

LEGISLATIVE FISCAL OFFICE

Annual Performance Progress Report (APPR) for Fiscal Year (2013-2014)

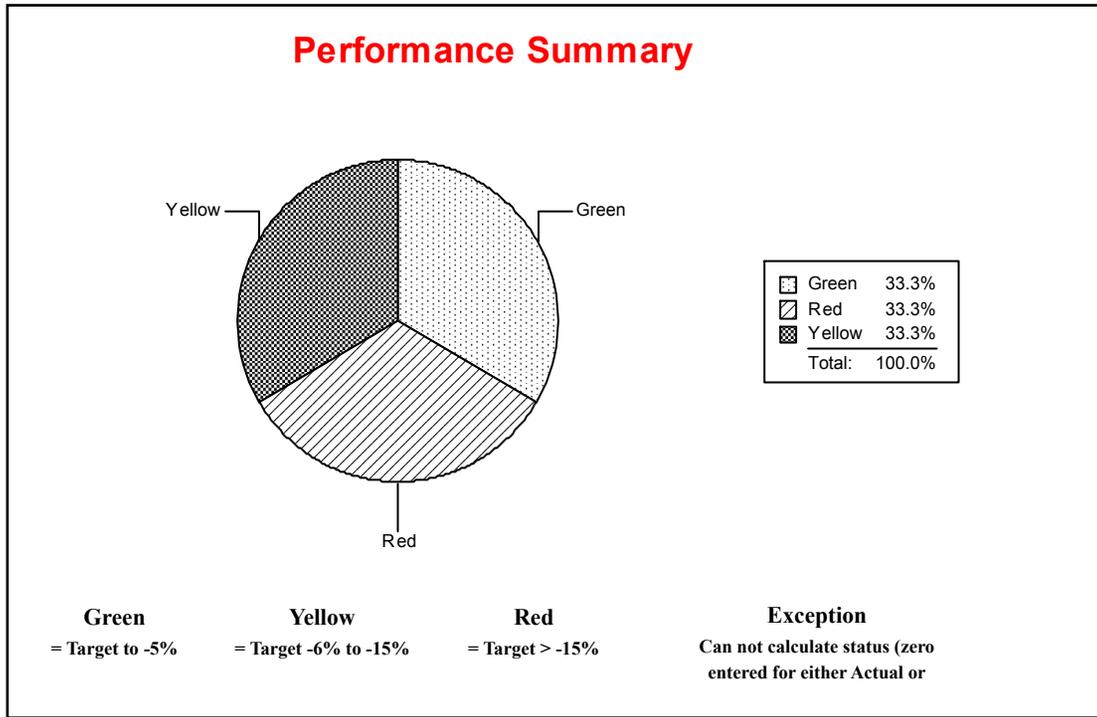
Original Submission Date: 2014

Finalize Date:

2013-2014 KPM #	2013-2014 Approved Key Performance Measures (KPMs)
1	FISCAL IMPACT STATEMENT ACCURACY - Number of fiscal impact statements corrected and reissued.
2	TRAINING EFFECTIVENESS - Percentage of respondents to training evaluation surveys who indicate that the LFO training met or exceeded their expectations.
3	CUSTOMER SERVICE – Percent of customers rating their satisfaction with the agency’s customer service as “good” or “excellent”: overall customer service, timeliness, accuracy, helpfulness, expertise and availability of information

New Delete	Proposed Key Performance Measures (KPM's) for Biennium 2015-2017
	Title: Rationale:

LEGISLATIVE FISCAL OFFICE	I. EXECUTIVE SUMMARY
Agency Mission: Provide research, analysis, and evaluation of state expenditures, financial affairs, program administration, and agency organization.	
Contact: Dawn Farr	Contact Phone: 503-986-1815
Alternate:	Alternate Phone:



1. SCOPE OF REPORT

This report informs on the Legislative Fiscal Offices (LFO) performance related to the Key Performance Measures (KPM) approved by the 2007 Legislature. LFO is a non partisan, legislative branch agency that provides financial and budget information to the Legislature. The KPMs cover LFOs primary business functions: developing fiscal impact statements and supporting the Legislatures development of a balanced state government budget.

2. THE OREGON CONTEXT

LFO links to one Oregon Benchmark: #35-Governing Magazines ranking of public management quality.

3. PERFORMANCE SUMMARY

Progress is being made on two of LFOs five KPMs. Results for three of the KPMs are identified as unclear. Two KPMs were deleted by the 2009 Legislature, so no report is made. One KPM, Fiscal Impact Statement Accuracy, slipped in 2009; however, the error rate is comparable to the 2007 session issued fiscals volume is considered.

