

The power of performance management: Successes in government

Overview

A lot is riding on the ability of governments to demonstrate results. The global recession has citizens holding their leaders accountable for how they are spending public dollars, and whether that spending is creating jobs and improving service.

Meeting this increased demand for transparency and results is leading many public sector organizations to try performance management solutions. Performance management lets organizations unite data from disparate legacy systems and automate manual processes limiting visibility into operations. It helps them define goals and track progress against them. It helps them analyze and communicate results to stakeholders.

IBM Cognos software provides an integrated platform for government performance management. It aggregates critical data and delivers the

scorecarding, reporting, analysis and planning tools to optimize performance. Public sector institutions can see the big picture—the connections and direction—and the details that let them make timely, informed decisions.

IBM Cognos software and services help the public sector:

- Align along strategic goals and monitor progress towards them.
- Consolidate information across functions for overall view of performance.
- Demonstrate transparency and good governance.
- Match budget requests to funding and tie spending to results.
- Quickly see critical issues and correct them.
- Plan more predictably and communicate better with stakeholders.

Read on to find out how public sector leaders are using IBM Cognos software to turn data into insight. Learn how:

- **The City of Albuquerque, New Mexico** uses the IBM Cognos solution to provide critical information, such as public safety data, to its 750,000 residents through a BI extranet.
- **The San Francisco Public Utilities Commission** uses IBM Maximo Asset Management to see into maintenance operations and physical infrastructure and improve operating and capital planning decisions.
- **The City of Coquitlam, British Columbia** standardized on IBM Cognos to consolidate information, make city-wide information more accessible and drastically lower the cost of ownership.
- **The New York Police Department's** real-time Crime Information Warehouse based on IBM Cognos solutions changes the crime control equation by making NYPD more proactive and effective in fighting crime.

The City of Albuquerque



At the City of Albuquerque, New Mexico, the saying goes that a well informed public service is an effective public service. This premise grew legs when the City began using an IBM Cognos business intelligence (BI) solution to automate data collection and information sharing among its 7,000 employees in more than 20 departments - from public safety to libraries. The benefits of the system enabled the City to realize significant cost savings - almost 2000 percent overall - and have continued after its PeopleSoft CRM implementation and throughout its business processes.

The City also uses the IBM Cognos solution to supply critical information, such as public safety and campaign reporting data, to its 750,000 residents through a BI extranet. Since that time, the City has been characterized as a public service visionary in its outreach to citizens and its ability to give employees a single version of the truth. By using the IBM Cognos system to link heterogeneous data, inform the public and empower employees to make better decisions, the City has realized the true ROI of business intelligence.

Challenges Faced

With an annual budget of more than \$1 billion, the City of Albuquerque provides a wide cross-section of critical municipal services to its residents. Historically, different departments maintained a variety of home-grown and off-the-shelf systems to manage data. For example, public safety services, water services, and residential and commercial development planning each captured high volumes of data relating to financial and operational performance. With a mix of ERP, older, mainframe and distributed relational database systems, data was spread across various systems and in multiple formats. Officials could not generate their own reports, nor could they consolidate information or share it with other departments without substantial manual effort.

Although the City of Albuquerque officials wanted to convey key data to city residents over the Internet - especially public safety data - they had no solution in place to accomplish this critical task. They realized that a public extranet could be a tall order to fulfill, as the solution would need to

be easy to use with minimal training and minimal software maintenance. It would also need to be scalable enough to serve many people simultaneously and quickly. According to Brian Osterloh, Applications Development Manager for CRM & BI at the City of Albuquerque, they needed to implement a BI solution that was scalable, flexible and easy to use both internally and externally.

“At any moment, I needed to have the ability to go through the organization and reach 7,000 people, and then be able to go outside and connect with another 750,000 people. By far, scalability was our biggest requirement and challenge,” says Osterloh.

Strategy Followed

After considering several BI solutions, the City of Albuquerque selected the IBM Cognos product due to its ability to scale quickly and meet the stringent requirements of a public extranet. The IBM Cognos solution was first implemented in 1997, and over the past decade, the City has developed its BI infrastructure to include IBM Cognos Series 7, IBM Cognos Reportnet® and, most recently, IBM Cognos 8 BI. The

City has standardized on IBM Cognos products, and their implementation spans more than 20 departments and a myriad of applications.

