

Ways and Means

GENERAL GOVERNMENT SUBCOMMITTEE

Oregon Benchmark and Performance Measure Data

January 2007

Performance measures from these agencies link	... to these Oregon Benchmarks.
<ul style="list-style-type: none"> • Administrative Services, Department of (DAS) • Economic Revitalization Team, Governor's Office (ERT) • Government Standards & Practices Commission (GSPC) • Public Employees Retirement System (PERS) • Revenue, Department of <p>There are no appropriate Oregon Benchmark linkages for the following General Government Subcommittee agencies: Board of Accountancy, Advocacy Commissions Office, Construction Contractors Board, Emergency Fund, Employment Relations Board, Legislative Agencies, Board of Tax Practitioners, Secretary of State, Treasurer of State</p>	<ul style="list-style-type: none"> 1 Employment in Rural Oregon 2 Trade Outside of Oregon 3 New Employers 4 Net Job Growth 9 Cost of Doing Business 10 On-Time Permits 11 Per Capita Income 15 Unemployment 29 Labor Force Skills Training 33 Understanding Taxes 35 Public Management Quality 36 S&P Bond Rating 55 Health Insurance 59 Independent Seniors

TABLE OF CONTENTS

Page

ALIGNMENT - GENERAL GOVERNMENT SUBCOMMITTEE AGENCIES 1

PERFORMANCE MEASURE TABLES BY BENCHMARK.....3

1 Employment in Rural Oregon 3	10 On-Time Permits 7	35 Public Management Quality 11
2 Trade Outside of Oregon..... 3	11 Per Capita Income..... 8	36 S&P Bond Rating 12
3 New Employers 4	15 Unemployment 9	55 Health Insurance 13
4 Net Job Growth 5	29 Labor Force Skills Training .. 9	59 Independent Seniors 13
9 Cost of Doing Business 6	33 Understanding Taxes 10	

ANNUAL PERFORMANCE PROGRESS REPORT EXCERPTS 15

Administrative Services, Department of (DAS) *Links to Benchmarks 35, 36, and 55*..... 16

Economic Revitalization Team, Governor’s Office (ERT) .. *Links to Benchmarks 1-4, 10, 11, 15, and 35*..... 47

Government Standards & Practices Commission (GSPC)..... *Links to Benchmark 35*..... 53

Public Employees Retirement System (PERS)..... *Links to Benchmarks 9, 35, and 59*..... 56

Revenue, Department of..... *Links to Benchmark 29 and 33*..... 66

OREGON BENCHMARK DATA TABLES..... 70

ALIGNMENT - GENERAL GOVERNMENT SUBCOMMITTEE AGENCIES

OREGON SHINES – OREGON’S STRATEGIC VISION “A prosperous Oregon that excels in all spheres of life.”		
Goal 1 Quality Jobs for All Oregonians	Goal 2 Safe, Caring and Engaged Communities	Goal 3 Healthy, Sustainable Surroundings

↓ ↓ ↓

OREGON BENCHMARKS AND PERFORMANCE MEASURES – ALL AGENCIES

Economy	Education	Civic Engagement	Social Support	Public Safety	Community Development	Environment
Benchmarks #1-17	Benchmarks #18-29	Benchmarks #30-38	Benchmarks #39-61	Benchmarks #62-67	Benchmarks #68-74	Benchmarks #75-91
70 Performance Measures	57 Performance Measures	45 Performance Measures	59 Performance Measures	39 Performance Measures	29 Performance Measures	73 Performance Measures

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PERFORMANCE MEASURES – GENERAL GOVERNMENT AGENCIES

ERT 2 Performance Measure	Revenue 1 Performance Measure	DAS 13 Performance Measures	DAS 3 Performance Measures
PERS 2 Performance Measures		GSPC 3 Performance Measures	PERS 2 Performance Measures
		Revenue 3 Performance Measure	
		ERT 1 Performance Measure	
		PERS 3 Performance Measures	

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Agency Performance Measures*
General Government Subcommittee of Ways and Means

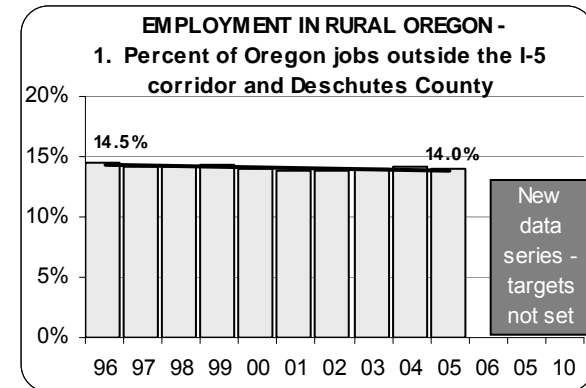
Oregon Benchmarks

Oregon Benchmark #1 – Employment in Rural Oregon

Percent of Oregonians jobs outside of the I-5 corridor and Deschutes County

General Government Subcommittee agencies are in bold.
All other agencies linking to this benchmark are in italics.

Economic Revitalization Team (Governor’s Office) (ERT)	Page	On Target?*	Proposed change in 2007-09
PM #2: Percent of the 25 "opportunity sites" identified by the Industrial Lands Advisory Committee and referenced in HB 2011 (2003) certified as project-ready or developed	49	√	Delete
PM #3: Number of new industrial sites/acres certified as "project ready"	51		No change
<i>Economic and Community Development Department, Oregon (OECDD)</i>			
<i>Employment Department</i>			
<i>Department of Fish and Wildlife</i>			
<i>Liquor Control Commission</i>			
<i>Department of Labor and Industries</i>			
<i>Department of Transportation, Oregon (ODOT)</i>			

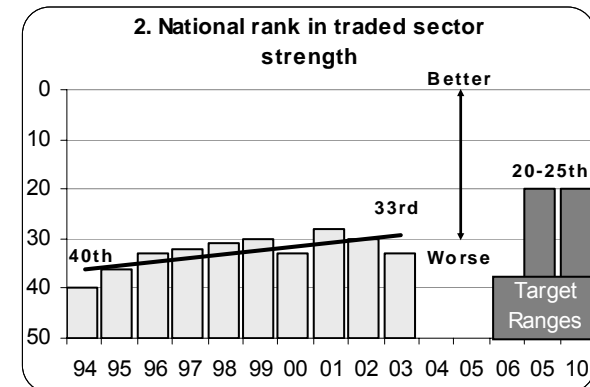


Oregon Benchmark #2 – Trade Outside of Oregon

Oregon’s national rank in traded sector strength (1 = best)

General Government Subcommittee agencies are in bold.
All other agencies linking to this benchmark are in italics.

Economic Revitalization Team (Governor’s Office) (ERT)	Page	On Target?*	Proposed change in 2007-09
PM #2: Percent of the 25 "opportunity sites" identified by the Industrial Lands Advisory Committee and referenced in HB 2011 (2003) certified as project-ready or developed	49	√	Delete
PM #3: Number of new industrial sites/acres certified as "project ready"	51		No change
<i>Economic and Community Development Department, Oregon (OECDD)</i>			
<i>Liquor Control Commission</i>			



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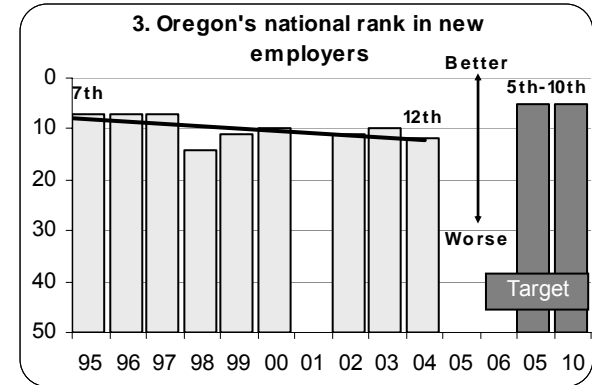
Oregon Benchmark #3 – New Employers

Oregon’s national rank for new employer identification numbers per 1,000 workers

General Government Subcommittee agencies are in bold.

All other agencies linking to this benchmark are in italics.

Economic Revitalization Team (Governor’s Office) (ERT)	Page	On Target?*	Proposed change in 2007-09
PM #2: Percent of the 25 "opportunity sites" identified by the Industrial Lands Advisory Committee and referenced in HB 2011 (2003) certified as project-ready or developed	49	√	Delete
PM #3: Number of new industrial sites/acres certified as "project ready"	51		No change
<i>Community Colleges and Workforce Development</i>			
<i>Liquor Control Commission</i>			



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Oregon Benchmarks

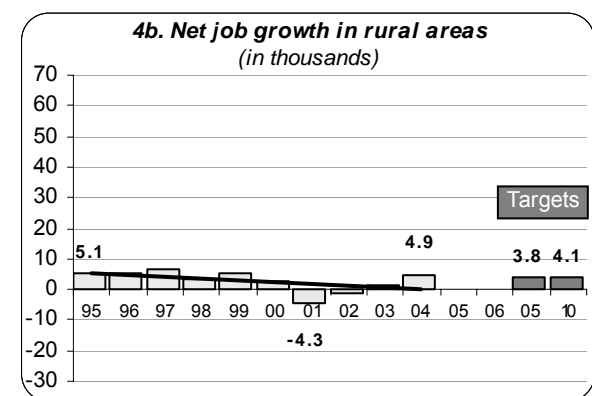
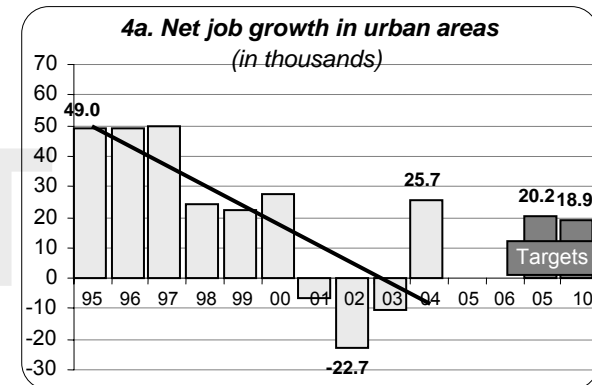
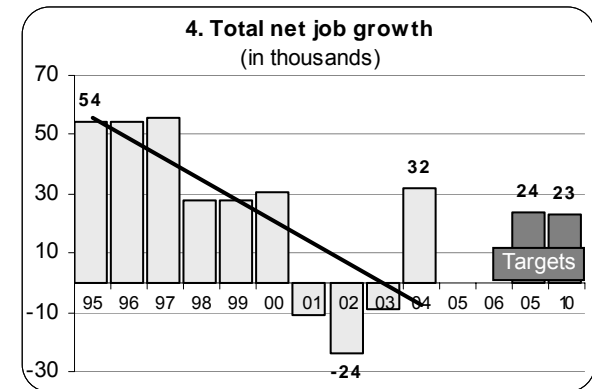
Oregon Benchmark #4 – Net Job Growth

Net job growth (in thousands): a. urban counties, b rural counties

General Government Subcommittee agencies are in bold.

All other agencies linking to this benchmark are in italics.

Economic Revitalization Team (Governor's Office) (ERT)	Page	On Target?***	Proposed change in 2007-09
PM #2: Percent of the 25 "opportunity sites" identified by the Industrial Lands Advisory Committee and referenced in HB 2011 (2003) certified as project-ready or developed	49	√	Delete
PM #3: Number of new industrial sites / acres certified as "project ready"	51		No change
<i>Economic and Community Development Department, Oregon (OECD)</i>			
<i>Employment Department</i>			
<i>Land Conservation and Development, Department of (DLCD)</i>			
<i>Transportation, Oregon Department of (ODOT)</i>			
<i>University System, Oregon (Department of Higher Education) (OUS)</i>			
<i>Department of Fish and Wildlife</i>			
<i>Oregon Liquor Control Commission</i>			



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General Government Subcommittee of Ways and Means

Oregon Benchmarks

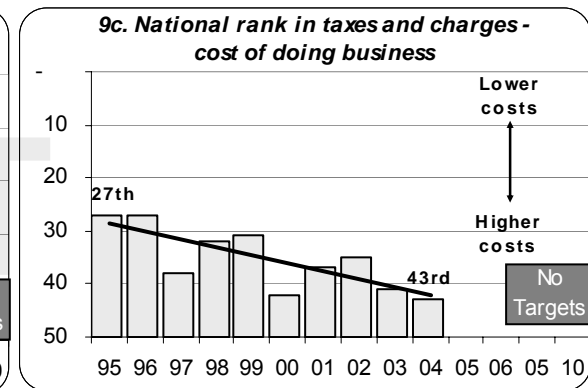
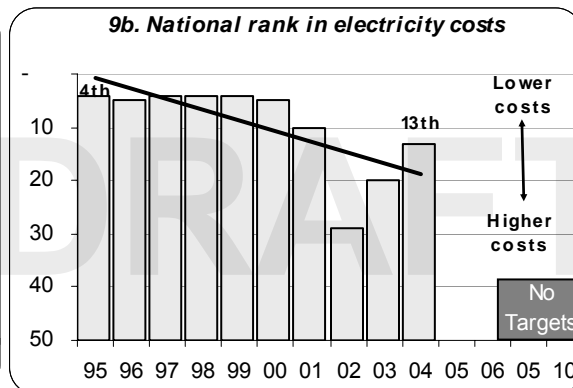
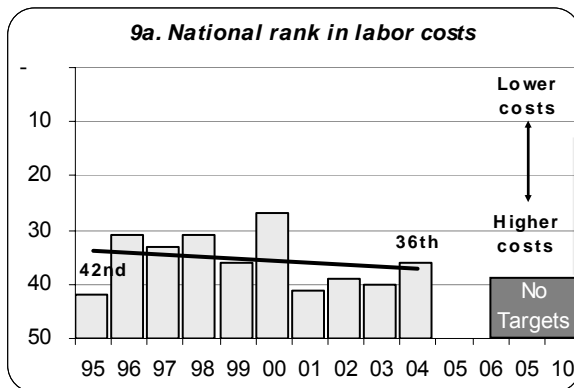
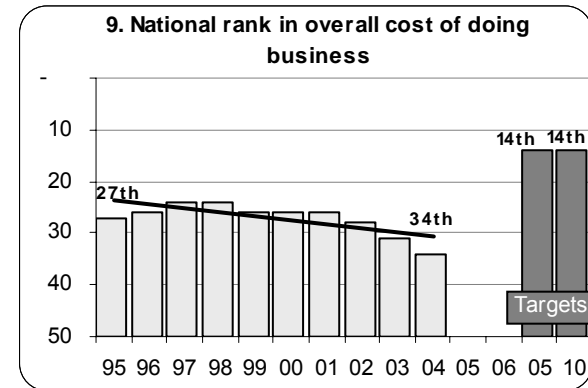
Oregon Benchmark #9 – Cost of Doing Business

Oregon's national rank in the cost of doing business (1st = lowest)

General Government Subcommittee agencies are in bold.

All other agencies linking to this benchmark are in italics.

Public Employees Retirement System (PERS)	Page	On Target?*	Proposed change in 2007-09
PM #2: Total benefit administration costs per active member and annuitant, (excluding special projects)	56		Delete
PM #3: Total benefit administration costs per active member and annuitant (INCLUDING special projects)	58		Modify
<i>Department of Consumer and Business Services</i>			



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Agency Performance Measures*
General Government Subcommittee of Ways and Means

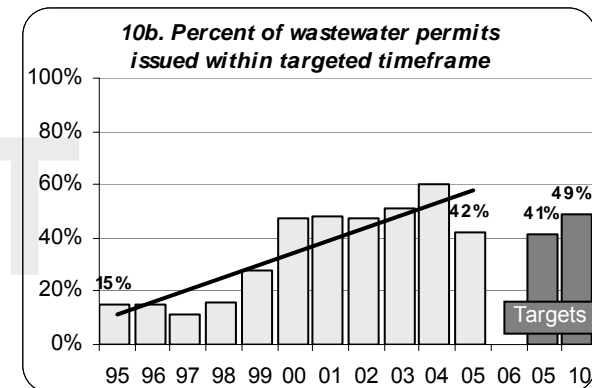
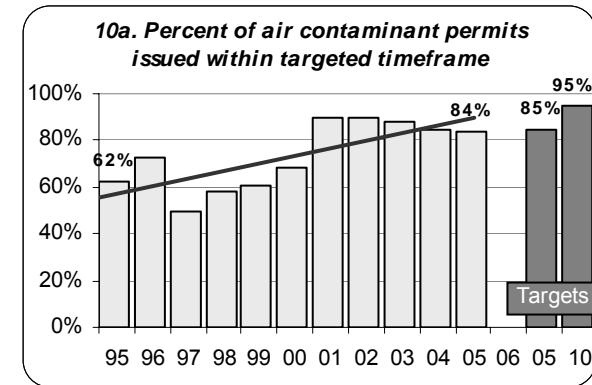
Oregon Benchmarks

Oregon Benchmark #10 – On-Time Permits

Percent of permits issued within the target time period or less: a. air contaminant discharge, b. wastewater discharge

General Government Subcommittee agencies are in bold.
All other agencies linking to this benchmark are in italics.

Economic Revitalization Team (Governor's Office) (ERT)	Page	On Target?*	Proposed change in 2007-09
<i>PM #2:</i> Percent of the 25 "opportunity sites" identified by the Industrial Lands Advisory Committee and referenced in HB 2011 (2003) certified as project-ready or developed	49	√	Delete
<i>PM #3:</i> Number of new industrial sites/acres certified as "project ready"	51		No change
Department of Environmental Quality			



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General Government Subcommittee of Ways and Means

Oregon Benchmarks

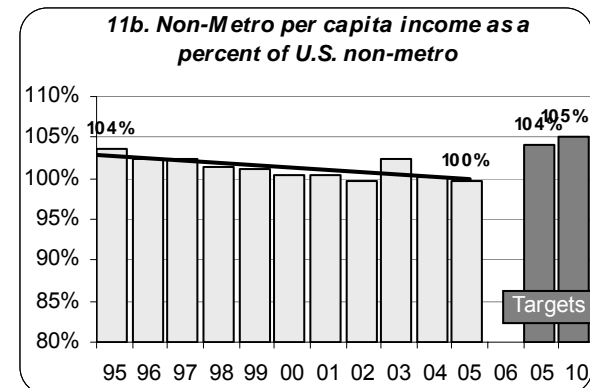
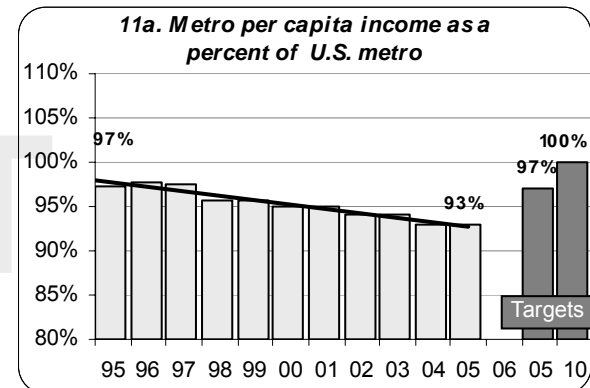
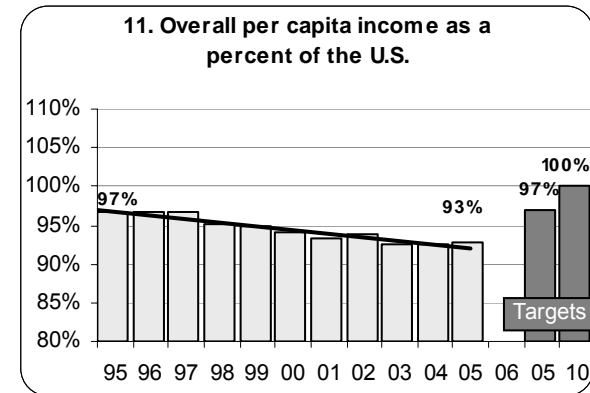
Oregon Benchmark #11 – Per Capita Income

Per capita personal income as a percent of the U.S. per capita income (U.S.=100%): a. metropolitan as a percent of metropolitan U.S., b. non-metropolitan as a percent of non-metropolitan U.S.

General Government Subcommittee agencies are in bold.

All other agencies linking to this benchmark are in italics.

Economic Revitalization Team (Governor’s Office) (ERT)	Page	On Target?*	Proposed change in 2007-09
PM #2: Percent of the 25 "opportunity sites" identified by the Industrial Lands Advisory Committee and referenced in HB 2011 (2003) certified as project-ready or developed	49	√	Delete
PM #3: Number of new industrial sites / acres certified as "project ready"	51		No change
<i>Department of Fish and Wildlife</i>			
<i>University System, Oregon (Department of Higher Education) (OUS)</i>			



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General Government Subcommittee of Ways and Means

Oregon Benchmarks

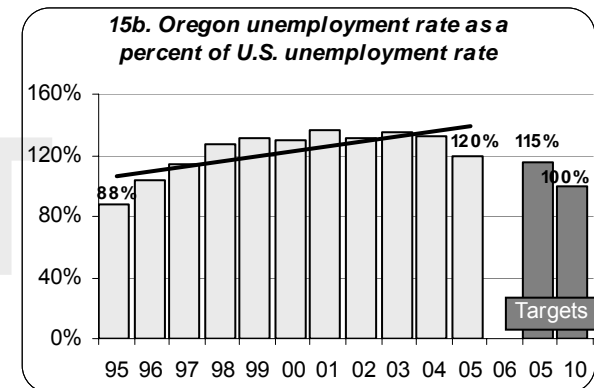
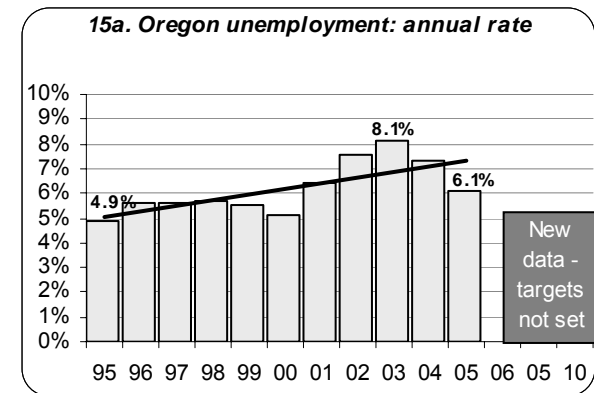
Oregon Benchmark #15 – Unemployment

Oregon unemployment rate: a. annual rate, b. as a percent of U.S. unemployment rate

General Government Subcommittee agencies are in bold.

All other agencies linking to this benchmark are in italics.

Economic Revitalization Team (Governor’s Office) (ERT)	Page	On Target? **	Proposed change in 2007-09
PM #2: Percent of the 25 "opportunity sites" identified by the Industrial Lands Advisory Committee and referenced in HB 2011 (2003) certified as project-ready or developed	49	√	Delete
PM #3: Number of new industrial sites / acres certified as "project ready"	51		No change
<i>Economic and Community Development Department</i>			
<i>Employment Department</i>			



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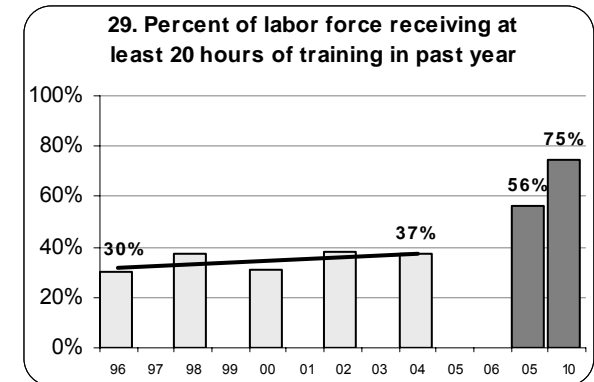
Oregon Benchmark #29 – Labor Force Skills Training

Percent of Oregonians in the labor force who received at least 20 hours of skills training in the past year

General Government Subcommittee agencies are in bold.

All other agencies linking to this benchmark are in italics.

