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The Pew-MacArthur Results First Initiative:
INVESTING IN PROGRAMS THAT WORK

January 7, 2016



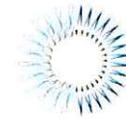
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The Policy Challenge

- Budget development often relies on inertia and anecdote
- Limited data on:
 - What programs are funded
 - What each costs
 - What programs accomplish
 - How they compare

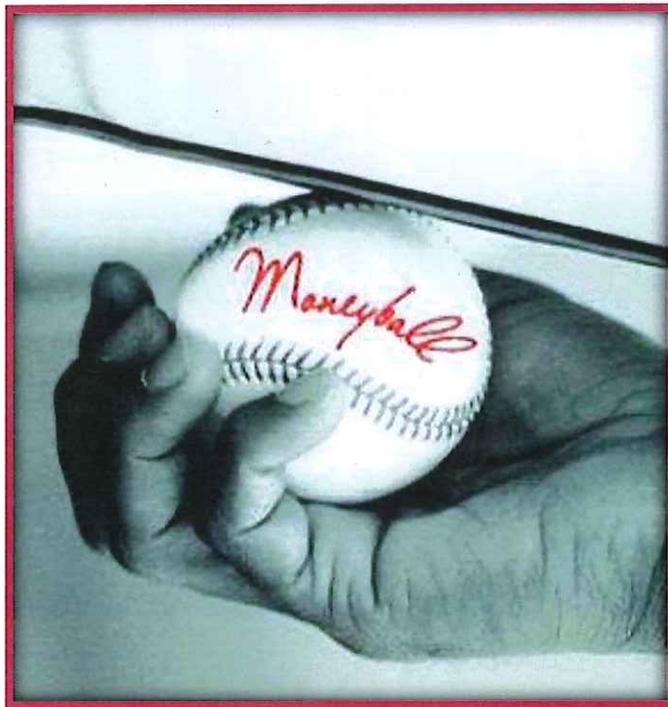




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The Solution: Bring Evidence into the Process



- **IDENTIFY** program budget portfolio and what you know about each program
- **CONSIDER** whether benefits justify costs
- **TARGET** funds using rigorous evidence

ACHIEVE dramatic improvements *without* increased spending

The Results First Approach



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Compare current programs to
evidence



Inventory Programs

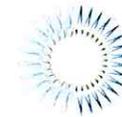


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PROGRAM INFORMATION	BUDGET	
Program Name	Program Budget	% of Program Budget
Correctional industries	\$125,000	6%
Cognitive behavioral therapy	\$50,000	3%
Vocational education	\$300,000	15%
Drug courts	\$180,000	9%
Intensive supervision	\$250,000	13%
Veterans courts	\$100,000	5%
All others	\$950,000	49%

Compare Inventory to Database of Evidence-Based Programs



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Policy area	Intervention	Blueprints	CEBC	Coalition	Crime Solutions	NREPP	PPN	WWC	WWR
Substance abuse	Active Parenting of Teens: Families in Action		●		●	●			
Substance abuse	Adolescent Community Reinforcement Approach		●		●	●			
Juvenile justice	Adolescent Diversion Program (NY)				●				
Juvenile justice	Adolescent Diversion Project				●				
Child welfare	Adolescent Parenting Program								
Mental health	Adolescents Coping with Depression								
Adult criminal justice	Adult boot camps				●				
Adult criminal justice	Adult drug court (Guam)				●				
Adult criminal justice	Adult drug courts				●				
Adult criminal justice	Adult drug courts (OR)				●				

Clearinghouse: Intervention: Evidence Rating: CrimeSolutions.gov Adult boot camps No effects practice

[Learn more](#) | ➔

Displaying results 1-60 of 1001 | [Back to top](#) ↑

Assess Level of Funding for Evidence-Based Programs



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PROGRAM INFORMATION	BUDGET		EVIDENCE-BASED	
Program Name	Program Budget	% of Program Budget	Ratings	
Correctional industries	\$125,000	6%	Highest rated	9%
Cognitive behavioral therapy	\$50,000	3%	Highest rated	
Vocational education	\$300,000	15%	Second-highest rated	24%
Drug courts	\$180,000	9%	Second-highest rated	
Intensive supervision	\$250,000	13%	No evidence of effects	13%
Veterans courts	\$100,000	5%	Not rated	54%
All others	\$950,000	49%	Not rated	

The Results First Approach



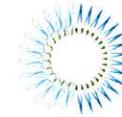
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Compare current programs to evidence

Conduct benefit-cost analysis to compare returns on investment





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Results First Approach

1 Use the best **research** to identify what works



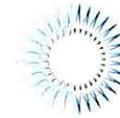
2 Predict the **impact** in your state



3 Calculate long-term **benefits** and **costs**

BENEFIT
COST

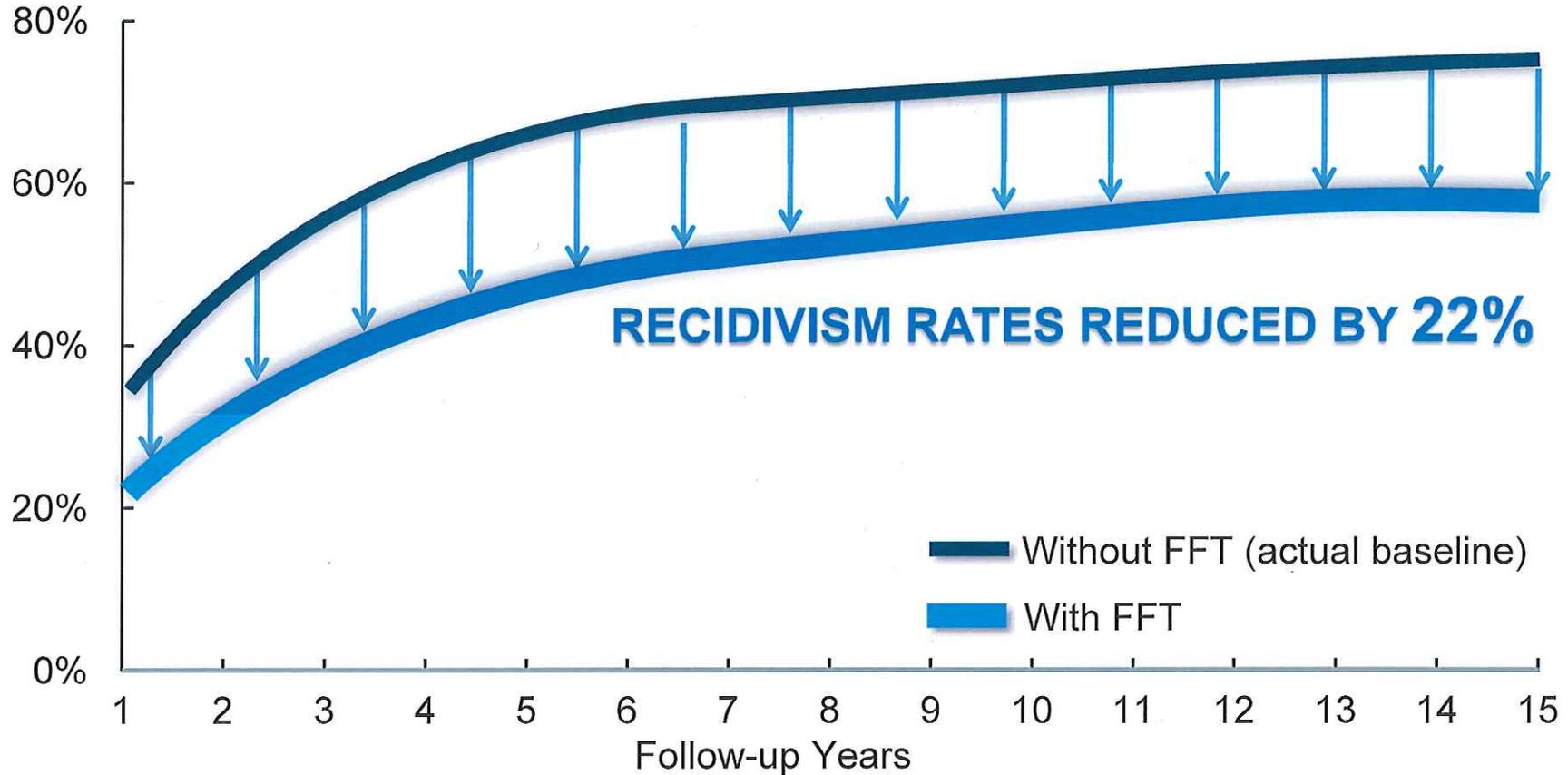
EXAMPLE: Meta-analysis of Functional Family Therapy



