

OREGON ADVOCACY COMMISSIONS

Annual Performance Progress Report (APPR) for Fiscal Year (2013-2014)

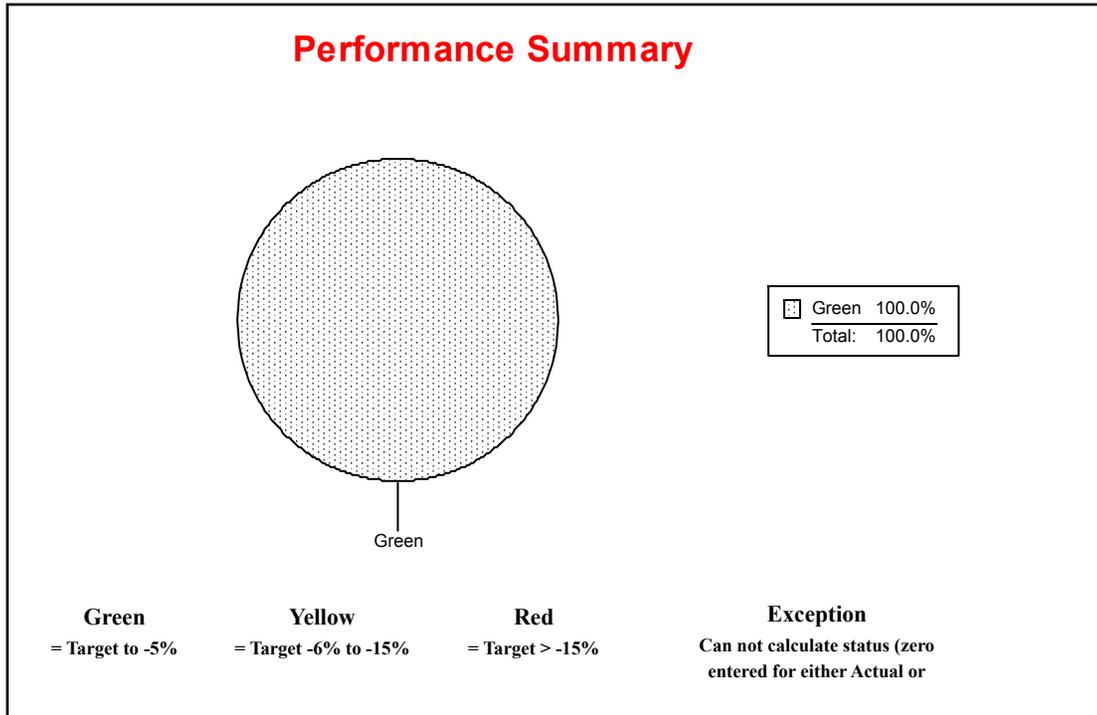
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2013-2014 KPM #	2013-2014 Approved Key Performance Measures (KPMs)
1	CUSTOMER SERVICE: percent of customers rating service quality as good or excellent-overall customer service, timeliness, accuracy, helpfulness, expertise and availability of information
2	Best Practices - Percent of total best practices met by the Commission on Asian/Pacific Islander Affairs
3	Best Practices - Percent of total best practices met by the Commission on Black Affairs
4	Best Practices - Percent of total best practices met by the Commission for Women.
5	Best Practices - Percent of total best practices met by the Commission on Hispanic Affairs

New Delete	Proposed Key Performance Measures (KPM's) for Biennium 2015-2017
	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.			
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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 four Oregon Advocacy Commissions it serves and their constituent communities: Oregon Commissions on Asian & Pacific Islander Affairs (OCAPIA), Black Affairs (OCBA), Hispanic Affairs (OCHA) and the Oregon Commission for Women. The programs and services are addressed either directly through a specific Key Performance Measure, or through indirect influence on the output or outcome of a specific KPM. In 2013, the legislature added 11 new service measures for a full total of 15 service related KPM's which this

report now covers, showing 100% achievement in each.

At the services level, the OACO's historic responsibilities have included providing support for Commission legislative advocacy , identifying and researching issues collaboratively with the Governor's Office and state partners , maintaining a liaison with and growing partnerships with constituent community groups, growing constituent representation in leadership positions and recommending action to policy makers and the Governor on key issues facing their constituents. It also supports the work of the individual Commissions by providing all administrative functions including coordinating meetings and speakers, taking minutes, preparing reports and media releases, partnering with stakeholder groups, providing information and referrals for members of the public and elected officials , managing distribution lists, maintaining Commission websites and overseeing budget/financial support. OACO contracts with the Department of Administrative Services for budget and accounting support.

There are no services that are not addressed by the OACO APPR, though there are emerging best practices from the statutory work of the Commissions over the current biennium that are positively affecting its statutory outcomes in Advocacy , Public Policy Research, Leadership Development and Partnerships/Collaborations. The 2013-14 Legislative sessions saw an increasing number of equity-oriented bills with bi-partisan support and leadership from the Governor's Office . Many of these passed and have added to the growing work Oregon has done to address the policy roots of longstanding inequities. The four Commissions have been directly involved in supporting these initiatives, including: expansion of affordable health care to a broader spectrum of individuals and families ; increased access to grants and loans for education; expansion of school lunch programs to cover summer and after school; implementation of racial impact statements for proposed legislation; the Department of Education's work to reduce the disproportionate use of exclusionary discipline and the Oregon Education Investment Board's work with the Governor and legislature to inject equity considerations into educational investments . The increased emphasis on the evaluation of equity effects in law and policy implementation has both benefitted represented communities and placed additional workload demands on the OACO.

