

ATTACHMENT C

(To “Final Report – Measuring Public Value of Geospatial Commons: A MetroGIS Case Study”)

Summary Report

MetroGIS Quantify Public Value (QPV) Study “Defining Values” Component

January 4, 2011

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TABLE OF CONTENTS

	<u>Page</u>
Table of Contents	1
List of Figures (Word Maps)	2
List of Tables	2
Executive Summary	3
Introduction	5
Goal - Defining Values Study	5
Overview of Individual Focus Group Process	5
Overview of Combined Group Process	6
General Findings - Combined Focus Group	6
More Specific Findings - Combined Focus Group	12
Membership on, and a Brief Summary of, Result from the Six Focus Groups	18
First Responder Focus Group	18
Government Focus Group	20
Non Profit Focus Group	22
Public Utility Focus Group	24
Business Focus Group	26
Combined Focus Group	28
Conclusions	31
Attachments	34
1. Example Letter of Invitation	34
2. Example Focus Group Agenda (Community of Practice).....	35
3-33. Focus Group Results (Source Data).....	36- 72
4. Combined Focus Group Agenda	73

List of Figures (Word Maps)

1. What the Public Wants – Goals and Capabilities	10
2. What the Sectors Want – Goals and Capabilities	17
3. What First Responder Officials Want – Goals and Capabilities	19
4. What Government Officials Want – Goals and Capabilities	21
5. What Non-Profit Officials Want – Goals and Capabilities	23
6. What Utility Officials Want – Goals and Capabilities	25
7. What Business Officials Want – Goals and Capabilities	27
8. Combined Individual Focus Group Maps (Figures 3-7)	30

List of Tables

1. Combined Focus Group – Perceptions of What the Group Believe the Public Values in Terms of Goals and Interests	8
2. Combined Focus Group – Perceptions of What the Group Believe the Capabilities That Are Necessary to Achieve the Public’s Goals and Pursue Its Interests	9
3. Combined Focus Group – Perceptions of What the Group Believes Are the Most Important Values to Be Served by Sharing Data and Information	11
4. Combined Focus Group – Perceived Benefits of Sharing Other Resources	12
5. Combined Focus Group – Perceived Benefits of Sharing Work	13
6. A Summary of the Goals and Interests of the Five Individual Focus Groups	14
7. A Summary of the Capabilities the Five Individual Focus Groups Believe Are Necessary to Achieve Their Own Goals and Interests	16

Executive Summary

This report presents the results of the “Defining Values” study, a component of the MetroGIS Quantify Public Value (QPV) study. The purpose of the Defining Values study was to help MetroGIS understand public value creation potential gained through the sharing of geospatial data, and in particular, geographically-referenced parcel data. The study involved having a dialogue with policy makers from many types of governments, and from the non-profit, utility, business, and first responder/emergency management communities. The idea was to clarify the values that policy makers across sectors use to decide courses of action involving investments and policy.

The study involved six focus group meetings. The first five targeted a specific community of practice. The final focus group brought together participants from each of the prior focus groups to explore, as a large group, shared values and beliefs about shared goals, capabilities needed to achieve those goals, and the benefits or value of sharing data and information, other resources, and work. The meetings took place between October 14 and December 1, 2011. This study reaches the following conclusions:

1. There appears to be a substantial overlap across focus groups in goals and interests and capabilities seen as important for facilitating achievement of the goals and interests. Specifically, the combined focus group believes the **public** most values the following **goals and interests**:

- Providing reliable service at reasonable cost
- Ensuring public safety
- Providing effective, efficient, quality services
- Ensuring better decision making for public and private benefit
- Improving the quality of life
- Helping develop a stronger local economy
- Ensuring physical infrastructure is developed and maintained

In terms of **capabilities** needed to achieve the goals and pursue the interests listed above, the combined focus group believes the **public** most values the following items, with “accurate data”, “ease of access to information,” and “executive leadership” serving as the starting points for the chain of capabilities defined as necessary to accomplish the above-cited collective goals and interests:

- Understanding needs and expectations of citizens
- Responding by leading and adapting to any situation
- Effective executive leadership
- Communicating and interacting effectively
- Accurate data
- Effective implementation and action (“Do”)
- Ease of access to information

The more specific findings of the final focus group session are those that relate to the individual community of practice focus groups. In the case of goals and interests, what the five individual focus groups as a set value for themselves shows more dispersal in valuations than was the case with what the combined focus group thought the public values. **The top four goals and interests the focus groups value for themselves – as opposed to what they think the public values – are:**

- Better decision making for public and private benefit
- Achieving and maintaining accurate maps and data
- Ensuring public safety
- Accessing data efficiently

“Accurate data” and executive leadership” are again the starting points for the chain of capabilities defined as necessary to accomplish the above-cited collective goals and interests

The top capabilities the five individual focus groups as a set value for themselves – as opposed to what they think the public values – are:

- Getting easy data accessibility
- Accurate data
- Collaboration and coordination in achievement of goals and program implementation
- Responsiveness – leading and adapting to any situation
- Understanding the needs and expectations of citizens
- Obtaining information for planning and implementation
- Communicating interactively effectively

2. There appears to be substantial agreement on the benefits of sharing data and information, other resources, and work. The combined focus groups believe that the following are **the major benefits of sharing data and information:**

- Better decision making
- Accuracy
- Data accessibility and availability
- Cost saving and cost sharing
- Timely data
- Improved data standards

The combined focus group believes the following represent the major values to be gained by **sharing other resources:**

- Greater connectivity, collaboration, and alignment
- Cost savings and cost effectiveness
- Flexibility to do other things, one of which is to innovate
- Improved data accuracy
- Increased impact
- Increased organizational and project viability

The combined focus group believes the following represent the major values to be gained by **sharing work:**

- Better decision-making
- Cost efficiency and cost effectiveness
- Better products and services
- Better understanding, planning, governance, and attractiveness to businesses
- Innovation as a result of sharing
- Finding and sharing best practices
- Facilitation of policy-based discussions

3. The method used in this study to discern goals, interests, desired capabilities, and the value of sharing provides a way forward in the effort to quantify public value. The method helped to clarify what the stakeholders value as separate communities of practice and what they believe the public values.

4. An important next step is to develop measures that capture the important dimensions of the shared goals, interests, capabilities, and benefits of sharing. These measures could be of assistance in doing the following:

- Determining whether or not MetroGIS is helping – probably indirectly – the constituent communities of practice achieve their goals and interests, maintain or develop the capabilities they need to achieve their goals and interests, and realize the benefits of sharing data and information, other resources, and work.
- Inform efforts to fine-tuning existing MetroGIS strategies and develop new strategies

Introduction

Goal - Defining Values Study

This “Defining Values” study is a component of the MetroGIS Quantify Public Value (QPV) study. It involved having a dialogue via several community of practice-based focus groups with policy makers from many forms of government, and from the non-profit, utility, business, and first responder/emergency management communities. Through this study, MetroGIS is attempting to understand public value creation potential gained through the sharing of geospatial data, in particular, geographically-referenced parcel data. The effort is aimed at clarifying the values that policy makers across sectors use to decide courses of action involving investments and policy.

Overview of Individual Focus Group Process

This “Defining Values” component of the MetroGIS QPV Study involved six focus groups. Five focus groups – each targeting a different community practice – were held between October 14 and November 30, 2011. The final focus group event was held on December 1, 2011, and brought together participants from each of the prior focus groups to explore, as large group, shared values and beliefs about the benefits of sharing. The five communities of practice groups were as follows. They were held in the order listed:

- First Responders
- Governments
- Non-Profits
- Public Utilities
- Businesses

For each of the sessions, Randall Johnson, MetroGIS Staff Coordinator, and Professor Bryson, Defining Values Study Facilitator, welcomed the participants, thanked them for agreeing to participate in the event, and briefly explained that their focus group was one of several through which MetroGIS hoped to define values and business drivers common to these communities of interest involved.

The participants sat at tables that were arranged in a semi-circle facing a wall on which several white flip chart pages were taped – four to six across in two rows. John Bryson, the consultant, handed out a worksheet to each participant prior to each of the four major segments that comprised each event (*see Attachment 1 for a sample invitation letter to the focus group and Attachment 2 for a sample agenda, which provides additional information about outcomes sought*):

- **Goals or interests and capabilities**
- **Values and perceived public values**
- **Ways in which achievement of the goals or interests depended on data, the consolidation and coordination of data, and spatial, graphic, or visual information systems**
- **Value of sharing data, other kinds of resources, and work**

The participants were asked to brainstorm for about five minutes on possible responses to the questions on a particular worksheet. Each participant was then asked to select their best responses and write each one on a separate large post-it note. Bryson then facilitated a conversation with the group about how best to cluster the ideas according to common themes or subject matters, while also arranging them on a large papered space on the wall in front of the semi-circle of participants. Once the group agreed on clusters, the next task involved having the group

offer a summary label for each cluster of related ideas. This process was repeated for each of the four main segments of the event outlined above.

For the “values” segment, the participants were also asked to individually vote using red and green sticky dots – red for values that matter most to the community of practice and green for values that they perceived to matter most to the public.

A recap of the information gathered during each of the five individual focus groups is provided following the general findings presented below.

Overview of Combined Group Process

The combined group followed a different process. After each of the preceding focus group sessions, the consultants developed a visual “map” that indicated how the focus group’s goals or interests and capabilities were related. (These maps will be found in Attachments 3 – 26.) These maps were then combined into a group map, which was presented to the combined focus group, with each community of practice seated at a separate table. Each community of practice was asked if they wished to claim any of the goals or interests and capabilities that had been identified by the other focus groups as their own. Groups then shared with the other groups the results of this exercise. It turned out that each of the communities of practice shared at least some goals and interests with at least two other focus groups. In addition, in all cases but one, each focus group shared at least some capabilities with at least two other focus groups. The degree of overlap in goals or interests and capabilities across communities of practice is thus quite substantial.

In addition, after the previous focus group sessions, the consultant combined into a single list the reasons the groups gave for the benefits of sharing data and information, other kinds of resources, and work. These results were recorded in three Word tables which were then each blown up to flipchart size. The combined group reviewed these pooled results and voted (using colored stick-on dots) on what they thought the most important reasons were for sharing in each of these categories. Again, there was a substantial degree of agreement across focus groups regarding the main reasons for sharing.

General Findings – Combined Focus Group

In this section we report on the general findings from the combined focus group meeting. Five key findings are presented. These are what the combined group:

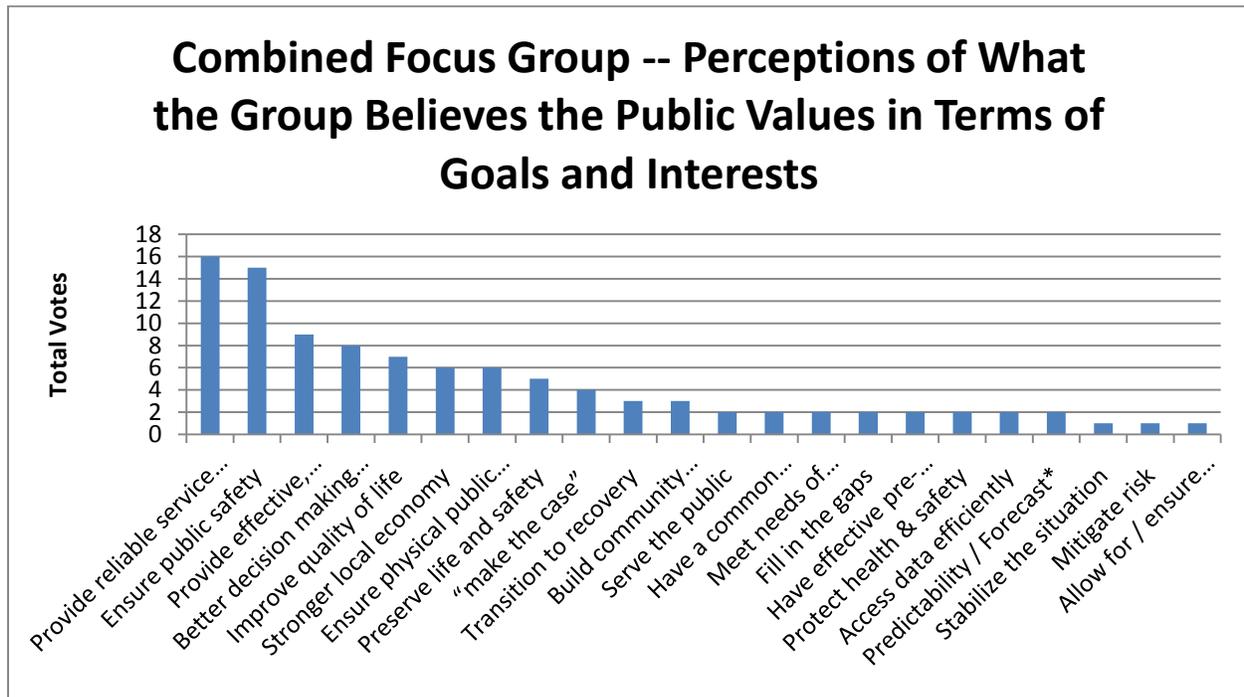
- Believes the **public** values in terms of goals and interests
- Believes the **public** values in terms of capabilities
- Sees as the benefits of sharing data and information
- Sees as the benefits of sharing other kinds of resources
- Sees as the benefits of sharing work

The combined focus group believes the **public** most values the following items (see Table 1, Figure 1 and Attachment 27). Each of these items was cited by at least two of the communities and each of the five communities of practice is represented in this listing. As such, a plausible argument can be made that all five groups have these goals and interests in common:

- Providing reliable service at reasonable cost
- Ensuring public safety
- Providing effective, efficient, quality services
- Ensuring better decision making for public and private benefit

- Improving the quality of life
- Helping develop a stronger local economy
- Ensuring physical infrastructure is developed and maintained
- Preserving life and safety
- “Making the case” for public and nonprofit services
- Transitioning to recovery (in the case of disaster)
- Building community capacity in terms of place and interest.

Table 1. Combined Focus Group – Perceptions of What the Group Believe the Public Values in Terms of Goals and Interests



In terms of capabilities needed to achieve the goals and pursue the interests listed above , the combined focus group believes the **public** most values the following items (see Table 2, Figure 1, and Attachment 28):

- Understanding needs and expectations of citizens
- Responding by leading and adapting to any situation
- Effective executive leadership
- Communicating and interacting effectively
- Accurate data
- Effective implementation and action (“Do”)
- Ease of access to information

Of these capabilities, “accurate data” and “executive leadership” were found to be the starting points (see Figure 1, page 9) for the chain of capabilities that the combined focus group participants defined as necessary to accomplish their collective goals and interests.

Table 2. Combined Focus Group – Perceptions of What the Group Believe the Capabilities That Are Necessary to Achieve the Public’s Goals and Pursue Its Interests

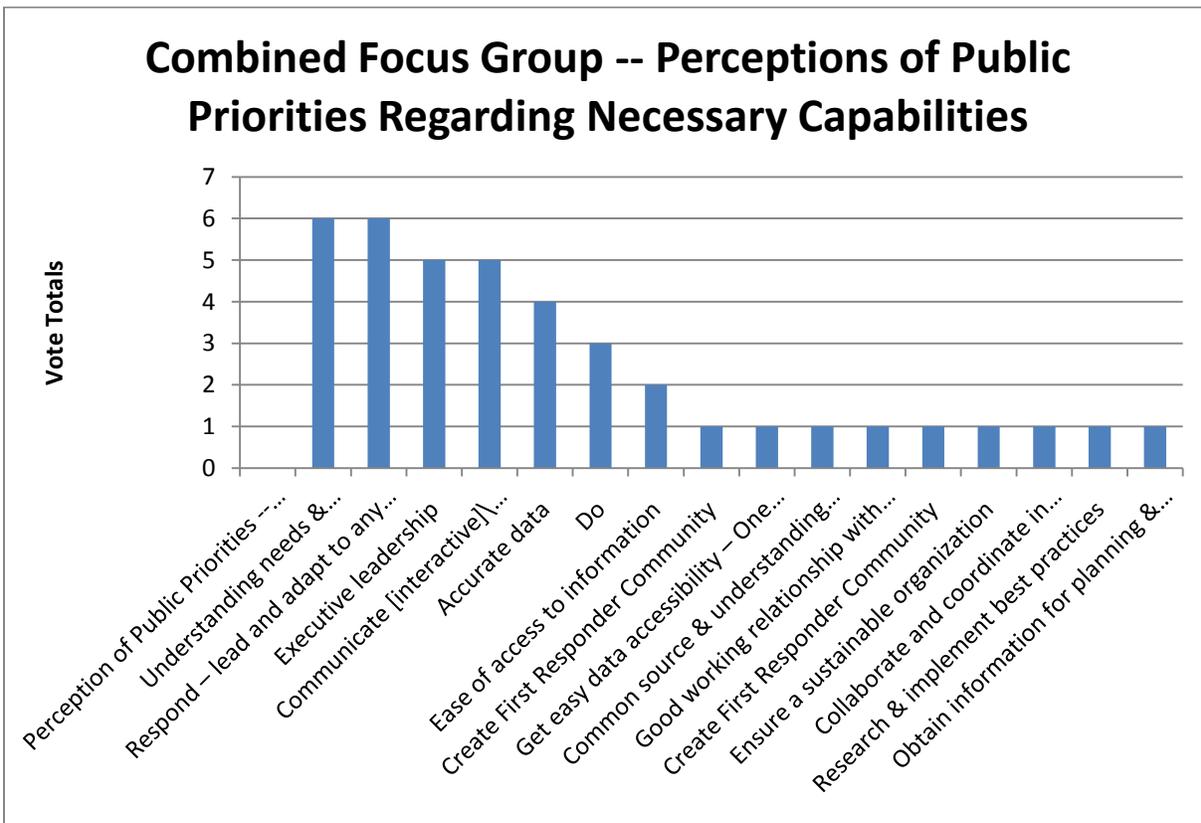
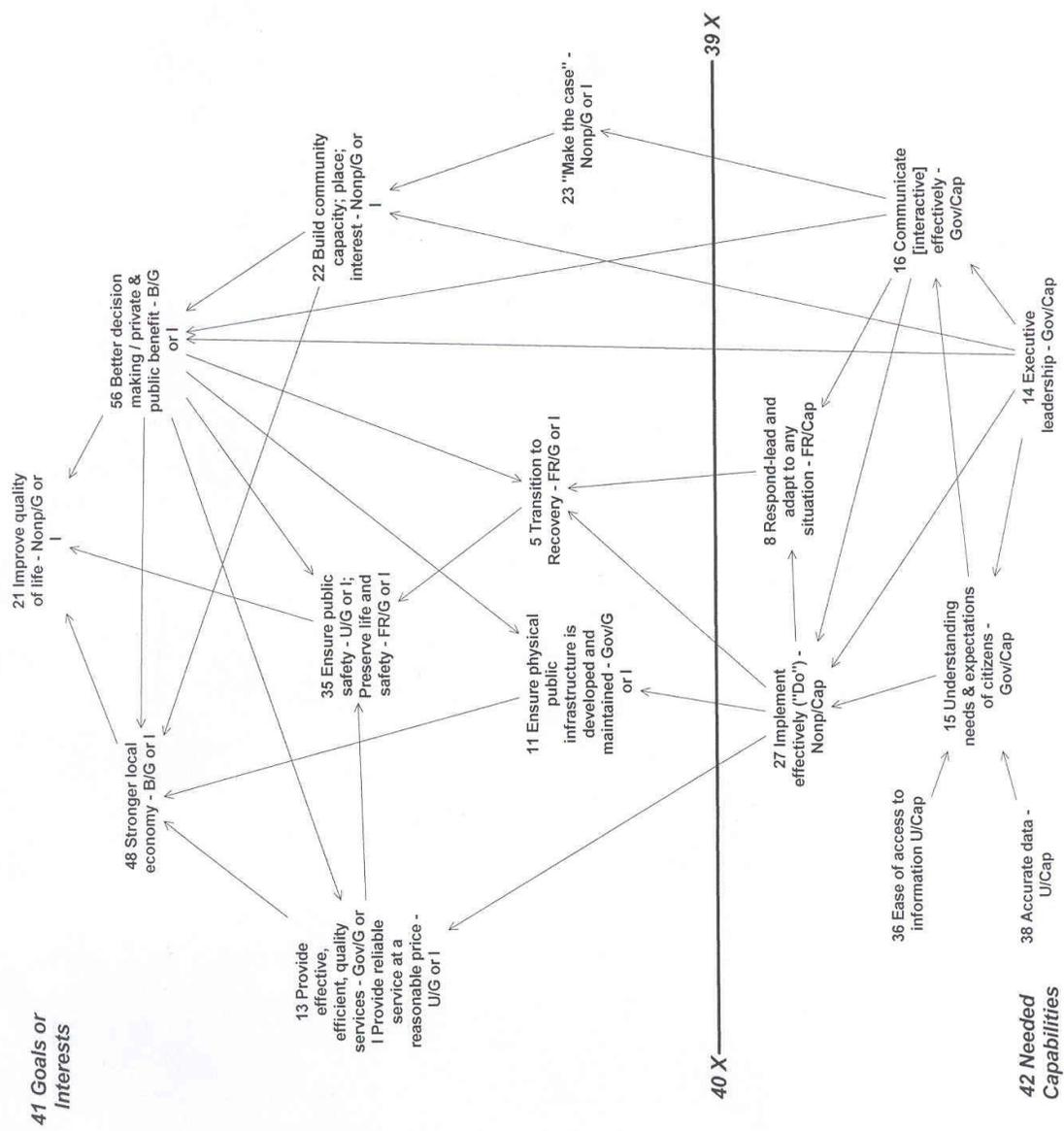


