Program Description Forms: Guidance and examples
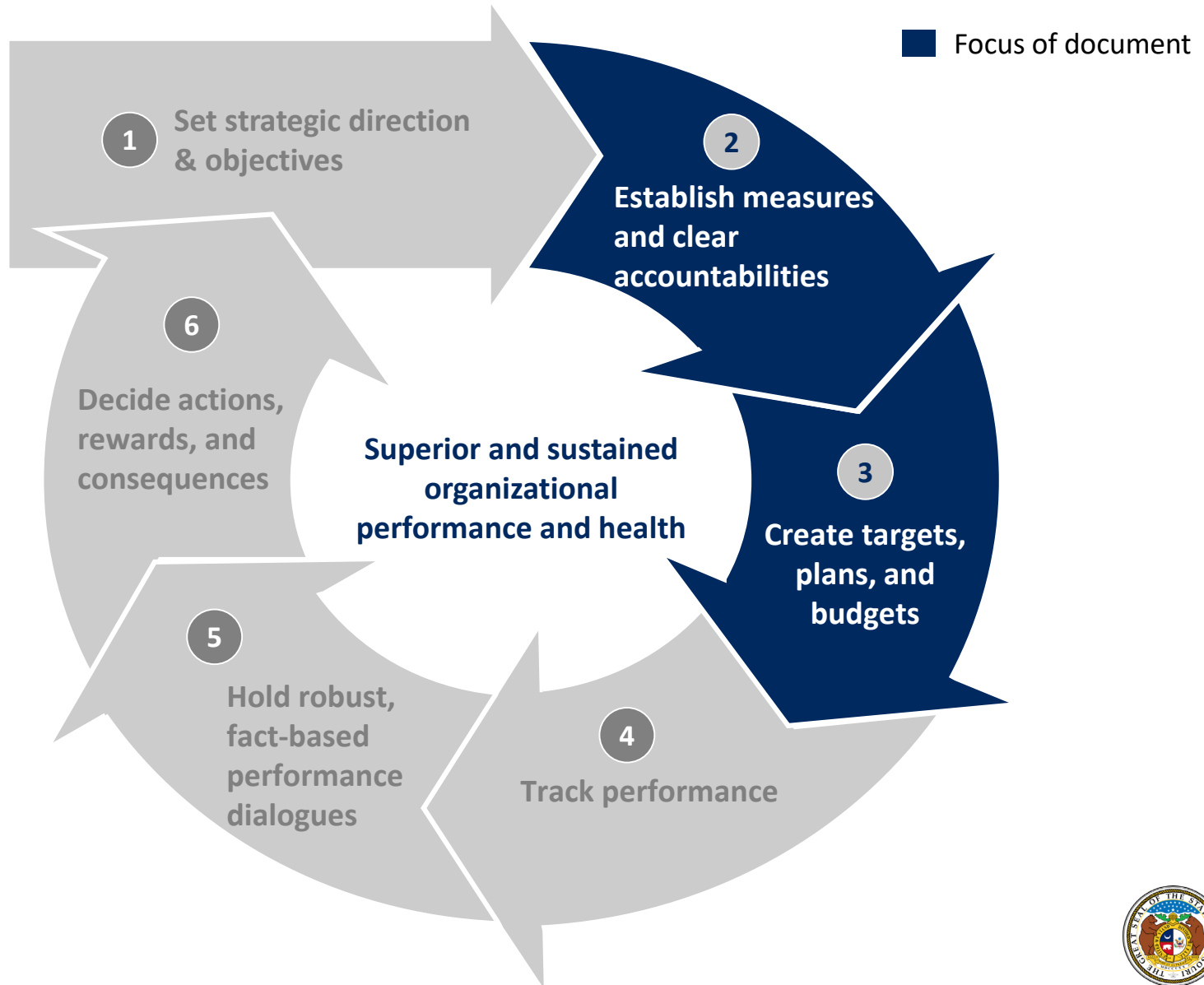
EXAMPLES OF WHAT GOOD LOOKS LIKE - FROM **FY 2021** AWARD WINNERS

Purpose of document

To provide guidance on completing the FY22 Program Description form and examples of past program description forms to help show "what good looks like"

Achieving superior and sustained organizational performance and health requires a disciplined, data-driven process

■ Focus of document

1 Set strategic direction & objectives

2 Establish measures and clear accountabilities

3 Create targets, plans, and budgets

4 Track performance

5 Hold robust, fact-based performance dialogues

6 Decide actions, rewards, and consequences

Superior and sustained organizational performance and health

Good measures follow the "SMART" principle

Simple
- Does it have a clear definition?
- Is it straightforward and easy to understand?

Measurable
- Is it easy to measure?
- Do we have or can we collect the data required?
- Can it be benchmarked against other organizations or outside data?
- Can the measurement be defined in an unambiguous way?

Achievable
- Do we understand the drivers that are behind the measure?
- Can the team responsible for the measure actually influence it?
- Can we mitigate the impact of drivers beyond our control?

Relevant
- Is the measure aligned with the department's strategy and objectives?
- Is the measure relevant to a program's specific goal?
- Does it support other higher-level objectives (e.g., themes)?

Timely
- Can the measure be monitored at a frequency that enables the team to take action based upon the information and affect the measure?
- When will we monitor it? Can the measure move between periods?

Program Description Forms

PROGRAM DESCRIPTION

Department _____   HB Section(s): _____
Program Name _____
Program is found in the following core budget(s): _____

1a. What **strategic priority** does this program address?

1b. **What does this program do**?

2a. Provide an **activity** measure(s) for the program.

2b. Provide a measure(s) of the program's **quality**.

2c. Provide a measure(s) of the program's **impact**.

PROGRAM DESCRIPTION

Department _____   HB Section(s): _____
Program Name _____
Program is found in the following core budget(s): _____

2d. Provide a measure(s) of the program's **efficiency**.

3. Provide actual expenditures for the prior three fiscal years and planned expenditures for the current fiscal year. (*Note: Amounts do not include fringe benefit costs.*)

Program Expenditure History

	FY 17 Actual	FY 18 Actual	FY 19 Actual	FY 20 Planned
6000000				
1000000				

☐GR ☑FEDERAL ■OTHER ▣TOTAL

4. What are the sources of the "Other" funds?

5. What is the authorization for this program, i.e., federal or state statute, etc.? (Include the federal program number, if applicable.)

6. Are there federal matching requirements? If yes, please explain.

7. Is this a federally mandated program? If yes, please explain.

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1 a-b: Program Description Guidance

1 a. What strategic priority does the program address?

- Use the strategic theme in the department's strategic "placemat" that is supported by the program.

**1 b. What does the program do?**

- Limit the first paragraph to no more than 3 sentences. Focus what is most important.

- Provide a succinct description that explains what a program is designed to do, how it works, and its goals. Therefore, a good description helps identify what the measures will be in Sections 2 a-d:

    - <u>Activity:</u> What does the program do?
    - <u>Quality:</u> Is it done well?
    - <u>Impact:</u> Did it achieve the expected outcome?
    - <u>Efficiency:</u> Were resources optimized?

- Write for a regular reader, not an expert. Avoid acronyms and jargon. Ask a colleague outside your program to review for clarity.

- Use formatting (e.g., bullets, underlining, etc.) as needed to make easier to read.

- If needed, include more technical or detailed information after the opening paragraph.

2 a-d: Program Description Forms will include four types of measures

Measures can tell you about:
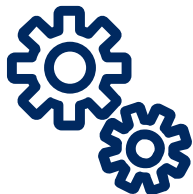
Activity: Is the organization doing what it said it would do in the program description?
- Examples: Frequency, rates, numbers of actions completed, clients served, etc.
- *Select the activity measure or measures that best communicate the most important dimension of the program and department priorities to the General Assembly and Missouri citizens*

Quality: Is the activity done well?
- Examples: Satisfaction levels, assessment against benchmarks, etc.

Impact: Does the program deliver? Is the activity achieving the program's goals as presented in the Program Description?
- Examples: Outcomes, effectiveness; return on investment; reduction in risk factors, change in behavior; compliance with standards and regulations; proportion of clients or customers showing improved well-being; success in a targeted population

Efficiency: Is it worth it? How much effort is invested to achieve the impact?
- Examples: Productivity; return on investment; cost per unit; cycle times; accuracy rates
- *Typically measured in a ratio*

FY21 Program Description Form Examples – Introduction

Provided below are four examples of program description forms from the FY21 Budget. They come from the winners for Best Overall & Honorable Mention Program Description Form.

