



Launching LegisSTAT within LFC

First Meeting: August 25, 2021

Context: Legislating for results within the LFC

- Where are we as a state and as a committee on performance reporting, including with report cards?
- Why are we launching something new, called LegisSTAT?
- What's different LegisSTAT than what we've been doing in the past?

A recommended approach to LegisSTAT

Presenter: Andrew Feldman, PhD

- Former Evidence Team member, White House Office of Management and Budget
- Former federal and state agency official
- Host of the Gov Innovator podcast
- Advisor to LFC on developing LegisSTAT

What is PerformanceStat, on which LegisSTAT is based?



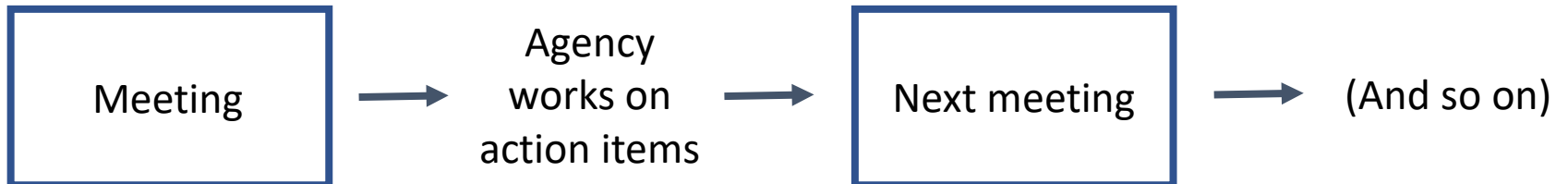
- Ongoing, data-driven meetings between leadership and agencies, focused on high-priority performance challenges.
- Origins include CitiStat in Baltimore and StateStat in Maryland under mayor-then-governor Martin O'Malley.
- Spread to all types of federal, state and local agencies.
- LegisSTAT is first application within a legislature – a path breaking step.

What makes PerformanceStat unique, versus traditional meetings or hearings?

- **Leadership** (in this case, LFC) drives the discussion, not presenter-led
- Meetings focus on same set of **key challenges** until performance improves.
- Use of performance **metrics** to inform the conversation.
- Strong focus on **accountability**:
 - ✓ Meetings (except the first) start with the action items from the last meeting.
 - ✓ Within a day of a meeting, action items from that meeting are sent around.

The traditional PerformanceStat cycle

- The main work of the PerformanceStat process occurs between meetings, by the agency, focused on meeting do-outs.
- Meetings typically occur monthly, or even every two weeks, ensuring enough frequency so agencies feel pressure to continually improve.



Adapting PerformanceStat to LFC: LegisSTAT

- Same core concept, but with LegisSTAT, a legislative committee is in charge rather than the “boss” (the mayor, for example). As a result, different tone and ability to require action.
- However, similar opportunity to:
 - Focus on key challenges faced by agencies
 - Press agencies on cause and effect using “5 Whys”
 - Have data-driven conversations
 - Ask agencies about:
 - ✓ Why certain **trends** are occurring (analysis/causes)
 - ✓ What agencies’ **strategies** are to address challenges
 - ✓ What agencies specific, near-term **next steps** are
- Hold agencies accountable from meeting to meeting.

Adapting PerformanceStat to LFC: LegisSTAT

- Example schedule:
 - First LegisSTAT meeting on Economic Recovery: Today
 - Meeting #2: During fall budget hearings
 - Meeting #3: HAFC/SFC Session Budget Hearing?
 - Meeting #4: Spring/Summer LFC Hearings
 - And so on...
- Next Spring: Potential expansion of LegisSTAT to other high-priority topics.

Today's LegisSTAT meeting #1

- **Focus:** Economic recovery
- **Agencies attending:** Department of Workforce Solutions, Economic Development department, Tourism Department
- **Part 1 (15 min): Agency performance management best practices**
 - Committee staff presents
 - Goal to start tracking those metrics by next meeting
- **Part 2 (30 min per agency):** Discussion of agency performance in driving economic recovery
 - Committee staff provides overview of key topics / metrics for each agency
 - Committee members discuss with agency leadership:
 - What do we know about the trends?
 - What is the agency doing to proactively tackle this issue / challenge?
 - What could we expect by the next meeting?

