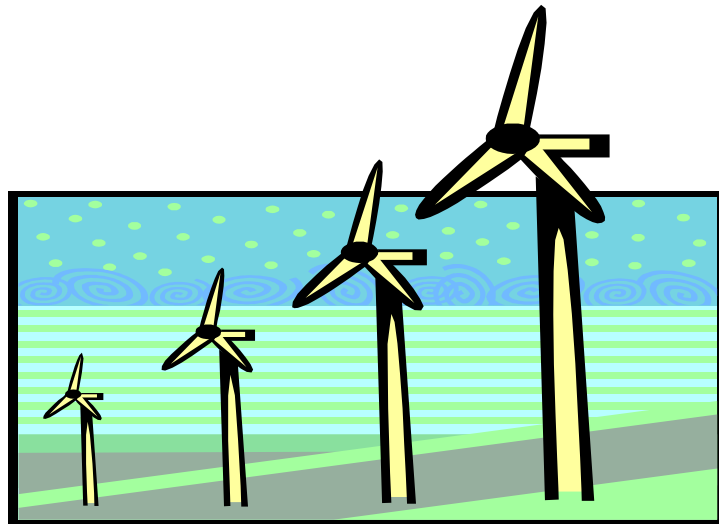


Community Services Department

Child Services, Individual and Family Services, Senior Services Divisions

HOP PHASE 1 PERFORMANCE MEASUREMENT ASSESSMENT AND EVALUATION



(Project No. 2003-P-02.11)

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Community Services Department

Child Services Division, Individual and Family Services Division, and Senior Services Division

Phase 1 Assessment and Evaluation

An overview survey of the current state of performance measuring and the degree of linkage present among mission statement, organizational objectives, and specific performance indicators in the department

This publication contains the results of a structured process for evaluating the current state of program performance measurement in a county department. The process was designed and developed by the Management & Program Analysis Section of OFMB/Financial Management Division (MPA) to facilitate an agency-wide review of the county's performance measurement system. Harnessing Organizational Performance—or HOP—is a collaborative initiative with Palm Beach County's departments. The HOP methodology involves an initial evaluation of the current performance measuring system in a department, and assesses the system according to a common set of HOP criteria. In the process, the work incorporates national benchmark and subject-matter best practices into findings and recommendations concerning the department's existing performance measures. This initial phase of the project is intended as a diagnostic phase; subsequent phases will help guide the department into a re-structuring of its performance measurement program in contextually relevant ways. The long-term objective of the HOP initiative is to verify that the Palm Beach County performance measurement program is:

- A positive tool in gauging organizational achievements;
- An important management tool to aid decision-making;

- A way to connect staff-level activities to higher-level organizational missions and statements of objectives.

The methodology employed in the HOP initiative is designed to allow for a collaborative process of evaluation and assessment of the client department’s current performance measurement system. To this end, MPA has created and utilizes a Client Manual (workbook) to take a team comprised of the client representatives and the Budget Division representative through a series of facilitated meetings.

Following this series of four 2-hour meetings, a consensus point of view emerges concerning the current state of the client’s performance measurement system. In addition, the series of four HOP meetings provides the MPA consultant with useful operational insights and client-specific performance measurement information. The MPA consultant utilizes these insights and information to complete relevant best practices research.

Each of the four HOP meetings covers a “level” of evaluation. Each level of evaluation utilizes a different criterion by which to gauge the current performance measurement system. The primary criteria utilized for this evaluation are 1) linkages between the clients’ mission statements, objectives and performance measures, 2) a balanced use of the HOP defined “types” of performance measures, and 3) a balanced use of the HOP defined business “perspectives” of performance measures. The HOP defined “types” and business “perspectives” are described in greater detail below.

The HOP performance measurement program concentrates on three types of performance measures.

Measurement “Types”	Output performance measures - represent the department’s workload, amount of service or production, not the consequences of performing the workload.
	Efficiency performance measures – represent the ratio of <u>service unit output</u> to <u>resource input</u> ; usually cost per unit of service, or unit of service per resource (FTE’s or dollars expended).
	Outcome performance measures – represent the consequences or effects of specific actions or initiatives focused primarily on improving the citizen’s condition.

The HOP performance measurement program then employs four business “perspectives” by which organizational performance is to be guided.

Business Perspectives	Customer satisfaction perspective –performance measures that are created to indicate the customer’s perspective of “how they rate the county in the delivery of services” or those measures that indicate the customer use of a service.
	Internal process (operational) efficiency perspective –performance measures that are created to “indicate” the degree of efficiency involved in the delivery of services.
	Financial accountability perspective –performance measures that are created to “indicate” the financial accountability of the organization, stewardship of the public trust, or delivering services in a cost efficient manner.
	Employee learning & growth perspective –performance measures that are created to “indicate” employee development – development which will enable the organization to succeed in its mission and/or that increases employee productivity, employee retention, career enrichment, and job satisfaction.

This publication reports on the consensus assessment developed by the HOP Team and the best practices research conducted by the MPA consultants to document findings, observations and recommendations pertaining to the client’s performance measurement system.

The Management & Program Analysis Section is leading this effort, together with our partners from the Budget Division, to establish common performance concepts and an understanding of performance measurement purposes throughout all county departments and divisions. When the three-phase HOP program is fully implemented in mid-2006, specific outputs of the Harnessing Organization Performance initiative will be:

- Standardizing performance measurement terminology;
- Establishing a collaborative, interactive approach towards performance measurement;
- Recommending improvements to the current performance system to decrease time and effort required by the system, while improving its management usefulness.

PHASE 1: “EVALUATING EXISTING MEASURES”

This is the first phase of the HOP program. This report contains the results of the phase 1 evaluation and assessment of the Community Services Department mission statement and current year objectives for the three department divisions Child Services, Individual and Family Services, and Senior Services (the divisions). Current performance measures that cannot be linked to, or do not support, the mission statement or statements of objectives will not be required as part of the county’s official performance measurement program, although they can be maintained for departmental

purposes, if desired. This phase also establishes the common terminology that will be used throughout the HOP project, as it relates to performance measures, linkages and relevant business perspectives. During this phase, the department will probably experience a reduction in the number of required performance measures, thereby reducing the time and effort spent in gathering and reporting on departmental performance.

PHASE 2: “MANAGING FOR HIGH PERFORMANCE”

The second phase will include communicating to every level of the department the linkage and relevancy among mission statement, objectives, performance measures, and stakeholder desires. Where the first phase is primarily a diagnostic step to establish the current state of the department’s performance measuring program, during the second phase a number of linked and highly relevant performance measures will be developed for the department’s future use.

PHASE 3: “PUTTING IT INTO PRACTICE”

Finally, in this stage of the project, all of the required performance management infrastructure is established to permit the meaningful tracking and reporting of the department’s performance. Formal guidelines will be developed and adopted regarding, (1) validation of acceptable measures, (2) reporting mechanisms and schedules, (3) accuracy verification techniques, (4) approval of goals, targets, and benchmarks, (5) incentive programs to reward the attainment of high performance, (6) internal financial control uses, and (7) ways and means of carrying out periodic reviews of performance indicators and targets to keep them current and relevant.

OVERVIEW OF PHASE 1 FINDINGS

The findings and recommendations summarized below provide an overview of the performance measurement program assessment conducted for the Community Services Department’s divisions (Child Services, Individual and Family Services, and Senior Services).

The performance measurement program consists of the department’s mission statement, departmental objectives and the department’s performance measures, along with the processes for tracking and reporting on the department’s success in achieving those measures. The findings and recommendations are based on the evaluations of the HOP team, made up of the division’s staff representatives, the assigned Budget Analyst from OFMB and an MPA consultant from the OFMB/Financial Management Division. The HOP Team used the published performance elements from the FY05 Draft Budget Narrative to perform the HOP Assessment & Evaluation.

The summary of findings and recommendations is followed by detailed findings and recommendations for the three divisions that participated in the project. Each division’s detailed assessment is based upon the

structured, four levels of evaluation conducted by the HOP team. Each level of evaluation was accomplished by use of evaluation tools designed expressly for that purpose by the MPA Section. In addition to the conclusions reached by using the 4-level evaluative tools, the MPA consultants performed “best practices” research involving similar operations nationwide, and cited examples from this research which the divisions can use as a starting point for its own further efforts. That research also forms an important foundation and knowledge base for the work yet to come in phase 2 of the HOP project.

General Findings

- The current department mission statement meets the HOP criteria for identifying the purpose of the organization; there are 3 service topics that are easily identified. The mission statement is within the HOP specified criteria of 2 to 3 sentences.
- The department mission statement, along with each division’s “Definition of Programs and Services” fulfills the HOP criteria for providing mission-level guidance (broad), thus enabling each division to create cohesive and linked division objectives and performance measures.
- Descriptive detail using expressive narratives such as “protection”, “efficient” and “timely” are generally absent for the department’s divisional “Definition of Programs and Services”.
- The mission statement conveys 3 service topics (health, welfare, and quality of life) providing one broad, general guidance statement; one that is applicable across all divisions.
- In the current mission statement, the customers of the services are identified (“families and individuals in need”), but may require clarification.
- There is good linkage between “mission topics” and objectives statements. However, the HOP team agreed that more clearly defined objectives would enhance linkages.
- There is generally good linkage between existing “mission topics” and performance measures in all divisions.
- There is generally good linkage between objectives statements and performance measures throughout the department.
- There is a poor balance of performance measurement “types”. There are no “efficiency type” and no “outcome type” indicators out of 15 total performance measures.
- None of the 15 total performance measures can be categorized into any of the four HOP business perspectives.

General Recommendations

- Revise the “Definition of Programs and Services” of each division to include a 2-3 sentence opening paragraph that conforms to the HOP

definitions and guidelines regarding a mission statement (create a divisional “mission statement” tailored to each division).

- Review each division’s mission topics and statements of objectives; update either or both to create a more direct “linkage” or coherence, per the HOP defined criteria.
- Review the performance measure types (output, outcome, efficiency) with an eye toward developing a better mix of measures.
- Determine which current performance measures best meet the HOP defined criteria for business perspectives, consider how the others can be restated (if at all) to achieve a better balance across the four HOP business perspective categories for all three divisions.

