

SOLUTIONS FOR STATE AND LOCAL ORGANIZATIONS.

READY. INFORMED. ACCOUNTABLE.



COGNOS

THE NEXT LEVEL OF PERFORMANCE™

READY. INFORMED. ACCOUNTABLE.



YOU'VE SEEN IT BEFORE...

- **The deadline for proving compliance to the No Child Left Behind Act** is fast approaching and you are worried about being able to deliver. As a school board district superintendent, the responsibility falls on your shoulders to ensure your schools have done all they can to comply, but several of your principals are overwhelmed by the data. What can you do to help?
 - **You are a fire chief under the gun** to meet new standards for emergency response and suddenly three major alarms in different parts of the city come in within a minute: one at the airport and two at factories downtown. Several trucks are at smaller fires on the outskirts and you seem to recall something about this being a training day. Do you know exactly where your personnel and machinery are located and how best to distribute them?
 - **Every time the phone rings, you cringe** because, as a program director in health and human services, you know it is becoming more and more difficult to stay on top of cases and you are afraid a child will get lost in the system. You and your caseworkers are having difficulty getting the information you need because the data spans across applications in your organization, other agencies, or other jurisdictions. You know it's just a matter of time...
 - **The Governor is under fire from the media** for spending and decides, on the spur of the moment, it would be good public relations to defend his budget on a popular call-in show. He needs detailed budget reports immediately. As a state program manager, you know there's not enough time to start printing out spreadsheets and searching for the information.
 - **The University's IT group is heavily overworked** and your IT manager is threatening to quit. As the Dean of the university, you plan to install a new ERP to help determine the most profitable courses and other data because you know the school badly needs this kind of information. But is the demand for reports by users across the university going to tax your IT group even more? You have a meeting this afternoon with the IT manager. What will you tell him?
- Whatever the public sector issue, Cognos can help you make use of your data in ways you never thought possible. With quick, easy, efficient, and reliable business intelligence (BI), you can put your hands on the information you need and deliver timely, quality services.

...NOW, WHAT CAN YOU DO ABOUT IT?

"Public and private institutions are seeking to create a performance management process that is systematic, effective, accurate, and accountable. We are partnering with Cognos because it has the best technical solution, practical experience, and organizational depth to enable performance management solutions for organizations globally. And we will work with Cognos customers to help implement these solutions."

*Rudy Giuliani,
Chairman and CEO,
Giuliani Group LLC*



PUT INFORMATION TO WORK FOR YOU AND YOUR CONSTITUENTS

Every manager in the public sector has mountains of information to handle, and the amount of data is increasing daily. Cognos can help you turn this problem into an opportunity.

If you can put information to work for you, you can meet the demands you face and satisfy your constituents. With performance management solutions from Cognos, you will:

Increase organizational performance

Enhance mission effectiveness

Enhance operational readiness

COGNOS – THE NUMBER ONE CHOICE FOR BUSINESS INTELLIGENCE IN THE PUBLIC SECTOR

Cognos is the world leader in business intelligence, with more customers, revenue, and broader product portfolio than any other independent BI vendor.

And, through our alliance with the Giuliani Group, former mayor Rudolph Giuliani and many of the leaders of his administration who served with him, can implement Cognos BI technology as part of the performance management program Cognos offers to its public sector clients.


Cognos serves more than 22,000 customers in over 135 countries, in the private and public sectors. Currently Cognos is the leading supplier of business intelligence solutions to the State and Local public sector in the U.S.

Cognos performance management solutions and services are also available from more than 3,000 worldwide partners and resellers.

Corporate Performance Management: Align Your Strategy with Execution

Only Cognos delivers solutions to drive your organization's performance to the next level, by allowing you to drive, monitor, and understand business performance.

Cognos enables corporate performance management (CPM) with software capabilities for planning, scorecarding, and business intelligence. Cognos CPM solutions are the key to aligning tactics with strategy across the enterprise or institution.



Cognos Solutions are Section 508 Compliant

Cognos is committed to delivering accessible software, compliant with Section 508. To this end, Cognos drives accessibility support across its entire product line, customer support, developer training, and consulting practices.

