

THE PEW CHARITABLE TRUSTS

Policy Framework to  
Strengthen State  
Government Planning,  
Budgeting and  
Accountability

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# Policy Framework to Strengthen State Government Planning, Budgeting, and Accountability

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**Pew Center on the States  
Government Performance Project**

## **Contents**

Background.....	3
The Challenge.....	4
Solutions.....	4
Menu of Policy Options.....	6
Suggested Language.....	9
Section 101. Short Title.....	9
Section 102. Definitions.....	9
Section 103. Performance Authority.....	11
Section 104. Strategic Planning.....	12
Section 105. Performance Budgeting.....	13
Section 106. Flexible Performance Agreements.....	13
Section 107. Performance Reporting.....	15
Section 108. Accountability Meetings.....	16
Section 109. Performance Rewards and Penalties.....	16
Section 110. Performance Auditing.....	18
Section 111. Transparency Web Sites.....	19
Notes and Drafting Alternatives.....	22
Appendix.....	25
Suggested Language for Performance Authority—Alternative A.....	25
Suggested Language for Performance Authority—Alternative B.....	26
Suggested Language for Performance Authority—Alternative C.....	27
Suggested Additional Language—Transparency Board.....	29
Suggested Additional Language—Review and Enhancements.....	31
Additional Resources.....	32

# Policy Framework to Strengthen State Government Planning, Budgeting, and Accountability

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## Background

The Government Performance Project at the Pew Center on the States has developed this Policy Framework to assist policy makers who are implementing management reforms in the states. It is meant to provide a useful resource that demonstrates how leading states have addressed planning, budgeting and accountability. In developing this framework, we studied specific legislation, executive orders and other supporting materials from states leading successful reform efforts. The framework includes a summary of the most promising practices from these materials, providing policy makers with a menu of options to consider.

Rather than being prescriptive, this framework aims to provide various options for states to use, as well as key issues to consider. States should assess their status or progress on each specific issue and determine which options offer the best way to move forward.

The framework contains the following components:

- **The Challenge:** a brief assessment of the challenge.
- **Solutions:** a brief overview of the solution.
- **Menu of Options:** a brief overview of the promising practices from which states can select appropriate sections.
- **Suggested Language:** specific language states could use for each option in legislation or in an executive order.
- **Notes and Drafting Alternatives:** key issues that states should consider when implementing any of the options as well as potential alternatives.
- **Additional Resources:** other resources that may be helpful to states, including links to legislation, executive orders and other key materials from leading states.

## **The Challenge**

Citizens want government to achieve real results. Specifically, they want their tax dollars to be spent wisely, efficiently and effectively. In most states today, citizens do not know how their money is being spent, nor do they know whether their tax dollars are achieving the intended results. In addition, citizens do not know what is achievable with the resources provided, primarily because government does not openly inform the public, which creates a misalignment between citizen expectations and the capacity of government to deliver results. In the end, government should be accountable to its citizens and it must effectively demonstrate whether or not it is achieving the expected return on the citizens' investment.

## **Solutions**

To instill accountability in government and its programs, states should create a performance-driven tracking and measurement system that gives citizens a clear view of how government programs are working and whether they are achieving results.

The first step in developing such a performance-driven system is to define the priorities a state wants to address and the desired outcomes. This process identifies the specific long-term outcomes a state wants to achieve, the specific research-based programs and actions needed to achieve those outcomes, and the performance indicators that will let people know whether those outcomes are being achieved. In other words, defining priorities enables a state to take a comprehensive look at where it wants to be several years from now, and then develop a map for how the state is going to get from point A to point B. Such a map often is called a statewide strategic plan.

Ultimately, the authority to create and the responsibility to implement a performance-driven system in state government rest with the governor and the legislature. The governor must provide the leadership to set a strategic direction and hold the executive branch agencies accountable for meeting the state's goals. The legislature also should play a key role by considering performance information in making decisions and performing its role as a legislative body with oversight of the budget and certain functions of government.

To ensure the state remains focused on performance on a day-to-day basis, a state may want to assign the authority and responsibility for implementing the entire performance system with one individual or entity within the governor's office. Ideally, this individual or entity would oversee and support a network of performance management staff in each of the state agencies. For example, a state could rest this authority and responsibility with an existing agency, such as the Office of Management and Budget. Another option is creating a new position within the governor's office focused solely on the performance system, similar to the new federal Chief Performance Officer. Or finally, a state could rest this authority and responsibility with a new

entity, such as a Performance Board, that is headed by the governor and includes key individuals appointed by the governor and the leaders of the legislature.

The second step in developing a performance-driven system is for each agency to develop individual agency strategic plans that align with the statewide plan. Once the state has developed a comprehensive roadmap and interim goals, or mile markers, states then need to link budget requests to the agency's goals, performance measures and targets to justify each specific spending request. All of these steps help a state focus on where it wants to be in several years and track its progress along the way.

The third step in developing a successful performance system is for states to analyze their progress and examine why they are or are not reaching the mile markers they set. To do this, states need to begin gathering data from agencies to measure whether they are achieving results, and states must establish a system of periodic performance audits to evaluate performance so that agencies can be held accountable for assessing progress and reviewing strategies.

The fourth step is for states to use creative tools to drive excellence through performance agreements among the governor and his or her agency heads and also by providing incentives and rewards for agencies that lower costs and improve performance.

Finally, following the principles of performance-driven government, states must ensure that their actions are transparent, so that citizens know where their money is being spent and whether it is being spent effectively.

In an effort to support states that are interested in developing (or are already in the process of developing) a performance-driven government, Pew has created the following policy framework containing various options that states should consider in their efforts. This framework incorporates research into the policies and programs of several high-performing states included in Pew's [Grading the States 2008 report](#), including Georgia, Iowa, Louisiana, Maryland, New Mexico, Oregon, Utah, Virginia, and Washington.

Governors of a few of the above high-performing states have implemented a successful performance management system primarily through executive order. In other states, the reforms were implemented through the legislature and were codified in law, which helps ensure the continuity of reforms. To be successful, a focus on performance needs to be ingrained in the culture of state government from the governor down to the customer service representative on the front lines of the tax office and at the Department of Motor Vehicles. The means by which states achieve this focus, however, will be unique to each state.

In addition, states vary widely, as do the capacities of various agencies to implement proposed policy changes. To account for this, many of the provisions suggested by the framework contain bracketed terms that may need to be adjusted to fit the circumstances in individual states. The recommendations in brackets should be viewed as starting points for deliberations.

