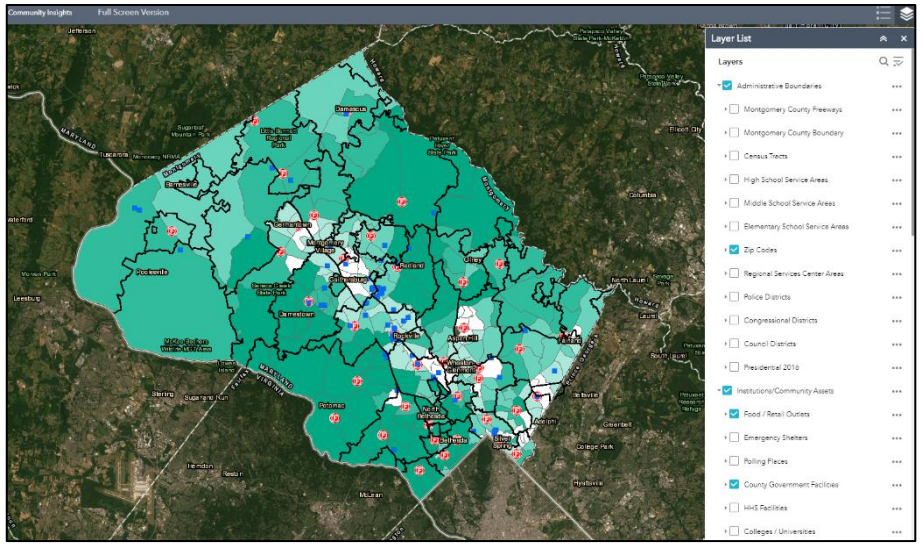
MONTGOMERY COUNTY
COUNTYSTAT

COUNTYSTAT



MONTGOMERY COUNTY'S PERFORMANCE MANAGEMENT AND DATA ANALYTICS TEAM

2022 Marc Holzer Public Performance Symposium
April 22, 2022

1. From Triangle to Circle: Collective Problem Solving

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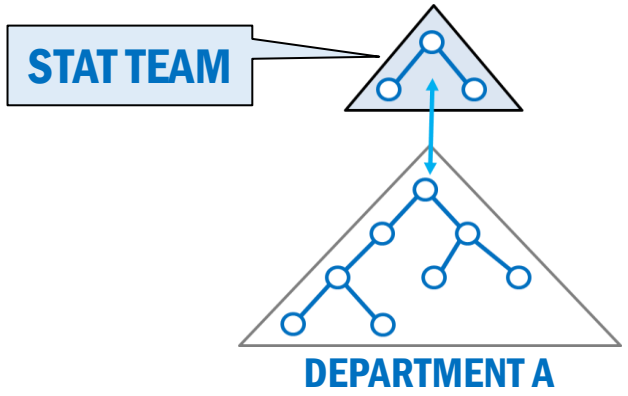
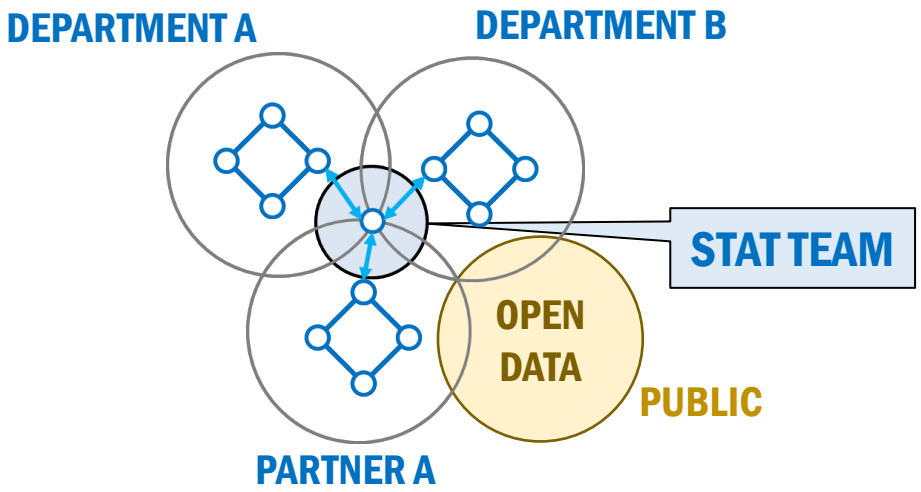
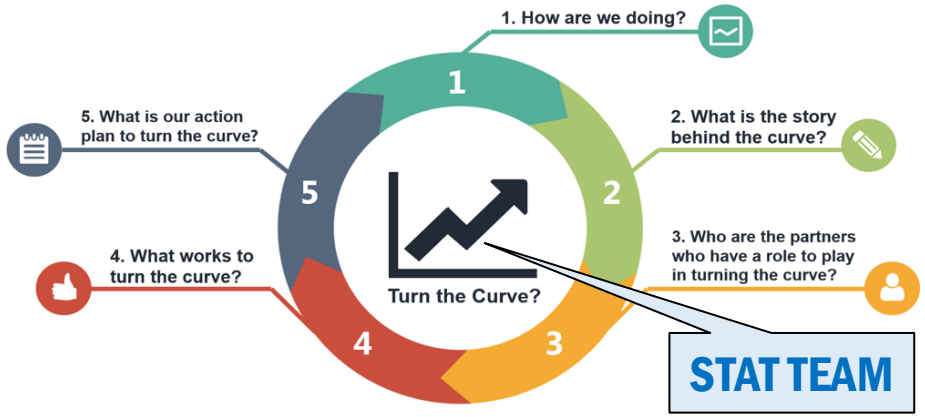
PERFORMANCESTAT 1.0
(EX: BALTIMORE CITISTAT)