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 shows that diversity in Oregon is growing especially among Latino and Asian/Pacific Islander groups. By County, there has also been an outmigration of African Americans and other cultural groups into counties surrounding Multnomah County. The Advocacy Commissions will be working in 2013-15

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

This biennium the OACO has added more Commissioner training sessions on budgeting, ethics, legislative advocacy, and financial reporting, and provided professional support for strategic planning by each Commission. The OAC's also initiated their first tracking on bill testimony delivered by each Commission and public policy research and new policy championed by each Commission. This has contributed to the OAC's maintaining their solid lead in Customer Service, and Best Practices. See them at:

OCAPIA: <http://www.oregon.gov/ocapia/Pages/index.aspx>

(scroll down and click Annual Report image)

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 2014. 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 .

4. CHALLENGES

Present staff capacity is unable to meet the needs of increasingly active Commissions , opportunities for inter-agency collaboration, demand for policy research opportunities, legislative advocacy and the challenges of a changing media landscape. First, the four Commissions have increasingly developed policy and executive committee structures in order to advance their legislative, outreach and research agendas. With the restoration of in-state travel funds, the four Commissions have also become increasingly engaged with communities outside of the Portland metro area. While increasingly engaged and ambitious Commissions stand to further their statutory mandates, such activities and the need to staff an additional 100 meetings per biennium generated by the emerging committee structures of the Advocacy Commissions have strained staff capacity. Second, increased inter-agency collaborative research projects with universities have placed additional demands on staff capacity in terms of coordination and administrative support . The demand for equity-focused research and a pool of graduate-level research interns that the Advocacy Commissions are providing for research with state partners in education , labor, justice and other areas, outstrips staff capacity to coordinate, supervise and recruit research interns. Third, the OACO has been increasingly called upon to take positions on equity-focused legislation. Working with the Chairs and Vice Chairs of the four Commissions to prepare and deliver testimony, tracking over a 160 bills of interest during the 2013 and 2014 Legislative Sessions and working with the Governor's Office to support Commission-sponsored legislation. Lastly, present staff capacity has limited the ability of the four Commissions to enhance their web presence and leverage social media in furtherance of community engagement, outreach and advocacy efforts.

5. RESOURCES AND EFFICIENCY

OACO's legislatively adopted budget for FY 2013-15 is \$425,525 which covers 2 FTE, its office, government service charges and the OAC's 44 Commissioners' travel, communications, and stipends.

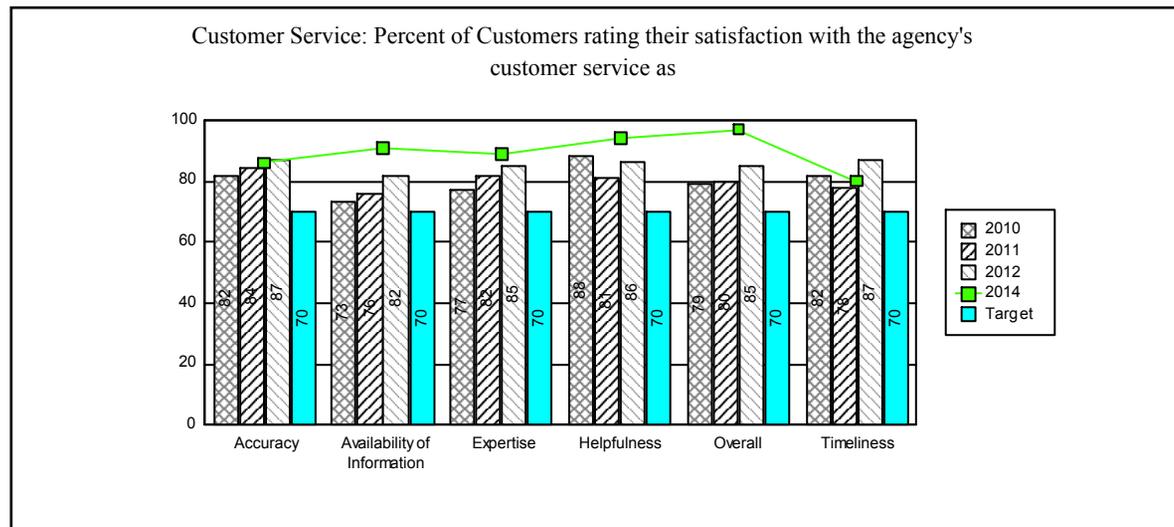
The OACO and the Advocacy Commissions have taken steps to make their budget and collaborations go far in pursuit of the OAC's statutory work in advocacy, policy research, leadership development and community engagement including this biennium:

- Leveraging OACO's General Fund with federal Work Study funds in a 1 to 3 ratio to add a Communications Assistant who is a Work Study student and is developing the OAC's Facebook connections to communities of color regarding their policy work , opportunities to participate, and leadership opportunities.
- Recruiting and supervising 8 research interns this biennium at the Masters, PhD and Law Student level to conduct joint public policy research between the OAC's and state partners in ODE, OEIB, BOLI, US Attorney's Office and DOJ in essential areas of disparity leading to

policy wording for equity focused legislation and internal policy development.

- Helping the Executive Appointments office and other Boards and Commissions recruit qualified leaders of color to serve as new executive appointments in domestic violence, small business licensing and other fields.
- Establishing the OAC's first e-commerce portals to each of the OACO's 5 websites that now allow those who care about the work of the Advocacy Commissions to be able to donate on line with credit and debit cards.

