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**List of Resource Classes & Activity Types**

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## CHAPTER 1: INTRODUCTION

Welcome to the MRM version 2.0! You are joining a group of subscribers that are using the MRM to design their Municipal Programs and Services, streamline their operations, improve Service Delivery, manage their resources and develop technology plans.

The MRM allows you to manage your Municipality in a way never possible before. You can define your Program and Service offerings, customize the tool to your unique Organizational structure and imbed Performance Metrics to measure ongoing performance.

### ***1.1 Key Features***

The MRM comes pre-populated with the following items which you can then refine:

- over 300 Municipal Services
- over 20 Programs
- over 6,000 Business Activities
- over 800 Resources

You can customize the MRM for your Municipality by:

- entering your unique Organizational structure
- defining your Corporate Services
- adding, deleting or changing Municipal Programs and Services
- identifying Corporate Initiatives
- adding Performance Metrics to track your operation's performance

You can use the MRM right away by:

- printing informative reports
- accessing on-line help

### ***1.2 Overview and Use of Manual***

The focus of the USER MANUAL is use of the MRM software tool. It does not cover business applications of the MRM, or Information Management Concepts ("IRM") concepts. A new user should read the MRM document from cover-to-cover and work along on the MRM tool to get "hands-on" experience, before attempting to enter "live" municipal information.

**CHAPTER 1:**

Chapter 1 includes an introduction to the user, and gives an overview of the product and what skills the user requires to use the MRM.

**CHAPTER 2:**

Chapter 2 is more of a technical focus and is targeted toward the individual who will be installing the software, backing up the software, and protecting the data.

**CHAPTER 3:**

Chapter 3 is a short overview of what the MRM is, and why it is so important to a municipality.

**CHAPTER 4:**

Chapter 4 focuses on 4 basic skills needed to move around inside the MRM and populate the data bases. It also introduces the notion of an MRM Object.

**CHAPTER 5:**

Chapter 5 focuses on the MRM menus and discusses the function of each menu.

**CHAPTER 6.**

Chapter 6 focuses on MRM Object Management. Some of the concepts developed in Chapter 5 are re-explored in the context of MRM Object management. This section explains how to add new MRM Objects, add information to MRM Objects, and Link MRM Objects to each other.

**CHAPTER 7**

Chapter 7 focuses on Activity Management. This is probably the most complex of the sections. The notion of an Activity Class is introduced, and the user is taught how to maintain information and relationships concerning Activities.

**APPENDIX**

The appendix contains a number of supporting documents to clarify and expand on some of the concepts explored throughout the user's manual.

## CHAPTER 2: SETUP & USE

### ***2.1 System Requirements***

Before you begin the installation process, you should have a computer with a 80486 or higher microprocessor running Microsoft Windows 3.X or Windows 95. While it is possible to run the MRM on a computer with 8 MB of RAM, 16 MB is preferred.

As the MRM is a single-user package, you will be installing this on your local drive - please guarantee that you have at least 25 Megabytes free.

### ***2.2 Pre-installation Procedures***

Before installing the following should be done:

1. Make a back-up of the diskettes.
2. Read the installation procedures outlined in section 2.3.

### ***2.3 Installation Procedures***

There are three phases when installing an application:

- 1. Selection** -Users specify which application components to install and where to install them.
- 2. Uncompress and Copy file** -The Setup Program uncompresses the selected components and copies them to the specified directories, creating directories, if necessary
- 3. System Update** -The Setup Program updates the AUTOEXEC.BAT file, INI files and icons, with optional user overrides.

#### **1. Selection Phase**

##### **STEP 1:**

Run the Setup Program, using any of the standard methods (for example, double-clicking setup.exe in a file list or using the Run command).

##### **STEP 2:**

After setup displays the Welcome window.

- select the Install products radio button and click "next."
- select whether you want a typical, compact, or custom install.

*It is highly recommended that the user picks the typical installation.*

Advanced users may choose other options but they will be responsible for ensuring that all the links to the Program and ODBC are made correctly

### **Typical Installation**

The Setup Program installs only those components and subcomponents designated for a typical install.

### **Compact Installation**

The Setup Program installs only those components and subcomponents designated for a compact install.

### **Custom Installation**

The Setup Program allows the installing user to choose which components and subcomponents to install.

#### **STEP 3:**

For a typical or compact selection ,The Products Available window displays a single application only: the MRM.

- Select the application's checkbox.

For a custom install, you also have the following choices:

- click Details to display a window listing the application's components.

Use this window to optionally select or clear application components. If a component has subcomponents, you can click Details again to display a list allowing you to select or clear subcomponents.

This window also allows you to modify the drive and path specifications for individual components. If you modify the base component (the top one in the list), Setup prompts you to make the change for all remaining components.

#### **STEP 4:**

The next window allows you to specify how the Setup Program updates duplicate files.

- specify a duplicate files options and click Next.
- you can quit the Setup process at any time by clicking Cancel

## **2. Uncompressed and Copy File Phase**

The installation process begins copying files, displaying progress in the status bar at the bottom.

If other applications are running, a warning displays prompting you to shut down other applications.

The installation proceeds, expanding and copying files, using the specifications customized by the user at setup time. (Press ESCAPE to quit the file-copying process.)

Depending on the state of the installation machine and specifications made in the Setup process you may be prompted to create new directories and overwrite existing files.

If corresponding files with later dates already exist in the Windows\System directory, Setup prompts you, depending on the specification made on the Update Duplicate Files window.

When the file copying process finishes, Setup displays the Completed Copying Files window.

## **3. System Update Phase**

### STEP 1:

- From the Completed Copying Files window, click Next.
- Setup displays the Update Path and Environment window.

### STEP 2:

- Specify how to update AUTOEXEC.BAT and click Next.
- Setup updates AUTOEXEC.BAT, as specified.

### STEP 3:

- Specify whether to update initialization files and click Next.
- Setup updates initialization files, as necessary.
- Setup displays the Setup Complete window.

### STEP 4:

- Click Finish.

## ***2.4 General Operating Procedures***

If you delete two items from the MRM database, they cannot be rolled-back, and must either be re-keyed or retrieved from a backup. We recommend that you back-up your MRM data once a day depending on the frequency of changes to the repository.

**\*\*Note:** MRM users may find themselves in one of two stages:

1. Active modifications - changes are being made on a daily or regular basis.
2. In-active modification - changes are being made on a periodic or ad hoc basis.

You may even want to back-up on a more frequent basis if you are making many data changes. If you do not have a facility to back-up your local drive - please contact your IS administrator.

We strongly suggest the purchase of Microsoft Access. This database management system will not only allow you to re-index your database if corruption occurs, but also allow you to extend your reporting and querying ability of the MRM databases. This will allow you greater flexibility in applying the MRM.

It is desirable to do as much MRM data manipulation off-line (on paper) before entering the data into the system. This is due to the fact that determining which data should go into the MRM is not always apparent until after considerable analysis and review - it is better to do this off-line.

## CHAPTER 3: MRM: THE BIG PICTURE

### ***3.1 What is the MRM used for?***

#### **MRM as a picture**

The goal of using the MRM is to create a “model” or a “picture” of your Municipal Enterprise; think of a big picture you can put on your wall that shows you a snapshot of your municipality.

This “picture” looks like a Tinkertoy model. In the MRM we call the building blocks MRM Objects. Examples of these MRM Objects are Municipal Services, Resources, Organizational units.

This picture of the municipality is important to allow teams to simultaneously view the Municipality in the same way, enabling them to plan together and manage change as a group.

In order to keep the Model relevant, maintaining the data associated with the MRM is very important, as the MRM should be continuously updated to reflect any changes in the Municipality.

#### **MRM - A Business Model**

Models such as the MRM are being used to strengthen the link between business planning and information systems and technology investment.

The construction of effective computer systems and databases has become increasingly difficult today because of the relationship between different aspects of the Organization which affect systems, such as:

- Organizational roles and responsibilities
- geographic locations
- service delivery activities

The MRM is a business model of a Municipality. A business model is a description of all the business functions that a Municipality conducts. Furthermore, a business model supports the information that is needed to perform business functions. Together the business functions and information subjects form a very powerful tool for developing information systems and data bases.

## CHAPTER 4: MRM SKILLS

### 4.1 What are the basic MRM skills?

There are four MRM skills, the mastery of these will allow you to use all the MRM screens.

#### SKILL 1: Adding Instances of Municipal Objects:

Starting with terminology, an MRM Object is a building block of your Municipality. The MRM Objects include:

- Municipal Programs
- Municipal Services
- Corporate Services
- Corporate Initiatives
- Municipal Corporation
- Resources
- Organizational Units
- Locations
- Sponsors

There are other Municipal objects such as Activities and Performance Metrics that are covered later in the document, as they are not considered MRM Objects.

Later in section 6.2 (“Maintaining information about MRM Objects”), we will define each of these MRM Objects, and examine them in detail.

The list or names of MRM Objects is not something that you can change. You can, however, change the members or contents of each of the MRM Objects.

Each of these MRM Objects are containers with many members. For example, the MRM comes populated with over 300 examples of Municipal Services or MRM Objects instances. (Note: the terms MRM Objects and MRM Object instances are used interchangeably in this document to reduce the number of terms)

You can customize the MRM to your Municipality, by deleting MRM Objects that do not apply and adding additional MRM Objects.

For example, you may decide to delete the Municipal Service “Fire Suppression”, if your Municipality does not offer that Service, but decide to add the Resource “Leaf-blower”, if it was not in the MRM.

**SKILL 2: Entering Municipal Object's Detailed Information:**

The MRM allows you to add detailed information about all of the MRM Objects.

For example, for a particular example of a Municipal Service, "*Potable Water Distribution*", you may want to add details such as: description, size of target group, Service Delivery unit.

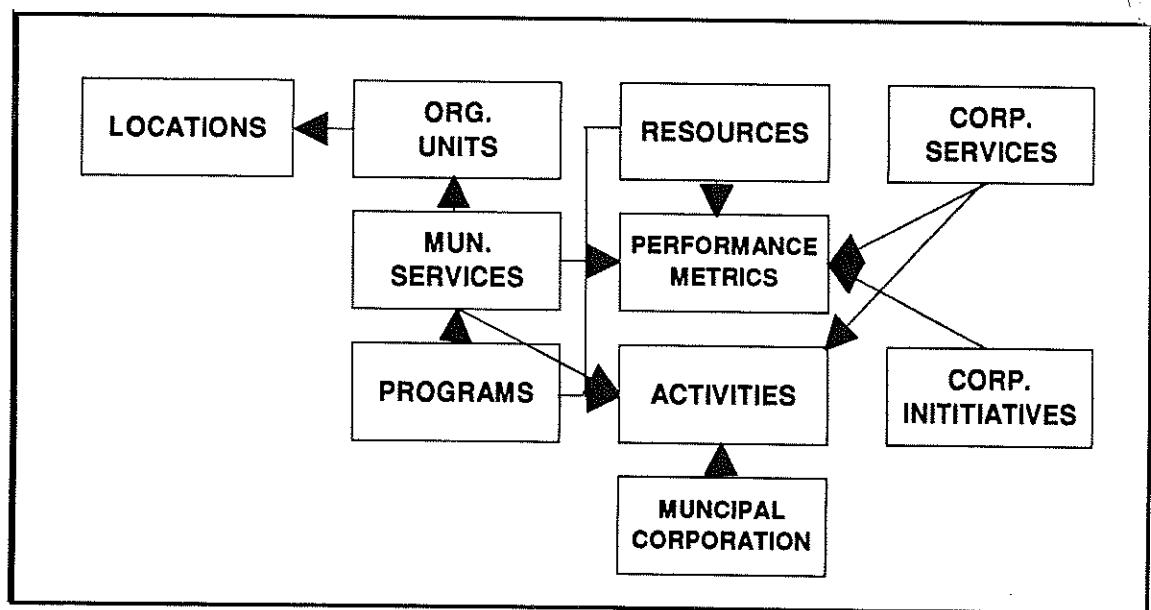
Or, for a particular example of an Organizational Unit "*Works Department*", you may want to add budget information.

**SKILL 3: Linking MRM Object's to each Other**

Your Municipality is more than information about MRM Objects, it is also the relationship between them. For example, the "*Works department*" may be responsible for the "*Potable water distribution*". This is a relationship between an Organizational Unit and a Municipal Service.

The MRM lets you "link" MRM Objects to express relationships in the real world. For example, "Suppressing a Fire" requires the use of a "Fire truck" is a relationship between a "Business Activity" and a "Resource".

Following is a picture intended to give you an idea of what the relationships between the MRM Objects may look like. It has actually been simplified!!



**SKILL 4: Reporting on MRM Objects & Relationships**

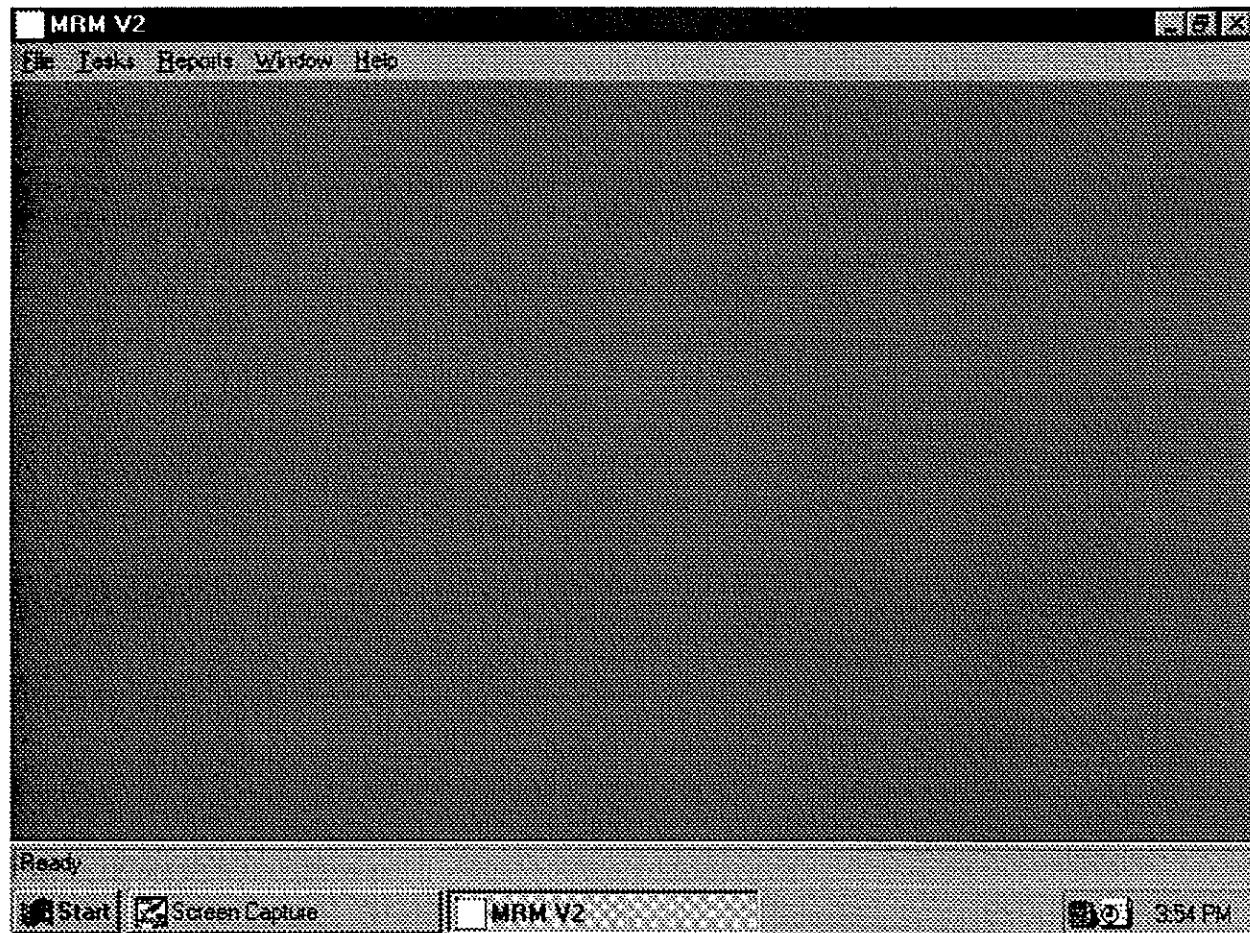
Once data is entered about each of the Municipal Objects and the relationships between them are defined, you can print reports, and answer questions such as:

- What are all the resources required to "Suppress a Fire"?
- What Organizational unit is responsible for "Potable Water Distribution"?
- What Organizational units are located at a particular location?
- What Activities are involved in delivering a particular Service?