**PUBLIC SAFETY /
HOMELAND SECURITY**
K-12 EDUCATION
HIGHER EDUCATION
HEALTH AND HUMAN SERVICES

FINANCE
CRIMINAL JUSTICE
HUMAN CAPITAL MANAGEMENT / HR



PUBLIC SAFETY / HOMELAND SECURITY

In times of emergency, information is critical. 9/11 demonstrated that responders often do not get the right information out, particularly in cases where that information must come from different agencies. Even within an organization, related information typically resides in disparate systems that are not integrated. An effective, integrated system will cross jurisdictions (federal, state, local) as well as public and private sectors, such as the media and medical response. Clearly, crime and disasters are not constrained by geographic boundaries.

Quick response times are more critical than ever for emergency services while budget performance is under continuing pressure. Readiness isn't a luxury, it's essential. Public safety depends on it.

Public Safety Challenges

Does the lack of consistent, integrated information make it difficult to respond quickly and in a coordinated manner to emergencies?

Are you able to rapidly identify changing situations in your field of operation and adjust resources to respond accordingly?

Can you quickly and easily determine the state of readiness of your organization, either in aggregate or in detail?

Do you need to facilitate partnerships with other agencies and the public through information sharing?

Cognos Solutions

Consolidate data within agencies and across agencies, enabling an inter- and cross-agency holistic view.

Develop an information infrastructure that will allow you to monitor and measure mission performance against goals that you have established for success.

Track and manage the readiness of the organization across multiple measures, including people, training, supply, infrastructure, information, and equipment.

Track and manage personnel skills inventories, and help to effectively deploy resources and identify critical skills gaps.

Profile across multiple characteristics, skills, geography, or time dimensions.



The Cognos / Giuliani Solution: Strategies for Accountable Government

Cognos and the Giuliani Group have formed an alliance to deliver a comprehensive management accountability system for public and private sector institutions globally. While mayor of New York City, Rudolph Giuliani had overwhelming success implementing performance strategies where accountability at all levels was based on reliable measurable facts. During his term, Giuliani's approach lowered the crime rate by an astonishing 57 per cent. In the Department of Correctional Services, over five years, inmate on inmate violence decreased by 93%, the use of force by prison officials decreased by 77%, and, for the nominal start-up costs incurred for the management and accountability system, the city saved approximately \$44 million in overtime pay. It is widely agreed, he turned the city around by implementing his vision across most major city agencies and departments.

The Giuliani Group is a consulting organization that uses its proven methodology and skills in management accountability to improve the way public and private sector organizations make decisions and track performance. With its practical experience and organizational depth, Cognos has the best technical solution to enable the Giuliani vision. Together, the Cognos/Giuliani alliance delivers efficient, cost-effective, accountable government through a unique combination of software, consulting and insight. Any city, county, or state can take advantage of the Cognos - Giuliani approach: using accurate data to recognize patterns, pinpoint problems and successes, and implement winning solutions for improved performance.

SUCCESS STORY

Albuquerque, New Mexico:

Public Safety and e-Government

When the City of Albuquerque turned to Cognos to implement vastly improved e-government services, the effects on public safety were immediate.

Users of the Cognos solution in the police and fire departments are able to quickly analyze thousands of crime, fire, and emergency medical statistics, which can be used to identify trends in data.

