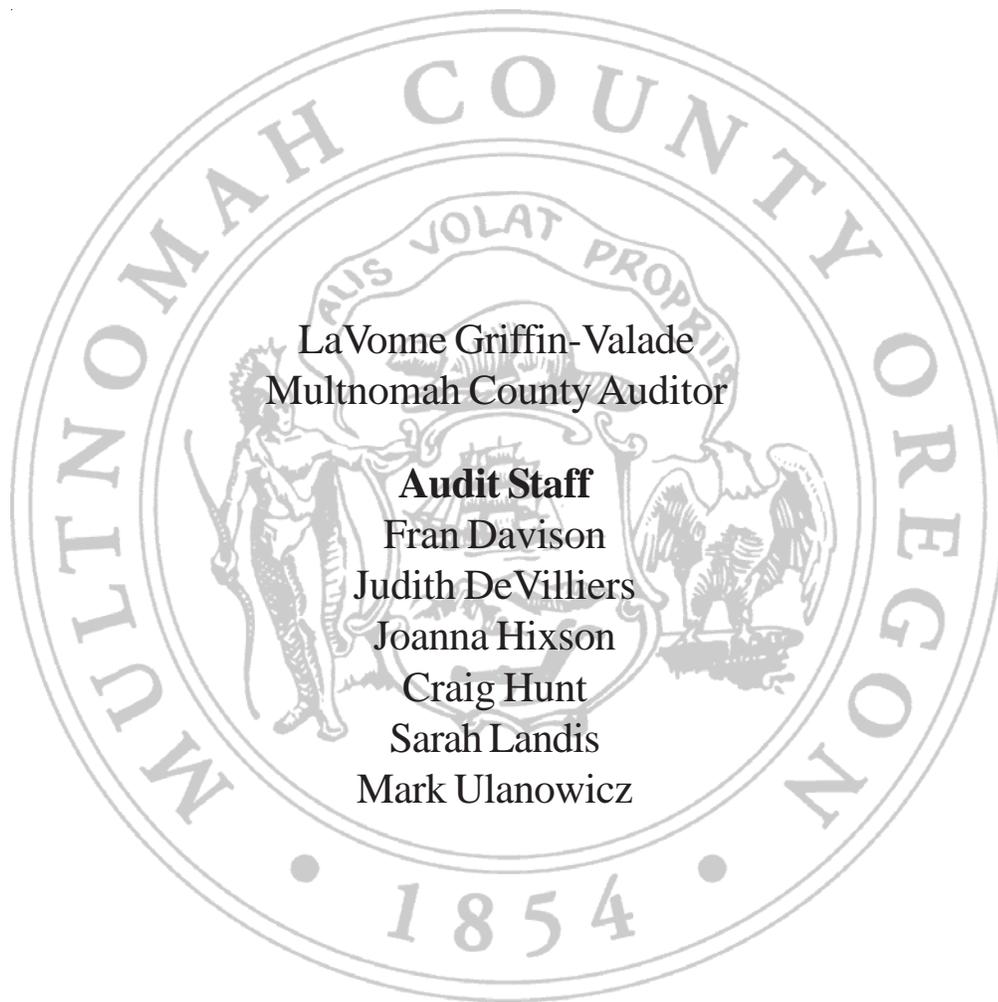


Program Offer Performance Measure Audit

Pilot Project
April 2007



LaVonne Griffin-Valade
Multnomah County Auditor

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LaVonne Griffin-Valade Multnomah County Auditor

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Phone: (503) 988-3320

MEMORANDUM

Date: April 5, 2007

To: Ted Wheeler, Multnomah County Chair
Maria Rojo de Steffey, Commissioner, District 1
Jeff Cogen, Commissioner, District 2
Lisa Naito, Commissioner, District 3
Lonnie Roberts, Commissioner, District 4

From: LaVonne Griffin-Valade, Multnomah County Auditor

Subject: Program Offer Performance Measure Audit – Pilot Project

The attached report covers our pilot project audit of program offer performance measures. The Budget Office requested that we audit selected program offer performance measures during the FY08 budget cycle. We agreed to conduct a pilot project to provide independent, objective information to departments that would help them improve the quality of performance measures, as well as provide information to decision makers about the quality of measures in the offers they review.

This audit occurred in a very compressed time period and required timely cooperation and assistance from departments participating in the audit. We appreciate the willingness of program staff to meet with us and provide us with detailed information on short notice. As a result of discussions during the audit or in response to the preliminary assessments shared with programs, many measures were revised during the audit or prior to submitting final program offers. We commend departments for their efforts.

We did find a number of areas where improvement is needed. Further, we conclude that the viability of performance measurement in the County may depend in large part on efforts to improve the quality of data, systems to capture data, performance measurement processes, and use of performance data.

We would like to acknowledge and thank the management and staff throughout the County who assisted us in completing this audit.

INTRODUCTION & BACKGROUND

Multnomah County implemented priority-based budgeting in Fiscal Year 2005 (FY05), requiring departments to submit program offers (budget proposals) that aligned with one of these six budget priority areas: Accountability, Basic Living Needs, Education, Safety, Thriving Economy, and Vibrant Communities. As part of their program offers, departments now report at least one output measure to demonstrate workload and one outcome measure to demonstrate the results of work carried out. Departments can report up to four performance measures in their program offers, including input, efficiency, and quality measures.

For the FY08 budget cycle, the Auditor's Office was asked by the Budget Office to initiate a pilot project to audit selected program offer performance measures. The Auditor's Office conducts performance audits that examine program performance and makes recommendations for change. Auditors also work to improve data quality by routinely assessing the reliability and accuracy of reported data and by making suggestions to improve the quality of performance measures. However, auditing program offer performance measures is a service that has not previously been provided by the Auditor's Office.

Objectives: The objectives of this pilot project were:

1. To provide independent, objective information to departments that would help them improve the quality of the performance measures they submit with their program offers for the budget;
2. To add an overall component of quality assurance to the program offer performance measures;
3. To provide information to decision makers about the quality of performance measures in the offers they are reviewing; and
4. To make a determination about the future of the Auditor's Office's involvement in performance measure audits based on experiences from this pilot project.

Selection for Audit: Departments were required to submit program offers to the Budget Office by February 9, 2007. Outcome Teams associated with each priority area then developed a list of program offers for the Auditor's Office to consider for audits and sent those lists to us on February 14th and 15th. Our goal was to complete audit fieldwork and provide input to departments for possible revision of measures before the February 23rd deadline for final submission of revised program offers. The audit fieldwork period occurred between February 15th and February 23rd. Due to the very short time frame, it was not possible to audit all performance measures submitted to us by the Teams.

We asked Outcome Teams to refer between one and four program offers for audit consideration and to rank order these offers according to which they believed would most benefit from an audit. (See Appendix B for the full list submitted by Outcome Teams.) All Teams submitted at least four offers, and three Teams submitted more than four. Primarily using the Teams' priority rankings as guidance, we then selected the performance measures to be audited. We also considered other factors in the selection

process, such as the dollar amount, profile of the program, and significance to its associated priority area.

We selected some or all of the performance measures in at least two of the program offers referred to us by each Team. We audited performance measures from all departments except the Library. The Vibrant Communities Outcome Team did refer one of the Library's program offers to us, but it was not selected for the audit due to time constraints.

Prior to the audit, we assisted in training departments and Outcome Teams, providing information about how to appropriately document performance measures and what to expect in the event their program offers were selected for an audit.

SCOPE

The scope of the audits in this pilot project was limited to the performance measures included in the program offers we reviewed. The audit included at least one measure per priority area. Auditors did not audit the quality of program offers, but used the information in each offer to provide background and context for the measures. The audit of measures was also not an audit of the program itself – auditors did not make any assessment of program effectiveness or efficiency.

