

CHILDREN and FAMILIES COMMISSION, OREGON

Annual Performance Progress Report (APPR) for Fiscal Year (2007-2008)

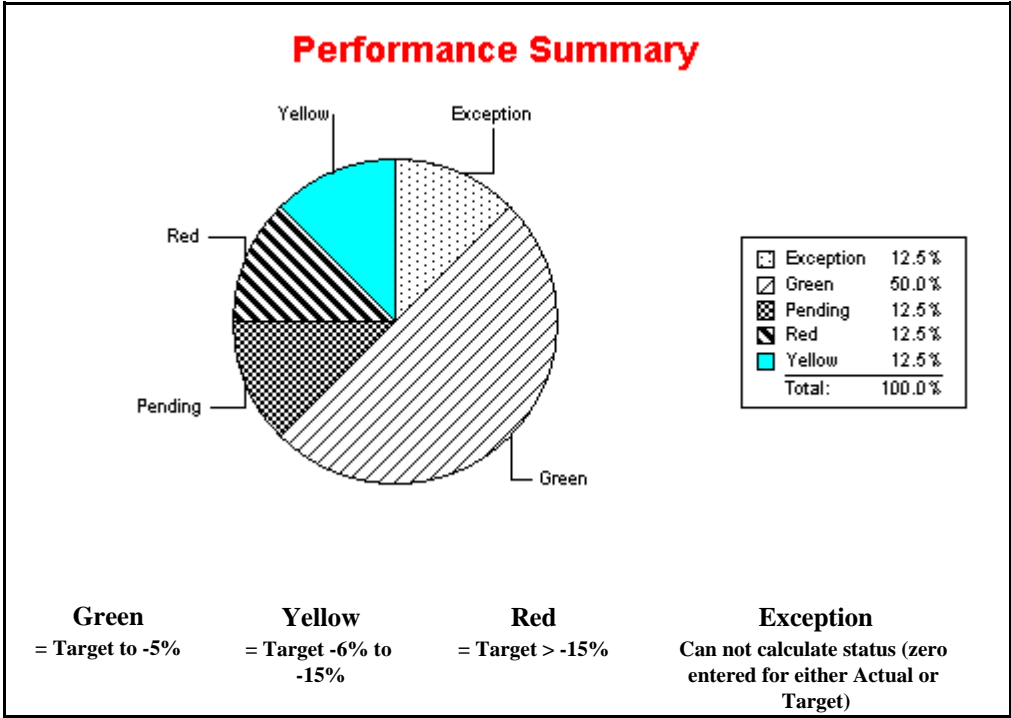
Proposed KPM's for Biennium (2009-2011)

Original Submission Date: 2008

2007-2008 KPM #	2007-2008 Approved Key Performance Measures (KPMs)
1	LOCALLY INVESTED FUNDS: Percentage of counties making progress in identified focus areas with the locally invested funds.
2	LEVERAGED FUNDS - Amount of leveraged funds reported in the Fiscal, Monitoring & Outcomes Reporting System database.
3	HEALTHY START PARTICIPANTS - The incidence rate of child maltreatment for children, aged 0-2 years, participating in Healthy Start.
4	JUVENILE CRIME PREVENTION - Percentage of at-risk youth served in juvenile crime prevention grant programs whose risk factors decrease.
5	COURT APPOINTED SPECIAL ADVOCATES - Percentage of children with a CASA when case is closed by the Court who have a permanent placement of reunification, adoption, or permanent guardianship.
6	RELIEF NURSERIES - Percentage of children in therapeutic childhood classrooms who experience frequent positive parent-child interactions.
7	CUSTOMER SATISFACTION - Percentage of customers rating their satisfaction with agency's customer service as "good" or "excellent": overall, timeliness, accuracy, helpfulness, expertise, availability of information.
8	BEST PRACTICES - Percentage of total best practices met by the Commission.

New Delete	Proposed Key Performance Measures (KPM's) for Biennium 2009-2011
NEW	<p>Title: COURT APPOINTED SPECIAL ADVOCATES - Percentage of children with a CASA when case is closed who have a permanent placement of reunification, adoption, or permanent guardianship.</p> <p>Rationale: The proposed measure is to modify the former measure by removing 'by the Court' to better describe the methodology and measurement already in place.</p>
NEW	<p>Title:</p> <p>TIMELINESS AND PERMANENCY OF REUNIFICATION AND TIMELINESS OF ADOPTIONS - This KPM assesses progress, timeliness, and permanency as they relate to reunification and adoption goals for children in foster care. This KPM reflects measures that the federal government uses to assess state performance on Federal Child and Family Services REviews.</p> <p>Rationale: BAM, LFO, OCCF, OJD and DHS are working together on this systemic KPM with the realization that multiple agencies impact the time to permanent placement of foster children through reunification or adoption.</p>
DELETE	<p>Title: COURT APPOINTED SPECIAL ADVOCATES - Percentage of children with a CASA when case is closed by the Court who have a permanent placement of reunification, adoption, or permanent guardianship.</p> <p>Rationale:</p>

CHILDREN and FAMILIES COMMISSION, OREGON		I. EXECUTIVE SUMMARY	
Agency Mission: The Oregon Commission on Children and Families (OCCF) is a partnership of citizens and professionals working together to improve the lives of children and families in Oregon's local communities. The State Commission on Children and Families facilitates and supports local coordinated comprehensive planning for all children and families, promotes system integration, and provides leadership and funding for local and state efforts focused on children and families.			
Contact: Mickey Lansing		Contact Phone: 503-378-5128	
Alternate: Iris Bell		Alternate Phone: 503-378-6250	



1. SCOPE OF REPORT

The State Commission on Children & Families Annual Performance Progress Report addresses all of the programs/services offered by the agency. The programs/services are addressed either directly through a specific Key Performance Measure; or through indirect influence on the output and outcome of a specific Key Performance Measure.