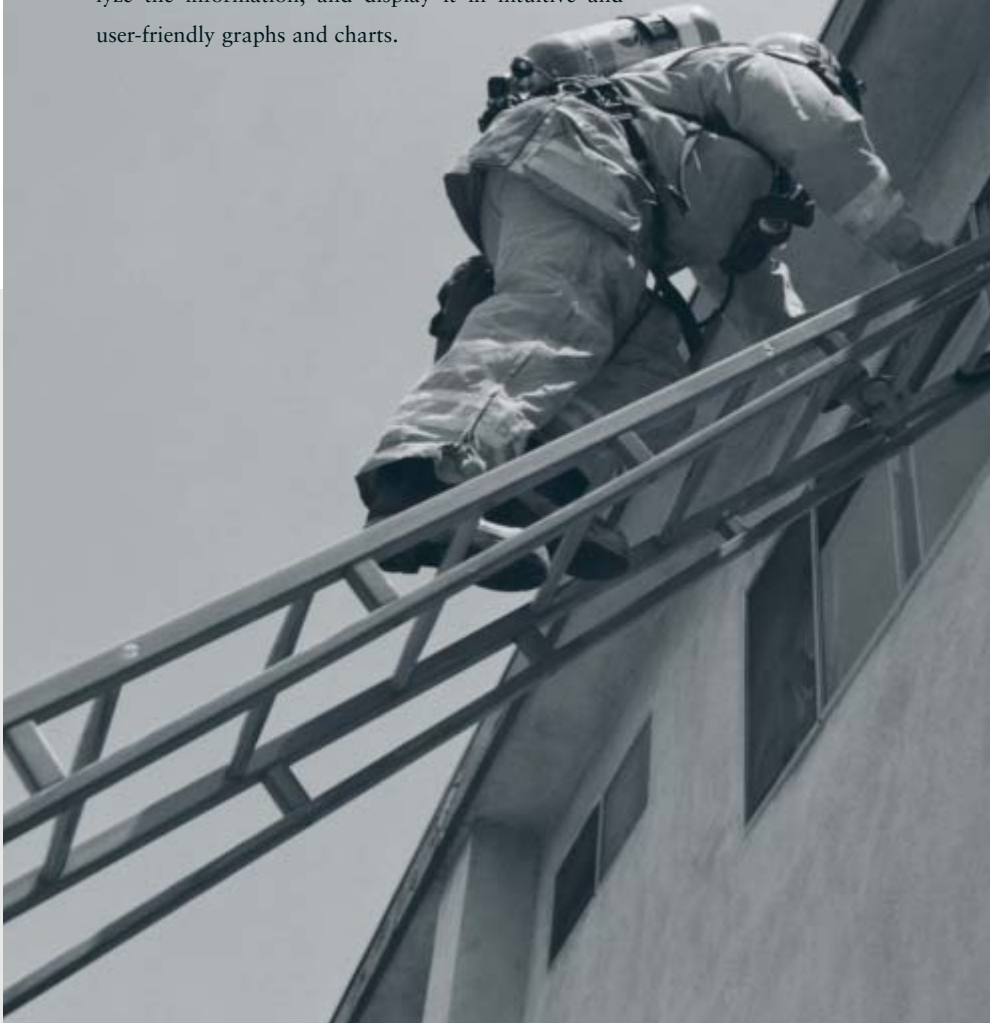
In the Parks and Recreation Department, Cognos software enables dispatchers to query a database to determine if apprehended suspects are wanted on any outstanding warrants.

Through the city's web site, constituents as well can access data from the police department, search and analyze the information, and display it in intuitive and user-friendly graphs and charts.



"With the Extranet site, the public can access information they need, when they need it. The result has been a dramatic savings in expenditures and person-hours. More importantly, we are able to share information between departments, allowing us to work in a more co-ordinated fashion to ensure public safety."

*Chris Framel,
Systems Analyst,
City of Albuquerque*



K-12 EDUCATION

The level of scrutiny and pressure on student performance of children in K-12 public schools is increasing tremendously. Education has become a data-intense, performance-driven environment. It has grown significantly more transparent, as superintendents, principals, parents, mayors, and governors all want information on how well schools are educating our children today and how they can do better in the future. And student performances must improve — this is law.

To manage and deliver on these performance mandates, you need an information solution that enables you to measure, track, and report on student and school performance. Most importantly, you must be able to quickly identify students who are falling behind, give them special attention, and get them back on track.

K-12 Education Challenges

Do you understand where incremental increases in program investments would have real impact on student performance?

Can you show, through rich data and rigorous analysis, that your school system is effectively meeting the needs of its children?

Can you rapidly identify children who are falling behind, or classrooms with persistent problems?

Are you able to track educational and qualification levels of teachers in your district, and assure you can meet rising expectations today and in the future?

Can you provide efficient information access to school administrators and principals, as well as parents, across a geographically dispersed organization?

Can you increase the speed with which information is assembled and reported on, for compliance and standard reporting requirements as well as ad hoc requests?

Are you able to tie budget to outcomes and results?

Can you create, track, and manage critical budget performance measurements?

Cognos Solutions

Provide greater visibility into your organizations, and can offer a high degree of transparency to other educational agencies and parents.


