

Local Government
REIMAGINED CONFERENCE

APRIL 12-14, 2023 BURLINGTON, VERMONT

Innovating Service Delivery Through Data

ICMA | conference

Our Team



Michelle Kobayashi, MSPH

Principal Research Strategist
Polco



Tobin McKearin, PhD

VP Data Analytics
Polco

Our Work for Today

Data Driven Decision Making (DDDM)

Setting the Stage for DDDM

Uses of Data in Local Government

Measuring What Matters

How many in the jar?



The Case for Data Driven Decision Making



The Importance of the DDDM in the Private Sector



19x more likely to
be more profitable



6x more likely to
retain customers



23x more likely to
acquire new business

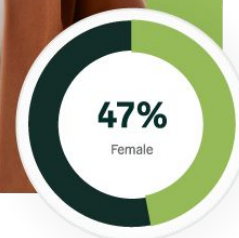
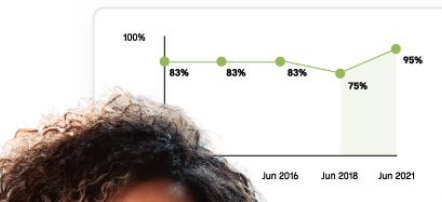
Benefits of Data Driven Decision Making (DDDM)

- Aligns strategies with goals
- Promotes accountability and transparency
- Reduces costs by increasing efficiency
- Improves the quality of decisions

Data Driven Decision Making

Data driven decision making is the practice of basing decisions on the analysis of data rather than intuition.

DDDM brings together appropriate data sources, analyses and metrics to inform choices, reasoning, and actions. In the end, DDDM gives sound credence to new policies and initiatives.



DDDM in Local Government

Planning

Budgeting

Fundraising

Program and
Policy
Development

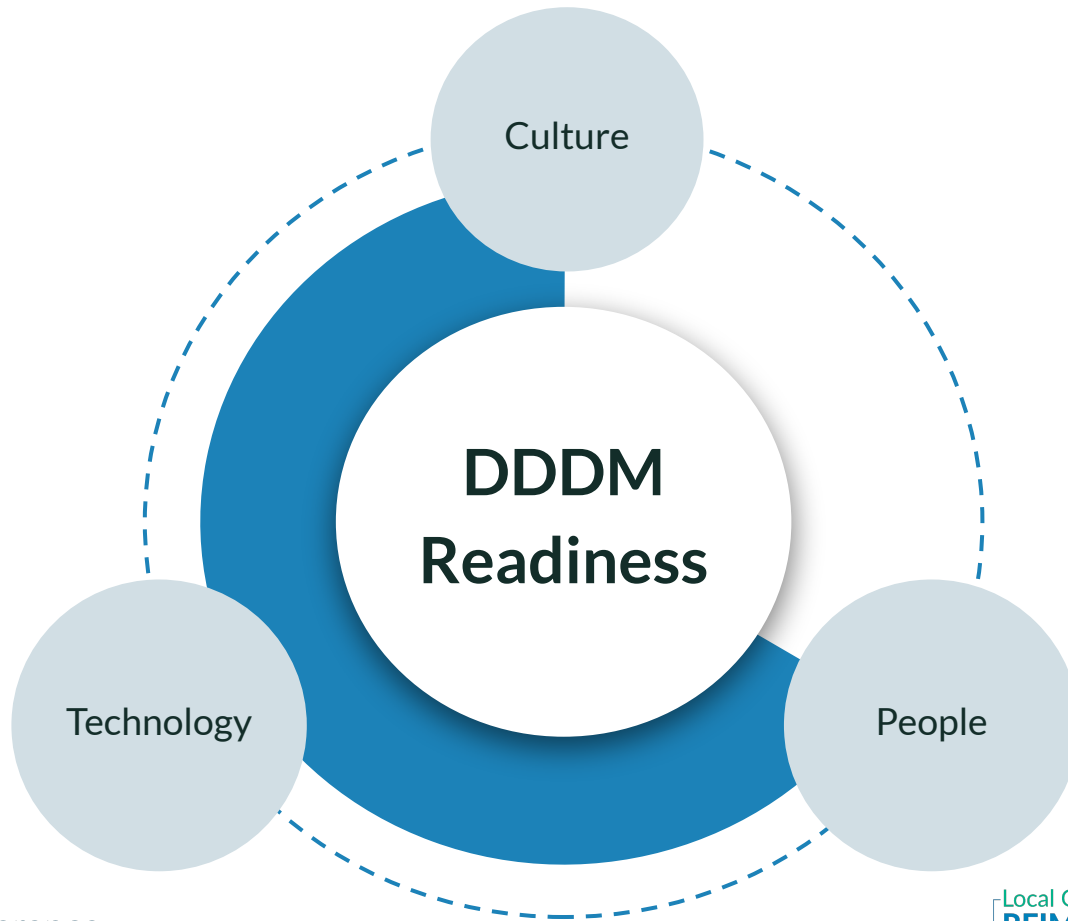
Performance
Measurement

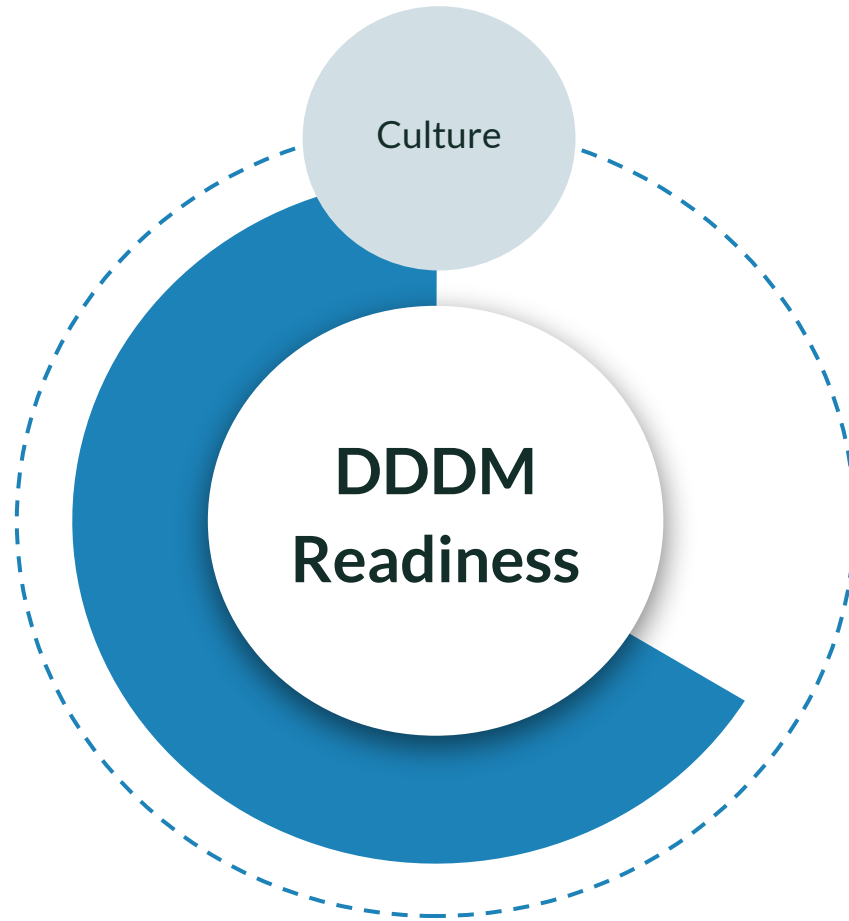
How does your organization use data?