The MRM comes with a report library containing a number of fundamental reports. As recommended earlier, purchasing a copy of Microsoft Access will allow you to extend your reporting ability by designing your own reports.

## CHAPTER 5: THE MRM MENUS

From the MRM main menu (first thing you see!), you are presented with the following screen display:



### 5.1 File Menu

From the file menu, you have the following options:

1. Print

Selecting the "Print" command will print the current data window. This is useful in printing the contents of profile screens (profile screens are covered in section 6.2)

2. Print Setup

Selecting the "Print Setup" command will use the standards WINDOWS approach to selecting the type of printer and configuration.

### 3. Close

Selecting the "Close" command will close the FILE MENU.

### 4. Exit

Selecting the "Exit" command will close the MRM application.

## **5.2 Task Menu**

When you select the TASK MENU, you are presented with the following list of options:

- Programs
- Municipal Service
- Corporate Service
- Corporate Initiatives
- Municipal Corporation
- Resource
- Organizational Unit
- Locations
- Performance Metrics
- Sponsors

This is a list of the MRM Objects discussed in the previous chapter. Once you select one of the following MRM Objects you are involved with MRM Object Management.

MRM Object Management is the topic of the next chapter, and it deals with allowing you to:

- Add examples of MRM Objects (**SKILL 1**)
- Add detailed information on profiles about MRM Objects (**SKILL 2**)
- Relate MRM Objects to each other (**SKILL 3**)

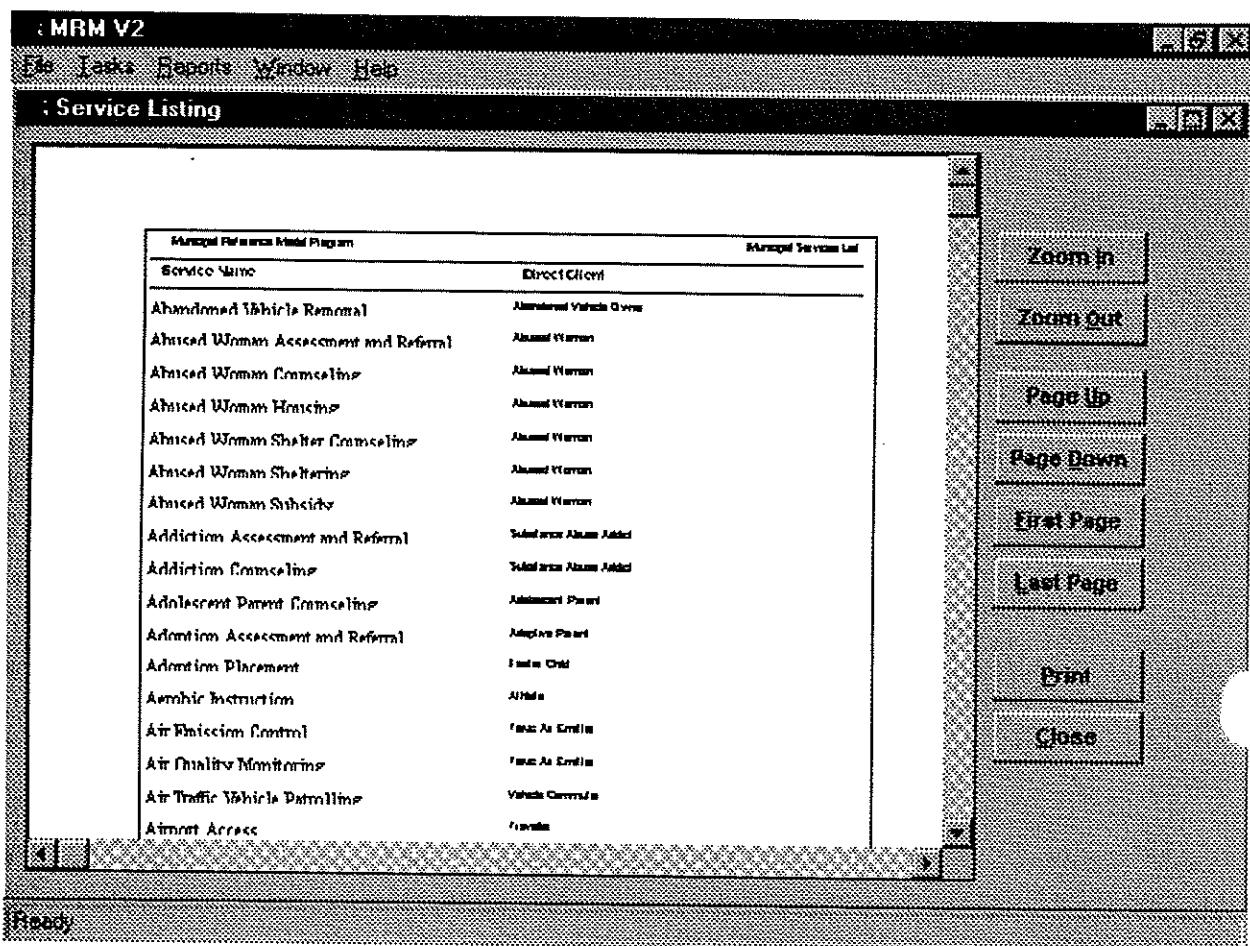
## **5.3 Reports Menu**

The Reports Menu allows you to select and print a variety of reports (**SKILL 4**)

The reports are divided into the following 5 categories:

- Programs
- Services
- Resources
- Activities
- Organizational Units

Once you select a report, you are presented with a number of options (see below).



## 1. ZOOM IN

The "Zoom In" command allows you to zoom in for a closer look at your report.

## 2. ZOOM OUT

The "Zoom Out" command allows you to zoom you out for a less detailed look at your report.

## 3. PAGE UP

The "Page Up" command moves you up one page on your report.

## 4. PAGE DOWN

The "Page Down" option moves you down one page on your report.

## **5. FIRST PAGE**

The "First Page" option moves you to the top of your report.

## **6. LAST PAGE**

The "Last Page" option moves you to the bottom of your report.

## **7. PRINT**

The "Print" option prints the entire report.

## **8. CLOSE**

The "Close" option closes your report.

### **5.4 Window Menu**

The Window Menu gives you the standard Windows options of Tile, Cascade and Layer. These options will control the number of MRM windows you can have open, and how they look.

### **5.5 Help Menu**

The Help menu has the following options:

#### **1. HELP INDEX**

The "Help index" command takes you to the main help menu. The help menu follows the standard WINDOWS conventions.

#### **2. SEARCH**

The "Search" command takes you to a search menu, allowing you to search for information on key MRM terms.

#### **3. ABOUT**

The "About" command displays information about the MRM and it's creators.

## CHAPTER 6: MRM Object Management

An MRM Object is a building block of your municipality. The MRM Objects in the MRM include:

- Municipal Programs
- Municipal Services
- Corporate Services
- Corporate Initiatives
- Municipal Corporation
- Resource
- Organizational Units
- Locations
- Sponsors

MRM Object Management is one of the 3 MRM management functions. The other is Activity Management.

MRM Object management involves the following functions:

1. Adding or deleting MRM Objects

Example, adding a particular Municipal Service such as "Animal Sheltering", or deleting a particular Resource such as "Fire Suppression Vehicle"

2. Adding detail to existing MRM Objects

Example, entering a description, and target client group to the "Animal sheltering" Municipal Service, or entering the inventory count and % growth to the "Fire Suppression Vehicle"

3. "Linking" MRM Objects to each other

Example, creating a "link" between a particular Organization Unit such as "Works Department", and a Municipal Service such as "Potable Water Distribution". The interpretation in this case that the "Works Department", is accountable for the "Potable Water Distribution" Service.

These 3 MRM Object Management functions are performed through the use of a set of different screen types, which combine to handle all aspects of MRM Object Management.

The four screens types are:

1. Locator Screens,
2. Profile Screens,
3. Search Screens, and
4. Relationship Screens.

## 6.1 Maintaining MRM Objects

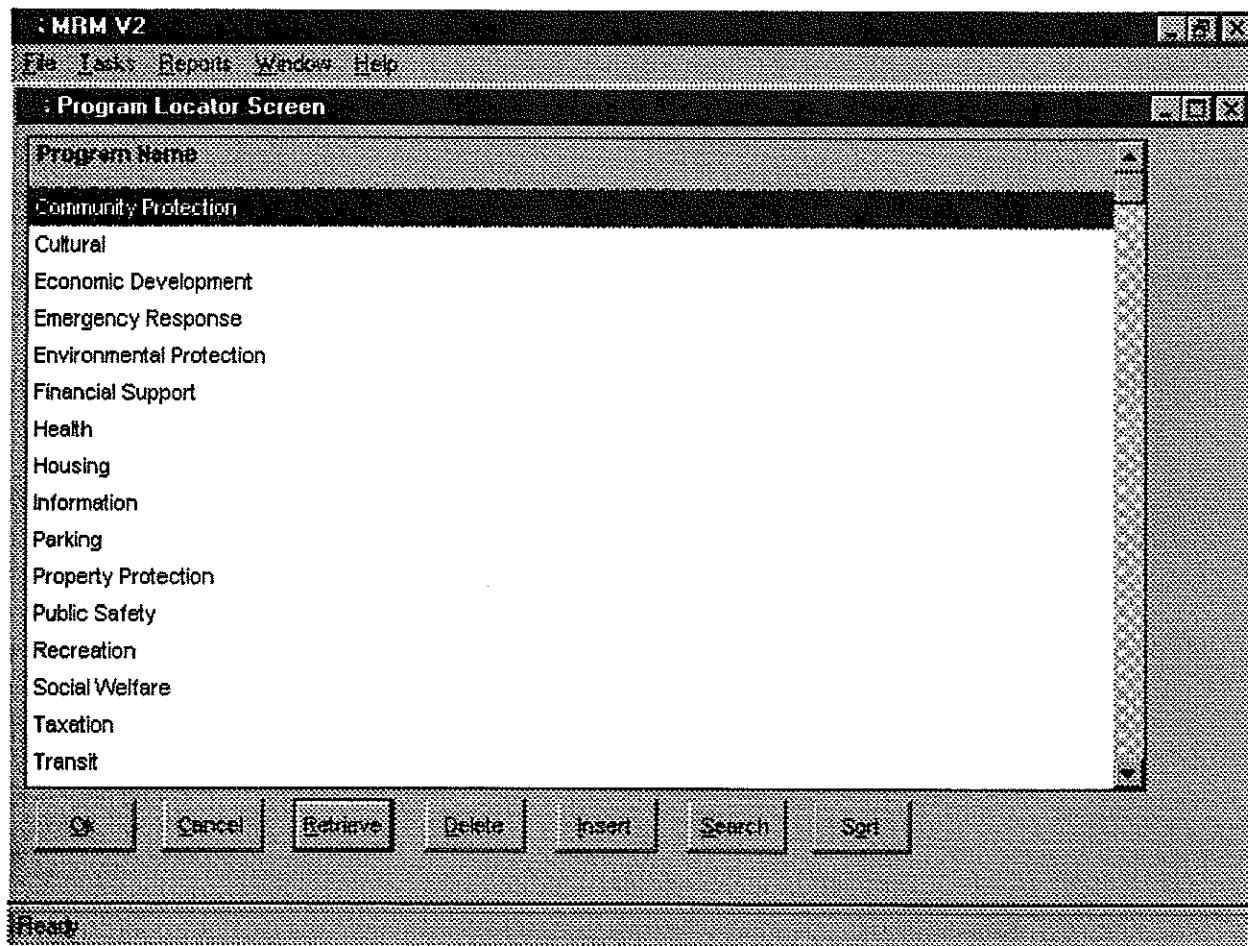
### MRM Object Locator Screen

Maintaining the list of MRM Objects is handled by the MRM Object Locator Screen.

The MRM Object Locator Screen is the first screen that pops-up after selecting a menu item from the Task Menu:

All of the MRM Objects have an associated Locator Screen to maintain the members, as each MRM Object (except Municipal Corporation - there is only 1) has many members. The MRM comes populated with over 300 Municipal Services, 6,000 Activities etc.

Following is an example of a locator screen for Programs.



The locator screen has five basic functions:

#### **1. RETRIEVE**

By placing the cursor on and highlighting the desired list item, and hitting "Retrieve", (or double clicking with the mouse), a Profile Screen will come up. The Profile Screen allows you to edit all the detail associated with the chosen MRM Object (see Profile Screen description below for more information).

## **2. DELETE**

By placing the cursor on and highlighting the desired "MRM Object" and selecting "Delete", the chosen "MRM Object" is deleted.

Before the item is deleted, a pop-up window will list all the other MRM Objects that are "linked" with the highlighted list item and the relationship with the highlighted Object. You can then decide whether you really want to delete the selected item or cancel. (Note: MRM Object "linking" will be explained later)

Note: Deleting takes a long time! It is better to plan on paper, and be sure of the items you plan to delete.

## **3. INSERT**

By pressing the insert button (cursor can be anywhere), a blank Profile Screen will pop-up. This adds a new MRM Object to the list.

## **4. SEARCH**

By pressing the search button (cursor can be anywhere), the Search Screen pop-ups up. The Search Screen allows you to enter a string to find the desired list item.

The search screen will show you a list of all MRM Objects which contain your "input string". For example, if you are looking for Municipal Services which contain the word "animal". Entering the string "animal", will return the following items: Animal Sheltering, Animal Care, Dead Animal Removal etc.

## **5. SORT**

By pressing the sort button, you are presented with a list of data fields by which you may sort the list.

## 6.2. Maintaining Information about MRM Objects

### MRM Object Profile Screen

Information about MRM Objects is maintained through the use of the MRM Object profile screens.

A profile screen is activated by either pressing "Retrieve" from the "MRM Object locator screen" (shows detail associated with selected MRM Object) or by pressing "Insert" (shows blank profile screen to add new MRM Object and associated detail).

The following is a profile screen relating to Municipal Service (Fire Suppression)

The screenshot shows a computer window titled "MRM V2" with a menu bar containing "File", "Edit", "Select", "View", "Help". The main title is "Municipal Service Profile - Fire Suppression".

**Direct:** Fire Suppression

**Social Types:** Direct

**Client:**

Direct: Fire Victim	Count:	0
Value:		
Indirect:		
Value:		

**Description:**  
A municipal service provided to fire victims offering immediate assistance in suppressing fires thereby protecting life and property.

**Service Delivery Unit:**

Unit: Suppressed fire.	Count:	0				
Period: Year	% Growth:					
Accountability:						
Q1	Q2	Metrics	Sponsors	Programs	Activities	Act. Class

(Read)

The profile screen is comprised of a number of different types of data fields. Data fields allow you to add particular pieces of information about the MRM Object. The following types of data fields can be found in the profile screens:

### **TEXT FIELDS**

Text fields allow you to enter text or numbers. Description fields are examples of this.

### **NUMERIC FIELDS**

Numeric fields allow you to only enter numbers such as budget amounts.

### **LIST FIELDS**

A list field permits you to select values from a pre-defined list of values. When you click on this field, you are presented with a pop-up list.

Frequency fields are examples of a list field, they contain the pop-up menu:

day  
week  
month  
year

Note: the user cannot change the list items, but can only select from the list!

### **OBJECT LIST FIELDS**

Object list fields look exactly the same as list fields, with one difference, when you click on this field the pop-up list is a list of other MRM Objects. Picking an MRM Object from the list creates a "link" between the two MRM Objects. We will refer to this association of one MRM Object with another as "Linking".

For example, the Profile screen associated with a particular Municipal Service has an "Accountability" Object list field. This Object List Field will contain a list of all the Organization Units that you have entered.

When we choose an MRM Object from a pop-up list, the MRM Object we select has been already entered in another part of the MRM.

### **DATE FIELDS**

Date fields only accept a date as a valid entry. The date field standard (whether it is MM/DD/YY or DD/MM/YY) will be based on your Windows setting. If you are not sure about this, contact your IS administrator.