Offer great flexibility around the information, with the ability to easily adjust the information infrastructure to support rapidly evolving requirements, even in the face of radical organizational change.

Monitor, measure, and report student performance against performance objectives.

Transform program goals and expectations into measurable and trackable objectives.

Allow you to deploy a Web-enabled reporting and analysis environment that makes educational performance information ubiquitous, supporting internal analysts, principals, parents, and the general public where necessary.

Enable you to plan and manage budgets, and monitor and analyze execution results.



“In an information age global economy as we have today, all of our students must learn to read proficiently and critically...write fluently and persuasively... understand and employ mathematical concepts and analytical reasoning... and perform effectively in the collaborative settings that have become the new workplace norm.”

*New York City Mayor
Michael R. Bloomberg,
Speech to New York Urban
League, Jan. 15, 2003*

No Child Left Behind Act

Schools, school boards, and governments are being asked to deliver greater education accountability.

The NCLB Act establishes the touchstone against which school systems across the country measure their relative performance, and against which they are held accountable.

Cognos BI provides a solution to manage and deliver on these performance mandates, enabling you to measure, track, and report on student and school performance. And, most importantly, Cognos BI helps you quickly identify students who are falling behind, give them special attention, and get them back on track.

HIGHER EDUCATION

Among the most important assets for a college or university are its students and alumni. Alumni activities, gifts, and pledges are a driving force in the ongoing success and desirability of the institution. As such, effectively managing the student relationship is clearly an important activity.

This relationship starts with the recruiting and admissions process, in which, you need to balance the student population across multiple characteristics, such as previous performance, gender, ethnicity, and socioeconomic factors.

Raising financial resources outside of tuition fees is a business critical operation. Advancements come from a wide range of sources: state grants, alumni gifts and pledges, institutional research, etc. Understanding where financial resources are coming from helps you to understand where to look in the future. And, in the case of endowments, there are typically mandatory reporting requirements.

Financial performance is a driving issue in higher education. Funding is always a precious resource. Effective budgeting and planning, tracking and understanding the drivers of financial performance help higher education institutions effectively manage their organization.

Higher Education Challenges

Do you know the characteristics of the entering student population, across SAT scores, gender, ethnicity, socioeconomic background, grades, and previous school?

Do you know where incoming students are coming from and which schools are producing students with the highest SAT scores?

Can you quickly total how many unique donors contributed last month or what percentage of alumni who graduated within the last five years donated gifts or pledges?

Can you determine if the money from a \$5 million foundation grant has been spent according to the terms of the grant?

Do you know the dropout rate of students before deadlines (when they must complete the course and pay tuition)? Does this vary across disciplines? Does this vary depending on instructor?

Can you measure the characteristics of students that do not continue after their first year?

Do you know the educational background and certification of instructors with better performing classes? Does instructor tenure affect student performance? Are part-time instructors cost-effective?

Cognos Solutions

Effectively track and manage student performance across courses and disciplines.

Can help you understand organizational performance and track critical performance metrics.

Consolidate and coordinate information across applications and disparate databases into a single repository for rapid analysis and reporting.

Help you understand the relationships between financial data, staffing, enrollment, and curriculum.

Assist you in easily satisfying compliance/mandatory reporting requirements for funding received from outside sources.

Help you understand and manage organizational HR requirements, now and in the future.

Ensure you can easily distribute routine reports across the organization.

Make student results available through a portal.

Deliver rich, easy-to-use information services securely to staff, faculty, and students through a web-portal.

SUCCESS STORY

Trinity College:

Tracking All-Important Private Support

At Trinity College, an independent, nonsectarian liberal arts school in Hartford, Connecticut, business intelligence from Cognos is a key factor in employing data to maximize fundraising efforts. Fundraising is crucial to the success of higher education. Across the U.S., private contributions to colleges and universities (from individuals, corporations, and foundations) totaled \$24.2 billion in fiscal year 2001.

Trinity College, with 1,900 students, raised \$31 million in gifts and pledges in FY2001 (with an operating budget of \$86.5 million). This means there is a copious amount of critical fundraising information to track and monitor: gifts, pledges, donor count, gift count – 16 measures in all. In this fast-changing environment, it helps that Cognos makes it possible to refresh data on new gifts and pledges on a daily basis, which means fundraising information is always current.