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	Provide the Advocacy Commissions served by the office with the focused administrative support needed to achieve their statutory missions of advocacy, policy research, leadership development, and community engagement.	
Oregon Context	Shared system measure in conjunction with the OACO mission, function and statutes.	
Data Source	The standardized Customer Service Survey administered with Advocacy Commissioners at the time of service provision using Allegiance survey software on line.	
Owner	Lucy Baker, OACO Administrator, 503-250-2698 and Nancy Kramer, OACO Executive Assistant, 503-302-9725.	



1. OUR STRATEGY

Through Commissioner training, relevant and easy to understand reporting, tracking of key outcomes, coordination of Commission/partner efforts, and speedy response to Commissioner requests OACO will 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, state agencies, colleges and universities, 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

Beginning in 2013 with the addition by the legislature of 11 new best practice targets for the OACO, the customer satisfaction surveys were expanded to measure the success of OACO in providing the underlying service for each best practice at the point that the service was provided. Being able to survey Commissioners immediately following their interactions with the Office in an area of best practice has increased survey participation and also shortened the amount of intervening time between the service and the feedback. We have used the immediate feedback to improve the service we provide more quickly. This has included feedback on content and relevance of commissioner training, participation in budgeting, thoroughness of financial reporting and other supports provided to the OAC's and their Commissioners. The better focus on outcomes has increased the level of customer satisfaction and the survey comments are driving further improvements in service delivery from OACO.

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. 90% of those surveyed consider the quality of their interactions with the OACO to be good or excellent. Every measure of customer service ranks well above the target ratings of 70% satisfaction.

In 2014, the OACO and the Advocacy Commissions are steadily improving their Customer Satisfaction scores in all areas which now rank above 90% good or excellent. This is up 4% from the previous biennium and up 10% over the past 4 years, helped by reduced staff turnover during the same period.

5. FACTORS AFFECTING RESULTS

The OACO is a relatively new agency and has been in operation since 2006. In the past 6 years, each Commission (OCAPIA, OCBA, OCHA, OCFW) has focused its advocacy in 6 essential areas, created a joint strategy, added Masters and PhD level public policy interns

providing research on key issues, 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, state partners, citizens, communities, and government agencies.

The Commissions now have a backlog of policy issues needing specific research, Universities requesting research internships, and repeat business among state agency partners doing joint policy research with the Commissions, as well as being invited to provide testimony on key and emerging issues both before legislative and agency committees. These are good signs that the Commissions are growing into their statutory roles building equity in Oregon at the policy level for underrepresented communities and women with solid support from the OACO in all aspects of their work. Having leveraged students, and community partnerships, federal matching for Work Study, adding new e-commerce portals at OAC websites to make donating easier, and using bill tracking software to increase the number and scope of bills supported by the OAC's, the OAC's and their 2 staff have reached their current limits and have developed plans to grow the work they have begun with additional staff and a related budget request to the Governor's Office.

6. WHAT NEEDS TO BE DONE

Each biennium, the OACO staffs approximately 58 OAC regular commission meetings, four joint-commission meetings and 12 joint-leadership meetings and prepares and submits four annual reports for each of the Commissions to the Legislature. It assists the four Commissions in monitoring existing programs and legislation designed to meet the needs of minority populations and helps in identifying and researching problem areas and issues affecting minority communities. The OAC's staff of 2 have so far garnered high marks in their Key Performance Measures including commissioner satisfaction, but at their limit and unable to provide the additional support needed to for the OAC's emerging committee structure that now drives their policy advocacy and research in education, health, jobs/economy, safety and policing, stable families and civic engagement.

The success in KPM attainment and key outcomes for the OAC's has been on an upward trajectory each year for the past four, but without further investment has reached its ability to more fully support their equity focused statutory work and the increasingly active Commissions. This includes growing backlogs for opportunities with inter-agency collaboration, demand for policy research opportunities, legislative advocacy and the challenges of a changing media landscape.

Expected challenges to maintaining high customer satisfaction in 2015-17:

1. OAC meeting support: The four Commissions have increasingly developed policy and executive committee structures in order to advance their legislative, outreach and research agendas, which will generate 100 additional meetings per biennium needing staff support. With the restoration of in-state travel funds in 2013, the four Commissions have also become increasingly engaged with communities outside

of the Portland metro area requiring additional staff support and logistics for their meetings .

2. Policy research support: Increased inter-agency collaborative research projects with universities have placed additional demands on staff capacity in terms of coordination and administrative support. The demand for equity-focused research and a pool of graduate-level research interns, outstrips staff capacity to coordinate, supervise and recruit research interns for the OAC's research work.

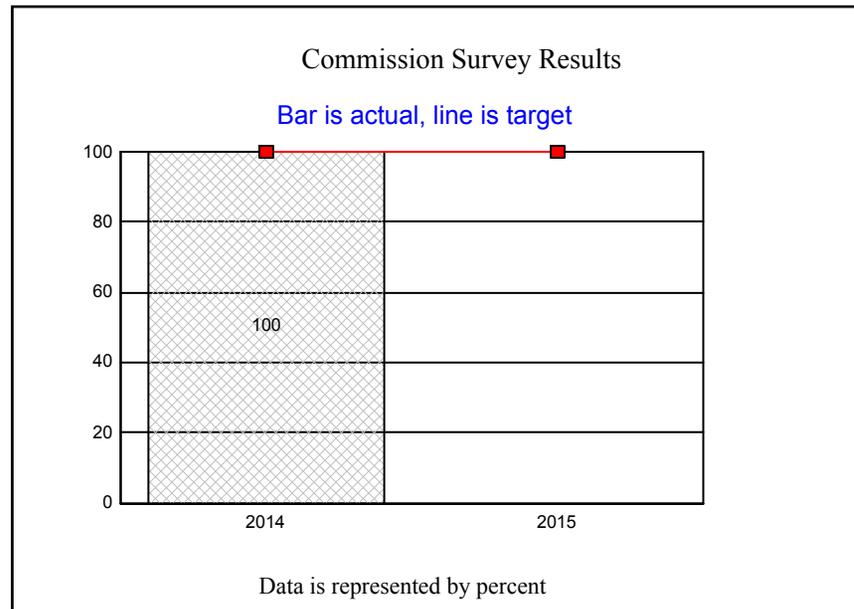
3. Advocacy support: As their profile for equity support grows, the OAC's have been increasingly called upon to take positions on equity-focused legislation with invited testimony for legislative and agency committees. The OACO supports this work by coordinating with the Chairs and Vice Chairs of the four Commissions to prepare and deliver testimony (30 individual testimonies in the 2013 and 14 sessions), tracking over 160 bills of interest during the 2013 and 2014 Legislative Sessions and working with the Governor's Office to support Commission-sponsored legislation.