Figure 1, next page, shows how the consultant believes these goals and capabilities are linked. The arrows in the figure mean “may lead to” or “might result in.” In other words, “Improving quality of life” (Statement 21) at the top of the map may viewed as a direct consequence of “Stronger local economy” (48), “Ensure public safety; preserve life and safety” (35), and “Better decision making/private and public” (56); and as an indirect consequence of all the other statements on the map. Note that the code after each statement identifies the origin of the original statements as follows: FR = First Responders, G = Government, NP = Nonprofits, U = Public Utilities, and B = Business; G or I = Goal or Interest and C = Capability. The map therefore represents visually how the separate focus groups took into account what other groups thought when developing a shared view of what the combined groups believe the public wants.

The results may be thought of as a discussion draft *logic model* indicating how capabilities might be drawn upon to produce desired outcomes, that is, achieve goals or serve interests. **A crucial feature of this map from the standpoint of the Defining Values Study is that “Ease of access to information” (36), “Accurate data” (38), and “Executive leadership” (14) are the starting points for the chains of logic leading to “Improve quality of life” (21). All lines of arguments lead from those starting points.**

A caution, however, is in order. The map was constructed by the consultant, not by the combined focus group. It therefore is important not to read too much into the map or to place much emphasis on comparing and contrasting the different groups’ contributions to this figure, particularly given the small numbers of participants from each of the five community or practice groups represented in the combined focus group. Indeed, the consultant is uncomfortable going any further than he has. An important next step would be to verify the face validity of Figure 1 with a larger group(s) of stakeholders.

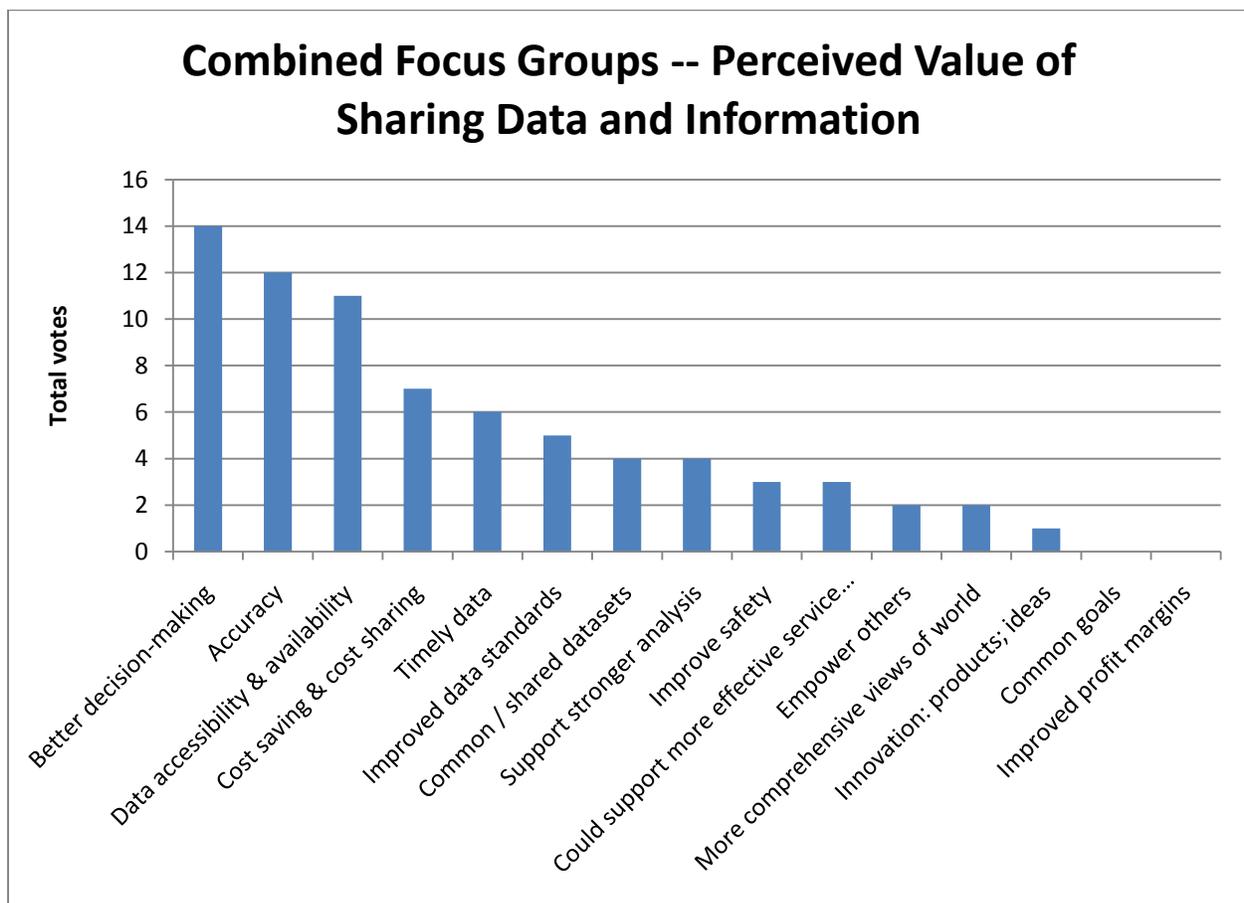
Figure 1. What the Public Wants - Goals and Capabilities



Regarding the benefits of sharing, the combined focus groups believe that the following are the major benefits of sharing data and information (see Table 3 and Attachment 31):

- Better decision making
- Accuracy
- Data accessibility and availability
- Cost saving and cost sharing
- Timely data
- Improved data standards

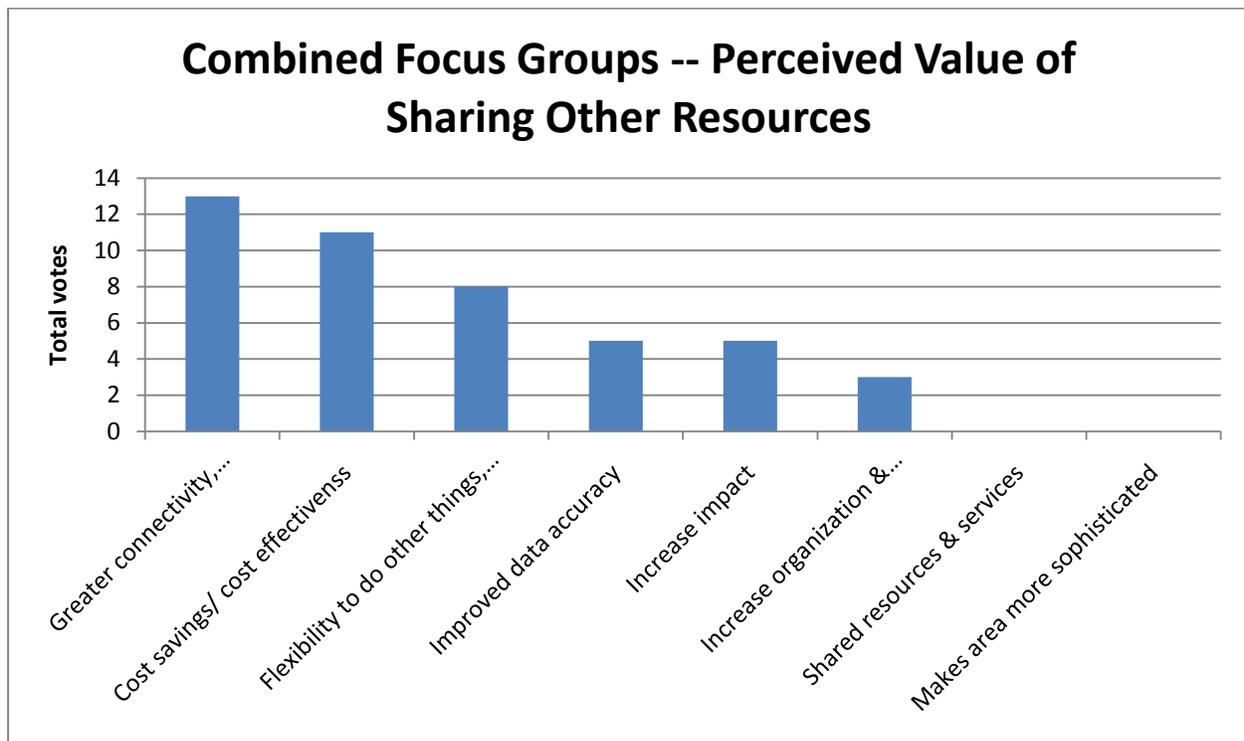
Table 3. Combined Focus Group – Perceptions of What the Group Believes Are the Most Important Values to Be Served by Sharing Data and Information



The combined focus group believes the following represent the major value to be gained by sharing other resources (see Table 4 and Attachment 32):

- Greater connectivity, collaboration, and alignment
- Cost savings and cost effectiveness
- Flexibility to do other things, one of which is to innovate
- Improved data accuracy
- Increased impact
- Increased organizational and project viability

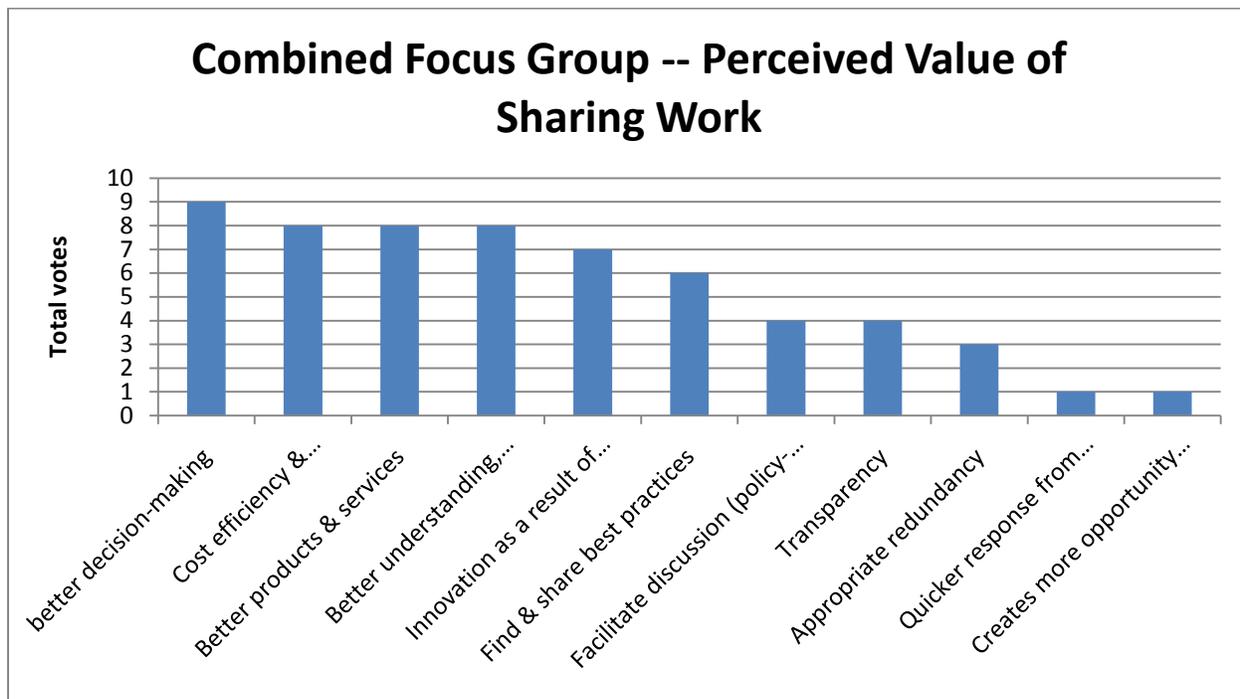
Table 4. Combined Focus Group – Perceived Benefits of Sharing Other Resources



The combined focus group believes the following represent the major value to be gained by sharing work (see Table 5 and Attachment 33):

- Better decision-making
- Cost efficiency and cost effectiveness
- Better products and services
- Better understanding, planning, governance, and attractiveness to businesses
- Innovation as a result of sharing
- Finding and sharing best practices
- Facilitation of policy-based discussions

Table 5. Combined Focus Group – Perceived Benefits of Sharing Work



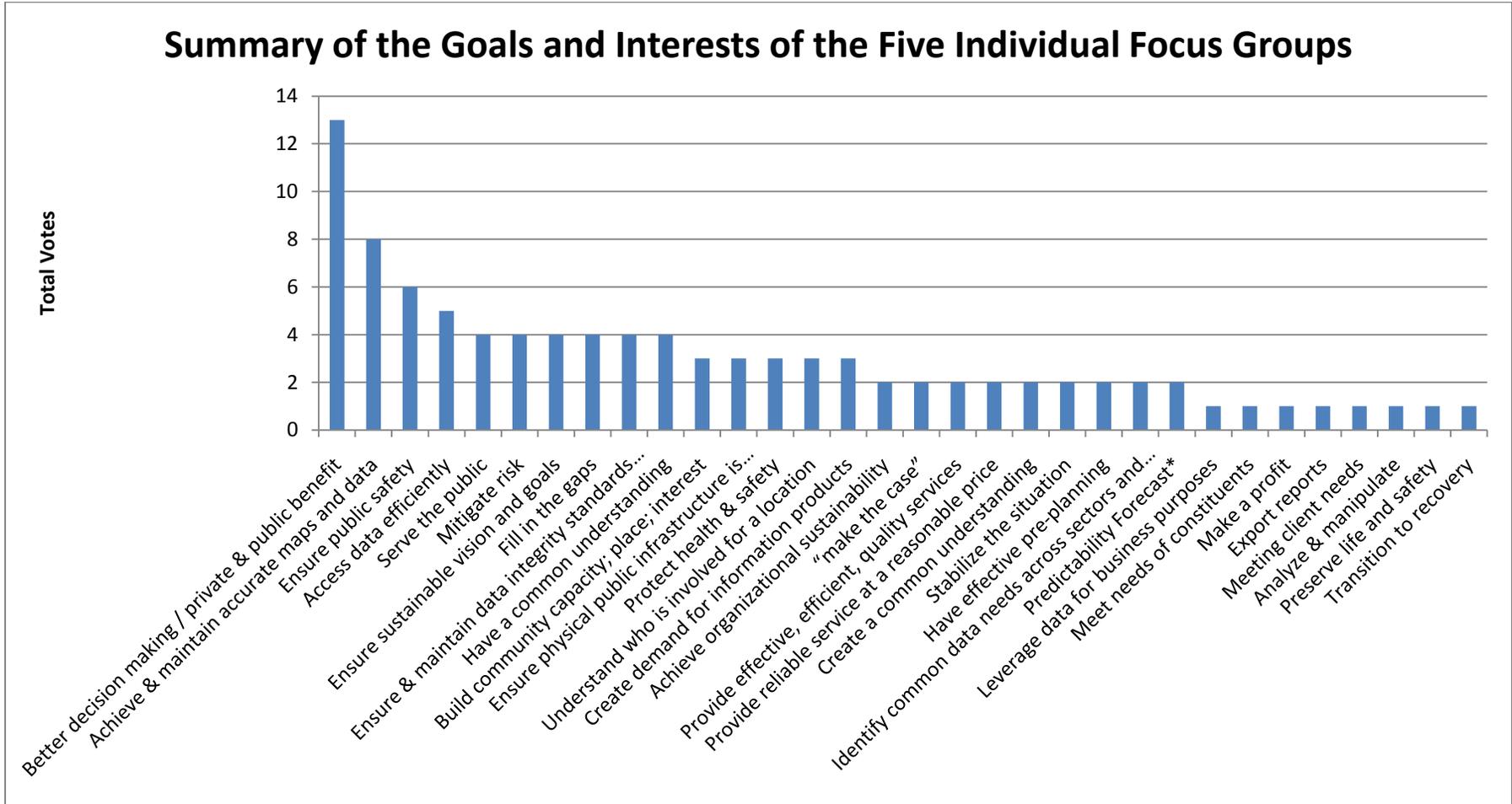
More Specific Findings - Combined Focus Group Session

The more specific findings from the combined focus group session are those that relate to the five individual focus groups represented at the final session. We began by presenting two tables that summarize across the individual focus groups what the focus groups *themselves* value – as opposed to what they believe the *public* values.