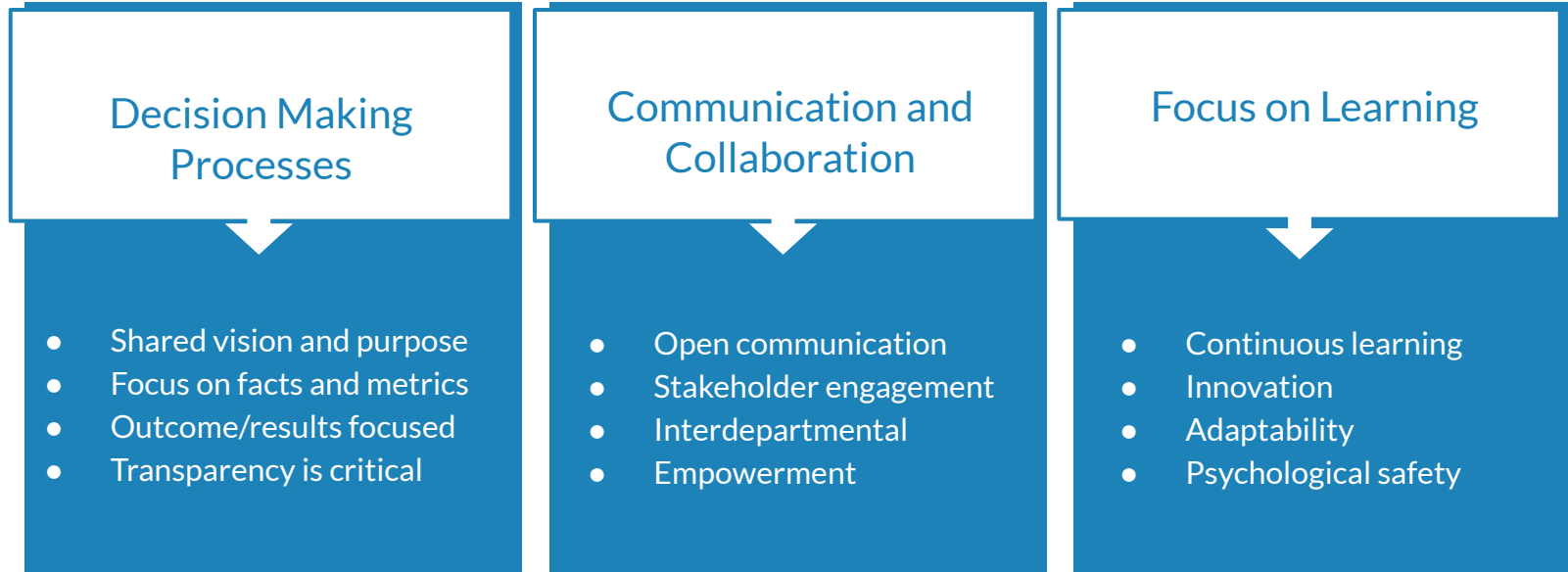
Setting the Stage for Data Driven Decision Making (DDDM)



