



Office of
Financial Management
STATE OF WASHINGTON

Activity Inventory Performance Measure Assessment

Public Disclosure Commission

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Based on a review of the following: The agency strategic plan, the budget activity inventory, and an interview with the agency contacts

Current Strengths and Good Practices

- The language used in the measure titles is easy to understand.
- All the measures reported to the Office of Financial Management (OFM) are also included as a part of the agency strategic plan.
- The amount of time it takes to post a report on the internet is less than one day.
- In 2006, 99% of those required to file with the agency did so within the allotted timeframe.

Budget Activity and Performance Measure Comments and Potential Improvements

- The agency is currently reporting the number and percent of routine investigations completed within 90 days.
 - At the very least, the number completed is less relevant than the percent, and could be eliminated.
 - The measure could also be improved if it were converted to track the actual days it takes to complete an investigation. Switching to the average cycle time improves understandability, and drives continuous performance improvement better than the current measures.
- Budget Activity A001 - Agency Administration is not associated with any of the existing measures.
 - One option is to link it to one of the existing measures.
 - Another option is to add an additional measure from a different subject matter, ideally from the agency strategic plan to minimize duplicative efforts. Here are a few suggestions for potential measures:
 - The percent filing electronically (Process)
 - The number of requests for information/complaints (Input/Workload)
 - The number of cases requiring enforcement and legal action.
- The amount of time it takes to post reports electronically is now less than one day (slide 13). Good agency performance appears to have made this measure obsolete.

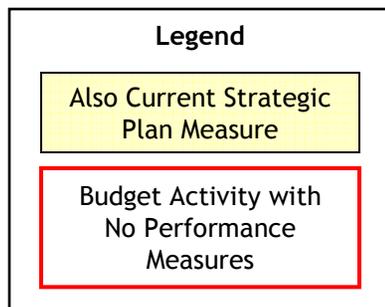
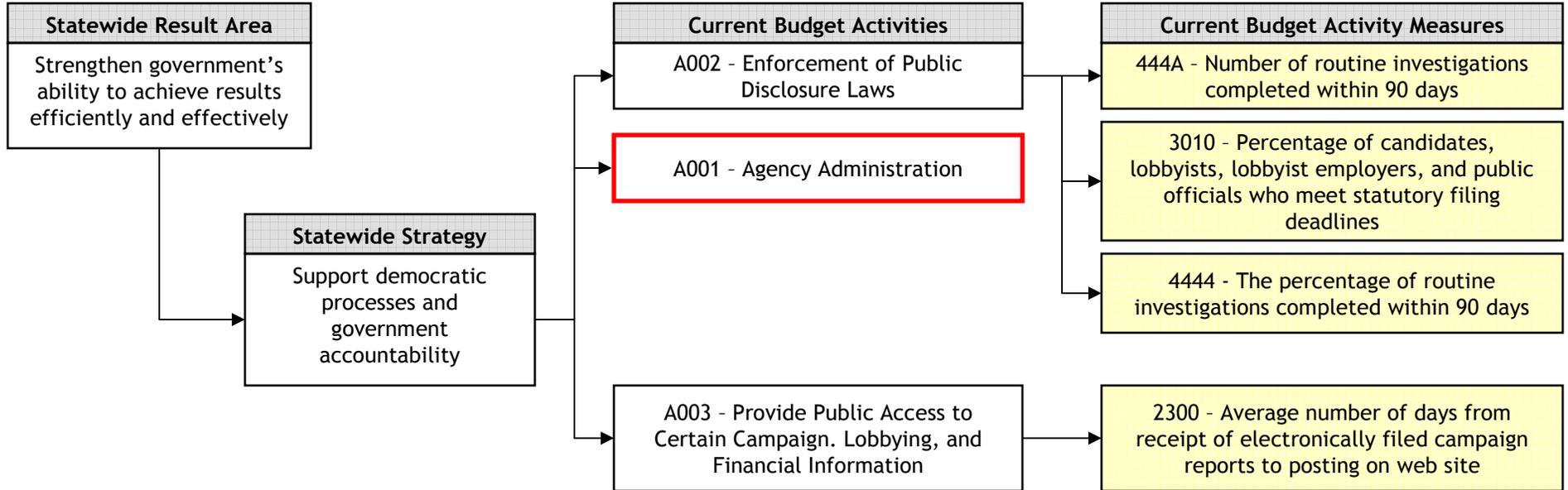
Analysis of Current Activity Measure Data

- None of the measures had enough data to allow for any analysis. The annual reporting cycle means that it will take another 5-7 years before there is enough data to tell whether agency performance is improving, staying the same, or getting worse.
- The ability of these measures to tell a compelling performance story would be greatly enhanced if data going back to 1991-03 were available to be entered into the Performance Measure Tracking System (PMT).

