

Ensuring the *Public Trust 2008*

*Program Policy Evaluation's Role
in
Serving State Legislatures*



NATIONAL CONFERENCE of STATE LEGISLATURES

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Ensuring the Public Trust 2008

*Program Policy Evaluation's Role
in Serving State Legislatures*

Sponsored by
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Ensuring the Public Trust

Program Policy Evaluation's Role in Serving State Legislatures

Among the many roles that state legislatures play—debating public policy, enacting laws, and appropriating funds—is the fundamental responsibility to oversee government operations and ensure that public services are delivered to citizens in an effective and efficient manner. This accountability role is a critical part of our constitutional system of separation of powers and is essential to ensuring the trust that citizens place in government.

To help meet this oversight responsibility, most state legislatures have created specialized units that conduct research studies and evaluate state government policies and programs. These studies—variously called program evaluations, policy analyses, and performance audits—address whether agencies are properly managing public programs and identify ways to improve these programs and cut government costs.

This report summarizes information about these legislative program evaluation offices, which vary greatly in size, organization, and activities—just as their states and parent state legislatures do. The report is based on a nationwide survey of legislative program evaluation offices the National Legislative Program Evaluation Society conducted in the spring of 2008. The report expands on similar surveys conducted in 2000 and 2004 and provides detailed information about the offices' structure, staff, products, activities, and working relationships with their parent legislatures.

Surveys were sent to 50 NLPES offices affiliated with state legislatures across the country. While some states have more than one office that conducts evaluations, some states have not established evaluation units. Generally those responding to the survey have active legislative performance evaluation offices.

Part A of this report presents summarized information on the 41 offices that responded to the survey that conduct program evaluations.

Part B of the report consists of one-page profiles from all respondents as well as contact information for auditor or evaluation offices in states that did not respond and would otherwise be unrepresented.

Special thanks to Jenny Wilhelm, Denese Bass, Susan Dusoe, and Kathy McGuire of OPPAGA for their work in this survey effort.

James Barber, Deputy Director, Mississippi Joint Legislative PEER Committee

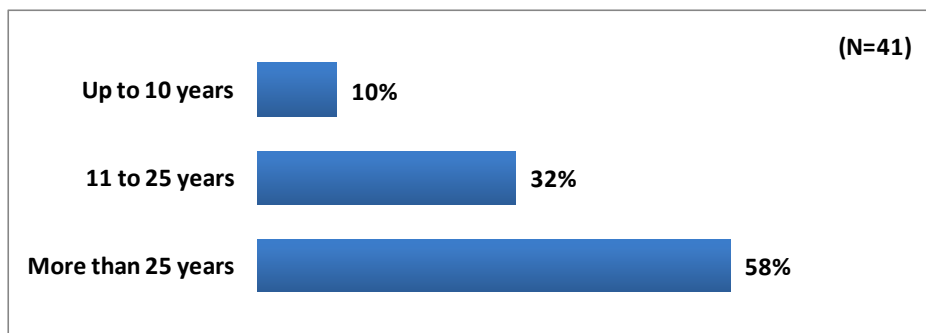
Part A - Summary of Survey Results

This section discusses the history, organizational placement, professional standards, staff, and research products of legislative program evaluation offices, the strategies the offices use to maximize their value to their legislatures, the legislative climate, and an assessment of NCSL and NLPES services.

History

Most legislative program evaluation offices have been in operation for many years. Over half have served their legislatures for more than 25 years and about a third were created between 11 and 25 years ago. However, several state legislatures have created program evaluation units within the past 10 years. The newest office was created by the North Carolina Legislature in 2007.

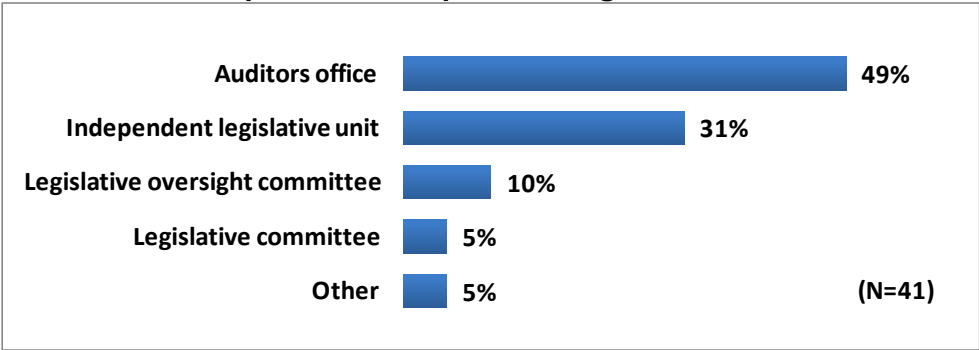
Over Half of Offices Have Conducted Audits and Evaluations for Over 25 Years



Organizational Placement

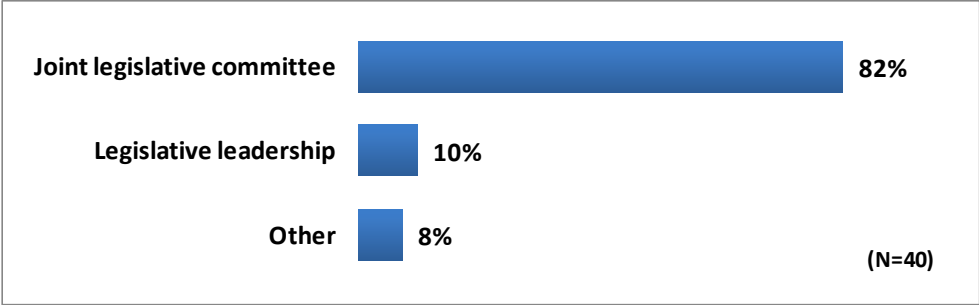
The organizational placement of the offices—where they fit into the legislative structure—varies substantially across the nation. In almost half of the states, the program evaluation units are part of the legislative auditor’s office. In these states, the legislative auditor (often titled the auditor general) is typically responsible for conducting financial and compliance audits in addition to evaluation studies, and the evaluation office is generally a separate division within these offices. In approximately one-third of the states, the evaluation offices operate as independent legislative units. In the remaining states, the evaluation offices are established within a legislative oversight or other committee (such as the legal drafting and research office).¹

Most Units Are Either Attached to Auditors’ Offices or Operate as Independent Legislative Units



Most of the offices report to a legislative entity. Most report to a joint legislative committee comprised of members of both legislative chambers (e.g., senate and house of representatives). A few units report directly to legislative leadership, while others have an alternate reporting relationship such as a joint legislative and citizen council.

Most Units Report to a Joint Legislative Committee

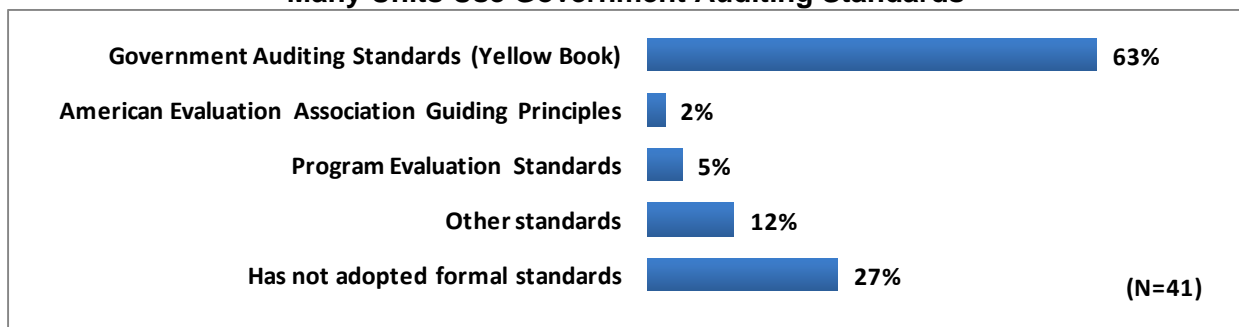


¹ It should be noted that about two-thirds of the offices that responded to the survey (27) indicated that a separate office also conducted audits, typically a state auditor that conducts mainly financial audits. In many cases, these audit organizations were located in the executive branch; these offices typically are not closely linked to the legislative process.

Professional Standards

To help ensure that they produce high-quality work, most offices use professional standards to guide their research activities. Most of the offices follow the *Government Auditing Standards* (known as the Yellow Book), which is disseminated by the U.S. Government Accountability Office. Offices also follow the *Guiding Principles* issued by the American Evaluation Association or the *Program Evaluation Standards* issued by the Joint Committee on Standards for Educational Evaluation. A quarter of offices has not formally adopted standards but use them, sometimes using a combination of them as appropriate to their work. While these research standards vary somewhat, all require the offices to maintain personal and professional objectivity in their work, to carefully plan and implement their evaluation studies, to ensure that reported results are accurate and supported by research findings, and to write reports that can be readily understood and used by their legislatures and others.

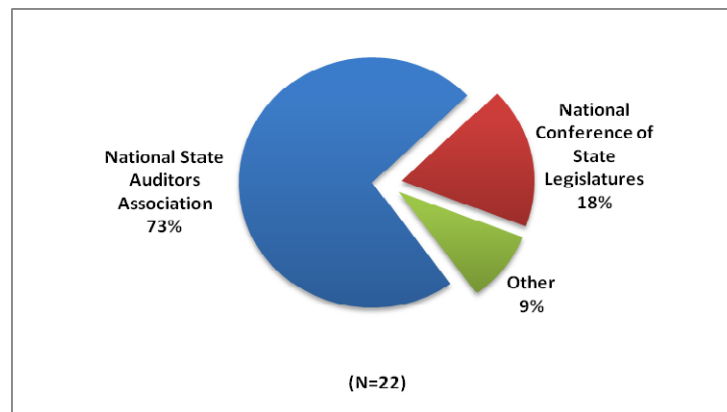
Many Units Use Government Auditing Standards



Note: Some offices provided more than one answer.

Offices that follow the Government Auditing Standards participate in a peer review every three years to assess compliance with the standards. Of the 22 offices that reported undergoing a peer review, most (16) used the National State Auditors Association to conduct the review. The remaining offices received their peer reviews through the National Conference of State Legislatures or other entities such as a private CPA firm.

