GOVERNMENT PERFORMANCE CONSORTIUM

STRATEGIES FOR A MORE JOYFUL GOVERNMENT

2nd Edition

Auditor of State
Washington
Pluribus Unum
Nov 11, 1889

W
Professional
Development Center
University of Washington | Tacoma

MRSC

King County

City of Renton

City of Redmond
Washington

City of Sequim

Seal of the City of Tacoma 1884
City of Tacoma
Washington

City of Bellevue
Washington

Seal of Tukwila, Washington
1908

B
City of Bainbridge Island

City of Issaquah
Washington

Kent
Washington

MENU OF STRATEGIES

Welcome to the Government Performance Consortium

Dear Government Performance Enthusiasts,

Welcome to GPC! We are a vibrant network of civic thinkers and government practitioners seeking to transform government from the inside out.

Together with local governments, we co-create lively learning experiences focused on practical results. People come to GPC because they get ideas they can use the very next day and powerfully authentic connections within a community of practice.

Cultivating healthy organizational culture and measurable performance improvement takes more than just training. We've catalyzed learning groups and peer coaching relationships that span across boundaries and silos, fostering continuous learning and innovation.

We build public trust in government by building trust **inside** government first. We believe that truly transformative change begins inside ourselves, shifting our internal patterns of thought and action. As we upgrade our internal operating systems, we fundamentally change our presence as individuals, teams and a vital network.

When we see people cultivating healthier and more joyful workplaces that support individual and collective learning, practicing and developing mastery, we know that our government systems will achieve better outcomes and our communities will become even more lovable places to live, work and play.

Our offerings would not have been possible without the visionary partnership between the Office of the Washington State Auditor, the University of Washington Tacoma Professional Development Center, and the Municipal Research and Services Center. We thank King County, City of Renton, City of Redmond, City of Sequim, City of Tacoma, City of Bellevue, City of Tukwila, City of Bainbridge Island, City of Issaquah, and City of Kent for their financial and in-kind contributions to our efforts.

This resource book contains brief summaries, tools, and handy references from our workshops. This is a living document, with contributions from members and thought leaders. We hope it serves you as a shared repertoire of useful and actionable concepts, frameworks, methods and techniques. Join our evolving network as we grow multitudes of communities of practice in joyful government excellence!

With love and sincere respect,
Larisa Benson and Chelsea Lei
Co-Creators of GPC
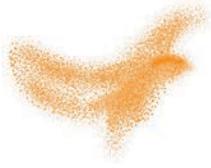
Introducing the Government Performance Consortium

By Larisa Benson, April 2015

Government agencies today are not much changed in structure or culture from their predecessors of past decades. In stark contrast, citizens' expectations for speed and service accessibility – driven by the information age – exceed most governments' current capacities. What does our future look like?

Washington State and her local government jurisdictions have often been recognized nationally for innovative and effective public management strategies. Our experiments in results-based budgeting, performance measurement, lean systems thinking, and private-public partnerships have captured the attention of scholars and journalists. Indeed, we should celebrate and honor all that we have achieved!

And from that position of hope and pride, I offer a call to action – to boldly go where no government has gone before. Many of my local government colleagues are unsatisfied with the status quo and yesterday's organizational models. We are fully cognizant that there is no "single silver bullet." We want to pursue new ideas not just because they are new, but because we believe they have real, practical applications and the potential to radically improve ourselves as leaders, our teams, our organizations, and our communities. Today we are launching a new initiative – called the Government Performance Consortium – where civic thinkers can explore the next horizon of the modern government organization.

The purpose of our consortium is to inspire creativity and build capacity by sharing insights and successes, as well as grappling with current and future challenges. We continuously seek solutions among emergent leading practices and integrate multiple management disciplines.

These are the seven components of our framework:

1. A compelling shared vision, based on **community values** and a well-defined mission.
2. Strategic alignment of business **operational goals and investments**.
3. Clarity of **focus on customer** needs and creating public value.
4. An inspired workplace culture of **curiosity, creativity, and learning** that fosters healthy human dynamics.
5. Responsive managers and leaders capable of holding the truth and **measuring our results**.
6. A disciplined approach to **systems thinking** and continuous improvement.
7. Creative forms of **communication and alliances** that engage citizens, and transcend traditional boundaries between public, nonprofit and private sectors.

We envision a vital and active "community of practice," an engaged and committed group of leaders supporting one another to push the boundaries of excellence and create a space where other government leaders can explore, learn and adapt today's leading practices to create entirely new forms of government designed for a vibrant and dynamic future.
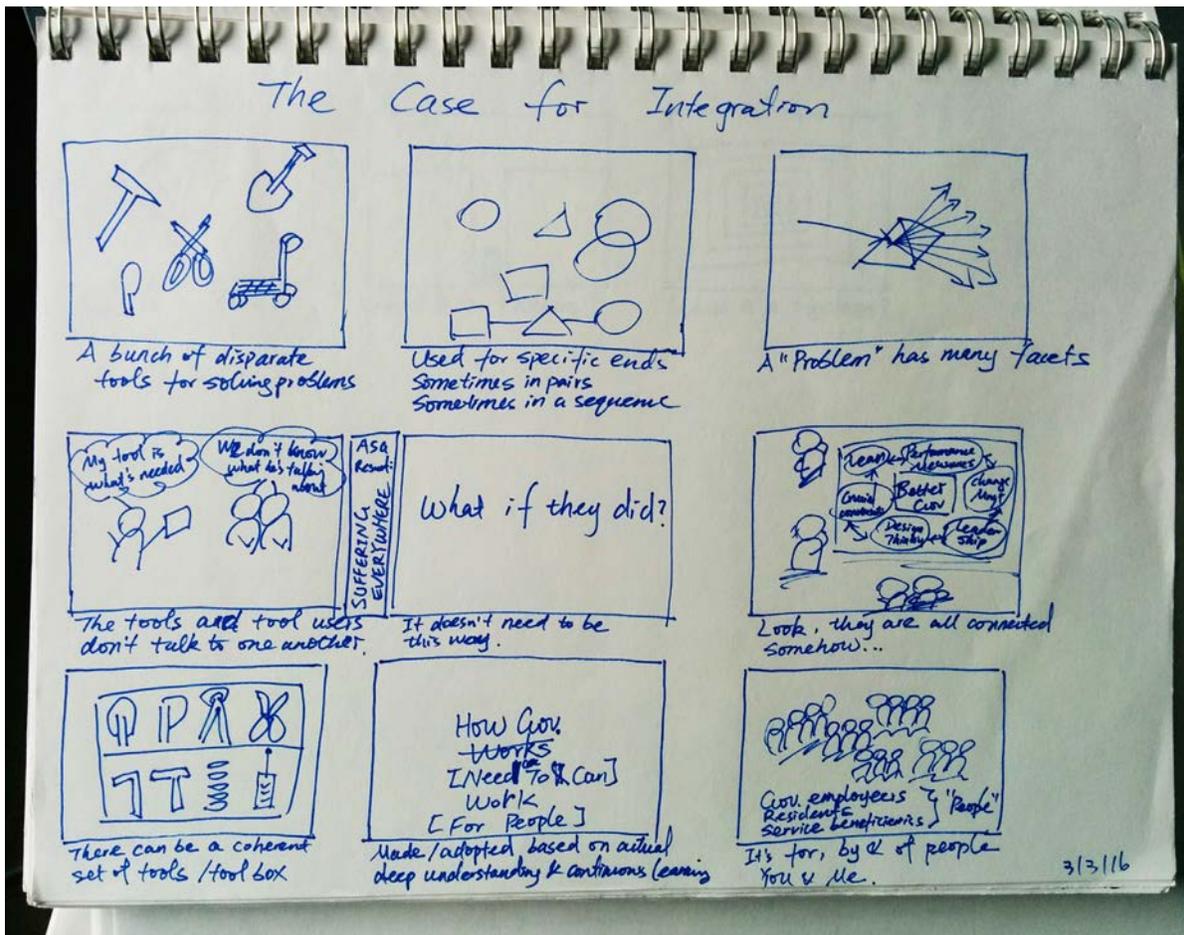
An original notebook sketch by Chelsea Lei makes the case for an integrated and human-centered approach to the task of improving government.

Three Insights from GPC's First Three Years

### By Chelsea Lei and Larisa Benson, April 2018

At the official launch of the Government Performance Consortium (GPC) in April 2015, we called on Washington State local governments to "boldly go where no government has gone before…[and] to explore the next horizon of the modern government organization." We envisioned a "vital and active 'community of practice' that exists to push the boundary of excellence and create a space where government leaders can explore, learn and adapt today's leading practices to create entirely new forms of government."

At the completion of our first three years, we are proud of the fruitful exploration and rewarding learning journey that we have had together with our sponsors, partners and growing network of participating government innovators. As we envision the next phase of our initiative, we offer here our reflection on three of our most important insights from our first three years.

Insight #1: The next horizon of the modern government organization is a productive partnership between bureaucracy and network, characterized by cross-boundary legitimacy, trust-based collaboration, and impactful social learning.

The most significant story of GPC's first three years was the successful experimentation of a cross-boundary partnership between the Office of the Washington State Auditor (SAO), the University of Washington Tacoma (UWT), and the Municipal Research and Services Center (MRSC). By placing the shared purpose of advancing public value of local governments statewide at the center, this partnership took a broad view of the entire local government ecosystem in Washington State. This broad view provided a strategic platform from which to design effective interventions and increase collective impact.

With each partner contributing unique assets and capabilities and working on key initiatives collaboratively, we enacted in our own context a powerful social innovation known as "network leadership" . This is an organizational approach to facilitate complex collaboration across boundaries, enabling peers and partners to convene, communicate and coordinate around a shared purpose. We believe that for the 39 counties, 281 cities and towns, and 1,229 special districts that collectively govern Washington State to all improve performance
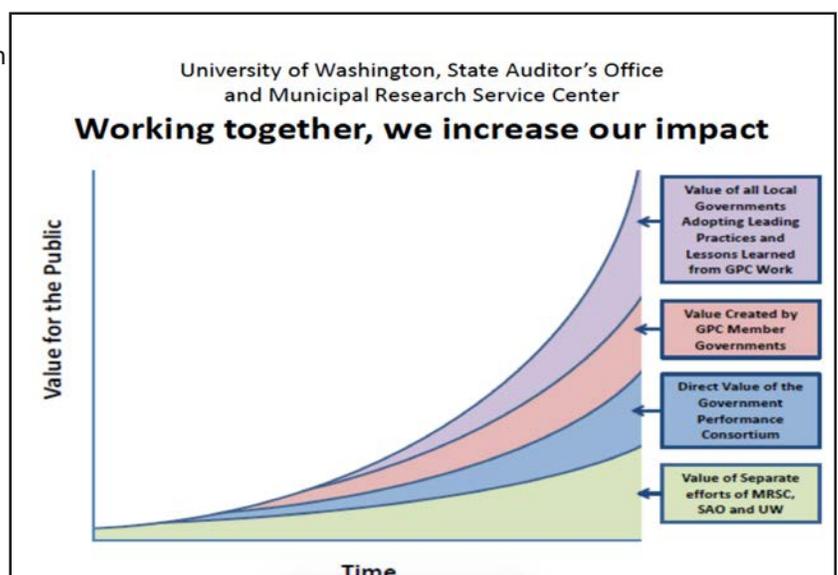
"SAO-UW-MRSC Partnership Value Curve in original GPC project proposal, Larisa Benson, 2015."

together in delivering great value to the public, network leadership is a necessary organizational approach.

While the network form works well and fast for organizing complexity, we recognize that it cannot and should not replace bureaucracy or hierarchy. In fact, leading scholars and researchers on this subject, such as John Kotter at the Harvard Business School, see a partnership between bureaucracy and network as the way of the future to ensure accountability and enable innovation at the same time.

Based on our experience with the GPC initiative, we think that that the next horizon of the modern government organization is designing forms of governing that will run efficiently and effectively through a productive hybrid of bureaucracy and network. Our current best understanding is that for such a hybrid to emerge and succeed three key conditions need to be present:

- An entity with cross-boundary credibility and convening legitimacy to bring the right people together.
- Cultivation of interpersonal trust for complex collaboration across organizational boundaries.
- Intentional provision of practice-based learning between partners and peers as well as across hierarchies with a focus on converting knowledge into tangible impact.

Thanks to the successful SAO-UWT-MRSC partnership, we believe that the GPC has created a strong foundation for fostering these key conditions in the ecosystem of Washington State local governments going forward.

Insight #2: Pushing the boundary of government excellence will require us to make more visible and intentionally cultivate *emotional and social conditions* that make it possible for practitioners apply leading practices in specific contexts.

Governing Magazine ran an article in September 2016 titled "25 Years Later: What Happened to 'Reinventing Government'?" It asks the question why the new public management movement to improve performance and results of government has not delivered on its promise - where are we stuck?

In designing the GPC network strategy, we conducted a series of sense-making interviews with front line performance management professionals in dozens of Washington cities and counties and asked them the same question.

We learned that government organizations seeking to improve their performance are stuck most often in trying to actually do the things that they know are the expert-recommended best or leading practices. To quote one interviewee, "It's not so much that we don't know what to do to improve government performance. It's that we need help sustaining our focus on creating the change necessary to implement those leading practices."

What make sustained change difficult are often context-specific barriers that operate at the level of human dynamics and motivation. A common condition in the experience of government management professionals that emerged through our interviews is the enormity of emotional waste endemic to the work of improving government.

Changemaking in government can be personally risky and costly for those who seek it. The few individuals who manage to achieve occasional breakthroughs have to work hard to sustain their motivation and energy. Government bureaucracies can feel like an emotional wasteland. Even the most self-motivated and resilient individuals can lose their mojo against powerful resistance and prolonged inertia. In the absence of emotional

lifelines in the forms of a supportive boss, a few like-minded colleagues, or a well-functioning team, few would choose to stay engaged and committed to giving their best or staying in government at all.

Many change makers manage to find one another in their own organizations but they do not have a reliable way of connecting with others like them outside of their organizations and across the entire local government ecosystem. These individuals value the deep connections with like-minded people in and outside of their own organizations as a critical source of energy and inspiration, which help them sustain motivation and build capacity for change. However, they express great longing for more of such connections because their day-to-day reality remains a difficult and lonely uphill battle against silos, entrenchment, busy paperwork, distrust, and unrealized possibilities.

In light of these observations, we realized that meaningful and motivating connection is an under-supplied resource in our local government ecosystem. This helped us understand the value GPC was creating for the crowds we drew to our learning forums. When individuals seeking to advance performance management within their own organizations became connected through GPC with a broad spectrum of likeminded individuals from other organizations, they tell us that it feels like finding a much-needed source of recharge and support. They appreciate knowing that there are others trying to do the same things as they are and that they can call them up for perspective and advice in dealing with specific challenges.

Indeed, with the benefit of hindsight, we can see that the prevailing paradigms of theory and practice for improving government over the last three decades made inaccurate assumptions about how humans work and learn in organizations. Those old paradigms underestimated the barriers to risk-taking in the systems of checks and balances of our public institutions (which, to be fair, are there by design). The approach of embracing competition, measuring results and insisting on accountability focused more heavily on the "left-brain" side of things (facts, logic, linear and causal thinking) than the "right-brain" side of things (feelings, imagination, holistic and relational thinking). Most performance innovation and management programs eventually fall flat, because in practice they exacerbate cultures of risk aversion, fears and distrust rather than serving as their antidote.

Going forward, we believe pushing the boundary of government excellence will require us to make more visible and intentionally cultivate emotional and social conditions that make it possible for people working in government to see and connect better with one another in order to create lasting positive change.

Insight #3: A strong foundation of organizational health is key to achieving meaningful improvement in organizational performance.

The GPC initiative started with a small group of city managers meeting up regularly over brown bag lunches to ask the question, How could we help each other help our governments become "high performing organizations"? Their conversations led to roundtables among key staff from multiple cities and counties about how to compare and benchmark key performance measures. Later, through the SAO-UWT-MRSC partnership, we were able to support these conversations on a larger scale through a series of learning forums, workshops, exchanges and webinars, bringing together 1200+ state and local government professionals from 150+ jurisdictions.

At the highest conceptual level, the GPC initiative is a project to transform government from the inside out. It is about people working inside government giving ourselves the permission to look inward and examine the hard truths about how we might shift our individual and collective patterns of thought and action in order to change government for the better. We arrived at this understanding of our project when we recognized that truly transformative change begins when we become open to changing ourselves.

Up until today, performance management has been primarily about providing external accountability. The hard truth is that we have not figured out a way to motivate the legions of talented people working in government to find and sustain intrinsic meaning in serving this purpose. As a consequence, performance management efforts invariably are met with skepticism, resistance, neglect, and fear. There is an emerging sense among performance management professionals that the quality of government improvement efforts depends on the quality of organizational health. These conditions - often unspoken, invisible, and intangible - are what scholars and practitioners in organizational management describe with terms such as "emotional intelligence," "psychological safety," and "social capital."
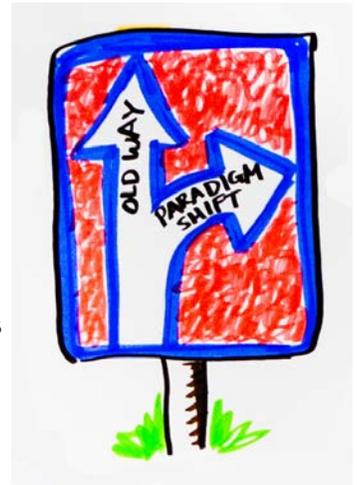
We can see that practitioners in our context share the intuition that we need to start emphasizing organizational health in our improvement efforts. In survey responses from our trainings on future learning topics, while our participants consistently rated process improvement and performance measures at the top, they rated highly topics in change management, challenging conversations, emotional intelligence and value-based leadership.

At our most recent Lean and Beyond forum, we asked participants to rate the health of their organizations based on their gut feelings. The average score was 5.8 out of 10 (10 being extremely fit). When we asked participants about the future they see when there is more focus on organizational health, we received many responses like these:

- "Employees find greater joy in their work and community members have greater trust and confidence in us."
- "Work is fun! Problems are challenges and we celebrate the efforts the team makes to create a work environment that is constantly improving."
- "Continuous improvement is a part of everything we do, not an extra effort."
- "Folks are empowered to work smarter not harder."
- "There is no fear."

These responses inspire us to think that the future of performance management may benefit from a reframing or change in thinking about its purpose. The existing frame defines the purpose of performance management as ensuring public accountability. By implying evaluation and judgment, this frame more often than not triggers people into fight or flight mode. Reframing the purpose to building organizational health could transform perceptions about performance management. By implying invitation to co-create collective wellbeing, the new frame could prime people with a more positive and generative outlook and provide them with a vital source of meaning in their work.

In closing, we give thanks to our sponsors, partners and government practitioners from across the State of Washington who participated in our offerings of the last three years. We look forward to continuing to convene and catalyze networks of government practitioners to build upon our shared foundation of success, striving toward a more collaborative, compassionate, co-creative and - dare we say - joyful Government of the Future!
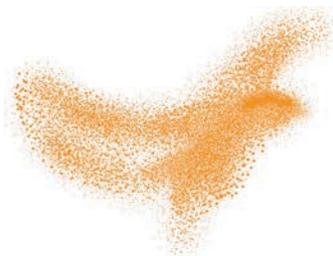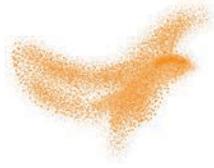
Why We Need Joy in Government
By Chelsea Lei and Larisa Benson, June 2019

Joy. That's what's missing from our government.

On a sunny June morning, 50 people from twenty local governments gathered with anticipation at the Renton Community Center. They sat in concentric circles and leaned in to hear a conversation happening in a small circle at the center of the room. The topic was: "What learning becomes possible when everyone can see the whole service delivery system they are part of?" As the outer circles listened intently to the stories and insights shared by the inner circle, they began to smile and nod and take notes. Then, the conversation shifted outward and it was the inner circle's turn to listen to questions and comments from the outer circles. As the dialogue went around the room and everyone's voice was heard, there was a palpable feeling of joy in the room – joy of seeing and being seen by peers who share the same purpose and live the same challenge.