Gwen Stengel, Technology Solutions Specialist at Trinity, notes, “The Advancement, or Fundraising, Office can tell how much money we’ve raised this year; how many donors; how many unique donors this year

over the past ten years; actual gift dollars and pledged dollars; and they can slice it and dice it in many different ways.” It’s critical that Trinity can keep track when transactions are adjusted or posted, so nothing gets lost in limbo.

The Alumni Office is also using Cognos to understand the population of the alumni – where they live, gender, status, ethnicity, and so on. The Cognos solution offers a multitude of ways to do quick and easy counts.

Stengel adds, “We were able to create one dreaded report, that usually took hours, in seconds. The team was able to customize their constituent groupings to their liking, and when the Alumni folks were shown they could save this view to their personal news box or to a shared Alumni Office folder, they were delighted.”

The value of Cognos to fundraising in colleges and universities is clear. In the future, Stengel says they plan to apply Cognos solutions to admissions, curriculum and registrar data, and finance (part of Trinity finance already uses Cognos).

“But we don’t call it Business Intelligence,” Stengel points out, “we call it Institutional Intelligence.”



HEALTH AND HUMAN SERVICES

Delivering services to citizens is clearly the mission of most public institutions. In the case of Human Services departments and agencies, such services are regularly delivered to people living on the margins of society, and are essential to their well being. As caretakers of the public trust, you need to ensure that services are delivered effectively and efficiently. And above all else, you need to make sure that people, not just “cases”, do not fall through the cracks.

To effectively deliver on your mission, you must be able to access and analyze endless details in order to manage your cases efficiently: case numbers and types, times to resolution, rate of reoccurrence, budgets, and so on. You must consolidate information, identify and track potential fraud, and satisfy mandatory reporting requirements.

Health and Human Services Challenges

Are you burdened by outdated business processes and swamped in paper?

Do you have difficulties effectively tracking Medicaid payouts, detecting fraud, and meeting compliance with HIPAA and TANF?

Are you overloaded with cases and afraid that lack of oversight and delays will lead to serious, even life-threatening, situations for your constituents?

Are you working with disparate data that doesn't easily span across agencies or jurisdictions?

Are you unable to gain an end-to-end view of the entire case management process, making it difficult to implement overall strategies?

Cognos Solutions

Offer data consolidation, report management, and analysis so you can deliver timely and quality services.

Help you satisfy mandatory reporting required by state and federal programs, such as TANF and Child Welfare.

Provide end-to-end views of your caseload process, allowing you to build key strategies based on underlying details.

Are easy to use and quick to implement, and will help you track, plan, and control budgets.

