I am so excited about this panel. This panel came about through brainstorming with Between Aroon and Me about John's panel. And I said, but one of the things that I really think we need to think more about is communicating performance information. And to link this back to the GPRA, you know, our what have we learned from GPRA, et cetera?

You know, basically, as I said, we started and we didn't do much communication about the performance information. And then we got these plans and reports, but they were compliance exercises. And then we ended up having the Bush administration's part reviews. But everybody's attention got distracted to the part scores rather than where we actually making progress. We launch performance dot gov.

And let's be honest, when we launched it, we you know, it was more to get the agencies to have a structure for the way they were thinking and what they were communicating. But it's not like we expected a whole lot of users, but it's a lot of years later. And I think the new performance dot gov has gotten better.

It's evolved. And I think that's one of our challenges. And the great thing here is let's think about how we want to evolve. What is the performance of what is the objective, what is the goal of communicating performance? Who are the users? Who was the users? What have we learned about that? What makes these kinds of systems stick and how much is communication important?

So to assemble this panel a room and I brainstormed. I look for some of the progress and the efforts that I know have been very successful in the past to sort of see if they still were out there and just poked around state websites and local websites. And we have a killer panel for you. We will start with David Grossman from I'm sorry.

We're going to start with Ben Henderson from Colorado, where you had a a governor who was very big on performance management, but then he didn't he ran for Senate. I think he's no longer the governor. You have a transition, but you still have some really interesting stuff
happening there. And, you know, I mention this because, you know, we had and Dave, Guardsmen will speak from Montgomery County when Martin O'Malley was in Maryland, states that became such a big issue politically for him that when the new governor came in, he couldn't keep states that we actually intentionally did not name the federal work we were doing as stat because we didn't want it to disappear.

00:02:36:01 - 00:03:04:03
Speaker 1
Excuse me. So we'll start with Ben Henderson, whom you see now. He's director of operations and Cabinet Affairs in the Colorado governor's office. We will then move from De Ben Henderson. Will I ask Utah Dave Fletcher, the chief technology officer in the Utah Department of Government in the Operations Division of Technology Services. We'll talk next where they've done some very interesting things.

00:03:04:03 - 00:03:30:03
Speaker 1
I just found them by literally poking around and LinkedIn ing these two guys. Dave Grossman will be next. I have worked with him over the years. As I said before, he not only is in Montgomery County where he's been doing the sort of leading this effort for years, but he's also head of one of the leaders, the co-founders of the mid-Atlantic Stat Net Network, which brings this, you know, mid-Atlantic state and local governments together.

00:03:30:03 - 00:04:00:06
Speaker 1
And then Brianna Sorrowed, who is from Amherst, Mass. Who's been working more on engagement. And so we've asked her to join us and share with you their thoughts. So the system we've come up with is I've asked everybody to take 10 minutes and I've got to put my little time around. I'll put my finger up if you're past time that each of you to take 10 minutes and then I've asked each of the presenters to ask each one of the other presenters a question.

00:04:00:12 - 00:04:02:16
Speaker 1
So, Dave, let me toss it to you to get us started.

00:04:07:11 - 00:04:18:12
Speaker 1
I'm sorry, Ben. I'm tossing to you to get it started. And oh, by the way, guys, put your questions in the chat if you want or just raise your hand. We will have time for questions at the end. Go for it, Ben.

00:04:19:24 - 00:04:48:19
Speaker 2
All right. Thank you so much for that introduction, Dr. Metzenbaum. Let me know if you can see my screen here. Good So, as you mentioned, the governor's dashboard and some of the work
here in Colorado started actually well before Governor Hickenlooper's time. We passed a piece of legislation in 2010, which was then modified in 2013, and they called the smart backs the smart government backed.

00:04:49:04 - 00:05:17:06
Speaker 2
It's one of the things that I'm tasked with doing in my role is managing compliance with the Smart Act for all state agencies and uses an acronym. Right. State Measurement for Accountable, Responsible and Transparent Government That act actually incorporated a lot of activity from our legislative stakeholders, from our nonprofit community. We have partnerships with higher education here in the state, and they provide resources and data analysis help to kind of build a momentum that we're really proud of here in Colorado.

00:05:17:22 - 00:05:53:19
Speaker 2
And we keep getting better every year. And so I'm excited to kind of talk about the way that Governor Polis has taken things in the last three years of his administration. Fundamentally, though, this process has been the same for the past decade or so. The law the legislation requires that every agency create a performance plan. So you can see some of those performance plans here and we then take those performance plans and verbatim, although it requires, you know, a bunch of different things, we take the strategic goals, which are two or three of the most important things that agencies are working on.

00:05:54:00 - 00:06:18:14
Speaker 2
And we literally take the data and put it on the governor's dashboard so that dot dashboard dot Colorado dot gov is the URL, and we can send that out here. But you can see here a screenshot of our dashboard for the Department of Corrections. And the audience for this dashboard is the public. We envision this to be a way for the public in Colorado to engage with what state agencies are doing.

00:06:18:18 - 00:06:39:20
Speaker 2
And you can see they have three goals here on the top. The decrease recidivism is a goal that we've had. And very specifically, we're measuring the one year return rate and they're also focused on increasing access to telehealth services and we also have some goals around staffing, reducing turnover for the correctional officers. And we have strategic goals and strategies and leading indicators.

00:06:39:20 - 00:07:03:01
Speaker 2
But the dashboard itself measures about the 70 or 80 most important things that our administration is working on at any given point in time. And we spend a three or four months really going through a process where we set those goals every year to make sure that they
really are the most important things we're looking at. All in all, the dashboard holds about 400 indicators, but all of those are the strategies that lead up to the 70 or 80 most important things we're measuring every year.

And we also build a structure where every metric is reviewed and in some sort of management meeting every single month. If we're going to measure it, it means it's important. That means we're going to take the time to, from an operational standpoint, address whether things are looking good or whether they need some improvement or whether we need some more analysis or resources.

The dashboard itself is the tool we use in many of those management meetings. So you can imagine us sitting at the head of the table with the Department of Corrections and the Department of Public Safety, the Department of Labor and Employment, Medicaid, SNAP, all sitting around the table together. And we would pull up a dashboard that is the website, the same thing that the public sees and go through the measures to determine what's going well and what needs support work but because the audience is the public, we tend to focus on making things look good over time, showing positive progress over time.

We use the colors blue and green to kind of show that things are getting better so that dashboard then gets turned around and becomes what we call agency scorecard. So this is the internal facing document, but it's important to note that it's the exact same data. We literally take the same charts. And so you can see exactly the same thing I showed you in the last slide is the same information shown in a different format.

