

DELIVERING RESULTS



A LETTER FROM THE CHAIR

State government today touches innumerable aspects of citizens' lives, delivering an array of services from building and operating new highways to social services supported by social impact bonds. Governors are poised to make those operations work in the most efficient, cost-effective way possible. That is why I've chosen to focus my 2014-2015 National Governors Association Chair's Initiative on *Delivering Results*.

As the stewards of revenues collected by states, as well as those that flow from the federal government to states, governors today oversee operations significantly larger in both scope and scale than their predecessors. This expansion makes it even more important for governors to harness human talent, innovative management practices, new and emerging technologies and sophisticated analytics to increase performance and deliver results.

Some of my fellow governors already are taking advantage of the innovations used by businesses, universities and others to address the fundamental issue of how to deliver better results. And there are some truly cutting-edge ways they are doing this, including recruiting the best and the brightest to work in their administrations, employing modern management practices to keep government lean, and last, but not least, using data to drive results and track progress.

By showcasing the aforementioned successes in various states and providing an opportunity to share best practices with each other, I know we can work together over the next year to streamline state government, improving the lives of our citizens and the nation.

Sincerely,



National Governors Association Chair, 2014-2015



THIS INITIATIVE WILL...

- Showcase the success of governors leading changes in governance and provide opportunities for sharing best practices;
- Hold an experts meeting in Washington, D.C.;
- Hold a *Delivering Results* Summit in Denver, Colorado; and
- Produce a governor's guide, *The Who, How and What of Delivering Results*, as well as webinars, webcasts and issue briefs to broadly disseminate the results of the initiative.

THE CHALLENGE

The scope and scale of state government today is far wider and larger than it was in the past. Governors preside over enterprises that deliver an array of services to their citizens and regulate important aspects of citizens' personal and commercial lives. Governors also are stewards of the revenues states collect and those that flow from the federal government to the states.

The challenge governors face is to bring human talent, innovative management practices, new technologies and sophisticated analytics together in such a way that streamlines operations and improves performance.

THE OPPORTUNITY

Governors are taking advantage of innovations in policy, management, technology, analysis and personnel practices that businesses, universities and other major social actors have applied. Some of those strategies include: first, ensuring the people who run state government and carry out its business on a day-to-day basis are the best and the brightest; second, leading efforts to deliver ever greater value to taxpayers by making the how of government leaner through modern management practices and new technologies; and third, making decisions about what works by taking advantage of hard evidence to rapidly and continuously improve programs and policies and determine which programs produce results.

The initiative seizes the opportunity to:

- **Change the who** of state government by recruiting and retaining the employees necessary to provide the best future government services; engaging nonprofit organizations and the private sector to deliver government services in innovative public-private partnerships that both finance and deliver public services; addressing an impending wave of retirements by taking steps to redefine work in state government; and harnessing employees from the private sector to assume roles in state government.
- **Change the how** of delivering services to citizens by adopting lean processes and using new technologies. The initiative will pull states together to examine innovative best practices many have adopted and the next steps to improve the delivery of services by empowering employees and focusing on customer service. Often, regulation intended to protect the public is unnecessarily rigid and impedes job creation in the private sector. Cutting those regulations is a natural consequence of lean government and will be showcased. Digital government offers the prospect of better delivery of current services as well as brand new ones; therefore, it will be a major force in changing the way state government will do business in the future. But changing the how is not limited to digital services—it includes a variety of other technologies, notably geographic information systems to improve land use planning and disaster response.
- **Change the what** of policies and programs by better using the growing volume of research to inform policymakers about what works. The evidence provided by gold-standard research (for example, randomized controlled trials) and other techniques can be used both to guide new initiatives and to eliminate unsuccessful programs. Novel approaches to low-cost and rapid evaluation can improve performance management and ensure peak performance from programs as they run. Basing policy and programs on the best available evidence offers the potential of delivering improved results in many areas, including education, health care, corrections policy, energy, workforce training and prescription drug abuse.



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