Revenue, Department of	Page	On Target? **	Proposed change in 2007-09
PM #11: Percent of Employees receiving 20 hours of training per year	69	√	No Change
<i>Community Colleges and Workforce Development</i>			



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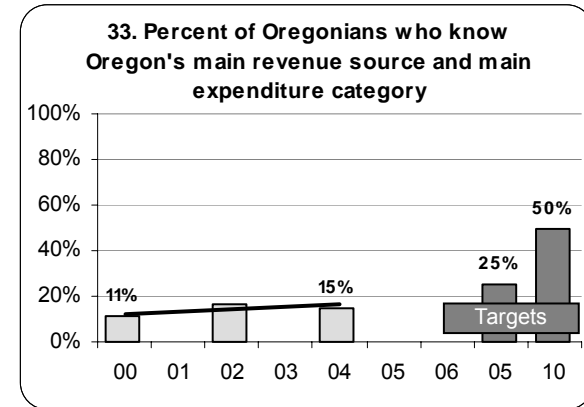
** A "√" in the "On Target?" column means actual data was at or better than target in the most recent year shown in the 2006 Annual Performance Progress Report.

Oregon Benchmark #33 – Understanding Taxes

Percent of Oregonians who demonstrate knowledge of Oregon's main revenue source and main expenditure category

General Government Subcommittee agencies are in bold.
All other agencies linking to this benchmark are in italics.

Revenue, Department of	Page	On Target?*	Proposed change in 2007-09
<i>PM #4:</i> Taxpayer Assistance Contacts	66	√	No Change
<i>PM #5:</i> Personal income tax assessments issued per employee per month	67		No Change
<i>PM #7:</i> Delinquent Returns Filed After Compliance Contact per Filing Enforcement Employee per Month	68		No Change



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Agency Performance Measures*
General Government Subcommittee of Ways and Means

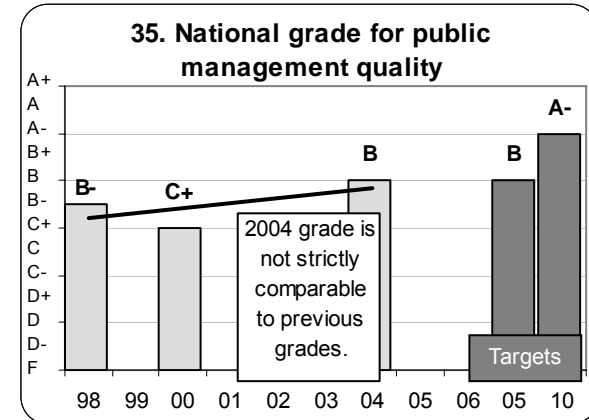
Oregon Benchmarks

Oregon Benchmark #35 – Public Management Quality
Governing magazine's ranking of public management quality

General Government Subcommittee agencies are in bold.
All other agencies linking to this benchmark are in italics.

Administrative Services, Department of (DAS)	Page	On Target?***	Proposed change in 2007-09
<u>PM# 2:</u> Uniform rent costs per square foot as a percent of private market rates	16	√	No change
<u>PM# 3:</u> Cost of state vehicles per biennium as a percent of contracted rental rates	18	√	Delete
<u>PM# 4:</u> Annual turnover rate for the state workforce	20		No change
<u>PM# 5:</u> Racial/ethnic diversity in the state workforce as a percentage of the total civilian labor force	22		No change
<u>PM# 6:</u> Number of state information technology projects with a 90% actual to expectations ratio measured by performance criteria	24		Delete
<u>PM# 7:</u> Total cost of ownership for centrally provided technology services compared to 2000	26	√	Delete
<u>PM# 12:</u> Annual number of workers' compensation, liability, and property claims per 100 FTE	31	√	Modify
<u>PM# 13:</u> Percent reductions/increase in current claims cost compared to previous biennium	33		Delete
<u>PM# 14:</u> Cost of risk per \$1,000 of operating budget	35		Delete
<u>PM# 15:</u> Number of years out of the last five that State Controller's Division wins GFOA Certificate of Achievement	37	√	New
<u>PM# 16:</u> Estimated savings resulting from price agreement pricing compared to prices that would be paid without the benefit of a price agreement	39	√	No change
<u>PM# 17:</u> Percentage of actions identified in HB 3145, or the resulting Enterprise Security Office Strategic Plan, completed on time	41		New
<u>PM# 18:</u> Percentage of identified business risk that is remediated	43		New
Government Standards and Practices Board (GSPB)			
<u>PM #6:</u> Number of annual training presentations to public officials and lobbyists	53	√	No change

Oregon Benchmark #35 continued on the next page



**Governing's* 2004 grade includes:
 - Strategic Direction
 - Budgeting for Performance
 - Managing for Performance
 - Program Evaluation
 - E-Government.

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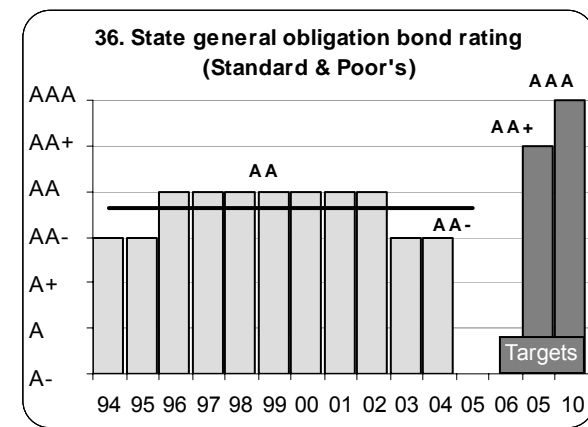
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Agency Performance Measures*
General Government Subcommittee of Ways and Means

Oregon Benchmarks

		On Target?***	Proposed change in 2007-09
PM #7: Percentage of customer satisfaction with training presentations based on survey instrument provided at each training presentation to public officials and lobbyists			
PM #8: Percentage of contested cases settled before hearing			
PM #1: Percent of local participants who rank the ERT process as good to excellent	47		
PM #2: Total benefit administration costs per active member and annuitant, (excluding special projects)			
PM #3: Total benefit administration costs per active member and annuitant (INCLUDING special projects)			
PM #4: Ratio of active members and annuitants to staff			

		On Target?***	Proposed change in 2007-09
PM# 15: Number of years out of the last five that State Controller's Division wins GFOA Certificate of Achievement	37	√	
<i>Affairs, Department of</i>			



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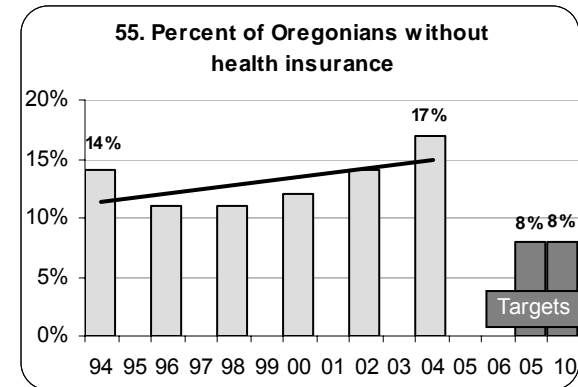
Agency Performance Measures*
General Government Subcommittee of Ways and Means

Oregon Benchmarks

Oregon Benchmark #55 – Health Insurance
Percent of Oregonians without health insurance

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All other agencies linking to this benchmark are in italics.

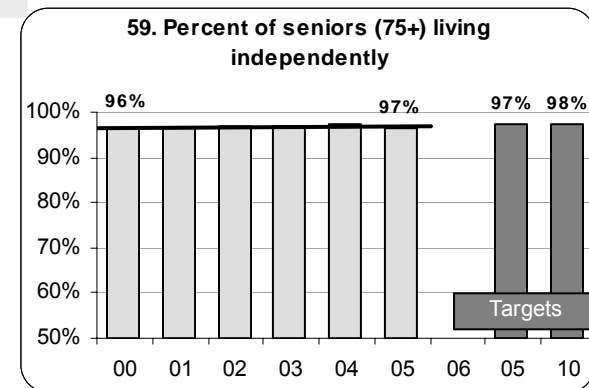
Administrative Services, Department of (DAS)	Page	On Target?*	Proposed change in 2007-09
PM #10 : Average employee satisfaction with PEBB benefit program in annual survey (scale of 1-10)	28	√	Delete
PM #11 : Percentage of performance standards met by contractors	30	√	Delete
PM #19 : Percent of key healthcare policy stakeholders who rate the a) usefulness, b) objectivity, c) reliability of healthcare data provided by Office for Health Policy and Research (OHPR) as good or excellent.	45		New
<i>Department of Consumer and Business Services</i>			
<i>Office of Private Health Partnerships (formerly Insurance Pool Governing Board)</i>			



Oregon Benchmark #59 – Independent Seniors
Percent of seniors (over 75) living outside of nursing facilities

General Government Subcommittee agencies are in bold.
All other agencies linking to this benchmark are in italics.

Public Employees Retirement System (PERS)	Page	On Target?*	Proposed change in 2007-09
PM #5 : Average dollars deferred by Deferred Compensation participant per month	62	√	Modify
PM #6 : Participation in Deferred Compensation program	64	√	Modify
<i>Public Utility Commission</i>			
<i>Transportation, Department of</i>			
<i>Veterans' Affairs, Department of</i>			



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ANNUAL PERFORMANCE PROGRESS REPORT EXCERPTS

Benchmark-Linked Performance Measures from General Government Subcommittee Agencies

The following pages have been excerpted and reformatted from
FY 2006 Annual Performance Progress Reports found at
<http://www.oregon.gov/DAS/OPB/APPR06.shtml>.

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KPM #2	RENT COSTS – Uniform rent costs per square foot as a percent of private market rates.	Measure since: 1999
Goal	Efficient and effective government infrastructure	
Oregon Context	Mission: Lead the pursuit of excellence in state government; OBM #35 – Governing Magazines ranking of public management quality	
Data source	State office costs compared to the Salem/Keizer Office & Retail Survey, prepared by PGP Valuation Inc.	
Owner	Elin Shepard, Facilities Division, 503-378-4659	

1. OUR STRATEGY

The strategy is to provide appropriate oversight and cost containment processes.

2. ABOUT THE TARGETS

The measure compares private industry to state office leasing rates. State office leasing rates are considered equivalent to private market rates when the performance at 100%. In pursuing cost-containment strategies, a target was set at a value below private industry rates. Successful performance is achieving a percentage rate that is at or below the annual target rate.

3. HOW WE ARE DOING

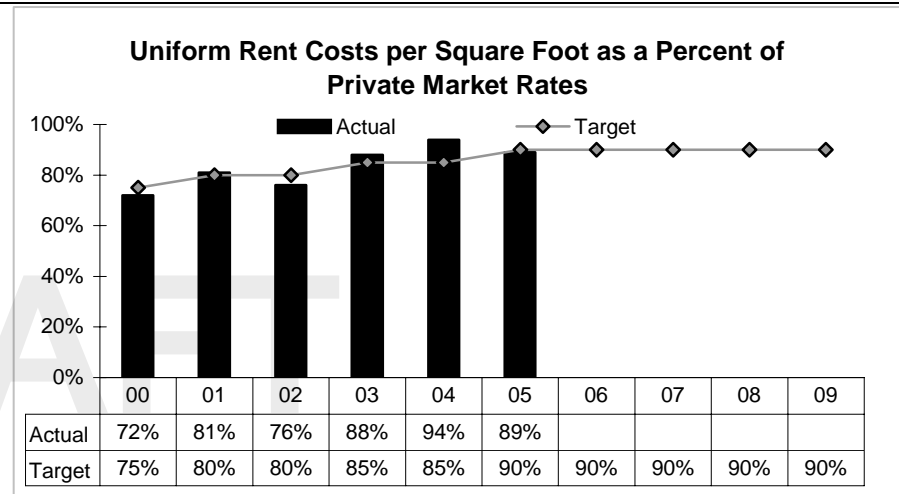
The target was achieved for 2005, as Uniform Rent costs were 1% below the target. The Uniform Rent rate has stayed relatively level, which will cause the rates to broaden their disparity and reach or exceed the target in future years.

4. HOW WE COMPARE

The private industry is constantly comparing their rates to stay competitive through private survey mechanisms. This measure allows us to check our internal rates against theirs to ensure we are providing good value to state agencies. There are some challenges with making a straight comparison because DAS provides more services, such as more responsive building maintenance and security systems, for their rent cost. There is not a better state government comparator that Facilities might use.

5. FACTORS AFFECTING RESULTS

A struggling economy typically results in lower rent rates; however, in the case of state government costs are more stable over time. Because of this, the differential between private industry and state leasing rates has narrowed over time. As the economy improves, the private sector rates should increase and create a larger gap.



6. WHAT NEEDS TO BE DONE

The Facilities Division plans to continue to track these trends carefully and strive to maintain a cost advantage for state agencies leased in DAS buildings.

7. ABOUT THE DATA

The Uniform Rent rate is developed biennially through the budget process, approved by the Legislature, then published in the Price List of Goods and Services. Industry rates are taken from the a PGP Valuation Inc. report that is published annually in March or April; therefore, the 2006 data will not be available until the Spring of 2007. They build the data through annual studies of commercial leasing rates and have become an established resource for the public and private sector. DAS selected the Salem study due to the fact the majority of DAS buildings that are charged the Uniform Rent rate reside in the Salem area. More information about PGP is available at <http://www.pgpin.com/pgpvaluation/history.htm>.

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KPM #3	STATE VEHICLE COSTS – Cost of state vehicles per biennium as a percent of contracted rental rates.	Measure since: 2000
Goal	Efficient and Effective Government Infrastructure	
Oregon Context	OBM #35 – Governing Magazines ranking of public management quality	
Data source	Total actual State Fleet costs for daily rental and permanently assigned vehicles divided by quoted annual Private Fleet costs for daily and long term rentals. Enterprise rates were used because the State has a contract with this carrier.	
Owner	State Services Division	

1. OUR STRATEGY

The measure links to the agency goal of efficient and effective government infrastructure. This measure provides information on whether state agency vehicle transportation needs more efficiently and effectively than commercial car rental companies do.

2. ABOUT THE TARGETS

To operate as efficiently and effectively as commercial car rental companies, the daily rental rates we charge state and public agencies would be less. A target was established that state and public service rates would be 80% of private sector rates. Values of less than 80% indicate performance beyond the target.

3. HOW WE ARE DOING

DAS Fleet’s stable rates and operational improvements have allowed DAS Fleet to meet or exceed the targets for the past four years. The additional margin of savings achieved during 2006 is attributable to use of supplemental car rentals as a strategy for meeting demand, and increased liability insurance costs.

4. HOW WE COMPARE

The measure suggests that DAS Fleet car rental operations are as effective and efficient as local commercial car rental companies. Fleet Administration is not aware of other government entity comparators.

5. FACTORS AFFECTING RESULTS

The results are substantially due to: (1) use of supplemental car rental services from a commercial car rental supplier, allowing DAS Fleet to meet demand with lower owned-inventory, and (2) increased costs for liability and insurance for commercial car rental companies.

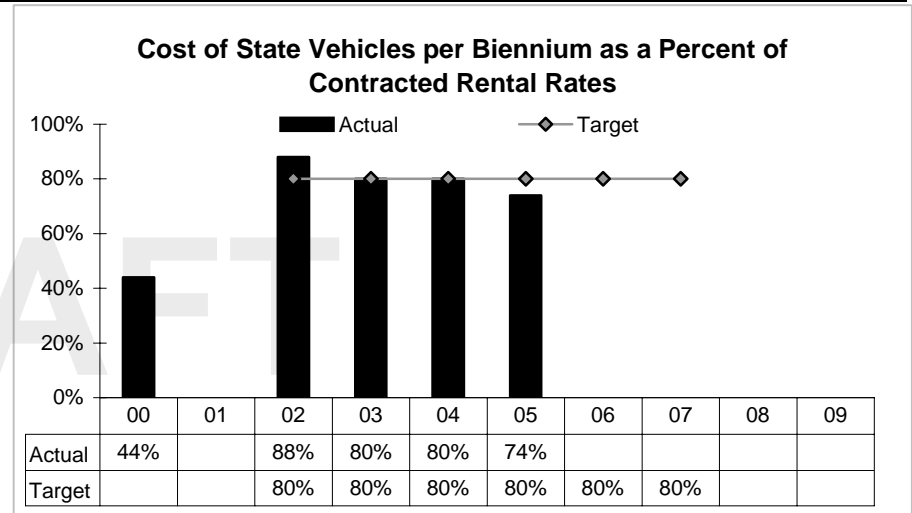
6. WHAT NEEDS TO BE DONE

Continue to make operational improvements and to monitor commercial car rental company rate structures. To this end, Fleet Administration has requested that this measure be replace in 2007-09 with a measure of the results of a third part evaluation of Fleet Administration.

7. ABOUT THE DATA

Department of Administrative Services

Excerpt from FY 2006 Annual Performance Progress Report found at <http://www.oregon.gov/DAS/OPB/APPR06.shtml>



Department of Administrative Services

The agency links this performance measure to Oregon Benchmark(s):
#35 Public Management Quality

Rental rates are compared on July 1st each year to coincide with other reporting milestones in the management of the daily car rental fleet inventory and operations. The data used does not account for all federal Office of Management and Budget (OMB) Circular # A-76 comparative factors, but the use of the 80% target accounts for the differences in costs between private and public fleet operations. Thus, the comparison is rational and relevant. In determining the percent, the simple division of overall rates is used and can be easily verified with DAS Fleet database.

No target data available for 2000 or 2001 and no actual data for 2001.

DRAFT

KPM #4	STATE WORKFORCE TURNOVER – Annual turnover rate for the state workforce.	Measure since: 1999
Goal	Adaptable government for future generations	
Oregon Context	Mission: Lead the pursuit of excellence in state government; OBM #35 – Governing Magazines ranking of public management quality	
Data source	Reports taken from the statewide position and personnel database (PPDB)	
Owner	Denise Hall, Human Resource Services Division, 503-373-7320	

1. OUR STRATEGY

The strategy is to create a work environment and employment opportunities to attract diverse and skilled workers.

2. ABOUT THE TARGETS

Provide a stable, knowledgeable workforce that is well-trained and able to provide quality service to the state’s citizens. Create an environment that enables the state to be the employer of choice.

3. HOW WE ARE DOING

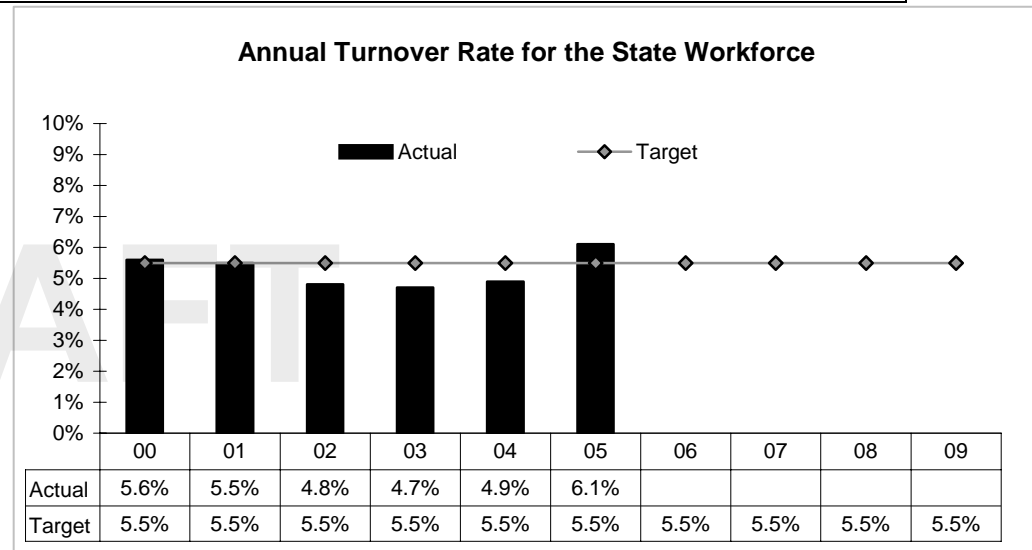
The state’s resignation rate of 6.3% is above the target of 5.5%. A total of 1,969 employees resigned during fiscal year 2005-06. The overall trend for this rate is up, which is of concern. However, the overall turnover-rate, which includes retirements, is 10% and has been declining for the past 2 years.

4. HOW WE COMPARE

Oregon compares favorably with turnover data from the Central States Compensation Survey (CSCS). The CSCS is made of 25 states from the central U.S. to the west coast. The CSCS voluntary resignation rate for public sector for 2005 was 7.2% compared to Oregon’s 6.1% in 2005 and 6.3% in 2006 (2006 data for CSCS is not available at this time). The voluntary resignation rate from Central states for 2003 and 2004 was 7.0% and 6.9% respectively.

5. FACTORS AFFECTING RESULTS

The growing economy is a factor affecting the results. Companies have been hiring more as is evidenced by the low national and Oregon unemployment rates of 4.8% and 5.6% respectively. The demand for workers to fill jobs has been very high for the past 2 to 3 years, which has put pressure on compensation market labor rates. The primary reasons for leaving are shown in Table 1 (next page). The top 5 secondary reasons for leaving are shown in Table 2 (next page).



6. WHAT NEEDS TO BE DONE

Agency-wide committees should be formed to study and determine the root cause of the Work/Life, Compensation/Benefits, Health and Wellness, and Changing Job Duties issues. The committee members should be a cross-section of agency management and human resource professionals. Based on the results of the studies, the committees should provide a recommended course of action to State policymakers. Root Cause Analysis is recommended at this juncture to identify the most optimal and affordable alternatives for consideration.

The State needs to continue to obtain accurate and complete data from exit surveys to determine why employees leave state service so more effective analysis can be completed on an ongoing basis. Currently the Classification and Compensation Section is implementing a statewide Exit Survey Tool that will assist agencies in obtaining more complete employee exit information.

7. ABOUT THE DATA

Oregon’s turnover ratio is based on voluntary separations (excluding retirement) between July 1, 2005, and June 30, 2006. Six hundred sixty (660) of 1,969 employees who voluntarily left state service provided the reason for his or her leaving in an exit survey. 1,309 employees chose not to identify his or her reason for leaving state service. Obtaining a higher percentage of completed exit surveys will increase the Division’s confidence level in what issues need to be addressed. However, information gathered through responses to the exit surveys is sufficient to support further study in the areas outlined above.

Table 1

Primary Reason for Leaving	%
In-State Public Sector	12.6
In-State Private Sector	13.7
Out-of-State Public Sector	3.5
Out-of-State Private Sector	1.9
Education	4.1
Relocation	9.2
Military Service	0.2
Stay Home	7.6
Resign w/o Reason	47.2
Total	100.0

Table 2 (Top 5 Reasons)

Secondary Reason for Leaving	%
Work/Life Balance	8.1
Compensation or Benefit	6.6
Own or Family Hlth Reason	5.9
Change of Duties	5.5
Transportation or Commute	2.8
Other	4.6
Personal Reasons	66.5
Total	100.0

KPM #5	STATE WORKFORCE DIVERSITY – Racial/ethnic diversity in the state workforce as a percentage of the total civilian labor force.	Measure since: 1999
Goal	Adaptable government for future generations	
Oregon Context	Mission: Lead the pursuit of excellence in state government; OBM #35 – Governing Magazines ranking of public management quality	
Data source	Reports taken from the statewide position and personnel database (PPDB) and Oregon Employment Department workforce analysis report.	
Owner	Denise Hall, Human Resource Services Division, 503-373-7320	

1. OUR STRATEGY

The strategy is to create a work environment and employment opportunities to attract diverse and skilled workers

2. ABOUT THE TARGETS

The target was set at 100 percent. This value was selected to represent the State’s commitment to cultural diversity in the workplace. The State, as one of Oregon’s largest employers, must set the example for other employers by striving to have a workforce that is as diverse as Oregon’s population.

