Office Service Level Agreement
Office of Forecasting, Research and Analysis (OFRA)

Document History Log			
Rev.	**Date**	**Author/Phone**	**Description**
1.0 - Original	05/18/11	Betsy Jensvold, 503-945-5667	Original version
1.1 - Minor revisions	06/28/11	Betsy Jensvold, 503-945-5667	Incorporated feedback from JOSC & OPHP
1.2 – Major revision	03/29/12	Betsy Jensvold, 503-945-5667	Revised budget, work priorities, cost allocation process, and expectations for forecast advisory committees.
1.3 – Routine update	08/09/13	Betsy Jensvold, 503-884-4975	Revised budget, metrics, employees, and improvement plan.
1.4 – Periodic update	03/31/15	Betsy Jensvold, 503-884-4975	Brought current and added limited duration GIS position approved by SSBC in mid-2014.
1.5 – Major revision	11/30/16	David Rohrer 503-884-8578	Updated, revised budget, employees, cost allocation, added REaL+D team and positions and the OEDA unit.
1.6 – Major revision	01/16/2018	David Rohrer 503-884-8578	Updated, revised budget, employees, cost allocation, removed OEDA unit. Added GIS positions for OLCC and APD.

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Est. use of allocated resources (Type of Work)

- Caseload forecasts 30%
- ICS 23%
- GIS 25%
- Mgmt/Admin 7%
- Technical Assistance 8%
- Provider Taxes 1%
- Cross program research 6%

Est. use of allocated resources (by Program Area)

- PHD 14%
- CW 9%
- SSP 13%
- VR 8%
- APD 16%
- I/DD 10%
- HSM 31%

1.0 Service Descriptions

1.1 Office Purpose Statement

The Office of Forecasting, Research and Analysis (OFRA)

- Provides independent, objective, transparent caseload forecasts for DHS and OHA. OFRA develops caseload forecasts for all major DHS|OHA entitlement programs and caseload related research/analysis to support budgeting, policy development, and operational planning. OFRA has seven major caseload areas:
  - DHS – Aging and People with Disabilities; Child Welfare; Developmental Disabilities; Self-Sufficiency; Vocational Rehabilitation Services
  - OHA – Health Systems Medicaid; Mental Health
- Provides data matching services for DHS, OHA programs as well as other state agencies using the Integrated Client Services Data Warehouse.
- Provides geographic information (location) data services for DHS and OHA including licensing, technical support and GIS analysis.
- Provide Interagency Operations Research through the Oregon Enterprise Data Analytics Unit.

OFRA also supports DHS|OHA management with ad hoc requests for data and information, and innovative solutions to the challenge of collecting and analyzing useful data. As time allows, OFRA also provides consulting and technical assistance as described below.

1.2 Provided Services

Work priority: 1. Caseload forecasts, 2. Oregon Enterprise Data Analytics 3. ICS data warehouse, 4. GIS support, 5. Provider taxes, 6. Analysis across caseloads. As time allows: Consulting & Technical Assistance

Service	Performance Measure
CASELOAD FORECASTS – Caseload forecasts for the current & next biennium (twice/year with published report) – Regional caseload forecasts for the current & next biennium (twice/year with published report) – Policy history / timelines – to document policy decisions that may affect caseloads – Accuracy reports 1) Monthly caseload variance reports, 2) Annual accuracy tracking report – Caseload analysis & forecast impact assessment for policy development, program management, budgeting, legislative proposals, etc. – Analysis & integration of internal and external factors impacting caseloads – Research such as literature reviews and searches for publicly available data – Stakeholder engagement for input, quality review, and feedback – Intra state analyses – e.g. distribution of clients, travel times & accessibility of agency offices, etc. – Ad hoc research & analysis; collaboration with other agency researchers	• Objectivity / Transparency / Independence >=90% top two ratings • Customer Satisfaction >=90% top two ratings • Timeliness of semi-annual forecasts 100% by target date • Timeliness of monthly variance reports 90% by target date • Accuracy of actual caseload (vs. forecasted caseload) for selected categories in HSM, SSP, CW, APD, and DD for the current & prior forecast cycles. Target accuracy varies with caseload size ✓ Large categories, variance of <=1% ✓ Small categories, variance of <= 2%
INTEGRATED CLIENT SERVICES DATA WAREHOUSE (ICS) – Developed and maintains the data warehouse – Coordinate Data Use Agreements; prepare datasets for sharing, match clients from disparate programs and source systems to fill DUAs. – Provide data matching services outside of DUAs. – Fill ad hoc data requests for DHS and OHA leadership, legislature, programs, business partners – Facilitate broader integration of data between State agencies – Work with national partners to establish and align best practices for development of integrated data services (IDS). – Other services are listed under Technical Assistance	
GEOGRAPHIC INFORMATION SERVICES (GIS) SUPPORT General – Functional expert for DHS|OHA including needs analysis, data modeling, user support/training, etc. – Coordinate a seamless standard set of tools for DHS|OHA analysts	