There are no programs/services that are not addressed by the State Commission on Children & Families Annual Performance Progress Report

2. THE OREGON CONTEXT

The mission, vision and goals of the State Commission on Children and Families are focused on several key Oregon Benchmarks and High Level Outcomes to improve the lives of Oregon's children and families. As programs, services, strategy and operations are designed and implemented the respective outputs and outcomes are focused on these key areas:

OBM 18-Improve readiness to learn.

OBM 48- Increase childcare availability.

OBM 50-Reduce child maltreatment.

OBM 22- Reduce high school dropout rate.

OBM 49-Decrease 8th grade student use of alcohol or illicit drugs

OBM 62-Reduce juvenile arrest rate

OBM 63-Reduce the percent of students who carry weapons

OBM 65-Reduce juvenile crime recidivism

OBM 32 –Percentage of Oregonians who feel they are a part of their communities.

The State Commission on Children & Families also provides leadership and support to the Partners for Children and Families to coordinate outcomes and performance measurement. The Partners for Children and Families is an interagency committee made up of the agencies that have an interest in improving successful outcomes for children and families. The Partners for Children and Families provides a “systems” look at services, planning and policies and issues as they relate to services to families with children. The state agencies include the State Commission (all initiatives including Juvenile Crime Prevention), the Employment Department Child Care Division, the Department of Human Services (Mental Health, Public Health, Child Welfare and Alcohol & Drug), the Oregon Youth Authority, the Department of Housing and Community Services, Community Colleges & Workforce Development, the Oregon Department of Education and the Oregon Progress Board.

One of the key functions of the State Commission on Children & Families system is the mobilization of citizens and communities to build support for positive outcomes for children and their families. The Data Reporting System captures volunteer hours and leveraged resources (both dollars and in-kind) for all activities funded by local commissions throughout the state. In addition, both state and local commissions must have a majority of their membership from the lay community. To this extent the system has a high level of citizen engagement in decision-making and policy development. Local commissions also partner with non-profits, the faith community, business and other entities interested in improving supports for children and families in their communities.

3. PERFORMANCE SUMMARY

KPM #1: New measure, developing baseline information

KPM #2: Biennial measure, no 2008 data

KPM #3: Meeting Targets

KPM#4: Biennial measure, no 2008 data

KPM #5: New measure, developing baseline information

KPM #6: New measure, developing baseline information

KPM #7: Meeting Targets

KPM #8: Meeting Targets

4. CHALLENGES

KPM #1: New measure, developing baseline information

KPM #2: Continuity in reporting throughout the system.

KPM #3: Training needs for quality accurate data

KPM#4: Cleaning of historical data for analysis of current results

KPM #5: New measure, developing baseline information

KPM #6: New measure, developing baseline information

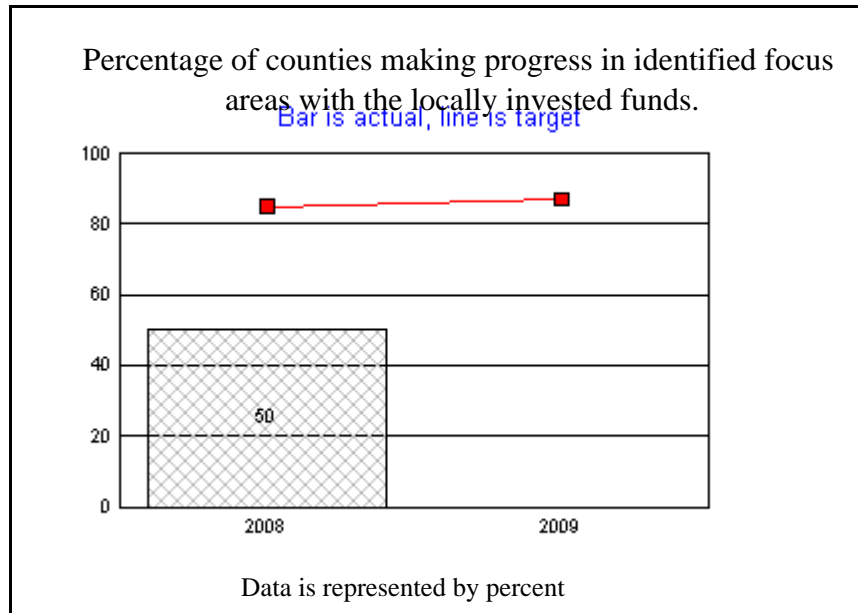
KPM #7: Broad categories for a diversity of work

KPM #8: None currently identified

5. RESOURCES AND EFFICIENCY

The agency's biennial budget for 07-09 is \$88,273,970. The agency has no specific efficiency measure.

