

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**

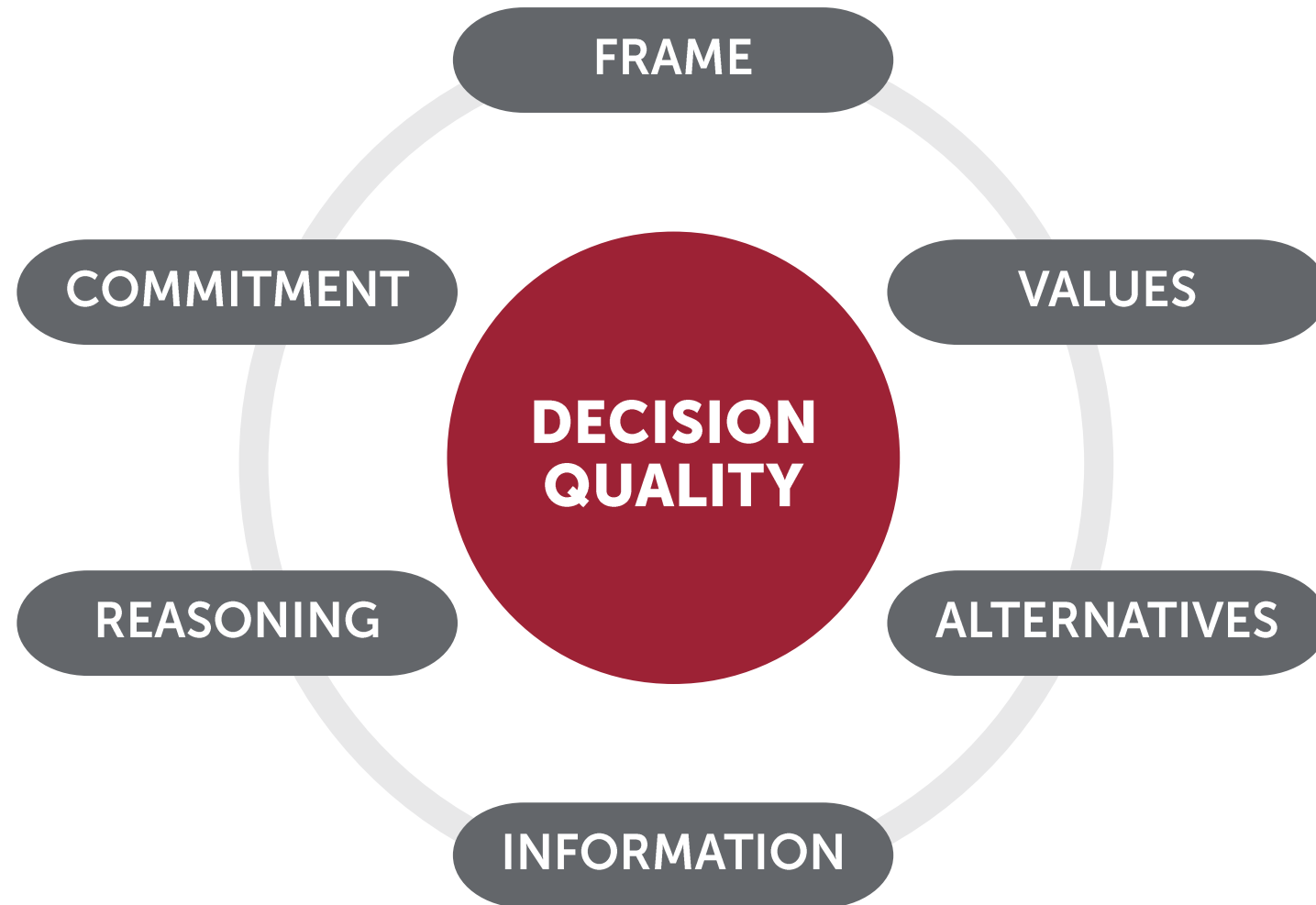
**SIGNIFICANT
UNCERTAINTY**

**LONG TIME
HORIZONS**

**LIMITED
RESOURCES**

What does it mean to make a good decision?

