

Revenue's Key Performance Measures

Joint Committee on Ways & Means
Subcommittee on General Government

March 12, 2015



	Old Measure	Issues
KPM 1	Dollars collected per revenue agent per month	Construction issues
KPM 2	Percent of property taxes collected	DOR has little influence over measure
KPM 3	Percent of assessors' maps digitized in GIS format	Small part of DOR's business
KPM 5	Personal income tax non-filer assessments issued per month	Construction issues
KPM 6	Personal income tax and corporation tax cases closed per revenue agent per month	Construction issues
KPM 7	Delinquent returns filed after compliance contact per filing enforcement employee per month	Construction issues
KPM 10	Employee work environment	Narrow; lacks benchmark ability

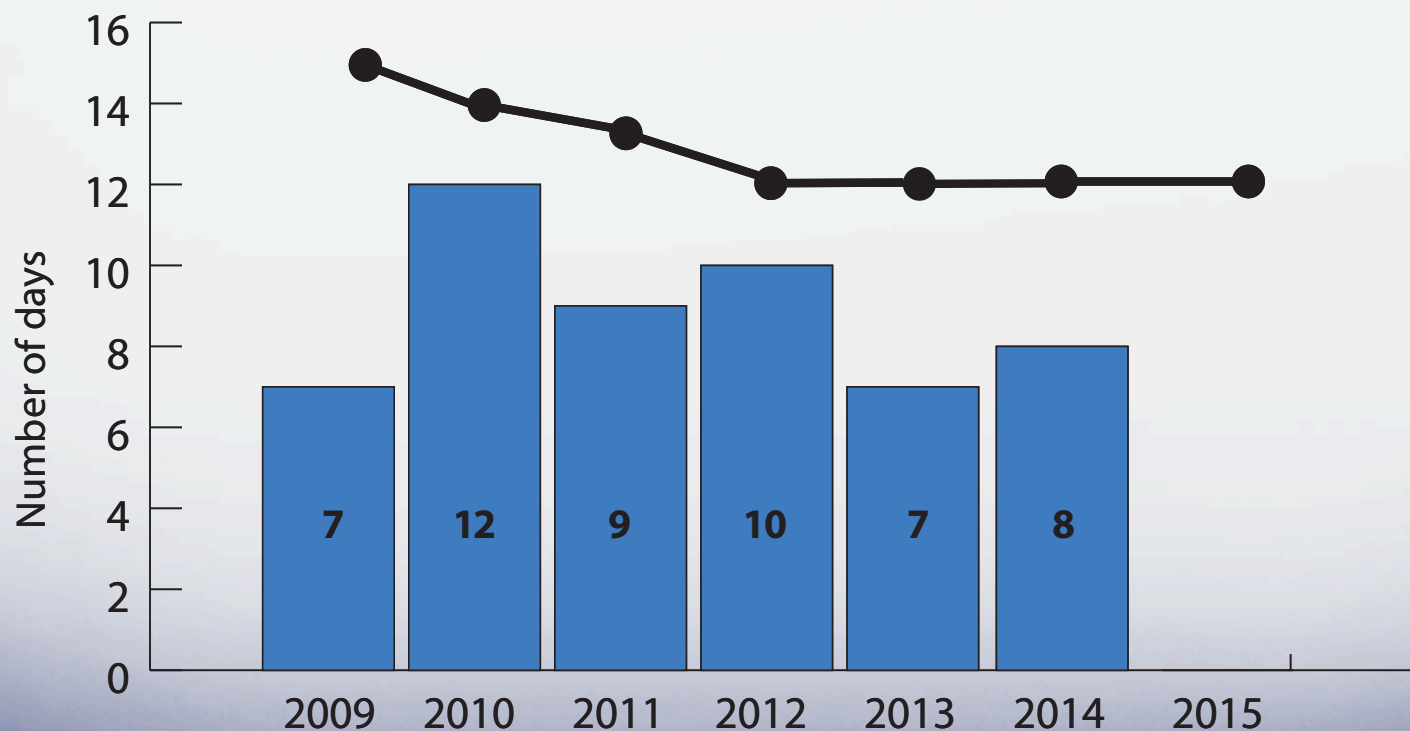
	Performance Measure	Outcome
KPM 8	Average days to process personal income tax refund	Customer service
KPM 9	Percent of personal income tax returns filed electronically	Efficient return processing
KPM 11	Employee training per year	Skilled workforce
KPM 12	Customer service	Customer service
KPM 13	Effective taxpayer assistance	Customer service
KPM 14	County appraisal program equity and uniformity	County appraisal value uniformity
KPM 15	Industrial appraisal value uniformity	DOR industrial appraisal value uniformity
KPM 16	Direct enforcement dollars cost-of-funds	Income tax program efficiency and effectiveness
KPM 17	Collection dollars cost-of-funds	Collection function efficiency and effectiveness
KPM 18	Cost of assessments	Assessment function efficiency and effectiveness
KPM 19	Employee engagement	Employee engagement