KPM #1	LOCALLY INVESTED FUNDS: Percentage of counties making progress in identified focus areas with the locally invested funds.	2007
Goal	LOCALLY INVESTED FUNDS: This KPM links to the OCCF’s goal to “fund services that promote positive outcomes for children and their families consistent with the local plan.”	
Oregon Context	Improve readiness to learn. Increase childcare availability. Reduce child maltreatment. Reduce high school dropout rate. Decrease 8th grade student use of alcohol or illicit drugs Reduce juvenile arrest rate Reduce the percent of students who carry weapons Reduce juvenile crime recidivism Percentage of Oregonians who feel they are a part of their communities.	
Data Source	OCCF Data System	
Owner	Marsha Clark, marsha.clark@state.or.us, 503.378.5138	



1. OUR STRATEGY

Through community planning, identify focus issues in communities and focus communtiy efforts on addressing the issues and making positive change.

2. ABOUT THE TARGETS

Targets were set in consultation with the Oregon Legislature and the Oregon Department of Administrative Services. The desired direction is up.

3. HOW WE ARE DOING

Developing baseline information.

4. HOW WE COMPARE

No agency comparison currently known.

5. FACTORS AFFECTING RESULTS

There are a high number of environmental factors that can affect the success or failure of a focus issue.

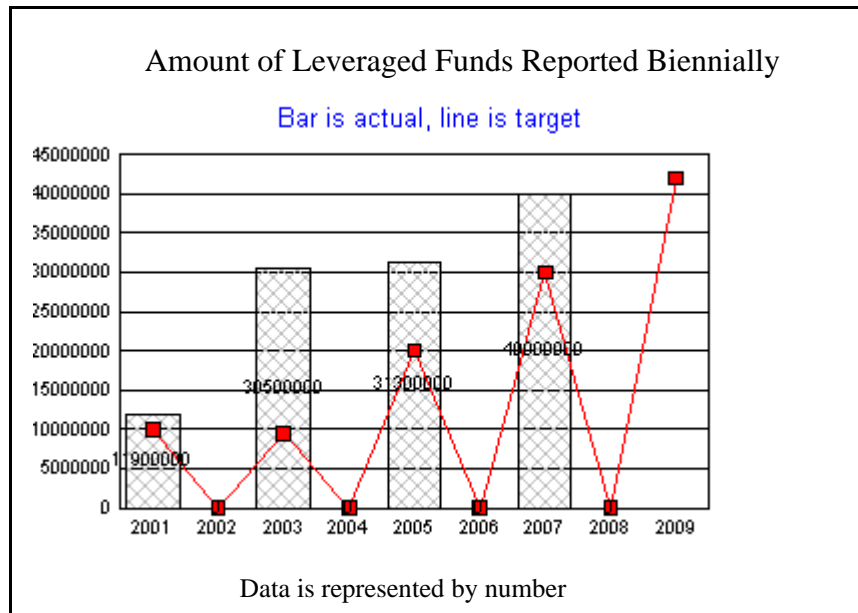
6. WHAT NEEDS TO BE DONE

Focus areas were identified from July of 2007 to June of 2008. Baseline information will need to be collected in 8 to 12 months.

7. ABOUT THE DATA

Oregon Fiscal Year

KPM #2	LEVERAGED FUNDS - Amount of leveraged funds reported in the Fiscal, Monitoring & Outcomes Reporting System database.	1999
Goal	LEVERAGED FUNDS: This KPM links to OCCF's goal to 'engage citizens and public and private partners in positive change for the community's children and families.'	
Oregon Context	Percentage of Oregonians who feel they are a part of their community [OBM 32].	
Data Source	OCCF Data System	
Owner	Marsha Clark, marsha.clark@state.or.us, 503-378-5138	



1. OUR STRATEGY

The goal of the performance measure is to mobilize community support in order to develop and implement plans and programming that will promote positive outcomes for children and their families in the state of Oregon. The strategy is to use agency funding to initiate conversation, partnerships and governmental agency synergy while addressing local needs and resources. Partners include the Partners for Children and Families, local providers, local and state agencies and community organizations.

2. ABOUT THE TARGETS

Targets were set in consultation with the Oregon Legislature and the Oregon Department of Administrative Services. The desired direction is up.

3. HOW WE ARE DOING

The agency has consistently exceeded the target values every reporting period with increasing targets and results.

4. HOW WE COMPARE

No agency comparison is known.

