

## HATFIELD RESIDENT FELLOWSHIP PROJECT BRIEF

### Performance Management Plan to Enhance Data-Driven Budget Decisions

*Project Dates: August / 2023 – April / 2024*

#### PROJECT GOAL

The overall goal of the project was to develop a comprehensive performance management plan to augment data-driven budget decisions within Multnomah County's Central Budget Office.

#### TAKE-AWAYS

The report "Performance Outcome Framework" is an organizational document to define, illuminate, and measure the outcomes of Multnomah County's programs. The report is meant to:

- Enhance decision-making: align program outcomes with the County's short-, medium-, and long-term goals
- Improve accountability and transparency of resource allocation
- Support a culture of continuous improvement and reflection
- Increase cross-department collaboration on outcomes in the community

#### CHALLENGES

The Hatfield Resident Fellow (HRF) was tasked with drafting a report that includes research and a roadmap of recommendations that the county can implement. Challenges for HRF included:

- Understanding how departments and the county budget and track outcomes
- Balancing diverse needs within the county – what the budget office staff require versus what department staff need
- Recognizing the existing culture around performance reporting

#### STRATEGY

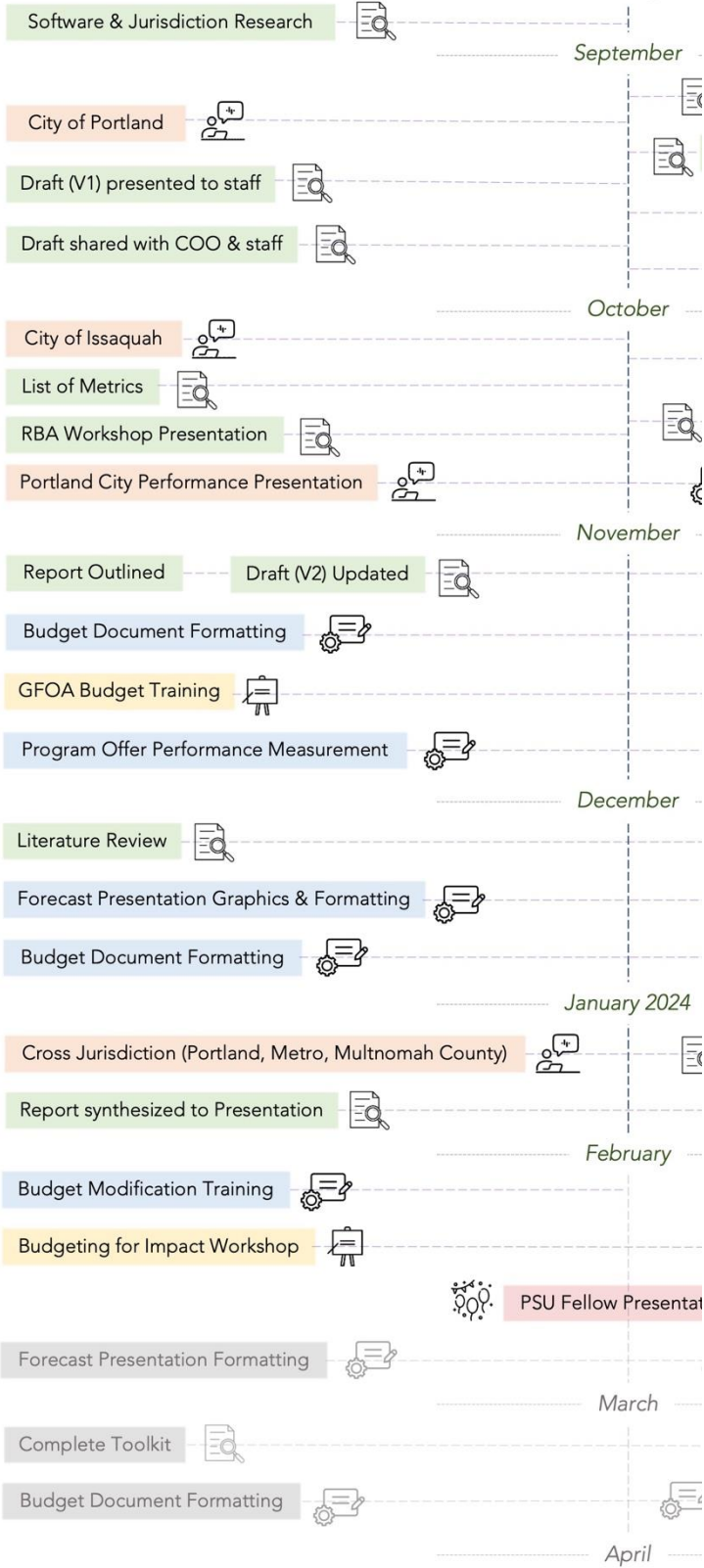
The HRF worked with Budget Office staff to research other jurisdictions' best practices and also to listen to internal departments' struggles, concerns, and challenges. The main strategy for the project was to set departments up for success through documents and learning materials.

#### RESULTS

The Framework uses two models for tracking outcomes: (i) a logic model designed to link all program offer outputs to the County's outcomes (ii) a results-based accountability (RBA) model designed to track the quality of change in County's programs

- RESEARCH: Conducted 4 literature reviews, interviewed 4 jurisdictions on their performance, convened 1 internal focus group
- COMPREHENSIVE REPORT: A guide for departments to learn, understand and collaborate on the use of performance framework
- MATERIALS: Developed a toolkit – learning materials for staff to learn and implement

Hatfield Fellowsh  
Start Date: Aug 24, 2023



Hatfield Fellowsh  
End Date: April 11, 2024

*The Hatfield Fellow acknowledges the invaluable support and collaboration of Budget Office staff throughout the project duration*