Service	Performance Measure
– Implement enterprise level GIS portal to facilitate use of GIS services across agencies. – Coordinate GIS projects and spatial data among internal programs and external business partners – Plan, acquire, implement, maintain & document new location databases and user interfaces – Unit support for APD, Medical and Recreational Marijuana Programs. – Maintain/improve the accuracy, timeliness, and utility of program location data – Assist program staff with understanding and utilizing location data – Provide GIS analytical support – subject to staff availability	
RACE ETHNICITY and LANGUAGE plus DISABILITY (REaL+D) – Coordinate with DHS and OHA to provide support of REaL+D data collection and reporting – Update and maintain ICS to accommodate REaL+D data. – Develop and maintain standard and ad-hoc REaL+D reporting – Assist with reporting REaL+D project to DHS/|OHA Leadership and the Legislature	
PROVIDER TAX COLLECTION – Hospitals, Long-term care (also see Section 1.3 for what is Out Of Scope) – Collect & reconcile tax payments – Interpret & enforce policies and rules & initial level of appeal – Notify providers of rate changes	Facilitate coordination between DHS|OHA provider tax analysts
RESEARCH & ANALYSIS ACROSS PROGRAM AREAS – Agency-wide data for executive management & communications – Analysis across caseloads or crossing program boundaries – e.g. clients using multiple services – Ad hoc research & analysis; collaboration with other agency researchers	
CONSULTING & TECHNICAL ASSISTANCE – *Subject to staff availability* – Utilizing data from ICS (integrated client services data warehouse) – Matching and merging client data from separate sources – Utilization of GIS tools (geographic information systems) – Development of GIS data layers and assistance with geocoding of clean data – Quantitative analysis – Qualitative analysis (e.g. surveys, focus groups, interviews, case studies, etc.) – Seek / develop / disseminate best practices and innovative solutions for obtaining and utilizing data – Partner with other organizations to improve understanding of issues pertinent to DHS and OHA	

1.3 Services Out Of Scope
Items listed below are outside of the scope of service for this agreement
- Original legislation
- Original fiscal data
- Original claims data
- Original enrollment or eligibility data
- Original REaL+D data
- Provider Tax collection appeals are escalated to the applicable DHS/OHA Director
- Insurer Tax collections are performed by the Department of Consumer and Business Services
- Information requests from non-state agencies unless approved by applicable agency management (e.g. data/research for advocacy groups)

1.4 Point of Contact

Administrator	David Rohrer	503.884.8578	david.l.rohrer@state.or.us
Provider Tax	Katie L Brown	503.947.5185	katie.l.brown@state.or.us
ICS Coordinator	Pam McVay	503.945.5930	pam.mcvay@state.or.us
GIS Coordinator	Arron Heriford	503.945.5626	arron.e.heriford@state.or.us
Forecaster - APD, I/DD,	Kush Shreshtha	503.945.5852	kush.n.shresth@state.or.us
Forecaster - CW, MH, VR	Laurel Goode	503.945.7666	laurel.k.goode@state.or.us
Forecaster - SSP and Regional	Greg Tooman	503.945.6239	gregory.tooman@state.or.us
Forecaster – Medicaid	Caleb White	503.945.9778	caleb.z.white@state.or.us

2.0 Responsibilities

2.1 Customer Responsibilities

Requesting service*:* Requests that apply to a single program area should be sent to the program's assigned forecaster. Provider tax requests should go to the provider tax contact; ICS and data matching requests should go to the ICS coordinator; GIS and mapping requests should go to the GIS coordinator. If the best contact is not clear, contact the OFRA Administrator. For urgent requests, or when the primary contact is not available, use the contact for miscellaneous requests.

Time frames and prioritization: Each January, the OFRA Administrator will develop an annual calendar of scheduled work and share it with the Forecast Advisory Committees. Time frames for ad hoc requests should be discussed with the appropriate contact. Customers should document their request as clearly as possible, including a description of the issue (or question), who the work is for, the kind of output envisioned, and the desired delivery date. OFRA forecasters and technical staff are available to help customers define/articulate their requests. OFRA will notify the requestor if resource constraints prevent OFRA from performing the work requested, or if the project cannot be delivered by the agreed upon delivery date.

Providing information and data:

For caseload forecasts:

OFRA forecasts are organized into major caseload areas. Each area has a Caseload Forecast Advisory Committee (CFAC) composed of subject matter experts from within DHS|OHA, subject matter experts from outside DHS|OHA, and budget staff (DHS|OHA, DAS CFO's Office & LFO).

Each CFAC shall advise the relevant OFRA forecaster about the caseload forecast. The official caseload forecast will not be finalized unless the CFAC has had a chance to review and comment on the specific recommended forecast. Attendance and active participation is essential.