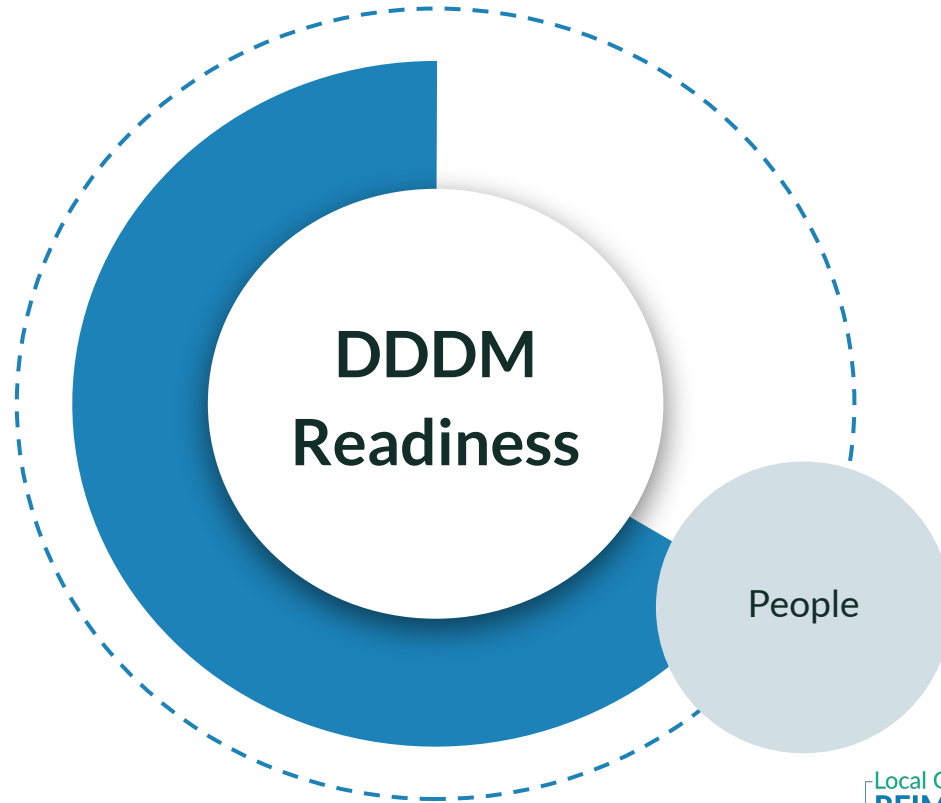




A DDDM Oriented Culture

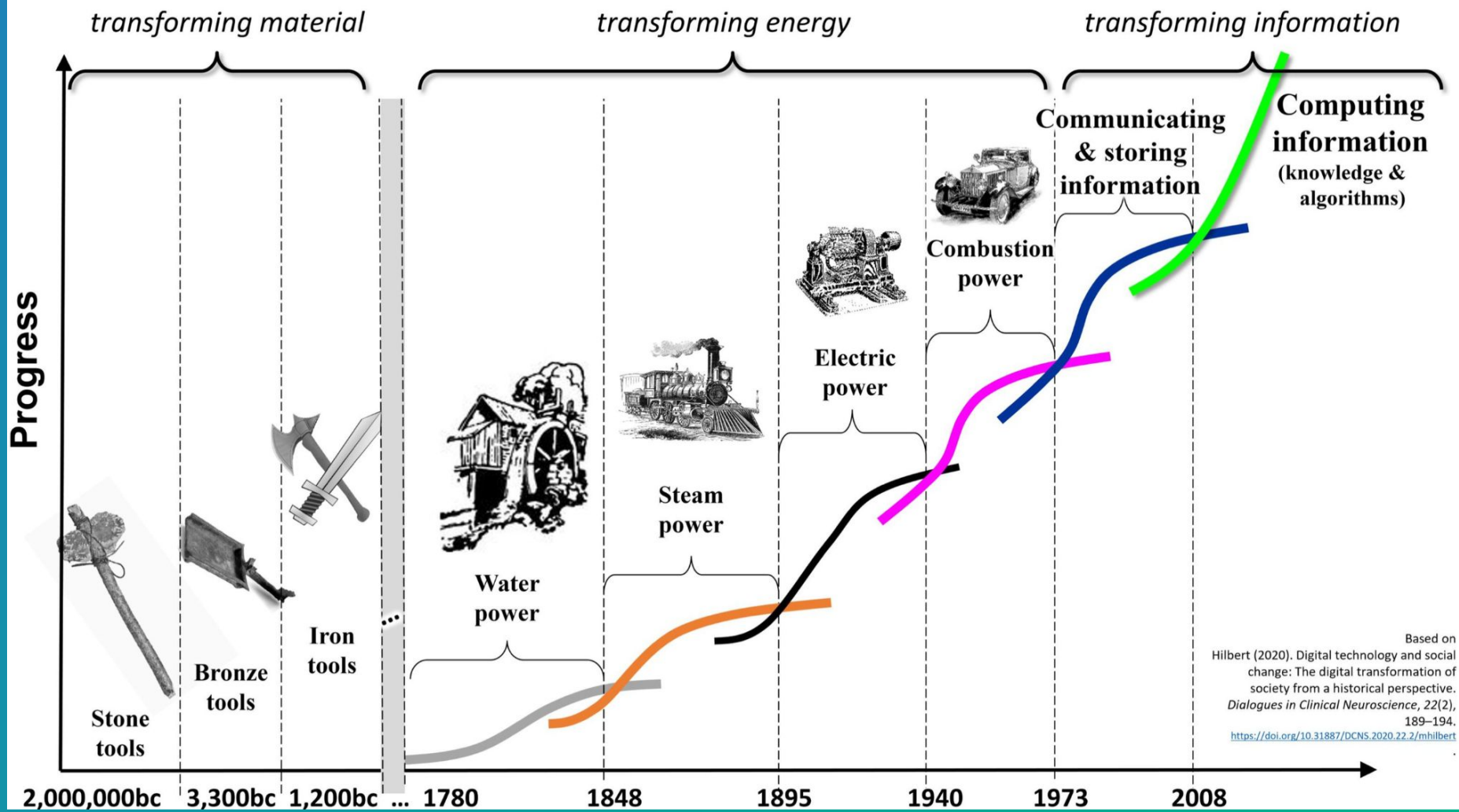


Successful programs require an incentive system that favors risk taking. Harvard Business School



The Age of Information



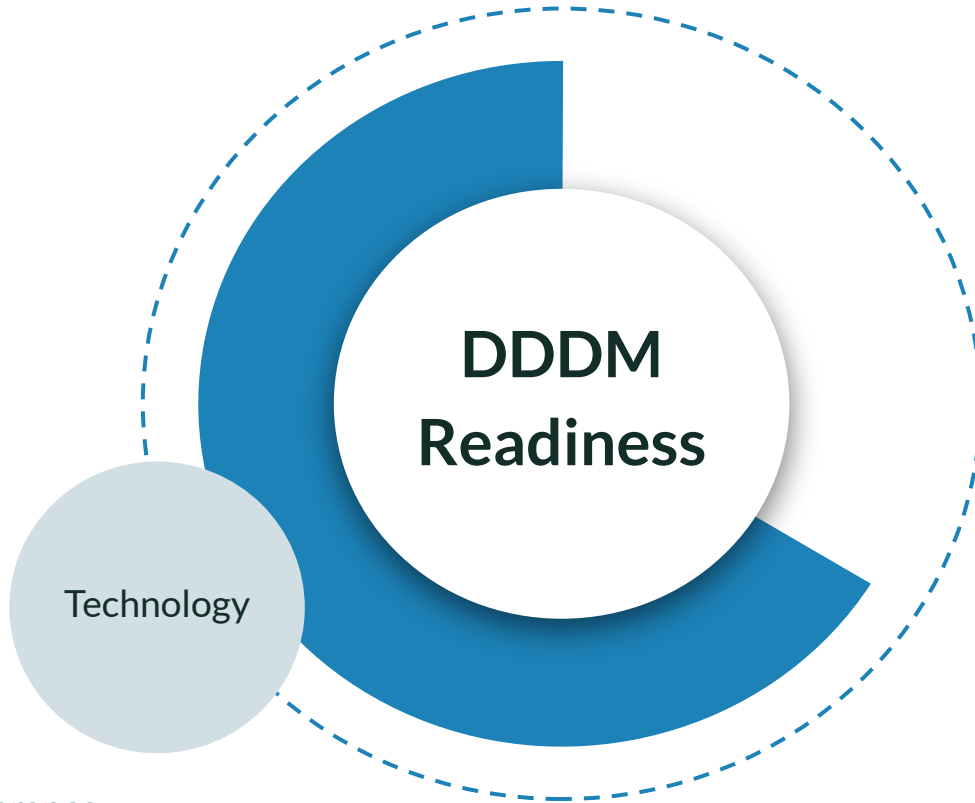


Based on
 Hilbert (2020). Digital technology and social
 change: The digital transformation of
 society from a historical perspective.
Dialogues in Clinical Neuroscience, 22(2),
 189–194.
<https://doi.org/10.31887/DCNS.2020.22.2/mhilbert>

**“All I want for Christmas
is a data scientist.”**

- City Manager from New Mexico





Technology and Big Data

"Big data is the new oil"

The companies, governments, and organizations that are able to mine this resource will have an enormous advantage over those that don't.

Jeff Bertolucci, Information Weekly

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The Data Divide



VS



Take the Assessment and then discuss results with your group



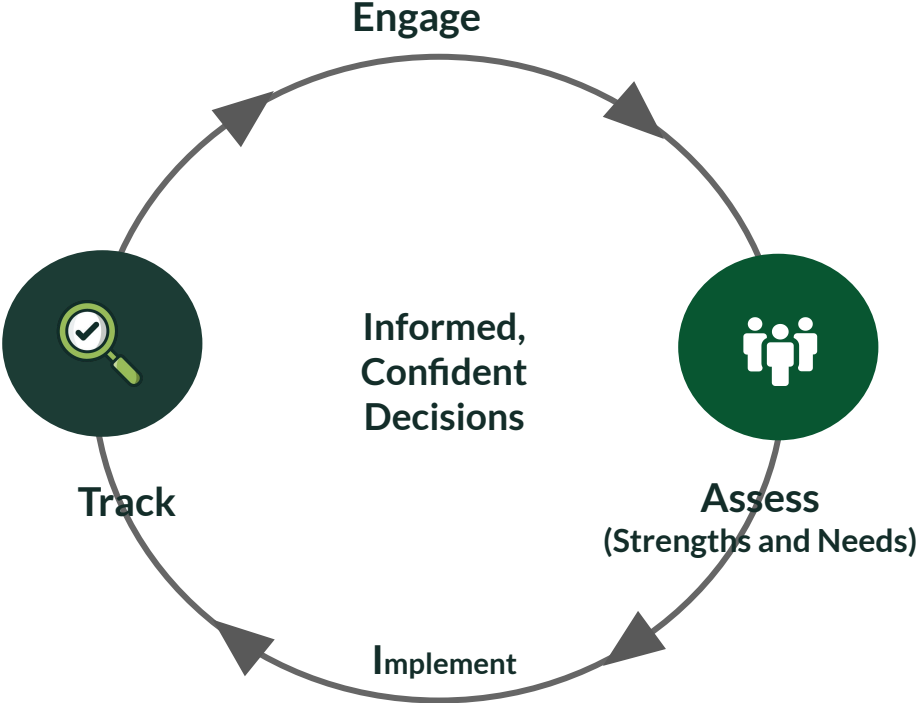
DDDM Readiness Assessment



Uses of DDDM in Local Governance



The cycle of Data Driven Decision Making



DDDM in Local Government

Planning

Budgeting

Fundraising

Program and
Policy
Development

Performance
Measurement



Planning

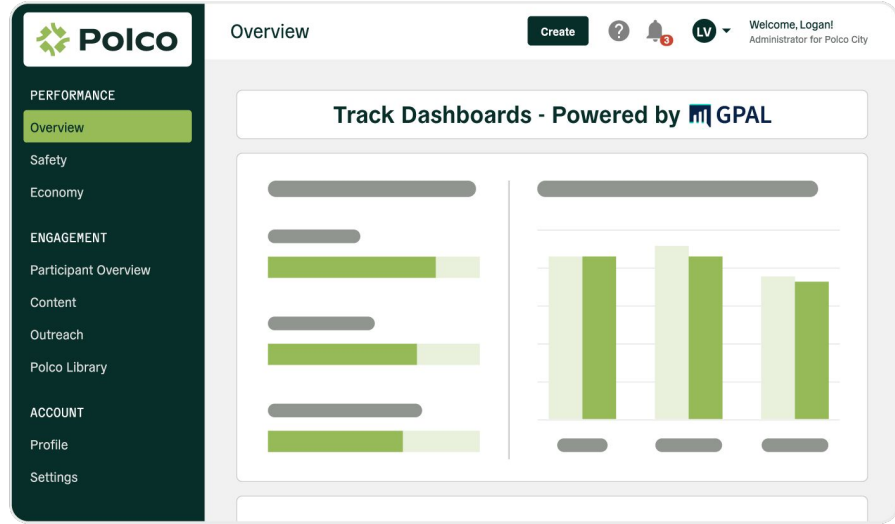
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GPAL (gee-pal) is the premier system for government performance data, analytics, and visualization, helping government leaders better understand their performance metrics and the factors that impact them.



