

NASCIO State IT Recognition Awards

Open Government and Data, Information and Knowledge Management Category

State of Wisconsin Agency Performance Dashboards Website

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Project Completion: March 2016

Submitted By: Dana Burmaster
Policy and Performance Advisor
Office of the Secretary
Department of Administration
101 East Wilson Street
Madison, WI 53707-7864
Phone (608) 261-7010
E-mail: dana.burmaster@wisconsin.gov

Executive Summary

When Governor Scott Walker took office in 2011, he made an ongoing commitment to making Wisconsin state government more transparent and efficient. Accordingly, in 2012 the Governor launched OpenBook Wisconsin (openbook.wi.gov), a site that places state expenditures online for review by the public. OpenBook brought a historic level of transparency to state government, but it was just the first step.

The Agency Performance Dashboards website (performance.wi.gov) was established by [Governor Walker's Executive Order #189](#), which directed cabinet agencies to assess and report on their performance so that Wisconsin citizens could review and engage with them on the information.

In March 2016, in recognition of Sunshine Week, the Agency Performance Dashboards website went live. It exemplifies the administration's commitment to transparency, efficiency and effectiveness by providing public access to performance measures from cabinet agencies in a single location. The 17 cabinet agencies report quarterly on more than 160 metrics related to four fundamental enterprise performance categories: Economic Development; Reform and Innovation; Efficient and Effective Services; and Customer/Taxpayer Satisfaction.

Each performance measure from an agency includes a metric definition; current and previous data; graphics for quick reference; target and indicator of whether a goal is being met; and trend. Reporting cycle and additional details are also presented to provide context and help users understand any other relevant factors for that particular measure. With access to quarterly updates on the website, constituents can see the long-term progress agencies make toward providing more efficient services. Historical data is also provided via the dashboard archives.

The homepage presents featured metrics each quarter, as well as current and prior year's rollup metrics in support of the administration's commitment to continuous improvement. Directions are provided to help users interpret the metrics. The site is mobile-responsive and may be accessed by mobile devices.

To date there have been more than 18,000 visitors to performance.wi.gov. More than half of users explore more than one agency dashboard, and the average user spends more than 3 minutes exploring the site. Legislators and media outlets have likewise been commenting on the site and the state agency performance measures it conveys.

Project Narrative: Concept

When Governor Scott Walker took office in 2011, he made an ongoing commitment to making Wisconsin state government more transparent and efficient. Specifically, the Governor wanted a dynamic approach to transparency, in which citizens have the information needed to actively engage in evaluating their government. The first step, the Governor believed, was providing greater access and transparency in state expenditures as a critical component of fostering that citizen engagement.

Accordingly, in 2012 the Governor launched OpenBook Wisconsin (openbook.wi.gov), a site that places state expenditures online for review by the public. OpenBook brought a historic level of transparency to state government, providing taxpayers with unprecedented access to state finances. The theme for OpenBook was that this is the taxpayers' money, and the site is designed to provide them with easy ways to be able to see how that money is spent.

OpenBook continues to be enhanced with additional expenditure information for the public to search. The site now includes more than 25 million entries showing payments for purchasing goods and services, travel, and vendor services for state agencies, the Legislature, courts, and the University of Wisconsin System dating back to 2008. Citizens can look up fringe payment data, employee salaries, purchase orders, and vendor contracts.

As groundbreaking as OpenBook is for advancing transparency in Wisconsin state government, the Governor viewed it as just one piece of a bigger picture. The next step involved giving citizens the means to track actual performance and accountability in state agencies. That would come with the deployment of the Agency Performance Dashboards website (performance.wi.gov).

The Agency Performance Dashboards website was established by [Governor Walker's Executive Order #189](#), which directed cabinet agencies to assess and report on their performance so that Wisconsin citizens could review and engage with them on the information.

The Governor's Office formed a workgroup in June 2015 to kick off the performance management initiative. The workgroup met with all 17 cabinet agencies to develop metrics using criteria the workgroup developed:

1. Do you have data?
2. Is the metric something you control?
3. Is it important to customers?
4. Do you want to improve it?
5. Is it something in law/mandate?

The workgroup ended up with 161 metrics across 16 agencies (the Department of Transportation already had an extensive performance reporting system, the [MAPSS Performance Improvement Program](#) – the Agency Performance Dashboard site links to it). The project team then developed a submission process involving an Excel template uploaded to SharePoint and a test website for reviewing submitted data. The team conducted a soft launch in fall 2015 to prepare agencies and work out any issues with the process or technology.