3. HOW WE ARE DOING

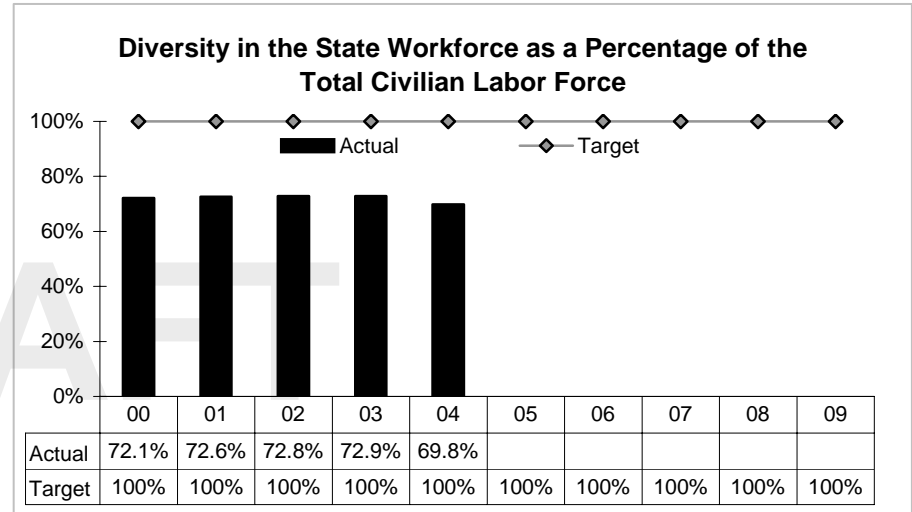
Between 2000 and 2003, the State made steady progress toward reaching its target. The representation of minorities in the State’s workforce was increasing slightly more than in the statewide labor force. In 2004, the increase in the state’s minority population continued to show a modest increase (+0.3%), while the minority representation in the State’s workforce had a significant decline (-3.1%). In 2005, the State’s minority representation rebounded to the level experienced in 2003 (11.8%). Labor force statistics for 2005 are not yet available. If the trend of the past four years continues in the diversity of the labor force, it is estimated that the diversity of the State’s workforce as a percentage of the civilian labor force for 2005 will be 70.2%.

4. HOW WE COMPARE

We are unable to identify private or public employers who maintain comparable statistics.

5. FACTORS AFFECTING RESULTS

The growing economy is one factor affecting the results. A stronger economy attracts a larger and presumably more diverse labor force pool. However, a stronger economy also increases competition between employers for workers of all ethnicities. In addition to the growth due to the strong economy, members of minority groups, especially those of Hispanic origin, are projected to continue to increase their presence in the state’s labor force.



6. **WHAT NEEDS TO BE DONE**

The Division needs to do a better job of recruiting, hiring, and retaining workers in minority groups. We need to continue to increase our outreach efforts to let minority groups know of open recruitments and increase availability of diversity training in state agencies. The Division needs to consider developing structured internal and external task forces that represent the different constituencies of the state of Oregon. The purpose of the task forces should be as follows: to reach the state's broad and diverse population; to gain feedback into the key issues of the various constituencies; and to identify programs that the State can implement. The Division also needs to consider including exit survey questions that identify reasons employees may be leaving that are related to a work environment that does not support cultural differences.

7. **ABOUT THE DATA**

The state government workforce data is from the statewide employee information database – the Position and Personnel DataBase (PPDB). It represents employee data for all state agencies other than the Oregon University System (OUS). The percentage of the State's workforce identified in a minority group on December 31, 2004, was 11.5%.

The Oregon labor force data is obtained from the Oregon Employment Department's annual workforce analysis report and is representative of the statewide labor force - - it is available by the end of each October for the prior year (e.g., 2005 data will be available late October 2006). The percentage of Oregon's civilian labor force identified as in a minority group in 2004 was 16.5%.

DRAFT

KPM #6	<i>IT PROJECTS – Number of state information technology projects with a 90% actual to expectations ratio measured by performance criteria. This measure is listed in the 2007-09 budget form as a measure to be eliminated as a key performance measure.</i>	Measure since: 2002
Goal	Efficient and Effective Government Infrastructure	
Oregon Context	OBM #35 – Governing Magazines ranking of public management quality	
Data source	Database in IRMD Quality Assurance Program used for tracking state information projects over \$500K.	
Owner	Scott Riordan, 503-378-3385, Enterprise Information Strategy & Policy Division (EISPD) formerly IRMD	

1. **OUR STRATEGY**

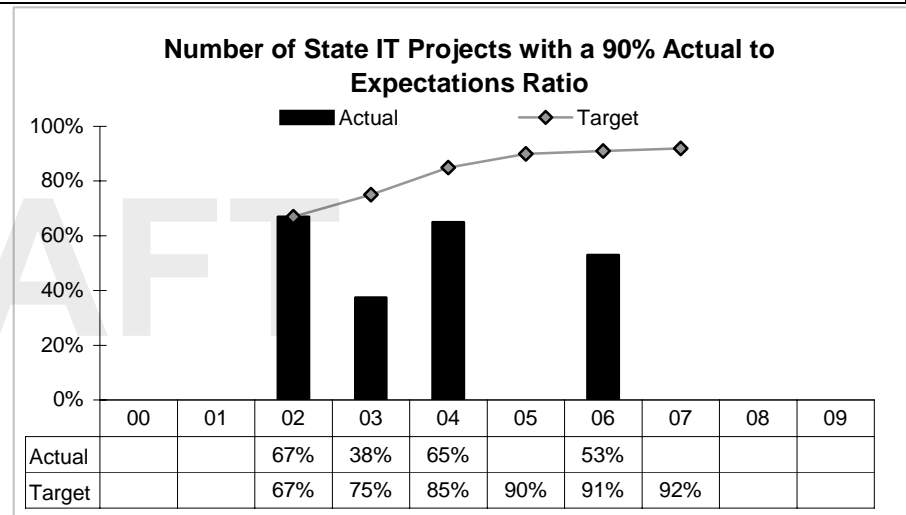
The measure links to the agency goal of efficient and effective government infrastructure.

2. **ABOUT THE TARGETS**

The measure provides an indication of how major state IT projects have performed over time.

3. **HOW WE ARE DOING**

Data through 2004 was gathered through assessment of state information technology projects over \$500,000 that were tracked through the IRMD Quality Assurance function as mandated by state IT policy. Criteria considered included whether the project was on time and within budget, whether the business needs were met, and the level of user satisfaction. From December 2004 forward, the information required to assess projects to this level of detail was not continuously collected nor was the project tracking database updated on a regular basis. No meaningful value could be calculated for 2005.



In October 2005, a new set of project-related performance criteria was established under the direction of the State CIO and State Chief Information Officer Council. These project-related performance criteria focused primarily on assessment of project budget and schedule. In December 2005, IRMD conducted a pilot assessment of 10 of the 20 major IT projects being tracked at the time. With a few exceptions, the major IT projects being tracked exceed \$1M. In March 2006, after additional refinement of the project rating criteria, IRMD conducted an assessment of 14 of the twenty-three 23 projects being tracked at that time. In May and again in August 2006, 100% of the 19 major IT projects being tracked during those reporting periods were assessed using the refined project rating criteria. On average, in the assessments conducted between December 2005 and August 2006: 1) *all critical path deliverables were, or were expected to be, on schedule 53.2%* of the time; and 2) actual budgets for the projects were, or were expected to be, no more than 10% above the approved baseline budget 88.7%* of the time.* The criteria for assessing project budget and schedule has been modified further in response to requests by members of the Joint Legislative Committee on Information Management and Technology (JLCIMT) as they have refined their expectations for periodic project reporting in the future.”

4. **HOW WE COMPARE**

While the 2004 and 2006 data is not directly analogous, the general trend is positive regarding project cost/budget during the intermittent reporting periods (88.7%). Adherence to project timelines over all is more problematic (53.2%). Project performance related to schedule can be attributed to unanticipated/unplanned delays in the completion of project work or planned re-baselining of project schedule to ensure that project budget and quality objectives/targets could be achieved.

Public and private sector organizations across the nation have had significant challenges in meeting originally stated budget, schedule and quality objectives for large IT projects. An article concerning project performance across the US in 2002 published by MIT's Sloan Management Review estimated that 68% of corporate IT projects were neither on time or on budget, and didn't deliver on originally stated business goals. According to a July 2004 Computerworld article "...72% of large projects are late, over budget or don't deliver anticipated value...a 28% chance of success."

5. **FACTORS AFFECTING RESULTS**

Large information Technology projects that span multiple years are inherently risky and complex. The major IT projects assessed for this report (with few exceptions) exceed \$1M and span multiple years, sometimes multiple biennia, in duration. In alignment with state biennial budget development processes, the original budget and schedule estimates for these projects were, in most cases, established twelve to fifteen months prior to the biennium in which the agency plans to initiate the project assuming funding is granted by the legislature. As such, they are often rough estimates based on the best information available at the time. As agencies initiate projects and proceed through the project lifecycle (initiation, planning, execution, control, closeout) more information becomes known and estimates of budget and schedule become more refined and accurate. That said, it is prudent from time to time for agency project managers to go through a formal re-baselining of project schedule and budget with approval from their executive sponsors and steering committees. The performance results reported for 2006 in section 3 and 4 above reflect this reality.

6. **WHAT NEEDS TO BE DONE**

As stated above, large information technology projects that span multiple years are inherently risky and complex. They must be professionally managed and actively overseen by agency program and executive-level management, as well as by independent third party quality assurance vendors. The State of Oregon has recognized these needs as evidenced by its 10-year commitment to independent quality assurance oversight and its Oregon Project Management Associate training program (700 certified project managers since 1998).

7. **ABOUT THE DATA**

DAS anticipates measure #11 will be abolished and new measures will be incorporated into future legislative reporting that more accurately portrays the performance, quality assurance and risk status of IT projects in the state

KPM #7	<i>IT OWNERSHIP COSTS – Total cost of ownership for centrally provided technology services compared to 2000. This measure is listed in the 2007-09 budget form as a measure to be eliminated as a key performance measure.</i>	Measure since: 2001
Goal	Efficient and Effective Government Infrastructure	
Oregon Context	OBM #35 – Governing Magazines ranking of public management quality	
Data source	Division records.	
Owner	Scott Riordan, 503-378-3385, Enterprise Information Strategy & Policy Division (EISPD) formerly IRMD	

1. OUR STRATEGY

The measure links to the agency goal of efficient and effective government infrastructure.

2. ABOUT THE TARGETS

The desired result is to lower the total expenditures over time in a select list of centrally provided technology services when adjusted for inflation since 2000.

3. HOW WE ARE DOING

Actions have resulted in a significant drop in the total cost of ownership, as measured by a specific list of centrally provided technology services and as adjusted for inflation since 2000. Reduction in adjusted cost nears the -20% target. That said, the way the current measure is structured makes it impossible to show accurately agency progress towards the goal. In concept, this performance measure is very useful. However, the way the measure is calculated does not accurately reflect how the costs of centralized IT are changing over time. By only measuring the expenditures of the central IT organizations in IRMD from year to year, changes in per unit costs, technology (hardware, software, services), and demand are not reflected. The current measure also includes large amounts of pass through expenditures that have no relation to the actual efficiency or cost of ownership of the organization’s technology environment. These include demand-driven costs for services purchased in bulk by IRMD on behalf of the other state agencies.

4. HOW WE COMPARE

The results demonstrate a significant drop in CPI-adjusted cost for this specific list of centrally provided technology services. The broad and bundled nature of the cost-base makes it difficult to meaningfully compare to select relevant external benchmarks (i.e., similar cost trends in other jurisdictions).

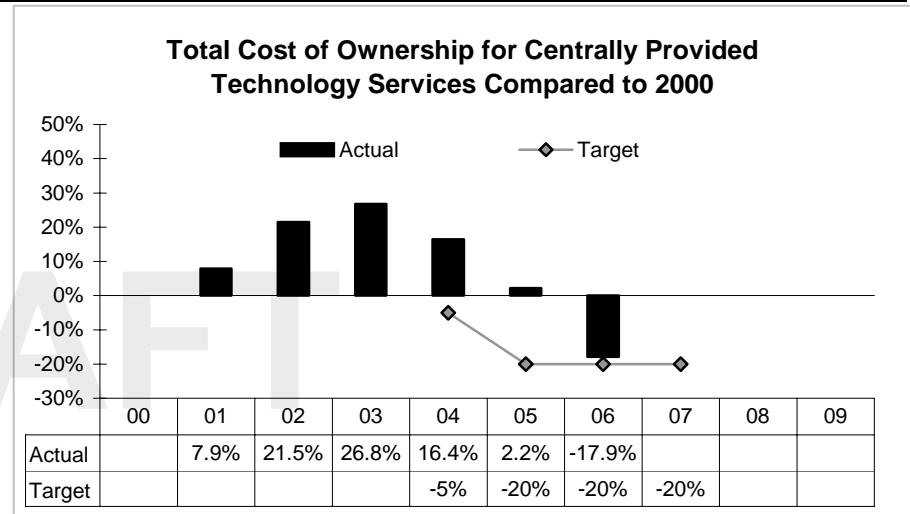
5. FACTORS AFFECTING RESULTS

It is impossible to factually explain the significant reduction in cost over the last year given because of the undefined interplay between the cost-base, pass through expenditures, and changes (+/-) in demand.

6. WHAT NEEDS TO BE DONE

Department of Administrative Services

Excerpt from FY 2006 Annual Performance Progress Report found at <http://www.oregon.gov/DAS/OPB/APPR06.shtml>



The value of the measure is diminished because it does not also contemplate +/- shifts in corresponding expenditures within agencies.

7. **ABOUT THE DATA**

The data is consistent since 2000. The re-organization of IRMD with the transfer of operational units to other DAS division requires a change in the methodology used to calculate the results in the future. That action should not be necessary since the measure is scheduled to be deleted.

DRAFT

KPM #10	<i>PEBB CUSTOMER SERVICE – Average employee satisfaction with PEBB benefit program in annual survey (scale of 1-10.) This measure is listed in the 2007-09 budget form as a measure to be eliminated as a key performance measure.</i>	Measure since: 2002
Goal	Excellent Customer Service	
Oregon Context	OBM #54 – Percentage of Oregonians without health insurance	
Data source	Annual Survey Conducted by PEBB	
Owner	Lydia Lissman, PEBB, 503-373-0800	

1. OUR STRATEGY

The measure links to the agency goal of excellent customer service and a strategy of fostering client relationships.

2. ABOUT THE TARGETS

The measure indicates the extent to which PEBB is meeting customer expectations for providing information and tools to assist members in the selection and management of PEBB sponsored benefits. A target of 7 was set prior to establishing the baseline in 2002, and extended to 2005-2007 following 2003 results.

3. HOW WE ARE DOING

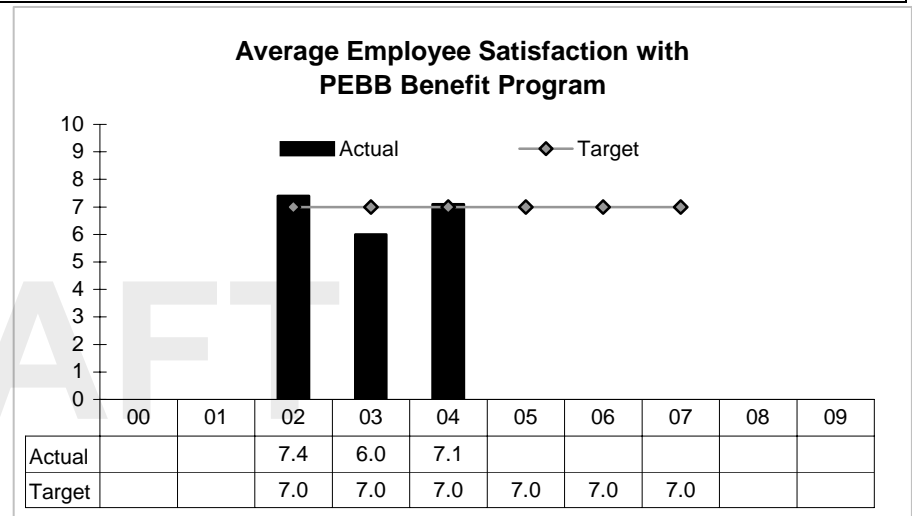
Several methodological shifts in the survey conducted in 2005 make it difficult to report a performance value that might be trended against historical results. The survey asked customers to evaluate service on a 5 point instead of a ten point scale, and a “not sure” value was introduced with a 3 point score. Recalculating scoring would be a very labor intensive process. The 2005 survey was done electronically, and the corresponding response rate was significantly higher than in years past. Key findings from the 2005 report are: 1) 70% of respondents were satisfied or very satisfied with the benefits program; and 2) of the 31% who indicated they had contacted PEBB for assistance during open enrollment, 80% indicated they were able to get their questions answered or the issue resolved to their satisfaction.

4. HOW WE COMPARE

There are no relevant public or private industry standards for comparison. In the future the PEBB survey will include questions from the Customer Satisfaction Guidelines. This will permit service comparison for PEBB’s two primary customer bases: benefit recipients and agency benefit coordinators (which are surveyed as part of the DAS Customer Service Survey.).

5. FACTORS AFFECTING RESULTS

A lack of consistency in applying the same scales and asking consistent questions has plagued the data collection processes for this measure. A request has been made to eliminate this measure for the 2007-09 biennium since PEBB participates in the DAS customer satisfaction survey process.



6. **WHAT NEEDS TO BE DONE**

PEBB is implementing strategies to improve customer service and to respond to suggestions and concerns expressed in the 2005 survey. PEBB has implemented an advisory committee to bring more customer involvement into enrollment processes. The committee is developing recommendations for improvements to the on-line enrollment system and enrollment process, reviewing and improving the readability of the administrative rules, and rewriting the Open Enrollment materials. PEBB will make modifications to the 2006 survey so that it is more aligned with the Customer Service Guidelines and a consistent methodology is applied over time.

7. **ABOUT THE DATA**

The survey results are compiled by an independent source, but PEBB reviews all comments. The data for 2005 is not a reliable measure of customer service due to the mix of questions and the scoring system. PEBB finds value in being compared against other DAS divisions on common customer service indicators.

DRAFT

KPM #11	<i>PEBB CONTRACTS MANAGEMENT - Percentage of performance standards met by contractors. This measure is listed in the 2007-09 budget form as a measure to be eliminated as a key performance measure.</i>	Measure since: 2002
Goal	Efficient and Effective Government Infrastructure	
Oregon Context	OBM #54 – Percentage of Oregonians without health insurance	
Data source	PEBB internal tracking systems	
Owner	Lydia Lissman, PEBB, 503-373-0800	

1. OUR STRATEGY

The measure links to the agency goal of efficient and effective government infrastructure.

2. ABOUT THE TARGETS

The 95% target assumes a high level of compliance on the part of plan contractors. Not listing 100% as the target acknowledges that contractors may experience barriers that impact their ability to achieve flawless performance.

3. HOW WE ARE DOING

This measures contractor compliance with submission of reports to PEBB. DAS is recommending this measure be deleted for 2007-09 biennium because compliance with reporting is not truly an indicator of performance against standards. For this reason, and because of high performance in the past, compliance with reporting timelines is no longer tracked. The Contracts Manager estimates that reporting compliance is meeting the target.

4. HOW WE COMPARE

There are no relevant public or private industry standards for comparison.

5. FACTORS AFFECTING RESULTS

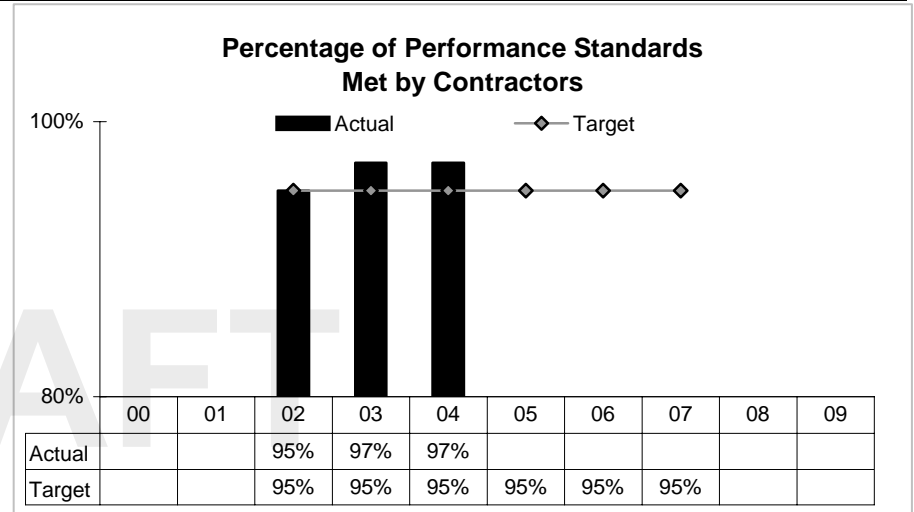
This data is marginally of value. It measures a narrow contract element. PEBB has experienced turnover in staff responsible for monitoring contract compliance.

6. WHAT NEEDS TO BE DONE

PEBB is developing a monitoring tool that will track both the submission of reports by contractors and the completeness of the information. In addition, PEBB is focusing on the development of meaningful measures of clinical outcomes, progress in achieving the PEBB Vision elements, and administrative effectiveness. DAS is recommending this measure be eliminated in 2007-09.

7. ABOUT THE DATA

Historically, PEBB tracked the percentage of reports submitted on a quarterly basis, and summed this value to calculate an annual total. PEBB is no longer tracking this data to support this measure.



KPM #12	RISK MANAGEMENT – Annual number of workers’ compensation, liability, and property claims per 100 FTE.	Measure since: 1999
Goal	Efficient and effective government infrastructure	
Oregon Context	Mission: Lead the pursuit of excellence in state government; OBM #35 – Governing Magazines ranking of public management quality	
Data source	Program reports on number of claims; target is average of last 5 years (industry standards) for WC and liability; 3 years for property	
Owner	Bob Nies, Risk Management Program, 503-378-5521	

1. OUR STRATEGY

The strategy is to minimize the number of claims overall, and reduce level of injuries and related workers compensation costs. This KPM measures the claims rate of state agencies compared to previous years.

2. ABOUT THE TARGETS

Desired performance would be less than the target, so a downward trend is preferred. A request has been made to adjust the target downward for the 2007-09 biennium.

3. HOW WE ARE DOING

The rate has generally stabilized between 6 and 6.5 over the last four years. The rate reduction in 2003 is attributed to a property loss deductible increasing from \$500 to \$2500. In 2006, claims rose slightly. This increase is mostly due to increased vehicle accidents.

4. HOW WE COMPARE

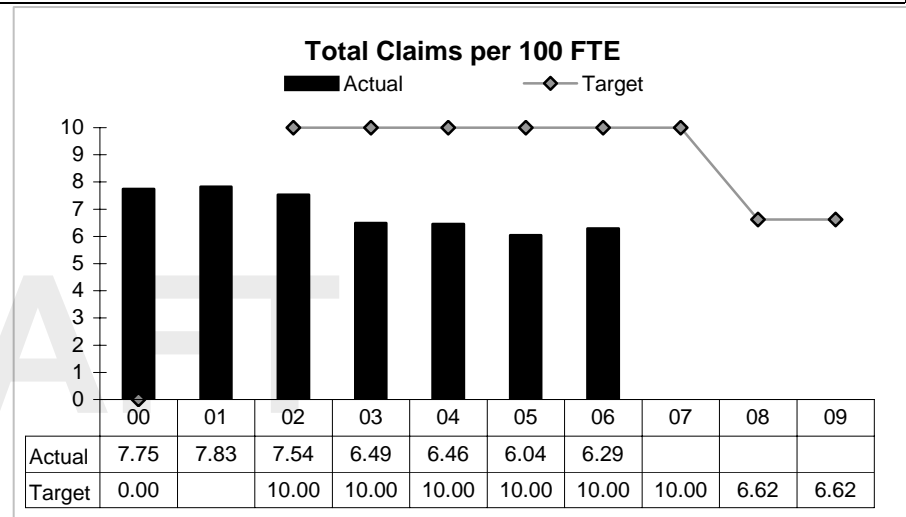
The measure is used generally to compare our current rate to our history. The workers compensation part of the rate compared favorably in the 2004 State Risk Cost Survey published by ArmTech, an Aon Company, in Sept 2005. The rate was 20% below the median rate of participating state governments.

5. FACTORS AFFECTING RESULTS

This measure rolls up results from workers’ compensation, liability and property claims. Unusual events in any given year in any one of these categories will result in atypical results. For example, the auto liability (AL) part of the rate in 2005 was half what it was in 1999. After bottoming out in 2005, the AL rate is trending back up. A request has been made to the Legislature to disaggregate this measure and report on each of the components individually. This will create the opportunity for discussion about factors impacting results for each component.

