


2019

Invest in What Works State Standard of Excellence



October 2019

 **RESULTS**
★★★
FOR AMERICA

Results for America

Results for America is helping decision-makers at all levels of government harness the power of evidence and data to solve our world's greatest challenges. Our mission is to make investing in what works the "new normal," so that when policymakers make decisions, they start by seeking the best evidence and data available, then use what they find to get better results.

The Results for America's State Government Team for the *2019 Invest in What Works State Standard of Excellence* included Miles Bullock, Manager, Strategic Communications; Zachary Coile, Vice President, Strategic Communications; Jed Herrmann, Vice President, State and Federal Policy Implementation; Josh Inaba, Manager, State and Federal Policy; Sara Kerr, Vice President, Education Policy Implementation; David Medina, COO and Co-Founder; Celeste Richie, Vice President, Workforce Development; and Roma Shah, Intern, State and Federal Policy.

Invest in What Work Policy Series

This 2019 State Standard of Excellence is part of Results for America's Invest in What Works policy series launched in 2012 to help local, state, and federal policymakers harness the power of evidence and data to increasingly shift taxpayer dollars toward results-driven, evidence-based solutions.

Additional Standards of Excellence

Results for America has previously developed Standards of Excellence for the following levels of government:

Federal Government

Results for America's [2018 Invest in What Works Federal Standard of Excellence](#) highlights the extent to which nine federal agencies have built the infrastructure necessary to be able to use data and evidence when making budget, policy, and management decisions; these agencies oversaw more than \$220 billion in federal investments in FY2018.

Local Government

Results for America leads Bloomberg Philanthropies' [What Works Cities Certification](#), which assesses how well cities are managed by detailing the extent to which city leaders incorporate data and evidence in their decision-making. At the city level, over 100 mayors — Democrats and Republicans — have participated in Bloomberg Philanthropies' What Works Cities initiative with 14 cities receiving a [2019 What Works Certification](#) for their data-based decision-making.

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Executive Summary

The *2019 Invest in What Works State Standard of Excellence* sets a national standard—a “north star”—for how state governments can consistently and effectively use evidence and data in budget, policy, and management decisions to achieve better outcomes for their residents.

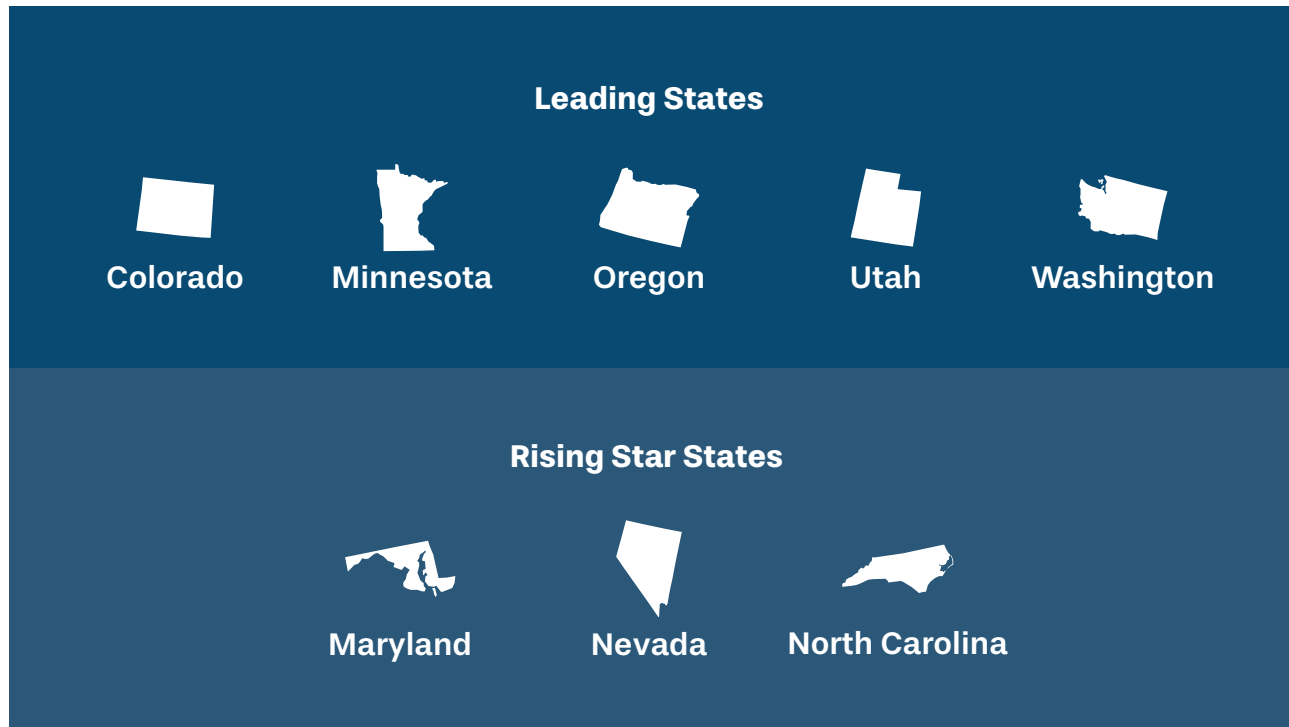
In the *2019 Invest in What Works State Standard of Excellence* (State Standard of Excellence), Results for America identified 125 examples of data-driven and evidence-based practices, policies, programs, and systems in effect as of June 2019 in 33 states across the country.

The 2019 State Standard of Excellence demonstrates growing bipartisan momentum in state governments for building and using evidence and data. Between May 2018 and June 2019, Results for America identified an increase in the overall number of state government examples from 88 to 125, representing 33 states (including five new states not represented in 2018: Arizona, Missouri, Nevada, New Jersey, and Vermont). Particularly notable areas of growth were education with a 300% increase in the number of examples and workforce with a 400% increase.

Overall, five states are leading the way with their use of data-driven and evidence-based practices, policies, programs, and systems. These Leading States are Colorado, Minnesota, Oregon, Utah, and Washington.

Three states are Rising Stars that have significantly increased their evidence and data efforts: Maryland (from three promising examples in 2018 to six in 2019), Nevada (new leading example of using evidence in nine education grant programs), and North Carolina (from one promising example in 2018 to four in 2019).

The 2019 State Standard of Excellence shows how state governments are using evidence and data to improve results for their residents by investing in what works. The examples of data-driven and evidence-based practices, policies, programs, and systems in the 2019 State Standard of Excellence demonstrate that state governments thrive when they incorporate evidence-based policy into their budget, policy, and management decisions. Moreover, the efforts of these state governments are informing their peers, policymakers, and the public about the effectiveness of using evidence and data to invest taxpayer dollars in what works.



Purpose of the 2019 State Standard of Excellence



Create a National Standard

which defines the data and evidence infrastructure state governments need to have in place in order to invest in what works.



Showcase Examples

of results-driven and evidence-based practices, policies, programs, and systems within state governments.



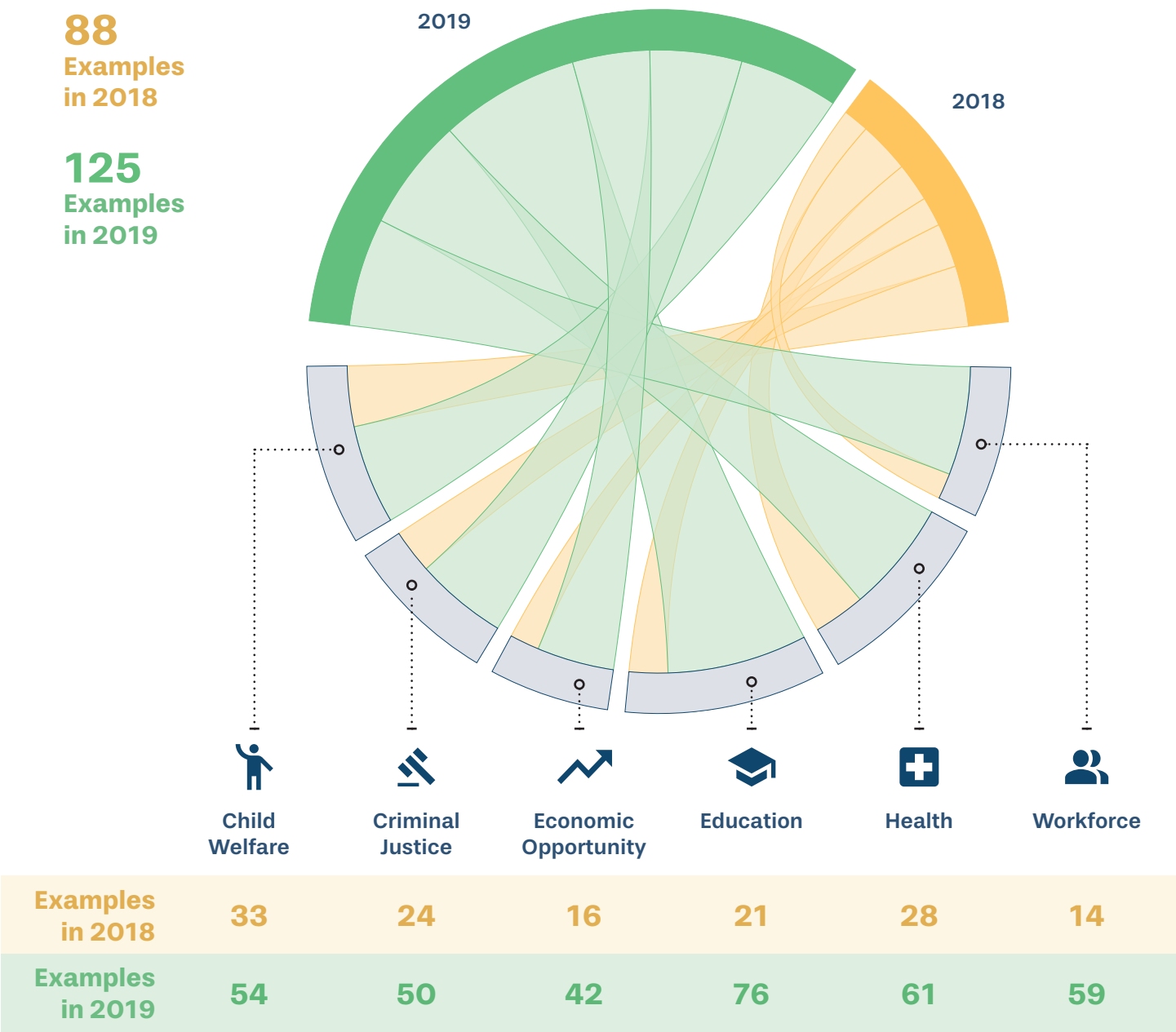
Provide a Road Map

for state government leaders committed to investing in what works.

State Governments Progress in Policy Areas

In the 2019 State Standard of Excellence, Results for America identified state government examples of data-driven and evidence-based practices, policies, programs, and systems in the areas of child welfare, criminal justice, economic opportunity, education, health, and workforce. Between 2018 and 2019, state governments made significant progress in the number and breadth of their evidence-based examples across these policy areas.

Figure 1: State examples by issue area, 2018–2019 comparison.





Education

The number of leading and promising state government data-driven and evidence-based practices, policies, programs, and systems in education increased by 300% between 2018 and 2019. This growth can be attributed to state education agencies increased attention to, and investments in, building and using evidence to improve results for students; these efforts have been particularly spurred by the federal Every Student Succeeds Act (ESSA), which has [strong evidence provisions](#).

A growing number of state education agencies (five in 2019, four more than in 2018) have begun prioritizing evidence of effectiveness in their grantmaking (criteria #12 Use of Evidence in Grant Programs), which can ultimately lead to improved student performance and better education outcomes. For example, the Nevada Department of Education now prioritizes evidence in nine different grant programs. State education agencies are also leading the way in building data and evidence capacity with strong evaluation leadership (criteria #6 Evaluation Leadership, four education examples in 2019) and robust evaluation policies (criteria #7 Evaluation Policies, eight education examples in 2019).

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Examples in 2019



21

Examples in 2018



Workforce

The number of leading and promising state government data-driven and evidence-based practices, policies, programs, and systems in workforce increased by 400% between 2018 and 2019. Key to this growth is state governments' increasing integration of workforce, education, and other economic mobility data (criteria #4 Data Sharing, 16 workforce examples in 2019) to track employment outcomes and inform policy decisions (criteria #5 Data Use, eight workforce examples in 2019). In the area of results-driven contracting (criteria #14 Contracting for Outcomes, three workforce examples in 2019), state workforce agencies are at the forefront of efforts to tie payments to outcomes, frequently leveraging the authority granted by the federal [Workforce Innovation and Opportunity Act](#).

