



**WELCOME**

# **Drawing the Story Out of Numbers**

**March 3, 2017**

*Brought to you by the*

**King County  
Performance Management Community of Practice**

**Government Performance Consortium**



# Hosting Notes

Bathrooms - Agenda - Social Media (@GPCwa, #govjoy #kingcounty)

# Performance Management



## Community of Practice



- 100+ members from across King County
- Quarterly meetings
- What are we trying to accomplish?
  - Opportunities for learning
  - Sharing best practices
  - Building relationships
  - Improving collaboration



**King County**

What is GPC?

# Government Performance Consortium: A Network



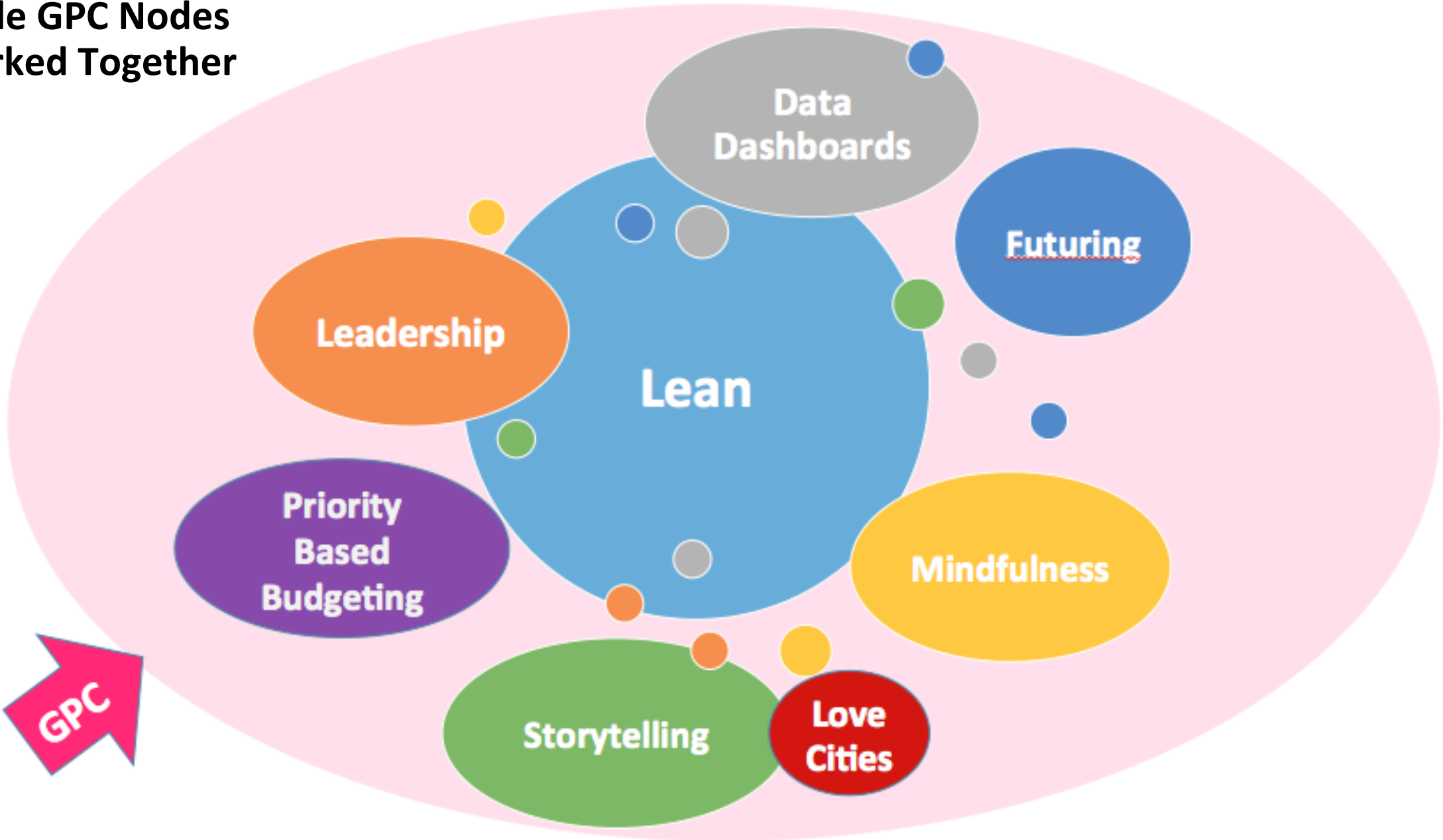
A network of civic thinkers and government practitioners who are transforming government from the inside out.

# Where we've been, and who took us there



*And now, here we are together TODAY at King County!*

**Multiple GPC Nodes  
Networked Together**





# Transformed Government of the Future



**Immediate  
Value**



**Potential  
Value**



**Applied  
Value**



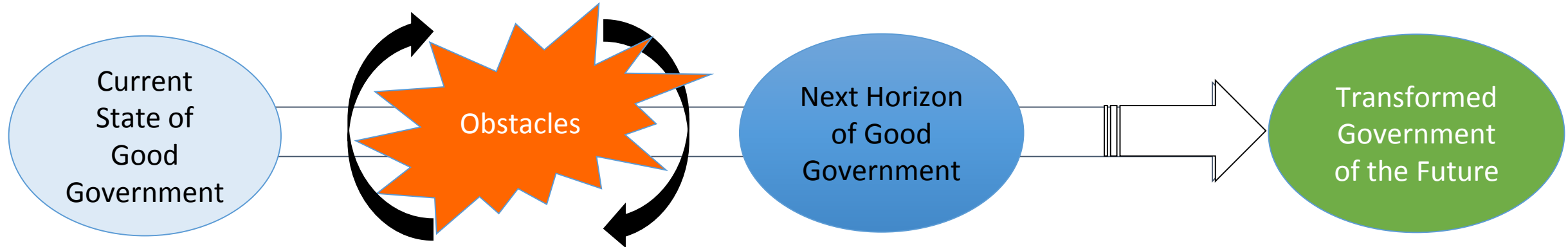
**Realized  
Value**

*Social Learning Model by Beverly and Etienne Wenger-Trayner*

**GPC: An enabling infrastructure that catalyzes communities of government practitioners**



# What's in our way?



- Awareness, knowledge, skill deficit: *“What is this stuff?!”*
- Difficult with practice: *“We know the best practices. Why don’t we do them?”*
- Lack of influence: *“I’m not in charge.”*
- Absence of leadership: *“Who will lead the charge?”*
- Lack of trust: *“Other people don’t want to play.”*
- Not enough time: *“My ‘other job’ gets in the way.”*
- Immunity to change: *“This is not the way we do things.”*

Our Proposed Path Forward:

**Communities of Practice**



SINCE 1828

Dictionary



practice



An Encyclopædia Britannica Company

# <sup>1</sup>practice

*verb* | *prac·tice* | \ˈprak-təs\

## Simple Definition of PRACTICE

Popularity: Top 10% of words

: to do something again and again in order to become better at it

: to do (something) regularly or constantly as an ordinary part of your life

: to live according to customs or teachings



# What is a community of practice?

**Communities of practice** are groups of people who **share a passion** for something that they know how to do and who **interact regularly** to **learn how to do it better.**

# Common Municipal Dashboard PROTOTYPE

A common template that Washington State cities and counties can use to collect, compare, and display community indicators and performance measures.

COMING SOON

June-September 2017

## SCORECARD Washington at a glance

DRAFT

### Economy

Business Climate	● ↓
Business Startups	● ↓
Employment Growth	● →
Personal Income	● ↑
Poverty	● ↓
Unemployment	○ ↑
Workforce Quality	● ↑

### Natural Resources

Air Quality	● →
Energy	● ↑
Historic Resources	● →
Land Preservation	● →
Solid Waste & Recycling	● →
Water Quality	○ ↓

### Transportation

Infrastructure Condition	○ →
Land Use	● ↓
Traffic Congestion	● ↓

### Health and Family

Adoption	● ↑
Cancer	● ↑
Cardiovascular Disease	● ↑
Child Abuse and Neglect	● →
Foster Care	● ↓
Health Insurance	● →
Immunization	○ ↑
Infant Mortality	● ↑
Life Expectancy	● ↑
Obesity	● ↓
Smoking	● ↑
Suicide	● →
Teen Pregnancy	● ↑

### Government & Citizens

Bond Rating	● →
Civic Engagement	● →
Consumer Protection	● →
Government Operations	● →
Internet Access	● ↑
Taxation	● →
Voter Registration & Turnout	● →

### Education

School Readiness	○ →
3rd Grade Reading	○ ↓
4th Grade Math	○ ↑
High School Graduation	● →
College Graduation	● ↑
Lifelong Learning	● →

### Public Safety

Crime	● ↑
Emergency Preparedness	● →
Juvenile Intakes	● →
Recidivism	● →
Traffic Fatalities	● ↑

### Understanding the Scorecard

For each topic area, these quality-of-life indicators answer the questions:

#### How are we doing now?

Target met	●
Progress still needed	●
Significant gap remains	○

#### Where are we headed?

Maintaining	→
Improving	↑
Worsening	↓

### Select a topic for more information about:

#### Why is this topic important?

#### How is Washington doing?

- Compared to our target
- Compared to other states
- Over time
- Region within Washington

#### What influences this topic?

#### What is State government doing about this?

#### How do we measure progress on this?

DRAFT

DRAFT

## CALENDAR: Upcoming Events

# ***Government Performance Consortium***

March 2: *Lean for Counties* at Pierce County (Chambers Bay)

March 3: ***Telling Stories with Data*** at King County (King Street Center)

April 25-26: ***Liberating Lean*** at Renton Pavilion

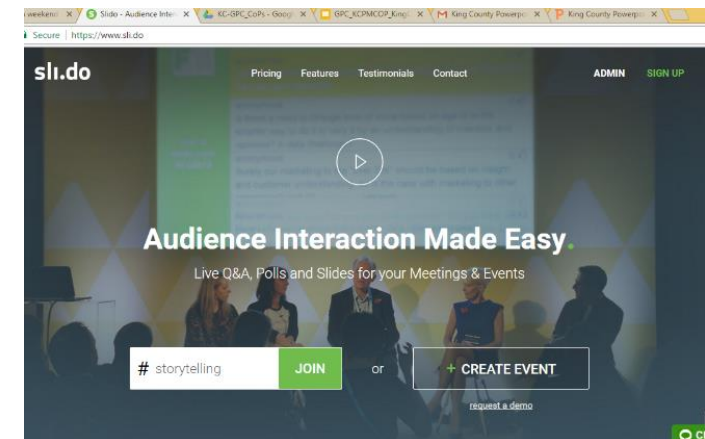
May 19-21: ***Integrated Leadership*** in Sequim

June TBD: ***Common Municipal Dashboard***



# Slido

- ✓ Go to slido.com on any device (your phone, your laptop, etc.)
- ✓ Enter “storyteller” as the code
- ✓ Click the blue arrow!
- ✓ You’ll be on the “polls” tab – with the first question!



