

MEASURE UP!

Performance Measurement Training & Workshop



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Welcome!

- Introductions
 - LFA
 - GOPB

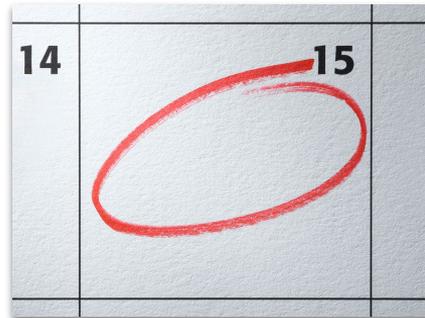
PERFORMANCE MEASURE OVERVIEW



#1:
Differentiate
Between Funding
Item & Line Item
Measures



#2:
Review
Significant
Dates



#3:
Review Legislative
Changes for
Performance
Measures



#4:
Walk through
Performance Prep



#1: Differentiate Measures Funding Items

Developed By



New Funding Appropriation



Short-term Impact



#1: Differentiate Measures Line Items

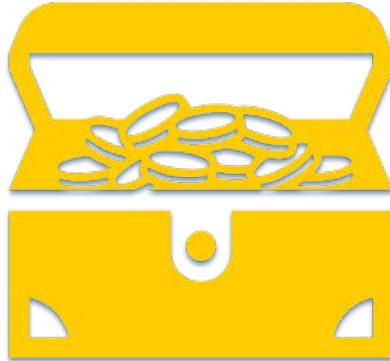
Developed By



ITEM 43 To Department of Government Operations - State Archives From General Fund	200,000
Schedule of Programs: Archives Administration	200,000

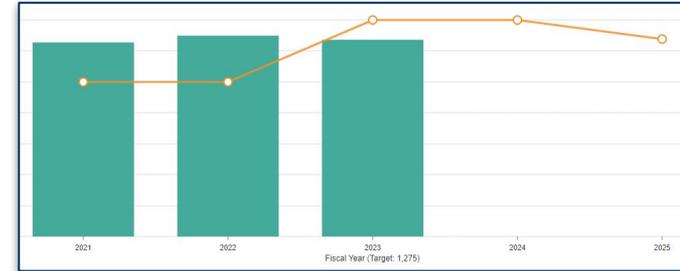
In accordance with UCA 63J-1-903, the Legislature intends that the Department of Government Operations report the final status of performance measures established in FY 2024 appropriations bills for the State Archives line item to the Office of the Legislative Fiscal Analyst and to the Governor's Office of Planning and Budget before August 15, 2024. For FY 2025, the Department of Government Operations shall report on the following performance measures: 1. Reformatting Records, Accuracy (Target = 95%); 2. Reformatting Records, Timeliness (Target = 95%); and 3. Government Employee Records Training and Certification (Target = 95%).

Tied to Line Item Appropriations



Long-term Impact

Multi-year Trends



#1: Differentiate Measures Reporting Requirements

		Funding Items	Line Items
Performance			
Implementation			
Spending			

#2: Review Significant Dates

Funding Item Measures

March 22	<ul style="list-style-type: none">• Funding items loaded in Performance Prep
April 25	<ul style="list-style-type: none">• Training: Measure up: Performance Measure Training and Workshop; 9-2 pm; In person (State Library)
April 30	<ul style="list-style-type: none">• Agencies propose performance measures and targets for applicable funding items in Performance Prep
July 1	<ul style="list-style-type: none">• GOPB and LFA analysts with agencies finalize each proposed funding item performance measure
Aug. 15	<ul style="list-style-type: none">• Agencies report on FY 24 funding items and funding item performance measures in Performance Prep• Agencies report on line item performance measures in Budget Prep
September	<ul style="list-style-type: none">• Funding item follow-up report released

#3: Legislative Changes

Thresholds and Reporting Dates

2023 General Session - SB 296:

- Funding Item Reporting Thresholds:
 - \$50,000 for spending and implementation
 - \$500,000+ for performance measures
- April 30 - Submit Measures **(Current Session)**
- July 1 - Finalize Measures **(Current Session)**
- August 15 - Report Results **(Prior Sessions)**

2024 General Session - HB 499:

- November 1 - Report Results for Public & Higher Education



#4: Budget Builder Walkthrough Main Screen

The screenshot displays the 'Budget Builder' application interface. At the top, there are navigation tabs for 'Budget Prep' and 'Performance Prep'. A dropdown menu is open, listing options: 'My Measurement Tasks', 'All Measures', 'Funding Item Measures' (highlighted in yellow), 'Set a New Measure', 'API', and 'API Docs'. The main content area is divided into two sections: 'Active Deadline' and 'Later Deadlines:'. The 'Active Deadline' section states 'You have no active deadlines at the moment.' The 'Later Deadlines:' section contains a table with columns for 'App', 'User', and 'Task'. The table lists five upcoming deadlines with date pickers for each row.

