

Performance Management among Michigan Local Governments: Attitudes and Practices

Findings from the Fall 2017
Michigan Public Policy Survey (MPPS)

October 18, 2018

Presentation for NCPP Annual Public Performance Conference

Presentation Outline

- Overview of the Michigan Public Policy Survey (MPPS)
- Brief review of recent state-level performance measurement push in Michigan
- Findings on Michigan local government officials' views on their jurisdictions' current performance management efforts, including:
 - ✓ Who uses data and the scope of their efforts
 - ✓ Views on effectiveness and problems
 - ✓ Overall assessments of whether performance mgmt. is worthwhile

Background: The MPPS

- **A census survey** – all 1,856 Michigan counties, cities, villages, and townships, with **response rates at 70%+ every wave**
- **Respondents** – chief elected and appointed officials
- **Administered** – online and via hardcopy
- **Topics** – wide range, such as fiscal health, budget priorities, roads, public safety, economic development, intergovernmental cooperation, service privatization, employee policies, labor unions, environmental sustainability, Great Lakes, citizen engagement, much more.

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Background: MI Performance Mgmt.

Governor Rick Snyder and “EVIP”:

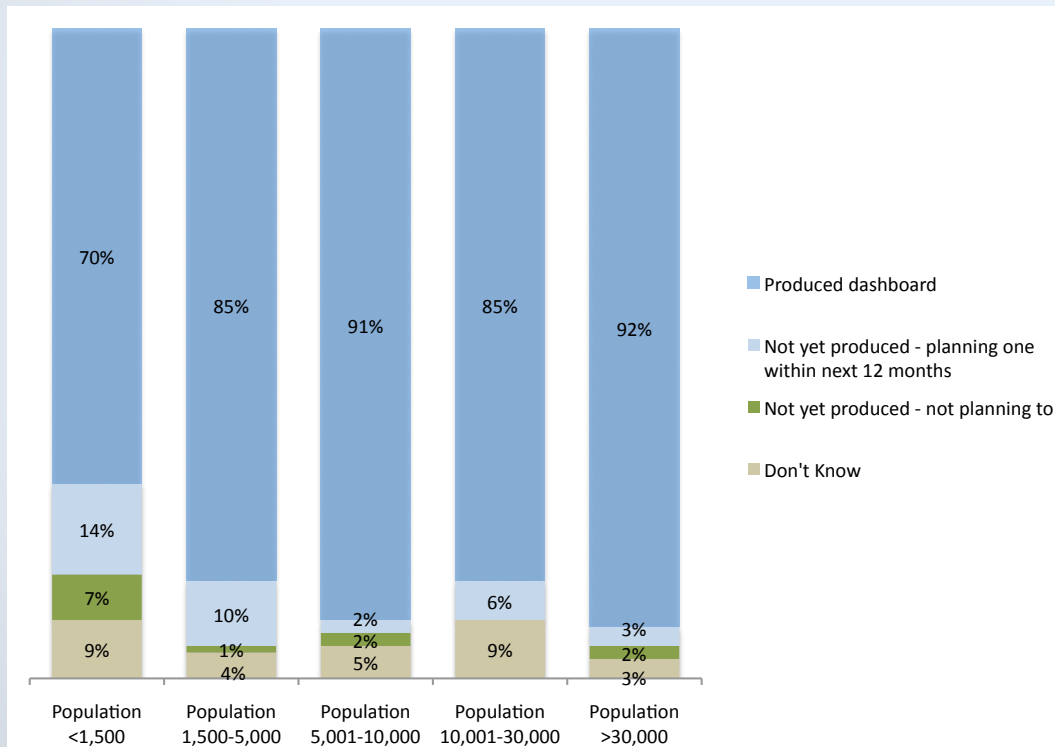


- FY 2011-12: statutory revenue sharing replaced with the **Economic Vitality Incentive Program** (EVIP)
- To get revenue sharing, gov'ts must adopt EVIP approach
- Three “buckets” with one—the creation of **performance dashboards**—incentivizing performance measurement (and subsequently management)

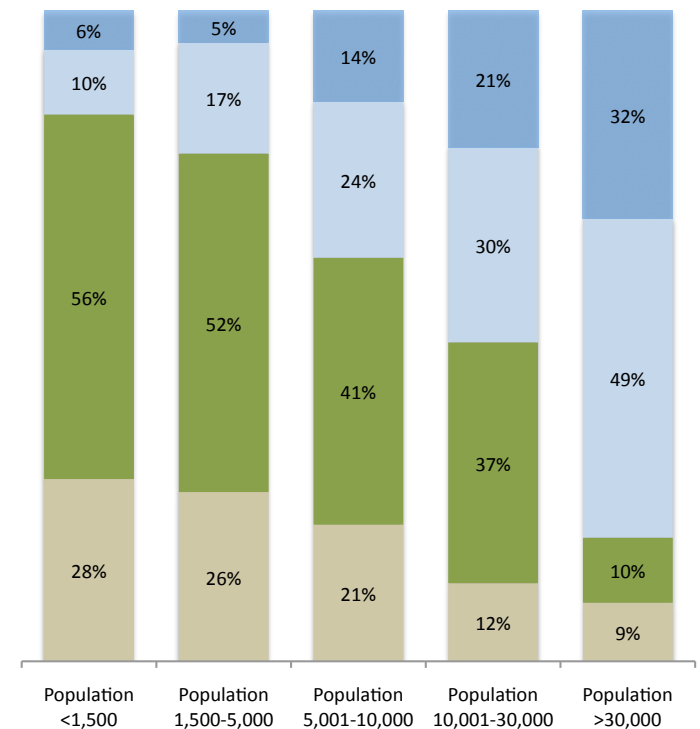
Background: MI Performance Mgmt.

Local jurisdictions' creation of dashboards in 2011

Among revenue eligible jurisdictions:

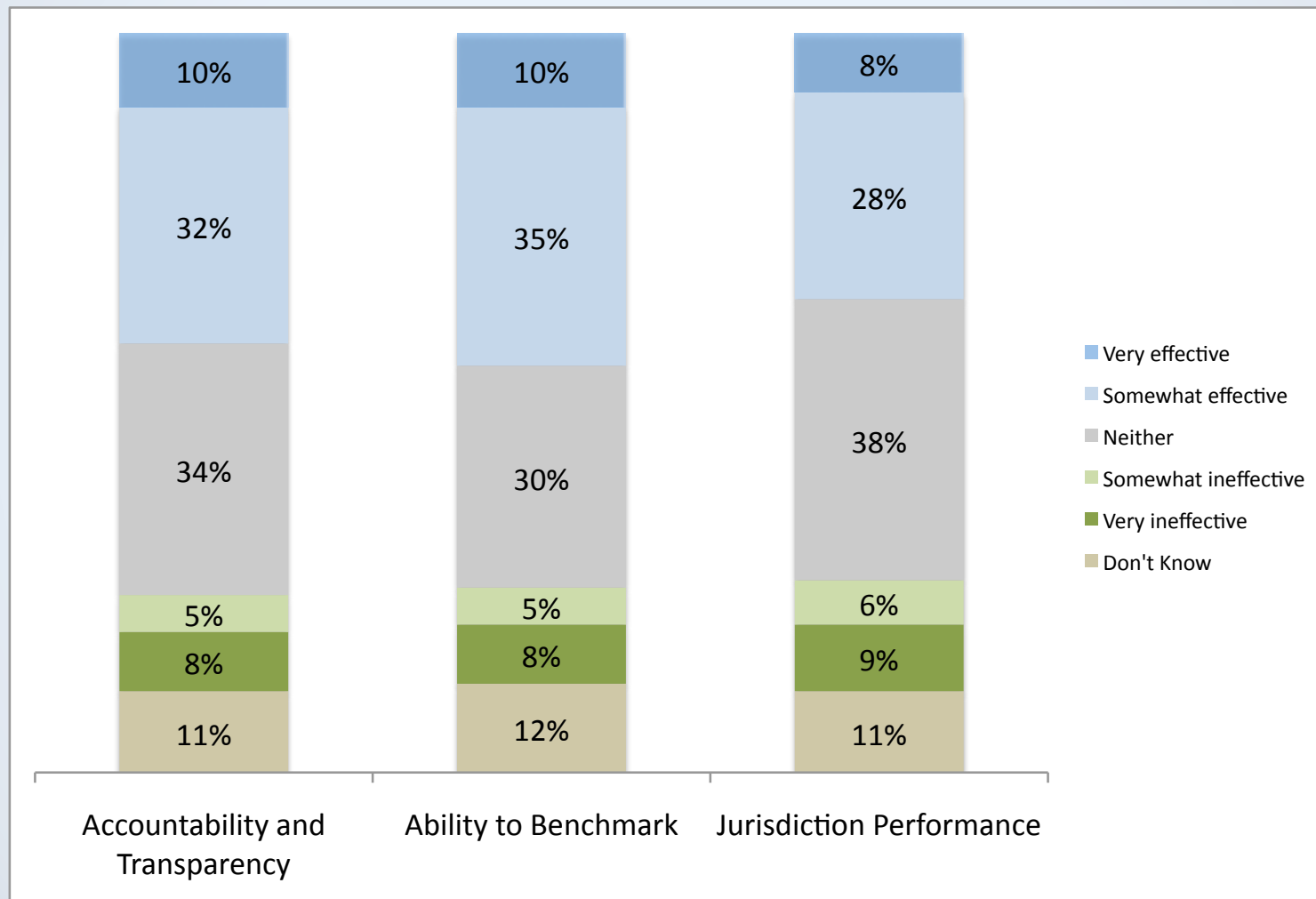


Among ineligible jurisdictions:



Background: MI Performance Mgmt.

