



LOCAL GOVERNMENTS' USE OF EVIDENCE IN POLICYMAKING

A Report of the Second Phase of Results for America's Local Government Fellowship

November 2018



Invest in
What Works
Policy
Series

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Between March 2016 and December 2018, Results for America implemented the second phase of its Local Government Fellowship, bringing together a national network of senior leaders from 16 local government jurisdictions and helping these leaders achieve evidence-based policy "wins" within their city and county halls. With the support and guidance of Results for America, the Local Government Fellows led their governments toward advanced stages of data-driven and evidence-based policymaking to address major policy challenges in their communities. The cities and counties included in the Fellowship collectively represent more than 29 million people and \$143 billion in local government spending.

The Fellowship was designed to help government leaders tackle policy challenges for their cities and counties in areas such as crime, employment, health, and poverty. Each participant identified a specific policy challenge and then developed and implemented a two- to three-year policy roadmap to improve outcomes in that area.

The impact of the Fellowship is described in more detail below (see pages 8–23), but several highlights include:

- Participating governments have engaged in twenty **research partnerships** with academic institutions to evaluate public programs and use the findings for program improvements;
- Sixteen governments have developed **data sharing systems, dashboards, reports, and websites** to increase transparency, collaboration, and manage performance;
- Twelve governments drafted and implemented new or revised **policies, Executive Orders, strategic plans, and processes** to enhance and embed performance management, open data, and evaluation practices in local government;
- Eleven governments have added new capacity to build and use evidence, including the creation of **new positions and offices and the reconfiguration of existing roles and offices**, to help government deliver greater impact through an emphasis on data and evaluation; and
- Nine governments are practicing or piloting **budgeting linked to performance or outcomes**.

As part of their participation, the Local Government Fellows completed self-assessments of their governments' use of evidence and data in policy and budget decisions; developed and implemented two- to three-year policy roadmaps; pursued individual priority projects including developing research partnerships; and participated in eight separate two-day strategic thinking convenings that served as opportunities to report on progress, learn new strategies and skills, build a network of peers, and gain exposure to national experts. In addition, Fellows participated in regular progress calls with Results for America program leadership. Together, these activities have led to significant advances in local governments' use of data and evidence in public decision-making.

As the second phase of this Fellowship comes to a close, Results for America has learned critical lessons about how to support local government leaders in accelerating their evidence-based policymaking goals (see pages 24–27), including:

- A peer learning cohort for senior local government leaders **focused on evidence-based policymaking** can accelerate the pace and scale of adoption of data-driven practices.
- Specific, timely, and relevant examples of **data-driven tools, plans, and projects** help drive change among busy local government leaders.
- Local government leaders benefit greatly from a **national community of peers** – with whom they can develop trust over time – who hold them accountable for regular progress updates, openly share failures and challenges, help each other solve problems, and rapidly adopt promising practices.
- **Public celebration** of and **national attention** for local government accomplishments with data-driven and evidence-based work sustains and enlists new champions.

BACKGROUND

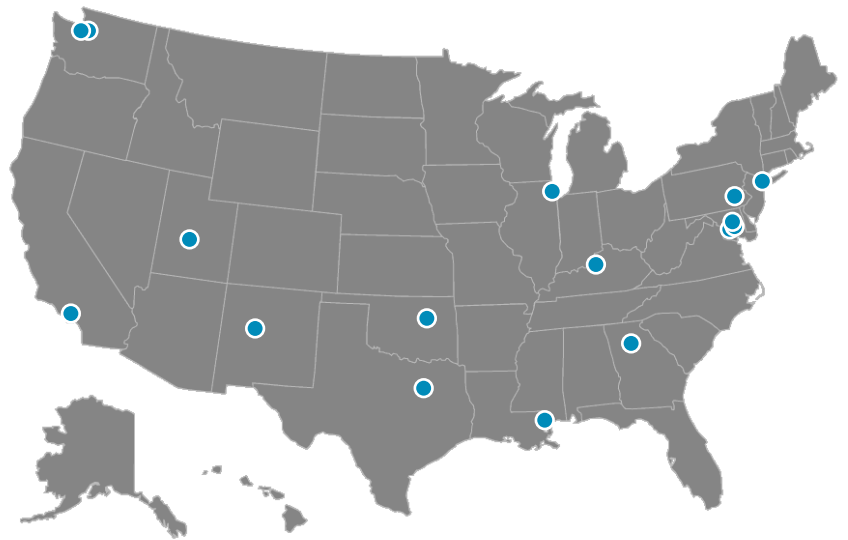
Local governments spend billions of taxpayer dollars each year to ensure the safety and improve the well-being of their citizens. Yet, without a strong and ongoing commitment to 1) evaluate the impact of these investments, and 2) use data and evidence to understand which policies and programs are working and which are not, it is unclear whether public resources are being spent effectively and efficiently. Given constrained public resources and growing needs of urban populations across the nation, local governments must make decisions that are informed by the best evidence and data available. It is against this backdrop that in September 2014, Results for America launched its inaugural Local Government Fellowship program.¹ After important progress and early impacts from this first phase of the Fellowship, the Laura and John Arnold Foundation generously invested in a second phase the Local Government Fellowship, which Results for America launched in June 2016 with 15 Local Government Fellows. Beginning in 2017, the George Kaiser Family Foundation generously supported an additional fellow from Tulsa city government to join the program.

The mission of the Fellowship was to build and support an influential cohort of key local government leaders who were in a position to drive evidence-based policy change in their municipal governments, and to enlist effective champions for the national movement for governments to invest in what works. Results for America interviewed several dozen top local leaders before selecting both cohorts of Local Government Fellows. The selection was based on criteria that included personal commitment to using evidence and data; authority to implement necessary budget and policy changes; enthusiasm about being part of a peer network; experience in implementing projects that focused on the use of evidence and data; as well as diversity across geography, population size, and political affiliation of the Mayor or County Executive.