For three years, we have been working with this group, along with over 1,200 government practitioners across Washington State. Through training forums, strategic conversations and design workshops, we explored the "next horizon" of the modern government organization. As conveners and catalysts of this learning journey, we researched and reflected on the state of performance improvement in the public sector, studied network and social learning leadership, applied human centered design, and experimented with emerging practices in facilitation. It's been quite a journey.

Transforming the emotional experience of serving in government

We came to see that a defining human experience of working inside government can be summed up by the term "emotional waste".

Few working in government can say they have not wasted substantial amount of time and energy away from doing productive work while experiencing loneliness in silos, fear of uncertain change, shame of being called not good enough, frustration over ambiguous goals and unfulfilled values, overwhelm by workload and unclear expectations, cynicism about "flavor of the month" new initiatives, or despair from feeling small and invisible.

We think emotional waste is at the root of the structural and process issues that create public distrust and helps explain why performance strategies have not delivered on the promise to earn the public's trust. Therefore, a key to improving government is to transform the emotional experience of serving in government.

To do this work, we would need to reframe performance in terms of progress and in a broader context of

organizational health. This means attending to aspects of human experience - like purpose, mastery and connection - that transcend management, measurement and accountability. Groups of people who cultivate these human aspects will far outperform groups who are simply adopting the latest management fad and they will sustain improvement and innovation over time.

Why joy?

Accessing and sustaining joy is essential for transforming the emotional experience of serving in government. Joy is the emotion that accompanies mastery and a state of flow. What is high performance but working masterfully in flow? The joy we are talking about is not the happy-go-lucky feeling when things are going well at the moment. Rather, we are talking about joy that arises from pursuing purpose and joy that stimulates exploration, challenge-seeking, and striving to overcome great difficulty.

We know from neuroscience that our perception, cognition, creativity and ability to collaborate with others are all stronger when our brains are in a "toward" state, as opposed to a state of perceived threat. People in government have become conditioned to thinking with a scarcity mindset, as if they are under constant siege. As a result, we often fail to see the resources and assets that are readily available around us to solve problems at low or no cost.

Joy shifts our attention and focus from deficits to abundance, from doing things as they have always been done to trying a new way. Joy facilitates better and faster thinking than sorrow, despair, shame and fear. Joy also enables connection and cohesion, and deepens the wells of compassion necessary to engage with change, conflict and society's most vexing challenges.

We envision a future of government where joy is a prevailing human experience of working in government. Governments will simply not get more efficient or effective if the people tasked to make that happen feel joyless at work. This future already exists, but only in small islands where seeds of joy have sprouted in an otherwise vast emotional wasteland. If we want a more vibrant society supported by a healthy well-functioning government, we need to cultivate those seeds and connect those islands until the seeds of joy are thriving on a broad scale.

A joyful government is one where the systems of work and structures of relationships support healthy human dynamics and development of individual and team mastery. A joyful government invites and supports people to access and sustain their inner sense of possibility, abundance, curiosity and spaciousness. A joyful government radically re-imagines its purpose as host of a generative space for humans to explore, grow and collaborate.

How to create more joyful governments

Based on what we have learned so far, well designed and facilitated meetings where everyone can contribute their voice and intelligence are the basic levers for shifting the daily experience of work inside government toward joy. Hosting communities of practice where practitioners can safely and authentically learn in public creates experience of joy through deepening connection and mastery.

It also helps to use a common language about what and how to communicate, and to encourage personalized lean practices that improve people's ability to make and see daily progress. Last but not least, cultivating mindfulness – our mind and body's capacity for understanding and seeing/feeling connections – makes accessing the inner energies of joy possible and durable for the committed practitioners.

Human flourishing inside government enables human flourishing outside of government. Governments should build public trust by building trust inside first. We believe that a more joyful government paves the way for a more trustworthy government that will support a world where more lives can flourish.
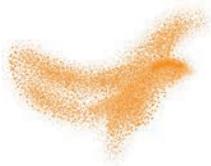
A Brief Introduction To Community of Practice

By Etienne and Beverly Wenger-Trayner, abridged and adapted by Chelsea Lei

We wish to acknowledge Etienne and Beverly-Trayner for their ground-breaking research on Communities of Practice. We are grateful for their teaching and guidance as we develop GPC, and to be part of the global community of social learning leaders.

The term "community of practice" is of relatively recent coinage, even though the phenomenon it refers to is age-old. The concept has turned out to provide a useful perspective on knowing and learning. A growing number of people and organizations in various sectors are now focusing on communities of practice as a key to improving their performance.

This brief and general introduction examines what communities of practice are and could look like.

What are communities of practice?

Communities of practice are formed by people who engage in a process of collective learning in a shared domain of human endeavor: a tribe learning to survive, a band of artists seeking new forms of expression, a group of engineers working on similar problems, a clique of pupils defining their identity in the school, a network of surgeons exploring novel techniques, a gathering of first-time managers helping each other cope. In a nutshell:

Communities of practice are groups of people who share a concern or a passion for something they do and learn how to do it better as they interact regularly.

Three characteristics are crucial for distinguishing a community of practice from other forms of learning interaction.

1. The Domain:

A community of practice is not merely a club of friends or a network of connections between people. It has an identity defined by a shared domain of interest. Membership therefore implies a commitment to the domain, and therefore a shared competence that distinguishes members from other people. (You could belong to the same network as someone and never know it.) The domain is not necessarily something recognized as "expertise" outside the community. A youth gang may have developed all sorts of ways of dealing with their domain: surviving on the street and maintaining some kind of identity they can live with. They value their collective competence and learn from each other, even though few people outside the group may value or even recognize their expertise.

2. The Community:

In pursuing their interest in their domain, members engage in joint activities and discussions, help each other, and share information. They build relationships that enable them to learn from each other; they care about their standing with each other. A website in itself is not a community of practice. Having the same job or the same title does not make for a community of practice unless members interact and learn together. The claims processors in a large insurance company or students in American high schools may have much in common, yet unless they interact and learn together, they do not form a community of practice.

3. The Practice:

A community of practice is not merely a community of interest — people who like certain kinds of movies, for instance. Members of a community of practice are practitioners. They develop a shared repertoire

of resources: experiences, stories, tools, ways of addressing recurring problems—in short a shared practice. This takes time and sustained interaction. A good conversation with a stranger on an airplane may give you all sorts of interesting insights, but it does not in itself make for a community of practice. The development of a shared practice may be more or less self-conscious. The "windshield wipers" engineers at an auto manufacturer make a concerted effort to collect and document the tricks and lessons they have learned into a knowledge base. By contrast, nurses who meet regularly for lunch in a hospital cafeteria may not realize that their lunch discussions are one of their main sources of knowledge about how to care for patients. Still, in the course of all these conversations, they have developed a set of stories and cases that have become a shared repertoire for their practice.

It is the combination of these three elements that constitutes a community of practice. And it is by developing these three elements in parallel that one cultivates such a community.

What do communities of practice do?

Communities develop their practice through a variety of activities. The following are a few typical examples in local government:

Problem solving:
"Can we work on this design and brainstorm some ideas? I'm stuck."
Requests for information
"Where can I find the template Excel spreadsheet to do the cost-benefit analysis?"
Seeking experience
"Has anyone dealt with a customer in this situation?"
Reusing assets
"I have a civil conversations guide I wrote for a training last year. I can send it to you and you can easily tweak it for this meeting."
Coordination and synergy
"Can we combine our registrations to obtain a group discount at your conference?"
Building an argument
"How do people in other cities do this? Armed with this information it will be easier to convince my City Manager to make some changes."

Growing confidence
"Before I do it, I'll run it through my peer consulting / coaching circle first to see what they think."
Discussing developments
"What do you think of the new work order system? Does it really help?"
Documenting projects
"We have faced this problem five times now. Let us write it down once and for all."
Visits
"Can we come and see your lean program? We need to establish one in our county."
Mapping knowledge and identifying gaps
"Who knows what, and what are we missing? What other groups should we connect with?"

Story of a Government Community of Practice

A group of internal auditors in the public sector from different countries in Eastern Europe and Central Asia were having their 34th official meeting. For seven years now they had been coming together to hear how others in the region were engaged in internal audit and to create manuals and other publications that they felt were missing from their profession. Only a few of the original members were still part of the group, but the shared work, stories, and artifacts created over time gave their meetings a sense of continuity and purpose. If you were a fly-on-the wall at one of their events you would notice how new members were warmly welcomed into "the family", how many people stepped up to take initiative or share their war stories, and how ambitious core members were to advance the practice of internal audit in the public sector in the region. Evening events, organized by the host country, were always lively - with singing, dancing and the singing of a hymn composed and sung by members.

For more information visit: http://wenger-trayner.com/introduction-to-communities-of-practice/

(This is an abridged and adapted version of an introduction to communities of practice by Etienne and Beverly Wenger-Trayner. You can read the full article here.)
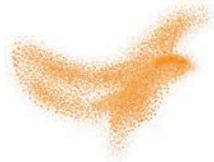
From Public Good to Public Great

Ken Miller, author of *Extreme Government Makeover* **and** *We Don't Make Widgets***, with**
Bill Bott, Change and Innovation Agency

The inaugural forum of the Government Performance Consortium in May 2015 featured government change and innovation agents Ken Miller and Bill Bott. Panelist presentations from John Dickson, Spokane County, Michael Jacobson, King County and Gwen Voelpel, City of SeaTac covered performance management, strategic planning, process improvement and transformational strategies.

Here are highlights from Ken and Bill's opening conversation.

Bill: What the hell is wrong with government?

Ken: Sounds like a pithy question. We get it all the time. I live in Florida now, which is as red a state as you can imagine. When people find out what I do, they give me all the opinions in the world about what is wrong with government. It's a really important question because everything you do in trying to transform government is based on your answer to that question. How you define what's wrong with government with direct all of your efforts and all of your intentions. There is no more fundamental question for you to answer than that one: what is wrong with us? So I would invite you to gather at your conference rooms and ask what the heck is wrong with us and see where that leads.

What's more important is what's not wrong with government. Usually when we answer the question, we immediately go to "you people" [working in government]. "You are too slow, too inefficient, too expensive. You hate customers. You have no accountability whatsoever. You don't understand finances, etc". This is what we hear from the outside. We hear from the citizenry, people picking on government. We also hear from ourselves, people inside government.

My perspective is that it's not a people problem. The real problem with government is we have no competition. If you had no competition, your customers have no choice. There's no incentive to get better, other than your good intentions and desire to do a good job. I always ask, how would your organization perform without competition? Competition is a universal force that improves performance. We don't have that in government, and it's not our fault.

Bill: How do we create competition?

Ken: Monopolies all act the same, whether public or private. Our dilemma is what can we do about it. The surrogate [to competition] is high expectations, acting like we had competition. It's a great strategic exercise to ask, if we had competition, what would they do to us and what would we need to do to succeed?

Bill: How do we set high expectations without the accountability that can often drive things in the opposite direction?

Ken: It's a great paradox. You can want great outcomes, but the minute you move from the good intentions to measuring and holding people accountable, you've completely destroyed it. It's a tragic tale that you will see over and over again. I spoke at a Leadership Academy in Colorado. I asked the question: the way you achieve results is by holding people accountable for achieving measurable goals, but is that how results really happen? People initially thought of course that's the case. The more we dived into the conversation, the more they saw that when people are held accountable for results out of their control, they cheat the system. Case in point are the school systems in Washington D.C. These are good people - teachers and principals - forced to take action out of their character because of their accountability system. The problem with the accountability movement is the belief that the only variable that matters is effort. It's the idea that you folks are not trying hard enough; if you were given a measure or a target, you would try hard enough. But there many variables that affect student outcomes than the efforts of their teachers.

Without fixing systems, without changing the way work is done, all these other things is a waste of time. What they really end up being is toxic and perpetuating fear. Even it's good intentions, we just keep increasing the fear level in our organizations. If we put half of that energy we put in measuring, tracking, reporting on and accounting for the work into actually doing and fixing the work, you'd be amazed at how much capacity we'd create. It's okay to want good outcomes, to measure outcomes and to use that information for decisions. But as soon as you move from measuring for knowledge's sake to holding people accountable, you've crossed the line.

Bill: If it's not a people issue and it's a how-we-do-the-work issue, how do we fix it?

Ken: You don't have to fix everything. For some reason, when we embark change initiatives, we try to make everybody do it. We try to train everybody, get buy-in from everybody. By the time we finally get started, we are onto the next shiny object. The real key is to focus. In most agencies, there are three to four core processes. If those ran well, you've covered 80 percent of that organization's ability.

The Extreme Makeover book came out before the lean philosophy came into government. I knew lean was coming and that governments were going to try to train everybody. I wanted to write a book that makes what's coming fit in government - to make the concepts of lean make sense in the context of government without using any of the language. The important point is that it's all about flow. How do we get our customers to flow through our processes in the shortest and fastest route possible? It's a simple concept. If you fix the right processes, you can do a project in 5 days; you can turn a whole organization in 18 months. It doesn't have to take forever. You absolutely can do it.

Ken Miller's Three Truths About Government:
1. We do make widgets in government.
2. We do have users in government.
3. Our "profit" is the so-what or the results.

Trade Secret:
There are really only five things to measure*
1. How many did we produce or serve?
2. At what cost?
3. How fast?
4. How well?
5. So what? (Are we making a difference?)

* Synthesized by Larisa Benson based on the work of Ken Miller

Links to Resources:

Video recording of Ken and Bill's opening conversation at GPC forum
http://mrsc.org/Home/Training/Archived-Webinars/From-Public-Good-to-Public-Great.aspx

Panel presentations by John Dickson, Gwen Voelpel, Michael Jacobson
http://mrsc.org/Home/Training/Archived-Webinars/From-Public-Good-to-Public-Great.aspx

Books by Ken Miller
https://www.amazon.com/Ken-Miller/e/B001JS-5RJG

Change & Innovation Agency
https://changeagents.info/
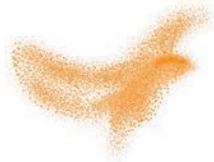
The Future of Government

By Chelsea Lei based on the work of Rebecca Ryan, Resident Futurist at the Alliance for Innovation and author of *Regeneration: A Manifesto for America's Next Leaders*

"Most of us in government have taken history classes. Few of us took futuring classes. But people in government who do 15-20-30-year plans are the true architects of the future," remarked Rebecca Ryan, keynoter of GPC's 2015 fall Forum.

Futuring, or strategic foresight, refers to the practice of looking into the future 20-30-40 years from now, examining what's plausible based on existing trends, and asking what can be done now to be future-ready.

According to Ryan, three common myths about futuring should be reframed as follows:

1. "You can predict the future." - No, it is about plausibility.
2. "Futurists predict the future." - No, there are multiple futures.
3. "Future is out of our control." - No, future passes through us.

In her view, the future isn't linear. There are resets and cycles. The history of America, for example, shows a seasonal pattern. Since World War II, Ryan describes that we moved from "Spring" of hope, peace and prosperity (1946-1964) to "Summer" of euphoria, defiance and cultural revolution (1965-1980), to "Fall" of decay, separation and anxiety (1981-2000), and to "Winter" of rapid and high-stake institutional change (2001-2020).

Ryan thinks that during "Winter", or times of turbulence, strategic planning is insufficient. The year-to-year, incremental approach to planning based on what has been done before works well when the environment is stable and unchanging. But when faced with "VUCA" - volatility, uncertainty, chaos and ambiguity - communities would do better by practicing strategic foresight, casting a broad and long view into the future and getting ready for what's coming.

In 2015, Ryan partnered with the Alliance Board of Directors to explore the question - "What are the next big things facing local government?" Through interviews with a global panel of experts, surveying and scenario development with members from local governments, they uncovered 44 trends in four categories - Resources, Technology, Demographics, and Government - that could impact how local government operates in the next twenty years. (See The Next Big Things for more details on the 44 trends.)

6 Steps of Strategic Foresight

1. FRAMING
Defining the scope of the project

2. SCANNING
Gathering relevant information

3. FORECASTING
Describing the most likely and alternative futures

4. VISIONING
Choosing a preferred future

5. PLANNING
Organizing to achieve the vision

6. ACTING
Implementing the plan

How to Put The Next Big Things to Use in Your Community

The Next Big Things offer step-by-step guidelines on how to convene your stakeholders in a meaningful discussion about the issues and trends facing your community. A typical foresight workshop based on this guide consists of five core exercises:

1. Brainstorm trends and forces that will impact your community in the next 20 years.
2. Share and sort the trends by high or low impact and by high or low certainty.
3. Debrief "The Big Sort" (exercise 2).
4. Design scenarios for your future community in small groups.
5. Share stories of the four scenarios with the whole group and identify key areas of overlap in the stories for strategy development post-workshop.

Here we highlight steps from Exercise #4: Designing Community Scenarios. For full access to the toolkit and resources, visit the Alliance for Innovation https://transformgov.org/next-big-things.

Designing Community Scenarios

Framing Question:

What are the possible futures for your community in the next 20 years?

About the Exercise:
Scenarios are simply stories. With your group, you are going to design stories about the future of your community in the next 20 years. Each group will develop a story using one of these situations:

1. Watch and Wait - In this scenario, your community does NOTHING to respond to the trends impacting it.
2. Positive Disruption - In this scenario, your community experiences a positive disruption that changes its future.
3. Negative Disruption - In this scenario, your community experiences a negative disruption that changes its future.
4. Blue Sky - In this scenario, your community can completely reinvent itself or become whatever your group desires.

Instructions for Each Group:

1. Choose two people, one to serve as leader, and another to serve as scribe.
2. Which scenario were you assigned from the list above. Write it down.
3. If your group was given a positive or negative disruption scenario, discuss with your group what that disruption might be.
4. Imagine a community very similar to yours, twenty years from today.
5. For the first 12 minutes, work independently and silently. Use your small Post-it notes and jot down your ideas of how this community will look in 20 years, given the trends discussed and the scenarios you've been assigned. Try to incorporate at least two trends from the Big Sort activity.
6. After you've worked independently, the leader will convene the group and you'll begin designing your story.
7. Use a large, 15-foot paper to map the chronology and main parts of your story.
8. Remember to give your scenario a great title!
9. Be prepared to present your scenario in two minutes to the group.

Estimated time: Two hours

Links to Resources:

Video recording of Rebecca Ryan's Keynote at 2015 GPC Forum
http://mrsc.org/Home/Training/Archived-Webinars/The-Future-of-Government.aspx

The Next Big Things by Alliance for Innovation
https://transformgov.org/next-big-things

Framing the Future: A Guide to Strategic Foresight
https://www.agrip.org/assets/1/6/AGRiP_Workbook_FramingTheFuture_FINAL.pdf

Rebecca Ryan's Website
http://rebeccaryan.com/
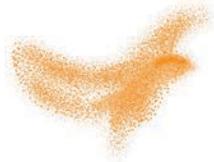
GPC Municipal Dashboard of Community Indicators
by Chelsea Lei and Chantal Stevens

Overview

The Municipal Dashboard of Community Indicators is the Government Performance Consortium's ("GPC") recommended set of 32 core indicators for cities and counties to practice using in common in order to gain understanding about the communities they serve. GPC developed the concept and a free and open-source working prototype of the Municipal Dashboard in consultation with the National Community Indicators Consortium and a Local Advisory Committee consisting of representatives from 17 Washington State cities and counties, and in partnership with the the University of Washington Tacoma, Washington State Auditor's Office, and the Municipal Research and Services Center.

Purpose & Strategy

There is an enduring and commonly expressed need among cities and counties in Washington State to learn from one another in the pursuit of performance excellence through some method of comparison and benchmarking. Stumbling blocks with previous initiates included difficulty with identifying meaningful and comparable performance data, mandatory or pay-to-play participation, and premature focus on commercial technology platforms. Learning from past experience, the GPC seeks to offer a path forward that allows for voluntary and decentralized participation with minimal cost and technology barriers. Our strategy is to facilitate a practitioner-focused approach by convening one or more communities of practice dedicated to learning how to measure and improve performance, create continuous improvement cultures, and turn the curve on community conditions with results-based accountability.

Concept

The Municipal Dashboard of Community Indicators provides an at-a-glance view of the major aspects of community condition such as public health, safety and economic vitality. Tracking and understanding what influences (or undermines) community outcomes helps city and county leaders design better programs and services, make more informed policy choices and more effective investment decisions. A common set of indicators can serve as a foundation for a community of leaders-as-learners, practicing our ability to think strategically and accelerating our adaptations of leading practices. Wise strategy choices can help us "turn the curve" on the indicators most important in our individual communities.

