

Washington State Government Performance and Accountability

**Regional Conference on Community Indicators
Spokane, Washington**

April 18, 2007



**Presentation by Bruce Botka, Performance Analyst
Government Management Accountability & Performance
Office of Governor Chris Gregoire**

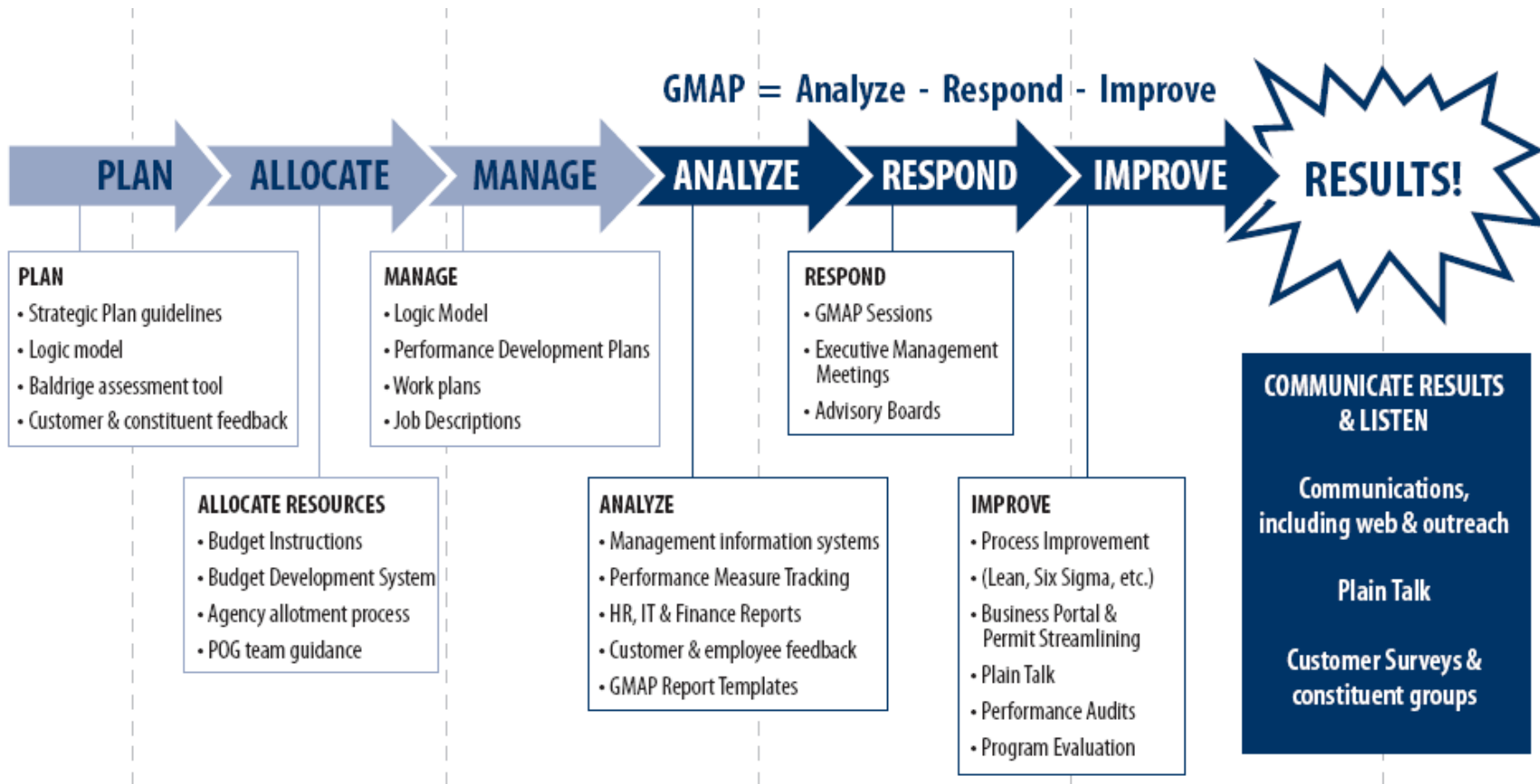
Today's topics for discussion

1. What is “GMAP”? What is it not?
2. How to get started
3. How do we know we're measuring the right things? How good are our measures?
4. Examples of how GMAP data is presented
5. Citizen involvement and clear communication are critical to accountability
6. How to get more information about GMAP

What is GMAP?