Auditors did review controls over the data reported to assess the risk for inaccuracy, but time did not allow direct testing of data accuracy.

This audit was performed in accordance with generally accepted government auditing standards.

AUDIT RESULTS

We commend the departments whose program offer performance measures we audited as part of this pilot project. Most staff members were very open, and they made themselves available on short notice. In many cases, departments responded to our suggestions for improvement by revising measures where we found problems. We view the general level of cooperation and positive response as indications that departments are working to develop stronger performance measurement systems. However, we did find a number of areas where improvement is needed, and we conclude that the viability of performance measurement in the County may depend in large part on concerted efforts to improve in these areas.

The six Outcome Teams submitted a total of 30 program offers for consideration. Of those, we audited some or all of the performance measures included in 16 program offers, for a total of 41 audited performance measures.

Audit Criteria: We used the criteria listed below to assess the quality of performance measures. These criteria were included in the Budget Office's FY2008 Performance Measurement Manual and are consistent with performance measure best practice literature. We considered primary criteria the most significant indicators of quality measures.

Primary Criteria:

- Meaningful/Valid – a measure is meaningful if it addresses the primary portion of an offer's stated scope of work. A measure is valid if it actually measures what it says it measures.
- Reliable/Accurate – a reliable measure is one where the results are accurate, consistent, and repeatable.
- Timely Reporting – a measure is timely if it includes data from the current fiscal year and is available in a timely fashion.
- Comprehensive – a comprehensive measure or group of measures is one that captures the primary or most important aspects of an offer's goals.
- Focused on Controllable Facets of Performance – a measure is focused on controllable facets of performance if it relates to something the department or program can affect and would not also involve so many other mitigating or aggravating factors that would render the County's contribution impossible to judge.

Secondary Criteria:

- Understandable/Clear – a measure is clear and understandable if it is simply stated, is free of jargon, and could be understood easily by someone outside of the program. This criterion also refers to clearly defining changes and unexpected results in trends.
- Perverse Incentives – a measure that is free of perverse incentives does not induce its participants (clients, staff, or contractors) to act in ways that run counter to the best interests of the County or the program.

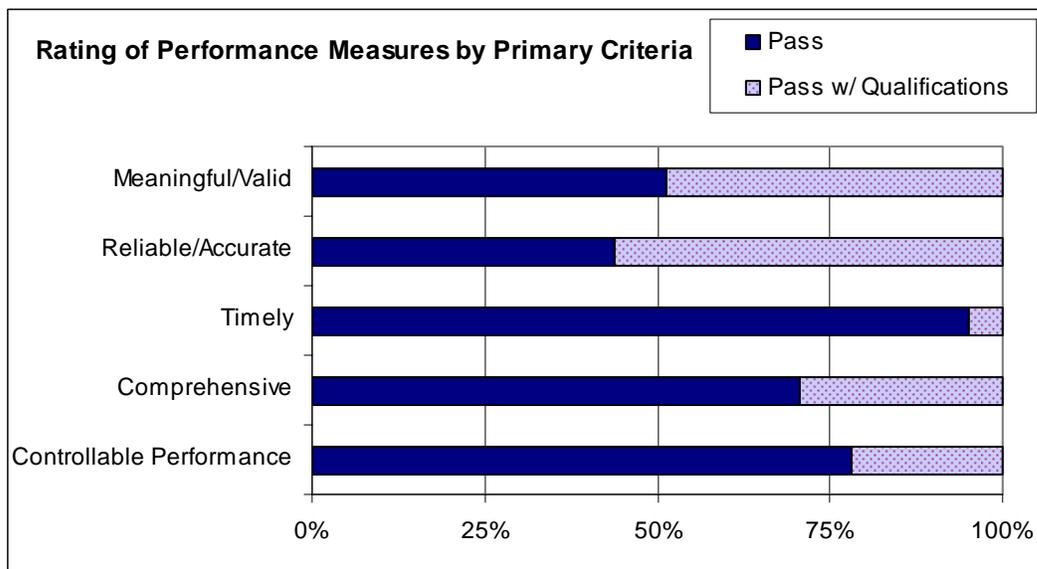
- Not Redundant – a measure is redundant if its purpose is wholly or mostly encompassed by a different measure.
- Cost to Collect Data – the implementation of new performance measures and data collection systems should not represent an enormous cost burden to the departments.
- Meaningful to Management – a measure would be considered meaningful to management if it is used by management and decision makers in running the program, division, or department.

In order to pass the audit with no qualifications (the highest rating), performance measures had to meet all primary and secondary criteria. For measures to pass the audit with qualifications, each of the primary criteria had to be rated as “pass with qualifications,” at a minimum. Overall, 12% of measures audited passed with no qualifications, 88% passed with qualifications, and no measures were judged as not passing the audit. For those measures that passed with qualifications, we plan to conduct an audit follow-up in six to nine months.

Rating of Performance Measures:

In addition to an overall rating, performance measures were also rated for each audit criterion. We found that in rating by primary criteria, performance measures were less likely to be assessed as reliable and accurate, with 56% of performance measures rated as having passed with qualifications in that criterion. In addition, 49% of the measures were rated as having passed with qualifications for the meaningful and valid criterion. These criteria are essential elements of good performance measures. Exhibit 1 below compares the rating of performance measures by primary criteria.

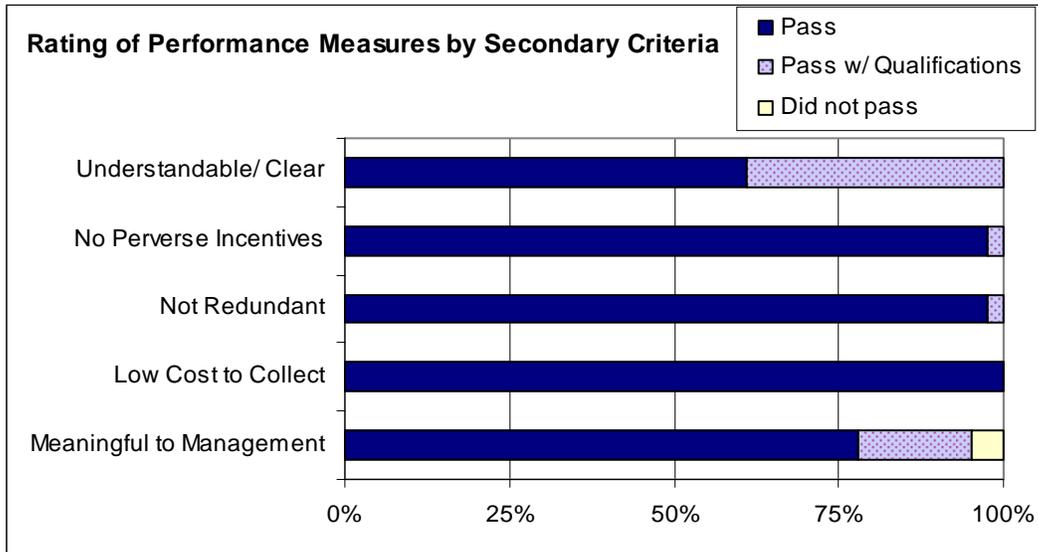
Exhibit 1



We found that in the rating of performance measures by secondary criteria, 61% of measures passed with no qualifications in the understandable/clear criterion, and 78%

were found to be meaningful to management. Fundamental to any performance measure is that it clearly conveys what is being measured and that it is used in management decisions; otherwise it is of little value. Exhibit 2 below compares the rating of performance measures by secondary criteria.