None of these program description forms are perfect. But together they help show what good can look like.

In considering these examples – and in developing your own program description form – consider these questions:
*   Is the program description clear and concise? Does it point the way to the measures?
*   Does the description avoid jargon?
*   Is the measure <u>relevant</u> to the program objectives/description and <u>appropriate</u> to the measure type (i.e. activity, quality, impact, efficiency)?
*   Do the measures
    *   convey what the program does?
    *   include targets – both baseline and stretch?
    *   include appropriate benchmarks (clear what good looks like)?
    *   follow SMART principles?
    *   demonstrate good use of graphics and formatting?
    *   use footnotes with <u>brief</u> definitions and explanations to ensure clear communication?

Please use these examples, not as definitive, but as guidance and a source for ideas to improve your program's description and measures.

FY 21 Program Description Form winners

BEST OVERALL

➢ DOLIR – Administration
   https://oa.mo.gov/sites/default/files/dolir_administration.pdf

➢ MoDOT – Construction
   https://oa.mo.gov/sites/default/files/modot_construction.pdf

HONORABLE MENTION

➢ DED – Regional Engagement
   https://oa.mo.gov/sites/default/files/ded_regional_engagement_fy21_pd.pdf

➢ DOR – Collections and Tax Assistance
   https://oa.mo.gov/sites/default/files/dor_taxation_cata_bureau_fy21_program_desc.pdf

FY21 Best Overall 1:
DOLIR – Administration

- See "**Required and Potential Administrative Measures**" here: https://oa.mo.gov/budget-planning/budget-planning-and-performance-measure-resources

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Department of Labor and Industrial Relations   HB Section(s): _____ 7.800 _____
Program Name: Administration
Program is found in the following core budget(s): Director & Staff

1a. What strategic priority does this program address?
Opportunity: Invest in our workforce for today and tomorrow.

- Matches Dept's strategic priority

1b. What does this program do?
- Provides centralized support functions to the six divisions of the Department including: Communications, Procurement, Financial Management, Human Resources, Legal Services, Legislative Affairs, and General Services in order to ensure smooth day-to-day operations of the Department.
- Ensures compliance with State and Federal laws for expenditure requirements, documentation and reporting, security of data and records, and program management to promote good stewardship of taxpayer funds and accountability for the services delivered by the department.

- Easy to understand
- A clear and concise program description leads to the appropriate measures and vice versa

2a. Provide an activity measure(s) for the program.

	FY 2017 Projected	FY 2017 Actual	FY 2018 Projected	FY 2018 Actual	FY 2019 Projected	FY 2019 Actual	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected
Hours of Training Completed by Employees[1]	These are new measures. FY 2018 data is the first available.			8,767	8,986	7,185	10,976	14,056	18,136
Staff Trained				708	708	665	725	735	750
Training Sessions Conducted[1]				4,610	4,610	1,166	4,610	4,610	4,610
Number of Unduplicated Vendors Paid[2]		7,483		11,289	11,500	6,232	7,500	7,500	7,500

[1] All types of training are counted (on-line, classroom, external, and specialized). Opportunities for training were limited between December 2018 and April 2019, when LinkedIn Learning went live. This accounts for the lower than normal number trained in FY 2019.

[2] Includes payments to individuals who participate in DOLIR programs (Second Injury Fund Payments, Tort Victims Compensation, Line of Duty Payments, etc.) as well as expense and equipment. This does not include unemployment insurance compensation payments. The number of payments fluctuates each year because of the variation in the number of claimants paid for Second Injury, Tort Victims, and Line of Duty Compensation.
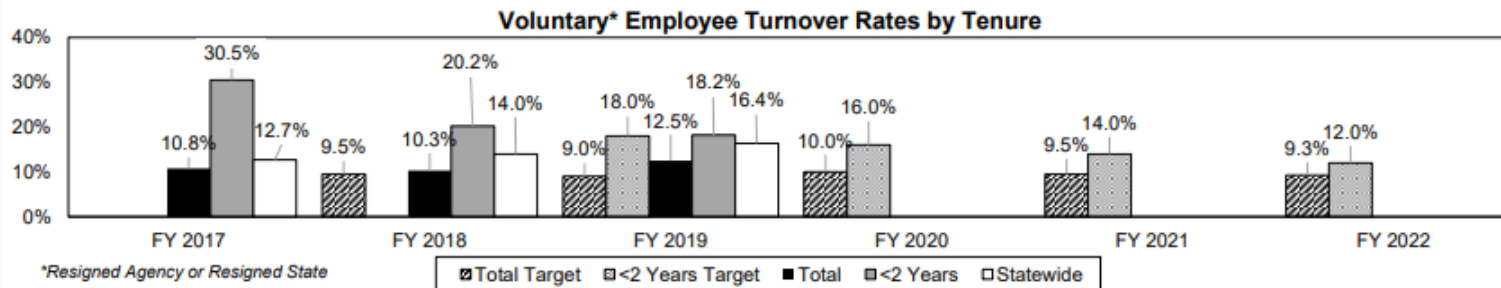
- Provides appropriate footnotes

- Are there other significant activities that can be documented? Perhaps review other Dept.'s. Admin for ideas
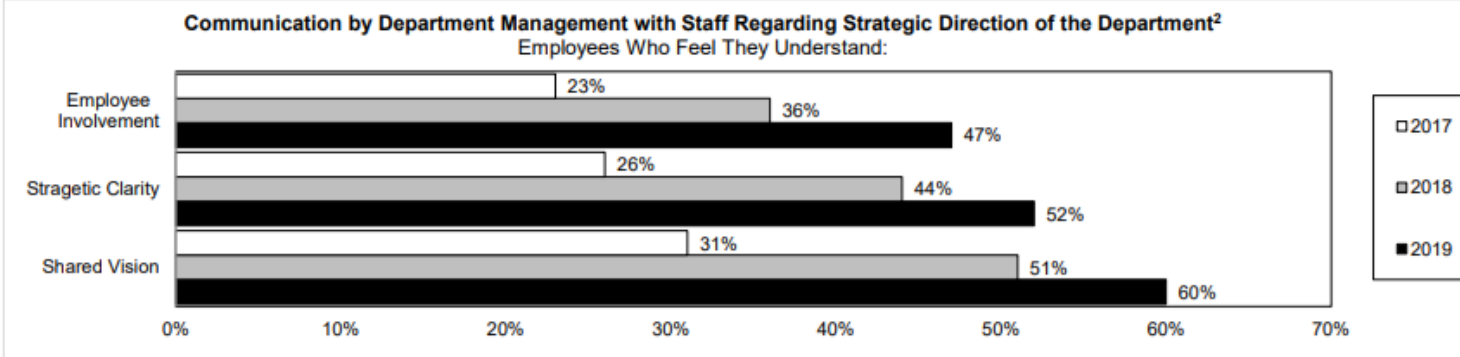
DOLIR – Administration

2b. Provide a measure(s) of the program's quality.

Voluntary* Employee Turnover Rates by Tenure

*Resigned Agency or Resigned State

Legend: ⊠ Total Target ⊟ <2 Years Target ■ Total ⊡ <2 Years ☐ Statewide

- Good and appropriate Quality measure
- Easy to understand
- Targets ✓
- Benchmark ✓

- Appropriate Quality measure
- Easy to understand
- No target (see footnote)
- No Benchmark

2b. Provide a measure(s) of the program's quality.

Communication by Department Management with Staff Regarding Strategic Direction of the Department[2]
Employees Who Feel They Understand:

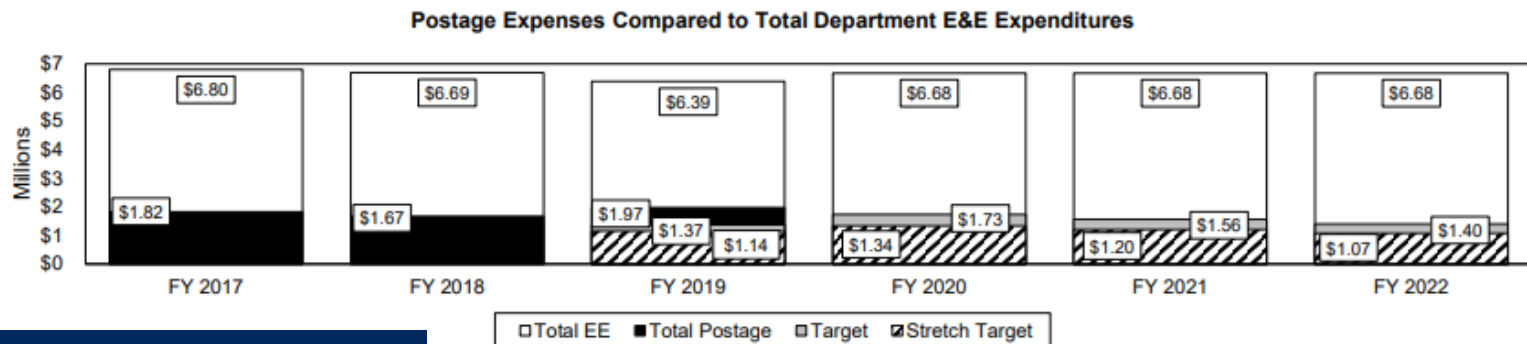|	2017	2018	2019
Employee Involvement	23%	36%	47%
Stragetic Clarity	26%	44%	52%
Shared Vision	31%	51%	60%

[2] The department is currently analyzing data in order to develop target goals for this measure.