KPM 8—Average days to process personal income tax refund

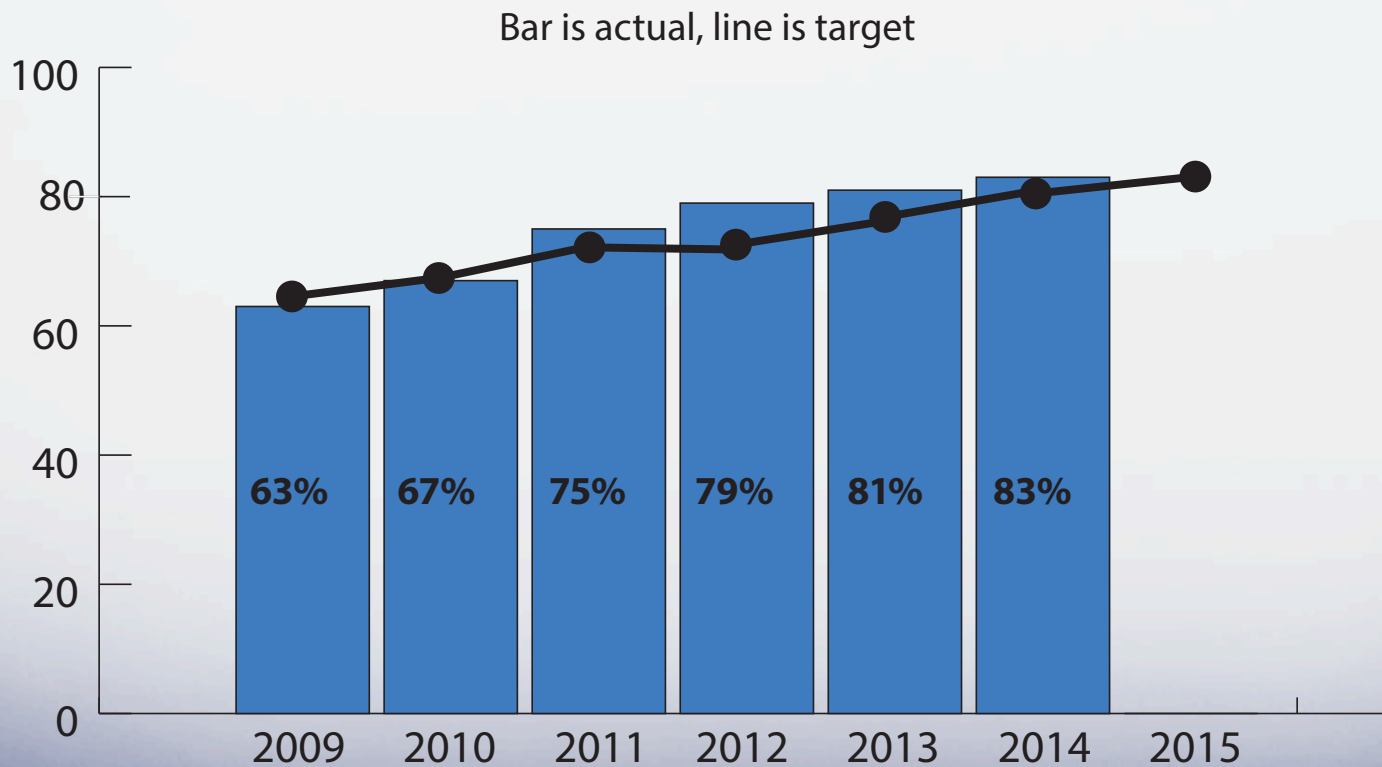
Outcome: Customer service.

Bar is actual, line is target



KPM 9—Percent of personal income tax returns filed electronically

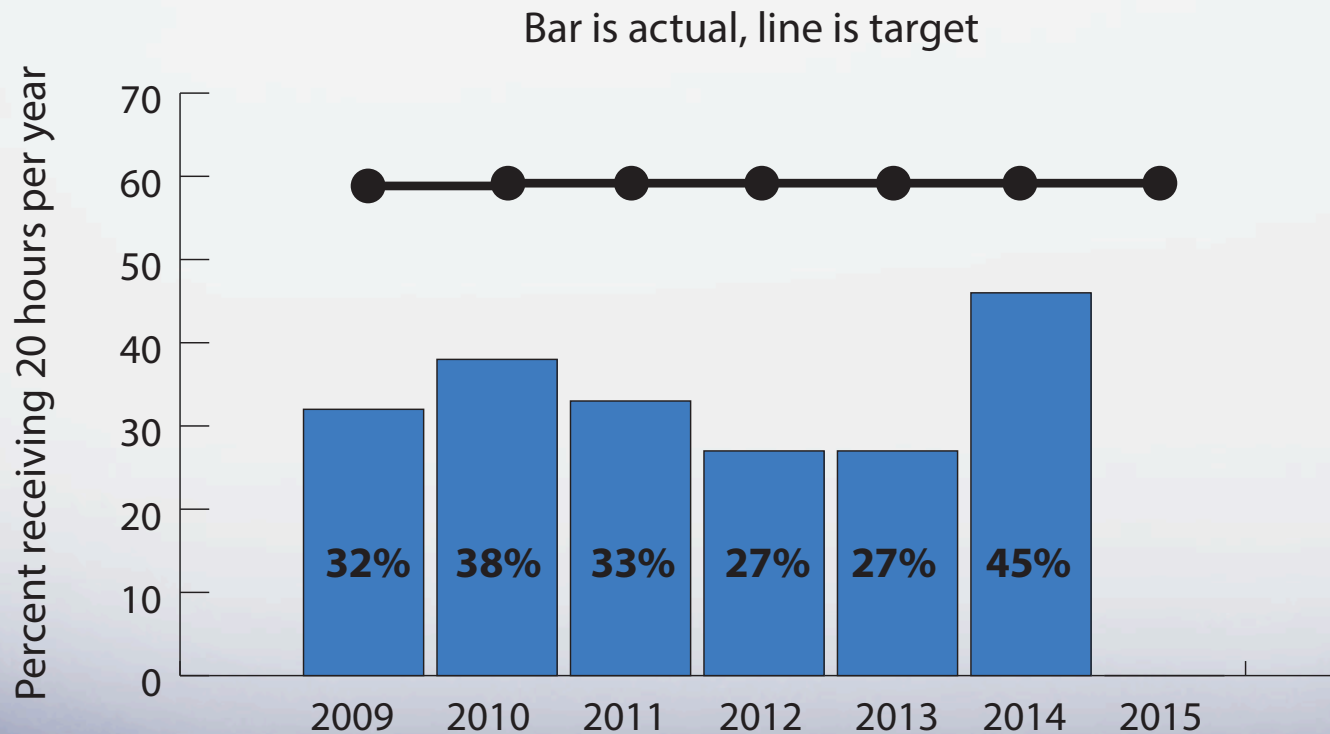
Outcome: Efficient return processing.



