

Strengthening government's use of data, measures, and goals: Lessons learned from the Government Analytics Program

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Data-Driven Government in Theory



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“In theory, there is no difference between theory and practice. In practice, there is.”

-Yogi Berra (of course)

Data-Driven Government in Many Municipalities in Practice

2009 5500 GMC #4 155			
2-24-13	New Pioneer Base Spring	884.00	Superior
6-12-13	New Tire make	33,000 miles	OK
9-9-13	Changed oil & f.l.h.	35.00	CD
	Change front F.l.h.		
	Change Tire F.l.h.		
	Change Trans F.l.h.		
	Oil		
11/10	Recall EGR Cooler Plugging		
12/21/11	Trans cooling line leaking replaced	7097	Copart/mtd
1/8/12	Left wheel Bearing ABS light	21514	Johns 226.60
11/3/12	Transfer Case & Hyd. Control Valve leaking	26770	Johns 250.80
4/15/12	Hyd. Fittings leaking	23512	Zwicker 42.50
10/1/13	Power Steer. Exp	33,215	Johns 127.40
1/2/14	Replaced Drivers Front Turn Signal	35200	CD
1/2/14	Replaced Drivers Front turn signal	38200	CD

[illegible]

Mission of the Government Analytics Program

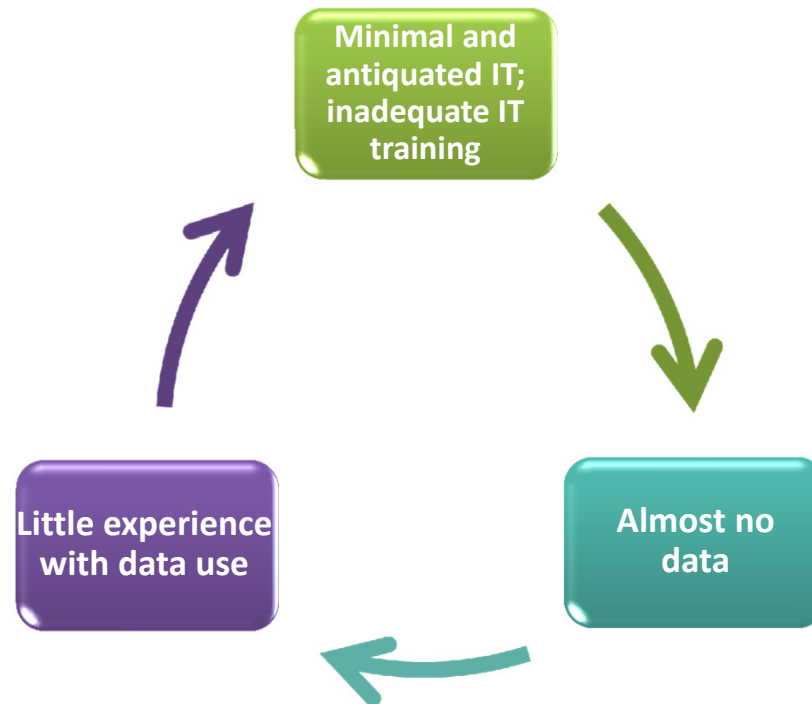
Change the culture of local government to be data-driven.

Use data to fix stuff.

Summary

- **Founding:** The Government Analytics Program (GAP) was launched as a six-month pilot in August 2012 with grant from the Commonwealth. GAP is now totally funded by client fees.
- **Service Model:** GAP consists of a team of analysts working with local governments across Massachusetts. With state funding, clients were provided a highly-subsidized “trial period,” after which they choose whether to pay to continue. Now clients pay at the start. Analysts each serve a portfolio of clients.
- **Clients:** GAP has served 55 clients to date, ranging in population from 1,500 to over 600,000 and representing the diversity of Massachusetts municipalities.
- **Home:** GAP is part of the Edward J. Collins, Jr. Center for Public Management in the McCormack Graduate School of Policy and Global Studies at UMass Boston.

Major Challenges to Data-Driven Management



Challenges to becoming data-driven:

1. Lack of information technology, data, and culture of data use
2. Insufficient chief executive time and attention
3. Insufficient department head and staff time and attention
4. Organizational culture resistant to change
5. Organizational structure impediments
6. Challenges of follow-up and implementation

Key Principles - 1

In response to those challenges, GAP has developed key principles to guide the work:

- **Provide direct assistance**
- **Focus on issues most important to clients**
- **Look for “quick wins”**
- **Work collaboratively**
- **Become an idea-sharing catalyst**
- **Empower staff to take over the work**
- **Experiment**



Key Principles - 2

Equally important, GAP is not focused on:

- Big Data
- Expensive dashboards
- Upfront strategic planning exercises
- Traditional benchmarking
- Pushing universal “best practices”
- “Gotcha”-type data work



Questions?

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