

July 24, 2020

Pillars of Municipal Innovation

City of Syracuse: Adria Finch and Autumn Beaudoin
Syracuse University's X-Lab: Joseph Boskovski



Agenda part 1. . .

Learning & Lecture

- Syracuse Stories
- Three Pillars with Examples
 - Behavioral Science
 - Human Centered Design
 - Evaluation
- Q&A

. . .part 2

Putting to Practice

- Activity Introduction
- Group Discussion Round 1
 - Behavioral Science
 - Human Centered Design
 - Evaluation
- Share-out
- Group Discussion Take 2
- Closing

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Syracuse Stories

Problem: Commercial Permit applications were taking too long to review.

Understanding the problem: It was ~two weeks after drop-off until any review occurred

Solution: Create a permit intake process where they are reviewed upon drop off

Innovations: Permit intake process, Project registration form, Permit intake meetings

New Problem: Applicants weren't showing up for their intake meeting

Solution 2: Doctor's office model

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Pillars of Innovation

Behavioral Science

We have automatic and effortful mental processes

Loss aversion causes us to be risk averse and risk seeking

Frames can clarify and confuse reality

Social connections and information can cause us to cooperate or defect

Human-Centered Design

What is the lived experience of who you are designing for?

How does what you're building allow them to achieve their goal?

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Evaluation

Baseline the issue

Measure the impact

Tell the story

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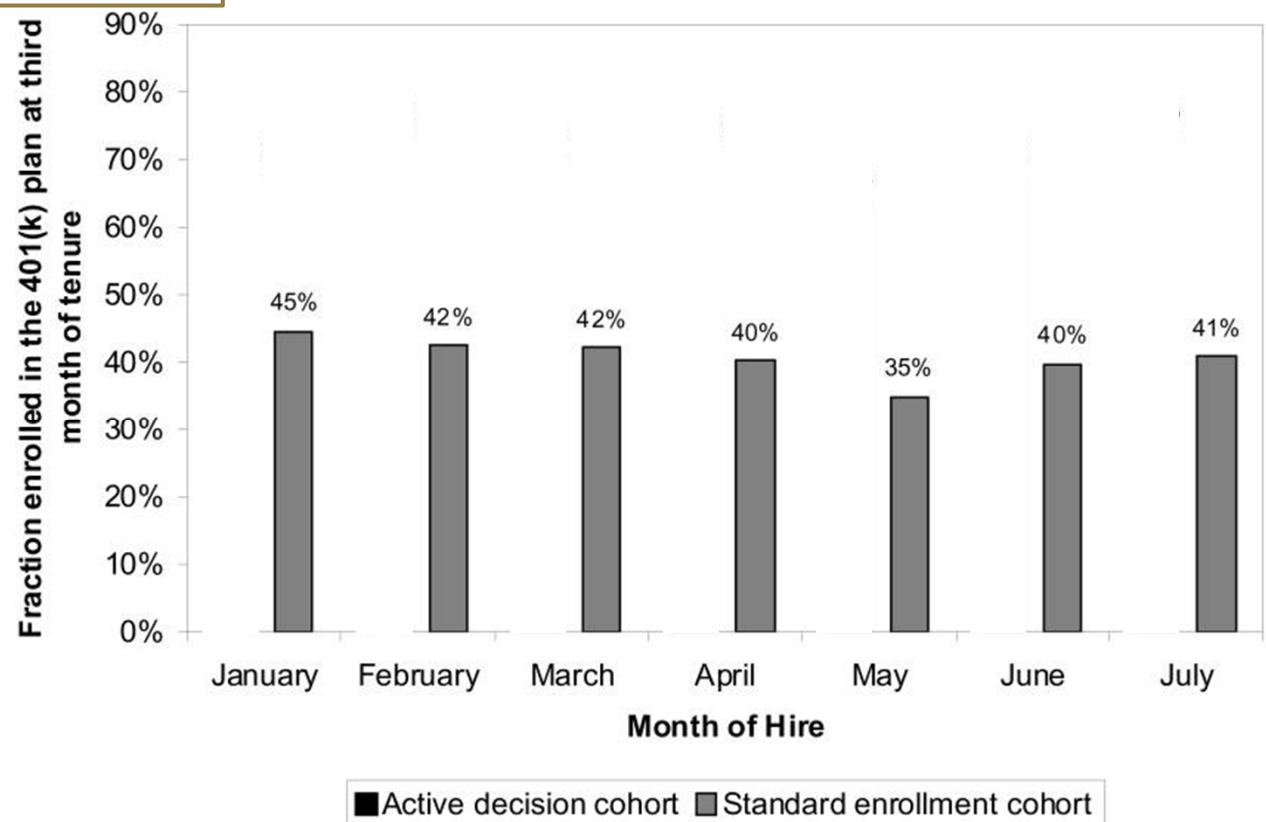
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Behavioral Science

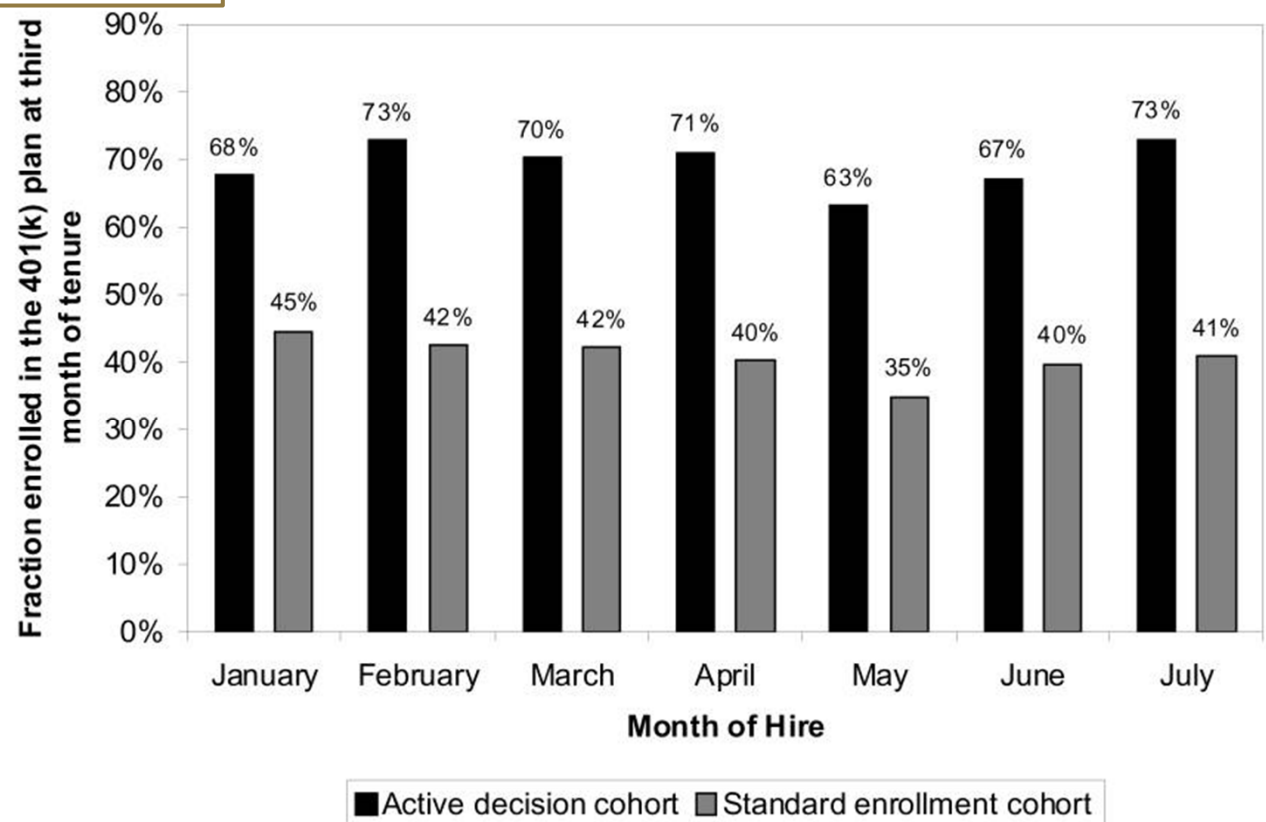
Natural experiment
comparing two
approaches for 401(k)
sign ups at Fortune
500



