



How To Build a Data-Driven Culture for Successful Community Decisions

Chat

Drop your name & city





Reliable & Accurate Insights for Informed Decisions

Community Engagement & Performance Analytics

Polco brings people and data together to help build stronger, healthier communities.

- Online engagement surveys
- Government performance data
- Interactive simulations
- And more, all on one inclusive platform





Polco's In-house Survey Science & Government Data Laboratory

National Research Center

Data insights to help communities move forward. The premiere provider of professional civic surveys and performance benchmarking analyses.





Balancing Act From Polco tools



Simulation-based public engagement tools for government. Optimized for Budget, Housing, Climate, K-12 and more.



Speakers



Aubrey Phillips

Organizational Strategy
Mgr
Pinellas County, FL



Michelle Kobayashi

Principal Research
Strategist
Polco



Jen Aceto

Sr Mgr of National
Engagement
Polco



Data-Driven Decision-Making (DDDM)



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

If AI is the
Wild West,
is **data** the
new gold?

The whispers around the watering hole are true.
AI really is the new gold rush.
With the usual tech cowboys looking to strike it rich.

Only this time around, they've set their sights on
something else: your customer data.

Truth is, AI is only as good as the data that goes into it.
Which the hucksters and hawkers are more than happy
to sell to the highest bidder.

But if you ask us? Well, that just don't cut it.

You see, we believe your data is just that – yours.
Meaning, we never see it, never train AI on it,
and never ever sell it.

So, yeah, while the others are busy making your data
their business, we'll stick to the thing that's always been our
business – building technology our customers can trust.

Because, after all, we've got a saying 'round these parts:

Your data is not our product.