Exhibit 2



Overall observations:

- In many cases, efforts to control for the quality of data were limited, often because there were no processes to investigate data anomalies, test accuracy of data sources, or reconcile data from various sources. We also found that some measures reported data that were inconsistent with other data reporting systems, and we saw cases where supporting documentation was weak. In other examples, there were no processes to verify that all data were included in reported totals.
- Auditors encountered several measures that departments had inaccurately labeled as outcome measures. In these cases, measures did not gauge the effectiveness of programs by providing a sense of scale or significance to the numbers reported. We recommended that departments work to develop outcome measures that clearly show the results and value of their work.
- We found that some reported measures did not reflect a significant portion of a program's work, in part because of a very broad spectrum of a program's goals, disparate populations being served, or inability to aggregate information from different segments of the program.
- We observed that some departments have difficulty developing meaningful, understandable performance measures. Many programs have limited capacity for such efforts.
- Most programs did not use the Budget Office's performance measure templates which were recommended for demonstrating data sources, rationale for measures, and calculations. Some departments did not find this tool to be useful in the development of performance measures.

Interim reporting to Departments: Once audit fieldwork was completed, we developed preliminary assessments of the quality of performance measures and notified departments about the results of those assessments through interim memoranda. We stipulated in the memoranda that the assessments were preliminary and subject to change based on our internal quality control review process. During the period of internal quality review, departments were notified of any modifications to the preliminary assessments.

The results of our audits of each performance measure, as well as the recommendations and suggestions for improvement, are summarized in Appendix A. In many cases, departments revised measures during the audit period or prior to the February 23rd deadline for final program offers as a result of questions that came up in the audit and/or because of changes recommended in the interim memoranda.

Formal responses from Chair Wheeler and departments can be viewed in the Audit Response section that follows.

Responses



Ted Wheeler, Multnomah County Chair

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Phone: (503) 988-3308
Email: mult.chair@co.multnomah.or.us

TO: LaVonne Griffin-Valade, Auditor

FROM: Ted Wheeler, Chair 

DATE: April 2, 2007

SUBJECT: Program Offer Performance Measure Pilot Program Audit Results
and Chair's Response

Thank you to the Auditor's Office for the excellent work that you have completed in a very compressed timeline when auditing selected performance measures for the FY2008 budget process. Your office is in a unique position to provide County programs with a robust and independent evaluation of the reliability of their data and processes. We believe that the discussions during the audits and the resulting recommendations and responses from staff vastly improved the quality of performance measures which in turn improves the quality of the overall budget process. The more thoughtful and accurate the performance measures, the more confident the Board can be in purchasing results for each budgeted dollar.

To recap the process:

1. Outcome teams reviewed offers and within two days, selected 1-4 measures they would like to have audited. Teams could select measures for any reason, two common reasons being either that the team questioned the reliability of the measure or that the measure represented a large amount of budget dollars.
2. On February 15, each team submitted performance measures from program offers to be audited, and included comments about why they were chosen. 30 total measures from the six priority areas were submitted.
3. The Auditor's Office reviewed the submitted measures and had four days to audit at least one from each priority area. Seven individual auditors conducted independent reviews, totaling 16 program offers whose measures were audited.
4. The Auditor's Office distributed preliminary comments to Department heads, and department heads responded during the first two weeks of March.
5. The final Auditor's Office report will be issued in April.

We were very pleased with the outcome of the audit. Of the 41 measures, 5 passed without any qualifications, and the remaining 36 passed with some qualifications. No measures failed the audit. Department heads made several immediate changes based on the Auditor's recommendations, and program offers have been resubmitted in time for the final rankings and purchasing. Some of the Auditor's recommendations will take time to implement, and departments have noted the discussions they will be having over the following year to implement these suggestions and further improve the quality of the measures.

Some of the recommendations involved the differentiation between output measures and outcome measures. While there is acceptable overlap in these types of measures in a few cases, in general we believe that more education needs to be done about the difference, and our staff will be working on this for next year's budget training cycle.

Again, I appreciate all of the hard work and countless hours by all of the auditors. We feel that the role the Auditor's Office plays in providing independent assessment for County programs is pivotal for the County to be accountable for its performance. This audit has improved the quality of the performance measures and will continue to have an impact on the accuracy and transparency of Multnomah County's budgeting process throughout the next fiscal year.



Michael D. Schrunk, District Attorney

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March 7, 2007

RESPONSE TO AUDIT OF PERFORMANCE MEASURES

To: LaVonne Griffin-Valade, County Auditor
501 S. E. Hawthorne, Room 601
Portland, Oregon 97214

From: Michael D. Schrunk, District Attorney

I wish to express my appreciation to you and your staff for the professional manner in which you have performed the task of auditing performance measures that have been submitted as part of the fiscal year 2007/2008 budget process. It is important that the Board of County Commissioners and the public get accurate and relevant information regarding the services provided by their County government programs.

At the request of the Safety Outcome Team you audited performance measures submitted with program offer 15016 Child Abuse Team-MDT. Those measures include an Output measure-Number of Dependency Cases, and an Outcome measure- Number of Children Served on Dependency Cases.

I am pleased that you have determined that the Output measure, Number of Dependency Cases, will pass the audit "with no qualifications". I am also pleased that the Outcome measure, Number of Children Served on Dependency Cases, has also passed and I understand that determination has qualifications. It is in regard to this Outcome Measure that I believe further discussion is appropriate.

A dependency case is generated when a child is in a dangerous situation which necessitates court intervention and protection. No dependency case is closed without assurance that the child has been placed in a situation where the child is safe. In some situations a case is dismissed because the parents have ameliorated the circumstances which brought the child to the attention of the court in the first place. In others, the case is fully litigated either by admissions from the parents or a judicial ruling following a trial. In all cases the children involved are protected by the decision of the court and the resolution of the case.

Because the end result of our dependency work is a child or children being protected, we believe that the number of children protected is an appropriate Outcome Measure for this type of service. In order to make the Outcome measure more reflective of the work accomplished we have changed the description and name of the Outcome measure to read Number of Children Protected on Dependency Cases.

March 7, 2007

As always, I welcome further discussion on this topic and appreciate your acknowledgement of the critical work this unit does to protect children.

Very truly yours,

A handwritten signature in black ink that reads "Mike Schrunck". The signature is written in a cursive style with a large, stylized initial "M".

MICHAEL D. SCHRUNK
District Attorney

MDS:plc



MULTNOMAH COUNTY SHERIFF'S OFFICE
501 SE HAWTHORNE BLVD., SUITE 350 • PORTLAND, OR 97214

Exemplary service for a safe, livable community

BERNIE GIUSTO
SHERIFF

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www.sheriff-mcso.org

MEMORANDUM

TO: LaVonne Griffin-Valade, Multnomah County Auditor
Joanne Hixson, Senior Auditor

FROM: Bernie Giusto, Multnomah County Sheriff

DATE: March 12, 2007

RE: Performance Measure Audit
Program Offer 60045 Special Investigation Unit

This memo is in response to the February 22, 2007 Preliminary Assessment of Program Offer Performance Measures for the Special Investigations Unit. My staff and I appreciate this opportunity to participate in the Auditor's Office pilot project to review program offer measures. Your comments help strengthen our measures which contribute to better program management and service delivery.

I am pleased to learn that the Multnomah County Sheriff's Office program offer 60045, Special Investigations Unit, performance measurements all successfully passed the audit with some qualifications. The Auditors comments are in *italics* followed by the Sheriff's Office reply.

The following Performance Measures were audited:

1. Special Investigations unit drug cases
2. Dollar value of drugs seized
3. Number of searches
4. percent of searches resulting in arrest

1. Performance Measure - **Special Investigation Unit Drug Cases**

"Efforts to control for the reliability /accuracy of the data were somewhat limited. Management should devise a process for reliable and accurate counting of drug cases. In addition, management should keep the monthly count of current investigations and reconcile these types of reports with the Activity Case logs. . . "

The Sheriff's Office is working to improve the reliability and accuracy of the data. Our research and analysis unit (RAU) will work closely with Law Enforcement staff to institute a number of

changes that will reduce data errors. This includes converting manual data entry to electronic data entry where possible.