In the case of the **goals and interests**, what the five individual focus groups as a set value for **themselves**, shows more dispersal in valuations than was the case with what the combined focus group thought the public values. Table 6 shows the array of what the focus groups value for themselves (see Figure 2 and Attachment 29). The top four values are:

- Better decision making for public and private benefit
- Achieving and maintaining accurate maps and data
- Ensuring public safety
- Accessing data efficiently

Table 6. A Summary of the Goals and Interests of the Five Individual Focus Groups



The **capabilities** the five individual focus groups as a set value for **themselves** – as opposed to what they think the public values – are easier to summarize (see Table 7, Figure 2, and Attachment 30). The groups as a set value:

- Getting easy data accessibility
- Accurate data
- Collaboration and coordination in achievement of goals and program implementation
- Responsiveness – leading and adapting to any situation
- Understanding the needs and expectations of citizens
- Obtaining information for planning and implementation
- Communicating interactively effectively
- Ensuring a sustainable organization
- Researching and implementing best practices
- Executive leadership
- Good working relationships with counties and utilities
- Ease of access to information

Table 7. A Summary of the Capabilities the Five Individual Focus Groups Believe Are Necessary to Achieve Their Own Goals and Interests

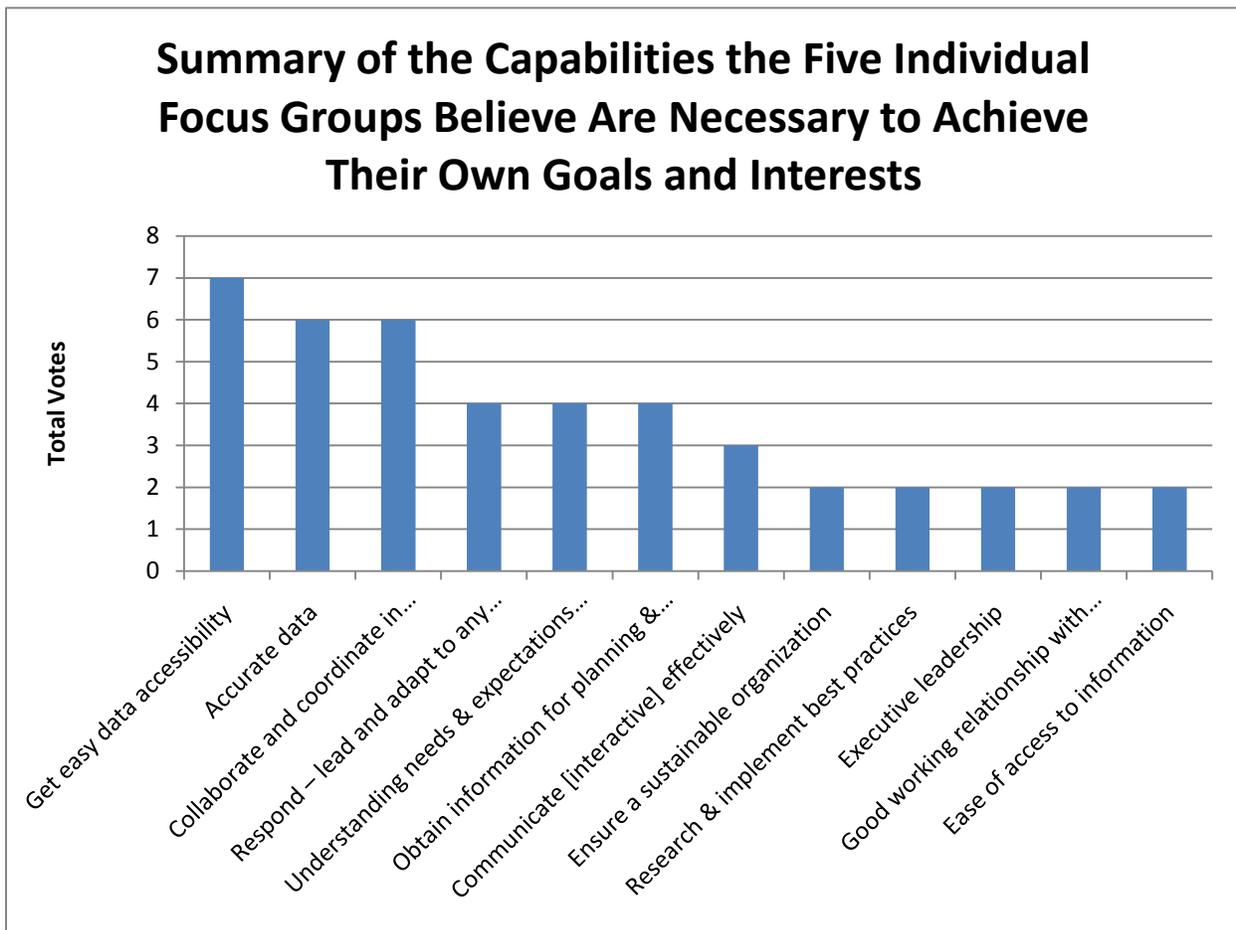
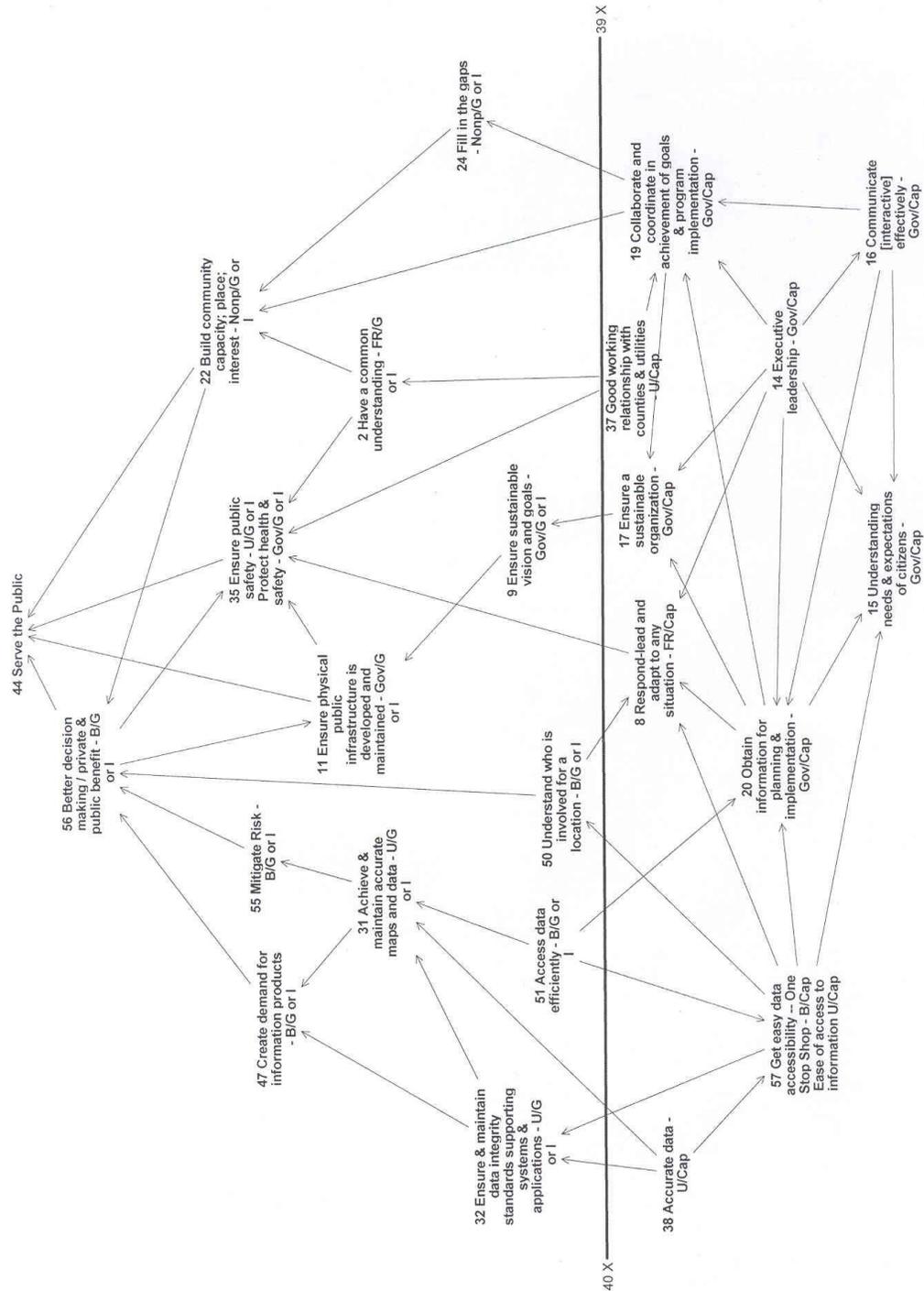


Figure 2, next page, shows how the consultant believes these goals and capabilities are linked. The arrows in the figure mean “may lead to” or “might result in.” In other words, “Serve the Public” (Statement 44) at the top of the map may viewed as a direct consequence of “Better decision making/private and public (56) and “Build community capacity; [communities of] place and interest” (22), and as an indirect consequence of all the other statements on the map. Note that the code after each statement identifies the origin of the original statements as follows: FR = First Responders, G = Government, NP = Nonprofits, U = Public Utilities, and B = Business; G or I = Goal or Interest and C = Capability. The map therefore represents visually how the separate focus groups took into account what other groups thought when developing a combined of what the groups want for themselves.

The results may be thought of as a discussion draft *logic model* indicating how capabilities might be drawn upon to produce desired outcomes, that is, achieve goals or serve interests. **A crucial feature of this map from the standpoint of the Defining Values Study is that “Accurate data” (38), “Access data efficiently” (51) and “Get easy data accessibility – One Stop Shop; Ease of access to information” (57) are the starting points for the chains of logic leading to “Serve the Public” (44). All lines of arguments lead from those starting points.** However, the same caution is in order as with Figure 1. The map was constructed by the consultant, not by the combined focus group. It, therefore, is important not to read too much into the map or to place much emphasis on comparing and contrasting the different groups’ contributions to this figure, particularly given the small numbers of participants from each of the five

community or practice groups represented in the combined focus group. Indeed, the consultant is uncomfortable going any further than he has. An important next step would be to verify the face validity of Figure 2 with a larger group(s) of stakeholders.

Figure 2. What the Sectors Want - Goals and Capabilities



FocusGroups standard

Membership on, and a Brief Summary of, Results from the Six Focus Groups

In this section we present summary results from the five individual focus groups. We present the results in the order in which the focus groups met. The results for each focus group include a map indicating how the consultant believes the goals and interests and capabilities the group most values are linked. Sometimes the maps contain statements originally suggested by other focus groups when the connection appears to be quite logical

1. First Responder Focus Group

Minnesota Counties Insurance Trust (MCIT) Building

October 14, 2011

Participants

Barry Altman	Red Cross
Gordon Chinander	Metropolitan Emergency Services Board (MESB)
Hart Gilchrist	Roseville Fire
General Joe Kelly	Deputy Director, HSEM
Sean Mangan	Pipeline Safety
Fire Chief Ulie Seal	City of Bloomington
Chris Terzich,	InfraGard (disaster response point person for Wells Fargo)

Support Present:

Professor John Bryson, Humphrey School of Public Affairs, U of Mn (*Facilitator*)

Matthew Hauck, Humphrey School of Public Affairs, U of Mn (*Research Assistant*)

Randall Johnson, MetroGIS Staff Coordinator and QPV Study Coordinator

Summary of Key Results

The source information captured for each of the component activities is presented in the Attachments 3-8. The following is a summary of the major findings from each of these activities for the First Responder community.

Goals or Interests

Goals coalesce around protecting individuals and understanding the contexts and causalities of threat scenarios.

Goals or Interests - First Responder Values and Perceived Public Values

Priorities overlap somewhat around “Stabilize the situation” and “Preserve life and safety”, but are otherwise scattered between a variety of other values.

Capabilities

There is an emphasis on adaptability and strong communication of ideas and plans.

Data and Information Dependencies

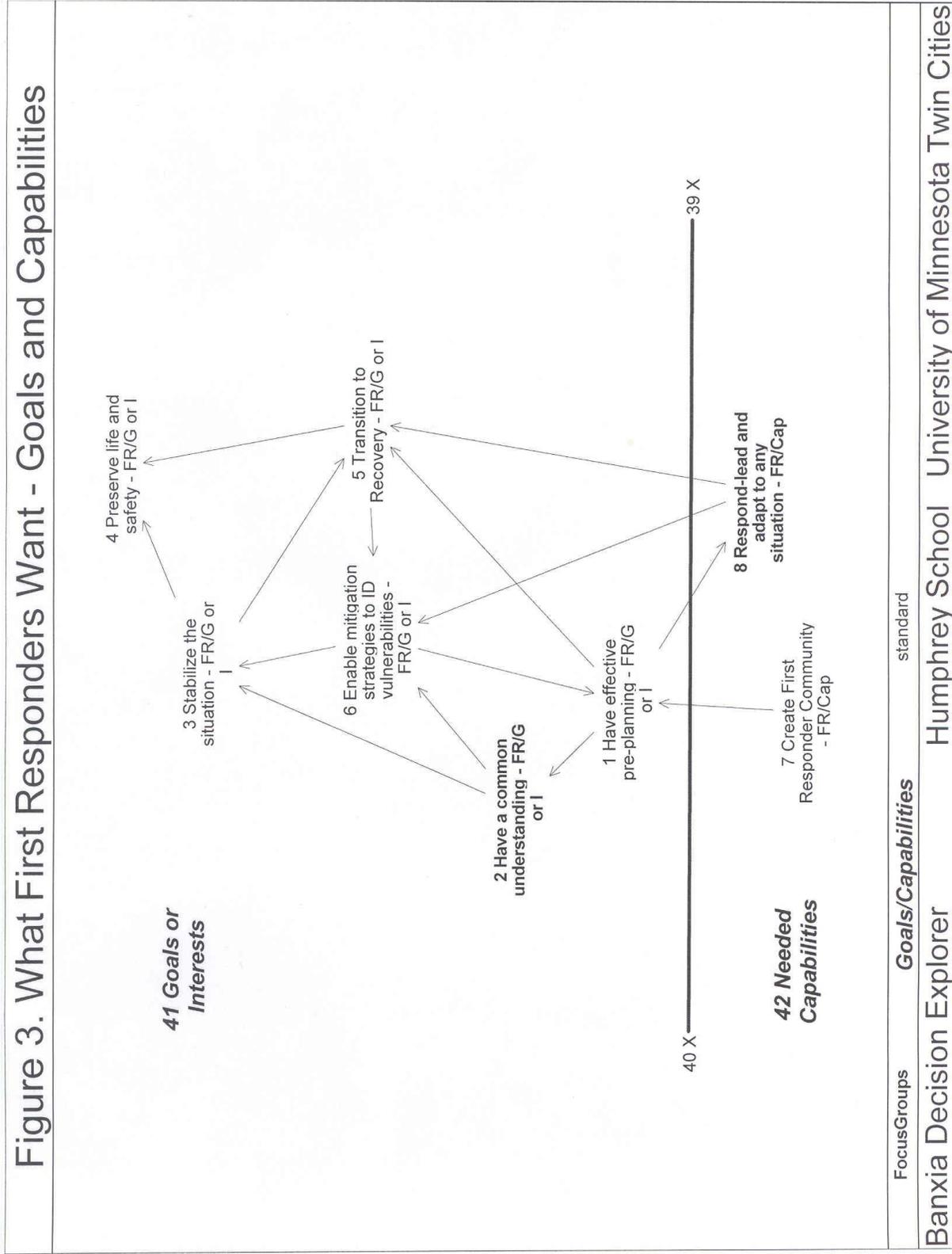
Having access to accurate, specific data elements, which can be easily accessed and shared, is key.

Value of Sharing Data

The value of sharing centers on the ability to quickly respond and apply resources in an efficient way.

The First Responders' Concept Map

The First Responders' map is presented in Figure 3. As might be expected, "Preserve life and safety" (4) is the ultimate goal. (Bolded concepts are ones that also show up in Figure 2.)



2. Government Focus Group

Minnesota Counties Insurance Trust (MCIT) Building
November 9, 2011

Participants

Cliff Aichinger	Ramsey Washington Metro Watershed District
Terry Schneider	City of Minnetonka
Victoria Reinhardt	Ramsey County
Guy Peterson	Metropolitan Council
Nancy Read	Metropolitan Mosquito Control District (MMCD)
Mary Emerson	MN Dept Human Services
Jesse Pearson	MnDOT

Support Present:

Professor John Bryson, Humphrey School of Public Affairs, U of MN (*Facilitator*)
Justin Elston, *Research Consultant*
Randall Johnson, MetroGIS Staff Coordinator and QPV Study Coordinator
Janie Norton, MetroGIS Project Manager (Observer)

Summary of Key Results

The source information captured for each of the component activities is presented in the Attachments 9-12. The following is a summary of the major findings from each of these activities for the Government community.

Goals or Interests

Goals indicate a strong focus on providing public services, as well as ensuring that those services match with the public's expectations.

Goals or Interests – Policy-maker Values and Perceived Public Values

There is a perception of significant overlap between constituent and policy maker values, with the exception of the policy maker value of ensuring sustainable vision and goals.

Capabilities

Capabilities indicate an emphasis on connecting with constituents and coordinating efforts with other agencies and organizations.

Data and Information Dependencies

Members indicate a perception of data as a tool to better understand the world within which the organization exists.

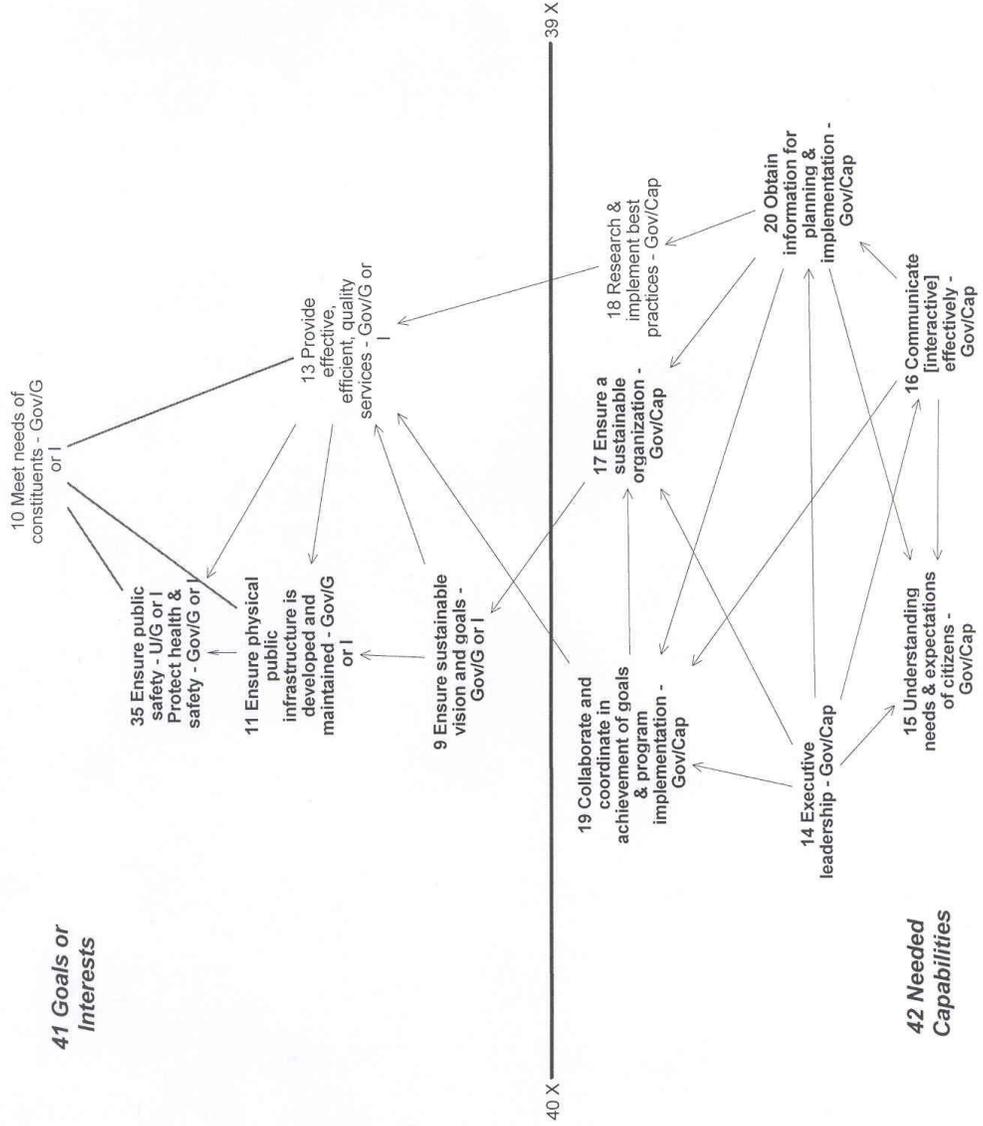
Value of Sharing Data

Results indicate a focus on data as a tool to create efficiency across all resources.