- Agencies are publicly accountable for results
- Governor and her senior staff personally review performance data with agency directors
- Decisions (and changes) are based on data
- Barriers to improvement are identified and addressed
- Discussions are frank, direct, and open to the public
- Agencies report regularly and are expected to **follow up** on their action plans
- Agencies also conduct their own “internal” GMAP sessions to review their programs

Where does GMAP fit in the Governor's Management Framework?



What is it not?

GMAP is *not*:

- A platform for presentations of background information (although context-setting is often required, especially when new issues arise)
- An opportunity to debate policy alternatives (although performance reports always reflect policy choices)
- For budget advocacy (although agency operations and performance always reflect resource considerations)
- Oriented toward public relations (although good performance and problem-solving usually lead to improved public confidence)
- About perfection in measurement or graphic displays

GMAP issues & (tentative) schedule

- Transportation – May 23
- Government Efficiency – June 13
- Public Safety – June 27
- Health Care – July 11
- Vulnerable Children & Adults – July 18
- Economic Vitality – September 12
- Education – *coming soon*

To confirm details: www.accountability.wa.gov

This could get complicated in a hurry. How would we get started?

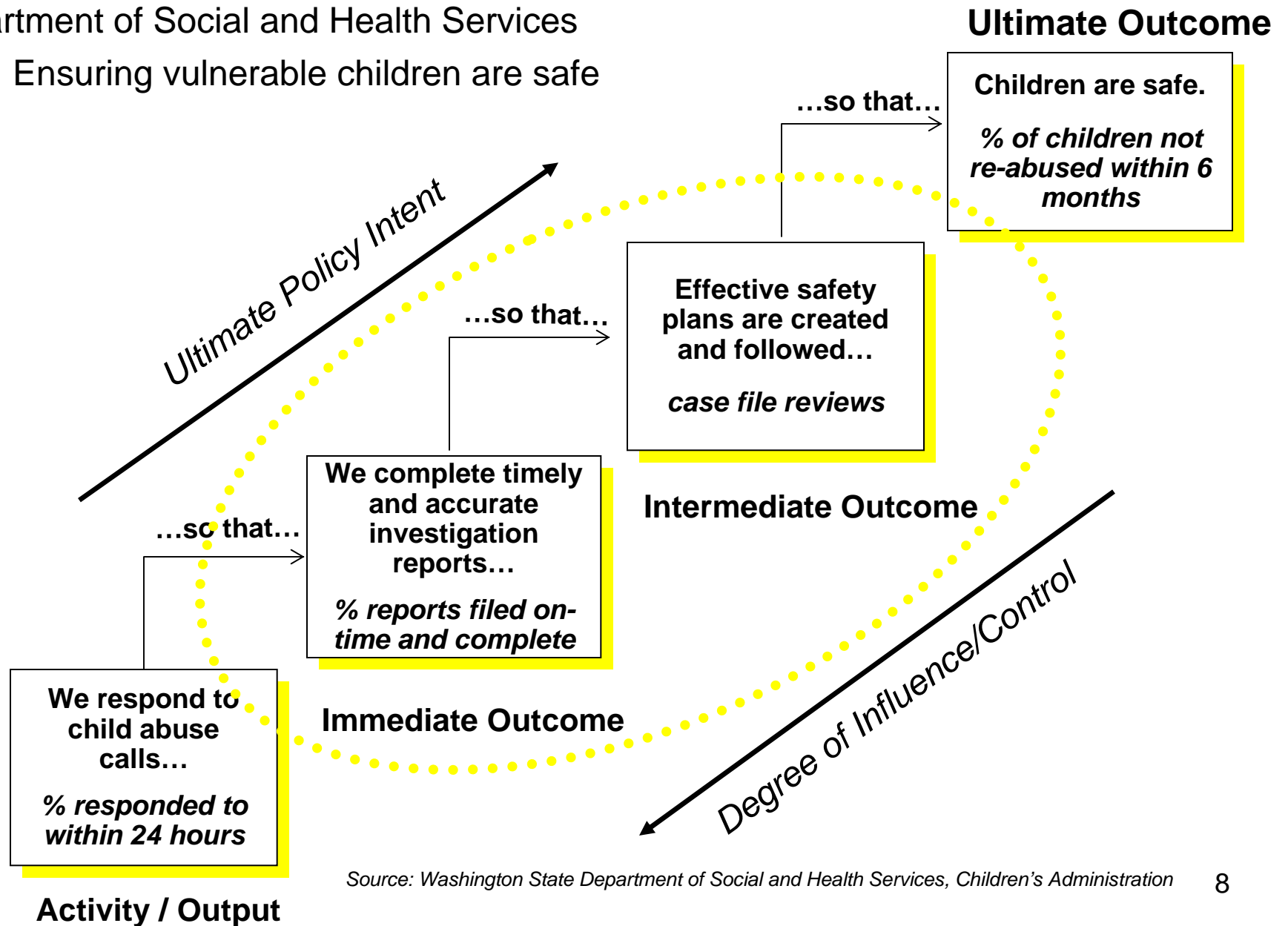
Before you start, consider:

- What do we want to achieve?
- Who is responsible?
- What are we doing now to get those results?
- What are we measuring today?
- Can we tell what's working and what's not?
- What else do we need to know?

A critical tool: The “logic model”

Department of Social and Health Services

Goal: Ensuring vulnerable children are safe



Source: Washington State Department of Social and Health Services, Children's Administration

Vulnerable Children

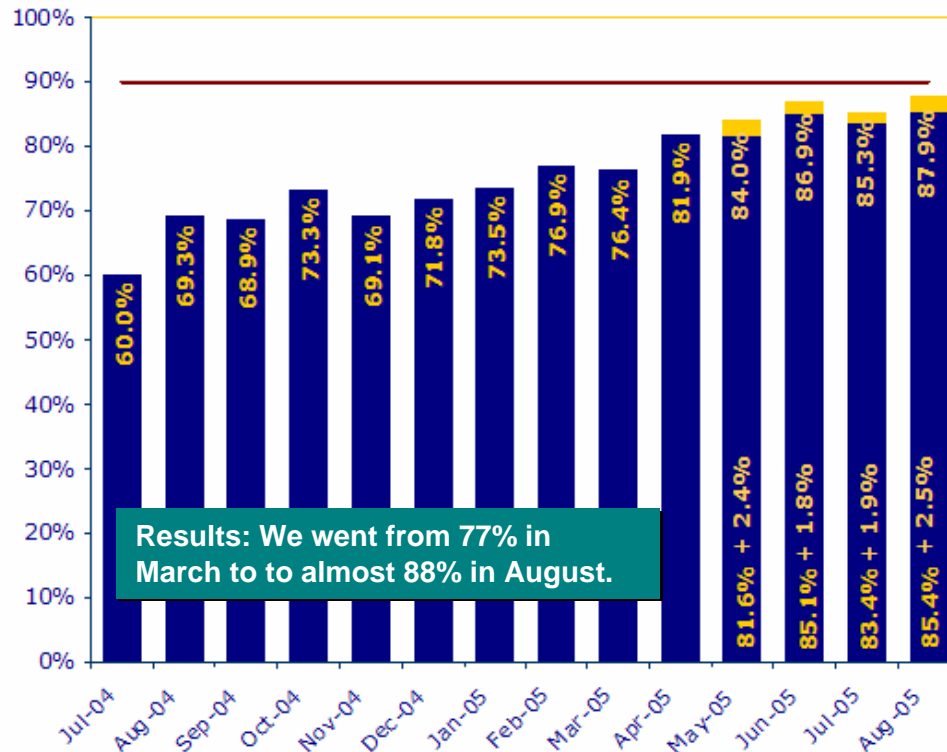
Target: Get to children at highest risk of abuse within 24 hours at least 90% of the time.

