

# Transforming Lives by Transforming Government

## Enterprise Performance Management for Strategic and Operational Excellence in State Government

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### Mass Ingenuity's Results Management System™ and Results Software™



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# Transforming Lives by Transforming State Government

## Abstract: The Role of State Government and Enterprise Performance Management

State government plays a crucial role in the lives of citizens, offering a wide range of services from education, human services, vocational rehabilitation, health care, public safety, regulatory, administrative services, corrections, and infrastructure. The strength of state government in delivering these services and programs resides in its proximity to the populace, enabling a deeper understanding of local needs and challenges.

However, this strength is often countered by challenges such as budget constraints, bureaucratic processes, competing priorities, and the complexity of coordinating across numerous agencies. The ability to navigate these challenges is critical for improving the quality of life for citizens.

In today's rapidly evolving world, the pressure on state government to deliver effective and efficient services has never been greater and more valued. Citizens demand high-quality services that are accessible and responsive to their needs. Meeting these demands in a landscape characterized by limited resources and increasing complexity requires innovative solutions.

Mass Ingenuity's white paper is based on our 15 years providing state government agencies around the country with a proven methodology for strategic and operational excellence. Our methodology is the Results Management System™ and Result Software™ specifically for state government agencies.

Enterprise Performance Management (EPM) is the transformative framework that state governments need to not only meet but exceed the expectations of state agencies, governors, legislators, regulators, and especially citizens. By integrating EPM into agency strategies and operations, governments unlock new levels of performance, enhance service and program delivery, and profoundly transform citizens' lives.

## Defining Enterprise Performance Management and Its Benefits

Enterprise Performance Management (EPM) is a framework that helps organizations align resources with their strategic and operational goals. EPM enables governments to make data-driven decisions, optimize resource allocation, and improve transparency and accountability in service delivery.

In the context of state government, EPM involves the use of methodologies, tools, processes, technologies, and best practices to assess, design, implement, and manage overall agency performance.

The key components of Mass Ingenuity's EPM methodology are:

- Fundamentals Map (key goals, outcome measures, core processes, process measures, and measure owners)
- Business Reviews (monthly and quarterly)
- Change Management and Sponsorship
- Strategic Initiatives (macro-level key goal improvements)
- Problem Solving (micro-level process improvements)

## Transforming Lives Through Enterprise Performance Management

State governments are complex entities with multiple departments, each with its own objectives, budgets, and performance metrics. This complexity often leads to inefficiencies, miscommunication, and a lack of transparency. EPM provides a unified platform that integrates all these disparate elements, enabling a holistic view of the government's performance. This integration allows for better decision-making, improved resource allocation, and enhanced accountability.

EPM has the potential to transform lives by enhancing the effectiveness and efficiency of state government services. Through EPM, governments can achieve:

- **Improved Decision-Making:** By leveraging data analytics, EPM provides insights that inform policy and operational decisions, leading to better outcomes for citizens.
- **Increased Efficiency:** EPM streamlines processes, reduces waste, and ensures that resources are directed to where they are most needed.
- **Enhanced Accountability:** With EPM, governments can set clear goals, measure progress, and hold agencies accountable for results, building public trust.

- **Better Service Delivery:** EPM enables governments to identify service delivery gaps, innovate solutions, and respond more quickly to citizen needs.
- **Greater Employee Engagement:** Problem solving is the key to waste reduction, employee innovation, and increased employee morale.

## Summary

Enterprise Performance Management represents a paradigm shift in how state governments operate and deliver services from an “instinct-driven” approach to a “data-driven” approach. By embracing EPM and data-driven decision making, agencies enhance their strategic and operational efficiency, accountability, service delivery, and outcomes. The result is not just improved government performance but transformed lives, with citizens receiving higher quality services that meet their needs more effectively and efficiently.

## Overarching Macro Drivers

Macro drivers are broad, overarching forces that influence the direction, decisions, and performance of entities, including state governments. Here are the top 10 macro drivers that are defining state government in terms of service and performance:

1. **Climate Change and Environmental Concerns:** As the effects of climate change become more pronounced, states are compelled to address environmental issues, from disaster preparedness and response to sustainable infrastructure development.
2. **Demographic Shifts:** Changes in population size, age distribution, migration patterns, and ethnic composition can significantly impact state services. For instance, an aging population might increase the demand for healthcare and social services.
3. **Economic Trends:** Economic growth or recession, employment rates, and industry shifts can influence state revenues and expenditures. A strong economy can lead to increased tax revenues, while economic downturns can strain state budgets.
4. **Federal Policies and Mandates:** Decisions made at the federal level, whether they relate to funding, regulations, or mandates, can have a

trickle-down effect on state governments, influencing their priorities and operations.

