

OREGON ADVOCACY COMMISSIONS

Annual Performance Progress Report (APPR) for Fiscal Year (2010-2011)

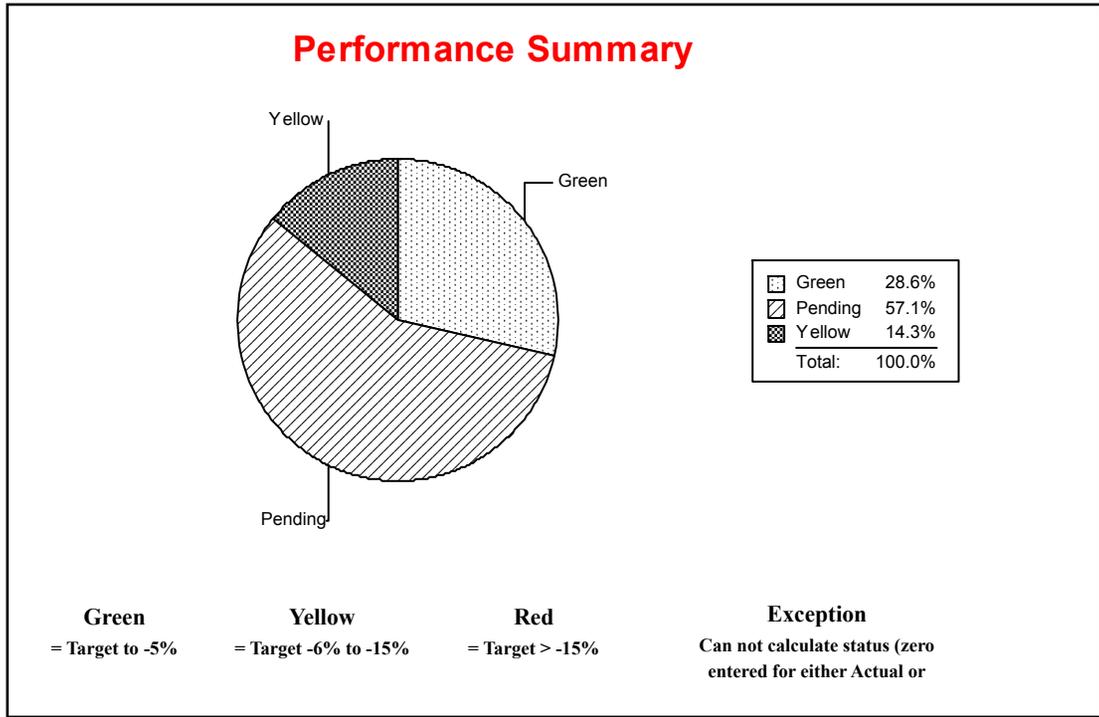
Original Submission Date: 2010

Finalize Date: 1/9/2012

2010-2011 KPM #	2010-2011 Approved Key Performance Measures (KPMs)
1	CUSTOMER SERVICE: percent of customers rating service quality as good or excellent-overall customer service, timeliness, accuracy, helpfulness, expertise and availability of information
2 a	REPORTING: Completion of Biennial Community Report to the legislature by 12/31 of even numbered years - Asian Affairs.
2 b	REPORTING: Completion of Biennial Community Report to the legislature by 12/31 of even numbered years - Black Affairs.
2 c	REPORTING: Completion of Biennial Community Report to the legislature by 12/31 of even numbered years - Women.
2 d	REPORTING: Completion of Biennial Community Report to the legislature by 12/31 of even numbered years - Hispanic Affairs.
7 a	BEST PRACTICES: Percent of total best practices met for Boards and Commissions - COMMISSIONS.
7 b	BEST PRACTICES: Percent of total best practices met for Boards and Commissions - OREGON ADVOCACY COMMISSION OFFICE.

New Delete	Proposed Key Performance Measures (KPM's) for Biennium 2011-2013
	Title: Rationale:

OREGON ADVOCACY COMMISSIONS		I. EXECUTIVE SUMMARY	
Agency Mission: Responsible for administrative support to the Commissions as they strive for implementation and establishment of economic, social, legal and political equality for minorities in Oregon.			
Contact: Lucy Baker		Contact Phone: 503-250-2698	
Alternate: Nancy Kramer		Alternate Phone: 503-302-9725	



1. SCOPE OF REPORT

The Oregon Advocacy Commissions Office (OACO) Annual Performance Progress Report (APPR) addresses the primary services offered by the Office to the 4 Commissions it serves and their constituency bases: the Oregon Commission on Hispanic Affairs (OCHA) Black Affairs (OCBA) Asian and Pacific Islander Affairs (OCAPIA) and the Commission for Women (OCFW). The programs/services are addressed either directly through a specific Key Performance Measure; or through indirect influence on the output and outcome of a specific Key Performance Measure. There are no programs/services that are not addressed by the OACO APPR; however, there are emerging best practices from the work of the Commissions in 2010-2011 that are positively

affecting how our customers experience the Commissions. These include new partnerships, joint legislative days, public policy internships, and focused attention on 6 strategic priority areas for policy. That the 4 Commissions maintained nearly or full complements of appointed Commissioners and reliable staffing in 2010 – 2011, and developed their first joint strategic plan coordinating the work of the Commissions is the basis of these outcomes.