In the course of the first phase evaluation, the divisions identified a series of important, FY05 operational initiatives. These initiatives are ideal starting places from which each division can develop meaningful objectives and linked performance measures. Displayed in brackets are the potential business perspectives that could be used in creating performance measures for the stated initiatives. Each performance measure should be created from primarily one business perspective.

Child Services:

- Reduce the time from the identification of a teacher vacancy to filling that position [customer satisfaction, operational efficiency].
- Identify top performers (early in their careers) to mentor and train them for advancement [employee growth and learning, operational efficiency].

Individual and Family Services:

- Improve the economic status of clients served [customer satisfaction operational efficiency].
- Prevent homelessness among the population served [operational efficiency, customer satisfaction].
- To execute 85% of yearly agency contracts within 30 days of the start of County fiscal year [operational efficiency, customer satisfaction].
- To help Financially Assisted Agencies (FAA) in creating measurable objectives that will allow them to better manage their client services [operational efficiency, customer satisfaction, financial accountability].
- To ensure contracted agencies adhere to their level of contract compliance through scheduled administrative reviews by FAA Program Monitors [customer satisfaction, operational efficiency, financial accountability].

Senior Services:

- To be rated as ‘good’ or ‘excellent’ in overall quality by a minimum of 90% of clients surveyed that receive in-home services [customer satisfaction].

- To be rated as ‘good’ or ‘excellent’ by a minimum of 90% of clients surveyed regarding their social workers performance [customer satisfaction].
- To increase the percentage of caregivers that state that they are very likely to be able to keep the senior at home and provide care [customer satisfaction, operational efficiency].

We recommend that the department utilize these initiatives to develop meaningful objectives and performance measures.

The detailed recommendations that follow are supported by references to the HOP Client Manual and to the best practices research. The recommendations are presented for each of the four levels of evaluation performed by the HOP Team. The Best Practices research is drawn from public sector entities that are recognized as leaders in their operational fields and in the measurement of performance. A listing of best practices Internet sites and contact information is included (Appendix A) to give the divisions a ready resource for assistance in developing modifications to their performance measurement programs.

LEVEL 1 EVALUATION – ALL DIVISIONS

A. Department Mission Statement

The Level 1 evaluation begins by examining the content and structure of the published material that guides each division. The department’s mission statement offers this type of guidance, as do the divisions’ definitions of programs and services; both are published in the county’s annual budget document. From these two sources, the HOP methodology identifies “mission level topics”. These are macro-level, topical areas that communicate the direction or vision for each division. Division objectives and performance measures flow from the mission level topics to ensure the divisions’ operations strive to meet the mission.

For the purpose of the HOP evaluation, “mission level topics” are listed as the first component of the divisions’ over-all performance programs, followed by the divisions’ objectives and performance measures. This allows a consistent approach to creating and defining departmental mission statements and divisional programs and services descriptions throughout all county departments. The HOP Team determined that all “mission level guidance” currently listed as part of each division’s definition of programs and services could fall under one of the three topical areas identified in the department’s mission statement. The mission statement used in the HOP evaluations is taken from the FY2005 draft budget narrative. The convention of using the department’s name within the mission statement should be incorporated in the published performance measurement documents, the annual budget book and semi-annual reports.

Performance Component

Mission Statement	To enhance and improve the health, welfare and quality of life in Palm Beach County by investing in the potentials of families and individuals in need.
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Recommendations

- Consider possible strategic uses of the department mission statements such as, 1) actively using the verbiage as the yardstick for decision making, and 2) placing this macro-level statement of mission on the backside of business cards and on division letterhead or public forms to promote the mission to employees, customer-citizens and stakeholders.

1

Findings and Observations	Recommendations
<p>The HOP Team had several insights as to the content and structure of the current mission statement: the name of the department was not included and descriptive adjectives could be enhanced.</p> <p>The team also suggested the mission statement needed to be broad to encompass the department’s many different programs but also adequately communicate the types of services provided.</p> <p>The team additionally determined that the topical part “quality of life” was too vague and that the customers “families and individuals in need” required further clarification.</p>	<p>Fully define the core activities of the department in the mission statement to communicate them to the department as well as all stakeholders. Add the name of the department and pertinent descriptive adjectives per HOP guidelines.</p> <p>Ensure that the department’s mission statement broadly addresses all activities of the divisions.</p>

Resources

HOP Client Manual: Reference **Section IV. HOP Definitions and Concepts**, mission statement definitions and examples (page 13).

Best Practices Research: Examples of Community Service mission statements are listed below. Descriptive adjectives are in bold type and customers underlined.

Miami-Dade County, FL

- “(The mission of the Health and Human Services Department) is to **improve** the quality of life and **promote maximum** independence through the provision of health care, housing, and social and human services to those in need .”

Fairfax County, VA

- “The mission of the Department of Family Services is to **promote** self-sufficiency, **protect** the vulnerable, and **educate** children, individuals, families and the community...”

“...a **safe, prosperous, educated** and **healthy community** for all who live here”.

“...to **protect** the vulnerable, **help** people and communities realize and strengthen their capacity for self sufficiency, and **ensure** good outcomes through **prevention** and **early intervention**.”

Broward County, FL

- “(The mission of the Human Services Department) is to **enhance** the quality of life for Broward County residents through **innovative** and **integrated** health and human services, housing and community development.”

Maricopa County, AZ

- “The mission of the Human Services Department is to **provide** education, employment and basic needs services for individuals, children and families so they have the opportunities to **enhance** their economic, social and physical well-being.”

“...all Maricopa County residents will **have opportunities** to achieve economic self-sufficiency and enjoy a high quality of life.”

Ramsey County, MN

- “The mission of the Ramsey County Human Services Department is to **enhance** the quality of life for the people of Ramsey County by **providing** resources to meet basic human needs, **assuring** protection for the vulnerable, and **assisting** in achieving self-sufficiency, all in the most **cost effective** manner.”

Orange County FL

- “(The mission of) the Health and Family Services Department is to **provide** services that **preserve** and **enhance** the quality of life in the community by **protecting** and **promoting** the health and welfare of citizens through the **effective planning, implementation and management** of health and human services, and by **providing** cultural and historical opportunities.”

City of Scottsdale AZ

- “(The mission of the Community Services Department) is to **improve** and **preserve** Scottsdale’s quality of life through the **development** of safe and highly maintained facilities, and **imaginative** services that **provide** opportunities for family interaction, cultural enrichment, and **development** of lifetime skills which build self esteem, promote healthy lifestyles, and are the catalyst for community involvement.”

King County, WA

- “(The mission of the Department of Community and Human Services) is to **enhance** the quality of life, **protect** the rights and **promote** self-sufficiency of our region’s diverse individuals, families, and communities.”

LEVEL 1 EVALUATION – CHILD SERVICES DIVISION

A. Division Definition of Programs and Services

Recommendations

- Modify the opening paragraph of the division’s current Definition of Programs and Services to conform to HOP definitions and guidelines regarding a mission statement. To achieve consistency throughout the county, this “statement of divisional mission” should: 1) include the name of the mission owner (Child Services), 2) describe over-all mission outcomes desired, and 3) specifically identify direct customers and/or important stakeholders.
- Consider possible strategic uses of the statement of division mission such as, 1) actively using the verbiage as the yardstick for decision making, and 2) placing this macro-level statement of mission on the backside of business cards and on division letterhead or public forms to promote the mission to employees, customer-citizens and stakeholders.

1

Findings and Observations	Recommendations
The current Definition of Programs and Services does clearly state the division’s purpose in terms of identifying a) the services it provides, b) a customer focus, c) some level or degree of the services provided (“comprehensive”); it does not include the name of the division and the level or degree of the service provided could be enhanced (e.g. “prompt, efficient”).	Use examples identifying the customer such as those from the best practices sites listed on page 9 of this report to describe in similar terms the clients of the division’s services: add descriptive adjectives to enhance the communication of the division’s service levels to the reader.

Resources

HOP Client Manual: Reference **Section IV. HOP Definitions and Concepts**, mission statement definitions and examples (page 13).

Best Practices Research: Examples of Child Services mission statements researched at best practice sites:

Dakota County, MN

- “(The mission of the) Social Services Department is to **provide** community based services for the most vulnerable children and adults.”

Fairfax County, VA

- “(The mission of the Office for Children) is to **support, promote, and provide** quality child care services in Fairfax County in order to advance the development of young children.”

Ramsey County, MN

- “(The mission of the Children’s Service Team) is to **promote** safety and well being for Ramsey County’s most vulnerable children and families through a **coordinated** system of care.”

Broward County, FL

- “(The mission of the Children’s Services Administration) is to **improve** the quality of life and **empower** Broward County’s children and youth...**engage** the community to **collaboratively** and **efficiently develop** and **support** a continuum of care; license child care facilities and homes; and **provide** forensic evaluation, treatment, and prevention services to victims of abuse and their families.”

B. Statements of Objectives

The Level 1 evaluation next examined the linkages between the mission level topics and the division’s objectives. This ensures that there is continuity of purpose between these two important components of the performance program. An assessment of the content and structure of the statements of objectives was also performed.

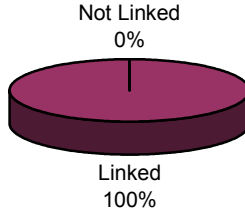
Performance Component

Objectives	<ol style="list-style-type: none"> 1. Provide all identified health services needed to at least 98% of total enrollment by the end of the program year. 2. Achieve at least 10% of total Head Start enrollment as children with disabilities (minimum requirement 10%). 3. Provide Nutrition Education/Information to 98% of families of children pre-referred for nutrition concerns. 4. Increase the number of centers with National Association for the Education of Young Children (NAEYC) accreditation to 40 (100%), including Head Start; directly managed, Child Care Partners Early Head Start. (Note: There are only 39 centers at this time). 5. Maintain private support for camp scholarships at 89% of funding requirements.
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Performance Component

Mission Level Topics (From Department Mission Statement)	<p>To enhance and improve :</p> <ul style="list-style-type: none"> ➤ the health ➤ welfare ➤ and quality of life
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**Child Services Division
Objectives
Linkages to Mission Level Topics**



- As the chart indicates, the division’s objectives exhibit good linkage with 5 of the 5 division objectives being linked to at least one mission topic. The recommendations concentrate on the HOP Team’s findings concerning the content and structure of the objectives statements.