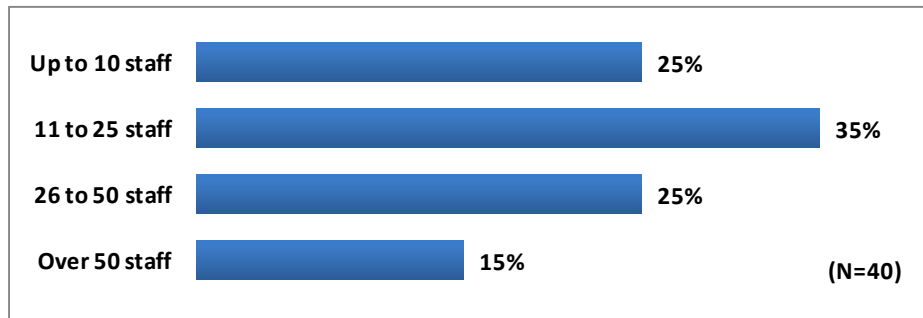
Most Entities Used the National State Auditors Association to Perform Their Peer Review



Staff

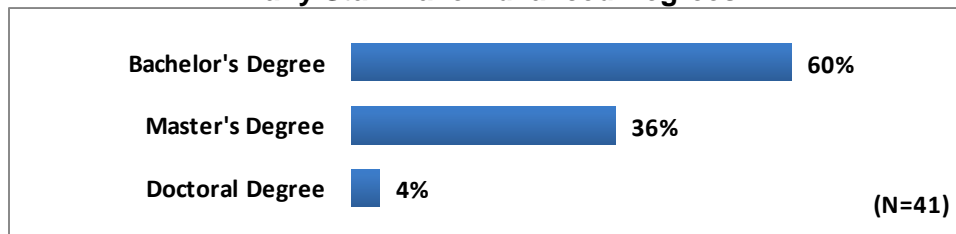
Legislative program evaluation offices across the nation vary substantially in size, reflecting the diversity among states and legislatures. The offices can be classified into four major groups. About a quarter of the states have relatively small offices that have 10 or fewer staff. Over a third of the offices are medium-sized with between 11 to 25 staff. About a quarter of the offices have between 26 and 50 staff, and the remaining states have large offices with more than 50 employees. On average the typical legislative program evaluation office responding to the survey has about 29 employees.

Half of the Offices Have 25 or Fewer Program Evaluation Staff Members



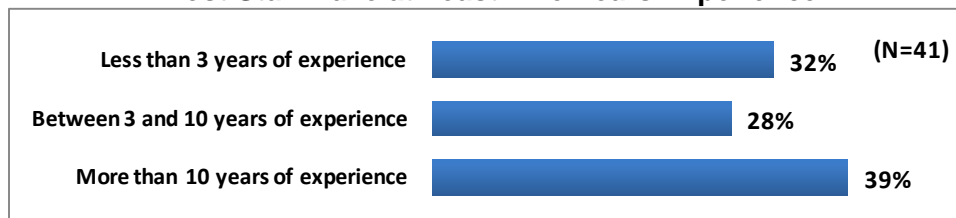
Evaluation offices have differing education requirements. Many of the offices that responded to the survey provided information about their entire staff, including both financial auditors and program evaluators. More than half of those employed by the offices have a bachelor's degree, another third also have master's degrees, and several staff have earned doctoral degrees. In addition, 40% of staff members hold a professional certification, such as CPA, and 3% are licensed, such as attorneys.

Many Staff Have Advanced Degrees



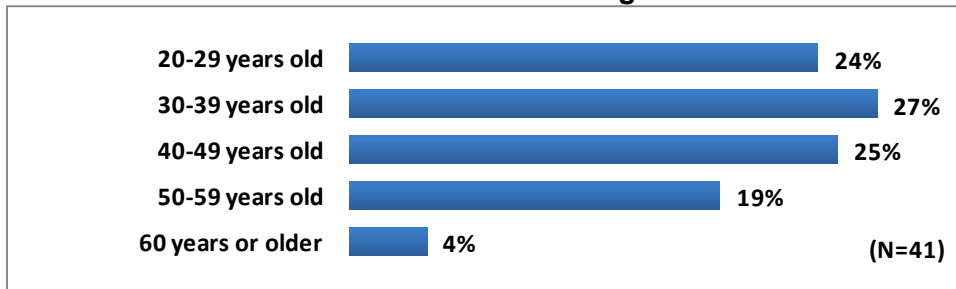
The majority of office staff is fairly experienced. About a third have three years or less experience, but over a quarter have between 3 and 10 years of experience and over a third had more than 10 years of experience.

Most Staff Have at Least Five Years Experience



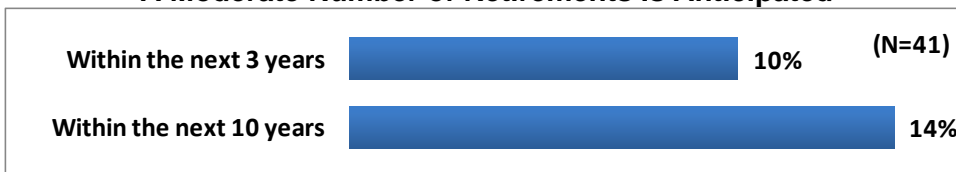
The offices reflect a healthy distribution of staff by age. Almost three-quarters of staff are under 50, while a quarter are over 50 and drawing closer to retirement age.

Most Staff Are Under the Age of 50



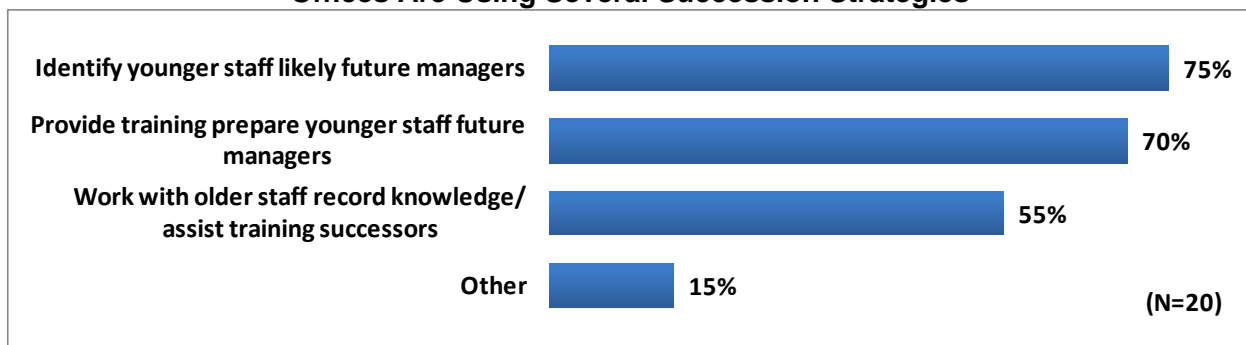
The offices expect a moderate number of staff to retire during the next 10 years; the departure of several experienced staff can have a significant impact if these individuals are senior analysts or managers.

A Moderate Number of Retirements Is Anticipated



Half of the offices are implementing succession strategies. These strategies include preparing for staff retirements by identifying younger employees who are likely future managers, training younger staff to become managers, and working with older staff to record their knowledge and train successors.

Offices Are Using Several Succession Strategies



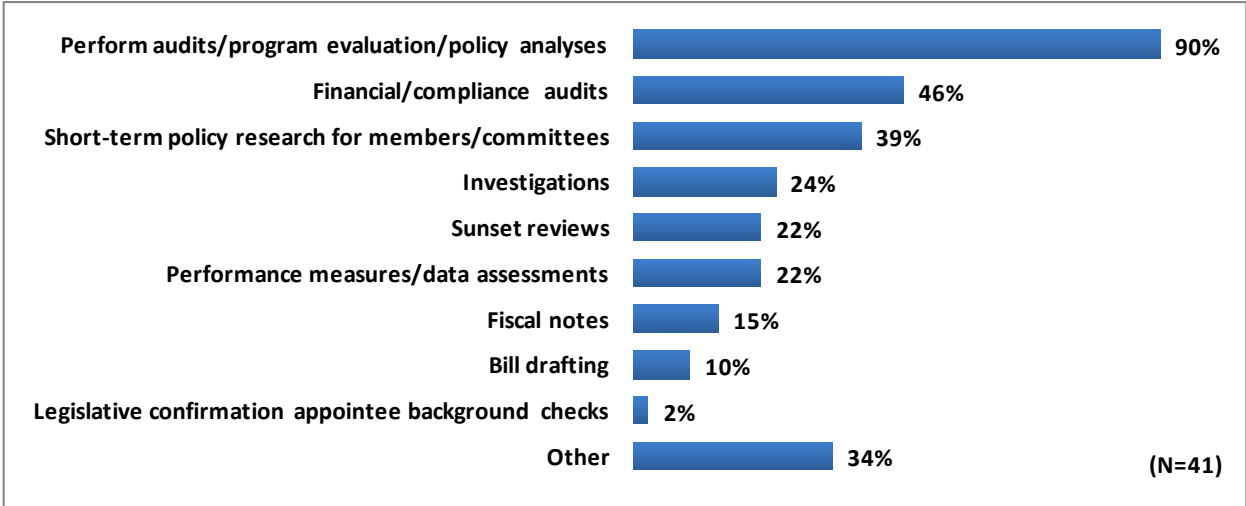
Note: Most offices provided more than one answer.

Products

Program evaluation offices serve their legislatures by producing a variety of research products. Almost all of the offices conduct performance audits/evaluations of state agencies and programs as one of their primary functions. These audits may address varying issues, including whether agencies are following legislative intent, whether programs are well managed and are producing the desired results for citizens, and whether policy alternatives could improve operations and save taxpayer money. About half of the offices also conduct financial and compliance audits in addition to their program evaluation functions.

Over a third of offices routinely perform short-term research for members and committees. About a quarter of the offices also conduct investigations of incidents and/or agencies that are of concern to their legislatures. About a fifth regularly conduct sunset reviews that examine whether current state programs and agencies should be continued and about a fifth of the offices also have some role in developing, critiquing, or validating performance measures being developed in their states. These roles include providing technical assistance to the legislature and state agencies, reviewing the reliability and validity of performance data reported by state agencies, and interpreting performance results for legislative committees. Several offices also have additional roles supporting their legislatures through services such as developing fiscal notes identifying the potential impact of legislative proposals or assisting in drafting legislation. Finally, about a third of the offices provide additional services such as IT reviews.

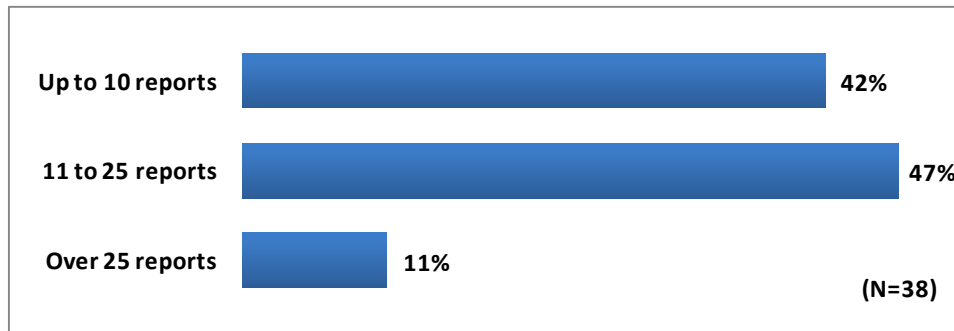
Offices Conduct a Variety of Activities



Note: Most offices provided more than one answer.

