Innovating Service Delivery Through Data
Our Team

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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 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)
DDDM Readiness

Culture
Technology
People
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

ICMA conference
DDDM Readiness

People
The Age of Information
“All I want for Christmas is a data scientist.”

- City Manager from New Mexico
DDDMM Readiness

Technology
"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*
The Data Divide

VS

ICMA conference

Local Government REIMAGINED CONFERENCE
APRIL 12-14, 2023  BURLINGTON, VERMONT
Take the Assessment and then discuss results with your group
DDDM Readiness Assessment

Culture
- Staff training
- Council training
- Innovation Policies
- Change Management Policies

People
- Leadership support
- **Staff skills**: Innovation, collaboration, risk tolerance
- **Staff skills**: Data/Technology Dedicated Time

Technology
- Resources
- Training
- Systems Integration
- Outsourcing
Uses of DDDM in Local Governance
The cycle of Data Driven Decision Making

Engage

Assess (Strengths and Needs)

Informed, Confident Decisions

Implement

Track
DDDM in Local Government

Planning

Budgeting

Fundraising

Program and Policy Development

Performance Measurement
Planning
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.
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

- Areas on par or above the nation are strengths
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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
Resident Opinion as Data in Budget Development
Information Technology Opens New Possibilities to go Beyond Positions

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
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
Coronavirus Relief Funds

$350 billion
American Rescue Plan

$1.2 trillion
Infrastructure Investment & Jobs Act
Policy and Program Development
Utilize Data Throughout the Policy Lifecycle

1. Identify Baselines & Trends
   - Housing is unaffordable to 43% of renters and 29% of homeowners
   - Median housing value has increased 25% in last two years

2. Crowdsource Concerns, Brainstorm Ideas
   - What types of housing are attractive to buyers?
   - In what areas of town should we increase density?

3. Prioritize Initiatives & Alternatives
   - Budget simulations to identify best places to build housing

4. Program Evaluation
   - Housing is unaffordable to 39% of renters and 26% of homeowners
   - Cost of new units is 20% below fair market rental rates
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
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.

- **Economy** 67% positive
  - View details

- **Parks and recreation** 89% positive
  - View details

- **Natural environment** 75% positive
  - View details

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

- **Parks and recreation** 89% positive
  - View details

- **Natural environment** 75% positive
  - View details

- **Economy** 67% positive
  - View details
Tracking Economic Development
Mock Strategic Planning
Measuring What Matters
Indicators with Meaning

- Focus on outcomes
- Use of Inclusive Measures
- Include the resident voice
Focus on Outcomes
The Logic of Performance Measures

Resources
- Resources dedicated to or consumed by the government

Services
- What the government does with the resources to fulfill its mission
- The direct products of services; the quantification of services

Outputs
- Benefits to community associated with the government's services
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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

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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
Identify Inclusive Measures
Include the Stakeholder Voice
Including the Employee Voice in Organizational Decision Making

- Addresses the bottom line in government
- Promotes accountability
- Improves quality of decisions
- Increases transparency
- Provides opportunities for employee engagement

ICMA | conference
The Wisdom of Crowds

Average of 800 guesses: 1197
Actual weight of the ox: 1198

James Surowiecki – 2004
Sir Francis Galton – 1906
Fewer than 1 out of 5 residents have ever attended a public meeting. A similar number share their opinions online.
Lowering barriers to participation re-introduces reasonable voices.
Levels of Evidence

- **Surveys**
  - Probability
  - Non-Probability

- **Focus Groups**
  - Probability
  - Non-Probability

- **Case Series**
  - Town Halls
  - Social Media Posts

- **Anecdotal Data**
  - Residents call, email or chat with staff or elected

△ Representation increases
▼ Bias decreases
Questions?
Moving Forward

Engage
Assess
Track
Assess
Engage
Track
Assess
Engage
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 maaaaaagic.
Thank you!
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Technology

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A DDDM Oriented Culture

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Successful programs require an incentive system that favors risk taking.

Harvard Business School
A DDDM Oriented Culture

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Harvard Business School
Using Data to Improve Community Livability

- Planning
- Budgeting
- Fundraising
- Program and Policy Development
- Performance Measurement
Identifying Community Strengths and Challenges

- Areas on par or above the nation are strengths
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This chart displays your index scores for each domain. Index scores are made up of quantitative key indicator data combined with resident opinion data and compared to communities across the nation.
Identification of Key Indicators to Monitor

**Median Housing Sales Price**

$482,350

**Housing Cost Burden for Renters**

22.53%

**Availability of Affordable Quality Housing**

37% Positive
Evaluating the Community

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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.
Fewer than 1 out of 5 residents have ever attended a public meeting. A similar number share their opinions online.
Questions?
The Importance of the DDDM in the Private Sector

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McKinsey and Company: Data-Driven Decision-Making: Unlocking Sustainable Success
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