5. FACTORS AFFECTING RESULTS

One of the major factors affecting the leveraging of resources is budget growth and constraints. As budget constraints have affected state agencies, the amount of resource development and leveraging has increased to compensate. But it is important to realize that the continually increasing leverage is not sustainable and market saturation will occur. This saturation will lead to a leveling out, and perhaps even a decline, in the amount of funds which can be leveraged. Secondary factors affecting the performance measure are primarily environmental factors that affect the ability of partners to contribute resources (economy, legal, etc)

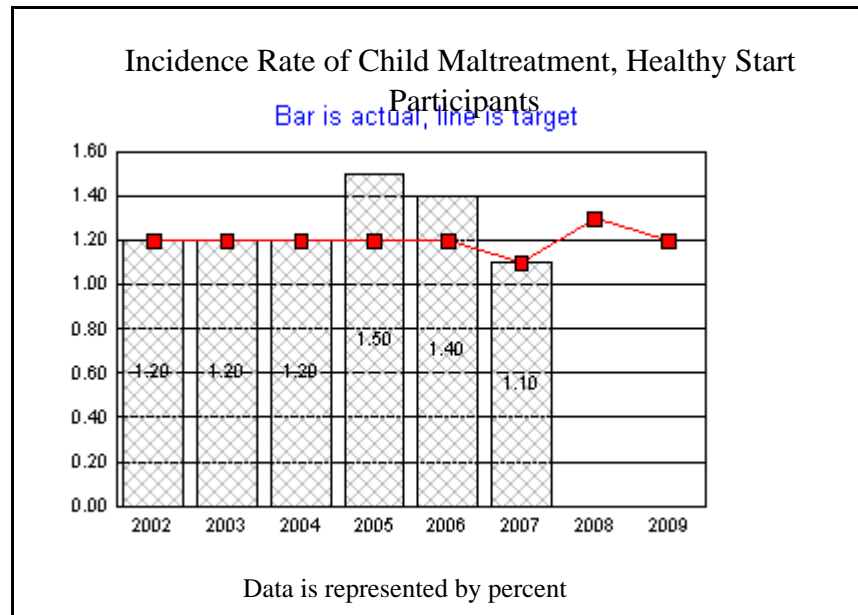
6. WHAT NEEDS TO BE DONE

Continual improvement of leveraging training and techniques and sustainability on local levels is a priority in order to continue the current success of the performance measure.

7. ABOUT THE DATA

Data is reported on a biennial basis after the close of each Oregon Biennium. Some of the strengths of the data are its comprehensiveness, continuous revisions and usability. One of the main weaknesses of the data is the flexibility of the current database system. To verify reliability there is a review process every other quarter of the fiscal year to examine information accuracy and completeness. To receive more information or additional data please contact the primary contact on this report or visit the agency website.

KPM #3	HEALTHY START PARTICIPANTS - The incidence rate of child maltreatment for children, aged 0-2 years, participating in Healthy Start.	1999
Goal	HEALTHY START PARTICIPANTS: This KPM links to the OCCF's goal to "fund services that promote positive outcomes for children and their families consistent with the local plan."	
Oregon Context	Reduce Child Maltreatment [OBM 51], Improve Readiness to Learn [OBM 18]	
Data Source	OCCF Data System, NPC Research and Evaluation	
Owner	Pat Pitman, pat.pitman@state.or.us, 503.378.4658	



1. OUR STRATEGY

The goal of the performance measure is to reduce the rate of child maltreatment in order to promote positive outcomes for children and their families in the state of Oregon. The strategy is to implement best practice programming with regard to the reduction of child maltreatment while addressing

local needs and resources. Partners include local providers, local and state agencies and community organizations.

2. ABOUT THE TARGETS

Targets were set in consultation with the Oregon Legislature and the Oregon Department of Administrative Services. The desired direction is down.

3. HOW WE ARE DOING

These results have been above the target rates for 05 and 06. The targets were lowered in 2007 in response to the rewording of the measure that also occurred in 2007. The program met this new target in 2007. Results for 2008 will be available in early 2009.

4. HOW WE COMPARE

In comparison to families not enrolled in the Healthy Start program, those who participate in the program have a rate of child maltreatment that is lower.

5. FACTORS AFFECTING RESULTS

One of the consistent factors affecting results is alcohol and drug use across the state of Oregon. This, along with other environmental factors, has increased the rate of child maltreatment in the general population. In 2007 despite rising rates of maltreatment for all Oregon 0-2 year old children, the Healthy Start rate of maltreatment actually declined significantly. Overall, the data indicates that children served by Healthy Start had a lower victimization rate than nonserved children similar to prior years despite the increase in substantiated abuse reports throughout the state.

6. WHAT NEEDS TO BE DONE

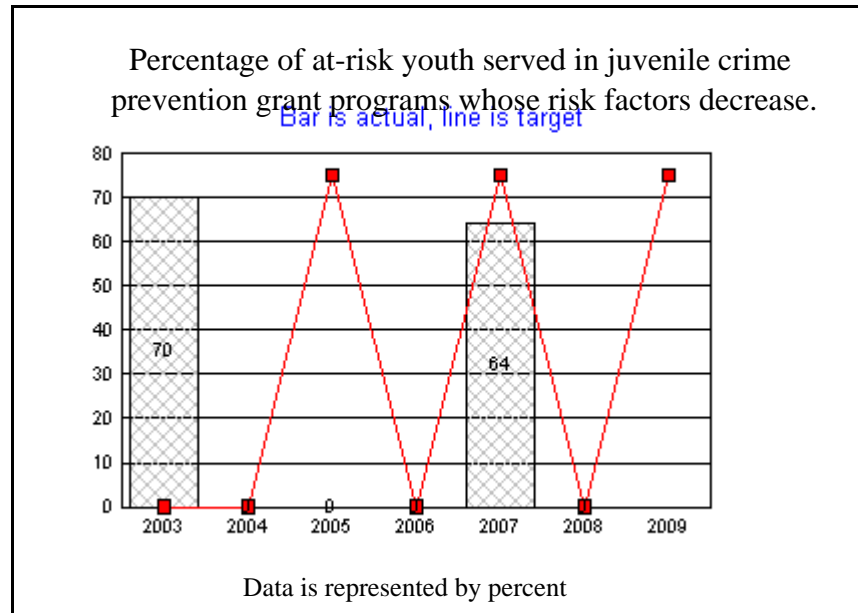
The program needs to continue to build on its success in reducing child maltreatment for participants by continuing to stay abreast of new issues affecting maltreatment rates and to maintain the current high program quality standards.

