

PERFORMANCE MEASUREMENT PROCESS

A Report Prepared for the
Legislative Finance Committee

By
Kris Wilkinson
Fiscal Analyst II

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Legislative Fiscal Division



www.leg.mt.gov/ess/fiscal

INTRODUCTION

The purpose of this report is to provide the Performance Measurement Subcommittee (subcommittee) with information on the performance measurement process over the last two biennia and to provide decision points for the subcommittee to determine the process for the current interim.

State agency goals define what a state agency is trying to accomplish for Montana's citizens over the current biennium or the next several biennia. The legislature provides the financial resources for state agencies to accomplish these goals. Objectives, referred to as performance measures by the Legislative Finance Committee (LFC), are the segments of the goals which show how the agency will accomplish its goals. Objectives should be specific, time-bound, and measureable to articulate the who, when, and how of the agency's plans for accomplishing its goals.

STATUTORY REQUIREMENTS

In Montana, budgetary statutes require:

- State agencies to include a balanced financial plan including a statement of the agency mission and the goals and objectives for each program of the agency in the budget submitted to the legislature
- Goals and objectives to have sufficient specific and quantifiable information to enable the legislature to formulate appropriation policy
- Goals and objectives that allow a determination, at a future date, on whether the agency has succeeded in attaining its goals and objectives.

Goals and objectives requirements are included in statute, in part, to provide the legislature information to make public policy decisions affecting the economy and efficiency of state agencies. Performance measurement information followed over a number of biennia can allow the legislature to determine which programs are functioning well, which may require statutory changes, where funding should or could be increased or reduced, which new pilot projects show promise for expansion or, in a recessionary period, which programs could be reduced or eliminated. The statutes allow the state legislature to fulfill one of its fundamental responsibilities to oversee governmental operations and to ensure public services are delivered to the state's citizens in an effective and efficient manner.

Data on ongoing program goals and related performance is used by other state legislatures around the country to allocate scarce resources. According to *Governing, July 2009, Performance Rules, Managing for results is make a bigger difference during this downturn,*

“People say that performance measures are more important than ever ... this economic malaise is so profound that a growing number of states, cities and counties are newly appreciative of the value results-based performance measures can offer. Simple fixes utilizing across-the-board cuts and a bunch of accounting gimmicks are just not enough - nor were they ever the most efficient way to balance a budget. Instead, legislatures and city councils are seeking dramatic tactical cuts and shifts in spending that can be defended to the public and the constituency for that spending.”

LFC INITIATIVES ON PERFORMANCE MEASUREMENT

Prior to the LFC implementation of the performance measurement process, the LFC reviewed areas related to state agency performance and program implementation only if concerns were noted by LFD analysts as part of review of the agency's budget or if LFC members expressed an interest in a specific area. The majority of new proposals and ongoing programs and their related base budgets were not examined or discussed, limiting legislators and the public's exposure to information on the performance of the majority of state agency programs and the use of billions of taxpayer dollars.

The LFC undertook the development of a performance measurement process as part of an effort to determine that the financial resources provided to state agencies are being used in the most effective and efficient manner, and to allow prioritization of limited budget resources. Projects undertaken during the 2007 biennium included:

- A pilot project on performance measurement reporting – managerial information on a 2 page form
- Evaluation process for new initiatives – justification, goals, performance criteria, project outcomes, staffing requirements, challenges, risks, funding, and milestones
- Standardized format for information presentations to appropriations subcommittees – including goals and measurable objectives for programs

During the 2009 biennium the LFC continued and expanded the performance measurement process. At the October 2007 LFC meeting, goals for 29 state agencies were selected for legislative review through a collaborative process involving state agency personal, Office of Budget and Program Planning (OBPP) staff, and Legislative Fiscal Division (LFD) analysts. LFC members were assigned to five workgroups corresponding to the Joint Appropriation Subcommittees state agency assignments. Progress toward meeting the goals was reported to the workgroups during LFC meetings. State agencies reported on a total of 165 performance measurements using a highly summarized two page reporting format for high level managerial information. Determinations of programs being on track to attain performance measurements, progress reports required, or no further review required were made by the legislative committees throughout the interim.

Through October 2008 the bipartisan legislative workgroups determined:

- 81 or 49 percent of the initial performance goals required no further review
- 23 or 14 percent needed further progress reports
- 61 or 37 percent were on track to achieve performance measurements but were not yet able to report on final progress, in most cases because the measurements would not be achieved until June 2009

2009 LEGISLATURE USAGE OF PERFORMANCE MEASUREMENT INFORMATION

The statutory duties of the Legislative Fiscal Division include the investigation and study of the possibilities of effecting economy and efficiency in state government. Included in the key LFD findings of the 2011 Biennium Executive Budget was that the performance indicators submitted by the executive to provide a means for evaluating value and ultimate success of budget proposals for the 2011 budget predominately were not measurable and thus didn't provide valuable information for prioritization or measurement of progress and identification of corrective action on challenges.

Specific program goals and measurable objectives or performance measurements for program budgets were examined to various degrees in the Joint Appropriation Subcommittees making recommendations to the legislature and the LFC on the \$10.7 billion total state spending budgeted in the 2011 biennium. For example:

- The Joint Appropriation Subcommittee on the Department of Public Health and Human Services (DPHHS subcommittee) required each program to provide information on the 2009 biennium goals and objectives tracked by the LFC and the 2011 biennium goals and objectives including specific performance measurements for each objective. The DPHHS subcommittee voted on specific goals and objectives for each of the programs within DPHHS it recommended the LFC follow during the 2011 interim. However, the goals and performance measures were not used as part of the decision process for allocating \$3.189 billion to the DPHHS budget.
- The Joint Appropriation Subcommittee on Education did not require specific presentations from state agencies on goals and objectives for their programs. The subcommittee chose a single goal to recommend the LFC review related to curriculum specialists for the Office of Public Instruction. Goals and related performance measures for the Board of Public Education, School for the Deaf and Blind, Montana Arts Council, Montana Library Commission, Montana Historical Society, or the Montana University System were not recommended nor were they used as a basis for making budget decisions

- The Joint Appropriations Subcommittee on General Government had extensive discussions on goals and performance measurements but did not, in most cases, carry forward the discussions into recommendations to the legislature or the LFC
- The House Appropriations Committee and the Senate Finance and Claims Committee did not have discussions on goals or performance measurements as part of their deliberations of the state's budget.
- Goals were not a part of the floor discussions on the budget in either the House or the Senate during the 2009 Legislative Session.

However, the legislature passed two resolutions recommending that the Postsecondary Education Policy and Budget Subcommittee process to develop shared policy goals and accountability measures with the Montana University System be expanded to include the K-12 education system and the kindergarten through graduate school system. These resolutions came from the House and Senate Education Committees. Recommending this process to the Education and Local Government Interim Committee seems to indicate continuing legislative interest in performance measurements as part of the budgetary process beyond that of the Legislative Finance Committee.

DECISION POINTS FOR THE PERFORMANCE MEASUREMENT SUBCOMMITTEE

There are 3 primary questions to examine when determining how to move forward with performance measurement process in the 2011 biennium.

- 1) Was the process used by the LFC during the 2009 biennium valuable?
- 2) Was the Joint Appropriation Subcommittees use of the performance measurement information appropriate as part of the legislative budget process and did the process allow for the legislature as a whole to examine the measurements as part of its budget deliberations?
- 3) If not, how can the performance measurement process be enhanced to assist the legislature with monitoring programs and allocating budgetary resources to the various state agency programs?