¹ Read about the first phase of this Fellowship cohort in Results for America's March 2016 [report](http://www.results4america.org/tools), accessible at www.results4america.org/tools

In the second phase, Results for America increased the size of the cohort from 11 to 16 jurisdictions due to increased demand among local governments to advance their data-driven practices. The enhanced cohort created a larger group of champions seeking to enhance the effectiveness of their governments through evidence-based policymaking.

The 16 Fellows represent a diverse cross-section of local government, including: Albuquerque, Atlanta, Baltimore, Cook County (IL), Dallas, King County (WA), Los Angeles, Louisville, Montgomery County (MD), New Orleans, New York City, Philadelphia, Salt Lake County (UT), Seattle, Tulsa, and Washington, D.C.



These jurisdictions collectively represent more than 29 million people (nearly 9 percent of the U.S. population) and \$143 billion in

annual local government spending. By enhancing municipal leadership and supporting individual examples of change in these 16 jurisdictions, the Local Government Fellowship program advances local public investment in results-driven solutions in order to improve outcomes for youth, families, and their communities.

RFA's Local Government Fellowship Goals:

1. Support the individual local government leaders' efforts to demonstrate the effectiveness of using evidence and data to address a specific municipal need;
2. Help local government leaders assess the current state of their city's progress toward using evidence and data;
3. Advance a "what works" agenda in selected cities and counties;
4. Connect local government leaders to a forward-thinking national community committed to advancing the national movement for evidence-based policymaking; and
5. Develop an active network of senior-level government "champions" for evidence-based policymaking in a diverse range of cities and counties.

LOCAL FELLOWSHIP CURRICULUM

Results for America developed and implemented a fellowship curriculum that included:

1. EDUCATION ABOUT BUILDING EVIDENCE-BASED PROGRAMS AND POLICY

Each Fellow participated in discussions and workshops to learn about the four core components of advancing local government practice from the use of data and performance measurement, to the use of evidence and evaluation. Specifically, the continuum includes:

- Commit – Local government leaders make powerful, public commitments to getting better results for their residents by using data and evidence;
- Measure – Local government leaders use the data and tools at their disposal to measure progress and engage citizens along the way;
- Take Stock – Local government leaders consistently review and reflect to measure progress, learn, and make corrections and improvements; and
- Act – Local government leaders conduct evaluations and use evidence and public engagement to inform funding, policy, and operational decisions and take action.

2. SELF-ASSESSMENT

Fellows completed a self-assessment to identify where their local government is on the "continuum of practice" and identify current gaps in practice. This self-assessment allowed Fellows to prioritize areas for action as well as become more familiar with the various strategies being used by governments across the country to become more data-driven and evidence-based. Through these assessments, Results for America was able to identify jurisdictions' relative strengths and weaknesses and tailor subsequent discussions and workshops to address specific knowledge gaps.

3. EXECUTION OF INDIVIDUAL PROJECTS

Each Fellow selected, outlined, and advanced a local government priority project, through a process referred to as a Policy Roadmap, with the support of the Fellowship. Working virtually in small groups and individually, with support from Results for America, the Fellows regularly reported on progress and challenges, which helped to develop and sustain momentum despite competing priorities. Each jurisdiction's policy roadmap goals and accomplishments are described in the chart beginning on page 8.

4. ENGAGEMENT IN RESEARCH PARTNERSHIPS

Results for America provided all Fellows an opportunity to participate in a research partnership that would add much needed capacity to their local governments to sustain their evidence-building efforts. In some cases, such as in Baltimore and Philadelphia, Results for America's support to identify potential research partners has enabled the governments to engage in multiple research projects simultaneously across a range of important policy challenges. The research partnerships engaged in by Fellows are described in the chart beginning on page 8.

5. PARTICIPATION IN A PEER NETWORK AND EXCHANGES

Fellows participated in quarterly in-person convenings, for the purpose of learning from experts, engaging in peer-to-peer networking, and sharing progress updates and lessons learned. Outside of the meetings, Fellows exchanged work products and materials with each other including strategic plans, job descriptions, organizational charts, reporting templates, and planning documents.

In November 2017, Baltimore and Seattle established an in-person peer exchange partnership project, inspired by the relationships built through the Local Government Fellowship. The initial session established a process for Baltimore to advise and coach Seattle towards adopting outcomes-based budgeting practices, while Seattle's [Racial and Social Justice Initiative \(RSJI\)](#) guided conversations around the role of budgeting in addressing racial inequities in Baltimore. Former Local Fellow Andrew Kleine and his colleague Mira Green co-authored a Results for America Medium post entitled, "[Seattle is Helping Baltimore Consider Racial Equity in Budget Decisions](#)," on the exchange. Through the Local Government Fellowship, Baltimore has trained seven other Fellows and their colleagues on outcomes-based budgeting, including Atlanta, Dallas, Montgomery County (MD), Los Angeles, Philadelphia, Seattle and Tulsa.

Fellows from Louisville and Seattle also engaged in an in-person peer exchange partnership project in Spring 2018. Louisville wanted to learn about the business and technical infrastructure used for performance measurement activities by Seattle and how the city automates data analysis for the purpose of measuring the performance of city departments. Seattle wanted to learn about Louisville's CitiStat strategy, specifically about LouieStat 7.0 and how the city is taking data-driven management and evidence-based practices to the next level. City leaders documented their insights in a Results for America Medium post entitled "[Seattle and Louisville: What Two Data-Driven Cities Are Learning from Each Other](#)."