In March 2016, in recognition of Sunshine Week, a week that emphasizes the importance of open government, [performance.wi.gov](#) went live to the public. The launch was followed with news releases and was highlighted on the Governor’s radio address, on the [Wisconsin.gov portal](#) and agency websites, and with a social media campaign. The site is mobile-responsive and may be accessed by mobile devices.

The Agency Performance Dashboards website exemplifies the administration’s commitment to transparency, efficiency and effectiveness by providing public access to performance measures from cabinet agencies in a single location. The site reports on each cabinet agency’s performance in key areas that reflect core agency functions. Agencies update those dashboards on a quarterly basis to convey progress (or lack thereof) on performance improvement, and to actively share the outcomes with the public and agency staff.

Each of the cabinet agencies provides quarterly data related to four fundamental enterprise performance categories: Economic Development; Reform and Innovation; Efficient and Effective Services; and Customer/Taxpayer Satisfaction. Agency-specific goals are also included. Each performance measure from an agency includes a metric definition; current and previous data; graphics for quick reference; target and indicator of whether a goal is being met; and trend. Reporting cycle and additional details are also presented to provide context and help users understand any other relevant factors for that particular measure. With access to quarterly updates on the website, constituents can see the long-term progress agencies make toward providing more efficient services. Historical data is also provided via the dashboard archives.

The site’s homepage (see Figure 1 below) presents featured metrics each quarter, as well as current and prior year’s rollup metrics in support of the administration’s commitment to continuous improvement. Directions help users interpret the metrics. The site also provides links to other sites dedicated to government transparency, including OpenBook Wisconsin.

[HOME](#) [ABOUT](#) [AGENCY DASHBOARDS](#)



Agency Performance Dashboards

Governor Walker believes government must be efficient, effective and accountable to best serve the citizens of Wisconsin. In 2012, Governor Walker launched [OpenBook](#), a website that allows the public for the first time to search every state expenditure. Now Governor Walker has taken this next step to increase government accountability by requiring each major state agency to report publicly on its performance through dashboards on this website.

Featured Metrics

36.4

Number of days needed to issue wetland individual permit decisions

Wetlands are regulated by the U.S. Army Corps of Engineers, the Wisconsin DNR and by local counties, cities and villages. The excavating or placement of any material in low areas or wetlands requires a DNR permit.
[More Department of Natural Resources Metrics](#)

\$7,956,600

FoodShare and Medicaid overpayments established

The Office of Inspector General, in collaboration with local agencies, investigate alleged fraudulent activity by FoodShare and Medicaid recipients. This activity is measured by the dollar amount of claims established as overpayments due back to these programs.
[More Department of Health Services Metrics](#)

21

Percentage increase in MyWisVets users in 2016 compared to 2015

MyWisVets is an online, web-based system that provides veterans with preliminary information regarding benefits eligibility and expedites the application process.
[More Department of Veterans Affairs Metrics](#)

Agencies Reporting Metrics

Cabinet agencies identify metrics in key areas and report performance quarterly. These metrics are an important tool as Governor Walker continues to improve the transparency, efficiency, and effectiveness of Wisconsin state government and are a part of [Executive Order #189](#)

- Department of Administration
- Department of Agriculture, Trade and Consumer Protection
- Department of Children and Families
- Office of the Commissioner of Insurance
- Department of Corrections
- Wisconsin Economic Development Corporation
- Department of Financial Institutions
- Department of Health Services
- Wisconsin Housing and Economic Development Authority
- Department of Natural Resources
- Public Service Commission
- Department of Revenue
- Department of Safety & Professional Services
- Department of Tourism
- Department of Transportation
- Department of Veterans Affairs
- Department of Workforce Development

Wisconsin's Commitment to Continuous Improvement

Measures	Change	Projects	Employees Trained
<p>FY 2016</p> <ul style="list-style-type: none"> 503 Process Steps Eliminated 16,389 Staff Hours Repurposed \$4,428,151 Cost Avoidance 665 Days Lead-time Reduction 	<p>Process Steps Eliminated</p> <ul style="list-style-type: none"> 61% Decrease over previous state <p>Staff Hours Repurposed</p> <ul style="list-style-type: none"> 57% Decrease over previous state <p>Cost Avoidance</p> <ul style="list-style-type: none"> 89% Cost Avoidance <p>Lead-time Reduction</p> <ul style="list-style-type: none"> 58% Decrease over previous state 	<p>FY 2016</p> <ul style="list-style-type: none"> 76 Projects completed <p>FY 2017</p> <ul style="list-style-type: none"> 96 Projects planned 	<p>FY 2016</p> <ul style="list-style-type: none"> 136 Yellow Belt Training Course 42 Value Stream Mapping Training Course 11 Executive Sponsor & Process Owner Training Course 122 Lean 101 Training Course 22 Problem Solving & Decision Making Training Course 16 Performance Metrics Training Course

ABOUT

Agency performance dashboards include [cabinet agencies](#) and are updated quarterly during the state fiscal year (July 1-June 30).