App	User	Task
Performance Prep	Agency	Propose measures for funding items
Performance Prep	Agency	Resolve unapproved funding item measures
Performance Prep	Analyst	Consensus approval of new funding item measures
Performance Prep	Agency	Propose new line item measures
Performance Prep	Agency	Report results of funding item measures

#4: Budget Builder Walkthrough Funding Item Module

Total Funding Item Count	162	Performance Measure Required	151	Awaiting GOPB/LFA Review	26	Needs Consultation	0	Approved	0
Filters	Report	General Section 2024	Agency	Funding Item Name Contains	Reporting Requirement	Has Performance Measure	Status	Clear (1) Filters	
Export	Notifications								
Status	Most Recent Activity	Reporting Requirement	Performance Measure	Funding Item	Agency	Description	Supplemental, One-time, Ongoing	Session, Bill, Item	Line Item
	Set Performance Measure 3/22/2024		No performance measure currently set.	Criminal Justice Prosecution Policy Advocacy and Education	AG	Provide information, education and advocacy to state...	\$0 \$500,000 \$0	2024GS HB0002, 1	DAAA AG Attorney General
	Set Performance Measure 3/22/2024		No performance measure currently set.	Board of Pardons IT Project	BPP	Funding would support ongoing IT project at the Board.	\$0 \$500,000 \$0	2024GS HB0002, 5	MTAA Board of Pardons & Pa
	Set Performance Measure 3/22/2024		No performance measure currently set.	Agricultural Voluntary Incentive Program (Ag. VIP)	DAG	The Agriculture Voluntary Incentives Program (Ag...	\$0 \$1,000,000 \$0	2024GS HB0003, 297	SPAA DAG Resource Conservation

#4: Budget Builder Walkthrough

Create New Funding Item Measure

[Back to Funding Item List](#)

Set Performance Measure

Explore existing performance measures below for one that already embodies the desired impacts of this funding item. If an existing measure aligns with the intended outcomes of this new funding, use that measure. If not, [set a new measure](#).

Funding Item Name: Criminal Justice Prosecution Policy Advocacy and Education

Funding Item Description: Provide information, education and advocacy to state committees, commissions, and boards regarding the development and implementation of criminal justice policy and procedure from the perspective of public prosecutor offices. This funding will supplement efforts by the statewide prosecutors to support the legislative process and decision making and will enhance the ability of prosecutors through... [Show More](#)

Funding Item Line Item: DAAA AG Attorney General

Don't see any existing performance measures that align with this funding item?

[Set a New Performance Measure](#)

Existing Performance Measures [Filters](#)

Agency	Division or Program	Line Items	Name	Description	
Attorney General		DAAA AG Attorney General	Hours spent reviewing conviction reduction cases	Time spent reviewing conviction reduction cases.	View Summary Use this measure  Set Target

#4: Budget Builder Walkthrough

Steps for a New Measure

Set a New Performance Measure [Back to Measure Funding Item](#)

Describe Measure → **Tag Measure** → **Targets** → **Reporting** → **Review** → **Submit**

Tell the story of your agency's progress and needs by establishing a meaningful performance measure with GOPB and LFA per their guidance. Agencies are required to establish measures for appropriation line items and some new funding items.

Use [this template](#) to gather information in advance of completing this form. By referencing the template, this form takes only a few minutes to complete. Required questions are marked with a red asterisk. At the end, your agency's responses will be submitted to GOPB and LFA for review.

Note: The form does not save your responses until you submit them.

#4: Budget Builder Walkthrough

Final Tip...

Later Deadlines:

	App	User	Task
April 30 Tue	Performance Prep	Agency	Propose measures for funding items
July 1 Mon	Performance Prep	Agency	Resolve unapproved funding item measures
July 1 Mon	Performance Prep	Analyst	Consensus approval of new funding item measures
August 15 Thu	Performance Prep	Agency	Propose new line item measures
August 15 Thu	Performance Prep	Agency	Report results of funding item measures
August			

Funding Item Performance

Funding items that qualified for exemption have been removed by LFA and GOPB and are excluded from this list. Listed funding items of \$50,000 or more require measuring implementation date and spending. Funding items of \$500,000 or more require measuring performance, implementation date, and spending. All results should be reported by August 15 following the first fiscal year of funding (ex: In August 2023, report for FY 2023 funding items).

Total Funding Item Count 4 Performance Measure Required 4 Awaiting GOPB/LFA Rev

Filters Report Year 2024 General Session 2024 Agency Funding Item Name Contains



These filters will help a lot!



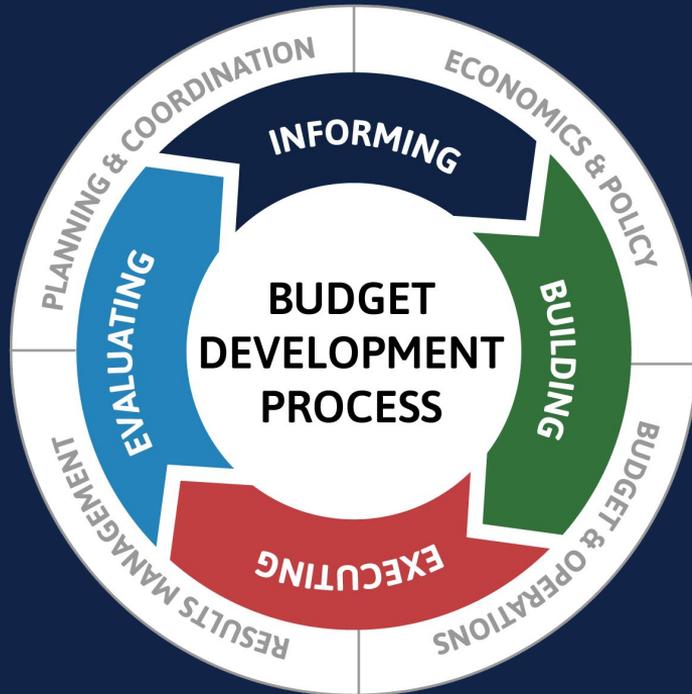
GOVERNOR'S OFFICE OF Planning & Budget

Agency Strategic Planning

Laura Hanson | Terrah Anderson



Agency Strategic Planning at GOPB



- Strategic planning is the foundation for good budgeting and good operations
- Together, we have made progress:
 - 100% compliance with the strategic plan requirement
 - New resources for strategic planning
 - Expanded connections, coordination, and communication in the strategic planning arena



Why a strategic plan?