In addition, some elements of this framework may be unnecessary in some states, but this framework provides a comprehensive set of elements and alternatives that current performance-

driven states have implemented and from which policy makers can choose the best options to develop a performance-driven system in their state.

## Menu of Policy Options

*Below is an overview of the policy options included in this framework. Full provisions—including suggested language for legislation, executive order or administrative rule—are available later in this section.*

### Section 103. Performance Authority

- Gives states several options about where to place the authority and responsibility for implementing the elements of this framework, including in an existing agency, in a newly established [state] Chief Performance Office, or in a newly established Performance Board or similar public-private partnership.
- *States that have implemented similar provisions: Oregon, Washington and the federal government.*

### Section 104. Strategic Planning

- Requires the development of an enterprise strategic plan, as well as individual agency strategic plans that include goals, performance measures and performance targets.
- *States that have implemented similar provisions: Iowa, Maryland, Utah and Virginia.*

### Section 105. Performance Budgeting

- Requires that agency budget requests and the governor's budget requests align with their respective strategic plans and the performance measures and targets therein.
- Requires that budget requests include the recommendation, performance measures and targets, an evaluation of progress, any performance audits, and a return-on-investment analysis of all new spending proposals.
- *States that have implemented similar provisions: Iowa, Louisiana and New Mexico.*

### Section 106. Flexible Performance Agreements

- Gives the governor the authority to designate departments or agencies as charter agencies to grant the agency additional authority while reducing the total appropriations to the agency.
- Requires that directors of charter agencies sign annual performance agreements and authorizes the payment of bonuses to the director and employees of a charter agency if they exceed their performance goals. In addition, the governor is authorized to remove a director of a charter agency for misconduct or failure to achieve performance goals.
- Gives the charter agency the authority to waive or suspend any administrative rule if strict compliance with the rule would impact its ability to perform its duties in a more cost-efficient manner and if the requirements of such waiver or suspension are met.
- Requires annual reporting to the governor and legislature from each charter agency.
- *State that has implemented similar provisions: Iowa.*

### **Section 107. Performance Reporting**

- Requires that each agency regularly submit data detailing the agency's progress toward meeting performance targets.
- Requires that each agency submit a year-end performance progress report detailing the agency's progress toward meeting performance targets.
- Requires the submission of a report detailing the implementation of the recommendations of any performance audit report conducted pursuant to Section 110.
- Requires agencies to report and make available on the state's searchable financial Web site all expenditures incurred and revenues obtained within 30 days.
- Requires that all reports and data be made public on the state's performance Web site.
- *States that have implemented similar provisions: Iowa, Louisiana, Maryland, Oregon and Washington.*

### **Section 108. Accountability Meetings**

- Requires the [state performance authority] to hold regular accountability meetings with each agency to assess the agency's progress and review the strategies and tactics used by the agency to meet the goals and targets.
- Requires the [state performance authority] to hold regular cross-agency accountability meetings regarding the state's major policy goals.
- *States that have implemented similar provisions: Maryland and Washington.*

### **Section 109. Performance Rewards and Penalties**

- Authorizes a reward for those agencies that exceed their performance targets by at least 5 percent or upon finding that the agency has made substantial progress in implementation and use of performance-based budgeting.
- Authorizes a penalty for those agencies that fail to meet their performance targets by at least 5 percent, or upon finding that the agency has failed to make satisfactory progress in implementation and use of performance-based budgeting.
- Describes the rewards and penalties that may be given.
- *State that has implemented similar provisions: Louisiana.*

### **Section 110. Performance Auditing**

- Requires the [appropriate auditing agency] to conduct independent, comprehensive performance audits of state government and each of its agencies, accounts, programs and activities.
- Details the scope of the audits.
- Requires a follow up report from each agency regarding implementation of the recommendations.
- Authorizes the governor to conduct his or her own independent, comprehensive performance audits following the same guidelines and requirements as those applicable to the State Auditor.
- *Most states have developed some sort of performance auditing entity within state government, but they vary in scope, authority and entity location.*

### **Section 111. Transparency Web Sites**

- Requires the creation of a state performance Web site that publishes the goals, performance measures and targets, and the actual results achieved by the state and individual agencies.
- Requires the creation of a searchable state financial Web site accessible to the public at no cost to track state expenditures and revenues.
- *States that have implemented similar provisions or created similar Web sites:*
  - *Financial Web sites: In the past few years nearly 20 states have passed laws or administrative rules to develop financial Web sites, including Georgia, Kansas, Kentucky, Louisiana, Missouri, South Carolina and Texas.*
  - *Performance Web sites: Iowa, Virginia and Utah.*

## **Suggested Language**

### **Section 101. Short Title**

This Act may be cited as the “Performance-Driven Government Act.”

### **Section 102. Definitions**

In this document, the following words have the meanings indicated.

- (1) "Agency" means a state agency, department, office, authority, board, court, commission, bureau, division, institution or institution of higher education. The term includes (i) individual state agencies and programs, as well as those programs and activities that cross agency lines, and (ii) all elective offices in the executive branch of government and legislature.
- (2) “Agency strategic plan” means the strategic plan for the agency adopted pursuant to section 104.
- (3) “Annual bonded indebtedness” shall include, but not be limited to the amount of the total original obligation stated in terms of principal and interest, the term of the obligation, the source of funding for repayment of the obligation, the amounts of principal and interest previously paid to reduce the obligation, the balance remaining of the obligation, any refinancing of the obligation, and the cited statutory authority to issue such bonds.
- (4) “Board” means the Transparency Board.
- (5) “Enterprise strategic plan” means the strategic plan for the executive branch of state government adopted pursuant to section 104.
- (6) "Entity" or “recipient" means:
  - a. A corporation
  - b. An association
  - c. A partnership
  - d. A union
  - e. A limited liability company
  - f. A limited liability partnership
  - g. A sole proprietorship
  - h. Any other legal business entity including nonprofits
  - i. Grantees and sub-grantees
  - j. Contractors and subcontractors
  - k. A county, city, town or other local government entity

The term shall not include a recipient of state assistance who is an individual.

