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1. Executive summary

Introduction

The City of Łódź, Poland, was one of 31 cities selected to receive a Smarter Cities Challenge® grant in 2013 as part of IBM's citizenship efforts to build a Smarter Planet®. During three weeks in November 2013, a team of six IBM experts worked to deliver recommendations on a key challenge identified by President Hanna Zdanowska and her senior leadership team:

How can the City of Łódź increase the life quality of residents in a sustainable way and effectively help those people who have the greatest need for social assistance?

The challenge

With approximately 780,000 residents, Łódź is Poland's third-largest city by population and is located in the center of the country. The former textile industry empire is today characterized by the dynamic development of infrastructure for modern business sectors. Post-industrialization led to the shutting down of factories in the 1990s, which influenced today's socioeconomic conditions. An aging population and the rise of unemployment are putting pressure on the social welfare system, with more than 100,000 residents requiring some kind of assistance. Various government agencies and nongovernmental organizations (NGOs) are struggling to improve the life quality of residents in an environment in which little information is shared.

The IBM Smarter Cities Challenge team is providing the City of Łódź with a roadmap of changes for the more effective delivery of social services. The expected outcomes are for the City to eventually have the following:

- Effective coordination of service delivery by integrating information sources to ensure citizens receive correct benefits under the various social assistance programs
- Robust integration and coordination of public sector and NGO assistance
- More accurate records of residents' status and activities in order to ensure aid is distributed precisely and according to needs
- Closed gap between actions required and actions taken in order to make better use of funding
- Better management of life quality in Łódź through the use of data analytics

Findings and recommendations

The City of Łódź is made up of various public and NGO agencies, organized into a tiered structure, that manage and deliver social assistance. The President has overall responsibility. All agencies operate in silos, using their own tools, data and processes with very limited manual integration. Social workers have a strong desire to provide the best services to the needy but are constrained by the lack of integrated information across units. As a result, citizens have to interact with a number of different agencies to get services.

This unintegrated social support structure makes it difficult to ensure that the correct benefit payments reach the correct person in a timely manner. The effectiveness of social programs is hard to measure, and the President has no way of knowing if benefits are being provided for the right reasons.

The Smarter Cities Challenge team has provided recommendations that form a journey toward smarter social services, progressing through a series of incremental steps as the City develops its capabilities from simple data sharing across all agencies within the ecosystem to comprehensive social outcomes. The common theme across the recommendations is “citizen centricity,” meaning organizing information and delivering services based on the citizen’s needs.

The first steps of the journey are geared toward laying a foundation to improve the quality of information integration across all agencies, as below:

- Sharing information about citizens applying for benefits across all agencies
- Guiding citizens to the right programs through common touchpoints
- Organizing and structuring City departments/divisions to move away from a “program-centric” to a citizen-centric perspective

The specific recommendations are detailed further in this document.

The following recommendations are the first steps the City should take: (1) optimize the social services organization, (2) expand communications and access to social services, (3) develop an integrated governance approach and (4) integrate all citizen data through a shared citizen database.

The next steps are to transform the entire social services function toward a citizen-centric operation, as listed below:

- Organizing departments and agencies around citizens’ needs
- Sharing more data and linking processes
- Completing departments’ transformation to citizen centricity in an integrated manner

Specifically, the City should take the following steps: (5) create a citizen-centric view, (6) establish a citizen-focused approach to social services, (7) implement a citizen-centric case management model and (8) share common IT and administrative services.

Moving up in the organizational maturity curve, the final steps focus on optimizing the outcomes of the delivered services for citizens:

- Using analytics to tailor processes and programs to optimize service delivery
- Measuring program success in terms of citizen success
- Clarifying accountability for program success

The City should follow these recommendations: (9) revise monetary benefit payment methods, (10) implement a system of analytical tools to ensure correct payments, (11) implement an improved outcome management system and (12) increase accountability for service delivery.

As immediate next steps, the team strongly recommends the following actions:

1. Create a single point of ownership for all social services
 - One Vice President to be responsible for all social services
 - A new integrated organization created under the Vice President to drive integration of social services
2. Start to integrate divisions that provide social services under the new integrated organization
 - Move two (or more) divisions and corresponding municipal delivery organizations under that Vice President; other divisions should move over time

3. Create common access points for citizens to connect with the divisions for social services
 - Under the ownership of the new integrated organization, build an 0800 call center to provide guidance
 - Build a better website for citizens to get information and introduce self-service capabilities over time
 - Encourage citizens to use the new access points through advertisement and newsletters
4. Launch an IT architecture program to investigate a common shared database solution
 - Perform technology scan of shared database solution for social services
 - Decide on a technology and build a short-term implementation/migration plan
 - Investigate a common case management tool that includes a common shared database
5. Start the process of changing to a citizen-centric perspective across all divisions
 - Consider external help with change management to make these changes

Conclusion

Integrating all data into a single repository supported by a citizen-centric view of organizational alignment will enable coordinated social support management and delivery. Such an operating environment will provide a platform to apply analytical capabilities to measure and manage the outcomes of social programs and to harness the public service efficiency, with more City workers focusing on high-value activities in fulfilling citizen's needs.

Highlights

- Integrated and centralized information being shared
- Social services with citizen focus as opposed to program focus
- Improved payment accuracy with robust information platform
- Right benefits delivered to right citizens at right time

2. Introduction

A. The Smarter Cities Challenge

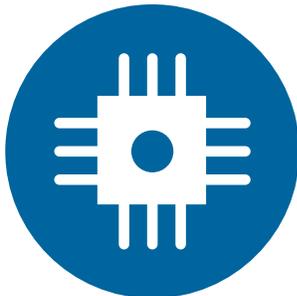
By 2050, cities will be home to more than two-thirds of the world's population. They already wield more economic power and have access to more advanced technological capabilities than ever before. Simultaneously, cities are struggling with a wide range of challenges and threats to sustainability in their core support and governance systems, including transport, water, energy, communications, healthcare and social services.

Meanwhile, trillions of digital devices, connected through the Internet, are producing a vast ocean of data. All of this information — from the flow of markets to the pulse of societies — can be turned into knowledge because we now have the computational power and advanced analytics to make sense of it. With this knowledge, cities could reduce costs, cut waste and improve efficiency, productivity and quality of life for their citizens. In the face of the mammoth challenges of economic crisis and increased demand for services, ample opportunities still exist for the development of innovative solutions.

In November 2008, IBM initiated a discussion on how the planet is becoming “smarter.” By this it meant that intelligence is becoming infused into the systems and processes that make the world work — into things no one would recognize as computers: cars, appliances, roadways, power grids, clothes and even natural systems, such as agriculture and waterways. By creating more instrumented, interconnected and intelligent systems, citizens and policymakers can harvest new trends and insights from data, providing the basis for more informed decisions.

A Smarter City uses technology to transform its core systems and optimize finite resources. Since cities grapple on a daily basis with the interaction of water, transportation, energy, public safety and many other systems, IBM is committed to a vision of Smarter Cities® as a vital component of building a Smarter Planet. At the highest levels of maturity, a Smarter City is a knowledge-based system that provides real-time insights to stakeholders and enables decision makers to manage the city's subsystems proactively. Effective information management is at the heart of this capability, and integration and analytics are the key enablers.

Intelligence is being infused into the way the world works.



Instrumented

We can measure, sense and see the condition of practically everything.



Interconnected

People, systems and objects can communicate and interact with each other in entirely new ways.



Intelligent

We can analyze and derive insight from large and diverse sources of information to predict and respond better to change.

Figure 1: Instrumented, interconnected, intelligent

As IBM aligns its citizenship efforts with the goal of building a Smarter Planet, it realizes that city leaders around the world face increasing economic and societal pressures. Given the increased demand for services, they have to deliver new solutions ever more rapidly.

During a three-week period in November 2013, a team of six IBM experts worked in Łódź to deliver recommendations around key issues for President Hanna Zdanowska.

With this in mind, IBM Corporate Citizenship has launched the Smarter Cities Challenge to help 100 cities around the world over a three-year period become smarter through grants of IBM talent. Łódź, Poland, was selected through a competitive process as one of 31 cities to be awarded a Smarter Cities Challenge grant in 2013.



The Smarter Cities Challenge team: Left to right: Jolanta Jaworska (Governmental Programmes Poland and Baltics), Richard McDonald, Tomasz Rozmus, Susan Spector, President Hanna Zdanowska, Marion McDougall, Murali Jayaraman, David Castle, Celia Moore (Corporate Citizenship and Corporate Affairs)

B. The challenge

The City of Łódź asked the Smarter Cities Challenge team to address the following challenge:

How can the City of Łódź increase the life quality of residents in a sustainable way and effectively help those people who have the greatest need for social assistance?

The President was particularly interested in addressing the needs of children and the elderly.

The team, made up of members from three countries — the USA, Canada and Australia — as well as Poland, was welcomed on the first day by the President and many of her division and department heads. At a dinner that evening, the President provided the team with an overview of her vision. The Director of *Miejski Ośrodek Pomocy Społecznej* (MOPS, or the Municipal Center for Social Welfare) was the hosting executive for the team and ensured that it had access to all individuals within the City required to facilitate the work. The team interviewed representatives from more than 10 organizations along with more than 57 individuals (see Appendix A).

In addition to the interviews, the team visited venues, such as two social integration centers, a primary school, the University of Łódź, a daycare home (senior housing), a City Hall–run information center, the City Hall call center and the Public Employment Office. The team also held interviews at the Center for Social Benefits, the City Hall Office of Finance, the City Hall Office of IT, MOPS and many other offices.

As well as formal meetings with City officials, the team had experiences of its own. The City arranged tours to explain the history of Łódź and to reveal the revitalization of the railway station and historic thermal power plant EC-1, which will form the new city center. During trips to various locations, the team got a sense of some of the neighborhoods. By eating in local restaurants, shopping in stores, visiting sites and taking cab rides all over the city, members interacted with citizens on a daily basis to get their perspectives.

During interviews, various groups and individuals shared their views of the challenges of providing social services in Łódź. One of the primary themes that emerged was the lack of information sharing among the various organizations. In almost every interview, someone brought up the need for a common database of information about citizens that can be shared by all organizations. The database would contain citizen information, such as what benefits they are receiving and what their needs are.

3. Findings, context and roadmap

A. Findings and context

Łódź, the former textile industry empire, today is a city of modern technologies, a city of culture and grand events. It is a metropolis where a landscape of industrial architecture mixes with silhouettes of the 20th century office buildings, production halls, culture and sports buildings.

A small settlement, that in 1423 was granted civic rights, was thriving at the beginning of the 19th century. Łódź became one of the Europe's biggest and fastest growing textile industry centers. At that time, a new identity of the city — "a promised land" and "a city of many cultures" was created. The city where people of different nationalities and religions shared the same dream of a success. Despite the differences they were able to build the city together.

Today the rhythm of life in Łódź is no longer determined by factories' sirens and rattling of looms' shuttles. The city is still attracting industrialists who appreciate its central location, close proximity to the capital, investor-friendly policy of the municipality, scientific and human resources. Łódź authorities undertake many actions in order to improve the city attractiveness — develop the airport, invest in new roads and quality of railway infrastructure. As a result, Łódź is located at the top of attractiveness ratings. It became a place of interest for such powerful companies as: Infosys, BSH, Gillette, Fujitsu Services, Hutchinson and other household equipment manufacturers as well as finance and accounting centers of well-known companies.

Łódź also constitutes a good example of advanced revitalization processes with Europe's famous Manufaktura among many. A few years back, architects and designers brought back to life this historic industrial complex of Izrael Poznański and changed it into modern trade, entertainment, culture and recreation center. Nowadays the biggest challenge for the city is the revitalization process of historic thermal power plant EC-1 together with modernization of the area which is to become a New Centre of Łódź.

In the recent years, an identity of Łódź as a city of culture has been created. Former avant-garde and artistic experiment center becomes a modern art center. Museums look after the heritage of pre-war artists and young works of art change postindustrial interiors into avant-garde art centers. Growing every year calendar of Łódź festivals, became a cultural "brand" of our city — "Festival Łódź."

Łódź is a city of young and active people. During the day one can meet them at twenty universities and during the night they can be found in one of Łódź pubs, hundred of which are located along Piotrkowska street alone. Those who like green areas can spend their time in one of 30 parks, go to Lagiewniki — the biggest urban wood in Europe or have fun at "Fala" — a modern aqua park. For the last years, a multipurpose hall, one of the biggest building of this kind in Poland, has been a great success of the city. Thanks to its existence Łódź can host the concerts of the world's biggest artists, sports games and grand fair events.

