

An Audit Report on Performance Measures at 21 State Agencies and 1 Educational Institution

Key Points of Report

Executive Summary	1
Detailed Certification Results, Findings, and Agency Responses	7
General Services Commission	9
Library and Archives Commission	10
Teacher Retirement System	13
Department of Housing and Community Affairs	15
Department on Aging	19
Commission on Human Rights	20
Ethics Commission	21
State Office of Administrative Hearings	24
Department of Insurance	25
Alcoholic Beverage Commission	26
Department of Health	27
State Board of Examiners of Psychologists	29
Department of Protective and Regulatory Services	30
Department of Transportation	34
Department of Criminal Justice	40
Parks and Wildlife Department	43
Historical Commission	49
State Preservation Board	55

Table of Contents, concluded

Commission on the Arts	56
Texas State Technical College - System Administration	57
Follow-Up Results of Previous Audits	59
General Services Commission	61
Library and Archives Commission	62
State Office of Administrative Hearings	63
Department of Insurance	64
Alcoholic Beverage Commission	66
Department of Health	67
Department of Protective and Regulatory Services	69
Department of Criminal Justice	71
Parks and Wildlife Department	73
Appendices	75
1 - Objectives, Scope, and Methodology	77
2 - Background Information	79

Key Points Of Report

An Audit Report on Performance Measures at 21 State Agencies and 1 Educational Institution

February 1996

Overall Conclusion

Reliability of performance measure reporting has improved slightly. Controls over the collection and reporting of performance measure data have been strengthened. However, weak controls at some agencies have resulted in unreliable data. As a result, a significant amount of key performance information cannot be relied upon by decision makers. Recommended improvements should further enhance performance measurement system reliability.

Key Facts and Findings

- Approximately 54 percent of the 105 performance measures reviewed at 21 agencies and one educational institution were determined to be reliable. About 25 percent of the measures were inaccurate and factors prevented certification of the remaining 21 percent.
- The agency results represent a ten percent improvement in reliability over the most recent performance measure audit. Improved controls over the collection and reporting of performance measure data was the primary reason for improvement.
- Although controls have improved, significant weaknesses continue to prevent a higher reliability rate. Inadequate source documentation, failure to follow measure definitions, calculation errors, and a lack of supervisory reviews were the primary weaknesses remaining at the agencies.
- Assistance was provided to agencies with serious performance measurement system weaknesses. The Commission on Alcohol and Drug Abuse and the Department on Aging received detailed recommendations to improve performance reporting.
- Current audit results indicate a significant improvement in performance reporting reliability at the Texas Department of Insurance. The improvement was the result of a comprehensive plan implemented after prior audit results indicated that fiscal year 1995 performance data was unreliable.

Contact

Barbara S. Hankins, CPA, Audit Manager (512) 479-4700



Office of the State Auditor

Lawrence F. Alwin, CPA

This audit was conducted in accordance with Government Code § 2101.038 and the Lieutenant Governor's Budget Reform Proposal, as adopted by the Legislative Budget Board on November 18, 1991, and in cooperation with the Legislative Budget Board.

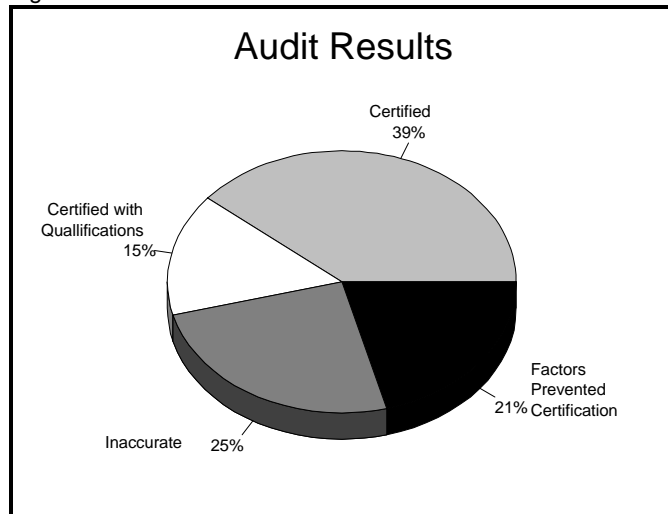
Executive Summary

Controls Over the Collection and Reporting of Performance Data Have Improved

Approximately 54 percent of the 105 performance measures reviewed at 21 agencies and one educational institution were determined to be reliable. (See Figure 1.) A measure is reliable if it has been categorized as “Certified” or “Certified with Qualification.” (See Figure 2.) About 25 percent of the measures were inaccurate, and factors prevented certification of the remaining 21 percent.

The agency results represent a 10 percent improvement in

Figure 1



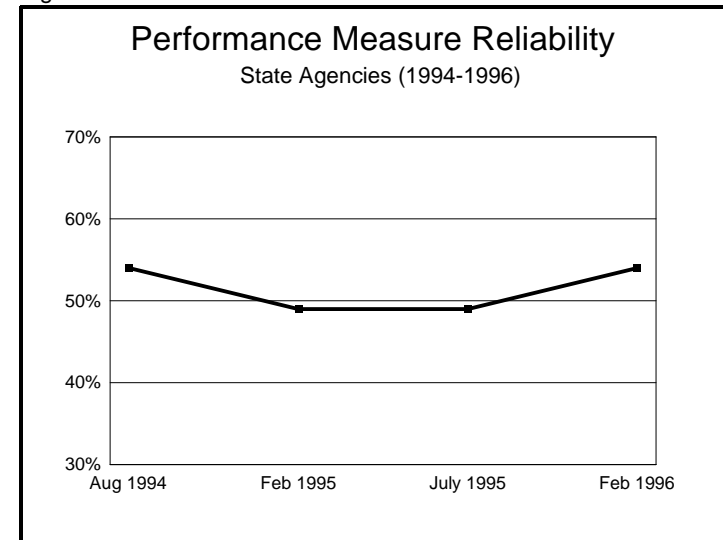
reliability over the most recent performance measure audit.

Figure 2

Categories	Definitions
Certified	Reported performance is accurate within five percent of actual performance.
Certified with Qualification	Reported performance is accurate but controls could be improved.
Factors Prevented Certification	Actual performance cannot be determined because of inadequate controls.
Inaccurate	Reported performance is not within five percent of actual performance.

The reliability percentage for the last three audits were 49 percent, 48.8 percent, and 54.8 percent, respectively. (See Figure 3.)

Figure 3



Executive Summary

The improvement is primarily due to improved controls over performance data collection and reporting. Sixteen agencies reviewed during the current audit had received prior performance measure audits. The prior audit results indicated control weaknesses at all 16 agencies. Follow-up results indicate improved control systems at most of the 16 agencies. (See pages 58-70 for follow-up audit results.)

Significant Control Weaknesses Continue to Cause Unreliable Performance Measures

Although performance measurement controls have improved, significant weaknesses continue to prevent a higher reliability rate. The 54 percent reliability rate for agencies does not compare favorably with the historical rates of 85 percent for universities and 71 percent for health-related institutions. The following control weaknesses were the primary causes of unreliable performance reporting:

- Source documentation was either inadequate or unavailable to verify reported results.
- Performance calculations were not performed according to measure definitions.
- Mathematical errors were made during the performance calculations.
- Supervisory reviews were not performed to detect collection and reporting errors.

These control weaknesses can be addressed by using the *Guide to Performance Measurement*. This publication was developed by the State Auditor's Office, the Legislative Budget Board, and the Governor's Office of Budget and Planning. The *Guide* includes

recommendations for implementing a reliable performance measurement system. Specific recommendations were also provided to the agencies during performance measure audits. (See Detailed Certification Results, Findings, and Agency Responses on pages 8-56.)

Assistance Was Provided to Agencies with Serious Performance Measurement System Weaknesses

Agencies that had not corrected performance measurement system weaknesses identified during prior audits were provided assistance during the audit. The Commission on Alcohol and Drug Abuse (Commission) has recently undergone a major reorganization, and management has taken steps to implement a plan to improve performance measurement procedures, processes, and systems. The reorganization plan was reviewed, and specific recommendations were made to improve performance reporting. The plan's effectiveness will be determined during future performance measure audits.

The Department on Aging (Department) has not implemented recommendations from prior audits. As a result, performance measurement controls are weak, and performance information continues to be unreliable. During the current audit, information systems, procedures, and processes for performance reporting were reviewed. The processes and procedures of the various governmental and private entities that provide performance data

Executive Summary

were also reviewed. Recommendations for improvement have been provided to the Department.

The Department of Insurance Has Improved Performance Measure Reliability

Current audit results indicate a significant improvement in performance reporting reliability at the Department of Insurance (Department). All four performance measures tested for reliability were certified. In addition, controls were improved for all eight measures determined to be unreliable during previous audits. The current audit was conducted at the request of Commissioner Elton Bomer.

The improvement was the result of a comprehensive plan implemented by the Department after prior audit results indicated that fiscal year 1995 performance data was unreliable. All performance measures were reviewed, as were the related procedures, systems, and processes. Key elements of the plan include:

- commitment from the agency head
- communication with the Legislative Budget Board
- implementation of audit recommendations

- assignment of accountability to senior staff
- dedication of available resources
- implementation of a continuous improvement plan

Summary of Management's Responses

Management's responses were provided by the agencies and are included in the report after the related finding. The responses indicate that management generally agrees with the recommendations for improvement.

Summary of Audit Objectives and Scope

The primary objective of this audit was to determine the accuracy of key performance measures reported to the Automated Budget and Evaluation System of Texas (ABEST) data base. Related control systems were reviewed for adequacy, and procedures were conducted to determine whether deficiencies identified during previous audits had been corrected. Assistance was provided to agencies with recurring collection and reporting problems. Performance information was traced back to the original source.

Executive Summary

Table of Current Results

Entity Name ¹	Certified	Certified with Qualification	Factors Prevented Certification	Inaccurate	Total Measures Audited	Reliability Percentage ²
Department of Health	7	0	0	1	8	88%
Commission on Human Rights	3	0	0	0	3	100%
Department of Housing and Community Affairs	7	1	1	2	11	73%
Texas State Technical College - System Administration	0	2	0	0	2	100%
Alcoholic Beverage Commission	1	2	0	0	3	100%
Teacher Retirement System	2	2	0	1	5	80%
Department of Protective and Regulatory Services	6	1	3	0	10	70%
Department of Criminal Justice	0	2	1	0	3	67%
Commission on the Arts	0	1	0	1	2	50%
General Services Commission	0	0	0	2	2	0%
Department on Aging	0	0	0	6	6	0%
Parks and Wildlife Department	2	1	6	1	10	30%
Ethics Commission	0	2	0	4	6	33%
Department of Insurance	4	0	0	0	4	100%

1. The Lottery Commission and the Commission on Alcohol and Drug Abuse were provided with agency assistance. Certification testing of specific performance measures was not performed.

2. The reliability percentage is based upon a non-statistically based sampling methodology. The sample results do not necessarily reflect the reliability of the total population of performance measures.

