

THE 4TH ANNUAL REGIONALIZATION TOOLKIT CONFERENCE

MONDAY, SEPTEMBER 10, 2012

Session: Performance Management for Regional Programs

New England StatNet Municipal Performance Management Program

Mike Ward
Collins Center



EDWARD J. COLLINS, JR. CENTER FOR PUBLIC MANAGEMENT
JOHN W. McCORMACK GRADUATE SCHOOL OF POLICY AND GLOBAL STUDIES
UNIVERSITY OF MASSACHUSETTS BOSTON



New England StatNet: Overview and History

- Group of municipal officials who gather to share data, best practices, and performance management techniques
- Founded in 2008 as collaborative project between Somerville and Springfield
- In fall 2008, the Collins Center became the group's administrative home, with support from Harvard's Rappaport Institute and the Pioneer Institute
- The group has been meeting about three times a year since its inception
- Two years ago, the group added an annual conference on the subject of using data in municipal management

New England StatNet: Overview and History, cont'd

- Originally called MassStat, as a group of Massachusetts municipalities
- Renamed New England StatNet after municipalities from New Hampshire, Rhode Island, and Connecticut started attending...

...and perhaps will soon have to be renamed Northeast StatNet, given interest from two New York municipalities in this fall's meeting

MassStat



???

New England StatNet: Structure

- Although facilitated by the Center, StatNet is member-driven
- To participate, municipalities sign an MOU with the Center and pay annual fee (\$1,000 for regular members, \$2,000 for co-chairs)
 - Thanks to municipal performance management program, fees are waived this year (more on this in a moment)
- Municipalities are also typically allowed to attend one meeting for free while considering whether to join
- A steering committee made up of all paying members chooses the topic for the meetings
- Two co-chair municipalities chosen by the steering committee work closely with the Center on planning

New England StatNet: About the Meetings

- Meetings usually are held in Worcester City Hall from 10 to 2
- Data surveys on the meeting's primary topic are sent to cities and towns that have RSVPed; Center staff collect the data and create a presentation with it
- Most of the morning is spent discussing data on the day's main topic
- The data sets themselves are *not* viewed as the end but are seen as a starting point for policy discussions
- Meetings often include case studies related to the main topic; sometimes secondary topics or other issues are included
- One type of issue was a periodic attempt to work collectively on an “apples-to-apples” project to improve the comparativeness of the data (*more on this in a moment*)

New England StatNet: Example Documents

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AGENDA

NE StatNet
Meeting on Human Resources
Friday, February 4, 2011
10am – 2pm
Worcester City Hall

- | | |
|----------|--|
| 10:00 am | Welcome and introductions |
| 10:20 am | Discussion about HR based on surveys submitted |
| 11:45 am | Case study on HR presented by Lowell |
| 12:30 pm | Lunch, with small group discussions about HR |
| 1:15 pm | Wrap up of discussion on HR |
| 1:25 pm | Common Measures Project - DPW |
| 1:45 pm | Updates and Announcements |
| 1:55 pm | Follow-up |
| 2:00 pm | Close of meeting |



7. Winter 2012 StatNet: Spending and Staffing

DATA NOT VERIFIED

FY11 Spending per Dispatched Call

Type	FY11 Personnel	Dispatched Calls	\$ per Call	Staff Type	Combined?	Shift	Salaries
<i>Municipality Redacted</i>	20,000	7,300	2.74	Sworn	Separate		
<i>Municipality Redacted</i>	768,446	88,400	8.69	Civilian	Combined	4 on, 2 off	Middle
<i>Municipality Redacted</i>	166,303	14,951	11.12	Civilian	Separate	4 on, 2 off	Low
<i>Municipality Redacted</i>	3,505,794	282,834	12.40	Civilian	Combined		Low
<i>Municipality Redacted</i>	7,928,549	551,738	14.37	Civilian	Separate	5 on, 2 off	
<i>Municipality Redacted</i>	2,601,835	125,000	20.81	Civilian	Combined	4 on, 2 off	
<i>Municipality Redacted</i>	637,043	26,670	23.89	Civilian	Separate	4 on, 2 off	Low
<i>Municipality Redacted</i>	(100,043)	11,780	25.33	Civilian	Separate	Other	High
<i>Municipality Redacted</i>	2,764,282	100,732	27.44	Sworn	Separate	4 on, 2 off	
<i>Municipality Redacted</i>	1,558,170	54,562	28.56	Civilian	Combined		High
<i>Municipality Redacted</i>	441,000	12,944	34.07	Civilian	Combined	4 on, 2 off	Middle
<i>Municipality Redacted</i>	3,557,106	76,879	46.27	Sworn	Separate	Other	
<i>Municipality Redacted</i>	238,666	4,500	53.04	Civilian	Separate	Other	High
<i>Municipality Redacted</i>	202,830	3,750	54.09	Civilian	Combined		Low
<i>Municipality Redacted</i>	799,154	11,240	71.10	Sworn	Separate	4 on, 2 off	High
<i>Municipality Redacted</i>	539,914			Civilian	Combined	4 on, 2 off	Middle

