Measuring Performance Across the States

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April 21, 2023

1. **About NCSL and the Center for Results-Driven Governing**

2. **Common features of performance measurement**

3. **Performance measures across the states**

4. **State examples**

Outline

Performance Measurements Across the States

Strengthening the legislative institution

How NCSL Strengthens Legislatures
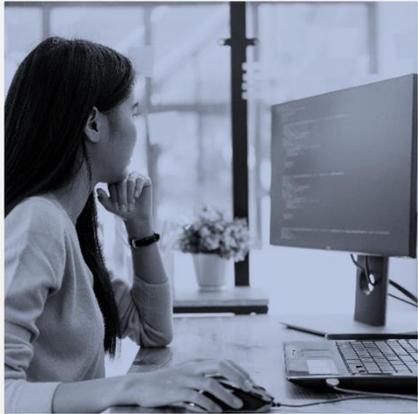
Policy Research

NCSL provides trusted, nonpartisan policy research and analysis

Connections

NCSL links legislators and staff with each other and with experts
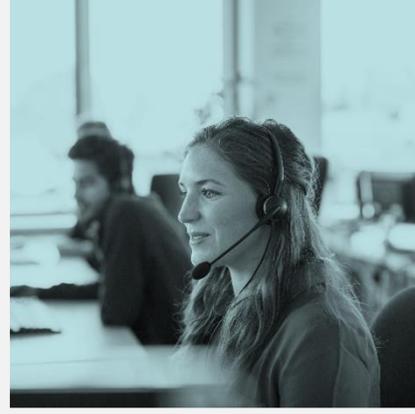
Training

NCSL delivers training tailored specifically for legislators and staff

State Voice in D.C.

NCSL represents and advocates on behalf of states on Capitol Hill

Meetings

NCSL meetings facilitate information exchange and policy discussions

About the Center

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

EBP Resources

Actionable EBP Framework
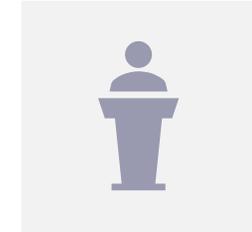
TA and Training

EBP 101 for new state legislators and staff

Convenings

Engaging state leaders to learn and share best practices
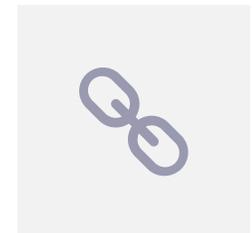
Partnerships

Governing for Results Network

Recent Highlights and Resources

Governing for Results Network

NATIONAL CONFERENCE OF STATE LEGISLATURES

THE COUNCIL OF STATE GOVERNMENTS

THE POLICY LAB AT BROWN UNIVERSITY

States can use ARPA funds to equip workers with the skills needed to thrive in high-demand fields, including information technology.

New NCSL Resources for Investing in Evidence–Based Workforce Solutions

By **Landon Jacquinot** and **Kristine Goodwin**

April 29, 2022 | ➔ **State Legislatures News** | 🖨 Print

Performance Measurement

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

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NATIONAL CONFERENCE OF STATE LEGISLATURES

Measurable Goals

Gauge effectiveness of agencies and programs

Big Picture

Part of performance management, performance-based budgeting

Ongoing Process

Cyclical process of goal-setting, measuring, reporting

History

Federal GPRA of 1993 and growth at state level

Why Measure Performance?

