

OVERVIEW



ResultsStatTM

ResultsStat: Driving Better Government Decisions with Data

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Overview

ResultsStat™ is a management model, similar to CompStat and CitiStat, based on the Results-Based Accountability framework developed by Mark Friedman and highlighted in his book *Trying Hard is Not Good Enough*.¹ It is a way of improving local government performance in the context of improving community quality of life.

The Stat phenomenon has its roots beginning in the New York City Police Department with CompStat in 1994. Pioneered by Jack Maple, CompStat helped NYPD dramatically reduce crime. In 2000, Governor (then Baltimore Mayor) Martin O'Malley, established CitiStat as a leadership strategy to improve the performance of city agencies and millions of dollars were saved.

Since then, and many awards later, there have been a proliferation of CitiStat styled initiatives across the country. They include ALTstat in Atlanta Georgia; Chattanooga Results in Tennessee; CitiView in St. Louis, Missouri; CountyStat in Montgomery County, Maryland; GMAP (Government Management, Accountability and Performance) in Washington; CapStat in D.C.; SFStat in San Francisco California; and StateStat in Maryland.

Dr. Robert Behn, noted Harvard University John F. Kennedy School of Government lecturer and author of the book, *Rethinking Democratic Accountability*, believes that although every CitiStat-styled initiative is different, there are several key factors that are common among the successful programs. **The three important components of a CitiStat-styled initiative include:**

- 1. The regular periodicity of the meetings**
- 2. The use of accurate and timely data**
- 3. The examination of past performance combined with the development of strategies for future improvement²**

ResultsStat™ is one way to use data on a regular and iterative basis to examine performance trends and conduct gap analyses to create action strategies that produce measurable improvements. It is simple, common sense, useful, and uses plain language and minimum paper.

ResultsStat™ is a complementary tool for governments already using or considering Results-Based



Montgomery County, MD uses a process they call, "CountyStat: A Results-Based Accountability System"

Accountability for strategic planning, management and budgeting. **The major differences between ResultsStat™ and its predecessors are:**

- 1. The distinction between population and performance accountability and the importance of both. Knowing if your police response time is improving doesn't mean as much if you don't also know if the crime rate is going down.**
- 2. The need for agencies to look at both efficiency and "impact" measures. Knowing that you are reducing police overtime doesn't mean as much if your conviction rate is worsening. Forsaking one for the other can lead to myopic management.**

ResultsStat™ promotes rigorous analysis, commitment to action, and dogged follow-up (accountability) as keys to making measurable improvements. As Jim Collins, author of *Good to Great* determined in examining high-performing organizations, there must be a willingness to "deal with the brutal facts." Collins asserts that this work can and must be done in an atmosphere of mutual respect and partnership. ResultsStat™, likewise promotes partnerships that span egos, departments, agencies and communities to achieve results that impact not just operations, but populations.

The Results-Based Accountability framework provides the template within which ResultsStat™ analysts will display and analyze the data generated by departments. Consistency in the presentation of data is important for identifying root causes and action

strategies. It is also important to look at trends over time, rather than just snapshots of data.

The template format makes transparent, internally and publicly, the basic thinking and rationale that supports a proposed set of actions to achieve the defined, measurable end(s). Transparency in this process will enhance: data-driven decision making, partnerships and collaboration, and innovation.

The concise design of ResultsStat™ templates simplifies analysis and reporting by agency and administrative staff. The template:

1. **Result or Program:** Begins with the ends.
 - a. in structuring the ResultsStat™ process and
 - b. as the format for any formal presentations.
2. **Data:** Uses empirical data/measures to track and report on the ends over time (with a baseline that includes both historical trends and projections).
3. **Story Behind the Data:** Identifies and prioritizes the most important factors both contributing to and restricting progress toward the end - with an emphasis on identifying root causes.
4. **Partners:** Identifies partners inside and outside of government who should be engaged to improve the curve of the baseline. This step is a foundation for building partnerships and collaborations focused on client results as well as improved efficiency.
5. **What Works:** Identifies potential strategies/programs/activities to improve the curve of the baseline. This step includes identifying, (1) no-cost/low-cost strategies, (2) evidence-based strategies, (3) contributions partners can make.
6. **Action Plan:** Identifies a proposed action plan (programs, actions, activities) and corresponding budgets. The proposed actions are selected based upon both their impact and feasibility.

Stage I: Creating the data infrastructure

As Dr. Behn states, "...those who would design a Citi-Stat for (their) city need to start with their purpose."³ For a ResultsStat™ initiative to be successful, a local government executive must first decide which cross-cutting community quality of life results and indicators

are most important to their administration. This will be the main focus of ResultsStat™ at the community level. At the agency or program level, performance measures will be determined to analyze the level of effort and effect at which the government is delivering its service and performing its role in the community.

A. Community (city, county, state, nation) level:

1. The agency identifies the quality of life result(s) and indicators to which it most directly contributes. (This may be taken from a larger community level process.)
2. The agency gathers data and creates baselines for each measure, with history and forecast.
3. The agency develops the story behind the baselines (causes, forces at work), and
4. The agency identifies the partners with a role to play and what it would take for the community (city, county, state, nation) to do better.
5. The agency articulates its role in a larger strategy to get better, including its leadership in assembling the partners and taking action. This makes clear that the agency alone and government alone can not deliver quality of life improvements without the help of community, city, country or state partners.