Agency Comments and Future Actions

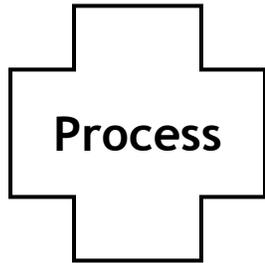
- We agree, the performance measures in RCW 42.17.461 are currently obsolete.
- The agency will discontinue using the number of routine investigations completed within 90 days as a performance measure. We will continue to track the number of complaints as a management tool for allocating resources.
- The agency will continue to track the actual days it takes to complete an investigation and consider incorporating the average cycle time as a performance measure rather than a static 90 day goal.
- The agency will consider the addition of an administration performance measure. It may involve the length of time it takes to respond to information requests.
- One indicia of performance is national recognition and agency ranking compared to other states. The Public Disclosure Commission has received the following awards:
 - Ranked first in the nation in Campaign Finance Disclosure program by the Center for Governmental Studies and the UCLA School of Law (2003, 2004, 2005 & 2007)
 - Ranked first in the nation in Financial Disclosure of State Lawmakers by the Center for Public Integrity (2006)
 - Ranked first in the nation in Gubernatorial Disclosure by the Center for Public Integrity (2007)
 - Ranked first in the nation in Ballot Measure Disclosure by The Ballot Initiative Strategy Center Foundation (2003)
 - Ranked first in the nation in Lobbyist Disclosure by the Center for Public Integrity (2003)
 - Nominated as the best Government and Law website of 2004 by Webby Awards
 - One of five states recognized by the National Institute on Money in Politics for public access to Independent Expenditures (2007)

Budget Activity & Performance Measure Linkages



Budget Activity Measure Perspectives

⑤ Process characteristics the customers/stakeholders want



⑥ Process characteristics the agency wants

444A - Number of routine investigations completed within 90 days

⑥

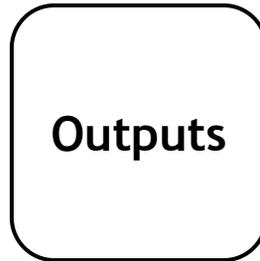
4444 - The percentage of routine investigations completed within 90 days

⑥

2300 - Average number of days from receipt of electronically filed campaign reports to posting on web site

⑤

③ Product/service attributes customers/stakeholders want

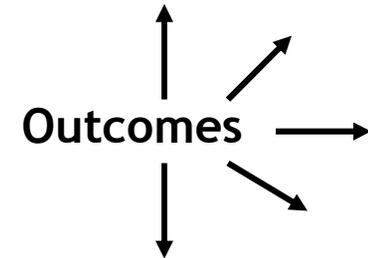


④ Product/service attributes the agency wants

Legend

Strategic Plan and Budget Activity Measure

① Customer/stakeholder desired outcomes



② Agency desired outcomes

3010 - Percentage of candidates, lobbyists, lobbyist employers, and public officials who meet statutory filing deadlines

②

Activity Measure Critique - Routine Investigation Timeliness - Number

Performance Measure Description: No additional explanation needed.

