



**Office of  
Financial Management**  
STATE OF WASHINGTON

# Activity Inventory Performance Measure Assessment

**DSHS Special Commitment Center (SCC)**  
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Based on a review of the following: OFM Performance Measures; SCC Strategic Plan 2007-2011; Government Management, Accountability and Performance (GMAP) Forum, Feb. 14, 2007; DSHS internal GMAP report

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# Current Strengths and Good Practices

- The Special Commitment Center (SCC) has a very thorough strategic plan discussion of goals, objectives and performance measures, and presents data at Governor GMAP Forums on its performance.
- SCC has a relationship with the Washington Public Policy Institute that can provide a substantial body of research on results and outcomes (i.e. what types of programs work best).
- SCC has taken the lead on the formation of a new national network of states with civil commitment programs (SOCCPN), which will provide an opportunity for benchmarking performance and sharing best practices.

# Comments About the Budget Activity Measures

- The Special Commitment Center (SCC) fulfills its mission by:
  - Providing security and safety for the public, residents and staff, and
  - Providing resident treatment with the goal of community reintegration
- The SCC's activity inventory comprises two activities related to civil commitment of sexual predators:
  - Civil Commitment - Sexual Predators (C014)
  - Civil Commitment - Less Restrictive Alternatives (C013)
- The two activities share one measure: percent of residents participating in community transition phases of treatment (ranging from eight percent to two percent).
- This measure doesn't tell a very complete story about the scope and range of SCC work.
- SCC may be able to identify additional performance measures from its strategic plan, GMAP, SOCCPN, Inspections of Care and from agencies and programs with similar responsibilities (e.g., DSHS Juvenile Rehabilitation Administration and Department of Corrections; see slide 10).

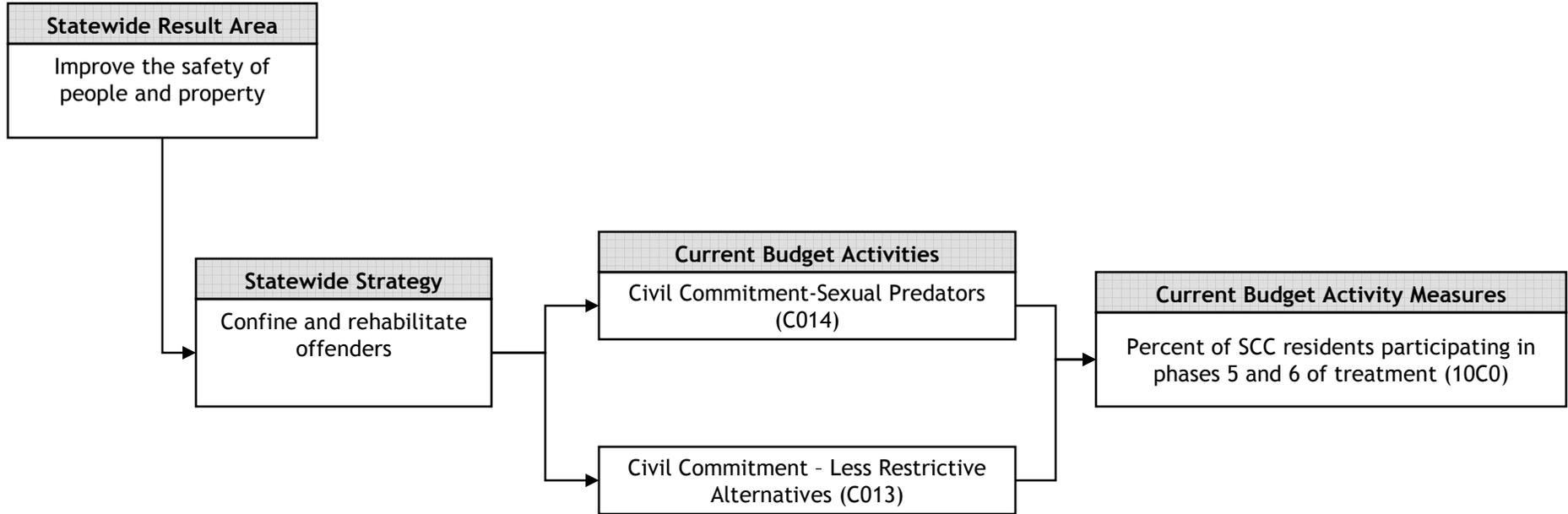
# Potential Improvements

1. SCC should consider adding performance measures drawn from its strategic plan, GMAP, SOCCPN, Inspections of Care or agencies and programs with similar responsibilities (e.g., DSHS Juvenile Rehabilitation Administration (JRA) and Department of Corrections (DOC) - see slide 10). Examples might be:
  - Percent of staff trained on new treatment approach (from SCC Strategic Plan, similar to JRA measure)
  - Percent of residents with individualized plans showing progress toward goals (SCC Strategic Plan), or percent of offenders completing treatment (DOC)
  - Average daily population (JRA and DOC)
  - Infractions per 100 offenders (DOC)
2. SCC should work with DSHS Budget staff and OFM staff to implement new measures.

# Agency Comments and Future Actions

- SCC will develop new / revised performance measures applicable to the functions it performs in fulfilling its mission (providing security and safety & providing resident treatment).