## JUMPS

"Jumps" are the buttons on the bottom of the Profile Screens and will either "jump" you to a Relationship Screen, or a Locator Screen. (See Relationship screen below) The "jumps" will vary based on the MRM Object that you are working on.

### **6.3 MRM Object Detail**

This section reviews all of the MRM Objects, describes the data that can be maintained, and gives examples of sample data.

#### **6.3.1 Programs**

A Municipal Program is a management concept intended to manage the Service delivered to defined segments of the public (target groups), or the public collectively, to meet a particular (defined) need or accomplish a social goal.

A Program an example of an MRM Object, as it is a key component of a Municipality.

The MRM comes populated with approximately 20 Programs. You may add additional Programs or delete existing Programs. Examples of Programs include:

- Recreation
- Health
- Community Protection

### **Program Data Elements**

To edit an existing Program., or add a new Program, the following data elements must be entered or maintained:

#### **1. Program Name**

This field allows you to rename an existing Program Name (if you have selected Retrieve from the "Program Locator Screen", or to add a Program Name for a new Program that you would like to add (if you have selected "Insert" from the "Program Locator Screen")

Example: Liquid Waste Management

#### **2. Target Group**

The Target Group is the segment of the population that the Program serves. For example, the Program "Senior Recreation" would serve the target group: "Senior Citizens". In many cases, you will find that the target group is the entire population: Residents.

You will be picking the Target Group from a list. If the list does not contain the target group, you will have to add it in the Resource section. If you are not sure how to add Resources, refer to section 6.3.6

A final note, the target group is your best guess at who the Program targets, do not let this be a show-stopper, as this can always be revisited.

**Example: Liquid Waster Producers**

### **3. Population**

The population is the total estimated number of individuals or groups of individuals that comprise the target group.

**Example: 200,000**

### **4. Social Goal**

The "Social Goal" for having the Program may be to make the citizen population healthier or wealthier. You may find that a Program can have multiple social goals.

For example, "Liquid Waste Management" may have the following social goals:

**Example: Enhanced health for citizens  
Cleaner environment**

### **5. Description**

This is a description of the Program itself. Enter a short paragraph on how you would describe the Program.

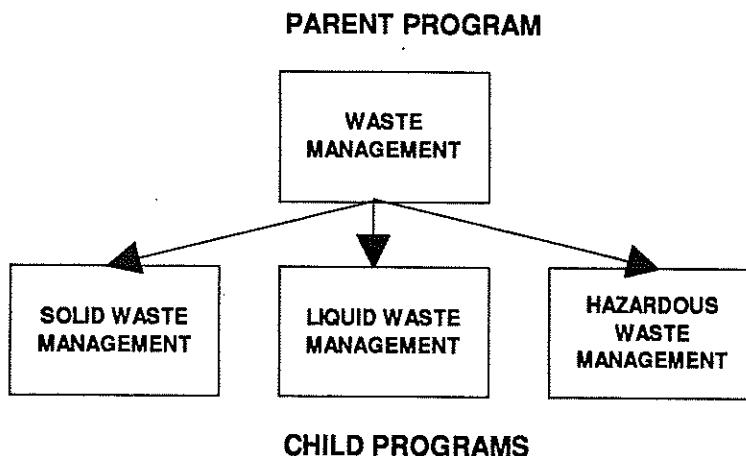
**Example: This Program involves the safe collection and treatment of liquid waste to remove pollutants.**

### **6. Part of Program**

A Program can be part of another Program. This is where you would pick the "Parent Program" of which the current Program is a "child". The MRM comes populated with no "Parent Programs", it is up to you if and how you want to subdivide your Programs.

It is up to you on how far you want to go in subdividing your Programs. You can break your Programs down into a hierarchy similar to an Organizational chart and have as many levels as you would like.

**Example: Waste Management**



## Program Reports

The reports menu provides the following reports applying to Programs.

### Program Listing

This report will produce a listing of all Programs in the MRM.

This report can be useful if you are deciding how to subdivide Programs, or what Municipal Services to associate with a Program.

The report also contains the Target Groups of the Programs. This is useful to compare to Municipal Service clients when aligning Programs and Municipal Services.

### Program Service Reconciliation

This report produces a listing of all Programs associated with Municipal Services.

This report can be useful as a diagnostic if you are in the process of associating Programs with Services.

### Program & Service Listing

This report produces a multi-level listing of Programs with the associated Municipal Services.

This report can be useful as a diagnostic if you have defined multiple level Programs enabling you to view the relationships between Parent Programs and Municipal Services.

Note: Currently the report will only support the listing of 2 levels of Programs.

### **Programs without Services**

This report contains a list of all Programs which are not associated with Municipal Services.

This report is useful as an exception report - *all Programs should have associated Municipal Services.*

### **6.3.2 Municipal Service**

A Municipal Service is an operational concept where something of value is provided to individual members of the public, or defined members of the public (target groups) or the public collectively.

A Municipal Service is an example of an MRM Object, as it is a key component of a Municipality.

The MRM comes populated with approximately 300 Municipal Services. You may add additional Municipal Services and/or delete existing Municipal Services. Some examples are:

- Potable Water Distribution
- Road Access
- Animal Sheltering
- Curb-Side Solid Waste Collection

### **Municipal Service Data Elements**

To edit an existing Municipal Service, or add a new Municipal Service, the following data elements must be entered or maintained:

#### **1. Service Name**

This field will allow you to rename a Municipal Service (if you selected RETRIEVE from the locator screen), or to add a name for a new Municipal Service (if you selected INSERT from the locator screen)

Example: Curbside Solid Waste Collection

Note: Try to follow the naming conventions of the populated Services, look at some other Municipal examples as a guide.

#### **2. Social Type**

This field has two possible values: Direct / Public.

A *direct Service* is one where the client (who receives the Service) is the beneficiary of the Service. e.g. Curbside Solid Waste Collection.

A *public Service* is where the client (who receives the Service) is not the beneficiary of the Service. e.g. Property Tax Collection or Police Patrolling

Example: Direct

### **3. Direct Client**

The direct client is the recipient of the Service. Note: Only one direct client can be added in the current version of MRM.

Example: Waste Producers

### **4. Count**

The count is the total possible population of direct clients, whether they are currently being served or not. For example, Junior Swimming Lesson may have a total of 50,000 potential children attendants in the city. This is the total possible count - not the actual count

Example : 80,000

### **5. Value**

The value is the benefit of the Municipal Service to the direct client.

Example: Through swimming lessons, the children experience enhanced fitness and self-esteem. Being able to swim also reduces the chance of accidental drowning.

### **6. Indirect Client**

An indirect client, is a client group, which is not a direct recipient of the Service Delivery, but still receives value.

A true indirect client should be found for all Service whether the "social type" type is PUBLIC. e.g. Police Patrolling

Example: Citizens

## 7. Value

The value is the benefit of the Municipal Service to the indirect client. For example, "Police Patrolling" could have the value to the indirect client (community) of public safety.

**Example. Public safety**

## 8. Description

The Municipal Service description is a field which allows you to more explicitly describe a Service, its intent and the overall benefit the Service will provide.

**Example. Curbside Solid Waste Collection provides the waste producer with safe curb-side removal of solid waste on a weekly basis.**

## 9. Unit

The Service Delivery unit is that benefit which a Service delivers to a client and is expressed as a unit. For example the Curbside Solid Waste Collection Service is composed of multiple "garbage pickups", as Aquatic Instruction is composed of "multiple lessons".

**Example: Garbage Pickup**

## 10. Period

This is the time period on which we want to measure the Service. The period is picked from a list with the possible values of:

- Year
- Quarter
- Month
- Week
- Day

**Example Year**

## 11. Count

The count is the total number of "Service Delivery units" in the given period. That is, what is the total number of pickups for Curbside Solid Waste Collection in the year. Or what is the total number of "swimming lessons" for the "Junior Aquatics Swimming" Municipal Services in a year..

**Example: 20,000**

## 12. Percentage (%) growth

Percentage “(%) growth” is the expected annual growth in the number of Service Delivery units. For example, the growth of the city, and the development of subdivisions, may require 5% more garbage pickups in the following year.

**Example. 5%**

## 13. Accountability

Accountability is an Organizational unit which is “accountable” for the Service. This field is a pick list from the entered Organizational units documented earlier. If you have not entered your Organization structure into the MRM you will not be allowed to populate this field . Please see section 6.3.7 for information on populating Organizational Units.

### Municipal Service reports

The reports menu provides the following reports applying to Municipal Services.

#### Service Listing

This report produces a list of all the Municipal Services.

This report is useful in examining all the Municipal Services in the MRM. This is a necessary starting point for a review of which Municipal Services your Municipality provides.

#### Service Accountability

This report produces a list of all Municipal Services, and their associated Organization units.

This report is useful in identifying which Organizational units (i.e. Departments are accountable for delivering which Services.)

#### Services without Programs

This report produces a list of Municipal Services that are not associated with Programs.

This report is useful as an exception report, as *every Service should have an associated Program*

#### Services with no accountability

This report produces a list of Municipal Services that have no accountability.

This report is useful as an exception report, as *every Service should have an associated accountability to an Organizational unit.*

#### **Service costing by Activity & Organizational units**

This report produces a list of Municipal Services, their associated Activities and their associated Organizational units and budget involvement.

This report is useful when examining Service costing, as it will show the total aggregated cost of the Service by totaling all capital, salary, and other operational costs and headcounts for all associated Activities.

#### **List of Services and Activities**

This report produces a list of all Municipal Services and their associated Activities

This report is useful to examine the associated Activities that are associated with a Municipal Services.

#### **List of Activities for a Service**

This report produces a detailed list of all Activities for a particular Service.

The user must enter the exact Service Name in the displayed box.

### **6.3.3 Corporate Services**

A Corporate Services, otherwise known as an internal Service or a business support Service, is an operational concept where something of value is provided to Organization units within the Corporation and is not provided directly to members of the public.

A Corporate Service is an MRM Object and a key component of the Municipality. A Corporate Service is an internal support Services, where an internal Organization unit is the client.

The MRM comes populated with a few Corporate Services as examples. You may add additional Corporate Services or delete existing ones. Some examples of Corporate Services are:

- Photocopy Shop
- Legal Support

#### **Corporate Service Data Elements**

To edit an existing Corporate Service, or add a new Corporate Services, the following data elements must be entered or maintained.

**1. Name**

This field will allow you to rename Corporate Services, or to add the name for a new Services that you would like to add.

Example: **Legal Support**

**2. Client**

As Corporate Services serve internal clients, the client of a Corporate Service is a MRM Organizational unit, this is selected from a pop-up list. If you have not added any Organizational units into the MRM, you will not be able to complete this entry. Please see 6.3.7 for adding Organizational units.

Note: In the case of a Corporate Service which has many Organizational units as clients, you may want to add an Organization unit such as "Legal Support Users"

Example: **Legal Support Users**

**3. Count**

The count is the estimated total number of individuals in the Organization unit that the Corporate Service serves.

Example: **2,000**

**4. Value**

The value of the Service to the Corporate clients (Organization units).

Example: **The Legal Support Services reduces the overall liability of the Municipality**

**5. Description**

This is the description of the Corporate Service.

Example: **The Legal Support Services supports Municipal Rule enforcement and contract negotiation**

**6. Unit**

This is the Service delivery unit of the Corporate Service.

Example: **A negotiated contract**

## 7. Period

This is the time period on which we want to measure the Service. The period is picked from a list having the possible values:

- Year
- Quarter
- Month
- Week
- Day

Example: Year

## 8. Count

This is the number of Service Delivery units for the specified period. For the Legal Support Corporate Services, the count could be the number of contracts drafted

Example: 500

## 9. Growth

This is the growth in the number of Service Delivery units provided in the specified period and expressed as a percentage.

Example: 5%

## 10. Accountability

This is the Organizational unit that is accountable for the Corporate Service. This field is an MRM Organization unit, and selected from a pop-up table. If you have not entered any Organizational units, this cannot be completed. Please see section 6.3.7 for information on Organizational units.

Example: Clerk's Department

### 6.3.4 Corporate Initiative

A Corporate Initiative is an internal project or initiative which is examining the practices of the Organization with a view to improving on effectiveness and efficiency, for example, continuous improvement, employment equity etc.

Corporate Initiatives vary from Municipality to Municipality. The MRM does not come populated with any Corporate Initiatives. The Corporate Initiatives must be added to the MRM as they relate to your Municipality.

## Corporate Initiative Data Elements

When editing previously entered Corporate Initiatives, or adding new Corporate Initiatives, the following data elements must be entered or maintained.

### 1. Name

This is the name of the Corporate Initiative.

Example: **Outsourcing initiative.**

### 2. Objective

This is the overall Objective of the initiative.

Example: **to reduce the costs of Municipal operations**

### 3. Description

This is the description of the initiative.

Example: **to identify any Municipal Services, where we can reduce our Service Delivery costs, and enhance the Service quality by partnering with private sector firms.**

### 4. Unit

This is the smallest component into which the Corporate initiative can be broken.

Example: **Outsourced business function**

### 5. Period

This is the time period on which we want to measure the Service. The period is picked from a list having the possible values:

- Year
- Quarter
- Month
- Week
- Day

Example: **Year**

**6. Count**

This is the count of units within the period. For the above example, it answers the question , how many business functions have been outsourced in the year?

Example: **10**

**7. % growth**

This is the expected growth of the corporate initiative count in the next period.

Example: **5%**

**8. Accountability**

Accountability is an Organizational unit which is “accountable” for the Corporate Initiative. This field is a pick list from your entered Organizational units. If you have not entered your Organization structure into the MRM you will not be allowed to populate this field . Please see section 6.3.7 for information on populating Organizational Units.

Example: **Works Department**

**6.3.5 Municipal Corporation**

The Municipal Corporation is a unique MRM Object, as it represents the entire Municipality, and as a result, is the only member in its class.

**Municipal Corporation Data Elements**

The following information is maintained for Municipal Corporation.

**1. Municipality**

This is the name of your Municipality:

Example: **Budapest, Hungary**

**2. Version Name**

This is the registered version of the Municipal Reference Model software.

Example: **Version 2.0**

**3. Number**

This is the registered serial number from your diskettes. Enter this here, as it will be the "key" to your on-going support.

Example: 000123

**4. Date**

This is the date that you purchased the MRM.

Example: 09/04/96

**6.3.6 Resources**

A resource is an asset or human resource employed in carrying out business Activities necessary to provide Services to the public, to carry out Corporate Initiatives, to manage other resources, or to manage the corporation. There are several categories or sets of resources, including:

- Vehicles, e.g. trucks, which are mobile by design
- Equipment, e.g. snow blowers, computers, not fixed in place, i.e. movable
- Facilities, e.g. buildings, HAVOC systems, etc. which are fixed, and whose operation is normally schedule .

A Resource is an MRM Object, as it is a key component in the Municipality.

The MRM comes populated with over 800 resources.

**Resource Data Elements**

When editing existing Resources, or adding new Resources, the following data elements must be entered or maintained.

**1. Resource Name**

This is the name of the resource.

Example: Garbage truck

**2. Resource Type**

This is the type of the resource, and is picked from a list. Please see Appendix ("List of Resource Types") for a list of the Resource Types and descriptions.

Example: Vehicle

### **3. Description**

This is a description of the resource.

Example: A garbage truck is used to pick-up curbside solid waste and deliver it to the dump.

### **4. Units**

This is the unit in which the resource is measured. (e.g. gallons, items etc.)

Example: Vehicle count

### **5. Period**

This is the time period on which we want to measure the resource performance. The period is picked from a list, possible values are:

- Year
- Quarter
- Month
- Week
- Day

Example: Year

### **6. Count**

The count is the actual number of resources.

Example: 500

### **7. Percentage Growth**

This is the anticipated growth in the number of items in the above period. What increase in garbage trucks will we have next year?

Example: 5%

### **Resource Reports**

The reports menu provides the following reports applying to Resources.

#### **Resource listing**

This report produces a list of all Municipal resources by resource type.

This report is useful to develop an inventory of Corporate resources. It's also a necessary step in the production of data architectures.

#### **Resources not used**

This report produces a list of resources which are not used by any Activities in the MRM

This report is useful as a quality check, as *every resource should be used by an Activity*.

#### **Resource where used**

This report produces a contains a list of all the Activity classes in the MRM and associated Municipal Services that use a particular resource.

This report allows you to "enter" a particular resource name.

This report is useful to look at detailed information about a resource.