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DOLIR – Administration

2c. Provide a measure(s) of the program's impact.

Postage Expenses Compared to Total Department E&E Expenditures

- Footnote might state what is being done to reduce postage expense

- Good measure
- Comparison to total E&E doesn't seem to add much value, just complexity
- Base target ✓
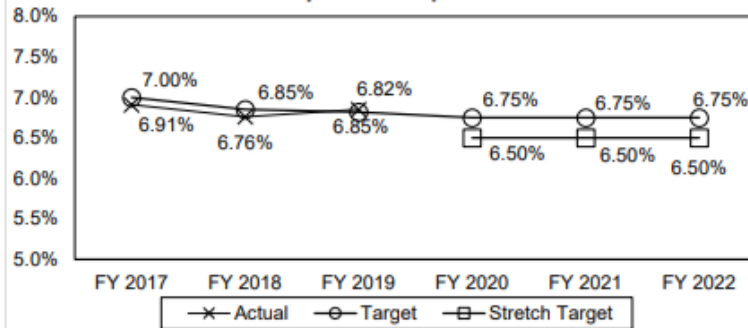- Stretch target ✓
- Benchmarks - probably N/A

DOLIR – Administration
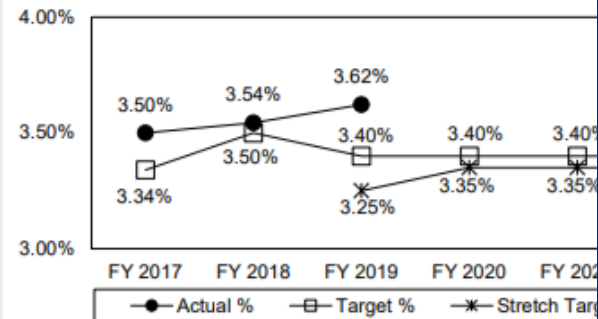
2d. Provide a measure(s) of the program's efficiency.

Department Administrative Expenditures as a Portion of Total Department Expenditures[2,3]

Line graph values:
- Actual: FY 2017 7.00%, FY 2018 6.91%, FY 2019 6.82%
- Target: FY 2017 6.91% (circle), FY 2018 6.85%, FY 2019 6.85%, FY 2020 6.75%, FY 2021 6.75%, FY 2022 6.75%
- Stretch Target: FY 2018 6.76%, FY 2020 6.50%, FY 2021 6.50%, FY 2022 6.50%
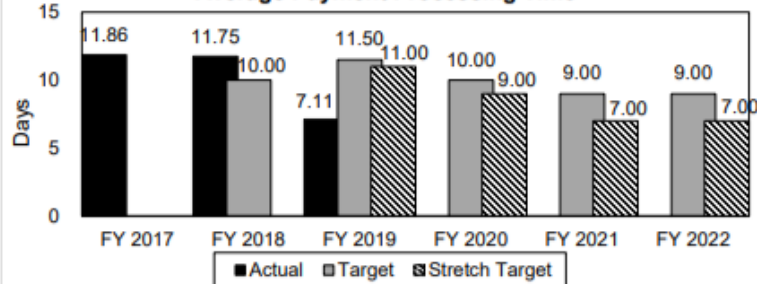
Legend: —✕— Actual —○— Target —☐— Stretch Target

[2] As program costs and FTE decrease and administrative costs and FTE stay relatively the same, the percentages will increase. The stretch target is the minimum necessary for Department operations. Continued evolution of the Department's operations have cause a reset of targets for these measures.

[3] The FY 2018 actual amount was corrected (previously reported as 6.02%). Some pass-through funding that should not have been included in the calculation was inadvertently target was corrected as well, based on an average of the prior 3-year period.

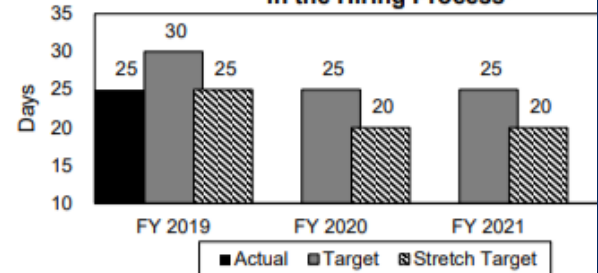### Department Administrative Hours as a Portion of Department Hours Worked[3]

Line graph values:
- Actual %: FY 2017 3.50%, FY 2018 3.54%, FY 2019 3.62%
- Target %: FY 2017 3.34%, FY 2018 3.50%, FY 2019 3.40%, FY 2020 3.40%, FY 2021 3.40%
- Stretch Target: FY 2019 3.25%, FY 2020 3.35%, FY 2021 3.35%

Legend: —●— Actual % —☐— Target % —✕— Stretch Target

Average Payment Processing Time[4]

Bar graph values (Days):
- FY 2017: Actual 11.86
- FY 2018: Actual 11.75, Target 10.00
- FY 2019: Actual 7.11, Target 11.50, Stretch Target 11.00
- FY 2020: Target 10.00, Stretch Target 9.00
- FY 2021: Target 9.00, Stretch Target 7.00
- FY 2022: Target 9.00, Stretch Target 7.00

Legend: ■ Actual ▨ Target ▨ Stretch Target

[4] Minimum processing time is 7.00 days. Processing time decreased in FY 2019 because the unit was fully staffed.

Time to Complete HR Responsibilities in the Hiring Process[5]

Bar graph values (Days):
- FY 2019: Actual 25, Target 30, Stretch Target 25
- FY 2020: Actual 25, Stretch Target 20
- FY 2021: Actual 25, Stretch Target 20

Legend: ■ Actual ▨ Target ▨ Stretch Target

[5] The measure is defined to include only functions Human Resources can co functions include recruitment, eligibility review, background checks, and notif The stretch target is the minimum number of days required.

- Good & relevant indicators of efficiency
- Graphs are clear and easy to understand
- Base Targets ✓
- Stretch Targets ✓
- Benchmarks needed as appropriate
- Appropriate footnotes included
- For ease of interpretation, recommend the 2 line graphs have the same legend

FY21 Best Overall 2:
MoDot – Construction

Department of Transportation

Program Name: Construction

HB Section: 4.410, 4.413

Program is found in the following core budget(s): Construction

**1a. What strategic priority does this program address?**

Service - deliver transportation solutions of great value and use resources wisely

Stability - preserve and operate a reliable transportation system with an engaged workforce

- Matches Dept's strategic priority

1b. What does this program do?