6. ACCESS TO & PROVIDING EXPERTISE

Through the in-person convenings, Fellows received training from experts such as the University of Pennsylvania's Actionable Intelligence for Social Policy on building integrated data systems; the Harvard Kennedy School's Government Performance Lab on executing results-based contracts; Massachusetts Institute of Technology's J-PAL North America on rigorous evaluation; Change & Innovation Agency on continuous improvement in the public sector; Delivery Associates on change management; and Story District on storytelling.

Local Government Fellowship cities also were provided an opportunity to participate in the What Works Cities program, gaining access to technical expertise of partners such as the Behavioral Insights Team, the Center for Government Excellence (GovEx) at Johns Hopkins University, the Harvard Kennedy School's Government Performance Lab, and the Sunlight Foundation to help advance specific evidence-based policy projects. All cities were also encouraged to participate in our What Works Cities Certification process, which outlines the steps necessary to achieve excellence in using data and evidence to drive decisions that ultimately improve communities and the lives of their residents. To date, Los Angeles, Louisville, New Orleans, Seattle, and Washington, D.C. received certification.

Further, Local Government Fellows served as experts to one another, presenting on a range of topics, including outcomes-based budgeting; predictive analytics; large-scale and low-cost rigorous evaluation; advances in performance management; resident surveys; and community engagement. Local Government Fellows also served as experts providing insights to develop new tools produced by Results for America such as the [*What Works Toolkit: A State and Local Government Policymaker's Guide to Improving Human Services Contracting and Outcomes*](#) and the [*2018 Invest in What Works State Standard of Excellence*](#).

7. TOOLS TO SUSTAIN EFFORTS

Recent transitions in government have placed new emphasis on ensuring that policies, programs, and practices exist beyond the originating leadership. For example, Results for America dedicated extra time to help a few new and existing Local Government Fellows with mayoral transitions. This included hosting sessions around political transition and sustainability planning that emphasize the role of infrastructure, budgetary resources, written policies, training, and external stakeholder engagement as important tools for achieving long-term gains. As a result of these efforts, Atlanta established a performance management policy and transition guide in preparation for the mayoral transition, and New Orleans developed recommendations for the consistent use of data, evidence, and analytics for their mayoral transition. In addition, Results for America advised City of Seattle staff on the recommended structure for the budget, performance, and innovation work, with Mayor Jenny Durkan proactively including evaluation plans into her first [*Executive Orders*](#).

HIGHLIGHTS OF IMPACT AND FELLOWS' ACCOMPLISHMENTS

Overall, Fellows have made significant progress in advancing their data and evidence policies and practices. The chart below details major accomplishments and current Policy Roadmap goals for each Fellow.

Local Government Fellows' Accomplishments and Goals



ALBUQUERQUE, NM

2016 Population: 558,545 people **FY2018 Budget:** \$957 million

Mayor Tim Keller

Fellow: Brittany Ortiz, Deputy Director, Mayor's Office of Equity and Inclusion

Major Accomplishments

- Developed strategic plan tied to measurable goals.
- Implemented results-based budgeting and in process of piloting zero-based budgeting in three departments.
- Developed data-driven [procurement review](#) process to enhance contracting for local, minority- and women-owned businesses.
- Implemented internal-facing workforce diversity dashboard and practices to regularly review workforce data with department directors and hiring managers.
- Created [Performance and Innovation Officer](#) position.
- Developed department measures for results and outcomes, along with media education on city's progress.★
- Automated public-facing dashboard website.★
- Created Technology and Innovation Department (executive-level agency).★
- Research partnership with the Virginia Tech Social and Decision Analytics Lab & University of New Mexico Institute for Social Research to delve into Albuquerque's recent spike in auto thefts and related property crimes.★

★ Indicates accomplishments under former Fellow Gilbert Montañó, Chief of Staff to Mayor Richard Berry, from July 2016 through December 2017.

Current Policy Roadmap Goals

- Implement city-wide racial equity tool to evaluate the impact of every policy and budget decision on equity.
- Develop a research and evaluation program in the Office of Equity and Inclusion.
- Revamp Albuquerque's open data program to make it more useful for policymakers to use in decision making – by disaggregating data whenever possible – and to make it more transparent to the public.



ATLANTA, GA

2016 Population: 472,967 people **FY2018 Budget:** \$2.1 billion
Mayor Keisha Lance Bottoms
Fellow: Amy Cornell, Deputy Director of Special Projects and innovation, Mayor's Office of Innovation and Performance

Major Accomplishments

- Linked budget with performance metrics, and linked strategic goals to metrics.★
- Created quarterly performance reviews of department heads.★
- Created budget, performance, and innovation transition guide and process for new Mayor.★
- Started "[Operation Fix It](#)" website and ATL311 app.
- Launched online Strategic Project Tracking tool, for departments to track progress on top initiatives that align with Mayor's vision.
- Developed GIS map Super Bowl pilot program to streamline permitting across City.
- Research partnership with Georgia State University (GSU), to develop recommendations for sustainable affordable housing in Atlanta.
- [Case study of new Performance Management System](#).★

★ Indicates accomplishments under former Fellow Matt Malament, Director, Budget, Innovation and Performance to Mayor Kasim Reed, from July 2016 through December 2017.

Current Policy Roadmap Goals

- Implement best practice organizational structures to maximize effectiveness.
- Identify best practices in municipal Information Technology to ensure reliability, productivity, and value for money.
- Benchmark how Atlanta is facilitating balanced growth against other cities facing similar issues.