“Activity Case logs are manually counted, but are not placed in number order to all for any easy count. To Reduce the potential for error during manual counts, we suggest that case logs be numbered and consistently organized, possibly by investigator or by the month.”

The Sheriff’s Office is working to resolve this issue with an electronic form that will automate the counting and help organize the cases.

“There is no systematic process to verify that all cases have been entered in the Activity Case log.”

The Sheriff’s Office RAU will work with Law Enforcement staff to put in place the proper controls for log entry and to verify that all cases are entered.

2. Performance Measure - For dollar value of drugs seized,

This measure has been removed and will not be submitted to the Multnomah County Budget Office.

3. Performance Measure - **For number of searches** and

4. Performance Measure - **Percent of Searches Resulting in Arrest**

“Efforts to control for the reliability /accuracy of the data were somewhat limited.” Management should devise a process for reliable and accurate counting of searches, instead of hand counts from the Activity Case Log. In addition, management should reconcile monthly reports of executed searches with Activity Caselogs if the latter is used as a reliable support for the performance measures.”

The Sheriff’s Office RAU will work with LE Staff to put in place the necessary controls including electronic data entry. The electronic system will allow for reconciliation between the Activity case log and the monthly reports.

Summary

MCSO appreciates the work of the Auditors Office and will make all necessary changes and improvements to increase our data reliability. We look forward to your next assessment in six months.



Department of County Management
MULTNOMAH COUNTY OREGON

501 SE Hawthorne, Suite 531
Portland, Oregon 97214
(503) 988-3312 phone
(503) 988-3292 fax

MEMORANDUM

To: LaVonne Griffin-Valade, County Auditor
From: Carol Ford, Department of County Management Director
Date: March 5, 2007
Re: Assessment of Program Offers Performance Measures Response

We received your memo dated February 22, 2007 regarding the preliminary assessment of the measures for Assessment and Taxation program offer 72035. Below is our response.

1. New Taxable Exception Value

Assessment: *“The valuations are subject to appeal – and a reversal of a valuation or a decrease in the value of the change would affect the total amount of exception value actually captured by the County. Reductions based on appeals are not captured by the measure and the extent to which the total value of appeals that are accepted affects the measure value is important to the reliability of the measure. **A&T staff told us the number of appeals due to exception appraisals is small and would not significantly change the total. However, no analysis has been done and a review of this aspect of the measure would be helpful.**”*

Response: Analysis has been completed and we can provide a report upon request; loss in exception value due to appeals is \$3.5 million dollars, or less than one-half of one percent of the value reported in the measure.

Assessment: *“**There is a general incentive to bias appraisals upward because high appraisals yield more revenue for the County.** The independent appeals process and COD compliance act as a check on this incentive in the aggregate; however, the measure would benefit from a systematic review of appraisal outliers.”*

Response: Bias can work either way. Salaries are not based on performance and lower values may result in fewer unhappy taxpayers for appraisers to deal with. During the audit meeting, the only form of bias discussed was the tendency to under-value property. Employees

could just as easily identify more closely with their clients than with their employer.

2. Percentage of Neighborhoods with COD compliance

Assessment: "As we understand the measure, it is a gauge of the accuracy of the automated appraisal system – the description in the program offer is not particularly clear on that point."

Response: This is not a complete assessment of the COD measurement. It is a measure of the appraisers following their studies by applying appropriate adjustments, making good judgment decisions in the field in regards to inventory, quality, and condition.

Adequately describing performance measures within the limited space provided by the budget tool is a challenge. If the desire is to have a more detailed description the web tool may need to be redesigned to include additional space in that section.

Thank you for your assistance. I believe that the performance audit process has helped to enhance the information that will be used in the priority based budgeting process and in DCM operations management.

I also want to thank Kathy Tuneberg and the A&T staff for their fast response to the preliminary assessment.

cc: Kathy Tuneberg, A&T
Randy Walruff, A&T
Mark Ulanowicz, Auditor's Office



Department of County Management
MULTNOMAH COUNTY OREGON

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Portland, Oregon 97214
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MEMORANDUM

To: LaVonne Griffin-Valade, County Auditor

From: Carol Ford, Department of County Management Director

Date: March 8, 2007

Re: Assessment of Program Offers Performance Measures Response

We received your email dated March 5, 2007, updating the language for the final draft of the summary audit report for Central Human Resources – Central HR Services program offer 72084. Below is our response.

1. “Number of positions reviewed as a result of class/comp studies”
Management has taken steps to improve data processes and performance measures, but these efforts are relatively recent and untested. We learned that the data tracking system changed between FY 06 and FY 07 due to turnover of staff, and that the new class/comp manager and team are in the process of formalizing procedures to increase data integrity. In addition, we discovered a small error in the number of positions being counted for FY07. The error turned out to be an anomaly that was immediately corrected; nevertheless, it is an indication that further review during audit follow-up is warranted

Response: The internal quality control review of the data found that 8 positions listed as reviewed for one study when actually 6 positions were reviewed. Class Comp staff reconfirmed the accuracy of the other positions reviewed for the studies completed to date in FY 07. The Class/Comp database/log tracking system has been in existence for several years. The unit had a 100% staff turnover last year, so we cannot confirm that the tracking process was consistent from FY 06 to FY 07. With the strong leadership of a new Class Comp manager, the current tracking process and weekly reporting is formalized and applied consistently.

2. “Percent of total positions reclassified, revised, updated”
 - ♦ The percent of positions subjected to reclassification studies is not entirely up to the control of the Human Resources Unit – as stated in the program offer, some studies are required by contracts and others are requested by individuals. In addition, the Board of County Commissioners makes the ultimate decision in many cases whether or not to act on a classification study.
 - ♦ If the goal is to raise compensation levels across the County, that is ultimately not within your control. And if you do not have control over the implementation decision, then the current outcome measure may not be the most appropriate

measure to report. If however, the goal is provide information to the Board for better decision-making, that is different, and the current outcome measure may be the most appropriate.

- ♦ The measure, as stated, does not indicate what a realistic target would be in terms of percent of County positions revised, re-classed, or updated. Again, because your control over the initiation and implementation of studies is limited, a more appropriate outcome measure would reflect some facet of the work over which you have greater control – such as the time it takes to complete studies.

Response: It is not the role of the Class Comp Unit to control the selection of studies, nor to raise compensation levels. Position reviews are initiated in two ways, individual requests by an employee or supervisor, or by a classification or compensation study (affecting groups of positions) negotiated by labor agreement or determined by County senior management. Compensation increases impacting represented positions are generally handled in the bargaining process and those impacting non-represented positions addressed by County senior management.

Class Comp provides expert consultation, infrastructure tools and systems necessary for County senior leaders to have up-to-date employment market information to inform decisions regarding competitive strategic compensation position – leading, lagging, mid-ground. Additionally, up-to-date job classifications are essential for successful recruitment, retention and succession planning. Well-defined job families and career ladders identify knowledge, skills and training requirements necessary to attract qualified job applicants, manage workload and clarify career progression. The measure, “Percent of total positions reclassified, revised or updated” indicates County alignment with these important job market and employment factors.

Current resources dedicated to Class Comp functions results in 16-17% of all job positions reviewed annually. This means approximately a five to six year cycle to update the 4800+ job positions. Various drivers in the employment market, such as technology expansion, will cause some positions to be updated more or less frequently. A broad-based industry goal is a five to seven year cycle time for updated job families.

The time it takes to complete studies is highly variable due to size and complexity and may not be a reliable measure as suggested above. We will continue to review the measures to best reflect outcomes achieved from performance.