And Now On to Our Featured  
Speaker and Distinguished Panel

Our special guest:

Gene Balk

*The Seattle Times*







# FYI Guy:

## “Drawing the Story Out of Numbers”

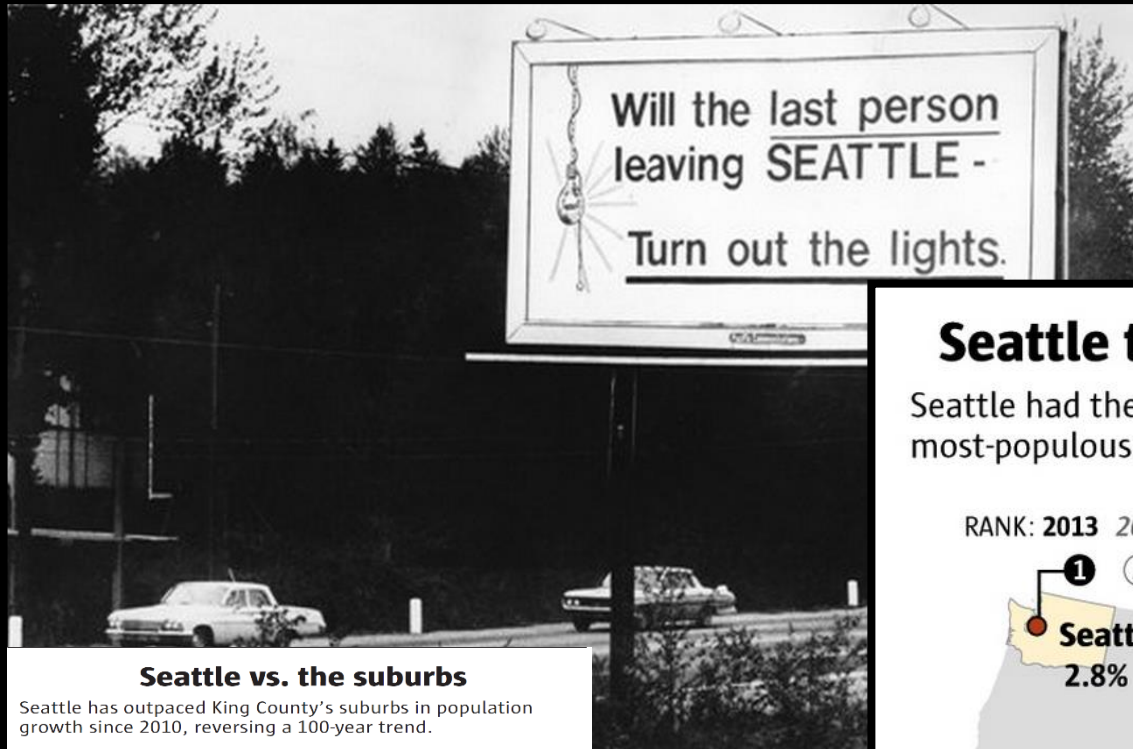
King County & Government Performance Consortium

Gene Balk

The Seattle Times

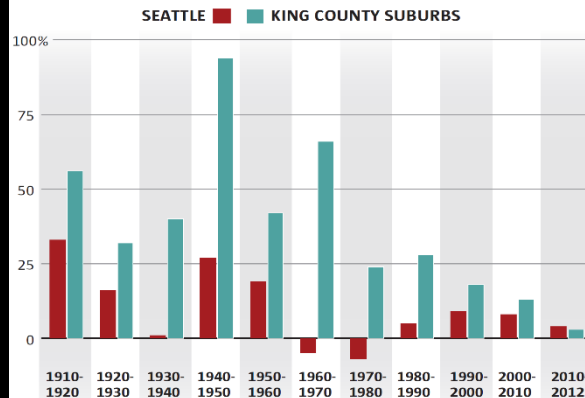
March 3, 2017

# Census: Seattle is the fastest-growing big city in the U.S.



## Seattle vs. the suburbs

Seattle has outpaced King County's suburbs in population growth since 2010, reversing a 100-year trend.

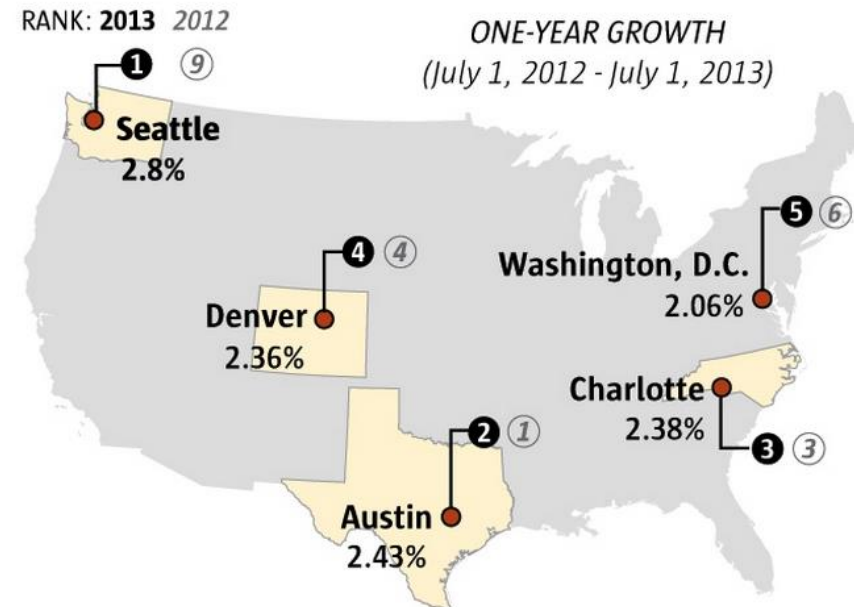


Source: U.S. Census Bureau, 2013

KELLY SHEA / THE SEATTLE TIMES

## Seattle tops list of fast-growing cities

Seattle had the fastest rate of growth among the 50 most-populous U.S. cities from 2012 to 2013.



Source: U.S. Census Bureau

KELLY SHEA / THE SEATTLE TIMES



Gene Balk / FYI Guy

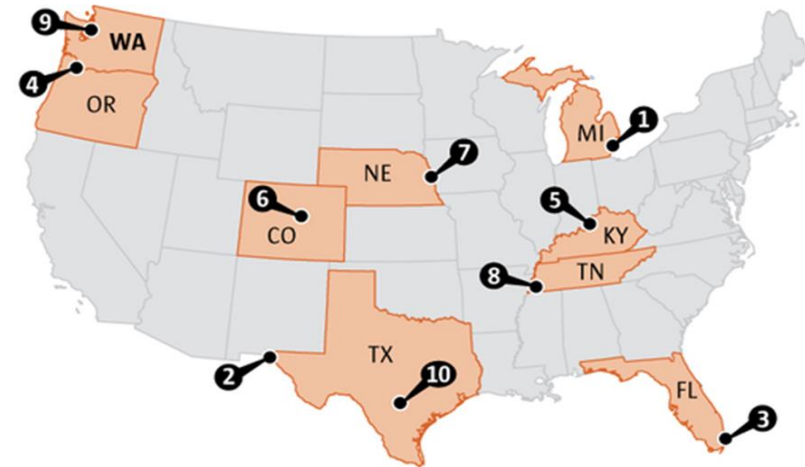


# As King County becomes more diverse, Seattle defies trend

## Seattle among 10 least diverse U.S. cities

The diversity index measures the chance two people chosen at random would be a different race or ethnicity. A high score means greater diversity.

CITY	INDEX
1. Detroit, MI	36
2. El Paso, TX	37
3. Miami, FL	46
4. Portland, OR	47
5. Louisville, KY	49
6. Colorado Springs, CO	49
7. Omaha, NE	52
8. Memphis, TN	53
9. Seattle, WA	53
10. San Antonio, TX	54



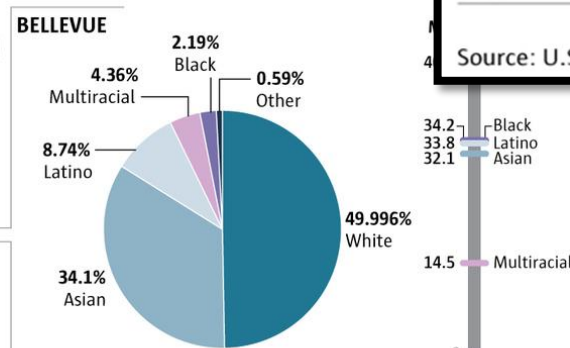
Source: U.S. Census

EMILY M. ENG / THE SEATTLE TIMES

## Diverse Bellevue

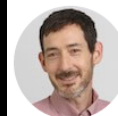
Bellevue is now a majority-minority city, according to new census data. The recently released 2015 estimates on race and ethnicity for Washington's 11

CITY	WHITE POPULATION
Spokane	82%
Bellingham	78
Vancouver	74
Seattle	66
Everett	66
Tacoma	59
Bellevue	49.996
Renton	49
Federal Way	48
Yakima	48
Kent	45



Source: U.S. Census 2015

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Gene Balk / FYI Guy



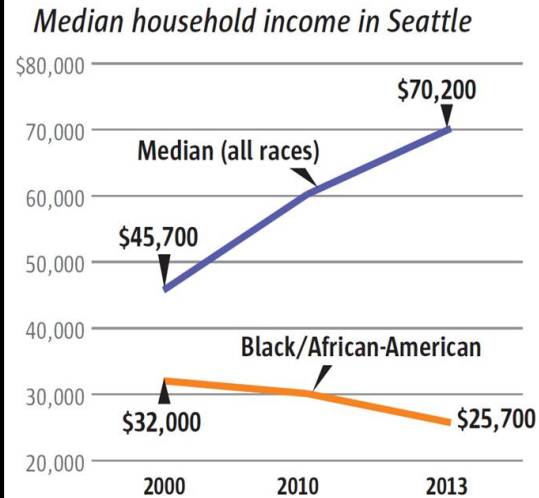
## Bellevue now Washington's biggest majority-minority city



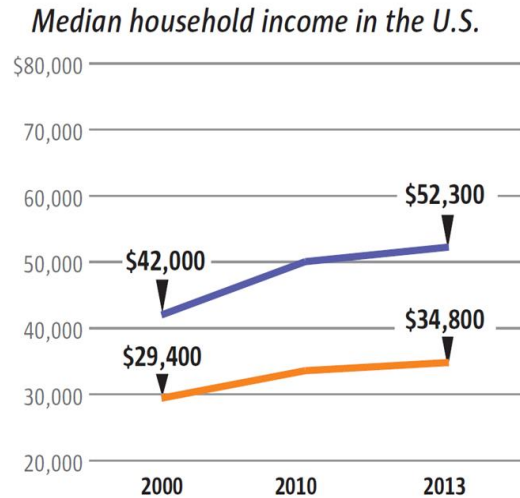
# As Seattle gets richer, the city's black households get poorer

Posted by [Gene Balk](#)

## Declining income for blacks counters Seattle's rising affluence

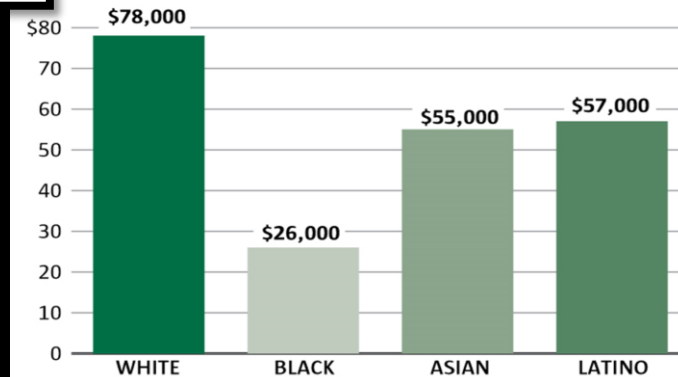


NOTE: Numbers not adjusted for inflation.  
Source: U.S. Census Bureau



KELLY SHEA / THE SEATTLE TIMES

## Seattle median income by race



Source: Census 2013

GARLAND POTTS / THE SEATTLE TIMES

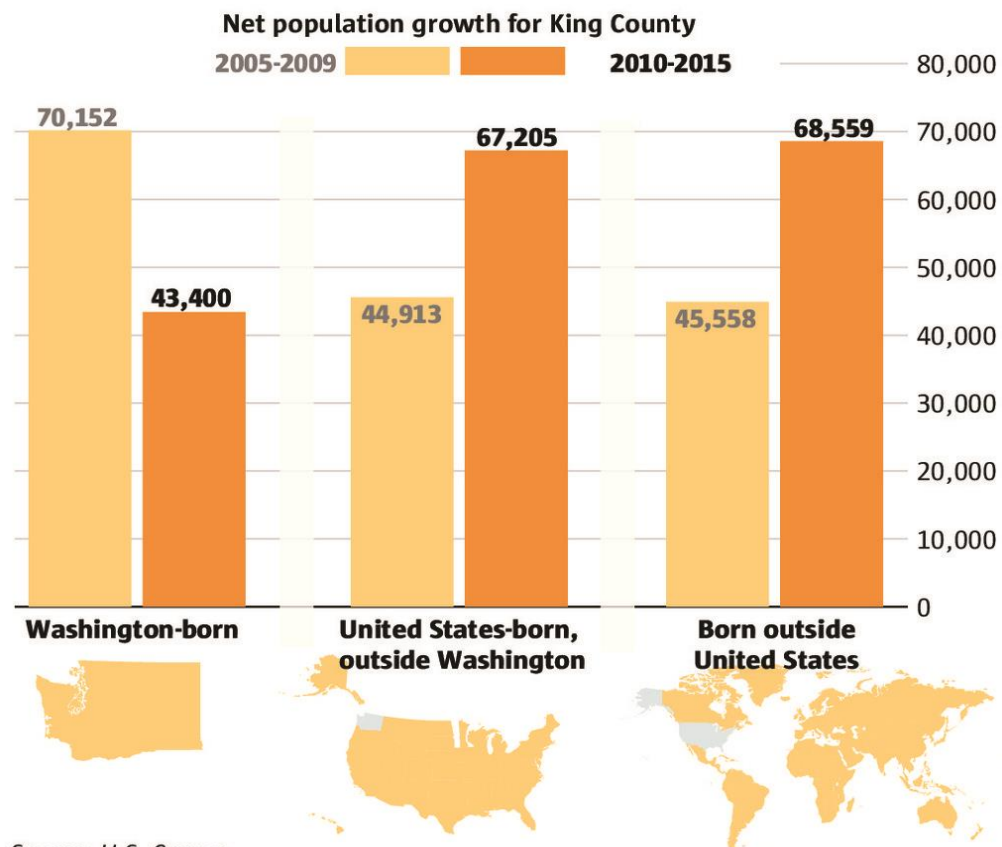


Gene Balk / FYI Guy f | t

# Newcomers pour into King County; Washingtonians quietly exit

## King County's growth increasingly driven by out-of-staters

People born in other states, or in other countries, have leapfrogged native-born Washingtonians as the primary drivers of population growth in King County.