State Office of Administrative Hearings	4	0	0	0	4	100%
---	---	---	---	---	---	------

Entity Name ¹	Certified	Certified with Qualification	Factors Prevented Certification	Inaccurate	Total Measures Audited	Reliability Percentage ²
State Preservation Board	2	0	0	0	2	100%
Board of Examiners of Psychologists	0	1	0	1	2	50%
Historical Commission	1	0	5	3	9	11%
Library and Archives Commission	0	1	2	0	3	33%
Department of Transportation	2	0	4	4	10	20%
Totals	41	16	22	26	105	54%
Percentages	39%	15%	21%	25%	100%	54%

1. The Lottery Commission and the Commission on Alcohol and Drug Abuse were provided with agency assistance. Certification testing of specific performance measures was not performed.

2. The reliability percentage is based upon a non-statistically based sampling methodology. The sample results do not necessarily reflect the reliability of the total population of performance measures.

This page intentionally left blank.

Detailed Certification Results, Findings, and Agency Responses

This page intentionally left blank.

Results of Performance Measures Review

Related Objective or Strategy ¹	Description of Measure ¹	How Classified	Results Reported ²	Certification Results*					Comments
				C	CQ	FPC	I	N/A	
Agency 303 General Services Commission									
A.2.1	Utility Costs per Square Foot	Efficiency	\$ 1.96				*		Loan payments for capital expenditures were included with utility costs when calculating the result. Capital expenditures should not be included with operating costs when calculating this result.
A.2.1	Cost per Square Foot of All Building Activities (Except Utilities)	Efficiency	\$ 2.09				*		The amount reported included grounds and janitorial maintenance costs that the measure definition explicitly excludes. The Commission has since recalculated and submitted a revised result that has not been audited.

Related Objective or Strategy ¹	Description of Measure ¹	How Classified	Results Reported ²	Certification Results*					Comments
				C	CQ	FPC	I	N/A	
Agency 306 Library and Archives Commission									
A.1.1	Number of Persons Provided Project-Sponsored Services	Output	4,800,773			*			The measure definition was not followed when calculating the performance result. The definition does not allow the use of estimates.

Sources:

- ¹ General Appropriations Act, 73rd Legislature, R.S. (1993).
 - ² Results are reported for FY 1995 unless otherwise indicated.
- All numbers are from ABEST II - Automated Budget and Evaluation System of Texas.

*Key for Certification Results	
C	- Certified
CQ	- Certified with Qualifications
FPC	- Factors Prevented Certification
I	- Inaccurate
N/A	- Not Applicable

Results of Performance Measures Review

Related Objective or Strategy ¹	Description of Measure ¹	How Classified	Results Reported ²	Certification Results*					Comments
				C	CQ	FPC	I	N/A	
Agency 306 Library and Archives Commission									
A.1.2	Number of Persons Provided Project-Sponsored Services	Output	3,887,616			*			There is no control process in place to ensure the accuracy of data. In addition, the measure result reported is based, in part, on estimates. The definition does not authorize the use of estimates.
A.1.3	Number of Persons Provided Project-Sponsored Services	Output	443,404		*				Controls over data collection are not adequate to ensure continued accuracy. The Commission may not know when libraries do not receive all Texas Book Club logs ordered.

Sources:

¹ General Appropriations Act, 73rd Legislature, R.S. (1993).

² Results are reported for FY 1995 unless otherwise indicated.

All numbers are from ABEST II - Automated Budget and Evaluation System of Texas.

*Key for Certification Results	
C	- Certified
CQ	- Certified with Qualifications
FPC	- Factors Prevented Certification
I	- Inaccurate
N/A	- Not Applicable

Finding

Library and Archives Commission

The Measure Definitions Were Not Followed, and Source Documentation Was Not Available

Key Performance Measures:

- **Number of Persons Provided Project-Sponsored Services** (*Strategy: Texas Library System*)
- **Number of Persons Provided Project-Sponsored Services** (*Strategy: Library Resources*)

Factors prevented certification of the above performance measures because the Commission did not have adequate controls to ensure reliable reporting. The performance results were calculated by using estimates of persons served. The measure definition does not authorize the use of estimates. In addition, source documentation provided by the ten system libraries was not always available. As a result, the reported performance could not be verified.

The participating libraries surveyed patrons to estimate the number of non-residents using library resources while the measure definition required on-site counts. Additionally, some system libraries used estimates because relevant information was not provided by some of the supported libraries.

Recommendation:

The Commission should implement controls that ensure complete and accurate performance reporting. The reasonableness of collecting on-site data should be reviewed. The Legislative Budget Board should be consulted to approve any definition or title changes.

Management's Response:

1. *We will work with the ten regional library systems to develop controls that ensure complete and accurate measures, stressing the importance of maintaining an audit trail that satisfies the criteria for certifying a measure.*
2. *We will work with the Legislative Budget Board (LBB) to revise the measure definition to allow the use of estimates, and will discuss changing the measure's name to reflect the fact that it is an estimate.*
3. *We have already begun using our agency's internal auditor to conduct field audits of the library systems, including a review of their data collection and reporting. The internal auditor has completed the audit of one system, is finalizing the audit of another, and will conduct a third library system audit before August 31, 1996. We will schedule the auditor*

Finding

Library and Archives Commission

to conduct two additional on-site audits per year, on a on-going basis.

- 4. State Library staff already conduct periodic monitoring visits to the systems. During these visits, we will pay special*

attention to their data collection and reporting systems. We will continue to stress the importance of complete and accurate statistics. We conduct about 5 monitoring visits per year.

Results of Performance Measures Review

Related Objective or Strategy ¹	Description of Measure ¹	How Classified	Results Reported ²	Certification Results*					Comments
				C	CQ	FPC	I	N/A	
Agency 323 Teacher Retirement System									
A.1	Five-Year Average Time-Weighted Rate of Return	Outcome	12.9%	*					
A.1.1	Number of TRS Annuity Applications Processed	Output	8,984	*					
A.2.1	Dollar Amount of Utilization Review Savings	Output	\$ 4,412,434				*		Information for the first and second quarters of FY 1995 is inaccurate, and the controls for this measure are weak. The omitted data caused an underreporting of approximately \$1 million, an error of 20% of the Year-to-Date total for Utilization Review Savings for FY 1995.
A.2.1	Dollar Amount of Managed Care Savings	Output	\$ 7,566,298		*				The controls for this area are weak. For this measure, TRS and Aetna forward data to Wyatt. Neither agency personnel nor Aetna staff were able to explain the calculations performed by Wyatt.
A.4.3	Percent of Claims Adjudicated Within 14 Days	Efficiency	79.12%		*				Information reported for this measure is correct for FY 1995; however, the controls are weak. Neither agency personnel nor Aetna staff were able to explain the calculations.

Sources:

¹ General Appropriations Act, 73rd Legislature, R.S. (1993).

² Results are reported for FY 1995 unless otherwise indicated.

All numbers are from ABEST II - Automated Budget and Evaluation System of Texas.

*Key for Certification Results	
C	- Certified
CQ	- Certified with Qualifications
FPC	- Factors Prevented Certification
I	- Inaccurate
N/A	- Not Applicable

Results of Performance Measures Review

Sources:

¹ General Appropriations Act, 73rd Legislature, R.S. (1993).

² Results are reported for FY 1995 unless otherwise indicated.

All numbers are from ABEST II - Automated Budget and Evaluation System of Texas.

***Key for Certification Results**

C	-	Certified
CQ	-	Certified with Qualifications
FPC	-	Factors Prevented Certification
I	-	Inaccurate
N/A	-	Not Applicable

Results of Performance Measures Review

Related Objective or Strategy ¹	Description of Measure ¹	How Classified	Results Reported ²	Certification Results*					Comments
				C	CQ	FPC	I	N/A	
Agency 332 Department of Housing and Community Affairs									
A.1	Percent of the Households/ Individuals of Low, Very Low, and Moderate Income Who Need Affordable Housing for Which the Agency Provides Assistance and Subsequently Received Such Housing	Outcome	4.4%			*			The Department was unable to provide documentation demonstrating how this measure was calculated. In addition, we noted weaknesses in controls provided to ensure data accuracy.
A.2.1	Number of Very Low and Low Income Households That Received Loans and Grants Through the Housing Trust Fund	Output	488				*		There was a deviation in the year-to-date reported performance that was greater than 5%. This deviation is the result of different interpretations of the performance measure definition.
A.2.4	Number of Rental Units Developed by Tax Incentives Provided Through TDHCA	Output	4,365	*					
A.2.5	Average Processing/Administrative Cost per Household Served Through First-time Home Buyer Programs at TDHCA	Efficiency	895.8		*				Internal controls over source documentation were weak and would not ensure continued accuracy.

Sources:

¹ General Appropriations Act, 73rd Legislature, R.S. (1993).
² Results are reported for FY 1995 unless otherwise indicated.
 All numbers are from ABEST II - Automated Budget and Evaluation System of Texas.

*Key for Certification Results	
C	- Certified
CQ	- Certified with Qualifications
FPC	- Factors Prevented Certification
I	- Inaccurate
N/A	- Not Applicable

Results of Performance Measures Review

Related Objective or Strategy ¹	Description of Measure ¹	How Classified	Results Reported ²	Certification Results*					Comments
				C	CQ	FPC	I	N/A	
Agency 332 Department of Housing and Community Affairs									
B.2.1	Number of Projected Beneficiaries from Community and Economic Development Projects - New Contracts Awarded Annually	Output	738,095	*					
B.2.1	Number of New Community and Economic Development Contracts Awarded Annually	Output	539	*					
B.2.1	Number of Jobs Created/retained Through Economic Development Contracts Awarded	Output	764	*					
B.2.2	Percentage of Persons in Small Communities Funded Benefiting from Public Facility	Outcome	36%	*					
C.1.1	Number of Persons Assisted Through Homeless and Poverty-related Funds	Output	612,516				*		Two data errors were noted which caused a greater than 5% error rate for the sample tested.
C.1.1	Number of Households Assisted That Achieve Incomes above Poverty Level	Output	324	*					

Sources:

¹ General Appropriations Act, 73rd Legislature, R.S. (1993).

² Results are reported for FY 1995 unless otherwise indicated.

All numbers are from ABEST II - Automated Budget and Evaluation System of Texas.

*Key for Certification Results	
C	- Certified
CQ	- Certified with Qualifications
FPC	- Factors Prevented Certification
I	- Inaccurate
N/A	- Not Applicable

Results of Performance Measures Review

Related Objective or Strategy ¹	Description of Measure ¹	How Classified	Results Reported ²	Certification Results*					Comments
				C	CQ	FPC	I	N/A	
Agency 332 Department of Housing and Community Affairs									
C.3.1	Number of Dwelling Units Weatherized by the Department	Output	6,670	*					

Sources:

¹ General Appropriations Act, 73rd Legislature, R.S. (1993).

² Results are reported for FY 1995 unless otherwise indicated.

All numbers are from ABEST II - Automated Budget and Evaluation System of Texas.

