

# 10TH ANNUAL



## PUBLIC PERFORMANCE CONFERENCE

NATIONAL CENTER FOR PUBLIC PERFORMANCE

SEPT 28-29, 2017 | BOSTON, MASSACHUSETTS

# 10TH ANNUAL

## PUBLIC PERFORMANCE CONFERENCE

### SUSTAINING PERFORMANCE IN TIMES OF TRANSITION

### CONFERENCE PROGRAM



SUFFOLK  
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# ABOUT THE EVENT

## NCPP

PUBLIC PERFORMANCE  
CONFERENCE 2017

SEPT 28-29 BOSTON, MASSACHUSETTS

This year's NCPP Public Performance Conference marks the 10th year the nation's top government and non-profit performance professionals and academics will come together to share stories of innovation, data-driven decisions, and organizational excellence. Every year, the event draws attendees from all over the world for two days of discussion and networking.

## HOSTED BY



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## THE NATIONAL CENTER FOR PUBLIC PERFORMANCE



Founded in 1975, the National Center for Public Performance co-located at Suffolk University and the Rutgers University School of Public Affairs and Administration is a policy and practice advocacy organization that promotes the use of data and performance management to improve government operations. The center offers a wide array of resources and helps area governments with policy analysis and performance oriented reforms.

## INSTITUTE FOR PUBLIC SERVICE

The Institute for Public Service within the Sawyer Business School at Suffolk University is dedicated to promoting the public good through research and education of our current and future public servants. Uniquely positioned in downtown Boston, the IPS offers undergraduate concentrations and an MPA degree that allows students become a leader and a catalyst for positive change that embodies democratic values of inclusion, egalitarianism, and respect for diversity.



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Thursday, Sept 28

9:15am-10:15am

## GOVERNOR MARTIN O'MALLEY



Martin O'Malley served two terms as Governor of Maryland. Prior to that, he served two terms as Mayor of Baltimore. Called "the best manager in government today," Governor O'Malley has been nationally recognized for his skillful leadership of Maryland as well as his success in implementing critical progressive priorities such as raising the minimum wage to \$10.10, signing marriage equality into law, abolishing the death penalty and passing the DREAM Act to provide in-state tuition for undocumented immigrants. In 2016, O'Malley ran for the Democratic Nomination for President of the United States, and many of his policy proposals – on Climate, Public Safety, and Immigration Reform – became part of the most progressive Democratic Party platform in history.

Friday, Sept 29

9:15am-10:15am

## PROFESSOR DONALD MOYNIHAN



Donald Moynihan is Director of the La Follette School of Public Affairs and Professor of Public Affairs. His research examines the application of organization theory to public management issues such as performance, budgeting, homeland security, election administration, and employee behavior. Professor Moynihan has presented his research on public sector performance to policymakers at the U.S. Office of Management and Budget, the World Bank and the Organization for Economic Cooperation and Development. His book, *The Dynamics of Performance Management: Constructing Information and Reform*, was named best book by the Academy of Management's Public and Nonprofit Division.

Friday, Sept 29

12:30pm-1:30pm

## SHELLEY METZENBAUM



A Senior Fellow at the Volcker Alliance. She led federal efforts to improve government outcomes, cost-effectiveness, and accountability as OMB Associate Director for Performance and Personnel Management in the first term of the Obama Administration, subsequently serving as founding president of The Volcker Alliance. Before that, she was U.S. EPA Associate Administrator for Regional Operations and State/Local Relations; Undersecretary of Environmental Affairs and Capital Budget Director in Massachusetts; founding director of UMass Boston's Collins Center for Public Management; and director of the Kennedy School Executive Session on Public Sector Performance Management.