Decisions and outcomes are not the same thing



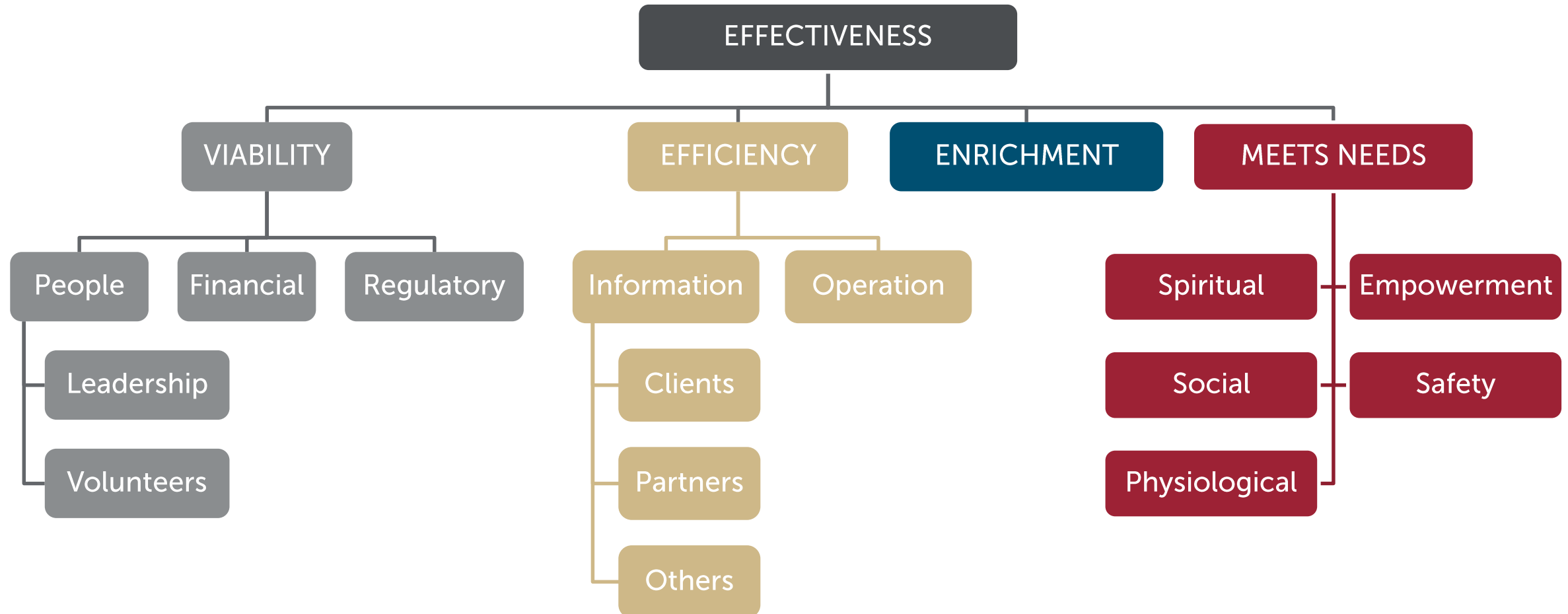


ALAMEDA PARK

Serving our
friends on the street

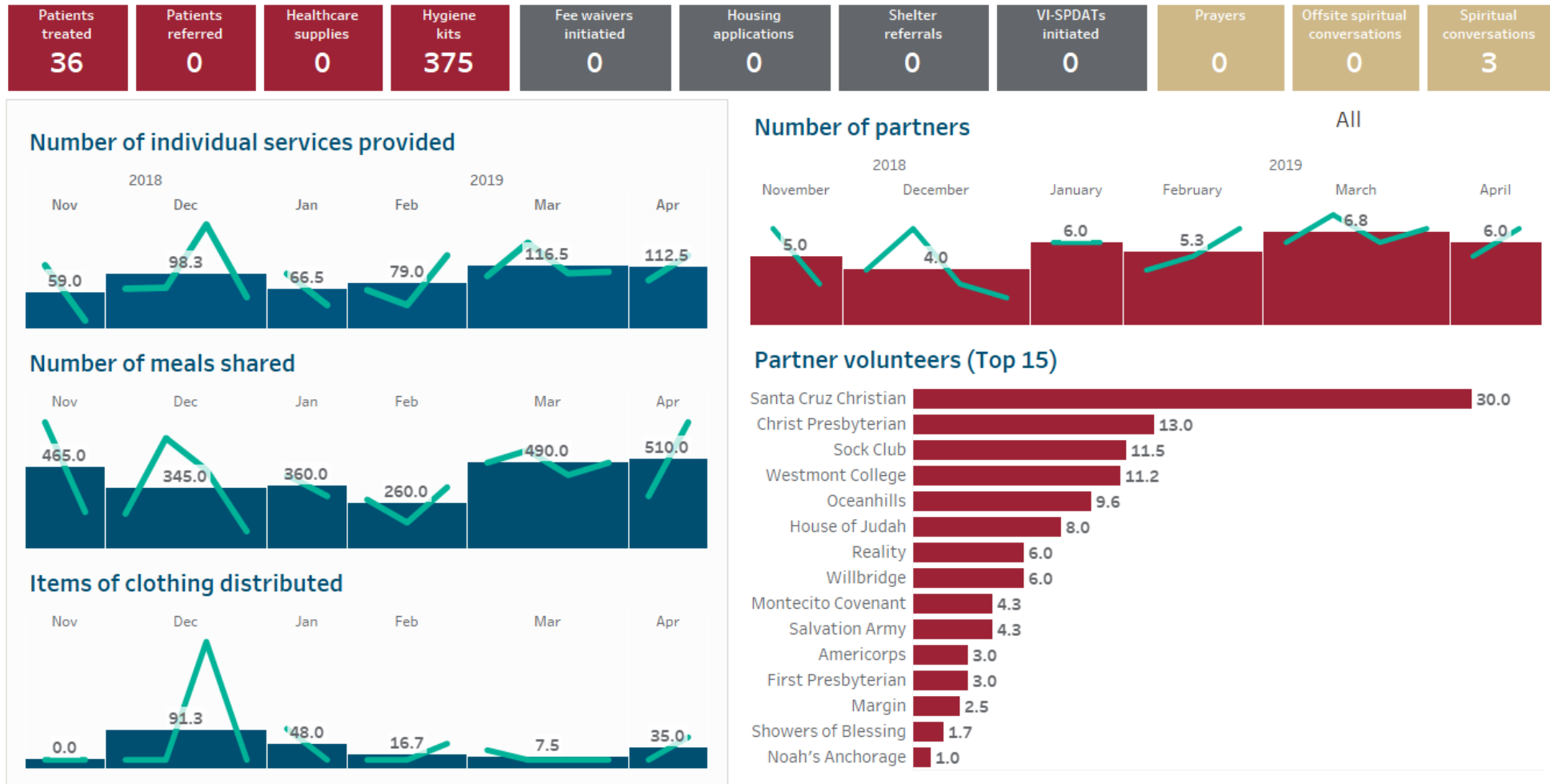
Leading with values

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



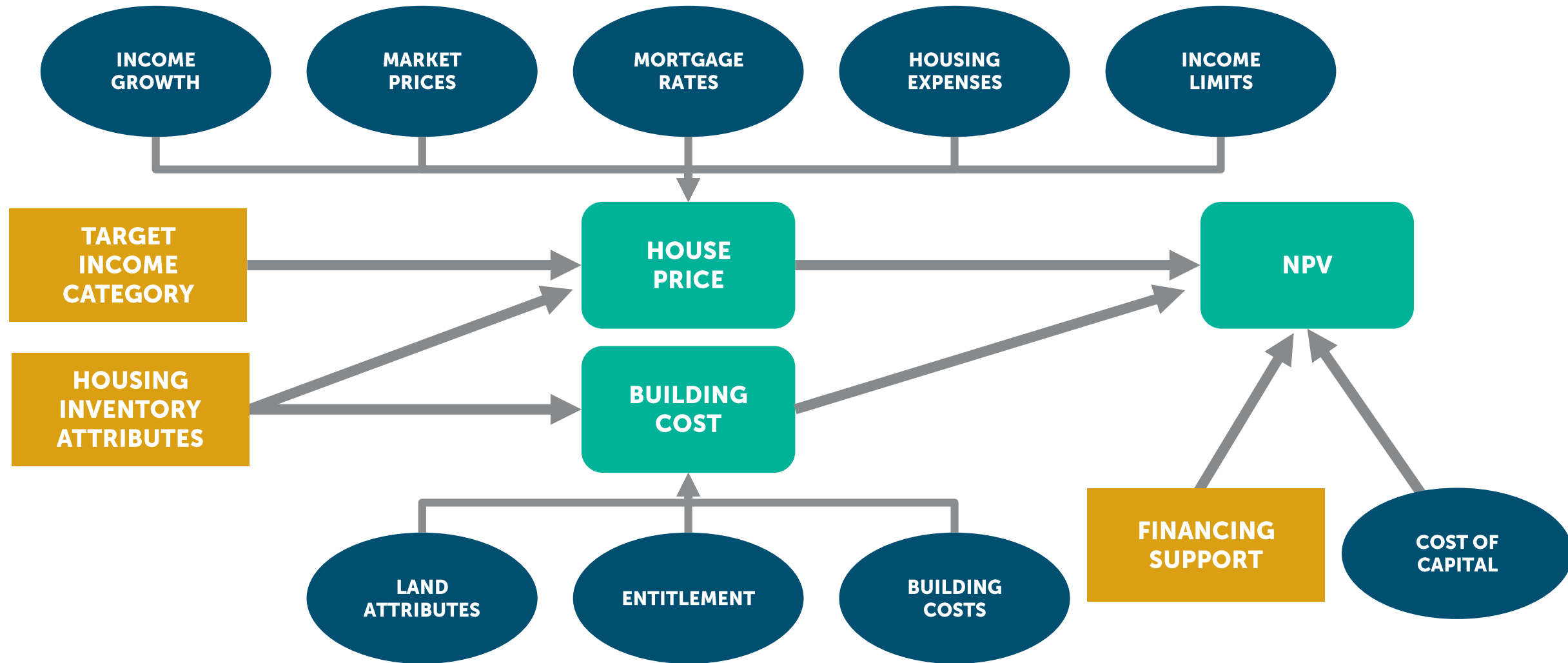
A grayscale photograph of several construction workers in hard hats and safety gear, working on