- 5. Fiscal Constraints and Budgetary Pressures:** States often operate under balanced budget requirements making fiscal discipline crucial. Economic downturns, rising costs, and unfunded liabilities (like pension obligations) can strain state finances.
- 6. Infrastructure Needs:** The state of physical infrastructure, including roads, bridges, public transportation, and utilities, can influence economic development, public safety, and quality of life.
- 7. Public Health Challenges:** Events like the COVID-19 pandemic underscore the importance of state governments in managing public health crises, from coordinating medical responses to implementing safety protocols and managing vaccine distribution.
- 8. Security Concerns:** In an era of increasing cyber threats, domestic unrest, and concerns about terrorism, state governments must prioritize security, both in terms of physical safety and cybersecurity.
- 9. Social and Cultural Movements:** Movements related to issues like racial justice, gender equality, and LGBTQ+ rights can shape state policies, laws, and public services.
- 10. Technological Advancements:** The rise of digital technologies, artificial intelligence, and data analytics can transform how state governments deliver services, engage with citizens, and make decisions.

These macro drivers often interact in complex ways, and their relative importance can vary from one state to another. State governments must remain agile and adaptive, anticipating and responding to these macro drivers to effectively serve their citizens and ensure optimal performance.

### State Government Top Priorities

State government's top priorities vary depending on the specific state and its unique circumstances. However, there are several shared priorities across the United States including:

- 1. Affordable Housing:** Addressing the challenges of housing affordability and homelessness in many states.

- 2. Criminal Justice Reform:** Reevaluating and reforming criminal justice systems to reduce recidivism, address disparities, and improve overall fairness and effectiveness.
- 3. Demographic Shifts:** Responding to changing population demographics and the associated needs, such as aging populations and increasing diversity.
- 4. Diversity, Equity, and Inclusion:** Diversity, Equity, and Inclusion (DEI) in state government are crucial for fostering an environment that respects and values the unique perspectives and contributions of all individuals. By prioritizing DEI, state governments can ensure fair treatment, access, opportunity, and advancement for everyone, while striving to identify and eliminate barriers that have prevented the full participation of some groups. This approach enhances the effectiveness of government by drawing on a wide range of ideas, experiences, and talents, leading to more innovative and inclusive policies that better serve the diverse needs of the population. Moreover, a commitment to DEI helps to build trust and legitimacy in public institutions, as citizens feel represented and heard. In essence, DEI principles are fundamental to creating a more equitable, productive, and harmonious society.
- 5. Economic Development:** States often prioritize economic growth and job creation. This can involve initiatives to attract and retain businesses, improve workforce development, and invest in infrastructure.
- 6. Education:** Improving the quality of education, from pre-kindergarten to higher education, is a major focus. States allocate significant resources to public schools, colleges, and universities.
- 7. Education Equity:** Focusing on closing educational achievement gaps, particularly for underserved and minority communities.
- 8. Environmental Stewardship:** States are increasingly focused on addressing environmental issues, including climate change, conservation, and renewable energy.
- 9. Fiscal Responsibility:** Managing state budgets, addressing pension obligations, and ensuring financial stability are ongoing challenges for state governments.

**10. Healthcare:** Access to affordable and high-quality healthcare is a priority, including expanding Medicaid, addressing public health crises, and improving healthcare infrastructure.

**11. Infrastructure:** Maintaining and upgrading transportation, water supply, and energy systems are important for economic growth and quality of life.

**12. Public Safety:** Ensuring the safety of residents through law enforcement, emergency response, and criminal justice reform is a critical concern.

**13. Rural Development:** Supporting economic and infrastructure development in rural areas to reduce disparities with urban centers.

**14. Social Services:** States provide a range of social services, including welfare, housing assistance, and support for vulnerable populations.

**15. Substance Abuse and Mental Health:** Responding to substance abuse and mental health issues with appropriate treatment and prevention programs.

**16. Technology and Innovation:** Embracing technology to improve government services, cybersecurity, and fostering innovation within the state.

It is important to note that the priorities of state governments can change over time and may be influenced by various factors, including political leadership, public opinion, and external events like natural disasters or economic crises. Additionally, different states may prioritize these issues differently based on their unique challenges and opportunities.

