



Office of
Financial Management
STATE OF WASHINGTON

Activity Inventory Performance Measure Assessment

Department of Archaeology and Historic Preservation

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Office of Financial Management Assessor:

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Based on a review of the following: The agency strategic plan, the budget activity inventory, internal performance measure reports, and an interview with the agency contacts

Current Strengths and Good Practices

- All the budget activities are linked to at least one performance measure.
- The agency was able to find enough data in its records to allow for some analysis in this assessment.
- The language of the performance measures is not overly technical or peppered with jargon outsiders can not understand.
- There is enough evidence to suggest that some of these measures are part of a regular internal performance review process.

Budget Activity Comments and Potential Improvements

- The agency is currently relying on process-level and output measures to tell its performance story to a budget/policy audience primarily interested in results. The agency should consider developing new outcome measures in the following subject areas, and using them to replace some of the less relevant measures in the Performance Measure Tracking System (PMT):
 - Permit compliance or the number of permit violations.
 - The number or cost of project delays and stoppages stemming from the unearthing of previously undiscovered archaeologically sensitive or historically significant sites.
- The agency was able to find data going back to 1999-00 for this assessment, but the data in PMT only go back to 2005. More of this data needs to be entered into PMT by the agency and approved by the OFM Budget Analyst to provide decision makers with enough information to see the trends and patterns in the data available in this assessment.

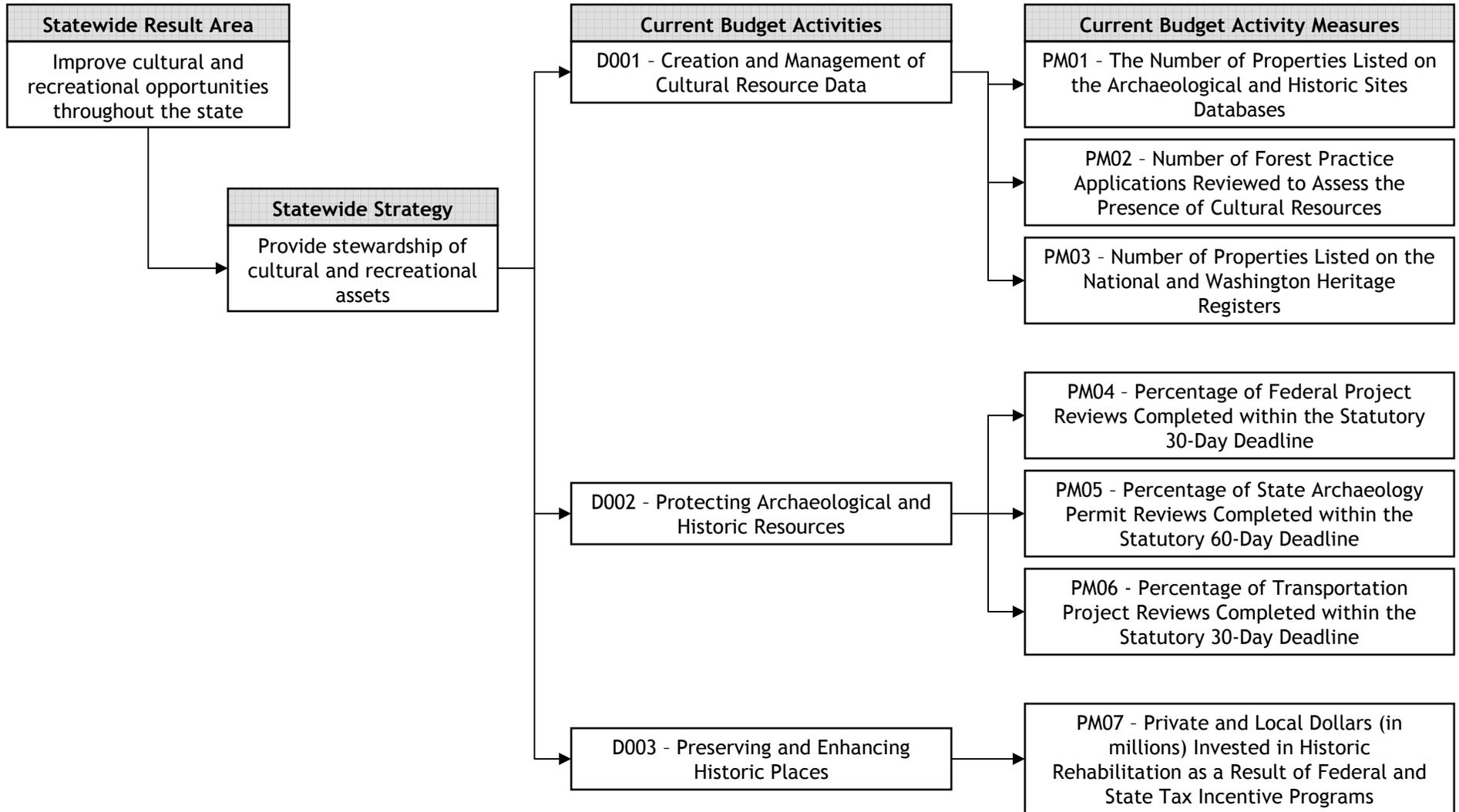
Analysis of Current Activity Measure Data

