



Measuring Performance Across the States

Vermont Summer Government Accountability Committee | September 18, 2023

Carrington Skinner, Senior Policy Specialist

NCSL Center for Results-Driven Governing



Center for Results-Driven Governing

Support the use of data and evidence in state policy and budget decisions



The ABCs of Evidence-Informed Policymaking
Principles and Strategies for State Policymakers



State Science Policy Fellowships:
Lawmakers Team Up With Scientists & Researchers to Create Data-Driven Policy



Governing for Results Network
 NATIONAL CONFERENCE OF STATE LEGISLATURES
 THE COUNCIL OF STATE GOVERNMENTS
 THE POLICY LAB AT BROWN UNIVERSITY



Outline

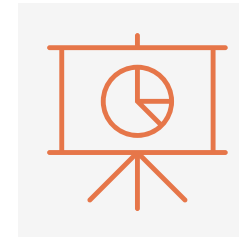
1. What is performance measurement and why do it?
2. Performance measurement across the states
3. State examples
4. Center for Results-Driven Governing as a resource





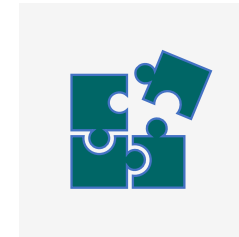
Performance Measurement

Ongoing monitoring of program accomplishments, especially in making progress towards goals and targets



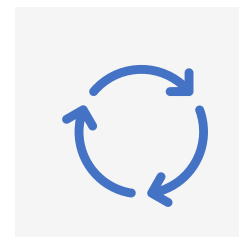
Measurable Goals

Gauge effectiveness of agencies and programs



Big Picture

Part of performance management strategies



Ongoing Process

Cyclical process of goal-setting, measuring, reporting



History

Federal GPRA of 1993 and growth at the state level



Why Measure Performance?