Recommendation

- Based on the new initiatives planned for the division in FY 2005 (see page 6), 3 to 5 divisional objectives statements seem appropriate. Modify the current objectives statements or create anew using the HOP definitions for content and structure to guide development of objectives.

Examples of objectives statements that conform to HOP definitions concerning content and structure follow the findings and recommendations generated from the HOP Team’s assessment and evaluation of the division’s existing objectives statements. An objective statement example is “To promote community awareness of homelessness (the “what”) by implementing a series of public outreach programs (the “how”) to reduce homelessness by 10% over FY 2004 (the “why”).”

When reviewing the findings and recommendations below, please reference the HOP Client Manual: Section IV. HOP Definitions and Concepts, the objectives definitions and examples (pages 14).

2

Findings and Observations	Recommendations
<p>Division representatives on the HOP Team determined that the division’s objectives do not specify 1) why the objective is important, and 2) how the objective will be accomplished, through what means.</p> <p>The team also concluded that a significant element of the division, early childhood education services, was not represented by an objective.</p>	<p>Enhance the objectives statements to provide 1) why the objective is important, and 2) how the objective will be accomplished, through what means.</p> <p>Fully define all statements of objectives. Refer to the HOP manual page 14 and the best practices examples listed below.</p> <p>Develop objectives that are relevant and meaningful to the division’s core mission activities.</p>

3

Findings and Observations	Recommendations
<p>The HOP Team determined that objective #5, "Maintain private support for camp scholarships at 89% of funding requirements" could be clarified to enhance linkage to the mission statement.</p> <p>It was also decided that the objectives in general lacked descriptive adjectives to convey the division's objectives per HOP guidelines.</p>	<p>Per HOP guidelines include descriptive adjectives such as "increase, decrease, and improve" to communicate the division's objectives in a way that fosters organizational efficiency.</p> <p>Reword objectives to improve linkage to the mission statement.</p>

Resources

Best Practices Research: Examples of the Child Services Division objectives statements researched at best practices sites:

Miami-Dade County, FL

- "To increase access and quality of child care facilities:"
 - "...(by) expanding the number of child care facilities."
 - "...(by) geographically distributing child care facilities in areas of need."
 - "...(by) improving training and expertise of teachers / staff involved in child care."
 - "...(by) educating parents / caregivers on the benefits of quality care and education."
- "To improve the future of Miami-Dade County's children and youth:"
 - "...(by) providing parenting classes for parents / caregivers."
 - "...(by) expanding resources for parents (counseling, extra curricular activities, etc.)."
 - "...(by) coordinating with Children's Trust, Miami-Dade Public Schools, etc. to enhance awareness of available services (relative caregiver program, parent hotline, etc.)."

Fairfax County, VA

- "To support, promote, and provide quality child care services in Fairfax County in order to advance the healthy development of young children:"
 - "...(by) expanding child care choices for working parents by increasing the number of permitted child care homes by 2%."
 - "...(by) serving as many children as possible in the Child Care Assistance and Referral program, or 9,426 children in FY 2005, within current appropriations."
 - "...(by) meeting the demand for School-Age Child Care services for children with special needs which is projected to increase 1.1 percent."
 - "...(by) providing 100 percent of children enrolled in Head Start with mental, dental, and physical health services to help ensure they are developmentally ready for school."

- “To promote family strengthening and child protection by providing family support and education services and involving community volunteers and donors in child welfare programs.”

King County, WA

- “(To) provide education and job skills to vulnerable populations so they can lead independent lives:”
“...(by) youth targeted education, skills training, employment preparation and placement services.”
- “(To) assure supportive relationships within families, neighborhoods and communities:”
“...(by) outreach, training and support for families with children.”
“...(by) behavior management training and services targeting children.”
“...(by) community based youth services.”
“...(by) youth prevention-intervention services.”

San Diego County, CA

- “To reduce the percentage of babies with low birth weight by ensuring that at least 60% of pregnant women, who did not have prenatal care when they first contacted the Prenatal Care Network, report receiving prenatal care within 30 days of their first contact during fiscal year 2003-04.”
- “To achieve appropriate immunization coverage for children by achieving a high level (85%) of immunization for young people served by Public Health Centers during fiscal year 2003-04.”
- “To curb the rate of increase in children who are overweight by increasing public awareness of childhood obesity issues during fiscal year 2003-04.”
- “To increase the percentage of children who have health insurance coverage by increasing the number of eligible children enrolled in Medicaid and Healthy Families by 2% in order to enhance access to physical and dental prevention and treatment services by June 2004.”
- To reduce childhood abuse / neglect:”
“...(by) responding within 24 hours to 95% of the urgent referrals assigned to Child Protective Services.”
“...(by) ensuring that 90% of foster children in permanent placement receive a visit from a case worker every two months to ensure quality of care.”
“...(by) ensuring that 90% of foster children unify or reunify with a permanent family during fiscal year 2003-04.”

LEVEL 2 EVALUATION – CHILD SERVICES DIVISION

A. Performance Measures

The Level 2 evaluation examined the linkages between the mission level topics and performance measures. This ensures that there is continuity of purpose between these two important components of the performance program.

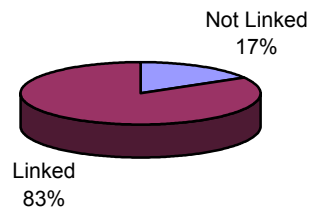
Performance Component

Performance Measures	<ol style="list-style-type: none"> 1. Children receiving health services (Head Start) 2. Children with disabilities (Head Start) 3. Meals (Head Start) 4. NAEYC accreditation 5. Children awarded (Camp Scholarships) 6. Private donations as a percent of award (Camp Scholarships)
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Performance Component

Mission Level Topics (From Department Mission Statement)	<p>To enhance and improve :</p> <ul style="list-style-type: none"> ➤ the health ➤ welfare ➤ and quality of life
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Child Services Division Performance Measures Linkages to Mission Level Topics



Recommendations

- Evaluate existing performance measures and determine the importance of the information they convey in measuring the attainment of the current

mission level topics. Do they each to indicate progress or success in meeting current objectives?

4	Findings and Observations	Recommendations
	Trend analysis of performance measure #3 "Meals (Head Start)" FY 2003 actual was 681,768. The FY 2005 target is 555,248. No explanation is given for the reduction in the target.	Changes in targets vs. actual performance should be noted in the objective. For example, if funding for meals has been projected to decrease, and that is the reason for a lower target in the current year vs. prior years actuals it should be mentioned in the objective (or annotated in the Annual Budget Book) to explain the change to the reader.

5	Findings and Observations	Recommendations
	<p>During the HOP level 2 evaluation, the HOP Team determined that 5 of the division's 6 performance measures linked to the mission statement topical parts, and performance measure #4 "NAEYC accreditation" was determined to have no linkage.</p> <p>The evaluation also yielded that performance measure #6 "private donations as a % of award" could be reworded to provide a more direct linkage to mission statement topics.</p>	<p>Develop performance measures that provide meaningful and long-term significance in the tangible information they supply to management, employees and other stakeholders. Create performance measures that communicate the division's most important activities.</p> <p>Rewrite performance measures to adhere to HOP guidelines as per page 30 of the HOP Client Manual "Performance Measures" and "Linking Performance Measures to the Mission Statement"</p>

Resources

HOP Client Manual: Reference **Section IV. HOP Definitions and Concepts**, the performance measure definitions and examples (page 14-19).

LEVEL 3 EVALUATION – CHILD SERVICES DIVISION

A. Performance Measures

The Level 3 evaluation examined the linkages between statements of objectives and performance measures. This ensures that there is documented progress or success in achieving objectives. An assessment of the "types" of measures being used in the department was also performed.

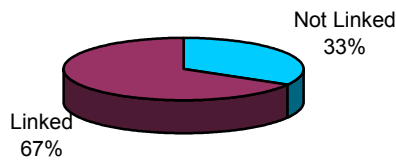
Performance Component

Objectives	<ol style="list-style-type: none"> 1. Provide all identified health services needed to at least 98% of total enrollment by the end of the program year. 2. Achieve at least 10% of total Head Start enrollment as children with disabilities (minimum requirement 10%). 3. Provide Nutrition Education/Information to 98% of families of children pre-referred for nutrition concerns. 4. Increase the number of centers with National Association for the Education of Young Children (NAEYC) accreditation to 40 (100%), including Head Start; directly managed, Child Care Partners Early Head Start. (Note: There are only 39 centers at this time). 5. Maintain private support for camp scholarships at 89% of funding requirements.
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Performance Component

Performance Measures	<ol style="list-style-type: none"> 1. Children receiving health services (Head Start) 2. Children with disabilities (Head Start) 3. Meals (Head Start) 4. NAEYC accreditation 5. Children awarded (Camp Scholarships) 6. Private donations as a percent of award (Camp Scholarships)
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**Child Services Division
Performance Measures
Linkages to Objectives**



Recommendations

- Develop performance measures that exhibit greater linkage to objectives.
- Objectives should have at least one related/linked performance measure to indicate success or status of the objective.

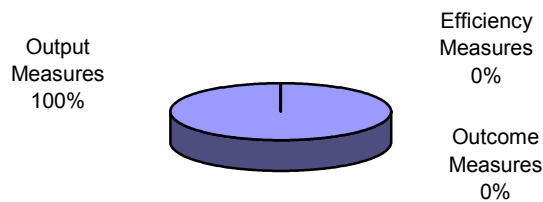
Resources

HOP Client Manual: Reference Section IV HOP Definitions and Concepts, the performance measure linkages definition (page 15).

