



Office of
Financial Management
STATE OF WASHINGTON

Activity Inventory Performance Measure Assessment

Washington State Department of Community,
Trade & Economic Development (CTED)

Community Services

April 20, 2007

Office of Financial Management Assessor:

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Agency Participants:

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Based on a review of the following: A review of the agency strategic plan, website, GMAP presentations, budget activity inventory and an interview with agency participants.

Current Strengths and Good Practices

- The Budget Activity Performance measures submitted to OFM are also tracked as a part of the agency's strategic plan.
- For most of the measures there is sufficient data to do some analysis and see performance over time.

Comments About the Budget Activity Measures

- “The number of low income individuals/households receiving employment, emergency, and other services” is not a very good activity performance measure, and since it is the only measure linked to 6 different budget activities, the performance story for those activities is not very compelling.
 - This is a measure of process outputs, not outcomes
 - The over-combining of data elements (individuals/households & employment, emergency, and other services) dilutes the performance story to the point of making it unintelligible
- With the exception of the WorkFirst measure, most of the other budget activity measures are output measures that describe volume, but fail to indicate whether the purpose of the budget activity is being accomplished. Output measures for emergency food assistance and emergency home heating can also be surrogate measures of other economic issues like poverty and the price of energy. However, they do not measure program performance.

Potential Improvements

- In place of the output-type measures, the agency should consider measures related to program effectiveness. The measures should be changed to track the percentage of the targeted population that were able to access a particular service. For example:
 - Imagine the performance story it would tell if only 25% of those eligible for home heating emergency assistance actually accessed the program, or...
 - What if the program expended its entire allotment, and 25% of those eligible were not able to receive any assistance?
- New outcome measures that are more closely related to the purpose of the budget activity should be developed and replace the single catch-all output measure titled, “The number of low income individuals, households receiving employment, emergency, and other services.”
- Many of the existing measures in the agency strategic plan are good candidates for budget activity measures.

Analysis of Current Activity Measure Data

- The emergency food assistance measure shows a cyclical spike every winter. These seasonal spikes are the logical evidence of a separate winter process, and should always be evaluated against other winter quarters, instead of against neighboring data points.
- The number of households receiving home heating emergency assistance shows a stable and predictable increasing trend. This trend should continue until one of the systematic causes is significantly altered.
- The percentage of WorkFirst participants getting jobs shows an abnormally high increase for 2005. According to the agency, this spike should be attributed to a change in the way the data was collected instead of some process improvement. This contextual information should be included in PMT as a footnote. The agency will be proposing a new measure related to participation in work, instead of employment because of a change in the regulations governing the program.

