#### Managing with Data: The New Normal -Big Data, Analytics and Measurement

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## Businesses, Industries and Government have a lot of data that can't be used for decision making.

JUN

Some organization are collecting a lot of data, but this data is not connected to the key processes used to manage local government.



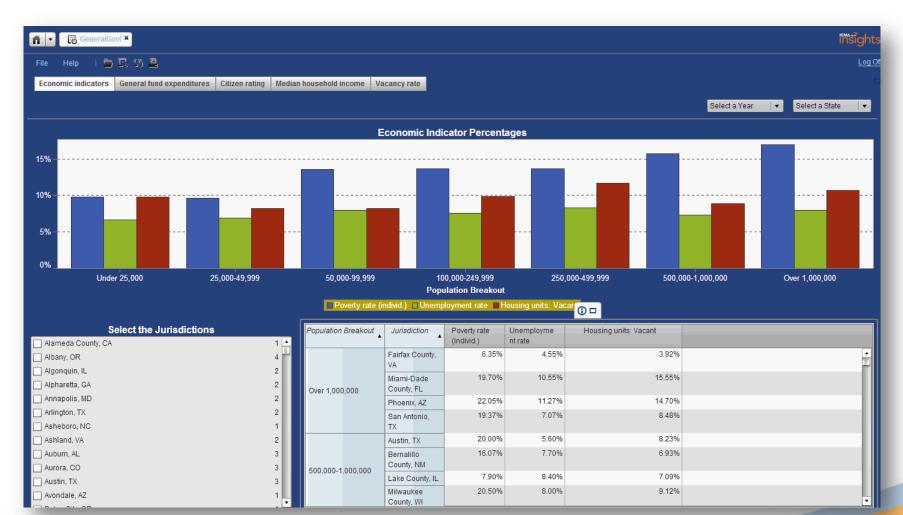
As a result some local government leaders feel that, citizens don't trust them to make efficient and effective decisions. Have the information you need to make great decisions today. Have the insight you want to plan for the future.







## Evidence-based decision making with ICMA Insights<sup>™</sup> helps deliver the performance citizens expect.



Collect credible performance data for decision making

#### Know what to measure. Know how to measure it.

Submitter:	(all)			
lement	<ul> <li>Modified by</li> </ul>	Scorecard	Period	Actual Numeric
ood policy: Retailer incen	tives to hwolford@icma.org	Greatville, USA	2013	
ood pricing: State/nonloc	al policy hwolford@icma.org	Greatville, USA	2013	
orm of government	hwolford@icma.org	Greatville, USA	2013	
Seneral fund components	hwolford@icma.org	Greatville, USA	2013	
iolf: Number of of acres of	golf cou hwolford@icma.org	Greatville, USA	2013	10
folf: Number of of holes of	golf avai hwolford@icma.org	Greatville,		
IR: Sick leave programs	hwolford@icma.org	Greatville,		
las such work on vision an	d organi hwolford@icma.org	Greatville,		
las the performance-base	d budget hwolford@icma.org	Greatville,		
las this collaborative appr	roach ma hwolford@icma.org	Greatville,	nciaht	<b>C</b> <sup>M</sup>
las this community engag	ement w hwolford@icma.org	Greatville,	ISICI IL	
lomeless population in jur	isdiction hwolford@icma.org	Greatville, Measur	• Compare • Explore Analyze • Trans	form
SO Rating: Year	hwolford@icma.org	Greatville,		
f the jurisdiction has a con	nprehens hwolford@icma.org	Greatville,	ICMA Performance Insights <sup>TN</sup>	•
f the jurisdiction has evalu	ated op hwolford@icma.org	Greatville,		
f the jurisdiction has evalu	ated op hwolford@icma.org	Greatville,	Community Attributes – Instr	ructions and Definitions

Greatville.

f the jurisdiction uses performance... hwolford@icma.org

opprove Reject

As you enter the performance metrics data online or research data offline, these instructions are intended to expand upon the abbreviated hints that accompany many of the questions on the online data entry tab.

