



State of California

PERFORMANCE MANAGEMENT COUNCIL

Meeting Summary

Performance Management Council

Meeting 25

Wednesday, January 23, 2013, 9 – 10:30 a.m.

**University of Southern California State Capital Center
1800 I Street, Sacramento, CA**

Welcome, Introduction, Updates

Co-Chairs Met with Sue Johnsrud

PMC Co-chairs Louise Amegin and Grace Koch met with Ms. Johnsrud, Director of Operations for the Governor's Office, to discuss the PMC and performance management in California state government. The PMC Charter was shared with her and she expressed interest in attending PMC meetings.

Governor's Office Update

Sue Johnsrud, Director of Operations, Governor's Office

Ms. Johnsrud discussed her background and interest in performance management in California state government. In her 35 years working for the State Ms. Johnsrud has always been interested in performance management and related issues. She was involved in performance-based budgeting in the 90's and also worked on the ERP project for DGS.

- The Governor is interested in understanding the resources available for performance management and obtaining data in general. The Governor realized the need to move in the direction of performance measurement and charged the Department of Finance with conducting a pilot in accordance with Executive Order (E.O. B-13-11), which includes CalTRANS, the Consumer Affairs Agency, and the Department of Public Health.
- Ms. Johnsrud plans to become more involved with Department of Finance's mission to implement the Executive Order and understand how to become more involved with performance management, including continued involvement with the PMC. She expressed that the PMC is a great resource for understanding what performance management information is available and what practices are being implemented.
- A PMC member noted that cabinet-level discussions may help agencies to direct departments to engage in performance management efforts. Ms. Johnsrud agreed that this would be one way to improve.

Performance Management in Practice – Maryland's StateStat Lessons Learned

Beth Blauer, Former Director of StateStat

Ms. Blauer developed [StateStat](#), for Maryland under Martin O'Malley former Mayor of Baltimore and current Governor of Maryland. She is currently working with Socrata, to further develop performance management tools for state and local governments. Maryland's State Stat can be found at <http://www.statestat.maryland.gov/>. The presentation discussed the following key elements:

- Support from the Governor's Office is critical in making performance management efforts successful.
- CompSTAT was the precursor to the system established in Maryland. It was developed by Bill Bratton, New York City Police Commissioner. Baltimore Mayor, Martin O'Malley, asked Bratton to implement CompSTATE, which became , [CityStat](#) for Baltimore's purposes. It is said that Bratton was able to drive around Baltimore with O'Malley and point out issues, such as blight, and identify data that could act as indicators for monitoring and improving such issues. Mayor O'Malley began directing his staff to figure out what data already existed, evaluate how it could align with executive goals for improvement, and begin to use what was already available.
- O'Malley was elected Governor and StateStat was established and began with a focus on measurement, rather than transparency.
 - Ms. Blauer reported directly to the Governor and began with one analyst, but built up to a team of ten analysts.

- StateStat started with only six agencies that met for six to eight sessions per week. The Governor stayed actively involved. Analysts were producing 100 to 150 pages of analysis per week for briefing the Governor. The Governor remained focused on these analyses. The analysts used Excel in the beginning and shared the reports in PDF. Traditional Business Intelligence (B.I.) tools didn't work because the data being managed was changing quickly.
- Within 2 weeks the data and issues were better understood due to being entrenched in the data and decision-making process being more logical and intuitive with the data available.
- The data helped the Governor to foresee how budget cuts would impact overall goals. Budget staff was included in meetings to avoid agencies from "gaming" the process.
- StateStat's relationship with federal requirements
 - 1512 reporting for recovery act
 - Their reporting was lifted by the Feds
 - They built reporting around what was already being reported
 - It can be frustrating that the federal data has a long lag period and isn't as helpful as the data the state is creating for itself or providing to the feds
 - [Data.gov](https://data.gov) can hopefully be a mechanism that improves data reporting
- Municipalities have adopted this process faster than states.
- Communication/"Packaging" of data to the public has been critical.
- Beth has worked to build tools with taxonomies and pre-built dashboards that work for government.