Inform the decision-making process



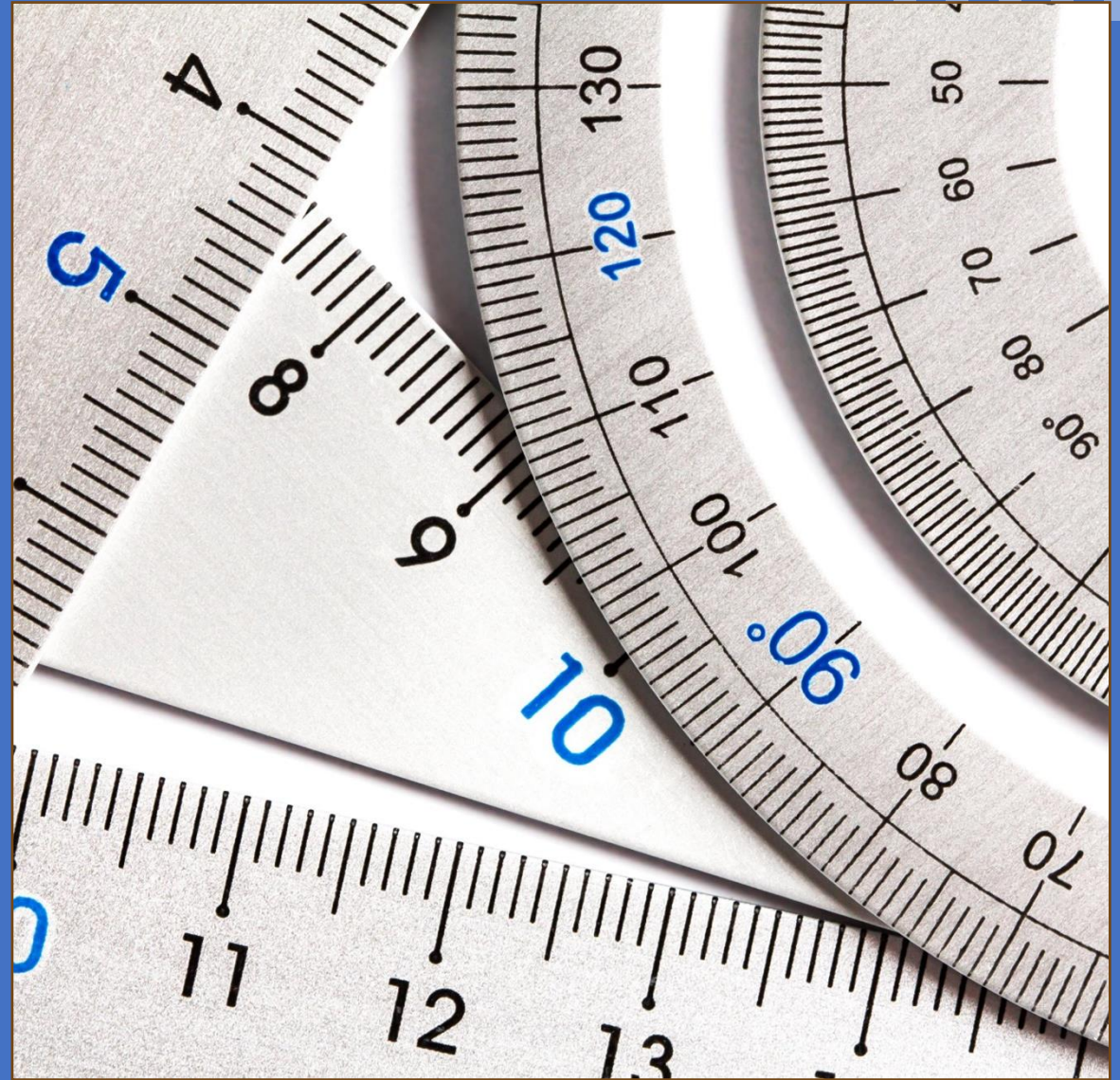
Encourage efficient use of resources



Promote transparency and accountability



Maximize return on investment



Tennessee Governmental Accountability Act



“The general assembly finds and declares that accountability in program performance is vital to effective and efficient delivery of governmental services, and to maintain public confidence and trust in government...This system will generate information necessary to inform the public fully and for the general assembly to make meaningful decisions about the allocation of scarce resources in meeting vital needs.”