# Budget Activity & Performance Measure Linkages

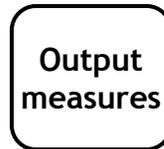


# Activity Measure Perspectives

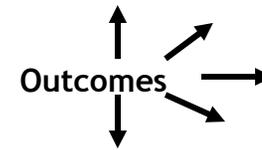
Process characteristics that customers/stakeholders want



Product or service attributes customers/stakeholders want



Customer/stakeholder desired outcomes



Process characteristics the agency wants

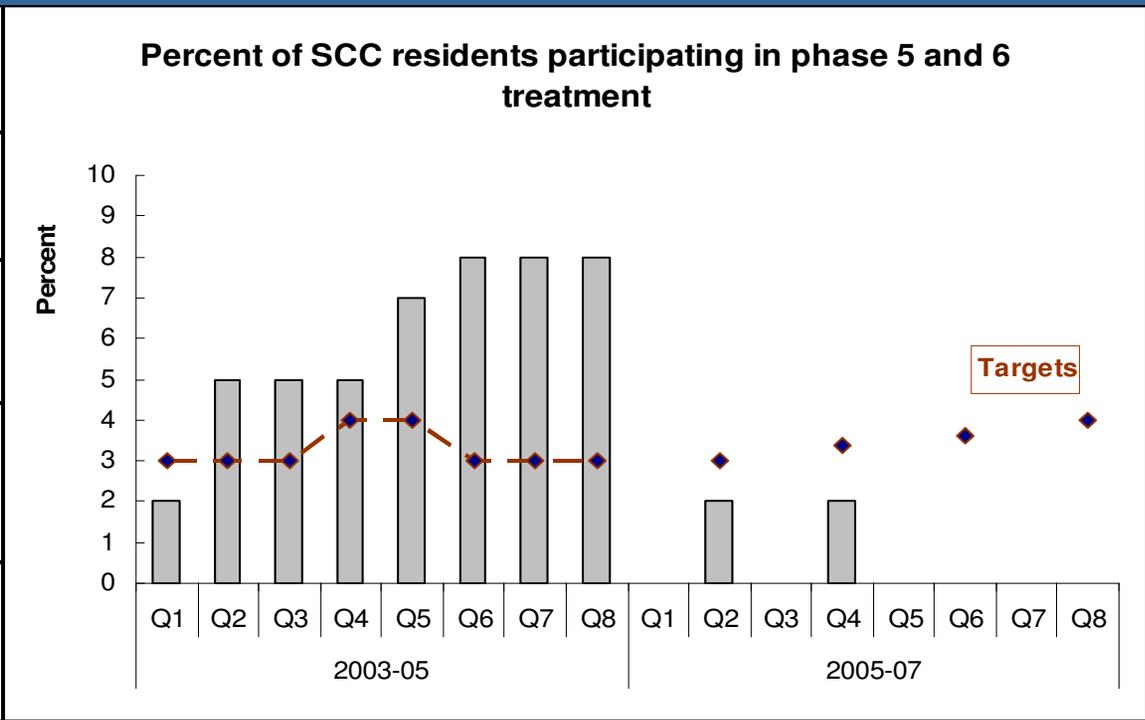
Product/service attributes the agency wants

Agency desired outcomes

Percent of SCC residents participating in phases 5 and 6 of treatment (10C0)

# Activity Measure Assessment - Percent of residents in treatment

<b>Performance Measure Description:</b> Percent of SCC residents participating in phases 5 and 6 of treatment (10C0)
<b>Budget Activity Links:</b> Civil Commitment-Sexual Predators (C014), Civil Commitment Less Restrictive Alternatives (C013)
<b>Category of Measure:</b> Having residents move toward less-restrictive alternatives is an outcome of these activities' work.
<b>Analysis of Variation:</b> Difficult to judge because of change in measurement technique, and small numbers of participants.
<b>Analysis of Targeted vs. Actual Performance:</b> The activity exceeded the target in 2004 and 2005 but dropped below it this year.



Comments About Desirable Characteristics		<b>General Comments &amp; Explanations:</b> <ul style="list-style-type: none"> <li>• From measure notes: This biennium SCC is reviewing the phase promotions bi-annually instead of by a trimester as in past years. These numbers are based on the total number of residents in treatment.</li> <li>• From Activity Description: Residents are encouraged to participate in a six-level program structured to enable them to be prepared for reunification with the community.</li> <li>• According to SCC staff, the relatively small number of participants in phase 5 and 6 treatment, combined with the larger population of SCC residents (250 or so) means a small change in program participation can produce relatively large changes in this measure.</li> </ul>
<b>Relevance:</b> Treating residents is very relevant to this activity, although only a limited number may choose to participate.	<b>Timeliness:</b> Performance is only reported twice a year.	
<b>Understandability:</b> While percent of residents participating is easy to understand, the terms “phase 5 and 6 treatment” are jargon (“treatment for reintegration to the community”)	<b>Reliability:</b> Good	
<b>Comparability:</b> Civil commitment is being used in other states, and a new organization may help establish comparable performance measures.	<b>Cost Effectiveness:</b> This measure may only be used for OFM.	9

# Appendix - Performance Measure Ideas

- Performance measures for Department of Corrections (DOC) activity Confine Convicted Adults (comparable to Civil Commitment for Sexual Predators):
  - Average daily population of offenders (12A0)
  - Number of offenders who complete treatment (012G)
  - Major infractions per 1,000 offenders (03G3)
  - Violent infractions per 1,000 offenders (05G1)
  - Escapes per 1,000 offenders from total confinement (04G3)
- Performance measures for DOC activity Re-entry Services for Adult Offenders (comparable to C013, Civil Commitment - Less Restrictive Alternatives):
  - Number of offenders who complete treatment (01G2)
  - Percent of level 3 sex offenders released without an approved residence (06G2)
  - Number of offenders who complete basic skills education (31C0)
- Performance measure possibilities from SCC strategic plan
  - Percent of residents with an individualized treatment plan or assigned therapist.
  - Percent of staff completing training or applying current treatment methodology
  - Percent of residents taking advantage of local residence alternative
  - Staff vacancy rate