- For the most part, the data recorded in these measures exhibit normal and predictable variation patterns. In these instances, future results are likely to be very similar to current performance levels. The current performance of most of these stable processes is not capable of regularly meeting the listed performance targets. This means there are a number of processes that should be considered for process improvement efforts:
 - PM02 - The number of forest practice applications reviewed
 - PM04 - Federal project review timeliness
 - PM05 - State archaeology permit review timeliness
 - PM06 - Transportation project review timeliness
 - PM07 - Private and local investments in historic rehabilitation

Agency Comments and Future Actions

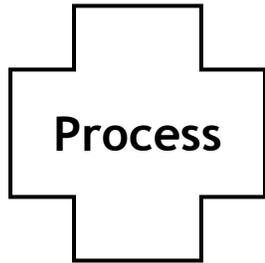
- DAHP will add as a performance measure “Permit compliance or the number of permit violations.”
- DAHP will not add at this time the suggested performance measure to track the number or cost of project delays and stoppages stemming from discover of archaeological resources. The actual numbers are too small to track and be meaningful.
- DAHP will drop PM02 “The number of forest practice applications reviewed”
- DAHP will add as a performance measure “The number of local project reviews” (i.e. SEPA and SMA reviews).
- Change PM07 to read “Private investment in historic rehabilitation”
- DAHP will collect data on the average response time for project reviews and review at next GMAP session.

Budget Activity & Performance Measure Linkages



Budget Activity Measure Perspectives

⑤ Process characteristics the customers/stakeholders want



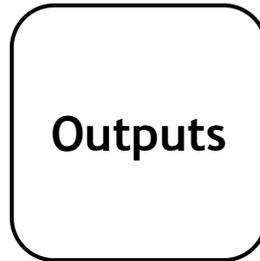
⑥ Process characteristics the agency wants

PM04 - Percentage of Federal Project Reviews Completed within the Statutory 30-Day Deadline ⑤

PM05 - Percentage of State Archaeology Permit Reviews Completed within the Statutory 60-Day Deadline ⑤

PM06 - Percentage of Transportation Project Reviews Completed within the Statutory 30-Day Deadline ⑤

③ Product/service attributes customers/stakeholders want



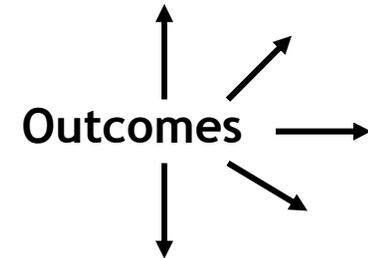
④ Product/service attributes the agency wants

PM01 - The Number of Properties Listed on the Archaeological and Historic Sites Databases ④

PM02 - Number of Forest Practice Applications Reviewed to Assess the Presence of Cultural Resources ④

PM03 - Number of Properties Listed on the National and Washington Heritage Registers ④

① Customer/stakeholder desired outcomes



② Agency desired outcomes

PM07 - Private and Local Dollars (in millions) Invested in Historic Rehabilitation as a Result of Federal and State Tax Incentive Programs ②

Activity Measure Assessment - Properties Listed - Historic Sites

Performance Measure Description: Data used by other agencies conducting research into potential archaeological impacts to existing sites.