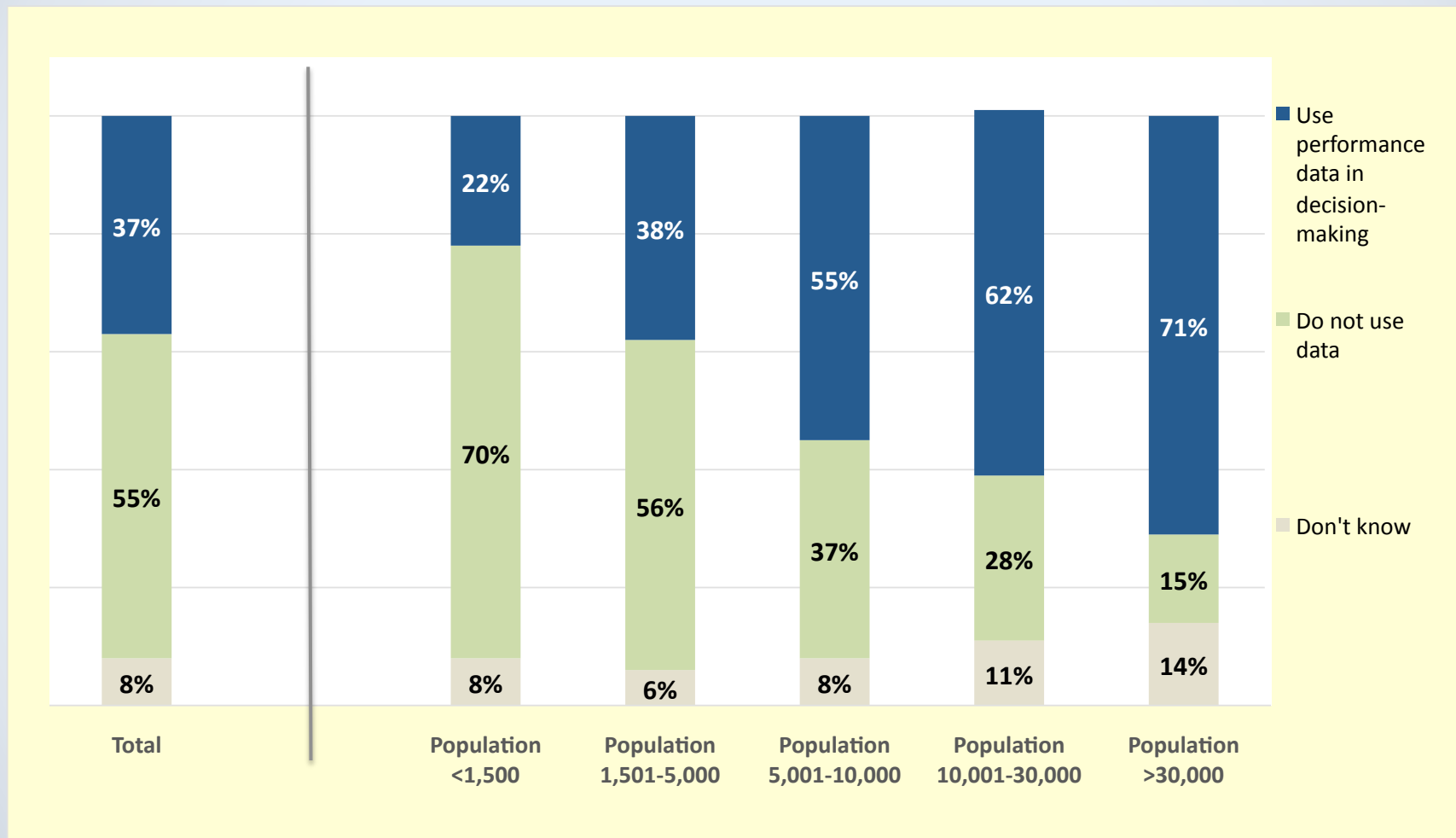
Local leaders' assessments of EVIP dashboards in 2011



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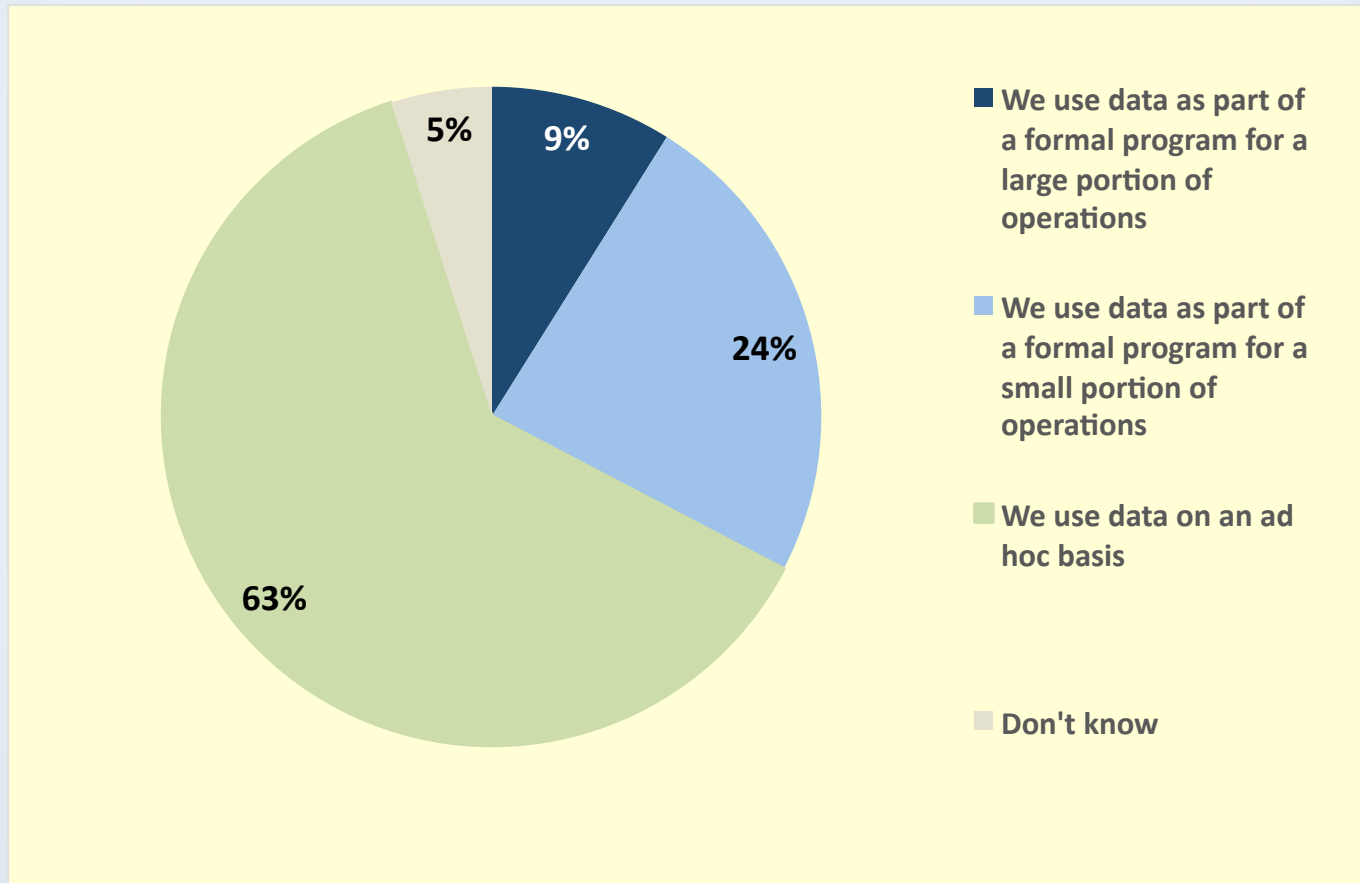
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Which Michigan local governments use data?



