

**Department of Revenue
Proposed Performance Measures
May 5, 2015**

DOR Measures Presented on April 14, 2015		DOR Proposed	Action
General Tax Administration			
1	Percent of all tax returns filed timely and accurately	85.0%	
2	Percent of sales and use tax returns filed timely and accurately	89.5%	
3	Average number of days from receipt of payment to deposit	0.13	
4	Percent of revenue distributions made timely	99.0%	
5	Median number of days to process a refund	35 days	
Child Support Program			
6	Percent of IV-D cases with an order of support (FFY)	81.0%	
7	Percent of support collected in the month it is due (FFY)	60.0%	
8	Percent of support collected in year it is due (FFY)	80.0%	
9	Percent of state disbursement unit collections disbursed within two business days of receipt (SFY)	98.0%	
Property Tax Oversight Program			
10	Statewide level of assessment for real property	90.0%	
11	Percent of training participants satisfied with services provided	95.0%	

**Governor's Proposed Performance Measures
including Department of Revenue Comments
May 5, 2015**

Governor's Proposed Measures		Governor Proposed	Action
Goal #1: Increase Voluntary Compliance			
1	Percent of support collected.		
<p>AGENCY COMMENT: <i>This is one of the Department's proposed measures (see DOR proposed measure #7). The Department proposed the same standard (60%) as the Governor.</i></p>			
2	Percent of tax returns filed timely and accurately.		
<p>AGENCY COMMENT: <i>This is similar to two of the Department's proposed measures (see DOR proposed measures #1 and #2). The Department proposed a standard of 85% for all returns filed timely and accurately and 89.5% for sales and use tax returns filed timely and accurately. The Governor proposed a standard of 100%.</i></p>			
3	Percentage and number of Florida taxpayers assessed an administrative fine for non-compliance.		
<p>AGENCY COMMENT: <i>This would be a new measure. Note that Florida law does not provide for fines to be imposed on taxpayers. There are statutory penalties for late filing, underpayments or failure to file tax returns. Those penalties are either compromised by statute or upon a showing of reasonable cause by the taxpayer.</i></p>			
4	Statewide level of assessment for real property		
<p>AGENCY COMMENT: <i>Ensuring the just valuation of property is the primary mission of the Department's Property Tax Oversight program per sections 195.0012 and 195.002, F.S.. This is one of the Department's proposed measures (See DOR proposed measure #10). The Department proposed a standard of 90% for this measure which is based upon the industry standard provided by the International Association of Assessing Officers (IAAO). The Governor has proposed not using this as a key measure.</i></p>			
Goal #2: Increase Productivity and Reduce Costs			
5	Percent of IV-D cases available for the next appropriate action.		
<p>AGENCY COMMENT: <i>This is an existing Department LRPP measure, but was not included in the Department's proposed measures. The Department recommends that if the Governor and Cabinet choose this measure that the standard be 89%. The Governor proposed a standard of 100%.</i></p>			

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Governor's Proposed Measures		Governor Proposed	Action
6	Percent of IV-D cases with an order for support.		
<p>AGENCY COMMENT: <i>This is one of the Department's proposed measures (see DOR proposed measure #6). The Department proposed a standard of 81%. The Governor proposed a standard of 85%.</i></p>			
7	Percent of tax examinations resulting in an adjustment to a taxpayer's account.		
<p>AGENCY COMMENT: <i>The Department agrees with Governor's proposal not to use the above as a key measure.</i></p>			
8	Percent of delinquent accounts reaching mature status.		
<p>AGENCY COMMENT: <i>The Department agrees with Governor's proposal not to use the above as a key measure.</i></p>			
9	Cost of oversight per \$1,000 property tax collected.		
<p>AGENCY COMMENT: <i>This would be a new measure. The Governor proposed a standard of \$0.50 per \$1000 property tax collected.</i></p>			
Goal #3: Improve Service			
10	Percent of state disbursement unit collections disbursed within two business days of receipt.		
<p>AGENCY COMMENT: <i>This is one of the Department's proposed measures (see DOR proposed measure #9). The Department proposed a standard of 98%. The Governor proposed a standard of 100%.</i></p>			
11	Percent of taxpayer refunds processed within 90 days and average number of days taxpayer refunds were processed.		
<p>AGENCY COMMENT: <i>This is similar to a Department proposed measure (see DOR proposed measure #5) The Department proposed measuring the median number of days to process a refund and proposed a standard of 35 days. The Department recommends that if the Governor and Cabinet choose to measure the percent of refunds processed within 90 days that the standard be 90%. The Governor proposed a standard of 100%.</i></p>			
12	Number of proactive contacts from Department representatives to customers and stakeholders.		
<p>AGENCY COMMENT: <i>This would be a new measure.</i></p>			