To be internally facing. And actually, this is the document that we attached to a Cabinet director's annual evaluation as well. So it literally be printed out as a PDF and attach it to and say, you know, it's a small percentage of their overall annual performance rating is accomplishing the most important things that they've set out for this year.

Again, every metric is reviewed every month. Live this document because it is meant for one on one conversations between the chief of staff and the governor and the cabinet member. And we can lean in a little bit more on fixing problems, surfacing those problems letting us know where the problems are. So we use greens and reds and then because we're focused on the most important things and using using our performance management work, using our data
analytics, we're using all the different tools in our analysis tool, belt process improvement, agile, lean.

Speaker 2
We actually take the wins from those achievements, what we call wildly important goals from the four disciplines of execution and Chris McChesney and we celebrate them and communications document. So here you can see a tweet and the Department of Transportation had a goal for improving rural roads and they surpassed that goal. And so we celebrated that when they surpassed that goal and bragged about them publicly just to show exactly how the performance indicators moved from statutory obligation, public facing, internal facing, and then back to communications to celebrate that win I do I spend just a minute talking about some of the differences we see between how we show things on the public facing site and

Speaker 2
how we show things on the internal facing documents what we call these artifacts, these scorecards. And so I'll use an example about our just transition office. The state of Colorado has set some pretty ambitious goals as it relates to climate change. Happy Earth Day, everybody. By 2040 we expect to have 100% renewable energy in our electric grid. And by 2050 we have a goal to reduce our greenhouse gas emissions by 90%.

Speaker 2
We know that those pretty bold goals are going to create some disruption for our local economies and in our workforce. And so we are intentional about fixing that. And so we've created an office within our Department of Labor and Employment called the Colorado Just Transition Office, which provides local economic development tools, things like bringing in businesses, things like doing work training, upskilling, new licensing and credentialing.

Speaker 2
There's resources that we provide to these local can use to help the workers who are working today in oil and gas and coal transition into the economy. That will be the future for Colorado. Now, when we tell that story to the public, because it is around our environmental goals, around our greenhouse gas emissions, around our 100% renewable energy goals, we take this office and tell the story from an environment and an environment and renewables perspective.

Speaker 2
But because most of the work is actually local economic development, labor and employment, upskilling workforce goals, when I'm running the business that same metric actually shows up in a different artifact on our rural economic development scorecard, which you can see on the
right. There's just an indication of how we talk about our goals differently. For the public than we do internally.

00:11:20:08 - 00:11:25:22
Speaker 2
The goals the same, the numbers the same, the metrics the same, the targets the same. We just tell the story differently than we run the business.

00:11:28:08 - 00:11:49:17
Speaker 2
Dr. Metzenbaum, I know you wanted to talk a little bit about our audience and our engagement, and so here is the users of our dashboard. Since we did a refresh in the outlook's kind of refreshed back in early 20, 21. You can see when we first did that refresh, you can see we had about 1200 users on a good week and we were promoting it relatively frequently in social media.

00:11:50:08 - 00:12:08:08
Speaker 2
Since then, the users have dropped down to about 500 a week. But we know that a lot of those folks are the same employees who are reviewing the data in our management meetings that we're using. Right? So some of these users are state employees, so we're using the data. It's there. It's, it's important for, for our our business.

00:12:08:08 - 00:12:36:18
Speaker 2
How have we run you can see that almost all of those users are using it Monday through Friday during business hours, although weirdly enough, I guess some people are using our dashboard to that 10 p.m. on Mondays. And this is longitudinal longitudinal data from the beginning of them. And we know that three quarters of our folks use it through the desktop about a quarter, use it through their mobile phones 95% of all of our users actually come from the United States.

00:12:36:18 - 00:13:01:11
Speaker 2
And 66% of all users are from Colorado. And you can see here that that's spread out across the entire state. The majority of our state capital is where people are using the data regularly. But we have users, both state employees and the public viewing this information, looking at it regularly all across the state, demographics that the last thing I want to demonstrate is something exciting to see, something to get excited about.

00:13:02:03 - 00:13:23:22
Speaker 2
We believe that we're really just on the cusp here of what performance and data analysis and data driven decision making can be. If you look at the way the private sector is moving and you look at the way that the public sector has adopted some of the private sector innovations, in
probably five or six years, we will have the kinds of business, intelligence and analytics to drive real results and real outcomes in incredibly meaningful ways.

Speaker 2
You know, predicting exactly when someone needs an intervention from a policy perspective or needs that new social service, how we can drive utilization up things like Medicaid and SNAP and I want to demonstrate one example that we're kind of getting excited about. It's called data sonification. So instead of showing you a chart showing you the data in a visible way, I'm going to let you hear the data in a sonic way.

Speaker 2
And what I'm going to use is unemployment claims. So we have a call center right accepting calls every day for people who are out of work. You know, they need a little help. They just need a hand up to figure out exactly what their next career step will be. And I will play some of these. So I've I've taken the throughput of our call center and I turn it into a metronome, basically.

Speaker 2
That's all I've done. I've set it up a little bit. So we're not sitting here for more than 10 minutes because I promise to make it less than 10 minutes, but I'm going to play three different rates. And the first rate is really an average year. So this is 2019 from the call center from our unemployment, from our unemployment office every click is a person as a human being picking up the phone saying I need help.

Speaker 2
I really just need, need a little assistance from the government and can you help me? Right, so this is an average year. This is what our call center expects without, you know kind of global crises and attacks. Oh, this next one is the peak of the housing crisis in 2009. So what many of us thought would be a generational economic crisis and you can hear what the unemployment claims sounded like that much faster.

Speaker 2
Right? You can imagine the kind of staff increases you need and how much more work you need to provide to make sure that that's working. Well, the last one here is COVID. So this is the peak of COVID in 20, 20. And you can hear what an unemployment rate of more than 12% sounded like so you can see just how different that would be, how different you have to run the operations and how we can begin to communicate performance in a way that actually drives different thinking in different problem solving.
Speaker 2
And I know.

Speaker 3
That's my time.

Speaker 1
That was fabulous. Ben, thank you very, very much. And now I'm going to toss to David Fletcher, the chief technology officer, Utah Department of Government Operations, Division of Technology Services.

Speaker 4
OK, it's nice to be with you all. Arun, are you able to put up the slides yes. And just give me one second. So.

Speaker 1
Hey, why don't you tell folks how with the state.

Speaker 4
Yeah, I've been with Utah for 32 years. I started out in the, in the Department of Administrative Services, but I've been the Chief Technology Officer for the last six years and about 30 years ago when, when Netscape browser came out, we put together our first site and, and sort of been doing that ever since because I think, I mean, for me it's been the ability to scale government and do things differently.