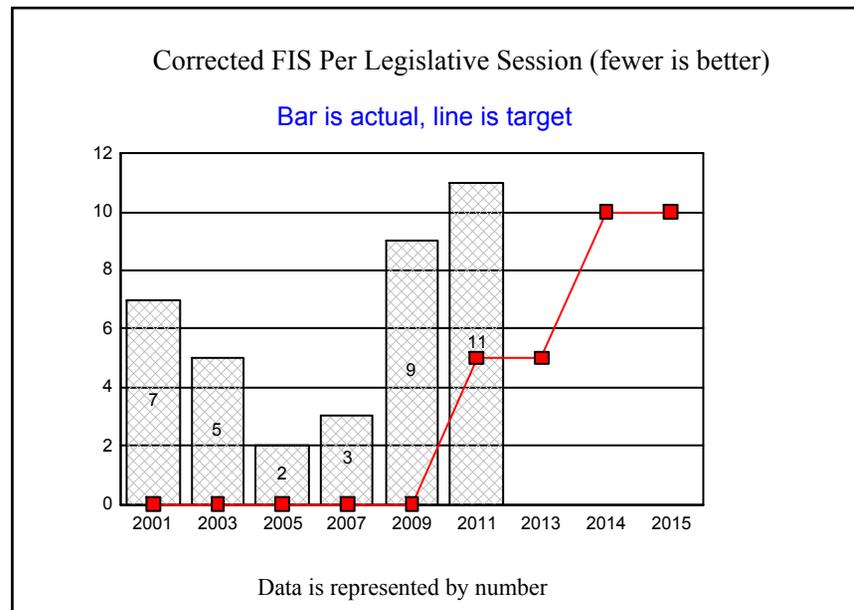
4. CHALLENGES

LFO is committed to further improving its KPMs. During the 2007-09 biennium, LFO develop an Office Business Plan. The plan is designed to focus day-to-day operations toward achieving specific results such as greater state agency accountability and a balanced state budget, however, LFOs actual work is output oriented (reports, analysis, recommendations, etc.), so LFO has taken steps to develop internal process measures to assess progress toward the plan. While internal measures are expected to help monitor performance, they are not appropriate KPMs. At this time, LFOs only true KPM is the customer service measure. Given this, the Office is recommending that the Legislature delete two KPMs for the 2009-11 biennium. Two additional KPMs were left on the list, a measure of fiscal accuracy and training effectiveness, because data is readily available. In the future, LFO would like to explore developing a composite KPM related to Office accuracy.

5. RESOURCES AND EFFICIENCY

LFOs Legislatively approved budget for the 2007-09 biennium is \$5,930,630.

KPM #1	FISCAL IMPACT STATEMENT ACCURACY - Number of fiscal impact statements corrected and reissued.	2006
Goal	Better informed and objective decision making processes	
Oregon Context	LFO mission	
Data Source	Query of issued fiscal impact statement files	
Owner	John Borden, Legislative Analyst, Phone: 503-986-1842	



1. OUR STRATEGY

LFO is committed to providing accurate information and doing things right the first time.

2. ABOUT THE TARGETS

A fiscal impact statement, once issued, can be revised whenever new or updated agency information is received; however, a fiscal statement is corrected when LFO staff has made a material error in the fiscal analysis. The target is zero errors, so a downward trend represents improved staff accuracy.

3. HOW WE ARE DOING

During the 2009 session LFO issued 3,225 fiscal statements with nine, or 0.28%, being corrected fiscals. The upward trend in corrected statements represents an equivalent error rate to past sessions given that the number of fiscal impact statements issued rose by 1,264 statements, or 65%, during the 2007 session. The increase is predominately attributable to a new model committee rule that required a fiscal impact statement be issued prior to a measure being reported out of committee. This included measures with subsequent referrals to the Joint Committee on Ways and Means (JWM), which are typically more fiscally complex than measures that are not referred to JWM. The JWM process, which involves more thorough fiscal and budgetary analyses, can result in the correction of a previously issued fiscal impact. The practical result of the model committee rule change for substantive committees was a substantial increase in the number of fiscal impacts issued on amended versions of measures. Amendments generally add to the complexity of the fiscal analysis thereby increasing the propensity for error by LFO staff. This change in volume was unanticipated when the model rule was originally contemplated. Understanding the need for timely and accurate information in the Legislative process, LFO makes the issuance of a corrected fiscal impact one of its highest priorities.

4. HOW WE COMPARE

LFO has not identified any outside entities with whom to compare as most state fiscal impact or fiscal note processes are unique to each states legislative process, which LFO determined during its last major review of the fiscal impact process conducted in December 2006.