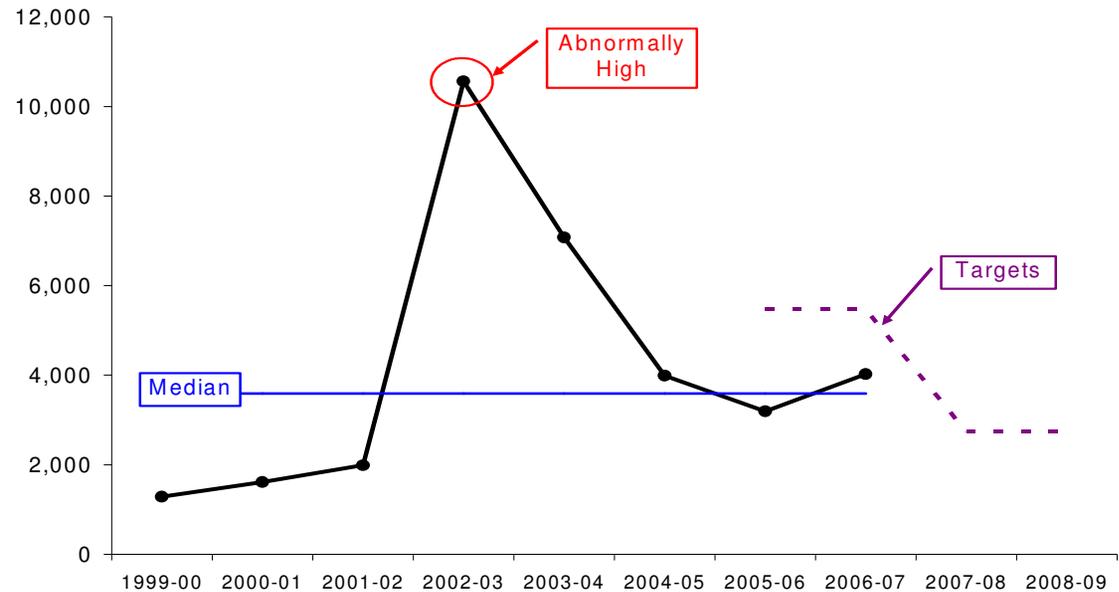
Budget Activity Links: D001 - Creation and Management of Cultural Resource Data.

Category of Measure: An output of the listing process.

Analysis of Variation: The data for 2002-03 is abnormally high. This usually indicates the presence of change or an unusual circumstance. Future performance levels can not be ascertained without accounting for this abnormality.*

Analysis of Targeted vs. Actual Performance: It is not clear why the future desired performance targets are decreasing to levels below current results.

PM01 - The Number of Properties Listed on the Archaeological and Historic Sites Databases



Comments About Desirable Characteristics

Relevance: More sites listed should mean that fewer sites are disturbed or damaged by construction activities, but the agency does not report the number of previously unknown sites disturbed or damaged by construction activities.

Understandability: The language is clear, but why the targets are decreasing is not.

Comparability: See General Comments & Explanations section

Timeliness: Annual measures are rarely timely, but data for the most recently completed year was available.

Reliability: The agency controls and manages the database.

Cost Effectiveness: While this measure is listed in the agency strategic plan, there is limited evidence that it is monitored as a part of agency performance reviews.

General Comments & Explanations:

Agency Comments:

The abnormality in this graph is indeed a specific event: The peak represents a one-time download of "legacy" inventory data into new electronic databases.

In terms of comparability, this data *could* be compared with comparable data generated in other states. DAHP and all other SHPOs report this data to the National Park Service on an annual basis.

Activity Measure Assessment - Forest Practice Applications Reviewed

Performance Measure Description: Used to determine if forestry operations will impact archaeological sites.