Government Officials' Concept Map

The Government Officials map is presented in Figure 4. The ultimate goal for this group was "Meet the needs of constituents" (10). (Bolded concepts are ones that also show up in Figure 2.)

Figure 4. What Government Officials Want - Goals and Capabilities



3. Nonprofit Focus Group

Hubert H. Humphrey School of Public Affairs Building
November 11, 2011

Participants

Chad Dipman	Twin Cities Habitat for Humanity
Dan Hylton	HousingLink
Jeff Narabrook	Council of Non-Profits
Linden Weisnerda	Trust for Public Land
Mike Pease	Embrace Open Space
Sally Wakefield	Envision MN

Support Present:

Professor John Bryson, Humphrey School of Public Affairs, U of Mn (*Facilitator*)
Justin Elston, *Research Consultant*
Randall Johnson, MetroGIS Staff Coordinator and QPV Study Coordinator.

Summary of Key Results

The source information captured for each of the component activities is presented in the Attachments 13-17. The following is a summary of the major findings from each of these activities for the First Responder community.

Goals or Interests

Priorities indicate a focus on building connections between different groups, and supporting positive change.

Goals or Interests - Nonprofit Values and Perceived Public Values

There is a perception of less overlap between the public's priorities and the nonprofit sector's priorities, except for the goal of "Improve quality of life".

Capabilities

A wide variety of different capabilities are indicated, broadly encompassing self-improvement, hard work and influencing others.

Data and Information Dependencies

Data are viewed primarily as an avenue for better evaluation of issues.

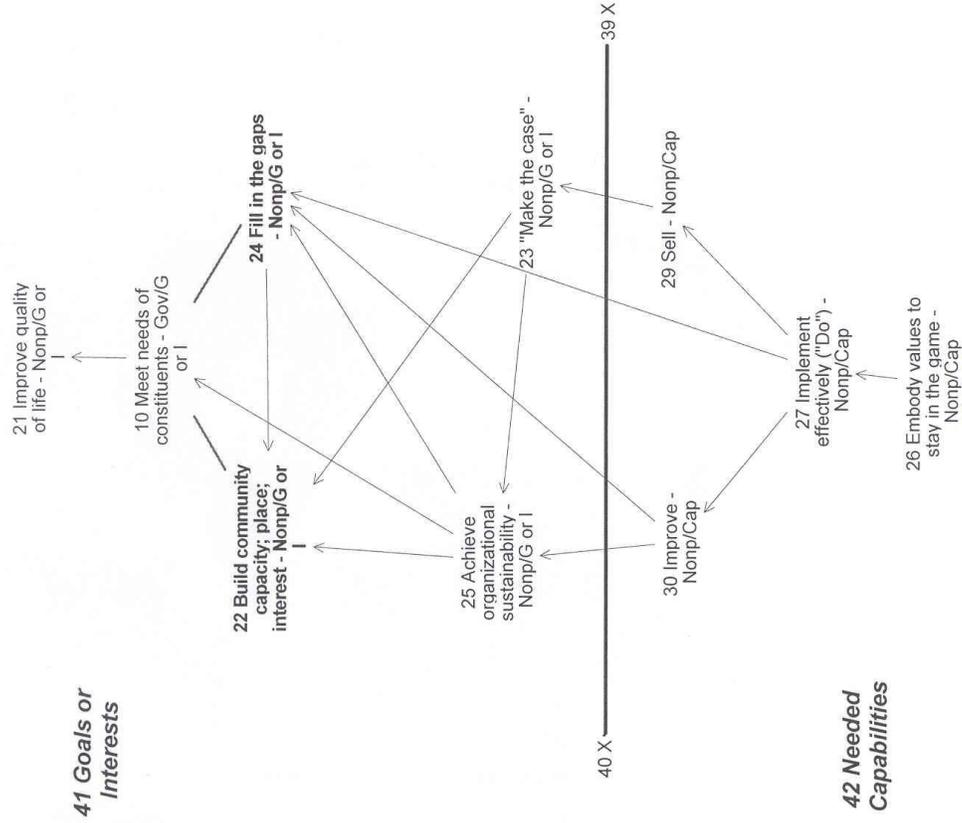
Value of Sharing Data

Data allows for better coordination between groups, and around strategic goals.

Nonprofit Officials Concept Map

The Nonprofit Officials map is presented in Figure 5. The ultimate goal for this group was "Improve quality of life" (21). (Bolded concepts are ones that also show up in Figure 2.)

Figure 5. What Nonprofit Officials Want - Goals and Capabilities



FocusGroups

Goals/Capabilities

standard

4. Utility Focus Group

Minnesota Counties Insurance Trust (MCIT) Building
November 16, 2011

Participants

Allan Radke	Xcel Energy
Jay Bennett	CenterPoint Energy
Ryan Babler	Korpartners (GopherOneCall contractor)

Support Present:

Professor John Bryson, Humphrey School of Public Affairs, U of Mn (*Facilitator*)
Randall Johnson, MetroGIS Staff Coordinator and QPV Study Coordinator.

Summary of Key Results

The source information captured for each of the component activities is presented in the Attachments 18-22. The following is a summary of the major findings from each of these activities for the First Responder community.

Goals or Interests

Utilities are focused on operational goals, centered on day-to-day indices.

Goals or Interests - Utility Values and Perceived Public Values

Notable overlap exists between the Goals or Interests of utilities, and the perceived preferences of the public, with the exception of Making a Profit and Achieve and Maintain accurate maps and data.

Capabilities

There is an emphasis on the utility of data in the ongoing operations of utilities.

Data and Information Dependencies

Responses indicate a view of data as instrumental in building relationships & delivering good customer service.

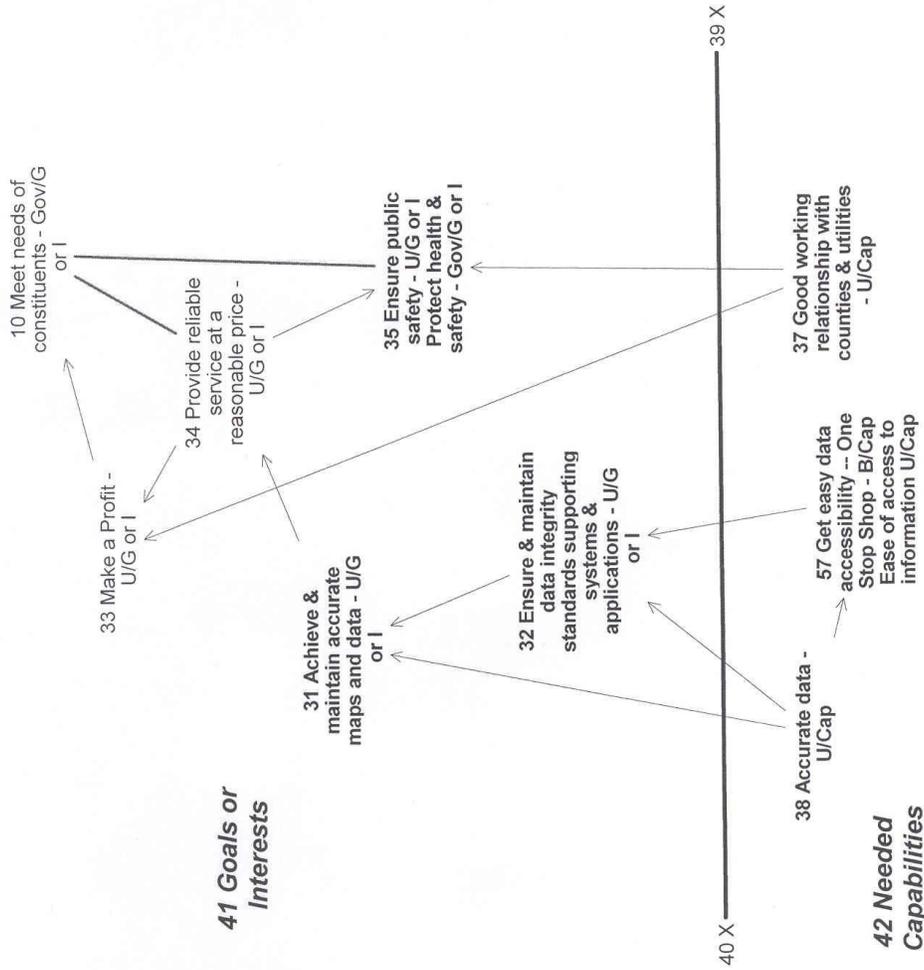
Value of Sharing Data

Sharing helps promote more effective service delivery, planning and communication.

Utilities Officials' Concept Map

The Utilities Officials' map is presented in Figure 6. The ultimate goals for this group were "Meet needs of constituents" (10), "Make a profit" (33), and "Provide reliable service at a reasonable price" (34). (Bolded concepts are ones that also show up in Figure 2.)

Figure 6. What Utilities Officials Want - Goals and Capabilities



5. Business Focus Group

Hubert H. Humphrey School of Public Affairs Building
November 30, 2011

Participants

Adam Fisher	MNCAR
John Carpenter	Excensus
Cathy Capone Bennett	Consultant to Urban Land Institute
Curt Carlson	MLS
Jeff Budish	CB Richard Ellis

Support Present:

Professor John Bryson, Humphrey School of Public Affairs, U of Mn (*Facilitator*)
Randall Johnson, MetroGIS Staff Coordinator and QPV Study Coordinator
Justin Elston, Research Consultant

Summary of Key Results

The source information captured for each of the component activities is presented in the Attachments 23-26. The following is a summary of the major findings from each of these activities for the First Responder community.

Goals or Interests

Goals and interests center on leveraging data for business purposes, which then has favorable consequences in terms of better decision making for private and public benefit, meeting client needs, generating revenue, and ultimately serving the public. The concern for the public broadly conceived was a noteworthy feature of this group.

Capabilities

The group emphasized on need to have easy data accessibility via a “one stop shop.”

Data and Information Dependencies

The group did not address this question.

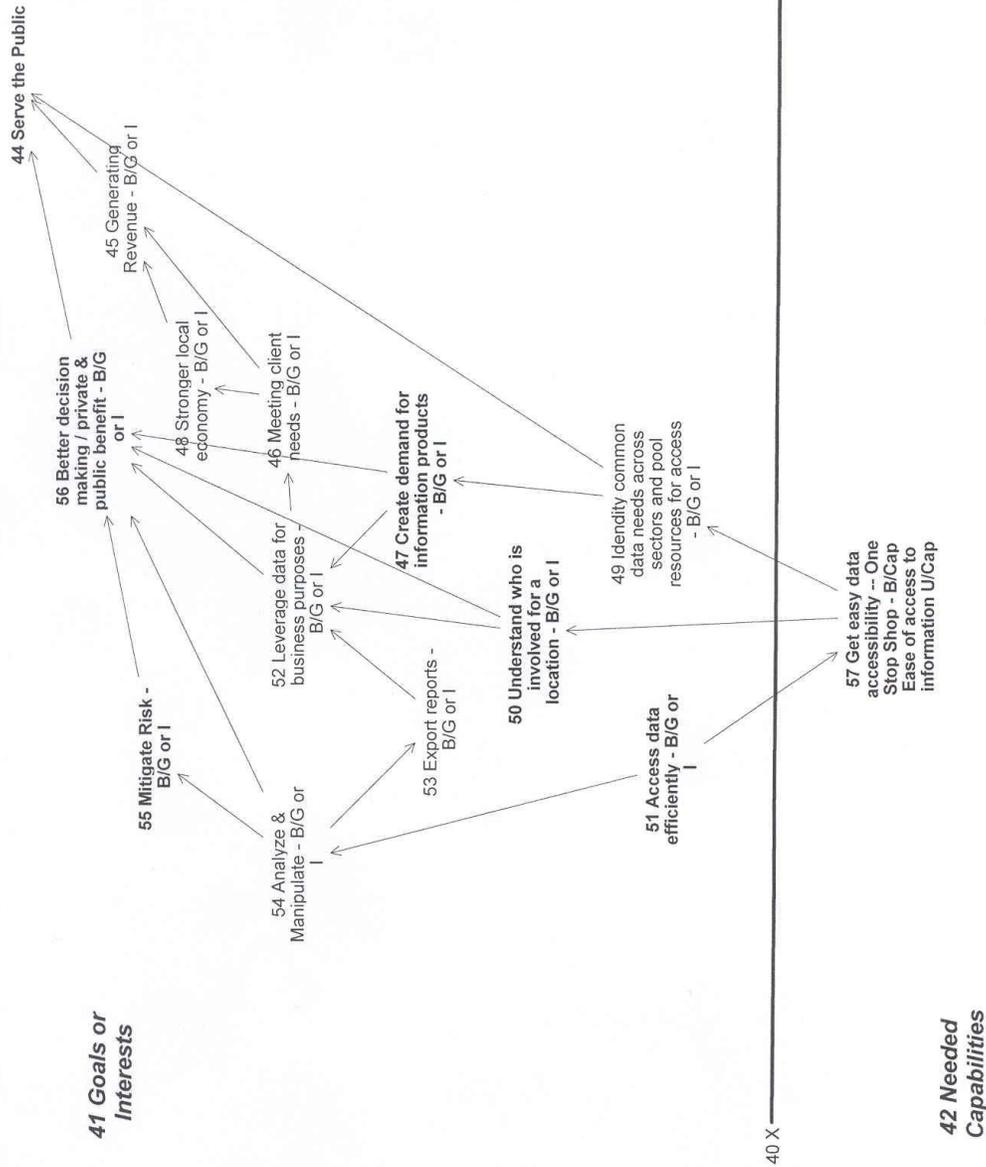
Value of Sharing Data

The group emphasized that sharing data and information could produce time and cost saving and higher data quality via more scrutiny. The sharing of resources was thought to enhance cost savings, organizational comparative advantages, and the perceived sophistication of the region. Sharing work was thought to lead to better results in a variety of ways, including better governance and improved attractiveness of the region for businesses and other.

Business Officials’ Concept Map

The Business Officials’ map is presented in Figure 7. The ultimate goal is “Serve the Public” (44) via “Better decision making / private and public benefit” (56) and “Generating revenue” (45). (Bolded concepts are ones that also show up in Figure 2.)

Figure 7. What Business Officials Want - Goals and Capabilities



FocusGroups **Goals/Capabilities** standard

6. Combined Focus Group

Metropolitan Counties Government Center
December 1, 2011

Participants

Barry Altman	Red Cross
General Joe Kelly	Deputy Director, HSEM
Terry Schneider	City of Minnetonka
Guy Peterson	Metropolitan Council
Nancy Read	Regional – MMCD
Jesse Pearson	MnDOT
Chad Dipman	Twin Cities Habitat for Humanity
Dan Hylton	HousingLink
Sally Wakefield	Envision MN
Allan Radke	Xcel Energy
Jay Bennett	CenterPoint Energy
Ryan Babler	Korpartners (GopherOneCall contractor)
Adam Fisher	MNCAR
John Carpenter	Excensus
Cathy Capone Bennett	Urban Land Institute

Support Present:

Professor John Bryson, Humphrey School of Public Affairs, U of Mn (*Facilitator*)
Randall Johnson, MetroGIS Staff Coordinator and QPV Study Coordinator.
Justin Elston, *Research Consultant*

Summary of Key Results

See General and More Specific Findings in main body of reports—pp. 6 - 26. The source information captured for each of the component activities is presented in the Attachments 27-33.

The combined focus group believes the **public** most values the following **goals and interests**:

- Providing reliable service at reasonable cost
- Ensuring public safety
- Providing effective, efficient, quality services
- Ensuring better decision making for public and private benefit
- Improving the quality of life
- Helping develop a stronger local economy
- Ensuring physical infrastructure is developed and maintained

In terms of **capabilities** needed to achieve the goals and pursue the interests listed above, the combined focus group believes the **public** most values the following items:

- Understanding needs and expectations of citizens
- Responding by leading and adapting to any situation
- Effective executive leadership
- Communicating and interacting effectively
- Accurate data
- Effective implementation and action (“Do”)
- Ease of access to information

The more specific findings of the final focus group session are those that relate to the individual community of practice focus groups. In the case of goals and interests, what the five individual focus groups as a set value for themselves shows more dispersal in valuations than was the case with what the combined focus group thought the public values. **The top four goals and interests the focus groups value for themselves – as opposed to what they think the public values – are:**

- Better decision making for public and private benefit
- Achieving and maintaining accurate maps and data
- Ensuring public safety
- Accessing data efficiently

The top capabilities the five individual focus groups as a set value for themselves – as opposed to what they think the public values – are:

- Getting easy data accessibility
- Accurate data
- Collaboration and coordination in achievement of goals and program implementation
- Responsiveness – leading and adapting to any situation
- Understanding the needs and expectations of citizens
- Obtaining information for planning and implementation
- Communicating interactively effectively

The combined focus groups believe that the following are **the major benefits of sharing data and information:**

- Better decision making
- Accuracy
- Data accessibility and availability
- Cost saving and cost sharing
- Timely data
- Improved data standards

The combined focus group believes the following represent the major values to be gained by **sharing other resources:**

- Greater connectivity, collaboration, and alignment
- Cost savings and cost effectiveness
- Flexibility to do other things, one of which is to innovate
- Improved data accuracy
- Increased impact
- Increased organizational and project viability

The combined focus group believes the following represent the major values to be gained by **sharing work:**