## **Harnessing the Power of Enterprise Performance Management Data in Transforming Lives**

In the face of increasing demands for transparency, efficiency, and accountability, state governments are under pressure to deliver better results with fewer resources. This necessitates a shift from traditional bureaucratic models to a more results-driven approach.

One solution that has gained traction in recent years is Enterprise Performance Management (EPM). EPM, a comprehensive management tool, enables governments to plan, monitor, analyze, and optimize their performance in real-time. This white paper presents a compelling case for



the adoption of EPM in results-driven state government, with a particular focus on the use of data.

### **The Role of Data in Delivering State Government Services and Programs**

A results-driven government focuses predominantly on outcomes. Agency leaders and staff recognize that processes are only as strong as the outcomes they achieve. Therefore, data is the cornerstone of effective EPM.

EPM aligns perfectly with this mindset. By providing real-time performance data, EPM allows governments to track their progress against their strategic objectives and quickly identify areas of under-performance so they can promptly take corrective action. This results-oriented approach promotes accountability and transparency, key tenets of good governance.

Relevant, accurate, and transparent data enables state governments to assess the efficacy and efficiency of their services and programs. Through data, governments can track performance, identify trends, and make informed decisions. The use of data analytics in EPM facilitates a culture of continuous improvement, ensuring that services are not just delivered but are also constantly enhanced in response to changing needs and circumstances.

### **Enterprise Performance Management Case Studies**

Below are several specific examples of states and state agencies that have implemented EPM. Their commitment and resource investments have paid dividends in improving their strategic and operational excellence and outcomes.

***Upon request we can provide more detailed case studies and references.***

#### **State of Maryland**

Numerous state governments have successfully implemented EPM and reaped significant benefits. For instance, the State of Maryland implemented an EPM system called 'StateStat', which has led to significant improvements in efficiency and accountability. StateStat uses data to track performance against key indicators, enabling the state to identify areas of underperformance and take corrective action. This data-driven approach has resulted in tangible improvements, such as a reduction in violent crime and improved response times for health and human services.

## State of Washington

Similarly, the State of Washington implemented an EPM system known as “Results Washington.” This system uses data to track progress towards strategic goals, identify bottlenecks, and improve service delivery. For example, by analyzing data on traffic congestion, the state was able to identify problem areas and implement targeted solutions, resulting in improved traffic flow and reduced commute times.

## State Department of Transportation

A state department of transportation implemented an EPM initiative to improve road maintenance and reduce congestion. By analyzing traffic patterns and maintenance data, the department was able to prioritize high-impact projects, streamline operations, and significantly improve travel times for millions of residents, demonstrating the power of EPM to transform public infrastructure management.

## State Department of Public Health

The health department of another state leveraged EPM to enhance its public health programs. Through data-driven insights, the department optimized its vaccination distribution networks, leading to higher vaccination rates, reduced disease spread, and more lives saved. This client illustrates how EPM can improve health outcomes and quality of life for citizens.

Other examples include:

- **Arizona:** Under the strong sponsorship of the governor, Arizona implemented a state-wide EPM and Scorecard System. Recognized around the country for its success, Arizona set a new standard for great government. In particular, the Arizona Department of Corrections excelled in quickly achieving dramatic cost savings while improving inmate outcomes and a cultural transformation among its staff.
- **Colorado:** The state has been recognized for its use of data in policy-making. It has used data to inform decisions in areas such as criminal justice, health, and education.
- **Indiana:** The state used data to shape its response to the COVID-19 pandemic, demonstrating the power of data in crisis management.

- **Massachusetts:** The state has been recognized for its use of data, topping the Center for Data Innovation's rankings.
- **Minnesota:** The state has adopted a people-centered approach to government, using data to improve service delivery and outcomes.
- **New Jersey:** The state has been recognized for its data-driven and evidence-based policymaking. It has used data to improve various sectors, including education, health, and transportation.
- **New Mexico:** The state has used research and performance data to guide budgeting, demonstrating the power of data in fiscal management.
- **Oregon:** Based on the commitment of several consecutive governors and agency leaders, Oregon is heralded as "leading from the front." Dozens of agencies have implemented EPM with significant demonstrated results.
- **Utah:** The state received national recognition for its use of data and evidence to improve outcomes. It has used data to improve public safety, health services, and transportation.
- **Washington:** The state has been recognized for its use of data to improve government performance. It has used data to improve various sectors, including education, health, and transportation.

