

WESTMONT DECISION LAB

Engaging with our
community's toughest
decisions

What makes decisions difficult?

Our most important decisions are often the most challenging

COMPETING
OBJECTIVES

MULTIPLE
STAKEHOLDERS

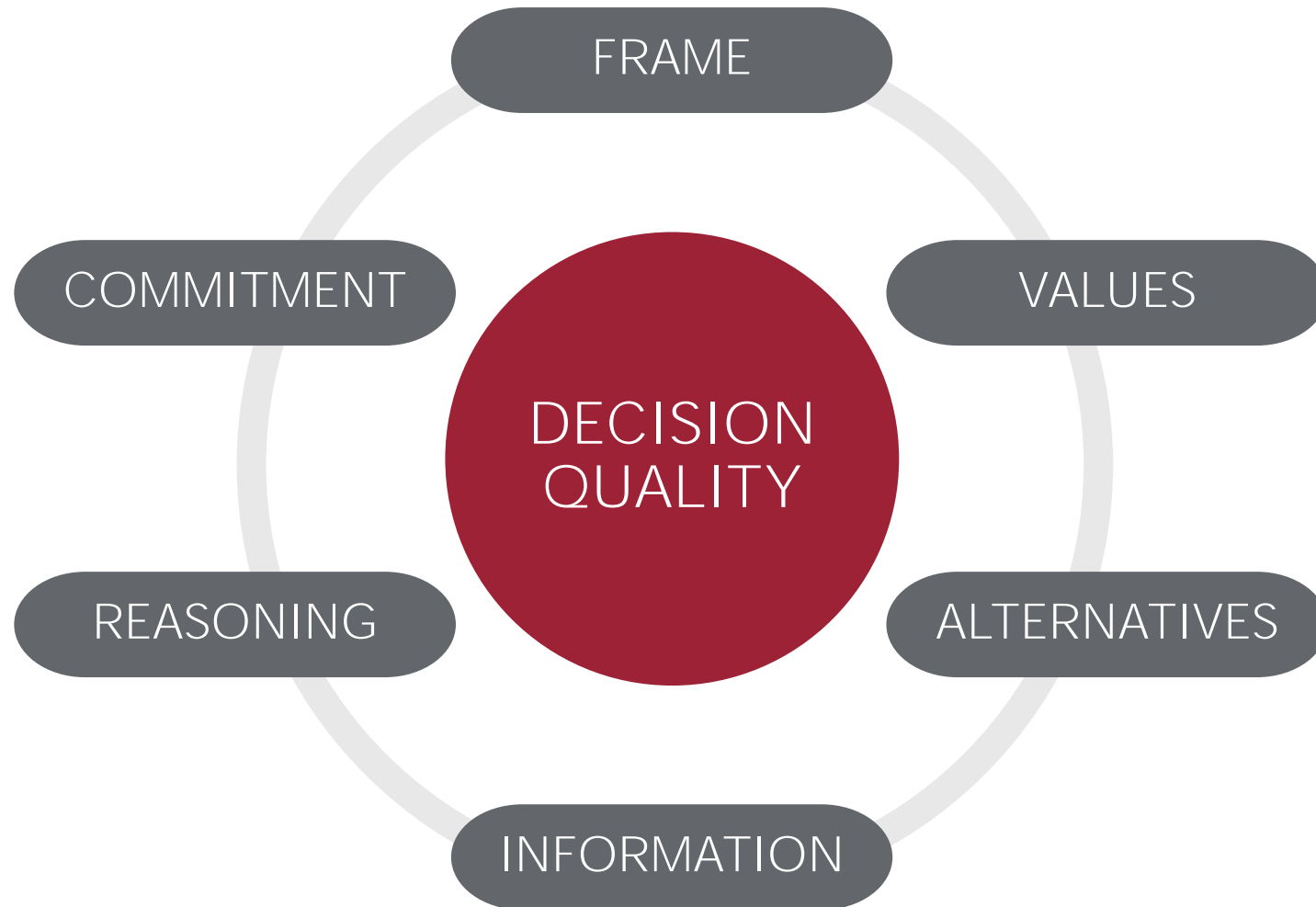
SIGNIFICANT
UNCERTAINTY

LONG TIME
HORIZONS

LIMITED
RESOURCES

What does it mean to make a good decision?

