STATE OF LOUISIANA LEGISLATIVE AUDITOR

State Education System: Analysis of Program Authority and Performance Data

November 1997





Daniel G. Kyle, Ph.D., CPA, CFE Legislative Auditor LEGISLATIVE AUDIT ADVISORY COUNCIL.

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November 1997



Performance Audit Office of Legislative Auditor State of Louisiana

Daniel G. Kyle, Ph.D., CPA, CFE Legislative Auditor

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OFFICE OF LEGISLATIVE AUDITOR STATE OF LOCELONA

EANELO, EYLE, PED., CFA, DE LEORE, ATVE & DETER

Bowener 17, 1997

The Honorable Randy L. Ewing, President of the Senate The Honorable H. R. "Huat" Downer, Ir., Speaker of the House of Representatives

Dear Senator Ewing and Representative Downer:

This report gives the results of our performance audit of the Program Authority and Performance Data for the State Education System and its related beards, commission, and Education endities. The and was conducted under provisione of This 9.0 of the Landman Revised Statemet of 1999, as anended. In addition, this and it is one step toward meeting requirements of the Louisian Performance Audit Processon (R.S. 54-523).

The report represents on findings, conclusions, and recommendations. We have also identified rations for highlabitic conclusions. Argonath Constains the Locational Dispatients of Di-Education's responses. Appendix Di contains the Disards of Thimmany and Sicoataby Education's responses. Appendix E contains the response from the Disards of Thimmany and Sicoataby Education's Planning and Endgets. Appendix P contains additional motive's comments. It must that this report will be of an on you's involve individual docation-making arccents.

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Office of Legislative Auditor

Executive Summary

Performance Aufit State Education System: Analysis of Program Authority and Performance Data

The 1966-07 exacutes todays presents these coopenents represented for the servicipit and delevery of downstates, according, and reactional education in Lonislature. The Duret of Elementery and Secretify Televistics (TEO), and Apolical School and Commission. We are the turns "mate education system" when discussing these drive components reflectively. The Marginery proposes, the state education system". When discussing these drive components reflectively. The Marginery proposes, the state education system".

We instantisk dar penkatal för också annarg i 19 högit statt av off "corder" bilding program, 28 off the statt av instantisk statt av instantin instantisk statt av i

The performance data reported for the state education restors in the 1996-97 essentiate bulget may not provide sufficient information to determine the performance of individual programs. Specifically, we found that

- The executive budget does not present clear and consident information for 26 stateoutly cruead processes and functions we identified.
- The executive budget data not report an overall minion for DOE.
- · The majority of mindong reported for budget units and programs are not clearly identified.
- Pen of the reported goals previde a same of direction on here to address the minimum.
- Few of the second absorbers are meanable and/or timeboard.
- Only 1% of the reserved professioner indicators measure pressing toward the phiotic true.
- Only 26, of the reserved performance industry measure patients (i.e., effectivenes).
- No objectives or nerformance indicators are reserved for the vacational-technical schedula.
- No performance indicators are reported for EESE's policy-making and separations another, to administrative pressure, and the individual Wat programs, projects, and gravits.

 BERE submitted the 1996-87 operational plane for the state effective system, which are used by the Office of Farming and Distgrits -develop the esolution budget, without them being formable reviewed for context and accounty.

> Daniel G. Ryle, Ph.D., CPA, CPE, Legoletive Andrew Phase No. (504) 329-3809

Audit Initiaties and Objections The Office of Legislative Audior conducted this parlaments calls in supports to critical paratements of 15,2 3422. This has requires as two evaluation the basic meanuplism underlying all rates agencies, programs, and arctives. The law programs was non-meanutanellation to the afflicative-out of programs and arrivers provided. To oblive these discussions, and diffusion of programs and arrivers provided. The oblivers and analysed the programs and arrivers provided. The oblivers these discussions, and analysed the programs matterly and professment that the titte discussion retrain.

- Devel of Elementary and Secondary Education (EESD).
- (2) Occument of Education (DOR), and
- (3) Special Schools and Commissions.

We also statched for programs, functions, and activities that may be privately revelations, displacities, or extended.

This report is our of a units of reports on all major encouring branch deportments addressing the following elgentrows:

- Determine if missions and path as separate in the facial scat 1996-97 executive budget are considered with legislative instance and hand authority.
- Desenance if missions, goals, objectives, and performment inductors as reported in the final year 1996/17 meaaline budge are consistent with outshished enterine described in this reset?
- Determine it objectives and potentiates indicators in reported in the Earth year 1990-97 executive hedges collactively provide useful information for decision-militage posteriori.
- Identity my program and functions that appear to be combinating, doubleating, or estimated

Methodology

We reviewed unders service related to preferences measurement, approx helpings and accountelly company. We due reviewed must been to gain as understanding of the start's helping process. In addition, we considered a sure of due taken the preference of the start of the additional service of the start of helping process in a startion, we consider the same for the start of the preference of the start of the additional services. Fully, we account of the control in balance and start duration spectra for the start of the start of the preference of the start duration services and start of the start of t

We analyzed the partnerssocialities appendix in the 1796-97 according balange for all 23 balange mitter and 6-bacewire-balange programs of the state outscates operation. In stack, we analyzed-64 pieces of information as antibioted memory, Tabledon measure, 6 pieces of information as antibioted paties. (1) blobid paties 240 objectives, and 1.277 performance indication gains, contained programma, and analyzed and advected paties of the comparison memory, including, Management and information principal by annual programm. Machine a resource Summary of Overall Fiedings, Recommendations, and Mattern for Legislative Consideration: BESF, DOE, and Special Schools and Commission Kannelsver Bedger kannelstender Processis forferansien Abnet Stentury Programme auf Procedium V. Vei classificity of samotoly romant programs and franzione Rot shift the 1996-97 accounts budget incominently proves in information. However information on the programs and fluoristen in too considered procession, terms may not be able to determine their fluoristenic manuscular procession. In other Professional States and the able able to able to determine their fluoristenic manuscular procession. In other Professional States and the able able to able to determine to maintain fluoristenic manuscular procession.

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3.1 DOB, BEG, Spocial Schunit and Commission, OPI, and Inguitive with bodd work laptice to download the implementatic structure for hudgetary proposes as DOE implementary temperatures. The submass shaded samply with the requirements of 5.5, 37-36. They shaded due to regulate to check which assume the shaded and sample resolution budgets, and 5.5, 37-36. They shaded due to regulate to check which assume the structure of the struture of the structure of the structure of the structure events the hugget, is well as the types of performance due to the protected for each.

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(See page 42 of the report.)

Resempendation

3.1 A DOI officials implanted Plane II of respiratedies, they theid investigate the areas of postnicil overging and deplication islandified in Chapter 7. DOI officials should also filtere proteintil overgin of deplication with officials from special relations and matchess of sistema boards, commissions, and like entities which the sistemation review. These discussions almoid address coordination of persister. These discussions almoid address coordination of persister inference to the lot and areas deplication in the score.

Matter for Legislative Consideration

3.1 The legislature may wish to consider directing the Performance Audit Division or other staff to conduct additional truck related in arous of possible everlap and derivative within the rare advances occurs.

Note Tubustion Poders

Some Rankerger (Created Programs and Function May 9): Construct: We detected 12 memory owner programs and Rankins while DOE and Special School and Constructions they were utmeded in 1996-37 and any frameline doe seemader. Epidean of the same correspond on the Budge Report Reprisons from service by Inn. Allongh Rank programs and Rankerd and and any the Hong, the well have the endowments. If they are selended, Unitability for instance Protocomer Reprisons and Ranker and Hong Ranking for Protocom Reprison endowed and the same of the Ranker Protocom Reprison Reprisons. The spectra of the Ranker Reprison Reprison Reprison Reprisons. The Ranker Ranker Reprison Reprison Reprison Reprisons. The Ranker Ranker Reprison Reprison Reprison Reprisons. The Ranker Ranker Reprison Reprison Reprison Reprison. Reprison Reprison Reprison Reprison Reprison Reprison. Reprison Reprison

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Recommendations

- 3.1 Disactor officials sheeld downians which it is 33 programs and fauction flocerons is Chapter's the methanism of any of these perginness in faccions are in longer rooted, they should complet the shakings and also includes and the shaking the statustory structures in plots, of duration of the shaking the slowing the shaking the shaking the slowing the shaking the shaking the slowing the shaking the slowing the slowing
- 3.3 As part of the annual budget process, obscatton effective sheetd report new standards watchesized programs or functions for which implementing limits were not appropriated, as provided by 8.5.475 (20.4).

Matters for Loridative Consideration

- 3.1 The lightlast care which is review indexe shallow line programs and handron discourds in Chapter's restreteded. If they describe that any of the programs or functions are no longer mouth. Buy dender that the advectages and databased and a set of the statement of the development of these to an optimum of the statement of the programs or functions. The logislatary may wish to repeal the programs or functions.
- 2.3 The legislatures way with to direct the Performance Adds Division or effect shall to conduct additional work related to possibility saturaded programs and functions diversed in Charles 3.

To internal project of Performance Deta: IEEE calminot the 195-01 operating lates to COV states being them reverted for account and access. Excass day uses and reviewed, the performance due included in them and reparate in the reventive help calmid to internet. The operating of the transmission of the access to the state of COV, the Spical Ecology and the access to the object of selection are accessible calculated accession of the state of selection are accessible and gamma from the adde to that the information of the selection of the selection.

(See page 63 of the report.)

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1 Mildi, Roli, and the Spoul Roman and Commission should analysis animal noisy mouton for spoutnash phone industries to OPU. The Tensor of Linear A and in the paperaid Jamas and polymeratic could prove the reopenance Jamas and polymeratic could be and polymeratic phase should assure that the Unider writteness and patient should assure that the Unider writteness and implementing the seveness and the distance that high-homology the seveness and the sevenes the patients of the seveness and the seveness the light-homology the seveness and the seveness that high-homology the seveness and the seveness that the patients and does much the construct being seveness.

No Objectives or Performance Indicators Reported for Viscalinaal-Toolisada Schools: The concentre briefer form or report depth/size or possible was appropriate for the vessional school in factar por 1996-94. Without objectives or podomance Induction, score samed determine the anomen and one results detained with the Moder.

We also avaid that can law provides for a funding formula to be used for the voorstenadivectorial scheeds, but it has not been used. Also, instand of providing funding through regional management owners, busing was provided denote to the adoubt bit the 1996-97 ford terr.

One maps 68 of the report.

Recommendations

- 4.3 BOS, CPR, the school of large years, and lighthry mellhead way to spaties to develop performance deficiency for inclusion pair, objection, and performance indicates for inclusion in hairs and along a difference of the local state of the state and along a difference of the state of the state and the school of the spatial state of the state of the state of the school of body and the state of the state of the state of the school of body and the state of the state of the school of body and the state of the state of the state of the school of body and the state of the state of the state of the school of body and the state of the state of the state of the school of body and the state of the state of the state of the school of body and the state of the state of the state of the school of body and the state of the school of the state of the school of body and the school of the school of the state of the school of body and the school of the school of the school of the school of body and the school of the scho
- 4.3 EEE, to school offepr symm, CPD, nol lephtry and doubt downs the metrix of wains the cosing funding formin to duel to indexinal college system. If problems are identified attant to the cottents formeds, REES should muse the identities in 200921 (Nat.

Matters for Lorislative Consideration

4.1 The legislatury may with to review R.S. 17 2006 to determine if the curvan funding formula for the tochnical college system is restable for easy. If it is not mainlike, the committee may which so mainlike standards or restables the statute. 4.2 The legislature may with to controller reviewing K.K. 11 (1994) to determine if the law related to BESE's subtretity to formulan and autided gaugetpile regime should be review, repeating since regional management enters may ast soview funding for fact our 1998.

No Departmental Minimi in 1986-97 Encourbe Budget: The essention budget data was report a departmental minimis for DOC. Without an evental minimize, users may not be oble to determine how DOC pittude to implement publicat mandated by EESE or work with other detection budget whit to must the diverse mode of Canadiana's modelands.

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Recommendation

6.6 DCC officials should work with OFP to develop as worall departament maxims. The strained solution allowed address DCP is instrumention with the major components of the state relaxedness opens. The one-by cathod massion should be included in fastors address of the scenarios budget. Linguistic addressing the recommendations. will means the third linguistion on the neural propose and distants of the department is communicated to users of the meant in budget.

Overlap and Deplication May Dake: East on a review of East and appropriate, the infection for everlap sample, several BEEE standards groundness and all 15 EEE advisory units. We also identified to private ad public between two advisory units. If we also identified to control approximate the infection of the infection of the interview and the infection of the infection of the infection of the interview for making the lange discriment whether a land units whether and the interview more than the interview abusing the interview of potential and the interview abusing the interview of potential

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Accommendation

5.1 DESE should invotigate the studing committees and advices you take is labeled as possiblely overlapping and dephasizes in Chapter A. If overlap or dephasizes in eccentral generosanski, USES should climitate or canadidate the appropriate standing causalities and advices preting.

Matter for Lepislative Comideration

5.1 The legislature may wish to cossider directing the Fordermanic Audit Division or other staff to conduct additional work related to patential avertige and diplocation, more the DESS students committees and advance vertices.

Summary of Findings, Recommendations and Mattern for Legislative Consideration: BESE Some IEEE Advancey Rankins Mix Universeds): We lakulidat some IEEE advances occasis that are independent during a two-new period and may flowable to catanadod. If these advancy mitides are remoted, minimizing the industry on an cataloxia. But adjustants typing to understand have IEEE to induce policy and hedgeiney decisions. Therefore, these states should be further reviews.

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Percentation

8.2 BERE clouds investigate the advisory utilize that are identified as protein by eveneded in Chapter 8, KEREE field, that are of the induces continue discussed are contanded BERE clouds propose chapter in Jurised Statutes, the identicative Code: #EREE indication.

Matter for Locatever Consideration

5.2 The legitimum may with to remider directing the Performance Audo Division or other staff to conduct additional work related in potentially estanded solvacey unifies and sampling commission within IRSE.

Minima and Goal Reported in 1994-07 Executive Bodget Constance With Legal Authority: The two minimum and one put reported for ERSI in the contrative budget are available with halo and holes. As a yount, succeas be assured that the reportions of ERSI. In defined by these minimum and this out are architectured by and arconded in him.

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Performance Data Reported in the 1994-91 Exercise Bodge Nap Not Re Sud-H to professionare data proposite for 1920: In an anxiety badget groundly do cut must the criteria against which we surgued them. We identified deficiencies in the mission, goody, higherbyen, and performance indicates. As a reads, users may not be able to distantiale what BEES is reading in accompliable or how well to reverse the site destantion what BEES is reading to compliable or how well to reverse the site destantion series. It address, logistates may be making finding decisions without knowing the full movies of EESEV writes.

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3 HER, OH, and application multi-should work regulators to ensure that an ensure angula, displatives, and performance indicators reported in the executive budget most, at a minimum, the cluster discussed in Capitra 1 or page 16 of the speer. In temperature, their communications will help once the lagitations and other some of the executive budget waits' work indications are or approximately common. No Performance Data Reported in 1799-97 Executive Bodget for EESE's Policy-Making and Supervisory Ambridget. The executive budget does not apped and policinaans data for EESE's policy-making and supervisory advitues. As a result, which cannot domain have well Bildit in reforming as the calculated for the data in the domain theorem.

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Processing and damage

8.4 IEEE, DOP, Special Schools and Commissions, OFD, and TepDatry with spinal work together to main performance data that accuratly within the impact of CEEE's policy decrements on the same relationstic system. This data should be included in fuzzy additions of the security budget to that support and the performance of the security budget to that support and the performance defined by EEE.

Linking Performance Data Reported in 1996-19 Scontex Bedget for Administration Program. The concertwitholger does not report objections or performance induction for REVES Administration Program. Therefore, taxes cancer documents how well die Administration Program provides administration sources for ISSN.

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Economication

5.5 BEES doministensive well, OPE and, well hydrafer and doubt one squarts for competitioning dama functioning and dependency performance instalation, between the state of the state of the state of the and car administensive forder on difference states of DEES/ weperstey. It sheets also when the state of the Administensis Program has caused their states requests develop selection and an administensive forders of the states in the state of the states of the states have stated as the states program has a caused their states requests develop selection and administensis of the states the states are state as the states and the states are stated as the states are requested as a state of the states are stated as the states and the states are states are states are stated as the states are states are states are states are states are stated as the states are states are states are states are states are are states are states are states are states are states are are states are states are states are states are states are are states are states are states are states are states are are states are states are states are states are are states are states are states are states are are states are states are states are states are are states are states are states are states are are states are states are states are states are are states are states are states are states are are states are states are states are states are are states are states are states are states are states are are states are states are states are states are states are are states are states are states are states are states are are states are states are states are states are states are are states are states are states are states are states are states are are states are states are states are states are states are states are are states are states are states are states are states are states are are states are

No Performance Data Reported in 1996-97 Escentible Bolget for (4) Programs, Projecca, and Granter. The constribution beings dots not a spon any polycome, balancia and Granter. The constribution being dots in a spon any polycome data and the spontaneous states of the spontaneous 1995-N. An energy spontaneous calax, more cancer dotemation whether this familiary, Without particulance calax, more cancer dotemation whether this money was used another.

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Excommondation

5.6 IEEE, OPD, and legislative and about continue to work togethere in develop particulation that do a minimum particle objectives, and particle index of the particle of the particle particle, and gatase fixed of through the Lookiana Quality Education Report Plant. This data should be included in fature objects of the securities budgets. The data should be

State Education System

presented at a local of detail that is work until to highlatow and other serves of the resonance being this data in the executive budget will affew legislators to use the assumptionments and results ultrained through funding of Rajd offices.

For Reported Minister Early Meetifiable: The excertise bodge antains for labeled ministers for DOI bodget units and programs. However, to ministers are not observy identifiable, users may not graps the purpose and formatic of those bodget using and programs. All goals, however, and blocks, which makes them much identifiable.

See page 201 of the report (

Daramene datas

(1) DOR, OPD, and lighting and the doub discuss the surface labeling attention and goals increasing allows and fee construct taggs. OPD should then develop speller an induiting attention and goals. The Jobby should mare therefore the constructive barger. Since a policy simulation and the encounter of the spectra of the speller of the speller constrainty. Labeling the mainteen and goals result bely encounter that they are needy identifiable and spectral constrainty.

Reported Missions and Gash Consistent With Legal Authority: All minister and goals reported for DOE is the encoded or huger are consistent with size and fixed laws. Therefore, survey as the answerd that the operations (FOC as defined by these ministent and guals are authorized by and prosted is too.

(See page (M-of the report)

Experied Weature Concerns Provide Useful Information: The modely of minimum support of DOI is the concernit budge persury the propense and dismits. They are also acceptable to DOI is minimum. As a root, there are worth for informating what DOI is monophily to accemption and for whom. However, these for minimum are dearly labeled as minimum, for our nor the assumed as a minimum is seen of the accenter's balance.

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Bernman-Aster

13 A DOE, OPD, and logislative and discuss the metric of Idealing missions, they which also reasons that all missions, at a minimum, meet the relieving described to this report. Reporting and Idealing well-critical missions will had p cance of the essenties budget understand the purpose of and elevative served in DOP surgements.

Summary of

Findings and Recommendations DOE For Guils Reported. The execution budget data not report path for many DOII budget write. As a netall, users cannot determine how the budget units and programs plan to address their missions.

See page 309 of the report.

Barrowsell at loss

L3 DOIL, OPI, and tapidates staffs thead work topping to develop good for will DOI bodget units and executive bodget program. These gools should be included in future editions of the encoder's bodge. The good should, as a minimum, most the existing developed in the spect. Fargering wellended goals will holy assay of the ecocories bodget undertailed body DOI should not be indexed.

Fee Reported Objectives Massessible and Timelesands Fee of the abjectives reported for DOE in the encourse budget are measurable and timelesand. Therefore, they cannot be used to sell how well DOE programs are doine or how timely dois a assessed sharess are brien web.

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Baramene-dation.

6.4 DOR, OPR, and implication multi-should work together to develop signature that yet means that the included in means that and tombound objectives should be included in future address of the coccut to begin: including means the and instrumed signature will provide sense of the meaning begins with specific levels of dation performance and metisanal throughts are companied as an other sensitive height with specific levels of dation performance and metisanal throughts for accountiling

Reported Performance Indicators IN-Set Measure Progress Meairy Creeks, the performance indicators reported in FCGG is the secarity height do not anonemp progress made beyond the stated depotions. This is grantafy heasaware note of the depotion are not encanated. Therefore, the performance indicators issues the state is depathened. Therefore, the performance indicators issues the state is depathened. Therefore, and efficients DOT measures are endeptioned.

See page 111 of the report 3

Decompose fating

3 DDL CPR, and lightlener suffi should work highter to device your works for dominance indications for finane alterias of the executive belogst. The partenance indicates should at a similarity, are unserviced with the should alsophysic, elser, may caterianic, and are schoold. They should also memory program active work accomplishing the operation of the strengt particle assesses to also all senses that the strengt accomplishing the approximation of the strengt parts and the strength accomplishing with more unserviced as and the strengt accomplishing the approximation of the strengt parts are strength as a strengt with more unserviced as and the strength accomplishing the approximation of the strength and the strength accomplishing the strength and the strength accomplishing the strength and with more unserviced as a strength accomplishing the Multipring of Expertial Performance Indicators Messare Despet: The remote the height report is increase, additional, or equility conformance indicators for ECE. Toblese these types of indicators, was a same datavaliant low will a proposed of which it was responsed to do, how much it even to produce a result, or the total assurance constrained in producing that seeds.

(live page 112 of the report)

Economic addition

6.4 DECLOFF, and gathers walls should wisk spatials to some the out-program for decay as generative rule of performance industry to communicate all performance of program performance. Spatial cases is should be audit dorthe-induces inductors. All performance deviations and additional document and and additional dorthogoal is status at latent of the country's high. Evaport. COPE the communication and this status for leadings of the communication and this parameter leading and an appendence status of gather status leading.

The Mary Porformance Indicators Reported. The overview budget reports 1,343 performance Indicators in IDOI, and another of Charm do not mannare programs control the stand objectives. Reporting enveroive parliemance data can be confusing and may overfood same of the executive budget.

One page 116 of the report)

Ducamentation

6.1 DOI: OFO and significative staffs should work together to limit the sensitive of performance statements reported in fataus minimum of the counter budget. Only show that are useful and have instant to budgeton and show yours of the ensure that all performance indicators spectral are black to measure that all performance indicators reported are black to measure that all performance indicators reported are black to measure that all performance indicators reported are black to the performance of the statement of the indicators budget to the importing the quality of the information

Problems identified in Baciget Unity' Reported Performance Date: We identified the following other pathtanes with the performance data reported for DOE in the examples balant

> Numerous objectives address molique logicis. "Una chagte dejectives includes molique juje; projectives num become confined address exhicits or the sarges acuta sate boling addressed. Its addresses, there may not the addre to tell weaked wishing and of the objectives individual performance indicators not intended to material previous.

- In prose notes, descriptive information such as responsibilities, disks, or general background information in reported as performance indicators. This may cause same to bettered with two much information that does not measure program toward the objectives.
- Many of the reported injective of not have corresponding performance indicates. In these cases, where description inferention is presented instead of performance indicates or an information is processed at all. Theorem, successaria determine therefore programs is being made toward the programs objectives.

(for page (22 of the report))

Recommendations

- 6.5 For future addising of the constative budget, OPD, DOE, and highdative staffs balanced work reporties to develop guide that and concelle and that do not address multiple topics. Happening wall-scaled guide will help stars if the suscellar budget understated how DOE (them is address to instance.)
- 4.5 The future relations of the ensurine beings, OPD, DOE, and lightlast calls thated store topher to develop depotive for all programs that are sensing and to not address multiple topics. OPD and DOE develop do not more that identical objectives and porformance indicators not not and for address programs. Thus improvements will halp uses of the encoders' budge are devined levels of performance and
- S.49 OPG, DCG, and logistation attill schoold work significant on sense that any imperformance indications are spoted in the encountry builty preferences indications. Description dended are the reported as preferences indications compared with manufactual and indicational productions individually the rememendation and help concern their stores of the concernit-builty provers that for some of the stores of the concernit-builty provers that for some of the stores of the some of the stores of the stores of the stores of the stores of the some of the stores of the stores

Summary of Findings and Becommendations: Special Schools and Commission Exported Massime Not Early Meestlades: The security longer den net wants indeed massime for Speeid Schools and Commissions, which makes them difficult to identify. Thereby, seen may not group the purpose and classifie of the Speeid Fachanic and Commissions brought outs and programs. Most of the separate goals, hewever, are labeled to goals and are three only identifiable.

(See page 149 of the report.)

Xecommendation

 Operated Solvoly and Communitients, CPUs and Equidators studies should discuss the metrits of industry maximum and products that advected plant and the uncontrol todays. CPUI thinking the advected plant and the uncontrol todays. The policy should areas whather minimum and and head to matching in the operational plant and the construct todays. The industry is not approximately plant and the construct todays. The industry is not approximately plant and the construct todays. The industry is not approximately plant and the construct todays. The industry and the operational plant and the construct todays. The industry and advection construct the matching to the operative biolity.

Reported Ministers and Goals Constants Wills Logil Action(y): All ministers and goals reported for fpecial Scheduls and Constitutions in the macarity todget are consistent with strate and follow laws. As a ready, more one be assessed that the operations of Special Ishooks and Commissions as defined in these witness and marks are constantive with level and indusive.

Reported Manine Chemosoft Provide Lacks Information: This majority of malasium reported for Epoch Schools and Constitutions in the caccutes budge party the purposes and classific of the budge units and pergents. However, near of them are ideally budged as indicated although the minimum most the clusters apparent which we compared them, then may not be associate as minimum to source if the count's budget.

Gee page 352 of the report?

Xreemandation

22 An Special Scheeds and Commission, OPR, and Implative and Scheeds the mostler of Ubelang mission, they should be owners that all measures, at a measurement, next the california described in this report. Supering and divising well-ordered missions will help users of the concelected and wellments of the place of the concelected and the superior to propose of and intender served by the Special Scheeds and Commission.

Teve Goals' Reported: The constructive budget does not report my public for Special Solution and Commissions in the budget unit invest and five public at the program. Invest, An a result, users of the concarbot budget may not be able to obtain the obtained of the second of the second second second at the second of the general direction toward which is in stricting. In addition, users may not be to educement which is individual programs are activity by Society Biol.

One page 152 of the report?

Economicalistics

7.3 Special Scheels and Commissions. OPD. and Epithetics entitle already work together to develop goets for all Special Scheele and Commissions Indiget units and cocosine bodget programs. These goets about be included in finance editors of the researcher bodget. The ansist anound, at a missioner.

Excoutive Summary

most the oritoria described in this report. Reporting wellcathed goals will help asset of the executive indget andoniand how the institutions and programs plan to address their ministers.

Experted Objectives Net Meanwalds as Titedmond: None of the objectives reported for Special Schedu and Commissions in the executive budget are manazable or transhout. As a round, hypotaxes maining todgetaxy detabases might not be dott to rell. have well programs are programming or have simily to programm' accompliancement are budget mode.

One many (14 of the removal)

Recommendation

7.4 Special Schools and Commissions, CPR, and hydrative atthe should were signifier to devolve photothym has ne meansable and Euroband for Special Schools and Commissions: CMP annuariation and functional disperson should be included in frame editions of the executive budget. Momentum and introduces adjustment of desired and enclosed by with specific locals of desired methaneous and mote than the assembliohemenis.

Reported Performance Indicators Do Net Measure Proving

Medit: Overall, the performance inductions species of the mediator regrets where Overall, the performance inductions species of the period Solocols and Constrainments in Tocshing, there is no measure program and to sevel the overall species of the period of the species of the species of the overall species of the species of the species of the period of the based of the species of the species of the species of the period of the species of the species of the species of the period of the species of the spec

Our name 211 of the removal it

Recommendation

7.5 Special Schools and Commissions, 409, and highdaris etfoldioxed and an isophots is develop improved performance indicators for force relations of the councils budget. The performance, inclusions should be an individually to constant with the stated dipolicy, message pages much several driver deposition, and the data cound in the counterpart of the state of the second several distance classifications will have sever of the second several submatinitians will have serve of the second several models.

Might yield Outcome Indicators Reported for Out Indiget Unit The majority of advaces indicators improved for Figure 3 dealers and Chamicatorias in the same budget and, and the majority indicators, units cancer dearning have valid paragrams del shale it was represented in the same dearning have well paragrams del shale it was represented in production that results.

Gee page 156 of the supert 2

Fage Leve

Recommendation.

6 Speak taken and Commission, OPE, and Equilibrium and Sheald work appears to reserve that any program for bordings a third of the reasons types of performance information in the second second second second second second instances in them obtained the meanwise Magint. The sets of indicates taken discuss the second second second second in the second second second second second in the two procession.

Tes Many Performance Indicators Expected. The executive helps reperts 424 performance indicators for Special Schools and Commissions, and none of their meanum program made toward the matel objectives. Nethaling manatery performance data in the susceites budget can be conducing and may method some.

(See page 158-of the report).

Decomposed at the

3.1 Special Schutz and Communition, O'Fe, and Ispitisfor-table bland of out-global to Thome address of the construct heaps to be a straight of the straight of the straight of the bland out-global to the straight of the straight of the the centre bland, the straight out-straight out-straight outthe centre bland that and the straight out-straight outthe straight out-straight out-straight out-straight outthe straight out-straight out-straight outsel out-straight outsel out-straight out-straight outsel outsel out-straight outsel out-straight outsel out-

Bodget Units' Reported Porformance Data Lack Unifilation: Vic identified the following additional problems with the performance data reported for fourth Schools and Commissions in the construction hadar:

> Some objectives reported for the Council for the Development of Yearsh to Landsame (COCOVE), and the Landsame Descent Institutives Programs (LASZY) address mellific inplica. This, users may become confined does which of the target mean are being addressed and any with to did to 4M boards which part of the objectives individual professionals indicators we instand to sensore programs.

> > (fee paper 159 and 172 of the report.)

Description information such as rependedition, deine, ser general hadqueend information in repended as performance indicates the the Landsam fished for the local [LSE] and LACEP. This may cause users in be busilessed with inst match information that does not measure progress toward the obtained.

Gaw pages 114 and 112 of the report?

Some objectives are reported for LSO, and LSOP without corresponding performance indicators. In these case, without desceptive information is reported instead of performance indicators or no information is reported instead of performance cases of detoration without pergress to being such broard the objectives.

(See pages 164 and 172 of the report.)

 Aggregated performance data related to assumed trans voltages and administencie regression are separated for the OBios of Bodate Fluxaduil Australiana (EGPA). These performance indicates that are separated and one of peeter attinuation includes only by type of loss. Thus, some of the encountier bodget many are to addr to discriminal indicates and an arroung loss assumed or administrativities used as it relates to indicated lines programs.

(live page 198 of the report.)

Parameter for the second

- 7.8 OPII should work with LEP addicate and legislative soft in develop meanwhile and indexed objective with corresponding performance indecases for isolations in Ameradianase of the second-to-backget. Toppinsoning this meanmendulation still course that the mean to-backget communication specific courses that the mean to backget operations. people courses achieved facua torols of performance.
- 7.5 OPR, LSD, and legislative stalls should work together to owner that only performance inflatment that are grounded with assumption and insolvents objectives near included in forme editions of the executive budge. Indocuments there are apply docables, bit increase, programs and permanel should us be rewarded as worknowner inductors.
- (1) OPU, OPU, and trainlastic staffs should work trapsform determine if performance indicates the individual loss programs charalle in reported in faster editions of the essential-budget. Utiley are included, they should be reserved in classerward farm.
- 7.11 OPR, CODOFE, and laplatize and/it should work applice in should applications for an even emission, assumed as and interdowed. The objects have appeared approximately not coverin of manipage application linked approximately not covering this assumance application appeared in applications and the ocumentation appeared in application of the second to budget origination appeared in application of the applications application applications and wells the performance influence.

- 5.10 GPL Latty, and tighting to third should not begin to develop approximation that provide county, meanwards, rule thandbarned sugges for accompliances. In addition, also chandbarned will all highers have users employed performance indicates the transmer program where the meth objective. Only reference and indicates the mean failed colorist double be indicated in these additions for another that the encounty league communities unable help means that the encounty league communities unable here are three transmers.
- 3.14 OPE. LISEP, and logibletive malls alcold work together to same that only adult polynamic malls alcold work together to provide out-momental and instrument dynamics and technol in the polynamics of instrument dynamics address of the autority to hold, in laboration that cataly dwalless. For instance, projections and personal dwald and be reported a performance todecase.

What Performance Indicator Types Reported for Lookaan Schule fan Mark, Science, and the Aren UAMMA. The construction hadger reports and or dyndromance indicators for LOMMs. This is communitable homsen hering as with indicator targets below serve of the converte budget discrements how well LOMMs. did with it was regulated to da, how much a control and the server of the server of the server budget.

One paper 167 of the removel 1

Recommendation.

3.00 OPB should continue to work with LSMSA and legislative staffs to report a visitory of performance andiatance for incidence in these relations of the cocceler balance. OPE should also work with LSMSA to develop securityle and finiteboard algorithms to provide a here against thick progres was be assumed with the performance inductors.

Chapter 1: Introduction

Audit Initiation and Objectives The Office of the Legislative Audion conducted this performance and it of the anaxakia badge program information for the following these composence to the overright and delivery of disenseity, secondary, and vocational education in Louisians:

- Board of Elementary and Secondary Education (BESE);
- (2) Depertment of Education (DOE); and
- (ii) Special Schools and Commissions.

We use the turns "state education system" when discussing all three components collectively in this report.

This performance and two conducted in response to ortila performance and two conducted in response to state and its by a ddug to minima. Revised format (K.S.) 2152; which resets of the Londan Performance And Progen-Manipulation (R.S.) and the state of the state of the Manipulation (R.S.) and the state of the state of the Manipulation (R.S.) and the state of the state of the Manipulation (R.S.) and the state of the performance of the state of

This report is one of a series of reports on executive branch departments addressing the following objectives:

- Dutarmine if missions and goals as reported in the Sacal year 1996-97 executive budget are consistent with legislative intent and legal authority.
- Determine if missions, goals, objectives, and performance indicators as reported in the faced year 1996-97 secondary budget are consistent with established aritra.
- Determine if objectives and performance indicators as reported in the flacal year 1966-97 essentive budget collectively provide useful information for detailed ending propriets.

Identify any programs, functions, and activities within the department that appear to be overlapping, deplicative, or outmoded

Report

The state education system provides for the education of the people of the state. According to the 1995-97 excentive budger, the following three compensates are comparable for the everyight and delivery of dementary, secondary, and vectoriant docustion in Leadmins.

- Reard of Elementary and Secondary Education (INESE);
- (2) Department of Education (DOEs and
- (7) Special Schools and Commissions.

BEEE in the constitutionally created pathy-making and supervises beam for the pathic tode system. TOUS wereness factorial and state electratics programs administrated through 66 listed obscillus agreeming that acceptional Children receivappropriate and provide states and addition, where creating periodic states and support through fluctuating practiperiodic exclusions are practiced by fluctuating practipativities, accelerations of a periodic state of the relativities.

We fund that the 1994.77 encoding longitudes says report that and constitution tabornation for 34 statustering created programs and functions related to obsentary and seendary checkenics. As a result, and one of the encoding inplantivity architecture programs and functions. It addition, tegilativity architecture to any functional tradition, tegilativity architecture to an of base 200 functions. It addition, tegilativity architecture to an of base 200 functions of the addition tegilativity architecture to an of base 200 features related to the secretaria.

