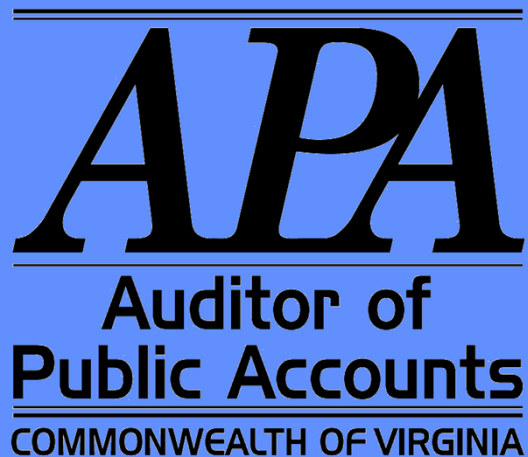


REVIEW OF AGENCY PERFORMANCE MEASURES

**REPORT ON AUDIT
FOR THE YEAR ENDED
JUNE 30, 2010**



AUDIT SUMMARY

Performance management in the Commonwealth continues to evolve and there has been significant improvement in the overall completeness and accuracy of performance measures information since our first review in 2002. Overall, we have found that performance measures results reported on *Virginia Performs* are accurate and reliable, but the usefulness of the information continues to be limited.

We continue to find that citizens and others may have difficulty understanding the information because performance measure names, descriptions, and methodologies are inaccurate, inconsistent, and confusing. In addition, *Virginia Performs* does not include a link between the budget structure and amounts appropriated to the performance measures reported. The Commonwealth's current financial systems have inherent technological shortcomings that have hindered efforts to link budget and performance information.

Planning and Budget is developing and implementing a new budgeting and performance management system that will eventually replace *Virginia Performs*. In September, 2010 Planning and Budget implemented Phase I of this system which covered budget development (operating and capital), six-year financial planning, and budget execution. Phase II of the implementation process should occur in Summer 2011 and will address agency spending plans and strategic planning. This phase of the system will replace *Virginia Performs* and should provide additional functionality to help address some of the issues in this report. Phase III will include additional enhancements to the system with scheduled completion in Spring 2012.

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REVIEW OF AGENCY PERFORMANCE MEASURES

This report summarizes our review of the executive branch agency performance measures and provides our recommendations. Section 30-133 of the Code of Virginia requires the Auditor of Public Accounts to conduct an annual audit of performance measures and to review the related management systems used to accumulate and report the results.

The current performance management system has components for strategic planning, performance measurement, program evaluation, and performance budgeting. Together, these components provide information that can help manage strategy and communicate the results of government services. Section 2.2-1501 of the Code of Virginia requires the Department of Planning and Budget (Planning and Budget) to develop, coordinate, and implement a performance management system. Planning and Budget must ensure that the information is useful for managing and improving the efficiency and effectiveness of state government operations, and is available to citizens and public officials.

Scope and Method of Review

Our objective was to determine that performance measure information on *Virginia Performs* was accurate, reliable, and understandable for the performance measures we reviewed. Performance measures on the *Virginia Performs* website contain several standard reporting elements. For each measure, we reviewed the various elements on *Virginia Performs* for accuracy, reliability, and understandability. We sought to ensure the average user could understand the performance measures results and accompanying information. We specifically evaluated each element as follows:

- We reviewed the *Measure Name* to ensure that it accurately reflected what the measure was.
- We reviewed the *Measure Type* and *Preferred Trend* to ensure that these elements were appropriate in relation to the performance measure.
- We reviewed the *Measure Methodology* to ensure it was reasonable and offered the user the necessary information to determine the data sources and how the agency calculated the measure.
- We reviewed the *Measure Baseline* and *Measure Targets* to ensure that the agency provided the appropriate data and the data accurately represented the information within the performance measure.
- We reviewed the *Measure Frequency* to ensure that the updating of the measure occurred in accordance with the established time frame.
- We reviewed the *Measure Data* (results) reported for fiscal year 2010, or the most recent available data points, to ensure that it was accurate, within a five percent tolerable threshold.
- We reviewed the *Explanatory Note* field for applicability and appropriateness, and ensured that agencies followed guidelines established by Planning and Budget.

As part of our review, we obtained and reviewed documentation from the various agencies and interviewed agency staff. We reviewed guidance and instructions from Planning and Budget to the individual agencies. In addition, we followed up on recommendations and specific exceptions from our prior review to determine if the agencies had resolved those issues.

We obtained a copy of the *Virginia Performs* database from Planning and Budget as of January 10, 2011. The database duplicates information presented on the *Virginia Performs* website and included over 1,400 individual performance measures. Of these measures, there are 233 key measures and 80 productivity measures. The following table summarizes the scope of our work on key and productivity measures since their introduction in 2008 and 2009 respectively.