In terms of the implementation process and roll-out, the IBM Cognos Professional Services organization has been central to the overall success of the project.

“When the City introduced the IBM Cognos suite of products, the company assisted us with training and implementation,” states Osterloh. “IBM Cognos Education courses gave us the knowledge we required to successfully manage the project from the beginning through to advanced report writing. For each major step, we used the services of IBM Cognos Professional Services. Their technical assistance and ongoing support has been a crucial part of each implementation.”

To provide the right data at the right time, IBM Cognos software accesses information from the City’s key applications, including its PeopleSoft® Customer Information System and Citizen Relationship Management (CRM/311). In addition, the City has a very large external Web presence in which, for example, vendors can check the payment status for their services, and citizens can look up the contributors of any given campaign.

The project has also helped the City maximize its investment in IBM technologies such as IBM DB2®, IBM AS400®, IBM Domino® Database and IBM FileNet®.

“The open, distributed architecture of the IBM Cognos system works seamlessly on our existing IBM and PeopleSoft technology infrastructure. As a result, we can ensure residents and employees find consistent and helpful information to help keep the City running smoothly and more efficiently,” remarks Osterloh.

Benefits Realized

“Data is a bunch of numbers or text characters. It’s not information. People need information, not data, to make decisions. With the IBM Cognos solution, we can take data and turn it into information on a strategic and operational basis and link the two as needed. It is now possible for us to use relatively few resources to provide information to a large and diverse audience,” states Osterloh.

According to Nucleus Research, an independent Wellesley, Massachusetts-based firm that evaluates financial return on IT assets, the City of Albuquerque achieved nearly 2,000 percent ROI in 2003 from its overall IBM Cognos deployment by reducing administrative overhead and

identifying cost saving opportunities. The savings has continued to grow throughout the years.

Today, the IBM Cognos system is a strategic element of the City’s day-to-day business and has been deployed to all City departments, including fire, police, human resources and financial departments. The impact on the IT department has been dramatic, with the introduction of PeopleSoft CRM/311 having the biggest effect on operations and resource management.

The City implemented CRM/311 during July of 2005. During this time, Osterloh became aware that large item garbage pickup requests tripled. Before the new IBM Cognos system, a citizen had to call more than a day in advance for pick-up and typically wait a week for the item to be removed after their request was captured on one of three different sources. The City had one person in their Solid Waste Management Department who spent six hours each day extrapolating the information manually and creating the work list for the following day. The City decided it would be best to consolidate and have all of the requests come through the CRM/311 application, which would then allow creation of a single IBM Cognos report in minutes.

“When we showed the first report to the person who had been manually creating the report every day, she was thrilled. She just got back six hours of her day, every day,” comments Osterloh. In addition to the resource management savings, citizens no longer had to call one day ahead. They could call anytime and have their items picked up the same day, instead of waiting a week.

The IBM Cognos system has also helped significantly improve the graffiti removal process for the City. In 2007, the mayor had stated that his goal was to have graffiti removed within 24 hours of being reported, instead of in two to four days. According to Osterloh, this was a very ambitious goal, but one that was very important to the mayor and the City.

To achieve this monumental task, the City had all of the requests routed through the CRM/311 system. Using the IBM Cognos system, Osterloh was able to create reports that showed him that it was previously taking two to four days for graffiti to be removed. He determined that if a person called CRM/311 between midnight and 7 a.m., it took on average one day less than if the call came in between 7 a.m. and midnight because of where the call landed in the queue. He found that the

vast majority of graffiti reports came in between 7 a.m. and 7 p.m. and they were being delayed 24 hours due to the dispatch time. This new information helped him to redeploy the work hours and dispatch times to circulate throughout the day. Through its use of the IBM Cognos solution, the City solved the problem and achieved the mayor’s goal.

“Through the IBM Cognos system, we were able see the issues and solve them quickly and efficiently,” states Osterloh. “The decisions that were made because of the IBM Cognos solution have helped the Solid Waste Management Department to get within 24 hours for graffiti removal—with no additional resources and an increased volume!”

Overall, Osterloh has been thrilled with the new system and has plans in the near future to roll out IBM Cognos 8 Go! Search, so that users can find reports, scorecards and other content created in IBM Cognos 8 BI. “The IBM Cognos innovation continues to impress me,” states Osterloh. “With IBM Cognos 8 Go! Search, our employees are looking forward to accessing IBM Cognos reports with the ability to fine tune their results to view what they need, when they need it.”