6. WHAT NEEDS TO BE DONE

Risk management is working to develop strategies and implement new programs to decrease the number of workers’ compensation (WC) “time-loss” claims. Emphasis will be given to WC because the costs associated with “time-loss” claims are expensive, especially related medical costs. A reduced AL rate may also result from a renewed emphasis on reducing workers’ compensation claims.



7. **ABOUT THE DATA**

Reporting cycle is based on the fiscal year. Data is available annually by the end of August. Beginning in 2007, the data will be disaggregated into the individual components, workers' compensation, liability claims and property claims.

DRAFT

KPM #13	<i>RISK CLAIMS COSTS – Percent reductions/increase in current claims cost compared to previous biennium This measure is listed in the 2007-09 budget form as a measure to be eliminated as a key performance measure.</i>	Measure since: 2001
Goal	Efficient and Effective Government Infrastructure	
Oregon Context	OBM #35 – Governing Magazines ranking of public management quality	
Data source	Risk Management Information System (RiskFolio) and data from SAIF Workers’ Compensation Statewide summary sheets	
Owner	Bob Nies, Risk Management Program, 503-378-5521	

1. OUR STRATEGY

The measure links to the agency goal of efficient and effective government infrastructure. This KPM measures the percent reduction or increase in current total state agency claims cost compared to previous biennia.

2. ABOUT THE TARGETS

The measure gives an indication of how fast claim costs are increasing. Claim costs are “cash flow” expenditures that occur during the biennium, regardless of claim loss dates. The target is to minimize the cost of claims. A low to moderate upward trend is good. Claims costs are increasing steadily, due largely to raising medical cost, not increased number of claims.

3. HOW WE ARE DOING

Total claims costs are increasing steadily but slowed in 2005 (7%) compared to 2003 (27%). 2007 results will not be available until the end of August, 2007.

4. HOW WE COMPARE

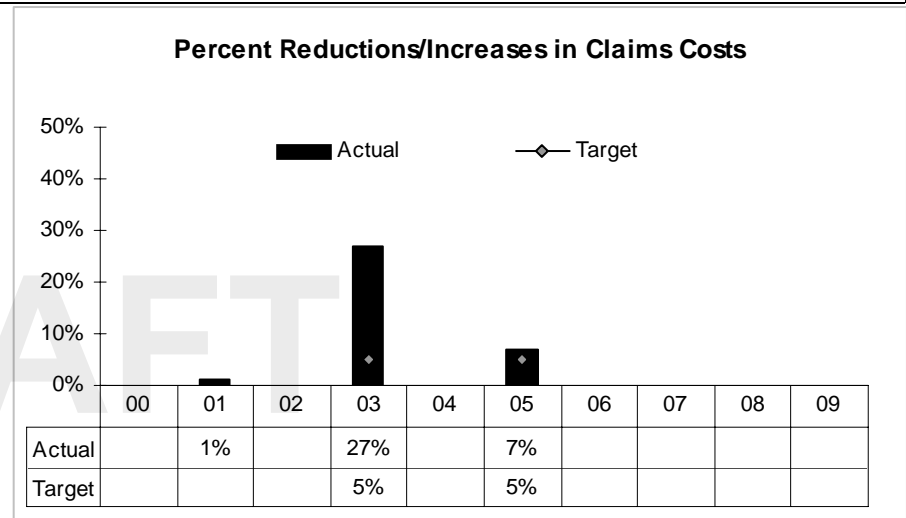
This measure is not used to compare to others, but to the past cost of state government claims. It has no available comparisons to an industry standard or to other like entities.

5. FACTORS AFFECTING RESULTS

Cost increases are largely due to raising medical costs, not increased numbers of claims. The measure calculation includes claim settlement payouts from previous fiscal years, which can make costs vary greatly and overstate them. This happened in 2003.

6. WHAT NEEDS TO BE DONE

Strategize and implement new programs to decrease the number of workers’ compensation “time-loss” claims. DAS currently has three Risk Management Key Performance Measures (KPM), this overstates the emphasis of the program’s work. This measure is not currently being used internally. A request has been made to the Legislature to eliminate this measure as a KPM.



7. **ABOUT THE DATA**

Reporting cycle is biennial and data is available by August/September of odd-numbered years. Because the results are measured by biennium, they are not timely for reporting to the legislature.

DRAFT

KPM #14	<i>RISK MANAGEMENT COSTS – Cost of risk per \$1,000 of operating budget. This measure is listed in the 2007-09 budget form as a measure to be eliminated as a key performance measure.</i>	Measure since: 1999
Goal	Efficient and Effective Government Infrastructure	
Oregon Context	OBM #35 – Governing Magazines ranking of public management quality	
Data source	Actuarial review by PricewaterhouseCoopers, insurance costs paid to commercial insurers and risk mgmt budget for administrative costs	
Owner	Bob Nies, Risk Management Program, 503-378-5521	

1. OUR STRATEGY

The measure links to the agency goal of efficient and effective government infrastructure. This KPM measures the cost of risk as a dollar rate of the state budget. Since FY 2002, it has been based on total budget of the state. Prior to that, it was based on operating budget alone.

2. ABOUT THE TARGETS

The measure gives an indication of the total cost of the state risk management program. Costs consist of claim payments, legal fees, commercial insurance premiums, claims administration and other operating costs of the DAS Risk Management program compared to the state budget. The target is to minimize the cost of risk. A stable flat rate is good.

3. HOW WE ARE DOING

Except for the up tick in 2006, costs are trending down and that is very good.

4. HOW WE COMPARE

In the past, we have very favorably compared to a survey of governmental bodies, generally a rate of two-thirds or less of the national rate. This survey is no longer a good one for comparison. It now heavily focuses on “insured” entities whereas we are “self-insured.”

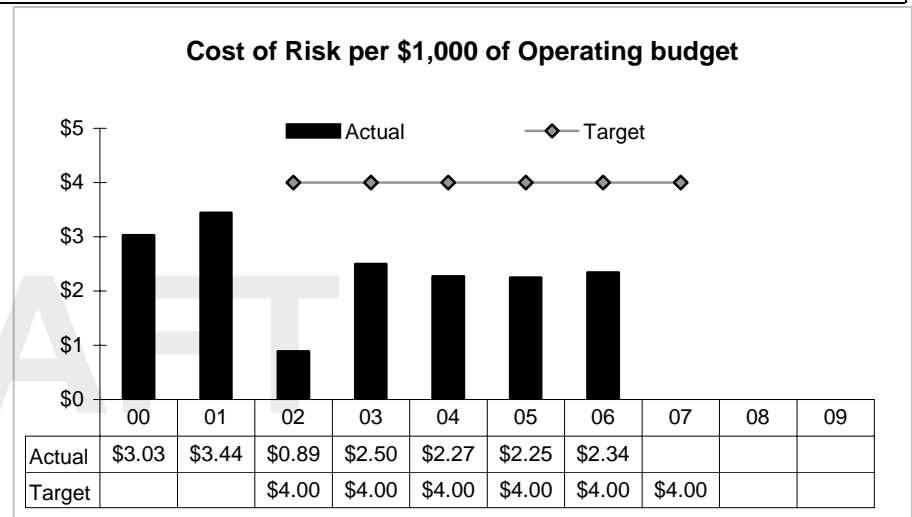
5. FACTORS AFFECTING RESULTS

Primary factors causing the up tick in 2006 are increases in property excess insurance premiums after Hurricane Katrina and increases in workers’ compensation costs (both in losses and in the basic premium).

6. WHAT NEEDS TO BE DONE

Strategize and implement new programs to decrease the number of workers’ compensation “time-loss” claims. Unfortunately, we have little influence on the property commercial insurance market.

7. ABOUT THE DATA



Department of Administrative Services

The agency links this performance measure to Oregon Benchmark(s):
#35 Public Management Quality

Reporting cycle is based on the fiscal year. Data is available annually by the end of August. More details can be obtained from Robert Nies, DAS State Services Division.

DRAFT

KPM #15	FINANCIAL REPORTING – Number of years out of the last five that State Controller’s Division wins GFOA Certificate of Achievement.	Measure since: 1999
Goal	Efficient and effective government infrastructure	
Oregon Context	Mission: Lead the pursuit of excellence in state government; OBM #35 and #36	
Data source	GFOA coordinates the review and awards the certificate. GFOA data lags a year, so 2005 data is available in the Fall of 2006.	
Owner	Jean Gabriel, State Controller’s Division, 503-373-7277 ext. 253	

1. OUR STRATEGY

The strategy is to optimize performance.

Successful statewide financial reporting is a cooperative effort between the State Controller’s Division (SCD) and fiscal offices in all state agencies.

2. ABOUT THE TARGETS

Our goal is to earn the Certificate of Achievement for Excellence in Financial Reporting every year. We selected this target because the State Controller’s Division intends to continue ensuring that the State’s annual financial report complies with current accounting and financial reporting standards.

3. HOW WE ARE DOING

The SCD has met the target every year since this measure was adopted. The Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting award signifies that the State’s Comprehensive Annual Financial Report (CAFR) meets the high standards of the GFOA program including receiving an unqualified audit opinion and demonstrating a constructive spirit of full disclosure to clearly communicate financial results. Earning the certificate demonstrates fiscal accountability and compliance with accounting and financial reporting standards.

4. HOW WE COMPARE

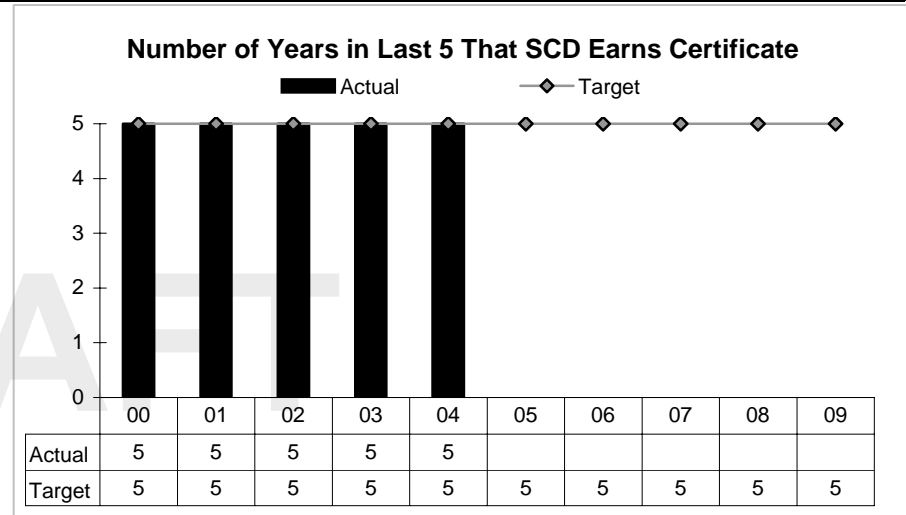
Participation in the GFOA Certificate of Achievement program is voluntary. Currently, 41 state governments submit their annual financial report to GFOA for review. For fiscal year 2003, 95% of the states that submitted their reports for review were awarded the Certificate of Achievement for Excellence in Financial Reporting. The percentage for fiscal year 2002 was 95%, and the percentage for 2001 was 98%. Thus, a very high percentage of those states that submit their CAFR earn the award. This is consistent with Oregon’s performance.

5. FACTORS AFFECTING RESULTS

The extent and complexity of new accounting and financial reporting standards promulgated by the Governmental Accounting Standards Board (GASB) affects our results. Implementation of new standards on a statewide basis requires focusing resources to plan, modify systems as needed, update policies, and provide training to state agencies. Other factors affecting results include fiscal staffing levels at state agencies, level of staff expertise, turnover, and the ability of each agency to provide timely and accurate information for fiscal year end closing.

Department of Administrative Services

Excerpt from FY 2006 Annual Performance Progress Report found at <http://www.oregon.gov/DAS/OPB/APPR06.shtml>



6. WHAT NEEDS TO BE DONE

The SCD needs to continue to retain financial reporting staff that are highly competent professionals and invest in staff training to keep abreast of new accounting and financial reporting standards. In addition, the SCD needs to continue to devote sufficient resources to plan for implementation of new standards, modify systems as needed, and provide clear guidance through policies and training for agency fiscal and management staff.

7. ABOUT THE DATA

The data is reported based on Oregon's fiscal year, which ends June 30. Results of the GFOA review are based on an independent, objective analysis by members of the Special Review Committee using a comprehensive checklist. Data lags a year, so the 2005 results are not available until the Fall of 2006.

DRAFT

KPM #16	PROCUREMENT EFFECTIVENESS – Estimated savings resulting from price agreement pricing compared to prices that would be paid without the benefit of a price agreement.	Measure since: 2002
Goal	Efficient and effective government infrastructure	
Oregon Context	Mission: Lead the pursuit of excellence in state government; OBM #35 – Governing Magazines ranking of public management quality	
Data source	Data systems in the State Procurement Office.	
Owner	Dianne Lancaster, State Procurement Office, 503-378-3529	

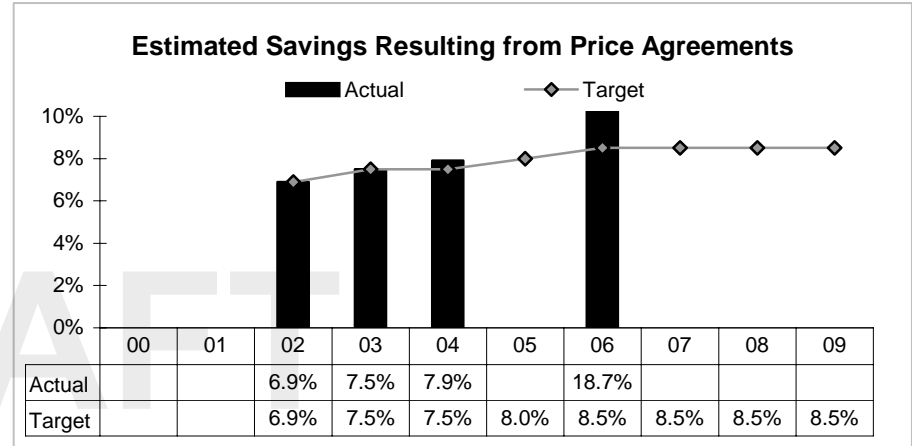
1. OUR STRATEGY

The strategy is to contain procurement costs through the use of negotiated price agreements.

State agencies under the purchasing authority of DAS participate in the use of price agreements, as well as other local governments and educational entities whenever feasible

2. ABOUT THE TARGETS

A composite index of high-use commodities measuring the cumulative annual savings gained through the statewide price agreements compared to equivalent market pricing was established in 2002. Targets were established that were moderately increasing over the years. A high and increasing percentage of savings is ideal.



3. HOW WE ARE DOING

Targets have been met for all years that market data was captured. For FY2006, a spike of savings is observed which can be partly attributable to the effects of the Oregon Smart Buy Program now well under way, market pricing on the rise while the pricing structure of existing agreements remains fixed, and high volumes of sales in categories of spend with a high or relatively high percentage of savings. The savings and rate of savings experienced to date continue to increase. It is uncertain whether the unusually good results for FY2006 may be sustained in subsequent years

4. HOW WE COMPARE

A market basket of five commodities - vehicles, computers, office supplies, janitorial supplies, and cellular phones - was compared against other state pricing when available (California, Washington, Colorado), pricing available under the federal General Services Administration (GSA) agreements, and pricing from competitors to the existing vendors for the statewide contracts. All five commodities reflect positive savings which all contribute to the composite savings of 18.7%. In some cases the strength of sales to local governments and educational organizations is another indicator of Oregon’s competitive pricing for its statewide contracts. Cellular phones showed the lowest percentage of savings at 5.2% while janitorial supplies indicate a huge savings percentage of 57.6% over GSA pricing, perhaps attributable to the vendor’s many distribution warehouses in Oregon.

5. FACTORS AFFECTING RESULTS

The more aggressive strategic sourcing approach of the Oregon Smart Buy Initiative is likely reflected in the results for 2006, given two full years of operation. Re-negotiated contract pricing based on the analysis of available historic sales data, volume and other type of discounts, demand management all contribute to savings overall. The presence of fixed discounts on sales of personal computers (desktops, laptops, servers) is another contributor to the savings.

6. WHAT NEEDS TO BE DONE

The current procurement methodology is essentially sound. To the extent that results are positive, only minute adjustments are required, if at all. The knowledge gained through the individual and combined research efforts of this analysis needs to be used in the decision-making process for subsequent contracts or contract re-negotiations. Continual capture, monitoring and methodical analysis of sales data is necessary. Successful approaches need to be integrated in other procurement strategies and activities

7. ABOUT THE DATA

The reliability of the data is fair. Using a diverse array of five categories of contracted goods with individual cumulative sales data guarantees a fair representation and accuracy. By virtue of the many different products offered even within a single category, further efforts still need to be exerted in selecting for comparison as similar items as is possible (e.g. a computer with specific parameters and configuration), selecting as large a sample of items to be compared as is possible (e.g. three or more different desktop models or products instead of fewer), and comparing against as many other sales vehicles as is possible (e.g. vendors, states, GSA). Market data for FY 2005 was not captured and it can't be determined at this late date what the prices from the other institutions would have been for all the different commodities and item configurations analyzed.

DRAFT

KPM #17	INFORMATION SECURITY - Percentage of actions identified in HB 3145, or the resulting Enterprise Security Office Strategic Plan, completed on time. This measure was presented to JLAC on September 14, 2006 and moved to the November 2006 Consent Calendar where it is expected to be adopted for the 07/09 biennium.	Measure since: 2006
Goal	Adaptable government for future generations	
Oregon Context	Agency Mission: Lead the pursuit of excellence in state government; OBM #35 – Governing Magazines ranking of public management quality	
Data source	Enterprise Security Office (ESO) Business Plan and progress reports	
Owner	Theresa Masse, State Chief Information Security Officer, 503-378-4896	

1. OUR STRATEGY

The DAS strategy is to protect the state’s information assets and systems. The Enterprise Security (ESO) office works to secure the confidentiality, integrity and availability of state information assets and systems by focusing on reducing risk, promulgating and implementing applicable policies, and developing standards and guidelines for implementation of security safeguards to mitigate threats and vulnerabilities.

In these efforts, the ESO is working with state government agencies, the Legislature, county governments, and national partners.

2. ABOUT THE TARGETS

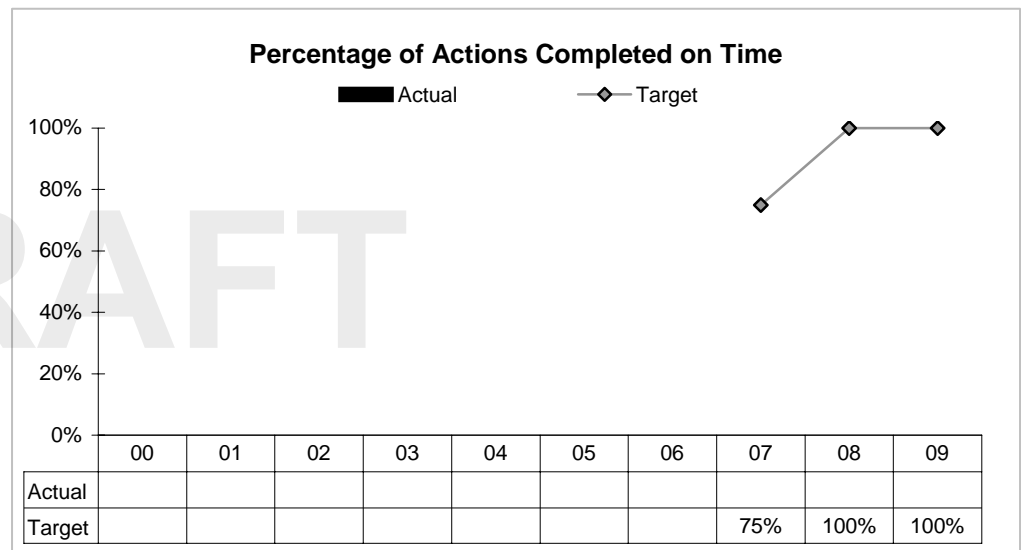
House Bill 3145 and the resulting Strategic Plan provide direction to meet the goals identified in the Bill and resulting plan. By measuring progress against these actions, the agency can measure its success in developing the infrastructure and frameworks to assist state agencies and partners in reducing risk to information assets and systems. The target is ultimately set at 100%. The first year is set lower to allow for identification of realistic and reasonable goals to be accomplished in a year timeframe.

3. HOW WE ARE DOING

House Bill 3145 was passed in the 2005 Legislative Session. Work is currently underway to identify quantifiable actions in the legislation and establishing tracking and reporting mechanisms. This measure was presented to JLAC on September 14, 2006 and moved to the November 2006 consent calendar where they are expected to be adopted for the 07/09 biennium. Data will be available for this measure beginning next year.

4. HOW WE COMPARE

There are no industry standards or comparable measures to compare against.



5. FACTORS AFFECTING RESULTS

Factors will be identified as actual measurements are made and analyzed.

6. WHAT NEEDS TO BE DONE

Actions necessary to respond to the results will be identified as actual measurements are made and analyzed.

7. ABOUT THE DATA

Plans are already in place; however, ESO needs to quantify how this measure will be calculated. More specific information

DRAFT

KPM #18	INFORMATION SECURITY BUSINESS RISK– Percentage of identified business risk that is remediated. This measure was presented to JLAC on September 14, 2006 and moved to the November 2006 Consent Calendar where it is expected to be adopted for the 07/09 biennium	Measure since: 2006
Goal	Adaptable government for future generations	
Oregon Context	Agency Mission: Lead the pursuit of excellence in state government; OBM #35 – Governing Magazines ranking of public management quality	
Data source	Enterprise Security Office (ESO) assessment reports and data reports pulled from ESO’s Assessments Database	
Owner	Theresa Masse, State Chief Information Security Officer, 503-378-4896	

OUR STRATEGY

1. The DAS strategy is to protect the state’s information assets and systems. The Enterprise Security (ESO) office works to secure the confidentiality, integrity and availability of state information assets and systems by focusing on reducing risk, promulgating and implementing applicable policies, and developing standards and guidelines for implementation of security safeguards to mitigate threats and vulnerabilities.

In these efforts, the ESO is working with state government agencies and stakeholder groups.

2. ABOUT THE TARGETS

A regular cycle of risk and vulnerability assessments will identify potential areas of risk across the enterprise. If DAS and affected agencies are successful in identifying and remediating these risks and vulnerabilities, future assessment cycles should reflect an improved security posture. Absent a baseline value, it is difficult to speculate on a realistic target. Ultimately, we want this percent to be close to 100%.

3. HOW WE ARE DOING

A contract is in place with a third party vendor, as required by HB3145 (2005 Legislative Session) and assessments will be conducted over the next few months. Results of the early assessments will provide a baseline for future measurements. This measure was presented to JLAC on September 14, 2006 and moved to the November 2006 consent calendar where they are expected to be adopted for the 07/09 biennium. Data will be available for this measure beginning next year.

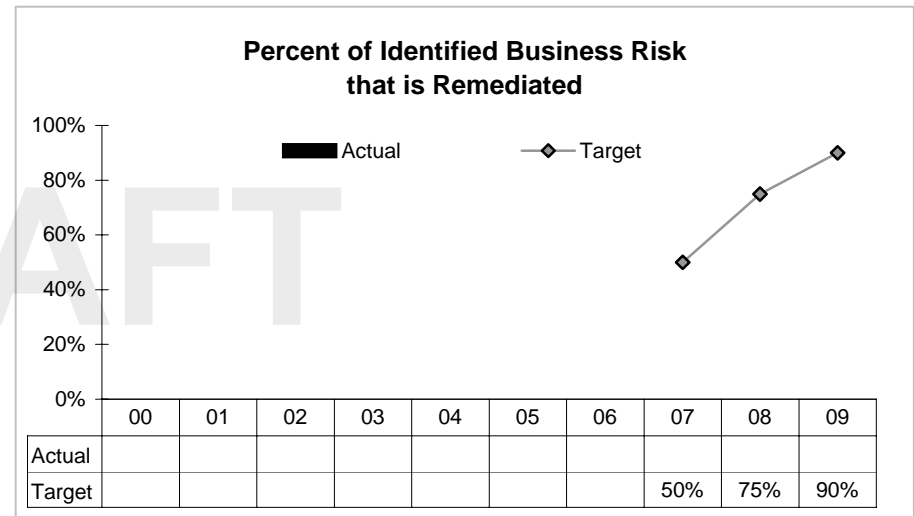
4. HOW WE COMPARE

Assessments are subjective in nature and there are no industry-specified categories or measurement scenarios that can be used to measure results against similar organizations. DAS will continue to work with state and national partners to identify potential risk categories, the latest industry trends and industry-recognized practices that can be incorporated into the DAS model.