BALTIMORE, MD

2016 Population: 616,958 people **FY2018 Budget:** \$3.5 billion
Mayor Catherine Pugh
Fellow: Bob Cennamo, Budget Director

Major Accomplishments

- Launched OutcomeStat.★
- Developed Outcome Leadership teams.★
- Training other Fellowship cities on Outcomes-Based Budgeting.★
- Revamped CitiStat performance management through new Mayor's Office of Sustainable Solutions.
- Launched two new evidence-based public safety programs: Safe Streets and Roca.
- Initiated equity budgeting into the capital budgeting process.
- Launched the first Inclusive Digital Transformation Strategic Plan.
- Research partnership with University of Chicago Energy & Environment Lab to increase neighborhood recycling.★
- Research partnership with Johns Hopkins University to evaluate supportive housing programs.★
- Received a \$100,000 award to work with J-PAL North America on testing innovation approaches to reducing homelessness among unaccompanied youth.★
- [Case study of Outcomes-Based Budgeting system.](#)★

★ Indicates accomplishments under former Fellow Andrew Kleine, Budget Director to Mayors Stephanie Rawlings-Blake and Catherine Pugh, from July 2016 through August 2017.

Current Policy Roadmap Goals

- Develop a network of Baltimore program managers who have an interest in evidence-based policymaking, and connect group with researchers to develop formal research agenda.
- Fund at least one ongoing intervention with evidence in next budget cycle.
- Continue research partnerships, including potential data analytics training with Virginia Tech.



COOK COUNTY, IL

2016 Population: 5.2 million people **FY2018 Budget:** \$5.3 billion
County President Toni Preckwinkle
Fellow: Lanetta Haynes Turner, Chief of Staff

Major Accomplishments

- Developed first policy-driven strategic roadmap under the Offices of the President to align funding, departmental activities and performance management efforts across President Preckwinkle's Administration.
- Designed targeted Opportunity Youth programs.
- Conducted a review of criminal justice programming to shift funding toward evidence-based programs in partnership with the Pew-MacArthur Results First Initiative.
- Research partnership with the University of Chicago's Poverty Lab to conduct an impact evaluation of the County's Opportunity Youth Summer Job Program.

Current Policy Roadmap Goals

- Implement first policy-driven strategic roadmap under the Offices of the President.
- Implement evidence-based criminal justice programs and services and right-size services to be more cost effective.
- Continue research partnership with Chicago Urban Labs to evaluate Opportunity Youth Summer Job Program.



DALLAS, TX

2016 Population: 1.3 million people **FY2018 Budget:** \$3.6 billion
Mayor Mike Rawlings
Fellow: Genesis Gavino, Assistant to the City Manager
and Chief of Staff

Major Accomplishments

- Launched a geographic information system (GIS) analysis tool, modeled on Los Angeles' Geo Hub.★
- Developed shared equity indicators, and collecting data on perceptions of equity in key areas.
- Piloting a comprehensive public safety initiative with data-driven outcomes.
- Launch of [Market Value Analysis](#) public online tool for real estate and economic development goals.
- Recruitment of first Chief Innovation Officer.
- Launched [Dallas 365: Performance Management System](#).

★ Indicates accomplishments under former Fellows Mark McDaniel, Assistant City Manager to Mayor Rawlings, from July 2016 to February 2017 and Theresa O'Donnell, Chief Resilience Officer from March 2017 to August 2017.

Current Policy Roadmap Goals

- Develop rigorous [outcome-based performance measures](#), in partnership with the City University of New York (CUNY), that factor equity and inclusion to understand where the greatest needs lie in Dallas communities.



KING COUNTY, WA

2016 Population: 2.1 million people **FY2018 Budget:** \$11.6 billion (2-year budget)

County Executive Dow Constantine
Fellow: Carrie S. Cihak, Chief of Policy

Major Accomplishments

- Adopted [learning agenda and evaluation plan](#) for signature Best Starts for Kids initiative.
- Launched Pay for Success project with performance contracting to expand access to outpatient mental health and addiction treatment.
- Launched Impact Evaluation Design Lab with Stanford University's Center for Advanced Study in the Behavioral Sciences to advance rigorous evaluation of programs that do not lend themselves to randomized control trials, including research across jurisdictions on the impact of discounted public transit fares for low-income riders.
- Revamped performance management system to tier boarding process for active engagement.
- Joined J-PAL North America's State and Local Government Innovation Initiative and entered a research partnership to conduct a randomized control trial evaluation of a Youth and Family Homelessness Prevention Initiative.
- Long-term research partnership with Stanford University Law School's regulatory law clinic that resulted in reduced variation in food establishment inspections and the launch of an evidence-based restaurant placarding program.
- Research partnership with Notre Dame's Lab for Economic Opportunities to conduct a rigorous evaluation of King County's low-income transit fare program ORCA LIFT. The partnership is supporting a broader shift to using data for learning and evaluation at King County's transit agency.
- Launched an Evidence-Informed Policymaking Initiative to strengthen and expand a culture of research, evaluation, and the application of sophisticated data tools and analytics.
- [Case study on equitable contracting processes.](#)

Current Policy Roadmap Goals

- Develop a formal research and evaluation policy and learning agenda to identify, prioritize, and gain agreement with government leaders on the most important issues for internal and external evaluation on specific policy priorities.
- Continue research partnerships and expand the County's use of evidence-informed approaches such as behavioral science and advanced data analytics.



LOS ANGELES, CA

2016 Population: 4 million people **FY2018 Budget:** \$9.3 billion

Mayor Eric Garcetti

Fellow: Miguel Sangalang, Deputy Mayor for Budget & Innovation

Major Accomplishments

- Launched a performance-based budgeting process.
- Created the [Data Science Federation](#), a partnership between the City of Los Angeles and 12 area colleges and universities to tackle tough city problems through data and analysis.
- Began allocating specific funding for conducting low-cost evaluations.
- Launched [Innovation Fund](#) to advance continuous improvement projects.
- Research partnership with the University of Chicago's Poverty Lab on preventing homelessness among residents.
- Research partnership between University of California Berkeley with Los Angeles Police Department to recruit more officers of color.
- Research partnership with University of Southern California on machine learning for the City's CleanStat street cleaning initiative.
- [Certified Gold through What Works Cities Certification.](#)

Current Policy Roadmap Goals

- Create a process and policy for city departments to partner with external research institutions to conduct frequent low-cost evaluations and rigorous external evaluations.
- Continue current and build new partnerships.