5. FACTORS AFFECTING RESULTS

Factors that impact fiscal statement accuracy are: the volume of measures introduced; the number of substantive committees and staff; committee model rules; committee scheduling of a measure; whether the measure is amended; the number of amendments; the fiscal nature and complexity of the measure and/or amendment; the duration of the session; LFO and state and local government staffing and their experience with the legislative and fiscal impact processes.

6. WHAT NEEDS TO BE DONE

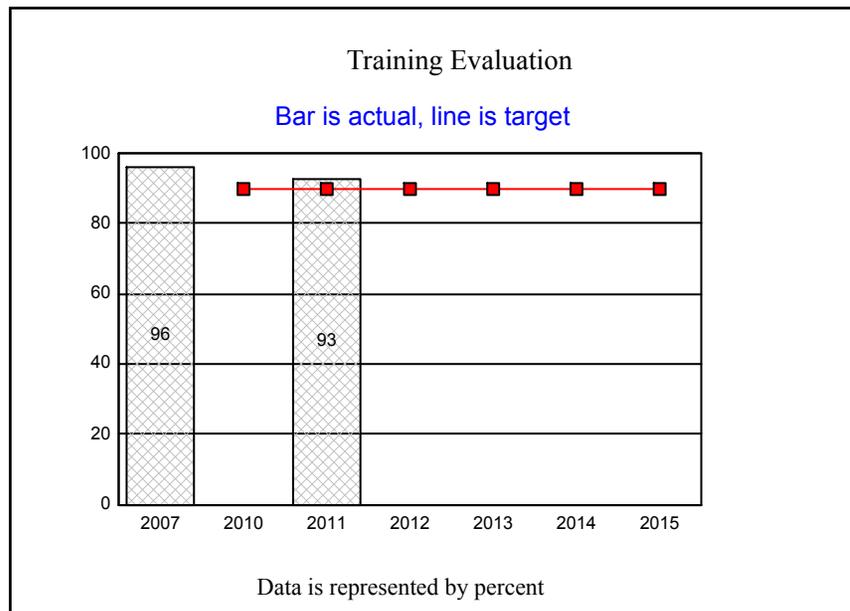
LFO has taken steps to increase fiscal impact training, both for LFO fiscal staff and agency preparer staff. LFO is conducting an assessment of process

changes made during the 2009 Legislative session to identify continuous process improvement opportunities. LFO is also evaluating information technology automation solutions as a way to maximize analysis time and reduce the propensity for error both for LFO staff and agencies.

7. ABOUT THE DATA

Data on corrected fiscals is from a management report from the Legislative Fiscal Office Docket application.

KPM #2	TRAINING EFFECTIVENESS - Percentage of respondents to training evaluation surveys who indicate that the LFO training met or exceeded their expectations.	2006
Goal	LFO is committed to identifying and responding to the fiscal and budget process training needs of the legislature and agency fiscal impact process coordinators.	
Oregon Context	LFO mission	
Data Source	Data is collected via a course evaluation survey.	
Owner	Dawn Farr, Legislative Analyst, Phone: 503-986-1815	



1. OUR STRATEGY

LFO is committed to identifying and responding to the fiscal and budget process training needs of the legislature and agency fiscal impact process coordinators.

2. ABOUT THE TARGETS

The target for this measure was set at 90 percent.

3. HOW WE ARE DOING

Ninety-six percent of the participants of LFOs Fiscal Impact Coordinators Training held in December 2008 indicated that the training met or exceeded their expectations. The number of responses, size of the universe, is relatively small, so use of this data has limitations.

4. HOW WE COMPARE

Not applicable at this time.

5. FACTORS AFFECTING RESULTS

At this time, the only data used for this measure are results from participants in fiscal impact statement trainings. LFO hopes to include additional survey data as additional training programs are offered.