59

Examples in 2019



14

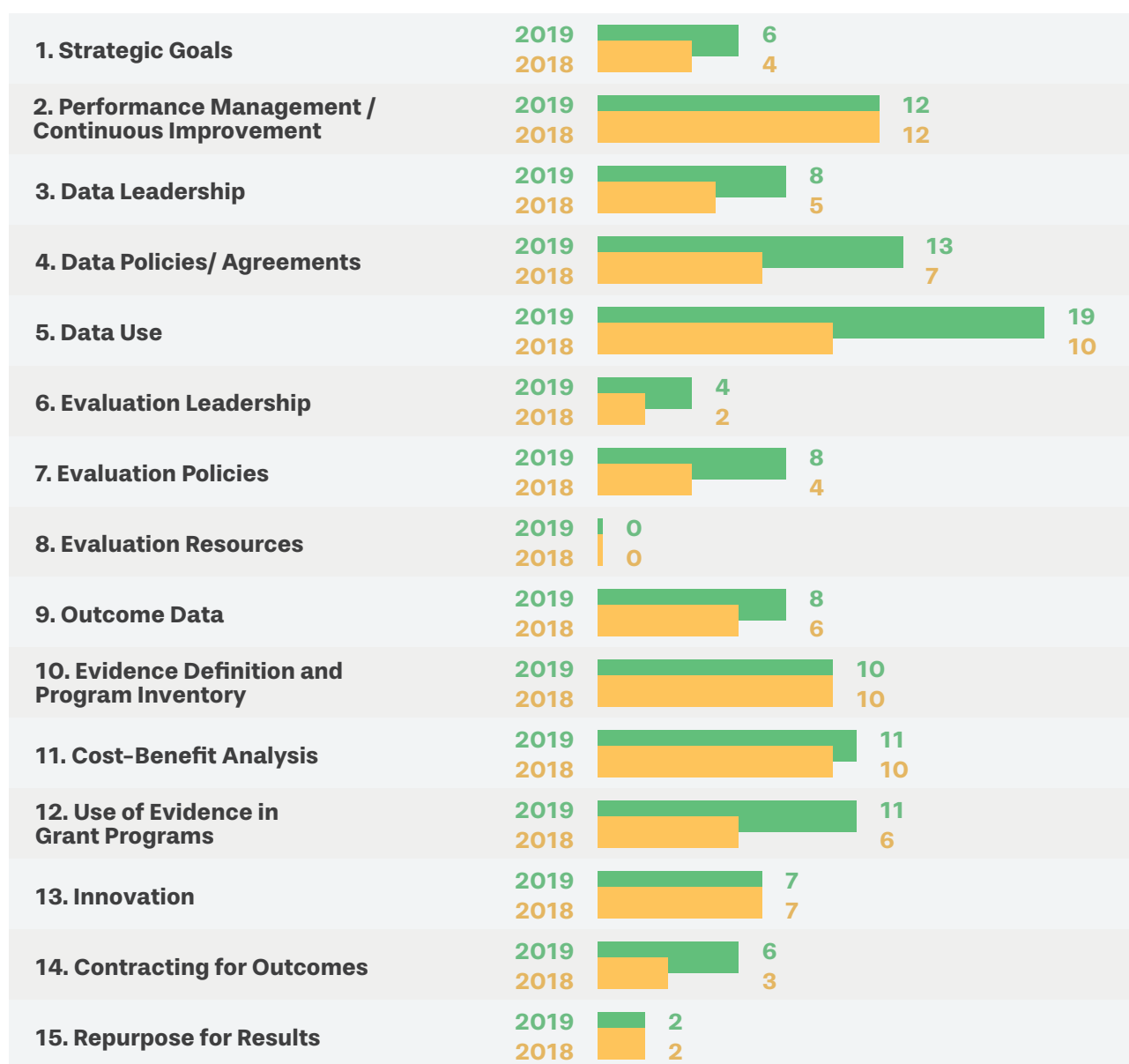
Examples in 2018

Overall, the 2019 State Standard of Excellence illustrates the growing bipartisan momentum in state governments, particularly in the areas of education and workforce, to use evidence and data to improve results and increase economic mobility.

State Governments Progress in Criteria Areas

In the 2019 State Standard of Excellence, Results for America identified state government examples of data-driven and evidence-based practices, policies, programs, and systems across 15 criteria areas. In virtually all criteria areas there was considerable growth in the number of state government examples from 2018 to 2019.

Figure 2: Growth in examples by criteria area from 2018 to 2019.



Use of Evidence

Criteria 12. Use of Evidence in Grant Programs

Did the state or any of its agencies (1) invest at least 50% of program funds in evidence-based solutions or (2) use evidence of effectiveness when allocating funds to eligible grantees (including local governments) from its five largest competitive and noncompetitive grant programs?

Analysis

The number of states prioritizing evidence of effectiveness in their grant programs doubled from 2018 to 2019. The Maryland Governor's Office of Children is using this approach in child welfare by setting aside points for grant applicants with strong past performance. The Ohio Department of Job and Family Services is requiring the use of specific evidence-based models in its Caregiving and Parenting Skills program.

12

Examples in 2019



6

Examples in 2018

Criteria 9. Outcome Data

Did the state or any of its agencies report or require outcome data for its state-funded programs during their budget process?

Analysis

State governments are also increasingly using evidence to make budget allocation decisions. In 2019, four states (Colorado, Minnesota, Mississippi, and North Carolina) issued new statewide budget instructions that requested state agencies provide information about the evidence base for their proposed programs as part of their funding requests. In Minnesota, this led to \$87 million in new or expanded evidence-based programming in the state's FY 2020–2021 budget.

9

Examples in 2019



6

Examples in 2018

Building of Evidence

Criteria 3. Data Leadership

Did the governor's office or any state agency have a senior staff member(s) with the authority, staff, and budget to collect, analyze, share, and use high-quality administrative and survey data—consistent with strong privacy protections—to improve (or help other entities including, but not limited to, local governments and nonprofit organizations improve) federal, state, and local programs? (Example: chief data officer)

Analysis

An increasing number of state governments continue to make progress in sharing and using data more effectively, with strong privacy protections, to get better results. States have adopted different strategies for data sharing. For example, Arizona, Illinois, Kentucky, and Michigan have used an enterprise memorandum of understanding (eMOU) to allow their state agencies to share data more efficiently while ensuring privacy. Other states, including Ohio and Arizona, have adopted data sharing policies that create a presumption of data sharing among state agencies, notwithstanding any specific legal prohibitions to the contrary. Whereas another approach, employed by states including California and Connecticut, has led to the creation of open data policies that allow for even broader sharing of privacy-protected data with the public. Colorado, New Jersey, and Washington have also engaged external research partners in expanding and advancing their data-sharing practices. Overall, the growth in open data policies, data sharing templates, eMOU agreements, and other tools demonstrates that state governments continue to see the value in sharing privacy-protected data to improve outcomes.

9

Examples in 2019



5

Examples in 2018

Criteria 4. Data Policies/Agreements

Did the state or any of its agencies have data sharing policies and data sharing agreements—consistent with strong privacy protections—with any nonprofit organizations, academic institutions, local government agencies, and/or federal government agencies which were designed to improve outcomes for publicly funded programs, and did it make those policies and agreements publicly available? (Example: data sharing policy, open data policy)

13

Examples in 2019



7

Examples in 2018

Analysis

Since the 2018 State Standard of Excellence, three states enacted legislation requiring the appointment of a Chief Data Officer (Connecticut, Virginia, and Oregon) and two other states proactively appointed new statewide Chief Data Officers (Kentucky and Utah). The presence of senior data leaders has facilitated improvements in data sharing and data use. For example, in Connecticut and Kentucky, Chief Data Officers have encouraged governors and agency leaders to create transparent mechanisms to use data as a tool to improve program performance, inform decision-making, and promote transparency.

Criteria 5. Data Use

Did the state or any of its agencies have data systems consistent with strong privacy protections that linked multiple administrative data sets across state agencies, and did it use those systems to improve federal, state, or local programs?

18

Examples in 2019



10

Examples in 2018

Analysis

Chief Data Officers and data sharing initiatives have increased the use of data, which has led to improved outcomes in many states. In Indiana, the Management Performance Hub has created an [estimated](#) \$40 million return on investment. Washington has used data gathered from 10 state agencies to improve the efficiency and outcomes of its health programs, leading to [millions of dollars](#) of additional funds for the state.



List of Leading and Promising Examples by State Governments

1. Strategic Goals

Did the governor have public statewide strategic goals?

Leading Example

CO

In 2019, Colorado launched the [Governor's Dashboard](#), which outlines four high-priority strategic goals: [tax reform and economic development](#), [energy and renewables](#), [health](#), and [education and the workforce](#). Each high-priority strategic area is supported by a [cabinet working group](#) as well as aligned goals, metrics, and strategies contained within [agency performance plans](#). The governor's [annual budget request](#) also links these goals to specific agency activities and outcomes.

Promising Examples

ARIZONA

OREGON

UTAH

VERMONT

WASHINGTON

2. Performance Management / Continuous Improvement

Did the state or any of its agencies implement a performance management system aligned with its statewide strategic goals, with clear and prioritized outcome-focused goals, program objectives, and measures; and did it consistently collect, analyze, and use data and evidence to improve outcomes, return on investment, and other dimensions of performance?

Leading Example

WA

A [2013 Washington State Executive Order](#) established [Results Washington](#) within the Governor's office as "an innovative, data-driven, performance management initiative, that will drive the operations of state government." As part of its work, Results Washington proactively and regularly publishes outcome data within the state's priority areas of: [world-class education](#); [prosperous economy](#); [sustainable energy and clean environment](#); [healthy and safe communities](#); and [efficient, effective and accountable government](#). In each of these areas, the state [measures progress](#). Since 2014, Results Washington has conducted Results Review meetings with the Governor 10 times per year. The meetings are [recorded and publicly posted](#) and allow the "Governor and state agency directors to discuss objectives, improvement strategies and metrics."

Promising Examples

ARIZONA

FLORIDA

ILLINOIS

MARYLAND

MINNESOTA

MISSISSIPPI

MISSOURI

NEW MEXICO

OREGON

TENNESSEE

3. Data Leadership

Did the governor's office or any state agency have a senior staff member(s) with the authority, staff, and budget to collect, analyze, share, and use high-quality administrative and survey data—consistent with strong privacy protections—to improve (or help other entities including, but not limited to, local governments and nonprofit organizations improve) federal, state, and local programs? (Example: chief data officer)

4. Data Policies / Agreements

Did the state or any of its agencies have data sharing policies and data sharing agreements—consistent with strong privacy protections—with any nonprofit organizations, academic institutions, local government agencies, and/or federal government agencies which were designed to improve outcomes for publicly funded programs, and did it make those policies and agreements publicly available? (Example: data sharing policy, open data policy)

Leading Example

CT

A [2018 Connecticut law](#) formalized the position of [Chief Data Officer](#), created the [Connecticut Data Analysis Technology Advisory Board](#), and required each state agency to designate an agency data officer to manage high value data sets and coordinate data-related activities with the state Chief Data Officer. The Chief Data Officer, along with individual agency data officers, are required to biannually update the [state data plan](#), which covers open data and creates data standards for agencies. The plan also contains [11 principles](#) and accompanying practices that all agencies should adopt in order to improve their management, use, sharing, and analysis of data.

Leading Example

WA

The Washington State Department of Social and Health Services maintains an [Integrated Client Database](#) with data from [10 state agencies](#), 40 separate data systems, and 2.4 million individuals. This data is used for rapid-cycle policy analysis, program evaluation, [predictive modeling](#), and performance measurement to help agencies understand how health and other factors are related to outcomes for persons served by public assistance programs. The database has been used by the state's [Health Home Program](#), which provides intensive care management services to high-risk Medicaid beneficiaries, to improve beneficiary health outcomes and lower costs. These lower costs have included [over \\$20 million in savings](#) to the state as well as tens of millions in dollars in shared savings [payments](#) from the federal Centers for Medicare and Medicaid Services, which has [evaluated](#) the program and encouraged other states to consider developing similar programs.

Promising Examples

INDIANA

KENTUCKY

NORTH CAROLINA

OREGON

UTAH

VIRGINIA

WASHINGTON

Promising Examples

ARIZONA

CALIFORNIA

COLORADO

CONNECTICUT

ILLINOIS

KENTUCKY

MARYLAND

MASSACHUSETTS

MICHIGAN

NEW JERSEY

OHIO

TEXAS

5. Data Use

Did the state or any of its agencies have data systems consistent with strong privacy protections that linked multiple administrative data sets across state agencies, and did it use those systems to improve federal, state, or local programs?

Leading Example

IN

The [Indiana Management Performance Hub](#), overseen by the state's Chief Data Officer, houses the integrated [Education and Workforce Development database](#), which brings together data from the Indiana Commission for Higher Education, the Indiana Department of Education, the Department of Workforce Development, and the Family and Social Services Administration. In addition, the Hub has created integrated databases to address pressing policy issues related to [opioids](#), [vehicle crashes](#), [medicaid](#), [fiscal transparency](#), and [other areas](#). According to a 2018 [annual report](#), the Hub has generated an estimated return on investment of \$40 million for the state.

Promising Examples

ARKANSAS

CALIFORNIA

COLORADO

CONNECTICUT

FLORIDA ILLINOIS

KENTUCKY

MARYLAND

MINNESOTA

MISSISSIPPI

NEVADA

NEW JERSEY OHIO

RHODE ISLAND

SOUTH CAROLINA

UTAH

WASHINGTON

WISCONSIN

6. Evaluation Leadership

Did the governor's office or any state agency have a senior staff member(s) with the authority, staff, and budget to evaluate its major programs and inform policy decisions affecting them? (Example: chief evaluation officer)

Leading Example

OH

The Director of the Ohio Department of Education's [Office of Research, Evaluation and Advanced Analytics](#) is responsible for helping educational leaders across the state recognize, gather, analyze, evaluate, and leverage data to solve problems and improve student outcomes. Initiatives such as [Empowered by Evidence](#) and the [Ohio's Evidence-Based Clearinghouse](#) are designed for "a culture of continuous learning... [and to] create the framework and processes needed for actionable research." The Department has partnered with the [Ohio Education Research Center](#) to share education data across the state.

Promising Examples

CONNECTICUT

MASSACHUSETTS

MISSISSIPPI

7. Evaluation Policies

Did the state or any of its agencies have an evaluation policy, evaluation plan, and research/learning agenda(s), and did it publicly release the findings of all completed evaluations?

Leading Example**MN**

In 2018, Minnesota Management and Budget adopted an [evaluation policy](#), which governs its use of evaluations and requires the release of all completed evaluation reports regardless of findings. The policy outlines key principles for evaluation: rigor; relevance; independence; transparency; and ethics. Relatedly, Minnesota Management and Budget also [defines evidence](#) for research, evaluation, and funding purposes.

Promising Examples

KENTUCKY

MARYLAND

MASSACHUSETTS

MINNESOTA

MISSISSIPPI

TENNESSEE

UTAH

VIRGINIA

8. Evaluation Resources

Did the state or any of its agencies invest at least 1% of program funds in evaluations?

Leading Example

— —

No leading examples identified for this criteria.

Promising Examples

— —

No promising examples identified for this criteria.

9. Outcome Data

Did the state or any of its agencies report or require outcome data for its state-funded programs during their budget process?

Leading Example**CO**

The 2013 [Colorado State Measurement for Accountable, Responsive and Transparent Government](#) (SMART) Act required all Colorado state agencies to submit annual performance reports to the Colorado state legislature as part of the state's budget process. These reports include: (1) performance measures for the major functions of the department; (2) performance goals for at least the following three years; (3) a description of the strategies necessary to achieve those goals; and (4) a summary of the department's most recent performance evaluation. In addition, the state's FY 2019–2020 [budget development instructions](#) (pp. 43–47) prioritize new program requests "based on the evidence and body of research supporting the program's effect on desired outcomes and proposed implementation plan." The instructions also include information on tiered evidence frameworks and program evaluation requirements. In the FY 2020–2021 budget cycle, the state applied an [evidence continuum](#) to budget requests and used that criteria to inform resource allocation decisions.