Behavioral Science

We have automatic and effortful mental processes

Friction can increase attention and improve outcomes



Behavioral Science

8 quarterly emails to 300k
student loan borrowers

Nudging them to view FICO
score

Does viewing affect
overconfidence?

Your Quarterly FICO® Score
is Available!

[View Your Score »](#)



As a free benefit of your loan, you can view your FICO® Score by [logging in](#) to your Sallie Mae account.¹

FICO® Scores are the most widely used credit scores in lending decisions. Viewing your score can help you understand your credit risk and effectively manage your financial health. When you [log in](#), you'll also see the key factor(s) affecting your FICO® Score.

Learn more at SallieMae.com/FICO

Thank you for being a Sallie Mae customer!

[View Your Score »](#)

Useful Resources

[Understanding Credit Handbook](#)

[Tips for improving your FICO® Score](#)

Receive your credit report from three major bureaus at annualcreditreport.com

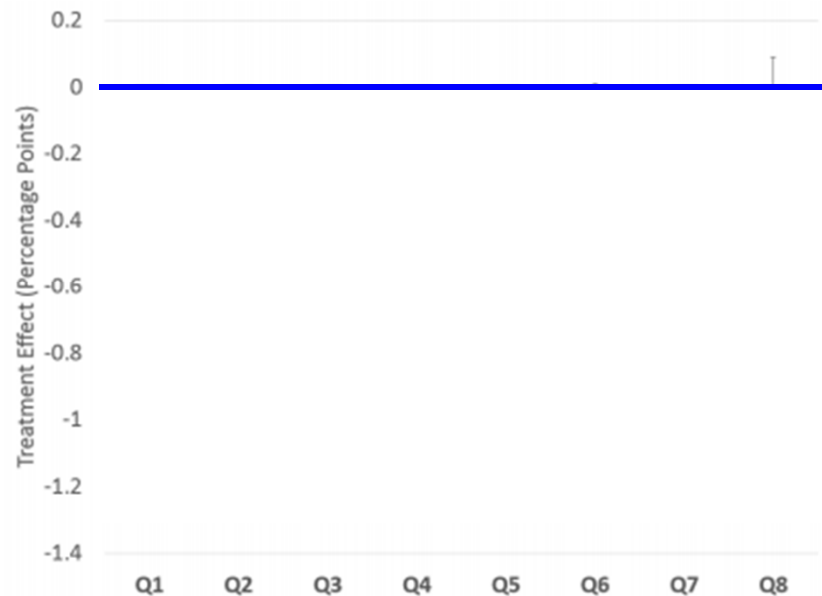
[Learn more about the Smart Option Student Loan®](#)



Behavioral Science

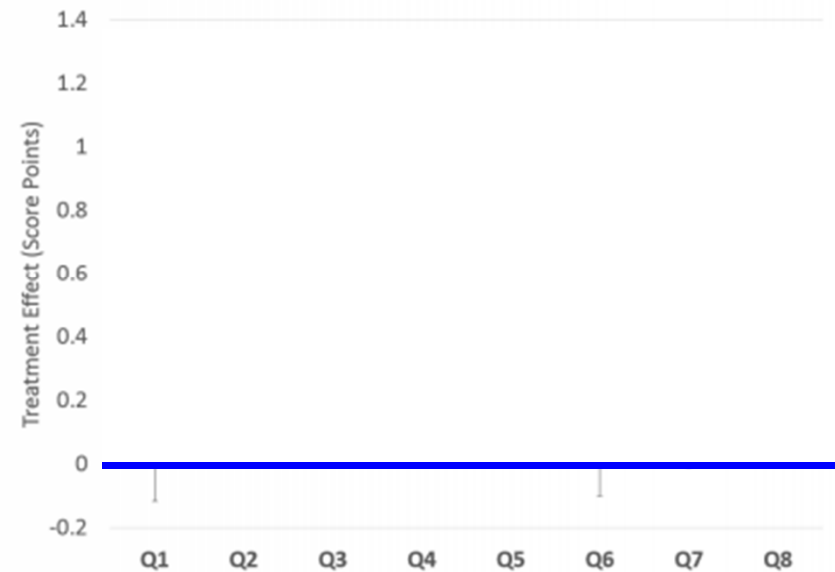
We have automatic and effortful mental processes

(a) Late Payments



Overall 4% decline

(b) FICO Score



Improvement = 1 year of credit history

Behavioral Science

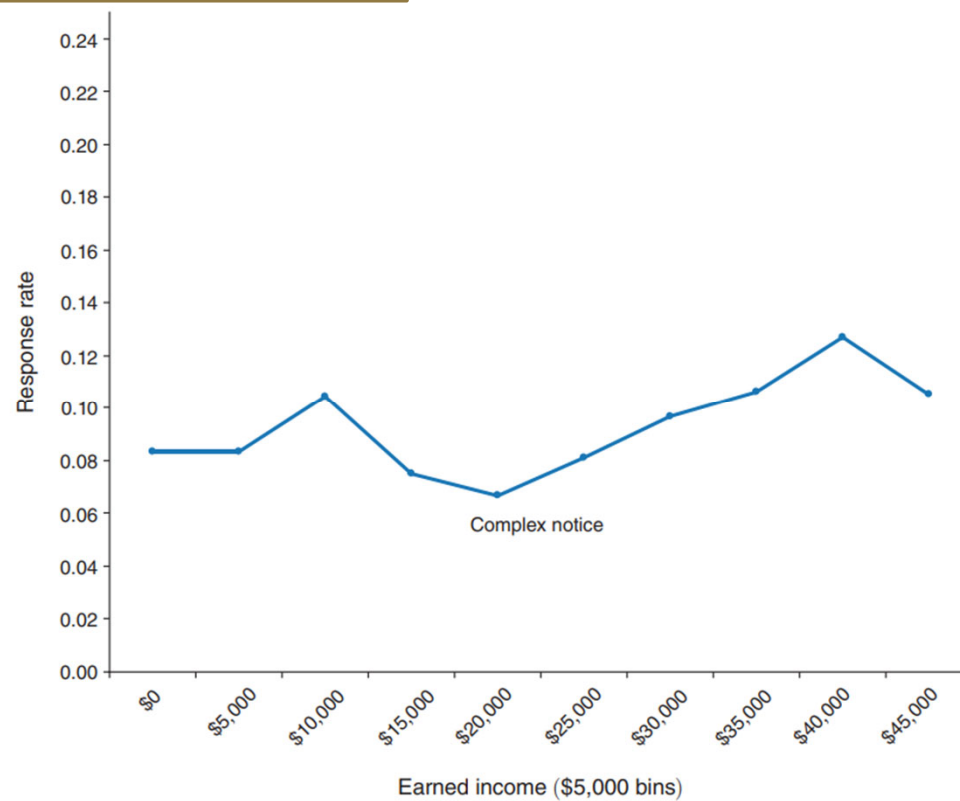
Redesigned IRS
communication to EITC eligible
households