MARK NOWLIN / THE SEATTLE TIMES



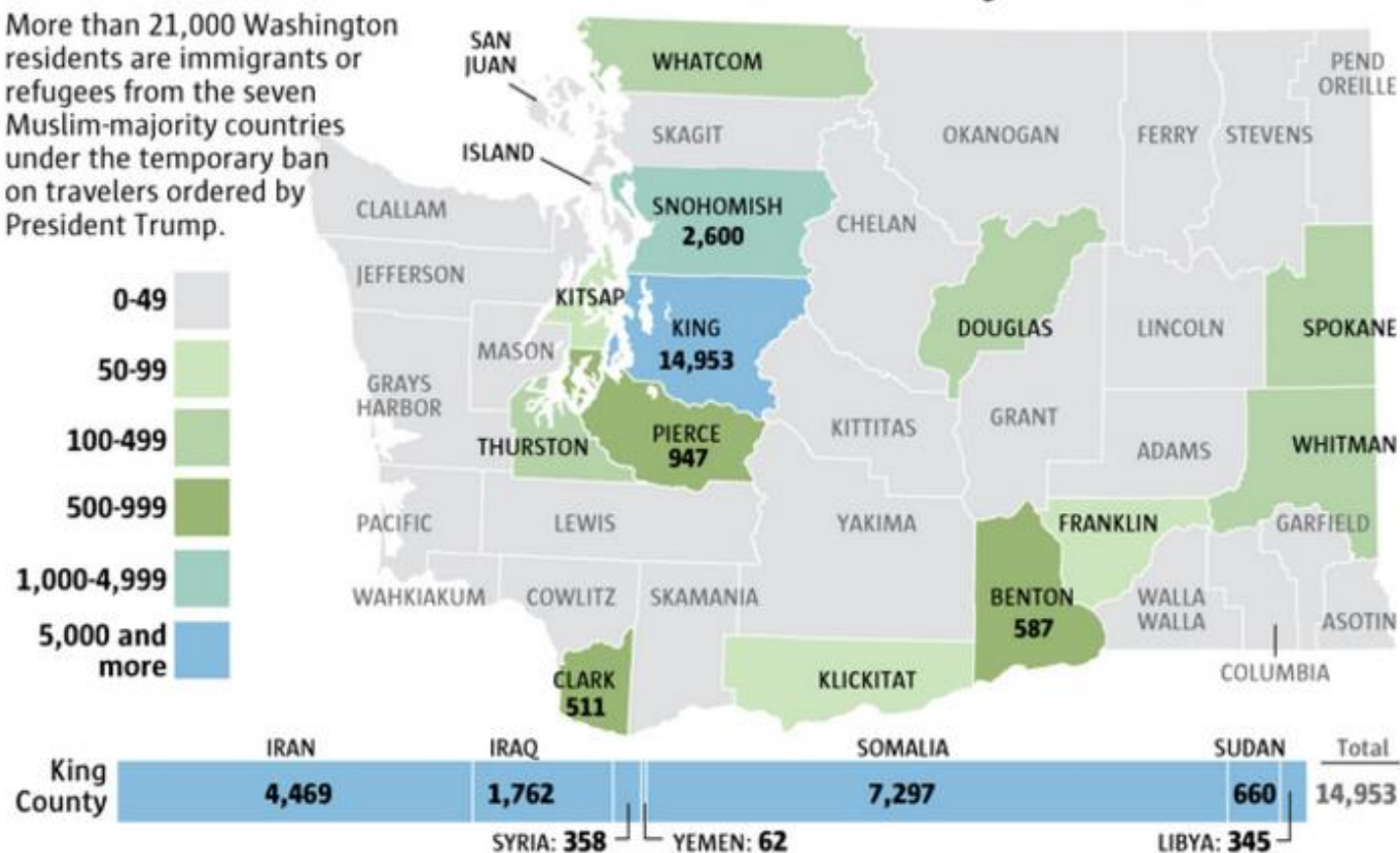
Gene Balk / FYI Guy f | t

# More than 21,000 Washington residents are from countries named in Trump's ban

Originally published February 1, 2017 at 6:30 am | Updated February 1, 2017 at 3:16 pm

## Thousands in state born in countries affected by travel ban

More than 21,000 Washington residents are immigrants or refugees from the seven Muslim-majority countries under the temporary ban on travelers ordered by President Trump.



Source: U.S. Census

MARK NOWLIN / THE SEATTLE TIMES



# Seattle is tops for per capita Bernie Sanders donations

Originally published March 11, 2016 at 6:00 am | Updated March 12, 2016 at 9:14 am

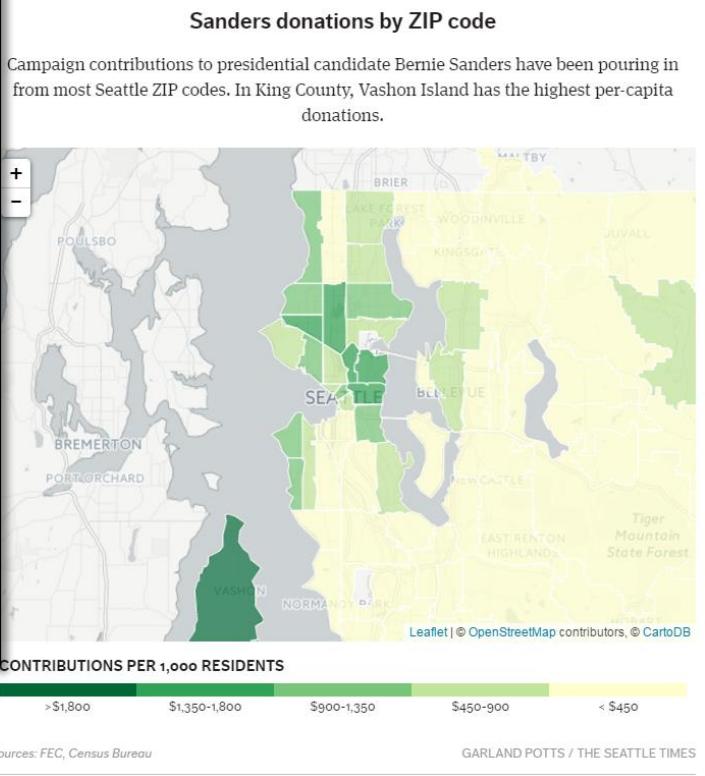
## Seattle is Berning

Seattle has the highest per-capita campaign contributions to Bernie Sanders among the 50 largest U.S. cities.

Rank	City	Total spending	Donations per 1,000 residents
1	Seattle	\$596,578	\$893
2	San Francisco	669,283	785
3	Portland, Ore.	395,269	638
4	Oakland, Calif.	202,461	489
5	Washington, D.C.	287,121	436
6	Minneapolis	132,985	327
7	Tucson, Ariz.	133,001	252
8	Austin, Texas	233,064	255
9	Atlanta	106,340	233
10	Albuquerque, N.M.	112,016	201

Source: FEC, Census Bureau

GARLAND POTTS / THE SEATTLE TIMES







Gene Balk / FYI Guy

## Parenting at midlife a growing trend in Seattle

### No empty nest in sight

The rate of older parents in Seattle has far outstripped the country as a whole.

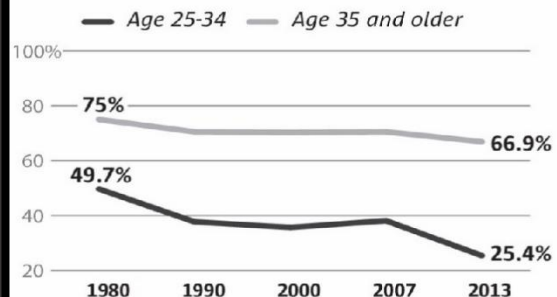
Percentage of Seattle parents with a child under age 6 who are 40 or older



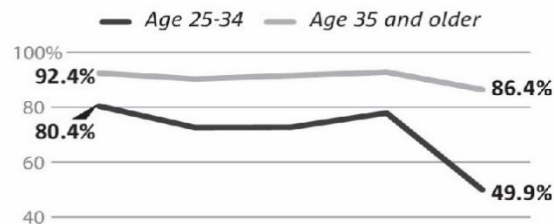
## Will King County millennials become permanent renters?

Homeownership rates for young adults in King County have plummeted in recent years – even among those who are married and have well-paying jobs.

### HOMEOWNERSHIP RATES FOR KING COUNTY



### HOMEOWNERSHIP RATES FOR MARRIED COUPLES WITH INCOME AT THE COUNTY MEDIAN OR HIGHER



Gene Balk / FYI Guy

## Homeownership plunges among millennials in King County



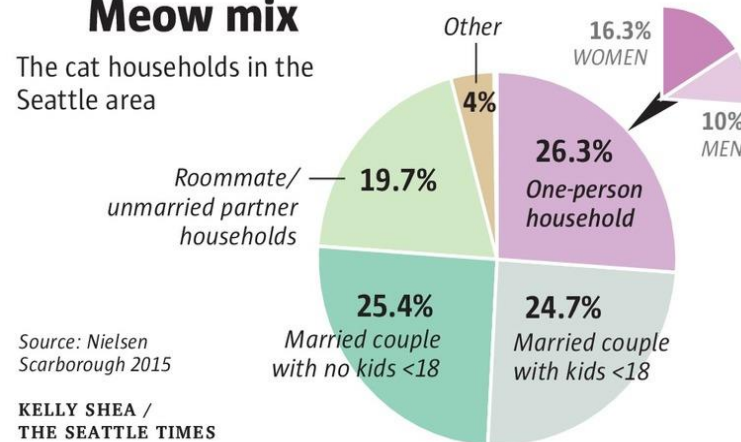


Gene Balk / FYI Guy f | t

# Are you a cat lady? Seattle area has 2nd-highest number in U.S.

## Meow mix

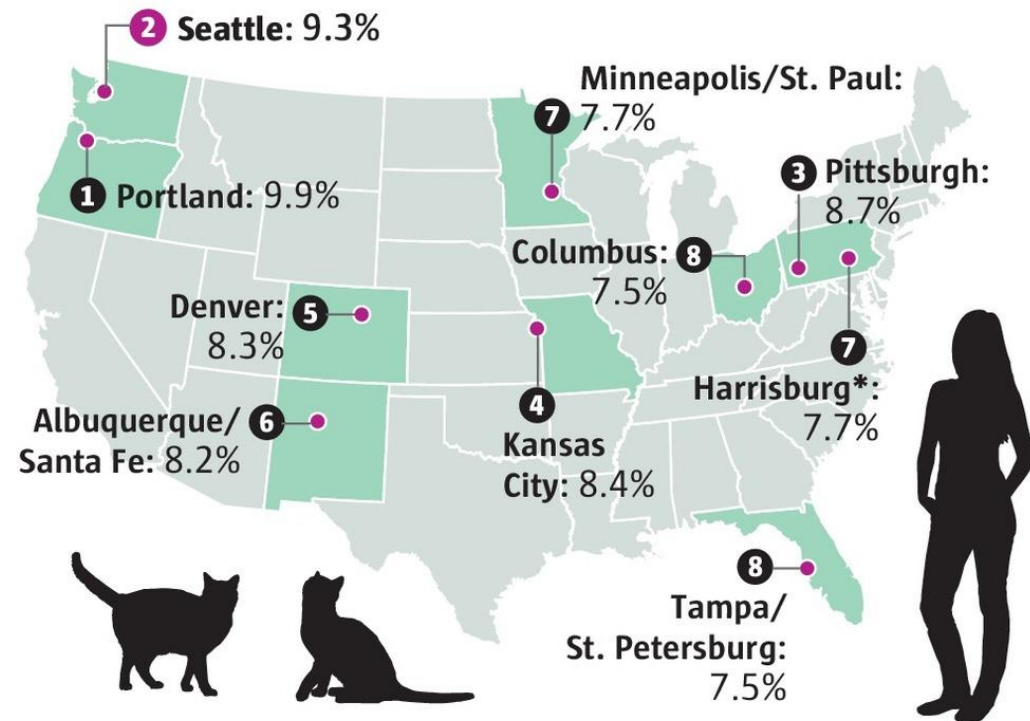
The cat households in the Seattle area



## Here kitty, kitty

The Seattle area ranks second, behind Portland, for the percentage of single women who live alone with at least one cat.