Promising Examples

MARYLAND

MINNESOTA

MISSISSIPPI

MISSOURI

NEW MEXICO

NORTH CAROLINA

OREGON

10. Evidence Definition and Program Inventory

Did the state or any of its agencies release a common evidence framework, guidelines, or standards to inform its research and funding decisions and make publicly available an inventory of state-funded programs categorized based on at least two tiers of evidence?

Leading Example

MN

Under a [2015 Minnesota law](#) (section 13), Minnesota Management and Budget has developed numerous [inventories](#) of evidenced-based programs, including in the areas of [criminal justice](#), [mental health](#), [child welfare](#), and [higher education](#). Minnesota Management and Budget also maintains the [Minnesota Inventory](#), a searchable clearinghouse of more than 400 programs operating in the state. As part of the inventory, the state developed a [guide](#) for using evidence in policymaking and [evidence definitions](#) to categorize interventions as proven effective, promising, theory based, or no effect. These resources helped [inform funding decisions](#) in the state, including [\\$87 million in new or expanded evidence-based programming](#) in the FY 2020–2021 budget.

Promising Examples

CALIFORNIA

COLORADO

CONNECTICUT

MISSISSIPPI

NEW MEXICO

NORTH CAROLINA

OREGON

UTAH

WASHINGTON

11. Cost-Benefit Analysis

Did the state or any of its agencies assess and make publicly available the costs and benefits of public programs?

Leading Example

WA

A [2013 Washington State law](#) (pp. 105–106) directed the Department of Corrections, in consultation with the Washington State Institute for Public Policy (WSIPP), to (1) compile an inventory of existing programs; (2) determine whether its programs were evidence-based; (3) assess the effectiveness of its programs, including conducting a cost-benefit analysis; and (4) phase out ineffective programs and implement evidence-based programs. As a result of this and similar laws, WSIPP has published [hundreds of cost-benefit analyses](#) in a wide variety of issue areas over the past 10 years. The WSIPP [cost-benefit framework](#) has been widely adopted by governments across the country.

Promising Examples

COLORADO

CONNECTICUT

ILLINOIS

MINNESOTA

MISSISSIPPI

NEW MEXICO

NEW YORK

NORTH CAROLINA

OREGON

UTAH

12. Use of Evidence in Grant Programs

Did the state or any of its agencies (1) invest at least 50% of program funds in evidence-based solutions or (2) use evidence of effectiveness when allocating funds to eligible grantees (including local governments) from its five largest competitive and noncompetitive grant programs?

Leading Example**NV**

Since 2017, the Nevada Department of Education has [allocated](#) 100% of the state's \$8.5 million in federal Title I school improvement funds to districts and schools for interventions backed by strong, moderate, or promising evidence (using the top three tiers of evidence as [defined](#) by the federal Every Student Succeeds Act (ESSA)). This represented an increase over the approximately 15% of funds that had been allocated based on level of evidence in the 2016–2017 school year. Grant recipients may set aside funds to monitor and evaluate the identified evidence-based approaches to ensure the investments yield a positive impact on student outcomes. Applications for Title I school improvement funds must meet at least one of Nevada's three statewide priorities: focus on the lowest performing schools, data-driven decision-making, and leadership development.

Promising Examples

COLORADO

FLORIDA

GEORGIA

MARYLAND

MASSACHUSETTS

MINNESOTA

NEW YORK

OHIO

OREGON

TENNESSEE

13. Innovation

Did the state or any of its agencies have staff, policies, and processes in place that encouraged innovation to improve outcomes?

Leading Example**CA**

The [California Government Operations Agency](#) (GovOps), which serves as an umbrella organization for the state's innovation work, is designed to institutionalize policies, tools, and training that can drive its mission to modernize the processes of government through lean process improvement, data, leadership, and performance improvement. GovOps brings together statewide initiatives such as the [Lean Academy](#), [California Leadership Academy](#), the [Office of Digital Innovation](#), and [California's Open Data Portal](#) resources. Also, the California Health and Human Services Agency has an [Office of Innovation](#) that focuses on improving programs and services through the use of tools such as human centered design and data analytics.

Promising Examples

MISSOURI

OHIO

OREGON

RHODE ISLAND

UTAH

WASHINGTON

14. Contracting for Outcomes

Did the state or any of its agencies enter into performance-based contracts and/or use active contract management (frequent use of data and regular communication with providers to monitor implementation and progress) to improve outcomes for publicly funded programs?

Leading Example

RI

Since 2015, Rhode Island's Department of Children, Youth, and Families (DCYF) has worked to [reform and restructure](#) the department's procurement processes in four areas: improving service delivery through strategic planning, embedding results-driven procurement in new contracts, improving performance through active contract management practices, and supporting results-driven contracting practices through technical resources, tools, and processes for staff. As part of this initiative, the department executed \$90 million in 116 results-driven contracts that require providers to meet outcome goals rather than output metrics. As a result, DCYF has reduced the number of children in group care by over 20% since 2015, experienced a 50% expansion of foster care resources for the most challenging adolescents, doubled the capacity of high quality family visitation and reunification services, and made start-up investments of \$1.2 million in nonprofit community organizations to support new and expanded programming.

Promising Examples

ILLINOIS

MASSACHUSETTS

NEW YORK

NEVADA

TENNESSEE

VARIOUS STATES

15. Repurpose for Results

Did the state or any of its agencies shift funds away from any practice, policy, or program which consistently failed to achieve desired outcomes?

Leading Example

PA

Since 2013, the Pennsylvania Department of Corrections has [set performance targets for its community corrections program](#) through [performance-based contracts](#). Providers that meet recidivism prevention goals receive a 1% increase in their rate while providers that fail to meet targets for two consecutive years can have their contracts terminated. Following the introduction of these performance goals, the program's recidivism rate dropped by 11.3% in 2014, [another](#) 16% in 2015, and another 11% in 2016. In 2018, the Commonwealth Foundation's report on criminal justice reform in Pennsylvania [recommended](#) expanding the program to other areas based on these results.

Promising Examples

MINNESOTA

Methodology

Results for America classified state governments' data-driven and evidence-based practices, policies, programs, and systems as "leading" or "promising" examples based on (1) whether the effort met the minimum threshold described below and (2) the extent to which it demonstrated five characteristics: results, breadth, depth, legal framework, and interconnectedness.

In order to meet the minimum threshold for inclusion as leading or promising, the example must:

- Meet the requirements of the criteria question
- Be in effect in June 2019
- Be verifiable with publicly available information

Results refers to the demonstrated impact of the practice, policy, program, or system in terms of results achieved, dollars saved, and/or lives improved.

Breadth refers to whether the example is in effect:

- Across the state government
- Across multiple state agencies
- Across an entire state agency
- Across multiple programs within a state agency
- Within one program within a state agency

Depth refers to the extent to which the practice, policy, program, or system is exemplary in all aspects of the criteria.

Legal Framework refers to whether the practice, policy, program, or system is mandated by law, an executive order, or another formal rule-making mechanism.

Interconnectedness refers to the extent to which the practice, policy, program, or system directly informs budget, policy, and/or management decisions.

Background

Results for America developed the 2019 State Standard of Excellence between May 2018 and June 2019. Results for America gave the state governments featured in this 2019 State Standard of Excellence an opportunity to review and comment on the content and presentation of the information related to their work. Results for America recognizes that it is difficult to distill complex practices, policies, programs, and systems into a single standard of excellence and accordingly relied on the knowledge of experts and leaders both within and outside state governments during the development of the 2019 State Standard of Excellence.

Results for America acknowledges that there are likely additional state government practices, policies, programs, and systems that have been omitted from this 2019 State Standard of Excellence. In fact, of the 125 examples included in the 2019 State Standard of Excellence, 86% were new practices implemented between May 2018 and June 2019; whereas the remaining 14% of examples included for the first time in 2019 were, in fact, in effect in 2018, but were not included in the 2018 State Standard of Excellence. In future years, Results for America plans to continue to publish updated versions of the Invest in What Works State Standard of Excellence to illustrate how states are progressing in their use of evidence and data to improve outcomes for residents.

Research Sources

Results for America's analysis is based on data provided under license by the Pew–MacArthur Results First Initiative (which was used to inform its [2017 report](#) on states' engagement in evidence-based policymaking) and input from more than 150 current and former state government officials and other experts. The views expressed herein are those of Results for America and do not necessarily reflect the views of the Pew Charitable Trusts or the John D. and Catherine T. MacArthur Foundation. All hyperlinks to the World Wide Web in this report were operational at the time of publication; however, URLs may change over time. Results for America regrets any inconvenience to readers; links will be updated in future editions of the Invest in What Works State Standard of Excellence.



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All Leading and Promising State Government Examples



1. Strategic Goals

Did the governor have public statewide strategic goals?

Why is this important?

The creation of statewide strategic goals is an important first step in aligning state government budgets, policies, and programs to improve outcomes on a state government's highest priorities..

Leading Example



In 2019, Colorado launched the [Governor's Dashboard](#), which outlines four high-priority strategic goals: [tax reform and economic development](#), [energy and renewables](#), [health](#), and [education and the workforce](#). Each high-priority strategic area is supported by a [cabinet working group](#) as well as aligned goals, metrics, and strategies contained within [agency performance plans](#). The governor's [annual budget request](#) also links these goals to specific agency activities and outcomes.

Promising Examples



STATEWIDE

ARIZONA

Child Welfare, Criminal Justice, Economic Opportunity, Education, Health, Workforce

Since 2017, the Arizona Governor's Office has developed and updated the [Governor's Fundamentals Map](#), which lists goals under six statewide [priority areas](#). All cabinet agencies are required to complete an [annual strategic plan](#) that includes strategic issues, mission statement, description, performance measures, and funding.



STATEWIDE

OREGON

Child Welfare, Health, Economic Opportunity, Education, Workforce

In 2018, the Oregon Governor's Office released the [Action Plan for Oregon](#), which identified key priorities for the state in the areas of: [environment](#), [healthcare](#), [education](#), [transportation](#), [good government](#), [earthquake preparedness](#), [housing and homelessness](#), [child welfare](#), and [job training](#).



STATEWIDE

UTAH

Economic Opportunity, Health, Workforce

In 2018, the Utah Governor's Office released the [Utah Life Elevated 2020 Initiative](#), which includes four statewide goals: effective and efficient government, thriving communities, qualified workforce, and equitable and competitive revenue.



STATEWIDE

VERMONT

Child Welfare, Criminal Justice, Economic Opportunity, Education, Health, Workforce

In 2018, the Vermont Governor's Office released the state's [2018–2023 Strategic Plan](#), which outlines four statewide goals related to the [economy](#), [affordability](#), [vulnerability](#), and [modernization](#). The goals were established in a 2017 [executive order](#). As required by a [2014 law](#), and a related [executive order](#), the state's [Chief Performance Officer](#) annually reports data related to these goals and [fiscal transparency](#).



STATEWIDE

WASHINGTON

Economic Opportunity, Education, Health, Workforce

In 2017, the Washington Governor's Office issued [five overarching goals](#) with aligned outcome measures: [world-class education](#), [prosperous economy](#), [sustainable energy and clean environment](#), [healthy and safe communities](#), and [effective, efficient, and accountable government](#).

2. Performance Management / Continuous Improvement

Did the state or any of its agencies implement a performance management system aligned with its statewide strategic goals, with clear and prioritized outcome-focused goals, program objectives, and measures; and did it consistently collect, analyze, and use data and evidence to improve outcomes, return on investment, and other dimensions of performance?

Why is this important?

Performance management helps state governments monitor and improve customer service, program performance, and outcomes for their residents.

Leading Example



A [2013 Washington State Executive Order](#) established [Results Washington](#) within the Governor's office as "an innovative, data-driven, performance management initiative, that will drive the operations of state government." As part of its work, Results Washington proactively and regularly publishes outcome data within the state's priority areas of: [world-class education](#); [prosperous economy](#); [sustainable energy and clean environment](#); [healthy and safe communities](#); and [efficient, effective and accountable government](#). In each of these areas, the state [measures progress](#). Since 2014, Results Washington has conducted Results Review meetings with the Governor 10 times per year. The meetings are [recorded and publicly posted](#) and allow the "Governor and state agency directors to discuss objectives, improvement strategies and metrics."

Promising Examples



STATEWIDE

ARIZONA

Child Welfare, Criminal Justice, Economic Opportunity, Education, Health, Workforce

As part of the Arizona Management System, Arizona's Government Transformation Office implemented an enterprise approach to strategic planning and performance reporting across cabinet agencies, including the [My Agency Scorecard](#) application. The more than 700 metrics reported through this application cover numerous aspects of state government and power executive-level dashboards that inform strategy, operations, and budgeting activities.



STATEWIDE

COLORADO

Child Welfare, Criminal Justice, Economic Opportunity, Education, Health, Workforce

A [2013 Colorado law](#) required all Colorado state agencies to submit [annual performance reports](#) to the Colorado state legislature which must include: (1) performance measures for the major functions of the department; (2) performance goals for at least the subsequent three years; (3) a description of the strategies necessary to achieve those goals; and (4) a summary of the department's most recent performance evaluation.

The Colorado Department of Human Services [C-Stat](#) performance management framework is designed to [improve](#) the delivery of food and cash assistance program benefits. The Department holds weekly performance meetings, releases quarterly performance reports, and summarizes data on county level [dashboard](#). A [peer exchange program](#) allows counties to learn from each other and produces broader learnings for the field, including [case studies](#).



SINGLE AGENCY

FLORIDA

Child Welfare, Health

A [2014 Florida law](#) created the Florida Department of Children and Families [child welfare results-oriented accountability program](#) that monitors data from service providers and other entities to report progress via a public child welfare [performance dashboard](#). In addition, the Department publishes interactive [scorecards](#) with detailed information on program performance for: [community based care](#), [federal child welfare indicators](#), [child protective investigations](#), [adult protective services](#), and [mental health treatment facilities](#).