These examples illustrate the power of data in driving results-oriented government. By using data to inform decision-making, these states have been able to improve outcomes in various sectors, demonstrating the potential of a results-driven approach to governance.

### Importance of State Government Transparency

Compelling evidence points to a growing trend regarding state government performance, transparency, and accountability in the United States as demonstrated by the following initiatives, laws, policies, and online tools:

- **State Open Government Initiatives:** Many states have launched open government initiatives aimed at enhancing transparency and citizen engagement. For instance, California's Open Data Portal provides public

access to a wealth of government data.

- **Freedom of Information Laws at State Level:** Almost every U.S. state has its own version of the federal Freedom of Information Act (FOIA), allowing citizens to request access to government records. Examples include the Florida Sunshine Law and the Illinois Freedom of Information Act.
- **State Auditing and Oversight:** State-level auditing agencies, like the Texas State Auditor's Office and the New York State Comptroller, regularly release reports ensuring financial accountability of state agencies.
- **Public Participation Initiatives:** Several states have mechanisms for public participation in governance. For instance, Oregon has a Citizens' Initiative Review which allows voters to directly participate in the evaluation of ballot measures.
- **State Open Data Portals:** Many states have developed open data portals, providing vast amounts of government data in accessible formats. Examples include Maryland's Open Data Portal and Ohio's DataOhio Portal.
- **E-Governance and Mobile Apps:** States like Utah and Massachusetts have adopted e-governance platforms and apps to enhance service delivery and citizen engagement.
- **State-Level Whistleblower Protections:** States like New Jersey and Connecticut have robust whistleblower protection laws, safeguarding employees who report governmental misconduct.
- **Media and Civil Society:** Local media and civil society organizations play a pivotal role in holding state governments accountable. Investigative journalism efforts, such as those by the Center for Public Integrity, shed light on state-level issues.

Despite these positive trends, it is essential to acknowledge that states vary in their transparency and accountability practices. Continuous effort and vigilance by citizens and society are crucial to ensure ongoing progress.

### **Client Example: Transforming State Corrections Through Enterprise Performance Management (EPM)**

The State Department of Corrections faced several challenges that hindered its ability to effectively rehabilitate inmates and ensure public safety. These challenges included overcrowded facilities, high recidivism rates, limited resources for rehabilitation programs, and inefficient operational processes. Recognizing the need for systemic change, the department turned to Enterprise Performance Management (EPM) as a solution to transform its operations and, by extension, transform lives.

### **Implementation of EPM**

The implementation of EPM in the State Department of Corrections involved several key steps:

- 1. Strategic Planning:** The department began by aligning its objectives with clear, measurable goals aimed at reducing recidivism, improving inmate rehabilitation, and enhancing operational efficiency.
- 2. Data Collection and Analysis:** A comprehensive data collection system was established to gather information on inmate populations, program participation, staff performance, and facility operations. This data was analyzed to identify trends, challenges, and opportunities for improvement.
- 3. Performance Monitoring:** Key performance indicators (KPIs) were defined to monitor progress towards goals. These KPIs included rates of recidivism, inmate participation in educational and vocational training programs, staff-to-inmate ratios, and incident reports within facilities.
- 4. Process Optimization:** Based on insights gained from data analysis, the department optimized its operational processes. This included streamlining administrative procedures, reallocating resources to high-impact rehabilitation programs, and implementing risk assessment tools to tailor rehabilitation efforts to individual needs.
- 5. Continuous Improvement:** The department established a culture of continuous improvement, where data-driven insights were used to refine programs and operations regularly. Feedback mechanisms were also put in place to gather input from inmates, staff, and external stakeholders.

### **Transformational Outcomes**

The application of EPM in the State Department of Corrections led to several transformational outcomes:

- **Reduced Recidivism:** By focusing on tailored rehabilitation programs and ensuring inmates had access to education and vocational training, the department saw a significant reduction in recidivism rates. Inmates left the system better equipped to reintegrate into society successfully.
- **Enhanced Public Safety:** With fewer individuals reoffending, public safety improved. Communities became safer and the burden on the criminal justice system decreased.
- **Optimized Resource Allocation:** EPM enabled the department to identify and eliminate wasteful spending, redirecting funds to programs that demonstrated the highest impact on inmate rehabilitation and facility safety.
- **Improved Inmate Well-being:** The focus on rehabilitation and personalized programming led to improvements in inmate mental health and well-being, contributing to a more positive facility environment and reducing incidents of violence.
- **Increased Staff Satisfaction:** Streamlining operations and clarifying objectives improved workplace morale among correctional staff. Better resources and support enabled staff to perform their roles more effectively, leading to higher job satisfaction and reduced turnover.