Prototype

The Municipal Dashboard prototype demonstrates potential features and functions of a shared practicing template in Microsoft Excel, a frequently used tool that all cities and counties have access to. This do-it-yourself template automatically generates a working dashboard once a jurisdiction enters its community indicators data using our simple instructions and reference links provided in the template. Created in the spirit of inquiry - asking ourselves **what learning becomes possible when there is a common dashboard for cities and counties** - the prototype is intendedn to:

- Invite critical feedback from potential adopters
- Elicit interested practitioners to engage
- Co-evolve the concept and application of the Municipal Dashboard in the context of a community of practice.

Research Behind the Dashboard Prototype

The eight issue domains and 32 community indicators were selected based on a set of criteria approved by the Advisory Committee and a rigorous review process that continuously incorporated feedback from the Advisory Committee. Chief among the selection criteria for indicators were that 1) they be scientifically credible, reliable and valid and 2) they be based on data that is available or that can be collected or monitored with reasonable financial/resource input. As a result, most of the 32 indicators can be populated with publically available data that is easily accessed

annually for any jurisdiction. Appendix 2 contains data references and why each indicator matters.

What's Next?

The GPC is seeking sponsors to support the next phase development of the Municipal Dashboard. We envision a community of practice for early adopters, technical assistance on alignment and application issues, research and development support on citizen surveys, and research-based recommendations on specific domains of community indicators (such as homelessness, equity and justice).
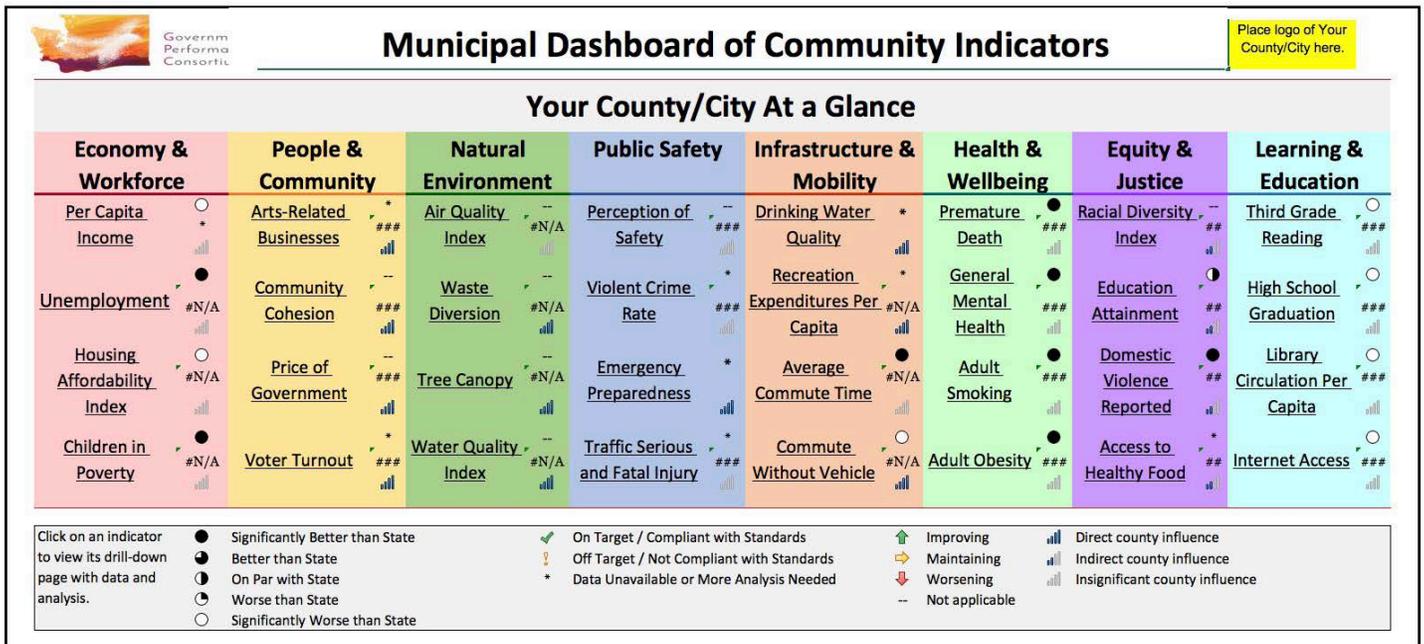
Access the dashboard:

To learn more about the dashboard or to access an open source copy of the dashboard, visit the GPC Dashboard Google folder here: http://bit.ly/2kU9rS1

Indicators

Economy & Workforce

A1 - Per Capita Income
Mean money income received in the past 12 months computed for every woman, man, and child in a geographic area.

A2 - Unemployment
Unemployed individuals are those without jobs who are able, available and actively seeking work. The unemployment rate is the number of unemployed people as a percentage of the total labor force (the total number of employed and unemployed non-institutionalized individuals 16 or older).

A3 - Housing Affordability
The Housing Affordability Index measures whether or not a typical family earns enough income to qualify for a mortgage loan on a typical home. A value of 100 means that a family with the median income has exactly enough income to qualify for a mortgage on a median-priced home. For example, a composite HAI of 120.0 means a family earning the median family income has 120% of the income necessary to qualify for a conventional loan covering 80 percent of a median-priced existing single-family home.

A4 - Children in Poverty
The number of children under 18 living below the federally defined poverty line expressed as a percentage of all children under 18.

People & Community

B1 - Arts Related Businesses
Total Number of Arts-Related Businesses and Rate per 1,000 Businesses based on the County Business Patterns (CBP), an annual series that provides subnational economic data by industry during the week of March 12, first quarter payroll, and annual payroll. Businesses include art galleries, camera & photographic supply stores; book stores; performing arts companies; performing arts promoters; independent artists; writers & performers; musical instrument stores; compact disc & record stores; and museums.

B2 - Community Cohesion
Percent of adults who report sense of high social cohesion (trust and feeling connected) in their neighborhoods.

B3 - Price of Government
Sum of all taxes, fees, and charges collected by the City as a percentage of aggregate personal income. That is, all revenue excluding that which comes from "Other Financing Sources" (Long-term debt proceeds, sale of capital assets, transfers from other funds, inrance proceeds) and "Non-Revenues" (Cash received for accounting purposes but is not technically revenue).

B4 - Voter Turnout
Number of ballots cast for population over age of 18 for November elections.

For more detailed information on why the indicator matters and how to access the data,
https://drive.google.com/drive/folders/1IdcKEiduv8vJJFejubFkV_31ouvgj2-k

Natural Enviornment

C1 - Air Quality Index
The Air Quality Index is an indicator of overall air quality that takes into account all of the criteria air pollutants measured within a geographic area.

C2 - Waste Diversion
Tons of solid waste diverted to recycling/composting as a ratio of tons of solid waste collected in the waste stream.

C3 - Tree Canopy
Percent of total land covered by tree canopy, derived from high spatial resolution images

C4 - Water Quality Index
Water quality index at sampling site(s) within the jurisdiction. The Water Quality Index, or WQI, is a number ranging from 1 to 100; a higher number indicates better water quality. In general, stations scoring 80 and above met expectations for water quality and are of "lowest concern," scores 40 to 80 indicate "moderate concern," and water quality at stations with scores below 40 did not meet expectations and are of "highest concern."

Public Safety

D1 - Perception of Safety
How safe residents feel about public safety in their community.

D2 - Violent Crime Rate
For state level data, the violent crime rate is defined as the number of reported violent crimes per 100,000 residents. The violent crime figures include the offenses of murder, rape, robbery, and aggravated assault.

D3 - Emergency Preparedness
The jurisdiction has emergency preparedness, mitigation, response and recovery plans updated within the last three years.

D4 - Traffic Serious and Fatal Injury
Fatal and Serious Injury by year on all roads within a jurisdiction per 10,000 residents.

Photo Credit: John Westrock, Creative Commons via Flickr, http://bit.ly/2BvRCUw

Infrastructure & Mobility

E1 - Drinking Water Quality
Compliance with standards set for safe drinking water.

E2 - Recreation Expenditure Per Capita
General fund expenditures for Parks & Recreation expressed in terms of per capita expenditure.

E3 - Average Commute Time
Mean travel time to work.

E4 - Commute Without Vehicle
Share of commuters using alternate modes of transportation, which include using public transportation, walk, bicycle, taxicab or motorcycle, or working at home.

Health & Wellbeing

F1 - Premature Death
Premature death measures the risk of dying before age 75, uses Years of Potential Life Lost as its measure of Premature Death, per 100,000.

F2 - General Mental Health
Average number of days a county's adult respondents report that their mental health was unhealthy in past 30 days (age-adjusted - Adjusting for age removes the effect of age as a risk factor on poor mental health days since aging is not preventable).

F3 - Adult Smoking
Percent of adults age 18 or older who smoked at least 100 cigarettes in their lifetime and are current smokers.

F4 - Adult Obesity
Percent of adults age 18 or older who have body mass index of 30 kg/m2 or more.
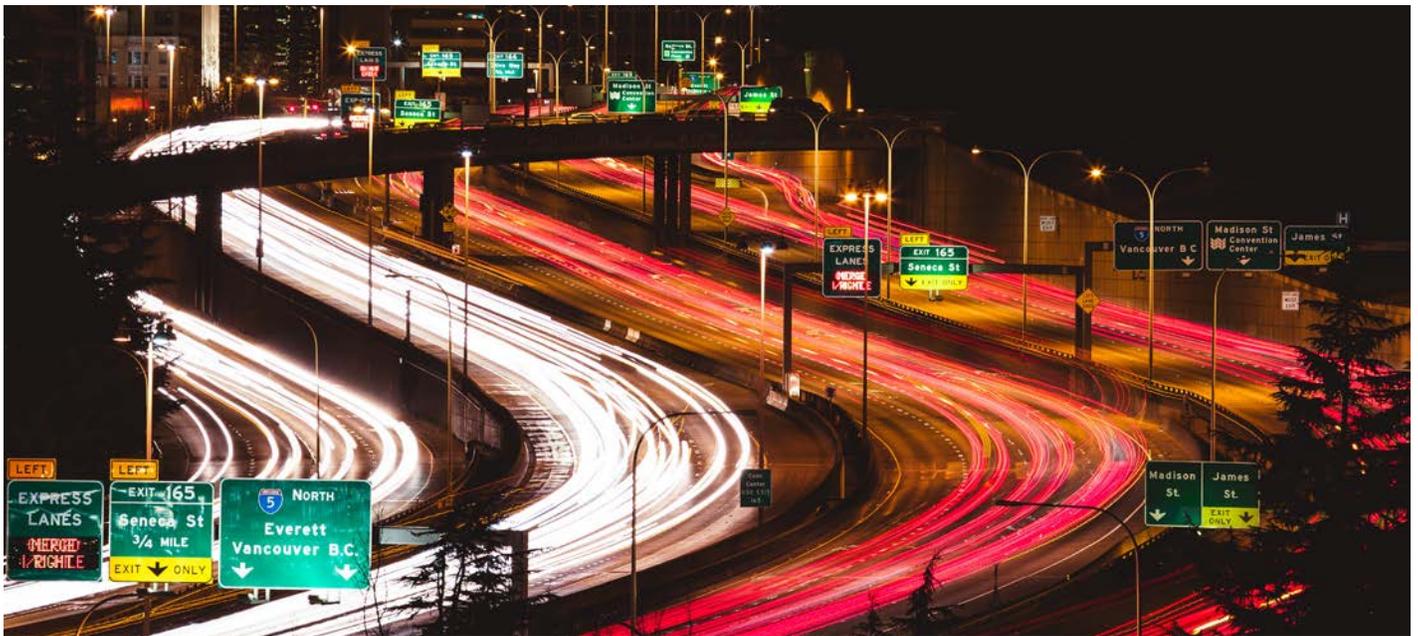
Photo by: John Westrock, Creative Commons via Flickr, http://bit.ly/2BuM6li

Equity & Social Justice
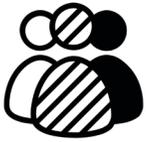
G1 - Racial Diversity Index

The Diversity Index from Esri represents the likelihood that two persons, chosen at random from the same area, belong to different race or ethnic groups. This number does not reflect which race/ethnicity is redominant within an area. The higher the value, the more racially and ethnically diverse an area.

G2 - Education Attainment

The number of residents with high school, associate and 4-year college degrees broken down by race, ethnicity, gender and income, expressed as a percentage of all residents 25 and older in a region.
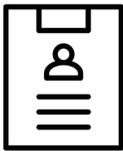
G3 - Domestic Violence Reported

Number of domestic violence offenses per 1,000 residents. Domestic violence includes any violence of one family member against another family member. Family can include spouses, former spouses, parents who have children in common regardless of marital status, adults who live in the same household, as well as parents and their children. Offenses are incidence reporting.

G4 - Access to Healthy Food

Percentage of total population within a designated area that is identified as both "low income" and having "low access" to healthy food. Note that there are many ways to measure food access for individuals and for neighborhoods, and many ways to define which areas are food deserts (neighborhoods that lack healthy food sources). Explore the USDA Food Access Research Atlas data to determine other possible indicators to measure food access in your jurisdiction.

Learning & Education

H1 - Third Grade Reading

Share of 3rd grade students meeting or exceeding reading standards.

H2 - High School Graduation

The number of students graduating on time (after four years of high school), as a percentage of their cohort.

H3 - Library Circulation Per Capital

Number of library materials lent to the number of persons the library serves. It is the annual circulation divided by the library's legal service area population, and indicates the average number of loans made to each resident annually.

H4 - Internet Access

Percentage of population with access to download speed greater than 25 Mbps at home (as of 2014).

The 81st Annual Lower Columbia College Commencement Ceremony was held at Kelso High School Schroeder Field in Kelso, Washington on Friday, June 16, 2017. Photo Credit: Lower Columbia College, Creative Commons via Flickr, http://bit.ly/2BLoJ3F

Results Based Accountability

Cited from the RBA© Guide developed by Clear Impact, based on the concepts and materials developed by Mark Friedman, author of *Trying Hard is Not Enough*

What is Results-Based Accountability™?

Results-Based Accountability™ ("RBA") is a disciplined way of thinking and taking action used by communities to improve the lives of children, families and the community as a whole. RBA is also used by agencies to improve the performance of their programs.

How does RBA work?

RBA starts with ends and works backward, step by step, towards means. For communities, the ends are conditions of well-being for children, families and the community as a whole. For example: "Residents with good jobs," "Children ready for school," or "A safe and clean neighborhood" or even more specific conditions such as "Public spaces without graffiti," or "A place where neighbors know each other." For programs, the ends are how customers are better off when the program works the way it should. For example: The percentage of people in the job training program who get and keep good paying jobs.

Why use RBA?

RBA improves the lives of children, families, and communities and the performance of programs because RBA:
- gets from talk to action quickly;
- is a simple, common sense process that everyone can understand;
- helps groups to surface and challenge assumptions that can be barriers to innovation;
- builds collaboration and consensus; and
- uses data and transparency to ensure

accountability for both the well being of children, families and communities and the performance of programs.

What is the RBA Guide?

The RBA Guide is a tool for leading or facilitating a group in the use of RBA in decision making. The RBA Guide is designed to be used as a roadmap with which to navigate the complete RBA decision-making process, step-by-step.

Guru Dorje, King County, shares a turning-the-curve story about an educational program for high-barrrier youths using a "value-driven, data-supported" approach.
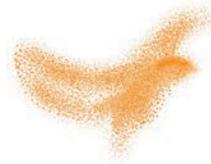
Turn The Curve

Cited from the RBA© Guide developed by Clear Impact, based on the concepts and materials developed by Mark Friedman, author of *Trying Hard is Not Enough*

This template is an overview of the step-by-step RBA "turn-the-curve" decision making process.

1. What is the end?
Choose either a result and indicator or a performance measure.

2. How are we doing?
Graph the historic baseline and forecast for the indicator or performance meaure.
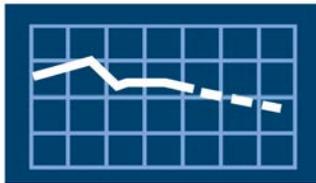
3. What is the story behind the curve of the baseline?
Briefly explain the story behind the baseline: the factors (positive and negative, internal and external) that are most strongly influencing the curve fo the baseline.

4. Who are the partners who have a role to play in turning the curve?
Identify partners who might have a role to play in turning the curve of the baseline.

5. What works to turn the curve?
Determine what would work to turn the curve of the baseline. Include no-cost/low-cost strategies.

6. What do we propose to do to turn the curve?
Determine what you and your partners propose to do to turn the curve of the baseline.

Continuous Learning and Improvement Cycle

RESULTS AND INDICATOR OR PERFORMANCE MEASURE
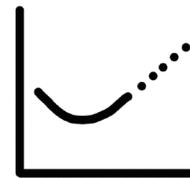
STORY BEHIND THE CURVE

WHAT WE PROPOSE TO DO TO IMPROVE PROGRESS

Links to Resources:
- Visit the GPC Event Page: bit.ly/2BO2o5H
- Workshop Folder: bit.ly/2BK9NTb
- Clear Impact Consulting: clearimpact.com
- Mark Friedmans's book: bit.ly/2rrCUtc
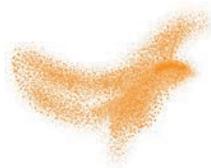
Workshop Graphic Recording
by Jessica Riehl and Vangie Garcia
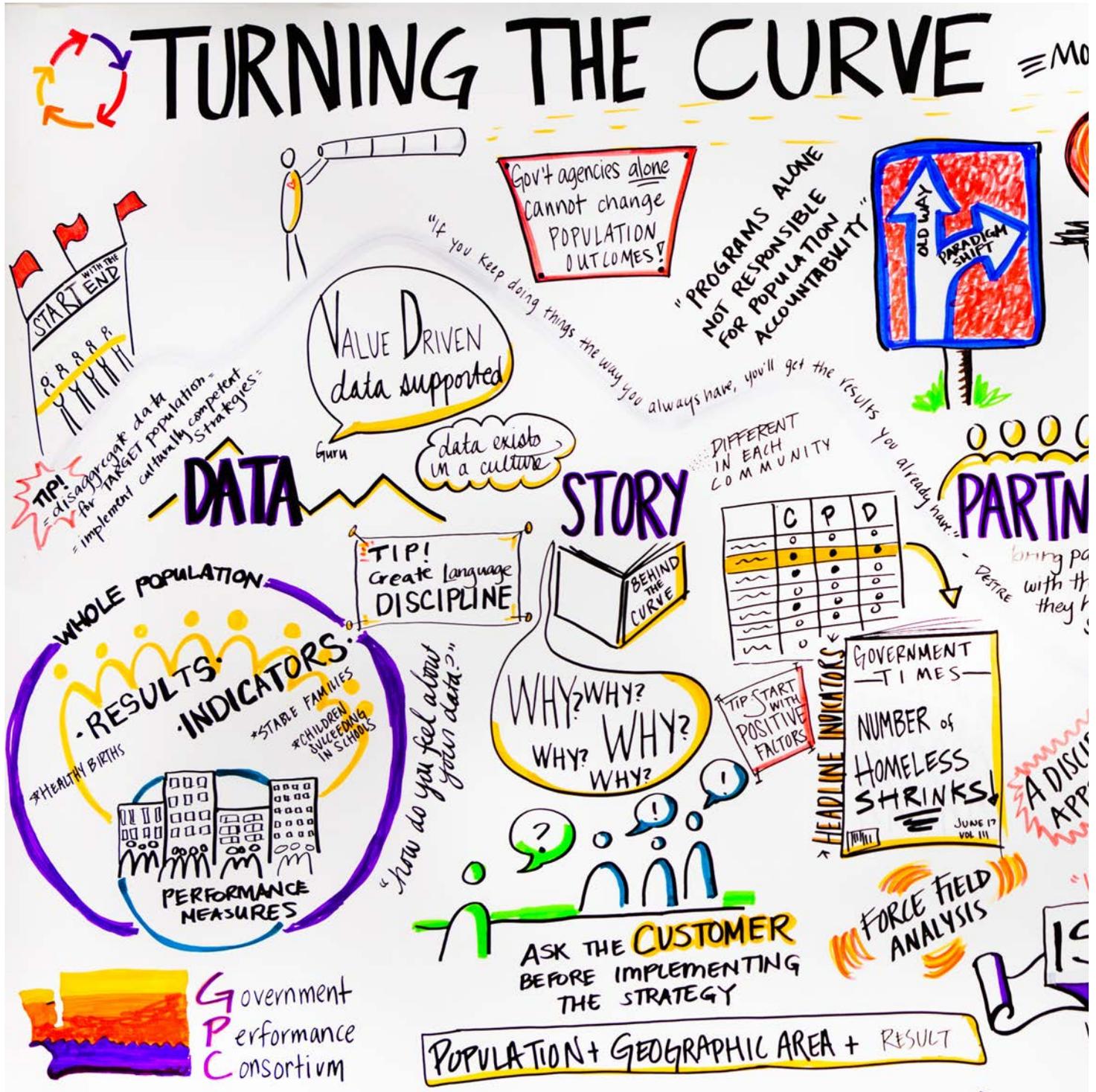
For a printable version, go to:
http://bit.ly/2BRyq3r

Forum Graphic Recording
By Jessica Riehl and Vangie Garcia

For a printable version, go to:
http://bit.ly/2BRyq3r
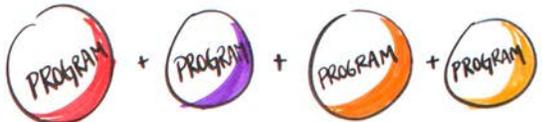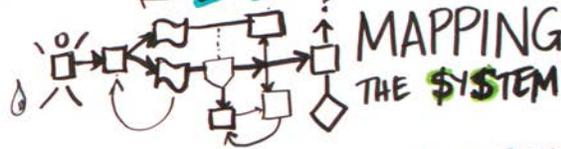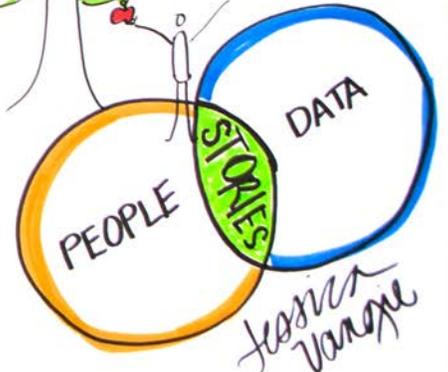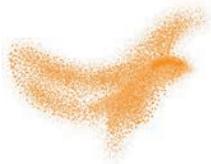
Designing Government as a 21st Century Institution

A recap of Cyd Harrell's keynote by Nick Williams

"We have the power to make design choices that make our institutions better."

