Governing for Results Network

NATIONAL CONFERENCE OF STATE LEGISLATURES
THE COUNCIL OF STATE GOVERNMENTS
THE POLICY LAB AT BROWN UNIVERSITY

Question From the Network:
What are best practice performance measures for projects that are newly funded?

August 2022

Question
Are there examples of performance measures or guidance we should consult to assess the value provided to the state by newly funded efforts in the following categories?

1. Buildings (new construction)
2. Written reports, research projects and feasibility studies
3. Lawsuits and settlements
4. Cybersecurity improvements
5. Hiring new employees

Background
The requestor, from one of the Network states, submitted a question about best practices for performance measurement of new state-funded projects. Specifically, the state asked for performance measures in the five topic areas listed above that would assess the value to taxpayers and/or success of the project. In this state, newly funded projects are measured after 12-18 months of funding—which in some cases, may limit the ability to measure outcomes or impacts. Network partners researched the question and identified resources that offered general guidance for developing performance measures and examples in each topic area.

Summary
The resources listed in Section A provide general guidance for developing performance metrics and lists of performance measure examples that encompass many topic areas. The remaining sections (B-F) address issues to consider when developing performance metrics for each of the topic areas and offer performance measure examples. Throughout this document, links to resources will provide more details and context for the information summarized in the section. Click below to navigate to the section of interest.

Contents
Section A. Developing Performance Measures 2
Section B. Buildings and New Construction 3
Section C. Written Reports, Research Projects, and Feasibility Studies 5
Section D. Lawsuits and Settlements 7
Section E. Cybersecurity Improvements 10
Section F. Hiring New Employees 12

Section A. Developing Performance Measures

1. Guidance and General Questions to Consider

The following resources offer guidance on developing performance measures generally:

- Best Practices in Performance Measurement from the National State Auditors Association is a concise and comprehensive guide to developing performance measures. As outlined in the white paper, performance is measured to ensure:
    - Services are of adequate quality.
    - Jobs get done.
    - Resources are efficiently and effectively used.
    - Public resources are spent on appropriate and meaningful activities.
- The Government Finance Officers Association's, Best Practices: Performance Measures, provides a list of nine conditions to consider when developing performance measures and describes best practices for communicating performance measures to internal and external audiences.
- In Guidelines to Performance-Based Budgeting, the New Mexico Department of Finance and Administration describes the state's performance-based budgeting framework and outlines when and how performance measures are developed within that framework. In the graphic on page two, performance measures are selected after answering three questions:
    - What is being done, why and for whom? (Agency Mission)
    - What are the general ends embodied in the mission? (Goals)
    - What are the expected results? (Objectives/Tasks)

2. Libraries of Examples

- States commonly document performance trends by developing and collecting data on performance measures, often at the state agency level. Examples of performance measures or performance measure reports are provided for the following states:
    - Illinois
    - Maryland
    - New Mexico
    - Oregon
    - Tennessee
- ClearPoint Strategy, a private management consulting firm, has compiled a library of 143 performance measures in 14 categories, including construction, information technology and public works. They also provide detailed advice for choosing measures that accurately reflect performance, including only choosing those that directly relate to achieving your goals, and making them specific and measurable.
- Clear Impact offers performance measure examples for administrative functions, including legal/lawsuits, IT/cybersecurity, and hiring. Their approach to performance measurement development is based on three questions:
    - How much did we do?
    - How well did we do it?
    - Is anyone better off?
- The Office of Management and Budget has archived examples of performance measures from federal agencies along with explanations for why those measures were chosen. Of most relevance to this research request are the examples from the National Science Foundation related to buildings and facilities and the Department of Labor measures of employee retention.

Section B. Buildings and New Construction

Outlined below are a number of examples and potential options for performance measurement of state funded buildings and new construction projects. Since buildings and construction projects are quite unique depending on what they are meant to house or do, there isn't a "one-size-fits-all" solution to performance measurement that captures the value of every project perfectly. However, analysts can consider the options provided here based on the context of the specific building or project's intended purpose.