### % OF SINGLE WOMEN WHO LIVE ALONE WITH A CAT



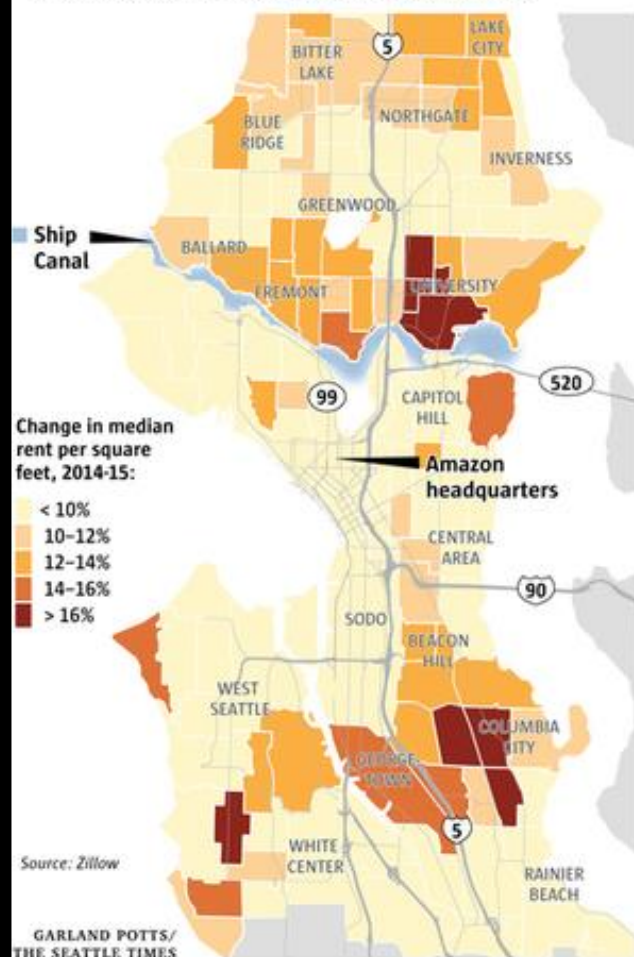


Gene Balk / FYI Guy f | t

# Is the 'Amazon effect' on rising rents in North Seattle real?

## Rents soaring north of Ship Canal

From Ballard to the University District, median rents per square foot posted double-digit gains last year, according to a Zillow analysis. The area's rents are fast approaching levels found in the city's pricey downtown neighborhoods.







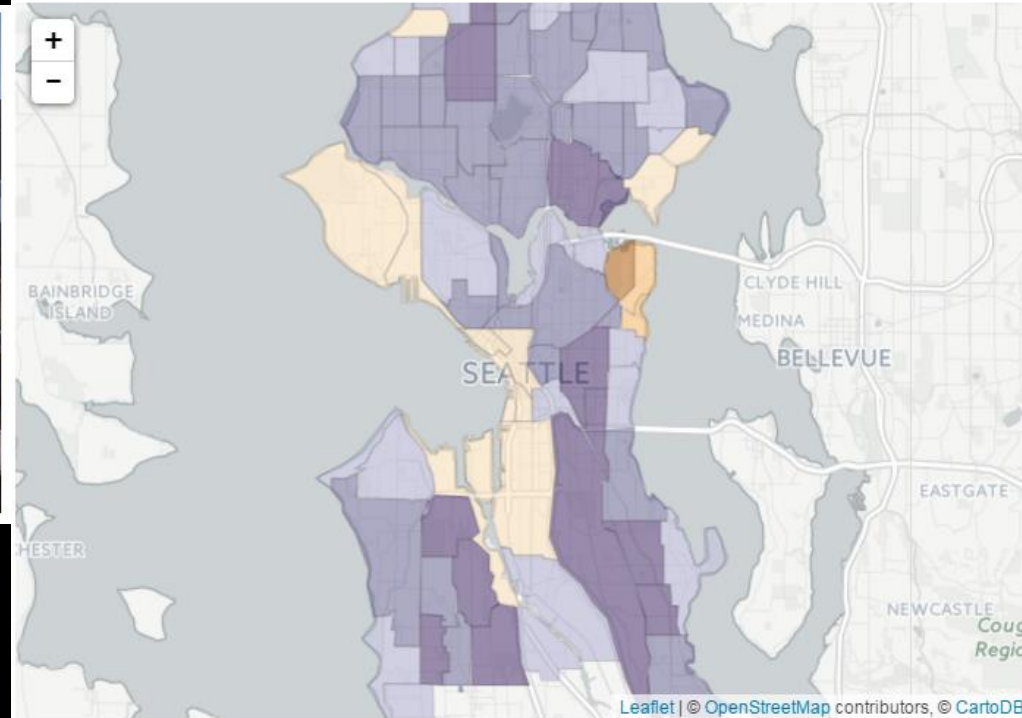
Gene Balk / FYI Guy [f](#) | [t](#)

# Do you live in Seattle's most liberal or conservative neighborhood? Check our map.

Originally published January 6, 2017 at 6

## How liberal is your neighborhood?

Crowdpac, a startup that uses campaign-contribution data to measure the ideology of politicians, ranked Seattle neighborhoods by the political leanings of their residents. The rankings are based on donations to federal, state and local candidates and ballot measures from 2008 to 2016.





Gene Balk / FYI Guy

# Lifestyle trumps affordability in central Seattle, even for some budget-stretchers

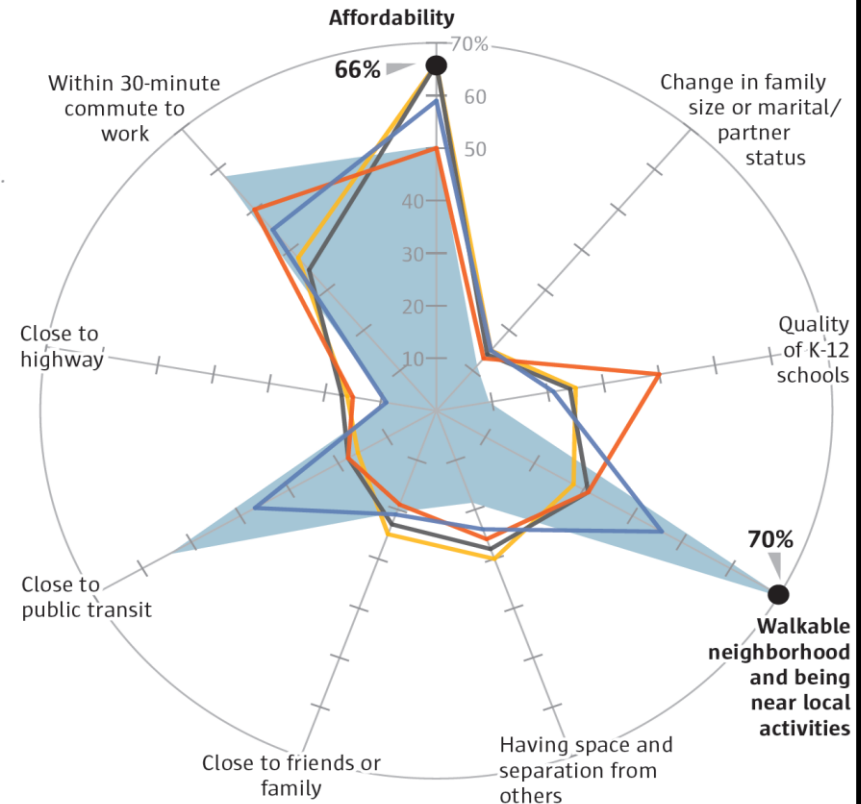


## What drives our housing choices

Survey data shows walkability beats affordability as the top priority for residents of central Seattle neighborhoods, in contrast with other parts of the region.

Percentage of respondents who indicated that a factor was "very important" in choosing their current residence.

Central Seattle  
Remainder of Seattle  
Eastside  
South King County  
Snohomish County



Source: Puget Sound Regional Council

GARLAND POTTS / THE SEATTLE TIMES



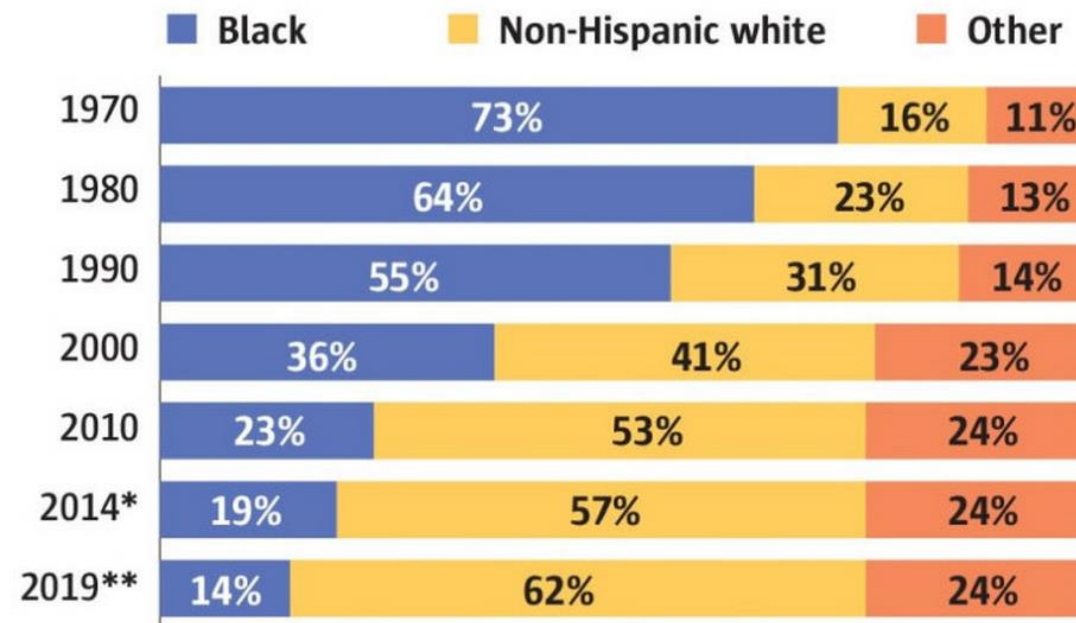


Gene Balk / FYI Guy

# Historically black Central District could be less than 10% black in a decade



*Ethnicity percentages in the Central District*



*\*Estimated, \*\*Projected*

*Blacks have fallen to less than 20 percent of the Central District's population, and the trend is expected to continue.  
Sources: U.S. Census Bureau, The Nielsen Co. (Kelly Shea / The Seattle Times)*



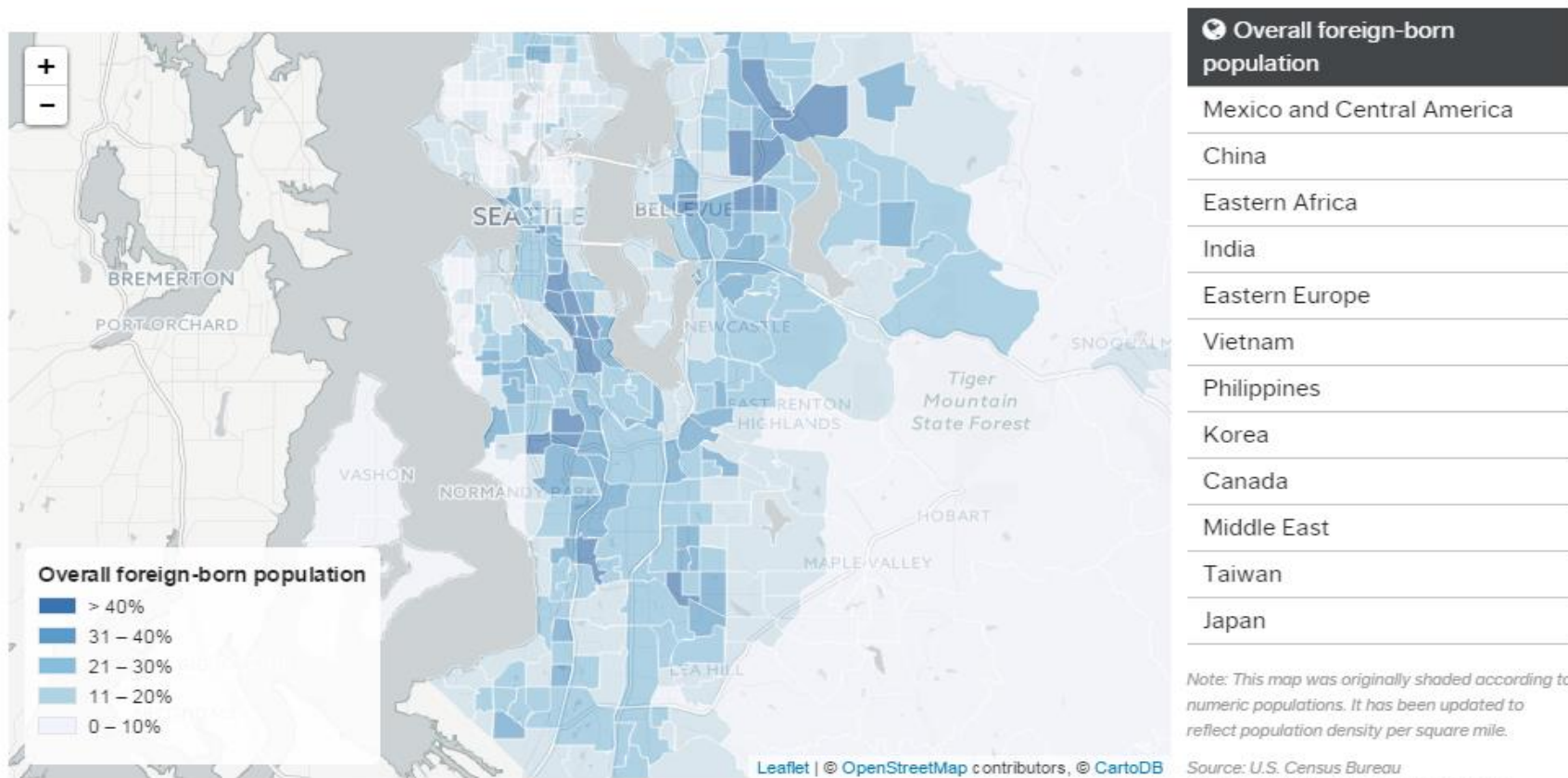


Gene Balk / FYI Guy

# A spike in King County foreign-born populations

## King County's foreign-born communities

Use this census tract map to see where the top international populations live.