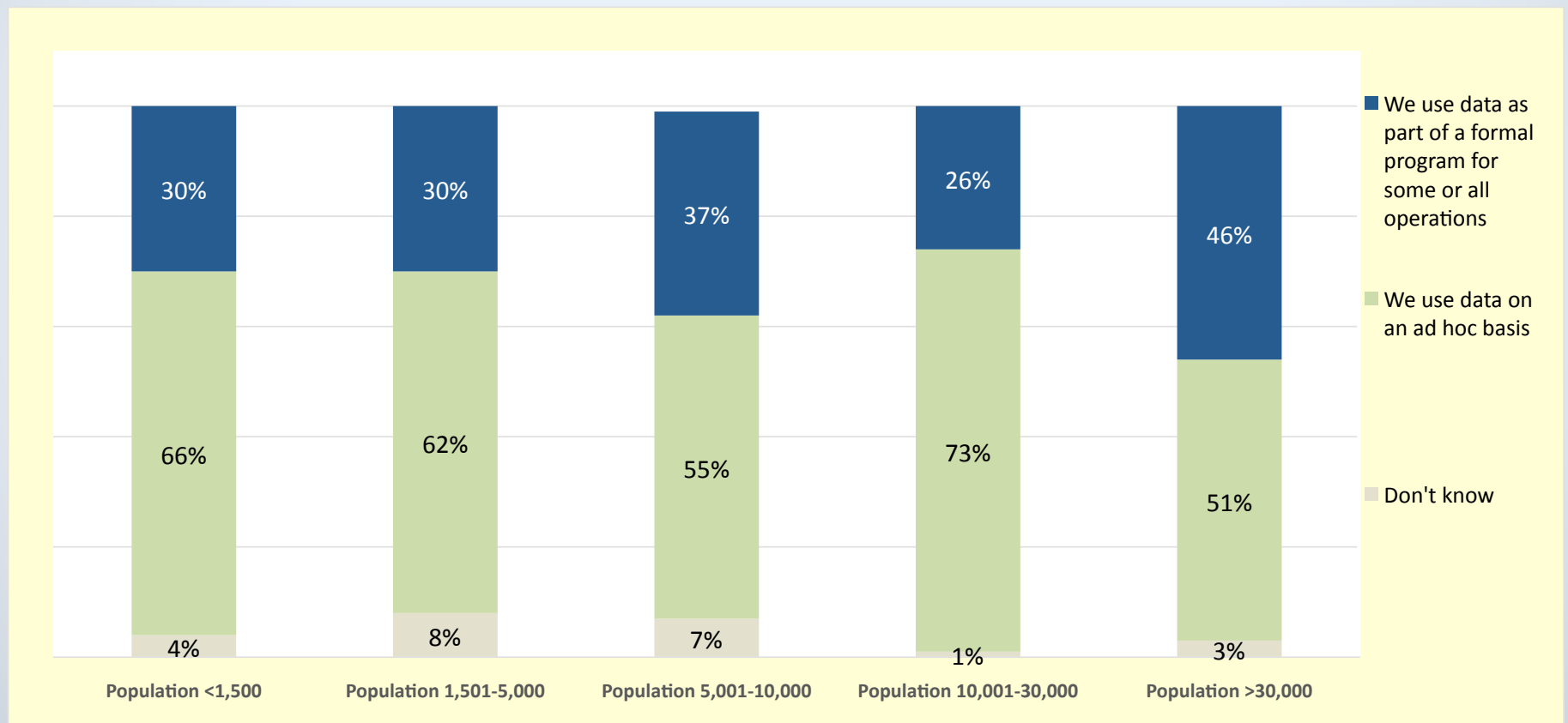
How do Michigan local governments use data?

Which of the following approaches best describes your jurisdiction's **use of the performance data it collects**?



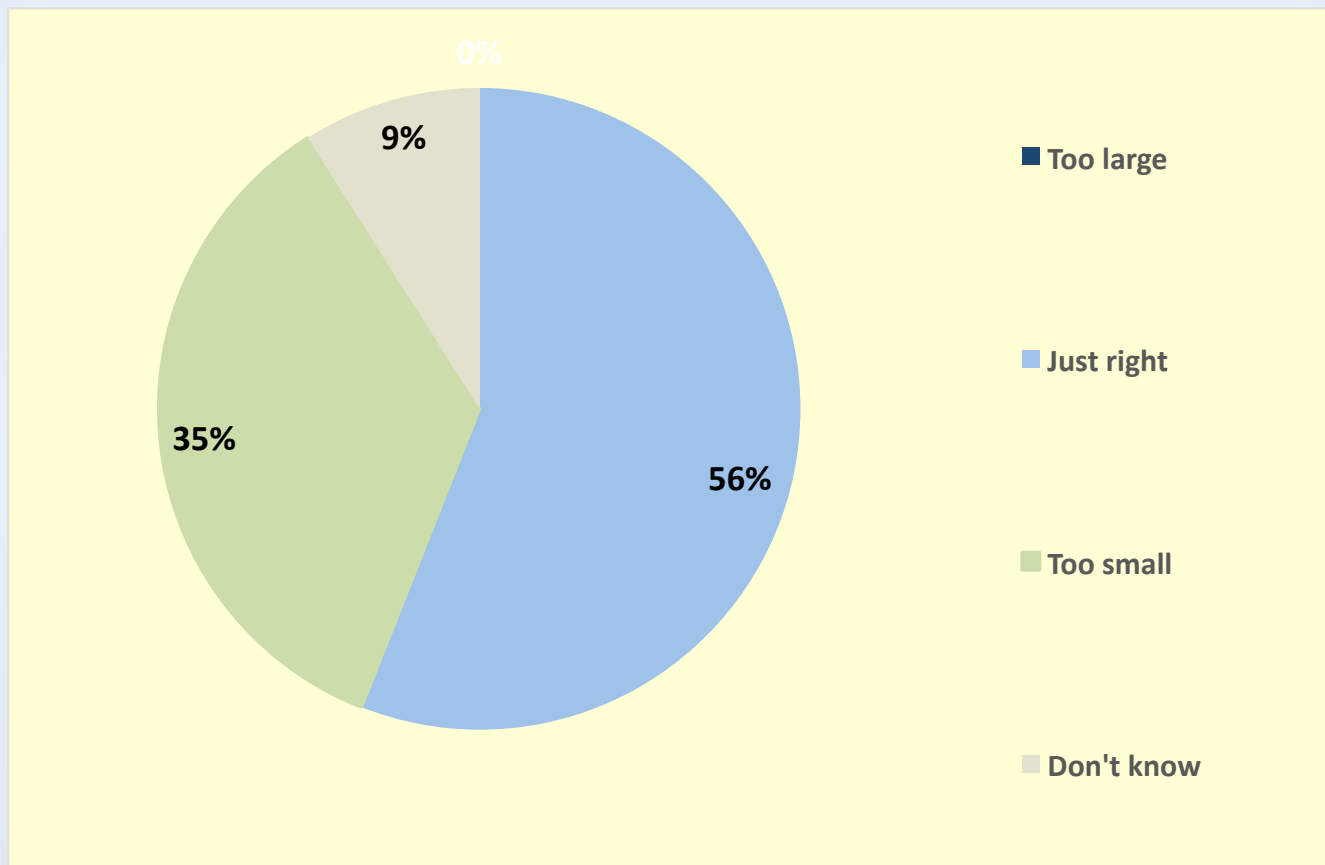
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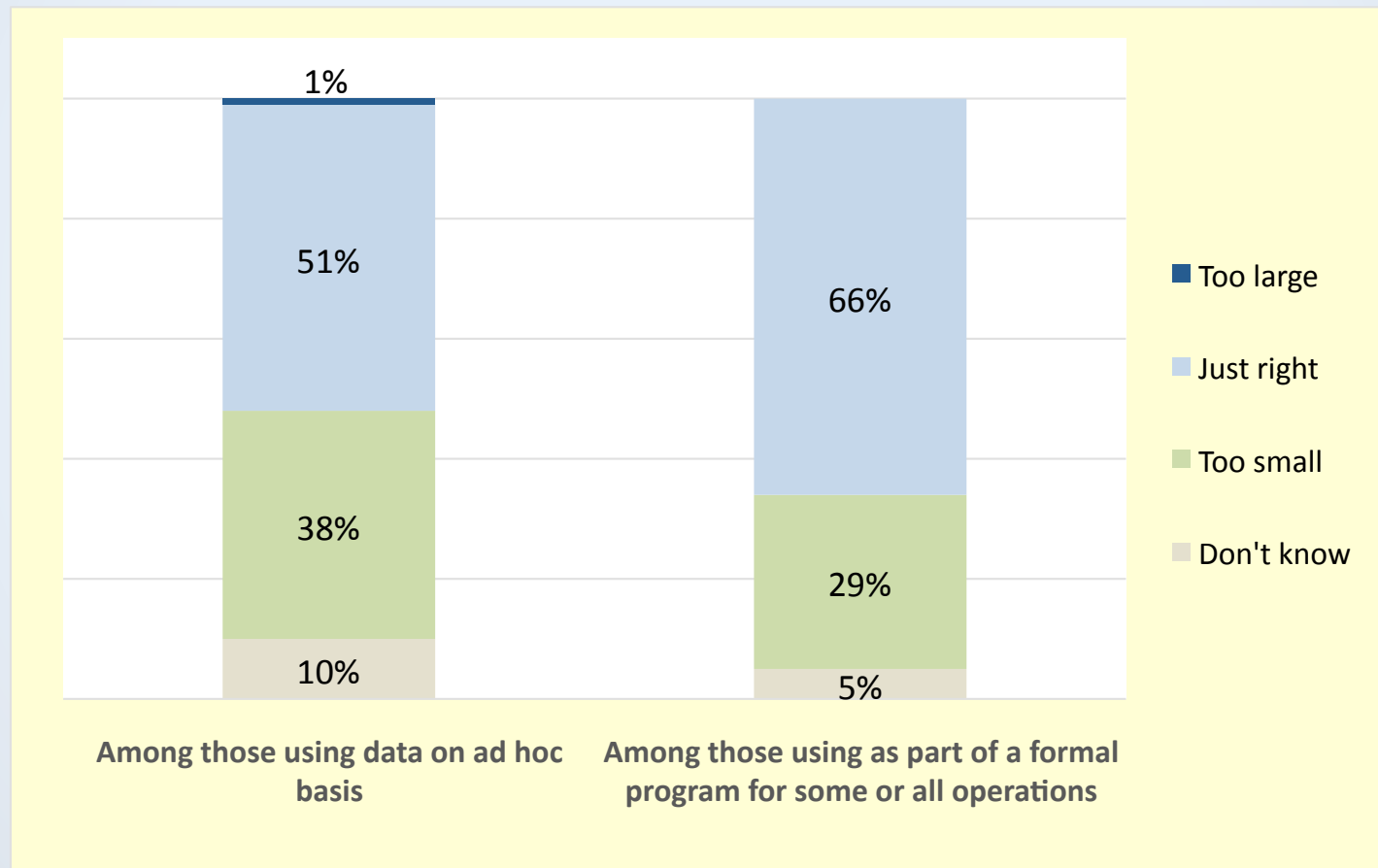
Do local officials think they're using the right amount?