Łódź is a city of future.

As described on the city website: <http://en.uml.lodz.pl/city/news>

Organizations supporting social services

Social services in Łódź are delivered by a number of organizations divided into three tiers. The management and delivery of social services is spread across multiple departments and Vice Presidents.

At the top is City Hall, which generally provides policy direction and funding for social services. City Hall is run by the President, and the elected City Council represents citizens. There are four Vice Presidents, each of whom has a variety of departments reporting to them. Each Vice President is responsible for a set of mandates within the City, determined by their own skills and interests, as well as historical factors.

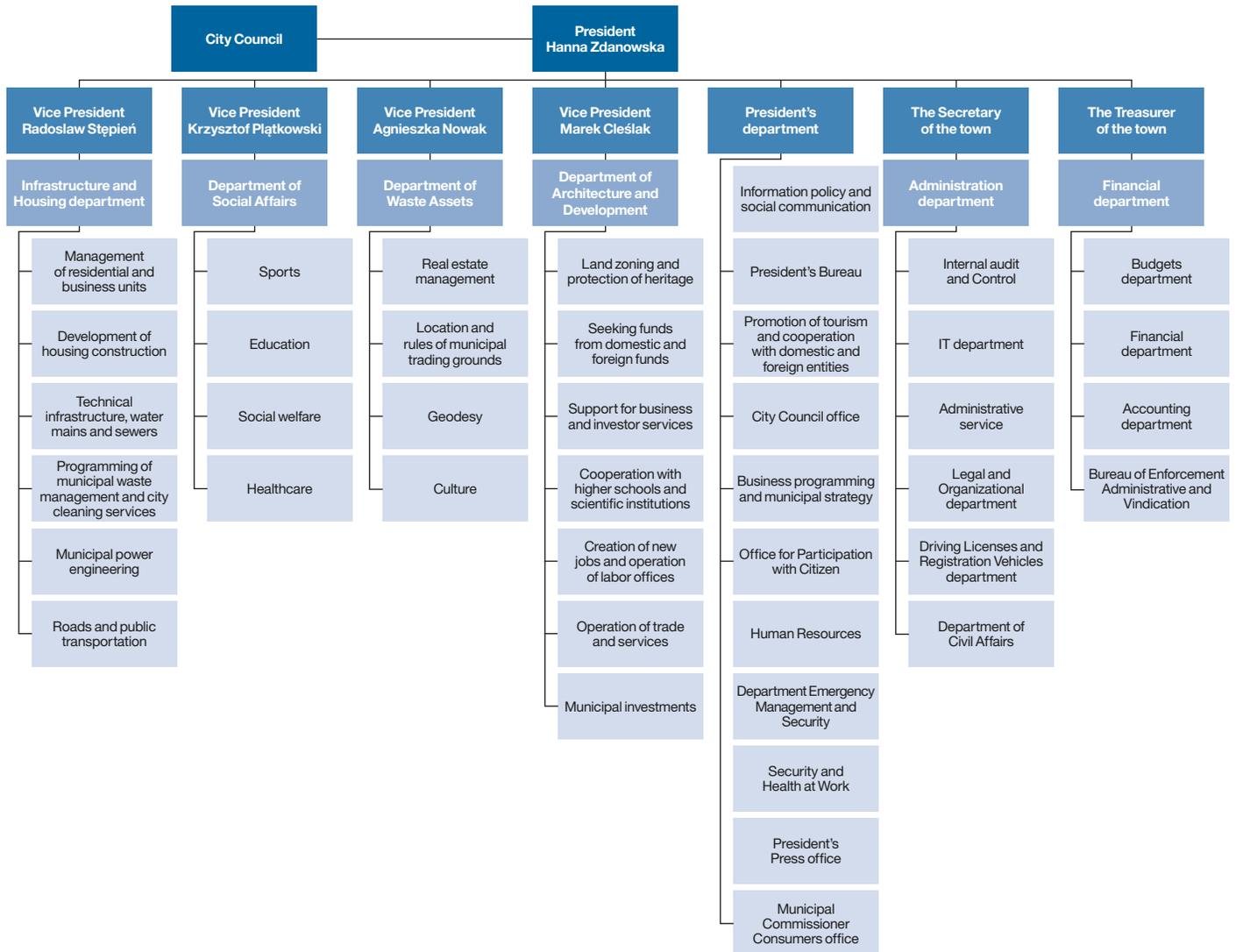


Figure 2: City Hall organization

The second tier is made up of departments that deliver the services, including MOPS, the Municipal Center for Public Health (MCPH), the Center for Social Benefits (CSB), the Jobs Development Center and the Healthcare division, among others.

The third tier is made up of various agencies and NGOs that are contracted to deliver specific services.

Responsibility for the broad set of all social services only comes together with the President herself.

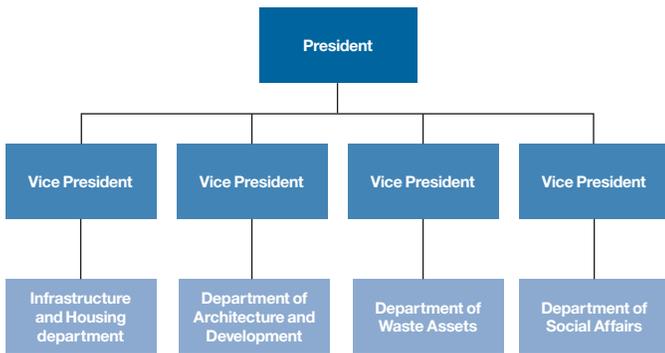


Figure 3: Accountability and reporting relationships within City Hall for social services

Within the Department of Social Affairs are a number of divisions. Some are related to social services and some are not.

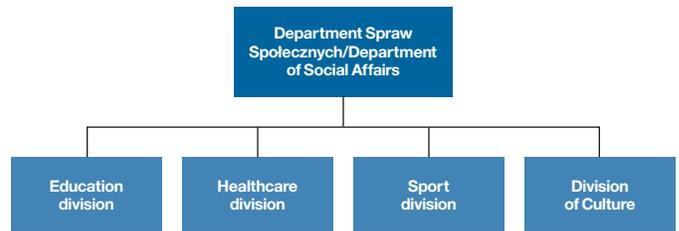


Figure 4: Social services division and department relationships within City Hall

Other departments contain divisions that play a role in social services but also have logical roles within their own department. For example, the Employment division falls under the Department of Architecture and Development because city development requires the creation of new jobs, which requires training and job placement services. However, to those who have just lost their jobs, employment services are part of an overall social benefit program. Similarly, the Housing Services group is on its own under a different Vice President.

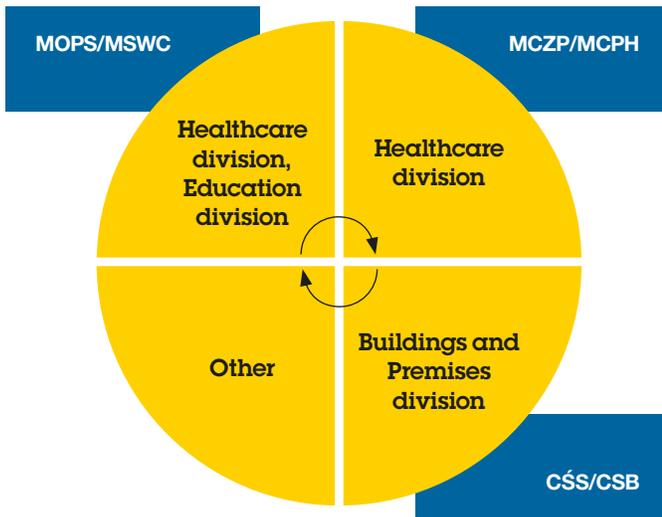


Figure 5: Social services delivery organization relationships to divisions

The second tier contains such units as MOPS, CSB and MCPH, which have complex relationships with other divisions and departments. MOPS has responsibility to the Education division and the Healthcare division. The Healthcare division provides direction to the MCPH as well, which is within the Department of Social Affairs. Other departments have their own divisions and municipal units. Each touches the citizen who has to navigate the complexity. Figure 5 illustrates this complexity.

The Smarter Cities Challenge team worked primarily with MOPS. MOPS Director Małgorzata Wagner and MOPS Spokesman and Deputy Igor Mertyn were instrumental in setting up interviews with other divisions.

MOPS provides social welfare services across three major divisions, each handling a set of Points of Social Work (centers where citizens can request services) and Home Daily Stay/Care Centers (for the elderly and/or disabled). It also runs *Klub Integracji Społecznej* (KIS) centers or Clubs for Social Integration (to guide citizens through various programs), orphanages and welfare homes.

Coordinating service delivery

In many of its discussions, the team heard that there is tremendous interest in providing the best social services to citizens, in particular to children and the elderly. One of the primary inhibitors to this is the lack of access to information. Better information sharing and coordination between the many organizations was a key theme in most interviews.

While several people mentioned a lack of financial support to meet the needs of the citizens, the President and her staff commented that it is the lack of coordination of benefits that causes the financial constraint. Without access to information about what services the citizen is eligible for, what services the citizen is already getting, what services they have applied for and more, it is difficult to be sure that the City meets their needs and avoids incorrect payments.

The team also heard that access to information from a citizen’s perspective is challenging. How does a citizen know what services are available and what they are eligible for? How does a citizen know who to contact to find out the answers to these questions or how the application process works? There is no one place for a citizen to go to find this information. Each organization has its own benefit information and eligibility process, but it doesn’t come together for the citizen who has to deal with each one. For example, MOPS has 23 social welfare offices with 10 social workers in each office. These offices and social workers only deal with the services provided by MOPS. So if the citizen needs information about nursing homes, career counseling or school grants for money for books, MOPS can help. But if their needs go beyond MOPS services into, for example, employment, the citizen is directed to another organization.

City Hall has opened nine new information centers, where citizens can come and find information, pick up forms and drop off documents. These centers cover only services provided by City Hall. That does not include social services. There also is a City Hall call center, which provides directory assistance and basic information to citizens, but again, it does not cover social services.

There is a website with information about the city (<http://en.uml.lodz.pl>), but it mostly features information for investors and tourists. The team did not, for example, find a link to a page outlining all social services available from the City. There is a website for MOPS (www.mops.lodz.pl — Polish only). There may be other sites for other departments, but there doesn't appear to be any coordination between them.

Information sharing and privacy concerns

The team heard in many interviews that the problem isn't just the lack of information about citizens but also the lack of sharing of that information. A great example is a discussion the team had at a primary school. Coordination between the school, MOPS (for school grant dollars to pay for books and meal subsidies), the police and the City Guard is working well because of the focus and tremendous effort of the Vice Principle and Guidance Counselor. But all the exchange of information about the family situation depends on conversations and meetings. It is a paper exchange, and information is not hosted on a shared system, so its success depends on the cooperation of all members of the support team. A more systematic approach is needed so that all schools can have the same level of coordination and cooperation the team saw at that school.

The Department of Disabled People within City Hall reported that its biggest challenge is acquiring enough flats that are adapted for people with disabilities. The team was told that almost 10% of the population has a disability, so the need is very large. There is a need to better support caregivers of children who are disabled, particularly financially. To assess eligibility for assistance, the department needs better access to information about the entire family.

The Housing Department told a similar story. It needs to see financial information about families that apply for assistance, including income, child support payments and other financial assistance the family might be getting. Much of this information is self declared and is not shared among the various organizations that need it. So the citizen is asked for the same information each time they engage with an organization; there is no way for organizations to share the information or compare answers. This means the time taken to process applications is longer than if the information was readily available.

When talking to MOPS, the team heard that it takes 28 days to make a decision about an application. The citizen must provide a lot of evidence, such as bank records, insurance policies, medical records and income, when applying. Although there is a system available to social workers that provides a view of information about a family, each MOPS office has its own, disconnected instance of the system, and there is no data sharing, even within MOPS. Paper applications are typed into the system and then double-checked, which is a very labor-intensive process.

These examples demonstrate the lack of information sharing between the organizations involved in providing social services to the citizens of Łódź.

It takes
28 days
 to make a decision

Employees of each department readily offered that they believe it requires a database to enable it to share data. Such a database would hold information about the citizen using social services, identified by the *Powszechny Elektroniczny System Ewidencji Ludności* (PESEL) or Universal Electronic System for Registration of the Population. Each record would include information about the citizen (address, family relationships) and the benefits he or she has applied for in the past. It would also include information from the application forms for those benefits. The database would be accessible to all departments that provide social services, including Social Welfare, Health Benefits, Employment Benefits, Education, Disability and more, not just MOPS. The database would allow caseworkers to access information already provided and compare applications.

