

# 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”:



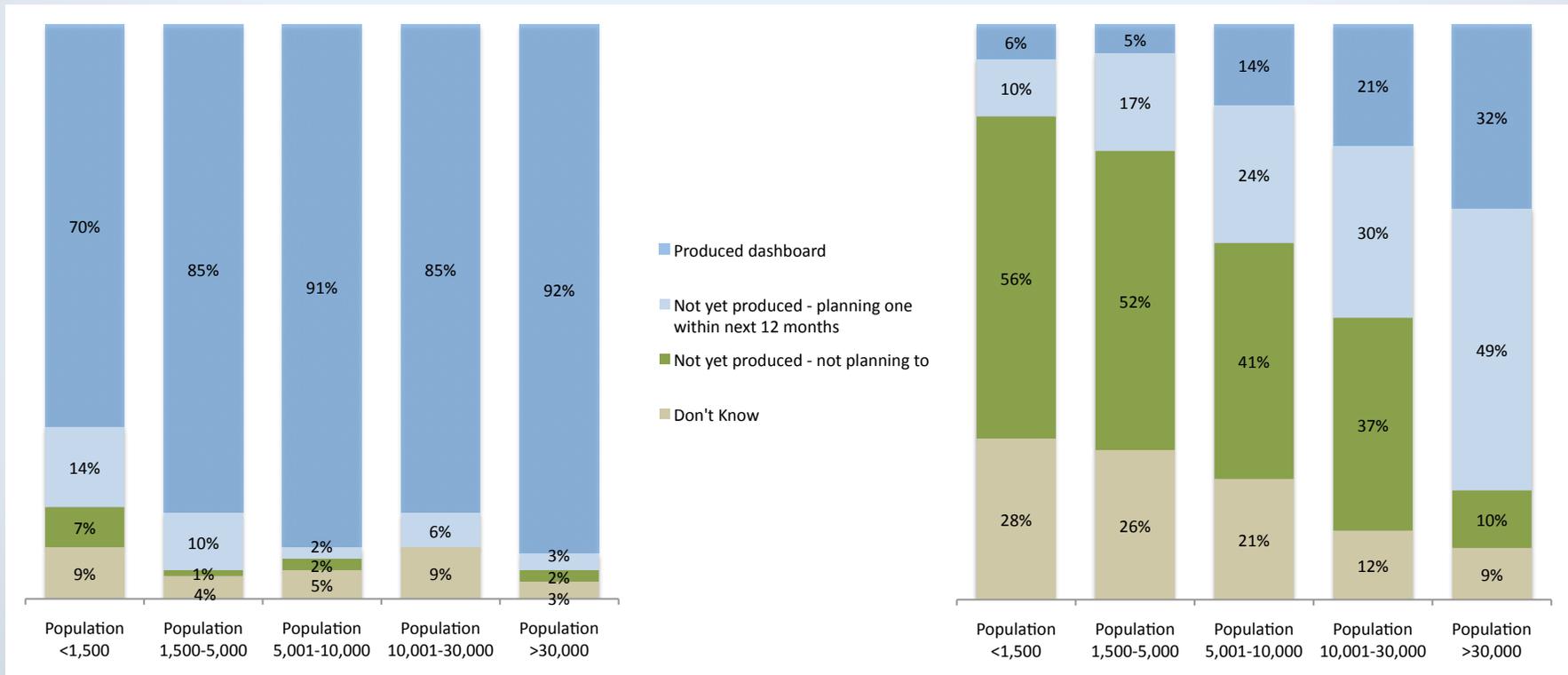
- FY 2011-12: statutory revenue sharing replaced with the **Economic Vitality Incentive Program** (EVIP)
- To get revenue sharing, gov'ts must adopt EVIP approach
- Three “buckets” with one—the creation of **performance dashboards**—incentivizing performance measurement (and subsequently management)

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## Local jurisdictions' creation of dashboards in 2011

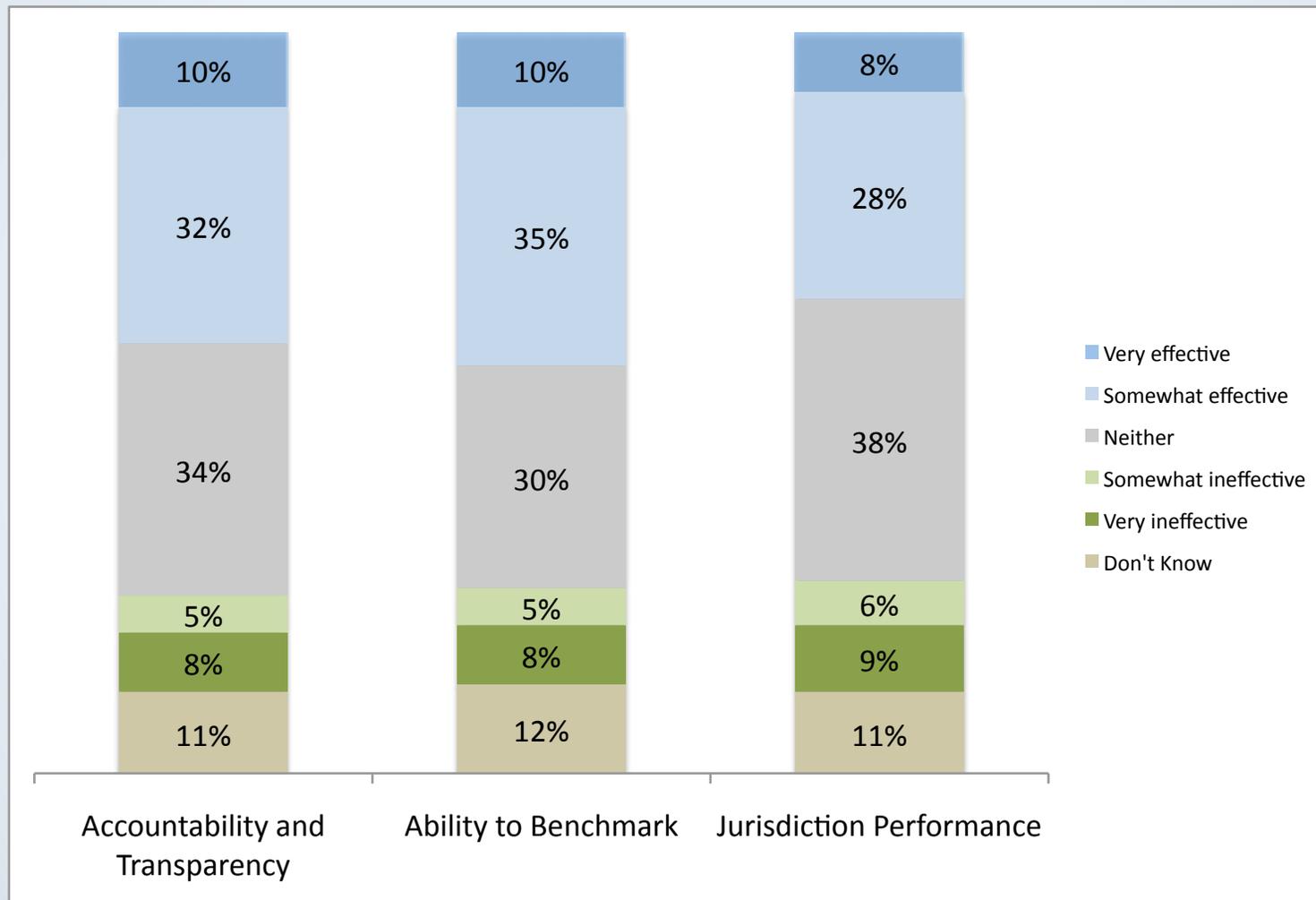
Among revenue eligible jurisdictions:

Among ineligible jurisdictions:



# Background: MI Performance Mgmt.

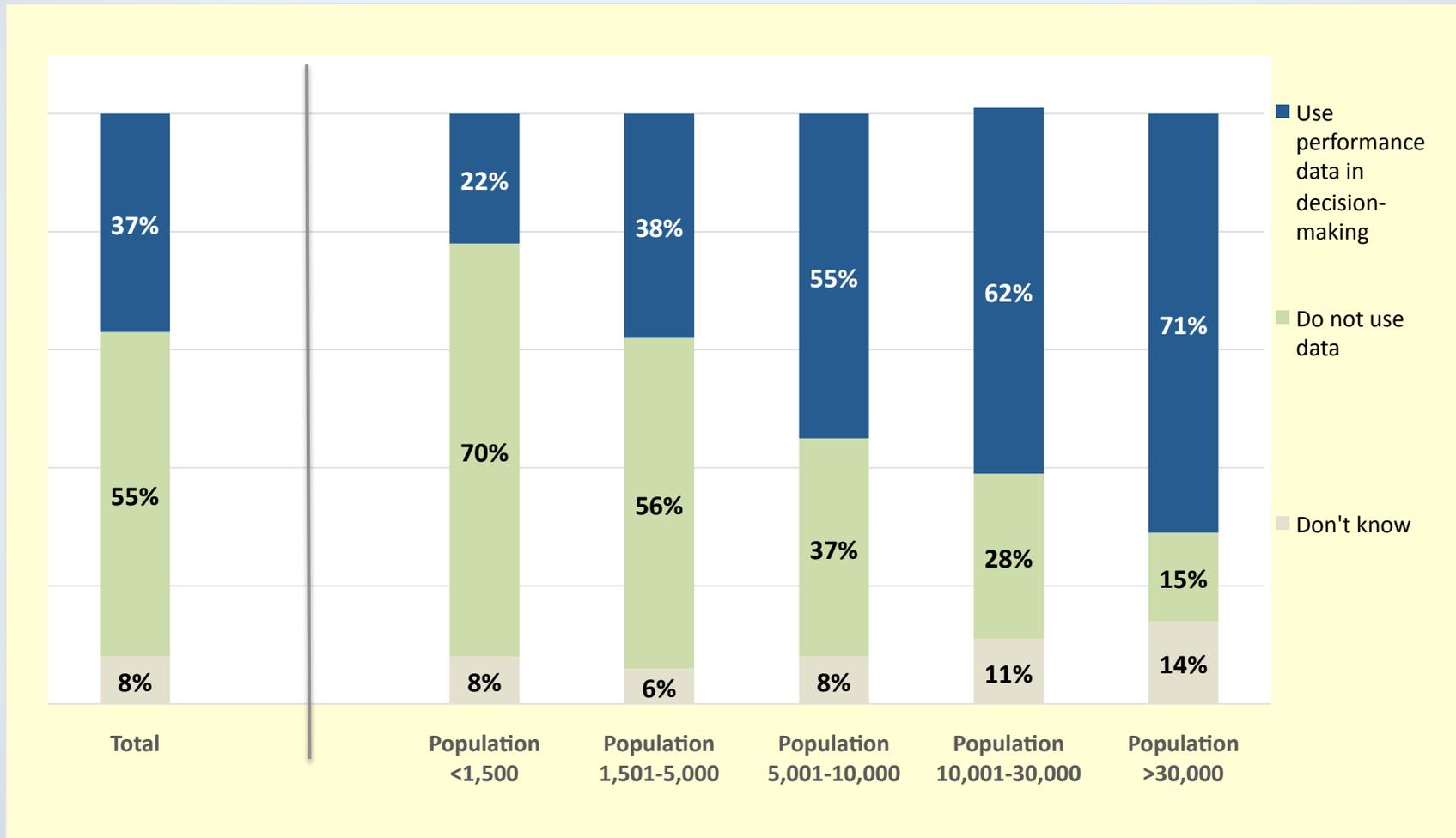
## Local leaders' assessments of EVIP dashboards in 2011



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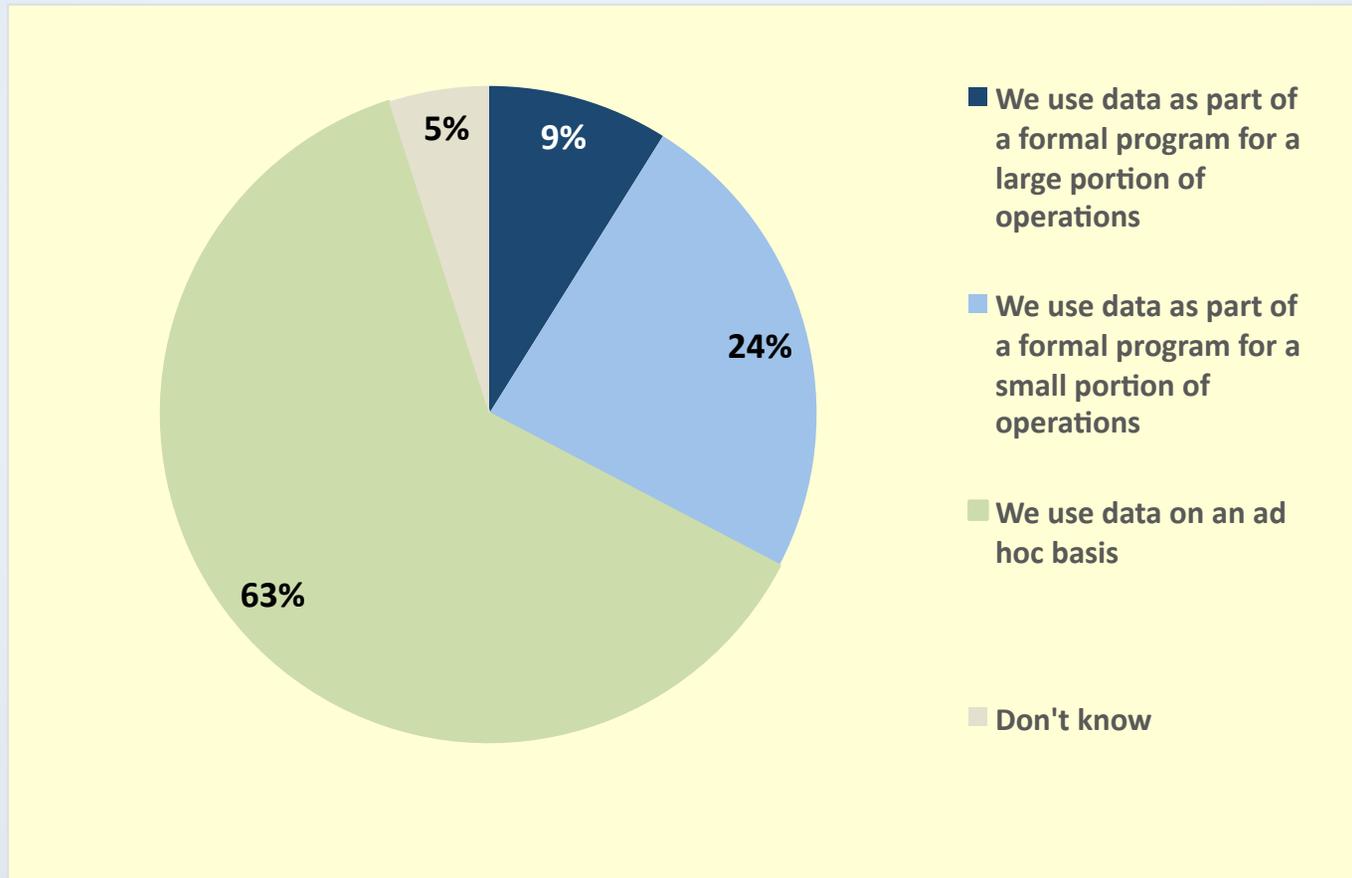
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# Which Michigan local governments use data?



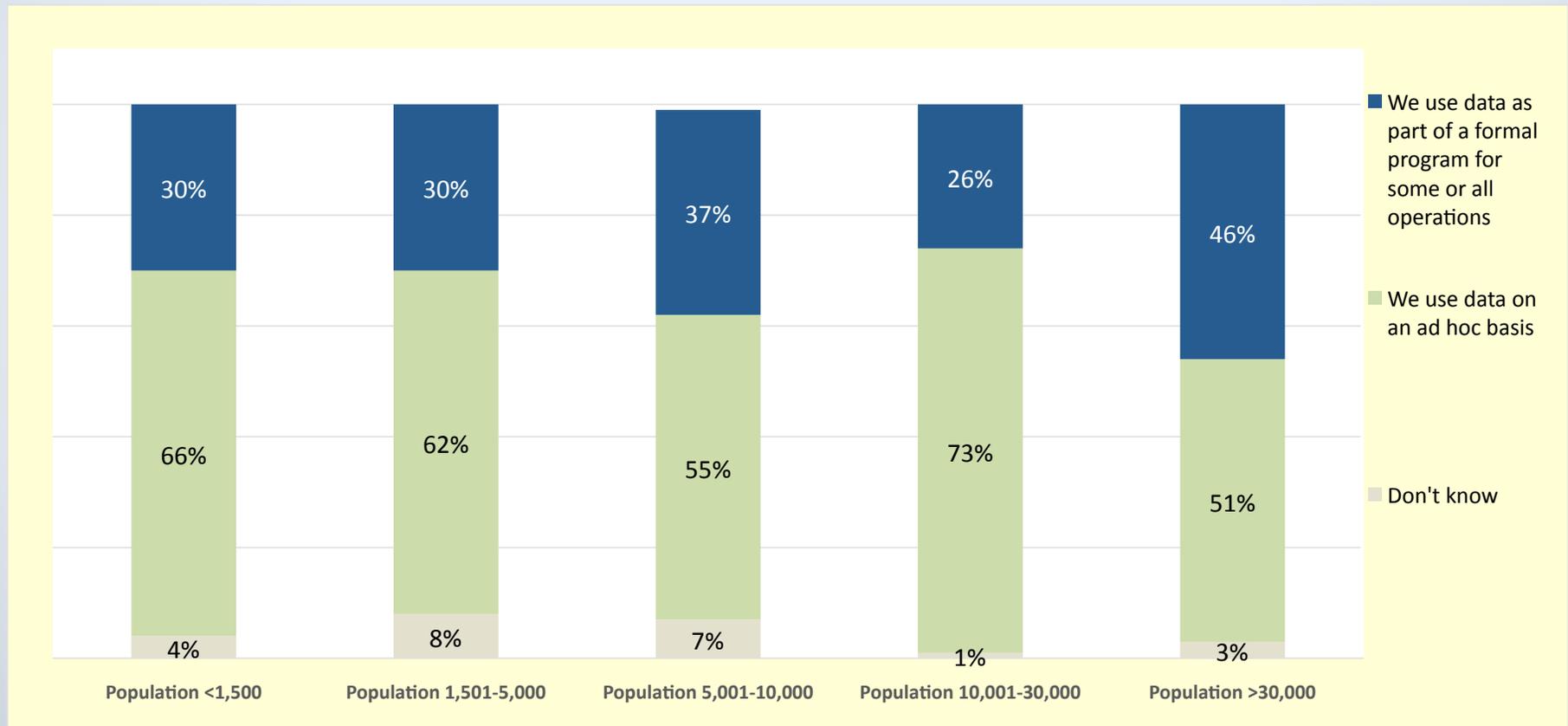
# How do Michigan local governments use data?