Partners



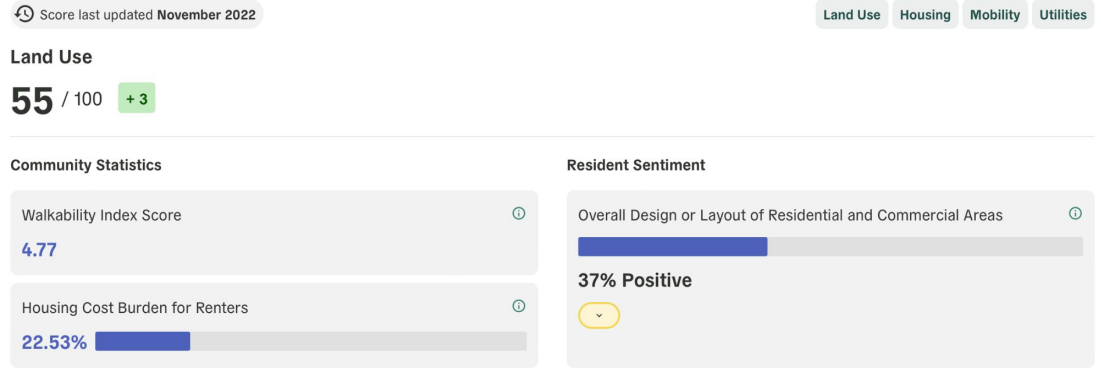
Identifying Community Strengths and Challenges

- Areas on par or above the nation are strengths
- Areas in yellow and red are challenges
- Your own data over time might be the most useful benchmark



Identification of Key Indicators to Monitor

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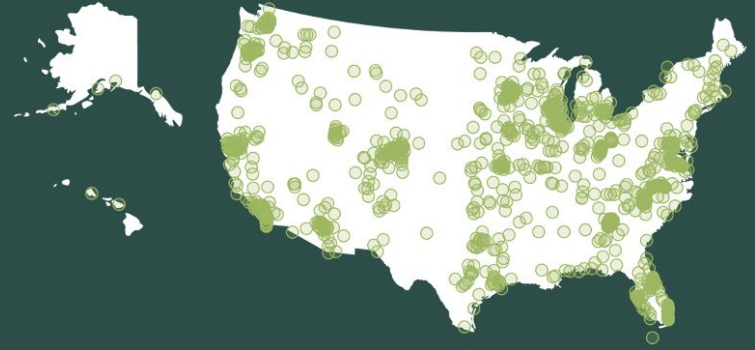
The National Community Survey (The NCS)

The NCS was developed by NRC survey scientists @ Polco

A standard questionnaire administered in approximately 80 communities yearly across the nation

Nearly 500 jurisdictions in The NCS in over 40 states

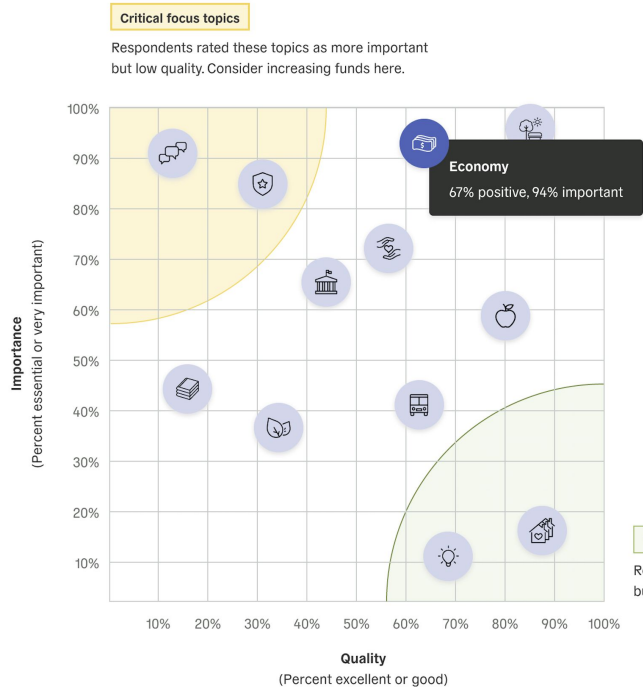
Opinions representing more than 50 million Americans



Templatized community livability and local government performance survey of residents

- N of unique jurisdictions: 486
- N of unique survey implementations: 1,349
- N of respondents: 925,032

Community Livability



Parks and recreation
 89% positive ↗ ⬆

Economy
 67% positive ↗ ⬆

Safety
 64% positive ↘ —



Budgeting

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Information Technology Opens New Possibilities to go Beyond Positions¹¹

One of the premises of the Rethinking Budgeting initiative is that information technology provides ways to reach better decisions that were not available years ago. For example, technology could be used to ascertain the preferences of participants in a decision-making process and then compare hundreds or thousands of possible decisions to see which come closest to satisfying the preferences of the highest number of people. This allows the decision to move away from win-lose methods like simple majority votes, which produce outcomes more like “A” below and move toward consensus-finding like “B” below. Though there are fewer fervent supporters in “B,” there are more supporters overall and no one who is opposed. This consensus makes it more likely the decision will have a smooth implementation.

“A” (Polarized)



“B” (Consensus)





Fundraising

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Local and State governments are now central to delivering over \$1.5T in aid to U.S. communities.

“During the past two years, the federal government has funneled an unprecedented amount of aid dollars to state and local governments.”

-Route Fifty

\$150 billion

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\$1.2 trillion

Infrastructure Investment & Jobs Act



Policy and Program Development

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In what areas of town should we increase density?

Prioritize Initiatives & Alternatives

Budget simulations to identify best places to build housing

Program Evaluation

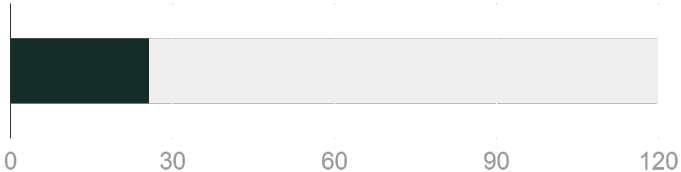
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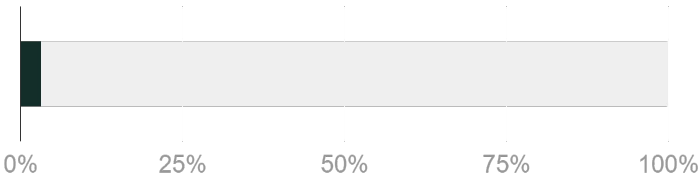
15 Minute City



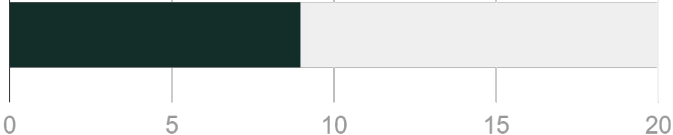
Average travel time to work
(minutes)



Employed persons walking to work
(percent)



