

# New Orleans

## Summary report

### Introduction

The City of New Orleans is one of 24 cities chosen in 2011 to receive an IBM Smarter Cities™ Challenge grant as part of IBM's citizenship efforts to build a Smarter Planet™. Through this initiative, teams of experts work with cities throughout the world to analyze urban concerns ranging from public safety, budgeting and resource allocation, and the environment and make recommendations.

During three weeks in June 2011, a team of six IBMers worked with the City of New Orleans to deliver recommendations to improve the collection, analysis and use of data.

### The challenge

The City of New Orleans faces some of the most formidable economic, social and environmental challenges of any municipal government in the country, yet a spirit of resilience thrives in New Orleans. Committed to their community, residents of the region have fought hard and come far since Hurricane Katrina in 2005 – and the region is better for it. A new vision is guiding catalytic investments and forging potential links between people and opportunity in the form of jobs, housing, education and improved quality of life.

However, key institutional barriers hinder the city's transformation into a vibrant, sustainable regional core. These barriers stymie the promise of community and government-led efforts to leverage recent and upcoming investments toward a fully revitalized New Orleans. In short, municipal government's ability to deliver and improve basic services is equally as important as its capacity to create and test new solutions to age-old problems

The focus of this IBM Smarter Cities Challenge was to create a roadmap to enable the City of New Orleans to design and implement transformational tools which ensure process innovation and performance management and help to build public trust in the city government's ability to effectively deliver basic services and institute a bold vision for a transformed, thriving New Orleans.

## Recommendations

To enable such a transformation, the IBM Smarter Cities Challenge team focused on identifying adjustments to existing city planning processes as well as effective use of performance metrics used to measure outcomes of the city services provided. To derive meaningful metrics, the city must establish an information infrastructure enabling management, integration and analysis of information in a quality, effective and efficient manner. This information foundation must enable an information supply chain which allows accessing and sharing trusted data, enables understanding the meaning of data, and transforms data to information for clearer insights for citizens and city workers.

## Planning and Performance Management

Performance management should be balanced across four dimensions: strategy development, operations management, public reporting, and management accountability. Today, there is a focus on operations management but less on strategic outcomes tracking. The recommendations are for the city to develop a Mayoral 'Dashboard' while automating and enhancing existing operational reporting. Once these steps are taken, the city can deepen operations reporting in select areas while adopting new public 'STAT' reporting on city-wide issues.

## Information Supply Chain

An information supply chain is grounded in an overall information architecture. It purposefully manages, integrates and analyzes data to deliver trusted information to program reports, dashboards, scorecards and analytics enabling better decision-making. Trusted information is viewed as critical to the city's transformational agenda. Current ITI operations focus on management of data and would benefit from a broader view that includes data integration and data analytics.

Key areas for the city to consider in establishing an information supply chain include i) building an information infrastructure for business intelligence and analytics, and ii) enabling a business intelligence environment for reporting and analysis, and iii) establishing an information governance program.

## Organizational Considerations

Making the prior recommendations work requires additional adjustments such as new roles and responsibilities; establishing the business architecture view of the enterprise architecture, and building a resilient information infrastructure for disaster recovery.

## Conclusion

By implementing these recommendations, the City of New Orleans moves closer to its vision for a 21st century government, including an outcome-based culture and driven by a data-informed decision making process, and active community partnering. Ideally, these changes will not only improve the efficiency of city government, providing more time and resources for other initiatives, but improve the quality of life for the residents of New Orleans.

## For more information

To learn more, send an email to [ccca@us.ibm.com](mailto:ccca@us.ibm.com) or visit [smartercitieschallenge.org](http://smartercitieschallenge.org)

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