The State of Performance Analytics in Local Governments Webinar

May 22, 2017
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Introducing Today’s Presenter

Kevin Desouza, Foundation Professor with the School of Public Affairs at Arizona State University
Performance Analytics
Agenda

Motivation

Approach

Performance Analytics Framework
  ◦ Data
  ◦ Analytics
  ◦ Assessments
  ◦ Actions

Findings

Next Steps
Motivation

The Opportunity

◦ Data
  ◦ Linked Datasets
◦ Emerging Technologies
  ◦ Analytics
  ◦ Visualizations
◦ Collective Intelligence Platforms

The Challenge

◦ Generating actionable insights
◦ Address the performance management knowing-doing gap
◦ Technology adoption
Approach

Phase I
- Qualitative interviews
- Secondary case studies

Phase II
- Team
  - Gregory S. Dawson (Arizona State University), Alfred Ho (University of Kansas), Rashmi Krishnamurthy (Arizona State University)
  - Assisted by Torin Sadow (Arizona State University)
- Survey of Alliance for Innovation Members
  - Focused on
    - Police
    - Parks & recreation
    - Streets/public works
    - Code compliance
  - Has your department completed the survey?
    - https://www.surveymonkey.com/r/performanceanalyticssurvey
## Approach

<table>
<thead>
<tr>
<th>Highly Technical</th>
<th>Police</th>
<th>Streets / Public Works</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not Highly Technical</td>
<td>Code compliance</td>
<td>Parks and recreation</td>
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Performance Analytics Framework

Data

Analytics

Assessments

Actions
Findings

Data

- Great disparity in the collection and use of performance measures
  - Workload measures are collected on a routine basis
  - Cost efficiency, responsiveness, and outcomes are collected infrequently
Findings

Analytics
- Limited use of modeling and analytical capabilities
- Growing, but still not adequate, analytical capacity within units
- Uninvolved in tending to issues of data security and data privacy
Findings

Assessments

- In the first five areas, the impact from analytics significantly outstrips its usage.
  - The community is putting in some (likely significant) effort to capture and report various performance analytics but many communities are simply not taking advantage of the insights that these measures may provide.
Findings

Actions

◦ Local governments do not face significant challenges in terms of implementing performance analytics, but they also do not have high incentives to implement
◦ Focus is on continuous performance improvement and public accountability
Findings
Findings

Significant variance across the four departments

- Collection of responsiveness and outcomes is high but analysis is generally much less frequent, except for police departments who frequently collect and analyze responsiveness and outcomes measures.

- Police and parks and recreation depts. – opposite ends of the coercive / technical model – collect more data on satisfaction and perception measures compared to public works and code compliance depts. Police depts. frequently use causal and predictive analytics modeling.

- Parks and recreation and public works depts. felt strongly that performance measurement is important for accountability and continuous improvement.
Findings
Next Steps

Mapping performance analytics maturity
- with organizational and environmental factors
- case studies of best practices

Increasing the size of the dataset
- Spread the word and fill out the survey - https://www.surveymonkey.com/r/performanceanalyticssurvey

Designing assessment and training capabilities
Q&A

**Kevin Desouza,** Foundation Professor with the School of Public Affairs at Arizona State University
Webinar Resources
To Receive Copies, Contact rspillers@transformgov.org
Save the Date!

Upcoming learning events:

- Workshops
  - Innovative Idea and Culture Exchanges in Palo Alto, CA (5/25) and Montgomery, OH (6/7)
  - Alliance Connections: TLG Recap in Olathe, KS (6/1)
- Webinars
  - Kickstart Innovation on 6/6 (Free for members!)
  - Local Government Gets Lean (Six Sigma) on 6/8
Thank you for joining!

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May 22, 2017
Local Government Analytics Evaluation Framework: Four Key Areas...Evaluation, Findings, and Considerations

**Data**
- **Evaluation**
  - Types of data
  - Understanding of data repositories
  - Data Linkages and Sharing
  - Data Security

- **Key Findings**
  - Disparity in the collection/use of performance measures
  - Workload measure more routine than efficiency and responsiveness outcomes

**Analytics**
- **Evaluation**
  - Tools to extract value from data
  - Analytical approaches used
  - Data Presentation & Visualization

- **Key Findings**
  - Gaps in skills to support analysis
  - Leveraging networks to support analytical capacity
  - Limited priority on data security and privacy

**Assessments**
- **Evaluation**
  - Use of analysis to drive action
  - Leveraging data for policy recommendations
  - Environmental scans and strategic planning

- **Key Findings**
  - Opportunity to identify top 5 priorities from data to move the needle
  - Explore moving from program mgmt and planning to stakeholder input and community engagement (budget, etc)

**Actions**
- **Evaluation**
  - Leadership & Elected value and use of data and evidence-driven policies
  - Feedback loops on implementation and application

- **Key Findings**
  - No significant barries to performance analytics transformation, but no real incentive either
  - Competing pull to deal with near term items as well as long-term future

**Consider...**
- What can you take action on now to advance data collection efforts? Evaluate current data collection abilities.
- Start with 3 key performance areas to establish and collect outcome measures. Then do 3 more. And then keep going!
- Focus on measures to evaluate doing things better (quality), faster (service level) and efficiently (cost).

- What local networks or stakeholders can be engaged support data analytics (academic, crowdsourcing, internships).
- Where are you in terms of data governance in areas of privacy and security? Take steps to understand and integrate into future plans.

- Where is data use limited but the impact of usage would be great? Start there as a priority to address needs for quick wins.
- How often is data used to engage stakeholders and citizens in process of policy input or budget development? Integrate it as much as possible for objective conversations.

- Are you using outcomes as incentives for performance evaluation? Evaluate tying this to outcomes (not just activity).
- Does your organization have cross-functional outcome measures? Look for opportunities for shared incentives.
**Performance Analytics Maturity Model**

- **Optimizing**
  - Continuing to look at new technologies, grow capacity of units, model for others

- **Organized**
  - Data management/analytics plan and metrics in place, ability to articulate how analytics influenced decisions and results

- **Appreciative**
  - Community and organization have openness to performance analytics transformation, cross-functional teams as data governance leaders/joint investments in IT

- **Reactive**
  - Typically an incident that triggers move to evidence based processes; begin building processes to streamline analytics, may be unit-focused

- **Ad Hoc**
  - Rely only on local data sources, limited data governance policies, lack of focus on evidence-driven decisions

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**Learn More About Your Organization**

Organizations responding to the survey will receive a maturity assessment (individual and comparative to other communities).

**More to Come!**

Sign up for Alliance for Innovation newsletters and watch the webpage to hear about more survey findings and action steps to move your organization forward: [http://transformgov.org/en/research/enhanced_research_partnerships/performance_analytics](http://transformgov.org/en/research/enhanced_research_partnerships/performance_analytics).

Future information may include organizational and political factors that influence maturity, and additional case studies and/or vignettes to demonstrate how utilizing data in a conversation can enhance decision making and how to start this in your community.