Speaker 4
And really it's all about performance. So that's what intrigued me about the conference here is, is how we can use technology to improve performance. So I thought I'd start out talking about the next slide there. Arun, if you can go to that. The last until last year we had had had 12 years of the Gary Herbert administration our governor and and I think this is where our focus on performance really matured in a way that it became a little more scientific and technology driven when Governor Herbert came on board, they changed the name of the Governor's Office of Planning and Budget to management and budget.
And so it took on a much more hands on approach in terms of looking at the way we do things. And shortly thereafter they, they began to implement something that we called the success framework. And we used to have a website success that you talked of that was sort of a little bit like performance dot gov, but really focused on the methodologies and a framework for how we achieve performance and, and the administration had a target when they implemented this of achieving a 25% improvement in government.

And I'll talk a little bit about that. But there was an increased focus on evidence based decision making. Every year we would have what was what we called the annual ops conference. And all state agencies were sent their management teams and we would review new ideas about, about performance and how we could achieve greater success through increased performance.

And if you want to go to the next slide again, I'll talk a little bit about that approach at this time. What was really how we use a methodology to achieve this 25% improvement and how we can measure that and show it and and communicate it. So the Governor’s Office of Management and Budget had every agency use the theory of constraints, quality and throughput over a we operational efficiency or operational expense.

Excuse me, but basically the idea was that what using a formula, increasing quality, increasing throughput and decreasing operational expense, that somehow we were we were to achieve a 25% improvement in performance. And I think every agency took this to heart and and the communication was pretty thorough in terms of the administration to the agencies. The website was a tool to get every agency to come on board and and to be able to compare results and and find ways to achieve performance through the use of of a more scientific approach and so anyway, if you want to go to that next one, go ahead around.

And in the current administration, we've moved from success that you talked of to performance that you talked of. And and every agency is using a much more scientific approach. I think we've seen that pretty much every agency is now using dashboards to track their success and communicate their success. And I think they're targeting, you know, multiple stakeholders. Obviously, they want to communicate to their employees.
They and be accountable for what they're achieving through their performance measures. So every agency is reporting on this. You can see that some agencies have more performance measures than others. Obviously, the smaller agencies tend to have less but there is a focus on accountability. This particular dashboard is not just they've renamed the office now planning and Budget but but it's a joint effort of the legislature, the legislative budget analyst and the governor's office to communicate not only to agencies and to citizens, but also back to the legislature.

And it's a tool for accountability in how we spend legislatively appropriated funds. So I think that's been a good tool. If you want to go to the next one around we also have really focused on transparency with digital government. Our focus has always been three things: information, services and transparency. Accountability and so open that you talked about is a place where we share all of our transparency initiatives, our open government initiatives.

Three key ones are transparent data guides, which every agency in the state, as well as every local government is required. Cities and counties, special districts, education, higher and public are all required to report their expenses to transparent that you tracked down. We probably have, I think, 6 billion lines of data as part of that data set. So you can see expenditure year for any state agency or any jurisdiction of the state.

Open Records is a portal to allow access to any state records make record requests. Data Dot Utah is where we share our open data. I think we've got 20 data sets there. So communication and accountability has become really important to us especially related to how well state agencies are spending our state dollars, tax dollars and you want to go to the next one around.

So one of the things that I wanted to do is engage with all the agencies creating their own dashboards is have a tool where people could go and access all of these dashboards as they're reported, instead of having to hunt for them or search for them. And this basically uses what we call our master data index. And so dashboards is just a type on our master data index.

And that type has made it metadata that's associated with it so that we can track it by sector of the economy. If it's agriculture or business or transportation, we can track it by agency but
it's all using their individual dashboards and tying them all together through a single portal that where it facilitates ease of access by all of the stakeholders, whether it's the legislature, agencies, employees or public and we obviously use a variety of technologies as the as the CTO, I try to standardize to the degree possible, but actually business intelligence is one area we've had a hard time standardizing because the technologies for reporting are always improving and so we actually have

00:25:30:09 - 00:26:05:15
Speaker 4
a variety of tools that we use for business intelligence, including Power, BI and Domo and Tableau and Cognos and Google's Data Studio. All of those are good tools. And increasingly we're using AI and machine learning to analyze the data that we have across the state. And we've got an eight center of excellence where we share ideas about about the use of technology and and particularly artificial intelligence within our digital government initiatives, not just digital government.

00:26:05:15 - 00:26:18:06
Speaker 4
But that's sort of my focus anyway. That's a little bit about what we're doing and how we're using technology to communicate information, information about performance in Utah.

00:26:19:20 - 00:26:39:04
Speaker 1
Fantastic. Dave, thank you. Those two opening sessions, I'm so excited about them. They've got smart. Montgomery County County Stat Manager, I still got you here, Dave.

00:26:46:23 - 00:27:01:04
Speaker 1
Ryan, if I can't find him, I'm going to to you up. Dave. Grossman, are you around oh, he's here. So can someone around or Mary, can you unmute Dave Grossman. Thank you.

00:27:04:20 - 00:27:06:17
Speaker 4
Yes, Sherry, I'm actually OK.

00:27:06:20 - 00:27:09:20
Speaker 2
There we go. Yeah, I was not allowed to unmute myself.

00:27:10:05 - 00:27:12:10
Speaker 4
Yes. Yes. So I was also bringing up your.

00:27:12:22 - 00:27:38:01
Speaker 2
Time power that my colleagues wish they had please. Great to be with you all today. Are you going to a room? Are you going to bring out my slides or like you, would you like me to. OK, thank you. Yeah, perfect. All right. Let me just say before I start that if you have never been to Colorado or Utah, they are two of the most beautiful places in the United States.

00:27:38:01 - 00:27:57:19
Speaker 2
So as the world loosens up a little bit, I hope that people will go and contribute to their tax base. I'm sure my co-presenter is here with me. You know, they didn't tell me to say that, but they are so spectacular. But I'm going to bring us back to the East Coast. If you're not familiar with Montgomery County, Maryland, we are the largest jurisdiction in the state.

00:27:58:14 - 00:28:25:20
Speaker 2
And the little map there, the little screenshot, the triangle at the bottom is Washington, D.C. So we bought our first ring suburb of Washington, D.C. We have just over 1 million residents, about a 10,000 person workforce. And we are a full service local government that does everything from public safety to career vaccines to libraries and recreation and permitting and potholes and bus service and pretty much everything.

00:28:25:20 - 00:28:56:13
Speaker 2
The local government can deliver. County Stat is the performance management data analytics team for county government. We have two primary roles that you'll hear a little bit more about the next few minutes. The first is the the kind of the classic stat office where you in terms of oversight and accountability and developing for performance metrics for all of our different departments and operations and monitoring them and reporting them out and getting involved when things are going off the rails and so forth.