### **6.3.7 Organizational Unit**

A Organizational Unit is an MRM Object, as it's a key Municipal component.

As Organization units vary from Municipality to Municipality, the MRM is shipped without any Organizational units. This allows you to customize the MRM to your Municipality.

#### **Organizational Unit Data Elements**

When editing previously entered Organizational Units, or adding new Organization Units, the following data elements must be entered or maintained.

##### **1. Name**

This is the name of the Organization unit.

Example Public works department

##### **2. Location**

This is the location of the Organization unit. This item is a choice from a table containing locations. If the locations haven't been entered into the MRM, you will not be able to complete this entry. Please refer to section 6.3.8 for more information on Locations.

### 3. Type

This is the type of Organization unit. This item is a choice from a table. The types of Organizational units are:

- Committee
- External Agent
- Office
- Unit

**Example: Committee**

### 4. Description

This is a description of the Organization unit.

**Example: The public works department is responsible for the management of Municipal utilities.**

### 5. Parent Organization

The parent Organization is a Organization unit in which another Organization unit belongs. For example the Organizational unit: Works: Engineering division, may be a part of the Works Department.

As this item is picked from a list of Organizational units, you must have entered the parent Organization.

**Example: Works Department**

### 6. Global Period

This is the time period or interval in which we want to measure the below budgetary information. We can either define the global period, or define a separate period for each of the following items.

This is a pick from a list and the possible values are:

- Year
- Quarter
- Month
- Week
- Day

**Example: Year**

## 7. Capital

This is the capital budget for the given period. The capital budget added to the operational budget gives the entire budget for the Organization unit.

Example: \$200,000

## 8. Period

This is the period for the capital budget

This is a pick from a list and the possible values are:

- Year
- Quarter
- Month
- Week
- Day

Example: Year

## 9. Operational salary

This is the total budget for the operational salary for the given period. The total operational budget is the total of operational salary and operational other.

Example: \$200,000

## 10. Period

This is the period for the operational salary.

This is a pick from a list and the possible values are:

- Year
- Quarter
- Month
- Week
- Day

Example: Year

**11. Operational other salary**

This is the total budget for the other operational expense for the given period. The total operational budget is the total of operational salary and operational other.

Example: \$200,000

**12. Period**

This is the period for the operational salary.

This is a pick from a list and the possible values are:

- Year
- Quarter
- Month
- Week
- Day

Example: Year

**13. Full-time other**

This is the equivalent of number of full-time staff. For example 200 full-time employees or 400 half-time employees would both be 200.

Example: 200

**14. Period**

This is the period for the full-time staff.

This is a pick from a list and the possible values are:

- Year
- Quarter
- Month
- Week
- Day

Example: Year

**Organizational Reports**

The tasks menu provides the following Organization unit reports:

### Organizational unit listing

This report produces a listing of all the Organization units in the MRM.

This report is useful in verifying that all Organization units have been entered in the MRM.

### Activity responsibility

This report produces a listing of all Organizational units in the MRM and the associated Activities for which they are responsible.

### Activity costing by Organizational unit

This report produces a listing of all Organizational units in the MRM with associated Activities and budget information. Totals aggregate costs are displayed, calculated from associated Activities' capital, salary, other operational and headcount allocations.

## 6.3.8 Locations

As locations of Municipal buildings depend on the specific Municipality, the MRM does not come with any locations pre-defined. These must be input to customize the MRM to the subscriber's Municipality.

### Location Data Elements

When adding new locations, or maintaining previously entered locations, the following data elements must be entered.

#### 1. Name

This is the name of the location.

Example: City Hall

#### 2. Address

This is the address of the location.

Example: 123 Main Street

### 6.3.9 Sponsors

The MRM does not come shipped with any Sponsors. As more subscribers use the MRM, and more associations are exposed to the MRM, we will be amassing a list of Sponsors, which will be populated in future versions.

#### Sponsor Data Elements

When editing previously entered Sponsors, or adding new Sponsors, the following data elements must be entered or maintained.

##### 1. Sponsor name

This is the sponsor's name .

Example: **OGRA ("Ontario Good Roads Association")**

##### 2. Date

This is the date of sponsorship.

Example: **02/11/95**

##### 3. Descriptions

This is a description of the sponsor.

Example: **OGRA is an Ontario Association which is responsible for setting standards for Ontario Roads**

### 6.3.10 Performance Metrics

The MRM comes populated with a number of Performance Metrics. However, as Performance Metrics reflect your Municipality's environment, we suggest that you extend the list with your own Performance Metrics.

#### Performance Metrics Data Elements

When editing previously entered Corporate Initiatives, or adding new Corporate Initiatives, the following data elements must be entered or maintained.

##### 1. Name

This is the name of the Performance Metric.

Example: Garbage pickup frequency

## 2. Object type

As Performance Metrics apply to all MRM Objects, the Object type is the part of the MRM which the Performance Metric applies. This is picked from a list.

- Activity
- Organization Unit
- Program
- Resource
- Municipal Service
- Corporate Service
- Corporate Initiative

Example: Municipal Service

## 3. Type

This is the type of Performance Metric. The type is picked from a table. The table is based on the Object selection you've made in 2. Please see the Appendix ("Performance Metrics") for a list of Performance Metrics and descriptions.

Example: Municipal Service Output Quality

## 4. Unit of measure

This is what's being measured by the Performance Metric, is it cost, weight, number etc.

Example: Cost

## 5. Description

This is a description of the Performance Metric.

Example: Number of garbage pickups per year for the Greater Metropolitan area.

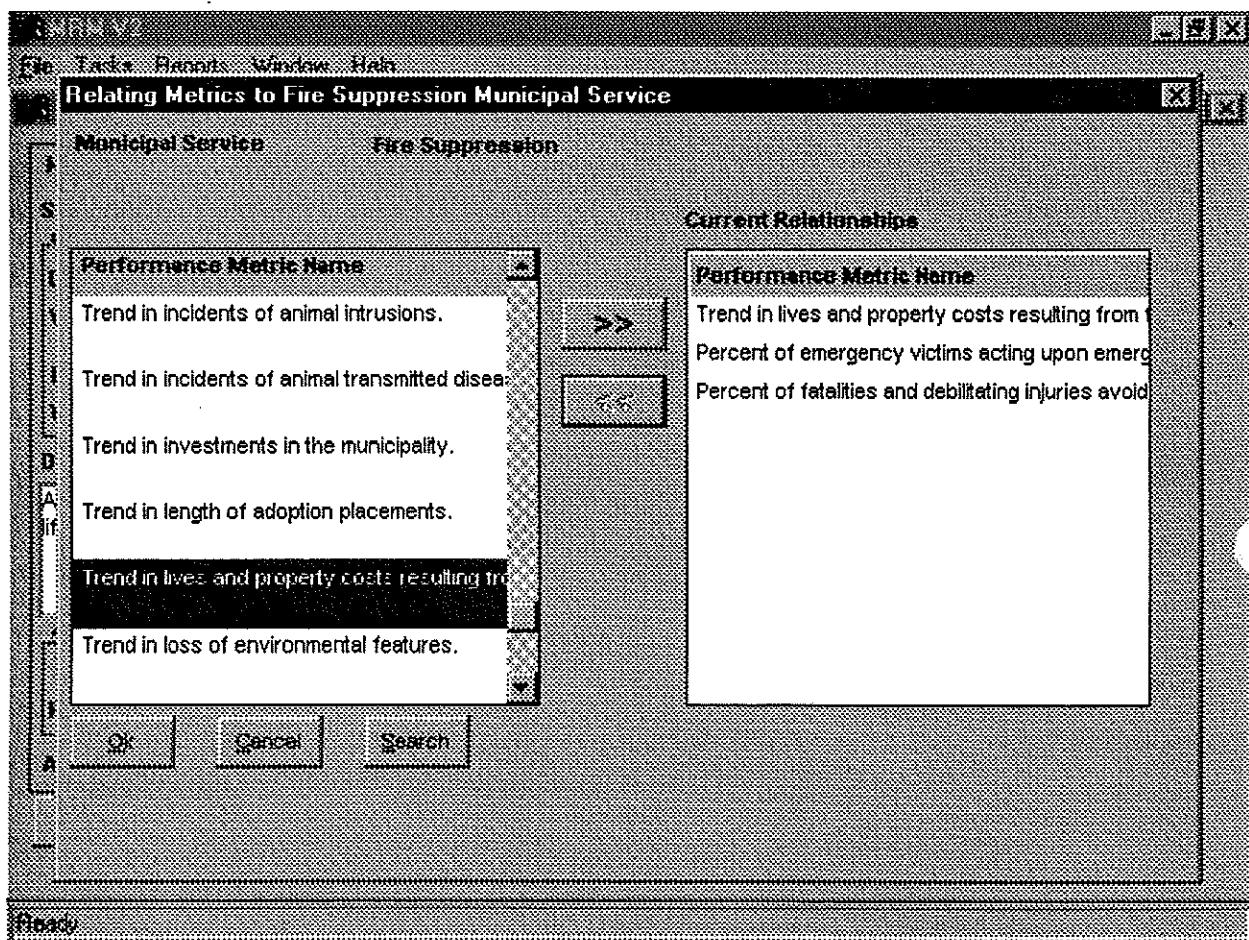
## **6.4 Linking MRM Objects to MRM Objects**

MRM Objects can be linked to other MRM Objects, through the use of MRM Object Relationship Screens. Unlike the linking between Objects accomplished with Object List Fields in 6.3, we will be exploring linking to multiple MRM Objects in this section.

The relationship screen is as it sounds, it permits the user to "link" an MRM Object to multiple MRM Objects.

At the bottom of the MRM Object Profile screens there are a number of buttons that are used to "jump" to relationship screens. The buttons vary for the various MRM Objects.

The following diagram is an example of a "relationship screen" relating Programs to Services



## CREATING MULTIPLE LINKS

To select multiple items from the left list for inclusion , pick items from left list by double-clicking on them, (another mouse-click unselects items). Scroll up and down to find additional items.

Once you have selected all the desired items from the left list, click on >> . This will copy selected items to the right side - they have now been selected for linking.

## UNSELECTING MULTIPLE LINKS

To un-select multiple items from the right list, pick items from right list by double-clicking on them, (another mouse-click unselects items). Scroll up and down to find additional items.

Once you have selected all the desired items from the right list, click on <<. This will move selected items to the left side - they have now been unselected

The entire set of possible relationships are:

- Performance Metrics
- Sponsors
- Services (Municipal Services)
- Programs
- Lassoing

We will examine each of these in detail below:

#### **6.4.1 Performance metrics**

Establishing Performance Metrics are an important criterion to measure performance of an MRM Object. For more information on Performance metrics, refer to Appendix ("Performance Metrics").

The following MRM Objects can have multiple Performance Metrics associated with them:

- Programs
- Municipal Services
- Corporate Services
- Corporate Initiatives
- resources
- Organizational units

The choice of Performance Metrics is filtered by the Performance Metrics Object type (see Performance Metrics for more information). For example, if you are relating Performance Metrics to Programs, you will only see the list of Performance Metrics that you entered into the Performance Metric profile screen with the Object type Program.

#### **6.4.2 Sponsors**

A sponsor is a sanctioning body, either an external association or Organizational unit, that endorses part of the MRM model. The sponsor list is populated in section 6.3.9. Please refer to this section to add additional sponsors.

The following MRM Objects can have multiple SPONSORS associated with them

- Programs
- Municipal Service
- Corporate Services
- Corporate Initiatives
- resources
- Performance Metrics

#### **6.4.3 Municipal Services**

The following MRM Objects can have multiple Municipal Services associated with them:

Programs

#### **6.4.4 Programs**

The following MRM Objects can have multiple Programs associated with them:

Municipal Services

#### **6.4.5 Lassoing**

“Lassoing” is different from the other types of relationships, it the association of Activities with an MRM Object. Corporate Services.

Corporate Services, lasso other Activities. That is each Corporate Service can be associated with one or more Activities. This relationship screen handles that.

## CHAPTER 7: Activity Management

Activities represent actions or tasks carried out by Municipal employees, or agents working on behalf on the Municipalities. Each MRM Object has a related set of Activities.

Examples of Activities are: "Repair Firetruck" or "Define Potable Water Distribution Requirements"

Activity Management deals with the following functions:

1. Maintaining information about Activities
2. Associating detailed Activities with Activities
3. Maintaining information about detailed Activities
4. Assigning Organizational roles to Activities
5. Maintaining information about assigned Organizational roles
6. Municipal Services: overview of Activity handling
7. Municipal Services: adding and deleting Activities
8. Adding and deleting Activities for resource management
9. Associating additional resources with Activities
10. Maintaining information about associated additional resources

This chapter describes how Activities may be added deleted or changed. Note: Municipal Services and Resources are the only MRM Objects for which you can add Activities. The other MRM Objects have only system generated Activities

### **7.1 Maintaining Information about Activities**

The MRM lets you maintain Activity information for the following MRM Objects.

- Programs
- Municipal Services
- Corporate Services
- Corporate Initiatives
- Municipal Corporation
- Resource (note: not all resource types have related Activities)

## **Activity Profile Screen**

The Activity Profile allows you to maintain the detail for Activities.

To get to the Activity Profile screen from the main menu, follow the following steps:

- select the desired MRM Object type from the Tasks Menu
- select a MRM Object member from the Locator Screen
- select "Activities" from the bottom of the Profile Screen
- select the Activity to edit from the Activity Locator Screen

The following elements can be maintained.

### **1. Activity**

This is the name of the Activity.

**Example: Monitor Potable Water Distribution Network Performance**

### **2. Frequency**

This field works closely with the next field in determining how often the Activity is performed. This field captures the actual number of times the Activity is performed during the period.

**Example: 1**

### **3. Period**

This field works closely with the previous field in determining how often the Activity is performed. This is a pop-up pick list with the following list items:

- Year
- Quarter
- Month
- Week
- Day

**Example Year**

### **4. Description**

The description of the Activity.

**Example: An annual assessment of the potable water distribution network's performance.**

## 5. Sequence Number

This field allows you to change the order of the Activities in the Activity locator screen - this is only for display, and will not affect any of the functionality.

Note: this function is particularly useful when applied to Municipal Service Activities and Resource Activities, as you can add your own Activities, and may want to change the order!

Example: 200

## Activity Reports

The reports menu provides the following Activity reports:

### Activities with no responsible Organizational unit

This report produces a list of all Activities in the MRM that have no responsible Organizational units.

This report is useful as an exception report, as all Activities should have associated responsible Organizational units.

### Activity costing by Organization unit

This report produces a list of all Organizational units in the MRM with associated Activities and budget information.

This report is used in Activity based costing. It provides total capital, salary, other operational costs and headcount totals for Activities based on the associated Organizational units involvement and their allocation of resources and funds to that Activity.

### Responsible Organizational unit by Activity

This report produces a listing of all Organizational units in the MRM and the associated Activities for which they are responsible.

## **7.2 Associating Detailed Activities with Activities**

### Detailed Activity Locator Screen

You will notice at the bottom of the "Activity profile screen" a number of buttons.

To associate detailed Activities with Activities, select <<DETAILED ACTIVITY>> from the bottom of the Activity Profile screen.

This will take you into the "Detailed Activity Locator Screen".

As the MRM does not come populated with Detailed Activities, this list will be blank until you add your own Detailed Activities.

To add a Detailed Activity, press "Insert".

To retrieve a previously entered Detailed Activity, press "Retrieve".

To delete a previously entered detailed Activity, press "Delete".

### ***7.3 Maintaining Information about Detailed Activities***

#### **Detailed Activity Profile Screen**

The Detailed Activity Profile Screen will allow you to maintain information about Detailed Activities. This screen is invoked from the Detailed Activity Locator Screen, by pressing "Insert" (to add information about a new detailed Activity), or by selecting an existing detailed Activity, and pressing "Retrieve" (to add information to an existing detailed Activity).

The detailed Activity profile screen allows you to maintain the following information:

##### **1. Name**

This is the name of the detailed Activity

Example: "Check valves # 5-10"

##### **2. Frequency**

This field works closely with the next field in determining how often the detailed Activity is performed. This field captures the actual number of times the Activity is performed during the period.

Example: 1

##### **3. Period**

This field works closely with the previous field in determining how often the detailed Activity is performed. This is a pop-up pick list with the following list items:

- Year

- Quarter
- Month
- Week
- Day

Example Year

#### **4. Description:**

This is a description of the detailed Activity.