5. FACTORS AFFECTING RESULTS

Department of Administrative Services

Excerpt from FY 2006 Annual Performance Progress Report found at <http://www.oregon.gov/DAS/OPB/APPR06.shtml>



Factors will be identified as actual measurements are made and analyzed.

6. WHAT NEEDS TO BE DONE

Actions necessary to respond to the results will be identified as actual measurements are made and analyzed.

7. ABOUT THE DATA

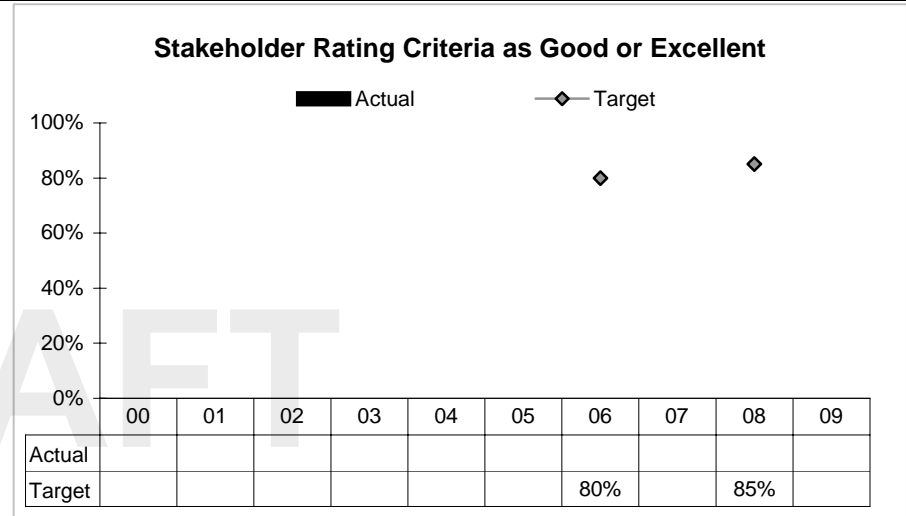
Data on risk will be produced with each completed assessment. Remediation efforts that address all risk identified in the assessment will be documented in a remediation plan. The percentage of risk remediated will be a measure of the percent completion of the remediation plan. This data collection and analysis strategy may need to be revisited once an actual assessment is complete.

DRAFT

KPM #19	HEALTH POLICY – Percent of key healthcare policy stakeholders who rate the a) usefulness, b) objectivity, c) reliability of healthcare data provided by Office for Health Policy and Research (OHPR) as good or excellent.	Measure since: e.g. 1999
Goal	Effective policies with clear direction	
Oregon Context	Mission: Lead the pursuit of excellence in state government; OBM #54 – Percentage of Oregonians without health insurance	
Data source	Biennial survey data gather by OHPR staff.	
Owner	Jeanene Smith, Office for Health Policy and Research, 503-378-2422 ext. 420	

1. OUR STRATEGY

The Office for Oregon Health Policy and Research (OHPR) has the statutory responsibility to develop reliable health care data and policy analysis as part of an overall legislative policy goal of containing health care costs and increasing Oregonian’s access to affordable healthcare. (ORS 442.025) The strategy is to involve key stakeholders in developing policies. Our proposed key performance measure is to gather systematic, reliable feedback from key constituents about the information provided by OHPR. Those stakeholders/constituents include the Governor’s staff, legislators and legislative staff, the Division of Consumer Business Services (DCBS) and the Department of Human Services, particularly the Division of Medical Assistance Programs (DMAP), Public Health and Seniors and People with Disabilities (SPD). In addition, we work on an ongoing basis with key healthcare stakeholders outside state government, including consumers, hospitals, providers, and advocates.



2. ABOUT THE TARGETS

In developing a measure of OHPR’s progress toward this goal, the Office was guided by the following:

- *Measurable:* Is it measurable?
- *Sensitive/responsive:* Will the indicator change over time and in response to organization changes?
- *Realm of control:* Is it within the manageable interest of the Office?
- *Meaningful:* Is it meaningful to and understandable by constituents and stakeholders?

OHPR would be seeking a higher percent of key healthcare policy stakeholder rating the healthcare data as a) useful, b) objective, and c) reliable with each biennial survey. Absent a baseline value, it is difficult to speculate on a realistic target. The target for 2006 is an 80% rating for the first measurement period and 85% in the second.

3. HOW WE ARE DOING

This measure was first was presented to JLAC on September 14, 2006 and moved to the November 2006 consent calendar where it is expected to be adopted for the 07/09 biennium.

Department of Administrative Services

Excerpt from FY 2006 Annual Performance Progress Report found at <http://www.oregon.gov/DAS/OPB/APPR06.shtml>

4. **HOW WE COMPARE**

Assessments are subjective in nature and there are no industry-specified categories or measurement scenarios that can be used to measure results as there are no similar organizations in the state or in other states. DAS and OHPR will continue to work with state and national partners to identify best practices on providing healthcare data and involving key stakeholders in the development of state health policy that can be incorporated into the DAS model.

5. **FACTORS AFFECTING RESULTS**

Factors will be identified and addressed when data is collected and analyzed.

6. **WHAT NEEDS TO BE DONE**

Actions necessary to respond to the results will be identified as actual measurements are made and analyzed.

7. **ABOUT THE DATA**

This data will be collected through a biennial survey conducted by OHPR staff in the fall of 2007. In order to minimize error and bias in the results, well-established survey methodology and protocols will be applied. However, all surveys are subject to some bias and those limitations will be made explicit in the discussion of survey results. Details of the study and the final analysis will be available on OHPR's website.

DRAFT

KPMs # 1	CUSTOMER SERVICE Percent of local participants who rank the ERT process as good to excellent.	Measure since: 2002
Goal	CUSTOMER SERVICE: Improve the quality and efficiency of delivering state services to local governments and businesses.	
Oregon Context	OBM 35 – Public Management and ERT Mission	
Data source	2006 ERT Customer Satisfaction Study was developed following the <i>Recommended Statewide Customer Service Performance Measure Guidelines</i> . ERT study was part of joint customer service survey administered by the Oregon Progress Board.	
Owner	Gabrielle Schiffer, 503-986-6522	

1. OUR STRATEGY

The five ERT regional coordinators work at the local level with teams of field staff from the following state agencies: OECDD, ODOT, DLCD, DEQ, DSL, ODA, OHCS, and DCBS. Together they provide coordinated state assistance to local jurisdictions and businesses on high priority economic and community development projects, specifically readying industrial lands for certification and/or development

2. ABOUT THE TARGETS

Targets for customer service were set by the Governor’s Office to serve as a motivator for improving state agency service delivery to local jurisdictions and businesses.

3. HOW WE ARE DOING

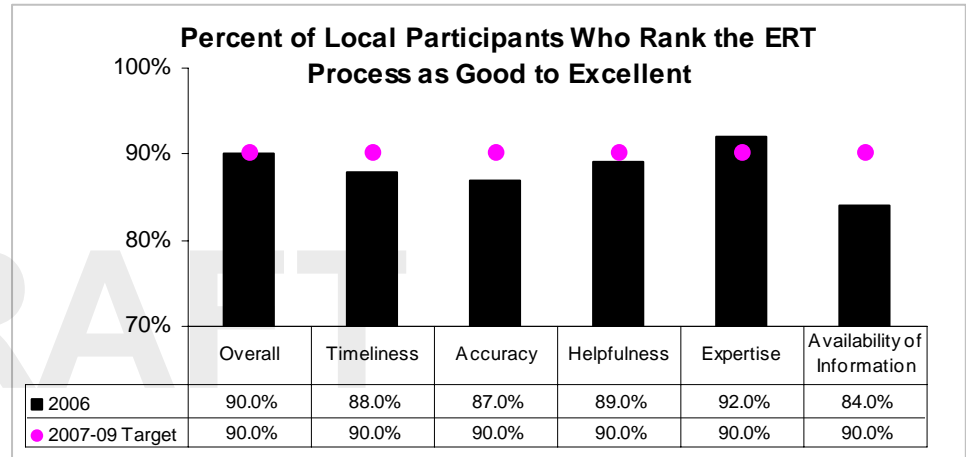
Survey results indicate that local governments and businesses are appreciative of the state agency coordination provided by the ERT process. Nine out of ten local participants in ERT projects perceive the service provided as “good” to “excellent.” The ERT received the highest rating in the area of knowledge and expertise which goes a long way toward building trust relationships. Availability of information received the lowest rating.

4. HOW WE COMPARE

Results from the 2006 survey are in line with customer satisfaction surveys the ERT conducted in 2002 and 2004 when overall ratings of good to excellent were at 84% and 87% respectively. These earlier customer satisfaction surveys preceded the *Recommended Statewide Customer Service Performance Measure Guideline* so survey questions were not the same as the questions asked in 2006. In some cases, overall customer service rating for the ERT process is higher than customer service ratings for individual state agencies.

5. FACTORS AFFECTING RESULTS

For the most part, the local projects the ERT is asked to become engaged in have long standing and complicated issues beyond the scope of traditional and individual state agency processes to resolve. The high ranking of the ERT for customer service may be influenced by the fact that ERT coordinators and the ERT process often play a key role in facilitating resolution of issues, in ensuring coordinated state assistance on a project and in some instances, bringing a project that’s been in trouble to a successful conclusion.



6. WHAT NEEDS TO BE DONE

In the 2006 Customer Satisfaction Study, the ERT received the highest rating in the area of knowledge and expertise and the lowest in availability of information. The ERT will work with state agencies to improve access to information about state programs and processes. In addition, responses to the customer service questions were cross-tabbed for each of the five ERT regions and opportunities for improvement were discussed with each ERT regional coordinator.

7. ABOUT THE DATA

Since the cycle time for ERT projects ranges from a couple months for siting a business, to a year or more for readying an industrial site for certification (longer if the site requires extensive and expensive infrastructure or transportation fixes), the reporting cycle for customer service is biennially using Oregon fiscal years. The strength of the survey data is a high response rate of 53%. The weakness of the data is a small sample size of 196. A copy of the 2006 Oregon Economic Revitalization Team Customer Satisfaction Study is available by contacting Gabrielle Schiffer at 503-986-6522.

DRAFT

Economic Revitalization Team

The agency links this performance measure to Oregon Benchmark(s):

#1, Employment in Rural Oregon; #2, Trade Outside of Oregon; #3, New Employers; #4, Net Job Growth; #10, On-Time Permits; #11, Per Capita Income; and #15, Unemployment

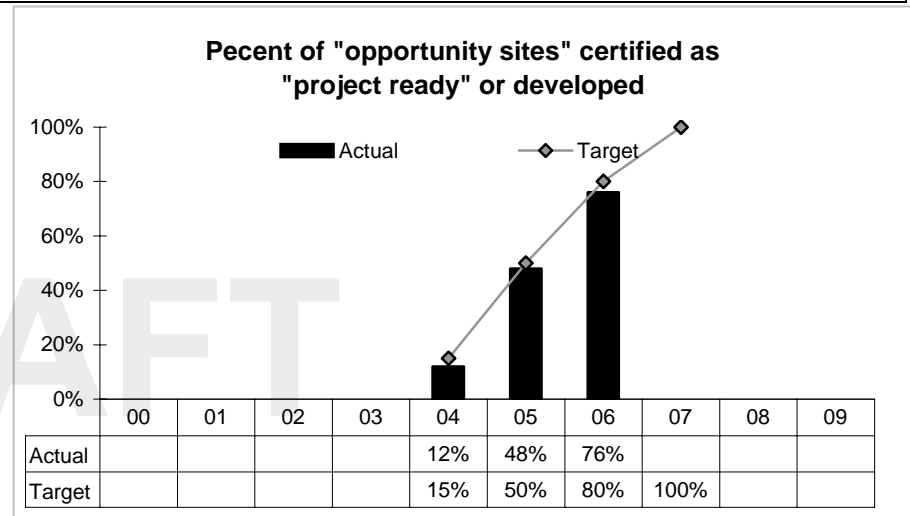
KPM #2	OPPORTUNITY SITES CERTIFIED OR DEVELOPED Percent of the 25 “opportunity sites” identified by the Industrial Lands Advisory Committee and referenced in HB 2011 (2003) certified as project ready or developed.	Measure since: 2004
Goal	ECONOMIC DEVELOPMENT: Increase the supply of marketable industrial sites statewide.	
Oregon Context	OBM 1, 2, 3, 4, 10, 11, 15 and ERT Mission	
Data source	OECDD records	
Owner	Gabrielle Schiffer, 503-986-6522	

1. OUR STRATEGY

These 25 industrially zoned sites were identified as a high priority to ready for certification and/or development by the Industrial Lands Advisory Committee (as referenced in HB 2011). Removing barriers to certification or development requires a multi-agency approach. The ERT partners with OECDD, DLCD, DEQ, DSL, ODOT, Oregon Department of Fish and Wildlife (ODFW), the State Historic Preservation Office (SHPO) and a host of local governments and property owners in its efforts to ready sites for “project ready” certification and/or development.

2. ABOUT THE TARGETS

Targets were set in consultation with OECDD and the ERT coordinators. Certification of the “opportunity sites” has been a high priority for both the ERT and OECDD. Although the sites had issues that were more complex and costly to resolve than anticipated, we are on track for this measure.



3. HOW WE ARE DOING

At the end of fiscal year 2005-06, 19 sites of the 25 sites have been certified or developed. Another site was certified in September 2006 and a second is schedule to be certified by the end of the year. Of the remaining four sites, two require big ticket infrastructure fixes and two have been withdrawn from the certification process by the property owner.

4. HOW WE COMPARE

It’s difficult to compare readying sites for certification and/or development to individual state agency processes because certification is not a single process but a multi-agency, state/local, and location specific collaboration.

5. FACTORS AFFECTING RESULTS

Sites often had multiple issues to overcome before qualifying for certification or being ready to develop. A short list of issues can include: inadequate road access, lack of sewer and water service to the site, environmental contamination and/or wetlands on the site and, in some cases, multiple ownerships. Limited local/state funding to address issues and build needed improvements was a limiting factor. In the smaller jurisdictions inadequate staffing is often the norm, the basic task of information gathering required for each site to complete the certification application was often challenging and contributed to a more protracted certification process for some sites.

Economic Revitalization Team

Excerpt from FY 2006 Annual Performance Progress Report found at <http://www.oregon.gov/DAS/OPB/APPR06.shtml>

Economic Revitalization Team

The agency links this performance measure to Oregon Benchmark(s):

#1, Employment in Rural Oregon; #2, Trade Outside of Oregon; #3, New Employers; #4, Net Job Growth; #10, On-Time Permits; #11, Per Capita Income; and #15, Unemployment

6. WHAT NEEDS TO BE DONE

OECD, in consultation with the ERT coordinators and agency liaisons, has evaluated the certification application process for streamlining opportunities. A new multi-agency intake form and an improved application have been developed and should be ready for beta testing later this fall.

7. ABOUT THE DATA

The reporting cycle for number of industrial sites certified as “project ready” is by Oregon fiscal year. OECD maintains a list of certified sites. A third party verifier determines when a site has met all the criteria to be certified.

DRAFT

Economic Revitalization Team

The agency links this performance measure to Oregon Benchmark(s):

#1, Employment in Rural Oregon; #2, Trade Outside of Oregon; #3, New Employers; #4, Net Job Growth; #10, On-Time Permits; #11, Per Capita Income; and #15, Unemployment

KPM #3	CERTIFID INDUSTRIAL LANDS Number of new industrial sites/acres certified as "project ready."	Measure since: 2004
Goal	ECONOMIC DEVELOPMENT: Increase the supply of marketable industrial sites statewide.	
Oregon Context	OBM 1, 2, 3, 4, 10, 11, 15 and ERT Mission	
Data source	OECDD records	
Owner	Gabrielle Schiffer, 503-986-6522	

1. OUR STRATEGY

Industrial site certification is a tool that increases the state’s readiness for economic development. Readying industrial sites for certification or development is a multi-agency, state/local collaboration. The ERT partners with OECDD, DLCD, DEQ, DSL, ODOT, ODFW, SHPO and a host of local governments and property owners in its efforts to ready sites for “project ready” certification.

2. ABOUT THE TARGETS

Targets for the number of certified sites and acreage were set in consultation with OECDD and the ERT coordinators at the onset of the program before a track record had been established. The targets were overly ambitious and have not been fully achieved. In general, sites had more complex and more costly issues to resolve than anticipated. Site acreage was also smaller than projected. Average size was 75 acres.

3. HOW WE ARE DOING

Oregon has a growing portfolio of “project ready” certified sites. Of the 40+ sites certified to date statewide, about a quarter of the sites have been developed or are slated for development. Information on Oregon’s certified industrial sites are available to the public and company site selectors at <http://www.oregonprospector.com>

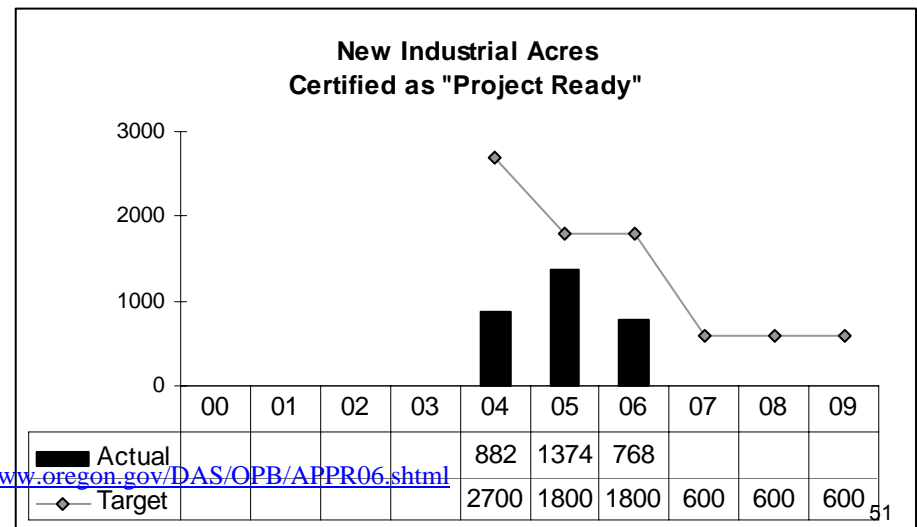
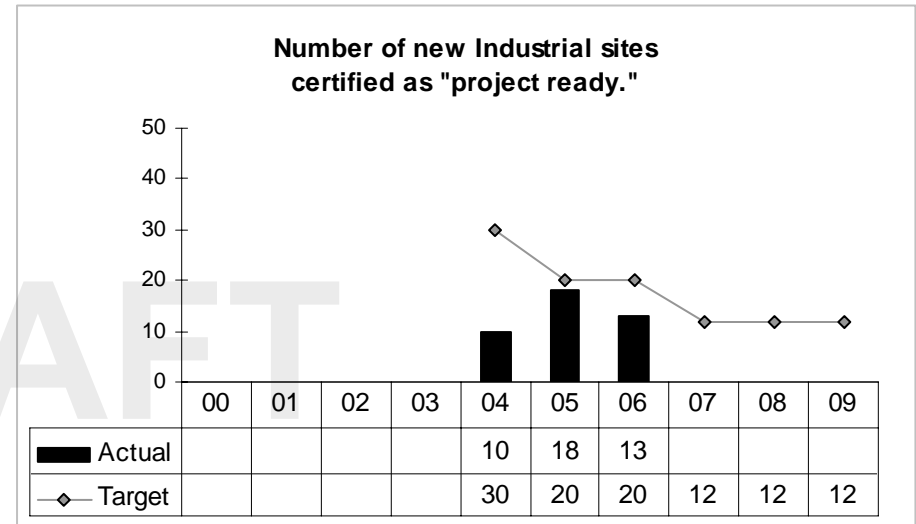
4. HOW WE COMPARE

A meaningful comparison to other state certification programs is not possible as this time as only a few states have such programs and no standard for consistency has been established. In addition, it’s difficult to compare readying sites for certification to individual state agency processes because certification is not a single process but a multi-agency, state/local, and site/location specific collaboration.

5. FACTORS AFFECTING RESULTS

Economic Revitalization Team

Excerpt from FY 2006 Annual Performance Progress Report found at <http://www.oregon.gov/DAS/OPB/APPR06.shtml>



Economic Revitalization Team

The agency links this performance measure to Oregon Benchmark(s):

#1, Employment in Rural Oregon; #2, Trade Outside of Oregon; #3, New Employers; #4, Net Job Growth; #10, On-Time Permits; #11, Per Capita Income; and #15, Unemployment

Industrial sites seeking certification often had multiple, long standing issues to overcome before qualifying for certification. A short list of issues can include: inadequate road access, lack of sewer and water service to the site, environmental contamination and/or wetlands present on the site and, in some instances, multiple ownerships. Limited local/state funding to address issues and build needed improvements was a limiting factor. In the smaller jurisdictions inadequate staffing is often the norm, the basic task of information gathering required for each site to complete the certification application was often challenging and contributed to a more protracted certification process for some sites.

6. WHAT NEEDS TO BE DONE

OECD, in consultation with the ERT coordinators and agency liaisons, has evaluated the certification application process. A new multi-agency intake form and a simplified application form have been developed and should be ready for beta tested later this fall.

7. ABOUT THE DATA

The reporting cycle for number of industrial sites certified as “project ready” is by Oregon fiscal year. OECD maintains a list of certified sites. A third party verifier determines when a site has met all the criteria to be certified.

DRAFT

KPM #6	PUBLIC OFFICIAL EDUCATION/TRAINING Number of annual training presentations to public officials and lobbyists	Measure since: 1999
Goal	Public Official Education/Training – #35 – Public Management Quality	
Oregon Context	To provide excellent customer service	
Data source	Director’s calendar and training request files	
Owner	Donald Crabtree, 503-378-5105	

1. OUR STRATEGY

The executive director oversees and provides the formal training presentations to public officials throughout the state. These presentations are scheduled on request. Informal training is provided by the remaining staff in response to customer service inquiries. This training is guidance offered on specific questions and circumstances.

2. ABOUT THE TARGETS

Since 2003 the targeted number of training sessions was 35, which was lowered from the target of 50. Training is a priority of the commission. It would be desirable to reach the targeted number of sessions each year or 100%.

3. HOW WE ARE DOING

While the targeted number of training sessions was adjusted downward, the most recent years indicate an upward trend toward 100%. It would be more compatible with the commission’s training priority to have the targeted number of training sessions increase.

4. HOW WE COMPARE

Comparable agencies or standards are not known at this time.

5. FACTORS AFFECTING RESULTS

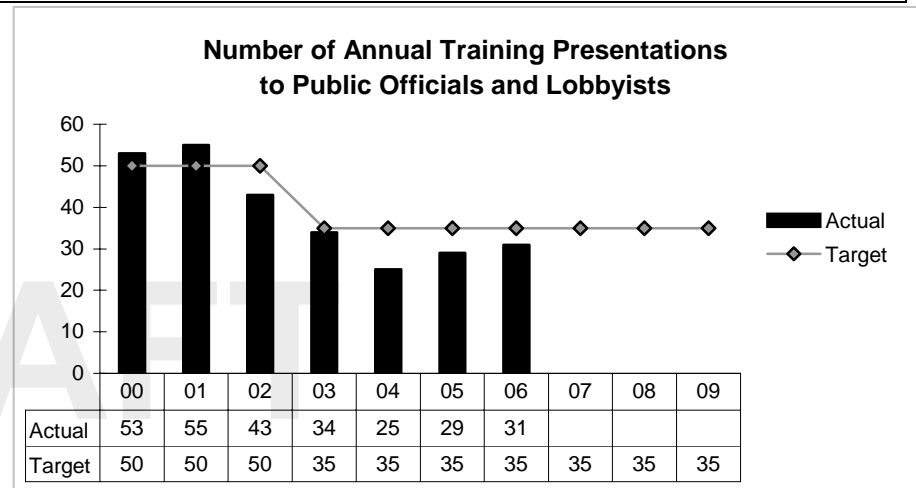
The commission’s results in this performance area is directly impacted by available time and resources. With the workload demands on 3 FTE’s, the executive director must provide assistance in investigations, compliance issues and customer service. This made it necessary to reduce the targeted number of training sessions in 2003 and impacted the number of training sessions that were provided.