00:28:56:21 - 00:29:22:03
Speaker 2
And then the second hat is more of an internal consulting type role. That's the data analytics role. And in what we do in that respect is we we try to help our colleagues in county government to use and leverage all of the vast amounts of data that we're sitting on top of in all of our different systems and applications for more informed decision making and discussion and policymaking.

00:29:22:03 - 00:29:41:17
Speaker 2
And we do that through delivering a variety of products like maps and graphs, graphics and charts and dashboards and reports and other analyzes. So what I'm going to do with the next slide is I'm going to take us through a little bit of the evolution of state and local government. Dr. Metzenbaum wanted me to convey some of this.
This is just Montgomery County's experience, but I am talking to a lot of my colleagues around the country. There is you know, this is a there's been a fairly similar path that a lot of my counterparts in other cities and counties in the United States have taken. So starting in the upper left quadrant, what I would call 1.0, people who have been doing this for 15 or 20 years might recall the many, many field trips that mayors and county executives and town supervisors took to Baltimore, not only 40 minutes from where I'm sitting right now to see Martin O'Malley and what he was doing with with City State in Baltimore before he was governor and created states that had such a Metzenbaum mentioned. And in the in the one point state model which everybody including Montgomery County went and learned and then came back to their homes and kind of folded it on to their operations. It's very much a top down command and control kind of structure where the stat team is part of the executives office and they sit on top of that, the agencies of the departments and they do their analyzes and they do their performance sessions and kind of tell them what to want from the top down.

But in Montgomery County and I think in a lot of other places, that model, you know, there was a time limit on that because the culture of our county is it's very collegial. There's a lot of collaboration and that kind of tough stat model, as it's called, they're very, you know, confrontational by reputation anyway, kind of model, didn't really work for us.

So the two point model, which you also saw, by the way, a little bit more of in the states, that model under O'Malley was more more collaborative, more issue driven, more cross-agency, cross-departmental focused, where the stat team would be would act as a convener almost, and there would be an issue that you could not move the performance needle unless you had multiple stakeholders at the table all sitting around the same data or the same maps or the same analyzes and agreeing on those and then figuring out where to go from there.

So that's the circle model, if you will. And then moving on to the three point or model, what is interesting about this step is that this represents an administration change. You know, we in state government, local government, federal government, you have administration changes and the priorities and the the thought processes and the way a new administration wants to wants to operate is going to dictate, you know, your performance operations to a large extent.
So we had a new administration coming in about three years ago, and the chief administrative officer and the county executive, they needed to they wanted to almost go back to the one point because they needed to wrap their arms around county government coming in new. But they didn't want the same approach. They really wanted not just to emphasize accountability but to emphasize collective learning.

They really wanted to change the culture of the organization. So what you see here and again, the stat team is kind of in the middle, we sort of drove this process and we of and what the circle represents, we it was branded turn the curve, but it's essentially a strategic planning process that's grounded in data and evidence in the first step.

When you develop when you establish a performance measure and then you know, you develop a strategy to move the needle or turn the curve on that performance metric. And we guide that process and those the meetings around those those specific measures and the turn the curve process almost replaced sort of the general performance metrics that we met around before.

And then moving ahead to 4.0, which is I think where we are now is what I'm seeing is a little bit more of a distributed model where all of the analytical horsepower does not necessarily reside in the county stat team or a city stat team, you know, just in the executive's office. But because we have all these digital natives entering the workforce and because the technology has has spread and governments have invested in it, whole agencies, individual departments, they want a stat person, they want an analytical person in-house just for themselves.

So so we have I have colleagues now in county government that didn’t exist before two or three years ago. Who are the data literate person or skilled data person but focused just on one department or just in one kind of operation. And then the counties that team, my team is more broadly across county government, and we interact in a lot of ways.

Often there are touch points into those departments or those agencies. So it's a little bit more distributed so I'm taking up more of time that I wanted to with that. But let's move on to the
next next step. I'm going to go through this very quickly. These are just some other kind of important elements of how counties that evolved over the years.

00:34:49:11 - 00:35:30:07
Speaker 2
And all this slide, this very busy slide is saying is that we went from being very PowerPoint driven where we would have these very traditional meetings and analysts would spend an inordinate amount of time updating the last PowerPoint deck for the new meeting with the new data. And we took a step into the 21st century and invested time and effort into learning tools like Tableau and Power BI and or, you know, our physical packages and so forth to automate the data, the data collection, automate the updating that when you opened up the new dashboard, you opened up the new map that would populate automatically, and that allowed us to devote more of our time to actual analysis and less time to just packaging stuff. So that was a nice step. If we go to the next step, the next slide rather. So another piece of our evolution that kind of took us out of that 1.0 mode is in in Baltimore. You know, it's certainly the beginning of cities that many things were awful and every problem, every agency.

00:35:30:07 - 00:35:53:15
Speaker 2
So it had to be a nail that the hammer, the the tool, the meeting had to be able to fit it. Well, we realized in Montgomery County is that we operate fairly well. We are a high functioning organization we have a lot of great subject matter experts. We do things pretty well. Not everything's great, not everything's even good all the time.

00:35:53:21 - 00:36:10:16
Speaker 2
But we took a much more tailored approach to each department in each issue that we sort of started to shared the recurring meetings for every single department. If they were just getting too repetitive, we might have a monthly stat session for a department that had acute issues and really, you know, was in the red, so to speak. But we might meet less frequently or do more ad hoc project oriented work with the departments that were more higher functioning.

00:36:10:23 - 00:36:36:15
Speaker 2
So it's just more of a tailored approach rather than treating everybody the same. And then the like this last very busy slide the next slide, thank you is people always ask, well, how do you how do you get your work? How do you I mean, how does your workflow come into being? And and there are four kind of lessons that we get our work.

00:36:36:15 - 00:37:32:23
Speaker 2
The first is when the county leadership says this is important to me. The second lane, the data driven lane, which I think is probably the most defensible is when the data is literally telling you, you know, look at me, there's a dip here or a spike here. There's something happening. And we you know, we'll investigate the collaboration lane is something where, you know, it's across departmental or across agency kind of issue where we're not going to make progress unless we convene multiple stakeholders together and then the fourth lane is the one that took and that's where we we built our reputation as being helpful and good colleagues.

00:37:32:23 - 00:37:52:20
Speaker 2
And smart and, you know, kind of Swiss army knives in county government. That department started coming to us and saying, hey, we have a problem. Can you please help us? So that's how our our work plan gets formed through these kind of things. We go to the next slide. I'll talk a little bit about the communication piece now.