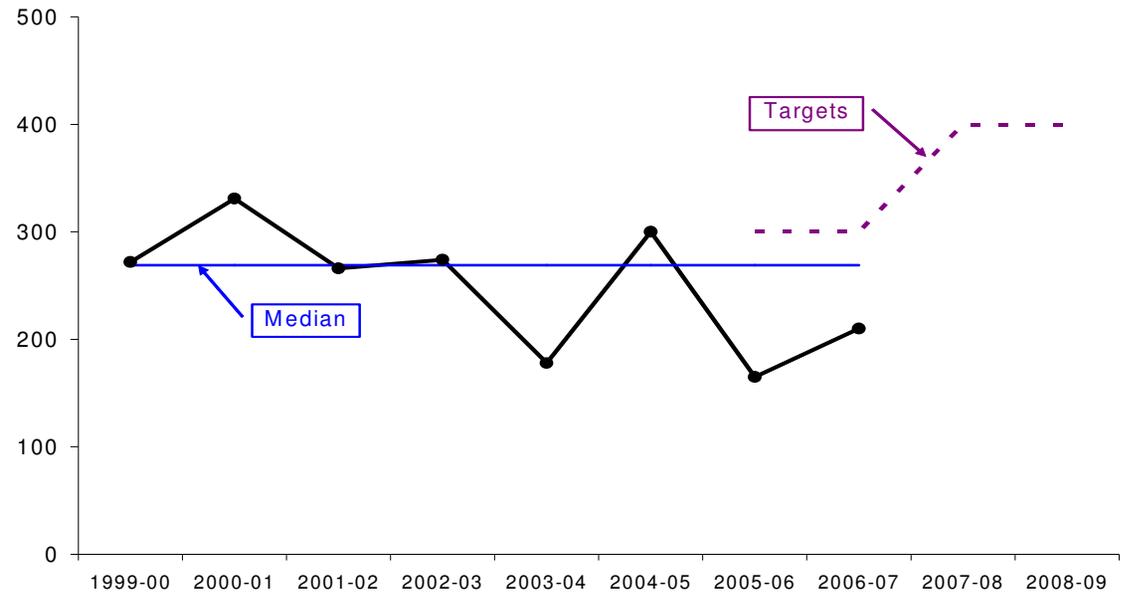
Budget Activity Links: D001 - Creation and Management of Cultural Resource Data.

Category of Measure: An output of the review process.

Analysis of Variation: The downward slant is not significant enough to call a trend. Variation patterns appear to be stable and predictable. Future performance should be similar to current results.

Analysis of Targeted vs. Actual Performance: Actual performance has only exceeded targeted levels twice since 1999-00, and not the targets are increasing.*

PM02 - Number of Forest Practice Applications Reviewed to Assess the Presence of Cultural Resources



Comments About Desirable Characteristics

Relevance: More applications reviewed should mean that fewer sites are disturbed or damaged by forestry activities, but the agency does not report the number of previously unknown sites disturbed or damaged by forestry activities.

Understandability: The language is easy to understand and not overly technical.

Comparability: Unknown

Timeliness: Annual measures are rarely timely, but data for the most recently completed year was available.

Reliability: The agency manages and controls these data.

Cost Effectiveness: This measure is monitored as a part of regular performance reviews.

General Comments & Explanations:

Agency Comments:

Although this performance measure does indicate activity level, DAHP has little, if any control over the volume; therefore, DAHP agrees that this pm can be dropped and replaced with more meaningful and informative measures.

Activity Measure Assessment - Properties Listed - Heritage Registers

Performance Measure Description: These registers certify the importance of the property so future renovations can be made with an eye to historical preservation.

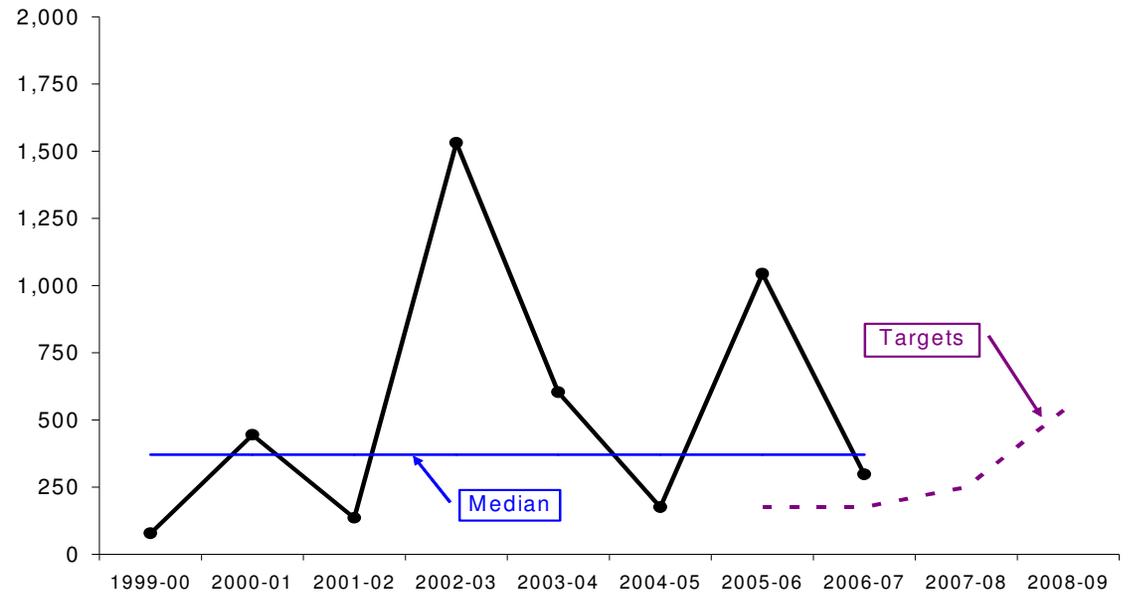
Budget Activity Links: D001 - Creation and Management of Cultural Resource Data.