The performance metrics that relate to broader policies or descriptors that do not change frequently have been placed in this Community Attributes service cluster. Responses in this service cluster are automatically carried over to the following reporting period unless updated by the jurisdiction's Primary Coordinator.

Question numbers are shown for the convenience of those who formerly participated in the CPM Comprehensive program. Within the online data collection form, questions are presented without reference to question numbers.

In this survey, where multiple selections are possible for the same question, please copy and paste the appropriate response(s) from the column of suggested responses provided (e.g., "B) Basic computer skills, D) Education, G) Internet safety").

#### CULTURE AND LEISURE

LIBRARY

Q14.3 Libraries: Courses or programming offered

"In the long term the most important question for a company is not what you are but what you are becoming."

--Gary Hamel



## Knowing how well you are performing improves your success.

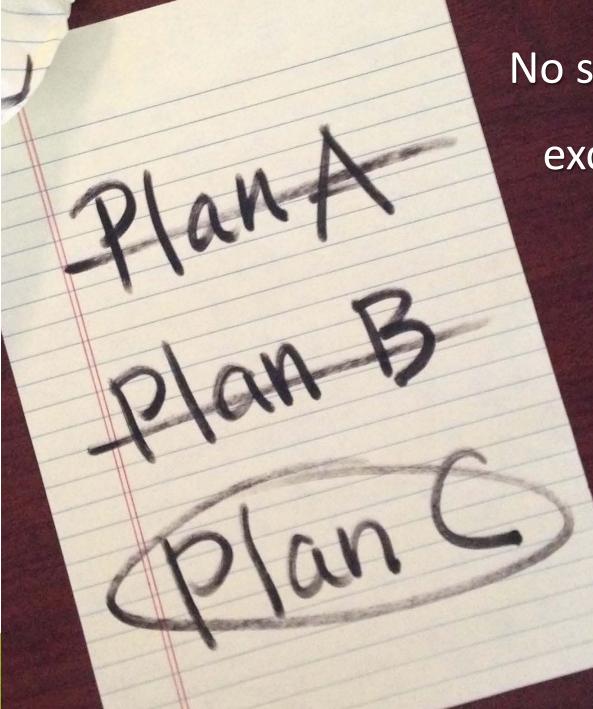
#### Effectiveness

lture and Leisure	Internal Services	Neighborhood Services	Public Safety
Greatville, USA Total number of paid library FTEs per 1,000 population served Actual 251 Target 240 Performance 104.55% I I	Greatville, USA Sick Leave Hours Per Work Hour: All Employees Actual Parformance . Performance .	Greatville, USA Code enforcement: Average calendar days, Inspection to Voluntary Compliance Actual 25 Target 30 F Reformance 83.33% Target	Greatville, USA Emergency fire response time: Percentage 4 Min or u Dispatch to arrival Actual 50.0% Target 70.0% Performance 71.45%
	Greatville, USA Number of FTEs jurisdiction-wide per 1,000 population Actual 14.3 Torget 15 Performance 95.3378 Torget 15 Torg	Greatville, USA Code Enforcement cases per FTE Actual \$97 Target 500 Performance 119.40%	Great-Ville, USA Percentage of cardiac patients with pulsatie rhy upon delivery to a hospital Actual 0.02 Target 0.15 Performance 13.337
	Greatville, USA Percentage of help desk requests resolved within 4 work hours M Actual 0.714 Target 0.85 Performance 84.008 Target 10.85 Performance 84.008	Greatville, USA Development: Average calendar days from request to inspection Residential Actual 1 Torget 2 Performance 50.008 T	Greatville, USA Fre confinement: Residential PCT: 1-2 Family: Obj Room of Origin Actual 0.38 Torget 0.4 Performance 28.008 Torget
	Greativille, USA Dollar Amount of Purchases Made by the Central Procurement Office or other departments per Central Procurement FE Actual 1518675 — Target 200000 — Performance 75,93% <b>—</b>	Greatville, USA Development: Average calendar days from request to inspection Commercial Actual 1 Target 2 Reformance 50.00% C	Great ville, USA Fire Incidents: Residential Total per 1,000 Papulati Actual 1 C Torget 1.5 C Performance 66.67% C