Summary of Performance Measures Tested in APA Reviews
Fiscal Years 2008 - 2010

	2008 Review	2009 Review	2010 Review
Number of Key Measures Tested	59	48	52
Number of Productivity Measures Tested	0	9	17
How we selected measures for review	All key measures for agencies with budgets greater than \$1 billion or central service agencies	All key measures for agencies with budgets between \$150 million and \$1 billion and productivity measures from agencies whose key measures were in the 2008 Review	Key measures and productivity measures for agencies with budgets between \$50 million and \$150 million

As shown above, we selected a sample of 52 key measures and 17 productivity measures in this review. We have detailed the key measures and productivity measures selected below:

Sample of Key Performance Measures by Agency

Department for the Blind and Vision Impaired

1. To insure that 70% of vocational rehabilitation consumers achieve their employment goals and work satisfactorily for at least 90 days upon completion of their programs
2. Ensure that 85% of consumers of Older Blind Grant training services report an increase in independence upon completion of their programs

Department of Aviation

1. Ratio of airport development grants executed to the value of allocations available
2. Amount of economic activity generated by Virginia's aviation system
3. Number of enplanements at the air carrier airports (having scheduled service)

Department of Behavioral Health and Developmental Services

1. We will increase the proportion of persons served in intensive community services versus state facilities
2. We will reduce the percent of consumers who are readmitted to state facilities by providing community-based services and supports that respond to their individual needs

Department of Emergency Management

1. Increase the percentage of individuals who demonstrate awareness of threats to Virginia and their personal readiness to react appropriately
2. Maintain the percentage of corrective measures addressed by the Department of Emergency Management (VDEM) within 90 days of completion of the after action review of the annual Virginia Emergency Response Team Exercise (VERTEX)

Department of Fire Programs

1. Total number of fire departments participating in the Virginia Fire Incident Reporting System (VFIRS)
2. The total number of training programs conducted in compliance with the National Board on Fire Service Professional Qualifications (Pro Board)

Department of Forensic Science

1. Percentage of DNA and mitochondrial samples that are analyzed and the results reported to the requesting authority (Certificate of Analysis issued)
2. Percentage of drug samples that are analyzed and the results reported to the requesting authority (Certificate of Analysis issued)

Department of Forestry

1. Percentage of human caused fires
2. Percentage of harvest sites with sediment not reaching streams
3. Number of forestry management and conservation projects implemented on private land

Department of Health Professions

1. We will achieve a 100% clearance rate of allegations of misconduct by the end of FY 2009 and maintain 100% through the end of FY 2010
2. We will ensure that, by the end of FY 2010, no more than 25% of all open patient care cases are older than 250 business days
3. We will investigate and process 90% of patient care cases within 250 work days
4. We will achieve high customer satisfaction ratings from individuals applying for licensure
5. We will process applications for licensure within 30 days of receipt of a completed application

Department of Military Affairs

1. Percentage of Virginia National Guard members
2. Timeliness of response to disaster assistance requests

Department of Mines, Minerals and Energy

1. Number of serious injuries and fatalities at mineral and fossil fuel extraction sites per 200,000 worker hours
2. Percentage of permitted sites with no adverse off-site environmental damage or public safety hazards
3. Amount of saved energy costs achieved through energy conservation and procurement strategies

Department of Professional and Occupational Regulation

1. Percent of licenses issued within 15 days of receipt of completed application, payment or exam post date
2. Reduce the proportion of complaints that are resolved through the official disciplinary process

Department of Veterans Services

1. Rate of occupancy in the Nursing Care section
2. Rate of occupancy in the Domiciliary Care section
3. Percentage of veteran claims filed by DVS and awarded by the USDVA

Jamestown-Yorktown Foundation

1. Percent of visitors surveyed rating their experience good or excellent
2. Number of students served by Outreach education programs in each fiscal year of the 2008-2010 biennium

Marine Resources Commission

1. Pounds of key finfish, crabs and clams landed in Virginia, but harvested within or outside of Virginia's waters, compared to the 3-year average of landings
2. Average number of inspections (seafood, licenses, safety, etc.) done by Marine Police Officers per year
3. Conviction rate of 88% - 90% for summons written by Marine Police Officers
4. Pounds of key finfish, crabs and clams landed in Virginia, and harvested from Virginia's waters, compared to three year average harvest record

State Board of Elections

1. Number of counties/cities having a Voting Systems Security Plan that has been reviewed and approved by the State Board of Elections
2. Voter participation rate in general elections for State (non-federal) offices
3. Voter participation rate in federal elections held in Virginia
4. Voter registration rate in Virginia

The Library of Virginia

1. We will acquire, process and preserve manuscript, printed, and electronic materials related to Virginia's history and culture
2. We will create, develop and enhance a variety of information portals to facilitate citizen access to the Library's collections
3. We will offer workshops, lectures, student programs, training opportunities, and outreach activities

Virginia Economic Development Partnership

1. Dollars invested by new and existing companies
2. Number of Jobs created by new and existing companies
3. Companies counseled or engaged in a Trade event

Virginia Museum of Fine Arts

1. New traveling exhibitions
2. Number of children served through SOL-based curricula developed and offered by VMFA and participating educational partners

Virginia Retirement System

1. Complete Retirement Estimates in less than 30 days
2. Investment Return to exceed 3-year total fund benchmark

Woodrow Wilson Rehabilitation Center

1. Percentage of graduates of WWRC training programs who are employed

Sample of Productivity Performance Measures by Agency

Department for the Blind and Vision Impaired

1. The average cost of successful closures of individuals who are employed at or above SGA (substantial gainful employment)

Department of Behavioral Health and Developmental Services

1. The daily cost to serve patients and residents in state facilities

Department of Fire Programs

1. Total number of Virginia Department of Fire Programs (VDFP) Attendance
2. Certificates issued via the Agency's on-line training database

Department of Forensic Science

1. Average cost per DNA and mitochondrial analysis case

Department of Forestry

1. Cost to conduct a forest harvest water quality inspection

Department of Health Professions

1. The cost to issue a new Registered Nurse license

Department of Military Affairs

1. Cost-saving benefit to the Commonwealth of Virginia

Department of Mines, Minerals and Energy

1. Average annual cost of keeping one mineral extraction worker safe
2. Average annual cost of assuring environmental protection at one mineral extraction site