Evaluation Criteria

PM "Types"	<ol style="list-style-type: none"> 1. Output 2. Efficiency 3. Outcome
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**Child Services Division
Performance Measure "Types"**



Recommendations

- Evaluate existing performance measures and determine the importance of the information they convey in measuring the attainment of a stated objective (or of a mission topic). Update or replace those indicators that have lost importance or that are not particularly meaningful.
- Develop performance measures that exhibit greater balance among the three HOP defined “types” of performance measures.

Examples of performance measures that conform to HOP guidelines concerning type definitions would be “number of meals provided” (indicates an amount of workload or production = **output measure**); “cost per meal” (\$ per unit of service = **efficiency measure**); “% of customers satisfied with Community Service’s assistance” (indicates the consequences of the department’s service by asking the customers if they are satisfied = **outcome measure**).

6

Findings and Observations	Recommendations
<p>The HOP Team determined that all 6 of the division’s performance measures were output types.</p> <p>Additionally, the division’s participants indicated that objective #1 and its related performance measure #1 need to be reworded. The objective states a percentage (98%), while the performance measure reflects a number; therefore the objective is not accurately measured. Another observation of the team was that 100% should be the percentage strived for in objective #1.</p> <p>It was also decided that the wording of objectives and performance measures could be changed to enhance linkage and improve overall clarity.</p>	<p>Use HOP criteria to revise and/or create performance measures that will achieve balance across the three HOP “types” of performance measures by adding efficiency and outcome measures.</p> <p>Select objectives and related performance measures that are meaningful and relevant to the core elements of the division and have lasting importance to the department to establish trends to enhance management decision making.</p>

Resources

HOP Client Manual: Reference **Section IV. HOP Definitions and Concepts**, the performance measure definitions and examples (pages 15-19).

Best Practices Research: Examples of performance measures researched at best practices sites:

City of Austin, TX

- “Cost per immunization in the Shots for Tots Clinic” (E)
- “Number of immunizations given in the Shots for Tots Clinic” (OP)
- “Percent increase of children that are age appropriately immunized” (OC)
- “Cost per child served” (E)
- “Cost per early childhood center staff member trained” (E)
- “Number of children provided child care services” (OP)
- “Percentage increase of child care program providers trained that improve the quality of child care” (OC)
- “Percent of clients satisfied with child care services” (OC)
- “Percentage increase of contracted early child care programs that meet quality programs” (OC)

Fairfax County, VA

- “Number of permitted family child care homes” (OP)
- “Number of children served in Head Start” (OP)
- “Average cost per slot in permitted care” (E)
- “Cost per special needs child” (E)
- “Average cost for developmental / intervention services” (E)

- “Percent of surveyed parents satisfied with the service received in making child care arrangements” (OC)
- “Percent increase of children connected to comprehensive health services” (OC)
- “Percent of children and / or families satisfied with services” (OC)

Franklin County, OH

- “Percentage increase of families served and improving abilities to parent safely and successfully” (OC)
- “Expenditure per family served” (E)
- “Number of families served” (OP)
- “Number of children receiving subsidized care” (OP)
- “Expenditure per child in subsidized child care” (E)
- “Number of certified / contracted child care providers receiving training, monitoring visits, or support services” (OP)
- “Expenditure per certified / contracted child care provider receiving training, monitoring visits or support services” (E)

Dakota County, MN

- “Number of children recommended for pre-adoption placement” (OP)
- “Number of parents whose parental rights are terminated” (OP)
- “Measurable improvement in child’s skill or utilization of resources for improved behavior (Child Behavior Checklist – pre and post measurability)” (OC)
- “Cost per case activity” (E)
- “Number of families served per FTE” (E)
- “Percent of families who are satisfied with services” (OC)

Orange County, FL

- “Number of children served (Head Start)” (OP)
- “Percent increase of children meeting program guidelines (Head Start)” (OC)
- “Cost per child (Head Start)” (E)

LEVEL 4 EVALUATION – CHILD SERVICES DIVISION

Performance Measures

The Level 4 evaluation examined performance measures as they relate to defined business perspectives. This ensures that there is a balanced

approach in defining and utilizing performance measures to maintain high performance in several important focus areas.

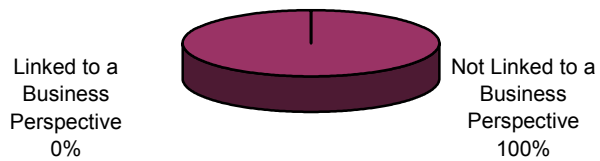
Performance Component

Performance Measures	<ol style="list-style-type: none"> 1. Children receiving health services (Head Start) 2. Children with disabilities (Head Start) 3. Meals (Head Start) 4. NAEYC accreditation 5. Children awarded (Camp Scholarships) 6. Private donations as a percent of award (Camp Scholarships)
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Evaluation Criteria

Business Perspectives	<ol style="list-style-type: none"> 1. Customer satisfaction perspective 2. Internal process efficiency perspective 3. Financial accountability perspective 4. Employee growth and learning perspective
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**Child Services Division
Performance Measures
Linkage to Business Perspective**



Recommendation

- Review any changes to the departmental mission statement, the divisional “Definition of Programs and Services” and divisional objectives. The division should strive to have at least one performance measure developed from each of the four business perspectives.

Resources

HOP Client Manual: Reference **Section IV. HOP Definitions and Concepts**, the performance measure definitions and examples (pages 20-22).

Best Practices Research: See the examples from the Level 3 Evaluation.

7

Findings and Observations	Recommendations
<p>The HOP Team determined that none of the division’s performance measures could be linked to a business perspective.</p>	<p>Review the best practices performance measure examples listed as resources for Evaluation 3. Modify the existing performance measures, or create anew, to achieve a balance across the four HOP business perspectives.</p> <p>Review performance measures and determine if the measure is intended to represent a HOP defined business perspective. Determine if the measure provides adequate, accurate representation of the business perspective. Performance measures that cannot be categorized as belonging to a business perspective should be eliminated and replaced.</p>

The following examples of performance measures are created from the four business perspectives. Corresponding objectives statements are also displayed. The examples were developed with input from various best practices sites.

Customer Satisfaction Perspective

- *Objective*: Be rated ‘extremely good’ or ‘good’ in overall service delivery by at least 80% of customers surveyed in the citywide phone survey.
- *Performance Measure*: Respondents rating overall service delivery as ‘good’ or ‘extremely good’ in the citywide phone survey.

Internal Process Perspective

- *Objective*: Increase the number of applications processed by utilizing laptop computers by case workers.
- *Performance Measure*: Number of applications processed per FTE.

Financial Accountability Perspective

- *Objective*: Reduce the cost and time of homelessness prevention by streamlining processes and related paperwork.
- *Performance Measure*: Operating costs per client.

Employee Growth and Learning Perspective

- *Objective*: Increase the capabilities of the Child Services Division to respond to various client needs by providing staff training in dealing with diverse client requests.

HARNESSING ORGANIZATIONAL PERFORMANCE

- *Performance Measure:* Percentage of Child Services staff that are trained in dealing with client requests that deal with health services, Head Start and nutrition education / information.

LEVEL 1 EVALUATION – INDIVIDUAL AND FAMILY SERVICES DIVISION

A. Division Definition of Programs and Services

Recommendations

- Modify the opening paragraph of the division’s current Definition of Programs and Services to conform to HOP definitions and guidelines regarding a mission statement. To achieve consistency throughout the county, this “statement of divisional mission” should: 1) include the name of the mission owner (Individual and Family Services), 2) describe over-all mission outcomes desired, and 3) specifically identify direct customers and/or important stakeholders.
- Consider possible strategic uses of the statement of division mission such as, 1) actively using the verbiage as the yardstick for decision making, and 2) placing this macro-level statement of mission on the backside of business cards and on division letterhead or public forms to promote the mission to employees, customer-citizens and stakeholders.

1

Findings and Observations	Recommendations
<p>The current Definition of Programs and Services does clearly state the division’s purpose in terms of identifying a) the services it provides, and b) a customer focus; it does not include the name of the division; it does not include the level or degree of the service provided (e.g. “prompt, efficient”); in some cases it does not identify the specific customer of the division’s services.</p>	<p>Use the examples identifying the customer such as those from the best practices sites listed on page 9 of this report to describe in similar terms the clients of the division’s services: add the division’s name to the opening paragraph (the division’s statement of mission) of the Definition of Programs and Services, and include descriptive adjectives to enhance the communication of the division’s service levels to the reader.</p>

Resources

HOP Client Manual: Reference **Section IV. HOP Definitions and Concepts**, mission statement definitions and examples (page 13).

Best Practices Research: Examples of Individual and Family Services mission statements researched at best practice sites:

Fairfax County, VA

- “(The mission of the Self-Sufficiency Division) is to **provide** services, including employment services and public assistance programs, to **help families** become self-sufficient and secure a more stable family income.”

Dakota County, MN

- “(The mission of the Employment and Economic Assistance Section) is to **promote** the **highest level** of self-sufficiency and economic well being among low-income and disadvantaged county residents.”
- “(The mission of the Supportive Housing Section) is to **help youth and families**, who are homeless or at risk of homelessness, secure stable housing.”

Franklin County, OH

- “(The mission of the Career Services Division) is to **provide an array** of employment services for employees and employers that will **enhance** the skills and advancement of a qualified workforce and **provide** child care options so that parents can obtain / maintain employment and / or training.”
- “(The mission of the Veterans Service Commission) is to **provide advice and assistance** to veterans, active duty members of the Armed Forces of the United States, and their dependents in obtaining benefits and entitlements from federal, state, and local agencies.”

B. Statements of Objectives

The Level 1 evaluation next examined the linkages between the mission level topics and the division’s objectives. This ensures that there is continuity of purpose between these two important components of the performance program. An assessment of the content and structure of the statements of objectives was also performed.

