

PERFORMANCE INDICATOR DOCUMENTATION

Program: Cultural Development
Activity: State Historic Preservation Office (SHPO)
Objective: 1 – By 2022, 66% of the state’s parishes will be surveyed to identify historic properties.
Indicator Name: Cumulative percentage of parishes surveyed to identify historic properties.
LaPAS PI Code: 20811

1. **Type and Level:**
Outcome – Key
2. **Rationale:**
We are required to report on our progress toward surveying the entire state for historic properties as part of our annual federal grant agreement with the National Park Service. Under that agreement our office works toward surveying every building more than 50 years old.
3. **Use:**
To inform management decision-making about resource allocation; and see number 2 above.
4. **Clarity:**
Not applicable.
5. **Validity, Reliability and Accuracy:**
Unaudited. Parish surveys are reported to us by contract surveyors. We seek to engage only those who produce reliable and accurate work. Those whose work proves otherwise, we discontinue using.
6. **Data Source, Collection and Reporting:**
Data is submitted in the form of quarterly reports prepared by contract surveyors and reports from our staff. Each quarterly report is due one month after the close of the quarter.
7. **Calculation Methodology:**
Absolute Count.
8. **Scope:**
The figure is not broken out in any way beyond the absolute number.
9. **Caveats:**
Parishes vary sharply in the number of historic properties each contains. Our progress in this work is dependent upon our level of appropriation.
10. **Responsible Person:**
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PERFORMANCE INDICATOR DOCUMENTATION

Program: Cultural Development
Activity: State Historic Preservation Office (SHPO)
Objective: 1 – By 2022, 66% of the state’s parishes will be surveyed to identify historic properties.
Indicator Name: Number of buildings surveyed annually.
LaPAS PI Code: 1291

1. **Type and Level:**
Output – Key
2. **Rationale:**
We are required to report this figure as part of our annual federal grant process. Under an annual agreement with the National Park Service, our office works toward surveying every building in the state more than 50 years old.
3. **Use:**
To inform management decision-making about resource allocation; and, see number 2 above.
4. **Clarity:**
Performing a “survey” of a building is a much less detailed review of a building than making a “record” of a building with a measured drawing.
5. **Validity, Reliability and Accuracy:**
Unaudited. Field surveyors and members of our staff canvass the state, parish-by-parish, creating written reports on properties more than 50 years old. Our agency strives to engage only those individuals who do accurate and professional work. We discontinue the services of any whose work proves otherwise.
6. **Data Source, Collection and Reporting:**
Data is submitted in the form of quarterly reports on our field surveys. Each quarterly report is due one month after the close of the quarter.
7. **Calculation Methodology:** Absolute Count.
8. **Scope:**
The figure is not broken out in any way beyond the absolute number.
9. **Caveats:**
See number 4 above. Also note that, in the past, Performance Indicator number 1291 had used the term “recorded,” however, the number of buildings reported in this indicator has merely been those simply surveyed, not recorded with a measured drawing.
10. **Responsible Person:**
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PERFORMANCE INDICATOR DOCUMENTATION

Program: Cultural Development
Activity: State Historic Preservation Office (SHPO)
Objective: 2 – By 2022, improve management of the record of Louisiana’s archaeological resources and assets by providing on-line availability of 100% of the site forms and by curating 100% of the artifact collections to state and federal standards.
Indicator Name: Number of archaeological sites newly recorded or updated annually.
LaPAS PI Code: 10308

1. **Type and Level:**
Output – Key
2. **Rationale:**
Shows how many site forms were submitted and added each year to the official state archaeological site files. That is a valid measure of our strategy to increase the number of sites recorded.
3. **Use:**
To inform management decision-making about resource allocation; and help protect important archaeological resources.
4. **Clarity:** Not applicable.
5. **Validity, Reliability and Accuracy:**
Unaudited. Almost all reports submitted to us are prepared by professional archaeologists working under federal and state guidelines.
6. **Data Source, Collection and Reporting:**
Archaeologists must submit site forms for each site recorded or updated as part of federal or state projects.
7. **Calculation Methodology:**
Addition.
8. **Scope:**
Number includes sites recorded or updated as a result of federal projects, state projects, regional archaeologists’ projects, and the station archaeologist’s projects.
9. **Caveats:**
Dependent on archaeologists submitting reports to provide accurate and timely information. Type, number, and location of proposed federal and state projects affect acreage surveyed. The amount of work and the locations are almost wholly outside the control of our agency.
10. **Responsible Person:**
Charles McGimsey, State Archaeologist
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PERFORMANCE INDICATOR DOCUMENTATION