7. ABOUT THE DATA

The reporting cycle for the performance measure is the Oregon Fiscal year. The data is collected by a research firm, then compiled and analyzed in

collaboration with the agency and the Department of Human Services. Each year a report is issued and distributed to interested parties. To receive more information or additional data please contact the primary contact on this report or visit the agency website.

KPM #4	JUVENILE CRIME PREVENTION - Percentage of at-risk youth served in juvenile crime prevention grant programs whose risk factors decrease.	1999
Goal	JUVENILE CRIME PREVENTION: This KPM links to the OCCF’s goal to “fund services that promote positive outcomes for children and their families consistent with the local plan.”	
Oregon Context	Decrease eighth grade alcohol abuse [OBM 50a], Decrease eighth grade illicit drug abuse [OBM 50b], Decrease juvenile arrests [OBM 63], Decrease juvenile recidivism [OBM 66], Reduce high school dropout rate [OBM 22], Reduce child maltreatment [OBM 51], Reduce overall crime [OBM 62], Reduce students carrying weapons [OBM 64], reduce adult recidivism [OBM 65]	
Data Source	OCCF Data System, NPC Research and Evaluation	
Owner	Iris Bell, iris.bell@state.or.us, 503.378.6250	



1. OUR STRATEGY

The goal of the performance measure is to prevent and reduce juvenile crime in order to promote positive outcomes for children and their families in the state of Oregon. The strategy is to implement best practice programming with regard to juvenile crime while addressing local needs and resources. Partners include the Partners for Children and Families, local providers, local and state agencies and community organizations.

2. ABOUT THE TARGETS

Targets were set in consultation with the Oregon Legislature and the Oregon Department of Administrative Services. The desired direction is up.

3. HOW WE ARE DOING

Current information places the actual values below the target value, work had been done to improve the results and expectations are optimistic for the 2009 JCP Evaluation Report.

4. HOW WE COMPARE

No agency comparison is known.

5. FACTORS AFFECTING RESULTS

The responsibility of the Juvenile Crime Prevention Grant Stream was transferred to this agency during the 2005 Session. A new database was developed in 2006 and implemented in 2007. The new database resulted in a more in depth and accurate analysis of the data provided. Prior to the transfer targets were set with less reliable baseline data.

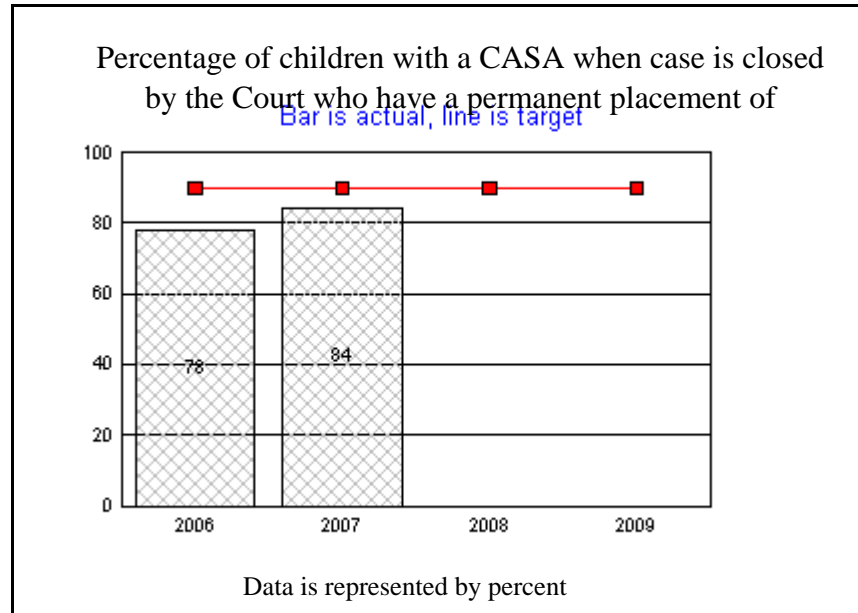
6. WHAT NEEDS TO BE DONE

An analysis of the programs and data to guide any necessary adjustments in program investments, the KPM or the target rate.

7. ABOUT THE DATA

The data is reported on a biennial basis through the agency web based database system. To receive more information or additional data please contact the primary contact on this report or visit the agency website.