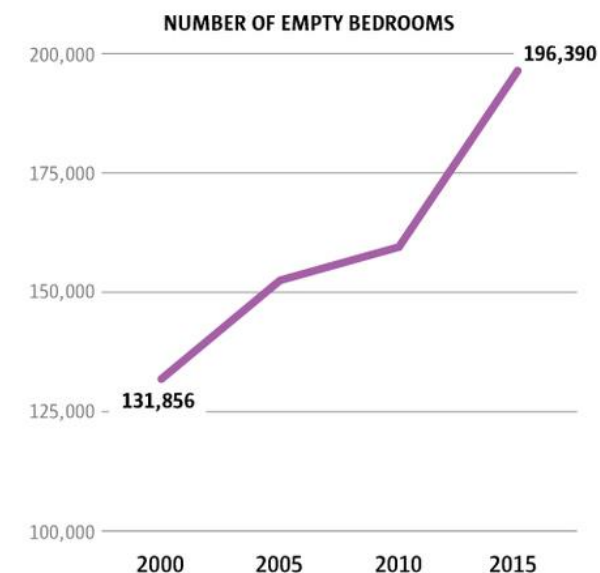
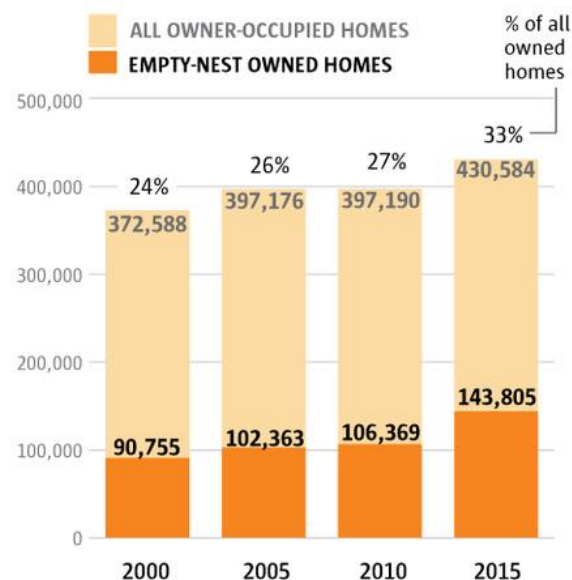


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# Could your empty bedroom help with King County's housing shortage?

## The empty nests of King County

In King County, there are more than 140,000 homes with unused bedrooms owned by people age 50+, representing one-third of all owner-occupied homes. The number of empty bedrooms in such homes totals nearly 200,000, a 49 percent increase since 2000.



Source: Integrated Public Use Microdata Series (IPUMS-USA)

KELLY SHEA / THE SEATTLE TIMES



# What is Seattle's most kid-free neighborhood?



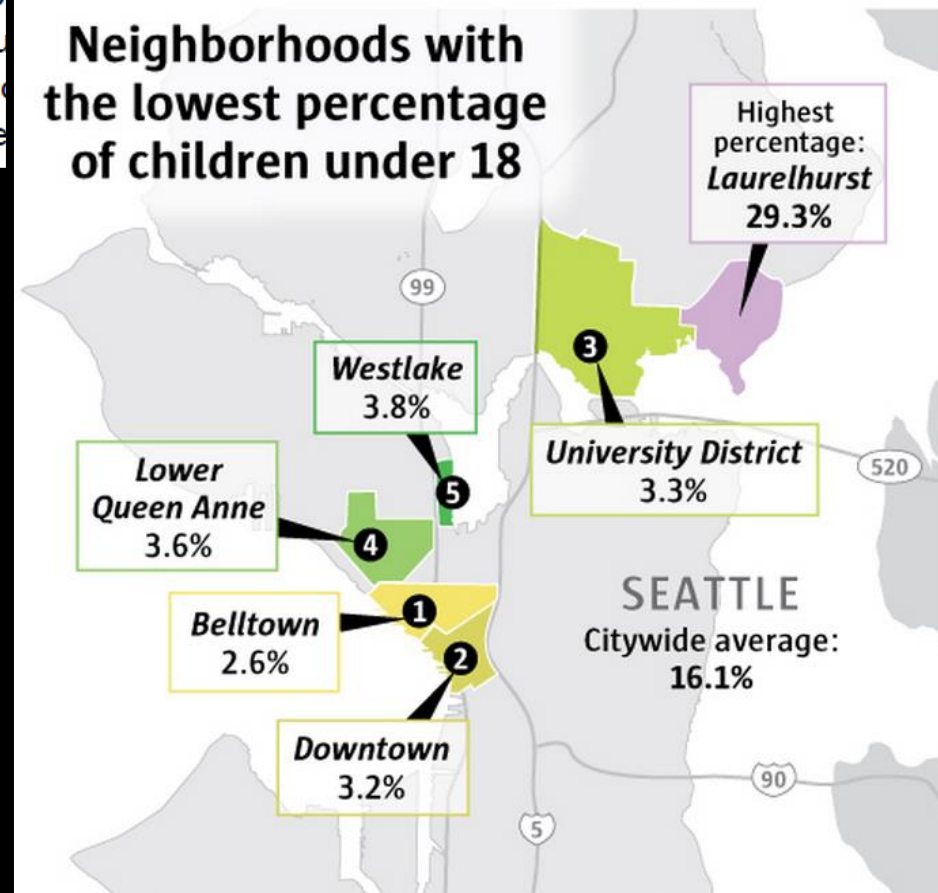
Areas without many kids in Seattle? (self.Seattle)

submitted 2 years ago \* by [deleted]

My fiancée and I are planning on moving to Seattle. We love our nieces and nephews, but call us and we don't have kids and really would prefer to not have them around when we are trying to relax at home.



## Neighborhoods with the lowest percentage of children under 18



Source: Experian (Estimates for 2013)

KELLY SHEA / THE SEATTLE TIMES





Gene Balk / FYI Guy



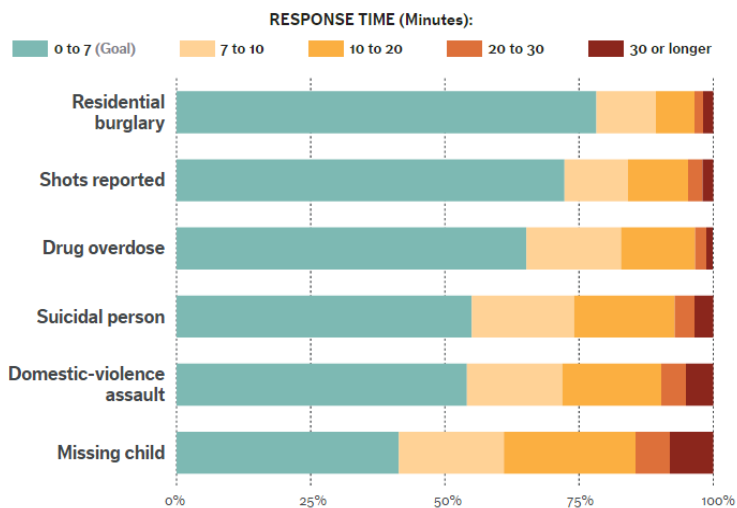
# How long is too long to wait for help when you call 911?

Originally published January 2, 2016 at 10:00



## The 911 gap

Police response time to priority-one calls varies by call type.

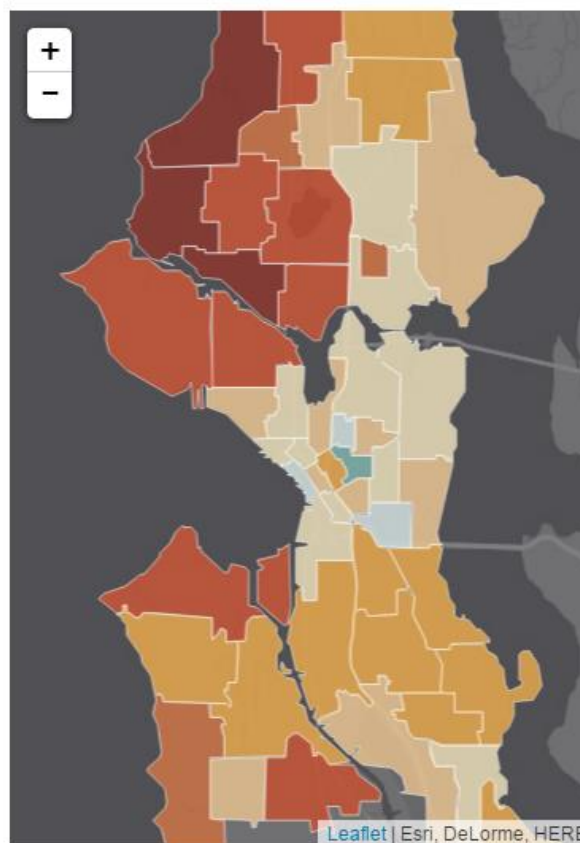


Source: Seattle Police Department, 2009-2014

GARLAND POTTS / THE SEATTLE TIMES

## 911, where's your emergency?

Click on each area to see the average Seattle Police priority-one response time by call type.



SELECT A CATEGORY:

ALL PRIORITY-ONE REPORTS

RESIDENTIAL BURGLARY

GUNSHOTS REPORTED

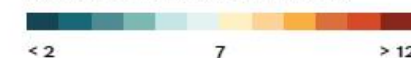
DRUG OVERDOSE

SUICIDAL PERSON

DOMESTIC VIOLENCE

MISSING CHILD

Average response time in minutes:



■ Fewer than 10 incidents

Source: Seattle Police Department, 2009-14

AUDREY CARLSEN / THE SEATTLE TIMES

Seattle Times news librarian Gene Balk crunches the numbers

July 11, 2014 at 11:27 AM

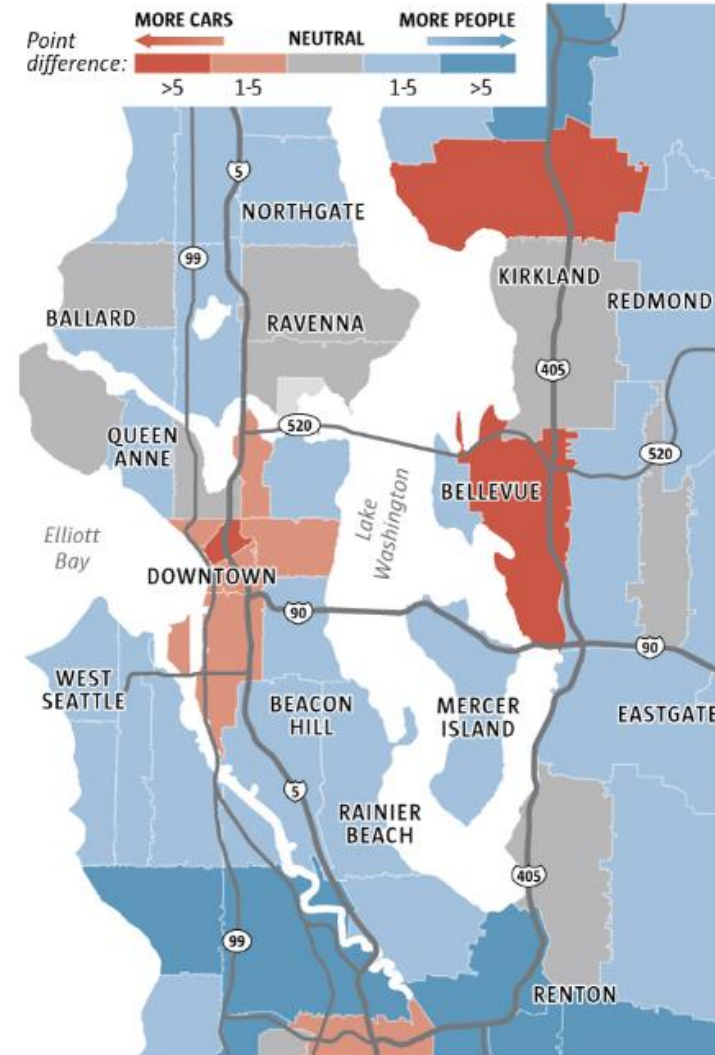
## The surprising places where car ownership is up in Seattle

Posted by [Gene Balk](#)



## What's gaining faster in your neighborhood – people or cars?

In most King County ZIP codes, population growth outstripped that of cars. But there were surprising exceptions in some of Seattle's walkable, transit-friendly areas.