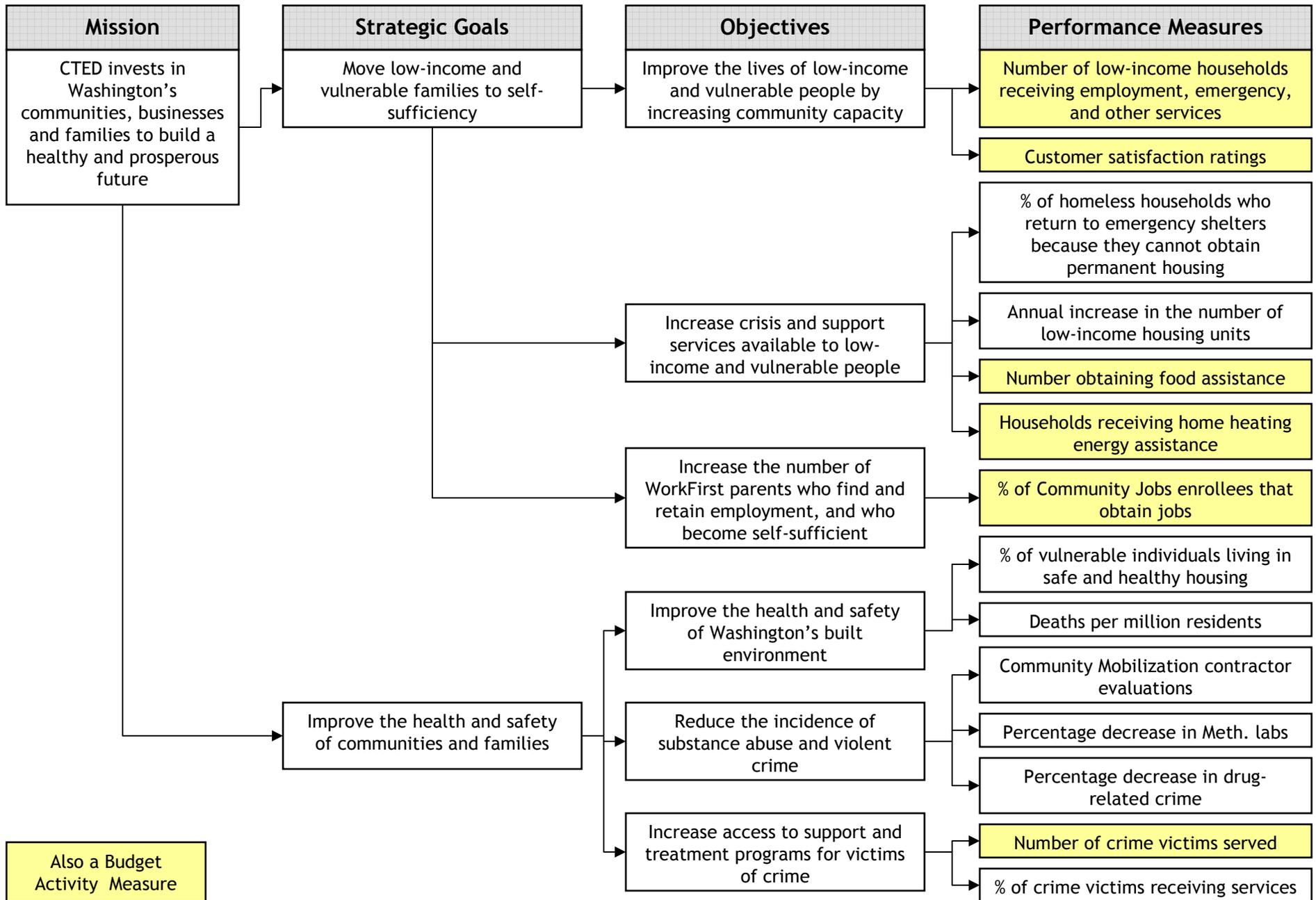
Agency Comments

- Community Services would like to thank OFM for partnering to refine key performance measures.
- Community Services agrees with OFM's assessment and is excited to have the opportunity to update internal division performance measures that also feed the OFM Performance Measurement Tracking system.
- Community Services is striving for measures that help make informed business decisions, as well as demonstrate the value of the services provided.
- Community Services recently dedicated resources to identify better performance measures and data sources, see action plan on slide 7.
- Data systems were developed to record outcome data.

