



CASE STATEMENT

Breakthrough Results for Oregon

Innovating Oregon's Approach to a Brighter and More Sustainable Future

The mission of the Progress Board is to make Oregon Shines a reality and the benchmarks useful tools for Oregonians working to improve their communities.

The Board was established in 1989 to keep Oregonians focused on their future through periodic updates of the 20-year societal plan, Oregon Shines, and its measures of societal progress, the Oregon Benchmarks.

The Oregon Progress Board's 12-member panel is made up of citizen leaders and reflects the state's social, ethnic and political diversity.

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Companion piece to board-approved concept

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A good plan is not enough.

Oregon's unique-among-states societal strategic plan has served as the headlights of the state for 18 years. Oregon Shines began in 1989 as an economic recovery plan. During its first update in the booming mid-1990s, Oregonians broadened its scope to a more holistic strategic plan for the overall well-being of their state.

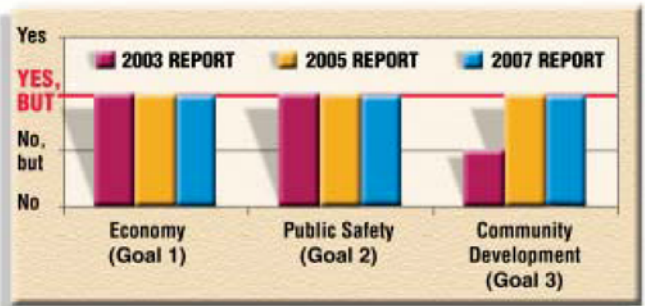
Both versions embraced important principles. They recognized the interconnectedness of economy, its communities and its environment and offered strategic frameworks that were based on data and an awareness of the mega trends affecting the state. Between the two, thousands of Oregonians were engaged to ground the plan in Oregon's realities and achieve buy-in. Both plans yielded quantitative yardsticks of progress, about 90 societal results measures called the Oregon Benchmarks.

Benchmark reports tell it like it is, good news and bad (see charts, right). The 2007 benchmark report, for example, shows that Oregon created more jobs than ever before, improved its hunger ranking and saw a reduction in juvenile arrests for property crime.

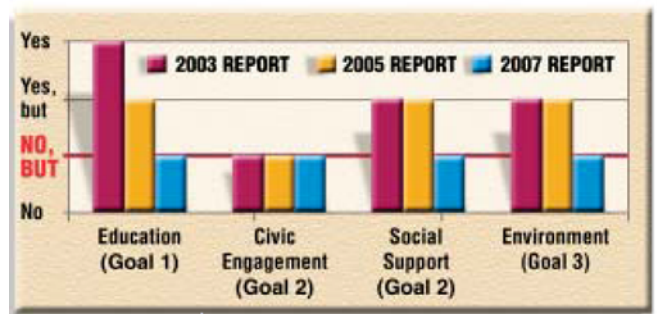
Yet it also shows that Oregon incomes lagged further behind the nation, affordable housing became increasingly inaccessible to the poor and carbon dioxide emissions rose.

Guided by 18 years of Oregon Shines and the benchmarks, we have made progress. The mood in many parts of Oregon is enthusiastically positive. Yet no benchmark category has earned a straight "Yes" since 2003 and four of the five categories either declined or remained at "No, but" between the 2005 and 2007 reports. *WHY?*

Is OREGON MAKING PROGRESS?



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Experts call for more collaboration and systems thinking.

The Progress Board is completing an 18-month series of quarterly "partner panels" in which over 40 policy experts in and out of government share their perspectives with the board on Oregon's most important issues going forward.

A common theme is emerging from all panels. In numerous ways, panelists tell us that Oregon *needs to invest in collaboration, systems thinking and prevention*. For example:

- The **economy panel** stressed that simultaneously advancing all three spheres—economy, community and environment—was crucial for Oregon to remain competitive in today's global economy.
- The **education panel** used the word "systems" repeatedly and drove home the realization that Oregon's education, public safety and social support systems, for example, cannot be fixed independent of one another.

(Continued on back flap, "Partner Panel Findings")

Oregon Shines Vision

*A vital, prosperous
Oregon that excels in
all spheres of life*

Oregon Shines Goals

1) Economy sphere:

*Quality jobs for all
Oregonians*

2) Community sphere:

*Engaged, caring and
safe communities, and*

3) Environment sphere:

*Healthy, sustainable
surroundings*

Emerging from silo thinking

Our world is increasingly complex and polarized. From fixing sewers to serving vulnerable populations, it is a complex challenge for partners to intelligently and synergistically act on the intricate web of factors that contribute to or block progress. It is much easier to slip into silo mentality.

Unfortunately, the best plan and the smartest strategies in the world cannot come to life unless partners have the courage and largesse to overcome the silo tendency. True societal success needs partners who feel passion about being a part of something greater than themselves, who are on fire with purpose. They align themselves with the greater good. They co-design and co-create for the whole, not just for an individual part as if it was an island unto itself.

Getting clear about purpose

Collaboration begins in the bosom of each individual. For most people, it means taking the time to dive deep, to get clear about purpose and to align that purpose to a greater good. Skipping over this and not going deep enough will strand most partners on the usual path of least resistance, which is to remain largely silo-bound.

When an individual, organization or special interest sees that the common good is also good for them, it becomes possible to listen for common ground and arrive at shared purpose within a community of practice. With the help of clear goals, strategies and measures of progress, momentum can then build for direct and productive progress.

Moving to big, positive change

This project is not a visioning exercise. Oregon Shines II vision and goals (side panels) are broadly accepted and high-level enough to embrace Oregon's many diverse partners and their needs. Rather, this project is about helping partners to tap into their purpose, step up to the plate, move into action, learn by doing and get results that are good for all Oregonians and the future of the state.