This program includes personal services, expense and equipment and program disbursements for planning, design, right of way acquisitions, contracto payments, federal pass-through funds to local entities and debt service on outstanding bonds associated with road and bridge construction. The propo represent payments associated with awarded projects in the Commission approved Statewide Transportation Improvement Program (STIP). The paym for projects awarded in previous fiscal years, as well as the current fiscal year, because payments are made as contractors complete the work in the m projects are awarded.
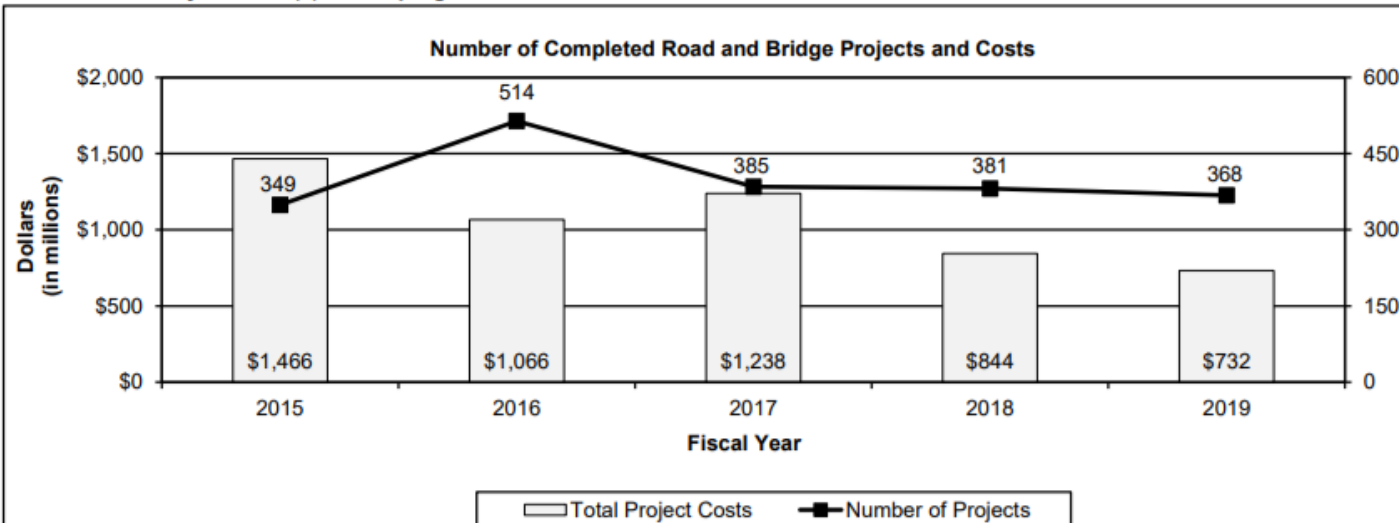
- Clear and concise program description
- Recommend moving comments about costs and projects awarded to footnotes of relevant measures

2a. Provide an activity measure(s) for the program.

Number of Completed Road and Bridge Projects and Costs

Fiscal Year	Total Project Costs	Number of Projects
2015	$1,466	349
2016	$1,066	514
2017	$1,238	385
2018	$844	381
2019	$732	368

Legend: Total Project Costs — Number of Projects

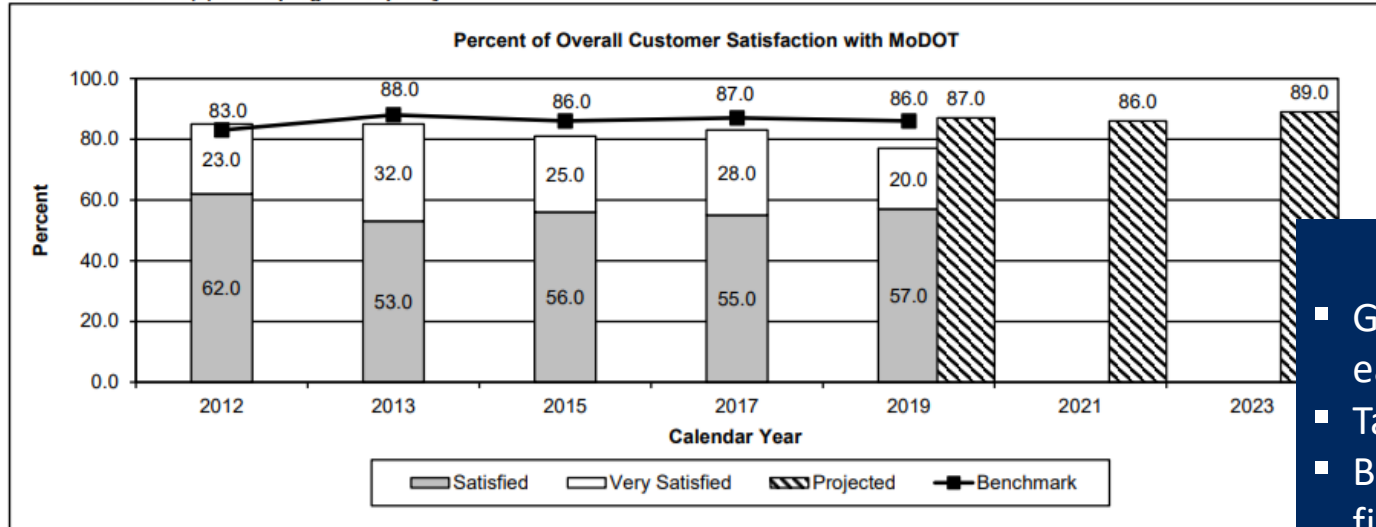- Good indicator of activity
- Graph is clear and easy to understand

MoDot – Construction

2b. Provide a measure(s) of the program's quality.

Percent of Overall Customer Satisfaction with MoDOT

Data is collected through a biennial telephone survey conducted by a consultant from interviews of approximately 3,500 randomly selected adult Mis... "How satisfied are you with the job the Missouri Department of Transportation is doing?" was the question surveyed. The benchmark data is from th... Customer Satisfaction Index, a national cross-industry measure of customer satisfaction in the United States. The 2021 projection is equal to the 20... benchmark score of 86 percent. The 2023 projection was established by projecting a three percent improvement from the benchmark. No survey w... in calendar years 2014, 2016 and 2018.

Overall Satisfaction with MoDOT's Efforts to Keep Highways and Bridges in Good Condition
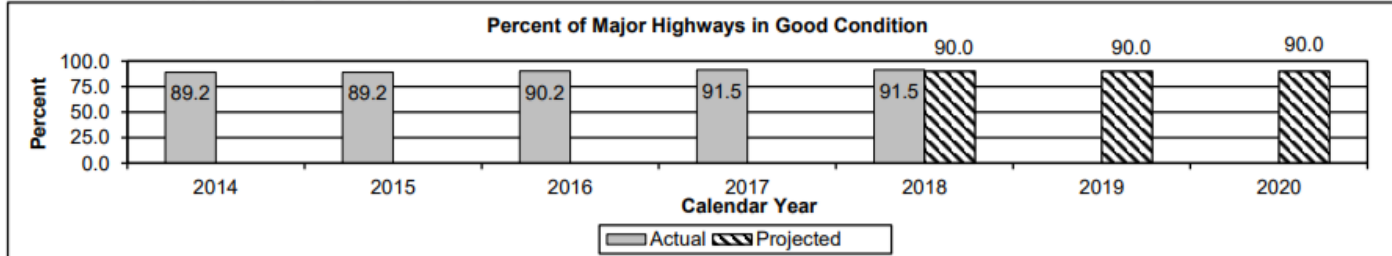

Data is collected through a biennial telephone survey conducted by a consultant from interviews of approximately 3,500 randomly selected adult Missourians. The questions surveyed were "How satisfied are you with: MoDOT's efforts to keep the surface of major highways in good condition (smooth and free of potholes); keep the surface of other state highways in good condition (smooth and free of potholes); and keep bridges in good condition?". Overall satisfaction for the years above was calculated by adding the very satisfied and the satisfied responses. The 2021 and 2023 projections were established by projecting a two and five percent increase from the 2019 survey, respectively. No survey was conducted in calendar years 2014, 2016 and 2018.