We identified the potential for overlap among ion of the state education system's 1995-97 rescentive badget units and eight executive badget programs. In addition, everlap may exist among 20 statistically created programs and functions. We also identified 17 boards, commissions, and like retifies that interacts with the taxe bedenline votem and which may be contagoing and 5 which may be deplicative. If overlap or deplication is occurring among these orthone, the stars offeration system may be using more resources than necessary to provide and coordinate observices services. Therefore, there are a should be further reviewed.

But do as a review of their statisf progress, we she find that it has algoried of EEST resulting consention appears to covering other advance quinties. In addition, to a solvary activity only a patientially single-tene, if verying and activity only is patientially single-tene. If verying and activity only is patientially single-tene and patiential activity of the solution of the solution of the solution coverance of carry rule is administrative and patients and interactions between IESE and its statisfic constraines and architecture.

We day location of the strengthment of tractions that are antiburiate in assistant location of the USP-57. There programs and functions may be extended: Maintaining their and inglicition making programments determined. The strengthden and the strengthment of the strengthment of the strengthment of the strengthment of the strengthment protoid and may therefore be workshold. If these arbitrary and strengthment programs are strengthment of the strengthment of the legitiment program of the strengthment strengthment of the legitiment program of the strengthment of the hybrid program of the strengthment of the strengthment of the hybrid program of the strengthment of the strengthment of the hybrid program of the strengthment of the strengthment of the hybrid program of the strengthment of the strengthment of the hybrid program of the strengthment of the strengthment of the strengthment of the hybrid program of the strengthment of the hybrid program of the strengthment of the hybrid program of the strengthment of th

Three is no seered mission reported in the 1996-97 executive budget for DOL. However, we identified four sources of information that could be must be create a mission. Including a departmental mission in the security budget would provide zero of the executive budget with a clear understanding of the purpose and clearities of the department and its programs.

The majority of the obscuties budget units and executive budget programs do not have labeled minimum reported in the 1996-97 executive budget. However, we identified information in the program descriptions that we assumed as minimum. The majority of this information identifies a world measure and distribut served and its organizationally acceptable. Therefore, the information communicates unable data and may previde a basis for developing labeled missions to include in future editions of the executive budget. Parthermore, the majority of the information is consistent with local antherity.

Overall, the preference data reported for the stars elevation system in the 1956-75 scenario budget of one provide sufficient information about the preformance of elevation prepares. As a result, score of the creation budget may not be able to determine what the detaction system is nearly not accounting the programmer and using, or how timely the programs' accountplatments are bring made. Score of the architerum elevation for an follow:

- Few goals provide a sense of direction on how to address the wissions, which can cause confusion regarding the direction of programs.
- Few objectives are measurable and timebound. As a result, there are few specific targets and time frames for accompliancest against which program performance can be measured.
- Few performance indicators measure progress toward objectives, and few measure the effectiveness are efficiency of coversion.

In addition, so objectives and performance indicators are reported in the 1956-97 executive badget for the vacational-inclusion inclused. Although the sight regional context valuational depending algorithm and performance data for their respective solution. The badget data not include performance data. As a rered, source of the accession badget cannot decremain the programs made or results ablained by the context decremains the programs and or results ablained by the

Also, as performance indicators are reparated in the 196-07 execution budget for RESSY patient analysis and separate performance for the second second second second reported for RESSY A detailentimeter Program or for individual high programs, projects, and grants. As a result, users of the second second second second to determine the effectiveness and efficiency of RESSY publics, the Administrative Program, or the individual field second. Finally, doi:1996-97 operational plans for the colocation system badget tails were subatized to the Office of Fasaring and Badget (1997) induced teaps (formally resized to (1985)), are DOS for content and scenario. Officence the spectralical badget (1997) and the straight of the second teap of the plans were not for previously, there is a risk that the performance data reported in the 1996-97 second teap length on the increasing of the system.

Accountability

Intuitres

Mellin XIV, however of the 1974 Louisson Userhausen megnation the recursol trends of ratio generators into 20 branch in 30, is part, premier recompt and efficiency in the operation and measurement of into generators. Since the measurement of the second second second second second optimum, companying and commodel registrum and attributes. Source of these efficience spaces instantial reviews of prepares, policies, Source of these efficience spaces instantial reviews of prepares, policies, second second second second second second second second sections.

8.5.24922: requires the high-lative sudies to assually male commendations to the laplature mathema, is part, to the effectiveness and efficiency of programs and services fast the voices are an equivalence provide. Is portunized, it diverts the and/or to the efficiency of programs and services that the programs, and services to assist the lightance in is beneficient that are visit to be interests of the project of Logians and these that no longer result that goal. The art also requires that serveres.

In July 1966, the CER or Lingitudie Autor issued a sport that examine the performance and programs of Lonsians sing parameters. This report Billmoot up on all recommendations lingitudies and having the periodic and the proof, we transfer the perparation of the proof of the proof, we transfer the perparation of the proof of the period detailed to instantion of the periodic and distantion calculated by the periodic and and distantion calculated by the periodic and and the periodic of the implement methyles methyles including indexport everyging the implement methyles including indexport everyging the implement periodic and the pe As part of our continuing efforts to most the requirements of ILS 34 422, we have inseed for inspect that canning the light authority for the mass education system's programs and services. This report also consince the programs information contained in the discal grant 1996-97 conceries hulged and hulde an the meed for binare planning. As providening monotoned, similar performance usefit reports are to be issued on all other associative branch directments.

State law (R.S. 44:100 et any) also require agencies to previde the legislature with entain information to justify their estimates in order to contain. This is referred to as the samet review process. This process allows the legislature as opperating and mechanism in evaluate the operations of stars statutecy weblies.

Some law also requires an around report by department undersecretaries on their department management and program analysis. These reports, required by the pervisions of R.S. 16-8, see columned to an Ant 160 reports, since Act 160 of 1982 columby essand this law. This law requires agancies to conduct evaluations and analyses of programs, apendings, and polsies to improve the efficiency, concernent, and efficiency ends the intervent heat.

Other performance logislation insludes an accountability and for collegan and universitian. Also, various agency performance related reports are required to be submitted with the agency budget request. One of these respects is referred to as the "Statest Review Bedare Recorder Servicement."

Program Badgeting and Strategic Planning Focus on Outcomes As 814 of the 1972 England, Laplatine Sension required the attern is object year (spearsh bolgeting programs holgeting programs) year 2084-06. KS 30-15 requires the accessive holgets to be in a format the colory procession all holgeting to the programs equation by state programs holgeting in a holget protein part of the 2004 Disparse holgeting in a holget protein that follows on programs (holgeting colorestication) of the of the colorestication of the state of the state of the state of the Advances or resides notice than with advances of the state holgeting or credited notice than with advances of the state of the Advances or credite notice than with advances of the state Strategic plassing is a process that sats goals and objectives for the future and strategies for achieving fibre goals and objectives, with an emphasis on how bort to use resources. Program budgeting insolves the development of minimum, goals, objectives, and performance indicators. These futures are components of the strategic channes percent.

Exhibit 1-1 shows how missions, goals, objectives, and performance inductor relate to each other. As one he seen in this calible, the mission is the basis from which goals are derived. Objectives flow from the goals, and performance indicatest flow from the objectives.



Management defines these terms as follows:

- Minice: a broad, comprehensive statement of the organisation's purpose. The minice identifies what the experiment does not for whom it does it.
- Geals: the general end purposes toward which effert is directed. Goals show where the organization is going.
- Objectives: specific and assaurable targets for accompliateness. Objectives include a degree or type of obsence and a timetable for accompliateness.
- Performance Indicataos: the tools used to measure the performance of policies, programs, and plans.

Furthermore, Managenesse categorizes performance indicators into the trajest

- Input indicators measure resource allocation and densed for services. Examples of input indicates are budget allocations and number of full-time equivalent employees.
- Output indicates measure the answer of products or services provided or the number of customers served. Examples of output indicators include the number of medicate serviced is an adult education cosma, the number of nacrostions given to obliders, and the worker of medic or main resultand.
- Obstatute indicates measure results and same projets in report and reflectiveness. Decapiles of outcreate indicates are the number of persons alle to not and write after comprising an adult education creases and the change in the highway death wite. Outcome indicates are the nost important parformance assessments because they also within the outcome indicates are the nost.
- 4. Differincy indicates measure productivity and cast effectiveness. They reflect the cost of providing services or achieving results. Examples of officiancy indicators include the cost per student encoded is no addit relations comes, tab bad

occupancy rate at a hospital, and the average processing time for environmental permit applications.

 Quality indicators measure effectiveness is macing the expectations of customers, mixinhelders, and other groups. Examples of quality indicators include the number of defined fore reports compared to the number of reports produced, the accordination of instructions or programs, and the number of contaneer concluints field.

Manageware also points out the bandhat of possium backing, According to Monspower, programs backgring strendings the backget possion. Monspower also says that pargiment backgring appends quality management by Managa manager more independy following with a maintaining manager more independy following with a maintaining manager more independent possible maintaining and manager more independent possible maintaining manager more independent possible maintaining with them from one expendent category to a scoler to cover manifording more, according to Managerware.

The need for accountability is government operation is a gaining avoidable for the denomicality and the memory-cality. Anothing to a recent report isosoff by the United States General Accounting Office, the denoising avoimment is consulty implementing the Government Performance and Results Art of (90). This as it equipes agovers to the accountability methods and the states and the states of the states of performance, and report on their accountability and and Vapidia and foreign government's states. In Acates, Canada and Vapidia and foreign government's state in Acates, States, and the United Keephon that are also pruning management states in taking and scates and performance.

Is Lookians, the 1996 general appropriation bill and resulting act included program descriptions for the first time. The 1997 general approximation bill also chalded hay performance indicators. For fixed year 1997/98, the information was presented for informational projects of the Norweyr, it the fixed and, it will avere as a strating point far the fail implementation of performance based bulgening.

Beginning in facal year 1998-99 and all subsequent food years, kay objectives and key performance indicators continued in the General Appropriation Act will be included in the agazey's appropriation. Each agency will be required to people do quarmity Page 12

performance program reports. The agency's appropriation will be install conditioned upon the agency preparing and submitting these reports.

Esecutive Budget Is Basis for General Appropriation

ATABIA VII, Deskini 10,0,0 (the Lousan Creditators reprises the provement to indent a longer attribution to the lightname that not first the state expenditures for the next facal year. This budger estimate, the suscator budget', must inducit recommendations for appropriations from the state general fand, deducated flowly, and self-securited facads.

R.S. 20.36 requires the executive budget to be configured in a formal that clearly presents and highlights the programs operated by state government. This earned also requires the concentrie budget to include:

- an outline of the agency's programmatic structure, which should include an interchange of all programs with a deter description of the objectives of each program;
- (7) a description of the activities that are intended to accomplish each objective; and
- (3) clearly defined indicators of the quantity and quality of performance of these activities.

OFB develops the executive budget based on voluminous material contained in surface documents prepared by the departments as part of their budget requests. The budget request packages are made up of its separate component, which are issed as follows. These packages contain both financial and pregnam information.

> Operational plans describe the various programs within state agencies. They also give program missions, goals, objectives, and performance indicators. Operational plans are derived from longrange strategic plans. Operational plans of value.

¹ The preserve also submits a capital sethy budget. However, the scope of this and includer only the executive budget.

pertions of strategic plans will be addressed during a given executional period.

- Existing sperating budgets describe the initial operating budgets as adjusted for actions taken by the Joint Lepidative Committee on the Budget, the lanesin Europeony Board, the legidature, and/or the spreame.
- 3. Constituation beingto describe the level of funding for each budget unit that reflects the resources necessary to carry on all existing programs and fractions at the carrent level of sources in the mixing fixed year. These budget exerptions index any adjuments necessary days to deionation and adjuments necessary days to the indexisting dynament necessary days to the indexisting dynament necessary days to the indexisting dimension for adjument of the indexisting dimension of any days the source of indexisting dimension devices or material and realising from demographic or other charges. Construction budgets contain second in adjument of the source of budgets contain second in adjument of the source of the construction budgets contain second in adjument of the source of the construction budgets contain second in adjument of the source of the construction of the source of the sour
- Technicalistar adjustment packages alow for the transfit of organization of factions or forpartments. However, total overall revenues and reporting cannot be becaused. The tachnical/other adjustment packages also contain recognitioners.
- 5. New or expanded service requests are designed to provide information about the cost of new and/or expanded services that departments will provide. These service dranges can come about as a result of regulation are procedured damped but new/were controlled by the agency or by the addison of services that were and periodical provided. The new or expanded service requests also contain, presents information.
- Total request summaries provide a crosscheck of the total budget request document. These forms are disigned to provide summaries of all the requested adjustments made to arrive at the total budget reserve.

According to Managewore, the total budget request must be accordinging to the Suscet Review Budget Request Report (i.e., BES forms). The BES forms first all accivities that a budget with the budget strategies and the strategies of the strategies with the strategies and the strategies and the strategies authorized programs and uset of the inplatatory. For which reimplementing handware the specification is the strategies (provide) hudget. The BES forms must be subwirthed to OPB, the Legislathy Final Offices and the four Legislathy Committee of the Budget

The full 1994-07 limits year, DTB prepared and public work obtaines of a surveyant concerning the balant statig the department's budget sequent packages. One pair of the occurity budget contain beneficial and beneficial or distribution of the department program information. The program information includes program surveyations, majories, spack, alphotome, and participation information rational on the services and participation information rational on the services and participation information rational sources and participations.

According to 8, 3, 39, 37, the governor must solveit the executive badget to the local Lapiteire Committee on the Bedget the governor must ask as a cay or the accentive badget multible to each wenther of the lapitearies. The constitution requires that the governor automic a general appropriation bill for proposed ordinary operating capandharas in conformity with the concerve andare downees that was a submitted to the lapitearies.

The general appropriation bill revers through the legithture similar to any other bill. The Appropriations Committee in the House of Representatives initially beens the bill, and then it moves to the Sense Finance Committee. Both the House and Senser may smart the bill. The bill is road sponsistic in its final from by the full membership all/both chambers. OFR conducts any associates the logithture makes to the bill.

After the general appropriation bill passes the bigilitation is informed of to the generator. Once the prevence signs for bill, it becomes have in the form of the General Appropriation Act. After ing avenue (signs bill) (QPI) expensions to the main departments are anotherest made by the legislature. The state constitution allows the generator to visu any line less in the apprepriation bill. A value nation overfidden by it true clutter visus of the legislature. A state nation overfidden by it true clutter visus of the legislature of apprecision bill, concerning the state bill experiments the environment below that executivities processions.



* The events of has line-hars onto repair.

Source: Propered by logislative auditor's staff using the mass constitution, state law, lobsequences, and Nance Legislative Develops - Date and Local Generatories in Localators: An Overview December 1995. Scope and Methodology Overview. This parlormance and/: of the mate education system's program information was conducted under the provisions of This 24 of the Louisians Review Ratitute of 1976, as served of a parlormance audits are conducted in accordance with generally accepted government andiing standards as promiligated by the Comparisof Determined of the United States.

This section provides a summary of the methodology sum in the nuble. Beside of planning methodics below holighted wandls staff, we deemdated audit objectives that would address issues specific to the program informations constantial in the second budget. The audit fricased on the fixed year 1966-07 assuzzion budget program information for the taste documents within. The scope of this audit does not include higher observation. The supages of that and, or local year observation.

References Used. To familiarise ourselves with performance measurement, program budgeting, and accountability propagets, we reviewed variests publications including the following

- Masageware published by the Office of Planning and Budget (1991 and 1996 address)
- Research Report Service Ifforts and decomploaburent Payoring: Its Tau Ras Cone, An Overview published by the Governmental Accounting Standards Board (OASD)
- Executive Code: Effectively heplaneting the Generation Performance and Result Act published by the U.S. General Accounting Office (Joine 1996)
- Various reports by the Canadian Comprehendive Audition Feanlation
- Reports from various states related to program budgeting and strategic planning

These publications are limit in detail in Appendix A. We also condusted interviews with personnel of the Urban lockase, the fidenal Office of Management and Budget (OMR), and GASB. Thasa-individuals represent both the theoretical and practical idea of a current metamatic mean individuals representered and accountability official.

To gain an understanding of the state's budget process, we reviewed state laws regarding program budgeting. In addition, we interviewed staff of OPB and the state education system regarding their budget processes.

Legal Data for Miniser and Cash. We searched star and data data size intervent where the net hyper hyper data with the intervent of the search of the search of the search of the intervent of the search of the sea

Comparison of Program Information to Otheria. We developed catania against which is compare file into education against cataliana, guild, djetterica, and parformance indicators na reported in the 1996-97 essective height. To halp develop them territy, we gathered information from (OSB), OMB, the Urban lanitana, and Managorana. San Dabiti 1-3 on the following page for additional information (the tortics). Exhibit 1-3

Criteria Used to Evaluate Performance Data Included in 1976-97 Executive Budget

MISSION: A broad, comprehensive statement of compose-

- Mentifes overall pupper for the existence of the organization, department, office, institution, or preparate as established by constitution, master, or executive order
- v Identifies clients/containers of the expaniantion or external and internal users of the creationics's products or services
- Organizationally acceptable

GOAL: The general and gurpose toward which effort is directed

- X Consistent with department, pregnent, and office missions.
- 4 Provides a sense of direction on how to address the mission; reflects the distinution toward which the entity is striving.

OBJECTIVE: A specific and measurable target for accomplishment

- V Consistent with goals
- Measurable
- Timebound
- Specifies desired and result.

PERFORMANCE INDICATOR: Tool used to measure performance of policies, plans, and program

- Manazets progress toward objective or contributes toward the overall measurement of progress toward objective
- Consistent with objective
- Circle easily understood and non-technical

Berrer: Prepared by legislative and/or 5 staff based on input from J.decapeware, GMSD, the folgest Office of Management and Budget, and the Urban landmare to show orbits used to evaluate the department / a conference class. During our ordenia development process, we obtained oragoing popel from GASB. We date obtained construction from GASB on and fault catabilished ordenia. We then compared the missions, goals, objectives, and performance indicators to the established ordenia.

In addition, we evaluated the objectives and performance inducting to determine if they collectively provide useful discreanties to decision makers. When deficiencies or other problems were identified, we discussed them with appropriate personeel of the department and QOBs. We did not assess the validity or ordebility of the performance indicators.

Mithough other documents conside program information on the tasts obtained system, we only compared the mithouts, goolds, objectives, and performance indicates constands in the executive longers to the extern. This designs was made because the executive budget is the university or was made because the governoir 4 cellular recommendation to the linguistance for impreventions for the next failure war.

Penetially Overlapping, Deplicative, or Outmoded Areas. Finally, we reviewed the program descriptions and ingal authority for the state education system's program and related boards, commissions, and like sutties to identify areas that appear to be revelopping, deplication, or costnocled. We defined these turns as follows:

- Overlapping: instances where two at more programs appear to perform different activities or functions for the same or similar surposes
- Duplicative: instances where two or more programs appear to conduct identical activities or functions for the same or similar numpoos.
- Outmoded: these programs, activities, or functions that appear to be confided or are no known moded.

We did not conduct detailed audit work on the areas we identified as potentially overlapping, duplicative, or outcoded. We rate identified them for further source at another time.

Areas for Further Study As previously mentioned assessing the solidity and intends to include performance indicators in fature appropriation bills and acts, validity and reliability they are truly overlapping, daphostive, or estanded Once these reviews are completed, the logislature may decide whether any of these programs. that you would visteen to data from a variety of budgeting system. Capitaring accusto and meaningfal performance data is important, in part, because of the increased emphasis the legislature is placing on program information. Therefore, the carabilities of the state education restory's

Report Organization The remainder of this report is divided into the following hapters and appendices:

> Chapter 2 describes the state education system, which includes BESE, DOE, and Special Schools and Commissions. It includes information about the presentation of these entities in the 1996-97 secondare hulger.

Page 18.

- Chapter 3 identifies potential overlag, displication, and outmodedness within DOE and Special Schools and Commissions.
- Chapter 4 discusse findings rulated to the lack of an eventh wision for DOS and objectives and performance indicators for the vestimizati-technical achools in the 1996-97 executive hadget. It also discusses the laid of a formal ceview for the state elapoint network is 1997-77 ecentration lines.
- Chapter 5 contains information related to BESE's internal structure; potential overlag, deplication; and outmodeloam; and inforing related to its missions, goals, objectives, and performance indextern as sewared in the 1996/27 execution hadest.
- Chapter 6 presents findings rulated to DOE's missions, geals, objectives, and performance indicators as reported in the 1996-97 executive badget.
- Chapter 7 presents findings related to the missions, geals, objectives, and parformance indicators reported for Special Scheels and Commissions in the 1996-97 research budget.
- Appendix A centains a list of publications used for this pade.
- Appendix B contains a list of accoryms used in this report.
- Appendix C is the Department of Education's response to this report.
- Appendix D is the Board of Elementary and Secondary Education's response to this report.
- Appendix E is the Division of Administration -Office of Planning and Budget's response to this report.
- Appendix F contains additional auditor's comments

Chapter 2: Overview of State Education System

Chapter Conclusions Loubiana's education system provides for the education of the people of the state. According to the 1996-97 cacentry budget, the following three companents are responsible for the receipht and delivery of elementary, recordary, and receiption of the state in a locations:

- (1) Board of Elementary and Secondary Education (DESE);
- (2) Department of Education (200E); and
- (3) Special Schools and Commissions,

BESE is the constitutionably created publy-making and imprivitysly bands for the public study styrum. BOB reserves failed and state education programs administrator through the denoised benefits agreement (LLKA). The Sprind Schubel are responsible for enseming that acceptional children receive appropriate and the observation. The Sprind Schubel are provide observational appenet through Stancial gravity, are think on the observation of the area in the sprind with the state of the spring Schubel and Schubel and area in the spring state of the spring Schubel and Schubel area in the spring state of the spring Schubel and Schubel area in the spring state of the spring Schubel and Schubel area in the spring state of the spring state of the spring schubels.

We identified 27 additional beamin, committiene, and Bie orditer the interact with the state obscitcion system. We also identified right entities that are under the anthesity of another state department ar effice hat are closely related in the state obscitcion system. Thatky, we identified 16 anthesis state obscitcion system. Thatky, we identified 16 anthesis antide the state education system that have at least no member from the field at education.

We found that the 1994-97 suscerise backger does not present does and consistent information for 20 statisticity created programs and fractions related to chemothyr and secondary doctation. For instance, or an exactive backger program composition serves statisticity (rested) argument and doctations. Its additions, second when relatistating' created methods to backger programs. As a method used in the secondary statistic backger programs. As a method use professionary of the 20 statistic backger programs. As a method use professionary of the 20 legislatively authorized programs and functions. In addition, legislature may not be able to use this limited information to make funding decisions for the 16 programs and functions.

BOB is in the process of rengenitation. According to the Superinstructure of Education, Parkson of othis rengenitation was instituted on-January 2, 1997. ISOE instituted implementations of Phase III Is July 2017 in accordance with Act II Set Other 1997 regular analose. Although this repart addresses performance data regravitor by DOD before definess and the commendation of the DOD before instituted and the set of the DOD before inspire and encommendations are released regardless of DOD's programmatic instructure.

Background of the Louisiana Education System The state education system in Louisians is expansive with many intensative components. The following socilies describe three components of the state education system presented in the concentry budget and adversed in this report, the Board of Biometary and Sociedary Education, the Department of Following and Sociedary Education, the Department of Following and Develo Solvedus and Convenients

BOARD OF ELEMENTARY AND SECONDARY EDUCATION (JEST)

The Lonisians Contribution of 1PT control (ISSE) is a body coprotent. The contribution provide in an its insteade body coproporties. The contribution provide in a single control of giving isotropic for the site Academic system. More control of the site Academic system, and a site of the site o

State statutes also grant RESE broad authority to sepervise and control special schools in Louisiana. For example, R.S. 175,17 given RESE jurisdiction and control over the state's special acheols for the bland and the dust. State statute (R.S. 177) also assign BEEE the responsibility for all planning functions of the Department of Education. This includes the collection, analysis, and interpretation of all data associated with short- and leng-term elements.

Tankab, MISS recence the delawarement of the Enclarace Quality Delawarements, EUSE and Charlanes Quality Delawarements, EUSE and the the application and the approxes reproposed programs with largest 11 and 21.5. T3021 contribute for a lower than the transformers, The Contribute for a lower than the complex programs. The contribute the applications and transformers, The Contribute the applications and property and the programs. The measure are the enclosed, and recorrect and pilor exposed enclosed in a determinity and association and pilor exposed enclosed in a determinity and association and proceeding of the application and proceeding of the application and approaches of the application and proceeding of the application and proceeding of the applications of the applications of the enclosed processing of the applications of the enclosed processing of the applications of the applications of the enclosed processing of the applications of the applications of the enclosed processing of the applications of the app

The Louisiana Constitution creates the position of the Stone Superimeted or Oblandice, who waves as or efficies security of BESE. R.S. 17.23 requires that the appointments to appoint by a two-factor store of the total memorithing of RESE. The magnetameters is responsible for implementing the policies of BESE. It is adding to the store interview of the total methods and the store of the total memorithing of RESE. The methods by the Store of the total memorithing of RESE. The store is a store of the total memorithing of RESE. The methods by the store of the total memorithing of RESE. The store of the store of the total memorithing of RESE. The store of RESE. It is added as the store of the store of the store total store of the store of th

DEPARTMENT OF EDUCATION (BOD)

Act 1977, No. 83 created DOE: 8.3. 36/642 states that DOE will provide for the state's education and be the agency through which the state administrate the functions of BESE, the based of Regents, and the State Supervisedent of Education.

The Stars Superiorandess of Education is the administrative level of DDE, seconding to the Lookiana Constitutions. The superioratements is responsible for the supervestion of a minimum foundation program (WFP) for the equitable discussion of minimum Soundation finals to parable and its publical systems. The superioratements in also responsible for the subministers of the SUTP to DESE. The supervalue and addression The superiordenties revenue DOE's solvinitiation of findentia and states doctoria programs. The literatory and secondary ebuscies is carried out is to public school districts in the state. At supercollides about the public school districts in the state supercollides a doctory to the following areas statements of these a scalation graphers (research statements) evented distributes and appendix constraints, vectorization programs, educational support, research statements, public distributes and statements and statements. These effects are distributed balance.

The Office of Academic Programs (OAP) has 83 authorized positions (P1 7956-97 concervive hadger reporting period). OAP is generally responsible for cashor confidence, dementary and secondary reademic programs, and adult and community education.

The Office of Special Educational Services (IOES) has a hadronic optication (IV 1969-97 concervice hudgen reporting period), COBS is mapscalable for the general supervision and memorizing of all special choices on prepared Ser "sempricinal" children is Londonan. According to 33, 1173943, an exceptional children is Londonan. According to 33, 1173943, an exceptional children is choice of the investry fundation, global and intenset, hurd efficiency, deed, are speech impaired and value, an a small, map reporting special description errorized.

The Office of Viewtismal Education (OVE) has 61 autocited positions (JY 1796-07 concerve holger reporting periody - OVE in supportable for function related to the regulation and revergight of proprietary subsols. In addition, OVE performs functions related to viewtismal-technical observation.

The reducted online operate is Louisian contains (44 Horizontonio-social control (77) 199-57 exercision briefly in proprior to the social (77) 199-57 exercision briefly in control online productions. This adjust of and exclusion briefly in the control online production. This adjust intervence for the stream, near control in 1973 to An 138. The set created right regions of the control is about a stream of the social stream of the Band of Education is processed as BISER in 1979s. It also provided for this environment of the stream of the social method of the Band of Education is processed as BISER in 1979s. The social stream of the social stream

¹ Conversity there are only 42 socialised-socialical schedules. In 1997, IEEE approved the Conductors Technical College in Homero Internet in Internet, and Internet Compare of the Northwest Localisms Compute in Mindre, Na Addition, Aut 517 of the 1997 regular legislative sension, which rowined R.S. 17:3217.1, norspect the Obstance National Technical Internet with Divided Community Colling. Sciences 20, 2018.

chools within respective regions. Directors were also granted the

In 1999, Act 333 amended the original act and reserved B.S. 17:1094 to provide BESE with the authority to "formulate and establic gargefic region: and axigs the postsecontary vocational-estimate solution with ris particulations to an appropriate region." An environder pervision, Acticle 8, Section 3 of Loadstard contribution grants IESE the authority to supervise and control vocational beschical devices.

Is the 1996-97 counties budget, finaling properties on we made to adjust optical anternet of Matination to the 44 vecesional exhimits indiced. However, the 1997-97 memory for higher mains that the regional management assumes for the vecesional exhibits distantism system. In an best attributed, invesedimented damaging the appropriations proceeds forming the 1996 regular legistrative assesses. Conversity, appropriations are made directly to exist of the socialized schedule showeds.

We could not find legislation that eliminated the regional management matchine to IESS's authority to formulate and establish geographic regions. According to OPB official and the authent superistendent of vocational obscursor, the regions miltion. For example, they movied partial finding for final year 1997 for administration and support. However, no such recommendations was made for finance year. No.

The Office of Detensional Support Programs (00389) has it anaborating possible (9) '1995-99' concerve hedget reporting possible. (1925) its generally supportable for administengradings on apport the task of LEA, for example, OESP portients lastesse related to acadesic apport programs, which include, but are not leaded to LEA, for portioning a depired dollare. (1966) is also respectively for portioning functions related to response the socially and the portioning functions related to response to acadesia and programs of the functions related to response to acadesia and running as well as handows related to response to acadesia and straining as well as

The Office of Research and Development (ORD) has 117 authorized positions (FY 1996-97 executive budget reporting point). ORD is responsible for performing functions including these related to evolution and associate consensative and accordance education programs and coordinating eight regional service centers, which surve 66 LEAs.

Special Scient District #1 (SSD #3) has 372 subtricted positions (IT 1956-97 suscessive budget reporting period). 55D #1 is separable for prividing special education and related services to exceptional children who are enrolled in state operand correctional to both fulfilies.

The Office of Management and Finance (OMF) has 59 autocided positions (YT 1976-97 recentive holget reporting period). OMF is repossible for financian schards control accenting, holget control instant audi, procurament, contrast mangement, and overall management for person analysis. In addition, OMF is responsible for personnel and grants management for DOE and is cellers.

DOE is also responsible for carrying our functions related to other federal and state programs. DOE concess federally and state finded programs such as fixed and methion services, adult education, profilesional impervement for educators, and samelamental iduation assistance for memoble actions.

More specifically, DOE, foreigh the Food and Notifies Services program, aims to provide basic high quality metidion to oblidents in stochools and day care metters as a with a saidate who inside in adult, care centers. Forleral finds are provided to states, as authorized by the National School Lands Act.

DDE is also repeatible for previous polymerium to add as in Louisiana. R.5. 117:14 (A) (1) entrofishers a Division of Adda Federation within DDE (5) which instants adda it literary and to previde experimises to adda to parson courses of Addy. ...⁶ BESB adopts or approximations, and operational plans related to programm in the state for addit education and the reduction of adda filterary.

Programs designed to improve tracher skills are operated by DOE. For example, 8.8, 17.3501 crasses the Professional Improvement Program to previde a mechanism by which professional advanced analyses in profile identity and secondary schools are achieve professional growth and directoremet Faulty, DOE is responsible for reinforming costs incurred by nequble schedu for perducing textbooks, transportation, and incubes. 83, 17-361 requires the Superintendent of Education to annually reinforms each approved nexploids estimate for costs associated with cortain educational superson.

BOE is in the process of reorganization. According to the Superimuteum of Education, DOE initiated Phase I with reorganization or Meanary 2, 1997. Phase I building that commitmetion of all facual and data processing and?within OMF. It should be noted that reorganization affests only DOE and net other educational entities such as BESE in the receipt acheolo.

Plant II of the mergenization leaders is based protectioning of ODF's offices. Leaders with the second second second second design. DOE instants deplementations of Plants II of the recognization is based by Plant, as accellance and the II is of the ODF regulate and the ADF Plant, as accellance and office of a management of the monitor of the office deplementation. And all the organization is based on the distribution of the other second of the constraint of the other fields of shared and the other second of the other second second second second offices are based by constraints of the ODF and the other second offices are based by constraints of the ODF and the other second of the other second second second second second second of the other second second second second second second second offices are based on the other second second

SPECIAL SCHOOLS AND COMMISSIONS

Bits status creases and authorises special schools to mere that encorporate aldrein to Loudana sociose approprias and fine education. R.S. 17:1914 or roya lay out the duties and responsibilities of the state related to the education of encorpoland children, which includes strately impaired, basering impaired, protectly handcouped, and accontroling platel children. (KRS 16 generally responsible for memory general belocks and fram orderechild allowing.)

> The Londstana School for the Vanally Impaired (LSVI) has 50 authorized positions (#V 1996-67 susceive headput reporting period). It is responsible for providing residential elementary and secondary adacation for visually handlapped childran. By manus (9, S. 17.4.1), LSV1 is under the invitatives of BSSE.

The Louisians School for the Dard (LSD) has 216 authorized position (YY 1966-97 coscalar badget reporting positio). It is to provide day or rendersial elementary and secondary educational services to barringimpaired children. By status (K.S. 178.1), LSD is under the instatistics of PESSE.

The Landstana Special Education Center (USEC) has 177 antholized position (FY 1978-97 executive indiget repeting period). It was created to provide obtaction for corelenal patient or physically handistapped children. LSDC is under the investigation of RESE.

The Lauddana School for Math, Science, and the Arts (LSMSA) has 56 authorized positions (IT 1995-97 executive budget respecting period). In two created to provide academically gifted high school students with a men challengine obtaintional coverience.

Is addition, five other offices, programs, and entities (commissions) were created to provide educational support through fluencial grants, thereoremenications, coordination of services, and other activities. They are no follows:

The Office of Selecter Humanical Austinance (SSRA) has 100 analysis lepisoling of V1064-01 concerve hadges reporting periods (R. S. 31450) (A) state to the observation of the observation of the observation and the observation of the observation of the observation of Research and Austines for the Through Austinee Correlation in the observation of the Austinee Correlation (BARA). The sequentization of the Earth of Registers 11574 (C) is negocially for the Server on the Earth of Registers 11574 (C) is negocially for the Server on the Reservation of Server and Earth of the Server of the Austine Correlation (BARA). The sequentization of the Earth of Registers 11574 (C) is negocially for the Server on the Reservation of Server and Earth of the segment is provide

OSPA also supports the Louisian Tubien Trail Authory. The authority consists of all LSPAC members plus as efficient of heads in Louisiana, a member of the Louisiana House of Representatives, and a member of the Louisiana Sonasa. The strict treasurer serves as an ex officio votice member of the arthority.

The Louisiana Systemic Initiatives Program (LaSIP) has 14 authorized positions (FV 1996-97 escutive balant exercises suried). R.S. 17 (275) emblishes LaSIP to improve the quality of science and mathematics relevation in Louisiana.

The Logenium Educational Television Arthrity (LETA) has 77 activered perisions (PT 1996-97 searchive budget reporting pariod). It was created by R.S. 17.2501 to pressure the use of educational and public television and radio in the taste.

The Council for the Development of French in Louisianus (COROFFL) has five authorized positore (FT 1964-97 machine budget reporting partical). In wate remeted by R.S. 25:851 to develop, utilize, and preserve the French impage for the cultural, economic, and townet benefit of the state.

The State Advisory Council for Vecational Education (SCOVE) has two authorized positions 0°Y 1996-97 machine bodget representing period). According to DOE logal and, the state created a State Created on Vocational Bohanique to address issues related to vecational education. Recent forderal legibletion states that SCOVE emitted to Jacas of 1997.