Source: Department of Licensing, Experian

G. POTTS / THE SEATTLE TIMES

[Click to open interactive map](#)



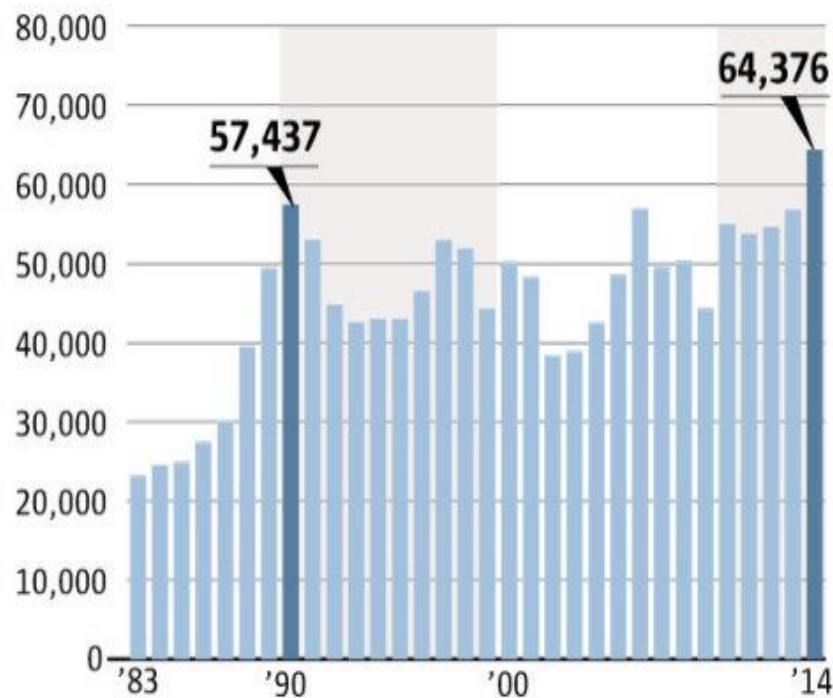


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# Newcomers arriving in record numbers, but from where?

## Where are all these newcomers from?

In 2014, the number of new drivers from out of state licensed in King County broke a record set in 1990.



Source: Washington Department of Licensing

### Top 10 months

August 2014	7,516
September 2012	7,191
September 2006	7,031
June 1990	6,859
August 2013	6,731
October 2010	6,638
January 2001	6,590
September 2014	6,457
July 2010	6,283
September 2000	6,221

### Top 10 places Jan.-Feb. 2015

CALIFORNIA	2,240
TEXAS	625
OREGON	570
ARIZONA	408
FLORIDA	395
ILLINOIS	346
NEW YORK	339
COLORADO	338
INDIA	237
PENNSYLVANIA	222

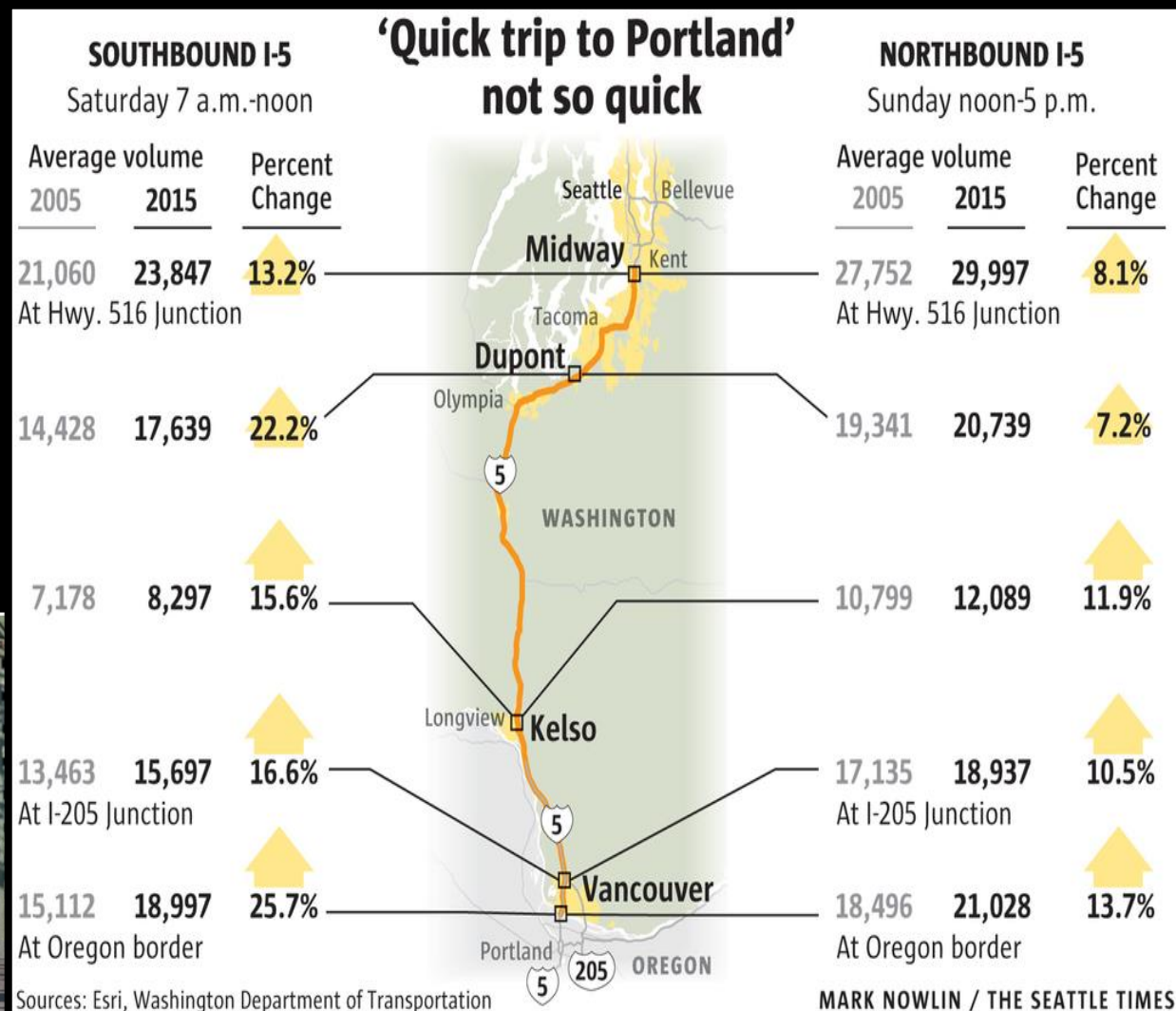
THE SEATTLE TIMES



Gene Balk / FYI Guy



# Fancy a weekend jaunt? Seattle, Portland booms put I-5 drivers in a jam





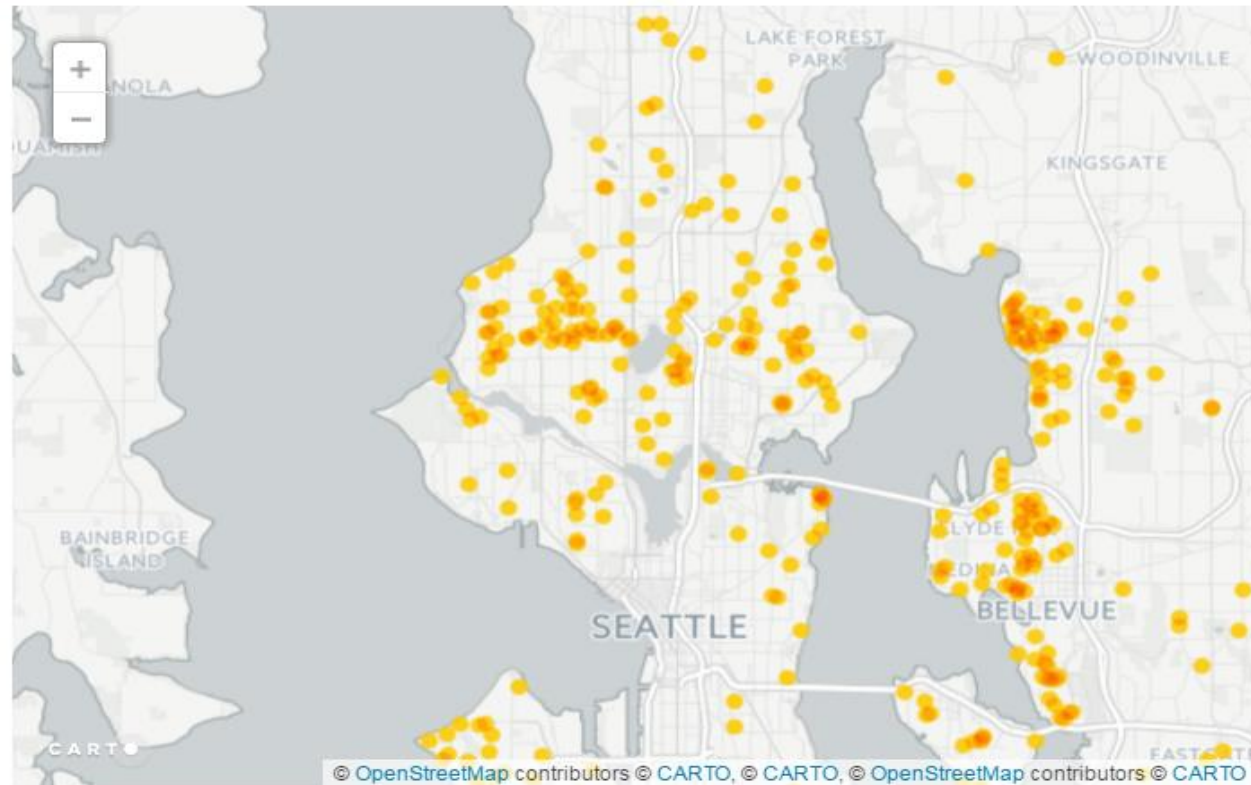
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# Teardown town: 1,500 small houses replaced by giants since 2012

Originally published November 27, 2015 at 6:45 am | Updated February 8, 2016 at 3:01 pm

## Teardown town

From 2012 through 2014, more than 450 houses in King County were torn down and replaced with houses three times or more their size.