Example: Checking main valves

Note: the parent Activity is displayed below for your information

### **7.4 Assigning Organization Roles to Activities**

#### **Role Locator Screen**

The assignment of Organizational roles to Activities is handled by the role locator screen. Assigning an Organization Role to an Activity is setting up a relationship between Activity and an Organization unit.

To get into the Role Locator Screen, select Role from the bottom of the Activity Profile screen.

As the MRM does not come populated with Organizational roles, this list will be blank until you add your own roles.

From the Role Locator screen, press "Insert" to assign a new role. You can assign as many roles as needed.

To retrieve a previously entered role, retrieve the selected role by pressing "Retrieve".

To delete a previously entered role, delete the selected role by pressing "Delete".

### **7.5 Maintaining Information about Assigned Organizational Roles**

#### **Role Profile screen**

The Role Profile screen allows you to maintain information about Organizational roles assigned to Activities.

To get into the Role Profile screen, press either "Insert" from the "Role Locator screen" (to maintain information about a new role), or select a role and press "Retrieve" to edit information about an existing role

The role profile screen allows you to maintain the following information:

### **1. Organization**

This is an Organizational unit that has a role in the Activity. This field is an MRM Organizational unit, and selected from a pop-up table. If you have not entered any Organizational units, this cannot be completed. Please see 6.3.7 for information on Organizational units.

Example: Works Department

### **2. Role**

This is where you pick the nature of the relationship from a pop-up list. That is whether the Organizational unit has a primary, involved or decision maker role in the Activity.

- Primary
- Involved
- Decision Maker

Example: Primary

### **3. Percentage Operational Salary Budget**

This is an estimate of the % of the Organizational unit's operational salary budget that is spent on this Activity.

Example: 1 %

### **4. Percentage Operational Other Budget**

This is an estimate of the % of the Organizational unit's operational other budget that is spent on this Activity.

Example: 2 %

### **5. Percentage Operational Capital Budget**

This is an estimate of the % of the Organizational unit's operational capital budget that is spent on this Activity.

Example: 1 %

### **6. Percentage Operational Head Count Budget**

This is an estimate of the % of the Organizational unit's operational head count that is spent on this Activity.

Example: 1%

## **7.6 Municipal Services: Overview of Activity Handling**

Municipal Services have associated Activities that are performed to plan, deliver and monitor service.

The MRM has a standard approach to generating Activities for Municipal Services. The way this is done is a little complex, so before we get into "how to do it", let's explore the concepts behind the scenes.

The MRM uses 3 levels of "nesting" in its approach to Activity generation: Activity Class, Activity Type, and Activities:

*1. An Activity Class is a coarse grouping of Activities which acts as a container for a number of Activities and Activity Types . Examples of Activity Classes are:*

- Monitoring (associated with many MRM Objects)
- Management (associated with many MRM Objects)
- Service Delivery Primary (associated with Municipal Services)
- Resource Acquisition (associated with resources)
- Resource Stewardship (associated with resources)
- Resource Disposal (associated with resources)

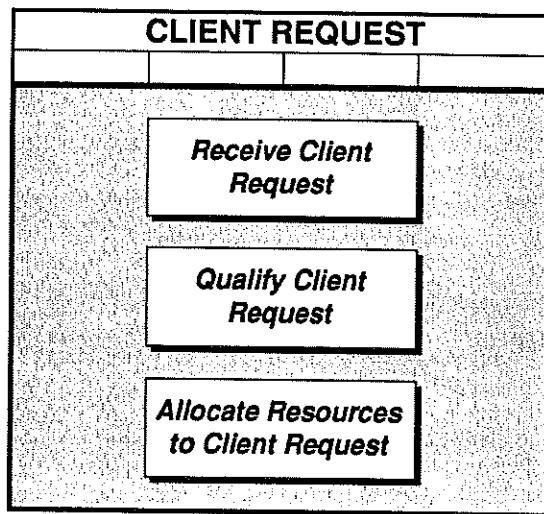
*An Activity Type is a grouping of Activities inside Activity Classes. All Activity Types contain activities, some Activity Types contain only system-generated activities that cannot be modified by the user, some Activity Types contain user-selected Activities. The following Activity Classes, contain user-defined Activity types:*

- Service Delivery Primary
- Resource Acquisition
- Resource Stewardship
- Resource Disposal

An example of an Activity Type is "Client Request". (associated with the Activity Class "Service Delivery Primary")

The selection of a particular Activity type from the MRM by the user, generates activities. For example, selecting the Activity Type "Client Request" generates the following Activities. (see diagram below)

- Receive client request
- Qualify client request
- Allocate resources to client request



Another example of Activity Type is "Schedule Development", which generates the following Activities:

- Develop schedule
- Notify client of schedule
- Allocate resources to schedule

Using Activity types to generate activities in the MRM has two main advantages:

- supports the consistency and quality of Activity design e.g. guarantees that we never forget to include qualify request as an Activity when adding a client request Activity (as above)
- speeds the process of describing an entire Service by working with building blocks, rather than working Activity by Activity

When you are using an instance of these Activity types, you may change their names based on the Municipal Services. For example, you may change a copy of Client Request to "Large Appliance Pick-up Request".

## *2. Each Activity type is associated with a particular resource type*

Most of the Activity types have associated resources, but some do not. For information on resource types, see section 6.3.6

For example, the Activity Class "Schedule Development" is associated with an Resource type "Action Plan"

For example, the Activity Class, "Client request" is not associated with a resource type

## *3. The generated activities are based on the following components:*

I) The user's selection and renaming of the Activity type

II) The user's selection of the particular resource

Two examples are shown below:

Note:For a guide to all examples of Municipal Service handling - check section for all the associated Activities and resources associated with Activity Types.

**Example 1:**

The user selects the Activity class "Client request", and renames the instance to "Large appliance pickup request".

The user selects the Municipal Rule: "Large Appliance Pickup Regulation".

The resulting generated Activities are:

- Receive <large appliance pickup request>
- Qualify <large appliance pickup request>
- Allocate resources to <large appliance pickup request >

Note: the bracketed areas show you that the generated Activities, have "picked-up" the name of the Activity type.

**Example 2:**

The user selects the Activity type "Schedule Development" renames it to "Summer Soccer-Field Schedule Development"

The user defines a resource named "Summer Soccer Field Schedule"

The resulting generated Activities are:

- Develop <summer soccer field schedule>
- Notify client of <summer soccer field schedule>
- Allocate resources to <summer soccer field schedule>

Note: the bracketed areas show you that the generated Activities have picked-up the name of the associated resource.

As you can see from the above examples, the names of generated Activities are based on a combination of 3 factors:

- the Activities associated with Activity type
- the renamed Activity class name

- the name of the assigned resource

The Appendix ("Relationship between Activity Types, Resources and Activities") contains a guide and shows a list of all the Activity class for Municipal Services, and shows you the rules for Activity generation, and associated resources.

Let's examine now, how we can actually do this!

## ***7.7 Municipal Services: Adding and Deleting Activities***

### **Activity Class Profile**

The Activity Class Profile allows you to add Activity Types and generate their corresponding Activities for Municipal Services. To get into the Activity Type Profile menu from the main menu, follow the following steps

- select the MRM Object type "Municipal Service" from the Task Menu
- select the Municipal Service member from the locator screen
- select "Act. Class" from the bottom of the profile screen
- select "Insert" to add a new Activity type from the Act. Class locator screen  
or
- select "Delete" to delete an existing Activity type from the Act. Class locator
- select "Retrieve" to retrieve an existing Activity type

The following data fields are entered to define the Activity type.

#### **1. Activity class**

For Municipal Services, you only have one choice : Service Delivery Primary

Example: Service Delivery Primary

#### **2. Activity type**

The Activity type is picked from a pop-up list. This selection will determine which Activities are generated. See the Appendix ("Municipal Service Templates") for a guide.

Example: Client Request

Note: You will notice that based on the Activity type that you choose, that a number of resource fields will appear on the bottom of the screen. These are described later.

#### **3. Activity type name**

The Activity type name allows you to change the name of the chosen Activity type.

You should be familiar with Appendix ("Relationship between Activity Types, Resources and Activities") before naming, as the name you select may affect the name of the generated activities.

**Example:** Noise regulation complaint

#### **4. Service Delivery Statement**

This field is only active if the Activity Class "Other Service Delivery" is selected from "Activity Type". This field allows you to enter the name of the generated Activity directly.

**Example:** Negotiate allowance with client

#### **5. Description**

You can change the text of the Activity class.

**Example:** Client negotiation

#### **6. Outsource (Y/N)**

This field indicates whether the Activity is outsourced.

**Example:** Y

#### **7. Schedule name**

This field is a pop-up list and does not always appear, as it's dependent on the Activity type chosen above.

It is also an optional field and a list item should only be selected if relevant. Choosing a schedule will generate an associated Activity.

Note: you may have to enter an appropriate schedule in Resources 6.3.6 . The resource type is "Action Plan"

**Example:** Road design project schedule

#### **8. Fee name**

This field is also optional and allows you to generate a "collect fee Activity".

This field is a Resource selected from a pop-up list. If you have not entered any Resources of type Fee, this cannot be completed. Please see 6.3.6 for information on entering Resources.

**Example: Investigation fee**

Note: to remove the generated Activity "collect fee" from an existing Municipal Services, go back into this field, and select a blank entry!

**9. Primary resource type**

This field appears if you select "Other Service Delivery", as an "Activity type". This field is a pop-up list containing resource types see Appendix ("List of Resource Types") for a list of resource types.

The selection determines the type of resource you are allowed to select in 10 below (Primary Resource).

**Example: Action plan**

**10. Primary resource**

This field is mandatory. This field is a pop-up list containing Resources. The type of Resource is determined by the above selection of Activity type. Please see Appendix ("List of Resource Classes & Activity Types") for a list of resource types by Activity type.

***7.8 Adding and Deleting Activities for Resource Management***

The generation of Activities for resources is simpler than Municipal Service Handling.

If you are adding Activities for a newly entered resource, you should refer to the Appendix ("List of Resource Types & Activity Types") for a list of recommended Activity types associated with various resource types.

**Activity type profile**

The Activity class profile screen will allow you to add Activities for a Resource. The following steps will get you there from the main menu:

- select the Resources from the task menu
- select a Resource member from the locator screen
- select "Act. Class" from the bottom of the profile screen
- select "Insert" to add a new "Activity Type"
- select "Delete" to delete an existing "Activity type"
- select "Retrieve" to retrieve an existing "Activity type"

Note: Not all Resource types have Activities associated with them.

The following data fields are used to generate resource Activities.

**1. Name of Activity class**

This is picked from a list. In order to make the searching for Activity types easier, this list breaks down Activities into 3 classes:

- resource acquisition
- resource use
- resource disposal

**Example: Resource acquisition**

**2. Name of Activity Type**

This is a sub-list that is constrained by Activity class selected above. This shows the Activity Types, classified by the above Activity class.

**Example: Resource maintenance**

**3. Name of the Activity type**

You can change the name of the Activity types to customize it to your resource. For example, you may want to change Resource Maintenance to "Motorcycle Maintenance"

**Example: Motorcycle Maintenance**

**4. Service Delivery Statement**

This is only active if type Activity Type "Other" has been selected above

**Example: Motorcycle Polishing**

**5. Description**

You can change the description of the Activity type, as you desire..

**Example: Motorcycle polishing is performed with special cloth by specially trained professionals.**

**6. Outsource (Y/N)**

This denotes whether the Activity is outsourced or not.

#### 7. Schedule name

This field is a pop-up list containing resources of type "Action Plan". The selection is optional and is interpreted as a schedule that is associated with the Activity type. Please see 6.3.6 for information on entering Resources.

## **7.9 Associating Additional Resources with Activities**

### **Resource Requirement Locator Screen**

The resource requirement locator screen, allows you to add additional resources to Activity classes for both Municipal Services, and resources.

To get to the resource requirement Locator screen from the main menu:

- select the MRM Object type "Municipal Service", or "Resource" from the task menu
- select the a member from the locator screen
- select "Act. Class" from the bottom of the profile screen
- select "Retrieve" from the Act. Class locator screen

Note: you can only associate resource requirements with previously entered Objects

- press "Resource Requirements" from the bottom of the profile screen

## **7.10 Maintaining Information about Associated Additional Resources**

### **Resource requirement profile**

The resource requirement profile screen allows you to maintain information about additional resources assigned to Activity types.

To get into the resource requirement profile screen from the resource requirement locator screen:

- press "Insert" to add a new resource requirement
- press "Retrieve" to select an existing resource requirement
- press "Delete" to delete the selected resource requirement

The following data fields are maintained:

#### **1. Resource**

This field is a pop-up list and let's you choose from any of the existing resources.

**Example: Fire-truck scrub brush**

#### **2. Percent allocated to Activity**

This field lets you enter the percentage of time that the above resource is allocated to the current resource or Municipal Services.

**Example: 10%**

### **3. Dispatch**

This field indicated whether this current additional resource is dispatched to the resource (Y/N)

**Example Y**

## **CHAPTER 8: Service and Support**

Your "Help Account" is activated by the receipt of your signed MRM Program License Agreement.

The MRM support line number is 416-362-0882. The hours of operation are 9:00 am to 5:00 p.m., (Eastern time) Monday to Friday. (except on legal holidays).

The support line is available for questions regarding the use (mechanics) of Version 2.0. When calling the support line please have the following ready:

- your municipality's name
- license serial number
- brief description of your question.

A member of the MRM Suppot Team will return your call within 24 hours (of the next business day).

## APPENDIX

### ***Municipal Service Templates***

The following Municipal Services templates group of all the MRM's 300+ Municipal Services into 15 main categories. These categories are a valuable guide when adding a new Service, as you can use the categories as a guide to choose the proper Activity classes.

You may find when adding a new Service that it doesn't fit into any of the below categories. If that is the case, use the closest category as a guide, and feel free to add additional Activity types , or delete existing ones.

The Municipal Services template below always ??? that's, when Activity types are picked, and Activities generated, the names are customized to the Service or associated resource names.