1. Guidance and Questions to Consider

The decision about how to measure value for a specific project will involve answering the following questions:

- What measures best capture the most important aspects of a building or construction's mission/priorities/purpose? Are you most interested in outcomes? Efficiency? Outputs? For example, does the new site:
  - Serve more people?
  - Offer more programs?
  - Have improved energy efficiency/sustainability?
- What would have happened in the absence of funding for the new construction? What is the counterfactual? For example, if you build a new school bus facility, what is the new average commute time for students vs. the predicted commute time without the facility? Once you calculate the difference, you can estimate the return on investment by taking the cost of the project and dividing by the difference, giving you the cost/unit improvement.

Case Study: New Fire Program Facility

- In Utah, the Department of Natural Resources is being directed to vacate the existing Lone Peak complex in Draper in preparation for redevelopment of the point of the mountain. The replacement for this complex will be built on existing state property in South Salt Lake and will consolidate the seven existing buildings. The state wildland fire program will be housed at this new facility. This group manages the fire program including fires that occur on all state-owned and private lands across Utah.
- How would we think through trying to measure the performance of the new facility? The new building is meant to replace several other buildings. If it is merely a replacement, then measurements could focus on how effectively the new building houses the fire program (e.g., percent of previous occupants successfully transferred). If, however, the building is meant to also improve the effectiveness of the program, then measurement would focus on the post-occupancy implementation of the fire program's responsibilities (e.g., response time). If the core goal of the new facility is to reduce costs, then measurements could focus there (e.g., cost per square foot of the new facility compared to the old buildings).

2. Examples

- Some very general, widely applicable performance metrics for buildings/construction include:
  - Funding appropriated or estimated vs funding spent
  - Building completion time (estimated vs actual)
  - Cost per square foot (real estate and operations and maintenance)
  - Facilities Condition Index (cost of deferred maintenance divided by the replacement value)
  - Total number of new jobs created and/or cost per new job created
  - Percent of buildings without major maintenance requirements
  - Number of preventive maintenance or service requests
  - Reported level of customer satisfaction

- The Whole Design Building Guide, a federally-funded collaboration of federal agencies, private sector companies, non-profit organizations and educational institutions, has created a detailed resource on facilities performance evaluations (FPE) and post-occupancy evaluations (POE). The guide describes evaluating the performance and/or effectiveness of buildings in relation to issues such as accessibility, aesthetics, cost-effectiveness, functionality, productivity, safety and security, and sustainability. More information about each area can be found through links in the guide. The guide also presents a four-domain approach, which suggests measuring the categories of finance, business process, customer, and human capital. This resource also contains a list of FPE specific peer-reviewed publications for those looking for more in-depth analysis.
- The key performance indicators (KPIs) from Western Michigan University's Facilities Management team illustrate some ways facilities can measure progress. They include metrics such as customer satisfaction, OSHA incident rate, total cost per square gross footage, and total cost per student.

Section C. Written Reports, Research Projects, and Feasibility Studies

1. Written Reports/Research Projects: Guidance, Questions to Consider, and Performance Measure Examples
Performance metric examples and guidance for written reports and non-clinical research projects were difficult to find, beyond basic questions, such as: was the report completed on time and within the allocated budget, or did the report contain the information that was asked for? Two publications stood out and are described below.