KPM #5	COURT APPOINTED SPECIAL ADVOCATES - Percentage of children with a CASA when case is closed by the Court who have a permanent placement of reunification, adoption, or permanent guardianship.	2007
Goal	COURT APPOINTED SPECIAL ADVOCATES: This KPM links to the OCCF's goal to "fund services that promote positive outcomes for children and their families consistent with the local plan."	
Oregon Context	Reduce Child Maltreatment [OBM 51] Reunification, adoption and guardianship are the three primary permanency outcomes for children who have been in custody of the state due to abuse or neglect.	
Data Source	<p>OCCF Data System</p> <p>The CASA KPM was newly established in the 2007 Legislative Session. Since that time, more accurate definitions of data elements have emerged. Permanent placement does not always involve case closure by the Court, as in some guardianship cases. A request to propose a change to this KPM by removing the words "by the Court" has been submitted. As we continue to refine definitions, data sources and understand better how to match the data sources, the language of this KPM may need further adjustment. Data collected and reported in this 2008 Annual Performance Progress Report reflects the refined KPM definitions and language.</p>	
Owner	Pat Pitman, pat.pitman@state.or.us, 503.378.4658	



1. OUR STRATEGY

A CASA volunteer's primary responsibility is to represent the best interest of the child as outlined in ORS 419A.170 and work to assure that each child safely returns to or finds a safe and permanent family as soon as possible. CASAs visit children regularly, review records, interview parents and relatives, consult with teachers, neighbors and foster care providers, and work closely with community service providers in the development and implementation of the case plan including access to treatment services and support. They monitor the Court, DHS and attorney to make sure their obligations to the child are met. CASAs bring their observations and recommendations to the attention of the Court.

2. ABOUT THE TARGETS

Targets were set in consultation with the Oregon Legislature and the Oregon Department of Administrative Services. The desired direction is up.

3. HOW WE ARE DOING

Historical rates are below future target rates. As more accurate definitions of data elements emerge, it has become clear that the 2008 target of 90% is unrealistically high. Refined definitions decrease the number of cases that can accurately be included in the county for this KPM.

4. HOW WE COMPARE

The National CASA Association's (NCASAA) average measurement for cases closed as a result of permanent placement is 61%. OCCF's CASA programs historical data for 2006 and 2007; of 72% and 78% respectively exceed this national average.

5. FACTORS AFFECTING RESULTS

There are numerous factors impacting permanency of a child, from parents, to courts to the children themselves. The Court and DHS care legal responsibility for decisions regarding children in dependency cases (ORS 418B). CASAs are child advocates. In Oregon, approximately 30% of eligible children are appointed a CASA. Nationally, and in Oregon, judges typically appoint CASAs to the most complex and difficult cases. This should be taken into consideration when comparing the outcomes of children with CASAs to the outcomes of all children in foster care.

6. WHAT NEEDS TO BE DONE

There are some changes in data collection in the new CASA data management system. As definitions and training are provided; data collection becomes more systematic throughout the year which will have a positive effect on the quality of the program data.

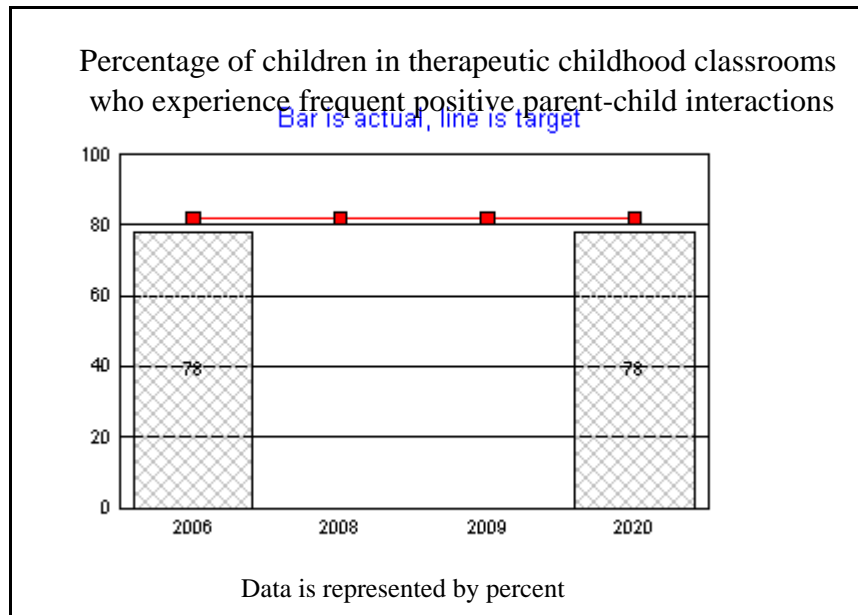
OCCF-CASA's Capacity Building Project is resulting in an overhaul of local and state data management systems. The new system will incorporate increasingly consistent definitions, data entry and reporting. There may be noticeable differences in reported service levels as the quality of the data improves.

7. ABOUT THE DATA

CASA data is currently reported on a Calendar Year, however, adjustments are being made to move change the reporting year to the State fiscal year. Local CASA programs submit an annual survey to OCCF and to the National CASA Association. To date, this survey has provided the data for this measure. In the examination of local and state data systems, difficulties in the design and use of the current

database systems led to the decision to develop a new web-based data system for CASA programs within OCCF's existing web-based framework. This data system will greatly increase the consistency and quality of the data.