00:37:52:20 - 00:38:17:18
Speaker 2
So this is our our our website. You know, you're welcome to visit. We have to represents the two halves. We have department performance dashboards and then the whole community insights and projects and products tab, which is all of the these interactive tools we've built over the years. That we turn out into the public domain so that people can use them and you know, be more data informed with with what they're doing.

00:38:17:18 - 00:38:39:11
Speaker 2
But the next slide is, is this should be a screenshot of of a department performance page. So we use Tableau here where we populate the performance metrics in the blue and the in the actuals. And then we have projections or targets based on the kind of measure that it is in the gray. This is all this is public.

00:38:39:11 - 00:39:09:12
Speaker 2
So we communicate this stuff out to the public and then where we feel there's a specific internal audience, whether it's executive leadership or department leadership or management, we can communicate it to them as well. But everybody like Benn's presentation, everybody's looking at the same information. The piece on the right, which I don't have a lot of time to get into, unfortunately, because I'm waiting for Shelley to put her finger up is this is our this is just our framework.

00:39:09:14 - 00:39:32:15
Speaker 2
This is we we use results based accountability that that philosophy as the underlying foundation for the county stat work. There are three tiers of measures. There's the how much
did we do, the quantity, the widgets, how well did we do it? Thank you. How well did we do it? Which is that? The quality of our work.

00:39:32:21 - 00:39:59:12
Speaker 2
You know what percent of a of a process met an expected timeline and so forth. And then the ultimate measure, of course, in local government, the thing we're always striving for is the impact, the outcome, and that is, is anyone better off? So we categorize our measures in these ways. We work with departments for each program in existence to to identify a handful of measures to tell the story of each program through any of these kind of measures.

00:39:59:18 - 00:40:24:08
Speaker 2
I'm going to whip through the last the last three slides. To me, a powerful data visualization is everything right it it's it's data, but it tells a story. It's that happy middle ground, that happy marriage between data and storytelling. And it when you do it right, you see light bulbs go off. This example I'm going to show you is dated.

00:40:24:10 - 00:40:51:08
Speaker 2
It's five, six years old, but it's still one I use because it says something to me. In Montgomery County, people look at us, they say, you are a wealthy county. You don't need federal money, you don't need state money. You guys are doing great. And when you look at us on the average against all the other gray dots, which are all the other counties in the United States, and you plot the percent of the population above the poverty line with median household income, you will you will say, yes, of course, Montgomery County, you don't have any need.

00:40:51:08 - 00:41:13:00
Speaker 2
Right. But if you go to the next slide and you unpack that data into our 215 different census tracks, you make it more level, more granular. And then you go to that last the next slide, you say, Oh, wow, your average is being dragged up by all of those census tracks in the blue and other colors as well.

00:41:13:06 - 00:41:32:15
Speaker 2
But if you're going to do a more in-depth analysis, then wow, you really do have census tracks where people who are in need and we need to target resources there, where we need to highlight that to tell a better story. So the very last slide are a couple of principles. I don't have time to go to them right now, but I would encourage anybody to look up.

00:41:32:15 - 00:41:51:02
Speaker 2
Jonathan Schwab is from the Urban Institute. He promotes these five principles of data communication and things like pre attentive attributes to help tell the story. So that's something I can have to talk about later if there's time, but I would love to promote his work. Thank you.

00:41:51:03 - 00:42:13:04
Speaker 1
Thank you. That is fantastic. And now let me introduce Rihanna. Surratt, who's the communications manager and community participation officer in Amherst, Mass. And what's exciting to me is we talk a lot these days about inclusion et cetera, and also the challenge of how do you engage? I mean, if you engage the community, you hear different issues, et cetera.

00:42:13:04 - 00:42:18:06
Speaker 1
It's not just inside the walls of government. Brianna, take what you've learned from this.

00:42:19:07 - 00:42:24:22
Speaker 3
Great. Thank you, Shelly. And hopefully everyone can see my screen. I'll look for a thumbs up from someone.

00:42:25:16 - 00:42:25:22
Speaker 2
30.

00:42:26:10 - 00:42:50:03
Speaker 3
And thank you. I guess I have got the dubious honor of having to follow Ben and both Dave. But today, I'm excited to briefly share with you the perspective of a smaller agency with a team of one myself and our approach to leveraging communications and engagement to more broadly tell the story of our work in order to improve the civic experience of our residents.

00:42:51:03 - 00:43:24:11
Speaker 3
To be clear, we do not currently have a formal performance management system in place but I will share our experience in trying to get one set up and some other ways. We are currently communicating our work out to stakeholders so just quickly, I know for the sake of time, my name is Briana Sun. I have worked for over ten years in communications, local government, communications, innovation and digital services, and prior to working in the town of Elmhurst, I served the city of Worcester, which is the second biggest city in New England.
So you just heard from my colleagues at the state level in Utah and Colorado and from the most populous county in Maryland who have been doing great work in this space for years. My perspective will, of course, be scaled way down to represent the work of a smaller college town in New England who's been making increased investments in communications and digital engagement services over the last few years.

And I'll also talk a little bit about our experience, lessons learned and potential opportunities to leverage as we try to introduce a more formal performance management framework and culture of continuous improvement. But just quickly, a little bit about Amherst. We were only just under 40,000 in the last 20, 20 census and more than half of that number, our thanks to our student population who come to attend the flagship university for Massachusetts, UMass Amherst, Amherst College and Hampshire College.

One other quick thing to mention about Amherst. If you've not had an experience with our with our town before we do say Amherst, where only the H is silent, we have an extremely active, engaged, empowered community who who really has a voice in what we do and how how we produce our services so just a little quick context.

I did mention a little bit about Amherst, but in 2018 we changed our form of government. If you're familiar with New England, towns representative town meeting or open town meeting is pretty common. But in 2018 we switched to a council manager form of government and with that came an increased focus on transparency, participation and engagement that was actually codified into our new charter so that's just a little context for some of the work we have been doing since then.

Going backwards here well one of the questions Shelley wanted us to focus on was why do we track and communicate our performance and particularly why do we do that in local government? And you know, the core, our purpose is the public and our goals should be connected to and formed by and to the benefit of our public. Our media audience is our community.
First, we increase transparency by telling our story and exhibit the value of our services, but also we use the feedback gained from these communications to improve or pivot but with tracking and communicating performance, we also see benefits for staff. We see how their work across the organization aligns with the higher mission and values and ultimately that of the community.

And it informs how each department or function contributes to these broader goals. Some things to watch for, particularly in local government. Not that this doesn't exist at the county or state level, I'm sure is really this is the way we've always done it mentality or the silo effect. And so there has been some reticence from different departments or staff members to want to participate in a more formal performance management system, but especially how we communicate that out to the public the other audience that we think about when we're measuring and communicating our performance is for leadership and our elected officials.