Boards, Commissions, and Like Entition We identified 27 additional bearts, commission, and live environ that investment with the starts evolution system (Baundur sedered to an "entition"). We also identified eight entities that are under the authority of aucthor state department or efficie but see doolly theided to the start education system. Fundally, we identified 129 entities rounded the state education, patient that we at least one number from the dail of adjocation.

Earlier That Internet With the State Education System-Specifically, we instantial to Concrete, 5 commission, 5 containers, 3 basis, 2 and activity, and 2 task frames that therein which the state deucation system. These 17 cells is are administ to addition, aggewing, or is none way address a writery of topics is deucation (a.g., and addited for transfer configuration, incorrectly instantion of specific context proto) through topics context with the the fibble context proton (brough topics context with the fibble context proton) through topics context with the fibble context proton (brough topics context with the fibble context proton). The state of the fibble of the state of the state

Exhibit 2-1

Reards, Commissions, and I for Earlier That Interact

Cise	a
	Advisory Council for the Administrative Londership Academy*
	Advisory Council on Sofe and Drug-Free Schools and Communities
	Coordination Council on Education
	Council for the Development of Prench in Louisiana
	Council for the Development of Spenish in Louisiana
•	Louisian Tate Monapacy Conducting Council for ChildNet. Louisian's Early Inservention Program for Infants and Toldfers with Special Node and Their Families
	Lauiniana Synemic Initiatives Council
	Quality Science and Mathematics Cruzed
	State Advisory Council for the Education of Encantional Children*
	Note Adventy Council on Vecational Education*
Cent	nixion
	Advisory Commission on Propriotary Schoola*
•	Louisiana Educational Association Testing Commission*
	Louisiana Student Flanncial Amintance Commission
	Norpablic Schools Commission*
•	State Advisory Commission on Teacher Education and Cardification*
Com	eiten
	Belgium-Louisiana Joint Committee
	France-Louisiana Solat Committee
	Louisiana Systemia Initiatives Program Council Executive Committee
٠	Maritime Provinces-Louisiana Joint Committee
	Quebro Louisiane Solal Classifiate
Pva	
	Louisiana Drug Abusc Rodutance Education (D.A.R.H.) Advency Board
	Louisians Hore Instruction Program for Preschool Youngston (EEPPY) Advisory Dataf
	Louisiana School for Math, Science, and the Arts Board of Diractory
Anth	rife
	Louisiana Educational Television Authority
	Louistana Tation Trusi Authority
Tank	Ferces

Has FORD #1 Docump.
 Deside resilies that advan EDNI on policy matters. Our analysis of potential everlap and depletation among these entities is presented in Chapter 3. (Non: The State Advance) Consol on Vicational Education was

** Abdubad in Act 1116 of the 1997 metaler sension

Annual Present in Institutes and in 's side mine references in recently other may not being many

- Council for Development of French in Louisiana (192,643).
- Louisiana Educational Television Authority (19,662)
- State Advisory Council for Vocational Education (1936)77³

We included these three entities in our analysis of performance thra presented in the 1998-97 executive budget. Chapter 7 scenarios as assessment of this conformance data.

Existing Clearly Related to the State Educations System, Weill with a State State of the State and State Sta

	Exhibit 2-3
	Boards, Commissions, and Like Entities
	Claudy Related to the State Education System
	e of the Canomar
	Louisians Environmental Education Commission
	School to Work Council
Dep	ariment of Social Services
	Louisiana Commission for the Dial
	Educational Commission of the Justice
See	re: Prepared by legislative audior's staff using phenometrial executive output, state and folgasi statement, and the 1996-97 executive bulant.

⁷ This summed was been instead in June 2007

Entities With Education Representation. We also identified 19 baards, commissions, and Kies entities that are contride the state obscines system bit incide representations from the field of education. Exhibit 2-3 below lass these 6 commissions, 5 commissions, 4 councils, 3 bands, and 1 confirmede under their commissions.

Child and Adolescent Newton System Program (CANNE) (Instructor Louisian Child Care Challoner Consultor Louisian Welley Relate Coardinating Committee

Server Property in logistics and to a rail wine state cattory.

bgs.22

Executive Budget Organization

The 1996-97 executive budget presented 22 budget sales and 64 executive budget programs for the state education system. Executive budget programs (e.g., "Pregnt A. 'Admainstration") provide budgetary and performance data regarding valued facility provide budgetary programs, and store functions. The analysis of these monotone budget programs are not exceeded by state or foreint instances (2) ar(d), 35701.

Exhibit 2-4 below and on the following page and Exhibit 2-5 on page 33 show the program structure presented in the 1996-97 executive budget. Budget units are presented in bulffice, with suscitant programs lined below each budget unit.

Exhibit 2-4

Program Structure for BESE and DOE 1996-97 Executive Badget

Baard of Elementary and Secondary Education (15,666).

- Presso A: Administration
- Program B. Louisiana Quality Education Support Fund*

Office of Academic Programs (15,481)

- Pressure A: Administration
- Presses B. Elementary and Secondary
- Pregram C: Academic Septort
- Program D: Continuing Education/Teacher Certification
- Program E: Student Services

Office of Special Educational Services (15,637)

- Procum A: Administration
- Program B: Compliance
- Program C. Coordination. Apprainal/Program Planning
- Program D: Substantoos

Office of Vacational Education (19-693)

- Program A: Administration
- Pregram R: Vocational Education*
- Program C: Proerietary Subsols*
- Program D. Pel Grant
- Prearant E: Job Training Partnership Act¹

Minimum Foundation Program (19-695)

Pringram A: Minimum Foundation Pringram*

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	Exhibit 2-4 (Cont.)
	Program Structure for BESE and DOE 1996-97 Executive Redget
on	te of Educational Support Programs (12-638)
	Program A: Administration
	Program B: Educational Support Programs
	Program C: Consolidated Federal Programs
	Program D: Title I and Migrant Education
	Program E: Autobary Programme
on	re of Research and Development (19-691)
	Program A: Administrative Support
	Program B: Prefessional Accountability
	Program C: Management Information Systems
	Program D: Educational Accountability
Spec	ial School District #1 (19-499)
	Program A: Administration
•	Program B: Instruction
on	ce of Management and Finance (19-678)
	Program A: Administration
	Program R: Operations
	Program C: Education Copy Center
ree.	d and Nutrition Services (19-688)
	Program A: Administration
	Program B: School Food and Negrition
•	Program C. Day Care Food and Nazzidian
Divi	zion of Adult Education (19-683)
	Program A: Administration
•	Program D: Adult Basic Education
Prof	ionianal Improvement Program (15-696)
	Program A: Teacher Payments
Sep	plemental Education Assistance (15-697)
	Program A: Required Services*
	Program B. School Lauch Salary Supplements*
	Program C. Transportation*
	Pregram D: Textbook Administration*
	Pregram E: Textbooks*
	init by state or linkesd law.
	c: Except hy legislative enditor's end? using information from the 1996

Program Structure for Special Holes and Construints 19:45 Description Regard Lassians State for the Vinedly Regard (19:41) Program A. Statewish Regard Program C. Instituted Service Lassians State for the Ref (19:45) Program C. Instituted Service Program C. Instituted Service Program C. Instituted Service Program Statewish Service Pro
Pogen A. Administration/port Pogen B. Inserviced Sociols Pogen C. Inselved Arrives Londons Solar for the Net (14-65) or 1 Pogen C. Inselved Arrives Pogen C. Reddend Arrives Pogen C. Reddend Arrives Pogen D. Adding Pogen Addi
Program 8: Instructional Services Program C: Instructional Service Leaking School for the Data (19-45) Program 8: Instructional Service Program 8: Instructional Service Program 8: Instructional Service Program 8: Architecture (19-45) Program 8: Architecture (19-45) Program 8: Instructional Services Program 8: Instructional Services Program 8: Instructional Services
Program C. Raddenial Services Leadnas Gelos Her the Dat (1)-6-50 Program A. Administrator/Support Program S. Instructional Services Program C. Raddenial Services Program C. Raddenial Services Program C. Raddenial Services Program S. Raddenial Services Program S. Raddenial Services Program S. Raddenial Services
Leakinan School for the Deat (15-103) Program A. Administerio/Support Program D. Manifered Invites Program C. Radional Swrites Program D. Caladiany Programs Leakinan Special Eleansistic Contex (19-455) Program A. Administration/Support Program R. Instructional Swrites Program R. Instructional Swrites Program R. Instructional Swrites
Program A. Administension/Steppert Program C. Banderidd Services Program C. Banderidd Services Program D. Analisary Programs Leeninas Special Education: Center (20-456) Program A. Administration/Deppert Program A. Administration/Deppert Program B. Instructional Services Program B. Instructional Services
Program B: Instructional Services Program C: Readwords Services Programs D: Assistant Services Programs A: Administration/Sepport Program A: Administration/Sepport Program B: Instructional Services Program C: Residential Services
Program C: Reidential Survices Program D: Assiliary Programs Leadinas Special Education Center (19:455) Program A: Administration/Surport Program II: Instructional Services Program II: Instructional Services
Program D: Autiliary Programs Lonkinna Special Education Center (19:455) Program A: Administration/Support Program R: Instructional Services Program C: Residential Services
Louisiana Special Education Center (19485) • Program A: Administration/Support • Program B: Instructional Services • Program C: Residential Services
Program A: Administration/Support Program R: Instructional Services Program C: Residential Services
Program B: Instructional Services Program C: Residential Services
 Program C: Residential Services
 Program A: Administration/Support
 Program B: Instructional Services
 Program C: Residential Services
Office of Student Financial Amistance (19-661)
 Program A: Administration/Support
 Program B: Loan Operations
 Program C: Scholanhips/Grants
Louisiana Education Television Authority (19-663)
 Program A: Administration/Support
 Program II: Broadcasting
Council for the Development of French in Louisiana (19-663)
 Program A: Administration and Education
State Advisory Council for Vocational Education (19-667)*
 Program A: Administration
Louisiana Systemic Initiatives Program (19-472)
 Program A: Instruction
 Program B: Support Services
"This search was terminated in June 2017.
Searce: Propertify ingulative and/or 'n staff using information from the 1996-07 concerning indiget.

State Education System.

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Executive Budget Inconsistently Presents Information About Statutory Programs and Functions The 1980-07 electrics builty inconsistently priority information is load at a immunity encounter of the science information is load at a immunity of the science of the programs and functions. In addition, information instead to science of the programs and functions in included in more then ese manafacts budget programs. As a roady, assers of the construbudget may not be also in electrican in include in the science linguistic of the science of the profilmance of them also linguistic of the skin is an other and the institute of themation is defined information.

We reviewed Samet Kniven Dudget Resperts Opplement, (RS) Fores and area and focusil how to chardly character program and finations¹ that area you with solution in Same addition at the occuries budget. Allonged programs and fluorism endition in the securies budget, or listed are and solution and the distribution of the security of the solution of the security of plant and the security of solution of the solution of the security budget to share the solution of the solution of the security budget to design that have the solution of the security budget to design that have the which information is regreen the force sample of antitation's ended programs and functions.

We identified 25 statuterly areased programs and functions succisated with the state obtaction system for which functing was requested for the 1997 funct year. Exhibit 2-6 on the following page shows the 26 statuterly created programs and functions we identified.

¹ The IRO forms use the term "activity." For the purposes of this report, we refer to all identified associety graned activities, functions, and programs as "programs and functions."



Exhibit 2.6

Preference Development

- Cheiga McAul B) Fellowship Award

Early Childhood Education

- Home Immunion Program for Progahood Youanness (HEPPY)

- Louisians Sedent Telciss Assistance and Revenue Trust Program

- Driver Education and Training Program for Children
- Metorcycle Sofey, Awaranow, and Operator Training Program

- Louisiana Educational Assessment Program (LEAP)

building space. Additional information on TOP3 is prepared on pages

Athough the majority of the statutably created program and functions (22 of 26, or 89%) are mentioned in the mountwe budget, the information is confusing and inconsistently reported. Specifically, we found the following inconsistentis:

- Score of those statuterily created programs and functions are mentioned only in program discription (1 a 12), or 13%), whereas others are mentioned in performance data such as relations, objectives, and/or performance indicators (20 of 23, or 87%).
- 31 protest of these statutedy created programs and functions (7 eT 23) are measured in more than one concervity budget program. For example, the State Touchier of the Year Associate Program is mentioned in a performance induces for OMP's Advantations Program A. It is also measured in an objective and a performance indiancy for OMP's Resonancy and Sciencial er Education Program.

Because of the way those 35 statustics' overand programs and functions or resported it in default to chemical within programs. Unarr other contrained is vertical contrained by the programs. Unarr other concrete headings would need to interferent ways recently budget programs to determine what a particular program or therecon its accomplishing on available to scoreplish. As a week, lapitatore may not be able to as a this information to make feedings.

According to the Justican Director for Bornstot to 4 GMB, there is no likel programmatic atomics for program band budgeting. However, the said their performance data should be deviced and represent of a toldwalar programma, regardless of the programmatic structure. The slop result of the importance of displacements of the structure of the importance of laboration to prosent. Because here are no many different types of opportune side displacements of the importance of classical discuss the prosent. Because here are no many different types of opportune side displacements on be included in the busches main displacement of the model's maintained.

The OPB planning analyst for education agreed that performance data should be reported at the functional level. She stated that OPB and the Appropriations Committee identified such activities at the functional level for reporting in the current budget cycle. (See Chapters 5, 6, and 7 for an associatent of performance data reported in the 1996/97 executive budget.)

Encore highdraice (Act 1400 at 1997) smooth the halper request process and provider revised galaxies for the occusant and former of the encourse badges. At at 1373, which messels (h. S. at 1997) and the second second second second second second and, "an ordinar of the agency's programmatic stratures" including "an investigation of all programs with a date description of the key opticities or objective of each program. Act 1455 also requires that cash bedget and prosters "duark futural indicators" of the investigation of the approximation of the second second second their cash bedget and prosters "duark futural indicators" of the investigation of the second "basis for course" holdings.

Recommendation

2.1 DOB, BERG, Speel Shoult and Commission, ORS, and Bygintee staffs should work topelies in develop a clear programmatic structure for budgatory supports an DOE budgetory with the organisms. The structure should comply with the organisms of U.S. 273. X hose parties should also work segment to double which imsubify structured programs and franciscan should induced in finance obtains of the converter budget, included in finance obtains of the converter budget, second for each. _

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State Education System

Chapter 3: Overlap, Duplication, and Outmodedness -DOE and Special Schools and Commissions¹

Chapter Conclusions This chapter includes the results of our analysis of potential everlap, deplexition, and extendedness within BOE and Special Schools and Commissions. This analysis includes the following:

- (1) budget units and executive budget programs;
- (2) statutorily created programs and functions; and
- (3) related boards, commissions, and like entities.

In this chapter we discuss the potential for overlap areas presented budget with an edited encounty being programs. In addition, we discuss potential evention many 21 addresses the state of the state of the state of the addresses of the state of the state of the state of the discussion of the state of the state of the state of the discussion of the state of the state of the state of the discussion system may be using more converte these strengths areas should be further reviewed, expected y as DOK interference in the state of the strength and DOK interference in the strength and strengths areas and address the strength and the strength and DOK interference the strength address the strength and the strength and DOK

In addition, we discuss 32 programs and functions subtained in statute but unfamiled in 139-57. These programs and functions may be estimated. Maintaining their statestory structures may many cataloins the relaxation officials and legislators mailing programmatic and funding decisions. These programs and functions also warrants further review.

¹ We also conducted an analysis of potentially overhapping, depicative, and connected surface within EESE. The cause these EESE entries do not reprintly interest with other entities in the state education potent, we examined does surveyth and ensure these sends in Channer 5. Page 42

Overlap and Duplication May Exist We stemfield sevent here always of potential overlap and algorization within Diele and Special School and Commission Mass specializable, we identified the potential for overlap and displexition within seven budget stati (e.g., Gliosa (EDG) and gliosation and Easterings, and Naved, commutation, and Nave estimating results and Easterings, end Naved, commutation, and Naved estimation and Easterings, end Naved, commutation, and Masser instruction among deducing negatives, market the laboration instruction among deducing popurism, functions, and related neutrino in the static popurism, functional estimation methods and the static population of the static population of the instruction among deducing population and confidence duration methods and the static population of the static population of the instruction among deducing population and confidence duration methods and the static population of the static population of the instruction among deducing population and confidence duration in the static population of the static population and confidence duration and the static population of the static population of the static population of the instruction among deducing population and confidence duration and the static population of the static population of the static population of the instruction among deducing population and confidence duration and the static population of the static population of the static population of the instruction of the static population of the static population of the instruction of the static population of the static population of the instruction of the static population of the static population of the instruction of the instruction of the static population of the static

We defined potential overlap and duplication as follows:

- Presentially Overlapping: Dialget units, programs, functions, or exitint that appear to perform different activities or functions for the same or similar perposa.
- Potentially Duplicative: Budget units, programs, fauctions, or antikies that appear to perform identical astivities or functions for the same or similar performer.

To identify prototal evolup and diplication among budget urits and experimines, budget programs, we compared like missions, goals, and objectives contained in the 1998-07 executive budget. In addition, we compared their parposes as confired in states and federal laws and noted similarities.

To identify provential uvertap and displication emong statuscely oriented programs and disochios, two compared their properses as outlined to state and disochillaves and needs annihrities. We did not soundine performance than robusto to materially contain improve beauses and has an oriented licensitionatify in the concernity budget, an discussed in Chapter 3 on pages 3.6 through 30.

To identify protein overlap and deplication among boards, commission, all bio excition, we compared their purposes as outlined in stars and fidental laws and record aimitarities. We did nor examine performance data reduced to baseful, constraining, and like extitute because the majority (24 of 37, or 85%) of these extition do not have northermanes data reduced in the secondwire badant. We identified these areas of potential events and diplication for further review. We did net conduct individual performance audits to determine whether or not events or diplication is eccenting. See Chapter 5, page 33 through 86 for a discussion of potential eventsp and adjustation of manding committees and adviscove methods within BFSE.

Potential Overlap and Duplication Among Badget Units and Executive Badget Programs

We found that the hodges usins and sight concerve hudges programs may overlap and duplicar which the following speecload areas. It should be noted that a hudgest unit or exercisive hudget program may full into most has an use of contage or duplication. Evolution and duplications using the state education systems may be histing our resources that measures by provide and coordinate related to the state education of the state education systems may be histing our resources that measures by provide and coordinate related to the state education of the state systems with be histing or that it measures many history has duplications the measure head to the state education of the state education systems have histing or that it measures may have history has dupremention heady transprane. The areas to beyond

- 1. Sancial Education
- 2. Instructional Materials
- Veterant Education
- Vocational Education
- 5 Adult Education
- Food and Natikion.
- 7. Drug Abuse and Vielence Prevention

As discussed is Chapter 2, DOE is in the process of manganization. As a result of recryanization, some budget units and ensemble budget progress structures have changel. However, DOE should continue to be responsible for participant factories include to the survey name and subseque this section. Therefore, the coordination and delivery of previces related to these zeros should be reviewed by DOE classish as DOE information remaininguing. Area 1: Special Education. The following five budget units that deal with the education of exceptional shifteen may potentially overlap.

- Louisings School for the Deaf (LSD): 19-653
- Louisiana School for the Vanady Impaired (LSVI) 15451
- Louisiana Special Education Conter (LSEC): 19-655
- Office of Special Educational Services (OSEX): 19-032
- Second School District #1 (SSD #1): 19-699

All of these budget units operate under the surfaceity of R.S. 17:1941 at any, which requires the state to provide an appropriate, then, publicly supported education to severy wanoptional child who is a resident. Ownerstly, R.S. 17:1943 defines are exceptional child who is one who may require special education or services related to a dualitie.²

More specifically, CBES functions include planning and constanting the attair's specific detection programs. The three residential special schedule (s. p. Louisans Oktool for the Visaally Impaired, Louisans Obtool for the Deal; and the Louisans Special Education Center) deliver adscational programs to children with specific secondensities. SID 11 second balance louis parspecific secondensities. SID 11 second balance louis for gain atta operated dealisties for the rentally classificat, ceresionally balavironi disorderment, or adsidentification functional.

Area 2: Instructional Materials. We found the potential for eventsp among four occurity budget programs that deal with instructional materials. These programs are located within the following budget units.

- BESE (19-666), Program B: Louisiana Quality Education Support, Pand (Wal)
- Office of Educational Support Programs (OESP) (29-693). Program B. Educational Support Program
- Supplemental Education Assistance (15-497), Program D. Testbook Administration
- Sepplemental Education Assistance (19-497), Program E: Textbooks

⁷ B.S. 12.1002 also includes gifted and indexed abbleve in the definition of ecopoienal childran. However, we did an identify prestal availap or displacation inland to gifted and taisand children within Asia 1 (Special Detauler).

Area 3: Veterans Education. We identified the potential for overlap between the following two budget units that deal with veterans education.

- Office of Educational Support Programs (OESP): 13-698
- Office of Yosational Education (DVE): 18-490

According to R. 5. 2004 [QT](), COST in responsible for function related to summar detachter of training. Statisticity, an OVE objective states that is oil continue to ensure that quality regression of observation and baseling statistical detachter. Auditor depotive states that the originate tillow is to constant to advantar depotive states that the originate tillow is to constant a statistical depotive states that the originate tillow is to constant to advantar depotive states that the originate tillow is to constant to activity to versions. In summary, because both of thome budget that fuel with transmission description, there is a potential for overlap.

State Education System

Area 4: Vecational Education. We found that the following three executive budget programs dealing with vecational education may averlap.

- BESE (15-668), Program R: Louisiana Quality Education Support Fund Not
- Office of Vecational Education (13-897), Program B: Vecational Education
- Office of Vocational Education (29-003), Program 8: 3/0 Training Patternbin Act

Lossissis Constitution (Potsile 7, Servison 16.1002)(c)) maximis that is used to find a complex programming the constitution making that the sum of a find complex programming in constitution of the constitution of the constitution of the constitution of the programming of the constitution of the constitution of the programming of the constitution of the constitution of the programming the subject of the constitution of the programming the subject on the constitution of the constitu

Area 5: Adult Education. Two budget only that deal with adult aducation may overlap. State statute grants authority to both entities to perform functions related to aducation. Bodart units in this group are as (Mova).

- Office of Academic Programs (0AP1: 19-68)
- Deceme of Adult Education: 19-683

H.S. 17:14(A)(1) establishes a separate division within EDEI designed as the division of dada and community education. The division is to address the week/of all undereclosured address, which include husic skills instruction, garrent education development (2020) deforms are proparation, and Immary making. In addison, it is to work with local education agencies (LEMs) to improve local addre document community.

OAP is also autonized to perform functions related to adult and community education. K.S. 30:049(2) instea that one of the responsibilities of OAP is adult and community education. In addition, DAP's mission states that is used to belo remeare

Page 46

Louisiant's reidents from early childhood through adulthood with the knowledge and skills recensary to thrive.

Area fe Food and Natrition. Two budget units that deal with food and surficien may evening. Pederal and state atastice grant surfacility to both endies to perform functions related to food and surficient programs. Budget units in this group are as follows:

- Rood and Nutrition Services: 72,485
- Office of Educational Support Programs (OESP): 18-608

Through the National School Lawsh Art, Freed and Natrition Services receives fident moments to provide basic bagh quality marities to children in acheols and day care consent, as 4449 as adults who ensite in adult care contexts. Saturily, R.S. 34 449 (O(1) anthention OESP to preferen functions related to school hands and particles arconame.

Area 7: Brog Abase and Violence Prevention. We found the potential for overlap and duplication between the following two essentive longer programs that deal with drug abuse and violence prevention.

- Office of Academic Programs (OAP) (19-681), Program E: Student Services
- Office of Educational Support Programs (19498), Program C. Conscident Foderal Processes

B.8.7.P407 regimes that BB282 and the name metamonise of coloration multiple which CMP student protocols and coloration multiple which color student the residue on drag there selected and communities. An CMP eleptertwo which the Student Startices program was deviced and says ass. "Student Startices program with the consolidation of starts are student by and the formation of the Consolidation Students Programs in to controllar programs of drag takes education and values ass."Students exceedantial which are selected and values are presented to consolidate of the consolidation students programs. If the programs is detected and provides and and values presented and programs of drag takes education and values presented by a place checket and provides and and provides and programs. If the places the chain and provides and and provides and provides and and provides and and provides and provides and and provides and and provides and and provides and provides and and provides and and provides and provides and provides and and provides and and provides and provides and provides and and provides and and provides and

Because both programs deal with drug above and violence prevention, there is a potential for overlap. Also, although the two processes previde varied functions and services, the drug above and Page 45

violence prevention components of the programs may be desilicative.

Potential Overlap Among Statutorily Created Programs and Functions

We identified the presents for reacting samp 21 statisticity crossed programs and francison while some head areas.¹ We dit net identify any neess of presential ingénieries. If a versite notes, the state observine systems rules to singue merce scatteres that an existent of the state of the state of the state of the state of thirds and adjustment may be assign globaling decidions rules at a edisordies while the life investigation taxes of particular levels are as follows: The same house taxes of particular levels are as follows:

- Professional Development
- Early Childbood Education
- 3. Repediation/Intervention
- 4 Financial Assistance
- 5. Motor Safety Education
- Student Assessment
- Teacher Assessment;

Area 1: Professional Development. We found that the following two statutority created functions deal with professional development of teachers or administrators.

- Administrative Leadership Academy: R5: T737NL 1753 ratios that the academy shall develop programs and implement worklopps and comme designed to most the mode of all levels of public solution administrators values motifiers require trades conflicted.
- Christa McAuliffa Fullowship Program: 20 USCA rec: 11056 mans that the purpose of the following award in to catable tasakes: who have been employed for if or more years to catagin is catalia activities, such as subbatiseds for study, research, or academia intervenent.

¹ Par the purpose of this report, we refer to all identified statutority could artivities, functions, and programs as programs and functions.

In summary, these two functions may overlap in that they both deal with professional development of teachers or administration.

Area 2: Early Childhood Education. We found that the following two standardly created programs deal with providing services cristed to early shifthood exhaustion.

- Home Instruction Program for Provideod Youngotes (HUPY): R.S. 17.402.2 states that HUPY's new of several qualified acts defined programs for advantionally at vide definition ages there to the years. HUPP's finded through the Louisians Bark Oblideod Operativity Program.
- Starting Points Preschool Program: 41 CPR 95/99 states that the purpose of this programs is to provide quality shill can appropriate for at-risk 4-year-old children in an educational entring.

In summary, because both programs are designed to provide services related to early childhood education, there is a potential for course.

Area 3: Remoflation/Intervention. We found that the following three mannerity created programs are authorized to provide services related to remofiation or intervention.

- Church Based Tutneial Program: 45 CFR 08 and 90 mm that the the propose of this program is to provide additional instructional first to income maker academic addressess and conflic resultation training to reduce theories and conflic resultation training to reduce
- In-School Intervention Prior Program: R.S. 17:201 status that the program socks to provide for solution transmy officers, mentor student pairing, conflict middless instruction, and surveines while instruction
- Romalial Education Program: R.S. 11395 states that the purpose of the program is to provide supplemental fourk for the drivery of supplemental smadul instruction adapted for from randoms in the demontary and recordery related.

In summary, because all faree of faces statationly created programs are authorized to provide services related to remediation or intervention, there is a constall for overlas. Page 50

Area 4: Biancial Anthrese. We find for seven standsby energy logous an or diagonal to provide function memory to understar by higher obtaining. The Losians Badner Threads Mananees Commission (LHAV), approvises, correctly drawn, and diadataters man and folient lists and elimitative groupses for higher diseaster. Threagh the Higher Historica to elel (1964), an unscried, the LSHAC generators lists to reduce a strange and single first principation in the strange of seven and single first heat strange and equipations as raddets despare low insensors programs for malers. The Diselectatory lists command on the strange of the diself.

- Pederal Parely Education Learn Programs (PELD): Part II of the Higher Education Ant status that the perspect of these programs is to provide Staffard State to soluture, issues to paramet with dependent makers (PLUS Laure), and Consolidation Loans for makers with abilitation to multitude issue.
- Guaranties of Metilical and Dental School Loans for Rural Practicioners: R.S. 173441 assue that the purpose of this loan is to being about an adoption prophy of doctors of modifiers and dentate by indicating a auflicitor runder of the guardates from Loansam Striet University Modified Center in sensitis in or infortate to rund areas of Loansam.

In addition, LSFAC administers the following four schelarship and grant programs for prospective college students.

- State Student Incentive Grants (SSK): 2815/CA au. 10% (a)(7) states that one purpose with program is to autist States or purvide grants to edgible indexts attending institutions of higher observices or participating in enzymes of random whered.
- Rockerfeller Wolfde Scholarship Program: R.S. 56:717 states that the proper of this program is to provide to undergolidate and praduate scholarships to Looisiana state colleger and universities for Looisiana readams to make in the Falds of wildlift, forumy or matine sciences.
- Louisian Tukion Opportunity Program for Students (TOPS): K.S. (T3044.) must that the purpose of this program is on functionary and are are made on workin in a must college or university, a state vocational-tucherical institution, or a regionally neurofloat independent college or out-overy. According to Explainting purposed using the

1997 sugalar station, TOPS will replace the Louisians Tuition Antistance Plan and the Louisians Honory Schulankin, beginning with the 1998-99 sector) year.

Therma H. Harris Scholarship: R.S. 173335.1 status dua the purpose of this publicable is to onver long and instructional regenere of scholarship statests who may be comed as beneficiaries attacked watered instructions.

The Louisians Trust Authority administry the following college sevings program.

 Louisiner Student Tuition Anistance and Revenue Trust Program (START): KS: 17:3991 states that our of the purpose of this program in to periode the obtain of Landston with frameric and the intervent for education and protection against sing balan units.

In summery, because all seven of these programs are dasigned to provide financial amintence to students of higher education, there is a potential for overlap.

Area 5: Matter Safety Education. We found that the following two stantantic cruated programs sork to educate shafests about the safe stage of meter vehicles, such as meterrycles and astemptics.

- Dyiote Education and Training Program for Children: R.S. 17:270 totates that foils improgram aims, in part, to educate drivers to be samplified and to develop a learning of these persistent of the laws of this statu relating to be specified on of motor vehiclas.
- Measurycle Safley, Awarmens, and Operator Training Program: R.S. 17282 mass that one of the purposes of this program is to educate motorcycle reservation in the acids associate of motorcycle.

In summary, both programs address driver safety; thus, there is a potential for overlas.

Area 6: Student Assemnment. We found that the Splowing two standorily created programs have purposes related to measuring student performance.

> Charter School Demonstration Programs: R.S. 173923 status that one of the objectives of charter reheat programs is to require appropriate associations and measurement of scattering lowering revelus.

 Louisiana Educational Assessment Program (LEAP): R.S. 15 N 4/A/22 describes this program as a process to measure pupil performance in relation to goole appropriate dollar, state considered and tandicide, and matimal educational indice.

In summary, there is a potential for overlap because both of these programs deal with measuring student conformance.

Area 7: Teacher Assessment. We found that the following two statutorily crusted programs have purposes related to teacher performance and assessment.

- Professional Employer Evaluation Program: 8.5. 173981 C, many flat new aim of the program in to provide summance to the efficience of the state that the quality of instruction and administrative performance in onsk public relocal restors in long monitoria and maintained at lowly countils for efficience salesds
- Tracher Assessment Program: 8.5.173881 8. matus, is part, that the program such to provide sourcases to the state, priorite the insurance of a permanent taskier confiltents, that the new tending onplayer domestration computing in the indentification and may of the basic companys of other tendings and may of the basic companys of other tendings.

Potential Overlap and Duplication Among Entities Interacting With the State Education System

We identified the potential for avering arrong 17 boards, commissions, and like earlies that interact with the state electrics system. These 17 earlies may overlap in the following five brand error:

- Drug Abose Education
- Education Reform
- Early Childhood Education
- Financial Assistance
- 5. Foreign Calture

In addition, we identified five entities designed to encourage the development of Franch in Louisians that may be highestive. If overlap and deplotting exits assess these settings, the state elecation system may be using more resources than secretary to revelot and coordinate related nervices. In addition, education officials and legislators may be making funding decisions without full knowledge of the types of interaction among these boards, commissions, and like restlines.

Area 1: Drug Abase Education. The following two entities have purposes related to developing and monitoring drug abuse education programs.

- Advisory Council on Safe and Drug Free Schools and Communities: Executive Order No. MIP 56-6 states that me of the dates of the council is to assist in setting priorities for the state's Safe and Drug-Free Schools and Communities Art program.
- Louisiana Dyag Abase Resistance Education (D.A.R.E.) Advisory Board: Encostre Order No. MIT 99-41 takes that one purpose of the board in to develop, presents, monitor, and insulasis the D.A.R.E. program throughout the State of Louisian.

In summary, because both entities deal with drug abuse provenion programs, there is a potential for evening. These entities my able conclusion with the Offices of Anadomic Programs and Educational Support Programs described in Chapter 2 on pages 24 and 25, reaservise.

Area 2: Education Referen. The following four entries are responsible for supporting adjustment effects, inducing tandeet and student assessment. Three of the four entries focus on inverving science and math education.

- Louisians Systemic Initiatives Program (LASIP) Consolt: R.S. 17271 status that for purpose of LASIP is to establish a program for the trapereners of the spacing of science and mathematics exhaustion. R.S. 1727208 (AV)) status that one of the dasies of the LASIP momentia to approve anticides edisent for LASIP momentia to approve anticides edisent for LASIP
- Louisiana Systemic Iolitatives Program (LASTP) Essenzive Committee: R.S. 17,258(A(e)) sums that the LASTP consolve committee is areliated to art for the exactl in its absence, with the exception that the measure committee cancer arthrois the allocation of finds to emotionical devicement excitors.

- Quality Science and Mathematics Council: R.S. 17:373 inten that one purpose of the council is to seek apportantice to participate in programs involving the instantian of insiders of science and mathematics.
- Task Finite on Student Prefisioney, R.S. 1724-400 tasks that for properse of the task fivers is to study and identify the inners of low performance by student, including studence ofte are manufactured on the student minority, on status-id prefisioncy commandens. This task firsts is sub-total at part of the Losinian Bioscience Assessment Process (EAP).

In summary, all four of these entities deal with educational reform efforts thus, there is a notential for covelan

Area 3: Early Childhood Education. The following two estilies are authorized to provide advice and support for early childhood objection programs.

- Louisian Hene Instruction Program for Program Yrongston (HEPY) Adviancy Board: 15: 1007.3 state that for purpose of the board is to senist in developing standards for funding qualified HEPPY programs and public restrements for such programs and shall perside consolitation and gendere.
- Louisiana State Introspency Coordinating Council for Childrin. Louisiana Lindry Intervention Program for Indata and Toddens with Spocial Nodel and Their Fandline. So 12 (197) assee that was of the purposes of the council is to achies and stating in Louisian Department of Indatasian Housies and suffite Louisian Department of Indatasian Indatasian Uninewed in Soch.

In summary, both metrics address early childhood education programs. As such, there is a potential for overlap. These estibles may also overlap with early childhood education programs and functions mentioned in this chance or so near 49.

Area 4: Financial Anistance. The following two estition have similar purposes ontated to financial assistance for individuals purposes, hadre relacation.

> Exclutions Student Financial Assistance Compliation R.S. 17.1021 states that one purpose of the commission is to supervise, costed, direct, and administry stars and fident prostrains to provide loans to paske proving in

meeting the expenses of higher education, and plate and followal scholarship programs.

 Louisiana Tuidan Trant Authority: 8.5.17.099 states that one of the purposes of the authority is to prevente, advertise, and publicities the Louisiana Stedent Tuiding Anstrance and Revenue Trant Poweran.