Program: Cultural Development
Activity: State Historic Preservation Office (SHPO)
Objective: 2 – By 2022, improve management of the record of Louisiana’s archaeological resources and assets by providing on-line availability of 100% of the site forms and by curating 100% of the artifact collections to state and federal standards.
Indicator Name: Number of cubic feet of artifacts and related records that are newly curated to state and federal standards.
LaPAS PI Code: 21901

1. **Type and Level:**
Outcome – Key
2. **Rationale:**
Shows annual number of cubic feet of artifacts and the number of cubic feet of records associated with those artifacts that are added to the collections at the state’s curation facility in Baton Rouge and that meet state and federal standards.
3. **Use:**
To show the annual size of archaeological collection for which the state is meeting state and federal guidelines.
4. **Clarity:**
Not applicable.
5. **Validity, Reliability and Accuracy:**
Unaudited. Done by count of cubic feet of material.
6. **Data Source, Collection and Reporting:**
Archaeologists submit site artifacts and related records for permanent curation.
7. **Calculation Methodology:**
Addition.
8. **Scope:**
Number includes collections turned over to the state that result from federal projects, state projects, and regional archaeologists’ projects.
9. **Caveats:**
Dependent on amount of artifacts recovered by archaeologists. Fluctuates annually based on number and type of state and federal projects in the state.
10. **Responsible Person:**
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PERFORMANCE INDICATOR DOCUMENTATION

Program: Cultural Development
Activity: State Historic Preservation Office (SHPO)
Objective: 3 – Assist in the restoration of 2,000 historic properties by 2022.
Indicator Name: Number of historic properties preserved.
LaPAS PI Code: 1287

1. **Type and Level:**
Outcome – Key
2. **Rationale:**
This figure provides an overview of our level of performance in tangibly preserving historic properties. The figure cumulates our performance in three separate, but related, areas: (1) number of historic properties restored using grants, (2) number of properties renovated through the Tax Credit programs, and (3) number of properties listed on the National Register of Historic Places (“NRHP”).
3. **Use:**
Internal management decision-making on allocating our resources, and the productivity of staff. Further, see number 2 above.
4. **Clarity:**
The first two of the three component parts of this indicator report on physical improvements to properties; but, the third component (listing on the NRHP) does not necessarily involve any physical change. We include it because, for commercial properties, listing on the NRHP is required for earning the federal rehabilitation tax credit.
5. **Validity, Reliability and Accuracy:**
Unaudited. The Division of Historic Preservation maintains a list of properties restored using grants, and those renovated through the Tax Credit programs. The National Park Service in Washington maintains the NRHP, and is an independent source that can verify Louisiana NRHP listings as well as federal tax credit projects. See also number 9 below.
6. **Data Source, Collection and Reporting:**
The State professional National Register staff compiles data quarterly.
7. **Calculation Methodology:** Absolute count.
8. **Scope:**
As noted above, we have now clearly delineated the three separate parts comprising this indicator: (1) number of historic properties restored using grants, (2) properties renovated through the Tax Credit programs, and (3) number of properties placed on the NRHP. Each of these parts is itself, a separate indicator.
9. **Caveats:**
A single “listing” on the National Register may be a single building, and it may also be an entire neighborhood of many buildings. When an entire neighborhood is listed, that requires dramatically more research than for a single building.
10. **Responsible Person:**
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PERFORMANCE INDICATOR DOCUMENTATION

Program: Cultural Development
Activity: State Historic Preservation Office (SHPO)
Objective: 4 – Between 2018 and 2022, increase promotion and awareness of Louisiana’s archaeological heritage through the regional and station archaeology programs by conducting 20 interpretive projects, by 2022.
Indicator Name: Number of interpretive projects completed by the station archaeologist.
LaPAS PI Code: 10313