- (7) “Expenditures” shall include, but not be limited to:

- a. Disbursements by any state agency from funds established within the state treasury
  - b. Bond debt payments
  - c. Salaries and wages including, but not limited to, compensation paid to individual employees of state agencies
  - d. Contractual services including, but not limited to, amounts paid to individual vendors
  - e. Commodities including, but not limited to, amounts paid to individual vendors
  - f. Capital outlay including, but not limited to, amounts paid to individual vendors
  - g. Debt service including, but not limited to, amounts of bond interest paid and sources of funds paid for individual bond issues
  - h. Aid to local units including, but not limited to, amounts paid to individual units of government for individually identifiable aid programs
  - i. Other assistance and benefits
  - j. Capital improvements including, but not limited to, amounts of bond principal paid and sources of funds paid for individual bond issues
- (8) "Funding action or expenditure" means details on the type of state spending (grant, contract, appropriations, etc.). Where possible, a hyperlink to the actual grants or contracts shall be provided. Funding action or expenditure shall include tax exemptions, subtractions and deductions.
- (9) "Funding source" means the state account from which the expenditure is appropriated.
- (10) "Outcome performance measure" means a performance measure that quantifies the results an agency achieves or the benefits citizens receive from an agency's activities.
- (11) "Performance measure" means a quantitative or qualitative indicator used to assess an approved program, including:
- a. An outcome measure that quantifies the results an agency achieves, the impact of the service or activity, or the benefits citizens receive from an agency's activities
  - b. An input measure that quantifies the amount of resources used to provide goods and services
  - c. An output measure that quantifies the amount of goods and services produced by the agency
  - d. A quality measure that quantifies or describes:
    - i. The effectiveness of the agency in meeting agency objectives
    - ii. Aspects of the satisfaction that customers may or may not have with state goods or services
    - iii. How state goods or services compare to some external or internal standard
- (12) "Performance target" means a desired level of performance, demonstrating specific progress toward the goal that is part of a strategic plan.
- (13) "Return-on-investment analysis" means developing a cost-benefit analysis that includes identifying program benefits, converting that benefit into a monetary value, tabulating the full costs of the program, identifying intangible benefits and comparing the monetary benefits to the costs.
- (14) "Revenues" shall include, but not be limited to:

- a. Receipts or deposits by any state agency into funds established within the state treasury
  - b. Taxes including, but not limited to, compulsory contributions imposed by the state for the purpose of financing services
  - c. Agency earnings including, but not limited to, amounts collected by each agency for merchandise sold, services performed, licenses and permits issued or regulation
  - d. Revenue for the use of money and property including, but not limited to, amounts received for compensation for the use of state-owned money and property
  - e. Gifts, donations and federal grants including, but not limited to, amounts received from public and private entities to aid in support of a specific function or other governmental activity
  - f. Other revenue including, but not limited to, receipts not classified elsewhere
  - g. Non-revenue receipts including, but not limited to, all receipts that do not constitute revenue
- (15) “Searchable Web site” means a Web site that allows the public to search and aggregate the information identified in section 109 that is accessible to the public at no cost.
- (16) “Spending category” shall include, but not be limited to: economy; education; health and family; public safety; environment; transportation; and government and citizens. In addition, the Transparency Board may create subcategories to further track spending in important priority areas.
- (17) “Strategic plan” is a comprehensive view of desired long-term outcomes, research-based programs and actions needed to achieve those outcomes, and performance indicators that define when those outcomes are being achieved.

### **Section 103. Performance Authority**

- (1) The authority and responsibility for implementing the elements of the Act shall rest in a State Performance Authority.
- (2) The State Performance Authority may be created out of
- a. a newly established position with the governor’s office, similar to the new federal Chief Performance Officer
  - b. an existing position within the governor’s office
  - c. an existing agency that reports directly to the governor, such as the budget office
  - d. a board that reports directly to the governor
- (3) The State Performance Authority may include members of the private sector.
- (4) The state may designate a specific person in each agency, such as a deputy agency director, to be responsible for performance management in that agency and for coordinating with and reporting to the State Performance Authority.
- (5) The State Performance Authority shall ensure that the state remains focused on performance on a day-to-day basis through oversight and support of performance management staff in each agency of the state government.

## Section 104. Strategic Planning

- (1) The [state performance authority], in consultation with the agencies, shall develop and maintain a biennial enterprise strategic plan. The plan shall include:
  - a. Major policy goals of the state
  - b. Specific strategies for achieving each goal, including a description of multi-agency strategies
  - c. Performance measures and performance targets to track progress toward each goal. These measures shall include, but shall not be limited to, outcome performance measures. The plan shall include performance measure statistics for at least the two most recently completed fiscal years, where available, and performance measure targets for at least two years forward from the fiscal year in which it is submitted.
- (2) Each agency, with the assistance and guidance of the [state performance authority], shall develop, submit and maintain a biennial agency strategic plan for its operations that aligns with the enterprise strategic plan. The plan shall include:
  - a. A statement of the mission
  - b. Specific goals of the agency that align with the goals established in the enterprise strategic plan
  - c. Specific strategies for achieving each agency goal
  - d. Performance measures and performance targets to track progress towards each goal. These shall include, but shall not be limited to, outcome performance measures. The plan shall include performance measure statistics for at least the two most recently completed fiscal years, where available, and performance measure targets for at least two years forward from the fiscal year in which it is submitted.
- (3) The [state performance authority] shall guide agencies in the creation and tracking of their strategic plans, performance measures and performance targets. The board shall:
  - a. Review the proposed performance measures that agencies submit, make necessary changes and issue approved performance measures within 30 days of receipt
  - b. Develop a statewide system of performance measures designed to increase the efficiency and effectiveness of state programs and services
  - c. Provide agencies with direction on the appropriate format for reporting performance measures to ensure consistency across agencies
  - d. Facilitate the development of performance measures in those instances where goals involve more than one state agency
- (4) The strategic plan shall cover a period of at least two years forward from the fiscal year in which it is submitted and shall be reviewed by the agency annually.
- (5) Each agency shall post its strategic plan on the Internet, and the [state performance authority] shall post all strategic plans on the state performance Web site developed pursuant to Section 111(1).

## **Section 105. Performance Budgeting**

- (1) Each agency shall align their budget requests with their strategic plan and the performance measures and targets therein to demonstrate the reasoning for their requested allocation of funds. Each agency's budget request shall contain:
  - a. A budget recommendation
  - b. The performance measures and performance targets for the agency for the previous two fiscal years and the upcoming two fiscal years
  - c. An evaluation of the agency's progress in meeting the performance targets
  - d. If a performance audit has been conducted on an agency or program within the agency during the current or preceding two fiscal years, any responses the agency has to the audit and any actions the agency has taken as a result of the audit
  - e. A return on investment analysis of all new spending proposals
  - f. Any other information the [state performance authority] believes may be helpful to the governor or the legislature in developing a budget for the agency
- (2) The [state performance authority], in consultation with the agencies, shall establish guidelines that will be used by the agencies in submitting their budget requests.
- (3) The governor shall align the state budget request with the enterprise strategic plan and the performance measures and targets therein to demonstrate the reasoning for the requested allocation of funds.