According to these laws, the committee segments into an appen program for inducts which go proves a higher obtaints. However, the adherity has sined responsibilities and patienting as Louisses are program. Also, the atherity contents of the committee members place and there of books and a statistical sector program. Also, the atherity contents of the committee members place and the other and a remedie of the Louissian Strates (Section 2), the admittee sector sector sector sector sector sectors and an ender of the Louissian Strates (Sectors), CORA provides admitteeine's support for hex refers. Because their proposes and a conductive sectors for hexists. Because their proposes and a conductive sectors for hexists.

Area 5: Fareign Collare. The following seven entities such to preserve Louisiana's rich caltural bertaux.

- Council for the Development of Spanish in Leadminn: ILS. 25:673 states that exe purpose of this council is to promote the ready of the Spanish Inagange and Hapaniz column in the demostary and arcondary acheois and colleges and universities in the state of Louminn.
- Council for the Development of Founds in Louisiana (ODOOFE.). B.S. 23:531 states that the purpose of ODOOFE. 1s to do any and all things memory in accomplish the development, utilization, and preservation of the Founds Impagge at Sound is the state of Louisiana ODOOFE. Is finded an a bedger unit (79:645).
- Belgium-Louisiana Joint Committee: Essentive Order Na. MEP 96-72 recreases this joint committee to work with COEOPTL to maintain and share Louisians's Essent horizon and Belgium
- France-Louisiana Foint Committee: Essentive Order No. NIP 90-32 represents this joint committee to work with COPOPL to materiar and share Louisiana's French Institute with France.
- Maritime Provinces-Louisiana Joint Committee: Econories Online No. MIT 90-12 mercanes this joint campitude to work with CODOFE, to maintain and share

Louisiana's Franch heritage with the Canadian Markine Previnces.

- Quadrac-Louiziana Joint Committee: Encodive Order No. MIT 98-12 connects this joint committee in work with CODOPIL to make an of shore Louisiana's French horizon: with Darkon.
- Louisiana Educational Tolevisian Authority (LETA): 3.8.172203 mines that one of file purpose of LETA): as to proceed on the purpose and percentiference others and heritage. LETA is funded as a budget unit (19642).

The purpose of these entities all relate to cohant development in Landman. With the comption of the Council for the Development of Spanish in Londman, all the entities deal with enhancing Londman's Presch coloure. Because they have similar numerouse, there is a prosent of for overlas.

Is addition, the from joint committees may deplicate each other and CODOTL. They are all autoincide to work with CODOFFI, which anals to develop and preserve the Prench language is Louisians. The joint committees who seek to writings or and organics educational, otherwith, and toretistic exchanges with Prench-spanking, commiss and to maintain Louisiana's Prench eachemil brings.

Recommendation

3.1 An DOE officials implement Phase II of recognitization, they should investigate the stores of potential contexp and inducation identified in this chargeter. DOE officials should also discuss presents unlocks and conference on white efficials form specific unlocks and numbers of rhands the bords, coercivities, and like articles which the state obsciric on system. These descensions should address configuration of services related to the bread areas identified in the reserv. Matter for Legislative Consideration

3.4 The legislature may wisk to consider diversing the Performance Audi Devision or other staff to conduct additional work related to some of possible average and algobration within the same effective resters.

Seme Statutorily Created Programs and Functions May Be Outmoded

Thirty-two Unfunded Statutorily Created Programs and Functions Remain in State Law

We described 12 entrancely created programs and functions within DOE and Special Stockets and Constraints and and an exceede funding for fitted years (2004) and may identifies be controlled. Towards of controlled programs and directions are towards that appears to be noticated or its many methods. Although the programs and directions or its related of all and appears and directions are stated appears and individual and its many methods. The attracket appears and and and appears and and and and attracket and and appears and and appears and attrackets are associated and appears and and controls for observation. If these programs and functions are stated and appears and and appears and and appears programmatic devictions.

B. 6 (911) (LQ) register such tadget cut to to origin in large of all algorithms advected programs for wheth implementing lands were or appropriated in the prior fands years to be submitter at a part of the small beinger manys. In a societation with this heightime, each beinget cut is so solved bound bound bound values of the standard beinger many lands and the solution and commissioner, we consisted the BIS frame solution of the common of commissioner and framework in the solution of and Commissioner, we consisted the BIS frame solution of the characperior of the solution of the BIS framework in the solution of the common of the solution of the BIS framework in the solution of commissioner works of the BIS solution of the solution of

¹ The BKS forms use the term serie/in. For the purposes of this report, we refer to all identified starstorily croated activities, functions, and programs as propriate and hunctions.

Eighteen Potentially Outmoded Statutorily Created Programs and Functions Not Reported on BRS Forms

We final that the trajecty of posensibly controlled starterely research program and final starters information (14 cr2), ertransition of the starter starter starter starter starter these it programs and functions drough neisever of tast ratios and diamonismo with education efficient. Another (4 postnichly controlled programs and functions (14%) are reported on the BERS frame. We programs and functions (14%) are reported on the BERS frame. We prove the distribution of the induced programs and functions on the BERS form, distribution reliand to postnikely distribution.

The following 18 unfanded programs and functions are not lated on the 1996-97 BRS forms.

Office of Student Figureial Assistance

- Accelerated Payment Program for Veterane: R.S. 17:3023.8.1 states that this program provides for the forgiveness of loans wood by veterate as provided for by the UBBL Improvement Act of 1977.
- Loan Program for Students Encoded in Collegiste Teacher Programion Programs: R.S. 173942 anauthat the purpose of the programs in to bring about an adopastic supply of capable teachers by providing loans as indeviduals when all Programs continued characterizations.
- Louisiana Employeeset Opportunity Loss Program. R.S. 13 2016 infers that the propose of this program is to ad concentrat development by providing finals to transmite upper the cost of maniferrant transmiss.
- Louisiana Oppertualty Loan Program: R.S. 173445 status that the purpose of the program is to provide low interest rate student loans to middle income students.¹
- Tuition Assistance Grants Program: R.S. 17:2043 miter that the purpose of this program in to provide a tuition grant to residents enrolled in independent collegas and universities, to an annual two is overrelated the areagan.

"Although to new items are made under this program, LSFAC continues to portions administrative functions required to particle the contacting base, generators, assuring to the LSFA's Acquiring to the Neuron Committies con Education on the Samuel Provisions of 8.5 (2010) at one. March 10: 1007

- Minority Health Professions Education Foundation: R.S. 17:5044.3 states that the purpose of the foundation is to provide losss and solutionings to students from underspanned memory groups whe are pursing denotes in randoms. Anticipy, or surface.
- National Energy Conservation Policy Art: Parment 9: 85: 17502131; 85: 37332026 provide that the Louistens Studar Flanzoid Anistance Commission shall review and only grant applications for tochecical methanic programs and onergy composition measures from sphelin institution of higher eloustion as well as public and inspectfor elementary, secondary, and recational about.
- State Scholaship Program for Needy Students: R.S. 17:3035 states that the purpose of this program is to provide scholaships to analy students.

Office of Academic Programs

- Academic Assistance Program: R.S. 12-01 states dut the purpose of this program is to provide additional reactions: austitance to a condexts who attached college there graduation from high telecol and who have determined boutflicent academic addressment to memorifully underline onlings work.
- Family Lineacy Demonstration Program: R.S. 1716-11 status that the preprint of this program is to identify efficient models of summarity-based family lineacy offers that provide programs of instruction for mendood children and their mattern.
- Office of Instructional Technology: R.S. 17.3921 er seg. state that this office is to facilitate the development of a competitionise technology-based metriculum and the use of computers in all sepents of metricolom.

Office of Educational Support Programs

 School Bas Parchase Program: R.S. 17:158.6 states that the purpose of this program is to provide loans in eity and partic relocid basels, approved non-public solicols, and contexts school basels.

Office of Special Educational Services

- Pilot Program in Ladourche Pleink. B.S. 17:0977 anno that the purpose of this pilot program in to offer apacital education and training fieldines, review, elessen, and opportunities to all physically and/or metaloly buildnessed process, our front/cost years of an.
- Talant Sourch Program: R.S. 17381.13 states that the propose of this program is to identify justice high related andatary with allow-assing abilities and to encourage their entry into programs which further develop these abilities.

Office of Vacational Education

- Regional Management Content? R.S. 17:104 manatics BSSE dual notability perguption regions to provide for administering, so-colouring, and planning for programs and functions of the postocondary vectoredtechnical obsets.
- Vacational-Technical Opportunity Program: R.S. 17:2977 3 missis that the purpose of this program is in emblish provision firm standars who have deeppol of all pedicel in event in any public vasational automatal institution in the state reduct three years of deepping ant of standard.
- Vecational-Technical Poendole Building Programs R.S. 17:3099 states that purpose of this programs is to advance mosine to incantinual-schedule and holds that have a carpetry program to develop a postable building program.
- Worksite-Based Training: R.S. 17:2016 states that the purpose of fito program is to encourage the association of skifts for caming a fiving to enable studiests to become web-melliciant.

The 15 unfitted programs and functions we identified in this section may be ourmeded. If agoncy ulfitable do not includer unfinded programs and functions on the IRS forms, information related to possibly outworked programs and functions may not be communicated to the leadatement. If the attantistic created

⁶ Pauding to the regional management context was districtly reduced in 1996-87. According to the 1997-WE executive badget, looking will be classioned in fixed year 1998. For additional information, we pages 68 thermals 72 of Chanter 5.

programs and functions are controled, maintaining their statutory structures may cause confusion for education officials and leaislators making programmatic decisions.

Fourteen Potentially Outmoded Statutorily Created Programs and Functions Are Reported on BRS Forms

We found that the Solowing 14 unfunded programs and functions are reported on the 1996-97 BRS forms.

Office of Student Financial Ambitance

- Acceleration for Excellence Scholarchip Program: R.8.13 DOZT nests that his program provide solution by accessible file line viscous an article path statestic who again to swrain personal and academic performance anadards. For each year the modern materian the moderds. 550 or discussing in the access.
- College Testing Schlership Program: 8.5: 17:107 means that this schlarship provide undergraduate taking for trident sola bare graduated within the top tree provent of the static's graduating series. Students are identified based on their compatite scores on the American College Test (ACD).
- Governar's Scholars Program: R.S. 173042.11 states that this program is to advance long, barror, and toward the analysis and the scholars of the states of the state methodomic addressment of Londonian's most methodomic addressment of the states of provide an incentive to these middens to serve their higher education is this mine.
- High School Rally Scholarship Program: R.S. 17,2000 stars but the program provides solutions to ondershot on the host of automa watch dominated in competition by the Louizian High School Lineary Rally Association.
- Paul Doughai Tencher Scholarship Program: 30 USCA Sociola 1134(a) into the this popular powidor scholarship to extending scenchary school gedatates who are intended in search in education. According to an GOPA staff percent present are still encoured from encyced respects, although the finding for this program was terminal in 1875-96.

Office of Academic Programs

- Family-Subool Partnerships/Tarantal Advocacy/ Clearinghouse on Parental Involvement/Vieture, R.S. 17-004-004.5 state dust the purpose of these programs is to increase the involvement of parents and families in the improvement of the investing addroxumout of adultion and in the life of the occurs.
- Comprehensive School Improvement Niet Program R.S. 173 (19(4)) analysis that each action involved in the pilot program must develop a pilot for improving systell action climate in order to calance relocal ergenation and maders extreme for relativist in graden 8-12.
- Science and Math Medal for Youth Award, R.S. 17:178 miles that the parpose of this award is to provide an incomer for increased astronpildwards, but direct adf-states, and to rescale advectment for middle and high-school madons in the across of mathematic and access.
- School Name Program: R.S. 17:28 states that the purpose of this program is to provide at loart one contified achieved source to each cits and month school system.
- Teacher Reconstructed Craninghouse: B.S. 12:1251 et any mist fast a purpose of this obseringhouse is to sends tobol systems in locating qualified isositers to fill periodes by maintaining a databast of all teachers' purposed Rise.

Office of Educational Support Programs

- Romanwarian for Participation in Inversion Training: R.S. 113972 analysis that any solved bundrivers who participate in the select bun driver's instructional program shall receive aix dollars per base of instruction, act to exceed forly-sight dollars per solved pair.
- Transportation Reinforwares for Parents Who Transport Their Children to School: R.S. 171500() states that if transportation is not provided by the parent, the Department of Sharestow will informer parents of mediate who live more than one rule from school for transportation core.

Office of Management and Finance

 School Level Repetiting: Act 560 of 2195 status that this activity provides for an annual report on public identifiers and according obscillan spending and multiprotest to the House and Sense Constantion on Education

Office of Research and Development

 Salacd Incensive Program: ILS, 12.2971 micro-that the purpose of the program is to increase community and paintial involvement in the schedule, neural scheduls which are unaling significant educational program, and increase local accuratelying.

According to the BUS forms, these 14 programs and functions did net receive faulting for fload year 1926-07. However, dwy rill have leagh anti-ortaints. If these programs and functions are outstoched, maintaining their statutory structures may cause continue for observice officials and legalations ranking recommends decisions.

Recommendations

- 3.2 Effective officials should determine whether the 22 programs and frashion discussion in this chaptor are contracted. If any of these programs or discussion are no longer studied, buy should consider the advantages and discharing and official restances of place. There is no is a structure are place. There is no is a place, scheduling of the structure are place. There is no is place, scheduling determines of the restance of place.
- 3.3 As part of the astnat budget process, education officials should report may statutarily authorized programs or factions for which implementing faults were not appropriated, as required by R.S. 49 (19),1(20).

Matters for Legislative Consideration

- 3.2 The logislature may wish to review farther whether the programs and fractions discussed in this chapter are cosmoled. If they downloss the say of the programs of fractions are so to longer media, they should consider the advantages and disclowings or flawing disk statures y mercursure in place. These is ophere, the logislature may wish to repeat the programs of fractions.
- 3.3 The legislature may wish to direct the Performance Audit Division or other stuff to conduct additional work related to potentially customed programs and functions.

Chapter 4: Louisiana State Education System

Chapter Conclusions BESS submitted the 1956-97 apprecisional plans to OPB without them being formally environd for context and accuracy. OFB sum the opportional plans is prepare the succarise badget. However, because they were not fully reviewed, there is a risk data the performance duta reperted in the opportional plans, which are used to complete the concernivbudget, may be incrementer or insocration.

Although a minine and three guids are reported in the 1994-97 concernits budget for the sectional-included, includes, an objective are performance indicators are reported. The objective and performance indicators for their respective abjective and performance indicators for their respective results, serve of the encretic budget associated interactions for program made by the secondariance for their encoded investor results are and the rescential budget associated interaction for the program made by the secondariance.

There is as averall minica reported in the 1996-97 execute budge for DOE. However, we idealized faur sources of information that could be used to create a minima. Isoloding a departmental minima in the executive budget would previde zero of the executive budget which acker and errorated of the paryness and clientels of the department and its concreans.

No Internal Review of Performance Data

No Central Review of Operational Plans Submitted to OPB by BESE, DOE, and Special Schools and Commissions

We found that IEEE calculation of the 1906-97 operational pine developed by IEEE; DDC, and Special Schools and Compliand in Chapter 1, DPB such that pine for forwards reserved. As equilated in Chapter 1, DPB such the expension plans were not reviewed, the preformance that include in shore-operational plans and supported in the 1996-97 secondwork budget could be inaccurate and increaseful as its press for exercise to higher could be inaccurate informations. The serves of the second budget may not be able to tell what BESE, DOE, Special Schools and Commissions, or the vecational-technical schools are accomplishing. Its addition, legislators may not be able to use the information presented in the executive budget to make fanding decisions.

As diseased in Chapter J. OPB develops the researche hogh based on annihil contained to written documents prepared by state docution system efficials as part of its annihil badget regard. One succe of information OPB uses to prepare the occurity hughest in the operational plan, which contains performance data. Manageworv mates that operational plans describe the programs' parposes and objectives. Monageware take any via the openisation plans holds professional indications.

Also, shhongh OFD ones the opensional plane to develop the ennoxitiv boggets, does not have a poolsy info formal network. According to as OFD will remarker, thus go as not conduct themal vertices of the particular data list the opensional planes because of OFD structures that performance data is the occurses by default is published in the occurse budgets of them is is an encounter budget measures on OFDs, there is a mix that user of the prostarily default measures of the occurse of them controls provider budget measures on OFDs, there is a mix that user of the prostarily budget measures on the OFDs, there is a mix that user of the prostarily budget measures on the OFDs.

House Appropriations Committee Questioned DOE Officials About Performance Data

We noted that charing recent legislative hearings, Honso Appropriations Committee members saint various obtaining efficials questions regarding the validity of performance data isolidad in the 1997 General Appropriation Bill (Shouse Bill 1). As explained in Chapter 1, the general appropriation bill must conform with the researcher heatest We strated aread seening of the Appropriate me Common dering the 10% regular lightness serves. We observed that varies, consistent markets regressed concerns about a matched withstepse in Hanne MHT have performance that an entry of the strategies in the boot of the strategies of the advertex for provident of the strategies of the stra

GUSE reconcurated at performance data reported contrally (e.g., is document with a the concurrie budget and the general appropriation bit) the verifield through norm varies of formal review or nodi process. In addition, GASE augusts that the level of verification of performance data the internated about that information is used for performance data the internated about that adouting documents.

Burran of Internal Audit or Proposed Planning and Analysis Section Could Review Performance Data

The Darma of Hamma Jock while DOC's Office of Management and Facence acied promitely repeat for noise to include profinance, and is not involves of operational plans. EESS mounds the Suprove of Linnar Aude and a DNA to King Management and DNA acies and the DNA to King Management and DNA officials, the International Acies for DOCI in the Suprama Acies and DNA officials, the International Acies and DNA officials and DNA officials, the International Acies and DNA officials and DNA officials, the International Acies and DNA officials and DNA official

According to a DOE official, more floors needs to be placed on immunit review. She and that DOE planet to create a planning and analysis sociates within OWP to generate performance indicators and identify appropriate information for reporting perposes. This official such that the belower this sociatio could also be an enversion events or review for enacoting of these

Reconnendation

14 RESE, DOE, and the Speach Schucels and Communices Sould multifies in a transfer property The Disease of Internal Andre Charles and Schuce State Planting and analysis societies could passably services additional to 2017. Without energies in automation on service the operating Joint Andrew energies in automation on service the operating Joint, a Mande State Schuce additional to 2017. Without energies in automation on service the operating Joint, a Mande State Schuce and Andrew and Schuce and Andrew and Andrew Additional Schuce and Andrew and Andrew Additional Schuce and Andrew and Andrew Additional Schuce and Andrew and Additional Internet Schuce and Additional Andrew Additional Andrew and Additional Andrew Additional Andrew and Additional Andrew Additional Additiona

No Objectives or Performance Indicators Reported for Vocational-Technical Schools

The 1996-97 Executive Budget Daws Not Report Objectives or Performance Indicators for the State's Vocational Technical Schaals

Although the 1996-07 senzative budget reports a mission and these guids, case of which near the certains is Exhibit 1.5, 2 does not report any objectives or performance indications for the sumagement contrast multitude opportunity of the senzative performance information for their reportive schedul, but the succerive budget loss on it is idented that information. As a result, course of the senzative budget cannot determine the progress studies budget losses of the progress of the solution of the senzative budget and study logistic trapped lowes of profilmance or results chained

According to a statement in the executive budget, OFB dd not include objectives and performance indicators because of the servers reduction in fanding of these programs. The executive

¹ In 1997, the member of vectorial sectorical relative transitions of the Children's Tochained College in Human boccases a branch compare of the members Tochained College in Human boccases are branch on the transition of the transition of the transition in the transition of the transition of the transition in the transition of th

badget also astas, "... the descrimination of the centraned estimation of these programs, specific lines, their preferences lowest in our groundshi¹⁰. CORE of Siniski confirment these matements in the constructive badget and stated that the reconstructed of indication in fitneding you the prismary prosens that OPH did not indicate objectives and preferences califordianes. As a reads, uses of the executive badget caused documing the program wade by the above to avait turgues of lived or performance.

Recommended Funding Drastically Reduced for Vocational-Technical Schools for Fiscal Year 1966.97

The 1996-07 essencies bulget shows that fixed year 1995-06 appropriatements to the sight product annupaeus contravers 870.822,838. However, processingled linking for fixed year bulgets and the signal statistical distribution of the signal producting to the size of the size of the size of the size of the datagets the 1996 negative ansatz on an individual stored hear. As discassed in EDgospic, facility of the 1706 regular bulgetaries and content was individed during the 1706 regular bulgetaries during the storessis.

According to the 1000-07 occurity summary, 381.4.7.752 was appropriated for the 44 vocunional conclusion of conclusion of the first strain strain of the first strain strain of the strain str

Exhibit 4-1

Summary of Actual Expenditures for Foral Year 1996 and Recommended and Appropriated Amounts for Foral Year 1997 Vecational Technical Schools

Regional Management Context and Deresponding Vandoned Technical Sciences	Aread Expenditure for Theat Year 1996	Recommendat Expenditure for Fixed Sear 1951	Heat Your Day
Regional Management Center #1 - New Orleans	\$5,200,000	SLETCOS	\$356,545*
Julinum Taulasiaal Intidul/College			101049
New Orlings Regional Technical Institute/College**		6	1000711
Indexy Collew Technical Institute/College	1		100.30
Wart Articises Technical Institute/College			1,81,96
States and a state of the second states of	D (MAR)	31,417,000	BLAILOUR
Regional Management Cantor #2 - Dates Brogs	\$17,847,008	\$1,917,725	MILOS*
Accession Tradesiant Institute/College			UBUIT
Euron Reage Regional Technical Institute/College			4,094,093
Follow Tradenial Intillal College			UNUR
Flexish Petiden Technical Instance-Bege			558,334
Flammond Assa Tachnical Institute/College			UNR
Fatopolity Todakal Institute/College			1441594
Robit Technical Institute/Colliner			1485.940
Sultivan Technical Institute/College			1,996,468
Webside Technical Inciden/Colline			19846
Second Second	SITACLES	SLWUR .	591,543,954
Regional Management Contex (2 - House	\$6,700,000	\$1,105,441	\$412,414*
Labershe Technied Instrem/College			LINUNG
Raw Paider Technical IndihasCollogy	:		11620
Soub La Regional Technical Instate/College			
Young Manarial Technical Institute/College			211034
Contractory of the State of the State	SA, PLANE	51,001,663	SUNLIN
Regional Management Conter #1 - Laborete	\$13,794,000	\$2,421,739	MOCANT.
Charles Cosel Technical IndinasCollage			UTLAN
Eveneties Telated Intibil/College			UNCE
Oul Arm Technical Institute/College			
Labords Regional Incluing Indiate/Orlings			3.020.004
Tody Any Technical Institute/College			1,806,880
1.8. Here Technol Indus/Odion			1411211
CONTRACTOR OF THE OWNER OF THE OWNER OF THE OWNER	0376488	SLOI TH	IN STATE

Exhibit 4-1 (Cost.)

Summary of Actual Expenditures for Fixed Year 1996 and Recommended and Appropriated Amounts for Fixed Year 1997 Vecational-Technical Schools

Regional Management Contain and Compared by Vanderard Technick, Name	Arised Expenditure for Flaval Your 2016	Reconstructed Expeditores for Theory Year 1997	Appropriations for Hand Your (197)
Regional Management Center #5 - Lalar Charles	11,001,002	\$1,007,94	810,ex*
Acadian Technical Institute/Collage	0		1,00,94
Aff (heis Technial InstantCollege			\$5,04
Outob Transal Incide/College			1,00,553
Search Regional Technical Institute College			1,80,40
Subset	20.000.000	ILNE30	B.B.NO
Regional Management Center & . Menambria	\$3,175,600	10,14,013	817,110*
Alcundus Regional Technical Institute/College			5,008,530
Averation Technical Institute/College			2,24,247
Hury P. Long Technical Institute/College			1,53,96
History Jackson Technical InstituteCollege	6		1,142,448
Lanar Subar Technical Institute/College			1,50,75
Children and State Constitution of the Scienced	DUTION .	IL CLASS	Rx15.718
Regional Management Confer #7 - Sharrapert	\$12,873,008	\$1,235,512	\$147,042*
Challong Technical Conta ¹¹¹		0	944,224
Louisiana Technical Netwarks Cantar			1300,578
Interactivial Technical Institute/College			1,080,710
NetAholes Tedeled InstituteCollege			URDER
Northand Louisian Technical Intimis/College	6	0	DECR
Roton Tutholod Institute/College			1,402,500
Recorders' Regional Technical Institute/College		0	401048
Sobies Valley Technical Institute/College			999,279
Selected	CLETLON	11.0510	111,996,124
Regional Management Confer #9 - Minures	\$5,52,000	SLAILAH.	106,914
Dates Technical Institute/College			1,430,541
Data-Oustria Tottaini Intite/College			1,412,294
Northani Louisiana Technical Inticisia/College			1.116,010
Neth Costal Technical Institute/Orlige			\$15,590
Tailabit Technical Indiants/College			1,871,018
Stephen and and an	SERIELIN	SCATLAN	11.115.365
Grand Tend	GRANTLAN.	\$14.716.775	203 207,405

Summary of Astual Expenditures for Fixed Year 1996 and Recommended and Accessoriated Amounts for Focal Year 1997.

Notes for Edding 4-1. • Fit (fixed seat 1987, the regional management orders ware appropriated fixeds for Administration/Bassori. According to the

Awares: Presend in logislative radiush and using data from the 1996 CATR Supplement, 1996 of recovery hadres. As 17 of the 1907 meniar academ and the 1996-97 menutice memory IS DO DOULDERING ROWAR' HER BY LOOP ALL READING

> eviters² have reductions in recommended funding might not occur schools was created in 1925 by Act 675 and amended in 1939 by Act ALC | \$ 5, 17 2006 requires \$2555 to remove and adopt a

> that his office roust submit the formula on a vestic basis. where arcedesents to the appropriation hill could increase funding to select schools. According to this individual, the lack of a funding formula may cause funds to be distributed incountably.

Objectives and Performance Indicators in Operational Plan May Be Involid and Coroliable

Alteraph no objectives as performance indicators were reported in the exercise heapt, COP 64 for noise of discrites and performance indicators from the technical endinge systems in 1966. To quantized particles Harrison (2006) 64 fields head heat in the wave not confident that this information were wide as wells have a set of the second state of field heat heat of the particle states and the second states of field heat heat marks forward initialing from them in the proper development of methematical data.

GPB officials and that free plets to work closely with the scalarized collage system in the forme to ensure that reliable proferences of name and college system reported. The scalarized of the tobalised college system agreed. His acknowledged hat his mit fluts had to extension with Originating angles. Perthermore, he said that he looks forward to incommend interaction homour the tobalised when originate and OPB.

Recommendations

- 4.3 BESE, DPR, ye so solvation college systems and legislation ward theories work suppliers to develop performance data (winniers), gush, elipiertes, and performance inductions) for studies in finiteaddisons of this concerner budget. The performance data, at a substant, should near othe core oritons elevable is a discussed, bud due to due or oriton elevable is discussed. The performance table, at a substant, should near of the societaries performance or all allow cannot discussed by the table performance at the societary by the table performance at the societary of the societaries and societary in years.
- 4.3 BESE, the technical college system, OPB, and legislative staff should disease the staffs of using the eventsy funding forwards to find the technical college system. If problems are identified rolated to the existing forwards, RESE should present leading to a correct them.

Matters for Legislative Consideration

- 4.1 The legislature may wish to review R.S. 172005 to deservative if the curvest funding formula for the tochnical college system is suitable for use. If it is not suitable, the consultree may wish to consider mentioning or repeating the statute.
- 4.2 The legislature may wish to consider reviewing R.5. 17:1994 to determine if the law related to RSSTs authority to determine and establish geographic regions should be revised, especially size? regions management orders may not receive funding for front very 1998.

No Departmental Mission in 1996-97 Executive Budget Lockian's DOT for one have a minime meterial to the 1964 results and built that states built DCG plants to used with other compares of the state equation system. Without an outerall anxies, manifest of the exceeder builty tarry and the bolt to domain have DCG plants to implement policies mandand by 2008. In solidion, once may not be able to follow DCD glants to version where and expected builty and the state effective transferred and the state of the state (builty and the state of the state (builty and includent.

Allowing there is no DCE departmental minimo is the security to budget, we identified four seasons of information that could be used to develop one. The DDE Informat heme page, the DDE strategies place, the Louisdana Constitution, and the 1946 State of the State report all contains information that avoid be used to develop an exceed distantiation invision.

According to the COS planning analyst for education, it world be height of how m as result assistion for DOE that deformes the state advantion system. Site and that as countil advantises the state advantion system. Also and that as countil advantises of the state o We identified a lack of coordination and technico while the tate obtaining system. Because of this lack of coordination and definition, the Superintendent of Education recently proposed a susqualization plan for DOE. As restricted previously, Act 10 of the 1007 sugar legislative sension indicases or computationa on the department lowel. According to DOE officially, recognization will help to because coordinate the state's dynamic protect.

Although DOE in undergoing comparations, confains to determine to det industry to the consolitation of the and aduation to the consolitation of the consolitation of the and aduation to the three is a lab of conclusion many the 22 chaosine industry of the solitation of the assister of the aduation of the consolitation of the assister of the aduation of the top performs arendy with the aduation of the top performs arendy with consolitation of the aduation of t

Recommendation

4.4 DOE officials should work with OFR to dowlaps an event departmental mission. The insiste should address DOE's interaction with the major components of the table education system. The newly catified interion should be included in future address of the constrive hadget. Implementing this recommendation will ensue that information on the neutral papers and clamble of the dopartment is commendated to users of the exercisive bidget.

Chapter 5: Board of Elementary and Secondary Education

Chapter

The Louisiana Constitution of 1774 centred the Board of Dimensiony and Secondary Education (ISTS) as a bedre Compared to correct the state exhaustion systems. BESK has been at structing to supervise and controls a variety of public arbedre within its jurisdiction. It addition, ISTS its respensible discussed privately and addingst a formation of public attention contains final to particular being the structution of the Manuface Source and Table Source and Leavisian Studies Houseling and addingst the Line attention to the structure of the Manuface Source attention from the Manuface Source attention of the Manuface Source attention from the Manuface Source attention of the Manuface Source attentis attention of the Manuface Source attention of the Man

This chapter isolates are analysis of potentially containing and analysis of the standard strength of the standard containers and advisory existions. One requirity interset with other architects in the state offectuates system, we channels the other architect in the state offectuates system, we channels the approxiby and expert the results in the chapters. Chapter 3 includes the centrals of our random is appendixed on contagoned tables in the two effectuates and the contagoned the existing in the two effectuations.

Band on a review of their nation purposes, the majority IEEE's manufaction consultance any vorting scale where, and all redding and the state of the state of the state of the redding where their review of the patient of the state proving or deplacition in occurring. IEEE any to using more researce that necessary to carry soil its electricity of aphenetics, making frashing decision without a comparison taken may be making frashing decision without a comparison taken to decision; estitus. These scene shaded to further reviews.

We identified seven BESE advisory earlies that met inferquently during a two-pear period and may therefore be occursoided. If these advisory entities are estimated, materializing their structure may cause confusion for legislators typing to understand have BESE makes policy and hadgetary decision. These entities which the he for their revisoral.

We found two pieces of information in the 1996-97 executive budget that we assessed as missions. Both pieces of information we assessed as missions are consistent with underlying legislation. Therefore, they communicate social information and may provide a basis for developing labeled missions to include in future editions of the executive budget.

In addition, we assumed one goal for RESE and found it is also consistent with underlying legislation. As a result, users of the executive budget can be assured that RESE's operations, as defined by this real, are institutively anthraised.

Overall, havever, the professions of data reported for IRSE in the 1985-76 concrite longing range argoriths used information to sum of the measure bodges. This is because the answers are as the density in the first and the gal data on at provide a sum of the regions may be to address the trends in the density of the trends of the second second second information. Fundly, nesses of the performance indication indicates, As a result of their definition, series of the exception existence. As an end of their definition, series of the exception existence is an end of their definition, series of the exception of the well is extended to the second second.

In addition, some of the encodire backgar caused domains the differencess or efficiency all RSTs policies because as preferenance data are reported for its policy-analogic because as preferenance data are reported for policy-analogic transmission of the second second second second second and the second second second second second second BSSE because selp limited performance data are reported detention if approximately SSIs atfilies in Rg3 morely is back detention if approximately SSIs atfilies in Rg3 morely is back detention of an are reported for a second second second detention of a second second second second second second and more reported by the second second second second second second more second.

Background

BISE versues the total education system. As reactions to Chapter 2, the Lonisma Controline of CTV created BISE as a body composet. The constitution also provides for an 11-member about (from appointed by the Gyuman an eight decide from single-member failed to Virvine the State education system. SESS has been advective to comprise an extension system. SESS has been advective to comprise an extension system. SESS has been advective to appoint on control in state of paties theory within the print factors. SESS is also requestible for measures hashing works have the of the control in system chapters. responsible for overseeing the disbarsement of the Louisiana Quality Education Support Faul Ha) monies.

BEST carries set in fractions and responsibilities through 14 trading committees. Available 17 BEST 1003, Lookiana Administrative (Cold, CAC), BEST extends tanding committees to aid the extents of 19 powers and responsibilities as diffield in the committee and task law. Each matching committees is completed of air and the aid ESE memory. The standing is completed of air and the air ESE memory. The standing is completed of air and the air ESE memory is and and an another the standing committees are of the start exhaustion proteins. IEEE's manding committees are done at a EADS of the start of the s

Likit 5 1 Sector 2015 Consister Test of Disensity of Sector 2015 Add Disersor Context Add Disersor Context Add Disersor Context Disersor Di

Research Proposed by logiculation middler's shall using informations provided by 2022.

In addition, Title 18 grants RESE the authority to create special committee from time to time to consider non-resting mattern that may arise. Like standing constitution, special committees consist of at lass these RESE members. In May of 1997, the based possibles taked members to establish three special committees to address inters in the following areas: Page 55

- Standards and Assessment
 - Accountability
- Communications

Also, BESE recently created a special committee, the Governmental Laison Advisory Consultates on the Minimum Toundation Program, to review the preposed MPF formula and its impact on the statist's budget. In addition to three BESE members, the following individual allow zerve on this committee:

- Governor or his designee.
- State Superintendent of Education or his designee.
- Senate Finance Committee Chairman or his designee
- Senate Education Committee Chairman or his designee
- House Appropriations Constitute Chairman or No designee
- House Education Committee Chairman or his designee

To a briary county, for a briary countients, and an abriary counties never the RESC transfer countients. These is suchan (housake referred to an abriary ortefore) no aboutient to ensure only obse is RESC andiag counties refers a specific policy matter is then. The absorpt entire refers to summary an advance to obse and device policy recommendations. RESEs and DOS and powher previde and support for the artificicounties or early on the March Sec Counties and the counties or early the March Sec Counter states and a support of the March Sec Counter states and the counties or early the March Sec Counter states.

Seven of the advisory entities are control through state and foderal statutes. Acodem seven are created through the Lookines Administrative Code. Finally, one advisory entity is created by BESE acides.

According to the IEEE concerning driver, the horizony entropy of the starting of the starting of the starting committee. The advisory entries are compared of these in advises, advises of Gelas, paper seguritation representatives, tandents, advise participations, have they are representatively and the advise participation. Note they are represented for started representations and the start of the started representatives, the started participation have the part of the started representation of the started additional information on the various advisory entities that provide input to RESE's 14 standing committees.