GOALS OF THE PROJECT

1. **Engage partners in a statewide planning process that informs, guides and speaks to them with:**
 - ⇒ Facts about Oregon as a living system with a backdrop of trend and benchmark data;
 - ⇒ An analysis of key, cross-cutting issues critical to the future of all Oregonians;
 - ⇒ Smart strategy recommendations for partners to consider as they tap into the needs of their communities and step up for positive change
 - ⇒ Freshly adjusted Oregon Benchmarks that will track Oregon's progress towards the statewide goals and help to organize and make transparent partner results from around the state.
2. **Motivate partners to set big, audacious goals that tap into purpose,** in and out of state government, and across all sectors and geographies, and to go at those goals with a new and deeper connection to a supportive community, a social network of shared interests.
3. **Convince partners to join the results bandwagon.** Nothing is more important than focusing on results. Oregon Benchmark and partner results are the quantitative yardsticks by which statewide and local partners declare and celebrate success. More importantly, they are a *magnet for collaboration* and a mirror through which we *learn by doing*.

The gospel of results according to the Oregon Progress Board

Since the beginning, the Progress Board has preached the importance of reporting results, not just efforts. The Oregon Benchmarks represent the highest and most outcome-oriented measures of progress for all of Oregon and all Oregonians. They are a 360 degree, whole-systems framework within which partners around the state can align their work. They are a magnet for collaboration. They are a mirror for continuous learning and improvement.

From 2002 to 2007, the Progress Board developed, implemented and refined a "Key Performance Measure" system, in which state agencies self-link their best and highest performance data to the Oregon Benchmarks. Although the Progress Board remains involved with the system, it has now been institutionalized in the budget shops of the executive and legislative branches of state government.

This project is an opportunity to extend benchmark "linking" to partners outside of state government. The "Partners and More" module of <http://benchmarks.oregon.gov>, will be expanded as part of this project so that all partners can align their goals, strategies and performance results to pertinent Oregon Benchmarks, those benchmarks to which their work contributes.

The intent is to produce an increasingly comprehensive system of data that will allow programs to learn from one another in continually evolving communities of practice; and sponsors (private and public) to get a bird's eye view of who is doing what, where and to what end, all in relationship to Oregon's societal goals for place, people and prosperity.

The Progress Board is uniquely positioned.

The Progress Board is not trying to, nor can it, set policy. It just wants the future of Oregon to be the best it can be. Towards that end, the Progress Board is uniquely positioned in statute to get at Oregon's 20-year issues.

Oregon's partners across policy areas have their niches and understand well their "parts of the elephant." In contrast, the Progress Board's niche is that it doesn't have a niche. The board can operate as a neutral coordinator for the state of Oregon. It can help to bring to the fore a common understanding of the whole elephant.

The Progress Board is working with experts in systems modeling and collaboration to develop the detailed design and business plan for this project, and to connect to internationally recognized thought leaders such as Peter Senge and Humberto Maturana.

Sustaining the project long term

As Oregon Shines I and II were for the long term, so is this project. The "Take Stock" and "Re-Think" phases may conclude and a plan may be completed, but the critical work of "Coming Together" and "Staying Focused" will remain an ongoing challenge for the duration of the 20-year planning horizon.

From the beginning, the intent was to view this project as a test run for joint public, private, and independent sector funding for the Progress Board. Near the end of the two-year time span outlined by the project's budget, there will be an opportunity to revisit the benefits of that possibility from a more experienced viewpoint of all sponsors.

Additional funding from outside of Oregon is also a possibility. This project is cutting-edge and will likely interest thought leaders like Scharmer or Senge in the possibility of action research.

Oregon Shines Vision and Goals Translated to 2029

According to the just-released 2029 Oregon Benchmark Report, Oregon has lifted itself out of mediocrity in education and work force development, arts participation, social services, public safety and sustainable, green development.

Its diverse population groups are no longer in the minority and have become a part of Oregon's rich culture. The economy is robust and per capita incomes in Oregon exceed the national average.

The population continues to grow, yet Oregon's natural environment is one of the most clean and stunning in the union.

To top it all off, Oregonians give high marks to their state and local governments for trust and accountability.

Partner Panel Findings, continued from page one

- **Health and well-being** articulated in numerous ways that Oregon must prevent the root causes of problems. A culture change is necessary across all sectors—private, public and independent—to work partnerships, as no single sector has the solution.
- **Civic engagement** stressed the need to bridge gaps and engage citizens in facilitated dialogue around Oregon.
- **Public safety** highlighted the cross-system nature inherent in reducing recidivism. Released inmates, for example, need mental health treatment, alcohol and/or drug treatment, housing, and some level of income that won't lead them to commit crimes again.
- **Built environment** panelists laundry-listed many cross-systems issues. Safe drinking water, for example, affects jobs, state and local development, community health, education, and the environment. Transportation touches every benchmark and all goals of Oregon Shines. Health and healthcare access are influenced by an individual's access to housing. Housing prices are pushing people out of communities, stressing transportation systems and schools. If a student moves three times over the course of their primary education, it is estimated that they lose a year of learning.
- **Natural environment**—coming October 25, 2007



Partner Panelists

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Portland State University

Gail Shibley

Department of Health

The October, 25th **Natural Environment** Partner Panel will include leaders from the Oregon Departments of Water Resources, Forestry and Fish and Wildlife; the Institute for Natural Resources; Defenders of Wildlife; Bonneville Environmental Foundation; and the Oregon Environmental Council.

The Progress Board would like to thank the following individuals for their time and feedback during proposal development:

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Jack McGowan

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Doug Stamm

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Charlie Walker

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