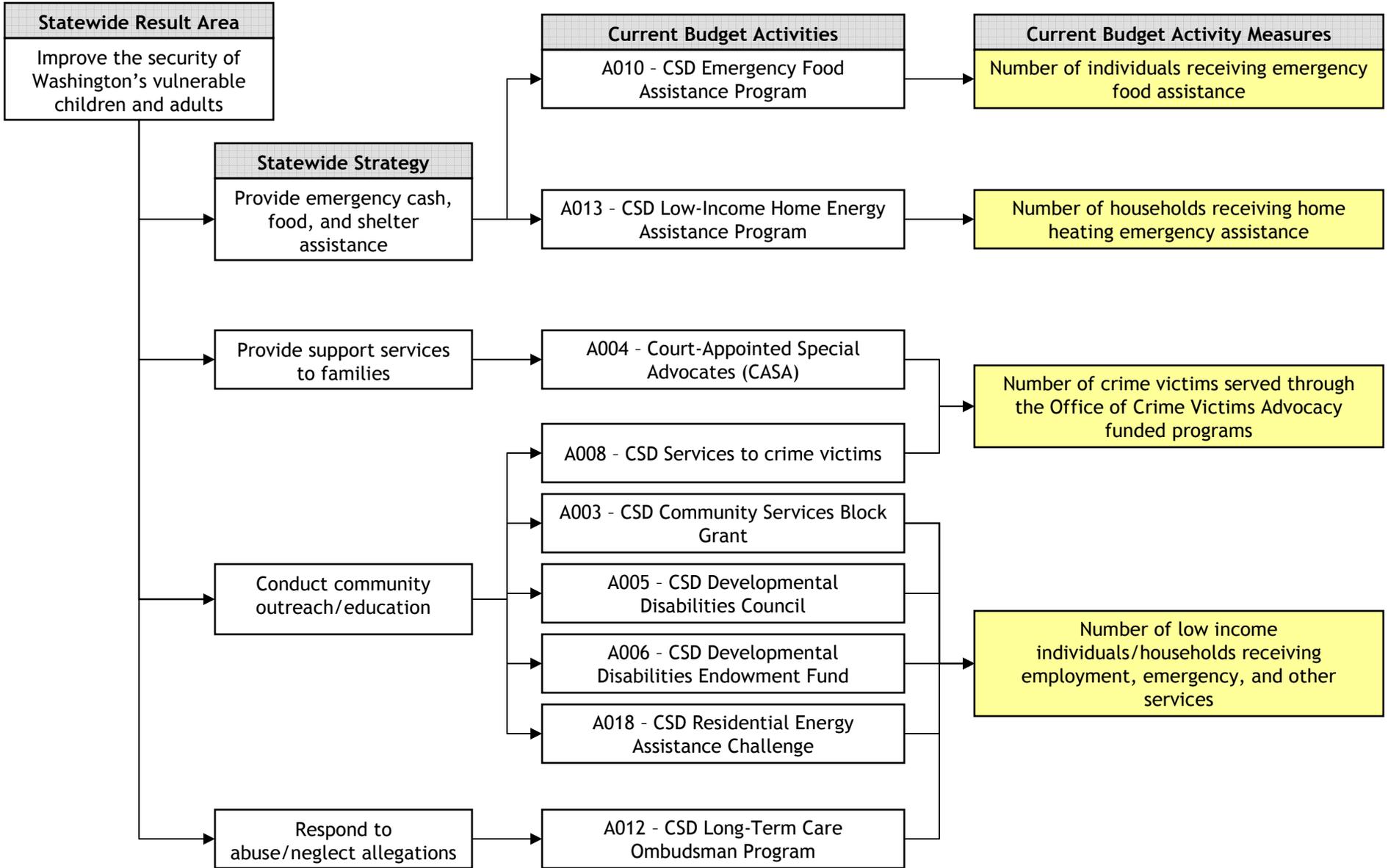
Agency Future Actions (Action Plan)

What	Who	By When
1. Review internal performance measures to determine if they are providing valuable data to make business decisions and demonstrate results.	Managers	May 1, 2007
2. Identify at least one key performance measure per budget activity. Community Services will strive for outcome measures, keeping in mind that key input measures are also essential.	Managers	May 15, 2007
3. Identify data sources internal and external to Community Services (Some data is obtained through service providers - performance based contracts).	Managers	June 1, 2007
4. Include measures in Performance Development Plans and cascade to staff as appropriate.	Managers	June 7, 2007
5. Incorporate new or updated performance measures into OFM performance measure tracking system.	Cyndee & Roger	July 1, 2007 or sooner
6. Identify and obtain comparison data.	Danny	July 17, 2007