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*Brian Osterloh,
Applications Development Manager
for CRM & BI, City of Albuquerque*

San Francisco Public Utilities Commission (SFPUC)



Surrounded on three sides by the Pacific Ocean and the San Francisco Bay, the city of San Francisco lives in close proximity to water. Thanks to the efforts of the 1,800 employees and the facilities of the San Francisco Public Utilities Commission (SFPUC), these waters are spared from the pollution that the city drains into its sewers and runoff basins. The 100-year-old division treats an average of 80-90 million gallons of wastewater during dry weather and during wet weather a peak of up to 370 million gallons of combined wastewater and storm runoff.

Few people are as aware of how this process is achieved as John Powell, superintendent and asset manager of the SFPUC Wastewater Enterprise. Assigned to the enterprise ten months ago from a previous position elsewhere at the SFPUC, Powell's job is to make sure that the physical infrastructure of the system is in working order through proper maintenance. That infrastructure includes wastewater treatment machinery, basins and piping including huge capital investments such as large-capacity lift pumps, dewatering centrifuges, belt presses, engine generators and a complex series of huge collection boxes—large basins strategically

located throughout the city that capture stormwater. All of these assets have to be maintained properly in order to extend their life. Alternatively, in some cases, those assets have to be replaced.

"It's absolutely critical to know when it's more expensive, and less efficient, to keep repairing a piece of equipment as opposed to investing in new technology," Powell says. "We were at a stage where we didn't have enough information to be making those decisions."

Need for greater visibility

One of Powell's new assignments was to implement IBM Maximo software at the Sewer Operations group, which is charged with monitoring and responding to citizen calls related to the collection system. The system is extensive, consisting of approximately 950 miles of mains, boxes and basins, some over 110 years old. The work order system that Sewer Operations had was not providing enough financial information to give management a clear picture of when sewer segments should be replaced. Not only was the information inadequate for making budgetary requests, the division was also hampered by lack of information

about its own measurements of preventive to corrective maintenance, a ratio that is widely used by the industry to gauge the health of an organization.

Working smarter with IBM Maximo software

Outside the Sewer Operations group, the SFPUC has been using Maximo software for more than eight years to manage its assets and track purchases, costs and work order history. Recently, SFPUC did an evaluation comparing IBM Maximo software with other computerized maintenance management systems products to decide whether to upgrade to IBM Maximo Asset Management 7.1 or use another platform. The evaluation generated a highly favorable opinion of the product. "We know the strengths of IBM Maximo software," says Powell. "We felt that Maximo could do what we were looking for right out of the box. You don't have to modify it to make it usable."

"We realized that IBM Maximo software was able to gather the information we needed to make more informed recommendations," says Powell. "You can pull a failure class, a problem code, you can do work order history, and you can see if there's inventory

in the warehouse or if you have to order parts.” The Sewer Operations group has already improved the ratio of preventive to corrective maintenance by approximately 11 percent over the last calendar year, meaning that the organization has been doing more preventive and less corrective maintenance. This is how SFPUC is measured against industry standards. “This is a modest gain, but for our large organization a significant improvement,” says Powell.

Along with IBM Maximo software, the Wastewater Enterprise is using ArcGIS geographic information software from IBM Business Partner ESRI to locate and measure assets spatially. It is also using IBM Cognos® 8 Business Intelligence software to pinpoint and report to management about trends in labor activity, such as the time required to get work orders, and the ratio of preventive maintenance to corrective maintenance.

Becoming more responsive

At Sewer Operations, the feeling is that major changes are being accomplished. “We’re starting to realize that it’s possible for us to find out what we have,” says Powell. “With some work order histories from IBM Maximo software we can see that we’ve rebuilt a pump, say, 10 times. Maybe it’s time to replace it. Or if we need a set of bearings on a weekend when vendors are closed, we can find it in another division’s warehouse. As we integrate our asset

management program IBM Maximo software will be the key component for storing valuable information that will be used to track life-cycle costs and simplify replacement and operational decisions for Maintenance and Operations. The goal is for the data systems to function quietly in the background so that the work in the field is done on the right gear at the right time with a minimum of delay.”