the wooden framing of a house. They are positioned around the structure, with some reaching up to place or secure wooden beams. The background shows more of the building's framework and a clear sky.

SANTA BARBARA ZOO

Can the zoo build affordable
housing for its employees?

Affordable housing decision

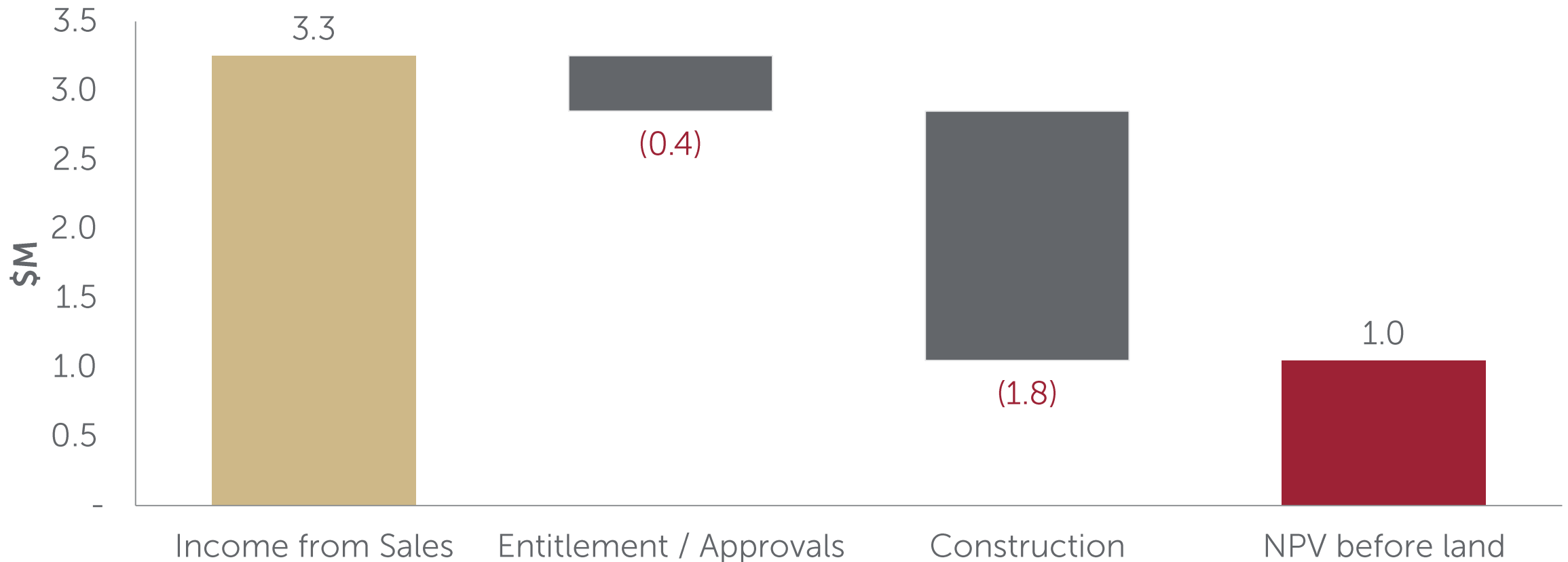
Value depends on choices and uncertain outcomes



