

Agency Management Report

KPMs for Reporting Year 2017

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Governor's Office

Performance Summary	Green	Yellow	Red
	= Target to -5%	= Target -5% to -15%	= Target > -15%
Summary Stats:	33.33%	33.33%	33.33%

Detailed Report:

KPM	Metrics	Actual	Target	Status	Management Comments
1. Customer Satisfaction - Percent of participants (customers) who rate the Regional Solutions process very good to excellent.	Timeliness	91.60%	90%	Green	The Regional Solutions target is set high to serve as a continual motivator for customer service delivery. The governor's office continually stresses the importance of customer service to state agency teams and emphasizes the value placed on working in partnership with local and regional associates. This approach needs to continue in order to maintain a collaborative environment in which state agencies, local governments, and other regional partners can successfully work together with a focus on problem-solving and results.
	Overall	91.60%	90%	Green	
	Helpfulness	89.60%	90%	Green	
	Availability of Information	87.70%	90%	Green	
	Accuracy	92%	90%	Green	
	Expertise	91.80%	90%	Green	

KPM	Metrics	Actual	Target	Status	Management Comments
2. Percentage of State Contract Awards to Business Certified by the Certification Office for Business Inclusion and Diversity -		1.30%	10%	Red	<ul style="list-style-type: none"> • We propose a return to the reporting threshold of \$5K to more accurately reflect the total contract dollars going to COBID certified businesses. • Currently, the state does not have systems in place to collect subcontractor data, only direct awards to COBID Certified Firms. This data will be collected as available by the awarded firm or prime. Many opportunities for COBID Certified Firms fall within a subcontracting opportunity. • The pending Executive Order, promoting equity in contracting, directs all state agencies, boards and commissions within the Executive Branch, to coordinate with the Governor's Office, Department of Administrative Services, and Business Oregon for training, community engagement activities, quarterly reporting, and to create and implement outreach plans for the purpose of bringing the State of Oregon to a 10% utilization of COBID Certified Firms. Directors of these agencies will be held accountable for inclusive contracting practices. • The Governor's Marketplace 2018 is planned for March 21 and 22 and will include workshops on becoming certified, using certified businesses, accessing contract opportunities on ORPIN, and increasing agency use of ORPIN for contracting. Outcomes to watch will include increased numbers of businesses completing their COBID process and increased numbers and value of contracts being awarded to COBID certified businesses. The anticipated number of attendees is approximately 700, including speakers, exhibitors, and businesses. • In addition, compliance with HB 2375 will improve and clarify the contracting language to make it simpler for agencies and businesses to work together. • In 2017, the Governor's Office resumed roadshows in place of Connect 2 Oregon and refers to them as Governor's Marketplace Editions. The editions for 2018 will include Central Oregon, Eastern Oregon, Coastal regions, as well as other areas previously underserved. • Reporting for all years prior to 2017 does not reflect all state agencies, boards and commissions under the Executive Branch. As the pending Executive Order will include all such agencies, Department of Administrative Services provided the data to reflect what will be required under this directive. This will provide us with a new starting point to see results coming from initiatives by the Governor's Office. • Reporting for all years prior to 2017 also do not capture contracts with COBID Certified Firms that do not have an exact NIGP or NAICS match. In 2017, DAS changed the reporting data to include all contracts with COBID Certified Firms who were awarded direct contracts, regardless of exact code match. It is anticipated that we will see a significant change in reporting of contract dollars awarded to COBID Certified Firms. • Our office is collaborating with Business Oregon on increasing the number of COBID Certified Firms by 10% per year, with emphasis on growing the number of minority-owned, women-owned, and service-disabled veteran owned businesses. • Our office works with Business Oregon's Small Business Development Centers for the Governor's Marketplace Editions throughout the state. • A new Statewide Request for Proposal (RFP) template will be rolled out in January 2018 that will support the initiatives of the Governor's Office for increased utilization of diverse suppliers. • Our office is researching methods to capture spending under \$10K as well as to increase the accessibility of contracts of \$10K and below for COBID Certified Firms.