4. Community engagement and communications support: Lastly, present staff capacity has limited the ability of the four Commissions to enhance their web presence and leverage social media in furtherance of community engagement, outreach and advocacy efforts.

7. ABOUT THE DATA

The customer satisfaction data collection is now broken into sections that measure commissioner satisfaction with OACO services provided as part of its KPM measures including commissioner training, participation in budgeting, reporting, response to commissioner requests and other key areas. The surveys are now delivered within a week of the service being provided which has improved survey response and provided quicker feedback on specific support services and prompted quicker improvements. In comparison to the 2012 survey, the 2014 data displayed a 12% increase in Overall Quality (27% above target) and achievement well above target levels in Accuracy (16% above target), Availability of Information (21% above target), Expertise (19% above target), and Helpfulness (24% above target). The rating for Timeliness (10% above target) is indicative of the level of staffing and increased levels of activity for the Commissions.

KPM #2	Best Practices - Percent of total best practices met by the Commission on Asian/Pacific Islander Affairs	2013
Goal	To achieve 100% of 15 best practices in support of the OCAPIA including Administrator evaluation , high level goals, APPR review, communications review, policy making, POP's alignment, budget review, financial and audit reports, resource management, public representation of the OAC's, commissioner training, and management practices.	
Oregon Context	Shared system measure in conjunction with the OACO mission, function and statutes.	
Data Source	Review and response by the Chair of the OCAPIA to all 15 Best Practice measures.	
Owner	Lucy Baker, OACO Administrator, 503-250-2698 and Nancy Kramer, OACO Executive Assistant, 503-302-9725.	



1. OUR STRATEGY

To work closely with the OAC Commissioners and the OCAPIA Chair and Vice Chair to provide excellent support in the 15 areas of best practice. 11 of

these areas were newly mandated by the legislature for OACO's KPM's in 2013 session, though they are not new to general practice by the Office.

2. ABOUT THE TARGETS

The targets assigned to the OACO by the legislature in 2013 are yes/no answers to the following questions:

- *Executive Director's performance expectations are current.*
- *Executive Director receives annual performance feedback*
- *The agency's mission and high-level goals are current and applicable.*
- *The board reviews the Annual Performance Progress Report.*
- *The board is appropriately involved in review of agency's key communications.*
- *The board is appropriately involved in policy-making activities*
- *The agency's policy option packages are aligned with their mission and goals.*
- *The board reviews all proposed budgets (likely occurs every other year)*
- *The board periodically reviews key financial information and audit findings.*
- *The board is appropriately accounting for resources.*
- *The agency adheres to accounting rules and other relevant financial controls.*
- *Board members act in accordance with their roles as public representatives.*
- *The board coordinates with others where responsibilities and interests overlap.*
- *The board members identify and attend appropriate training sessions.*
- *The board reviews its management practices to ensure best practices are utilized.*
- *Others*

The targets represent best practices associated with a well-managed organization that is responsible to a Governor-appointed Board or Commission and are intended to indicate whether all major hallmarks of good management, leadership, and stewardship of resources are being met.

3. HOW WE ARE DOING

The Oregon Advocacy Commissions Office was initiated in 2005 and fully staffed in 2006 to serve four independent Advocacy Commissions. Now eight years old, the OACO has weathered early challenges including regular staff and Commissioner turnover, legal challenges, periods of budget reduction and elimination of Commissioner travel, to a period of reliable staffing and solid performance within its statutory areas. This is OACO's first year to fully measure performance in all key areas of best management practices for each of the Advocacy Commissions in a review performed by the Chair of each

Commission. The initial results show the growing confidence of the Commissions in the expertise of its administering agency.

4. HOW WE COMPARE

Over the past 2 years, the Chair and Vice Chair of the OCAPIA have had the opportunity to meet with their peers of governor/mayor appointed API commissions in Seattle and in Washington, DC and have returned knowing that Oregon's support for the OCAPIA and its performance as an equity policy based group far surpasses the efforts and function of most other state or city API Commissions. It is one of the few Commissions in the nation that truly serve as an independent voice for their community in state policy level work both legislatively and administratively, and the only API Commission nationally that is regularly partnering with state agencies to pursue public policy research of importance to the success of their communities.

As compared to the data from prior years in this KPM, this is the first year that the OCAPIA has achieved 100% attainment of all best practices. Although 11 of these best practice measures are new this biennium and there is no past data for these, the Commissions were rated in past years on 4 of the 15 best practice measures, and have surpassed their previous KPM scores in those areas with 100% in each.

5. FACTORS AFFECTING RESULTS

Consistent, seasoned staffing and mindful appointments of policy oriented Commissioners from the API community have helped achieve this level of attainment in best practices.