LOUISVILLE, KY

2016 Population: 760,000 people **FY2018 Budget:** \$877 million
Mayor Greg Fischer
Fellow: Daro Mott, Chief of Performance Improvement

Major Accomplishments

- Developed common metrics for anti-poverty programs.
- Launched SafeStat program with the Federal Bureau of Investigation, the Bureau of Alcohol, Tobacco, Firearms, and Explosives, judges, and community partners to track progress with violence reduction initiatives, and helped create a six pillar plan for reducing violence and promoting peace.
- Created online geographic information system (GIS) tool for crime data.
- Launched [LouieLab](#), dedicated to innovation and performance improvement.
- Trained hundreds of city employees through newly rebranded data training program.
- Conducted two low-cost randomized controlled trials (RCTs) with insights from behavioral science with training from the Behavioural Insights Team.
- Research partnership with University of Chicago Poverty Lab to understand and enhance Neighborhood Place shared services model.
- [Case study on improving access to Low-Income Home Energy Assistance Program \(LIHEAP\).](#)
- [Certified Silver through What Works Cities Certification.](#)

Current Policy Roadmap Goals

- Cultivate university partnerships for behavioral science interventions and implement formal evaluation policy.
- LouieStat: Improve Metro government's management system through a documented policy for data-driven management and a documented playbook for how that policy is carried out.
- By 2021, deploy Plan-Do-Check-Act problem solving skills to targeted employee segments and all prioritized working teams.
- Develop and implement a talent management strategy for city employees.



MONTGOMERY COUNTY, MD

2016 Population: 1 million people **FY2018 Budget:** \$5.5 billion
County Executive Isiah "Ike" Leggett
Fellow: Dave Gottesman, CountyStat Manager

Major Accomplishments

- Launched a refreshed [CountyStat web portal](#) that adds to performance and indicator data by bringing together and offering publicly a collection of interactive data discovery and visualization tools including: County demographics, public schools data, the Self-Sufficiency Standard, resident satisfaction survey results, Aging and Vulnerability dashboards, a "FoodStat" application, housing analytics, and mapping tools.
- Department of Correction and Rehabilitation conducted a review of criminal justice programming to shift funding toward evidence-based programs in partnership with the Pew-MacArthur Results First Initiative.
- Conducted and publicly released results of county-wide resident satisfaction survey.
- Hired the County's first Chief Data Officer.
- [Case study on reducing frequent callers to 911.](#)

Current Policy Roadmap Goals

- Develop a performance-based budgeting framework.
- Process and internalize findings from a 2017 county-wide resident survey and define how that data can inform and support strategic planning and decision-making.
- Create the "MCDC" (Montgomery County Data Community) to bring together the data stewards and power-users from across County government and across County agencies to support collaboration, skill development, and efficiencies in leveraging data to serve County residents and businesses.
- Develop a new CountyStat session that leverages interactive "data discovery" tools and has meaning and impact for management, front line and technical data-oriented staff.
- Develop partnership with the University of Notre Dame to study the impact of jail programs on recidivism.



NEW ORLEANS, LA

2016 Population: 393,021 people **FY2018 Budget:** \$1.1 billion

Mayor LaToya Cantrell

Fellow: Melissa Schigoda, Director of the Office of Performance and Accountability

Major Accomplishments

- Launched and scaled up [NOLAytics](#).★
- Passed [New Orleans data policy](#).★
- Began [annual data report](#).★
- Developed transition memo for the Cantrell Administration detailing the data and evidence work to date.
- Successfully completed [analytics projects](#) on topics including transportation safety★, emergency medical services (EMS) ambulance posting locations★, police officer retention, children with asthma and safely reducing jail population.
- Launched new STAT program focused on reducing emergency response times across Police, Fire, and EMS.
- Research partnership with Tulane Medical School on strategies to reduce lead poisoning.
- [Case study on improving EMS response times](#).
- [Certified Silver through What Works Cities Certification](#).

★ Indicates accomplishments under former Fellow Oliver Wise, Director of the Office of Performance and Accountability to Mayor Mitch Landrieu, from July 2016 to August 2017.

Current Policy Roadmap Goals

- Redesign ResultsNOLA to meet the objectives of the new administration and align with the new budget process for 2020.
- Launch additional new STAT programs focused on administration priorities.
- Develop a strategic, data-informed approach to addressing domestic violence with evidence-based initiative and measure progress over time.



NEW YORK CITY, NY

2016 Population: 8.6 million people **FY2018 Budget:** \$85.2 billion
Mayor Bill de Blasio

Fellow: Matt Klein, Executive Director of the Mayor's Office for Economic Opportunity and Senior Advisor for Service Innovation in the Mayor's Office of Operations

Major Accomplishments

- Invested more resources in evaluation for critical initiatives such as Thrive NYC Mental Health and Community Schools.
- Applied formal evidence analysis to workforce and mental health portfolio, representing over \$1 billion in agency-initiated budget requests.
- Launched formal evaluations of how design processes related to program outcomes.
- Implemented first round of behavioral insights randomized control trials on topics including Supplemental Nutrition Assistance Program (SNAP) recertification and firefighter recruitment.
- Created inequality tracker to aggregate city investments.
- Created common metrics for workforce development programming and began to shift money toward more effective workforce programs.
- Created Children's Budget, which identifies key indicators, analyzes investments, and applies performance-based budgeting.
- Created [Social Indicators Report](#), an analysis of social conditions across New York City.
- Launched [Nonprofit Resiliency Community](#) to increase indirect amount in contracts and new budget process.