This is especially true in local government, where we are in the direct impact zone of our services and programs. They know where to find us. Our offices are right next door and we see this as a really strong tool for leadership and elected officials to be able to exhibit the progress being made or show where we need more resources to get the job done.

Before I talk a bit about some of the innovation innovated uses of technology to this, and I will say that the pandemic really paved the way for innovation in local government in some ways more than other agencies were already making headway in this space. We saw a rapid adoption of new technologies by both staff and the public because they had to there were creative use and scaling up of existing technologies to get the job done from home and in new ways.

And it really fostered a mindset of innovation and upskilling of our teams.

And more importantly, for me, there was some really solid data and analytics on the use of our digital services and our virtual engagement opportunities to inform our decisions so another question that that's posed is how can we use this technology to increase our communications engagement, transparency, and local government? In Amherst, I've used several new or existing tools to help tell the story of our work and services and at the same time highlight
opportunities for more two way communications with our residents in order to get that important feedback from them.

00:48:32:06 - 00:48:57:15
Speaker 3
On how we're performing some recent recent examples over the last year or two that we've we've put into place, we're installing digital signs in our downtown area. We are able to push out information to these sites, but at the same time, we're able to prompt passers by on the street to answer some important polls on projects or initiatives in the town via text.

00:48:58:14 - 00:49:42:00
Speaker 3
Not only do we see those answers, other other passers by can see the answers to those prompts from their fellow community members. We've done a fair bit of crowsource mapping for blight and issues and use that for actionable events like community cleanups we frequently use data in mapping from our issue reporting tools. One thing that we've started to do a lot more to communicate our performance is using this interactive and web based story maps to talk about what what's being done with the budget right now we're building one for our ARPA projects that we anticipate will be a hit with our community members.

00:49:43:07 - 00:50:10:05
Speaker 3
One of the bigger things that we we did about a year ago was stand up a dedicated online public participation platform, which we call Engage Amherst encourage you all to take a look at that if you're interested. But really what it is, is we build out project pages for each one of our major initiatives, and we invite the community to interact with different tools to get their opinion and gather sentiment.

00:50:10:19 - 00:51:09:24
Speaker 3
Some of the tools, for example, our survey tools or idea generators all the way to different mapping exercises for them to interact with the project in a way that's outside of a prescribed public comment at a public hearing. So it really allows for long range public participation on a per important project. We've started because of the shift to virtual meetings.

00:50:40:02 - 00:51:09:24
Speaker 3
We've started to use in meeting polling on specific agenda items to allow for real time sentiment gathering from our community members. Again, another way to broaden the opportunity for public comment outside of that small window. We've done a lot of work with public interest technologies that we've co-created with the university here in town and been able to sandbox them here directly in our meetings and in our spaces.
Here in town. And we have looked at performance management software and public dashboards. If we had time to do more time today, I'd love to get into the specific use case for these examples. We can happily connect afterwards or answer anything in the Q&A, and I know I have to be on time in the last few slides, I'll briefly share our experience.

Lessons learned from our attempts to design a more formal performance measurement strategy in our community.

So before the pandemic, I participated in a national cohort for local government strategy and performance management. Again, Amherst was the little guy in that room, with other participants coming from much larger cities like Baltimore and Philadelphia, where they already had dedicated performance staff or teams the program was designed to rapidly upskill participants in the area of performance measurement management and the sharing of results, both internally and externally.

And they even gave us a year long trial of a purpose built software to get us going so while the initial response was very, very favorable, when I brought that back to my organization to pilot, then the pandemic hit and our priorities had to shift a little bit, not without some lessons learned to inform our future efforts.

First and foremost, I would say one of the chief challenges was buy in and support from leadership, depending on what your agency looks like for us, that would be the town manager and our town council, the lack of dedicated staff and resources was troubling. I mentioned earlier I am a team of one, so trying to think creatively how to do something like this with existing staff it became apparent we definitely needed a dedicated software to track into dashboard results back out, which for a smaller municipality becomes a concern for cost and resources of the first three, really will impact the ability to operationalize and to sustain a program like this.

And the last two, I think, were harder to wrap my head around, a little bit more difficult for me to get over those hurdles were just the general slowness with the organizational cultural shift in local government, not kind of being fast enough to understand what we were trying to do, so
trying to find solutions to that, but also the shifting priorities of elected officials and how that impacts the goals that we're trying to measure.

00:53:48:18 - 00:53:51:21
Speaker 1
Brianna, I think I need you to wrap up and yep.

00:53:51:21 - 00:54:27:02
Speaker 3
I'm on my last slide. Thank you. So with those challenges in mind, there are opportunities to improve success on the local level. We've heard from my colleagues previously and I was feverishly taking notes, but some of those opportunities, I see our support in training from states or other partners, potential reasons, regional cost sharing of staff and technology and the statewide or regional efforts would also assist us with standardizing and benchmarking capability, employee incentives and automation through software.

00:54:27:02 - 00:54:49:09
Speaker 3
We saw that was evident with everybody's previously previous talks and collaborations with academia or other partners. And here in Elmhurst, I'm looking at all of these possibilities to scale up our continuous improvement efforts, which we do link directly with communicating out results and receiving input from our community. Members. So I know that I've reached my time from Shelley.

00:54:49:09 - 00:54:56:04
Speaker 3
I could keep talking, but I am going to pause now as we're going to transition to the question portion so.

00:54:57:20 - 00:55:14:01
Speaker 1
Thank you very much. So I just get excited. That list of the ways you were getting information and communicating with the public was so exciting to me. Thank you for taking us to a new era, and I think it's now your turn to ask Dave a question.

00:55:14:19 - 00:55:35:22
Speaker 3
Yes, thank you. I have a question for Dave Gutzman. I'm going to butcher that, but from Montgomery County, selfishly, what advice do you have for a smaller agency with limited resources to get traction or internal buy in to sustain a performance, formal performance, performance management system?
Speaker 2
Sure. And you didn't butcher that badly. Better than most.

Speaker 3
Thank you.

Speaker 2
I'll be I'm so I'm going to be more brief than my actual presentation because to me, I can encapsulate a couple of things. A lot of times people will say the advice is, you know, get get embedded in legislation. And that that is one option. That is one track to take. And that way your your performance office is, you know, you're there, you're you're in the charter you're in that you're in the the laws and you know that you're not going anywhere more than likely now we're not my office is not.