T.C.A. § 9-4-5602

Performance Measures in Statute

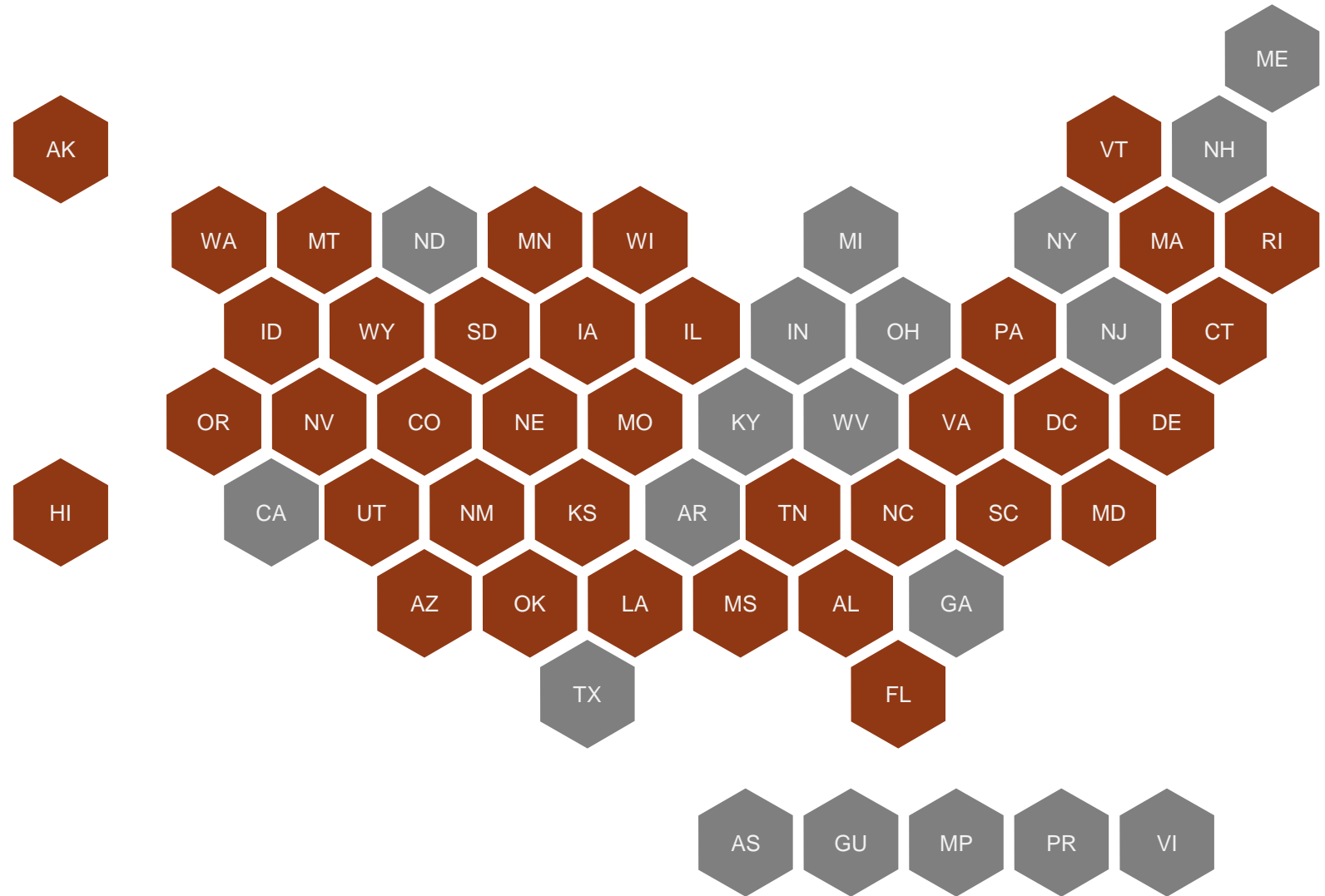


36

36 States and D.C.

Statutory requirements for performance measures

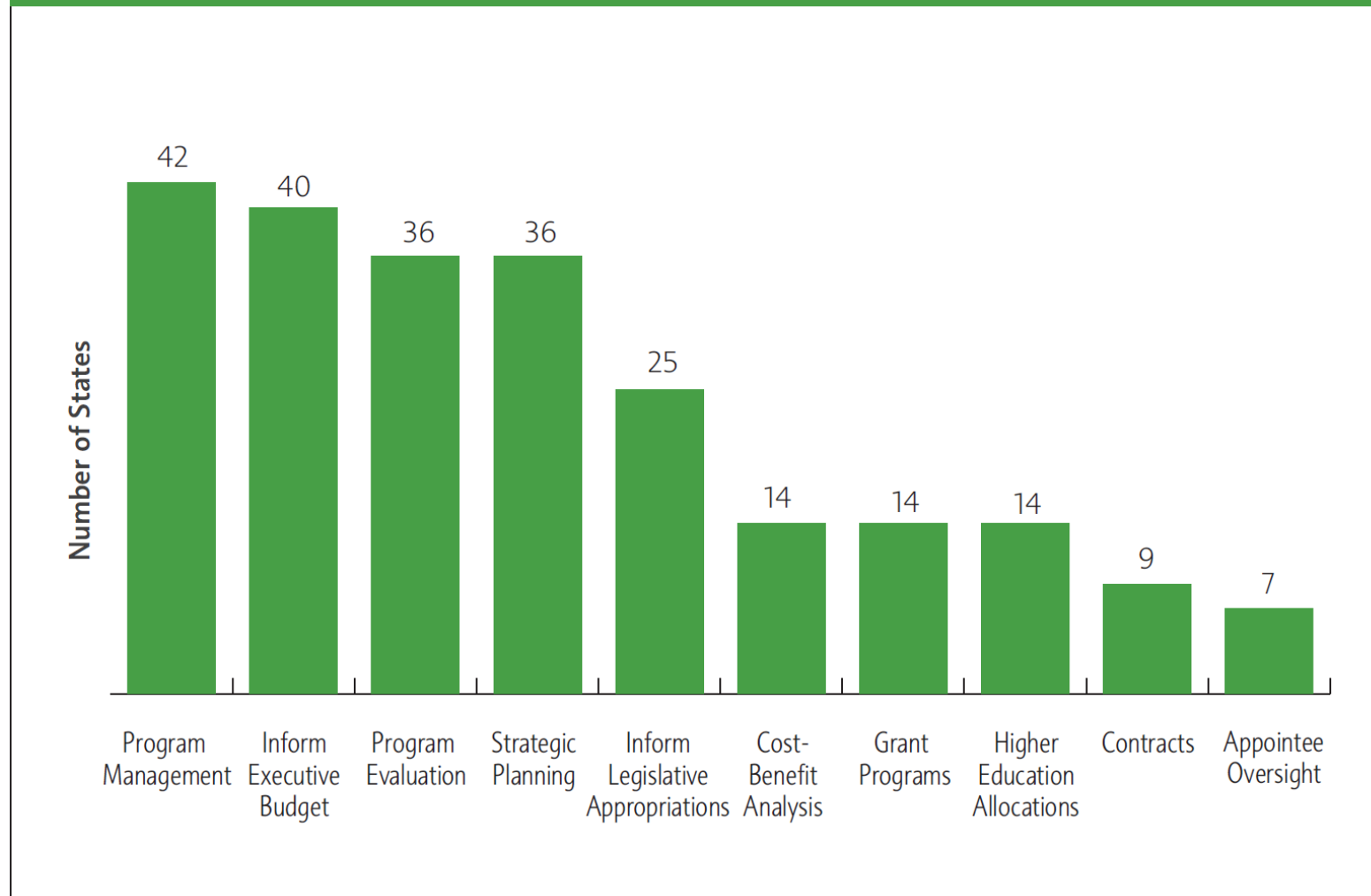
Most enacted 1990s or later



Use of Performance Measures



Figure 10: How Performance Measures Are Used by States



NASBO, Budget Processes in the States 2021



Common Features and Considerations

Broad spectrum of related concepts and strategies



Timely, Reliable
Data



Cross-Branch
Processes



Role in Budget
Process



Goals and
Objectives



Reporting and
Communication



New Mexico



[This Photo](#) by Unknown Author is licensed under [CC BY-SA-NC](#)

Accountability in Government Act

Purpose