Decision Point #1 – Determining the Process Format

A process to review performance measurement reports in state agencies was developed in the 2009 interim. The process included bipartisan workgroups consisting of two members of the LFC, in most cases those assigned to the Joint Appropriation Subcommittee for the section during the legislative session. A 2-page reporting form was used to determine if the agency was on track, needed further progress reports, or did not require additional review. The LFC and state agencies spent a considerable amount of time and effort in the development and review of the performance measurement process during the 2009 interim. However, performance measurements and goals were not used consistently by budgetary subcommittees and were not used as part the budgetary decisions made by House Appropriations, Senate Finance and Claims or as part of the floor discussion by the 2009 Legislature.

Decision

- Develop additional tools and uniform processes to be used by the 2011 Legislature to utilize performance goals and measurements in budget decisions including Joint Appropriations Subcommittees, House Appropriations and Senate Finance and Claims Committees, and the House and Senate budget hearings; and
- Use the workgroup process developed during the 2009 interim for review of performance measurements during the 2011 interim including the 2 page reporting form and previously agreed upon determinations on agency progress; or
- Develop an alternative review process for performance measurements of various state agencies during the 2011 biennium

Decision Point #2 – Determining Which Goals to Follow During the 2011 Interim

1) Joint Appropriation Subcommittees reviewed program goals and measurable objectives as part of the appropriation process and recommended the LFC review these as part of its work during the 2011 interim. Each subcommittee used a different process, in some cases state agencies did not have performance goals recommended for review. A complete listing of the performance goals is attached in Appendix B.

Decision

- Review only those performance goals recommended by the Joint Appropriation Subcommittee, or
- Expand the performance goals to include additional state agencies which do not currently have recommendations for review

2) The 2009 LFC had 84 performance goals which it determined needed further review or were on track but had not yet achieved their related performance measurements, in most cases because the achievement date was June 2009. See Appendix A for the list of these performance goals.

Decision

- Request state agencies report on the 84 performance goals remaining from the 2009 LFC project, or
- Eliminate the 84 performance goals from the 2011 reporting process

Appendix A							
Remaining 2009 Interim Performance Goals							
	Section	Document #	Short Name	Description	Status - In	October	Status - Out
						<-----October Meeting----->	
1	A	3202-02-G2	Campaign Finance Rpt	Commissioner of Political Practices	Prog Rpt Requested		Prog Rpt Requested
2	A	3401-03-G1	Insurance Program	State Auditor's Office	Prog Rpt Requested		Prog Rpt Requested
3	A	5801-00-G1	Administer Taxes	Department of Revenue	On track		On track
4	A	5801-02-I1	Electronic Tax Filing	Department of Revenue	On track		On track
5	A	5801-08-I1	Reappraisal	Department of Revenue	On track		On track
6	B	6901-02-G1a	Cash Assistance	DPHHS - Human and Community Services	On track		On track
7	B	6901-02-G1b	Work Activities	DPHHS - Human and Community Services	On track		On track
8	B	6901-02-G1c	Working Relative	DPHHS - Human and Community Services	On track		On track
9	B	6901-02-I1	Child Care	DPHHS - Human and Community Services	On track		On track
10	B	6901-03-G1	Well Being	DPHHS - Child and Family Services Division	On track		On track
11	B	6901-03-G1	Permanency	DPHHS - Child and Family Services Division	On track		On track
12	B	6901-03-G1	Safety	DPHHS - Child and Family Services Division	On track		On track
13	B	6901-05-G1	Federal Standards	DPHHS - Child Support Enforcement	On track		On track
14	B	6901-05-G2	Customer Service	DPHHS - Child Support Enforcement	On track		On track
15	B	6901-07-G1	Chronic Disease	DPHHS - Public Health and Safety	On track		On track
16	B	6901-07-G2	Communicable Disease	DPHHS - Public Health and Safety	Prog Rpt Requested		Prog Rpt Requested
17	B	6901-07-G3	Fam. & Comm Health	DPHHS - Public Health and Safety	On track		On track
18	B	6901-07-G4	Emerg. Preparedness	DPHHS - Public Health and Safety	On track		On track
19	B	6901-07-G5	Laboratory Services	DPHHS - Public Health and Safety	On track		On track
20	B	6901-08-G1	Third Party Liability	DPHHS - Quality Assurance	On track		On track
21	B	6901-08-G2	Fair Hearings	DPHHS - Quality Assurance	On track		On track
22	B	6901-08-G3	Office of Fair Hearings	DPHHS - Quality Assurance	Prog Rpt Requested		Prog Rpt Requested
23	B	6901-08-I1	Payment Error Rate	DPHHS - Quality Assurance	On track		On track
24	B	6901-10-I1	Wait List	DPHHS - Disability Services Division	On track		On track
25	B	6901-10-I2	VR Counselor	DPHHS - Disability Services Division	On track		On track
26	B	6901-10-I3	Rate Rebasng	DPHHS - Disability Services Division	On track		On track
27	B	6901-11-G1	Well-child Screens	DPHHS - Health Resources	On track		On track
28	B	6901-11-G2	CHIP Enrollment	DPHHS - Health Resources	On track		On track
29	B	6901-11-I1	Dental Access	DPHHS - Health Resources	Progress Rpt		Progress Rpt
30	B	6901-22-G1	SLTC - Live in Community	DPHHS - Senior and Long Term Care	On track		On track
31	B	6901-22-G2	SLTC - Self Planning	DPHHS - Senior and Long Term Care	On track		On track
32	B	6901-33-I1	72-Hour Crisis	DPHHS - Addictive and Mental Disorders	Progress Rpt		Progress Rpt
33	B	6901-33-I3	MHSP Expansion	DPHHS - Addictive and Mental Disorders	On track		On track
34	B	6901-33-I4	MSH- 6 Mth Readmit	DPHHS - Addictive and Mental Disorders	On track		On track
35	B	6901-33-I5	MSH - Comm. Serv.	DPHHS - Addictive and Mental Disorders	Progress Rpt		Progress Rpt
36	B	6901-33-I6	Fill 125 Waiver Slots	DPHHS - Addictive and Mental Disorders	Progress Rpt		Progress Rpt
37	B	6901-33-I7	Community CD Svcs.	DPHHS - Addictive and Mental Disorders	On track		On track
38	C	5201-02-I1	CE Steward	Department of Fish, Wildlife, and Parks	On Track		On Track
39	C	5201-03-G1	Fisheries	Department of Fish, Wildlife, and Parks	PRN		On Track
40	C	5201-03-G2	Fish. Access	Department of Fish, Wildlife, and Parks	On track		On Track
41	C	5201-03-I1	Fish SWG	Department of Fish, Wildlife, and Parks	PRN		Prog Rpt Requested
42	C	5201-05-I1	Wild SWG	Department of Fish, Wildlife, and Parks	PRN		Prog Rpt Requested
43	C	5201-06-G1	Parks	Department of Fish, Wildlife, and Parks	On track		On track
44	C	5201-06-I1	Heritage Res.	Department of Fish, Wildlife, and Parks	PRN		On Track
45	C	5301-20-G1	Planning	Department of Environmental Quality	PRN		On Track
46	C	5301-20-I1	Recycling	Department of Environmental Quality	PRN		On Track
47	C	5301-50-G1	Permit-Water	Department of Environmental Quality	PRN		Prog Rpt Requested
48	C	5301-50-I1	Subdivision	Department of Environmental Quality	PRN		On Track
49	C	5301-50-I2	O&G Reg.	Department of Environmental Quality	On Track		On Track
50	C	5603-04-G1	Animal Health	Department of Livestock	On Track		On Track
51	C	5706-23-I1	Grant Coord.	Department of Natural Resources	PRN		On Track
52	C	5706-24-I1	Yellowstone	Department of Natural Resources	PRN		On Track
53	C	5706-25-I1	RWRCC	Department of Natural Resources	On Track		On Track
54	C	5706-35-G1	Trust Rev.	Department of Natural Resources	On Track		On Track
55	C	5401-00-G1	Transportation	Department of Transportation	Progress Rpt		On track
56	D	2110-00-G1	Judiciary - IT	Judicial Branch - IT	On track		On track
57	D	2110-01-I1	Pro se clerk	Judicial Branch - Pro se law clerk	On track		On track
58	D	2110-01-I2	Self-help law	Judicial Branch - self-help law program	On track		On track
59	D	2110-01-I3	Drug Courts	Judicial Branch - drug court	On track		On track
60	D	4110-12-I1	MERLIN	DOJ - MVD - MERLIN	Prog Rpt Requested		Prog Rpt Requested
61	D	4110-13-G1	Highway Patrol	DOJ - MHP - MHP availability	Prog Rpt Requested		Prog Rpt Requested
62	D	4110-18-I1	POST	DOJ - DCI - POST	On track		On track
63	D	6108-01-G1	Effective Assistance	Office of Public Defender (state) - effective asst. counsel	On track		On track
64	D	6108-01-G2	Competent Counsel	Office of Public Defender (state) - qual. competent counsel	Prog Rpt Requested		Prog Rpt Requested
65	D	6108-02-G1	Appellate Defender	Office of Public Defender (state) - appellate defender	On track		On track
66	D	6401-02-I1	NW Pre-release	DOC - NW Montana pre-release	On track		On track
67	D	6401-02-I3	Meth Treatment	DOC - Meth treatment	On track		On track
68	D	6401-02-I5	MH Resources	DOC - develop MH resources	On track		On track
69	D	6401-02-I7	Pharmacy Benefit	DOC - create pharmacy benefit (MH)	Prog Rpt Requested		Prog Rpt Requested
70	E	3501-06-I1	Curriculum Specialists	Office of Public Instruction	Prog Rpt Requested		Prog Rpt Requested
71	E	3501-06-I2	K-12 Education Data Sys	Office of Public Instruction	On track		On track
72	E	3501-06-I3	Indian Ed For All	Office of Public Instruction	On track		On track
73	E	3501-06-I4	American Indian Ach Gap	Office of Public Instruction	Prog Rpt Requested		Prog Rpt Requested
74	E	5101-01-G1	Accreditation Status	Board of Public Education	PRN		Prog Rpt Requested
75	E	5102-01-I1	Transferability & Student Dat	Montana University System/OCHE	On track		On track
76	E	5102-01-I2	Distance Education	Montana University System/OCHE	On track		On track
77	E	5102-02-I1	Student Assistance	Montana University System/OCHE	On track		On track