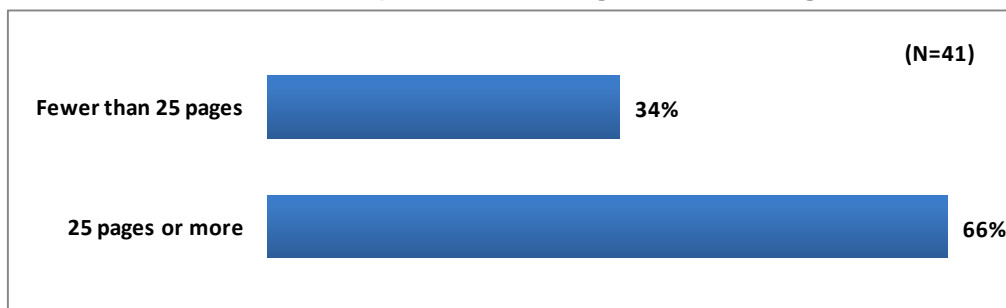
The offices vary in the number of reports they publish each year, reflecting their differing staff sizes and responsibilities. About a half of offices produce up to 10 evaluation reports per year and half the offices produce between 11 and 25 evaluation reports annually. A few offices produce more than 25 reports per year.

Most Offices Released Up to 25 Reports Last Year



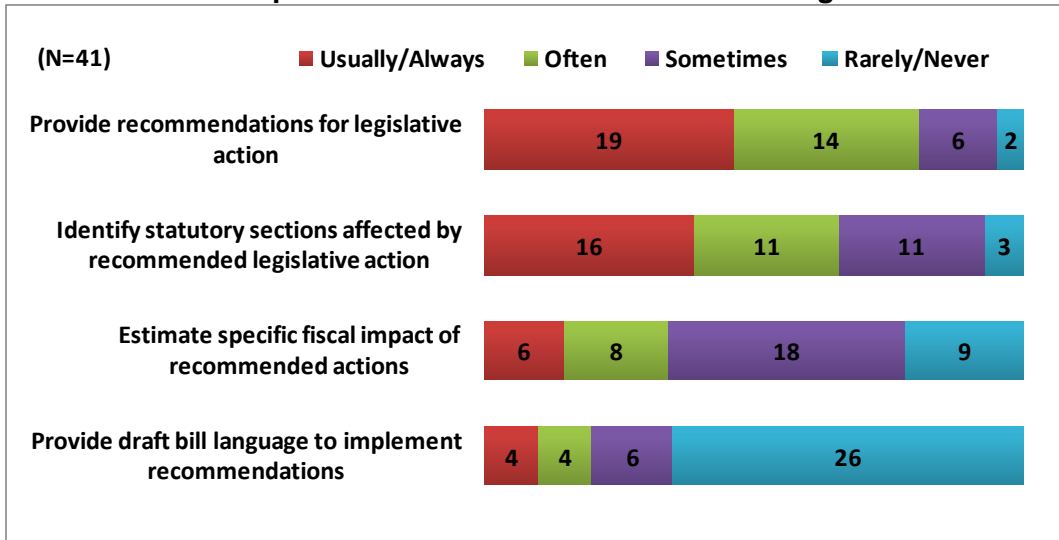
Legislative evaluation offices face competing demands when reporting research results, seeking to quickly convey results to busy legislators but also provide complete information on research findings. As shown below, the reports issued by most offices are generally 25 pages or more, while about a third of the offices generally issue shorter reports. While report length varied, the underlying work was generally similar. Most offices reported generally spending approximately six months to complete a report.

Most Units' Reports Were Longer Than 25 Pages



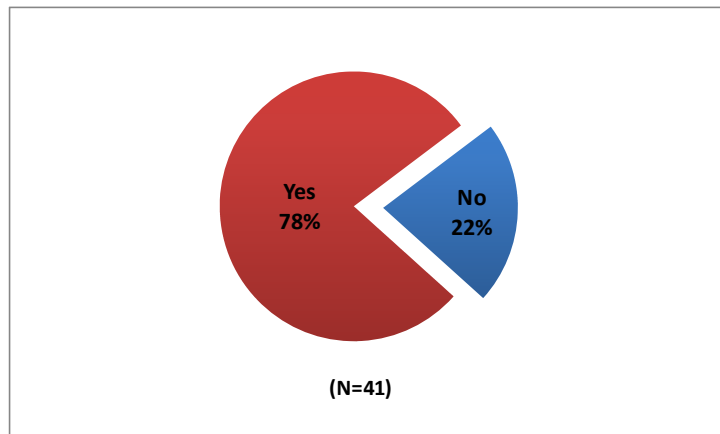
Offices prepare different types of reports to meet their legislatures' information needs. Most offices issue reports that include recommendations for legislative action. To facilitate such activity, many offices' reports also identify statutory sections that would be affected by the recommendations and some provide estimates of the fiscal impact of their recommendations. A few also include draft bill language to implement the recommendations.

Most Offices' Reports Include Recommendations for Legislative Action



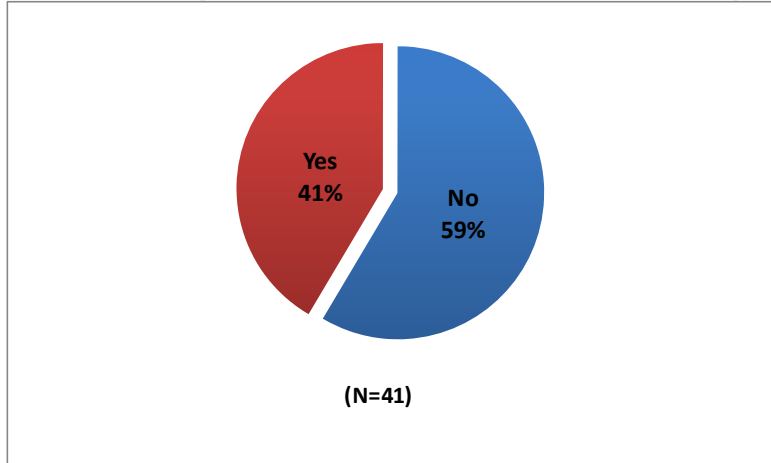
Over three-quarters of offices conduct some type of follow-up work to determine whether agencies have taken action to correct problems identified in previous studies. These studies help legislatures ensure that corrective actions result from legislative oversight studies. Most offices conduct follow-up reviews on a majority of their reports, with 39% conducting follow-up studies on all of their reports.

Most Units Publish Follow-Up Studies on their Reports



To help maximize impact, many offices regularly issue a report listing recommendations from prior reports that have not yet been implemented. These reports can help promote use of the offices' work by enabling legislatures to quickly identify these recommendations and consider them during sessions and/or mandate that agencies take corrective action to resolve identified problems. Many offices include recommendations for both legislative and agency action in their annual reports. A quarter of the offices also report on prior recommendations with fiscal impact that have not been implemented.

Many Units Issue Reports of Recommendations Not Yet Implemented

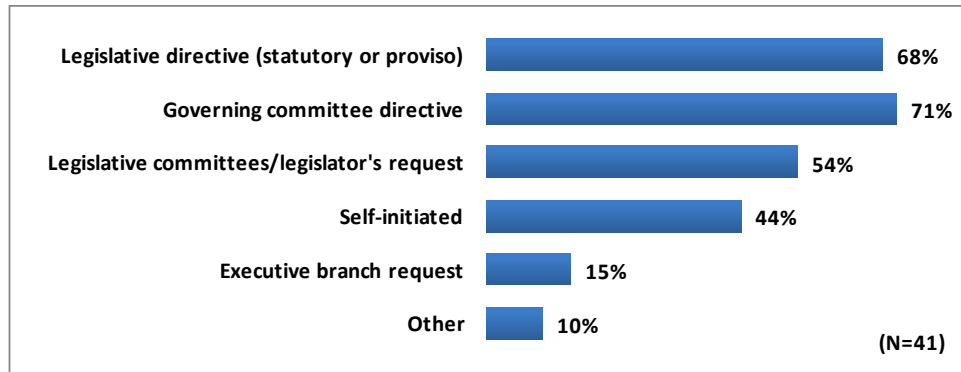


Although many legislative program evaluations identify opportunities to reduce government costs, only about a third of offices track the cumulative value of such recommendations. Five offices that reported the value of their implemented recommendations over the past two years had a total impact of over \$177 million.

Communication Strategies

The offices set their research agendas in several ways. In most states, the decision on what programs to evaluate is made by the legislature. In these states, the offices are directed to conduct specific studies through provisions in enacted bills, appropriations acts, or directives of their governing committee or legislative leadership. Close to half of the offices also conduct some studies on their own initiative. A few offices initiate studies upon the request of the governor or an executive agency or at citizens' requests.

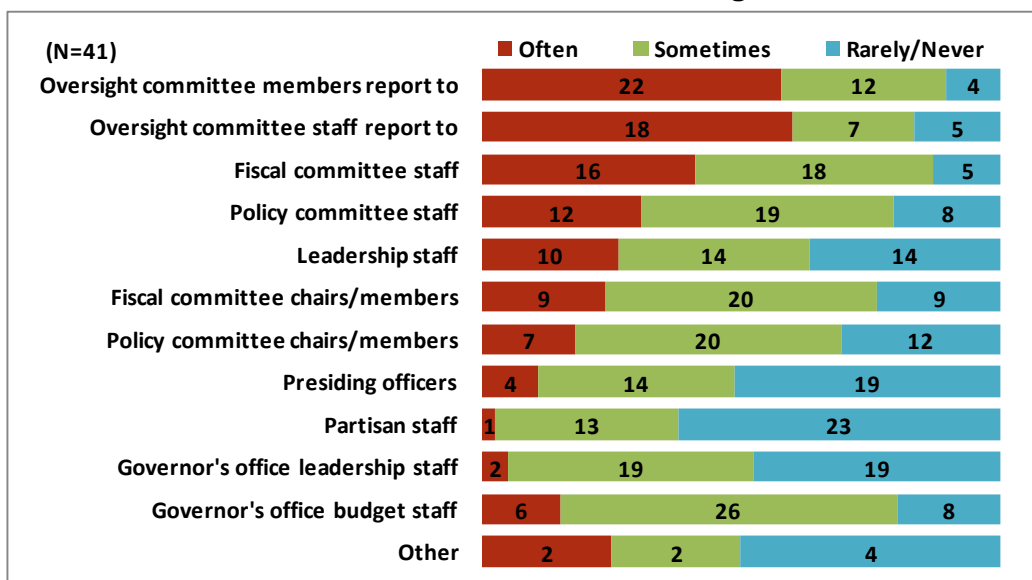
Most Project Initiation Originates as a Legislative Directive



Note: Most offices provided more than one answer.