# against peers for better results

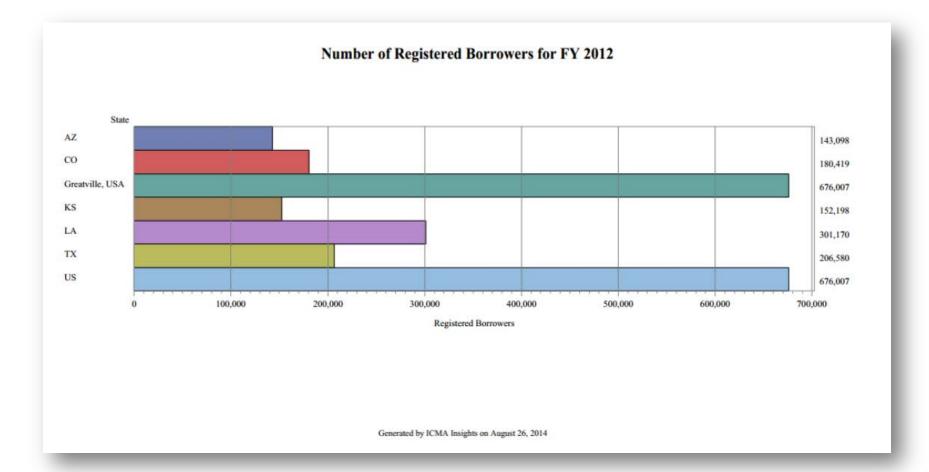
Benchmark consistently



#### No single organization

excels at everything.

#### Sharing best practices makes everyone better.

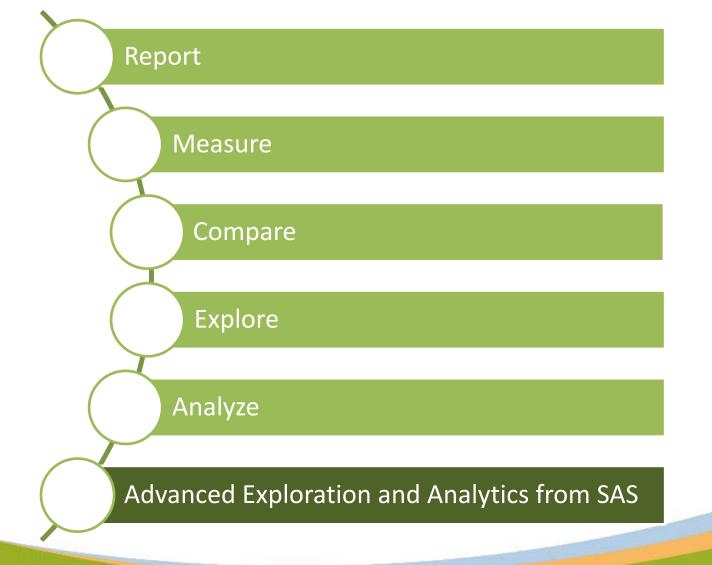


#### Improve target setting with benchmarks.

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File	Help	∎ R	5 🗳									Log Off
Polic	e vehicle ac	cidents	Days to claim closure	Police accidents per mile	Wo	rkers compensation claims	Days Lost to Injury					
										Select a Year	▼ Select a State	
200 -						Number of Mark	ed Police Vehicle Acc	cidents				
150												
100												
50												
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	U	Inder 25,	000 :	25,000-49,999	Ę	50,000-99,999	100,000-249,999 Population Breakout	250,000-499,999	500,000-1	1,000,000	Over 1,000,000	
												!
	omack Coun		elect the Jurisdict			Population Breakout	Jurisdiction	# accidents: Marked police vehicles				
	ison, IL	ly, va		3			Alameda County, CA	37.00				
	ay Heights,	WA		1			Contra Costa County,	59.00				
_	meda County	, CA		1	11		CA Dallas, TX	316.33				-11
	any, OR			4			Fairfax County, VA	0.00				- 11-
	emarle Coun onquin, IL	ty, va		1		Over 1,000,000	Greatville, USA	316.33				- 11-
	naretta, GA			3			Miami-Dade County,	239.50				
And	erson Towns	ship, OH		з	3		FL Phoenix, AZ	139.00				
	over, MA			1			San Antonio, TX	98.00				- 11
Ank				1		500,000-1,000,000	Austin, TX					
Ann	apolis, MD			4	•	500,000-1,000,000	Bernalillo County, NM	17.00				•