Strategic plans:

- Communicate agency work and vision
- Promote effective work
- Improve strategic budgeting
- *Facilitate performance management*



Strategic plans *Communicate*

Goal #2: Workforce

Engage the Next Generation of Workers to Attract New Entries Into the Agriculture and Food Industry Sectors

Summary:

There is a significant need for more young people to become involved in agriculture and food production. Several barriers to entry into agriculture and food production include the acquisition or intergenerational transfer of land, access to capital, access to labor and a lack of access to technical or other education and skill development opportunities.

Metrics:

- Measure changes in number of existing and new agriculture and food-related training programs
- Measure changes in the number of jobs in agriculture and food production as tracked by the Department of Workforce Services
- Track metrics related to UDAF promotion of agriculture and food production jobs

WHAT DRIVES US

- Mission**
Promote tax and motor vehicle law compliance.
- Vision**
Provide valuable customer service by making compliance easier, non-compliance harder, and by protecting sensitive customer information.
- Values**
 - Public trust

Future Tips

Utah Department of Agriculture

- Clear goals
- Easily communicates the UDAF story to employees, analysts, legislators, and those they serve

Tax Commission

- Clearly defined mission statement
- Goals in the plan tie back to the mission statement



Strategic plans *Promote Effective Work*

STRATEGIC PLAN 2023-2027 laborcommission.utah.gov

ONGOING WORK PLAN

Goal #	Strategy	Champion	Budget and Resource Needs	Completion Timeline
1.1.1	Align the number of full-time employees with the Commission's needs.	Administration and Division Directors	Analysis of FTE positions needed, and GOPB support.	Ongoing
1.1.2	Expedite filling vacancies as they arise.	Administration and Division Directors	Existing budget and DHRM support.	Ongoing
1.1.3	Provide training on equity, diversity, inclusion, and access.	Administration and Division Directors	Existing budget and DHRM support.	Ongoing
1.1.4	Provide time and resources for team building activities.	Administration and Division Directors	Existing budget	Ongoing
	Conduct an annual employee survey to	Administration and	Existing budget	Ongoing

Labor Commission

- Ongoing plans show current projects
- Work plans help employees see their role in the organization

FY2025 Work Plan

Goal #	Strategy	Champion	Budget & Resource Needs	Completion Timeline	Status
1	Provide time and resources for team building activities.	Leadership, DHRM	Existing budget	June 2025	
1	Conduct an annual employee survey to better understand the needs, challenges, and opportunities of department staff.	Commissioner, DHRM	Existing budget	July 2024	
3	Support streamlined processes for licensees and consumers to provide information to the Department electronically.	Deputy Commissioners, Division Directors, DTS	Existing budget	June 2025	
3	Support implementation of the cloud-based solution to increase efficiencies in the examination process.	FRL Director, DTS, NAIC	Existing budget	June 2025	
3	Identify best practices to streamline repetitive cases.	Division Directors	Staff time	December 2024	
3	Establish a Departmental...	Division Directors	Staff time	June 2025	

Department of Insurance

- Work plans show upcoming projects to plan needed resources
- Assist in evaluating workload balance for new projects



Strategic plans

Improve Strategic Budgeting & Facilitate Performance Management

Strategy 2: Foster safe and supportive environments.

Experiences: All Utahns enjoy safe and supportive settings in their homes, schools, workplaces, and communities. Programs and services help to safeguard children, youth, families, and adults from violence, exploitation, abuse, and neglect. Individuals experience meaningful relationships with family, friends, coworkers, and social groups. Children are prepared to enter and succeed in school. Individuals served by the agency maintain a maximum degree of self-determination in their choices.

Strategy 2: Safe and Supportive Environments

	Time Period	Current Actual Value	Current Variance From Target	Current Trend	
All Utahns enjoy safe and supportive environments					
+ I JJYS	Youth delinquency rate, ages 10-17	2023	2.9%	—	→ 1
+ I Multiple	Percent of the adult population that experienced 3 or less Adverse Childhood Experiences as a child (ACE score)	2022	79.3	—	↘ 2

Department of Health and Human Services

- Budget requests from DHHS clearly correlate to the agency strategic plan.
- Strategic plans link to metrics and performance management, as shown in the DHHS dashboard.



Strategic Planning: 2024 Goals

1. Emphasize the importance of having and using a strategic plan
2. Strengthen the connection between quality strategic planning and budgeting / budget requests
3. Improve quality of strategic plans



Improve quality of strategic plans

New required elements are to be incorporated in existing plans by **July 1, 2024:**

- Mission statement
- Clear goals
- Annual work plan
- Customer Experience
- *Performance Measures*





Importance of Performance Measures in a Strategic Plan

- **Show alignment** of metrics with agency vision and mission
- **Measure progress** toward accomplishing agency goals, objectives, and strategies
- **Communicate progress** and **how progress is measured** to employees and stakeholders
- **Evaluate** if agency efforts are accomplishing strategic goals
- **Unify** initiatives in one document for easy review



Request: Coordinate with Internal Team

Agency strategic plan

**Performance
measures**

CX data

**Quarterly
reports**

**Performance
evaluations**

**Governor's
priorities**

**Strategic
budgeting**



Performance Measures

1

Line Item Performance Measures

In 2014, the Executive Appropriations Committee took a motion directing all subcommittees to include performance measures for each major line item in an annual appropriations act. These measures are:

- Measures of a program's objective, effectiveness, etc. that are included as intent language under a line item, in an appropriations bill
- Reported annually
- Meant to show long-term trends and progress toward key agency goals

2

Funding Item Performance Measures

An extension from the Legislature's funding item follow-up report, in 2021, [HB 326](#), Performance Reporting and Efficiency Requirements, required executive department agencies to develop performance measures for each applicable funding item following session. These measures are:

- Measures of a program's objective, effectiveness, etc. that result from action during a legislative session that appropriate \$500,000 or more from the General Fund or Income Tax Fund
- Reported once, typically after the close of the first fiscal year of funding
- Meant to show the short-term impact of new funding



Performance Measures



Three types will likely be in your strategic plan:

1. Line item performance measures
2. Funding item performance measures
3. **Measures that support the agency goals, objectives, and strategies**
 - a. **What is important for us?**
 - b. **What does success look like?**
 - c. **What are we curious about in regards to our impact?**



Performance Measures

GOAL 3: GOPB and state agencies operate effectively and improve their performance.

Objective 3.1: Develop and implement internal performance management practices.

Strategy 3.1.1: Ensure GOPB statutory obligations are met timely and with quality.

Strategy 3.1.2: Track and assist in officewide risk mitigation activities.

Objective 3.2: Provide quality analysis and tools for information gathering to improve external performance management.

Strategy 3.2.1: Conduct research and analysis to identify best practices and innovative approaches to performance management and improvement.

Strategy 3.2.2: Develop and disseminate guidance, tools, and resources to support agencies in improving their performance management practices and outcomes.

Performance Measures

1. All statutory obligations are completed on time.
2. Percentage improvement in risk mitigation scores.
3. Median satisfaction rating from agencies that participated in an e...
4. Percentage of total budget line items with meaningful measures.

Funding item
performance
measure

Line item
performance
measure

Agency
performance
measure

GOAL 2: The state of Utah continues to grow and be a great place to live because of deliberate planning and coordination.

Objective 2.1: Contribute to, promote, and communicate a statewide growth vision for Utah that maintains our quality of life through 2050.

Strategy 2.1.1: Collaboratively develop and encourage implementation of a statewide growth vision that enhances Utah's quality of life.

Strategy 2.1.2: In collaboration with state and community partners, assist local governments in navigating planning issues by providing new resources and tools to guide development patterns.

Objective 2.2: Assist agencies with the development of long-range, strategic plans that advance Cox-Henderson administration priorities and are linked to the budgeting process.

Strategy 2.2.1: Assist state agencies in long-term planning and ensure that budget requests work to advance that strategic direction.

Performance Measures

1. Number of participants in growth conversation.
2. Number of projects initiated/completed with local administrative advisors; number of cities and counties with all required general plan elements.
3. Number of agencies with strategic plans; Percentage of total agency budget requests that demonstrate clear linkage to the agency's strategic plan; Host state planners networking event.



Performance Measures in Annual Plan

GOAL 1: GOPB has trusting relationships with internal and external partners built upon a foundational culture of continuous improvement, equity, and access.

Objective 1.1: Encourage and provide professional development through training and experience.

Strategy 1.1.1: Regularly meet with agencies to learn and know their programs and services.

Strategy 1.1.2: Encourage and provide professional development through training and experience.

Objective 1.2: Foster an internal office culture that is mission-driven, embodies a growth mindset, and values diverse perspectives.

Strategy 1.2.1: Reinforce positive office culture, core values, mission, and vision through development and implementation of GOPB office culture curriculum.

Strategy 1.2.2: Proactively invite applicants to expand the pool for GOPB positions that represent a diversity of backgrounds.

Performance Measures

1. Year-over-year improvement in the accessibility of key GOPB work products.
2. Percentage of GOPB staff who feel, understand, and can articulate how their work relates to the office's mission and vision.



GOPB STRATEGIC PLAN

Driving the best investment and use of Utah's resources

Updated July 2023



GOVERNOR'S OFFICE OF
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Performance Measures in Annual Plan

GOPB WORK PLAN								
Pillar(s)	Champion	FY 24 Task/Project	Goal	Strategy	Timeline	Resources Needed	Status	Benchmark
Goal 1: GOPB has trusting relationships with internal and external partners built upon a foundational culture of continuous improvement, equity, and access.								
Objective 1.1: Encourage and provide professional development through training and experience.								
All	Managing directors	Agency Relationships	1.1.1	Regularly meet with agencies to learn and know their programs and services.	Ongoing	Existing staff time	Underway	Year-over-year improvement in the accessibility of key GOPB work products.
All	Managing directors	Professional Development	1.1.2	Encourage and provide professional development through training and experience.	Ongoing	Existing staff time	Underway	
Objective 1.2: Foster an internal office culture that is mission-driven, embodies a growth mindset, and values diverse perspectives.								
All	Managing directors	Office Culture	1.2.1	Reinforce positive office culture, core values, mission, and vision through development and implementation of GOPB office culture curriculum.	Ongoing	Existing staff time	Underway	Percentage of GOPB staff who feel, understand, and can articulate how their work relates to the office's mission and vision.
All	Managing directors	Diversity	1.2.2	Proactively invite applicants to expand the pool for GOPB positions that represent a diversity of backgrounds.	Ongoing	Existing staff time	Underway	