One treatment just simplified
notice

 Department of the Treasury Internal Revenue Service Submission Processing Center Fresno, CA 93888-0405 JAMES Q HINDS 22 BOULDER STREET HANSON, CT 06030-7253 You If You Qu Why We Are Sending You this N You may qualify for the earned income credit. This tax credit usually means and may give you a refund. Our records show that you may be eligible for a refund called the Earned Income Credit (EIC), which you did not claim on your 2009 tax form. The credit is for certain people who have worked and have earned income. You should complete the worksheet on Page 3 to determine if you are eligible for the credit. What You Need to Do Income is not the only condition that determines if you are eligible for the EIC. You must also meet the following requirements: • Your income falls in the eligible range. • You have a dependent who may be eligible for the credit. • You did not claim the EIC on your 2009 tax return. What You Need to Do Income is not the only condition that determines if you are eligible for the EIC. You must also meet the following requirements: EIC Eligibility Check-Sheet to see if you qualify: • Check that you are eligible for the credit. • If your Social Security Number does not qualify. • If your Social Security Number may qualify. Continue to Step 2. • In Steps 2 and 3, fill in the name of each child and check that each child meets the requirements. • Any NO answer for a child means this notice unless you have a question. • All YES answers mean a child is eligible for the credit. Mail this notice to the IRS. Note: Return the EIC Worksheet to us.	 Department of the Treasury Internal Revenue Service Submission Processing Center Fresno, CA 93888-0405 JAMES Q HINDS 22 BOULDER STREET HANSON, CT 06030-7253 Notice EIC0927 Tax Year 2009 Notice Date November 2010 Social Security Number 999-99-9999 To Contact Us 1-800-829-3040 Page 1 of 4 Important information about the Earned Income Credit You may be eligible for a refund Summary Our records show that you may be eligible for a refund called the Earned Income Credit (EIC), which you did not claim on your 2009 tax form. The credit is for certain people who have worked and have earned income. You should complete the worksheet on Page 3 to determine if you are eligible for the credit. What you need to do Complete the Earned Income Credit Worksheet on Page 3. If the worksheet confirms that you are eligible for the credit: Sign and date the attached worksheet, and mail it to us in the enclosed envelope. If the worksheet indicates that you are not eligible for the credit: Please do not return the worksheet to us. Next steps If you are eligible for the credit, we will send you a refund check in 6 to 8 weeks. If you owe back taxes or other debts, such as child support which we are required to collect, we will use your credit to reduce or pay off those debts. Next year, to receive your refund more quickly, write "EIC" on the EIC line of your form 1040. If you qualify for the credit, the IRS will calculate it for you and send you a check. Additional information If you need additional assistance, please call 1-800-829-1040, or visit online at www.irs.gov/efile. For tax forms, call 1-800-TAX-FORM (1-800-829-3676). You can also find tax forms and other helpful documents which explain the EIC program in greater detail (e.g., Publication 596) at www.irs.gov.
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Behavioral Science

We have automatic and effortful mental processes



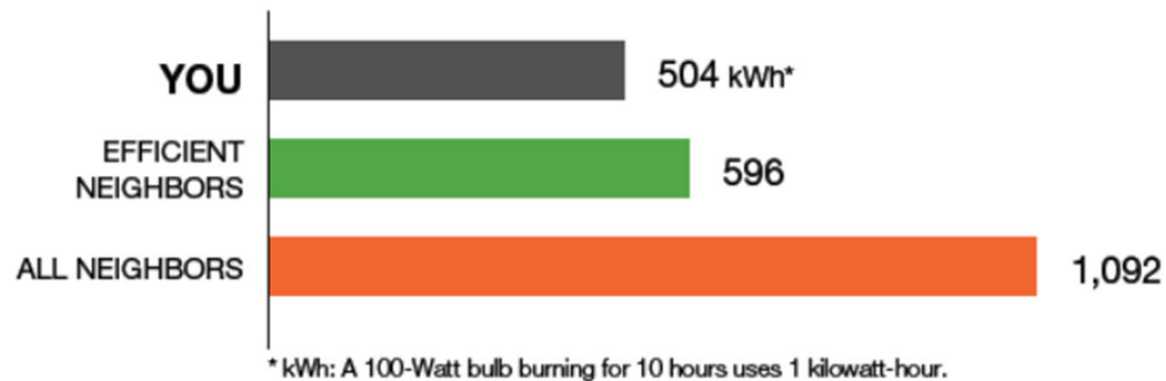
Behavioral Science

You have been paired with two people who played the Dictator Game. One, E, divide while
18
)

Behavioral Science

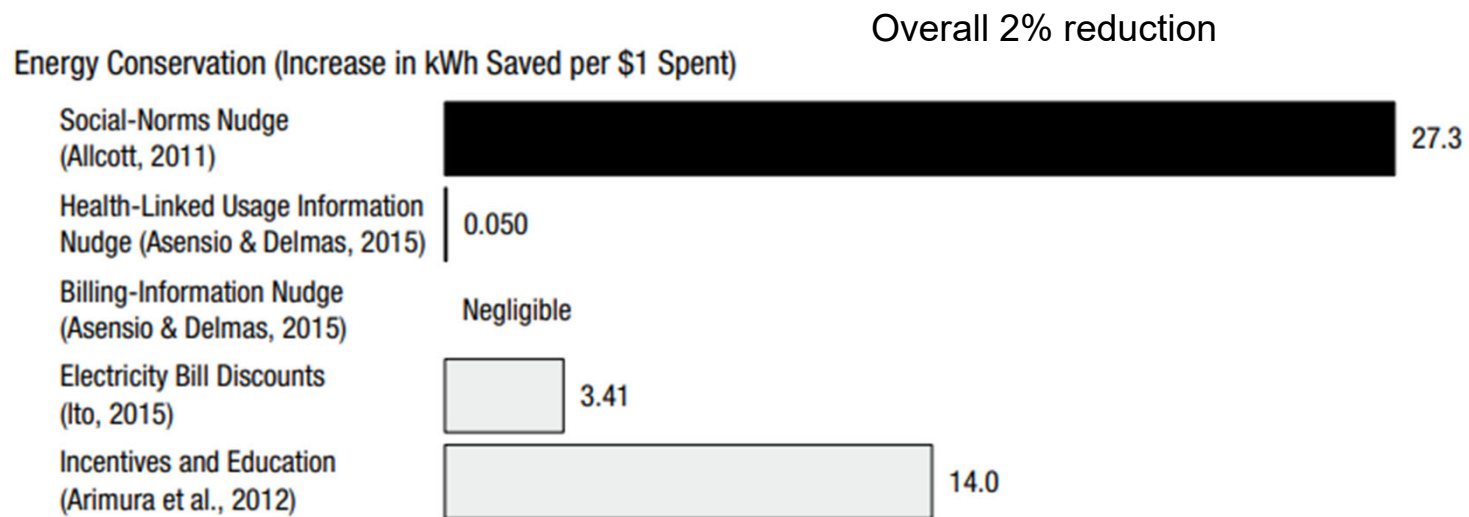
Last Month Neighborhood Comparison

Last month you used **15% LESS** electricity than your efficient neighbors.