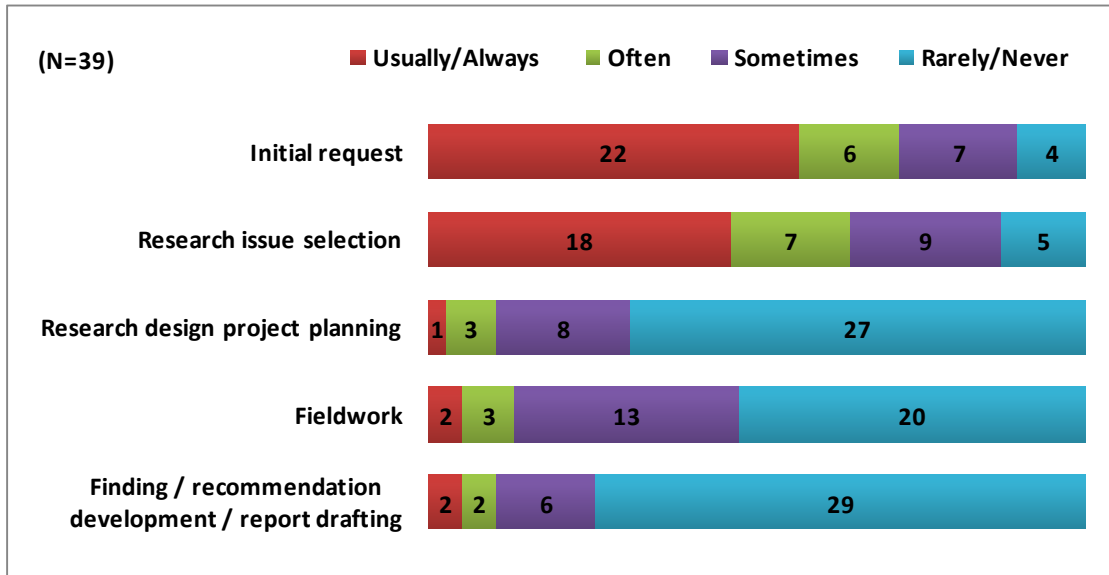
While the offices regularly communicate with a variety of legislative and other stakeholders, they have the most communication with legislative oversight committees (and many organizationally report through such committees). The offices also typically have frequent communication with legislative fiscal and policy committee staff and members and leadership staff. Most offices have limited contact with presiding officers or partisan staff. Reflecting the separation of power, most offices have only occasional contact with executive budget and leadership staff.

Offices Communicate Most Often with Oversight Committees



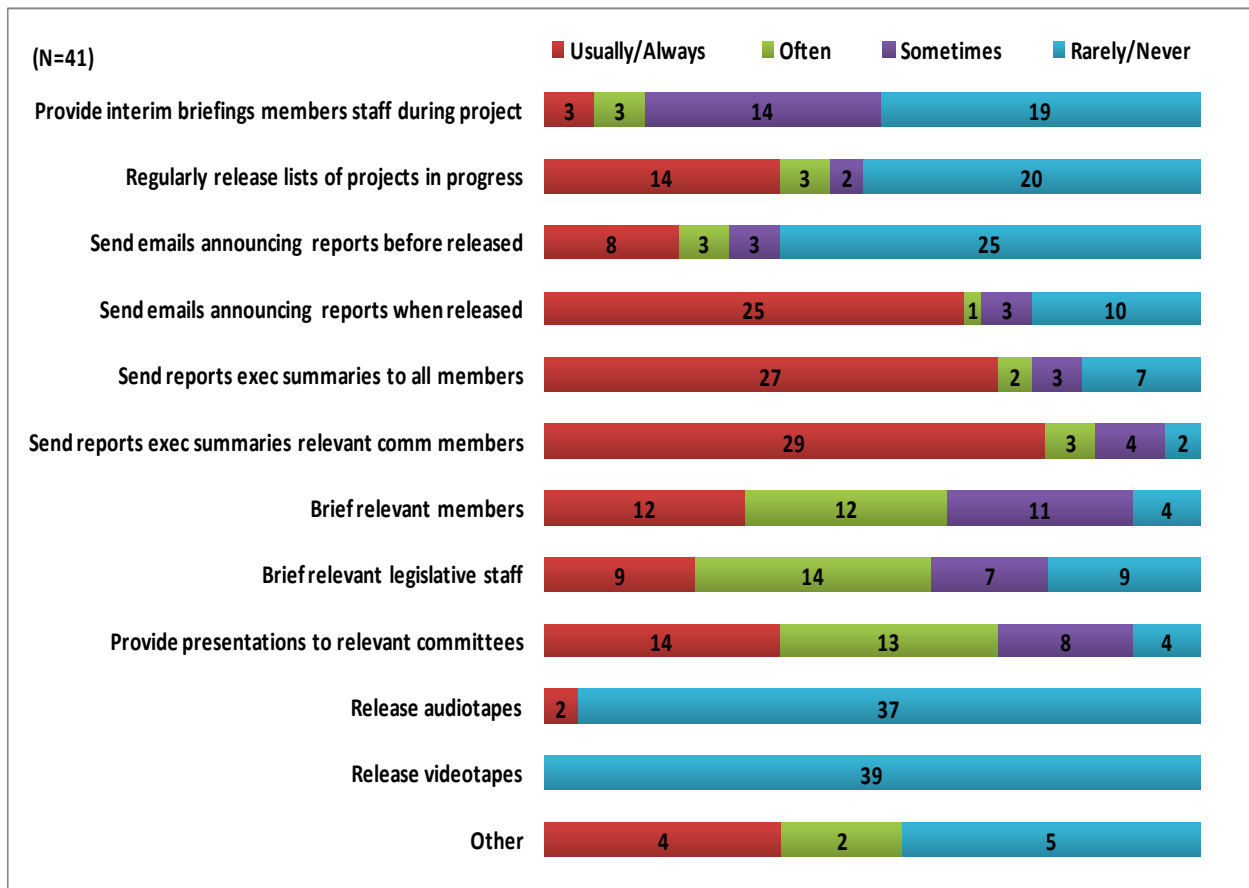
While legislative evaluation units wish to have their work used by their parent legislatures, they often maintain a degree of separation from legislators and staff while conducting their studies. As shown below, the units most frequently are in contact with legislators and key staff during the initial request and nearly half of the offices usually contact legislative members and staff during the issue selection phase. Once a research topic is selected, however, the offices tend to maintain more distance from their legislatures when carrying out the studies. Relatively few offices contact legislators and staff to discuss research designs, fieldwork, or potential recommendations.

Offices Most Often Contact Legislators and Staff During Issue Selection Phase



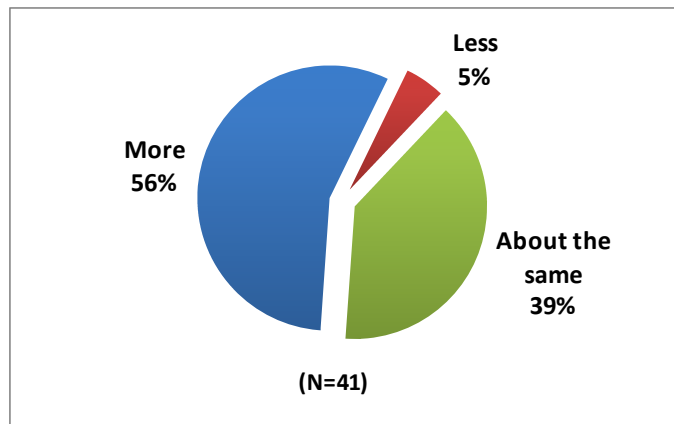
Legislative program evaluation offices typically take several steps to make their legislatures and the public aware of their reviews. About a third of offices regularly announce projects that are in progress. Many offices send emails announcing their reports before or at release. Most offices provide copies of their reports and/or report executive summaries to legislative committees as well as individual legislators. The offices also frequently provide briefings to legislators, legislative staff, and committees. Two offices now release audiotapes to make legislators and staff aware of the findings of their reports. Some offices use other outreach methods such as monthly newsletters and one, Wisconsin, uses RSS feeds that allow users to see when new content is added to the office website.

Offices Use a Variety of Communication Methods to Publicize Their Reports



Use of program evaluations and performance audits by legislatures is often difficult to gauge, as there are many types of use—holding hearings, enacting bills that change public policy, modifying agency appropriations, and pressing agency managers to make needed improvements in addition to formally adopting recommendations. The offices were split on whether use of their work had increased in recent years, with slightly over half of offices believing that their reports were used more than in the past.

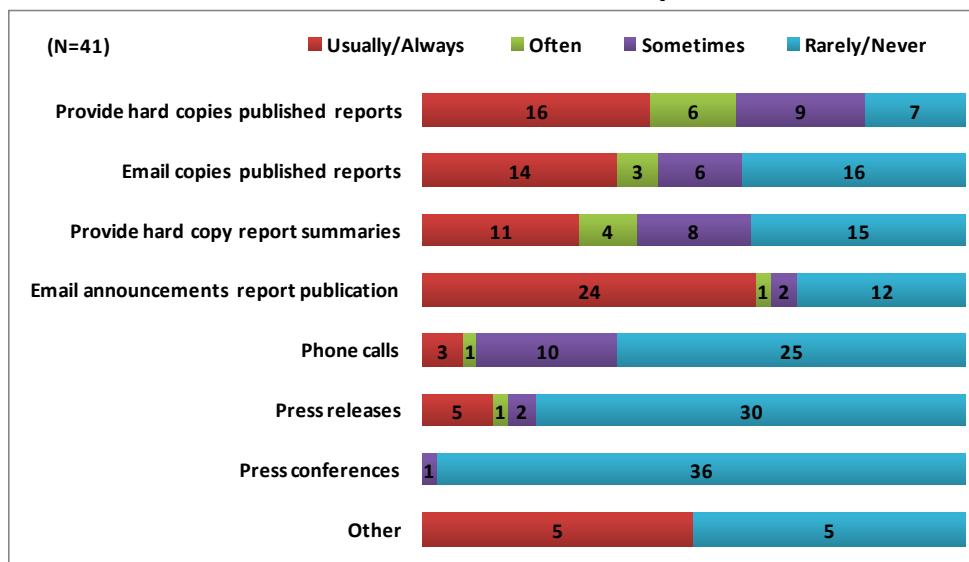
Reports Are Used More Compared to Five Years Ago



The offices believe that many factors influence legislative use of their reports, with the most important factors being the relevance of issues and findings to legislative debate, the financial implications of the review, and media interest and coverage of the issue.

Many offices provide published reports to the media or notify the press by email when a new report is issued. Few offices issue press releases or contact the media by phone to publicize new reports, and press conferences to publicize reports are very rare. In the “other” category, some offices mentioned posting reports on their website.

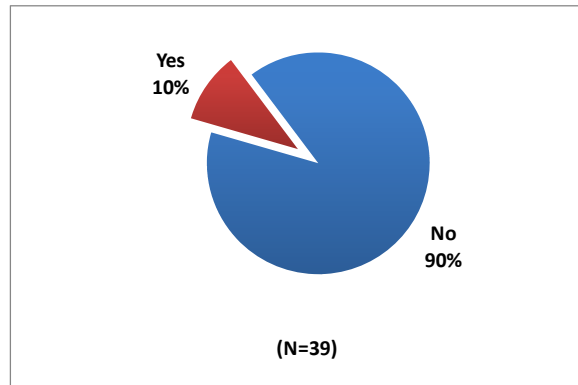
Most Units Announce Their Published Reports to the Press



Half of evaluation offices reported that they believe that the media uses their reports more now than five years ago, while 40% felt that coverage was about the same and 10% felt that media now uses their products less.

Only a few offices (four) currently use podcasts or participate in blogs to increase legislative and media awareness of their products.