Students researched inputs and built financial models

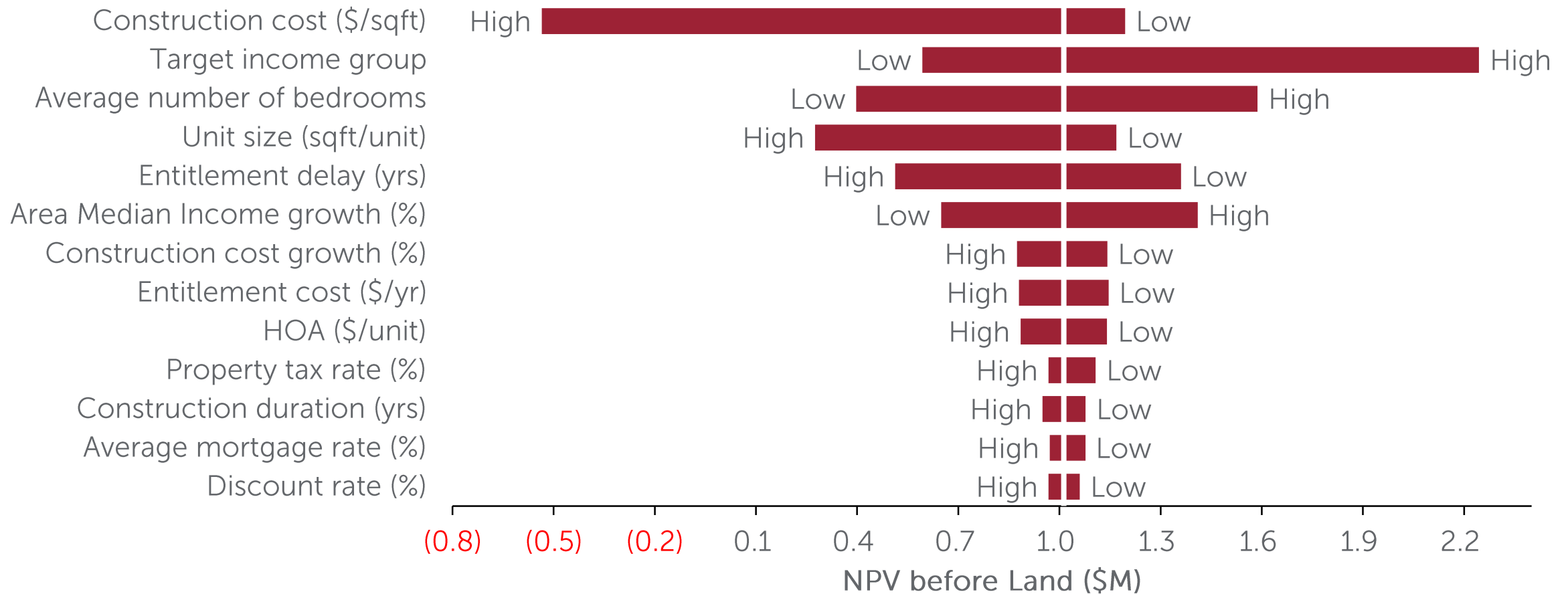
Each combination of decisions and environmental assumptions implied a unique value breakdown

Value Waterfall



Identifying value drivers

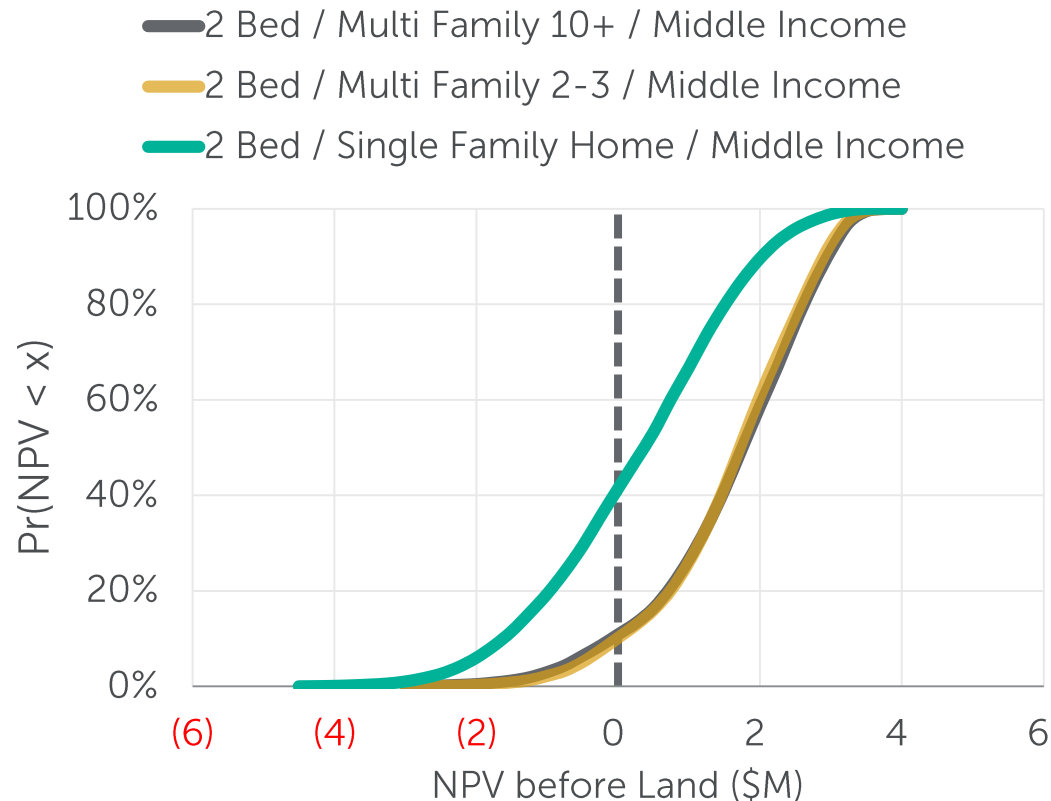
Sensitivity analysis helps decision makers identify critical assumptions and value drivers