	Kahibit:	54		
Advisory Entities and Corresponding Standing Committees Based of Elementary and Secondary Education				
TRACE OF	MAR All and Anther		Primery Corresponding BESI Standing Committees Optopring of 26.58 members	
Č,	and by State or Federal Galate			
	Advisory Constitution of Prepidency Schools (R.S. 173141.5)	*	Visitional-Technical	
•	Administrative Lookenitip Academy Advisory Coversil (E.S. 7177102)	*	Econtry of Secolary Education	
-	Locitizes Tubantional Accounted and Testing Commission (K.S. 1734-675)	*	Bandards and Astronomot. Committee	
-	Negable School Commission (R.S. 1721)	10	Disposary and Secondary Education	
-	State Advanty Control on Vestimed Education (20 USCA 2022)*	-	Vestingal Technical	
-	Bate Advances Commission on Tancher Education and Cartification (R.S. 1731)	*	Toole Casiforn	
-	Susa Advised Control for the Education of Enceptional Children (ILX 1711916)	-	Special Education	
Č,	ented through Title 26:5100, Chapter 1 of	the I	enisiana Administrative Code	
	Adult Educidese Advisory Crossill		 Add Eduction 	
	Ng Alvier Could		+ ND	
-	Dacish Superintendents Advisory Creencil		 Banates will fermines blooken 	
-	School Laborary Advances Crowell		or Testork and Marlin	
-	Appende Consuit for Providenced Psychological Derricos		ir Aggudi	
	Tanha Catiliatin Appele Court		+ Appols	
-	Techook and Molla Advisory Council		on Textures and Media	
	name by HOX as then	-		
	MFP Indy Counities		· Finex	
	is State Advisors Council for Veneticeal Ed.	×e.	n-opinel line No.1987.	
	areas Personal to installation and the 's staff		-	

Actual Expenditures, Recommended Amounts, Appropriations According to the statu's lines 33, 1996, Supplemental Information to the Computitional Ansard Flowmand Report (CHF Supplement), IESSE's compositions for final year model June 34, 1996, strated or new 530 million. The annexest recommended and lingulation appropriations for facul year 1997 totaled over 529 million.

Funding for IHESE consists primarily of a combination of party general fands, interapping transfers, and families from the Loosiname Quality Education Support Fund (Bg). The support fand was constal in the state streamy in 1587 to provide motion from docatational properses. The lighthmen molecular party families for the support fand to the Board of Regents and IESES for projects and preses.

According to the 1996-07 executive summary, BESE has 1 characterized and provinces. New specifically, the Administration for a second strain and the second strain and strain an

Exhibit 5-3

Summary of Actual Expenditures for Fiscal Year 1995 and Recommended Amounts, Appropriated Amounts, and Staffing Data for Fiscal Year 1997 Based of Elementeur and Secondary Education

Karodin Belgi Pogwa	Autual Expenditures Peak Van 1795	Economical Zepreditores der Prasi You 1957	Appropriation for Final Trac 2007	Laborat Victoria Ganand Faid	Authorised Fielden Ro Final Your 1997
Administration.	\$621,000	\$470,012	\$174,213	50%	>
Louisiana Quality Education Suggest Fund (Ng/1	21,121,000	20,07,00	2010	- 15	
Colored Subard	CH ILLOW	KANCEL DI	CR.ITLAL	15	\$121 M (5)

Source: Preparel by legislative and/or's staff using data learn the 1996 CAUR Supplement, 1996/CT executive budget, and for 1996/CT executive statements

Page 22

Overlap and Duplication May Exist

Several BESE Standing Committees May Overlap Each Other

Based on a networ of their stand perposes, we identified the proteint for overlap strong several IEES standing committees. If eventing is occurring, IEES more he taking many masses that measures to course als a shaft-improve and polynomizing responsibilities. In addition, legislators who make thanding decisions related to obscure may be making decisions whomea full understanding of the interaction sameign BERS's standing to committees. Therefore, there areas whole the futher reviewed.

We defined potential control up as manding continuess that appenses they defined potential doctations are associational parposes. We defined potential doctations nata standing committance that appears to potential doctations and standard and and parposes. We defined potential work particular that stand are distribuparity on the distribution of potential works or deductation control construction of other of potential works or deductation control doctations, we did not klerally any standing control trans any stantiality deductation, see that they are used and the doctation control portermaster taided to doctation we be detected and the doct portermaster taided to doctation whether overlap occurs

As a result of time constraints and statements made by BESE's Encourse Director that there are no potentially outmoded standing committees, we did not conduct further work in this area at this time.

We identified the possibility of overlap within two broad areas of BISSE's durins and responsibilities. We identified these muse based or the purposes of transing committees reflected in internal documents reacted from BESE staff. The presential for overlap wishs among 8 of BESE's 14 standing committees in the following areas?

- 1. Teacher Cortification
- Catticulum

¹ Based on our preiow of purposes reflected in immark MiSH documents, the Audit Review, Ng), Finance, and StaffLong Range Planning Committees do not full into our defined areas for potential energie. Area 1: Teacher Certification. We found that the dolowing three standing committees all have purposes shaling with handling matters mined to touber certification requirements, valuent, and apirvances.

- Teacher Certification Committee: This committee in responsible for ferminizing transfer confidences requirements and approving Teacher Education Programs in officers and environize.
- Append: Committee: This committee in responsible for heating all appends involving washing of Band Ingulatoop for bottom encorptions and tandara cardification, landwiding entitlements in recentional education. According to the LAC, this encommittee table labor under remomendations as the Band regarding whether a tracking enriftence should be dated, susceeded or reventury.
- Doe Process Committee: This committee is requirable for kanding issues requiring BESE action in "administrative used of last resort" prior to adjudication is the judicial system. This process considering working revearing information and solutions and contributes and embryon information of the analysis of adjudices and embryon information of the analysis and adjudices.

Area 21 Convictions. We found that the following fine stending committees are all responsible for handling matters rulated to carriculars and instructional materials.

- Beneritary and Secondary Education Committae: This committee's responsibilities include reviewing all controllam issues for public and non-public elementary and recondary values.
- Adult Education Consolitor: This containes is responsible for approving the state plan, which contains, in part, a manual on the purposes and goals of the adult education processo.
- Special Education Committee: This committee is responsible for dealing with all senses impacting special education programs and services to identified students.
- Vacational Technical Committee: This committee's responsibilities indust approving the curriculum for all Ventimal-Technical subsets
- Testhink and Media Committee: This committee is presentible for developing responses for the advertise, of

technics and school library titles. It is also responsible for approving technical and titles for school libraries and media traverant.

BESE Advisory Entities May Overlap and Daplicate Each Other

Based on a review of their stard purpose, we also identified the powerful for coving among all 50 shiftsyse metrics and petersial diploitation between true adversesy antidies. Wowerlow challenges in covering, IRES is may be using more revisioned in the executivy to parolida advects salanda do distantary and secondary obscitters. In addition, ligadinare solves make funding distallant do secondary and descentary education taxif or solved and advection taxif be making distallant do advector advects. The marines, then are assessed by funding advector advector.

To identify period a verying and dipolation energy BERTs balancy actions, we indendia and compared the properts of BERTs in advices methods for by BERTs piloty or manue. As with the standing commission, we define the standard strength finations for the main or indicate propers to perform a fittered finations for the main or indicate propers with the standard period depletion in advices or indicate propers. We infinited bert methods and the standard strength and the standard period depletion in advices or indicate propers. We infinited bert review, the data methods and the strength and the standard depletion in advices or indicate propers. We infinited bert review, the data methods indicated performance and the st dimension strength or advices or period and the standard standard depletion in the strength or data data and the st dimension strength or advices or period and the standard standard depletion in the strength or data data and the st dimension strength or advices or data data and the st dimension strength or standard standard standard standards and dimensional strength or data data and standard standards and the st dimension strength or standard standards and standar

Because of the numerous advicery ordinat that advise BESEs there is a proteinal for correlation protects to the trypes of information they provide to BESE. With an many advicery entities, BESE members and suff may be bagdened with two much information that main the better corrected films frower sources.

Furthermore, the advicey entries may overlap with BESE and DOE staff who also previde information to BESE. According to BESE is executive director, the advicey entries often recommend that BESE request information from DOE. This process could brief the insulve advisation of information to BESE.

We also identified potential deplication between two advisory entities. The following two commissions are legislative autocrised to advise BESE on matters related to prepriotary adhesis.

- Advisory Commission on Proprietary Schools: E.S. 17:3141.3 states that one purpose of this commission is to achies the Roard of Electromary and Secondary Education (RESE) in the emblodment of standards for the condexof solutions and the menution of manufactura subands
- Nanpablic Schools Commission: E.S. 17:11 status that the purpose of this commission is to advise and counad IEEE relative to standards and guidelines that affect mixedum movinghers schools.

Recommendation

5.1 RESE should investigate the standing containees and advecty entries identified as potentially contriputing and depletation in this chapter. 27 continp or displication is occurring unnecessarily, IDEEs should eliminate or consolidate the appropriate landing committees and advecty existics.

Matter far Leridative Cansideration

5.1 The legislature may wish to consider directing the Performance Audit Division er other staff to toeshoc additional work related to potential overlap and duplication among the IEEE standing committees and advisory extrins.

Seven BESE Advisory Entities Met Infrequently

Specifically, we identified the following seven advisory entities that met five or favore famos during the two-year period reviewed. According to BESE's Essentive Director, some of these entities may not have needed to meet more offen.

- Adult Education Adviany Chandi: According to EEEE sources, this council adviant IEEEE on planning and madies to evaluate sladt education programs and makes recommendations to IEEEE on proposals for finding adult education generation.
- Appeals Council for Prevident of Psychological Services: According to IEEE policy, the perpose of this council to its evaluate the appeals of persons socking, approval to practice as scheel psychologists in Leuraiana and to make recommendations in the appeals committee an values of maximum conjunctuation.
- Ng) Adviewy Council: Assessing to IEEE policy, the prepose of this remain in the main communications with sequet to IEEE/x suma chaldedness of policities and any Lanimas Quality Education Support Fund policits, procedure, and/w achieves, to participant is any publihavings conducted by IEEE relative to the support fund and to portione when during an deformation PATE.
- School Library Advisory Council: According to IEEE policy, the purpose of this council is to advise IEEE an issue relation to school library programs.
- State Advisory Council for Vacational Education: 20 105CA 2322 states that see purpose of this commission in to advise IEEE on the development of the state plan for vectored education and on policies that would strangthen vectored education. This federally created strangthen vectored end hant 84, 1997.
- State Advisory Commission on Tradebre Education and Contilention: FLS 17:53 terms that the purpose of this commission to to zeros an advisor to REER, to recommend standards for the types and grades of continuents and to succession state and/or national standards for the approval of pre-service and advanced continuation.
- Testbook and Media Advisory Council: According to BESE policy, the purpose of this council is in advan-BESE on policies and procedures related to the testbook adaption process.

If these advisory ontities are outmoded, maintaining their structures may cause confusion for legislators trying to understand how BESE makes policy and badactary decisions.

Recommendation

8.2 BESE should investigate the advicery entities that are identified as presentially extended in this shaper. If BESE fields that are of the advicery entities documed are catenoided, BESE should propose charges in Breview Statutes, the Administrative Code, or BESE redorm.

Matter for Locislative Consideration

5.2 The legislature may wish to consider detecting the Performance Audit Division or other staff to conduct additional work related to potentially automoded advisory entities while IREE.

Analysis Conducted on Performance Data Reported in 1996-97 Executive Ballert We earlynd the performance data reported in the program internation values of the 1960-07 concerts holgs for BBSST encourse holgs programs. More specifically, we identified true piece of efformation data we successfor a true without the objectives, and sight parformance infinitions. We compared these performance data anguing the universite documber of the bigst Octapier 1 or angue 11 of the report. The resolution of our empiriss are presented in the disconterior documber of the second of the folding strategies and second our endpires of the folding strategies and second our endpires of the second second second second second our endpires of the second second second second second second our endpires of the folding strategies and second our endpires of the second s

Page 15

Missions and Goal Reported in 1996-97 Executive Budget Consistent With Legal Authority

We found that is two relations and one goal reported for ESES is the HOPP or monsterin being an occuminary with most and foldeal law. We compared the relations and goal with the purposes studies in state and informal depictions and found that the purposes constants with such other. As a result, users of the structure integrate can be assued that the operations of file files and defined by these environment this park, are consistent with legal authority. Earth 5-4 block provides address of formation.

Exhibit 5-4

Legal Authority and Legislative Intent Doard of Elementary and Secondary Education

Logid Authority	CONSIGN Autoration	Mindows and Coal			
3(X) 1974 public data Locataria Constitution Constitution of periodic particular of fund-opp all foods opp all foods opp the shade	 supervise and sector for public descatary and monodary indexide, wordenial solution, training and special solution walke the training and deal here. 	Padget Unit Minimum. The Hand of Talenaminey and Bernschery Talenations in the constitutionally could applicy-making based mapseable for the reportions and control of the public elementary and around patients, reconcilerational architecture and patient activation under its periodicities.			
	todgetary responsibility for all finals appropriated or allocated to the mass for thear admits, all as provided by low."	Programs 4 Court: The goal of the Administration Program is to code policy for, reporting, and court if the police elementary and anonedary studies, resortional-induced a stocke, and goals attoche under its parallelism. The based energies budgetary responsibility for finals appropriated line the adords including for Kigl Quality Stapped Yand.			
		Program 8 Motion: Telly persons of the contrago in the Support Twin are constructionally mandated in the appropriated by the Lepidence and allowed by the Lonization Natio Thand of Theoremity and Monodary Ethanizin for the exhaustment of charactery, associativ, and weighted Archived exhaustion.			

Source: Perpending industry and only and using adversarian considered in for 2014 Londons Constitution and the 1996-81 constitution based

Performance Data Reported in 1996-97 Executive Budget May Not Be Usefal

Performance Data Reported for BESE in the 1996-97 Executive Badget May Nat Provide Useful Information

Direntil, the performance data reported for BESE in the 1999-97 monotive budget may not provide undil information to users of the executive budget. This is because the ministen are not clearly identified. In addition, the only gual does not provide a sense of direction on thew to address IR321's overall mission. Also, none of the elspicious are measurable or introduced, and for-hore corresponding preformance indicators. Mok, assue of the performance indicators are clear, and enter measure programs lowed in anaut (Agaious). Tables, once of the performance reduction is anaut (Agaious). Tables, once of the performance reduction encourber budget may not be able to distantian shall EISEs in analyze to accompany the table to distantian shall EISEs in analyze the accompany of the able to distantian tables and systems. It additions, budgets and have budget and particular EISES? I beliefs.

Missians Not Clearly Identified

The accurate budget does not contain firstly identified minimises for HSSS and Ra sensative budget programs. According to the OPEr parameter and the reduction, minimize are affen and the research budget. Comparative, minimizes in the memory and the research budget. Comparative, minimizes in the memory manufacture budget are on the budget statement in the memory manufacture budget are on the budget statement of the memory manufacture budget are on the budget statement of the minimizes, thus an along a neuroir addition to understand the purpose and cliented er BSSS and its constraints.

With the assistance of the OPB planning analyst, we identified two pieces of information in the program descriptions that could be assessed as ensuring for purposes of this report. These transments are hearafter externed to an ensuring ensuring and transments are hearafter externed to an ensuring ensuring and transments are hearafter externed to an ensuring ensuring and the ensurements of the ensurement

Based on the results of our assumment, this information cold areas COM and agoing of diside in a base from which is made detailing about the type of information to loader in Maare efficieneffect encourter backger is allohed industry. Alkangh that is along table, only considered in the second strategy of the along table, only considered in the second strategy of the along table, only considered in the second strategy of the second strategy is based on the second strategy of the method strategy of the second strategy of the distances of the second strategy is based on the spectra of the second strategy of the second strategy of the second strategy of the second strategy is a second strategy of the second strategy of the second strategy is a second strategy of the second strategy of the second strategy is a second strategy of the second strategy of the second strategy is a second strategy of the second str

Geal Does Not Communicate How to Address Mission

We found only one push for BESE in the resonative budget, and it does not communicate overything that is should. This goal in fir the Administration Program. Although this goal reflects the destination toward which BESE is striking, it does not provide a some of discretion on how to address (BESE v overall mission. Without goals that provide direction on how to address mission, legislators may not be able to tell how BESE is seeking to accomplish its mission.

The gue is to make poly (in, supervise, and council the public detenting and scoredary shocky, versional exherical actions), and special acheois useful in jurindicism. This public entropy to be directions to buy the Addiancean Roopen and address BERS's resistors. Internet, the gue is the same as the SES's resistors. Therefore, the product as additumation discussions. Therefore, the resistors are apprecisively and thereas and the same as the SES's representation of the SES's reproductively and the approximation of the SES's reproductively and concepts as administrative Programs's Therefore, the lange of concepts as administrative Programs's first first and the same activity this respenses to be the SES's framework in the same scatted on thy this respenses to be the SES's framework in the same scatted on the years.

Objectives Are Not Measurable or Timebound; Few Have Corresponding Performance Indicators

We nave data uses of the algorithm reported the EGEL is the encourter height means after all stratuced at the theoretic theory of the means after all stratuced at the Ablack at these describes a people function of the theory of the encourter of the first and the stratuced at the theory of the encourter of the first and the stratuced at the theory of the and theory. The absorber does not apply the theory of the first and the stratuced at the proceed theory of the first and theory of the stratuced at the stratuced at the people at the stratuced at the proceed theory of the stratuced at the stratuced at the stratuced theory of the stratuced at the stratuced at the stratuced theory of the stratuced at the stratuced at the stratuced theory of the stratuced at the stratuced at the stratuced theory of the stratuced at the stratuced at the stratuced theory and the stratuced at the stratuced at the stratuced theory and the stratuced at the stratuced at the stratuced theory and the stratuced at the stratuced at the stratuced theory and the stratuced at the stratuced at the stratuced theory and the stratuced at the stratuced at the stratuced theory and the stratuced at the stratuced at the stratuced theory and the stratuced at the stratuced at the stratuced the stratuced at the stratuced

In addition, only two objectives (22%) have corresponding performance indicators. These objectives are in the Louisiant Quality Education Support Fund (Program 50). Without performance indicators for each objective, assess of the convolve obtact cannot determine if MIX2016 is reaction and of the traces.

At a minimum, programs should have measurable and timeboard objectives with corresponding performance indicators. Objectives without corresponding performance indicators do not communicate a moreasity incorrespondenced these studied abiectives.

Performance Indicators Are Unclear and Do Not Measure Progress Made

We spart has the IEEE partnesses inducts on an estpresented sharps in the conversion backstand do not manane program made towards the tank of the standard start indicates and the start of dependence. Although all of the production of the start of the start of the start of the indicates for the Lemanna Quality Folderstone Stappers Treed (Program E) reads. This workshops are provided regarding writing competition grants." Because of the way this partnerance indicates to manager and orthoacts or the three these recommission.

In addition, the performance information do not measure program mada treaval the mated objectives. Although seven (80%) how manatatake components, they for an emerge reports treaval the objectives. This is primarily because the objective are not measurable. This decolorism has measurable and dissolution with specified stagent for accomplishment, there performance indicators can be we measured or and them.

No Measures of Outcome

All of the BSSE performance indicators measure output. There are no advancess (the most important type of performance indicator) or other types of performance indicators reported. As a result, seens of the encourse budget cannot determine BSSE's impact or if BSSE's (advances are effective or efficient.

According to GASB and Manageverse, programs should decing a variage of different types of performance inductors to show what is bring done, how much a corm, and how well the pergram field variant is non-sequent to do. In addition, performance indicators should measure programs (model they device). Wellow subillatomation, assess of the similar bringht tray not be due to determine what the programs are accomplishing or the cost of those accommoditorests.

1982.2

Recommendation

5.3 EEEE, OPB, and logicative with shorth vock together to searce fault all missions, goals, choicines, and performance indextans reported in the execute badge most, at a minimum, the orients discussed in Chapter I as: page 16 af this report. Ingelamening this recommendations will be instern fait ingelators and other users of the constructive bodget receive useful information on ensoring methematics.

No Performance Data Reported in 1996-97 Executive Budget for BESE's Policy-Making and Supervisory Activities No performance data are reported in the 1996-P7 execution badget for BESE's policy-waking and supervisory attribution, its standing committees, or its advisory entities. As a result, siters of the soccutive budget cannot detarmise how well BESE is reaforming as the solicy-eacher for the same adjustion emmo.

According to the RESS trainers in the 1998-97 encodes to be the RESS trainers in the 1998-97 encodes the body. IREG in the constrained problem checks, but any constraint of the constraint of

During recent House Education Committee hearings, lingilaters unique MSSE operates and whether it serves a reconsury function. The lack of performance data requesting the impact of HSSE's policies and supervisory activities may have contributed to this logisticity questioning.

We discussed this issue with the Austinum Director of Research at GASEs. Ho stated their policy existing burstle such as BEEE should develop performance data to measure how well they perform oversight defeat and responsibilities. Without such information, consists of the searching budget may not be able to sell how well these boards are performing their duties and reseenabilities. Recommendation

5.4 IEEE, DOE, Special Schools and Commission, OPR: and legislative staffs should work together to erastic performance data that accurately reflect the impact of IEEE's policy decisions on the state education system. This that should be included in fature ethicss of the executive bodget so that steers can see the results advised by IEEE.

Limited Performance Data Reported in 1936-97 Executive Budget for Administration Program Although the 1999-77 encoding todget reports one goal and then objectives for the Administration Program, 2 does not include a mission or performance indicators. According to BESS task, they have had twobbe creating performance data for administrative duties and fluorious. Because of the lack of performance data is the onescative budget, user cannot determine how will the Administration Program pervision administrative response for BESS.

According to the GARM Autimate Director of Resurch, destinative programs should develop performance and, which include missions, posts, objectives, and purformance inductors. Performance data the industinative programs should house on, for instance, personnel issue, purchasing, and other administrative functions for which for programs in directly repeatible. It is boold also focus on enabling that other programs, such as the high ensemble of the strengt in the strengt and the high strengt in the bool ensemble of the strengt in the strengt and the strengt in the strengt ensemble of the research investment.

BESE staff stand that is is difficult to cruste performance data for administrative programs. However, according to BESE's recentive director, the legalitate's recent combinits on performance data has motivated her staff to improve the performance data mouncies in faces editions of the sensitive bedget.

Recommendation

5.5 RESE administrative staff, OPD staff, and legislative staff should work together to create performance indexistors, grads, objectives, and performance indexistor) for RESEV: A deministration Program. The

Phere &

performance data theodd reflect administrative detine and functions related to HESSY catalities. It should also reflect have well fire Administration Program has constant data otdar programs develop reflexant and unafé performance data. Implementing this recommendation will help commission how well BESR's administrative functions are being curied articles.

No Performance Data Reported in 1996-97 Executive Budget for N(g) Programs, Projects, and Grants The 1996-97 concerts height does not report parformance fast in advalating (in populars, reports, and grants. In 1965-96, there were 655 and programs, orticist, and grants that reviewed and the standard strength of the strength of the strength accompliances of fight memory. As a read, user (if the seculator budget, solviding pathores, sents discovers worker Raj) programs are functioning in an affective and different strates. The investment of memory and memory and memory and memory being strength parameters and strength on the discover docting the strength of the strength of the strength of the insert of fifth parameters and effective and efficient strates. The

The Louisiana Constitution [Article 7, Section 19 JA(22]) and 8.8.71:2000 matchish the Louisiana Quinty Education Support Fund (Qg) to find elementary, secondary, and vocational sociational programm. The constitution states that monitor shall be usual for projects and grants related by various educational areas. The legislature makes appropriations from the support find to BESE for various programms, projects, and grants.

According to the 1996-07 nerositive budget, BESE's executive budget Program B (Louisian Qualty Education Support Fund) prevides the flow through the motion appropriated by the legislature to BESE. This program is staffed by 11 professional staff who are responsible for providing fixed and managerial oversight of 8(g) diductments.

According to EEST's Deroxiev Director, 655 education programs, projector, and gazars were finded through the B(g) finds in addition, a BESE official informed us that the adopted B(g) budget for that year studied \$33,977,875. This assesses refere to trail dothers about far the 405 programs, projects, and gazars. However, performance data for individual programs, projects, and gazaris are not remoted in the 106-07 servection budget. As a result, legislators may find it difficult to determine if R(g) monies are being used responsibly. Its addition, readers of the executive budget cannot determine whether R(g) finded projects overlap or duplicate other ovidem DOE programs and functions.

According to IEEE and, developing performance data for (a) properties, providents, and practice indirectly create for theme. Bowver, the executive director asserted on the IEEE is in the properties, and grants, production, the and theme on Koja partners evaluations are being conducted, and IEEE and in version (a) properties that directories to the logithtme in the boar possible masser. It is difficult, the OFP planning marker for exhecution massers in the information to the logithtme in the boar possible massers. It is difficult, the OFP planning marker for exhecution comparison of the other information of the 26 MeV and the other section of the other in the other possible massers. The information of the 26 MeV and the other the other information of the 26 MeV and the other the other information of the 26 MeV and the other the other information of the 26 MeV and the other the other information of the 26 MeV and the other the other information of the 26 MeV and the other information of the 26 MeV and the other the other information of the 26 MeV and the other information of the 26 MeV and the other the other information of the 16 MeV and the other information of the 26 MeV and the other the other information of the information of the 26 MeV and the other information of the 16 MeV and the other information of the 16 MeV and the

According to the Ansistant Diversite of Research of 0.458, programs the diversity grant more indexed develop performance data has how the impact or effect of the discussates in a the community. If the lattice performance and periodies beginness with large amount of Energy. The antitent develops along the discussion developed data that are net studied to begin should be or contain eccessive data that are net studied to begin the discussate and a studies in a studies of the time in the discussion of the tenergy more as a should read that the more studies for the hashness.

Recommendation

5.6 BESS, CMB, and inplation suffit should work tapple to observing performance and its c, mainten, gradu, objectives, and prost reliable (hough the programs, program, programs), and the performance of the should be included in taxes address of the coarset whole the included in taxes address of the social whole the included in taxes address of the observation of detail that is not useful to legislaters and other server of the executive badge with allow figuliaters that the test of the executive badge with allow figuliaters that the test of the executive badge with allow figuliaters that feature if the executive badge with allow figuliaters that feature if the first.

Chapter 6: Department of Education

Chapter Canchasters One of BOOK's primary responsibilities is to carry set BSEX a policies to conversing formal and state chooseding programs solvinisticated to Landitans. For budgetary parposes, DOI is comprehended at 12 andget state that are breaken into 40 concertion budget programs. According to the final performance incomprehension, DOI has 157 authorized performance incomprehension, DOI has 157 authorized performance in the state of the state of the state performance in the state of the state of the state of the performance in the state of the state performance in the state of the state of the state of the state state of the state state of the state state of the state state of the state state of the state of the

The purpose and clients of reversal BOE brieght using and encoulty brieght parguman may set the brieght you'read soor of the 1966-97 secondre brieght. This is because the majerity of similar sequencing the the brieght using and programs are set labeled as utilizing the second and you blacked anisations were required in the Device second brieghts. However, we thereafted as additional 25 pictors of their briefs and the second brief of the acately we assoced this information as mission for the purposes of the second.

We found that the enaptive of likeled missions and distributive two records a mission information, an enroll approach thereafter the second structure information was enabled and mission (ablenged in the likeled as missions in the concerne budget two records and plane, we there it is grave a match in the second plane, are shown in the second match and the spectra plane are mission in the concerne budget two records and plane. The there is a second and the second plane is a second plane. The second in the concernity budget. Information we assumed an initiation in the concernity budget. Information we assumed an initiation in the concernity budget. The second plane is the second second plane is a second plane in the second second plane. The second second plane is a second second plane is a second plane in the concernity budget.

Although there are few goals reported for DOE, the reported goals are sailly identifiable because they are dourly labeled at goals. The reported goals are also ensistent with federal and state time. Therefore, users of the concetive budget can be assured that DOE's operations, as defined by these peaks are indivitively authorized. Legiblature cannot dil from the goals, however, whoi the DOK hadget anks and essentive badget programs are pecking to accounting. This is because, although the majarity of reported pashs are consistent with the labeled missions and information we assumed an mission and reflect the destination treated which measures the badget programs are striving, they do are results a target of distribution for the desarchered.

Lapitoter and other uses of the secondre budget count on the the depictions and performance indicator reported is the encodre's budget to flowmat pergram pergram and accounting the transmission of the depiction of the performant of the performance indicators reported do not measure performance indicators measure extense. They also do and consensite indicators measure extense. They also do not consensite indicators measure extense. They also do not consensite indicators measure extenses.

Background

One of DOE's primary responsibilities is to carry out BESE's pedioin by overseeing federal and state education pregnram administered in Londains. The 1996-90-1 executive budget presents financial and performance data for DOE. DOE is comprised of 12 Judget axis that are divided into 40 concurve budget programs. The 12 budget outs are an Erforce:

- 1. Office of Management and Pinance (19-676)
- 2. Office of Academic Programs (19-581)
- Division of Adult Education (19-687)
- 4. Food and Nettition (19-688)
- 5. Office of Research and Development (15-497)
- 6. Office of Special Educational Services (19-492)
- 7 Office of Vessional Disastics (19,451)
- 8. Mainson Foundation Program (15-695)
- Professional Internetinent Program (19-595).

- 10. Scoredomental Education Assistance (19-697)
- 11. Office of liducational Support Programs (19-696)
- Soutial School District #1 (19-699)

Actual Expenditores, Reenauseded Annuals, Aggeophetics, Staffag, and Cherd Greeper. Funding for DOS causes from a combination of foderal and mass fands. State fundiinclude direct fixed (agreent fault) and indicates fluids (interaping) transfers, flow and soff-generated revenues, and statutory dedication).

According to the state's hirer 31, 19%, Supplemental Information to the Comprehensive Anima Phanesire's Report (CARR Supplement), DOR cognositianes for the discal year ended here 50, 19%, canadi ever 51.5 billion. Associng to the 1966-07 executive badgat, recommended expenditures for fitscal year 1974 restated over 51.2 billion. Associng to the 1996-07 billion Appropriations Elevative Summary, legislation appropriations for fitual two 1977 tradied over 53.2 billion.

Accessing to the 1996-07 executive summary, there are 57 anthesized positions for DOE. Exhibit 6-1 on the following page provides additional information related to DOE to expenditures, budget, fanding, and staffing. DOE surves a variety of class groups in Leasana (see Exhibit 6-2 on page 111 for additional information on DOE's classified.

State Education System.

Rabibit 6-1

Summary of Actual Expenditures for Fiscal Year 1996 and Recommended Amounts, Appropriated Amounts, and Staffing Data For Fiscal Year 1997 Department of Education

(ndpr 15m	Arinal Expenditories for Picol Star (196	Equivalent for Field for 201	Approximition for Paul Your 1997	Rational States Casual Find	Paristan Paristan Ser Frand Your 1997	
Office of Prinnepathent, and Finance	\$14,375,000	\$11,617,290	\$2,140.81	2%	58	
Office of Academic Programs	52,544,000	1004,545	19,953,018	276	10	
Adult Education	10,145,000	TL000358	11,680,6N	05		
Tool and Faletion Revises	119,422,000	14,403,004	258,400,004	and an	63	
Office of Kanands and Development	14,722,000	10,002,076	14,000,0%	764	117	
Office of Special Educational Particus	11,181,000	41,441,329	44,949,021	13%	10	
Office of Venetional Education	11,911,000	4035.00	49,03,643	2%	62	
Mainen Feadston Prepos.	1,948,058,000	1,514,356,303	UPO8680	10%		
Prefereional Improvement Program*		41,150,018	41,82,45	138%		
Supplemental Education Assistance	11,378,000	21,561,562	15,367,561	130%		
Office of Educational Support Programs	31535000	210,894,375	159,000,047	0044	- 12	
Special School Diretics No. 1	14,526,000	10,099,553	16241,538	51%	372	
Seal	111111300	1001100975	11,549.8%,585	104	10	

Journe: Prepared by logicidative and/or's staff using data from the 1990 CAPX Supplement, 1990 THT executive budget, and the 1996-07 executive summer.

"For Eased pane 1994, the Professional Improvement Program was funded under the Office of Academic Programs, Contention Education and Treatment Detification Program.

**Law than 1% of the facul yare 1907 appropriations originated from the paraml fand.

Exhibit 6-2

Summary of Clientele

Department of Education

Through 10 local education agencies, these budget units nerve the following colds: also and or a scendary students:	
English Literation (Includes Transiend Eduction)	473.600
 Second Education - Orient Televisit 	25.945
 Spacial Education – Other Exceptionalities 	10,000
Instructional Program for Provideoi Viengeture (NIPPT), this bulget and survey.	
Prosiloxi Programi	1,294
	100
agencies, and autiliations, this budget unit serves.	
adord education convertly not in the K-11 system, including these with Limited English speaking ability, the handlengthed, the educity, and adults with	
	22,255
	329
Childran de Franze Pool Service Program	55,030
news the case node math handbars	35,03
Through 44 technical colleges and 17 colramities, this bidget with server.	
 Statesial College Statesia 	11,000
 Pel Grani Recipinata 	4,009
 Ro Taining Partnership Art Participants 	1,09
Trachers seedled in a fire year professional development plan price to June 30, 1984	15,514
Budnets reardfal in sam pable schools that are academically and Brandhold Dodd ⁹⁷ apported	120,027
Students sending in builder for the mentally clustered, facilities for the encodenally disordered, and correctional facilities	14
	A Section -

Searco: Empand to kepilative auditor's stuff using data supplied by the Department of Education and the 1996-10 secondary balant

*An period or international statisticality and and mainfilly apported surplific advolu-

**The 1913 Brandidd 4. Codd ruling probabilis state and patish educidies efficies from providing metodods or hands to private, recisito segregated adords. Analysis Conducted We analyzed the performance data supported in the program. information volume of the 198-57 researcher budget for the 12 budget units that makes up DOE. We analyzed informations we identified as minimum, it is addition, we assumed goals, objectives, and performance inductors for there budget units, which include do corrusponding associate budget programs, against the externi disordheat in hilds 1-10, on some 16 for Chapter 1 of the spoor.

With the auditance of the DPB planning analyst for advantion, we identified 35 places of information in the 1996-07 researcher bodget that could be touch to devise printiations. For faurus editions of the execution to badget. In 1044, we analyzed 2 lidefed analogue and 3 could place at a first energy of the place assessed 10 gashs, 179 objectives, and 1,145 performance information.

In this shapes, we figs report the results of our ownall corportion of DOE's performance data to the oliofical in Exhibit 1-3. These findings are en pages 193 though 115. Next, we sport the results of our analysis in the sensorito budget pregnet level of each budget unit on pages 117 through 140. One theor pages we also report, where represents, findings and recommendations not related to the overall analysis of performance data. Overall Analysis of Performance Data Reported for DOE This page is intentionally black.

Few Reported Missions Easily

Few Missions Labeled as Such in the 1996-97 Executive Budget

The DPM-07 executive budge contains five hielded minism for COD for budge regression. Also, are hought with lacks a patient. Therefore, the tradition of the same same on any identification. According to the total patients are observed in earlier the modeled of the top pages for education, maintains are often worked by the terms of the budget. Consequently, they are not dresses bidded as minimum in the conscion budget. Discover, some of the executive budget are to add by traditional the pages and Channis of the 11 budget and by traditional the pages and channels of the single of modeled for allows.

As a start previously, we identified usby over halold halonss for DEC in the 1989-07 executive badget. The OFB planning analyse for advancion informed on that have in on written planning analyse for advancion informed on that there is no written planning prometly decide whether to halol minime on a surebycace-basis. In advances of DEC in the information instructions on haloget and spentimed plan preparation do not emain that minimes be liteded.