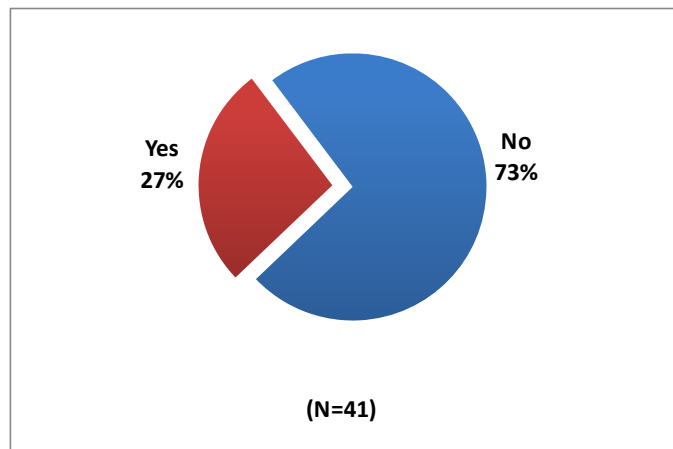
Few Offices Use Podcasts or Blogs to Increase Product Awareness



Legislative Environment

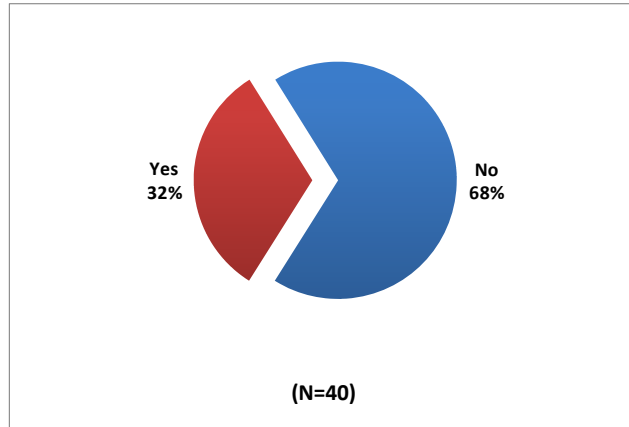
Because legislative evaluation offices work for and report to elected officials, they serve in a political environment even as they maintain their independence and objectivity. Changes in the political environment may have an effect on the type of work and work products that are needed to assist the legislature. For example, states with term limits may use evaluation reports as a way to help educate new members about ongoing problems or explain why specific solutions were selected for implementation. About a quarter of offices serve in states with term limits

About a Quarter of Units Serve in States with Term Limits



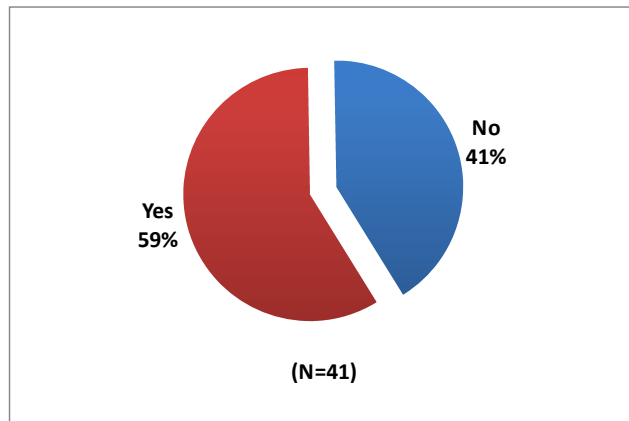
About a third of offices serve in states where there has been a change during the past three years in which party controls their legislature. Such changes in administration highlight the importance of unbiased reporting and maintaining good working relationships on both sides of the aisle.

About a Third of Units Serve in States in Which the Party Controlling the Legislature Has Changed During the Past Three Years



Changes in the legislative environment, as well as outside problems such as downturns in the economy, can lead to changes in the mission or authority of evaluation offices. Over half of offices reported that their mission or authority has been expanded.

Over Half of Units Reported Expanded Authority or Mission

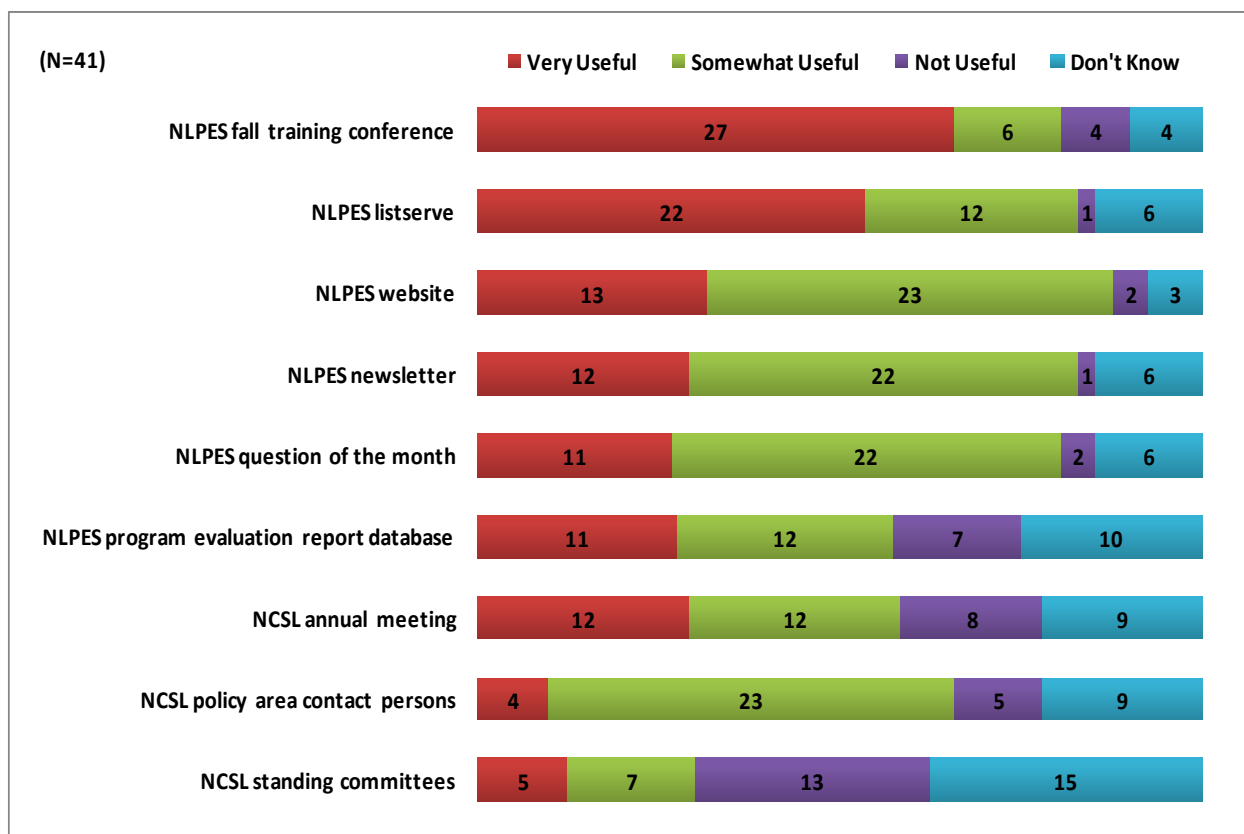


Due to the current downturn in most state economies, many offices experienced some level of staff reductions reflecting overall state budget reductions. One office, the Ohio Legislative Office of Education Oversight, was eliminated in 2007.

Assessment of NCSL and NLPES services

All legislative program evaluation offices and their staff are members of the National Legislative Program Evaluation Society (NLPES) as well as the National Conference of State Legislatures (NCSL).² Regarding the benefits of these organizations' activities, the offices gave the most positive ratings to the NLPES fall training conference, which allows offices to share their expertise and participants to discuss solutions to similar challenges and to network. The offices also found the listserve valuable because it enables analysts starting new projects to quickly contact program evaluators in other states to find out about their related research. The NLPES website, newsletter, and question of the month also were useful to most states. NCSL's standing committees were not viewed as being as useful to the offices, perhaps in part because relatively few staff are able to attend the conference events sponsored by these committees.

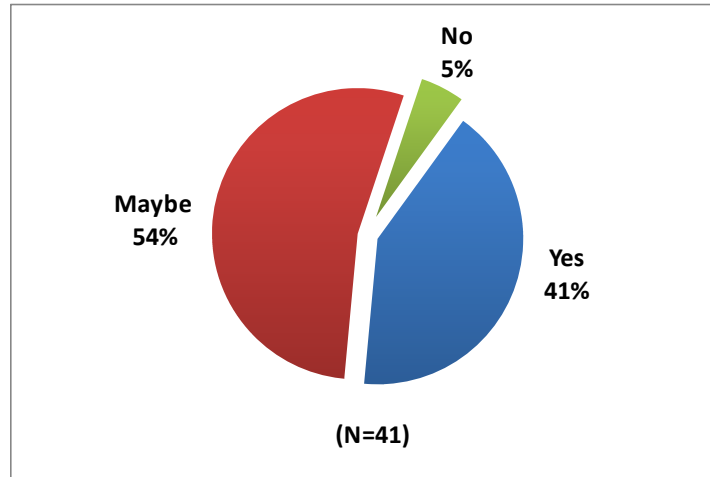
Most NLPES and NCSL Services Are Considered Useful



² NLPES is a staff section within NCSL, which also has staff sections serving other types of legislative staff such as policy committee, fiscal committee, and leadership staff.

The survey explored whether two new services, NLPES online training and NLPES peer reviews, might be useful to the evaluation offices. The offices were interested in the idea of NLPES providing 40 hours of online courses for continuing education; over a third said they would like to participate and half said they may wish to do so.

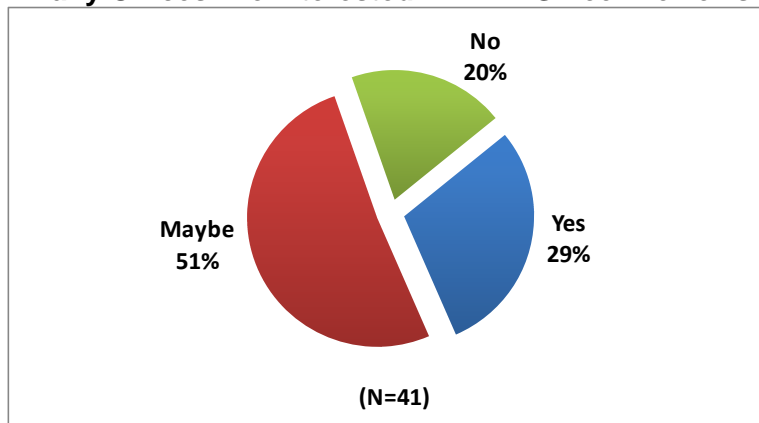
Most Offices Are Interested in NLPES Online Training



Online classes could range from sharing articles to PowerPoint presentations to sessions that include conference calls or blogs. Over a quarter of offices indicated that they would be willing to pay for online training so that the class could contain interactive features, while two-thirds said that they may be willing to pay for such features.

Many offices were also interested in NLPES peer reviews. A little over a quarter said they would be interested in participating in a voluntary NLPES peer review program, and half said they may be interested.