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Recidivism Rate



Source: Based on WA State data

Functional Family Therapy (Community-Based)



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OUTCOMES FROM PARTICIPATION		MAIN SOURCE OF BENEFITS
Reduced crime	\$20,740	Lower state & victim costs
Increased high school graduation	\$8,220	Increased earnings
Reduced health care costs	\$66	Lower public costs
Total Benefits	\$29,026	
Cost	\$3,406	
Net Present Value	\$25,620	
Benefits per Dollar of Cost	\$8.52	

Source: Based on WA State data

Compare Return on Investment of Programs - “Consumer Reports”



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ADULT CRIMINAL JUSTICE PROGRAMS	COSTS	BENEFITS	BENEFIT TO COST RATIO
Cognitive behavioral therapy	\$431	\$10,095	\$23.42
Vocational education	\$1,645	\$19,594	\$11.91
Correctional industries	\$1,485	\$6,818	\$4.59
Drug courts	\$4,951	\$15,361	\$3.10
Intensive supervision (surveillance only)	\$4,305	-\$1,139	-\$0.26
JUVENILE JUSTICE PROGRAMS			
Aggression Replacement Training (state institutions)	\$1,575	\$16,827	\$10.68
Functional Family Therapy (probation)	\$3,406	\$29,026	\$8.52
Drug courts	\$3,275	\$8,110	\$2.48
Multidimensional Treatment Foster Care	\$8,232	\$20,065	\$2.44
Scared Straight	\$67	-\$12,319	-\$183.87

Source: Based on WA State data

The Results First Approach



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Compare current programs to evidence

Conduct benefit-cost analysis to compare returns on investment

Target funds to evidence-based programs



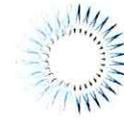


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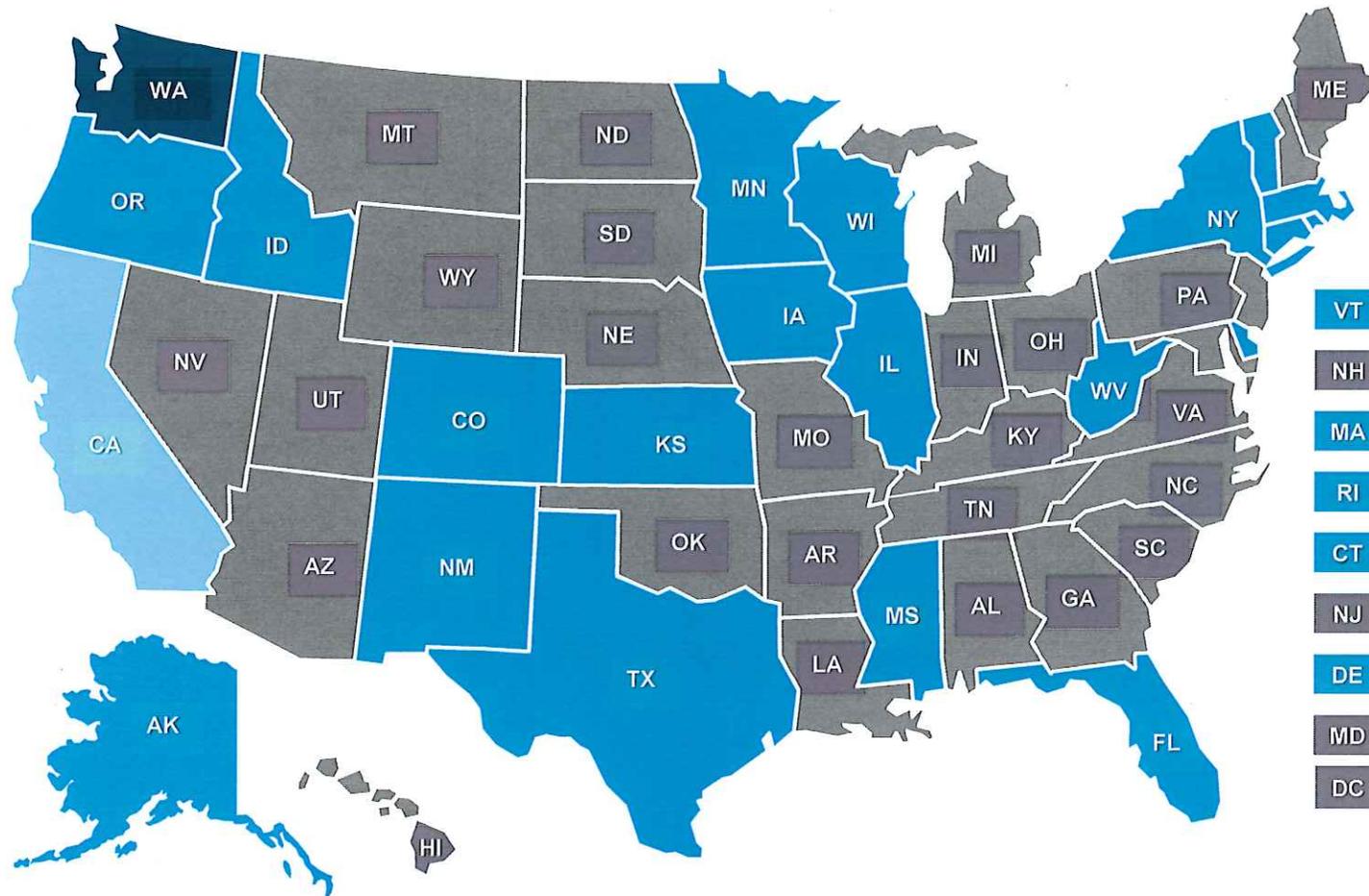
Results First Work in States

Participation in Results First



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Using Results



Division of Criminal Justice Services

Cost Benefit Update

Document Number: CBA-3



COST-BENEFIT SERIES

Wisconsin Results First In Adult Criminal Justice Program Initial Report



Cost ben... been a st... sector. U... return of... is increa... and shap... CBA wo... behest of... use econ... simulation... public sa... criminal... informat... agency e... into prog... generate... returns o...

Cost B



Massachusetts Results First

October 2014



State of Illinois
Illinois Sentencing Policy Advisory Council



Summer 2015

Illinois Results First

The High Cost of Recidivism

Council Members

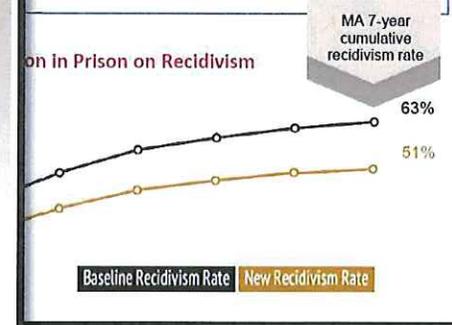
- Hon. Gina DiWeo, Chair
- Hon. Warren Wolfson, Vice-Chair
- Sen. Kwame Raoul, Vice-Chair
- Rep. Marcus Evans
Illinois House of Representatives
- Rep. John Anthony
Illinois House of Representatives
- Sen. Jaen Barickman
Illinois State Senate
- Steve Baker
Office of the Cook County Public Defender
- Kathryn Bocanegra
Erickson Chicago
- Tom Dart
Cook County Sheriff
- Craig Findley
Prisoner Review Board
- Michael J. Glck
Office of the Attorney General

Key Findings

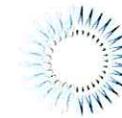
- In 2014, more than 40,000 people were convicted of felonies and 55,000 were convicted of misdemeanors in Illinois. Roughly 97% of those admitted to IDOC eventually return to the community.
- Forty-eight percent of those released from prison each year recidivate within three years of release and 19% will recidivate within one year of release.
- The average cost associated with one recidivism event is \$118,746; approximately \$57,418 is attributed to the tangible and intangible costs borne by victims.
- Given current recidivism trends, over the next 5 years recidivism will cost Illinois over \$16.7 billion.
- Cost-benefit analysis can be used to calculate the benefits, measured by reduced recidivism rates, of diversion programs, alternatives to incarceration, and the incarceration of those for whom prison is the appropriate sentence.