RELATED LINKS

- [Office of the Governor](#)
- [Wisconsin.Gov Agency Directory](#)
- [OpenBook Wisconsin](#)
- [Lean Government Program](#)

CONTACT INFORMATION

Department of Administration
101 E. Wilson St. Madison, WI 53703
Phone: 608-266-1741
Email: WIAgencyPerformance@wisconsin.gov

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Figure 1: Agency Performance Dashboards homepage

Here is an example of a performance measure reported by the Division of Facilities Management within the Department of Administration (DOA):

Efficient and Effective Services

Building vacancy rate

Metric Definition: Maintain a vacancy rate of less than 5 percent.

Goal Met	Current	Previous	Target	Trend
	1.9%	1.9%	<5%	

Reporting Cycle: Quarterly (October 1, 2016 - December 31, 2016)

Additional Details: Lower vacancy rates reduce costs and taxpayer burden. Data is reported for the 30 state office buildings managed by DOA.

The Agency Performance Dashboards website was built at no cost to the state or its constituents through a public-private partnership between the State of Wisconsin and its self-funded portal partner, Wisconsin Interactive Network, LLC. Creating this transparency website was one of the key deliverables of the state's annual e-government program plan.

The site was enhanced in August 2016 through the addition of Lean Government and continuous performance improvement metrics. March 2017 marked the upload of the fourth quarter of data since the site was launched, and in September 2017, public records metrics will be tracked across all cabinet agencies.

Significance

Legislators have taken notice of both OpenBook and the Agency Performance Dashboards website, and praised how the two sites work in tandem to promote transparent government in Wisconsin. State Senator Howard Marklein issued a news release in August 2016 (<https://legis.wisconsin.gov/senate/17/marklein/media/1276/81216-monitoring-state-governmentthe-open-book-and-agency-dashboard.pdf>) that is typical of the feedback the Agency Performance Dashboards site has generated from lawmakers.

“Like most private businesses that measure performance, the Agency Performance Dashboards measure the agencies against specific metrics related to their purposes and goals,” Marklein said. “This is a great tool for citizens of Wisconsin to review how agencies are serving us, the taxpayers of Wisconsin.”

“For each goal, the department determines if the goal is met or unmet based on measurable data or hard numbers. This is an objective, clean way to measure performance ... Opportunities for improvement show us where we should dedicate more time, talent and resources. They give us the opportunity to truly understand where we are successful and where we need to refocus our energies. Assessing performance in this way helps all of state government to operate in a more efficient, effective way.”

Impact

The 17 cabinet agencies report quarterly on more than 160 metrics. To date there have been more than 18,000 visitors to performance.wi.gov. More than half of users explore more than one agency dashboard, and the average user spends more than 3 minutes exploring the site.

Governor Walker encouraged agencies to actively engage stakeholders in discussions about the departments’ performance. Citizens can review the dashboards and engage in dialogue with state agencies about the measurements selected and the agencies’ performance on those measurements. A dedicated mailbox (WIAgencyPerformance@wisconsin.gov) was created for feedback on the site, as well as a phone number within the Department of Administration.

Media outlets have likewise been paying attention to the status of agency performance measures – see, for example, <http://www.channel3000.com/news/politics/state-agencies-only-meeting-70-percent-of-performance-metrics/227387039> and <http://fox47.com/news/local/state-agencies-meeting-70-percent-of-performance-metrics>. While the stories made prominent mention of the number of measures that weren’t yet hitting their targets, this is an expected reaction – the site is intended to offer an ongoing, comprehensive, and balanced reflection of state agency goals and results, not just selectively chosen positive items.

“We asked our state agencies to set aggressive goals with their performance measures, even if those goals could not be met immediately,” Governor Walker said at the time the site was launched. “As we continue to seek new ways to improve state government and its services to the people of Wisconsin, these goals will be constantly assessed and adjusted. The new website we’re launching provides our citizens with a user-friendly and transparent tool to measure our ongoing efforts to move Wisconsin forward.”