Vulnerable Children and Adults GMAP

Children will be safe from abuse and neglect

How quickly do we respond to emergent allegations of abuse or neglect?

Percent of Children in Emergent Referrals Seen or Attempted Within 24 Hours



Analysis:

- Improvement in over-all performance since May 2005 implementation
- August performance increased slightly at the same time the new 72-hour non-emergent response was implemented
- Five regions are above 86% performance level
- Two regions reached the 90% Program Improvement goal
- Supports for high performance include stable staffing, experienced supervisors, and management focus on safety

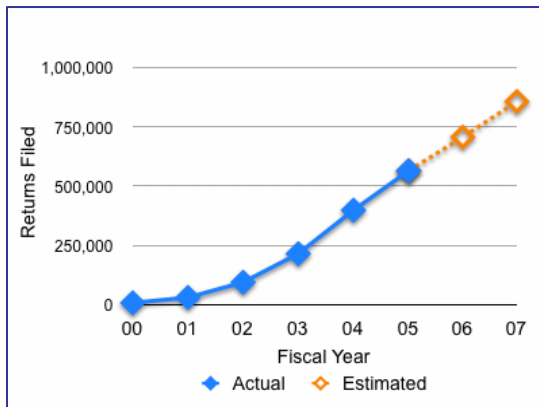
Action Steps:

- Fill vacancies as quickly as possible
- Re-emphasize safety
- Provide additional CAMIS training on documentation of contacts

Some other samples of GMAP data presentations

How is DOR making it easier for businesses to file and pay their taxes?