On the horizon, beyond the large floor-to-ceiling windows on the top floor of the University Y Student center in downtown Tacoma, the majestic snow-capped Mount Rainier glistened in the bright morning sunshine. This was the epic backdrop of an inspirational convening of minds, brought together by the Government Performance Consortium in a spring forum focusing on human-centered design.

In her thoroughly engaging keynote, Cyd Harrell captivated an audience of 150+ public servants with a series of powerful anecdotes highlighting the potential of thoughtful design research. As an established thought leader in UX research and service design in both industry and government, Harrell is in a unique position to guide government into the 21st century. Woven throughout her stories were nuggets of wisdom and a blueprint for how to design and enact meaningful change in all levels of government. At the very heart of her presentation was the notion of empowerment, and conveying the confidence in being able to change the status quo.

Whether it's designing better websites, more user friendly forms, or understanding citizens' actual experiences with various parts of the government, the solution according to Harrell, is to always start with the right research question. It's a simple yet profound concept, and one that rings true for anyone has been involved in the market research industry. The results and insights from any research study are only as good as the initial hypothesis and questions. Throughout the keynote, Harrell framed each anecdote around incisive questions that kickstarted each project. One example stood out as a particularly helpful end-to-end research study. During her time at Code for America, Harrell was involved in helping to redesign and reimagine city websites. Here are some of the initial research questions:

- What are city website teams prioritizing & why?
- What does the public want?
- What does the public expect?
- How can we define a purpose for a really general website?

Harrell explained to the audience that the immediate answers to these questions can be confusing and complex. Harrell talked about the challenge of creating streamlined city websites when there's such a long-tail of infrequent municipal tasks. But that's where the research methodology comes into play. Combining desk research (inventory of top 100 city sites) with a quantitative survey (n=1,000 residents), with staff editor interviews, she was able to start filling in a more complete picture of the situation.

But synthesis is not an individual sport. In fact, according to Harrell, "synthesis is a conversational practice." This goes back to the notion of empowerment, and working closely with key team-members across all stakeholder groups throughout the process. This is where the real insights magic happens. The ability to talk through research results with a diverse group of invested people is one of the keys to effective research and design.

When it comes to government transformation, it's safe to say that Harrell has her finger on the pulse of best practices and key players. One such player referenced during the keynote is the UK's Government Digital Service, or GDS. In 2012 it put together a series of design principles which are worth sharing here in full.

UK Government Design Principles
- Start with user needs
- Do less
- Design with data
- Do the hard work to make it simple
- Iterate. Then iterate again
- This is for everyone
- Understand context
- Build digital services, not websites
- Be consistent, not uniform
- Make things open: it makes things better

In the end, these principles can be best summed up by one of Harrell's closing slides: "Respect for people's time, dignity, and abilities." That idea is the essence of human-centered design, and one that should be at the center of any big transformation idea.

Harrell ended her presentation with a group exercise, asking everyone to dream of their own "big, uncompromising design goal," and think about the audience and the steps needed to move towards that goal. There was a quiet buzz in the room, and you could feel the collective brainpower at work, recently awakened to the awe inspiring possibilities that lie ahead, waiting to be tackled.

At the end of the day, as the crowd slowly filtered out of the conference room, I peered out of the window at Mount Rainier, still glowing on the horizon in the late afternoon sunshine. There's a reason why mountain summits are so symbolic; they represent such a long and painstaking journey that test the limits of human willpower and desire. I couldn't help but think back to Harrell's inspiring keynote, and a quote from the famous mountaineer and explorer, Edmund Hillary: "It is not the mountain we conquer, but ourselves."
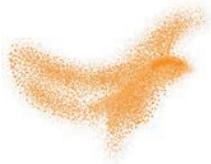
Design Demands Our Attention:
Exposing the Underbelly of Beastly Government Forms

By Tom Van Buren, IT Professional, City of Seattle

A government form is the end result of a government practice. It is a product in the hands of a human* trying to interact with government but who may be obstructed because the form is too hard to use. With ideas too good to keep secret, Whitney Quesenbery and Suzanne Chapman, Center for Civic Design, issued a call for action to government practitioners: **ACCEPT** that we have yet to design our best form; government is a design problem; and every government practitioner is a designer.   The evidence is clear: governments that practice design thinking will improve outcomes. Design demands our attention. We want people to access government. We can do better.

We got the message. We accepted the call -- we are the leaders we have been waiting for. We learned that 75% of government interactions involve a form. 43% of American adults read at or below basic reading level. And people interacting with government are often under listened to or misunderstood by government. Creating personas of a typical user, we struggled to complete real world examples of government forms – forms riddled with confusing bureaucratic jargon, design defects, and legalese. From this perspective, it's easy to understand why people often express frustration with bureaucratic red tape!

Adapt policy action and design thinking to the place where people live and work.

Quesenbery and Chapman want government to be intentional in its efforts to design a good problem-solution fit.   In a volatile, uncertain, complex, and ambiguous world it is time to meet our citizenry with a decidedly more human connection. Be curious. Be compassionate. Go see, ask why, and show respect. Visit your own front lines where citizens interact with government and see where the magic is, where the humans are, and where value is created - or where our opportunities are missed. Walk in their shoes, talk where they live, work, pray, learn, and play and design usable forms (or websites, processes, services, or products) to help humans reach their destination. Help government help humans. Exchange information. **EMPATHIZE** with your constituent, share their story, develop personas, listen and learn. Find the right problem to solve. Write a story, why are they using the form? What do they expect to happen after?

A well-designed form is a microphone for our customer and distills the essence of what government is practicing.

The Center for Civic Design gave us a clarion call to make every interaction with government easy and delightful! Spend an afternoon with Quesenbery and Chapman and you will see everything around us has been designed (some better than others).   Designs will be better if you **DEFINE** people's goals, respect their time, dignity, abilities, and fixate on the essential needs of the people you serve. Target known problems. Co-create simple solutions and use plain language. Be clear in your purpose, have a solid structure, and clean

presentation.   Clarify content that serves most people. Cater to the human interacting with government.

Convene a community of practice and co-create a better government one form, website, process, service, or product at a time.

IDEATE. Reflect and connect the possibilities. Drop into a neutral frame of mind, co-create options. Synthesize what you learn and transform insights into tangible ideas. Discover big bold breakthrough ideas that get closer and closer to customer value. Deliver a value proposition, solve a human problem together with a human you serve. Write for action, provide clear choices. Use informative headings, fill civic literacy gaps. Sketch a form to help organize complexity and distill clarity in an overwhelming amount of data. Ideate ways to remove unnecessary elements, organize elements that make sense, and hide unessential elements.

PROTOTYPE. Get a form into the hands of a citizen trying to get something done. Observe citizen behavior, experience, and emotions in response to your form. See the form through the eyes of your constituent. Investigate the problem solution. What was hard to understand and use? Your goal: make it easy for people to 1) Find what they need 2) Understand what they find 3) Use what they find to complete the task.

TEST. Get feedback. Show unfinished work. Does flow reflect what people expect to do? What problems prevent people from completing the form? Be courageous here – your ego may be crushed by the result. Remember, you are not being tested the object is! As a designer, encountering failure is a muscle you build. Make it safe to fail. Every defect is a treasure for successful impact. Embracing critique will take your design to the next level. Be intentional and be prepared to start all over again – iterate to synthesize the essence of your discoveries in empathy, definitions, ideation, prototypes, and tests.

Back at the office.   I returned to my government practice inspired to do better. Reflecting on what I learned from Quesenbery and Chapman, I now pay heightened attention to my design thinking intentions. In my community of practice, I now see the world through a design thinking lens, fixated on the designs that surround me and my customer. With this lens, I see everything government does for humans, every problem solution fit, form, process, service, or product, presented as design. I now listen and learn with empathy to connect to better understanding a human experiencing a job, pain, and gain and realize **design is a value proposition for better outcomes.**

**Humans are people we design for – they are clients, users, customers, citizens, constituents, community members, government practitioners, and stakeholders interacting with the end result of a government practice – forms, websites, processes, services, and products.

EMPATHIZE   DEFINE   IDEATE   PROTOTYPE   TEST
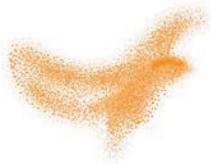
An Annotated Guide to UX Learning Resources

By Whitney Quesenbery & Cyd Harrell

Whitney's Recommendations:

1. Adaptive Path's Guide to Experience Mapping https://mappingexperiences.com/ A nice free downloadable book on mapping user experiences. Think about:
   * What goes into a user experience map?
   * Why do they suggest that they should be created collaboratively?
   * How might experience (or journey) mapping be helpful in understanding gaps or problems in your services?

2. Indi Young on journey maps and mental models https://vimeo.com/98714873 A nice video from an industry leader Think about:
   * Indi says a mental model should be a long-term investment, that they can live for years. What aspects of how they are created make this possible?
   * Mental models require a careful balance between abstraction and being too concrete. Why is this important?
   * How does the internal view of your work affect your ability to understand users' experiences?

3. Whitney Quesenbery on Storytelling https://www.oreilly.com/pub/e/2665 A webinar Whitney gave on using stories in UX. Slides: https://www.slideshare.net/whitneyq/the-power-of-story-updated-2013-20599228 Think about:
   * Why are stories an important way of thinking about user experience?
   * How can stories be used to make user research more useful?

4. Usability Testing Resources
   * From Election Tools: https://electiontools.org/tool/usability-testing-kit/ A collection of guidelines and templates to help you check the usability of election materials.
   * From Center for Civic Design
   * https://civicdesign.org/fieldguides/testing-ballots-for-usability/ A basic how-to and what-it-is. Although this was written for testing ballots, it really is general. Just put [your project name here]

5. Field Guides https://civicdesign.org/fieldguides/ A whole set of Field Guides with good tips for plain language, writing instructions, communicating with voters/public and more.

6. Steve Portigal on Interviewing Users https://www.oreilly.com/pub/e/2705 A nice lecture on conducting interviews with users from Steve Portigal, author of a book on the same topic. Think about:
- For Steve, the idea of "interviewing" is embedded in a larger idea about how to do research. What does he mean by "thinking about the whole system"?
- What is the difference between "testing" and "exploring"?
- Why is it important to write a field guide (session plan)? What are the four parts of an interview?
- What are some of the ways to build rapport with someone you are interviewing?

7. "Three Questions You Shouldn't Ask During User Research" by Jared Spool https://articles.uie.com/three_questions_not_to_ask/ A quick read on user interviews with good insights into asking good questions.

8. "Describing Personas" by Indi Young https://medium.com/inclusive-software/describing-personas-af992e3fc527 A good article on personas.

9. A Podcast with Cyd Harrell on doing "Pocket Research" https://archive.uie.com/brainsparks/2014/11/18/cyd-harrell-doing-pocket-research-to-learn-ab out-your-users-lives-live/

10. Subscribe to the Civic Designing newsletter https://tinyletter.com/civicdesigning Get our practical tips and interesting civic design research findings in your mailbox.

11. Finally, no list would be complete without these books:
- Redish, J. (2012). Letting Go of the Words. (2nd ed.). Amsterdam, Netherlands: Elsevier.
- Jarrett, C., & Gaffney, G., (2008). Forms That Work. Burlington, MA: Morgan Kaufmann Publishers.
- Horton, S., Quesenbery, W., & Gustafson, A. (2014). A Web for Everyone: Designing Accessible User Experiences. Brooklyn, NY: Rosenfeld Media

Cyd's Recommendations:

1. Just Enough Research by Erika Hall https://abookapart.com/products/just-enough-research A terrific short reference on user research - it's, well, just enough. Clear, thorough, and easy to read.

2. Best Practices in Digital Transformation by Cyd Harrell, Alex Pandel, and Nicole Fenton https://github.com/18F/transformation-research/blob/master/preliminary-report.md The result of a preliminary research project into what made modern digital practices "stick" within government agencies beyond a single innovation project. Covers factors most likely to promote and hold back transformation, in detail.

3. 18F Method Cards https://methods.18f.gov/ Web reference covering many different methods for different stages of design projects

4. Plainlanguage.gov https://plainlanguage.gov/ A federal resource on implementing plain language in government documents and websites, which offers training open to all as well as resources.

5. Service Manual of the Government Digital Service https://www.gov.uk/service-manual A well-developed guide to everything needed to run a digital service, with links to all kinds of definitions and resources.
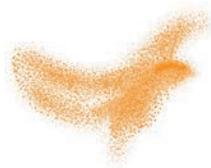
Workshop Graphic Recordings

By Jessica Riehl, Austin Raymond, and Vangie Garcia

For a printable version, go to:
http://bit.ly/2BRyq3r

MORE HUMAN BY DESIGN

Respect for people's TIME, DIGNITY, and ABILITIES

MAY 1, 2019

Policies that take DESIGN into consideration can improve OUTCOMES.

ROLES:
USER
NOTETAKER
MODERATOR

EMPATHIZE

WHAT PROBLEM ARE YOU TRYING TO SOLVE? WHAT'S YOUR PURPOSE?

WHAT ARE YOU TRYING TO DO?

How can we use storytelling to think about the people we serve?

WRITE A STORY OR 2

SEE THROUGH YOUR USER'S EYES

USER   DESIGNER

DEFINE

THERE ARE A SPECTRUM OF CHOICES...

...AND LAYERS OF INFORMATION

DEFINE YOUR AUDIENCE and GOALS

"DEEP HANGING OUT"
SHOPPING CENTERS
LIBRARIES
COMMUNITY SPACE
HOMELESS SHELTERS
OFFICE LOBBY

IDEATE

TRY AND PLAY WITH DIFFERENT OPTIONS

FORM
OR
FORM
FORM
1 2 3 4 5

PROTOTYPE YOUR FORM

PLAIN LANGUAGE
use everyday words
keep it simple
write for action

MAKE SMART CHOICES

MEANINGFUL   TRUE   SMART

TEST

No substitution for seeing first hand a human use your thing

ANYTIME
BEFORE
DURING
AFTER

LISTEN
LEARN
IMPROVE

THEN YOU GET TO MAKE THINGS BETTER!

Jessica Austin

Personal Kanban & Lean Coffee

Based on the work of Jim Benson and ToniAnne DeMaria Barry from Modus Cooperandi, creators and Shingo-award-winning authors of *Personal Kanban: Mapping Work and Navigating Life*

Personal Kanban illustrates and explains how to apply the kanban concept in lean to help knowledge workers SEE their production flow (or lack thereof).

There are only two rules:
1. visualize your work
2. limit your Work in Progress

5 reasons why a Personal Kanban helps people and teams:

- Humans need to see their work, spatially and sequentially
- Visual and physical organization of tasks calms your brain and helps you focus
- Other people can see and share your work flow
- Work-in-progress limits allow you to recognize and eliminate blockage
- To-do lists are demoralizing and static. The act of moving the tasks helps people feel better and sense momentum
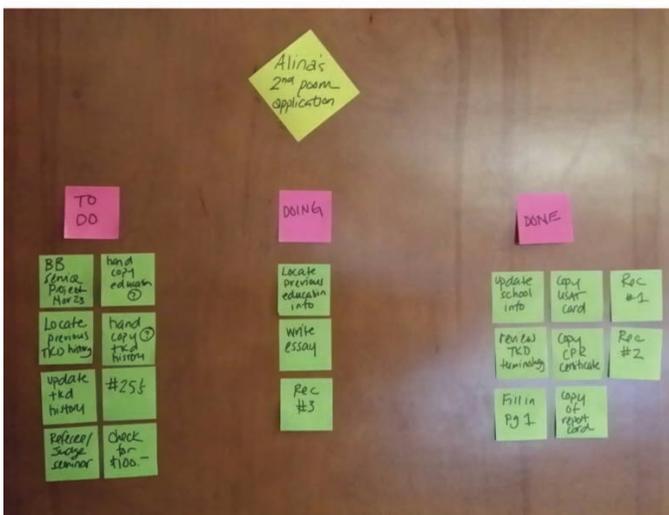
Lean Coffee is a highly flexible meeting format that allows participants to dynamically create an agenda to produce high-value meetings. Combining Lean, Personal Kanban, and complexity science, the format creates a simple pull system allowing the group to quickly create and prioritize an agenda from which relevant conversations of shared and vetted value can result.

The goal of Lean Coffee is to encourage participants to discuss content in their own words and contexts. The simple act of discussion reinforces learning and provides a bedrock for implementation and expansion.

Lean Coffee Steps

1. CREATE a Personal Kanban with an OPTIONS, DOING, DONE, and EPIPHANIES value stream.
2. WRITE down topics you'd like to discuss on Post-its, one topic per Post-it.
3. PLACE Post-its in the OPTIONS column.
4. GROUP common themes by clustering similar Post-its.
5. VOTE for topics you wish to discuss. Each person gets two votes.
6. PRIORITIZE & DISCUSS topics in order voted, placing the current topic in DOING, moving it to DONE when finished.
7. DISCOVER! During the discussion, capture any realizations or items for further inquiry in the EPIPHANIES column.
8. CONTINUE. Repeat. It's over when it's over. Good to the last drop!