Thank you for your assistance. I believe that the performance audit process has helped to enhance the information that will be used in the priority based budgeting process and in DCM operations management.

I also want to thank Travis Graves and the Central HR staff for their quick and thorough response to provide additional information and data requested by the Auditor and their efforts to revise and strengthen the HR performance measures.

cc: Travis Graves, HR Director



Department of County Human Services

**MULTNOMAH COUNTY
OREGON**

Joanne Fuller, Director

421 SW Oak Street, Suite 620
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MEMORANDUM

TO: LaVonne Griffin-Valade
County Auditor

FROM: Joanne Fuller, MSW, Director
Department of County Human Services

DATE: March 12, 2007

SUBJECT: Response to FY2007-2008 Performance Measure Audit

The Department of County Human Services (DCHS) welcomes the Multnomah County Auditor's assessment of fiscal year 2007-2008 program offer performance measures from four of the 100+ DCHS program offers. I appreciate the audit's recommendations for ways to improve on the performance measures and ultimately improve the information we are able to track regarding outcomes resulting from the services the Department funds and/or provides.

For program offer 25076 School Based Mental Health Services

To address the suggested improvements in tracking "number of team client contacts" we plan to develop a process to summarize each client's progress during treatment that results in the reported outcome listed on the Termination Summary.

We agree with the remaining recommendations included in the audit, as we are keenly aware that improved information technology and infrastructure would increase the accuracy and analysis of our data.

For program offer 25081A Addiction Services Outreach Team

We look forward to working to implement the suggestions, most of which were about the data we collect and how it is collected, and then quality checked and analyzed. The system reflects our current abilities and staffing levels in that area.

For program offers 25145A (SUN Community Schools) and 25147A (SUN Services System - Touchstone) -

There are 3 issues we surmised from qualifications noted in the preliminary letter:

- Participants/Regular Participants;
- Data Accuracy; and
- Attendance as an Outcome

In response to the Measures Passed with Qualifications, the Department offers the following responses:

Participants/Regular Participants

We have amended the Performance Measures for attendance, reading scores, and behavior (the teacher survey) to clarify that outcomes refer only to regularly participating students (30 days for SUN CS; 45 days for SSSES and Touchstone), not to the total number of students served.

Data Accuracy

This response relates to the measures “percent who improve state test scores in reading” and “percent of school days attended”.

Data accuracy is a function of the report run from the districts’ database. Data is not manually entered into the lists of regularly participating students returned to School and Community Partnerships by the districts. The data is a report that pulls electronic records on each student. The Department has made attempts in the past to access to statewide eSIS data, however school district reluctance and confidentiality concerns have prevented success of these attempts. Perhaps as the SUN Service System Coordinating Council begins its work, a discussion on how best to pursue gaining access to the data would be appropriate.

Attendance as an Outcome

This issue relates to “percent of school days attended”

Our approach has been to track program and system wide changes in average daily attendance year to year as opposed to individual increases, although the larger goal with attendance is to show increases year to year. Where districts provide Average Daily Attendance for 2 consecutive years, we can show changes to individual students’ attendance, but illness, family disruptions, and the overall high mobility of our districts can make this a challenging measure to follow at the individual student level. This is why we can allow for those changes with the program and system wide comparisons.

We agree with your assessment that the current measure, absent comparative data, is an output rather than an outcome measure. In the next fiscal year, the Department commits to include comparative attendance data.

The Department of County Human Services is committed to improving our performance measures so that the information provided is helpful to decision makers as they assess the value and contribution of DCHS services toward the County's priorities, and as they allocate County resources for the coming fiscal year. We will utilize the recommendations in this audit to guide the next steps to meet our goals.



Department of Community Justice

MULTNOMAH COUNTY OREGON

Office of the Director

**501 SE Hawthorne Boulevard, Suite 250
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March 20, 2007

LaVonne Griffin-Valade
Multnomah County Auditor
501 SE Hawthorne Blvd
Portland, OR 97214

Dear LaVonne:

We appreciate the Auditor's review of performance measures and specifically that of our Recognizance Program. The Department of Community Justice is a data driven organization and your feedback is welcomed on how to set higher quality measures that will assist in providing consistent, clear, and comprehensive information.

The recommendations for needed changes will be made and these adjustments will assist our county to enhance public safety by making sure the right defendants are housed and/or released in the most appropriate and efficient manner.

Thank you,

Steve Liday, Interim Director
Department of Community Justice



Health Department

MULTNOMAH COUNTY OREGON

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(503) 988-4117 fax

March 02, 2007

To: LaVonne Griffin-Valade, County Auditor
Multnomah County Auditor's Office

From: Lillian Shirley, RN, MPH, MPA
Director Multnomah County Health Department

Subject: Audit of #40023, #40022, and #40019 Program Offer Performance Measures

Thank you and your staff in helping us clarify and strengthen our performance measures. Per the suggestions of your office, we have made the following changes.

- The immunization rate performance has been changed on these three program offers to clinic specific results.
- The methodology for measuring days to appointment for new client at each clinic will be changed per recommendation to when the appointment was available not when the client was actually appointed.

Regarding the discrepancy in immunization rates between the internal Epic-care rates and the information distributed to us from the state system: We are aware of this problem and have been meeting with the state to find a solution that would not require staff to record the information in two separate systems for each administration of the vaccine. Our current reporting requirements are very susceptible to human error. We are working toward a solution that would utilize interoperability to allow for electronic transfer of information between the individual clinics and the state system.

Please let me know if further work is needed. Thank you.

Copy: Vanetta Abdellatif
Karyne Dargan
Wendy Lear
Mark Ulanowicz



Department of Community Services
MULTNOMAH COUNTY OREGON

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MEMORANDUM

To: LaVonne Griffin-Valade, County Auditor
Multnomah County Auditor's Office

From: Cecilia Johnson, Director
Department of Community Services

Date: April 13, 2007

Subject: Response to FY2008 Performance Measure Audit

I want to thank you and your staff for the time and effort that was spent refining Community Services performance measures. It proved to be a great opportunity to exchange ideas and improve a very important set of management tools.

During this audit 4 program offers were reviewed with a total of 13 individual performance measures. I have listed below each program offer, measure, assessment and my response.

Road Engineering and Operations (program offer 91013):

“Permits issued to be in/use the right of way” – pass with no qualifications

“Road vacation studies completed” – pass with qualifications

Assessment: This should be shown as an output measure, not as an outcome measure since it measures workload.

Response: This was changed to “Number of road vacation studies completed within four months of initial inquiry”. This new measure is listed as an output measure, but is actually an outcome measure. The designation will be changed at the next opportunity.

Assessment: Because the numbers are so low, we question the usefulness to management. What may be of more use to management, decision-makers, and the public would the length of time it takes to complete a study (if that is under control of the program)

Response: Agree

“Projects completed on time and on budget,” was revised to “percent of projects completed on time and on budget” - pass with qualifications

Assessment: This measure as revised should be classified as an outcome measure rather than output measure.

Response: This was changed to “percentage of capital projects completed on budget and on time in the fiscal year” and it is listed as an outcome measure on the 2/23/07 version of the program offer.

Assessment: The time period needs to be clarified by adding “completed in the fiscal year” to the description. This is important since the measurement period is different from the period used by Bridge Engineering. Also, the department might add “capital projects” to the description.

Response: Changed; see comment above

“Development reviews completed” – time did not permit review of re-submitted documentation.

Bridge Engineering (program offer 91016)

“Dollar Value of Capital Improvements” – pass with no qualifications.

Response: This was changed to pass with qualifications in an email sent by LaVonne Griffin-Valade on 2/28/07. The reason for the change in assessment was the opinion of the Auditors that the Bridge projects span multiple fiscal years the performance measure description should indicate the time period being measured. This is very easy to correct and will be change at the next opportunity.