Promising Examples



STATEWIDE

ILLINOIS

Child Welfare, Criminal Justice, Economic Opportunity, Education, Health, Workforce

The Illinois [Budgeting for Results Commission](#) is the state's [performance-based budgeting initiative](#). The Commission [annual report](#) summarizes the state's performance improvement efforts across [seven statewide results areas](#): education, economic development, public safety, human services, healthcare, environment and culture, and government services.



STATEWIDE

MARYLAND

Child Welfare, Criminal Justice, Economic Opportunity, Education, Health, Workforce

As required by a [2013 Maryland law](#), the Maryland Department of Budget and Management's [Managing for Results](#) initiative publishes [annual performance reports](#) as part of the state's budget process. These reports track agencies' key goals, objectives, and performance measures. As part of these efforts, the Governor's Office of Performance Improvement, established by a [2015 Executive Order](#), assists "agencies with measuring and managing performance information." Further, the Maryland Children's Cabinet has a [Child Welfare Scorecard](#), which tracks [indicators](#) for eight statewide child welfare goals.



STATEWIDE

MINNESOTA

Child Welfare, Criminal Justice, Economic Opportunity, Education, Health, Workforce

Since 2014, Minnesota has maintained a [dashboard](#) featuring 40 key indicators in the state's eight key priority areas. Each indicator has a status (good, okay, or poor according to specific [criteria](#)); indicators can be compared to the performance of other states and many are disaggregated by race, income, or geography. Minnesota Management and Budget uses the dashboard to convene state agencies for "state-stat" meetings to monitor performance and identify opportunities to enhance collaboration.



SINGLE AGENCY

MISSISSIPPI

Education

The Mississippi Department of Education's [Mississippi Succeeds Report Card](#) publicly tracks the state's progress towards its goals for improving student outcomes as outlined in the [State's Every Student Succeeds Act \(ESSA\) implementation plan](#).

Promising Examples



STATEWIDE

MISSOURI

Child Welfare, Criminal Justice, Economic Opportunity, Education, Health, Workforce

The Missouri Chief Operating Officer (COO), a position [established](#) in 2017, works with all state departments to define strategic priorities and achieve results. Departments represent their priorities and main strategic initiatives on [placemats](#) that are shared throughout the organization and with the public. All Missouri departments publish annual [performance data on core programs](#) as part of the annual budget process. Each department also does a monthly or [quarterly update](#) to track the status of its strategic initiatives and organizational performance; these dashboards are reviewed monthly by the COO and the deputies from each department.



STATEWIDE

NEW MEXICO

Child Welfare, Criminal Justice, Economic Opportunity, Education, Health, Workforce

A [1999 New Mexico law](#) required all state agencies to submit annual performance-based budget requests which include: (1) the outputs and outcomes for each program; (2) performance measures and targets for each program; and (3) an evaluation of each program's performance. This information is released annually in the state's [policy and fiscal analysis](#), which includes individual agency [performance reports](#) and information on the [cost effectiveness](#) of different programs.



STATEWIDE

OREGON

Child Welfare, Criminal Justice, Economic Opportunity, Education, Health, Workforce

A [2016 Oregon law](#) required all state agencies to develop and use performance measures. Each state agency submits to the Oregon Legislative Fiscal Office an [Annual Performance Progress Report](#) detailing the agency's programmatic outcomes, which are reviewed during the state's budget process.



STATEWIDE

TENNESSEE

Child Welfare, Criminal Justice, Economic Opportunity, Education, Health, Workforce

Tennessee's data and performance website, [Transparent TN](#), has statewide performance dashboards with specific [sub-goals, targets, and performance data](#) in the areas of the state's [strategic priorities](#). These priorities are connected to each cabinet-level agency's operational and strategic plan. The site also includes state [fiscal data](#) as well as [OpenMaps](#), which showcases key metrics.

3. Data Leadership

Did the governor's office or any state agency have a senior staff member(s) with the authority, staff, and budget to collect, analyze, share, and use high-quality administrative and survey data—consistent with strong privacy protections—to improve (or help other entities including, but not limited to, local governments and nonprofit organizations improve) federal, state, and local programs? (Example: chief data officer)

Why is this important?

A designated chief data officer can create a coherent set of policies, structures, and guidance for how state agencies should routinely use data to improve programs.

Leading Example



CT STATEWIDE

A [2018 Connecticut law](#) formalized the position of [Chief Data Officer](#), created the [Connecticut Data Analysis Technology Advisory Board](#), and required each state agency to designate an agency data officer to manage high value data sets and coordinate data-related activities with the state Chief Data Officer. The Chief Data Officer, along with individual agency data officers, are required to biannually update the [state data plan](#), which covers open data and creates data standards for agencies. The plan also contains [11 principles](#) and accompanying practices that all agencies should adopt in order to improve their management, use, sharing, and analysis of data.

Promising Examples



STATEWIDE

INDIANA

Education, Health, Workforce

A [2017 Indiana law](#) established the position of Chief Data Officer (p. 8) with the budget, staff, and authority to: (1) coordinate data analytics and data transparency for state agencies; (2) advise state agencies regarding best practices for data maintenance, security, and privacy; and (3) oversee the [Indiana Management Performance Hub](#). The Hub uses state data, such as the [Education and Workforce Development database](#), to provide "analytics solutions tailored to address complex management and policy questions enabling improved outcomes." The Hub's [2018 Annual Report](#) estimates a return on investment of \$40 million for the state.



STATEWIDE

KENTUCKY

In 2018, Kentucky established a [Chief Data Officer](#) to "coordinate and oversee the sharing of data" and "implement effective data governance strategies designed to maintain data integrity, confidentiality, availability, security, and to promote access to data." The state's [Enterprise Data Management Policy](#) requires each state agency to identify an Agency Data Steward to act as a liaison to the Chief Data Officer in implementing the state's master data sharing agreement.



STATEWIDE

NORTH CAROLINA

Child Welfare, Criminal Justice, Economic Opportunity, Education, Health, Workforce

North Carolina's [Chief Data Officer](#) oversees the [North Carolina Government Data Analytics Center](#), which [manages](#) data sharing, integration, and data analytics to improve service delivery and the efficiency of services. In this role, the Chief Data Officer has the authority, staff, and budget "to transform existing data assets into an information utility for the state's policy and operational leaders for their use in making program investment decisions, managing resources, and improving financial programs, budgets, and results."



STATEWIDE

OREGON

A [2018 Oregon law](#) created a state [Chief Data Officer](#) responsible for centralized data strategy, including an enterprise-wide open data platform. The [Chief Data Officer](#) is charged with creating open data standards, providing privacy guidance for state agencies, identifying opportunities for data sharing, and designing stakeholder engagement strategies including an advisory committee.

Promising Examples



STATEWIDE

UTAH

In 2019, Utah appointed a [Chief Data Officer](#) within the Governor's Office of Management and Budget. The Chief Data Officer uses the Quality Throughput/ Operating Expense (QT/OE) [model](#) to [help agencies](#) measure what matters, including an effort to [merge social services case management data](#).



STATEWIDE

VIRGINIA

Economic Opportunity, Education

A [2018 Virginia law](#) created a [Chief Data Officer](#) to coordinate the effective sharing of data among state, regional, and local entities, including the engagement of a [Data Sharing and Analytics Advisory Committee](#). The Chief Data Officer is responsible for the state's data governance including policies related to open data, data sharing, and data privacy.



SINGLE AGENCY

WASHINGTON

Health

The Washington State Department of Social Services [Research and Data Analysis Division](#) is led by a Director who is responsible for [providing policymakers with data and analyses](#) to improve the effectiveness of services for clients. The Director oversees the Department's [Integrated Client Database](#), which brings together data from [10 state agencies](#), 40 separate data systems, and 2.4 million individuals. Under the Director's leadership this database has been used by the state's [Health Home Program](#) to generate tens of millions of dollars in [reduced costs](#) and [shared savings payments](#).



4. Data Policies / Agreements

Did the state or any of its agencies have data sharing policies and data sharing agreements—consistent with strong privacy protections—with any nonprofit organizations, academic institutions, local government agencies, and/or federal government agencies which were designed to improve outcomes for publicly funded programs, and did it make those policies and agreements publicly available? (Example: data sharing policy, open data policy)

Why is this important?

Data sharing policies and agreements allow state governments to take a coordinated approach to identifying and using relevant data to improve programs while implementing strong privacy protections.

Leading Example



The [Washington Education Research and Data Center](#) has a [memorandum of understanding](#) which identifies how data will be collected and shared among partners with a [strong focus on protecting individual privacy](#). The Center brings together [eleven partners](#), including state workforce, education, and child welfare agencies, to compile education and workforce data to improve student achievement and workforce outcomes.

The Washington State Department of Social and Health Services maintains an [Integrated Client Database](#) with data from [10 state agencies](#), 40 separate data systems, and 2.4 million individuals. This data is used for rapid-cycle policy analysis, program evaluation, [predictive modeling](#), and performance measurement to help agencies understand how health and other factors are related to outcomes for persons served by public assistance programs. The database has been used by the state's [Health Home Program](#), which provides intensive care management services to high-risk Medicaid beneficiaries, to improve beneficiary health outcomes and lower costs. These lower costs have included [over \\$20 million in savings](#) to the state as well as tens of millions in dollars in shared savings [payments](#) from the federal Centers for Medicare and Medicaid Services, which has [evaluated](#) the program and encouraged other states to consider developing similar programs.

Promising Examples



**MULTIPLE
AGENCIES**

ARIZONA

In 2019, Arizona's Department of Administration implemented an enterprise data sharing [memorandum of understanding](#) (eMOU), which has been signed by 28 state agencies. The eMOU sets forth governance standards for data sharing according to the statewide [data policy](#) and has a presumption of data sharing between agencies, unless specifically prohibited by law.



STATEWIDE

CALIFORNIA

California's statewide [Open Data Policy](#) encourages departments to [share data](#) in standard and accessible formats through the [California Open Data Portal](#). As outlined in the [California Open Data Handbook](#), the state's open efforts are designed to improve collaboration, expand transparency, encourage innovation, and increase effectiveness. In addition, the state hosts [CalData](#), a professional network for government officials and partners to promote the best uses of open data.



MULTIPLE AGENCIES

COLORADO

Economic Opportunity, Education, Health, Workforce

In 2019, the Colorado Governor's Office and the Colorado Evaluation and Action Lab co-designed the [Linked Information Network of Colorado](#) (LINC) to facilitate data sharing for research and analytics purposes as a way to improve state policies and programs. LINC includes data from the Departments of Health Care Policy and Financing, Higher Education, Human Services, Labor and Employment, and Public Health and Environment. LINC has a [three-tier legal structure](#) which includes: (1) an enterprise memorandum of understanding (eMOU) signed by all data providers; (2) data sharing agreements to secure, handle, and anonymize data for all LINC projects; and (3) data licenses with roles and responsibilities for users of LINC project data.



SINGLE AGENCY

CONNECTICUT

A [2018 Connecticut law](#) formalized the Chief Data Officer position, required the creation of an [open data portal](#), and mandated the creation of a [state data plan](#) to be updated biannually. The state data plan seeks to create a consistent approach to data stewardship; improves data integration across the state; and ensures that data are leveraged as a strategic asset. The plan also contains [11 principles](#) and accompanying practices that all agencies should adopt in order to improve their management, use, sharing, and analysis of data.

Promising Examples



**MULTIPLE
AGENCIES**

ILLINOIS

Child Welfare, Criminal Justice, Education, Health, Workforce

The [Illinois enterprise memorandum of understanding](#) (eMOU) established a framework for data sharing among state health and human services agencies. The eMOU, which has been integrated into the [state's Workforce Innovation and Opportunity Act \(WIOA\) plan](#) for linking wage data, has been signed by 22 agencies and is [designed to help these agencies](#) have reliable data for decision-makers.



**MULTIPLE
AGENCIES**

KENTUCKY

Education, Workforce

The [Kentucky Center for Statistics](#) (KYSTATS) collects and links high-quality, actionable data from [five state agencies](#) in order to improve education and workforce programs in the state. KYSTATS has a [data request hub](#) which includes a [data access and use policy](#) and a [data sharing agreement](#) for information exchange among state agencies.



STATEWIDE

MARYLAND

Child Welfare, Criminal Justice, Economic Opportunity, Education, Health, Workforce

In 2019, Maryland unveiled an [updated open data portal](#) with an expanded catalog of data covering education, health, criminal justice, child welfare, workforce, and economic opportunity. The state's [Council on Open Data](#) governs the portal and meets on a quarterly basis to coordinate, plan, and promote Maryland's open data. The Council publishes its [agenda and minutes](#).



SINGLE AGENCY

MASSACHUSETTS

Education

The Massachusetts Department of Elementary and Secondary Education [Researcher's Guide to Massachusetts State Education Data](#) contains data sharing information about "what data is available, how to obtain and interpret it, and, ultimately, [how] to generate better research projects and more accurate and useful results" for improving student outcomes in the state. The guide has links to data sets such as aggregate data at the [school](#) and [district](#) levels as well as information on confidential student-level [data](#), non-confidential student-level [data](#), and educator [data](#). The Department also has a data sharing [memorandum of understanding template](#) and an approval process that ensures the confidentiality of student-level data.

Promising Examples



STATEWIDE

MICHIGAN

Michigan's [Enterprise Information Management program](#) established policies and [protocols](#) for data sharing, management, and governance. As part of these efforts, Michigan developed a [statewide data sharing agreement template](#) to facilitate improved data sharing among agencies and departments.



MULTIPLE
AGENCIES

NEW JERSEY

Education, Workforce

New Jersey partners with Rutgers, The State University of New Jersey, to operate the [New Jersey Education to Earnings Data System](#) (NJEEDS), which uses a [data sharing agreement](#) to link data from the Departments of Education and Labor, the Office of the Secretary of Higher Education, and the Higher Education Student Assistance Authority.



MULTIPLE
AGENCIES

OHIO

Child Welfare, Criminal Justice, Economic Opportunity, Education, Health, Workforce

In April 2019, Ohio's Governor signed [Executive Order 2019-15D](#) consolidating state data systems into the [InnovateOhio Platform](#), which uses data as "a shared strategic asset" whose "value is multiplied when data sets are linked across programs and organizations." The executive order created a presumption of data sharing between state agencies, except where a specific legal prohibition is identified in writing.

