

The Oregon Progress Board: Measuring for Results

Presentation by Jay Grussing
to the Nunavut General
Monitoring Plan Workshop,
March 19, 2008.
Iqaluit, Nunavut

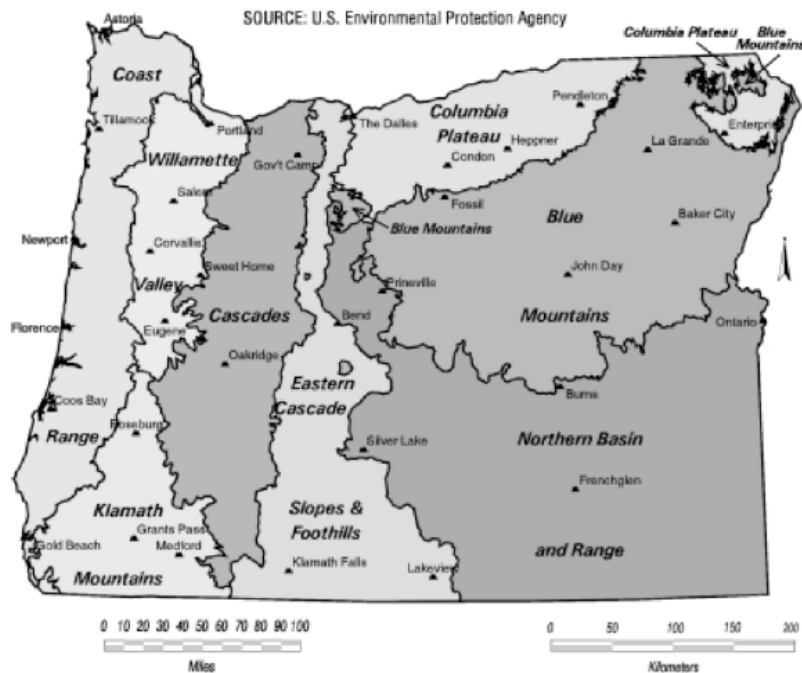


Outline



- I. Background & Principles
- II. The Benchmarks
- III. Managing the Benchmarks
- IV. Challenges and Success

Oregon Background



- Geography
9 distinct ecosystems
- Population
3.6 million
- Economics
1 Fortune 500 company
- Environment
Deeply held & divisive
- Government
Quirky

I. Oregon Progress Board Background & Guiding Principles



The Board (*12 Members*)

- The Governor (Chair)
- Nine Oregonians appointed by the Governor
 - Including one from each of Oregon's five congressional districts
- One Oregon State Senator appointed by the President of the Senate
- One Oregon state Representative appointed by the Speaker of the House of Representatives

The Governor got it started in 1989

“... I am asking for the creation of the **Oregon Progress Board**, which will help guide Oregon into the next century... The Oregon Progress Board will serve as the long-term caretaker of **Oregon's strategic vision**, identify key activities that need to be undertaken, and then **measure our progress** over the next several decades.”

- 1989 Oregon Shines Introduction – Governor Neil Goldschmidt
- http://egov.oregon.gov/DAS/OPB/os_intro.shtml

