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Massachusetts Municipal Performance Management Program (MPMP)

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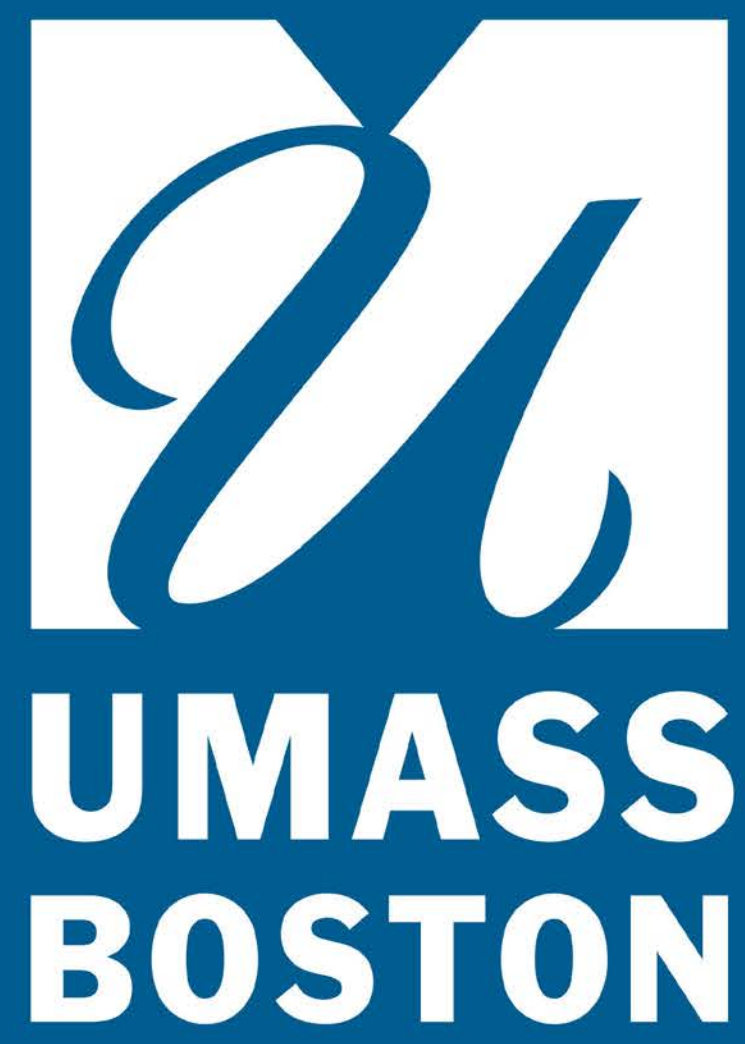
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Massachusetts Municipal Performance Management Program (MPMP)

Edward J. Collins, Jr. Center for Public Management
John W. McCormack Graduate School of Policy and Global Studies

