

LowellStat

Performance Management

Regionalization Conference

September 10, 2012

# LowellStat: Performance Management

- Performance Measurement
  - “We are producing 500 widgets a year.”
- Performance Management
  - “How much is it costing us to produce 500 widgets, and can we do it more efficiently?”
- Strategic Planning
  - “Why the hell are we producing 500 widgets anyway?”
- Outcome/Performance-Based Budgeting
  - “Are we putting enough resources in to produce 500 widgets?”

# LowellStat: What Is It?

- Created in the Summer of 2010
- Variation of CitiStat
- Not a computer program; management tool
- Promotes management practices and principles that utilize both qualitative and quantitative analysis
- Helps the administration identify current and impending issues; generates discussion on solutions and monitors implementation
- Not a silver bullet – You can't slice and dice yourself out of a hole

# LowellStat: Successes

- Financial
  - \$800K – Contracting Cemetery Maintenance
  - \$300K – Uncollected fines and charges
- Operational
  - Solid Waste Inspections
  - Work order system
  - Parking
- Culture
  - Data-driven decisions
  - Departmental “bidding”

# LowellStat: Strategic Planning

- Desire to move away from the “band aid” and reactive style of management
- Lowell weathered financial crisis remarkably well; now in a position to manage prosperity
- Improved communication between City Council and Administration
- Allocate newly-discovered resources in a way that realizes the most return
- Provide a tie-in to the “bigger picture” for department heads

# LowellStat: Process

Step 1 – City Manager sets goals late in the calendar year

Step 2 – Meeting with City Councilors to determine priorities for the coming fiscal year

Step 3 – Develop strategies to address priorities

Step 4 – Budget Process: Provide enough funding to implement strategies (when appropriate)

Step 5 – Create performance measures for departments

Step 6 – Monitor progress throughout the year and adjust when necessary

For More Information:

Michael Herbert

978-674-1030

[mherbert@lowellma.gov](mailto:mherbert@lowellma.gov)