*Key for Certification Results	
C	- Certified
CQ	- Certified with Qualifications
FPC	- Factors Prevented Certification
I	- Inaccurate
N/A	- Not Applicable

Finding

Department of Housing and Community Affairs

The Calculation Method was Not Available

Key Performance Measure:

Percent of the Households/individuals of Low, Very Low, and Moderate Income Who Need Affordable Housing for Which the Agency Provides Assistance and Subsequently Received Such Housing

Factors prevented certification for the above measure because the Department could not provide the procedures used for calculating the measure. Without this documentation, the accuracy of the reported performance could not be verified.

U.S. Census data was used to project the number of citizens who need affordable housing. The projection method was not included in calculation worksheets, and the Department was unable to recreate the reported performance.

Recommendation:

The Department should include the projection procedures as part of a proven methodology used to ensure accurate performance reporting.

Management's Response:

We concur with your recommendation and have reviewed our procedures and the calculation. Errors in our formula have been identified and corrected. We are confident that we have adequately documented this measure and its calculation for future use.

Results of Performance Measures Review

Related Objective or Strategy ¹	Description of Measure ¹	How Classified	Results Reported ²	Certification Results*					Comments
				C	CQ	FPC	I	N/A	
Agency 340 Department on Aging									
A.1	Percent of Elderly Persons Receiving Services Who Are Below Poverty Level	Outcome	67.80%				*		Systemic problems exist which prevent the Department from collecting and reporting accurate information for these measures.
A.1.7	Number of Elderly Persons Receiving Congregate Meals	Output	135,319				*		
A.1.7	Cost Per Congregate Meal	Efficiency	\$ 4.04				*		
A.1.7	Number of Elderly Persons Receiving Home-Delivered Meals	Output	73,185				*		
A.1.7	Cost Per Home-Delivered Meal	Efficiency	\$ 3.52				*		
A.1.2	Cost per Homemaker Hour	Efficiency	\$ 8.46				*		

Sources:

- ¹ General Appropriations Act, 73rd Legislature, R.S. (1993).
² Results are reported for FY 1995 unless otherwise indicated.
 All numbers are from ABEST II - Automated Budget and Evaluation System of Texas.

*Key for Certification Results	
C	- Certified
CQ	- Certified with Qualifications
FPC	- Factors Prevented Certification
I	- Inaccurate
N/A	- Not Applicable

Results of Performance Measures Review

Related Objective or Strategy ¹	Description of Measure ¹	How Classified	Results Reported ²	Certification Results*					Comments
				C	CQ	FPC	I	N/A	
Agency 344 Commission on Human Rights									
A.1.1	Average Number of Days to Resolve Employment Complaints	Efficiency	178	*					
A.1.1	Average Number of Days to Resolve Housing Complaints	Efficiency	157	*					
B.1.2	Number of State Agencies and Institutions of Higher Education Using Personnel Policies and Selection Procedures in Compliance with the TCHR Act	Output	9	*					

Sources:

¹ General Appropriations Act, 73rd Legislature, R.S. (1993).

² Results are reported for FY 1995 unless otherwise indicated.

All numbers are from ABEST II - Automated Budget and Evaluation System of Texas.

*Key for Certification Results	
C	- Certified
CQ	- Certified with Qualifications
FPC	- Factors Prevented Certification
I	- Inaccurate
N/A	- Not Applicable

Results of Performance Measures Review

Related Objective or Strategy ¹	Description of Measure ¹	How Classified	Results Reported ²	Certification Results*					Comments
				C	CQ	FPC	I	N/A	
Agency 356 Ethics Commission									
A.1	Percent of Advisory Opinion Requests Answered by Commission Within 60 Days of Receipt	Outcome	92%		*				The Commission does not have supervisory reviews in place to ensure that the number is accurately computed and reported in ABEST. The definition was not followed to calculate the performance for the measure. However, the variance between reported performance and performance based on the definition was less than 5%.
A.1	Percent of Sworn Complaints Resolved Within 180 Days of Receipt	Outcome	18%				*		The Commission is not following the definition to calculate the performance for the measure. The result was an error of 47% based on summary documents.
A.1.2	Number of Advisory Opinion Drafts Prepared by Staff	Output	61		*				The Commission does not have supervisory reviews in place to ensure that the number is accurately computed and reported in ABEST.
A.1.3	Number of Sworn Complaints Investigated	Output	No results reported in ABEST for FY 1995				*		Mathematical errors in the summary documents resulted in a variance of 17% in the performance for the measure. In addition, performance data was not reported to ABEST.

Sources:

¹ General Appropriations Act, 73rd Legislature, R.S. (1993).

² Results are reported for FY 1995 unless otherwise indicated.

All numbers are from ABEST II - Automated Budget and Evaluation System of Texas.

*Key for Certification Results	
C	- Certified
CQ	- Certified with Qualifications
FPC	- Factors Prevented Certification
I	- Inaccurate
N/A	- Not Applicable

Results of Performance Measures Review

Related Objective or Strategy ¹	Description of Measure ¹	How Classified	Results Reported ²	Certification Results*					Comments
				C	CQ	FPC	I	N/A	
Agency 356 Ethics Commission									
A.1.2	Average Time (Days) to Respond to Legal Advisory Opinion Requests	Efficiency	38				*		A review of summary documents to recreate performance for the measure showed an error of 23%. It appeared that fourth quarter data was reported rather than the year-to-date figure.
A.1.3	Average Time (Days) to Respond to Sworn Complaints	Efficiency	10				*		A review of summary documents to recreate performance for the measure showed an error of 11%. It appeared that fourth quarter data was reported rather than the year-to-date figure.

Sources:

¹ General Appropriations Act, 73rd Legislature, R.S. (1993).

² Results are reported for FY 1995 unless otherwise indicated.

All numbers are from ABEST II - Automated Budget and Evaluation System of Texas.

*Key for Certification Results	
C	- Certified
CQ	- Certified with Qualifications
FPC	- Factors Prevented Certification
I	- Inaccurate
N/A	- Not Applicable

Finding

Ethics Commission

Supervisory Reviews Were Not Conducted

Key Performance Measures:

- **Percent of Sworn Complaints Resolved Within 180 Days of Receipt**
- **Number of Sworn Complaints Investigated**
- **Average Time (Days) to Respond to Legal Advisory Opinion Requests**
- **Average Time (Days) to Respond to Sworn Complaints**

The Commission did not have adequate controls to prevent or detect errors. Supervisory reviews over data collection, calculation, and reporting were not performed. As a result, the performance results reported for the measures above are inaccurate.

Performance data contained mathematical errors, and calculations were not consistent with measure definitions. In addition, performance results for one measure were not submitted to the Automated Budget and Evaluation System of Texas (ABEST).

Recommendation:

We recommend that the Commission develop and implement procedures for supervisory reviews to ensure reliable performance measure data.

Management's Response:

The former Director of Accounting had not established proper controls over the performance measurement process for FY 1995, and, in fact, had resisted attempts by staff to assist in the process. By the time this audit began, the Commission had already begun developing new procedures and controls. These new procedures and controls have been reviewed with the on-site Audit manager and are currently in place for FY 1996. We feel these new procedures and controls will ensure minimal mathematical and entry errors in the future. We also now have in place a process for secondary review and the staff person responsible for the Commission's reporting of performance measures will be conducting additional periodic reviews of the process to ensure that all procedures are properly followed.

Results of Performance Measures Review

Related Objective or Strategy ¹	Description of Measure ¹	How Classified	Results Reported ²	Certification Results*					Comments
				C	CQ	FPC	I	N/A	
Agency 360 State Office of Administrative Hearings									
A.1	Percent of Hearings Schedules Within Five Working Days of the Date Requested for Hearing	Outcome	99.0%	*					
A.1.1	Number of Hearings Set	Output	2,612.0	*					
A.2.1	Number of Hearings and Prehearings Held	Output	1,157.0	*					
A.2.1	Hourly Billing Rate	Efficiency	70.0	*					

Sources:

¹ General Appropriations Act, 73rd Legislature, R.S. (1993).

² Results are reported for FY 1995 unless otherwise indicated.

All numbers are from ABEST II - Automated Budget and Evaluation System of Texas.

*Key for Certification Results	
C	- Certified
CQ	- Certified with Qualifications
FPC	- Factors Prevented Certification
I	- Inaccurate
N/A	- Not Applicable

Results of Performance Measures Review

Related Objective or Strategy ¹	Description of Measure ¹	How Classified	Results Reported ²	Certification Results*					Comments
				C	CQ	FPC	I	N/A	
Agency 454 Department of Insurance									
1.1.1	Number of Insurer Statistical Reports Audited	Output	(first quarter FY 1996) 131	*					
1.1.2	Number of Complaints Resolved	Output	(first quarter FY 1996) 5,346	*					
1.1.2	Average Response Time (Days) to Complaints	Efficiency	(first quarter FY 1996) 46	*					
1.2.1	A Percent of Insurers Providing Adequate Safety Services	Outcome		*					This is an outcome measure and is to be reported to ABEST at the end of the fiscal year; however, it was reported internally for the first quarter of FY 1996. The reported amount (100%) was tested and determined to be accurate.

Sources:

¹ General Appropriations Act, 73rd Legislature, R.S. (1993).

² Results are reported for FY 1995 unless otherwise indicated.

All numbers are from ABEST II - Automated Budget and Evaluation System of Texas.

*Key for Certification Results	
C	- Certified
CQ	- Certified with Qualifications
FPC	- Factors Prevented Certification
I	- Inaccurate
N/A	- Not Applicable

Results of Performance Measures Review

Related Objective or Strategy ¹	Description of Measure ¹	How Classified	Results Reported ²	Certification Results*					Comments
				C	CQ	FPC	I	N/A	
Agency 458 Alcoholic Beverage Commission									
B.2.1	Dollar Amount of Delinquencies Identified	Output	780,209	*					
B.1.2	Number of Tax Reports Processed	Output	25,724		*			Source documentation supported the number reported. However, a qualification was added because the method used by the Commission to calculate the number deviated from the definition. The Commission has plans to automate the collection and compilation of data for this measure so the calculation will conform to the definition.	
B.3.1	Number of Containers Stamped	Output	2,269,013		*			The test of a sample of source documents showed results to be accurate. However, a qualification was added because of weaknesses in review controls. One element of the measure (number of cigarettes stamped) was omitted when the number was entered into ABEST. The Commission has plans to implement additional controls over the reporting and review process.	

Sources:

¹ General Appropriations Act, 73rd Legislature, R.S. (1993).

² Results are reported for FY 1995 unless otherwise indicated.

All numbers are from ABEST II - Automated Budget and Evaluation System of Texas.

*Key for Certification Results	
C	- Certified
CQ	- Certified with Qualifications
FPC	- Factors Prevented Certification
I	- Inaccurate
N/A	- Not Applicable

Results of Performance Measures Review

Related Objective or Strategy ¹	Description of Measure ¹	How Classified	Results Reported ²	Certification Results*					Comments
				C	CQ	FPC	I	N/A	
Agency 501 Department of Health									
A.2.1	Number of Pregnant Women, Infants and Children Provided Nutritious Food Supplements	Output	641,505	*					
A.2.1	Average Food Cost per Person Receiving Services	Efficiency	\$ 25.56	*					
A.4.2	Number of Persons Provided Social and Medical Services and Education After Diagnosis of HIV Infection	Output	65,551				*		The year-to-date figure reported to ABEST is incorrect. A proper review of ABEST output should have detected this error.
A.4.2	Number of Persons Served by the HIV Medication Program	Output	4,518	*					
A.4.3	Number of Doses of Specific Vaccines Administered by Age Group	Output	5,086,454	*					
A.4.3	Average Cost per Dose of Vaccine Administered	Efficiency	\$ 8.90	*					
F.1.1	Number of Records Filed	Output	716,805	*					

Sources:

- ¹ General Appropriations Act, 73rd Legislature, R.S. (1993).
² Results are reported for FY 1995 unless otherwise indicated.
 All numbers are from ABEST II - Automated Budget and Evaluation System of Texas.