ANALYSIS EXAMPLE: EDUCATION IN PRISON

	MA State 2012 Dollars	Type of Benefits
Participant	\$21,297	Lower state and victim costs
Participant cost	(\$ 3,240)	\$2,181 X 1.5 years
Participant cost	\$18,057	
Participant cost	\$6.60	
Reduction:	-19.2%	Number of Studies: 11



Iowa



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- Replaced ineffective domestic violence treatment program with state developed program
- Expanding *Cognitive Behavioral Therapy* (CBT) and vocational education programs
 - Received federal grant funding to train staff on new CBT programs





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Massachusetts

- Dedicated \$2.6 million in federal funds to evidence-based programs through a competitive grant process
- Sharing and analyzing data across criminal justice agencies
- Identifying multiple uses for Results First data
 - Developed comprehensive recidivism analyses and used findings to address policy questions
 - Made administrative changes to maximize program utilization



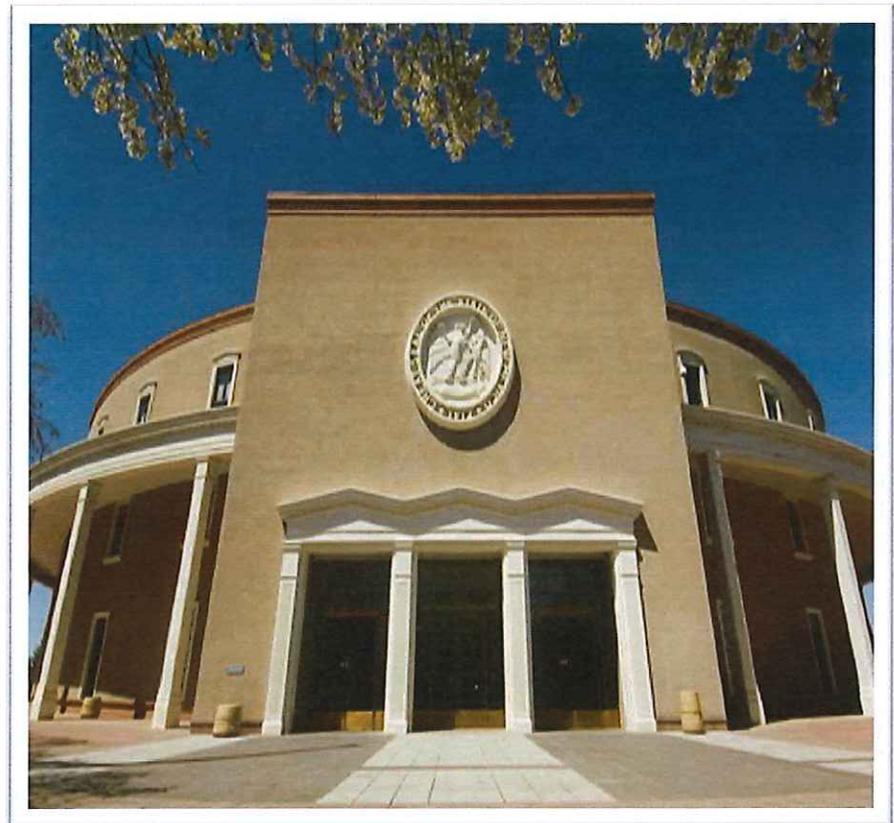
New Mexico



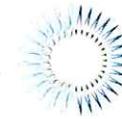
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- Implemented in all available policy areas
- Produced Innovative Reports:
 - “Cost of Doing Nothing”
 - Report on Impact of State Budget Cuts
- Used Results First approach to target \$90M for evidence-based programming in early education, child welfare, and criminal justice



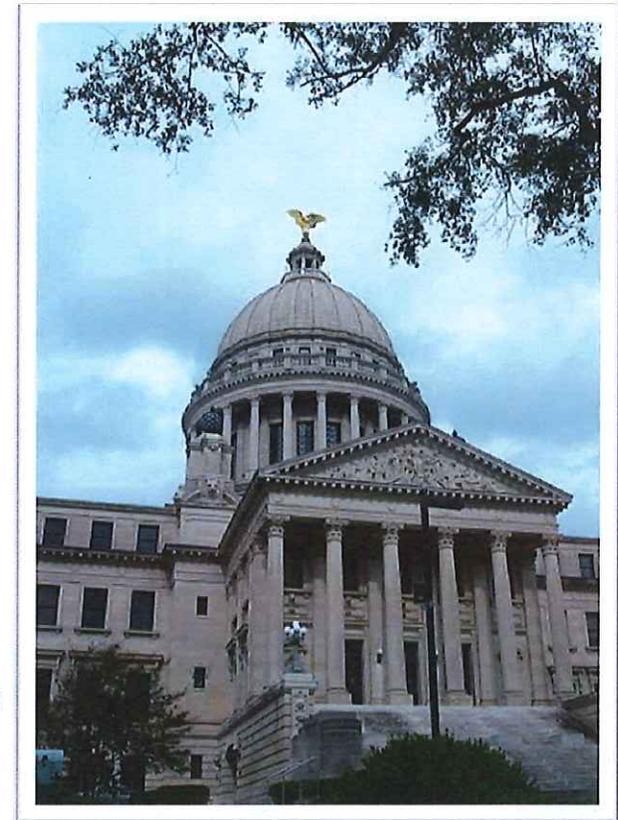
Mississippi



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- Developed comprehensive inventory of all correctional programs at state institutions
- Eliminating and replacing programs in adult corrections
- Implementing data-driven efforts to standardize and increase accountability in drug courts
- Enacted law that:
 - Requires data reporting by local courts and law enforcement agencies
 - Requires comprehensive program inventories in 4 agencies
 - Defines evidence-based, research based, and promising programs
 - Eliminated a shock incarceration program shown to be ineffective