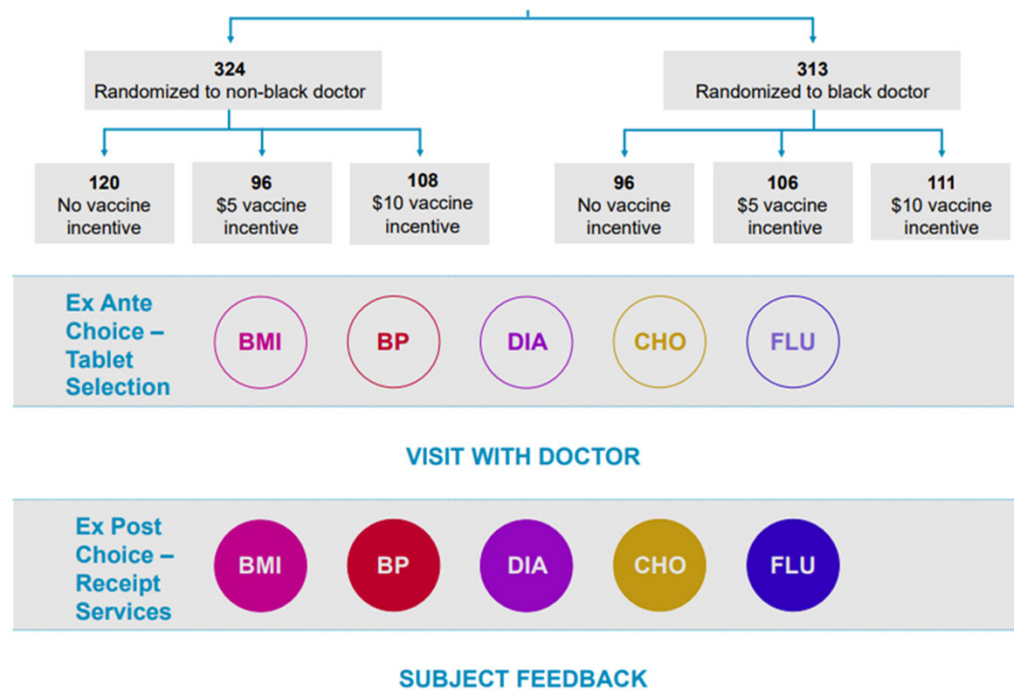
Behavioral Science

Social connections and information can cause us to cooperate or defect



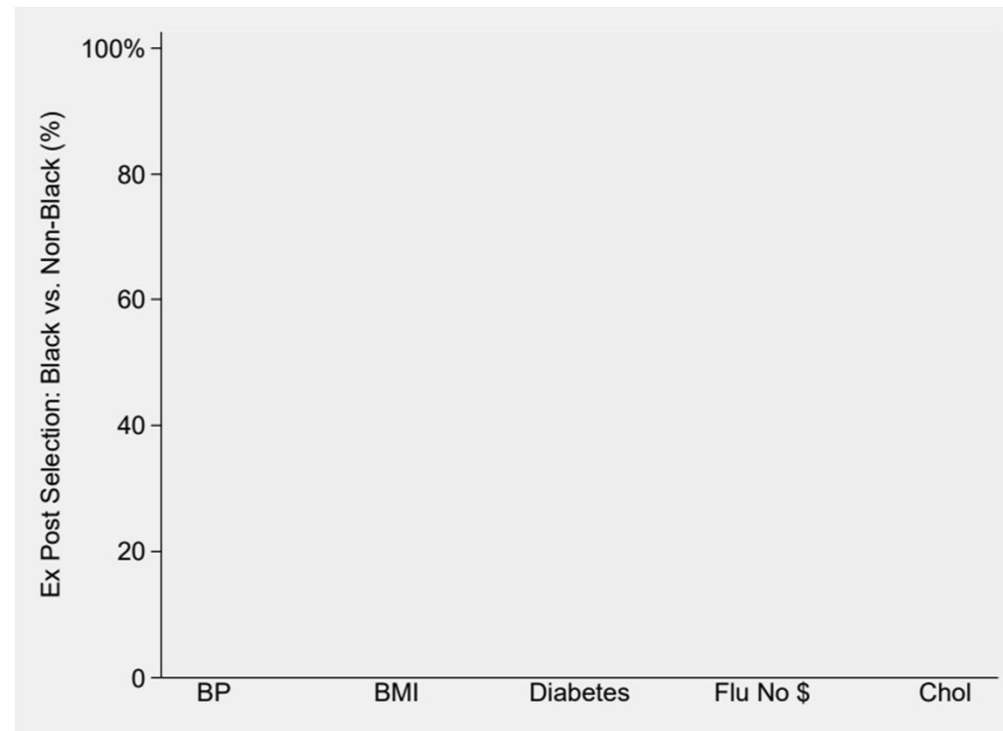
Benartzi, Shlomo, John Beshears, Katherine L. Milkman, Cass R. Sunstein, Richard H. Thaler, Maya Shankar, Will Tucker-Ray, William J. Congdon, and Steven Galing. "Should governments invest more in nudging?." *Psychological science* 28, no. 8 (2017): 1041-1055.

Behavioral Science



Behavioral Science

Social connections and information can cause us to cooperate or defect



Behavioral Science

A person has bought two \$80 tickets to the theater.
When she arrives at the theater, she opens her wallet and discovers that the tickets are missing. Will she buy two more tickets to see the play?

Behavioral Science

A person goes to the theater, intending to buy two tickets that cost \$80 each. She arrives at the theater, opens her wallet, and discovers to her dismay that the \$160 with which she was going to make the purchase is missing. She could use her credit card. Will she buy the tickets?

Behavioral Science

Frames can clarify and
confuse reality

Scenario A: 46% say yes

Scenario B: 88% say yes

Mental accounting and sunk cost fallacy

Behavioral Science

- 1 Makes the costs of FTA more salient to overcome present bias.