For example, (referring to the table below), for the Service Noise Regulation, the following steps apply:

choosing the Activity type: "Receive Complaint" would generate:

- Receive Noise Regulation Complaint
- Qualify Noise Regulation Complaint
- Allocate Resources To Noise Regulation Complaint

\*\*Note: uppercase items below are Activity Types. Lowercase items below are Generated Activities

#### **1. REGULATION**

##### **1.1 Complaint Initiated (e.g. Noise Regulation, Odor regulation)**

###### **CLIENT REQUEST**

Receive complaint

Qualify complaint

Allocate resources to complaint

###### **INSPECTION**

Inspect complaint

###### **VIOLATION NOTIFICATION**

Notify violator of violation

###### **RULE ENFORCEMENT**

Enforce rule

##### **1.2 Scheduled Inspection (e.g. Fire Safety Regulation)**

**SCHEDULE DEVELOPMENT**

- Develop inspection schedule
- Notify property owner of inspection schedule
- Allocate resources to inspection schedule

**INSPECTION**

- Property inspection

**VIOLATION NOTIFICATION**

- Notify violators of infraction

**RULE ENFORCEMENT**

- Enforce regulation

**2. PERMISSION****2.1 Immediate (e.g. marriage certificate, )****SCHEDULE DEVELOPMENT**

- Develop staff schedule
- Notify client of staff schedule
- Allocate resources to staff schedule

**CLIENT REQUEST**

- Receive application
- Qualify application
- Allocate resources to application

**ISSUANCE**

- Issue permit

**2.2 Queued (e.g. subdivision approval, billboard permission)****CLIENT REQUEST**

- Receive application
- Qualify application
- Allocate resources to application

**STAKEHOLDER CONSULTATION**

- Consult with stakeholders

**ISSUANCE**

- Issue permit

**INSPECTION NOTIFICATION**

- Notify permit holder of inspection

**INSPECTION**

- Permit inspection

**VIOLATION NOTIFICATION**

- Notify permit holder of violation

**RULE ENFORCEMENT**

- Enforce permit compliance

**3. ADVISORY**

**3.1 Single Advisory occurrence (e.g. topic research, tourism, abused women referral)****SCHEDULE DEVELOPMENT**

- Develop advisory schedule
- Notify client of advisory schedule
- Allocate resources to advisory schedule

**CLIENT REQUEST**

- Receive request
- Qualify request
- Allocate resources to client request

**ASSESS REQUIREMENTS**

- Assess client requirements

**ADVICE PROVISION**

- Advise client

**3.2 Multiple advisory occurrence (counseling)****SCHEDULE DEVELOPMENT**

- Develop advisory schedule
- Notify client of advisory schedule
- Allocate resources to advisory schedule

**CLIENT REQUEST**

- Receive request
- Qualify request
- Allocate resources to request

**ASSESS REQUIREMENTS**

- Assess client requirements

**OPEN CASE**

- Case opened

**CLIENT CONSULTATION**

- Consult with client

**CLOSE CASE**

- Case closed

**4. EDUCATION****4.1 City site: customer initiated****CLIENT REQUEST**

- Receive request for course
- Qualify request for course
- Allocate resources to request

**COURSE DEVELOPMENT**

- Design course curriculum
- Notify client of curriculum
- Allocate resources to curriculum

**FACILITY BOOKING**

Book facility  
**TEACH LESSON**  
Teach lesson

#### **4.2 City site: from stock**

**COURSE DEVELOPMENT**  
Design curriculum  
Notify client of curriculum  
Allocate resources to curriculum  
**FACILITY BOOKING**  
Book facility  
**TEACH LESSON**  
Teach lesson  
**Service CLOSURE NOTIFICATION**  
Notify of closure

#### **4.3 Customer site: customer initiated**

**CLIENT REQUEST**  
Receive request for course  
Qualify request for course  
Allocate resources to request  
**COURSE DEVELOPMENT**  
Design course  
Notify client of course  
Allocate resources to deliver course  
**TEACH LESSON**  
Teach lesson  
**Service CLOSURE NOTIFICATION**  
Notify of closure

#### **4.4 Customer site: from stock**

**SCHEDULE DEVELOPMENT**  
Design curriculum  
Notify client of curriculum  
Allocates resources to curriculum  
**CLIENT REQUEST**  
Receive request for course  
Qualify request for course  
Allocate resources to request  
**TEACH LESSON**  
Teach lesson  
**Service CLOSURE NOTIFICATION**  
Notify of closure

## 5. CARE

### 5.1 Mobile (e.g. hair-on-wheels)

#### SCHEDULE DEVELOPMENT

- Develop Care Delivery Schedule
- Notify client of Care Delivery Schedule
- Allocate resources to Care Delivery Schedule

#### CLIENT REQUEST

- Receive request
- Qualify client
- Allocate resources to request

#### OPEN CASE

- Open client case

#### ASSESS REQUIREMENTS

- Assess care requirements

#### DELIVER CARE

- Deliver care

#### CLOSE CASE

- Close client case

### 5.2 Stationary (e.g. Dental treatment)

#### SCHEDULE DEVELOPMENT

- Develop care schedule
- Notify client of care schedule
- Allocate resources to care schedule

#### CLIENT REQUEST

- Receive request
- Qualify client
- Allocate resources to request

#### OPEN CASE

- Open client case

#### FACILITY BOOKING

- Book facilities

#### DELIVER CARE

- Deliver care

#### CLOSE CASE

- Close client case

#### Service CLOSURE NOTIFICATION

- Notify client of closure

## 6. ACCOMMODATION

### 6.1 City-owned facility (e.g. animal sheltering, senior citizen housing)

**SCHEDULE DEVELOPMENT**  
Develop facility schedule  
Notify client of facility schedule  
Allocate resources to facility schedule

**CLIENT REQUEST**  
Receive request  
Qualify client  
Allocate resources to request

**OPEN CASE**  
Open accommodation case

**Municipal FACILITY AVAILABILITY**  
Determine availability of facility

**ALLOCATE ACCOMMODATION**  
Allocate to facility

**PLACEMENT**  
Accommodate client

**CLOSE CASE**  
Close accommodation case

**Service CLOSURE NOTIFICATION**  
Notify client of closure

## 6.2 Non-city owned (e.g. foster home placement)

**CLIENT REQUEST**  
Receive request  
Qualify client  
Allocate resources to request

**OPEN CASE**  
Open accommodation case

**NON-municipality AVAILABILITY**  
Determine availability of accommodation

**PLACEMENT**  
Accommodate client

**CLOSE CASE**  
Close accommodation case

## 7. Municipal Resource ACCESS

### 7.1 Scheduled / supervised (e.g. skating rink facility access)

**SCHEDULE DEVELOPMENT**  
Develop facility schedule  
Notify client of facility schedule  
Allocate resources to facility schedule

**CLIENT REQUEST**

Receive request for facility  
Qualify request for facility  
Allocate resources to request  
**FACILITY BOOKING**  
Book facility  
Collect fee for facility usage  
**SUPERVISE FACILITY**  
Supervise facility  
**Service CLOSURE NOTIFICATION**  
Notify client of closure

### **7.2 Scheduled/unsupervised (e.g. soccer league recreation)**

**SCHEDULE DEVELOPMENT**  
Develop facility schedule  
Notify client of facility schedule  
Allocate resources to facility schedule  
**CLIENT REQUEST**  
Receive request for facility  
Qualify request for facility  
Allocate resources to request  
**FACILITY BOOKING**  
Book facility  
Collect fee for facility usage  
**Service CLOSURE NOTIFICATION**  
Notify client of closure

### **7.3 Non-scheduled / supervised (e.g. supervised beach access)**

**SCHEDULE DEVELOPMENT**  
Develop supervision schedule  
Notify client of supervision schedule  
Allocate resources to supervision schedule  
**SUPERVISE FACILITY**  
Supervise facility

### **7.4 Non-scheduled / un-supervised (e.g. nature trail access)**

**SCHEDULE DEVELOPMENT**  
Develop supervision schedule  
Notify client of supervision schedule  
**Service CLOSURE NOTIFICATION**  
Notify client of closure

## **8. TRANSIT**

### **8.1 Operative - scheduled (e.g. scheduled bus transit)**

**DESIGN ROUTE**

Design route

**SCHEDULE DEVELOPMENT**

Design route schedule

Notify client of route schedule

Allocate resources to route schedule

**DRIVE ROUTE**

Drive a vehicle

Collect fee

**Service CLOSURE NOTIFICATION**

Notify client of closure

**8.2 Operative - customer initiated (e.g. dial-a-ride / wheel trans)****SCHEDULE DEVELOPMENT**

Develop transit schedule

Notify client of transit schedule

Allocate resources to transit schedule

**CLIENT REQUEST**

Receive request for transit

Qualify request for transit

Allocate resources to request

**CLIENT PICKUP**

Pickup client

Collect fee

**8.3 Non-operative (e.g. road access)****DESIGN ROUTE**

Design network

**SCHEDULE DEVELOPMENT**

Develop access schedule

Notify client of access schedule

Allocate resources to access schedule

**Service CLOSURE NOTIFICATION**

Notify client of closure

**9. PROTECTION****9.1 Reactive (e.g. fire suppression, crowd regulation)****CLIENT EMERGENCY REQUEST**

Receive request for assistance

Qualify request for assistance

Dispatch resources to client

**ASSESS REQUIREMENTS**

Assess assistance requirements  
**DELIVER CLIENT ASSISTANCE**  
Deliver assistance to client

**9.2 Pro-active (e.g. dignitary security protection, air traffic vehicle patrolling)**

**DESIGN ROUTE**

Design protection route

**SCHEDULE DEVELOPMENT**

Develop protection schedule

Notify client of protection schedule

Allocate resources to protection schedule

**PATROLLING**

Patrol route

**Service CLOSURE NOTIFICATION**

Notify client of closure

**10 .INVESTIGATION(e.g. police inspection)**

**CLIENT REQUEST**

Receive request for investigation

Qualify investigation request

Allocate resources to request

**OPEN CASE**

Open case

**INVESTIGATE REQUEST**

Investigate request

**VIOLATION NOTIFICATION**

Notify violator of violation

**RULE ENFORCEMENT**

Enforce compliance with rule

**CLOSE CASE**

Close case

**11. GRANT / SUBSIDY/ IMPUTED FEE**

**11.1 single subsidy (e.g. art grants subsidy)**

**CLIENT REQUEST**

Receive request

Qualify request

Allocate resources to request

**DETERMINE FUND AVAILABILITY**

Determine availability of funds

**GRANT FUNDS**

Grant funds

**11.2 Multiple subsidy (e.g. social assistance subsidy)****CLIENT REQUEST**

- Receive request
- Qualify request
- Allocate resources to request

**OPEN CASE**

- Open subsidy case

**DETERMINE FUND AVAILABILITY**

- Determine availability of funds

**GRANT FUNDS**

- Grant funds

**CLOSE CASE**

- Close subsidy case

**11.3 Imputed fee (tax)****SCHEDULE DEVELOPMENT**

- Develop collection schedule
- Notify client of collection schedule
- Allocate resources to collection schedule

**ASSESS REQUIREMENTS**

- Assess client requirements

**COLLECT TAX**

- Collect tax

**VIOLATION NOTIFICATION**

- Notify violator of violation

**RULE ENFORCEMENT**

- Enforce compliance with rule
- Collect fee

**12. COMMODITY PREPARATION (e.g. Potable water treatment)****SCHEDULE DEVELOPMENT**

- Develop preparation schedule
- Notify client of preparation schedule
- Allocate resources to preparation schedule

**COMMODITY PREPARATION**

- Prepare commodity

**Service CLOSURE NOTIFICATION**

- Notify client of closure

**13. COMMODITY DISTRIBUTION****13.1 Mobile - customer initiated (e.g. "meals on wheels")**

**SCHEDULE DEVELOPMENT**

- Develop distribution schedule
- Notify client of distribution schedule
- Allocate resources to distribution schedule

**CLIENT REQUEST**

- Receive client request
- Qualify client request
- Allocate resources to request

**COMMODITY DISTRIBUTION**

- Distribute commodities

**13.2 Stationary - customer initiated (e.g. food bank)****SCHEDULE DEVELOPMENT**

- Develop Services schedule
- Notify client of Services schedule
- Allocate resources to Services schedule

**CLIENT REQUEST**

- Receive client request
- Qualify client request
- Allocate resources to client request

**DISTRIBUTION**

- Distribute commodities

**Service CLOSURE NOTIFICATION**

- Notify client of closure

**13.3 Network (e.g. Potable water distribution)****SCHEDULE DEVELOPMENT**

- Develop distribution schedule
- Notify client of distribution schedule
- Allocate resources to distribution schedule

**CLIENT REQUEST**

- Receive request
- Qualify client request
- Allocate resources to request

**CLIENT HOOKUP**

- Hookup client to distribution network

**OPERATE NETWORK**

- Operate distribution network

**Service CLOSURE NOTIFICATION**

- Notify client of closure

**14. COMMODITY COLLECTION****14.1 Client initiated (on-request solid waste collection)**

**SCHEDULE DEVELOPMENT**

- Develop collection schedule
- Notify client of collection schedule
- Allocate resources to collection schedule

**CLIENT REQUEST**

- Receive client request
- Qualify client request
- Allocate resources to client request

**COMMODITY COLLECTION**

- Collect commodities

**14.2 Scheduled collection - vehicle (e.g. schedule solid waste collection)****DESIGN ROUTE**

- Design collection route

**SCHEDULE DEVELOPMENT**

- Develop collection schedule
- Notify client of collection schedule
- Allocate resources to collection schedule

**COMMODITY COLLECTION**

- Collect commodity
- Collect fee

**Service CLOSURE NOTIFICATION**

- Notify client of closure

**14.3 Network collection (e.g. storm water collection)****SCHEDULE DEVELOPMENT**

- Develop collection schedule
- Notify client of collection schedule
- Allocate resources to collection schedule

**OPERATE NETWORK**

- Operate collection network

**Service CLOSURE NOTIFICATION**

- Notify client of closure

**15. DISPOSAL (e.g. solid waste disposal)****SCHEDULE DEVELOPMENT**

- Develop disposal schedule
- Notify client of disposal schedule
- Allocate resources to disposal schedule

**COMMODITY DISPOSAL**

- Dispose of commodities

**Service CLOSURE NOTIFICATION**

- Notify client of closure

## ***Relationship between Activity Types, Resources and Activities***

Activity Type	Customized Activity Type Name	Generated activities	Resource Type	Resource Examples
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### **1. REGULATION**

#### **1.1 Complaint initiated**

CLIENT REQUEST	<Noise Regulation> Complaint	Receive <event>	MUNICIPAL RULE	Noise regulation complain qualification rule
		Qualify <event>	MUNICIPAL RULE	Noise regulation complain qualification rule
		Allocate resources to <Event>	MUNICIPAL RULE	Noise regulation complain qualification rule
INSPECTION	<Noise Regulation> Inspection	Inspect compliance to <rule>	MUNICIPAL RULE	Noise regulation rule
VIOLATION NOTIFICATION	Notification of <Noise Regulation> violation	Notify violator of <violation>	VIOLATION	Noise regulation violation
RULE ENFORCEMENT	<Noise Regulation> rule enforcement	Enforce <rule>	MUNICIPAL RULE	Noise regulation rule

#### **1.2 Schedule Inspection**

SCHEDULE DEVELOPMENT	<Noise Regulation> schedule development	Develop <action plan>	ACTION PLAN	Noise regulation inspect schedule
		Notify client of <action plan>	ACTION PLAN	Noise regulation Inspect schedule
		Allocate resources to <action plan>	ACTION PLAN	Noise regulation inspect schedule
INSPECTION	<Noise Regulation> Inspection	Inspect compliance to <rule>	MUNICIPAL RULE	Noise regulation rule
VIOLATION NOTIFICATION	Notification of <Noise Regulation> violation	Notify violator of <violation>	VIOLATION	Noise regulation violation
RULE ENFORCEMENT	<Noise Regulation> rule enforcement	Enforce <rule>	MUNICIPAL RULE	Noise regulation rule

## 2. PERMISSION

### 2.1 Immediate

SCHEDULE DEVELOPMENT	<marriage certificate> schedule development	Develop <action plan>	ACTION PLAN	marriage certificate hours of operation
		Notify client of <action plan>	ACTION PLAN	marriage certificate hours of operation
		Allocate resources to <action plan>	ACTION PLAN	marriage certificate hours of operation
CLIENT REQUEST	<marriage certificate> application	Receive <event>	MUNICIPAL RULE	marriage certificate rule
		Qualify <event>	MUNICIPAL RULE	marriage certificate rule
		allocate resources to <event>	MUNICIPAL RULE	marriage certificate rule
ISSUANCE	<marriage certificate> issuance	Issue <entitlement>	ENTITLEMENT	marriage license

### 2.2 Queued

CLIENT REQUEST	<bilboard permission> application	Receive <event>	MUNICIPAL RULE	bilboard permission rule
		Qualify <event>	MUNICIPAL RULE	bilboard permission rule
		allocate resources to <event>	MUNICIPAL RULE	bilboard permission rule
STAKEHOLDER CONSULTATION	<bilboard permission> stakeholder consultation	Consult with <client>	CLIENT	bilboard stakeholders
ISSUANCE	<bilboard permission> issuance	Issue <entitlement>	ENTITLEMENT	bilboard permit
INSPECTION NOTIFICATION	Bilboard permit inspection notification	Notify <client> of inspection	CLIENT	bilboard permit holder
INSPECTION	Bilboard permit inspection	Inspect compliance to <rule>	MUNICIPAL RULE	bilboard permit rule
VIOLATION NOTIFICATION	Notification of bilboard permit violation	Notify violator of <violation>	VIOLATION	Bilboard permit violation
RULE ENFORCEMENT	<Billboard Permit Regulation> rule enforcement	Enforce <rule>	MUNICIPAL RULE	bilboard permit rule

### 3. ADVISORY

#### 3.1 Single advisory occurrence

SCHEDULE DEVELOPMENT	<abused women referral> schedule development	Develop <action plan>	ACTION PLAN	abused women referral advisory schedule
		Notify client of <action plan>	ACTION PLAN	abused women referral advisory schedule
		Allocate resources to <action plan>	ACTION PLAN	abused women referral advisory schedule
CLIENT REQUEST	<abused women referral> request	Receive <event>	MUNICIPAL RULE	abused woman qualification rule
		Qualify <event>	MUNICIPAL RULE	abused woman qualification rule
		allocate resources to <Event>	MUNICIPAL RULE	abused woman qualification rule
ASSESS REQUIREMENTS	<abused women referral> requirements assessment	Assess <client> requirements	CLIENT	abused woman
ADVICE PROVISION	<abused women referral> referral	Advise <client>	CLIENT	abused woman

