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

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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

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

![Workload Measures Chart](image)

![Responsiveness Measures Chart](image)
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

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
Questions or Comments

THANK YOU

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Q&A

Kevin Desouza, Foundation Professor with the School of Public Affairs at Arizona State University
Webinar Resources
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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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