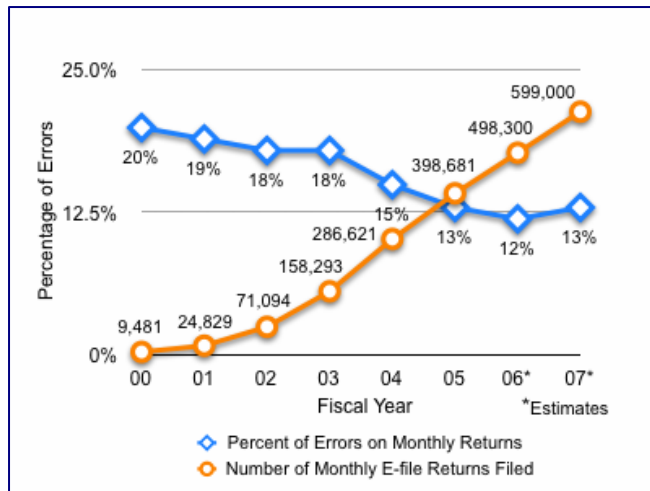
E-file Use Continues to Grow



E-Payments from E-filers



E-file Helps Reduce Monthly Error Rates



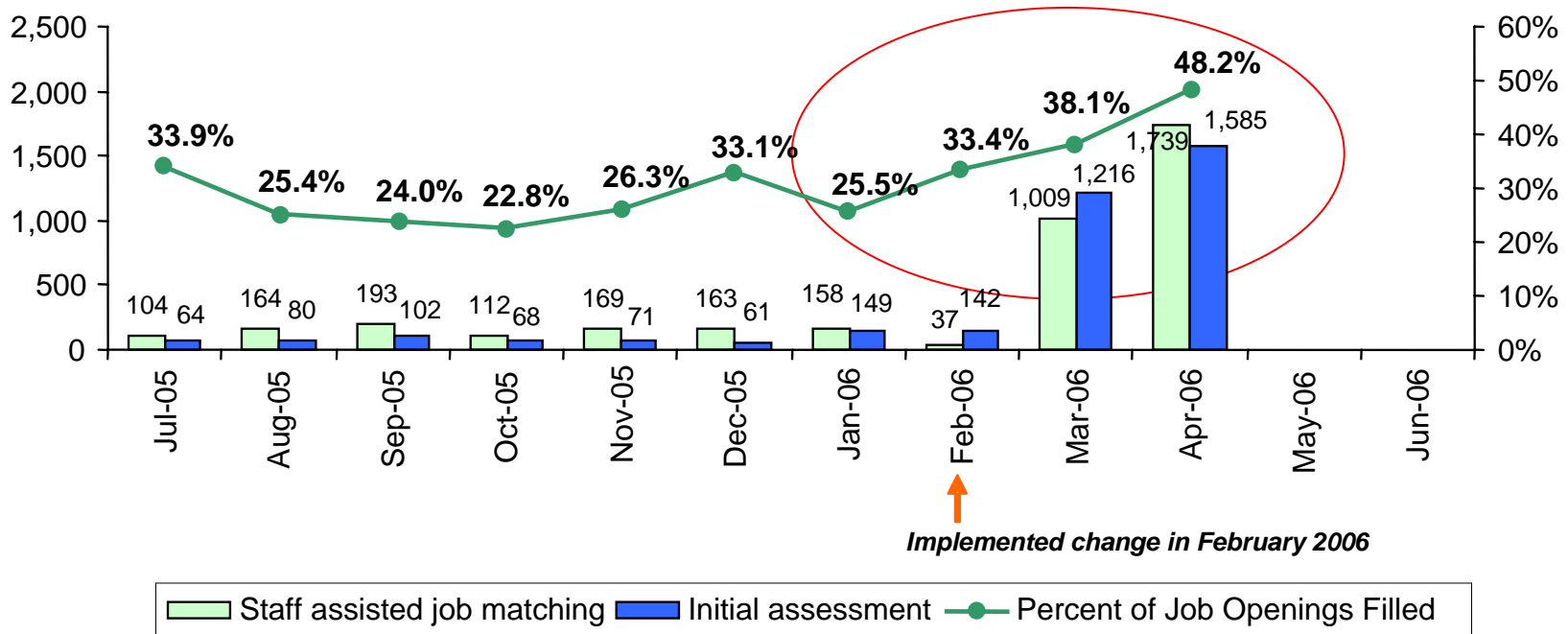
Analysis

More than 550,000 returns, totaling \$4.8 billion were filed electronically in FY05. So far in FY 06, we have received 428,010 e-filed returns. We are on target to meet our FY06 goal of 710,000 returns filed via our website. Approximately 22% of all e-filed returns are submitted outside regular business hours – validating the need to provide online services 24/7.