Maximize return on investment

Encourage efficient use of resources

Focus on results and outcomes that align with missions

Promote transparency and accountability

Tennessee Governmental Accountability Act
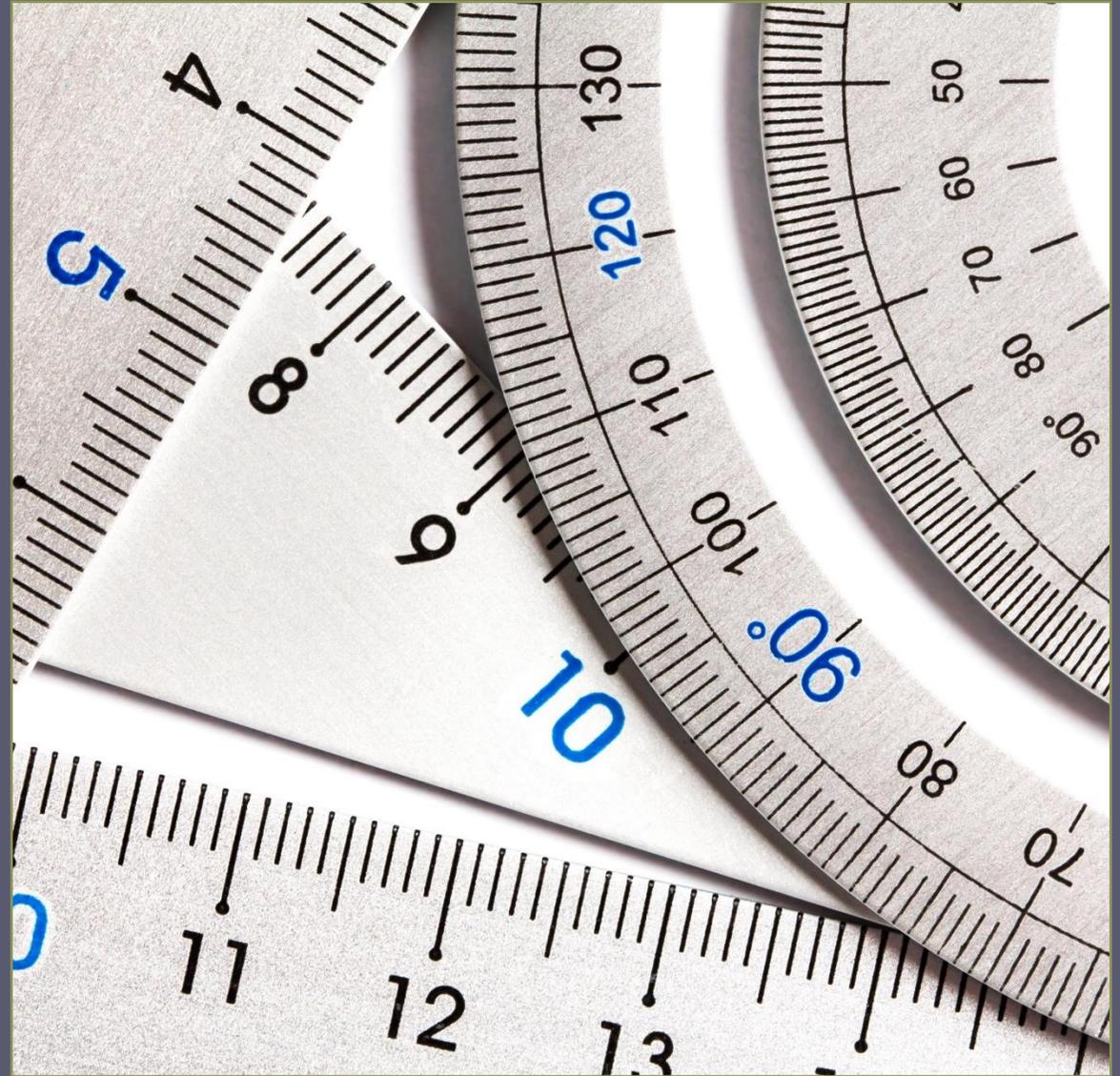
"The general assembly finds and declares that **accountability** in program performance is vital to **effective** and **efficient** delivery of governmental services, and to maintain **public confidence and trust** in government…This system will generate information necessary to inform the public fully 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

Collection of Performance Information

Nearly all states require the collection of performance measures

Forty-six states and D.C. collect information on performance measures, typically at the program or agency level.