6. WHAT NEEDS TO BE DONE

The performance indicated that the current goal is within reach of the current target. It does not appear that the target needs to be reduced, but performance should be monitored to determine if an adjustment is warranted.

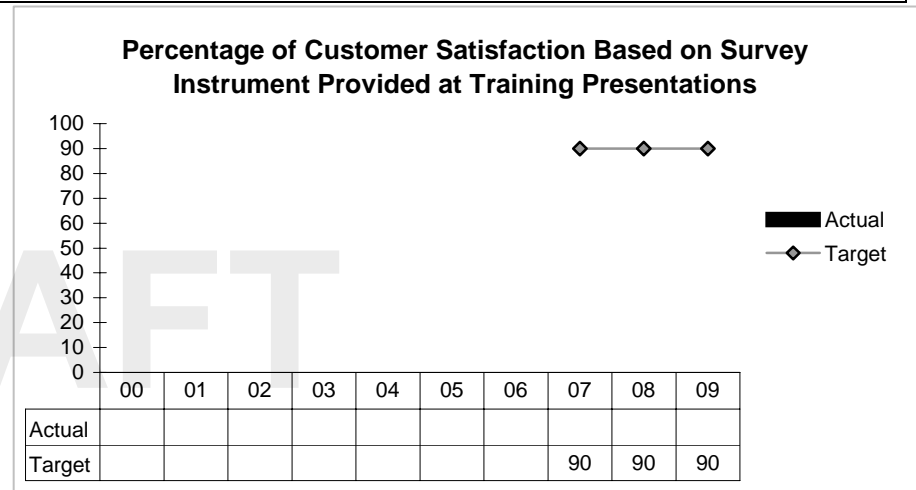
7. ABOUT THE DATA

Data in this measure is based on dates recorded as to the training sessions provided by the executive director. It is empirical and speaks for itself.



KPM #7	TRAINING PRESENTATION SATISFACTION Percentage of customer satisfaction with training presentations based on survey instrument provided at each training presentation to public officials and lobbyist	Measure since: 2006
Goal	Training Presentation Satisfaction – #35 – Public Management Quality	
Oregon Context	To provide excellent customer service	
Data source	Training schedule database and survey summaries	
Owner	Donald Crabtree, 503-378-5105	

1. **OUR STRATEGY**
The commission has implemented a practice of providing a survey to those who attend training sessions presented by the executive director or other representative. The surveys will be collected and reviewed to measure the level of customer satisfaction.
2. **ABOUT THE TARGETS**
This is a new measure and the target has been set a 100 percent. It is likely that this target will have to be adjusted downward for it to be meaningful. Once adjusted the desirable performance would be to reach 100 percent of the targeted level of customer satisfaction.
3. **HOW WE ARE DOING**
Unknown as it is a new measure.
4. **HOW WE COMPARE**
Unknown.
5. **FACTORS AFFECTING RESULTS**
Unknown at this time.
6. **WHAT NEEDS TO BE DONE**
Gather information on performance to determine what actions are needed.
7. **ABOUT THE DATA**
None.



KPM #8	MINIMIZE CASE DISPOSITION COSTS Percentage of contested cases settled before hearing	Measure since: 2006
Goal	Minimize Case Disposition Costs – #35 – Public Management Quality	
Oregon Context	Minimize case disposition costs	
Data source	Agency case log database and individual case files	
Owner	Don Crabtree, 503-378-5105	

1. OUR STRATEGY

The commission can dispose of all matters by negotiating settlements for any case in preliminary review or investigation. The executive director is delegated to negotiate settlements at the most appropriate and earliest opportunity.

2. ABOUT THE TARGETS

The current target is to settle 90 percent of the cases through a negotiated settlement. The desirable outcome would be to reach or exceed the target in 100 % of the cases.

3. HOW WE ARE DOING

This measure is new in 2006 and the commission has exceeded the target of 90 percent. Since it is a new measure it is not possible to draw any conclusions as to how the commission is performing in this area.

4. HOW WE COMPARE

This is a new measure, but comparable agencies or standards are not known at this time.

5. FACTORS AFFECTING RESULTS

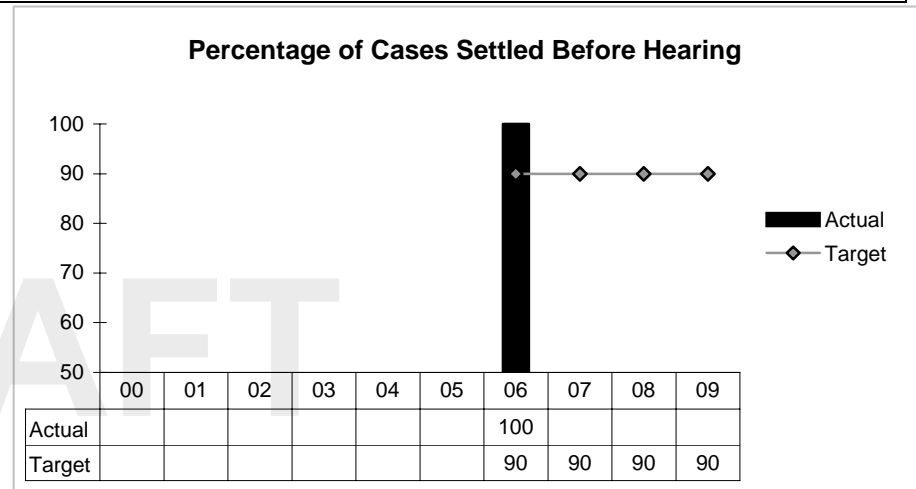
Unknown due to limited information.

6. WHAT NEEDS TO BE DONE

Unknown due to limited information.

7. ABOUT THE DATA

Data comes from the case information database and would be empirical in nature.



KPM #2	TOTAL BENEFIT ADMINISTRATION COSTS Total benefit administration costs per active member and annuitant (excluding special projects).	Measure since: 2006
Goal	Reduce administrative costs while maintaining high level of service to members and employers.	
Oregon Context	Oregon Benchmark #35: Public Management Quality & #9c: Cost of Doing Business/ Taxes & Charges. Increase service cost-effectiveness to stakeholders.	
Data source	Budget/personnel statistics, PERS CAFR, report from CEM Benchmarking, Inc. comparing PERS to its peers.	
Owner	Fiscal Services Administrator Dave Tyler, 503-603-7709	

1. **OUR STRATEGY**

PERS strives to deliver high-quality, low-cost service to members and employers. PERS is aware that administrative costs, funded through investment earnings, have an effect on Employer rates and member account earnings crediting. PERS long-term approach is to make processes more efficient through automation, and reduce the need for expensive manual procedures.

2. **ABOUT THE TARGETS**

The targets are set based on peer performance reported by a benefit administration comparison expert, CEM Benchmarking, Inc. The targets are aligned with the median value of PERS' peer group, and the aim is to be at or below this value. Although PERS is currently a high-cost organization as compared to its peers, it is the long-term goal to be much more comparatively cost-efficient through system and process improvements.

3. **HOW WE ARE DOING**

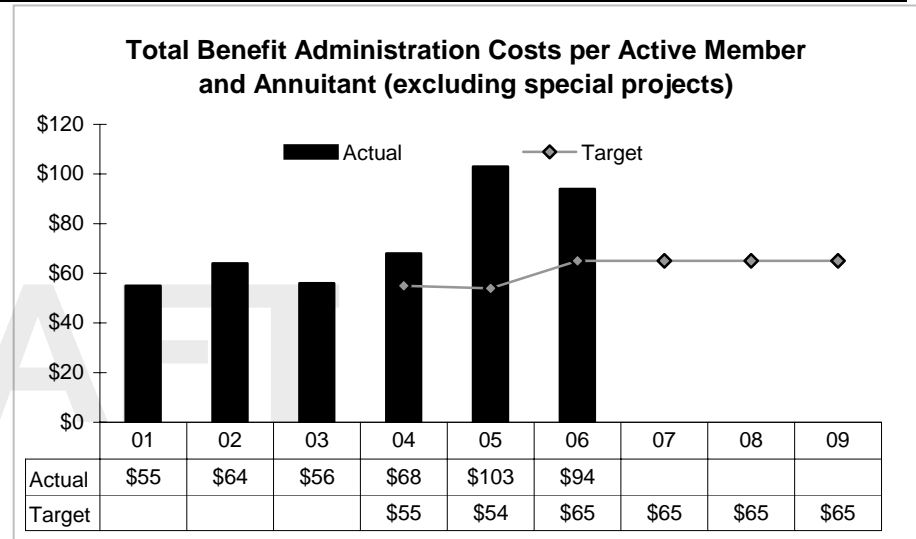
PERS operating costs (excluding special projects) have risen since 2003, with the implementation of new and revised retirement programs following PERS reform. While costs remained between \$55 to \$65 per Active Member and Retiree from 2001 to 2003, they climbed to a high of \$103 in 2005. While the 2006 cost of \$94 per Active Member and Retiree remains high as compared to those earlier years, it is down 10% from the previous year's high water mark.

4. **HOW WE COMPARE**

In 2005, CEM Benchmarking, Inc. reported that the average cost (less special projects) per active member and retiree amongst PERS' peers was \$70.41. While PERS' costs for 2006 are down to \$94 per active/retiree, it does remain higher than past peer levels. The CEM Benchmarking, Inc. report for 2006 will not be released until January 2007.

5. **FACTORS AFFECTING RESULTS**

PERS' per member/retiree costs are currently above the peer median cost of other similar size pension systems. PERS' operations are currently more staff intensive and expensive than other pension systems because of the continuing challenges of implementing the 2003 reform legislation, administering a highly complex system with multiple component programs, and having an outmoded IT infrastructure that is also undergoing conversion. Costs are also impacted by the large amount of "re-work" associated with the *Strunk* and *Eugene* rulings.



6. WHAT NEEDS TO BE DONE

PERS is committed to the long-term goal of reducing its operating expenditures to stay comparable with its peers. Successful completion of the *Strunk and Eugene* project (scheduled for completion in June 2009) will reduce PERS staffing levels by over 50 FTE. Other long-term cost savings will be realized when PERS completes the conversion of its outdated Retirement Information Management System (RIMS), which is scheduled for completion by December of 2009. This IT system conversion will allow PERS to replace many of its current desktop application supported processes with much more cost efficient automated processes.

7. ABOUT THE DATA

This measure is based on data for the Oregon fiscal year period. All of PERS' cost and volume related data is submitted to CEM Benchmarking, Inc in the form of an annual benefit administration survey they conduct involving over 55 leading global pension systems (27 in the US). The fiscal year data is submitted each October, and CEM compiles the data and prepares a customized report for PERS that is released in January. This comprehensive report summarizes PERS' data and performance compared to that of its peers.

This measure is based on PERS' total annual expenditures as reported in its CAFR. For comparison purposes, all of the supplemental benefit expenditures are pulled out (for PERS this includes costs related to the Deferred Comp and retiree Health Insurance programs), because CEM found that many of the pension systems supported a wide range of varying supplemental benefit programs (or none at all), and it was very difficult to compare that aspect from system to system. This measure also pulls out special project costs. CEM defines these as capital projects or very rare one-time projects outside the course of normal business (and they limit what is applied to that category). Although the peer group information for 2006 will not be available until January of 2007, PERS is still able to compile its own 2006 data for this measure, since it is based on financial data that is readily available.

DRAFT

KPM #3	TOTAL BENEFIT ADMINISTRATION COSTS Total benefit administration costs per active member and annuitant (INCLUDING special projects).	Measure since: 2006
Goal	Reduce administrative costs while maintaining high levels of service to members and employers.	
Oregon Context	Oregon Benchmark #35: Public Management Quality & #9c: Cost of Doing Business/ Taxes & Charges. Increase service cost-effectiveness to stakeholders.	
Data source	Budget/personnel statistics, PERS CAFR, report from CEM Benchmarking, Inc. comparing PERS to its peers.	
Owner	Fiscal Services Administrator Dave Tyler, 503-603-7709	

1. OUR STRATEGY

PERS strives to deliver high-quality, low-cost service to members and employers. PERS is aware that administrative costs, funded through investment earnings, have an effect on Employer rates and member account earnings crediting. The successful completion of the *Strunk and Eugene* project and the Retirement Information Management System (RIMS) Conversion project will help to reduce PERS' annual operating expenditures.

2. ABOUT THE TARGETS

The targets for 2004 and 2005 were set based on peer performance reported by a benefit administration comparison expert, CEM Benchmarking, Inc. The targets for these years were aligned with the median value of PERS' peer group, and the aim is to be at or below this value. Because PERS knows it will be working on two major high-cost projects (*Strunk/Eugene* and RIMS Conversion) over the next several years, the targets over that period have been adjusted accordingly.

3. HOW WE ARE DOING

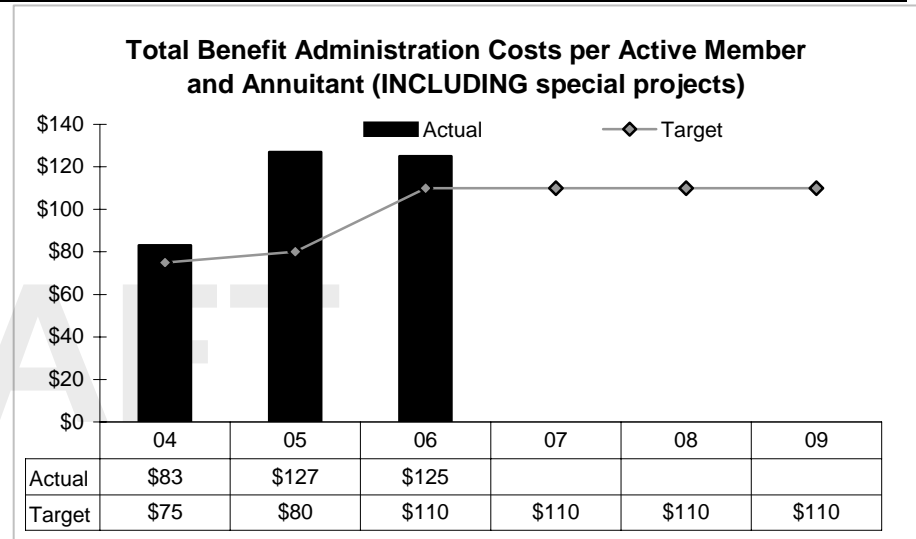
For 2006, PERS' cost per active member and retiree is \$125, down from \$127 in 2005. Despite this decrease, costs remain high as compared to lower levels in 2004, which reflects the addition of the *Strunk/Eugene* and RIMS Conversion projects since that time. The aim is to be at or lower than the target for this measure.

4. HOW WE COMPARE

In 2005, CEM Benchmarking, Inc. reported that the average cost (including special projects) per active member and retiree amongst PERS' peers was \$82.26 (the peer median was \$72.18). This is significantly lower than PERS' 2005 \$127.01 cost per active/retiree. While PERS' costs for 2006 are down to \$125 per active/retiree, it does remain higher than past peer levels, again reflecting the major high-cost special projects PERS is managing relative to its peers. The CEM Benchmarking, Inc. report for 2006 will not be released until January 2007.

5. FACTORS AFFECTING RESULTS

PERS' per member/retiree costs are currently above the peer median costs of other similar size pension systems. PERS' operations are currently more staff intensive and expensive than other pension systems because of the continuing challenges of implementing the 2003 reform legislation, administering a



Public Employees Retirement System

The agency links this performance measure to Oregon Benchmark(s):
#9, Cost of Doing Business; #35, Public Management Quality

highly complex system with multiple components, and having an outmoded IT infrastructure that is also undergoing conversion. Costs are also impacted by the large amount of “re-work” associated with the *Strunk* and *Eugene* rulings.

Because this measure also factors in the cost of special projects, the data points to the large scope of the projects PERS is currently undertaking. For 2005, the large project expenditure was the jClarety HB2020 implementation project (this project was near completion by the end of 2005). The RIMS Conversion Project (RCP) was just beginning at the end of 2005, and the 2003 PERS reform legislation implementation continued throughout 2005.

For 2006, the final expenditures for the jClarety HB2020 implementation project occurred, and the RCP project ramped up into full swing. The *Strunk/Eugene* project also began during 2006, but only a portion of this project’s costs will be counted as a special project for the purposes of CEM survey peer comparison. In order to accurately compare the volumes associated with the *Strunk/Eugene* work versus peer work, some of the project costs are included with normal business activities like pension inceptions (the retirement re-work) and retroactive transactions (reposted earnings to active/inactive accounts). So for the purposes of CEM classification, only the project planning, setup and support costs are separated as special project costs on the CEM survey.

6. WHAT NEEDS TO BE DONE

PERS is committed to completing each of its projects on schedule and within budget. It is safe to assume that with completion of its special projects, PERS overall costs will be reduced. But completion of the current projects will also have an effect on future costs. Long-term cost savings will eventually be realized as PERS completes the RCP project (scheduled for completion by December of 2009), and replaces many of its current desktop supported processes with much more cost efficient automated processes.

7. ABOUT THE DATA

This measure is based on data for the Oregon fiscal year period. All of PERS’ cost and volume related data is submitted to CEM Benchmarking, Inc in the form of an annual benefit administration survey they conduct involving over 55 leading global pension systems (27 in the US). The fiscal year data is submitted each October, and CEM compiles the data and prepares a customized report for PERS that is released in January. This comprehensive report summarizes PERS’ data and performance compared to that of its peers.

This measure is based on PERS’ total annual expenditures as reported in its CAFR. For comparison purposes, all of the supplemental benefit expenditures are pulled out (for PERS this includes costs related to the Deferred Comp and retiree Health Insurance programs), because CEM found that many of the pension systems supported a wide range of varying supplemental benefit programs (or none at all), and it was very difficult to compare that aspect from system to system. This measure includes special project costs. CEM defines these as capital projects or very rare one-time projects outside the course of normal business (and they limit what is applied to that category). In order to avoid the comparison problems caused by cost spikes from special projects that might differ from year to year, CEM uses a three-year average cost for the special project category. Since PERS is currently involved in several multiple-year projects, this adjustment will not skew the overall costs for PERS in the short run. Although the peer group information for 2006 will not be available until January of 2007, PERS is able to compile its own 2006 data for this measure, since it is based on financial data that is readily available.

KPM #4	MEMBER TO STAFF RATIO Ratio of Active Members and Annuitants to full-time equivalent (FTE) staff.	Measure since: 2006
Goal	Increase productivity of staff to improve service to members and retirees.	
Oregon Context	Oregon Benchmark #35: Public Management Quality. Increase efficiency of service to members.	
Data source	Budget/personnel statistics, report from CEM Benchmarking, Inc. comparing PERS to its peers.	
Owner	Fiscal Services Administrator Dave Tyler, 503-603-7709	

1. OUR STRATEGY

PERS aims to deliver high-quality service while remaining cost-efficient. In order to accomplish this PERS needs to keep staffing numbers reasonable without sacrificing service.

2. ABOUT THE TARGETS

The targets for 2004 and 2005 were set based on peer performance reported by a benefit administration comparison expert, CEM Benchmarking, Inc. The targets for these years were aligned with the median value of PERS’ peer group, and the aim was to be at or below this value. Because PERS knows it will be working on two major high-cost projects (*Strunk/Eugene* and RIMS Conversion) over the next several years, the targets over that period have been adjusted due to the staff that are involved with those projects.

3. HOW WE ARE DOING

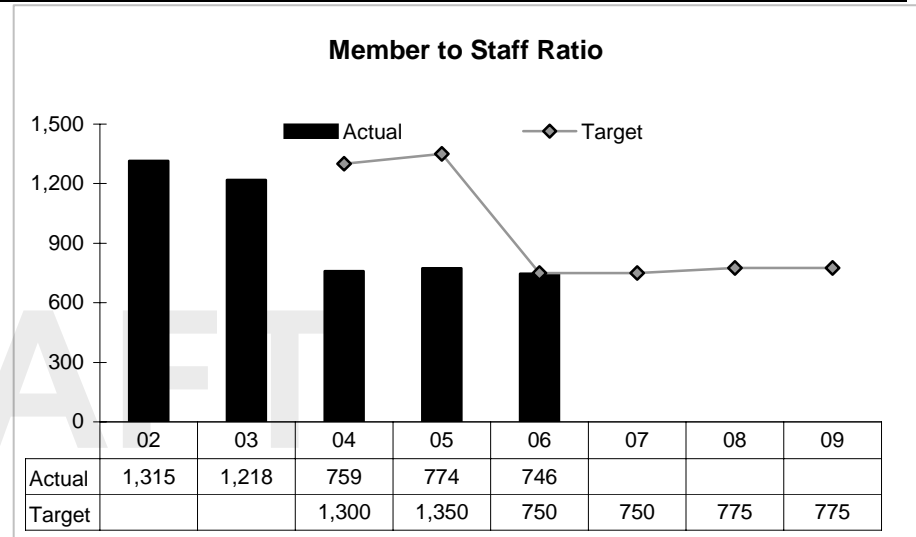
PERS’ ratio of active members and retirees to each FTE staff dropped to 746 in 2006. This continues the trend of lower member to staff ratios since 2003. Over the course of those three years, the ratio has remained in the 750 range.

4. HOW WE COMPARE

PERS is currently more highly staffed than its peers. In 2005, CEM Benchmarking, Inc. reported that the median number of active members and retirees administered per FTE staff amongst PERS’ peer group was 1,350. PERS’ membership total (actives and retirees) of 268,400 in 2006 is less than its peer median of 304,000 (for 2005 – the 2006 CEM report will not be released until January 2007). So the higher staffing levels at PERS cause its ratio of members to staff to be lower than that of its peers.

5. FACTORS AFFECTING RESULTS

PERS was observed to be the second most complex among 20 other similar sized public pension systems as identified in the Cost Effectiveness Measurement (CEM) survey. This complexity is driven by PERS’ service to multiple classes of public employees, including part-time employees, the large number of retirement options, multiple retirement benefit calculations, and a number of other benefit add-ons. The complexity has made it difficult to provide automated IT based applications and solutions, particularly given the outmoded nature of its Retirement Information Management System (RIMS), which requires more staff to provide basic services. Moreover, PERS is currently doing a substantial amount of “re-work” to comply with the *Strunk* and



Eugene rulings that affected some 190,000 active and inactive member accounts, and approximately 55,000 retired, withdrawn, or otherwise impacted accounts.

The 2003 PERS reform legislation has added to this complexity, and required staffing for two new retirement programs (OPSRP and IAP). PERS went from an agency of 226 FTE in 2003 to 362 FTE in 2004 when the reform legislation implementation began and many limited duration staff were added. PERS' Agency Request Budget for 2007-09 includes staffing at just over 400 FTE.

6. WHAT NEEDS TO BE DONE

Demographic research shows that in the next five-to-ten years, there will be a surging number of members who qualify for retirement benefits. While the rising volume of retirements is an issue facing most public pension systems, PERS has the additional burden of an outmoded IT system, which causes PERS' disproportionately higher staffing needs. This situation is expected to continue until the older IT systems can be replaced and the operational demands of statutory changes, program expansions (OPSRP and IAP) and the *Strunk* and *Eugene* court rulings are accommodated.

And with the completion of projects staffed by limited duration employees, like the *Strunk/Eugene* project, staffing levels will drop accordingly. In the long-term, projects like the RIMS Conversion project will also lead to a more automated-processes approach, lowering PERS' dependency on staff-intensive manual processes.

7. ABOUT THE DATA

This measure is based on data for the Oregon fiscal year period. All of PERS' cost and volume related data is submitted to CEM Benchmarking, Inc in the form of an annual benefit administration survey they conduct involving over 55 leading global pension systems (27 in the US). The fiscal year data is submitted each October, and CEM compiles the data and prepares a customized report for PERS that is released in January. This comprehensive report summarizes PERS' data and performance compared to that of its peers.