Overview of Strategic Planning & Performance Measure Alignment

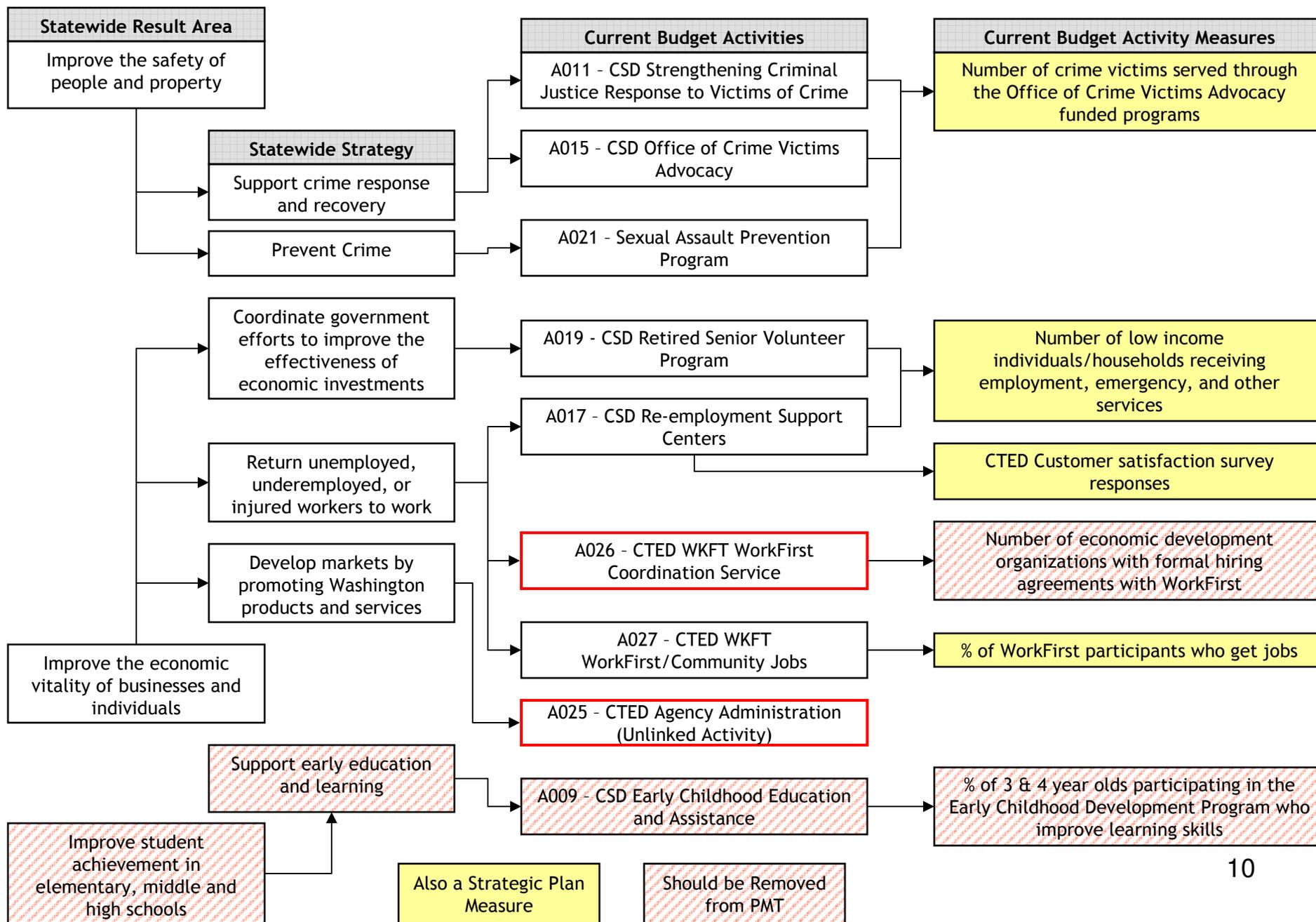


Budget Activity & Performance Measure Linkages



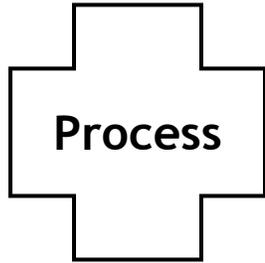
Also a Strategic Plan Measure

Budget Activity & Performance Measure Linkages (cont.)