With the melanear of the OFT planning analyse, no identified 31 pieces of information in the ION-27 manufacture burg that could be used to develop minimum for finance obtaines of the soundwire budget. The OFT planning analysis argued the not ecolotics and anoses the information as minimized for the purposes of this request. Board on the constraints, this information could area of DFI and DGIC efficient as a base from which is minimized of the correspondence of the information of the sound of other memory budget as in blocked minimum. How for each of the correspondence of the information of the correspondence of the correspondence of the information of the correspondence of the correspondence of the information of the correspondence of t

All Goals Are Labeled in the 1996-97 Executive Budget

Although we fiscal few labeled minimum in the executive badget, all of the DOE ganks are labeled as goals. More specifically, we identified 33 labeled ganks. Because the goals are clustric labeled, users of the scorective badget should be used to be easily identify the general end purposes toward which efforts are directed.

Recommendation

5.1 DCE, OPB, and legistric stiffs should docurs the motic of blacking mations and pain in openitorial pletes and the searchic bodget. OPB should thus, develop a policy on labeling minimum and goals about the black of a specialized place and the executive bodget. Solid is a policy about do applied constantly, Labeling the minimum and goals about the black of a specialized place and the executive bodget. Solid is a policy about the special constantly. Labeling the minimum and policy reported occutiently throughout the searchice bodget.

Reported Missions and Goals Consistent With Legal Authority We found that all minimizes and probe reported for DOE in the 1996-97 manufactor budget are constant with state and federal lare. We compared them to the papersos of variables programs identified in federal and state legislation. As a result, uses of the executive budget can be assured but the openmices of DOE as defined by these minimizes and goals are authorized by and grounded in low.

Reparted Missions Generally Provide Useful Information The majority of missions reported for DOE budget units and executive budget program in the 1995-97 essentive budget provide and/d information. That is, they generally meet all orienta described in Ethible 1-9, in Chapter 1 on page 16 of this report.

With a few exceptions, the mission identify the purpose of the budget unit or execution budget program, identify clients and enveropers, are organized only acceptable, and are consistent value, higher level missions. An a road, users of the encodive budget should be able to determine what DOE is atranspring to accomplish and for whom. However, as ensembled nation in this shapeter, colseven of the missions for DOE are labeled as missions. Therefore, although all missions we assessed generally meet the orienta, many may not be appearent as missions to awars of the osseative hudget.

All Missions Identify Purpose

We found that all 42 adaptions (100%) identify the purpose of the budget unit or monoice budget pregnane. According to appents at CASS and the Uthen taxature, ministen adopted identify the overall purpose of the experimentation. Research and the ministenprovide this information, users of the execution budget isolable to after to determine the purpose of DOE's budget action and executive budget pregnane.

Almost All Missions Identify Clients and Customers

We found that 10 of the eff assister S(75) is jointly the deterts and encourses to be strend. The base encoupsing as the mainten for the Office of Management and Tanace (XMT) badget and a the OMT Operation Tragging, and the Office of Basetsch and Development (XMT) Educational Accountibility Program. According to repart, and XMT and the Utstreadment, maintender of the capacitation's products are provided. The the badget changed the information, and the counter they badget utstad by address in short the naplexity IDOIS badget units and programs are specied to the origin.

All Labeled Missions and Other Information We Assessed as Missions Are Organizationally Acceptable

We from that all seven labeled minimizes and all 35 other proceed eliberations we asserted an emission are capacitationally acceptable. As a renark, user of the occaccito badgat can be sound that all a the information we asserted an emissions ere included in the spectrimed plans or agreed spony by agrees efficiant in defined, the agreemine and QMC accurate to the suscention baddent, the present and QMC accurate site all information to devolop labeled minimum for farare editions of the essentive badent.

We considered each labeled mission and each other piece of information we assessed as a mission to be organizationally acceptable if'rs is contained in the program's operational plan. If the labeled mission or information is not included in the coversional plan, we shouldn't with agoncy officials to determine if it is correctly portrayed in the executive budget.

Missian Are Consistent With Higher Level Missians

We contributed if minimum for constances with higher least minimum. However, we cand any cancers of the 4 C minister (29%) because they lack is higher least minimum. Specifically, we could not succere transmission for 11 DOI because last hoccause then a movimum minimum. The constraints is higher for DOI (see Chagner 4, pages 31 disrupps 2). For deficient distortions regarding the last of an overall minimum for DOI 3, Ada, we could not assue the minimum for the transmission hole minimum holes and a set minimum for constraints while the counter because the minimum for constraints while the maximum holes and we assumed minimum for constraints while the maximum holes.

We found that all 10 missions we assessed (109%) are consistent with higher level minutes. According to a fideral Diffuo of Management and Budger (CMM) of Ginka, it is important that agonisis const consistent preformance data. Because there is consistency surger primings, stars of the concarbs height can be answerd that within each budget usit, DOF is concarbs height programs are arriving storage towards persons.

Recommendation

6.3 As DOR, DPR, and legislative staffs discuss the metrics of labeling missions, they should also ensure that all windows, at a uniformatic, more the orbotis. described in this report. Reporting and labeling well-without missions will holp cause of the executive budget traferentiat the purpose of and classeds unwell by DOE program.

Chapter 6: Department of Education

Few Goals Reported

1996-97 Executive Badget Lacks Geals for Most DOE Badget Units

The 1996-97 seconds budget does not include goals for ment budget units in DOE. All bots one of the goals separated is for executive budget programs. Because only one budget unit has a goal respond, searc of the measurise budget and not be able to determine what for other 11 budget units are seeking to accomplate to how they take to address their minimum.

Specifically, only 1 of the 33 goals reported in the morarive hudget (3%) applies to a budget unit. The Division of Adult Education is the only budget unit for which a goal is reported.

As mentioned perviously, all DOE hodget units except the Division of Addit Difficulties have missione reported in the 1996-97 essentire budget. Gasks thead provide a same of direction on how to address missions. If me gashs are reported for budget units that have missions, same of the executive budget cannot determine how these adjaces will be addressed.

Executive Budget Does Not Include Goals for Several Executive Budget Programs

In addition, 22 of DDE's 41 (03%) menotive budget programs do not have goals reported in the susceite budget. According to the Assistant Discussion of Rossanch His GASB, 21 is appropriate file all programs to have goals existed to the major aspects of their ministens. Weboat goals, source of the concentre budget cancer of their ministens. Weboat goals, source of the concentre budget cancer of their ministens.

Goals De Net Communicate General Direction

We assessed 28 graphs to determine if they are consistent with the suscicular indication and defaultation, and provide the suscicular indication of the defaultation and provide Division of Adult Education bedget task and in Administration Dynamic in our bury to mission represent in the mention we assess Administration and a start with the mission we assess and indicate a field desiration, or it is 120% show a desired determine. As a secoid, same of the mencion we assess desired a determine the mission represent to be taking work additioned finite mission.

Recommendation

6.3 DOE, OFB, and legitative auth should work segators to develop gate for earl DOE budget units and executive budget programs. These gates budget be included in fature officient of the reservice budget. The goals should, as a minimum, must the ordered develobel in this regress. Repensing redsended gaths will bely same of the reservice budget entertained how DDE that so address in winning.

Few Reported Objectives Measurable and Timeboard The objective regards of to DBs is the 1996-97 executive logical are assumed and standows. The Viscol from the repertors that have corresponding guide to be a Viscol from the spin-Also, all of the spin-to-dependence specific hand derived regards. Also, all of the spin-to-dependence specific hand derived regards. Also, all of the spin-to-dependence specific hand all enter the spin-to-dependence specific hand all service and takes the scoreighbarset. As a result, legislators waiking balagianty decisions cancer to the information is in the weat programs are doing or how tanky the programs' accompliabasean are brien metho.

We (spatial that marry all (7% of 8), at 99%) of the effectives that have corresponding gasis responsible in the orecassive budget rulate broady to those gash. We also found that all 173 (100%) of the reported objectives quefiely band distinct and south Hencence, only 7 abjectives (4%) are measurable, and only 6 distortes (3%) are involved.

According to a variety of numera, including Manageware and the Anatomic Director of Research in (AASA), rejectives should be measurable and timeboard. Objectives that do not quantify target levels of performance and functables for accordphatement give pregname solution transat which to avive, in addition, related performance influences cannot measure programs made toward such thioartow.

Recommendation

4 DOE, OPB, and legislative staffs should work together to devide objectives that not meansmitten and tandeward. Only measurable and disolvened relevances and the statuted in future editions of the society budget. Tackfulling meansaful and tanabasad objectives will provide scare of the society objectives will provide scare of the society objectives and estimated timetables for accordinates.

Reported Performance Indicators Do Not Measure Progress Made Performance Indicators Reported in 1996-97 Executive Badget Do Not Measure Progress Made Toward Objectives

Oreast, the performance indicators reported in the 1960-77 recorder budget from DBG do not resource program made toward the stated objectives. The performance indicators are as guernity consistent with the electrove and easy to subsectant. However, when performance indicators do not measure program made treated the electrove, uncert of the ensemble budget cannor as at least to dimension have efficiently and efficiently a program if with a two supported to do. supported to do.

Specifically, we assumed 1.345 performance indicates reperied for DDE in the 1999-07 tensories budget. We found that only 21 (255) of the indicators measure programs toward the nated objectives. However, two dd field that 50% of the performance indicates (1.215 of 1.345) bready helics in the objectives. Similarly, 50% of the performance indicates (1.787 of 1.345) are clean, sudy understand, and non-scholaid.

Majority of Performance Indicators Have Measurable Components

It should be noted that 1,250 (1995) of the performance indicators have measurable components. That is, they include a memoria have such as a sumber, a percent, or a regimal rewraps flowever, only 11 (20%) emanage processes made toward the satisf objectives. This is primarily because must of the objectives are not measurable. If the objectives had included specific, measurable tagets for accompliabuses, the performance indicators may have measured prequest toward item.

According to the Anatzent Director of Research at GASB, is inportant for objectives to be measurable and timeboand. Performance indicators can only messare propose toward objectives that have measurable targets and dates for accordinatesen.

Recommendation

5 DDR (0PR) and logitative suffit should veck highest in develop more useful performance indicators for fature reliabilities of the eventive budget. The performance indicators should, at a minimum, be consistent with the stand objectives, clause, analy understood, and even vectoristical. They abded also manane program made sowed accomplishing for mand objectives. Excluding performance indicators with their clauserine intersed in direction or more more mode by arcentarios.

Majority of Reported Performance Indicators Measure Output The assignity of the partnersance indicators reported in the 1996/97 executive budget for DOB measure expan. When programs have for impa, occenter, efficiency, or quality indicators, sums of the sociality budget may not be able to thermitien how well a program of the his 'raw supposed to do. In addition, havy may not be able to determine how much it out it produce a needle or the trait assure constantion in modeling that rend.

Exhibit 6-3 on the following page summarizes the types of performance indicators reported in the executive budget for each DOE budget unit.

Exhibit 6-3

Parformance Indicator Types Reported in 1996-57 Executive Radget

Redge Units	-	Output	Outroste	-	Quality or Explanatory	Tyled Eadlorger
Office of Management and Pleaser	6	124	5	1	4	[4]
Office of Academic Programs	1	243	2	4	2	153
Adult Education	2	26		3		38
Food and Netstrian	0	97		0	5	62
Research and Development	- 6	170	2	19	3	118
Office of Special Educational Solvices		138		,		154
Office of Vecational Education	2	169	17	2	17	297
Ministra Presdation Pregnam	3	29	- 61	20	2	129
Productional Improvement Program		,)
Supplemental Education Amintance		36			,	э
Office of Educational Support Programs		52			1	94
Special School Diamicr No. 1	19	- 0	1	24		31
Teni	1.1	2071	14	-		1345
Percent	570	-	696	415	876	110756

Source: Prepared by legislative autors's stall using pollaments autoation republic in DOE in the 1990-17 construct bullet.

> According to GASB and Menropewer, programs through dowing a variety of the difference proor operations in information A Hosen experiprises (Councilians utilif parson for a statistica and differences in distances, should be forestoped and tuned by the agreement. GASB ways that agreesis should also provide sequences information, when appropriate to hole provide in explanation information with agreement in which were provide to the distance and an experiment in which were provide to the distance of advantation in the appropriate to hole provide and particular legislators work together to hence para appropriation and of

Recommendation

4 ECG, DFB, and lugitative sufficiencial work trapeters to many the main devision an appropriate into of performance indicators that communication all performs that out for sprayin performance. Special afforts that do a male to devise the second second second second second devices the second second second second devices and the second second second devices and the second second second second devices and the second second second devices and the second second second second devices are approximately and the second second devices are approximately and devices are approxim

Too Many Performance Indicators Benorted There are 1.2019 performance indicators reported as the 1996-97 coverby height for EGC. As most pervised, the topic bound of the dispetive of the second performance bank known (the dispetive). According to the Annual Dispetition Remarks at 0.505, to many performance indicators are reported in the 196-97 societive heights for EGC. He must that areas performance data can be societivity and areas "versional" explorements and an the societivity and the areas performance data can be societivity and areas "versional" explorements and an able societivity and any "versional" explorements and and the societivity and the societivity height character heights to an indicator coefficient.

The sanitant director mand also that when performance indiances are repeated in a decause took is the encodenie budget, seen must be assered that they are lated to measurable and imboard objectives. Performance indicators can solve pressave progress toward elipitatives that have measurable and temperature of eacomplications. Howing measurable and temperature elipitatives in external documents such as the consulve budget to ensore by the first logarity of parameters and anti-

Recommendation

6.1 DOG: 00%, and logistics worth should work bupties to lead the market of polynemizer induces reported in Raren etities of the sensule hought. Dog these times and and have interest to logistics and etities used in the should also examine the all polynemizes induces reported are black to massaulth and fellowake about the polynemizing the second test of the should have reporting the second test of the should have related to the source induces about the should be about the site of the source induces and the second test of the source induces and should have related to the source induces and about the second test of the source induces and about the source induces and the source induces and the source induces and the source induces and about the source induces and the source induces and about the source induces and the source induces and about the source induces and the source induces and about the source induces and the source induces and about the source induces and the source induces and about the source induces and the source induces and about the source induces and the source induces and about the source induces and the source induces and about the source induces and the source induces and about the source induces and the source induces and about the source induces and the source induces and about the source induces and the source induces and about the source induces and the source induces and about the source induces and the source induces and about the source induces and the source induces and about the source induces and the source induces and about the source induces and about



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Analysis of Performance Data Reported for the 12 DOE Budget Units



Name Relations Stream

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Chapter 6: Description of Education

Badget Units' Reported Performance Data Lack Unitaliance The majority of performance data reported in the 1990-97. concritor happen for the 112 DOE budget rath of its one most the contrast described in Solibit 1.0 in Chapter 1 of this report. As a result, sees of the encounter budget mains are trying to accomplian on the contrast to which they are maching their respect. In addition, legislators may not be doe to such performance dus to make funding to docisions at the budget a units area.

All-might be upper of reported resistors meet most of the orients described in the report. Here majory of pask, the orient described in the report. Here many orients of the messions, diver all the reported pasks provide a sense of direction here to address the messions. The variable of the orient of directions are advantaged and the reported pasks provide a method of the reported pasks provide a sense of direction or tensorable or timeboard. The majority of opticatance indicators are outputs, and five measure properts traveal stated objectives. Here faibles to de a major 23 and 8-50 er page 12 for easiest the context is holded 1-30 areas 16.

We also found objectives that address rankiple topics, descriptive information that is reported as performance indicators, and objectives reported without corresponding performance indicators. See pages 122 through 124 for additional findings and information.

Exhibit 6-4

Percent of Missions and Gaals That Most Criteria Department of Education

		Mades	Crek		
Sedges Cale	Matter Const Pages 15	Identifies (Times and Commerce To	Organizationally Asseptible C	Condense with Statute Lond Manhor U	Provider State of Britsman, Before Destantion 10
Office of Hanagement and	300	ano.)30	No podo	For goals
Finance	(4 of 4)		(1 x 1 1)	aspected	reported
Other of Academic	90	100	120	0.00	28
Programs	(10)(1)	(4164)	(4)(74)		(2 of 18)
Division of Adult Eduction	300	100	100	35	39
	(1 of 1)	0.160	0.160	(5 #7)	(1 of 3)
Food and Materian	380	100	100	190	67
	(1 of 1)	(3 af 10	(5 of 1)	(7 xl7)	(2-67.1)
Office of Kennech and	300	30	100	No goda	Na paik
Development	(3-073)	(%if3)	(5 if f)	Napertad	reported
Office of Special	380	100	100	No goda	No goale
Relational Services	(5-o/3)		(5 if f)	seperad	reported
Office of Verstead	300	300	300	No pudo	No goals
Education		(5 of 3)	(5 of 15	arpatosi	reported
Minimum Promolation	300	800	100	100	20
Program	(3 +62)	(2 xl 2)	(2 4(2)	(7 x 7 1)	(7 of 1)
Pedinsinal Improvement Program	398 (1 of 1)	200 (3 xF15		100 0.100	8-0(1)
Supplaniand Eduction	300	100	300	No goals	No goals
Andrease	14-0540	(5-105)	(3 x 6 0)	separated	reported
Office of Educational	380	300	300	100	10.421
Deport Programs	(4.56.0)	(314/30	(3.400)	(2 xl 2)	
Approach Robert Division #1	300 (3 of 2)	800 (2 of 25	100 (2 ef2)	100 (2 x(2)	6.423
3091		55 139 (65))00 (02.07.42)	den ran	27 18-01 500

servers respect by logistics and the comparison and belows 1999-17 excelses helped pathemater in and citatis level in Dobbit 1-0 on page 16-07 Chapter 1.

Ealibit 6-5

Percent of Objectives and Performance Indicators That Meet Criteria

Department of Education

Adgetter	Clipson				Futures a Solution		
	166	-	Designal	H.	ĮII.		19 [1].
Office of Management and Feature	1.00	p day.	p. in	and an	s nuo	100 patrice (100	00000
Office of Andreas' Property	100.000	ain	piles.	also citatety	ann	100 5854285	(001-07247)
Drame-FAMILBARD	100 100	100	nin.	100 M 100	a mu	100	49-4701
Fond and Tability.	30	100	100	198 (2 eff)	1.410	100	0000
Office of Economic and Economics	1.00	1.00	a de la	191	00100	120	471-0100
Office of Special Educational Services	p. dae	n dan	p. inc	00000	sino	100 530-6110	(2014110)
Man (Newbook	a dec	ain	nin.	NN OTATE	arian	594-4700)	101000
Neuron Produlin. Propriet	No desire restd	No dations resetut	No daths risets	No chardina manifed	4 64000		н 314-035
Pulminul Inprovement Program	BR D MD	100	nico.	104 D	8.00	198 0.475	18 0.43
Applement of Coloreston Applement of Coloreston	140	1.00	10	104 (7 m f)	a	(114720	(11420)
Physical Relationshippert Program	×40.	p.to	sin.	100 (11.477)	n die	100	0.00
Spoul South Serie R	10.415		ain.	100 (11) of 115	# # # PD	01470	11.470
Test	co dem	crim.	" dece	in Nen	diame.	EF COST of Lives	379 2 Det.

Source: Propertify inside the under a staff from competions made between 1996-97 executive indget performance data and enters listed in Debth 1-1 on page 34 in Chapter 1. Problems Identified in Budget Units' Reported Performance

Many Objectives Address Multiple Tenics

We found numerous instances of objectives that address multiple topics in the 1990-97 essentive budget. More specifically, objectives that address multiple topics are reported for the following right budget units:

- 1. Office of Management and Finance
- Office of Academic Programs
- Food and Natrition.
- Office of Research and Development.
- 5. Office of Special Educational Services
- Office of Vocational Educational
- Office of Educational Support Programs
- Special School District #1

When single objectives include waitigle topics, spers of the covarier todget may become confused shoat which of the target, near are being advanced. In addition, they may not be also to fit which parts of the objective corresponding performance indicators are measuring requires towned.

According to a GASB efficial, multiple ideas or topics about not be linked topoline in one objective ratios far faul objective in clear, not too long, and supported by mananaghil parformance indicators. He attach that, as a general rule, objective shand cores entry one ansa, be brief, and he measured en and timebrouch. Finally, he stated objectives should have performance objectives and measure recovers rate by stand have deferments.

Some Descriptive Information Reported as Performance Indicators

We from summerous instances of disorigitive information that is reported as performance indicators in the 1966/97 executive budget. Description information includes responsibilities, defers, we general budgeround information. More specifically, this type of information is reported as performance indicators for the following eight budger units:

- 1. Office of Management and Finance
- 2. Office of Academic Programs

- Division of Adult Education
- 4 Office of Research and Development
- 5. Office of Special Educational Services
- 5. Office of Vocational Education
- Minimum Foundation Program.
- 8. Special School District #1

For these budget upits, additional information is reported in the executive budget as particement endoatene that does not fail time the dualizations of larget engency curcenes, efficiency, or quality indicators, or explanatory information described in this report. As a result, seen of the exclusive budget may be budgeted with occusive descriptive information that does not manare removem and account the stated descrives.

Also, when descriptive information is reported as performance indicators, user of the concretor budget may thick the information is designed to measure progress made toward related objectives. However, discriptive information does not communicate whether or not the budget units are meeting their mond objectives.

Numerous Objectives Reported Without Performance Indicators

We found summout instances of objectives reported in the 1966-97 sensitive height that do not have corresponding performance indicators: We found that other descriptive information is presented attacts of performance indicators or no information is presented at all. How appointingly, objectives without corresponding performance indicators are reported for the following air bodient tasks:

- 1. Office of Management and Finance
- 2. Office of Academic Programs
- Division of Adult Education
- Office of Research and Development
- Office of Vocational Education
- 6 Office of Februarional Support Programs

As a minimum, programa should have measurable and induced objections with corresponding performance indicators. H'objectives are reported without corresponding performance indicators, they do not communicate a pringine's progress inward targeted levels of accomplishments. As a result, uses of the escentine badgat will not be able to determine programs made toward reported objectives.

The following provides more specific information about each individual backget unit related to the findings. We also present information should find such the start of the start and performance indicators within each backget unit and societive backget program. Findly, we make additional recommendations. See Chepter 2 for information on program denoiptions within the Solverism backet units.

Budget Unit 19-678: Office of Management and Finance (OMF)

We analyzed 4 missions, 0 gash, 18 objectives, and 141 performance indicators listed in the 1996-97 executive budget for OVE and its three manufactor budget programs.

- OMF (1 mission, 0 goals, 0 objectives, and 0 performance indicators)
 - Program A: Administration (1 mission, 0 goals, 8 objectives, and 40 performance indicaters)
 - Program II: Operations (1 mission, 0 goals, 10 objectives, and 50 performance indicators)
 - Pregram C: Education Copy Center (1 mission, 0 goals, 0 objectives, and 0 performance indicators)

Several OMP objectives address multiple topics.

Specifically, 16 of the 11 (4%) DMF objective address multiple topics. We found these objectives in the Administration and Operations programs. For example, one objective is the Administration Program addresses three topics. (1) occultating public information anxiolute, (2) developing departmental policy and prevolvers, and (3) occultating personnel grievance/ heartme. Since descriptive information is reported as performance tablectures. This description information includes responsibilities, datas, or genome beckground of OME performance information of the operation of the operation information. That is, in additionate the 1411 performance information information. That is, in additionate the 1411 performance information information information of the information of page, category information, there one of this into the cloudification of page, category information.

For example, an objective of the Openations Program advances GWP a role in coordinating the budget administration for all department appropriation units. That objective is Mouved by descriptive information that support for the anal administer budget development and appropriation contral." This information details reasonabilities of the contrary, not support and administer testals reasonabilities of the contrary, notes the arcformance.

See a dipotion reported for DMF de net lever companying professional indication, thooging 13 cfDMs (2014) 11 aligneties (2014) have companying information in impath of the objective with no surgiciting professional indication, there (TDM) as an approximation professional indication. The distribution of the state of the state of the state of the distribution of the state of the state of the state of the distribution of the state of the state of the state of the distribution of the state of the state of the state of the distribution of the state of the state of the state of the distribution of the state of the state of the state of the state of distribution of the state of the state of the state of the state of the distribution of the state of the sta

Badget Unit 19-681: Office of Academic Programs (OAP)

We analyzed 4 missions, 10 goals, 47 objectives, and 257 performance indicates for GAP and its 5 seasonive budget programs.

- OAP (1 mission, 0 goals, 0 objectives, and 0 revformance indicators)
 - Program A: Administration (0 mission, 1 goal, 10 objectives, and 46 performance indicators)

- Program B: Elementary and Secondary (1 mission, 1 goal, 15 objectives, and 51 performance indicators)
- Program C: Academic Support (3 minions, 6 goals, 4 objectives, and 20 performance indicates))
- Program D: Cautioning Education and Teacher Certification (1 minim, 1 goal, 14 objectives, and 83 performance indicator)
- Program E: Student Services (1 mission, 1 goal, 4 objectives, and 17 performance indicates)

Some OAP exhicitions address multiple inspice. Specifically 4 of the AT (1995) objectives imported for OAP programs address multiple subjects. For example, one objective opported for the Decompary and Docondary Program states that the program will (1) develop and make policy recommendations to IBSS, (2) provide insergenceasion at adapted policies, and (1) as state local police and ecceptible schools with the implementations to states.

Some descriptive information is reported as performance industram. This descriptive information is chadue responsibilities, datase, or general background of CAV. Specificity, we channel in the CAV of CAV of the data reported as performance indicates are not destifiable as such Tata is, in address to the CAV performance indicatory on assessed, the essenties budget represent as indicators of pieces at informations that difference or analyticalizations with pieces and information that difference or analyticalizations and the composition of th

For example, an objective of the Continuing Education and Tachet Cerffordiate Drayme in the continue to example accountability. Adhough this objective has corresponding performance industrum, it is also filtered by descriptive information that anyo, "Tachet Tations Dampfords Basic Program Application is choiced for participant and scrowe alights joi accountance with SERSE-dospetel guideferms." This information during methods of the participant, no. 4th the offermance.

Rudert Unit 19-683: Division of Adult Education

We analyzed 1 mission, 3 goals, 12 objectives, and 35 performance indicators for the Division of Adult Education and its 2 executive badant programs.

- Division of Adult Education (9 missions, 1 goal, 9 objectives, and 9 performance indicators)
 - Program A: Administration (0 mission), 1 goal, 5 objectives, and 2 performance indicators)
 - Program II: Adult Basic Education (1 mission, 1 goal, 7 objectives, and 33 performance indicators)

Some descriptive information is reported as performance industration. This description information induston responsibilities, dotten, or guernel handgenout of the Division of Auka Discussion. Supportingly, we denote that Divis (12:04.75) of all data reported as performance indicators are net classifiable a such that is, in addition to the 35 performance indicators are used to a strain the strain of the strain the strain the strain the strain biological strain the indication of signal, suggest, sustances, that is not fail that the indications of signal, suggest, sustances, difference, or and the indicators of signal strains in indications.

For example, an objective of the Adult Basic Education Programs addresses the division's role in serving all segments of the underselucated adult population. That objective is followed by descriptive information that says, "Adult Education is the only alternative method of earning a high school disloten in Louiseann Foag 128

once an individual leaves the K-12 system." This information gives general background information of the program, not its performance.

Some objective reported for this budget such do not have corresponding performance indicators. These objectives indicators are reported at 41 or baccase description information is reported as performance indicators; Six of the budget such (12 objectives (20%) reported is the 1996-97 exercisive budget have corresponding performance indicators.

Tex these objectives, no performance indicators are reported at al. For example, there are to corresponding indication reported for an objective that starts, "The Administration Program will continue to administration of the administration of the administraagandine and solicited private providers that have demonstrated an either to retrive addit effectives arevices at the taxaet demonstration are solicity to retrive addit effectives arevices to a the taxaet demonstration."

For availar three objectives, deceptive information is repertion instead of prior indicators. The complex, as objects of the Adult Bate's Education Program addresses the division's relies in indicating publics indicates usery investment in the adult adultation publics. This objective is followed by decempive information three priors matching and the adultation information three priors and accounting of the adultation information three priors and accounting of the adultation interactional programs satismed; "The topological adult belowship propenditions of the repersonance."

Budret Unit 19-688: Food and Natrition

We analyzed 1 mission, 3 goals, 3 objectives, and 62 performance influences for Food and Nutrition and its 3 executive indext programs.

- Food and Nutritian (1 mission, 0 goals, 0 objectives, and 0 performance indicators)
 - Program A: Administration (0 mission, 1 gml, 1 objective, and 11 performance indicators)
 - Program B: School Food and Nutrition (9 minicos, 1 gcal, 1 objective, and 22 mtRemarks indicators)

Program C: Day Care Food and Nutrition (0 missions, 1 geal, 1 objective, and 29 performance indicators)

Two progress that one adjustion, which addresses multiple topics. The Administration and Scherell Pool and Natrition pregnant share an about identical objective. This objective includes undigite topics: Ar. a result, the administrabetween three two pregnants may be unselister to saves of the metastration balance and a start of the objective are being advecued by comparison and the objective are being advecued by comparison inflations:

To two pograms show as objective that addresses six vojec. I: minus that the programs will continue to essure compliance with fixedual and since regulations damogd. (2) individual training, (4) maning in george, and (2) and hag for all provide the state of the state of the state of the state of the participant. The output of thermore is the bioloci of Nord and Nationa Program, the objective specifically lars each subprogram to be and/odd.

Two executive bodget programs that address similar aroun and share nearly identical objectives could be considing to unarco of the executive budget. In addition, because the objective addresses multiple topics, usuar may become confluent about which of the tagent aroun is being addressed. They rare about not is add to to the which part of the objective corresponding performance indicators are memorize proposed toward.

Budget Unit 19-691: Office of Research and Development (ORD)

We asalyzed 5 missions, 0 goals, 14 objectives, and 19 performance indicators for ORD and its 4 executive budget accurate.

- ORD (1 mission, 0 goals, 0 objectives, and 0 performance indicates)
 - Pregram A: Administrative Support (1 mission, 0 geals, 3 objectives, and 18 performance indicators)

- Program B: Prefemional Accountability (1 mission, 0 goals, 2 objectives, and 81 methomasce infrarees)
- Program C: Management Information Systems (1 mission, 0 goals, 4 objectives, and 45 performance indeptor)
- Program D: Educational Accountability (1 mission, 0 gcols, 5 objectives, and 56 performance indicators)

Several OBD educitive advance analysis topics and are very languly. Specification, of othe 14 (1-30) electrican reported in the meanume backgot for OBA advance analysis to goals. In addition, several electrican servery langul, The OBD electrican mage from 25 to 254 words long. Lengtly electrics that advance major langul, user any not be able to determine which of the mary taget sector any other back to determine which of the mary taget sector any other advance and the elipicative because indicator. Thanky, some same may dimain the elipicative because of their completion.

Some descriptive information is reported as performance industress. This descriptive information industres responsibilities, dottes, or general background of CMD. Specifically, we find that 1% (z a 2026) of all data specifical approximation performance indicates are not exclusively as such as the site indicates indicates are an exclusively as such as the site of exclusive indicates are as an exclusively as a such as the second which there is a such as a such as a supervaluation of the second second second second second values and there are quality advantages or explanatory information.

Some scample, as objective of the Management Information Systems Programs addresses OHD's rule in dwedring, contaming, scheme Stragense addresses of the System Stragense Stragense objective is Discoved by Genergizevisithmanian that areas. The Information Contamination and a sensitive file transfer to and item derivers. This preparent is a critical composer it toks inglementation of the Imagement database supersign concept". This information of the Imagement database supersign concept". This information of the Imagement database supersign concept". This information with the System State State Systems and the prepare scattering superstrategies.

Some objectives reported for ORD do not have corresponding performance indicators, Specifically, 14% (2 of 14) of ORD's reported objectives do not have corresponding performance indicators. We found these objectives in the Administrative Support and Educational Accountability programs.

For example, no corresponding indicators are reported for an objective fast states, "The following Accentability Program, through the Barma of PupI Accentability, will continue to develop and administer a state-order multigraft surfag program to provide student, shood, district, and state level administrator results have for state-orienter students and states thread-next results have for state-orienter students and results allowersets."

Budget Unit 13-692: Office of Special Educational Services (OSES)

We analyzed 5 missions, 0 goals, 14 objectives, and 154 performance industress for OSES and its 4 executive budget programs.

- OSES (1 mission, 0 goals, 0 objectives, and 0 performance indicators)
 - Program A: Administration (1 mission, 0 goals, 2 objectives, and 28 performance indicates)
 - Program B: Compliance (1 minion, 0 goals, 7 objectives, and 68 performance independ)
 - Program C: Coordination, Appendial, and Program Planning (CAPP) (1 minion, 0 goals, 4 objectives, and 41 performance indicates))
 - Program R: Subgranteer (1 mission, 0 goals, 1 objective, and 17 performance indicators)

Some OGIS objective address undigite topics. Specifically, or 10 the 11 (1976) objectives reported address multiple religiest. For example, nor edjective for the Administration Program mann that the program VII (1) percells loadership, (2) religiest addressing, (1) reverall aspectivies and (4) quality summer of programs and doors services previded to Colliders with disabilities...(5)...deter transach and and assessments to distribute for service and ensured loadersoners is the implementation and enhancement of services for exceptional children.

Sense descriptive information is reported as preferance in Scheres. This description inductors reported being defined as the sense of the sense specifically, we find that π^2 by (c of 100 of all dista system of performance indicates are not charificate as main. That is, is allowing to the Scherefinanze indicates we assessed, the indicates the sense of the sense of

For example, an objective of the CAPP Program addresses OSSS v reals and accelopating avoiding, reviewing, and approving evaluation, data celebration procedures, and curvinals for etholism of description information that apps, "Data Collection/Develop and effective as Networks," Indiana Condition Claudical Systems (ITTS)." This information relies to a system that in its use, not file experimentes of the CAPP Processing.

Budget Unit 19-493: Office of Vocational Education (OVE)

We analyzed 5 existions, 0 gools, 37 objectives, and 207 performance indicators for OVE and its 5 executive budget programs.

- - Program A: Administration (0 minima, 0 gash, 28 objectives, and 139 performance industry)
 - Program II: Vocational Education (1 mission, 0 goals, 2 objectives, and 34 performance indicators)
 - Program C: Proprietary Schools (1 mission, 0 goals, 2 objectives, and 10 performance indicates)
 - Program D: Pell Grant (1 minion, 0 goals, 3 phiestives, and 3 performance indicators)

 Program E: Job Training Partnership Art (1 mission, 0 geals, 2 objectives, and 15 merformers informat)

Sense OVE: objectives soldness makingle topics. Specifically, 12 of the 37 (25%) objectives spontal far the OVE programs address making subjects. For example, one objective finflaw Vostational Bolestion Program addresses three topics: provide starts funding for (1) Occupations Companya, V Cataly, (2) Retrieved Quickness, and (2) High Solocels that Week (RVTP)

Some descriptive information is reported as performance informations: This descriptive information endeals responsibilities, detent, seg general background of OVE. Specifically, we advance information of the segments in performance information reported baselinder as next, that is, in definitions to det all the (11 of COS) of all data reported in software information reported baselinder as meaning, the on-base definitions, or endeals information of the pay, energy, natorem, endealses, the information of the pay, energy, natorem, endealses.

For example, an objective of the Athenistration Program address OVES' we is evend-mining and memicoring the territors and extinition for reporting populations. This objective is followed by denotyphin information that anys, "The administration of viscational addression programs fielded through Pretiss Act Basic Otset funds the bio cell over terms previde for the oughable participation of opecial populations." This information details responsibilities of the program, soil is performance.

Some objective reported for OVE do not have corresponding performance indicators. These objectives lack performance indexises where became to performance indicators are opened at all or because descriptive information is reported as performance indicators. Although 20 (OVE) 51 reported objectives (1996) have corresponding performance indicators, 15 (1976) do no.