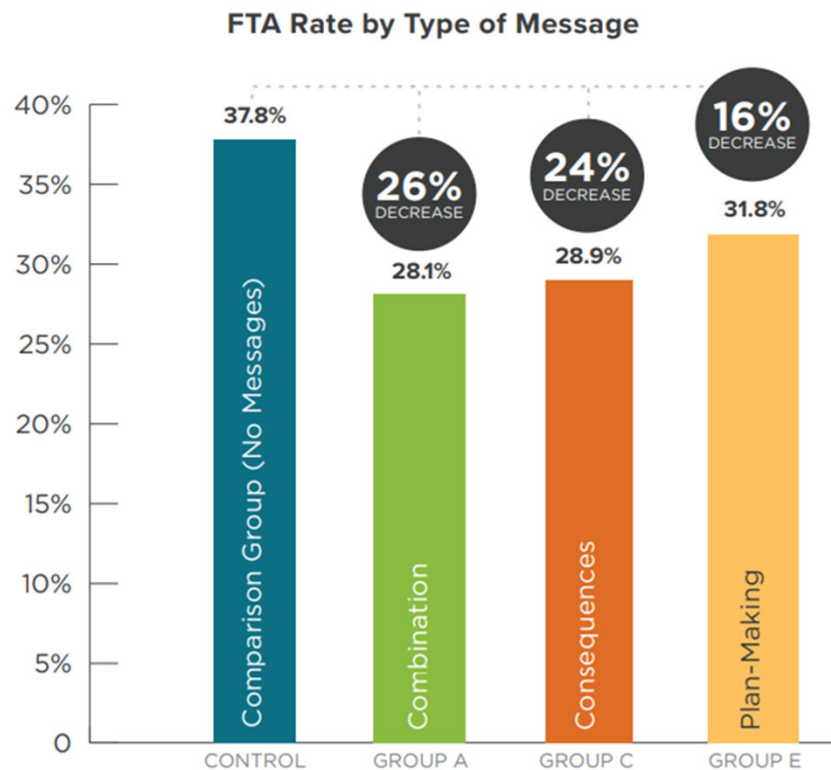
Helpful reminder: go to court Mon Jun 03 9:30AM. We'll text to help you remember. [Show up to avoid an arrest warrant.] Reply STOP to end texts. www.mysummons.nyc

- 2 Aids people to think ahead and overcome potential barriers (or costs) to showing up to court.

You have court on Mon Jun 03 at 346 Broadway Manhattan. [What time should you leave to get there by 9:30AM? Any other arrangements to make? Write out your plan.]

Behavioral Science

Frames can clarify and confuse reality



Helpful reminder: go to court Mon Jun 03 9:30AM. We'll text to help you remember. [Show up to avoid an arrest warrant.] Reply STOP to end texts. www.mysummons.nyc

You have court on Mon Jun 03 at 346 Broadway Manhattan. [What time should you leave to get there by 9:30AM? Any other arrangements to make? Write out your plan.]

Behavioral Science

- 1 [Since you missed court on Jun 03 (ID#####), a warrant was issued.]
- 2 [You won't be arrested for it if you clear it at 346 Broadway Manhattan.]
www.mysummons.nyc

Sent when a warrant is triggered by an FTA

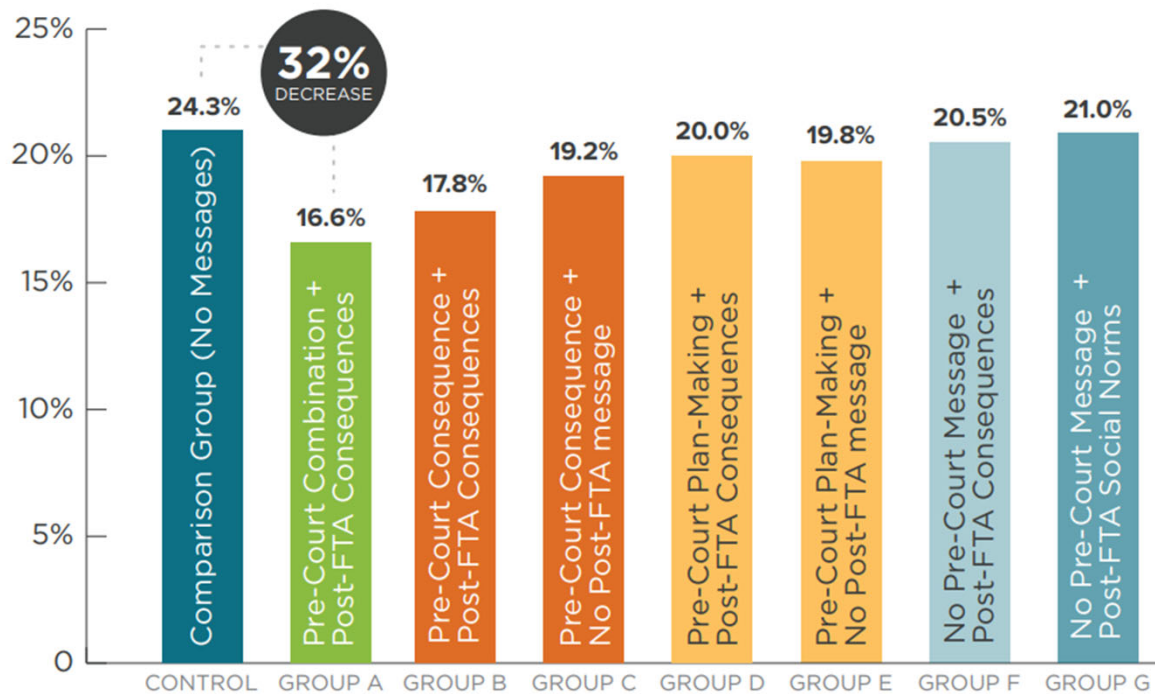
- 1 Notifies of the serious consequence that has occurred.
- 2 Encourages action to resolve the open warrant.

Behavioral Science

Frames can clarify and confuse reality

Open Warrant Rate 30 Days After Court Dates

- 1 [Since you missed court on Jun 03 (ID#####), a warrant was issued.]
- 2 [You won't be arrested for it if you clear it at 346 Broadway Manhattan.]
www.mysummons.nyc



Behavioral Science

Frames can clarify and confuse reality

You may be eligible for a refund of up to \$XXX



Behavioral Science

You are faced with the following pair of concurrent decisions:

(i) choose between

A. sure gain of \$240

B. 25% chance to gain \$1,000 and 75% chance to gain nothing

(ii) and choose between

C. sure loss of \$750

D. 75% chance to lose \$1,000 and 25% chance to lose nothing

Behavioral Science

We have automatic and effortful mental processes

3 in 4 people choose AD:

Behavioral Science

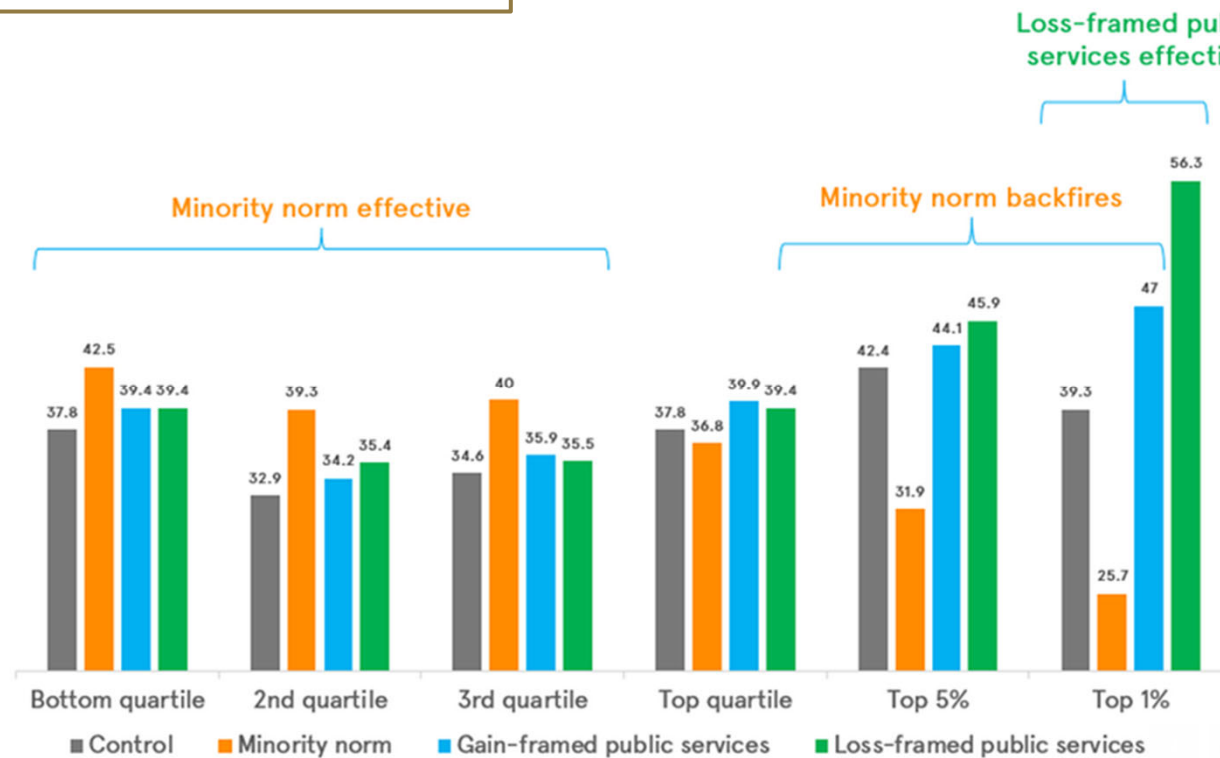
Minority norm: “9 out of 10 pay their tax on time. You are currently in the very small minority of people who have not paid us yet.”

Gain: “Paying tax means we all gain from vital public services like the NHS, roads, and schools.”

Loss: “Not paying tax means we all lose out on vital public services like the NHS, roads, and schools.”

Behavioral Science

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Pillars of Innovation

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Human-Centered Design

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End-Users Drive Decisions

Design

Human-Centered Design

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End-Users Drive Decisions

What is the lived experience of using this public service? What is the user's goal?

Design

Human-Centered Design

Human-Centered

End-Users Drive Decisions

What is the lived experience of using this public service? What is the user's goal?

Consider: psychology, limitations, human flaws, history of trauma, local culture, current mindset etc.

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Usability

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Usability

What does the environment give to, or “afford”, the human as options?

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Ex. when you leave your reusable grocery bag on the doorknob

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Iteration

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Iteration

Prototype

Test

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Human-Centered

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Prototype

Learn

Test

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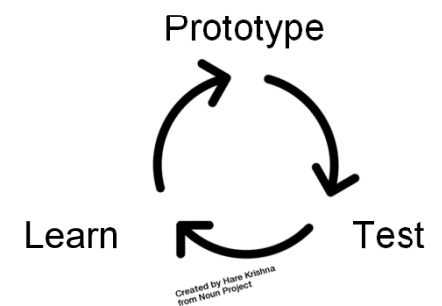
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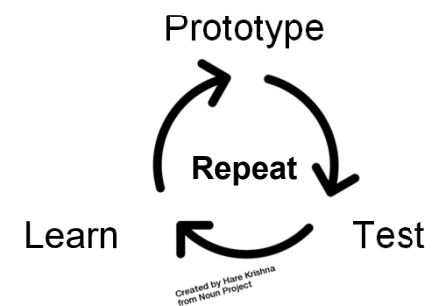
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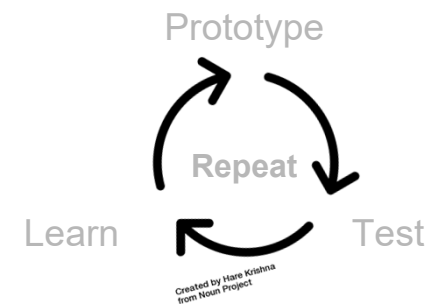
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Iteration



Human-Centered Design

Design & Equity

level

1

Empathize

Imagine what it's like to use
this service or interact with
this policy

level

2

Ask

Interview folks who interact
with it and ask what should be
improved

level

3

Facilitate

Let the users build it by
working *with* them instead of
for them

Human-Centered Design

Design & Equity

level

1

RESEARCH

Imagine what it's like to use
this service or interact with
this policy

level

2

RESEARCH

Interview folks who interact
with it and ask what should be
improved

level

3

RESEARCH

Let the users build it by
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Human-Centered Design

Example Time

Human-Centered Design

Example Time

i-team

Trauma
Response
Team

Zivics

Human-Centered Design

Example Time

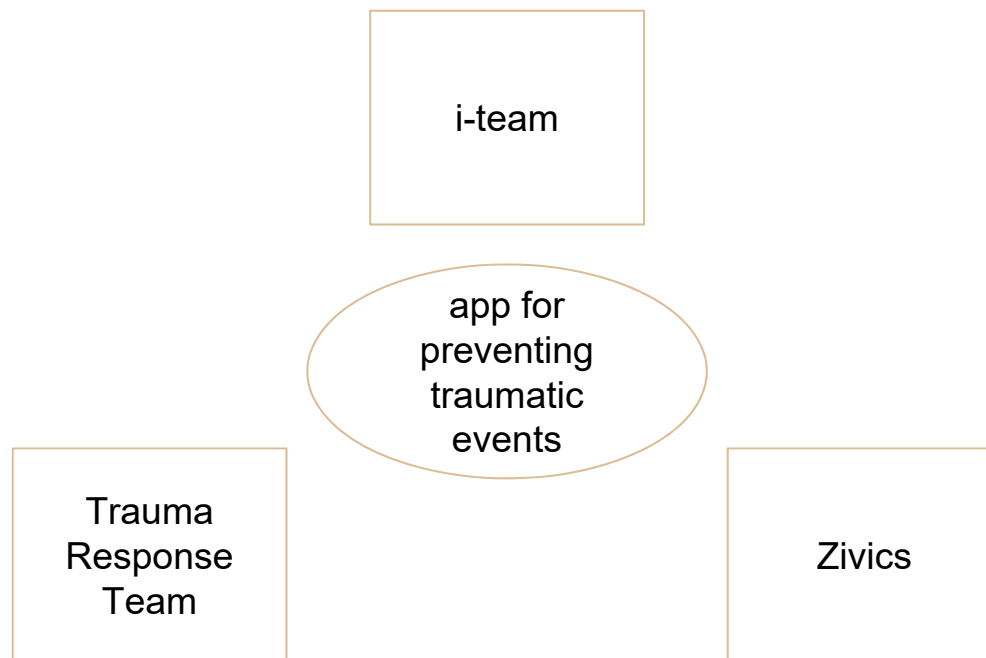
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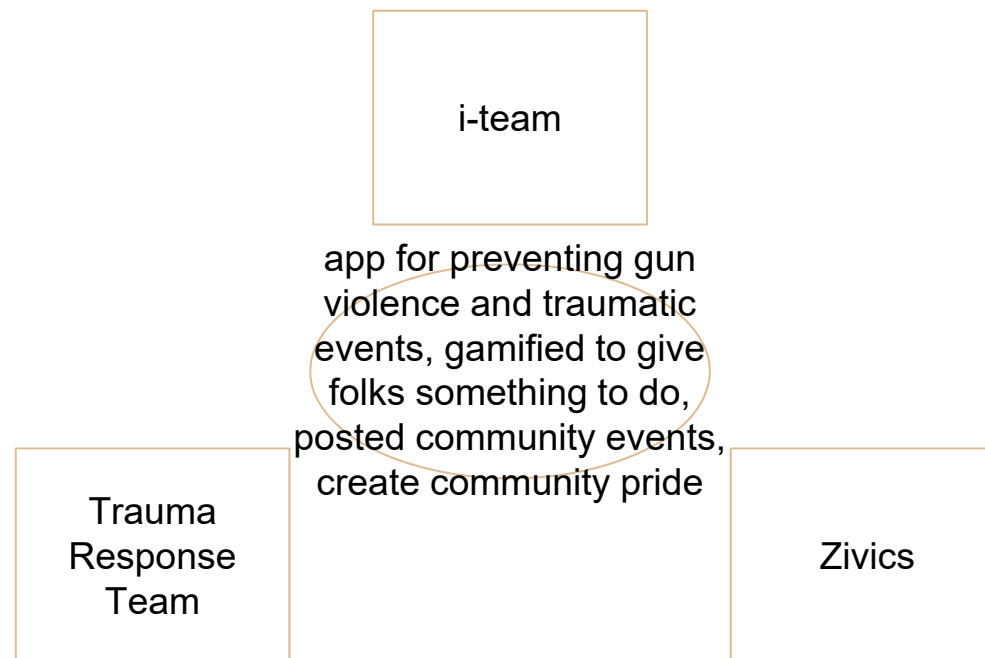
Human-Centered Design