Department of Professional and Occupational Regulation

1. Cost per Licensee

Department of Veterans Services

1. Cost per claim filed

Jamestown-Yorktown Foundation

1. Outreach Instructional Productivity

Marine Resources Commission

1. Cost per inspection done by a Marine Police Officer

State Board of Elections

1. Cost per 1,000 voters for producing election poll books for general elections

The Library of Virginia

1. Determine the unit cost of educational programming for K-12 students

Virginia Economic Development Partnership

1. Dollar Unit Cost of Direct Jobs Announced

Virginia Museum of Fine Arts

1. Cost per participant/visitor in Museum exhibitions and programs

Results of Review of Performance Measures

Overall, we found that performance measures results reported for fiscal year 2010 were accurate and reliable for the majority of our sample. Of the 69 measures reviewed, we found six measures (9 percent) where the 2010 results were inaccurate.

We also found a significant number of exceptions in other data elements that affect the user's ability to understand the performance measure and interpret the results. Sixty five of the 69 (95%) performance measures we reviewed had some type of issue that affected the user's ability to understand what the agency was measuring or how it measured the results. We have summarized these exceptions below, noting that some performance measures had more than one type of exception.

- *Measure Name* was not an accurate description of what the agency was measuring or did not follow Planning and Budget naming guidance for 31 performance measures (45 percent error rate).
- *Measure Type* was not accurate for six performance measures (9 percent error rate).
- *Preferred Trend* was not appropriate for one performance measure (1 percent error rate).
- *Measure Methodology* was not adequate so the user could understand how the agency calculated the measure for 57 performance measures (83 percent error rate).
- *Measure Baseline* did not include the appropriate information required by Planning and Budget for four performance measures (6 percent error rate).
- *Measure Target* was not reasonable or did not include the appropriate information required by Planning and Budget for 13 performance measures (19 percent error rate).
- *Measure Frequency* was not accurate for five performance measures (7 percent error rate).
- *Measure Data* was not on *Virginia Performs* per Planning and Budget's established guidelines for six performance measures (9 percent error rate).
- *Explanatory Note* did not include appropriate information to assist the user in determining the basis of the measurement for 24 performance measures (35 percent error rate).

Of the exceptions found in our review, we found issues in the *Measure Methodology* for 83 percent of the measures in our sample. In these cases, the *Measure Methodology* was inadequate to

explain the calculation and/or the source of the data used for the calculation. We frequently obtained additional information from the agencies to understand how results were calculated. The intent of the information provided on *Virginia Performs* is for a user to understand the measure and the agency calculations without any additional information.

Consistent with our previous reviews, we found inaccuracies and inconsistencies in the *Measure Name* for 45 percent of the measures in our sample. This is significant because the *Measure Name* is one of the first elements a user will see when navigating to the agency performance measures section of *Virginia Performs*. It is critical that the *Measure Name* be clear, concise, and accurate. Agency management initially proposes a *Measure Name*, and then it undergoes review by Planning and Budget and possible revision by the Cabinet Secretary and the Governor. Having multiple parties in the process provides various viewpoints and can result in a more effective measure.

One of our audit challenges is to identify specific weaknesses in the process and make recommendations for improvements when we find that the Measure Name is not clear, concise, and accurate. Because multiple parties are involved in the process, we cannot specifically identify who had responsibility for the instances where a performance measure name did not comply with Planning and Budget guidance. Additionally, a number of agencies in our review expressed concern about their ability to change a measure name after its approval by the Governor.

Recommendation #1

Agencies and Planning and Budget need to continue to improve the information reported for performance measures to ensure they meet the guidance issued by Planning and Budget. At a minimum, they need to strengthen their review of measure names and methodologies for current measures to ensure they comply with the guidance.

Shortcomings in the review process, both at the agency level and at Planning and Budget, continue to contribute to the number of agencies that have understandability issues with their performance measures. Inaccurate, incomplete, and confusing performance measure names, methodologies, and other information limits the usefulness of the performance measure information to citizens of the Commonwealth.

To further evaluate our results, we have detailed our exceptions by agency and performance measures in Appendix A. We informed individual agencies of our test results and any exceptions throughout our review.

Status of Prior Year's Recommendations on Individual Agency Performance Measures

As part of our review, we followed up on the issues noted during the prior audit for specific agency performance measures. We found that only eight of 21 agencies (38 percent) completely resolved all the issues from our prior review. Of the 13 agencies which did not completely resolve the issues from last year, there were a number of different situations.

- Seven agencies made initial contact with Planning and Budget to request changes to measure names, but the agencies failed to follow Planning and Budget directions so the requested changes did not occur.
- Four agencies changed the performance measure information in their strategic plan rather than *Virginia Performs*. Currently, the system does not link the information in the strategic plan to *Virginia Performs*; therefore the website did not have these changes.
- One agency repeatedly contacted Planning and Budget to request changes and Planning and Budget did not respond to the request.
- One agency chose not to make the recommended change.

Several of the situations listed above occurred because of confusion over the process for making changes to the performance measure information on *Virginia Performs*. We have reported this issue in our prior report and we have followed up on this in the following section on system wide issues. In addition, the transition to the new performance budgeting system may have also affected Planning and Budget's willingness to make changes over the last year.

Status of Prior Year's Systemwide Recommendations

Our prior report included several recommendations to improve the overall process or system. Our first recommendation was that both agencies and Planning and Budget need to continue to improve performance measures on *Virginia Performs* through review of measure names and methodologies for current measures to ensure they comply with the guidance provided by Planning and Budget. We continued to find similar issues in our review this year and repeat that recommendation in this report. Shortcomings in the review process continue to contribute to the number of agencies that have understandability issues with their performance measures. We found that 95% of the measures we reviewed this year had some type of issue that affected user's ability to understand what the agency was measuring or how it measured the results.