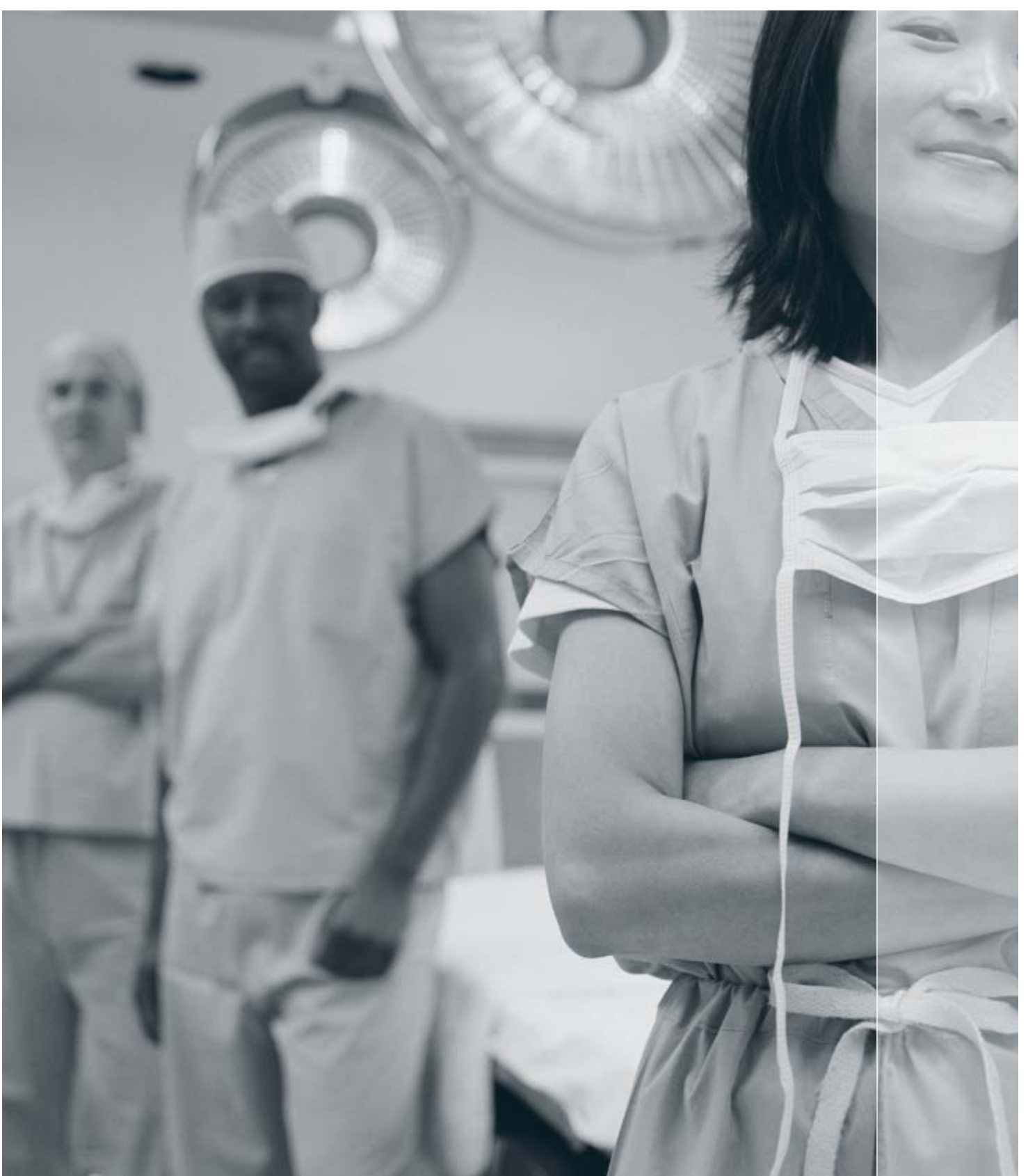
Deliver effective reports and analysis so you can shorten the time to resolution for cases and avoid emergencies.



Temporary Assistance to Needy Families (TANF)

Compliance to TANF programs requires wide-ranging accountability and involves new reporting requirements for government departments. Jurisdictions need flexible, secure BI tools to format data from a variety of sources to fit the structures of mandated reporting requirements.

With Cognos BI, users can access the right information at the right time, and comply quickly and effectively with TANF mandates.



The Health Insurance Portability and Accountability Act (HIPAA)

In the U.S., HIPAA mandates stringent safeguards to protect the privacy of patient data, and robust access controls to sensitive information. This can be quite difficult and complex when institutions typically rely on data from a number of interconnected sources.

Using a role-based access management strategy, Cognos BI restricts views of data to only those authorized to view it. And when patient information is accessed, an audit trail assures access is documented.



FINANCE

State and local government budgets are under severe stress. You have to know how much budget is left, where the money has gone, whether you are over- or under-budget, and you have to know NOW.

Finance Challenges

Do you need to improve the speed with which information is assembled and reported on, for compliance and quarterly reporting requirements as well as ad hoc requests?

Do you require a reporting solution that delivers timely, consistent, repeatable results to support the needs of the entire organization?

Do you need to create, track, and manage critical financial performance measurements?

Do you need to become a results-driven organization, and tie budget to program performance?

Does the lack of integration between systems make it difficult or impossible to obtain consistent, reliable information across the organization?

Are planning, budgeting, and execution independent activities?

Cognos Solutions

Measure execution against business strategy to ensure the two are aligned at all levels across the organization.

Link people, information, and decision-making processes throughout the organization.

Enable the complete management cycle with planning, budgeting, reporting and analysis, and scorecarding.

Combine information from the entire business to let people make smart decisions and drive corporate performance.