Many Offices Are Interested in NLPES Peer Reviews



Part B – Profiles of NLPES Member Offices

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Alabama

Department of Examiners of Public Accounts, Operational Division

Created	1975
Governing Body	Joint legislative committee
Organizational Placement	Auditor's office
How long conducting performance audits/evaluations?	33 years
Staff	18 auditors
Estimated Percentage of Workload by Products and/or Activities	46% Financial/ compliance audits 46% Sunset reviews 3% Performance measures/ data assessments 5% Respond to other legislative requests
Website	www.examiners.alabama.gov/
Contact	John Norris, Director Operational Division Department of Examiners of Public Accounts P.O. Box 302251 Montgomery, Alabama 36130-2251 Phone: (334) 242-9257 Fax: (334) 353-1331 Email: john.norris@examiners.alabama.gov

Alaska

Division of Legislative Audit

Created	1963
Governing Body	Joint legislative committee
Organizational Placement	Auditor's office
How long conducting performance audits/evaluations?	30 years
Staff	10 conduct performance audits/ evaluations 23 conduct financial audits
Estimated Percentage of Workload by Products and/or Activities	21% Performance audits/ program evaluations/ policy analyses 66% Financial/compliance audits 13% Sunset reviews
Website	www.legaudit.state.ak.us/
Contact	Jim Griffin, Audit Manager Division of Legislative Audit P.O. Box 113300 Juneau, Alaska 99811-3300 Phone: (907) 561-1445 Fax: (907) 561-2347 Email: Jim.Griffin@legis.state.ak.us

Arizona

Office of the Auditor General, Performance Audit Division

Created	1978
Governing Body	Joint legislative committee
Organizational Placement	Auditor's office
How long conducting performance audits/evaluations?	30 years
Staff	44 conduct performance audits/ evaluations
Estimated Percentage of Workload by Products and/or Activities	60% Performance audits/ program evaluations/ policy analyses 40% Sunset reviews
Website	www.azauditor.gov
Contact	Shan D. Hays, Performance Audit Manager Performance Audit Division Office of the Auditor General 2910 N. 4 th Street, Suite, 410 Phoenix, Arizona 85018 Phone: (602) 553-0333 Fax: (602) 553-0051 Email: shays@azauditor.gov

Arkansas

Division of Legislative Audit

Created	2001
Governing Body	Joint legislative committee
Organizational Placement	Auditor's office
How long conducting performance audits/evaluations?	7 years
Staff	8 conduct performance audits/ evaluations 226 conduct financial audits
Estimated Percentage of Workload by Products and/or Activities	5% Performance audits/ program evaluations/ policy analyses 91% Financial/ compliance audits 2% Investigations 2% Information systems audits
Website	www.arklegaudit.gov
Contact	Mitzi Ferguson, Deputy Legislative Auditor Division of Legislative Audit State Capitol, Room 172 Little Rock, Arkansas 72201 Phone: (501) 683-8600 Fax: (501) 682-0226 Email: mitzi.ferguson@arklegaudit.gov

California

State Auditor, Bureau of State Audits

Created	Agency -1955; Bureau of State Audits -1993
Governing Body	Joint legislative committee
Organizational Placement	Auditor's office
How long conducting performance audits/evaluations?	40 years
Staff	90 staff members
Estimated Percentage of Workload by Products and/or Activities	54% Performance audits/ program evaluations/ policy analyses 39% Financial/ compliance audits 7% Investigations
Website	www.bsa.ca.gov
Contact	Elaine Howle, State Auditor Bureau of State Audits 555 Capitol Mall, Suite 300 Sacramento, California 95814 Phone: (916) 445-0255 Fax: (916) 323-0913 Email: ElaineH@bsa.ca.gov

Colorado

Office of the State Auditor

Created	1965
Governing Body	Joint legislative committee
Organizational Placement	Auditor's office
How long conducting performance audits/evaluations?	39 years
Staff	31 conduct performance audits/ evaluations 23 conduct financial audits
Estimated Percentage of Workload by Products and/or Activities	58% Performance audits/ program evaluations/ policy analyses 34% Financial/ compliance audits 8% Review local government financial audits
Website	www.state.co.us/auditor/
Contact	Greg Fugate, Audit Manager Office of the State Auditor 200 East 14 th Avenue Denver, Colorado 80203 Phone: (303) 869-2839 Fax: (303) 869-3060 Email: greg.fugate@state.co.us

Connecticut

Legislative Program Review and Investigations Committee

Created	1972
Governing Body	Joint legislative committee
Organizational Placement	Legislative oversight committee
How long conducting performance audits/evaluations?	36 years
Staff	10 staff members
Estimated Percentage of Workload by Products and/or Activities	95% Performance audits/ program evaluations/ policy analyses 5% Assist with legislation and follow-up on recommendations
Website	www.cga.ct.gov/pri/default.asp
Contact	Carrie Vibert, Director Program Review & Investigations State Capitol, Room 506 Hartford, Connecticut 06106-1591 Phone: (860) 240-0300 Fax: (860) 240-0327 Email: carrie.vibert@cga.ct.gov

Delaware

Joint Sunset Committee

Created	1981
Governing Body	Joint legislative committee
Organizational Placement	Independent legislative unit
How long conducting performance audits/evaluations?	26 years
Staff	1 analyst
Estimated Percentage of Workload by Products and/or Activities	90% Sunset reviews 10% Bill drafting
Contact	Deborah Puzzo, Executive Director Joint Sunset Committee Division of Research P.O. Box 1401 Legislative Hall Dover, Delaware 19903 Phone: (302) 744-4088 Fax: (302) 739-3895 Email: deborah.puzzo@state.de.us

Florida

Office of Program Policy Analysis and Government Accountability

Created	1994
Governing Body	Joint legislative committee
Organizational Placement	Legislative oversight committee
How long conducting performance audits/evaluations?	31 years
Staff	93 conduct performance audits/ evaluations
Estimated Percentage of Workload by Products and/or Activities	55% Performance audits/ program evaluations/ policy analyses 30% Short-term policy research for members/comitees 15% Sunset reviews
Website	www.oppaga.state.fl.us
Contact	Gary VanLandingham, Director Office of Program Policy Analysis and Government Accountability 111 W. Madison Street, Suite 312 Tallahassee, Florida 32399-1475 Phone: (850) 488-0021 Fax: (850) 487-9083 Email: vanlandingham.gary@oppaga.fl.gov

Georgia

Department of Audits and Accounts

Performance Audit Operations Division

Created	1971
Governing Body	Georgia General Assembly
Organizational Placement	Auditor's office
How long conducting performance audits/evaluations?	36 years
Staff	30 conduct performance audits/ evaluations
Estimated Percentage of Workload by Products and/or Activities	96% Performance audits/ program evaluations/ policy analyses 2% Short-term policy research for members/comitees 2% Investigations
Website	www.audits.state.ga.us
Contact	John Abbey, Director Performance Audit Division Georgia Department of Audits and Accounts 270 Washington Street SW, Room 1-156 Atlanta, Georgia 30334 Phone: (404) 651-8859 Fax: (404) 656-7535 Email: abbeyjs@audits.ga.gov

Hawaii

Office of the Auditor

Created	1968
Governing Body	Legislative leadership
Organizational Placement	Auditor's office
How long conducting performance audits/evaluations?	40 years
Staff	17 conduct performance audits/ evaluations 2 conduct financial audits
Estimated Percentage of Workload by Products and/or Activities	60% Performance audits/ program evaluations/ policy analyses 25% Financial/ compliance audits 5% Investigations 10% Sunset reviews
Website	www.hawaii.gov/auditor
Contact	Marion Higa, State Auditor Office of the Auditor 465 S. King Street, Rm. 500 Honolulu, Hawaii 96813-2917 Phone: (808) 587-0800 Fax: (808) 587-0830 Email: mmhiga@aloha.net

Idaho

Office of Performance Evaluations

Created	1994
Governing Body	Joint legislative committee
Organizational Placement	Independent legislative unit
How long conducting performance audits/evaluations?	14 years
Staff	9 conduct performance audits/ evaluations
Estimated Percentage of Workload by Products and/or Activities	98% Performance audits/ program evaluations/ policy analyses 1% Short-term policy research for members/ committees 1% Bill drafting
Website	www.idaho.gov/ope
Contact	Rakesh Mohan, Director Office of Performance Evaluations 700 W. State Street, Suite 10 Boise, Idaho 83720-0031 Phone: (208) 334-3880 Fax: (208) 334-3871 Email: rmohan@ope.idaho.gov

Illinois

Office of the Auditor General

Created	1974
Governing Body	Joint legislative committee
Organizational Placement	Auditor's office
How long conducting performance audits/evaluations?	34 years
Staff	22 conduct performance audits/ evaluations 46 conduct financial audits
Estimated Percentage of Workload by Products and/or Activities	10% Performance audits/ program evaluations/ policy analyses 90% Financial/ compliance audits
Website	www.auditor.illinois.gov
Contact	Jim Schlouch, Director, Performance Audits Office of the Auditor General 740 East Ash Street Springfield, Illinois 62703-3154 Phone: (217) 782-0812 Fax: (217) 785-8222 Email: oag15@mail.state.il.us

Indiana

Office of Fiscal and Management Analysis

Legislative Services Agency

Created	1993
Governing Body	Legislative leadership
Organizational Placement	Legislative oversight committee
How long conducting performance audits/evaluations?	15 years
Staff	2 conduct performance audits/ evaluations
Estimated Percentage of Workload by Products and/or Activities	70% Performance audits/ program evaluations/ policy analyses 10% Short-term policy research for members/ committees 20% Fiscal notes
Website	www.in.gov/legislative
Contact	Diane Powers, Director Office of Fiscal & Management Analysis Legislative Services Agency 200 W. Washington, Suite 302 Indianapolis, Indiana 46204 Phone: (317) 232-9853 Fax: (317) 232-2554 Email: dpowers@iga.in.gov

Iowa

Fiscal Services Division, Legislative Services Agency

Created	1967
Governing Body	Other: Legislative Council
Organizational Placement	Legislative Council, a non-partisan organization serving the entire Iowa General Assembly
How long conducting performance audits/evaluations?	Does not conduct performance audits/evaluations; performs analysis and financial reports on all appropriations bills
Staff	18 staff members
Website	http://staffweb.legis.state.ia.us/lfb/
Contact	Douglas P. Wulf, Division Administrator Fiscal Services Division Legislative Services Agency State Capitol, Ground Floor Des Moines, Iowa 50319-0072 Phone: (515) 281-3250 Fax: (515) 281-8451 Email: douglas.wulf@legis.state.ia.us

Kansas

Legislative Division of Post Audit

Created	1971
Governing Body	Joint legislative committee
Organizational Placement	Independent legislative unit
How long conducting performance audits/evaluations?	37 years
Staff	26 conduct performance audits/ evaluations
Estimated Percentage of Workload by Products and/or Activities	100% Performance audits/ program evaluations/ policy analyses
Website	www.kslegislature.org/postaudit
Contact	Barbara Hinton, Legislative Post Auditor Legislative Division of Post Audit 800 SW Jackson Street, Suite 1200 Topeka, Kansas 66612-2212 Phone: (785) 296-3792 Fax: (785) 296-4482 Email: barbh@lpa.state.ks.us

