

Performance Management - Performance Measures and the Fiscal Note Process

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Revenue Estimating and Tax Research Conference
September 17, 2007

Establishment of Research Division

RCW 82.01.060

Director — Powers and duties — Rule-making authority.

(5) Maintain a tax research section with sufficient technical, clerical and other employees to conduct constant observation and investigation of the effectiveness and adequacy of the revenue laws of this state and of the sister states in order to assist the governor, the legislature and the director in estimation of revenue, analysis of tax measures, and determination of the administrative feasibility of proposed tax legislation and allied problems;

A Short History Lesson

- Department of Revenue underwent a Baldrige Self-Assessment Review
- Staff unaware of existing performance measures
- Division went through a Strategic Planning Process
- New Governor and GMAP

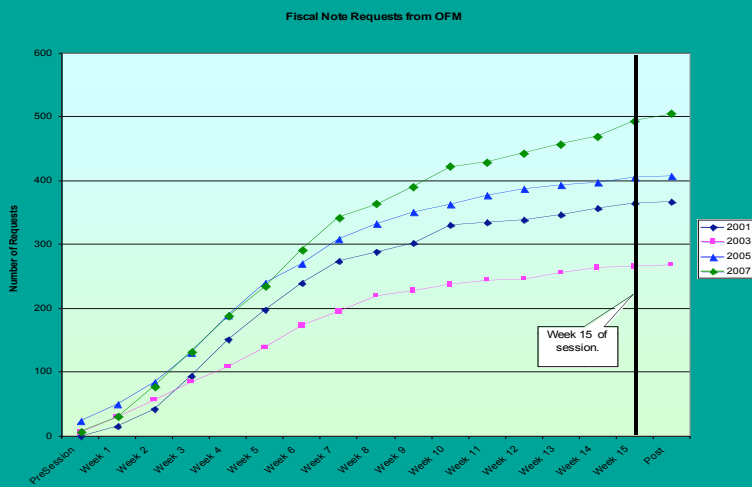
What is GMAP?

- Government Management Accountability and Performance (GMAP) was created by Governor Gregoire through Executive Order 05-02 based on models used in New York City (“Compstat”) and Baltimore (“CitiStat ”)..

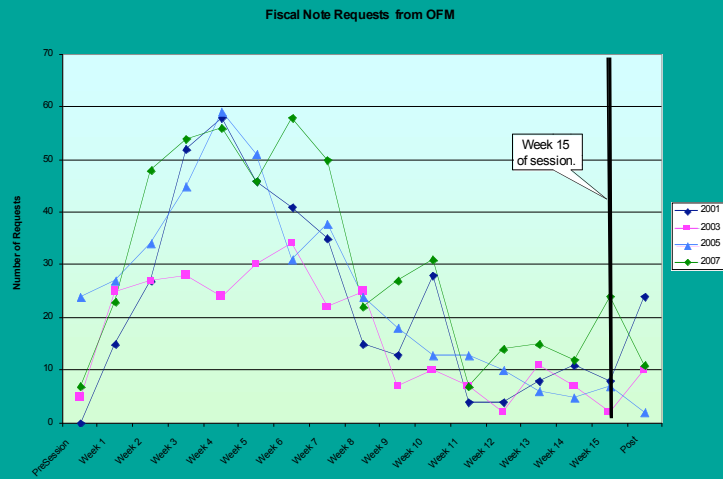
Performance Measure – Fiscal Note Process

- Old Measure - Complete a fiscal note within 72 hours (OFM Measure)
- New Measure - Deliver a fiscal note to legislative staff at least four before a hearing.

