STRATEGIES FOR A MORE JOYFUL GOVERNMENT

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A Joyful THANK YOU TO OUR SPONSORS:
MENU OF STRATEGIES

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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 Tukwilla, 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
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.
1. LEARN BY DOING TOGETHER

We wish to acknowledge Etienne and Beverly Wenger-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
“We can 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.)
2. SEEING YOUR SYSTEMS OF WORK

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 Miller, author of Extreme Government Makeover and We Don’t Make Widgets, with Bill Bott, Change and Innovation Agency
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/B001JS5RJG

Change & Innovation Agency
https://changeagents.info/
“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
3. THINK LIKE A FUTURIST

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

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://rebeccryan.com/
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 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 intended 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, insurance 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, visit Appendix 2.
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
**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.

**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.
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/2Blol3F
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 measure.

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 of 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
5. MOVE FROM DATA TO ACTION

Workshop Graphic Recording
by Jessica Riehl and Vangie Garcia
5. MOVE FROM DATA TO ACTION

For a printable version, go to: http://bit.ly/2BRyq3r
Forum Graphic Recording
By Jessica Riehl and Vangie Garcia
The Curve: A Conversation

June 8, 2017

Whole Population

Evaluations

June 8, 2017

#GovJoy

Your clients? How are they better off?

The Ugly

Mapping the System

Programs can be duplicative & inefficient

It is not enough!

The Lovely

Moving the needle changes the narrative

Good Data makes the argument

People: Stories

Data

Arresting Prostitutes

! Minors

Arresting Buyers

Drop in the bucket

Doesn't move

Benita

Begs engagement of the community

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

Check out the website:

[WWW.LIBERATINGSTRUCTURES.COM](http://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?

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**Ladder of Inference**

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

1. **What**?
   - Data
   - I select from observations

2. **So What**?
   - Meanings
   - I add (cultural & personal)

3. **Now What**?
   - Assumptions
   - I make based on meanings
   - Conclusions
   - I draw from assumptions
   - Beliefs
   - I adopt about the world

**Observable data and experiences**

Image from www.liberatingstructures.com

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**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...?
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?
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.

Commit to Improvement
- Propose there might be a better way to do something
- 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

Participants sort a deck of cards during the workshop.
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.

Links to Resources
- Daniel Markowitz: 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/2p9jiHve
- 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

9. BUILD YOUR ORGANIZATIONAL FITNESS

BUILDING THE FIT ORGANIZATION
With Daniel Markovitz

INCREASING VALUE
Making things EASIER for YOUR CUSTOMER doesn’t have to COST MUCH!

COMMITMENT TO IMPROVEMENT
embedded in daily life

FASTER. STRONGER. NIMBLE

THINK

VISUAL MANAGEMENT
We see together
To know together
So we can act together

ACTION: REFLECTION

INCREASE compliance by going to where customers actually are!

168 things clients
touch
to
touch
"sold" 

360 feedback

IDEA BOARD
New to do daily base

CELEBRATE
2 seconds faster, everyday!

TIP:

START WITH THINGS THAT MAKE LIFE EASIER

HELPING WITH STRATEGIC PLANNING

SMOOTH STREETS
Small changes can be beautiful!

KEEP IT SIMPLE!
Workshop Graphic Recording
By Jessica Riehl and Vangie Garcia
9. BUILD YOUR ORGANIZATIONAL FITNESS

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

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.

“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.”
10. MIX LOVE INTO YOUR WORK

- 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.

**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

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

www.govjoy.org
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.


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/
**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.


**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
10. MIX LOVE INTO YOUR WORK

For a printable version, go to:
http://bit.ly/2BRyq3r
Renton: Love of Cities Graphic Recording
By Michelle S. Royal
10. MIX LOVE INTO YOUR WORK

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

Love of Cities T-Shirt Ideas

For a printable version, go to:
http://bit.ly/2BRyq3r
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 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 the answer” easier to grasp by building on prior graphics.
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 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
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
12. WEAVE NETWORKS OF COLLABORATION

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
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...
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 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
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!
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 Gorchester, 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

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<th>Economy &amp; Workforce</th>
<th>People &amp; Community</th>
<th>Natural Environment</th>
<th>Public Safety</th>
<th>Infrastructure &amp; Mobility</th>
<th>Health &amp; Wellbeing</th>
<th>Equity &amp; Justice</th>
<th>Learning &amp; Education</th>
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<td>Air Quality Index</td>
<td>Perception of Safety</td>
<td>Drinking Water Quality</td>
<td>Premature Death</td>
<td>Racial Diversity Index</td>
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<td>Emergency Preparedness</td>
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<td>Adult Obesity</td>
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Click on an indicator to view its drill-down page with data and analysis.

- **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 Q2 values for Washington

**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.

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**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.

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**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.

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**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 measurable 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], download Washington Data - Ranked Measure Data tab - Premature Death - Years of Potential Life Lost- Select Washington 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], download Washington Data - Ranked Measure Data tab - Poor mental health days - Select Washington 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], download Washington Data - Ranked Measure Data tab - Adult Smoking - Select Washington 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], download Washington Data - Ranked Measure Data tab - Adult Obesity - Select Washington 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.

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### 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.

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### 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.

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**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.


**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.
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