Decisions and outcomes are not the same thing



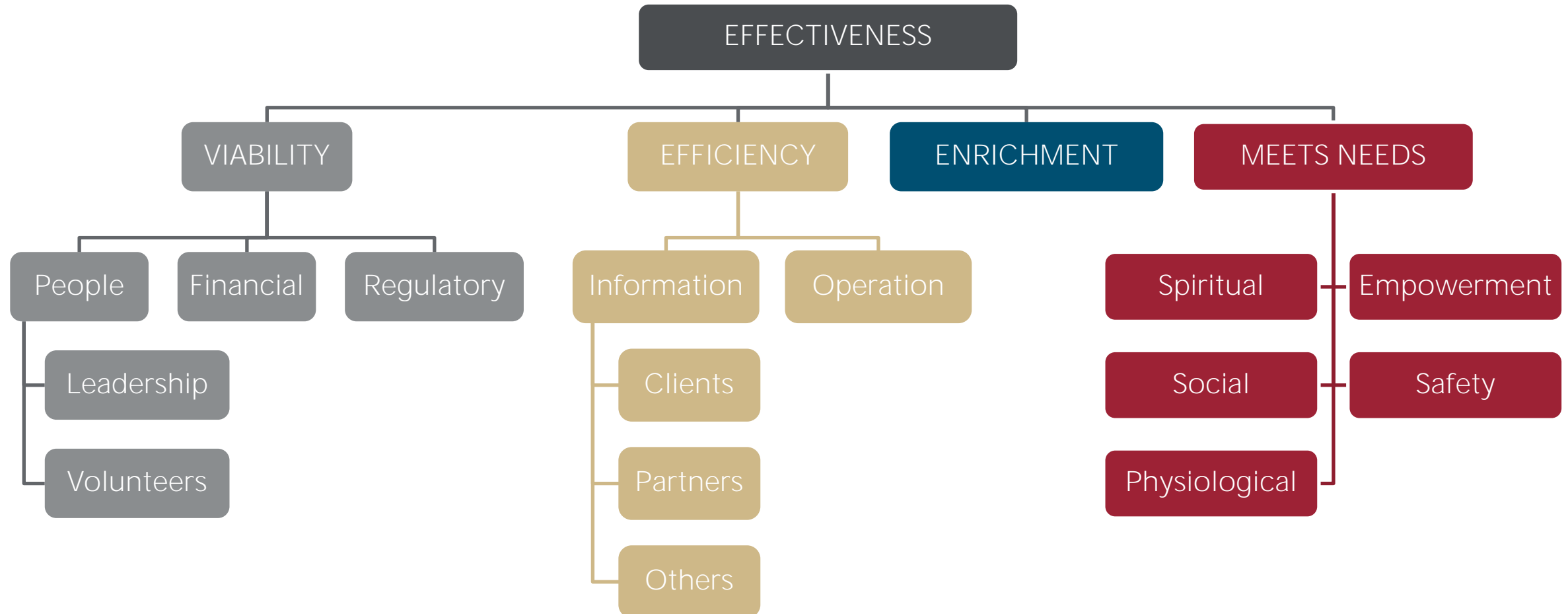
ALAMEDA PARK

Serving our
friends on the street



Leading with values

A value model gives stakeholders a common framework for thinking about success



From values to data to insights

By leading with values, we orient each phase around what matters



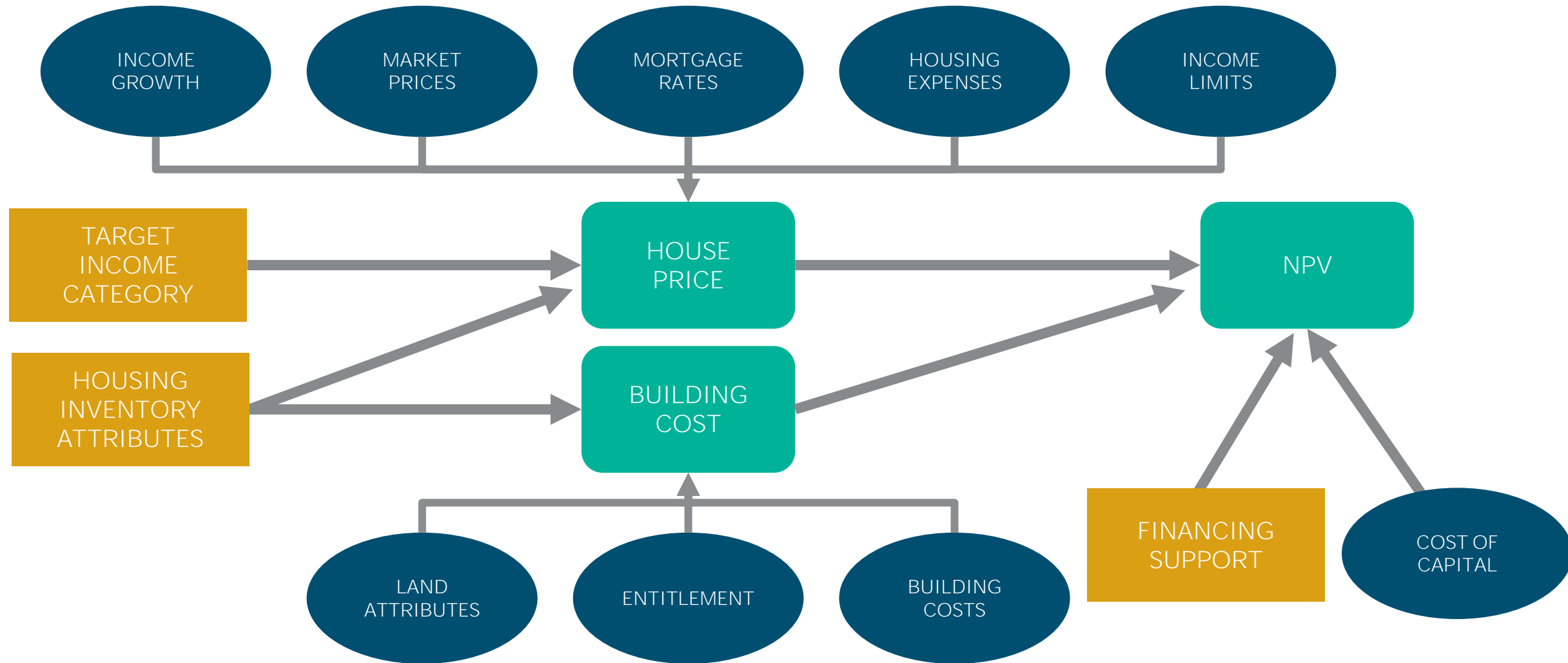
A grayscale photograph of construction workers building a house, with the text overlaid. The workers are seen from behind, reaching up to place wooden beams. The scene is dimly lit, with a blueish tint.