1. **Type and Level:**
Outcome – Key
2. **Rationale:**
These projects lead directly to accurate public interpretation of one of Louisiana’s most important archaeological sites. That directly addresses our objective to increase promotion and awareness of Louisiana’s archaeological heritage.
3. **Use:**
To inform management review of the level of activity by the station archaeologist.
4. **Clarity:**
Not applicable.
5. **Validity, Reliability and Accuracy:**
Unaudited. The station archaeologist supplies detailed accounts of interpretive projects in annual reports. The station archaeologist is a Ph.D.-level professional. Annual reports are reviewed by professional archaeologists in our agency.
6. **Data Source, Collection and Reporting:**
Station archaeologist provides written descriptions of her interpretive projects in annual reports. We retain all these reports permanently.
7. **Calculation Methodology:**
Addition.
8. **Scope:**
None.
9. **Caveats:**
Affected by unexpected natural events, and by state funding fluctuations.
10. **Responsible Person:**
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PERFORMANCE INDICATOR DOCUMENTATION

Program: Cultural Development
Activity: State Historic Preservation Office (SHPO)
Objective: 5 – Provide approximately 250,000 citizens with information about archaeology between 2018 and 2022.
Indicator Name: Number of persons reached with booklets, web site and Archaeology Month.
LaPAS PI Code: 20821

1. Type and Level:

Outcome – Key

2. Rationale:

Provides an overview of the level of performance in three important modes of our outreach to citizens to provide them information about archaeology.

3. Use:

Helps us to assess internal staffing levels and resource deployment. Also helps us evaluate usefulness of, and level of interest in, our outreach efforts.

4. Clarity:

See number 8 and 9 below.

5. Validity, Reliability and Accuracy:

Unaudited. Done by manual count of booklets, reporting from our department's Information Services section, and reports from Archaeology Month partner organizations.

6. Data Source, Collection and Reporting:

Supplies of materials are inventoried quarterly. Separately, we also maintain a list of persons to whom we mail materials. See also number 5 above.

7. Calculation Methodology:

Current number of booklets in inventory is subtracted from previous number of booklets in inventory. Other two component parts are by simple count.

8. Scope:

We feel it would make sense to replace all other performance indicators for this objective with this more comprehensive one that includes the newly emerging factor of web site hits.

9. Caveats:

Dependent upon number of requests for booklets received, and availability of booklets. Web site hits level is largely outside our control. Number of persons reached through Archaeology Month events is partly dependent upon marketing efforts by our partner organizations, competing activities, and the weather.

10. Responsible Person:

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PERFORMANCE INDICATOR DOCUMENTATION

Program: Cultural Development
Activity: State Historic Preservation Office (SHPO)
Objective: 6 – Create 2,000 new jobs by recruiting new businesses and supporting existing businesses in designated Main Street historic districts between 2018 and 2022.
Indicator Name: Number of new jobs created by the Main Street program.
LaPAS PI Code: 22342

1. **Type and Level:**
Output – Key
2. **Rationale:**
New jobs generated is an accepted measure of economic development programs.
3. **Use:**
To inform management decision-making about resource allocation and program impact. Also see number 2 above.
4. **Clarity:**
Not applicable.
5. **Validity, Reliability and Accuracy:**
We rely upon our partnering Main Street communities to report to us accurately on job creation in their respective communities. They are well positioned to know what jobs have been created in their own community's Main Street district. However, the responsibility for sending us reliable and accurate information is squarely on the shoulders of the local Main Street manager in each of our participating communities.
6. **Data Source, Collection and Reporting:**
Each local Program Manager monitors business activity in each designated community closely. Each new hire is recorded and submitted to the State staff quarterly, and compiled by the State Historic Preservation professional staff.
7. **Calculation Methodology:**
Addition.
8. **Scope:**
This figure is not broken out in any way beyond the absolute number. The number of jobs reported is the gross number of new jobs created.
9. **Caveats:**
Economic fluctuations may impact this indicator.
10. **Responsible Person:**
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PERFORMANCE INDICATOR DOCUMENTATION

Program: Cultural Development
Activity: State Historic Preservation Office (SHPO)
Objective: 7 – Review 100% of the federally funded, licensed, or permitted projects submitted to assess their potential impact on historic and archaeological resources.
Indicator Name: Percentage of proposed projects reviewed.
LaPAS PI Code: 10310