#### 3.2 Multiple advisory occurrence

SCHEDULE DEVELOPMENT	<abused women counselling> schedule development	Develop <action plan>	ACTION PLAN	abused women action plan
		Notify client of <action plan>	ACTION PLAN	abused women action plan
		Allocate resources to <action plan>	ACTION PLAN	abused women action plan
CLIENT REQUEST	<abused women counselling> request	Receive <event>	MUNICIPAL RULE	abused woman counselling qualification rule
		Qualify <event>	MUNICIPAL RULE	abused woman counselling qualification rule
		allocate resources to <Event>	MUNICIPAL RULE	abused woman counselling qualification rule
ASSESS REQUIREMENTS	<abused women counselling> requirements assessment	Assess <client> requirements	CLIENT	Abused woman
OPEN CASE	<abused women counselling> case opening	Open <action plan>	ACTION PLAN	Abused woman case
CLIENT CONSULTATION	<abused women counselling>	Consult with <client>	CLIENT	Abused woman
CLOSE CASE	<abused women counselling> case closing	Close <action plan>	ACTION PLAN	Abused woman case

#### 4. EDUCATION

##### 4.1 City site: customer initiated

CLIENT REQUEST	<work safety education> request	Receive <event>	MUNICIPAL RULE	Work safety education qualification rule
		Qualify <event>	MUNICIPAL RULE	Work safety education qualification rule
		allocate resources to <Event>	MUNICIPAL RULE	Work safety education qualification rule
COURSE DEVELOPMENT	<work safety education> course schedule development	Design <action plan>	ACTION PLAN	Work safety curriculum
		Notify client of <action plan>	ACTION PLAN	Work safety curriculum
		Allocate resources to <action plan>	ACTION PLAN	Work safety curriculum
FACILITY BOOKING	<work safety education> facility booking	Book <facility>	FACILITY	Work safety course teaching centre
TEACH LESSON	Teach <work safety education> lesson	Teach <info. collection>	INFO. COLLECTION	Work safety lesson

##### 4.2 City site: from stock

COURSE DEVELOPMENT	<work safety education> course schedule development	Design <action plan>	ACTION PLAN	Work safety curriculum
		Notify client of <action plan>	ACTION PLAN	Work safety curriculum
		Allocate resources to <action plan>	ACTION PLAN	Work safety curriculum
FACILITY BOOKING	<work safety education> facility booking	Book <facility>	FACILITY	Work safety course teaching centre
TEACH LESSON	Teach <work safety education> lesson	Teach <info. collection>	INFO. COLLECTION	Work safety lesson
SERVICE CLOSURE NOTIFICATION	<work safety education> closure notification	Notify <client> of closure	CLIENT	Work safety student

##### 4.3 Customer site: customer initiated

CLIENT REQUEST	<work safety education> request	Receive <event>	MUNICIPAL RULE	Work safety education qualification rule
		Qualify <event>	MUNICIPAL RULE	Work safety education qualification rule
		allocate resources to <Event>	MUNICIPAL RULE	Work safety education qualification rule
COURSE DEVELOPMENT	<work safety education> course schedule development	Design <action plan>	ACTION PLAN	Work safety curriculum
		Notify client of <action plan>	ACTION PLAN	Work safety curriculum
		Allocate resources to <action plan>	ACTION PLAN	Work safety curriculum
TEACH LESSON	Teach <work safety education> lesson	Teach <info. collection>	INFO. COLLECTION	Work safety lesson
SERVICE CLOSURE NOTIFICATION	<work safety education> closure notification	Notify <client> of closure	CLIENT	Work safety student

## 4.4 Customer site: from stock

SCHEDULE DEVELOPMENT	<work safety education> course schedule development	Design <action plan>	ACTION PLAN	Work safety curriculum
		Notify client of <action plan>	ACTION PLAN	Work safety curriculum
		Allocate resources to <action plan>	ACTION PLAN	Work safety curriculum
CLIENT REQUEST	<work safety education> request	Receive <event>	MUNICIPAL RULE	Work safety education qualification rules
		Qualify <event>	MUNICIPAL RULE	Work safety education qualification rules
		allocate resources to <Event>	MUNICIPAL RULE	Work safety education qualification rule
TEACH LESSON	Teach <work safety education> lesson	Teach <info. collection>	INFO. COLLECTION	Work safety lesson
SERVICE CLOSURE NOTIFICATION	<work safety education> closure notification	Notify <client> of closure	CLIENT	Work safety student

## 5. CARE

### 5.1 Mobile (e.g. hair-on-wheels)

SCHEDULE DEVELOPMENT	<hair-on-wheels> schedule development	Design <action plan>	ACTION PLAN	Hair-on-wheels delivery schedule
		Notify client of <action plan>	ACTION PLAN	Hair-on-wheels delivery schedule
		Allocate resources to <action plan>	ACTION PLAN	Hair-on-wheels delivery schedule
CLIENT REQUEST	<hair-on-wheels> request	Receive <event>	MUNICIPAL RULE	Hair-on-wheels qualification rules
		Qualify <event>	MUNICIPAL RULE	Hair-on-wheels qualification rule
		allocate resources to <Event>	MUNICIPAL RULE	Hair-on-wheels qualification rule
OPEN CASE	<hair-on-wheels> case opening	Open <action plan>	ACTION PLAN	Hair-on-wheels case
ASSESS REQUIREMENTS	<hair-on-wheels> requirements assessment	Assess <client> requirements	CLIENT	Hair-on-wheels requestor
DELIVER CARE	<hair-on-wheels> care delivery	Deliver <service name>		
CLOSE CASE	<hair-on-wheels> case closing	Close <action plan>	ACTION PLAN	Hair-on-wheels case

### 5.2 Stationary (e.g. Dental treatment)

SCHEDULE DEVELOPMENT	<dental treatment> schedule development	Design <action plan>	ACTION PLAN	Dental treatment action plan
		Notify client of <action plan>	ACTION PLAN	Dental treatment action plan
		Allocate resources to <action plan>	ACTION PLAN	Dental treatment action plan
CLIENT REQUEST	<dental treatment> request	Receive <event>	MUNICIPAL RULE	dental treatment qualification rule
		Qualify <event>	MUNICIPAL RULE	dental treatment qualification rule
		allocate resources to <Event>	MUNICIPAL RULE	dental treatment qualification rule
OPEN CASE	<dental treatment> case opening	Open <action plan>	ACTION PLAN	Dental treatment case
FACILITY BOOKING	<dental treatment> facility booking	Book <facility>	FACILITY	Dental treatment facility
DELIVER CARE	<dental treatment> care delivery	Deliver <service name>		
CLOSE CASE	<dental treatment> case closing	Close <action plan>	ACTION PLAN	Dental treatment case
SERVICE CLOSURE NOTIFICATION	<dental treatment> closure notification	Notify <client> of closure	CLIENT	Dental patient

## 6. ACCOMODATION

### 6.1 City-owned facility

SCHEDULE DEVELOPMENT	<animal sheltering>schedule development	Develop <action plan>	ACTION PLAN	Animal shelter facility schedule
		Notify client of <action plan>	ACTION PLAN	Animal shelter facility schedule
		Allocate resources to <action plan>	ACTION PLAN	Animal shelter facility schedule
CLIENT REQUEST	<animal sheltering> request	Receive <event>	MUNICIPAL RULE	Animal sheltering qualification rules
		Qualify <event>	MUNICIPAL RULE	Animal sheltering qualification rule
		allocate resources to <Event>	MUNICIPAL RULE	Animal sheltering qualification rule
OPEN CASE	<animal sheltering> case	Open <action plan>	ACTION PLAN	Animal sheltering case
MUNICIPAL FACILITY AVAILABILITY	<animal sheltering> availability determination	Determine <facility> availability	FACILITY	Animal shelter
allocate ACCOMODATION	<animal sheltering> accomodation allocation	allocate to <facility>	FACILITY	Animal shelter
PLACEMENT	<animal sheltering> placement	Accommodate <client>	CLIENT	Animal
CLOSE CASE	<animal sheltering> case closing	Close <action plan>	ACTION PLAN	Animal sheltering case
SERVICE CLOSURE NOTIFICATION	<animal sheltering> closure	Notify <client> of closure	CLIENT	Animal collector

### 6.2 Non-City-owned

CLIENT REQUEST	<foster home placement> request	Receive <event>	MUNICIPAL RULE	Orphan qualification rule
		Qualify <event>	MUNICIPAL RULE	Orphan qualification rule
		allocate resources to <Event>	MUNICIPAL RULE	Orphan qualification rule
OPEN CASE	<foster home placement> case	Open <action plan>	ACTION PLAN	Orphan placement case
NON-MUNICIPAL FACILITY AVAILABILITY	<foster home placement> availability determination	Determine availability of facilities		
PLACEMENT	<foster home placement> placement	Accommodate <client>	CLIENT	Foster child
CLOSE CASE	<foster home placement> case	Close <action plan>	ACTION PLAN	Orphan placement case

## 7. MUNICIPAL RESOURCE ACCESS

### 7.1 Schedule supervised

SCHEDULE DEVELOPMENT	<skating rink facility access> schedule development	Develop <action plan>	ACTION PLAN	Skating rink facility schedule
		Notify client of <action plan>	ACTION PLAN	Skating rink facility schedule
		Allocate resources to <action plan>	ACTION PLAN	Skating rink facility schedule
CLIENT REQUEST	<skating rink facility access> request	Receive <event>	MUNICIPAL RULE	Skating rink attendant rule
		Qualify <event>	MUNICIPAL RULE	Skating rink attendant rule
		allocate resources to <Event>	MUNICIPAL RULE	Skating rink attendant rule
FACILITY BOOKING	<skating rink facility access treatment> facility booking	Book <facility>	FACILITY	Skating rink
		Collect <fee>	FEE	Skating rink fee
SUPERVISE FACILITY	<skating rink facility access treatment> supervision	Supervise <Facility>	FACILITY	Skating rink
SERVICE CLOSURE NOTIFICATION	<skating rink facility access> closure notification	Notify <client> of closure	CLIENT	Skater

### 7.2 Scheduled/unsupervised

SCHEDULE DEVELOPMENT	<soccer league recreation> schedule development	Develop <action plan>	ACTION PLAN	Soccer field availability schedule
		Notify client of <action plan>	ACTION PLAN	Soccer field availability schedule
		Allocate resources to <action plan>	ACTION PLAN	Soccer field availability schedule
CLIENT REQUEST	<soccer league recreation> request	Receive <event>	MUNICIPAL RULE	Soccer field attendance rule
		Qualify <event>	MUNICIPAL RULE	Soccer field attendance rule
		Allocate resources to <Event>	MUNICIPAL RULE	Soccer field attendance rule
FACILITY BOOKING	<soccer league recreation> facility booking	Book <facility>	FACILITY	Soccer field
		Collect <fee>	FEE	Soccer field booking fee
SERVICE CLOSURE NOTIFICATION	<soccer league recreation> closure notification	Notify <client> of closure	CLIENT	Soccer player

## 7.3 Non-scheduled/supervised

SCHEDULE DEVELOPMENT	<supervised beach access> schedule development	Develop <action plan>	ACTION PLAN	supervised beach access schedule
		Notify client of <action plan>	ACTION PLAN	supervised beach access schedule
		Allocate resources to <action plan>	ACTION PLAN	supervised beach access schedule
SUPERVISE FACILITY	<skating rink facility access treatment> supervision	Supervise <Facility>	FACILITY	Supervised beach

## 7.4 Non-scheduled/un-supervised

SCHEDULE DEVELOPMENT	<nature trail> schedule	Develop <action plan>	ACTION PLAN	Nature trail availability schedule
		Notify client of <action plan>	ACTION PLAN	Nature trail availability schedule
		Allocate resources to <action plan>	ACTION PLAN	Nature trail availability schedule
SERVICE CLOSURE NOTIFICATION	<nature trail> closure notification	Notify <client> of closure	CLIENT	Nature trail attendant

## 8. TRANSIT

### 8.1 Operative - scheduled

DESIGN ROUTE	<scheduled bus transit> route design	Design <route>	ADMINISTRATIVE VIEW	Schedule bus transit route
SCHEDULE DEVELOPMENT	<scheduled bus transit> schedule development	Develop <action plan>	ACTION PLAN	Scheduled bus transit schedule
		Notify client of <action plan>	ACTION PLAN	Schedule bus transit schedule
		Allocate resources to <action plan>	ACTION PLAN	Schedule bus transit schedule
DRIVE ROUTE	<scheduled bus transit> zone driving	Drive <vehicle>	VEHICLE	Bus
		Collect <fee>	FEE	Bus fare
SERVICE CLOSURE NOTIFICATION	<scheduled bus transit> closure notification	Notify <client> of closure	CLIENT	Bus commuter

### 8.2 Operative - customer initiated (wheel trans)

SCHEDULE DEVELOPMENT	<wheel trans> schedule development	Develop <action plan>	ACTION PLAN	Wheel trans schedule
		Notify client of <action plan>	ACTION PLAN	Wheel trans schedule
		Allocate resources to <action plan>	ACTION PLAN	Wheel trans schedule
CLIENT REQUEST	<wheel trans> request	Receive <event>	MUNICIPAL RULE	Wheel trans qualification rule
		Qualify <event>	MUNICIPAL RULE	Wheel trans qualification rule
		allocate resources to <Event>	MUNICIPAL RULE	Wheel trans qualification rule
CLIENT PICKUP	<wheel trans> zone driving	Pickup <client>	CLIENT	Handicapped
		Collect <fee>	FEE	Wheel trans fee

### 8.3 Non-operative - customer initiated (road access)

DESIGN ROUTE	<road access> route design	Design <route>	ADMINISTRATIVE VIEW	Roads
SCHEDULE DEVELOPMENT	<scheduled bus transit> schedule development	Develop <action plan>	ACTION PLAN	Road access schedule
		Notify client of <action plan>	ACTION PLAN	Road access schedule
		Allocate resources to <action plan>	ACTION PLAN	Road access schedule
SERVICE CLOSURE NOTIFICATION	<road access> closure notification	Notify <client> of closure	CLIENT	Citizen

## 9. PROTECTION

### 9.1 Reactive (crowd regulation)

CLIENT EMERGENCY REQUEST	<crowd regulation> request	Receive <event>	MUNICIPAL RULE	Crowd regulation request rule
		Qualify <event>	MUNICIPAL RULE	Crowd regulation request rule
		Dispatch resources to <Event>	MUNICIPAL RULE	Crowd regulation request rule
ASSESS REQUIREMENTS	<crowd regulation> requirements assessment	Assess <client> requirements	CLIENT	Victim
DELIVER CLIENT ASSISTANCE	<crowd regulation> assistance	Deliver assistance to <client>	CLIENT	Victim

### 9.2 Pro-active (vehicle patrolling)

DESIGN ROUTE	<dignitary security> route design	Design <route>	ADMINISTRATIVE VIEW	Dignitary route
SCHEDULE DEVELOPMENT	<dignitary security> schedule development	Develop <action plan>	ACTION PLAN	Dignitary protection schedule
		Notify client of <action plan>	ACTION PLAN	Dignitary protection schedule
		Allocate resources to <action plan>	ACTION PLAN	Dignitary protection schedule
PATROLLING	<dignitary security> zone driving	Patrol <route>	ADMINISTRATIVE VIEW	Dignitary route
SERVICE CLOSURE NOTIFICATION	<dignitary security> closure notification	Notify <client> of closure	CLIENT	Dignitary

## 10. INVESTIGATION

CLIENT REQUEST	<police inspection> request	Receive <event>	MUNICIPAL RULE	Inspection qualification rule
		Qualify <event>	MUNICIPAL RULE	Inspection qualification rule
		allocate resources to <Event>	MUNICIPAL RULE	Inspection qualification rule
OPEN CASE	<police inspection> case opening	Open <action plan>	ACTION PLAN	Police inspection case
INVESTIGATE REQUEST	<police inspection> investigation	Investigate <event>		
VIOLATION NOTIFICATION	Notification of <police inspection> violation	Notify Violator of <violation>	VIOLATION	Inspection violation
RULE ENFORCEMENT	<Police Inspection> rule enforcement	Enforce <rule>	MUNICIPAL RULE	Inspection rule
CLOSE CASE	<police inspection> case opening	Close <action plan>	ACTION PLAN	Police inspection case