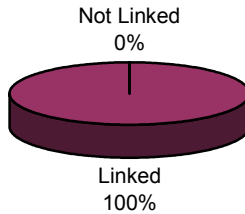
Performance Component

Objectives	<ol style="list-style-type: none"> 1. Enroll 150 farm workers/dependents in education and job training programs to prepare for employment; place 65% of those completing program in unsubsidized employment. 2. Prevent homelessness by the provision of emergency services to 7,500 households. 3. Prevent homelessness by maintaining stable housing for 80% of individuals / families served in the Emergency Services Program. 4. Stabilize individuals / families by maintaining stable housing or 75% of individuals / families served in the Economic Stability Program. 5. Improve the economic status for 70% of individuals /families served in the Self-Sufficiency Program. 6. Provide case management to 12,420 veterans and dependants in securing VA benefits, services and privileges. 7. Generate \$2.5 million in award benefits for veterans / dependants.
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Performance Component

Mission Level Topics (From Department Mission Statement)	<p>To enhance and improve :</p> <ul style="list-style-type: none"> ➤ the health ➤ welfare ➤ and quality of life
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**Individual and Family Services
Division
Objectives
Linkages to Mission Level Topics**



As the chart indicates, the division’s objectives exhibit good linkage with all 7 of the division objectives being linked to at least one mission topic. The recommendations concentrate on the HOP Team’s findings concerning the content and structure of the objectives statements.

Recommendations

- Based on the new initiatives planned for the division in FY 2005 (see page 6), 3 to 5 divisional objectives statements seem appropriate. Modify the current objectives statements or create anew using the HOP definitions for content and structure to guide development of objectives.

Examples of objectives statements that conform to HOP definitions concerning content and structure follow the findings and recommendations generated from the HOP Team’s assessment and evaluation of the division’s existing objectives statements. An objective statement example is “To promote community awareness of homelessness (the “what”) by implementing a series of public outreach programs (the “how”) to reduce homelessness by 10% over FY 2004 (the “why”).”

Resources

When reviewing the findings and recommendations below, please reference the HOP Client Manual: **Section IV. HOP Definitions and Concepts**, the objectives definitions and examples (pages 14).

2

Findings and Observations	Recommendations
<p>Division representatives on the HOP Team determined that the division’s objectives tend to be target statements and do not specify 1) why the objective is important, and 2) how the objective will be accomplished, through what means.</p> <p>It was also agreed that that the objectives be reworded for clarity to enhance linkage and that descriptive adjectives are absent.</p> <p>Additional observations were that “emergency services” was not clearly defined and that specific programs should be included in the objectives.</p>	<p>Enhance the objectives statements to provide 1) why the objective is important, and 2) how the objective will be accomplished, through what means.</p> <p>Fully define all statements of objectives. Refer to the HOP manual page 14 and the best practices examples listed below.</p> <p>Per HOP guidelines include descriptive adjectives such as “increase, decrease, and improve” to communicate the division’s objectives in a way that fosters organizational efficiency.</p> <p>Focus on objectives that are relevant and meaningful to the division’s core mission activities.</p>

Best Practices Research: Examples of Individual and Family Division objectives statements researched at best practices sites:

Miami-Dade County, FL

- “(To) promote independent living through early intervention and support services:”
 - “...(by) conducting psychosocial evaluations to ascertain clients’ needs for services.”
 - “...(by) assisting with completion and submission of all required paperwork for benefit claims.”
 - “...(by) providing emergency financial relocation assistance to eligible residents.”
 - “...(by) providing emergency housing to families and / or seniors and disabled residents that are either displaced or threatened with displacement.”
 - “...(by) providing boarding home placement to medically disabled adults in need of a semi-structured living environment.”
 - “...(by) providing acculturation services, individual, group and family counseling.”
 - “...(by) providing information and referral services on refugee and non-refugee funded community services.”
 - “...(by) providing counseling, case management, prevention and intervention services to newly arrived entrants and refugees.”
 - “...(by) developing a job pool for the special population to be served.”

Fairfax County, VA

- “To provide public assistance and employment services to the economically disadvantaged populations of Fairfax county, Fairfax City, and Falls Church City so individuals and families may achieve and maintain the highest level of productivity and independence equal to their abilities:”
 - “...(by) maintaining the timeliness of processing Food Stamp applications at 97% and to increase the timeliness of processing applications for Temporary Assistance to Needy Families to 87%.”
 - “...(by) increasing the average monthly wage for Virginia Initiative for Employment Not Welfare clients from \$1,145 in FY 2004 to \$1,163 in FY 2005.”
 - “...(by) meeting or exceeding the state performance standard of 62 percent of dislocated workers entering employment.”

King County, WA

- “(To) assure food to eat and a roof overhead for vulnerable populations:”
 - “...(by) affordable housing for low income and special needs populations.”

- “...(by) assistance to low-income homeowners and renters.”
- “...(by) shelter for homeless youth.”
- “...(by) emergency shelters and support for adults and families.”
- “...(by) transitional housing for families.”
- “...(by) homelessness prevention services.”
- “(To) provide education and job skills to vulnerable populations so they can lead independent lives:”
 - “...(by) employment placements and supports for adults with development disabilities.”
 - “...(by) planning benefits analysis relating to employment of adults with development disabilities.”
 - “...(by) youth targeted education, skills training, employment preparation and placement services.”
 - “...(by) dislocated workers program.”
 - “...(by) education and employment services for criminal justice clients.”

San Diego County, CA

- “(To) increase self-sufficiency for 60% of 3,700 adult clients successfully discharged from alcohol and drug treatment by ensuring they are employed or have initiated employment preparation by date of discharge.”
- “(To) reduce the poverty rate in San Diego County (by) efficiently and accurately issuing food stamp benefits to eligible recipients during fiscal year 2003-04 in order to help low income families maintain self-sufficiency.”
- “To achieve a high level of customer satisfaction, a key indicator of our operational performance (by) maintaining or improving the customer satisfaction rating of 4.5 on a scale of 5.”
- “(To) foster and maintain a skilled and diverse workforce by embracing diversity, cultivating employee development and training, promoting succession planning, and maintaining employee satisfaction.”
- “(To) provide free tax preparation services to 2,000 low-income residents for the Earned Income Tax Credit program, returning \$3.0 million in tax dollars back to the community.”

LEVEL 2 EVALUATION – INDIVIDUAL AND FAMILY SERVICES DIVISION

A. Performance Measures

The Level 2 evaluation examined the linkages between the mission level topics and performance measures. This ensures that there is continuity of purpose between these two important components of the performance program.

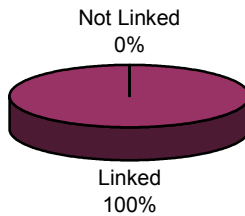
Performance Component

Performance Measures	<ol style="list-style-type: none"> 1. Education / training enrollment / migrant 2. Emergency services to households ➤ Plans completed: <ol style="list-style-type: none"> 3. Emergency service 4. Economic Stability / Self Sufficiency 5. Veterans / dependants served 6. Veteran award benefits generated
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Performance Component

Mission Level Topics (From Department Mission Statement)	<p>To enhance and improve :</p> <ul style="list-style-type: none"> ➤ the health ➤ welfare ➤ and quality of life
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**Individual and Family Services
Division
Performance Measures
Linkages to Mission Level Topics**



3

Findings and Observations	Recommendations
<p>During the HOP level 2 evaluation, the HOP Team determined that all 6 of the division’s performance measures linked to the mission statement topical parts. However, the evaluation also yielded that the wording of all measures could be enhanced to establish clearer and more direct linkage to mission statement topics.</p> <p>It was also concluded by the HOP Team that performance measure #2 “emergency service to households” should reference the “Community Action Program”.</p>	<p>Rewrite performance measures to adhere to HOP guidelines as per page 30 of the HOP Client Manual “Performance Measures” and “Linking Performance Measures to the Mission Statement”.</p>

4

Findings and Observations	Recommendations
<p>Trend analysis of performance measure #2 "Emergency services to households" FY 2003 actual was 10,913. FY 2004 budget was 7,500, and FY 2005 target is 7,500. No explanation is given for the reduction in the target.</p> <p>Performance measure #4 and #5 have changed from a "number" being reported to a "percentage" in FY 2005.</p>	<p>Changes in targets vs. actual performance should be notated in the objective. For example, if funding for emergency services has decreased and that is the reason for a lower target in the current year vs. prior years actuals it should be mentioned in the objective (or annotated in the Annual Budget Book) to explain the change to the reader.</p> <p>Select objectives and related performance measures that have lasting importance to the department to establish consistent trend data to enhance management decision making.</p>

Resources

HOP Client Manual: Reference **Section IV. HOP Definitions and Concepts**, the performance measure definitions and examples (page 14-19).

LEVEL 3 EVALUATION – INDIVIDUAL AND FAMILY SERVICES DIVISION

A. Performance Measures

The Level 3 evaluation examined the linkages between statements of objectives and performance measures. This ensures that there is documented progress or success in achieving objectives. An assessment of the "types" of measures being used in the department is also performed.

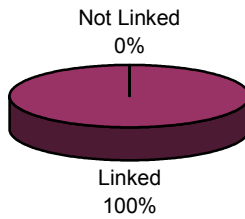
Performance Component

Objectives	<ol style="list-style-type: none"> 1. Enroll 150 farm workers/dependents in education and job training programs to prepare for employment; place 65% of those completing program in unsubsidized employment. 2. Prevent homelessness by the provision of emergency services to 7,500 households. 3. Prevent homelessness by maintaining stable housing for 80% of individuals / families served in the Emergency Services Program. 4. Stabilize individuals / families by maintaining stable housing or 75% of individuals / families served in the Economic Stability Program. 5. Improve the economic status for 70% of individuals /families served in the Self-Sufficiency Program. 6. Provide case management to 12,420 veterans and dependants in securing VA benefits, services and privileges. 7. Generate \$2.5 million in award benefits for veterans / dependants.
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Performance Component

Performance Measures	<ol style="list-style-type: none"> 1. Education / training enrollment / migrant 2. Emergency services to households ➤ Plans completed: <ol style="list-style-type: none"> 3. Emergency service 4. Economic Stability / Self Sufficiency 5. Veterans / dependants served 6. Veteran award benefits generated
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**Individual and Family Services
Division
Performance Measures
Linkages to Objectives**



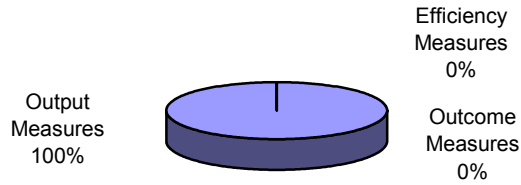
Resources

HOP Client Manual: Reference **Section IV. HOP Definitions and Concepts**, the performance measure linkages definition (page 15).