- To “provide for more cost-effective and responsive government services by using the state budget process and defined outputs, outcomes and performance measures to annually evaluate” program performance

Structure

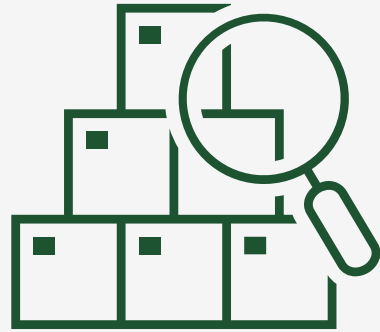
- Defined terms
- Performance measure development
- Program inventories
- Quarterly reports



New Mexico Legislating for Results Framework



Identify priority
areas and
performance



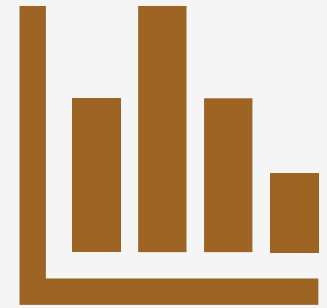
Review program
inventory and
effectiveness



Budget
development



Implementation
oversight



Outcome
monitoring

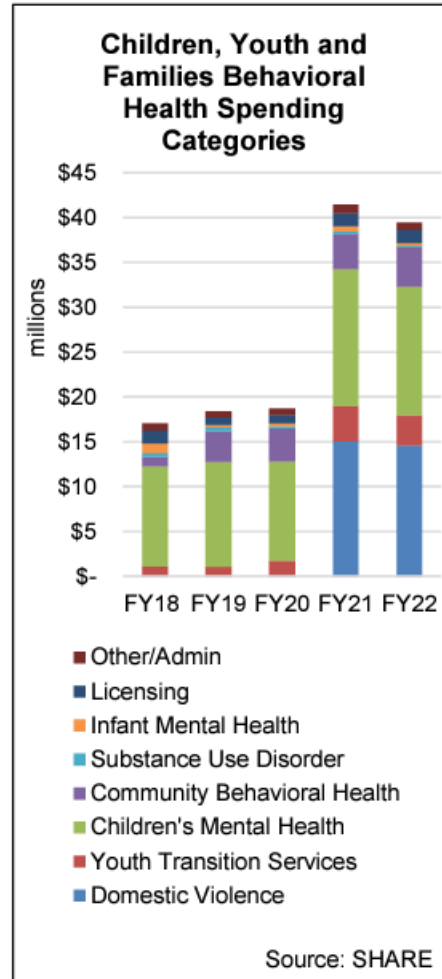


New Mexico Agency Report Cards



Online agency report cards that provide program ratings and analysis of performance data