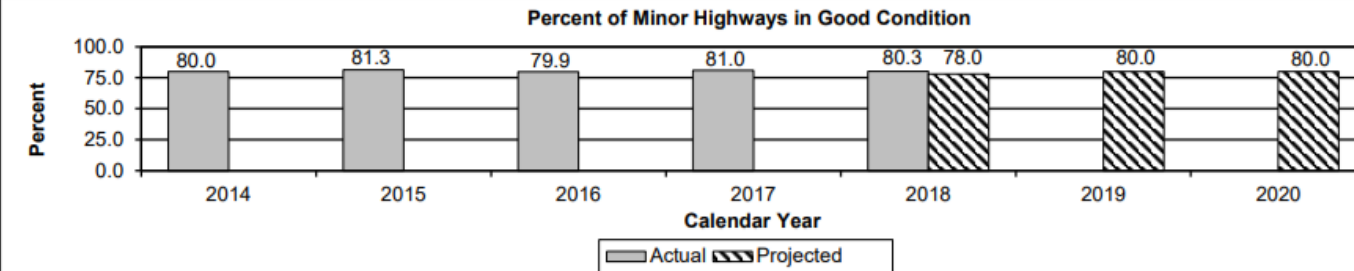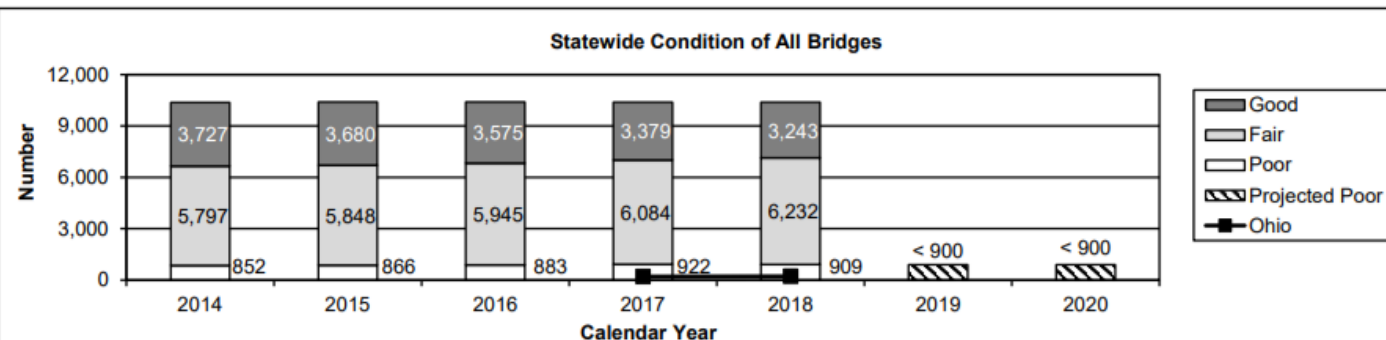- Graphs are clear and easy to understand
- Targets ✓ (projections)
- Benchmark cited on first measure is too broad to be relevant to this survey
- Appropriate footnotes included, but could be more brief
- Including survey questions is helpful

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MoDot – Construction

2c. Provide a measure(s) of the program's impact.

Percent of Major Highways in Good Condition

The projections for this measure are based on the statewide asset management plan and reflects the department's goal of maintaining current conditions. T[...] are set by the department and will not change unless policy changes, regardless of performance. Currently, good comparison data is not available because [...] states measure the condition of major and minor highways using a variety of methods. Data for calendar year 2019 was not available at the time of publicati[...]

Percent of Minor Highways in Good Condition

The projections for this measure are based on the statewide asset management plan and reflects the department's goal of maintaining current conditions. T[...] are set by the department and will not change unless policy changes, regardless of performance. Currently, good comparison data is not available because [...] states measure the condition of major and minor highways using a variety of methods. Data for calendar year 2019 was not available at the time of publicati[...]

Statewide Condition of All Bridges

MoDOT's goal is to reduce the number of bridges in poor condition. The projections reflect the department's goal of maintaining current conditions. Ohio has been selected for comparison due to its similar demographics, geography and weather conditions. Ohio's total number of state highway bridges is only 43 more than Missouri. In 2017 and 2018, Ohio had 208 and 223 bridges in poor condition, respectively. Data for calendar year 2019 was not available at the time of publication.

- Very relevant and appropriate Impact measures
- Targets ✓ (projections)
- Footnotes are helpful, but could be more brief.
- Consider adding brief information on the rating system - "good".
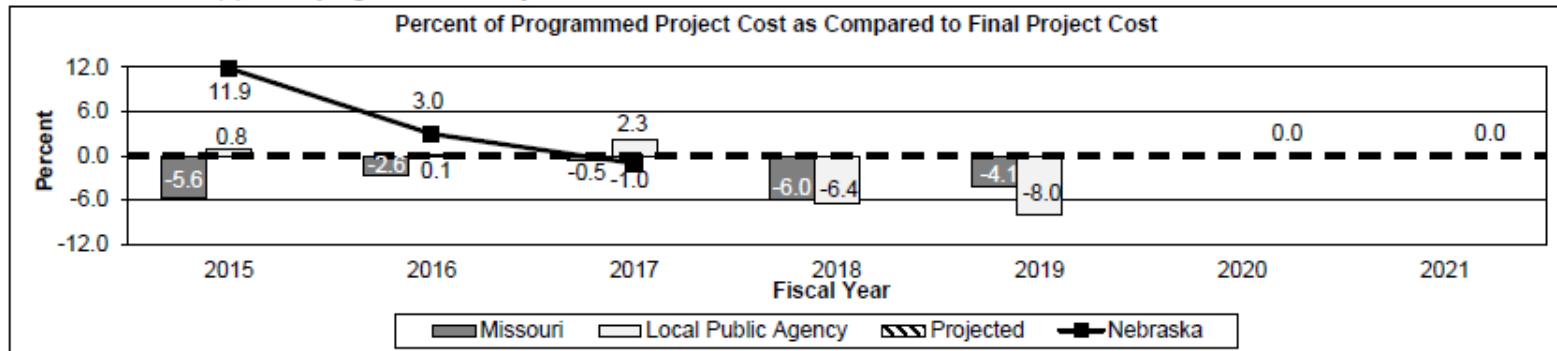
- Benchmark ✓

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MoDot – Construction

- Good efficiency measure, relevant to program objectives
- Target ✓
- Benchmarks ✓
- The graphic is difficult to follow - perhaps increase the size/scale of the vertical axis
- Footnotes are helpful, but could be more clear

2d. Provide a measure(s) of the program's efficiency.

Percent of Programmed Project Cost as Compared to Final Project Cost

Fiscal Year	Missouri	Local Public Agency	Nebraska
2015	-5.6	0.8	11.9
2016	-2.6	0.1	3.0
2017	-0.5	-1.0 (2.3)	
2018	-6.0	-6.4	
2019	-4.1	-8.0	
2020		0.0	
2021		0.0	

Legend: ▬ Missouri ▭ Local Public Agency ▨ Projected ━■━ Nebraska
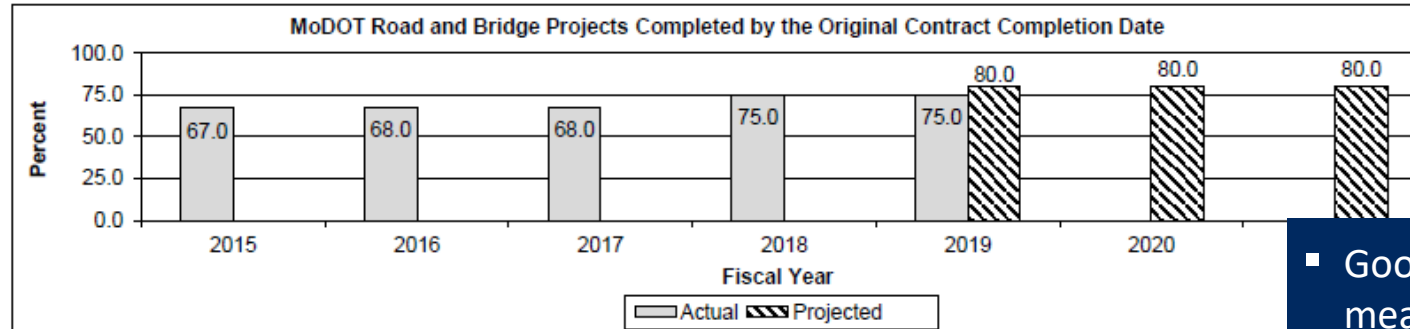
Construction projects are programmed, or budgeted, in the department's Statewide Transportation Improvement Program (STIP). Once a project is awarded and work begins, final project costs can change from the original programmed cost in the STIP. Construction project cost changes are usually caused by final quantity adjustments, weather, subgrade issues or other additional construction phase service costs. Nebraska has been selected for comparison because it is the only state with comparable data available. The target is zero percent difference, indicating MoDOT is making timely use of available funds.
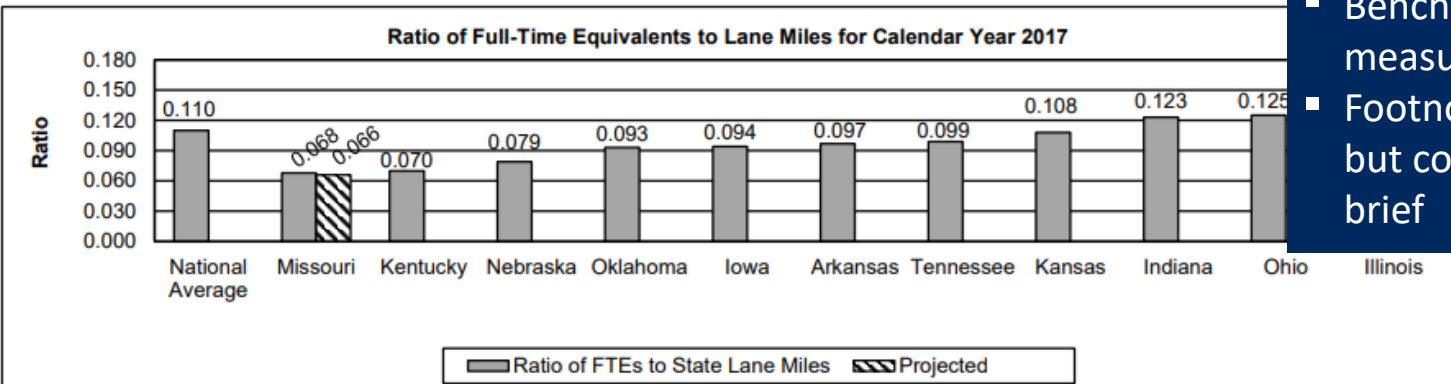
MoDot – Construction