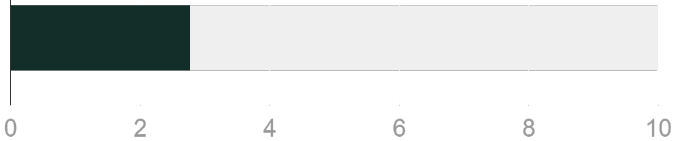
Walkability index score
(0=least walkable, 20=most walkable)



Job access score
(0=least access to jobs, 10=most access to jobs)



Compact neighborhood score
(0=least dense and walkable, 10=most dense and walkable)





Performance Evaluation

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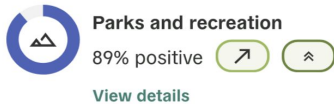
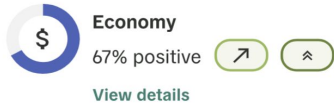
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Evaluating the Community

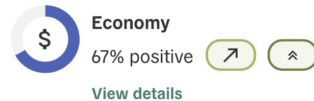
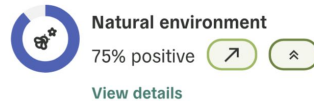
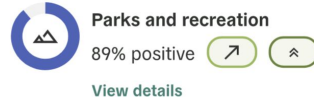
Highest-performing topics compared to benchmark

These topics have performed the best against benchmark. Performing above benchmark is not a requisite for these topics.



Topics with most improved quality

These topics had the highest increase in quality ratings compared to 2018. These increases are statistically significant.



Tracking Economic Development



Job Growth ^

Employment ×

6.87% + 4%

Data from U.S. Census Bureau County Business Patterns Value last updated 2020

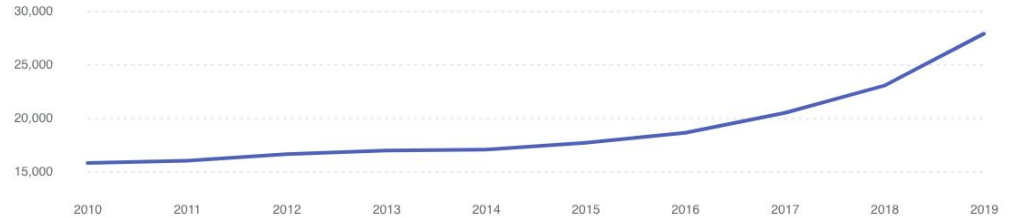


Gross Domestic Product (GDP) per Capita -

Business vitality ×

\$27,882 per capita + \$4,854

Data from U.S. Bureau of Economic Analysis Value last updated 2019



Mock Strategic Planning



Measuring What Matters



Indicators with Meaning

- Focus on outcomes
- Use of Inclusive Measures
- Include the resident voice





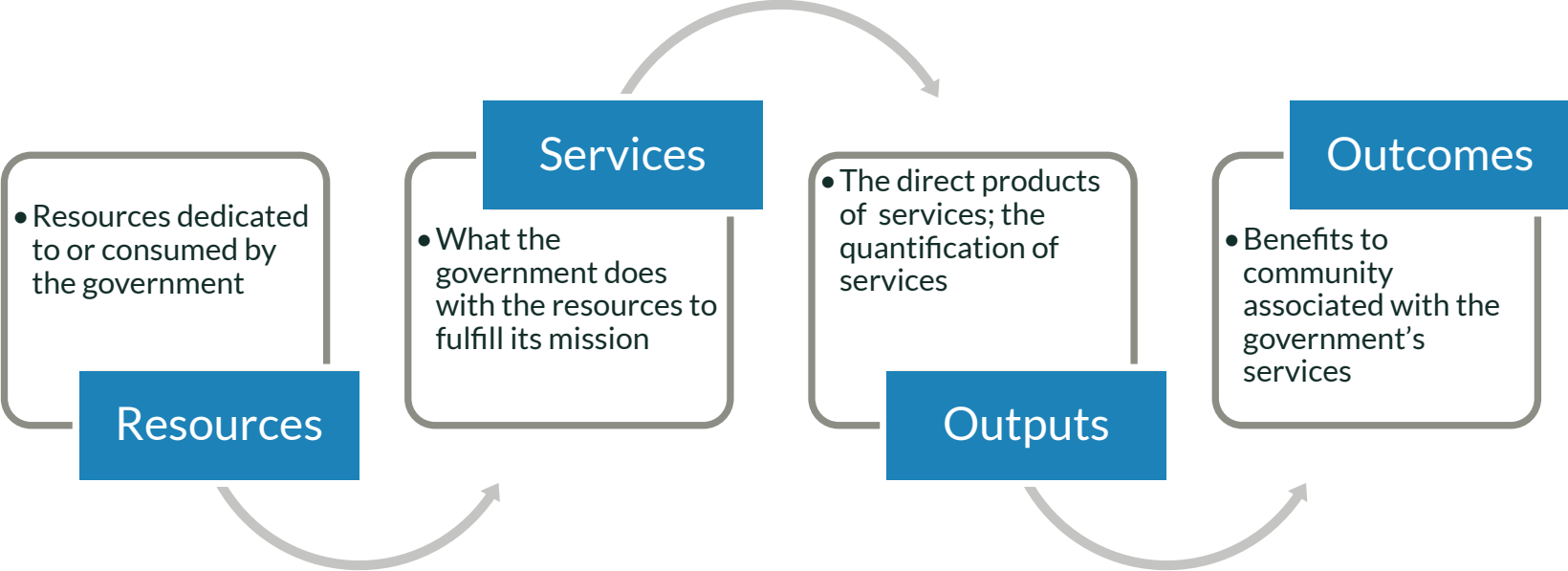
Focus on Outcomes

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The Logic of Performance Measures



Measures for Police Services

Resources

Services

Outputs

Outcomes

Annual budget

Police patrols

Dollars spent on
police services per
capita

Resident ratings of
community safety

Number FTEs/PTEs

Community
outreach

Number of patrols
provided

Reduced crime

Equipment

Number of
community
meetings held

Logic Model Quiz



Logic Model Quiz

1. To improve community sense of safety from 70% to 80% by 2025
2. To partner with schools to offer more activities to youth
3. To add 10% to the parks budget
4. To let no homeless person die from exposure to the cold
5. To add three parks maintenance employees
6. To increase acreage devoted to parks by 10%
7. To serve double the number of meals on wheels to seniors
8. To invest \$50,000 in downtown redevelopment

Logic Model Quiz - Answers

Measure Type	Measure
OUTCOME	To improve community sense of safety from 70% to 80% by 2025
ACTIVITY	To partner with schools to offer more activities to youth
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OUTPUT	To increase acreage devoted to parks by 10%
OUTPUT	To serve double the number of meals on wheels to seniors
RESOURCES	To invest \$50,000 in downtown redevelopment

The “5 Fold Why”

Whenever you want something, ask yourself “why”?

Why Why Why Why Why? To get to your true want (or goal).

