

# ANNUAL PERFORMANCE PROGRESS REPORT - EXECUTIVE SUMMARY

TIME PERIOD: FISCAL YEAR 2004 – 2005

Agency: <b>Oregon Mortuary and Cemetery Board</b>	
Contact: David Koach, Executive Director	Phone: 971-673-1502
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- Summarize Performance Target Achievement using the table below.

Performance Target Achievement	#
Total Number of Key Performance Measures (KPMs)	6
# of KPMs at target for most current reporting period	3
# of KPMs not at target for most current reporting period	3

- Degree and type of agency influence on agency's chosen benchmarks and high-level outcomes

The Mortuary and Cemetery Board has no primary links to Oregon Benchmarks. As a high-level outcome, the Board looks to its public protection mission statement.

There are approximately 31,000 deaths in Oregon each year. The Board's programs affect those who have suffered a loss, those who make final arrangements and those who provide goods and services associated with the final disposition of human remains. It is the Board's responsibility to regulate the practice of funeral service practitioners, embalmers, apprentices, interns, preneed sales people, funeral establishments, immediate disposition companies, cemeteries and crematories.

The Board's mission is to protect public health, safety and welfare by: 1) fairly and efficiently performing its licensing, inspection and enforcement duties; 2) promoting professional behavior and standards in all facets of the Oregon death care industry; and, 3) maintaining constructive relationships with licensees, those they serve and others with an interest in the Board's activities.

In order to protect the public health, safety and welfare, the Board has been granted statutory authority to adopt rules, issue licenses, perform inspections and conduct investigations. The Board may also take disciplinary action to enforce compliance with a wide variety of public protection regulations. While formal disciplinary action is highly effective on a case by case basis, voluntary compliance is essential for achieving the Board's overall public protection mission. The Board encourages voluntary compliance by promoting professional behavior and standards and by maintaining constructive relationships.

- Summary of the year's success and barriers to achieving performance measure targets

The Board is exceeding targets with respect to the timeliness of issuing licenses (KPM #1), completing background investigations (KPM #4) and the percent of users reporting overall satisfaction with the information provided on the Board's website. KPM #6).

Due to revenue shortfall, staffing and backlog problems, the Board is not meeting targets with respect to performing inspections (KPM #2), completing investigative reports (KPM #3) and periodic rule review (KPM #5).

- Future challenges

The Board's principal challenge is to resolve an ongoing revenue shortfall and preserve the staff needed to eliminate the backlog, meet performance targets and fulfill its public protection mission. This issue will be addressed in the Board's 2007-2009 budget proposal.

## ANNUAL PERFORMANCE PROGRESS REPORT - PART I, MANAGING FOR RESULTS

TIME PERIOD: FISCAL YEAR 2004 – 2005

Agency: Oregon Mortuary and Cemetery Board	Date Submitted: March 10, 2006	Version No.: 1
Contact: David Koach, Executive Director	Phone: 971-673-1502	
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Agency Name: Oregon Mortuary and Cemetery Board		Agency No.: 833017
<b>The following questions shed light on how well performance measures and performance data are leveraged within your agency for process improvement and results-based management.</b>		
1	How were staff and stakeholders involved in the development of the agency's performance measures?	The Board is composed of four public members and seven representatives of the funeral, cemetery and crematory components of the death care industry. The Board's mission statement, goals and performance measures were adopted during a public Board meeting. Staff members provided input on measures related to the duties they perform. The Board's performance measures were ratified by the Education Ways and Means Subcommittee at a public hearing held during the 2003 legislative session.
2	How are performance measures used for management of the agency?	Performance measures provide a basis for policy decisions and budget initiatives. They are used to identify desired results, set workload priorities, assign responsibility, allocate resources, evaluate expenditures and report progress toward agency goals.
3	What training has staff had in the use performance measurement?	The Board's Executive Director received training from the Oregon Progress Board on several occasions. The Executive Director in turn provides guidance to staff members engaged in performance tracking and reporting.
4	How does the agency communicate performance results and for what purpose?	Performance results are communicated through written reports, public Board meetings, biennial budget documents and biennial budget presentations to the Governor and the Legislative Assembly. Performance results are prominently displayed on the Board's website to permit oversight of the Board's activities. The Annual Performance Progress Report is used to compare actual progress with targets; explain any variance between the two; and, identify actions planned as a result of the analysis.
5	What important performance management changes have occurred in the past year?	The Board's Web site ( <a href="http://www.oregon.gov/MortCem">www.oregon.gov/MortCem</a> ) is now online and the Board has begun to compile data as to the percent of users reporting overall satisfaction with the information provided (PM # 6). Web site activation also allows the Board to communicate performance measures, targets and results.