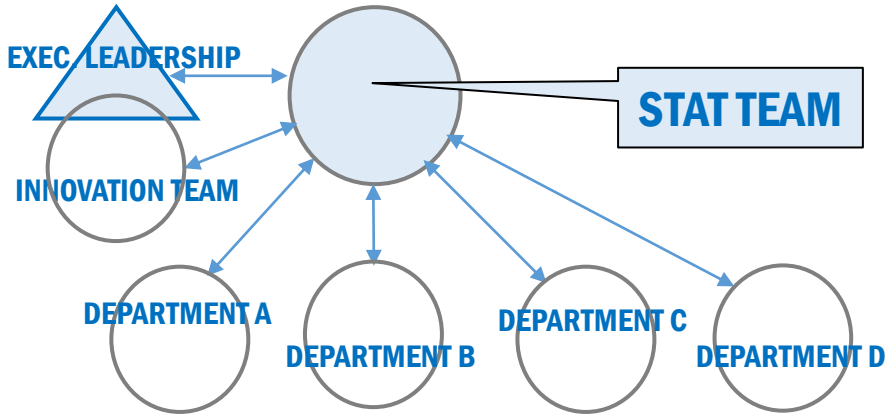
PERFORMANCESTAT 2.0
(EX: MARYLAND STATESTAT)



PERFORMANCESTAT 3.0
(EX: MONTGOMERY COUNTYSTAT)
A HYBRID "TURN THE CURVE" APPROACH THAT EMPHASIZES ACCOUNTABILITY AND COLLECTIVE LEARNING



PERFORMANCESTAT 4.0?
(EX: MONTGOMERY COUNTYSTAT)
A MORE "DISTRIBUTED" MODEL IN WHICH DEPARTMENTS ALSO HAVE SKILLED ANALYTICAL CAPACITY WITHIN THEM



Gov. O'Malley describes Baltimore CitiStat as "primarily the meeting of two bureaucratic hierarchies: The Mayor's command staff and the various Department command staff"—what he calls "**little triangle questioning big triangle.**" Some have referred to this style as "ToughStat."

With StateStat, Gov. O'Malley instead sought to adopt a model of "**little circle in the center of several larger circles all around,**" by focusing StateStat on cross-functional challenges, like jobs for veterans and reducing child hunger.

In a 2019 administration change in Montgomery County, there was a return to recurring department-focused performance meetings, but with the focus on applying a structured "Turn the Curve" problem-solving methodology that allows for a deeper understanding, identifying and enlisting partners, adopting best practices, and course-correction as needed.

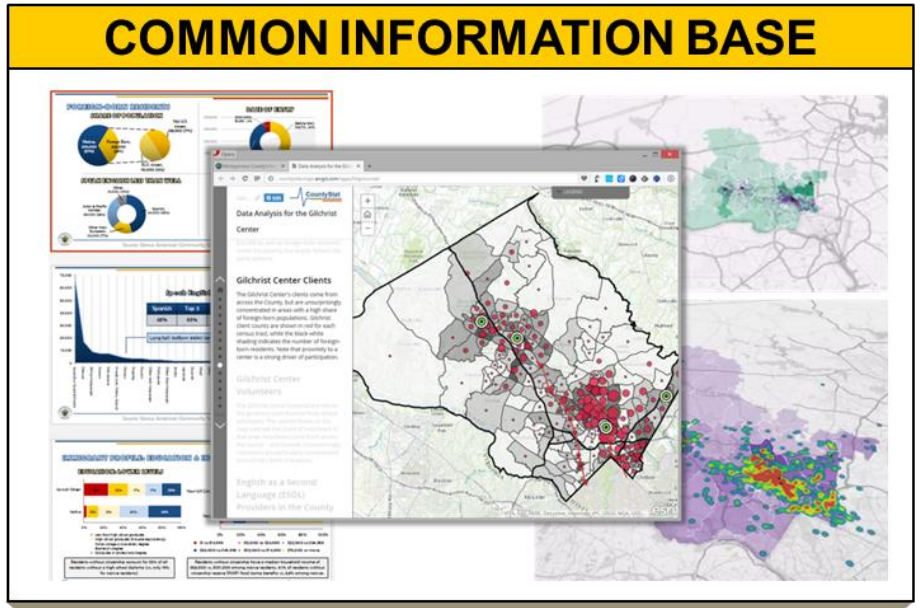
At the same time, there has been a gradual shift to a more "distributed" model in which departments are seeking to hire skilled data analysts of their own.