Josh Kaufman: Personal MBA

The Five Fold Why





Use Inclusive Measures

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Identify Inclusive Measures





Include the Stakeholder Voice

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Including the Employee Voice in Organizational Decision Making



Addresses the bottom line in government



Increases transparency



Promotes accountability



Provides opportunities for employee engagement



Improves quality of decisions

The Wisdom of Crowds

Average of 800 guesses: 1197

Actual weight of the ox: 1198

James Surowiecki – 2004

Sir Francis Galton – 1906

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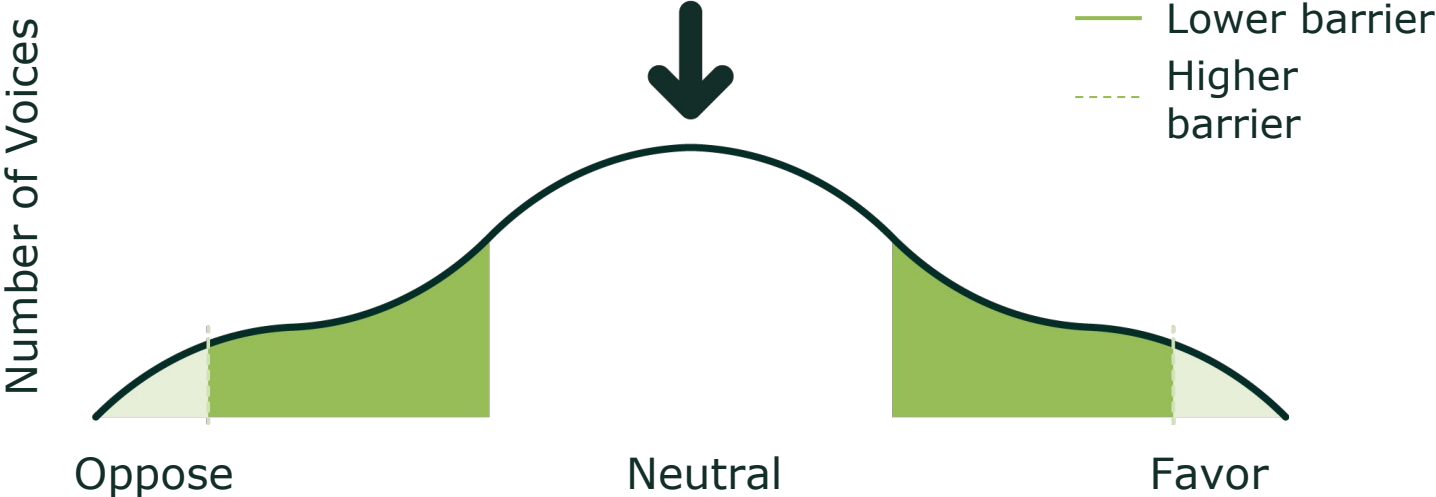
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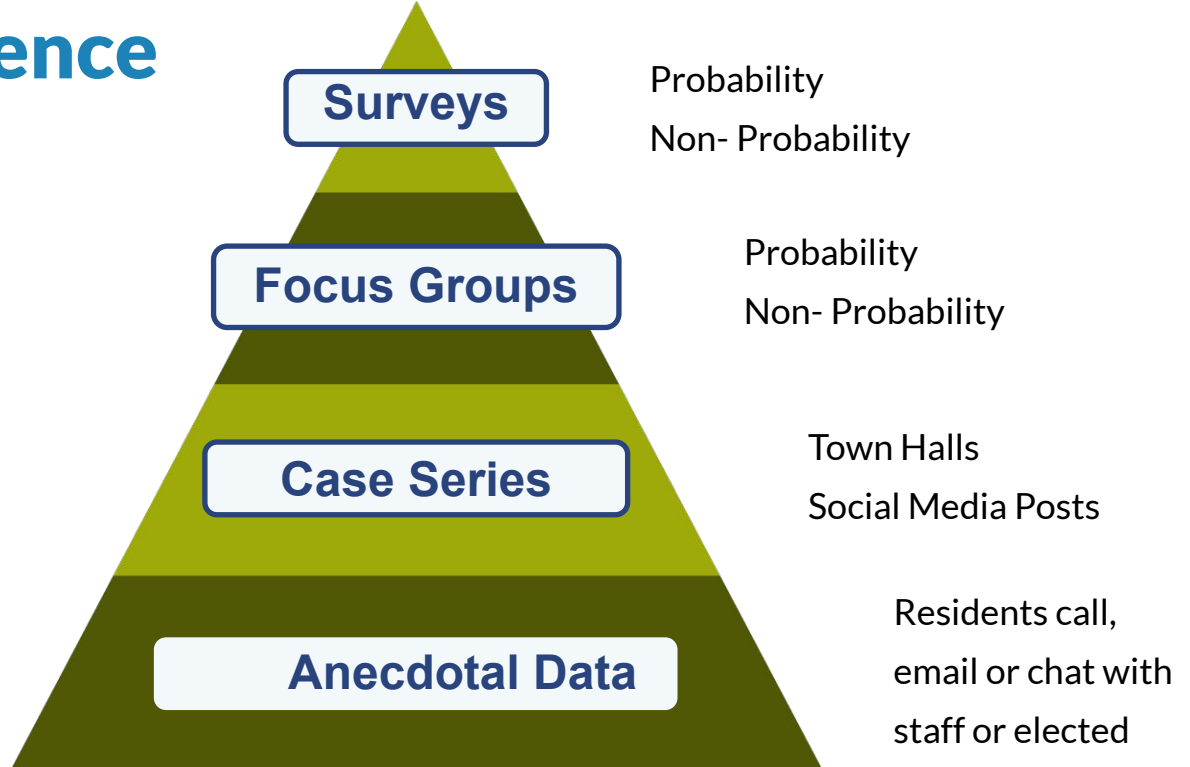


Lowering barriers to participation re-introduces reasonable voices.



Levels of Evidence

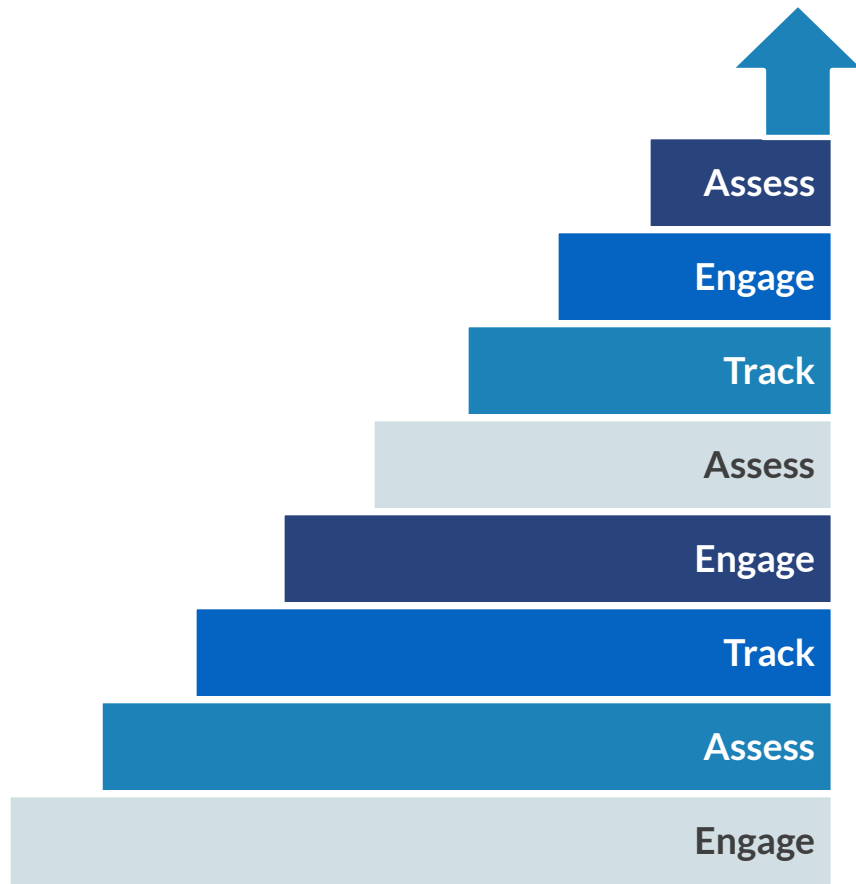
- ▲ Representation increases
- ▼ Bias decreases



Questions?



Moving Forward



Data Driven Decision Making Certificate

- New Certificate Course Offered by ICMA and Polco (and GPAL partners)
- 6 virtual courses running from April 20-June 29
- Capstone project
- Opportunities for presentation at ICMA conference

For more information xxx Angelica information here for sign up/landing page/etc



Data are maaaaagic.

Thank you!





