Massachusetts Municipal Performance Management Program (MPMP)

Michael Ward
University of Massachusetts Boston, michael.ward@umb.edu

Follow this and additional works at: http://scholarworks.umb.edu/ocp_posters

Part of the Civic and Community Engagement Commons, Public Administration Commons, Public Policy Commons, and the State and Local Government Law Commons

Recommended Citation
http://scholarworks.umb.edu/ocp_posters/277

This Presentation is brought to you for free and open access by the Office of Community Partnerships at ScholarWorks at UMass Boston. It has been accepted for inclusion in Office of Community Partnerships Posters by an authorized administrator of ScholarWorks at UMass Boston. For more information, please contact library.uasc@umb.edu.
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

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

Michael Ward
Director of Municipal Services
Edward J. Collins, Jr. Center for Public Management
Phone 617.287.4876
Michael.Ward@umb.edu
www.umb.edu/cpm