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



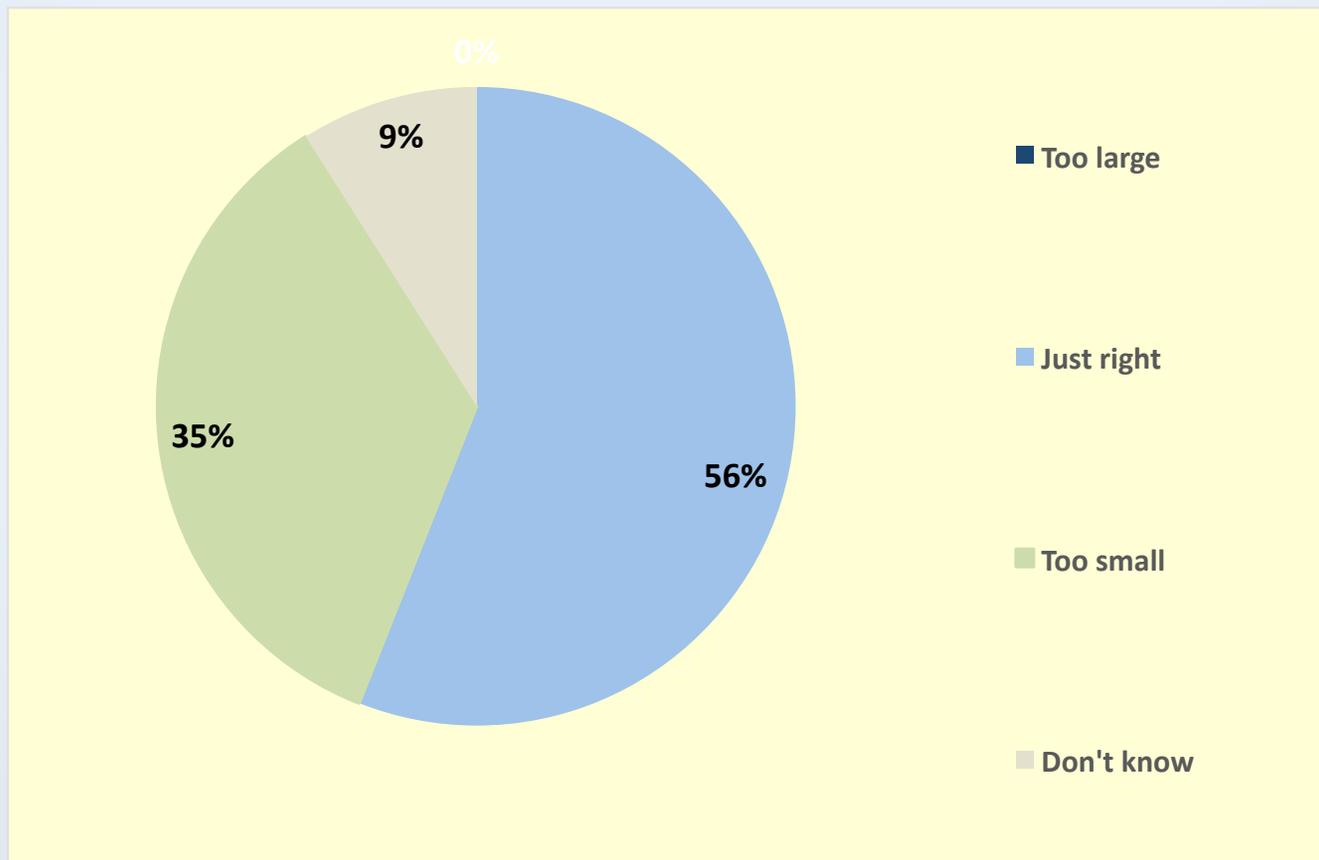
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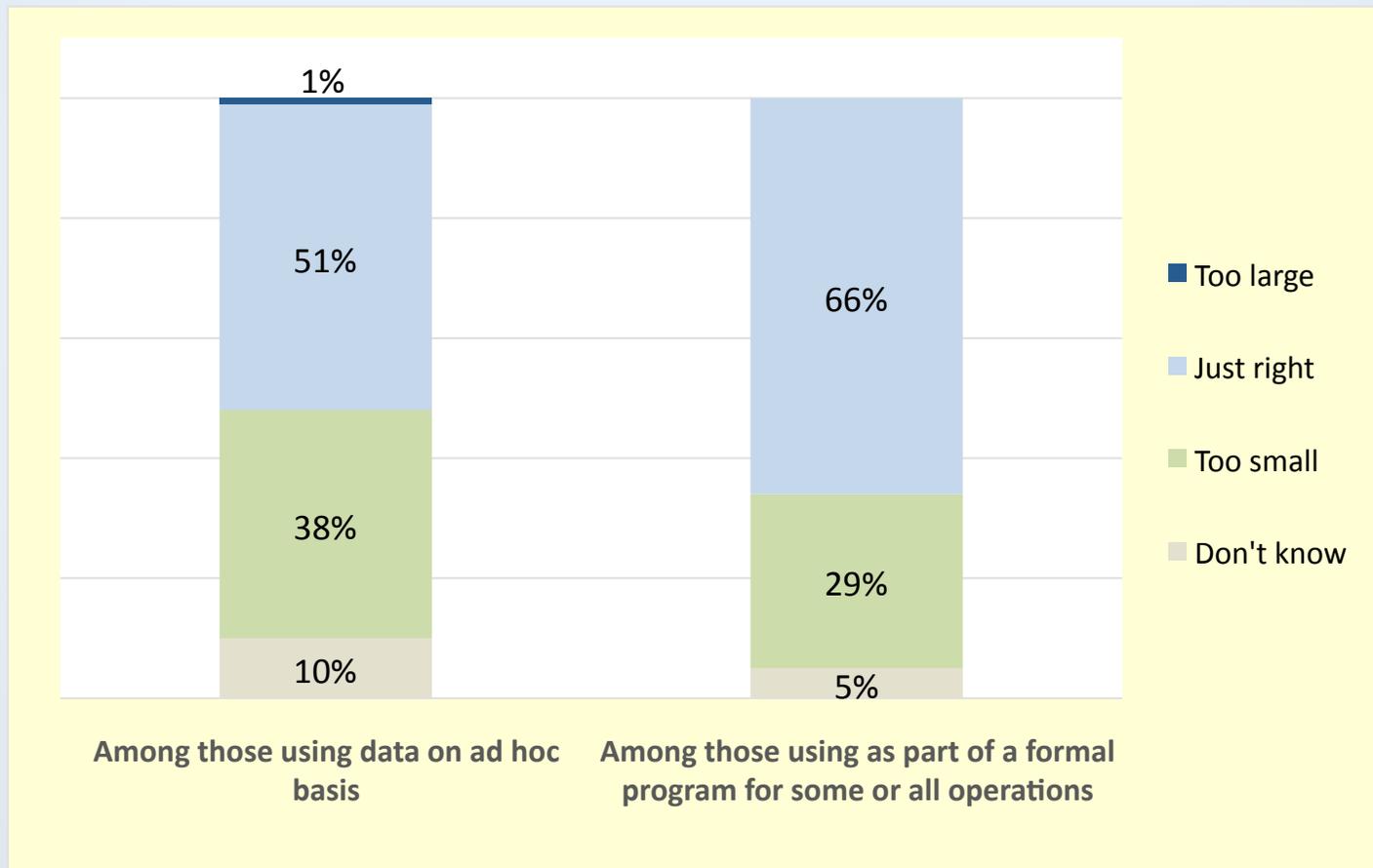
# Do local officials think they're using the right amount?