This measure is based in staffing levels according to official DAS Budget and Management records and reported in the Position Inventory Control System (PICS) records. For CEM's comparison purposes, direct and support staff attributed to supplemental benefit programs (like PERS' Deferred Compensation and retiree Health Insurance programs), are pulled out of the full staffing numbers before comparing them to peers. CEM found that many of the pension systems supported a wide range of varying supplemental benefit programs (or none at all), and it was very difficult to compare that aspect from system to system. Although the peer group information for 2006 will not be available until January of 2007, PERS is still able to compile its own 2006 data for this measure, since it is based on staffing and membership data that is readily available.

KPM #5	AVERAGE DOLLARS DEFERRED BY PARTICIPANT The average monthly deferral for Deferred Compensation program participants.	Measure since: 2006
Goal	Increase voluntary participation by members in Deferred Compensation Program	
Oregon Context	Encourage member independence and financial well-being into retirement. Has an effect on Oregon Benchmark #58: Independent Seniors.	
Data source	Deferred Compensation records, along with reports from the Oregon Savings Growth Plan (OSGP) Third party administrator, Citistreet	
Owner	Deferred Compensation Administrator, Gay Lynn Bath, 503-378-3730 ext. 86425	

1. OUR STRATEGY

PERS' Deferred Compensation program, the Oregon Savings Growth Plan (OSGP) understands that the financial demands of current and future retirees are increasing. And with the uncertain future of Social Security, the OSGP aims to provide Oregon public employees with another option to help supplement their PERS benefits and help bridge the gap between retirees' expected needs and their PERS benefits. In order to remain a valued option for PERS members, OSGP's goal is to provide solid investment options through its third-party administrator, and to educate participants about the importance of retirement preparation through increased deferrals.

2. ABOUT THE TARGETS

One aspect of retirement preparation for employees is to increase their deferral amount each year (possibly in accordance with annual pay increases). So the targets are based on the OSGP's goal to increase average monthly deferrals by \$25 per year.

3. HOW WE ARE DOING

The average monthly deferral for OSGP participants has increased steadily since 2001. The performance has remained at or near target throughout this time period. In 2006, the average monthly deferral was \$383, which was just shy of the \$400 goal.

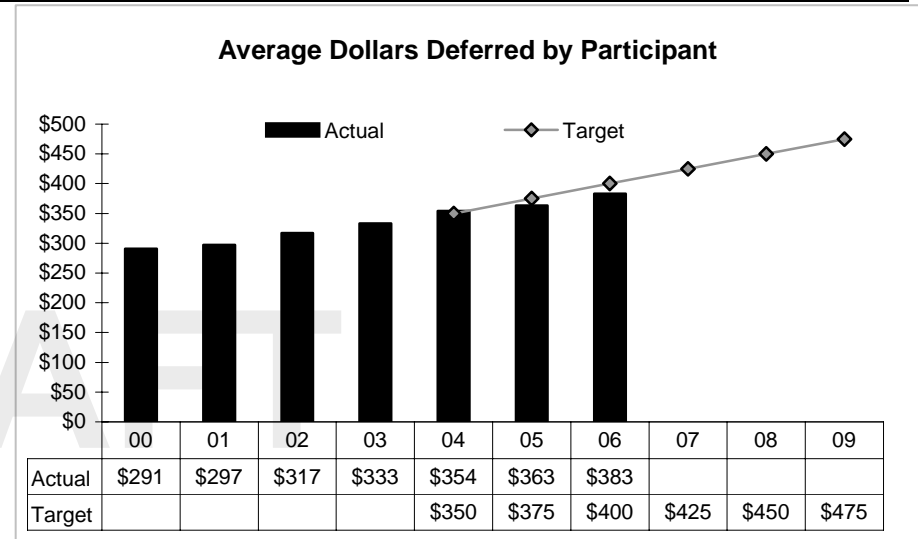
4. HOW WE COMPARE

In 2005, the industry average monthly savings rate was \$326. Since OSGP participants are contributing more dollars on average than their industry peers, it demonstrates OSGP's perceived value to its members.

5. FACTORS AFFECTING RESULTS

While the monthly deferral averages have remained high as compared to industry rates, and the performance has been at or near target over the last six years, the averages for the past two years have fallen just shy of the targets. Over the last six years, the average monthly deferral has increased by an average of just over \$19 per year. With targets increasing by \$25 per year, it could be a sign that the targets are too aggressive. Another factor that could be affecting this is the recent economic cycle. If finances have been tight for participants, they might have refrained from increasing their deferrals, or perhaps even decreased them to ease the financial burden of increasing living costs.

6. WHAT NEEDS TO BE DONE



Public Employees Retirement System

The agency links this performance measure to Oregon Benchmark(s):
#59, Independent Seniors

As the economy continues to move through cycles, the OSGP will need to continue educating participants on the importance of retirement savings. The OSGP has recently added some simple marketing in the form of plan information printed on the back of state employees' pay stubs to increase awareness about the program. The results have been observed as inquiries and participation have increased.

7. **ABOUT THE DATA**

This data is reported on the Oregon Fiscal Year basis. The data is provided by the OSGP's third-party administrator, Citistreet, and is easily verifiable by looking at monthly deferral records. This measurement factors in deferrals from all state employee groups, as well as local government participants in OSGP.

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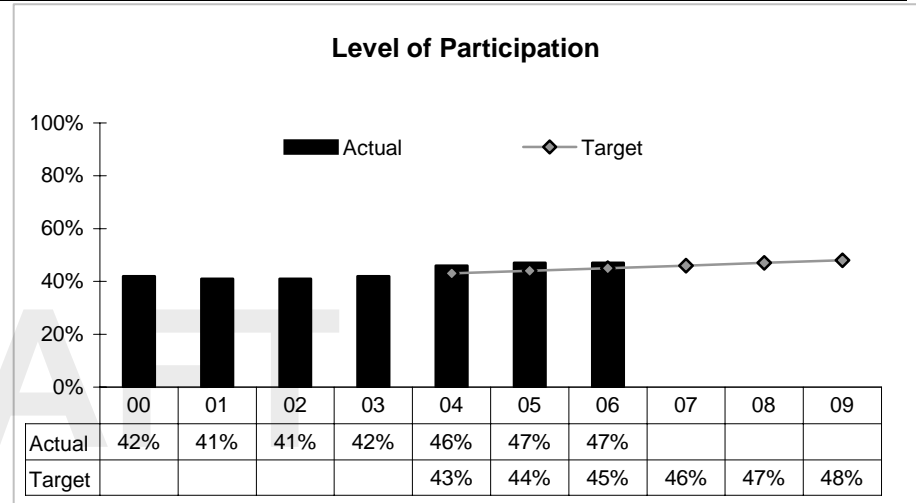
KPM #6	LEVEL OF PARTICIPATION The percentage of eligible state employees who participate in the Deferred Compensation program.	Measure since: 2006
Goal	Increase voluntary participation by members in Deferred Compensation Program	
Oregon Context	Encourage member independence and financial well-being into retirement. Has an effect on Oregon Benchmark #58: Independent Seniors.	
Data source	Deferred Compensation records, along with reports from the Oregon Savings Growth Plan (OSGP) Third party administrator, Citistreet	
Owner	Deferred Compensation Administrator, Gay Lynn Bath, 503-378-3730 ext. 86425.	

1. OUR STRATEGY

PERS' Deferred Compensation program, the Oregon Savings Growth Plan (OSGP) understands that the financial demands of current and future retirees are increasing. And with the uncertain future of Social Security, the OSGP aims to provide Oregon public employees with another option to help supplement their PERS benefits and help bridge the gap between retirees' expected needs and their PERS benefits. In order to remain a valued option for PERS members, OSGP's goal is to provide solid investment options through its third-party administrator, and to educate participants about the importance of retirement preparation through participation in this supplemental program.

2. ABOUT THE TARGETS

The targets represent the desired penetration level among eligible state government employees. The higher the level of participation, the higher the perceived value in the program. The goal of OSGP is to gradually increase the participation level by 1% annually, and then maintain participation at the 50% level.



3. HOW WE ARE DOING

State government employee participation in the OSGP has increased from the 41-42% level between 2000 and 2003 to the 46-47% range over the last three years. The participation rate does not seem to change very much from year to year, except for a 4% increase from 42% in 2003 to 46% in 2004. The performance has remained at or above target.

4. HOW WE COMPARE

CEM Benchmarking, Inc. also prepares a simple annual Defined Contribution report, which the OSGP participates in. CEM reports that the average participation rate amongst survey respondents was 71% for calendar year 2005. It is important to note, however, that the survey included many private plans for which the plan in question was the only retirement program option (or the primary option) for employees, whereas OSGP is a supplemental program to PERS' Tier One-Tier Two, OPSRP and IAP programs.

5. FACTORS AFFECTING RESULTS

Because the Deferred Compensation Program is voluntary for state employees, to have both a high rate of penetration and a high average monthly deferral rate reflects that the Deferred Compensation program is both well known and represents an important retirement savings tool for many state employees. Despite this, there are other factors that will affect (and possibly decrease) the ongoing participation rates. There are a large number of baby boomer

generation employees who are set to retire in the near future. Many of these retirees will withdraw their OSGP accounts or roll them into other retirement accounts.

When comparing the participation rates reported by CEM Benchmarking, Inc., it is important to remember that many of those survey respondents cannot be considered true “peers” of the OSGP. Many of them are private plans which serve as the primary or only retirement program option for their employees. Since the OSGP is a voluntary supplemental retirement savings program for PERS members, participation will be expectedly lower.

6. WHAT NEEDS TO BE DONE

Data shows that participation does not change drastically from year to year. And when factoring in the effect that the many upcoming retirements will have on OSGP participation rates, it will be important for the OSGP to educate and remind eligible employees of the benefits of participating in the program. One tactic the OSGP has recently used, is adding some simple marketing in the form of plan information printed on the back of state employees’ pay stubs to increase awareness about the program. This has resulted in increased interest in the program.

7. ABOUT THE DATA

This data is reported on the Oregon Fiscal Year basis. The data is provided by the OSGP’s third-party administrator, Citistreet. Because the available records of certain participating employee groups (Higher Ed, miscellaneous small agencies and participating local government entities) are more difficult to verify, only Oregon State Payroll System (OSPS) employees are factored in this measure. The OSPS records are easily verifiable and make for stable comparison from year to year.

DRAFT

KPM #4	TAXPAYER ASSISTANCE CONTACTS	Measure since: 2000
Goal	Tax Administration: Provide excellent service, helping taxpayers meet their commitments with education, assistance, and compliance.	
Oregon Context	This goal has no direct link to an Oregon Benchmark; it links directly to the department’s mission.	
Data source	Web site hits and Tax Services calls	
Owner	Randy Evers, Personal Tax and Compliance Division Administrator	

1. OUR STRATEGY

Our strategy is to continue to use the Internet and telephone effectively to educate the public and to assist taxpayers in meeting their filing responsibilities.

2. ABOUT THE TARGETS

The targets project a continued growth in the use of the Internet and telephone to help provide customer service and promote long-term tax compliance. The higher the target, the more contacts we have with taxpayers.

3. HOW WE ARE DOING

Taxpayers are becoming more comfortable using the Internet as a way of getting tax information and forms. We have made significant progress in answering the needs of taxpayers through a variety of methods.

4. HOW WE COMPARE

Comparable data is not available.

5. FACTORS AFFECTING RESULTS

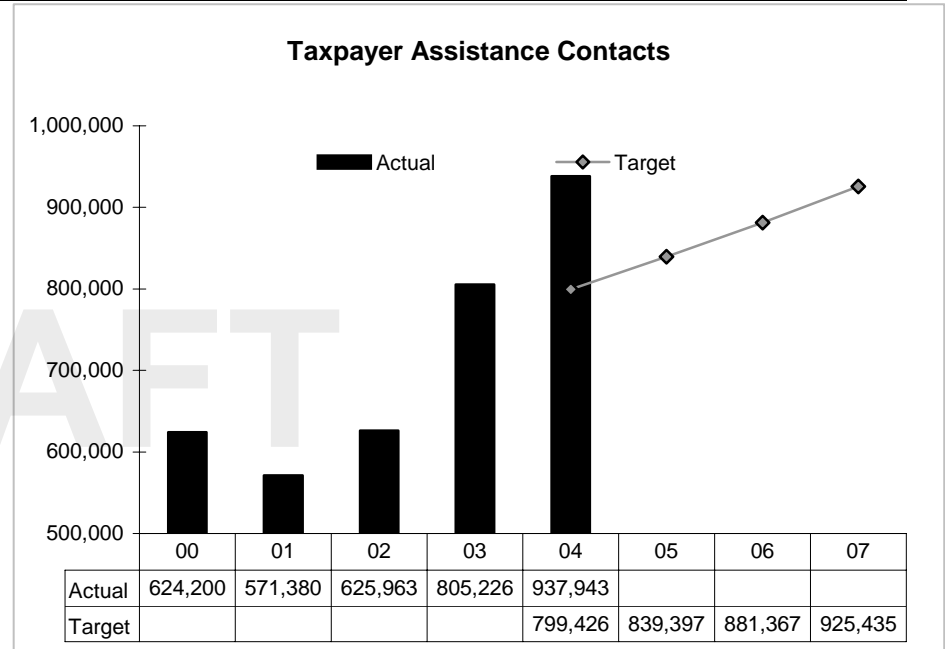
The department has provided more information such as “Where’s My Refund?” on the Web site so that taxpayers have easier access to commonly asked questions.

6. WHAT NEEDS TO BE DONE

The department is continuing to evaluate how to provide more information through the Web, as well as planning to update the department’s Interactive Voice Response System.

7. ABOUT THE DATA

The reporting cycle is the Oregon fiscal year. The department’s Web site is now being administered by DAS’ e-gov program, and it appears Web site “hits” are being counted differently than in previous years. There may be a lack of continuity in data in future years.



KPM #5	PERSONAL INCOME TAX ASSESSMENTS ISSUED PER EMPLOYEE PER MONTH	Measure since: 2000
Goal	Tax Administration: Provide excellent service, helping taxpayers meet their commitments with education, assistance and compliance.	
Oregon Context	This goal links to the department’s mission and Oregon benchmark.	
Data source	Cost Allocation System (CAS) and Filing Enforcement Monthly Reports, based on productivity per position.	
Owner	Randy Evers, Personal Tax and Compliance Division Administrator	

1. OUR STRATEGY

Our strategy is to develop filing enforcement tools, techniques and data sources that will improve the accuracy of our information and help the department assist taxpayers in filing.

2. ABOUT THE TARGETS

The department is moving to emphasize voluntary filing of tax returns by taxpayers (KPM#7). As that effort increases, we will not be sending as many assessments of tax due to taxpayers. As a result, we are projecting that the number of assessments per employee will decline over time.

3. HOW WE ARE DOING

The 2005 performance resulted in more assessments issued per employee than our 2005 target. As we complete the change in focus, we anticipate that the number of assessments will drop in favor of more voluntarily filed returns.

4. HOW WE COMPARE

Comparable data is not available.

5. FACTORS AFFECTING RESULTS

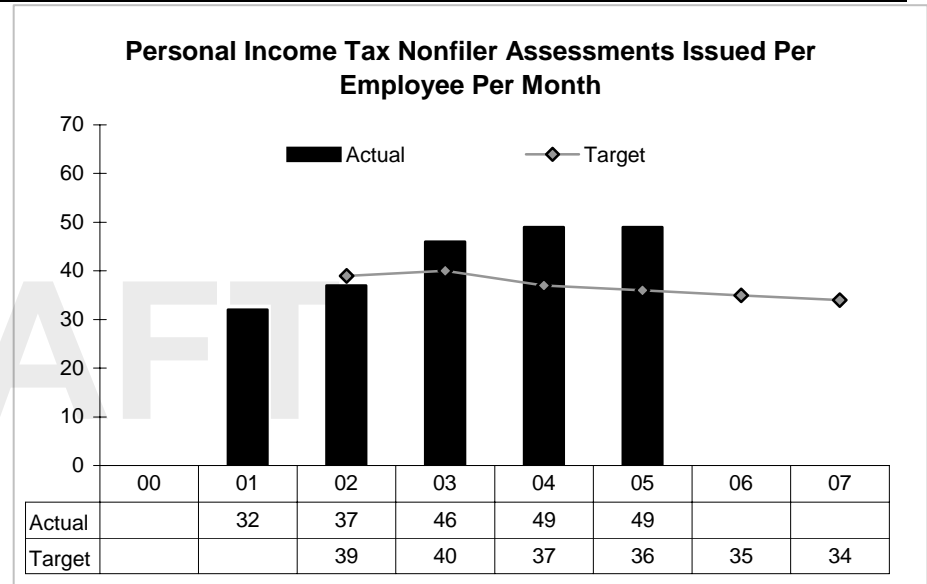
We are continuing to refine the tools and skills needed to encourage and assist taxpayers to file their returns voluntarily.

6. WHAT NEEDS TO BE DONE

The department has just developed an automated application that will help staff provide more accurate and complete information to assist taxpayers in completing their returns and will help us shift the focus to voluntarily filed returns.

7. ABOUT THE DATA

The reporting cycle is Oregon fiscal year. The department’s internal auditor reviewed the measure and stated that the data appears to be reliable and consistent, although it does not include field office staff.



KPM #7	DELINQUENT RETURNS FILED AFTER COMPLIANCE CONTACT PER FILING ENFORCEMENT EMPLOYEE PER MONTH	Measure since: 2001
Goal	Tax Administration: Provide excellent service, helping taxpayers meet their commitments with education, assistance and compliance.	
Oregon Context	This goal links to the department’s mission and Oregon benchmark 33.	
Data source	Cost Allocation System (CAS) and Filing Enforcement Monthly Reports, based on productivity per position	
Owner	Randy Evers, Personal Tax and Compliance Division Administrator	

1. OUR STRATEGY

Our strategy is to identify non-filing taxpayers and encourage them to file their own returns. If taxpayers voluntarily comply by filing their own returns, we believe there is a higher likelihood of their future tax compliance.

2. ABOUT THE TARGETS

The department is emphasizing voluntary filing of tax returns by taxpayers. As that effort increases, we will produce fewer assessments of tax due (as measured in KPM#5) and will encourage taxpayers to file after compliance contact with the department. Higher is better.

3. HOW WE ARE DOING

The 2005 target was 26; actual performance for 2005 was 24. In recent years, filing enforcement has increased due to improved filing enforcement applications. The targets were adjusted to reflect that change.

4. HOW WE COMPARE

Comparable data is not available.

5. FACTORS AFFECTING RESULTS

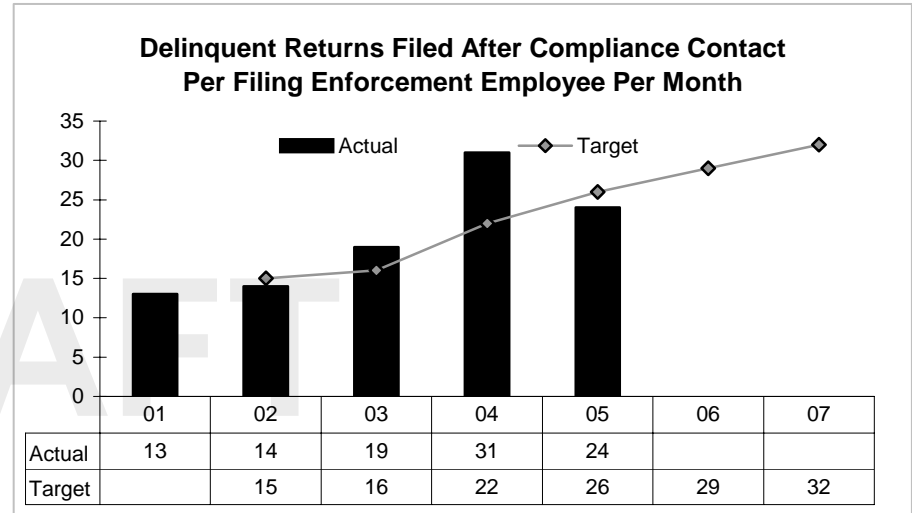
The department has provided training for employees, emphasizing the need to contact taxpayers quickly and work toward voluntary compliance.

6. WHAT NEEDS TO BE DONE

The department has just developed an automated application that will help staff provide more accurate and complete information to assist taxpayers in completing their returns and help with the focus on voluntarily filed returns.

7. ABOUT THE DATA

The reporting cycle is Oregon fiscal year. The department’s internal auditor evaluated the measure and noted that the data appears to be reliable and consistent.



KPM #11	EMPLOYEES TRAINING PER YEAR (PERCENT RECEIVING 20 HOURS PER YEAR)	Measure since: 2000
Goal	Work Environment: Provide a positive, productive, and welcoming work environment.	
Oregon Context	This goal links to the department’s mission and Oregon benchmark 29.	
Data source	Agency Cost Allocation System (CAS).	
Owner	Sandy McLernan, Human Resources Manager	

1. OUR STRATEGY

This measure demonstrates the importance placed on employee development and the commitment of resources towards training.

2. ABOUT THE TARGETS

Oregon Benchmark 29: Labor Force Skills Training – measures percentage of Oregonians in the labor force who received at least 20 hours of skills training the past year. Our target is based on the percentage of employees who receive that training. Higher is better.

3. HOW WE ARE DOING

The 2005 target was 63%; actual performance for 2005 was 44%. The department is not meeting its training targets. We rebounded from the effects of layoff in 2003 but are still struggling to maintain our momentum.

4. HOW WE COMPARE

The 2003 Oregon Benchmark Report notes that there has been little progress on Oregon Benchmark 29.

5. FACTORS AFFECTING RESULTS

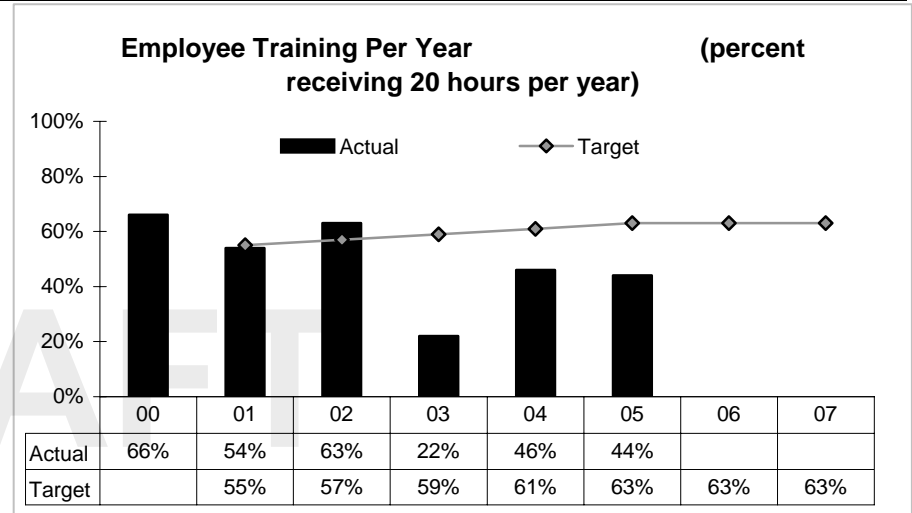
Due to budget shortfalls, the department cut back its training for staff in 2002-03. During 2003-04, we started to reinstate an active training program. Ongoing budget challenges, however, have made progress difficult.

6. WHAT NEEDS TO BE DONE

The department needs to continue to place a high priority on employee training and to look for creative, low-cost ways to deliver the training.

7. ABOUT THE DATA

The reporting cycle is Oregon fiscal year. The department’s internal auditor evaluated the measure and notes that the data likely under-reports compliance with measure. Data comes from coding on timesheets. Managers are responsible for insuring the accuracy of reporting training with limited review for accuracy by payroll or Human Resources.