Program Summary

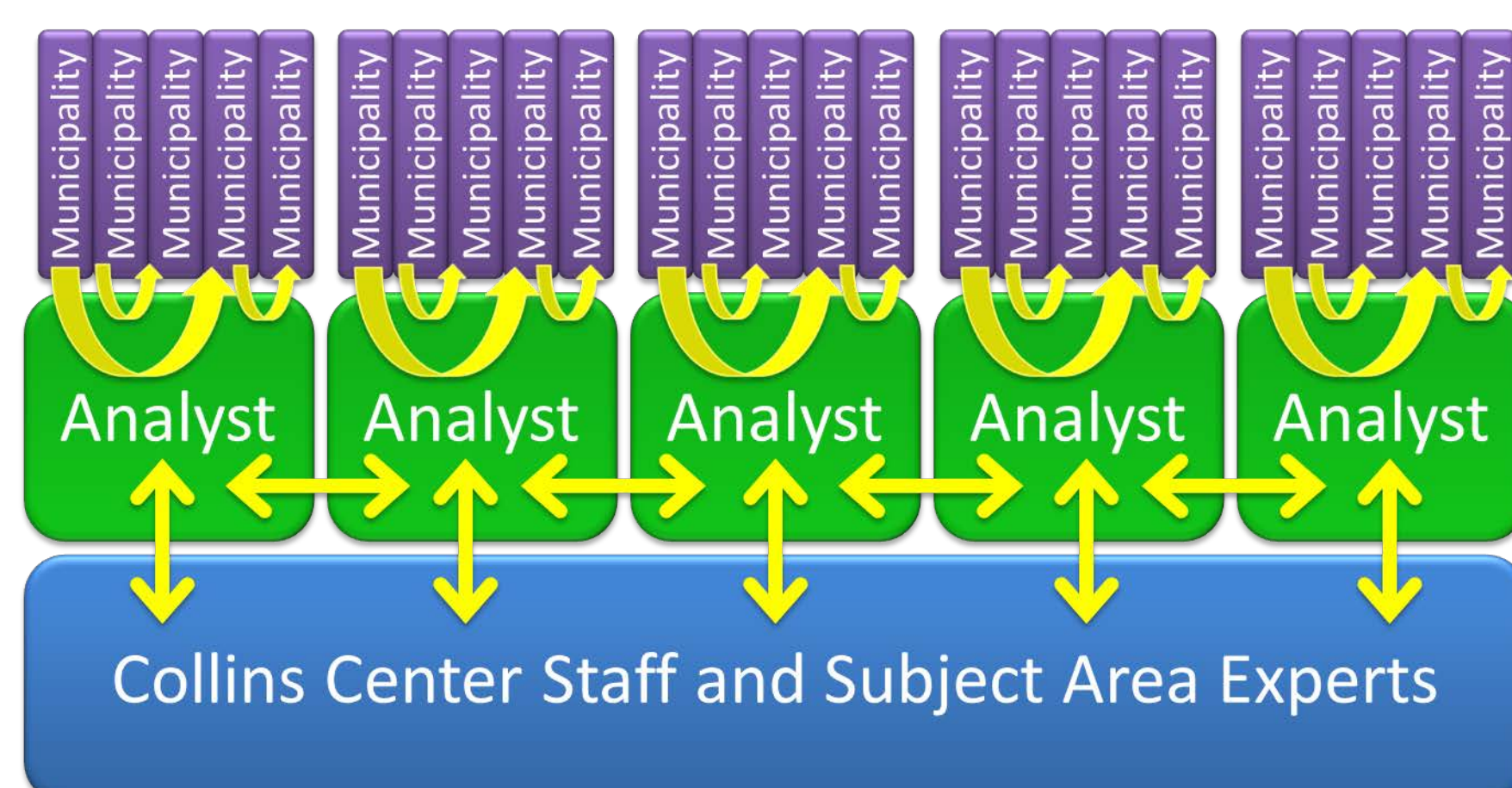
The mission of the MPMP is to make the ongoing, systematic use of data, measures, and goals a permanent feature of Massachusetts municipal government, and to accelerate the sharing of ideas among Massachusetts municipalities.

Through a team of highly-skilled Performance Management Analysts, each working directly with a portfolio of cities and towns, the MPMP provides on-the-ground support to Massachusetts municipalities on all aspects of data and analysis.

Strategy/Approach

Highlights of the MPMP Strategy:

- Provide direct assistance to cities and towns through a team of analysts;
- Start with issues that are most important to the municipality itself;
- Start with existing data;
- Look for “quick wins”;
- Work collaboratively (i.e., no “gotcha!”);
- Have participant municipalities try a CitiStat model;
- Become an idea-sharing catalyst; and
- Experiment!