Gene Balk / FYI Guy f | t

# Teardown town: 1,500 small houses replaced by giants since 2012

Originally published November 27, 2015 at 6:45 am | Updated February 8, 2016 at 3:01 pm

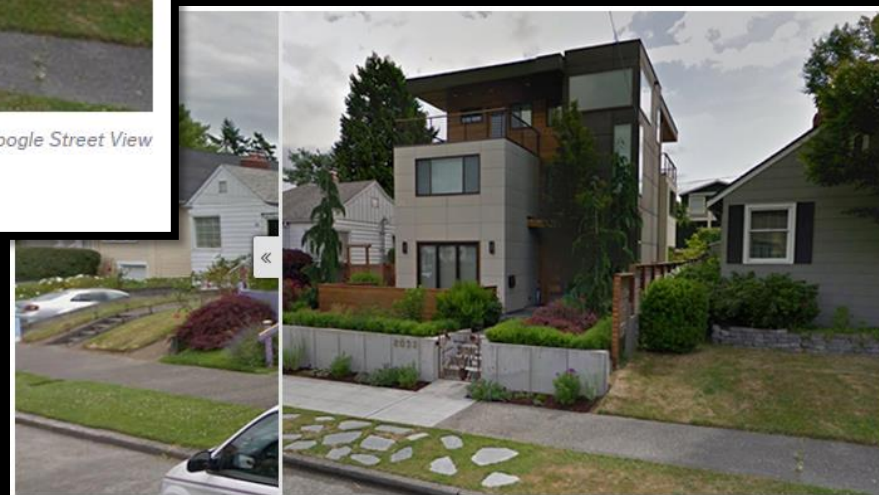


Madison Park, Seattle

Source: Google Street View

**Before:** 590 sq. ft., sold for \$475,000

**After:** 3,230 sq. ft., assessed at \$1,566,000





Gene Balk / FYI Guy f | t

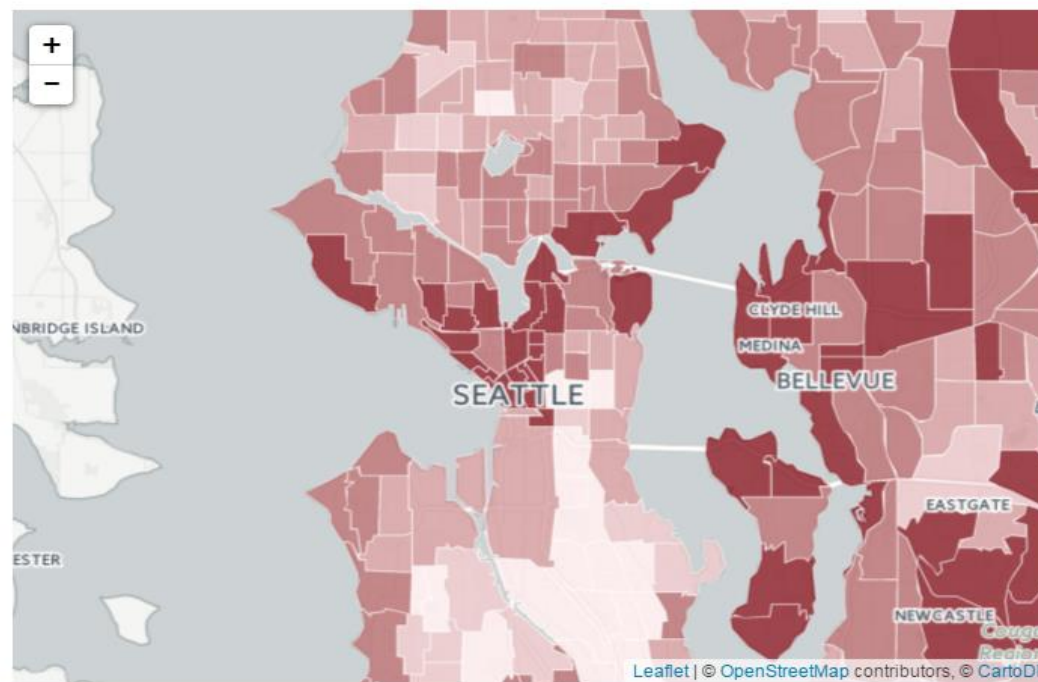
# Property-tax break for needy seniors granted to some pretty pricey homes

Originally published April 9, 2016 at 6:00 am | Updated April 11, 2016 at 12:02 pm



## Where homeowners have gotten senior property tax exemptions

King County has about 40,000 senior homeowners who may be eligible for reduced property taxes because their household income is under \$40,000. But so far, barely 15,000 homeowners have gotten tax exemptions from this program run by the King County Assessor's Office.



### RATE OF EXEMPTIONS



Sources: King County Assessor's Office, U.S. Census

GARLAND POTTS / THE SEATTLE TIMES





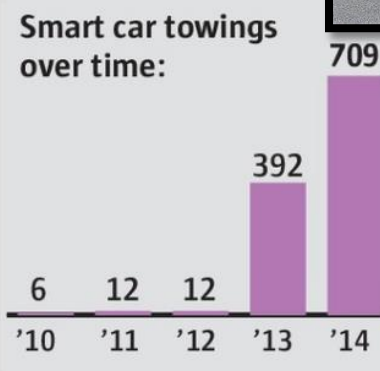
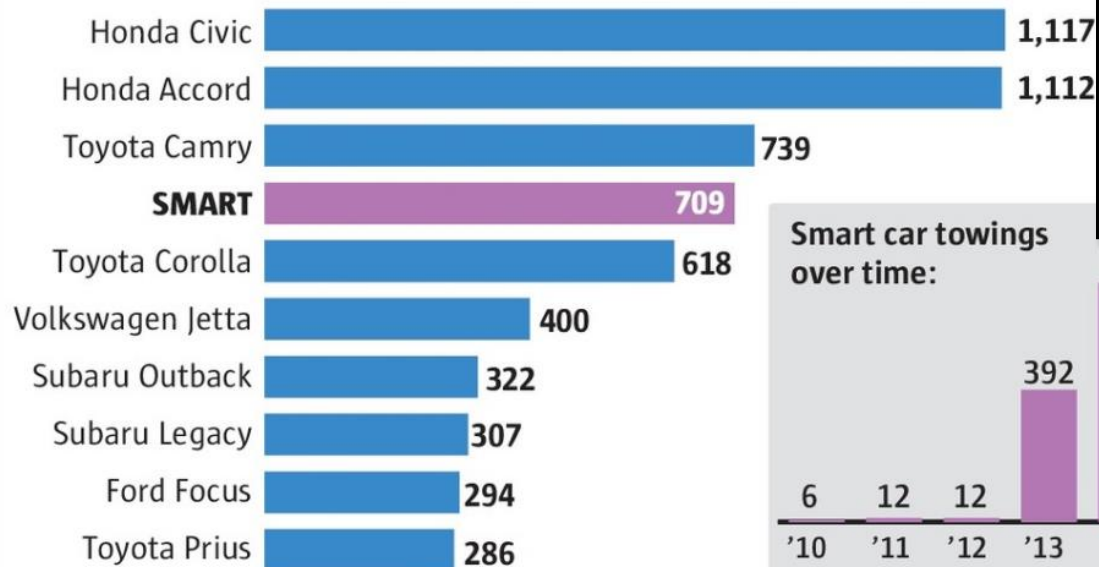
Gene Balk / FYI Guy f | t

# Those cute little Smart cars get towed a lot in Seattle; here's why

## Car2Tow

Smart cars were the 4th most-towed in Seattle in 2014 – even though they only rank as the 42nd most popular make in the city, according to Department of Licensing records.

### SEATTLE'S TOP TOWED CARS IN 2014



Source: Seattle Police

GARLAND POTTS / THE SEATTLE TIMES



Gene Balk / FYI Guy

# The cop and the courier: Seattle's top-ticketing officer, and its most-ticketed cyclist

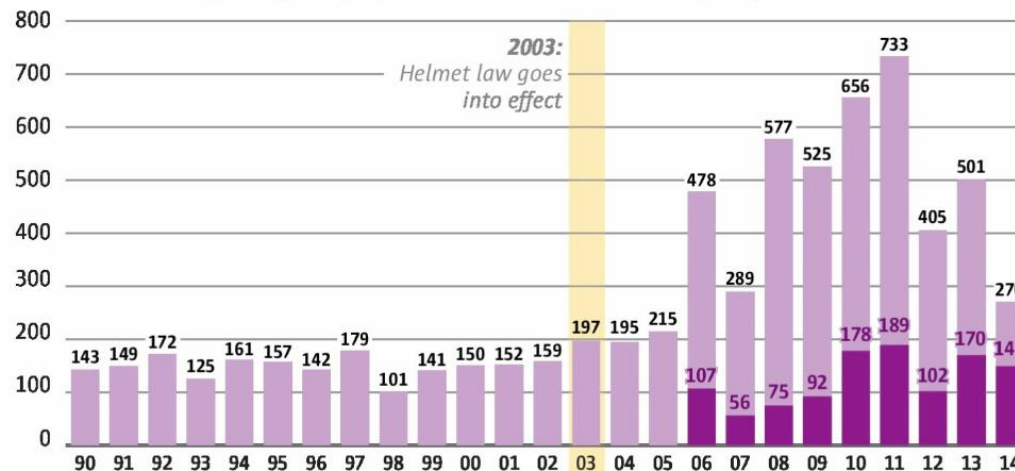


## One officer issues more than a thousand biking tickets

Since Officer Glen Mulkey was assigned to traffic detail, the number of cycling tickets has gone up.

**Tickets issued by Mulkey**      **Tickets issued by all other officers\***

*\*On average, 77 officers per year wrote at least one ticket to a cyclist from 1990 to 2014*



Source: Seattle Municipal Court

GARLAND POTTS / THE SEATTLE TIMES

Our Panel:

**Louise Carter**

Communities Count



**Kymber**

**Waltmunson**

King County Auditor



**Peter Heineccius**

King County Auditor's Office

# Communities Count: Drawing story out of numbers

❑ **Purpose of using data:** Provide clear, unbiased, reliable, and relevant way to track community health and well-being.

❑ **Challenges in using data to tell stories:**

Bias

Context

Focus

❑ **Golden nuggets:**

**What's the point?** Know what's important & stay on point.

**Show some compassion:** Remember your audience(s).

**Be consistent** across modalities.

❑ **Changes in using data effectively:**

More data

New tools

Shorter attention spans



# Communities Count: Doable Data Storytelling Practice

- ☐ First ask, “**Why does this matter?**”
- ☐ Start with **broad, unbiased question** to which you don’t know the answer.
- ☐ Use **reliable sources, valid analysis. Know limitations** of both.
- ☐ **Seek multiple perspectives** on results & interpretation.
- ☐ Build story around **most important results**; maintain this **focus**, even if you broaden coverage.
- ☐ Use **qualitative data** to anchor & humanize the story.
- ☐ Choose **appropriate visualizations** that **clarify** your story.

# King County Auditor's Office

How we turn data into stories with impact

1. Who are we?
2. Our story framework – elements of a finding
3. The story of garbage

# Criteria: What should be

Criteria are the *standards of evaluation* applied during the audit. They act as assumptions, linking the logic of the auditor's argument to objective reality.

# Condition: What is

Condition should demonstrate, as neutrally as possible, the relationship between auditee operations and the standards expressed in criteria.



# Effect: So what?

Effect establishes the significance of differences between criteria and condition. Effect is established in the most relevant terms possible—usually dollars.

# Cause: Why?

Cause should identify factors that, if removed or altered, would change the effect.

# Recommendation: Fix

Recommendations address the cause of an adverse effect. Recs should state the action that would change the causative factors so that a favorable effect could be expected.

# EXAMPLE: Using text minimizes impact

**Question:** Can transfer station handle forecasted peak demand, or do we need additional capacity?

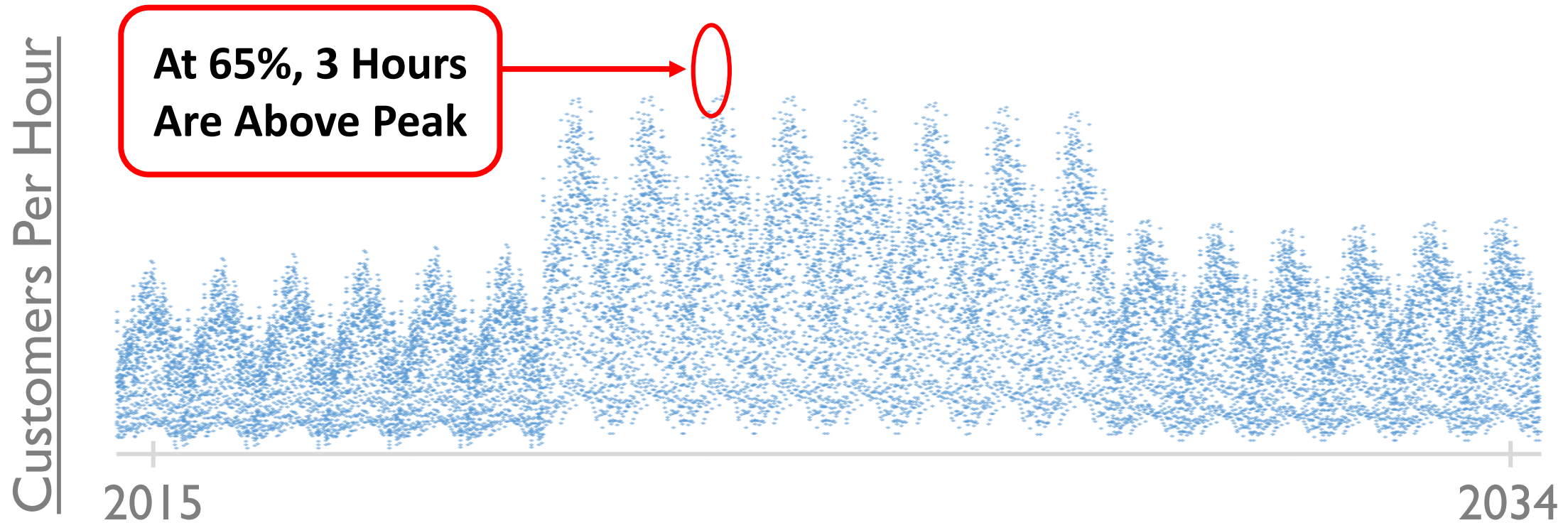
**Their analysis showed:** Demand will be too much to handle within our service standards.