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Governor's Proposed Measures		Governor Proposed	Action
13	Percent of users of PTO Compliance Assistance satisfied with the services provided.		
<p>AGENCY COMMENT: <i>This is one of the Department's proposed measures (see DOR proposed measure #11). The Department proposed a standard of 95%. The Governor proposed a standard of 100%.</i></p>			
Goal #4: Help Grow Florida's Economy			
14	Number of new fees or fee increases; reduced or eliminated fees; number of proactive proposals to eliminate or reduce a tax.		
<p>AGENCY COMMENT: <i>This would be a new measure. The General Tax Administration Program does not impose discretionary fees. The only fees it administers are those that are statutorily required.</i></p> <p><i>The Child Support Program does not charge fees. Federal law requires certain fees and under state law these fees are paid to the federal government by the state.</i></p>			
15	Number of rules eliminated or modified to allow for more flexibility.		
<p>AGENCY COMMENT: <i>This would be a new measure. The Department of Revenue does not regulate businesses, occupations, or professions. We administer taxes and fees imposed under Florida law. We are unable to impose any tax requirement not imposed by statute and we are unable to alter the statutory requirements for any type of taxpayer, unless that treatment is specifically authorized by statute.</i></p> <p><i>The Department's mission in part provides that we will make complying with tax laws easy and understandable, and that we will administer the laws fairly and consistently. Our rules are promulgated with these goals in mind. They are intended to provide clarity as to when and how the taxes imposed by statute are due.</i></p>			
Goal #5: Maintain the Public Trust			
16	Percentage of tax warrants filed in error.		
<p>AGENCY COMMENT: <i>This would be a new measure.</i></p>			

Supplemental Agency Performance Measures for all Cabinet Agencies

OPERATIONAL EFFICIENCY

1. How much has the agency reduced administrative costs?

FY 2013-14	FY 2014-15

2. How much has the agency reduced FTEs?

FY 2013-14	FY 2014-15

3. How many trips did you, and your staff, take outside of the State of Florida in the last quarter?

Agency Head:

Number of Days Traveling Outside of Florida	Total Cost of Associated Travel

Staff:

Number of Days Traveling Outside of Florida	Total Cost of Associated Travel

Where were these trips to and for what purpose?

4. How much has the agency reduced overall travel costs for all employees?

FY 2013-14	FY 2014-15

5. What associations, boards, etc., do you, or your staff, have membership or participate in, on behalf of the agency?

For travel-related to participation in these associations, boards, etc., how are you, and your staff, reimbursed for travel costs?

Reimbursing Entity	Amount Reimbursed in FY 2014-15

What is Florida's return on investment by having you, and your staff, participate in these associations, boards, etc.?

6. How many other programs or initiatives has the agency implemented to improve agency operation and reduce costs?

FY 2013-14	FY 2014-15

How much has been saved?

FY 2013-14	FY 2014-15

CUSTOMER SERVICE

1. How many consumer complaints does the agency receive?

FY 2013-14	FY 2014-15

How many programs or initiatives has the agency implemented to reduce consumer complaints?