Lean Coffee Table Setup
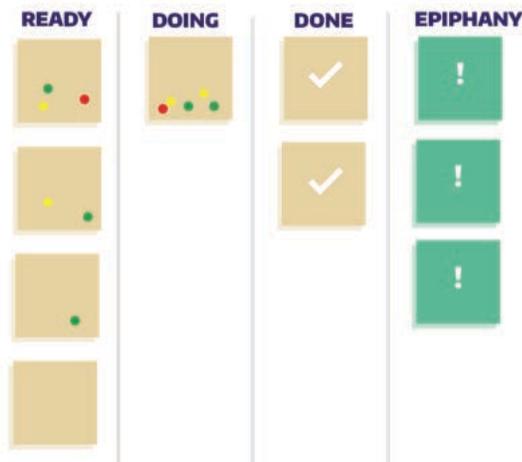
Sample Lean Coffee conversation topics

- Work/life balance? Is it really as elusive as it seems?
- How do we translate Lean from the factory floor to the public sector?
- What does "waste" look like in government work?
- What's the greatest impediment to productivity, and how to remove it?
- Ooh...shiny! How to deal with distractions.
- How can Lean help my organization become more customer-centric?
- Small Steps, Big Impact: lessons learned from outside my agency.
- How to Put Out "Fires" (and Keep Them from Ever Returning!)
- Visual Management: Where Do I Start?
- How Lean can make me a better leader.
- How to prioritize when EVERYTHING is a priority.
- What Lean tools are in your toolbox?
- Value Stream Mapping: Where do I begin? Where do I end?
- Improvements: Lessons learned from other Lean practitioners
- Lean's focus on respect: What does that even mean?
- Go big or go small? The value of "kaizen" over innovation.
- The "Lean Journey" - what do I need to prepare?
- Visual Management: is it better to go digital or physical?
- What are other lean practitioners doing?
- Lean Champions: How do I create buy-In?
- Breaking with a "This is how we've always done things" mentality.

Book authors ToniAnne deMaria Barry and Jim Benson helping design GPC's 2016 Lean and Beyond learning event.
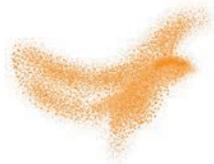
An Introduction To Liberating Structures

By Keith McCandless and Henri Lipmanowicz

When you feel included and engaged, do you do a better job? Do you think teams in which people work well together produce much better results? Have you noticed the best ideas often come from unexpected sources? Do you want to work at the top of your intelligence and give the same opportunity to others?

If YES, we have found this is the kind of organization and community that people want to be part of. AND, Liberating Structures help make it happen.

So why is it that so many organizations of all stripes are filled with disengaged workers, dysfunctional groups and wasted ideas?

While there will always be some justification for blaming leaders (or professors and administrators in education), the more compelling and useful explanation is not that people involved are bad, stupid or incompetent, but rather that the practices they have all learned are neither adapted to today's realities nor designed to achieve the ideals listed above.

Unwittingly, the conventional structures used to organize how people routinely work together stifle inclusion and engagement.

Conventional structures are either too inhibiting (presentations, status reports and managed discussions) or too loose and disorganized (open discussions and brainstorms) to creatively engage people in shaping their own future. They frequently generate feelings of frustration and/or exclusion and fail to provide space for good

ideas to emerge and germinate. This means that huge amounts of time and money are spent working the wrong way. More time and money are then spent trying to fix the unintended consequences.

Liberating Structures start with something so simple and essential as not to seem worth doing and end with something so powerful and profound that it hardly seems possible.

The Liberating Structures website, [www. liberatingstructures.com](www.liberatingstructures.com), offers an alternative way to approach and design how people work together. It provides a menu of thirty-three Liberating Structures to replace or complement conventional practices.

Liberating Structures used routinely make it possible to build the kind of organization that everybody wants. They are designed to include everyone in shaping next steps.

Liberating Structures introduce tiny shifts in the way we meet, plan, decide and relate to one another. They put the innovative power once reserved for experts only in hands of everyone.

This alternative approach is both practical and feasible because Liberating Structures are quite simple and easy to learn. They can be used by everyone at every level, from the executive suite to the grassroots. No lengthy training courses or special talents are required. Mastery is simply a matter of practice. LS routinely unleash a vast reserve of contributions and latent innovations waiting to be discovered.

Every person interested in leading change—in schools, hospitals, foundations, agencies, and businesses—can use Liberating Structures to generate innovation and great results.

Liberating Structures are easy-to-learn microstructures that enhance relational coordination and trust. They quickly foster lively participation in groups of any size, making it possible to truly include and unleash everyone. Liberating Structures are a disruptive innovation that can replace more controlling or constraining approaches.

Leaders know that they would greatly increase productivity and innovation if only they could get everyone fully engaged. The challenge is how. Liberating Structures are novel, practical and no-nonsense methods to help you accomplish this goal with groups of any size.

Liberating Structures spark inventiveness by minimally structuring the way we interact while liberating content or subject matter. Very simple constraints unleash creative adaptability, generating better than expected results. Individual brilliance and collective wisdom are unbridled. Such a dramatic shift cannot be THAT simple, engaging, and powerful but it is.

Get the Free LS App for Android and Apple

To match your goals to specific LS, try the LS Selection Matchmaker

The Five Elements

Every structure has five micro-elements that make the structure possible. They are:

1. Make an INVITATION
The question, task, or instructions you give to the group

2. Arrange SPACE
The arrangement of physical or virtual space - chairs, tables, walls, etc.

3. Sequence and Allocate TIME
The allocation of time to specific steps or interactions

4. Configure GROUPS
The way in which groups are configured and re-configured

5. Distribute PARTICIPATION
The ways individuals are invited to contribute to and shape the interaction.

Liberating Structures Principles

What is possible when liberating structures are part of everyday interactions?

1. Include and unleash everyone
2. Never start without a clear purpose
3. Practice deep respect for people and local solutions
4. Build trust as you go
5. Learn by failing forward
6. Practice self-discovery within a group
7. Amplify freedom and responsibility
8. Emphasize possibilities: believe before you see
9. Invite creative destruction to enable innovation
10. Engage in seriously-playful curiousity

Check out the website:

WWW.LIBERATINGSTRUCTURES.COM
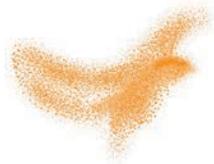
GPC's Starter Kit of Liberating Structures

1-2-4-ALL
Engage everyone simultaneously in generating ideas, questions or suggestions.

Sequence of Steps & Timing:
1. Alone, generate a response to the invitation (1 min)
2. Pairs, share what you came up with and mutually shape the ideas (2 mins)
3. Quartets, try to synthesize a contribution (4 mins)
4. All, hear from any groups with something everyone needs to hear (4-10 mins)
5. Repeat in rapid cycles to add clarity, depth, or diversity

Uses:
- During a meeting to discuss (or generate) agenda topics or items
- To replace brainstorming
- To make sense of complex data or situations

Invitations:
- What's your recommendation for what we should do next?
- What do you want to know about the work ahead but dare not ask?
- What's a challenge you have that's preventing us from making progress?
- Generate a list of your boldest ideas for X...
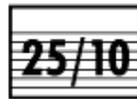
25/10 CROWD SOURCING
Rapidly Generate and Sift a Group's Most Powerful Actionable Ideas

Sequence of Steps & Timing:
1. Pass cards around while milling
2. 5 rounds
3. Rate each card: 1 = ho-hum to 5 = fabulous, "I'm in!"
4. Decide before looking at other scores. Put rating on the back of the card.
5. Add all the scores after the last round
6. Call out the score on your card (max score 25)
7. Post high-to-low scoring ideas

Uses:
- In response to a Wicked Question
- To notice what a group has tolerance for acting on

Invitations & Variations
- What is the boldest version of our purpose?
- What are you most anxious about when it comes to the future of our work?
- What questions must we answer in order to make progress?

What, So What, Now What (W3)

Together, Look Back on Progress to Date and Decide What Adjustments Are Needed

Sequence of Steps & Timing:
1. In groups of 2-5, start by listing What's – observations & facts (6 mins)
2. Bells *DING*
3. Move into So What's – making sense of what's important (6 mins)
4. Bells *DING*
5. Shift to Now What's – actions or follow-on steps (6 mins)

Uses:
- Debriefing events
- Debriefing difficult conversations

Invitations:
- WHAT did you notice or observe about...? Looking back on your experience, what facts stand out?
- WHAT did you see, hear, feel throughout the...?
- SO, WHAT seems important about your observations?
- SO, WHAT conclusions are you drawing about...?
- NOW, WHAT ideas do you have for using ...?
- NOW, WHAT do you want to know or learn next?

Ladder of Inference

Emphasizes the value of a step-by-step progression in debriefing or after-action conversations. The value of staying LOW on the ladder is visually reinforced. Misunderstandings and arguments can be avoided.

3. Now What?	Actions	I take based on beliefs
	Beliefs	I adopt about the world
2. So What?	Conclusions	I draw from assumptions
	Assumptions	I make based on meanings
	Meanings	I add (cultural & personal)
1. What?	Data	I select from observations

Observable data and experiences
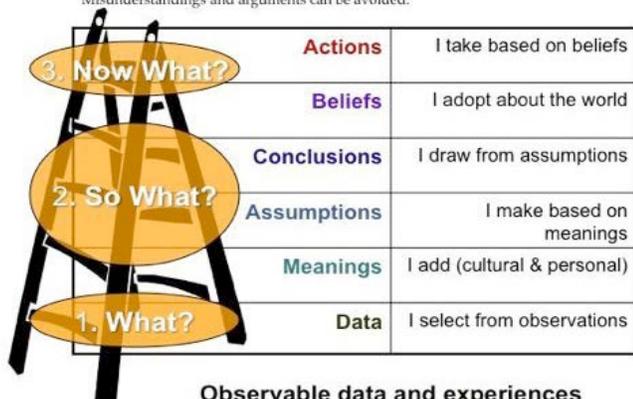
Image from www.liberatingstructures.com

IMPROMPTU NETWORKING

Rapidly share challenges and expectations while building new connections

Sequence of Steps & Timing:
1. Find someone you don't know well. Each person responds to the question. (4 mins total to share)
2. Bells *DING*
3. Switch partners & respond to the same question. (4 mins total to share)
4. Bells *DING*
5. Switch and repeat. (4 mins total to share)

Uses:
- At the beginning of a meeting to clarify purpose
- To generate and clarify a rich variety of ideas
- At the end of a meeting for each person to identify personal action steps

Invitations:
- What is a question you have about the reading from last night?
- Why did you sign up for this _____?
- What's a bold idea you have for how we can make progress?
- What is something new you learned today?

ECOCYCLE PLANNING
Analyze the Full Portfolio of Activities and Relationships to Identify Obstacles and Opportunities for Progress

Sequence of Steps & Timing:
1. Generate a list of activities or relationships (5 – 20 mins)
2. Introduce the visual metaphor of the Ecocycle and explain using different language depending on context (5 – 10 mins)
3. Invite individuals to place listed activities & relationships on a personal Ecocycle worksheet (10 mins)
4. In pairs or quartets, share placements, discuss, and try to arrive at agreement (10 – 30 mins)

Uses:

Invitations:

- Generate a numbered list of the people you spend time with professionally - who do you communicate & coordinate with to get work done?
- Place the items on your list where you think they are in the ecocycle.
- What do you notice about individual relationships?
- Take a step back: What do you notice about the balance of your relationships across the ecocycle?
- What can you do to advance a single activity or relationship without needing any additional resources, funding, permission, or authority?

USER EXPERIENCE FISHBOWL
Share Know-How Gained from Experience with a Larger Community

Sequence of Steps & Timing:
1. Identify a topic and invite participants with experience around that issue to join the fishbowl. (2-5 mins)
2. People in the center of the fishbowl share their experience with each other, NOT to the outside circle (10-15 mins)
3. Invite the outside circle to generate questions for the fish. Fish note questions and resume the conversation. (4 – 10 mins)
4. Debrief as a full group.

Uses:
- To gather data or feedback from constituents about their experience using a service or product
- As field research to learn more about a topic or challenge-at-hand
- To debate a difficult topic
- To immediately debrief an experience or workshop

Invitation Questions:
- In your experience what has been the good, bad, ugly, and lovely of implementing...?
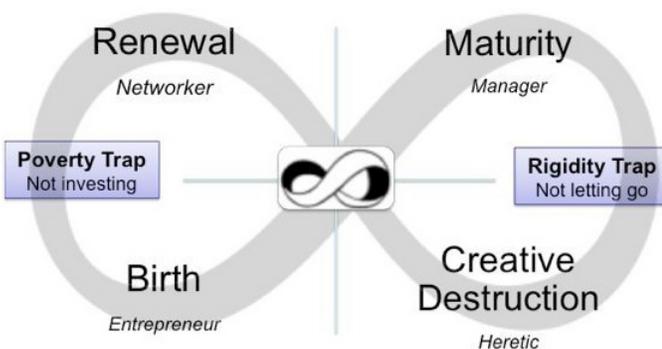
TROIKA CONSULTING
Get Practical and Imaginative Help from Colleagues Immediately

Sequence of Steps & Timing:
1. Form trios (1 min)
2. First 'client':
3. Describe challenge (2 mins)
4. Consultants ask clarifying questions (2 mins)
5. Client turns back on consultants and listens as they talk to each other about suggestions, ideas or ways to reframe the challenge (4 mins)
6. Client faces consultants and thanks them or follows-up on key items (1 min)
7. Repeat with each person getting a consultation (7-10 mins per round)

Uses:
- With families
- To help plan a transition
- Anytime you are stuck
- To provide feedback & appreciation

Invitations:
- Question storm for me!
- Play Pixies – What are the competing commitments holding this person back?
- What did you hear? What didn't you hear?

Links to Resources:
- Visit the Liberating Structures website at: www.liberatingstructures.com
- Join the South Sound Liberating Structures Meet Up Group: https://www.meetup.com/SouthSound-Liberating-Structures-User-Group/
- Start your own Meet Up practice group

SHIFT AND SHARE
Spread Good Ideas and Make Informal Connections with Innovators

1. Presenters move to learning stations (2 mins)
2. Participants evenly divide themselves between stations (2-4 mins)
3. First round of presentations begins (6 mins)
4. Follow-up and clarifying questions (3 mins)
5. Bells *DING* - Rotate with your learning group to the next station (1 min)
6. Continue rotating until you've covered all the stations (40 – 60 mins)
7. Debrief in your learning pods using 1-2-4-All and W3

Uses:
- During employee or student orientation
- To replace a conventional panel discussion

Shift and Share was used during the Lean and Beyond 2016 event to offer highly interactive conversations led by participants. The offerings include:
- Performance Plane by Steven Gorcester
- Renton Ahead Brown Bag/Book Club by Kristi Rowland
- Four Step Problem Solving by Jennifer Haury
- Eliminating Fear From the Workplace by Renee Smith Nyberg
- The Successful Leader's Results Model by Darrell Damron
- When to Kaizen by Steven Thomson
- Capital Projects 4Box Results by Danelle MacEwen and Debbie Sullivan
- Internal Continuous Improvement Training by Ben Thurgood
- Voice of the Customer by Mary Collins
- Planting Seeds in Whitman County by Chris Nelson
- Onboarding Improvement by Kelley Cochran
- Law Enforcement Assisted Diversion by Linda Kleingartner
- How Not to Kaizen by Samantha Einarson
- Customer Service Improvement by Ryan Edwardsen
- E-Timesheet Access by Dawn Johnson

To download the worksheets from these Shift and Share presentations visit: bit.ly/2EQrLoV
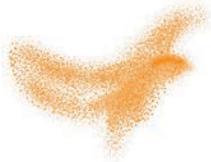
Build Fit Governments, One Person at a Time

Based on the work of Dan Markovitz, Shingo-award-winning author of
Building the Fit Organization **and** *A Factory of One*

With the recognition that cultivating a healthy culture of continuous improvement throughout any organization starts with the mindset of each person, we invited Dan Markovitz to speak on his two books at our 2017 Lean and Beyond forum.

Building the Fit Organization presents six core principles of continuous improvement and reframes lean as a journey towards organizational fitness. A Factory of One provides simple and practical tips on how to apply lean manufacturing principles to individual work to improve their daily effectiveness in doing more value-added work.

After Dan's presentation, we polled our participants on the key ideas from Dan that they would like to take actions on. Here are their responses sorted by Dan's six core principles of continuous improvement plus a list dedicated to takeaways on how to improve personal effectiveness.

Participants sort a deck of cards during the workshop.

Commit to Improvement
- ☐ Propose there might be a better way to do some thing
- ☐ Use language that will resonate with your audience to discuss continuous improvement (e.g. metaphors from sports, music, cooking, etc.)
- ☐ Create Idea Wall for improvement suggestions
- ☐ Start small. A little each day.
- ☐ Do easy, fast fixes that build confidence, pride and satisfaction
- ☐ Give people the freedom to be vulnerable
- ☐ Make it okay to fail
- ☐ Give people time to work on improvements
- ☐ Make a celebration video (with the boss behind the camera interviewing employees)
- ☐ Understand continuous improvement is a way of being, not a form of corrective action

Increase Value, Don't Cut Costs
- ☐ Figure out how to help leadership see improvement efforts through an employee and organizational development lens rather than cost savings
- ☐ Check to see if my organization is falling short on quality, availability, or support

Think Horizontally
- ☐ Re-evaluate how we classify our customers
- ☐ Explore customer specific strategy
- ☐ Create a value stream map for each customer type

Standard Work
- ☐ Create my own standard work for the critical areas of responsibility that I need to attend to on a regular basis
- ☐ Create a daily standard work for management
- ☐ Make better process templates with my team

Visual Management
- ☐ Think about the key performance indicators my visual management system should track
- ☐ Think about how to show the stages or steps that work passes through my department
- ☐ Record pace of production on a whiteboard to show how it compares with expectation
- ☐ Show progress toward major and minor milestones on a large sheet of paper on the wall
- ☐ Create a protocol for signaling when people need help

The Coaching Triangle
- ☐ Understand that coaching is its own domain of practice
- ☐ Create standard topics and questions to use in my coaching process
- ☐ Calendarize my coaching duties

Personal Effectiveness Checklist
- ☐ Look at my office environment and how it is helping or hurting my productivity
- ☐ Throw things out
- ☐ Create two types of filing - reference and working
- ☐ Organize my desk
- ☐ Find a way to make my work visual
- ☐ Rethink how I use Outlook
- ☐ 4D emails: Do, Delegate, Designate, Discard
- ☐ Eliminate multiple email folders. Rely on search.
- ☐ Turn off email notifications and alerts
- ☐ Stop multitasking
- ☐ Make agreements with colleagues about expectations on email response time
- ☐ Assess my value-add work
- ☐ Change how I process my emails
- ☐ Get better at using my calendar to manage my work
- ☐ Make time on my calendar to allow for uninterrupted flow
- ☐ Don't bring work home. Focus on my family.

Drawing by Vangie Garcia.

Links to Resources
- Daniel Markovitz: bit.ly/2DobFS3
- Building The Fit Organization: amzn.to/2BiVF2A
- Factory of One: amzn.to/2BL868o
- About the FIT book and a Self-Assessment tool bit.ly/2kUgPNf
- Dan's Blog: bit.ly/2p9jHve
- FIT Webinar: bit.ly/2BX69bc
- Lean Transformation: "Shock and Awe" vs. "Slow and Grow": bit.ly/2DnUfoL

Workshop Graphic Recording
By Jessica Riehl and Vangie Garcia

For a printable version, go to:
http://bit.ly/2BRyq3r

Workshop Graphic Recording
By Jessica Riehl and Vangie Garcia

For a printable version, go to:
http://bit.ly/2BRyq3r

For the Love of Cities

By Chelsea Lei, Based on the work of Peter Kageyama,
author of *For the Love of Cities* **and** *Love Where You Live*

GPC designed the Love of Cities Tour in 2016 to be an experiment with the idea that we should talk more about love, emotions, and all the ineffable qualities that make us human in the context of government improvement and civic engagement.

Peter Kageyama, who headlined the tour, is a nationally renowned author who writes and speaks about the important role cities play in forging emotional bonds between people and their places. In a series of interactive workshops and conversations, Peter tapped deeply into the love and creative energy of city leaders and employees as well as community leaders and volunteers and challenged them to design fun, practical, and low-cost projects (aka "love notes") to make their communities more lovable.

We learned amazing things on the tour. First and foremost, there is already a lot of love here. All the communities we visited have city employees who care deeply and dedicate themselves to making the city great. All these communities have residents who took upon themselves to create places and experiences that make where they live beautiful, artsy and lovable. Examples include the "yarn bombs" that decorate streets in Sequim, the "I Love Renton" mural in Renton, the Shoot the T photo contest in Tacoma.

At the same time, a great deal of opportunities exist for tapping into the emotional resources latent in ourselves and our communities in ways that could transform how we work in government and how our citizens interact with government. One participant, Tanisha Jumper, compared this idea to cooking with love rather than just making something to eat. "We do a lot of really good things for our communities and citizen, but we think of it as our job - that's what we are supposed to do," she said. "If you think about it as love notes, you do it with a different intent. ... With the work we're doing, if we can mix in that love, we're gonna get that love back. There's gonna be that give and take between us and the citizens. I think it's gonna be really exciting to see it unfold."