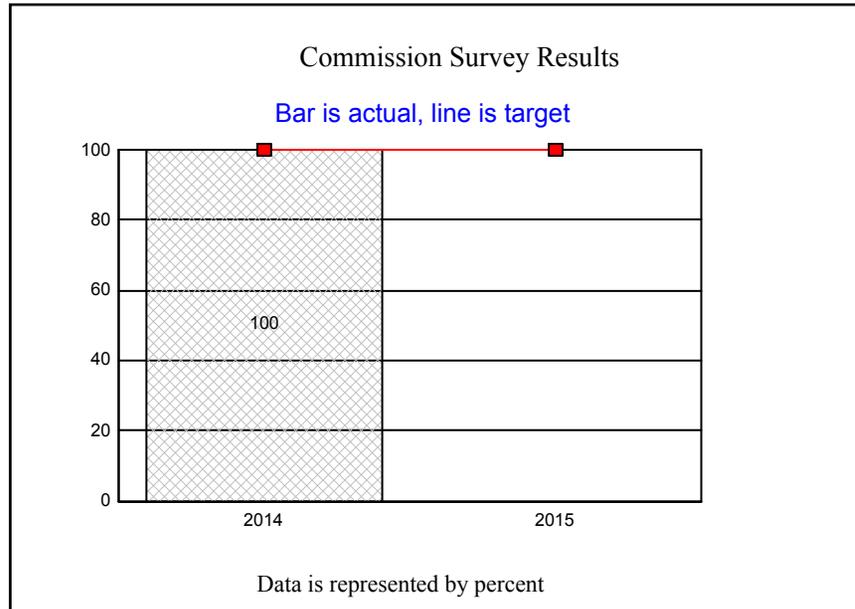
6. WHAT NEEDS TO BE DONE

For the 15 measures of best practices, the Oregon Advocacy Commissions have grown their work to the highest levels of administrative support. Important further resource investments in this area would include implementing a reliable community engagement and culturally specific communications plan as a best practice when representing and working with communities of color in the area of equity policy. This expertise is not currently part of the OACO staffing for any of the 4 OAC's and is part of the OAC's budget request for the 2015 – 17.

7. ABOUT THE DATA

The Chairs and Vice Chairs of the Advocacy Commissions meet regularly and work closely with the OACO Administrator to assure that all expectations of management and leadership are met and that the full Commissions are involved in key areas of budget review and approval, commissioner training, reporting and other required benchmarks of best practice. The review and data collection of each area of best practice is considered by the Chair of each Commission annually in June at the same time as the OACO Administrator evaluation. It is the Chair who indicates whether the 15 OAC best practices have been met.

KPM #3	Best Practices - Percent of total best practices met by the Commission on Black Affairs	2013
Goal	To achieve 100% of 15 best practices in support of the OCBA including Administrator evaluation , high level goals, APPR review, communications review, policy making, POP's alignment, budget review, financial and audit reports, resource management, public representation of the OAC's, commissioner training, and management practices.	
Oregon Context	Shared system measure in conjunction with the OACO mission, function and statutes.	
Data Source	Review and response by the Chair of the OCBA to all 15 Best Practice measures.	
Owner	Lucy Baker, OACO Administrator, 503-250-2698 and Nancy Kramer, OACO Executive Assistant, 503-302-9725.	



1. OUR STRATEGY

To work closely with the OAC Commissioners and the OCBA Chair and Vice Chair to provide excellent support in the 15 areas of best practice. 11 of these

areas were newly mandated by the legislature for OACO's KPM's in 2013 session, though they are not new to general practice by the Office.

2. ABOUT THE TARGETS

The targets assigned to the OACO by the legislature in 2013 are yes/no answers to the following questions:

- *Executive Director's performance expectations are current.*
- *Executive Director receives annual performance feedback*
- *The agency's mission and high-level goals are current and applicable.*
- *The board reviews the Annual Performance Progress Report.*
- *The board is appropriately involved in review of agency's key communications.*
- *The board is appropriately involved in policy-making activities*
- *The agency's policy option packages are aligned with their mission and goals.*
- *The board reviews all proposed budgets (likely occurs every other year)*
- *The board periodically reviews key financial information and audit findings.*
- *The board is appropriately accounting for resources.*
- *The agency adheres to accounting rules and other relevant financial controls.*
- *Board members act in accordance with their roles as public representatives.*
- *The board coordinates with others where responsibilities and interests overlap.*
- *The board members identify and attend appropriate training sessions.*
- *The board reviews its management practices to ensure best practices are utilized.*
- *Others*

The targets represent best practices associated with a well-managed organization that is responsible to a Governor-appointed Board or Commission and are intended to indicate whether all major hallmarks of good management, leadership, and stewardship of resources are being met.

3. HOW WE ARE DOING

The Oregon Advocacy Commissions Office was initiated in 2005 and fully staffed in 2006 to serve four independent Advocacy Commissions. Now eight years old, the OACO has weathered early challenges including regular staff and Commissioner turnover, legal challenges, periods of budget reduction and elimination of Commissioner travel, to a period of reliable staffing and solid performance within its statutory areas. This is OACO's first year to fully measure performance in all key areas of best management practices for each of the Advocacy Commissions in a review performed by the Chair of each

Commission. The initial results show the growing confidence of the Commissions in the expertise of its administering agency.