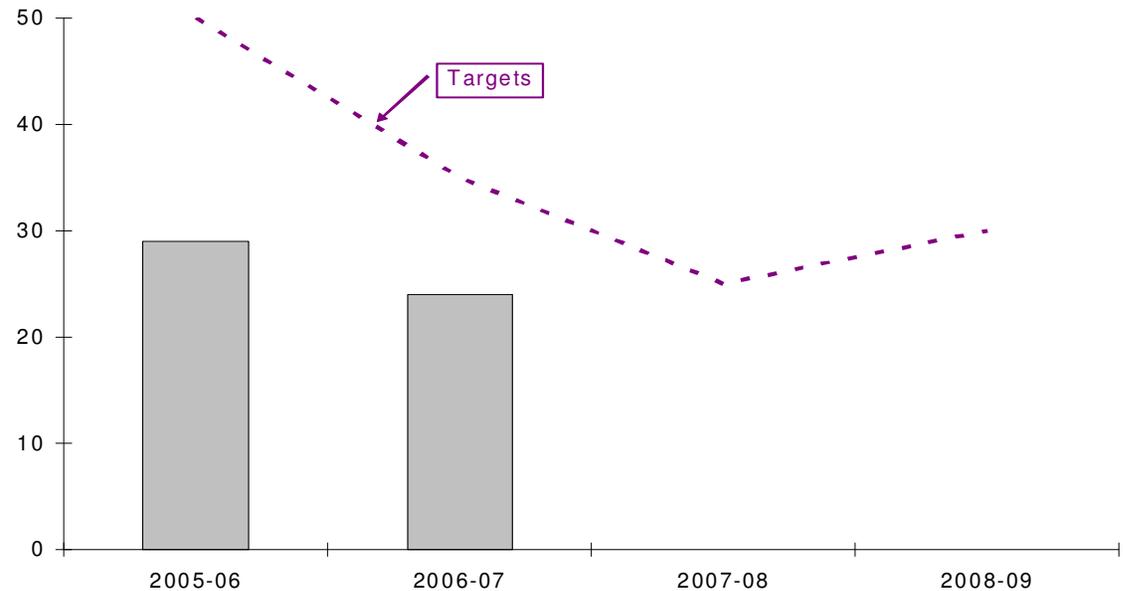
Budget Activity Links: A002 - Enforcement of Public Disclosure Laws

Category of Measure: Timeliness is a process-level perspective

Analysis of Variation: Not enough data for any analysis.

Analysis of Targeted vs. Actual Performance: Actual performance has not met the performance targets in the two years reported. It is not clear why the targets are decreasing through 2007-08, then increasing again in 2008-09. The agency states that it wants to reduce the time it takes to process a routine investigation.

444A - Number of Routine Investigations Completed within 90 Days



Comments About Desirable Characteristics

Relevance, Understandability, and Comparability: Less relevant than the measure of the percent completed on slide 10. While reporting both the number and percent is important in some management discussions, this measure appears to be redundant in this setting.

The drop in the targets is not consistent with stated agency targets and makes this measure more difficult to understand.

Timeliness: Annual reporting frequencies are not timely, but make sense for this subject matter.

Reliability: Should be good, but only collecting data once every year makes doing it the same way each time less likely.

Cost Effectiveness: It does not appear that collecting these data pose any significant burden on the agency.

General Comments & Explanations:

Agency Comments:

The performance measure was used as a management tool to assess finite resources vs. workload. The more cases the less likely completion will meet projected timeframe. Historically, cases fluctuate by election cycle.

Activity Measure Critique - Filing Deadline Compliance

Performance Measure Description: No additional explanation needed.

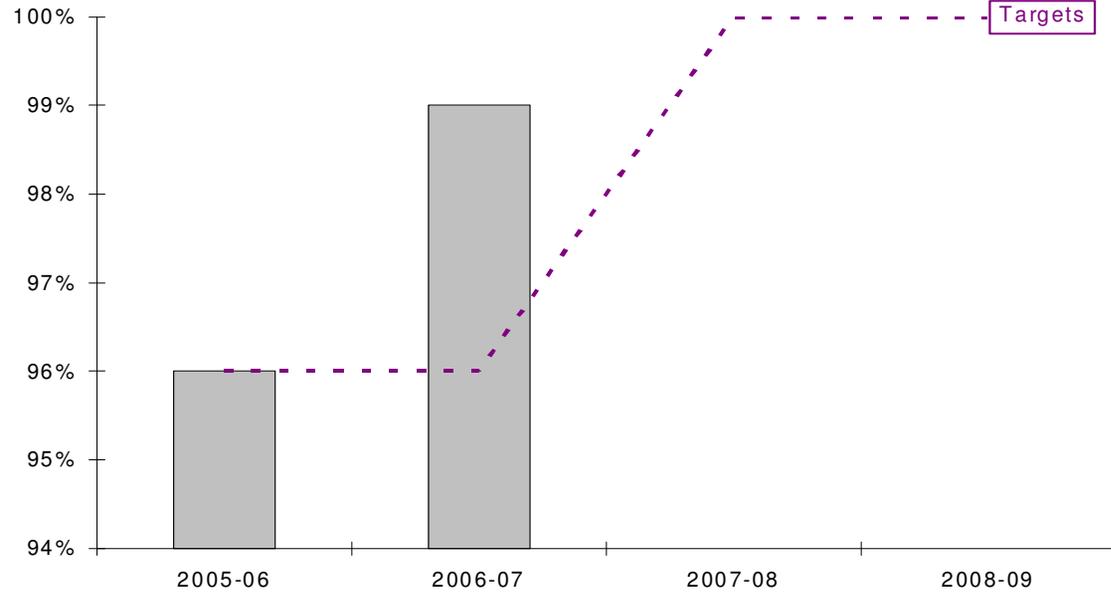
Budget Activity Links: A002 - Enforcement of Public Disclosure Laws

Category of Measure: Compliance rates are immediate outcomes.