> **"If you think about it as love notes, you do it with a different intent. With the work we're doing, if we can mix in that love, we're gonna get that love back."**

Last but not least, it's really important to have fun. People love fun and are their best when they are having fun. Those of us in government want to create fun for people in our communities, and Peter showed us that asking the question "where is the fun" opens up possibilities for a whole different kind of solutions in building a great city.

WATCH THE VIDEO on the Tour:
http://bit.ly/2dlecPg

Here are additional insights and practical tips and examples from the Love of Cities events.

Why Should We be Thinking about "Love of Cities"?

• City government should think about its relationship with citizens in terms of emotional connections because people are emotional creatures.

- Local government leaders can reframe their role as problem solvers from "hero" to "host" in ways that allow citizens to step into a space of creating a shared sense of responsibility for creating lovable, livable communities.   (For more on the shift in leadership paradigm "From Hero to Host," see also Margaret Wheatley's article on the Berkana Institute website http://www.berkana.org/pdf/FromHerotoHost_web.pdf)
- People love a place for what's unique, interesting and enjoyable about it. Those things can be big and expensive or small and intimate.
- Asking the question "where is the fun" opens up possibilities for different kind of solutions in building a great city.
- Don't overthink the solutions. Keep it simple. Think of ways to answer the community's needs using what already exists but in different and unexpected ways.

How to Talk about Love of Cities with Stakeholders?

- With Leadership or Sponsor, it's a conversation about purpose of government. Why are we here in government? The purpose is to be of public service; to provide services to the people. There is a dialogue between the public and their government about what services they need and what can be provided. Government can play a central role in providing logistical support to what residents feel is needed in a city. This conversation is central to the "why" of "For the Love of Cities," because governments exist for more than just "patching the potholes."
- With Staff, it's a conversation about empowerment and creating a "yes and" culture. In successful "For the Love of Cities" workplaces, government employees feel empowered to bring their creative ideas and talents to the table. Management encourages employees to use their own skills to help create "city love," and to foster a workplace environment of "fun." Some specific examples include allowing employees to suggest projects for the city to work on to make the city more "lovable" and to tap into city employees' talent to create art and music for your city to use in official capacities.

WATCH THE VIDEO on Kenmore's Story:
http://videopress.com/v/FFsIMC2q

www.govjoy.org

Examples:

Renton LaCrosse Community Garden
Make places or things that only people who live there understand. It builds identity, familiarity, and pride.

Kenmore Mascot
Making a city more lovable is not just the job of those who directly serve residents and community groups. Staff in internal operations can help people love their city and government more too. At Kenmore, city engineer Kent Vaughan created a beloved cartoon character that became the city's unofficial mascot. Photo by Chelsea Lei

Dinner on a Bridge

Take a familiar place (such as a public bridge or trail) and do something that's different from how people normally interact with it (like having dinner on it). This would help people experience that place in entirely new ways and appreciate it more.

Photo from Sactown Magazine. http://www.sactownmag.com/December-January-2014/Bridge-Party/

Sequim Whimsy Park

There are always people who love where they live. The city's task is to recognize and invite those people to express their love for the city by doing what they feel is authentic. A previously vacant lot in downtown Sequim has been transformed into a temporary public park with a mural, art gallery, and projection screen for movies in the park.

Courtesy of the City of Sequim http://sequimcommunityplus.com/projects/whimsy-park/

MIX LOVE INTO YOUR WORK

Tacoma Monkeyshines

Create experiences of discovery. People enjoy moments when they encounter something unexpected yet delightful. Residents of Tacoma stay up late to look for art with each other.

Photo by the News Tribune. http://www.thenewstribune.com/news/local/article59129483.html

Seattle Rainworks

Start small. A small budget of a few hundred dollars can actually go a long way in creating emotionally significant experiences of a city.

Photo by Rain Works https://rain.works/

Love of Cities Graphic Recording

By Michelle S. Royal

For a printable version, go to:
http://bit.ly/2BRyq3r

Renton: Love of Cities Graphic Recording

By Michelle S. Royal
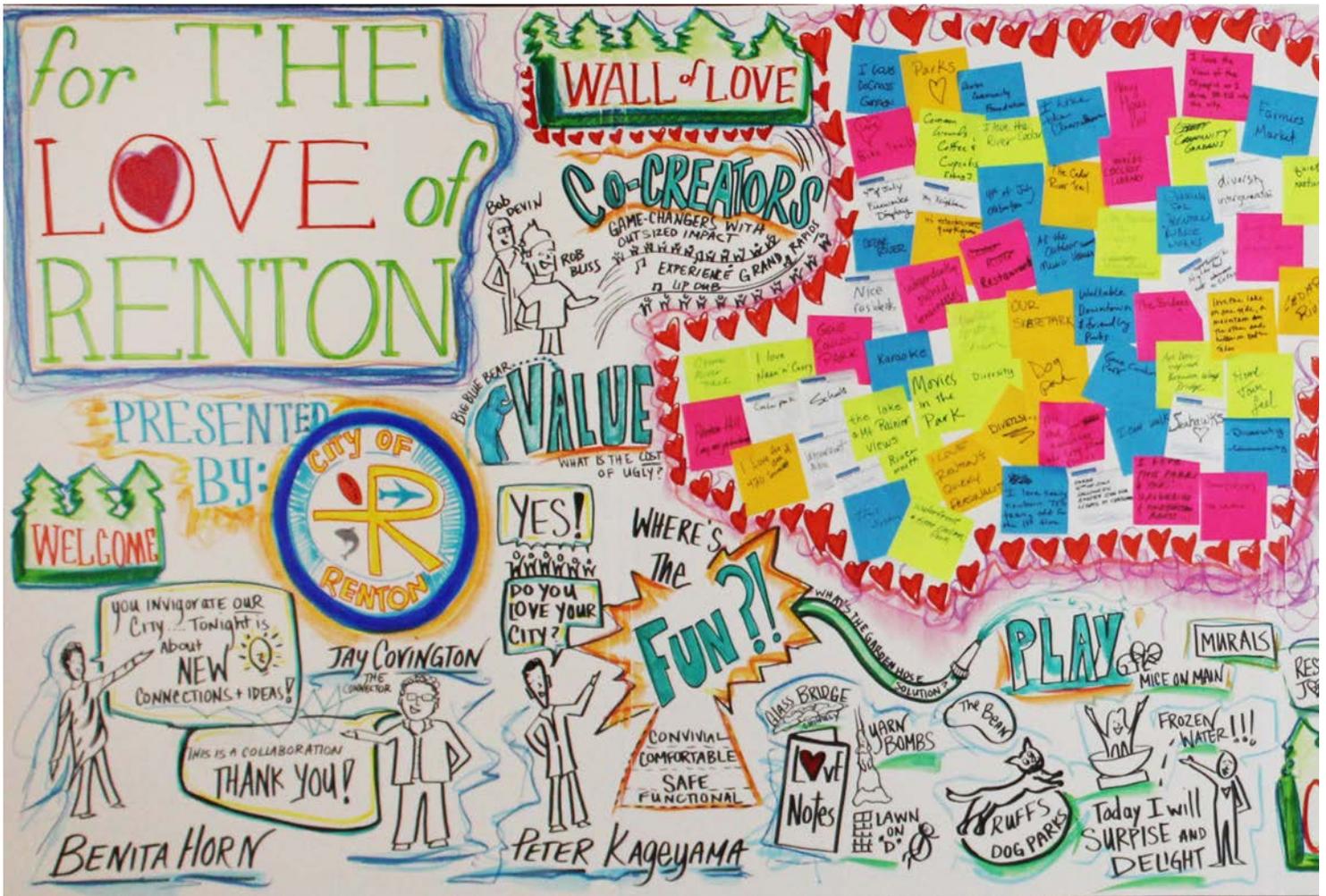
For a printable version, go to:
http://bit.ly/2BRyq3r
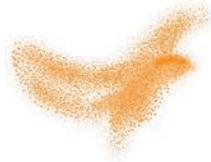
Sequim: Love of Cities Graphic Recording

By Michelle S. Royal

Love of Cities T-Shirt Ideas

For a printable version, go to:
http://bit.ly/2BRyq3r

Drawing the Story Out of Numbers
By Vangie P. Garcia, PE, PMP, City of Renton

In Hawaii, an invitation to 'talk story' is about people engaging with each other, telling stories, without adhering to any structure or agenda. But what if you want to tell a story that takes an audience through complex analysis? In a world where most people do not want to dig through data, the demand is high to go straight to the point and provide the bottom line.

Practitioners in performance management, communication, and data analysis gathered together at King Street Center talking story about data. In government, using data to tell the story about what is not apparent or visible can be the crucial link for elected officials and the communities they serve to understand the reasoning and conditions behind decisionmaking. Co-sponsored by the King County Performance Management Community of Practice and the Government Performance Consortium, "Drawing the Story Out of Numbers" was a forum to share insight and reflections about how graphics and data provide compelling visuals to government storytelling. A panel of local professionals shared how they use data in their daily work.

Gene Balk, the FYI Guy from The Seattle Times, uses census data and other government data to tell local news stories. Sharing the back stories behind a collection of his blog posts, the news librarian said that interesting story ideas come from good questions. At times, he has been surprised at how the story revealed itself as he started gathering and analyzing the data. From finding out that Seattle has the 2nd highest number of single women living alone with at least one cat in US to disseminating changing trends in the region's neighborhoods, Balk connects with his readers by providing a platform to view civic life through a data lens.

Louise Carter spoke to the importance of the human factor in her work at Communities Count. Providing data to monitor the health and well-being of f people in King County, Communities Count uses data to track and show community indicators in a clear and unbiased way. Carter provided a doable data storytelling practice with golden nuggets of wisdom to remember what is important and stay on point, be consistent across modalities and to show compassion for people.

The Deputy King County Auditor, Ben Thompson, shared the five elements the agency uses in all their audit projects. Establishing the criteria or standards in an evaluation is the first step in filtering out the noise in a data-rich environment or lack of data. After presenting a neutral perspective of the relationship between the auditee and the standard criteria, the King County Auditor's Office recommends actions that would change the causative factors so that a favorable effect could be expected.

Peter Heineccius, a principal management auditor at the King County Auditor's Office, uses graphics to lead an audience through an analysis. Animation can help make the message of "think harder for Pthe answer" easier to grasp by building on prior graphics.

Using animation lets you build up to hard concepts. Summer peak hours are far above average demand
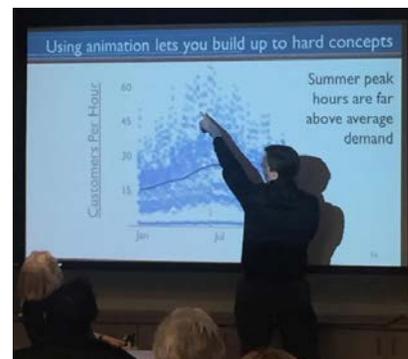
Heineccius relies on his proficiency in Excel and PowerPoint to build his compelling visuals although there are other, more sophisticated software that is available.

The Q&A segments revealed many questions asking guidance when or if the data didn't show positive results or how to get started. To create a story that brings the audience along a journey, one must ask "What is the most surprising or most interesting about the data?"

The panelists' stories woven together create a unified voice reminding all to be curious to what the truth is, thus creating learning and opportunity from any situation. Having measurable data that is clear and is consistently tracked is a basic lean principle to demonstrate the need for change and can show the first sign of improvement as implementation begins. In the end, to truly draw a story out of numbers lies in the art of the storytelling by a team and their intent. The Guide to Data Storytelling was created combining talking points from all the panelists.
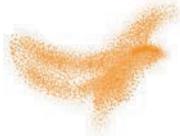
Guide to Data Storytelling

Engage your audience
1. Ask "why does it matter?" Start with a broad, unbiased question to which you do not know the answer. Interesting story ideas come from good questions.
2. Personally acknowledge your bias at the start. Sometimes stories reveal itself as you gather the data.

Build the Scene
1. Use reliable sources and valid analysis – know the limitations of that data.
2. Seek multiple perspectives on results and interpretation.
3. Consider what the desired conditions are. What are the standards that people are comparing to? What are the expectations?
4. Present the existing conditions as clear and unbiased as possible.

Build Tension and Release Tension
1. Use qualitative data to anchor and humanize story.
2. Answer the questions: Who cares? What is the impact? What is the significant difference between the existing and desired conditions?
3. The tension should not be the difference between existing conditions and desired conditions but acknowledgement that there is work required to get there. There should be a resonance that the desired conditions are generally accepted or needed.

Focus on what is important
1. Build story around most important results – maintain this focus even if you broaden coverage. Do not overwhelm people with too much data.
2. Identify factors, if removed or altered, would change what is happening.

Keep the flow logical
1. Choose appropriate visualization to clarify the story.
2. Using graphics for data helps answer "What am I looking at?" Build on prior graphics to lead audience through the logic.
3. Call attention to detail afterward. Possibly use animation to show changes.

Make it feel conclusive
1. Conclude with the intent of what you are trying to say or what you want to happen.
2. Bring the audience full circle in seeing that what you are trying to do or asking for results in something they ultimately desire, as well.

"Metrics can only tell you what has happened and what might happen based on their circumference of the world. Eco-systems are fragile and they require balance. People are not the same as numbers and they definitely don't always add up to their sum; however, they are capable of exceeding their value when they are treated right." – Ellen Woods, Consultant for Innovation and Customer Journey
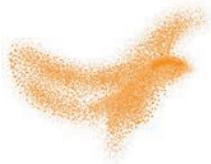
Cutting Through the Complexity: A Roadmap for Effective Collaboration

By David Ehrlichman, David Sawyer & Matthew Spence of Converge (converge.net)

Collaboration is appealing in concept but challenging in practice. We human beings are simply not very good at making "we" work. And yet, most change-makers today acknowledge that to address the complex social and environmental challenges we face we must learn how to collaborate—across organizations, sectors, networks, and differences.

Building on the work of many others, we have developed a roadmap that cuts through the complexity of collaboration. We have tested and refined this framework over years and across domains, and we tend to apply it in the spirit of statistician George Box, who famously said, "All models are wrong. Some models are useful."

The Five Cs: a roadmap for effective collaboration

While the why (the focus) and the what (the activities) of collaborations differ widely, the how (the process) is remarkably consistent. Launching and sustaining effective collaborations and networks requires that we pay constant attention to five activities outlined in this article. The purpose of the roadmap is to outline the "deliberate" aspect of the collaborative process—the aspect that, to a meaningful degree, can be planned and facilitated.

1. Clarifying purpose

Though a collaboration's purpose—its reason for being—can evolve over time, an initial high-level purpose statement is essential to get people in the room. The purpose should be ambitious enough to inspire, clear enough to identify the right participants, and specific enough to focus the work of the collaboration.

Clarifying purpose also entails making meaningful

sense of the issue at hand. This involves surfacing diverse perspectives, developing a shared understanding of the actors and organizations involved, and making sense of external trends and forces. It also involves understanding the local context, decoding the history of the place or system, identifying political and power dynamics, and unveiling hardwired assumptions.

Through this exploration of the system, participants begin to acknowledge their differences, while also recognizing the perspectives they share and the values they hold in common. This becomes a foundation on which participants can begin to act and eventually tackle the more-difficult conversations about issues they don't agree on.

2. Convening the right people

Convening the "right" people means bringing together whoever is needed to tackle the challenge at hand. Although there is no single correct answer to who to include, we agree with Marvin Weisbord and Sandra Janoff, creators of the "Future Search" planning process, who write: "The more far-reaching your objective, the greater your need for a broad selection of diverse players." As Weisbord and Janoff write, this includes people with sufficient decision-making responsibility, expertise, information that no others have, and a stake in the outcome and an ability to speak to the consequences. We would add two more. First, the "right people" also include those who can listen deeply and consider diverse perspectives. And second, the "right people" are simply those who show up and stay engaged.

3. Cultivating trust

In our view, trust is the single most important ingredient

of effective collaboration. Enduring relationships are not a "nice to have"; they are a "need to have." The web of relationships that develops between participants is the invisible structure that makes collaborations work.

People work together most effectively when relationships are strong and authentic. When they listen deeply to others and feel free to speak their minds. When they value diversity of thought and experience, and can tap into the unique gifts that each person brings. When there is a high degree of mutual respect and, in a word, trust.

Trust is not the same thing as "liking" or "agreement." To work together, people don't need to like each other. And they shouldn't agree with each other on every issue. When we talk about trust, we mean trust for action—what we call "trust for impact." The type of trusting relationships that can hold the tension through difficult conversations, engage in generative conflict, find a slice of common ground, and make collaboration a reality, not just an aspiration. We've also found it's possible to build this kind of trust more quickly than most people think, as long as you go about it deliberately. (See the author's SSIR article "The Tactics of Trust")

4. Coordinating existing activities
When people have identified a shared purpose and built trust, they are far more likely to seek out and follow through on opportunities to support each other's work. This requires that participants share the work they are already doing that relates to the collaboration's purpose. In the process, participants find opportunities to partner together, find quick wins, and avoid duplication of efforts. Working together, even in small ways, allows participants to strengthen their relationships with one another, creating a virtuous cycle of trust and action.

However, the altruistic commitment of participants isn't enough to sustain collaboration. On the contrary, collaboration must also serve the personal and organizational objectives of individual participants. Otherwise, they won't be able to justify the time it requires to participate fully. This overlap between individual priorities and the collaboration's shared priorities is what we refer to as the intersection of self-interest and

shared interest, and finding a proper balance between the two is essential.

To this end, participants should have an opportunity early on in a collaboration's formation to publicly identify their gives and gets—what they can give to the collaboration to support other participants and what they need to get out of the collaboration to make their participation worthwhile. Participants should also express legitimate constraints on their ability to contribute. Left unstated, others may perceive these limitations as a lack of commitment or a failure to follow through.

5. Collaborating for systems impact
For true systems change to occur, collaborative efforts must seek to address the root causes of problems, rather than just mitigating the symptoms. Getting at root causes necessarily requires acknowledging and addressing systemic and structural issues, such as racism, sexism, and income inequality.

One way to address root causes is by identifying and taking action on a set of "leverage points" that address the collaboration's central purpose. Leverage points are places in a system where "a small shift in one thing can produce big changes in everything," as Meadows has said. In a collaboration, leverage points also represent opportunities where participants can have greater impact by working together than they can by working alone.

In addition to the Five C's roadmap, effective collaborations also require a degree of governance, structure, coordination, and funding to accomplish their goals. Read the full article for more details.

This article as been adapted from its original version, published in Stanford Social Innovation Review on March 15, 2018. converge.net/roadmap

Links to Resources

Converge: www.converge.net
Blogs by Converge: blog.converge.net
The Tactics of Trust: http://blog.convergeforimpact.com/wp-content/uploads/2015/11/The-Tactics-of-Trust-SSIR-Winter-16.pdf
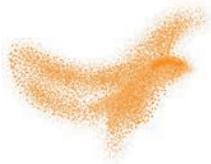
Zen Leadership
### By Vangie P. Garcia, PE, PMP, City of Renton
Adapted from *The Zen Leader* by Ginny Whitelaw

The practice of leadership that links body and mind to manage your energy and reframes challenges.

Pressure: pushing down on me
Pressing down on you, no man asked for
Under pressure that burns a building down,
Splits a family in two,
Puts people on streets.
-Queen, David Bowie

Cultivating a healthy organizational culture and measurable performance improvement is vital in building trust in government. In this context, it is because local government systems typically have not changed in order to build public trust, we need leaders at all levels of government to step up and are willing to be, as the word suggests, LEADERS – people who go first.