Data-Driven Decision-Making

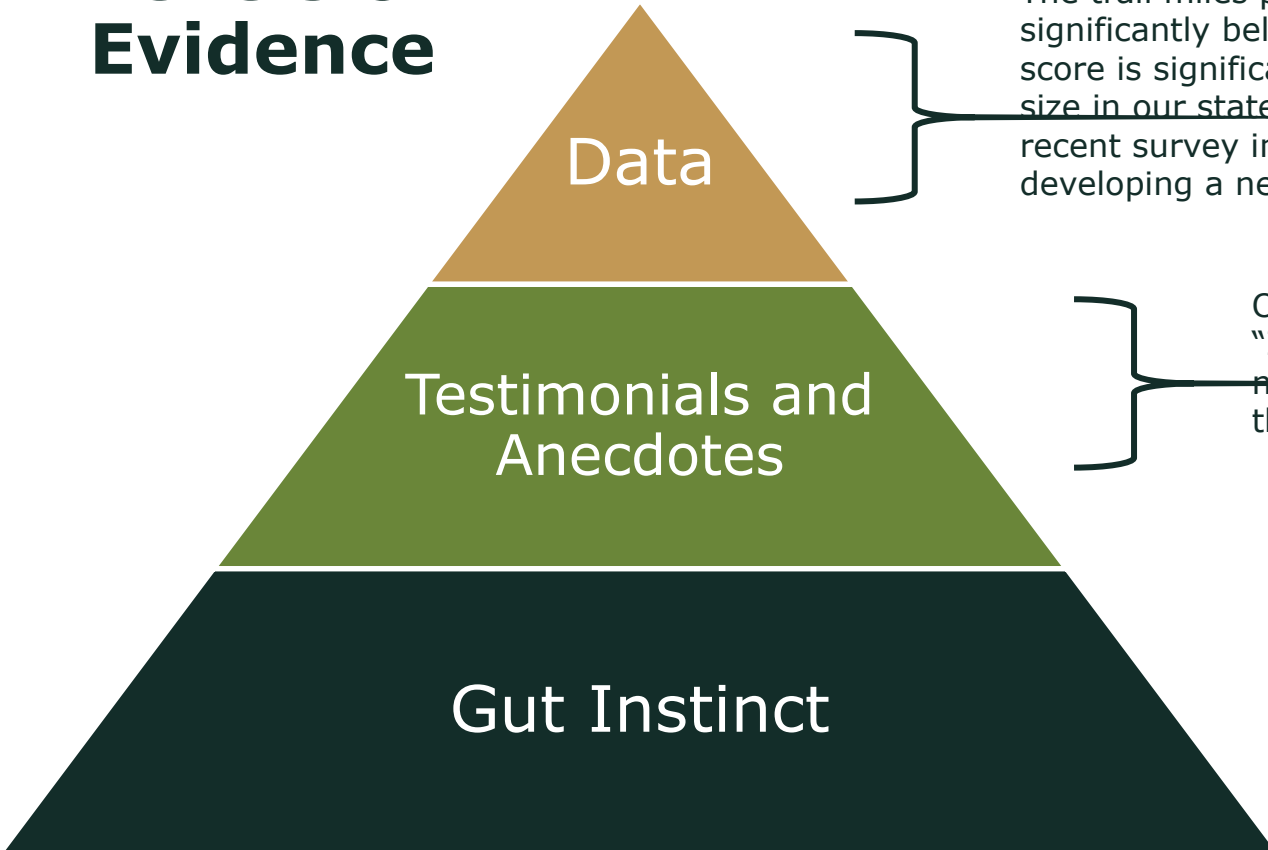


Data driven decision making is the practice of basing decisions on the analysis of data rather than intuition.

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.



Levels of Evidence



The trail miles per capita in our town is significantly below the nation, our walkability score is significantly below other towns of our size in our state and our residents in our most recent survey indicated strong support for us developing a new trail system.

One resident at council meeting: "I have been talking to neighbors and we all agree that this town needs: more trails"

Council member - "You know what this town needs: more trails"

DDDM in Local Government



Planning

Budgeting

Fundraising

**Program and
Policy
Development**

**Performance
Measurement**

**Improving
Internal Work
Flow and
Culture**



Benefits of DDDM

- Aligns strategies with goals
- Faster decision making
- Increased efficiency (time and cost)
- Increases trust through accountability and transparency
- Allows for better risk management
- Better decisions (quality and accuracy)

**“Merely a quarter of companies
describe themselves as data-driven.”**

Randy Bean
Harvard Business Review.



Chat

- **How data driven is your organization?**
- **What are your biggest barriers to being a data driven organization?**