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



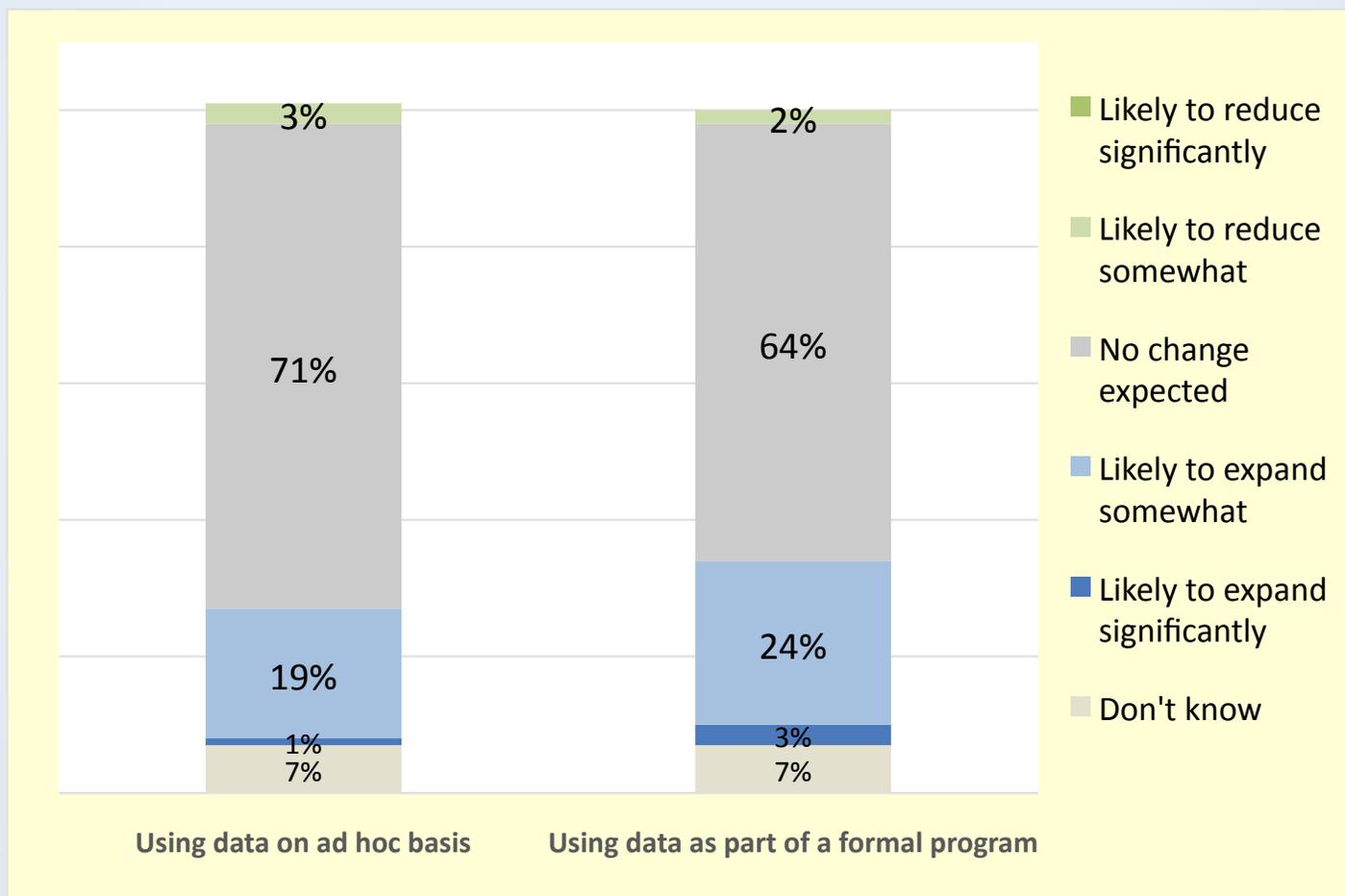
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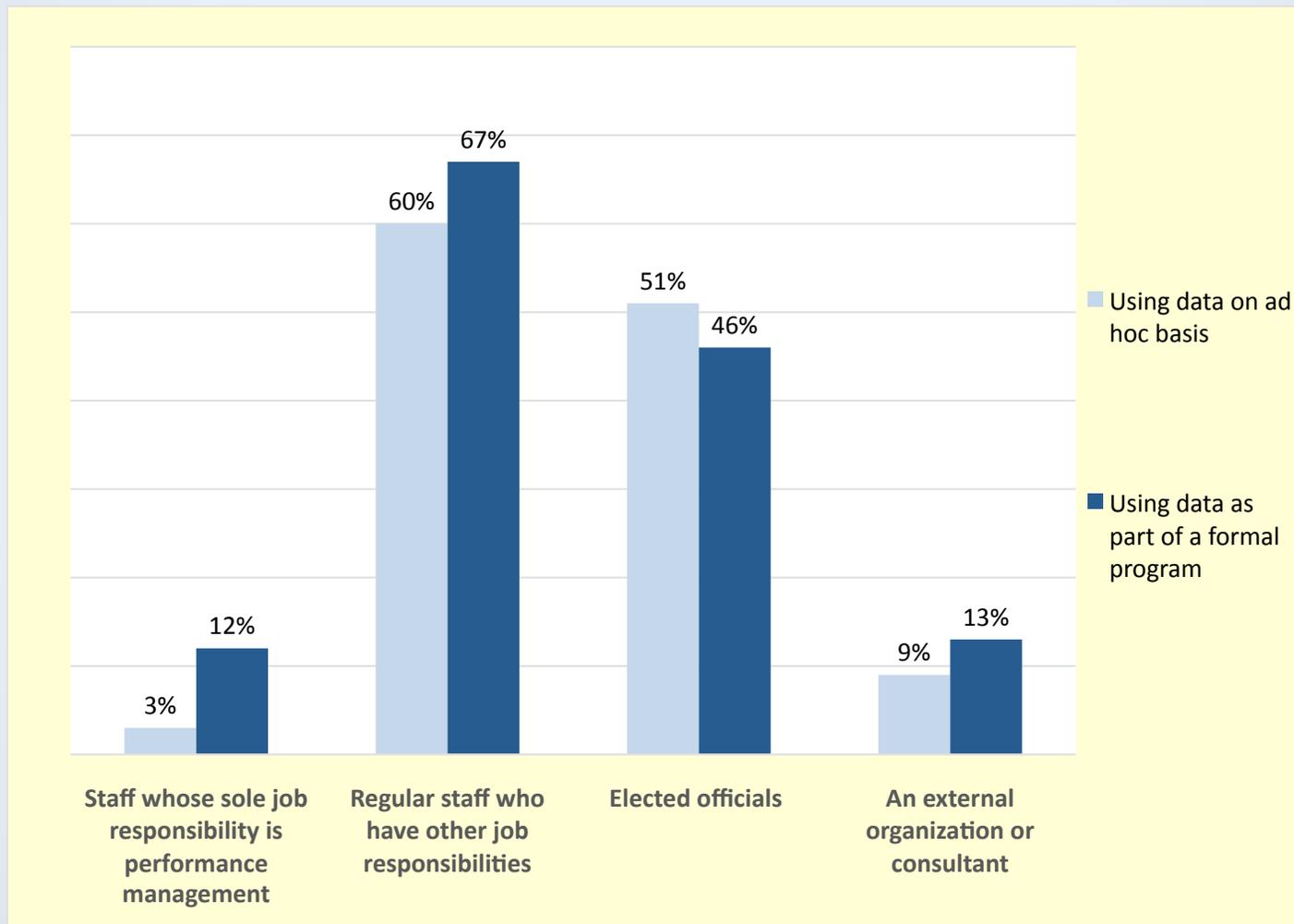
# Do local officials think they're going to change?