- The RAND Corporation's, Research-Portfolio Performance Metrics, report describes how research organizations might monitor their portfolio of work through a broad group of metrics. On page seven of the report, the authors provide a simplified research logic model, definitions of the model components and a few examples of performance measures for each component (input, process, output, outcome, impact metrics). The remainder of the report describes each model component in detail and lists specific performance measures to consider. Of note, this report describes the use of narratives to describe potential or actual impact when data are not available to do so (pp. 42)—something that the state could consider when balancing reporting requirements and limited time to assess outcomes and impacts. Although the measures offered in this report are meant to assess the performance of a collection of research projects, the concepts could be applied to assessing the value of individual reports or research projects. Some examples include:
    - Percent of report or research project costs funded by state funds.
    - Populations that the research or report covers—as the study focus or as participants.
    - Extent to which results are reported back to study participants.
    - Number and type:
        - Publications (peer-reviewed, full-report, brief, blog post, websites, etc.)
        - Presentations (training, media, seminar, informational, community, etc.)
        - Media-related products (news release, press conference, social media posts)
        - Dissemination or outreach activities (could include all the above items in one category)
    - Number of media mentions/coverage (including social media).
    - Number of downloads or views.
    - Were the report or research study findings adopted into practice or policy change?
    - Was there a measurable change in knowledge, attitudes, beliefs, or behaviors associated with the research study or report?
    - What was the unit cost or return on investment associated with the research study or report?
- The National Cooperative Highway Research Program commissioned a multi-chapter report, Performance Measurement Tool Box and Reporting System for Research Programs and Projects, to assist state transportation agencies in measuring research project performance. Chapter 3 of the report lists 30 research performance measures, some of which could be applied outside of transportation and highway safety research and reports. Selected examples include:
    - Estimated present value dollar savings in the cost of contract work, agency-purchased materials and cost of employee labor made possible by research or report findings.
    - Did the research or report findings lead to improvements in:
        - Technical standards or practices?
        - Agency procedures or policies?
        - Basic knowledge or understanding of the subject area?
        - Protecting the natural environment?
    - Percent of the total funding for a research project or report that was performed by agency personnel (state employees).

2. Feasibility Studies: Guidance, Questions to Consider, and Performance Measure Examples
A feasibility study provides enough information to make an impartial decision on a proposed project, intervention, or policy. The state's objective is to decide whether to take action or not—meaning that either choice is a valid outcome. At the most basic level then, a couple of performance measure examples for feasibility studies could be:

- Was a decision made?
- Number of additional studies or follow-up reports required to make a decision, after the initial study was completed.
- Percent of feasibility study cost funded by state funds.

It may be necessary to report on performance measures after a feasibility report's completion, but before a decision is made—in these cases, assessing the quality of the study could be a reasonable option.

- The Urban Institute's, Assessing Feasibility Studies, provides an overview, including a description of nine essential components to include in a report and how to assess whether a report contains adequate information to make a decision. For each of the nine components, the authors suggest questions to consider, which could be adapted to performance measures. Alternatively, the quality of the report could be assessed by counting the number of essential components included. The guide describes nine essential report components:
    - Target population or problem statement
    - Interventions/projects/policies under consideration
    - Outcomes
    - Evidence base
    - Data sources
    - Cost-benefit analysis
    - Stakeholder analysis
    - Policy and legal considerations
    - Payment mechanisms
- The Feasibility Study Guide for Sport and Recreation Facilities from the Government of Western Australia describes best practices and the process for completing feasibility studies of recreation centers. Again, while performance measures were not explicitly listed in this guide, the authors include two interesting recommendations that if present, would strengthen a feasibility study and could be adapted to measure a report's quality: involving the relevant community or targeted population and conducting an independent review of the feasibility study. For example:
    - Was the appropriate community or target population involved/consulted during the feasibility study?
    - What is the degree to which the appropriate community or target population was involved/consulted during the feasibility study?
    - Was an independent review of the feasibility study conducted and included with the final report?
- California State University's Feasibility Study Guide outlines the steps for conducting a capital project feasibility study, with the goal of ensuring that the final report offers enough quality information to make a decision. The following questions, included in the guide, could also be used as feasibility study performance measures.
    - Did the feasibility study include:
        - A preferred alternative, backed by appropriate analysis?
        - An implementation plan?
        - A preliminary budget?