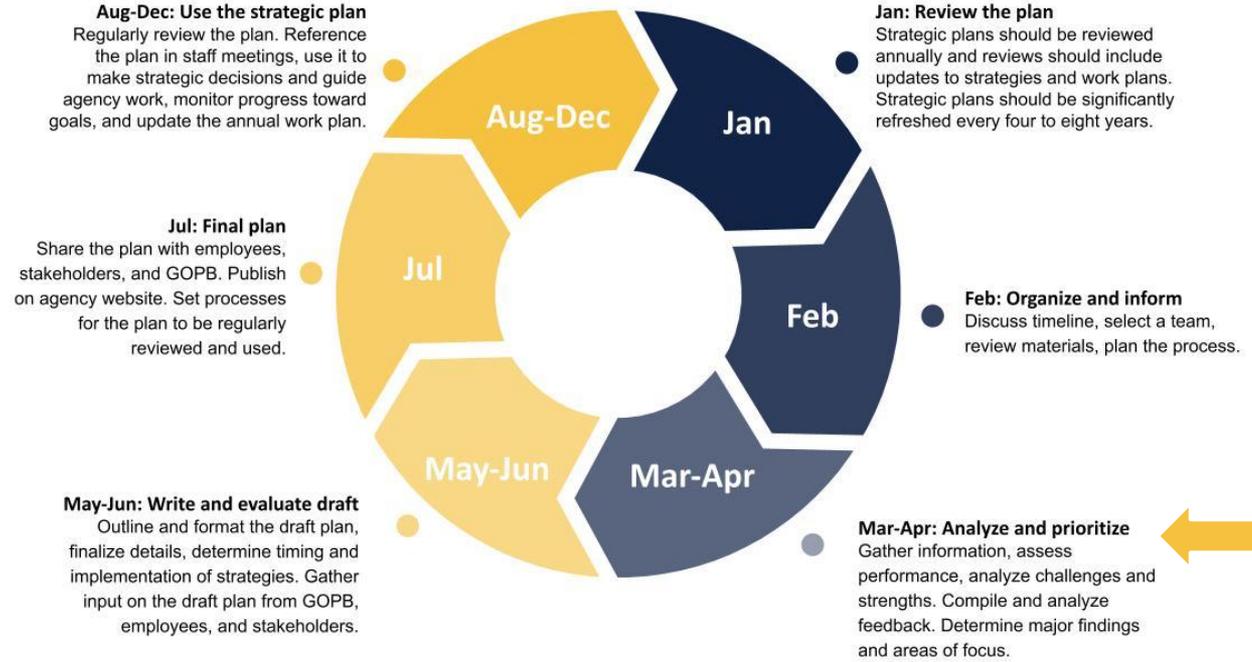
Draft plans due:
June 3

Final plans due:
July 1

Include new items,
minor updates

Significant update
every 4-6 years

AGENCY STRATEGIC PLANNING CYCLE





GOPB Strategic Planning Webpage

GOVERNOR'S OFFICE OF Planning & Budget

BUDGET & OPERATIONS ∨ POLICY & ECONOMIC ANALYSIS ∨ **PLANNING & COORDINATION ∨** RESULTS MANAGEMENT ∨ ABOUT ∨

- Strategic Planning
- Planning & Funding Resources
- Collaborative Efforts
- Archive

Planning & Coordination

Providing consensus-driven and intentional long-term planning for the state of Utah

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Strategic Planning

The Cox-Henderson administration prioritizes strategic planning and improving agency strategic plans to drive effective investments and best use of Utah's resources. These plans should include efforts to improve efficiency, productivity, and customer service. Strategic planning benefits each agency as it promotes effective work, facilitates performance management, and improves strategic budgeting.

STRATEGIC PLANNING GUIDANCE

Strategic Planning Guidance

AGENCY STRATEGIC PLANS

Agency Strategic Plans

<https://gopb.utah.gov>



GOPB Strategic Planning Resources

2024 information sessions

January 10, 1:00pm
March 20, 11:00am
April 22, 10:00am
May 22, 1:00pm
June 5, 11:00am
Aug, TBD
Oct 30, 1:00pm



GOPB GUIDE TO STRATEGIC PLANNING

How to develop and use strategic plans to drive the best use of Utah's resources

Updated September 2023



GOVERNOR'S OFFICE OF
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Agency Strategic Plans

The Cox-Henderson administration prioritizes strategic planning and improving agency strategic plans to drive effective investments and best use of Utah's resources. These plans should include efforts to improve efficiency, productivity, and customer service. Strategic planning benefits each agency as it promotes effective work, facilitates performance management, and improves strategic budgeting.

AGENCY STRATEGIC PLAN LIBRARY

- Agriculture and Food
- Alcoholic Beverage Services
- Board of Pardons and Parole
- Capitol Preservation Board
- Career Service Review Office
- Cultural and Community Engagement
- Commission on Criminal and Juvenile Justice
- Commerce
- Corrections
- Environmental Quality
- Financial Institutions
- Government Operations
- Governor's Office of Economic Opportunity
- Governor's Office of Planning and Budget
- Health and Human Services
- Insurance
- Labor Commission
- National Guard
- Natural Resources
- Public Safety
- School and Institutional Trust Lands Administration
- State Board of Higher Education
- State Board of Education
- Tax Commission
- Transportation
- Veterans and Military Affairs
- Workforce Services

<https://gopb.utah.gov/strategic-planning-2/>



Agency Strategic Planning at GOPB



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Strategic planning lead



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NEW FUNDING FOLLOW-UP REPORT – 2023

Overview



NAVIGATION

HOME

FUNDED PROJECTS

ACTION ITEMS

FUTURE YEARS

RESPONSIVENESS

This 2023 New Funding Follow-Up Report provides accountability, transparency, and performance results for new state spending appropriated by the Legislature. This 2023 edition accounts for approximately \$2.6 billion in new state spending on 359 items approved during the 2023 and prior legislative sessions. Of the 359 items, 77% were fully implemented, 38% spent the full appropriation, and 52% met or exceeded their target in FY 2023. We will follow up on additional \$4.2 billion for 488 items at a later date. This includes \$800 million in one-time transportation enhancements and \$200 million in commuter rail improvements. New spending for statewide costs like inflation are not shown here. View details using the tiles below or on the left.