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



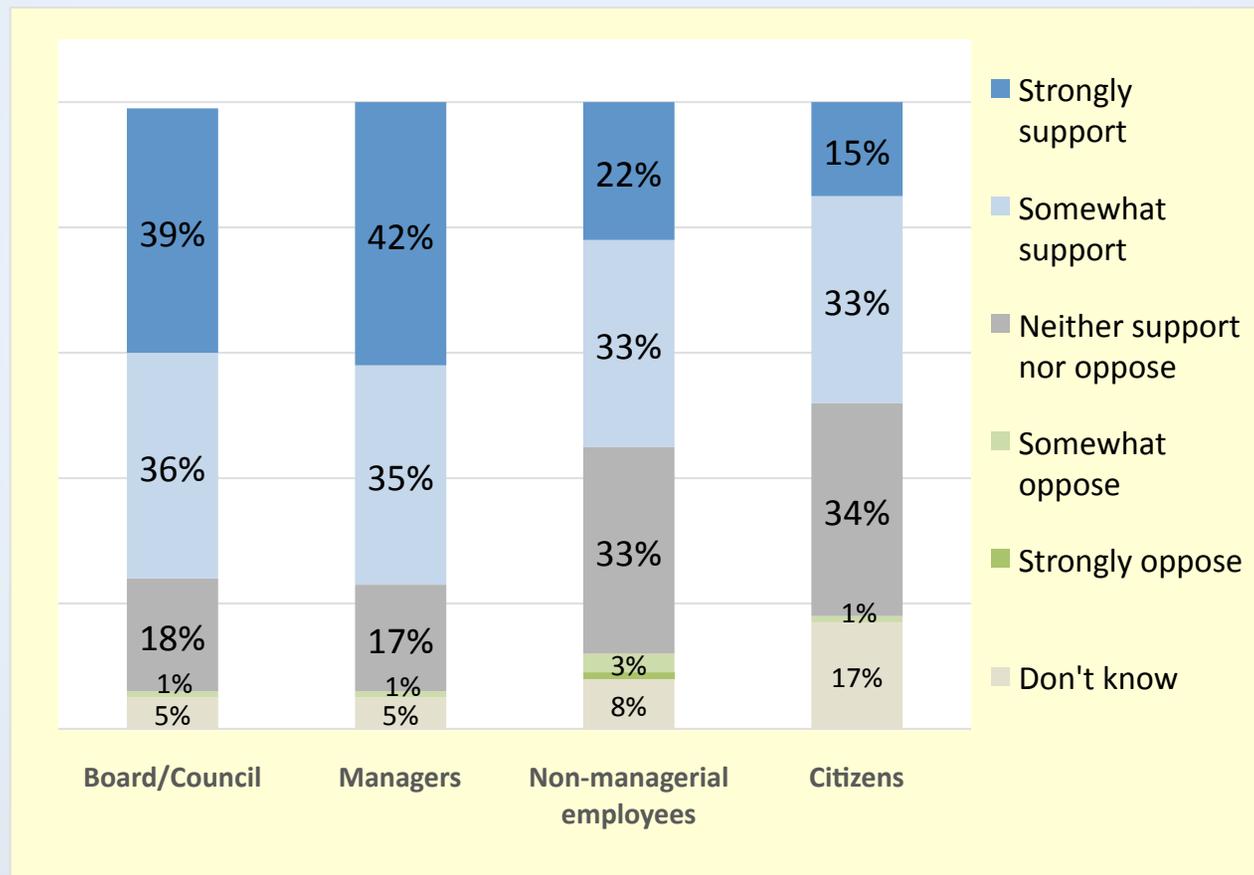
# Who is responsible for performance management?

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



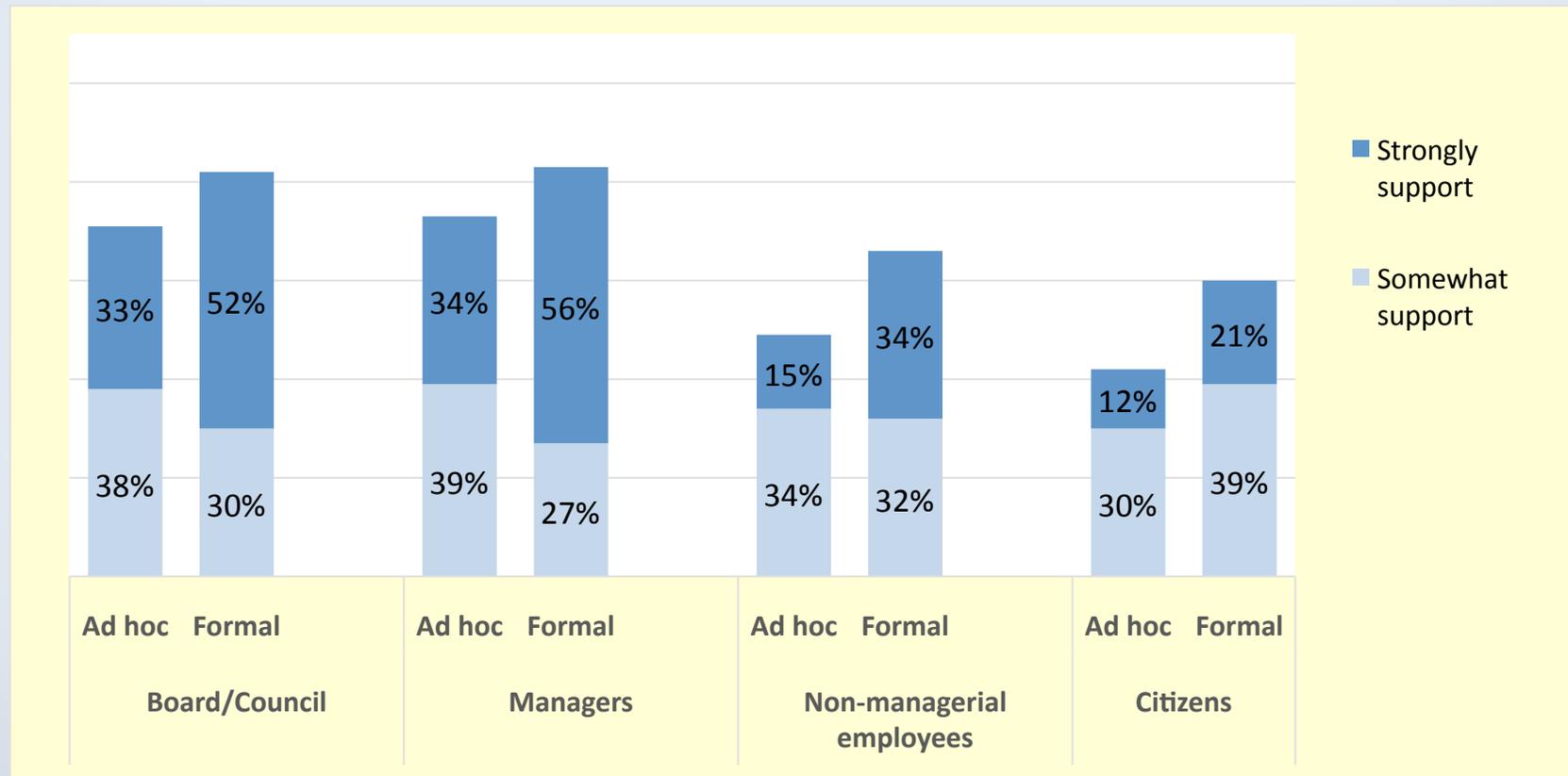
# Who supports performance management?

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?