KPM 11—Employee training per year

Outcome: Skilled workforce.

Measurement: Percent of agency staff receiving at least 20 hours of training per year.

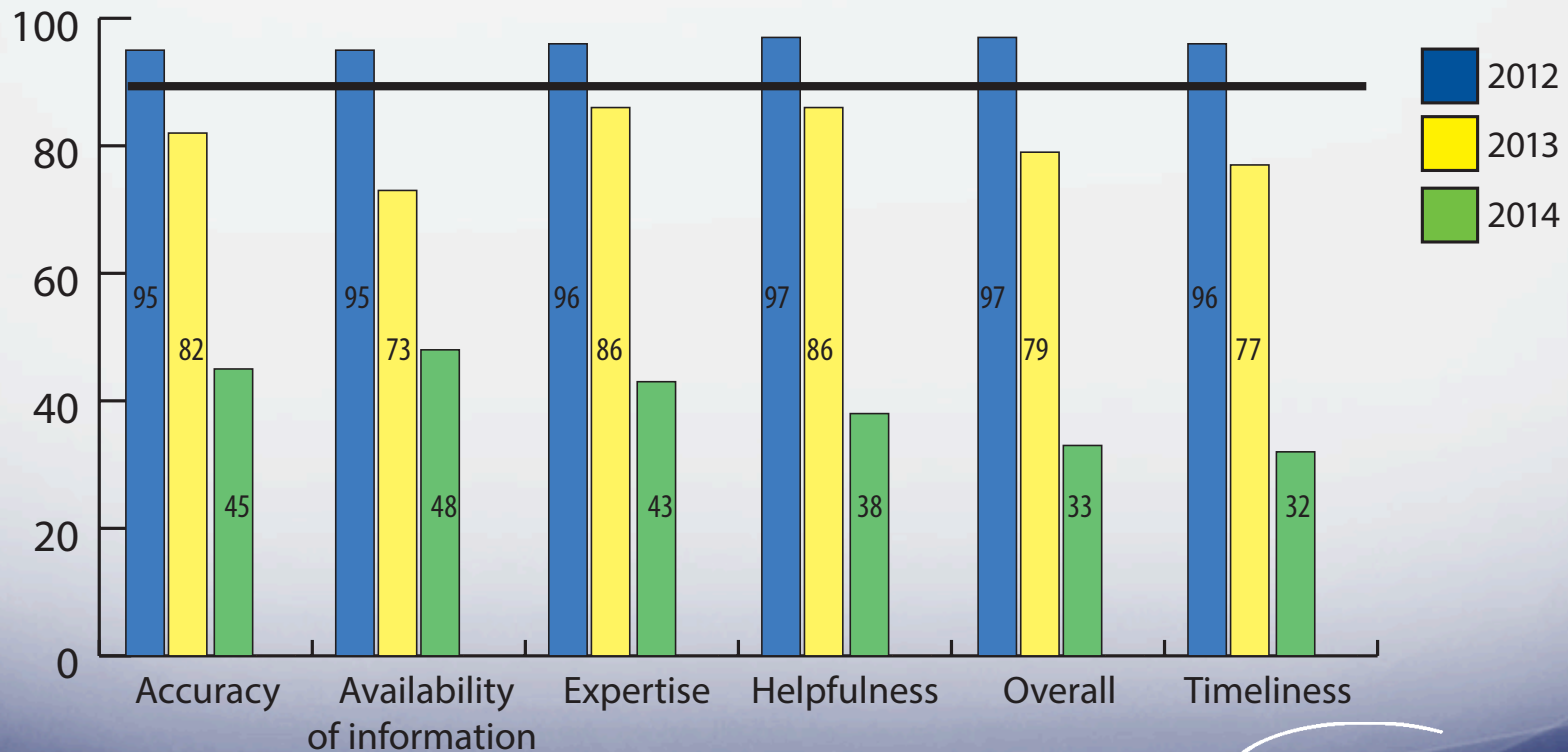


KPM 12—Customer service

Outcome: Customer service.

Measurement: Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent."

