

Fostering a Government of Innovation

 DATA-SMART
CITY SOLUTIONS

 HARVARD Kennedy School
ASH CENTER
for Democratic Governance
and Innovation

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Clarify the Public Goal – Identify Public Value



- Measure mobility, not new highway lanes or transit lines
- Homelessness in New York City: From beds to prevention
- Health care in DC: From public hospital to public health (same for Medicaid)
- Oklahoma Disability Program: Move from job coaches to jobs for people with disabilities
- New York City: Move traffic better, not just widen roads

Structuring An Innovative Enterprise

Top Down Driven	<ul style="list-style-type: none">• Offices of Innovation• UK Cabinet Office• Office of New Urban Mechanics
Employee Empowerment	<ul style="list-style-type: none">• Denver Peak Academy
Performance Measures & Stat Programs	<ul style="list-style-type: none">• Performance.gov; US Government• NYPD CompStat
Governance by Network	<ul style="list-style-type: none">• US Parks Department; Golden Gate Bridge Park
Policy Reform	<ul style="list-style-type: none">• Participatory Budgeting; Revolving Funds

UX for the Problem Solving Public Servant

Integrated Data System

Data Analysis

Personalized Alerts/Dashboards for Decision
Support

Caseworker

Police

Guardian

Medical

School

Counselor

BETTER OUTCOMES

Citizens at the Center

- Identify the most public-facing agencies and focus on improving them first.
- Make customer experience a priority for agency leadership and create incentive structures that reward delivery of better services.
- Use behavioral evidence when designing regulations.
- Design customer research and feedback directly into innovation efforts.

Innovation by Preemption: Moving from Routine to Focused

- **Predictive Analyses:** Highlighting common issues before they occur
Question: What factors make a building most at risk for fires?
- **Root Cause Analyses:** Providing insights that explain common incidents
Question: Why are there frequent accidents at certain intersections? Which individuals best benefit from job training?
- **Increased Accountability:** Monitoring areas for improvement
Question: Which City inspectors are behind schedule?
- **Improved Operational Management:** Providing data-driven solutions to promote more effective business processes
Question: What are the best routes for City vehicles to take?

The Data-Informed Public Servant: Allegheny County DHS