*Key for Certification Results	
C	- Certified
CQ	- Certified with Qualifications
FPC	- Factors Prevented Certification
I	- Inaccurate
N/A	- Not Applicable

Results of Performance Measures Review

Related Objective or Strategy ¹	Description of Measure ¹	How Classified	Results Reported ²	Certification Results*					Comments
				C	CQ	FPC	I	N/A	
Agency 501 Department of Health									
F.1.1	Number of Birth/Death Records Matched	Output	32,818	*					

Sources:

¹ General Appropriations Act, 73rd Legislature, R.S. (1993).

² Results are reported for FY 1995 unless otherwise indicated.

All numbers are from ABEST II - Automated Budget and Evaluation System of Texas.

*Key for Certification Results	
C	- Certified
CQ	- Certified with Qualifications
FPC	- Factors Prevented Certification
I	- Inaccurate
N/A	- Not Applicable

Results of Performance Measures Review

Related Objective or Strategy ¹	Description of Measure ¹	How Classified	Results Reported ²	Certification Results*					Comments
				C	CQ	FPC	I	N/A	
Agency 520 State Board of Examiners of Psychologists									
A.2.1	Complaints Resolved	Output	118		*				Testing supported the performance reported. However, controls are not adequate to ensure continued measure accuracy.
B.2.1	Average Cost per Complaint Resolved	Efficiency	\$ 920				*		The agency is not following the measure definition. The average cost should be \$1,291. Per the definition, the total costs are to be divided by the number of complaints resolved. The agency is dividing the total costs by the number of investigations conducted plus the number of complaints resolved.

Sources:

¹ General Appropriations Act, 73rd Legislature, R.S. (1993).

² Results are reported for FY 1995 unless otherwise indicated.

All numbers are from ABEST II - Automated Budget and Evaluation System of Texas.

*Key for Certification Results	
C	- Certified
CQ	- Certified with Qualifications
FPC	- Factors Prevented Certification
I	- Inaccurate
N/A	- Not Applicable

Results of Performance Measures Review

Related Objective or Strategy ¹	Description of Measure ¹	How Classified	Results Reported ²	Certification Results*					Comments
				C	CQ	FPC	I	N/A	
Agency 530 Department of Protective and Regulatory Services									
A.1.1	Annual Number of Completed CPS Investigations of Abuse/Neglect	Output	28,034 4th Qtr.	*					
A.1.1	Average CPS Caseload Per Worker	Efficiency	33.3 4th Qtr.			*			Data used to calculate the performance is unreliable. Changes were made to the data to adjust for changes in performance goals for child protective cases that were not totally correct.
A.1.1	Average Cost per CPS Investigation	Efficiency	542.43 4th Qtr		*				The definition for the measure does not specify that projections will be used to calculate the performance for the measure. The definition should also specify that only CPS dollars and investigations are used in the calculation. The measure calculation should be based on actual data rather than estimates when actual data is available.
A.3.3	Annual Number of Children in Substitute Care	Output	16,754 4th Qtr.	*					
A.4.1	Annual Number of APS Investigations	Output	46,574	*					

Sources:

¹ General Appropriations Act, 73rd Legislature, R.S. (1993).

² Results are reported for FY 1995 unless otherwise indicated.

All numbers are from ABEST II - Automated Budget and Evaluation System of Texas.

*Key for Certification Results	
C	- Certified
CQ	- Certified with Qualifications
FPC	- Factors Prevented Certification
I	- Inaccurate
N/A	- Not Applicable

Results of Performance Measures Review

Related Objective or Strategy ¹	Description of Measure ¹	How Classified	Results Reported ²	Certification Results*					Comments
				C	CQ	FPC	I	N/A	
Agency 530 Department of Protective and Regulatory Services									
A.4.1	Cost per APS Investigation	Efficiency	142 4th Qtr.			*			The workload study used to determine allocation factors for cost may not be valid and has not been updated since 1985. Changes such as increased automation, staff size, specialization, caseloads, and more complicated APS cases have occurred since then. As a result, the data used to calculate the measure may not be reliable.
A.4.2	Average APS Caseload per Worker	Efficiency	44			*			The workload study used to determine the weight applied to valid investigations may not be valid and has not been updated since 1985. Changes such as increased automation, staff size, specialization, caseloads, and more complicated APS cases have occurred since then. As a result, the data used to calculate the measure may not be reliable.
A.4.3	Annual Number of Investigations in MHMR Facilities and Outreach Programs	Output	1546 4th Qtr.	*					
A.7.3	Number of Child Care Facility Inspections	Output	8634 4th Qtr.	*					

Sources:

¹ General Appropriations Act, 73rd Legislature, R.S. (1993).

² Results are reported for FY 1995 unless otherwise indicated.

All numbers are from ABEST II - Automated Budget and Evaluation System of Texas.

*Key for Certification Results	
C	- Certified
CQ	- Certified with Qualifications
FPC	- Factors Prevented Certification
I	- Inaccurate
N/A	- Not Applicable

Results of Performance Measures Review

Related Objective or Strategy ¹	Description of Measure ¹	How Classified	Results Reported ²	Certification Results*					Comments
				C	CQ	FPC	I	N/A	
Agency 530 Department of Protective and Regulatory Services									
A.4	APS Case Recidivism	Outcome	24.5	*					

Sources:

¹ General Appropriations Act, 73rd Legislature, R.S. (1993).

² Results are reported for FY 1995 unless otherwise indicated.

All numbers are from ABEST II - Automated Budget and Evaluation System of Texas.

*Key for Certification Results	
C	- Certified
CQ	- Certified with Qualifications
FPC	- Factors Prevented Certification
I	- Inaccurate
N/A	- Not Applicable

Finding

Department of Protective and Regulatory Services

Outdated Information Resulted in Unreliable Performance Results

Key Performance Measures:

- **Average CPS Caseload per Worker**
- **Cost per APS Investigation**
- **Average APS Caseload per Worker**

Factors prevented certification for the above measures because information used to calculate the results was not valid. The computer program used to compile the information for “Average CPS Caseload per Worker” did not accurately reflect changes in performance goals used in the measure calculation. The workload study used to calculate “Cost per APS Investigation” and “Average APS Caseload per Worker” was conducted in 1985. The study did not include the changes in automation, staff size, specialization, and caseload complexity that have occurred since 1985. As a result, the reliability of performance results could not be verified.

The Department has stated that programming changes to correct the problems for “Average CPS Caseload per Worker” have been made subsequent to audit fieldwork.

Recommendation:

The Department should continue its efforts to update performance information. A workload study that reflects current factors should be conducted and used for future performance reporting.

Management’s Response:

The Department made corrections to the data for the “Average CPS Caseload per Worker.” The correct data was included in the First Quarter Performance Measure Report for FY 1996.

A new workload study for APS will be completed in June 1996 so that case weights and allocation factors used for the measures for “Cost per APS Investigation” and “Average APS Caseload per Worker” will be current, valid and reliable.

Results of Performance Measures Review

Related Objective or Strategy ¹	Description of Measure ¹	How Classified	Results Reported ²	Certification Results*					Comments
				C	CQ	FPC	I	N/A	
Agency 601 Department of Transportation									
A.1	Percent of Highway System Attaining an "Acceptable" Level of Service in Accordance with Published TxDOT Maintenance Level of Service Guidelines	Outcome	85.91%			*			There are no consistently applied controls in place to provide assurance that work was actually performed.
A.1	Percent of Routine and Preventive Highway System Maintenance Contracted	Outcome	47.50%			*			The automated "Maintenance Contract Monitoring Report" that computes this measure's results is not capturing a significant amount of relevant data from its supporting information system(s).
A.1.1	Number of On-System Bridge Inspections	Output	16,090	*					
A.1.3	Number of Lane Miles Contracted for Asphaltic Seal Coat Surfacing	Output	13,185			*			The majority of the district offices are not reporting data for the calculation of this measure. An estimated number is being reported by the agency.
A.5	Percent of Motor Vehicle Consumer Complaints Resolved	Outcome	90.7%				*		The results for this measure should be 96.60%. The number of complaints was over-counted by 77.

Sources:

¹ General Appropriations Act, 73rd Legislature, R.S. (1993).

² Results are reported for FY 1995 unless otherwise indicated.

All numbers are from ABEST II - Automated Budget and Evaluation System of Texas.

*Key for Certification Results	
C	- Certified
CQ	- Certified with Qualifications
FPC	- Factors Prevented Certification
I	- Inaccurate
N/A	- Not Applicable

Results of Performance Measures Review

Related Objective or Strategy ¹	Description of Measure ¹	How Classified	Results Reported ²	Certification Results*					Comments
				C	CQ	FPC	I	N/A	
Agency 601 Department of Transportation									
B.1	Percent Change in Highway Emission Levels Within Non-attainment Areas	Outcome	-13%				*		The results for this measure should be -11.21%. Incorrect data was used for Vehicle Miles Traveled and VOC Emission Rates to calculate the measure's results.
B.1.1	Number of Highway Construction Projects Completed	Output	995	*					
B.1.3	Number of Lane Miles of Pavement on the State Highway System Contracted for Rehabilitation	Output	2,905.8			*			Data necessary to calculate this measure's results had not been entered into the Design and Construction Information System by the district offices for 380 of the 590 projects.
B.2.1	Number of Research Projects Completed	Output	35				*		The result for this measure is 43. The definition for this measure was not followed.
B.4.2	Number of Transit Projects Funded with Both State and Federal Dollars	Output	45				*		The result for this measure is 41. Applicable transit projects were miscounted.

Sources:

¹ General Appropriations Act, 73rd Legislature, R.S. (1993).

² Results are reported for FY 1995 unless otherwise indicated.

All numbers are from ABEST II - Automated Budget and Evaluation System of Texas.

*Key for Certification Results	
C	- Certified
CQ	- Certified with Qualifications
FPC	- Factors Prevented Certification
I	- Inaccurate
N/A	- Not Applicable

Finding

Department of Transportation

District Offices Do Not Have Adequate Controls to Ensure Data Reliability

Key Performance Measure:

Percent of Highway Systems Attaining an “Acceptable” Level of Service in Accordance with Published TxDOT Maintenance Level of Service Guidelines

Factors prevented certification for the above measure because adequate controls do not exist over the collection of pavement distress data. All District Office supervisors do not verify that the pavement evaluation was performed or that the pavement rating assigned was correct. As a result, the pavement distress data entered into the Pavement Management Information System (PMIS) may not be accurate.