B. Agency/program level:

1. The agency identifies the 3 to 5 most important performance measures (for which there is existing data) for the agency as a whole and for each component part (division/program), using the 3 performance measurement categories: *How much did we do? How well did we do it? Is anyone better off?* (The process can make use of the RBA 45 minute process of identifying performance measures for any program, including the development of a Data Development Agenda.
2. The agency identifies the top 3 to 5 items on the Data Development Agenda
3. The agency creates baselines for these measures, with history and forecast.
4. The agency develops the story behind the baselines (causes, forces at work)

5. The agency identifies the partners with a role to play and what it would take for the community (city, county, state, nation) to do better.
6. The agency develops its action plan for improvement, including no-cost and low-cost actions.

Stage II: Using the data for day-to-day month-to-month program/agency management

1. The agency uses the 7 Performance Management questions in supervisory conferences - one supervisor at a time - starting at the bottom and top simultaneously. Reports are kept to one page. No unnecessary paper is produced.
2. The agency posts the most important community and performance baselines on the wall of their conference room. Each manager posts their most important measures on their office walls.

Stage III: Using the data for agency/enterprise oversight: the PERFORMANCE ResultsStat™ meeting

A. At the agency level

1. Attendance: TBD
2. A management board convenes on a monthly or quarterly basis to hear presentations from programs.
3. The presentation follows the format given below.
4. The board asks questions about the baselines, the story and the action plan and the fulfillment of prior commitments.
5. The board is serious but not abusive in its work and gives praise where praise is due.

B. At the enterprise level

1. Attendance: TBD
2. A management board convenes on a monthly or quarterly basis to hear presentations from agencies.
3. The presentation follows the format given below.
4. The board asks questions about the baselines, the story and the action plan and the fulfillment of prior commitments.
5. The board is serious but not abusive in its work and gives praise where praise is due.

C. Presentation Agenda for Agency or Program review meetings (1 hour):

1. **Community (city, county, state or nation) context** (20 minutes: presentation 10, questions 10): Explain the major trends in quality of life to which you most directly contribute and how you are exercising leadership in bringing the necessary partners together to take action.
2. **Performance baselines** (20 minutes: presentation 10 question 10): Explain the story behind the 3 to 5 most important performance measure baselines, including what's working and what's not working
3. **Action Plan** (20 minutes: presentation 10 question 10): Present your action plan for improvement, including the actions of partners and no-cost and low-cost actions. Include a recap of your previous action commitments and their status.

Stage IV: Using the data for geographic quality of life oversight: the POPULATION ResultsStat™ meeting

A. Attendance: TBD

B. Presentation Agenda for Quality of Life Result review meetings (1 hour):



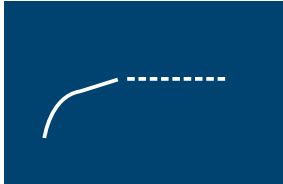
1. **Community (city, county, state or nation) Result and Indicator baselines** (20 minutes: presentation 10 question 10):
Explain the story behind the 3 to 5 most important indicator baselines, including what's working and what's not working
2. **Status of Leadership and Partnership**
Explain how you are exercising leadership in bringing the necessary partners together to take action.
3. **Action Plan** (20 minutes: presentation 10, questions 10): Present your joint action plan for improvement, including the actions of partners and no-cost and low-cost actions. Include a recap of your previous action commitments and their status.

V. Rules of Engagement:

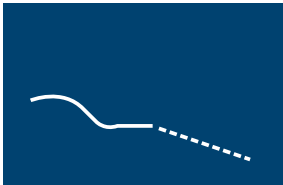
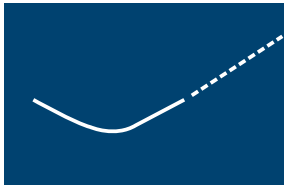
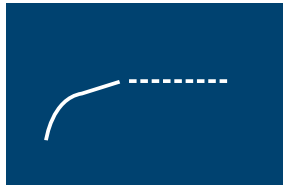
Honesty, Openness and Fairness

Tough questions and Praise when earned

Sample *ResultsStat*™ Population Report

Community Result: e.g. Clean Environment or Safe Communities		
Targeted Indicator(s):		
		
Story Behind the Targeted Indicator(s):		
Contributing Factors:	What's Working	Good News
Restricting Factors:	What's Not Working	Bad News
Status of Leadership and Partnership:		
What we propose to do:		
Actions and Implementation Plan, including Significant Contribution of Partners		

Sample *ResultsStat*™ Performance Report

Department/Program:		
Contribution to Community Results Contribution to Headline Agency Performance Measure		
Targeted Performance Data:		
		
Story Behind the Targeted Performance Data:		
Contributing Factors:	What's Working	Good News
Restricting Factors:	What's Not Working	Bad News
What we propose to do to improve performance:		
Actions and Implementation Plan		

For more information on *ResultsStat*™ or other Results Based Accountability consulting services, please go to www.resultsleadership.org or contact the Results Leadership Group at 301-907-7541

¹ Friedman, Mark, *Trying Hard is Not Good Enough*, Trafford Press, 2005

² Behn, Robert D., "The Varieties of CitiStat," *Public Administration Review*, May/June 2006.

³ Behn, Robert D. "What All Mayors Would Like to Know About Baltimore's CitiStat Performance Strategy," IBM Center for The Business of Government: *Managing for Performance and Results Series*, 2007.