In 2017, [Ohio's State Workforce Innovation and Opportunity Act Plan](#) highlighted its efforts to share and link data, recognizing that "evaluation and research projects on activities under the WIOA core programs first requires access to relevant data." Specifically, Ohio leveraged a grant from the Workforce Data Quality Initiative and the creation of the [Ohio Longitudinal Data Archive](#) to support "policy analysis, research and program transparency (dashboards)." To facilitate access to the data for research purposes, Ohio Analytics has a [guide with policies and procedures](#) for using and accessing administrative data.



MULTIPLE
AGENCIES

TEXAS

Education, Workforce

The Texas Education Agency administers the [Texas Student Data System](#), a statewide platform for collecting, managing, sharing, and reporting state education data. The system has a [dashboard](#), [data standards](#), and [data governance](#) process. Additionally, the [Workforce Information System of Texas](#) (TWIST) links data across workforce funding streams for intake, eligibility determination, and reporting on programs such as the Supplemental Nutrition Assistance Program, Employment and Training, and the Workforce Innovation and Opportunity Act.

5. Data Use

Did the state or any of its agencies have data systems consistent with strong privacy protections that linked multiple administrative data sets across state agencies, and did it use those systems to improve federal, state, or local programs?

Why is this important?

The linking of agency data allows state governments to increase the effectiveness of state services and get better results for their residents.

Leading Example



The [Indiana Management Performance Hub](#), overseen by the state's Chief Data Officer, houses the integrated [Education and Workforce Development database](#), which brings together data from the Indiana Commission for Higher Education, the Indiana Department of Education, the Department of Workforce Development, and the Family and Social Services Administration. In addition, the Hub has created integrated databases to address pressing policy issues related to [opioids](#), [vehicle crashes](#), [medicaid](#), [fiscal transparency](#), and [other areas](#). According to a 2018 [annual report](#), the Hub has generated an estimated return on investment of \$40 million for the state.

Promising Examples



STATEWIDE

ARKANSAS

Criminal Justice, Economic Opportunity

A [2019 Arkansas law](#) created the Data-Sharing and Data-Driven Decision-Making Task Force "to implement a shared services model for statewide data sharing in order to drive innovation and facilitate efficiency across state agencies, improve the delivery of services, and to better serve the citizens of this state." State agencies also share [criminal justice data](#) and have an [online portal](#) to identify the utility, value, accountability, and governance requirements of state data sets so they can be leveraged to further improve state business decisions and outcomes.



SINGLE AGENCY

CALIFORNIA

Workforce

The California Workforce Development Board's Cross-Systems Analytics and Assessment for Learning and Skills Attainment ([CAAL-Skills](#)) program brings together over a dozen state agencies for a [data sharing and program evaluation initiative](#) to evaluate the outcomes associated with the \$6 billion invested annually in California's workforce development, training, education, and related supportive service programs. As outlined in the State's Workforce Innovation and Opportunity Act (WIOA) plan, CAAL-Skills utilizes common performance measures to examine the efficacy of participating programs based on participant outcomes, demographics of participants, and any service gaps.



MULTIPLE AGENCIES

COLORADO

Child Welfare, Criminal Justice, Economic Opportunity, Education, Health, Workforce

In 2019, the Colorado Governor's Office and the Colorado Evaluation and Action Lab (CAEL) co-designed the [Linked Information Network of Colorado](#) (LINC) to facilitate data sharing for research and analytics purposes as a way to improve state policies and programs. Using this data, CAEL and state agencies have collaborated on [projects](#) to improve outcomes in areas such as child welfare, criminal justice, health, education, economic opportunity, and workforce.



MULTIPLE AGENCIES

CONNECTICUT

Education, Workforce

The Connecticut [P20WIN](#) system brings together secure workforce and education data to evaluate the state's education programs. Created by [participating agencies](#), it has [extensive documentation](#) including data sharing agreements, a robust [data management process](#), and a data dictionary.

Promising Examples



**MULTIPLE
AGENCIES**

FLORIDA

Education, Workforce

Florida's [PK-20 Education Data Warehouse](#) provides public access to data linked across elementary and secondary education, university, and workforce outcomes. This comprehensive longitudinal data system supports the State's Workforce Innovation and Opportunity Act (WIOA) plan's [commitments to evidence-based practices](#) and continuous improvement.



**MULTIPLE
AGENCIES**

ILLINOIS

Education, Workforce

The Illinois Department of Employment Security, Illinois Student Assistance Commission, Illinois Board of Higher Education, Illinois Community College Board, and Illinois State University have partnered to share data for the Illinois's "[College2Career](#)" resource. The platform uses data sharing to integrate workforce, financial aid, and university data to highlight outcome metrics such as average earnings, earnings growth, and job stability for graduates of Illinois institutions of higher education. The program seeks to use these data to [help](#) Illinois students make informed education and workforce decisions.



**MULTIPLE
AGENCIES**

KENTUCKY

Education, Workforce

A [2013 Kentucky law](#) established the [Kentucky Center for Statistics](#) (KYSTATS) which collects and links high-quality, actionable data from five state agencies to improve education and workforce programs in the state. By providing [data sets](#), publishing [reports](#), and fulfilling [research requests](#), the Center provides state-specific [insights](#) with appropriate [data privacy](#) and [data access](#) controls. It has more than [40 staff members](#) who are [dedicated](#) to "developing reports, responding to research requests, and providing statistical data about these efforts so policymakers, agencies, and the general public can make better informed decisions." The Center is run by an executive director with oversight from a [board](#) composed of participating state agencies. The Center has developed a [research agenda](#) for 2017–2019.

Promising Examples



**MULTIPLE
AGENCIES**

MARYLAND

Education, Workforce

A [2010 Maryland law](#) established the [Maryland Longitudinal Data System Center](#) as an independent agency to bring together education and workforce data from the Maryland Higher Education Commission, the Maryland State Department of Education, and the Maryland Department of Labor. In partnership with the University of Maryland System and under the guidance of a [governing board](#), the Center's [12 staff members](#) produce a variety of [reports](#) about student performance at the elementary, secondary, and postsecondary level to improve the state's education system and guide decision-makers at all levels.



**MULTIPLE
AGENCIES**

MINNESOTA

Education, Workforce

Minnesota's [Statewide Longitudinal Education Data System](#) and [Early Childhood Education Data System](#) match administrative education and employment data from five state agencies. Together, these two systems form a P-20 education data system, which captures, analyzes, and uses student data from preschool to high school, college, and the workforce.



**MULTIPLE
AGENCIES**

MISSISSIPPI

Education, Workforce

[Mississippi LifeTracks](#) is an interoperable data system that supports research and analysis by providing linkages between early childhood, [K-12](#) education, [postsecondary education](#), and [workforce](#) data. The system, governed by an [interagency board](#), increases the state's ability to link, match, and share education and workforce data to improve career-readiness outcomes for students.



**MULTIPLE
AGENCIES**

NEVADA

Education, Workforce

The Nevada [state longitudinal data system](#) integrates data from the state's PK-12, higher education, and workforce agencies. The system leaves all private data behind agency firewalls and uses a matching algorithm that de-identifies data during the matching process. A wide variety of [reports](#) provide agency leaders greater insights into Nevada's education and workforce programs, initiatives, and outcomes.

Promising Examples



**MULTIPLE
AGENCIES**

NEW JERSEY

Education, Health, Workforce

New Jersey partners with Rutgers, The State University of New Jersey, to operate the [New Jersey Education to Earnings Data System](#) (NJEEDS), a statewide longitudinal data system designed to improve the performance of state education and workforce initiatives. The data contained within NJEEDS are [diverse](#) and overseen by an [executive leadership council](#) as well as a [data stewards work group](#) from relevant state agencies. Also, four state agencies partner with Rutgers to operate the [Integrated Population Health Data](#) project to promote population health research.



**MULTIPLE
AGENCIES**

OHIO

Education, Workforce

The [Ohio Education Research Center](#) brings together state education and workforce data through a series of [dashboards](#) designed to inform government policy and program decisions. The dashboards are responsive to the [Ohio State Workforce Innovation and Opportunity Act \(WIOA\) Plan](#), which highlights the state's efforts to share and link data, recognizing that "evaluation and research projects on activities under the WIOA core programs first requires access to relevant data."



**MULTIPLE
AGENCIES**

RHODE ISLAND

Child Welfare, Health

Rhode Island's [Data Ecosystem](#), managed by the Executive Office of Health and Human Services, uses data from more than 15 sources, including health, child welfare, and human services. In 2018, the Data Ecosystem used health and child welfare information to [examine](#) child maltreatment and fatalities. Among other findings, this analysis identified a small group of families with particularly complex cases that were five times more likely to have a child welfare investigation within two years of birth than the general risk positive population. Based on these findings, the state is piloting enhanced outreach and support services to families with these characteristics in one region of the state, with plans to ultimately scale the new data-driven targeting strategy statewide.



**MULTIPLE
AGENCIES**

SOUTH CAROLINA

Child Welfare, Health

The [South Carolina Revenue and Fiscal Affairs Office](#) maintains an [integrated data system](#) which stores data and is able to link individuals being served by more than 20 state agencies and other organizations. This system has facilitated program improvement efforts and [numerous research studies](#), including a [randomized controlled trial](#), as a part of the state's Pay for Success initiative to improve outcomes for low-income mothers and their babies.

Promising Examples



**MULTIPLE
AGENCIES**

UTAH

Economic Opportunity, Education, Health, Workforce

A 2017 Utah law created the [Utah Data Research Center](#) to [integrate](#) data from the Utah System of Higher Education, Utah System of Technical Colleges, Utah State Board of Education, Utah Department of Health, and the Utah Department of Workforce Services. The Center has a [research agenda](#) and [provides](#) both "data products" and "data-as-a-product." The Center's [governance structure](#) includes [staff](#), an [advisory board](#) of agency designees, an [institutional review board](#), and a [peer review](#) process.



**MULTIPLE
AGENCIES**

WASHINGTON

Child Welfare, Criminal Justice, Economic Opportunity, Education, Health, Workforce

The Washington State Department of Social and Health Services maintains an [Integrated Client Database](#) with data from [10 state agencies](#), 40 separate data systems, and 2.4 million individuals. This data is used for rapid-cycle policy analysis, program evaluation, [predictive modeling](#), and performance measurement to help agencies understand how health and other factors are related to outcomes for persons served by public assistance programs. The database has been used by the state's [Health Home Program](#), which provides intensive care management services to high-risk Medicaid beneficiaries, to improve beneficiary health outcomes and lower costs. These lower costs have included [over \\$20 million in savings](#) to the state as well as tens of millions in dollars in shared savings [payments](#) from the federal Centers for Medicare and Medicaid Services, which has [evaluated](#) the program and encouraged other states to consider developing similar programs.



**MULTIPLE
AGENCIES**

WISCONSIN

Child Welfare, Education, Health

The Wisconsin [Early Childhood Integrated Data System](#) integrates data from the state Departments of Children and Families, Health Services, and Public Instruction. The system links, collects, and monitors early childhood data from 11 [state programs](#). The state engaged in [an inclusive planning process](#) to design the system which, although not an integrated data warehouse, provides for [data sharing](#) among relevant state agencies. The system also has strong privacy protections, including an overarching [memorandum of understanding](#) and individual data sharing agreements from the Departments of [Children and Families](#), [Health Services](#), and [Public Instruction](#), which are used with each inter-agency data sharing project.

6. Evaluation Leadership

Did the governor's office or any state agency have a senior staff member(s) with the authority, staff, and budget to evaluate its major programs and inform policy decisions affecting them? (Example: chief evaluation officer)

Why is this important?

Evaluation leadership positions are an important tool for state governments to ensure that evidence of what works is a primary consideration when making programmatic and budget decisions.

Leading Example



OH

SINGLE AGENCY



Education

The Director of the Ohio Department of Education's [Office of Research, Evaluation and Advanced Analytics](#) is responsible for helping educational leaders across the state recognize, gather, analyze, evaluate, and leverage data to solve problems and improve student outcomes. Initiatives such as [Empowered by Evidence](#) and the [Ohio's Evidence-Based Clearinghouse](#) are designed for "a culture of continuous learning... [and to] create the framework and processes needed for actionable research." The Department has partnered with the [Ohio Education Research Center](#) to share education data across the state.

Promising Examples



SINGLE AGENCY

CONNECTICUT

Education

The Connecticut State Department of Education's [Office of Performance](#) is led by a [Chief Performance Officer](#), who is responsible for using data, evaluation, research, and technology to improve student outcomes. The Chief Performance Officer oversees the department's data collection, assessment, information technology, reporting, research, and accountability activities, including the management of its performance dashboard, [EdSight](#). The office hosts an annual [Performance Matters Forum](#), which focuses on performance, continuous improvement, research, and evaluation topics.



SINGLE AGENCY

MASSACHUSETTS

Education

The Massachusetts Department of Elementary and Secondary Education's [Office of Planning and Research](#) is led by a [Chief Strategy and Research Officer](#) who is responsible for improving the use of data and research findings to influence policy and program decision-making, including the goal of preparing all students for success after high school along with the department's [other five priorities](#). The position oversees all activities related to research, performance management, research partnerships, and strategic planning.



SINGLE AGENCY

MISSISSIPPI

Education

The Mississippi Department of Education's [Office of Research and Development](#) is led by a Director charged with using data and research to improve student outcomes. The office's work, guided by a [Dynamic Research Framework](#), uses its [longitudinal data system](#) to evaluate the effectiveness of programs in areas such as [Early Learning](#).

7. Evaluation Policies

Did the state or any of its agencies have an evaluation policy, evaluation plan, and research/learning agenda(s), and did it publicly release the findings of all completed evaluations?

Why is this important?

Evaluation policies allow state governments to align their evaluation and research priorities, learn about what works, and share information with outside researchers about additional areas where they want to increase their knowledge base.

Leading Example



MN

SINGLE AGENCY



Child Welfare



Criminal Justice



Economic Opportunity



Education



Health

In 2018, Minnesota Management and Budget adopted an [evaluation policy](#), which governs its use of evaluations and requires the release of all completed evaluation reports regardless of findings. The policy outlines key principles for evaluation: rigor; relevance; independence; transparency; and ethics. Relatedly, Minnesota Management and Budget also [defines evidence](#) for research, evaluation, and funding purposes.