When asked what the inhibitors are to sharing information, almost all departments voiced concerns about violating personal privacy regulations. And they mentioned technical and IT system limitations, but privacy was usually mentioned first.

In Poland, personal privacy is governed at the state level by the *Generalnym Inspektorem Ochrony Danych Osobowych* (GIODO or Inspector General for Personal Data Protection), which uses (or will use) the comprehensive EU framework for protecting personal privacy.

The requirements to protect personal privacy have been interpreted to disallow sharing of any (or most) data about a citizen between departments. That includes if a citizen has applied for a benefit from another department. In many cases, a department can request information from another department, but it takes a number of forms, intermediaries and approvals to process a request. And therefore it takes time and administrative costs.

IT (City Hall and MOPS)

The team talked to two IT groups: the IT department for City Hall and an IT team in a MOPS district office.

The City Hall IT department provides infrastructure management services. It manages two data centers that provide services to 34 locations and 66 schools. It has recently completed the deployment of a fiber-optic network to the schools that has enabled an education platform with e-learning capabilities.

City Hall IT also runs 50 systems, including budgetary and financial systems, management reporting, vital records, the registry office, waste management, the City portal and content management systems. It does all this with 48 staff.

It appears that City Hall IT focuses on running the infrastructure and network. It doesn't get too involved in managing the business function of the systems, and it doesn't provide much in the way of integration services.

Each department has its own small IT shop that supports the systems they run, which are mainly case management systems. The team saw case management systems at MOPS (POMOST (Bridge) by Sygnity), the Employment department (Syrius by Sygnity) and the CSB (SR by Sygnity). There is some data sharing between the Employment team, the Employment department and the CSB using SEPI, but the team didn't see evidence of other automated or electronic sharing. Even within municipal units, such as MOPS, there are electronic data sharing limitations. MOPS has three district offices, each running its own instance of POMOST.

Coordinating case handling

As noted in the previous section, at least three departments use their own case management system. The team was told that others are simply using paper forms.

All applications for social services are treated as a “case.” A case contains the initial application for the service, and each application requires documents and certificates to substantiate it. These can come from other departments at the City, province or state level. Examples are pension income statements or certificates of disability. These are added electronically if available, or it is simply noted in the case file that the paper was provided with the application.

Eligibility decisions for each case are made by a social worker. However, there is no integration between departments to help make the correct decision on eligibility. Some level of manual verification process happens between departments, which takes time and increases case-handling time. Incorrect decisions are made at times, which prompt excess payments to citizens.

To determine eligibility for social services, the social worker requires access to information from various sources. Some of those are paper forms that will take time to process. Some of the data is held electronically in other systems within the City, the Province or the State. Electronic connections are required to extract citizen data from the National Insurance Fund to make correct eligibility decisions.

Shared services structure and payment methods

Almost every social service agency has its own standalone administration department(s), including such functions as accounting, finance, human resources, legal, procurement and general administration, which operate under disparate processes and procedures. In addition, each social service agency has its own IT department. Individual agency IT departments are not integrated, and no one IT department has responsibility or oversight for all City and social agencies. This is an inefficient operating model and not the best use of the City’s limited social services resources.

Almost all monetary social benefits are paid in cash. The team was told that most benefit recipients prefer cash payment because it is easy to use, accepted almost everywhere, no authorization is required and in some parts of the city, the shops they use do not have the equipment required to process card transactions (small family owned grocery stores, farmers markets). However, using a predominately cash payment method exposes the City, social agencies and citizens to increased risk associated with handling cash (theft, loss, misuse). It also significantly limits the ability to “follow the cash” after it has been disbursed to citizen recipients.

Analytics

The City and social services agencies do not have an integrated analytical approach to ensure that the right benefits are delivered to the right people at the right time.

Analytics can be used to measure the delivery of social services in a number of ways, for example, by detecting situations that indicate fraud, the need for new services or the need for services in different parts of the city.

Geospatial analytics

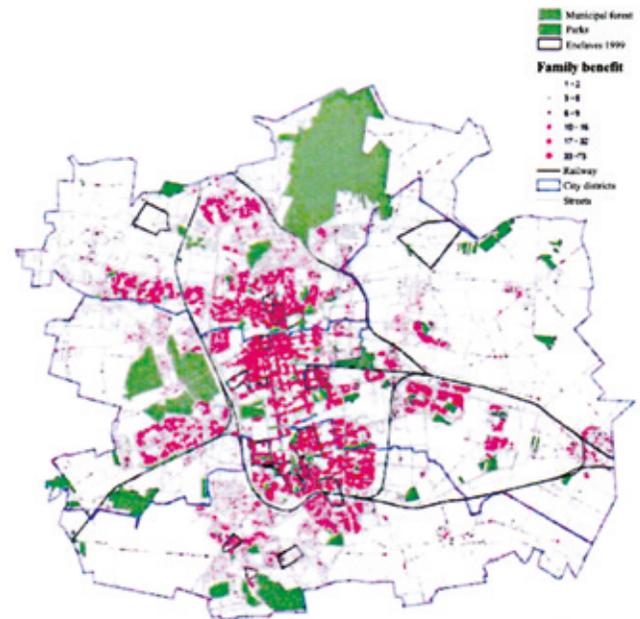
The City has access to a very good mapping system run by the Geodezji (or surveying) department. The Geodezji maintains the registry of buildings and how they are used. Other departments maintain information on how the buildings are used if they are used by the City, for example, for housing purposes.

The Geodezji provides online, public access to maps of the city at www.mapa.lodz.pl/starten.php. The maps show the location of government and public service buildings as well as other information, such as updates on construction.

The University of Łódź, under Professor Wielisława Warzywoda-Kruszynska, has performed research into the deployment of social services in Łódź. In 2010, she and her team produced a series of maps to illustrate the use of social services. The map in Figure 6 shows where payments are being provided. Those areas are used to define the “enclaves of poverty” in the city.

Many other maps are available, which can be overlaid with additional data, such as employment figures and economic forecasts, to understand change that has happened and to predict future change. Using these maps will allow the city to optimize the location of service centers and other services.

The Geodezji does not use MOPS, CSB or employment data to create these maps. The team believes it will be technically straightforward to create such maps and keep them updated with help from the university.



Map 7: Spatial distribution and concentration of residence of people receiving family benefit from Center of Social Benefit in Łódź in September 2010.

Source: Interview with Wielisława Warzywoda-Kruszynska.

Figure 6: Map of families receiving benefits

Measurements and outcomes

The six strategic focus areas for social services groups for the Łódź 2015 Vision are children in low-income families, people with addiction issues, unemployed people, people with disabilities, elderly people and homeless people. These groups rely on many different systems and program delivery methods, and the City needs to be sure it is providing them with the right services at the right time.

There is an increased demand for services, and the City's current information systems are not robust enough to meet the demand. The lack of ability to provide a 360-degree view of the citizen is a roadblock to providing the most-efficient and -effective services.

The City requires a standard computer system that supports the full client interaction lifecycle and a data entry system that can serve as a platform for the future. To meet the needs of each of the six identified target groups, the City needs a configurable solution for social services delivery that uses data analytics to increase improved outcomes. Such a solution will allow social workers to form the best plan for clients, deploy services and then maintain and track progress. The solution needs to include citizen payment information and a framework to configure life events. An outcome management system with consolidated data will allow for the creation of proactive outreach programs and campaigns based on citizen and case data.

Taking an outcomes approach to service delivery means a continuous cycle of enquiry and service improvement based on factual information about what is being achieved.

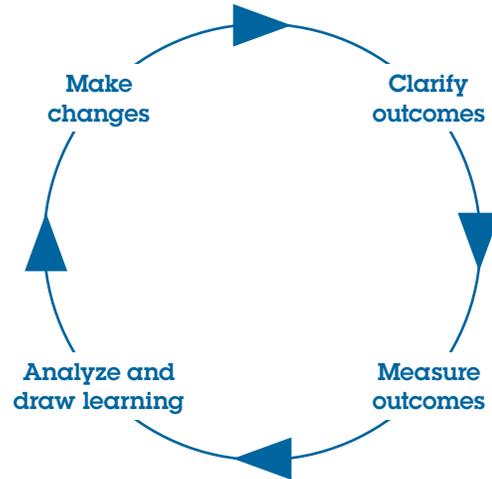


Figure 7: The outcomes learning cycle

To receive the benefits of this approach the City will need to consider how it can do the following:

- **Clarify outcomes:** What is it trying to achieve? Agree on the intended outcomes of an activity, service or program.
- **Measure outcomes:** What is it actually achieving? Record the outcomes that are achieved in a systematic way to enable the information to be collated.
- **Analyze and draw learnings:** What can be learned from the outcomes? Collate the information and analyze what is and is not working.
- **Make changes:** What should it do as a result of this learning? Plan and implement changes to service delivery.

Outcomes information can be shared with funders to demonstrate the achievements of a service, but its primary purpose is to enable learning and service improvement. An outcome-based management tool will be key to the City adopting and gaining benefits from this model.

As Łódź builds on its 2015 strategy and vision document, Strategic Goals and Areas of Intervention, it must continue to ensure it initiates changes in staff behavior to reduce pressures on social support systems. Outcome-based management systems and metrics will ensure that funds are allocated to programs that are not only effective but also cost effective.

Technology adoption will help create an environment in which programs can be targeted and adjusted based on proven effectiveness of outcomes. The strategic document is a very thoughtful and tactical approach to proactively improving the quality of life for citizens in the target groups. Technology will help the City to take these ideas to the next level, as it will be able to measure the effectiveness of many of the specific programs it has put into place for its social benefits vision (see Figure 8).

IV. Strategic Goal and Areas of Intervention

Mission: To make Łódź a city of equal social opportunities and to create an environment the helps to prevent the marginalization of individuals in difficult life circumstances, especially children and young people.



Figure 8: Strategic vision

The elderly and people with disabilities

Like many cities, Łódź is experiencing rising life expectancy and a falling birth rate, which means the proportion of elderly citizens is increasing. This creates a challenge for social benefits, such as pensions and healthcare. Outcome management can help to create programs for the elderly, which will improve health and quality of life and decrease hospital emergency room visits. Social workers and doctors can work together to create an individualized care plan based on each patient's goals and then work with the patient to implement the plan. With an electronic medical record and tracking system, the support team can provide improved care management for the individual and ensure that low-income elderly people continue to have access to services, medication, mobility and nutrition.

Using a model based on previous case history, the support team can deliver individualized effective care with improved health outcomes, decreasing costs for the City by reducing the number of hospital visits. Similar programs can be put into place and measured for those with disabilities and their families.

Unemployed people

The City is currently unable to measure the outcomes of its employment social services and benefits. An outcome-based management system will allow the City to focus on unemployed youth. This will help to combine contact information collected by youth advisers and community schools. A predictive model could aggregate and analyze data to deliver a list of candidates that are likely to fall into the category of "not employed and not in education" a year in advance. With access to this insight, the City can earlier target young people at risk. It will help them to find employment and ensure they are set up for an independent future without requiring social services.

Children in low-income families

Children aged 0 - 6 years require a good solid foundation and the strength and stability of families and communities. Adverse early childhood experiences undermine school readiness. Early intervention is core to the future success of at-risk children and their future independence from social benefits and is an important community investment. The City currently engages the Blue Card program to focus on children it feels could be at risk. Improved outcome management with a focus on early intervention could allow it to proactively reach children through analytics. The City can target risk groups and ensure that more children in need are reached by the current Blue Card program.

People with addiction issues

Substance abuse creates increased costs in many areas of the social system because it increases healthcare costs, violence, crime and dependence on social welfare. The primary purpose of treatment is to restore people to their work functions and reduce the risk of harm or violence to themselves or their families. Some programs have been developed in which people in recovery programs are given vouchers for services that they agree will help them with further recovery. Examples include community college classes, transportation to work or self-help groups, transitional housing, dental work, work training and clothes for job interviews. Those with vouchers stayed in treatment longer and were more likely to be employed than those without vouchers. An outcome-based management system will allow Łódź to target those that might benefit from such a program and track the progress and improved outcomes for these citizens.

Homeless people

Łódź provides many services to the homeless. An outcome-based management system will allow social workers to manage all the different offerings that the citizen may be utilizing, such as addiction support, employment advice, training, life skills, confidence building, mental health support and housing. Outcome-based management will allow the City to track which services are being used by which citizens and allow social workers to target programs and specific clients based on analytics of previous outcomes.