FUNDED PROJECT LIST

- Project A
- Project B
- Project C

Searching for a funded project or those from a particular sponsor?

ACTION ITEMS



Interested in committee- or project-specific recommendations?

FUTURE YEARS



Which projects have been designated for follow up in future years?

RESPONSIVENESS



Which agencies reported fully and on time?

DESIGN & DATA PROVIDED BY:



LEGISLATIVE
FISCAL
ANALYST



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NEW FUNDING FOLLOW-UP REPORT – 2023

Action Items



NAVIGATION

HOME

FUNDED PROJECTS

ACTION ITEMS

FUTURE YEARS

RESPONSIVENESS

Download PDF

DOWNLOAD TIP

Change "This View" to "Specific Sheets from this dashboard" for a handout

DESIGN & DATA PROVIDED BY:



Committee: Agency:



AGENCY	PROJECT	LFA RECOMMENDATION	AGENCY RESPONSE	DETAILS
Agriculture	Days of 47 Arena Improvements (2022GS)	We recommend that the Department of Agriculture and Food report on this in the 2024 Funding Item Follow-up Report.	The Department agrees with this recommendation.	Project Funding: Supplemental: \$3,100,000 One-Time: \$0 Ongoing: \$0 <hr/> <i>Total: \$3,100,000</i> Spending: Status: Under Spent Amount: \$0 Implementation (Projected): Status: Future Implementation Date: July 2024 Performance: Status: Below Target Target/Actual: **Hover for Detail**
	State Slaughter Plant Inspectors (2022GS)	We recommend that the Department of Agriculture and Food reports by October 1st to the Legislative Fiscal Analyst to reallocate \$261,900 one-time for better use within the Department.	The Department agrees with this recommendation.	Project Funding: Supplemental: \$0 One-Time: \$0 Ongoing: \$360,000 <hr/> <i>Total: \$360,000</i> Spending: Status: Under Spent Amount: \$98,081 Implementation (Projected): Status: Implemented Date: September 2022 Performance:

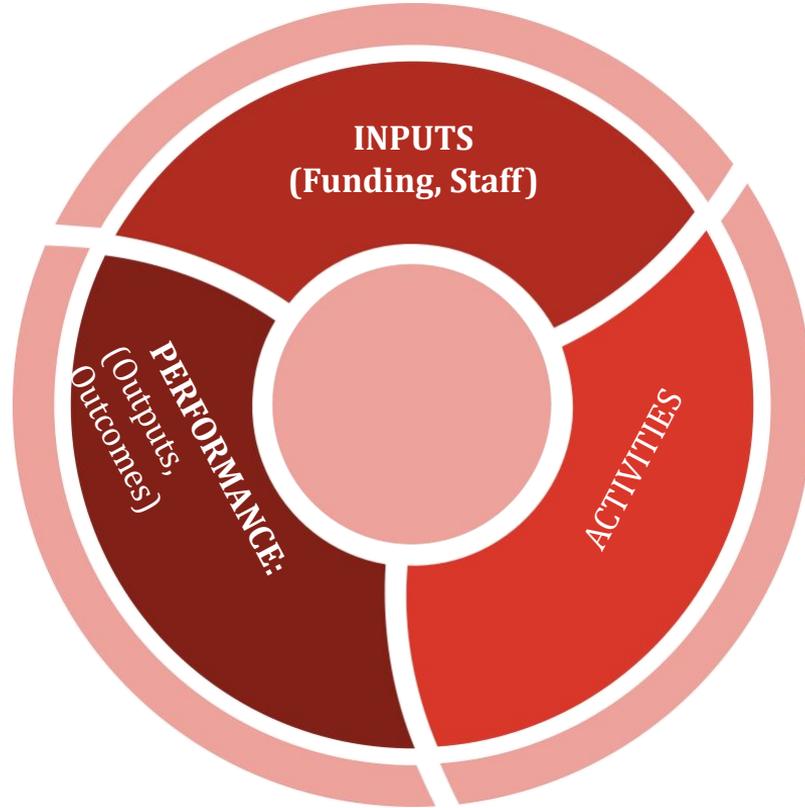
What is a Performance Measure

- “Performance measures simply give you the means to know **how well the agency/division/program is doing at providing services and improving lives.**
- A good performance measure gives you and your staff the ability to make changes and see whether those changes improve the agency/program’s performance, that is, its ability to improve customers/clients’ quality of life.
- Importantly, performance measures are data - they quantitatively measure performance of the agency or division.”

WHY? What is the broader goal you want to accomplish?

- **Outcome-oriented**: What will you achieve, instead of how will you achieve it?
- **Citizen/customer-centric**: Is the outcome meaningful from their perspective?
- **Fulfills intent**: What was the original goal of this funding item?
- **Broader mission**: How does this funding item fit in with the performance measures for the broader program, division, or agency mission and objectives?

Measuring Performance: Part of a Larger Process



Performance: Outputs v. Outcomes

OUTPUTS	OUTCOMES
<p>Direct product of program activities</p> <p>Quantifies frequency and intensity of the activity of the program</p> <p>Lead to a desired outcome</p>	<p>Meaningful impacts for citizens during or after the program</p> <p>Change in behavior, skills, knowledge, attitudes, condition</p> <p>Attributable to program outputs</p>

Outcomes are preferred.

