

PERFORMANCE MEASURES AND BENCHMARKS

Oregon has adopted a multi-level approach to measuring state government performance and societal outcomes. At the broadest level, the state's 20-year strategic vision was first established in 1989 with *Oregon Shines*. This document established the blueprint to jumpstart Oregon's economic recovery, and helped guide the economic diversification and growth that occurred in the 1990's. By the mid-1990's, Oregon's economic expansion was well under way. In 1997, the state broadened the strategic vision, taking a more holistic approach to quality of life. This revision, known as *Oregon Shines II*, focused on community and environmental factors, as well as economic issues.

To monitor progress in achieving the strategic vision, the state adopted the Oregon Benchmarks. These Benchmarks are a series of quantifiable measures that can be monitored over time to track progress in addressing economic, social and environmental issues. The Benchmarks are organized into seven broad categories: economy, education, civic engagement, social support, public safety, community development and environment.

Linked to and supporting the Oregon Benchmarks, state agencies use performance measures to track and report their effectiveness and efficiency in carrying out their respective missions. These performance measures are used by all agencies, subject to the Governor's budget authority, and the results are reported to policy-makers as part of the budget development process. Though not the only factor, performance measurements help policy-makers decide how to allocate state resources. As part of the budget development process, the Legislature adopts performance-measurement targets based on funding levels approved in the agency budgets.

Recognizing that agencies may need to revise or add performance measurements, the Legislative Fiscal Office, the Oregon Progress Board and the Budget and Management Division adopted a set of criteria that agencies must meet in developing measures. Measures must: 1) gauge progress toward goals and mission; 2) use standard terminology and definitions; 3) be few in number; 4) identify performance targets that would be achieved during the biennium; 5) use accurate and reliable data sources; 6) measure customer satisfaction; 7) have an assigned organizational unit responsible for achieving the target; and 8) address comparable information where possible. During the Ways and Means process of the 2007 legislative session, the Legislature will approve, disapprove, and/or change each agency's proposed 2007-09 performance measures.

Finally, below the reported performance measures are a series of agency internal measures used by state managers to evaluate their program specific outputs. These internal measures are used by managers to make system and structural changes in program performance and by fiscal staff to monitor workload outputs, caseload levels and other budget related information. These internal measures are used continuously to evaluate fiscal needs within agencies, both for planning and implementation purposes.

Performance Measures/Benchmarks