Behavioral Health (Children, Youth and Families Dep't) Q3 FY2023



	FY21 Actual	FY22 Actual	FY23 Target	FY23 Q1	FY23 Q2	FY23 Q3	Rating
Budget: \$52,304.3 FTE: 119							
Infants served by infant mental health teams with a team recommendation for unification who have not had additional referrals to protective services	70%	100%	90%	No Infant	No Infant	No Infant	Y
Children and youth in department custody who are placed in a community-based setting	90%	91%	70%	94%	96%	92%	G
Clients enrolled in multisystemic therapy who demonstrate improvement in mental health functioning	92%	90%	75%	86%	92%	87%	G
Domestic violence program participants who agree they have strategies for enhancing their safety.	0%	90%	80%	89%	96%	91%	G
Domestic violence program participants who agree that staff and advocates regularly discuss their safety needs, including specific things they can do to keep themselves safe	95%	93%	80%	93%	91%		G
Increase in supportive or independent housing options for youth ages 16-21 years from baseline FY20 levels	15%	25%	20%	25%	25%	25%	G
Department-involved youth in the estimated target population who are receiving services from community behavioral health clinicians	65%	65%	75%	71%	63%	72%	Y
Program Rating	G	Y					Y



New Mexico LegisStat

Legislatively-driven performance hearings

- Launched by New Mexico Legislative Finance Committee in August 2021 to improve performance and promote accountability.
- Ongoing, collaborative, data-driven conversations with agencies about performance challenges.
- LFC staff draft reports with performance measures and suggested questions prior to hearing.





Utah



[This Photo](#) by Unknown Author is licensed under [CC BY-NC-ND](#)

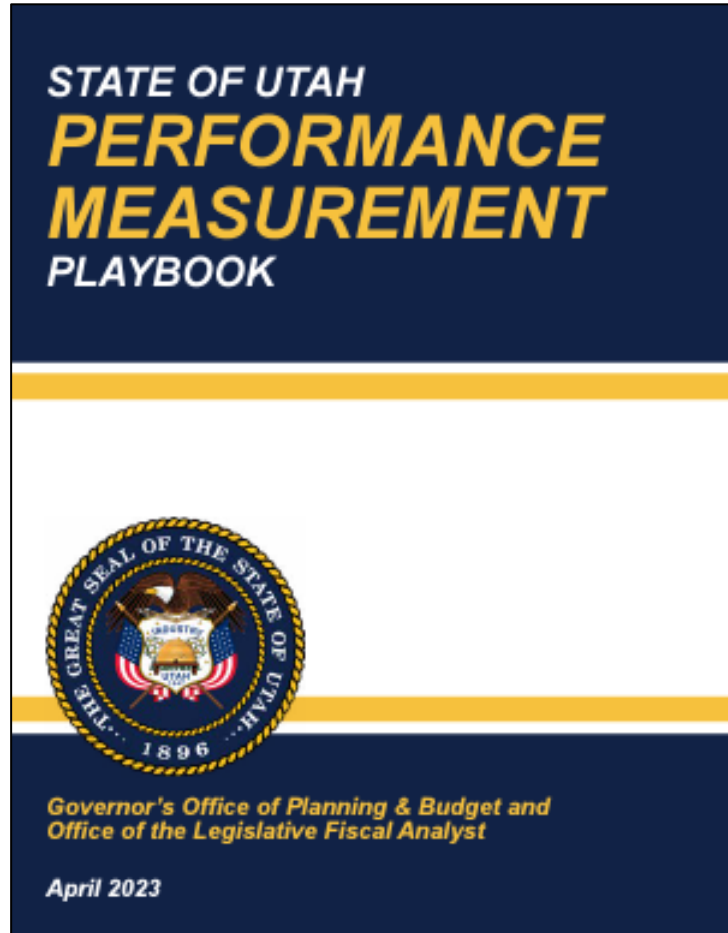
Utah Performance Measurement Process

From HB 326 (2021) and SB 296 (2023)

- Built-in cross-branch collaboration
 - Office of Legislative Fiscal Analyst and Governor's Office of Planning & Budget
- Reporting requirements and dashboard development
- Two types of measures:
 - **Line items:** reported annually
 - **Funding items:** reported once

