

Agency Budget Narrative Training Spring 2013

Part of Appropriation Requests for FY 2015

Narrative Checklist

Constitutional Offices, Departments, Bureaus, Higher Education

With Divisions

- Acronym List
- Org Chart
- Website Home URL
- Mission Statement
- Goals/Objectives
(A few exceptions have Performance Measures)

W/O Separate Divisions

- Acronym List
- Org Chart
- Website Home URL
- Mission Statement
- Operations
- Goals/Objectives/
Performance Measures

Narrative Checklist

Divisions, Boards and Commissions

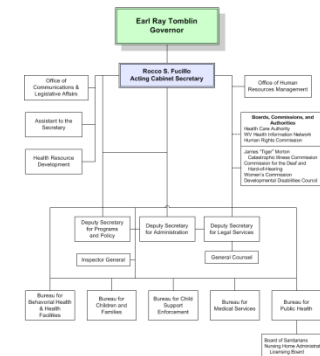
- Acronym List
- Website Home URL
- Org Chart (PSC only)
- Mission Statement
- Operations
- Goals/Objectives/Performance Measures

Webpage URL (Internet Address)

- Should be embedded within FY 2014 narrative received from the State Budget Office
 - The text with URL should be in blue
 - Hover with cursor, and the URL should appear
 - Make sure it is correct
- Type a corrected/changed URL before the agency name
- Send us an email with the correction if the URL is changed after the narrative is submitted

Organizational Chart

- Programmatic (not staff)
- Shows relationships
- May be complex or simple
- May include more than just divisions or programs



Mission Statement

An agency's performance begins with its Mission

- States the reason why an agency exists
 - What is your unique product or service?
 - Who is your client or target group?
 - Why is your product or service of benefit?
- Is consistent with (not worded like) state statutes
- May state what an agency foresees for the future
- If you're listing tasks in the Mission—RECONSIDER

Mission Statement

Good Examples

- The mission of the West Virginia Division of Homeland Security and Emergency Management is to ensure the protection of life and property for all-hazard events.



- The mission of the Coal Heritage Highway Authority is to manage and promote economic development and cultural heritage tourism along the Coal Heritage Trail, a national scenic byway in West Virginia.



- The mission of the West Virginia Children's Health Insurance Agency (WVCHIP) is to provide quality health insurance to eligible children in a cost-effective manner and to strive for a care system in which all West Virginia children have access to health care coverage.

Mission Statement

How One Evolved Over the Years I

- FY 1996 – The Office of Air Quality provides a coordinated statewide program of air pollution prevention, abatement and control; to facilitate cooperation across jurisdictional lines in dealing with problems of air pollution not confined within a single jurisdiction; and a framework within which all values may be balanced in the public interest to fulfill the state's primary responsibility for assuring air quality pursuant to the Federal Clean Air Act.
- FY 1997 – The Office of Air Quality establishes and implements programs to control emissions of air pollutants from industrial and commercial facilities and other air pollutant sources to protect the health and welfare of the public.

Mission Statement

How One Evolved Over the Years (continued)

- FY 1998 – The mission of the Office of Air Quality is to administer an effective air quality management program for the protection of the public's health and welfare and protection of the environment.
- FY 2000 – To administer an effective air quality management program for the protection of the public's health and welfare and protection of the environment.
- FY 2007 – To protect and improve today's air quality and preserve it for future generations.
- FY 2012 – The Division of Air Quality's mission is to protect and improve today's air quality and preserve it for future generations.

Mission Statements

For Discussion

The Division of Land Restoration restores the state's environment by cleaning up polluted or littered sites, by reclaiming former coal mining sites, and by employing a broad range of scientific and engineering skills.

(HINT: Does it matter if the agency employed one simple skill to clean up and reclaim or a broad range of skills?)



The West Virginia Public Port Authority (WVPPA) will address public and private transportation needs of commerce by providing services, infrastructure, and facilities that improve the efficiency of transporting people, goods, and services. The WVPPA will work to stimulate the economic development of this state by promoting the expansion of the volume of West Virginia's trade with both foreign and domestic markets. The WVPPA will actively foster and participate in partnerships with private industry and with state and local governments to foster a climate that is encouraging of economic development that benefits all of the citizens of West Virginia.

Operations

- Provides details of the general activities and/or functions of the division
- These activities should be relatively unique to the division. (Do not list activities common to most agencies---i.e., handle inquiries, draft correspondence, payroll, purchasing, inventory, pay bills, personnel issues, etc.) *The exception would be if that is the purpose or mission of the entire division or agency.*
- Find a balance between providing too much detail vs skipping major functions (responsibilities) of the agency
- Generally in bullet point style, each beginning with a verb
- Present tense (most verbs ending with “s”)

Operations

Good Examples

- Conducts applied and original research on the coal, oil, and natural gas resources of West Virginia.
- Maps economic coal beds, oil and gas fields, geologic hazards, subsurface geologic units, and bedrock and surficial deposits in the state.
- Tracks oil and gas drilling, coal mining, and other geologic resource extraction activities.
- Collects and analyzes coal and rock samples, and maintains a repository of samples and cores.