Example Time



Human-Centered Design

Example Time



Human-Centered Design

Example Time



Human-Centered Design

Example Time

Human-Centered

End-Users Drive Decisions

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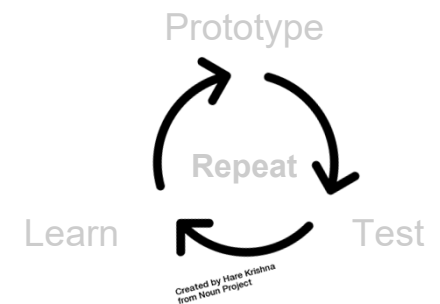
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Iteration



Human-Centered Design

Example Time

level

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**Interview folks who interact
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level

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Human-Centered Design

Example Time

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Tell the story

Evaluation

Baseline the issue

What can you measure?

- Look at steps of the process
- Identify outputs
- Identify outcomes
- Conduct a data audit

Evaluation

Baseline the issue

What can you measure?

- Look at steps of the process
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Counting is hard!

- Is there a data infrastructure in place?
 - If not, build one
- You can count in different ways:
 - Total
 - Mean
 - Median
 - By type
 - By geography
 - Percentage

Data Based Innovation

Measure the impact

Measure the impact

- Identify metrics
- Set targets
- Identify cadence to review

Data Based Innovation

Measure the impact

Measure the impact

- Identify metrics
- Set targets
- Identify cadence to review

Additional Measurement of Impact

- T: Time
- E: Errors
- A: Amount
- M: Money
- Total

Data Based Innovation

Tell the story

Iteration

- Evaluation is not for punishment
- Permission to fail
- Learn from what went wrong
- Ideate again
- Measure again
- Share when things don't work

Where to share the story

- Media
- Newsletter
- Staff meeting
- Employee recognition
- Email to mayor/leadership with employee owners copied

Data Based Innovation

Water Sensors

Targets

- Decrease the average cost per water main repair within the sensor network by 30% from \$7,000 to \$4,900 within three years
- Decrease the annual number of breaks within the sensor network by 50% from an average of 8 per year to an average of 4 per year within three years

Next Steps

- Water: Continue to pilot sensors
- I-Team: Research additional companies: Metrotech, WaterStart



Pillars of Innovation

SUMMARY/Tied to Adria's
example

Human-Centered Design

SUMMARY/Tied to Adria's
example

Data Innovation

Count!

Word of caution: counting
makes people nervous.

In order to determine
success you need to
measure.

Even the way you count can
be iterated upon!

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BREAK-TIME

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(potential to take out)
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Activity

Problem 1: We need to cite more health and safety issues in homes

Explanation: Code inspectors are only citing the issues that are complained about.

Problem 2: We need to standardize what we are citing

Explanation: Each problem in a house can be cited multiple ways. For example, you could cite poor ventilation with three different NYS codes. We weren't able to get a sense about the most common type of violation because things were cited inconsistently.

What are some things you could measure?

Select your metric

Favorite Ways to Measure

- Reduce variance from 10% to 5%
- Fill 95% of pothole complaints within 48 hours
- Increase compliance from 20% to 30%
- Achieve 90% satisfaction from constituents
- Increase the median (or mean) calls to CityLine from 50 to 100 per day.
- 500 people will participate.

Set your target

Data Visualization

Metric		Pilot Inspectors 2016	Pilot Inspectors 2017
General Information	Total number of complaints opened	32	92
	Average number of complaints by inspector	16	46
Territories	Total number of complaints opened by inspector	5	85
	Percentage of complaints opened by inspector	16%	95%
Block by Block	Percentage of identified properties with cases opened (as of 11/21/2017)		5
Building Blocks	Number of cases identified on priority block		47%
Meet Your Inspector	Number of cases opened by MYI interactions		4
Health and Safety Priorities	Average number of Health and Safety Violations per week	8	8
	Percentage of Health and Safety Violations that reach compliance within 30 days		
Customer Service	Number of people who complete survey		0
Property Owner Outreach	Total number of inspector meetings and phone calls per month	34	195
	Average number of inspector communications per month	17	98
	Percentage of cases that reach compliance after a property owner was contacted		
Compliance	Percentage of complaints that have been closed	97%	50%
	Percentage of complaints that have been closed within 90 days of being opened	81%	
Displacement	Number of households displaced for unfit homes		

Data Visualization

Key Result: Ninety-five percent of permits and zoning approvals will be issued on-time

Overall percent of permits approved on-time during the last 30 days: **71% On-time (42 out of 59)**

Total permits issued through March 9:

2019: **378**

2020: **474**



Residential renovation permits:

Building permits issued within 2 weeks

Permits issued on-time in the 30-day period ending March 9: **16 out of 18**

89% On-Time



Commercial renovation permits:

Building permits issued within 6 weeks

Permits issued on-time in the 30-day period ending March 9: **5 out of 11**

45% On-Time



New residential permits:

