

# Selectboard Essentials: Performance Management for Small Towns

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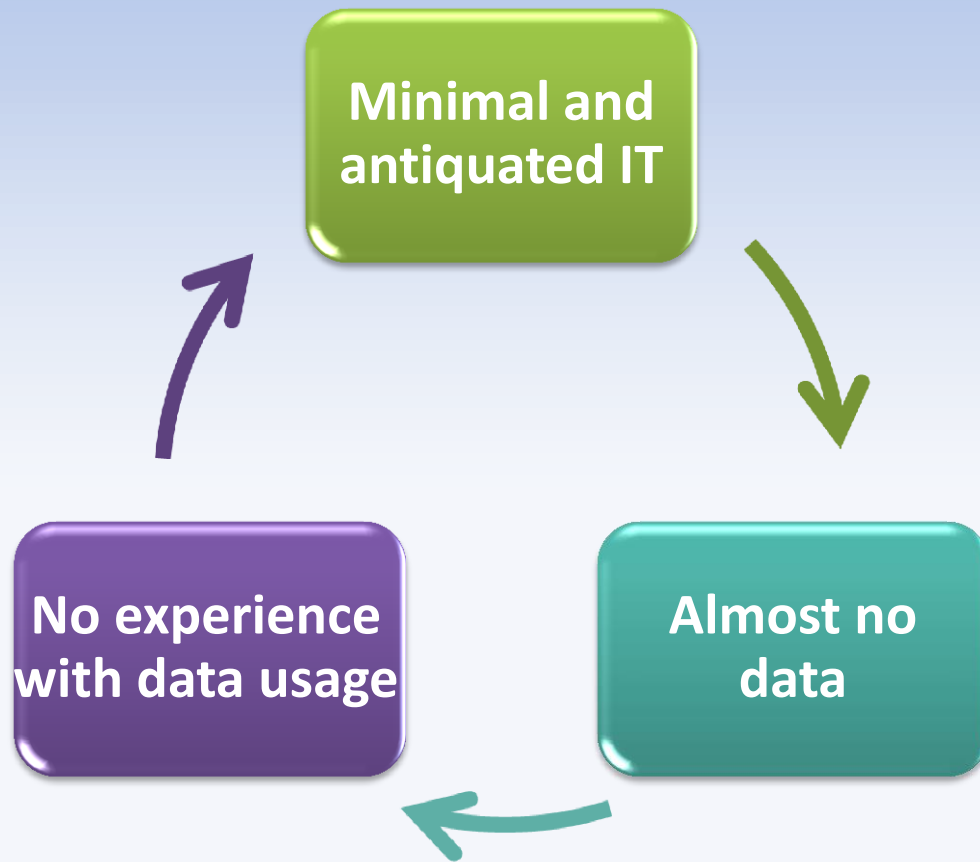
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## What is performance management?

**“Performance management in the public sector is an ongoing, systematic approach to improving results through evidence-based decision-making, continuous organizational learning, and a focus on accountability for performance.” (GFOA)**

## The State of Data and IT in Mass Local Government



## Municipal Management in Reactive Mode



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## Summing Up Some of the Barriers Hindering Small Town Performance Management

1. Chief executive forced to manage by crisis
2. Department heads forced to manage by crisis
3. Organizational structure impediments (e.g., decentralization)
4. Little investment in training and professional development
5. Lack of data, data systems, and information technology
6. Lack of implementation of information technology
7. Lack of a culture of data usage

# Selectboard Essentials: Performance Management for Small Towns

How do we bridge the gap between theory and practice?

## Some of the Strengths and Opportunities for Performance Management in Small Towns

1. Existing data sets may be relatively accessible (e.g., payroll, dispatch data, etc.)
2. Spreadsheets (and spreadsheet training) are very inexpensive
3. A little data can go a long way
4. Potentially fewer barriers to implementing operational changes
5. “Blank slate”

# Selectboard Essentials: Performance Management for Small Towns

**How do we bridge the gap between theory and practice?**

## **Lessons & Tips from Our Work: Data-Driven Government**

- 1. Start small**
- 2. Pick worthwhile projects**
- 3. Get buy-in from all parties**
- 4. Build in quality control mechanisms**
- 5. Communicate effectively and continually about the work**
- 6. Implement based on what the data and analyses show**

# Selectboard Essentials: Performance Management for Small Towns

## How do we bridge the gap between theory and practice?

### Lessons & Tips from Our Work: Performance Measures

1. Start small (and internal)
2. Involve department heads and others in picking measures
3. Make the initial focus departmental, NOT individual
4. Make the initial focus non-punitive
5. Take baby steps at first
6. Celebrate and (where possible) reward successes