78	E	5113-03-G1	Student Services	Montana School for the Deaf and Blind	PRN	Prog Rpt Requested
79	E	5113-04-G1	Education Program	Montana School for the Deaf and Blind	PRN	Prog Rpt Requested
80	E	5113-04-I1	Recruitment & Retention	Montana School for the Deaf and Blind	PRN	Prog Rpt Requested
81	E	5113-04-I2	Outreach Services	Montana School for the Deaf and Blind	PRN	Prog Rpt Requested
82	E	5114-01-G1	Arts Education	Montana Arts Council	PRN	Prog Rpt Requested
83	E	5115-01-G1	Library Services	Montana Library Commission	On track	On track
84	E	5117-00-G1	Preserve Mt heritage	Montana Historical Society	On track	On track

Appendix B
Program Goals and Related Performance Measurements
Legislative Recommendations for 2011 Interim Follow-up

Agency	Program	Program Goal Description	Performance Measurement	Recommended By	New Program	Base Budget	Comments
Public Health and Human Services	Multi Program Impact	Implement Healthy Montana Kids	To be determined	Legislative Finance Committee		X	
	Multi Program Impact	Evaluate and recommend changes to reduce present law spending by the \$22 million general fund one-time appropriations in HB 2	To be determined	Required by HB 676		X	
Human and Community Services	Human and Community Services	Serve 26 teen parents in Second Chance Homes	Track number served and report	Approp Subcommittee on DPHHS		X	
Human and Community Services	Human and Community Services	Participants progress toward self-sufficiency in the Family Economic Security Grant Program	As described in the initiative justification	Approp Subcommittee on DPHHS		X	
Human and Community Services	Human and Community Services	Children remain with working caretaker relatives and do not go to foster care	Track the number of families served and costs + number of children that end up in foster care	Approp Subcommittee on DPHHS		X	
Human and Community Services	Human and Community Services	Help TANF participants gain employment	Track the number of participants; training; employment placement received	Approp Subcommittee on DPHHS		X	
Human and Community Services	Human and Community Services	Help TANF participants with mental health issues meet TANF work goals	Outcomes related to TANF work goals	Approp Subcommittee on DPHHS		X	
Child and Family Services Division	Child and Family Services Division	Safety: safely maintain children in their homes whenever possible & appropriate	Coming with federal standards this summer + review of randomly selected cases	Approp Subcommittee on DPHHS		X	
Child and Family Services Division	Child and Family Services Division	Permanency: establish and achieve permanency goals for children in a timely manner	Coming with federal standards this summer + increase number of children achieving permanency	Approp Subcommittee on DPHHS		X	
Child and Family Services Division	Child and Family Services Division	Well-being: Whild in foster care, maintain the child's connections with birth parents and siblings	Coming with federal standards this summer + review of randomly selected cases to assess efforts made to maintain family connections	Approp Subcommittee on DPHHS		X	
Child Support Enforcement Division	Child Support Enforcement Division	Meet federal child support performance standards	As per federal standards	Approp Subcommittee on DPHHS		X	
Child Support Enforcement Division	Child Support Enforcement Division	Enhance customer service: Establish a website so people can calculate their own child support payments	Once site is established; track its usage	Approp Subcommittee on DPHHS		X	
Child Support Enforcement Division	Child Support Enforcement Division	Increase customer knowledge of online payment system	Track number and dollar amounts of payments made on this system	Approp Subcommittee on DPHHS		X	
Child Support Enforcement Division	Child Support Enforcement Division	Provide training, support, and guidance to tribes establishing their own child support systems	Continue to respond to requests as they are received	Approp Subcommittee on DPHHS		X	
Business and Financial Services Division	Business and Financial Services Division	Improve the department's internal control environment by continually working to maintain an effective fiscal control environment by completing an annual risk assessment of major financial processes and conducting mitigation activities on 100% of identified high risk comonents	Identify processes, conducting a risk assessment and mitigation process each year. The subcommittee noted that reports would specify the major financial risks identified, discuss the mitigation activities and progress toward their completion, and reflect any major current or estimated expenses or cost savings	Approp Subcommittee on DPHHS		X	
Public Health and Safety	Public Health and Safety	Reduce the burden of chronic disease, injury, and trauma in Montana	To be determined	Approp Subcommittee on DPHHS		X	
Public Health and Safety	Public Health and Safety	Reduce the incidence of communicable disease in Montana citizens through efforts in prevention, treatment, surveillance, and epidemiology	To be determined	Approp Subcommittee on DPHHS		X	
Public Health and Safety	Public Health and Safety	Provide training, support, and guidance to tribes establishing their own child support systems	To be determined	Approp Subcommittee on DPHHS		X	

