

STATES CONTINUE EFFORTS TO ADVANCE THE USE OF DATA & EVIDENCE

July 31, 2019

An Update on Statewide Initiatives

In 2018, NASBO released the first edition of a new resource, *Statewide Initiatives to Advance the Use of Data & Evidence for Decision-Making: A Working Inventory*. This compilation was intended to catalog state government efforts to use data and evidence in decision-making through performance management systems, data analytics, evidence-based initiatives, process improvement strategies, and performance budgeting methods.

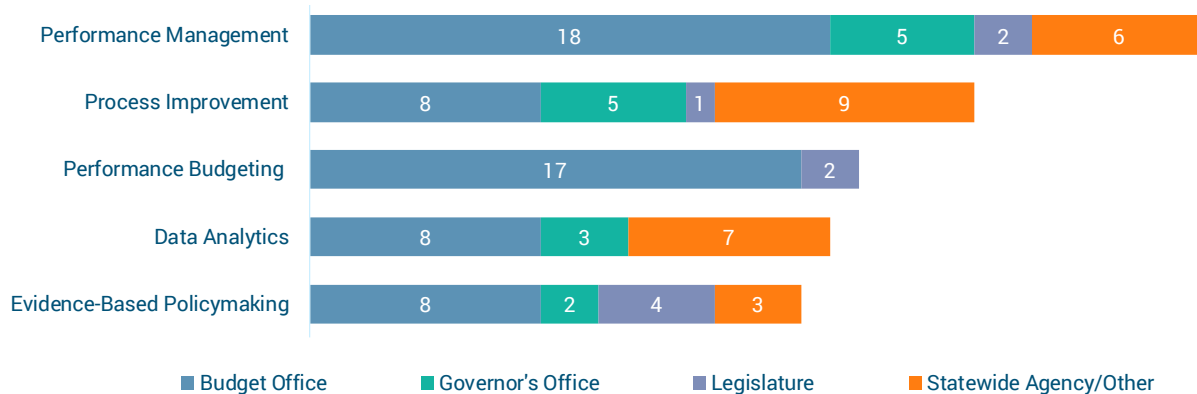
States continue to make progress in this arena, harnessing administrative data, greater access to research clearinghouses, partnerships with universities and foundations, and other tools and new technologies to advance these efforts. This summer, NASBO worked with state budget offices to update this resource to capture

recent developments and the current status of statewide initiatives to leverage data and evidence to inform decisions. The latest version of the inventory is available at <https://www.nasbo.org/reports-data/using-data-and-evidence>.

Below are some summary findings and observations from the updated inventory (please note that certain state-level details are not provided in the published version of the inventory but are reported in aggregate terms below).

- The statewide inventory now includes **108 initiatives in 44 states plus the District of Columbia**. This includes 17 evidence-based policymaking efforts; 19 performance budgeting initiatives; 31 performance management systems; 23 process improvement efforts; and 18 data analytics initiatives. (In some cases, an initiative may have characteristics of multiple types, and is therefore classified as the one perceived to be most dominant.)

Number of Statewide Initiatives by Type and Primary Location



Source: NASBO, *Statewide Initiatives to Advance the Use of Data & Evidence for Decision-Making: A Working Inventory* (2019)



The National Association of State Budget Officers

444 N. Capitol Street NW, Ste. 642, Washington DC 20001 | (202) 624-5382 www.nasbo.org

- In 2019, at least **13 new initiatives** or statewide programs focused on advancing the use of data and evidence were started in areas including evidence-based policymaking, performance management, process improvement and data analytics.
- The state budget office primarily oversees **59 statewide initiatives** – more than half of those cataloged in this inventory. Twenty-three initiatives are run by other statewide agencies, 15 initiatives are housed primarily in the governor's office, nine are located in the legislative branch, and a couple remaining statewide efforts are overseen by other entities.
- Among those initiatives located in budget offices, states reported on staffing resources provided for 45 of these efforts. Thirty-three initiatives have partially or fully dedicated staff resources assigned to them in the budget office, while the other 12 initiatives with staffing information noted that only existing staff resources support the effort (for example, a strategic planning or performance budgeting effort may be part of all budget analysts' responsibilities).

The scope of this inventory is mainly intended to cover statewide initiatives (that involve all or most executive branch agencies). However, the inventory may also include initiatives that are specific to certain program areas or agencies if they are primarily overseen by the state budget office or another statewide entity (such as the governor's office, legislature or another central agency). This resource will continue to be a "living document," which NASBO will work with state budget offices to update on a regular basis. This compilation will also serve as an archive of initiatives that are no longer active. Five of the initiatives listed in the inventory have ended or are planned to end this year.