...would you say **the current scope** of your jurisdiction's performance management efforts is too large, too small, or just right?



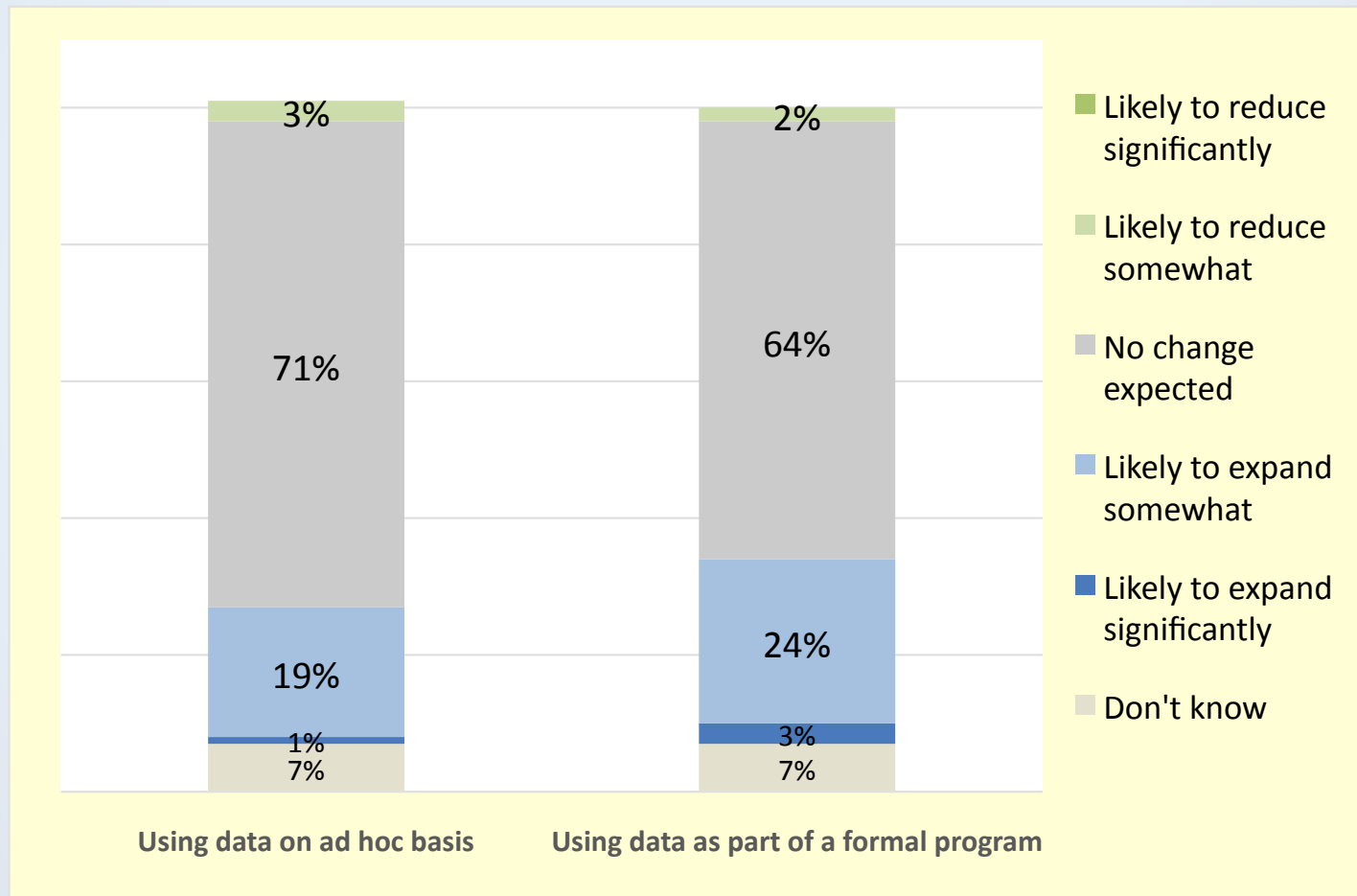
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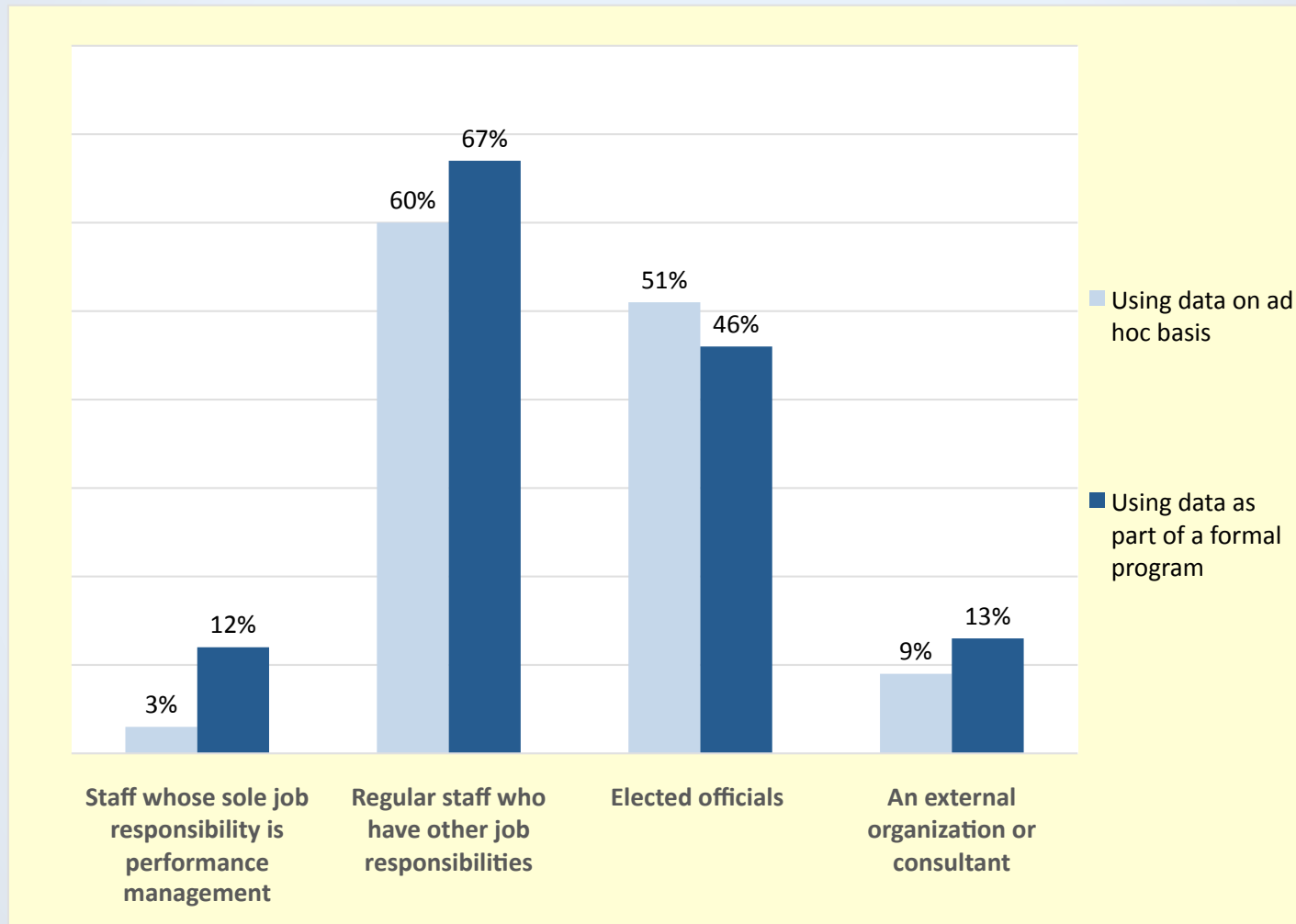
Do local officials think they're going to change?

How likely is it that your jurisdiction will either **cut back or expand** its performance management activities within the next 12 months?