The Department has implemented some controls over the accuracy of the PMIS data. Reasonableness checks are conducted and training has been conducted. However, these controls are not sufficient to ensure reliable performance reporting.

Recommendation:

The Department should establish supervisory reviews of the pavement evaluations performed. The reviews should be performed on a sample basis and should provide assurance that pavement evaluation ratings have been assigned correctly within a reasonable tolerance level.

Management’s Response:

A memo will be sent to the districts stressing the need for accurate data. We hesitate to implement a mandatory review process that would not likely improve data. As indicated in the finding, many controls are in place. Additionally, the ride data is automatically generated and recorded. It cannot be manipulated. Many districts do periodically review their data. Instead of making periodic review mandatory, we have chosen to make the data so useful that they want to have the best data possible. This approach encourages quality work by each rater and equipment operator, rather than “requiring” quality work (which increases resistance and rarely improves quality).

Audit Follow-Up Response:

The management response states, “. . . Additionally, the ride data is automatically generated and recorded. It cannot be manipulated.” The finding explicitly addresses weak controls over the collection of *pavement distress* data, instead of the *ride* data referred to in the response. Pavement distress inspections are not automatically generated and could be manipulated. Additional controls are necessary to help ensure reliable performance reporting for this key measure.

Finding

Department of Transportation

Relevant Data Was Not Included in the Performance Measure Calculation

Key Performance Measure:

Percent of Routine and Preventive Highway System Maintenance Contracted

Factors prevented certification for the above measure because relevant budget data was not included in the measure computation. The budget data, "Roadway Materials Provided To Contractors," was excluded from the reported performance. As a result, the accuracy of the reported results cannot be verified.

The Financial Information Management System (FIMS), the Maintenance Management Information System (MMIS), and the Budget Monitoring System provide the data for the performance computation. The computer program used to compile the data from the Budget Monitoring System did not retrieve the relevant budget data.

Recommendation:

The Department should correct the computer program to ensure that all relevant data is included in the reported performance.

Management's Response:

At the time the measure was reported (August 1995), the Maintenance Contract Monitoring report (MCMR) was being put into production after several months of extensive testing due to changes made to the report during FY 1995. Testing had shown the report to be accurately capturing relevant data from three systems. An August 31, 1995 report was run showing the measure to be above the mandated percentage. This is what was reported.

At the change of the fiscal year, September 1, 1995, certain modifications (mainly changing strategy numbers) had to be done to the MCMR report. This required changes to the program designations of "previous" and "current" fiscal years. This, along with the passage of 60 days (MMIS keeps data for only 60 days), resulted in an inability to recreate the report run on August 31, 1995. In addition, when the new changes were incorporated into the report, a programming error resulted in the loss of Object 500 data. This problem has been corrected. In light of the above, we maintain that the reported percentage was correct and feel confident that TxDOT is meeting the mandate. We have been working closely with the programmers and are currently still testing the current report to ensure its accuracy.

Finding

Department of Transportation

Relevant Data Was Not Entered Into the Design and Construction Information System

Key Performance Measures:

- **Number Of Lane Miles Contracted For Asphaltic Seal Coat Surfacing**
- **Number Of Lane Miles Of Pavement On The State Highway System Contracted For Rehabilitation**

Factors prevented certification for the above measures because all District Offices did not input contracted lane miles surfacing data into the Design and Construction Information System (DCIS). Additionally, approximately 380 out of 590 projects of pavement contracted for rehabilitation were not entered into the DCIS by the District Offices. As a result, the accuracy of the reported performance could not be verified.

Recommendation:

The Department should establish procedures to ensure that accurate contracted data is entered into the DCIS.

Management's Response:

An edit will be added to DCIS to make "lane miles" a required field. Lane miles of asphaltic seal coat surfacing have been calculated using the length of the project (center line miles) multiplied by a factor. Although this is an approximation, we have been consistent and feel it is a relatively accurate measure.

Results of Performance Measures Review

Related Objective or Strategy ¹	Description of Measure ¹	How Classified	Results Reported ²	Certification Results*					Comments
				C	CQ	FPC	I	N/A	
Agency 696 Department of Criminal Justice									
C.1.3	Outpatient Medical Visits	Output	5,405,300			*			Supporting documentation was limited or did not exist to verify the number of outpatient medical visits at the individual units.
C.1.3	Psychiatric Inpatient Average Daily Census	Output	1,283		*				Review controls over performance data are weak. The unit selected for sample testing reported the capacity figure instead of the daily census figure, and review of the reported number did not identify the mistake.
C.1.3	Health Care Cost per Inmate Day	Efficiency	\$ 6.011		*				Adequate supporting documents are not maintained.

Sources:

¹ General Appropriations Act, 73rd Legislature, R.S. (1993).

² Results are reported for FY 1995 unless otherwise indicated.

All numbers are from ABEST II - Automated Budget and Evaluation System of Texas.

*Key for Certification Results	
C	- Certified
CQ	- Certified with Qualifications
FPC	- Factors Prevented Certification
I	- Inaccurate
N/A	- Not Applicable

Finding

Department of Criminal Justice

Source Documentation Was Not Sufficient to Support the Number Reported

Key Performance Measure:

Outpatient Medical Visits

Factors prevented certification of the above measure because documentation was insufficient to determine the number of medical outpatient visits. The available documentation had mathematical errors and inconsistencies. Summary calculations could not always be confirmed due to missing and inadequate records. As a result, the reported performance could not be verified.

The records included incorrect categories of information in the calculations. The categories of medical outpatient visits are the number of physician visits, number of physician assistant visits, number of emergency visits, number of nursing visits, solitary confinement/administrative segregation nursing visits, and total number of patients with chronic disease seen during the reporting period. At least one prison unit had calculated nursing treatments instead of nursing visits and double counted medical visits for inmates with chronic diseases.

Prison units under The University of Texas Medical Branch (UTMB) medical network used new procedures starting in the fourth quarter of fiscal year 1995. The new procedures appear to resolve many of the issues identified. However, some

documentation was still unavailable, and chart reviews were incorrectly included in the calculation.

Recommendations:

The Department should ensure that the policies and procedures for collecting and calculating performance information are consistently followed by all units. The UTMB medical network procedures should be reviewed and considered for implementation at all prison units. Documentation should be maintained to support the reported performance.

Management's Response:

The agency concurs with the auditor's findings. During Fiscal Year 1995, responsibility for providing inmate medical care shifted from TDCJ to the newly established correctional managed health care system authorized by the Texas Government Code, Section 501.059. With this transition, a fundamental restructuring of the manner in which medical services are delivered has taken place. TDCJ's health care partners, the University of Texas Medical Branch at Galveston and the Texas Tech University Health Sciences Center now provide medical care to the inmate population under the direction of the

Finding

Department of Criminal Justice

Correctional Managed Health Care Advisory Committee. Efforts to reduce paperwork, streamline record-keeping and refine data collection continue. To address the audit recommendations, the correctional managed health care system plans to take to following steps:

- 1. Request that each university provider review, update and disseminate written guidelines and procedures for collection and calculation of outpatient medical visits and for maintenance of appropriate backup documentation necessary to maintain an audit trail. These guidelines would be reviewed and approved by TDCJ to insure that consistent data elements are being captured statewide.*

- 2. Request that each university provider make available training and education related to the outpatient medical visit documentation process via the quarterly providers meetings or similar training forums.*
- 3. Request that as a part of routine management reviews of unit operations, the validity of outpatient medical visit data be tested on a random basis to insure compliance with the policies, that this review be documented and that corrective action be initiated when appropriate.*

These actions should insure that adequate documentation is maintained to support the performance factors reported in ABEST II.

Sources:

¹ General Appropriations Act, 73rd Legislature, R.S. (1993).

² Results are reported for FY 1995 unless otherwise indicated.

All numbers are from ABEST II - Automated Budget and Evaluation System of Texas.

*Key for Certification Results

C	-	Certified
CQ	-	Certified with Qualifications
FPC	-	Factors Prevented Certification
I	-	Inaccurate
N/A	-	Not Applicable

Results of Performance Measures Review

Related Objective or Strategy ¹	Description of Measure ¹	How Classified	Results Reported ²	Certification Results*					Comments
				C	CQ	FPC	I	N/A	
Agency 802 Parks and Wildlife Department									
A.1	Percent Increase in Hunter Opportunity Days	Outcome	1%				*		When the Department recalculated the measure, they determined that the amount reported was incorrect.
A.2	Percent of Maintenance Needs Met	Outcome	40%			*			The number reported was based on incomplete data.
A.2	Percent of Major Repair Needs Met	Outcome	5%			*			Completed projects lacked supporting documentation.
A.2	Percent of State Parks Which Are Fully Developed	Outcome	83%			*			Supporting documentation was not available.
A.2.1	Percent of Operating Costs for Public Lands Recovered from Revenues	Efficiency	65.8%	*					
A.2.1	Number of Park Visits (Millions)	Explanatory	26 M			*			Current year data was not available.
A.3	Compliance Rate Based on Field Contacts	Outcome	98%	*					

Sources:

¹ General Appropriations Act, 73rd Legislature, R.S. (1993).

² Results are reported for FY 1995 unless otherwise indicated.

All numbers are from ABEST II - Automated Budget and Evaluation System of Texas.

*Key for Certification Results	
C	- Certified
CQ	- Certified with Qualifications
FPC	- Factors Prevented Certification
I	- Inaccurate
N/A	- Not Applicable

Results of Performance Measures Review

Related Objective or Strategy ¹	Description of Measure ¹	How Classified	Results Reported ²	Certification Results*					Comments
				C	CQ	FPC	I	N/A	
Agency 802 Parks and Wildlife Department									
B.2.1	Number of Fish and Wildlife Events and Programs Held for Targeted User Groups	Output	2,259			*			Some of the divisions reporting data for this measure lacked supporting documentation.
C.1.1	Number of Management Agreements in Place	Output	1,195		*				The measure is accurate, but controls to ensure continued accuracy need improvement.
C.3.1	Number of Population and Harvest Surveys Conducted	Output	15,922			*			Some departments in the Wildlife Division reporting data for this measure lacked supporting documentation.

Sources:

¹ General Appropriations Act, 73rd Legislature, R.S. (1993).

² Results are reported for FY 1995 unless otherwise indicated.

All numbers are from ABEST II - Automated Budget and Evaluation System of Texas.

*Key for Certification Results	
C	- Certified
CQ	- Certified with Qualifications
FPC	- Factors Prevented Certification
I	- Inaccurate
N/A	- Not Applicable

Finding

Parks and Wildlife Department

Source Documentation Was Not Available, and Supervisory Reviews Were Not Conducted

Key Performance Measures:

- **Percent of Maintenance Needs Met**
- **Percent of Major Repair Needs Met**
- **Number of Population and Harvest Surveys Conducted**
- **Number of Fish and Wildlife Events and Programs Held for Targeted User Groups**
- **Percent of State Parks Which Are Fully Developed**

Factors prevented certification of the above performance measures because the Department did not have adequate controls to ensure reliable reporting. Source documents did not exist, and supervisory reviews were not conducted. As a result, the reported performance could not be verified.