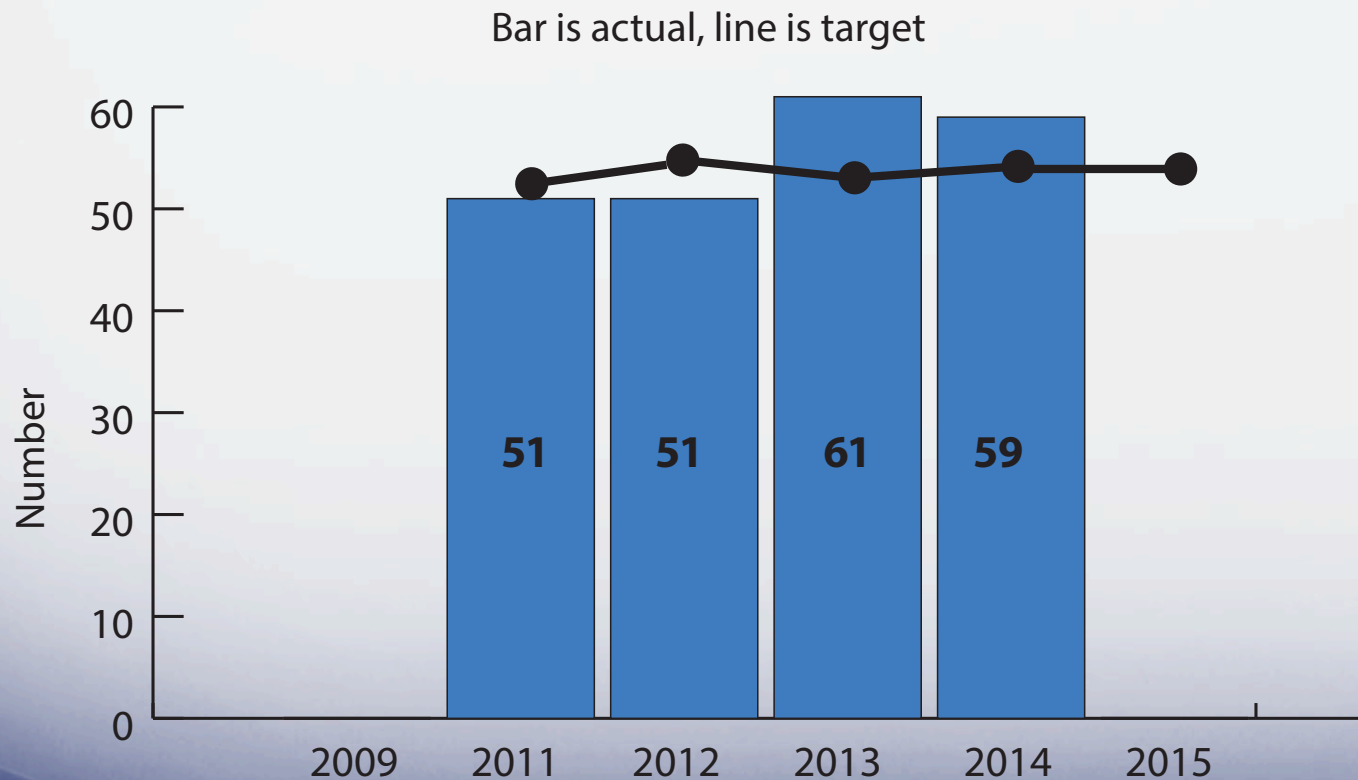
Bars are actual, line is target



KPM 13—Effective taxpayer assistance

Outcome: Customer service.

Measurement: Composite measurement of call wait-times, successful self-help, and direct customer satisfaction surveys.