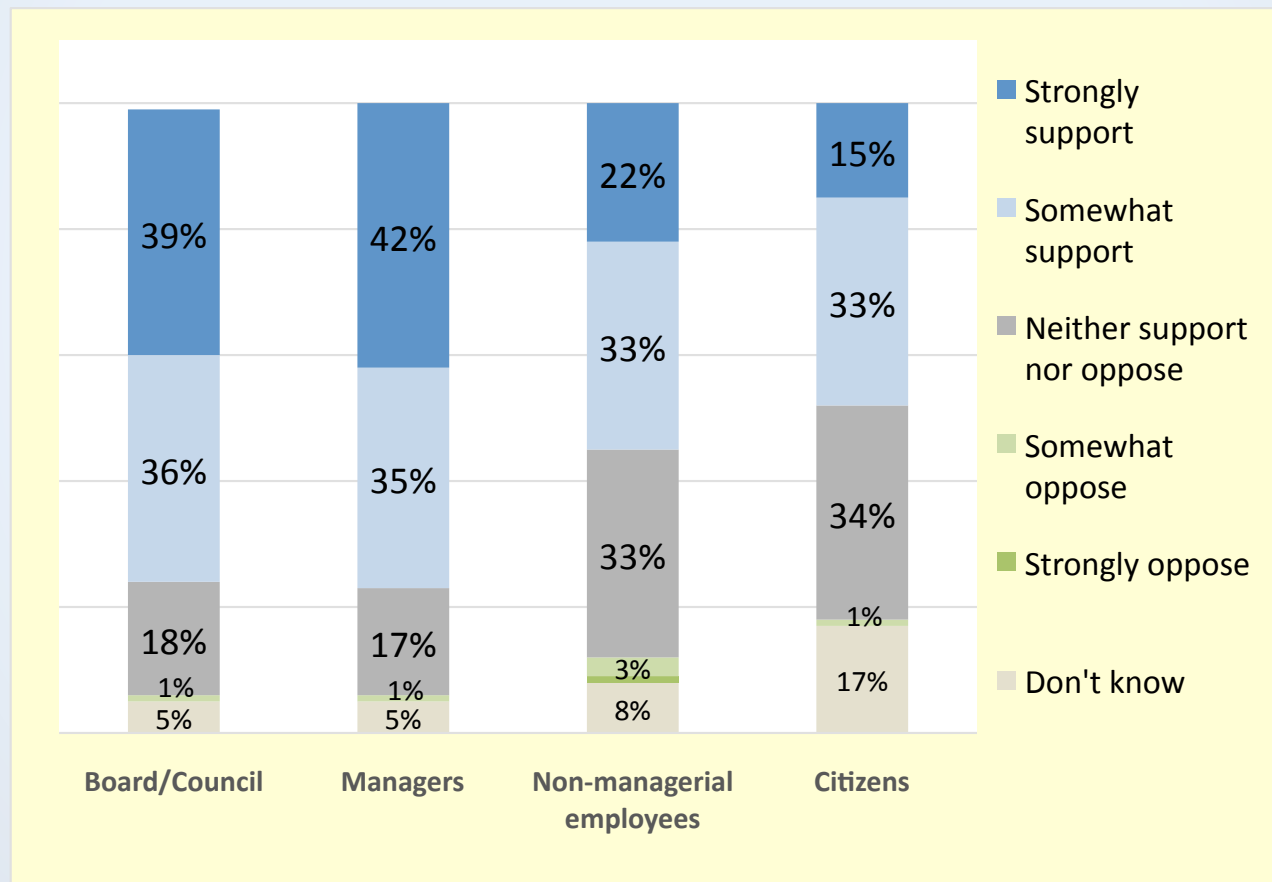
Who is responsible for performance management?

...Our performance management activities **primarily involve**...



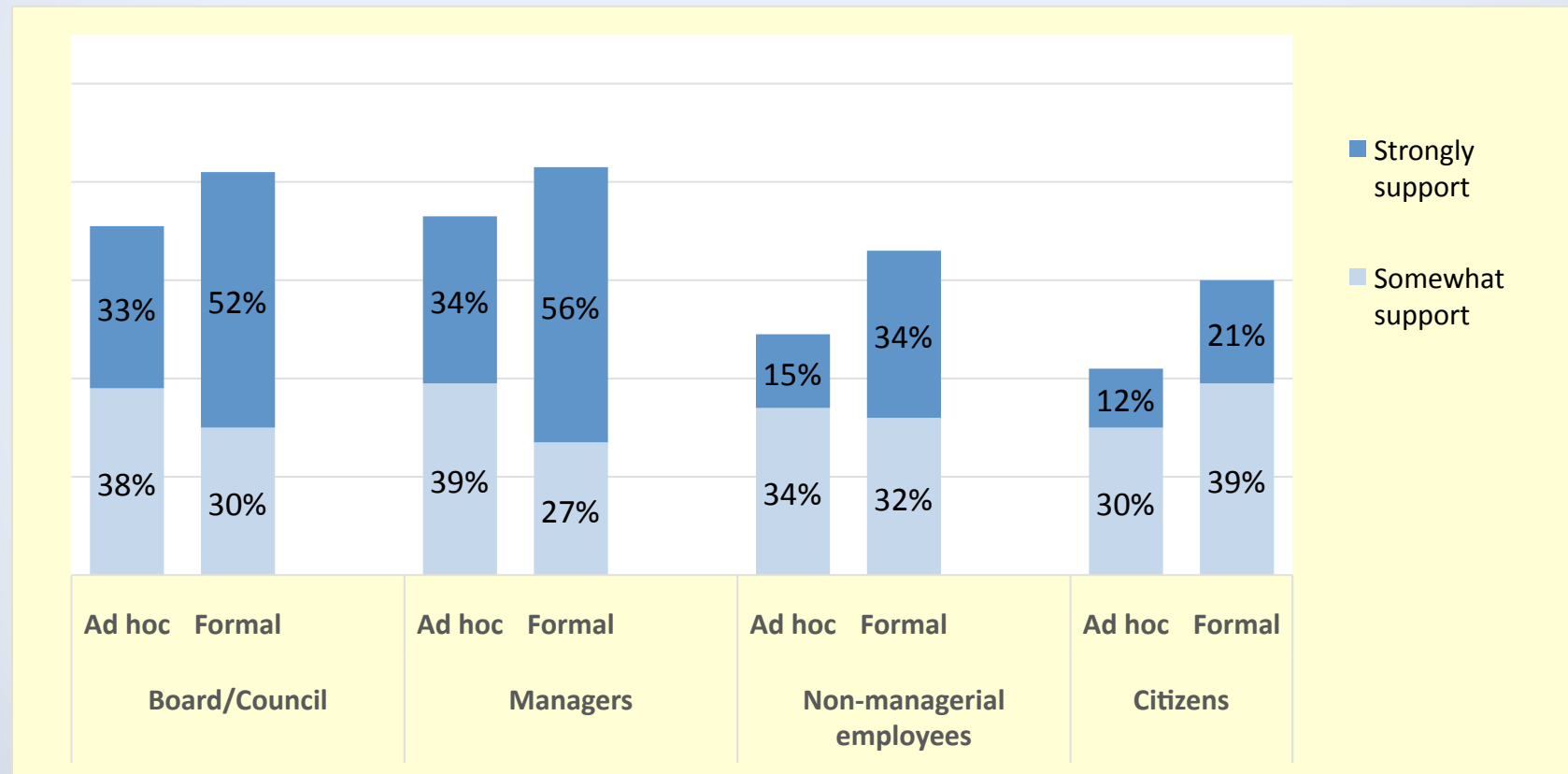
Who supports performance management?

To the best of your knowledge, **to what extent** do the following groups **support or oppose** your jurisdiction using performance data to guide decision-making?