2. THE OREGON CONTEXT

The Oregon Advocacy Commissions Office's chief responsibility is supporting the statutory advocacy missions of the 4 Commissions (each with 9 Governor appointed Commissioners and 2 legislators) aimed at improving the economic, social, legal, and political equality of Oregon's Asian and Pacific Islander, Black, and Hispanic communities and for Oregon women. Historically, this has included monitoring programs and legislation, identifying and researching issues, maintaining a liaison with constituent communities, growing constituent representation in leadership positions, and recommending action to policy makers and the Governor on key issues facing their constituents. Issues considered by the OACO and 4 Commissions in this reporting period include healthcare, mental health, domestic violence, voter registration, poverty, education disparities, child care, racism, discrimination, workforce participation, wage equality, profiling, justice and civil rights. The OACO assists the work of the Commissions with legislators and the Governor in recommending, crafting and supporting public policy that address these issues, strengthening bridges between vulnerable populations and governmental services, coalition building and leveraging resources, studying issues, and representing the needs of their constituencies.

The 2010 Census data has not yet been fully analyzed but it shows that diversity in Oregon is growing. The Advocacy Commissions will be working in 2012-13 to support the Governor's initiatives to reduce education gaps, health care disparities, and other key issues facing communities of color and women. The 2010 census shows that, in Oregon:

- the Latino population grew by 63 percent;
- the Asian population by 41 percent;
- the multiracial population by 33 percent;
- the African American population by 22 percent;
- the Native American population by 6 percent;
- the white population by 5 percent;
- and those identifying as 'other' grew by 21 percent.

Below are the Oregon Benchmarks and High Level Outcomes adopted by the OACO as Key Indicators:

OBM 13-Income Disparity

OBM 14- Workers at 150% or more of Poverty

OBM 15 Unemployment

OBM 18 27 Ready to Learn, K-12 education, post secondary, skill development CIVIC benchmarks.

OBM 30 32 Volunteering, Voting and Feeling of Community

OBM 39-48 Teen pregnancy, prenatal care, infant mortality, immunizations, HIV diagnosis, adult non-smokers, preventable death, perceived health status, affordable child care, available child care

OBM 53-57 Poverty, health insurance, homelessness, child support and hunger

OBM 61- 65 Overall crime, juvenile arrests, students carrying weapons, adult and juvenile recidivism

Improving the lives and successes of Oregon communities of color and women and strengthening applicable public policy requires collaboration with non-profit, educational, state governmental and national efforts. More information about the work of OACO and the 4 Commissions is at www.oregon.gov/OAC.

3. PERFORMANCE SUMMARY

The OACO maintained its solid lead in target measures in Customer Service, and Best Practices. Reporting, which was an APPR category, was removed by the legislature in 2011, but the Commissions continue to provide reports to the legislature biennially. See them at:

OCAPIA: <http://www.oregon.gov/OCAPIA/annualreport.shtml>

OCBA: <http://www.oregon.gov/OCBA/index.shtml> (scroll down and click Annual Report image)

OCHA: <http://www.oregon.gov/Hispanic/> (scroll down and click Annual Report image)

OCFW: <http://www.oregon.gov/Women/index.shtml> (scroll down and click Annual Report image)

The Commissions improved their Best Practices scores in all areas in 2011. This reflects the close work between the Commissions and staff to re-balance the agency budget and collaboratively find more efficient ways to provide essential services during the downturn.

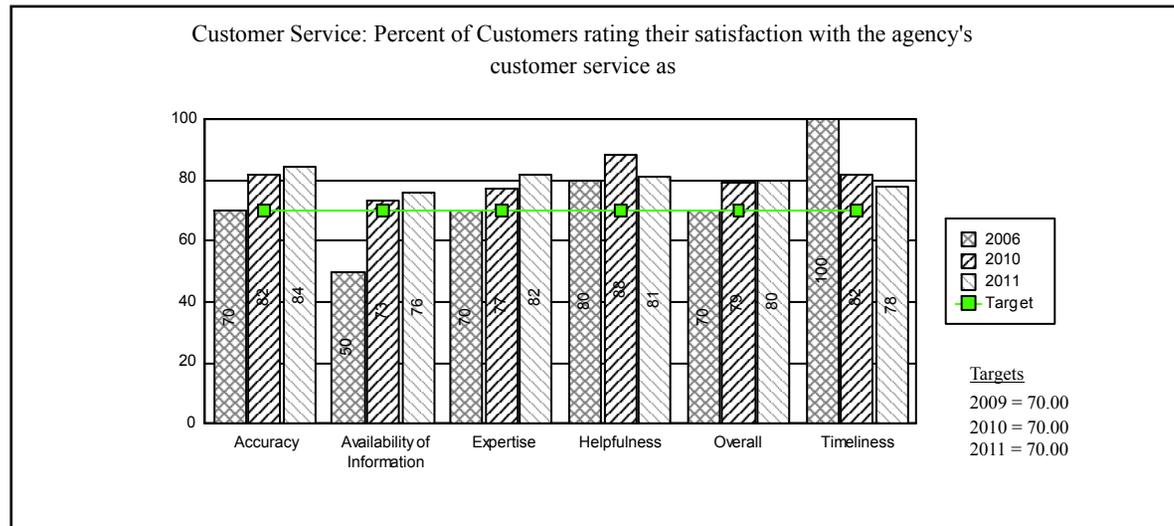
4. CHALLENGES

A key challenge facing OACO in continuing to grow its performance results relates to the trend in reduced or static funding facing all state agencies and departments. For example, declining travel budget and outreach funds have made it difficult for the Commissions to meet in all areas of Oregon, as they had originally planned. Despite this, OACO and the 4 Commissions it serves have built their leaderships, are growing new initiatives, and attracting more partners in more issue areas than at any time in its 5 year history. OACO is finding more efficient ways to support the work of the Commissions using virtual meetings, conference briefings, and leveraging the interest of like-minded groups to help its support go further and faster.