DRAFT

OREGON BENCHMARKS - ECONOMY

Business Vitality	94	95	96	97	98	99	00	01	02	03	04	05	06	Targets	
														05	10
1. Percent of Oregon jobs outside the I-5 corridor and Deschutes County	14.6%	14.5%	14.5%	14.2%	14.2%	14.3%	14.0%	13.8%	13.9%	14.1%	14.1%	14.0%			
2. Oregon's national rank in traded sector strength (1 = best)	40	36	33	32	31	30	33	28	30	33				20-25	20-25
3. Oregon's national rank for new Employer Identification Numbers per 1000 workers.	8	7	7	7	14	11	10		11	10	12			5-10	5-10
4. Net job growth (in thousands)	59.07	54.09	54.44	55.93	28.10	27.52	30.25	-10.97	-23.86	-9.13	31.68			24.00	23.00
a. urban counties	52.17	49.00	48.96	49.42	24.44	22.53	27.39	-6.65	-22.70	-10.27	25.66			20.16	18.86
b. rural counties	6.90	5.10	5.48	6.51	3.65	4.99	2.86	-4.32	-1.16	1.13	4.87			3.84	4.14
5. Oregon's concentration in professional services relative to the U.S. concentration in professional services. (U.S.=100%) (New Data Series)	83%	84%	84%	82%	79%	78%	77%	75%	75%	73%	72%			80%	85%
6. Oregon's national rank in economic diversification (1st = most diversified)	26	32	29	32	28	27	35	37	34	33				25	20
Economic Capacity	94	95	96	97	98	99	00	01	02	03	04	05	06	05	10
7. Research and development expenditures as a percent of gross state product															
a. industry (public/private)		0.91%	1.10%	1.45%	1.40%	1.39%			2.01%	2.84%				1.2%	1.4%
b. academia	0.32%	0.32%	0.30%	0.29%	0.29%	0.29%	0.29%		0.34%	0.36%				0.4%	0.5%
8. Oregon's national rank in venture capital investments (measured in dollars per worker)	12	29	14	22	21	10	15		16	20	17			5-10 10	5-10 10
Business Costs	94	95	96	97	98	99	00	01	02	03	04	05	06	05	10
9. Oregon's national rank in the cost of doing business (1st = lowest)	27	27	26	24	24	26	26	26	28	31	34			14	14
a. labor costs	40	42	31	33	31	36	27	41	39	40	36			There will be no targets for index components	
b. energy costs	3	4	5	4	4	4	5	10	29	20	13				
c. tax costs	34	27	27	38	32	31	42	37	35	41	43				
10. Percent of permits issued within the target time period or less															
a. air contaminant discharge	66%	62%	73%	50%	58%	61%	68%	90%	90%	88%	85%	84%		85%	95%
b. wastewater discharge	23%	15%	15%	11%	16%	28%	47%	48%	47%	51%	60%	42%		41%	49%

OREGON BENCHMARKS - ECONOMY

Income	94	95	96	97	98	99	00	01	02	03	04	05	06	05	10
11. Per capita personal income as a percent of the U.S. per capita income (U.S.=100%)	95%	97%	97%	97%	95%	95%	94%	93%	94%	93%	92%	93%		97%	100%
a. metropolitan as a percent of metropolitan U.S.	96%	97%	98%	97%	96%	96%	95%	95%	94%	94%	93%	93%		97%	100%
b. non-metropolitan as a percent of non-metropolitan U.S.	101%	104%	102%	102%	101%	101%	100%	100%	100%	102%	100%	100%		104%	105%
12. Average annual payroll per worker covered by unemployment insurance (in thousands, all industries, 2005 dollars):	30.77	31.41	32.16	33.24	34.27	35.21	36.43	36.20	36.21	36.34	36.63	36.59		36.92	37.87
a. urban	31.85	32.53	33.43	34.57	35.64	36.61	38.07	37.69	37.64	37.78	38.10	38.06		38.40	39.35
b. rural	25.30	25.49	25.67	26.09	26.85	27.33	27.44	27.67	28.29	28.41	28.58	28.32		28.90	29.54
13. Comparison of average incomes of top 5th families to lowest 5th families	Based on compilation of three years of data, middle year shown.														
a. ratio			9.4			11.3		10.0	10.4	9.3				11	9
b. national rank (1st = smallest gap)			27			40		25	28	19				No targets	
14. Percent of covered Oregon workers with earnings of 150% or more of the poverty level for a family of four	31%	31%	31%	32%	34%	35%	36%	36%	36%	36%	35%	35%		41%	47%
15. Oregon unemployment rate:															
a. annual rate	5.5%	4.9%	5.6%	5.6%	5.7%	5.5%	5.1%	6.4%	7.6%	8.1%	7.3%	6.1%			
b. as a percent of U.S. unemployment rate	90%	88%	104%	114%	127%	131%	130%	136%	131%	135%	133%	120%		115%	100%
International	94	95	96	97	98	99	00	01	02	03	04	05	06	05	10
16. Percent of total exports traded with non-primary partners. (Primary partners are Canada, Japan and South Korea.)	52.3%	56.1%	57.7%	56.7%	52.7%	53.9%	58.1%	58.6%	60.4%	59.4%	62.2%	60.7%		56%	60%
17. Percent of Oregonians who speak a language in addition to English	The number for 2000 has been corrected from 15% to 17%. New calculation for 2004, not strictly comparable to previous years.														
	16%		14%		14%		17%				20%			17%	20%

OREGON BENCHMARKS - EDUCATION

Kindergarten - 12th grade	94	95	96	97	98	99	00	01	02	03	04	05	06	Targets	
														05	10
18. Percent of children entering school ready to learn				58%			67%		76%		80%			85%	87%
19. Percent of third graders who achieve established skill levels															
a. reading		61%	70%	79%	78%	81%	82%	84%	80%	82%	82%	86%	87%	90%	97%
b. math		50%	53%	63%	67%	70%	75%	75%	74%	78%	81%	86%	86%	81%	90%
20. Percent of eighth graders who achieve established skill levels															
a. reading		48%	53%	56%	55%	56%	64%	62%	61%	61%	59%	63%	66%	71%	80%
b. math		49%	49%	49%	51%	52%	56%	55%	54%	59%	59%	64%	66%	69%	80%
21. Percent of high school graduates who earn regular diplomas (CIM and Non-CIM) who attain a Certificate of Initial Mastery								26%	31%	32.3%	33.4%	36.9%		Not enough data	Not enough data
22. Percent of students who drop out of grades 9 - 12 without receiving a high school diploma or GED.	6.6%	7.4%	7.2%	6.7%	6.9%	6.6%	6.3%	5.3%	4.9%	4.4%	4.6%	4.2%		5.4%	4.0%
Post Secondary	94	95	96	97	98	99	00	01	02	03	04	05	06	05	10
23. Percent of Oregon adults (25+) who have completed high school or equivalent	89%		91%		91%		92%		89.5%		93.0%			93%	95%
24. Percent of Oregon adults (25+) who have completed some college	58%		60%		62%		58%		57.9%		62.9%			70%	79%
25. Percent of Oregon adults (25+) who have an Associates degree or other occupation-related credential							25.7%		29.3%		32.2%			Not enough data	Not enough data
26. Percent of Oregon adults (25+) who have completed:															
a. bachelor's degree	26%		29%		29%		29%		29.9%		32.6%			38%	45%
b. advanced degree							11%		11.2%		12.8%			10%	12%
Skill Development	94	95	96	97	98	99	00	01	02	03	04	05	06	05	10
27. Percent of adult Oregonians with intermediate and higher literacy skills															
a. prose															
b. document	Inadequate funding to be part of 2002 National Assessment of Adult Literacy												Not enough data	Not enough data	
c. quantitative															
28. Usage of computers:															
a. Percent of adults who use a computer ore related electronic device to create docs/graphics or analyze data	50%		58%		60%		61%		59%		57.8%			65%	70%
b. Percent of households with computers who access the Internet	13%		24%		35%		63%		70%		89%			75%	80%
29. Percent of Oregonians in the labor force who received at least 20 hours of skills training in the past year	35%		30%		37%		31%		38%		37.1%			56%	75%

OREGON BENCHMARKS - CIVIC ENGAGEMENT

Participation															Targets	
	94	95	96	97	98	99	00	01	02	03	04	05	06	05	10	
30. Percent of Oregonians 16 and older who volunteer time to civic, community or nonprofit activities in the last twelve months									31.7%	33.2%	33.7%	34.0%				
31. Turnout of the voting age population for presidential elections (1 = highest)																
a. Percent			59.9%				64.7%				70.5%					
b. National Rank			10				10				6			(2004)	(2008)	
32. Percent of Oregonians who feel they are a part of their community	36%		41%		36%		37%		51%		49%			45%	60%	
Taxes	94	95	96	97	98	99	00	01	02	03	04	05	06	05	10	
33. Percent of Oregonians who demonstrate knowledge of Oregon's main revenue source and main expenditure	1992-1999: Oregon State U. annual mailed survey. 2000 on: Oregon Population Survey															
	18%	19%	21%	19%	18%	18%	11%		17%		15%			25%	50%	
34. National ranking for state and local taxes and charges as a percent of personal income (1st = lowest burden)	NOTE: previous reports showed 1st = highest burden.													There will be no targets.		
	38	39	41	42	34	37	37		16		24					
a. Taxes	33	25	14	18	10	6	12		5		9					
b. Charges	40	42	47	46	46	40	45		41		42					
Public Sector Performance	94	95	96	97	98	99	00	01	02	03	04	05	06	05	10	
35. Governing magazine's ranking of public management quality					B-		C+				B			B	B	
36. State general obligation bond rating (Standard and Poor's)	AA- ₄	AA- ₄	AA ₅	AA ₅	AA ₅	AA ₅	AA ₅	AA	AA	AA-	AA-	AA-		AA+ ₆	AAA ₇	
Culture	94	95	96	97	98	99	00	01	02	03	04	05	06	05	10	
37. Oregon adults participating in the arts at least once annually																
38. Percent of Oregonians served by a public library which meets minimum service criteria	84%	85%	88%	89%	80%	84%	84%	87%	87%	85%	83%	80%	79%	94%	99%	

OREGON BENCHMARK - SOCIAL SUPPORT

Health															Targets	
	94	95	96	97	98	99	00	01	02	03	04	05	06	05	10	
39. Pregnancy rate per 1,000 females ages 15-17	49.0	49.3	47.3	44.2	42.1	39.3	35.2	31.7	27.6	26.4	23.8			24.0	20.0	
40. Percent of babies whose mothers received prenatal care beginning in the first trimester	78.9%	78.5%	79.7%	81.1%	80.2%	80.9%	81.3%	81.5%	82%	81%	80%			85%	90%	
births	7.1	6.1	5.6	5.8	5.4	5.8	5.6	5.4	5.8	5.6	5.5			5.1	4.5	
42. Percent of two-year-olds who are adequately immunized	67%	74%	72%	73%	76%	73%	79%	73%	74.5%	79.3%	81.1%	75.3%		82%	90%	
43. New HIV infections in Oregonians aged 13 and over by year of initial diagnosis:	Entire data series updated 9/14/06. (new data from Jeff Capizzi 9/7/06)															
a. number	424	415	376	289	278	270	255	277	312	296	300	281		282	263	
b. rate per 100,000	158.0	178.3	191.5	252.6	273.4	270.4	310.2	263.5	238.8	267.9	270.3	268.0				
44. Percent of Oregonians 18 and older who report that they do not currently smoke cigarettes.	78%	77%	77%	79%	78%	79%	79%	79%	78%	79%	79.9%	81.4%		85%	NA	
45. Preventable Death: Years of life lost before age 70 (rate per 1,000)	61.9	61.4	59.6	56.4	56.7	52.7	53.5	51.8	54.1	54.7	54.1			54.3	49.3	
46. Percent of adults whose self-perceived health status is very good or excellent	63%	62%	60%	59%	57%	57%	53%	55%	55%	55%	53.4%	53.6%		65%	72%	
47. Percent of families with incomes below the state median income for whom child care is affordable	39%		36%		43%		35%		35%		43%			45%	Put off till OSIII	
48. Number of child care slots available for every 100 children under age 13	16	16	19	20	21	21	20	18	18	17	17	17		25	25	
49. Percent of Oregon teens who report positive youth development attributes:																
a. 8th graders													65%			
b. 11th graders													69%			
Protection	94	95	96	97	98	99	00	01	02	03	04	05	06	05	10	
50. Percent of eighth grade students who report using in the previous month:																
a. alcohol	30.0%		30.0%	35.3%		26.6%		24.8%	24.4%	24.3%	28.5%	31.1%	31.9%	21%	17%	
b. illicit drugs	19.0%		22.0%		18.6%		13.3%	18.1%	18.3%	18.5%	17.0%	15.9%	15.7%	15%	12%	
c. cigarettes	19.0%		22.0%		20.2%		12.8%	12.3%	11.7%	10.5%	8.1%	9.8%	8.7%	16%	13%	
51. Substantiated number of child abuse victims, per 1,000 under 18, total	10.1	10.1	10.4	12.1	12.3	13.5	12.1	9.6	9.8	10.8	12.0	13.0				
a. Substantiated neglected/abused (excluding threat of harm category)	8.1	7.8	7.7	7.4	6.8	6.9	6.5	5.7	5.4	5.6	6.3	6.9		6.2	5.6	
b. Substantiated threat of harm	2.0	2.3	2.7	4.7	5.5	6.6	5.6	3.9	4.4	5.2	5.7	6.1		5.9	5.3	

OREGON BENCHMARK - SOCIAL SUPPORT

Protection - cont.	94	95	96	97	98	99	00	01	02	03	04	05	06	05	10
52. Substantiated elder abuse rate per 1,000 Oregonians age 65 & older	Counterintuitive, but correct. Targets aim for increased reporting.												15.0	27.0	
53. Percent of pregnant women who report not using:															
a. alcohol	97%	97%	98%	98%	98%	98%	99%	99%	99%	98%	99%			98%	98%
b. tobacco	82%	82%	82%	84%	85%	86%	87%	87%	87%	88%	88%			91%	98%
Poverty	94	95	96	97	98	99	00	01	02	03	04	05	06	05	10
54. Percent of Oregonians with household incomes below 100% of the Federal poverty level	Except for 1999, these are three-year averages using the middle year as the reporting year (2001 = average of 2000, 2001 and 2002).												12%	10%	
a. 0-17	12%	12%	12%	13%	13%	11.6%	11.6%	10.8%	11.7%						
b. 18-64	1999 data are from the 2000 Census.						14.0%	16.0%	13.9%	16.3%					
c. 65+						11.0%	10.5%	10.6%	11.0%						
55. Percent of Oregonians without health insurance							7.6%	7.1%	6.2%	6.4%					
56. Number of Oregonians that are homeless on any given night (per 10,000)	14%		11%		11%			12%		14%		17%		8%	8%
57. Percent of current child support due that is paid within the month that it is due.	23	19	21	22	21	27	23	22	21	22	24	29	31	14	13
58. Oregon's national rank for percent of households that are:	60.0%	56.8%	58.3%	61.9%	62.9%	58.9%	59.6%	59.6%	60.4%	59.9%	59.3%	60.1%	60.4%	65.0%	70.0%
a. food insecure (limited access to enough food for all household members to live a healthy, active life)	Three-year averages, with middle year shown.														
b. food insecure with hunger (at least one member must go hungry)				45				44	41	32				32	10
				50				49	43	32				36	10
Independent Living	94	95	96	97	98	99	00	01	02	03	04	05	06	05	10
59. Percent of seniors (over 75) living outside of nursing facilities	1992-99 data were based on 65 and older.						96.4%	96.5%	97.1%	97.0%	97.2%	96.5%		97.2%	97.5%
60. Percent of adults with lasting, significant disabilities who are capable of working who are employed							85%		70%		72%				
61. Percent of Oregonians with lasting, significant disabilities living in households with incomes below the federal poverty	20.1%		19.5%		22.0%		21.2%		24.7%		22%			19%	19%

OREGON BENCHMARKS - PUBLIC SAFETY

Crime															Targets	
	94	95	96	97	98	99	00	01	02	03	04	05	06	05	10	
62. Overall reported crimes per 1,000 Oregonians	145.9	150.5	141.8	150.1	138.5	131.7	127.8	128.4	124.2	127.7	125.4			124.5	110.0	
a. person crimes	17.7	17.5	15.5	15.2	14.5	13.7	12.9	12.0	11.7	11.6	11.5			13.1	11.5	
b. property crimes	82.1	85.6	79.0	83.0	74.4	68.2	66.9	69.7	67.5	69.5	66.5			66.9	59.1	
c. behavior crimes	46.1	47.4	47.3	51.9	49.6	49.8	48.1	46.8	45.1	46.6	47.4			44.5	34.4	
63. Juvenile arrests per 1,000 juvenile Oregonians per year																
a. person crimes	6.5	5.9	5.5	5.1	4.8	4.5	4.5	4.1	3.5	4	4.2			4.4	3.9	
b. property crimes	23.5	21.5	21.0	19.6	17.0	15.1	14.1	12.7	11.4	12.6	12.2			15.5	13.8	
64. Percent of grade 9-12 students who report carrying weapons in the last 30 days		19%		19%		14%		13%		20%		21%		14%	9%	
65. Percent of paroled adult offenders convicted of a new felony within three years of initial release	33%	31%	31%	30%	32%	32%	30%	30%	33%	31%	31%	31%		29%	27%	
66. Percent of juveniles with a new criminal referral to a county juvenile department within 12 months of the initial criminal	35.0%	38.0%	37.3%	38.3%	36.9%	36.6%	34.8%	34.1%	32.2%	32.1%	31.3%			33%	30%	
Emergency Preparedness	94	95	96	97	98	99	00	01	02	03	04	05	06	05	10	
67. Emergency preparedness																
a. percent of Oregon communities with geologic hazard data and prevention	10%	15%	20%	25%	30%	30%	40%	45%	46%	47%	50%	50%		50%	60%	
b. percent of Oregon counties with emergency operations plans meeting minimum criteria.	83%	86%	96%	97%	94%	98%	50%	59%	81%	86%	88%	97%	89%	98%	100%	

OREGON BENCHMARKS - COMMUNITY DEVELOPMENT

															Targets	
Growth Management	94	95	96	97	98	99	00	01	02	03	04	05	06	05	10	
68. Hours of travel delay per capita per year in urbanized areas.																
a. Portland metro	14.4	18.4	18.5	19.3	19.7	20.8	22.9	19.1	19.4	20.0				25.5	28.0	
b. Salem & Eugene	3.6	3.5	4.1	4.5	4.9	5.4	6.7	6.1	6.7	6.4				7.5	9.1	
69. Percent of Oregonians served by public drinking water systems that meet health-based standards	49%	50%	55%	88%	90%	90%	93%	93%	92%	95%	95%	93%		95%	95%	
Infrastructure	94	95	96	97	98	99	00	01	02	03	04	05	06	05	10	
70. Percent of Oregonians who commute during peak hours by means other than driving alone	30%		33%		29%		24%				33%			30%	31%	
71. Vehicle miles traveled per capita in Oregon metropolitan areas for local, non-commercial trips	6430	6600	6780	6650	6780	6820	6750	6720	6660	6670	6950	6950		7,083	6,977	
72. Percent of roads and bridges in fair or better condition																
a. State roads	80%	78%	78%	77%	77%	78%		81%		84%	85%	87%		78%	80%	
b. Bridges																
i. State				97%	97%	97%	97%	94%	91%	88%	87%	87%			92%	
ii. County & City (Local)				87%	85%	86%	87%	90%	89%	85%	84%	84%			89%	
Housing	94	95	96	97	98	99	00	01	02	03	04	05	06	05	10	
73. Percent of households that are owner occupied							64.3%		66.6%		65.2%			70.0%	72.0%	
74. Percent of Oregon households below median income spending 30% or more of their income on housing (including utilities)																
a. renters			72%		69%		76%		76%		78%			70%	70%	
b. owners			41%		39%		38%		36%		43%			38%	38%	

OREGON BENCHMARKS - ENVIRONMENT

														Targets	
Air	94	95	96	97	98	99	00	01	02	03	04	05	06	05	10
75. AIR QUALITY - NATIONAL STANDARDS															
a. Number of days when air is unhealthy for sensitive groups			24	0	10	41	54	43	97	17	15	30			20
b. Number of days in cities when air is unhealthy for all groups			3	0	1	2	2	6	20	1	1	1			3
76. AIR QUALITY - NEW SCIENCE															
a. Percent of Oregonians at risk from toxic air pollutants that contribute to cancer (Oregon goals)			86%			98%									95%
b. Percent of Oregonians at risk from toxic air pollutants that contribute to respiratory problems (Oregon goals)			95%			99%									90%
77. Carbon dioxide emissions as a percentage of 1990 emissions (1990=100%)	108%	109%	113%	113%	112%	119%	121%	121%	115%					106%	106%
Water	94	95	96	97	98	99	00	01	02	03	04	05	06	05	10
78. Net gain or loss of wetland acres in any given year															
a. freshwater								129	91	35	75			0	0
b. estuarine								-2	1	-2	13			250	250
79. Percent of monitored stream sites with:															
a. significantly increasing trends in water quality		21%	32%	52%	70%	64%	70%	51%	37%	32%	24%	14%		75%	75%
b. significantly decreasing trends in water quality		8%	2%	0%	1%	1%	1%	5%	4%	6%	10%	14%		0%	0%
c. water quality in good to excellent condition		28%	35%	32%	37%	41%	42%	46%	46%	48%	49%	51%		40%	45%
80. Percent of key streams meeting minimum flow rights:															
a. 9 or more months a year	67%	88%	88%	88%	94%	94%	82%	82%	88%	65%	94%	82%		60%	65%
b. 12 months a year	28%	35%	76%	76%	76%	65%	59%	24%	35%	35%	47%	53%		35%	40%
Land	94	95	96	97	98	99	00	01	02	03	04	05	06	05	10
81. Percent of Oregon agricultural land in 1982 not converted to urban or rural development:															
a. cropland				98.96%										98.4%	98.1%
b. other ag land				98.31%										97.6%	97.1%
c. other ag land				99.21%										98.7%	98.4%
82. Percent of Oregon's wildland forest in 1974 still preserved for forest use	98.1%							97.8%							97.4%
83. Actual timber harvest as a % of planned & projected harvest levels under current policies															
a. public lands	22%	85%	89%	93%	68%	73%	67%	52%	59%	68%	83%	84%		110%	
b. private lands	95%	101%	89%	92%	83%	88%	93%	85%	97%	97%	106%	102%		110%	
84. Pounds of municipal solid waste landfilled or incinerated per capita	1,497	1,987	1,541	1,596	1,609	1,644	1,617	1,531	1,568	1,588	1,639	1,677		1,575	1,495

OREGON BENCHMARKS - ENVIRONMENT

Land - Cont.	94	95	96	97	98	99	00	01	02	03	04	05	06	05	10
85. Percent of identified Oregon hazardous substance sites cleaned up or being cleaned up:															
a. tank sites	66.8%	65.7%	69.1%	69.1%	68.1%	76.3%	82.9%	86.5%	88.2%	90.1%	91.2%	92.4%		79.0%	90.5%
b. other hazardous substances	66.3%	65.4%	69.0%	69.0%	67.6%	76.4%	83.3%	87.0%	88.8%	90.9%	91.9%	93.1%		80.0%	95.0%
	75.5%	70.7%	71.5%	71.7%	74.7%	73.5%	74.0%	75.2%	74.0%	74.0%	75.3%	76.1%		76.0%	77.0%
Plants & Wildlife	94	95	96	97	98	99	00	01	02	03	04	05	06	05	10
86. Percent of monitored freshwater species not at risk: (state, fed listing)															
a. -salmonids						50%	50%	50%	50%	50%	50%				
b. other fish						92%	92%	92%	92%	92%	92%				
c. other organisms (amphibs, molluscs)															
87. Percent of monitored marine species not at risk: (state, fed listing)															
a. fish						100%	100%	100%	100%	100%	100%	100%			
b. shellfish						100%	100%	100%	100%	100%	100%	100%			
c. other (mammals only - plant data N/A)	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%			
88. Percent of monitored terrestrial species not at risk: (state, fed listing)															
a. vertebrates						98%	98%	98%	98%	98%					
b. invertebrates															
c. plants		98.3%			98.3%			98.3%		98.3%					
89. Percent of land in Oregon that is a natural habitat, TOTAL															
a. forest															
b. shrubland															
c. grassland															
d. wetland/riparian															
90. Number of most threatening invasive species not successfully excluded or contained since 2000							0	0	1	0	0	0	0	5	
Outdoor Recreation	94	95	96	97	98	99	00	01	02	03	04	05	06	05	10
91. Acres of state-owned parks per 1,000 Oregonians	30.0	29.0	29.0	29.0	28.0	29.0	28.0	27.5	27.5	28.0	27.6	27.8	27.7	35	35