Local Government Officials’ Assessments of Data Use and Performance Management Efforts: A View from Michigan
Presentation Outline

- Overview of the Michigan Public Policy Survey (MPPS)
- Summary of findings on the use of data in decision-making by jurisdictions across the state
Background:
The Development of the MPPS

- Problem: information gap in the policymaking process
  - Great deal of data available on Michigan’s citizens
  - Certain amount of data available on Michigan’s businesses
  - Lack of data on Michigan’s local governments and public officials

- Solution: new ongoing survey program focused on local government and local government leaders
Michigan Public Policy Survey: Overview

- **Census Survey** - every Michigan county, city, township, and village
- **Respondents** - the chief elected and chief appointed officials
- **Timing** - twice per year (Spring and Fall)
- **Administered** - online and via hardcopy questionnaire
- **Response rate** - 70%+ response rate by jurisdiction
- **Topics** - wide range, such as fiscal health, budget priorities, economic development, intergovernmental cooperation, employee policies, labor unions, state relations, environmental sustainability, citizen engagement, much more.
Presentation Outline

- Overview of the Michigan Public Policy Survey (MPPS)

- Summary of findings on the use of data in decision-making by jurisdictions across the state
The initial filter question:
Do you use data?
68% of Michigan localities overall use some kind of performance data.
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The “Yes” Track
Two-thirds of data-using jurisdictions report doing so on an ad hoc basis.
Nearly half of all cities have been using performance measures longer than 5 years.
Internal workload measures most extensively used, effectiveness and citizen satisfaction slightly less so.
Most Michigan jurisdictions develop their internal performance measures themselves.
Michigan jurisdictions gather their external measures from a variety of sources.
Officials say performance measures generally effective, particularly at guiding decisions & cost savings

<table>
<thead>
<tr>
<th>Category</th>
<th>Somewhat effective</th>
<th>Very effective</th>
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<tbody>
<tr>
<td>For use in negotiating with unions</td>
<td>19%</td>
<td>10%</td>
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<tr>
<td>For use in public relations</td>
<td>35%</td>
<td>9%</td>
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<tr>
<td>Improving civic participation</td>
<td>39%</td>
<td>10%</td>
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<td>Guiding compensation decisions</td>
<td>46%</td>
<td>18%</td>
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<td>Guiding overall strategic planning</td>
<td>49%</td>
<td>19%</td>
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<td>Guiding individual program planning</td>
<td>52%</td>
<td>17%</td>
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<td>Improving communication with council/board</td>
<td>52%</td>
<td>20%</td>
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<td>Improving program quality</td>
<td>55%</td>
<td>19%</td>
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<td>Improving accountability and transparency</td>
<td>52%</td>
<td>25%</td>
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<td>Improving management decisions</td>
<td>59%</td>
<td>22%</td>
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<tr>
<td>Identifying cost savings</td>
<td>54%</td>
<td>28%</td>
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<tr>
<td>Guiding budgeting decisions</td>
<td>51%</td>
<td>35%</td>
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Officials report overall support for performance management from key groups

- Employees: 9% Strongly support, 26% Somewhat support
- Business community: 11% Strongly support, 31% Somewhat support
- Citizens: 12% Strongly support, 32% Somewhat support
- Managers: 19% Strongly support, 28% Somewhat support
- Council/Board: 31% Strongly support, 46% Somewhat support
Four in ten officials cite ‘ability to change’ as a problem in their use of performance data.

- **Ability to change**: 16% not a problem at all, 32% not much of a problem, 31% somewhat of a problem, 8% a significant problem.
- **Ability to keep measures current**: 16% not a problem at all, 34% not much of a problem, 29% somewhat of a problem, 6% a significant problem.
- **Ability to tie data to goals**: 19% not a problem at all, 36% not much of a problem, 25% somewhat of a problem, 5% a significant problem.
- **Ability to analyze data**: 22% not a problem at all, 39% not much of a problem, 23% somewhat of a problem, 3% a significant problem.
- **Ability to obtain data**: 19% not a problem at all, 34% not much of a problem, 25% somewhat of a problem, 4% a significant problem.
- **Costs**: 17% not a problem at all, 35% not much of a problem, 20% somewhat of a problem, 7% a significant problem.
Three in four local officials feel performance management worthwhile for them and others.
The “No” Track
Plans for new data use in the future depend on jurisdiction size

* among the 29% overall who said they do not currently use any kind of data in decision-making
Not much support or opposition to performance management among key groups

* among the 29% overall who said they do not currently use any kind of data in decision-making
Cost the biggest anticipated problem for jurisdictions not engaged in data use

<table>
<thead>
<tr>
<th>Ability</th>
<th>Not a problem at all</th>
<th>Not much of a problem</th>
<th>Somewhat of a problem</th>
<th>A significant problem</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ability to change</td>
<td>4%</td>
<td>25%</td>
<td>28%</td>
<td>14%</td>
</tr>
<tr>
<td>Ability to keep measures current</td>
<td>4%</td>
<td>21%</td>
<td>30%</td>
<td>15%</td>
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<tr>
<td>Ability to tie data to goals</td>
<td>8%</td>
<td>22%</td>
<td>30%</td>
<td>11%</td>
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<td>Ability to analyze data</td>
<td>7%</td>
<td>22%</td>
<td>31%</td>
<td>13%</td>
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<tr>
<td>Ability to obtain data</td>
<td>5%</td>
<td>21%</td>
<td>34%</td>
<td>11%</td>
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<tr>
<td>Costs</td>
<td>3%</td>
<td>11%</td>
<td>33%</td>
<td>30%</td>
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Only 1/3 of non-users think performance management would be worthwhile for them

* among the 29% overall who said they do not currently use any kind of data in decision-making
Key Findings on Local Performance Management

- A significant majority of jurisdictions across the state of Michigan are currently doing performance measurement and management
  - However, a majority of those who do performance measurement report it is ad hoc rather than formal or systematic

- Among those that are not currently doing performance management, few are planning to start new activities
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