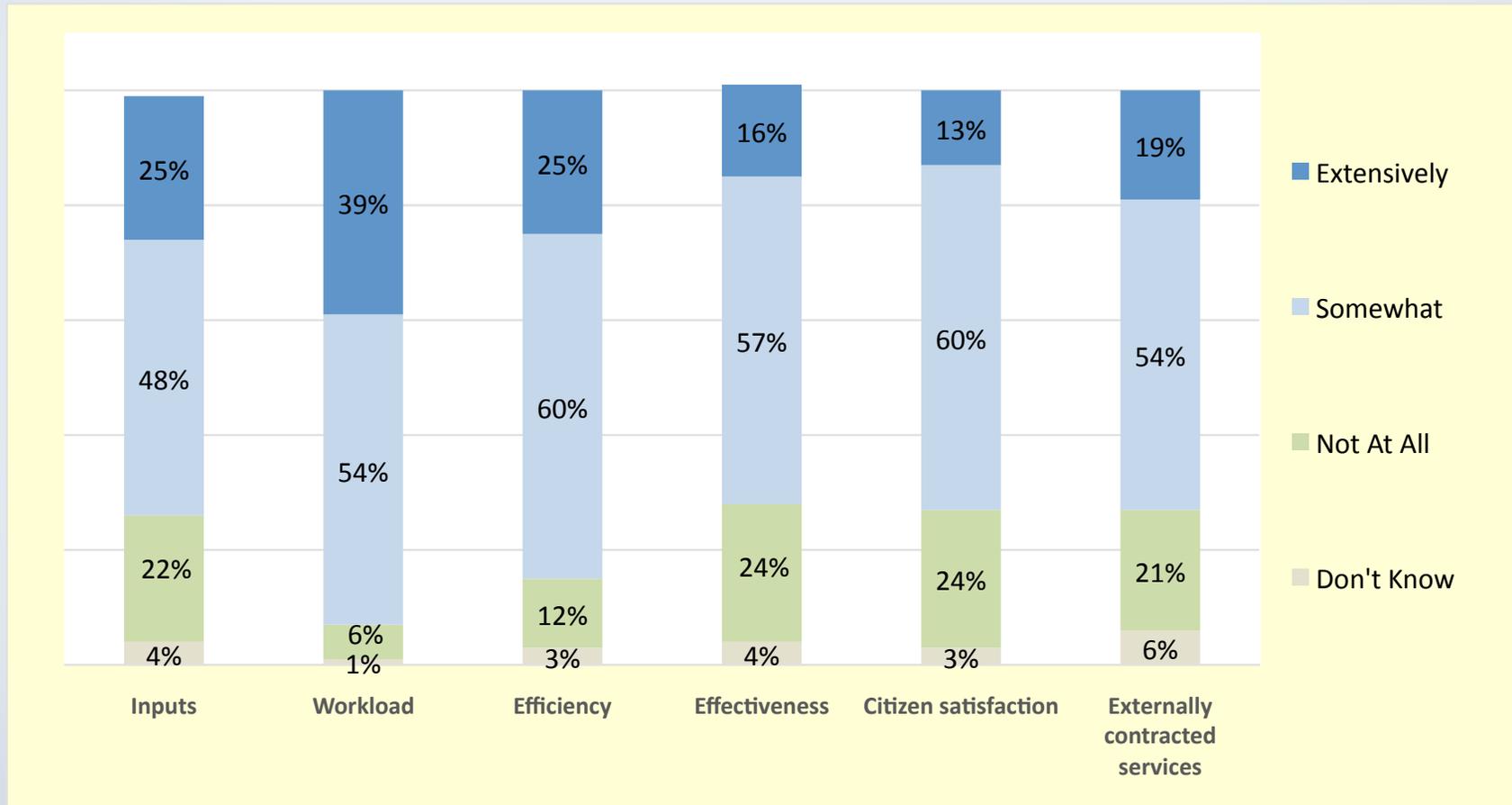
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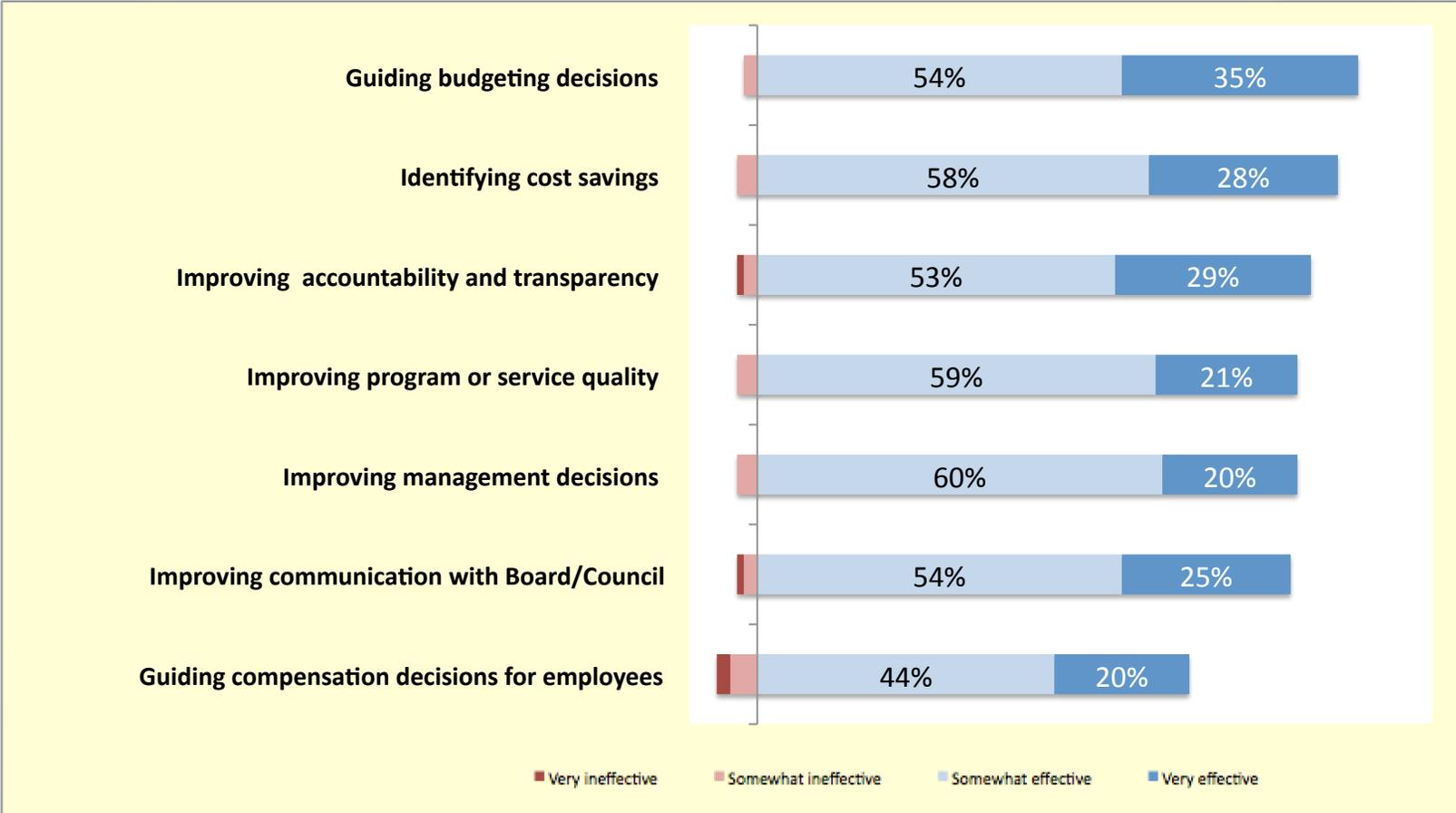
# What types of data do local governments use?

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



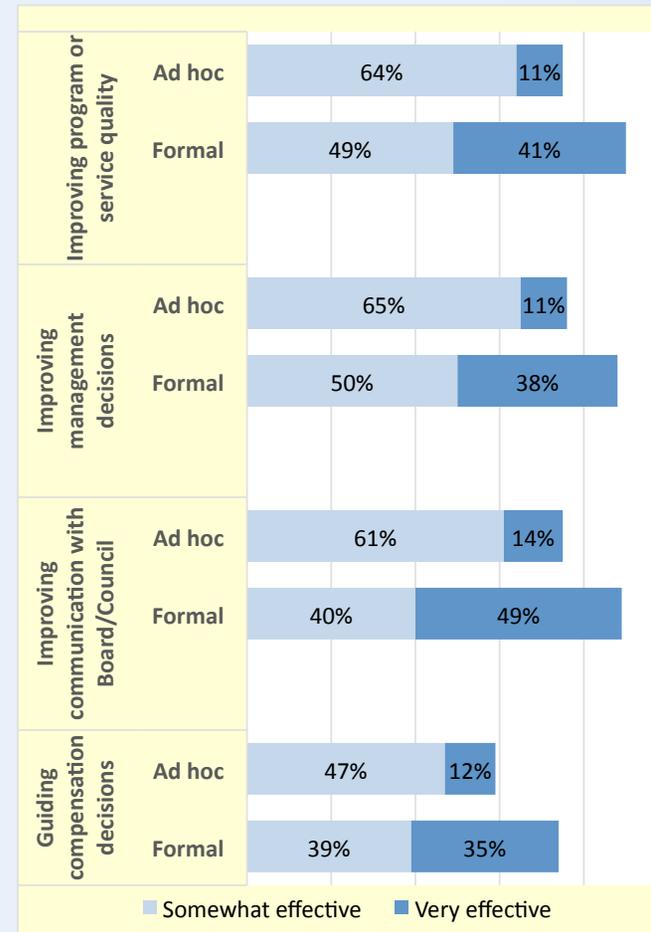
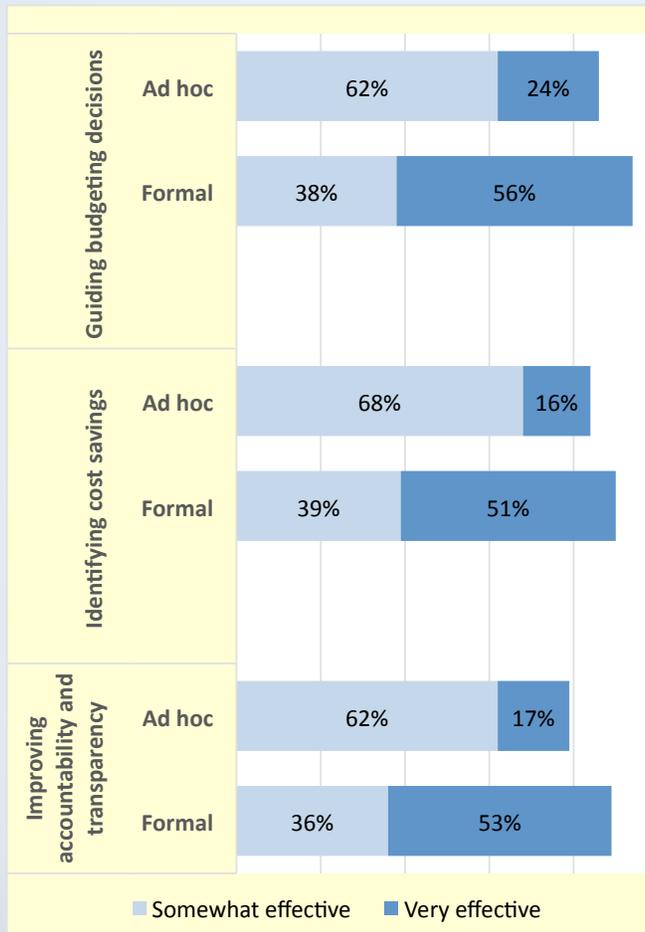
# How effective is performance management?