Category of Measure: An output of the listing process.

Analysis of Variation: Despite the large swings in variation, these patterns appear to be stable and predictable elements of the process. Future results should be similar to current performance.

Analysis of Targeted vs. Actual Performance: The future targets are adjusting upwards since most actual performance currently exceeds the 2005-07 desired levels.

PM03 - The Number of Properties Listed on the National and Washington Heritage Registers



Comments About Desirable Characteristics

Relevance: Listing properties in the registers clears the way for developers to qualify for tax credits available for historical renovations and preservation efforts.

Understandability: The language is easy to understand and not overly technical.

Comparability: NR listings are reported by all states on an annual basis; therefore, comparisons could be made.

Timeliness: Annual measures are rarely timely, but data for the most recently completed year was available.

Reliability: The agency controls and manages the database.

Cost Effectiveness: While this measure is listed in the agency strategic plan, there is limited evidence that it is monitored as a part of agency performance reviews.

General Comments & Explanations:

Agency Comments:

- This measure tracks activity in a key DAHP program area:
- DAHP has little control at present over this performance, although DAHP maintains this is a useful pm that provides information about trends related to NR and WHR listings.
 - This information also helps DAHP in identifying gaps that can be useful for agency planning and budgeting purposes.
 - Like the inventory data, the peaks in this pm represent specific events; that is the listing of large urban historic districts with large numbers of “contributing” properties.

Activity Measure Assessment - Federal Project Review Timeliness

Performance Measure Description: Permits that check for archaeological site impacts from federal construction projects; 5,500-6,000 projects per year.

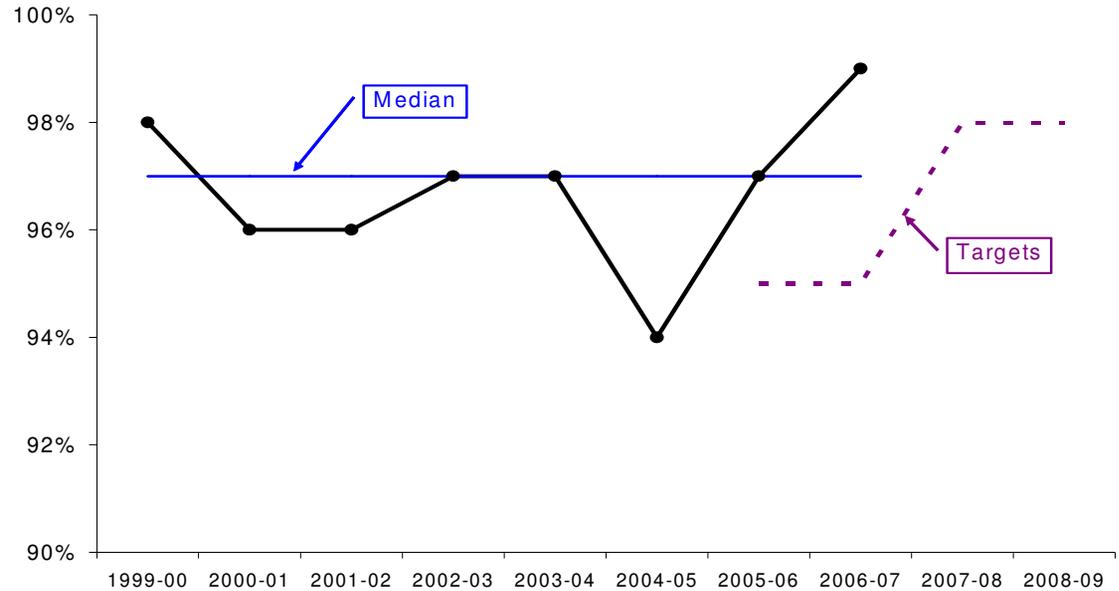
Budget Activity Links: D002 - Protecting Archaeological and Historic Resources

Category of Measure: Process-Level measure of timeliness.