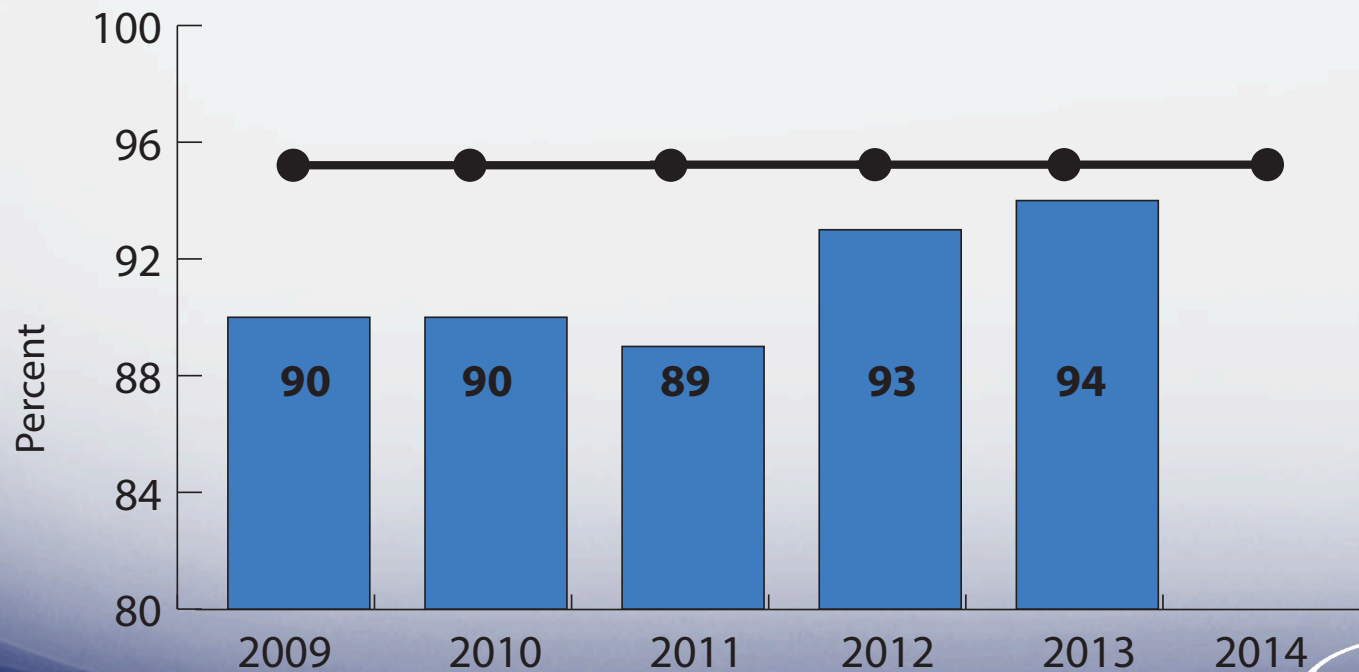


KPM 14—County appraisal program equity and uniformity

Outcome: County appraisal value uniformity.

Measurement:
$$\frac{\text{Number of market areas meeting COD standards}}{\text{Total number of statewide market areas}}$$