Expectations for Forecast Advisory Committee members:

FORECAST INPUT
a) Attend advisory committee meetings or send a knowledgeable representative empowered to exercise the authority of the member.
b) Participate in candid discussions about the forecast & programs, including asking/answering probing questions from other committee members.
c) Maintain an objective perspective on the forecast process in order to ensure integrity and objectivity of the forecast.
d) Advise OFRA about program areas being forecast, as well as new areas requiring a forecast.
e) Identify policy, program and environmental factors that are likely to affect the caseload.
f) Provide OFRA with information &/or feedback about:
   - Currently enacted policy, program, and process changes that might affect caseload count
   - Program-level information (numerical and descriptive) that might affect caseload context
   - Other information relevant to maintenance, program information, and exogenous data sources, etc.
g) Assess forecast assumptions for their policy relevance and reasonableness.
h) Provide expert review of forecast parameters, including recommended adjustments, risks, and alternative approaches.

OTHER
i) Keep OFRA informed on staffing/org changes that might affect committee membership.
j) Communicate with forecasting regularly outside committee meetings to ensure forecasters understand what is happening in the program area.
k) Provide feedback on OFRA's work product, processes, and performance.
l) Provide resources within their authority to develop recommendations under the scope of this Charter.

See the Caseload Forecast Advisory Committee Charter for additional information about the committees' purpose, roles, responsibilities, etc.

For Integrated Client Services (ICS) data warehouse work, the following is needed:
- Participation of program and agency leadership and key data staff on the ICS Steering Committee and ICS Data Use Committee
- Subject to interagency data sharing agreements, provide program and client data for the monthly ICS update
- Subject to applicable approvals, additional fields may be added to the data required for ICS
- Update and maintain the ICS for inclusion of added data fields for REaL+D and Interagency research.

For Geographic Information Systems (GIS) work, the following is needed:
- Information necessary to support activities under the GIS enterprise license agreement (ex. licensing, training, technical assistance)
- If an agreement is in place, spatial and additional data specific to the agreement
- Hardware and software necessary to develop and maintain internal and external geospatial networks.
- Access to data and commitment to maintain up-to-date data used for content on the enterprise-wide (DHS & OHA) internal web mapping portal..

For Provider Tax work, the following is needed:
- At least once a year, OHA and APD program/budget staff shall provide OFRA with the new provider tax rates
- Each quarter, Financial Services shall provide OFRA with copies of individual Providers' completed quarterly tax form and payment record

For ad hoc work requests and expert/technical consulting, the following is needed:
OFRA handles ad hoc requests as iterative research projects. Customers may be asked to provide clarification in order to increase the usefulness of the product, or to simplify the work involved. Examples of information that may be requested include:
- An explanation of the issue (or question)
- Who the work is for
- Description of the kind of output envisioned and desired delivery date
- Intended use, availability and distribution of final product
- Refined research question(s)
- Appropriate exogenous data
- Appropriate methodology
- Detailed program and policy information (numerical and narrative)
- Institutional studies related to the topic
- Review and feedback on OFRA staff methodology and results

Ad hoc GIS requests may also need:
− Applicable geocoded data from the requestor
− Information to facilitate intergovernmental data sharing agreements
− Information to support ESRI or DAS assistance

Providing feedback on services provided:
Following each forecast cycle, OFRA solicits customer feedback via a web survey. Customers are expected to provide feedback when requested.

2.2 OFRA Responsibilities

Process for responding to requests: Applicable OFRA staff will acknowledge work requests in writing in two business days or less.

Time frames including response time and prioritization: Applicable OFRA staff will clarify the request, set a target delivery date, and notify the requestor if delays or issues arise during the course of the work. When needed, the OFRA Administrator may assign additional staff to the project.

Business unit identified data needs from customer and how the data will be accessed by the business unit:
For semi-annual Caseload Forecasts:
OFRA forecasts are organized into major caseload areas. Each area has a Caseload Forecast Advisory Committee (CFAC) composed of subject matter experts from within DHS|OHA, subject matter experts from outside DHS|OHA, and budget staff (DHS|OHA, DAS CFO's Office & LFO).

Expectations for OFRA Program Forecasters:
a) For the current and subsequent biennia, develop month-to-month forecasts for review and discussion with the CFAC.
b) Develop mathematical models used to complete preliminary, adjusted, and final forecasts.
c) Analyze and integrate internal and external factors affecting caseloads.
d) Verify/evaluate empirical evidence used to support assumptions.
e) Provide backup materials and document explanations, assumptions, risks, uncertainties, etc.
f) Meet with the applicable CFAC at least once each forecast cycle to discuss the forecast and to obtain, discuss, and consider input of committee members.
g) Establish a "final" forecast; provide a copy to CFAC members; provide applicable monthly detail to DHS|OHA budget staff.
   Note: In most cases, OFRA will use the forecast discussed at the final CFAC meeting as the official forecast. Occasionally additional adjustments may need to be considered after the last scheduled committee meeting. When that occurs, the forecaster will notify all advisory committee members about the proposed change, providing a full explanation and giving committee members a chance to comment. This communication may be in-person, by phone, or via email. Following that exchange, the forecaster will make the final decision and communicate the final results in writing to all CFAC members.