## ANNUAL PERFORMANCE REPORT- PART II, KEY MEASURE ANALYSIS

TIME PERIOD: FISCAL YEAR 2004 – 2005

Agency Name: Oregon Mortuary and Cemetery Board		Agency No.: 833017								
Key Performance Measure (KPM)		1999	2000	2001	2002	2003	2004	2005	2006	2007
# 1- Percent of new licenses issued within 15 days from receipt of a complete renewal application.	Target					80%	80%	80%	85%	85%
	Data			91%	98%	98%	99%	89%		

Data Source: Licensing files and data base.

### Key Performance Measure Analysis

To what goal(s) is this performance measure linked?

Goal 1: To fairly and efficiently perform licensing, inspection and enforcement duties.

What do benchmark (or other high-level outcome) data say about Oregon relative to the goal(s)? What is the impact of your agency?

The Board has no primary links to Oregon Benchmarks. As a high-level outcome the Board points to its public protection mission statement. Oregon has established statutory licensing requirements as the threshold for public protection. Fair and efficient performance of licensing duties is a key element of the Board's mission. The KPM data indicate that the Board is fulfilling its statutory licensing mandates in an efficient manner. As a result, only qualified applicants are licensed in Oregon and, with licenses in place as the foundation, the Board is in a position to enforce other regulations designed to protect the public.

How does the performance measure demonstrate agency progress toward the goal?

This performance measure demonstrates the efficiency with which the Board performs licensing duties established for public protection.

Compare actual performance to target and explain any variance.

Performance has been above target due to the experience and diligence of the licensing specialist and other staff members. Ongoing data base development has also improved efficiency.

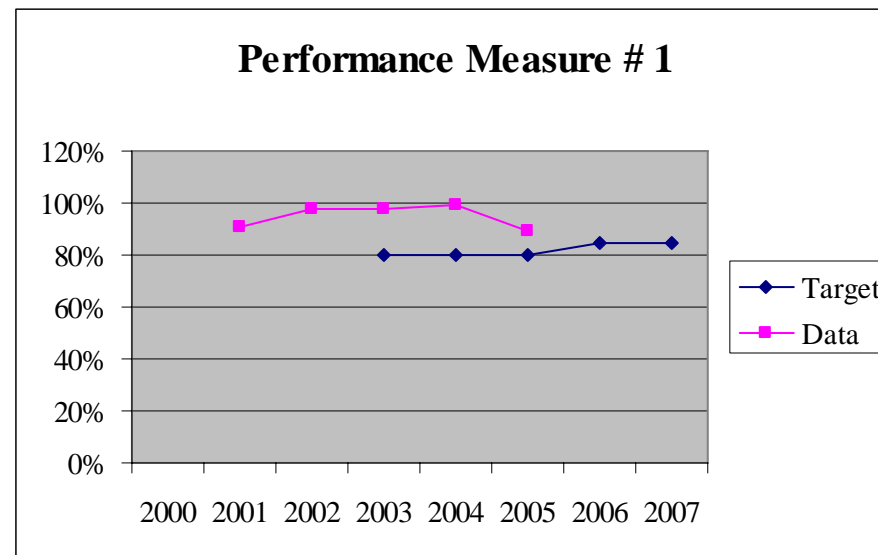
Summarize how actual performance compares to any relevant public or private industry standards.