Regional Office supervisors did not always use written work orders to determine when a maintenance job was completed. In addition, maintenance needs were not always documented. “Percent of *Maintenance Needs Met*” could not be verified without documentation of the maintenance work completed and the total maintenance needs.

All divisions did not have an established procedure for documenting major repairs made by both department personnel and outside contractors. “Percent of Major *Repair Needs Met*” could not be verified without documentation of all completed

repairs. Major repair needs were documented in the Department’s Five-Year Capital Program.

The Wildlife Division did not maintain the deer survey documentation for the “Number of Population and Harvest Surveys Conducted.” Some divisions did not use the event form to support the calculation of “Number of Fish and Wildlife Events and Programs Held for Targeted User Groups.” In addition, supporting documentation used to determine fully developed parks was not available for “Percent of State Parks Which Are Fully Developed.” As a result, the performance results could not be verified.

Supervisory reviews were not performed on “Percent of *Maintenance Needs Met*” at either the division level or the regional offices. A supervisory review could have determined that only six of ten regions reported performance results. A review of “Percent of Major *Repair Needs Met*” could have determined that total major repair expenditures during the fiscal year were incorrectly included in the calculation instead of total major repair expenditures for projects *completed* during the fiscal year. Additionally, some divisions did not perform supervisory reviews for “Number of Population and Harvest Surveys Conducted” and “Number of Fish and Wildlife Events and Programs Held for Targeted User Groups.”

During the audit, the Department implemented some audit recommendations and made plans to implement the remaining

Finding

Parks and Wildlife Department

recommendations. The Department has taken steps to establish appropriate documentation for repair work and a review process for repair data compilations. The work order will be used as a standard source document, and all identified maintenance needs will be recorded. A process is being developed to certify and document fully developed parks. The Wildlife and Inland Fisheries Divisions are improving source documentation and conducting reviews of deer and lake surveys. The Conservation Communication Division has adopted the event form for use in fiscal year 1996. These improvements will help ensure accurate performance reporting.

Recommendation:

The Department should continue efforts to implement a performance reporting system with the appropriate level of control and review for all performance measures.

Management's Response:

All of the processes for the performance measures included in the finding have been modified or are in the process of improvement to address concerns raised regarding the documentation and review of the source data. Texas Parks & Wildlife is using this audit as an opportunity to review all measures and improve their usefulness and reporting quality. In addition, the agency is seeking to minimize the paperwork required of employees.

To that end, electronic forms, messaging and documentation will be utilized wherever possible. Specifically, a PC based work order and maintenance management system has been implemented in all regions of the Public Lands Division. The compilation, review and verification of information will be handled electronically to address the Percent of Maintenance Needs Met.

Regarding the measure Percent of Major Repair Needs Met, a standard form has been created and each of the six divisions who report on this measure have implemented a system to complete, review, and submit this form.

As recommended in the findings, the Wildlife Division has drafted procedures to ensure that surveys in reporting the Number of Population and Harvest Surveys Conducted are adequately documented and reviewed. In order to accommodate timely documentation, white-tailed deer and white-winged dove surveys will be reported in the quarter they are completed, starting in Fiscal Year 1996. Program leaders or program directors now review survey data to verify completeness and accuracy.

All divisions that report data for the measure Number of Fish and Wildlife Events and Programs Held for Targeted User Groups have now adopted similar forms to ensure adequate documentation. And, in the case of Inland Fisheries, it has developed a computerized tracking system to document the events. Additionally, the divisions that lacked data control

Finding

Results of Performance Measures Review

Parks and Wildlife Department

mechanisms have now drafted procedures to review the accuracy of the reported data.

In 1992, a list of public lands' site classifications was submitted for approval to the Texas Parks and Wildlife Commission as a base line for the measure Percent of State Parks Which Are Fully Developed. The Commission at that time agreed that these sites were considered "fully developed." From this starting point, the Public Lands Division will document, by creating a new form,

when a site is considered fully developed. This form will be placed in a file for review.

During the audit of this measure, Public Lands Division management determined that our constituency and the legislative body may be more interested in whether a site is "operational" as opposed to "fully developed." The Department will evaluate this change and, if appropriate, request a change in this measure definition by March 15, 1996.

Parks and Wildlife Department**The Measure Definition Was Not Followed****Key Performance Measure:****Number of Park Visits**

Factors prevented certification of the above measure because the Department did not calculate the performance results in accordance with the measure definition. The results for "Number of Park Visits" were calculated by using fiscal year 1994 data projections. The measure definition requires the use of actual data. The reasonableness of the projected data could not be determined because the Department did not process the fiscal year 1995 data by the completion of audit fieldwork. As a result, the reported performance could not be verified.

Recommendation:

The Department should consult with the Legislative Budget Board to determine if projected data should be used for this measure. The measure definition should include the approved calculation methodology.

Management's Response:

The Department documents park visits with car counters on a form. This form is sent to headquarters staff and then entered into a personal computer.

This explanatory measure is reported based on actual data for the first three quarters and a projection from the previous fiscal year's fourth quarter actual data. The Legislative Budget Office was informed during the spring of 1994 that our current systems could not capture actual data for this measure in a timely fashion. Therefore, the Department requested elimination of the measure. This request was not granted.

The Department will submit a request to change the definition of this measure to clearly document that this measure will be a projection, that it will be based on 90% of the vehicles entering the sites per car counters, and that a factor of 3.5 persons per vehicle plus special, bus, or walk-in visitors will be used. Some sites may provide a head count where appropriate instead of a vehicle count.

Upon full implementation of the new Public Lands' revenue system, the Department will be able to report actual visitation figures on a timely basis.

Results of Performance Measures Review

Related Objective or Strategy ¹	Description of Measure ¹	How Classified	Results Reported ²	Certification Results*					Comments
				C	CQ	FPC	I	N/A	
Agency 808 Historical Commission									
A.1	Of Historic and Archeological Site Owners Assisted, the Percentage of their Sites Preserved Annually	Outcome	93%			*			Measure number A.1.1 (below) is used as part of this measure calculation. It received a rating of FPC; therefore, this measure is FPC.
B.1	Dollar Value of Volunteer Hours Contributed to Local Preservation Efforts Annually	Outcome	\$ 12,314,818			*			The Commission uses averages and estimates to determine the number of volunteer hours contributed to local preservation efforts. The measure definition does not authorize the use of averages and estimates.
E.1	Number of Jobs Created in Main Street Cities	Outcome	855				*		The actual result was 1,990.5. The result reported was based on incomplete data and was under reported.
A.1.1	Number of Historic and Archeological Sites/Owners Assisted	Output	14,641			*			The Commission uses an inconsistent methodology to calculate the measure. The Commission is unable to recreate the number of sites added to the inventory, a significant component of the measure.
A.1.1	Average Cost per Site/Owner Assisted	Efficiency	\$ 57.42			*			Since factors prevented certification of the preceding measure, this measure is also rated as FPC.

Sources:

¹ General Appropriations Act, 73rd Legislature, R.S. (1993).

² Results are reported for FY 1995 unless otherwise indicated.

All numbers are from ABEST II - Automated Budget and Evaluation System of Texas.

*Key for Certification Results	
C	- Certified
CQ	- Certified with Qualifications
FPC	- Factors Prevented Certification
I	- Inaccurate
N/A	- Not Applicable

Results of Performance Measures Review

Related Objective or Strategy ¹	Description of Measure ¹	How Classified	Results Reported ²	Certification Results*					Comments
				C	CQ	FPC	I	N/A	
Agency 808 Historical Commission									
B.1.1	Average Agency Cost per Volunteer Hour Donated	Efficiency	\$ 7.14			*			The Commission uses averages and estimates to determine the number of volunteer hours contributed to local preservation efforts. The measure definition does not authorize the use of averages and estimates.
C.1.1	Number of Construction Projects Reviewed	Output	11,456	*					
E.2.1	Number of Technical Assistance Consultations Provided to Main Street Cities	Output	12,277				*		The actual result is 14,475. Documents prepared by the Commission contained numerous mathematical errors. The error rate was 15%.
E.2.1	Average Agency Cost per Main Street Technical Assistance	Efficiency	\$ 27.23				*		The actual result is \$23.09. Since the preceding measure was determined to be inaccurate, this measure was also inaccurate. The error rate was 18%.

Sources:

- ¹ General Appropriations Act, 73rd Legislature, R.S. (1993).
- ² Results are reported for FY 1995 unless otherwise indicated.
All numbers are from ABEST II - Automated Budget and Evaluation System of Texas.

*Key for Certification Results	
C	- Certified
CQ	- Certified with Qualifications
FPC	- Factors Prevented Certification
I	- Inaccurate
N/A	- Not Applicable

Finding

Historical Commission

The Calculation Method Was Inconsistent and Supporting Documentation Was Inadequate

Key Performance Measures:

- **Number of Historical and Archeological Sites/Owners Assisted**
- **Of Historic and Archeological Site/Owners Assisted, the Percentage of their Sites Preserved Annually**
- **Average Cost per Site/Owner Assisted**

Factors prevented certification of the above performance measures because the calculation methodology for the number of historic and archeological sites/owners assisted was inconsistent. In some cases, several sites were grouped together as a district and counted as one site. In other cases, sites that make up districts were counted individually. As a result, the reported performance could not be verified.

The Commission was unable to duplicate the number of sites added to the inventory, a significant component of the total of sites/owners assisted. In addition, the reported number of sites/owners assisted contains several inaccuracies and does not reconcile to the source documents.

Recommendation:

We recommend that the Commission work with the Legislative Budget Board to clearly define and document the methodology used to count sites/owners. The Commission should apply the definition consistently to all sites. In addition, the Commission should maintain adequate documentation supporting the performance reported.

Management's Response:

For state fiscal year 1996, the Commission has amended the definition for the "number of historical and archeological sites/owners assisted" in the first key performance measure. This measure no longer includes sites added to the inventory. The inventory consists of those properties identified through surveys.

In state fiscal year 1995, the year audited, this measure used data from historic survey reports of consultants (used by the Commission as sites added to the inventory). Surveys of historic properties are generally conducted by qualified professionals who prepare final reports that list identified properties (sites/owners assisted). Most of these surveys were conducted without Commission financial assistance. Thus, the methodology for identifying and reporting sites did not require Commission approval or verification. Full verification of the sites (properties) reported would have required significant manpower

Finding

Historical Commission

that was not available within the Commission.

The Commission also has prepared a detailed explanation of the methodology used to collect the remaining data areas for this performance measure. The remaining areas as presented in the 1996 fiscal year definition for this performance measure are as follows: National Register nominations reviewed, Recorded Texas Historic Landmark applications reviewed, Tax Act certifications reviewed, and staff consultations. Each staff

member now reports activity by these fields on a monthly basis following the methodology provided. Monthly staff reports now reflect detailed staff consultations (telephone calls, site visits, in-office meetings and correspondence) that are totaled and reported on the same worksheet. Sites/owners assisted is now calculated consistently by counting every property whether it is individually recorded or recorded as part of a district. These changes will provide clearer source documentation, and thus the assurance of recreating the reported numbers for future audits.