Finally, once an outcome measurement system is in place, Łódź will be able to adjust its activity performance indicators to include improved outcome measurements.

This will create a shift in mindset from quantity to quality of services delivered. The focus on social workers collaborating toward a plan that will reduce or remove the citizen's need for social benefits will provide better quality of life for the citizen in addition to cost savings for the City.

Cost savings will allow Łódź to reallocate funds from the Social Benefit budget to help in areas with the deepest needs. Łódź can reallocate precious resources from administrative roles to roles that connect directly with citizens. Funds can be reallocated to the top six strategic areas of need to provide better, faster, more-efficient delivery of social benefits to prepare citizens for a positive independent future.

Operational goals	Description of activities	Entities responsible	Collaborating entities	Source of funding	Activity performance indicators
2 Mitigating the consequences of unemployment and mobilizing the local labor market	2.1 Mobilizing young people who are starting their career (by helping them acquire additional job-related skills, plan their career and develop the ability to actively look for work)	Office for Entrepreneurship Development and Job Creation of the Łódź City Hall; County Employment Offices in Łódź	Employers	Labor Fund	Number of people covered by mobilization efforts Positive outcome measurement: % of people who become employed for at least 12 months

Figure 9: Example of a suggested outcome-based measurement that focuses on quality versus quantity of service

B. Roadmap of recommendations

Improving the maturity of the delivery of social services

Based on its observations and findings, the team believes the City of Łódź should follow the guidance provided by the IBM Social Services Maturity Model (see Figure 10). This model describes the phases of adoption of the processes, organization and technology that will improve the delivery of social services in Łódź. It does not call for specific technologies to be employed but simply describes the capabilities the organization needs to have at different stages.

As well as the phases of adoption, the maturity model outlines steps that can be taken to improve the maturity of the organization’s capabilities. These form the basis for the recommendations provided. Each individual step does not have to be completed before starting the next step. It is expected that there will be overlap in the execution of each step. The City will need to produce a program or project plan to flesh out the details and refine the delivery timelines.

The steps described in the model range from simply improving access to information to using analytics to drive improvements to citizen outcomes and how services are delivered.

Simply adopting a technology is not sufficient. The City must also adopt appropriate organization and governance structures to make effective use of the new capabilities in order to realize the benefits.

A paper on the maturity model is provided in the references (Appendix C) or at <http://public.dhe.ibm.com/common/ssi/ecm/en/gde12345usen/GDE12345USEN.PDF>.

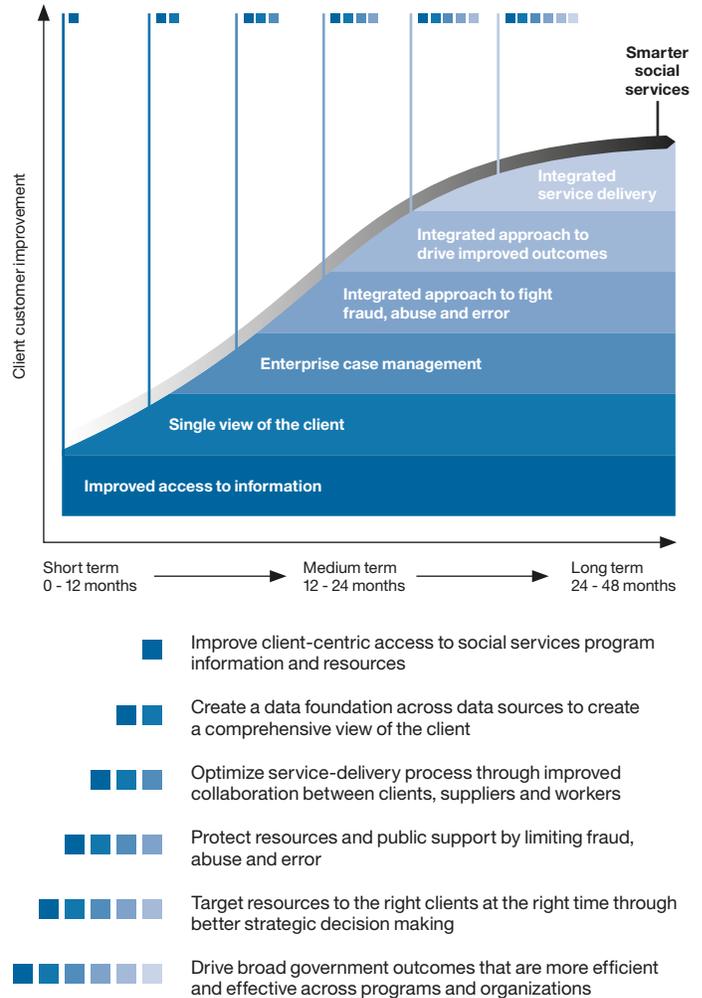


Figure 10: IBM Social Services Maturity Model

High-level roadmap of recommendations

The team has provided a roadmap of recommendations and projects that will, if followed, improve the maturity of the City’s capabilities. The recommendations are not at the level of a specific project with a detailed timeline and milestones. They are high-level recommendations with some immediate actions. The City will be required to do its own detailed planning.

The high-level roadmap of recommendations begins by laying down a foundation of capabilities and organizational structure. It then progresses through technical, organizational and cultural changes to better integrate the view the organization has of the citizen. That is, to help the organization think in a citizen-centric manner in which all interactions are handled with the full understanding of the client, their needs and the services they are receiving, regardless of the department delivering the service or the way it is delivered.

Finally, the roadmap takes the City to a level of sophistication whereby it can measure the success of specific programs as well as individual citizen outcomes. This allows for optimization of the processes and programs and ultimately improves accountability.

The City must assign an owner for the program to ensure it is tracking to the recommendations. The owner must be senior enough to hold complete accountability for the implementation.

The detailed recommendations are provided in the next section but are summarized below.

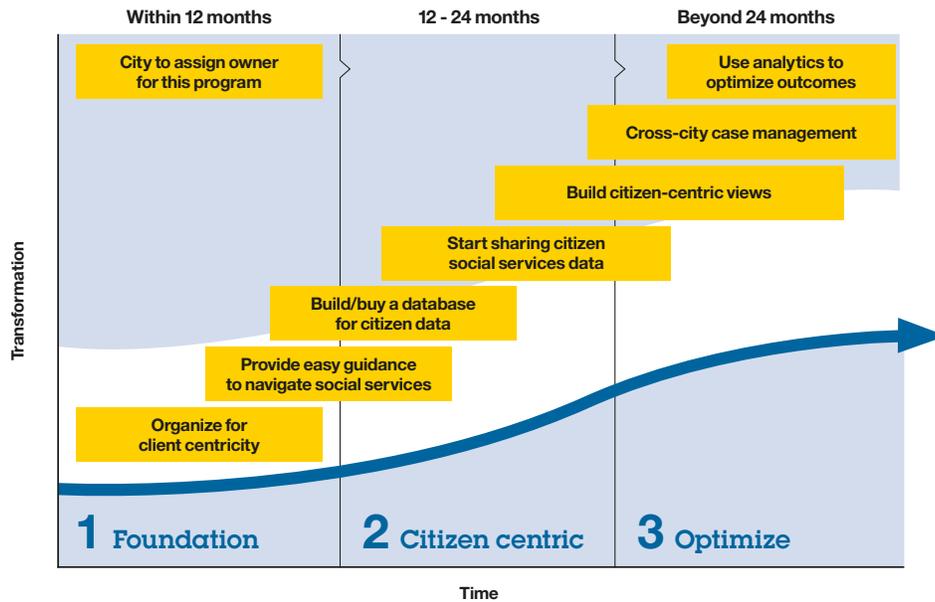


Figure 11: Roadmap of recommendations

Recommendation details

The team used the maturity model as guidance for how to position and order its recommendations. For example, it knew from discussions with many departments that they want a “database” for sharing data, and it was clear that agencies are working in organizational silos. The maturity model makes it clear that the organizational structure needs to be addressed before dealing with the need for a database.

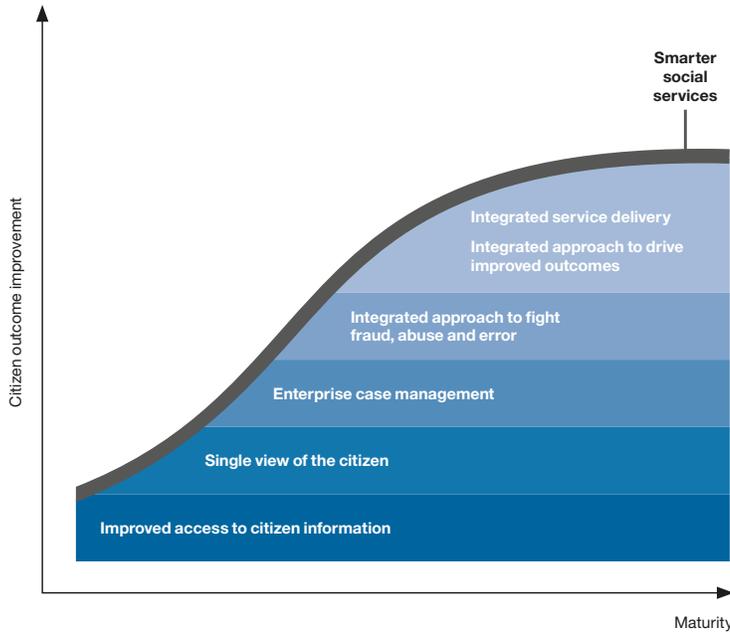
The team mapped its recommendations to the maturity model in simple groupings. The maturity model implies an order that looks stricter than it is. In reality, a number of the recommendations can be started long before the prior recommendation is completed so that many activities happen in parallel. However, the City should think carefully about starting one recommendation before starting a prior recommendation.

Improve access to citizen information

To improve access to citizen information, the team developed several short-term recommendations. Progress needs to be demonstrated by the City quickly so the team has grouped the recommendations into short, medium and long term. The short-term recommendations are provided with more detail to enable faster implementation.

Recommendation 1: Optimize the social services organization

The City should optimize the organization by placing responsibility for all social services within City Hall under one Vice President. This can be done in the short term because it is all within the control of the President and City Hall. The team recommends consolidation at the social services delivery level, for example with MOPS and CSB. As this requires the approval of the City Council, it is a long-term recommendation.



Recommendations

- Increase accountability for service delivery
- Implement an improved outcome-based management system
- Implement a system of analytical tools to ensure correct payments
- Revise monetary benefit payment methods
- Share common IT and administrative services
- Implement a citizen-centric case management model
- Establish a citizen-focused approach to social services
- Create a citizen-centric view
- Integrate all citizen data
- Develop an integrated governance approach
- Expand communications and access to social services
- Optimize the social services organization

Figure 12: Recommendations aligned to the IBM Social Service Maturity Model

Recommendation 2: Expand communications and access to social services

In the short term, the City should expand its information centers and call centers to include social services so that citizens have one phone number to call or one place to visit to obtain all information about City social services. It should also expand the City web portal to be sure that there is a link to all social services information.

In the medium term, the City should increase the number of social workers to cover all social services benefits and to reach those complex cases in which the citizen may not reach out. In the long term, the City should implement a web portal for citizens to find information, fill out electronic forms, check eligibility, look up the status of an application and more.

Recommendation 3: Develop an integrated governance approach

To facilitate information sharing, the City should create an integrated governance model to drive discussion across all units involved in providing social services. Even before it is available in a system, tremendous benefit can be realized from discussion and sharing of information. This can be done first within City Hall as a short-term action and then across municipal organizations. To truly improve access to information, the City must create a way to integrate all data about a citizen within a shared database.

Single view of the citizen

Recommendation 4: Integrate all citizen data

The City should create a shared database that allows caseworkers to look up data about citizens and validate applications for benefits. This database should contain a list of all citizens who have requested benefits, are receiving benefits or have been turned down for benefits. The data should be indexed by PESEL to provide a common means to access it. The City may require changes in program and organization structure to allow staff to share the data without violating privacy legislation.

Recommendation 5: Create a citizen-centric view

The City should create an interface that allows the caseworker to see an entire view of the citizen and the benefits they are receiving. This interface could be a web portal that allows a search for a citizen by PESEL or it could be a web services application programming interface (API) that allows a programmatic query from a business system, such as Bridge. The citizen also should have access to the database so that they can see all the relationships they have with the City.

Recommendation 6: Establish a citizen-focused approach to social services

The City should make changes to its culture, process and measurements to encourage sharing of information. This will require changes in process, education and incentives to encourage new behaviors.