It is our intent that all Department of Community Services measures record goals and results that take place in the current fiscal year, unless otherwise stated. The exception was the Road Engineering measures reference in the next bullet. These were noted and correct.

“Percent of project milestones met” – pass with qualifications

Assessment: Add “--- met in this year” to clarify the time period since these are lengthy projects that may cover several years and since the measurement period is different from the period used by Road Engineering.

Response: See comment above.

“Percent of cost growth” – pass with qualifications

Assessment: This should be an outcome measure, not a quality measure as it assesses the results of project management for Bridge Engineering.

Response: This was listed as a quality measure because it was felt that it reflects the effectiveness in meeting the expectation of customers and

stakeholders. One of the primary expectations our customers have of our project management is that it control costs. It seemed to fit with this classification better than the outcome classification.

Assessment: We suggest that you change the measure to indicate the measurement period for the same reasons noted above for milestones met. For example, the measure could be changed to “Percent of cost growth approved this year,” or “Percent of project budget increase approved this year,” or a similar measure.

Response: See comment regarding time period above.

Land Use Planning (program offer 91020A)

Our preliminary assessment is that all measures will pass the audit with some qualifications for each.

“Number of land use/ enforcement inquiries”:

Assessment: Although the output measure provided is meaningful, it does not address the primary scope of work of the department.

Response: This measure provides indication of the workload of this program. Virtually all work done by this program begins as an inquiry of some type.

Assessment: The auditor observed an anomaly in the number of incoming calls for FY06 which could not be explained. Management should devise a process to investigate anomalies in the data, such as a spike in number of incoming calls.

Response: In the spring of 2006 the program began tracking this measure on a monthly basis. The anomaly occurred when performance for the fiscal year-to-date data was compiled. Shortly after that time an automated telephone answering system was implemented and it is able to accurately report the number of incoming calls. This system has been in use for the past year and works well.

Assessment: We observed that there may be an undercount in ‘walk-in customers assisted’ and recommend that written procedures be developed to mitigate the possibility of staff inadvertently neglecting to count walk-in customers.

Response: Noted

Assessment: We question the usefulness of this measure to management and suggest that its significance to management be clarified.

Response: This measures the workload of this program by means of the number of inquiries handled during the year. This will be clarified on the program offer at the next opportunity.

“Number of land use/enforcement actions taken”:

Assessment: In our opinion, the measure is not technically an outcome measure. It does not gauge the effectiveness of the program by providing a sense of scale or significance to the number. We suggest the current outcome measure be relabeled as an output measure and the department identify appropriate measures to show the results of their work. Please refer to pages 14-15 of the Performance Measurement Manual for FY 2008 and/or enlist the assistance of the Budget Office Evaluation Unit for guidance on developing performance measures.

Response: Programs that are regulatory in nature present special challenges in the development of objective outcome performance measures. The objective of this program is solely to interpret and implement land use rules that are developed by legislative groups. There is no real goal to make things better because we don't have that option, the only thing we can do is to operate efficiently within the parameters provided by statute. We have looked at pages 14 and 15 in the Performance Measurement Manual and sought guidance from the Budget Office. We will be glad to work with anyone who can give assistance in developing more meaningful measures.

Assessment: The auditor learned that some or all ‘preliminary meetings held’ are required by statute. We believe the measure would be more transparent if the requirement was mentioned in the description.

Response: Noted

“% enforcement cases resolved voluntarily”:

Assessment: Although the quality described by this measure is noteworthy, in our opinion, it is narrow in scope and does not reflect the primary work of the department.

Response: We will look at other measures. This particular measure was chosen because it is the culmination of many of the function of this program. It includes planning, research and interpretation of code, negotiations and corrective actions. These combine to produce compliance with the rules with the least impact to the landowner.

Assessment: Because ‘voluntary compliance’ for code compliance is Board policy and the goal is consistently at or near 100%, we question the usefulness of this measure to management. We suggest mentioning the goal in text, freeing up space for another more meaningful measure.

Response: We will look at other measures.

Code Compliance Program (program offer 91020B)

Our preliminary assessment is that all measures will pass the audit with some qualifications.

Assessment: To provide context to the measures, we suggest including FY06 data and FY07 amount purchased and estimated.

Response: This is a scaled program offer and our intent is to separate prior years and measure the affect that this program offer on a 'stand alone' basis. This will clearly show readers of this offer what the additional FTE will 'buy'.

FY06 and FY07 results will be added where data is available.

“Additional compliance cases closed”:

Assessment: (Same as for “# of land use/enforcement actions taken” above). In our opinion, the measure is not technically an outcome measure. It does not gauge the effectiveness of the program by providing a sense of scale or significance to the number. We suggest the current outcome measure be relabeled as an output measure and replaced with an outcome measure.

Response: See comment above under “# of land use/enforcement actions taken”

Assessment: We believe the description: “The outcome measure will change with an additional person. We will be able to close 50 compliance cases with an additional FTE,” is somewhat unclear.

Response: This is meant to show the anticipated affect of this scaled program offer which is that one additional FTE will allow the program to close 50 more compliance cases than with the baseline staff.

“% enforcement cases resolved voluntarily”:

Assessment: Because ‘voluntary compliance’ for code compliance is Board policy and the goal is consistently at or near 100%, we question the usefulness to management. We suggest mentioning the goal in text, which would provide the department an opportunity to include another measure.

Response: We will look at other measures.

Once again I thank you for your assistance in our continual efforts to improve our reporting and management systems. Please contact me if you have any questions or would like additional information.

Appendix

APPENDIX A

Measures and Ratings

The following briefly summarizes the results of our audit of each performance measure. These results are organized by priority area.

Accountability Priority Area Measures and Ratings

Department of County Management

Assessment and Taxation – Property Assessment – Residential (Offer #72035):

MEASURE – “New taxable exception value” ***passed the audit with qualifications***

- Reductions based on appeals are not captured – review and analysis of this aspect of the measure would be helpful
- Not a true “outcome” measure – a significant slowdown in remodeling projects or home sales will cause the dollar amount to fall, regardless of A&T’s efforts
- Measure would benefit from a systematic review of appraisal outliers to test the general incentive to bias appraisals upward because high appraisals yield more revenue for the County

MEASURE – “Percent of neighborhoods with Coefficient of Dispersion (COD) compliance” ***passed the audit with qualifications***

- Description in the program offer should make it clear that the measure is a gauge of the accuracy of the automated appraisal system

Department of County Management

Central Human Resources – Central HR Services (Offer #72084):

MEASURE – “Number of positions reviewed as a result of class/comp studies” ***passed the audit with qualifications***

- Steps taken to improve data processes and performance measures are relatively recent and untested – a small error discovered during the audit indicates that further review is warranted

MEASURE – “Percent of total positions reclassified, revised, updated” ***passed the audit with qualifications***

- Percent of positions subjected to reclassification studies is not entirely up to the control of HR
- If the goal is to raise compensation levels across the County, that is not within the control of HR
- The measure does not indicate a realistic target in terms of percent of County positions revised, re-classed, or updated
- Because HR’s control over the initiation and implementation of studies is limited, a more appropriate outcome measure would reflect work over which HR has greater control (possible example: time to complete studies)

NOTE: These measures were revised and improved during the audit period. We acknowledge the effort undertaken to develop a more meaningful outcome measure, but we would also encourage HR to consider further refinement based on the comments above.