Our prior report also included recommendations that Planning and Budget develop formal policies and procedures for updating performance measure information during the fiscal year. Planning and Budget issues guidance to agencies for updating their strategic plans and performance measures each biennium, and this is the preferable time to make significant changes. Throughout the fiscal year, agencies can make some technical changes to performance measure information, but there is not a consistent understanding on what the agencies can change or what the process is. This issue has come up repeatedly over the last several reviews

and contributed to the number of agencies which did not resolve specific issues from our previous review. This issue continues to exist and we repeat our recommendation below.

Recommendation #2

Planning and Budget should develop formal policies and procedures for updating performance measure information during the fiscal year, and communicate these policies to the agencies. The policies and procedures should specifically address when changes can be made for specific data fields, which data fields will allow changes at any time and which data fields have restrictions for changes, and lastly, specific directions on how changes can be made to performance measure data. Furthermore, the policies and procedures should identify the process for requesting and approving these changes.

With the implementation of the new Performance Budgeting System, an opportunity exists for Planning and Budget to establish specific policies and procedures surrounding performance measure data that will eliminate the confusion and inefficiencies surrounding the old performance measure system.

Our 2008 report also included recommendations about the linkages between the performance measures on *Virginia Performs* and agency budgets. We reported that most service areas performed more than one function and that not all functions had a related performance measure. As a result, there is not a direct link between the performance measures and use of budget resources, making it difficult for the average citizen to use this information to make any evaluations.

In their response to our prior report, Planning and Budget agreed that it was difficult to link agency budgets directly to performance measures. Their response discussed the desired linkage would require a collaborative effort between the executive and legislative branches. Planning and Budget also acknowledged that the Commonwealth's current financial systems have inherent technological shortcomings that hinder measureable progress in defining and reporting on the relationships.

This situation continues to exist but Planning and Budget expects the new Performance Budgeting System will improve the user's ability to link performance information and the budget.



Commonwealth of Virginia

Walter J. Kucharski, Auditor

**Auditor of Public Accounts
P.O. Box 1295
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May 10, 2011

The Honorable Robert F. McDonnell
Governor of Virginia

The Honorable Charles J. Colgan
Chairman, Joint Legislative Audit
and Review Commission

We have audited the performance measures reported on the *Virginia Performs* website and are pleased to submit our report entitled "Review of Agency Performance Measures." We conducted this performance audit in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.

Objectives

Our objective was to determine that performance measure information was accurate, reliable, and understandable for fiscal year 2010. Our review of agency performance measures included executive branch key and productivity performance measures reported and published by Planning and Budget on the *Virginia Performs* website. We did not include higher education performance measures, which are the responsibility of the State Council of Higher Education.

Scope and Methodology

We selected a sample of 52 key performance measures and 17 productivity measures for detailed review. During our review, we obtained supporting documentation for each performance measure in the sample and information related to internal controls. We also followed up on issues noted in the prior year audit report to determine if they have been resolved.

Results of Review

Overall, we found that performance measures results reported for fiscal year 2010 were accurate and reliable for the majority of our sample. However, we did find a significant number of

exceptions in other data elements that affect the user's ability to understand the performance measure and interpret the results.

We also followed up on our audit findings from the prior year audit report and the results of this follow up are discussed in the sections entitled "Status of Prior Year's Recommendations on Individual Agency Performance Measures" and "Status of Prior Year's Systemwide Recommendations."

Exit Conference and Report Distribution

We discussed this report with Department of Planning and Budget management on June 14, 2011. Planning and Budget management concurred with the report and elected not to do a formal agency response.

This report is intended for the information and use of the Governor and General Assembly, management, and the citizens of the Commonwealth of Virginia and is a public record.

AUDITOR OF PUBLIC ACCOUNTS

LCW/alh

Appendix A: Summary of Findings by Individual Agency and Performance Measure

Performance Measures

Department for the Blind & Vision Impaired

Performance Measure Name	Exception(s) Noted
To insure that 70% of vocational rehabilitation consumers achieve their employment goals and work satisfactorily for at least 90 days upon completion of their programs	<ul style="list-style-type: none"> • The <i>Measure Name</i> wording did not comply with Planning and Budget's guidelines. Measures should begin with the data form, not with the phrase "we will" or a verb. • The <i>Measure Methodology</i> did not clearly explain how the measure was calculated, did not include the source data used for the measure calculation, and used unfamiliar acronyms that required defining. • The <i>Measure Data</i> reported on <i>Virginia Performs</i> was not accurate within five percent of supporting documentation.
Ensure that 85% of consumers of Older Blind Grant training services report an increase in independence upon completion of their programs	<ul style="list-style-type: none"> • The <i>Measure Name</i> wording did not comply with Planning and Budget's guidelines. Measures should begin with the data form, not with the phrase "we will" or a verb. • The <i>Measure Methodology</i> did not explain how the measure data is calculated. • The <i>Explanatory Note</i> contained outdated information that the agency should remove.
The average cost of successful closures of individuals who are employed at or above SGA (substantial gainful employment)	<ul style="list-style-type: none"> • The <i>Measure Methodology</i> did not explain how the measure data is calculated. • The <i>Measure Data</i> reported on <i>Virginia Performs</i> was not accurate within five percent of supporting documentation. • The <i>Explanatory Note</i> included unfamiliar acronyms that require explanation.