## **Section 106. Flexible Performance Agreements**

- (1) The governor may, by executive order, designate state departments or agencies as a charter agency. The designation of a charter agency shall be for a period of five years from the date of the executive order. The purpose of designating a charter agency is to grant the agency additional authority as provided by this charter while reducing the total appropriations to the agency.
- (2) Charter agency directors.
  - a. Prior to each fiscal year, or as soon thereafter as possible, the governor and each director of a designated charter agency shall enter into an annual performance agreement that shall set forth measurable organization and individual goals for the director in key operational areas of the director's agency. The annual performance agreement shall be made public, and a copy of the agreement shall be submitted to the general assembly.

- b. In addition to the authority granted the governor as to the appointment and removal of a director of an agency that is a charter agency, the governor may remove a director of a charter agency for misconduct or for failure to achieve the performance goals set forth in the annual performance agreement.
  - c. Notwithstanding any provision of law to the contrary, the governor may authorize in the annual performance agreement the payment of a bonus to a director of a charter agency in an amount not in excess of 50 percent of the director's annual rate of pay [if the agency has met its performance goals set forth in the annual performance agreement], based upon the governor's evaluation of the director's performance in relation to the goals set forth in the annual performance agreement.
  - d. A director of a charter agency may authorize the payment of bonuses to employees of the charter agency in a total amount not in excess of 50 percent of the employees' annual rate of pay, based upon the director's evaluation of the employees' performance.
- (3) Appropriations and asset management.
- a. The operating appropriations for each charter agency for each fiscal year that it is designated a charter agency shall be reduced from the appropriation that would otherwise have been enacted for that charter agency by [XX] dollars.
  - b. If the agency exceeds the goals in the performance agreement, one-half of all unencumbered or unobligated balances of appropriations made for each fiscal year of that fiscal period to the charter agency shall not revert to the state treasury or to the credit of the funds from which the appropriations were made. The agency director may use such funds to pay bonuses according to Section 106(2) or to pay for nonrecurring purposes including new or enhanced employee training, and for productivity enhancements including technology and other improvements.
- (4) A charter agency may temporarily waive or suspend the provisions of any administrative rule if strict compliance with the rule impacts the ability of the charter agency requesting the waiver or suspension to perform its duties in a more cost-efficient manner and the requirements of this subsection are met.
- a. The procedure for granting a temporary waiver or suspension of any administrative rule shall be as follows:
    - i. The charter agency may waive or suspend a rule if the agency finds, based on clear and convincing evidence, all of the following:
      1. The application of the rule poses an undue financial hardship on the applicable charter agency
      2. The waiver or suspension from the requirements of a rule in the specific case would not prejudice the substantial legal rights of any person
      3. Substantially equal protection of public health, safety and welfare will be afforded by a means other than that prescribed in the particular rule for which the waiver or suspension is requested

4. The waiver or suspension would not result in a violation of due process, a violation of state or federal law or a violation of the state or federal constitution
    - ii. If a charter agency proposes to grant a waiver or suspension, the charter agency shall draft the waiver or suspension so as to provide the narrowest exception possible to the provisions of the rule and may place any condition on the waiver or suspension that the charter agency finds desirable to protect the public health, safety and welfare. The charter agency shall then submit the waiver or suspension to the [appropriate review entity] for consideration.
    - iii. The [appropriate review entity] shall review the proposed waiver or suspension and may disapprove the waiver or suspension if, based on clear and convincing evidence, the review entity determines that the suspension or waiver would result in an adverse financial impact on the state.
    - iv. Copies of the grant or denial of a waiver or suspension under this subsection shall be filed and made available to the public by the applicable charter agency.
  - b. A waiver or suspension granted pursuant to this subsection shall be for a period of time not to exceed 12 months. A renewal of a temporary waiver or suspension granted pursuant to this section shall be granted or denied in the same manner as the initial waiver or suspension.
- (5) Each charter agency shall submit a written report to the governor and the legislature by the end of each fiscal year summarizing the activities of the charter agency for the preceding fiscal year. The report shall include information concerning the expenditures of the agency, the performance of the agency during the given year. In addition, the report shall include information related to the actions taken by the agency pursuant to the authority granted by this section.

## **Section 107. Performance Reporting**

(1) Each agency shall:

- a. Regularly and frequently submit timely and accurate data to the [state performance authority] detailing the agency's progress toward meeting performance targets and achieving its goals consistent with the enterprise strategic plan and its agency strategic plan. The agency shall include a brief explanation of any variance of 5 percent or more from the expected target.
- b. Submit a year-end performance progress report to the [state performance authority] and the legislature detailing the agency's progress toward meeting performance targets and achieving its goals consistent with the enterprise strategic plan and its agency strategic plan. The agency shall include a brief explanation of any variance of 5 percent or more from the expected target.

- c. The [state performance authority], in conjunction with agencies, shall develop guidelines for the submission of data and progress reports, including but not limited to a reporting schedule and a template for use by agencies.
- (2) One year following the public release of a performance audit report conducted pursuant to Section 110, all agencies and entities named in the report shall together submit to the State Auditor, the [state performance authority] and the legislature a report detailing the status of the implementation of the recommendations. Justification must be provided for recommendations not implemented.
- (3) Each agency shall report and make available on the searchable financial Web site all expenditures incurred and revenues obtained no later than 30 days after the occurrence requiring a posting under Section 111(2) of this Act. The [state performance authority] shall work with the individual state agencies to find ways to make the expenditures incurred and revenues obtained available on the Web site as soon as possible, so citizens are provided with the most information possible in real time.
- (4) The [state performance authority] shall make all reports and data submitted by an agency available on the Web site developed pursuant to Section 111(1) to give the public a realistic assessment of government performance, including both successes and failures.

### **Section 108. Accountability Meetings**

- (1) The [state performance authority] will hold regular accountability meetings with each agency to assess the agency's progress and review the strategies used by the agency to meet the goals and performance targets of the agency.
- (2) In addition, the [state performance authority] shall hold regular cross-agency accountability meetings around the state's major policy goals as outlined in the enterprise strategic plan to assess progress and review the strategies and tactics used to meet the goals and performance targets, as well as to ensure collaboration and accountability for meeting these goals.
- (3) These meetings shall be used to improve performance, improve strategic planning and policy decision making, better allocate human and material resources, recognize superior performance and inform citizens about their return from investment in state government.