MoDOT Road and Bridge Projects Completed by the Original Contract Completion Date

Fiscal Year	2015	2016	2017	2018	2019	2020	
Actual	67.0	68.0	68.0	75.0	75.0		
Projected					80.0	80.0	80.0

MoDOT works to meet the initial contract completion date by preparing accurate plans and quantities and setting aggressive but reasonab... dates. Occasionally, an authorized extension of the completion date is required for things like weather or additional work. This measure ... road and bridge projects completed by the commitment date originally established in the contract. MoDOT's target is 80 percent.

- Good efficiency measures, relevant to program objectives
- Graphs are clear and easy to understand
- Targets ✓
- Benchmarks for the 2nd measure
- Footnotes are helpful, but could be more brief

Ratio of Full-Time Equivalents to Lane Miles for Calendar Year 2017

	National Average	Missouri	Kentucky	Nebraska	Oklahoma	Iowa	Arkansas	Tennessee	Kansas	Indiana	Ohio	Illinois
Ratio of FTEs to State Lane Miles	0.110	0.068	0.070	0.079	0.093	0.094	0.097	0.099	0.108	0.123	0.125	
Projected		0.066										

Full-time equivalent (FTE) is the total number of hours worked or on paid leave divided by 2,080. The ratio in this measure was calculated by dividing the FTEs in the Census Bureau - 2017 Annual Survey of Public Employees and Payroll, by the estimated number of lane miles in the 2017 FHWA report of State Highway Agency-Owned Public Roads (HM-81). A low ratio means MoDOT is efficiently maintaining roadways with limited resources. The projection is based on the department's goal for FTEs. Data for 2018 was not available at the time of publication.

FY21 Honorable Mention 1:
DED – Regional Engagement

Department: Economic Development   HB Section(s):   7.005
Program Name: Regional Engagement
Program is found in the following core budget(s): Regional Engagement

1a. What strategic priority does this program address?

Laser Focused, Customer Centric, Regionally Targeted

- Matches Dept's strategic priority

1b. What does this program do?

- Perform proactive business and community outreach visits with customers to understand the needs, opportunities, and challenges for future growth across rural, urban, and suburban areas of the state.
- Provide customized program solutions and technical assistance to business and community customers with incentives and other resources available.
- Coordinate existing business expansion projects, and related infrastructure projects, in support of retained and increased employment and capital investment. Coordination is comprehensive, from identifying business needs and opportunities to proposing solutions and assisting with program enrollment.

2a. Provide an activity measure(s) for the program.

	FY2017 Actual	FY2018 Actual	FY2019 Projected	FY2019 Actual	FY2020 Projected	FY2021 Projected	FY2022 Projected
Technical Assistance	N/A	N/A	N/A	N/A	300	315	331
Projects Opened	180	144	163	122	134	148	162
Accepted and Enrolled	109	136	136	103	113	125	137

- Activities correlate with description in 1b
- Provides appropriate footnotes

Note 1: Technical Assistance represents resource and solution connections made to support customers and partners. Technical Assistance frequently is independent of specific project activity or incentives support. This is a new measure.
Note 2: Projects Opened represents business growth and retention opportunities with a defined scope and timeline.
Note 3: Accepted and Enrolled includes businesses that have accepted a proposal or enrolled in a program. These may include projects that were opened in a prior fiscal year.
Note 4: FY2020-2022 Projected for Projects Opened and Accepted and Enrolled is based on ten percent growth of the previous year.

2b. Provide a measure(s) of the program's quality.

	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Projected	FY2021 Projected	P
Customer Service Experience	N/A	N/A	90%	92%	94%	

- Appropriate Quality measure
- What % completed the survey?
- Are there additional measures to demonstrate Quality?

Note 1: Percentage of customers who rated their experience as "very" or "somewhat" positive.
Note 2: Survey incorporated new methodology for FY2019. Data includes 42 respondents.
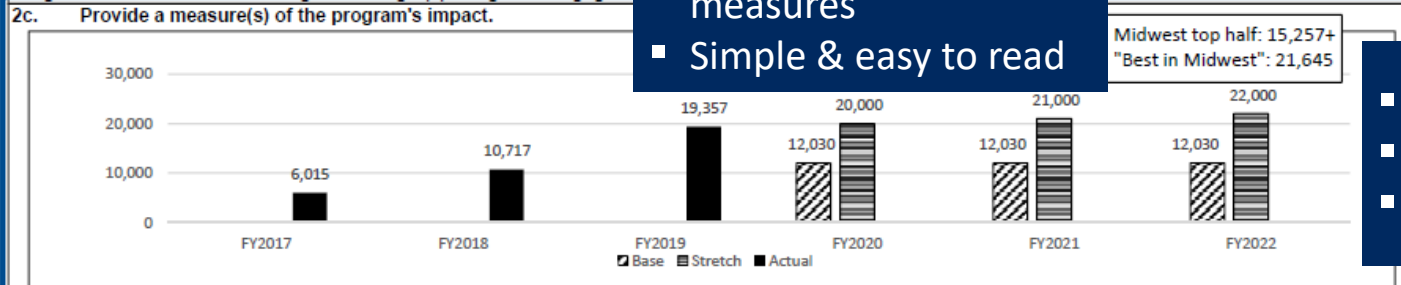
DED – Regional Engagement

Appropriate Impact measures
Simple & easy to read

2c. Provide a measure(s) of the program's impact.

Midwest top half: 15,257+
"Best in Midwest": 21,645

- FY2017: 6,015 (Actual)
- FY2018: 10,717 (Actual)
- FY2019: 19,357 (Actual)
- FY2020: 12,030 (Base), 20,000 (Stretch)
- FY2021: 12,030 (Base), 21,000 (Stretch)
- FY2022: 12,030 (Base), 22,000 (Stretch)

☑Base ☰Stretch ■Actual

- Base target ✓
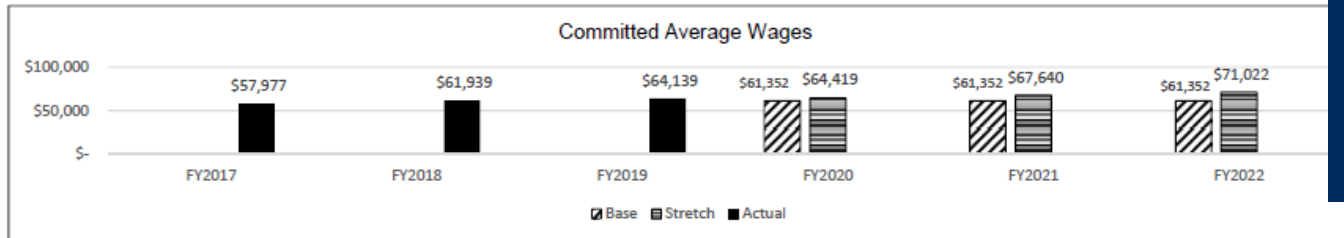- Stretch target ✓
- Benchmark is unclear