Department of Aviation

Performance Measure Name	Exception(s) Noted
Ratio of airport development grants executed to the value of allocations available	<ul style="list-style-type: none">• The <i>Measure Methodology</i> did not clearly explain how the measure was calculated or include the source data used for the measure calculation.• The <i>Explanatory Note</i> included unfamiliar acronyms that require explanation.
Number of enplanements at the air carrier airports (having scheduled service)	<ul style="list-style-type: none">• The <i>Measure Methodology</i> did not explain how the measure data is calculated.
Amount of economic activity generated by Virginia's aviation system	<ul style="list-style-type: none">• The <i>Measure Methodology</i> did not clearly explain how the measure was calculated or include the source data for the measure calculation.• The <i>Measure Target</i> was not clear. The target date was not current.• The <i>Measure Data</i> included no new data since fiscal year 2004.• The <i>Explanatory Note</i> was not clear. The information in the note indicates why the agency has not posted data for FY 2008 and beyond, but does not indicate why the agency did not post data prior to fiscal year 2008. The note also included unfamiliar acronyms that require explanation.

Department of Behavioral Health and Developmental Services

Performance Measure Name	Exception(s) Noted
We will increase the proportion of persons served in intensive community services versus state facilities	<ul style="list-style-type: none">• The <i>Measure Name</i> wording did not comply with Planning and Budget's guidelines. Measures should begin with the data form, not with the phrase "we will" or a verb.• The <i>Measure Methodology</i> included acronyms that may be unclear to the average citizen.• The <i>Explanatory Note</i> included acronyms that may be unclear to the average citizen.

We will reduce the percent of consumers who are readmitted to state facilities by providing community-based services and supports that respond to their individual needs	<ul style="list-style-type: none"> The <i>Measure Name</i> wording did not comply with Planning and Budget's guidelines. Measures should begin with the data form, not with the phrase "we will" or a verb. The <i>Measure Methodology</i> did not clearly explain how the measure was calculated and included acronyms that may be unclear to the average citizen. The <i>Measure Frequency</i> was not clear. The measure frequency was quarterly but the description states "preceding 365 days."
The daily cost to serve patients and residents in state facilities	<ul style="list-style-type: none"> The <i>Measure Name</i> is not clear. The name states daily costs are measured, but the measure calculation is average daily cost per quarter. The <i>Measure Methodology</i> did not include the source of the data used to calculate the measure. The <i>Explanatory Note</i> included acronyms that may be unclear to the average citizen.

Department of Emergency Management

Performance Measure Name	Exception(s) Noted
Increase the percentage of individuals who demonstrate awareness of threats to Virginia and their personal readiness to react appropriately	<ul style="list-style-type: none"> The <i>Measure Name</i> wording did not comply with Planning and Budget's guidelines. Measures should begin with the data form, not with a verb. The <i>Measure Methodology</i> did not clearly explain how the measure was calculated or include the source of the data used to calculate the measure.
Maintain the percentage of corrective measures addressed by the Department of Emergency Management (VDEM) within 90 days of completion of the after action review of the annual Virginia Emergency Response Team Exercise (VERTEX)	<ul style="list-style-type: none"> The <i>Measure Name</i> wording did not comply with Planning and Budget's guidelines. Measures should begin with the data form, not with a verb. The <i>Measure Methodology</i> did not include the source of the data used to calculate the measure.

Department of Fire Programs

Performance Measure Name	Exception(s) Noted
Total number of fire departments participating in the Virginia Fire Incident Reporting System (VFIRS)	<ul style="list-style-type: none"> • The <i>Measure Methodology</i> did not clearly explain how the measure was calculated or include the source of the data used to calculate the measure. The methodology included acronyms that may be unclear to the average citizen. • The <i>Explanatory Note</i> included outdated information that the agency should remove.
The total number of training programs conducted in compliance with the National Board on Fire Service Professional Qualifications (Pro Board)	<ul style="list-style-type: none"> • The <i>Measure Name</i> was unclear. The object of the measure name conflicts with the object of the methodology and the reported data. • The <i>Measure Type</i> was inaccurate. • The <i>Measure Methodology</i> did not include the source of the data used to calculate the measure. • The <i>Measure Data</i> reported on <i>Virginia Performs</i> was not accurate within five percent of supporting documentation.
Total number of Virginia Department of Fire Programs (VD FP) Attendance Certificates issued via the Agency's on-line training database	<ul style="list-style-type: none"> • The <i>Measure Methodology</i> was unclear. The methodology measure calculation results in a percentage, conflicting with the measure name. The methodology included acronyms that may be unclear to the average citizen. • The <i>Measure Target</i> was not reasonable. The target was a percentage, which conflicts with the measure name. • The <i>Explanatory Note</i> included acronyms that may be unclear to the average citizen.

Department of Forensic Science

Performance Measure Name	Exception(s) Noted
Percentage of DNA and mitochondrial samples that are analyzed and the results reported to the requesting authority (Certificate of Analysis issued)	<ul style="list-style-type: none">• The <i>Measure Methodology</i> did not include the source of the data used to calculate the measure.
Percentage of drug samples that are analyzed and the results reported to the requesting authority (Certificate of Analysis issued)	<ul style="list-style-type: none">• The <i>Measure Methodology</i> did not include the source of the data to calculate the measure.
Average cost per DNA and mitochondrial analysis case	<ul style="list-style-type: none">• The <i>Measure Methodology</i> did not include the source of the data used to calculate the measure.