Operations

For Discussion

- Utilizes existing processes for determining eligibility through the Department of Health and Human Resources and for enrolling members and administering claims through the Public Employees Insurance Agency and its contractors.
- Monitors the quality of health care services utilized by its members annually through a core set of pediatric measures.¹

¹ These measures are reviewed and reported in the Annual Report provided each year on January 1st.

(HINT: If this is all you saw for an agency's Operations, would you have a good idea of what they do or even what agency it is?)

Goals/Objectives/Performance Measures

Goals

- Most agencies need Goals
- Goals are developed starting with the highest agency's Goals (Governor, Constitutional Officer, etc.)
- Goals should relate directly to the agency's Mission Statement—they are what an agency intends to accomplish in order to fulfill its purpose
- Department level Goals should be broad/general Goals (there is an exception or two), whereas division Goals may be more focused

Goals/Objectives/Performance Measures

Goals (continued)

- Is the agency's scope of activity reflected in the Goals? (Try making a list of just the agency's Goals---would they portray a balanced view?)
- Beware of writing one Goal to fit each Objective---the end result might be similar, but Goals should (ideally) come first, then the Objectives follow from that
- An agency may have a Goal with no Objectives beneath it (it may indicate that there's no viable way to measure it at this time, but if you use too many of this type, it may also show that an agency doesn't know how to measure Goals or can't be bothered)

Goals/**Objectives**/Performance Measures

Objectives

Objectives are:

- Activities related to measuring the achievement of Goals
- Targets for the achievement of Goals

- An Objective must have details:
 - Each one **must be quantifiable/measurable**
 - Each one **must have a specific time frame**

- They should measure things within an agency's control
(However, sometimes an objective will reflect something over which an agency has only an indirect effect)

Goals/**Objectives**/Performance Measures

Objectives (continued)

- The most important objectives are generally those directly related to an agency's Mission Statement
- Objectives may be selected because of a current or "hot button" issue
- A single Goal may have multiple objectives
- One should ideally have short, medium and long-range Objectives within the whole narrative---beware of having all Objectives targeted for the current FY
- Not every Objective has to be measured (in fact, we expect to see some Objectives without performance measures)

Goals/Objectives/Performance Measures

Good Examples

Administer the AmeriCorps National Service programs in a way that provides the most value to the citizens and communities of West Virginia.

- Ensure that each year at least 90% of AmeriCorps members complete their service and earn an education award to finance postsecondary education or to repay student loans.
- Maintain a ratio of at least 35 citizens served by AmeriCorps programs per AmeriCorps member.



All students will develop the personal skills and dispositions of wellness, responsibility, cultural awareness, self-direction, ethical character, and good citizenship in an environment that is caring and safe.

- Maintain the level of immunizations for all new students enrolled in the public schools, grades K–12, for the first time (new enterers).
- Decrease the percentage of students who are above the 95th percentile for body mass index (BMI) by 0.5% biennially.
- Decrease the percentage of teen birth rate (ages 15-19) by two percent annually.
- Increase the number of schools participating in the FitnessGram®, 11 to 100% by School Year 2018.
- etc.

Goals/Objectives/Performance Measures

For Discussion

Continue to enhance revenue collection through improved compliance efforts made possible by the Tax Division's integrated tax system.

- Collect \$185 million from delinquent taxpayers in 2012.



- Provide guidance and assistance to 50 local solid waste authorities every year in the development of commercial solid waste siting plans and comprehensive litter and solid waste control plans, as well as business and technical assistance.



Operations (This agency has no goals)

- Administers the grants for the Administration for Community Living (Older Americans Act) awarded under a federally required formula basis outlined in the State Plan on Aging. This includes application review and approval, grant issuance, fund processing, and monitoring for the following programs:
 - Title V Employment Programs

(Objective)

- Meet 100% of the placement goals of the Title V Employment Program.

Goals/Objectives/**Performance Measures**

Performance Measures

- *Performance Measures should** be linked to an agency's *Goals/Objectives*
 - They reflect the scope of a division's achievement
 - They describe what the agency does directly for its customers
 - They are likely to be viewed by the public as a benefit

- Should NOT be WORKLOAD *Performance Measures*

Although they describe necessary work done to deliver the program:

- They show the quantity of work performed or services rendered
- They reflect more the work performed rather than the scope of achievement of the program's objectives
- Not so likely to be viewed by the public as a benefit

* *There are exceptions to this (e.g., awards and short-term accomplishments)*

Goals/Objectives/**Performance Measures**

Performance Measures

- Should be efficiency or effectiveness type *Performance Measures*
 - EFFICIENCY = Reflects the relationship between work performed and the resources required to perform them
 - EFFECTIVENESS = Depicts the degree to which performance objectives are achieved or reflects the quality of performance
- About 3 to 5 *Performance Measures* for a division*
- Choose performance measures (from the objectives) that best reflect the agency's mission

* This depends upon a division's activities and size by staff and/or expenditures

Goals/Objectives/Performance Measures

Good Examples

- Meet or exceed the minimum of 85 inspection days per FTE inspector as required by the DOT.