SANTA BARBARA ZOO

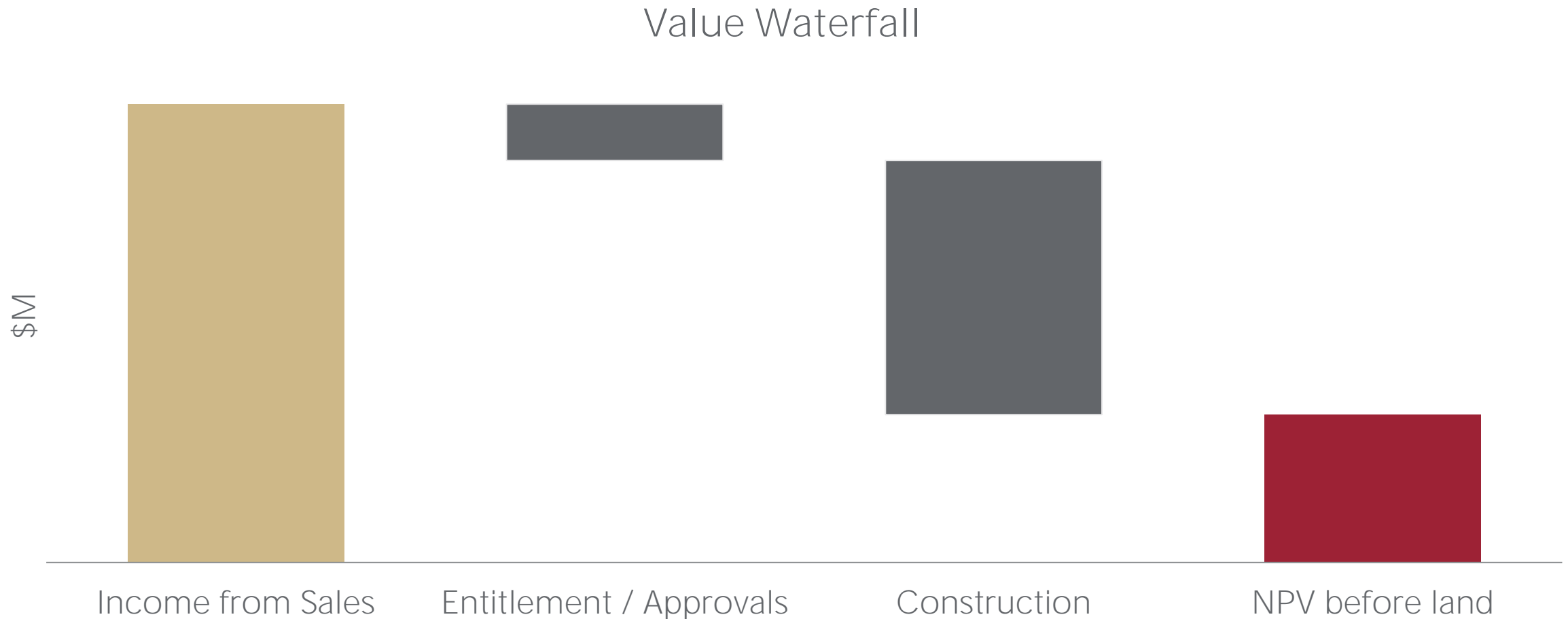
Can the zoo build affordable
housing for its employees?