KPM	Metrics	Actual	Target	Status	Management Comments
3. State Hiring - Number of protected classes being hired, promoted, and retained in state agencies.		20.30%	22%	Yellow	<ul style="list-style-type: none"> ● Affirmative Action Plan process and support has been streamlined and updated for the 2017-2019 biennium <ul style="list-style-type: none"> ○ Restructured reporting guidelines based on agency Affirmative Action Representative feedback, and internal innovations that emphasize intuitive, contemporary reporting processes. ○ Individual agency, board, and commission visits have been added to the Affirmative Action Plan review process. These visits emphasize the importance of internal and external partnerships, review of outreach efforts, biennial goals, and agency strategies for success within the reporting period. ○ DI AA EEO meetings have been restructured to provide agency Affirmative Action professionals with high level information, fundamental and impactful training, and diverse topics including local, national, and international to assist in increased knowledge on Diversity, Equity, and Inclusion, Affirmative Action, and Equal Employment Opportunity. ● The Governor's Office of Diversity, Equity, and Inclusion/Affirmative Action has an updated Executive Order, with emphasis on areas such as professional development and employee access, higher agency accountability to DI AA EEO meetings, maximized training opportunities to increase awareness, and engagement of agency employees with internal and external partners. ● Affirmative Action Manager regularly reviews and disseminates information on standardized practices that identify and eliminate systemic barriers to recruitment, employment and retention/promotion, and succession planning. ● Assist state agencies in successfully creating and imbedding a statewide culture of diversity, equity, and inclusion through Affirmative Action.

This report provides high-level performance information which may not be sufficient to fully explain the complexities associated with some of the reported measurement results. Please reference the agency's most recent Annual Performance Progress Report to better understand a measure's intent, performance history, factors impacting performance and data gather and calculation methodology.