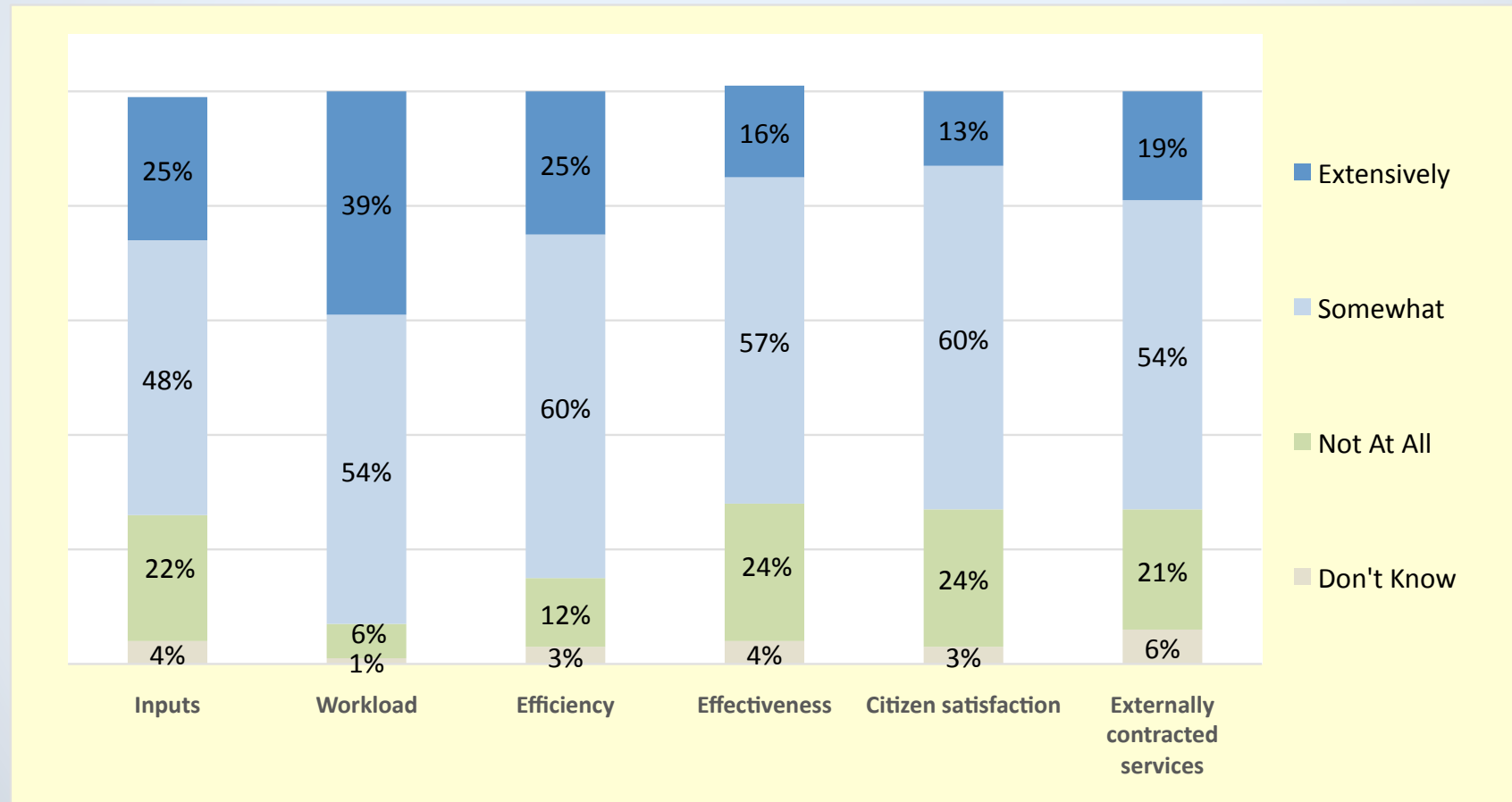
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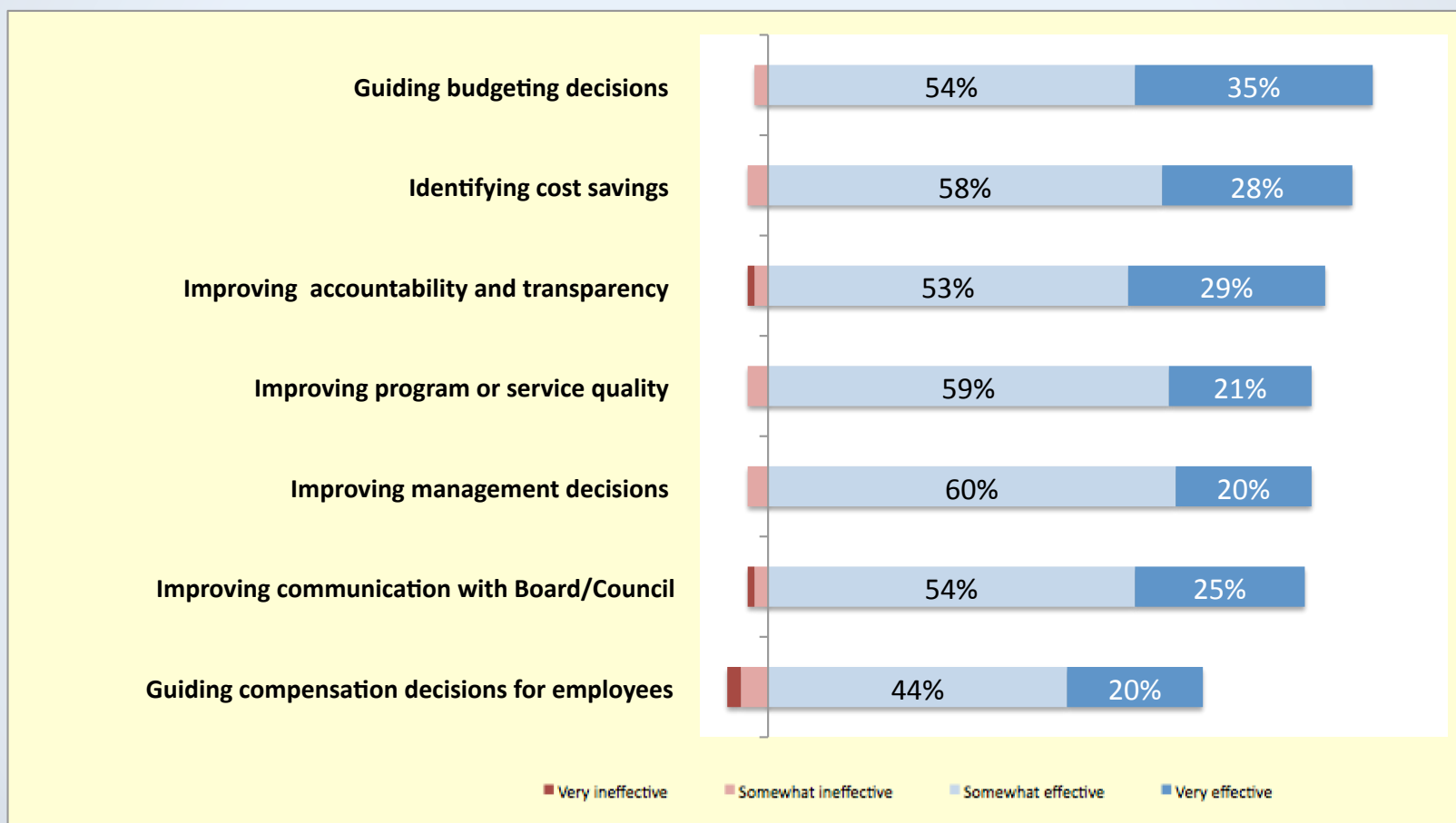
What types of data do local governments use?

Please identify **the extent** to which, overall, your jurisdiction uses the following types of data...



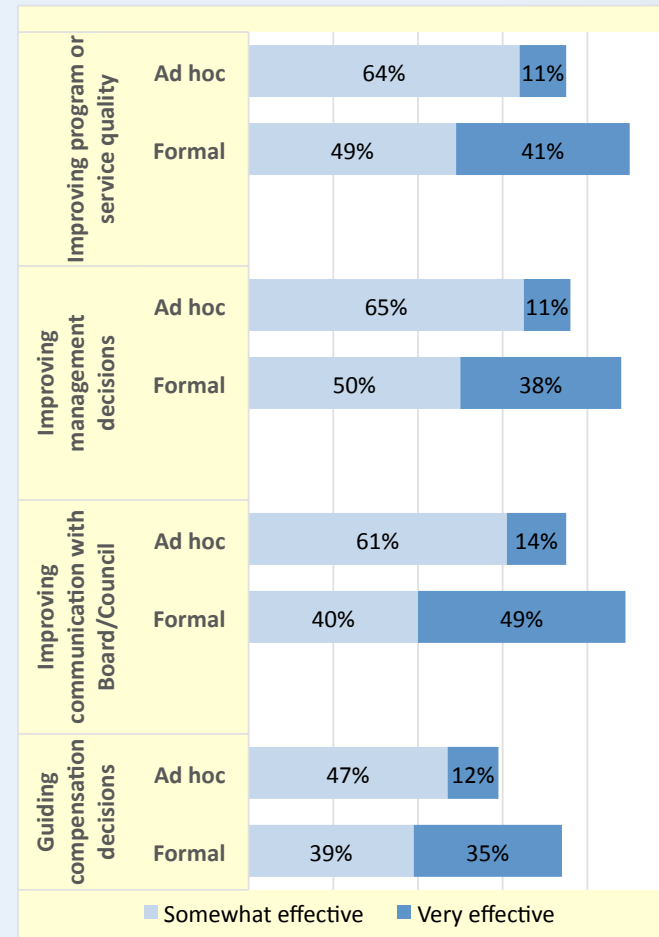
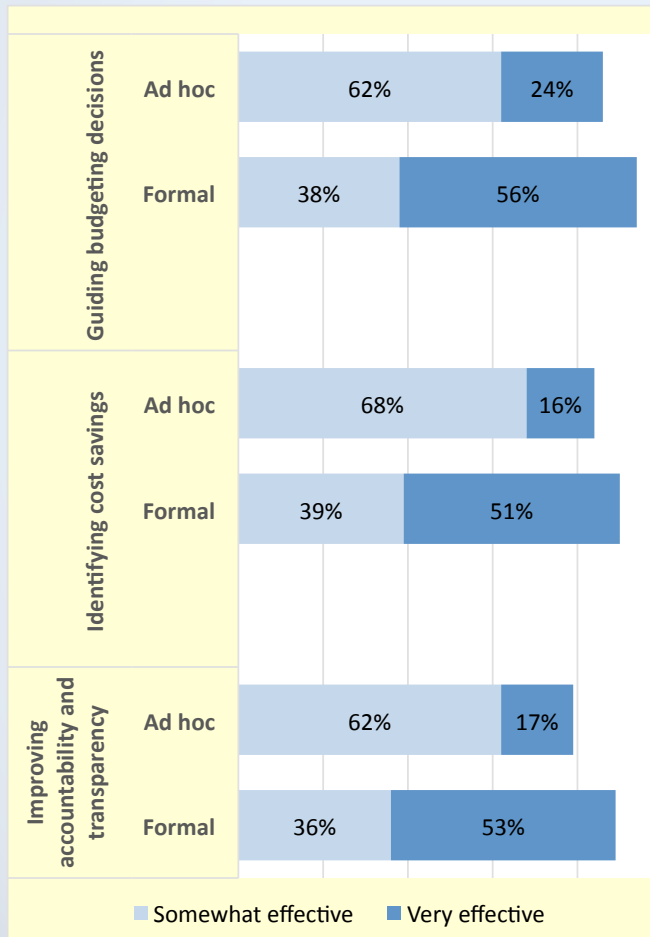
How effective is performance management?

How would you **rate the overall effectiveness** of your jurisdiction's use of performance data for the following purposes?