The leaders who are willing to address these type of challenges face pressures from many different directions. A small gathering of GPC practitioners gathered together in Sequim, Washington for a weekend to learn the foundational practices behind Zen Leadership. This group, who consisted of staff from all levels of local government – from front line individual contributors to executive management - explored the bigger sense of themselves individually, in pairs, and together as a community. The weekend training, led by Institute for Zen Leadership faculty Rebecca Ryan and Alex Greene, set against picturesque Sequim felt more like a retreat than a training where we learned that finding and creating a consistent practice to open our senses and connect ourselves solidly to the earth allows us to be better leaders and how we approach life or work challenges doesn't always have to be in one direction – unless it is from the inside out. Some walked away with every day tools and practices and some ended the weekend seeing themselves in a completely different frame of mind.
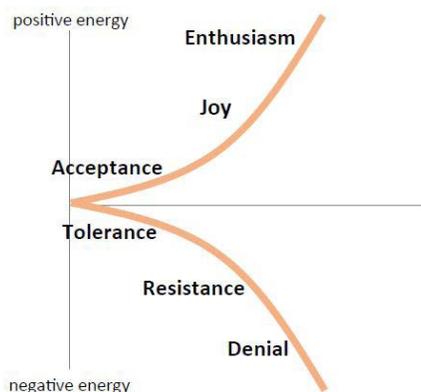
Ginny Whitelaw, founder and President of the Institute for Zen Leadership, writes in The Zen Leader about the possibility for leadership to use the pressure that is demanded of them rather than be used by it. Leaders who can use the pressure to propel their development create a better world and are in whom a radically new consciousness begins to emerge. They are people who lead beyond their own egos, who can attract the future with joy and enthusiasm. These people are those who understand that this new consciousness emerges in waves of increasing effect and endurance—a discontinuous, nonlinear phase shift from this to that. These shifts, or flips, take many forms:

FLIP 1 | Coping to Transforming

Coping is stuck. Transforming creates movement. Acceptance is the turning point. Relax – Enter – Add Value.

The more centered and relaxed you are, the more completely you can enter to become one with whatever is going on. The more completely you enter a situation, the more completely you can add your value.

FLIP 2 | From Tension to Extension

Being able to build and align energy is a foundational tool for sustainable leadership. Sensing and matching the rhythm of a group or a situation can support your own energy needs. Extend your energy from your centeredness and create alignment.

FLIP 3 | From Or to And

Seeing at least two sides of any issue and identifying forces at work on each side, creates an opening of mind. It is being aware of a larger, necessary paradox as well as managing the dynamic of And through time that moves thinking to a new level. The real art is to identify measures on both sides that tells us when to shift.

Artfully managing the Figure-8 is to manage the tensions between the two opposing forces while still benefiting from outcomes of both.

FLIP 4 | From "Out There" to "In Here"

Seeing is always the starting point. By sincerely inquiring into how we're playing into the situations we face, and what they relate to in us, we see more clearly how "out there" is mirrored "in here". When one is freed from fear, the Zen Leader in us emerges to create a new world.

Figure-8 Example
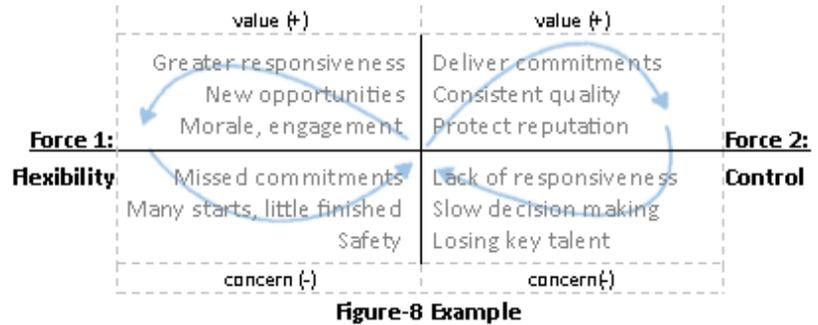
Once claiming our power, we are able to move into it and balance on top of the fear. Emanating energy from "in here" into the situation, a problem "out there" can be transformed.

FLIP 5 | From Playing to Your Strengths to Strengthening Your Play

Awareness and Practice are key. Find your Energy Balance Profile and understand your Home Pattern. Building your bench means to build your ability to access the different energy patterns functioning in you. Learn to read the energy of the situation and enter with the right pattern. Notice when you're in need of flipping into a different pattern.

The four energetic patterns of the FEBI assessment: Driver, Organizer, Visionary, and Collaborator. http://febiassessment.com/about/

Flip 6| From Controlling to Connecting

Become One with everything. This sense of connectedness with everything is a flip into the Visionary's bigness, which may start with the intention of the "I" making the flip, but evolves into simply being the whole picture, where no "I" stands apart. Less Organizer, More Collaborator - building empathy. Less Driver, More Visionary - connect with broader sense of possibility.

To know less is to be more. To have less is to be more. To do less is to be more.

Flip 7| From Driving Results to Attracting the Future

Reflect on your vision for the next few years so you can sense of how pushing toward contracts with attracting it.
Listen for the future by stepping into the Now.

- Regarding the past, what have you been doing to drive results toward this vision that is not working?
- Regarding the future, what could you do differently what might work? What's the next thing you need to learn, let go of, or open up to?

In the back and forth between transforming "in here" and listening to "out there", we are both being and creating the change we want to see in the world.

Flip 8 From "It's All About Me" to "I'm All about It"

Invert the thinking from "life should serve me" to "I serve life".

- Manage your energy. To do this work, you need all your energy.
- Serve the situation. Heighten awareness and take yourself out of it. Simply show up, engage in the spirit of service and trust intuition to guide your actions.
- Listen and learn. Flip judgement to learning and the energy turns around from self-focus to engagement with life. Be both part of the experiment and the experimenter.

Flip 9| From Local Self to Whole Self

Whole leadership is leading as the whole picture.

- Widen the net. Become all the players and factors in the situation, using empathy and imagination, "holding" all roles lightly.
- Hear or imagine the perspectives around you, including the all-embracing view of your whole self.

Flip 10| From Delusion to Awakening

Rest in that which has no place to go. Enter the stream, let your sense open full. Find that place of stillness in which "I" and all things arise. No matter what path you go, rest there. Almost always at the moment of letting go, new space opens up and joy arises. We flip from using life to postpone, preserve, or otherwise protect ourselves to giving life to all things.
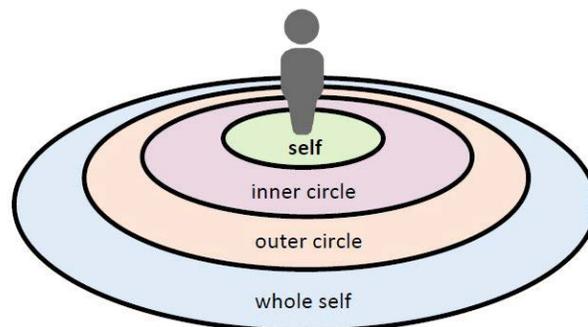
Link To Resources: www.institutezenleadership.org
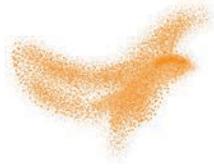
Workshop Reflections:
How to Ignite Change Without Burning Out
By By Lauren Burnes

Last January I drove up to Seattle to attend this workshop, feeling anxious whether I even had two days to spare with so many plates spinning precariously back at my desk. Nevertheless, my curiosity and hope for new tools to support a more manageable and productive life made it worth the risk. Besides, who wouldn't want to hear an answer to "How to Ignite Change Without Burning Out" when such balance feels so out of reach?
Thankfully, it was time very well spent. My two-day experience was nothing short of transformative, not only for myself but even for colleagues that I shared workshop tools with back at the office. I learned skills that I can practice to be a more compassionate and resilient leader, and how to gain better control of my reptilian brain's "fight or flight" response.

Born at Google and based on the latest neuroscience research, the Search Inside Yourself curriculum used videos, PowerPoints, small and large group discussion, a multitude of exercises including meditation, and a 28-day challenge following the class. Each topic area built off the previous and included mindfulness, self-awareness, self-management, motivation, empathy, and leadership. Approximately 50 people attended from public, private, and non-profit sectors.

Much of Day 1 was spent cultivating mindfulness, self-awareness, and self-management through meditation, tuning into the body's physiological responses, and easing into triggers that can hijack our brain's fight or flight response. I learned that emotional intelligence is trainable, meditation is accessible and more beneficial than I realized (I had never meditated before this event), and that our bodies have tell-tale physiological reactions that precede our ability to articulate an emotion (meaning if we train ourselves to pay attention to our body, we can catch ourselves sooner before we redline). Moreover, as we work on our own emotional self-awareness, we also improve our ability to sense emotions in other people.

On Day 2, the curriculum focused on motivation, empathy, and leadership. The class experimented in small groups around how to apply what they've learned towards practicing holding "difficult conversations" and using empathy especially when it's hard. We learned that becoming more aware of our own emotions supports greater empathy, and that compassion is being attentive to the experiences of others and sensing what would be of service. Through journaling and small group discussions, each participant also practiced envisioning their future if they were able to exceed their wildest expectations.

Like many public servants in our state, I know I am not alone in often feeling burnt out trying to keep up with the increasing demands – but we all keep going because we serve the public and love what we do even when it gets difficult. But what if things didn't have to feel so "noisy" all the time? What if we could cultivate personal resilience and increase capacity and productivity rather than constantly redline leading to burnout? I admit that I had never tried meditation before this course, I never made the time and assumed I would do it wrong. Mindfulness felt like it was one of those "nice to have's" when in reality it's a "need to have" for anyone. Here are some incredibly simple, efficient, and accessible tools from the course that help "calm the snow globe" that is our scattered brains:

Three Breaths: Take three deep breaths, relax the body, and ask yourself "what's most important right now?"

Minute to Arrive: Take a quiet moment to transition to "fully arrive" before your meeting begins

I've incorporated these two tools into work meetings and sharing with others. This workshop had dozens to choose from and try out with supportive instructors and classmates. One coworker emailed me "I've been using your one minute mind clearing technique – it helps A LOT! Even between emails." Another colleague of mine who fights wildfires in the summer told me his engine crew uses "minute to arrive" right when they arrive on scene to focus for safety. I have found that on especially crazy days, I have a choice to run around like my hair is on fire or I can take 3-5 minutes to deep breathe, meditate, and return back to the firestorm more focused, balanced, and ready for action.

I left the course feeling like I had more choice in how to feel and react as a leader so that I can do my best work for those I serve. I am reminded of a Viktor Frankl quote from the workshop: "Between stimulus and response, there is a space. In that space is our power to choose our response. In our response lies our growth and our freedom."

For more information about Search Inside Yourself, visit: https://siyli.org/
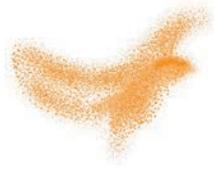
MUNICIPAL DASHBOARD ACKNOWLEDGEMENTS

The Government Performance Consortium (GPC) serves as the convener of a vibrant network of civic thinkers and government practitioners seeking to advance performance across Washington State local governments through learning partnerships and communities of practice. The GPC is sponsored through a partnership between the Washington State Auditor's Office, the University of Washington Tacoma, and the Municipal Research and Service Center. King County, City of Redmond, City of Renton and City of Sequim have contributed financially and with in-kind support to the GPC.

We are grateful for representatives from the following organizations for serving on our Advisory Committee of the Municipal Dashboard. Special thanks to Kristi Rowland for generously hosting our convenings at the City of Renton, and to Peter Heineccius of King County Auditor's Office for generously providing expert technical assistance.

King County - Michael Jacobson, Deputy Director, Performance, Strategy and Budget
Kitsap County - Andy Hento, Lean Program Manager
Snohomish County - Fariba Fuller, Continuous Improvement Director
Spokane County - John Dickson, Chief Operating Officer
City of Bainbridge Island - Morgan Smith, Deputy City Manager
City of Bellevue - Rich Siegel & Micah Phillips, Performance Coordinator
City of Kirtland - Tracey Dunlap, Deputy City Manager
City of Olympia - Stacey Ray, Senior Planner, Community Planning and Development
City of Pasco - Richa Sigdel, Finance Director
City of Pullman - Adam Lincoln, City Supervisor
City of Redmond - Malisa Files, Finance Director
City of Renton - Kristi Rowland, Manager of Organizational Development
City of Seattle - Tyler Running Deer, Organizational Performance Director
City of Sequim - Joe Irvin, Assistant City Manager
City of Snoqualmie - Nicholas Lee, Chief Finance Officer
City of Tacoma - Kathryn Johnston, Manager, Office of Manager and Budget
City of Vancouver - Brian Willett, Performance Analyst, Financial & Management Services
Municipal Research and Services Center - Tracy Burrows, Executive Director
Washington State Transportation Improvement Board - Steve Gorcester, Executive Director (retired)

GPC co-creators Larisa Benson and Chelsea Lei, and performance management expert Chantal Stevens, Executive Director of the Community Indicators Consortium, comprise the Development Team of the Municipal Dashboard. For more information, please contact Chelsea Lei at chelslei@govjoy.org.

Municipal Dashboard of Community Indicators

Your County/City At a Glance

Govern
Performa
Consorti...

Place logo of Your County/City here.

Economy & Workforce
- Per Capita Income ○ * ⊿
- Unemployment ● #N/A ⊿
- Housing Affordability Index ○ #N/A ⊿
- Children in Poverty ● #N/A ⊿

People & Community
- Arts-Related Businesses * ### ⊿
- Community Cohesion -- ### ⊿
- Price of Government -- ### ⊿
- Voter Turnout * ### ⊿

Natural Environment
- Air Quality Index -- #N/A ⊿
- Waste Diversion -- #N/A ⊿
- Tree Canopy -- #N/A ⊿
- Water Quality Index -- #N/A ⊿

Public Safety
- Perception of Safety -- ### ⊿
- Violent Crime Rate * ### ⊿
- Emergency Preparedness * ⊿
- Traffic Serious and Fatal Injury * ### ⊿

Infrastructure & Mobility
- Drinking Water Quality * ⊿
- Recreation Expenditures Per Capita * #N/A ⊿
- Average Commute Time ● #N/A ⊿
- Commute Without Vehicle ○ #N/A ⊿

Health & Wellbeing
- Premature Death ● ### ⊿
- General Mental Health ● ### ⊿
- Adult Smoking ● ### ⊿
- Adult Obesity ● ### ⊿

Equity & Justice
- Racial Diversity Index -- ## ⊿
- Education Attainment ◐ ## ⊿
- Domestic Violence Reported ● ## ⊿
- Access to Healthy Food * ## ⊿

Learning & Education
- Third Grade Reading ○ ### ⊿
- High School Graduation ○ ### ⊿
- Library Circulation Per Capita ○ ⊿
- Internet Access ○ ### ⊿

Click on an indicator to view its drill-down page with data and analysis.

- ● On Target / Compliant with Standards
- ◐ Off Target / Not Compliant with Standards
- ◑ Data Unavailable or More Analysis Needed
- ◒
- ○

- ● Significantly Better than State
- ◐ Better than State
- ◑ On Par with State
- ◒ Worse than State
- ○ Significantly Worse than State

- ✓ On Target / Compliant with Standards
- ☹ Off Target / Not Compliant with Standards
- * Data Unavailable or More Analysis Needed

- ⬅ Improving
- ⬆ Maintaining
- ➡ Worsening
- -- Not applicable

- ⊿ Direct county influence
- ⊿ Indirect county influence
- ⊿ Insignificant county influence

GPC MUNICIPAL DASHBOARD PRINTABLE VERSION
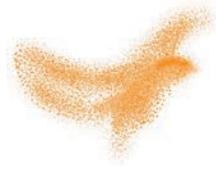
MUNICIPAL INDICATORS: DETAILED EXPLANATIONS

ECONOMY AND WORKFORCE

A1 - Per Capita Income

Definition: Mean money income received in the past 12 months computed for every woman, man, and child in a geographic area

Data Sources: U.S. Department of Commerce: U.S. Census Bureau – American Community Survey: "Per Capita Income In the Past 12 Months (In [Year] Inflation Adjusted Dollars), search by state, county, and year.

Why It Matters: Life satisfaction is strongly correlated with per capita income. This is particularly true among disadvantaged countries, regions, and communities, because income gains in these places are associated with greatest increases in life satisfaction.

A2 - Unemployment

Definition: Unemployed individuals are those without jobs who are able, available and actively seeking work. The unemployment rate is the number of unemployed people as a percentage of the total labor force (the total number of employed and unemployed non-institutionalized individuals 16 or older).

Data Sources: U.S. Census Bureau, Employment Status (Table S2301), Dataset: American Community Survey 5-year Estimates, refine search results by entering city/county and state info

Why It Matters: The unemployment rate is seen as a lagging indicator for the strength of the economy, both national and regional. On a personal level, low educational attainment, ability not captured by education, financial deprivation and behavioral problems in childhood are positively correlated to a person's susceptibility to unemployment. Additionally, there is strong evidence of structural dependence induced by early unemployment experience for men, while only minor persistence for women. Unemployment and crime rates are positively correlated. Unemployment correlated with premature mortality and higher rates of depression, anxiety, and suicide.

A3 - Housing Affordability

Definition: The Housing Affordability Index measures whether or not a typical family earns enough income to qualify for a mortgage loan on a typical home. A value of 100 means that a family with the median income has exactly enough income to qualify for a mortgage on a median-priced home. For example, a composite HAI of 120.0 means a family earning the median family income has 120% of the income necessary to qualify for a conventional loan covering 80 percent of a median-priced existing single-family home.

Data Sources: University of Washington Rundstad Center for Real Estate Studies Washington State Housing Market Snapshots

Why It Matters: Median home values are often tracked as an indicator of the wealth of a community. Many municipalities are funded through property tax which is closely tied to home values. Households that are cost-burdened, characterized as spending 30% or more of household income on housing, are more likely to experience marital dissatisfaction and are less likely to spend money on child enrichment, healthcare, and food. Lack of access to affordable housing can increase commute times (leading to lower quality of life) and higher rates of eviction. Typically a household's second-largest expenditure, transportation costs are largely a function of the characteristics of the neighborhood in which a household chooses to live. Opposing trends are at work on housing affordability: lower mortgage costs, lower home values and the health of the market economy all contribute to a higher score.

A4 - Children in Poverty

Definition: The number of children under 18 living below the federally defined poverty line, expressed as a percentage of all children under 18

Data Sources: U.S. Census Bureau, Percent of Related Children Under 18 Years Below Poverty Level in the Past 12 Months(Table GCT 1702), Also available at National Center for Children in Poverty, Demographic Profiles search engine providing state specific data on characteristics of children in poor and low-income families by age.

Why It Matters: Childhood poverty is strongly and negatively correlated with children's mental, emotional, and behavioral health in childhood and long-term life chances. Children in low socioeconomic status households are less likely to graduate from high school and more likely to experience developmental and academic difficulties.

PEOPLE AND COMMUNITY

B1 - Arts-Related Businesses

Definition: Total Number of Arts-Related Businesses and Rate per 1,000 Businesses based on the County Business Patterns (CBP), an annual series that provides subnational economic data by industry during the week of March 12, first quarter payroll, and annual payroll. Businesses include art galleries, camera & photographic supply stores; book stores; performing arts companies; performing arts promoters; independent artists; writers & performers; musical instrument stores; compact disc & record stores; and museums.

Data Sources: American FactFinder: Jurisdiction, subset Industries, County Business Patterns - 71 (Arts, Entertainment & Recreation)

Why It Matters: The activities of art-related businesses and cultural organizations foster cultural and creative vitality. A growing number of arts-related businesses also provide opportunities for individuals to learn and participate in a rich array of arts and culture activities. They are also essential to supplying arts and cultural organizations with products and services. Consequently, their number reflects, in part, the strength of the arts sector in a regional economy.

B2 - Community Cohesion

Definition: Percent of adults who report sense of high social cohesion (trust and feeling connected) in their neighborhoods

Data Sources: Locally generated through annual citizen survey. Example: City of Redmond, "Sense of Connection to the Community"

Why It Matters: A cohesive society is one where people are protected against life risks, trust their neighbors and the institutions of the state and can work towards a better future for themselves and their families. Social cohesion, built on social inclusion, social capital and social mobility, is the glue that holds society together.

B3 - Price of Government

Definition: Sum of all taxes, fees, and charges collected by the City as a percentage of aggregate personal income. That is, all revenue excluding that which comes from "Other Financing Sources" (Long-term debt proceeds, sale of capital assets, transfers from other funds, insurance proceeds) and "Non-Revenues" (Cash received for accounting purposes but is not technically revenue).

Data Sources: Sources on revenues: Washington State Auditor's Office or your city/county's Budget Office. Sources on personal income: US Census, total population in your city/county, per capita income.

Why It Matters: This indicator allows a local government to monitor the level of resources available to provide critical services within its jurisdiction and helps inform the price range within which residents and businesses are willing to pay for living in a city/county with those services.