Bar is actual, line is target

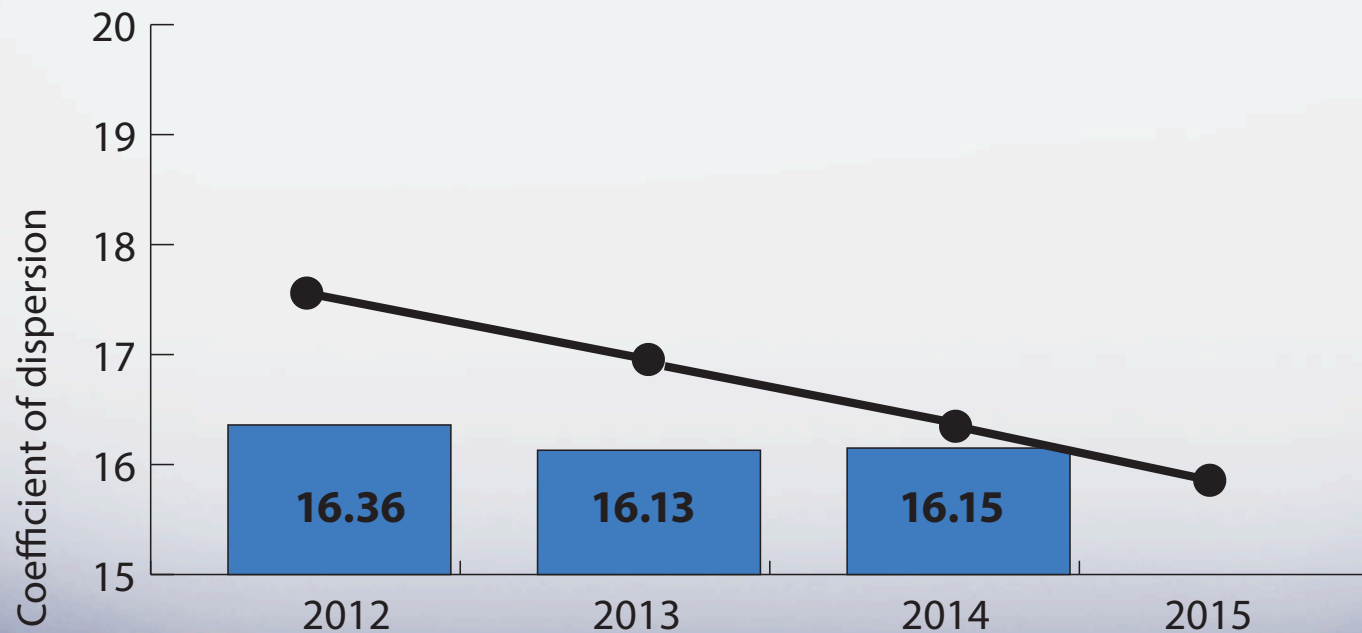


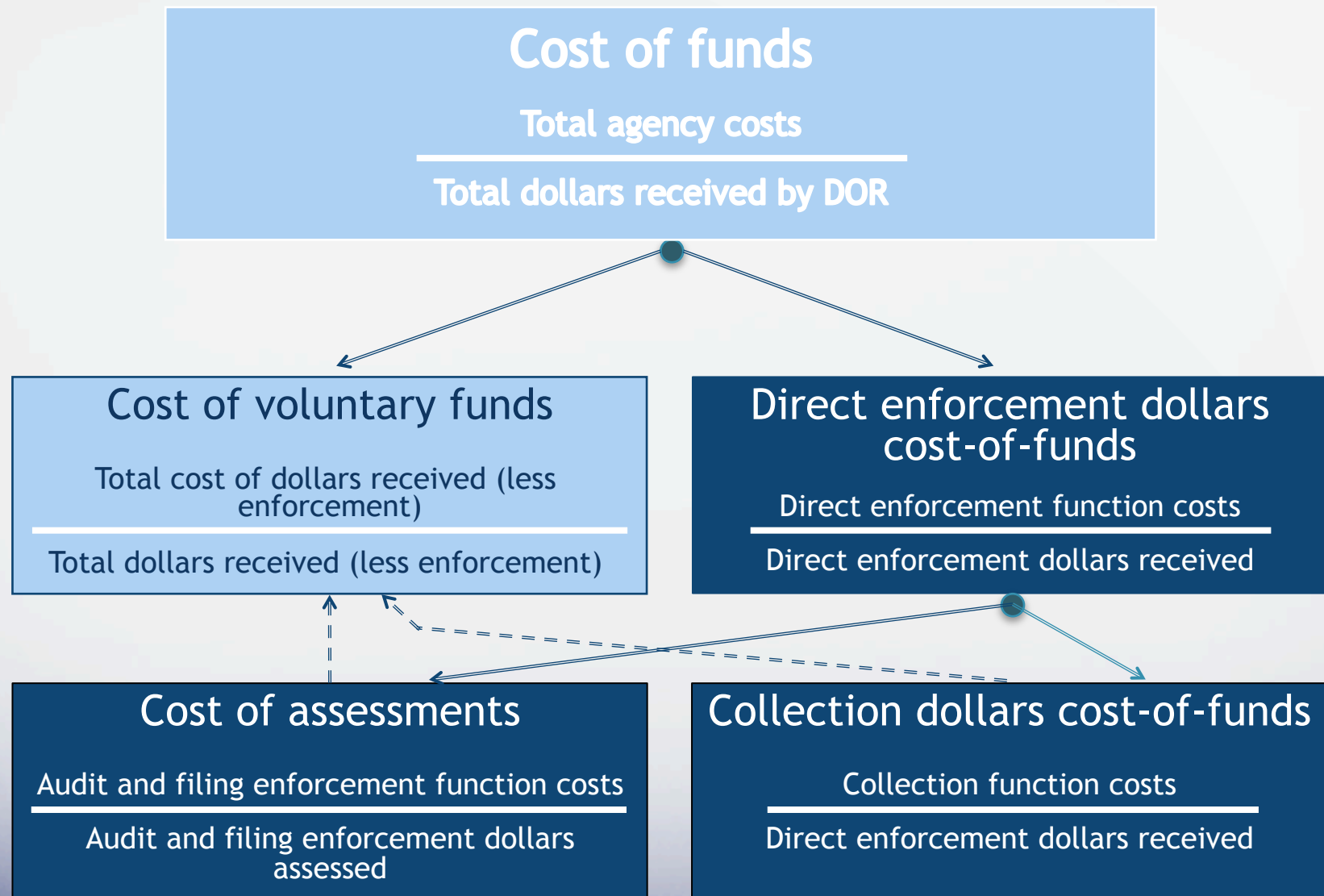
KPM 15—Industrial appraisal value uniformity

Outcome: DOR industrial appraisal value uniformity.

Measurement: Statewide coefficient-of-dispersion (COD).

Bar is actual, line is target



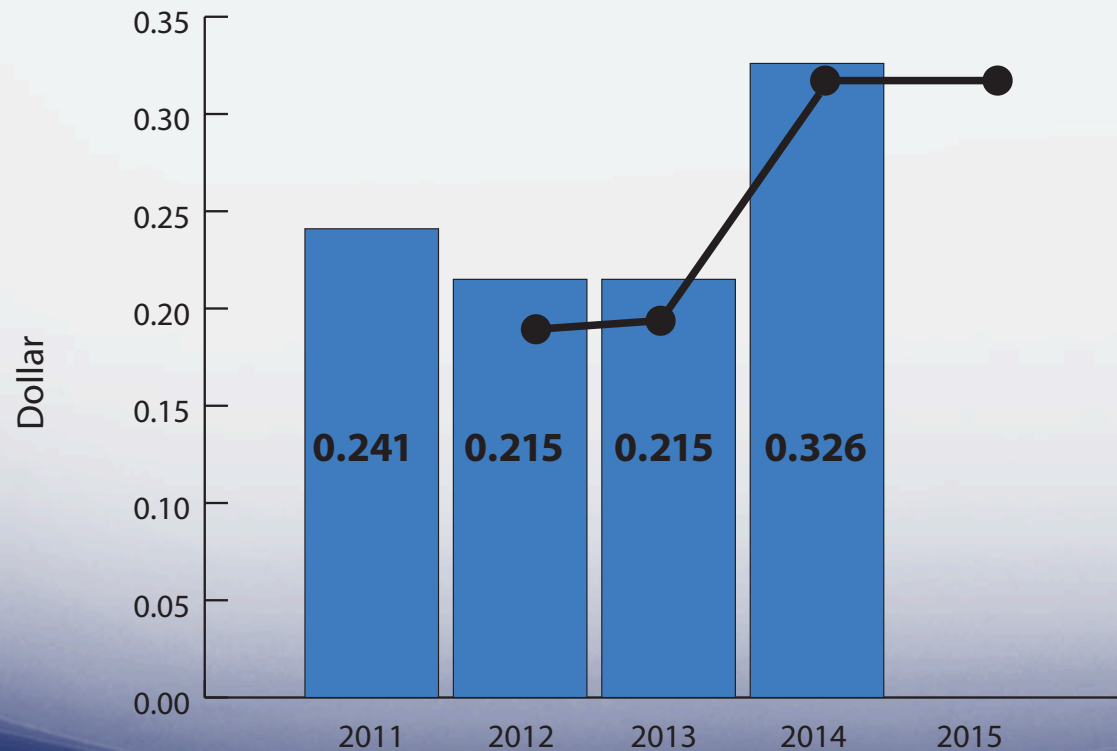


KPM 16—Direct enforcement dollars cost-of-funds

Outcome: Income tax program efficiency and effectiveness.