Given the variety of licenses issued by the Board and the unique nature of the industry, there are no relevant public or private standards with which to compare actual performance on this measure.

What is an example of a department activity related to the measure?

The Board issued an estimated 2,587 licenses, including initial applications and renewals, in the 2003-2005 biennium.

What needs to be done as a result of this analysis? In view of actual performance, the target should be raised.



Agency Name: Oregon Mortuary and Cemetery Board		Agency No.: 833017								
Key Performance Measure (KPM)		1999	2000	2001	2002	2003	2004	2005	2006	2007
#2 - Percent of licensed facilities inspected not less than once per biennium.	Target					95%	95%	95%	80%	80%
	Data		77%	77%	71%	37%	23%	32%		

Data Source: Inspection files, log and bi-monthly reports.

### Key Performance Measure Analysis

To what goal(s) is this performance measure linked?

Goal 1: To fairly and efficiently perform licensing, inspection and enforcement duties.

What do benchmark (or other high-level outcome) data say about Oregon relative to the goal(s)? What is the impact of your agency?

The Board has no primary links to Oregon Benchmarks. As a high-level outcome the Board points to its public protection mission statement. Oregon has established statutory inspection requirements for public protection. Fair and efficient performance of inspection duties is a key element of the Board's mission. The KPM data indicate that the Board is not meeting its inspection target. While some inspection violations lead to formal discipline, most deficiencies are corrected voluntarily. The ultimate benefit, prevention, is largely beyond measure.

How does the performance measure demonstrate agency progress toward the goal?

This performance measure demonstrates the extent to which the Board is fulfilling inspection duties established for public protection.

Compare actual performance to target and explain any variance.

The Board is not meeting its target for conducting regular inspections of licensed facilities. Variance is due to revenue shortfall, staffing and backlog problems.

Summarize how actual performance compares to any relevant public or private industry standards.

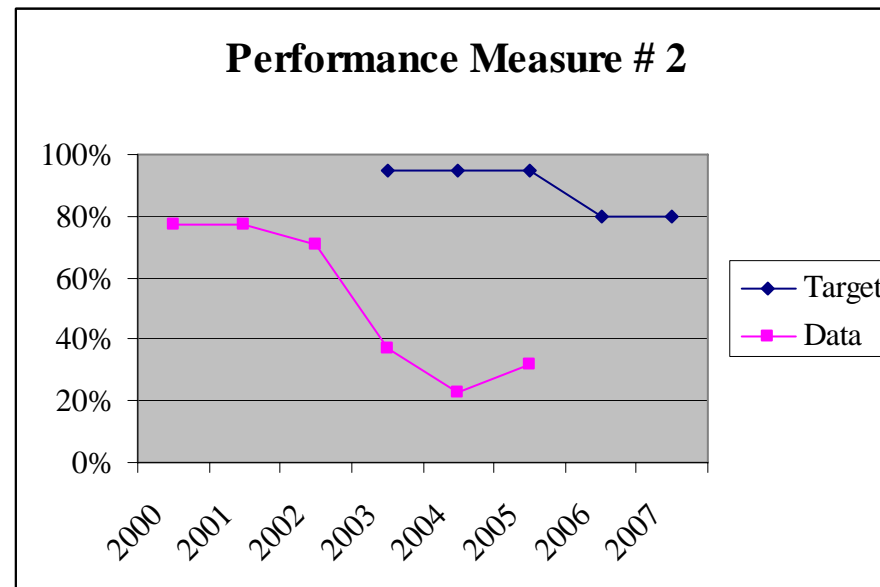
Given the variety of facilities inspected by the Board and the unique nature of the industry, there are no relevant public or private standards with which to compare actual performance on this measure.

What is an example of a department activity related to the measure?

Board investigators conduct random, on-site inspections of funeral establishments, immediate disposition companies, crematories and cemeteries, statewide.

What needs to be done as a result of this analysis?

The Board's principal challenge is to resolve an ongoing revenue shortfall and preserve the staff needed to eliminate the backlog, meet performance targets and fulfill its public protection mission. This issue will be addressed in the Board's 2007-2009 budget proposal.