Questions/Comments

- How did you deal with complex understandings of data?
 - Communicated to stake holders and "unpacked" how the state is looking at that data and allowed feedback and some discussion via tagging of data, so there could be a more holistic discussion of the data.
 - They used measures everyone (the public too) had confidence in, but all indicator data was tagged and mapped to align the data in a transparent way and ask for community input. There is some risk in doing this because you can't please everyone and you are being very transparent. The proof of the value of this method is in the outcomes that can be achieved with improved decision-making. It's also important to focus on wins and leverage data that is illustrating improvement. This can be difficult due to pet programs of executives and directors, etc. Leadership from the Governor is very important in maintaining focus.
 - When you engage in data management, you improve your risk because you uncover hamstringing regulations through the course of discussions about aligning data. The enterprise view helps to see how these things are connected and impacted (e.g., change in agriculture regulation will impact water regulation). This can be an ROI in addition to focusing on outcome improvement.
- We may not know what data we own. How did you learn what data you own?
 - The analysts directed departments to bring all data resources; including all staff that works in maintaining data (some people didn't realize they would be involved).
 - Data hoarders led to power struggles. You must provide incentives for them to engage and let them know they are important to the discussion.
 - Don't disconnect front-line people from the data.
 - Changes in personnel issues and control of data may need to happen over time.
- How long did it take to go from data to reporting?
 - One of the key obstacles in using data and publicly reporting it was the perception by data owners and other stakeholders that the data shouldn't be made public. To overcome this obstacle it is important to operate on the assumption that any data can be shared. It is rare that data truly can't be made public. Once the reporting was produced and used, data owners and stakeholders alike continued to want the data reported. *Example:* Sex offender addresses were data that Beth and her team had access to, but addresses of foster homes was considered protected. Beth and her team were able to obtain the foster home addresses and mapped them along with the sex offender addresses. The result was a map that showed many homes where both sex offenders and foster children were living. This provided valuable information to the foster care agencies and they became interested in providing data and obtaining reports.
- What is the data sharing relationship with local governments?

- Federal monies that are distributed to by the state to localities are tied to the provision of data. In turn, this has driven a demand for performance measurement at the county level.
- GIPRA: Federal grants are now more tied to performance. The choice is to get ahead of the demand and prepare to measure performance, or wait and be forced to.
- What pushback did you receive in your efforts to collect and report data?
 - Dissipates over time, once results and outcome improvements are experienced.
 - Keep the focus on problems that are important to agencies in the room.
 - Agencies/departments learned that performance measurements were a topic important to the Governor and therefore an opportunity to communicate with him.
 - Governor’s leadership and attention to the reports was essential in driving demand and reporting practices.
 - As the Governor relied more on the data, the agencies felt valued and supported.
- How robust was performance management prior to StateStat?
 - Annual reports were provided to the legislature.
 - Some agencies had KPA’s and were aligning resources.
 - Agencies were not talking about or collaborating on performance measures.
- How sustainable is the StateStat program?
 - CitySTAT is on its third mayor.
 - The key to maintaining consistency in performance measurement efforts is to create demand from the public, so the leadership can’t get rid of it. One way has been to link data to grant opportunities. Getting agencies that have high public interaction, such as the DMV, is critical to developing demand.
 - Highlight outcomes (e.g. declines in error rates and other improvements)
 - The culture changes as more people asked questions about data and wanted data.
 - Keep the overhead low and show savings in achieving outcomes.
- What was the relationship between analysts and agencies/departments?
 - Analyst interacted directly with agencies to test and develop data. Analysts were hired for intellectual curiosity and ability to investigate data.
 - Beth’s team would test the data through questioning and empirical exercises.
 - If an issue was discovered with the data, then the analyst would handle it with agency first to avoid a “gotcha” feeling to the relationship.
 - The agencies/departments had StatStat liaisons who communicated directly with the analyst.
- Have you had to create interfaces to pull in data?
 - APIs are used. If there is no access to an API, then they used an FTP/CSV Files.
 - Data was not centralized, but was pulled from various places.
- What were your biggest challenges?
 - Working with law enforcement. The relationship was slow to start due to culture differences and power issues, but it was ultimately successful.
 - There aren’t too many areas where Beth felt something didn’t work because they had access to the data and the Governor’s support.
- How did you work with constitutional offices?
 - Example: The Comptroller is an independent, elected and ran against the Governor for the Governorship. Ultimately, they were able to get the data they wanted by providing other information in return.
 - The Courts are a bit more difficult, but a lot of explanation to them was helpful in them seeing the value. Example: Focused on the bad guys with supervision and got guns off the streets and shrunk the workforce needed to deal with those bad guys.
- PMC Member Comments:

Data collection doesn’t need to come after strategic planning, which leads to a more incremental process and may have bound performance-based budgeting under Governor Wilson’s administration.

Ms. Blauer agreed that starting with data as an integral part of the planning process is important, since the speed of technological innovation requires organizations to be flexible in their planning.

Next Meeting: The next meeting TBD. (*Tentatively March 20th, 9:00 -10:30@USC-Capitol Center 1800 I Street*)

Thank you for participating.