	Public Health and Safety	Reduce communicable disease in Montana through a surveillance system based on public health laboratory disease diagnosis and assessment	To be determined	Approp Subcommittee on DPHHS		X	
	Public Health and Safety	A strong and prepared public health system that provides a foundation to respond to emergencies with a well-trained workforce	To be determined	Approp Subcommittee on DPHHS		X	
	Quality Assurance Division	Implement the Payment Error Rate Measurement (PERM) process as required by the CMS	To be determined	Approp Subcommittee on DPHHS		X	
	Quality Assurance Division	Take all reasonable measures under the Social Security Act to ascertain the legal liability of 'third parties' for health care items and services provided to Medicaid recipients	To be determined	Approp Subcommittee on DPHHS		X	
	Quality Assurance Division	Provide timely and impartial hearings and decisions for adversely affected parties disputing facts and/or law involving DPHHS administered programs	To be determined	Approp Subcommittee on DPHHS		X	
	Quality Assurance Division	Provide timely and impartial Informal Dispute Resolutions (IDR) conferences and recommendations for nursing home facilities disputing DPHHS cited deficiencies	To be determined	Approp Subcommittee on DPHHS		X	
	Technology Services Division	Continually work to provide state-of-the-art support and service to customers by knowing what our customers want/need and deploying best practices & technology to meet these needs	Customer satisfaction surveys conducted quarterly for new system developments and semi-annually for other services receive rating of "agree" or "strongly agree" 85 % of the time. The subcommittee noted that the base line for the measurement would be the fall 2008 Customer Satisfaction Survey, with surveys from fall of 2009 and 2010 serving as updates.	Approp Subcommittee on DPHHS		X	
	Disability Services Division	Vocational Rehabilitation: Assist Montanans with disabilities, including transitioning students into gainful employment	Successfully meet federal (VR) standards and indicators	Approp Subcommittee on DPHHS		X	
	Disability Services Division	Montana Telecommunications Access Program: Improve the quality of life of all Montanans with disabilities through education, innovation, and technology by enhancing communication options	Increase of the distribution of equipment to individuals who are eligible for Montana Telecommunications Access	Approp Subcommittee on DPHHS		X	
	Disability Services Division	Disability Determination Services: Provide accurate and timely Social Security Disability Adjudications	Successfully meet the federal Social Security standards on accuracy rates and timeliness	Approp Subcommittee on DPHHS		X	

	Disability Services Division	Developmental Disabilities Program and the Montana Developmental Center (MDC): Maintain an effective system of community based services; 1) develop a Medicaid Waiver to more effectively serve individuals with autism; 2) work to improve the infrastructure of the division's community based providers; 3) provide services to new individuals on the DD waiting list including those transitioning from school to adult life; 4) Improve, strengthen and protect the well-being and self reliance of individuals at MDC	The division provided specific measures and the federal standards of achievement that will be used as baselines for measurement	Approp Subcommittee on DPHHS		X	
	Health Resources Division	Implement Medicaid for workers with disabilities (SB 119)	Increase the number of individuals with disabilities with substantial gains in employment; increase earnings of individuals with disabilities; increase the number of persons who have some of their health care needs paid for by private insurance; increase the number of persons with disabilities who have reduced dependency or are no longer dependent on cash benefits or health care entitlement services; increase the state's labor force through inclusion of people with disabilities; protect and enhance workers' health care, other benefits, and needed employment supports	Approp Subcommittee on DPHHS	X		
	Addictive and Mental Disorders Division	Annualize mental health drop-in center contracts	Provide: accessible resources for early identification, monitoring, and support of individuals with severe mental illnesses; a safe environment for socialization for individuals with severe mental illnesses; outreach, referral, and diversion for individuals with severe mental illnesses	Approp Subcommittee on DPHHS		X	
	Addictive and Mental Disorders Division	Annualize home and community based waiver services for adults with a disabling mental illness - provide community-based services to 190 individuals in FY 2011 with severe mental illnesses as an alternative to nursing home level of care; develop resources in targeted communities to meet the health care needs of individuals who are eligible for this waiver and who have chosen to participate	By January 2009, complete annual audit of all individual care plans to evaluate effectiveness of services and identify unmet needs; assess feasibility of expansion to targeted communities and number of slots through an amendment to the waiver without additional funding	Approp Subcommittee on DPHHS		X	
	Addictive and Mental Disorders Division	Annualize methamphetamine and chemical dependency services expansion - Expand community based services to successfully deal with this growing problem (methamphetamine addiction); provide community based services that address the needs of male, female, and Native Americans across the state; provide timely access to treatment is critical to address the problem, and reduce costs to the medical, correctional, and public health systems	Increase admissions to community based services with the implementation of NIATx (Network for the Improvement of Addiction Treatment) principles; reduce waiting time between the first appropriation for service and first treatment session	Approp Subcommittee on DPHHS		X	
	Addictive and Mental Disorders Division	Build infrastructure and capacity to prevent or diminish binge and lifespan drinking; expand the epidemiological workgroup; build functionality for prevention through leadership, cooperation, and action; expand the knowledge, skills, and abilities of state and community prevention personnel; reduce incidence of drunk driving deaths and injuries in Montana; assist communities in developing "how to" manuals for prevention activities; assist communities in building, integrating, and evaluating prevention data; develop a licensure program for prevention professionals	Did the community develop a local strategic prevention plan, identify one or more causal factors on which to focus, identify additional stakeholders and create new partnerships to advance the plan, select and implement effective strategies linked to impacting causal factors; did positive change occur at the community level in the substance abuse problem in the population that was targeted; were there related changes in causal factors linked to the substance abuse related problems	Approp Subcommittee on DPHHS		X	
Judicial Branch	various	Performance measures adopted by the Supreme Court and Implementation of those measures in district courts	Employee survey results Constituent survey results Case processing measures including: case clearance and productivity; age of pending caseload; on-time case processing	Approp Subcommittee on Judicial Branch, Law Enforcement, and Justice		X	
Judicial Branch	Water Court	Issuance of decrees compared to proposed schedule of issuance	To be determined	Approp Subcommittee on Judicial Branch, Law Enforcement, and Justice		X	
Judicial Branch	Clerk of Supreme Court is lead	e-filing initiative	To be determined	Approp Subcommittee on Judicial Branch, Law Enforcement, and Justice		X	
Judicial Branch	various	vacancy savings, turnover, staffing, mandatory overtime	suggested measures include: vacancy savings rates, staff turnover rates, staffing patterns and caseload; amount/cost of mandatory overtime	Approp Subcommittee on Judicial Branch, Law Enforcement, and Justice		X	