The Case for Data Driven Decision Making



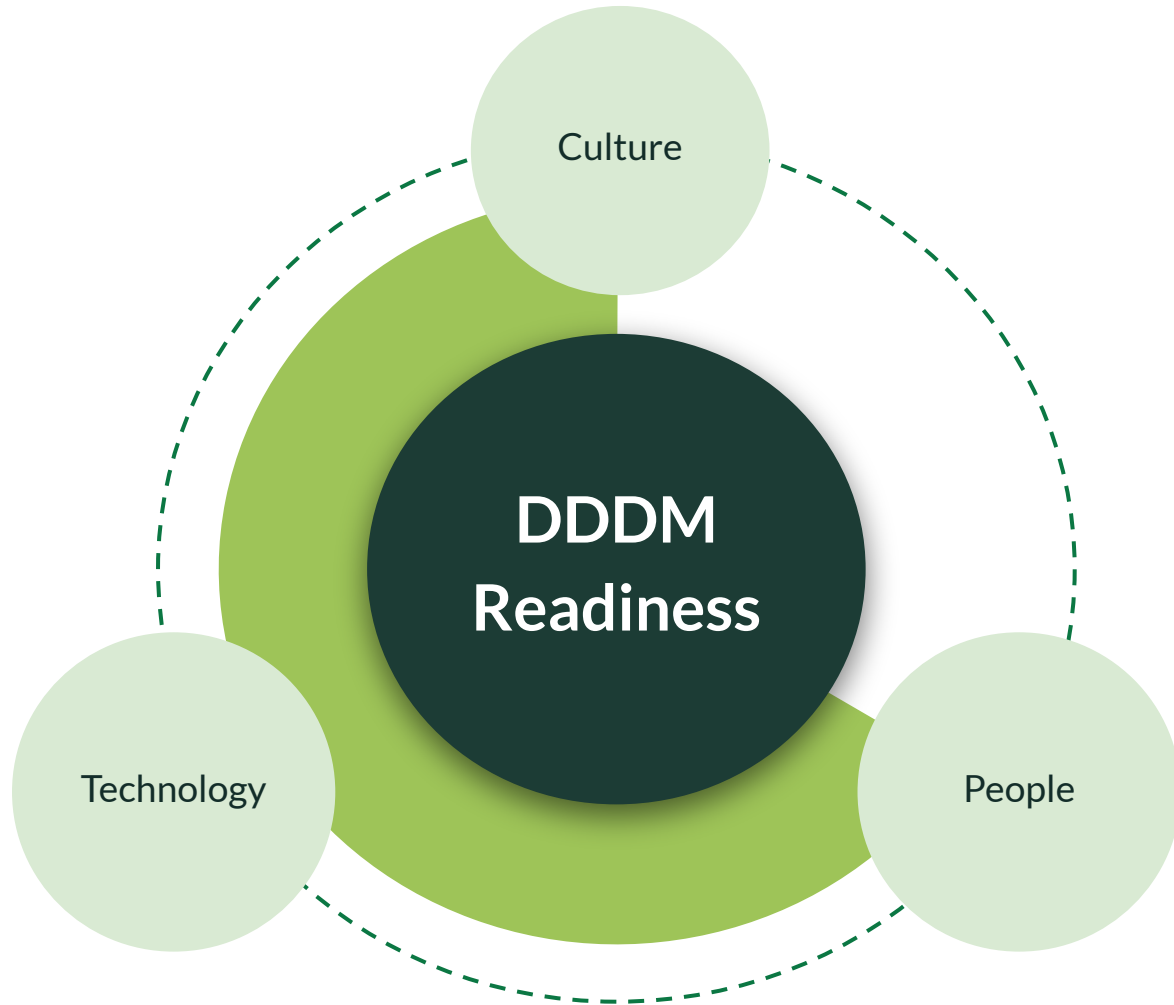
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- **Reduces costs by increasing efficiency**
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Setting the Stage for Data Driven Decision Making (DDDM)





Culture

**DDDM
Readiness**



**DDDM
Readiness**

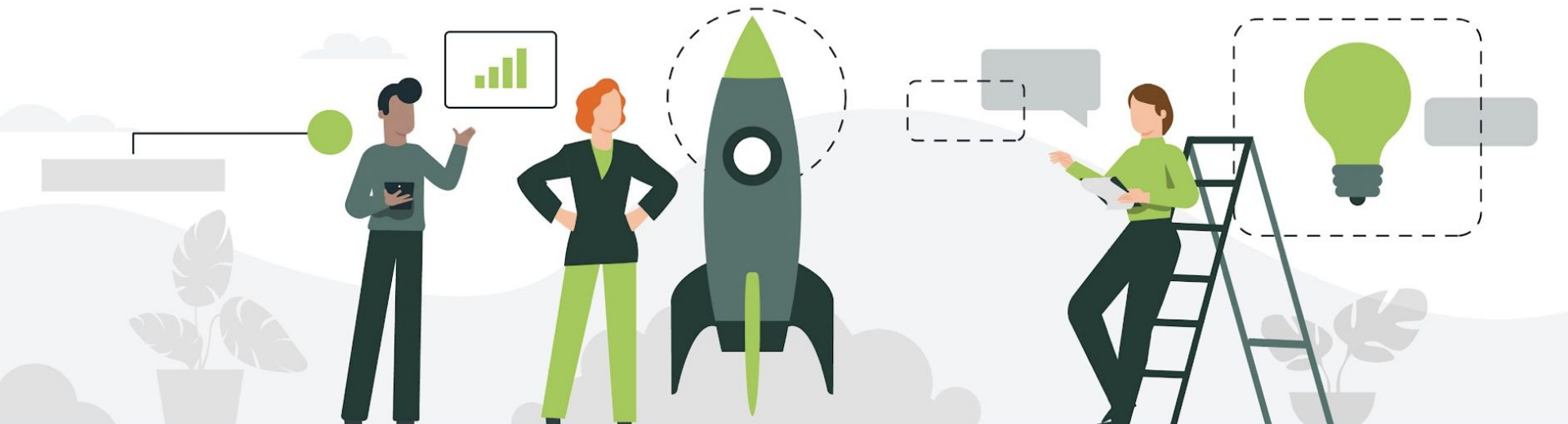
People

The diagram features a central dark teal circle containing the text "DDDM Readiness". To its left is a light green circle containing the text "Technology". A large, light green, C-shaped graphic element is positioned between the two circles, partially overlapping the central circle. A dashed teal line forms a larger circle around the central circle and the C-shaped element. The background consists of dark teal geometric shapes.

**DDDM
Readiness**

Technology

The Age of Information





Uses of DDDM in Local Governance



A DDDM Oriented Culture

Decision Making Processes

- Shared vision and purpose
- Focus on facts and metrics
- Outcome/results focused
- Transparency is critical

Communication and Collaboration

- Open communication
- Stakeholder engagement
- Interdepartmental
- Empowerment

Focus on Learning

- Continuous learning
- Innovation
- Adaptability
- Psychological safety

Successful programs require an incentive system that favors risk taking.