The State Department of Corrections' adoption of Enterprise Performance Management (EPM) transformed its operations from being primarily punitive to focusing on rehabilitation and positive societal reintegration. This shift not only improved the efficiency and effectiveness of the correctional system but also had a profound impact on the lives of inmates, their families, and the community at large. By leveraging data-driven insights and fostering a culture of continuous improvement, the department demonstrated that strategic management and operational optimization could lead to meaningful, life-transforming outcomes.

## **Client Example: Revolutionizing Health and Human Services Through Enterprise Performance Management (EPM)**

### **Background**

The Department of Health and Human Services in a mid-sized state faced significant challenges, including escalating healthcare costs, disparate access to services, and varying quality of care across different regions. The department's mission to ensure the health and well-being of all citizens was becoming increasingly difficult to achieve. To address these challenges, the department turned to Enterprise Performance Management (EPM) as a comprehensive strategy to transform its operations and service delivery.

### **Implementation of EPM**

The EPM implementation process undertaken by the Department of Health and Human Services encompassed several critical steps:

- 1. Strategic Goal Setting:** Initially, the department identified key areas for improvement, including enhancing access to healthcare, improving patient outcomes, and optimizing resource allocation. Goals were aligned with the broader mission of improving public health and well-being.
- 2. Data Integration and Analysis:** A robust data collection and analysis system was established to integrate data from various sources, including hospitals, clinics, and social services. This data provided insights into healthcare access disparities, patient outcomes, and program efficiency.
- 3. Performance Monitoring:** The department developed key performance indicators (KPIs) to monitor progress towards its strategic goals. These KPIs included measures of healthcare accessibility, patient satisfaction, treatment outcomes, and the efficiency of service delivery.
- 4. Operational Optimization:** Leveraging insights from data analysis, the department optimized its operations. This included reallocating resources to high-need areas, implementing evidence-based practices in patient care, and streamlining processes for faster service delivery.
- 5. Continuous Improvement:** A culture of continuous improvement was fostered, where ongoing data analysis informed policy adjustments, program enhancements, and the development of new services to meet evolving public health needs.

### **Transformational Outcomes**

The application of EPM in the Department of Health and Human Services led to several significant outcomes:

- **Improved Access to Care:** By identifying and addressing gaps in healthcare accessibility, the department was able to ensure more equitable access to services across the state, particularly in underserved communities.
- **Enhanced Quality of Care:** The adoption of evidence-based practices and the focus on patient outcomes led to higher quality care. Patients experienced better health outcomes and satisfaction rates increased.
- **Efficient Use of Resources:** EPM enabled the department to identify inefficiencies and reallocate resources effectively. This not only reduced waste but also allowed for the expansion of services within the existing budget.
- **Informed Policy Making:** Data-driven insights contributed to more informed policy-making. Policies were adapted to address emerging health challenges promptly, ensuring that the department's actions were always aligned with public health needs.
- **Community Health Improvements:** Over time, the department's efforts led to measurable improvements in community health indicators, including reduced rates of chronic diseases, lower infant mortality rates, and increased life expectancy.

The Department of Health and Human Services' implementation of EPM transformed its ability to deliver services and fulfill its mission. Through strategic planning, data-driven decision-making, and a commitment to continuous improvement, the department significantly enhanced the quality, accessibility, and efficiency of healthcare and social services. These efforts not only improved the operational performance of the department but also had a profound impact on the health and well-being of the state's residents, demonstrating the transformative power of EPM in the public sector.

## Conclusion

Enterprise Performance Management offers a viable solution for state governments seeking to become more results-driven. It provides a unified platform for performance management, promotes accountability and transparency, and aligns with the principles of good governance. The use of data in EPM allows governments to make evidence-based decisions, identify areas of under-performance, and take corrective action.



While the adoption of EPM requires a modest investment in cloud-based technology and training, the long-term benefits in terms of improved efficiency, effectiveness, better and quicker decision making, and stronger public trust make it a worthwhile investment. As more state governments embrace the results-driven approach, the adoption of EPM is becoming the “gold standard” for public government excellence.

### **Getting Started on Your EPM Journey**

Please join us on beginning or advancing your EPM journey by contacting us at:



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