Kentucky

Program Review and Investigations Committee

Created	1978
Governing Body	Joint legislative committee
Organizational Placement	Legislative oversight committee
How long conducting performance audits/evaluations?	29 years
Staff	11 conduct performance audits/ evaluations
Estimated Percentage of Workload by Products and/or Activities	85% Performance audits/ program evaluations/ policy analyses 5% Short-term policy research for members/comitees 10% Duties related to legislative session
Website	www.lrc.ky.gov/Committee/statutory/Prog%20Rev/home.htm
Contact	Greg Hager, Committee Staff Administrator Program Review and Investigations Committee Room 300, Capitol Frankfort, Kentucky 40601 Phone: (502) 564-8100 Fax: (502) 564-6543 Email: greg.hager@lrc.ky.gov

Louisiana

Performance Audit Division, Legislative Auditors Office

Created	1988
Governing Body	Joint legislative committee
Organizational Placement	Auditor's office
How long conducting performance audits/evaluations?	20 years
Staff	29 conduct performance audits/ evaluations
Estimated Percentage of Workload by Products and/or Activities	70% Performance audits/ program evaluations/ policy analyses 5% Short-term policy research for members/ committees 5% Performance measures/data assessments 10% Fiscal notes 10% Information reports
Website	www.la.la.gov
Contact	David Greer, Director of Performance Audits Office of the Legislative Auditor 1600 North Third Street Baton Rouge, Louisiana 70804-9397 Phone: (225) 339-3800 Fax: (225) 339-3986 Email: dgreer@lla.state.la.us

Maine

Office of Program Evaluation and Government Accountability

Created	2005
Governing Body	Joint legislative committee
Organizational Placement	Independent legislative unit
How long conducting performance audits/evaluations?	3 years
Staff	6 conduct performance audits/ evaluations
Estimated Percentage of Workload by Products and/or Activities	97% Performance audits/ program evaluations/ policy analyses 3% Investigations
Website	www.maine.gov/legis/opega
Contact	Beth Ashcroft, Director Office of Program Evaluation and Government Accountability Maine State Legislature 82 State House Station Augusta, Maine 04333-0082 Phone: (207) 287-1901 Fax: (207) 287-1906 Email: beth.ashcroft@legislature.maine.gov

Maryland

Office of Legislative Audits

Created	1968
Governing Body	Joint legislative committee
Organizational Placement	Auditor's office
How long conducting performance audits/evaluations?	20 years
Staff	106 staff members
Estimated Percentage of Workload by Products and/or Activities	20% Performance audits/ program evaluations/ policy analyses 74% Financial/ compliance audits 3% Investigations 3% Performance measures/ data assessments
Website	www.ola.state.md.us
Contact	Tim Brooks, Director - Performance Audit Division Office of Legislative Audits 301 W. Preston Street, Room 1202 Baltimore, Maryland 21201 Phone: (410) 946-5900 Fax: (410) 946-5999 Email: tbrooks@ola.state.md.us

Massachusetts

Senate Post Audit and Oversight Committee

Contact

Sridevi Reddy, Director
Senate Post Audit and Oversight Committee
Room 312B, State House
Boston, Massachusetts 02133
Phone: (617) 722-1551
Fax: (617) 722-1074
Email: sridevi.reddy@state.ma.us

Website

www.mass.gov/legis/comm/s48.html

(Additional information not available)

Michigan

Office of the Auditor General

Created	1963
Governing Body	Legislative leadership
Organizational Placement	Auditor's office
How long conducting performance audits/evaluations?	45 years
Staff	54 conduct performance audits/ evaluations 55 conduct financial audits
Estimated Percentage of Workload by Products and/or Activities	50% Performance audits/ program evaluations/ policy analyses 50% Financial/ compliance audits
Website	www.audgen.michigan.gov
Contact	Gerald Schwandt, Audit Manager Office of the Auditor General 201 N. Washington Square Lansing, Michigan 48913 Phone: (517) 334-8050 Fax: (517) 334-8079 Email: SchwandG@michigan.gov

Minnesota

Office of the Legislative Auditor, Program Evaluation Division

Created	1975
Governing Body	Joint legislative committee
Organizational Placement	Auditor's office
How long conducting performance audits/evaluations?	33 years
Staff	13 analysts
Estimated Percentage of Workload by Products and/or Activities	25% Performance audits/ program evaluations/ policy analyses 70% Financial/ compliance audits 5% Investigations
Website	www.auditor.leg.state.mn.us/
Contact	Joel Alter, Program Evaluation Coordinator Office of the Legislative Auditor 658 Cedar Street, 1 st Floor South St. Paul, Minnesota 55155 Phone: (651) 296-8313 Fax: (651) 296-4712 Email: joel.alter@state.mn.us

Mississippi

Joint Legislative Performance Evaluation and Expenditure Review Committee

Created	1973
Governing Body	Joint legislative committee
Organizational Placement	Legislative oversight committee
How long conducting performance audits/evaluations?	35 years
Staff	16 analysts
Estimated Percentage of Workload by Products and/or Activities	30% Performance audits/ program evaluations/ policy analyses 25% Financial/ compliance audits 15% Short-term policy research for members/ committees 5% Sunset reviews 5% Fiscal notes 5% Bill drafting 15% Legislative confirmation appointee background checks
Website	www.peer.state.ms.us
Contact	Max Arinder, Executive Director Legislative PEER Committee P.O. Box 1204 Jackson, Mississippi 39215-1204 Phone: (601) 359-1226 Fax: (601) 359-1420 Email: max.arinder@peer.state.ms.us

Missouri

Joint Committee on Legislative Research, Oversight Division

Staff	13 staff prepare fiscal notes on all bills and perform management and program evaluations
Contact	Mickey Wilson, Director Joint Committee on Legislative Research Oversight Division Room 132, State Capitol Building Jefferson City, Missouri 65101 Phone: (573) 751-4143 Fax: (573) 751-7681 Email: Mickey.Wilson@lr.mo.gov
Website	www.moga.mo.gov/oversight/overhome.htm

(Additional information not available)

Montana Legislative Audit Division

Created	1967
Governing Body	Joint legislative committee
Organizational Placement	Auditor's office
How long conducting performance audits/evaluations?	40 years
Staff	13 conduct performance audits/ evaluations 29 conduct financial audits
Estimated Percentage of Workload by Products and/or Activities	35% Performance audits/ program evaluations/ policy analyses 60% Financial/ compliance audits 5% Short-term policy research for members/ committees
Website	www.leg.mt.gov/audit.htm
Contact	Angela Grove, Deputy, Performance Audits Office of the Legislative Auditor P.O. Box 201705 Helena, Montana 59620-1705 Phone: (406) 444-3122 Fax: (406) 444-9784 Email: agrove@mt.gov

Nebraska

Legislative Performance Audit Section

Created	1991
Governing Body	Other: Legislative Committee of the Unicameral
Organizational Placement	Independent legislative unit
How long conducting performance audits/evaluations?	14 years
Staff	6 conduct performance audits/ evaluations
Estimated Percentage of Workload by Products and/or Activities	80% Performance audits/ program evaluations/ policy analyses 20% Pre-audit inquiries
Website	www.nebraskalegislature.gov/web/public/legauditor
Contact	Martha Carter, Legislative Auditor Performance Audit Section P.O. Box 94945 Lincoln, Nebraska 68509-4945 Phone: (402) 471-0072 Fax: (402) 479-0967 Email: mcarter@leg.ne.gov

Nevada

Legislative Counsel Bureau, Audit Division

Created	1949
Governing Body	Joint legislative committee
Organizational Placement	Auditor's office
How long conducting performance audits/evaluations?	18 years
Staff	32 analysts
Estimated Percentage of Workload by Products and/or Activities	60% Performance audits/ program evaluations/ policy analyses 30% Financial/ compliance audits 5% Short-term policy research for members/ committees 5% Performance measures/ data assessments
Website	www.leg.state.nv.us/audit
Contact	Paul Townsend, Legislative Auditor Legislative Counsel Bureau Legislative Building 401 S. Carson Street Carson City, Nevada 89701-4747 Phone: (775) 684-6815 Fax: (775) 684-6435 Email: audit@lcb.state.nv.us

New Hampshire

Legislative Budget Assistant Office, Audit Division

Created	1953
Governing Body	Joint legislative committee
Organizational Placement	Auditor's office
How long conducting performance audits/evaluations?	24 years
Staff	15 conduct performance audits/ evaluations 17 conduct financial audits
Estimated Percentage of Workload by Products and/or Activities	40% Performance audits/ program evaluations/ policy analyses 60% Financial/ compliance audits
Website	www.gencourt.state.nh.us/lba/index.html
Contact	Stephen P. Fox, Performance Audit Supervisor Legislative Budget Assistant Office, Audit Division 107 N. Main Street, Room 102 Concord, New Hampshire 03301-4906 Phone: (603) 271-2785 Fax: (603) 271-6158 Email: stephen.fox@leg.state.nh.us

New Jersey

Office of the State Auditor

Created	1934
Governing Body	Legislative leadership
Organizational Placement	Auditor's office
How long conducting performance audits/evaluations?	2 years
Staff	91 staff members
Estimated Percentage of Workload by Products and/or Activities	70% Performance audits/ program evaluations/ policy analyses 30% Financial/ compliance audits
Website	www.njleg.state.nj.us
Contact	Stephen M. Eells, Assistant State Auditor Office of Legislative Services P.O. Box 067 Trenton, New Jersey 08625 Phone: (609) 292-3700 Fax: (609) 633-0834 Email: seells@njleg.org

New Mexico Legislative Finance Committee

Created	1991
Governing Body	Joint legislative committee
Organizational Placement	Legislative committee
How long conducting performance audits/evaluations?	16 years
Staff	12 conduct performance audits/ evaluations
Estimated Percentage of Workload by Products and/or Activities	60% Performance audits/ program evaluations/ policy analyses 5% Short-term policy research for members/ committees 10% Performance measures/ data assessments 25% Information technology evaluations and funding analyses
Website	www.legis.state.nm.us/lcs/lfcdefault.asp
Contact	Manu Patel, Deputy Director for Program Evaluations New Mexico Legislative Finance Committee 325 Don Gaspar – Suite 101 Santa Fe, New Mexico 87501 Phone: (505) 986-4550 Fax: (505) 986-4535 Email: manu.patel@nmlegis.gov

North Carolina Program Evaluation Division

Created	2007
Governing Body	Joint legislative committee
Organizational Placement	Independent legislative unit
How long conducting performance audits/evaluations?	Less than one year
Website	www.ncga.state.nc.us/PED/
Staff	9 conduct performance audits/ evaluations
Estimated Percentage of Workload by Products and/or Activities	100% Performance audits/ program evaluations/ policy analyses
Contact	John Turcotte, Director Program Evaluation Division North Carolina General Assembly Legislative Office Building, Suite 100 300 North Salisbury Street Raleigh, North Carolina 27603-5925 Phone: (919) 301-1404 Fax: (919) 301-1406 Email: johnt@ncleg.net