4. HOW WE COMPARE

Over the past 2 years, the Chair of the OCBA has had the opportunity to meet with his peers of governor/mayor appointed African American commissions in teleconferences and in Washington DC. Chair Manning has returned knowing that Oregon's support for the OCBA and its performance as an equity policy based group far surpasses the efforts and function of most other state or city African American Commissions. It is one of the few Commissions in the nation that truly serve as an independent voice for their community in state policy level work both legislatively and administratively, and the only African American Commission nationally that is regularly partnering with state agencies to pursue public policy research of importance to the success of their communities. As compared to the data from prior years in this KPM, this is the first year that the OCBA has achieved 100% attainment of all best practices. Although 11 of these best practice measures are new this biennium and there is no past data for these, the Commissions were rated in past years on 4 of the 15 best practice measures, and have surpassed their previous KPM scores in those areas with 100% in each.

5. FACTORS AFFECTING RESULTS

Consistent, seasoned staffing and mindful appointments of policy oriented Commissioners from the community have helped achieve this level of attainment in best practices.

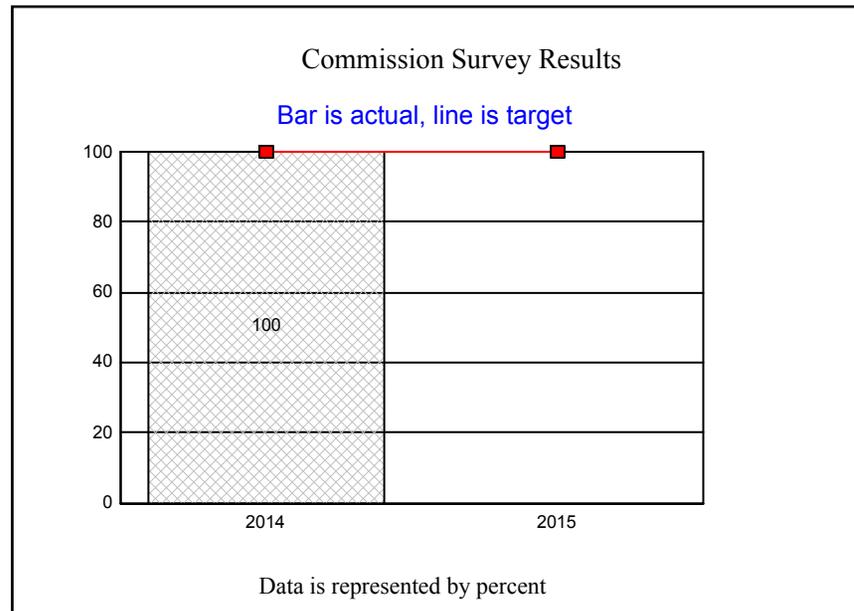
6. WHAT NEEDS TO BE DONE

For the 15 measures of best practices, the Oregon Advocacy Commissions have grown their work to the highest levels of administrative support. Important further resource investments in this area would include implementing a reliable community engagement and culturally specific communications plan as a best practice when representing and working with communities of color in the area of equity policy. This expertise is not currently part of the OACO staffing for any of the 4 OAC's and is part of the OAC's budget request for the 2015 – 17.

7. ABOUT THE DATA

The Chairs and Vice Chairs of the Advocacy Commissions meet regularly and work closely with the OACO Administrator to assure that all expectations of management and leadership are met and that the full Commissions are involved in key areas of budget review and approval, commissioner training, reporting and other required benchmarks of best practice. The review and data collection of each area of best practice is considered by the Chair of each Commission annually in June at the same time as the OACO Administrator evaluation. It is the Chair who indicates whether the 15 OAC best practices have been met.

KPM #4	Best Practices - Percent of total best practices met by the Commission for Women.	2013
Goal	To achieve 100% of 15 best practices in support of the OCFW including Administrator evaluation , high level goals, APPR review, communications review, policy making, POP's alignment, budget review, financial and audit reports, resource management, public representation of the OAC's, commissioner training, and management practices.	
Oregon Context	Shared system measure in conjunction with the OACO mission, function and statutes.	
Data Source	Review and response by the Chair of the OCFW to all 15 Best Practice measures.	
Owner	Lucy Baker, OACO Administrator, 503-250-2698 and Nancy Kramer, OACO Executive Assistant, 503-302-9725.	



1. OUR STRATEGY

To work closely with the OAC Commissioners and the OCFW Chair and Vice Chair to provide excellent support in the 15 areas of best practice. 11 of

these areas were newly mandated by the legislature for OACO's KPM's in 2013 session, though they are not new to general practice by the Office.

2. ABOUT THE TARGETS

The targets assigned to the OACO by the legislature in 2013 are yes/no answers to the following questions:

- *Executive Director's performance expectations are current.*
- *Executive Director receives annual performance feedback*
- *The agency's mission and high-level goals are current and applicable.*
- *The board reviews the Annual Performance Progress Report.*
- *The board is appropriately involved in review of agency's key communications.*
- *The board is appropriately involved in policy-making activities*
- *The agency's policy option packages are aligned with their mission and goals.*
- *The board reviews all proposed budgets (likely occurs every other year)*
- *The board periodically reviews key financial information and audit findings.*
- *The board is appropriately accounting for resources.*
- *The agency adheres to accounting rules and other relevant financial controls.*
- *Board members act in accordance with their roles as public representatives.*
- *The board coordinates with others where responsibilities and interests overlap.*
- *The board members identify and attend appropriate training sessions.*
- *The board reviews its management practices to ensure best practices are utilized.*
- *Others*

The targets represent best practices associated with a well-managed organization that is responsible to a Governor-appointed Board or Commission and are intended to indicate whether all major hallmarks of good management, leadership, and stewardship of resources are being met.