2. Beyond PowerPoint: Interactive, Reusable Insights

MONTGOMERY COUNTY COUNTYSTAT

CountyStat is making use of its new toolset to build out internal and external dashboards, maps, and other reusable products for cross-cutting initiatives

tableau · R · esri ArcGIS Online · Socrata · Power BI



NEW FOCUS: AUTOMATION & REPRODUCIBILITY—will enable CountyStat analysts to spend more time on value-adding activities (rather than repetition) and will make it easier to "operationalize" analysis into day-to-day decision making of departments.

One information base, many applications.

Example 1: Interactive maps of the County's immigrant community were initially developed for the Gilchrist Center but are now also used by the Regional Services Centers, Literacy Council, Libraries, HHS, MCAEL, Montgomery College, and a number of external partner organizations.

Example 2: The County's FoodStat initiative to combat food insecurity required developing a StoryMap to visually convey data about food demand and supply for the most vulnerable County residents. Our Director of OEMHS remarked how he needs to understand the characteristics of the same population but from a public safety standpoint. The StoryMap was then made more generic and interactive to suit multiple needs.

3. Fit-for-Purpose: Tailoring Approach to Levels of Performance

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FROM	TO	APPROACH
AWFUL	ADEQUATE	Apply "shock therapy," top-down "command and control," and prescriptive solutions
ADEQUATE	GOOD	Adopt best practices and well-defined routines, structures, and systems
GOOD	GREAT	Provide the tools for shared ownership, collaboration based on trust, and a relentless focus on continuous learning and improvement

Different stages of progress call for different approaches.

As a relatively high-performing government, a traditional "command and control" approach is not likely to be the most effective in driving continuous improvement (in most cases).

How CountyStat Executes Performance Improvement

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Executive-Driven

- Executive team identifies priority, roadblock, or challenge
- CountyStat conducts in-depth data and process analysis
- CountyStat and stakeholders collaboratively identify solutions and next steps
- Departments commit to action plan at CAO-attended accountability meeting

Data-Driven

- CountyStat regularly reports and analyzes County data systems for performance gaps and issues
- CountyStat produces annual cross-departmental review and other reports to assess overall progress and flag potential performance deficits
- CountyStat conducts "deep dive" with departments with performance deficits to uncover root causes
- CountyStat works with Stakeholders to create an Action Plan and memo to CAO

Collaboration-Driven

- CountyStat convenes stakeholders of County-wide initiatives to identify collective priorities and measures, often guided by an (inter)national framework
- CountyStat assembles and analyzes "common operating picture" in conjunction with internal and external stakeholders
- CountyStat convenes a Joint Action Plan development meeting where stakeholders establish a collective action plan. Memo to CAO.
- CountyStat convenes reoccurring collaborative meetings to drive progress through data driven discussions and action plan updates

Department-Driven

- CountyStat works alongside department leadership and staff to build trust and communication channels, and delivers on projects that benefit department operations and knowledge
- Departments reach out to CountyStat for assistance with a data- or performance-related issue or project
- CountyStat works directly with department staff at a variety of levels to understand and address the issue at hand, and define deliverables
- CountyStat delivers the analysis or other desired product to the department and stays engaged as needed