Offer Cognos' wide experience in financial reporting and management for public sector and commercial customers around the world, with a product suite that is optimized for financial environments.

SUCCESS STORY

MassHousing:

Keeping Your Financial House in Order

MassHousing is a self-supporting, quasi-public authority of state government in Massachusetts that lends money to support rental and home ownership opportunities for low- and moderate-income residents. Since 1970, the Agency has provided more than \$7 billion to finance apartments and home mortgages throughout the state.

MassHousing uses Cognos solutions to track and monitor core business information and performance: loan portfolios, pipeline management, underwriting, and risk management. They are also providing financial management reporting and analytical tools to the Agency's managers and financial analysts.

Frank Creedon, Director of Corporate Planning and Administration, gives an example of how Cognos is being used: "We regularly measure our volume of loan originations against our annual targets; we compare where we are today with where we were at the same time in prior fiscal years. We assess our pipeline of loans that have not as yet closed; we can see if there are any aberrations that we need to investigate or whether we have the appropriate geographic penetration or whether we are reaching those populations that we are here to serve."

Their team has been able to structure huge quantities of data in meaningful ways by a large number of factors and criteria. This has facilitated the management of the business to performance targets and the easy identification of exceptions and variances.

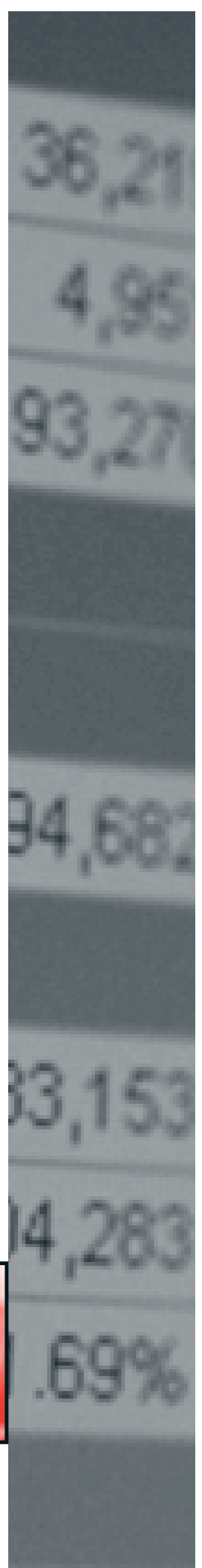
Creedon adds, "The solution is very good in terms of looking at trends, to see, for example, whether increases in utility expenses or administrative costs were making some of the rental housing developments that we financed less profitable. It enabled our people to do their own analysis. We also provide the ability to segment the portfolio in different ways, recognizing that not all developments operate the same way: an assisted living development for the elderly will not operate in the same way as a subsidized, low-income, family-oriented development in an urban area.

"Now, we are in a much better position to be able to measure performance than we were previously. If we look at delinquencies or non-performing loans, we can readily identify where they are and who owns them, and how many units are involved. As the issuer of tax-exempt and taxable mortgage revenue bonds, we are accountable for the performance of the loans in our portfolio. We need to be able to readily identify our problems and then track whether corrective actions are having the desired result. Our oversight, which is enhanced by our EIS, has been recognized by the bond rating agencies (Standard & Poor's, Moodys, and Fitch and others) as a 'best practice'."

Creedon explains that they update financial information, such as general ledger, accounts payable, and payroll once a week, while other areas of their system are updated daily. This ensures that they always have the most current data available and remain on target.

"MassHousing's Executive Information System (EIS), built with Cognos BI, represents a state-of-the-art solution to the management of information that is truly aligned with our mission and business strategy. Our staff have become 'knowledge workers' who can now 'see the forest from the trees'. Also, the Agency and its constituents benefit from the provision of reliable, consistent information."

Frank Creedon, Director of Corporate Planning and Administration, MassHousing



CRIMINAL JUSTICE / COURTS ADMINISTRATION

Criminal justice, which includes general court administration, offender management, and corrections, tends to be a labor intensive, paper-oriented environment. It is undergoing radical change as the courts system wrestles with overwhelming caseloads and lack of resources.