Affordable housing decision

Value depends on choices and uncertain outcomes

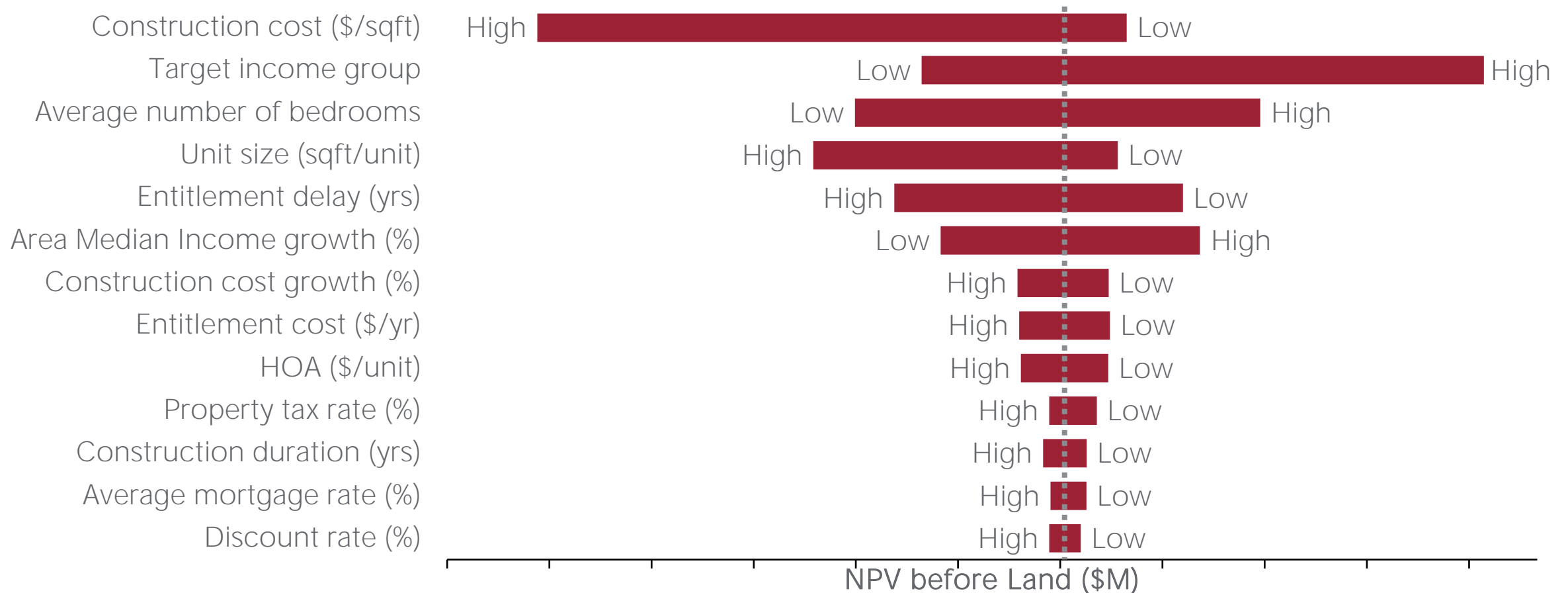


Students researched inputs and built financial models
Each combination of decisions and environmental
assumptions implied a unique value breakdown



Identifying value drivers

Sensitivity analysis helps decision makers identify critical assumptions and value drivers