IBM Maximo software integrates with the city’s 311 and 28-CLEAN Customer Service systems. Both are dispatch centers that handle non-emergency problems, such as potholes, abandoned vehicles and sewer problems such as odors, loose manhole covers and overflowing storm drains.

“Problems are often solved within 24 hours,” says Powell. “But the real value of IBM Maximo software is the information it gathers. We’re collecting information on why a piece of equipment broke down, which gives us a better understanding of what to do with it. We are also collecting costs for labor and materials—that gives us the ability to determine the true cost of managing the system down to the component level.”

For instance, the city was able to solve a problem of missing catch basin grates—the heavy metal grates that keep large objects from falling into storm drains. IBM Maximo software and ArcGIS revealed that all the

incidents were located within a quarter mile of a scrap metal yard. “The case is still pending so we can’t reveal the details, but the point is that we were able to respond to the problem much faster than we could have done without IBM Maximo software,” says Powell. “We can also show reports generated from Maximo to the budget group to improve their level of confidence in what we do. We’re working smarter.”

Migrating to Version 7.1

To reap the benefits of a Web-based solution, Powell’s group will migrate from IBM Maximo Asset Management 4.1 to version 7.1 in a few months. “Version 7.1 also has the linear assets module, which will help us manage our 30,000 pipe segments,” says Powell. “We already have them loaded into IBM Maximo software, and we’re working with ArcGIS to locate them on a map. From the demonstrations I’ve seen of 7.1, the systems should work together brilliantly.”

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*John Powell,
Superintendent and Asset Manager,
Wastewater Enterprise,
San Francisco Public
Utilities Commission*

City of Coquitlam



Located on the West Coast of British Columbia, Canada, Coquitlam is a dynamic city with a commitment to community-based living. Fast becoming the number one location in BC for lifestyle and business, the city's open and accessible government is dedicated to providing services that enable all members of its community – businesses and residents – to prosper and grow within a safe and clean environment. In addition, Coquitlam has invested in a modern infrastructure that continues to pave the way for double-digit residential, commercial, retail and industrial growth.

With 115,000 residents, the city wanted to streamline its operations and applications to unite the various departments in the city's administration with one reporting tool. The City of Coquitlam initially deployed a business intelligence (BI) solution from IBM Cognos in 1998 and is presently standardized on IBM Cognos tools. Now, the city can provide its end users with full insight into the data in the numerous applications in separate departments.

Challenges Faced

With two major ERP systems from Oracle and PeopleSoft and several smaller, niche government applications, the City of Coquitlam needed a standardized reporting system. The city had to eliminate the individual thirdparty reporting environments that were linked to the various existing business applications.

Additionally, the city was lacking insight into its data. Users had the ability to run standard reports that were intertwined with the business applications, but needed a solution that could compare and compile information from multiple data sources and conduct proper analysis on the information.

"We wanted a tool that would make it easy to push out reports and incorporate a lower development time for each one," states James Andrusiw, Application Services Manager of Information & Communications Technology for the City of Coquitlam. "One of the key attributes that we were pushing for and really enjoy now is the self-service reporting capability, which enables users to run

and schedule their own reports and install their own prompts without asking the IT department every time they have a request."

Strategy Followed

The City of Coquitlam went live with the IBM Cognos solution in 2000. Since then, Coquitlam has standardized on IBM Cognos for all real-time reporting, data compilation, and analysis, with the reporting environment accessing the integrated data warehouse that runs off the city's multiple ERP systems. IBM Cognos reports are used to create balanced scorecards for strategic applications such as finance, governance and compliance.

"Our BI project started with finance, grew into HR and payroll, and then into our Leisure & Parks department. Our parks staff uses IBM Cognos BI to determine attendance at the pools and leisure programs, and conduct analysis on the cost recovery rate of all our facilities," asserts Andrusiw. "It's a really neat use of IBM Cognos reporting, because we're comparing our total costs of running a facility to the amount of money that we're bringing in for the programs."

While Coquitlam runs all of its reports with IBM Cognos, it also uses an IBM Cognos planning solution, which works with two different modules within the budgeting cycle – labor planning and fleet maintenance costs.