## Use data to plan for the future

Creating a performance management culture ensures everyone is focused on the right goals.



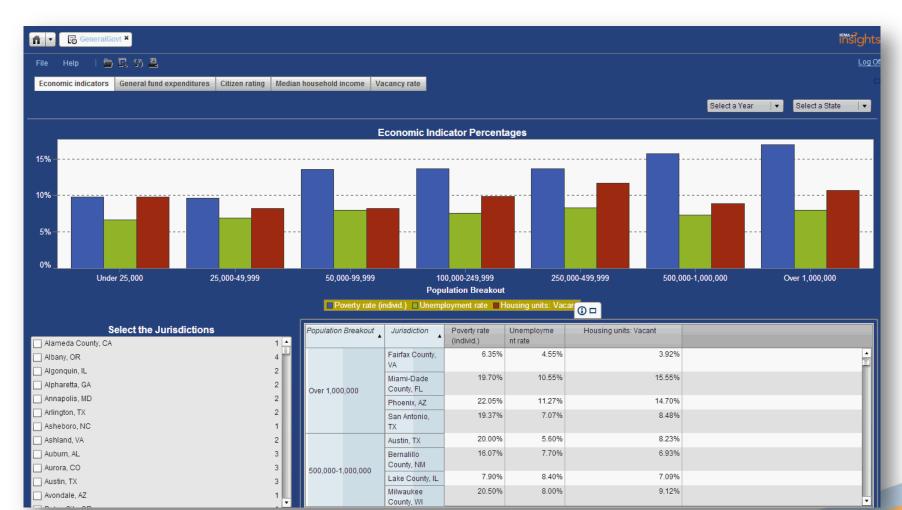
# When goals are focused on outcomes you have more control over the future of your organization and community.

06/01/2014										
Jurisdictions		Metric List								
<ul> <li>ICMA Insights</li> <li>▼ ICMA</li> <li>▼ ICMA</li> <li>▼ ICMA</li> </ul>		<b>Scor Date:</b> 06/01/201	_	d: <u>Greatville, US</u> Element type:	Culture and Lei	sure   🔻	Columns: T	rend Analysis	🔻	
► 🐻 AK									•	-
► 🐻 AL		Name	-	Period	Previous Act la	Actual	Target 🛛 👻	Performance A	Performance	ICMA Ra
▼ 🐻 AR ा Test		Developed park.	8	2013	93 <mark>00</mark>	16,000.00	18,000.00	<i>∫</i> ⊛ 88.89%		
🔚 Greatville, USA		Total number of.	8	2013		1,468	1,500	<i>∫</i> ⊛ 97.87%		
► 🚟 AZ		Park maintena	8	2013		1086	1200	<b>∫</b> ⊙ 90.50%		
► 🐻 CA		Total number of.	8	2013		251	240	<i>∫</i> ⊙ 104.58%		
► 🐻 CO		Parks and recr	8	2013		56	40	<b>∫</b> ⊙ 139.18%		
► 🐻 CT ► 🐻 DC		Parks and Recr	8	2013		23	25	<i>∫</i> ⊛ 92.00%		
BE		Parks and Recr	8	2013		23	25	<b>∫</b> ⊛ 92.00%		
► 🐻 FL	1.1	Park acres per				19	20	<i>f</i> ⊙ 95.00%		

## Interventions to address emerging opportunities or gaps become a proactive measure for success.



## With ICMA Insights<sup>™</sup> deliver the performance citizens expect by making evidence-based decisions.





### **Questions/Comments?**

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