



INSTRUCTIONS: HOW TO REVIEW AND COMPLETE PERFORMANCE INFORMATION FOR EXECUTIVE BUDGET DOCUMENTS

Draft performance information for your agency is enclosed with the Office of Planning and Budget (OPB) memorandum transmitting the strategic level of funding for your agency. This information is contained in a PDF file and includes your program objectives, performance indicators, and explanatory notes as they currently stand. Performance indicator values are shown through continuation level. To complete development of the Executive Budget, performance indicator values associated with preliminary funding level recommendation must be identified now. In addition, comments and questions from OPB analysts about the performance data must be addressed.

As referenced in the December 8, 2008 Performance Measures Memorandum to cabinet members and undersecretaries, it cannot be emphasized too strongly that every program must be accompanied by no less than three strong, outcome based performance measures in order to be included in the Executive Budget. Since Outcome Indicators measure the success of a program by measuring its results and impact, they are the most important performance measures.

Please review all performance information—particularly the performance indicator names, LaPAS codes, and values—for accuracy. Then provide performance indicator values for the “Performance At Executive Budget Level FY 2009-2010” column. These values are your proposed performance standards if the strategic level of funding becomes final. Unfortunately, at this point, it is not possible to send “live” electronic files from the OPB budget database. As a result, you must put your proposed performance standards on a hard copy of the enclosed PDF file. To avoid misunderstandings and data entry errors in the final executive budget documents, please ensure that all entries are made in a neat and legible manner.

All performance information (completed and revised printouts as well as responses to comments and questions from OPB analysts) must be returned to the OPB by 5:00 pm, on Friday, January 23.

As you review and complete this information, please note that many agency operational plans did not conform to the operational plan form and instructions provided by the OPB. In some cases, data provided in agency operational plans conflicted with the official performance data in the Louisiana Performance Accountability System (LaPAS). The OPB draft performance information enclosed includes corrections in the cases noted below. Further, OPB analysts may have additional questions or comments. If you have not already responded to OPB comments and questions regarding your performance data, you must include responses at this time.

- Your operational plans should have included standard performance tables, with columns for performance indicator LaPAS PI Code, level, name and performance indicator values at prior year actual, initial operating budget level, existing operating budget level, and

continuation budget level. These "budget levels" represent different funding scenarios for which you were required to provide related performance values. Guidelines, instructions, and examples for reporting performance indicators were provided in the operational plan form and instructions, which were part of the budget preparation instruction package posted on the OPB website (<http://www.state.la.us/opb/index.htm>).

- Prior year performance standards at yearend for indicators that were in use during FY 2007-2008 are shown in the Louisiana Performance Accountability System (LaPAS). If prior year performance standards in your operational plan differed from the official yearend standards in LaPAS, then OPB analysts have entered the official LaPAS standards in the performance file.
- Prior year actual performance indicator values for FY 2007-2008 are reported in FY 2007-2008 Yearend (Fourth Quarter) Performance Progress Reports in LaPAS as well as in FY 2009-2010 operational plans. In each of these reporting venues, the FY 2007-2008 actual figure should be the same. If these actual values are not the same, you must explain why. If no reasonable explanation for a difference was provided in your operational plan, OPB analysts have placed the official LaPAS number in the performance file.

For new performance indicators being used for the first time in FY 2008-2009, every reasonable effort must be made to report a FY 2007-2008 prior year actual value. Do not assume that use of a new performance indicator absolves your agency of the responsibility of reporting an actual number for the prior year. If your operational plan provided no reasonable explanation of why prior year actual information is unavailable, then "Not Provided" will be reported in Executive Budget documents.

- Initial FY 2008-2009 performance values for existing performance indicators must reflect their performance standards under the General Appropriation Act 19 of the 2008 Regular Legislative Session or the Ancillary Appropriation Act 49 of the 2008 Regular Legislative Session. Your agency was provided performance spreadsheets containing initial operating values for all key and supporting indicators as part of your FY 2008-2009 appropriation letter package. If your operational plan did not show appropriate FY 2008-2009 initial operating budget level performance standards, OPB analysts have revised your performance indicator values to reflect those standards on your draft performance spreadsheets. If your operational plan includes new performance indicators that were not used in FY 2008-2009 and therefore lack an initial operating budget standard, then "Not Applicable" should appear in the initial performance standard column.
- Existing operating budget (EOB) performance values must reflect your FY 2008-2009 performance standards for all existing performance indicators. (Existing performance standards are initial performance standards adjusted for August 15th performance standard adjustments and BA-7s approved through December 1, 2008.) If your operational plan did not show appropriate FY 2008-2009 performance standards or if there were approved performance standard revisions subsequent to submission of your

operational plan, OPB analysts have revised your performance indicator values to match standards as of the EOB freeze date.

Since new performance indicators have no FY 2008-2009 performance standards, guidelines require that all reasonable efforts be made to provide an estimate of yearend performance for the current fiscal year. If you provided this information in your operational plan, OPB analysts have placed your estimates into the draft performance tables and added to indicate that these figures are estimates of yearend performance, not performance standards. If you failed to provide this information and did not provide a reasonable explanation of why such an estimate is not available or not applicable, then “Not Provided” will appear in Executive Budget documents.