Thursday, Sept 28

10:30am - 12:00pm

## SUSTAINING PERFORMANCE IN TIMES OF TRANSITION



City of Boston - Stefanie Costa Leabo, Deputy Director of Performance Management  
**The Performance Management Framework in Boston, MA**



Fayetteville, NC - Christopher McMillian, Sr. Corporate Performance Analyst  
**Measuring Chaos: Surviving Organizational Upheaval in the City of Fayetteville, NC**



Centers for Disease Control and Prevention - Clay Cooksey, Performance Lead  
**Organizational Performance Meets Program Evaluation At A Federal Public Health Agency**



Performance Improvement Council - Dana Roberts, Deputy Director  
**Panel Moderator**

Thursday, Sept 28

Lunch Workshop

12:20pm - 1:20pm

## CONSTITUENTS AT THE CENTER:

### A DESIGN-THINKING APPROACH TO PERFORMANCE MEASUREMENT & REPORTING

In this session, Andy Krackov and Brian Pagels will:

- Describe the concept of design thinking and explain how constituent research and participation in prioritizing problems, defining indicators, and designing methods to communicate data could help improve and sustain performance improvement initiatives in jurisdictions of varying sizes, from small towns to county-level projects to statewide initiatives
- Share examples of successful performance reporting projects that utilized design thinking, and
- Facilitate an interactive activity during which session attendees will apply design-thinking concepts to a hypothetical project, in order to demonstrate how easily this methodology can be applied to existing initiatives.

Andy Krackov is Vice President for Data Strategy at Velir Studios, whose data storytelling practice involves work with foundations, universities, and others in the public sector who want to communicate data effectively in order to achieve civic impact.

Brian Pagels is a strategic and digital communications consultant with more than a decade of experience using human-centered design techniques to improve government and nonprofit data management and communication initiatives. In 2016, he conducted an original research study on nonprofit communications effectiveness and wrote the corresponding white paper *Do Your Communications Efforts Measure Up?: Measuring the Impact of Nonprofit Communications*.

Thursday, Sept 28

1:30pm - 3:00pm

## PUBLIC HEALTH AND SOCIAL SERVICE PERFORMANCE

Connecticut Dept of Children and Families - Michael Williams & Anne McIntyre-Lahner  
**Finish What You Started: Implementing Performance Management**



University of Mississippi - Nidhi Vij, Assistant Professor  
**Using IT to Reduce Administrative Burden in Maternal Health Programs in India**



University of Peloponnese, Greece - Sifis Plimakis, Lecturer  
**Solving the Performance-Accountability Gap in Greek Social Services**



University of Washington, PHAST - Greg Whitman, Project Manager  
**Developing an Uniform Chart of Accounts for Local Public Health Departments**



Rutgers University, NCPP - Andrew Ballard, Managing Director  
**Panel Moderator**



Thursday, Sept 28

3:15pm - 5:30pm

## OPEN DATA: TRANSPARENCY & PERFORMANCE

City of Palo Alto, CA Boston - Peter Pirnejad, Development Services Director  
**Open Data and the Palo Alto Development Center**



CONNECTICUT DATA COLLABORATIVE - Rachel Leventhal-Weiner, Data Engagement Specialist  
**Expanding and Promoting Data Literacy**



Town of Cary, NC - Nicole Raimundo, Chief Information Officer  
**Open Data in Cary North Carolina**



City of Albuquerque, NM - Mark Leech, Application Development Manager  
**Open Data Use and Success at the APD**



Yonsei University - M Jae Moon, Underwood Distinguished Professor  
**Open Data and Open Government at Crossroads: From Transparency to Coproduction**



OpenDataSoft - Jason Hare, Data Evangelist  
**Panel Moderator & Co-Organizer**

# Panels & Workshops



Friday, Sept 29

10:30am - 12:00pm

## PERFORMANCE IN LOCAL GOVERNMENT



D.C. Dept of Corrections - Reena Chakraborty, Mark Pflaum, Valerie Richards  
**Implementing Agency-wide Performance Conversations in a Local Jail**



State of Colorado - Melissa Wavelet, Director of Performance and Strategic Outcomes  
**Impacting Local Performance in a State-Supervised, County-Administered System**