Strategic Plan and Activity Measure Perspectives

⑤ Process characteristics the customers/stakeholders want

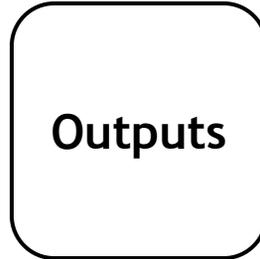


⑥ Process characteristics the agency wants

Customer satisfaction ratings

Community Mobilization contractor evaluations

③ Product/service attributes customers/stakeholders want



④ Product/service attributes the agency wants

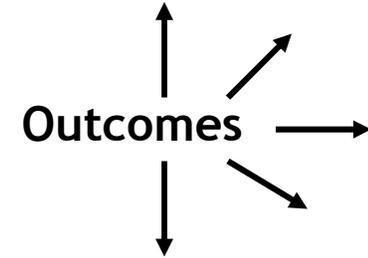
⑤ Number of low-income households receiving employment, emergency, and other services

⑥ Number obtaining food assistance

Households receiving home heating energy assistance

Number of crime victims served through the Office of Crime Victims Advocacy funded programs

① Customer/stakeholder desired outcomes



② Agency desired outcomes

③ % of homeless households who return to emergency shelters because they cannot obtain permanent housing (Undesirable Outcome)

③ Annual increase in the number of low-income housing units

③ % of Community Jobs (WorkFirst) enrollees that obtain jobs

③ % of vulnerable individuals living in safe and healthy housing

② Deaths per million residents (Undesirable Characteristic)

① % decrease in Meth. labs

① % decrease in drug-related crime

Legend

Strategic Plan Measure

Budget Activity Measure

Strategic Plan and Budget Activity Measure

Activity Measure Assessment - Emergency Food Assistance

<p>Performance Measure Description: Total number of individuals receiving assistance from food banks</p>	<p style="text-align: center;">Number of Individuals Receiving Emergency Food Assistance</p>
<p>Budget Activity Links: A010 - CSD Emergency food Assistance Program</p>	
<p>Category of Measure: Output</p>	
<p>Analysis of Variation: In general, the process is stable and predictable, but there appears to be a regular cyclical spike every Oct-Dec.</p>	
<p>Analysis of Targeted vs. Actual Performance: Ignoring the regular Oct-Dec spike, the targets seem aggressive since that level of assistance has never been achieved before.</p>	

<p style="text-align: center;">Comments About Desirable Characteristics</p>	
<p>Relevance: Coordinating the Emergency Food Assistance Program is a CTED function.</p>	<p>Timeliness: There is a lag in the reporting cycle to allow for the collection and compilation of the data.</p>
<p>Understandability: Good</p>	<p>Comparability: Unknown</p>
<p>Reliability: Low - Relies on hand tallies and estimates submitted by multiple organizations.</p>	<p>Cost Effectiveness: Even though this is a basic measure for providers, the system-wide costs of collecting this data must be high.</p>

<p>General Comments & Explanations:</p>
<p>Suggested improvement: Consider a measure of accessibility or program effectiveness like the estimated percentage of the population that is eligible to receive emergency food assistance vs. those who actually receive it.</p>