Mississippi Evidence Screen



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Program Premise

Needs Assessment

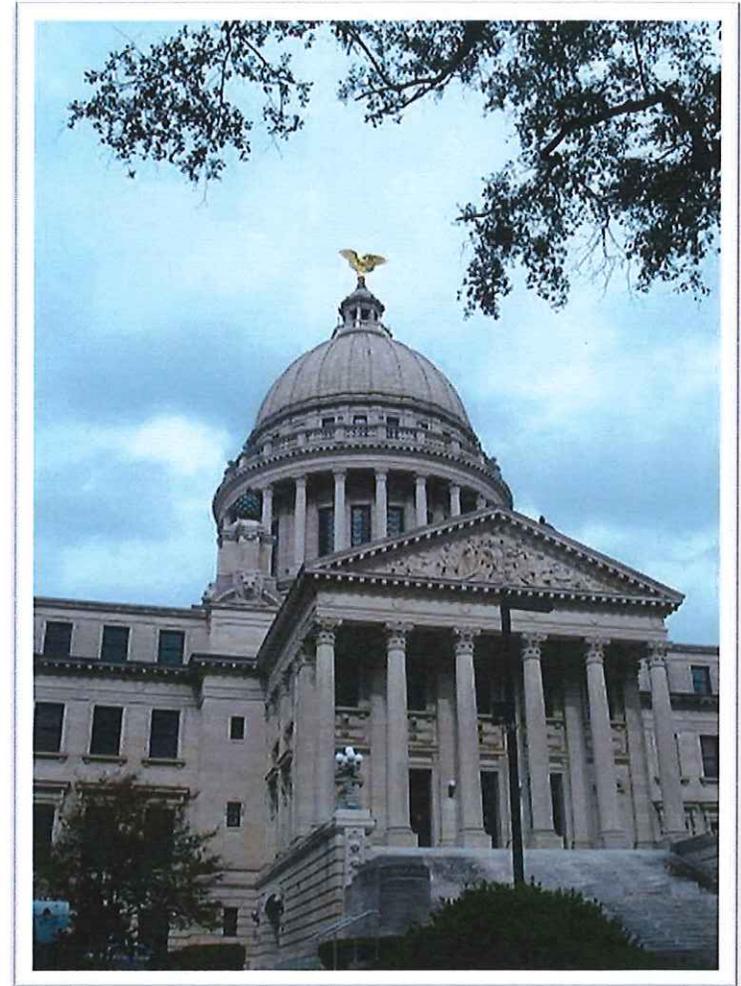
Program Description

Research and Evidence Filter

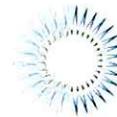
Implementation Plan

Fidelity Plan

Measurement and Evaluation



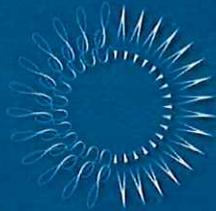
Suggested Model Implementation



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www.pewtrusts.org/ResultsFirst

Wisconsin Results First Initiative: Implementation Teams and Progress



Four Components of Wisconsin Results First Initiative



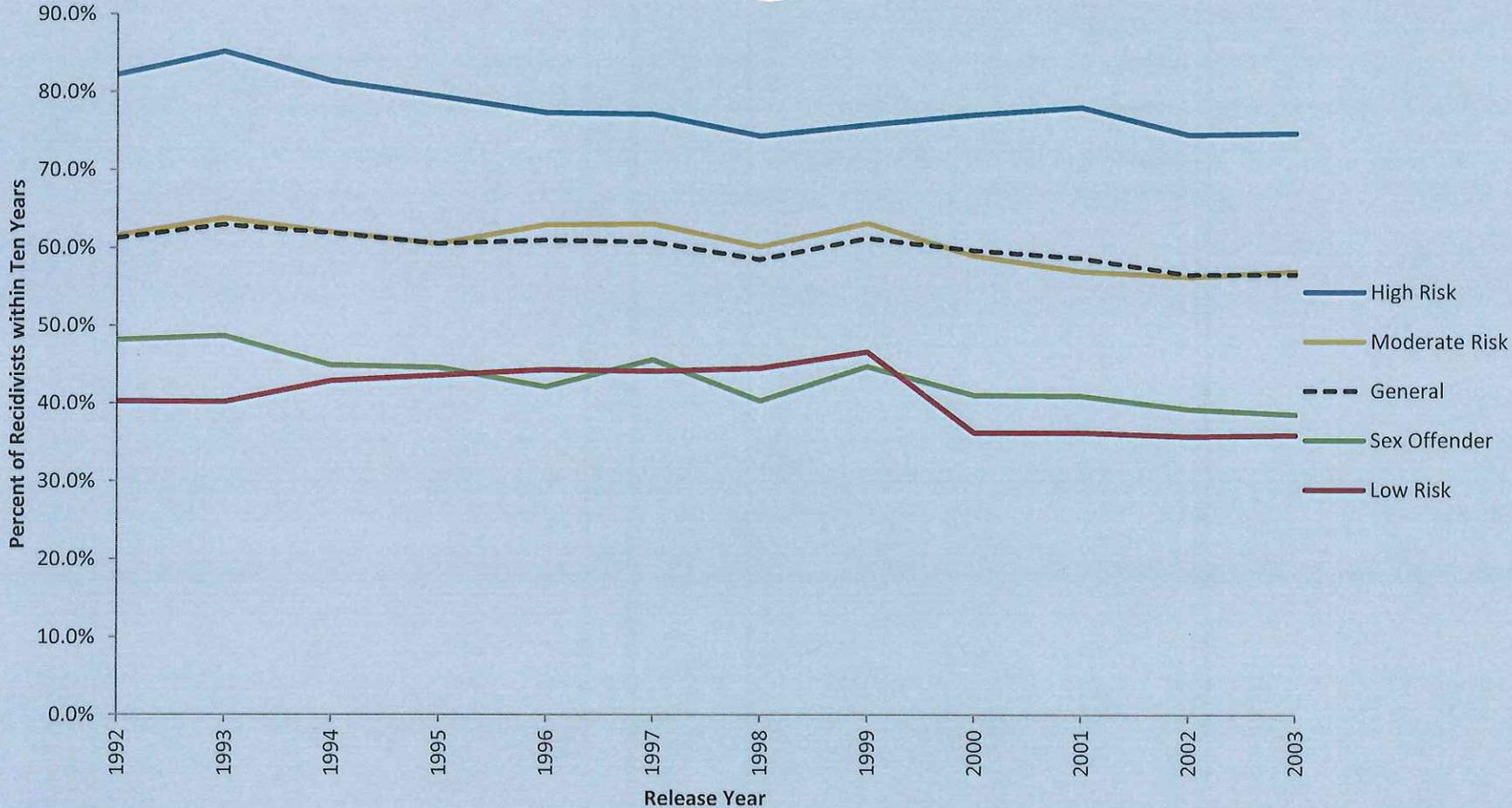
1. **Recidivism Component**
 - Who returns to the system?
2. **Resource Use Component**
 - Where in the system do they go?
 - How long do they stay in each system resource?
3. **Cost Component**
 - How much does it cost to put them through a system resource?
 - How much does it cost to reduce risk through programming?
4. **Programs Component**
 - What kinds of programs/services are being provided?
 - How effective are these programs/services?
 - How many are being served by these programs/services?