8. Fall 2010 StatNet: Staffing – City Clerk

City	Staff who interact with public	Salaries	# Union employees	# Non-union employees	Population	Staff per 100,000 residents	\$ Spent per resident	% Non-union
	6	\$291,233	4	2	104,390	5.75	\$2.79	33%
	5	\$278,000	3	2	84,592	5.91	\$3.29	40%
	6	\$271,000	5	1	76,491	7.84	\$3.54	17%
	11	\$511,026	9	2	155,575	7.07	\$3.28	18%
	3	\$56,415	3	-	42,133	7.12	\$1.34	0%
	3	\$65,602	3	-	37,258	8.05	\$1.76	0%

* [redacted] elections and city clerk are combined. Half of salaries are allocated to Clerk.



[redacted]

New England StatNet: Upcoming Schedule

- Regular fall meeting:
 - Topic: Police
 - Date: Early to middle October (exact date TBD)
- Regular winter meeting:
 - Topic: Public works
 - Date: December or January (exact date TBD)
- Regular spring meeting:
 - Topic: TBD
 - Date: March or April (exact date TBD)
- Annual training/conference:
 - Topic: TBD
 - Date: May (exact date TBD)

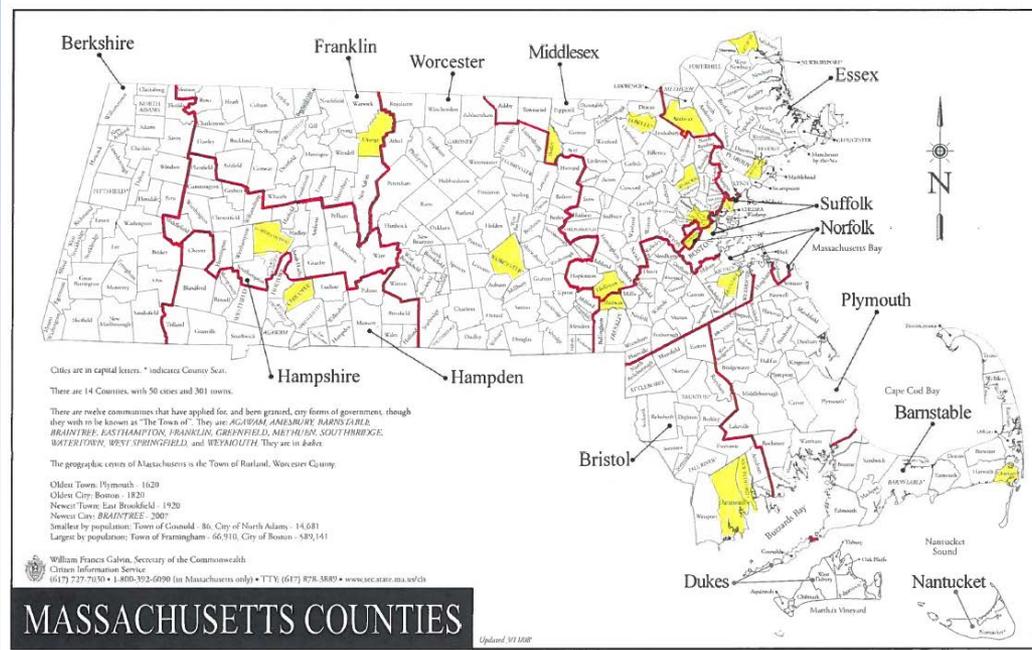
Municipal Performance Management Program: General Overview

- As noted, one side project that StatNet was working on was an “apples-to-apples” effort
- Another goal of StatNet generally was to expand the use of performance management statewide
- Five StatNet participants got together and applied for a CIC grant to work on those two topics
- Fifteen more municipalities were then added via an application process, having been selected to try to capture the diversity of Massachusetts municipalities (by population, geography, etc.)
- Analysts were hired, trained, and given a portfolio of four municipalities each to work with
- Analysts began in the municipalities at the start of August

Municipal Performance Management Program: What The Work Will Entail

- Project due to run five months through the end of December
- Municipalities will be working through several performance management techniques and on different departments
- First two departments are police and public works
- For the first two months, municipalities will experiment with a CitiStat model of performance management
- After that, municipalities will try several other techniques, including an activity-based budgeting exercise and a goal-setting exercise for a department
- At the end, analysts will work with the municipalities and the Center to develop a toolkit for municipalities interested in performance management

Municipal Performance Management Program: Participating Municipalities



**For more information about StatNet
or the Municipal Performance
Management Program**

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