Section D. Lawsuits and Settlements

This section provides an overview and resources for performance metrics related to lawsuits and settlements. The resources below are grouped into two broad categories: general lawsuit performance measures and state-specific examples. Though the resources in the first group are geared primarily towards private firm or corporate in-house counsel settings, the concepts and questions for consideration could be broadly applied to state litigation contexts.

Common measures can be gleaned from state attorney general metrics (see state metrics below for details):

- Total number of cases or investigations opened/closed (CO, WA, DC, MD)
- Percentage of cases successfully or favorably resolved (OR, MS, DC)
- Resolution time of cases and complaints (MS, MD, LA)
- Number of settlements/settlement amounts (CO, OR, MD)
- Amount of restitution/funds recovered (OR, WA, DC, MD, TX)
    - Total amount and average amount per attorney
- Cost of support services/administration (MS, LA)
- Percentage of matters handled by in-house versus private contract attorneys (LA)
- Attorney case load (LA, TX)
- Evaluation survey of legal representation to agencies (CO, OR, MS)

1. Guidance and Questions to Consider

- Using Metrics to Measure Law Department Performance: ThomsonReuters Legal (Feb. 24, 2021)
    - Metrics typically measure "quality, workload, and spending"
    - Attorney performance measures:
        - Number of litigation matters opened or closed
        - Litigation results compared to anticipated outcomes
        - Number of contracts reviewed and executed
        - Average cycle time per matter
        - Amount spent on outside legal services per matter
- A Guide for Legal Ops: Developing Key Performance Indicators: Seyfarth (Aug. 23, 2019). The guide provides eight general questions to get you started with performance measurement development, including questions that cover the program or department's goals and objectives, the aspects of performance that are valuable to leadership, any prior experience with tracking metrics, and the tools in place to help with measurement. The authors also list four categories of metrics and examples for each:
    - **Cost-Effectiveness**: total cost of resolution, on an average per-year/type basis
    - **Staff Productivity**: number of matters handled per in-house attorney (volume), percentage of cases successfully resolved (against predefined success criteria)
    - **Process Efficiency**: time spent on legal vs. administrative tasks
    - **Matter Statistics**: number of matters by type per year, average time to trial (or settlement)
- What is the Settlement Rate and Why Should We Care? (Eisenberg and Lanvers, Journal of Empirical Legal Studies (March 2009))
    - Different measures of settlement rate depending on interest:
        - Settlement as proxy for plaintiffs' litigation success, or
        - Settlement as measure of litigated disputes resolved without final adjudication

2. Examples of State Performance Measures

State-specific performance metrics come from state attorney general/department of justice budget requests, annual reports, and strategic plans. A wide range of metrics are used to measure performance in these states, from simply quantifying the number of cases handled to more granular metrics in specific topic areas.

Oregon Department of Justice: Annual Performance Progress Report 2020

- Percentage of legal cases in which the state's position is upheld or partially upheld
- Percentage of appropriate litigation resolved through settlement
- Amount of monies recovered for the state (excluding punitive damage recoveries) divided by cost of recovery
- Average working days from receipt of contracting document to first substantive response to agency
- Percentage of customers rating their satisfaction with the agency's customer service as "good or "exceptional"
- Percentage of legal billings receivables collected within 30 days

Colorado Attorney General's Office: Performance Plan (FY21-22)

- Provide quality legal counsel and representation to client agencies as measured by client annual survey as "satisfied" or "very satisfied"
- Number of open client agency cases at the end of the fiscal year
- Number of consumer complaints processed (with specific complaint categories)
- Number of investigations opened
- Number of settlements/judgments obtained
- Consumer credit providers: investigate and resolve 90% of complaints within 60 days or less
- Number of enforcement actions in partnership with client agencies to protect land, air, and water

Washington State Attorney General's Office: Biennial Budget Proposal 21-23

- Direct restitution provided to consumers through litigation and complaint resolution
- Cases open at the end of fiscal year
- Antitrust-related restitution to citizens of the state per biennium
- Enforcement of antitrust laws: number of active investigations
- Consumer utility rate savings