KPM #6	RELIEF NURSERIES - Percentage of children in therapeutic childhood classrooms who experience frequent positive parent-child interactions.	2007
Goal	RELIEF NURSERIES: This KPM links to the OCCF’s goal to “fund services that promote positive outcomes for children and their families consistent with the local plan.”	
Oregon Context	Reduce Child Maltreatment [OBM 51], Improve Readiness to Learn [OBM 18]	
Data Source	OCCF Data System, NPC Research and Evaluation	
Owner	Pat Pitman, pat.pitman@state.or.us, 503.378.4658	



1. OUR STRATEGY

The Relief Nursery model seeks to stop the cycle of child abuse and neglect through intervention that strengthens parents, builds successful and resilient children, and preserves families by offering comprehensive and integrated support services. Services are targeted to families most

at-risk of abusing or neglecting their children.

2. ABOUT THE TARGETS

Targets were set in consultation with the Oregon Legislature and the Oregon Department of Administrative Services. The desired direction is up.

3. HOW WE ARE DOING

After only 6 months of participation in Relief Nursery services, participants significantly improved both overall family functioning and the quality of their parent-child interactions. After 6 months in the program:

- The number of families demonstrating positive family functioning increased from 36% to 78%
- The number of families demonstrating positive parent-child interactions increased from 46% to 78%

This represents significant change and is very nearly reaching target after only 6 months of intervention. Positive parent-child interaction is positively associated with several child development outcomes including cognitive and language development.

Historical rates are below future targets.

4. HOW WE COMPARE

No comparable agency is known. However, services that Relief Nurseries provide improve parent-child interaction and reduce risk factors in families that are indicators of risk of maltreatment. The outcome of Relief Nursery services is tied to research for improving child development, including cognitive and language development, and reducing the risk of maltreatment.

The average number of risk factors per family entering Relief Nurseries is 17. This indicates a very high level of risk. However, when assessed again at program exit, families showed a significant reduction in their number of risk factors, lowering risk by an average of two mutable risk factors per

family. Further, results found that the greater the level of risk reduction for families, the less likely it was that children would be involved in child welfare or placed in foster care homes subsequent to Relief Nursery participation. Specifically:

- For every two risk factors reduced over time, the risk of maltreatment is cut in half.

Both of these findings imply potential benefits for families as well as potential cost savings for taxpayers.

5. FACTORS AFFECTING RESULTS

A module in the OCCF web-based database is under development and will provide infrastructure support that will improve cross-site data collection and management. It has been difficult for multi-site, individualized programs like the Relief Nurseries to implement adequate data collection systems that collect standardized data sets across all program areas.

6. WHAT NEEDS TO BE DONE

Continuation of current evaluation and additional analysis to include long term returns on investment and long term results for families is needed to help Relief Nurseries and decision makers identify the most effective program elements.

7. ABOUT THE DATA

Oregon Fiscal Year

KPM #7	CUSTOMER SATISFACTION - Percentage of customers rating their satisfaction with agency's customer service as "good" or "excellent": overall, timeliness, accuracy, helpfulness, expertise, availability of information.	2006
Goal	CUSTOMER SATISFACTION: This KPM links to the OCCF's goal to provide exceptional customer service.	
Oregon Context	In conjunction with the OCCF mission and function and under encouragement from the State of Oregon	
Data Source	Data collected using survey tools	
Owner	Marsha Clark, marsha.clark@state.or.us, 503.378.5138	



1. OUR STRATEGY

The goal of the performance measure is to provide excellent customer service in order to promote positive outcomes for children and their families in the state of Oregon. The strategy is to assess operational success with regard to customer service in order to serve provider and local needs.

2. ABOUT THE TARGETS

The targets were set at a level of desired satisfaction for customer service with the understanding that pleasing all customers with policies and procedures is not feasible. As more data is collected targets will be reviewed for adjustment. The desired direction is up.

3. HOW WE ARE DOING

While the 2008 rates are below target for Overall, Availability, Helpfulness and Timeliness; the 2008 rates in most categories are higher than the 2006 baseline rates. This shows improvement in customer service, but not yet meeting aggressive targets.

4. HOW WE COMPARE

A comparison with similar state agencies is not available.

5. FACTORS AFFECTING RESULTS

Increased funding and staffing in the current biennium has allowed for improved customer service.

6. WHAT NEEDS TO BE DONE

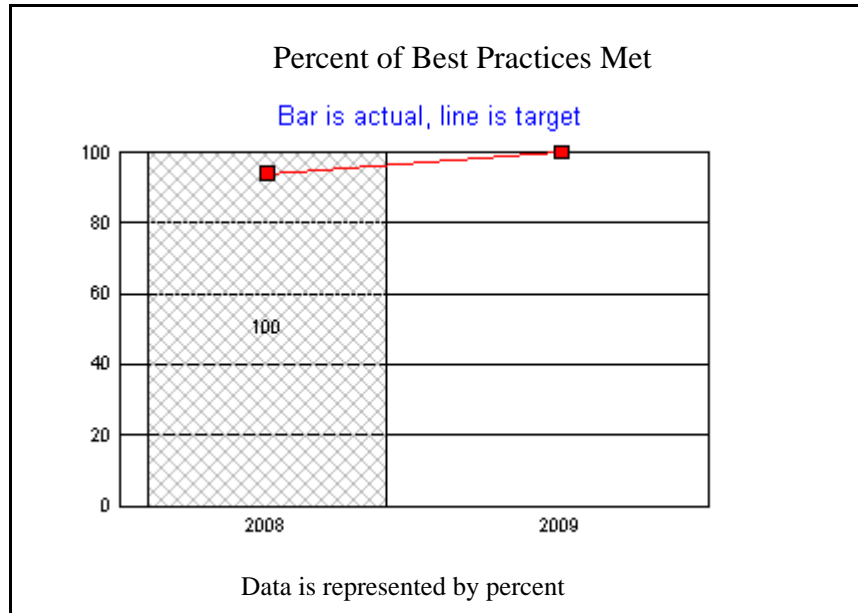
Identification of ways to maintain successful growth in the customer service.