Measurement:
$$\frac{\text{Direct enforcement function costs}}{\text{Direct enforcement dollars received}}$$

Bar is actual, line is target

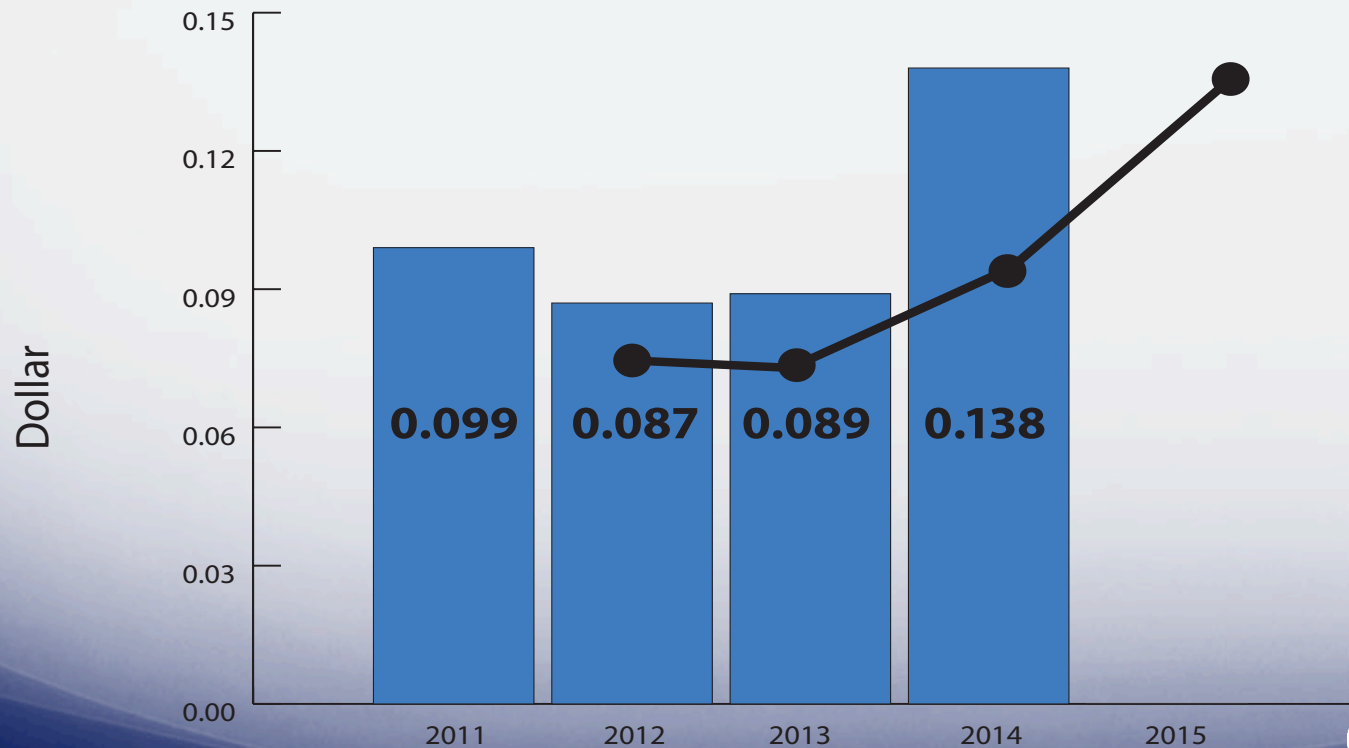


KPM 17—Collection dollars cost-of-funds

Outcome: Collection function efficiency and effectiveness.

Measurement:
$$\frac{\text{Collection function costs}}{\text{Direct enforcement dollars received}}$$