Basic Living Needs Priority Area Measures and Ratings

Department of Human Services

Mental Health & Addiction Services – Addiction Services Outreach Team (Offer #25081A):

MEASURE – “Number of team client contacts” *passed the audit with qualifications*

- Recommend management develop a process for investigating any anomalies in the data, such as very high or low number of contacts
- More thorough explanation of trends is needed
- Replace or supplement number of contacts with number of clients, as capacity to track individual clients grows

MEASURE – “Number transitioned into treatment or housing” *passed the audit with qualifications*

- Current outcome measure more appropriately labeled as an output measure
- Measure should cover only one type of program goal (treatment OR housing) instead of two
- More thorough explanation of trends is needed
- Replace or supplement number of contacts with number of clients, as capacity to track individual clients grows

Health Department

North Portland, Mid County, and East County Health Clinics (Offer #40019, #40022, and #40023):

MEASURE – “Percentage of children who are up to date on immunizations at 35 months of age” *passed the audit with qualifications*

- Measures originally reflected performance for the entire clinic system, rather than for individual clinics
- There was some inconsistency between the measure as reported by the state and the measure as reported by EPIC, the Health Department's data system

NOTE: For the final revised Program Offers #40019, #40022, and #40023 submitted for FY08, the measures were revised to align with the individual clinics. The Health Department had begun to address the issues identified here prior to the audit period, and we commend their efforts to improve the measure. We would further encourage the Health Department to resolve inconsistencies with state data.

MEASURE – “Number of days for a new patient appointment” *passed the audit with qualifications*

- Measure may overstate the waiting time for access to care – recommend measuring the time from a request for an appointment to the first available appointment

Education Priority Area Measures and Ratings

Department of Human Services

School and Community Services – SUN Community Schools (Offer #25145A) and Touchstone (Offer #25147A):

MEASURE – “Number of children (ages 5-18) served” (SUN) *passed the audit with no qualifications*

MEASURE – “Percent who improved classroom behavior” (SUN) *passed the audit with no qualifications*

MEASURE – “Number of families served by case management” (Touchstone) *passed the audit with no qualifications*

MEASURE – “Percent who improve state test scores in reading” (SUN & Touchstone) *passed the audit with qualifications*

- Department does not have the ability to perform checks on the accuracy of data submitted by school districts
- Confidentiality concerns have prevented Department staff from getting access to the statewide electronic student information system (eSIS), but we recommend the Department pursue access to eSIS or work directly with the state to generate the necessary reports

MEASURE – “Percent of school days attended” (SUN & Touchstone) *passed the audit with qualifications*

- Current outcome measure more appropriately labeled as an output measure
- Measure is essentially a different way of expressing the number of days students attended school

Department of Human Services

Mental Health & Addiction Services – School-Based Mental Health Services (Offer #25076):

MEASURE – “Total unduplicated clients receiving direct mental health services” *passed the audit with qualifications*

- Devise a formal process to reconcile data from the various data sources
- To reduce the potential for error, develop a uniform system for all staff to enter data into a single electronic system

MEASURE – “Percent of children receiving direct services with improved school behavior” *passed the audit with qualifications*

- Develop a process to summarize the mental health assessments for each client that ultimately result in the reported outcome – such documentation would demonstrate how the program determined behavior data

Safety Priority Area Measures and Ratings

Department of Community Justice

Adult Community Justice – Adult Recognizance (Recog) Program (Offer #50027A):

MEASURE – “Average number of interviews conducted annually” *passed the audit with qualifications*

- Measure should include cases where a full interview is conducted, as well as cases that were expedited; the wording of the measure should be changed to reflect this
- A report should be developed for the number of expedited cases
- To ensure accuracy, significant future variances in the measure should be investigated internally prior to submission of the program offer

NOTE: The measure was revised and improved during the audit period. For the final revised Program Offer #50027A submitted for FY08, the measure was revised to “Average number of release decisions conducted annually.” We acknowledge the responsiveness of DCJ and their efforts to improve the measure.

MEASURE – “Percent of defendants released on their own recognizance who appear at first hearing” *passed the audit with qualifications*

- Wording should be changed to reflect that the measure is currently derived from cases where a full interview is conducted
- The “next year offer” column should be changed to 61%
- The 78% figure in the “current year purchased” column should be explained in the offer
- Need a validation study of the interview tool to enable CJAC and the Adult Recog Program to influence the appearance rate
- To ensure accuracy, significant future variances in the measure should be investigated internally prior to submission of the program offer

NOTE: For the final revised Program Offer #50027A submitted for FY08, the measure was revised to “Percent of interviewed defendants released on own recog who return to court.”

Sheriff's Office

MSCO Special Investigations (Offer #60045):

MEASURE – “Special Investigations Unit (SIU) drug cases” *passed the audit with qualifications*

- Devise process for reliable and accurate counting of drug cases

- Recommend that management keep the monthly count of current investigations and reconcile these types of reports with the Activity Caselogs – demonstrates how SIU calculates performance and provides supporting documentation
- Recommend that Activity Caselogs be numbered and consistently organized to reduce the potential for error during manual counts
- Need a systematic process to verify that all cases have been entered in the Activity Caselogs

MEASURE – “Dollar value of drugs seized as a result of dangerous drug investigations” ***passed the audit with qualifications***

- Recommend that management make every effort to ensure the consistency of results reported in the measure
- It is not clear how the measure relates to the program's mission and goals or demonstrate the impact on community safety and livability
- Offer identifies methamphetamine as a growing problem, so “methamphetamine as a percent of seized drugs” might be an alternative measure

NOTE: For the final revised Program Offer #60045 submitted for FY08, the Sheriff's Office revised the outcome measure noted above to read, “Percent of SIU drug cases that are methamphetamine.” We acknowledge the responsiveness of the Sheriff's Office and commend their efforts to improve the measure, but we would also encourage them to consider further refinement based on the comments above.

MEASURE – “Number of searches executed” and “Percent of searches ending in an arrest” ***passed the audit with qualifications***

- Recommend that management devise a process for reliable and accurate counting of searches, instead of hand counts from the Activity Caselogs
- Recommend that management reconcile monthly reports of executed searches with Activity Caselogs – demonstrates how performance is calculated and provides supporting documentation

District Attorney's Office

Child Abuse Team – Multi-Disciplinary Team (Offer #15016):

MEASURE – “Number of dependency cases” ***passed the audit with no qualifications***

MEASURE – “Number of children served on dependency cases” ***passed the audit with qualifications***

- Data are useful and demonstrate the number of children protected, but the measure does not gauge the effectiveness of the efforts of the Child Abuse/MDT by providing a sense of scale or significance to the number
- The measure basically re-states the same workload information as the associated output measure

NOTE: For the final revised Program Offer #15016 submitted for FY08, the DA's Office revised the outcome measure noted above to read, “Number of children ***protected*** on

dependency cases.” We commend the efforts of the DA’s Office to further clarify and improve this measure, but we would also encourage them to consider further refinement based on the comments above.

Thriving Economy Priority Area Measures and Ratings

Department of Community Services

Bridge Engineering (Offer #91016):

MEASURE – “Dollar value of Capital improvements” *passed the audit with qualifications*

- The measurement time period should be included because projects may extend over several years
- For clarity, we recommend changing the measure to “Dollar value of Capital projects for current period,” or similar wording

NOTE: The assessment information for this measure was not included in the interim memorandum submitted to the department. This prevented the department from having the opportunity to consider our recommendations for improving the measure prior to the deadline for submitting their final program offer revisions on February 23rd. We regret this error.

MEASURE – “Percent of project milestones met” *passed the audit with qualifications*

- We recommend adding “...met in this year” to clarify the time period since projects may cover several years

MEASURE – “Percent of cost growth” *passed the audit with qualifications*

- This should be reclassified as an outcome measure because it assesses the results of project management
- Recommend changing the measure to indicate the measurement period

Department of Community Services

Road Engineering and Operations (Offer #91013):

MEASURE – “Permits issued to be in/use the right of way” *passed the audit with no qualifications*

MEASURE – “Road vacation studies completed” *passed the audit with qualifications*

- This is an output measure, not an outcome measure, as it demonstrates workload
- The numbers are low, and we question the usefulness to management
- Length of time it takes to complete a study may be of more use to management, decision-makers, and the public

NOTE: For the final revised Program Offer #91013 submitted for FY08, the Department of Community Services reclassified the measure noted above as an output measure and revised it to read, “Number of road vacation studies completed within four months of

initial inquiry.” We commend the efforts of the Department of Community Services to further clarify this measure.