One of the most exciting areas of courts administration is the integration of the entire criminal justice process, from apprehension to trial, possible incarceration, and parole. For courts and justice officials, the need to track and monitor cases across the justice continuum is crucial.

Criminal Justice Challenges

Do you have an integrated view of the courts process that encompasses court types (case transfers), case scheduling, attorney availability, jury management, correctional and financial information?

Do you have an end-to-end view of the entire criminal justice process? Are you able to track a case from the beginning of the courts process through to corrections, and even parole?

Can you determine jury cost over time? Do you know how much it typically costs to prosecute cases by case types?

Are you overloaded with cases and afraid that lack of oversight will lead to serious overbooking and court delays?

Cognos Solutions

Provide end-to-end views of your caseload process, allowing you to build key strategies based on underlying details.

Are easy to use and quick to implement, and will help you track, plan, and control budgets.

Deliver effective reports and analysis so you can shorten the time to resolution for cases and avoid emergencies.

Ensure that agencies can share information from disparate data sources.

Transform program goals and expectations into measurable and trackable objectives.

Deploy a web-enabled reporting and analysis environment that makes courts information available to judicial and administrative personnel.

Help you plan and manage budgets, and monitor and analyze the execution results.



HUMAN CAPITAL MANAGEMENT / HR

People are your most valuable asset. One of your biggest challenges is understanding what knowledge, skills, and abilities you have now and will need in the future.

Recruitment and retention of highly skilled employees, and other HCM tasks, are critical to maintaining efficient, budget-conscious services. How can you effectively manage such a fundamental and yet complex issue?

Human Capital Management Challenges

Are you easily able to determine the break down of total employment by pay grade, years of service, years to retirement, education? How are staffing costs distributed across job functions, departments, and salary grades?

What is the inventory of skills your organization needs to effectively deliver on its mission? Do you know how these skills are dispersed across the organization? Can you answer these questions projecting out three years?

What kind of training will you need to undertake to assure that the organization has the appropriate skills?

How will a change in manager-to-employee ratios impact individual performance?

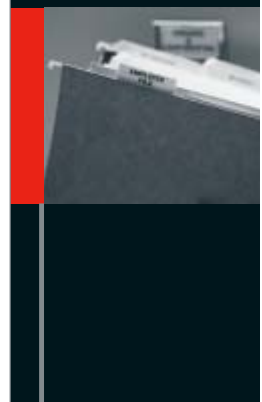
Are there functional areas or business processes that would be more cost effective if contracted out? Can you quickly, easily, and consistently determine the full cost of work performed in-house?

Cognos Solutions

Track and manage personnel skills inventories, and help to effectively deploy resources and identify critical skills gaps.

Put “actionable information” in the hands of employees across the organization in order to enhance decision-making, minimize administrative inefficiencies, reduce fragmentation, and increase the quality of services.

Consolidate information from disparate sources into a single, coordinated decision-ready repository. This reduces fragmentation and duplication, as well as rationalizes and simplifies your data to allow you to get a singular and consistent view across the entire organization.



THE MARKET LEADER

Cognos is the world leader in business intelligence, and the key supplier for the public sector, including state, local, and federal governments in the U.S.

Cognos solutions have been tried, proven, and established in thousands of implementations in public and private sectors, throughout North America and around the world.

Cognos, with its world-renowned consulting services, training, and support, can help you get up and running fast so you can start realizing a return on investment ASAP.

BI FROM COGNOS

Cognos can help you put crucial information in the hands of those who need it, making your data work for you and your constituents.

With Cognos BI you can improve operations and fine-tune your strategy. Not only will you gain powerful performance but you will do it with low total cost of ownership. In the end, Cognos will help you ensure delivery of timely and quality services.

A BI solution from Cognos — think what it can do for you.





ABOUT COGNOS

Cognos is the world leader in business intelligence (BI) and performance planning software for the enterprise and government. Our solutions let companies and government institutions drive performance with enterprise planning and budgeting; monitor performance with enterprise scorecarding; and understand their performance with the reporting and analysis of enterprise business intelligence. Cognos is the only company to support all of these key management activities as a complete solution from one vendor.

Founded in 1969, Cognos today serves more than 22,000 customers in over 135 countries around the world. Cognos solutions and services are also available from more than 3,000 worldwide partners and resellers.

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