

Blueprint for Delivering Results in State Government

Summary



Blueprint Overview

This *Blueprint for Delivering Results in State Government* (Blueprint) is an implementation guide for Results for America's [Invest in What Works State Standard of Excellence](#) (State Standard of Excellence). The State Standard of Excellence sets a national benchmark for how state governments can use evidence and data to achieve better outcomes for their residents, whereas the Blueprint provides state governments with specific implementation strategies and actions for consistently and effectively using evidence and data in budget, policy, and management decisions.

Taken together, the State Standard of Excellence and Blueprint provide state governments with a set of comprehensive resources to:



Create a high-level roadmap for how they can increase their capacity to use evidence and data in their decision-making



Build capacity to foster and sustain an organizational culture focused on learning and results



Improve investments by using their evidence and data capacity to spend taxpayer dollars on evidence-based solutions that achieve better results for their residents

This Blueprint is designed for state government leaders in governors' offices, state budget offices, and within state agencies who are charged with making their state's critical budget, policy, and management decisions. The Blueprint describes explicit Strategies, detailed Actions, useful resources, and specific examples of leading practices to help state governments make progress on the State Standard of Excellence and improve results for their residents.

Blueprint Development

The Blueprint was developed with the assistance of senior staff from a bipartisan group of governors offices as part of the [What Works Bootcamps](#) training series hosted by Results for America and the National Governors Association to help advance evidence-based policymaking in state governments. Through a series of in-depth, facilitated learning sessions in 2019 and 2020, senior staff from more than a dozen governors' offices contributed their expertise to developing this Blueprint. As such, this Blueprint is a practical guide that reflects the collective experience of many of the country's most effective state government leaders.

Strategies for Delivering Results in State Government

The Blueprint is organized into the following Blueprint Themes, which are aligned with the State Standard of Excellence. Each Theme has three related Strategies, detailed Actions for executing these Strategies, and specific examples of how state governments have implemented these Actions.

Blueprint Theme	Blueprint Strategies	Relevant State Standard of Excellence Criteria
 Managing for Results	<ul style="list-style-type: none"> A. Establish public, customer oriented, measurable strategic goals and metrics that reflect the governor's priorities. B. Create a systematic approach to managing results that aligns budget, policy, and legislative activities to advance the governor's statewide priorities and supports continuous learning. C. Promote a culture of using data and evidence to deliver results for customers. 	<ul style="list-style-type: none"> 1. Strategic goals 2. Performance management/continuous improvement
 Leveraging Data	<ul style="list-style-type: none"> D. Develop the vision, framework and governance for effectively collecting and using data across state agencies to improve programs and operations. E. Build talent in the governor's office and agencies to advance the state's vision for collecting and using data. F. Establish a roadmap for more integrated data usage that links program data across state activities through better process and technology, while ensuring strong privacy protocols. 	<ul style="list-style-type: none"> 3. Data leadership 4. Data policies/agreements 5. Data use
 Building and Using Evidence	<ul style="list-style-type: none"> G. Create leadership structures to effectively build and use evidence across state programs and departments. H. Build the infrastructure to evaluate state programs through evaluation policies, evidence definitions, program inventories, and funding to support state leaders. I. Position the budget as a key tool to build state evaluation capacity and apply that capacity to focus resources on evidence-based investments. 	<ul style="list-style-type: none"> 6. Evaluation leadership 7. Evaluation policies 8. Evaluation resources 9. Outcome data 10. Evidence definitions and program inventory
 Investing for Results	<ul style="list-style-type: none"> J. Prioritize key areas for analysis and improvement based on statewide goals. K. Use data-driven tools and methods to preference evidence by spending on the most effective and cost-efficient programs and initiatives. L. Redirect grant dollars and contract spending towards interventions with evidence of effectiveness in order to deliver results and encourage innovation. 	<ul style="list-style-type: none"> 11. Cost-benefit analysis 12. Use of evidence in grant programs 13. Innovation 14. Contracting for outcomes 15. Repurpose for results

About Results for America

Results for America

Results for America is helping decision-makers at all levels of government harness the power of evidence and data to solve our world's greatest challenges. Our mission is to make investing in what works the "new normal," so that when policymakers make decisions, they start by seeking the best evidence and data available, then use what they find to get better results.

Invest in What Works Policy Series

This *Blueprint for Delivering Results in State Government* is part of Results for America's Invest in What Works policy series launched in 2012 to help local, state, and federal policymakers harness the power of evidence and data to increasingly shift taxpayer dollars toward results-driven, evidence-based solutions.

For Further Information

Please contact Results for America (info@results4america.org) for additional information about the Strategies and Actions contained in this Blueprint or for assistance with implementing these strategies in your state.



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