



# Performance Budgeting Across the States

Carrington Skinner, NCSL Center for Results-Driven Governing  
Montana Legislative Finance Committee  
Wednesday, December 4, 2024



# Outline

- Overview of NCSL
- Background on the Center for Results-Driven Governing
- What is performance-based budgeting and why do states do it?
- Measuring performance across the states
- Common themes and state examples







# National Conference of State Legislatures

A brief overview

---



# How NCSL Strengthens Legislatures



## Policy Research

NCSL provides trusted, nonpartisan policy research



## Meetings

NCSL meetings facilitate information exchange and policy discussions



## Training

NCSL delivers training tailored for legislators and staff



## State Voice in D.C.

NCSL represents and advocates on behalf of states on Capitol Hill



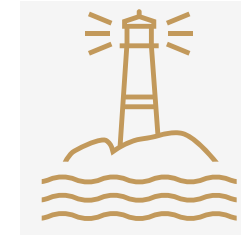
# Center for Results-Driven Governing

Founded in 2020



## SUPPORT

Tailored TA and research to support use of data and evidence in state policy and budget decisions.



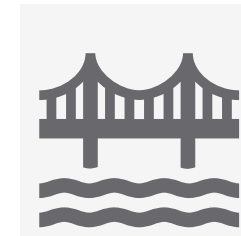
## AWARENESS

Raise awareness about evidence-informed strategies, available data, relevant research.



## RESOURCE HUB

Serve as a national resource and training hub for state policymakers.



## CONNECTIONS

Convene legislative and executive branches, researchers, foundations, national organizations.



## Governing for Results Network

NATIONAL CONFERENCE OF STATE LEGISLATURES

THE POLICY LAB AT UNC-CHAPEL HILL  
SCHOOL OF DATA SCIENCE AND SOCIETY





# Performance-Based Budgeting

---

# Defining Performance-Based Budgeting

## District of Columbia

“budget presentation consisting of agency programs, estimated total program and activity costs, as well as full-time equivalents for the current and next fiscal year; agency strategic result goals; an overview describing the activities within each program; estimated program costs; and program performance measures.”

[D.C. Code § 47-308.01](#)

## Louisiana

“budget which relates funding to expected results.” [La. Rev. Stat. Ann. § 39:2](#)