Analysis of Variation: The variation is stable and predictable. Future results should be similar to current performance levels.

Analysis of Targeted vs. Actual Performance: Current performance regularly exceeds the 2005-2007 performance targets. Process improvement and change will be needed to regularly exceed the 2007-09 desired performance levels.

PM04 - Percentage of Federal Project Reviews Completed Within the Statutory 30-Day Deadline



Comments About Desirable Characteristics

Relevance: Timeliness is an important element of permit work, but so is compliance. The agency does not report compliance or violation rates with its permits.

Understandability: Very understandable. This means on average, 165 to 180 permits per year are not completed within the 30-day timeframe.

Comparability: Should be comparable to the other permit review measures.

Timeliness: Annual measures are rarely timely, but data for the most recently completed year was available.

Reliability: Tracking on-time completion should be part of the normal data tracking system of the agency's permit process.

Cost Effectiveness: This measure is monitored as a part of regular performance reviews.

General Comments & Explanations:

Agency Comments:

DAHP has succeeded in expanding the number of archaeologists for project review reflected in the upward trend.

Data does not reflect the complexities of some project reviews.

Activity Measure Assessment - State Archaeology Permit Timeliness

Performance Measure Description: Permits that check for archaeological site impacts from environmental projects; +1,800 reviews per year

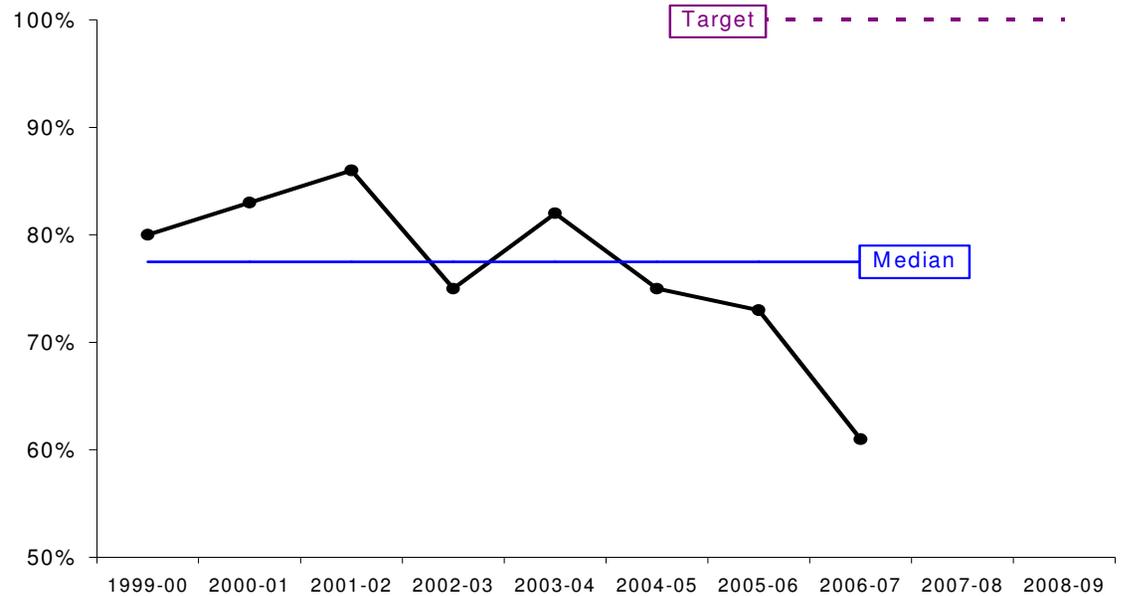
Budget Activity Links: D002 - Protecting Archaeological and Historic Resources

Category of Measure: Process-Level measure of timeliness.