Evaluation Criteria

PM "Types"	<ol style="list-style-type: none"> 1. Output 2. Efficiency 3. Outcome
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**Individual and Family Services Division
Performance Measure "Types"**



Recommendations

- Evaluate existing performance measures and determine the importance of the information they convey in measuring the attainment of a stated objective (or of a mission topic). Update or replace those indicators that have lost importance or that are not particularly meaningful.
- Develop performance measures that exhibit greater balance among the three HOP defined “types” of performance measures.

Examples of performance measures that conform to HOP guidelines concerning type definitions would be “number of meals provided” (indicates an amount of workload or production = **output measure**); “cost per meal” (\$ per unit of service = **efficiency measure**); “% of customers satisfied with Community Service’s assistance” (indicates the consequences of the department’s service by asking the customers if they are satisfied = **outcome measure**).

5

Findings and Observations	Recommendations
The HOP Team determined that all 6 of the division’s performance measures to be output measures.	Use HOP criteria to revise and/or create performance measures that will achieve balance across the three HOP “types” of performance measures (adding outcome and efficiency measures).

Resources

HOP Client Manual: Reference **Section IV. HOP Definitions and Concepts**, the performance measure definitions and examples (pages 15-19).

Best Practices Research: Examples of performance measures researched at best practices sites:

City of Austin, TX

- “Percent of homeless population receiving shelter” (OP)
- “Cost per individual receiving basic needs services from contracted providers” (E)

- “Percent of clients surveyed that rate services received as meeting their immediate basic needs” (OC)
- “Cost per client receiving homeless services” (E)
- “Percent increase of homeless population receiving shelter ”(OC)
- “Cost per household case managed by the Self-Sufficiency Services activity” (E)
- “Percent increase of households case managed whose income increases beyond the federal poverty level” (OC)
- “Cost per client obtaining employment” (E)
- “Number of clients obtaining employment” (OP)
- “Percent increase of clients retaining employment with a livable wage 6 months after placement” (OC)

Fairfax County, VA

- “Cost per client served at SkillSource Centers” (E)
- “Percent of SkillSource Center clients satisfied with services provided” (OC)
- “Clients served at Northern Virginia SkillSource Centers” (OP)
- “Percent increase/decrease dislocated workers entering employment” (OC)

Franklin County, OH

- “(Number) of requests that receive job and / or career service” (OP)
- “Percent increase of requests served obtaining employment within six months of receiving job and or career services” (OC)
- “Expenditure per request served” (E)
- “Expenditure per request served obtaining employment within six months of receiving job and / or career services” (E)
- “Number of families receiving a Prevention Retention and Contingency (PRC) payment” (OP)
- “Percent increase of PRC families successfully obtain / retain employment, avoid cash assistance, and / or retain shelter / utilities within 90 days” (OC)
- “Number of clients served by the Veterans Services Commission (VSC)” (OP)
- “% increase clients served reporting VCS assisted them in obtaining eligible entitlements and benefits” (OC)
- “Cost per client reporting VSC assisted them in obtaining eligible entitlements and benefits” (E)
- “Cost per (VSC) client receiving services” (E)

- “% increase (VSC) cases providing financial assistance for indigent burials and / or grave markers” (OC)
- “Cost per (VSC) case providing financial assistance for indigent burials and / or grave markers” (E)
- “% increase in (VSC) burial accessories provided within time standards” (OC)
- “Cost per (VSC) burial accessory provided” (E)
- “Cost per veterans service organizations receiving Special Events funding” (E)
- “% increase of VCS staff receiving 24 hours of individualized training per year” (OC)

Dakota County, MN

- “Percent of Minnesota Family Investment Program (MFIP) clients who enter employment” (OP)
- “Percent increase of clients employed 3 months after job placement” (OC)
- “Cost per job placement” (E)
- “Percent of clients that rate MFIP Workforce Center services as excellent or very good” (OC)
- “Number of families placed in county-funded shelter, commercial hotels, or other emergency housing”(OP)
- “Percent increase of clients that complete a Supportive Housing Unit (SHU) program plan” (OC)
- “Number of (SHU) cases per year per worker” (E)
- “Average cost per (SHU) case” (E)
- “Number of clients that rate SHU case management services, shelter facilities, and other help as satisfactory” (OC)

King County, WA

- “Number of bednights of emergency shelter” (OP)
- “Percentage increase of homeless households served in county-supported shelters and transitional housing that move to more stable housing” (OC)
- “Percentage increase of adult displaced workers completing employment programs who get jobs paying similar to their pre-displacement wages” (OC)
- “Percentage increase of veterans who exhibit reduced symptoms of Post-Traumatic Stress Disorder ” (OC)
- **Broward County, FL**
- “Veterans served” (OP)

- “Percent increase of claims filed for veterans / dependants which are approved” (OC)
- “Clients (veterans) satisfaction rating” (OC)

LEVEL 4 EVALUATION - INDIVIDUAL AND FAMILY SERVICES DIVISION

Performance Measures

The Level 4 evaluation examined performance measures as they relate to defined business perspectives. This ensures that there is a balanced approach in defining and utilizing performance measures to maintain high performance in several important focus areas.

Performance Component

Performance Measures	<ol style="list-style-type: none"> 1. Education / training enrollment / migrant 2. Emergency services to households ➤ Plans completed: <ol style="list-style-type: none"> 3. Emergency service 4. Economic Stability / Self Sufficiency 5. Veterans / dependants served 6. Veteran award benefits generated
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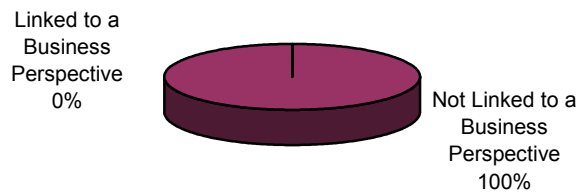
Evaluation Criteria

Business Perspectives	<ol style="list-style-type: none"> 1. Customer satisfaction perspective 2. Internal process efficiency perspective 3. Financial accountability perspective 4. Employee growth and learning perspective
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6

Findings and Observations	Recommendations
<p>The HOP Team determined that none of the division’s performance measures could be linked to a business perspective.</p>	<p>Review the best practices performance measure examples listed as resources for Evaluation 3. Modify the existing performance measures, or create anew, to achieve a balance across the four HOP business perspectives.</p> <p>Review performance measures and determine if the measure is intended to represent a HOP defined business perspective. Determine if the measure provides adequate, accurate representation of the business perspective. Performance measures that cannot be categorized as belonging to a business perspective should be eliminated and replaced.</p>

**Individual and Family Services Division
Performance Measures
Linkage to Business Perspective**



Recommendation

- Review any changes to the departmental mission statement, the divisional “Definition of Programs and Services” and divisional objectives. The division should strive to have at least one performance measure developed from each of the four business perspective

Resources

HOP Client Manual: Reference **Section IV. HOP Definitions and Concepts**, the performance measure definitions and examples (pages 15-19).

Best Practices Research: See the examples from the Level 3 Evaluation.

The following examples of performance measures are created from the four business perspectives. Corresponding objectives statements are also displayed. The examples were developed with input from various best practices sites.

Customer Satisfaction Perspective

- *Objective:* Be rated ‘extremely good’ or ‘good’ in overall service delivery by at least 80% of customers surveyed in the citywide phone survey.
- *Performance Measure:* Respondents rating overall service delivery as ‘good’ or ‘extremely good’ in the citywide phone survey.

Internal Process Perspective

- *Objective:* Increase the number of applications processed by utilizing laptop computers by case workers.
- *Performance Measure:* Number of applications processed per FTE.

Financial Accountability Perspective

- *Objective:* Reduce the cost and time of homelessness prevention by streamlining processes and related paperwork.
- *Performance Measure:* Operating costs per client.

Employee Growth and Learning Perspective

- *Objective:* Increase the capabilities of the Child Services Division to respond to various client needs by providing staff training in dealing with diverse client requests.
- *Performance Measure:* Percentage of Child Services staff that are trained in dealing with client requests that deal with health services, Head Start and nutrition education / information.

LEVEL 1 EVALUATION – SENIOR SERVICES DIVISION

A. Division Definition of Programs and Services

Recommendations

- Modify the opening paragraph of the division’s current Definition of Programs and Services to conform to HOP definitions and guidelines regarding a mission statement. To achieve consistency throughout the county, this “statement of divisional mission” should: 1) include the name of the mission owner (Senior Services), 2) describe over-all mission outcomes desired, and 3) specifically identify direct customers and/or important stakeholders.
- Consider possible strategic uses of the statement of division mission such as, 1) actively using the verbiage as the yardstick for decision making, and 2) placing this macro-level statement of mission on the backside of business cards and on division letterhead or public forms to promote the mission to employees, customer-citizens and stakeholders.

1

Findings and Observations	Recommendations
The current Definition of Programs and Services does clearly state the division’s purpose in terms of identifying a) the services it provides, and b) a customer focus; it does not include the name of the division; it does not include the level or degree of the service provided (e.g. “prompt, efficient”); it does not identify the specific customer of the division’s services.	Use the examples identifying the customer such as those from the best practices sites listed on page 9 of this report to describe in similar terms the clients of the division’s services: add the division’s name to the opening paragraph (the division’s statement of mission) of the Definition of Programs and Services, and include descriptive adjectives to enhance the communication of the division’s service levels to the reader.

