



# PERFORMANCE MANAGEMENT, CITI STAT, AND MASS STAT : *HELPING GOVERNMENTS IMPROVE PERFORMANCE*

## WHAT ARE THEY?

**Performance management** refers to the use of goals and measurement in management.

**CitiStat** is a name given to one performance management approach where government leaders use frequent, regularly scheduled data-driven meetings to focus department managers on improving performance for key indicators, such as outcome and cost indicators.

**MassStat** is a network of Massachusetts municipal officials using CitiStat or other performance management approaches. MassStat communities agree to share data and promising practices and to meet regularly to learn from each others' experience running programs and managing Stat systems. The Collins Center serves as MassStat's secretariat, providing coordination, research, and training services.

### ***CitiStat Success Story:***

*Somerville will save about \$7.7 million over seven years through a new waste transfer station contract the City negotiated based on data from its SomerStat Department.*

## HOW CAN THEY HELP YOUR COMMUNITY?

Municipalities that have adopted CitiStat and other performance management approaches find that they help control government costs and improve community conditions. For example, increased attention to data that municipalities already collect, such as the data in payroll, work order, complaint, and contract information systems, helps managers see the causes of problems more clearly so they can fix them. Increased attention to data about community conditions, such as the number of fires, underage drinking, and street cleanliness helps improve those conditions.

## WHERE DID CITI STAT AND MASS STAT COME FROM?

**CitiStat originated in New York City**, which pioneered this data-driven management approach in its police department, where it helped to reduce crime rates. Baltimore adopted the CitiStat approach in 2000, helping the city drive down overtime costs and streamline permitting processes. Many other cities have since started their own CitiStat programs.

**MassStat was organized in early 2008 by officials in several Massachusetts municipalities**, with support from the Pioneer Institute and the Harvard Kennedy School's Rappaport Institute for Greater Boston. The Collins Center assumed the MassStat coordinating role in the fall of 2008.

### ***MassStat Update:***

*The December 2008 MassStat meeting focused on public works and discussed:*

- *Reducing abuse of disability benefits*
- *Improving snow plowing efficiency*
- *Different solid waste collection and recycling program structures*
- *Potential method for cutting catch-basin cleaning costs 50%*

**LEARN MORE:** The Collins Center helps government organizations interested in launching or improving their performance management practices and coordinates MassStat. For more information, contact the Collins Center at 617-287-4824 or [collins.center@umb.edu](mailto:collins.center@umb.edu).