### **Section 109. Performance Rewards and Penalties**

- (1) After reviewing the agency's year-end performance progress report, and upon finding that an agency has exceeded the performance targets by at least 5 percent for a particular fiscal year, or upon finding that an agency has made substantial progress in implementation and use of

performance-based budgeting, the [state performance authority] may directly authorize a reward for such agency, as provided in Subsection 5 of this Section.

- (2) After review of the agency's Year-end Performance Progress Report, and upon finding that an agency has failed to achieve the performance targets by more than 5 percent for a particular fiscal year, or upon finding that an agency has failed to make satisfactory progress in implementation and use of performance-based budgeting, the [state performance authority] may directly impose a penalty upon such agency, as provided in Subsection 6 of this Section. Prior to imposing a penalty, the [state performance authority] shall require the agency to submit a report analyzing any barriers to achieving the performance targets and any support needed.
- (3) Provisions for rewards or penalties may apply to an entire agency or may be limited to certain programs within an agency. Such provisions for rewards or penalties are limited in duration to the remainder of the fiscal year in which they are granted, and shall be neither retroactive nor carried forward into the subsequent fiscal year.
- (4) Funds retained by agencies by way of a reward shall not be used to supplant funding for the agency in the next executive budget.
- (5) A reward may include but shall not be limited to:
  - a. Authorization for the [appropriate director of administration] to approve transfers of up to 2 percent in the aggregate of an agency's appropriated funds between its programs.
  - b. The authority for an agency to exceed the threshold for delegated authority on approval of small purchases of professional, personal, consulting and social services by up to 100 percent.
  - c. The authority to retain one-half of all unexpended and unencumbered balances of its appropriations at the end of the fiscal year, which monies may be used for nonrecurring purposes including:
    - i. The payment of bonuses to employees in a total amount not in excess of 50 percent of the employees' annual rate of pay
    - ii. New or enhanced employee training
    - iii. Productivity enhancements, including technology and other improvements
  - d. Recommendation to the legislature that the agency receive additional funding for the ensuing fiscal year.
- (6) A penalty may include but shall not be limited to:
  - a. Increased performance reporting requirements or the execution of performance audits
  - b. Recommendation by the [state performance authority] for elimination or restructuring of the agency, which may include but not be limited to transfer of the agency to another department, or outsourcing all or a portion of the agency's responsibilities and activities

- c. Direction that a management audit be conducted by [appropriate entity]
- d. Direction that other remedial or corrective actions be implemented by the agency and reported to the [state performance authority]

## **Section 110. Performance Auditing**

- (1) The [appropriate auditing agency] shall conduct independent, comprehensive performance audits of state government and each of its agencies, accounts, programs and activities, including those programs or activities that cross agency lines. The purpose of a performance audit is to assess the economy, efficiency and effectiveness of an agency, program or activity. The [director of the appropriate auditing agency] shall conduct audits in light of the statewide strategic plan and any applicable agency strategic plan, including the performance measures, performance targets and performance data. Each state agency shall offer its complete cooperation to the [appropriate auditing agency] so that such reviews may be accomplished. The [director of the appropriate auditing agency] shall make recommendations to improve agency performance, which may include modifying, streamlining, consolidating, expanding, redesigning or eliminating programs.
- (2) The scope of each performance audit shall be comprehensive but, at a minimum, must determine the following:
  - a. The extent to which the governmental entity possesses clear and specific objectives and purposes, as well as clear and effective indicators by which success or failure may be gauged
  - b. The extent to which the entity is tracking performance data
  - c. The extent to which the entity is making progress toward achieving its objectives
  - d. Recommendations for improving the efficiency and effectiveness of programs, services and agencies
  - e. A return-on-investment analysis of the public benefit of specific programs and services in relation to the expenditures
  - f. The extent to which there exist gaps and overlaps in programs and services and recommendations for improving, eliminating, blending or separating functions to correct such gaps or overlaps, as well as the consequences of such actions
  - g. The feasibility of pooling information technology systems within the entity
  - h. The efficiency with which the entity has operated
  - i. Potential cost savings in an entity, its programs and services
  - j. Evaluation of the roles and functions of the entity, and recommendations to change or eliminate departmental roles or functions
  - k. Recommendations for statutory or regulatory changes that may be necessary for the entity to properly carry out its functions
- (3) The [director of the appropriate auditing agency] shall solicit comments on preliminary performance audit reports from the audited agency, the office of the governor, and the chairs and ranking members of appropriate legislative committees. Comments must be received within 30 days after receipt of the preliminary performance audit report.

- (4) Each audit report shall be made available to the public on or before 30 days after the completion of each audit. The [state performance authority] shall post the report on the state performance Web site developed pursuant to Section 111(1). On or before 30 days after the performance audit is made public, the corresponding legislative body or legislative bodies shall hold at least one public hearing to consider the findings of the audit and shall receive comments from the public.
- (5) One year following the public release of a performance audit report, all agencies and entities named in the report shall together submit to the [director of the appropriate auditing agency], the [state performance authority], and the legislature a report detailing the status of the implementation of the recommendations. Justification must be provided for recommendations not implemented.
- (6) In addition to the [director of the appropriate auditing agency], the governor is authorized to conduct his or her own independent, comprehensive performance audits of state government and each of its agencies, accounts, programs and activities, including those programs or activities that cross agency lines. The governor may contract with an independent firm or ask the [state performance authority] to conduct such audits, as is deemed necessary. Any audit requested by the governor shall follow the guidelines and requirements as those applicable to the State Auditor in Section 110.

### **Section 111. Transparency Web Sites**

- (1) No later than [date], the [state performance authority] shall develop and operate a state performance Web site accessible by the public at no cost.
  - a. The Web site shall publish the goals, the performance measures and targets, as well as the actual results achieved for the state and the individual agencies in a user friendly format so that citizens can easily see whether the state and agencies are achieving specific results. The Web site also shall contain the enterprise strategic plan, all agency strategic plans, and the enterprise and agency performance reports.
  - b. Any state agency that maintains a generally accessible Internet site or for which a generally accessible Internet site is maintained shall prominently include a link on the agency's Internet site to the performance Web site. The [state performance authority] shall provide each agency with a small uniform graphic logo, or icon, that agencies shall use on their Web sites to link to the performance Web site.
- (2) No later than [date], the [state performance authority] shall develop and operate a single, searchable state financial Web site accessible by the public at no cost.
  - a. The Web site shall include:

- i. State expenditures provided to any entity, recipient or agency, including contracts and grants, which are searchable by agency, spending category, program or vendor. For each expenditure, the searchable Web site shall include:
    1. The name and principal location or residence of the entity or recipient of funds
    2. The amount of funds expended
    3. The funding or expending agency
    4. The funding source of the revenue expended
    5. The program/activity of the expenditure as well as information on any audits or reports from any state auditing agency
    6. A descriptive purpose for the funding action or expenditure
    7. Any other relevant information specified by the [state performance authority]
  - ii. Annual revenues
  - iii. Local aid to cities and towns including, but not limited to, amounts paid to individual units of government for individually identifiable aid programs
  - iv. Annual bonded indebtedness including, but not limited to, the amount of the total original obligation stated in terms of principal and interest, the term of the obligation, the source of funding for repayment of the obligation, the amounts of principal and interest previously paid to reduce the obligation, the balance remaining of the obligation, any refinancing of the obligation, and the cited statutory authority to issue such bonds
  - v. A link to any state audit or report
  - vi. Any other relevant information specified by the [state performance authority] after consulting with and seeking the advice of the public finance transparency board, as established in section [applicable Section number].
- b. The searchable financial Web site shall include data for fiscal year [year] and each fiscal year thereafter. The [state performance authority] shall work with the individual state agencies to find ways to make the expenditures incurred and revenues obtained available on the Web site as soon as possible, so citizens are provided with the most information possible in real time. However, expenditures incurred and revenues obtained must be available on the searchable Web site no later than 30 days after the occurrence requiring a posting under this section.
  - c. To the extent possible, the [state performance authority] shall present information on the Web site in a manner that is searchable and intuitive to users. The [state performance authority] shall enhance and organize the presentation of the information

- through the use of graphical representations, such as pie charts, as appropriate. At a minimum, the Web site must allow users to:
- i. Search and aggregate state funding by any element of the information
  - ii. Ascertain through a single search the total amount of state funding awarded by any individual state agency to any entity
  - iii. Download information yielded by a search on the Web site
- d. All state agencies shall cooperate with the [state performance authority] and provide such information as is necessary to accomplish the purposes of this act
  - e. Any state agency that maintains a generally accessible Internet site or for which a generally accessible Internet site is maintained shall prominently include a link on the agency's Internet site to the searchable financial Web site. The [state performance authority] shall provide each agency with a small uniform graphic logo, or icon, that agencies shall use on their Web sites to link to the searchable financial Web site.
  - f. Nothing in this act shall permit or require the disclosure of information that is considered confidential by state or federal law.

## Notes and Drafting Alternatives

- **Performance Authority and Responsibility.** As mentioned above, the authority and responsibility to implement a performance-driven system in state government ultimately rests with the governor and the legislature. The governor must provide the leadership to set a strategic direction and hold the executive branch agencies accountable for meeting the goals of the state. The legislature also should play a key role by using performance information in making decisions and performing its role as a legislative body with oversight of certain functions of government. To ensure the state remains focused on performance on a day-to-day basis, a state may want to assign the authority and responsibility for implementing the entire performance system to one individual or entity within the governor's office. Ideally, this individual or entity would oversee and support a network of performance management staff in each of the agencies of state government. There are several options states can consider in determining what individual or entity should hold the authority to create and responsibility to implement the elements in this framework and ensure the state is meeting its performance targets. States could:
  - Place oversight of the performance system in an existing department, such as an office of management and budget. In addition, a state also may want to designate a specific person (for example, a deputy agency director) in each agency to be responsible for performance in their agency. Those interested in a policy framework to create such authority, [please click here](#).
  - Either establish a new position or designate an existing position within the governor's office to oversee the performance system, such as a [state] Chief Performance Officer, similar to the new federal Chief Performance Officer. In addition, a state also may want to designate a specific person (for example, a deputy agency director) in each agency to be responsible for performance in their agency. Those interested in a policy framework to create this position, [please click here](#).
  - Establish a Performance Board for the state, similar to the Oregon Progress Board, which would have oversight for the performance system. Prior to being defunded during the recent budget crunch, the Oregon Progress Board was headed by the governor and consisted of some members appointed by the governor and some appointed by the leadership of the legislature. A state also could include members of the private sector on this board to make the board a true public-private partnership that advises state government, similar to the Commission for a New Georgia or the Utah Policy Partnership (UPP), with at least half of the members of the board coming from the private sector. In addition to this board, a state also may want to designate a specific person (for example, a deputy agency director) in each agency to be responsible for performance in their agency. Those interested in a policy framework to create such a board, [please click here](#).
- **Strategic Planning Implementation.** Section 104 establishes the strategic planning in a state and requires all agencies to develop agency strategic plans at the same time. States may opt

to phase in the strategic planning process to make a smooth transition. Virginia chose to phase in agency strategic planning over a three-year period, with one-third of agencies submitting plans each year. Thereafter, each agency submitted their plan in even numbered years. Section 2.2-5511 of the Virginia Code states:

“The Governor shall develop an implementation plan providing for each agency to develop a strategic plan. Such implementation plan shall provide for agency submission of individual strategic plans over a three-year period beginning December 1, 2003, and ending December 1, 2006, and require, at a minimum, one-third of state agencies each year to so submit. Thereafter, each agency shall submit, on a biennial basis by December 1 in even-numbered years, its strategic plan including goals, strategies, and performance measures for consideration and review by the Council on Virginia's Future. After review, the Council may submit comments to the Governor regarding any concerns about the strategic plan or recommendations to improve the plan.”

- **Rewards and Penalties.** This policy framework contains a provision for rewards and penalties for agencies that achieve or miss their performance targets. In addition to the rewards and penalties listed, individual states should consider developing more state-specific rewards and penalties that will be effective in their state.
- **Performance Auditing Body.** Some states that have existing auditing entities have placed them within the legislature in a Legislative Program Evaluation Office, while others have created independent entities outside the executive or legislative branch. No matter where a state decides to locate its auditing entity, it is important to give auditing agencies broad discretionary authority free from the political influence of the legislature or the executive branch. The language in this framework is intended to give the agency that broad authority to ensure the effective and efficient auditing functions for those states that do not have an independent auditing body or that want to strengthen the functions of an existing auditing body. In addition, the framework gives the governor similar auditing authority in addition to, not in substitution of, the independent auditing agency so that the governor has the ability to evaluate the performance of his or her own branch of government.
- **Performance Auditing Frequency.** This policy framework does not prescribe the frequency with which the State Auditor should conduct audits of the state’s agencies, programs and activities. Some states require a specific frequency while others do not. Auditing agencies, programs and activities is a daunting task, and states should consider that reality when implementing such legislation to ensure that the auditor can undertake these tasks effectively.
- **Transparency Web Sites.** The success of these Web sites depends on two key factors. First, public officials need to promote and use the Web sites. Second, the sites must be user friendly. Data must be presented in a clear, concise fashion so that citizens can understand how to use and interpret the data. Ultimately, such Web sites must clearly show citizens how their money is being spent and whether the state is achieving specific goals.