FY 2013-14	FY 2014-15

2. What outreach efforts has the agency done to seek input from stakeholders?

3. What is the agency customer satisfaction rating according to consumer surveys administered by the agency?

FY 2013-14	FY 2014-15

How many programs or initiatives has the agency implemented to improve this rating?

FY 2013-14	FY 2014-15

4. What is the average time it takes a call to the call center to be answered?

FY 2013-14	FY 2014-15

How many programs or initiatives has the agency implemented to improve this time?

FY 2013-14	FY 2014-15

5. How many technological advancements were implemented to improve customer service performance?

FY 2013-14	FY 2014-15

How much did it reduce costs?

FY 2013-14	FY 2014-15

How much did it increase the speed of processing/providing customer service?

FY 2013-14	FY 2014-15

6. How many fees has the agency reduced, eliminated, increased, or newly proposed?

	Number of Fees	Fee Cost	Total Impact to Florida Businesses and Communities
Fee Reduction			
Fee Elimination			
Fee Increase			
New Fee			

7. How many communications methods are utilized to increase transparency and inform customers and citizens?

FY 2013-14	FY 2014-15

How frequently are each of these methods utilized?

CONSUMER PROTECTION

1. How much has voluntary compliance increased?

FY 2013-14	FY 2014-15

How many programs or initiatives has the agency implemented to increase voluntary compliance?

FY 2013-14	FY 2014-15

2. In how many legal cases is the agency currently a defendant?

FY 2013-14	FY 2014-15

How much did the agency spend in outside legal expenses?

FY 2013-14	FY 2014-15

3. How many releases to the public of exempt information or personal data have occurred at the agency?

FY 2013-14	FY 2014-15

How many programs or initiatives has the agency implemented to address prior releases or prevent future releases?

FY 2013-14	FY 2014-15

MANAGEMENT AND OVERSIGHT

1. How many ways does the agency measure employee satisfaction?

FY 2013-14	FY 2014-15

How much has the employee satisfaction rating improved?

FY 2013-14	FY 2014-15

2. How many new initiatives have been implemented by agency leadership?

FY 2013-14	FY 2014-15

3. How many resources has the agency dedicated to improving metrics?

FY 2013-14	FY 2014-15

4. How many contracts does the agency manage?

FY 2013-14	FY 2014-15

How many contracts are behind schedule, have not met contract requirements, or have other deficiencies?

FY 2013-14	FY 2014-15

How many actions has the agency taken to bring these contracts into compliance?

FY 2013-14	FY 2014-15

5. How many rules or regulations has the agency reduced?

FY 2013-14	FY 2014-15

How many agency rules have taken over 180 days from the effective date of the legislation to be formally proposed, as required in s. 120.54, F.S.

FY 2013-14	FY 2014-15

How many rules have been the subject of pending rulemaking activity that has been ongoing for more than six months?

FY 2013-14	FY 2014-15

How many new or amended rules required to implement legislation have yet to be adopted?

FY 2013-14	FY 2014-15

How many programs or initiatives has the agency implemented to improve its rulemaking process?

FY 2013-14	FY 2014-15

HELPING FLORIDIANS AND GROWING FLORIDA'S ECONOMY

1. How many different outreach efforts has the agency done to bring new businesses to Florida or assist businesses starting in Florida?

FY 2013-14	FY 2014-15

How many businesses have relocated to Florida?

FY 2013-14	FY 2014-15

How many new businesses have started in Florida?

FY 2013-14	FY 2014-15

2. How many programs or initiatives has the agency implemented to reduce costs, regulations or burdensome processes for businesses operating in the state?

FY 2013-14	FY 2014-15

3. How many programs or initiatives has the agency implemented to increase competition and improve the marketplace in Florida?

FY 2013-14	FY 2014-15

4. How many programs or initiatives has the agency implemented to lower the cost of living for Floridians?

FY 2013-14	FY 2014-15

5. How does the performance of the agency rank compared to other states in comparable metrics or unbiased national rankings?