Current Policy Roadmap Goals

- Budget decisions will be made with an evidence lens and a defined process in place between the Mayor's Office for Economic Opportunity/Operations and the Office of Management and Budget to review and assess New York City investments to address poverty.
- Develop better tools to facilitate data integration to inform service delivery.
- Develop research partnership to understand the drivers of economic mobility at a hyper-local scale.



PHILADELPHIA, PA

2016 Population: 1.6 million people **FY2018 Budget:** \$4.7 billion
Mayor Jim Kenney
Fellow: Anjali Chainani, Director of Policy

Major Accomplishments

- Established the [Philadelphia Behavioral Science Initiative](#) to apply behavioral economics through rapid pilots and testing with a network of academic research partners. More than a dozen research partnerships have been formed since 2017, including with the University of Pennsylvania, Temple University, Swarthmore College, Saint Joseph's University, and Princeton University.
- Established GovLabPHL, a multi-agency team focused on increasing the city's use of data and evidence.
- Conducted and shared results from multiple rigorous evaluations, including trash receptacle placement, recycling bin distribution and teacher survey participation.
- Research partnership with the University of Michigan on the impact of youth summer jobs.
- [Case study on Philadelphia Behavioral Science Initiative.](#)

Current Policy Roadmap Goals

- Continue to advance the creation of new evidence with low-cost interventions.
- Improve data collection procedures to ensure consistency and reliability of data.
- Further embed performance management, budgeting and evidence-based policymaking in departmental activities.
- Craft policy and regulation through strategic partnerships.
- Complete Summer Jobs Evaluation.



SALT LAKE COUNTY, UT

2016 Population: 1.1 million people **FY2018 Budget:** \$1.4 billion

Mayor Ben McAdams

Fellow: Megan Hillyard, Director of Administrative Services

Major Accomplishments

- Launched Office of Data and Innovation.★
- Refined county-wide outcomes and indicators around the Mayor's policy initiatives and the budget process.
- Launched CountyStat dashboard, with outcomes, indicators, performance and financial dashboards.
- Launched two Pay for Success projects – Homes Not Jail, short-term housing and intensive case management for high-risk homeless individuals, and REACH, providing high-risk criminal offenders with tailored, evidence-based therapies and short-term housing support.
- Launched data-driven criminal record expungement initiative to reduce barriers to employment, housing and wellbeing.
- Research partnership with University of Utah on benchmarking and data governance, performance measures, process improvement and financial transparency.
- Established Office of Data and Innovation internship program.
- With support from Harvard Kennedy School's Government Performance Lab, developing performance-based contracting for Homelessness Services.

★ Indicates accomplishments under former Fellow Beth Mitchell, Director of Performance and Innovation to Mayor Ben McAdams, from July 2016 to March 2018.

Current Policy Roadmap Goals

- Develop strategies to better embed performance management, budgeting, and evidence-based policymaking in departmental activities.



SEATTLE, WA

2016 Population: 730,400 people **FY2018 Budget:** \$5.6 billion
Mayor Jenny Durkan
Fellow: Tina Walha, Director of Innovation and Performance

Major Accomplishments

- Piloted integrating performance data into city budget process.★
- Implemented [open data policy](#), with the support of the Sunlight Foundation, Bloomberg Philanthropies' What Works Cities and the University of Washington.★
- Piloted [results-driven contracting for homelessness](#), with the support of Harvard Kennedy School's Government Performance Lab.★
- Launched a new results-driven management framework to advance accountability, which includes creating Annual Performance Agreements for every city department, seven Sub-cabinets to advance cross-departmental collaboration, and a refreshed approach to measuring outcomes and performance of city investments.
- Launched five new Data Analytics projects using existing data to deliver approximately \$600,000 in licensing benefits and are targeting \$1 million in additional revenue from court tickets.
- Embedded evaluation into two of Mayor Durkan's first Executive Orders for policy priorities.
- Research partnership with the University of Virginia's Frank Batten School of Leadership and Public Policy on strategies to reduce gun violence.★
- [Certified Silver through What Works Cities Certification](#).

★ Indicates accomplishments under former Fellow Kate Joncas, Director Mayor of Operations to Mayor Ed Murray, from July 2016 to November 2017.

Current Policy Roadmap Goals

- Enhance the use of data and evidence in budget and policymaking.
- Build and support results-driven and accountable management teams.
- Shape services in an inclusive, equitable, and person-centered way.
- Expand Seattle government's capacity for solving problems by contributing to an innovative, results-driven city culture.



TULSA, OK

2016 Population: 401,800 people **FY2018 Budget:** \$827 million
Mayor G.T. Bynum
Fellow: James Wagner, Chief of Performance Strategy and Innovation

Major Accomplishments

- Adopted a citywide Strategic Plan, the [AIM Plan](#) to align programs, policies and funding with citywide strategic priorities.
- Commissioned the Gallup–Tulsa Citivoice Index, focused on measuring thriving in the City of Tulsa in areas of Citizen Outcomes, The City Experience, and Community Vitality.
- Implemented [TulStat](#) to track performance on priority issues in city government, and Stat Chat, weekly convenings focused on 16 goals and implementation of the AIM Plan.
- Completed two Low–Cost Evaluations to reduce late fees on utility payments and decrease warrants for failure to pay.
- Launched [Urban Data Pioneers](#) to engage residents in government data initiatives.
- Launched [Civic Innovation Fellowship](#) for six residents to spend six months working to solve an intractable civic problem using human–centered design.
- Received the Foundation of Excellence Award from the Oklahoma Quality Foundation

Current Policy Roadmap Goals

- Conduct annual surveys that establish baselines and trends of the level of “thriving” in our city and use this data as a backdrop to regular TulStat meetings.
- Have at least one person in each department who knows how to design and conduct a randomized controlled trial to test whether an intervention is working.
- Develop research partnership on impact of community policing strategies.