DUAL FOCUS: OVERSIGHT VS. SUPPORT

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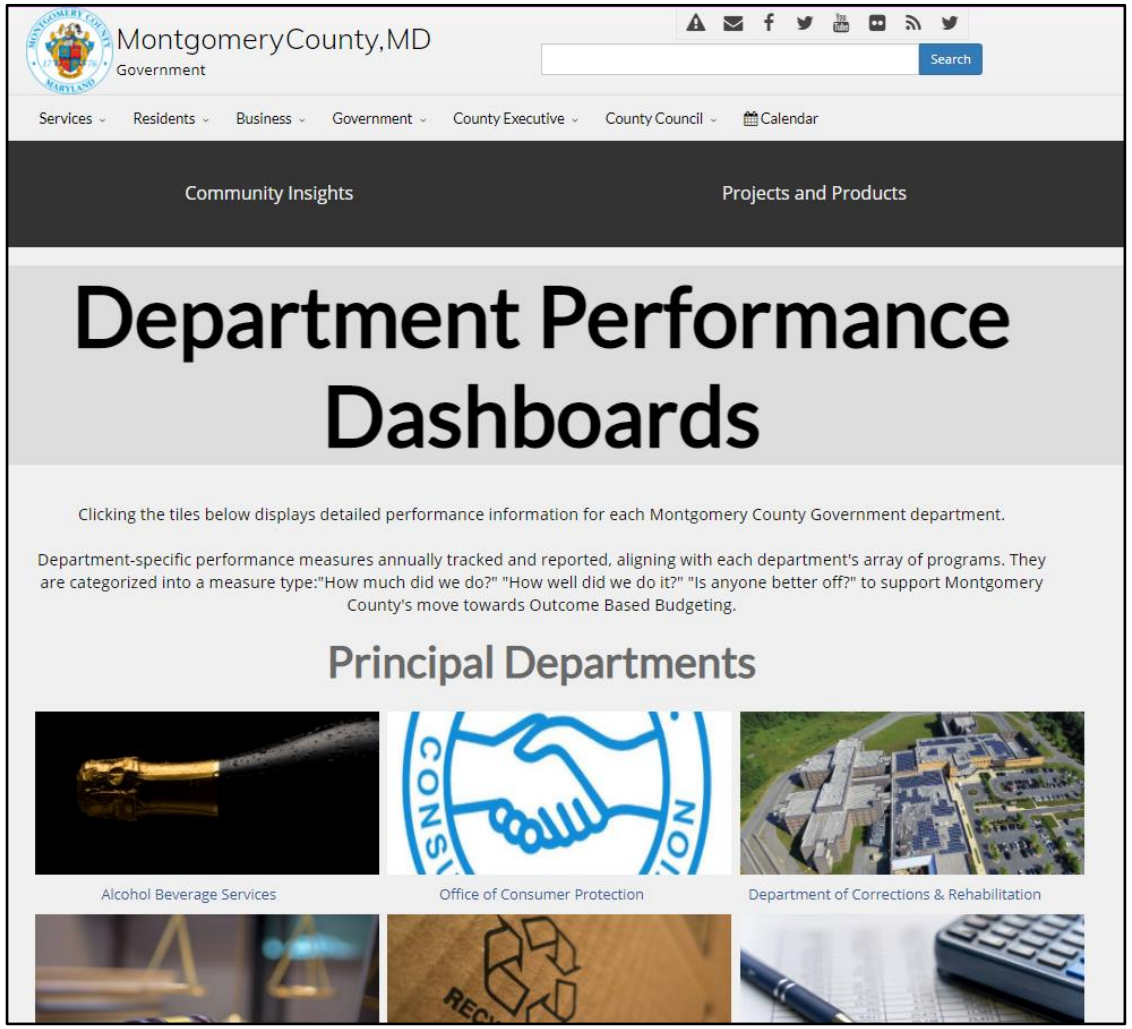
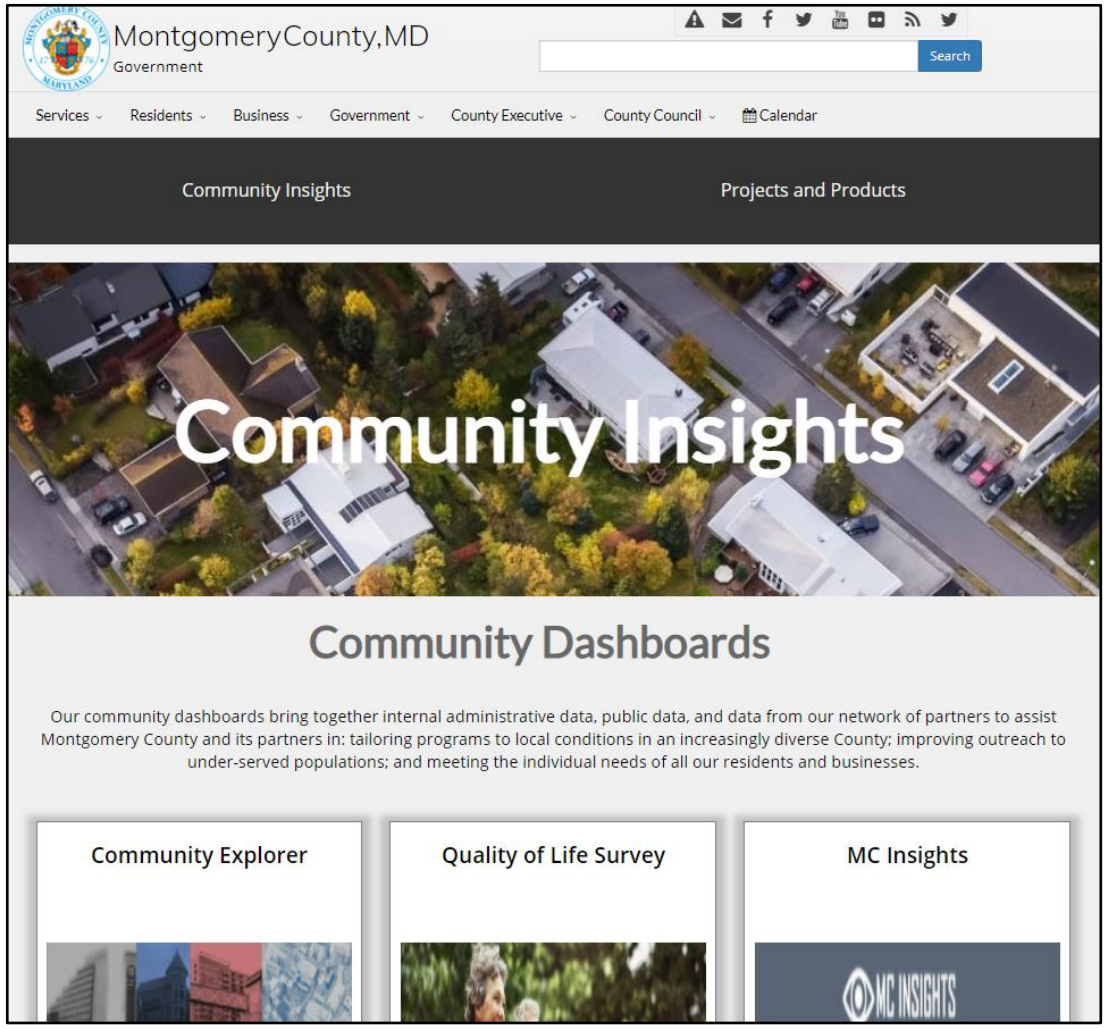
https://www.montgomerycountymd.gov/countystat