Bar is actual, line is target



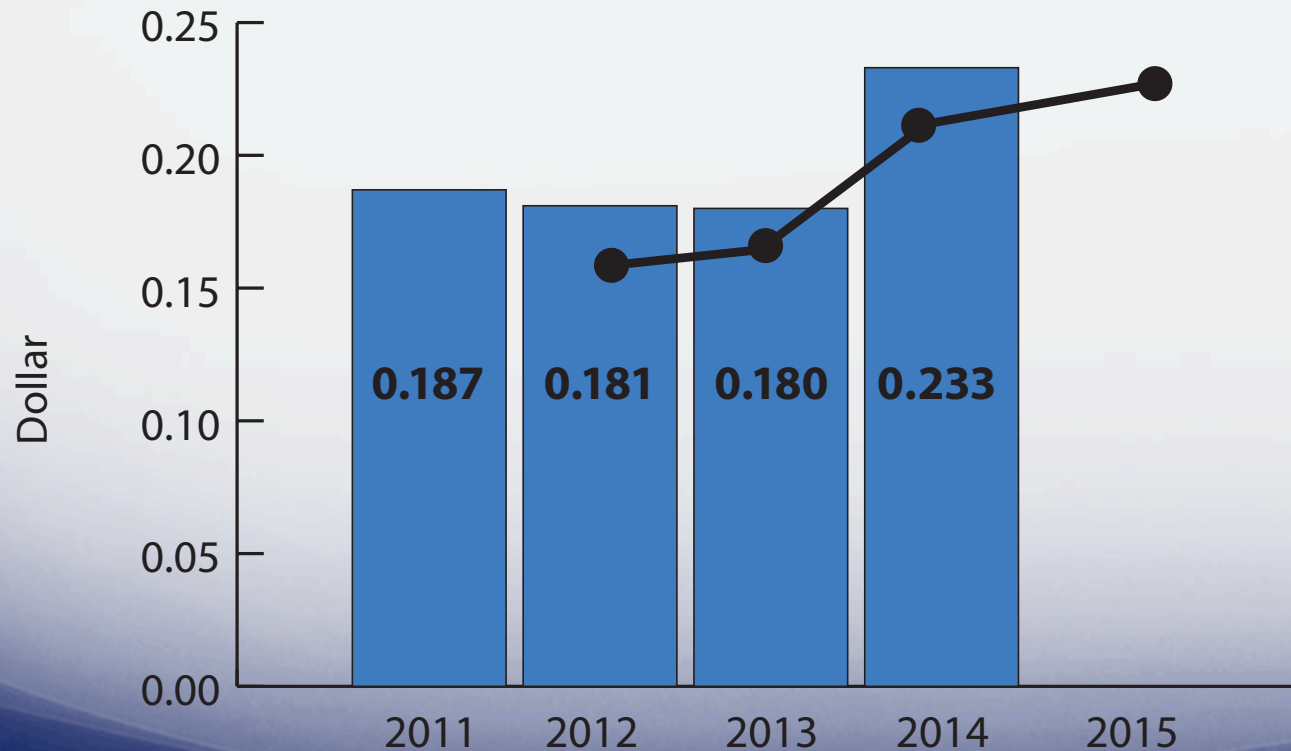
KPM 18—Cost of assessments

Outcome: Assessment function efficiency and effectiveness.

Measurement: $\frac{\text{Audit and filing enforcement function costs}}{\text{Audit and filing enforcement dollars assessed}}$

Audit and filing enforcement dollars assessed

Bar is actual, line is target

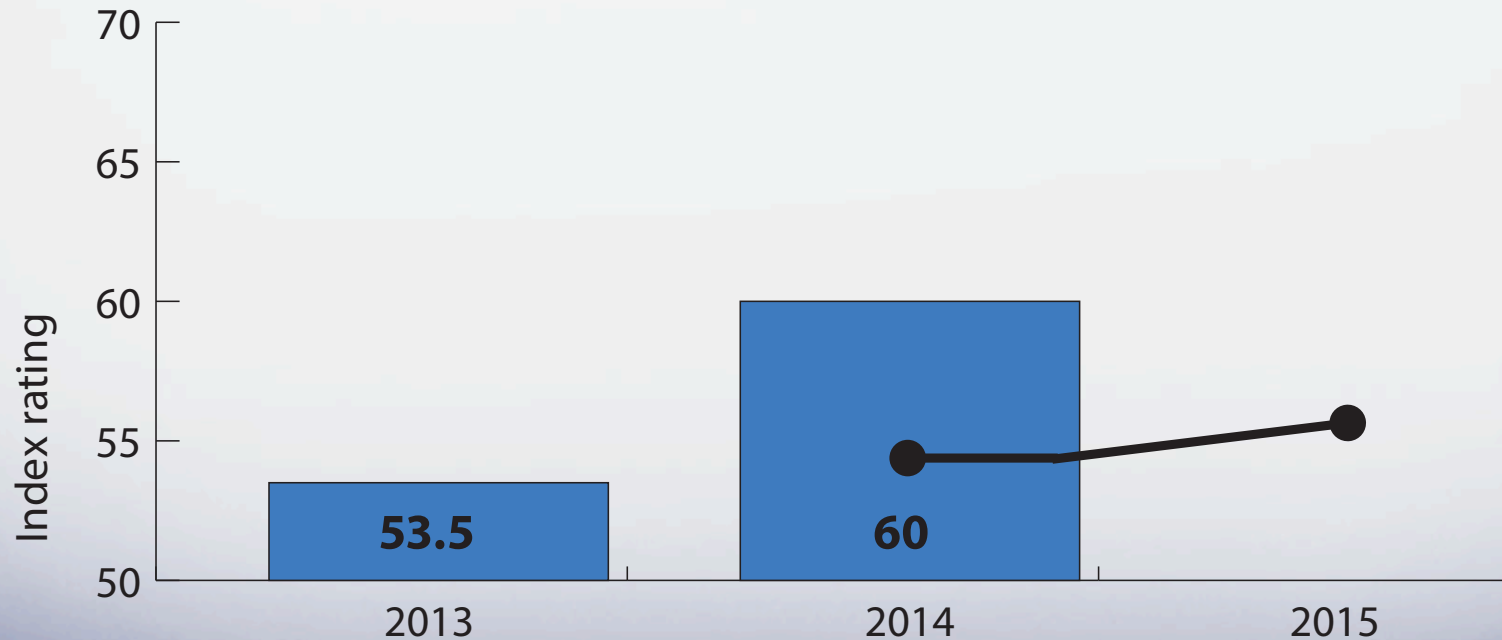


KPM 19—Employee engagement

Outcome: Employee engagement.

Measurement: Standardized survey administered by a third party.
Score is a normalized composite of response scores.

Bar is actual, line is target



Questions?

If you have additional questions after today, please contact:

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