## 11. GRANT /SUBSIDY

### 11.1 Single subsidy (arts grant)

CLIENT REQUEST	<arts grant> request	Receive <event>	MUNICIPAL RULE	Arts grant rule
		Qualify <event>	MUNICIPAL RULE	Arts grant rule
		allocate resources to <Event>	MUNICIPAL RULE	Arts grant rule
DETERMINE FUND AVAILABILITY	<arts grant> fund determination	Determine availability of <fund>	FUND	Arts grant fund
GRANT FUNDS	<arts grant> granting	Grant <fund>	FUND	Arts grant fund

### 11.2 Multiple subsidy (arts grant)

CLIENT REQUEST	<social assistance subsidy> request	Receive <event>	MUNICIPAL RULE	Social assistance rule
		Qualify <event>	MUNICIPAL RULE	Social assistance rule
		allocate resources to <Event>	MUNICIPAL RULE	Social assistance rule
OPEN CASE	<social assistance subsidy> case opening	Open <action plan>	ACTION PLAN	Social assistance case
DETERMINE FUND AVAILABILITY	<social assistance subsidy> fund determination	Determine availability of <fund>	FUND	Social assistance fund
GRANT FUNDS	<social assistance subsidy> granting	Grant <fund>	FUND	Social assistance fund
CLOSE CASE	<social assistance subsidy> case closing	Close <action plan>	ACTION PLAN	Social assistance case

### 11.3 Imputed fee (tax collection)

SCHEDULE DEVELOPMENT	<property tax collection> schedule development	Develop <action plan>	ACTION PLAN	Property tax collection schedule
		Notify client of <action plan>	ACTION PLAN	Property tax collection schedule
		Allocate resources to <action plan>	ACTION PLAN	Property tax collection schedule
ASSESS REQUIREMENTS	<property tax collection> requirements assessment	Assess <client> requirements	CLIENT	Property tax payer
COLLECT TAX	<tax collection>	Collect <Tax>	TAX	Property Tax
VIOLATION NOTIFICATION	<tax collection> arrears notification	Notify violator of <violation>	VIOLATION	Property tax arrears violation
RULE ENFORCEMENT	<property tax collection> arrears enforcement	Enforce <rule>	MUNICIPAL RULE	Property tax arrears rule
		Collect <fee>	TAX	Property tax

**12. COMMODITY PREPARATION**

SCHEDULE DEVELOPMENT	<potable water treatment> schedule development	Develop <action plan>	ACTION PLAN	Potable water treatment schedule
		Notify client of <action plan>	ACTION PLAN	Potable water treatment schedule
		Allocate resources to <action plan>	ACTION PLAN	Potable water treatment schedule
COMMODITY PREPARATION	<potable water treatment> commodity preparation	Prepare <consumable>	CONSUMABLE	Potable water
SERVICE CLOSURE NOTIFICATION	<potable water treatment> closure notification	Notify <client> of closure	CLIENT	Potable water producers

### 13. COMMODITY DISTRIBUTION

#### 13.1 Mobile - customer initiated (meals on wheels)

SCHEDULE DEVELOPMENT	<meals on wheels> schedule development	Develop <action plan>	ACTION PLAN	Meals on wheels distribution schedule
		Notify client of <action plan>	ACTION PLAN	Meals on wheels distribution schedule
		Allocate resources to <action plan>	ACTION PLAN	Meals on wheels distribution schedule
CLIENT REQUEST	<meals on wheels> request	Receive <event>	MUNICIPAL RULE	Meals on wheels eligibility rule
		Qualify <event>	MUNICIPAL RULE	Meals on wheels eligibility rule
		allocate resources to <Event>	MUNICIPAL RULE	Meals on wheels eligibility rule
COMMODITY DISTRIBUTION	<meals on wheels> distribution	Distribute <consumable>	CONSUMABLE	Food

#### 13.2 Stationary - customer initiated (food bank)

SCHEDULE DEVELOPMENT	<food bank> schedule development	Develop <action plan>	ACTION PLAN	Food bank service schedule
		Notify client of <action plan>	ACTION PLAN	Food bank service schedule
		Allocate resources to <action plan>	ACTION PLAN	Food bank service schedule
CLIENT REQUEST	<food bank> request	Receive <event>	MUNICIPAL RULE	Food bank eligibility rule
		Qualify <event>	MUNICIPAL RULE	Food bank eligibility rule
		allocate resources to <Event>	MUNICIPAL RULE	Food bank eligibility rule
DISTRIBUTION	<food bank> distribution	Distribute <consumable>	CONSUMABLE	Food
SERVICE CLOSURE NOTIFICATION	<food bank> closure notification	Notify <client> of closure	CLIENT	Food bank users

#### 13.3 Network (potable water distribution)

SCHEDULE DEVELOPMENT	<potable water distribution> resource allocation	Develop <action plan>	ACTION PLAN	Potable water distribution schedule
		Notify client of <action plan>	ACTION PLAN	Potable water distribution schedule
		Allocate resources to <action plan>	ACTION PLAN	Potable water distribution schedule
CLIENT REQUEST	<potable water distribution> request	Receive <event>	MUNICIPAL RULE	Potable water distribution rule
		Qualify <event>	MUNICIPAL RULE	Potable water distribution rule
		allocate resources to <Event>	MUNICIPAL RULE	Potable water distribution rule
CLIENT HOOKUP	<potable water distribution> hookup	Hookup client to <network>	INFRASTRUCTURE	Potable water distribution network
OPERATE NETWORK	Operate <potable water distribution> network	Operate <network>	INFRASTRUCTURE	Potable water distribution network
SERVICE CLOSURE NOTIFICATION	<potable water distribution> closure notification	Notify <client> of closure	CLIENT	Potable water user

## 14. COMMODITY COLLECTION

### 14.1 Client initiated

SCHEDULE DEVELOPMENT	develop <on-request solid waste collection> schedule	Develop <action plan>	ACTION PLAN	On-request solid water collection schedule
		Notify client of <action plan>	ACTION PLAN	On-request solid water collection schedule
		Allocate resources to <action plan>	ACTION PLAN	On-request solid water collection schedule
CLIENT REQUEST	<on-request solid waste collection> request	Receive <event>	MUNICIPAL RULE	Solid waste pick-up qualification rule
		Qualify <event>	MUNICIPAL RULE	Solid waste pick-up qualification rule
		allocate resources to <Event>	MUNICIPAL RULE	Solid waste pick-up qualification rule
COMMODITY COLLECTION	<on-request solid waste collection>	Collect <consumable>	CONSUMABLE	Garbage

### 14.2 Schedule collection - vehicle

DESIGN ROUTE	<solid waste collection> route	Design <route>	ADMINISTRATIVE VEHICLE	Solid waste collection route
SCHEDULE DEVELOPMENT	<solid waste collection> schedule development	Develop <action plan>	ACTION PLAN	Solid waste collection schedule
		Notify client of <action plan>	ACTION PLAN	Solid waste collection schedule
		Allocate resources to <action plan>	ACTION PLAN	Solid waste collection schedule
COMMODITY COLLECTION	<solid waste collection>	Collect <consumable>	CONSUMABLE	Garbage
		Collect <fee>	FEE	Garbage pickup fee
SERVICE CLOSURE NOTIFICATION	<solid waste collection> closure notification	Notify <client> of closure	CLIENT	Garbage producer

### 14.3 Network collection

SCHEDULE DEVELOPMENT	<storm water collection> schedule development	Develop <action plan>	ACTION PLAN	Storm water collection schedule
		Notify client of <action plan>	ACTION PLAN	Storm water collection schedule
		Allocate resources to <action plan>	ACTION PLAN	Storm water collection schedule
OPERATE NETWORK	Operate <storm water collection> network	Operate <network>	INFRASTRUCTURE	Storm water collection network
SERVICE CLOSURE NOTIFICATION	<storm water collection> closure notification	Notify <client> of closure	CLIENT	Downstream dwellers

**15. COMMODITY DISPOSAL**

SCHEDULE DEVELOPMENT	<solid waste disposal> schedule development	Develop <action plan>	ACTION PLAN	Solid waste disposal schedule
		Notify client of <action plan>	ACTION PLAN	Solid waste disposal schedule
		Allocate resources to <action plan>	ACTION PLAN	Solid waste disposal schedule
COMMODITY DISPOSAL	<solid waste disposal>	Dispose of <consumable>	CONSUMABLE	Solid waste
SERVICE CLOSURE NOTIFICATION	<solid waste disposal> closure notification	Notify <client> of closure	CLIENT	Solid waste producer

## ***List of Resource Types***

The following is a list of the various Resource types.

### **1. ANIMAL**

An animal - associated with animal control Services.

### **2. ACTION PLAN**

A resource that sets out a plan of action, such as a schedule, curriculum or project plan

### **3. APPLICATION SYSTEMS**

An application system used by the Municipality.

### **4. ADMINISTRATIVE VIEW**

A designed zone or route, such as a bus route.

### **5. BUILT FEATURE**

A non-Municipal owned built structure in which the Municipality needs information to deliver services. e.g. private property

### **6. BUSINESS GOAL**

A business goal of the Municipality.

### **7. CONSUMABLE**

A resource that has been consumed or will be consumed by the Municipality such as waste or fuel.

### **8. CLIENT**

A client or client group of the Municipality, such as "Abused Woman" or "Swimming Lesson Students"

### **9. BUSINESS EVENT**

A internal business event that triggers action on the part of the Municipality, such as "a purchase order"

### **10. ENTITLEMENT**

An entitlement given to a citizen or citizen group such as "permission to demolish a building"

#### 11. EXTERNAL ORGANIZATION'S PLANS

Information about an external Organization, that is relevant to the Municipality, an example is "Provincial policy"

#### 12. EQUIPMENT

Equipment used by the Municipality, such as "Leaf-blowers"

#### 13. EXTERNAL EVENT / INCIDENT

Information collected about external events or incidents, that are significant to the Municipality. Example is an approaching hurricane.

#### 14. MUNICIPALLY OWNED FACILITY

A resource owned by the Municipality which are fixed in place and whose operation is normally scheduled, such as "City Hall", HAVOC systems.

#### 15. REVENUE ACCOUNT

An account used by the Municipality to fund Municipal service delivery, such as a Tax Account.

#### 16. SKILL

A skill that is used by the Municipality, such as a "Fire Fighting Skill"

#### 17. INFORMATION COLLECTION

A collection of shared information that is relevant to the Municipality, such as "Maps of the City."

#### 18. INFRASTRUCTURE

A network built by the Municipality which is geographically dispersed such as "potable water distribution network"

#### 19. ISSUES

Information about the pressures on the Municipality, ranging from complaints to long-term economic trends.

**20. CORPORATE RULE OR BYLAW**

A rule that governs the internal operations of the Municipality.

**21. Municipal RULE OR BY-LAW**

A rule or by-law that governs the delivery of service to the public.

**22. LAND PARCEL**

A piece of land owned by the Municipality, such as "city-owned" lots.

**23. GRANT FUND**

A fund used by the Municipality to grant or subsidize citizens or citizen groups

**24. NATURAL FEATURE**

A natural part of the environment, such as a tree.

**25. CONTRACT**

A legal contract used by the Municipality in service delivery, or resource management.

**26. PASSIVE STRUCTURE**

Decorative structures such as flower-beds which are fixed in place, with no scheduled operations.

**27. TRENDS AND FORECASTS**

Information stored by the Municipality about trends and forecasts in the environment, such as "Service Devolution"

**28. VIOLATION**

A violation of Municipal by-laws.

**29. VEHICLE**

A mobile resource owned by the Municipality, such as a "Fire Truck"

## **Performance Metrics**

- . The MRM contains the following Performance Metric types for the following MRM Objects:

### **ACTIVITY**

#### **Activity result quality**

A measure of the output of an Activity compared to established standards.

#### **Activity result efficiency**

A measure of the relationship between the value of the output of the activities and the resources consumed.

#### **Activity result effectiveness**

A measure comparing the outcome of the Activity to it's intended function.

### **Organizational Unit**

#### **Organization efficiency**

A measure of the relationship between the value of the output of the Organization and the resources consumed.

#### **Organization effectiveness**

A measure of the output of an Organization compared to it's intended functions.

### **Program**

#### **Program impact**

A program's impact is the overall consequences of the program. Are the goals being served?

#### **Program outcome**

The changes in the state of the target group on a trend basis.

### **Resource**

#### **Resource utilization quality**

A measure of the performance of a resource compared to established standards.

**Resource utilization effectiveness**

A measure of the performance of a resource compared to it's intended function.

**Resource utilization efficiency**

A measure of the relationship between the value of the output of the resource and the resources consumed.

**Municipal Service**

**Municipal Service Output Quality**

A measure of the output of a Municipal Service compared to established standards.

**Municipal Service Output Efficiency**

A measure of the relationship between the value of the output of a Municipality versus the resources consumed.

**Municipal Service Output Effectiveness**

A measure of the output of a Municipal Service compared to it's intended functions.

**Corporate Service**

**Corporate Service output quality**

The output of a Municipal Service compared to established standards.

**Corporate Service output efficiency**

The relationship between the value of the output of a Municipality versus the resources consumed.

**Corporate Service output effectiveness**

A measure of the output of a Corporate Service compared to it's intended functions.

**Corporate Initiative**

### Corporate Initiative Impact

A program's impact is the overall consequences of the program. Are the goals being served?

### Corporate Initiative Outcome

The changes in the state of the target group on a trend basis.

## ***List of Resource Classes & Activity Types***

### **Sample named activities**

#### **1. Application System**

Design Application System  
 Construct Application System  
 Implement Application System  
 Maintain Application System  
 Upgrade Application System  
 Dispose of Application Systems

### **Activity types**

Resource Design  
 Resource Construction  
 Resource Implementation  
 Resource Maintenance  
 Resource Improvement  
 Resource Disposal

#### **2. Consumable**

Purchase Consumable  
 Store Consumable  
 Distribute Consumable  
 Dispose of Consumable

Rescue Purchase  
 Resource Storage  
 Resource Distribution  
 Resource Disposal

#### **3. Equipment**

Purchase Equipment  
 Store Equipment  
 Distribute Equipment  
 Inspect Equipment  
 Maintain Equipment  
 Repair Equipment  
 Protect Equipment  
 Lease Equipment  
 Sell Equipment  
 Dispose of Equipment

Resource Purchase  
 Resource Storage  
 Resource Distribution  
 Resource Inspection  
 Resource Maintenance  
 Resource Repair  
 Resource Protection  
 Resource Leasing  
 Resource Sale  
 Resource Disposal

#### **4. Facility**

Design Facility  
 Construct Facility  
 Inspect Facility  
 Maintain Facility  
 Upgrade Facility  
 Restore Facility  
 Protect Facility  
 Lease Facility  
 Sell Facility  
 Demolish Facility

Resource Design  
 Resource Construction  
 Resource Inspection  
 Resource Maintenance  
 Resource Improvement  
 Resource Restoration  
 Resource Protection  
 Resource Leasing  
 Resource Sale  
 Resource Disposal

## 5. Human Resource (Skill)

Negotiate Human Resource Agreements	Contract Negotiation
Recruit Human Resources	Resource Recruitment
Pay Human Resources	Staff Payment
Develop Human Resources	Resource Development
Counsel Human Resources	Staff Counseling
Transfer Human Resources	Resource Transfer
Terminate Human Resources	Staff Termination

## 6. Information collection

Design Content of Information Collection	Information Collect Content Design
Purchase Information Collection	Resource Purchase
Catalog Information Collection	Information Collection Cataloging
Distribute Information Collection	Resource Distribution
Improve Information Collection	Resource Improvement
Repair Information Collection	Resource Repair
Protect Information Collection	Resource Protection
Sell Information Collection	Resource Sale
Archive Information Collection	Resource Archival
Dispose of Information Collection	Resource Disposal

## 7. Infrastructure

Design Infrastructure	Resource Design
Construct Infrastructure	Resource Construction
Improve Infrastructure	Resource Improvement
Inspect Infrastructure	Resource Inspection
Maintain Infrastructure	Resource Maintenance
Repair Infrastructure	Resource Repair
Decommission Infrastructure	Resource Disposal