Analysis of Variation: There is not enough evidence that this is a downward trend. The variation is stable and predictable. Future results should be similar to current performance levels.

Analysis of Targeted vs. Actual Performance: Because of variation, 100% targets are rarely met every time. However, this measure has only achieved an 89% rating once since 1999-00.*

PM05 - Percentage of State Archaeology Permit Reviews Completed Within the Statutory 60-Day Deadline



Comments About Desirable Characteristics

Relevance: Timeliness is an important element of permit work, but so is compliance. The agency does not report compliance or violation rates with its permits.

Understandability: Very understandable. This means on average, about 400 permits per year are not completed within the 60-day timeframe.

Comparability: Should be comparable to the other permit review measures.

Timeliness: Annual measures are rarely timely, but data for the most recently completed year was available.

Reliability: Tracking on-time completion should be part of the normal data tracking system of the agency's permit process.

Cost Effectiveness: This measure is monitored as a part of regular performance reviews.

General Comments & Explanations:

Agency Comments:

As a result of tracking this performance measure, DAHP recognized the trend and identified a strategy to improve performance. The strategy resulted in DAHP adding a project reviewer for local projects. DAHP will use this pm to track success in improving performance.

Activity Measure Assessment - Transportation Project Review Timeliness

Performance Measure Description: Permits that check for archaeological site impacts from transportation construction projects.

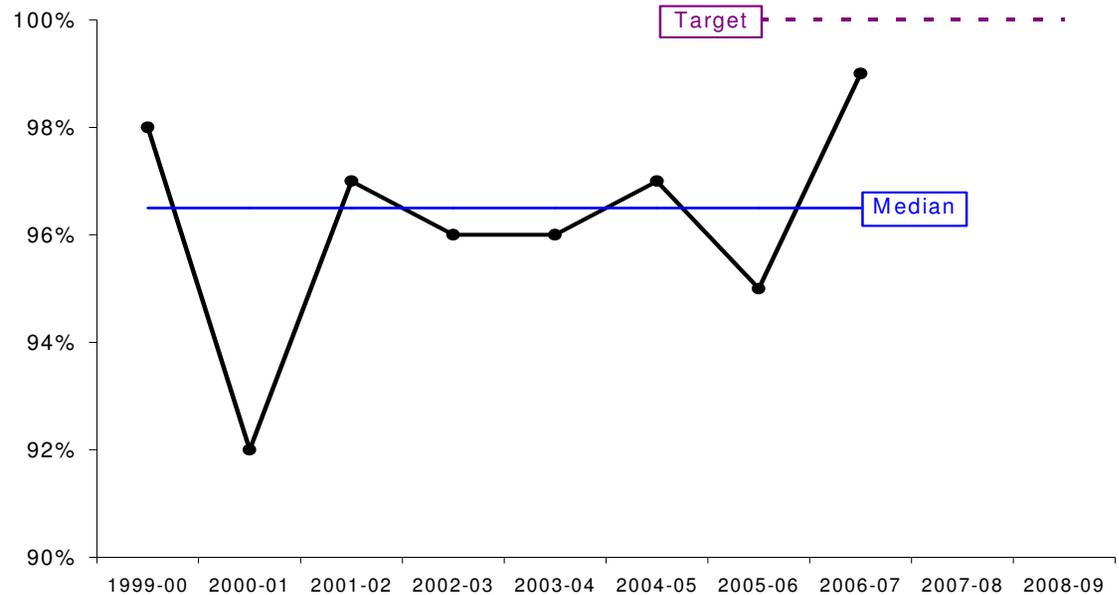
Budget Activity Links: D002 - Protecting Archaeological and Historic Resources

Category of Measure: Process-Level measure of timeliness.

Analysis of Variation: The variation patterns are stable and predictable. Future performance should be very similar to current results.

Analysis of Targeted vs. Actual Performance: Because of variation, 100% targets are rarely met every time. However, this measure has only achieved a 99% rating once since 1999-00.*

PM06 - Percentage of Transportation Project Reviews Completed Within the Statutory 30-Day Deadline



Comments About Desirable Characteristics

Relevance: As stated before, timeliness is one vital aspect of permit work, the other is compliance.

Timeliness: Annual measures are rarely timely, but data for the most recently completed year was available.