Forty-three collect at program level, thirty-eight collect at agency level.

NASBO, Budget Processes in the States 2021

Performance Measures in Statute

36

36 States and D.C.

Statutory requirements for performance measures

Most enacted 1990s or later

NASBO, Budget Processes in the States 2021
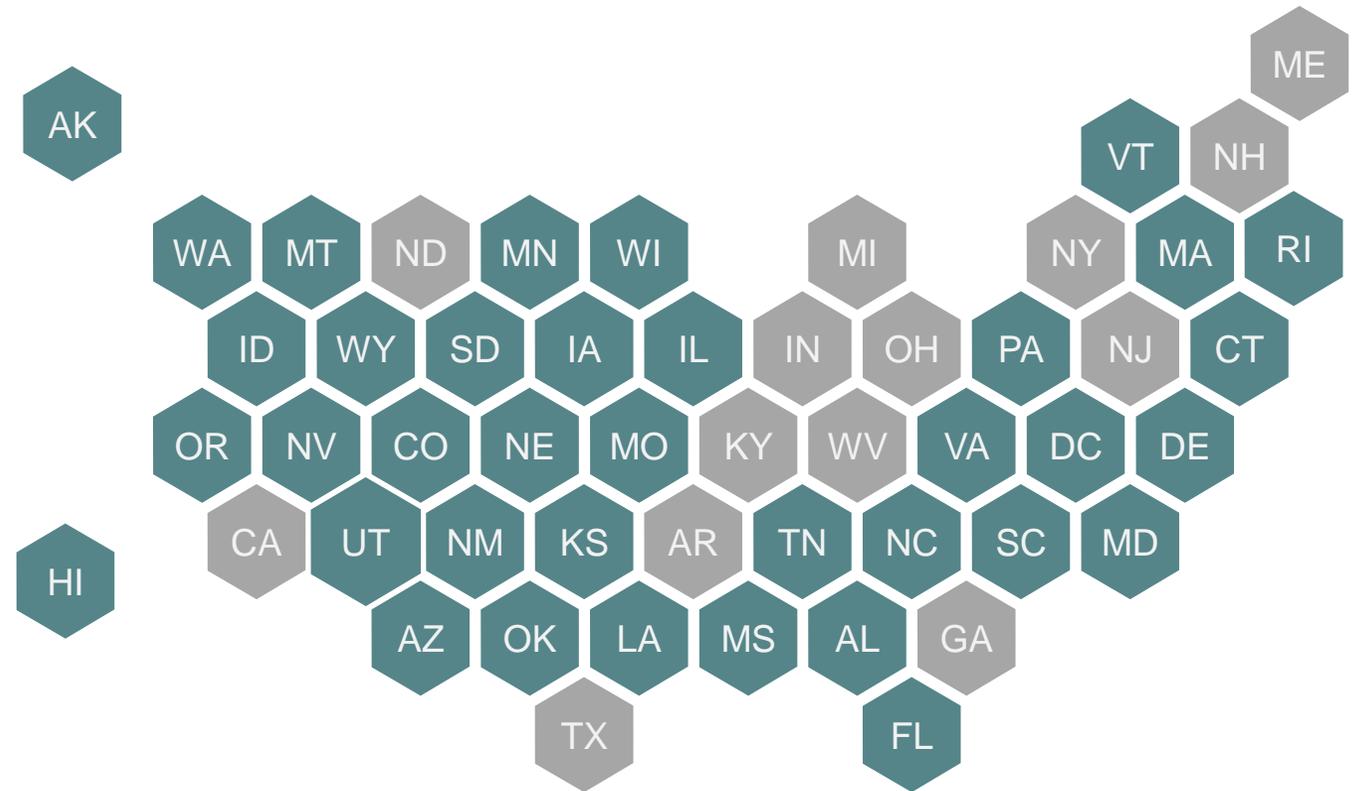
# Use of Performance Measures