Activity Measure Assessment - Home Heating Assistance

<p>Performance Measure Description: Total number of eligible households receiving home heating assistance</p>	<p style="text-align: center;">Number of Households Receiving Home Heating Emergency Assistance</p> <table border="1"> <caption>Data for Number of Households Receiving Home Heating Emergency Assistance</caption> <thead> <tr> <th>Year</th> <th>Actual Performance</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>2000</td> <td>49,500</td> <td>-</td> </tr> <tr> <td>2001</td> <td>67,500</td> <td>-</td> </tr> <tr> <td>2002</td> <td>57,500</td> <td>-</td> </tr> <tr> <td>2003</td> <td>64,000</td> <td>-</td> </tr> <tr> <td>2004</td> <td>61,500</td> <td>-</td> </tr> <tr> <td>2005</td> <td>72,000</td> <td>70,000</td> </tr> <tr> <td>2006</td> <td>67,000</td> <td>65,000</td> </tr> </tbody> </table>	Year	Actual Performance	Target	2000	49,500	-	2001	67,500	-	2002	57,500	-	2003	64,000	-	2004	61,500	-	2005	72,000	70,000	2006	67,000	65,000
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<p>Budget Activity Links: A013 - CSD Low-Income Home Energy Assistance Program</p>																									
<p>Category of Measure: Output</p>																									
<p>Analysis of Variation: There is a stable and predictable, increasing trend in the data.</p>																									
<p>Analysis of Targeted vs. Actual Performance: Actual performance in 2005 & 2006 exceeded targeted levels.</p>																									

Comments About Desirable Characteristics		General Comments & Explanations:
<p>Relevance: Coordinating the Low income Home Energy Assistance program is a CTED function.</p>	<p>Timeliness: Since this is usually only an issue every winter, the annual reporting cycle is acceptable</p>	<p>Suggested improvement: Consider a measure of accessibility or program effectiveness like the estimated percentage of the population that is eligible to receive emergency home heating assistance vs. those who actually receive it.</p>
<p>Understandability: Good</p>	<p>Comparability: Unknown</p>	
<p>Reliability: Low - Relies on hand tallies and estimates submitted by multiple organizations.</p>	<p>Cost Effectiveness: Even though this is a basic measure for providers, the system-wide costs of collecting this data must be high.</p>	

Activity Measure Assessment - Crime Victims Served

<p>Performance Measure Description: Also includes the number of service providers trained.</p>	<p style="text-align: center;">Number of Crime Victims Served Through the Office of Crime Victims Advocacy Funded Programs</p> <table border="1"> <caption>Number of Crime Victims Served Through the Office of Crime Victims Advocacy Funded Programs (2005-07)</caption> <thead> <tr> <th>Quarter</th> <th>Actual</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>19,000</td> <td>42,000</td> </tr> <tr> <td>Q2</td> <td>27,000</td> <td>42,000</td> </tr> <tr> <td>Q3</td> <td>25,500</td> <td>42,000</td> </tr> <tr> <td>Q4</td> <td>21,000</td> <td>42,000</td> </tr> <tr> <td>Q5</td> <td>-</td> <td>24,000</td> </tr> <tr> <td>Q6</td> <td>-</td> <td>24,000</td> </tr> <tr> <td>Q7</td> <td>-</td> <td>24,000</td> </tr> <tr> <td>Q8</td> <td>-</td> <td>24,000</td> </tr> </tbody> </table>	Quarter	Actual	Target	Q1	19,000	42,000	Q2	27,000	42,000	Q3	25,500	42,000	Q4	21,000	42,000	Q5	-	24,000	Q6	-	24,000	Q7	-	24,000	Q8	-	24,000
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<p>Budget Activity Links: A011 - CSD Strengthening Criminal Justice Response to Victims of Crime, A015 - Office of Crime Victims Advocacy, A021 - Sexual Assault Prevention Program</p>																												
<p>Category of Measure: Output</p>																												
<p>Analysis of Variation: Not enough data exists for analysis</p>																												
<p>Analysis of Targeted vs. Actual Performance: It appears the agency has significantly lowered the targets.</p>																												

Comments About Desirable Characteristics		General Comments & Explanations:
<p>Relevance: Seems to be directly related to the purpose of the linked budget activities.</p>	<p>Timeliness: There is a lag in the reporting cycle to allow for the collection and compilation of the data.</p>	
<p>Understandability: The wording is fine, but the terms, “served” and “services” are open to many interpretations.</p>	<p>Comparability: Unknown</p>	
<p>Reliability: Depends greatly on the definitions of “served” and “services” and the quality of the reporting mechanisms</p>	<p>Cost Effectiveness: Unknown</p>	

Suggested improvement: Consider a measure of accessibility or program effectiveness like the estimated percentage of the population that is eligible to receive these services vs. those who actually take advantage of them.

