

**STATE OF WEST VIRGINIA**

**PRELIMINARY REVIEW OF THE  
MARKETING AND DEVELOPMENT  
DIVISION OF AGRICULTURE**



Division Does Not  
Adequately Measure  
Performance

**OFFICE OF LEGISLATIVE AUDITOR**  
**Performance Evaluation & Research Division**  
**CAPITOL BUILDING**

**CHARLESTON, WEST VIRGINIA 25305**

PE94-10-10

**WEST VIRGINIA LEGISLATURE**  
*Performance Evaluation and Research Division*

Building 5, Room 751A  
1900 Kanawha Boulevard, East  
Charleston, West Virginia 25305-0592  
(304) 347-4890  
(304) 347-4889 FAX

Antonio E. Jones, Ph.D.  
Director

January 6, 1995

The Honorable A. Keith Wagner  
State Senate  
Box 446  
Iaeger, West Virginia 24844

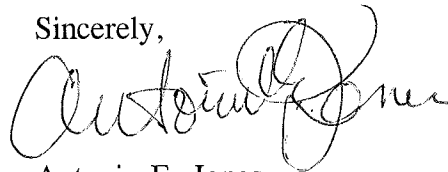
The Honorable Joe Martin  
House of Delegates  
Building 1, Room 213E  
1900 Kanawha Blvd. East  
Charleston, West Virginia 25305

Gentlemen:

This is to transmit a preliminary review of the Marketing and Development Division of the Department of Agriculture on which we will report to the Joint Committee on Government Operations on Sunday, January 8, 1995. The issue covered herein is the Division Does Not Adequately Measure Performance.

Let us know if you have questions.

Sincerely,



Antonio E. Jones

AEJ/wsc

Enclosure

## **PURPOSE AND AUTHORITY FOR THE PRELIMINARY REVIEW**

This review of the Marketing and Development Division of the Department of Agriculture was conducted in accordance with the West Virginia Sunset Law, Chapter 4, Article 10, Section 11 of the West Virginia Code as amended. Preliminary performance reviews are intended to assist the Joint Committee on Government Operations in making one of five recommendations. These recommendations include:

- (1) The department, agency or board be terminated as scheduled;
- (2) the department, agency or board be continued and reestablished;
- (3) the department, agency or board be continued and reestablished, but the statutes governing it be amended in specific ways to correct ineffective or discriminatory practices or procedures, burdensome rules and regulations, lack of protection of the public interest, overlapping of jurisdiction with other governmental entities, unwarranted exercise of authority either in law or in fact or any other deficiencies;
- (4) a performance audit be performed on a department, agency or board on which a preliminary review has been completed; or
- (5) the department, agency or board be continued for a period of time not to exceed one year for the purpose of completing a full performance audit.

## **SCOPE AND METHODOLOGY**

A preliminary performance review is defined in Chapter 4, Article 10 , Section 3 of the West Virginia Code, as amended, is to determine the goals and objectives of a department, agency, or board and to determine the extent to which plan of a department, agency, board has met or is meeting those goals and objectives. The criteria for a preliminary performance review set forth in Chapter 4, Article 10, Section 11 of the West Virginia Code, as amended, enable the determination of the following:

- (1) If the board or agency was created to solve a problem or provide a service;
- (2) If the problem has been solved or the service has been provided;
- (3) The extent to which past board or agency activities and accomplishments, current projects and operations, and planned activities and goals for the future are or have been effective;
- (4) The extent to which there would be significant and discernible adverse effects on the public, health, safety or welfare if the board or agency were abolished;
- (5) Whether or not the board or agency operates in a sound fiscal manner.

The preliminary performance review of the Division of Market and Development of the Department of Agriculture covers the period July 1, 1992 to June 30, 1995. However, the review may include preceding and/or subsequent events to this period if the events help answer the five

criteria for a performance review more effectively.

This preliminary performance review of the Marketing and Development Division of the Department of Agriculture began with a planning process. The planning process proceeded with a risk analysis of the Division's purpose, resources and organizational structure. The risk analysis included an assessment of the following components:

- A. Mission Identification.
  - 1. What is the Division expected to accomplish?
  - 2. Identify customers and their expectations.
- B. Output Risks.
  - 1. Mismanagement.
  - 2. Erroneous internal reports.
- C. Integrity.
  - 1. Unauthorized use of resources.
  - 2. Illegal or unethical acts.

Information about the Division was collected through interviews of Division personnel, interviews of citizens utilizing the services provided by the Division and review of various documents. Any Division activity that appeared to represent an eminent risk was identified and a solution recommended.