Speaker 2
So there are three things that we've tried to do to really sustain ourselves. We are in our second administration. So we've we've we have survived the transition. The first is pure relationship management. We we spend a lot of time and energy and thought on making sure that we pre-COVID certainly, but to the extent we can, virtually meeting the people that we work with, helping them understand who we are and what we do and what value we bring, how we can be helpful to them.

Speaker 2
And and the fact that even though we want to be helpful, there is still an obligation on their part to comply with the performance metrics. You know, we want to help help them do them the best they can and iterate them as needed. But there is an obligation, but also an opportunity for us to, you know, to assist them.

Speaker 2
The relationship management is huge. I encourage my staff to get out into the field. You know, we are one of the most memorable days I've ever had in county government was a day that I spent the day with the fire department riding a fire trucks and responding to calls because it builds credibility and it builds relationships and knowledge of how a department operates on the ground.
00:57:27:11 - 00:57:58:11
Speaker 2
That's really important. The second thing I think is just to try to stay as apolitical as you possibly can. You know, in my common county, I don't know, two thirds, three quarters of the residents are Democrats. So it's not you know, there's not a lot of huge, you know, political upheaval here and there. But even within county government, people have different opinions that we have a nine soon to be 11 member county council you know, we just try to stay out of the political fights and keep things grounded in facts and data and evidence.

00:57:58:11 - 00:58:24:07
Speaker 2
And, you know, which is are those are our watchwords. So it's actually a little easier. And then the third thing is, is to demonstrate value everywhere you can. You know, we you know, the products that we create, whether they're dashboards or analyzes or reports or interactive maps or, you know, we provide things that a lot of people in government don't have the skill to do.

00:58:24:07 - 00:58:42:14
Speaker 2
And we're out in the nonprofit sector for the things that we turn out publicly. We creating we're creating tools that simply deliver value and make people's lives easier. They don't have to spend a month learning gears. So, you know, because we need something that they can just click and have a have a really great map and 5 seconds instead of a month.

00:58:42:21 - 00:59:10:08
Speaker 2
So the value creation is really important too, from I know we've talked a lot about communication, storytelling. I will admit that with our strong suit is not marketing. So we do all these these things, but we I think admittedly I would in candidly I would say that we don't do a good enough job of of telling our own story, especially in the public I think within government, people know who we are and what we do and appreciate it.

00:59:10:08 - 00:59:14:03
Speaker 2
But out there in the public, it's not as much as it could be.

00:59:14:18 - 00:59:29:16
Speaker 1
And that gets in. Rhonda's question about was there an effort to inform the general public about your efforts and was it successful? So let me ask you, you're going to be asking questions. So let me ask Ben to address that one, too.
Speaker 2
As well as minded. I'm going to ask. Yeah, OK. OK, so Ben, one of the things that you you you reflected on in your talk was you talked about outcomes which are very externally focused versus strategies which are more internal inside government focus. So how do you straddle those two worlds or maybe pivot between them without either diluting the message or confusing your colleagues versus the public who are actually doing the work next day?

Speaker 2
That's a great question. I'll start very functionally. So tactically, when we create what we call our like wildly important goal, right. Performance, outcome, that we're really striving for it. I have a team of analysts who work very closely with state agencies to develop a theory of change. And that theory of change is basically a spreadsheet, and it kind of walks you from taking this big outcome level problem and breaking it down into bite sized problems, but also doing a bit of an inventory for my agencies about the programs that are already in place where we're already driving money.

Speaker 2
Well, we're already driving outputs. And so there's kind of like top down, bottom up approach, and we kind of document it all. And then we like finalize this is our theory of change or how we talk about outcomes here. So we talk about what we're doing. But I will say sometimes it is very difficult. I recently coached the Department of Public Health.

Speaker 2
You had to go around you know, healthy behaviors, healthy lifestyles, healthy weight, kind of broader outcomes that I think we could all talk about. Like they were proposing a measure, BMI, which I think we all know is like a really bad measure of that, that kind of thing. And so we talked for a long time about what the right outcome is and the levers we have in our tool belt to actually create that kind of social change.

Speaker 2
That the taxpayers and the public expect of us. And what we decided is we actually needed to more narrowly defined that outcome. We could still focus on those kinds of healthy behaviors, but we have a population we already serve with our women and children. From the federal program. It talks mostly about nutrition goals. And so, you know, we may not be able to influence the behaviors of every single person, you know, millions of people in the state, but we definitely can for the people who are directly serving and already spending money.
So we talked about some of those still outcome level measures, but in a way that really has we have more control over the behaviors and the outcomes as opposed to things that we just kind of like, you know, throw some stuff up on the wall and hope that it is the world gets better. And so I think that's probably the best way that I would respond to that.

And I'm going to ask Kevin Bronner's question to you, Ben, which is, have you done it made an effort to inform the general public about what you're doing and what it's yeah.

So the best example of that, and this is part of the legislation that is required, the Smart Act requires Smart Act hearings and so in the legislature, every single year, an agency comes in front of the Budget Committee to talk about their budget request and, you know, the committee of reference to talk about the specific legislation but there is a public forum every single year for every single agency where we talk about performance.

So we talk about the outcomes. We talk about the mission statement and the vision statement of every agency. Those are widely attended by stakeholders and partners in the community. And occasionally we highlight some of the successes through communications, press releases, tweets, that kind of thing. When there is a big win. And I kind of use that example about rural road improvements earlier in the the challenges, most people that kind of like regular public don't necessarily care all the time about the in the weeds analysis that we're doing and so really we focused mostly on communicating the story to our stakeholders, the partners who are already well aware of the work that's going on.

It's just a way to communicate the success of our programs to them. And usually there's kind of that sweet spot into the diagram where, you know, members of the public, but they're still interested in what our Department of Natural Resources is up to every day. And those tend to be the people who need it most, who care most and listen most.

So great. Thank you. I think you were going to ask question of Dave Fletcher.
Speaker 2
I was Dave, I am really intrigued about your Eye Center of Excellence and have tried to do some similar things here in Colorado, but often run into challenges where there's public perception that is just kind of big brother. You know, you're the government and you're just going to be watching everything I'm doing. And I'm curious how you respond to that.

Speaker 2
And if there were the same challenges as you kind of set up your API center yeah.

Speaker 4
I mean, I hear those kind of things regarding AI, but really I is focused on efficiency and performance and improving the way we deliver government services. And and I think we've done enough there with our to show that we use digital government to improve things for citizens, that we don't get a lot of kickback on that it's it's still evolving.

Speaker 4
You know, every year we identify about 12 initiatives where we can use AI we've been at it for four years now and and there's so many whether it's in transportation or agriculture. An example is one where we our Department of Agriculture was delivering I mean they have a brand book and it took a long time to when they got requests for new brands to go through that book and try to manually match up and see what brands haven't been used and are they different enough from all the other brands and it could take a month for them to go through all of that.

