



## Result Area: Strengthen Government’s Ability to Achieve Results Efficiently and Effectively

### Framework for this Process

Our plan is designed to maximize state agencies’ effectiveness, efficiency, and accountability to the public. We evaluated each activity on its performance and its contribution to the primary result of strengthening state government’s ability to achieve results efficiently and effectively. Our strategies for achieving this result are to:

- Provide a capable workforce to execute government functions
- Provide tools and resources to execute government functions
- Safeguard and manage public funds
- Provide data, information, and analysis to support decision-making
- Support democratic processes and government accountability

Our team rated each activity on a scale of 1 to 5 on each of the following criteria. A perfect score (5 on each criterion) was 25, and scores ranged from 0 to 25. Each agency got one vote, no matter how many staff from a given agency was involved in the process.

1. STRATEGIES: Significantly contributes a measureable benefit **directly** to one or more of the purchasing strategies.
2. CRITICALITY: **Essential** to mitigate financial, operational, or compliance risk—not doing this activity would result in extreme detriment to the State.
3. VALUE OF INVESTMENT: Short-term benefit is high relative to the cost, or long-term benefit is very high relative to the cost.
4. GOVERNMENT FUNCTIONS: Activity **directly** results in savings to the state and it is appropriate/necessary that this activity be conducted by the state.
5. LEVERAGING RESOURCES: This activity **clearly** allows the state to avoid or reduce costs in other POG Result Areas (e.g. centralized enterprise activities), or other result areas rely heavily on this activity.

### Highlights

It should be noted that Bond Debt Retirement is contained within this result area, and it alone is 47 percent of our result area total. The team felt that it was important to rank this activity highly, given that our state’s healthy bond rating is extremely important to preserve in these fiscally-troubled times.

We also want to point out that our highest priority activities are those currently funded, with only a few new enhancements being high on the list. The lion’s share of this new funding is \$4.1 million funding for the Judicial Retirement System, with another \$1.6 million to add 10 new contract liquor agencies as one option for generating revenue.

### Other New Items Determined to be higher priority

- Voter Database Connectivity DIS Fee - \$382,000 provides a two-year connection subscription to the Intergovernmental Network administered by the Department of Information Services so the Voter database is connected to each of the 39 counties' voter registration systems.
- Enhanced Tax Collection Tools - Department of Revenue is proposing legislation to improve the state’s ability to collect tax debts from uncooperative companies or individuals. The \$472,000 may make it possible to collect an additional \$26.6 million in tax revenues that are legally due but uncollectible under current law
- Cycle C Compliance Project - This \$573,000 is necessary for DRS to modify its automated systems and/or manual procedures to ensure compliance with the Internal Revenue Service (IRS) regulations to retain favorable tax treatment of employee and employer contributions, and to operate the plan as designed by the Legislature.
- Children’s Administration HQ Team - The Office of the Attorney General requests \$490,000 and 1.5 FTEs to fund legal services for the Department



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- of Social Health Services Children's Administration for legal services related to state-wide juvenile litigation support and coordination, and Braam litigation.
- Giving Voters More Information - The Secretary of State must maintain the statewide Voter Registration Database created under the federal Help American Vote Act of 2002. The state received federal funding to create the database, but the state must fund the ongoing staff and system costs of \$909,000 starting July 1, 2010.
- County Election Reviews & Training - Complex changes in election laws and practices at federal and state levels makes it necessary to increase election reviews and training opportunities. \$276,000 is for training and travel so current staff can assist counties to improve their election operations, provide additional training for election administrator certification maintenance, educate local election administrators regarding changes to election law and provide reference resources to a wide variety of stakeholders in the elections process.
- Census & Redistricting Project - Every ten years, each state participates in the U.S. Census Bureau's Redistricting Data Program, which results in information used by the State Redistricting Commission to establish legislative and congressional districts. This \$305,000 will allow the Office of the Secretary of State to provide information for the 2010 U.S. Census and begin planning for subsequent redistricting required by the Washington State Constitution and Revised Code of Washington.

As one might expect, our statewide strategies steered us to make most of the central services currently provided to agencies higher priority, since other agency performance depends upon the central services provided by agencies such as the Departments of Information Services, Personnel, and General Administration, Office of Attorney General, Office of Administrative Hearings, and the Office of Financial Management. We also recognized the importance of revenue generating agencies, such as the Liquor Control Board, the State Lottery Commission, and the Department of Revenue.

### **Ideas for additional savings:**

During our discussions, the Liquor Control Board indicated that contract liquor agencies are more cost-effective than are liquor stores, so we suggest a study of whether the use of more liquor agencies and fewer liquor stores would be feasible. If so, the spending for the Liquor Board could be reduced, and the spending for other activities increased. This is one area that the team felt some additional research should be done to determine if this change would be viable.

The Team also notes that there is still duplication of some activities among agencies in state government. While progress has been made, such as agencies turning their motor pools over to GA to take advantage of GA's superior ability to manage motor pools, more could be done to consolidate and centralize services and activities. Team members felt some agencies still duplicate activities that they could purchase more economically from central agencies. We recommend additional effort to find opportunities to save money by consolidating services.