Actions

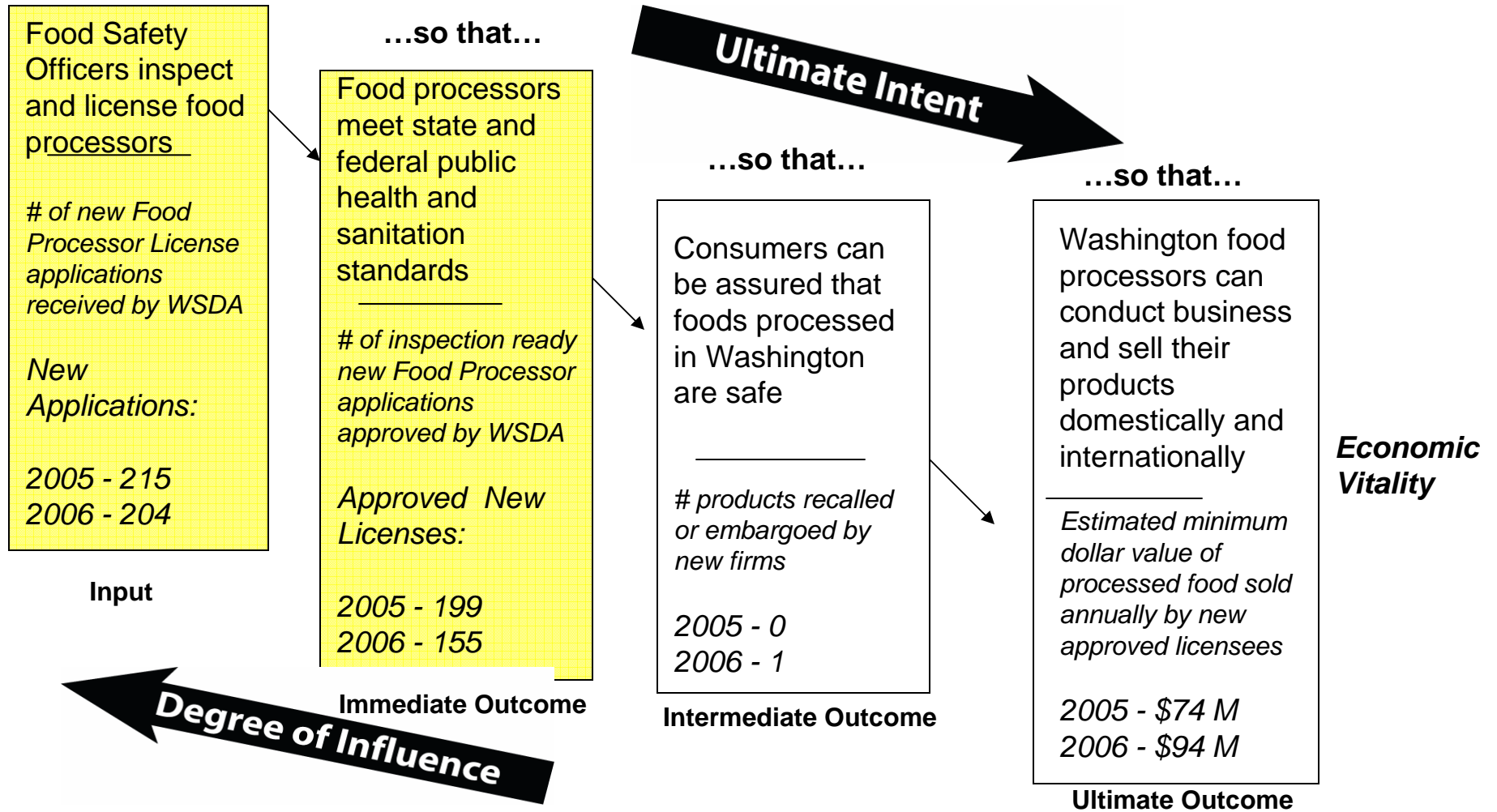
- Expand payment options (in progress)
- Allow taxpayers to file amended returns online (June 2006)
- Redesign E-file and Plain Talk help text (phased approach completed 2007)
- Continue E-file marketing campaign (ongoing)
- Proposed legislation – changing the Electronic Funds Transfer payment due date deadline from 3:00 pm to 12:00 pm to allow more time to file

Pierce County Job Placements Nearly Doubled in 4 Months



Pierce County leads the entire State in Initial Assessments and also has the largest productivity increase in all around service delivery. We are exceeding our YTD jobs openings filled target by 11%.