Department Performance Measures

What the Department Does and for Whom

Provide an effective and efficient transportation system for the movement of persons and vehicles on County roads; plan, design, and coordinate development and construction of transportation and pedestrian routes; operate and maintain the traffic signal system and road network and develop and implement transportation policies.

Department Performance Measures

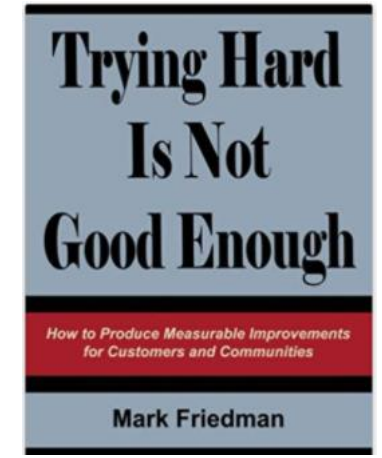
Montgomery County departments are broken out into discrete programs for the purposes of Outcome Based Budgeting. A program is an activity or set of activities performed by County government that has:

- identifiable costs for budgeting purposes
- a clear public purpose and measurable results, and
- clear lines of accountability for its performance and financial management

The following are the performance measures for programs within the Department of Transportation. In our performance framework there are three categories of measures:

- How much did we do? (quantity)
- How well did we do it? (quality)
- Is anyone better off? (effect or impact)

Program Name	Measure Type	Performance Measure
Community/ Transportation Safety	How much did we do?	Number of traffic studies completed
	How well did we do it?	Percent of traffic studies completed within scheduled timeframe
	Is anyone better off?	Number of serious and fatal crashes on Montgomery County maintained roads
Non- Roadway Right of Way Maintenance	How much did we do?	Number of Trees Planted (includes Tree Replacement Fund)
	How well did we do it?	Backlog of 311 requests for Tree Maintenance