Promising Examples



**MULTIPLE
AGENCIES**

KENTUCKY

Education, Workforce

The Kentucky Center for Statistics (KYSTATS) has a [research agenda](#) covering the period from 2017–2019. The detailed agenda includes four primary research areas related to education and workforce pathways: (1) expanding data to inform education and workforce decisions; (2) evaluating outcomes of education and workforce programs over time; (3) connecting supply and demand of the state's future workforce; and (4) generating data about out-of-state workforce migration. All research results, statistical information, and reports are made [publicly available](#).



**MULTIPLE
AGENCIES**

MARYLAND

Education, Workforce

The [Maryland Longitudinal Data Systems Center](#) brings together education and workforce data from the Maryland Higher Education Commission, the Maryland State Department of Education, and the Maryland Department of Labor, Licensing, and Regulation. The Center's [research agenda](#) is established by its [governing board](#).



SINGLE AGENCY

MASSACHUSETTS

Education

The Massachusetts Department of Elementary and Secondary Education has developed a [research agenda](#) and posts online the results of all [completed evaluations](#), as well as [other research reports](#).



SINGLE AGENCY

MISSISSIPPI

Education

The Mississippi Department of Education has a [research agenda](#) informed by the State Board of Education's strategic plan and a [focus group](#) of department staff members. The agenda's [associated questions](#) and a [dynamic framework](#) help inform the activities of the [Office of Research and Development](#), which uses data to inform the Department's evidence-based decision-making.

Promising Examples



SINGLE AGENCY

TENNESSEE

Education

The [Tennessee Education Research Alliance](#) is a formal research partnership between the Tennessee Department of Education and Vanderbilt University's Peabody College of Education. Led by seven full-time staff and guided by a steering committee and advisory council, the Department and the University have co-developed a [research agenda](#) that builds a body of knowledge to better position the state to make data-driven and evidence-based decisions. The Alliance [conducts independent studies](#) and directs external research to provide relevant and timely information to state policymakers across a variety of topical areas, including early reading, professional learning, and school improvement.



MULTIPLE AGENCIES

UTAH

Education, Workforce

The [Utah Data Research Center](#) has a [research agenda](#) to investigate themes related to the state's education and workforce policies and programs. The research agenda was developed using the Center's [governance structure](#), which includes involvement by [staff](#), an [Advisory Board](#), an [institutional review board](#), and a [peer review](#) process.



MULTIPLE AGENCIES

VIRGINIA

Economic Opportunity, Education, Health, Workforce

The following Virginia agencies have released [research agendas](#) for questions they are seeking to answer using data from the [Virginia Longitudinal Data System](#): Virginia Department of Education, State Council of Higher Education for Virginia, Virginia Department of Social Services, Virginia Community College System, Department for Aging and Rehabilitative Services, Virginia Department of Health Professions, and Virginia Employment Commission.

8. Evaluation Resources

Did the state or any of its agencies invest at least 1% of program funds in evaluations?

Why is this important?

Making specific funding commitments to evaluation is critical and ensures that state governments have the necessary funds to evaluate whether state programs are achieving their desired outcomes. At the federal level, several agencies have made commitments to spend 1% of program funds on evaluation, which has allowed them to improve programmatic outcomes and build their knowledge base about what works.

Leading Example

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Results for America was not able to identify any states with leading or promising examples for this criteria. No examples were identified in 2018 either.

9. Outcome Data

Did the state or any of its agencies report or require outcome data for its state-funded programs during their budget process? Did the state or any of its agencies report or require outcome data for its state-funded programs during their budget process?

Why is this important?

Using data and evidence as part of the budget process helps state policymakers allocate funds based on information about what works.

Leading Example



The 2013 [Colorado State Measurement for Accountable, Responsive and Transparent Government \(SMART\) Act](#) required all Colorado state agencies to submit annual performance reports to the Colorado state legislature as part of the state's budget process. These reports include: (1) performance measures for the major functions of the department; (2) performance goals for at least the following three years; (3) a description of the strategies necessary to achieve those goals; and (4) a summary of the department's most recent performance evaluation. In addition, the state's FY 2019–2020 [budget development instructions](#) (pp. 43–47) prioritize new program requests "based on the evidence and body of research supporting the program's effect on desired outcomes and proposed implementation plan." The instructions also include information on tiered evidence frameworks and program evaluation requirements. In the FY 2020–2021 budget cycle, the state applied an [evidence continuum](#) to budget requests and used that criteria to inform resource allocation decisions.

Promising Examples



STATEWIDE

MARYLAND

Child Welfare, Criminal Justice, Economic Opportunity, Education, Health, Workforce

A [2013 Maryland law](#) requires the Maryland Department of Budget and Management to submit an annual [Managing for Results](#) performance [report](#) to the state legislature as part of the budget process. This report contains the following information for each state agency: (1) the outcomes or results that have been achieved toward annual performance measures; (2) a three-year review of performance for each of the indicators; and (3) an estimate of expected program outcomes over the next two years.



STATEWIDE

MINNESOTA

Child Welfare, Criminal Justice, Economic Opportunity, Education, Health, Workforce

A [2017 Minnesota law](#) required state agencies to include performance data in their biennial budget documents. Minnesota Management and Budget issued [guidance](#) on how to report outcome data to help agencies and departments meet this statutory requirement. In addition, the state also used evidence to [inform funding decisions](#) resulting in [\\$87 million in new or expanded evidence-based programming](#) in the FY 2020–2021 budget.



STATEWIDE

MISSISSIPPI

Child Welfare, Criminal Justice, Economic Opportunity, Education, Health, Workforce

A [2014 Mississippi law](#) requires the Mississippi Departments of Corrections, Health, Education, and Transportation to report programs' [performance measures](#) and cost-benefit ratios during the budget process. Many [other agencies report](#) similar information and Mississippi's FY 2021 budget formulation process [required all state agencies](#) to include the level of evidence, performance measures, and a fidelity plan for any new proposed programs.



STATEWIDE

MISSOURI

Child Welfare, Criminal Justice, Economic Opportunity, Education, Health, Workforce

The [Missouri Budget Explorer](#), launched in 2018, is a public-facing tool that provides transparency on state budget expenditures, hosts department-level [budget summaries](#), and includes information on [performance at the programmatic level](#). The state's [FY2020 budget instructions](#) for [program descriptions](#) required each department to provide a standard set of performance measures for more than 600 major state programs, including activities, quality, impact, and efficiency.

Promising Examples



STATEWIDE

NEW MEXICO

Child Welfare, Criminal Justice, Economic Opportunity, Education, Health, Workforce

A [1999 New Mexico law](#) required all New Mexico state agencies to submit annual performance-based budget requests which include: (1) the outputs and outcomes from each program; (2) performance measures and performance targets for each program; and (3) an evaluation of the program's performance. This information is [released annually](#) in the state's [policy and fiscal analysis](#), which includes individual agency performance reports (pp. 95–157).



STATEWIDE

NORTH CAROLINA

Child Welfare, Criminal Justice, Economic Opportunity, Education, Health, Workforce

In 2018, North Carolina [redesigned its budget process](#) to increase the use of evidence-based decision-making. As a result, the [2019–2021 budget development instructions](#) require that agency requests "for new or expanded programs or services must include evidence and research supporting the program's effect on desired outcomes."



STATEWIDE

OREGON

Child Welfare, Criminal Justice, Economic Opportunity, Education, Health, Workforce

A [2016 Oregon law](#) (section 2) requires all Oregon state agencies to develop and use performance measures. The agencies must also submit to the Oregon Legislative Fiscal Office an [Annual Performance Progress Report](#) detailing the agency's programmatic outcomes, which are reviewed during the state's budget process.



10. Evidence Definition and Program Inventory

Did the state or any of its agencies release a common evidence framework, guidelines, or standards to inform its research and funding decisions and make publicly available an inventory of state-funded programs categorized based on at least two tiers of evidence?

Why is this important?

Defining evidence and conducting program inventories can help state governments ensure that their programs are using proven practices and that their interventions are effective in meeting the state's desired goals as well as improving outcomes for residents.

Leading Example



MN
STATEWIDE



Child Welfare



Criminal Justice



Economic Opportunity



Education



Health



Workforce

Under a [2015 Minnesota law](#) (section 13), Minnesota Management and Budget has developed numerous [inventories](#) of evidence-based programs, including in the areas of [criminal justice](#), [mental health](#), [child welfare](#), and [higher education](#). Minnesota Management and Budget also maintains the [Minnesota Inventory](#), a searchable clearinghouse of more than 400 programs operating in the state. As part of the inventory, the state developed a [guide](#) for using evidence in policymaking and [evidence definitions](#) to categorize interventions as proven effective, promising, theory based, or no effect. These resources helped [inform funding decisions](#) in the state, including [\\$87 million in new or expanded evidence-based programming](#) in the FY 2020–2021 budget.

Promising Examples



SINGLE AGENCY

CALIFORNIA

Child Welfare

The California Department of Social Services created an [Evidence-Based Clearinghouse for Child Welfare](#), which [allows](#) child welfare providers and professionals to "identify, select, and implement evidence-based child welfare practices that will improve child safety, increase permanency, increase family and community stability, and promote child and family well-being." This tool helps [identify best practices](#) and provides [guidance and support for program implementation](#). The Clearinghouse's numerical [rating scale](#) categorizes programs into six tiers of evidence and uses a [relevance scale](#) as a complement to the scientific rating scale and to demonstrate applicability for client populations.



STATEWIDE

COLORADO

Child Welfare, Criminal Justice, Education, Health

The Colorado Governor's Office of State Planning and Budgeting publishes periodic Results First [reports](#) that categorize all state-funded prevention programs in the areas of child welfare, criminal justice, and juvenile justice according to three tiers of evidence: evidence-based, promising, and needs additional research. In 2018, a [findings report](#) applied the cost-benefit analysis framework to health programs.



MULTIPLE AGENCIES

CONNECTICUT

Child Welfare, Criminal Justice, Health

A [2015 Connecticut law](#) defines the following three tiers of evidence for programs operated by the Connecticut Departments of Correction, Children and Families, and Mental Health and Addiction Services, and the Court Support Services Division of the Judicial Branch: evidence-based; research-based; and promising. The law requires these same agencies to categorize their programs by these evidence tiers in even-numbered fiscal years. Additionally, the law charges the Institute for Municipal and Regional Policy at Central Connecticut State University with submitting a report containing a cost-benefit analysis of the programs, which in 2018 was entitled [Benefit-Cost Analyses of Evidence-Based Programs](#).

Promising Examples



**MULTIPLE
AGENCIES**

MISSISSIPPI

Criminal Justice, Education, Health

A [2014 Mississippi state law](#) required the Mississippi Departments of Corrections, Health, Education, and Transportation to (1) develop an inventory of their programs based on four levels of evidence (evidence-based program, research-based program, promising practice, or other programs and activities) and (2) report during the budget process about their programs' cost-benefit ratios and effectiveness. The Mississippi Joint Legislative Committee on Performance Evaluation and Expenditure Review [publishes](#) cost-benefit analyses and reports on program effectiveness.



STATEWIDE

NEW MEXICO

Child Welfare, Criminal Justice, Economic Opportunity, Education, Health, Workforce

New Mexico has published a series of inventory and cost-benefit reports in the areas of [children's behavioral health](#), [adult behavioral health](#), [early education](#), [child welfare](#), [criminal justice](#), [healthcare](#), [infant and maternal health](#), and [education](#). The Legislative Finance Committee's Evaluation Unit publishes Results First reports, program evaluations, information technology reviews, and health policy reviews [publicly](#). The state has also conducted [cost-benefit analyses of its programs](#) and published [guidance on Legislating for Results](#).



STATEWIDE

NORTH CAROLINA

Child Welfare, Health

In 2019, the North Carolina Office of State Budget and Management published a [child and family health](#) program inventory and cost-benefit analysis. The state also publishes periodic Results First [progress reports](#) and has released a [tiered evidence definition](#).



**MULTIPLE
AGENCIES**

OREGON

Child Welfare, Criminal Justice, Health

Under a [2003 Oregon law](#) the Oregon Department of Corrections, the Oregon Youth Authority, the Oregon Youth Development Division, and "the part of the Oregon Health Authority that deals with mental health and addiction issues" [are required](#) to compile a biennial program inventory with results from funded programs and to perform cost-benefit analyses. The law also [defines an evidence-based program](#) as being cost effective and incorporating "significant and relevant practices based on scientifically based research," including "[u]tilizing randomized controlled trials when possible and appropriate." In 2018, the [Oregon Youth Authority](#) and the [Oregon Department of Corrections](#) published reports on the costs and benefits of their programs.

Promising Examples



SINGLE AGENCY

UTAH

Health

In 2015, in accordance with the state's [Alcoholic Beverage Control Act](#) (section f), the Utah Department of Human Services [issued a rule](#) to create a [statewide registry](#) of approved evidence-based substance abuse prevention interventions. The Department's Division of Substance Abuse and Mental Health [Evidence-based Workgroup](#) defined the following [four levels of effectiveness](#): well supported, supported, promising, and emerging. In addition to creating these definitions, the Working Group provides resources to support program design and implementation including a [process](#) for [approving](#) a program as evidence-based and a [logic model guide](#) and [template](#).



MULTIPLE AGENCIES

WASHINGTON

Child Welfare, Criminal Justice, Economic Opportunity, Education, Health, Workforce

A [2012 Washington law](#): (1) stated that "prevention and intervention services delivered to children and juveniles in the areas of mental health, child welfare, and juvenile justice [must] be primarily evidence-based and research-based" (p. 2); (2) directed the Washington State Institute for Public Policy (WSIPP) to develop [definitions](#) for three levels of evidence: evidence-based, research-based, and promising practices (p. 4); and (3) tasked WSIPP with creating an [inventory of evidence-based programs](#), which was released in 2012 with subsequent periodic updates, including in [2018](#). Other legislatively directed inventories include: [Corrections](#); Behavioral Health (originally [published in 2014](#) and [updated in 2016](#)); and K-12 education programs, including the Learning Assistance Program (most recently [published in 2018](#) and featured on the state superintendent's website as [Menus of Best Practices and Strategies](#)).