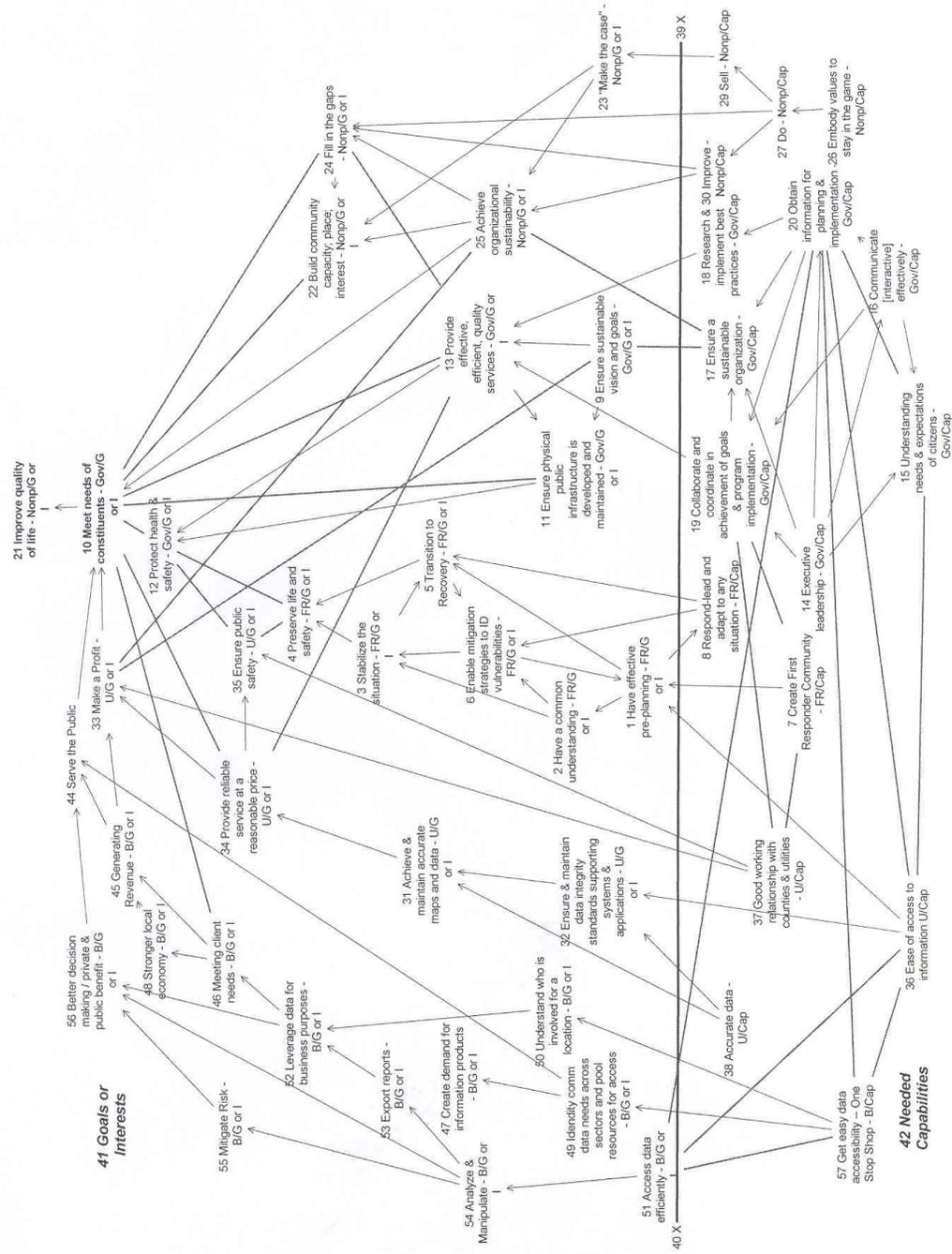
- Better decision-making
- Cost efficiency and cost effectiveness
- Better products and services
- Better understanding, planning, governance, and attractiveness to businesses
- Innovation as a result of sharing
- Finding and sharing best practices
- Facilitation of policy-based discussions

Final Focus Group's Starting and Final Concept Maps

The final focus group began its work by assessing the composite map presented in Figure 8 that merges the concepts maps for the five individual focus groups (Figure 3 – 7). The links that are bolded and

without arrows indicate strong affinities among concepts across focus groups. Figure 1 and 2 (pp. 9 and 16) summarize the results of the combined focus group's work in which areas of strong agreement on goals and capabilities are featured.

Figure 8. Combined Individual Focus Group Maps (Figures 3 - 7)



Conclusions

- **There appears to be a substantial overlap across focus groups in goals and interests and capabilities seen as important for facilitating achievement of the goals and interests.** The overlap conceivably could be a result of two kinds of selection bias in formation of the focus groups. Those who were invited may have had a predisposition to favor sharing of data and information, other resources, and work, and may have been favorably disposed toward a geospatial data and application commons. That said, the results were produced via thoughtful deliberations within each focus group and at the final combined focus group meeting. And, perhaps most importantly, the results certainly appear to be reasonable.

Specifically, the combined focus group believes the **public** most values the following **goals and interests**:

- Providing reliable service at reasonable cost
- Ensuring public safety
- Providing effective, efficient, quality services
- Ensuring better decision making for public and private benefit
- Improving the quality of life
- Helping develop a stronger local economy
- Ensuring physical infrastructure is developed and maintained

In terms of **capabilities** needed to achieve the goals and pursue the interests listed above, the combined focus group believes the **public** most values the following items:

- Understanding needs and expectations of citizens
- Responding by leading and adapting to any situation
- Effective executive leadership
- Communicating and interacting effectively
- Accurate data
- Effective implementation and action (“Do”)
- Ease of access to information

The more specific findings of the final focus group session are those that relate to the individual community of practice focus groups. In the case of goals and interests, what the five individual focus groups as a set value for themselves shows more dispersal in valuations than was the case with what the combined focus group thought the public values. **The top four goals and interests the focus groups value for themselves – as opposed to what they think the public values – are:**

- Better decision making for public and private benefit
- Achieving and maintaining accurate maps and data
- Ensuring public safety
- Accessing data efficiently

The top capabilities the five individual focus groups as a set value for themselves – as opposed to what they think the public values – are:

- Getting easy data accessibility
- Accurate data
- Collaboration and coordination in achievement of goals and program implementation
- Responsiveness – leading and adapting to any situation
- Understanding the needs and expectations of citizens
- Obtaining information for planning and implementation
- Communicating interactively effectively

- **There appears to be substantial agreement on the benefits of sharing data and information, other resources, and work.** There was no real surprise in finding that the government, nonprofit, and first responder communities saw that sharing – including across sectors – of data and information, other resources, and work carried with it many benefits. What was surprising, at least to the consultant, was how much support there appears to be in the business community (including utilities) for pursuing sharing of data and information, other resources, and work across sectors. The business community focus group went even further by emphasizing the importance of an enhanced geospatial data commons as a vital way for helping businesses achieve their goals and pursue their interests. The fact that the business community includes among the goals it would claim many goals shared by other sectors strengthens the case for sharing across communities of practice via a geospatial data and applications commons.

The combined focus groups believe that the following are **the major benefits of sharing data and information**:

- Better decision making
- Accuracy
- Data accessibility and availability
- Cost saving and cost sharing
- Timely data
- Improved data standards

The combined focus group believes the following represent the major values to be gained by **sharing other resources**:

- Greater connectivity, collaboration, and alignment
- Cost savings and cost effectiveness
- Flexibility to do other things, one of which is to innovate
- Improved data accuracy
- Increased impact
- Increased organizational and project viability

The combined focus group believes the following represent the major values to be gained by **sharing work**:

- Better decision-making
- Cost efficiency and cost effectiveness
- Better products and services
- Better understanding, planning, governance, and attractiveness to businesses
- Innovation as a result of sharing
- Finding and sharing best practices
- Facilitation of policy-based discussions

- **The method used in this study to discern goals, interests, desired capabilities, and the value of sharing provides a way forward in the effort to quantify public value.** The method helped improve clarity about what the stakeholders value as separate communities of practice and what they believe the public values.

Important future studies might begin by having the following objectives:

Test for agreement on the lists of goals or interests, capabilities, and reasons for sharing that the focus groups in this study developed by engaging larger, more completely representative focus groups in each of the community of practice areas to verify the face validity of the key concept maps produced as part of this research (Figure 1 – 7). These maps represent potential logic models

showing how data-related capabilities are linked to goal achievement and therefore provide a kind of core logic underpinning creation, development, and maintenance of a geospatial data commons. The assessment of the validity of the maps might include a study in which focus group members engage as individuals in a systematic paired-comparisons exercise to determine which statements lead to other statements.

- **Develop measures that capture the important dimensions of the shared goals, interests, capabilities, and benefits of sharing.** There is a need to develop suitable measures in the categories identified via the focus group research. These measure could be of assistance in doing the following:
 - Determining whether or not MetroGIS is helping – probably indirectly – the constituent communities of practice achieve their goals and interests, maintain or develop the capabilities they need to achieve their goals and interests, and realize the benefits of sharing data and information, other resources, and work.
 - Inform efforts to fine-tuning existing MetroGIS strategies and develop new strategies

ATTACHMENT 1

EXAMPLE LETTER OF INVITATION

MetroGIS

Cooperation, Coordination, Sharing Geographic Data



September 20, 2011

MetroGIS Quantify Public Value (QPV) Study Focus Group Series

Dear Prospective Participant:

You have been identified as a top candidate to participate in a half-day focus group to be comprised of 7-9 policy makers who represent the range of government types that serve the seven-county, Minneapolis-St. Paul metropolitan area - the MetroGIS community. This “government” focus group is one of six planned to be held this fall as part of MetroGIS’s in progress Quantify Public Value (QPV) Study. You will receive a query via Meeting Wizard to confirm your availability and set the actual date, which is tentatively scheduled to be held during an afternoon between October 5 and 7.

This component of the MetroGIS QPV study involves having dialogue with policy makers of all forms of government, and from the non-profit, utility, business, academic communities, and emergency responders. Through this study, MetroGIS is attempting to understand public value creation potential gained through the sharing of geospatial data, in particular, geographically-referenced parcel data. We are attempting to define values that policy makers use to decide courses of action involving investments and policy. Specifically, we are attempting to gain insight into values that policy makers care about most when comparing and contrasting the costs of supporting their operations with and without participating in a geospatial commons.

Professor John Bryson, McKnight Presidential Professor of Planning and Public Affairs, Hubert H. Humphrey School of Public Affairs, University of Minnesota, will facilitate each of the focus groups. The study advisory team concurred that Professor Bryson’s knowledge of the topic of public value creation, his expertise in facilitation techniques important to the success of study, and his knowledge of MetroGIS’s culture and objectives highly qualify him to assist with this important study.

The results of this study are intended to lay the ground work for subsequent MetroGIS efforts to develop a methodology capable of quantitatively measuring public value created when organizations actively participate in a geospatial commons. A [federal grant](#) was awarded to this study because understanding public value created, when public producers of geospatial data openly share their data, is a key issue in discussions surrounding spatial data infrastructure (SDI) development and continued its support; a focus of MetroGIS’s efforts for more than a decade.

The results will also be used by MetroGIS to set “targets” for design of actual cross-sector collaborative projects; projects perceived to have high potential to create public value if access were to be provided to organizations that cannot currently access the licensed data. These projects would, in turn, serve as test beds from which to explore means to quantify public value creation potential.

Please join me in participating in this important work. If you have any questions, please do not hesitate to contact me (612-720-7667) or Randall Johnson, MetroGIS Staff Coordinator (651-602-1638).

Respectfully,

Terry Schneider,
Chair, MetroGIS Policy Board

and

Mayor, City of Minnetonka

cc: Randall Johnson, MetroGIS Staff Coordinator

ATTACHMENT 2

EXAMPLE FOCUS GROUP AGENDA (SINGLE COMMUNITY OF PRACTICE)

Time	Topic and Process
12:30 – 12:45	<i>Introductions of Participants and Session</i>
12:45 – 1:30	<p><i>Create a Goals or Interests and Needed Capabilities Diagram</i></p> <p>The diagram will be created on a wall covered by flipchart sheets. The diagram will help participants articulate what First Responders’ <i>shared goals</i> or interests are. The diagram will also indicate what participants think the <i>capabilities</i> are that First Responders must have in order to achieve their goals and pursue its interests. The articulated goals and interests (and perhaps capabilities) will presumably indicate what First Responders <i>value</i>.</p>
1:30 – 2:00	<p><i>Discuss which goals and interests indicate what the group strongly values and which goals and interests indicate what the group believes are public values.</i></p> <p>Colored stick-on dots placed on the diagram (one color for values and another for public values) will be used to pool judgments of group members.</p>
2:00 – 2:45	<p><i>Discuss the ways in which achievement of these values and public values depends on:</i></p> <ul style="list-style-type: none"> • <i>Data</i> • <i>The consolidation and coordination of data</i> • <i>Spatial, Graphic or visual information systems*</i> <p>Participants will make use of a worksheet to generate ideas first as individuals. Large Post-Its stuck on a wall will be used to create a shared set of ideas.</p>
2:45 – 3:00	<p><i>Discuss the value of sharing data, other kinds of information, resources (staff, money, facilities, etc.), work, and power across jurisdictional and sector boundaries.</i></p> <p>Again, participants will make use of a worksheet to generate ideas first as individuals. Large Post-Its stuck on a wall will be used to create a shared set of ideas.</p>
3:00 – 3:50	<i>Discuss how best to “frame” or “persuade others of” the value of sharing.</i>
3:50 – 4:00	<i>Next Steps in the Project and Adjournment</i>

* Language used to describe the categories in this exercise were updated after the first focus group, replacing ***“Data; The Manipulation of Data; and The use of GIS***

ATTACHMENTS 3-33

FOCUS GROUP RESULTS (SOURCE DATA)

<i>Listing:</i>	<i>Page</i>
3. First Responders Focus Group – Goals or Interests Mapping Results	37
4. First Responders Focus Group – Capabilities Mapping Results	38
5. First Responders Focus Group – Data Dependencies Mapping Results	39
6. First Responders Focus Group – Value of Sharing Mapping Results	40
7. First Responders Focus Group – Framing the Value of Sharing	41
8. First Responders Focus Group – Slogans	41
9. Government Focus Group – Goals or Interests Mapping Results	42
10. Government Focus Group – Capabilities Mapping Results	43
11. Government Focus Group – Data Dependencies Mapping Results	44
12. Government Focus Group – Value of Sharing Mapping Results	45
13. Nonprofit Focus Group – Goals or Interests Mapping Results	46
14. Nonprofit Focus Group – Capabilities Mapping Results	47
15. Nonprofit Focus Group – Data Dependencies Mapping Results	48
16. Nonprofit Focus Group – Value of Sharing Mapping Results	49
17. Nonprofit Focus Group – Framing the Value of Sharing	51
18. Utilities Focus Group – Goals or Interests Mapping Results	52
19. Utilities Focus Group – Capabilities Mapping Results	52
20. Utilities Focus Group – Data Dependencies Mapping Results	53
21. Utilities Focus Group – Value of Sharing Mapping Results	53
22. Utilities Focus Group – Framing the Value of Sharing / Slogans	54
23. Business Focus Group – Goals or Interests Mapping Results	55
24. Business Focus Group – Capabilities Mapping Results	57
25. Business Focus Group – Value of Sharing Mapping Results	58
26. Business Focus Group – Framing the Value of Sharing	58
27. Combined Focus Group – Public Priorities, Goals and Interests Mapping Results	59
28. Combined Focus Group – Public Priorities, Capabilities Mapping Results	62
29. Combined Focus Group – Sector Priorities, Goals and Interests Mapping Results	64
30. Combined Focus Group – Sector Priorities, Capabilities Mapping Results	68
31. Combined Focus Group – Data & Information Preference Vote Results	70
32. Combined Focus Group – Other Resources Preference Vote Results	71
33. Combined Focus Group – Work Preference Vote Results	72

ATTACHMENT 3

First Responders

Goals, interests, and capabilities within the First Responders community. (Stickers: 1 R= 1 red sticker (important to FR community), 1 G= 1 green sticker (important to general public). This is based on the cycle of Prepare-Respond-Recover-Mitigate

Key Findings: Goals coalesce around protecting individuals and understanding the contexts and causalities of threat scenarios. Priorities overlap somewhat around “Stabilize the situation” and “Preserve life and safety”, but are otherwise scattered between a variety of other values.

Goals or Interests					
Have effective pre-planning (1G)	Have a common understanding	Stabilize the situation (2R 3G)	Preserve life and safety (3R 6G)	Transition to Recovery (2R)	Enable mitigation strategies to ID vulnerabilities with accurate data
Develop pre-incident information/prevention strategies (1G)	Ensure up-to-date info for response and recovery operations (1G)	Control/Manage incident response (1R)			
Develop Relationships- Who and where to contact, before event, not during (5R)	Develop/Maintain Situational awareness for response/recover operations (1R)	Understand Exposure to threat (2R 3G)			
Cooperation-Willingness to work with other agencies	Identify scope of incident (1R)	Have access to incident/find, respond to location quickly (1R 2G)			
	Is incident dynamic?	First responder support (water, food, toilet)			
	Collect/maintain accurate, updated, spatial data/process (2R)	Protect crime scene (1R)			
	Have spatial awareness, not just in your jurisdiction	Hazmat Containment (4G)			
	Able to identify CIKR interdependencies	Protect affected population (1R, 3G)			
	Responding agencies have access to same spatial data (1R)	Ensure safety of personal and crew and of the public (1R 2G)			
		Ensure a safe environment (3G)			

ATTACHMENT 4 First Responders

Key Findings: An emphasis on adaptability and strong communication of ideas and plans.

Capabilities	
Create Community	Respond-lead and adapt to any situation
Manage Info/Databases (1R)	Understand what's happening (5R 4G)
Sharing info easily (4R)	Map of incident area (1R)
All responding agencies possess interoperable communications (1R)	Staging area
Quickly relate geospatial info to organizational info	Availability of shelter
Ability to look at same spatial data	Area to gather clients
	Table of organizations
	Understand task/role
	Evaluate quickly (1R 2G)
	Communicate quickly and clearly (3R 3G)
	Plan for the next step (2G)
	Multi-task

ATTACHMENT 5 First Responders

Key Findings: Having access to accurate, specific data elements, which can be easily accessed and shared, is key.

Data		Manipulation of Data	Use of GIS	(Pinch Points - Heartburn List)	
Must be available, always up and running	Access to incident (closed roads, perimeter, evacuation area)	Usability	GIS for dummies	<i>Issues with Sharing</i>	<i>Other Issues</i>
Data is the backbone -Accurate -Current -Meets standards	Shelters (location, capacity, availability)	What's the low-hanging fruit (Easiest to get first)	GIS allows users to graphically see Tabular Info	Data cost (depending on location and data needed)	Standards
Accurate	Incident area location	Filter and Sort	GIS Functionality must be automated for layperson use	Lack of access to private sector CI/KR data	No common data attribute standards
Current, must be current and accurate	Damage (to area)	Manipulation of Data allows interoperability to applications	Filter Data	Lack of ability to share	Multiple requests for data at the same time
Relevant	Population characteristics	Ability to manipulate in real time	Mapping	Lack of public incident data	Tough to get occupancy info (who is in the building, what is in the building)
Common	Incident command sites	Input/Output data retrieval vs. input for forecasting	Planning	No 1 stop shop to get data	Delay from printing to field site
Data availability, must be available from sources (x4) Issues with licenses			Ability to field print maps	Difficult to know how to get data	Need to print current maps from field
			A common output regardless of mapping program	Hard to access data after hours	Data and meta data are either missing or outdated

ATTACHMENT 6 First Responders

Key Findings: The value of sharing centers on the ability to quickly respond and apply resources in an efficient way.