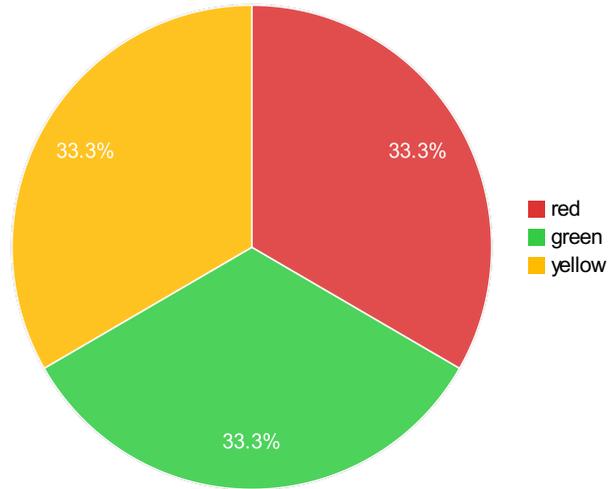
Governor's Office

Annual Performance Progress Report

Reporting Year 2017

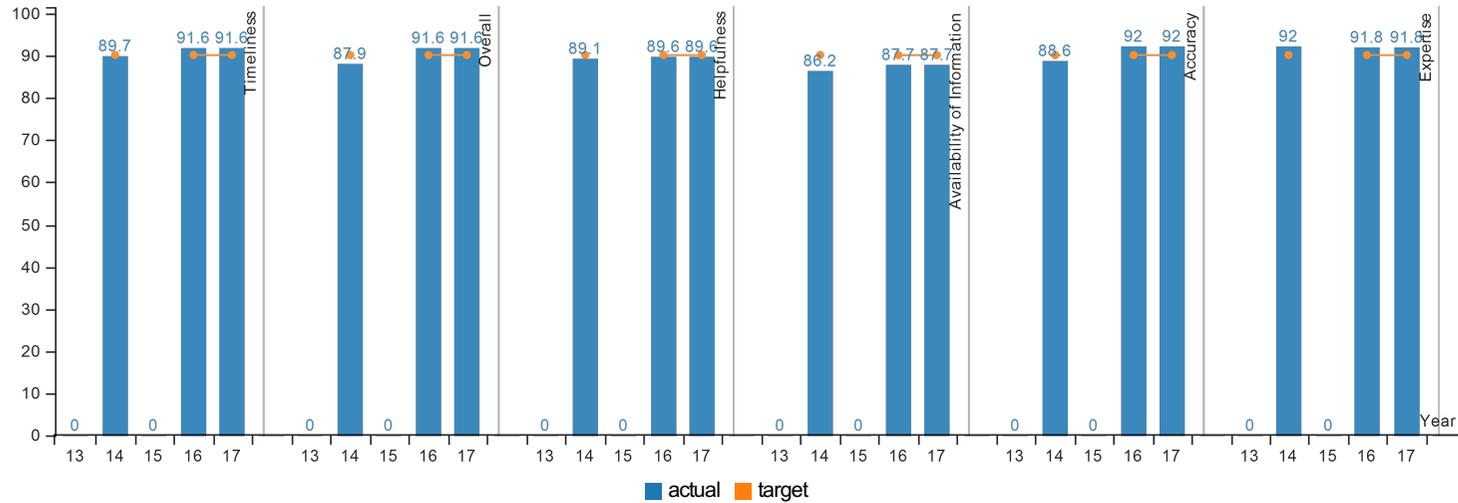
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KPM #	Approved Key Performance Measures (KPMs)
1	Customer Satisfaction - Percent of participants (customers) who rate the Regional Solutions process very good to excellent.
2	Percentage of State Contract Awards to Business Certified by the Certification Office for Business Inclusion and Diversity -
3	State Hiring - Number of protected classes being hired, promoted, and retained in state agencies.



Performance Summary	Green	Yellow	Red
	= Target to -5%	= Target -5% to -15%	= Target > -15%
Summary Stats:	33.33%	33.33%	33.33%

KPM #1	Customer Satisfaction - Percent of participants (customers) who rate the Regional Solutions process very good to excellent.
	Data Collection Period: Jan 01 - Dec 31



Report Year	2013	2014	2015	2016	2017
Timeliness					
Actual	No Data	89.70%	No Data	91.60%	91.60%
Target	TBD	90%	TBD	90%	90%
Overall					
Actual	No Data	87.90%	No Data	91.60%	91.60%
Target	TBD	90%	TBD	90%	90%
Helpfulness					
Actual	No Data	89.10%	No Data	89.60%	89.60%
Target	TBD	90%	TBD	90%	90%
Availability of Information					
Actual	No Data	86.20%	No Data	87.70%	87.70%
Target	TBD	90%	TBD	90%	90%
Accuracy					
Actual	No Data	88.60%	No Data	92%	92%
Target	TBD	90%	TBD	90%	90%
Expertise					
Actual	No Data	92%	No Data	91.80%	91.80%
Target	TBD	90%	TBD	90%	90%

How Are We Doing

Goal: Improve the quality and efficiency of delivering state services to local governments and businesses.

Oregon Context: OBM 35 - Public Management and Regional Solutions Mission

Data Source: The Governor's Regional Solutions Office conducts a customer satisfaction survey on a biennial basis. The 2016 Customer Satisfaction Survey was developed following the DAS Recommended Statewide Customer Service Performance Measure Guidelines. The Governor's Office used SurveyMonkey.com to collect and analyze the results. The Regional Solutions Office maintains copies of the raw survey results. A final report detailing the survey methodology and findings was prepared by and is available from the Regional Solutions Office.

Owner: Lisa Howard, Intergovernmental Coordinator

Every two years the Governor's office conducts a survey in order to assess its performance in meeting the customer satisfaction measure for Regional Solutions. The survey assesses services provided by the Regional Solutions Centers' coordinators and state agency team members. For 2016, the survey was conducted from May 2, 2016 through May 31, 2016.

The Regional Solutions KPM target is set at 90% to serve as a motivator for continually improving state agency service delivery to local jurisdictions and businesses. The survey measures how close Regional Solutions is to that 90% target for overall customer service and five specific areas of service (Timeliness, Accuracy, Helpfulness, Expertise, and Availability of Information), as per the DAS Guidelines for customer satisfaction surveys.