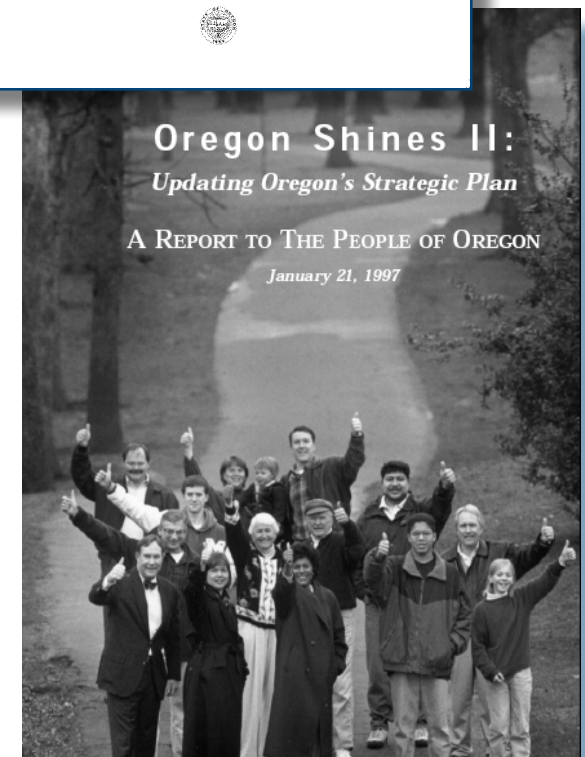
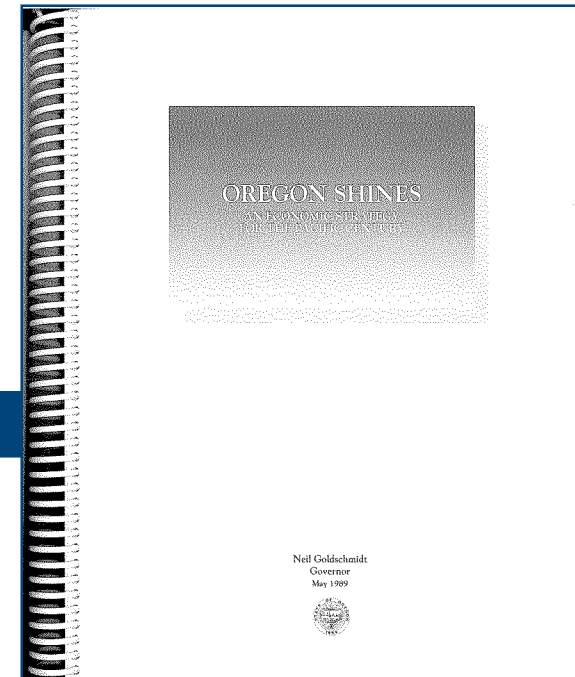
Legislative Response

An independent *Oregon Progress Board is needed to:*

1. Encourage the discussion and understanding ... of critical global and national ... **trends** that will affect Oregon in the coming decades;
2. Submit to Oregonians a **strategy** that describes and explains a **vision** for Oregon's economic, social and environmental progress for 20 years into the future
3. Submit to the Legislative Assembly... **goals** for Oregon's progress, including **measurable indicators** of the achievement of those goals...
4. Assist state agencies and their partners in developing **performance measures** that provide linkages to the measurable indicators of achievement

Oregon Shines

- **Strategic Vision for Oregon**
 - Goal driven
 - Forward-thinking
 - Triple bottom line - economy, community, environment
- **Iterative**
 - Oregon Shines I – 1989
 - Oregon Shines II – 1997
 - Oregon Shines III – ETA 2009 (overdue!)
- **Long-term**
 - 20-year horizon
 - In its 19th year and still kicking



Oregon Shines Model



Altitude Analogy

"30,000 feet"