Value of Sharing			
Data and Information	Other Resources	Work	Power (Ability to make a difference)
Acquiring population data (people affected)	Share GIS with VOAD (Volunteer orgs active in Disaster)	Redundancy (in a good way)	State and county governments to collect and share data
Acquiring Infrastructure- Building and type, landmarks, hazards	Cross training	Less repetition, potential to reduce duplicate efforts	Unity of effort
Improved responder and public safety	Collective collaboration	Quicker response from mutual first responders	Damage data collected by red cross not shared as much as it could be.
Improved/targeted response	Cost Savings	Better decision making	
Cost sharing for data development	Efficiency		
Common datasets creates a common understanding, no surprises if everyone is looking at same data.	Flexibility to do other things		
Sets stage for data standards			
Increased accuracy			
Error reduction			

ATTACHMENT 7 First Responders

Best way to frame issue for convincing others of the value of sharing									
World does not end at your jurisdictional door	Highlight real world examples	Gives you access to data/events near your jurisdiction	Show what can be done if you remove roadblocks	Show benefits of sharing	Exercises with data	Visualize it	Target the right audience- Decision Makers vs. Doers	Understand how sensitive business data will be used	Limit Access to individually identifiable information for better public buy-in
Local data goes up, but the larger data doesn't always come back down			Remove Policy Roadblocks	Show how it helps them	After they experience pain points				
			Statement from the governor about how data will be used	Understand and relate to their business					

ATTACHMENT 8 First Responders

Slogans
We can see it, we can do it
We're the plot?
I know, do you?
Your data, our safety
Sharing is caring
Visualize with GIS
We can see it, we can do it
Who else needs to know?
All gain with little pain

ATTACHMENT 9 Government

Key Findings: Goals indicate a strong focus on providing public services, as well as ensuring that those services match with the public’s expectations. There is a perception of significant overlap between constituent and policy maker values, with the exception of the policy maker value of ensuring sustainable vision and goals.

Goals or Interests					
Ensure sustainable vision and goals. (6R 1G)	Meet needs of constituents. (7R 10G)	Ensure physical public infrastructure is developed and maintained. (5R 5G)	Protect health & safety. (5R 5G)	Provide effective, efficient, quality services. (7R 8G)	
-Develop a vision & strategic plan for future generations to enjoy benefits.	-Have good grasp of dynamics of public and their “real” expectations.		-Ensure healthy communities for all.	-Provide services to citizens that your agency is charged/designated to do.	-People not programs.
-Ensure values & interests of public & private interests.	-Obtain relevant data to make more informed decisions. (1R)		-Ensure safe communities for all.	-Perform duties & tasks that are of public benefit.	-Partner to serve.
-Look to the long term rather than the short-term.	-To communicate well with the public being served in order to educate and to gather information that can improve programs and services.		-Be the safety net for the most vulnerable.	-Provide cost effective services.	-Provide service that can be done collectively better than done individually or in private.
-To create public policy that best serves the needs and benefits the public.	-Better understand needs and wants of silent majority.			-Creating public servants that have a backbone.	-Use resources efficiently so service provided at reasonable cost.
-Ensure transparency of operations. (1R)	-Prioritize resident needs.			-Serve the population.	-Focus on meeting goals not who is “in charge”.
				-To develop and deliver programs and services efficiently & effectively.	-Engage all sectors as partners for public good.

ATTACHMENT 10 Government

Key Findings: Capabilities indicate an emphasis on connecting with constituents and coordinating efforts with other agencies and organizations.

Capabilities								
Executive leadership.		Understanding needs & expectations of citizens.	Communicate [interactive] effectively.		Ensure a sustainable organization.	Research & implement best practices.	Collaborate and coordinate in achievement of goals & program implementation.	Obtain information for planning & implementation.
-Think 50 years into the future when deciding strategic plans and visions.	-Think more about the bigger picture rather than current hot-button issues.	-Obtain enough insight into issues to prioritize resources efficiently.	-Government officials must have the ability to communicate effectively with their peers and the public they serve.	-To ensure that the public has confidence they are working in the public's interest on important issues.	-Govt officials must have the fiscal capability to achieve their goals & to improve the services the public wants.	-Govt officials need the tools and resources to continue to improve & evolve the programs and services they provide to the public.	-Coordinate with other entities providing similar services.	-Collect information needed to provide the service (e.g., rainfall, topography)
-Apply needs of counties and state constituents to have a viable and strong global economy.	-Ability to cut through red tape if necessary!	-Adjust to ever-changing citizen expectations.	-Effectively communicate basis of decisions that are being made.	-Provide feedback with citizens on service provided.	-Understand and deal with ever shrinking resources.	-Research & implement evidence based practices.	-Build new relationships with private sector.	-Understand change & trends.
-Maintain the trust of their constituency.	-Instill trust in public.		-Communicate with constituents to understand needs.	-Communicate with constituents.	-Manage resources efficiently.			
			-Connect effectively with legislature.	-Collect and react to feedback.	-Develop & support workforce.			

Attachment 11 Governments

Key Findings:

Spatial, Graphic or visual information systems			
Can see relationships between people and services.	Ability to illustrate trends or larger concepts in a more understandable way.	Enhances decision-making	Clear Communication – outward facing
Identify weaknesses in service delivery for improvement: city, county, regional.	The ability to express data in these forms contributes better understanding of issues & objections; a picture is worth 1000 words!	Helps with visual aspect of planning & decision-making process	Public may not be willing to evaluate data, but can grasp implications of special/graphic representations.
Can get beyond boundary-based thinking.	“Seeing is believing”.	The tools used for analysis, planning, etc.	Provides data that is easy to understand.
Compare where needs are to where sources of service is.	Describe where needs are.		
	It means everything! A picture is worth 1000 words.		
	Provides visual direction.		

Data					Consolidation & coordination of data					
Data for planning and implementation	Communicate effectively	Defines issue, gaps, and needs.	Data is essential means by which to measure and reward success, effectiveness and value of a program or service.	Credible quality data	Consolidation & coordination is imperative for efficiency and effectiveness.	Data & governance standards	Need data sharing mechanism	Provides for buy-in to collaborative efforts.	Fact/accuracy checking	Integrate different types of data – econ., pop., envt., from diverse sectors
Helps plan for projects more effectively & efficiently	You can't come to any consensus on any policy driven result w/o data.	Data substantiates & quantifies a problem, issue or need that should be addressed.	Data is needed for performance measures.	Accurate data is critical, but needs to be obtained in a credible/believable way.	Supports a holistic approach to providing service.	Need data that can be compared / combined. Apples-to-apples.	Centrally accessible to all govt agencies. Provide one-stop-shop to find data (geoportal).	Consolidation & coord. Allows data to be better understood & explained.	Can identify source of truth for accurate use.	Include both public and private data sources.
Need data about costs to manage resources.		Need data that describe citizen needs, current conditions.	Need data about results to do evaluation	Data quality – data driven results	Need data on who else is providing similar service.	Need data collection consistency.		The more sources of data the more believable it becomes.		Fills in gaps when doing analysis
		Need specific data to provide specific service (build roads, prevent disease) (Real-time, continuous need)			If consolidating similar “stovepipe” data sets, then this is good!	Without metadata, you don't know where & how effective the data is.				
		Trend data is useful in planning.			Improves quality of services!	Know if source is authoritative.				
		Need forecasts of future conditions (pop, climate, etc.)			Increases cost-effectiveness of efforts.	Need to ID data collection sources.				
		Can id better trends.								
		Quantitative & qualitative analysis.								

ATTACHMENT 12 Government

Key Findings: A focus on data as a tool to create efficiency across all resources.

Data & Information							Other Resources					
Improved accuracy and reliability	Improved Data Availability	Could support more effective service delivery	The public perception of sharing/combining data & information is good.	Better decision-making	Reduce Costs	Support stronger analysis	Sharing of human resources	Puts money to larger priorities	Creates a wider pool of resources to draw from	Provides connectivity across boundaries	Some redundancy or shared practice can reduce risk	Saves valuable public dollars (cost effective use of resources)
-Different institutions have different types of data w/ different levels of accuracy.	-Creates a central location to locate data/information.			-Quality of data is improved & helps with making good decisions.		-See larger picture for special trends, more reliable.	-Increases likelihood of matching the best talent with data needed.					-Spreads out fixed costs.
				-Better quality through working with other (if standards).		-Some entities are better at collecting data and others are better and determining what the data means.	-Facilitates completing projects that can't be done alone.					-Should provide more value for the dollar.
							-Use strengths avoid duplication more efficient.					-Cost effective approach in times of shrinking resources.
							-Combines knowledge skills of staff.					

Work					Power			
Find best practices by working with others	Don't have to reinvent the wheel!	Create more cost-saving collaborative opportunities	Can create centers of excellence = better service	Creates more opportunity for staff development	Able to develop cooperators & collaborators.	Ability to leverage other entities' resources	More credible information with buy-in from broader sector of communities	Multi-jurisdictional decision-making produces better results.
	-Concept of develop 'once' – use many times.				-Better buy-in from collaborators if they have some control.			-Ability to work with multiple state& local entities together. Good communication/PR.
					-Creates buy-in, collaboration, ownership.			-Allows adjacent governments to visualize inputs & relationships.
								-Ignores artificial boundaries.

ATTACHMENT 13

Nonprofits

Key Findings: A focus on building connections between different groups, and supporting positive change.

A perception of less overlap between the public’s priorities and the nonprofit sector’s priorities, except for the goal of “Improve quality of life”.

Goals and Interests				
Improve quality of life (6R 5G)	Build community capacity; place; interest 1R	“Make the case” 2R	Fill in the gaps 1R	Achieve organizational sustainability
-Improve people’s lives (e.g. the “common good”). 2G	-Advocate for change. 1G 4R	-Influence policy discussion.	-Partner with the public sector.	-Develop public trust. 1G
-Increase resident’s wealth & disposable income. 1G	-Represent communities. 1G	-Educate the public. 2G 1R	-Leverage public and private investment. 3R	-Achieve fiscal stability. 5R
-Improve health of residents.	-Bring people together. 1R	-Identify resources. 1R	-Provide capacity that partners lack. 3G 1R	-Guarantee high-quality work. 3G
-Improve economic viability of neighborhood. 1G	-Increase local decision-making and community ownership.	-Report previous work.	-Respond quickly to requests (for information, research, history, etc.)	-Insure transparency. 3G 1R
-Save Energy in commercial, residential and government buildings.	-Influence policy discussion (by community).	-Understand needs and abilities of other: nonprofits, governments, individuals, etc.		-Be self-sustaining. 1G
-Increase positive long term tenure in housing.	-Target new customers; e.g., identify needs/opportunities.	-Compare effectiveness of programs. 1R		
-Support social good. 1G 2R		-Justify continued investment. 5G		

ATTACHMENT 14

Nonprofits

Key Findings: A wide variety of different capabilities are indicated, broadly encompassing self-improvement, hard work and influencing others.

Capabilities						
Embody values to stay in the game	Do		Sell			Improve
Be courageous.	Deliver on mission.	Work in collaboration.	Policy discussion.	Lobby elected officials.	Forge mutually beneficial partnerships.	Be innovative.
Be persistent.	Effect change themselves.	Need to keep track of work.	Demonstrate value.	Promote yourself.	Prove effectiveness.	Find new partners.
Patience.	Understand political / social / economic context.	Be the change.	Show/demonstrate success.	Measure current conditions and demonstrate change.	Obtain resources (financial, human, political capital).	Pursue diverse funding.
Be thrifty.	Gather effective stories.	Communicate with local officials; build relationships.	Engage stakeholders to garner support.	Demonstrate need.	Fundraising.	Demonstrate alternate scenarios.
Be nimble.	Employ technical expertise.	Make maps!	Clearly communicate.	Gain audience with influential stakeholders.	Must obtain funding.	
Maintain trust & credibility.			Persuade people to participate.	Tell compelling stories.	Raise money.	

ATTACHMENT 15

Nonprofits

Key Findings: Data being viewed primarily as an avenue for better evaluation of issues.

Data							Consolidation & Coordination of Data					Use of Spatial, Graphic or Visual Info Systems			
Need to know the world around us.	Manage resources	Shows transparency of projects/outcomes	Data to set priorities.	Data on key stakeholders	Evaluate success	Need to present data in a compelling way	Tell a consistent story across orgs/ sectors	Identify patterns	Operational efficiency & Effectiveness	Standardized data, formats/ structure	Presentations to funders (Govt, Foundations, etc.)	Compelling communication	Build shared understanding (public process)	Ability to see & show variation in the world	Analyzing & improving effectiveness.
-Work depends on accurate reflection of our world.			- Comparisons between potential projects.	-Data on funders.	-Tracking results.	-Data tied to compelling stories.		-Compare results across program over time & space.	-Allows us to operate accurately	-Consistent data is key		-Better outreach to stakeholders and funders (making the case)		Identify areas of need.	-Target resources/investment.
-Need to establish baselines.				-Customer lists.	-Allows for evaluation.	-Used to promote/sell our successes.		-Model (potential) outcomes – scenarios.	-Speed of access/ability to respond quickly	-Org's operate cross borderer so data must cross borders.		-For selling to stakeholders.			-Showing how your org can address that problem.
Data on quality of life indicators.					-Data on program effectiveness.			-Compare & contrast options.	-Allows us to operate quickly	-Need multiple large scale (county or state) datasets that we rarely have.		-Maps make the case!			-Ability to target activities in areas of highest need.
- Boundaries/territories.					-Demonstrate impact.			-Allows simultaneous comparisons across types of criteria (i.e., environments & financial)	-Allows us to operate in a fiscally responsible manner	-Filling the gaps with "even playing field".		-Tell story effectively (advocacy).			
					-Need to measure impact of doing.			-Can show: Importance, Relevance, Availability.	-Little in-house data produced.			-Showing effects of your work.			
									-Compensate for lacks of capacity internally or in our partners.			-Showing a problem.			
												-Very critical to proving outcomes, and need, especially to the larger public.			
												-Showing relationships between problems and policy makers or funders.			
												-Face time is short; picture = 1000 words.			
												-If a picture is worth 1000 words, a map is worth 100,000.			
												-Locate your work in context of community.			

ATTACHMENT 16

Nonprofits

Key Findings: Data allows for better coordination between groups, and around strategic goals.

Data					
Consistency	Common goals	More comprehensive views of world	Empower others	Data improves via collaboration	Efficiency
-Methodologies for summarizing	-Identifying opportunities for collaboration.	-Need data for entire service area or realm.		-Data enhancements.	-Saving money.
-Consistent standards	-Identification of shared goals and underlying issues.	-Special representation across sectors = revelations.			-Keep costs down.
-Measurement standards (e.g.: jobs)	-Basis for collaboration.	-Anonomizing; provide data so it can be shared.			-Eliminating waste.
-Consistent data	-Better planning.	-Can see relationships between disparate activities/areas: watersheds, schools/housing, drain tile/hypoxia.			-Eliminate redundant work.
-Consistent story (to stakeholders/public)					-Efficiencies gained.
					-Workflow efficiency.

ATTACHMENT 16 (con't)

Nonprofits

Key Findings: Data allows for better coordination between groups, and around strategic goals.

Other Resources					Work			Power						
Cost effective	Increase project viability	Organizational viability	Empower others to do what they couldn't do otherwise.	Increase Impact	More mission alignment across organizations	Shared services	Facilitate discussion (policy-based)	Leverage cross-field or cross-sector experience	Cost effectiveness	Transparency	Sharing "best practices"	Replicate findings/Validate work	- Meeting shared goals.	
-Meet shared goals w/ less waste.		-Provide technical expertise to small organizations.			-Establish/strengthen partnerships.	-Ability to do geocoding.		-Build awareness	-Value added to projects.	-Target resources/investment.				-More support; funders, policy-makers.
- Efficiencies gained.					-Builds relationships & partnerships.	-Software for visualizing & combining data.		-Discover common ground.	-Less likely to have "silo effect"	-Benefit from division of labor.				-Deal with larger problems.
-Reduce cost					-Create new relationships				-Get more fine-grained data.					-Can team up to effect change or have larger voice.
					-Better coordination/collaboration.									-Fewer oversights/missed opportunities.
														-More participation.
														-Engagement of domain experts
														-Bring new voices to the table (innovation)

ATTACHMENT 17 Nonprofits

Strategies						
Potential benefits/outcomes	Inspiring Innovation	Data improves via collaboration	Acknowledge barriers & offer solutions.	Create financial incentives for sharing	Mutual benefit	Demonstrate results from sharing
Show how it will help tell your story.		Value in organized, standardized info.		Sell advertising space	Synergy – whole is greater than the sum of parts.	Ability to add value to original product.
“prove” a point/make the case.				Data trading agreements	“our goals are your goals” (Q.O.L or “common good”)	Demonstrate change or action as a result.
Identify their self-interest & go from there.					Gaining new understanding... 2+2=5	Metrics: costs saved or projects enabled.
Will help us deliver consistent message.					We are in it together	Build a “user submitted” products feature into your data file.
					We all do better when we all do better.	

Slogans							
“Wikipedia in Space	Help us help you	Geographic Information Sharing	Our goals are your goals	Doing the dirty work... so you don't have to	A picture is worth 1000 words, but a map is worth 100,000.	Save Time, Save the World	C'mon, we're dyin' over here!

ATTACHMENT 18 Utilities

Key Findings: Utilities are focused on operational goals, centered on day-to-day indices.

Notable overlap exists between the Goals or Interests of utilities, and the perceived preferences of the public, with the exception of Making a Profit and Achieve and Maintain accurate maps and data.

Goals or Interests				
Achieve & maintain accurate maps and data (5R)	Ensure & maintain data integrity standards supporting systems & applications	Make a Profit (3R)	Provide reliable service at a reasonable price (7G 2R)	Ensure public safety (8G 4R)
-Ensure all notification / service areas are recorded and up to date with Gopher State One Call.				
-Ensure & maintain accurate info about utility assets				
-Collect most up to date base data in the state – Centerlines, E911, Parcels.				

ATTACHMENT 19 Utilities

Key Findings: There is an emphasis on the utility of data in the ongoing operations of utilities.

Capabilities		
Ease of access to information	Good working relationship with counties & utilities	Accurate data
-Systems that provide data easily.		-Accurate asset information.
-Acquire accurate spatial data quickly.		-Accurate land base map.

ATTACHMENT 20 Utilities

Key Findings: Responses indicate a view of data as instrumental in building relationships & delivering good customer service.

Data				Consolidation & Coordination of Data				Use of special, graphic or visual information		
Increased public safety	Prevents underground damages	Access to more data = work efficiencies	Reliability of service	Systems & Available information	Better decision making	Faster emergency response times	Cost effective – less redundancy	Engineering analysis more	Emergency response increased	Easier to communicate – more effective
-Helps Gopher State One Call notify utilities of dig locations.	-Increases public safety and prevents underground damages.									-Helps ensure everyone is on the same page.

ATTACHMENT 21 Utilities

Key Findings: Sharing helps promote more effective service delivery, planning and communication.

Data				Other Resources		Work		Power	
Data verification by different users	Incomplete & inaccurate data inhibits sharing	Increased safety	Cost savings – currency	Data Accuracy	Less work; redundancy	Coordination of activities	Better regional & local planning	Increased data accuracy / enhances	Better working relationships – Private vs. public
-Update out of date call center base data.			-Reduce over-notifying utilities = decrease in tickets = money saved.						
			-Address info help us pinpoint dig locations.						
			-Govt. utilities (water, sewer, elec., gas) data available.						

ATTACHMENT 22 Utilities

Strategies											Slogans	
Address Homeland Security Concerns.	Liability of inaccurate data.	Better working relationships	Public Safety	Open sharing leads to increased validation of incomplete / inaccurate data	Cost savings	Customer Data Privacy – legal concerns an obstacle to sharing.	Better Planning	Better service	Identify common interests	Data standards	If you share, we won't bother you!	Benefits all the way around
			- Increased Public Safety.		-Cost savings?				-Right now = Non-Profit, Not Reselling, data only used in call center.			