The definition of “served” and some examples of services should be a published note in PMT.

Activity Measure Assessment - Number Receiving Services

Performance Measure Description: A catch-all count of those receiving some service from CTED Community Services.

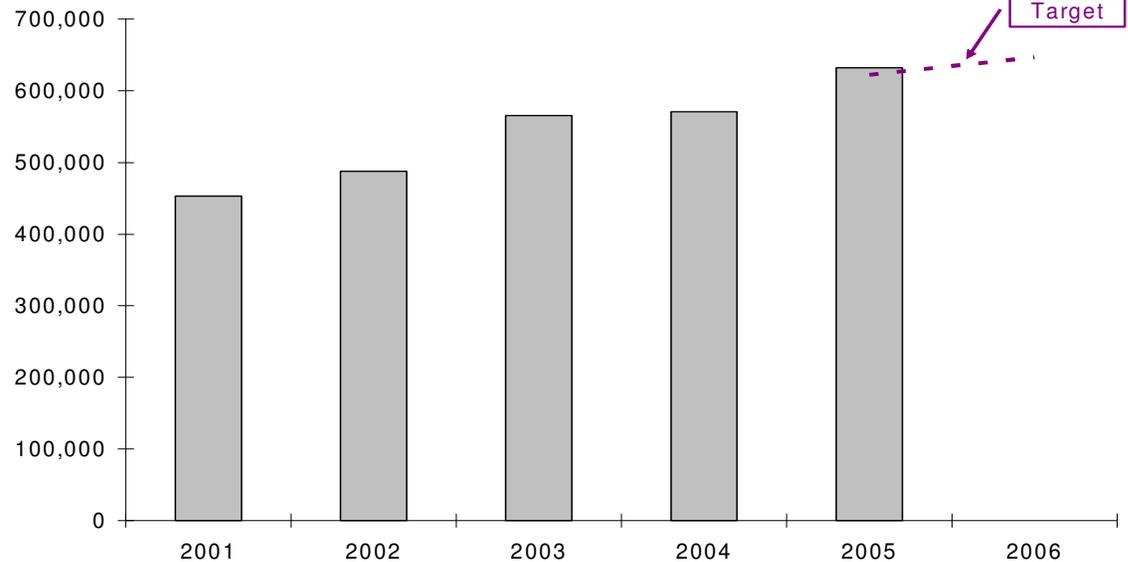
Budget Activity Links: A003, A005, A006, A012, A017, A018, A019

Category of Measure: A combined output of many processes

Analysis of Variation: In general, the numbers are increasing - Another year or two of data are needed to determine whether this is a trend.

Analysis of Targeted vs. Actual Performance: Can only find targets for 2005 & 2006 in the PMT system - 2005 exceeded its target.

Number of Low Income Individuals/Households Receiving Employment, Emergency, and Other Services That Improve Their Lives



Comments About Desirable Characteristics

Relevance: Low - There are 7 different budget activities linked to this one measure. For six of the activities, this is the only indicator of success.