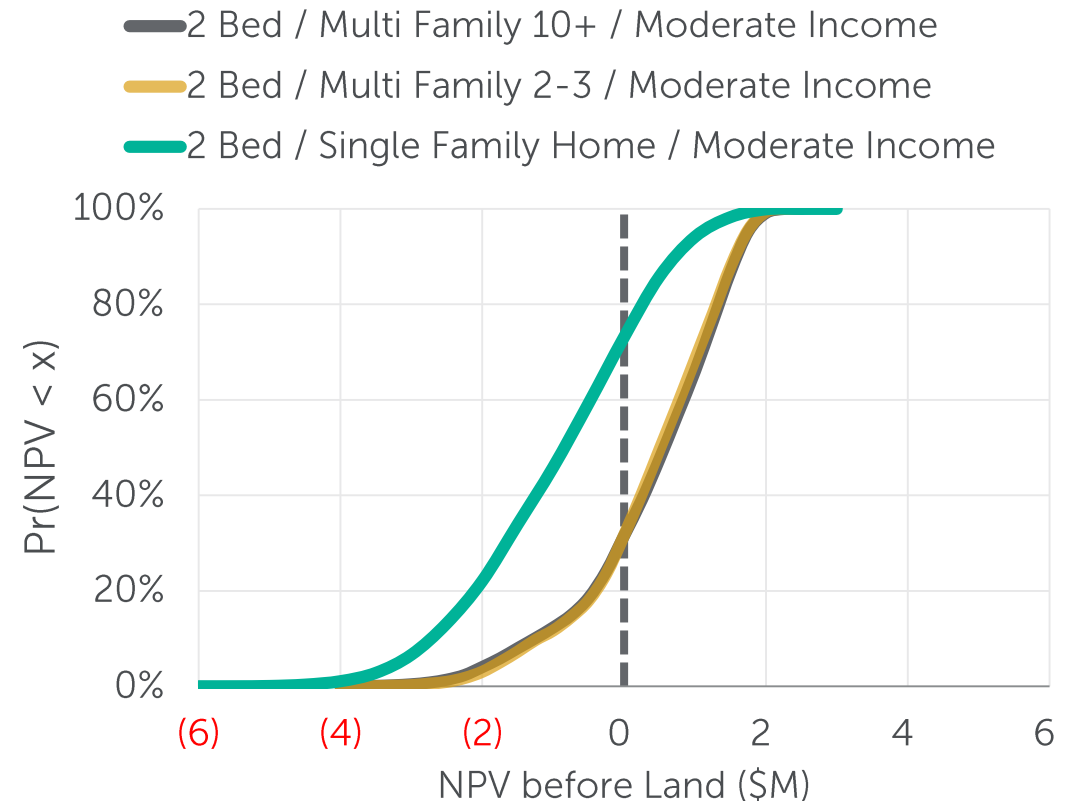
Understanding risks

Probabilistic analysis adds new texture to scenario analysis

Middle Income pricing



Moderate Income pricing



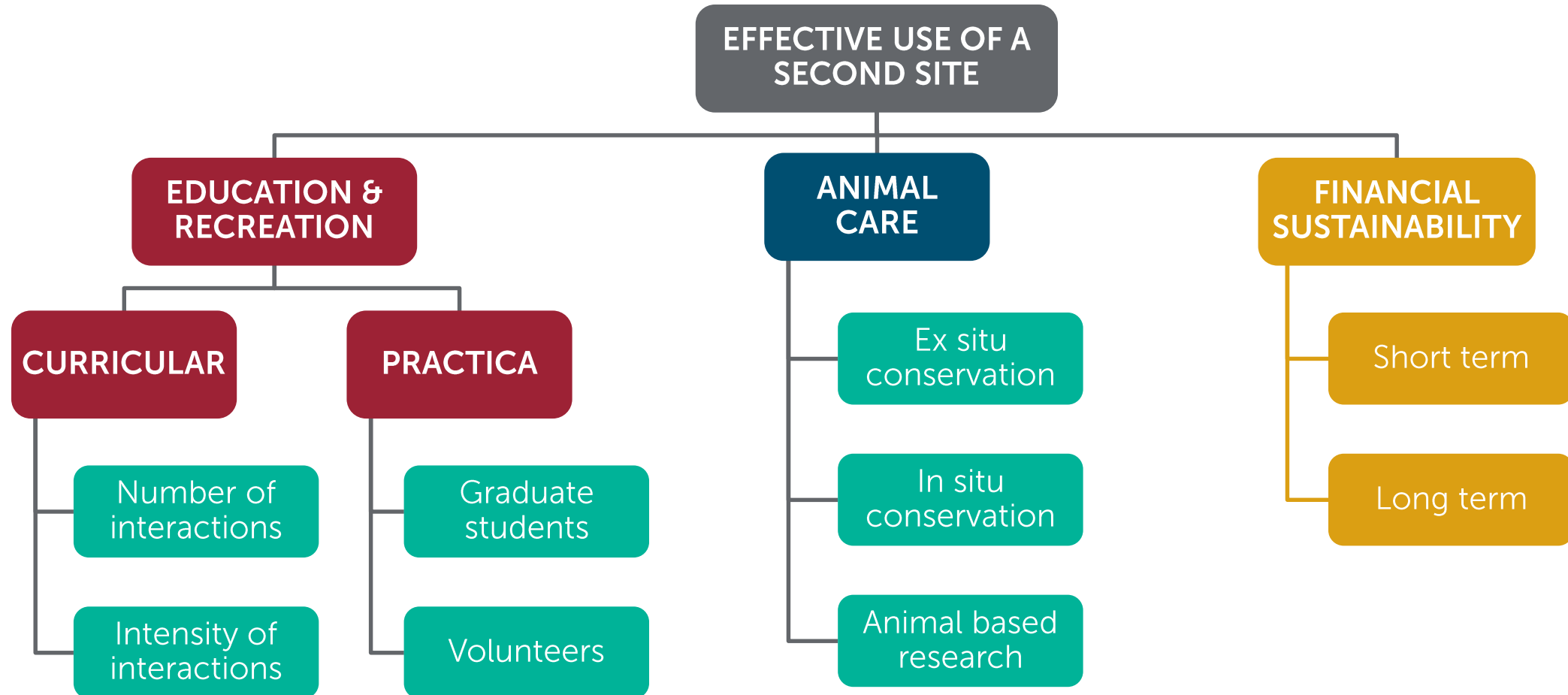


SANTA BARBARA ZOO