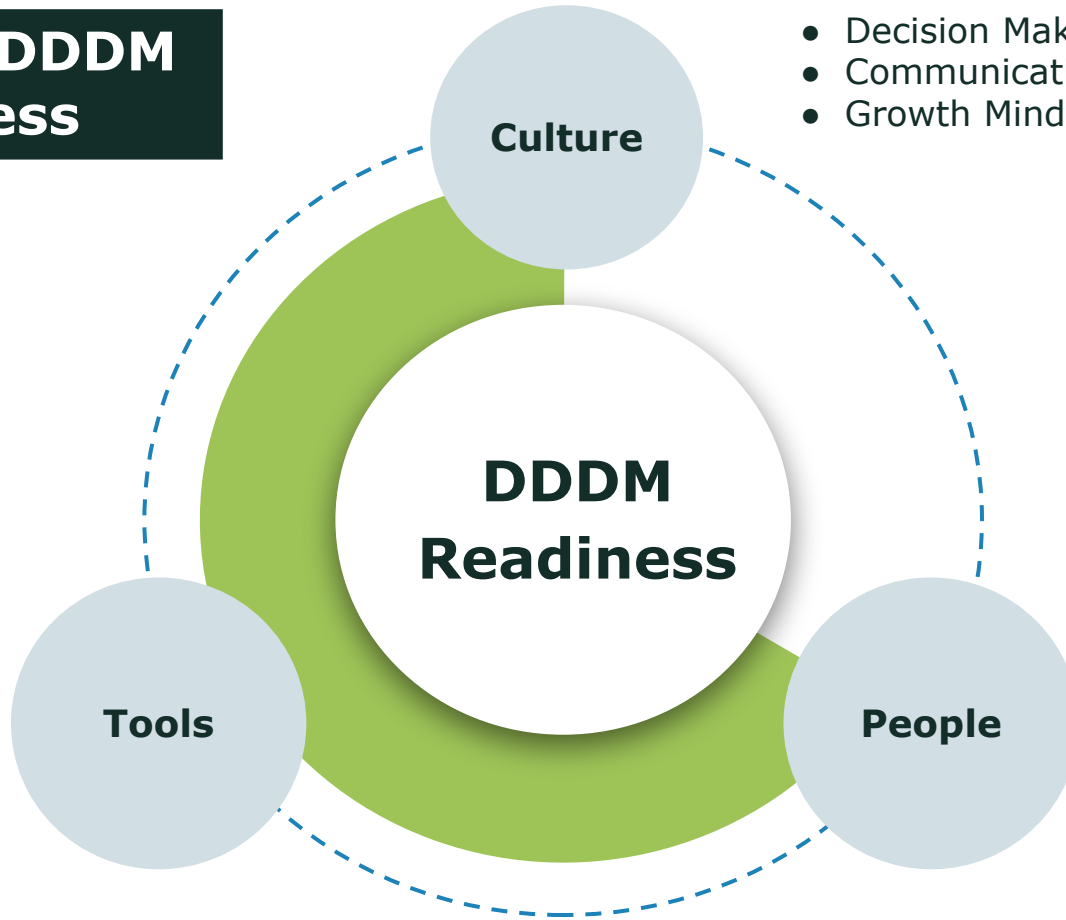
Barriers To Becoming Data-Driven



- Resistance to Change
- Lack of Leadership Support
- Data Quality and Accessibility Issues
- Skills Gap
- Silos and Fragmentation
- Cost and Resource Constraints

Assessing DDDM Readiness

- Technology
- Quality Data
- Infrastructure



**DDDM
Readiness**

MIT surveyed more than 1,900 business executives, managers and analytics professionals. Cultural issues were cited by 80% of respondents as the biggest factor keeping them from getting value from their data investments.



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 cooperation
- Empowerment

Growth Mindset



- Innovation
- Risk tolerance
- Staff development
- Change management strategies in place

Successful programs require an incentive system that favors risk taking.

Harvard Business School

Elements of DDDM Ready Culture	1 Poor	2 Fair	3 Good	4 Excellent
Sharing a common vision for the organization	1	2	3	4
Leadership buy in and support	1	2	3	4
Being outcome/results focused	1	2	3	4
Being transparent	1	2	3	4
Fostering open communication among staff	1	2	3	4
Welcoming employee involvement in decision-making	1	2	3	4
Encouraging collaboration between departments	1	2	3	4
Promoting open communication	1	2	3	4
Empowering employees to make decisions	1	2	3	4
Fostering innovation	1	2	3	4
Willingness to take reasonable risks to improve the organization	1	2	3	4
Ability to accept failure/trial and error	1	2	3	4
Adapting well to change	1	2	3	4
Commitment to staff development and learning	1	2	3	4

Chat

- **In what areas did you score the highest?**
- **In what areas did you score the lowest?**





THE NES™

THE NATIONAL EMPLOYEE SURVEY™

Representing the opinions of more than 300,000 local government employees nationwide.

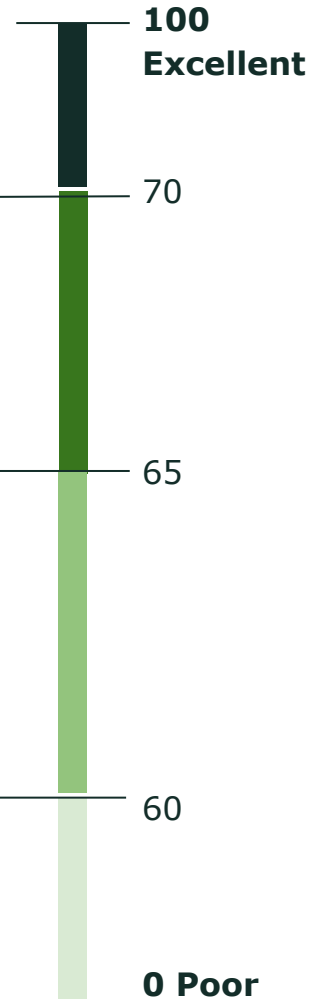


DDDM Readiness Related Scores

- Providing a clear vision for our organization
- Supporting continual learning and development
- Welcoming employee involvement in decision-making
- Availability of opportunities for employees to develop knowledge and skills