Recidivism Types

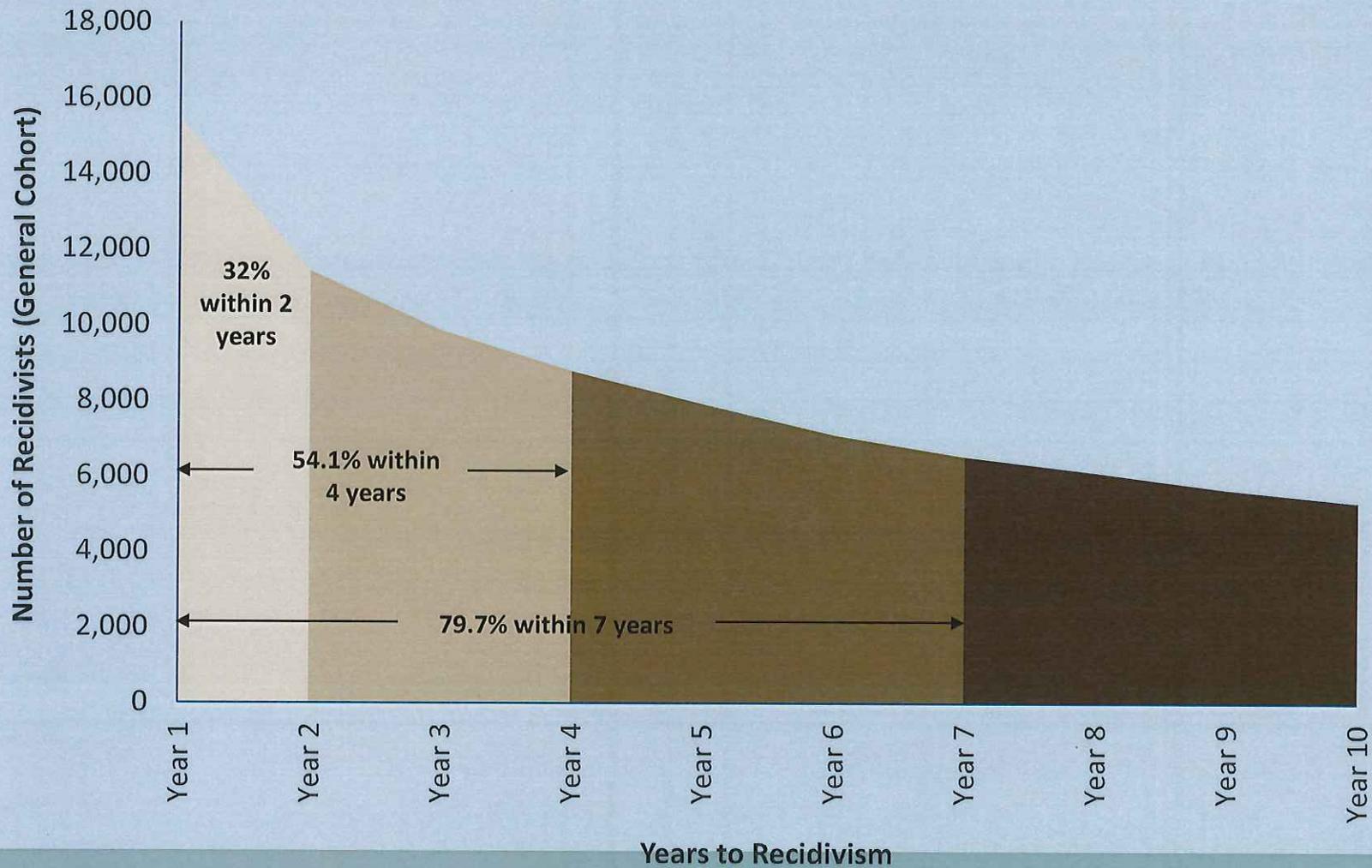


- 1. Cumulative Recidivism Rate**
 - Does an offender commit an offense resulting in a return to the system?
- 2. Hazard Ratio (Timing) Rate**
 - When and how many times do they return to the system?
- 3. Most Serious Offense**
 - What is the most serious crime they committed?
- 4. Number of Trips**
 - How many times, on average, does a particular offender type (e.g. property offender) return?
- 5. Number of Offenses per Trip**
 - How many offenses (proxy for number of victims), on average, does a particular offender type commit each time they return?

Cumulative Recidivism (Ten-Year Follow-up)

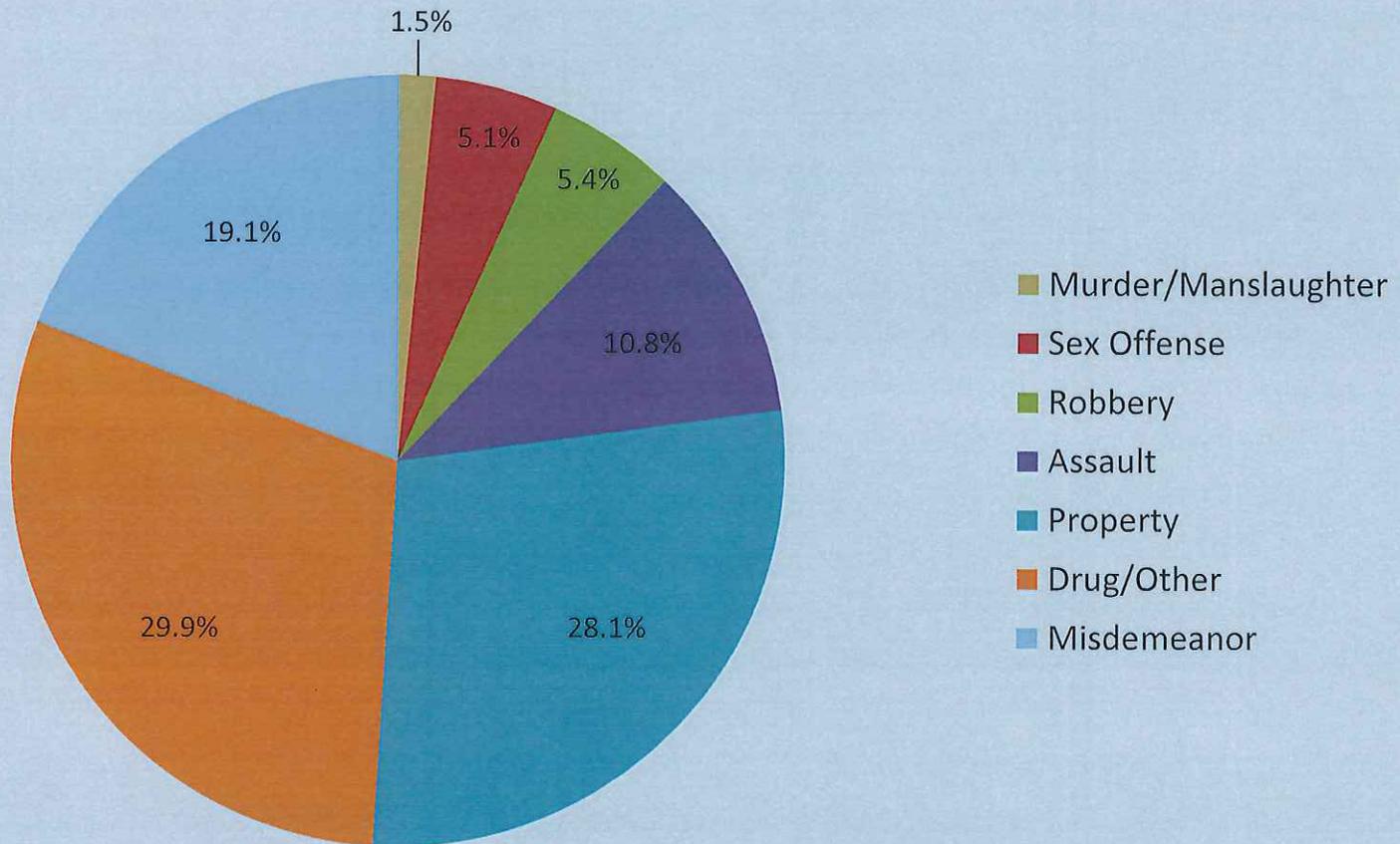


Hazard Ratio (Timing)