Understandability: Low - This measure combines too many data groups together to be meaningful

Reliability: As a count of those receiving services - Good; As an indicator of organizational performance - Poor

Timeliness: Poor - data is only available once per year

Comparability: Unknown

Cost Effectiveness: Unknown

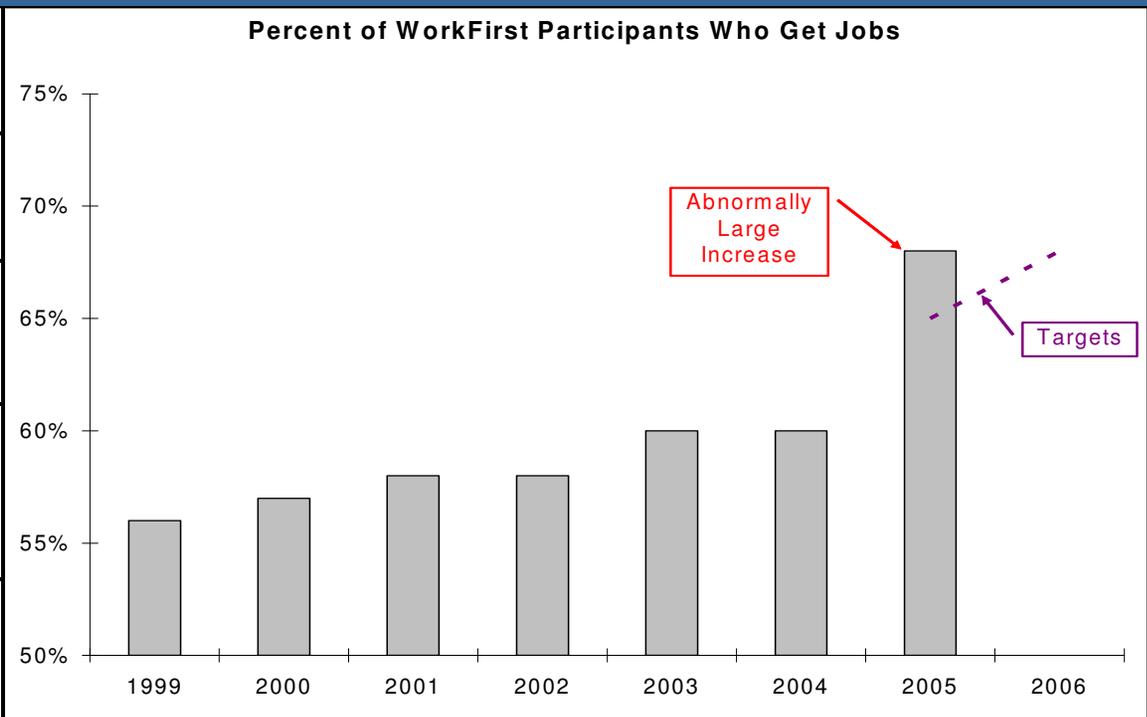
General Comments & Explanations:

This data will need to be disaggregated to be meaningful.

Suggested Improvement: Replace this measure with outcome measures related to the organizational purpose of the programs designed to serve the populations counted by this measure.

Activity Measure Assessment - WorkFirst Participants Getting Jobs

Performance Measure Description: The job placement rate for participants in the welfare to work program.
Budget Activity Links: A027 - CTED WKFT WorkFirst/Community Jobs
Category of Measure: An outcome of the job placement programs targeted to serve this population
Analysis of Variation: The year-to-year increases are stable and predictable, similar to an upward trend up to 2005, when the increase is significantly larger than in the past.*
Analysis of Targeted vs. Actual Performance: 2005 exceeded targeted levels.



Comments About Desirable Characteristics	
Relevance: Good - The purpose of the WorkFirst program is to get a job, and ultimately leave public assistance.	Timeliness: Annual data leaves much to be desired, but it does eliminate seasonal fluctuations and the reporting lag for this data.
Understandability: Clear	Comparability: Should be comparable to other targeted job-seeking populations.
Reliability: Data comes from established reporting systems	Cost Effectiveness: This information is already collected for other reporting purposes, and does not require additional filtering.

General Comments & Explanations:

* According to CTED, the increase is due to a change in the way the data were collected, not because of any organizational improvement effort. This should be recorded as a note in PMT.

Getting a job is an immediate outcome. Other measures pertaining to job retention and eventual graduation from public assistance are important to tell the entire performance story.