If unavailable, choose an output that ties directly to the desired outcome.

Examples of Outputs v. Outcomes

FUNDING ITEM	OUTPUTS	OUTCOMES
Family budgeting awareness	Number of financial planning sessions	Increased financial stability (living in a budget, making monthly additions to savings accounts)
Park clean-up	Weekends dedicated to clean-up efforts by volunteers	Reduced exposure to safety hazards
Targeted salary increase	Number of case workers per client per year	Improved client outcomes, e.g. risk scores

Common Pitfalls

- “We spent the money”
- Pass through items - “We gave out the money”
- Status update on implementation
- Measuring demand rather than impact
- Ambiguous concepts

Checklist: Assessing Measures

- Is it meaningful? Does it tie to the mission of the division/agency?
- Is it focused on customer needs and demands?
- Is it simple enough to be understood? Have you avoided ambiguous concepts?
- Is the data available, accurate, and reliable?
- Is it cost effective to collect and report the data?
- Can the data be collected and reported in one year?
- If it is an output, does it influence an outcome?
- Do you have a meaningful target? (reasonable, not stretch or too conservative)

Sample Measures and How To Improve

- “Obtain employment”
 - How many clients?
 - Part or full-time?
 - Temporary or permanent?
 - For how long?
 - Reduced use of public assistance?
- “Build a new Higher Ed building”
 - How many more students served?
 - How many more courses offered?
 - Improved student retention?
 - Improved ratings of programs of study in national rankings?
- “Contracts in place for arts grants during the pandemic”
 - How many clients served?
 - Percent of funded arts organizations still in operation?
 - Has access increased, i.e. has the cost of tickets increased?

Funding Item Example

Permanent Supportive Housing Project:

This item provides funding of \$750,000 one-time in FY 2022 to construct 72 one-bedroom rental units through a public-private partnership.

Assuming:

- Units are meant for people experiencing homelessness
- Construction will be completed in September 2021

Performance Measures & Mission

The Housing and Community Development line item mission is to "actively partner with other state agencies, local government, nonprofits, and the private sector to build local capacity, fund services and infrastructure, and to leverage federal and state resources for critical programs."

Funding Item Example

Utah County Permanent Supportive Housing:

Output: # one-bedroom units produced; # of people housed; % of

units occupied But why?

- What is the client-level impact?

Outcome: % of clients in housing after six months (% not homeless)

Checklist: Assessing Measures

- Is it meaningful? Does it tie to the mission of the division/agency?
- Is it focused on customer needs and demands?
- Is it simple enough to be understood? Have you avoided ambiguous concepts?
- Is the data available, accurate, and reliable?
- Is it cost effective to collect and report the data?
- Can the data be collected and reported in one year?
- If it is an output, does it influence an outcome?
- Do you have a meaningful target? (reasonable, not stretch or too conservative)

What makes a good measure?

A performance measure should be:

- Meaningful e.g. Does it capture the basic purpose of providing information about value from taxpayer investment?
- Valid e.g. Does it accurately show what it is intended to show?
- Reliable e.g. Is the methodology well documented?
- Practical e.g. Is it “good enough” given existing constraints?
- Clear e.g. Is it well defined? Is it written in plain language?

Performance Measure Format Template

Measure Creation:

I want to achieve (Goal) as measured by (Performance Measure)

Example: I want to achieve good health as measured by resting heart rate.

Measure Name:

Template: (Unit of measurement) of (observation)(qualifier)

- Unit of measurement: Number, Percentage, Rate, Inches, Minutes, etc.
- Observation: People, Hours, Rocks, Dollars, Miles, etc.
- Qualifier: Released from prison, spent on a project, to build a building

Example: Number of heart beats per minute when resting.

Target:

Target inputs should be a single number. When creating a target think of the following:

“I have made significant progress toward (Goal) when (measure) equals (target)”

Example: I have made significant progress to good health when my resting heart equals 60 bpm.

Special Guests

BREAK

Workshop

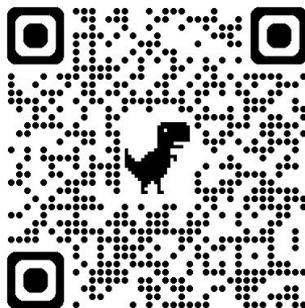
- Measure the impact of the additional funding
 - New FTEs? What will they do?
- OUTPUTS and OUTCOMES
- NO TEXT TARGETS
- Tricky funding items = studies, buildings, legal expenses, pass through
 - WE CAN HELP!

WORKSHOP RESOURCES

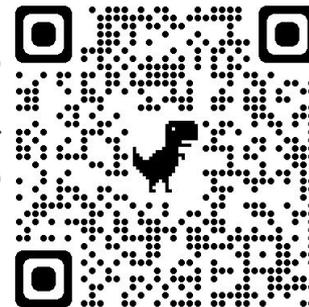


GOPB & LFA
Performance
Resources

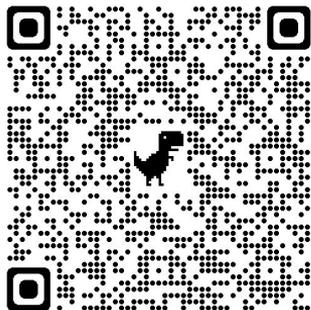
Metrics That
Matter



Colorado
Evaluation &
Action Lab



Governing
for Results
Network
Guidance



Tennessee
Evidence-Based
Budgeting



BREAK

GROUP SHARE



What is CX?

What is a typical government process?