Performance Measures Classification

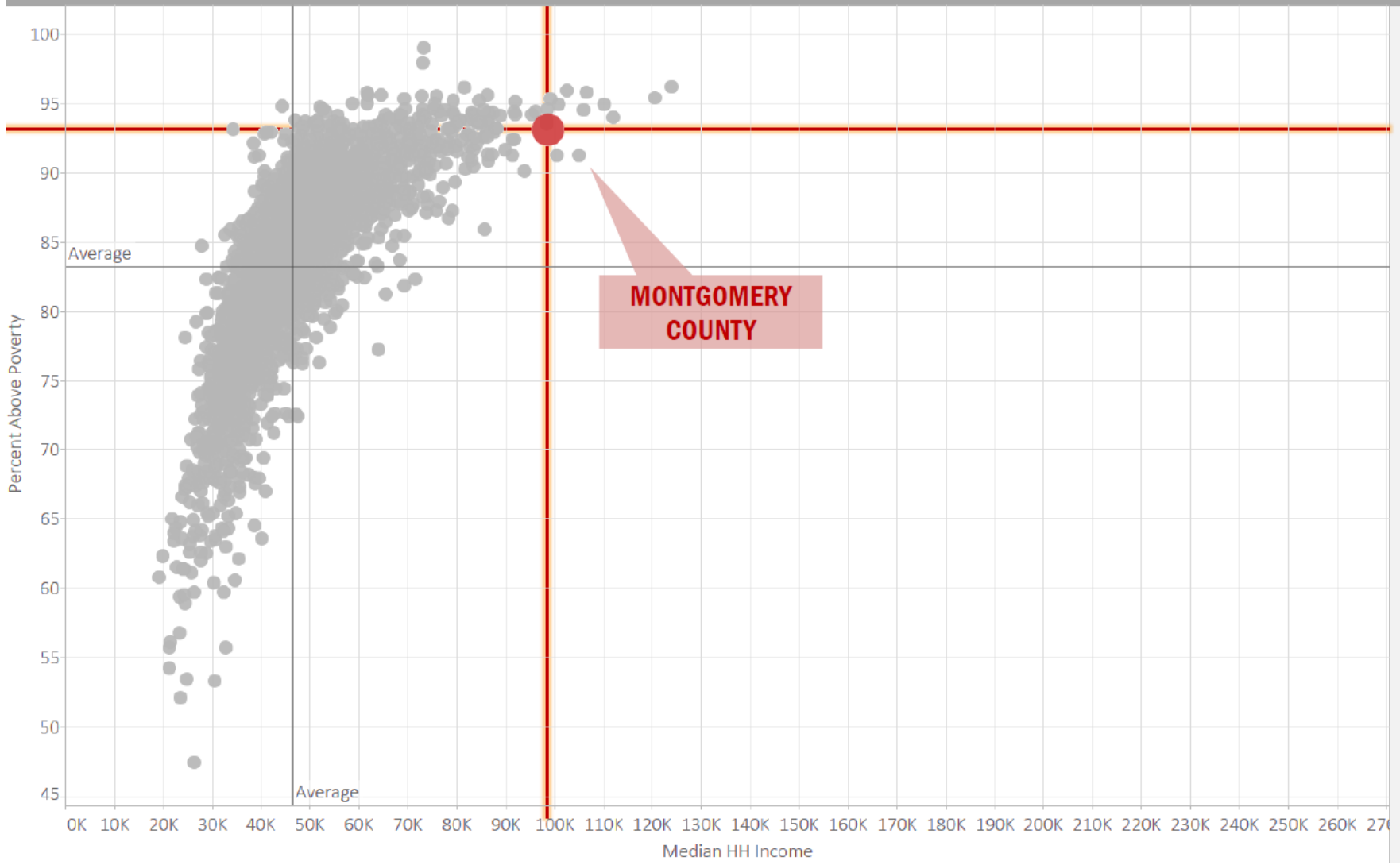
	QUANTITY	QUALITY
EFFORT	**How Much We Do** How much service did we deliver? # Customers served # Services/Activities	**How Well We Do It** How well did we do it? % Services/activities performed well
EFFECT	**Is Anyone Better Off?** What quantity/quality of change for the better did we produce? #/% with improvement in: Skills Attitudes Behavior Circumstances	

Compelling Data Viz's Tell a Story

MONTGOMERY COUNTY COUNTYSTAT

MONTGOMERY COUNTY VS. ALL COUNTIES (1/3)

CountyStat Performance Measurement and Management



THIS CHART MAPS OUT MEAN HOUSEHOLD INCOME VS. THE POVERTY RATE FOR ALL COUNTIES IN THE USA. (MONTGOMERY COUNTY IS IN RED).