Mississippi Attorney General's Office: Exec Budget -Performance Measures Report FY23

- Cost of support services as percentage of budget
- Litigation: Minimum positive results of civil cases
- State Agency Contracts: Good or excellent ratings for legal services
- Response time for consumer complaints

Louisiana Attorney General's Office: Executive Budget Supporting Document 2010-11

- Retain in-house, 98% of litigation cases received during fiscal year
- Respond to 100% of consumer complaints with informal resolutions within 90 days of receiving complaint
- Bring 85% of unfair and deceptive trade practice investigations to resolutions within 60 days
- Number of cases assigned to private contract attorneys, total fees, average cost per case
- Number of cases assigned in-house, total expenditures, average cost per case
- Number of attorneys, average case load

District of Columbia Office of Attorney General: [FY12 Performance Plan]

- Number of closed cases
- Percentage of completed settled cases submitted for payment within 10 business days of receipt of all required forms
- Number of litigation successes per FTE
- Percentage of litigation success
- Funds collected per Attorney FTE
- Number of high-profile lawsuits directly assisted
- Percentage of favorable resolution in defensive appeals cases
- Percentage of regular calendar arguments in which a moot court was held
- Motions for summary disposition filed per FTE

Maryland Office of the Attorney General: [Managing for Results 2021 Report]

- Maintain an average time of no more than 110 days between receipt of a consumer complaint and its disposition
- Number of:
  - Inquiries
  - Complaints
  - Arbitrations
  - Cease and Desist Orders and Settlements
  - Recoveries for Consumers
  - Average days to complaint disposition
- Other measures are listed in the report for investigations, amicus briefs, cases pending, civil settlements, fine/settlements/restitution amounts, total number of matters litigated by court jurisdiction

Texas Attorney General's Office: [Strategic Plan (21-25)]

- Delinquent state revenue collected by Bankruptcy and Collections Division
- Legal hours billed to litigation and counseling

Section E. Cybersecurity Improvements

1. Guidance and Questions to Consider

- The National Institute of Standards and Technology's cybersecurity program provides guidance on how to manage cybersecurity risks and measure a system's ability to "identify, protect, detect, respond, and recover from cybersecurity risk." Their report, Performance Measurement for Information Security, is a guide to the development, selection, and implementation of information technology and cybersecurity performance measures. Appendix A offers performance management examples.
- The journal article, Developing Security Metrics for Information Security Measurement Systems provides an overview of cybersecurity performance measurement and guidance on how to develop relevant measures. The authors suggest that performance measures should answer the following broad questions by tracking metrics specific to the system or organization:
  - Are we more secure today than we were before?
  - How do we compare to others in this regard?
  - Are we secure enough?
- SecurityMetametrics is an online resource for those working to develop security measurement techniques, operated by experienced information technology consultants. In their article, Getting Started with Security Metrics, the authors recommend developing information security measures after clearly understanding an organization's business goals and objectives. Based on that insight, they argue that it becomes easier to develop performance measures that address the question:
  - What is the organization trying to achieve through information security?

2. Examples

The following performance measure examples may be useful in assessing the value of newly funded and implemented cybersecurity systems, policies, or procedures—ideally with baseline data collected for the same measures for each project.

- Many common IT performance measures count cybersecurity threats blocked or mitigated quickly; however, some in the field encourage measuring and understanding gaps in security from a systems perspective, rather than by incident. On page six in Real Cybersecurity and Managing and Reporting Metrics, the author provides the following examples:
  - Percent of systems compliant with current standards.
  - Number (or ratio) of systems containing vulnerabilities as a result of assessment.
  - Average severity of vulnerabilities per assessed system or set of systems.
- SecurityMetametrics provides a downloadable spreadsheet of over 120 IT performance measures grouped by categories that include incident management, systems measures, security policy, physical environment, and IT human resources. A few examples relevant to the funding of new cybersecurity projects:
  - Total liability value of untreated/residual risk.
  - Information security risk score.
  - Percent of IT devices not securely configured.
  - Percent of critical information assets residing on fully compliant systems.
- In Appendix A of the National Institute of Standards and Technology's report mentioned above, the authors list 19 IT performance measures and provide detailed information including, the measure type, the formula for calculating the measure, the target, collection and reporting frequency, and potential data sources. Selected examples:
  - Percent of high vulnerabilities mitigated within organizationally defined time periods after discovery.