Department of Forestry

Performance Measure Name	Exception(s) Noted
Percentage of harvest sites with sediment not reaching streams	<ul style="list-style-type: none">• The <i>Measure Methodology</i> did not clearly explain how the measure was calculated, did not include the source data used for the measure calculation, and included acronyms that require explanation.• The <i>Explanatory Note</i> included unfamiliar acronyms that require explanation.
Percentage of human caused fires	<ul style="list-style-type: none">• The <i>Measure Methodology</i> did not clearly explain how the measure was calculated and included acronyms that require explanation.• The <i>Explanatory Note</i> included unfamiliar acronyms that require explanation.

Number of forestry management and conservation projects implemented on private land	<ul style="list-style-type: none"> • The <i>Measure Methodology</i> did not clearly explain how the measure was calculated and did not include the source data used for the measure calculation. • The <i>Measure Baseline</i> was not clear. The baseline description contained inaccurate information. • The <i>Measure Target</i> was not clear. The target description contained inaccurate information. • The <i>Measure Frequency</i> was not clear. The frequency description contained inaccurate information. • The <i>Explanatory Note</i> included unfamiliar acronyms that require explanation.
Cost to conduct a forest harvest water quality inspection	<ul style="list-style-type: none"> • The <i>Measure Methodology</i> did not include the source of the data used to calculate the measure. • The <i>Explanatory Note</i> included unfamiliar acronyms that require explanation.

Department of Health Professions

Performance Measure Name	Exception(s) Noted
We will process applications for licensure within 30 days of receipt of a completed application	<ul style="list-style-type: none"> • The <i>Measure Name</i> wording did not comply with Planning and Budget's guidelines. Measures should begin with the data form, not with the phrase "we will" or a verb, and should not include a target. • The <i>Measure Methodology</i> did not clearly explain how the measure was calculated.
We will achieve high customer satisfaction ratings from individuals applying for licensure	<ul style="list-style-type: none"> • The <i>Measure Name</i> wording did not comply with Planning and Budget's guidelines. Measures should begin with the data form, not with the phrase "we will" or a verb. • The <i>Measure Methodology</i> did not include the source of the data used to calculate the measure.

We will investigate and process 90% of patient care cases within 250 work days	<ul style="list-style-type: none"> The <i>Measure Name</i> wording did not comply with Planning and Budget's guidelines. Measures should begin with the data form, not with the phrase "we will" or a verb, and should not include a target. The <i>Measure Methodology</i> did not clearly explain how the measure was calculated or include the source of the data used to calculate the measure.
We will achieve a 100% clearance rate of allegations of misconduct by the end of FY 2009 and maintain 100% through the end of FY 2010	<ul style="list-style-type: none"> The <i>Measure Name</i> wording did not comply with Planning and Budget's guidelines. Measures should begin with the data form, not with the phrase "we will" or a verb, and should not contain a target. The <i>Measure Methodology</i> did not include the source of the data used to calculate the measure.
We will ensure that, by the end of FY 2010, no more than 25% of all open patient care cases are older than 250 business days	<ul style="list-style-type: none"> The <i>Measure Name</i> wording did not comply with Planning and Budget's guidelines. Measures should begin with the data form, not with the phrase "we will" or a verb, and should not contain a target. The <i>Measure Methodology</i> did not include the source of the data used to calculate the measure.
The cost to issue a new Registered Nurse license	<ul style="list-style-type: none"> The <i>Measure Methodology</i> did not include the source of the data used to calculate the measure.

Department of Military Affairs

Performance Measure Name	Exception(s) Noted
Percentage of Virginia National Guard members	<ul style="list-style-type: none"> The <i>Measure Name</i> was not clear. The name did not contain a criterion or modifier. The <i>Measure Methodology</i> did not clearly explain how the measure was calculated.

Timeliness of response to disaster assistance requests	<ul style="list-style-type: none"> • The <i>Measure Name</i> wording did not comply with Planning and Budget's guidelines. Measures should begin with the data form, not with the phrase "we will" or a verb. • The <i>Measure Methodology</i> did not clearly explain how the measure was calculated. The methodology included unfamiliar acronyms that require explanation. • The <i>Measure Baseline</i> included unfamiliar acronyms that require explanation. • The <i>Measure Target</i> included unfamiliar acronyms that require explanation. • The <i>Explanatory Note</i> included unfamiliar acronyms that require explanation.
Cost-saving benefit to the Commonwealth of Virginia	<ul style="list-style-type: none"> • The <i>Measure Name</i> was not clear. The name did not contain a measure object. • The <i>Measure Methodology</i> did not include the source of the data used to calculate the measure. • The <i>Measure Data</i> was not accurate. The source data used in the calculation was outdated and not accurate.

Department of Mines, Minerals and Energy

Performance Measure Name	Exception(s) Noted
Number of serious injuries and fatalities at mineral and fossil fuel extraction sites per 200,000 worker hours	<ul style="list-style-type: none"> • The <i>Measure Methodology</i> did not clearly explain how the measure was calculated or include the source data used for the measure calculation. • The <i>Measure Target</i> was not clear. The target description did not identify what the target represents.
Percentage of permitted sites with no adverse off-site environmental damage or public safety hazards	<ul style="list-style-type: none"> • The <i>Measure Methodology</i> used unfamiliar acronyms that required defining. • The <i>Measure Target</i> appeared unreasonable. The target was set below the baseline, yet the agency has consistently exceeded the baseline.