## About the Municipal Performance Management Program (MPMP)

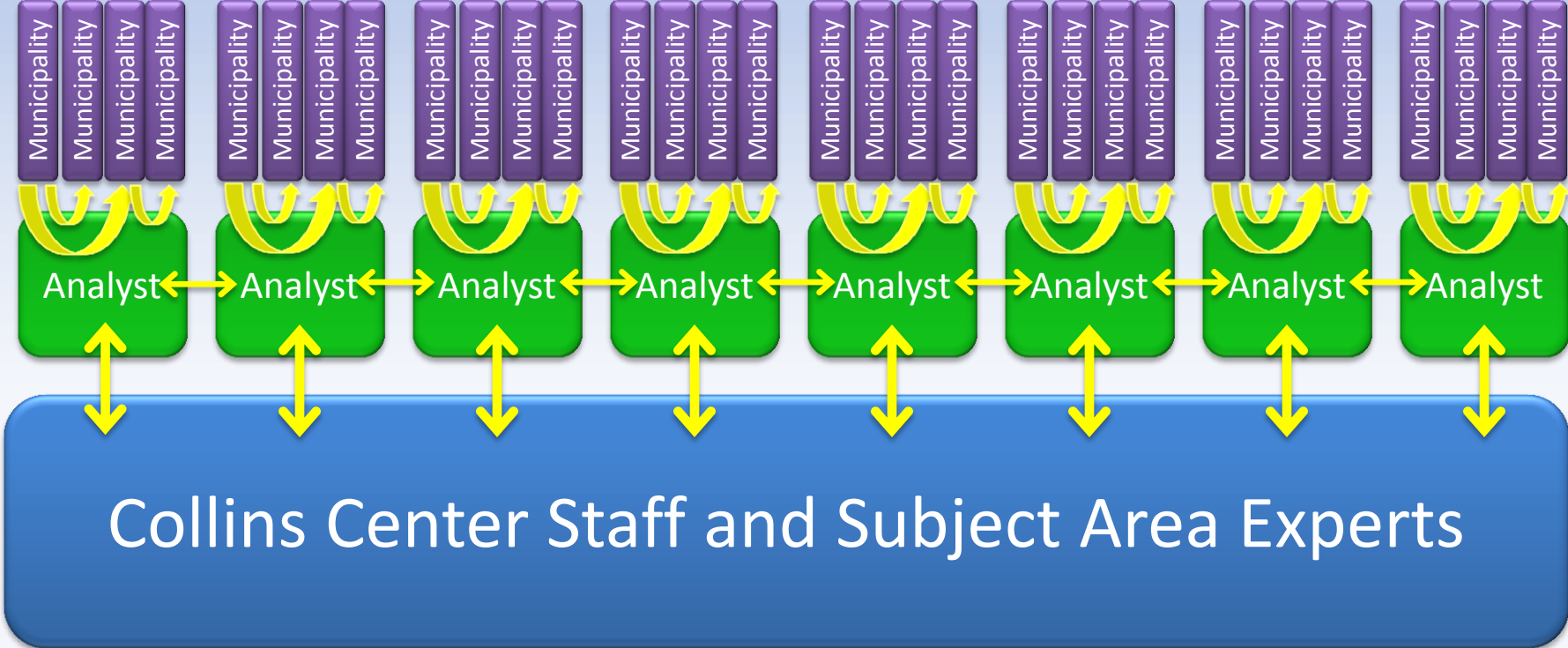
### Mission:

Make the ongoing, systematic use of data, measures, and goals a permanent feature of Massachusetts municipal government, and accelerate the sharing of ideas among Massachusetts municipalities.

## Highlights of the MPMP Strategy:

1. Provide direct assistance through a team of analysts;
2. Start with issues that are most important to a town;
3. Begin with existing data;
4. Look for “quick wins”;
5. Work collaboratively (i.e., no “gotcha!”);
6. Promote ideas that we have seen prove successful;
7. Have towns at least try a CitiStat model;
8. Become an idea-sharing catalyst; and
9. Experiment!

## About the MPMP Model



## Berkshire Towns

### Pilot Program

- Partnership with BRPC
- Becket, Lanesborough, and Richmond-- Highway department only

### Challenges

- Working with three municipalities, three Superintendents
- Different levels of understanding and comfort with using data
- Paper systems, some spreadsheets
- Lack of dedicated administrative staff
- Timing

### Accomplishments

- Updated fleet inventory
- Calculations on fleet usage
- Spreadsheets with vehicle maintenance data
- Workload comparison- focus on administrative workload