### **MISSION OF THE DIVISION OF MARKETING AND DEVELOPMENT OF THE DEPARTMENT OF AGRICULTURE**

The Marketing and Development Division of the Department of Agriculture was created in 1987 during a reorganization of the Department of Agriculture. The Division's mission as defined in Chapter 19, Article 1, Section 3a, as amended, is<sup>1</sup>:

- (1) to establish marketing, promotional and development programs to advance West Virginia agriculture in the domestic and international markets;
- (2) to provide grading, inspection and market news services to the various elements of the West Virginia agriculture industry; and
- (3) to regulate and license individuals involved in the marketing of agricultural products.

Pursuant to that mission, the Division operates a number of programs and services on behalf of the agricultural community of West Virginia. Some examples of programs operated by the

---

<sup>1</sup> Other code sections detailing the responsibilities of the Division of Marketing and Development are found in Articles 1, 2, 2A, 2C, 3 through 5, 5A,7, 10B, 26, and 28 of Chapter 19.

Division include producer visitations, direct marketing, fairs and festivals, market research, farmers' markets and auction sales and grading.

**ISSUE 1: THE DIVISION OF MARKETING AND DEVELOPMENT OF THE DEPARTMENT OF AGRICULTURE LACKS A PERFORMANCE MEASUREMENT SYSTEM**

Pursuant to implementing its many programs, the Division constructs a work plan for each and issues quarterly and annual reports. However, the Division does not have a performance measurement system in place to track the efficiency, outputs and outcomes of its various programs. Given the effort put into the Divisions's work plan, implementation of such a system would be a natural next step for the Division's management team. A performance measurement system would enable the Division to track how efficiently it is using scarce public resources and the effectiveness of its efforts. Such systems help to establish and demonstrate public accountability and an informed decision making process.

**RECOMMENDATION**

*The Director of the Division of Marketing and Development should implement a performance measurement system for implementation in the fiscal year beginning on July 1, 1995. To illustrate, the system can be developed using the following six step approach. First, affirm the purpose program or service and determine the program's mission and goals, target population and needs. Second, identify uses and users of performance information. Third, select what to measure and choose benchmark comparisons. Fourth, develop the measurement system by refining selected measures with regard to unit of measure, appropriate methodology, data availability, cost beneficial collection, and ease of verification. Fifth, establish a monitoring system to track, analyze and report performance, comparing actual performance to benchmarks. Finally, make decisions based on program performance and adjust programs where necessary.*

*The Performance Evaluation and Research Division recommends that the Division of Marketing and Development of the Department of Agriculture be continued and reestablished.*