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



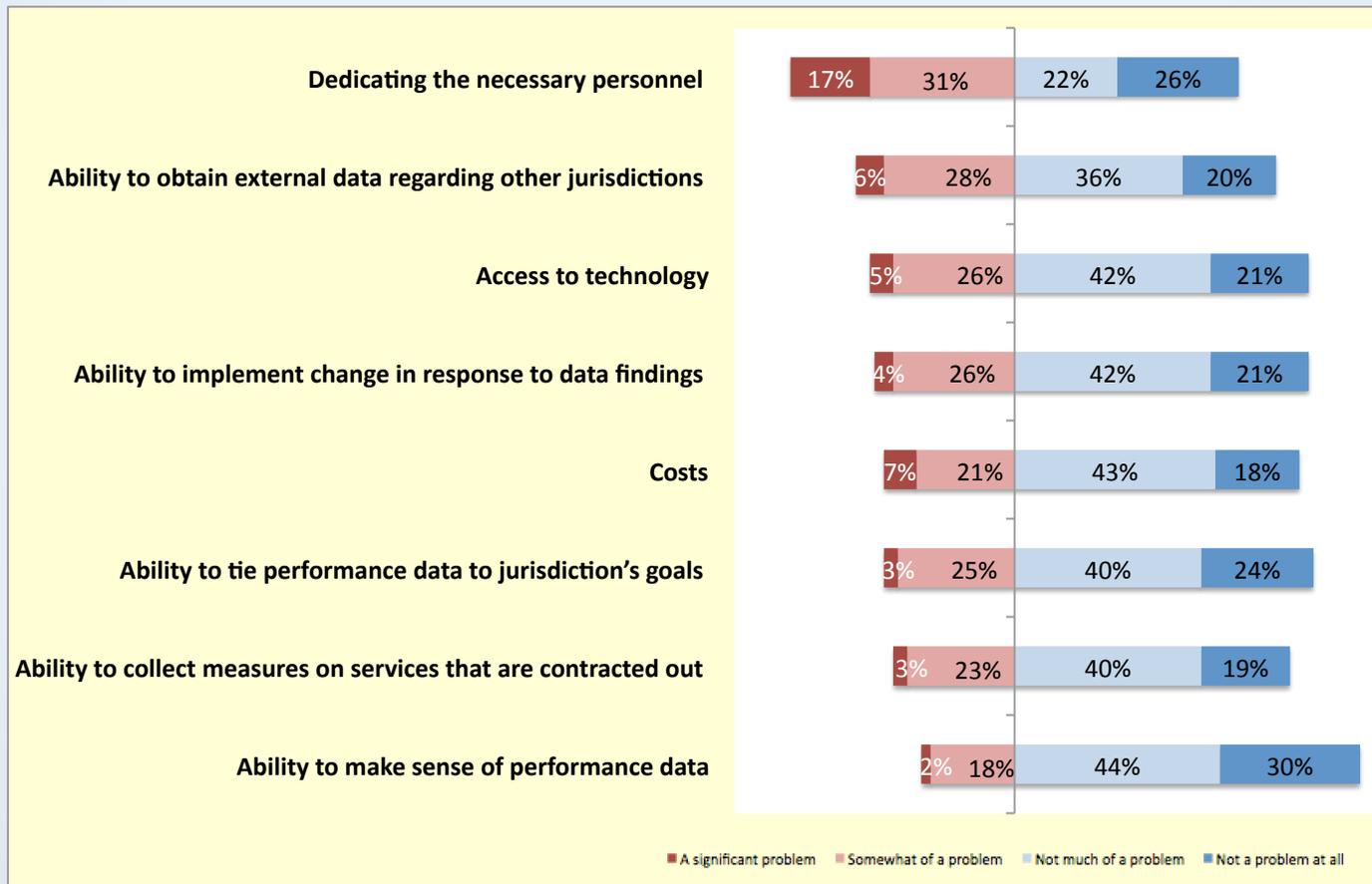
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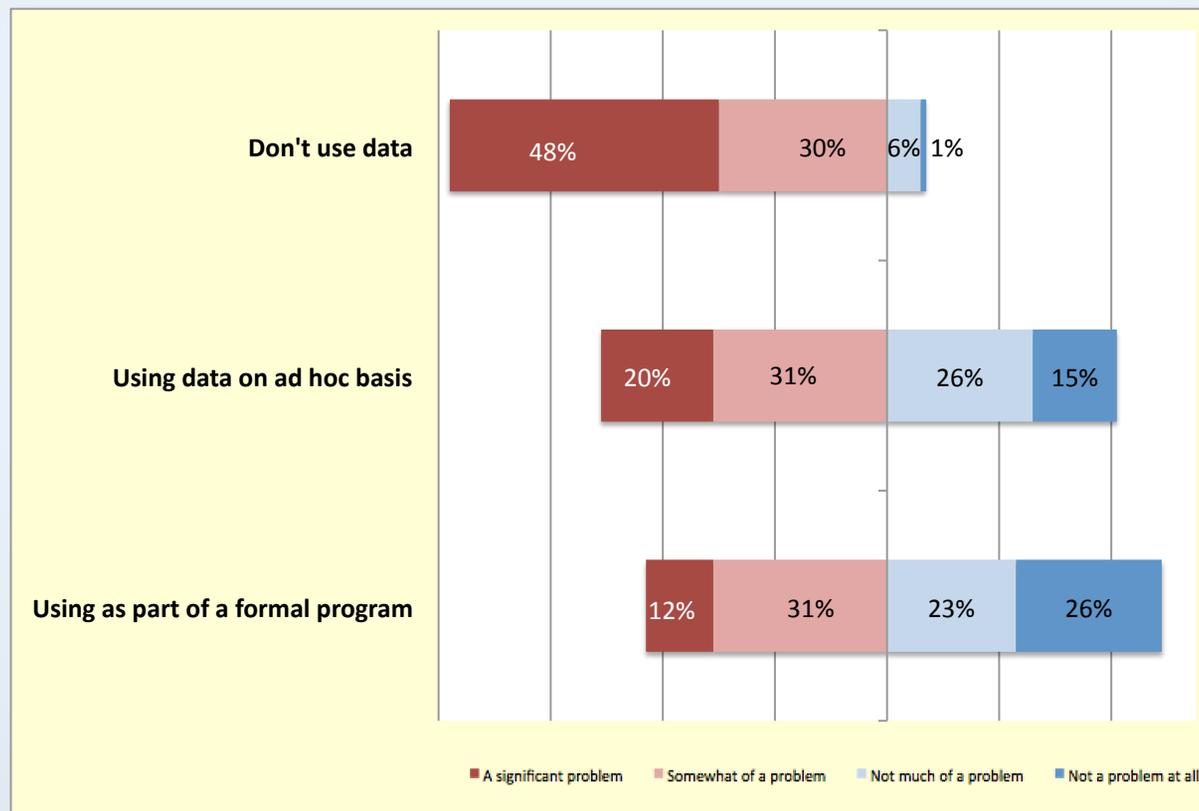
# What problems do users encounter?

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?



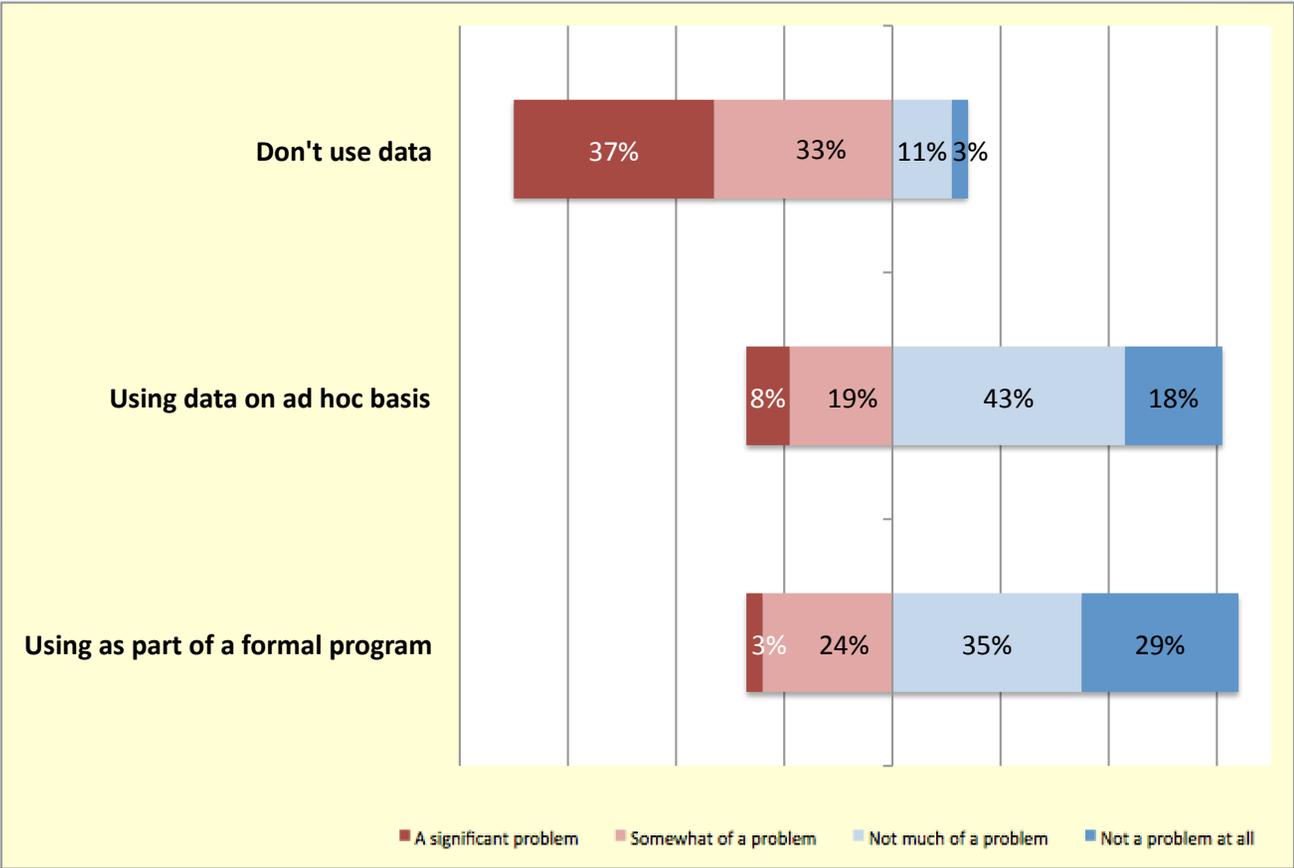
# Human Capacity: Is dedicating personnel a problem?