Building permits issued within 4 weeks

Permits issued on-time in the 30-day period ending March 9: **1 out of 1**

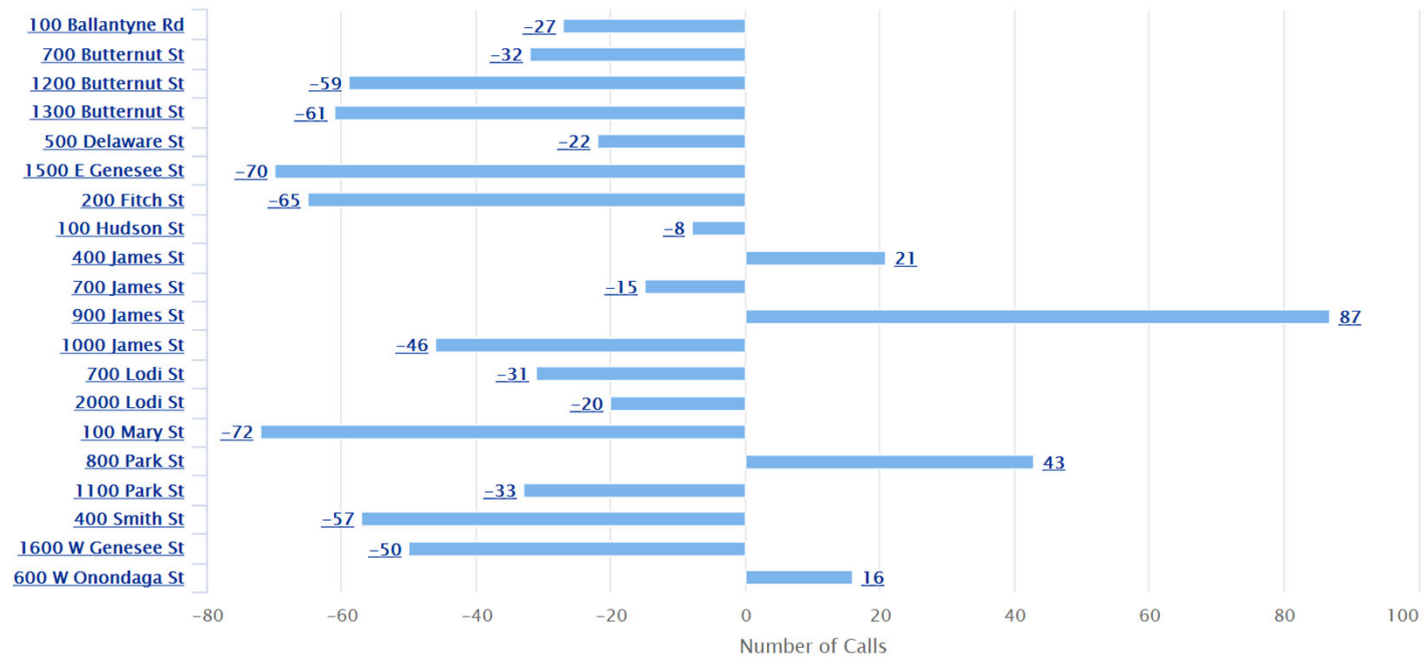
100% On-Time



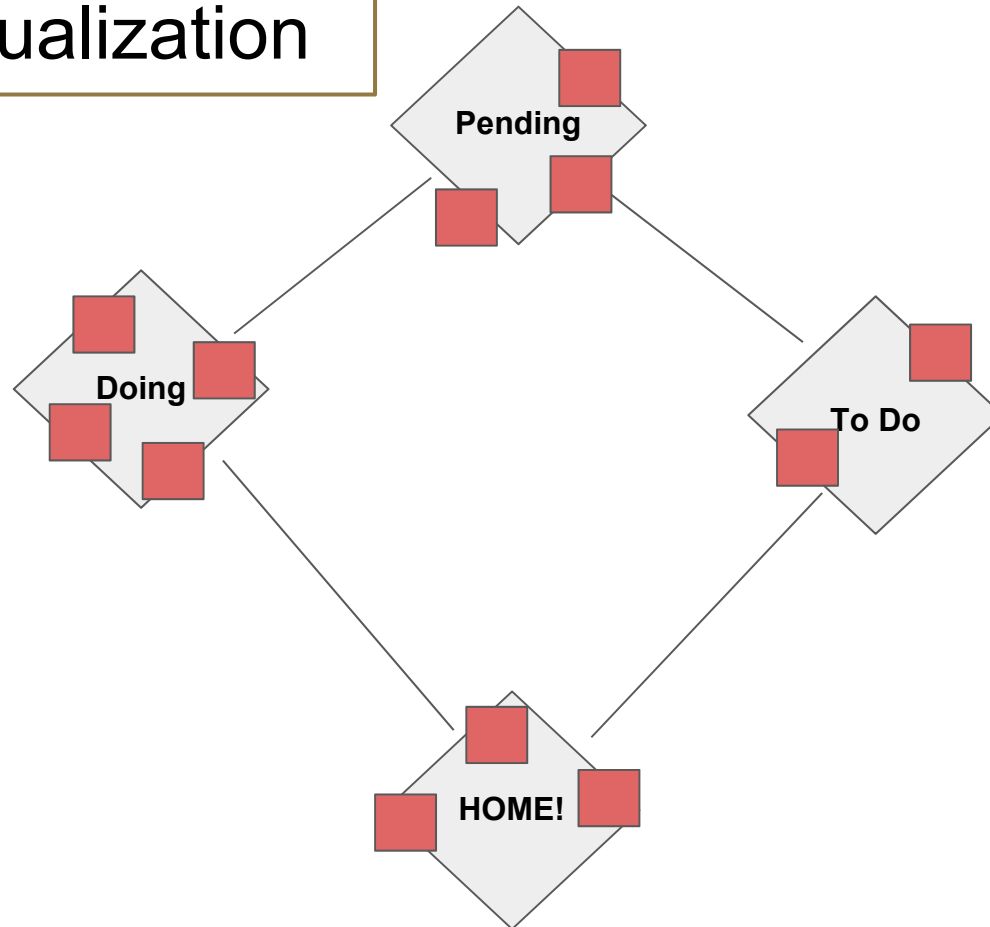
Data Visualization

Percentage Change in Calls from 2019 to 2020 by Block

Calls are for the 30-day Period Ending March 9



Data Visualization



Data Visualization

Key Result	June 24	July 1
Implement the City government reopening plan on time.	Next week: Engineering, Finance, Water, Personnel, Audit Construction Dependent: Mayor's Office, City Payment Center	Next week: IT, NBD, DPW, Law, Planning, Zoning, Parks Playing catch up on carpentry.
Ensure that PPE is available for 110% of employees in the office by the start of each phase.	Need employee counts from Phase A, B, C	Need employee counts from Phase A, C, D
Spend 10% less each month on the same time period the previous year.	April 1 - May 30: 9.1% decrease June target \$14.1 M - June to date \$2.5 M This may change b/c some accounts may be removed	April 1 - May 30: 9.0% decrease June target \$14.1 M - June to date \$11.4 M This may change b/c some accounts may be removed
Sell \$3 million of City owned property.	2 of 12 steps completed Next steps: List of properties - due 6/29 Next meeting July 13	3 of 12 steps completed Next steps: Develop recommendations a. properties b. process SLDC on track for mid-July Offering of Memorandum release Next meeting July 6
Twenty-five people will attend the MWBE small business workshops	Marketing and sign-ups were delayed, so we don't anticipate hitting the target number of participants in June. We expect more for the July meeting.	Changing dates and focusing on marketing

Prototype Time!

Data Review

- How often will the data be updated?
- Who will review?
 - How frequently will each person review?
- How are the reviews structured?
 - Individually or a group?
 - Everyone gets data ahead of time - or - look at it at the same time?
 - Who presents the data?
- Does the data get shared with people external to the project?
 - Who?
 - When?

Develop Review Plan

Share Out