MEASURE – “Projects completed on time and on budget” was revised to “percent of projects completed on time and on budget” during the period of our audit. ***passed the audit with qualifications***

- Revised measure is an outcome measure rather than output measure
- Time period should be clarified by adding “completed in the fiscal year” to the description

NOTE: For the final revised Program Offer #91013 submitted for FY08, the Department of Community Services reclassified the measure noted above as an outcome measure and revised it to read, “Percent of *capital* projects completed on budget and on time *in the fiscal year.*” We acknowledge the responsiveness of the Department of Community Services and commend their efforts to improve the measure. The measure has now *passed with no qualifications*, and no follow-up is required.

Vibrant Communities Measures and Ratings

Department of Community Services

Land Use Planning (Offer #91020A):

MEASURE – “The number of land use/enforcement inquiries” ***passed the audit with qualifications***

- Current output measure does not address the primary scope of work of the program
- Devise a process to investigate anomalies in the data, such as a spike in number of incoming calls
- Develop written procedures to mitigate the possibility of staff inadvertently neglecting to count walk-in customers
- Clarify the usefulness of this measure to management

NOTE: The measure was revised and improved during the audit period. For the final revised Program Offer #91020A submitted for FY08, the measure was changed to “The number of land use/**compliance** inquiries.” We commend the Department of Community Services for its efforts and responsiveness.

MEASURE – “The number of land use/enforcement actions taken” ***passed the audit with qualifications***

- The measure should be reclassified as an output measure
- To be more transparent, explain in the measure description that preliminary meetings are required by statute

NOTE: The measure was revised during the audit. For the final revised Program Offer #91020A submitted for FY08, the measure was changed to “The number of land use/**compliance** actions taken.”

MEASURE – “The percent of enforcement cases resolved voluntarily” *passed the audit with qualifications*

- The quality described in the measure is noteworthy, but does not reflect the primary work of the program
- We question the usefulness of this measure to management – voluntary compliance is Board policy, so the percentage remains at or near 100%

NOTE: For the final revised Program Offer #91020A submitted for FY08, the measure was revised to “The percent of **compliance** cases resolved voluntarily.”

Department of Community Services

Land Use Planning – Code Compliance Program (Offer #91020B):

MEASURE – “The number of unresolved enforcement complaints” *passed the audit with qualifications*

- Include FY06 data and FY07 amount purchased and estimated to provide context to measure

NOTE: The measure was improved during the audit period. For the final revised Program Offer #91020B submitted for FY08, the measure was changed to “The number of unresolved **compliance inquiries**.” We acknowledge the Department of Community Services’ efforts to clarify and improve the quality of measures.

MEASURE – “The number of land use/enforcement actions taken” *passed the audit with qualifications*

- Current outcome measure more appropriately described as an output measure
- Clarify the description: “The outcome measure will change with an additional person. We will be able to close 50 compliance cases with an additional FTE”
- Include FY06 data and FY07 amount purchased and estimated to provide context to measure

NOTE: For the final revised Program Offer #91020B submitted for FY08, the measure was changed to “Additional compliance cases closed.”

MEASURE – “Percent of enforcement cases resolved voluntarily” *passed the audit with qualifications*

- We question the usefulness of this measure to management – voluntary compliance is Board policy, so the percentage remains at or near 100%
- Include FY06 data and FY07 amount purchased and estimated to provide context to measure

APPENDIX B**SUBMITTED PROGRAM OFFERS & MEASURES SELECTED FOR AUDIT**

The following table lists the program offers submitted by Outcome Teams for audit. The table indicates when program offers were selected for audit, as well as the measures that were audited. Some audited measures were revised after the audit, and the revised versions appear in final program offers. The list is organized by priority area, and program offers appear in the rank order stipulated by Teams.

<i>Program Offers Submitted</i>	<i>Selected for Audit</i>	<i>Measures Audited</i>
ACCOUNTABILITY		
#72035 – A&T Property Assessment – Residential (DCM)	Yes	New taxable exception value in millions Percent of neighborhoods with Coefficient of Dispersion (COD) compliance
#91012 – County Surveyor's Office (DCS)	No	
#72084 – Central HR Division – Central HR Services (DCM)	Yes	Number of positions reviewed as a result of class/comp studies Percent of total positions reclassified, revised, updated
#72085 – Central HR Division – Labor Relations (DCM)	No	
#72086 – Central HR Division – Unemployment Insurance (DCM)	No	
#72074 – IT – WAN (DCM)	No	
BASIC LIVING NEEDS		
#25081A – Addictions Services Outreach Team (DCHS)	Yes	Number of team client contacts Number transitioned into treatment or housing
#40019 – North Portland Health Clinic (Health Department)	Yes	Percentage of children who are up to date on immunizations at 35 months of age Number of days for a new patient appointment
#40022 – Mid County Health Clinic (Health Department)	Yes	Percentage of children who are up to date on immunizations at 35 months of age Number of days for a new patient appointment
#40023 – East County Health Clinic (Health Department)	Yes	Percentage of children who are up to date on immunizations at 35 months of age Number of days for a new patient appointment
#25156 – Bienestar Community Services (DCHS)	No	

#25078A – Culturally Specific Mental Health Services (DCHS)	No	
#25094 – Addictions Services Youth Residential Treatment (DCHS)	No	
EDUCATION		
#25145A – SUN Community Schools (DCHS)	Yes	Number of children (ages 5-18) served Percent who improve state test scores in reading Percent of school days attended Percent who improved classroom behavior
#25076 – School Based Mental Health Services (DCHS)	Yes	Total unduplicated children receiving direct mental health services Percent of children receiving direct services with improved school behavior
#25147A – SUN Schools – Touchstone (DCHS)	Yes	Number of families served by case management Percent who improve state test scores in reading Percent of school days attended
#40025 – STARS Program (Health Department)	No	
SAFETY		
#50027A – Adult Recog Program (DCJ)	Yes	Average number of interviews conducted annually Percent of defendants released on their own recog who appear at first hearing
#60045 – Special Investigations (Sheriff)	Yes	Special Investigations Unit drug cases Dollar value of drugs seized as a result of dangerous drug investigations Number of searches executed Percent of searches ending in an arrest
#15016 – Child Abuse Team – MDT (District Attorney)	Yes	Number of Dependency cases Number of children served on Dependency cases
#25136A – Homeless Youth System (DCHS)	No	

THRIVING ECONOMY		
#91016 – Bridge Engineering	Yes	Dollar value of Capital Improvements Percent of project milestones met Percent of cost growth
#91013 – Road Engineering & Operations	Yes	Permits issued to be in/use the right of way Road vacation studies completed Projects completed on time and on budget
#10034 – OR Science & Tech Partnership Pass-Through	No	
#10015 – Family Economic Security	No	
VIBRANT COMMUNITIES		
#91020A – Land Use Planning	Yes	Number of land use/enforcement inquiries Number of land use/enforcement actions taken Percent of enforcement cases resolved voluntarily
#91020B Code Compliance Program (Land Use)	Yes	Number of unresolved enforcement complaints Number of land use/enforcement actions taken Percent of enforcement cases resolved voluntarily
#91005 – Tax Title	No	
#72003 – Sustainability Prog.	No	
#80024 – Target Language Services (Library)	No	