5. RESOURCES AND EFFICIENCY

OACO's legislatively adopted budget for FY 2011 - 13 is \$368,932. Of this \$13,000 is used for meeting stipends for the 36 non-legislative Commissioners and the rest is the operational budget of the OACO. A number of the Commissions do fundraising to augment their ability to more fully reimburse the expenses of the Commissioners as they travel to further their missions. Fundraising is a time consuming pursuit for Commissioners so it is conducted at a modest level as the Commissions focus on their statutory missions.

KPM #1	CUSTOMER SERVICE: percent of customers rating service quality as good or excellent-overall customer service, timeliness, accuracy, helpfulness, expertise and availability of information	2006
Goal	Increase viability, visibility, and public knowledge of OACO through increased local and statewide outreach from a service-oriented perspective.	
Oregon Context	Shared system measure. In conjunction with the OACO mission, function and statutes.	
Data Source	The standardized Customer Service Survey was administered by OACO in collaboration with the DAS Office of Transformation, using the Allegiance survey platform.	
Owner	Lucy Baker, OACO Administrator, 503-250-2698 and Nancy Kramer, OACO Executive Assistant, 503-302-9725.	



1. OUR STRATEGY

The goal of the performance measure is to provide excellent customer service in order to promote positive outcomes for OACO for communities of color and women statewide. The strategy is to assess operational success with regard to customer service in order to meet the needs of the Commissions, Legislators, Governor’s Office, community partners, service agencies, local and state governments and other commissions.

2. ABOUT THE TARGETS

OACO established targets of 70 percent customer ratings of good to excellent for all categories surveyed by customers.

3. HOW WE ARE DOING

In September 2011, the OACO administered the standard Customer Service Survey through Allegiance for two weeks and tripled the responses to 120+. The previous survey was administered in July of 2010 by OACO using surveymonkey.com and received 34 responses. Prior to that the survey was administered in 2006 by DAS Budget and Management and received 14 responses. Within the past five years, there has been a measureable increase in the customer service levels by commissioners to legislators, the non-profit community, the business community, county and city agencies, local, state and federal government and other organizations throughout Oregon. To achieve an even higher level of success, Commissioners will continue to increase viability, visibility, and public knowledge of OACO locally and statewide, using a service-oriented perspective.

The graph above reflects the responses to the survey for each of the 4 Commissions and the Oregon Advocacy Commissions Office (OACO). A detailed breakdown for each commission can be found in their annual report.

Survey Comments:

- Regarding timeliness: (OACO) is an excellent partner who responds quickly to issues and provides timely information.
- (We) requested meeting on a very short timeframe and was readily accommodated.
- Regarding accuracy: (OACO) is up to date, especially on legislative issues.
- The information was always current, well-explained, complete.
- Regarding helpfulness: Very helpful. The (staff) meets when needed, provides helpful information and has specific ideas about next steps.
- (Staff) was a delight to work with - entirely dedicated to the work.
- Regarding expertise: (The Chairs of the Commissions) were extremely knowledgeable.
- Regarding the availability of information provided: (OACO has a) very good connection with the work of the legislature.
- Regarding overall quality: The (Administrator) is a creative thinker and problem solver who brings energy and enthusiasm to our interactions.

4. HOW WE COMPARE

In comparison to the 2010 and 2006 Customer Service Surveys, the OACO has maintained improvement in overall quality in the last 5 years. 80% of those surveyed consider the quality of their interactions with the Commissions to be good or excellent. Every measure of customer service ranks well above the

target ratings of 70% satisfaction.

5. FACTORS AFFECTING RESULTS

The OACO is a relatively new agency and has been in operation since 2006. In the past 5 years, each Commission (OCAPIA, OCBA, OCHA, OCFW) has focused its advocacy in 6 essential areas, created a joint strategy, added Masters level public policy interns providing research, partnered with leading community and government organizations, and grown collaboration between the Commissions. This surge in activity from the Commissions, along with achieving stable staffing of a full time Administrator and Executive Assistant, has led to an increase in Commission visibility and viability among legislators, citizens, communities, and government agencies.

6. WHAT NEEDS TO BE DONE

In 2011, the survey added questions to focus the work of the Commissions, asking respondents to indicate the most important attributes of the Advocacy Commissions:

85 individuals responded (top choice is first):

1. Making recommendations to the Governor
2. Partnering with other community organizations
3. Availability to assist with issues
4. Providing policy advice

To achieve high satisfaction in these 4 areas will require a stronger relationship between the KPM process and the high level policy makers and community partners who are the Commissions' customers and the focus their work. This includes:

- Changing the frequency of the survey used to measure success in OACO's target measures from annually to sending a survey immediately following an interaction or activity with the Commissions.
- Developing strategies to work more closely with the Governor's policy staff and legislative leadership in key areas to improve timeliness and helpfulness.
- Growing the number/complexity of joint internships, and developing links/posts for resources by key issue areas to improve expertise and availability of information.
- Building working relationships with the Governor's Citizens' Representative Office (referral to services) and the State Library (issue research) to improve accuracy and helpfulness.
- Increasing collaboration with community and governmental partners on essential policy issues and raising awareness of the needs of communities of color