ATTACHMENT 23 Business

Goals & Interests										
Serve the public	Generating revenue	Meet client needs	Identify common data needs across sectors and pool resources for access	Create demand for information products	Understand who is involved for a location	Access data efficiently	Stronger local economy	Leverage data for business purposes		Mitigate Risk (site selection)
Understand public sector vision & goals early				Achieve consensus on value of data	Find contacts	Provide the fastest possible data access tools	Sign deals to bring businesses to area	Export	Analyze & manipulate	Better Decision Making – Private & Public benefit
					Facilitate data searching.	Provide data at reasonable cost		Create ability to easily print reports / graphics across all data	Analyze data for problem solving	
								Produce attractive reports	Clarify changing demographics	
								Evaluate site requirements	Assist clients to adapt to change using predicative data	
								Show the current reality in map, graphics & tables	Determine application to provide / create trends	
								Market Re availabilities easily	Understand market conditions	
								Access data with mobile devices	Provide movement of residents (HH)	
								Create user friendly data summaries	Create new data by merging / mining databases	
								Present data graphically		

Capabilities													
“Open source” structure	Understand what is truly proprietary	Participation & collaboration	Data quality & standardization	Provide for a primary key to facilitate linking datasets	Web based data access & analytical tools	Create parcel-based data management system	Provide both raw & processed data	Create shared data utility for collaborative decision making	Facilitate easy access to data	Separate 2 levels of info: surface level & deep, yet in same place	Add “my data” that works with free data but stays proprietary	Allow user-based additions	Allow individual customization
	Assist with legal negotiations for data access		Provide “clean” data	Deliver in standardized formats		Link data to parcels		Host a metadata clearinghouse	Provide fast/ accurate access to processed data & maps	Exposing data professionally to clients/ public			
	Identify & address data privacy issues		Provide timely data	Understand data age and verification		Tie properties to parcels without duplication		Partner with data providers	Ensure easy & meaningful access to data	Simplify data with ability to find more info			
			Provide relevant data	Develop state-wide parcel data standard		Track parcel “life span” fully		Combine datasets		Exposing data to subscribers/ power users			
			Find normative data (all the same)	Maintain accurate data		Host historical and archival data		Provide tools for linking residential & commercial data					
			Data content standards	Understand assessor data collection processes / standards				Connect with news					
			Provide accurate profiles of residential development					Provide tools for linking gov’t & open source data (e.g. openstreet map)					

ATTACHMENT 24 Business

Data & Information										
Time Savings	Cost savings/ efficiency	Less duplication	Improved profit margins!	Win more business by faster response to client needs via data relationships	More data quality via scrutiny	Better data accessibility	Innovation: products; ideas	More timely data	Potential for more data granularity	More complete data sets (fewer gaps)
Can send more time on analysis rather than building data files	Cost savings				More objective data (multiple source cross-checks)					
Simplify site selection	Reduce costs				More accurate data					

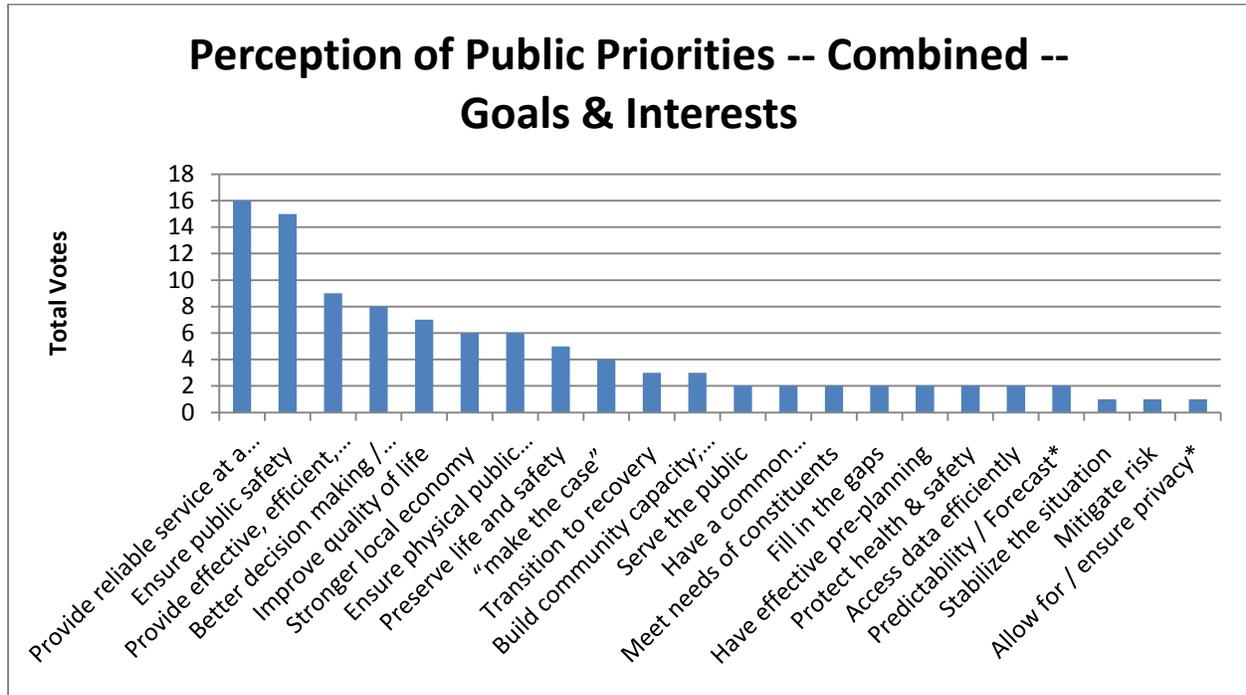
ATTACHMENT 25 Business

Other resources					Work						
Makes area more sophisticated	Cost savings/ efficiency; do what best at	Benefit from unique knowledge or skills of collaborating staff	Faster innovation; spread costs; expanded access to resources	Expand market reach: products; areas	Cost efficiency; do what good at	Innovation	More objective and useful results; but potential to go the other way	Better consumer product	MN Better for business/ people	Cross-sector sharing yields 1) better governance, 2) understanding	Reduce redundancy
Compete better with other regions	Focus on strengths in each org	Better process improvement via collaboration				Process transparency leads to better problem solving				Builds common sense of purpose across sectors	
	More capabilities than sharing									Process input builds consensus	

ATTACHMENT 26 Business

Framing						
A free product visually appealing that public knows about	Compete better with other regions	Compete better for corporate business	Compete better for institutional investment dollars	Compete better for attention of site selectors	Public good	Cost savings

**ATTACHMENT 27
Combined**



Perception of Public Priorities – Combined – Goals & Interests	
Provide reliable service at a reasonable price	16
Ensure public safety	15
Provide effective, efficient, quality services	9
Better decision making / private & public benefit	8
Improve quality of life	7
Stronger local economy	6
Ensure physical public infrastructure is developed and maintained	6
Preserve life and safety	5
“make the case”	4
Transition to recovery	3
Build community capacity; place; interest	3
Serve the public	2
Have a common understanding	2
Meet needs of constituents	2
Fill in the gaps	2
Have effective pre-planning	2
Protect health & safety	2
Access data efficiently	2
Predictability / Forecast*	2
Stabilize the situation	1
Mitigate risk	1
Allow for / ensure privacy*	1

Perception of Public Prioritization

First Responders

Priority	Count
Serve the public	2
Ensure public safety	2
Preserve life and safety	2
Transition to recovery	2
Better decision making / private & public benefit	1
Provide reliable service at a reasonable price	1
Build community capacity; place; interest	1
Stabilize the situation	1
Provide effective, efficient, quality services	1
Have a common understanding	1

Perception of Public Prioritization

Nonprofits

Priority	Count
Ensure public safety	3
“Make the case”	3
Improve quality of life	2
Meet needs of constituents	2
Better decision making / private & public benefit	2
Stronger local economy	2
Provide reliable service at a reasonable price	2
Fill in the gaps	2
Provide effective, efficient, quality services	2
Ensure physical public infrastructure is developed and maintained	1

Perception of Public Prioritization

Government

Priority	Count
Ensure public safety	4
Provide reliable service at a reasonable price	4
Provide effective, efficient, quality services	4
Ensure physical public infrastructure is developed and maintained	4
Improve quality of life	3
Better decision making / private & public benefit	1
Mitigate risk	1
Allow for / ensure privacy*	1
Build community capacity; place; interest	1
“make the case”	1
Have effective pre-planning	1

Perception of Public Prioritization

Utilities

Priority	Count
Ensure public safety	6
Provide reliable service at a reasonable price	7
Protect health & safety	2
Better decision making / private & public benefit	2
Stronger local economy	1
Access data efficiently	1
Transition to recovery	1
Have effective pre-planning	1

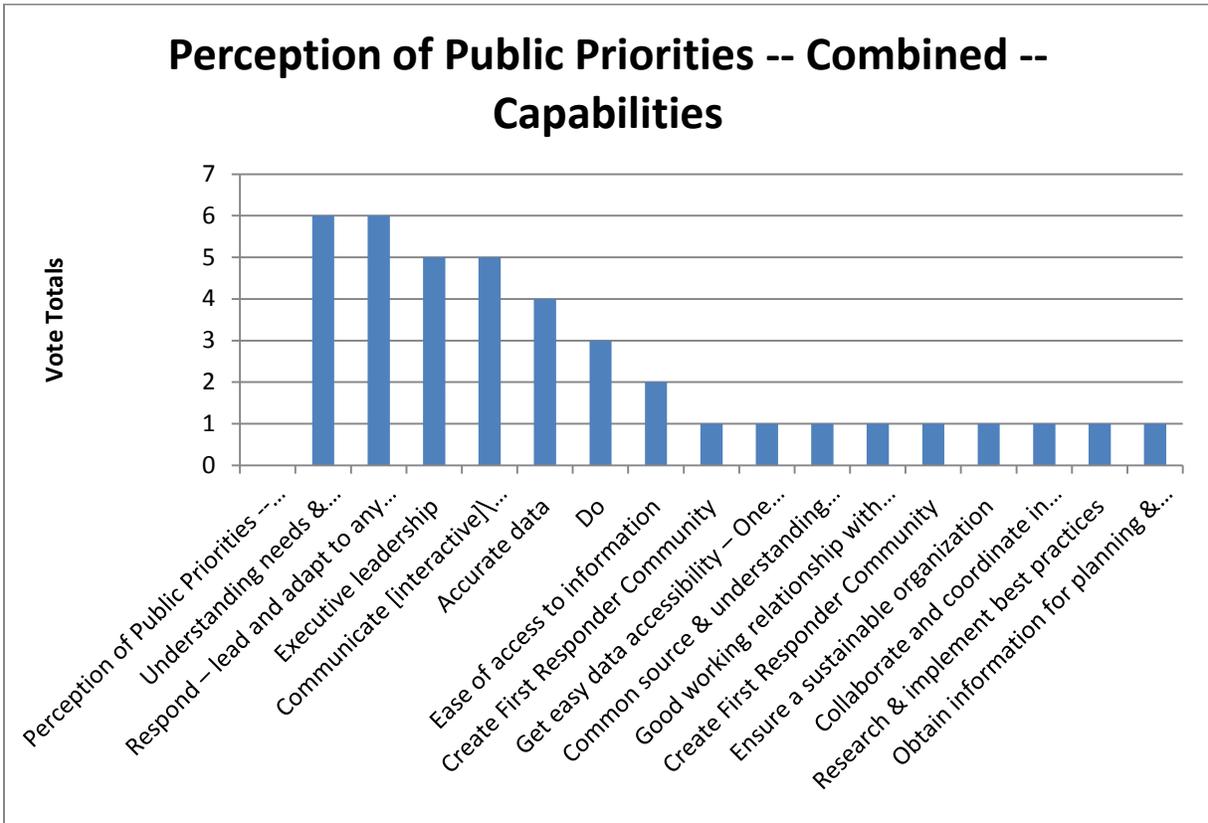
Perception of Public Prioritization

Business

Priority	Count
Stronger local economy	3
Preserve life and safety	3
Provide effective, efficient, quality services	3
Better decision making / private & public benefit	2
Improve quality of life	2
Provide reliable service at a reasonable price	2
Predictability / Forecast*	2
Build community capacity; place; interest	1
Ensure physical public infrastructure is developed and maintained	1
Have a common understanding	1
Access data efficiently	1

* = Newly added Goal and Interest category during 12/1 combined focus group session.

**ATTACHMENT 28
Combined**



Perception of Public Priorities -- Combined – Capabilities	
Understanding needs & expectations of citizens	6
Respond – lead and adapt to any situation	6
Executive leadership	5
Communicate [interactive]\ effectively	5
Accurate data	4
Do	3
Ease of access to information	2
Create First Responder Community	1
Get easy data accessibility – One Stop Shop	1
Common source & understanding of data*	1
Good working relationship with counties & utilities	1
Create First Responder Community	1
Ensure a sustainable organization	1
Collaborate and coordinate in achievement of goals & program implementation	1
Research & implement best practices	1
Obtain information for planning & implementation	1

Perception of Public Prioritization	
First Responders	
Priority	Count
Understanding needs & expectations of citizens	2
Respond – lead and adapt to any situation	1
Create First Responder Community	1
Executive leadership	1
Communicate [interactive]\ effectively	1

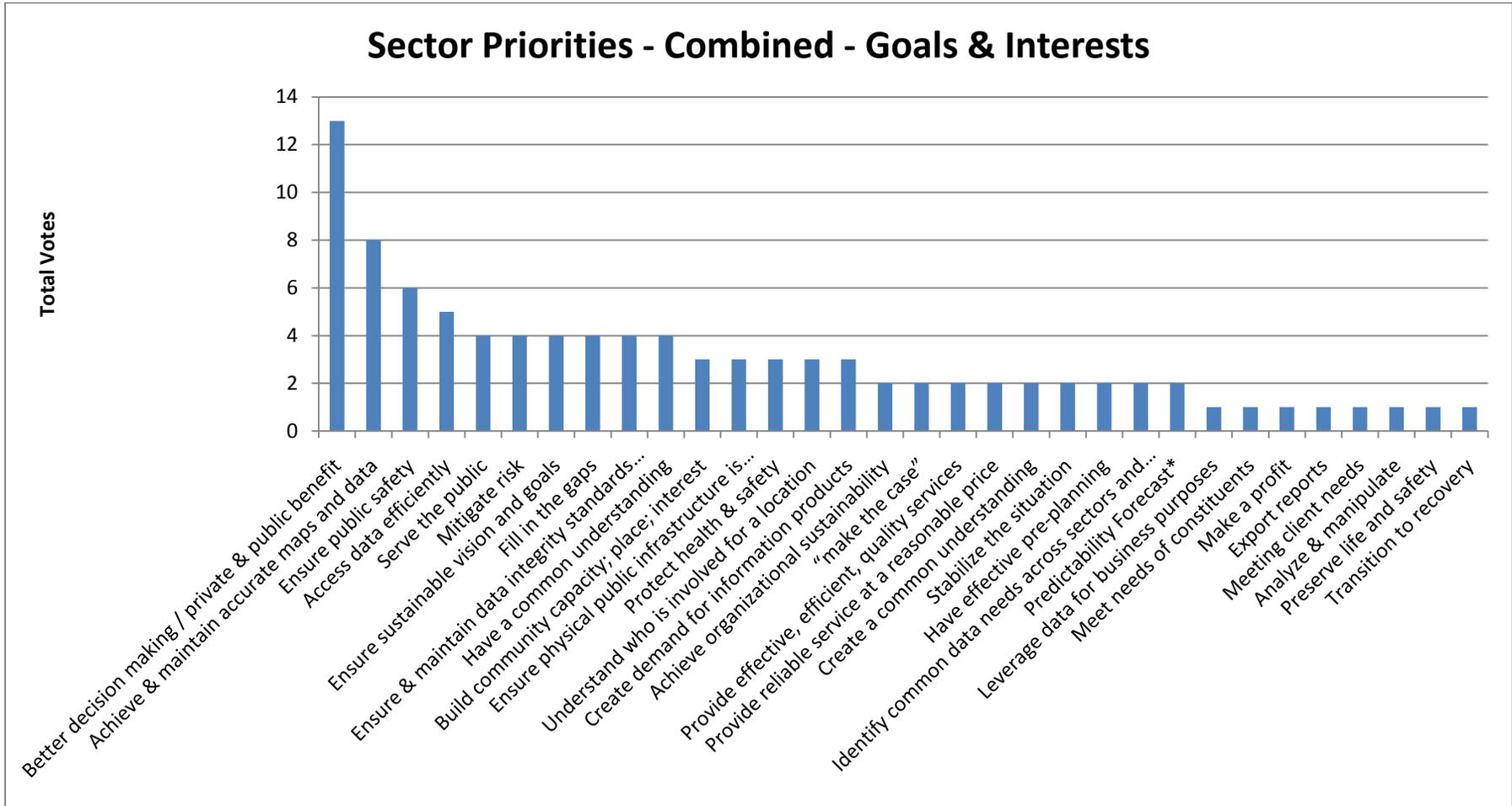
Perception of Public Prioritization	
Government	
Priority	Count
Get easy data accessibility – One Stop Shop	1
Accurate data	1
Common source & understanding of data*	1
Good working relationship with counties & utilities	1
Create First Responder Community	1
Respond – lead – and adapt to any situation	1
Executive leadership	1
Ensure a sustainable organization	1
Understanding needs & expectations of citizens	1
Communicate [interactive] effectively	1

Perception of Public Prioritization	
Nonprofits	
Priority	Count
Do	3
Respond – lead – adapt to any situation	3
Collaborate and coordinate in achievement of goals & program implementation	1
Understanding needs & expectations of citizens	1
Research & implement best practices	1

Perception of Public Prioritization	
Utilities	
Priority	Count
Accurate data	3
Understanding needs & expectations of citizens	2
Collaborate and coordinate in achievement of goals & program implementation	2
Ease of access to information	1
Communicate [interactive] effectively	1

Perception of Public Prioritization	
Business	
Priority	Count
Executive leadership	3
Communicate [interactive] effectively	2
Ease of access to information	1
Respond – lead and adapt to any situation	1
Collaborate and coordinate in achievement of goals & program implementation	1
Obtain information for planning & implementation	1

ATTACHMENT 29 Combined Group



Sector Priorities – Combined – Goals & Interests	
Better decision making / private & public benefit	13
Achieve & maintain accurate maps and data	8
Ensure public safety	6
Access data efficiently	5
Serve the public	4
Mitigate risk	4
Ensure sustainable vision and goals	4
Fill in the gaps	4
Ensure & maintain data integrity standards supporting systems & applications	4
Have a common understanding	4
Build community capacity; place; interest	3
Ensure physical public infrastructure is developed and maintained	3
Protect health & safety	3
Understand who is involved for a location	3
Create demand for information products	3
Achieve organizational sustainability	2
“make the case”	2
Provide effective, efficient, quality services	2
Provide reliable service at a reasonable price	2
Create a common understanding	2
Stabilize the situation	2
Have effective pre-planning	2
Identify common data needs across sectors and pool resources for access	2
Predictability Forecast*	2
Leverage data for business purposes	1
Meet needs of constituents	1
Make a profit	1
Export reports	1
Meeting client needs	1
Analyze & manipulate	1
Preserve life and safety	1
Transition to recovery	1