- Communicating information in a timely manner
- Valuing creativity
- Encouraging employees to come up with innovative solutions to problems

- Openness to new ideas and initiatives
- Collaboration between departments (e.g., transportation, planning, etc.)
- Communicating information that helps employees understand the problems and issues facing the city
- Speed of response to important issues or change



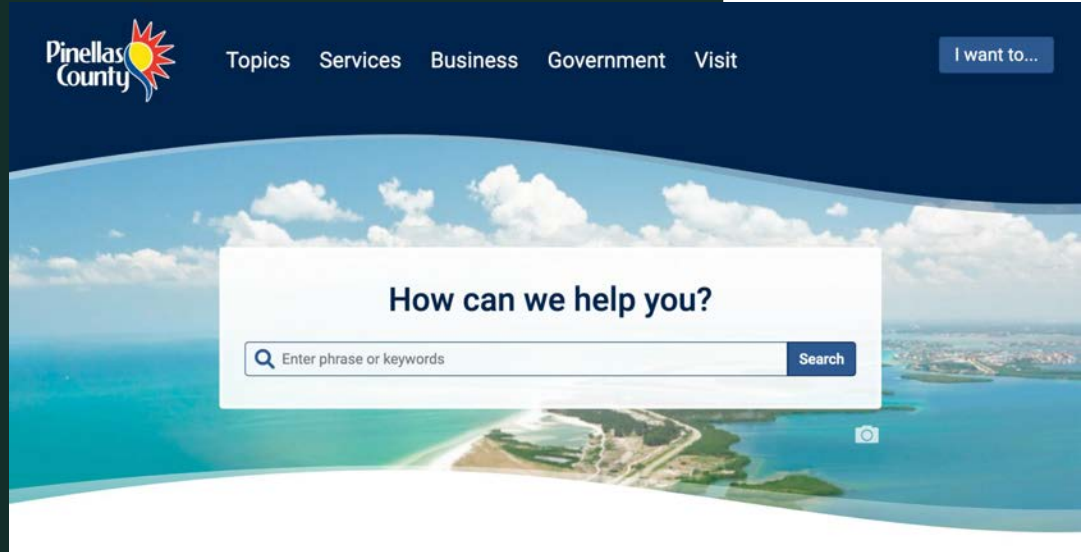
Steps To Move Forward



- Understand your organization's strengths and challenges
- Adopt a Growth Mindset
- Employ Change Management Skills
- Iterate and Improve
- Focus on the Journey and Longer Term Goals
- Celebrate successes