Montana Board of Crime Control	MBCC	data processing and information technology initiatives	To be determined	Approp Subcommittee on Judicial Branch, Law Enforcement, and Justice		X	
Montana Board of Crime Control	MBCC	vacancy savings, turnover, staffing, mandatory overtime	suggested measures include: vacancy savings rates, staff turnover rates, staffing patterns and caseload; amount/cost of mandatory overtime	Approp Subcommittee on Judicial Branch, Law Enforcement, and Justice		X	
Justice	Motor Vehicle	Ongoing implementation of MERLIN	To be determined	Approp Subcommittee on Judicial Branch, Law Enforcement, and Justice		X	
Justice	Highway Patrol	Efforts to improve technologies to improve trooper efficiency including continued implementation of SMART cop	To be determined	Approp Subcommittee on Judicial Branch, Law Enforcement, and Justice		X	
Justice	Criminal Investigation	Meth Watch media campaign	To be determined	Approp Subcommittee on Judicial Branch, Law Enforcement, and Justice		X	
Justice	Criminal Investigation	computer crimes investigations including suggested measures of forensic caseloads investigated and prosecuted that involve use of the internet	To be determined	Approp Subcommittee on Judicial Branch, Law Enforcement, and Justice		X	
Justice	Criminal Investigation	Public Safety Officer Standards and Training including efforts to ensure the accuracy of the database and eliminate duplications, to qualify the number of agency reviews conducted, complaints investigated, and certification audits performed by the council	To be determined	Approp Subcommittee on Judicial Branch, Law Enforcement, and Justice		X	
Justice	various	vacancy savings, turnover, staffing, mandatory overtime	suggested measures include: vacancy savings rates, staff turnover rates, staffing patterns and caseload; amount/cost of mandatory overtime	Approp Subcommittee on Judicial Branch, Law Enforcement, and Justice		X	
Office of Public Defender	Public Defender	caseload and collection data reporting as specified in HB 676		Approp Subcommittee on Judicial Branch, Law Enforcement, and Justice		X	
Office of Public Defender	Public Defender	Completion of employee performance appraisals and contractor proficiency examinations		Approp Subcommittee on Judicial Branch, Law Enforcement, and Justice		X	
Office of Public Defender	various	vacancy savings, turnover, staffing, mandatory overtime	suggested measures include: vacancy savings rates, staff turnover rates, staffing patterns and caseload; amount/cost of mandatory overtime	Approp Subcommittee on Judicial Branch, Law Enforcement, and Justice		X	
Corrections	various	vacancy savings, turnover, staffing, mandatory overtime	suggested measures include: vacancy savings rates, staff turnover rates, staffing patterns and caseload; amount/cost of mandatory overtime	Approp Subcommittee on Judicial Branch, Law Enforcement, and Justice		X	
Corrections	Community Corrections	DP 216 additional START beds	discharge to community placement percentages	Approp Subcommittee on Judicial Branch, Law Enforcement, and Justice		X	
Corrections	Secure Care	DP 303 MSP MH contract conversion	To be determined	Approp Subcommittee on Judicial Branch, Law Enforcement, and Justice		X	
Corrections	Secure Care	Contract bed related DPs - suggested items such as ensure adequate capacity to manage offenders in most appropriate placement and prevention of inmate placement out of state	To be determined	Approp Subcommittee on Judicial Branch, Law Enforcement, and Justice		X	
Corrections	Admin. Services - Personal	DP 703 Early Return to Work	number and severity of department high frequency injury types such as trips and falls, relationship to workers compensations rate	Approp Subcommittee on Judicial Branch, Law Enforcement, and Justice	yes		
Corrections	Community Corrections	DP 208 Annualize MH Meds and Services	number of offenders receiving services, status of offender, identification of "other" needs of this population in order to maintain community placement	Approp Subcommittee on Judicial Branch, Law Enforcement, and Justice	2009		
Corrections	Admin. Services - Financial	Progress toward resolution of audit issues related to contract payments; progress on work plan completion related to audit issues; results of the performance audit	To be determined	Approp Subcommittee on Judicial Branch, Law Enforcement, and Justice		X	
Corrections	Montana Correctional Enterprises	Issuance of state ID cards and the impact on offenders returning to committees	To be determined	Approp Subcommittee on Judicial Branch, Law Enforcement, and Justice	2009		
Corrections	various	Expenditure of carry-forward funds	To be determined	Approp Subcommittee on Judicial Branch, Law Enforcement, and Justice		X	
Corrections	Secure Care	Addition of 12.00 Fte funded by a reduction in overtime and overtime costs	To be determined	Approp Subcommittee on Judicial Branch, Law Enforcement, and Justice		X	

Administration	Information Technology Services Division	Progress toward statewide retirement of old legacy computer systems and statewide standardization of software	To be determined	Approp Subcommittee on General Government		X	
DEQ	State Buildings Energy Program	Return on Investment	1) process to calc and 2) reporting on calc	Approp Subcommittee on Natural Resources and Transportation		X	Expanded Base
FWP	Private Lands Fishing Access	Expand PFLA to allow MTs greater access to public waters	Double PFLA contracts	Approp Subcommittee on Natural Resources and Transportation		X	
Office of Public Instruction	State Level Activities	Curriculum specialists	To be determined	Approp Subcommittee on Education		X	

LFC Performance Measurement Subcommittee
LFD Staff Recommendations for Performance Goals and Measurements
16-Sep-09

Agency Number	Agency Description	Program Description	Goal	Performance Measurement	New Expanded	Needs Additional Review	Staff Comments
Continuation of 2009 interim measurements							
	All Agencies	Submission of June 2009 data for goals/ measures tracked during 2009 interim	Included in listings provided to subcommittee at August meeting	Included in listings provided to subcommittee at August meeting		Staff would need to review the data that was supposed to be submitted in June 2009 to determine whether to recommend continued review of some tracked during the 2009 interim.	If the "loop" is not closed on goals tracked during the 2009 interim, the a precedent could be established to begin to ignore goals where data is not available until FYE.
5110	Board of Public Education	K-12 Education	Accreditation Status of Public Schools	All K-12 schools will be in compliance by March of each year	No	Focus of national changes as part of ARRA, Race to the Top component, and consortium of states working to adopt national standards	Minimum for quality education
5102	Montana University System	various	Improve Transferability and Student Data	Common Course Numbering	no		Continue review from last interim
2011 Legislative Recommendations for LFC review							
5301	Department of Environmental Quality	State Building Energy Program - 20X10 Initiative	Increase energy efficiencies and reduce costs	Increase energy efficiencies, as measured by relative reductions in BTU's used	Yes		Discussed by LRB and Natural Resources Subcommittees.
6901	DPHHS - Multi Program	Healthy Montana Kids - Implementation	No goals/objectives were established for the Healthy Montana Kids program.	No goals/objectives were established for the Healthy Montana Kids program.	New	No goals/objectives were established for the Healthy Montana Kids program.	The LFC recommended that the Performance Measurement Workgroup review HMK implementation.
6901	DPHHS - Multi Program	Evaluate/ Identify Budget Reductions for \$22 M One-time Appropriations	Workplan submitted to LFC at its June 2009 meeting as required by HB 676	No goals/objectives have been established.	New	No goals/objectives have been established.	The LFC recommended that the Performance Measurement Workgroup review budget reduction evaluation implementation.