Figure 10: How Performance Measures Are Used by States
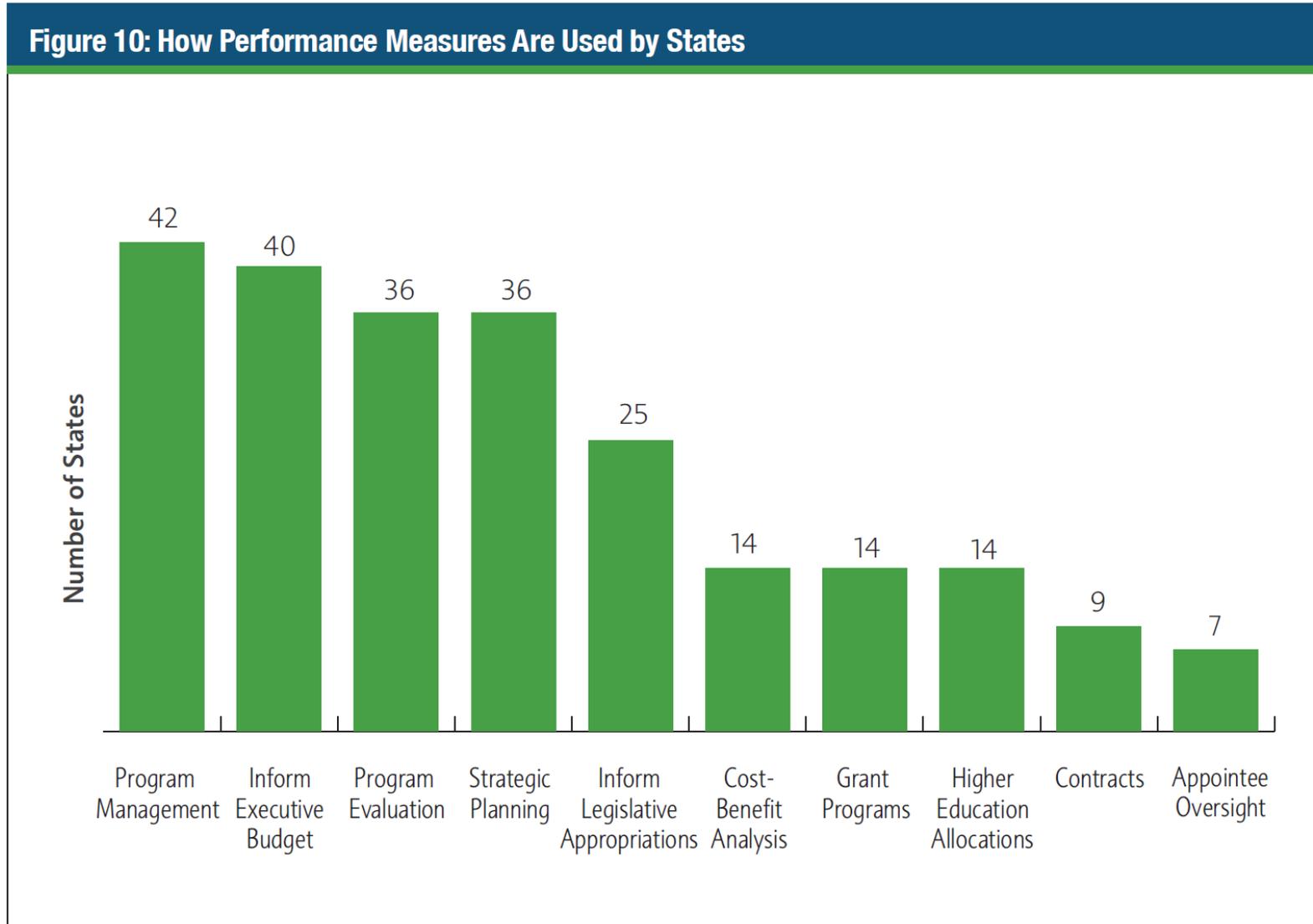
NASBO, Budget Processes in the States 2021