Findings

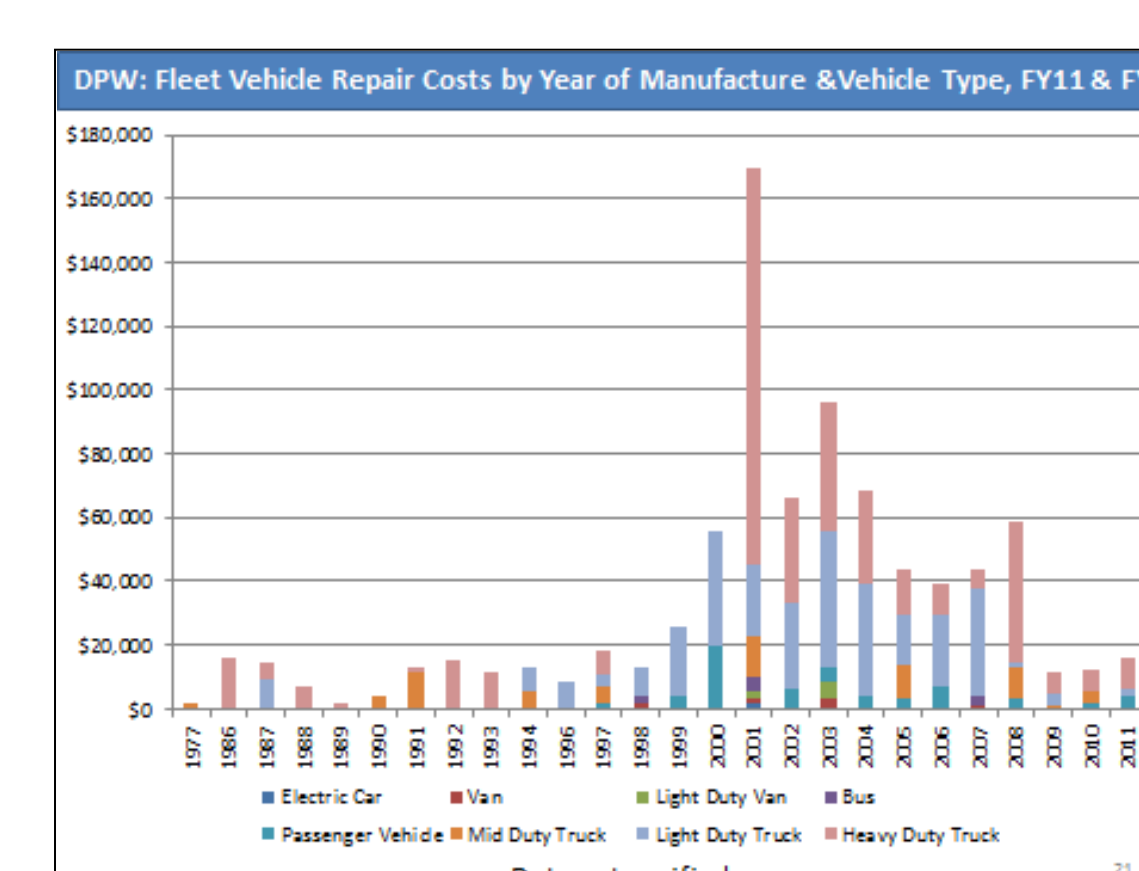