DPHHS - Multi Program	Implement SB 119 - Medicaid for workers with disabilities	Increase the number of individuals with disabilities with substantial gains in employment and increase earnings; increase the number of persons who have some of their health care needs paid for by private insurance; increase the number of persons with disabilities who have reduced dependency or are no longer dependent on cash benefits or health care entitlement services; increase the state labor force through inclusion of people with disabilities; protect and enhance workers' health care, other benefits, and needed employment supports.	Program federal approval before 1/2010 and first participants enrolled by January 2010. Data to be collected annually - number entering MWD program; number who were Medicaid enrollees prior to enrollment; number who were employed before and after entering MWD and hours worked; participation in other benefit and health insurance programs before and after entering program; participant monthly earnings before and after entering program; number of participants with earnings above Social Security Administration (SSA) substantial gainful activity limit; participants' Medicaid costs; participants' premium payments.	New	This program changes access to Medicaid to encourage disabled persons to increase employment earnings. Without this program persons who work more could lose Medicaid coverage and the Medicaid services (such as personal assistance) that allow them to continue to be employed.
Human and Community Services 6901	Family Economic Security Grant Program	Increase financial security of low-income families.	Provide during the biennium: 1) Financial literacy to at least 300 households; 2) Asset development assistance to at least 100 households; 3) Education/training to assist in obtaining higher wages to at least 220 households	Expanded	This is more of a continuing review: the report should track the \$4 million and demonstrate how many individuals participated in the 2009 biennium program and what they achieved toward the goal of self-sufficiency: Where are they now? Did it work?
Public Health and Safety 6901 Division	Multiple bureaus within division	Reduce the burden of chronic disease, injury, and trauma in Montana	To be determined	No	LFC may wish to focus on the tobacco programs within this goal due to the significance of the funding and the costs associated with tobacco use
6901 Disability Services Division	Developmental Disabilities Program and the Montana Developmental Center (MDC):	Develop a Medicaid Waiver to more effectively serve individuals with autism	1) Offer free screenings across the state to identify the number of children in MT with autism; 2) Number screened into the waiver and receiving services; 3) Progress of children receiving Waiver early intervention services	New	Discussed by subcommittee and ties to insurance bill.
2110 Judicial Branch	various	Performance measures adopted by the Supreme Court and Implementation of those measures in district courts	Employee survey results Constituent survey results Case processing measures including: case clearance and productivity; age of pending caseload; on-time case processing	no	

2110 Judicial Branch	various	vacancy savings, turnover, staffing, patterns and caseload; amount/cost of mandatory overtime	suggested measures include: vacancy savings rates, staff turnover rates, staffing patterns and caseload; amount/cost of mandatory overtime	no	Vacancy savings has not previously been applied to the Judicial Branch	
Montana Board of Crime 4107 Control	MBCC	data processing and information technology initiatives	Ongoing implementation of MERLIN	To be determined	no	Legislative concern of redundance of data collection and cost to collect
4110 Justice	Motor Vehicle Criminal	Investigation	Meth Watch media campaign	To be determined	no	
4110 Justice	Criminal Investigation	Public Safety Officer Standards and Training including efforts to ensure the accuracy of the database and eliminate duplications, to qualify the number of agency reviews conducted, complaints investigated, and certification audits performed by the council		To be determined	no	change in program during 2007 session, agency identified challenges, concern regarding adequacy of funding Issue regarding availability of data to support appropriation request identified in budget analysis
6108 Office of Public Defender	Public Defender	caseload and collection data reporting as specified in HB 676	Completion of employee performance appraisals and contractor proficiency examinations		no	
6108 Office of Public Defender	Public Defender				no	Significantly behind schedule at last report
6401 Corrections	various	vacancy savings, turnover, staffing, patterns and caseload; amount/cost of mandatory overtime	suggested measures include: vacancy savings rates, staff turnover rates, staffing patterns and caseload; amount/cost of mandatory overtime		no	legislative concern regarding institutional staffing and department request for additional "shift relief" positions (12.00 FTE)
6401 Corrections	various	Population and related actions to accomdate ADP, develop alternatives, and use of carry-forward funds	Addition of 12.00 Fte funded by a reduction in overtime and overtime costs	To be determined	combined	A number of items recommended for LFC monitoring are related to population management, which is a cost driver and could result in budgetary pressure
6401 Corrections	Secure Care			To be determined	no	

Other Staff Recommendations for Inclusion in the PM Process During the Interim

5301 Quality	Department of Environmental Public Water Supply	Reduce backlog of inspections, improve compliance	All PWS systems will have a current inspection. Compliance rates will increase.	Expanded	EPA issue. Legislature granted \$1.2 million general fund to address issues.
5102 Montana University System	various	Increase and improve distance learning access	Centralize distance learning courses into a single unified web-based student enrollment, admissions, and financial assistance system	yes	

5102	Montana University System	various	Increase and improve distance learning access	Complete Big Sky Career Pathway program on at least 5 early college degree programs	yes	
5102	Montana University System	various	Improve System Productivity	To be determined		
3101	State Auditor	Insure Montana Energy	Maximize number of individuals covered	Gross enrollment, Cost per individual covered	yes	Expanded funding and scope of program should be monitored for impact on uninsured community
6501	Commerce	Promotion and Development Division	Increase the number of energy transmission and production projects completed in Montana	Permits granted, Monies expended by private firms, new facilities opened	yes	Several questions from legislators regarding the purpose and effectiveness of the program
6701	Military Affairs	Disaster and Emergency Services	Improve reimbursement process to local entities for search and rescue activities	Number of applications processed, funding amounts, time between application and distribution of funds	yes	
3501	Office of Public Instruction	Local Education Activities	Improve teacher effectiveness and comply with ESEA requirements to address inequities in the distribution of highly qualified teachers	To be determined	combined	Due to education partner concerns with proposed federal measurements, the significance of the funding already provided, and the potential for additional funding under these goals and measurements, LFC members may wish to consider including these goals as part of the LFC performance measurements review in addition to getting higher level information in the ARRA reporting process
3501	Office of Public Instruction	Local Education Activities	Establish a longitudinal data system for the P-20 education system in Montana	To be determined	combined	The specific performance measurements are now being determined by the federal agency
3501	Office of Public Instruction	Local Education Activities	Improve academic content standards and student academic achievement standards	To be determined	combined	These assurances are also used as part of the determination of a state's eligibility for \$4 billion in competitive grant funding under the Race to the Top program
3501	Office of Public Instruction	Local Education Activities	Develop valid and reliable assessments for children with disabilities and limited English proficiency	To be determined	combined	
3501	Office of Public Instruction	Local Education Activities	Enhance academic assessments of teachers and principals	To be determined	combined	
3501	Office of Public Instruction	Local Education Activities	Support struggling schools	To be determined	combined	

Appendix D
 Representative Morgan's Recommendations on Appendix B
 Program Goals and Related Performance Measurements
 Legislative Recommendations for 2011 Interim Follow-up

