

TENNESSEE MUNICIPAL BENCHMARKING PROJECT

Strategic Plan 2012-2017

Mission:

The Tennessee Municipal Benchmarking Project serves to provide accurate and timely performance data and best practices information to improve the efficiency and effectiveness of Tennessee Cities.

Vision Statement

Performance measurement is an important tool in implementing performance-based management of municipal services. The Tennessee Municipal Benchmarking Project strives to be the preferred source in Tennessee for comparative municipal performance management data, as well as the best state-level benchmarking program in the country. We will benchmark similar state and national programs on an ongoing basis and incorporate best practices to create an environment of continuous improvement within the TMBP.

Our vision for enhanced project data management includes user friendly software that will allow our participants to better utilize and manage data with the ability to extrapolate trends and create reports that support their performance management initiatives.

We also envision the program fostering a strong sense of community between the TMBP participants. TMBP staff will support this relationship building through creation of a best practice repository for all to share, by creating opportunities for city staff to network and share ideas and experiences, and by providing program training and use methods enabling cities to achieve excellent results. The project will launch Tennessee cities into the future as the most efficient and effective municipal service providers in the country.

Values Statement

Performance measurement is a complex process, and we are committed to leveraging the resources of MTAS and the University of Tennessee to guide cities through this process. We recognize the need for and support both city managers and staff being involved in this process, one that empowers them to actively manage and enhance services to citizens with discoveries made through partnerships fostered in the project. Our project will promote continuous improvement in Tennessee cities by encouraging participants to learn from one another and share best practices. We also believe that the benchmarking experience must provide value to the operations of every participating city. To accomplish this, the project will educate cities on the actual return on investment that benchmarking delivers, helping cities enhance revenue and avoid costs.

I. Continue to build TMBP program through marketing and outreach

- A. Targeted expansion of membership
 - 1. Conduct needs analysis of participation levels and categories annually
 - a) Develop profile for candidate cities to approach for potential membership (July 30, 2013) John
 - b) Develop and execute recruitment strategy for cities targeted in I.1.a. (through June 30, 2014)
- B. Address retention of existing members to ensure continued participant buy-in
 - 1. Encourage full engagement of all participants in the TMBP process
 - a) Invite participants to present at project meetings as appropriate (Kick-off, wrap-up, data cleansing, etc.) (June 30, 2014) John
- C. Promote project by creating additional marketing materials and updating existing tools
 - 1. Create glossy pamphlet to be used in marketing project with assistance from IPS
 - 2. Review website usage statistics to determine level of use of the TMBP page
- D. Raise project awareness by developing relationships with relevant UT agencies, municipal organizations, and events.
 - 1. Add current information on TMBP to Elected Official Academy curriculum (July 1, 2013)
 - 2. Identify the municipal organizations for TMBP presentations, make contact, and calendar those meetings as needed by spring 2014.

II. Manage the operations of the TMBP in an efficient and progressive manner

- A. Define the structure of the project
 - 1. Explore the idea of an executive committee of the Steering Committee with chair of Steering Committee. If decided to pursue, complete installation of executive committee by March 1, 2014.
 - 2. Clarify role of the service area committees and chair of the committees by July 15, 2014
 - 3. Elect chairs for service area committees by August 1, 2013
 - 4. Clarify role of MTAS technical consultants in TBMP service area committees by June 30, 2013
 - 5. Identify MTAS consultant representative for Building, Prop. Mtn. Codes, Planning/Zoning by June 30, 2013
- B. Continue to investigate technologies to improve member participation in meetings and evaluate meeting locations
 - 1. Solicit alternate meeting locations from members and test one by July 15, 2013
- C. Create an SOP manual for use in internal operations by June 30, 2015
- D. Continue to review content and improve TMBP Participant Manual (ongoing)
- E. Define on-boarding process and develop a training program for incorporating new cities into TMBP
 - 1. Develop and document a process for on-boarding of cities by June 30, 2013

- F. Benchmark TMBP by developing relationships of understanding with other performance management projects at both the state and national level
 - 1. Identify and contact other PM projects (June 30, 2015)
 - 2. Identify areas for potential collaboration, data sharing, and operational processes with other projects as appropriate

III. Manage the data collected for the project to ensure data comparability, integrity, and usefulness

- A. Ensure comparability, integrity, usefulness of existing measures annually through joint review with service area committees.
 - 1. Get approval from steering committee on “Process for Adding” document by May 30, 2014
- B. Identify, purchase, and implement web based application for data collection, management, and reporting.
 - 1. Convene task force of Steering Committee to create specifications for system by June 30, 2013
 - 2. MTAS Project Staff provide supporting materials for task force to include demonstrations via webinars, etc.
 - 3. MTAS project staff document system needs for combining with task force specifications
 - 4. Specifications for new system completed by August 1, 2013
 - 5. Have new system ready for participant testing by May 1, 2014 (or earlier if possible)
 - 6. Launch new system August 2014 (for data collection in the FY2014 data cycle)
- C. Improve usability of data as presented in the annual report through use of appropriate statistical tools

IV. Provide services and tools that meet the needs of the project participants

- A. Investigate and capture how member cities are using project data in their operations
 - 1. Locate one success story per participant by June 30, 2014
 - 2. Document the stories found in the repository, arrange presentations of stories at targeted events (association meetings, project meetings, etc.) by June 30, 2014
- B. Establish an education program for members on how to use and apply performance data to support municipal service delivery

1. Develop example of improving a targeted process through application of performance improvement tools, utilizing benchmarking data by December 2015
 - a. Pick an MTAS process to pilot and present to TMBP Steering Committee by July 1, 2014
 - C. Create repository for best practices and identify vehicles to publicize it to participants
 1. Facilitate regular conversations amongst service area committees for sharing ideas, lessons learned, etc. coordinated by the SAC chair (and document those in the repository) (start in FY14 project cycle)
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Alignment with MTAS/IPS/UT Goals

MTAS Goal #1

- A. Deliver solutions that address current and emerging issues facing Tennessee municipalities
 1. Promote the use and expansion of benchmarking and municipal performance measurement.