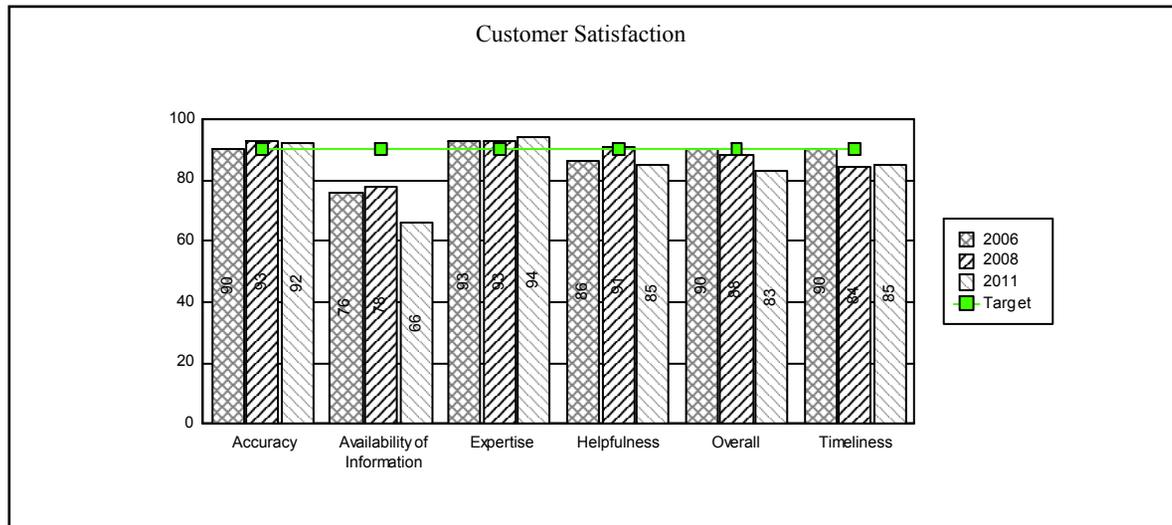
6. WHAT NEEDS TO BE DONE

Training is a strategy being employed by LFO to help elevate overall fiscal impact statement quality and legislators knowledge of agency management and budget processes and practices. Identifying this as a KPM helps LFO focus more attention on identifying performance gaps and tailoring training to close these gaps. Ultimately, LFO expects to request the elimination of this measure as a KPM as it does not rise to the level of a KPM.

7. ABOUT THE DATA

Data is collected via a course evaluation survey.

KPM #3	CUSTOMER SERVICE – Percent of customers rating their satisfaction with the agency’s customer service as “good” or “excellent”: overall customer service, timeliness, accuracy, helpfulness, expertise and availability of information	2006
Goal	Better informed and objective decision making processes; clearly defined legislative intent and a balanced state budget	
Oregon Context	LFO mission	
Data Source	LFOs internally conducted customer service survey	
Owner	Dawn Farr, Legislative Analyst, Phone: 503-986-1815	



1. OUR STRATEGY

LFO is committed to providing excellent customer service to legislators and their staff.

2. ABOUT THE TARGETS

Target was set at 90% for each service component based on baseline data.

3. HOW WE ARE DOING

Survey respondents rate overall service similarly in 2008 to results received for 2006. There isn't sufficient information at this time to assess whether small changes are a result of normal variation. The majority of respondents, 86% indicate the LFO services are either staying the same or improving.

4. HOW WE COMPARE

LFO has not identified a reasonable comparable entity where similar survey information is readily available.

5. FACTORS AFFECTING RESULTS

LFO expanded the survey sample from only including legislative members to including all legislative staff. Despite this change, the sample size is still relatively small; n=43.

6. WHAT NEEDS TO BE DONE

LFO added additional questions on this survey to gather specific information about product quality and to gather more concrete suggestions for improvement. This information will be analyzed in the Fall of 2008, and improvement actions will be incorporated in the Office Business Planning document which will also be available in the Fall 2008.

7. ABOUT THE DATA

The initial survey was conducted using SurveyMonkey, with data being stored in the program files.

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The following questions indicate how performance measures and data are used for management and accountability purposes.

1. INCLUSIVITY

* **Staff :** Overall, LFO’s KPM process is in its infancy. At this time involvement has largely been internal, involving all LFO staff. During the 2007-09 biennium, LFO published its first Office Business Plan. During 2009-11, LFO will explore ways to broaden involvement in future agency planning efforts.

* **Elected Officials:**

* **Stakeholders:**

* **Citizens:**

2 MANAGING FOR RESULTS

Results of the customer service measure were shared and discussed with LFO staff. LFO is working on developing internal measures to ensure effective management of key business process. Ultimately, the Office would like to develop better measures of budget process performance.

3 STAFF TRAINING

Toward the end of the 2005-07 biennium, LFO added a position to coordinate LFO KPM activities and to ensure that LFO was participating in oversight and guidance activities relating to the statewide KPM process. LFO Analysts provide technical, criteria review feedback to state agency regarding their KPMs. Through this process, LFO Analysts have continued to increase their understanding for effective performance measurement. LFO Analyst’s expertise in the development and use of performance measures will continue to be developed in the future.

4 COMMUNICATING RESULTS

* **Staff :**

* **Elected Officials:** LFO presents performance results monthly to legislative leadership. During the 2007-09 biennium, LFO published its first Office Business Plan. LFO continues to report annually on KPM; however, since most of the measures tracked by LFO are biennial measures, annual reporting does not always yield new information.

* **Stakeholders:**

	* Citizens:
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