Protect Public Health and Promote Economic Vitality



Septic System Action Plan

ACTIONS	Lead	Participants	WHEN
Assure Good Government			
<input type="checkbox"/> Clarify Agency Jurisdiction – Large Systems	DOH, ECY	DOH, ECY, Leg.	2007 Legislature
<input type="checkbox"/> Assure Stable Funding <ul style="list-style-type: none"> ▪ Local Health to have effective O&M; implement management plans ▪ DOH: O&M for large systems, technical assistance ▪ State assistance to small communities & utilities for wastewater planning 	Legislature Legislature Carley - ECY, Snyder - CTED	Governor's Office, Leg. Governor's Office, Leg. DOH, ECY, CTED	2007 Legislature* 2007 Legislature* On-going**
<input type="checkbox"/> Review Effectiveness of Local Health Programs		DOH, LHJs	Every 5 years**
<input type="checkbox"/> Update Large Systems Rule	Guichard, DOH	DOH, SBOH, Stakeholders	7/2009*
<input type="checkbox"/> Develop Septic Tank Rules	Guichard, DOH	DOH, SBOH, Stakeholders	7/2008
<input type="checkbox"/> State Board of Health Rule Updates	Guichard, DOH	DOH, SBOH, Stakeholders	7/2010
Assure Proper Design and Installation			
<input type="checkbox"/> Assure Systems are Designed and Reviewed Properly <ul style="list-style-type: none"> ▪ Evaluate design license effectiveness ▪ Develop design/review checklists and assure consistent quality 	Twiss, DOL Lenning, DOH	DOH, DOL, LHJs, Designers DOH, LHJs, Designers	12/07; every 4 yrs** 2009**
<input type="checkbox"/> Assure Quality Installations <ul style="list-style-type: none"> ▪ Explore state licensure/consistent state exam ▪ Develop consistent final inspection process 	Lenning, DOH	DOH, LHJs, Installers DOH, LHJs, Industry	2009** 2010**
<input type="checkbox"/> Develop and Implement Performance-based Standards for Alternative Technologies	Lenning, DOH	DOH, EPA, others	Initiate 2008**
<input type="checkbox"/> Update Technology Listing and Guidance Documents	Lenning, DOH	DOH, EPA, others	On-going
*Additional resources required under DOH decision package		**Resources required over and above DOH decision package	

*How do we know we're
measuring the right things?*

Ask your customers – the citizens

Accountability requires citizen participation and good communication

1. It's much easier to improve government services with citizen involvement
2. Citizen priorities help to guide budget and operational decisions
3. Stories are told in "Plain Talk" language that is precise and easily understood
4. Follow-up communication – in both directions – brings government closer to the people

Gregoire citizen engagement, 2006

1. **Citizen workshops**

- Seven communities across the state, 50 citizens each community
- Representative sample drawn from voter registration lists
- Small group discussions and interactive polling to identify performance measures

2. **Community leader roundtables**

- Broad spectrum of interests and organizations
- Delved further into the most important issues in that community

3. **Town hall meetings**

- Open community forum with Governor Gregoire
- Asked citizens what results their state should deliver, and how they would evaluate whether taxpayers were getting their money's worth

4. **Follow up communication with participants**

- Summary of statewide citizen engagement findings, September 2007
- First annual accountability report to citizens, October 2006

At the end of the day, how do we know that GMAP works?

- We're getting better results
 - Faster response to child abuse complaints
 - Reduced permit processing times
 - Better customer service
 - Smarter use of technology
- We're thinking differently about what we do
 - **The GMAP “aha” moment**
- We're creating a performance culture
 - **Two-way communication is critical**

“Holding government accountable for results is just common sense. It is not enough to just set priorities and talk about what we want to do. We must measure government performance to make sure Washingtonians are getting the best possible return on their tax dollars.”

*Chris Gregoire, Governor
State of Washington*



Government Management
Accountability & Performance



For more information:

www.accountability.wa.gov

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