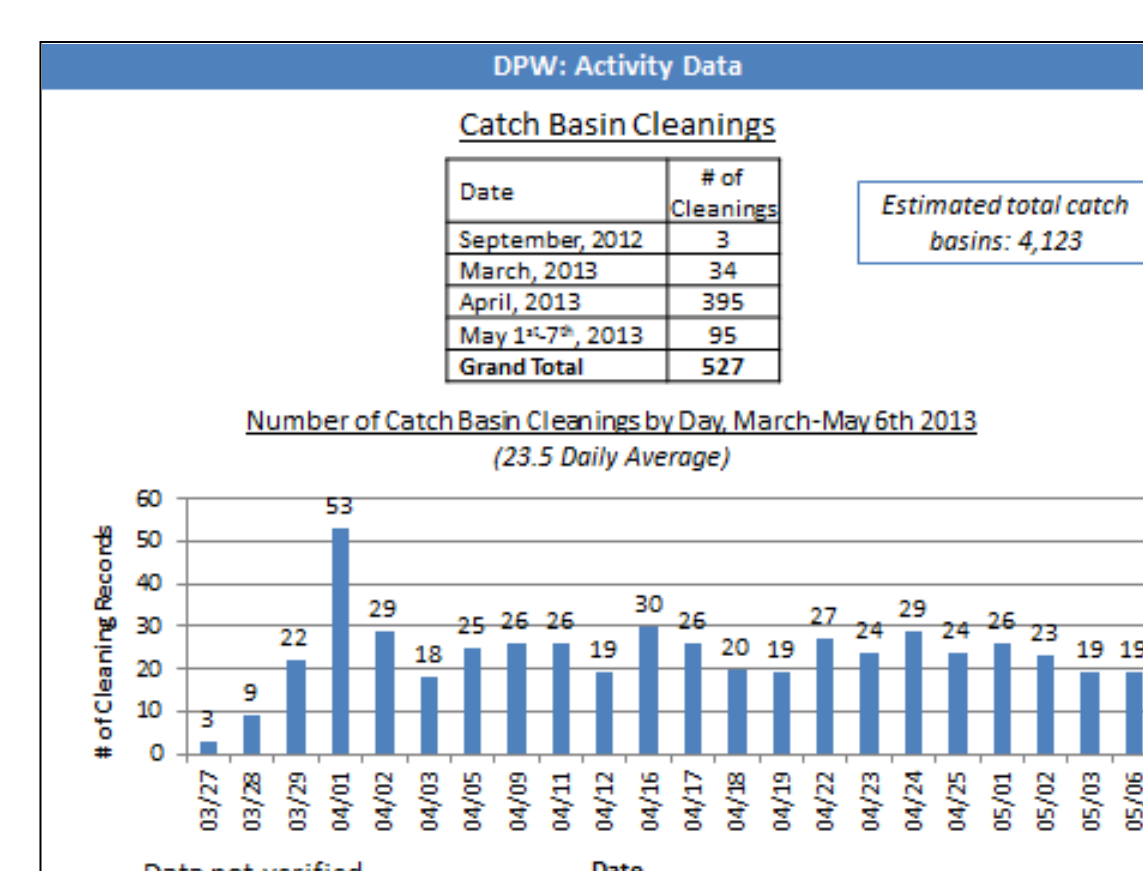
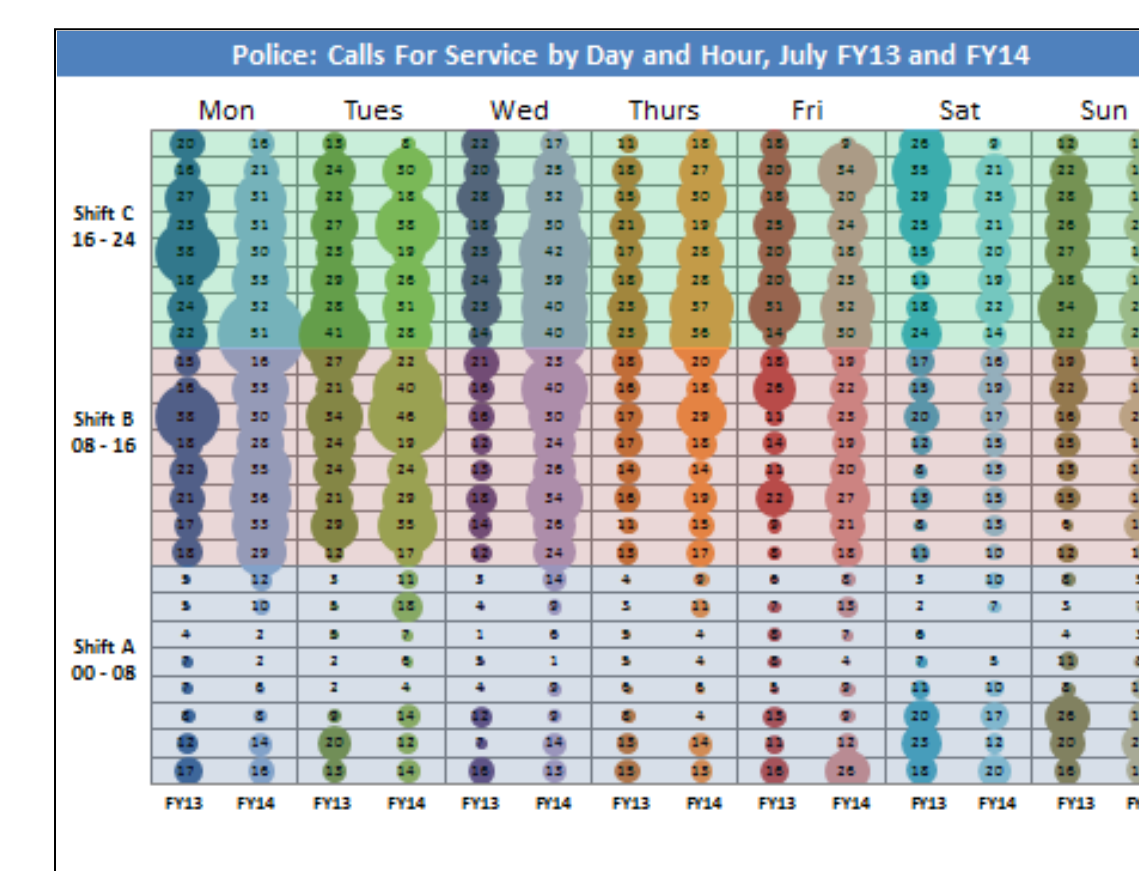