- If your calculation of continuation budget funding level differs significantly from the OPB's calculation of continuation budget funding level, you should review your performance indicator values in the Performance At Continuation Budget Level column to see if those values should be adjusted. As noted in the operational plan form and instructions, continuation level performance values should reflect a continuation budget. If, however, your agency included requested enhancements in its calculation of continuation level, then your continuation values should be revised. If the OPB's continuation level excluded workload adjustments or other factors that you included in your continuation level calculation, then you should review your continuation performance values and revise them if necessary.
- "Recommended budget level" performance indicator values must be provided for all standard performance tables. These values reflect performance standards associated with your strategic level of funding. Use the blank column, “Performance At Executive Budget Level FY 2009-2010”, to provide these values. Your performance values must reflect expected performance levels at the strategic level of funding. Do not list the dollar amount of your strategic level of funding. Provide the performance or service levels associated with that strategic level of funding.

"Recommended budget level" refers to the strategic level of funding that was sent to your department/agency. It does not mean your existing operating budget level. It does not mean the dollar amount that your department/agency requested. It is based on the means of financing in the strategic level of funding.

Please give careful consideration to the formulation of performance values associated with the strategic level of funding. These figures are proposed performance standards. Unless these figures are amended as we continue through the budget development and appropriation processes, they become your FY 2009-2010 performance standards.

If you fail to provide performance values at the strategic level of funding by the response deadline mentioned earlier, your agency's failure to provide proposed performance standards will be noted in executive budget documents and appropriation bill. Further, you will have no performance justification for funding

in FY 2009-2010. This lack of performance justification will be taken into account as final Executive Budget decisions are made.

REMEMBER: At this point, it is not possible to send “live” electronic files from the OPB database. As a result, you must put your proposed performance standards on a hard copy of the enclosed PDF file. To avoid misunderstandings and data entry errors in the final executive budget documents, please ensure that all entries are made in a neat and legible manner. Responses to questions and comments from OPB analysts may be made via e-mail, fax, or other hard copy delivery.

- The Division of Administration has statutory authority to determine which performance information shall be included in the Executive Budget and its supporting document. The division also has the authority and responsibility to designate "key" or "supporting" status for objectives and performance indicators. Although the OPB values your input, the OPB may not concur with your recommendations.
- Many agencies made significant changes to performance measures—deleting established indicators and adding new indicators for which no baseline data or estimate of current year performance were provided—without providing evidence of a compelling reason to do so (either in strategic plans or operational plans) and without discussing these changes beforehand with the OPB and legislative fiscal analysts who work with your agencies. If in response to queries by OPB analysts, you failed to provide a thorough explanation of the compelling reason justifying the change, OPB analysts likely have restored the existing performance indicator structure and you must now provide missing data.
- Any other blank cells or gaps in the performance information should be filled. Trend or other data tables should be reviewed and any gaps filled. Explanatory notes should be reviewed and additional explanatory notes added as needed or requested by the OPB.
- After you have completed your review and completion of each spreadsheet table, review the text of its related objective to determine whether or not it still reflects an appropriate level of accomplishment. Objectives should be strategic objectives from your strategic plan. Objectives must be timebound and identify the base figure against which strategic outcome will be compared.

As required by Act 1036 of 1999, a *Louisiana: Vision 2020* link is required. In addition, links related to the Children’s Budget and other statewide initiatives must be included, as appropriate. “Not Applicable” may be an appropriate response for these links.

- Respond to any notes or questions from OPB analysts. You may respond by e-mail, fax, or other hard copy response medium.
- Provide missing information for cells labeled “Not Provided.” Augment your explanatory notes as appropriate to explain performance issues.

- If your review and completion of draft performance spreadsheets is being conducted by your department's Office of Management and Finance (or its equivalent) or coordinated at some other central agency level, communication and collaboration with agency program managers is essential.

REMEMBER: Agency review and completion of Executive Budget draft performance information is not a new procedure. For some years, the OPB has provided performance drafts for agency review and completion of "recommended" performance indicator values. However, this step in budget development is critical under performance-based budgeting. As mentioned earlier, the "recommended" column value for performance indicators (both key and supporting) is a proposed performance standard. Performance standards identify the expected return on investment of state resources. Performance standards are commitments for service and are the performance levels against which your actual performance will be compared at yearend.

REMEMBER: All performance information (completed and revised printouts as well as responses to comments and questions from OPB analysts) must be returned to the Office of Planning and Budget by 5:00 pm on Friday, January 23.

REMEMBER: Since Outcome Indicators measure the success of a program by measuring its results and impact, every program must be accompanied by no less than three strong, outcome-based performance measures in order to be included in the Executive Budget.

REMEMBER: Direct questions about this part of the Executive Budget development process to the OPB analyst assigned to work with your agency. You may reach OPB analysts at 225-342-7005.

Last revised: January 15, 2009