Understandability: Good - Unfortunately, the only indicator of volume associated with this measure is the phrase that, "hundreds of transportation projects are reviewed annually."

Reliability: Tracking on-time completion should be part of the normal data tracking system of the agency's permit process.

Comparability: Should be comparable to the other permit review measures.

Cost Effectiveness: This measure is monitored as a part of regular performance reviews.

General Comments & Explanations:

Agency Comments:

As a result of tracking this performance measure, DAHP identified a strategy to improve performance. This strategy resulted in the addition of a Transportation project reviewer to DAHP staff, specifically to address transportation projects. We believe the upturn in the most recent data reflect this additional staff.

Activity Measure Assessment - Historic Preservation Investments

Performance Measure Description: Funds leveraged for historic preservation efforts as a result of assistance provided by the agency.

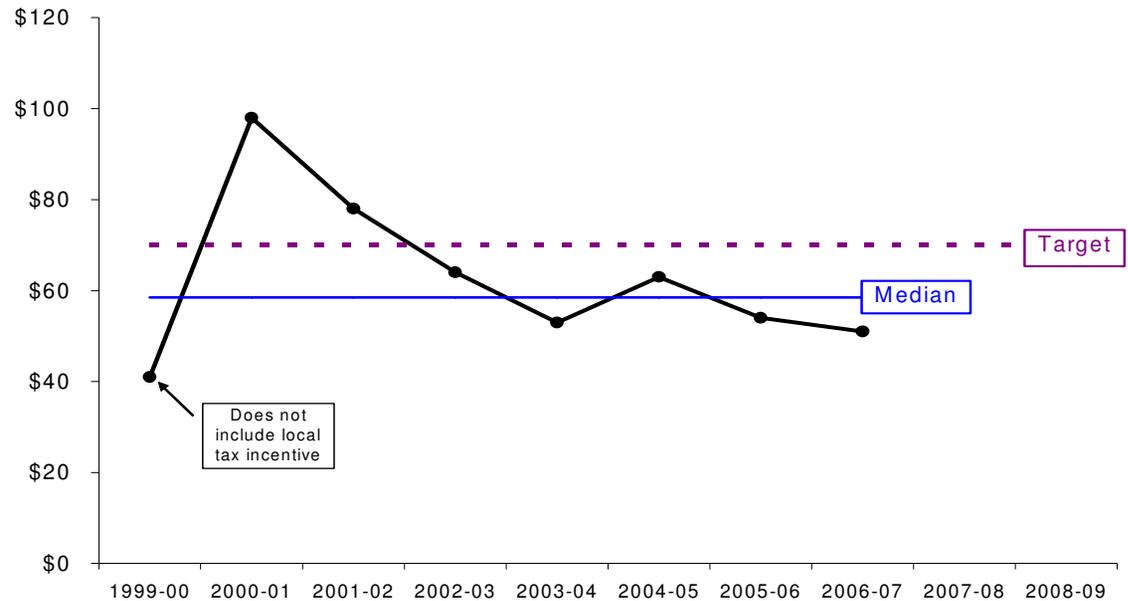
Budget Activity Links: D003 - Preserving and Enhancing Historic Places

Category of Measure: Outcome

Analysis of Variation: Despite the recent downturn, the variation patterns appear to be stable and predictable. Future performance is likely to be very similar to current results.

Analysis of Targeted vs. Actual Performance: The current performance is not capable of exceeding the target 100% of the time. Three out of the last four years are below the median.*

PM07 - Private and Local Dollars (in Millions) Invested in Historic Rehabilitation as a Result of Federal and State Tax Incentive Programs



Comments About Desirable Characteristics

Relevance: Attracting additional funding for preservation efforts is critical for the success of this activity.

Timeliness: Annual measures are rarely timely, but data for the most recently completed year was available.

Understandability: Good

Reliability: Relies on reports from other groups and individuals.

Comparability: This is comparable across state boundaries and it can even be compared across counties and cities within the state.

Cost Effectiveness: This measure appears to only be used as a report to OFM, and data collection might be expensive.

General Comments & Explanations:

Agency Comments:

By tracking this performance measure, DAHP has identified the need to be more proactive in promoting the program.

DAHP's strategy: Convert the 80% FTE staff in this program area to 1 FTE and seek additional funding for second FTE to provide expanded technical assistance in order to reach targets.