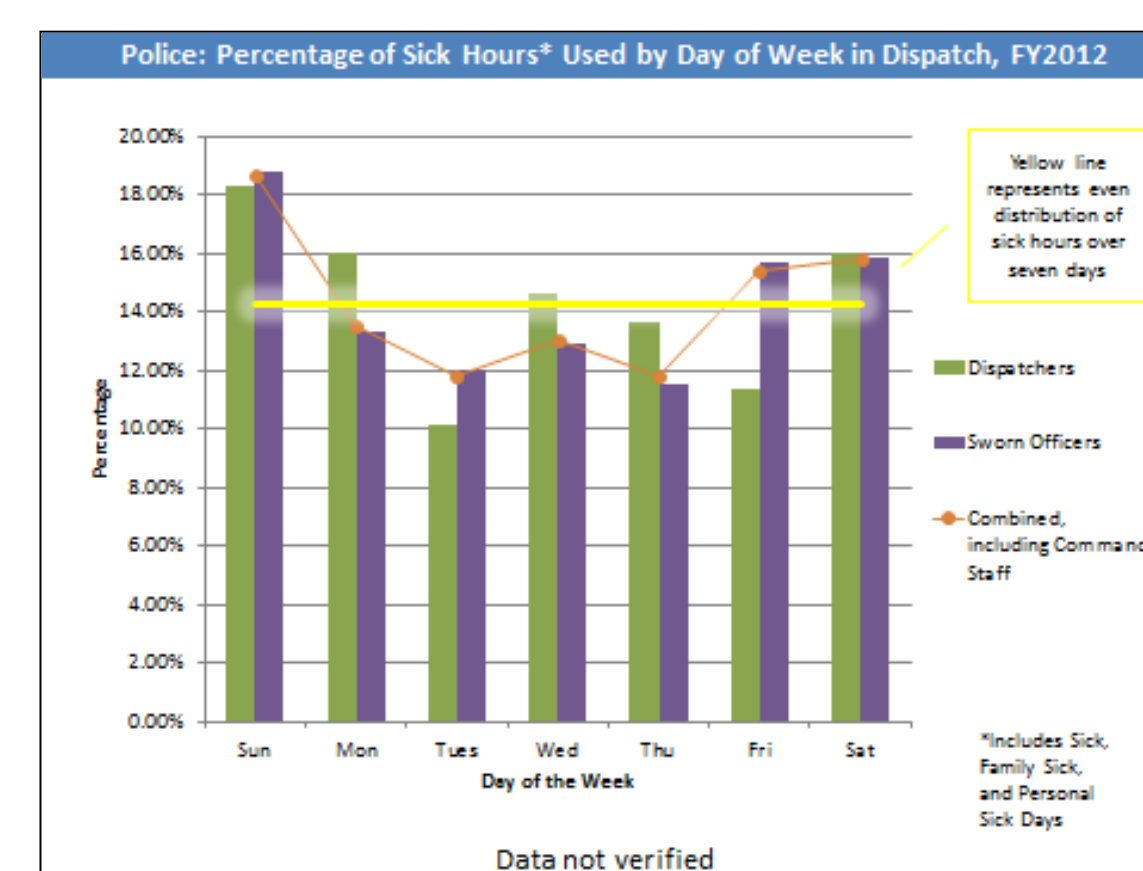