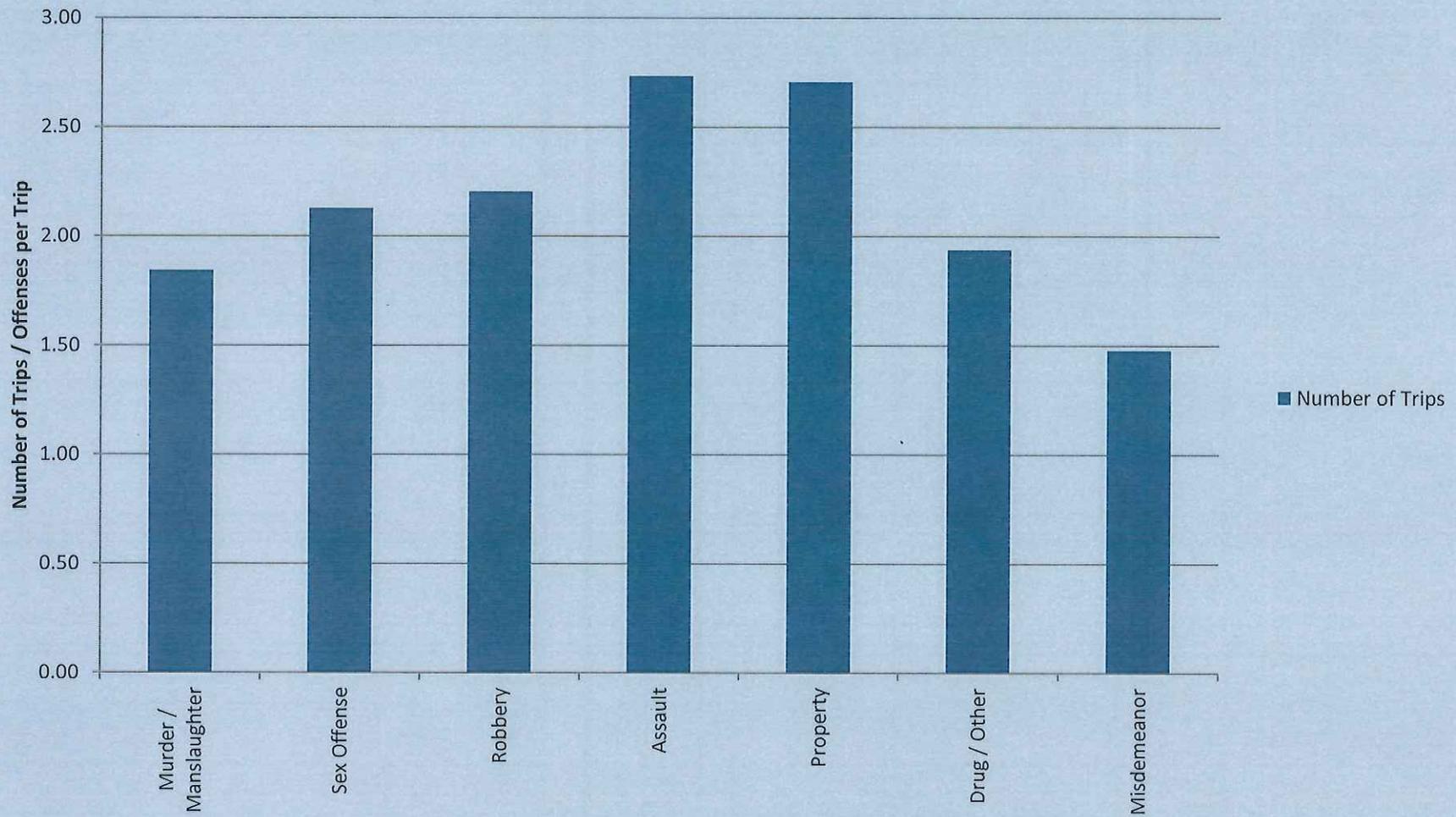


General Offender Recidivists Released from Prison 1992-2003

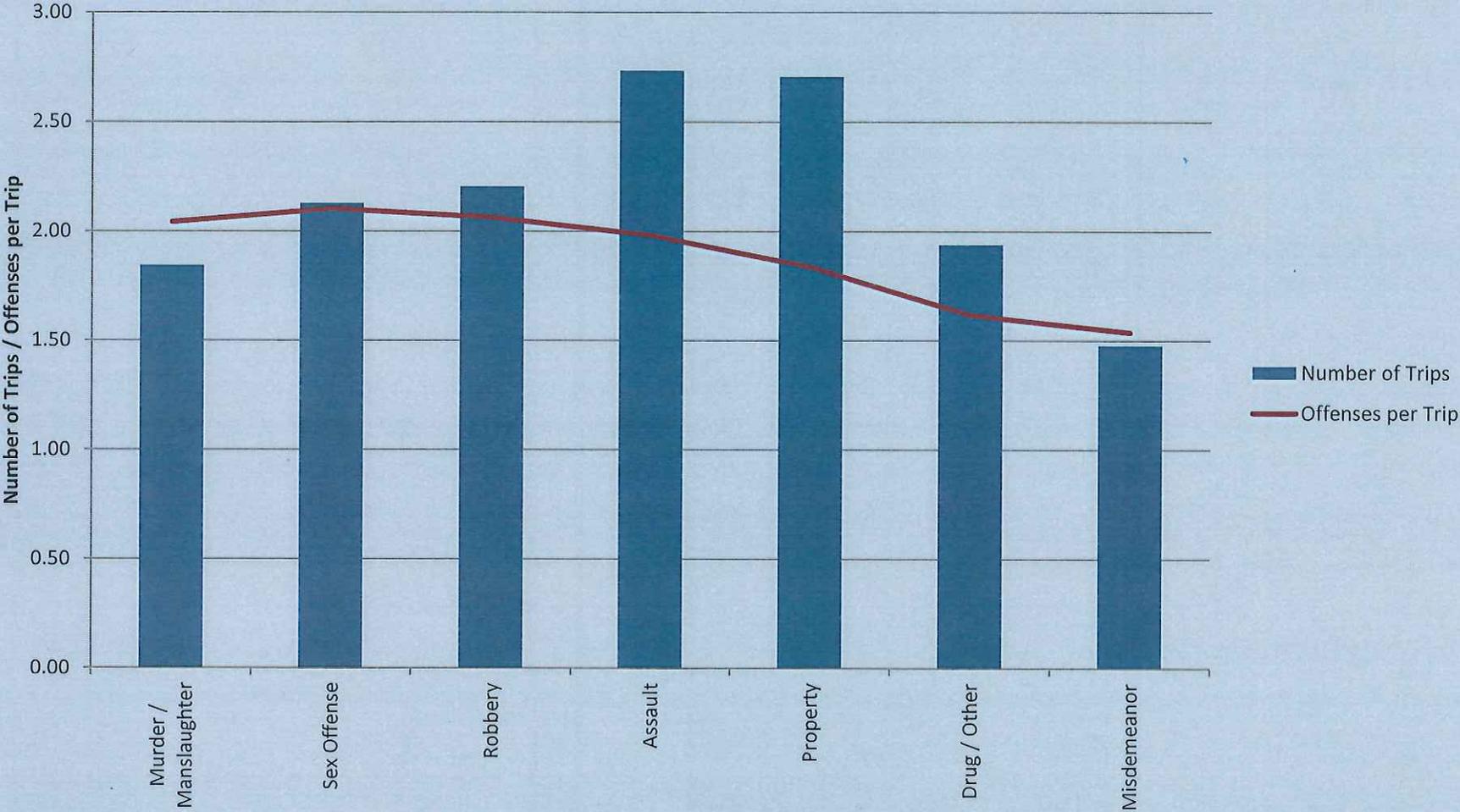
Most Serious Offense



Number of Trips



Offenses per Trip



Conditional Probability of Resource Use



Resource Type	Murder / Manslaughter	Sex Offense	Robbery	Assault	Property	Drug / Other	Misdemeanor	Year of Data
<input checked="" type="checkbox"/> Prison	0.91	0.47	0.78	0.26	0.20	0.20	0.01	2013
<input checked="" type="checkbox"/> Community Supervision Post-Prison	0.82	0.96	1.00	1.00	1.00	1.00	1.00	2013

Conditional Probability of Resource Use



Resource Type	Murder / Manslaughter	Sex Offense	Robbery	Assault	Property	Drug / Other	Misdemeanor	Year of Data
<input checked="" type="checkbox"/> Prison	0.91	0.47	0.78	0.26	0.20	0.20	0.01	2013
<input checked="" type="checkbox"/> Community Supervision Post-Prison	0.82	0.96	1.00	1.00	1.00	1.00	1.00	2013
<input checked="" type="checkbox"/> Community Supervision Non-Prison	1.00	1.00	1.00	1.00	1.00	1.00	1.00	2013

Length of Stay in Each Resource



Resource Type	Murder / Manslaughter	Sex Offense	Robbery	Assault	Property	Drug / Other	Misdemeanor	Year of Data
Prison	18.68 years	7.98 years	4.20 years	3.19 years	2.69 years	2.37 years	1.77 years	2013
<i>N</i>	189	442	333	430	566	1,504	225	2013
Community Supervision Post-Prison	9.42 years	7.60 years	4.87 years	3.77 years	3.83 years	3.41 years	2.31 years	2013
<i>N</i>	154	424	333	430	566	1,504	225	2013
Community Supervision Non-Prison	5.22 years	3.63 years	4.08 years	2.64 years	2.87 years	2.72 years	1.46 years	2013
<i>N</i>	20	507	92	1,204	2,216	6,184	16,166	2013

Types of Cost Estimates



- **Marginal Cost** → Costs that vary with small changes in the offender population (~20 people)
 - Examples: food, front-line staff salary, health services
- **Capital Cost** → Costs that generally remain fixed regardless of small change in the offender population
 - Examples: administrative costs, building new prison facilities

Cost of Arrest in Wisconsin



	WA	WI
Expenditures	\$1,405,970,000	\$1,537,485,000
Arrests	244,446	395,812
Average cost	\$5,752	\$3,884
Marginal Cost	670	\$452
Ratio	11.6%	