First steps towards
a second site

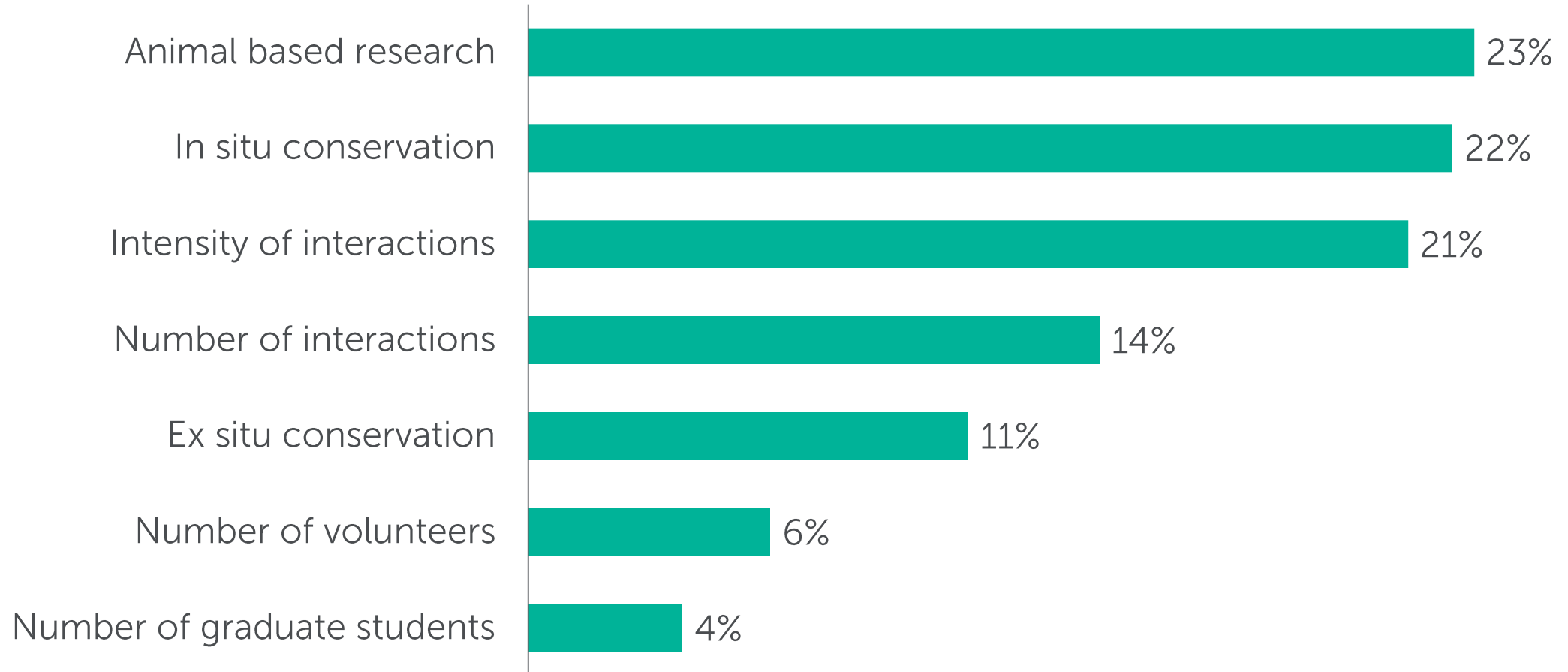
Leading with values

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

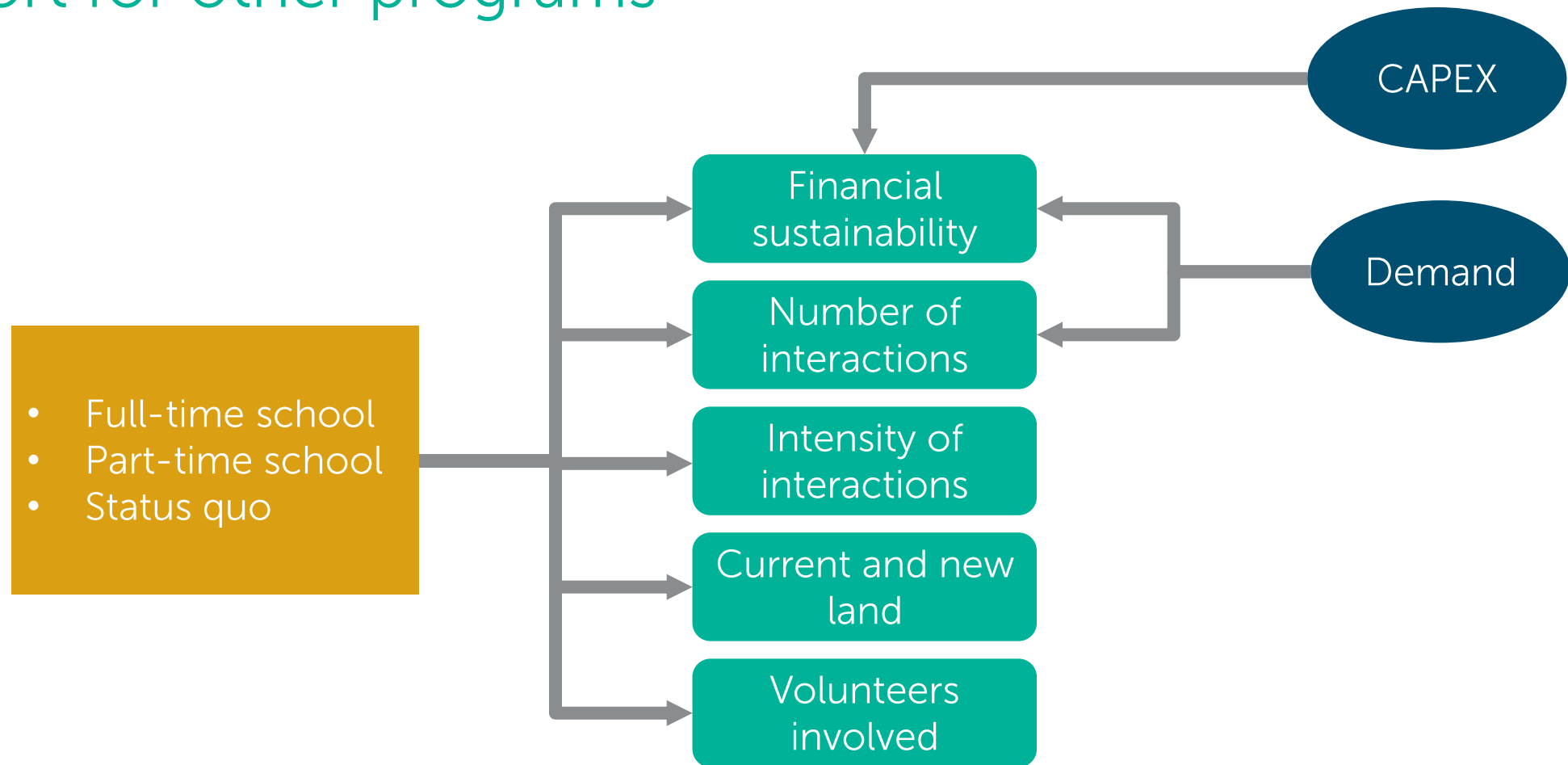
University
partnerships

Overnight
programs

