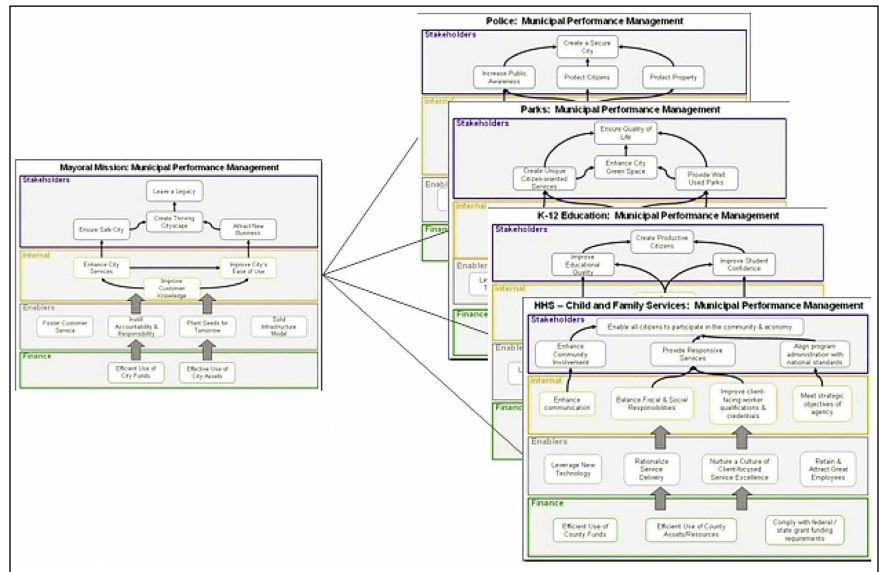


# Municipal Government Performance Management

*Better outcomes; satisfied citizens*

## Overview

*IBM Cognos® performance management software helps cities manage their performance through information, including planning budget priorities and measuring performance against these priorities, while providing a blueprint for municipal applications that gives cities a head start.*



Ensure all departments are working effectively towards high-priority goals by tracking and improving on a set of critical strategic metrics.

Spurred by new public policies, and helped along by new technologies, local governments have entered a promising new era of measuring and improving service to its citizens. Of all levels of government, it is arguably the municipal level that is subject to the most direct public scrutiny. Measuring and managing their performance lets local governments answer to citizen demand for more efficient and effective services.

### Answering to citizens

The elected administration strives to fulfill citizens' top priority mandates before its term is out. To do this, it must set clear goals and ensure all employees are working towards achieving these goals. The key mechanism is to plan budget priorities and measure and manage performance against those priorities.

# *Municipal Government Performance Management*

But cities have typically been hard pressed to quantify even the most basic answers to performance questions. How many contracts are currently open? What is the maintenance cost per acre of parks? What percentage of the fleet can be considered fuel-efficient? In this context, fulfilling the electoral mandate in three or four years seems out of reach.

Anecdotal and inconsistent performance information plagues city managers. It results in reactive management driven by public scrutiny or bad press, rather than performance management based on real data. City managers need to get on top of the data in their systems and put it to use for strategic performance management rather than simply survival.

## **Technical specifications**

IBM Cognos performance management software provides a blueprint for municipal applications that gives cities a head start. The blueprint provides integrated strategy maps to guide departments in their implementation of performance management and get everyone working towards mayoral strategy.

## **Features and benefits**

While all local public service departments stand to benefit from performance measurement and management systems, the following examples highlight benefits for specific departments.

### *Police*

While all local public service Police and law enforcement continue to benefit from performance measurement and management systems, specifically in the critical area of crime prevention. Tracking crime rates by time of day, season, neighborhood, or type helps law enforcement agencies deploy the force more appropriately to fight crime, discover ideal conditions for crime, and work to alleviate these conditions.

### *K12 education*

Schools and boards want to ensure that every student has access to a high-quality education in a secure, engaging environment. Tracking such measures as test scores, dropout rate, student absenteeism, unruly conduct, safe school audit scores, and teacher turnover can help schools and boards keep an eye on undesired trends and turn them around. It also lets them identify the boards, schools, and teachers that are most successful at delivering high-quality education, and it lets them take steps to replicate those qualities.

### *Human services*

Social services, such as child foster care and social assistance to families, help those in need, ensure children are safe and healthy, and foster an active and productive population. Performance management can help these services improve their primary metrics, whether they are increasing placements of children with family or relatives, improving triage for further investigation of a case, or expediting service for welfare recipients.

### *Parks and recreation*

City green spaces are intended to enhance the quality of life and physical and mental health of residents. Parks departments are always seeking better ways to maintain and improve current green spaces. Performance management can help track costs, per acre or per citizen, including park upkeep and maintenance of recreational and landscaping equipment. It can also help follow usage numbers to ensure parks across the city are well used by ensuring up-to-date and safe equipment, maintaining viable playing fields, and hosting recreational and cultural events.

### *Municipal performance management*

IBM Cognos performance management software helps cities manage their performance through information. It helps them plan budget priorities and measure performance against these priorities. It helps local officials link strategy throughout the organization and get all departments working effectively towards high-priority goals. IBM Cognos performance management software provides a blueprint for municipal applications that gives cities a head start. The blueprint provides integrated strategy maps to guide departments in their implementation of performance management and get everyone working towards mayoral strategy.

Many IBM Cognos performance management software customers have successfully undertaken performance management projects, both at the mayoral and the department level. To read their stories, please see the white paper entitled *“Reporting and Scorecarding for Municipal Government,”* available on our website.

## Feature overview

New performance measurement and management systems for local government offer the promise of substantial improvements in performance and service to their public. By greatly simplifying the tasks of collecting, analyzing, and making sense of the measures of local government service performance, these systems greatly enhance the ability of these governments to both identify and solve problems with local services.

These improvements may only begin to tap the potential gains in performance possible from these systems. As local government officials grow in their understanding of how to use the new systems, and as data gradually accumulates over time, the eventual benefits should multiply for both local governments and their publics.

## 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.

For further information or to reach a representative: [ibm.com/cognos](http://ibm.com/cognos)

## Request a call

To request a call or to ask a question, go to [ibm.com/cognos/contactus](http://ibm.com/cognos/contactus). An IBM Cognos representative will respond to your enquiry within two business days.



© Copyright IBM Corporation 2009

IBM Canada Ltd.  
3755 Riverside Drive  
Ottawa, ON, Canada K1G 4K9

Produced in Canada  
March 2009  
All Rights Reserved.

IBM and the IBM logo are trademarks of International Business Machines Corporation in the United States, other countries or both. For a complete list of IBM trademarks, see [ibm.com/legal/copytrade.shtml](http://ibm.com/legal/copytrade.shtml).

Other company, product and service names may be trademarks or service marks of others.

References in this publication to IBM products or services do not imply that IBM intends to make them available in all countries in which IBM operates.

Any reference in this information to non-IBM Web sites are provided for convenience only and do not in any manner serve as an endorsement of those Web sites. The materials at those Web sites are not part of the materials for this IBM product and use of those Web sites is at your own risk. P22392