Agency	Program	Program Goal Description	Performance Measurement	Recommended By	New Program	Base Budget	Comments
Public Health and Human Services	Multi Program Impact	Implement Healthy Montana Kids	To be determined	Legislative Finance Committee		X	
	Multi Program Impact	Evaluate and recommend changes to reduce present law spending by the \$22 million general fund one-time appropriations in HB 2	To be determined	Required by HB 676		X	
yes	Human and Community Services	Serve 26 teen parents in Second Chance Homes	Track number served and report	Approp Subcommittee on DPHHS		X	
yes	Human and Community Services	Participants progress toward self-sufficiency in the Family Economic Security Grant Program	As described in the initiative justification	Approp Subcommittee on DPHHS		X	
yes	Human and Community Services	Children remain with working caretaker relatives and do not go to foster care	Track the number of families served and costs + number of children that end up in foster care	Approp Subcommittee on DPHHS		X	
	Human and Community Services	Help TANF participants gain employment	Track the number of participants; training; employment placement received	Approp Subcommittee on DPHHS		X	
	Human and Community Services	Help TANF participants with mental health issues meet TANF work goals	Outcomes related to TANF work goals	Approp Subcommittee on DPHHS		X	
	Child and Family Services Division	Safety: safely maintain children in their homes whenever possible & appropriate	Coming with federal standards this summer - review of randomly selected cases	Approp Subcommittee on DPHHS		X	
	Child and Family Services Division	Permanency: establish and achieve permanency goals for children in a timely manner	Coming with federal standards this summer - increase number of children achieving permanency	Approp Subcommittee on DPHHS		X	
	Child and Family Services Division	Well-being: Whild in foster care, maintain the child's connections with birth parents and siblings	Coming with federal standards this summer - review of randomly selected cases to assess efforts made to maintain family connections	Approp Subcommittee on DPHHS		X	
	Child Support Enforcement Division	Meet federal child support performance standards	As per federal standards	Approp Subcommittee on DPHHS		X	
yes	Child Support Enforcement Division	Enhance customer service: Establish a website so people can calculate their own child support payments	Once site is established; track its usage	Approp Subcommittee on DPHHS		X	
	Child Support Enforcement Division	Increase customer knowledge of online payment system	Track number and dollar amounts of payments made on this system	Approp Subcommittee on DPHHS		X	
	Child Support Enforcement Division	Provide training, support, and guidance to tribes establishing their own child support systems	Continue to respond to requests as they are received	Approp Subcommittee on DPHHS		X	
yes	Business and Financial Services Division	Improve the department's internal control environment by continually working to maintain an effective fiscal control environment by completing an annual risk assessment of major financial processes and conducting mitigation activities on 100% of identified high risk comonents	Identify processes, conducting a risk assessment and mitigation process each year. The subcommittee noted that reports would specify the major financial risks identified, discuss the mitigation activities and progress toward their completion, and reflect any major current or estimated expenses or cost savings	Approp Subcommittee on DPHHS		X	
yes	Public Health and Safety	Reduce the burden of chronic disease, injury, and trauma in Montana	To be determined	Approp Subcommittee on DPHHS		X	
	Public Health and Safety	Reduce the incidence of communicable disease in Montana citizens through efforts in prevention, treatment, surveillance, and epidemiology	To be determined	Approp Subcommittee on DPHHS		X	
	Public Health and Safety	Provide training, support, and guidance to tribes establishing their own child support systems	To be determined	Approp Subcommittee on DPHHS		X	

	Public Health and Safety	Reduce communicable disease in Montana through a surveillance system based on public health laboratory disease diagnosis and assessment	To be determined	Approp Subcommittee on DPHHS		X	
	Public Health and Safety	A strong and prepared public health system that provides a foundation to respond to emergencies with a well-trained workforce	To be determined	Approp Subcommittee on DPHHS		X	
	Quality Assurance Division	Implement the Payment Error Rate Measurement (PERM) process as required by the CMS	To be determined	Approp Subcommittee on DPHHS		X	
	Quality Assurance Division	Take all reasonable measures under the Social Security Act to ascertain the legal liability of 'third parties' for health care items and services provided to Medicaid recipients	To be determined	Approp Subcommittee on DPHHS		X	
	Quality Assurance Division	Provide timely and impartial hearings and decisions for adversely affected parties disputing facts and/or law involving DPHHS administered programs	To be determined	Approp Subcommittee on DPHHS		X	
	Quality Assurance Division	Provide timely and impartial Informal Dispute Resolutions (IDR) conferences and recommendations for nursing home facilities disputing DPHHS cited deficiencies	To be determined	Approp Subcommittee on DPHHS		X	
	Technology Services Division	Continually work to provide state-of-the-art support and service to customers by knowing what our customers want/need and deploying best practices & technology to meet these needs	Customer satisfaction surveys conducted quarterly for new system developments and semi-annually for other services receive rating of "agree" or "strongly agree" 85 % of the time. The subcommittee noted that the base line for the measurement would be the fall 2008 Customer Satisfaction Survey, with surveys from fall of 2009 and 2010 serving as updates.	Approp Subcommittee on DPHHS		X	
	Disability Services Division	Vocational Rehabilitation: Assist Montanans with disabilities, including transitioning students into gainful employment	Successfully meet federal (VR) standards and indicators	Approp Subcommittee on DPHHS		X	
	Disability Services Division	Montana Telecommunications Access Program: Improve the quality of life of all Montanans with disabilities through education, innovation, and technology by enhancing communication options	Increase of the distribution of equipment to individuals who are eligible for Montana Telecommunications Access	Approp Subcommittee on DPHHS		X	
yes	Disability Services Division	Disability Determination Services: Provide accurate and timely Social Security Disability Adjudications	Successfully meet the federal Social Security standards on accuracy rates and timeliness	Approp Subcommittee on DPHHS		X	

yes	Disability Services Division	Developmental Disabilities Program and the Montana Developmental Center (MDC); Maintain an effective system of community based services: 1) develop a Medicaid Waiver to more effectively serve individuals with autism; 2) work to improve the infrastructure of the division's community based providers; 3) provide services to new individuals on the DD waiting list including those transitioning from school to adult life; 4) Improve, strengthen and protect the well-being and self reliance of individuals at MDC	The division provided specific measures and the federal standards of achievement that will be used as baselines for measurement	Approp Subcommittee on DPHHS		X	
	Health Resources Division	Implement Medicaid for workers with disabilities (SB 119)	Increase the number of individuals with disabilities with substantial gains in employment; increase earnings of individuals with disabilities; increase the number of persons who have some of their health care needs paid for by private insurance; increase the number of persons with disabilities who have reduced dependency or are no longer dependent on cash benefits or health care entitlement services; increase the state's labor force through inclusion of people with disabilities; protect and enhance workers' health care, other benefits, and needed employment supports	Approp Subcommittee on DPHHS	X		
	Addictive and Mental Disorders Division	Annualize mental health drop-in center contracts	Provide: accessible resources for early identification, monitoring, and support of individuals with severe mental illnesses; a safe environment for socialization for individuals with severe mental illnesses; outreach, referral, and diversion for individuals with severe mental illnesses	Approp Subcommittee on DPHHS		X	
	Addictive and Mental Disorders Division	Annualize home and community based waiver services for adults with a disabling mental illness - provide community-based services to 190 individuals in FY 2011 with severe mental illnesses as an alternative to nursing home level of care; develop resources in targeted communities to meet the health care needs of individuals who are eligible for this waiver and who have chosen to participate	By January 2009, complete annual audit of all individual care plans to evaluate effectiveness of services and identify unmet needs; assess feasibility of expansion to targeted communities and number of slots through an amendment to the waiver without additional funding	Approp Subcommittee on DPHHS		X	
	Addictive and Mental Disorders Division	Annualize methamphetamine and chemical dependency services expansion - Expand community based services to successfully deal with this growing problem (methamphetamine addiction); provide community based services that address the needs of male, female, and Native Americans across the state; provide timely access to treatment is critical to address the problem, and reduce costs to the medical, correctional, and public health systems	Increase admissions to community based services with the implementation of NIATx (Network for the Improvement of Addiction Treatment) principles; reduce waiting time between the first appropriation for service and first treatment session	Approp Subcommittee on DPHHS		X	
	Addictive and Mental Disorders Division	Build infrastructure and capacity to prevent or diminish binge and lifespan drinking; expand the epidemiological workgroup; build functionality for prevention through leadership, cooperation, and action; expand the knowledge, skills, and abilities of state and community prevention personnel; reduce incidence of drunk driving deaths and injuries in Montana; assist communities in developing "how to" manuals for prevention activities; assist communities in building, integrating, and evaluating prevention data; develop a licensure program for prevention professionals	Did the community develop a local strategic prevention plan, identify one or more casual factors on which to focus, identify additional stakeholders and create new partnerships to advance the plan, select and implement effective strategies linked to impacting casual factors; did positive change occur at the community level in the substance abuse problem in the population that was targeted; were there related changes in casual factors linked to the substance abuse related problems	Approp Subcommittee on DPHHS		X	
Judicial Branch	various	Performance measures adopted by the Supreme Court and Implementation of those measures in district courts	Employee survey results Constituent survey results Case processing measures including: case clearance and productivity; age of pending caseload; on-time case processing	Approp Subcommittee on Judicial Branch, Law Enforcement, and Justice		X	
Judicial Branch	Water Court	Issuance of decrees compared to proposed schedule of issuance	To be determined	Approp Subcommittee on Judicial Branch, Law Enforcement, and Justice		X	
Judicial Branch	Clerk of Supreme Court is lead	e-filing initiative	To be determined	Approp Subcommittee on Judicial Branch, Law Enforcement, and Justice		X	