**APPENDIX A**

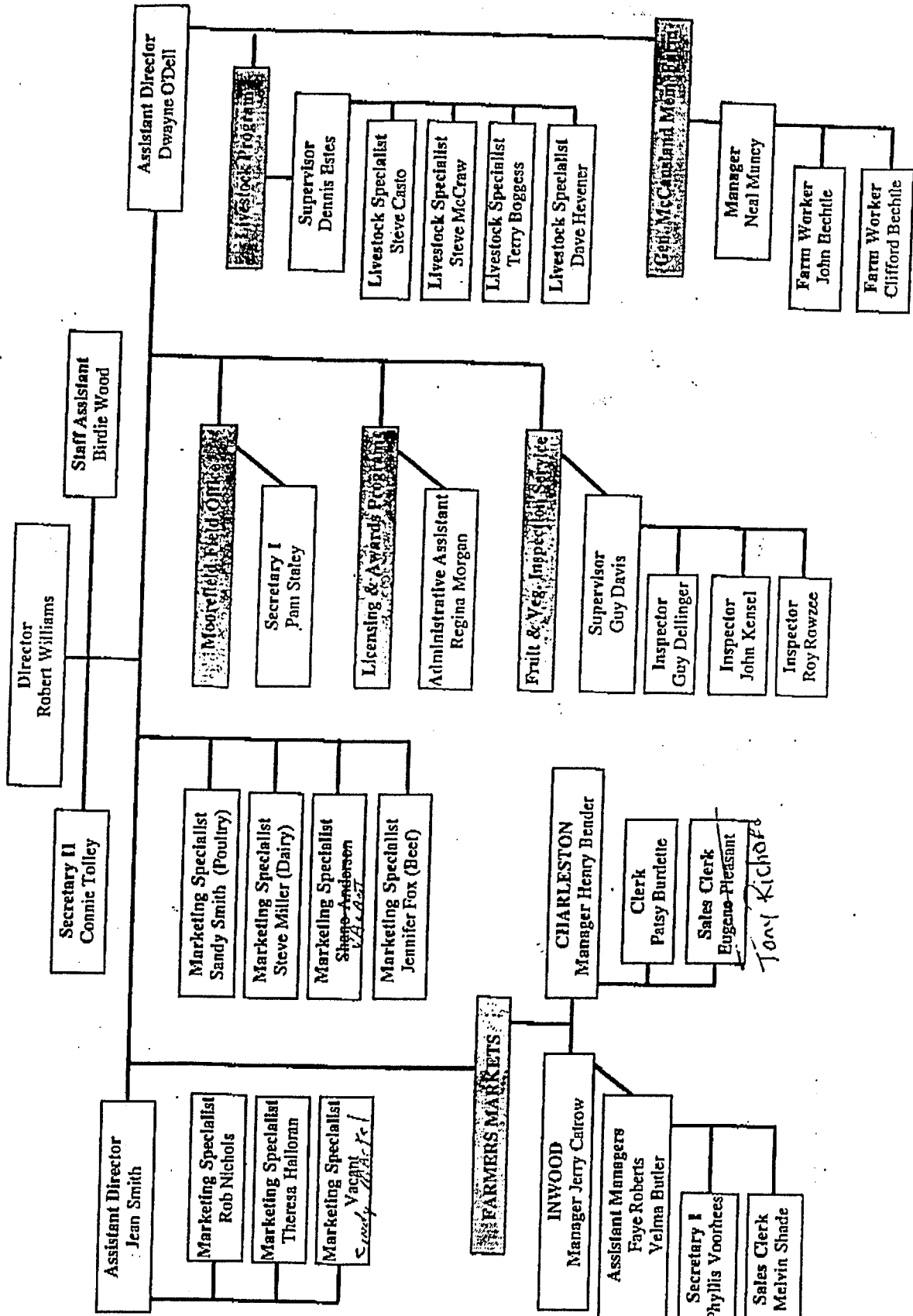
**STAFF OF THE MARKETING AND DEVELOPMENT DIVISION OF THE  
DEPARTMENT OF AGRICULTURE AND ORGANIZATIONAL CHART**

Gus R. Douglas, Commissioner of Agriculture

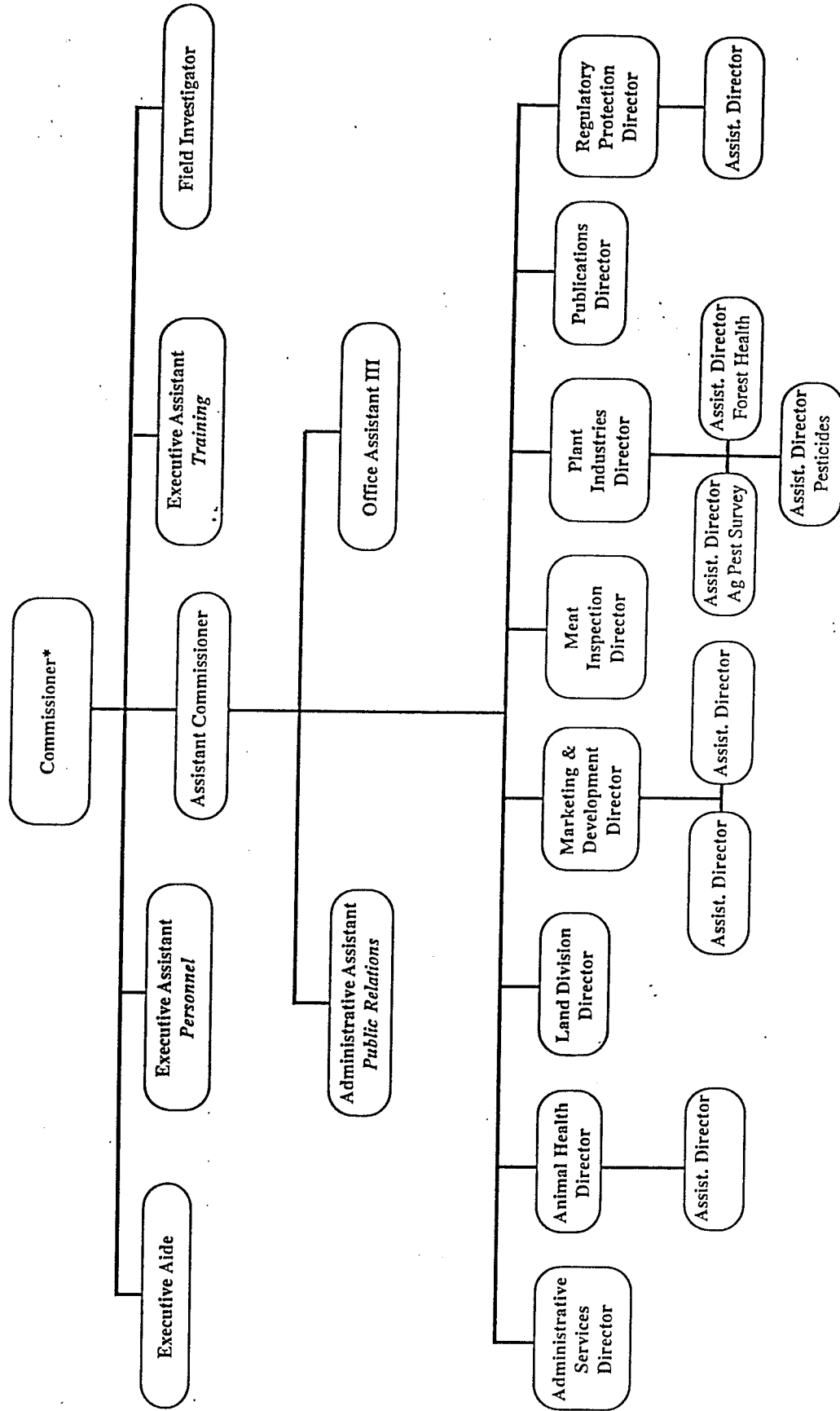
Robert L. Williams, Director  
Dwayne O'Dell, Assistant Director  
Jean Smith, Assistant Director  
Rob Nichols, Marketing Specialist  
Vacant, Marketing Specialist  
Jennifer L. Fox, Marketing Specialist  
Stephen B. Miller, Marketing Specialist  
Sandy Smith, Marketing Specialist  
Teresa A. Halloran, Marketing Specialist  
Cindy Martel, Marketing Specialist  
Dennis Estes, Supervisor  
Terry Boggess, Livestock Specialist  
Steve Casto, Livestock Specialist  
David Hevener, Livestock Specialist  
Steve McCraw, Livestock Specialist  
Henry Bender, Market Manager