Amount of saved energy costs achieved through energy conservation and procurement strategies	<ul style="list-style-type: none"> The <i>Measure Methodology</i> did not clearly explain how the measure was calculated or include the source data used for the measure calculation.
Average annual cost of keeping one mineral extraction worker safe	<ul style="list-style-type: none"> The <i>Measure Methodology</i> did not include the source of the data to calculate the measure. The <i>Measure Data</i> did not conform to Planning and Budget's guidelines.
Average annual cost of assuring environmental protection at one mineral extraction site	<ul style="list-style-type: none"> The <i>Measure Methodology</i> did not include the source of the data used to calculate the measure. The <i>Measure Data</i> did not conform to Planning and Budget's guidelines.

Department of Professional & Occupational Regulation

Performance Measure Name	Exception(s) Noted
Percent of licenses issued within 15 days of receipt of completed application, payment or exam post date	<ul style="list-style-type: none"> The <i>Measure Methodology</i> included unfamiliar acronyms that require explanation. The <i>Explanatory Note</i> included unfamiliar acronyms that require explanation.
Reduce the proportion of complaints that are resolved through the official disciplinary process	<ul style="list-style-type: none"> The <i>Measure Name</i> did not adequately reflect the objective of the measure. The name wording did not comply with Planning and Budget's guidelines. Measures should begin with the data form, not with the phrase "we will" or a verb. The <i>Measure Methodology</i> was not accurate. The methodology calculation did not produce results for the actual measure.
Cost per Licensee	<ul style="list-style-type: none"> The <i>Measure Methodology</i> did not include the source of the data used to calculate the measure.

Department of Veterans Services

Performance Measure Name	Exception(s) Noted
Rate of occupancy in the Nursing Care section	<ul style="list-style-type: none">• The <i>Measure Type</i> was inaccurate.
Rate of occupancy in the Domiciliary Care section	<ul style="list-style-type: none">• The <i>Measure Type</i> was inaccurate.• The <i>Measure Target</i> was not reasonable. The measure results have consistently been below the target.
Percentage of veteran claims filed by DVS and awarded by the USDVA	<ul style="list-style-type: none">• The <i>Measure Name</i> included unfamiliar acronyms that require explanation.
Cost per claim filed	<ul style="list-style-type: none">• The <i>Measure Target</i> was not easily understood. The target description did not clearly define what the target represents.

Jamestown-Yorktown Foundation

Performance Measure Name	Exception(s) Noted
Number of students served by Outreach education programs in each fiscal year of the 2008-2010 biennium	<ul style="list-style-type: none">• The <i>Measure Name</i> wording did not comply with Planning and Budget's guidelines. Measures should not contain a target.• The <i>Measure Methodology</i> did not include the source of the data to calculate the measure.
Per Cent of visitors surveyed rating their experience good or excellent	<ul style="list-style-type: none">• The <i>Measure Type</i> was not accurate.• The <i>Measure Methodology</i> did not include the source of the data used to calculate the measure.
Outreach Instructional Productivity	<ul style="list-style-type: none">• The <i>Measure Name</i> was not clear about what the measure is.• The <i>Measure Methodology</i> did not include the source of the data used to calculate the measure.

Marine Resources Commission

Performance Measure Name	Exception(s) Noted
Pounds of key finfish, crabs and clams landed in Virginia, but harvested within or outside of Virginia's waters, compared to the 3-year average of landings	<ul style="list-style-type: none"> The <i>Measure Methodology</i> did not include the source used for the measure calculation and contained references to prior fiscal years.
Conviction rate of 88% - 90% for summons written by Marine Police Officers	<ul style="list-style-type: none"> The <i>Measure Name</i> wording did not comply with Planning and Budget's guidelines. Measures should begin with the data form, not with the phrase "we will" or a verb, and should not contain a target. The <i>Measure Methodology</i> was not clear. The agency reversed the divisor and dividend for the measure calculation.
Pounds of key finfish, crabs and clams landed in Virginia, and harvested from Virginia's waters, compared to three year average harvest record	<ul style="list-style-type: none"> The <i>Measure Methodology</i> did not include the source used for the measure calculation and contained references to prior fiscal years.
Cost per inspection done by a Marine Police Officer	<ul style="list-style-type: none"> The <i>Measure Methodology</i> was not clear. The measure calculation was included in the explanatory note, but was not included in the methodology.

State Board of Elections

Performance Measure Name	Exception(s) Noted
Number of counties/cities having a Voting Systems Security Plan that has been reviewed and approved by the State Board Of Elections	<ul style="list-style-type: none"> The <i>Measure Methodology</i> included unfamiliar acronyms that require explanation. The <i>Measure Data</i> reported on <i>Virginia Performs</i> was not accurate within five percent of supporting documentation. The <i>Measure Data</i> did not conform to Planning and Budgets's guidelines. The <i>Explanatory Note</i> used unfamiliar acronyms that required defining.
Voter registration rate in Virginia	<ul style="list-style-type: none"> The <i>Measure Data</i> did not conform to Planning and Budgets's guidelines.
Voter participation rate in general elections for State (non-federal) offices	<ul style="list-style-type: none"> The <i>Measure Type</i> was not accurate. The <i>Measure Methodology</i> did not clearly explain how the measure was calculated.

Voter participation rate in federal elections held in Virginia	<ul style="list-style-type: none"> • The <i>Measure Methodology</i> did not clearly explain how the measure was calculated.
Cost per 1,000 voters for producing election poll books for general elections	<ul style="list-style-type: none"> • The <i>Measure Data</i> reported on <i>Virginia Performs</i> was not accurate within five percent of supporting documentation. • The <i>Measure Data</i> did not conform to Planning and Budgets's guidelines.