Speaker 4
And so using image recognition, they were able to reduce that to a matter of minutes to go through. And and and the same thing when when cattle would be identified with a specific brand. Somebody might send in a picture. It took a long time to go through and find out who actually owns that livestock. And so we take those kinds of successes and communicate them out to the public as well as to other agencies to show that really AI is about improving service.

Speaker 4
And so when we can do that, it helps grow the interest in in that kind of an initiative and and overall, it's been very successful. We've worked to share some of the things we're doing in artificial intelligence with other states to show that it is a meaningful technology. And to me, it's really the technology of the future that's going to enable government to scale beyond where it is today.
Speaker 2
That is so fascinating. And you bring up brand, it's a it's a challenge. We're dealing with two right now, and we're actually running a pilot to use blockchain. We think that the right technology to kind of map out the ownership of every image for every cattle rancher in the state. You know, maybe this is a good use case of blockchain in the state, which we struggle to find a good use case for.

Speaker 2
So I may reach out to you and ask you how you are use either and brands, that's for sure.

Speaker 1
Fantastic. So Dave Fletcher, I love listening to how you're thinking about this, and I also love that you've been around 30 years, so you don't have to be young to be able to have this innovation mindset. Right. I think you're going to ask Brianna a question.

Speaker 4
Yeah, you know, we always want to find ways that we can work better with with local governments being at the state level. And Brianna mentioned that Cesar, she's a one person shop. And and so I was wondering, are there forums within Massachusetts that bridge between state and local governments where you get support? And also, what kind of support would you like to see from, from your perspective, from state governments that could be of assistance?

Speaker 4
And how would you like to see that delivered?

Speaker 3
Well, well, those are both great questions. David, thank you. I think right now in Massachusetts, we do have strong support in the form of grants from the state and from the governor's office. Which is one of the problems we have as resources. Right. So we often get money for I.T or innovative innovation projects. But what we sometimes don't get is, you know, the training or access to shared resources, which I think would take us a little further, especially in performance management, if there were some sort of shared software that all 351 communities, cities and towns in Massachusetts could use.

Speaker 3
And that was standard sized and we could get shared access to it. I think that would be something specific to performance management that that we could really benefit from and
then be able to benchmark against our our neighbors. So I think, I think going beyond the funding from the state training and those other shared resource opportunities would be really helpful to especially smaller communities, smaller cities like Amherst fantastic.

01:08:39:03 - 01:09:05:19
Speaker 1
It's it's very interesting. I'm sitting here listening to you and thinking, OK, who in the state, you know, maybe the Department of Community Affairs or whatever thinks that's their job. I know that UMass Boston has the Collins Center, which had a stat that network, which was the model, the mid-Atlantic Stat Network, but it hasn't gotten us funded. But also maybe collective purchasing, you know, is what I hear you sort of saying, maybe there a group purchasing.

01:09:05:19 - 01:09:26:22
Speaker 1
Would that be helpful? What kind of I mean, I'm going to, OK, on Dave Fletcher's question, how could the state help OK, any more thoughts about how the state could be helpful? And I'll ask the same with Dave Guardsmen, who's also a local government. Is there ways the state could be more helpful or mostly do you want them to stay out of your way?

01:09:30:07 - 01:09:31:13
Speaker 2
You want to go first, Rihanna?

01:09:31:17 - 01:10:00:06
Speaker 3
Oh, sure. I mean, in our case, we any help that we can get to build capacity internally we especially linked up with resources like direct funding would would be would be valuable. I often get one and not the other. So having both together, I think, would really make a much bigger impact for us. And if that's coming from the state, which it usually is, either one or the other, pairing those two to make a more sustainable project and program.

01:10:00:23 - 01:10:22:02
Speaker 3
We've we've gotten vast amounts of money for some projects that we implemented and then couldn't sustain and had to abandon and it really is sad to see that waste. So really pairing up resources with capacity building is, I think the way what we would want to see from the state OK.

01:10:22:10 - 01:11:04:07
Speaker 2
So the way that I, I react to your question is, is, you know, what, like broadly, what could we use from the state? And I'm just thinking about it from a data perspective and you actually alluded to this earlier, you know, Maryland was, was one of the first states to have a stat again because of Governor O'Malley. And then when there was not just an administration change but a a
political party change and because of that stat brand was so closely tied to the governor, you
know, not only did Governor Hogan sort of deemphasize that role.

01:11:04:07 - 01:11:36:04
Speaker 2
He physically moved the team seven miles out of Annapolis to Brownsville, and changed the
name to something that doesn't roll off the tongue quite as nicely. So I would like to see a
resurgence of of that in Maryland. But but what we could use, I think, is probably just more
robust data sharing. And it's not that it doesn't happen you know, that Maryland has a has a
robust open data program, but sometimes it doesn't.

01:11:36:04 - 01:12:07:10
Speaker 2
How precisely looking for you know, one of the issues that come up recently is about, you
know, who are the business owners in the county? And we we're looking at that from an
economic development standpoint and how can we help people and how do we do outreach
and so forth with that data because of the way businesses get licenses often tied up in state
systems that we just you know, we have to tie ourselves in knots and hope that you contact the
right person to get what you're looking for.

01:12:07:10 - 01:12:18:21
Speaker 2
If you can even get it. So, you know, more open channels of communication and data sharing
systems. It's how I would characterize that. Well.

01:12:19:22 - 01:13:01:13
Speaker 1
Are you going to be able sorry about that day? Allen Sharpe mentioned an event that Napa is
convening, which really is about this inter-governmental data sharing and everything is and also
what other kinds of supports, especially to local governments, it'll be May 20th. I'll work with a
room to try and get you guys all the invite to it because we're trying to figure out, OK, what are
there some general recommendations but then implementing the recommendations because
it, it I mean, it's exactly beyond, I think the issues you're raising let me thank this stellar group
of panelists for I mean, I was so interested we have other to mentioned in the track this very
informative you gave

Speaker 1
us great examples but you also gave us great sense of, OK, here's what I'm thinking about in
terms of what makes it useful and how to make it useful and talked about your technologies
thank you so much for helping all of us learn, but and for the work that you do. So exciting. I
hope we can continue the conversation.
Speaker 1
All of us thank you. Passing it back to you.

Speaker 4
Thank you, Dr. Metzenbaum. Thank you, panelists. This is a fascinating discussion. You know, this is something that we were thinking about of communication and we were wondering, know, how would we get the speakers who would want to come and speak? And I think we did. You know, we really had to find the best speakers to come on and talk about this topic.

Speaker 4
Thank you for showing us so much insights about what you do with communication.