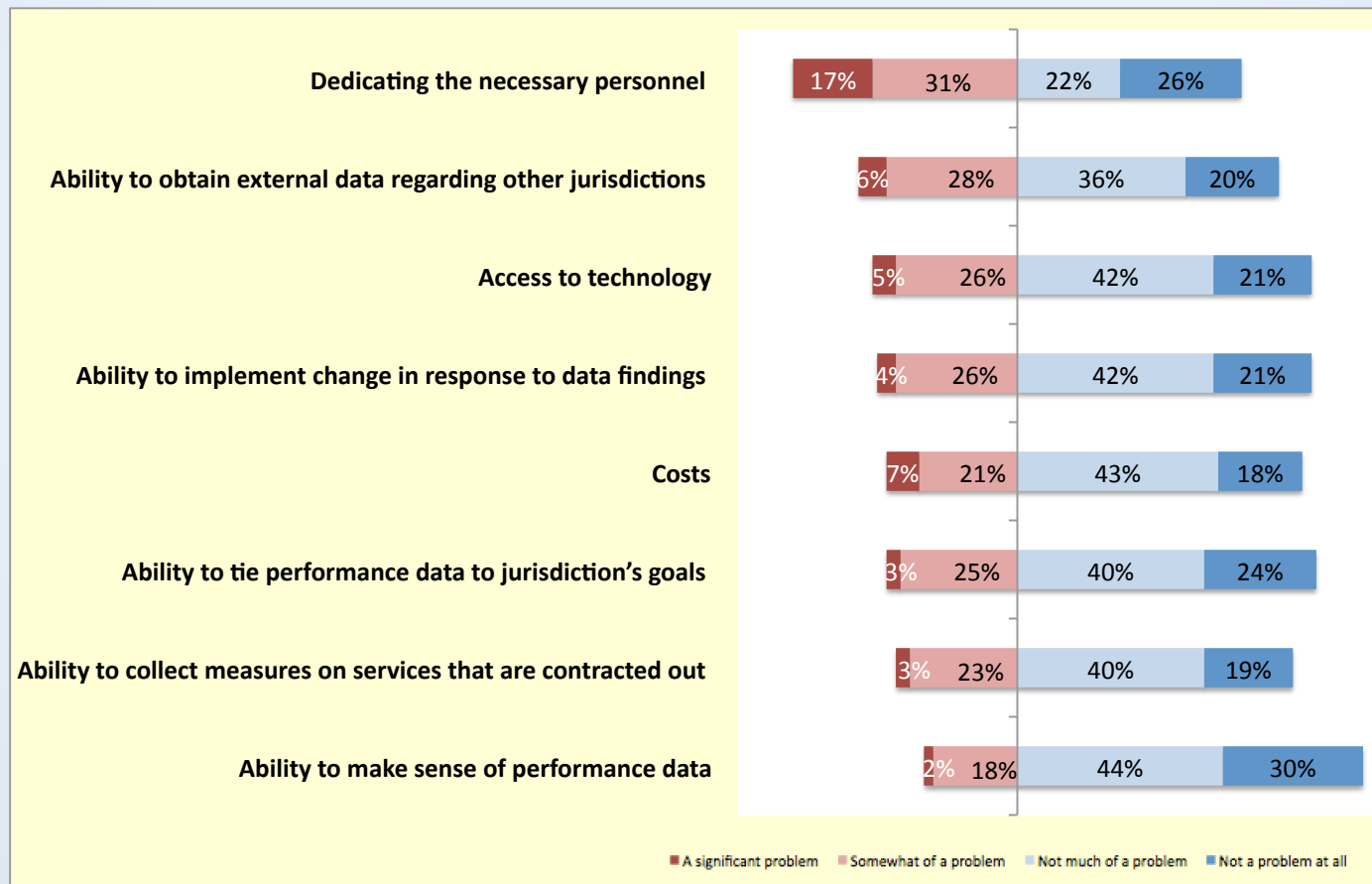
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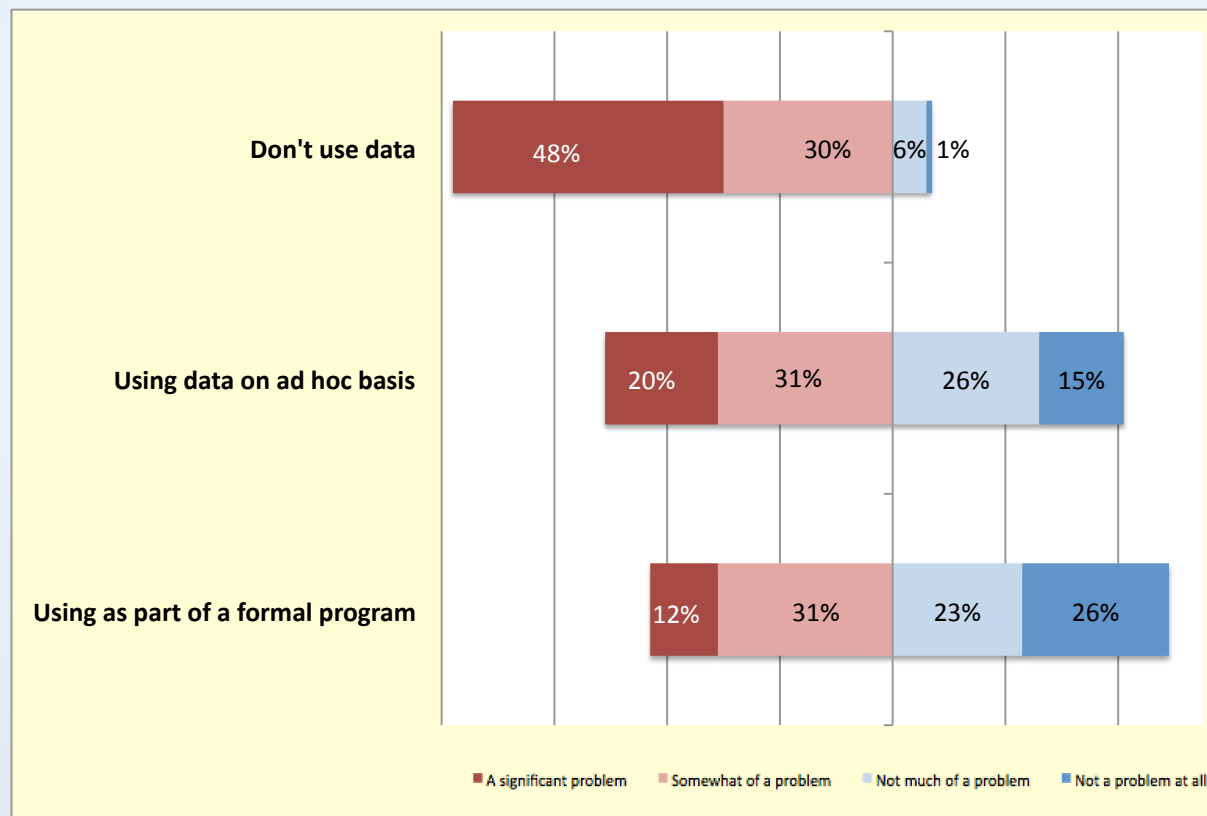
What problems do users encounter?

To what extent, if any, would you say that the following are **problems** that your jurisdiction has **faced within the last 12 months** in its use of performance data?



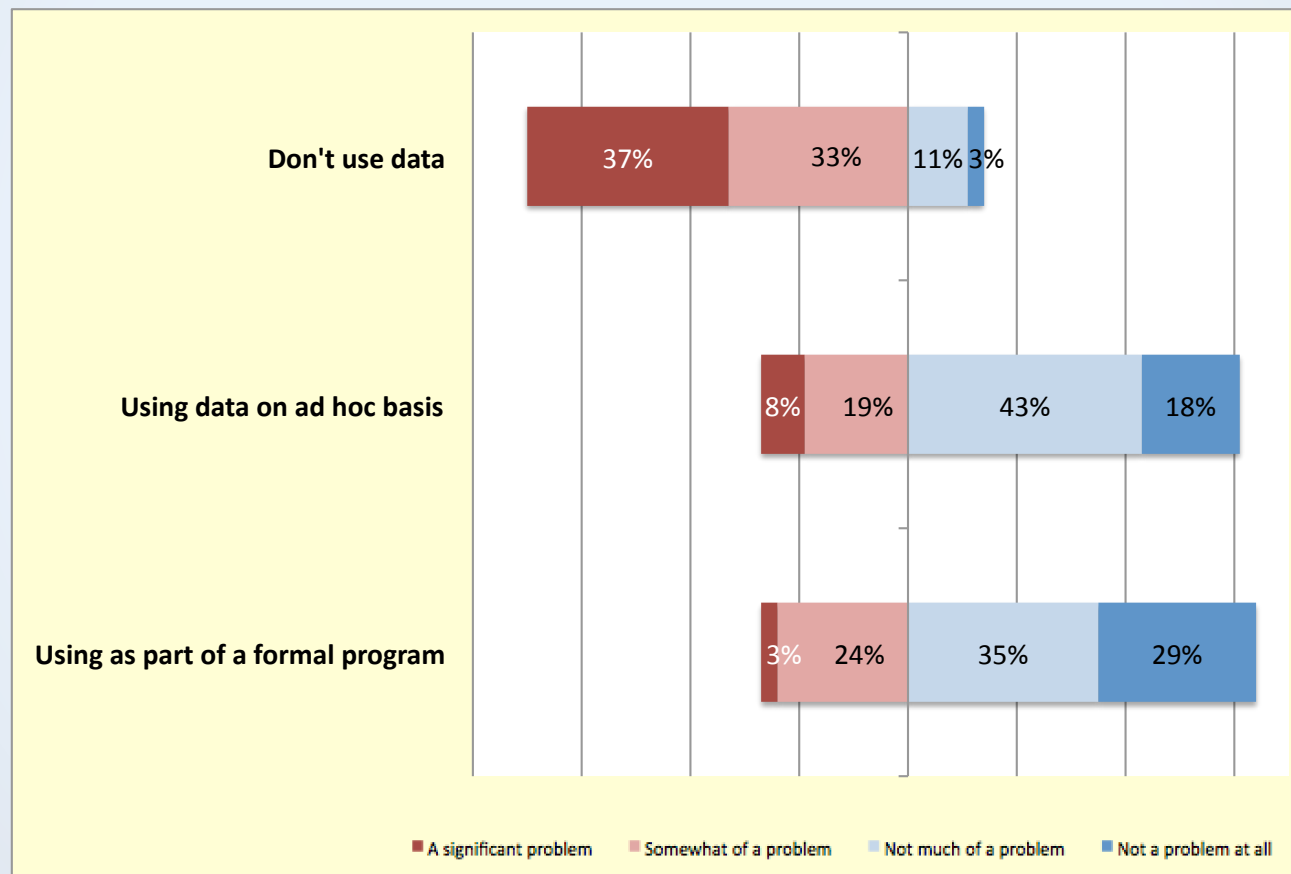
Human Capacity: Is dedicating personnel a problem?