1. **Type and Level:**
Efficiency – Key
2. **Rationale:**
Provides a measure of productivity and workload. Also, this information is important because it is a barometer of how many archaeological and historical sites could be jeopardized if we do not properly review the proposed projects.
3. **Use:**
See number 2 above.
4. **Clarity:**
Principally undertaken by staff of Division of Archaeology; however, Division of Historic Preservation staff are involved in these reviews throughout the review process. Section 106 of the National Historic Preservation Act mandates that our Office conduct these reviews. Thus, these reviews are most frequently referred to simply as “Section 106 reviews.”
5. **Validity, Reliability and Accuracy:**
Unaudited. We have in our files a physical, paper record of each project review. These paper files are kept for at least one year.
6. **Data Source, Collection and Reporting:**
Staff archaeologists record the number of project reviews. Calculated annually.
7. **Calculation Methodology:**
Simple math, to derive a percentage: divide the total number of projects reviewed in our office by the number of projects received in our office.
8. **Scope:**
None
9. **Caveats:**
None.
10. **Responsible Person:**
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PERFORMANCE INDICATOR DOCUMENTATION

Program: Cultural Development
Activity: CODOFIL Educational Programs
Objective: 8 – Recruit and administer Foreign Associate Teachers from France, Canada, Belgium and other Francophone nations annually.
Indicator Name: Number of Foreign Associate Teachers recruited.
LaPAS PI Code: 4830

1. **Type and Level:**
Outcome – Key
2. **Rationale:**
This indicator provides a yardstick to measure the extent to which French is being taught in Louisiana public schools through the support of the Louisiana Minimum Foundation Program.
3. **Use:**
This indicator is used to help gauge the extent to which French is being taught in Louisiana public schools and the extent to which CODOFIL helps supply teachers of the French language.
4. **Clarity:**
None necessary.
5. **Validity, Reliability and Accuracy:**
The number of Foreign Associate Teachers is monitored by the J-1 visa program in compliance with Immigration and Customs Enforcement regulations.
6. **Data Source, Collection and Reporting:**
The source is the Student and Exchange Visitor Information System database maintained by the U.S. Department of Homeland Security.
7. **Calculation Methodology:**
The PI is calculated by counting the number of teachers
8. **Scope:**
Statewide.
9. **Caveats:**
The indicator can be affected by changes in international travel and worker permit policies of our country and the French speaking countries of the world.
10. **Responsible Person:**
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PERFORMANCE INDICATOR DOCUMENTATION

Program: Cultural Development
Activity: CODOFIL Educational Programs
Objective: 9 – Enable Louisiana Teachers and students of French to study French abroad each year.
Indicator Name: Number of foreign scholarships awarded.
LaPAS PI Code: 8430

1. **Type and Level:**
Outcome – Key
2. **Rationale:**
This indicator was selected because it gives an idea of the extent to which Louisianans are being assisted in the study of the French language by countries outside the U.S.
3. **Use:**
This indicator will be used to gauge the extent to which Louisiana teachers and students are assisted in studying the French language in other countries.
4. **Clarity:**
None necessary.
5. **Validity, Reliability and Accuracy:**
The number of foreign scholarships awarded is monitored by the CODOFIL Scholarship Coordinator.
6. **Data Source, Collection and Reporting:**
The source is the number of foreign scholarships awarded to Louisiana teachers and students of French, tallied by CODOFIL.
7. **Calculation Methodology:**
Simple arithmetic calculation.
8. **Scope:**
Pertains to teachers and students of French throughout the State.
9. **Caveats:**
These scholarships have two sources: a) foreign countries; and b) a Louisiana nonprofit corporation, Fondation Louisiane. The funding is approximately 60% by foreign countries and approximately 40% from Louisiana.
10. **Responsible Person:**
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PERFORMANCE INDICATOR DOCUMENTATION

Program: Arts
Activity: Arts Grants and Administration
Objective: 1 – By the year 2022, increase the audiences for LDOA sponsored events to 10 million people per year. Indicator
Name: Number of people directly served by LDOA-supported programs and activities.
LaPAS PI Code: 1309