Using Data & Evidence in State Budgets for FY 2020

In connection with the working inventory data collection effort, NASBO also consulted state budget offices on items

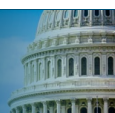
in governors' proposed and states' enacted budgets for FY 2020 that demonstrate the use of data and evidence in decision-making. For a recap of proposals using data and evidence that were included in governors' recommended budgets for FY 2020, refer to this [issue brief](#). Below are examples of proposals that were ultimately approved in states' enacted budgets, some of which were also added to NASBO's inventory of statewide initiatives as applicable. The examples provided below are meant to be illustrative but not exhaustive.

Managing and Budgeting for Performance

- **California's** Whole Person Care Pilot program was enacted and will use a funding allocation methodology that considers various factors including performance.
- **Delaware** enacted an appropriation for an award program that will recognize state employees who successfully implement innovative, continuous process improvement projects with verifiable and sustainable efficiencies or savings.
- **Michigan's** governor proposed extending a performance-based funding pilot project for the child welfare system in Kent County; budget negotiations continue as the state's fiscal year does not begin until October 1, so it is not yet clear whether this funding will be included in the enacted budget.
- **Minnesota** enacted funding to expand the Minnesota Dashboard, a performance management tool that tracks outcome indicators across the state.

Using Data Analytics

- **California** established an initiative to develop an integrated data system connecting student-level information from early education providers, K-12 schools, higher education institutions, employers and other workforce entities, and health and human services agencies.



- **Delaware** lawmakers approved enhanced funding in the state's Technology Office for statewide analytics.
- **Georgia** increased funds to establish the Georgia Data Analytic Center to allow for more real-time and cross-agency reporting.

Investing in Evidence-Based Programs

- **Colorado** enacted legislation to provide funding for full-day kindergarten statewide; the governor's proposal cited substantial evidence that moving from half-day to full-day kindergarten improves long-term student outcomes.
- **Connecticut** enacted funding to implement an evidence-based diabetes prevention program for Medicaid and CHIP members.
- **Kansas** approved funding for Children's Cabinet grants, or Children's Initiatives Fund grants, to support the delivery of research-based child development services.
- **Minnesota's** enacted budget funded eight evidence-based proposals totaling nearly \$80 million in several program areas.
- **South Carolina** provided funding for several evidence-based programs in the state's enacted budget, including the Health Innovation Program and School Mental Health Program.

Funding Program Evaluation

- **Colorado** created a scholarship program for current students and recent graduates of teacher preparation programs at public institutions and provided funding for an evidence-based evaluation for the program. Colorado also enacted funding to increase the capacity of the Department of Health Care Policy & Financing to research technologies and benefits and assess their level of evidence.
- **Minnesota** enacted an expansion of evidence-based

school-linked mental health grants, which will require grantees to provide data for evaluation of the grant program.

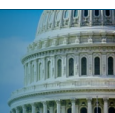
- **North Carolina's** governor proposed funding for state agency grants to sponsor rigorous independent program evaluations; budget negotiations continue, so it is not yet clear whether this funding will be included in the enacted budget.

Implementing Statewide Initiatives

- **Alabama** created the Commission on Evaluation Services, a joint legislative and executive branch entity formed to implement evidence-based budgeting policy across state agencies.
- **Connecticut** established a new digital and performance agenda, including a cross-agency performance management system to highlight priorities, set standards and break down agency silos, as well as a new digital service with improved analytics capacity.
- **North Dakota** reinvented the state's budgeting approach to include a comprehensive strategy review process focused on identifying efficiencies and improving program outcomes.

Building Staff Capacity

- **California** established a permanent Director of Performance Improvement to provide the Government Operations Agency with a permanent resource to help implement a data-driven and performance management framework that integrates strategic planning, workforce planning, budget planning, risk management, data management and analysis, Lean and leadership development. California also established the Office of Digital Innovation, which will provide mandatory training focused on continuous program improvement and data-driven decision-making for all state employees in leadership positions.



- **Delaware** appropriated funding to provide employees with training in project management, program management and specialized continuous improvement methodologies.
- **Minnesota** created a new Child Welfare Training System for state employees that will focus on implementing evidence-based practices in the field.
- **New Mexico's** enacted budget included one new FTE for the State Budget Division who will serve as a program evaluator and performance analyst for the executive branch office.
- **North Carolina's** governor proposed \$4 million to build staff capacity across state government for evidence-based, data-driven decisions by hiring analysts with advanced quantitative and research skills; budget negotiations continue, so it is not yet clear whether this funding will be included in the enacted budget.

If you have any questions or comments on NASBO's working inventory of statewide initiatives or about examples of using data and evidence in state budgets, please contact Kathryn White at kwhite@nasbo.org.