Agency Name: Oregon Mortuary and Cemetery Board		Agency No.: 833017								
Key Performance Measure (KPM)		1999	2000	2001	2002	2003	2004	2005	2006	2007
#3 - Average time from receipt of a complaint from any person against a licensee to completion of the investigative report (original).	Target					6 mos.	6 mos.	6 mos.		
	Data					NA	NA	NA		

Data Source: Investigation files, log and reports.

### Key Performance Measure Analysis

To what goal(s) is this performance measure linked?

Goal 1: To fairly and efficiently perform licensing, inspection and enforcement duties.

What do benchmark (or other high-level outcome) data say about Oregon relative to the goal(s)? What is the impact of your agency?

The Board has no primary links to Oregon Benchmarks. As a high-level outcome the Board points to its public protection mission statement. Oregon has established statutory complaint investigation requirements for public protection. Fair and efficient performance of such enforcement duties is a key element of the Board's mission. Enforcement is the backbone of compliance. Compliance is at the core of public protection.

Attempts to compile average completion time data revealed a flaw in this performance measure. Completion time cannot be calculated until an investigative report is actually complete. For a variety of reasons, some investigative reports necessarily remain incomplete for extended periods. Omitting incomplete investigations from the yearly average completion time calculation tends to skew results, thus generating data that could be termed misleading. In order to cure this defect, the Board has proposed to measure the percent of investigative reports completed within 6 months. Because it takes incomplete investigations into account, the percentage calculation yields data that are more comprehensive, reliable and meaningful.

Agency Name:		Agency No.:								
Key Performance Measure (KPM)		1999	2000	2001	2002	2003	2004	2005	2006	2007
#3 - Percent of investigative reports completed within 6 months of a complaint from any person against a licensee (proposed).	Target								60%	65%
	Data					29%	46%	27%		

Data Source: Investigation files, log and reports.

How does the performance measure demonstrate agency progress toward the goal?

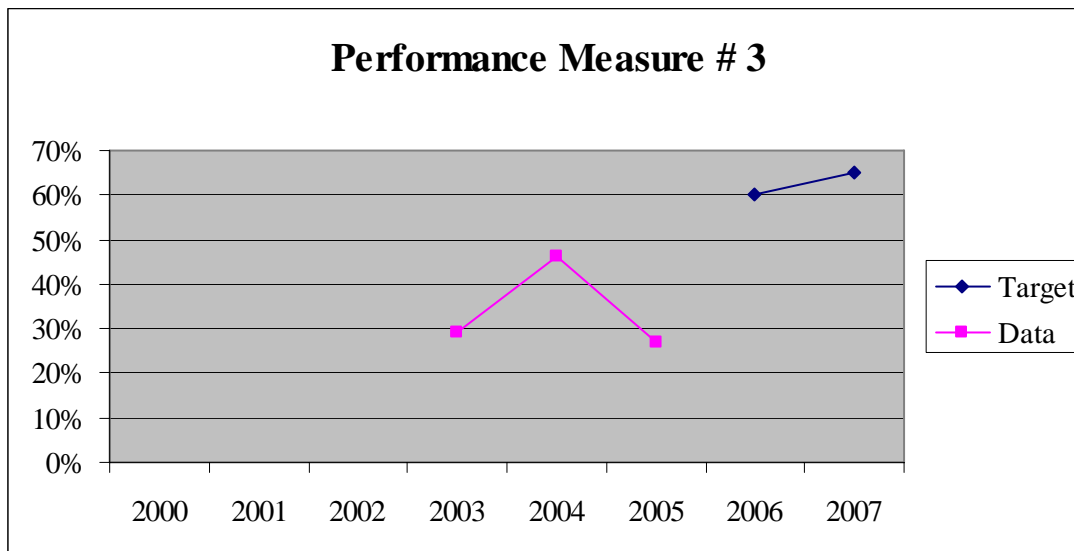
This performance measure demonstrates the extent to which the Board is performing public protection enforcement duties (complaint investigations) in a timely manner.