11. Cost-Benefit Analysis

Did the state or any of its agencies assess and make publicly available the costs and benefits of public programs?

Why is this important?

Cost-benefit analysis helps state governments quantify outcomes and program costs to ensure that public dollars are being efficiently spent to get the most value for taxpayers and the best outcomes for residents.

Leading Example



WA

MULTIPLE AGENCIES



Child Welfare



Education



Health



Workforce

A [2013 Washington State law](#) (pp. 105–106) directed the Department of Corrections, in consultation with the Washington State Institute for Public Policy (WSIPP), to (1) compile an inventory of existing programs; (2) determine whether its programs were evidence-based; (3) assess the effectiveness of its programs, including conducting a cost-benefit analysis; and (4) phase out ineffective programs and implement evidence-based programs. As a result of this and similar laws, WSIPP has published [hundreds of cost-benefit analyses](#) in a wide variety of issue areas over the past 10 years. The WSIPP [cost-benefit framework](#) has been widely adopted by governments across the country.

Promising Examples



**MULTIPLE
AGENCIES**

COLORADO

Child Welfare, Criminal Justice, Health

The Colorado Governor's Office of State Planning and Budgeting proactively publishes periodic [Results First reports](#). The [2018 health findings report](#) built on [earlier cost-benefit analyses](#) in the areas of child welfare, criminal justice, and juvenile justice. As part of these efforts, [Colorado has published technical documentation on the components](#) of its cost-benefit analysis model.



**MULTIPLE
AGENCIES**

CONNECTICUT

Criminal Justice, Child Welfare, Health

A [2015 Connecticut law](#) (pp. 649–651) requires the Institute for Municipal and Regional Policy at Central Connecticut State University to perform cost-benefit analyses of programs operated by the Connecticut Departments of Correction, Children and Families, and Mental Health and Addiction Services as well as the Court Support Services Division of the Judicial Branch. The initiative [issues regular reports](#), including the 2018 [Benefit-Cost Analyses of Evidence-Based Programs](#) report, which “found the Judicial Branch’s Court Support Services Division spent 92% of their adult funding and 99% of juvenile funding on evidence-based programs and Department of Corrections spent 97% on such programs.”



SINGLE AGENCY

ILLINOIS

Criminal Justice

In 2018, the Illinois Sentencing Policy Council issued a [cost-benefit analysis report](#) on recidivism. As noted in an accompanying [brief](#), the analysis found that the cost associated with one recidivism event is over \$150,000.



SINGLE AGENCY

MINNESOTA

Child Welfare, Criminal Justice, Economic Mobility, Education, Health, Workforce

A [2015 Minnesota law](#) (section 13) directs Minnesota Management and Budget to develop a [cost-benefit inventory of evidence-based interventions](#). As a result, the state developed cost-benefit analyses in the areas of [criminal justice](#), [adult mental health](#), [children's mental health](#), [child welfare](#), [probation](#), and [substance use](#), based on the following [four levels of evidence](#): proven effective, promising, theory based, or no effect. Minnesota Management and Budget maintains the [Minnesota Inventory](#), which includes a searchable clearinghouse of more than 400 programs.

Promising Examples



**MULTIPLE
AGENCIES**

MISSISSIPPI

Criminal Justice, Education, Health

A [2014 Mississippi state law](#) requires the Mississippi Departments of Corrections, Health, Education, and Transportation to (1) develop an inventory of their programs based on four levels of evidence (evidence-based program, research-based program, promising practice, or other programs and activities) and (2) report during the budget process about their programs' cost-benefit ratios and effectiveness. The Mississippi Joint Legislative Committee on Performance Evaluation and Expenditure Review [publishes](#) cost-benefit analyses and reports on program effectiveness.



**MULTIPLE
AGENCIES**

NEW MEXICO

Criminal Justice, Child Welfare, Economic Mobility, Education, Health

New Mexico has published a series of inventory and cost-benefit reports in the areas of [children's behavioral health](#), [adult behavioral health](#), [early education](#), [child welfare](#), [criminal justice](#), [healthcare](#), [infant and maternal health](#), and [education](#). The Legislative Finance Committee's Evaluation Unit publishes Results First reports, program evaluations, information technology reviews, and health policy reviews [publicly](#). The state has also conducted [cost-benefit analyses of its programs](#) and published [guidance on Legislating for Results](#).



SINGLE AGENCY

NEW YORK

Criminal justice

Starting in 2013, the New York State Division of Criminal Justice Services developed a [cost-benefit analysis](#), based on an [initial technical report](#), to outline the impact, costs, and benefits of specific criminal justice interventions. As a result of these efforts, New York has continued to operate the [Alternatives to Incarceration](#) program (a \$7 million program in 2018–2019) to fund evidence-based interventions.



SINGLE AGENCY

NORTH CAROLINA

Child Welfare, Health

In 2019, North Carolina published a [child and family health](#) program inventory and cost-benefit analysis. The state also publishes periodic Results First [progress reports](#) and released a [tiered evidence definition](#).

Promising Examples



**MULTIPLE
AGENCIES**

OREGON

Criminal justice

Under a [2003 Oregon law](#), the Oregon Department of Corrections, the Oregon Youth Authority, the Oregon Youth Development Division, and "the part of the Oregon Health Authority that deals with mental health and addiction issues" [are required](#) to compile a biennial program inventory with results from funded programs and to perform cost-benefit analyses. In 2018 the [Youth Authority](#) and the [Department of Corrections](#) both published reports on costs and benefits of their programs. The Youth Authority's report [found](#) that four of the six programs examined had a high likelihood of providing a positive return on investment.



STATEWIDE

UTAH

Criminal justice

Since 2013, Utah state agencies have used the [SUCCESS Framework](#) to perform cost-benefit analyses of government services by integrating three performance elements: quality, throughput, and cost. The cost-benefit tool is described in Utah's [Measurement Guide](#). The SUCCESS Framework "help[s] agencies improve quality, reduce costs, and create the capacity to do more with the same or fewer resources (improved throughput)."



12. Use of Evidence in Grant Programs

Did the state or any of its agencies (1) invest at least 50% of program funds in evidence-based solutions or (2) use evidence of effectiveness when allocating funds to eligible grantees (including local governments) from its five largest competitive and noncompetitive grant programs?

Why is this important?

Requiring a portion of grant funds to be spent on evidence-based programs allows state governments to use and scale proven program models to achieve better results.

Leading Example



NV

SINGLE AGENCY



Education

Since 2017, the Nevada Department of Education has [allocated](#) 100% of the state's \$8.5 million in federal Title I school improvement funds to districts and schools for interventions backed by strong, moderate, or promising evidence (using the top three tiers of evidence as [defined](#) by the federal Every Student Succeeds Act (ESSA)). This represented an increase over the approximately 15% of funds that had been allocated based on level of evidence in the 2016–2017 school year. Grant recipients may set aside funds to monitor and evaluate the identified evidence-based approaches to ensure the investments yield a positive impact on student outcomes. Applications for Title I school improvement funds must meet at least one of Nevada's three statewide priorities: focus on the lowest performing schools, data-driven decision-making, and leadership development.

Leading Example

CONTINUED

NV

SINGLE AGENCY



Education

Beginning in 2017, the Nevada Department of Education began requiring school districts to invest awarded funds from two additional federal grant programs in interventions that meet one of the four tiers of evidence (strong, moderate, promising, and under evaluation) [defined](#) in the Every Student Succeeds Act (ESSA): (1) [ESSA Title IV-B](#) (\$9 million in 2017–2018), for the competitive 21st Century Community Learning Centers grants and (2) Competitive [ESSA Title IV-A](#) grants (\$3 million in federal funds to Nevada in 2017–2018 to increase students' access to a well-rounded education), where applications with stronger evidence are considered for funding before other applications. Applications for Title IV–A must meet at least one of Nevada's three statewide priorities: focus on the lowest performing schools, data-driven decision-making, and leadership development.

Starting in 2013, the Nevada State Legislature passed a series of laws with strong evidence requirements that aligned state education funding with ESSA's tiered evidence definition. The following six programs require grantees to use interventions that meet one of the four [ESSA evidence tiers](#) (though supplemental curriculum and professional development must meet the top three tiers: strong, moderate, or promising) and align with one of Nevada's three statewide priorities: focus on the lowest performing schools, data-driven decision-making, and leadership development: (1) The [Zoom School program](#), first [enacted](#) in 2013 supports competitive grants (\$50 million per year in state education funds) to help school districts provide English language instruction to non-native speakers; (2) the Nevada Turnaround grant program, [authorized](#) in 2017, is a [competitive grant program](#) (\$2 million in state education funds per year) that helps underperforming schools implement their school improvement plans; (3) SB 178, authorized in 2017, gives [weighted formula grants](#) to support extended learning opportunities in schools (approximately \$1,200 for every eligible student; 2019 total funding of \$70 million in state funds per year); (4) the competitive [College and Career Readiness](#) program (\$4.9 million in state education funds per year), [created](#) in 2017 helps school districts establish advanced programs for middle school and high school students; (5) the [Victory Schools](#) initiative (\$25 million in state education funds per year), [created](#) in 2017 (and reauthorized in 2019) aims to improve results in the state's lowest performing schools; and (6) Nevada's 2015 [Read by Grade Three Act](#) (\$22.3 million in state funds in 2016–17), [amended in 2019](#), [allocates](#) funds to school districts through a formula grant process.

Promising Examples



SINGLE AGENCY

COLORADO

Education

In 2018, the Colorado Department of Education grant program for school improvement, [Empowering Action for School Improvement](#), required schools to use [evidence-based practices](#) as defined by the federal Every Student Succeeds Act (ESSA). The application gives points for [the use of evidence-based strategies](#) as well as [past performance](#) to applicants that are seeking to expand existing initiatives.



SINGLE AGENCY

FLORIDA

Criminal Justice

Florida's Department of Juvenile Justice requires all residential commitment prevention contractors to implement at least one evidence-based model from the agency's [Sourcebook of Delinquency Interventions](#). The sourcebook defines three levels of evidence (evidence-based practices, promising practices, and practices with demonstrated effectiveness) and lists all juvenile justice programs according to their level of evidence. The Department also introduced a [Standardized Program Evaluation Protocol](#), a monitoring tool to ensure providers implement programs with fidelity.



SINGLE AGENCY

GEORGIA

Child Welfare

Georgia's Division of Family and Children Services' Promoting Safe and Stable Families program requires that all "service plans must include evidence-based programs, practices and/or strategies proven effective in meeting the needs of children and their families." The program includes a list of permitted models that may be used in areas such as [Prevention and Early Intervention](#).



SINGLE AGENCY

MARYLAND

Child Welfare

The Maryland Governor's Office for Children gives grants to [Local Management Boards](#) to coordinate county child welfare efforts. The [grant](#) application [allocates 10 points](#) (out of 100) for evidence of effectiveness, including a requirement that current grantees submit at least three years of data on their approved performance measures. The grant also provides a bonus point to any applicant that proposes an evidence-based home visiting program utilizing a [model approved](#) by the U.S. Department of Health and Human Services.

Promising Examples



SINGLE AGENCY

MASSACHUSETTS

Education

The Massachusetts Department of Elementary and Secondary Education distributes formula funds to its lowest performing districts and schools through the [Turnaround Assistance Grant program](#). The [grant application](#) requires applicants to incorporate at least one strategy that has strong, moderate, or promising evidence as [defined](#) by the federal Every Student Succeeds Act (ESSA). The Department provides support to potential applicants on using evidence-based practices through its [How Do We Know Initiative](#).



STATEWIDE

MINNESOTA

Child Welfare, Health

In 2017 Minnesota Management and Budget released a cost-benefit analysis on [adult and youth substance](#) which found that LifeSkills Training, an evidence-based social emotional learning curriculum to develop students' social and self-management skills, produced an estimated \$10.60 in benefits for each dollar invested. As a result of these findings, the State of Minnesota [partnered](#) with philanthropic donors to [deliver the program](#) to 15,000 middle school students across the state.



MULTIPLE AGENCIES

NEW YORK

Criminal Justice, Health

Beginning in 2011, the New York State Office of Alcohol and Substance Abuse Services (OASAS) has [required programs that receive its grant funding](#) (p. 13) to "allocate a percentage of their OASAS funded prevention efforts to the delivery of evidence-based programs and strategies." The percentage started at [35% in 2011](#) (p. 14), escalated to 50% in 2014, and to 70% in 2018. To assist in the implementation of evidence-based programs, OASAS created a [Registry of Evidence-based Programs and Strategies](#) (p. 12). Promising programs can be proposed to a [state panel for approval and inclusion](#) in the [OASAS registry](#).

The New York State Division of Criminal Justice Services increased its funding of evidence-based interventions, by targeting [75% of its alternative to incarceration funds](#) (pp. 5–6) toward evidence-based interventions beginning in FY 2015–2016. This funding target was based on the department's [technical report](#) and [cost-benefit analysis](#) to outline the impact, costs, and benefits of specific criminal justice interventions. The state's 2018–2019 Alternative to Incarceration [competitive grant](#) (\$7.6 million) was designed to "provide evidence-based services to adults involved in the criminal justice system."

Promising Examples



**MULTIPLE
AGENCIES**

OHIO

Child Welfare, Education, Workforce

The Ohio Department of Higher Education's [Aspire program](#) uses a performance-based funding formula for workforce readiness education providers. Grants are awarded in a three-year cycle and [require applicants](#) to "provide statistical evidence of program effectiveness for the prior three years related to successful student outcomes." Performance is measured annually and funding is adjusted based on performance against [established benchmarks](#).

The Ohio Department of Job and Family Services oversees the Ohio Children's Trust Fund, which provides [grants](#) to support local child welfare activities across the state for "programs that are based on evidence and research." The [2019 statewide grant instructions](#) (Statewide Application Packet, Attachment A) require a logic model, theory of change, and evaluation plan. It also recommends utilizing best-practices included in the [California Evidence-Based Clearinghouse for Child Welfare](#). In addition, the Caregiving and Parenting Skills [grant program](#) requires grantees to implement specific evidence-based programs listed in the application.