What Works Cities - Matthew Raifman, Consultant  
**Innovations at the Local Level**



Bryan Burdick - ClearGov, President  
**Panel Moderator**



City of San Francisco, CA - Celeste Berg, Alice Kassinger, Office of the Controller  
**City Survey: How San Francisco Measures and Reports Citizen Satisfaction Over Time**

Friday, Sept 29

1:45pm - 3:15pm

## COMMUNITY ORIENTED PERFORMANCE



City of San Francisco, CA - Laura Marshall, Office of the Controller  
**How San Francisco is Moving from Contract Compliance to Nonprofit Sustainability**



City of Boston - Sam Lovison, Data & Performance Analyst  
**Monitoring Boston through a 311 System**



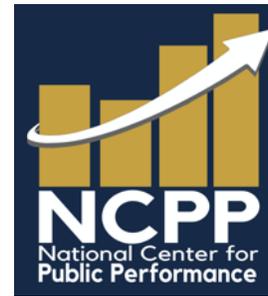
Suffolk University - Brendan Burke, Associate Professor  
**Specifying Success in the "Promise Neighborhoods" Networks**



City of D.C. - MeghanMarie Fowler-Finn, Performance Manager  
**Simplifying Performance to Improve Washington DC's Department of Public Works and Transportation**



Community Indicators Consortium - Lyle Wray, President  
**Panel Moderator**



As we end our 43<sup>rd</sup> year, it's appropriate to look back at what this unique center has accomplished, and think about the exciting future ahead of it. The National Center for Public Performance (NCPP) is a research and public service organization devoted to improving outcomes in the public sector. Founded in 1974, NCPP serves as a vehicle for the study, dissemination and recognition of performance management initiatives in government. The center started at John Jay College/City University of New York, and then moved to The Rutgers University-School of Public Affairs and Administration in 1989. In 2017, the center announced its move to the Suffolk University Institute for Public Service in the heart of Boston.

The conference you are at today is actually much older than 10 years; you are simply celebrating the 10<sup>th</sup> anniversary of this particular incarnation. Beginning in 1974, the National Center's Annual Conferences have led a dialogue on government improvement, convening more than fifty national and international conferences on Performance Measurement and Reporting, Productivity, Exemplary State and Local Programs, Public Service and management, attended by over 10,000 academics, practitioners and students. Speakers have reflected the best of both academia and practice, and the event has served as one of the hubs of innovation and sharing of ideas between the two.

In 2007, the NCPP created the Public Performance Measurement and Reporting Network (PPMRN) through a grant from the Alfred P. Sloan foundation. The network serves as a hub to access books, articles, and countless other performance resources, as well as participate in an ongoing dialogue with the performance community. It was through this network that the center created its highly regarded Strategic Performance Management Certificate, which has since graduated over 500 students

The center has produced an immense library of original research into performance, particularly through the *Public Performance and Management Review* journal, publishing over 160 issues with thousands of peer-reviewed articles. Faculty and staff at the center have published dozens of books on performance, such as *The Public Productivity Handbook*, and scores of articles from those faculty, staff and doctoral students.

We have spawned partner centers, such as the E-Governance Institute, which has become a global leader in assessing best practices in digital government through its biennial surveys starting in 2003. The NCPP itself has been involved in the design and implementation of performance software systems in dozens of public and non-profit organizations.

A pillar of the center's work throughout the years has been directly engaging with the public sector, both domestically and abroad in countries such as Jamaica, South Korea, China, and Canada. Through advisory and analytic projects, as well as practical trainings, the NCPP has helped countless public and non profit agencies design, implement, and sustain performance management systems, as well as helping link organizations and professionals with their peers.

Looking ahead, the future is bright for the NCPP. With a new home in Boston' Suffolk University will come new priorities and new goals, and this conference is a linchpin in that process. We measure our success, in part, by creating connections between performance-interested professionals. We hope this event continues to serve as a catalyst for those connections, and that those involved today will help shape what we do in the years to come. We are proud of our mission, and we are proud of the work all of you do.