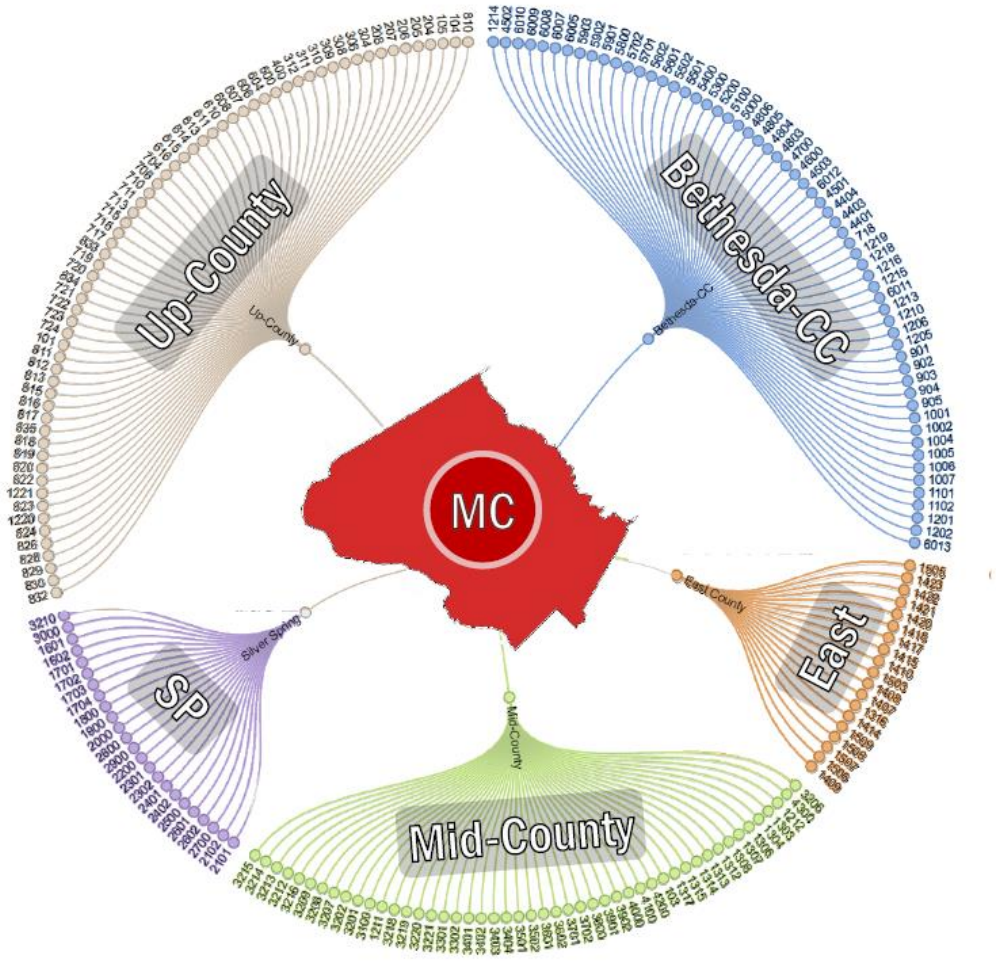
NOTE THAT MONTGOMERY COUNTY HAS AN INCOME LEVEL THAT IS AMONG THE VERY HIGHEST IN THE NATION, WHILE OUR POVERTY RATE IS RELATIVELY LOW.

...BUT IT IS IMPORTANT TO REMEMBER THAT THESE NUMBERS ARE COUNTY-WIDE AVERAGES THAT DISGUISE TREMENDOUS DIVERSITY IN INCOME AND POVERTY IN THE COUNTY.

SOURCE: CENSUS ACS 2010-2014

Compelling Data Viz's Tell a Story

UNPACKING THE AVERAGE: DATA BY MONTCO CENSUS TRACT (2/3)