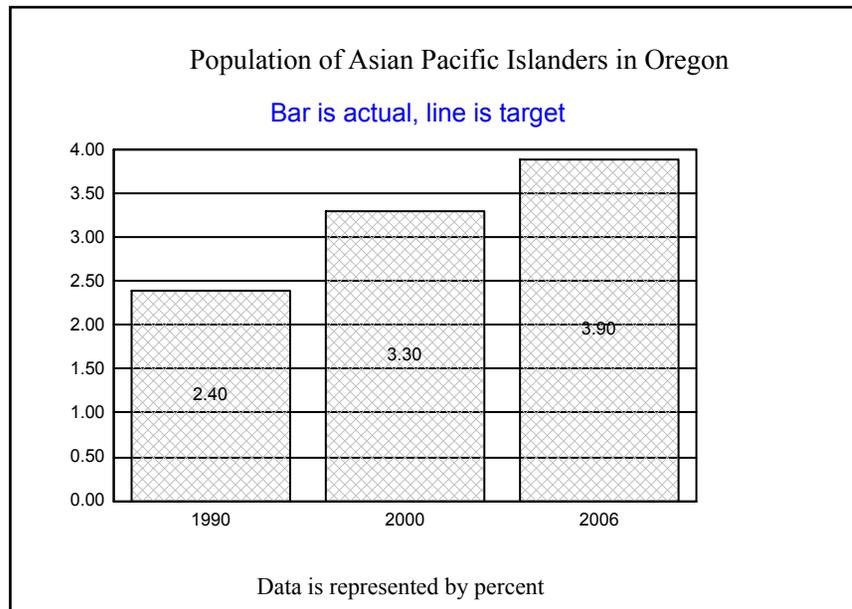
and women.

7. ABOUT THE DATA

The survey was administered in September 2011 for 2 weeks using DAS' Allegiance survey platform, sent to a diverse sample of OACO customers statewide, including (but not limited to) commission meeting/forum attendees, Commissioners current and past, internship leadership at Universities, policy leaders and legislators and community/government partners.

Results of the survey highlighted areas of growth and areas that need improvement. In comparison to the 2010 survey, the data displayed an increase in Overall Quality and achievement well above target levels in Accuracy (8% above target,) Availability of Information (6% above target,) Expertise (12% above target,) and Helpfulness (11% above target.) These levels can be attributed to the Commissioners honing their focus, and partnering on key issues with community and government to provide clearer policy advice. Stable staffing has also increased the scope of the Commissions' ability to attract and staff interns, address questions in a timely manner, and provide legislative advocacy and budget support during legislative sessions. Within the past year, there has been resurgence and success by each Commission to recruit knowledgeable, experienced members statewide and in key issue areas so they can operate at full capacity.

KPM #2a	REPORTING: Completion of Biennial Community Report to the legislature by 12/31 of even numbered years - Asian Affairs.	2006
Goal	<p>This KPM was legislatively deleted in 2011; however, the Oregon Commission on Asian and Pacific Islander Affairs (OCAPIA) continues to produce a biennial report which can be found here: http://www.oregon.gov/OCAPIA/annualreport.shtml</p> <p>The Commission successfully lobbied for a more inclusive name during the legislative session in 2011, and is now the Oregon Commission on Asian and Pacific Islander Affairs.</p>	
Oregon Context		
Data Source		
Owner		



1. OUR STRATEGY

2. ABOUT THE TARGETS

3. HOW WE ARE DOING

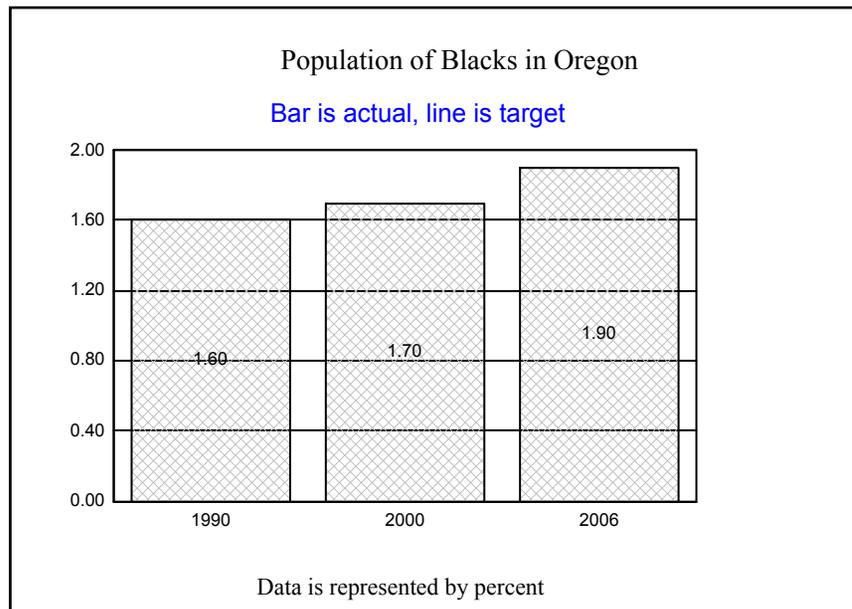
4. HOW WE COMPARE

5. FACTORS AFFECTING RESULTS

6. WHAT NEEDS TO BE DONE

7. ABOUT THE DATA

KPM #2b	REPORTING: Completion of Biennial Community Report to the legislature by 12/31 of even numbered years - Black Affairs.	2006
Goal	This KPM was legislatively deleted in 2011; however, the Oregon Commission on Black Affairs (OCBA) continues to produce a biennial report which can be found here: http://www.oregon.gov/OCBA/index.shtml	
Oregon Context		
Data Source		
Owner		