**MULTIPLE
AGENCIES**

OREGON

Child Welfare, Criminal Justice, Health

A [2003 Oregon law](#) (Senate Bill 267) provides a [definition of evidence](#) and states that the Oregon Department of Corrections, the Oregon Youth Authority, the Oregon Youth Development Division, and "the part of the Oregon Health Authority that deals with mental health and addiction issues" [shall](#) (1) "spend at least 75 percent of state moneys that the agency receives for programs on evidence-based programs;" (2) perform cost-benefit analyses; and (3) compile a biennial program inventory with results from funded programs. As of 2018, the Youth Authority [spent](#) "90 percent of General Funds and almost 92 percent of total funds subject to Oregon's Senate Bill 267 (SB267) on evidence-based programming."

Promising Examples



**MULTIPLE
AGENCIES**

TENNESSEE

Child Welfare, Criminal Justice, Education

A [2007 Tennessee law](#) defines evidence and requires that 100% of the state's juvenile justice funding be evidence-based beginning in 2012, with the exception of pilot programs that are building the evidence basis for research or theory-based interventions. As a result, the Tennessee Department of Children's Services' 2017 [Request for Proposal](#) for juvenile justice services, which provides funding through 2020, noted that "the Department of Children's Services is prohibited from expending state funds on any juvenile justice program . . . unless the program is evidence-based" (p. 23). The law also established (in 37-5-121(a)) four levels of evidence for the juvenile justice programs.

The 2010 [Complete College Tennessee Act](#) included provisions for using evidence of effectiveness in the funding system for public colleges and universities in the state. The competitive [outcomes-based funding system](#) allocates state funds based on student progress and completion metrics, rather than traditional enrollment-based criteria. The Tennessee Higher Education Commission [annually updates](#) the funding formula based on outcome data.

13. Innovation

Did the state or any of its agencies have staff, policies, and processes in place that encouraged innovation to improve outcomes?

Why is this important?

Encouraging innovation allows state governments to implement new models that can improve programs and build new evidence about what works.

Leading Example



CA

STATEWIDE

The [California Government Operations Agency](#) (GovOps), which serves as an umbrella organization for the state's innovation work, is designed to institutionalize policies, tools, and training that can drive its mission to modernize the processes of government through lean process improvement, data, leadership, and performance improvement. GovOps brings together statewide initiatives such as the [Lean Academy](#), [California Leadership Academy](#), the [Office of Digital Innovation](#), and [California's Open Data Portal](#) resources. Also, the California Health and Human Services Agency has an [Office of Innovation](#) that focuses on improving programs and services through the use of tools such as human centered design and data analytics.

Promising Examples



STATEWIDE

MISSOURI

In 2019, Missouri launched [The Show Me Challenge](#), which encourages state employees to [pitch](#) innovative ways to serve the state's citizens better and [improve the effectiveness](#) of government.



STATEWIDE

OHIO

LeanOhio, an initiative of the Ohio Department of Administrative Services, uses the Lean process improvement methodology to assist state agencies in streamlining their service delivery through consultations and training. Between 2011 and 2019, LeanOhio [ran](#) more than [340 projects](#) in 44 agencies, boards, and commissions.



SINGLE AGENCY

OREGON

Criminal Justice

The Oregon Youth Authority has used predictive models to determine which interventions are most likely to succeed for at-risk and court-involved youth. These [risk assessment](#) tools are based on data and outcomes captured in the state's [Juvenile Justice Information System](#), which uses a risk/needs profile to "assist in decision making for appropriate supervision levels, service type and dosage, readiness for transition, and support program evaluation." A [2019 report on recidivism outcomes](#) was published using data captured by the Juvenile Justice Information System.



STATEWIDE

RHODE ISLAND

The Rhode Island Governor's Office has partnered with the [The Policy Lab at Brown University](#), which [launched](#) in 2019, to bring together experts from government, universities, and community organizations to collaborate on research tailored to inform decisions about how to improve policies and programs across the state.

Promising Examples



**MULTIPLE
AGENCIES**

UTAH

Health

In 2012, the Governor challenged the state to achieve a 25% improvement in operational performance within four years. Between January 2013 and December 2018, the state [demonstrated](#) a 27.4% improvement, as measured via the QT/OE [formula](#), thereby exceeding the Governor's goal. As part of this work, the Utah Governor's Office of Management and Budget developed the [Rules of Flow](#), a framework designed to improve workflow. This framework was [applied](#) to the Utah State Hospital where a pilot from January to August 2018 reduced the average length of stay, improved discharge rates, and increased the number of people admitted to the hospital by 77%.



STATEWIDE

WASHINGTON

As part of Washington's Lean process improvement initiative to improve the quality of state government services, Results Washington hosts an annual statewide [Washington State Government Lean Transformation Conference](#), which convenes 2,000 people from dozens of state agencies, tribal government, local government, and the private sector to learn about Lean. Results Washington's Lean program publishes [case studies](#), issues a [list](#) of improvements by state agencies, and runs a [Lean Fellowship Program](#) housed within the governor's office.



14. Contracting for Outcomes

Did the state or any of its agencies enter into performance-based contracts and/or use active contract management (frequent use of data and regular communication with providers to monitor implementation and progress) to improve outcomes for publicly funded programs?

Why is this important?

Performance contracting techniques allow state governments to get better results and value for each taxpayer dollar.

Leading Example



RI

MULTIPLE AGENCIES



Child Welfare



Workforce

Since 2015, Rhode Island's Department of Children, Youth, and Families (DCYF) has worked to [reform and restructure](#) the department's procurement processes in four areas: improving service delivery through strategic planning, embedding results-driven procurement in new contracts, improving performance through active contract management practices, and supporting results-driven contracting practices through technical resources, tools, and processes for staff. As part of this initiative, the department executed \$90 million in 116 results-driven contracts that require providers to meet outcome goals rather than output metrics. As a result, DCYF has reduced the number of children in group care by over 20% since 2015, experienced a 50 percent expansion of foster care resources for the most challenging adolescents, doubled the capacity of high quality family visitation and reunification services, and made start-up investments of \$1.2 million in nonprofit community organizations to support new and expanded programming.

In 2015, Rhode Island's Department of Labor and Training launched Real Jobs Rhode Island, an innovative \$14 million workforce program. To track the program's success, Rhode Island [created](#) performance-based metrics and used frequent meetings with training providers to track results and make course corrections. As a result of this active contract management, Rhode Island was able to reconfigure the way it manages and [evaluates](#) its job training programs to capture meaningful long-term employment outcomes. The state also has created a Strategic Coaching Procurement Playbook, which includes [specific strategies](#) and [sample language](#) for using active contract management to get better results.

Promising Examples



**MULTIPLE
AGENCIES**

ILLINOIS

Criminal Justice

The Illinois Department of Juvenile Justice and Department of Children and Family Services streamlined the process for supporting youth who are dually involved in the child welfare and criminal justice systems. The [project](#) used a performance-based contract, active contract management, and other tools to focus on improving case management and coordination between the foster care and juvenile justice systems, and improving services by using evidence-based interventions. Early results include reducing the reporting time for the state to share juvenile justice occurrences with child welfare agencies from 90 days to less than 3 days.



SINGLE AGENCY

MASSACHUSETTS

Economic Opportunity

In 2014, Massachusetts launched the [Massachusetts Chronic Homelessness Pay for Success Initiative](#) to provide permanent supportive housing to 500 to 800 individuals experiencing chronic homelessness. As part of the five-year, \$3.5 million project, the state will make payments based on stable housing for at least one year for program clients. The project partners hold monthly operational monitoring meetings to review performance and quarterly oversight meetings with Massachusetts Department of Housing and Community Development. As of July 2019, the Pay for Success program has [housed 857 tenants](#), of which 643 have been enrolled in the innovative Medicaid reimbursement program, [Community Support Program for People Experiencing Chronic Homelessness](#), that provides health services for chronically homeless individuals. Massachusetts has also launched a Pay for Success contract, [Pathways to Economic Advancement](#), to improve employment outcomes for immigrants.



SINGLE AGENCY

NEW YORK

Workforce

New York State's Office of Temporary and Disability Assistance issues outcomes-based contracts for workforce training [providers](#) in its Supplemental Nutrition Assistance Program Employment and Training Venture Program. The most recent grants, which fund providers through 2021, [link payments](#) (p. 17) to such milestones as educational gains, program completion, job entry, and job retention.

Promising Examples



SINGLE AGENCY

NEVADA

Workforce

In 2018, the Nevada Governor's Office of Workforce Innovation [released](#) a work-based learning [request for proposal](#) that combines evidence-based strategy requirements with pay for performance to "develop stronger contracts linked to outcomes and ensure more effective use of tax dollars." The initiative provides base level of funding that varies depending on the difficulty of the population being served and ties the remaining funds to performance benchmarks, including employment or completion of an apprenticeship program.



SINGLE AGENCY

TENNESSEE

Child Welfare

In 2016, the Tennessee Department of Children's Services introduced a [performance-based contracting model](#) that includes "Performance Bands." Agencies are [placed](#) into one of three bands: high performance, mid-range (or average) performance, or lower performance. Providers are then paid based on their performance on specific metrics. As a result of this performance pay system, the agency has standardized outcomes, [daily rates for contracts](#), metric definitions, and measurement methodology. As part of this initiative, the agency distributes monthly performance reports to providers.

VARIOUS STATES

Five states (California, [Colorado](#), Connecticut, Michigan, and South Carolina) are currently implementing Pay for Success initiatives but have yet to report outcomes or results from those initiatives. For the most recent information about the projects, their partners, and their outcomes, please visit the [Nonprofit Finance Fund](#) or [Social Finance](#).

15. Repurpose for Results

Did the state or any of its agencies shift funds away from any practice, policy, or program which consistently failed to achieve desired outcomes?

Why is this important?

Repurposing funds from programs that fail to consistently achieve results to programs that consistently achieve results is a key strategy for state governments to improve their performance while building knowledge about what works.

Leading Example



PA SINGLE AGENCY



Criminal Justice

Since 2013, the Pennsylvania Department of Corrections has [set performance targets for its community corrections program](#) through [performance-based contracts](#). Providers that meet recidivism prevention goals receive a 1% increase in their rate while providers that fail to meet targets for two consecutive years can have their contracts terminated. Following the introduction of these performance goals, the program's recidivism rate dropped by 11.3% in 2014, [another](#) 16% in 2015, and another 11% in 2016. In 2018, the Commonwealth Foundation's report on criminal justice reform in Pennsylvania [recommended](#) expanding the program to other areas based on these results.

Promising Examples



**MULTIPLE
AGENCIES**

MINNESOTA

Criminal Justice, Economic Opportunity

A [2014 Minnesota law](#) (subdivision 7) requires the Minnesota Department of Human Services to use the [Self-Support Index](#) to monitor each county's performance in assisting clients to become self-sufficient. Counties that meet performance targets receive a 2.5% bonus payment from the state, and counties that perform below the expected target must submit a performance improvement plan. In counties where "no improvement is shown by the end of the multiyear plan, the county's or tribe's allocation must be decreased by 2.5 percent" (Section [256J.626\(7\)\(a\)\(2\)](#)).

A [2016 Minnesota law](#) (section 14, line 15.21) allows the state to use the savings achieved from reducing the sentences of minor drug offenders for evidence-based drug and mental health treatments for offenders still in prison or under supervised release. The evidence to support this law comes from the Department of Corrections' [own research](#), which [found](#) that providing offenders drug treatment reduces recidivism rates.



Appendix: State Standard of Excellence Criteria for Investing in What Works

1. Strategic Goals

Did the governor have public statewide strategic goals?

2. Performance Management / Continuous Improvement

Did the state or any of its agencies implement a performance management system aligned with its statewide strategic goals, with clear and prioritized outcome-focused goals, program objectives, and measures; and did it consistently collect, analyze, and use data and evidence to improve outcomes, return on investment, and other dimensions of performance?

3. Data Leadership

Did the governor's office or any state agency have a senior staff member(s) with the authority, staff, and budget to collect, analyze, share, and use high-quality administrative and survey data—consistent with strong privacy protections—to improve (or help other entities including, but not limited to, local governments and nonprofit organizations improve) federal, state, and local programs? (Example: chief data officer)

4. Data Policies / Agreements

Did the state or any of its agencies have data sharing policies and data sharing agreements—consistent with strong privacy protections—with any nonprofit organizations, academic institutions, local government agencies, and/or federal government agencies which were designed to improve outcomes for publicly funded programs, and did it make those policies and agreements publicly available? (Example: data sharing policy, open data policy)

5. Data Use

Did the state or any of its agencies have data systems consistent with strong privacy protections that linked multiple administrative data sets across state agencies, and did it use those systems to improve federal, state, or local programs?

6. Evaluation Leadership

Did the governor's office or any state agency have a senior staff member(s) with the authority, staff, and budget to evaluate its major programs and inform policy decisions affecting them? (Example: chief evaluation officer)

7. Evaluation Policies	Did the state or any of its agencies have an evaluation policy, evaluation plan, and research/learning agenda(s), and did it publicly release the findings of all completed evaluations?
8. Evaluation Resources	Did the state or any of its agencies invest at least 1% of program funds in evaluations?
9. Outcome Data	Did the state or any of its agencies report or require outcome data for its state-funded programs during their budget process?
10. Evidence Definition and Program Inventory	Did the state or any of its agencies release a common evidence framework, guidelines, or standards to inform its research and funding decisions and make publicly available an inventory of state-funded programs categorized based on at least two tiers of evidence?
11. Cost-Benefit Analysis	Did the state or any of its agencies assess and make publicly available the costs and benefits of public programs?
12. Use of Evidence in Grant Programs	Did the state or any of its agencies (1) invest at least 50% of program funds in evidence-based solutions or (2) use evidence of effectiveness when allocating funds to eligible grantees (including local governments) from its five largest competitive and noncompetitive grant programs?
13. Innovation	Did the state or any of its agencies have staff, policies, and processes in place that encouraged innovation to improve outcomes?
14. Contracting for Outcomes	Did the state or any of its agencies enter into performance-based contracts and/or use active contract management (frequent use of data and regular communication with providers to monitor implementation and progress) to improve outcomes for publicly funded programs?
15. Repurpose for Results	Did the state or any of its agencies shift funds away from any practice, policy, or program which consistently failed to achieve desired outcomes?



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