Velma Butler, Asst. Market Manager  
Faye Roberts, Asst. Market Manager  
Melvin Shade, Storeroom Clerk  
Tony Richard, Sales Clerk  
Guy Davis, Supervisor  
Guy Dellinger, Agricultural Inspector  
Regina Morgan, Administrative Aide  
Connie Tolley, Secretary II  
Birdie Wood, Staff Assistant  
Patsy Burdette, Clerk II  
Phyllis Voorhees, Secretary  
Pam Staley, Secretary I  
Neal Muncy, Farm Manager  
Clifford Bechtle, Farm Worker  
John Bechtle, Farm Worker  
Jerry Catrow, Market Manager

# Marketing & Development Organizational Chart — July 1, 1994



**West Virginia Department of Agriculture**  
Organizational Chart (overview) — July 1, 1994



**\*MEMBER**

Board of Public Works; Housing Development Fund;  
State Rural Development Council; State Farm Museum;  
Office of Air Quality; Director of the State Fair of West Virginia

**\*CHAIRMAN**

State Soil Conservation Committee



**WEST VIRGINIA LEGISLATURE**  
*Performance Evaluation and Research Division*

Building 5, Room 751A  
1900 Kanawha Boulevard, East  
Charleston, West Virginia 25305-0592  
(304) 347-4890  
(304) 347-4889 FAX

Antonio E. Jones, Ph.D.  
Director

January 6, 1995

Mr. Robert L. Williams, Director  
West Virginia Department of Agriculture  
Marketing and Development Division  
1900 Kanawha Boulevard, East  
Charleston, West Virginia 25305-0178

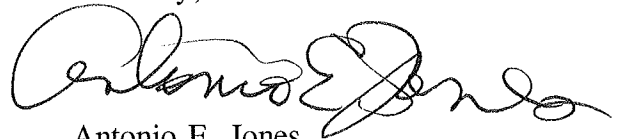
Dear Mr. Williams:

This is to transmit a preliminary review of the Marketing and Development Division of the Department of Agriculture on which we will report to the Joint Committee on Government Operations on Sunday, January 8, 1995. The issue covered herein is the "Division Does Not Adequately Measure Performance."

If you would like to respond in writing, please send a copy of the response as soon as possible. Alternatively, you may deliver your response to the Committee on Sunday.

Let us know if you have questions.

Sincerely,



Antonio E. Jones

AEJ/wsc

cc: Gus Douglass, Commissioner of Agriculture