From BJS

From UCR and
OJJDP

Prison Costs Made Complicated



FY14 DAI Institution Costs with Health Svcs and 111/112

INSTS	Ofcr, Sgt, Supv Ofcr Sal	Ofcr, Sgt, Supv Ofcr Fringe	Health Svcs Sal	Health Svcs Fringe	Appn 101 Non- Sal	Appn 106 Water/Sewage	Appn 111 POS Funds	Appn 112 Becky Young Funds	Appn 185 Exp	TOTAL	FY14 ADP	Average Cost per ADP
BHS			20,195,756.62	8,530,062.98	64,697,720.55					93,423,540.15	---	---
CCI	12,329,818.57	5,828,045.31	1,007,090.84	468,952.33	1,933,544.97	245,250.78	39,292.09			21,851,994.89	822	26,583.94
CVCTF	4,362,842.78	2,160,579.77	535,301.94	258,604.37	1,209,465.72	268,843.98	35,000.00			8,830,638.55	472	18,708.98
DCI	20,126,385.36	9,807,205.62	1,469,104.80	709,724.53	4,148,585.99	583,764.12	0.00			36,844,770.42	1,573	23,423.25
FLCI	12,809,952.69	6,215,707.15	1,043,648.93	472,946.75	2,904,900.59		61,416.66	2,968.35	110,000.00	23,621,541.12	1,317	17,935.87
GBCI	12,179,129.58	5,763,423.92	963,958.49	459,747.94	2,282,594.18	717,882.73	32,505.51	9,894.50		22,409,136.85	1,086	20,634.56
JCI	9,278,407.40	4,577,393.12	763,955.14	340,890.34	2,331,084.84	361,062.01	86,279.76	3,089.45		17,742,162.06	971	18,272.05
KMCI	11,004,374.02	5,385,704.73	898,149.81	421,275.31	2,388,867.33	5,064.59	10,713.74	21,588.00		20,135,737.53	1,156	17,418.46
MSDF	11,470,426.76	5,645,755.16	580,194.47	199,970.20	2,168,434.33	158,827.28	56,163.58	6,026.65		20,285,798.43	912	22,243.20
NLCI	9,085,064.13	4,396,580.55	928,409.68	448,514.72	2,207,966.11	695,398.48	13,361.10			17,775,294.76	1,017	17,478.17
OCI	9,805,456.83	4,631,048.05	632,163.29	291,854.63	1,286,696.30	154,599.63	67,870.85		77,000.00	16,946,689.58	684	24,775.86
OSCI	16,633,521.97	8,103,813.42	1,705,642.95	775,498.09	4,376,751.98	976,073.27	143,383.03	105,365.38		32,820,050.10	2,039	16,096.15
PDCI	5,805,585.09	2,807,780.44	521,929.73	216,883.24	1,032,784.96	116,573.92	145,240.77			10,646,778.15	508	20,958.22
RCI	15,816,678.11	7,695,281.34	1,579,105.94	742,679.93	4,272,803.92	650,849.89	122,327.95	20,598.55	28,792.78	30,929,118.41	1,813	17,059.64
RGCI	9,581,233.31	4,613,769.77	806,516.99	387,136.38	2,107,283.70	400,152.41	47,058.00			17,943,150.56	1,017	17,643.22
RYOCF	6,155,012.55	2,958,960.60	684,641.96	330,189.21	1,605,862.90	72,743.85	83,814.51	20,586.75		11,911,812.34	446	26,708.10
SCI	11,014,443.09	5,256,356.90	1,037,337.87	498,429.53	3,234,656.14	691,251.16	17,977.19	14,571.90		21,765,023.78	1,518	14,337.96
WCCS	15,012,401.79	7,592,466.33	27,746.40	2,122.60	1,802,557.08	733,346.32	877,411.14	107,511.75	3,034,269.99	29,189,833.40	1,787	16,334.55
WCI	15,153,459.30	7,198,728.89	1,121,494.03	541,793.77	2,761,966.18	637,648.67	2,964.26	10,704.05		27,428,759.15	1,239	22,137.82
WRC	5,040,843.70	2,538,326.89	28,595,774.00	13,872,049.00	12,319,189.00		0.00			62,366,182.59	345	180,771.54
WSPF	7,547,481.35	3,638,740.43	866,983.66	386,840.39	1,209,954.59	118,739.66	4,519.15	539.70		13,773,798.92	472	29,181.78
WWCS	13,709,374.48	6,663,004.62	1,480,442.01	672,232.05	2,285,164.69	503,961.78	228,598.78	3,368.00	441,590.21	25,987,736.62	1,178	22,060.90
TOTAL	233,921,892.86	113,478,673.01	67,445,349.55	31,028,398.29	124,568,836.05	8,092,034.53	2,075,898.07	326,813.03	3,691,652.98	584,629,548.37	22,372	26,132.20

Prison Costs Made Easy



INSTS	TOTAL	FY14 ADP	Cost per ADP
BHS	93,423,540.15	---	---
CCI	21,851,994.89	822	26,583.94
CVCTF	8,830,638.55	472	18,708.98
DCI	36,844,770.42	1,573	23,423.25
FLCI	23,621,541.12	1,317	17,935.87
GBCI	22,409,136.85	1,086	20,634.56
JCI	17,742,162.06	971	18,272.05
KMCI	20,135,737.53	1,156	17,418.46
MSDF	20,285,798.43	912	22,243.20
NLCI	17,775,294.76	1,017	17,478.17
OCI	16,946,689.58	684	24,775.86
OSCI	32,820,050.10	2,039	16,096.15
PDCI	10,646,778.15	508	20,958.22
RCI	30,929,118.41	1,813	17,059.64
RGCI	17,943,150.56	1,017	17,643.22
RYOCF	11,911,812.34	446	26,708.10
SCI	21,765,023.78	1,518	14,337.96
WCCS	29,189,833.40	1,787	16,334.55
WCI	27,428,759.15	1,239	22,137.82
WRC	62,366,182.59	345	180,771.54
WSPF	13,773,798.92	472	29,181.78
WWCS	25,987,736.62	1,178	22,060.90
TOTAL	584,629,548.37	22,372	26,132.20

Marginal Prison Cost



Community Supervision Costs



DCC Community Supervision Appropriation List and Marginal Cost			
Appropriation	Org Code	Expense	Amount
Appn. 102	5010	Salary and Fringe (no Regional RAs)	112,887,948.91
Appn. 114	5000	Other Services	8,803,020.21
Appn. 187	5010	All Non Salary	3,574,404.61
Appn. 111	-----	Purchased Services for Offenders	30,852,895.97
Appn. 112	-----	Becky Young Community Corrections	8,572,656.42
Probation & Parole ADP			67,729
		Community Supervision Marginal Cost Estimate	2,431.62

Wisconsin Results First Program Inventory: Volume 1



See Wisconsin DOC Public Website
[http://doc.wi.gov/About/Data-and-Research/Results-
First-Initiative-CostBenefit-Analysis/](http://doc.wi.gov/About/Data-and-Research/Results-First-Initiative-CostBenefit-Analysis/)

Next Steps: Costs Averted by Recidivism Reduction and Earned Release CBA



- **Costs Averted by Recidivism Reduction**
 - Examine the costs incurred by taxpayers, victims, and indirect losses from lower total economic activity
 - ✦ Implication is that funding programs best capable of reducing offender recidivism up-front can avert these back-end costs
 - Preparation of an article similar to Illinois Results First “High Cost of Recidivism” report

- **Use Results First CBA methodology to inform outcome evaluation of DOC’s Earned Release Program**
 - Return on investment from recidivism reduction and saved prison bed days

Next Steps: Initial Cost-Benefit Analysis



- Primary programming for DOC (both DAI and DCC)
 - Cognitive Behavioral Therapy
 - Alcohol and Other Drug Abuse (AODA) Treatment
 - Anger Management
 - Sex Offender Treatment
 - Domestic Violence

- Specialty Court Programming
 - Drug Court
 - Mental Health Court
 - DUI/OWI Court
 - Treatment, Alternatives and Diversion (TAD) Programs

Questions and Answers



- For further questions, feel free to contact:

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Office of the Secretary

Department of Corrections

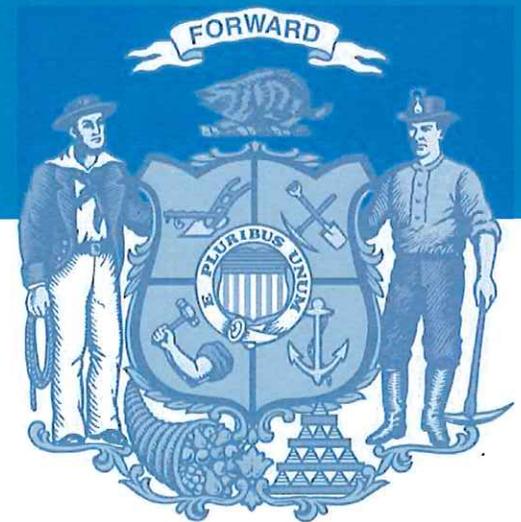
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Agency Performance Management Initiative

Office of Governor Scott Walker and Department of Administration

January 7, 2016



Current State of Affairs

Successful Launch of Enterprise Resource Planning (ERP) System

All agencies on one Financial, Procurement, and Human Capital Management System (DOT implements in July 2016).