1. OUR STRATEGY

2. ABOUT THE TARGETS

3. HOW WE ARE DOING

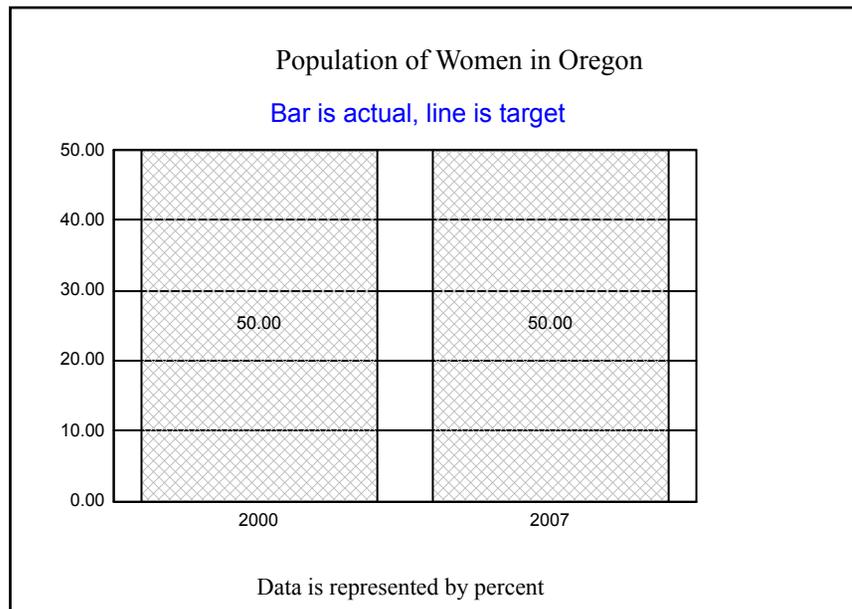
4. HOW WE COMPARE

5. FACTORS AFFECTING RESULTS

6. WHAT NEEDS TO BE DONE

7. ABOUT THE DATA

KPM #2c	REPORTING: Completion of Biennial Community Report to the legislature by 12/31 of even numbered years - Women.	2006
Goal	This KPM was legislatively deleted in 2011; however, the Oregon Commission for Women (OCFW) continues to produce a biennial report which can be found here: http://www.oregon.gov/Women/index.shtml	
Oregon Context		
Data Source		
Owner		



1. OUR STRATEGY

2. ABOUT THE TARGETS

3. HOW WE ARE DOING

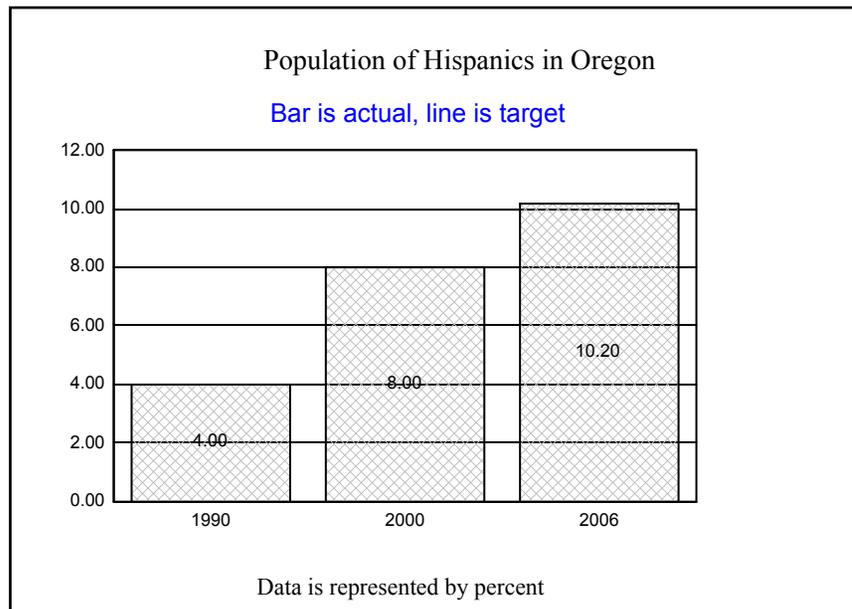
4. HOW WE COMPARE

5. FACTORS AFFECTING RESULTS

6. WHAT NEEDS TO BE DONE

7. ABOUT THE DATA

KPM #2d	REPORTING: Completion of Biennial Community Report to the legislature by 12/31 of even numbered years - Hispanic Affairs.	2006
Goal	This KPM was legislatively deleted in 2011; however, the Oregon Commission on Hispanic Affairs (OCHA) continues to produce a biennial report which can be found here: http://www.oregon.gov/Hispanic/	
Oregon Context		
Data Source		
Owner		