To sover objectives, no performance indicators are reported. The example, no composing indicators are separate for an objective that name, "The Proprietary Solocols Program will continue to processe the public health, safety and welfare by subjective the proplem at the legitimana propriorizing schools of the State against incomposer, dishease, or supriseded tools, technical and business adheads or varies kiews." To cancebus sight objections, descriptions information is reported as performance indicators. For canceling, in objective of the A Antonetication Programs Advances UPU's traft is individually program. The objective of following and Vortanian Consoling arguings, "Table objective of following and Vortanian Consoling arguings, "Table objective of following and Vortanian Consoling arguings, "Table objective of following and Vortanian Consoling (1%) of these searcys for the papers of Cancer Galakana and Consending, "The individual procession charts for the programs and analyzing and the performance of the Analizationian of the Performance of the performance of the Analizationian of Performance and an objective and which Analizationian

Badget Unit 19-695: Minimum Foundation Program (MFP)

We analyzed 2 missions, 9 geals, 0 objectives, and 129 performance indicaters for MPP and its sale essentive budget program.

- MFP (1 mission, 0 geals, 0 objectives, and 0 performance indicators)
 - Program A: Minimum Foundation Program (1 minim, 5 gmb, 0 objectives, and 129 curfurnance influence)

Some MTP genth inference satisfyle regises. Specifically, 3 of the Q10H joins proved for the Medianen Noundation. Program studens mitigles skiptens, Ner example, are gual her two components: (1) all events and administratives will perform at a sharing and antibiation study will be proved as assessmell by the Nislow I Toubin: Distantistical sciences and the anomen of prograduate and p. When insigh goal activation study for these sequences of the students of the students of the the source of prograduate and p. When insigh goal activation study for these two types of the students of the students study of the two types in brings addressed, or (1) growthes detections towards addresses the insign addressed, or (2) growthes detections towards

The coccetive headpit does not report any adjustives for the MTP program. Addrough the execution bodget reports 125 performance indicates for this program, it does not report any edjective. Whose objective, reades of the executive bodget cannot dotentiae what trapest the performance indicates are remaining encourse 300mG. Objectives not imputing because they specify destrabilishing for performance and time frames for according to be encoded as the state of the specific second state of the encoded state. This state that are a general risk, objective should cover the state of the state of the state specific second state of the means in program and should be also also determine the state and the objective mixed there performance indicators that and the objective mixed there performance indicators in the encoded with corresponding performance indicators, contactor coversants are analysis in the transmits.

The executive backgat reports a role of performance definience types for MPF. Of the 125 performance address of the performance address and the performance of the performance address and the performance methods are sensed and the sense and the performance address, user of the ensolutive backgat can be the determine have well MFF did what it was supported to do, show much it counts to method.

However, although MEP has a variety of performance indicators reported, measurable and timebeaut objectives are necessary for users of the recorder bodge to anderstand the information provided by these performance indicators are constrained of the disclosing and the performance indicators are accordinate when laked with measurable and interboard targets for accordinates.

Some descriptor information is reported as performance industria. Generally, we found that note, descriptor information, which includes responsibilities, during, or comparing the second second second second second performance indicators are not classified as as such That is, is address to be for generate and the second second second performance indicators are not classified as as such That is, is address to be for generative second second second distinct to the formation of the second second second distinct to the formation of the second second second distinct on the second second second second second distinct on the second second second second second second distinct, or capability industriation, evolutionatory information ended second secon

Budget Unit 19-696: Professional Improvement Program (PIP)

We analyzed 1 mission, 1 goal, 1 objective, and 3 performance indicators for PIP and its sole ossessive budget program.

- PIP (1 mission, 0 goals, 0 objectives, and 0 performance indicators)
 - Program A: Teacher Payments (9 missions, 1 gas), 1 objective, and 1 performance indicators)

Our assessment of the mission, ganl, objective, and performance indicators did not reveal any findings other than these reported in the ownell analysis section on pages 103 through 115 of this charter.

Budget Unit 19-697: Supplemental Education Assistance (SEA)

We analyzed 6 missions, 0 goals, 5 objectives, and 28 performance indicators for SEA and its 5 executive badget programs.

- SEA (1 mission, 0 goals, 0 objectives, and 9 performance indicators).
 - Program A: Required Services (1 mission, 9 goals, 1 objective, and 4 performance indicators)
 - Program B: School Lanch Salary Supplements (1 mission, 0 geals, 1 chjuezhys, and 6 performance indicators)
 - Program C: Transportation (1 mission, 0 goals, 1 objective, and 3 performance industors)
 - Program D: Teathoak Administration (1 mission, 9 goals, 1 objective, and 4 performance indicators)

Program E: Textbooks (1 mission, 0 goals, 1 objective, and 2 performance indicators)

The Textbook Administration and Textbooks programs dury an identical objective and performance indicates. As a result, the distinction between these two programs may be under to users of the occurstive budget. In addition, readers of the executive budget may not be bld to determine whether day are not sensate ensurement doing the same tilture.

According to the program ministen, both of these programs provide ministrammant to scepable schedule for cost associated with testbecks: Appli program has one quare objective, which statisthat the programs will equilibly distribute the appropriated level of state mild arise such of the slighth mognitude interaction and state schedule schedule schedule schedule and schedule state mild arise such family sow. Also, such program lines numbers

Two executive budget programs that deal with almost identical areas and share identical objectives and performance indicators could be confirming to away of the executive budget.

The currentive hanged reports nine indicators without any objectives for the SEA budget unit. Although the encotive budget reports a moission and rise performance indicators for the SEA budget unit, no objectives are reported. As a result, readers of the encourse budget may not be able to tell from the performance indicators modeling wheth the reports in interedor to accountible

According to the OABS Assistant Director of Research, all pograme should report grads, objectives, and performance indianters. Performance indiances should be based on measurable and interboard objectives so that agency efficials and legislations and altermine what the pograme new trying to accordinghila. Without objectives, suddrey of the occurative badge may not be able to altermine what to send the normalizer and maintain the measurable.

Badget Unit 19-69%: Office of Educational Support Programs (OESP)

We analyzed 6 minutons, 2 goals, 17 objectives, and 54 performance indicators for OESP and its 5 esenative budget programm.

- OESP (1 mission, 0 geals, 0 objectives, and 0 performance indicators)
 - Pregram A: Administration (1 mission, 0 goals, 2 objectives, and 0 performance indicators)
 - Program B: Educational Support Programs (1 mission, 0 goals, 5 objectives, and 23 certamanace indicators)
 - Program C: Consolidated Federal Programs (1 mission, 9 goals, 3 objectives, and 18 performance indicators)
 - Pregram D: Title 1 and Migrant Education (1 minim, 2 goals, 6 objectives, and 12 ord/pressors indicators)
 - Program E: Anailiary Programs (1 mission, 0 goals, 1 objective, and 1 seefformase indicator)

Some OESP objective address multiple topics. Specifically, 9 of the 17 (59%) objective reported for OESP include multiple rats. These 9 doublers are reported for the Educational Support, Consolidated Federal, and Auxiliary programs. For example, one objective presented for the Educational Support Programs is 84 works long and addresses the enviro that robust broads to rear and another theoremain

Some objections reported for OISP 44 and Lare corresponding proferences indications. Specifically, 2594 cf of 17) of the OISP objective ad and have corresponding performance indications. We found these for chipterum in the Administration and Table and Mignet Education programs. For example, Madough the Administration Program person as objective to Enter control per the Administration and the Administration of the program is demonstratively and a second second second research is demonstratively and second second

Badget Unit 19-699: Special School District No. 1 (SSD 41)

We analyzed 2 missions, 2 goals, 11 objectives, and 77 performance indicators for SSD #1 and its 2 escattive budget programs.

- SSD #1 (1 mission, 9 goals, 9 objectives, and 0 performance indicators)
 - Program A: Administration () missions 1 grad, 3 objectives, and 34 performance indicators)
 - Program B: Instruction (1 mission, 1 gos), 8 objectives, and 43 performance indicators)

Scare 350 H a dynamic adress moliple topics, Specifically, at 2 objectives represent de tra Automation Program adatus multiple adjects. At an example, one eljeptice address for targets: (1) ensure derivey of direct environ an mentated is each random 1 starvisical Manzates Program (327), (2) implement al policies and processions means by 10555; (1) evolution al SSD H personnel, and (4) provide prefessional devolvement avitation.

Some descriptive information is reported as performance informations. This Academic information includes provide the second second second second second second found that 15 (1) of 71 of all data separated is proferenance informations are accurately descriptive information rather that performance indicators. That is, is addiced to 50 are 71 performance indicators was executed, the executive hough reports as an indicator one prior of information that does not that its the duality.can of exploratory information, that does not that its the duality.can of exploratory information, that does not that its after duality indicators, or exploratory information, that does not that its the duality.can of

Specifically, descriptive information that says, "Update SSD #1 Operating Manual" is reported as a performance indicator for the Administration Program. This information details reasonabilities of the resonant, not its performance.

Recommendations

- 5.1 For future relations of the resonative budget, OPR, DOE, and lightative staffs should work superbor to develop apart that are concise and that do not address multiple topics. Reporting well-crafted goals will help users of the resonative budget understand how DOE taxes to address its address.
- 6.3 For later elities of the encoders budget, 60%, DOL, and playshow suffi should work synthest to develop objectives for all programs that are consist and do not allows multiple topics. (OPR and DOL should also mance that lensitial objectives and performance indicators are not used for a different programs. These improvements will help users of the constrict budget to deviate lives in allow performance and programs made toward datase tareaution of conformance.
- 6.10 COB, DOC, and liquities with should work traphot to some that only may obligations indications are reported in the ensuring the logger and the source of the second state of the source indications that do not michod any performance indications that do not michod any performance indications that do not michod any performance indications that when the indication of the next interboard elegations. Applications in the next interboard elegations. Applications in the economic highly means call, where a information of the source indication of the source of the economic highly means call, where a information where it requires the source of the source of the economic highly means call, where a information of the source of the source of the source of the economic highly means call, where a information where it requires and any dispet of whether its source of the source of the source of the economic highly means call, where a information of the source of the economic highly means and the source of the source of the economic highly means and the source of the source of the economic highly means and the source of the source of the economic highly means and the source of the source of the economic highly means and the source of the source of the economic highly means and the source of the source of the economic highly means and the source of the source of the economic highly means and the source of the source of the economic highly means and the source of the source of the economic highly means and the source of the source of the economic highly means and the source of the source of the economic highly means and the source of the source of the source of the economic highly means and the source of the source of the source of the economic highly means and the source of the source of the source of the economic highly means and t

Chapter 7: Special Schools and Commissions

Chapter Conclusions Note budget units aus histolied au "Special School and Commission". The budgets proposes in the 155-55" encoding budget. These budgets units from the the 155-56" encoding and the school of the school of the school of the school financial graves, inferoementicities, conclusation at practice and after activities. According to the maximum school of the Financial graves, tensorementicities, conclusation at our commissions that the over Sol willion for the school of the According to Act 17 after 15% regular Schools and Commissions that the press for the Sol of the Act 15% and According to Act 17 after 15% regular schools and Commissions that the press for the Sol of the Act 15% and According to Act 17 after 15% regular schools and Commission franching 19% for the press for these hand the commission franching 19% for the press for these hand the commission franching 19% for the press for these hand the commission franching 19% for the press for the schools and Commission franching 19% for the press for the school for the press for the school for the school for the press for the schools and Commission franching 19% for the press for the schools and Commission franching 19% for the press for the school for the

The pargues and identitie of the surfaces Special Schedule and Commissions programs may as the decarty relates to some of the 1992-97 corrective budget. This is because there are no invations changed, budget on the the currective budget. However, we interesting information is in the gragman descriptions that could be used to develop articulant in the future. We assured this information as missions for purpose of our remet.

We found that the majority of inflormatics we assumed an indices in identifying an overall paymes and the citems revert and a site on egatizationally acceptable. That is, this inflormation, allocation is the inflormation in the revertient indication in operational plans, we checked with gamps of the creative briefful distance of the second operation of a constraint with distance and majority particular to constraint with data and may provide a basis for a constraint with data and may provide a basis for a constraint second data and may provide a basis for second to elevery the distance for the more distance of the second technical data and may provide a basis for the constraint of the second data and the second data and the second technical data and the second data technical data and the second data technical data and the second data

DESE is also listed as one of the Ipoxial Schools and Commissions in the consume hadron. Heraryne, yn ded with NUEL amarady in Charter 5. Although there are few guide reported for Special Scholes and Consultation, the reporting optic are cardly interacting, With the ecopies of fear paceted of information we arensout as guide, the majority of guides are highed as such. The labeled guide and informations we assessed as guides are able construct with firefund and label lows. As a result, users all construct with firefund and label lows. As a result, users all scholes and Consultations and defined by these guides are informative result.

Legislation stands to from the path, however, what the Special School and Canonization Ranget units and eccentre budget pregnants are torking to accomplish. This is because, although the majority of required gath are constituent with the information we assessed as minimum and reflect the domination to survey which accounts budget organization working, they do not provide a sums of direction for the attenty.

Legislation and when even of the executive bodget also concerns on the objective and proferenases indications reperturb foregoment and accumulation of the second the subject of executive and accumulation of the second the subject of executive and accumulation reperturbation. This is because the subject of executive and accumulation of the second the subject of the executive accumulation of the second the subject of the executive accumulation of the second the second the subject accumulation of the second transmit of the second the second accumulation of the second transmit of the second the second accumulation of the second transmit of the second the second accumulation of the second transmit of the second the second accumulation of the second transmit of the second transmit of the professionase to that the offeringers, and accumulation of the second transmit of the second transmits of the professionase to the other offeringers, and the second transmits of the second transmit

Background

The 1996-97 networks budget presents fluxuesial and performance data readed in the range components of the status education system. The budgeting purposes, the sease that is bablet a group of relation budget units flowers and Commissions." Foor of these budget units flowers energy endableting the sease of the sease of the sease of the address budget and the sease of the sease of the address there effect the sease of the sease of the sease of the education sease of the sease of the sease of the sease of the address. The sease of the sease of the sease of the education sease of the sease of the sease of the sease of the education sease of the seas "Special Schools and Commissions" when discussing the Solarwing nine budget units:

- Louisiana School for the Visually Impaired (19-651)
 - Leuisian Schoel for the Deaf (19-653)
 - Leuisiana Special Education Center (19-655)
- 4 Louisiana School for Math, Scionce, and the Arts (19:457)
- 5. Office of Student Financial Assistance (19-561)
- Louisiana Educational Television Authority (19-662)
- Council for the Development of French in Louisiana (19-663)
- State Advisory Council for Vocational Education (19-667)
- Louisiana Systemic Initiatives Program (19-672)

Avtail Expenditures, Rossummended Auseants, Appropriations, Staffing, and Olisat Groups. Funding for Special Schools and Commissions comes from a combination of foderal and state fands. State funds include direct fluids (general fand) and indirect fluids (uterrugney transfers, free and selfmemerate summers, and summer oliderations).

According to the study lines (0, 1996, Supplemental Alphemation in the Compendental-Acama Flowment) Report, Special Schools and Commissions expenditures for fincal year (956 totald) over 656 million. The total scores method annual for fincal year 1997 was 579,655,999, according to the 1996-97 memories biology to Lingliation appropriations for fincal year 1997 totaled over 531 million, according to the 1066-97 final according to the source or summary.

In addision, there are 853 sufficiented positions for Special Schools and Commissions, seconding to Act 17 of the 1996 regular legislative sames. Special Schools and Commissions serve a variety of cleanest within the status of Lucialana. Edithil 5-1 on the following page and Edithic 7-2 on page 145 summarize funding, staffing, and clean that the Posicial Schools and Commissions

Easter 2-1

Summary of Actual Essentiarys for Early Year 1996 Amounts, and Staffing Data For Fiscal Year 1997 For Furth Year 1997 Special Schools and Commissions

BelgetUnin	Actual Expenditions for Flucal Your 1996	Bernmented Expenditure Scribed Your 1997	Appropriations Appropriations Not Fiscal Your 1980	Educated Cristian Control Fand	Robertsed Perkins for Facto Lass 2011
Louisiana School for the Venally Impaired	\$1,00,000	6,16,03	1.00.00	94%	- 90
Louisiana School for the David	18,895,000	\$16,516,526	11042428	ith	286
Louisiana Special Education Conter	\$1,800,000	\$1,676,671	\$6,04,179	195	177
Louisiana Beland for Malls, Science, and the A43	\$1,021,000	\$1,112,415	RUNUUT	195	
Office of Stakest Financial Automate	\$11,411,000	BALTICIN	\$44,175,354	47%	130
Louisiana Falsushand Taleviaian Authority	96,0100	\$610,10	964712782	645	17
Crossel for the Development of Facult in Lepingen	\$37,000	\$1011	\$29,119	345	
Date Advisory Council for Vocational Talastics*	\$170.00	\$117,718	101110	25	1
Louisiana Systemic hitiatiwa Program	\$1,473,000	10100	10104	Ph.	н
Internet and Internet	SOURCES	TRACING	SILMAN	58%	1.144

Hearter, Preparel hy legislative anitor's staff using data supplied by the 1996 CAPR (hypoteness, 1996-17) escontrac heaper,

Chapter 7: Special Schools and Commission

Page 145

Eabled 7-2

Summary of Clientele

Special Is hosts and Connectedors. (Bridget URXC)	builder of Chatale	Number Stand	
Louisiana School for the Vanally Impaired	Vanidy hundrapped children 3-21 prace of age		
	 Residential 	- 4	
	 Neuroisetti 	13	
Louisiana Bahool for the Daaf	Husing impaired shiften from bith to 21 years of age (and their penets)		
	 Keninetal 	245	
	 Non-randomid 		
Louisians Special Education Center	Orthopedically handscapped anders 2-25 sears of aga		
	 Residential 	2	
	 Nervidatid 		
Louisians School for Math, Science, and Or Arts	Orbitad high address 13th and 13th grade analests		
	 Residential 	400	
Office of Staduet Ferencial Assistance	Stickets summing higher education		
	 Broket Louis 	0.05	
	 Malerky/Tests 	\$0,794	
Louisian Educational Yderizion Authority	Specific eductional programs surving		
	 Hendelds with 3-12 Your Okto 	116,000	
	 K: 12 Nucleus 	MOOD	
	 Tosten/Caretons 	56,000	
	 Abbs 	3,000	
Council for the Development of French in	Datevale		
Louisiana	 Spadare of Frank 	342,000	
	 Citate of Frends Asserty 	3.2 mil	
	Public Schools		
	 Pre-K damph (3/b) Could Hookets 	6.50	
	 Tashen 	48	
	Colleger and Oxivanities Colleger Students Neutro Alexaed Scholarshinel		
	College Stokents/Stody Alread Schelenbips Tandem of Prends (Continuing Tologation	×	
	Geater	10	
State Advisory Crussil Set Toostimal Education*	Networkbir		
Louisian Systemic Initialism Propress	Public Salard Tambers	80	

Sweet: Propertify ingletive eating's raif using data applied to the Dependent of Eduction and the 1999-97 exception hadari muman information volume

9http: 145

State Education System

Analysis Canducted We analyzed the preformance data copyred in the program information volume of the 1955-57, escatalos budget for the time subgrant and the second second second second second analyzed information was identified and associated as contineous and positiv. In addition, we associated as control as contineous and positive the second second second second second second associated in the second second second second second indicators (for therma line budget out), webb is ediped 22 associative budget programs within these budget units, webb is ediped 22 associative budget programs within these budget units, webb is ediped 22 associative described in 2016 13 as or general to 60 Chanter 1 of 10 his resont.

With the austimates of the OPE planning analyst flar education, we identified 26 planets of Uniferentiation in the 1996-97 concentre in budget that could be used to develop resistants flar forare editions of the sourceive budget. We also assessed test labeled goods and flow players of information that could be used to develop goods. Tankly, we assessed 54 objectives and 424 performance indicators.

In this shaptin, we first report the results of our event comparison of predimtance data is dopcald 5-dood and Commission to the established origin. These finding are on page 1-PT trengt 15%. Note, we seen the mission for our analysis at the occurrier budget program level of each budget still so page 159 dousgi 1-Y. On these pages or addo report, shapting appropriate, findings and incommendations or behind to the overall analysis of conference on the Overall Analysis of Performance Data Reported for Special Schools and Commissions This page is intentionally black

Reported Missions Net Easily Identifiable

No Missians Labeled as Such in the 1996-97 Executive Badget

The 10%-07 security badget data to comit inhibit missions for Special Kohools and Commission. Therefore, the missions and the special Kohools and Commissions are nor enably identifiable, and consolidate the program and the special security of the special security of the distance, missions are offer tradeold in the program logist. Consequently, they are not adveyed baddet on missions in the associative higher. However, sum of the security is higher they are sufficient to have a security the security in higher they are sufficient to higher the baddet and the security higher they are sufficient to higher the baddet and the security is higher they are sufficient to higher the baddet and commissions or the program written.

The OPB planning analyse for education informed us that there is to writem policy that addresses labeling minimas. She said that planning multy an generally decide whether to label minimum en a case-by-case-basis. In addition, if anopyrout instructions on budget and operational plan propension do not mendate that minimum be labeled.

With the automass of the OPD planning unitys, we identified a big into californianis in the PDAP-7 monotine budget that could be used to develop extinues the faint and efficient of the encounter budget. The OPD planning unity agreed faint we could use and assess this information as missions for the proproces of this sport. These or the ensuits of california to the obsertion of the sport. These of the source of california to the obsertion of the sport. These of the source of california to the obsertion of the sport. These of the operation of the observation is the faint of the operation of the operation of the observation is the observation of the operation of the observation is the observation of the information of the operation of the observation of the observation of the information of the operation of the observation of the observation of the information of the operation of the observation of the observation of the observation of the information of the operation of the observation of the observation of the information of the operation of the observation of the observat

Most Geals Are Labeled as Gaals in the 1936-97 Executive Badaret

Although we find to labeled minimum in the measuring hapt, the magnetic of gash are histoid. New poperfordary, we assessed tun labeled gash and faur pieces of influenzation that were tabled as gash but could be used to develop gash for Special Schwitz and Commissions. Therases the wajerty of gashs are labeled, users of the occouries bugget should be oble to analy identify them. However, this may not be true for the four pieces of information fairs were not bieled as gash. We descussed the four process of subhards information with the OFB planning spaces. See near the true, first evidence, parts height be embedded in program descriptions of the convertine budge. See append the word do near allowers the information as goods for parposes of our spect. Based on the reading of an assument, this information (buscher furthered is a good) on the accord OB and papersy officials as have from which is no mail devices observed the prior furthere is no have been as a spectra of the strue of the start parts of the start devices of the start part of the start have been which is the start devices of the start part of the start parts of the start of an empty, we can be start parts' to define the labeled gala is a well as the information we cancered to avoid.

Recommendation

5.1 Special Diluccies and Commissions, COR, and legislative and Switch allows the metrics of labeling minimum and goals is the spectrational plan and the excessive budget, COR Should then develop a policy on labeling minimum and goals. The privicy should many whole relations and goals should be labeled as the operational plan and the sourceive budget. The policy should appear do not should be related as the operational plan and the sourceive budget. The policy should appear do not should be the should be able to be able to be able to be budget. The policy should appear do not should be budget. The policy should be particle constraints the should be budget to be able to be able to be operating the translated te exception before.

Reparted Missions and Goals Consistent With Legal Authority All relations and goals reported for Special Schools and Cosmissions budger units and programs in the 196-67 executive budget new considerer with years and foderal law. We compared them with the purposes of various programs identified in Informit, and start legislation. As a result, users of the corrective budget uses be answerd that the operations of Special Schools and Commissions as defined by these missions and goals are consistent with legal athority.

Page 110

Reparted Missions Generally Provide Useful Information The major of arminos reproved for Special Educity and 100-57 emactive bary periods and informations. This is, then parameters of the second second second second second the Education of China Special Special Special Special 100-50 emactive bary bary this is presentational to the second second comparison of the special special special special special should be obtained to exception, and a special special special should be obtained to expect the special specia

As previously stated, we analyzed 25 missions for Special Schools and Commissions. We analyzed nine missions for the nine budget units and 17 missions for related executive budget programs.

All Missises Identify an Overall Perpose

We found that all 26 missions (190%) idensify an overall purpose, Associating to Memogeneous and experts at GASB and the opposite of the second second second second second second experiments. Bocume all of the ministen identify the overall purpose, entre of the occurity to being thould be able to determine what the Special Schools and Corenainsion todays raise and second to determine the entremains the adversaries of second to adversaries are determined to adversaries.

Almost All Missions Identify Clients and Customers

We also found that 24 (10%) minimum blendy, slients and contains the low-science of the low comparison at the minimum for the Lokissian School for the Der(LSD) and the Lominum Sciencing Theorem Analysis (LTLA). According the compariless of the science of the comparison of the comparison of the comparison of the comparison of comparison of the comparison of the minimum blendy classes and according users of the minimum blendy classes are according users of the comparison of

Page 112

All Information We Assessed as Missions Is Organizationally Acceptable

We considered such prices of all organics we assumed as a relation to be explorationally accepted by the constant of the top program is equivalent (but). If the information is not induced in determine of the information is correctly protocol in the constant behaviors in the information is correctly protocol in the constant bodget. We found that all information we assumed an instance in exploration by recording have or again by the protocol bodget can be assumed that all of the minima information is infinided in the operational plance or again by the spectra officials. It is addition, the against and Offician to a file water membrane of the information of the model of the order of the membrane of the information of the spectra of the spectra of the information of the information of the order of the membrane information.

Must Missions Are Consistent With Higher Level Missions

We analyzed ministem to determine if they are constant with higher level ministem. However, we did not some mine ministem (39%) because they lacked a higher level ministen Specifically, we could not assume these ministem because there is to even ministem in the sociation budge for flypoint. Solveols and Chambergowing An a ready, we analyzed any 17 ministems for consistency with higher level mission.

We found that all 17 telesions we assumed (100%) are consistent with higher level interiors. Accessing to a fieldes) Office of Management and Budget efficial, it is important that Reposite strate consistent performance data. Because there is constrained anomaly the missions we assessed, users of the effective budget and becaused that each budget that and recourse budget structures are structure budget that and

Recommendation.

7.2 As Special Schools and Communitors, OPB, and Ingitatives until document in martin of habiling minimore, they should also amount that all missions at a minimum, more the original document of the response of high second and habiling well-section missions with high second the econvirts heading universities of the propose of and elisated served by the Theoria School and Communitients. Few Goals Reported

The 1996-97 Executive Budget Lacks Gaals for the Nine Special Schools and Commissions Budget Units

The 1996-97 executive budget does not include goals for the Special Solvesh and Commissions at the budget cut lised. The only genth reported are at the coacarlow budget program lived. As a renord, users of the second the budget cat agroup to a hile to determinate what not. Special School and Commission is marking to accommiss the the assented forwards to such such a solvest accommission in the assented forwards to such as the interview.

Executive Budget Does Not Include Goals for Several Executive Budget Programs

Eight of the 22 (14%) eccentric height programs for product Stabula educ Contentisms of a soft here goals propertie in the encoder height any soft kall also the program low, usus of the encoder height any soft kall also downitar what subdicatal the encoder height any soft kall also downitar what subdicatal between or flowments at GASB, is a peperginas for all programs to the program an arbitrary. Webbig goals, it may be difficult for terms programs, and arbitrary in the downer of the proceedings to expression.

Geals Do Not Communicate General Direction

All 14 reported goals are consistent with the missions and reflect a final deminister. However, ten (TMs) of the goals do not show a fewired direction. As a scale, users of the execution budget may not be table to determine the direction that programs for Special Schools and Comministors will be tabling toward adversible table reaking.

Recommendation

13. Special Schwais and Commissions, OPD, and Jugiakino and the durit dwarf schwaitre to devolge path for ell Special Schwaitre and Commissions budge units and envolvite budge regrames. These grounds should be induced in fitture edistron of the concerive budget. The grads handled, it a neither and the critical concerled in this report. Reporting well-craft and gain well halp uses of the concert budge understand lower the institutions and neurone with an induces their institution.

Reported Objectives Not Measurable or Timebound Noise of the objectives reported for Special Schools and Commission in the 100% of convertise to long are measurable or improved. We did find that most of the objective breadly relies to goals, and most goal's hand denote on equality. However, objectives that are not measurable and fundational do not specify a strain of the strain of programs are programming at how tanks the strain of programs are programming at how tanks the strain of the strain

Coveral, we found that all (35 eT 35 or 10%) or the source of the source of the source of the source of the bigget transplut source of the total source of the source of the degetories are ensemble or simelands. However, none of the degetories are ensemble or simelands. According to a variety of sources including Management and CMMP efford, deputies in the source of the source provides and the source of th

Recommendation

7.4 Special Schools and Commissions, OPB, and Ingulative staffs sheald work together to develop objectives that are measurable and timeboard for Special Scheeb and Commission. Only measanthic and timeboard objectives should be included in future editions of the eventive budget. Measurable and timeboards objectives with pocific levels of desired performance and timebables for accessful performance and timebables for accessful hereat.

Reported Performance Indicators Do Not Measure Progress Made

Performance Indicators Reported in the 1996-57 Executive Badget Do Not Measure Progress Made Toward Stated Objectives

Detection of the performance indicates reported in the 1996-97 executer brack part for Special Schools and Commissions do not emerge propers made toward the stated deportion. The state is understand. However, when performance indications do not emerge its understand. However, when performance indications do not communicate how well a program di du let it vasa supposed to da. Theoretine, users of the oscilation budget may not be able to determine how divergence and during a regramming and performing.

We assessed 424 performance indicators reported for Speeld Schools and Commissions. We found that more of them manane progress made trends the attack objectives. However, we did field that executely all performance indicators breadly relate to the objectives, and the majority (487 or 99%) are clear, easily understood, and non-indivated.

Majority of Performance Indicators Have Measurable Components

It should be noted that 435 (29%) of the performance indicators have mean-thic components. That is, they include a numeric base such as a number, percent, or regional average. However, some of these performance indicators meanse progress toward the same dejectives. If the objectives and included specific targets for accomplishment, the performance indicators must have meaned generates wirved them.

According to the Assistant Director of Research at GASB, it is important for objectives to be measurable and timeboard. Performance indicaters can only measure progress travast objectives that have measurable targets and dates.

Recommendation

5 Special Schools and Commissions, OPP, and logisticity and the holds work supports to davage inspected particulates indicators for Easts editions of the consult working. The participants of the neural theorem bands, it is minimum, be considered with the stated objectives, meaning exposures made constrat these objectives, and the clean, only understood, and non-scholard. In Including pair loops of the second scholar theory pages and the second and some scholard.

Majority of Outcome Indicators Reported far Single Budget Unit The registry of extorem indicators reported in the 1796-77 earch budget for Seydel Schedu and Commissions are reported for a single budget and. Ablacogi MP (2754) performance indications Systemic Health Scheduler and Health Scheduler Lacientes Systemic Healthours Program Dubyte and 19-0572. In addition, the majority of performance indicators for Spocial Schools and Commission resource output, the Performance relations of the acceleration budget counted Remote Nov well's program and advantar V and angulary performance indicators, uses of the acceleration budget counted Remote Nov well's program and advantar V and angulary to do. In addition, Pergram Nortor and resource acceleration in the relation of the performance indicators in the performance in the relation of the performance indicators in the resource of the relation of the relation of the performance indicators in the relation of the relati

Exhibit 7-3 on the following page summarizes the types of performance indicators reported in the suscetive hulget for each Special Schools and Commissions badget unit.

Exhibit 3-3

Buller Onto	Ispen	Ouper	Outerral	-	Explanato	- Berg) Indestor
Landstone School for the Younghy Instantial	15	17	1	1	0	- 51
Landstone Tabled Se Die Oraf		64	0		1	33
Leapage Topold Ethewice Center			1	11	0	2.5
Louisian School for Mals Jointon and Dr. Mit-		11	2	11	5	1 24
Office of Student Peners int Assistance		34	3	,		36
Lastering Monthand Menthlers Asherby			1	1	1	15
Council Set the Genelogenesi of French in Logistame		,		0		4
Date Advisory Council for Nonstienal Education*		0		0	1	0
Louisiana Sudonic Initiation Pearan		61	81	2	15	151
Table	10451	25	10.85.20	357.8313	12532125	494
Panel	30%	2550	2/5	100000	10 Mar 1	113975

Indicator Types Reported in 1996-97 Executive Bodget

Names - Toward in industries and/or 's dall mine articeneous industries estantial for South Schools and Composition

According to both OASB and Management, programs should develop a variety of the different types of performance efficiency and effectiveness indicators, should be developed and and he the surround. GASR also recommends that surrow officials, planning office personnal, and lagislators work together

GASE also recommends reporting explanatory information with performance indicators. Explanatory information includes a might effect as preprintive's arrEveration

Recommendation

Special Schools and Commissions, OPB, and building staffs should work toughter to ensure that each ensures develops a mix of the various types of unaffi explanatory information for inclusion in frames addross of the concern budget. The mix of indicates should communicate all perfinition aspects of program performance. The staffs should make special efforts to develop concerns infication. Deploymenting this recommendation will help ensure that users of the executive budget can see actual researces made to the personnel.

There are G4 performance indication reported in the 1976-97 sensation bridger for Equidal Schools and Commissions. An stand projectionally, none of these performance indication measures programs made invested to objections. Accounting to the Aristman Director of Research at GASS, too many performance indications and Commission. The mixed that accessive performance indications and Commission. The mixed that accessive performance indications and the interaction bridger. It address, he mand that performance to indication bridger. It address, he mand that performance to initiation and endocuments and the common bridger build be formance to initiation and address and the initiation of the initiation

The assistant director also study that when performance inflators are reported in a document such as the monority budget, summ must be assured that they are lished to measurable and timebeard elogications. Parlymance indicators can as obly measure progress toward objectives that have measurable targets and famps. Riskding measurable and invibuous disperivers in storated documents, and no the essentive budget, is one way to limit the matching dispersioners indicators.

Recommendation

13 Special Schools and Commissions, ORL and legislative and hold sork special particular modes of performance induces reported in Ease schedure of the sensative higher. Most hold fuel encounter budget should be induced. The airfuthold should an encount will all performance induces induced by performing the reconstruction should have more that all performance induces in all have the size of the schedule. The airfudence is a schedule of the schedule is the head of the schedule of the schedule of the schedule is an extension of the schedule of schedule have the size of the schedule of the schedule method.

Too Many Performance Indicators Reported Analysis of Performance Data Reported for the Nine Individual Special Schools and Commissions This page is intentionally black

Budget Units' Reported Performance Data Lack Unfolmers

Performance Data Reported for the Nine Individual Special Scheels and Commissions May Not Provide Useful Information for Decision Makers

The aujointy of parformance data reported for the size individual Special Schools and Constmitiston in the 1994-07 escentin budget de sort uses all of the arbitrat dearthed in Erdhelt U in Chapter I upage 16. As a round, sauro of the arazutar budget may not be able to determine what the Special Schools and Commissions are bring to accoughle or the statest to which they are conclusing their targets. In addition, lighthere and others well as be able to and the ordermance dut to struck theologic decisions.

Mithingh the majority of ministors we assessed for the Special Shoulds and the corresponses near and winning, the majority of goals, objectives, and performance indicates to not. As provisually memoiscone, for existing the provide a sense of distriction. Also, none of the objectives are meanwhere or simulation and majority of performance indicators that assesses extenses are reported for a finght holgs at all, or not of policitory supressing program mail acrosses in discontention distributions. The angle of performance indicators that addistring information on the subscience of performance data majority the methyland origins.