Analysis of Variation: Not enough data for any analysis.

Analysis of Targeted vs. Actual Performance: Actual data exceeded performance targets in 2006-07. The new 100% target will be difficult to achieve every year, even if the agency makes improvements, because of the nature of normal variation in all measurements.

3010 - Percentage of Candidates, Lobbyists, Lobbyist Employers, and Public Officials Who Meet Statutory Filing Deadlines



Comments About Desirable Characteristics

Relevance: Measures of voluntary compliance rates are very relevant.

Understandability: The title appears to be a little long, but shortening it to something like the voluntary compliance rate of filers does little to enhance understandability.

Comparability: Washington State is considered the national benchmark for other states with similar agencies.

Timeliness: Annual reporting frequencies are not timely, but make sense for this subject matter.

Reliability: Should be good, but only collecting data once every year makes doing it the same way each time less likely.

Cost Effectiveness: It does not appear that collecting these data pose any significant burden on the agency.

General Comments & Explanations:

* If no past data is available, it will take 5-7 years before there is enough data to do any analysis and really tell whether agency performance is improving, staying the same, or getting worse.

Activity Measure Critique - Routine Investigation Timeliness - Percent

Performance Measure Description: No additional information needed.

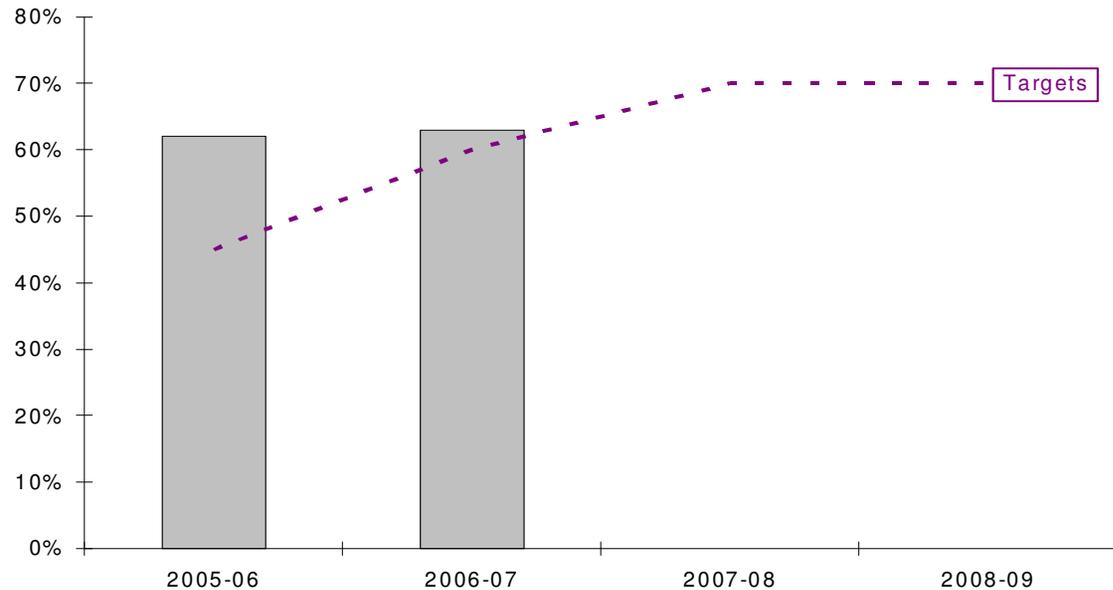
Budget Activity Links: A002 - Enforcement of Public Disclosure Laws

Category of Measure: Timeliness is a process-level perspective.

Analysis of Variation: Not enough data for any analysis.

Analysis of Targeted vs. Actual Performance: Actual data met or exceeded the performance targets in the two years reported.