For the first time, the following is possible across the enterprise:

- Standardized reporting
- Advanced data analytics
- Development of Key Performance Indicators KPIs/Metrics

- **Office of Lean Government**
- **Agency Performance Workgroup**
- **Agency Budgeting Practices**
- **Shared Services Plan**



Objectives

- **A data-driven, decision making culture in state government**
 - Focus agencies on performance of core deliverables
 - Increase staff focus on results
- **Transparency and accountability around agency performance**
 - Engage stakeholders and citizens in performance discussions
- **Focus continuous improvement practices on core deliverables**
 - Improve area's of largest constraints
- **Measure and report regularly on management and efficiency improvements**
- **Create competition in achieving excellence and reward it**



Phase I

Agency Performance Dashboards

Informs the public of progress towards agency goals and objectives and holds the agency accountable to deliver results.

Agency leadership determine measurements. Measurements may be measured against national and private benchmarks.

Launches March 2016.

Performance.wi.gov

Agency Performance Dashboards

Governor Walker believes government must be efficient, effective and accountable to best serve the citizens of Wisconsin. In 2013, Governor Walker launched OpenBook, a website that allows the public for the first time to search every state expenditure. Now Governor Walker has taken this next step to increase government accountability by requiring each major state agency to report publicly on its performance through dashboards on this website.



Consumer Protection

Department of Agriculture, Trade and Consumer Protection
Office of the Commissioner of Insurance
Department Of Safety & Professional Services



Regulatory & Administrative

Department of Administration
Public Service Commission
Department of Revenue



Family & Health

Department of Health Services
Department of Children and Families
Department of Veterans Affairs

Department of Natural Resources

Agency Performance Dashboard

AGENCY DESCRIPTION

DNR is dedicated to working with the citizens and businesses of Wisconsin while preserving and enhancing the natural resources of Wisconsin. In partnership with individuals and organizations, the DNR manages fish, wildlife, forests, parks, air and water resources while promoting a healthy, sustainable environment and a full range of outdoor opportunities.

RELATED LINKS

Website: <http://dnr.wi.gov>

Economic Development

Processing time to issue waterway individual permit decisions

Processing time to issue wetland individual permit decisions

Processing time to issue stormwater construction site permit decisions

Processing time to issue wetland individual permit decisions

Metric Definition

Average # of calendar days from a complete application to issue a permit decision

Goal Met	Current	Previous	Target	Trend
✓	36	59.1	<=105	↑

Reporting Cycle: Quarterly (July 1, 2015 - September 30, 2015)

Additional Details: Wetlands are regulated by the U.S. Army Corps of Engineers, the Wisconsin Department of Natural Resources and by local counties, cities and villages. The excavating or placement of any material in low areas or wetlands requires a DNR permit. More information on the permit process is available at <http://dnr.wi.gov/topic/Waterways/construction/wetlands.html>. The 105-day target represents a processing time for wetland individual permits that is parallel to waterway individual permits, but is not statutorily required.

Department of Safety and Professional Services

Agency Performance Dashboard

AGENCY DESCRIPTION

DSPS is responsible for ensuring the safe and competent practice of licensed professionals in Wisconsin. DSPS administers and enforces laws to assure safe and sanitary conditions in public and private buildings and provides centralized administrative services to the boards, councils, and advisory committees responsible for professional oversight of occupations.

RELATED LINKS

Website: <http://dsps.wi.gov>

Economic Development

Plan review time

New license processing time

Reform and Innovation

Prescription Drug Monitoring Program - registered users

Economic Development

Plan review time

Metric Definition

The number of days between a customer's requested plan review date and the department's approval or denial determination.

Goal Met	Current	Previous	Target	Trend
✓	8.2 Days	6.3 Days	10 Days	↓

Reporting Cycle: Quarterly (July 1, 2015 - September 30, 2015)

Additional Details: Prompt plan review is crucial to allowing businesses to begin construction, hire workers, and further contribute to Wisconsin's economy.

Phase II

Monthly
Operational
Scorecards

ERP enables enterprise
operational reporting and
agency-to-agency
comparisons.

Monthly Operational Scorecards

ERP now lends itself to agency-to-agency comparisons. Agencies should learn from each other and develop common best practices to deliver measurable improvements.

DOA will generate the scorecards monthly lessening the burden on agencies.

Agency leaders will discuss results at monthly meetings.

DOA will gather baseline data to gauge improvements. Target date is May 1st to ensure STAR stabilization and sufficiency/quality of data.



Uniform Scorecard Metrics

Procurement

- % of Agency Purchases that Occurred on Contract
- % of Value of Purchases that Occurred on Contract
- Average Monthly Procurement Processing Time
- Off-Contract Spend
- Savings Potential



Uniform Scorecard Metrics

Finance

- % of Agency Spending Compared to Total Spending Authority
- % of Supply Lines Not Expended Compared to Total Supply Line Authority
- Percentage of Overdue Accounts Payable Where Interest is Paid
- Total Amount of Interest Payments Due to Late Payment
- Average Processing Time for Accounts Payable
- % of Accounts Receivable Overdue Compared to Total Accounts Receivable
- Average Monthly Amount of Accounts Receivable Overdue
- Average Processing Time for Accounts Receivable
- Accounts Receivable Aging Report



Uniform Scorecard Metrics

Human Resources

- Monthly Overtime Hours
- Monthly Overtime Costs
- Monthly Vacancy Percentage
- Monthly Turnover Percentage from Voluntary Departures
- % of New Hire Separation 0-2 Years of Service
- % of New Hire Separation 2-5 Years of Service
- % of Timecards Submitted on Time
- % of Timecards Approved on Time
- Average Employee to Supervisor Ratio
- Average Length of Service to Agency
- % of Agency Workforce Eligible to Retire in Upcoming 5 Years
- Average Monthly External Hire Percentage
- % of Employee Evaluations Completed on Time



Phase III

Efficiency Ratio
Comparisons

Quantify gains in
efficiency by utilizing a
mathematic ratio.

Phase III – Efficiency Ratio Comparisons

New technique, pioneered by the State of Utah, to quantify gains in efficiency by utilizing a mathematic ratio. It will help agencies improve quality, reduce costs, and create the capacity to do more with the same or fewer resources.

This will initially be a **pilot program for select agencies** that have:

- Well established practices in the previous two phases
- Displayed a commitment to continuous process improvement

Will not begin until other phases are implemented as desired



Utah's Success Ratio

$$\frac{Q \times T}{OE}$$

Q = Quality

T = Throughput

OE = Operational Expenditures



Possible Next Steps

- **Improve performance dashboard and scorecard utilization**
- **Evaluate the creation of an Office of Performance Management ??**
 - Office of Lean Government/process improvement
 - Agency performance dashboards/operational scorecards
 - Budget development and management
 - Asset/contract management services
 - Inspector generals/auditing
 - Training program for state supervisors
- **Implement Utah's Success Ratio ??**



Questions

Office of Governor Scott Walker and Department of Administration

January 7, 2016