# Why Measure Performance?

**Inform the decision-making process**

---

**Encourage efficient use of resources**

---

**Increase accountability**

---

**Promote transparency**





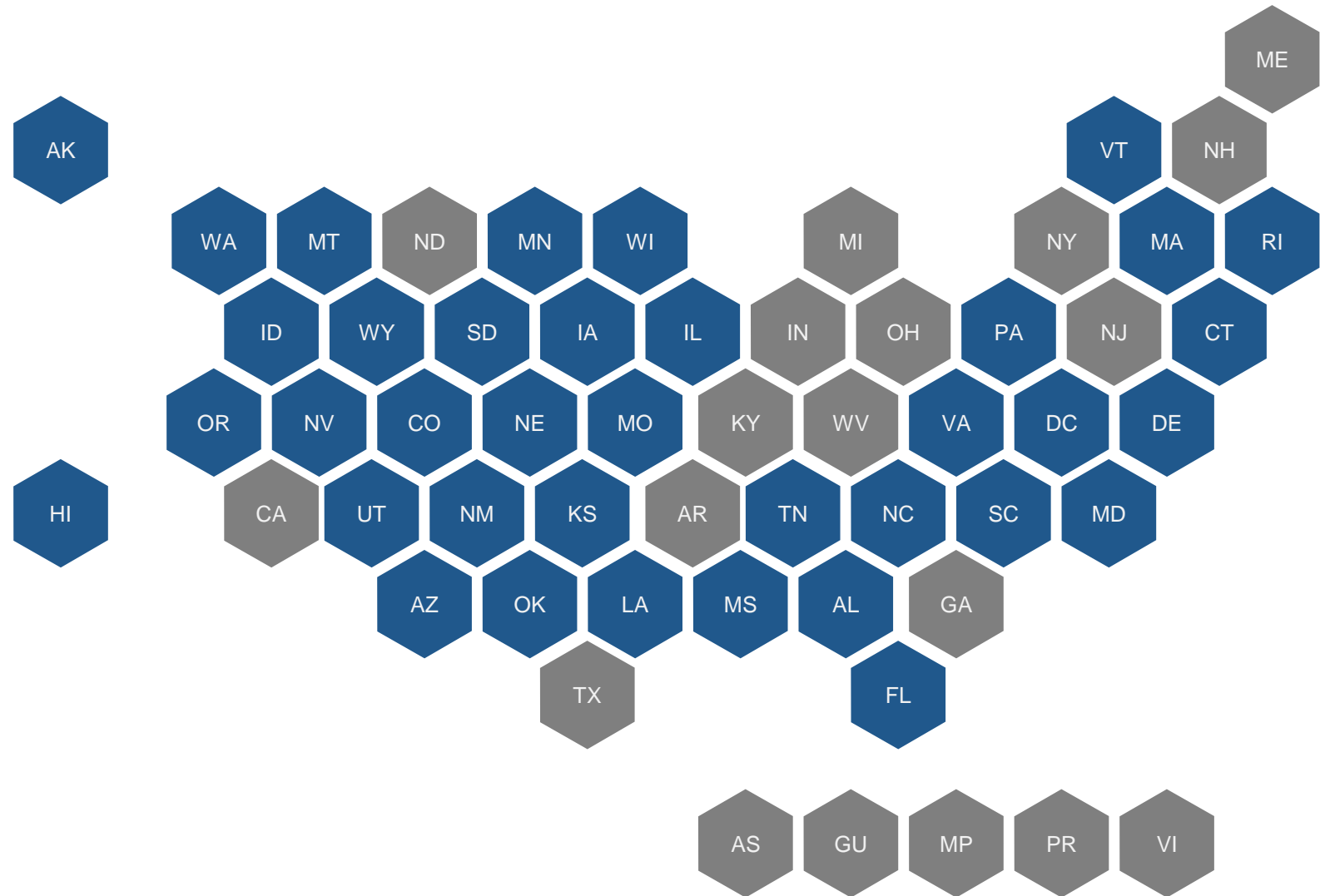
# Performance Measures in Statute

36

**36 States and D.C.**

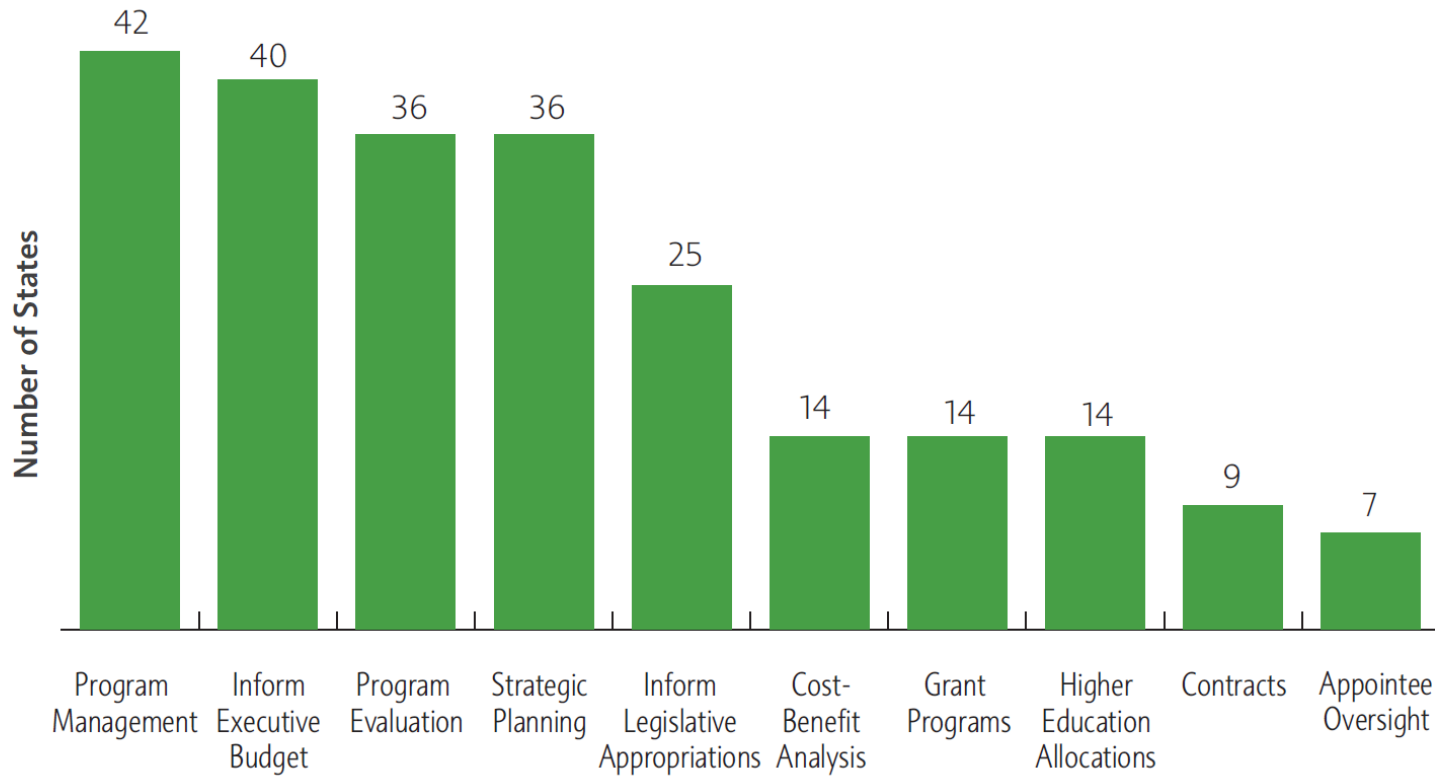
Statutory  
requirements for  
performance  
measures