A sincere thank you,  
Marc Holzer, PhD  
Founding Director-National Center for Public Performance  
Distinguished Professor-Suffolk University



**Marc Holzer, PhD - Executive Director:** Marc Holzer is the former Dean of the School of Public Affairs and Administration and Board of Governors Distinguished Professor at Rutgers University-Newark. He is a Fellow of the National Academy of Public Administration. In 1975 he founded and has since directed the National Center for Public Performance. Dr. Holzer is also the founder and Editor-in-Chief of the journals *Public Performance & Management Review* and *Public Voices*, and is the co-founder/co-editor of the *Chinese Public Administration Review*.



**Andrew Ballard - Managing Director:** Andrew Ballard is a doctoral candidate at the School of Public Affairs and Administration at Rutgers University-Newark. His research focuses on issues of federalism and the usage of performance information by public organizations. Andrew works closely with state and local agencies around the world and has been the principal investigator in several commissioned research studies.



**Anne Salorio - Program Specialist:** Anne Salorio is a second year MPA student at Rutgers University specializing in performance and nonprofit management. Anne has worked for several nonprofits in New Jersey and in the greater Philadelphia area.



**Javier Fuenzalida - Distinguished Fellow:** Javier Fuenzalida is a doctoral candidate at Rutgers SPAA, a Fulbright Fellow, and a post-doctoral researcher at The University of Chile. His research interests are in public management reform, civil service and decentralization. Prior to his doctoral studies, Javier was the Research Director of the Center of Public Systems of the Industrial Engineering Department at University de Chile and a Lecturer at this Department.

## Special Thanks

**Brenda Bond**  
**Anna Quadri**  
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**Danese Spence**  
**Melissa Rivera**  
**Madelene Perez**  
**Joshua Richey**  
**Jason Hare - OpenDataSoft**  
**Xieqi Zhang**

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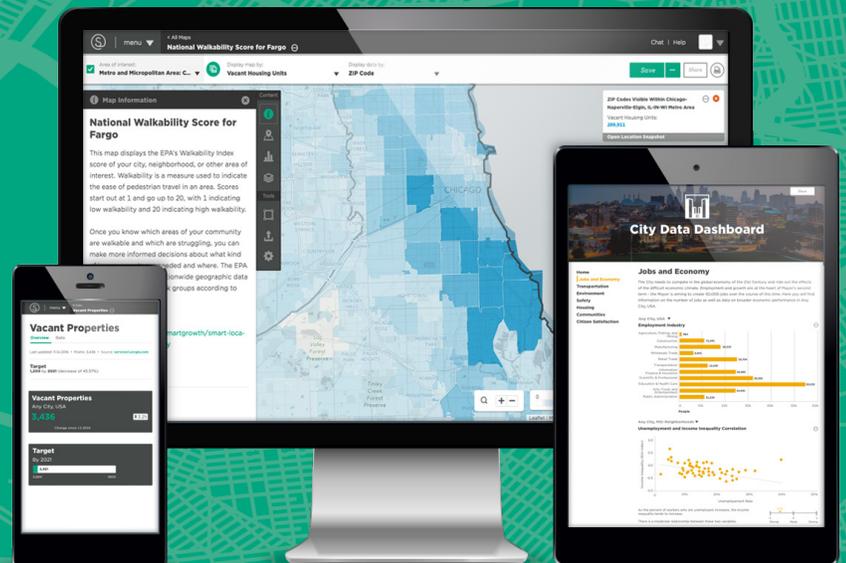
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# STRATEGIC PERFORMANCE



## MANAGEMENT CERTIFICATE NATIONAL CENTER FOR PUBLIC PERFORMANCE

Certificate.RutgersNCPP.org

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coming in  
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The **Strategic Performance Management certificate** from the National Center for Public Performance is the leading professional development program for public and nonprofit practitioners interested in **developing, implementing, or sustaining a performance management system in their organization.**



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