Data Culture in Pinellas County, FL





Three Keys for Building a Data-Driven Culture

1

Focus on culture
from day one

2

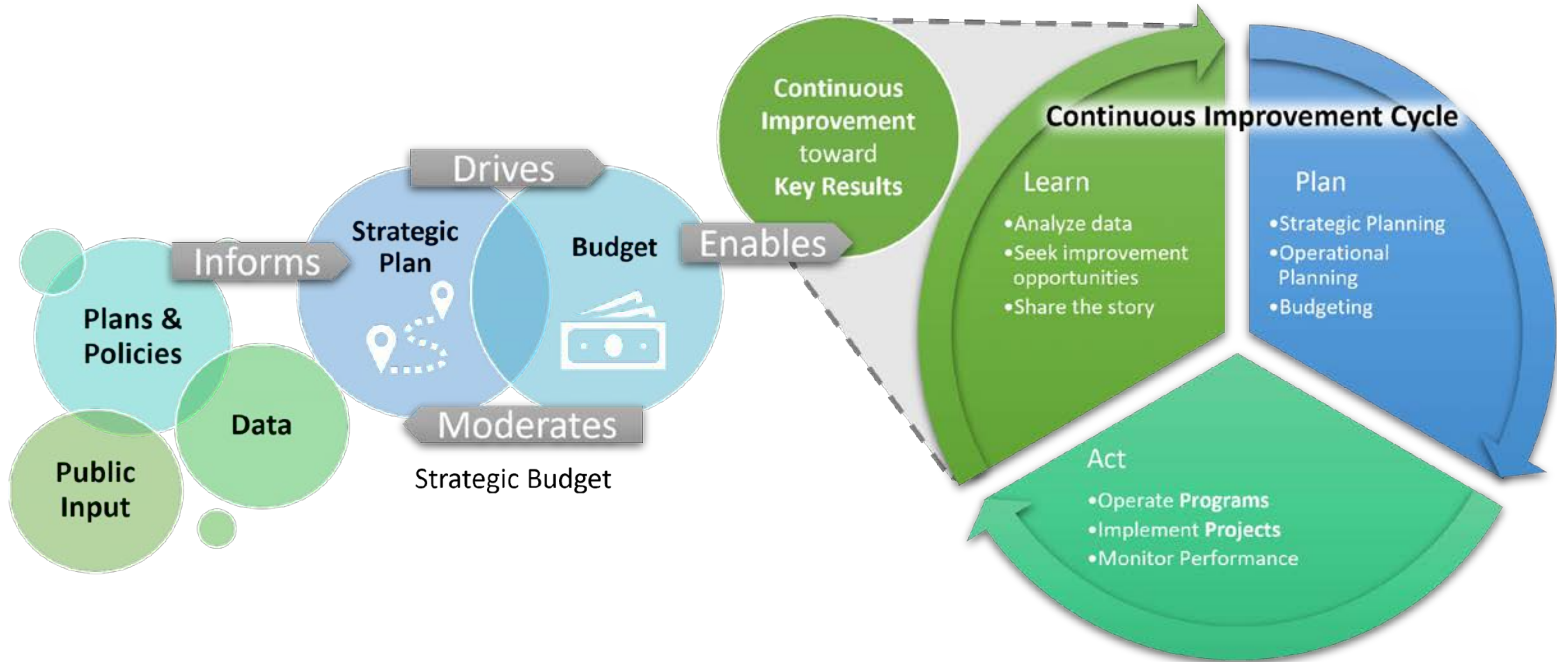
Get everyone
involved

3

Bring courage
and persistence



1. Focus on culture from day one

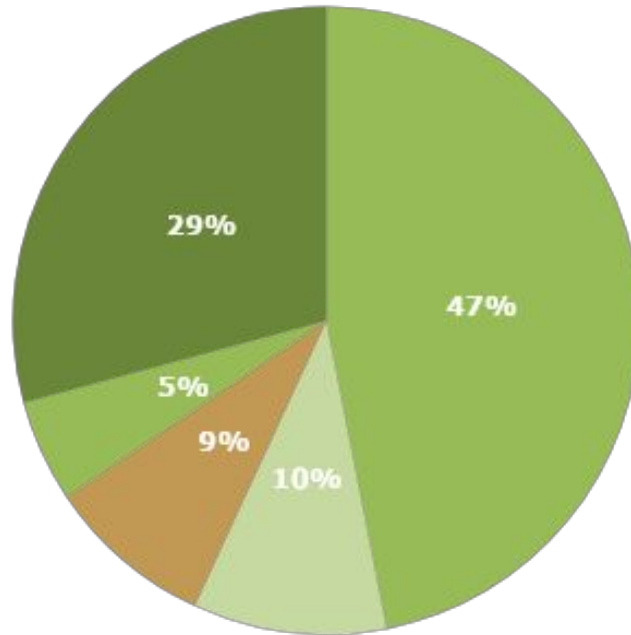




2. Get everyone involved



In 2021,
communication
and culture
factors drove
half of overall
job satisfaction



- Communication & Culture
- Effective Work Environments
- Recognition & Progress
- Contribution & Compensation
- Unexplained Variance



3. Bring courage and persistence





Explore Turnkey Solutions for Local Government Decision-Making

Data collection and community engagement is easier said than done. That's why Polco streamlines these processes for you. So you can finally have the information you need to make the best decisions for your community. **See how it works!**

See what you can do:

- Engage your community
- Access public data about your city
- Gauge funding priorities
- Build trust with taxpayers



polco.us/community-managers

Poll

**What information would you
like more of?**

60



Thank You!

Learn more at polco.us



**Data and Engagement Tools
for City Managers:**

A self-guided demo

polco.us/community-managers