Sector Priorities	
First Responders	
Goals & Interest Priorities	Count
Serve the public	2
Have a common understanding	2
Better decision making / private & public benefit	1
Ensure public safety	1
Analyze & manipulate	1
Access data efficiently	1
Preserve life and safety	1
Stabilize the situation	1
Transition to recovery	1
Achieve and maintain accurate maps & data	1
Ensure & maintain data integrity standards supporting system & applications	1
Have effective pre-planning	1

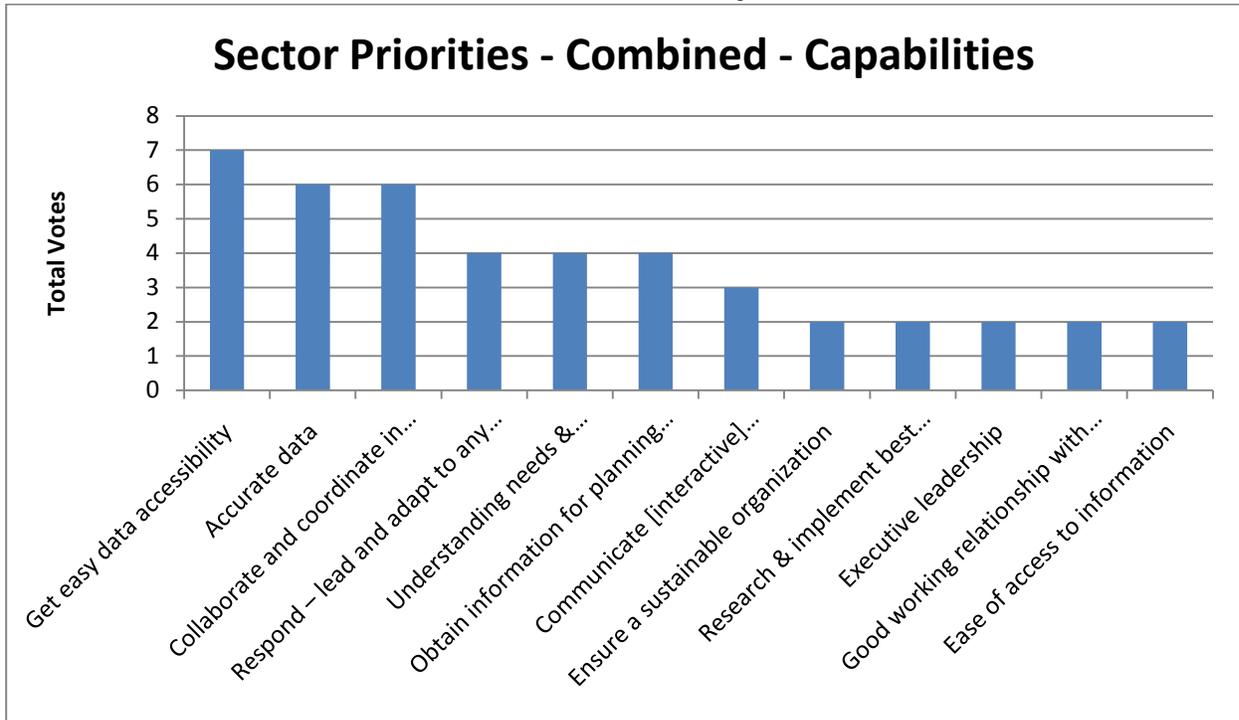
Sector Priorities	
Government	
Goals & Interest Priorities	Count
Better decision making / private & public benefit	5
Mitigate risk	4
Ensure physical public infrastructure is developed and maintained	3
Ensure sustainable vision and goals	3
Provide effective, efficient, quality services	2
Protect health & safety	2
Provide reliable service at a reasonable price	2
Understand who is involved for a location	1

Sector Priorities	
Nonprofits	
Goals & Interest Priorities	Count
Better decision making / private & public benefits	4
Serve the public	2
Build community capacity; place; interest	2
Achieve organizational sustainability	2
“make the case”	2
Create a common understanding	2
Leverage data for business purposes	1
Meet needs of constituents	1
Protect health & safety	1
Fill in the gaps	1
Ensure sustainable vision and goals	1

Sector Priorities	
Utilities	
Goals & Interest Priorities	Count
Ensure public safety	5
Achieve & maintain accurate maps and data	5
Ensure & maintain data integrity standards supporting systems & applications	3
Access data efficiently	3
Make a profit	1
Stabilize the situation	1
Understand who is involved for a location	1
Have a common understanding	1
Have effective pre-planning	1

Sector Priorities	
Business	
Goals & Interest Priorities	Count
Better decision making / private & public benefit	3
Fill in the gaps	3
Create demand for information products	3
Achieve & maintain accurate maps and data	2
Identify common data needs across sectors and pool resources for access	2
Predictability Forecast*	2
Access data efficiently	1
Understand who is involved for a location	1
Have a common understanding	1
Export reports	1
Build community capacity; place; interest	1
Meeting client needs	1

ATTACHMENT 30 Combined Group



Sector Priorities – Combined – Capabilities	
Get easy data accessibility	7
Accurate data	6
Collaborate and coordinate in achievement of goals & program implementation	6
Respond – lead and adapt to any situation	4
Understanding needs & expectations of citizens	4
Obtain information for planning & implementation	4
Communicate [interactive] effectively	3
Ensure a sustainable organization	2
Research & implement best practices	2
Executive leadership	2
Good working relationship with counties & utilities	2
Ease of access to information	2

Sector Priorities	
First Responders	
Capability Priorities	Count
Communicate [interactive] effectively	2
Respond – lead and adapt to any situation	1
Executive leadership	1
Collaborate and coordinate in achievement of goals & program implementation	1
Understanding needs & expectations of citizens	1

Sector Priorities	
Government	
Capability Priorities	Count
Understanding needs & expectations of citizens	3
Ensure a sustainable organization	2
Research & implement best practices	2
Get easy data accessibility	1
Accurate data	1
Respond – lead and adapt to any situation	1
Communicate [interactive] effectively	1
Obtain information for planning & implementation	1

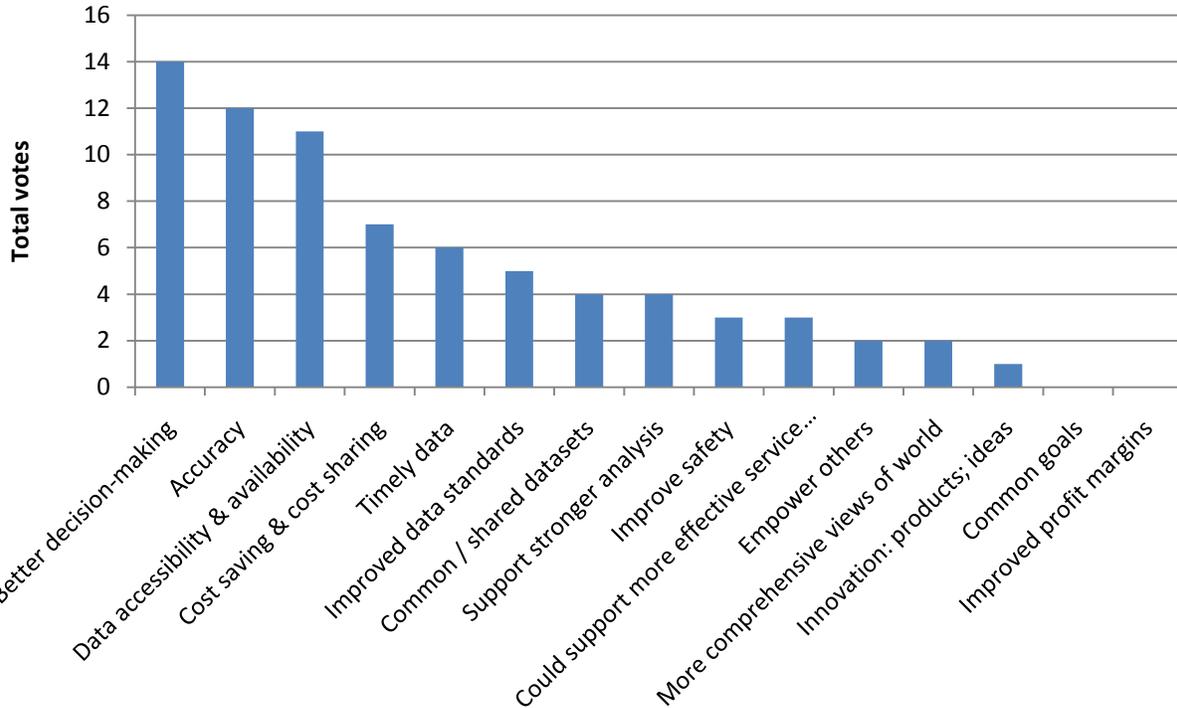
Sector Priorities	
Nonprofits	
Capability Priorities	Count
Collaborate and coordinate in achievement of goals & program implementation	3
Obtain information for planning & implementation	3
Get easy data accessibility – One Stop Shop	2
Respond – lead and adapt to any situation	1

Sector Priorities	
Utilities	
Capability Priorities	Count
Accurate data	3
Good working relationship with counties & utilities	2
Ease of access to information	2
Respond – lead and adapt to any situation	1

Sector Priorities	
Business	
Capability Priorities	Count
Get easy data accessibility – One Stop Shop	4
Accurate data	2
Collaborate and coordinate in achievement o goals & program implementation	2
Executive leadership	1

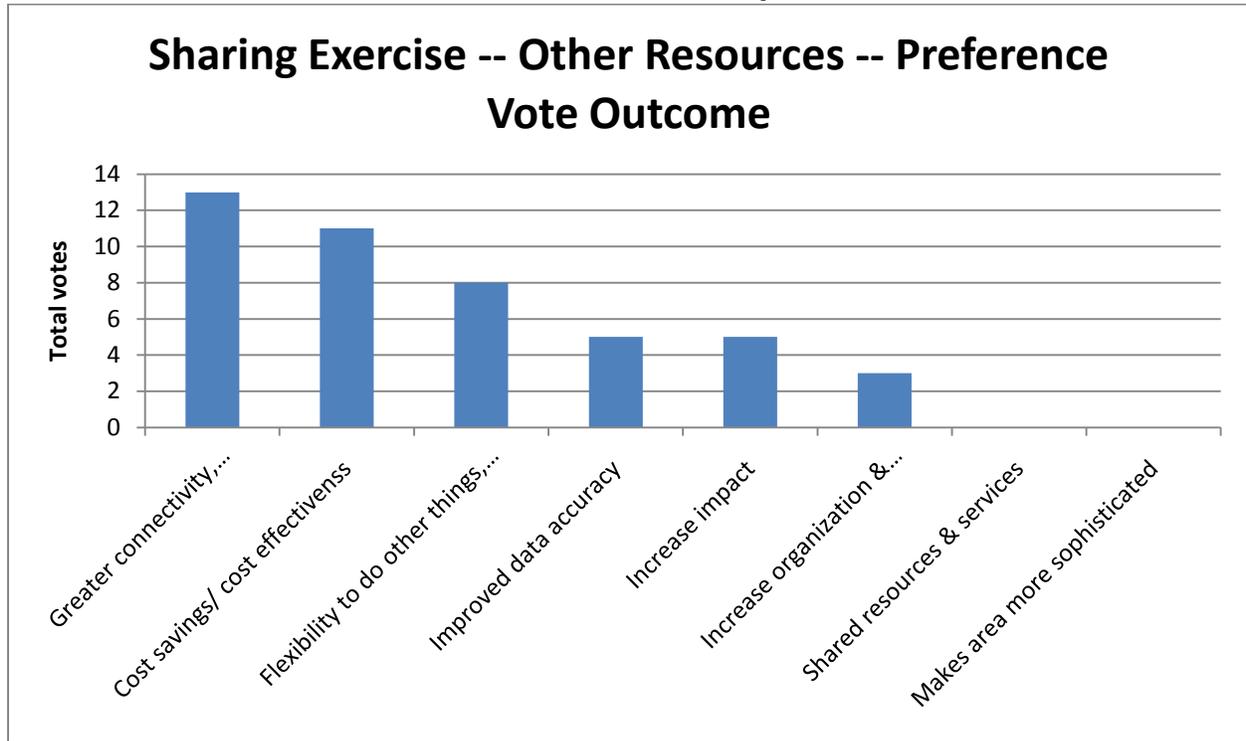
**ATTACHMENT 31
Combined Group**

**Sharing Exercise -- Data & Information --
Preference Vote Outcome**



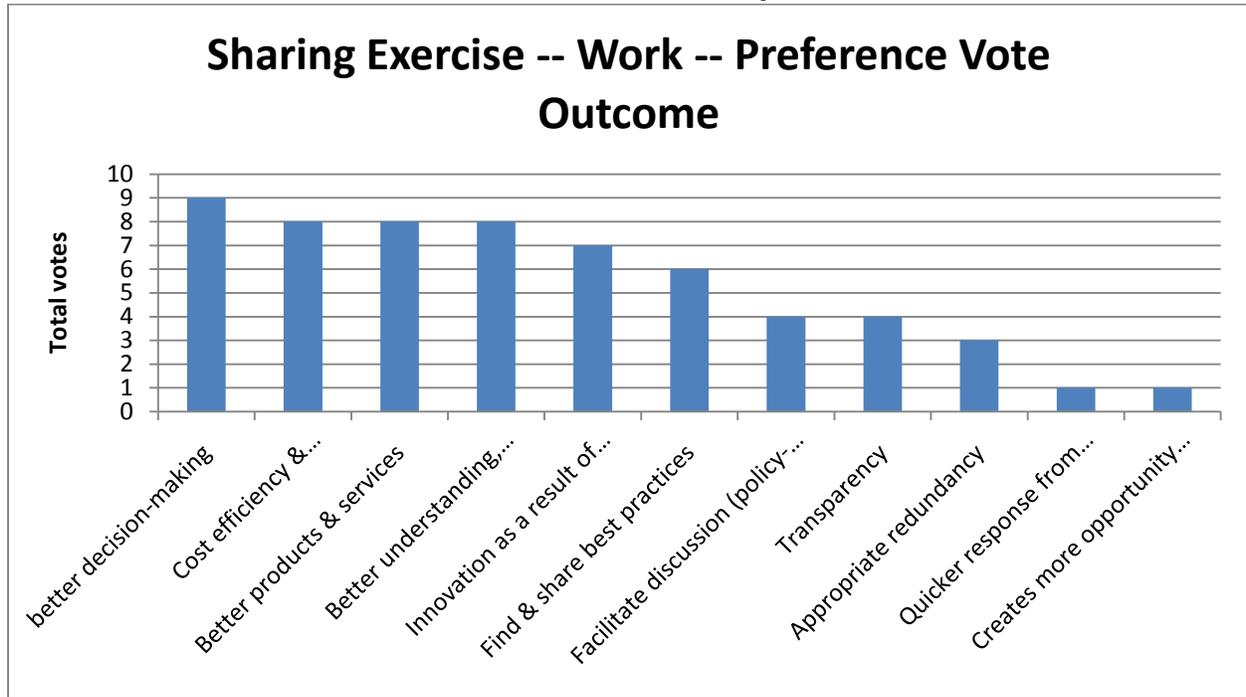
MetroGIS Quantify Public Value (QPV) Study -- Focus Group Sharing Response Worksheet	Votes
Better decision-making	14
Accuracy	12
Data accessibility & availability	11
Cost saving & cost sharing	7
Timely data	6
Improved data standards	5
Common / shared datasets	4
Support stronger analysis	4
Improve safety	3
Could support more effective service delivery	3
Empower others	2
More comprehensive views of world	2
Innovation: products; ideas	1
Common goals	0
Improved profit margins	0

**ATTACHMENT 32
Combined Group**



MetroGIS Quantify Public Value (QPV) Study -- Focus Group Sharing Response Worksheet	Votes
Greater connectivity, collaboration & alignment	13
Cost savings/ cost effectiveness	11
Flexibility to do other things, one of which is to innovate	8
Improved data accuracy	5
Increase impact	5
Increase organization & project viability	3
Shared resources & services	0

**ATTACHMENT 33
Combined Group**



MetroGIS Quantify Public Value (QPV) Study -- Focus Group Sharing Response Worksheet	Votes
better decision-making	9
Cost efficiency & effectiveness	8
Better products & services	8
Better understanding, planning, governance & attractiveness to business	8
Innovation as a result of sharing	7
Find & share best practices	6
Facilitate discussion (policy-based)	4

**ATTACHMENT 34
COMBINED FOCUS GROUP AGENDA**

**MetroGIS Quantify Public Value (QPV) Study
“Defining Values” Component
Combined Focus Group
December 1, 2011, 12:30 p.m. – 4:00 p.m.**

The session will be held in:

The Board Room
Metropolitan Counties Government Center
2099 University Avenue West
St. Paul, MN 55104-3431

The building is on the northeast corner of University Ave. and North Cleveland Ave. (which becomes Transfer Road north of University Ave.) For directions: <http://www.mmcd.org/directions.html>. Ph: [651-645-9149](tel:651-645-9149)

Agenda

Time	Topic and Process
12:30 – 12:45	<i>Introductions of Participants and Session</i>
12:45 – 2:00	<p><i>Review and Discuss Goals/ Interests and Needed Capabilities Diagram(s) Developed Based on Previous Sessions</i></p> <p>Copies of concept maps will be shared showing the goals/interests and capabilities developed by each of the separate focus groups. A concept map will also be shared that shows the goals/interests and capabilities for the combined focus groups. Comparisons and contrasts will be discussed.</p> <p>The diagrams will help participants see what the <i>shared goals/interests</i> within each focus group and across all focus groups.</p> <p>The diagrams will also indicate what focus group participants think the <i>capabilities</i> are that they must have in order to achieve their goals and pursue its interests. Comparisons and contrasts with other focus groups will be discussed.</p> <p>The articulated goals/interests and capabilities presumably indicate what focus group participants <i>value</i>.</p> <p>Question for separate focus groups: Do you see more commonalities across groups – perhaps with slight changes to the language on the maps?</p> <p>Share results with full group.</p> <p>Modify maps as appropriate.</p>

2:00 – 2:30	<p><i>Discuss which goals/ interests and capabilities indicate what the group strongly values and which goals/ interests indicate what the group believes the public values.</i> In other words, what does the group see as the common ground for the stakeholders present, and what does the group think that the public at large most values?</p> <p>Colored stick-on dots placed on the diagram (one color for values and another for public values) will be used to pool judgments of group members.</p>
2:30 – 3:15	<p><i>Discuss the ways in which achievement of these values and public values depends on sharing data and information, other kinds of resources (staff, money, facilities, etc.), and work.</i></p> <p>Combined summary results from the five focus groups will be presented on large posters. Participants will use colored stick-on dots to pool judgments about which are the most important ways in which sharing provides value. Reflections on the results will be shared.</p>
3:15 – 3:45	<p><i>Develop a list of current data needs and sharing possibilities.</i></p> <p>Participants will make use of a worksheet to generate ideas first as individuals. Large Post-Its stuck on a wall will be used to create a shared set of ideas.</p>
3:45 – 4:00	<p><i>Next Steps in the Project and Adjournment</i></p>