Judicial Branch	various	vacancy savings, turnover, staffing, mandatory overtime	suggested measures include: vacancy savings rates, staff turnover rates, staffing patterns and caseload; amount/cost of mandatory overtime	Approp Subcommittee on Judicial Branch, Law Enforcement, and Justice		X	
Montana Board of Crime Control	MBCC	data processing and information technology initiatives	To be determined	Approp Subcommittee on Judicial Branch, Law Enforcement, and Justice		X	
Montana Board of Crime Control	MBCC	vacancy savings, turnover, staffing, mandatory overtime	suggested measures include: vacancy savings rates, staff turnover rates, staffing patterns and caseload; amount/cost of mandatory overtime	Approp Subcommittee on Judicial Branch, Law Enforcement, and Justice		X	
Justice	Motor Vehicle	Ongoing implementation of MERLIN	To be determined	Approp Subcommittee on Judicial Branch, Law Enforcement, and Justice		X	
Justice	Highway Patrol	Efforts to improve technologies to improve trooper efficiency including continued implementation of SMART cop	To be determined	Approp Subcommittee on Judicial Branch, Law Enforcement, and Justice		X	
Justice	Criminal Investigation	Meth Watch media campaign	To be determined	Approp Subcommittee on Judicial Branch, Law Enforcement, and Justice		X	
Justice	Criminal Investigation	computer crimes investigations including suggested measures of forensic caseloads investigated and prosecuted that involve use of the internet	To be determined	Approp Subcommittee on Judicial Branch, Law Enforcement, and Justice		X	
Justice	Criminal Investigation	Public Safety Officer Standards and Training including efforts to ensure the accuracy of the database and eliminate duplications, to qualify the number of agency reviews conducted, complaints investigated, and certification audits performed by the council	To be determined	Approp Subcommittee on Judicial Branch, Law Enforcement, and Justice		X	
Justice	various	vacancy savings, turnover, staffing, mandatory overtime	suggested measures include: vacancy savings rates, staff turnover rates, staffing patterns and caseload; amount/cost of mandatory overtime	Approp Subcommittee on Judicial Branch, Law Enforcement, and Justice		X	
Office of Public Defender	Public Defender	caseload and collection data reporting as specified in HB 676		Approp Subcommittee on Judicial Branch, Law Enforcement, and Justice		X	
Office of Public Defender	Public Defender	Completion of employee performance appraisals and contractor proficiency examinations		Approp Subcommittee on Judicial Branch, Law Enforcement, and Justice		X	
Office of Public Defender	various	vacancy savings, turnover, staffing, mandatory overtime	suggested measures include: vacancy savings rates, staff turnover rates, staffing patterns and caseload; amount/cost of mandatory overtime	Approp Subcommittee on Judicial Branch, Law Enforcement, and Justice		X	
Corrections	various	vacancy savings, turnover, staffing, mandatory overtime	suggested measures include: vacancy savings rates, staff turnover rates, staffing patterns and caseload; amount/cost of mandatory overtime	Approp Subcommittee on Judicial Branch, Law Enforcement, and Justice		X	
Corrections	Community Corrections	DP 216 additional START beds	discharge to community placement percentage	Approp Subcommittee on Judicial Branch, Law Enforcement, and Justice		X	
Corrections	Secure Care	DP 303 MSP MH contract conversion	To be determined	Approp Subcommittee on Judicial Branch, Law Enforcement, and Justice		X	
Corrections	Secure Care	Contract bed related DPs - suggested items such as ensure adequate capacity to manage offenders in most appropriate placement and prevention of inmate placement out of state	To be determined	Approp Subcommittee on Judicial Branch, Law Enforcement, and Justice		X	
Corrections	Admin. Services - Personal	DP 703 Early Return to Work	number and severity of department high frequency injury types such as trips and falls, relationship to workers compensations rate	Approp Subcommittee on Judicial Branch, Law Enforcement, and Justice	yes		
Corrections	Community Corrections	DP 208 Annualize MH Meds and Services	number of offenders receiving services, status of offender, identification of "other" needs of this population in order to maintain community placement	Approp Subcommittee on Judicial Branch, Law Enforcement, and Justice	2009		
Corrections	Admin. Services - Financial	Progress toward resolution of audit issues related to contract payments; progress on work plan completion related to audit issues; results of the performance audit	To be determined	Approp Subcommittee on Judicial Branch, Law Enforcement, and Justice		X	
Corrections	Montana Correctional Enterprises	Issuance of state ID cards and the impact on offenders returning to committees	To be determined	Approp Subcommittee on Judicial Branch, Law Enforcement, and Justice	2009		

Corrections	various	Expenditure of carry-forward funds	To be determined	Approp Subcommittee on Judicial Branch, Law Enforcement, and Justice		X	
Corrections	Secure Care	Addition of 12.00 Fte funded by a reduction in overtime and overtime costs	To be determined	Approp Subcommittee on Judicial Branch, Law Enforcement, and Justice		X	
Administration	Information Technology Services Division	Progress toward statewide retirement of old legacy computer systems and statewide standardization of software	To be determined	Approp Subcommittee on General Government		X	
DEQ	State Buildings Energy Program	Return on Investment	1) process to cale and 2) reporting on cale	Approp Subcommittee on Natural Resources and Transportation		X	Expanded Base
FWP	Private Lands Fishing Access	Expand PFLA to allow MTs greater access to public waters	Double PFLA contracts	Approp Subcommittee on Natural Resources and Transportation		X	
Office of Public Instruction	State Level Activities	Curriculum specialists	To be determined	Approp Subcommittee on Education		X	