Resources

HOP Client Manual: Reference **Section IV. HOP Definitions and Concepts**, mission statement definitions and examples (page 13).

Best Practice Research: Examples of Senior Services mission statements researched at best practice sites:

Dakota County, MN

- “(The mission of the Adult Protection Division is) to **assure** the safety of adults who are vulnerable to maltreatment due to impairment of functioning, while **promoting** their independence and participation in the community.”

Fairfax county, VA

- “(The mission of the Adult and Aging Services Division is) to **provide** services targeted to senior adults age 60 and over and to adults with disabilities to **maximize** independence and **enhance** family and social supports so that they may maintain quality lives in the community .”

Hillsborough County, FL

- “(The mission of the Aging Services Department is) to **provide** essential social and health services to the elderly; **promote** social, physical, and emotional well-being to **encourage** maximum independence; and **improve** the quality of life for seniors and their caregivers.”

B. Statements of Objectives

The Level 1 evaluation next examined the linkages between the mission level topics and the division’s objectives. This ensures that there is continuity of purpose between these two important components of the performance program. An assessment of the content and structure of the statements of objectives was also performed.

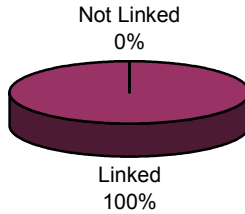
Performance Component

Objectives	<ol style="list-style-type: none"> 1. Address the nutritional needs of 2,850 seniors through the provision of congregate and home delivered meals. 2. Provide case management and vital in-home services to 1,400 frail seniors and their caregivers. 3. Target in-home services so that 69% of clients receiving these services are age 75 or older.
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Performance Component

Mission Level Topics (From Department Mission Statement)	<p>To enhance and improve :</p> <ul style="list-style-type: none"> ➤ the health ➤ welfare ➤ and quality of life
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**Senior Services Division
Objectives
Linkages to Mission Level Topics**



As the chart indicates, the division’s objectives exhibit good linkage with all 3 division objectives being linked to at least one mission topic. The recommendations concentrate on the HOP Team’s findings concerning the content and structure of the objectives statements.

Recommendation

- Based on the new initiatives planned for the division in FY 2005 (see page 6), 3 to 5 divisional objectives statements seem appropriate. Modify the current objectives statements or create anew using the HOP definitions for content and structure to guide development of objectives.

Examples of objectives statements that conform to HOP definitions concerning content and structure follow the findings and recommendations generated from the HOP Team’s assessment and evaluation of the division’s existing objectives statements. An objective statement example is “To promote community awareness of homelessness (the “what”) by implementing a series of public outreach programs (the “how”) to reduce homelessness by 10% over FY 2004 (the “why”).”

When reviewing the findings and recommendations below, please reference the HOP Client Manual: Section IV. HOP Definitions and Concepts, the objectives definitions and examples (pages 14).

2

Findings and Observations	Recommendations
<p>Division representatives on the HOP Team determined that all the division’s objectives lack two structural elements that HOP identifies as important for objectives statements. The current objectives do not specify 1) why the objective is important, and 2) how the objective will be accomplished, through what means.</p> <p>The HOP Team also decided that better linkage could be established by rewording the objectives and that objective #3 needs to be reviewed for content.</p>	<p>Enhance the objectives statements to provide 1) why the objective is important, and 2) how the objective will be accomplished, through what means.</p> <p>Fully define all statements of objectives. Refer to the HOP manual page 14 and the best practices examples listed below.</p>

3

Findings and Observations	Recommendations
The HOP Team determined that all 3 objectives lacked descriptive adjectives to convey the division’s objectives per HOP guidelines.	Per HOP guidelines include descriptive adjectives such as” increase, decrease, improve” to communicate the division’s objectives in a way that fosters organizational efficiency.

Resources

Best Practices Research: Examples of Senior Services objectives statements researched at best practices sites:

Miami-Dade County, FL

- “To increase the number of elders able to live on their own:”
 “... (by) expanding home support for elders.”
 “... (by) expanding access to day care and other senior programs (e.g. case management, financial assistance, food programs, mental health programs, etc.) for all geographical areas and ethnic groups.”

Fairfax County, VA

- “To maximize personal health by serving nutritious meals so that 40% of clients receiving home-delivered meals and 80% of clients receiving congregate meals score at or below a moderate risk category on the Nutritional Screening Initiative, a risk tool.”
- “To meet the State standard by maintaining the percent of Adult Protective Services and Ombudsman investigations completed within 45 days at 90% or more.”
- “To provide adults with disabilities a comprehensive day program designed to assist individuals to remain in the community, to obtain a maximum level of health, to prevent or delay further disabilities, and to provide respite for family members / caregivers.”

King County, WA

- “(To) assure supportive relationships within families, neighborhoods and communities, with special emphasis on residents outside the urban growth industry:”
 “... (by) senior centers and programs.”
 “... (by) frail elderly services including adult day health and adult daycare services.
 “... (by) community facilities and infrastructure improvements.”
 “... (by) consumer-orientated information and referral services, community outreach and self-advocacy training.”

San Diego County, CA

- “(To) reduce the suicide rate of adults and older adults:”
“...(by) providing eligible adults timely access to mental health outpatient treatment (within 28 days) during fiscal year 2003-04.”
“...(by) ensuring that no more than 23% of patients discharged from psychiatric hospitalization need to be readmitted within 30 days of their release in fiscal year 2003-04.”
- “(To) improve patient confidentiality in County Medical Services through implementation of the Health Insurance Portability and Accountability Act.”

Hillsborough County, FL

- “To provide 320,433 hours of in-home care to 6,233 frail, functionally impaired elderly and enable them to live independently in their homes through the various State programs to delay institutionalization and provide caregiver relief.”
- “To provide 246,843 hours of facility-based care to 494 senior citizens through the Senior Adult Day Care / Senior Centers to postpone / delay institutionalization and provide relief to caregivers.”
- “To provide community based employment training to 210 unemployed senior citizens and place 80 in the labor force through the Working Seniors program and 8,832 volunteer placements through the Retired Senior Volunteer Programs (RSVP).”
- “To provide 143,000 annual senior volunteer hours through RSVP at a value to the community of \$1,770,340 allowing seniors citizens to remain active with valuable and meaningful community contribution.”
- “To generate \$237,000 in participant / client contributions from the Senior Citizens Nutrition and Activity Program and the Senior Adult Day Care Program, and collect \$85,000 in client co-payments from the Community Care for the Elderly, Homemaker and Alzheimer Disease Initiative programs to increase and enhance services to elderly clients.”
- “To achieve a rating of “Good” or “Excellent” (following the State Department of Elder Affairs guidelines) on 96% of Quality Assurance reports completed annually for clients served.”

LEVEL 2 EVALUATION – SENIOR SERVICES DIVISION

A. Performance Measures

The Level 2 evaluation examined the linkages between the mission level topics and performance measures. This ensures that there is continuity of purpose between these two important components of the performance program.

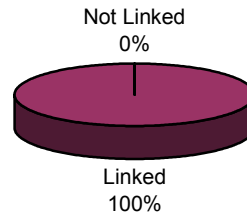
Performance Component

Performance Measures	<ol style="list-style-type: none"> 1. % of clients age 75+ served in-home 2. Hours of case management 3. Meals provided 4. Hours of in-home services
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Performance Component

Mission Level Topics (From Department Mission Statement)	<p>To enhance and improve :</p> <ul style="list-style-type: none"> ➤ the health ➤ welfare ➤ and quality of life
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Senior Services Division Performance Measures Linkages to Mission Level Topics



4

Findings and Observations	Recommendations
<p>During the HOP level 2 evaluation, the HOP Team determined that all 4 of the division’s performance measures linked to mission statement topical parts. However, the evaluation also yielded that the wording of these measures could be enhanced to establish clearer and more direct linkage to mission statement topics.</p>	<p>Rewrite performance measures to adhere to HOP guidelines as per page 30 of the HOP Client Workbook “Performance Measures” and “Linking Performance Measures to the Mission Statement.”</p>

5

Findings and Observations	Recommendations
<p>The HOP Team determined that performance measure #1 “% of clients age 75+ served in-home” was not in agreement with Senior Services grantor Area Agency on Aging standard. Therefore it was decided that the performance measure (as well as the related objective) was not an accurate reflection the division’s charter and not within HOP guidelines.</p>	<p>Ensure that performance measures and objectives accurately reflect areas of the division’s core mission activities and precisely indicate the associated benchmark or standard.</p> <p>In this particular instance, a standard from an acceptable authority organization (Area Agency on Aging) would be appropriate.</p> <p>See page 19 of the HOP work book “Additional Performance Measure Terminology” for more information on benchmarking.</p>

Resources

HOP Client Manual: Reference **Section IV. HOP Definitions and Concepts**, the performance measure definitions and examples (page 14-19).

LEVEL 3 EVALUATION – SENIOR SERVICES DIVISION

A. Performance Measures

The Level 3 evaluation examined the linkages between statements of objectives and performance measures. This ensures that there is documented progress or success in achieving objectives. An assessment of the “types” of measures being used in the department was also performed.

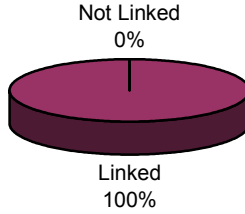
Performance Component

Performance Measures	<ol style="list-style-type: none"> 1. % of clients age 75+ served in-home 2. Hours of case management 3. Meals provided 4. Hours of in-home services
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Performance Component

Objectives	<ol style="list-style-type: none"> 1. Address the nutritional needs of 2,850 seniors through the provision of congregate and home delivered meals. 2. Provide case management and vital in-home services to 1,400 frail seniors and their caregivers. 3. Target in-home services so that 69% of clients receiving these services are age 75 or older.
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**Senior Services Division
Performance Measures
Linkages to Objectives**



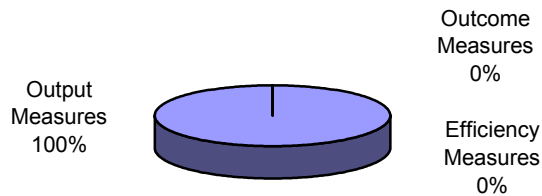
Evaluation Criteria

PM "Types"	<ol style="list-style-type: none"> 1. Output 2. Efficiency 3. Outcome
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Resources

HOP Client Manual: Reference **Section IV. HOP Definitions and Concepts**, the performance measure linkages definition (page 15).