The IBM Cognos planning software assists the city's labor planning module by calculating head count, benefit costs, and total labor costs, explains Andrusiw, "because, as a municipal government, a large percentage of our annual operating budget goes to labor." The fleet management module employs the IBM Cognos solution to calculate the monthly rates for each of the City's 250 vehicles, ranging from dump trucks to fire engines.

The primary critical success factor that the city is tracking is the expanded user base.

"We want more users to be running their own reports, accessing the information, and using the development tools by themselves. What we'd like to do is move more of the report development out of IT and into the users' hands," states Andrusiw.

And Coquitlam is hoping that its upcoming upgrade to IBM Cognos 8 BI will help reach that goal. Throughout the migration, Coquitlam expects to tap the expertise of IBM Cognos Education to prepare end users with report development and administration. During the initial IBM Cognos

standardization, the city relied on IBM Cognos Education to help consolidate the skill set within its user base.

Benefits Realized

Since standardizing on IBM Cognos, the City of Coquitlam has given its users increased insight into city-wide data, as well as the ability to consolidate information. From an IT perspective, the consolidation of the city's reporting environment into one standard technology has drastically lowered Coquitlam's TCO and reduced the number of hours that were previously used to train employees on numerous applications.

"Instead of looking at separate data sources or Microsoft® Excel® spreadsheets – documents that don't integrate well – we can now use the IBM Cognos BI and planning solutions to pull together that data, giving us more insight and control over the information residing in our database," states Andrusiw. "In turn, this has enabled our management team to make better business decisions."

In addition, the report development time has dropped significantly. Now, the city can push reports out in a matter of hours instead of days. And with standardization in one reporting environment, existing reports can be reused by customizing and adjusting them to fit other needs.

"One of the things that users enjoy most about IBM Cognos is having that information at their fingertips. We now have one centralized place to run on-demand reports, which allows users to specify the reports they need without putting in a formal request with IT, also freeing up our IT resources to focus on other areas," maintains Andrusiw.

Andrusiw sums up his IBM Cognos experience, "The big benefit with IBM Cognos has been one tool, one technology, across the board. The standardization of our BI environment and skill set has been extremely valuable to the city. The IBM Cognos tool has enabled better collaboration on report development, and this has evolved into increased insight and user acceptance."

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*James Andrusiw,
Application Services Manager of
Information & Communications
Technology for the City of Coquitlam*

New York Police Department



As a general rule, crimes occur in a particular place at a particular time. Though the effects of a crime may linger, the crime itself does not. The same is not true from the angle of law enforcement. From the moment a crime is detected and reported, and throughout its investigation, the law enforcement system generates broad and diverse streams of information related to that crime. While these streams are bound by a common thread—the crime—each concerns a different perspective of it—from the 911 call, to the dispatch of officers, to the various reports filled out by officers at different stages of the investigation. Over the years, major police departments have become extremely adept at capturing this information, doing so almost as fast as it is generated. The problem, however, is where the information goes after it's ingested.

Hindered by silos

Big-city police departments are for the most part highly compartmentalized, and their functions highly specialized. When crime information systems

were first built as long as 30 years ago, they were—not surprisingly—designed to meet the needs of a specialized, vertically oriented process framework. At the time, little or no thought was given to more advanced forms of reporting or analysis, or to the sharing of information across different departmental functions. The result was an environment made up of siloed systems that were very efficient at capturing data but were challenged in sharing it.

This situation had a direct impact on the detectives and officers investigating crimes, whose job it is to pull together all the strands of information and create a coherent picture to guide their efforts. With case information residing in pockets throughout large departments, officers spend much of their time on the phone or on their feet trying to track it down, leaving them less time to do what they were trained to do—process the information to solve crimes.

“There’s no substitute for interacting with people to solve cases,” says NYPD Chief Architect and CIO James Onalfo.

“Our goal is to make the process more efficient: instead of having to talk with 10 different investigators in different parts of the city, they’ll have to talk with two. That’s a lot more time available to solve cases.”

In addition to streamlining the nuts and bolts of casework, large police departments like the NYPD are increasingly looking to the “bigger picture” to guide their policies, practices and resource decisions. The new wave among major metro police departments is to use information to become more proactive in the fight against crime. It’s about recognizing patterns within crime statistics and using this recognition to modify policing tactics so that resources are directed to where they’re most needed. The NYPD’s CompStat program is a strong case in point.