The 2016 survey revealed that Regional Solutions continues to improve upon a high quality of customer service, as evidenced by the percentage of respondents rating Regional Solutions service as "Excellent to Good." The Regional Solutions program met or exceeded the 90% target in all but one area, and the 2016 results show an upward trend from 2014.

Two open ended questions were included in the 2016 survey. The data collected in the responses were quite useful. Comments addressed how the Regional Solutions program adds value to the work of organizations, as well as general feedback about the program and recommendations for improvement.

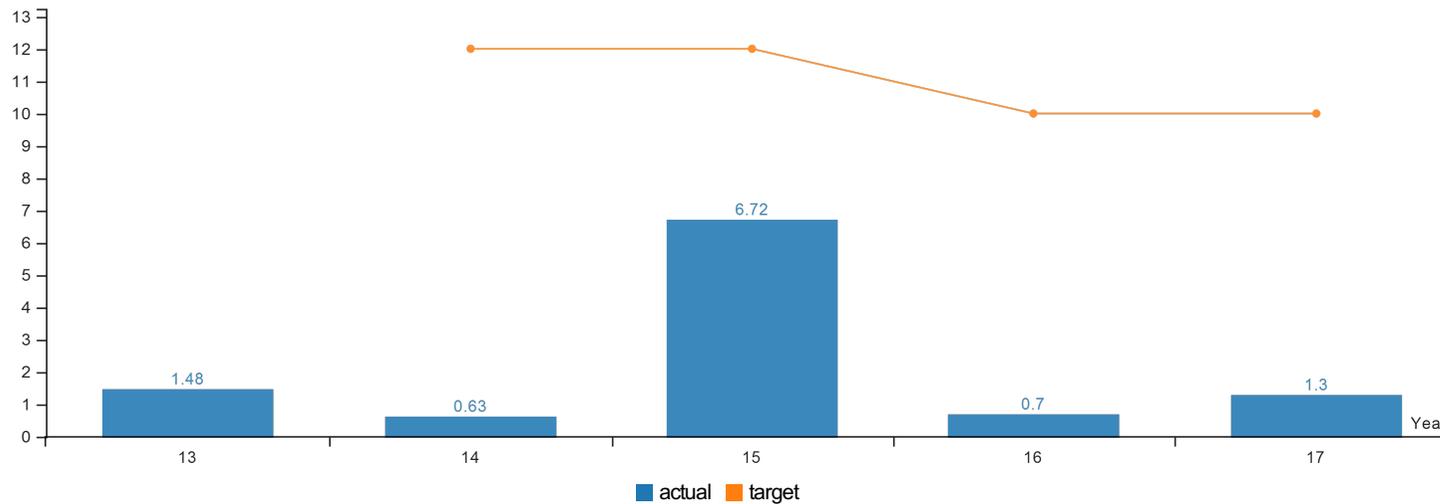
Factors Affecting Results

There are a number of factors that impact the Regional Solutions approach and the work of the Regional Solutions team members. For the most part, Regional Solutions is asked to become engaged in local projects that are complex, and many of these projects have long-standing issues that are beyond the scope of traditional state agency processes. The high customer service ratings may be influenced by the fact that the coordinators and state agency participants in Regional Solutions often play a key role in facilitating resolutions to tough issues and, in some instances, bringing a project that has run into problems to a successful conclusion. The high ratings may also reflect how the teams often work with local partners on an extended, concerted basis to get a problem addressed for the community or region.

The Regional Solutions program faces a high demand for its services compared to its limited resources. The teams must constantly balance the need to work with particular communities to move high priority projects forward, while trying to be available for all communities that request assistance. In addition, they must be flexible to respond to the widely varying capacity of partners to work on economic and community development, i.e., depending on jurisdiction size, resources, and related factors.