    - Percent of system and service acquisition contracts that include security requirements and/or specification.
    - Percent of new systems that have completed certification and accreditation prior to their implementation.
    - Percent of remote access points used to gain unauthorized access.
    - Percent of information technology system security personnel that have received security training.
- Private companies offering cybersecurity solutions often list examples of cybersecurity performance measures. The lists generally encompass the same 15-20 performance measures. Selected examples from SecurityScorecard and UpGuard:
    - Mean time to detect, acknowledge, and/or respond to security threats.
    - Number of cybersecurity incidents reported by users.
    - Organization's security rating.
    - Average cost to respond to and resolve security incidents.
- ClearPoint Strategy lists key performance indicators in multiple topic areas, including IT and cybersecurity. Relevant examples include:
    - Number of major network outages. This metric tracks the number of incidents where a certain percentage of users (i.e., 30%) were negatively affected for a certain period of time (i.e., three hours).
    - Percent of total backup jobs for protected servers that ran successfully.
- Clear Impact also provides performance measures in many topic areas. Those related to IT and cybersecurity include:
    - Percent responses to requests for assistance in less than 24 hours.
    - Percent downtime during peak work hours (related to cyber security failures).
    - Percent staff with high quality computer equipment.

Section F. Hiring New Employees

State governments face several challenges recruiting and retaining staff. From December 2021 to February 2022, state and local governments reported higher job opening rates than in the prior 20 years, according to a 2022 survey by Mission Square Research Institute. State and local governments report hiring new employees at a high rate (81 percent), but also report recruitment and retention challenges, including high rates of resignations and retirements, as well as challenges filling certain positions in nursing, policing, corrections, and other high-demand fields.

This section provides an overview and resources for performance metrics related to hiring new employees. As described below, performance measures for hiring new employees fall into three broad categories: measures related to state agency hiring performance and practices (e.g., percentage of jobs filled in a specific timeframe), measures related to customer satisfaction, and those related to broader workforce and public policy goals.

1. Guidance and Questions to Consider

The decision about how to measure value for new employee hiring might involve answering the following questions related to efficiency (average time to fill vacancies), cost-effectiveness (cost per placement), and other desired outcomes:

- Were the recruitment and hiring services/practices responsive—e.g., timely, targeted—to hiring requests and needs?
- Were positions posted and filled in a specific timeframe? Measures could include number or percentage of positions filled or length of time for filling positions.
- Did hiring practices support state workforce goals? As noted in the state examples below, states may measure employment rate for veterans (Washington) or number of rural jobs created (New Mexico). In addition to measuring employee characteristics, states can measure hiring practices that contribute to these broader state-defined workforce goals (e.g., measuring the number of employees hired through a state-funded job training program).
- Did positions help to support broader job creation and economic mobility or development goals? As noted below, states may wish to measure value based on wages, promotions or other factors. For example, New Mexico measures wages of jobs created in excess of prevailing local wages and Oregon measures the number of protected classes being hired, promoted, and retained in state agencies.
- Were customers (job seekers, hiring managers) satisfied with the hiring process? For example, Clear Impact suggests measures such as percentage of managers who rate HR/personnel as "helpful" or "very helpful."

2. Examples of Hiring/Employment Performance Measures

The following federal, private, and state resources offer examples related to measuring the value of personnel or hiring efforts.