Enterprise case management

Recommendation 7: Implement a citizen-centric case management model

With a complete and shared view of the citizen applying for social services, the processes and tools for handling applications should be consistent across municipal organizations. This calls for an enterprise-wide case management system that is used by all organizations providing social services. With consistent case management tools, applications for benefit payments across all departments will follow the same journey as below:

- Application comes in as a case
- Assessed for eligibility as per policy guidelines
- Evidence provided in the case file is verified
- Decision made for approval or rejection
- Payment made for approved cases

This journey is supported by common policies that can change periodically. A random verification takes place from time to time on actual payments to minimize errors and omissions.

A centralized case management system across all departments will standardize the way citizens are serviced. A citizen-centric single view to manage cases will enable common processes for authorization decisions. All departments will administer cases, while the authorization of the case is managed centrally with a common repository of knowledge on policies as well as citizen-specific intelligence.

Integrated approach to fight fraud, abuse and error

Recommendation 8: Share common IT and administrative services

The City should implement a shared administrative and IT services model, utilizing top talent and skills from across City Hall and its agencies to provide centralized support. This is about doing the right tasks with the right skills in the right place, which will improve efficiency and productivity and enable limited City resources to be redeployed to better serve citizens.

Recommendation 9: Revise monetary benefit payment methods

The City and its social agencies should launch a pilot program expanding the use of prepaid card benefit payments. For example, it should identify regions of the city in which prepaid cards are commonly used and accepted by vendors or for high-priced social benefits, such as medicine and medical care. Based on the results of the pilot, the City should then partner with a financial services company that specializes in processing electronic payments for governments and social services agencies to expand the program to a broader citizen base.

Recommendation 10: Implement a system of analytical tools to ensure correct payments

The City should implement an integrated system of analytical tools. These tools will give the City and its social services agencies the ability to systemically mine claimant data and identify cases in which fraud is likely. This will allow the City to more effectively utilize its limited investigation resources. The City can use integrated techniques to build analytical models that improve service delivery processes to help the City target its social services programs, optimizing operating efficiency, ensuring payment accuracy, delivering improved services to citizens and ultimately improving social outcomes. Figure 13 depicts this progression of analytic capabilities.

Integrated approach to drive improved outcomes

Recommendation 11: Implement an improved outcome-based management system

The City should introduce an improved outcome-based management system that will coordinate all resources in its portfolio and enable citizens to achieve positive, sustainable outcomes.

The City should perform a holistic assessment of citizen needs, establish citizen goals with agreement from the citizen, plan for goal attainment with the citizen and track citizen progress against milestones.

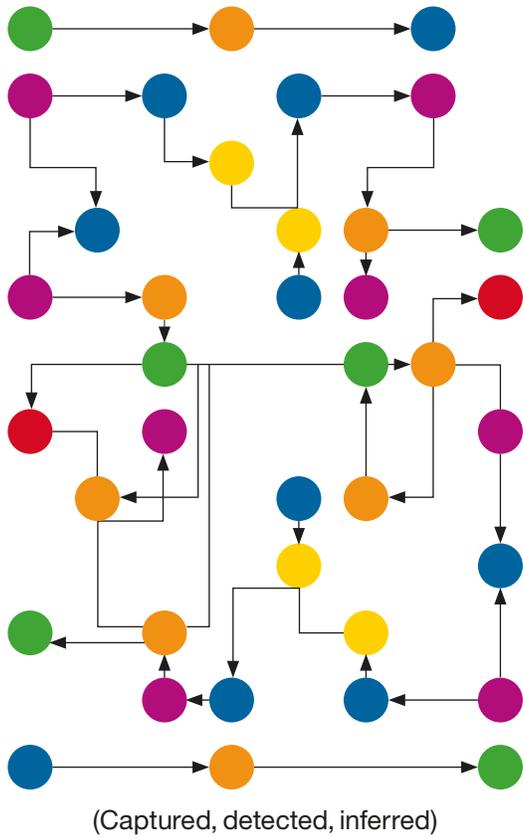
The City should create programs to focus on certain groups with specific needs, for example, Early Intervention for High Risk Children, Elderly People, Mobilization of Disabled People, Prevention and Reduction of Unemployment, Reintegration of the Homeless and Mitigation of Addictions and Violence. Social workers will be able to recommend services from the entire portfolio of offerings based on eligibility and need. The management system will ensure citizens receive the right services at the right time with the most optimal outcome, leading to future independence from social services.

Recommendation 12: Increase accountability for service delivery

With an outcome-based management system in place, metrics and measurements become possible. Social workers can be incented based on improved outcomes and achievement of goals. Agreements with providers should be based on measurable outcomes that allow citizens to keep well and move toward positive change. Citizens will be at the center of care, so that personalized planning and services are integrated and built around individual needs and goals. Service providers should work better together and share responsibility for delivering positive outcomes.

The focus for service providers should be the quality versus the quantity of services. Measurements should adjust the focus from enrollment in government services to providing a collaborative approach for helping citizens to be independent from government services. Success will ensure a reduction in benefits paid out and an expansion of the tax base for the City.

Structured and unstructured data



Analytics techniques (related capabilities)

Three (3) levels

Seeing yesterday

- What happened?
- How many, how often, where?
- What exactly is the problem?
- What actions are needed?

Descriptive analytics

Seeing today

- What could happen? (Simulation)
- What if these trends continue? (Forecasting)
- What will happen next, if? (Predictive modelling)

Predictive analytics

Seeing tomorrow

- How can we achieve the best outcome? (Optimization)
- How can we achieve the best outcome and achieve address variability (Stochastic optimization)

Prescriptive analytics

Figure 13: Progression of analytic capabilities

C. Making change work

Many of the team's recommendations involve technology and structural/organizational changes. These are relatively straightforward to implement compared to the challenge of changing the organization's behavior. And so, the final recommendation is that the City of Łódź engages help with change management.

Change management is the practice of managing the people side of change in order to help transformation initiatives succeed. When an organization defines a particular change that needs to be made, change management focuses on how it will implement the change effectively. Without change management, transformation is doomed to fail because people will not understand what the change is, why that change is important to the organization and to them and whether or not they are tracking well against the goals of the change.

Change that is managed well has a much higher rate of success, as found in the IBM research report, Making Change Work Study, which can be found at www-935.ibm.com/services/us/gbs/bus/html/gbs-making-change-work.html.

In the 2008 Making Change Work Study, data revealed that organizations that actively manage increase the rate of project success from 41% to 80%.

– IBM Making Change Work Study

Change-management methodologies have evolved over many years to improve their effectiveness at driving change across and between organizations. IBM's own methodology is called Better Change and comprises six basic steps that will set up an organization to achieve the best possible transformation results. As the City of Łódź begins its journey to smarter social services, it should reflect on the steps required to effectively create desired change, as below:

1. Clearly describe the change vision and goals, including key messages to be used across stakeholder groups
2. Actively involve city leaders in owning the change
3. Assess the impact of the change and plan how it will be managed
4. Engage and prepare stakeholders to adopt the new way of working together
5. Align the community planning group to enable and reinforce desired behaviors
6. Monitor adoption of the change to ensure desired outcomes are realized

4. Recommendations

Recommendation 1: Optimize the social services organization

The City should consolidate ownership at the City level for social services strategy and funding for citizen-centric delivery.

Scope and expected outcomes

Scope

At City Hall, consolidate all social services delivery under one Vice President. For example, move the Sports division and Division of Culture to a different Vice President. Place under one Vice President: Healthcare, Education, Labor-Employment Office. This Vice President should work directly with delivery organizations, such as MOPS, CSB, MCPH and NGOs as needed.

Expected outcomes

- Less information passed back and forth to gain a single view of the citizen. This also may help with data privacy issues as the information will remain within one organization.
- Fewer touchpoints for the citizen, making it more clear where to start and who to approach for benefit information and delivery. Less coordination will be needed, taking the City closer to a single stop for citizens.
- Accountability and ownership moved below the President for strategy and execution.

Cost of inaction

- Social services responsibilities are spread across several Vice Presidents in City Hall and many organizations within the delivery ecosystem. This leads to a lack of information sharing and coordination.
- There isn't a single owner, so there is no single view of a citizen, either from an eligibility or service delivery perspective.
- From an accountability standpoint, the system is fractured and doesn't come together under anyone except the President. This means it is very difficult to tell if there are gaps in service for a citizen or cases in which too many services are being delivered.

Proposed owner and stakeholders

Owner: President and staff

Stakeholders:

- President
- Vice Presidents
- Head of Department of Architecture and Development
- Head of Department of Social Affairs
- Head of Infrastructure and Housing department
- Director of Center of Social Benefit
- Director of Municipal Center for Public Health
- Director of Municipal Center for Social Welfare

Suggested resources needed

- Staff to work through the potential implications of changes to the organization
- Communications people to help explain the changes and benefits

Cost estimate: Low

Recommendation 1: Optimize the social services organization (continued)

Dependencies	Key milestones, activities and timeframe
None	<p>Short term: 0 - 6 months</p> <ol style="list-style-type: none"> 1. Assign lead employee to work through the changes and to form a team from various organizations (week 1). 2. Evaluate each recommended change. Consider staging changes so as not to disrupt the operations of the organization (week 2 - 5). 3. Decide specifics. Who will be the single Vice President for social services in City Hall? Which departments will need to move under this Vice President and where will the non-social services related departments affected by this change move? When and how to announce the changes? (week 6 - 9). 4. Announce the change and implement (week 10). 5. Evaluate after six months to determine progress, adjust if necessary. <p>Medium term: 6 - 12 months</p> <ol style="list-style-type: none"> 1. Consider long-term organizational change to consolidate at the delivery level. Could we merge the Center for Social Benefits and MOPS? 2. Prepare a recommendation for the City Council to consider, consolidating at the delivery level.
Priority	
High	

Recommendation 2: Expand communications and access to social services

The City should create a culture of citizen-centric information sharing and communications so that citizens have just one place to go within City Hall to get information about social services.

Scope and expected outcomes

Scope

Create a one-stop set of channels for citizens to access information about social services, including the following three channels:

1. A single central phone number for citizens to call for access to general social service benefits information, to begin the process of eligibility, to obtain directions for the application process and more. Expand the existing City Hall call center to cover social services.
2. A web interface that allows citizens to access information about benefits and programs on their own. This will allow citizens to access information any time of day or night, in private. The interface also should become the knowledge portal for all City staff that communicates with citizens (such as call center staff, information center personnel and social workers).
3. Face-to-face interaction with someone trained to advise citizens. There are two options for this. The first is to expand information centers to provide information about social services. The second is to task social workers with proactively engaging citizens. This would be best for citizens that may not know about information centers or the phone number; people who are most in need of but may not be able to reach out for help. This method is more private and personal and so may be a better fit for the more complex cases.

Expected outcomes

- Single point of contact for citizens, making it easier for them to find information and engage with social services
- A culture shift within the City to become citizen centric
- Potential to catch those that might fall through the cracks

Cost of inaction

- No single place for citizens to go to understand what benefits they may be eligible for
 - No single application process, so citizens need to repeat information and provide proof every time
 - Risk of not reaching citizens with the greatest need because many social services delivery organizations in the city currently wait for citizens to ask for help or attract attention (through violence, drugs or alcohol)
-

Recommendation 2: Expand communications and access to social services (continued)

Proposed owner and stakeholders	Suggested resources needed
<p>Owner:</p> <ul style="list-style-type: none"> Vice President of the Department of Social Affairs Execution through the Deputy Director of the Department of Relationship Management for the Inhabitants of the City (currently runs the call center and information centers) <p>Stakeholders:</p> <ul style="list-style-type: none"> Citizens City government 	<ul style="list-style-type: none"> Staff to determine what is needed to expand the existing call center, information center and website Additional trained social services staff to work in information centers and more social workers IT specialists to evaluate the existing call center and information center tools to determine the changes required to include social services Communications specialists to make citizens aware of the new methods to access social services and to launch an awareness campaign <p>Cost estimate:</p> <ul style="list-style-type: none"> Low to expand existing call center and information center High to create a new portal, hire and train additional social workers and acquire new tools
Dependencies	Key milestones, activities and timeframe
<ul style="list-style-type: none"> Recommendation 1 Recommendation 3 	<p>Short term: 0 - 3 months</p> <ol style="list-style-type: none"> Assign a lead employee and project manager for each channel and an overall owner of the project to coordinate the three work streams (week 1 - 3). Call center: Recruit additional staff and deliver training. Evaluate existing tools (week 4 - 16). Information centers: Recruit additional staff and deliver training. Evaluate space to ensure that there are private areas (week 4 - 16). Web portal: Evaluate all websites currently in use to determine if they can be linked to for a more seamless experience (week 4 - 16).