Oregon Shines and 91 Oregon Benchmarks

Oregon Shines Goal 1
Quality jobs for all
Oregonians

Oregon Shines Goal 2
Safe, caring and engaged
communities

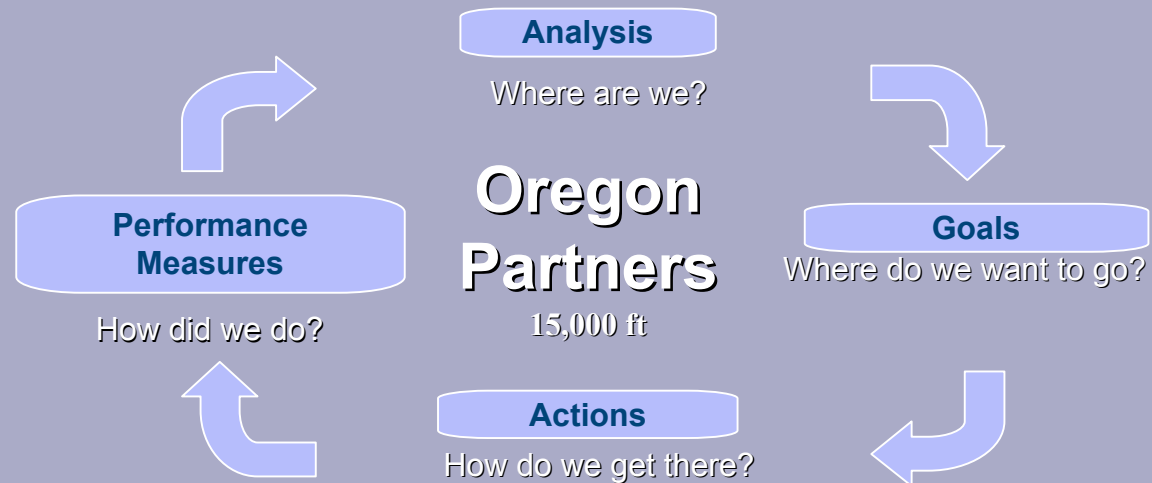
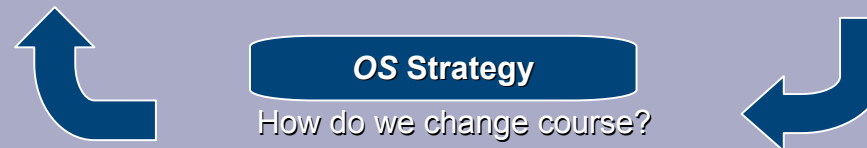
Oregon Shines Goal 3
Healthy sustainable
surroundings

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

"15,000 feet"

State agencies self-link Key Performance Measures to their mission, goals and pertinent Oregon Benchmarks.

Partner planning,
measurement and
performance
reporting are critical
to success.



Partners in Achieving Success

- State agencies
- County and city governments
- Community programs
- Business community
- Foundations
- Not-for-profits
- All Oregonians

II. Progress Board Benchmarks (Oregon's Core Indicators)



Benchmarks - 259 down to 91

QUALITY JOBS FOR ALL OREGONIANS

- **ECONOMY:** Rural employment, trade, new business, job growth, professional services, economic diversification, research & development, venture capital, cost of doing business, regulatory burden, income, wages, income disparity, working poor, unemployment, exports, foreign language
- **EDUCATION:** ready to learn, 3rd & 8th grade reading and math, CIM, dropouts, HS and college completion, adult literacy, computer/Internet usage, labor force skills training

ENGAGED, CARING AND SAFE COMMUNITIES

- **CIVIC ENGAGEMENT:** volunteering, voting, feeling of community, understanding taxes, taxes per income, public management quality, S&P bond rating, arts, libraries
- **SOCIAL SUPPORT:** teen pregnancy, prenatal care, infant mortality, immunizations, HIV, smoking, premature death, perceived health status, child care slots and affordability, teen substance abuse, child abuse, elder abuse, alcohol and drug use while pregnant, poverty, health insurance, homelessness, child support, hunger, seniors living independently, working disabled, disabled living in poverty
- **PUBLIC SAFETY:** overall crime, juvenile arrests, students carrying weapons, adult and juvenile recidivism, emergency preparedness

HEALTHY, SUSTAINABLE SURROUNDINGS

- **COMMUNITY DEVELOPMENT:** traffic congestion, drinking water, commuting, vehicle miles traveled, road and bridge condition, home ownership, affordable housing
- **ENVIRONMENT:** air quality, CO2 emissions, wetlands gain/loss, stream water quality, in-stream flow rights, agricultural lands, forest lands, timber harvest, municipal waste disposal, hazard substance cleanup, freshwater/marine/terrestrial species health, natural habitat, invasive species, state park acreage