Most enacted  
1990s or later



# Use of Performance Measures

Figure 10: How Performance Measures Are Used by States



NASBO, Budget Processes  
in the States 2021

# 25 states

# 14 states

Legend:

- Agency and executive
- Agency only
- Executive only





# Missouri Categories of Measures in Budget

- [Missouri statute](#) requires legislature to take measures into account in funding decisions
- Agency must include “significant, pertinent performance measures for core programs”



**Activity  
Measures**

**Program  
Quality**

**Program  
Impact**

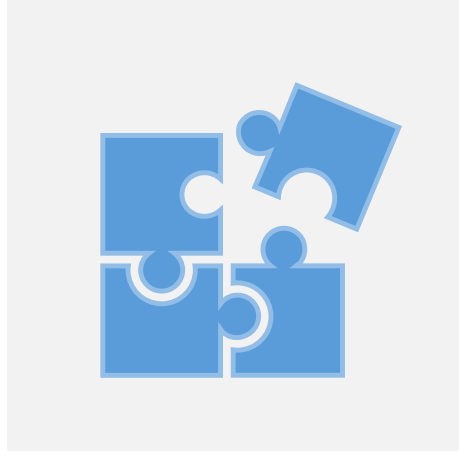
**Program  
Efficiency**

# Common Features and Considerations

Broad spectrum of related concepts and strategies



**Timely, Reliable  
Data**



**Big Picture**



**Role of Evidence**



**Structures**



**Reporting and  
Communication**



Timely,  
Reliable Data

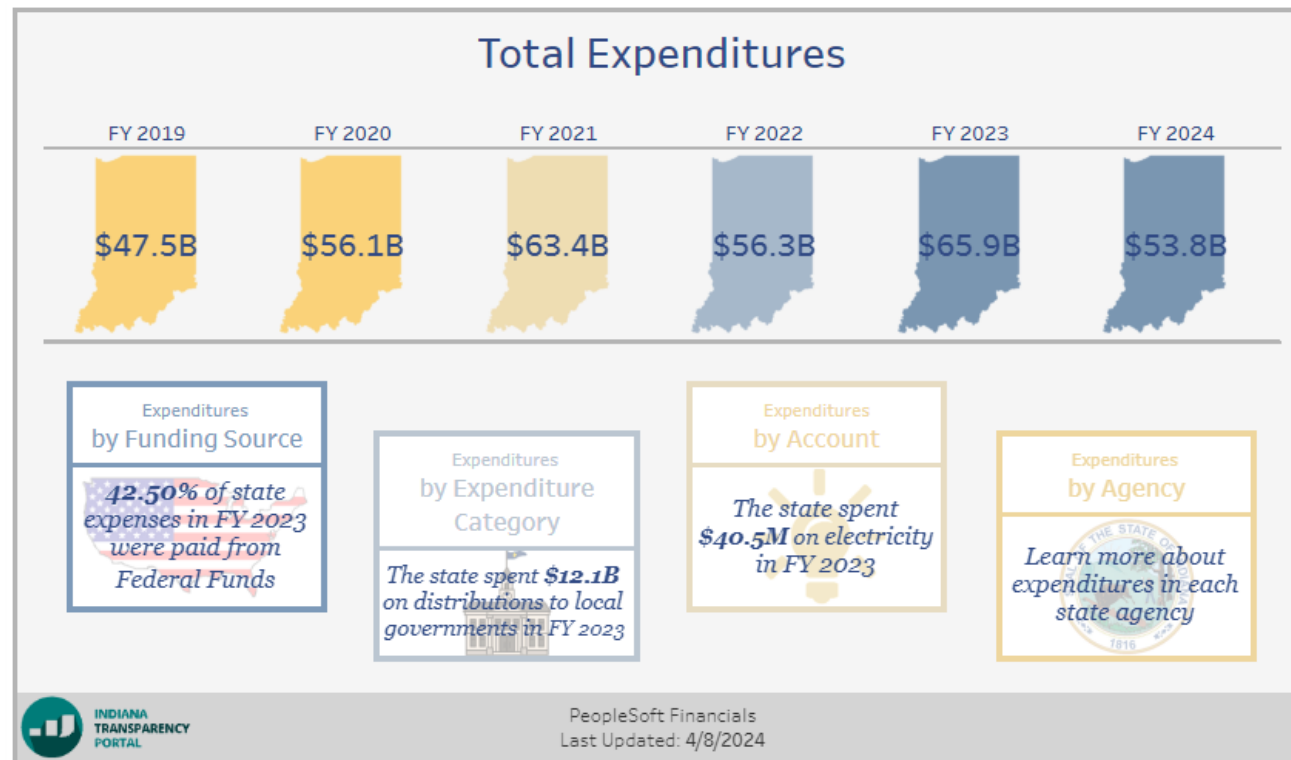




# Indiana Management Performance Hub



- Supports data integration, data sharing and data analytics across state government to enhance data-driven decision making.
- Operates Indiana Data Hub, along with data dashboards.
- Chief Data Officer and Chief Privacy Officer



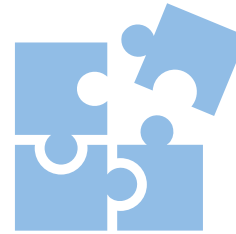
MANAGEMENT  
PERFORMANCEHUB





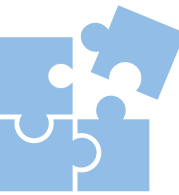
# Performance Management

The Big Picture



# Colorado SMART Act

State Measurement for Accountable, Responsive and Transparent Government



## Statewide performance management system

- Strategic goals and priorities
- Efficiency improvements
- Performance plans and reports



