

Maryland's StateStat: A State-level Performance *Management System*

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StateStat is Maryland's performance measurement and management system. In use since 2007, StateStat was originally modeled after Baltimore's CitiStat as a way of capturing and monitoring the progress of government service delivery using frequently updated data. Through a process of continual re-evaluation by the Governor, his executive staff, and agency leadership during bi-weekly meetings, new and improved strategies emerge for delivering key public services effectively and efficiently. Located within the Governor's offices in Annapolis, a lean staff provides the logistical and analytical support for the operation. A recent visit to StateStat by the Public Sector Performance (PSP) Global Expert Team (GET) in November 2009 revealed a set of interesting findings applicable to countries developing performance management systems.

Evolution

The idea for StateStat began with New York Mayor Guiliani's ComStat for the police. This model was adopted to Baltimore by then Mayor Martin O'Malley in 2000 in the form of CitiStat, and has now been implemented at the state level by Governor O'Malley. When initiated, much of the emphasis was on identifying and collecting the right performance information for departments and their policy sphere. With much of this early work completed, the emphasis is changing from outputs and activity measures toward impact and outcomes, including target-setting and linking department performance with strategic policy priorities. To improve transparency all data, reports, and meeting summaries are available on the web at <http://www.statestat.maryland.gov/>. After two years of operation, data collection has improved and is not only used to justify outputs and funding, but to also help agencies move toward monitoring outcomes/impact. Recently, a Delivery Unit was also created in the Governor's Office to support the StateStat mission and help define indicators and targets for the Governor's strategic priorities. A future area of focus for the initiative is performance informed budgeting, better aligning inputs, activities, outputs with targets, policies, and impact.

10 Key Findings

1. ***It's a low tech operation.*** Both in terms of the technology (off the shelf, Excel based) and personnel (5 full time staff). Support staff includes one part-time web master and one Global Information Systems (GIS) expert. The cost of the team is more than paid for in the efficiency gains from the process. The firm ESRI (<http://www.esri.com/>) provided free, open-source software for visualizing the data. The software is freely available to any state and they are working on a cell

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phone version. The main use of the GIS data is for visually communicating information to the public over the web.

2. ***Data submission is done by agencies on a monthly basis.*** Agencies submit monthly updates in excel to StateStat with all of the data they are tracking. In turn, the staff at StateStat produce an executive view/dashboard of performance for the Governor, used for the bi-weekly meetings held with various agencies. All data is also published on their web site.
3. ***The commitment and presence of the Governor is critical.*** This point was emphasized over and over again. The Governor is extremely committed to the process and makes attending the meetings a top priority.
4. ***Having all key players (the Governor's management team) present facilitates progress.*** Present in the room: Governor, the Chief of Staff, Governor's staff, head of StateStat, the analyst assigned to producing the reports, heads of various departments (e.g. Department of IT, Department of Budget and Management) and the agency head and staff assigned to that day. The presence of all of these units is critical to addressing bottlenecks in performance revealed during the process.
5. ***Organizational location matters.*** Statestat and the Delivery Unit are located within the Governor's Office. Being located in the chief executive's office gives the small units leverage in advancing the performance agenda and shepherding the process.
6. ***Reporting mechanisms are clear, consistent, and not overly burdensome.*** Prior to each meeting with the Governor, his senior staff, and agency head, StateStat analyzes the data, and prepares an 8-10 page Executive Briefing Memo (EBM) for the Governor with a dashboard, and analysis of key issues, trends, and policy and spending implications. The EBM also includes assessments of where they think each department is with respect to attaining goals. Agencies participate in a meeting once per month – this reliability is extremely important. At this, sometimes confrontation meeting, they discuss the data and issues for roughly 90 minutes. One incentive for departments to engage in this, other than that the Governor requires it, is for senior department officials to get face time with the Governor and his senior staff on a regular basis. In addition to the Executive Report, analysts provide an in-depth data report (~ 30 pages) to the agency with all of the raw data prior to the meeting. Following the meeting, the analyst sends a brief to the agency on key actions/outcomes of the meeting. Departments submit monthly updates to StateStat.
7. ***The process is highly transparent.*** Upholding the unit's commitment to transparency, all meeting reports and statistics are available on the StateStat website: <http://www.statestat.maryland.gov/>. Citizens can and do give feedback on indicators, data, actions, etc.... There is also an open door policy at the bi-weekly StateStat meetings.

8. **Integration of monitoring with objective setting.** StateStat focuses on getting results frameworks and indicators for each department/area. The delivery unit, created in 2008, focuses on goal and target setting. The delivery unit developed 15 strategic goals for the state based on the governor's plans. The departments are being mapped to these goals. Each agency must produce delivery plans to achieve the goals and targets, identifying the actions they will take. Many of the goals are cross-cutting.
9. **Numbers alone cannot provide the full picture.** The comfort of certain agencies with numbers and performance monitoring has been a challenge, but the StateStat staff have been cognizant of "statestating at their level" with agencies and quick to reassess numbers when the data does not seem to reflect reality.
10. **Real savings can result.** While the focus is on impact and results, the review and discussions have helped identify savings and streamlining. Examples of some savings were in centralizing common purchases/procurement, and better identification and allocation of state assets. Helping to get past the roadblocks in service delivery is one of the most useful parts of this process.

Further Resources

StateStat website: <http://www.statestat.maryland.gov/>. A video on Baltimore's CitiStat is available here: <http://www.statestat.maryland.gov/history.asp>

"Maryland's Fact-Driven, Strategy-Based Governing Approach," John M. Kamensky, PATimes August 2009. Available from:
<http://www.businessofgovernment.org/about/leadership/082009.asp>

"The Baltimore CitiState Program: Performance and Accountability," Lenneal Henderson, 2003. Available from: <http://www.businessofgovernment.org/pdfs/HendersonReport.pdf>

"The Seven Big Errors of PerformanceStat," Robert Behn, Policy Brief, 2008. Available from: <http://www.hks.harvard.edu/thebehnreport/Behn,%20PerformanceStatErrors.pdf>

"Using Performance Data for Accountability: The New York City Police Department's CompStat Model of Police Management," by Paul E. O'Connell. Available from: http://www.businessofgovernment.org/pdfs/Oconnell_Report.pdf

"PerformanceStat Leadership Strategy," Bob Behn's Performance Leadership Report, November 2009. Available from: <http://www.hks.harvard.edu/thebehnreport/November2009.pdf>

"What All Mayors Would Like to Know About Baltimore's CitiStat Performance Strategy," Robert Behn, 2007. Available from: <http://www.businessofgovernment.org/pdfs/BehnReportCiti.pdf>