Finding

Historical Commission

The Measure Definitions Were Not Followed

Key Performance Measures:

- **Dollar Value of Volunteer Hours Contributed to Local Preservation Efforts Annually**
- **Average Agency Cost per Volunteer Hour Donated**

Factors prevented certification of the above performance measures because the Commission estimated the total number of volunteer hours contributed to local preservation efforts. The estimate was based on data received from state museums and county historical commissions. The measure definition does not authorize the use of estimates.

Recommendation:

The Commission should report the actual number of volunteer hours contributed to local preservation efforts. If the

Commission determines that an actual count is impractical, it should work with the Legislative Budget Board to revise the measure definition to allow the use of estimates. The new definition should be specific in describing the information collected and the calculation methodology.

Management's Response:

The Commission finds that it is not practical or possible to obtain and report the actual number of volunteer hours contributed to local preservation efforts. Therefore, the Commission will work with the Legislative Budget Board to revise the measure definition to allow the use of estimates. The new definition will be specific in describing the information collected and the calculations performed, and a statistician will be consulted to ensure that the sampling taken to measure volunteer hours is statistically valid.

Results of Performance Measures Review

Related Objective or Strategy ¹	Description of Measure ¹	How Classified	Results Reported ²	Certification Results*					Comments
				C	CQ	FPC	I	N/A	
Agency 809 State Preservation Board									
B.1.1	Number of Building Modification Requests Approved	Output	30	*					
C.1	Percent Increase of Historical Items in Inventory	Outcome	29.9%	*					

Sources:

¹ General Appropriations Act, 73rd Legislature, R.S. (1993).

² Results are reported for FY 1995 unless otherwise indicated.

All numbers are from ABEST II - Automated Budget and Evaluation System of Texas.

*Key for Certification Results	
C	- Certified
CQ	- Certified with Qualifications
FPC	- Factors Prevented Certification
I	- Inaccurate
N/A	- Not Applicable

Results of Performance Measures Review

Related Objective or Strategy ¹	Description of Measure ¹	How Classified	Results Reported ²	Certification Results*					Comments
				C	CQ	FPC	I	N/A	
Agency 813 Commission on the Arts									
A.1.1	Number of Requests for Public Information and Assistance by Agency	Output	14,276				*		There is no review to detect errors on the summary documents.
B.1.2	Number of Individuals Participating in Commission - Funded Projects	Output	70,543,041		*				The Department of Information Resources (DIR) processes data and generates all reports for the Commission. The summary report generated by DIR for this measure showed the correct amount to be 71,388,936.

Sources:

¹ General Appropriations Act, 73rd Legislature, R.S. (1993).

² Results are reported for FY 1995 unless otherwise indicated.

All numbers are from ABEST II - Automated Budget and Evaluation System of Texas.

*Key for Certification Results	
C	- Certified
CQ	- Certified with Qualifications
FPC	- Factors Prevented Certification
I	- Inaccurate
N/A	- Not Applicable

Results of Performance Measures Review

Related Objective or Strategy ¹	Description of Measure ¹	How Classified	Results Reported ²	Certification Results*					Comments
				C	CQ	FPC	I	N/A	
Agency 719 Texas State Technical College - System Administration									
A.	Special Population and Minority Students as a Percentage of all Students Enrolled	Outcome	80.3%		*				Multiple personnel with differing levels of supervision have access to the data base and can change information in the system. Data input is not routinely reconciled to data output.
A.	Special Population and Minority Students as a Percentage of all Students Graduated	Outcome	81.7%		*				Multiple personnel with differing levels of supervision have access to the data base and can change information in the system. Data input is not routinely reconciled to data output.

Sources:

- ¹ General Appropriations Act, 73rd Legislature, R.S. (1993).
 - ² Results are reported for FY 1995 unless otherwise indicated.
- All numbers are from ABEST II - Automated Budget and Evaluation System of Texas.

*Key for Certification Results	
C	- Certified
CQ	- Certified with Qualifications
FPC	- Factors Prevented Certification
I	- Inaccurate
N/A	- Not Applicable

This page intentionally left blank.

Sources:

¹ General Appropriations Act, 73rd Legislature, R.S. (1993).

² Results are reported for FY 1995 unless otherwise indicated.

All numbers are from ABEST II - Automated Budget and Evaluation System of Texas.

***Key for Certification Results**

C	-	Certified
CQ	-	Certified with Qualifications
FPC	-	Factors Prevented Certification
I	-	Inaccurate
N/A	-	Not Applicable

Follow-Up Results of Previous Audits

This page intentionally left blank.

Follow-Up Results of Previous Audits

Related Objective or Strategy ¹	Description of Measure ¹	Previous Audit Report Date	Control System Weaknesses Identified During Previous Audit	Control System Improvements Made
Agency 303 General Services Commission				
A.2	Percent Attained of the Applicable Performance Standards for Preventive Maintenance, Asbestos Management, Grounds Maintenance, Custodial Services, and Energy Consumption	February 1995	The Commission was unable to establish industry standards for two of the components of this measure.	The measure definition is being reviewed.
A.4	CCTS Cost as Percent of Private Industry	February 1995	The Commission used the wrong private industry cost figure.	Correct cost figures are now included in the measure calculation.
A.4	CCTS Cost per Work Order	February 1995	The Commission used CCTS costs not included in the definition.	Correct cost figures are now included in the measure calculation.
B.1	Ratio of Owned to Leased Space in Travis County	February 1995	The Commission did not follow the measure definition.	Calculations are consistent with the measure definition.
B.1.2	Square Footage of Building Space Leased from TPFA	February 1995	The Commission did not revise square footage appropriately in the measure calculation.	Calculations have been revised appropriately.

Sources:

¹ General Appropriations Act, 73rd Legislature, R.S. (1993).

Follow-Up Results of Previous Audits

Related Objective or Strategy ¹	Description of Measure ¹	Previous Audit Report Date	Control System Weaknesses Identified During Previous Audit	Control System Improvements Made
Agency 306 <i>Library and Archives Commission</i>				
A.1.3	Cost per Librarian Trained or Assisted	February 1995	Controls over source documents used for determining the "number of librarians trained or assisted" were weak.	Controls over source documents have been strengthened.
B.1	Percent of Reference Questions Answered	February 1995	The Reference Section of the Information Services Division maintained source documentation for only six months. The Reference Section's source data was a significant part of this measure's results.	The Reference Section now retains the source documents used for calculating this measure.
B.1.1	Cost to Answer or Refer a Reference Question	February 1995	The auditors were unable to test reported results because the Reference Section of the Information Services Division maintained source documentation for only six months. The Reference Section's source data was a significant part of this measure's results.	The Reference Section now retains the source documents used for calculating this measure.

Sources:

¹General Appropriations Act, 73rd Legislature, R.S. (1993).

Follow-Up Results of Previous Audits

Related Objective or Strategy ¹	Description of Measure ¹	Previous Audit Report Date	Control System Weaknesses Identified During Previous Audit	Control System Improvements Made
Agency 360 State Office of Administrative Hearings				
A.1.1.	Average Number of Days from Date of Request to Assignment to an Administrative Law Judge	August 1994	The office did not update quarterly performance measure results as more accurate information became available. In addition, the office did not adjust the calculated year-to-date performance result to reflect the more accurate information.	Quarterly performance measure results are now updated when more accurate information becomes available. The updated quarterly results are used to calculate the year-to-date performance measure results.
A.2.	Percent of Participants Surveyed Expressing Satisfaction with the Overall Process	August 1994	The office did not report this measure because it had not surveyed participants.	The office established procedures to survey participants and report the results.

Sources:

¹General Appropriations Act, 73rd Legislature, R.S. (1993).

Follow-Up Results of Previous Audits

Related Objective or Strategy ¹	Description of Measure ¹	Previous Audit Report Date	Control System Weaknesses Identified During Previous Audit	Control System Improvements Made
Agency 454 Department of Insurance				
2.1.1	Percent of Companies Rehabilitated After TDI Supervision/Conservation	July 1995	Summary documents and calculations support a percentage of 46%. Status changes were counted as referrals, which is the denominator for this measure. This results in an error rate of 10.9%.	The measure definition was revised to include only agencies released from supervision or conservatorship. Written procedures and a checklist were developed to clarify the components of this measure: referrals, releases, and specific status changes.
1.1.1	Number of Property and Casualty Filings Completed	July 1995	Summary documents supported an actual number of 2,582 filings completed. This resulted in an error rate of 6%.	The measure definition was revised to provide further detail and include the information on rate filings. The workers' compensation filings were excluded from the total. A "lock-out" procedure prevents changes to the data base once the file is closed.
1.1.2	Number of Business Practice Reviews Completed	July 1995	Source documents did not support the number reported. Tests of selected documents resulted in excessive exceptions.	The agency has implemented a three-step audit process to verify the accuracy and existence of the files. Written procedures have also been developed for reviewing and filing advertising and marketing materials.
1.2.1	Number of Insurance Company Safety Education Programs Reviewed	July 1995	There was a lack of established criteria for the reviews conducted.	A procedures manual has been developed which addresses the weaknesses noted during the prior audit.
1.2.1	Number of Windstorm Inspections and Fire Safety Oversight Inspections Performed and Plans Reviewed	July 1995	Source documents did not support the number reported. Inspection forms were missing, and locations were not included on some documents.	Controls over custody of source documents have been strengthened.

Sources:

¹ General Appropriations Act, 73rd Legislature, R.S. (1993).

Follow-Up Results of Previous Audits

Related Objective or Strategy ¹	Description of Measure ¹	Previous Audit Report Date	Control System Weaknesses Identified During Previous Audit	Control System Improvements Made
Agency 454 Department of Insurance				
1.2.2	Number of Investigations for Consumer and Provider Fraud Completed	July 1995	There was a lack of policies and procedures on the opening, handling, and closing of cases. Inconsistencies in closing of cases were found.	The measure definition has been revised, and new policies and procedures have been developed.
1.3.1	Number of Underserved Markets Identified	July 1995	The measure definition appears to be inconsistent with the name of the measure.	The measure definition has been revised. At this time, no new underserved markets have been identified. A proposal is being developed for homeowners' insurance. More information on the reporting of nonregulated insurers is being sought.
2.1.1	Average State Cost per Financial Examination	July 1995	Actual performance was \$21,967 (first quarter) and \$24,901 (second quarter). The measure definition specifically stated that only salaries and travel costs are to be included. Costs other than salaries and travel were included in the calculation.	The measure definition has been changed to include all budgeted expenditures and encumbrances associated with the examinations. Procedures and a checklist have also been developed for the calculation and reporting of this measure.

Sources:

¹General Appropriations Act, 73rd Legislature, R.S. (1993).

Follow-Up Results of Previous Audits

Related Objective or Strategy ¹	Description of Measure ¹	Previous Audit Report Date	Control System Weaknesses Identified During Previous Audit	Control System Improvements Made
Agency 458 <i>Alcoholic Beverage Commission</i>				
A.1	Percent of Complaints Investigated Resulting in Criminal Charges or Administrative Sanctions	February 1995	An error was made in drawing the performance information from the Commission's data base.	TABC now has an automated report that will reduce the potential for human error.
A.1.1	Number of Investigations of Complaints Made	February 1995	All field offices were not consistent in what they classified as a complaint.	TABC re-educated each field office by distributing information defining a complaint and what should be reported.
A.1.3	Number of Minors Instructed by Agency	February 1995	Controls over the data collection and compilation were weak.	TABC now has an automated process which reduces the potential for human error and has established data collection and review controls.
C.1	Average License/Permit Processing Time (Days)	February 1995	The number was entered in error by the ABEST entry clerk.	The agency eliminated excess information from the entry source document.