- **Financial Web Site: Sub-grants and Subcontracts.** This policy framework includes within the definition of an entity all sub-grants and subcontracts to enable taxpayers to follow the complete path of all money coming from state government and see how each entity is funded by the money. Some states may not have the capabilities or systems in place to report and track this information. These states may want to consider requiring the responsible cabinet secretary to develop a reporting and tracking system to be included eventually on the transparency Web site.
- **Financial Web Site: Ongoing Transparency.** One issue that states may want to address is how to make transparency an ongoing effort for the state. Aside from adding data to the Web site, even an initially dynamic site could languish and cease to offer citizens easy and convenient access to information using the latest technology. To avoid this, states could:
  - *Create a Transparency Board.* Some states may wish to create a transparency board, similar to Kansas' Public Finance Transparency Board, advise the state about how it can become more transparent. This board would consult on the content, format and reports to be produced on the Web site. The potential benefits of creating such an entity are that it could serve as the body that continually improves the Web site and ensures that the state uses new methods to remain transparent. Those interested in a policy framework to create such a board, [click here](#). When creating such a board, states should include members of the public. In addition to the Transparency Board members who are listed in the policy framework, states also should consider including on the board other state officials who have an interest and background in state finance or information technology. Examples include a state auditor, a state archivist, a director of legislative research, a director of accounts and reports, a chief information officer or other similar officials.
  - *Require Ongoing Review, Consultation and Reporting.* Some states may not want to create another body, but may want to ensure that transparency remains a priority by requiring that the individual or entity in charge regularly determine ways to improve and enhance the content, format and reports to be produced on the Web site. In addition, a state could require that the secretary consult with different parties in these efforts, including the public, in determining how to improve the site, and the state also could require that the secretary report annually on these efforts. Those interested in a policy framework to require such review, [click here](#).

## **Appendix**

### **Suggested Language for Performance Authority—Alternative A**

#### **Section 103. Performance Authority and Responsibility**

- (1) The director of [appropriate agency] shall have the authority to implement the provisions in this act. Specifically, the director of [appropriate agency] shall:
  - a. Develop a statewide strategy that describes and explains a vision for [state]’s economic and social progress
  - b. Recommend statutory or other policy changes to the legislature and the state agencies
  - c. Assist state agencies in developing strategic plans and coordinate the collaboration among various state agencies that contribute to the achievement of common statewide goals, including setting a common set of performance measures
  - d. Hold public meetings on a quarterly basis to engage citizens and hear their views
  - e. Ensure that the other provisions of this act are fully implemented
  
- (2) Each agency within state government shall designate one employee who reports directly to the director of that agency to serve as the agency’s performance officer. Each agency performance officer will work with the [appropriate department] to implement the provisions of this act.

## **Suggested Language for Performance Authority—Alternative B**

### **Section 103. [State] Chief Performance Officer**

- (1) There is established a [state] Chief Performance Officer within the [office of the governor or the appropriate agency] that shall:
  - a. Develop a statewide strategy that describes and explains a vision for [state]’s economic and social progress
  - b. Recommend statutory or other policy changes to the legislature and the state agencies
  - c. Assist state agencies in developing strategic plans and coordinate the collaboration among various state agencies that contribute to the achievement of common statewide goals, including setting a common set of performance measures
  - d. Hold public meetings on a quarterly basis to engage citizens and hear their views
  - e. Ensure that the other provisions of this act are fully implemented
  
- (2) Each agency within state government shall designate one employee who reports directly to the director of that agency to serve as the agency’s performance officer. Each agency performance officer will work with the [state] Chief Performance Officer to implement the provisions of this act.

## **Suggested Language for Performance Authority—Alternative C**

### **Section 103. [State] Performance Board**

(1) There is established a [state] Performance Board that shall:

- a. Develop a statewide strategy that describes and explains a vision for [state]’s economic and social progress
- b. Recommend statutory or other policy changes to the legislature and the state agencies
- c. Assist state agencies in developing strategic plans and coordinate the collaboration among various state agencies that contribute to the achievement of common statewide goals, including setting a common set of performance measures
- d. Hold public meetings on a quarterly basis to engage citizens and hear their views

(2) The [state] Performance Board shall consist of the following members:

- a. The governor
- b. Nine members appointed by the governor
- c. One senator appointed by the president of the Senate
- d. One senator appointed by the minority leader of the Senate
- e. One representative appointed by the speaker of the House of Representatives
- f. One representative appointed by the minority leader of the House of Representatives

(3) Terms of office shall be:

- a. The term of office of each member appointed by the governor is four years. Before the expiration of the term of a member, the governor shall appoint a successor whose term begins on the next January 31. A member is eligible for reappointment.
- b. Each legislative member serves at the pleasure of the appointing authority and may serve as long as the member remains in the legislative chamber from which the member was appointed. A legislative member is eligible for reappointment.

(4) Board Governance shall be:

- a. The governor shall serve as chair of the [state] Performance Board and may appoint an executive officer for the board for a term and with such duties and powers as the board determines to be necessary and appropriate.
- b. Members appointed by the governor to the board shall be appointed so as to be representative of the ethnic, cultural, social, economic and regional diversity of the people of this state.
- c. A majority of the voting members of the board constitutes a quorum for the transaction of business.
- d. The board shall meet as the board determines necessary at times and places specified by call of the chair or a majority of the members of the board.

- e. The [state department of administrative services or similar agency] shall provide clerical, technical and management personnel to the board to serve as the board's staff.
- (5) Each agency within state government shall designate one employee who reports directly to the director of that agency to serve as the agency's performance officer. Each agency performance officer will work with the [state] Performance Board to implement the provisions of this act.

## **Suggested Additional Language—Transparency Board**

### **Section 111. Transparency**

(1) There is hereby established the Transparency Board for the purpose of advising and consulting with the [State Performance Authority] on the content, format and reports to be produced on the Web site.