Compare actual performance to target and explain any variance.

The Board is not meeting its target for completing complaint investigations in a timely manner. Variance is due to revenue shortfall, staffing and backlog problems.

Summarize how actual performance compares to any relevant public or private industry standards.

Given the variety of complaints investigated by the Board and the unique nature of the industry, there are no relevant public or private standards with which to compare actual performance on this measure.



What is an example of a department activity related to the measure?

Board investigators conduct investigations of consumer complaints filed against licensed individuals and businesses.

What needs to be done as a result of this analysis?

The Board's principal challenge is to resolve an ongoing revenue shortfall and preserve the staff needed to eliminate the backlog, meet performance targets and fulfill its public protection mission. This issue will be addressed in the Board's 2007-2009 budget proposal.

Agency No.: 833017

Key Performance Measure (KPM)		1999	2000	2001	2002	2003	2004	2005	2006	2007
#4 - Average number of work days from receipt of a complete application and questionnaire to conclusion of a criminal background check.	Target					7	7	7	7	7
	Data					NA	5	6		

Data Source: Licensing files, log and background check forms.

**Key Performance Measure Analysis**

To what goal(s) is this performance measure linked?

Goal 1: To fairly and efficiently perform licensing, inspection and enforcement duties.

What do benchmark (or other high-level outcome) data say about Oregon relative to the goal(s)? What is the impact of your agency?

The Board has no primary links to Oregon Benchmarks. As a high-level outcome the Board points to its public protection mission statement.

Oregon has established statutory background check requirements for public protection. Fair and efficient performance of such enforcement duties is a key element of the Board's mission. The KPM data indicate that the Board is fulfilling its background check duties in a timely manner. As a result, the public is protected from applicants who present a risk for licensure.

How does the performance measure demonstrate agency progress toward the goal?

This performance measure demonstrates the extent to which the Board is fulfilling public protection enforcement duties (criminal background checks) in a timely manner.

Compare actual performance to target and explain any variance.

Performance has been above target due to the training and diligence of the Board's licensing specialist and compliance staff. Convenient access to information available from the Law Enforcement Data System (LEDS) also contributes to performance.

Summarize how actual performance compares to any relevant public or private industry standards.

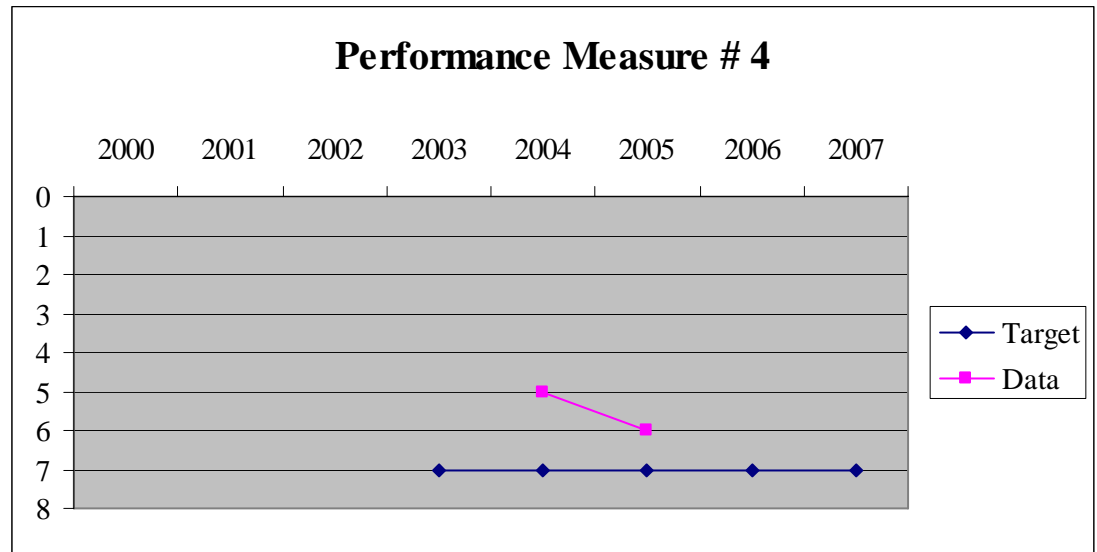
The Board is not aware of any relevant public or private industry standards.