B4 - Voter Turnout

Definition: Number of ballots cast for population over age of 18 for November elections

Data Sources: Local and State: Washington Secretary of State Elections and Voting - Election Related Data & Tables - Voter Participation Data (2000-current)
US: United States Elections Project
1984-2014 November General Election - Voting-Eligible Population (VEP) and Total Ballot Counted
US Census - Voting and Registrations tables - 2016-2014-2012-2010

Why It Matters: Civic engagement and citizenship are core ideals of American society. Voting rates often reflect citizens' feelings of self-efficacy. High rates of voting are typically connected to home ownership, higher levels of education, employment, income, and age. Voting rates have an impact on policy responsiveness and where tax dollars are allocated. Policies such as felon disenfranchisement and voter identification laws can significantly influence voter turnout.

NATURAL ENVIRONMENT

C1 - Air Quality Index

Definition: The Air Quality Index is an indicator of overall air quality that takes into account all of the criteria air pollutants measured within a geographic area.

Data Sources: US EPA Air Quality Report - Select year and geographic area. Divide #Good/Moderate/All Unhealthy combined by #Days with AQI for percent.

Why It Matters: The Air Quality Index (AQI) summarizes levels of ground-level ozone, particulate matter (soot and other particles), carbon monoxide, sulfur dioxide, and nitrogen dioxide into one measure. WAQA is slightly more protective. There are many dimensions to capturing the health of the natural environment, and air quality is one of the most important. The AQI captures information on a variety of pollutants, such as ground-level ozone, particle pollution, carbon monoxide, and sulfur dioxide, which each pose unique risks to human health. Air pollution has been proven to cause infection in the respiratory system, cause or irritate asthma, and cause permanent lung damage. Additionally, pollution can exacerbate cardiac issues such as heart attacks and can increase the rate of emergency room visits.

C2 - Waste Diversion

Definition: Tons of solid waste diverted to recycling/composting as a ratio of tons of solid waste collected in the waste stream

Data Sources: Your city/county's waste management records

Why It Matters: This indicator tracks how much solid waste is collected for recycling or otherwise diverted from disposal each year. Diverting solid waste from a landfill conserves valuable resources, saves energy, reduces greenhouse gas emissions and other harmful environmental pollutants, conserves landfill space, and creates jobs. Greater public outreach can change personal behavior and increase waste diversion.

C3 - Tree Canopy

Definition: Percent of total land covered by tree canopy, derived from high spatial resolution images

Data Sources: National Land Cover Database (NLCD)

Why It Matters: Urban tree canopies have the ability to sequester carbon dioxide and to remove a measureable amount of particulate matter from the air, thus correlating with improved air quality. Tree canopies reduce energy use by increasing shade, lowering summertime temperatures, and reducing wind speed around buildings (thereby protecting secondary air quality standards). Green spaces like tree canopy may reduce mental distress, increase home value, and reduce noise pollution. A new body of research suggests a relationship between tree canopy and a decrease in low-for-gestation birth weights.

C4 - Water Quality Index

Definition: Water quality index at sampling site(s) within the jurisdiction. The Water Quality Index, or WQI, is a number ranging from 1 to 100; a higher number indicates better water quality. In general, stations scoring 80 and above met expectations for water quality and are of "lowest concern," scores 40 to 80 indicate "moderate concern," and water quality at stations with scores below 40 did not meet expectations and are of "highest concern."

Data Sources: WA Dept. of Ecology River and Stream Water Quality Index

Why It Matters: The Water Quality Index condenses a lot of ecological information into one consolidated number for community members and decision makers. It also makes direct comparisons between water bodies possible. Water quality can be degraded by urban development, through the increased presence of impervious surfaces. Quality may also be negatively affected by agricultural production, through the usage of fertilizers and pesticides. Water degradation results in risks to ecosystems and increased water purification costs for communities.

PUBLIC SAFETY

D1 - Perception of Safety

Definition: How safe residents feel about public safety in their community

Data Sources: Your city/county's community/citizen survey

Why It Matters: Perceptions of neighborhood crime are negatively associated with level of physical activity among youth, as well as depressive symptoms among adults ages 50-74. Perceptions of neighborhood crime have been positively associated with other mental health problems, such as anger, depression, and anxiety, as well as vicarious victimization by exposure to violence in the neighborhood and visual signs of disorder. However, individuals who have a strong connection to their neighbors are less likely to worry about crime, even when living in areas with high levels of disorder.

D2 - Violent Crime Rate

Definition: For state level data, the violent crime rate is defined as the number of reported violent crimes per 100,000 residents. The violent crime figures include the offenses of murder, rape, robbery, and aggravated assault.

Data Sources: FBI: Crime in the United States, Under Offenses Known to Law Enforcement, select "Violent Crime". Browse by National data (Table 2), State totals (Table 5), City Agency, County Agency and Metropolitan/Nonmetropolitan Counties.

Why It Matters: Violent crime rates correlate positively to poverty levels, income inequality, and residential instability. Research suggests that violent crime rates negatively correlate to the probability of arrest, the probability of imprisonment, level of social capital, and collective efficacy. Relative poverty and local segregation of high income households from low income households can exacerbate violent crime. Violent crime in the community is linked to higher levels of depression among a community's older residents.

D3 - Emergency Preparedness

Definition: The jurisdiction has emergency preparedness, mitigation, response and recovery plans updated within the last three years.

Data Sources: Your city/county's emergency management agency. For best practices on emergency management, refer to EMAP's Emergency Management Standard at www.emap.org

Why It Matters: Local governments play a critical role in disaster mitigation, preparedness, response and recovery. Continuously planning, training, exercising and coordinating emergency activities throughout a year is considered best practice in the emergency management profession.

D4 - Traffic Serious and Fatal Injury

Definition: Fatal and Serious Injury by year on all roads within a jurisdiction per 10,000 residents

Data Sources: Washington Dept. of Transportation Crash Data Portal

Why It Matters: This is a standard metric commonly used to inform transportation and road safety policy and planning.

INFRASTRUCTURE & MOBILITY

E1 - Drinking Water Quality

Definition: Compliance with standards set for safe drinking water

Data Sources: Your city/county's Drinking Water Consumer Confidence Report.

Why It Matters: Water is necessary for life, and the quality and abundance of drinking water can have significant health and developmental effects such as various forms of cancer, gastrointestinal illness, and death or limiting brain development which impacts academic achievement and potentially even increases criminal behavior. Many things can impact drinking water quality including agency oversight, water infrastructure, well location, and wastewater treatment practices. Since water quality can change quickly and vary on location - the water should be tested regularly at different locations in order to paint an accurate picture of the water quality.

E2 - Recreation Expenditure Per Capita

Definition: General fund expenditures for Parks & Recreation expressed in terms of per capita expenditure

Data Sources: Local data: Municipal Budget Book (Parks & Recreation Total Expenses + Parks Capital Expenses) Population data: American FactFinder - ACS Population estimates 5 yr estimates (2011-2015) based on the 2010 Census

Why It Matters: Funding allocated to sustain parks and recreation facilities is one measure of a community's commitment to a system that contribute to physical, social, environmental and aesthetic quality of life. Parks provide physically activity and access to nature, as well as diverse ecological functions. Additional benefits include strengthening of the social fabric of a community and positive economic benefits through rising property values.

E3 - Average Commute Time

Definition: Mean travel time to work

Data Sources: U.S. Census Bureau – American Community Survey, Table S0802.

Why It Matters: Research suggests that longer commutes have negative impacts on both mental and physical health. Long commutes may decrease overall sense of wellbeing in individuals. Conversely, some research suggests that commutes may reduce stress by providing time to transition from the work mindset to the home mindset. Studies indicate that long commute times are strongly affected by conditions of sprawl, as greater sprawl is associated with increased costs to the traveler. Furthermore, a tradeoff often exists between commute time and cost of housing. Many individuals may choose to live further away from their place of work due to lower housing costs, while, conversely, some may opt for higher cost urban housing in order to avoid stressful commutes and lengthy travel times.

E4 - Commute without Vehicle

Definition: Share of commuters using alternate modes of transportation, which include using public transportation, walk, bicycle, taxicab or motorcycle, or working at home.

Data Sources: U.S. Census Bureau – American Community Survey Table S0801.

Why It Matters: Research shows that active transport is inversely related to obesity rates. Air quality (especially sulfur and VOC emissions) is typically higher in areas where active transportation is popular than in those in which it is unpopular. This popularity comes with additional health benefits. In addition, research suggests that those who commute using active methods report lower commute stress levels; it is important to note that this may be related to city size, because as size increases, public transit stress increases.

HEALTH & WELLBEING

F1 - Premature Death

Definition: Premature death measures the risk of dying before age 75, uses Years of Potential Life Lost as its measure of Premature Death, per 100,000.

Data Sources: County Health Rankings - Washington Rankings Data - Downloads tab - Under [year], dowload Washington Data - Ranked Measure Data tab - Premature Death - Years of Potential Life Lost- Select Wasington or County

Why It Matters: Premature death is an important indicator of poor health or dangerous behavior in a community. Because it is not cause specific, programs and policies that are expected to have wide ranging health effects can be assessed using this measure.

F2 - General Mental Health

Definition: Average number of days a county's adult respondents report that their mental health was unhealthy in past 30 days (age-adjusted - Adjusting for age removes the effect of age as a risk factor on poor mental health days since aging is not preventable)

Data Sources: County Health Rankings - Washington Rankings Data - Downloads tab - Under [year], dowload Washington Data - Ranked Measure Data tab - Poor mental health days - Select Wasington or County

Why It Matters: Mental health is essential to a person's well-being, healthy family and interpersonal relationships, and the ability to live a full and productive life. Untreated mental health disorders are at high risk for many unhealthy and unsafe behaviors, including alcohol or drug abuse, violent or self-destructive behavior, and suicide.

F3 - Adult Smoking

Definition: Percent of adults age 18 or older who smoked at least 100 cigarettes in their lifetime and are current smokers

Data Sources: County Health Rankings - Washington Rankings Data - Downloads tab - Under [year], dowload Washington Data - Ranked Measure Data tab - Adult Smoking - Select Wasington or County

Why It Matters: Tobacco is one of the leading preventable causes of deaths and disease in the United States. Research has shown that smoking increases the risk for chronic lung disease, coronary heart disease, stroke, cancer of the lungs, larynx, esophagus, mouth, and bladder. Current smokers are more likely to experience both housing and food insecurity and report drinking and mental health issues than non-current-smokers. They are also more likely to have only fair or poor health. In addition, exposure to secondhand smoke increases the risk of heart disease and lung cancer among nonsmokers.

F4 - Adult Obesity

Definition: Percent of adults age 18 or older who have body mass index of 30 kg/m2 or more

Data Sources: County Health Rankings - Washington Rankings Data - Downloads tab - Under [year], dowload Washington Data - Ranked Measure Data tab - Adult Obesity - Select Wasington or County

Why It Matters: Adult obesity is strongly correlated with a host of health problems, including type 2 diabetes, heart disease, and hypertension. These negative health outcomes are correlated with economic costs (both direct and indirect) of billions of dollars.

EQUITY & SOCIAL JUSTICE

G1 - Racial Diversity Index

Definition: The Diversity Index from Esri represents the likelihood that two persons, chosen at random from the same area, belong to different race or ethnic groups. This number does not reflect which race/ethnicity is predominant within an area. The higher the value, the more racially and ethnically diverse an area. (Note: Ethnic diversity, as well as racial diversity, is included in this definition of the Diversity Index. Esri's diversity calculations accommodate up to seven race groups: six single-race groups (White, Black, American Indian, Asian, Pacific Islander, Some Other Race) and one multiple-race group (two or more races). Each race group is divided into two ethnic origins, Hispanic and non-Hispanic. If an area is ethnically diverse, the diversity is compounded. If an area's entire population belongs to one race group and one

ethnic group, then an area has zero diversity. An area's diversity index increases to 100 when the population is evenly divided into two or more race/ethnic groups.)

Data Sources: ESRI ArcGIS, USA Diversity Index. Note that ESRI's Diversity Index draws upon US Census Bureau's Hispanic Origin by Race Table (B03002). As a proxy, you may consider using % non-white for this indicator if you do not have access to ESRI data.

Why It Matters: Tracking the diversity of our society informs our understanding of the shifting demographics of race and ethnicity in our communities. The Racial Diversity Index can be used to leverage diversity as a community asset to support inclusion and equity policies, strengthen democratic participation, and improve economic opportunities for disadvantaged groups.

G2 - Education Attainment

Definition: The number of residents with high school, associate and 4-year college degrees broken down by race, ethnicity, gender and income, expressed as a percentage of all residents 25 and older in a region

Data Sources: US Census Bureau American Community Survey, Table S1501. Data prior to 2015 is not available.

Why It Matters: Researchers correlate higher levels of educational attainment with better economic prospects. Earnings increase with higher levels of education. One's earning power compounds, rather than merely increases, with higher levels of educational attainment. However, the benefits of higher levels of education do not accrue evenly. Whites and Asians receive greater economic benefit from education than Black and Hispanic individuals. In addition, for white and Asian individuals education has a protective effect on wealth during times of recession while this benefit is absent for Black and Hispanic individuals for equal education.
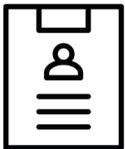
G3 - Domestic Violence Reported

Definition: Number of domestic violence offenses per 1,000 residents. Domestic violence includes any violence of one family member against another family member. Family can include spouses, former spouses, parents who have children in common regardless of marital status, adults who live in the same household, as well as parents and their children. Offenses are incidence reporting. When more than one victim is involved an offence is filed for each victim. Multiple property violations performed at the same incident are counted as one offence. However when both types of events happen, only the victim incidents are reported as offenses. Offenses focus on the nature of the crime, while arrests focus on the apprehended accused perpetrator. Many offenses occur without arresting perpetrators.

Data Sources: Washington State Department of Social and Health Services: Risk and Protection Profiles for Substance Abuse Prevention Planning - Select the appropriate jurisdiction in the desired format. Under "Problem Outcomes", see "15. Criminal Justice". Offenses, Domestic Violence

Why It Matters: Domestic violence has unique negative effects on victims and families. It can cause serious and permanent emotional and psychological damage, which hurts one's quality of life and ability to contribute to society and perform at work.

G4 - Access to Healthy Food

Definition: Percentage of total population within a designated area that is identified as both "low income" and having "low access" to healthy food. Note that there are many ways to measure food access for individuals and for neighborhoods, and many ways to define which areas are food deserts (neighborhoods that lack healthy food sources). Explore the USDA Food Access Research Atlas data to determine other possible indicators to measure food access in your jurisdiction.

Data Sources: USDA Food Access Atlas. The atlas provides a spatial overview of food access indicators for low-income and other census tracts using different measures of supermarket accessibility and provides downloadable census-tract-level data on food access. See "Documentation" for details.

Why It Matters: Healthy food retailers are considered important components of healthy, thriving communities. Limited access to supermarkets, supercenters, grocery stores, or other sources of healthy and affordable food may make it harder for some community residents to eat a healthy diet. The challenge to access healthy food has often been persistent in particular for communities of color and many rural communities and small towns. For decades, community activists have organized around the lack of access to healthy food as an economic, health and social justice issue.

LEARNING & EDUCATION

H1 - Third Grade Reading

Definition: Share of 3rd grade students meeting or exceeding reading standards
Data Sources: KIDS Count Data Center, Washington KIDS COUNT, 2009-10 to 2013-14 series. Note that the most recent data series starting in 2014-2015 to present are based on the Smarter Balanced test that replaced the Measurement for Student Progress test.

Why It Matters: Third grade reading is important because by the fourth grade, children are expected to read to learn, and those who can't, will fall behind. Research has shown that children who aren't proficient by the end of third grade are four times more likely to not graduate from high school than proficient readers. For that reason it is often used as an early warning indicator of high school graduation rates. High school graduation is associated with improved financial stability, employment outcomes, physical health, civic engagement, and lower crime rates.

H2 - High School Graduation

Definition: The number of students graduating on time (after four years of high school), as a percentage of their cohort
Data Sources: Washington State Office of Superintendent of Public Instruction, Dropout and Graduation Reports, Appendix B County Adjusted 4 year

Why It Matters: Educational attainment has long been seen as a key factor in economic mobility, as high school graduation rates are correlated with improved social and economic life outcomes. As of 2015, an individual with a high school degree earned $185 more per week than someone without one, and the unemployment rate for people with a high school degree was 2.6% lower compared to people without one. High school graduates are also more likely to vote, be healthier, and commit fewer crimes.

H3 - Library Circulation Per Capita

Definition: Number of library materials lent to the number of persons the library serves. It is the annual circulation divided by the library's legal service area population, and indicates the average number of loans made to each resident annually.

Data Sources: Washington State Secretary of State: WA State Library, scroll down to find Washington Public Library Statistics - Under 2015 Report Categories, select "Circulation, ILL and Cooperatives", Table 11. Previous years statistics 1994-2014 also available.

Why It Matters: Circulation per capita per year is a meaningful, feasible measure of library use across long periods. It indicates a significant type of individual behavior both in establishing an administrative relationship to a library and in using library materials.

H4 - Internet Access

Definition: Percentage of population with access to download speed greater than 25 Mbps at home (as of 2014)

Data Sources: National Broadband Map.

Why It Matters: The Internet has an enormous impact on education, streamlining access to information and making it easier for individuals to engage in online learning. It makes access to information and communication far easier. Internet access has a huge impact on businesses, allowing employees to work remotely from home and communicate more efficiently. Healthcare is another field greatly affected by the advent of the Internet. Improvements in online connectivity and communication technology allow physicians much greater access to medical resources. Government organizations use the Internet to improve organization and communication, and voters can go online to gain more information about current issues.

ANYTHING IS Possible!

TRACY BURROWS

Most Inclusive City
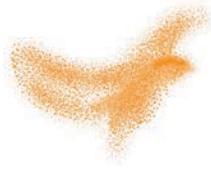
BOOK DESIGN TEAM

Larisa Benson is a teacher of management disciplines, a seeker of new ideas, and a lifelong fan of people who choose to give their energy and talent in service to community. She is the Caller and Systems Convener of the Government Performance Consortium. A three-time national award winner for innovation and transformation in the public sector, Larisa teaches with the Search Inside Yourself Leadership Institute and serves on the board of the Whidbey Institute. Larisa is passionate about participatory leadership, self-healing systems and reflecting the grit and heart work of social change in maps and measures.. Contact Larisa at larisa@govjoy.org

Chelsea Lei is a civic researcher, designer and coach who co-created the Government Performance Consortium and its "GovJoy" movement to transform government from the inside out. Chelsea led the GPC Municipal Dashboard Project core team and spearheaded original research and product development for the Community Indicators Dashboard and the Municipal Performance Dashboards for Finance and Streets. Previously Chelsea served as a co-founder and director of a municipal finance internship program at Stanford University, management auditor at the King County Auditor's Office, and researcher and case writer at the Harvard Kennedy School of Government. Chelsea holds a B.A. from Harvard University and M.A. from Stanford University, and is currently pursuing a PhD in Organizations Studies at Boston College. Contact Chelsea at chelsea@govjoy.org

Jessica Riehl is a designer and facilitator who uses collaborative-based design processes to gain insight and empower change. She employs visual and systems thinking, mindfulness, storytelling, ethnographic research, cameras, sharpies, Post-it notes, graphic design, markers, and agile websites. You could say, she helps a client make their work visible. As an entrepreneur, nature lover, photographer and former Naval Officer, Jessica brings a unique perspective that informs her design process, artifact creation, and facilitation. She holds an M.S. in Environmental Policy and an M.F.A. in Collaborative Design. Contact Jessica at jessica.riehl@gmail.com
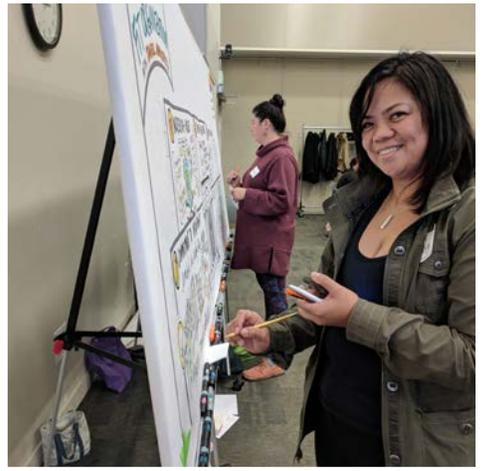
Government Performance Consortium

www.govjoy.org