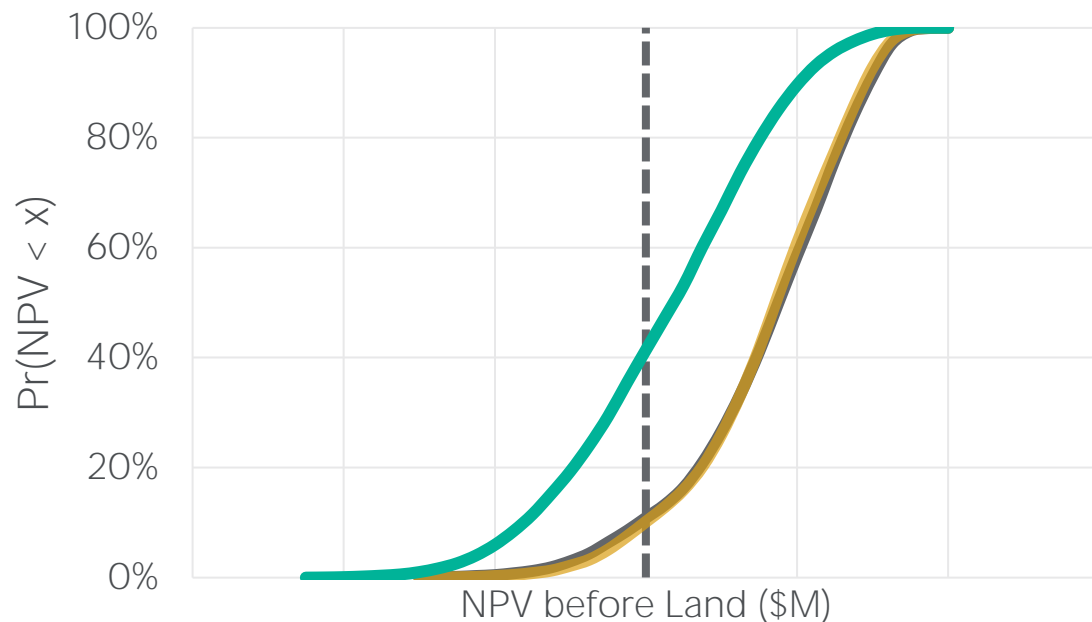


Understanding risks

Probabilistic analysis adds new texture to scenario analysis

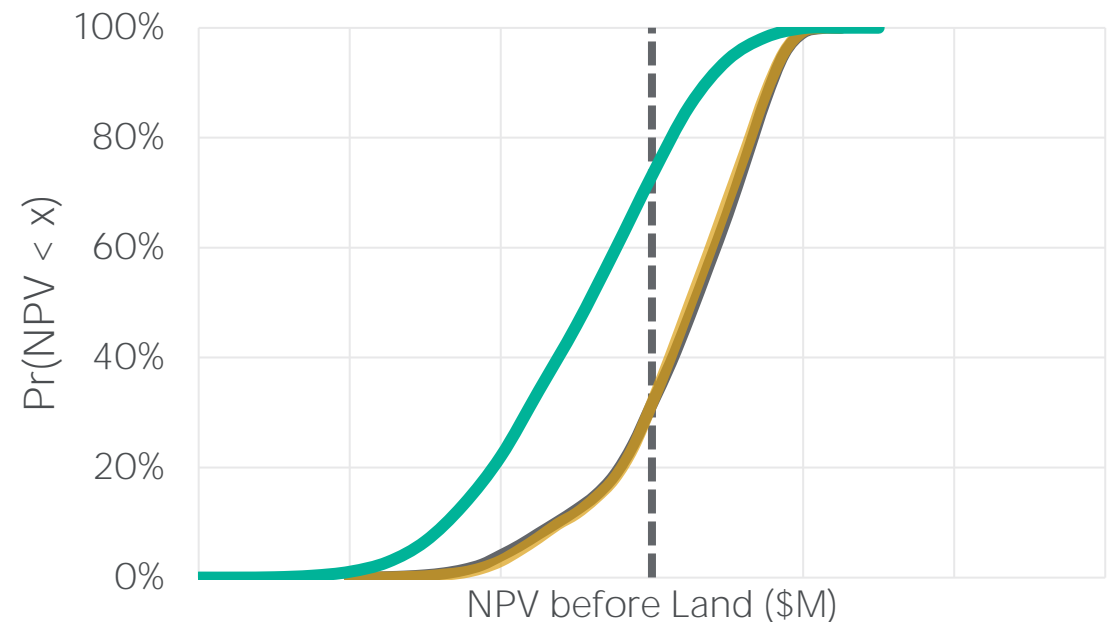
Middle Income pricing

- 2 Bed / Multi Family 10+ / Middle Income
- 2 Bed / Multi Family 2-3 / Middle Income
- 2 Bed / Single Family Home / Middle Income