Note 1: Committed Jobs represents those jobs to be created or retained in growth opportunities facilitated.
Note 2: FY2020 base is an average of FY2017-2019 actuals and remains consistent.
Note 3: Benchmarks based on research compiled by DED in FY2019 and represent the portion of jobs coming from existing Missouri businesses.
Note 4: New and retained job committments vary significantly with industry and economic conditions. FY2019 committed jobs includes significant retention committments. FY2020-2022 projections adjust for these one time committments and plan for future growth.
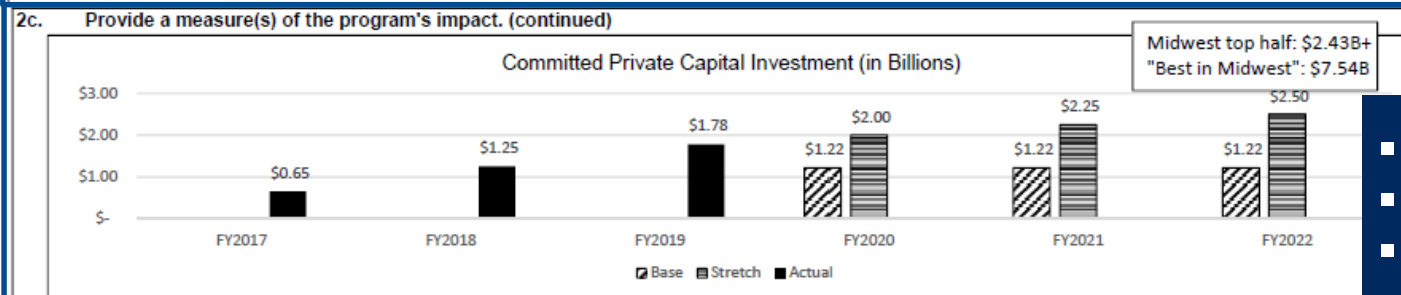
Committed Average Wages

- FY2017: $57,977 (Actual)
- FY2018: $61,939 (Actual)
- FY2019: $64,139 (Actual)
- FY2020: $61,352 (Base), $64,419 (Stretch)
- FY2021: $61,352 (Base), $67,640 (Stretch)
- FY2022: $61,352 (Base), $71,022 (Stretch)

☑Base ☰Stretch ■Actual

- Base target ✓
- Stretch target ✓
- Benchmark - none

Note 1: Committed Average Wages represents wage thresholds for created or retained jobs at the time of proposal acceptance or program enrollment.
Note 2: FY2020 base is an average of FY2017-2019 actuals and remains consistent. Stretch goals for payroll assumes a 5% increase annually.

2c. Provide a measure(s) of the program's impact. (continued)

Midwest top half: $2.43B+
"Best in Midwest": $7.54B

Committed Private Capital Investment (in Billions)

- FY2017: $0.65 (Actual)
- FY2018: $1.25 (Actual)
- FY2019: $1.78 (Actual)
- FY2020: $1.22 (Base), $2.00 (Stretch)
- FY2021: $1.22 (Base), $2.25 (Stretch)
- FY2022: $1.22 (Base), $2.50 (Stretch)

☑Base ☰Stretch ■Actual

- Base target ✓
- Stretch target ✓
- Benchmark is unclear

Note 1: Committed Private Capital Investment represents planned expenditures at the time of proposal acceptance or program enrollment.
Note 2: FY2020 base is an average of FY2017-2019 actuals and remains consistent. Stretch targets advance Missouri into the Midwest's top half by FY2022.
Note 3: Benchmarks based on research compiled by DED in FY2019 and represent the portion of investment coming from existing Missouri businesses.
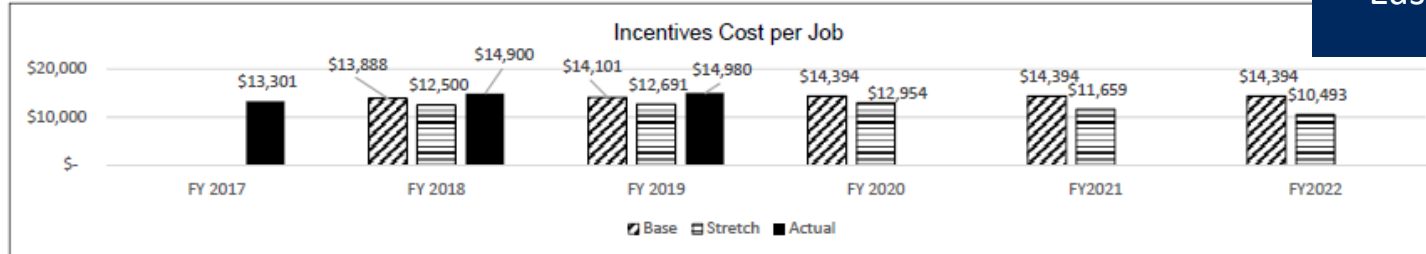
DED – Regional Engagement

Appropriate Efficiency measure
Simple & easy to read

- Base target ✓
- Stretch target ✓
- Benchmark - none
- Easy to read graphics

2d. Provide a measure(s) of the program's efficiency.

Incentives Cost per Job

	FY 2017	FY 2018	FY 2019	FY 2020	FY2021	FY2022
Base		$13,888	$14,101	$14,394	$14,394	$14,394
Stretch		$12,500	$12,691	$12,954	$11,659	$10,493
Actual	$13,301	$14,900	$14,980			

Note 1: This is a shared measure with Business and Community Solutions Finance team. Measure is calculated by dividing proposed economic incentives by the committed number of jobs to be created or retained.
Note 2: Base targets for FY2020-2022 are based on the averages of FY2017-2019 actuals. Stretch targets assume a 10% decrease in the state's incentives cost per job.

FY21 Honorable Mention 2:
DOR – Collections and Tax Assistance

Department of Revenue
Program Name: Collections and Tax Assistance   HB Section(s):   4.01
Program is found in the following core budget(s): Taxation

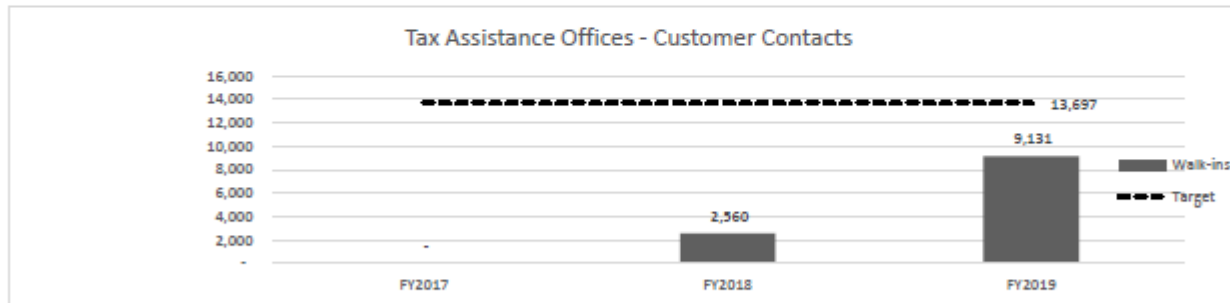**1a. What strategic priority does this program address?**

Embed Transformational Purpose; Focus on Service Culture; Partnerships; IT Roadmap

- Matches Dept's strategic priority

1b. What does this program do?

The Collections and Tax Assistance Bureau issues tax clearances and no tax dues to taxpayers, operates a call center, provides remote field office customer assistance, and collects delinquent tax liabilities to help citizens meet their tax obligations by focusing on customer oriented account resolution. Collection activities include account management, lien filing, garnishments, and working with collection agencies and prosecuting attorneys to collect delinquent taxes.

2a. Provide an activity measure(s) for the program.

Tax Assistance Offices - Customer Contacts

- FY2017: —
- FY2018: 2,560
- FY2019: 9,131
- Target: 13,697

Legend: Walk-ins, Target

Office Locations/Opening Date

Office	Opening Date	Office	Opening Date
Jefferson City	December 1, 2017	Springfield	May 7, 2018
St. Louis	March 7, 2018	Kansas City	May 7, 2018
Joplin	March 7, 2018	Cape Girardeau	June 17, 2019

- Clear and concise program description
- Leads to the very appropriate measures that follow