WASHINGTON, D.C.

2016 Population: 684,336 people **FY2018 Budget:** \$8 billion (local funds)

Mayor Muriel Bowser

Fellow: Jenny Reed, Director of the Office of Budget and Performance Management

Major Accomplishments

- Combined [Office of Budget and Finance & Office of Performance Management](#) to align spending with data and evidence and piloted new evidence-based budgeting process.
- Launched [The Lab @ DC](#) which brings the practices of academia right into DC government to test and continuously improve the services delivered, in partnership with the Laura and John Arnold Foundation.
- Developed interactive dashboard on crime, 911 and 311 trends to roll-out to senior leadership, and used the [CapSTAT](#) program to drive improvements to 311 services.
- Launched quarterly cluster performance reviews with City Administrator & Agency Directors.
- Partnered with Harvard Kennedy School's Government Performance Lab for performance-based contracting of Employment Services.
- Partnered with the Behavioural Insights Team to improve recruiting of police officers.
- Research partnerships with American University, the University of the District of Columbia, and George Washington University.
- Hosted a public, user-centered design workshop, called Formapalooza, to transform ten government forms.
- Designed and rigorously tested communications that resulted in more families maintaining their public benefits uninterrupted.
- Conducted and shared results from a randomized controlled trial of body worn cameras with the Metropolitan Police Department.
- Used machine learning to predict the presence of rats based on 311 calls; work was presented at leading, international data science conference.
- Developed a set of core business measures to track across all agencies' performance on spending, human resources, contracting, and transparency/data management.
- [Certified Silver through What Works Cities Certification.](#)

Current Policy Roadmap Goals

- Link budget with performance outputs and outcomes.
- Develop a research and learning agenda that serves as a strategic roadmap to provide data- and evidence-driven information for major policy questions and goals.
- Develop a research and evaluation policy.
- Continue to pursue research partnerships through [The Lab @ DC](#).
- Pursue a comprehensive data governance policy to support data sharing and use across District government.

LESSONS LEARNED AND INSIGHTS

Results for America gathered feedback throughout the Fellowship and learned many lessons about managing cohorts of local policymakers as well as advancing evidence-based policy. Here are some of our top insights:

- **Peer learning opportunities for local government leaders are rare and extremely valuable.** Local government leaders participating in the Fellowship treasured the opportunity to meet regularly to build relationships across cities and counties and speak with one another about their work as well as learn from national experts. A network of peers from a range of governments centered around evidence-based policymaking – built through in-person convenings, conference calls, and online tools – can accelerate learning, the adoption of new practices, and a transfer of learnings from jurisdiction to jurisdiction.
- **There is a need to create an environment where leaders can learn from failures of others.** The Fellows were clear that sharing failures is as instructive as sharing promising practices. People often do not feel comfortable sharing failures and challenges the first time they meet. Being part of a close-knit cohort of passionate local leaders who are on the cutting-edge of data-driven and evidence-based work provides the opportunity for advanced learning beyond any single conference or event. It also allows for a deeper understanding of the nuances of how evidence-based policy work evolves over time and across political administrations, and the intangibles associated with success and failure.
- **Make the work straightforward with simple tools, and provide many examples.** To drive broader, more institutionalized change, leading champions within government need tools, support, and inspiration to become change agents within their unit of government. Most useful are the actionable examples – roadmaps; templates for legislative language, contracts, administrative procedures; toolkits and checklists; and strategies for leading organizational change – that will help busy government leaders focus their energies on what matters.
- **Celebrate successes and shine a national spotlight whenever possible.** To sustain and enlist more champions across government, showcasing and celebrating successful evidence-based policy implementations and their results for residents is key to stimulate competition and demonstrate what is possible. In addition, external validation of a local government's evidence-based policymaking work from a respected national organization such as Results for America adds value to the Fellow, their chief elected official, and their government.
- **Multiple internal champions in a local government accelerate the speed and depth of change.** The speed and depth of evidence-based policy change in government can be accelerated if a policy-focused champion partners with a budget-focused champion. They can work together to align policies and find the funds to effectively implement them, as well as replicate efforts in multiple departments and sustain them across administrations.

- **Expert trainings and one-on-one coaching adds value.** Workshops and trainings with experts at in-person convenings coupled with regular check-in calls with Results for America staff introduced new ideas, sustained the Fellows' motivation, kept them abreast of the latest research and trends, and helped them become unstuck when faced with challenges.
- **External research partnerships complement internal evaluation and analysis.** Research partnerships built with leading universities and research organizations filled gaps in capacity and evidence that allowed Fellows to focus on the necessary policy and culture changes.
- **Positive reinforcement of elected officials breeds action.** Top political leaders – mayors and county executives – continue to be motivated most by recognition and celebration, competition with their peers in other jurisdictions, and the potential for real progress on an issue of key importance to their constituents. When the chief elected official is motivated by data-driven decision making, it helps accelerate culture change in government.

Over the course of the Local Government Fellowship we encountered multiple barriers to success which limited the impact of certain engagements. These challenges and strategies to mitigate them going forward are highlighted below:

- **Leaders with staff, budget, and authority help accelerate progress.** Results for America has found it to be important that Fellows have the staff, budget, and authority to implement their policy roadmap goals. Any future fellowships should continue to target individuals with these characteristics and also recruit two senior leaders from each jurisdiction to add capacity, interest, and leverage.
- **Plan for political and personnel transitions.** Some Local Government Fellows have engaged with Results for America for multiple years, whereas others joined the Fellowship more recently as a result of political or staff transitions. Often times, it was challenging for newer Fellows to “catch up.” Any future fellowships should ensure that each convening's curriculum is built around a specific competency (e.g. performance management/continuous improvement) so that when transitions occur among the Fellows, new participants are at a more level playing field with their Fellowship cohort and can build the same level of substantive knowledge on that particular convening topic.
- **Capture windows of opportunity with political cycles.** Local government leaders both benefit from and are hindered by the political process. With direct access to their chief elected official, these individuals can accelerate implementation of government priorities. However, the political cycle also ensures that elections and politics are always taken into consideration and, at times, leaders and their staff are voted out of office. Results for America accompanied six jurisdictions through political transitions. While sometimes it presented new opportunities, it also had the effect of slowing down progress that has been made or shifting priorities. Any new fellowship can maximize effectiveness by launching at the start of multiple new administrations, when the opportunities for change are large and the likelihood of immediate transition is small.