FY 2023-24 Performance Plan

Dan Gibbs  
Executive Director



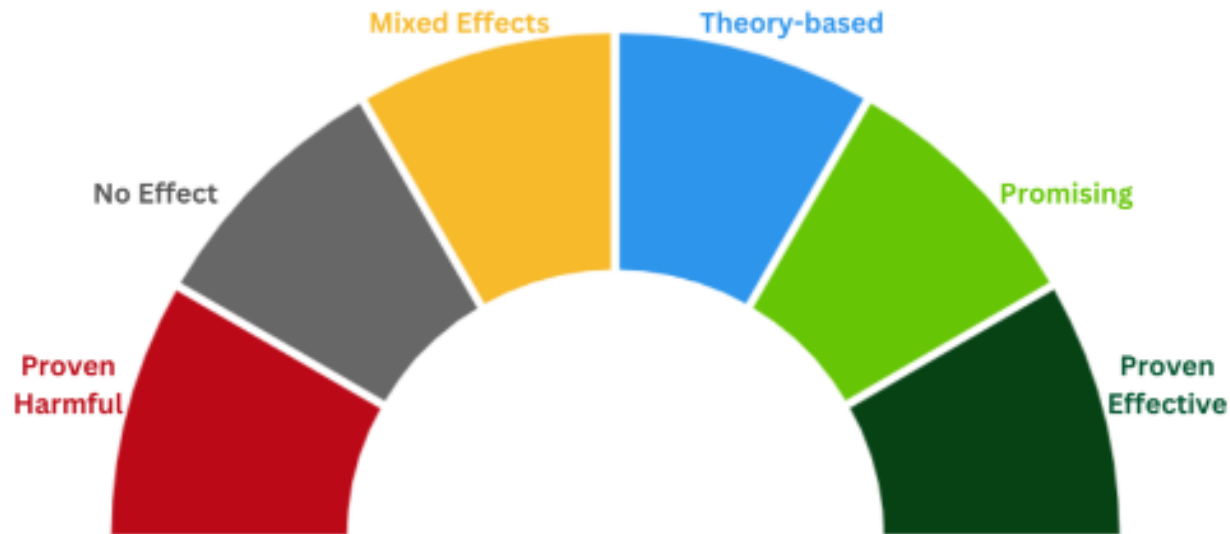


# Role of Evidence



# North Carolina Evidence Rating Scale

Office of State Budget and Management



## Agency Budget Requests

- Administrative data or performance metrics
- Evidence of effectiveness/plan for evaluation
- Data analytics and research

NC Office of State Budget & Management



# Structures



# Vermont Chief Performance Officer

From HB 883 (2024)



## Chief Performance Officer position

- Advises both branches on performance
- Leads state strategy on performance improvement and management
- Works with agencies to develop and monitor performance measures
- Develop and offer trainings and resources



# Oklahoma Legislative Office of Fiscal Transparency



## LOFT Mission Statement

“To assist the Oklahoma Legislature in making informed, data-driven decisions that will serve the citizens of Oklahoma by ensuring accountability in state government, efficient use of state resources, and effective programs and services.”