State Examples
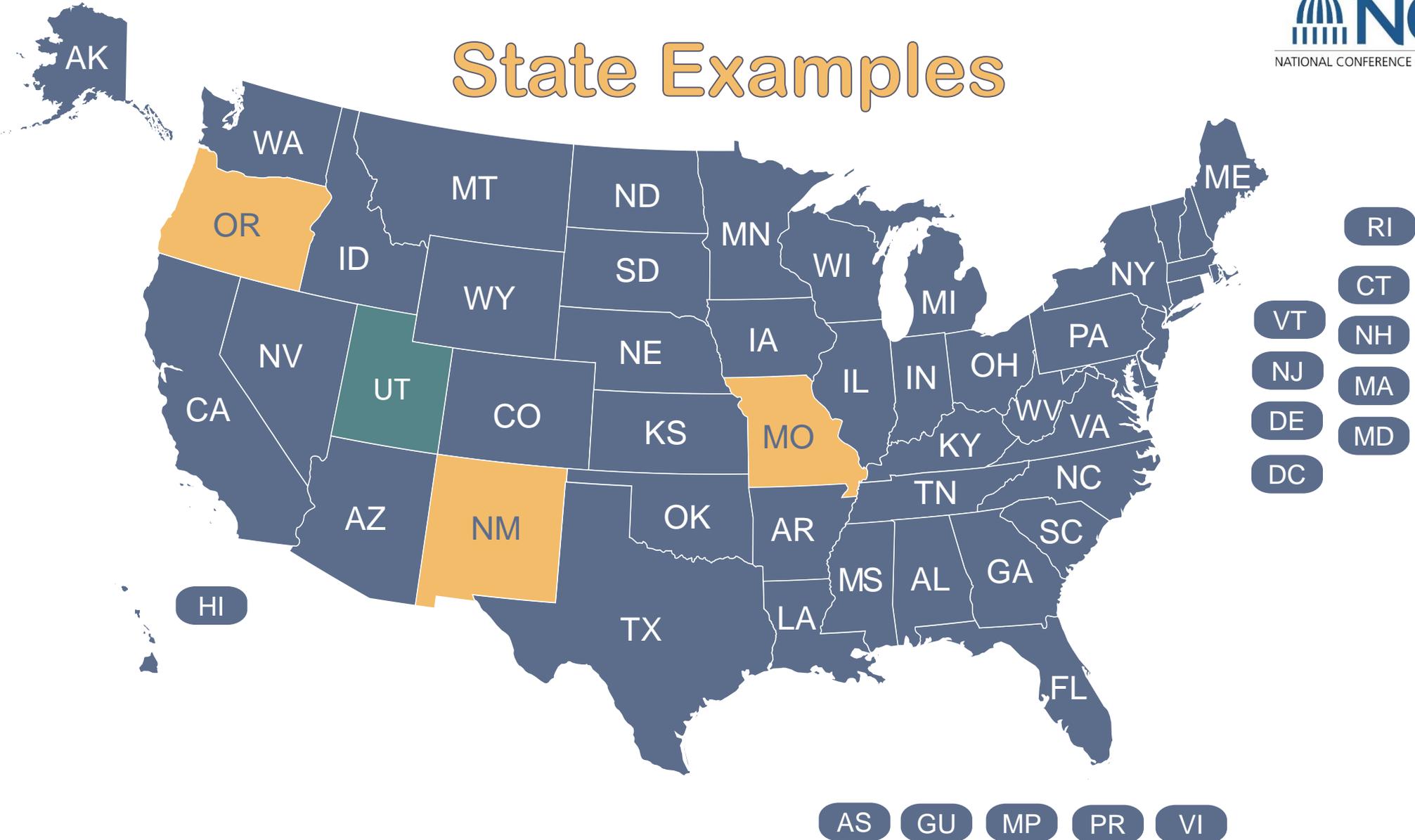
Missouri

Missouri Performance Measures in Budget

- System developed by Budget Director
- Outcome measures included in budget
- Legislature must take PMs into account in funding decisions
- Legislature's role in performance-based review of agencies