7. ABOUT THE DATA

- (a) Survey name; OCCF Customer Service Satisfaction Survey
- (b) Surveyor; agency staff

- (c) Date conducted; August - September
- (d) Population; local directors of commissions and programs
- (e) Sampling frame; a list of local directors of commissions and programs which is maintained by staff
- (f) Sampling procedure; convenience sample was used to sample all leading management personnel who interact with the agency regularly in a variety of capacities
- (g) Sample characteristics; the agency distributed the survey to all local directors of commissions and programs, 2 surveys were incomplete and 42 responses were returned
- (h) Weighting; the results are based on the responses of only this single survey

KPM #8	BEST PRACTICES - Percentage of total best practices met by the Commission.	2007
Goal	BEST PRACTICES: This KPM links to the OCCF's goal to exceed all industry standards.	
Oregon Context	Government ethics, accountability and responsibility.	
Data Source	Evaluation provided by the Department of Administrative Services.	
Owner	Lennie Bjornsen, lennie.bjornsen@state.or.us, 503.378.5143	



1. OUR STRATEGY

Through the assessment provided by DAS, identify best practices not being met and develop action plans to rectify the oversight.

2. ABOUT THE TARGETS

Targets were set in consultation with the Oregon Legislature and the Oregon Department of Administrative Services. The desired direction is up.

3. HOW WE ARE DOING

All best practices are being met.

4. HOW WE COMPARE

No similar agency for comparison is known.

5. FACTORS AFFECTING RESULTS

None.

6. WHAT NEEDS TO BE DONE

Follow up in one year.

7. ABOUT THE DATA

Oregon Calender Year.

Agency Mission: The Oregon Commission on Children and Families (OCCF) is a partnership of citizens and professionals working together to improve the lives of children and families in Oregon's local communities. The State Commission on Children and Families facilitates and supports local coordinated comprehensive planning for all children and families, promotes system integration, and provides leadership and funding for local and state efforts focused on children and families.

Contact: Mickey Lansing

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Alternate: Iris Bell

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The following questions indicate how performance measures and data are used for management and accountability purposes.

<p>1. INCLUSIVITY</p>	<p>* Staff : Led by the agency leadership team, the staff are responsible for the development of agency key performance measures and targets with consultation from partners and stakeholders.</p> <p>* Elected Officials: During the legislative session and the interim, legislators review, adjust and approve all agency key performance measures.</p> <p>* Stakeholders: As key performance measures are being developed staff use direct and indirect input from stakeholders to shape the measure and target.</p> <p>* Citizens: During public meetings and legislature approval of key performance measures citizens are encouraged to give feedback and input.</p>
<p>2 MANAGING FOR RESULTS</p>	<p>Performance measures are used to assess local programming and mobilization success in local communities. The mobilization and program success rates are a direct reflection of the training and technical assistance provided by the State Commission. The performance measure results are reviewed annually with state and local commissions and quality improvement projects are identified and implemented.</p>
<p>3 STAFF TRAINING</p>	<p>Various staff, both state and county, have received and conducted continual training around performance measurement, outcomes and outputs. Dr. Clara Pratt, Dr. Aphra Katsev, Dr. Beth Green and others have</p>

	<p>conducted these training. Staff participate in the Oregon Progress Board Performance Measure Roundtable and also attend seminars regarding performance measures including seminars with Peter Hutchinson and David Osborne with Public Strategies Inc.</p>
<p>4 COMMUNICATING RESULTS</p>	<p>* Staff : Results are communicated through staff meetings, performance evaluations, publications, board meetings, staff trainings, strategy sessions, personal communication and/or agency updates. The results are used to assess past strategy, performance and impact in order to improve future operations.</p> <p>* Elected Officials: Results are communicated through publications, meetings, press releases, personal communication, public meetings and/or via the web. Results are also communicated via the Commission Roadmap tool which illustrates the direct link between local outcomes and Oregon Benchmarks. The results are used to engage elected officials on how to better serve populations locally while achieving statewide goals and objectives.</p> <p>* Stakeholders: Results are communicated through publications, meetings, press releases, person to person communication, public meetings and/or via the web. The results are used to involve stakeholders on how to better serve populations locally while achieving statewide goals and objectives.</p> <p>* Citizens: Results are communicated through publications, meetings, press releases, person communication, public meetings and/or via the web. The results are used to engage citizens on the impact of the work as well as create partners and allies to improve the lives of children and families in communities across Oregon.</p>
<p></p>	