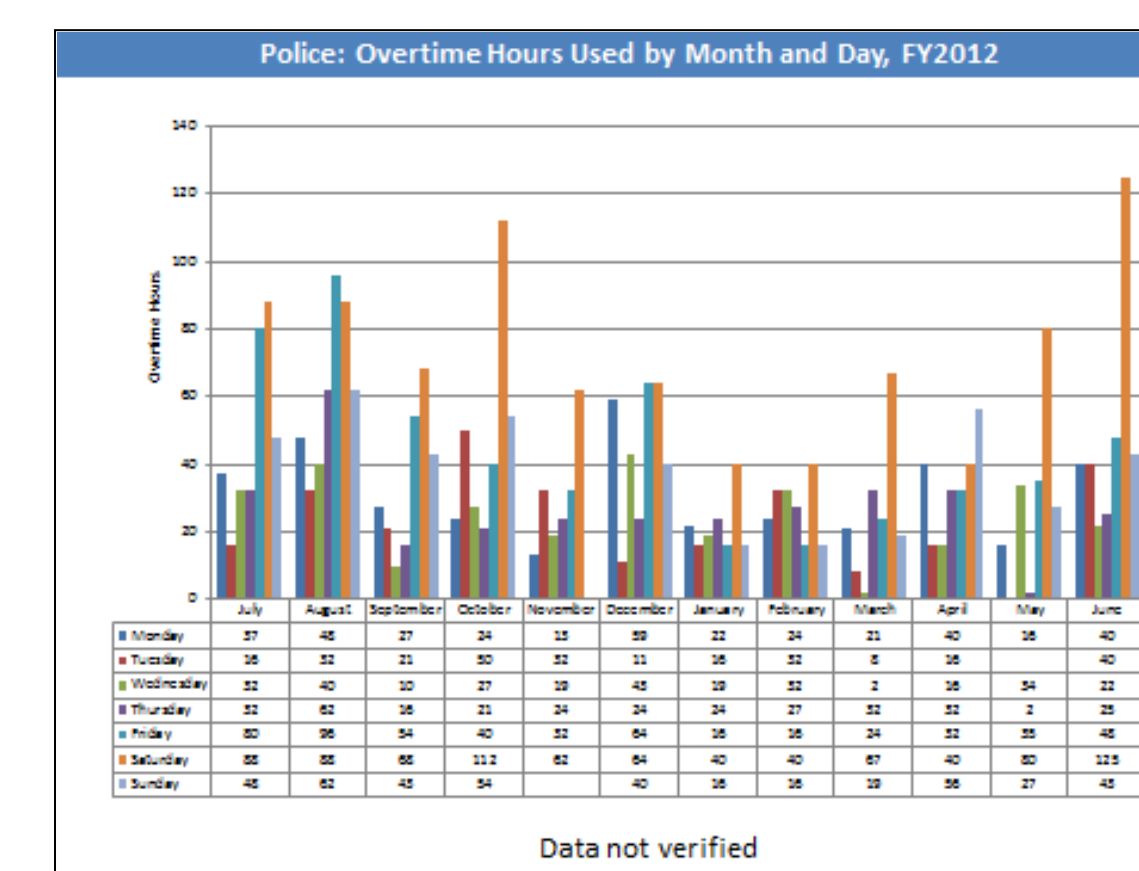
Major findings of first 18 months:

- Lack of data, data systems, and information technology (IT);
- Lack of training in or implementation of IT;
- Lack of a culture of data usage;
- Insufficient chief executive time and attention;
- Insufficient department head and staff time and attention;
- Department head and staff misunderstandings, anxiety, and resistance;
- Organizational structure impediments; and
- Challenges of follow-up and implementation.

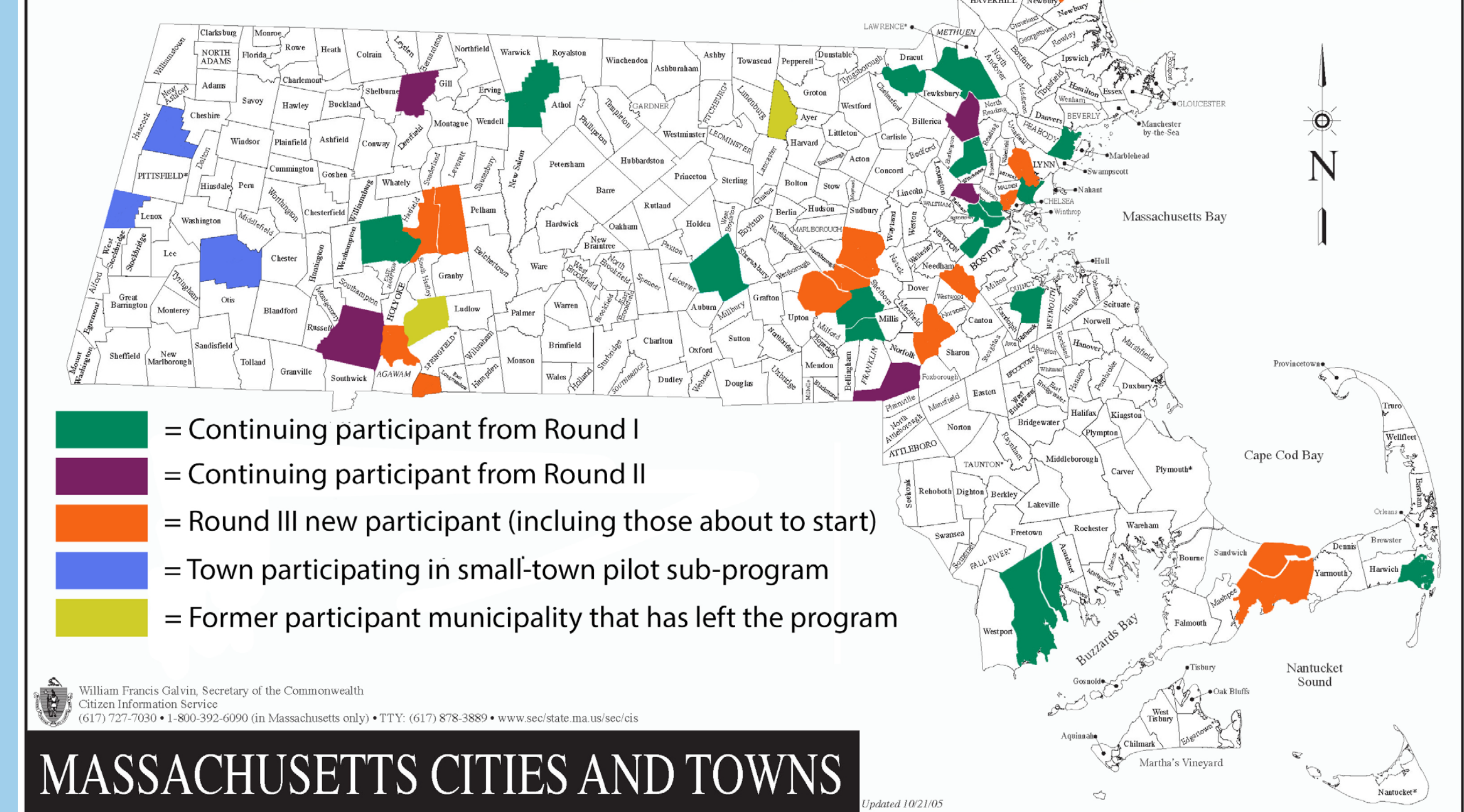
Examples of Work

| Police Dept. - Salaries | FY2013 Req. Budget | FY2013 YTD* Spending | % Used |
|--|--------------------|----------------------|--------------|
| Professional Salaries | \$226,596 | \$159,055 | 46.2% |
| Prof/Other Salaries | \$56,651 | \$27,822 | 49.1% |
| Clerical Salaries | \$430,241 | \$65,163 | 50.0% |
| Police Officers Salaries | \$3,697,342 | \$1,803,444 | 48.8% |
| Holiday Pay | \$50,000 | \$52,050 | 104.1% |
| Overtime Pay | \$250,000 | \$101,496 | 40.6% |
| Dispatchers Salaries | \$407,996 | \$230,095 | 56.4% |
| Dispatchers-Holiday | \$5,242 | \$3,347 | 36.2% |
| Traffic Supervisors Salary | \$79,371 | \$30,731 | 38.7% |
| Dispatchers Overtime | \$39,586 | \$30,552 | 77.3% |
| Holiday Pay-Non Union | \$14,336 | \$4,642 | 32.4% |
| Impact Peral | \$49,945 | \$8,944 | 17.9% |
| Longevity | \$23,850 | \$7,650 | 32.1% |
| Clothing Allowance | \$6,500 | \$4,750 | 73.1% |
| Total Police Dept. - Salaries Total | \$5,073,645 | \$2,480,340 | 48.9% |

*Year to Date = 12/31 or 50.4% of FY2013



MPMP Participants as of February 2014



History & Upcoming Plans

FY13

- Launched as six-month pilot for 20 municipalities & five analysts
- Funded 100% by state grant (total budget: ~\$300,000)

FY14

- Expands to >35 municipalities & six analysts
- Funded 60% by state, 40% by fees (total budget: ~\$550,000)

FY15 (goals/plans)

- Expanding to >40 municipalities & seven analysts
- Funded 33% by state, 67% by fees (total budget: ~\$750,000)
- School District Performance Management Program (SDPMP) to launch with one-analyst pilot
- State of Rhode Island considers funding a pilot MPMP

Partnership Information

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