Expectations for OFRA Unit:
a) Develop and maintain the Integrated Client Services Data Warehouse (ICS).
b) Engage stakeholders for input, quality review, and feedback.
c) Publish and post on the internet

   Forecasts
   - DHS|OHA Biennial Average Tables
   - A statewide program forecast publication describing the programs, forecasts, assumptions, risks, etc.
   - A regional forecast by county and DHS|OHA service district for selected caseload categories (APD, SSP, and HSM)

   Administrative materials
   - Planning documents
   - Performance metrics
   - Governance materials & membership of advisory committees
   - Documentation of forecasting processes
   - Past forecast publications

See the Caseload Forecast Advisory Committee Charter for additional information about the forecaster's roles, responsibilities, etc.

For Integrated Client Services (ICS) data warehouse work:
Customer data is routinely collected as part of the monthly ICS update process. However, when additional data is needed, OFRA staff will request data from the appropriate agency staff (e.g. program, budget, etc.). Data requests will clearly identify whether the request is for one-time information or a request for periodic (scheduled) updates.

Communication of additional resource requirements to the customer: If resources beyond OFRA's current capacity are required, the OFRA Administrator will contact the requesting Program administrator / management to discuss the request and possible solutions (including costs).

2.3 Office Oversight and Steering
OFRA will receive guidance and oversight from the Shared Services Budget Committee (SSBC). SSBC will determine priorities and assign work to the office as needed. Additional workload will be managed and distributed by the OFRA Administrator based on available resources. In cases where conflicting priorities or scarcity of resources exist to complete the assignment in the time frame required a request for prioritization assistance will be elevated to the SSBC for final prioritization and workload realignment.

3.0 Cost Allocation

3.1 Allocation Strategy

Most OFRA costs will be allocated to DHS and OHA based on employee time estimates, which will be reviewed and updated monthly. Actual costs incurred will be allocated monthly, at which time DHS and OHA will transfer revenue for their share of the costs to the OFRA.

The exceptions to this allocation process are the two ISS, one 4 and one 5, positions approved in 2014 that are direct charged. The ISS5 position is charged directly to Aging and People with Disabilities and the ISS4 position was charged directly to Medical Marijuana Program Dispensaries. This year it will be charged directly to Oregon Liquor Licensing Commission. The GIS Unit provides support for location data used by these programs. The position was initially approved by SSBC for a limited duration of 15 months with instructions to return in 12 months for an extension or to be made permanent and were subsequently approved for another 18 and 24 months respectively.

3.2 Allocation Tracking and Monitoring

Monthly reports will be generated by the budget unit reflecting the costs associated with the OFRA and charged to the respective agencies. These reports will reflect expenditures incurred each month as compared to planned expenditures for the month, as well as projections for the remainder of the budget period.

3.3 Budgetary Information - *2017-19 SSBC Working Budget **

Office of Forecasting, Research and Analysis	010-45-03-000000	
Personal Services		$4,085,021
Services and Supplies		$383,534
Capital Outlay		-
Special Payments		-
Debt Services		-
Total Expenses		$4,468,555
POS		15.0
FTE		17.0

- *Dollar amounts include 15.0 FTE permanent positions and 2 Limited duration positions and funding for OSU Research project, DAS Address project, Office of Business Intelligence increased employment data request and cost for Smart Board Maintenance.*

4.0 Performance Reporting

Timing	Objective	Date Completed
Quarterly	**QBR SCORECARD** - Scorecard on customer feedback, timeliness, and forecast accuracy.	On-going
Twice/year	**CUSTOMER FEEDBACK** - Caseload forecast advisory committee members are surveyed about OFRA's work products, service/responsiveness, and objectivity/transparency/independence.	On-going
Annual Monthly	**TIMELINESS** - Establish annual calendar with target delivery data for scheduled work - Track actual delivery dates	Each January On-going
Monthly Annual	**FORECAST ACCURACY** - Monthly caseload variance reports for APD, CW, I/DD, SSP, VR, and HSM - Annual accuracy report covering all major caseload areas over multiple forecast cycles	On-going Each summer
	TRANPARENCY - Maintain public website with administrative materials & work produce - Post work product to website as soon as completed - Meet with Caseload Forecast Advisory Committees to review/discuss forecasts - Meet with Forecast Policy Advisory Committee to review/discuss forecast processes	On-going