KPM #2	Percentage of State Contract Awards to Business Certified by the Certification Office for Business Inclusion and Diversity -
	Data Collection Period: Jul 01 - Jun 30

* Upward Trend = positive result



Report Year	2013	2014	2015	2016	2017
Metric Value					
Actual	1.48%	0.63%	6.72%	0.70%	1.30%
Target	TBD	12%	12%	10%	10%

How Are We Doing

Goal: To increase utilization of COBID Certified Firms, increase the number of COBID Certified Firms, and ensure state government is actively engaged with small business communities in all regions of the state to provide education, consultation, and support services to such businesses.

Oregon Context: This measure aligns with the Governor's priority for equity in public contracting and a thriving statewide economy.

Data Source: Department of Administrative Services, Small Business Programs and Policy; Business Oregon, Certification Office of Business Inclusion and Diversity

Owner: Serena Stoudamire Wesley, Director, Office of Diversity, Equity and Inclusion/Affirmative Action

TARGET: Executive Order 12-03 directs 21 state agencies, and encourages all agencies, to establish aspirational targets for contract awards to certified COBID businesses and report quarterly results to our office. The current established target in the ten year plan is 10%.

HOW WE ARE DOING (Past Reporting)

Year*	Total Contracts Awarded	MBE/WBE Contracts Awarded	Reporting Agencies	Awarding Agencies	% Awarded to MBE/WBE
2010	\$2,364,842,100	\$9,483,610	20	13	0.40%
2011	\$4,022,078,546	\$37,942,206	19	15	0.94%
2012	\$2,019,619,620	\$15,466,373	19	13	0.77%
2013	\$2,266,145,273	\$33,527,609	19	16	1.48%
2014	\$1,800,310,667	\$11,405,952	18	14	0.63
2015	\$1,374,624,597	\$92,400,731	19	17	6.72%
2016	\$4,162,838,043	\$29,180,024	18	16	0.70%

*Fiscal year, ending June 30 of year listed.

COBID Vendor Sub Contracts for Statewide Price Agreements

PA #	Vendor	COBID	Total	% COBID
1409	Fastenal	\$367,850.52	\$241,745,375.07	0.15%
0483	Covendis (#awards)	11	81	13.58%
0483	Covendis (award value)	\$910,024.00	\$8,864,238.00	10.27%
1408	Grainger (Blue Ribbon = COBID part)	\$370,832.25	\$1,013,951,382.60	0.04%
1407	North Coast Electric	\$826,042.54	\$28,009,881.04	2.95%

HOW WE ARE DOING (Current Reporting)

Data used:

- ORPIN original contracts issued by state government Q3 2009 – Q2 2017 (FY 2010 - 2017)
- COBID directory 9/26/17 (3755 vendors for FY2017, used directory of 8/24/16 with 3428 vendors listed for previous FY's)

Filtering of ORPIN data for:

- Contracts with value > \$5K (Q3 '09 – Q4 '14)>\$10K (FY 2017)
- Contracts issued by state agencies
- Contracts applicable for COBID businesses, filtering out:
 - Inter government agreements
 - Sale by agency of supplies and services
 - Work orders
 - Qualified Rehabilitation Facility (QRF) contracts
 - Contracts awarded to non-profits (non-profit list last updated 9/1/17 for FY 2017, used list of 2016 for all other FY's)
 - Statewide PA's (removed Price Agreements and contracts marked as statewide)

Reporting contract values:

- Report total award/spend value for the fiscal year the contract was issued

Results:

Table 1. Results from analysis performed 9/27/17

African American (Male)	87	105	135	142	157	180	194	204
African American (Female)	26	37	50	57	64	81	93	107
Asian Pacific (Male)	58	70	86	87	85	92	92	103
Asian Pacific (Female)	42	53	69	74	79	89	92	107
Caucasian (Male)	690	844	1085	1170	1150	1212	1187	1257
Caucasian (Female)	799	942	1158	1227	1233	1328	1359	1437
Hispanic (Male)	124	155	201	217	203	208	210	228
Hispanic (Female)	43	57	67	77	78	93	103	110
Native American (Male)	48	59	80	79	76	79	73	78
Native American (Female)	20	27	33	36	33	33	31	34
Subcontinent Asian (Male)	30	35	42	46	48	49	51	55
Subcontinent Asian (Female)	12	12	14	17	19	21	23	25
Other (Male)	5	6	6	5	2	1	3	4
Other (Female)	0	0	0	0	0	0	1	2
Unknown (Male)	22	23	31	26	7	4	1	3
Unknown (Female)	0	1	1	1	1	0	0	0
Total Number of Certified Firms	2006	2426	3058	3261	3235	3470	3513	3754

