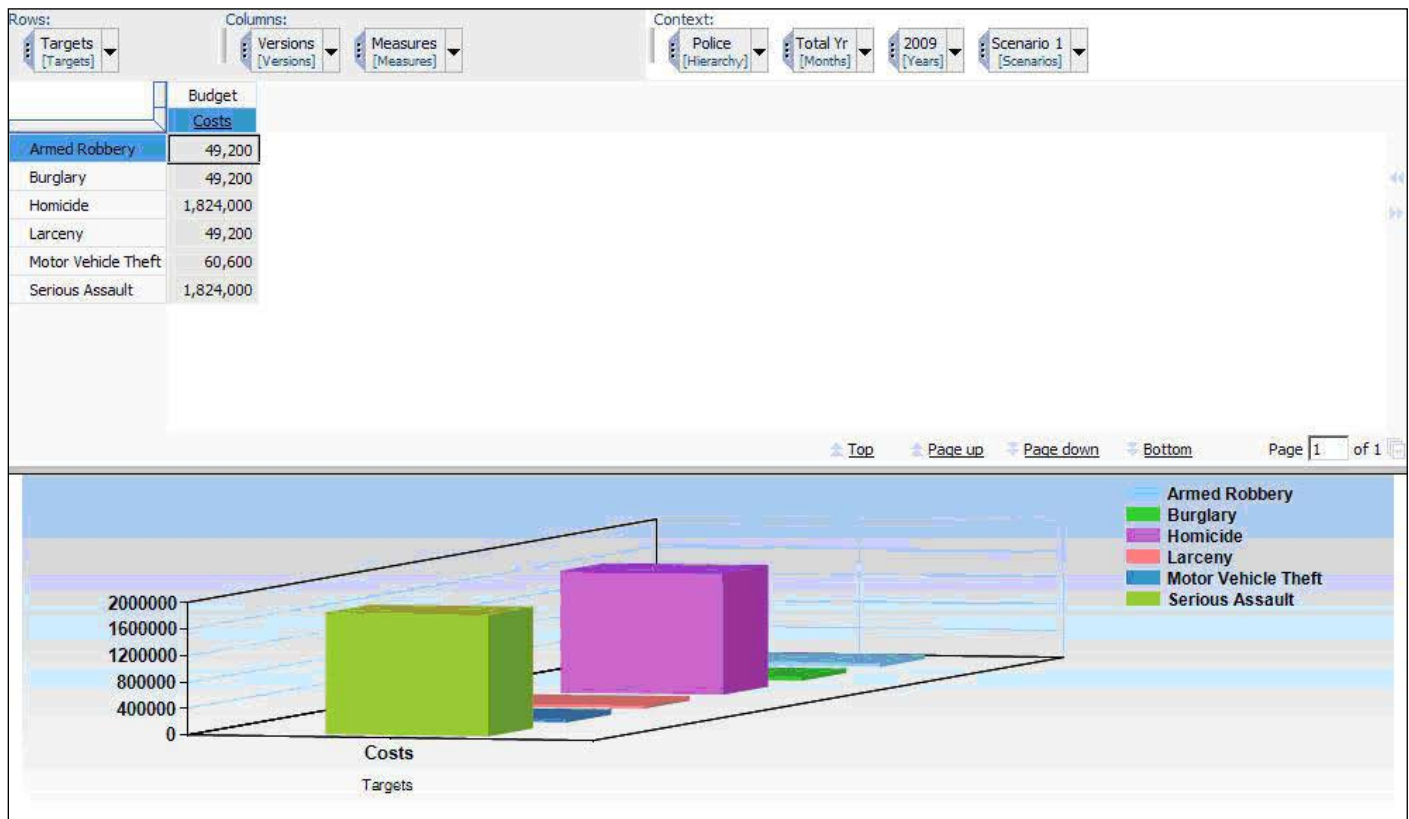
Municipal government and municipal government agency dashboard

The *Blueprint* translates complex information into high-impact presentations using gauges, maps, charts and other graphical elements, so that municipal governments and agencies can:

- See changes with a dynamic view of conditions and timely, refreshed data.
- Understand information at a glance for faster action.
- Drill through graphs for more detail.
- Align decision-makers by uniting data from different departments for a complete picture.

Municipal government and municipal government agency reporting

The *Blueprint* reporting employs an “author once, deploy many” strategy so users at every level can author and distribute every report type: high-volume citizen service reports, individual ad hoc queries, widely distributed status reports, centrally authored reports with self-service customization and more. This strategy results in better decisions throughout the organization and better response to threats and opportunities.



Municipal government and municipal government agency analysis

Analysis with the *Municipal Executive Dashboard Blueprint* lets users explore information from a variety of dimensions:

- Detail by department, by agency and government-wide is available and users can also drill down from summary to transaction-level detail.
- Views of trends and changes year over year, month to month or any other way the data is modeled are possible.
- Multidimensional modeling is available so users can see how data points connect and compare with each other.
- Complex analysis is simplified because all users, whatever their business or technical level, can view relationships in your data and change displays easily.

Municipal government and municipal government agency planning

The *Blueprint* planning capabilities serve as the cornerstone for enterprise-wide financial performance management. It provides real-time visibility of resource requirements and future business results and supports proven best practices such as driver-based planning and rolling forecasts. With these capabilities, it is possible to:

- Replace rigid, annual budgeting with continuous planning—daily, weekly or monthly.
- Engage the organization. Users enter data in their own business language instead of unfamiliar financial terms—making it easy to model key business drivers.
- Create your own business rules and structures—then modify your model as the organization evolves.
- Scale to thousands of participants to support top-down and bottom-up planning and forecasting.



Conclusion

Managing today's complex requirements for municipal governments requires more than empty promises and no action. Citizens are demanding that governments in general and municipal governments specifically take action. Municipal governments around the world have invested millions in enterprise resource planning (ERP) systems and supporting software applications to help them gather information on the myriad of programs, people, and activities they support and undertake. But these systems have not delivered what municipal government leaders truly need—complete visibility of every aspect of their governments.

The *Municipal Executive Dashboard Performance Blueprint* is a complete, integrated, open standards-based platform for turning data into actionable insights for performance management. With this *Blueprint*, municipal governments can:

- Determine their program and budget performance in relation to their targets and external benchmarks.
- Create cascading strategy maps from the mayor's office down to individual departments.
- Demonstrate good fiscal governance and compliance by tracking financial performance from a single Web-based analysis source.

About the IBM Cognos Innovation Center for Performance Management

The IBM Cognos Innovation Center was established in North America and Europe to advance the understanding of proven planning and performance management techniques, technologies, and practices. The Innovation Center is dedicated to transforming routine performance management practices into “next practices” that help companies

- cut costs
- streamline processes
- boost productivity
- enable rapid response to opportunity
- increase management visibility

Staffed globally by experts in planning, technology, and performance and strategy management, the Innovation Center partners with more than 600 IBM Cognos customers, academicians, industry leaders, and others seeking to accelerate adoption, reduce risk, and maximize the impact of technology-enabled performance management practices.

About IBM Cognos BI and Performance Management:

IBM Cognos business intelligence (BI) and performance management solutions deliver world-leading enterprise planning, consolidation and BI software, support and services to help companies plan, understand and manage financial and operational performance. IBM Cognos solutions bring together technology, analytical applications, best practices, and a broad network of partners to give customers an open, adaptive and complete performance solution. Over 23,000 customers in more than 135 countries around the world choose IBM Cognos solutions.

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