To what extent, if any, would you say/expect that dedicating the **necessary personnel** is a **problem** that your jurisdiction has/would face in its use of performance data?



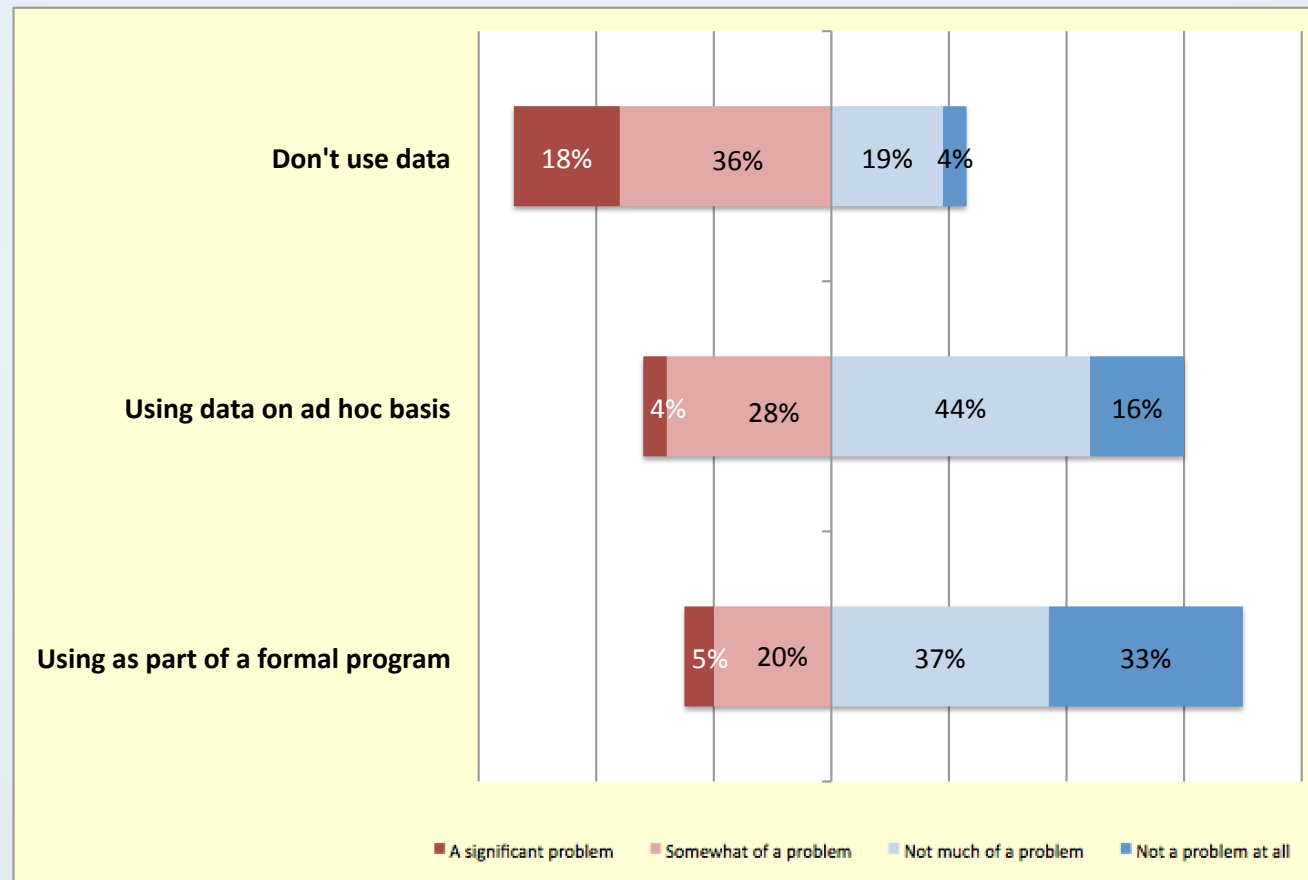
Financial Capacity: Are costs a problem?

To what extent, if any, would you say/expect that **costs** required to collect and use data are a **problem** that your jurisdiction has/would face in its use of performance data?



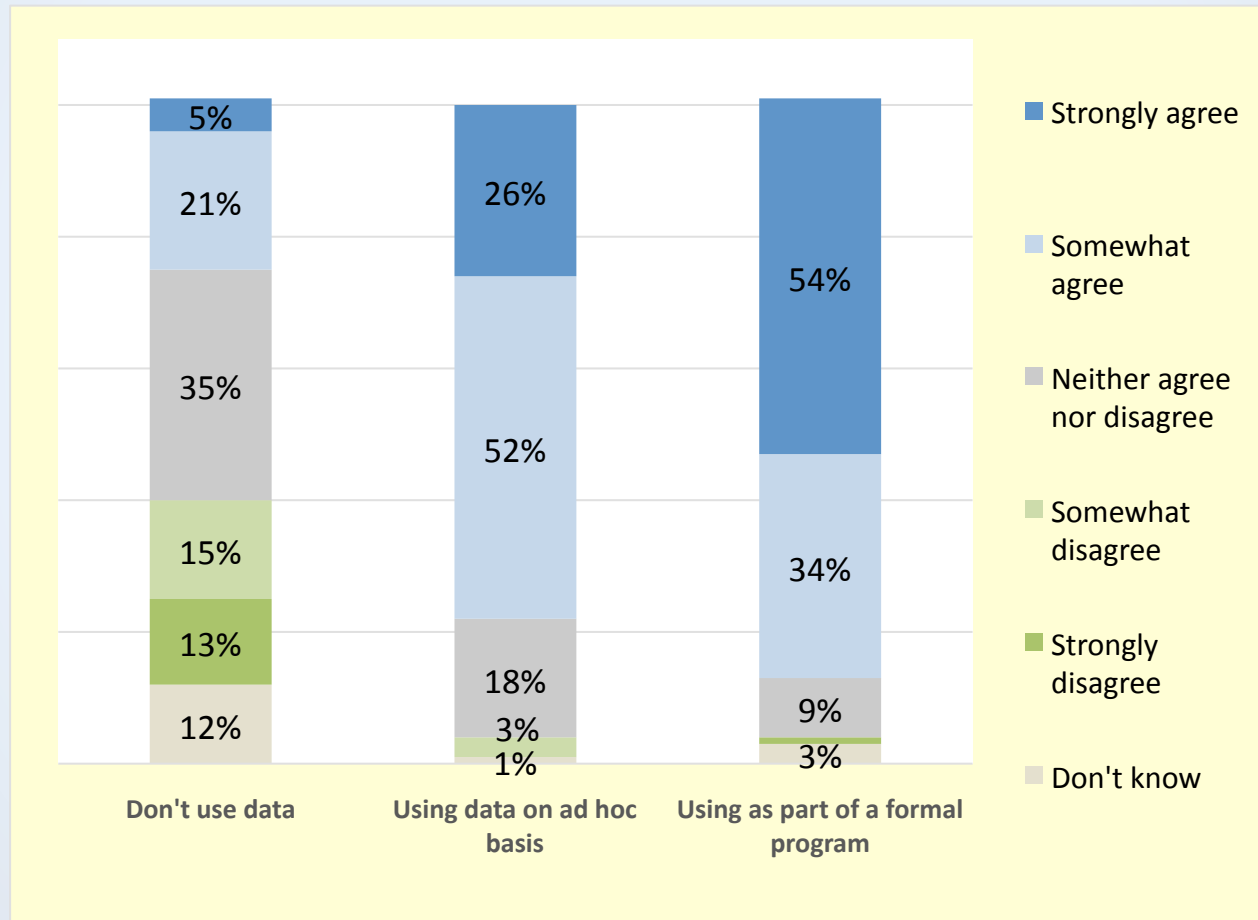
Change Capacity: Is implementation a problem?

To what extent, if any, would you say/expect that **ability to implement change** in response to data findings is a **problem** that your jurisdiction has/would face in its use of performance data?



Do officials find performance mgmt. worthwhile?

Overall, do you agree or disagree that performance management activities are **worthwhile for your jurisdiction?**



Michigan Local Officials' Views on Performance Mgmt.

Summary

- Over a third (37%) of Michigan local leaders report their governments engage in performance management, including 71% from the largest.
- However, two-thirds of these are only using data on ad hoc basis, while 33% have formal programs.
- Officials from governments with formal programs more likely to say they are very effective, report fewer problems, and are more likely to believe it is worthwhile.

The Michigan Public Policy Survey (MPPS)

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