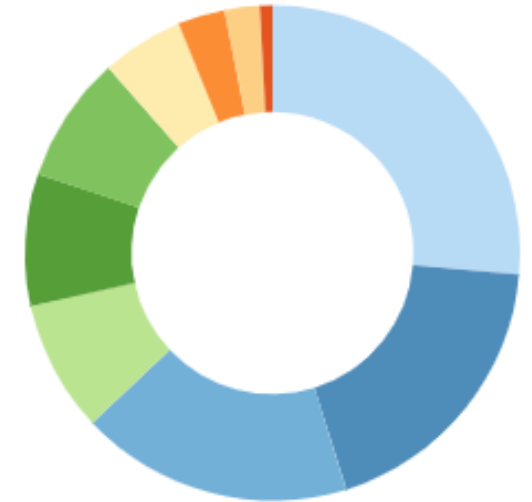


Utah Performance Measurement Tools



Performance measures by impact area

Education	457
Economy	325
Health and Well-Being	308
Governance and Civic Eng...	149
Environment	149
Currently Unclassified	143
Safety and Security	93
Justice	53
Transportation and Mobility	40
Recreation	14



Performance.Utah.gov



Utah Funding Item Follow-Up

2022 Report

2021GS - Social Work Program Expansion

Requested By: Governor

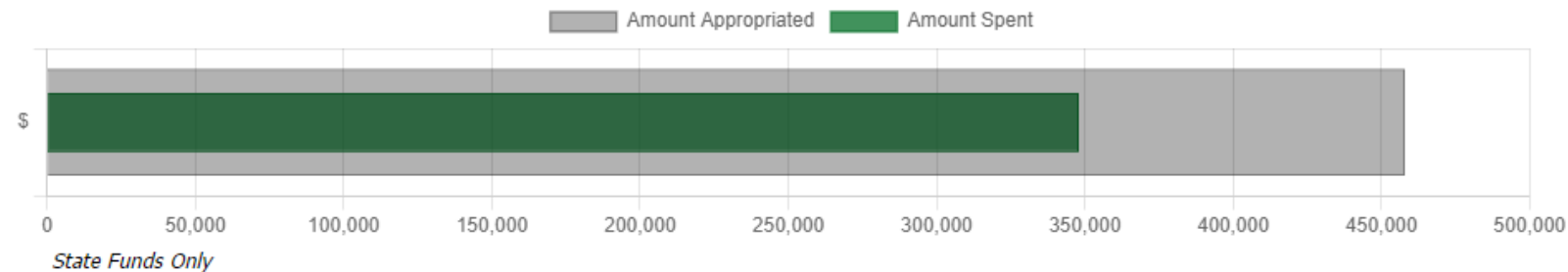
Expansion Utah State University's statewide Master of Social Work program. Includes expansion of Central Utah with a Snow partnership and loan repayment program for a cohort of eight students.

Impacted Agencies

Utah State University

Fully Implemented: July 2021

Amount Appropriated: \$458,000
Amount Utilized: \$348,000



- Funding Amount vs. Expenditures
- Performance Measure and Description
- Target and Actual Measure





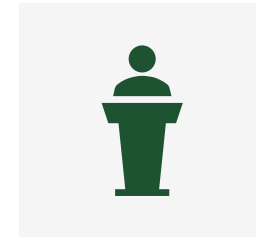
How the Center Can Help

NCSL's Center for Results-Driven Governing launched in 2020 to support the use of data and evidence in state policy decisions.



EBP Resources

Actionable EBP Framework



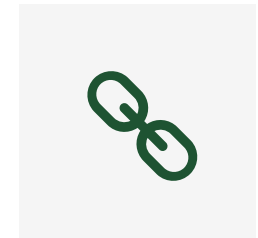
TA and Training

EBP 101 for new state legislators and staff



Convenings

Engaging state leaders to learn and share best practices



Partnerships

Governing for Results Network



Resources



NCSL and State Resources

- [NCSL Center for Results-Driven Governing Website](#)
- [NCSL Fiscal Policy Web Resources](#)
- [ABC's of Evidence-Informed Policymaking \(NCSL\)](#)
- [Alabama Commission on the Evaluation of Services](#)
- [Missouri Performance Measure Resources](#)
- [New Mexico Agency Report Cards](#)
- [Oregon Key Performance Measure System](#)
- [Tennessee Office of Evidence and Impact](#)
- [Utah Performance Measures Resources](#)

Other Resources

- [National Association of State Budget Officers \(NASBO\): Budget Processes in the States 2021](#)
- [Evidence-Based Policymaking Resource Center](#)
- [Results for America: Results-Focused Budget Process 2021](#)



Thank you!

Center for Results-Driven Governing

Carrington Skinner

Carrington.Skinner@ncsl.org

(303) 856-1538