1. **Type and Level:**
Outcome – Key
2. **Rationale:**
This indicator provides a direct measurement of the annual reach of our sponsored programs.
3. **Use:**
See number 2 above.
4. **Clarity:**
This indicator has previously been phrased slightly differently: “Audience for sponsored events.” The term “audience” here means one person attending one event. Accordingly, in this sense the total “audience” may, and usually does, exceed the total number of persons living in the State of Louisiana.
5. **Validity, Reliability and Accuracy:**
Unaudited. While we do spot check attendance at sponsored events by having staff members attend a number of events, such spot-checking merely provides us with a general impression of the number of people in the audience. Accordingly, the reliability of these figures is a function of the reliability of the organizations that report their audience numbers to us. All grant agreements provide that our office, and the Legislative Auditor, may inspect all documentation the receiving organization compiles on each grant, for up to three years after the end of the grant agreement.
6. **Data Source, Collection and Reporting:**
Cumulative compiling of written reports from the organizations receiving grants from us. This is done by Division of the Arts staff. Collection of data is ongoing, throughout the year. We compile the data at the end of each fiscal year.
7. **Calculation Methodology:** Simple math.
8. **Scope:** None.
9. **Caveats:**
See number 5 above. Also, the number of people directly served by LDOA-sponsored events is dependent upon the marketing efforts of our partner organizations that actually present these events, as well as being dependent upon the general Louisiana economy.
10. **Responsible Person:**
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PERFORMANCE INDICATOR DOCUMENTATION

Program: Arts
Activity: Arts Grants and Administration
Objective: 2 – By the year 2022, increase the number of nonprofit arts and community service organizations directly served by programs of the LDOA by 10% above the number served as of June 30, 2016.
Indicator Name: Number of grants to organizations
LaPAS PI Code: 6464

1. **Type and Level:**
Output – Key
2. **Rationale:**
This indicator reports the gross number of organizations in the state that receive grant support from LDOA.
3. **Use:**
This indicator gauges how many organizations we support with grants.
4. **Clarity:**
None.
5. **Validity, Reliability and Accuracy:**
Unaudited. We maintain detailed written records and an electronic database of the grant support we provide to organizations.
6. **Data Source, Collection and Reporting:**
Manual count of organizations receiving grant support.
7. **Calculation Methodology:**
Manual count; Simple math.
8. **Scope:**
Numbers can be studied by region, type of organization or individual, etc.
9. **Caveats:**
None.
10. **Responsible Person:**
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PERFORMANCE INDICATOR DOCUMENTATION

Program: Arts
Activity: Arts Grants and Administration
Objective: 3 – By the year 2022, increase the number of artists directly served by programs of the LDOA by 10% above the number served as of June 30, 2016.
Indicator Name: Number of grants to artists.
LaPAS PI Code: 6465

1. **Type and Level:**
Output – Key
2. **Rationale:**
Indicates absolute number of artists to whom we provide financial support annually in the form of grants. This indicates the amount of our reach to those members of our constituency who are professional artists, one of the components of our stated mission.
3. **Use:**
See number 2 above.
4. **Clarity:**
None.
5. **Validity, Reliability and Accuracy:**
Unaudited. This is tracked by detailed written records maintained in our office, and by an electronic database we also maintain. The Executive Director reviews this number personally.
6. **Data Source, Collection and Reporting:**
We compile this data in our office. We report it to, among others, the Louisiana State Arts Council, a citizens group appointed by the Governor to oversee policy in the LDOA.
7. **Calculation Methodology:**
Manual count.
8. **Scope:**
None.
9. **Caveats:**
Budget fluctuations have a direct impact on the functioning of this program. Budgetary constraints in recent years have slowly, but steadily, eroded the level of state dollars appropriated to this program. The number of grants also varies from year to year due to varying levels of applications from artists, and due to the varying levels of viable applications from those artists who do apply.
10. **Responsible Person:**
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PERFORMANCE INDICATOR DOCUMENTATION

Program: Arts
Activity: Cultural Economy Initiative
Objective: 4 – By the year 2022, grow hubs of cultural activity by incentivizing art sales, building rehabilitations, and increasing new businesses in cultural districts.
Indicator Name: Net new businesses in cultural districts.
LaPAS PI Code: 25418

1. **Type and Level:**
Outcome – Key
2. **Rationale:**
The number of new businesses in Louisiana’s cultural districts gives us an indication of our ability to increase production capacity and develop new markets for cultural products. The cultural economy employs an estimated 171,486 people in Louisiana making it approximately 7% of the workforce in the state of Louisiana. Through the Cultural Economy objective, OCD provides professional development, development of cultural policy in partnership with local governments, workforce training, career and small business development, market research and crucial tax incentives.
3. **Use:**
To inform management decision-making about resource allocation; and see number 2 above.
4. **Clarity:**
Not applicable
5. **Validity, Reliability and Accuracy:**
Unaudited. Absolute count.
6. **Data Source, Collection and Reporting:**
Annual business reports provided by local governing authorities for cultural districts.
7. **Calculation Methodology:**
Addition
8. **Scope:**
Not applicable
9. **Caveats:**
Economic fluctuations
10. **Responsible Person:**
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PERFORMANCE INDICATOR DOCUMENTATION