LegisSTAT Meeting on Economic Recovery in New Mexico



Part 1:
Creating an Infrastructure for High-
Performance Government

Agency checklist for results-focused government best practices

Category 1. Best Practices in Results-Focused Leadership

- ❑ **Articulating a results-focused strategy:** The agency's leadership can clearly and compellingly articulate their organization's approach to using evidence, performance data and innovation, sending an important signal to the staff about what is important.
- ❑ **Asking for evidence:** The agency's leadership regularly asks for credible evidence and data to back up staff recommendations, demonstrating and modeling the importance of evidence-based decision-making for the rest of the organization.
- ❑ **Acting on evidence:** The agency's leadership regularly acts on credible evidence and data in making decisions, helping ensure that the agency does what works and that spending produces the highest return on investment possible.

Category 2. Best Practices in Evidence-Related Strategies

- ❑ **Developing learning agendas:** The agency has a learning agenda that presents its high-priority research questions, helping focus internal and external analytical / evaluation resources on those questions.
- ❑ **Creating an evaluation policy:** The agency has created and publicly posted online an evaluation policy that describes the values it will uphold in using program evaluation, including rigor, relevance, transparency, independence, and ethics.

Continued...

Agency checklist for results-focused government best practices

Category 2. Best Practices in Evidence-Related Strategies (continued)

- Using rapid experimentation:** Rapid experimentation, also called A/B testing, it's a low-cost way to drive operational improvements, including testing of approaches to see which one produces the best results for the people we serve.
- Making contracts and grants results focused:** Agency has a commitment to weaving evidence and performance best practices into its contracts and grants.

Category 3. Best Practices in Performance Management

- Using performance information:** The agency's leadership has structures in place to regularly review and use performance information for decision making and continual improvement.
- Implementing strategic planning:** The agency has a well-written strategic plan, updated regularly and based on broad stakeholder input.
- Weaving a performance focus into budgeting:** [Add description]
- Collaborating:** The agency partners with other state agencies, or with different levels of government, in order to better serve the public and drive better results.

Category 4. Best practices in using data

- Data sharing:** The agency has a strategy for making its administrative data (i.e., program data) more accessible, while protecting privacy, to shed light on program trends, dynamics, and impacts, and to identify ways to improve those programs.

LegisSTAT Meeting on Economic Recovery in New Mexico



Part 2:
Discussion of Agency Performance
in Driving Economic Recovery

Economic Recovery in New Mexico: Key Statewide Metrics

- Statewide Economic Metrics:
 - Unemployment rate
 - Employment rate
 - Employment trends in leisure and hospitality

Focus Topic A: Economic Development Department

- LFC Priority: Total jobs created
- LFC Priority: Rural jobs created
- Metrics:
 1. Total number of jobs created from economic development efforts
 2. Number of rural jobs created from economic development efforts
 3. Average wages workers from economic development efforts
- Suggested questions to ask agency:
 - ✓ **Why:** Why is rural job creation recovering slower than other efforts?
 - ✓ **What:** What is EDD proactively doing to promote job creation in both rural and non-rural areas?

Focus Topic B:

Department of Workforce Solutions

- LFC Priority: Getting people back into the workforce and into jobs
- Metrics:
 1. Employment rate for adults
 2. Employment retention rates for adults
 3. Six-month earnings of adults after receiving state services
 4. Youth employment & education rate
- Suggested questions to ask agency:
 - ✓ **Why:** Why can't certain employers find employees given the high unemployment rates in New Mexico?
 - ✓ **What:** What is the agency proactively doing to get people back into jobs and the workforce?

Focus Topic C: Tourism Department

- LFC Priority: Better understanding return on investment (ROI) of Tourism Department's spending.
- Metrics:
 1. Change in Leisure and Hospitality Employment
 2. Passengers at the ABQ Sunport
- Suggested questions to ask agency:
 - ✓ **Why:** Why hasn't leisure and hospitality employment rebounded faster?
 - ✓ **What:** What do we know about ROI around tourism spending? What don't we know? What data / metrics would help?