New Applications Received	2010	2011	2012	2013	2014	2015	2016	2017 to date
ACDBE					34	40	27	33
DBE				95	119	115	94	49
MBE	Data Not Available			140	149	135	146	122
WBE				267	223	249	273	202
SDV						2	29	20
ESB				392	455	440	419	327
Totals				894	980	981	988	753

Graduating Firms	2010	2011	2012	2013	2014	2015	2016	2017 to date
M/WBE					2		1	1
MBE					3	8	5	3
WBE	Data Not Available				2	1	3	5
ESB (Minority)				1	2		1	3
ESB (Caucasian Female)					7	7	4	10
ESB (Caucasian Male)				5	16	18	11	13
Unknown					1			
Totals				6	33	34	25	35

Factors Affecting Results

For 2010 to 2014, contract award data was collected for \$5K and up; for 2015 and 2016, contract award data methodology was changed to \$10K and up.

We could not locate the data sorting parameters from previous KPM reports. Data from the 46,786 ORPIN contracts, 2010 to present, were filtered down to 16,051 contracts by DAS using the following filters to ensure comparisons year to year were as consistent as possible:

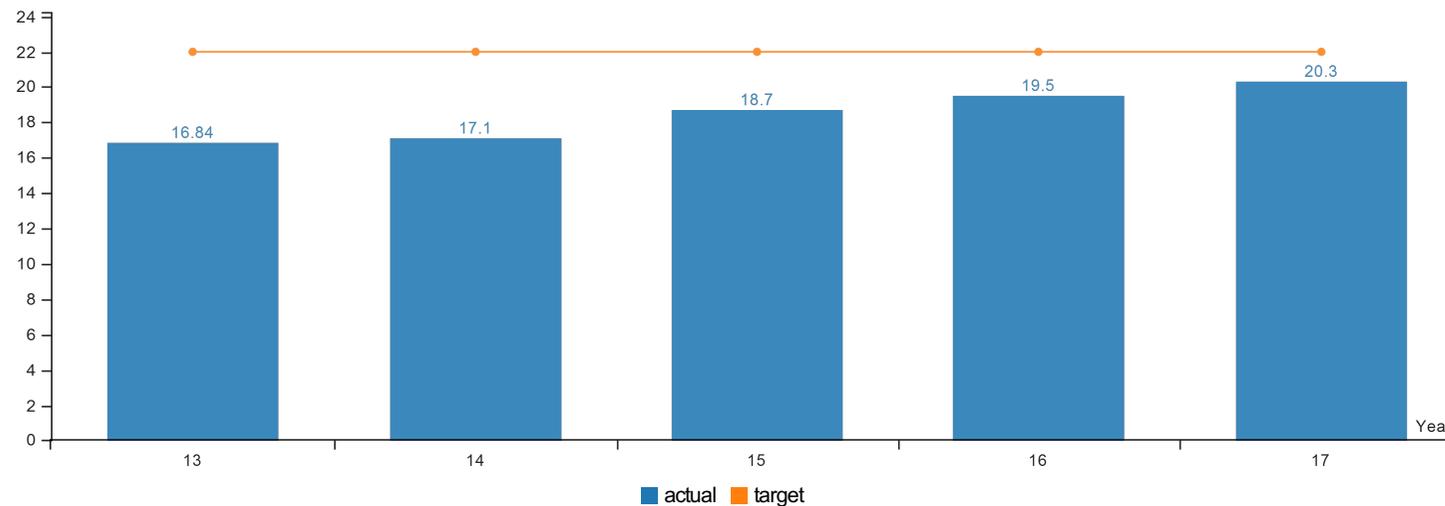
- Contracts with value greater than \$5K (thru 2014) and value greater than \$10K (2015 and 2016)
- Contracts issued by 21 agencies identified in Executive Order 12-03
- Contracts with data on award value and amount spent
- Contracts applicable for COBID businesses, filtering out:
 - Intergovernmental agreements