4444 - The Percentage of Routine Investigations Completed within 90 Days



Comments About Desirable Characteristics

Relevance, Understandability, and Comparability: More relevant than the measure of the number completed on slide 8.

If there is nothing in statute that makes 90 days significant, this measure would be more understandable, comparable, and would drive continuous improvement better if it measured the actual amount of time it takes to complete an investigation.

Timeliness: Annual reporting frequencies are not timely, but make sense for this subject matter.

Reliability: Should be good, but only collecting data once every year makes doing it the same way each time less likely.

Cost Effectiveness: It does not appear that collecting these data pose any significant burden on the agency.

General Comments & Explanations:

Agency Comments:

The target percentage established under performance measure 4444 is designed to challenge the agency compliance staff. The percentage goals will change each FY.

Activity Measure Critique - Electronically Filed Report Web Posting Timeliness

Performance Measure Description: No additional explanation needed.

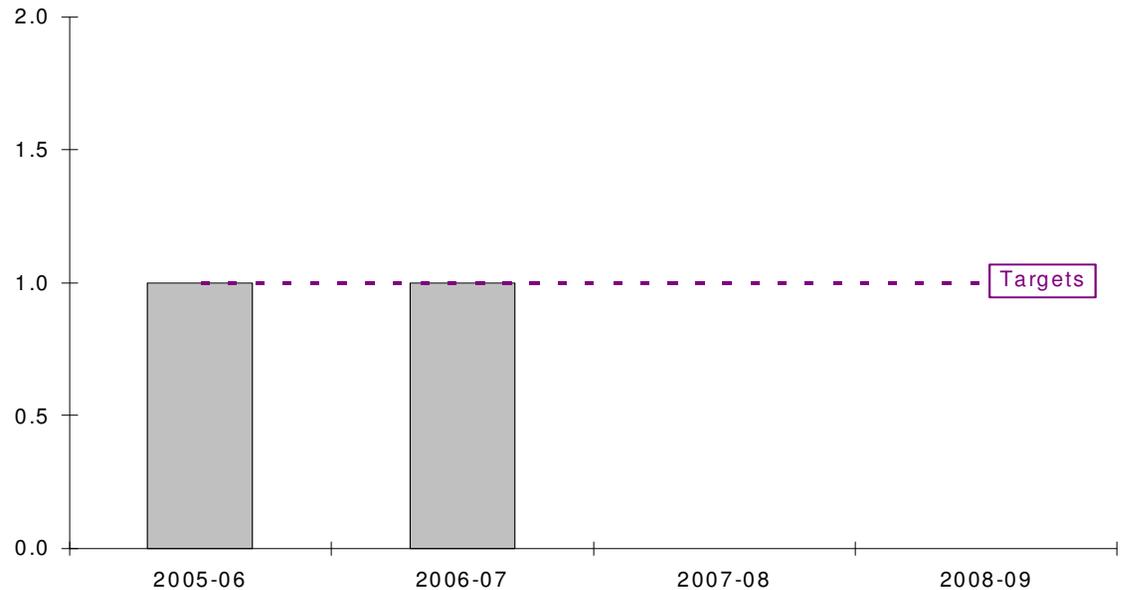
Budget Activity Links: A003 - Provide Public Access to Certain Campaign, Lobbying, and Financial Information.

Category of Measure: Timeliness is a process-level perspective.

Analysis of Variation: Not enough data for any analysis.

Analysis of Targeted vs. Actual Performance: The target threshold of never taking longer than one day been meet in both of the years reported.

2300 - Average Number of Days From Receipt of Electronically Filed Campaign Reports to Posting on Web Site



Comments About Desirable Characteristics

Relevance: Timely posting of materials is important, but unless there is the possibility that agency performance will slip, the usefulness of this measure seems to have expired.

Understandability: The language used in the title is straightforward and accessible.

Comparability: Washington State is considered the national benchmark for other states with similar agencies.

Timeliness: Annual reporting frequencies are not timely, but make sense for this subject matter.

Reliability: Should be good, but only collecting data once every year makes doing it the same way each time less likely.

Cost Effectiveness: It does not appear that collecting these data pose any significant burden on the agency.

General Comments & Explanations:

Agency Comments:

Performance measure 2300 was established by the State Legislature in 1999 and codified under RCW 42.17.461 and RCW 42.17.463. The agency has tracked performance measures since FY 2000 and exceeded the statutory goals in FY 2002.