Recommendation 2: Expand communications and access to social services (continued)	
Dependencies (continued)	Key milestones, activities and timeframe (continued)
	<p>Medium term: 3 - 6 months</p> <ol style="list-style-type: none"> 1. Evaluate social worker coverage today: How are the 345 MOPS social workers spread across the city? 2. Determine how many more would be needed and what scope they will cover 3. Determine what tools and information they will need to provide this expanded role 4. Hire and train additional social workers 5. Put a measurement system in place to determine their success 6. Evaluate the effectiveness of short-term actions and put a tracking mechanism in place to evaluate on a regular basis <p>Long term: 6 - 12 months</p> <p>Determine if a new web portal is needed to allow for more than just an information search. This development or purchase will take time. Consider if the application process can be automated, if citizens can use the portal to check the status of their application and provide additional information and more.</p>
Priority	
High	

Recommendation 3: Develop an integrated governance approach

The City should create an integrated, citizen-centric governance approach to coordinate social services delivery.

Scope and expected outcomes

Scope

The new integrated governance approach should do the following:

- Create a single focal point for decisions about benefits for a citizen
- Create a culture of information sharing and citizen centricity across delivery organizations
- Allow for coordination across social services delivery
- Identify gaps in terms of services being delivered versus the needs of the citizens and determine how to fill them
- Identify how services map back to the strategy — where are the gaps and how best to fill the gaps
- Create improved focus on outcomes — incentivize citizen centricity and sharing of information

Expected outcomes

- A culture of citizen centricity and sharing for the good of the citizen
- A focus on implementation of the strategy, measuring how well it is performing and making corrections as needed
- A vehicle for managing the transformation to an integrated, citizen-centric model
- One vehicle for running all social services aspects of the City for the President

Cost of inaction

- No single view of the citizen, not only because data isn't shared but also because there is no forum for all participants to discuss and share information
- No single view of social services delivery

Proposed owner and stakeholders	Suggested resources needed
<p>Owner: President and staff</p> <p>Stakeholders:</p> <ul style="list-style-type: none"> • President • Vice Presidents • Head of City organizations 	<ul style="list-style-type: none"> • Staff to set up the new governance approach — to recommend participants and the frequency of meetings and set up the meetings • Staff to run meetings, determine agenda topics, publish meeting minutes, follow up on actions and more • Communications specialists to explain the changes and benefits to participating organizations <p>Cost estimate: Low</p>

Recommendation 3: Develop an integrated governance approach (continued)	
Dependencies	Key milestones, activities and timeframe
Willingness of social services delivery organizations to participate and share openly	<p>Short term: 0 - 6 months</p> <ol style="list-style-type: none"> 1. Assign lead employee to work through the specifics of the governance approach (week 1 - 3) 2. First involve all organizations within City Hall that touch social services 3. Review the proposed governance approach with all key stakeholders to gain feedback (week 4 - 6) 4. Incorporate all feedback and lock down specifics (week 7 - 8) 5. Launch and schedule meetings (week 9) 6. Evaluate the effectiveness of the new model and put a mechanism in place to regularly track progress (3 - 6 months) <p>Medium term: 6 - 12 months</p> <p>Expand to include social services delivery organizations. Add MOPS, CSB, MCPH once the governance model is operational within City Hall.</p> <p>Long term: beyond 12 months</p> <p>The city should add selected NGOs to the governance model.</p>
Priority	
Medium	

Recommendation 4: Integrate all citizen data

The City should build or purchase a mechanism to integrate all data about a citizen receiving social services to enable a consolidated view.

Scope and expected outcomes

Scope

A mechanism to integrate data should cover all social services delivery programs, including those delivered by MOPS, CSB and MCPH.

There are a number of different technical implementations that could integrate data about a citizen. They include, but are not limited to, the following:

- **A data warehouse approach:** Data is extracted periodically from production systems used by MOPS, the Employment department and others into a single data warehouse. The data would be used only for reading and cannot be updated. The data is only as current as the date and time it was last extracted from the production systems.
- **A single database of citizen data:** All data about a citizen is stored in a single database and used by all systems as a shared database. All systems must be modified to use the integrated database of citizen data. This could be expensive.
- **Integration hub:** All data about a citizen is stored in the production databases associated with the systems that create and manage records. Any query for data is transformed by a hub into a set of queries against the database(s) or system used to manage the data. The hub then consolidates the responses and resolves any inconsistencies “on the fly.”

A combination of these approaches may be used, depending on the flexibility of the systems currently in use and ownership of the data being sought.

The City also should consider outsourcing the creation and hosting of such a database or hub to a company with appropriate expertise.

Expected outcomes

- A better understanding of the services each citizen is consuming
- A consistent record of key citizen data, such as name and address
- A base for improving records management and archiving
- Improved ability to integrate the City’s view of the citizen with other data sources, such as those provided by the State
- Better case management
- Improved fraud detection
- A reliable system to ensure citizens receive all appropriate benefits
- Better analytics of how City services are used

Cost of inaction

- A fragmented view of citizens
 - High costs for managing and resolving inconsistencies in data
 - Failure to share data that could improve effectiveness and efficiency
-

Recommendation 4: Integrate all citizen data (continued)	
Proposed owner and stakeholders	Suggested resources needed
<p>Owner: Lead organization responsible for the combined view of the citizen. See Recommendation 1. As this recommendation requires business and policy decisions, it is not recommended that it be owned by IT.</p> <p>Stakeholders:</p> <ul style="list-style-type: none"> Organizations that currently own the data and the systems that maintain that data Citywide IT department, should that group be created, or individual IT departments within the social services organizations 	<ul style="list-style-type: none"> Architecture and design skills to make key decisions about the approach Database or integration technology Data modelling and data design skills to create a citizen data model (or purchase one) System skills for data migration or integration Data privacy and security skills to build a sharing method in accordance with the EU and Polish law <p>Cost estimate: High — depending on the technologies and approaches selected.</p>
Dependencies	Key milestones, activities and timeframe
<ul style="list-style-type: none"> Legal resolution of privacy law implications of combining data across programs Organizational structure to support a consolidated view of the citizen, including overall ownership of the program and control of business/technical architectural directions 	<p>Short term:</p> <ol style="list-style-type: none"> Build master data model and design methods to extract, transform, integrate and load records into common repository Implement master data management technology Design services to share data among organizations Provide necessary mechanisms to ensure data privacy and security
Priority	
High	

Recommendation 5: Create a citizen-centric view

The City should create an interface that allows the caseworker and citizen to see an entire view of the citizen and the benefits they are receiving or could receive.

Scope and expected outcomes

Scope

The City should create or purchase of a way for staff and citizens to see what services the citizen is receiving, has applied for, could apply for, has been denied and doesn't have access to (and why). Staff should be able to see information about the citizen, such as socioeconomic status, that can be used as input to the application for benefits.

For staff, the service could be implemented in one of two ways, as listed below:

- As a webpage that allows queries to be submitted for either real-time (desirable) or delayed response. The delayed response will allow for human intervention but will greatly increase the response time and negate the value of the view.
- As a programming interface that systems can use to query data about a citizen.

For citizens with Internet access, the City should provide a website where they can use their PESEL number to view their social services regardless of the city organization providing the services.

The City needs access to information provided by the State, such as pension data and data on the use of social services in other cities.

As an alternative, if privacy concerns do not allow for a program to share personal data about a citizen with another program, a mechanism will be required for one program to request of another program if the individual identified by PESEL satisfies certain conditions (such as "already receiving benefit x").

The City should consider outsourcing the creation and hosting of such a website to a company with appropriate expertise.

Expected outcomes

- More-efficient processing of applications for social services
- Social services groups will be able to assess citizens' needs and eligibility faster and more correctly
- The cost of fraud will be diminished as self-declaration will be reduced and/or can be validated

Cost of inaction

- Fraud will continue to be a problem
 - Eligibility decisions will continue to be made without enough information or with unvalidated or incorrect information
-

Recommendation 5: Create a citizen-centric view (continued)	
Proposed owner and stakeholders	Suggested resources needed
<p>Owner: The Vice President responsible for social services</p> <p>Stakeholders:</p> <ul style="list-style-type: none"> Organizations that currently own the data and the systems that maintain that data Citywide IT department, should that group be created, or individual IT departments in the municipal services delivery organizations 	<ul style="list-style-type: none"> Architecture and design skills to make key decisions about the approach to be used to present data to citizens and social workers Data presentation, authentication, authorizing and identity-management technology Information architecture and user interface design skills to create a citizen portal Application skills to implement user interfaces Data privacy and security skills to build roles and processes for data presentation <p>Cost estimate: Medium</p>
Dependencies	Key milestones, activities and timeframe
Creation of an integrated view of the citizen	<p>Short term:</p> <ol style="list-style-type: none"> Build website for social workers and staff to access a complete view of the citizen. The first website should include CSB and MOPS to provide a combined view for social workers. Provide the necessary mechanisms to ensure data privacy. <p>Medium term:</p> <ol style="list-style-type: none"> Build a website for citizens to access a view of their interactions with social services Allow social workers to create application forms for social services on behalf of the citizen Add more social services providers to the website <p>Long term:</p> <ol style="list-style-type: none"> All citizens to create application forms for social services Complete the citizen-centric view website
Priority	
High	

Recommendation 6: Establish a citizen-focused approach to social services

The City should encourage an attitude of citizen centricity as opposed to thinking about the programs provided by individual social services organizations.

Scope and expected outcomes

Scope

The City should create a mindset or culture that focuses entirely on the citizen as the driving theme. The program or service provider that the employee happens to belong to is secondary to the needs of the citizen.

The culture of citizen centricity can be created through a number of techniques, as below:

- Educate staff on the approach and the entire breadth of service provided by the City and the State
- Use incentives that encourage quality work across all social services provided by the State
- Provide tools that span all social services provided by the City

Expected outcomes

- Staff will be more closely tuned to the needs of the citizen. With tools and knowledge that is much broader than just individual programs, they will be able to serve citizens more completely and with better quality. That will improve citizen satisfaction with the services provided.
- The efficiencies will reduce the cost of program administration. Because staff will take a broader view of the citizen, application issues and incorrect payments will be avoided.

Cost of inaction

- Workers will continue to focus just on their own programs.
- Citizen satisfaction levels will not improve.
- Potentially incorrect payments will continue.

Proposed owner and stakeholders	Suggested resources needed
<p>Owner: Social services organization created in Recommendation 1</p> <p>Stakeholders: Social services organizations that currently own the data and the systems that maintain that data</p>	<ul style="list-style-type: none"> • Soft skills coaches • Workshops and information campaigns • Incentive plans <p>Cost estimate: Low</p>

Recommendation 6: Establish a citizen-focused approach to social services (continued)

Dependencies	Key milestones, activities and timeframe
<p>Prerequisites:</p> <ul style="list-style-type: none"> • An integrated view of the citizen • Communications plans for staff and citizens • Management system focused on citizen centricity 	<p>Short term:</p> <ol style="list-style-type: none"> 1. Run education programs for frontline staff around all social services programs 2. Run public campaigns about the citizen-centric view <p>Medium term:</p> <ol style="list-style-type: none"> 1. Make organizational changes to support citizen centricity 2. Reduce program-specific measurements and increase measurements aligned to citizen success <p>Long term:</p> <p>Create incentives around outcomes focused on the citizen</p>
Priority	
High	

Recommendation 7: Implement a citizen-centric case management model

The City should create a centralized case management model with a citizen-centric view focusing on eligibility decision making.

Scope and expected outcomes

Scope

Case management capabilities are needed in many City services, such as social welfare, education, health and housing. The centralized case management model should include the following:

- Information on all programs a citizen might be eligible for, relevant to all members of the citizen's family, available at any time of the citizen's life and across various service providers/delivery channels
- An intelligent centralized decision-making process for eligibility, using sophisticated business process management capabilities

Expected outcomes

- Improved citizen outcomes by moving from a transaction-oriented system toward an ongoing relationship with citizens in which the focus is on achieving sustainable outcomes
- Consistent, fast, accurate, low-cost and error-free services by integrating case management across all City services
- Increased public service efficiency and reduced cost of successful outcomes by streamlining business processes, automating routine transactions and focusing workers on high-value activities
- A new approach to risk management — reduced intervention, fast processing of straightforward claims and automatic processing of low-risk applications

Cost of inaction

The current state of disjointed processes across various units, inefficiency of “apply and wait” servicing model to citizens and high risk of error and inaccurate benefit payments will continue.