Oregon Benchmark Criteria

- Reliable Data
- Policy relevant
- Economical to measure
- Measures progress towards an OS goal
- Understandable to Oregonians
- ***Measure results, not efforts***

Establishing Benchmarks

- Any Oregonian can recommend a benchmark or benchmark change to the board
- The strategic planning process (Oregon Shines) takes a hard look at each benchmark and its relationship to Oregon's overall goals

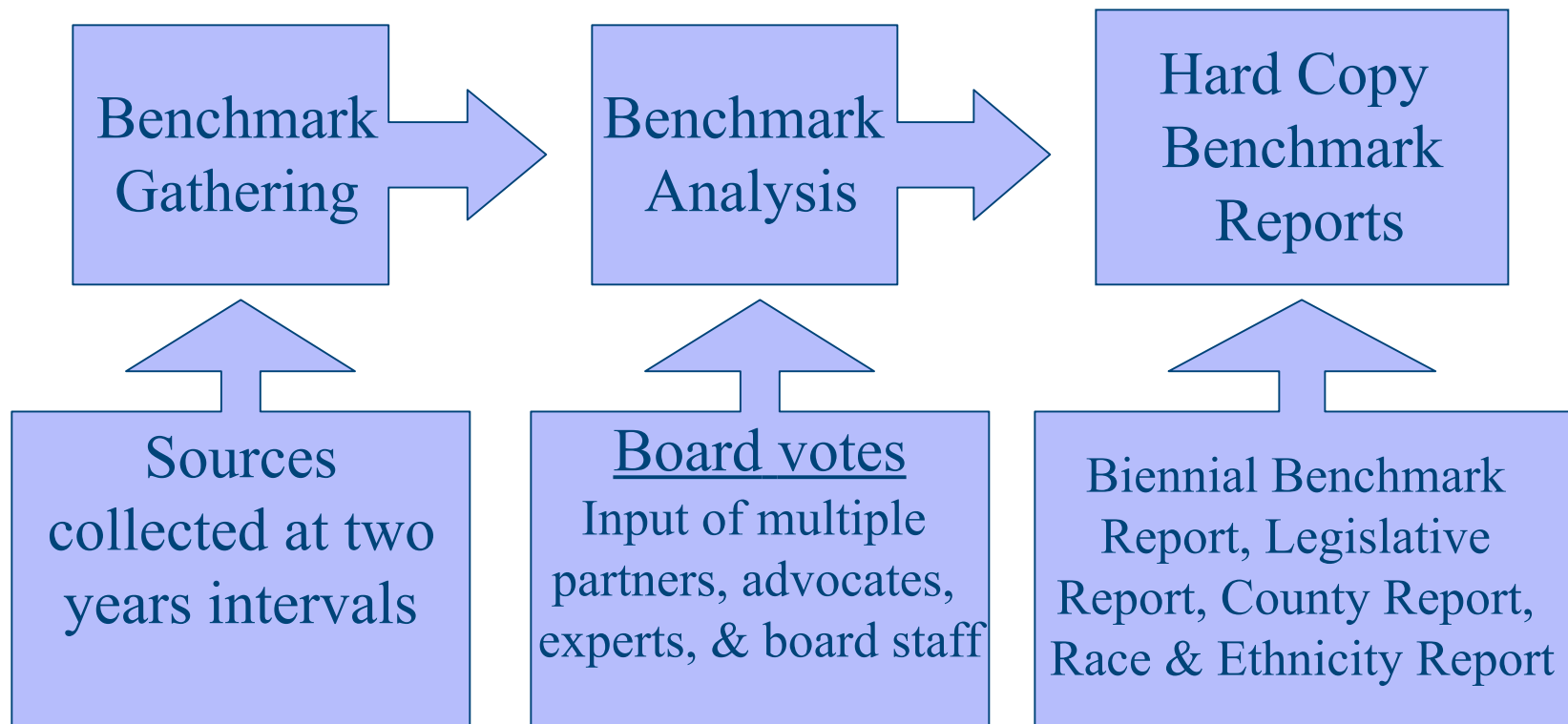
III. Managing The Benchmarks (Data Management)