Ask any New Yorker about “quality of life” and most will tell you it improved markedly during the administration of Rudolph Giuliani, a time of dramatically falling crime rates. Driving this reduction was an increased focus on

more granular policing, under which so-called “quality-of-life” crimes (such as public drinking, panhandling and disorderly conduct) are aggressively enforced, and enforcement accountability established at the neighborhood level. CompStat, a weekly process under which crime data is gathered, analyzed and shared, has proven an effective auditing tool that holds Commanding Officers accountable for any crime spikes in their precincts. It did not however provide the powerful data mining capability that is now being employed by the NYPD to identify patterns and to find and capture individual criminals.

Putting the pieces together

The NYPD knows that it’s exceptionally good at both the bottom-up casework to solve crimes and the innovative, metrics-based policies that prevent them, but never enough to be satisfied. From both perspectives, time—namely, the time required to get a holistic view of crime information and then act on it—is the enemy. Time keeps perpetrators on the streets longer, hinders efforts to spot developing trends and increases the risks to officers. The NYPD was determined to reduce this time by fundamentally transforming the way crime information is managed and exploited. The department recognized that to more effectively solve and

prevent crimes, it needed to provide information to key users—from precinct detectives to crime analysts to department leadership—more holistically, thus strengthening their ability to synthesize various bits of information into actionable intelligence. A key lesson of 9/11, that having pieces of the puzzle, unassembled, isn’t enough, provided a key foundation of this understanding.

To frame and execute its transformation strategy, NYPD engaged IBM Business Consulting Services. IBM’s first move was to conduct a thorough user study designed to identify the information elements needed at every level of the department and from it establish the solution’s high-level business requirements. From them, the team produced a conceptual design of the solution as well as a new underlying data model to facilitate the integration of information from the department’s many systems. The solution that came out of this process, known as the Crime Information Warehouse (CIW), provides a single, easy-to-use point of access to data on virtually all crimes committed in NY’s five boroughs. In the backend, the solution pulls data from various standalone systems, transforms it to the new data model format and integrates it on the CIW. The solution’s core technology, IBM DB2 Universal

Database Data Warehouse Edition, runs on an IBM System p5 575. The CIW is backed up in realtime on an IBM TotalStorage DSS800 storage server running IBM Tivoli Storage Manager.

Powerful processes with real-time speed

Having replaced its siloed systems with a common crime data repository, the NYPD is now able to do far more with the information, systems and processes that it already had in place. Indeed, the solution’s architecture reflects the department’s key criterion that it be flexible enough to support a wide range of processes and users—both current and future. In that goal it has excelled. At the tactical control level, for instance, the CIW solution provides the information foundation for the NYPD’s state-of-the-art Real Time Crime Center. Using IBM Cognos business intelligence software along with GIS mapping and visualization tools, officers and analysts in the center can detect crime patterns as they are forming, enabling precinct commanders to take proactive measures to keep ahead of these trends—and head off spikes in criminal activity. The department’s CompStat program, already a milestone in innovative policing tactics, was also transformed into a more effective crime fighting tool by replacing its traditionally manual method of data tabulation with

the CIW's realtime data feed. Reports that could take weeks or months are now available instantly.

Empowering officers

But it's not all about the big picture. This same ability to see deep and wide also enables dispatchers to flag dangerous situations for responding officers, thus contributing to increased officer safety. The CIW also promises to transform the tasks of investigators—perhaps the most critical link in the law enforcement chain—by unleashing their most valuable quality: their judgment. Investigators that once spent a huge slice of their time chasing down information can now access all of it through a single, portal-based interface (based on IBM WebSphere Portal) or by working with the Real Time Crime Center. Freed from low-value data gathering, officers can now turn

to the higher value, more analytical activities they are trained to do, such as formulating and testing hypotheses. The ability of the CIW to support robust, multidimensional queries and drill-downs on crime databases enables them to refine and test their hunches far more quickly than was even imaginable a few years ago.

The prime driver of the initiative, Chief Architect and CIO James Onalfo, sees the new solution as an example of the “culture of innovation” within the NYPD that has made New York the nation's safest large city five years running. “The NYPD's innovative policing strategies depend on our ability to gather, share and act on information,” says Onalfo. “IBM—its people, partners and technology—have helped us redefine how information can be used to fight crime.”

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*James Onalfo,
Chief Architect and CIO, NYPD*

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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September 2009
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