Renewing a driver's license

SAVE TIME SKIP THE LINE

Appointments are available for ALL service. Click the button above under Featured Services and answer a series of questions, read the requirements, complete the application, and make an appointment. The average wait time for a scheduled appointment is 4 minutes. The average wait time for a walk in is 30+ minutes.

SCHEDULE YOUR APPOINTMENT TODAY!

Story Time

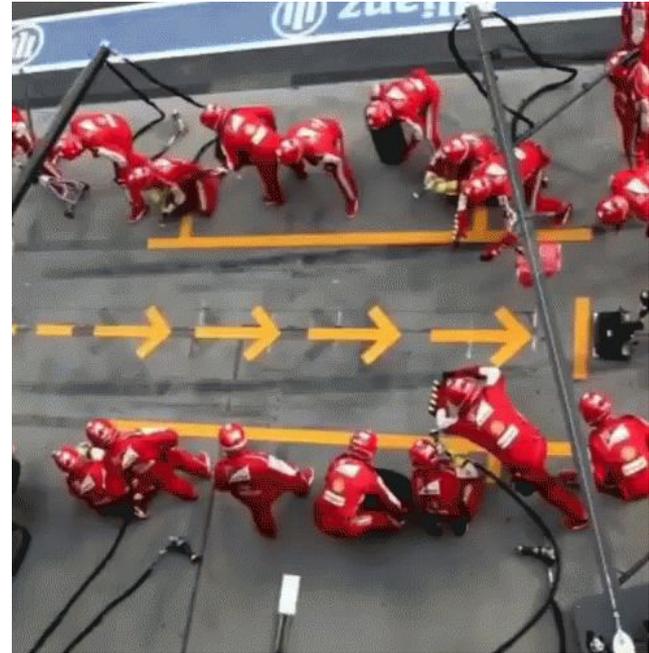
Driver's License Division's Mission

OUR MISSION IS TO LICENSE AND REGULATE DRIVERS IN UTAH AND PROMOTE PUBLIC SAFETY

- What should their Line Item and any Funding Item measures look like?
- How should this align with their strategic plans?
 - Where does CX fit into all of this?

How do we know the right solution?

- Identifying
- Understanding
- Informing
- Designing
- Measuring



Who has time for all of this?

Statewide Customer Experience Team



**Louise Schenk,
Manager**



**Rachel Stone,
Product
Manager**



**Tania
Vakhrycheva,
Product
Manager**



**Tramaine Jones,
Data Analyst**

Network



CX Champion in
your agency

Our Work



Listening Infrastructure

Identify all the touchpoint and services the agency offers, and ensure they have feedback channels for each.

Qualtrics, Site Analytics, Constituent Panel



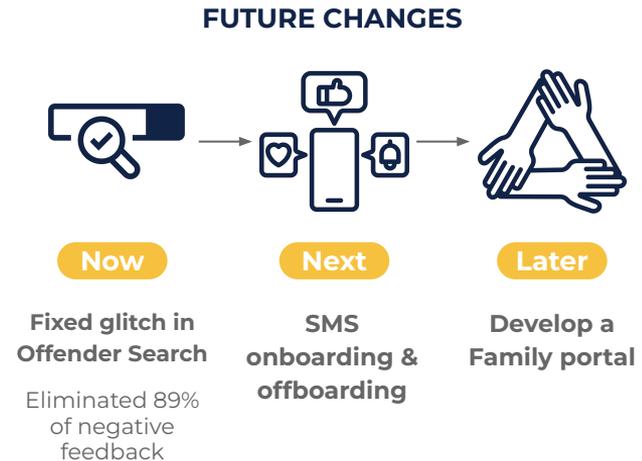
Deep-Dive Service Design

Use qualitative methods on individual service to identify opportunities for improvement, the shepherd ideas forward.

Interviews, ride-alongs, user testing, journey mapping, co-creation

Corrections

Putting the microscope to a “Wicked Problem”



Add fidelity to our understanding of problem

National Guard

Taking action on a well-understood problem



Tax Commission

Listening at scale

Is this page helpful?



Website

Did I solve your problem?



Office Visit



Support Conversations



Online Services

Could you find a time that's convenient for you?



Appointment Booking



Online Payment

Is this letter clear?



Email or Letter

Was that faster or slower than expected?

How hard was that?

Could you pay the way you want?



Transcription and Sentiment Analysis for Call Center Calls

This Matters

Joy of buying a car

Freedom of a first driver's license

Vulnerability of being taken advantage of

Worry of not getting paid

Excitement of a promotion

How does this all fit together?

Strategic Plans

Focus and drive resources
to the desired programs

Performance Measures

Measure the desired
outcomes



CX Program

Collects data to inform,
measure, or design
improvements

Great, but who has money for this?

It's has been funded
on an enterprise level
for all agencies



WRAP UP!

Performance Measurement Training & Workshop



LEGISLATIVE
FISCAL
ANALYST



GOVERNOR'S OFFICE OF
Planning & Budget

Still Have Questions...



GOPB
Senior
Budget &
Policy
Analyst



GOPB
Director of
Operational
Efficiencies



LFA
Performance
Initiatives
Manager



LFA
Senior
Operations
Analyst



LFA
Operations
Analyst



LFA
Financial
Analyst

UPCOMING DATES

April 30th

Agencies propose performance measures and targets for funding items in [Performance Prep](#)

July 1st

GOPB and LFA analysts with agencies have **finalized** each proposed funding item performance measure

August 15th

Agencies report on FY 24 funding items and line time performance measures in [Performance Prep](#)

SURVEY

Share your feedback with us. Thank you!