Moderate Income pricing

- 2 Bed / Multi Family 10+ / Moderate Income
- 2 Bed / Multi Family 2-3 / Moderate Income
- 2 Bed / Single Family Home / Moderate Income



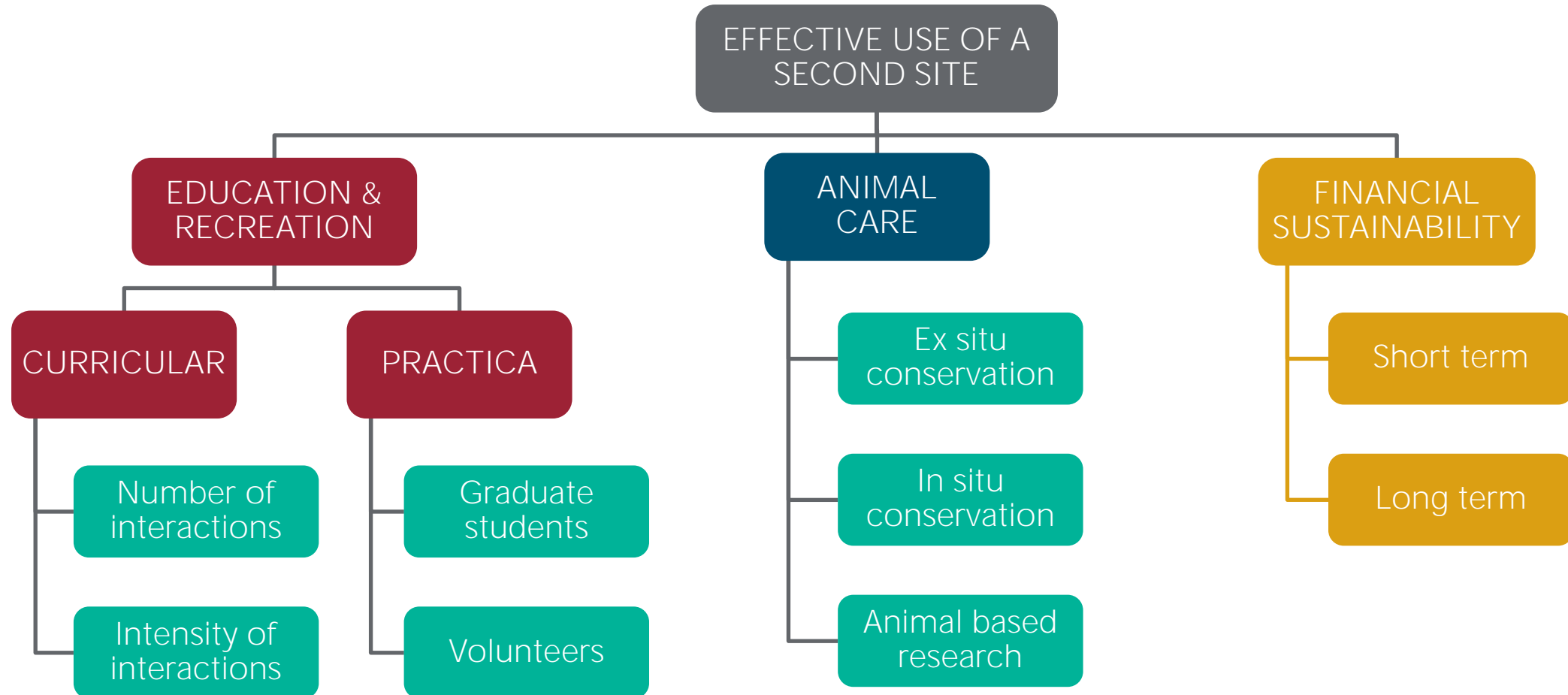


SANTA BARBARA ZOO

First steps towards
a second site

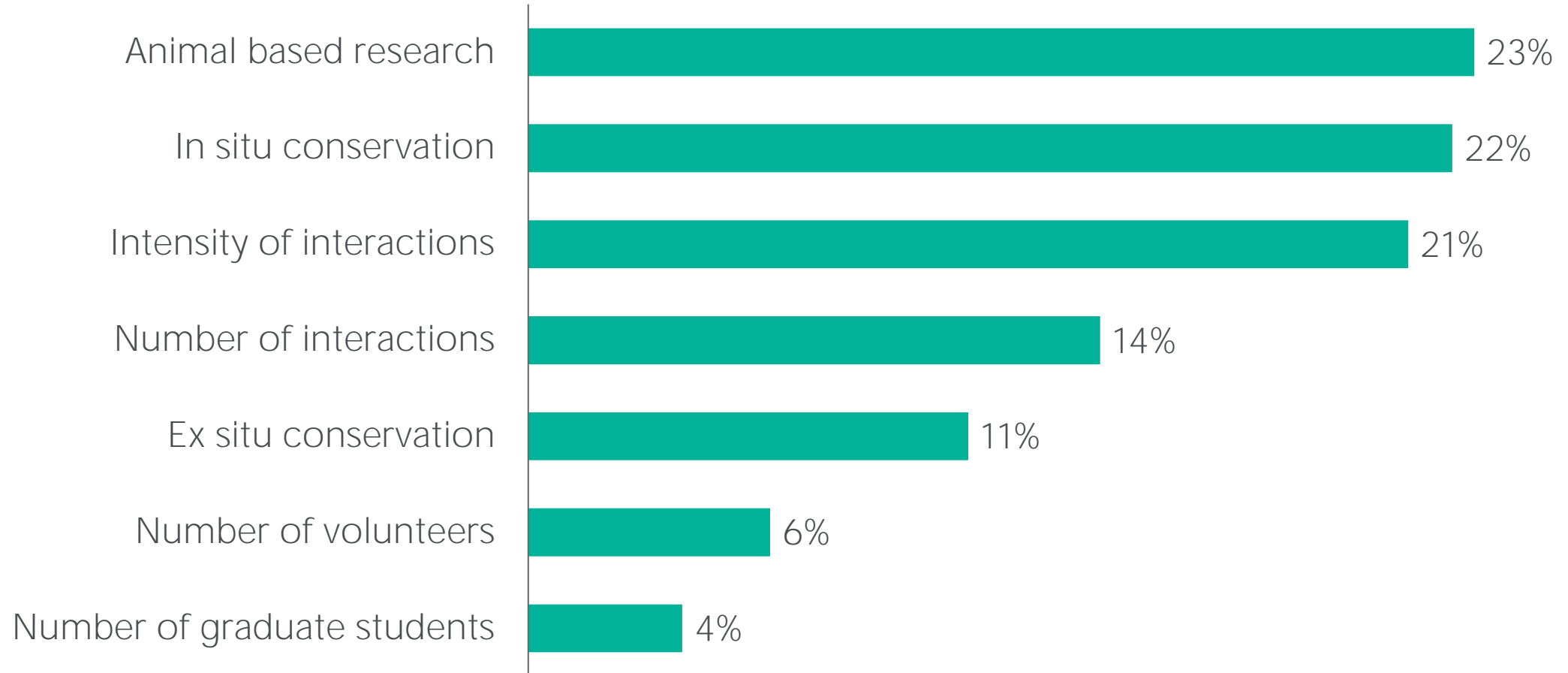
Leading with values

Values inform every part of the decision analysis process



What's really important?

Value weights help leadership make difficult tradeoffs



What could a second site be used for?