Exhibit space

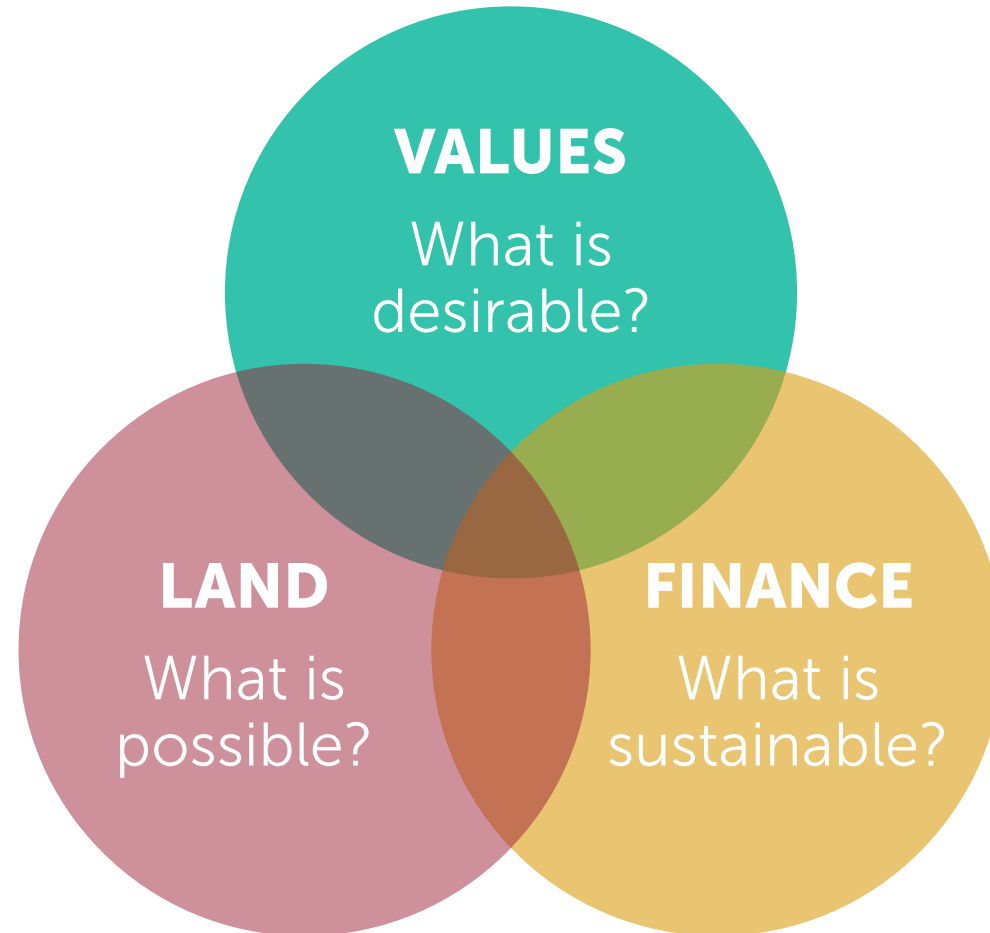
Example strategy

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



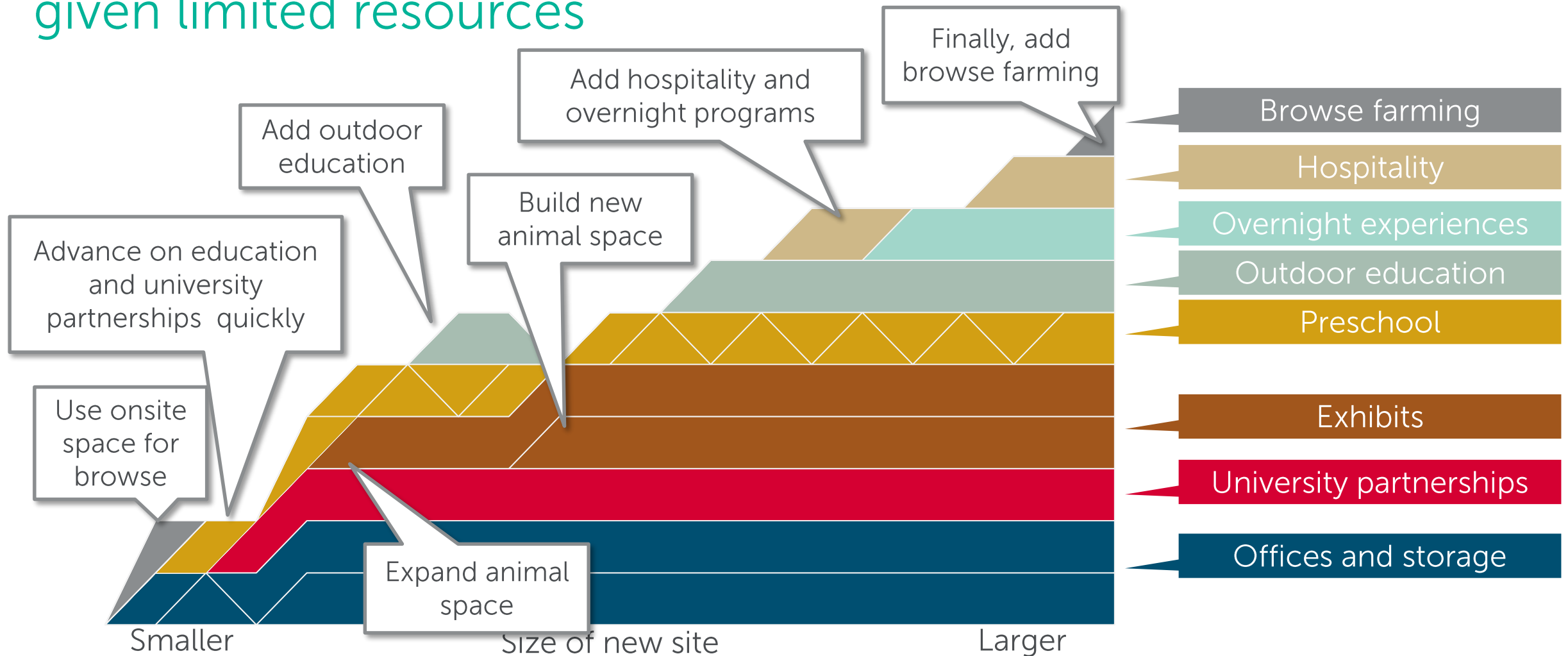
Crafting a strategy

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