- Performance.Gov defines several workforce metrics for the federal workforce, including creating a more equitable employee engagement experience; improving the hiring process to efficiently hire the best talent; attracting the right talent for the right roles; and promoting diversity, equity, inclusion and accessibility strategies and practices.
- Clear Impact suggests that it's relatively easy to identify personnel performance measures answering questions, such as *how much service did we provide* and *how well did we provide service*—but harder to identify those that answer questions like *how much change did we produce*, and *what quality of change did we produce*? The web resource identifies measurement examples that can help answer these questions.

State Examples

- **Oregon**
  - Employment Department Annual Performance Progress Report (2021)
    - Percentage of job seekers who received service of Workforce Operations that are still employed after six months
    - Employment Retention: percentage of job seekers who receive service from Workforce Operations that are still employed after 12 months
    - Cost per Placement: Total cost of Workforce Operations program divided by the total number of job seekers entered into employment after receiving services
    - Customer Service: Percentage of customers rating their satisfaction with the agency's customer service as "good" or "excellent" including overall service, timeliness, accuracy, helpfulness, expertise and availability of information
  - Business Oregon Annual Performance Progress Report (2021)
    - Personal income tax generated by the Department's investment in jobs
  - Governor's Office Annual Performance Progress Report (2021)
    - State Hiring: Number of protected classes being hired, promoted, and retained in state agencies
- **Maryland**
  - Department of Labor Managing for Results Report (2022)
    - Employment rate of Workforce Innovation and Opportunity Act (WIOA) adult program participants employed during 2nd quarter after exit
    - Employment rate of WIOA participants employed during 4th quarter after exit
  - Department of Commerce Managing for Results Report (2022)
    - Total number of jobs retained
    - Total number of jobs created
- **New Mexico**
  - Economic Development Department Performance Report Card (FY21, Q4)
    - Number of jobs created due to economic development department efforts
    - Number of rural jobs created
    - Average wage of jobs created due to ED department efforts
    - Number of jobs created through business relocations facilitated by NM partnership
    - Wages of jobs created in excess of prevailing local wages
    - Number of jobs created through use of Local Economic Development Act funds
    - Number of workers trained by Job Training Incentive Program
  - State Personnel Office Performance Report Card (FY21, Q4)
    - Average days to fill a position from the date of posting
    - Average state classified employee compa-ratio (salary divided by midpoint of salary range)
    - New employees who complete their first year of state service
    - Classified employees voluntarily leaving state service
  - Workforce Solutions Department Performance Report Card (FY 21, Q4)
    - Average six-month earnings of individuals entering employment after receiving employment services
    - Percentage of individuals that received employment services retaining services after six months
    - Average change in six-month earnings of working individuals after receiving employment services

- **Washington**
    - Results Washington: Prosperous Economy Goal
        - Increase employment rate for veterans from 72% in 2015 to 75% by 2020
        - Increase small business employment by 92,500 to 1,330,100 from 2015 through 2020
        - Increase the number of workers employed in creative industries

---

The Governing for Results Network seeks to build connections, foster peer learning and networking, and share lessons learned and best practices across the 11-state network. We do this through:

- Virtual and in-person convenings and working groups
- A resource library and online communication platform—also known as Igloo
- Customized state supports and technical assistance
- Publications and resources to amplify the network's accomplishments

If you're not currently registered for Igloo—the Governing for Results Network's online communication platform and home to the EBPM Resource Library—email Carrington Skinner (Carrington.Skinner@ncsl.org).

Connect with Network states to work through similar roadblocks and solutions. Reach out to Kristine Goodwin (Kristine.Goodwin@ncsl.org) to learn which states might be good resources and request introductions.

GFR Network members have access to research support and technical assistance—including in-person and virtual engagements—from the partners at NCSL, CSG and The Policy Lab at Brown University. To learn about these options and how to request assistance, email Darci Cherry (Darci.Cherry@ncsl.org).

Share ideas and learn from other states when you attend Network meetings and webinars. The calendar on Igloo lists in-person and virtual convenings.