**Page 17/46:** “This analysis used a 90<sup>th</sup> percentile peak hour demand factor. This factor means that 10 percent of the time the demand is greater, but the demand can be considerably less.”

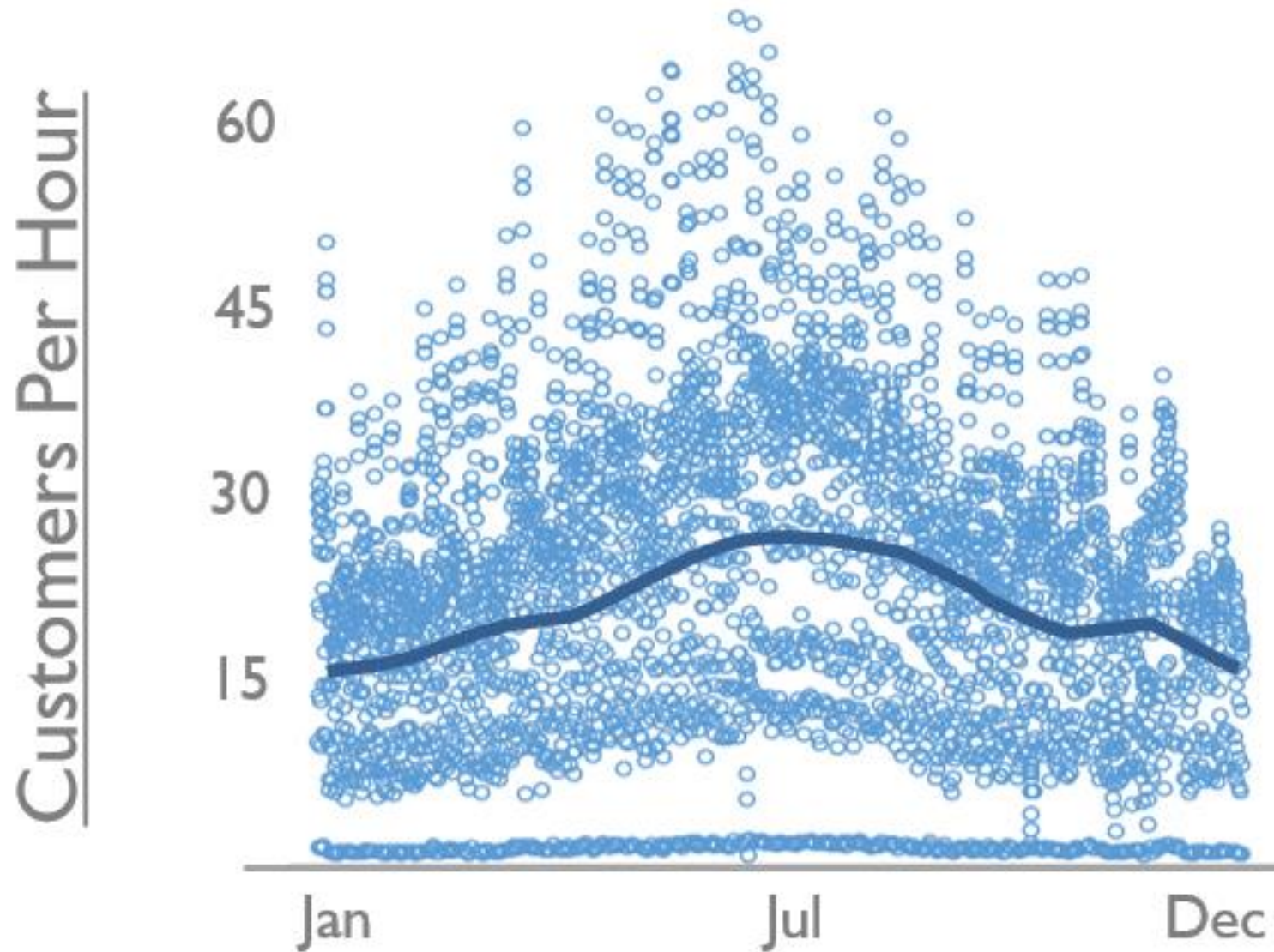


# Using graphics is often better

But what am I looking at?



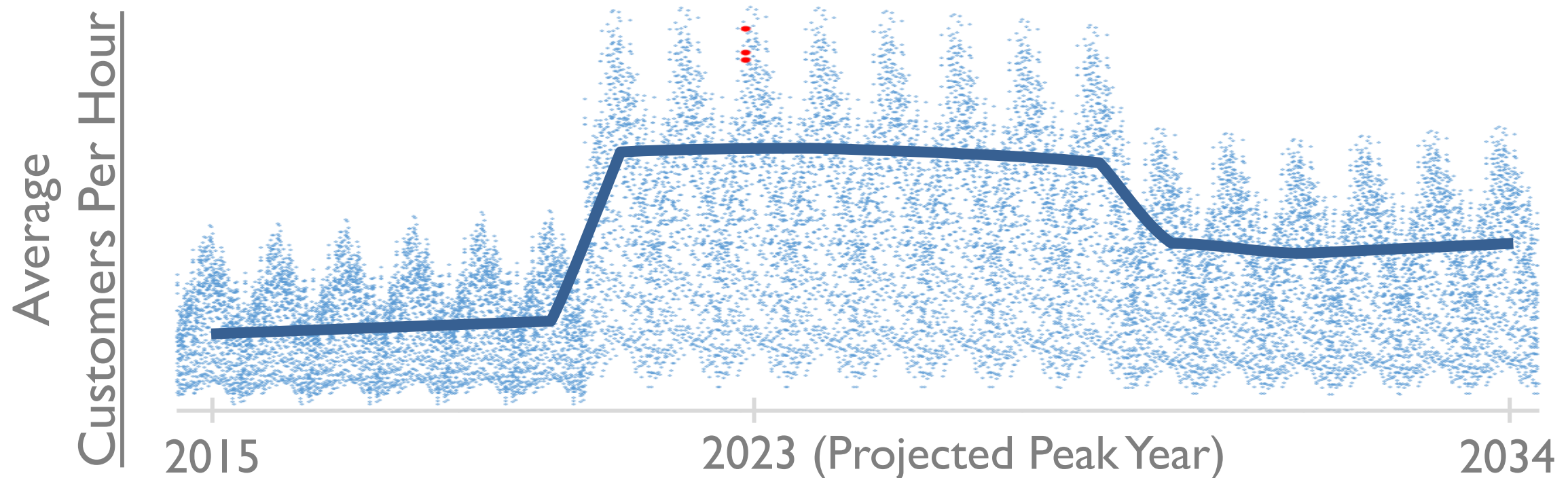
# Using animation lets you build up to hard concepts



Summer peak  
hours are far  
above average  
demand

# Build on prior graphics to lead audience

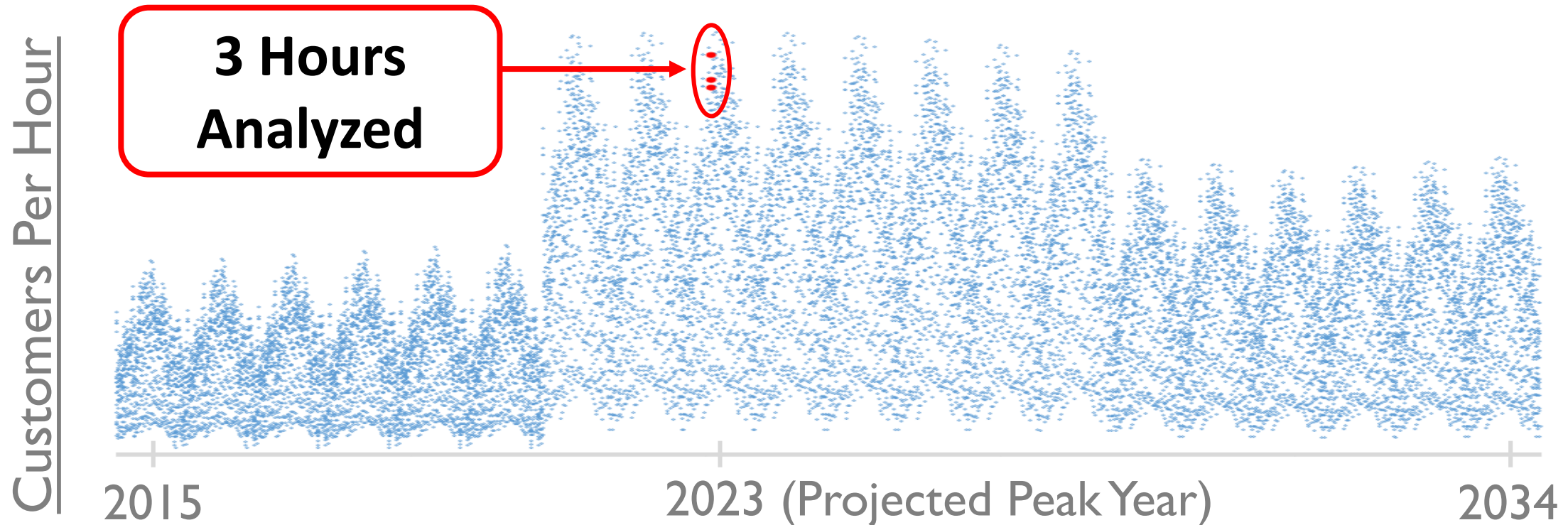
Same concept introduced for one year can be used to display 20 years





# Call attention to details afterwards

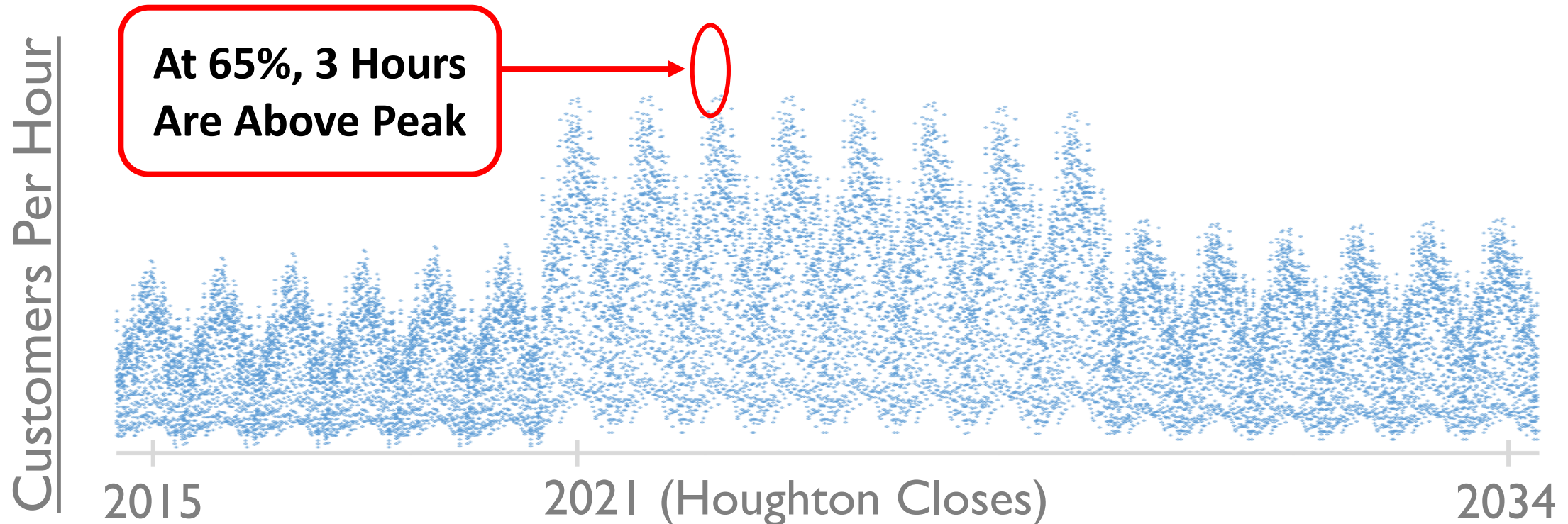
Reported demand would only affect one percent of customers, not 10 percent





# Easier to see changes when animated

Analysis assumed 90% increase, but 65% is more likely



# Thank you

Reports and other info available on our website

<http://www.kingcounty.gov/auditor>

# Evaluation!

Slido.com





# Thank You!

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