Benchmark Consistency & Assumptions

- Benchmark changes are inevitable
 - Secondary user of most of our data
- All benchmarks are not created equally
 - In some instances you measure what we have
- The data may reveal what's going on, however, the data is not what's going on
 - Connecting the data to everyday lives

Benchmark Reporting System (1989-2006)



Online Benchmark Reporting

Oregon Benchmark #12, Pay Per Worker (Overall)

Average annual payroll per worker covered by unemployment insurance (in thousands, all industries, 2005 dollars)

Updated 7/11/2007

Module 1: OREGON'S PROGRESS

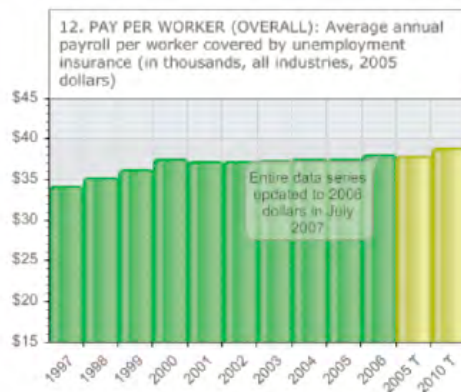
12. PAY PER WORKER (OVERALL)

Making Progress?

Yes, but

Why this answer Oregon nearly made the 2005 target for average wage per worker largely on the strength of the gains of the late 1990's. However, adjusted for inflation, the buying power of Oregon wages remained essentially flat between 2000 and 2005 and rank consistently lower than in Washington.

1997	\$34.21
1998	\$35.27
1999	\$36.24
2000	\$37.55
2001	\$37.25
2002	\$37.27
2003	\$37.37
2004	\$37.66
2005	\$37.60
2006 ¹	\$38.06 ²
2005 TARGET	\$37.93
2010 TARGET	\$38.91



Better
↑
↓
Worse

Oregon Employment Department

Module 2: PARTNERS AND MORE

12. PAY PER WORKER (OVERALL)

State [Check out what Oregon government is doing](#)

Partners [Check out what others are doing](#) and/or [add a program / how to](#)

Documents [Check out benchmark-related documents](#) and/or [add a document / how to](#)

- Dynamic Reporting
- Endnotes describe data changes
- Access to previous analyses, partners, & whitepapers

Data Management Details

- Data stored in a SQL database
- Website built with off-the-shelf products and minimal budget
 - Intern designed the project
- Stores all previous data and analyses
- Groundwork for Oregon Shines III

Advantages

- Increased availability and timeliness of benchmark analyses and data
- Adds transparency to the benchmark process
 - All data retained and available
- Consistency in data visualization
 - Reporting structure will inevitably change

Disadvantages

- Additional skill set and overhead
- Completely redesigned reporting timeline
- Reporting consistency
 - Users see another change in the reporting structure

IV. Progress Board Successes & Challenges



What We Have Learned

- Leadership is critical
- A good plan is not enough to achieve results, one needs to build a broad consensus of support
- Good data keeps partners focused
 - Inverse is equally true

Success Is Incremental

- Individual benchmark success
 - Hunger
- Exposes systemic connections between benchmarks
 - Solid Waste
- Performance measurement system
 - Oregon's KPM system and process improvement

Continued Challenges

- Transparency
- Consistency
- Data drag (support attrition)
 - Takes a long-term commitment from all involved
- Retaining neutrality
- Relevant measures
 - Environment benchmarks

Next Steps - Oregon Shines III

- Currently in development stage for the next Oregon Shines
 - Expert partner panels over the last year and a half
- Focused on collaboration and systemic thinking
 - Results come from horizontal connections, not vertical silos
- Improving benchmark measurements
- Connecting the drivers, doers, and data

Thank you!



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www.oregon.gov/DAS/OPB

benchmarks.oregon.gov