Exhibit 7-4

Percent of Missions and Goah That Meet Criteria Special Schools and Commissions

		Mining	Creb			
Pergatitudo	Inester Cored Paper N	Santalan Clanar and Cumpoun No	Comparison St.	Composer with Ration Level Manual No	Provide a Sala of Howker, Robert Bostcaries Vi	
Louisiana School &r Or Verailly Impaired	136 (2 a/3)	100 (34D):	000	100 (7)(7)	30 (1 af f)	
Logistican School for the Deaf	130 (1423)	80 (1642)	100 (51(75)	100 0 af D	190 (1 af 1)	
Louisine Special Eduction Desire	(34) (24C3)	300 (3.475)	100 (3147)	300 (2 #2)	(1 a 1)	
Lotinian Tubori Se Mell, Science, and the Arts	110	100 (A of 4)	000	.00 0.470		
Office of Nucleoi Ferencial Anti-theory	130	100	100 Contto	100 (3 eT)	anti	
Louisian Resourced Television Addresity	180 (Fal1)	10 10 10 10	100 (310)	80 0 if 0	a a 10	
Council for the Development of French in Leastnings	(2 of 2)	300 (3 of 2)	100 (2.4(2)	900 0 af D	a 40	
State Advisory Council for Ventional Education*	(1 of 1)	100 (3 xl 10	100 0 wTD	100 0 #10	9 arts	
Louisian Pyranic Initiation Program	190 (2 of 2)	100	100 (2.472)	100 0.470	190 (3 ef 1)	
Teal	IN OCTOR	12 (14:51 26)	100 (201(20)	00 test	28 (40)(14)	

Finis council and beneficiated to have \$100".

Source: Propulation is a statistical and the source of the source of the source of the source of the source to be source t

Percent of Objectives and Performance Indicators That Meet Criteria

				10000	rimeau Inferior		
Deces 1 Miles	Contesta Maria Gua	Xugan	1 miles	Har.	itti.		1111
Continue School for the Friendly Impaired	20	ain.	100	parts.	anno	, M (0) (20	
Location 3-bod for the 2-M	#1 (1)(1)(1)	parts.	a ano	all of all the	sin .	31.00	30,000
Louisian Apostal Education Contar	41 1940	p NO	p do	an ji shi	0.00	(81.4721)	(21/21)
Lauran Adent die Math. Keinen, andrike den	0.00	# 840	a 40	10.4.0	8439	01.454	(100
Office of Basket Francial Automation	100 (7 al 1)	a to	a.co.	10,400	8.476	100 (N-1256)	0.09
Lacian Educationi Salatica datacity	0 MD	1 af 2	6.65	RH G HD	o-en	100 (32+025)	1000
Council for the Development of French in Continues	100	a.co		NH Chirth	ein	100 (Sur0)	30
Related Street Providers	New reported	New	Kina reparted	Xua reparted	And opened	hing apartol	New
Ladam Tytesi bilati'w Pegan	HIRD.	840	# #0	ana Charty	a-650	3944110	10000
Cal	anine	actes -	0.00	1916540	area	1011010	- 16 Januariana

Banace: Prepared by logicalizing scaling or staff from comparisons made between 1996-07 executive lendpet performance data and the entershifted in Foldula 1.3 on page 111 of Chepter 1.

recommendations (if applicable) not discussed in the overall analysis on passes 147 through 158 of this chapter. See Chapter 2 for additional information on program descriptions

Page 314

Budget Unit 13-651: Louisiana School for the Visually Impaired (LSVI)

We analyzed 3 missions, 3 goals, 7 objectives, and 51 performance indicators for LSVI and its 3 essentive budget programs.

- LSVE (1 mission, 9 goals, 0 objectives, and 0 performance indicators)
 - Program A: Administration/Support (9 missions, 1 goal, 4 objectives, and 20 performance indexects)
 - Program II: Instructional Services (1 mission, 1 goal, 2 objectives, and 21 nevformance indicators)
 - Program C: Residential Services (1 mission, 1 geal, 1 objective, and 10 certermance indicators)

Our analysis of the information we assessed as missions, gasis, objectives, and performance indicators did not reveal any findings other than those reported in the avanual analysis succion or points 147 threach 158.

Budget Unit 19-653: Louisiana School for the Deaf (LSD)

We analyzed 5 missions, 1 gosl, 17 objectives, and 8: performance indicators for LSD and its 4 executive budget programs.

- LSD (1 mission, 0 goals, 0 objectives, and 0 performance indicators)
 - Program A: Administration/Support Services (1 mission, 0 goals, 5 objectives and 33 performance indicators)
 - Program D: Instructional Services (1 mission, 1 gas), 8 objectives, and 43 netformance indicatory)
 - Program C: Residential Services (1 mission, 0 goals, 2 objectives, and 10 performance indicators)

Program D: Annihary Programs (1 mission, 0 goals, 1 objective, and 0 confermance indicators)

Some descriptive information is reparted as performance indicates. The description information indicates board adversaries on attractions evolves interleging and evoluportunates indicates for our standy constraining professional indicates. That is, its addition to the 3D performance indicates or sussess, the manufact badge response an indicates for prosetion of the standy of the standy description of the standy concorrer, efficiency, or quely indicates, or explosuring information. As a ready, users of the substantion badges to get the manuage resume many material strend description.

For manyle, an objective of the Administration/Report Programs in to provide information to individual and groups concerning the school, its students, and its programs. That edjective is followed by descriptive information that spys. "Number of people attending an identiss." This information describes attendance at contain school events, not the program's performance reasolation retry-followers, the not be prolice.

When descriptive information is reported as performance indicators, users of the encodive budget may think the information is designed to measure progress made inward related objectives. However, descriptive information does not communicate to users of the suscerive budget whather LSD is accomplishing its marad related res.

Some objectives reported for LSD do not have corrupositing performance indicators. These objectives lack performance indicators where because no performance indicators are reported at all or because descriptive information is reported a performance indicators. Size of LSD (>17 objective (25%) reported in the 1596-97 session budget do not have corresponding aperformance indicators.

For five objectives, no parformance indicators are reported at all in the 1906-97 executive budget. For example, no corresponding indicators are reported for an objective that tates that the Adamistration/Support Program will provide systematic freed severing and meanment functions or for the school For the sizeh objective, descriptive information is reported as performance indicator. Specification, an objective of the Auxiliary Programs addresses (ADV) 5 holes it Anling Center and its role is performance in an order for the social, columni, and resourceant needs of the materian. That objective is holework by and annuarce on submittee address and objective in holework by and annuarce on submittee address and a verify of machidene by the response. In this information describes activities of them by the response.

As a minimum, programs should have measurable and timeboard objectives with corresponding performance indicators: If objectives are supported without corresponding performance indicators; they do not communicate a program's programs made toward targeted levels of accouncy fishment.

Recommendations

- 7.8 OPB about work with LSD efficials and togelative and to develop manarable and transboard objectives with corresponding performance indexager for instruction is former editions of the executive hodget. Employmenting this recommendation will manarable this for emercisive budget communication specific traptical levels of adjust observations specific traptical levels of adjust observations specific traptical levels of adjust observations and the formation.
- 1.9 OPB, LSD, and legislative staffs should work together to ensure that only performance indicators that are grounded with meantmish and interboard objectives are included in finance editions of the encourby budget. Information that simply describes, for instance, programs and personnel should not be recented as ereformance indicators.

Budget Unit 19-655: Louisiana Special Education Center (LSEC)

We analyzed 3 missions, 2 goals, 6 objectives, and 25 performance indicators for LSEC and its 3 executive budget programs.

- LSEC (1 mission, 9 goals, 9 objectives, and 0 performance indicators)
 - Pregram A: Administration/Support Services (3 mission, 1 gol, 3 objectives, and 9 performance indicators)
 - Program B: Instructional Services (1 mission, 1 goal, 1 objective, and 8 performance indicators)
 - Program C: Raidential Services (1 mission, 0 goals, 2 objectives, and 3 serformance indicator))

Our analysis of the information we assessed its missions, goals, objectives, and performance influences for USEC dol not reveal any findings other than those reported in the overall analysis section to some 147 through 158.

Budget Unit 19-657: Louisiana School for Math, Science, and the Arts (LSMSA)

We analyzed 4 missions, 3 goal, 7 objectives, and 34 performance indicators for LSMSA and its 8 executive badget programs.

- LSMSA (1 mission, 0 goals, 0 objectives, and 0 methomatics indicators)
 - Program A: Administration/Support Survices (1 mission, 1 goal, 3 objectives, and 9 serformance indicators)
 - Program B: Instructional Services (1 mission, 0 goals, 3 objectives, and 17 performance indicators)
 - Program C: Residential Services (1 mission, 9 goals, 2 objectives, and 8 nerformance indicators)

The exceeding badget reports a mix of performance indicates reports (JASMA). Of the 34 performance indicators reported, 4 (125%) genarge lepst, 11 (125%) massare engres, 3 (45%) genarge engression, 11 (135%) ensemble efficiency, and 5 (15%) provide quality or explanatory information. Having a trix of metisator prepare helps users of the excerptive bodiest distributive lows. well LSMSA did what it was supposed to do, how much it nost to produce the result, and the resources consumed in producing that result.

Although a variety of performance indicators are reported for LSMSA, measurable and introbund clopholes are reconstry for users of the research budget to understand the information they provide. GASB and OPE official agreed that performance indicators are most effective when grounded in measurable and timeboard teams for accompatibility.

Recommendation

7.10 OPB should continue to work with US05A and legislative staffs to report a wairy of performance indicates for inclusion in future editions of the executive budget. OPB should also work with US05A to develop measurable and tradeward objectives to provide a base against which programs can be measured with the performance indicatent.

Budget Unit 19-661: Office of Student Financial Assistance (OSFA)

We analyzed 3 minutes, 3 goals, 7 objectives, and 59 performance indicators for OSFA and its 3 executive budget renormes

- OSFA (1 mission, 0 goals, 0 objectives, and 0 performance indicators)
 - Program A: Administration/Support Services (0 mission, 1 goal, 2 objectives, and 6 performance indexecv)
 - Pregram B: Loan Operations (1 mission, 1 goal, 4 objectives, and 33 performance indication)
 - Program C: Scholarships/Grants

 (1 mission, 1 goal, 1 objective, and 37 performance indicators)

The control whigh present aggregated performance tax related is available to these and administration expresses for the Lass Operations Program. Specifically, these performance indicates present informations that is not hereiste set. It types (dass. These performance infinishes are easy to anotherate in terms of overall delaw. Henceut, uses of the concerbs todget any not be able to adversise information and an individual law reservant.

According to OSFA officials, the only active loss program administered by the Losivierus Studient Financial Assistance Commission in the Polenth Funct Juliancia to Loso Program (FFLLP). This program consists of various subsidizati, washidizati, and consolitation losses for andarest parallel a higher education. The faderal generateset issues the loss under FFFL P.

The controlsion also detailations into long regrams that is to longer attrive, such as the Landstan Opportunity Land Program (J.-C.O). Although no new longer and under Landstand and the landstand attribution of the landstand new landstand landstand landstand landstand landstand new landstand landstand landstand landstand landstand faith that correst data spotent should be able to protect landstand spotent should be able to protect landstand landstand landstand landstand landstand faith that correst data spotent should be able to protect landstand lan

According to GABB, performance induction are next effective when one reported in aggregates detection. This is is because aggregated data cast encourd petertularly until information shout performance. One GAPA efficial stand and then lynow levels that GBB (adding analyst for obscitation to performance information performance information in their dependent data was an epidement information in their dependent data was an epidement information and an efficient data was an epidement of the standard standard and and data of GSB (adding and adding adding adding adding adding Gametalo, GSB), dotted loss caractural (contract), GSB Adon net break as diagargated performance information for inducted loss caractural.

Recommendation

7.11 OPE, OEFA, and legislative staffs should work souther to determine if performance indicators for individual lose programs should be reported in duture editions of the ossecutive budget. If they are included, they should be reported in disaggraphed form.

Budget Unit 19-662: Louisians Educational Television Authority (LETA)

We analyzed 3 minutons, 1 god, 2 objectives, and 15 performance indicators for LETA and its 2 encouries hadget responsible

- LETA (1 mission, 0 goals, 0 objectives, and 0 performance indicators)
 - Program A: Administration/Support Services (1 mission, 1 goal, 1 objective, and 3 performance indicators)
 - Program B: Broadcasting (1 mission, 0 goals, 1 objective, and 12 performance indicators)

Dar analysis of the information we associated as minitors, goals, objectives, and performance indicators for LETA did not reveal any findings other than those reported in the overall analysis, perform on pages 14T through 158.

Badget Unit 19-663: Cauncil for the Development of French in Louisiana (CODOFIL)

We analyzed 2 missions, 1 goal, 1 objective, and 6 performance industors for CODOFEL and its 1 minutive budget preserves.

- CODOFIL (1 miniats, 0 grab, 0 objectives, and 0 performance indicators)
 - Program A: Administration and Education (1 mission, 1 goal, 1 objactive, and 6 performance indexten)

CODOPIL's objective addresses three different

subjects. The objective states that Program A will continue to maintain and develop active and storag relations with (1) the state's aducational and souriary institutions, (20) provenients, and (2) consultations in Proceed. Beltram, and Canada, and international Freedy-Integrapy organizations. Because multiple subjects are included in the one objective, users of the accurative budget may become confused about which of the three target accurin being addressed by the performance indicates.

According to the GASB Assistent Director of Research, while being a reprise should not be binded togather in one objective relets the final edgestree in date, not too long, and supported by meaningful performance indicators: this meand that, as a general twin, objective abould cover only one arm, be histor, and be meanwrith and disaboust hait measure progress made taward the objectives.

Recommendation

5.12 OPIL CEDORIE, and logistative and/s should work together to develop objectives that are clear, concisa, measurable, and interbread. The objective should generative to consist of enables solicities should appendix the particular should be recommended on should mean that the associative budget communication specific targated livels of measured using the ordermane indicatory.

Budget Unit 19-667: State Advisory Council for Vocational Education (SCOVE)

We analyzed I mission, I goal, 0 objectives, and 0 performance indicators for SCOVE and its sole executive tradget program.

- SCOVE (1 minutes, 0 geals, 0 objectives, and 0 performance indicators)
 - Program A: Administration (0 missions, 1 grol, 0 objectives, and 0 performance indicators)

In adjustives or performance indicators are reported for SCOPE. The environment of the performance of the source of the second second second second second second events when the second As mentioned in Chapter 2 and according to recare fidenal logislation, SCOVE separad in Fase 1997. Therefore, there will be as assed to report fature performance data on SCOVE. Pest performance data reported, however, would have been more useful had objectives and indicates been included.

Budget Unit 19-672: Louisiana Systemic Initiatives Program (LaSIP)

We analyzed 2 missions, 1 goal, 7 objectives, and 154 performance indicators for LaSIP and its 2 executive budget programs.

- LaSIP (1 mission, 0 goals, 0 objectives, and 0 performance indicators)
 - Program A: Instruction (0 missions, 1 goal, 4 objectives, and 154 performance indicates)
 - Program B: Support Services (1 minion, 0 grah, 3 objectives, and 0 performance indicators)

One objective addresses three different subjects. The objective specifies the Support Services Pregnan and with three different adjects. The objective states that the pregnane with returns of mathematic and vision devices of the service of the different adjects and states adjective are indeed in our objective, sums of the measure badget must be addresses of the objective, sums of the measure badget must be addresses of the objective, sums of the measure badget must be addresses of the objective, sums of the measure badget must be addresses of the objective, sums of the measure badget must be addresses of the substratement information of the second second second second sectors and the second second second second second second sectors and the second second second second second second sectors and the second second second second second second sectors and the second second second second second second sectors and the second second second second second second sectors and the second second second second second second sectors and the second second second second second second sectors and the second second second second second second sectors and the second second second second second second sectors and the second second second second second second sectors and the second second second second second second second second sectors and the second second second second second second second second sectors and the second second

which is according to the Assistant Director of Research an GARS, which loss or topics should act the binded together is not releasive unless the final objective is clean, rate toe long, and supported by meaningful performance indicators. The stands that, an a general rule, objective should cover only one area, he hind, and he meanimum and its discussion frame, he hind, the other meanimum and its discussion that summary progress made should have performance indicators that summary progress made toward the objective.

Some descriptive information is reported as performance indicators. This descriptive information includes responsibilities, dutins, or summal background of LASIP. Specificity, we fund that the (i of 10²) of all data regords as performance induces use not distributive as such That is, in addition to 1:54 performance indicates we assessed, the occuries budget repeats a indicators in prices of information that as not fall ten the classifications of luppe, requester, difficure, or equilibric locations, or explansing information. As a requestion foundprior information that flows not measure progress model transfer the material distribution.

After countyle, are objective of the Intraction Program: advances LAETP to his in developing and Implementing targeted referes initiatizen designed to effect systemic improvement. That effectives is foldered by descriptive information that are systemic field or references by descriptive information that are systemic functioned in development project prevanuel are vipling the functioned and the instance of the systemic interview in transcense of prevants, our of the references or the references of the reserves. The references or

When description information in reported as performance indicates, uses of the executive budget may which the information is designed to measure program made toward related dejectives. However, descriptive information does not communicate to stern of the executive budget whether or not LASIP is accompliableng its mated observings.

Some edjective reported for LASIP do not have everypointing preferance indications, Alkough I and the 7 objective (19%) reported for LASIP is the 1999-97 executive lasks, for for solutions, companding preferances indicators are an expended. For example, no corresponding indicators are propered for an objective last stars and the laserstaining of which against testimetry' companding land understanding of testimetry and stars and the last stars in a lander methys architecturies.

For the sixth objective, only descriptive information is regioned. Specifically, an objective for the Support Services program addresses LASU? is rile in evaluating the work of the Regional Service Centers. That objective is followed by descriptive information that says, "LASU? had enginedly consted by the CASS sector (Sector Constraints) and exhedicontrasts in the LESU? is eight Regional Service Centers (ISCs)" This information describes the processing, networkings. As a minimum, programs abouid have meanwhile shi isoabouad objectivus with concesponding performance individues if objectives are repeated without corresponding performance indisaces, they do not communicate a program's program made toward supported lowes of accompliationer.

Recommendations

- 7.13 CORD, LARDP, and logisters entitly should work support to advacced logisters that provide consister, massachela, and simulatored tragens for that all objectives have compressively performance induces that are objective have compressively performance advacced by depetitions and induces that many advacced by depetitions and induces that many advacced by depetitions and induces that many advacced by depetitions and induces that the measurematicate badget, communication specific support bands, bandge communication specific support bands, bandge communication specific support bands, bandget communication specific support bands, bandget communication specific support bands, and advacced bandget and specific support bands of the program advacced bandget and the program bands of performance and how one advacced support and how one performance and how one advacced support and how one performance and how one advacced support and how one performance and how one advacced support and how one performance and how one advacced support and how
- 3.14 OFR, LASP, and logilation stiffs should work seguritor to soars that any stratal performance indicators that are granulad with nearanthia and instances indicators section of flame whites not for encounter bodys. Information for any stratage of the sectors, for intance, programs and personal deadline, for intance, programs and personal deadline to be more than performance induction.

Appendix A List of Publications Used

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Appendix A: List of Publications Used

California, Seara of-California State Audeor. Colytowie Conservation Corps: Parther Revisions Would Improve Its Performance-Rand Budgating Plan. October 1996.

- Canadian Comprehensive Auditing Foundation: Affectiveness: Reporting and Auditing in the Public Sectors, 1987.
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Appendix B List of Acronyms Used

Appendix B: List of Acronyms Used

RESE	Reard of Elementary and Secondary Education
CODOFIL	Council for the Development of French in Louisiana
DOE	Department of Education
GASB	Governmental Accounting Standards Roard
LaSIP	Louisiana Systemic Initiatives Program
LEAs	Local Education Agencies
LETA	Louisiana Educational Television Authority
LSD	Louisiana School for the Deaf
LSEC	Louisiana Special Education Center
LSMSA	Louisiana School for Math, Science, and the Arts
1.571	Louisiana School for the Viscally Impaired
MFP	Minimum Foundation Program
OAP	Office of Academic Programs
OESP	Office of Educational Support Programs
OMF	Office of Managament and Finance
068	Office of Planning and Rudget
ORD	Office of Research and Development
380	Office of Special Education
OSFA	Office of Student Financial Assistance
OVE	Office of Vocational Education
eur -	Professional Improvement Program
SCOVE	State Advisory Council for Ventional Education
SEA	Supplemental Education Assistance
SSD #1	Special School District #1

Appendix C

Department of Education's Response



DEPARTMENT OF EDUCATION

A CI BOX 94094 BAECH ROUGE LOUISANA 70804-9064

November 4, 1993

Dr. Daniel G. Kyle, CPA, CFE Lagislative Auditor Office of the Legislative Auditor P.O. Box 64307 Basice Respect 4.3 73404,4387

Dear Dr. Kvis:

We have reviewed the report fact containing the patientiary smaller of your performance and revited Annual of Program. Altabuty and Principance Lata to the Lata facility mithed to patientia vortica, subcostan and outmodefrees. It is official, and subc. It automous facing stating a potential mosts for vorticity, subcostance of proving automodefrees. Due to the lata of a definition statement as to the instance of proving automodefrees. But to the late of the late of the late of the late of automodefrees. But to the late of the late of the late of the late of the automodefree mail.

Otherwise, we concur with those findings in your report related to the Department of Education (SDE). As you trave, the SDE is currently undergoing the most significant receptionable in its history. We served the recognization has in history, the served the recognization has in binding. We can be served the recognization has been been served as a server server is an encourter adjustment to be in the concentration to be in the server.

Should you have any questions concerning this response, please contact me at your earliest convenience.

Sincerely,

Deputy Superintendent Office of Management and Finance

MJLDJSJrdgr

Cool J. Picard State Superintendent of Education

Appendix D Board of Elementary and Secondary Education's Response



BOARD OF ELEMENTARY AND BECOMCARY EDUCATION F IS NOT INFAN ADD BECOMCARY EDUCATION F IS NOT INFAN ADD TO THE DUCATION BATCH RECEIPTION TO A DUCATION TUPOL TWO DOES

Neuenber 7, 1997

MEMORANDEM.

- 70: Don Kyle, Legisleäve Andros
- FROM Viscois Peakedy, Executive Directory
- SURJECT: Economic to report dust cutiled "Analysis of Program Authority and Performance Data" for State Education Systems - Chapter 5, Board of Elementary and Secondary Education

The Board staff has reviewed the draft cepies of the report referenced above. We appreciate the opportunity to respond to the findings, and we understand that our rangement will be forwarded to members of the libour Approximation Controllor.

Our responses will address each major section of the report.

Background

Agency agrees with information presented in this section. However, IEEE's representibility over technical colleges and neupthic schools is not reflected.

Expenditures, Budget, Appropriations, and Staffing

Access acress with information presented in this section.

Overlap and Duplication Max Exist

Area I: Legislative

 Agency disagrees with the fluiding that the Legislative Committee and Legisl Committee may everlap. The purpose of the Legal Committee is to insude pending, and convert <u>Eligistics</u> are <u>legislation</u>. Funding and connext legislation is handled by the Legislative Committee.

Area 2: Teacher Certification

 The seport indicates that the consentees da have multiple purposes. This centers an incominismy with the use of the performance auditors' definition of "overlap" an applied. Dan Kyle November 7, 1997

> Agency is willing to shalp this finding further. However, it may not be possible to many the Appala and Dat Present Committees, since this could result in the sense committee serving as player and jury over both cortification and quasi-juliciti matters. In addition, collapsing certain committees will not reduce the samber of hurdness transmit to be considered.

Area 3: Curriculum

- The report acknowledges that the committees referenced are not limited to considering continuum nutries (eds). Agoney would like to note that the purpose of the committees in reflected in the titles of and the business directed to each, which faces to other a specific student population or a constitutional dary.
- The Board server as the local based for three special state scheols and the perspectation of the state of the state of the state of the state of the Versite Technical Committee and the Versite-Technical Committee to handle administrative as well as legislative matters.

BESE Advisory Entities May Overlag and Dunlicate Each Other

- Matter referred to advisory councils are these that require external lopar regarding, funding destricts, policy matters that need to be reviewed for local impact, and buildents revisions constanting policies or aspectianty controls.
- DOE staff provide the Board with a staticwide and nationwide perspective on certain lasses, while advincy consults suspend from a local or community perspective. This balance is necessary for a successful cellicy enabling process.
- Accuracy agrees that the timeliness of information flow works additional study.
- Agency diagrams with the finding that the Activity Contentions on Propriorate Shocks and the Specific Shock Concentration on presenting dispatces. Even though the highlight set which and that such already early such that such advises Contentions on Propriors Shoch dish will focusing approxil, and modular for postsecondary, Peyroft, vonstraint, Waing automation and advises the vonsional Contention of the Specific Neural Dispatce Contentions data with issues of nuclear confliction, surrial approximation of the Dismath with the Specific Neural Dispatce Content Dispatce Contentions data with issues of nuclear confliction, surrial approximation of the Dismath model Dispatce Content of the Dismath.

Page 2

Dan Kyle Navazaher 7, 1997

Recommendation 5.1

- BESE is currently analying the structure and revering poledule of its standing committee. This masse will surrain panding until the reorganization of the DOE is complete. The Doed will consider revising/web/paing its standing committee to containment to over discrime within DOE.
- IEEE to currently studying its solvinory council structures. The Fourth has alrendly
 eliasianted the Appeals Council for Psychological Services and has
 recommended that the School Library Advisory Council and the Tosthook and Medin
 Advisory Council be material.

Seven RESE Advisory Easities Mat Infrogrently

 Agency takes exception to the suggestion that certain advisory cutifies may be consoled simply because they rest threagently. Advectory Councils need only when the Bondy rulers matters to how for their consideration and advices. The Bondy could are in case atflication, not outwoold, to limit the surveyor of reserving required of these arrayse rather than everyoning them required a particle.

Recommendation 5.2

 The only advisory entity that may be cannoded in the Appenh Council for Providers of Prochological Services, which the Board has already terminated.

Analysis Conducted on Performance Data Reported in the 1996-97 Ecocotive Budget

Agence agrees with information prosumed in this section.

Missions and Goal Reported in the 1996-97 Executive Budget Are Consistent With Legal Authority

Agrees with information presented in this section.

Performance Data May Net Be Useful

 Agency agence that the PY 96-97 executive budget did not installe adoptate performance data. Dan Kyle November 7, 1997

Missions Net Clearly Montified

- Agency is working with OPB to strengthen data included in the associative badeet.
- Agency requested that performance and/ors provide standards, and/or stratelys to assist state accurates, but page have been movided to doe.

Goal Door Not Communicate How to Address Mission

- Agency understands that OPB and legislative staff are trying to develop a standard model for administrative indicators.
- Agency required that performance and/tors provide standards, models, and/or samples to assist state agencies, but uses have been provided to date.

Objections Are Not Measurable or Timobound; Few Have Corresponding Performance Indicators

- Agency is variently developing objectives and revising performance indicators for inclusion in the TV 90-99 concentre backet.
- Agency reported that performance unditors provide standards, and/or samples to assist state averages, but none have been rewided to day.

Performance Indicators Are Unclear and Do Not Measure Prepross Made

- Agency is carrently working with OPB to strengthen improve data presented in the ensemptive budget.
- Agency requested that performance and/ters provide standards, models, and/or senses to avoid state manufact, but none have been provided to data.

No Measures of Outcome

 Againsy is currently working with CON to surregularity prove data presented in the resonance budget in light of the new legislation (Act 1445) which datases "performance indexer" are a statement budgeting an activity, jusp. organ, outcome, achieveness, sois, officiency, or quality to be resonand relative to a periodic real or electory. Dan Kylo Nevember 7, 1997

> Agency requested that performance autitum provide standards, module, and/or summing to accist that accession, but some have been recycled by date.

Recommendation 5.3

- Agency is currently working with OPB to strengthen/improve data presented in the executive budget.
- Agency agrees that as the state sepands the snawative budget it will provide the new information requested of all agencies. To date, program information has been would be enabled on results as stimulated to stratem.
- Agency reported that performance authors provide standards, module, and/or surveits to point this associate, but now have been revoided to date.

No Performance Data Reported in the 1996-97 Executive Badget for RESE's Policy-Making and Supervisory Activities

- Agency is correctly working with OPB to strengthen/inspecte data presented in the susceptive bullet.
- Agency requested that performance auditors provide standarda, models, and/or survoice to assist state acencies, but none have been provided to data.

Recommendation 5.4

- Agency is currently working with OFB to strengthen/improve data presented in the economics hadeot.
- Agressy requested that performance and/ors provide standards, models, and/or samples to assist state agreeies, but none have been provided to date.

Limited Performance Data Reported in the 1996-97 Executive Budget for Administration Program

- Agency is currently working with OPB to strengthen/improve data presented in the associative budget.
- Agency requested that performance auditors provide standards, models, and/or samples to assist mare agencies, but none have here provided to date.

Dan Kyla November 7, 1997

Recommendation 5.5

- Agency is currently working with OPB to strengthen/improve data peasanted in the strengthen indicet.
- Agoncy requested that performance auditors provide standards, models, and/or samples to soviet state agencies, but peep have been provided to date.

No Performance Data Reported in the 1996-97 Executive Budget for Ng) Programs, Projects, and Grants

- Agamey agrees that the performance data submitted with the 1996-87 executive budget may not have provided useful information. Based staff has net with QPB personnel and legislative budget analysis to improve the objectives and the corresponding performance indicators.
- The 8(g) program has consistently gathered outcome data and the staff is eager to oblige better wars to present that data and performance information to legislators.
- Agreesy disagrees that "ingulators may find it difficult to determine if 8(g) resoluts are being used responsibly." A detailed Legislative Oversight Report is presented to the House and Sense Joint Education Committee annually, prior to each legislative resolut.
- The suggestion that 8(g) projects may overlap or deplana DOE programs and functions is inaccurate since the constitution specifically problets suggesting with these fands. Tasky year, the Tourd submits to the legislature for R(g) Program and Bodget for arrevord.
- The DOE is a recipient of \$800 family. Else other obtaining agencies, and does
 administer-certain intervold programs faciled by \$800. The local schools and system
 use \$800 family and the orthogon or supplement administed programs, but may not replace
 basic educational programs/billing family through the \$810.

Recommendation 5.6

 The 95-97 Mg) Annual Report was complied based on the performance measures indicated in the 97-98 construction based. This chars will allow legislators to see the accumplications and resids of \$20 hands exercised.

12.00

Appendix E

Division of Administration -Office of Planning and Budget's Response



State of Xouisians.

SVEEN OF ADAMSTERIDGE

OFFICE OF PLANNING AND BLOCET

MARK C. BRENGS

November 6, 1997

Dusiel G. Kyle, Ph.D., CPA, CPE Lagislative Audior Post Office Box 94397 Bates Bouge, LA 70804-8397

Re: Analysis of Program Authority and Performance Data for the State Education System

Thank you for this opportunity to respond to the audit report, <u>Acalesis of Program Authority</u> and Performance Data far the State Education System

Our office panels) agains with addition monitodiation inputed as you're increment for a 1.0 Abustion inputed in the panel of a priority and a strength in the test of the strength in the concentration which it led is inspreprint with regard in Third's add pragma heighten by Degrams and Protocols "reado angle and stratedly with a program heighten The air cost all pages of the chapter attempts and stratedly with a program of increment. The air cost all pages of the chapter attempts and functions the strategies and functions and a provide the strategies and functions. Constraints, COS, and the implantment in this strate with a program and functions. Constraints, COS, and the implantment in the strategiest and the strategiest for a solid with Constraints, COS, and the implantment in the strategiest of the strategiest for a solid and constraints and the strategiest and the strategiest and the strategiest for a solid and strategiest and the strategiest and the strategiest and the strategiest of the strategiest and strategiest and the strategiest and the strategiest and the strategiest and strategiest and the strategiest and the strategiest and the strategiest and strategiest and the strategiest and the strategiest and the strategiest and strategiest and the strategiest and the strategiest and the strategiest and strategiest and the strategiest and the strategiest and the strategiest and strategiest and the strategiest and strategiest and the strategies

The sport gases on to must the "Beacons of the wey the 30 maturally around programs and handrons are reported in a difficult doctimeter which programs must indication are reported in various maxima budget programs. There of the construction budget would not be review variants executed budget programs. The direction which provide the program of budget is accompatible or and/or as accompatible, what results, programs of budget to and the accompatible or and/or as accompatible, and a result, programs of budget to and the accompatible or and the product. The start has been and the accompatible to be at the indication in the indication of the start of the start of the start of the programments budgeting. Program budgeting is a budget yours in the Gosans are properts dependence, accompany indications and other out of (the directed budgeting).

Appropriations are made to programs, rather than standary stabilist. There is no need to is separate and highlight an entity just because it has been created by statuse, especially if it is part of a larger program. Absence of classify marked statusticity created programs and

Daniel G. Kyle, Ph.D., CPA, CPE

functions toolid not cause contribution for legislators, since finding committee definite and decision-maining content another the wavelet of accomptioneers in protection (31, both of which are expansed programministify. Review of accomptioneers in protection in both documents along programministify. Review of accomptioneers in protection of a new document and protection of the strength and the strength and documents along protections. The strength and the strength and documents have the PF PF-94 constrained along on an activity (value, constitution (strength)).

To the docusion system's centil, it should be need that, working with staff from the Office of Planning and Budget, the House Appropriations Commission, and the federa Legislative Commission on Source and House Governmental Affairs, the endies have already laidand improvements to their speak-induced plane and performance inductors. These improvements were included in their scata backets reasons and and the FPT 1097-04.

The Department of Education's reorganization in TY 1997-08 has changed both the development and content of the operational plane, and much work has gone into capturing the missions, and and objectives of the one structure.

As you are notener, the Offices of Planning and Budget neuranisms is standing affects of all states approaches of training and destinational assistance in plannings. Hogington, and performance and contractions have performing and an approximate of Planning and Mangaround and and Contractions have performing and in space of Officies of Planning with Mangaround and participation of Art. 1445 of 1097. It is debition, we antipate version with the resultance resources to advance of the Art. 1445 of 1097. It is debition, we antipate version with the resultance resources and contraction of the first day and any strength and works and the advance of the other and the advance of the first day are strength and the advance of the other and the advance of the first day are strength planning and continue and the advance of the first day are strength planning and continue to the advance of the strength advance of the strength planning and continue to the advance of the strength and the strength planning and continue to the advance of the strength and the strength planning and the strength planning and continue to the advance of the strength and the strength planning and the strength

Steerels.

and and

Stephen B. Winham State Director of Planning and Budget

SRWIMAR.

c: Cecil J. Picand Superintendent of Education

Appendix F

Additional Auditor's Comments

Appendix F: Additional Auditor's Comments

The comments below provide additional information regarding BESE's written measure, which is contained in Amendia D.

Page 1 of HESE's Rospense

- (1) First hullet "Background": This information is reflected on page 2 of Classer 2
- (2) Third ballet "Area 1: Lepidation": The societ on "Area 1: Lepidation" has been deleted from the audit report. Therefore, this comment from HESE is no longer applicable. Only two areas of potential version and application related to BESE standistic committees remain in the sport:
 - Area I: Teacher Certification (BESE refers to this as Area 2 in its response).
 - Area 2: Corriculum (BESE refers to this as Area 3 in its response).

Pages 4, 5, and 6 of BESE's Response

(3) In serving planes on theme papers, BERR Janks, "Aspect requested that parternames tasking providers matchice, and the index planes to summarize the participant of the participant parternames matchices, while the participant of the participant of the parternames matchices, the participant of the participant of the parternames matchices, the participant of the participant of the parternames matchices and the participant of the participant of the parternames matchices and the participant of the participant of the parternames matchices and the participant of the comments matchices and the participant of the par