# Reporting and Communication



# New Jersey Governor's Performance Center



## DEPARTMENT OF EDUCATION

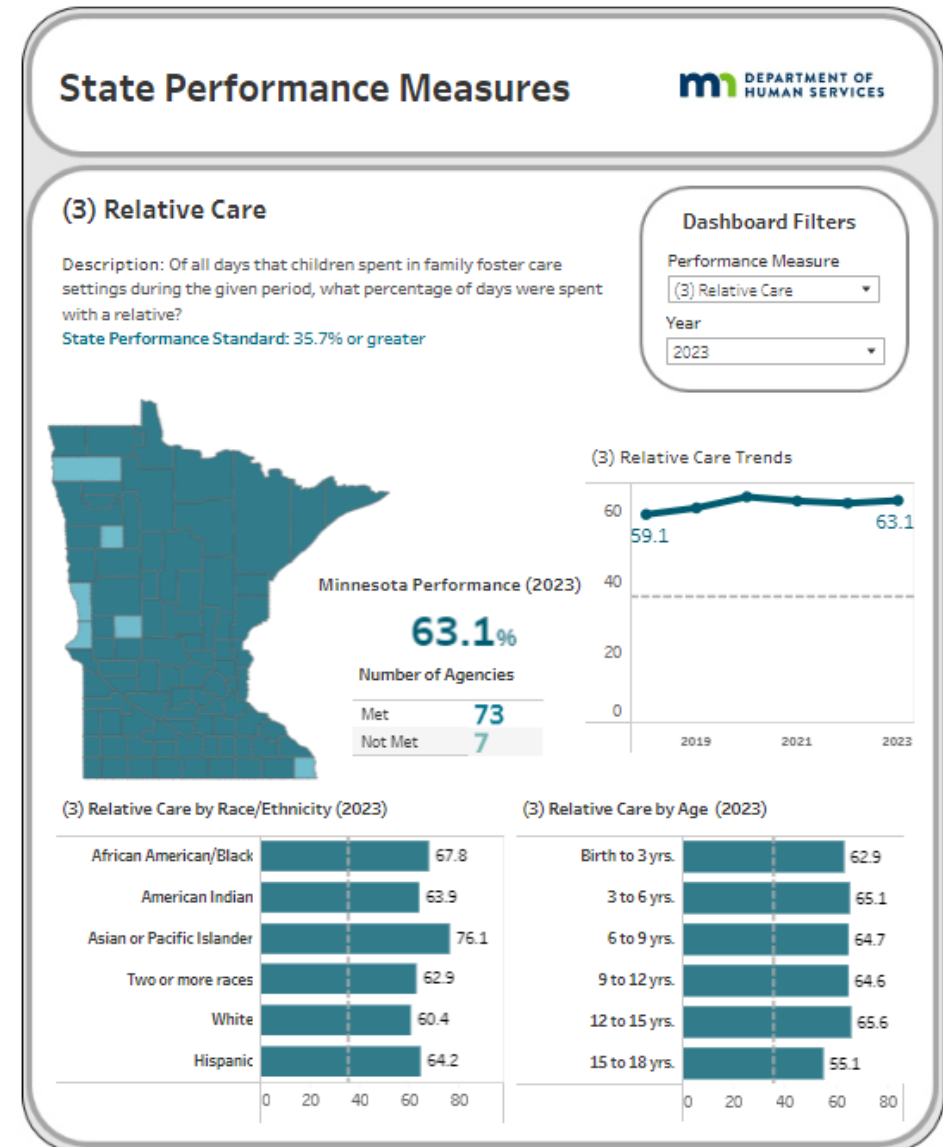
	<b>FY23 Actual</b>	<b>FY24 Target</b>	<b>FY25 Target</b>
<b>Performance Indicators - 2025</b>			
<b>STUDENT LEARNING &amp; ACHIEVEMENT</b>			
English Language Arts/Literacy - Grade 3 - Meeting Expectations or Exceeding Expectations	41.9%	58.0%	60.2%
English Language Arts/Literacy - Grade 9 - Meeting Expectations or Exceeding Expectations	51.6%	57.4%	59.8%
Mathematics - Grade 3 - Meeting Expectations or Exceeding Expectations	45.9%	60.8%	62.7%
Mathematics - Algebra I - Meeting Expectations or Exceeding Expectations	35.4%	52.5%	55.4%
4-Year High School Graduation Rate	91.1%	92.0%	92.3%



# Minnesota Child Welfare Data Dashboard



- Frequently updated with statewide data on nine state measures and seven federal measures.
- Goal is to inform public and decision-makers on status of children in state's child welfare system.



Minnesota  
Department of  
Human Services

# Resources

## NCSL Resources

- [ABC's of Evidence-Informed Policymaking](#)
- [How States Are Using Evidence to Drive Better Results](#)
- [Using Data and Evidence to Make Strategic Budget Decisions](#)

## State Resources

- [Colorado Performance Management Resources](#)
- [Indiana Management Performance Hub](#)
- [Minnesota Child Welfare Data Dashboard](#)
- [Missouri Performance Measure Resources](#)
- [New Jersey Governor's Performance Center](#)
- [North Carolina OSBM Evidence Resources](#)
- [Oklahoma LOFT](#)
- [Vermont Chief Performance Office](#)

## Other Resources

- [National Association of State Budget Officers \(NASBO\): Budget Processes in the States 2021](#)
- [Evidence-Based Policymaking Resource Center](#)
- [Results for America: Results-Focused Budget Process 2021](#)



The logo features a stylized dome icon to the left of the text. "NCSL" is in a gold serif font, "LEGISLATIVE" is in a smaller gold sans-serif font, "SUMMIT" is in a large blue sans-serif font, and "BOSTON" is in a large black sans-serif font with the "O" and "S" in gold.

# NCSL LEGISLATIVE SUMMIT BOSTON

CELEBRATING 50 YEARS | **AUG 4-6, 2025**







# Thank you!

Carrington Skinner  
Senior Policy Specialist  
carrington.skinner@ncsl.org  
303-856-1538



[www.ncsl.org](http://www.ncsl.org)



@NCSLorg



Denver  
7700 East First Place,  
Denver CO 80230

Washington D.C.

444 North Capitol Street, N.W.  
Suite 515,  
Washington, D.C. 20001