	Actual	Estimated	Actual	Estimated	Estimated	Estimated
Calendar Year	2010	2011	2011	2012	2013	2014
Inspection days per						
FTE inspector	104	104	109	104	104	104
FTE inspectors	4.16	4.00	3.88	4.00	4.00	4.00
Total inspection man-days	431	416	367	416	416	416



- Retain 70% of resident graduates with bachelor's degrees (working or attending school in West Virginia) and 65% with graduate and professional degrees by 2020, which will be measured two years after graduation.

	Actual	Actual	Estimated	Actual	Estimated	Estimated
Academic Year	2009-10	2010-11	2011-12	2011-12	2012-13	2013-14
Resident graduates in the state two years						
after graduation	72%	73%	73%	75%	75%	76%

Goals/Objectives/Performance Measures

Good Examples

- Implement correctional officer scheduling software to reduce overtime to 100 FTEs by the end of FY 2014.

	Actual	Actual	Estimated	Actual	Estimated	Estimated
Fiscal Year	2010	2011	2012	2012	2013	2014
Correctional officer overtime FTEs	N/A	180	N/A	195	145	100
						

- Reduce the number of daily cigarette smokers in West Virginia to 22% by June 30, 2016.

	Actual	Actual	Estimated	Actual	Estimated	Estimated
Fiscal Year	2010	2011	2012	2013	2014	
Daily cigarette smokers in West Virginia	N/A	N/A	N/A	25.0%	24.0%	23.5%
						

- The advertising and bidding process for a new 50-forensic bed unit at William R. Sharpe Jr. Hospital will start in January 2013. Construction will begin in early 2013 and be operational during Spring 2014.

✓ The schematic design, construction drawings, and other bid documents are complete.

Goals/Objectives/Performance Measures

For Discussion

SITUATION – Suppose the basic activity of your agency is to inspect, investigate or audit something. Accordingly you establish your objectives and performance measures to do that by frequency (e.g., audit 100% every year, investigate all complaints within W.Va. Code time frames, etc.)

QUESTION – Have you demonstrated how you accomplished your mission? (Similar question on the next page)

Goals/Objectives/Performance Measures For Discussion

What if your narrative has five objectives and performance measures that are similar to this---would it show how efficient/effective your agency is?

- Conduct inspections/audits of [whatever the specified thing is] within 47 days.

Fiscal Year	Actual 2010	Actual 2011	Estimated 2012	Actual 2012	Estimated 2013	Estimated 2014
Inspections/audits completed within 47 days	100%	99%	100%	100%	100%	100%

Would your answer be the same if this were the

Chief Inspector's Division of the State Auditor's Office

(mission=to have local governments receive proper annual financial audits)

vs the *Division of Financial Institutions*

(mission=to regulate financial institutions to ensure that their products/services are safe)?

Goals/Objectives/Performance Measures

For Discussion

Examples of text Performance Measures

- Pass all required annual inspections performed by the U.S. Department of Veterans Affairs and by the West Virginia Office of Health Facility Licensure and Certification (DHHR).
 - ✓ Passed all annual inspections conducted during FY 2012.



- ✓ The commission's Transportation Enforcement Division was recognized on April 25, 2012, as the Highest Achieving Transportation Safety Enforcement program in the United States (small state category2) by the Federal Motor Carrier Safety Administration (FMCSA) for the second year in a row.

Programs (if applicable)

- The State Budget Office will be extracting the program information from the wvOASIS database and inserting it into your budget narrative.

- If you are not the fiscal person entering the Appropriation Request information into wvOASIS this year, locate that person and stress the importance of accuracy in the program title and text:
 - Correct spelling
 - Complete sentences
 - One or two sentences (if it takes much more to describe the program, perhaps the program should be divided)
 - Alphabetical, but administrative/executive program may be listed first (it's uncertain at this point how this will work with wvOASIS)

FYI Data

- Once in a while, important information (not performance measure data) is added at the end of a narrative
- Such information must be preapproved
- Most agencies don't need this

Fiscal Year	Actual 2009	Actual 2010	Actual 2011	Actual 2012
Gross sales of liquor to licensed retail stores	\$80,832,675	\$80,001,855	\$84,921,114	\$88,838,278
Cases of liquor sold	641,969	636,244	669,408	692,170