Proposed owner and stakeholders	Suggested resources needed
<p>Owner: City Hall</p> <p>Stakeholders:</p> <ul style="list-style-type: none"> • Vice President (Infrastructure and Housing department) • Vice President (Department of Social Affairs) • Vice President (Education) • Heads of MOPS, MCPH and CSB 	<ul style="list-style-type: none"> • Business analysts from MOPS/MCPH/CSB/Education to create a business model with common case management system • City Hall IT team to implement a case management system with central decision-making functionality • Representation from legal team to guide the data confidentiality aspect <p>Cost estimate:</p> <ul style="list-style-type: none"> • Medium to implement common case management system • High depending upon the level of centralization and central decision-making systems

Recommendation 7: Implement a citizen-centric case management model (continued)

Dependencies	Key milestones, activities and timeframe
Recommendations 4, 5 and 6	<p>Short term:</p> <ol style="list-style-type: none"> 1. Form a team of business analysts across all units to create a centralized case management model 2. Undertake a pilot focusing on quick win areas <p>Medium term:</p> <ol style="list-style-type: none"> 1. Reshape project scope based on pilot experience 2. Extend the program across all units 3. Invest in technology to enhance the intelligent centralized decision-making process <p>Long term:</p> <p>Apply sophisticated business process model capabilities to enhance outcome</p>
Priority	
High	

Recommendation 8: Share common IT and administrative services

The City should consolidate the currently separate IT and administrative departments of its multiple social services agencies into one shared administrative services unit and one shared IT department.

Scope and expected outcomes

Scope

Currently, almost every Łódź social services agency has its own standalone administration department(s), including such functions as accounting, finance, human resources, legal and procurement. In addition, each social services agency has its own IT department. The City should combine the separate departments to create one centralized administrative services support center and one shared IT department. Both new shared departments should be managed and directed by the City Administration and Finance departments.

Expected outcomes

- Reduced administrative costs for the City and its social services agencies.
- Common processes and procedures.
- Citywide IT operations and projects will be more productive and more effectively managed.
- Efficiency and productivity savings can be used to provide incremental funding to targeted social services.

Cost of inaction

Continued duplication of common administrative and IT support functions across multiple social services agencies, which is inefficient and not the best use of the City's limited social services resources.

Proposed owner and stakeholders	Suggested resources needed
<p>Owners: City Administration and Finance departments</p> <p>Stakeholders:</p> <ul style="list-style-type: none"> • City social services agencies • City Department of Social Affairs • City and cross-agency IT departments • City Council 	<ul style="list-style-type: none"> • Cross-agency steering committee • Project teams (administration and IT) <p>Cost estimate: low</p>

Recommendation 8: Share common IT and administrative services (continued)

Dependencies	Key milestones, activities and timeframe
<ul style="list-style-type: none"> • Can be implemented independently of other recommendations • Support from City Council • Data privacy constraints 	<p>Short term:</p> <ol style="list-style-type: none"> 1. Form an interagency meeting of owners and stakeholders to outline a plan of action and discuss key themes (week 1) 2. Establish a steering committee and a project management team (week 2) 3. Hold weekly meetings to develop objectives, project plan and milestones (weeks 2 - 12) 4. Obtain City Council approval (month 6 - 12) <p>Medium term:</p> <ol style="list-style-type: none"> 1. Execute project plan (months 13 - 18) 2. Redeploy resulting redundant resources (months 18 - 24)
Priority	
Medium	

Recommendation 9: Revise monetary benefit payment methods

The City should consider changing from a predominately cash-based benefit payment method to a combination of cash and prepaid card methods.

Scope and expected outcomes

Scope

Currently, the City's social services agencies pay monetary social benefits predominately in cash. MOPS does pay some benefits in the form of prepaid bank cards, but use of this program is limited. While most benefit recipients prefer cash payment, this exposes the City and its agencies to increased risk. In addition, it significantly limits the City and its social agencies' ability to "follow the cash" after it has been disbursed to citizen recipients.

The City should launch a pilot program expanding the use of prepaid card benefit payments to select regions in which prepaid cards are commonly used and accepted by vendors. Based on the results, the City should then partner with a financial services company that specializes in processing electronic payments for governments and social services agencies and expand the pilot program.

Expected outcomes

- Improved access to benefits usage data that will enable effective analysis of how benefits are spent, what suppliers are used, geographic concentration of suppliers and more. Depending on the results of the analysis, the City can then make changes, such as limiting the types of products and services cards can be used for.
- Lower cash-handling costs for the City and its agencies.

Cost of inaction

The City will continue to be exposed to fraud through cash transactions that cannot be traced.

Proposed owner and stakeholders	Suggested resources needed
<p>Owner: MOPS</p> <p>Stakeholders:</p> <ul style="list-style-type: none"> • City Department of Social Affairs • City Financial department • City President's department • City social services agencies 	<ul style="list-style-type: none"> • Financial services partner • Communications campaign • Cross-organizational taskforce <p>Cost estimate: Low</p>

Recommendation 9: Revise monetary benefit payment methods (continued)

Dependencies	Key milestones, activities and timeframe
<ul style="list-style-type: none"> Partnering with a reputable financial institution for processing prepaid card payments Availability of card processing equipment in certain regions of the city and with certain types of vendors (for example, the farmers market) 	<p>Short term (6 - 12 months):</p> <ol style="list-style-type: none"> Cross-organizational taskforce to review current MOPS limited prepaid card benefits program Assess feasibility of expanding the current MOPS program to more recipients and agencies
Priority	
Medium	

Recommendation 10: Implement a system of analytical tools to ensure correct payments

The City should implement a system of analytical tools to ensure that incidents of fraud, abuse and error are detected and remediated in a timely manner.

Scope and expected outcomes

Scope

Integrated analytical tools will give the City and its social services agencies the ability to systemically mine claimant data and identify cases in which fraud is likely. This will allow it to more effectively utilize limited investigation resources. Integrated analytical techniques will allow the processing of more information (both structured and unstructured) from more sources, data mining, pattern recognition, predictive analytics and enhanced reporting. These techniques will help the City target the right services to the right citizens at the right time.

Expected outcomes

Reduced levels of fraud, error and abuse as well as improved service delivery process. Examples include the following:

Eligibility: Real-time analysis of case data

- Identify indicators of fraud (such as inconsistent data, claim history indicates that an individual has made multiple failed claims, multiple claims for similar issues).
- Use analytics to ensure high-priority cases are actioned quickly or that complex cases are identified and immediately passed on to experienced caseworkers (for example, for terminally ill clients).
- Use automated case analytics in real time to assess the following for each case (PCR):
 - Priority — which cases require immediate attention.
 - Complexity — which cases are likely to be more complex and require specialist help/adjudication. For example, multiple benefit claims; cases in which there is a language issue (nonnative speaker), significant medical complications or other issues; or when the claimant is a nationally recognized figure or relative thereof (sensitivity).
 - Risk — which cases are most likely to have a higher risk to the organization, for example, claim history, claimant history (violence, and so on) or claim type.
- Additional benefit — PCR can be used to determine which cases can support automated processing, increasing the speed of case handling and reducing costs for the organization.

Payments

Use analytics to determine which payment methods prove the most effective and timely, which have the smallest number of enquiries and more.

Program effectiveness: Business improvement on real statistics

- Case handling timeliness reporting — identify claim groups that are taking longer to process
 - Improve business process — analyze which cases have either taken more time, or cost more, than the social agencies expected (for example to improve PCR classification)
 - Determine better outcome routes — analyze cases with similar initiators but different outcomes to understand which provides the better template for future service provision
-

Recommendation 10: Implement a system of analytical tools to ensure correct payments (continued)**Scope and expected outcomes (continued)****Cost of inaction**

Undetected fraud, abuse and error and inefficient use of limited City resources will continue.

Proposed owner and stakeholders

Owner: Newly combined City and social services agencies department

Stakeholders:

- City Department of Social Affairs
- City Financial department
- City President's department
- City social services agencies

Suggested resources needed

- Investment in common IT systems
- Increased IT funding for analytical tools
- Cross-organizational project team

Cost estimate: High

Dependencies

Recommendations 1 - 7

Key milestones, activities and timeframe**Short term (0 - 12 months):**

1. Create cross-organization project team to identify analytical techniques and determine if any should be deployed commonly
2. Request business analytics software demonstration from reputable multinational vendor
3. Complete recommendation to create a shared citizen database

Medium term (13 - 24 months):

Complete recommendations 1 - 7

Long term (2+ years):

Implement business analytics technology

Priority

High

Recommendation 11: Implement an improved outcome-based management system

The City should introduce an improved outcome-based management system that will coordinate all resources in its portfolio and enable citizens to achieve positive sustainable outcomes.

Scope and expected outcomes

Scope

Create an outcome-based management process and system to help citizens overcome barriers and achieve their goals. Holistically assess a citizen's situation and proactively create and implement a plan for overcoming barriers.

Steps for an outcome-based management process are below:

- Social worker assessment of citizen needs from portfolio of service offerings
- Establishment of citizen goals with agreement from the citizen
- Plan for goal attainment with the citizen
- Tracking of citizen progress with milestones

Expected outcomes

- Outcome-based management will coordinate all resources in the City's portfolio
- Social workers will be able to recommend services from the entire portfolio of City offerings based on eligibility and need
- Citizens will receive the right services at the right time with the most optimal outcome based on future independence from social services
- Programs can be created based on target groups with specific needs (see page 16)
- Specific offerings can be created using data analytics from the previous outcome history of these target groups and the services offered

Cost of inaction

The root cause for the requirement of social services will never be considered as services are applied for the citizen.

Proposed owner and stakeholders	Suggested resources needed
<p>Owner: City Hall, service delivery organizations and NGOs</p> <p>Stakeholders:</p> <ul style="list-style-type: none"> • Citizens • City Hall • Government service providers • NGOs • City budget 	<ul style="list-style-type: none"> • An integrated technology approach • Data analytics <p>Cost estimate:</p> <ul style="list-style-type: none"> • Low — continue to create targeted segment programs with measurements (Łódź has already created many with the 2011 - 2015 strategy document) • Higher costs associated with technology for data analytics

Recommendation 11: Implement an improved outcome-based management system (continued)

Dependencies	Key milestones, activities and timeframe
Recommendations 1 - 7	<p>Short term: Continue to execute programs for the six key target groups. Adjust the programs as needed and begin to include outcome measurements when possible (1 - 12 months).</p> <p>Long term: Implement outcome management technology to allow for programs targeted at specific citizen groups (2 - 3 years).</p>
Priority	
High	

Recommendation 12: Increase accountability for service delivery

The City should increase accountability of those responsible for service delivery, measure citizen outcome and set incentives based on achieving positive outcomes for citizens.

Scope and expected outcomes

Scope

Create outcome-based measurements to focus on correcting root cause issues for dependence on social services versus simply providing services.

Expected outcomes

- Contracts with providers will be based on measurable outcomes that help people keep well and move toward recovery.
- Citizens will be at the center of care, so personalized care planning and services will be integrated and built around individual needs: one plan for each person will describe their route to wellbeing and recovery.
- Providers will better work together, sharing responsibility for delivering outcomes and achieving a high level of integration.

Cost of inaction

- The behavior of staff will not be aligned to the needs of the citizen and staff will continue to be aligned to the programs they administer.
- Costs will continue to be high and not optimized.
- There will be no incentives to work with citizens to make them independent of government aid.

Proposed owner and stakeholders	Suggested resources needed
<p>Owner: Vice President responsible for social services</p> <p>Stakeholders:</p> <ul style="list-style-type: none"> • Social workers • Social worker management • City budget • City of Łódź • Citizens 	<p>A small team to do the following:</p> <ul style="list-style-type: none"> • Create the measurements • Educate the staff • Track the progress of the outcome-based measurements <p>Cost estimate:</p> <ul style="list-style-type: none"> • Low to start to create the measurements • Higher costs associated with data analytics to track progress over the long term

Recommendation 12: Increase accountability for service delivery (continued)

Dependencies	Key milestones, activities and timeframe
Recommendations 1 - 7 and 11	<p>Short term: Assign an owner to begin to see how outcome metrics could be included in current programs</p> <p>Medium term: Educate social workers about programs and gain their buy in for implementation based on value to the citizens</p> <p>Long term: Track progress of measurements against the successful reduction of benefits required</p>
Priority	
Medium	

5. Conclusion

In its meetings with employees of the City of Łódź, the Smarter Cities Challenge team discovered a great passion and desire to help people in difficult situations, especially the elderly and children. One of their primary inhibitors to providing the best services possible is the lack of access to information.