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Missouri Categories of Measures

"significant, pertinent performance measures for core programs"

Activity Measures

Program Quality

Program Impact

Program Efficiency

Missouri Performance Measure Training

WHY PERFORMANCE MEASURES AND TARGETS MATTER

EFFECTIVE MANAGEMENT IS DRIVEN BY A FACT-BASED CYCLE

1. Set strategic direction and objectives
2. Establish measures and clear accountabilities
3. Create targets, plans, and budgets
4. Track performance
5. Hold robust, fact-based performance dialogues
6. Decide actions, rewards, and consequences

Superior and sustained organizational performance and health
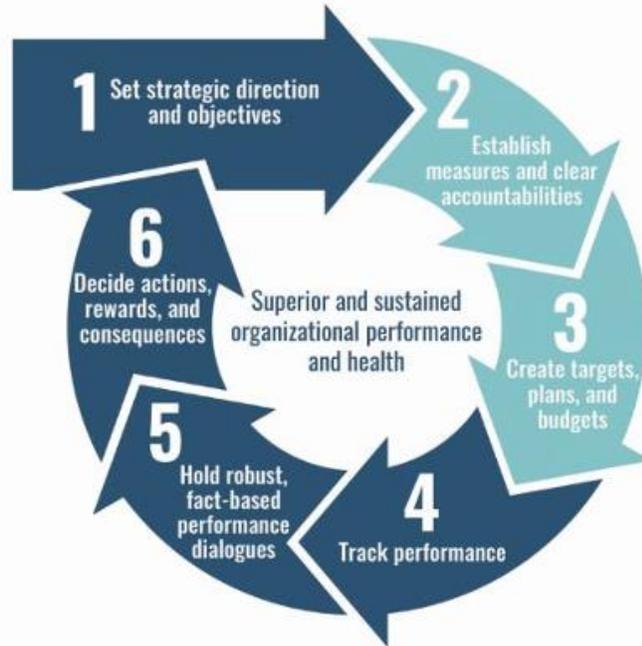
WHY MEASURES AND TARGETS MATTER

" What gets measured gets managed. "
- PETER F. DRUCKER

OUR OBJECTIVE

Missouri will be among the top tier of all state governments...

for its strategic and fact-based, approach...

to decision-making and budgeting...

that delivers impact for our citizens

WHY GOOD PERFORMANCE MEASURES AND TARGETS HELP US

1. They help us know where we are, what is working, and what is not working as planned (e.g., dashboards, program and project reviews)

2. They help us decide what programs or initiatives we should continue, expand, accelerate, learn from, scale back, stop, or help

3. They help us communicate to our citizens and stakeholders what we do, why we do it, and what we recommend is the right approach (e.g., reports; testimony; NDIs)

AUGUST 2019

MO Office of Administration

NM 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
  - Outputs, outcomes, baseline data, targets
- Program inventories
- Quarterly reporting

New Mexico Legislating for Results

From the NM Legislative Finance Committee

| Identify priority areas and performance | Review program inventory and effectiveness | Budget development | Implementation oversight | Outcome monitoring |
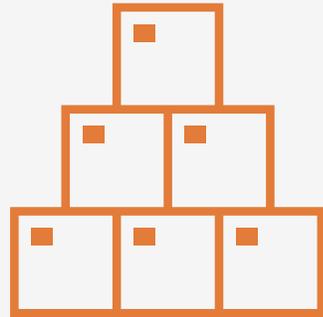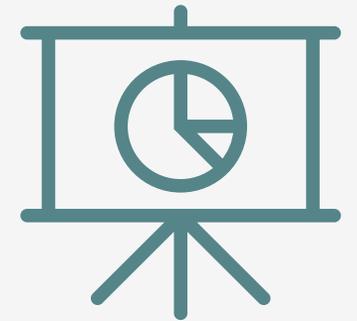
New Mexico Agency Report Cards