Each strategy represents a different future for the Zoo

Storage and
office space

Browse
farming

Zoo school

Outdoor and
environmental
education

Hospitality

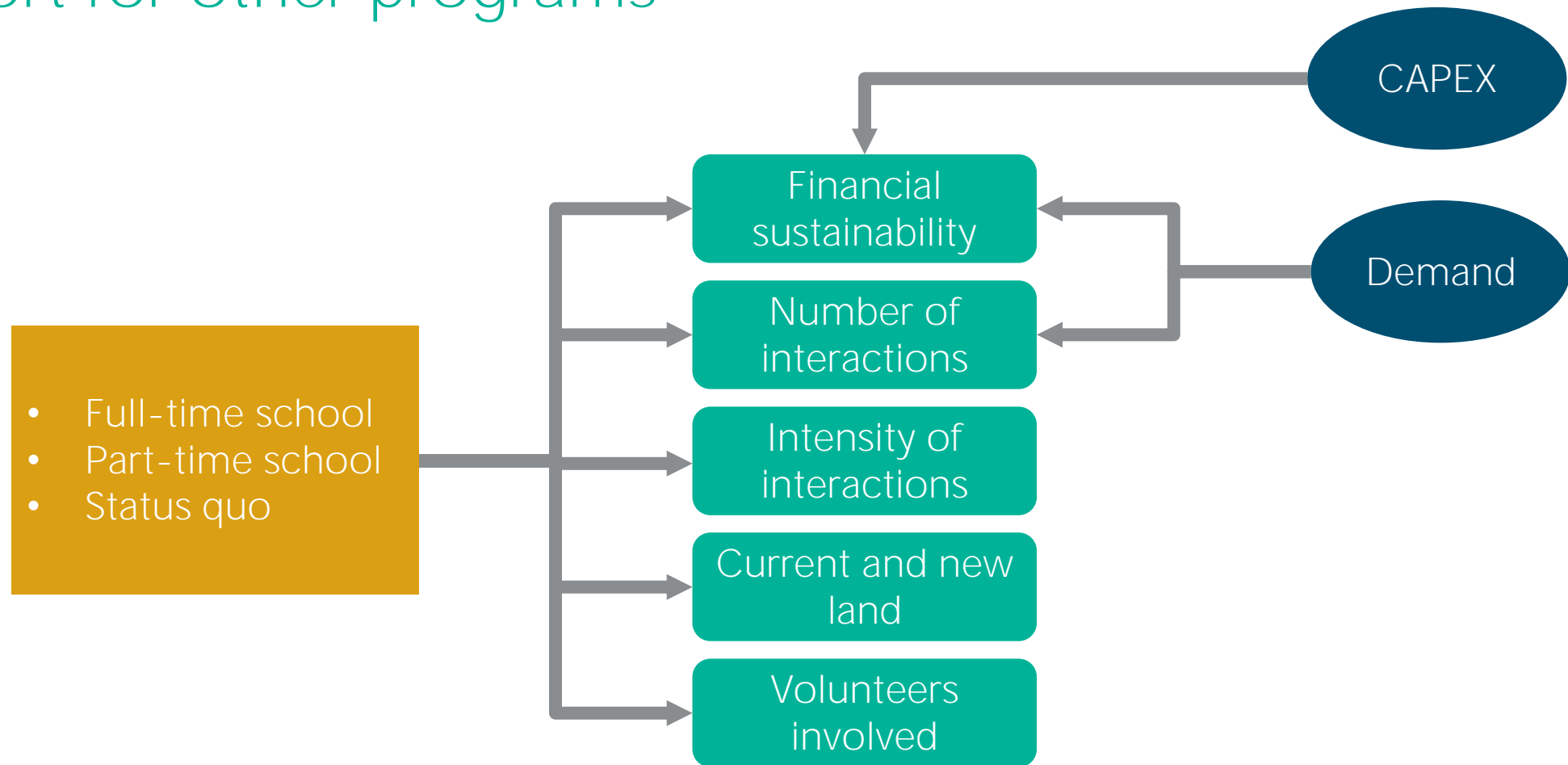
University
partnerships

Overnight
programs

Exhibit space

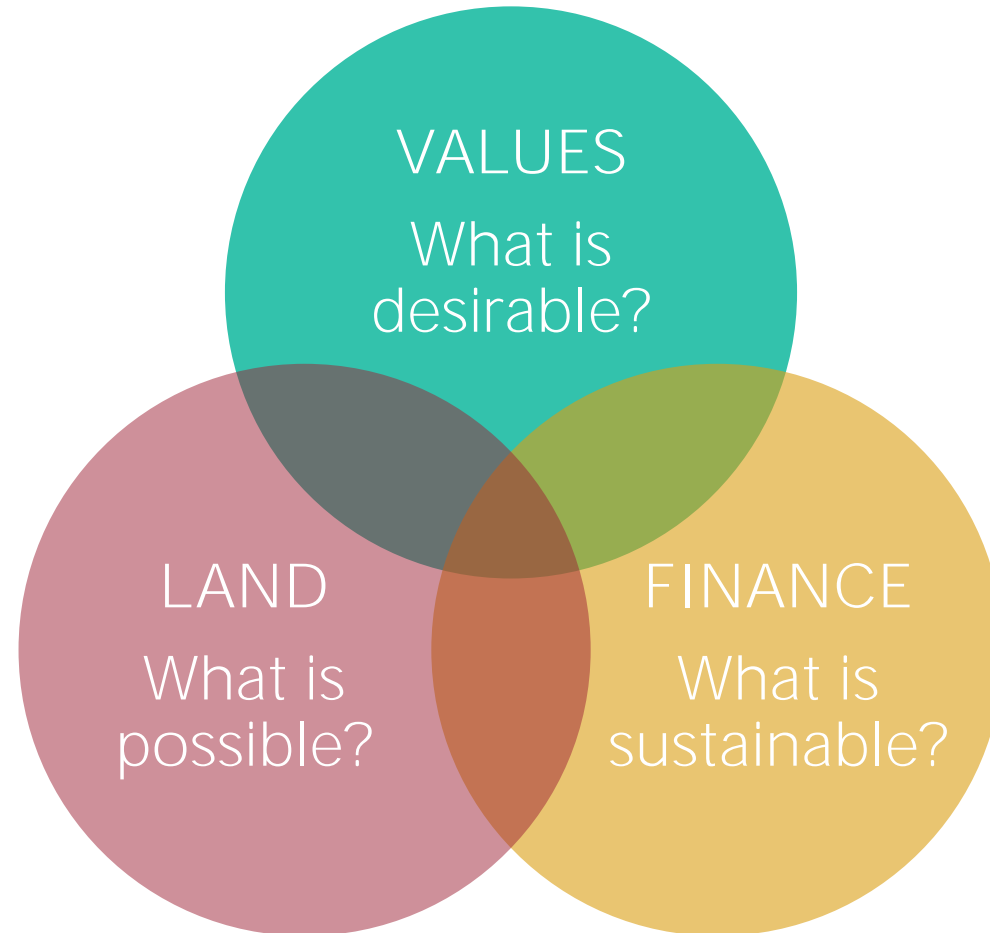
Example strategy

In addition to education, a school may provide financial support for other programs