Census breaks down Montgomery County into 215 Neighborhoods

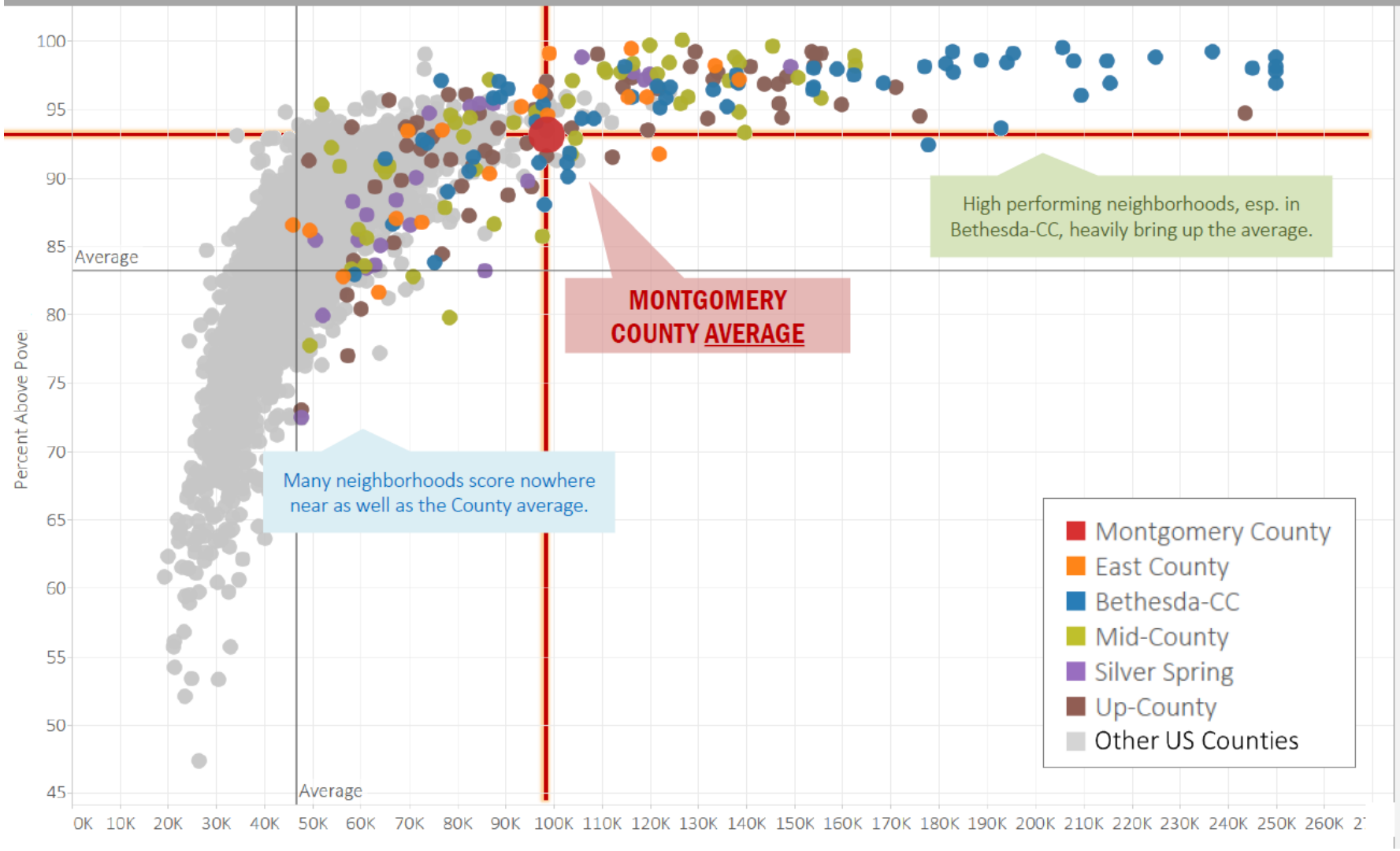
- Montgomery County
- East County
- Bethesda-CC
- Mid-County
- Silver Spring
- Up-County

Compelling Data Viz's Tell a Story

MONTGOMERY COUNTY COUNTYSTAT

UNPACKING THE AVERAGE: DATA BY MONTCO CENSUS TRACT (3/3)

CountyStat Performance Measurement and Management



THIS CHART "UNPACKS" THE DIVERSITY IN INCOME AND POVERTY IN THE COUNTY BY ADDING A DOT FOR EACH OF THE 215 NEIGHBORHOODS ("CENSUS TRACT") IN THE COUNTY AND THEN COLOR CODES THEM BY COUNTY REGION.

SOURCE: CENSUS ACS 2010-2014

Five Principles for Better Data Communication

MONTGOMERY COUNTY COUNTYSTAT

1. Show the Data, and leave out unnecessary info and elements

2. Reduce the clutter

3. Integrate graphics and text, using more active titles, labels, and annotations

4. Use “small multiples” – breaking out your data into chunks, instead of one large graph make several smaller ones

5. “Start with grey” then decide which pre-attentive attributes to use

Source: Jonathan Schwabish, The Urban Institute

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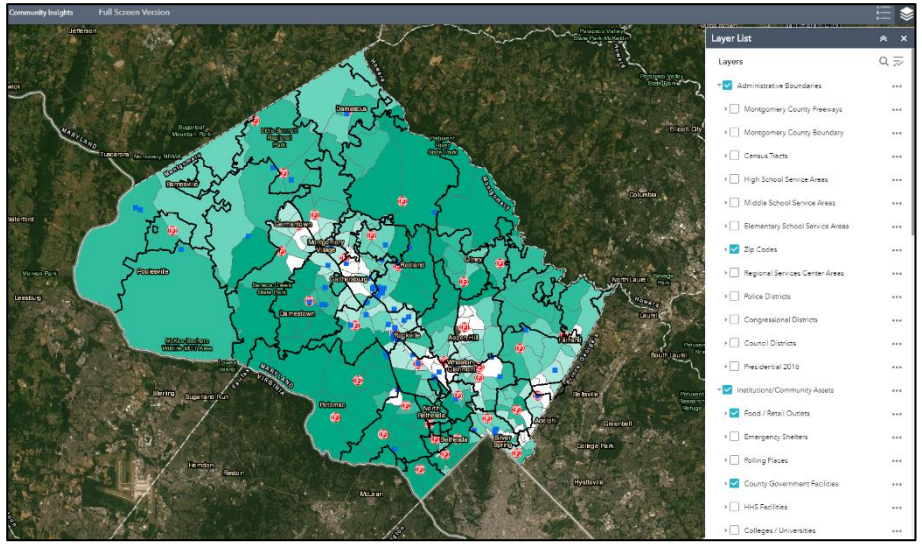

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