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

NEW MEXICO
LEGISLATIVE
FINANCE
COMMITTEE

Juvenile Justice Services (Children, Youth and Families Department) 3Q FY2022

Budget: $71,969.8 FTE: 807	FY20 Actual	FY21 Actual	FY22 Target	FY22 Q1	FY22 Q2	FY22 Q3	Rating
Physical assaults in Juvenile Justice Facilities (target is annual; quarterly numbers are cumulative)	287	224	<285	32	64	55	G
Eligible juvenile justice involved youth that are participating in fostering connections	New	New	60%	40%	54%	64%	G
JJS clients who successfully complete formal probation	94%	90%	85%	91%	86%	85%	G
Recidivism rate for youth discharged from active field supervision	20%	18%	20%	17%	17%	14%	G
Recidivism rate for youth discharged from commitment	41%	33%	55%	27%	33%	38%	G
Clients with improved math scores	68%	No data	56%	N/A	48%	N/A	Y
Clients with improved reading scores	41%	No data	56%	N/A	44%	N/A	Y
Substantiated complaints by clients of abuse and neglect in JJS facilities	3	2	5	0	1	0	G
Turnover rate for youth care specialist	18%	18%	21%	23%	25%	30%	R
Youth being formally supervised by field services currently in kinship care settings	New	17%	35%	17%	15%	13%	R
Indian Child Welfare Act Youth for which proper tribal notification was given	New	61%	90%	84.1%	85%	86%	Y
Program Rating							Y

Oregon

Oregon Performance Measurement Process

State agencies

- Identify mission, goals and objectives
- Develop PMs that quantify outcomes, outputs, results, etc.
- Use PMs to achieve missions, goals, and objectives
- Review PMs with relevant committees during session

OR Department of Administrative Services

- Monitor progress, identify barriers, and generate alternatives
- Develop statewide system of PMs
- Submit annual report to Legislative Fiscal Officer on agency progress in meeting measures

Oregon Department of Education

Key Performance Measure: Early Literacy

Percentage of students meeting or exceeding statewide academic achievement standards in 3rd grade reading

