

BEFORE THE BOARD OF COUNTY COMMISSIONERS
OF MULTNOMAH COUNTY

In the Matter of a Establishing) RESOLUTION
a Policy for Evaluation of) 90-45
Multnomah County Programs)

WHEREAS, the Board of County Commissioners believes that a more consistent focus on evaluation will encourage and empower county staff and private providers to use their creative talents to improve the delivery of services to county residents,

WHEREAS, the Board desires good evaluative information to assist important policy decisions,

WHEREAS, the Board believes that a consistent policy on evaluation will provide guidance to the Departments in developing evaluation frameworks,

WHEREAS, the Board believes that good evaluative information will increase the public's involvement, understanding and support for how the County uses taxes,

WHEREAS, the Board believes by adopting this policy and developing an implementation plan, Multnomah County can play a leadership role with the state and federal governments in devising better methods for evaluating the success of programs funded with tax dollars,

THEREFORE BE IT RESOLVED, the Board of County Commissioners directs the Chair to develop administrative procedures concerning evaluation. Such procedures will include the following framework:

- a. Program Goals (and measurable objectives, if applicable)
- b. Contract Compliance
- c. Process Evaluation. Ongoing measures of program quality. Methodology (e.g. site review, peer review)
- d. Outcome Evaluation. Program Effectiveness. Goals and measurable objectives (where applicable).

In developing and implementing these procedures, County staff should be guided by the policies and themes detailed in Attachment A.

THEREFORE BE IT FURTHER RESOLVED, the Board of County Commissioners directs the Chair report to the Board by July 1, 1990, with an implementation plan for county wide evaluation.



ADOPTED THIS 29th DAY OF MARCH, 1990.

(SEAL)

BOARD OF COUNTY COMMISSIONERS
FOR MULTNOMAH COUNTY, OREGON

By

Gladys McCoy
Gladys McCoy, Chair

REVIEWED

Laurence Kressel
Laurence Kressel, County Counsel

BOARD EVALUATION POLICY

ATTACHMENT A

In developing and implementing evaluation procedures, County staff should be guided by the following policies and themes:

- Outcome evaluation. Move beyond relying just on compliance monitoring to outcome evaluation. This evaluation process does not imply publishable evaluations, but encourages people from the county and community agencies to share their insights, criticisms, suggestions openly and continually in a joint effort to improve services to people.
- Continual program improvement. Acknowledge that successful programs often evolve over time. County staff and providers should be willing to acknowledge outcomes which fall short of goals and change programs as necessary. Progress, not perfection.
- Relevant data collection. Insure that recordkeeping requirements are all geared towards information that is essential to evaluate contract performance. Review current measures and determine how we can reduce the paperwork burden for county employees and contractors.
- Cooperation. Stress cooperation and improve quality of services delivered, rather than punitive, fault finding approach.
- Involvement. Use the insights and observations of on-line employees, clients, and informed community members in assessing success of programs. A more informal and more inclusive ongoing evaluation process may be a tool to encourage employee growth and to avoid fiscal crises that may be embarrassing and destructive to both the county and the contractor.
- Collaborative planning. Institute collaborative planning with providers and community to help clearly define desired outcomes.
- Board Involvement. Report to the Board regularly on evaluation projects. The Board should define what information they need to make good policy decisions.
- Tough decisions. Balance flexibility with the professional and political willingness to terminate contracts for repeated non-compliance or non-performance. Provide political support for proper management discretion exercised within a fair, open process.

- Uniqueness of Community Agencies. Contracting out for services implies a business relationship based on respect and clearly defined expectations. Community agencies can provide unique perceptions on needs of communities, ways of delivering services, and methods of evaluation. Community agencies can assist the County in devising culturally competent programming.
- Flexibility. Allow some flexibility in program design and using money as dictated by unique community needs.
- Advocacy with State. Advocate to the state in advancing these principles in situations where overly rigid state requirements limit effectiveness.
- Responsiveness of county rules. Reexamine County RFP requirements in light of these themes.