

STATE	PEOPLE PERFORMANCE GRADES											
Virginia											A	
Georgia South Carolina Washington											A-	
Iowa Michigan Utah											B+	
Delaware Indiana Louisiana North Carolina Texas											B	
Alabama Arizona Connecticut Hawaii Minnesota Missouri Montana Nebraska New Jersey New York Wisconsin											B-	
Idaho Kansas Kentucky Maryland Ohio Oklahoma Oregon Pennsylvania South Dakota Vermont											C+	— NATIONAL AVERAGE
Colorado Massachusetts Mississippi New Mexico North Dakota Tennessee West Virginia											C	
Alaska Arkansas California Florida Illinois Maine Nevada Wyoming											C-	
New Hampshire Rhode Island											D	
	D	D+	C-	C	C+	B-	B	B+	A-	A		
NATIONAL AVERAGE											C+	

THE PEW CENTER ON THE STATES' Government Performance Project

The Pew Charitable Trusts applies the power of knowledge to solve today's most challenging problems. Pew's Center on the States identifies and advances effective policy approaches to critical issues facing states.

The mission of the Government Performance Project, an initiative of the Pew Center on the States, is to improve service to the public by strengthening government policy and performance.

The Project evaluates how well states manage employees, budgets and finance, information and infrastructure. A focus on these critical areas helps ensure that states' policy decisions and practices actually deliver their intended outcomes.

The **PEOPLE** performance grades assess what states are doing to recruit and retain strong employees and offer development and recognition for top-level service.

www.pewcenteronthestates.org

The Project grades but does not rank states. All states within a given grade category receive the same grade and are listed alphabetically.