1. OUR STRATEGY

2. ABOUT THE TARGETS

3. HOW WE ARE DOING

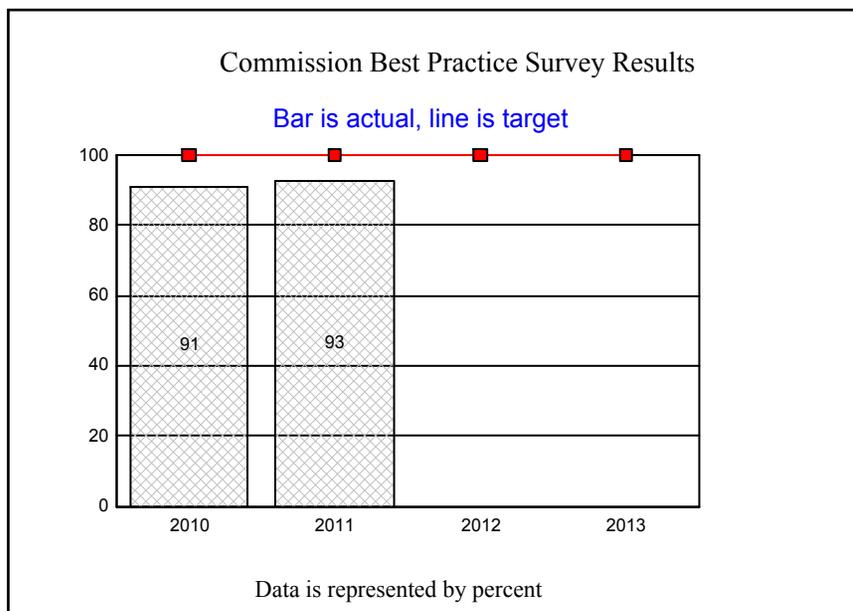
4. HOW WE COMPARE

5. FACTORS AFFECTING RESULTS

6. WHAT NEEDS TO BE DONE

7. ABOUT THE DATA

KPM #7a	BEST PRACTICES: Percent of total best practices met for Boards and Commissions - COMMISSIONS.	2009
Goal	Improve the service delivery the Office and four Commissions provide to stakeholders and community partners.	
Oregon Context	System standard measure.	
Data Source	Information to be provided by each of the four Commissions (OCAPIA, OCBA, OCHA, OCFW) as outlined by statute.	
Owner	Lucy Baker, OACO Administrator and Nancy Kramer, OACO Executive Assistant. Contact at (503) 302-9725	



1. OUR STRATEGY

The goal of the performance measure is to support the Office and Commissions in engaging proactive, effective and evidence-based practice in order to promote positive outcomes for OACO constituency-base across Oregon. The strategy is to review Best Practice concepts, its operational definition and how it

relates to each individual Commission in order to meet the needs of the Commissions, Legislators, community partners, county and city helping agencies, local and state governments and other commissions.

2. ABOUT THE TARGETS

The targets were set by OACO, LFO, and DAS at the level of desired satisfaction for internal monitoring with the understanding that pleasing all customers with policies and procedures is not feasible. As more data is collected, targets will be reviewed for adjustment.

3. HOW WE ARE DOING

In 2011 the Commissions increased their participation in the budgeting process specifically by reviewing and approving strategies and options for budget reductions while maintaining outcomes and service. Their active engagement was reflected in high marks for sections of the best practices survey on budgeting and resource management.

Commission Best Practices Survey Results

In December 2011, Commissioners completed a survey to evaluate how the Commissions are doing.

Total Responses: 13

Scale: 1 (Unacceptable) – 5 (Exemplary)

Questions/Results:

1. Commission members act in accordance with their roles as public representatives.

Rating: 2 - 8%, 3 - 25%, 4 - 50%, 5 - 17%

2. The Commission coordinates with other groups where responsibilities and interests overlap.

Rating: 2 - 8%, 3 - 33%, 4 - 42%, 5 - 17%

3. The Commission acts in accordance with its statutes.

Rating: 2 - 8%, 3 - 8%, 4 - 58%, 5 - 25%

4. The Commission appropriately monitors its resources, receives budget updates and approves budgets.

Rating: 3 - 17%, 4 - 50%, 5 - 33%

Comments from the survey:

- As Commissioners we act as a go-between, a sort of a conduit, a clearing house, between our constituents to the State/Government and the State/Government to our Constituents. This relates to common issues affecting our communities.
- All Commissioners were performing their roles to the best of their abilities.
- (Coordination) is the area where we need to focus our time and energy. Every commission needs the other in order to move their agendas forward.
- I would like to have a better understanding of Commission resources.
- The Commission Office does exemplary job relative to these issues about resources, budgets updates and approved ones. The members of the Commission are being briefed about these issues and we are fully aware of them.

93% of respondents rated success at Average to Exemplary in 2011, compared to 91% in 2010.

4. HOW WE COMPARE

The 2011 Best Practices Survey maintained high marks in each area of management compared to its 2010 results. The Best Practices measures and survey was instituted for the first time in 2010.

5. FACTORS AFFECTING RESULTS

This year, because the Commissions were actively engaged in review and approval of budget reduction strategies aimed at maximizing efficiency and outcomes while reducing funds, the budget and resource management section scored exceptionally high marks.