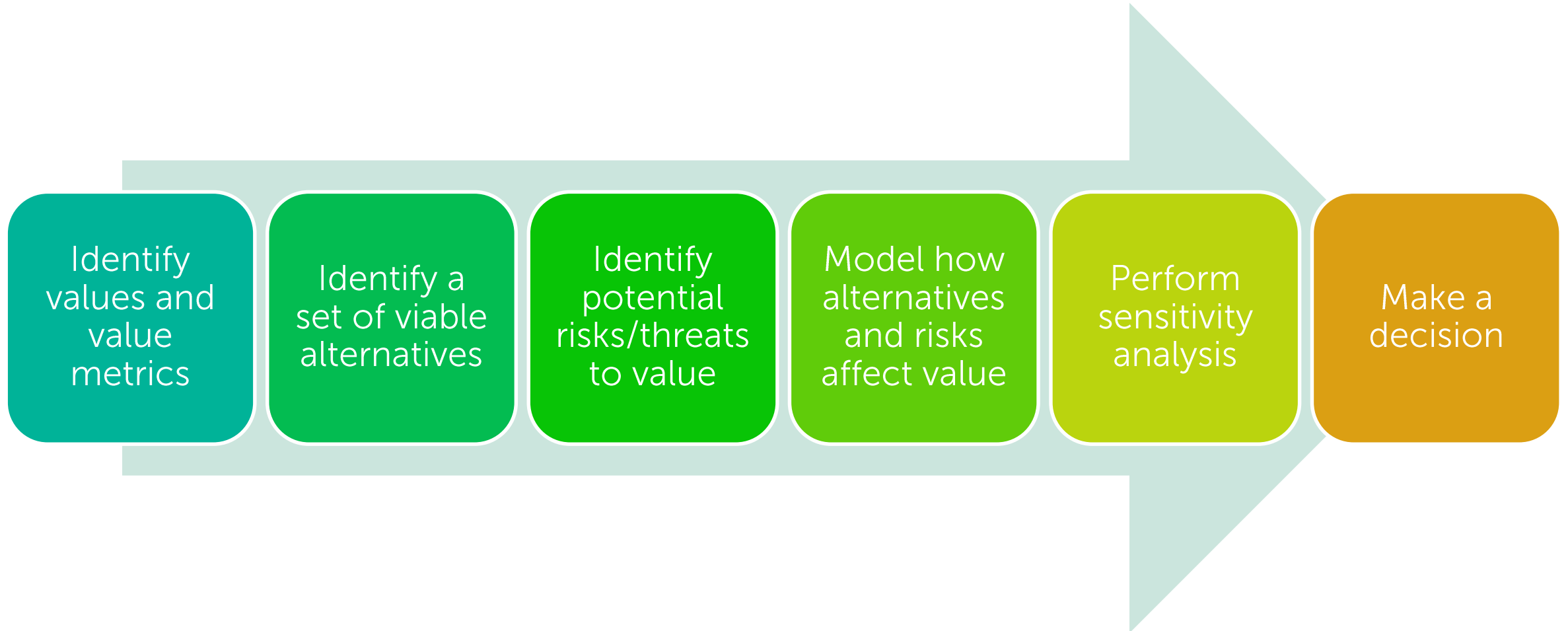
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Final comments

A general decision making process



Prepared with thanks



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