3. HOW WE ARE DOING

The Oregon Advocacy Commissions Office was initiated in 2005 and fully staffed in 2006 to serve four independent Advocacy Commissions. Now eight years old, the OACO has weathered early challenges including regular staff and Commissioner turnover, legal challenges, periods of budget reduction and elimination of Commissioner travel, to a period of reliable staffing and solid performance within its statutory areas. This is OACO's first year to fully measure performance in all key areas of best management practices for each of the Advocacy Commissions in a review performed by the Chair of each

Commission. The initial results show the growing confidence of the Commissions in the expertise of its administering agency.

4. HOW WE COMPARE

Over the past 2 years, the Chair of the OCFW has had the opportunity to meet with her peers of governor/mayor appointed Women's commissions at a national conference. Chair Vardavas has returned knowing that Oregon's support for the OCFW and its performance as an equity policy based group far surpasses the efforts and function of most other state or city Women's Commissions. It is among several leading Commissions in the nation that serve as an independent voice for women in state policy level work both legislatively and administratively, and one of the few Women's Commissions nationally that is regularly partnering with state agencies to pursue public policy research of importance to the success of women and girls statewide.

As compared to the data from prior years in this KPM, this is the first year that the OCFW has achieved 100% attainment of all best practices. Although 11 of these best practice measures are new this biennium and there is no past data for these, the Commissions were rated in past years on 4 of the 15 best practice measures, and have surpassed their previous KPM scores in those areas with 100% in each.

5. FACTORS AFFECTING RESULTS

Consistent, seasoned staffing and mindful appointments of policy oriented Commissioners from the community have helped achieve this level of attainment in best practices.

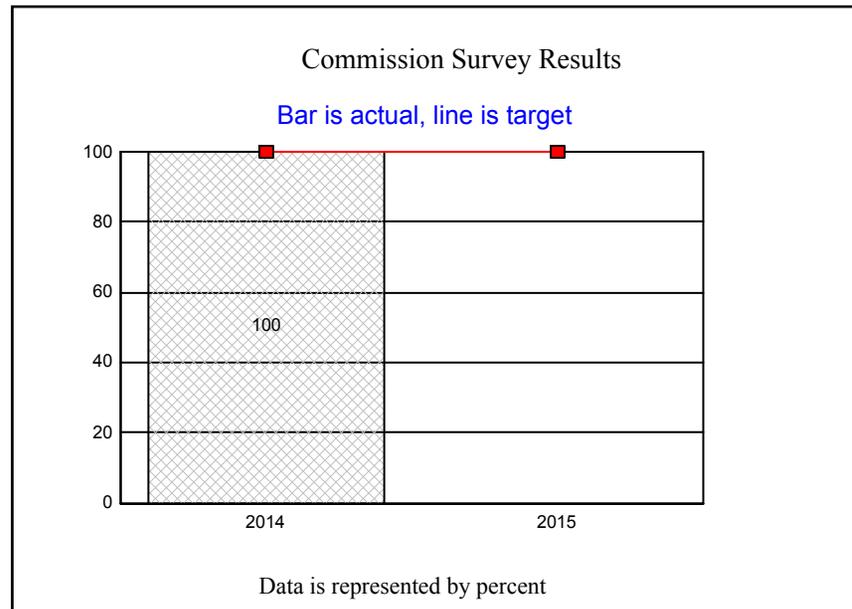
6. WHAT NEEDS TO BE DONE

For the 15 measures of best practices, the Oregon Advocacy Commissions have grown their work to the highest levels of administrative support. Important further resource investments in this area would include implementing a reliable community engagement and culturally specific communications plan as a best practice when representing and working with communities of color in the area of equity policy. This expertise is not currently part of the OACO staffing for any of the 4 OAC's and is part of the OAC's budget request for the 2015 – 17.

7. ABOUT THE DATA

The Chairs and Vice Chairs of the Advocacy Commissions meet regularly and work closely with the OACO Administrator to assure that all expectations of management and leadership are met and that the full Commissions are involved in key areas of budget review and approval, commissioner training, reporting and other required benchmarks of best practice. The review and data collection of each area of best practice is considered by the Chair of each Commission annually in June at the same time as the OACO Administrator evaluation. It is the Chair who indicates whether the 15 OAC best practices have been met.

KPM #5	Best Practices - Percent of total best practices met by the Commission on Hispanic Affairs	2013
Goal	To achieve 100% of 15 best practices in support of the OCHA including Administrator evaluation, high level goals, APPR review, communications review, policy making, POP's alignment, budget review, financial and audit reports, resource management, public representation of the OAC's, commissioner training, and management practices.	
Oregon Context	Shared system measure in conjunction with the OACO mission, function and statutes.	
Data Source	Review and response by the Chair of the OCHA to all 15 Best Practice measures.	
Owner	Lucy Baker, OACO Administrator, 503-250-2698 and Nancy Kramer, OACO Executive Assistant, 503-302-9725.	



1. OUR STRATEGY

To work closely with the OAC Commissioners and the OCHA Chair and Vice Chair to provide excellent support in the 15 areas of best practice. 11 of these

areas were newly mandated by the legislature for OACO's KPM's in 2013 session, though they are not new to general practice by the Office.