The team's initial recommendations focus on client centricity, which is implemented through organizational, cultural and process changes as well as the introduction of technology.

The first step is to create a new organizational structure and improve communication with citizens. The team was pleased to see the basics are in place to support this recommendation. For example, City Hall has created a dedicated department responsible for coordinating communication with citizens, and currently under construction is an IT portal that aims to consolidate information about City Hall services. City Hall has a call center and has opened nine new information centers.

These points of contact are a great start, but they are City Hall-centric and need to be expanded to include all social welfare organizations, which should be fully engaged in delivery and aim to resolve issues during first contact.

The **foundation** stage of the recommendations should enable simpler access to social services information, an effective client-focused organization and a platform for the collection and sharing of data. The City should see visible results after 12 months.

With the foundation in place, the **citizen-centric** stage follows. The City should adopt more advanced methods to support the evaluation and provisioning of social welfare services. As part of this stage the City should expand the information being processed by internal and external sources and maximize the possibilities and potential of sharing data between organizations. The results should be available within 12 - 24 months. By this time, the organization will be focused on the citizen and will have the necessary high-quality data to manage services better. Access to services for citizens will be much simpler, and quality will be better perceived.

The final, **optimize**, stage aims to provide a set of mechanisms for continuous improvement of service delivery, a citywide social services case management system and the use of the data as a source for advanced analytics in order to measure and manage the outcomes of social programs. Ultimately, analytics will help improve public service efficiency, allowing City staff to focus on high-value activities that better support citizen's needs.



6. Appendix

A. Acknowledgments

Name and title	Organization
Hanna Zdanowska	Madam President, City Hall Łódź
Krzysztof Piątkowski	Deputy President, City Hall Łódź
Dr. Jacek Męcina	Secretary of State Ministry of Labor and Social Policy
Jacek Banaszek	Director, Economic – Administrative School
Katarzyna Bartczak	School teacher, Economic – Administrative School
Dariusz Biniek	Inspector, Deputy Head, Department of Municipal Police in Łódź
Paweł Blachowski	Director, Employment Office in Łódź
Barbara Bujalska	Trainer, “Club for social integration,” Municipal Social Welfare in Łódź
Justyna Ciumaszko	Investor Relations Manager, Entrepreneurship Development and Investor Relations department
Anna Czekala	Deputy Director, Budget Office of the City of Łódź
Radosław Czerwiński	Manager, Outplacement Center at the Labor Office
Marek Fabiański	Head, Department of Assets Management
Jeremiasz Gorzędowski	Interpreter
Marcin Górski	Director, Legal department of the City of Łódź
Agnieszka Graszka	Director, Department of Assets Management
Iwona Iwanicka	Health department of the City of Łódź

Name and title	Organization
Bogusława Jagusiak	Head of Monitoring and Control department
Przemysław Janczyk	Director, IT department City of Łódź
Agnieszka Jasińska	Interpreter
Monika Jędrzejczyk	Coordinator of social assistance point, Municipal Social Welfare in Łódź
Dariusz Jurkowski	Head of Department, Police Headquarters in Łódź
Monika Karolczak	Deputy Director of the Office for Promotion, Tourism and International Cooperation of the City of Łódź
Ewa Kittel	Deputy Director, Center of Social Benefits in Łódź
Sławomir Klimczak	Prevention department – Police Headquarters in Łódź
Dariusz Koperczak	Specialist of labor market in the Office of Enterprise Development and Workplace, City of Łódź
Robert Kowalczyk	IT specialist, Municipal Social Welfare in Łódź
Katarzyna Kowalczyk	Interpreter
Dariusz Kwapisz	Deputy Director of Information, Center of Geodesy, Łódź
Adam Kwaśniak	Deputy Director, Office of Entrepreneurship Development and Workplace, City of Łódź
Dorota Małkus	School teacher
Małgorzata Markowska	Deputy Director of Relationship Management for the Inhabitants of the City of Łódź
Igor Mertyn	Spokesman, Municipal Social Welfare in Łódź
Antoni Miazek	Deputy Director of the Labor office in Łódź

Name and title	Organization
Dr. Wojciech Michalski	Leading specialist in the Office of City Strategy. Presentation of the City development strategy
Magdalena Netzel	Coordinator of SCC team
Michał Nowak	Deputy Director of the Department of Education
Marcin Objalski	Director, Office of Revitalization and Development, City of Łódź
Tomasz Pletrasik	Head of Department – Downtown Municipal Police
Grzegorz Pilaszek	Director, Center of Social Benefits in Łódź
Agnieszka Piotrowska	Chief Specialist for Promotion, Tourism and International Cooperation of the City of Łódź
Antoni Pisarski	Deputy Director, Municipal Public Health Center
Wojciech Płoszaj	Deputy Chief Operating Officer – Municipal Police
Michał Róžański	Director of School No. 26
Tamara Sagan	Chief Accountant, Municipal Social Welfare in Łódź
Luiza Staszczak-Gąsiorek	Director of the Department of Social Affairs
Jan Schnerch	Director, Center of Geodesy, Łódź
Dorota Szubska	Coordinator of project “Club for social integration,” Municipal Social Welfare in Łódź
Aleksandra Suszewicz	Deputy Director, Investment Development department
Ewa Ściborska	Advocate of people with disabilities
Romana Tarczyńska	Manager, Department of Assets Management

Name and title	Organization
Małgorzata Wagner	Director of Municipal Social Welfare in Łódź
Andrzej Walczak	Member of the Board, Atlas Group
Profesor Wielisława Warzywoda-Kruszyńska	Director of the Institute of Sociology at the University of Łódź
Elżbieta Wilczyńska	Chief Specialist, team for special education, welfare and recreation organizations
Marcin Włodarczyk	Director of the Office of Investor Assistance
Bartłomiej Wojdak	Director of the Office for Promotion, Tourism and International Cooperation of the City of Łódź
Leszek Wojtas	Municipal Police
Małgorzata Wojtczak	Director of the Budget Office of the City of Łódź
Dorota Woś	Head of Department, Municipal Social Welfare in Łódź
Sebastian Wujek	Assistant of Deputy President

B. Team biographies



Murali Jayarman
Senior Global Project Executive

Jayarman has worked at IBM for 20 years. He has more than 28 years of experience in the IT field and has performed various roles in corporate projects relating to software development and IT services. In Jayarman's current role he is responsible for global client relationships and business growth with key clients and leads a team of 5,000 staff in 13 global locations.

Jayarman has MBA and MSc postgraduate degrees and has won many IBM awards for his achievements. He was an invited speaker at an international IT conference held in San Francisco in 2005. Jayarman has achieved professional certifications within IBM as IT Architect, Project Manager and Project Executive.

Born in India, Jayarman moved to Australia 25 years ago and has called Sydney home since.



Susan Spector
Director, Technical Support Services
IBM Global Technology Services

Spector is the global business line leader for technical support for IBM storage, solutions and software. This includes storage, solutions and software service planning, offering development and global business leadership. She was appointed to this position in 2010.

Prior to this, Spector was Director, System Services for IBM Global Technology Services. She was responsible for developing a set of service products that focuses on storage and server services and on helping clients optimize and manage their infrastructure.

Previously, Spector was the Director of Business Intelligence Solutions within the IBM CIO office. She led the development and deployment of business intelligence solutions across IBM, utilizing many of the technologies and architectures that are part of the solutions IBM Global Technology Services provides for clients. She has held a variety of other positions within the IBM IT business community, all with a focus on leveraging information infrastructure for business value.

Spector has leadership experience across development, sales, sales operations, marketing, IT, manufacturing and supply chain functions within IBM.

Spector joined IBM in Poughkeepsie, NY, supporting the mainframe manufacturing division as a financial analyst. She holds an MBA from Ohio State University and a BSc in marketing from Towson State University. She currently works for IBM in Somers, NY.



Richard McDonald
IBM Distinguished Engineer
IBM North America Technical Sales

McDonald was named an IBM Distinguished Engineer in April 2003, and he is an Open Group Distinguished IT Architect. He is currently the IBM technical advocate to telecom clients in Canada. He is also technical lead for the Component Infrastructure Roadmap (CIR) technique and asset. CIR is a program that enables IBM senior architects to easily provide strategic IT transformation guidance to clients worldwide.

Prior to CIR, McDonald was a lead architect in the Canadian presales technical community, providing architectural and delivery leadership to major e-business infrastructure projects. Most of his experience has been with financial and public sector projects. He has led the architecture and design of the infrastructure of some of the largest transactional websites in Canada, with a primary focus on high availability and scalability. He has experience developing and teaching architecture methodologies and tools.

Upon joining IBM in 1981 from the University of Toronto, McDonald spent 14 years in the IBM Canada software development laboratory, leading the successful development of IBM software products. He co-holds two patents in distributed object technology.

McDonald lives with his wife Leslie and three cats in Toronto.



Marion McDougall
Client Director
Bell Canada

McDougall has been the Client Director for Bell Canada since November 2012. Bell is one of the top 10 accounts for IBM Canada, currently driving \$150 million in revenue for IBM Canada with a balanced portfolio of services, software and hardware.

Previously McDougall was the Director of Inside Sales, Canada. Inside Sales is the integration of the Internet and approximately 350 telephone-based sales professionals who provide clients with seamless access to IBM's portfolio of capabilities and offerings. Inside Sales' capabilities extend IBM's reach and relationships with clients and generate more than 10% of its annual revenue in addition to significant lead creation for all IBM channels.

Prior to this assignment, McDougall was the Director of Sales Operations for IBM Canada. Within Operations, McDougall was accountable for improving the sales effectiveness and productivity of the Canadian sales force by ensuring execution of the coverage strategy, sales management system, sales processes, routes to market, opportunity pipeline and sales reporting systems. She managed the Complex Deal Management team, a team of talent responsible for supporting sellers in pursuit of cross-brand opportunities to drive revenue growth across all brands and sectors.

McDougall has had many different experiences in her career across the spectrum of sales, sales management, finance, strategy and operations. She has been in management since 1996 and has received several awards, including many Hundred Percent Club and Leadership awards. McDougall graduated from the University of Western Canada with a BA in economics. She has been with IBM for 24 years. Marion lives in Unionville, Ontario, with her husband James and their son Thomas.



David Castle, CPA
Director of Accounting
IBM Growth Markets

Castle leads the accounting operations for IBM Growth Markets. In this role, he is responsible for all accounting operations supporting more than 120 countries spanning Asia, central and eastern Europe, Latin America, the Middle East and Africa.

Growth Markets is one of IBM's four key growth initiatives with current focus on geographic expansion of IBM's presence, selected industries of the highest impact and opportunity, countries' build-outs of infrastructure aligned with their national agendas and creating markets and new business models to serve the different requirements that exist in these emerging countries.

Prior to this, from 2009 to 2011, Castle was the Director of Accounting for IBM's major market countries in Europe, and from 2006 to 2009, he was the Director of Accounting for IBM – Japan, based in Tokyo. Castle joined IBM in 2000, and through 2006, he held several different senior manager positions in the corporate accounting division based in Armonk, NY.

Most of Castle's 11-year career prior to joining IBM was in public accounting in the United States, primarily at KPMG, where he was a Senior Audit Manager responsible for all aspects of audit engagements, including planning, fieldwork and SEC filings. Castle is a New York and Tennessee Certified Public Accountant and a member of both the American Institute of Certified Public Accountants and the New York Society of Certified Public Accountants.



Tomasz Rozmus
Senior IT Architect, CTO Europe Team
IBM Software Group

Rozmus is a Senior Technical Practitioner working for Chief Technology Officer Software Group Europe. He is responsible for developing strategic relationships in the European Union, defense and national public sectors; creating quality engagement opportunities across the European public sector for the Software Group; and increasing the visibility of IBM's technical practitioners in Europe via public relations engagements and other activities.

Previously Rozmus was the Leading Architect in IBM Global Technology Services. He held a variety positions as a leading architect for the government, telecommunication and financial sectors, all with a focus on optimization and leveraging information infrastructure for business value. He has successfully led government projects related to the Polish accession to the European Union, working with the Polish Border Guard, Polish Police and Ministry of Interior.

Rozmus has achieved professional certifications within IBM as Senior IT Architect, Open Group IT Architect and Enterprise Architect. He was a founder of the Technical Leadership Community in Polish affiliates with the IBM Academy of Technology. He is currently an advocate for initiatives related to patents.

Before joining IBM, Rozmus spent almost 10 years with one of the largest media companies in Poland, as vice director of the Data Center responsible for operation and development of IT systems.

Tomasz lives with his wife Tamara and daughter Eryka in Warsaw.

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