Sources:

¹General Appropriations Act, 73rd Legislature, R.S. (1993).

Follow-Up Results of Previous Audits

Related Objective or Strategy ¹	Description of Measure ¹	Previous Audit Report Date	Control System Weaknesses Identified During Previous Audit	Control System Improvements Made
Agency 501 Department of Health				
B.2.1	Number of EPSDT Medical Screens Performed	February 1995	Documentation was insufficient to evaluate the reasonableness of estimates.	Estimation documentation is now maintained.
B.2.1	Number of Persons Receiving Medical Screens	February 1995	Documentation was insufficient to evaluate the reasonableness of estimates.	Estimation documentation is now maintained.
B.2.2	Number of EPSDT Dental Treatments Performed	February 1995	Documentation was insufficient to evaluate the reasonableness of estimates.	Estimation documentation is now maintained.
B.2.2	Cost Per Treatment	February 1995	Documentation was insufficient to evaluate the reasonableness of estimates.	Estimation documentation is now maintained.
B.2.3	Number of Females Receiving Family Planning Services	February 1995	Populations other than those specified in the definition were included. Documentation was insufficient to evaluate the reasonableness of estimates.	Only correct populations are included, and estimation documentation is now maintained.
F.2.2	Number of Inpatient Days: San Antonio State Chest Hospital	February 1995	The measure definition was not followed.	The measure definition has been changed to correspond with the method in use.
F.2.2	Number of Outpatient Visits: South Texas Hospital	February 1995	The measure definition was not followed.	The measure definition has been changed to correspond with the method in use.

Sources:

¹ General Appropriations Act, 73rd Legislature, R.S. (1993).

Follow-Up Results of Previous Audits

Related Objective or Strategy ¹	Description of Measure ¹	Previous Audit Report Date	Control System Weaknesses Identified During Previous Audit	Control System Improvements Made
Agency 501 Department of Health				
B.2	Percent of Eligible Population Screened	February 1995	The measure definition was not followed. Documentation was insufficient to evaluate the reasonableness of estimates.	Estimation documentation is now maintained.
B.2	Percent of Population Receiving Family Planning Services	February 1995	The measure definition was not followed. Documentation was insufficient to evaluate the reasonableness of estimates.	Estimation documentation is now maintained.

Sources:

¹General Appropriations Act, 73rd Legislature, R.S. (1993).

Follow-Up Results of Previous Audits

Related Objective or Strategy ¹	Description of Measure ¹	Previous Audit Report Date	Control System Weaknesses Identified During Previous Audit	Control System Improvements Made
Agency 530 Department of Protective and Regulatory Services				
A.2	Percent of Children Found Through an Assessment/Investigation to be in Need of Protection Who Received Services Beyond Investigation	February 1995	All regions report performance information to CANRIS but also maintain their own stand-alone tracking systems. The regional systems' information varies significantly from the CANRIS information. As a result, it could not be determined which, if any, of the numbers were correct.	The regional staff is no longer maintaining manual case counts for this measure. All performance information is being reported to CANRIS.
A.3.2	Number of Children in Substitute Care Receiving a Purchased Supportive and/or Rehabilitative Service	February 1995	The source of the information used for this measure is primarily the Bills Paid System and SSMS/POS (Social Services Management System/Purchase of Services). The registration system is part of SSMS. In those regions that are automated, they are unable to reconcile the number of children they have on their system in substitute care receiving a purchased supportive and/or a rehabilitative service with what is being reported in SSMS. The information from the regions' tracking systems does not interface with CANRIS and also does not match the information from CANRIS. Therefore, it cannot be determined which numbers, if any, are accurate.	The regional staff is no longer maintaining manual case counts for this measure. All performance information is being reported to CANRIS and SSMS.

Sources:

¹ General Appropriations Act, 73rd Legislature, R.S. (1993).

Follow-Up Results of Previous Audits

Related Objective or Strategy ¹	Description of Measure ¹	Previous Audit Report Date	Control System Weaknesses Identified During Previous Audit	Control System Improvements Made
Agency 696 Department of Criminal Justice				
E.2	Percentage of Releases Successfully Discharging Parole/Mandatory Supervision	August 1994	Internal reports were not available for testing.	A data base has now been fully implemented and historical information can now be recreated off the system.
C.2	Number of Inmates Successfully Completing Substance Abuse Programming	August 1994	Actual results were overstated by 98.53%. The program is administered by the Commission on Alcohol and Drug Abuse.	TDCJ will administer the program after September 1, 1995. Detailed documentation of results is planned.
C.2.5	Number of Releases Receiving Substance Abuse Outpatient Services	August 1994	The number of releases who received services was 2,113 and not 3,316 as reported.	TDCJ is now utilizing a new "Substance Abuse Master Plan Information Management System," and new procedures have been utilized during fiscal year 1995.
D.1	Percentage Reduction in County Jail Backlog as Result of Prison Beds Completed	August 1994	The measure definition was not followed.	TDCJ has changed the method of calculation to conform to the measure definition. Documentation is now retained so the calculation can be made according to the measure definition.
C.1.2	Articles of Clothing Produced	August 1994	The actual result was overstated by 17.15%. An incorrect number was reported due to human error.	TDCJ has not adopted any new procedures for this measure.
B.1	Percentage of Special Needs Offenders Diverted From Incarceration	August 1994	An error was made in the calculation. A factor used in the computation was entered as 0.8 instead of 0.08%.	TDCJ has established a new data base to maintain and calculate the statistical information needed for this measure.

Sources:

¹ General Appropriations Act, 73rd Legislature, R.S. (1993).

Follow-Up Results of Previous Audits

Related Objective or Strategy ¹	Description of Measure ¹	Previous Audit Report Date	Control System Weaknesses Identified During Previous Audit	Control System Improvements Made
Agency 696 Department of Criminal Justice				
C.1.1	Security and Classification Costs Per Inmate Day	August 1994	For the third and fourth quarters, the actual results were understated by 5.99% and 7.6%, respectively.	One working paper is now being maintained to help ensure consistency between quarters.

Sources:

¹ General Appropriations Act, 73rd Legislature, R.S. (1993).

Follow-Up Results of Previous Audits

Related Objective or Strategy ¹	Description of Measure ¹	Previous Audit Report Date	Control System Weaknesses Identified During Previous Audit	Control System Improvements Made
Agency 802 <i>Parks and Wildlife Department</i>				
C.3	Percent Increase From the 1994 Level in Habitat Acquired	August 1994	The measure described the increase in target habitat acquired, managed, and enhanced. The measure definition only addressed habitat "acquired," not "managed and enhanced." The wrong data was used to calculate the measure. The measure should have been reported as 10.5%.	The measure definition was changed to include only habitat acquired by the Department because of its ecological importance.

Sources:

¹ General Appropriations Act, 73rd Legislature, R.S. (1993).

This page intentionally left blank.

Appendices

This page intentionally left blank.

Objectives, Scope, and Methodology

Objectives

The objectives of this audit were:

1. To determine whether selected state entities are accurately reporting their key performance measures to the Automated Budget and Evaluation System of Texas (ABEST) data base.
2. To determine whether the selected state entities have adequate control systems in place over the collection and reporting of their performance measures.
3. To determine whether the selected state entities have corrected deficiencies identified during Performance Measure Certification Audits, Phases I-VII.
4. To provide assistance to selected agencies that have had recurring problems in controlling and reporting performance measure data.

Scope

Certain key measures were reviewed at 21 agencies and one educational institution. Performance measure results reported by state entities were reviewed to determine whether they were accurate. A review of controls over the submission of data used in reporting performance measures was also conducted. Our scope included tracing performance information back to the original source.

Methodology

Performance measures were certified using the following procedures:

- State entities were chosen in conjunction with the Legislative Budget Board (LBB), based on risk factors identified by the LBB.
- Measures were selected from the population of key performance measures in ABEST. ABEST data was selected because it is relied upon by state decision makers.
- Calculations were reviewed for accuracy and to ensure that these calculations were consistent with the methodology agreed upon by the entity and the LBB.
- The flow of data was analyzed to evaluate whether proper controls were in place.
- Testing of a sample of source documents was conducted to verify the accuracy of reported performance.
- Follow-up procedures to determine improvements were conducted on measures that had control weaknesses identified during prior audits.

Objectives, Scope, and Methodology

Performance measure results were reported in one of four categories: 1) Certified, 2) Certified with Qualification, 3) Factors Prevented Certification, or 4) Inaccurate.

The LBB requested that findings be written for any measures categorized as “Factors Prevented Certification.” Additionally, findings were written for selected inaccurate measures that were wrong because systemic reasons. The findings give more detail than the comments in the matrix and provide the entities with the opportunity to communicate how the problems will be addressed.

Other Information

Audit fieldwork was conducted from October through December of 1995. This audit was performed in accordance with generally accepted government auditing standards.

The work was performed by the following members of the State Auditor’s staff:

- Fran Carr, CPA (Project Manager)
- Clint Loeser, CPA (Co-Project Manager)
- Jon Nelson, CISA (Quality Control Reviewer)
- Kevin Baker, CPA
- Margene Beckham, MBA
- Kanette Blomberg
- Linda Buford, CPA
- Ashaer Hamid
- Lucien Hughes
- C.Y. Ihekwoaba, CPA
- Sherrie Lindig
- Rena Martin
- Jim McGathy, CPA
- Vandita Mehta-Zachariah
- Walt Persons, CPA
- Deborah D. Powers, CPA
- Bill R. Ramsey, MBA
- Shelly Smith
- Dennis Tienert, CPA
- Lisa Walters
- Denise Wieler, MPA
- Sin-Leng Wong
- Barbara S. Hankins, CPA (Audit Manager)
- Deborah L. Kerr, Ph.D. (Director)

Background Information

Background Information

The 22 entities to be audited have diverse mission statements that encompass general government, health and human services, education, public safety and criminal justice, natural resources, business and economic development, and regulation. The 22 entities are:

- Department of Health
- Commission on Human Rights
- Department of Housing and Community Affairs
- Texas State Technical College - System Administration
- Alcoholic Beverage Commission
- Teacher Retirement System
- Department of Protective and Regulatory Services
- Department of Criminal Justice
- Commission on the Arts
- General Services Commission

- Department on Aging
- Parks and Wildlife Department
- Ethics Commission
- Department of Insurance
- State Office of Administrative Hearings
- State Preservation Board
- Board of Examiners of Psychologists
- Lottery Commission
- Historical Commission
- Library and Archives Commission
- Department of Transportation
- Commission on Alcohol and Drug Abuse

Legislative responsibilities include the certification of the accuracy of information reported by state entities to the Legislative Budget Board. Government Code, § 2101.038 requires the State Auditor's Office to certify performance measures.