The Library of Virginia

Performance Measure Name	Exception(s) Noted
We will acquire, process and preserve manuscript, printed, and electronic materials related to Virginia's history and culture	<ul style="list-style-type: none"> • The <i>Measure Name</i> wording did not comply with Planning and Budget's guidelines. Measures should begin with the data form, not with the phrase "we will" or a verb. • The <i>Measure Methodology</i> did not clearly explain how agency calculated the measure or included the source data for the measure calculation. The methodology contained information that the average citizen would understand. • The <i>Measure Target</i> was not easily understood. The target description did not clearly define what the target value represents. • The <i>Measure Frequency</i> was not correct. The frequency listed conflicts with other information in the measure. • The <i>Explanatory Note</i> included information that was unclear.
We will create, develop and enhance a variety of information portals to facilitate citizen access to the Library's collections	<ul style="list-style-type: none"> • The <i>Measure Name</i> wording did not comply with Planning and Budget's guidelines. Measures should begin with the data form, not with the phrase "we will" or a verb. • The <i>Measure Methodology</i> did not clearly explain how agency calculated the measure or included the source data for the measure calculation. The methodology contained information that the average citizen would understand. • The <i>Measure Frequency</i> was not correct. The frequency listed conflicts with other information in the measure. • The <i>Explanatory Note</i> included information that was unclear.

<p>We will offer workshops, lectures, student programs, training opportunities, and outreach activities</p>	<ul style="list-style-type: none"> • The <i>Measure Name</i> wording did not comply with Planning and Budget's guidelines. Measures should begin with the data form, not with the phrase "we will" or a verb. The name does not identify the object of the measure. • The <i>Measure Methodology</i> did not clearly explain how agency calculated the measure or include the source data for the measure calculation. The methodology contained information that the average citizen would understand. • The <i>Measure Target</i> was not easily understood. The target description did not clearly define what the target value represents. • The <i>Measure Frequency</i> was not correct. The frequency listed conflicts with other information in the measure. • The <i>Explanatory Note</i> included information that was unclear.
<p>Determine the unit cost of educational programming for K-12 students</p>	<ul style="list-style-type: none"> • The <i>Measure Name</i> wording did not comply with Planning and Budget's guidelines. Measures should begin with the data form, not with the phrase "we will" or a verb. • The <i>Measure Trend</i> was not correct. • The <i>Measure Methodology</i> did not include the source of the data to calculate the measure. • The <i>Measure Baseline</i> was not identified. The baseline had a zero value, and a 1/1/09 date. • The <i>Measure Target</i> was not identified. The description stated that no target had been set. • The <i>Explanatory Note</i> included information that was unclear.

Virginia Economic Development Partnership

Performance Measure Name	Exception(s) Noted
Dollar Unit Cost of Direct Jobs Announced	<ul style="list-style-type: none">• The <i>Measure Methodology</i> did not include the source data for the measure calculation and contained language and acronyms that the average citizen may not easily understand.• The <i>Explanatory Note</i> included unfamiliar acronyms that require explanation.

Virginia Museum of Fine Arts

Performance Measure Name	Exception(s) Noted
New traveling exhibitions	<ul style="list-style-type: none">• The <i>Measure Name</i> wording did not comply with Planning and Budget's guidelines. Measure names should begin with the data form.• The <i>Measure Methodology</i> included unfamiliar acronyms that require explanation.• The <i>Explanatory Note</i> included unfamiliar acronyms that require explanation.
Number of children served through SOL-based curricula developed and offered by VMFA and participating educational partners	<ul style="list-style-type: none">• The <i>Measure Name</i> included unfamiliar acronyms that require explanation.• The <i>Measure Type</i> was not accurate.• The <i>Measure Methodology</i> included unfamiliar acronyms that require explanation.• The <i>Explanatory Note</i> included unfamiliar acronyms that require explanation.
Cost per participant/visitor in Museum exhibitions and programs	<ul style="list-style-type: none">• The <i>Measure Methodology</i> did not include the source data used for the measure calculation and included unfamiliar acronyms that require explanation.• The <i>Measure Baseline</i> included unfamiliar acronyms that require explanation.• The <i>Measure Target</i> included unfamiliar acronyms that require explanation.

Virginia Retirement System

Performance Measure Name	Exception(s) Noted
Complete Retirement Estimates in less than 30 days	<ul style="list-style-type: none">• The <i>Measure Name</i> wording did not comply with Planning and Budget's guidelines. Measures should begin with the data form, not with the phrase "we will" or a verb.• The <i>Measure Methodology</i> did not clearly explain how the measure was calculated.
Investment Return to exceed 3-year total fund benchmark	<ul style="list-style-type: none">• The <i>Measure Name</i> wording did not comply with Planning and Budget's guidelines. Measures should begin with the data form, not with the phrase "we will" or a verb. The name also contains language that the average citizen may not understand.• The <i>Measure Target</i> is not clear. The description contains terms that the average citizen may not easily understand and does not define that the measure target represents a percentage.• The <i>Explanatory Note</i> is not complete. The statement stops mid-sentence.

Woodrow Wilson Rehabilitation Center

Performance Measure Name	Exception(s) Noted
Percentage of graduates of WWRC training programs who are employed	<ul style="list-style-type: none">• The <i>Measure Name</i> included unfamiliar acronyms that require explanation.• The <i>Measure Methodology</i> included unfamiliar acronyms that require explanation.• The <i>Explanatory Note</i> included unfamiliar acronyms that require explanation.

Exceptions noted in this Appendix were communicated to the agencies during the course of our review. Some exceptions were subsequently corrected on the Virginia Performs website.