Index/Metric	Ranking

DOR Performance Measures

Number	Objective	Weight	Range	Result	Score	Weighted Score
1	Percentage of all tax returns filed timely and accurately	10%	5 = 95-100% 4 = 90-94% 3 = 85-89% 2 = 80-84% 1 = 75-79%	85%	3	0.3
2	Percentage of sales and use tax returns filed timely and accurately	5%	5 = 95-100% 4 = 90-94% 3 = 85-89% 2 = 80-84% 1 = 75-79%	88.6%	3	0.15
3	Average number of days from receipt of payment to deposit	15%	5 = Less than 1 4 = 1-2 days 3 = 3-4 days 2 = 5-6 days 1 = 7 days or more	0.13	5	0.75
4	Percent of revenue distributions made timely	15%	5 = 98 -100% 4 = 95 - 97% 3 = 92 - 94% 2 = 90 - 92% 1 = 87-89%	99.5%	5	0.75
5	Median number of days to process a refund	5%	5 = Less than 30 days 4 = 30-39 days 3 = 40-49 days 2 = 50-59 days 1 = 60 days or more	35 days	4	0.2
6	Percentage of IV-D cases with an order of support (FFY)	10%	5 = 90-100% 4 = 80-89% 3 = 70-79% 2 = 60-69% 1 = 50-59%	81.4%	4	0.4
7	Percentage of support collection in the month it is due (FFY)	5%	5 = 80-100% 4 = 60-79% 3 = 40-59% 2 = 20-39% 1 = Less than 19%	58.4%	3	0.15

Number	Objective	Weight	Range	Result	Score	Weighted Score
8	Percentage of support collection in the year it is due (FFY)	10%	5 = 90-100% 4 = 80-89% 3 = 70-79% 2 = 60-69% 1 = 50-59%	76.7%	3	0.3
9	Percentage of state distributions unit collections disbursed within two business days of receipt (SFY)	10%	5 = 100% 4 = 99% 3 = 98% 2 = 97% 1 = 96%	98.6%	3	0.3
10	Statewide level of assessment for real property	10%	5 = 90% and up 1 = 89.9% and below	94.8%	5	0.5
11	Percentage of training participants satisfied with services provided	5%	5 = 100% 4 = 99% 3 = 96-98% 2 = 93-95% 1 = 90-92%	97.4%	3	0.15
Total		100%				3.95

Weighted Average Scale	
Significantly Exceeds Expectations	4.6 and above
Exceeds Expectations	3.6 - 4.5
Meets Expectations	2.6 - 3.5
Does Not Meet Expectations	1.6 - 2.5
Fails Expectations	1.5 and below

Commissioner Putnam's Proposed Supplemental Performance Measures

1. How do you define success in your agency?
2. What services does your agency provide that are most undervalued?
3. What outcomes do you plan to accomplish as agency head as it relates to your short term and long term priorities?
 - a. Do your resources align with your priorities in order to achieve these outcomes?
 - b. How do your priorities align with the agency's legislative proposals and legislative budget requests?
 - c. What are the drivers and resistors that will help or hinder you from meeting these priorities?
 - d. How does the agency organizational structure support these priorities?
 - e. How are you measuring your progress toward outcomes?
4. What program areas of your agency face challenges in achieving desired outcomes?
 - a. What major issues are contributing to each area's weaknesses?
 - b. What internal or external threats exist?
 - c. What are the strategies you have planned to address these issues?
 - d. What major changes need to occur to achieve the desired outcomes?
5. What do you view as the greatest risk in the next fiscal year or calendar year?
 - a. How do you plan to mitigate the risk and address the issue?
6. What current agency responsibilities do you consider unnecessary or obsolete, or would be best accomplished by another agency?
7. Stakeholders:
 - a. Identify your stakeholder groups and opportunities for stakeholders to interact/provide input to your agency.
 - b. What are the top issues communicated by stakeholders, and what plans are in place to address these issues?
 - c. How do you assess whether or not your stakeholder needs are met?