North Dakota Legislative Council

Created	1965
Governing Body	Joint legislative committee
Organizational Placement	Other: Fiscal division of a non-partisan legislative services agency
How long conducting performance audits/evaluations?	20 staff conduct studies, provide legal advice, fiscal and technical assistance, and supervise publication of laws and codes.
Website	www.legis.nd.gov/
Contact	Jim W. Smith, Director Legislative Council State Capitol 600 E. Boulevard Bismarck, North Dakota 58505-0360 Phone: (701) 328-4236 Fax: (701) 328-3615 Email: jsmith@state.nd.us

Ohio

Auditor of State

Contact

Mary Taylor, Auditor of State
88 East Broad Street, 5th Floor
Columbus, Ohio 43215
Phone: (614) 466-4514
Fax: (614) 466-4490
Email: mtaylor@auditor.state.oh.us

Website

www.Auditor.state.oh.us/

(Additional information not available)

Oklahoma

Office of the State Auditor & Inspector

Contact

Lisa Hodges, Director
State Agency Division
Office of State Auditor & Inspector
State Capitol, Room 100
Oklahoma City, Oklahoma 73105
Phone: (405) 522- 6443

www.sai.state.ok.us/

Website

(Additional information not available)

Oregon Legislative Fiscal Office

Created	1947
Governing Body	Joint legislative committee
Organizational Placement	Legislative committee
How long conducting performance audits/evaluations?	18 years
Staff	16 staff members
Estimated Percentage of Workload by Products and/or Activities	5% Performance measures/ data assessments 15% Fiscal notes 80% Agency budgets
Website	www.leg.state.or.us/comm/lfo/
Contact	Dallas Weyand, Principal Analyst Oregon Legislative Services 900 Court Street, NE. Room H-178 Salem, Oregon 97310-0601 Phone: (503) 986-1834 Fax: (503) 373-7807 Email: dallas.g.weyand@state.or.us

Pennsylvania

Legislative Budget and Finance Committee

Created	1959
Governing Body	Joint legislative committee
Organizational Placement	Independent legislative unit
How long conducting performance audits/evaluations?	25 years
Staff	16 conduct performance audits/ evaluations
Estimated Percentage of Workload by Products and/or Activities	100% Performance audits/ program evaluations/ policy analyses
Website	http://lbfc.legis.state.pa.us
Contact	Philip Durgin, Executive Director Legislative Budget & Finance Committee P.O. Box 8737 Harrisburg, Pennsylvania 17105-8737 Phone: (717) 783-1600 Fax: (717) 787-5487 Email: pdurgin@lbfc.legis.state.pa.us

Rhode Island

Office of the Auditor General

Contact

Ernest Almonte, Auditor General
State of Rhode Island
86 Weybosset Street
Providence, Rhode Island 02903-2800
Phone: (401) 222-2435
Fax: (401) 222-2111
Email: ag@oag.ri.gov

Website

www.oag.state.ri.us/index.htm

(Additional information not available)

South Carolina Legislative Audit Council

Created	1975
Governing Body	Other: Council of citizens
Organizational Placement	Independent legislative unit
How long conducting performance audits/evaluations?	32 years
Staff	20 conduct performance audits/ evaluations
Estimated Percentage of Workload by Products and/or Activities	100% Performance audits/ program evaluations/ policy analyses
Website	www.lac.sc.gov
Contact	George L Schroeder, Director Legislative Audit Council South Carolina General Assembly 1331 Elmwood Avenue, Suite 315 Columbia, South Carolina 29201 Phone: (803) 253-7612 Fax: (803) 253-7639 Email: GSchroeder@lac.sc.gov

South Dakota

Department of Legislative Audit

Created	1943
Governing Body	Other: Legislative Reseach Council
Organizational Placement	Auditor's office
How long conducting performance audits/evaluations?	Does not conduct performance audits/evaluations
Staff	31 conduct financial audits
Estimated Percentage of Workload by Products and/or Activities	100% Financial/ compliance audits
Website	www.state.sd.us/legislativeaudit/home.htm
Contact	Martin L Guindon, Auditor General Department of Legislative Audit 427 S. Chapelle C/O 500 E. Capitol Pierre, South Dakota 57501 Phone: (605) 773-3595 Fax: (605) 773-6454 Email: marty.guindon@state.sd.us

Tennessee

Offices of Research and Education Accountability

Created	1994
Governing Body	Other: Comptroller
Organizational Placement	Other: Division of the Office of the Comptroller of the Treasury
How long conducting performance audits/evaluations?	14 years
Staff	17 conduct performance audits/ evaluations
Estimated Percentage of Workload by Products and/or Activities	70% Performance audits/ program evaluations/ policy analyses 10% Short-term policy research for members/ committees 10% Performance measures/ data assessments 10% Monitor bills and committees
Website	www.comptroller.state.tn.us
Contact	Ethel Detch, Director Research and Education Accountability 505 Deaderick Street, Suite 1700 Nashville, Tennessee 37243-0268 Phone: (615) 401-7867 Fax: (615) 532-9237 Email: ethel.detch@state.tn.us

Texas

State Auditor's Office

Created	1942
Governing Body	Joint legislative committee
Organizational Placement	Auditor's office
How long conducting performance audits/evaluations?	20 years
Staff	124 staff members
Estimated Percentage of Workload by Products and/or Activities	51% Performance audits/ program evaluations/ policy analyses 33% Financial/ compliance audits 6% Investigations 6% Performance measures/ data assessments 4% Review employee classification, turnover, and leave
Website	www.sao.state.tx.us
Contact	Dan Wattles, Manager Audit Research & Legislative Coordination State Auditor's Office 1501 North Congress Avenue Austin, TX 78711-2067 Phone: (512) 936-9590 Fax: (512) 936-9400 Email: dwattles@sao.state.tx.us

Texas

Sunset Advisory Commission

Created	1977
Governing Body	Joint legislative committee
Organizational Placement	Independent legislative unit
How long conducting performance audits/evaluations?	30 years
Staff	29 conduct performance audits/ evaluations
Estimated Percentage of Workload by Products and/or Activities	100% Sunset reviews
Website	www.sunset.state.tx.us/
Contact	Joey Longley, Director Sunset Advisory Committee P.O. Box 13066 Austin, Texas 78711-2067 Phone: (512) 463-1300 Fax: (512) 463-0705 Email: joey.longley@sunset.state.tx.us

Utah

Office of the Legislative Auditor General

Created	1975
Governing Body	Joint legislative committee
Organizational Placement	Independent legislative unit
How long conducting performance audits/evaluations?	32 years
Staff	27 analysts
Estimated Percentage of Workload by Products and/or Activities	70% Performance audits/ program evaluations/ policy analyses 5% Financial/ compliance audits 15% Short-term policy research for members/ committees 10% Investigations
Website	www.le.state.ut.us/audit/olaq.html
Contact	John Schaff, Auditor General Office of the Legislative Auditor General 130 State Capitol Salt Lake City, Utah 84114 Phone: (801) 538-1033 Fax: (801) 538-1063 Email: jschaff@utah.gov

Vermont Legislative Council

Created	1971
Governing Body	Joint legislative committee
Organizational Placement	Legal drafting and research office
How long conducting performance audits/evaluations?	Does not conduct performance audits/ evaluations
Website	www.leg.state.vt.us/
Contact	Michael Chernick, Research Counsel Vermont Legislative Council 115 State Street, Drawer 33 Montpelier, Vermont 05633-5301 Phone: (802) 828-2231 Fax: (802) 828-2424 Email: mikec@leg.state.vt.us

Virginia

Joint Legislative Audit and Review Commission

Created	1973
Governing Body	Joint legislative committee
Organizational Placement	Independent legislative unit
How long conducting performance audits/evaluations?	33 years
Staff	37 conduct performance audits/ evaluations
Estimated Percentage of Workload by Products and/or Activities	80% Performance audits/ program evaluations/ policy analyses 10% Short-term policy research for members/ committees 5% Investigations 1% Performance measures/ data assessments 2% Fiscal notes 2% Technical support to other entities
Website	http://jlarc.state.va.us/
Contact	Glen Tittermary, Deputy Director Virginia Joint Legislative Audit and Review Commission Suite 1100, General Assembly Building, Capitol Square Richmond, Virginia 23219 Phone: (804) 786-1258 Fax: (804) 371-0101 Email: gtittermary@leg.state.va.us

Washington

Joint Legislative Audit and Review Committee

Created	1973
Governing Body	Joint legislative committee
Organizational Placement	Independent legislative unit
How long conducting performance audits/evaluations?	35 years
Staff	18 conduct performance audits/e valuations
Estimated Percentage of Workload by Products and/or Activities	93% Performance audits/p rogram evaluations/ policy analyses 6% Sunset reviews 1% Bill drafting
Website	http://jlarc.leg.wa.gov
Contact	Ruta Fanning, Legislative Auditor Joint Legislative Audit and Review Committee P.O. Box 40910 Olympia, Washington 98504 Phone: (360) 786-5187 Fax: (360) 786-5180 Email: fanning.ruta@leg.wa.gov

West Virginia

Performance Evaluation and Research Division

Created	1994
Governing Body	Joint legislative committee
Organizational Placement	Auditor's office
How long conducting performance audits/evaluations?	14 years
Staff	17 analysts
Estimated Percentage of Workload by Products and/or Activities	75% Performance audits/ program evaluations/ policy analyses 10% Financial/ compliance audits 15% Short-term policy research for members/ committees
Website	www.legis.state.wv.us/joint/PERD/perd.cfm
Contact	John Sylvia, Director Performance Evaluation and Research Division Building I, Room W-314, State Capitol Charleston, West Virginia 25305-0610 Phone: (304) 347-4891 Fax: (304) 347-4939 Email: jsylvia@mail.wvnet.edu

Wisconsin

Program Evaluation Division, Legislative Audit Bureau

Created	Agency -1965; program evaluation -1979
Governing Body	Joint legislative committee
Organizational Placement	Auditor's office
How long conducting performance audits/evaluations?	29 years
Staff	29 conduct performance audits/ evaluations 45 conduct financial audits
Estimated Percentage of Workload by Products and/or Activities	30% Performance audits/ program evaluations/ policy analyses 60% Financial/ compliance audits 5% Short-term policy research for members/ committees 5% Best Practices Reviews
Website	www.legis.wisconsin.gov/LAB/
Contact	Kate Wade, Director Wisconsin Legislative Audit Bureau 22 E. Mifflin Street, Suite 500 Madison, Wisconsin 53703-2512 Phone: (608) 259-9808 Fax: (608) 267-0410 Email: kate.wade@legis.wisconsin.gov

Wyoming

Program Evaluation Section, Legislative Service Office

Created	1971
Governing Body	Joint legislative committee
Organizational Placement	Other: Section within the Legislative Services Office
How long conducting performance audits/evaluations?	37 years
Staff	7 conduct performance audits/ evaluations
Estimated Percentage of Workload by Products and/or Activities	100% Performance audits/ program evaluations/ policy analyses
Website	http://legisweb.state.wy.us/leginfo/Iso/ProgramEvalSection.htm
Contact	Barbara Rogers, Program Evaluation Manager Program Evaluation Section Legislative Services Office 213 Capitol Building Cheyenne, Wyoming 82002 Phone: (307) 777-7881 Fax: (307) 777-5466 Email: broger@state.wy.us