- a. The board shall consist of the following members:
  - i. The [State Performance Authority] or their designee, who shall serve as chairperson of the board;
  - ii. two members who are chief executive officers of agencies of the executive branch or such officer's designees, appointed by the governor, who shall serve at the pleasure of the governor;
  - iii. four members of the general public, two appointed by the governor, one appointed by the president of the senate and one appointed by the speaker of the house;
  - iv. four members of the legislature, one appointed by the president of the senate, one appointed by the minority leader of the senate, one appointed by the speaker of the house, and one appointed by the minority leader of the house, all of whom shall serve at the pleasure of the appointing official;
- b. The board shall annually elect one member from the board as vice-chairperson and another as secretary.
- c. A majority of the members of the board shall constitute a quorum and the affirmative vote of a majority of the full membership shall be necessary for any action taken by the board. No vacancy in the membership of the board shall impair the right of a quorum to exercise all the rights and perform all the duties of the board.
- d. General public members and legislative members of the board attending meetings of the board, or attending subcommittee meetings thereof authorized by the board, shall be paid compensation, subsistence allowances, mileage and other expenses.
- e. In order to achieve its purpose as provided in this act, the board shall:
  - i. Advise the secretary of administration, after implementation of the initial Web site, on incorporating additional information described by this act from any other source of information available to the [State Performance Authority] including information submitted by state agencies pursuant to subsection (2)(d) of Section 111 and amendments thereto;
  - ii. serve in an advisory capacity to the [State Performance Authority], who shall from time to time consult with and seek the advice of the board on matters

related to the further development of the Web site, expansion of the content of information for the Web site, and new reports to be generated on the Web site to assist the public in accessing public information;

- iii. seek advice from the general public, professional associations, academic groups and institutions and individuals with knowledge of and interest in areas of public information access, gateway services, add-on services and electronic information; and
  - iv. meet at least twice during each fiscal year on the call of the [State Performance Authority] who shall set the agenda for such meetings, which shall include a report on the progress in implementing and developing the Web site, proposed enhancements to the Web site in terms of content, format, policies and procedures and reports, and other matters as deemed appropriate by the [State Performance Authority].
- f. All state agencies shall cooperate with the board in providing such assistance as may be requested for the achievement of its purpose.

## **Suggested Additional Language—Review and Enhancements**

### **Section 111. Transparency**

- (1) After implementation of the initial Web site, the [State Performance Authority] shall regularly update the content, format and reports to be produced on the Web site established in Section 111 to determine whether further development of the Web site, expansion of the content of information for the Web site, and new reports to be generated on the Web site is necessary to assist the public in accessing public information. The [State Performance Authority] shall also determine whether additional information described by this act from any other source of information available to the [State Performance Authority] including information submitted by state agencies pursuant to Subsection (2)(d) of Section 111 and amendments thereto. In conducting these reviews, the [State Performance Authority] shall seek advice from the general public, professional associations, academic groups and institutions and individuals with knowledge of and interest in areas of public information access, gateway services, add-on services and electronic information.
- (2) The [State Performance Authority] shall produce an annual report on the progress in implementing and developing the Web site, proposed enhancements to the Web site in terms of content, format, policies and procedures and reports, and other matters as deemed appropriate.

## **Additional Resources**

### **Georgia**

The Commission for A New Georgia Web site:

<http://newgeorgia.org/>

### **Iowa**

Accountable Government Act and Guidebooks:

[http://www.dom.state.ia.us/planning\\_performance/tools\\_resources/aga.html](http://www.dom.state.ia.us/planning_performance/tools_resources/aga.html)

Charter Agencies legislation (legislation was not renewed in 2008):

<http://www.legis.state.ia.us/IACODE/2003SUPPLEMENT/7J/1.html>

### **Louisiana**

Government Performance and Accountability Act (RS 39:87.1–39:87.6):

<http://www.legis.state.la.us/lss/lss.asp?doc=96657>

- Click “Next Section” to scroll through the Act

### **Maryland**

StateStat Legislation:

<http://law.justia.com/maryland/codes/gsf.html>

- See 3-1001 through 3-1003

StateStat Web site:

<http://www.statestat.maryland.gov/>

### **New Mexico**

Accountability in Government Act:

<http://accountablegovernment.org/acctgovt.htm>

### **Oregon**

Oregon Progress Board Web site:

<http://www.oregon.gov/DAS/OPB/>

Oregon Progress Board legislation:

- SB 285  
[http://www.pewcenteronthestates.org/uploadedFiles/wwwpewcenteronthestatesorg/Initiatives/Government\\_Performance/Oregon\\_sb\\_285.pdf](http://www.pewcenteronthestates.org/uploadedFiles/wwwpewcenteronthestatesorg/Initiatives/Government_Performance/Oregon_sb_285.pdf)
- SB 636

[http://www.pewcenteronthestates.org/uploadedFiles/wwwpewcenteronthestatesorg/Initiatives/Government\\_Performance/Oregon\\_sb\\_636.pdf](http://www.pewcenteronthestates.org/uploadedFiles/wwwpewcenteronthestatesorg/Initiatives/Government_Performance/Oregon_sb_636.pdf)

**Utah**

Budget Guidelines highlights:

<http://governor.utah.gov/budget/Budget/Budget%20Guidelines/FY2010BudgetGuidelines.pdf>

**Virginia**

Government Performance and Results Act:

<http://leg1.state.va.us/cgi-bin/legp504.exe?000+cod+TOC02020000055000010000000>

Virginia Performs Web site:

<http://www.vaperforms.virginia.gov/>

**Washington**

Government Management Accountability and Performance Web site:

<http://www.accountability.wa.gov/>

## **Pew Center on the States**

The Pew Center on the States is a division of The Pew Charitable Trusts that identifies and advances effective solutions to critical issues facing states. Pew is a nonprofit organization that applies a rigorous, analytical approach to improve public policy, inform the public and stimulate civic life. [www.pewcenteronthestates.org](http://www.pewcenteronthestates.org)

## **Policy Framework Reviewers**

*The following experts reviewed drafts of the provisions in the framework. Neither they nor their current or former organizations necessarily endorse the findings or recommended provisions.*

- Bob Boerner, program principal, National Conference of State Legislatures
- Cynthia Eisenhauer, senior advisor, Government Performance Project
- Nikki Guilford, director, Office of Management Consulting & Training, National Governors Association
- Jane Kusiak, executive director, Council on Virginia's Future
- Scott Pattison, executive director, National Association of State Budget Officers
- Jeff Tryens, principal, Measures Matter

## **Pew Center on the States Government Performance Project**

The Government Performance project improves 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.

Neal Johnson, director

Amos Tevelow, senior associate

Richard Silver, associate

Megan Cotten, associate

Sara Dube, senior associate, PCS Government Performance Group

Jason Newman, now serving as a Senior Associate with the Pew Center on the States' Public Safety Performance Project, researched and wrote the initial draft of this Policy Framework.

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