Harvard Business School

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Harvard Business School

Using Data to Improve Community Livability

Planning

Budgeting

Fundraising

**Program and
Policy
Development**

**Performance
Measurement**



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Identification of Key Indicators to Monitor

Score last updated **November 2022**

Land Use

Housing

Mobility

Utilities

Land Use

55 / 100 + 3

Community Statistics

Median Housing Sales Price



\$482,3500

Housing Cost Burden for Renters



22.53%

Resident Sentiment

Availability of Affordable Quality Housing



37% Positive

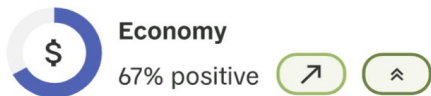




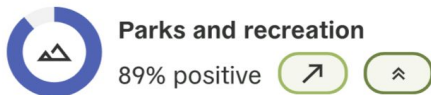
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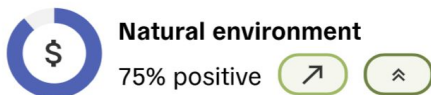
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[View details](#)



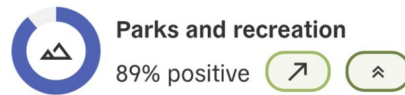
[View details](#)



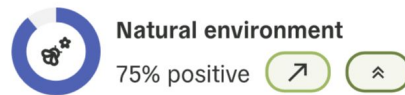
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Topics with most improved quality

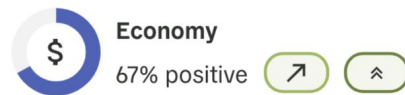
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[View details](#)



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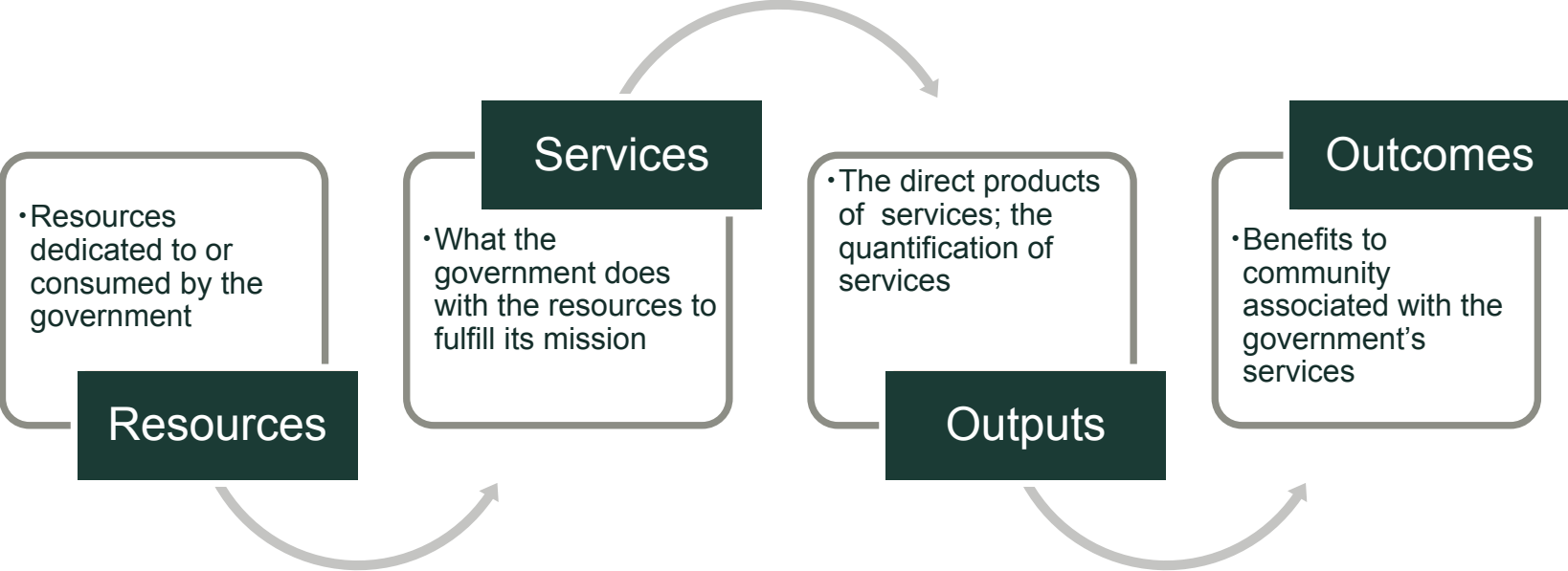
[View details](#)



Measuring What Matters



The Logic of Performance Measures





15 Minute City



Average travel time to work
(minutes)



Employed persons walking to work
(percent)



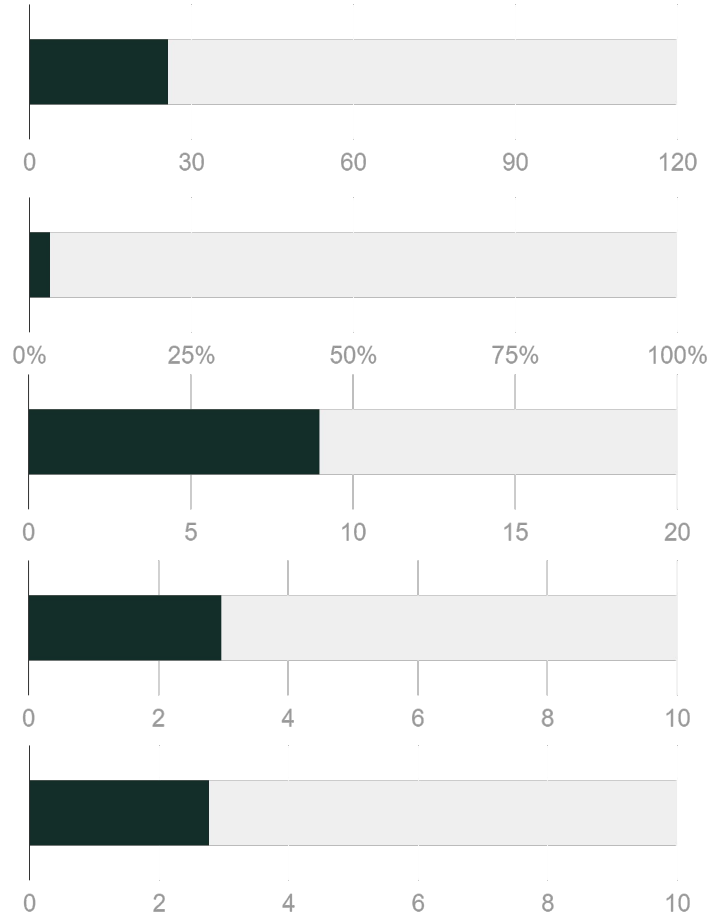
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\$150 billion

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Community outreach

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Resident ratings of community safety

Reduced crime

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ACTIVITY

The Five Fold Why



The “5 Fold Why”

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Do this as many times as needed to get to true want (or goal).

Identify Inclusive Measures

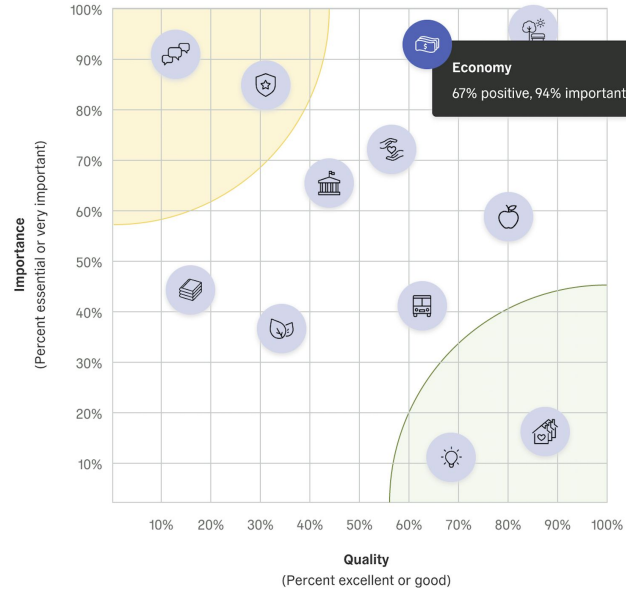




Community Livability

Critical focus topics

Respondents rated these topics as more important but low quality. Consider increasing funds here.



Parks and recreation
89% positive ↗ ⬆

Economy
67% positive ↗ ⬆

Safety
64% positive ↘ ⊖

Topics to reduce focus

Respondents rated these areas as less important but high quality. Consider decreasing funds here.



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