Oregon Department of Education
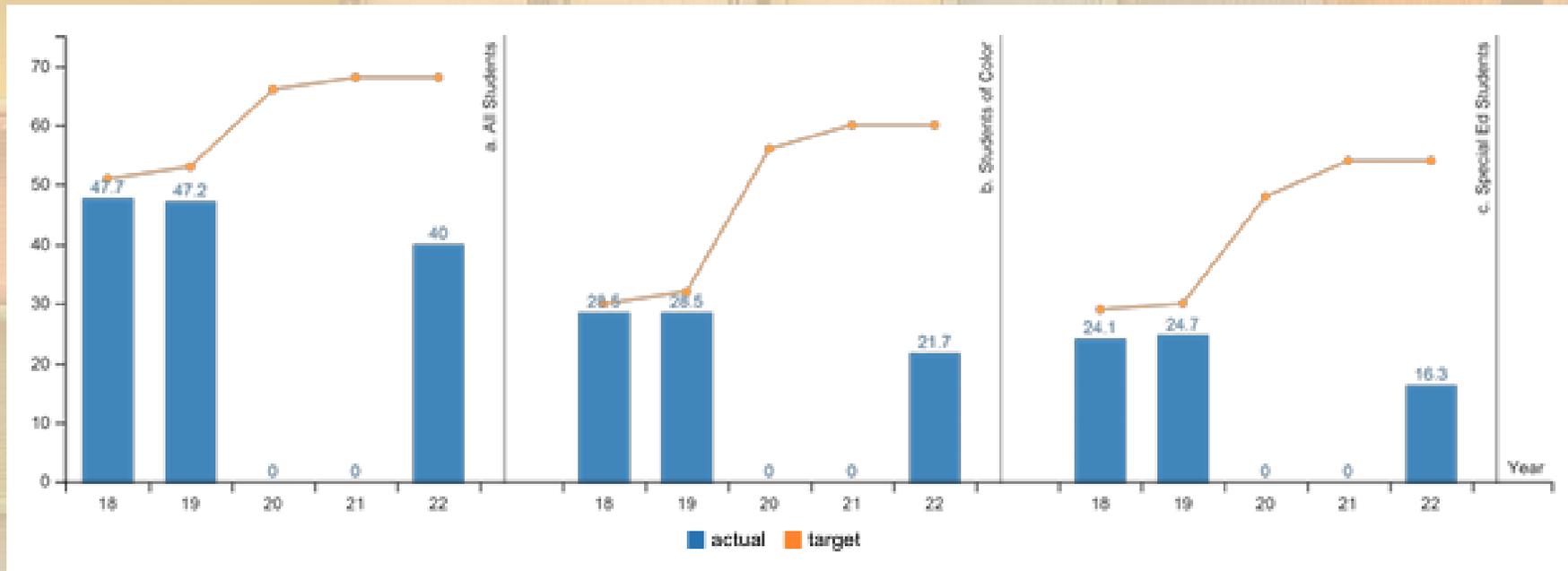
Oregon Annual Performance Reporting

Department of Education 2022 Annual Report
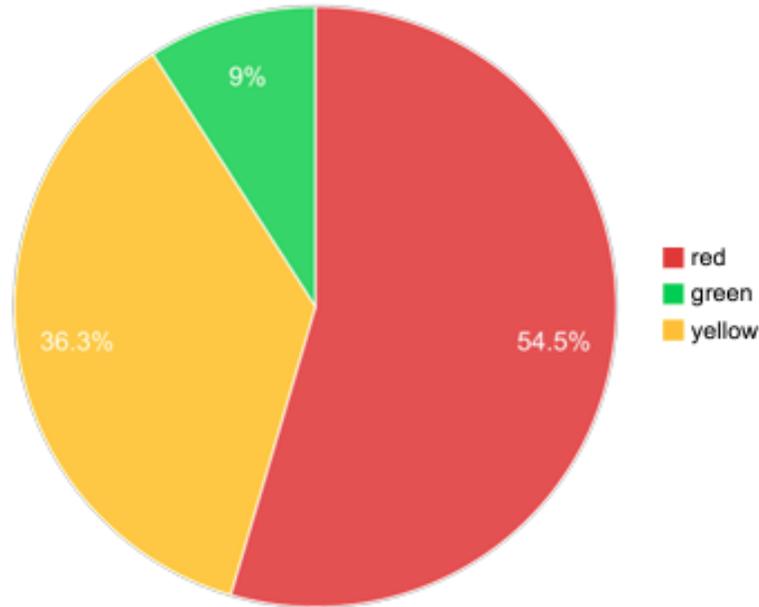
Performance Summary	Green	Yellow	Red
	= Target to -5%	= Target -5% to -15%	= Target > -15%
Summary Stats:	9.09%	36.36%	54.55%

What Makes Utah Unique

- Cross-branch collaboration at several stages

- New system with two types of measures

- Funding item measures, threshold and timeline

Resources

NCSL and State Resources

- NCSL Center for Results-Driven Governing Website

- NCSL Fiscal Policy Web Resources

- ABC's of Evidence-Informed Policymaking (NCSL)

- Missouri Performance Measure Resources

- New Mexico Agency Report Cards

- Oregon Key Performance Measure System

- Transparent Tennessee

External 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

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2023 Indy Legislative Summit

Aug. 14-16, 2023

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Thank you!

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