- Good indication of Activity
- Simple
- Easy to read graphics
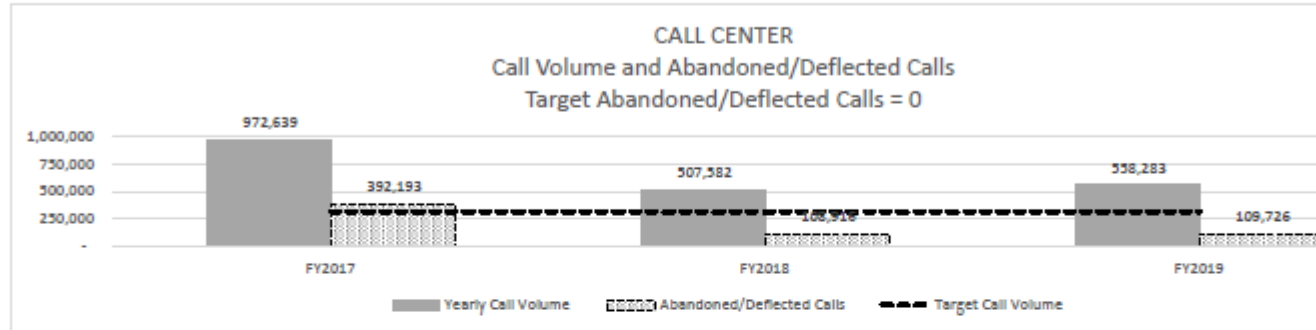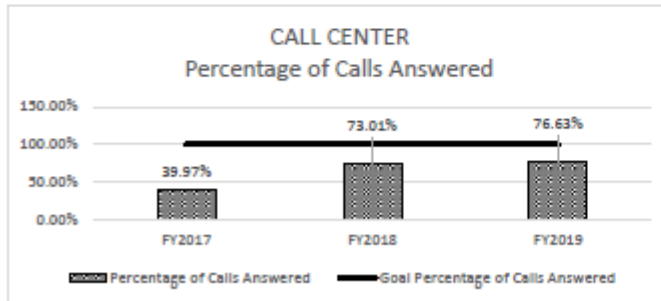- Base target ✓
- Benchmarks – N/A

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DOR – Collections and Tax Assistance

2b. Provide a measure(s) of the program's quality.

The Department is currently testing a call center customer survey application. Survey results will be reported in the Governor's recommended budget.

CALL CENTER
Call Volume and Abandoned/Deflected Calls
Target Abandoned/Deflected Calls = 0

- 1,000,000
- 750,000
- 500,000
- 250,000
- -

972,639 (FY2017)
392,193
507,582 (FY2018)
108,918
558,283 (FY2019)
109,726

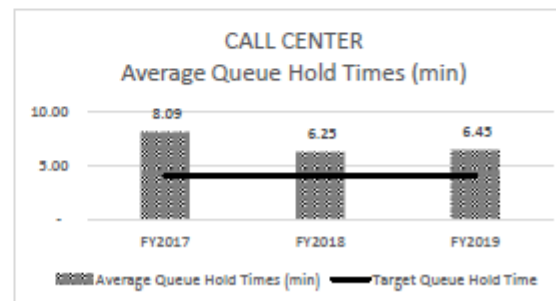Legend: Yearly Call Volume | Abandoned/Deflected Calls | Target Call Volume

Comment: Due to system modernization, we experienced an influx of calls during income tax refund season and we increased business tax notices volumes. We also added business registration calls to the call center.

CALL CENTER
Percentage of Calls Answered

- 150.00%
- 100.00%
- 50.00%
- 0.00%

39.97% (FY2017) | 73.01% (FY2018) | 76.63% (FY2019)

Legend: Percentage of Calls Answered | Goal Percentage of Calls Answered

Goal: Ensure 100

CALL CENTER
Average Queue Hold Times (min)

- 10.00
- 5.00
- -

8.09 (FY2017) | 6.25 (FY2018) | 6.45 (FY2019)

Legend: Average Queue Hold Times (min) | Target Queue Hold Time

- Targets ✓
- The targets are a bit confusing. The important target for abandoned calls is in the title, not on the graph

- Good and relevant indicators of Quality
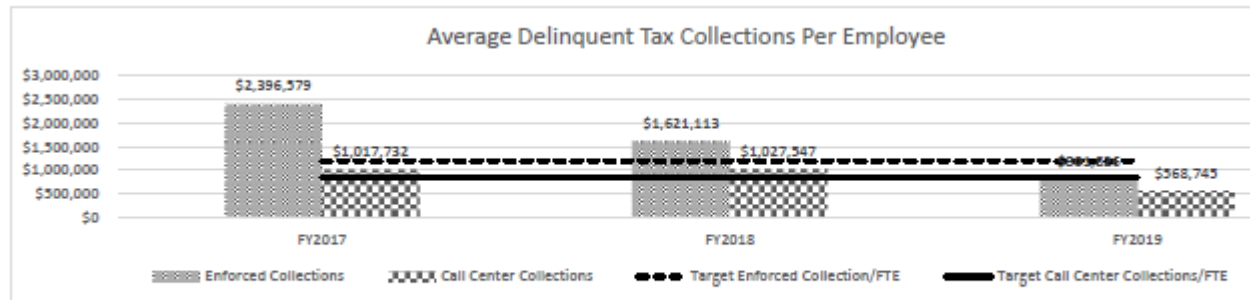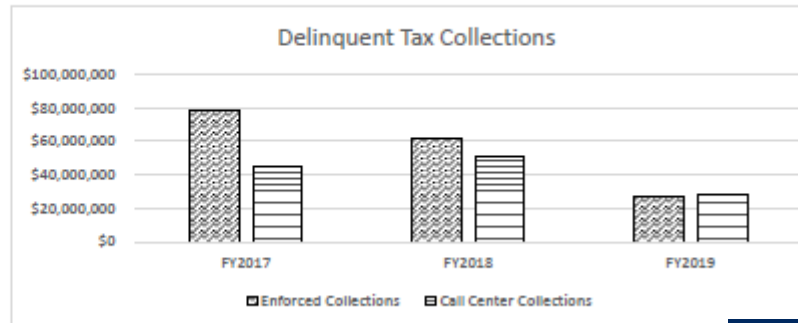- Simple
- Easy to read graphics

- Base target ✓ 100%

- Base target ✓
- Stretch target - none
- Benchmark would be helpful to know what good looks like

DOR – Collections and Tax Assistance

2c. Provide a measure(s) of the program's impact.

Enforced Collections include filing liens, revocation of licenses, garnishments, and offers in compromise

FY2019 collections do not include lien specific collections

Call Center Collections include resolutions from incoming and outgoing phone calls. Call center personnel were cross-educated to handle non-delinquent calls to improve customer service.

Delinquent Tax Collections

Legend: Enforced Collections, Call Center Collections

Average Delinquent Tax Collections Per Employee

- FY2017: $2,396,579 (Enforced Collections), $1,017,732 (Call Center Collections)
- FY2018: $1,621,113 (Enforced Collections), $1,027,547 (Call Center Collections)
- FY2019: $568,745 (Call Center Collections)

Legend: Enforced Collections, Call Center Collections, Target Enforced Collection/FTE, Target Call Center Collections/FTE

Integrated system focus on current year returns and refunds reduced billing and enforced collection noticing.

- Targets ✓
- Stretch target - none
- Benchmarks – none
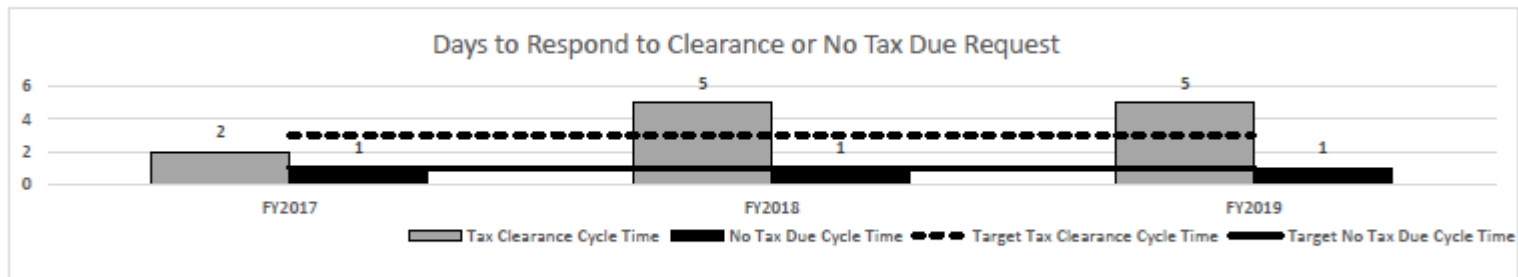- Perhaps a footnote could explain why collections/FTE are projected to decrease

DOR – Collections and Tax Assistance

- Good and relevant indicator of Efficiency
- Simple
- Easy to read graphics

2d. **Provide a measure(s) of the program's efficiency.**

Days to Respond to Clearance or No Tax Due Request

Legend: Tax Clearance Cycle Time | No Tax Due Cycle Time | Target Tax Clearance Cycle Time | Target No Tax Due Cycle Time

Tax Clearances require a more extensive review than a No Tax Due.

- Targets✓
- Stretch target - none
- Benchmarks – none

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