2. ABOUT THE TARGETS

The targets assigned to the OACO by the legislature in 2013 are yes/no answers to the following questions:

- *Executive Director's performance expectations are current.*
- *Executive Director receives annual performance feedback*
- *The agency's mission and high-level goals are current and applicable.*
- *The board reviews the Annual Performance Progress Report.*
- *The board is appropriately involved in review of agency's key communications.*
- *The board is appropriately involved in policy-making activities*
- *The agency's policy option packages are aligned with their mission and goals.*
- *The board reviews all proposed budgets (likely occurs every other year)*
- *The board periodically reviews key financial information and audit findings.*
- *The board is appropriately accounting for resources.*
- *The agency adheres to accounting rules and other relevant financial controls.*
- *Board members act in accordance with their roles as public representatives.*
- *The board coordinates with others where responsibilities and interests overlap.*
- *The board members identify and attend appropriate training sessions.*
- *The board reviews its management practices to ensure best practices are utilized.*
- *Others*

The targets represent best practices associated with a well-managed organization that is responsible to a Governor-appointed Board or Commission and are intended to indicate whether all major hallmarks of good management, leadership, and stewardship of resources are being met.

3. HOW WE ARE DOING

The Oregon Advocacy Commissions Office was initiated in 2005 and fully staffed in 2006 to serve four independent Advocacy Commissions. Now eight years old, the OACO has weathered early challenges including regular staff and Commissioner turnover, legal challenges, periods of budget reduction and elimination of Commissioner travel, to a period of reliable staffing and solid performance within its statutory areas. This is OACO's first year to fully measure performance in all key areas of best management practices for each of the Advocacy Commissions in a review performed by the Chair of each

Commission. The initial results show the growing confidence of the Commissions in the expertise of its administering agency.

4. HOW WE COMPARE

As compared to the data from prior years in this KPM, this is the first year that the OCHA has achieved 100% attainment of all best practices. Although 11 of these best practice measures are new this biennium and there is no past data for these, the Commissions were rated in past years on 4 of the 15 best practice measures, and have surpassed their previous KPM scores in those areas with 100% in each.

5. FACTORS AFFECTING RESULTS

Consistent, seasoned staffing and mindful appointments of policy oriented Commissioners from the Latino community have helped achieve this level of attainment in best practices.

6. WHAT NEEDS TO BE DONE

For the 15 measures of best practices, the Oregon Advocacy Commissions have grown their work to the highest levels of administrative support. Important further resource investments in this area would include implementing a reliable community engagement and culturally specific communications plan as a best practice when representing and working with communities of color in the area of equity policy. This expertise is not currently part of the OACO staffing for any of the 4 OAC's and is part of the OAC's budget request for the 2015 – 17.

7. ABOUT THE DATA

The Chairs and Vice Chairs of the Advocacy Commissions meet regularly and work closely with the OACO Administrator to assure that all expectations of management and leadership are met and that the full Commissions are involved in key areas of budget review and approval, commissioner training, reporting and other required benchmarks of best practice. The review and data collection of each area of best practice is considered by the Chair of each Commission annually in June at the same time as the OACO Administrator evaluation. It is the Chair who indicates whether the 15 OAC best practices have been met.

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.
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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.
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1. INCLUSIVITY	<p>* Staff: The OACO and the Advocacy Commissions, in collaboration with the Performance Measure Coordinators of LFO and DAS, have reviewed the new KPM best practice measures added in 2013 have incorporated these measures into the Administrator’s annual evaluation as well as initiated Commissioner training in several best practice areas. This has included training with the CFO’s office for Advocacy Commissioners on the Budgeting process and with the Government Ethics Commission on ethical conduct.</p> <p>* Elected Officials: The Advocacy Commissions include the 8 legislators who serve on the Advocacy Commissions in customer satisfaction and other surveys to gain their feedback on best practices and administrative support for the Advocacy Commissions. The highlights of the APPR are also part of the Annual Reports of the OAC’s to all legislators.</p> <p>* Stakeholders: The OACO works closely with its partners in DAS accounting, CFO’s Office, Government Ethics Commission, SOS Office and others to collaborate on staff and commissioner training and mentoring on state processes in all key areas of best practice KPM’s. The OACO is considered a good example of a small agency that has managed and stewarded its resources and public trust by a number of its internal partners.</p> <p>* Citizens: The Commissions share and post their APPR and KPM information in regular meetings of the Oregon Advocacy Commissions and at their websites to help their communities understand the accomplishments and work of the Oregon Advocacy Commissions.</p>
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2 MANAGING FOR RESULTS	<p>As a result of the addition of 11 new Key Performance Measures for best practice in 2013, the OACO has worked with the Advocacy Commissions to increase commissioner understanding and participation in several key areas including staffing support and the budget process. The CFO’s Office has worked with the OACO staff to develop and deliver the first Commissioner training on the budgeting process in which the majority of Commission leadership</p>
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	<p>and Commissioners participated. This, along with ethics training, legislative training and discussions on the types and level of staffing needed to support the statutory work of the Commissions raised the attainment of best practice measures to 100% for all Commissions for the first time since 2005.</p>
<p>3 STAFF TRAINING</p>	<p>The Advocacy Commissions’ budget has been very tight for staff training, but the OAC Chairs and Vice Chairs successfully requested a scholarship from DAS for the participation of the OACO Administrator in DAS’ Leadership Oregon: a 12 month leadership course taught by all top ranking leaders in state government, team building exercises and subject matter experts in leadership. Lucy Baker completed the course and is following up on her learning by volunteering for coaching and mentoring for new Leadership Oregon participants. Nancy Kramer, OACO Executive Assistant, has been training internally for providing administrative support and leadership.</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 meet with elected officials regularly in person or by phone and by email during session to share updates on OACO accomplishments and discuss concerns of the community served by the Commissions. The Commission members include 8 sitting legislators appointed by the President of the Senate and the Speaker of the House. These legislators are included in all Commission discussions and actions and they also serve as mentors to the Public Policy Research Interns. 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 equity policy and 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>