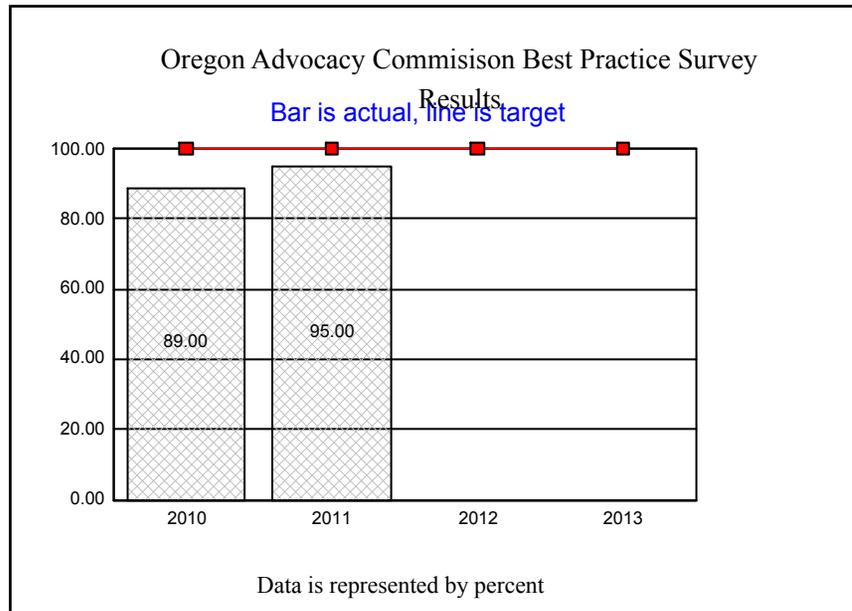
6. WHAT NEEDS TO BE DONE

The Office is committed to providing training and consultation necessary to guide each Commission in operationalizing and institutionalizing Best Practices. This will be accomplished by a collaboration with LFO and DAS, who will provide guidance and direction to the Office.

7. ABOUT THE DATA

Now that the Commissions have identified best practice areas, the OAC Commissioners and staff will work on ways to implement strategies and target efforts for improvement and success.

KPM #7b	BEST PRACTICES: Percent of total best practices met for Boards and Commissions - OREGON ADVOCACY COMMISSION OFFICE.	2009
Goal	Improve the service delivery the Office and four Commissions provide to stakeholders and community partners.	
Oregon Context	System standard measure	
Data Source	Information to be provided by each of the four Commissions as outlined by statute.	
Owner	Lucy Baker, OACO Administrator and Nancy Kramer, OACO Executive Assistant. Contact at (503) 302-9725.	



1. OUR STRATEGY

The goal of the performance measure is to support the Office and Commissions in engaging proactive, effective and evidence-based practice in order to promote positive outcomes for OACO constituency-base across Oregon. The strategy is to review Best Practice concepts, its operational definition and how it

relates to each individual Commissions in order to meet the needs of the Commissions, Legislators, community partners, county and city helping agencies, local and state governments and other commissions.

2. ABOUT THE TARGETS

The targets were set by OACO, LFO, and DAS at the level of desired satisfaction for internal monitoring with the understanding that pleasing all customers with policies and procedures is not feasible. As more data is collected, targets will be reviewed for adjustment.

3. HOW WE ARE DOING

Through a series of work sessions in 2010 with OACO and DAS, an Administrator Evaluation and Best Practices (BP) Surveys were created. In 2011, the Administrator Evaluation was conducted for the first time using one-on-one sessions with the Administrator and Commission chairs followed with a group meeting with the Administrator to discuss the evaluation outcomes. The evaluation outcomes summary was signed by each Chair, the Administrator, and submitted to DAS HR.

OACO Best Practices Survey

In December 2011, Commissioners completed a survey to evaluate how the OACO staff is doing.

Total Responses: 11

Questions/Results:

1. Is the OACO's mission current and applicable?

Yes – 73%

No – 9%

Don't Know – 18%

2. Does the OACO work with Commission Chairs and the Governor's Office to prepare and deliver the New Commissioner Orientation?

Yes – 73%

No – 0%

Don't Know – 27%

3. Do the Commissioners participate in evaluating OACO performance through the preparation and completion of the Annual Performance Progress Report

(APPR) surveys and approve the final report?

Yes – 64%

No – 0%

Don't Know – 36%

4. Does the OACO support Commission preparation of annual reports which provide an overview of Commission activities for legislators and others?

Yes – 73%

No – 0%

Don't Know – 27%

5. Does the OACO support the work of the Commissions involved in policy-making recommendations?

Yes – 90%

No – 0%%

Don't Know – 10%

6. Does the OACO engage the Commissions in review and approval of all proposed budgets including reduction options?

Yes – 82%

No – 0%

Don't Know – 18%

7. Do the Commissions periodically review key financial information and audit findings?

Yes – 73%

No – 0%

Don't Know – 27%

Comments:

- The OACO's mission is current and applicable specially now with the ever-growing ethnic population with such a wide diversity of issues and needs...
- I think (the New Commissioner Orientation) is improving, but if there is ever time, it would be great to have a short handbook for new advocacy commissioners.
- Lucy Baker does a great job of meeting with new commissioners and educating them.
- Commissioners are being presented and briefed on specific issues where full discussions of the same follow. Commissioners participate in the evaluation

surveys.

- We had great support on keeping track of bills that were interested in during the 2011 legislative session.
- The OACO works hand in hand with the commissions about policy-making recommendations. They facilitate discussions presenting areas that need enlightening to a better product -the policy making recommendation.
- Great work by (staff) to come up with some creative budget reduction options and keep us informed of them.
- The Commissioners were asked about their opinions about the Budget. Only then that a report is prepared relative to the issue.

Analysis:

Of the people who knew the answer in questions 2 through 7, all said “Yes”.

Between 10% and 30% of the respondents did not know the answers in part due to being New Commissioners, and in part because of the need for ongoing training, which the OACO will work to provide.