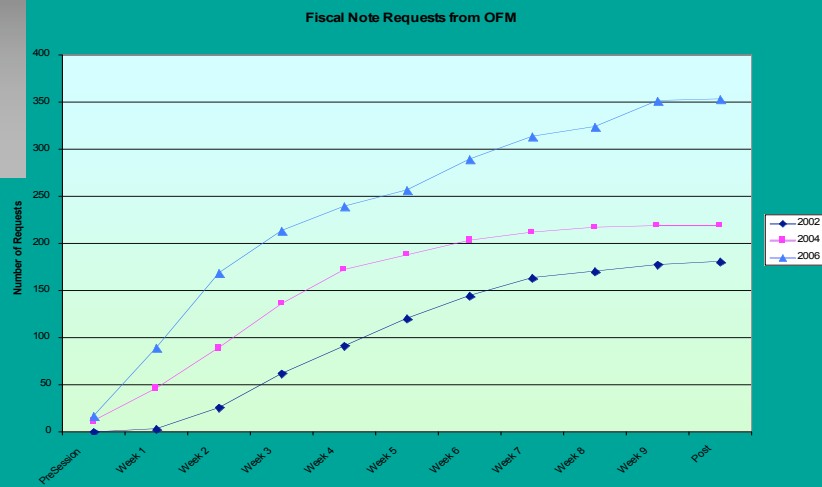
Long Session – Cumulative Totals



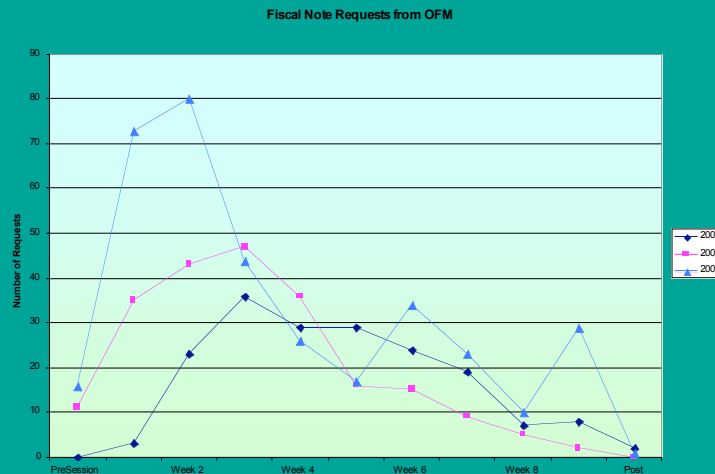
Long Session – Weekly Totals



Short Session – Cumulative Totals



Short Session – Weekly Count



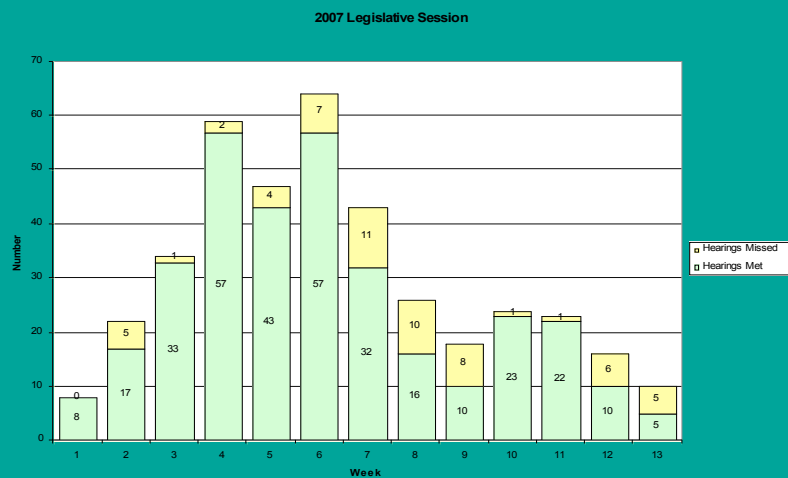
Before the 2007 Legislative Session

- Committed to a “stretch” goal of delivering at least 75% of fiscal notes at least 4 hours before a hearing (In 2006 met only 55%)
- Informed the Revenue Analyst that they were responsible for completing the fiscal note and making the goal
- Informed staff that the Performance Measure would be reported on a weekly basis
- Hired three retired auditors to do expenditure impacts

2007 Legislative Session

- 3,585 bills (including substitute bills) were introduced during the 2007 legislative session.
- 968 bills were identified as being of interest to the Department of Revenue (27 percent of the total bills compared to an historic average of 20 percent).
- During this legislative session, the Research Division prepared a record 505 fiscal notes (FN) for the Office of Financial Management, up from 353 during 2006's short session and 407 during 2005's long session.

Fiscal Notes with Hearings



Reasons for success

- Performance measure was agreed upon by staff
- Bringing in retired Auditors to do the expenditure impacts
- Weekly reporting of results – Interest of Director was shown
- What's measured gets done

What's next

- Director and Deputy Directors are convinced that we can continue our success – committed to 75%
- Problems of a short session vs. a long session
- “Refine” the measure.

Short Session – Weekly Count

Fiscal Note Requests from OFM