**Senior Services Division
Performance Measure "Types"**



Recommendations

- Evaluate existing performance measures and determine the importance of the information they convey in measuring the attainment of a stated objective (or of a mission topic). Update or replace those indicators that have lost importance or that are not the most meaningful.
- Develop performance measures that exhibit greater balance among the three HOP defined “types” of performance measures.

Examples of performance measures that conform to HOP guidelines concerning type definitions would be “number of meals provided”

(indicates an amount of workload or production = **output measure**); “cost per meal” (\$ per unit of service = **efficiency measure**); “% of customers satisfied with Community Service’s assistance” (indicates the consequences of the department’s service by asking the customers if they are satisfied = **outcome measure**).

6

Findings and Observations	Recommendations
<p>The HOP Team identified all 4 of the division’s performance measures to be output measures in Evaluation 3.</p> <p>Additionally, the division’s participants indicated that a rewording of the performance measures would achieve a broader representation of HOP performance measure “types” as well as enhancing overall clarity.</p>	<p>Use HOP criteria to revise and/or create performance measures that will achieve balance across the three HOP “types” of performance measures (adding outcome and efficiency measures).</p>

Resources

HOP Client Manual: Reference **Section IV. HOP Definitions and Concepts**, the performance measure definitions and examples (pages 15-19).

Best Practices Research: Examples of performance measures researched at best practices sites:

Fairfax County, VA

- “Adult and Aging / Long-Term Care clients served” (OP)
- “Meals provided” (OP)
- “Cost per Adult and Aging / Long-Term Care client” (E)
- “Cost per meal” (E)
- “Percent of clients satisfied with congregate meal quality and quantity” (OC)
- “Percent increase of clients who reside in their homes after one year of service” (OC)
- “Percent increase of clients served home-delivered meals who score at or below a moderate nutritional risk category” (OC)
- “Cost per training participant” (E)
- “Percent increase of employees indicating training benefited them in their jobs” (OC)
- “(Adult Day Health Care Centers) clients served per day” (OP)
- “Cost of (Adult Day Health Care Centers) service per client per day” (E)
- “Percent of clients / caregivers satisfied with service” (OC)

Franklin County, OH

- “Number of (Senior Case Management Services) applications processed” (OP)
- “Percent increase of (Senior Case Management Services) applications processed in a timely manner per State Standards” (OC)
- “Expenditure per (Senior Case Management Services) application processed” (E)
- “Number of individuals served (Older Adults and Disability Support Services)” (OP)
- “Percent increase of individuals served living independently for six months or longer following initiation of service” (OC)
- “Expenditure per individual served (Older Adults and Disability Support Services)” (E)
- “Expenditure per individual served maintaining independent living for six months or longer” (E)

Dakota County, MN

- “Number of outreach cases that are opened” (OP)
- “Percent increase of cases in which the assessment was completed within 90 days” (OC)
- “Number of clients who receive short-term emergency purchased services” (OP)
- “Percent increase of cases where identifiable risk factors are controlled” (OC)
- “Number of investigations completed per year per Vulnerable Adult investigator” (E)
- “Level of client, family, guardian, and / or conservator satisfaction with timeliness, and quality of case management services received” (OC)
- “Average service cost per client day” (E)

Hillsborough County, FL

- “In-Home Care clients served” (OP)
- “Number of meals delivered” (OP)
- “Cost per meal provided” (E)
- “Percentage of clients satisfied with meals” (OC)
- “Number of case management hours” (OP)
- “Percent of clients remaining in the community” (OP)
- “Number of total staff trained” (OP)
- “Percentage of staff trained” (OP)

- “Percent increase of process improvements initiatives implemented / cost saving suggestion implemented” (OC)

Broward County, FL

- “Clients served” (OP)
- “Percentage increase of homemaker and personal care recipients deterred from needing institutionalization” (OC)
- “Client satisfaction rating” (OC)

LEVEL 4 EVALUATION – SENIOR SERVICES DIVISION

Performance Measures

The Level 4 evaluation examined performance measures as they relate to defined business perspectives. This ensures that there is a balanced approach in defining and utilizing performance measures to maintain high performance in several important focus areas.

Performance Component

Performance Measures	<ol style="list-style-type: none"> 1. % of clients age 75+ served in-home 2. Hours of case management 3. Meals provided 4. Hours of in-home services
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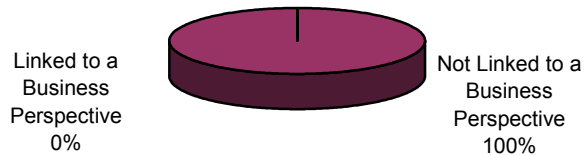
Evaluation Criteria

Business Perspectives	<ol style="list-style-type: none"> 1. Customer satisfaction perspective 2. Internal process efficiency perspective 3. Financial accountability perspective 4. Employee growth and learning perspective
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7

Findings and Observations	Recommendations
<p>The HOP Team determined that none of the division's performance measures could be linked to a business perspective.</p>	<p>Review the best practices performance measure examples listed as resources for Evaluation 3. Modify the existing performance measures, or create anew, to achieve a balance across the four HOP business perspectives.</p> <p>Review performance measures and determine if the measure is intended to represent a HOP defined business perspective. Determine if the measure provides adequate, accurate representation of the business perspective. Performance measures that cannot be categorized as belonging to a business perspective should be eliminated and replaced.</p>

**Senior Services Division
Performance Measures
Linkage to Business Perspective**



Recommendation

- Review any changes to the departmental mission statement, the divisional “Definition of Programs and Services” and divisional objectives. The division should strive to have at least one performance measure developed from each of the four business perspectives.

Resources

HOP Client Manual: Reference **Section IV. HOP Definitions and Concepts**, the performance measure definitions and examples (pages 15-19).

Best Practices Research: See the examples from the Level 3 Evaluation.

The following examples of performance measures are created from the four business perspectives. Corresponding objectives statements are also displayed. The examples were developed with input from various best practices sites.

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- *Objective:* Be rated ‘extremely good’ or ‘good’ in overall service delivery by at least 80% of customers surveyed in the citywide phone survey.
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- *Objective:* Reduce the cost and time of homelessness prevention by streamlining processes and related paperwork.
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- *Performance Measure:* Percentage of Child Services staff that are trained in dealing with client requests that deal with health services, Head Start, and nutrition education / information.

Project Summary

The findings, observations, and recommendations were all developed from the series of four evaluation meetings held with Community Services participating divisions (Child Services Division, Individual and Family Services Division, and Senior Services Division). The report's findings and recommendations follow the Harnessing Organizational Performance (HOP) principles of:

- Concise, clear descriptions of mission statements, objectives and performance measures
- A clear linkage or coherence between the mission level topics, objectives and performance indicators
- A balanced representation of all “types” of performance measures (output, efficiency and outcome)
- A balanced focus to performance measurement across the HOP “business perspectives” (customer satisfaction, internal process efficiency, financial accountability and employee growth & learning)

The anticipated organizational benefits of successfully implementing the HOP recommendations are:

- Creating a vital few, meaningful performance measures
- Decreasing the time and energy spent collecting and reporting performance measures that lack meaning
- Focusing the organization on activities and initiatives that achieve the over-all departmental mission
- Development of a uniform approach to measuring performance; creating linkages from performance measures to mission statements or objectives statements; utilizing different “types” of performance measures to provide balance across the four defined “business perspectives”.

Appendix A

Best Practices Reference Sites

- (1) **Miami-Dade County, FL** – Department of Human Services
Contact: Debbie Frazier, Analyst 305-514-6000

Web Address: <http://www.co.miamidade.gov/dhs/>
- (2) **Fairfax County, VA** – Department of Family Services
Contact: Catherine Wetherby, Public Information Officer 703-324-7872

Web Address: <http://www.co.fairfax.va.us/service/dfs>
- (3) **Broward County, FL** – Human Services Department
Contact: Beverly McDermott, Principal Planner 954-357-6463

Web Address: <http://www.broward.org/humanservices/>
- (4) **Ramsey County, MN** – Community Human Services Department
Contact: Dave Haley, Executive Assistant 651-266-4114

Web Address: <http://www.co.ramsey.mn.us/hs/>
- (5) **Orange County, FL** – Health and Family Services Department
Contact: Ray Mobley, Senior Management and Budget Analyst 407-836-7367

Web Address: <http://www.orangecountyfl.net/dept/hfs/default.htm>
- (6) **King County, WA** – Department of Community and Human Services
Contact: Patrick Vanzo, Department Administrator 206-296-0615

Web Address: <http://www.metrokc.gov/dchs>
- (7) **Dakota County, MN** – Social Services Department
Contact: Patrick Coyne, Director 952-891-7480

Web Address: http://www.co.dakota.mn.us/social_services/index.htm
- (8) **San Diego County, Ca** – Health and Human Services Agency
Contact: Dale Fleming, Director 619-515-6574

Web Address: http://www.co.san-diego.ca.us/auditor/pdf/caoplan_04-06_hhsa.pdf
- (9) **City of Austin, TX** – Health and Human Services Department
Contact: David Lurie, Director 512-972-5010

Web Address: <http://www.ci.austin.tx.us/health/>
- (10) **Hillsborough County, FL** Aging Services Department
Contact: Danielle Quintana, Administrative Assistant 813-276-8780

Web Address: http://www.hillsboroughcounty.org/hum_svcs/home.html

(11) **Franklin County, OH**

Contact Jerry Vaughan, Office of Management and Budget 614-462-4845

Veterans Service Commission

Web Address: <http://www.franklincountyohio.gov/vets/>

Department of Job and Family Services

Web Address: <http://www.franklincountyohio.gov/jafs/>