The Best Practices overall score for the Oregon Advocacy Commissions Office rose from 89% in 2010 to 95% in 2011. This is attributed to full and consistent staffing and the introduction of new programs such as the New Commissioner Orientation, and involvement of Commissioners in creating budget reduction strategies.

4. HOW WE COMPARE

The 2011 Best Practices survey maintained high scores in each area surveyed.

5. FACTORS AFFECTING RESULTS

This year, because the Commissions were actively engaged in review and approval of budget reduction strategies aimed at maximizing efficiency and outcomes while reducing funds, the budget and resource management section scored exceptionally high marks.

6. WHAT NEEDS TO BE DONE

The Office is committed to providing training and consultation necessary to guide each Commission in operationalizing and institutionalizing Best Practices. This will be accomplished by a collaboration with LFO and DAS, who will provide guidance and direction to the Office.

7. ABOUT THE DATA

___Agency Request ___Governor's Balanced ___Legislatively Adopted Budget Page___

Now that the Commissions have identified best practice areas, the OACO Commissioners and staff will work on ways to implement strategies and target efforts for improvement and success.

OREGON ADVOCACY COMMISSIONS	III. USING PERFORMANCE DATA
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Agency Mission: Responsible for administrative support to the Commissions as they strive for implementation and establishment of economic, social, legal and political equality for minorities in Oregon.

Contact: Lucy Baker	Contact Phone: 503-250-2698
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Alternate: Nancy Kramer	Alternate Phone: 503-302-9725
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The following questions indicate how performance measures and data are used for management and accountability purposes.

1. INCLUSIVITY	<p>* Staff: The OACO and its commissioners, in collaboration with the Performance Measure Coordinators of LFO and DAS, have reviewed the KPM prepared by the Advocacy Commissions and have added details for our scope of work to the original KPMs. Led by the agency leadership team, the staff are responsible for the development of agency key performance measures and targets with consultation from partners and stakeholders.</p> <p>* Elected Officials: Interviews and feedback from Legislative leaders, with the Director of Department of Administrative Services and Legislative Fiscal Office have provided input on the original KPMs of the commissions.</p> <p>* Stakeholders: In 2006, the Administrator performed one-to-one interviews and focus groups with non-profits, state agencies and individual community of color leaders regarding the KPMs, work plan and legislative agenda of the OACO. During public meetings and legislature approval of key performance measures citizens are encouraged to give feedback and input. The current Administrator has reviewed the Legislatively Adopted KPMs and, in collaboration with LFO and DAS, have made revisions to better measure the outcomes and needs of the Office and each of its Commissions' duties and responsibilities.</p> <p>* Citizens: In 2006, OACO performed interviews and focus groups with non-profits, state agencies, community partners, and individual leaders in constituent communities regarding the KPMs, work plan and legislative agenda of the OACO. In 2009-10 the Commissions have invited partnering non-profits and citizens/leaders to each of their 31 public meetings and established Joint Commission meetings to incorporate citizen input into a Joint legislative and shared project slate. In 2010 – 11 the OACO and its Commissions collaborated with specific non-profit partners to grow awareness of the Commissions in their constituent communities and plan joint efforts on key issues.</p>
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2 MANAGING FOR RESULTS	<p>Since its inception in 2005, OACO has worked to develop and refine meaningful performance measures and to use them as a tool to measure its success in supporting the key work of the 4 Commissions. The KPMs established by the</p>
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	<p>Commission Chairs for 2005-07 were used to guide the development of the OACO 06-07 agency work plan. The work plan was developed in correlation with extensive grassroots community input. The performance measure results are reviewed annually and quality improvement projects are identified and implemented. The KPM is only one tool for measuring the success of the Office. The OACO Administrator uses the OACO Key Performance Measures in conducting her work in support of each Commission, and the Commission Chairs and BOLI Commissioner have incorporated them into the evaluation of the OACO Administrator.</p>
<p>3 STAFF TRAINING</p>	<p>The OACO Administrator and Executive Support staff provide training and engagement with the Commissions on all aspects of the OACO best practices and the context of state performance measures tracking and reporting for the Commissioners. The staff work with the individual Commissions to continually improve and enhance the application of the OACO performance measures. The staff also communicate with the Governor’s Office, DAS and BOLI on state performance measurement requirements and annually attend state training on quality improvement and statistical indicators that may be offered.</p>
<p>4 COMMUNICATING RESULTS</p>	<p>* Staff : Administrator meets regularly with Commissioners, DAS, LFO, BOLI and Governor’s Office Executive Staff to review and report on current projects and progress. Results are communicated through staff meetings, Commission meetings, performance evaluations, publications, community meetings, staff trainings, strategy sessions, personal communication and/or agency updates. The results are used to assess past strategy, performance and impact in order to improve future operations.</p> <p>* Elected Officials: The OACO Administrator and Commission Chairs meets with elected officials regularly in person or by phone and by email to share updates on OACO accomplishments and discuss concerns of the community served by the Commissions. OACO seeks to be a key point of information and support for Legislators, legislative staff, the Governor and other Policy makers when it comes to building the success of communities of color and women in Oregon.</p> <p>* Stakeholders: The OACO Administrator is the single point of contact for website updates and community contacts.</p> <p>* Citizens: Links to performance outcomes are posted on the OACO website for citizens to review measures of success. Learn more about the mission of OACO and link to the work of the Commissions at www.oregon.gov/OAC.</p>