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?



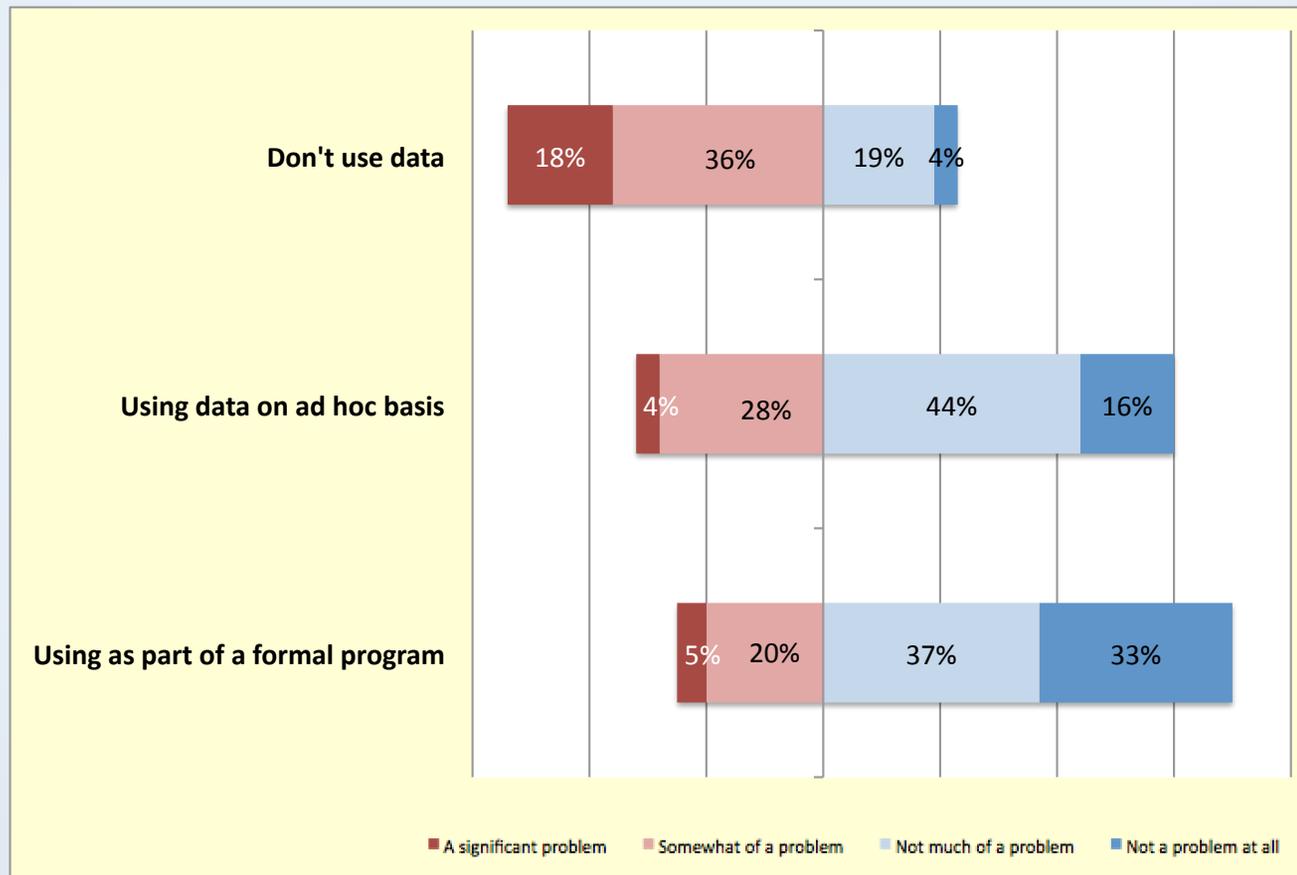
# Financial Capacity: Are costs a problem?

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?



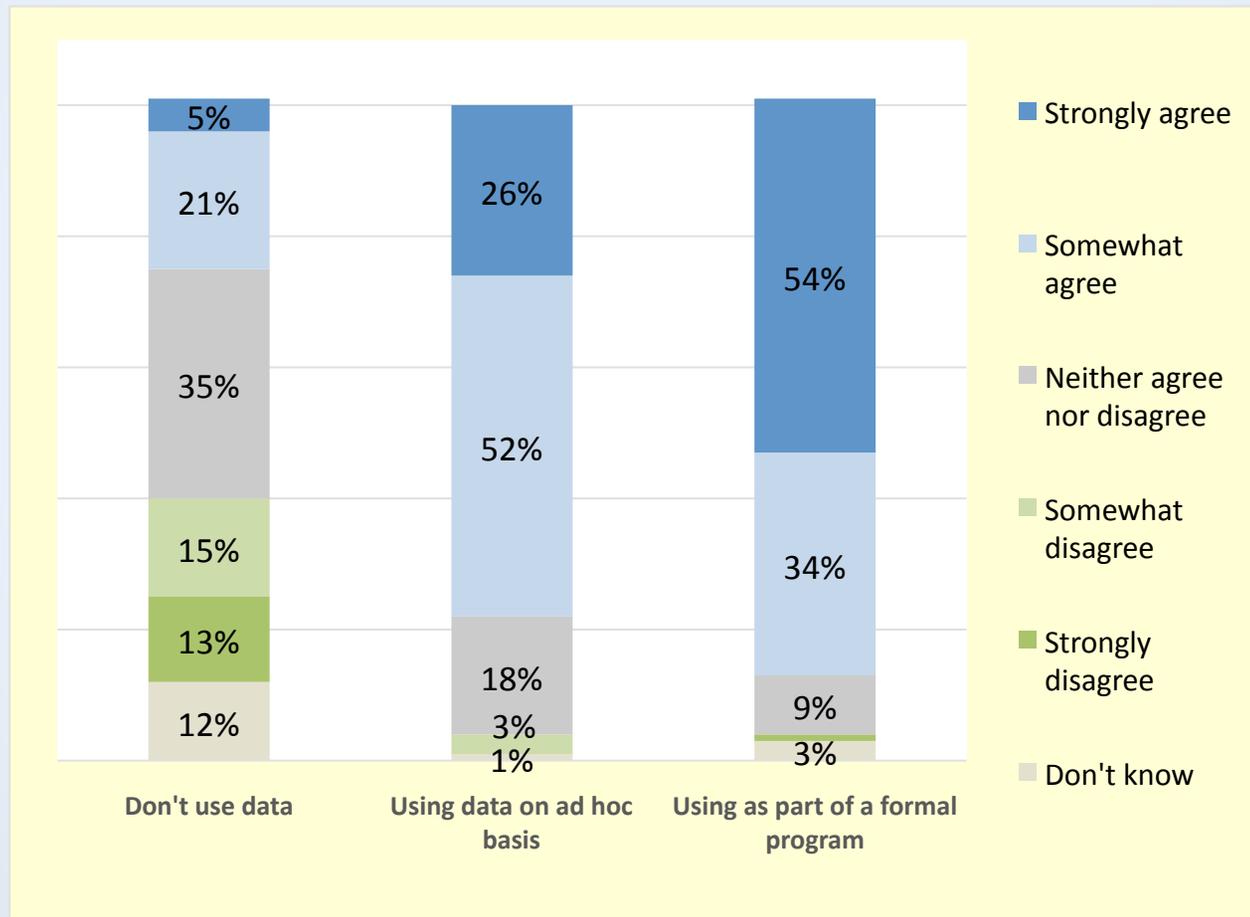
# Change Capacity: Is implementation a problem?

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)

**Web:** [www.closup.umich.edu](http://www.closup.umich.edu)  
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