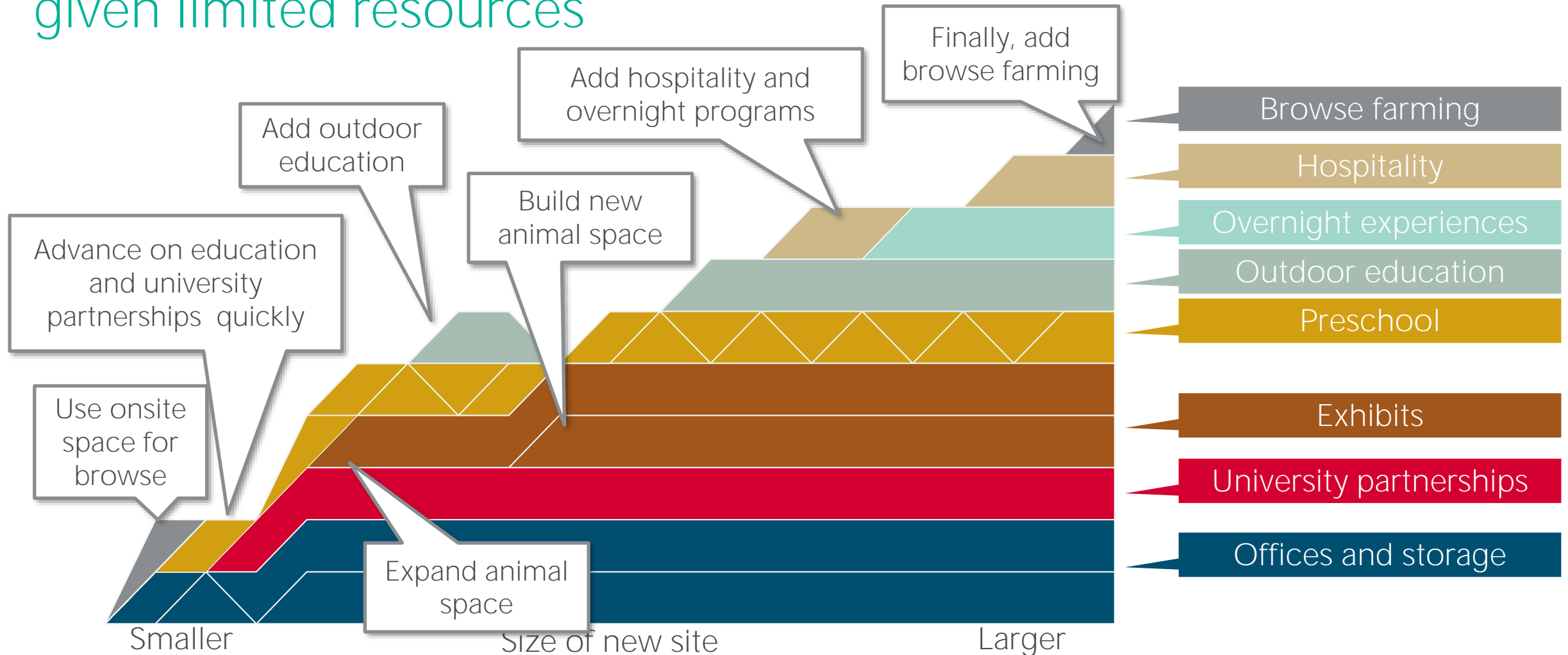
Crafting a strategy

Combining alternatives that respect land and finances



Crafting a second site strategy for the SB Zoo

Using mathematical optimization to extract maximum value given limited resources



Other projects

Decision support takes many forms



Reviewing
church
mission
funding
processes

Evaluating
a new pre-
school
facility

Imagining
Trailhead
after grant
expiry

Supporting
student
success
through
admissions

Visualizing
website
traffic for
Career
office

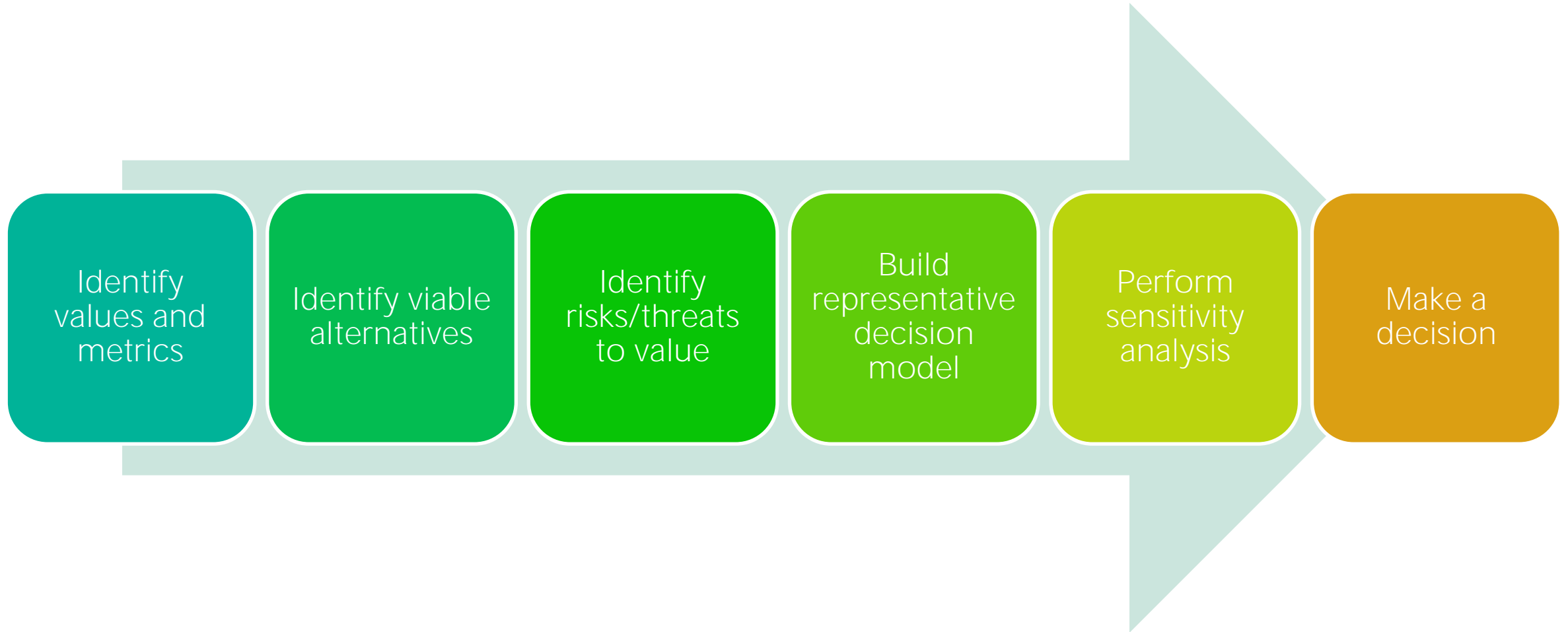
The background of the image shows five people standing in silhouette, looking out over a landscape at dusk or dawn. The sky is a deep purple and blue, with some clouds visible. The people are standing on a path or a ledge, and their silhouettes are clearly visible against the lighter sky. The overall mood is contemplative and serene.

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Final comments

A general decision making process



Prepared with thanks



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