What is an example of a department activity related to the measure?

The Board's compliance staff are trained and certified for LEDS inquiry access.

What needs to be done as a result of this analysis?

The Board needs to maintain performance at or above the target level.



Agency Name: Oregon Mortuary and Cemetery Board		Agency No.: 833017								
Key Performance Measure (KPM)		1999	2000	2001	2002	2003	2004	2005	2006	2007
# 5- Frequency of periodic administrative rule reviews, including notice and public comment.	Target					once every 3 years	once every 3 years	once every 3 years	once every 3 years	once every 3 years
	Data					0	0	0		

Data Source: Board minutes, the Oregon Bulletin and rulemaking files.

**Key Performance Measure Analysis**

To what goal(s) is this performance measure linked?

Goal 2: To promote professional behavior and standards.

What do benchmark (or other high-level outcome) data say about Oregon relative to the goal(s)? What is the impact of your agency?

The Board has no primary links to Oregon Benchmarks. As a high-level outcome the Board points to its public protection mission statement. Promoting professional behavior and standards is a key element in the Board's public protection mission. Administrative rules are the Board's principal means of promoting professional behavior and standards. The Board has not yet conducted a periodic review of administrative rules.

How does the performance measure demonstrate agency progress toward the goal?

This performance measure demonstrates the frequency with which the Board reviews administrative rules that protect the public by promoting professional behavior and standards.

Compare actual performance to target and explain any variance.

The Board has not yet conducted the periodic rule review. Revenue shortfall, staffing and backlog problems interfere with the Board's ability to conduct periodic administrative rule reviews.

Summarize how actual performance compares to any relevant public or private industry standards.

Since the Board has not yet conducted an administrative rule review, there is no basis for comparison.

What is an example of a department activity related to the measure?

The Board conducts rulemaking hearings.

What needs to be done as a result of this analysis?

The Board's principal challenge is to resolve an ongoing revenue shortfall and preserve the staff needed to eliminate the backlog, meet performance targets and fulfill its public protection mission. This issue will be addressed in the Board's 2005-2007 budget proposal.

Agency Name: Oregon Mortuary and Cemetery Board		Agency No.: 833017								
Key Performance Measure (KPM)		1999	2000	2001	2002	2003	2004	2005	2006	2007
#6 - Percent of users reporting overall satisfaction with the information provided on the Board's website.	Target					90%	90%	90%	90%	90%
	Data					NA	NA	100%		

Data Source: User surveys.

### Key Performance Measure Analysis

To what goal(s) is this performance measure linked?

Goal 3: To maintain constructive relationships.

What do benchmark (or other high-level outcome) data say about Oregon relative to the goal(s)? What is the impact of your agency?

The Board has no primary links to Oregon Benchmarks. As a high-level outcome the Board points to its public protection mission statement. Maintaining constructive relationships is a key element in the Board's public protection mission. Communication is crucial to maintaining constructive relationships. Because the web site did not go online until recently, data for this KPM are not available for 2003 and 2004. Providing useful and readily available information enhances public protection.

How does the performance measure demonstrate agency progress toward the goal?

This performance measure demonstrates the effectiveness of a communication tool that will assist the Board in maintaining constructive relationships.

Compare actual performance to target and explain any variance.

Web Server Traffic Analysis Reports indicate that the Board's website was visited nearly 50,000 times during FY 2005. Actual performance was above target because no one registered dissatisfaction with the information provided on the website and the default value was satisfactory.

Summarize how actual performance compares to any relevant public or private industry standards.

The Board did not find a basis for comparison.

What is an example of a department activity related to the measure?

The Board posts a variety license forms, notices and information on its website.

What needs to be done as a result of this analysis?

The Board needs to continue web site development and expand upon web site content.