- Sale by agency of supplies and services
- Work orders
- Qualified rehabilitation facility (QRF) contracts
- Contracts awarded to non-profits

Data from subcontracting is not reported in the COBID contract values but are significant. The table shows a snapshot of data from price agreement contractors that use COBID certified vendors as subcontractors. Adding this data into future reporting will better reflect the contracting dollars going to COBID certified contractors.

KPM #3	State Hiring - Number of protected classes being hired, promoted, and retained in state agencies.
	Data Collection Period: Jul 01 - Jun 30

* Upward Trend = positive result



Report Year	2013	2014	2015	2016	2017
Percentage of Race and Disabled in the State Work Force					
Actual	16.84%	17.10%	18.70%	19.50%	20.30%
Target	22%	22%	22%	22%	22%

How Are We Doing

Goal: To create and sustain a diverse state workforce that is representative of the state's population demographics.

Oregon Context: This measure aligns with the Governor's priority for embedding diversity and inclusion into the workforce policy agenda and the state's service delivery system.

Data Source: Department of Administrative Services, Chief Human Resources Office: Statewide workforce data; US Census (<https://www.census.gov/quickfacts/table/PST045215/41,00>)

Owner: Serena Stoudamire Wesley, Director, Office of Diversity, Equity and Inclusion/Affirmative Action

TARGET: Align workforce demographic representation with the census labor-ready demographics in Oregon for Title VII protected classes through affirmative action plan implementation for recruitment, retention, and promotion.

HOW WE ARE DOING

2014: Women – 18274 (54%); Men – 15527 (46%); People of Color – 4917 (14.5%); People with Disabilities – 880 (2.6%); Total employees – 33801*

2015: Women – 21588 (52.8%); Men - 19280 (47.2%); People of Color – 6363 (15.6%); People with Disabilities – 1253 (3.1%); Total employees – 40879

2016: Women – 22098 (52.9%); Men – 19664 (47.1%); People of Color – 6912 (16.6%); People with Disabilities – 1217 (2.9%); Total employees – 41762

2017: Women – 23388 (54.6%); Men – 19413 (45.3%); People of Color – 7252 (16.9%); People with Disabilities – 1457 (3.4%); Total employees – 42801**

2016 US Census Quick Facts for Oregon, total population estimates:

Women 50.5%; Men 49.5%; People of Color 28.4%; People with disabilities 10.2%; total population 4,093,465.

Oregon Population between ages 18 and 65: 60.4% or 2,480,639.

Factors Affecting Results

- *The data from 2014 were sorted using factors that were not delineated in previous KPM reports; the total number of employees is skewed by the addition of a class(-es) within the executive branch employment numbers but the percentages are reasonably comparable.
- The total number of employees is based on the Executive branch agencies only. Exempt and temporary positions are not included, although the percentages were nearly identical when they were. The gender proportions are consistent with overall state demographics in which slightly over half of all Oregonians are female. There is an upward trend for employment numbers for people of color with an 8% employment increase as of January 2017. There is a 33% employment increase in employees who identify as “Two or More Races”, the highest employment increase in any demographic this biennium (at the time of this reporting). However, those who identify People with Disabilities (PWD) have seen employment numbers decrease almost every year (numbers were identical from 2014-2015) for the past decade. Veteran/Military Retiree hires have increased almost every year (slight decrease from 2014-2015) in the past decade.
- **The 2017 data covers numbers spanning from January 2016 to December 2016; specifically the second half of FY16 through the first half of FY 17. The numbers within this KPM representing all categories juxtaposed with current Department of Administration data may vary from year to year.