Program: Arts
Activity: Cultural Economy Initiative
Objective: 4 – By the year 2022, grow hubs of cultural activity by incentivizing art sales, building rehabilitations, and increasing new businesses in cultural districts.
Indicator Name: Number of people attending cultural events in cultural districts.
LaPAS PI Code: 25419

1. **Type and Level:**
Outcome – Key
2. **Rationale:**
The number of new businesses in Louisiana’s cultural districts gives us an indication of our ability to increase production capacity and develop new markets for cultural products. The cultural economy employs an estimated 171,486 people in Louisiana making it approximately 7% of the workforce in the state of Louisiana. Through the Cultural Economy objective, OCD provides professional development, development of cultural policy in partnership with local governments, workforce training, career and small business development, market research and crucial tax incentives.
3. **Use:**
To inform management decision-making about resource allocation; and see number 2 above.
4. **Clarity:**
Not applicable
5. **Validity, Reliability and Accuracy:**
Unaudited. Absolute count.
6. **Data Source, Collection and Reporting:**
Annual event reports provided by local governing authorities for cultural districts.
7. **Calculation Methodology:**
Addition
8. **Scope:**
Not applicable
9. **Caveats:**
Economic fluctuations
10. **Responsible Person:**
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PERFORMANCE INDICATOR DOCUMENTATION

Program: Arts
Activity: Cultural Economy Initiative
Objective: 4 – By the year 2022, grow hubs of cultural activity by incentivizing art sales, building rehabilitations, and increasing new businesses in cultural districts.
Indicator Name: Dollar amount of original art sales in cultural districts.
LaPAS PI Code: 25159

1. **Type and Level:**
Outcome– General.
2. **Rationale:**
The number of new businesses in Louisiana’s cultural districts gives us an indication of our ability to increase production capacity and develop new markets for cultural products. The cultural economy employs an estimated 171,486 people in Louisiana making it approximately 7% of the workforce in the state of Louisiana. Through the Cultural Economy objective, OCD provides professional development, development of cultural policy in partnership with local governments, workforce training, career and small business development, market research and crucial tax incentives.
3. **Use:**
To inform management decision-making about resource allocation; and see number 2 above.
4. **Clarity:**
Not applicable
5. **Validity, Reliability and Accuracy:**
Unaudited. Absolute count.
6. **Data Source, Collection and Reporting:**
Annual event reports provided by local governing authorities for cultural districts.
7. **Calculation Methodology:**
Addition
8. **Scope:**
Not applicable
9. **Caveats:**
Economic fluctuations
10. **Responsible Person:**
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PERFORMANCE INDICATOR DOCUMENTATION

Program: Administrative
Activity: Office of Cultural Development Administration
Objective: 1 – The Office of Cultural Development’s Administration Program shall provide management services for the entire agency by setting agency policy, formulating the agency’s budget, providing fiscal oversight, and ensuring that the agency works toward successfully implementing its strategic and operational plans.
Indicator Name: Percentage of OCD objectives achieved
LaPAS PI Code: 22173

1. **Type and Level:**
Outcome - Key
2. **Rationale:**
Shows how well the agency is performing overall under the direction of the Administrative Program.
3. **Use:**
To inform management decision-making about the overall efficiency of the organization.
4. **Clarity:**
Not applicable.
5. **Validity, Reliability and Accuracy:**
Unaudited. The result is drawn directly from all the other performance indicators for the agency. Accordingly, it, in turn, directly reflects all the limitations that those underlying indicators inherently contain. Further, it may be that certain of the underlying objectives are only partially achieved. Such partial success would have to be assigned an appropriate weight. This process could introduce additional inexactness into this indicator.
6. **Data Source, Collection and Reporting:**
All the other LaPAS performance indicators currently in use by the agency.
7. **Calculation Methodology:**
Simple arithmetic average produced by dividing the number of performance objectives achieved by the total number of performance objectives.
8. **Scope:**
See immediately preceding item’s explanation.
9. **Caveats:**
Many of the underlying performance objectives are dependent upon external factors that are, to varying degrees, not reflective of the effort expended by our agency. In addition, the underlying objectives do not fully and evenly represent all facets of our agency’s activities; rather, the present only a partial picture.
10. **Responsible Person:**
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