- **Leverage and incentivize inter-governmental and cross-sector collaboration.** Many of the complex social issues that the local government leaders are working to solve requires support from their state and federal partners as well as the social sector. Future evidence-based policy work focused on solving complex social issues should be aligned across jurisdictions and include collaboration with the social sector.

RESEARCH PARTNERSHIP LESSONS

- **Facilitating research partnerships between government and academia adds evidence-building capacity.** There was great value in Results for America helping to build connections and support the implementation of research partnerships between local governments and academic or research institutions. Local governments often do not have the resources (time, staff or money) to conduct rigorous evaluations of policy and program investments, or the bandwidth to seek out external research partners among competing work demands despite the societal benefits of understanding what works. However, local governments generally engage when they have help to facilitate research partnerships.
- **Policymakers benefit from support in identifying research questions for rigorous evaluation.** Many local governments are interested in evaluating the impact of current programming, which is challenging for researchers interested in a rigorous evaluation. Local government leaders often need support to determine what policy questions are ripe for rigorous evaluation.
- **Research agendas in local government can help prioritize learning.** Local governments are generally not knowledgeable about the existing evidence-base for their programmatic and policy investments. Therefore, local governments would benefit greatly from developing a research agenda that aligns the government's strategic priorities, and identifies the critical questions that, when answered, will help the government invest most effectively in policies and programs to improve outcomes and develop a plan to answer those questions using the most appropriate tools.
- **Identifying and connecting policy-oriented academics with research-oriented policymakers expedites research partnerships.** Researchers are keen to access large sets of administrative government data to understand the impact of public investments, but often do not have connections to senior leaders in government who are dedicated to research and evaluation and will help shepherd a project from start to finish. Results for America played a crucial role in helping to connect policy-oriented academics with research-oriented policymakers to build partnerships to study significant local government policy challenges.
- **Research partnerships need not be linear, depending on local government interest and capacity.** Some jurisdictions have the capacity and interest to engage in multiple research partnership projects simultaneously. When capacity existed, Results for America would help Fellows develop partnerships with researchers for multiple projects.

CONCLUSION

Between June 2016 and December 2018, 16 local governments took important steps toward using data and evidence to make better decisions and better serve their residents: all 16 Fellows completed an individual project on a government priority; all 16 Fellows say that they would continue to make the use of evidence and data a priority in their work; all 16 local elected officials have committed to supporting the use of data and evidence in their government's work; and there is a dynamic and influential national network of local government leaders who are learning from each other, exchanging ideas, and actively championing the evidence-based policy movement. As a result of Results for America's Local Government Fellowship, the participating cities and counties are better equipped and more fluent in their ability to use data and evidence to drive decision-making.

LOCAL GOVERNMENT FELLOWSHIP CASE STUDIES

Results for America case studies released to date include:

- [Atlanta](#): To Better Serve Residents, Atlanta Recreated its Performance Management System to First Meet the Needs of City Departments (January 2018)
- [Baltimore](#): Advanced Outcome Budgeting System Allows City Leaders to Invest Taxpayer Dollars in Programs and Services that Matter Most (January 2018)
- [King County, WA](#): Applies Equity Lens to Design More Accessible, Collaborative, and Outcomes-Focused Contracting Processes (August 2018)
- [Louisville](#): Goes Lean to Help Low-Income Residents Cover Home Energy Bills (September 2018)
- [Montgomery County, MD](#): Connects Frequent 911 Callers to Comprehensive Support (September 2018)
- [New Orleans](#): Improves Public Safety by Integrating Administrative Data and Emergency Medical Services Expertise (January 2018)
- [Philadelphia](#): Develops Citywide Evaluation Model to Increase the Use and Impact of City Programs and Services (January 2018)

Other related reports include:

- [Unleashing the Power of Administrative Data](#) by Robert Doar and Linda Gibbs (October 2017).
- [What Works Toolkit: A State and Local Government Policymaker's Guide to Improving Human Services Contracting and Outcomes](#) (August 2018).

RESULTS FOR AMERICA LOCAL GOVERNMENT FELLOWS



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Miguel Sangalang
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James Wagner
Tulsa, OK



Tina Walha
Seattle, WA

LOCAL GOVERNMENT FELLOWSHIP CONVENING DATES

- September 15–16, 2016 in Washington, DC
- December 7–9, 2016 in Los Angeles, CA
- March 8–10, 2017 in Baltimore, MD
- July 12–14, 2017 in Seattle & King County, WA
- October 18–20, 2017 in Washington, DC *★Jointly with What Works Nonprofit Fellows★*
- January 23–25, 2018 in Salt Lake County, UT
- May 9–11, 2018 in New York City, NY
- November 7–9, 2018 in Washington, DC

ACKNOWLEDGEMENTS

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**GEORGE KAISER
FAMILY FOUNDATION**
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This report is part of Results for America's Invest in What Works Policy Series, which provides ideas and supporting research to policymakers to drive public funds toward evidence-based, results-driven solutions. Results for America is committed to improving outcomes for young people, their families, and communities by shifting public resources toward programs and practices that use evidence and data to improve quality and get better results.



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