

ANNUAL PERFORMANCE PROGRESS REPORT

PART I, MANAGING FOR RESULTS

Agency: Department of Administrative Services	
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The following questions shed light on how well performance measures and performance data are leveraged within your agency for process improvement and results-based management.

1 How were staff and stakeholders involved in the development of the agency's performance measures?	The Department has developed two levels of performance indicators for measuring, managing, and communicating performance to staff and stakeholders. High level indicators reflect aspects of the Department's performance that are of high importance to DAS executives, the Governor's Office, and legislative policy makers. These indicators were developed in consultation with the Governor's staff, the Legislative Fiscal Office, the Oregon Progress Board, the DAS Director, and the DAS Executive Team. In addition to the Department's high level indicators, each DAS division and major work unit has developed performance indicators to monitor, communicate, and improve work process at the staff level. Division and work unit managers and staff have developed and use these indicators to evaluate and manage effectiveness and efficiency of the Department's daily, weekly, and monthly program performance.
2 How are performance measures used for management of the agency?	Survey data is analyzed and reviewed by the DAS Executive Staff. Areas of weak performance are targeted for improvement. Each division administrator must devise strategies and tactics to improve performance in targeted areas. Work unit-level performance indicators are monitored by work unit managers and staff. Data are used to identify targets for performance improvement and to evaluate the effects of improvement strategies.
3 What training has staff had in the use performance measurement?	Managers have been trained on the used of performance measures during staff meetings and by reviewing other industry standards for performance measure reporting. Staff members have participated in reviews of how other governmental organizations measure and report on their performance. The DAS Human Resource Services Division (HRSD) is creating a comprehensive training curriculum for managers that includes skill building in performance measurement. The performance measure component is being developed in consultation with the Oregon Progress Board.

<p>4 How does the agency communicate performance results and for what purpose? (Please include your agency's URL for Performance Measures and this Annual Report)</p>	<p>Performance measures and the "Annual Performance Progress Report" are posted for public inspection on the DAS website at www.das.state.or.us. This allows DAS to communicate with the general public, inside and outside of Oregon, about performance of government services. Biennially, DAS participates in a review of its performance as part of the legislative budgeting process. This process has been adopted by the Legislature as one method of evaluating program effectiveness and ensuring that the Department's work is aligned with legislative policy objectives.</p> <p>The Director and Executive Staff periodically review performance data and the Department's adopted performance measures to determine whether or not the Department is meeting performance expectations and that performance measures are aligned with the Governor's and the Legislature's policy objectives and priorities. At the work unit-level, managers and staff periodically review performance data to identify opportunities for improvement and to evaluate the effects of division-level initiatives.</p>
<p>5 What important changes have occurred in the past year?</p>	<p>Throughout the past year, revenue has consistently fallen below levels anticipated in the 2001-03 Legislatively Adopted Budget. As revenue has declined, DAS has stressed the fact that we can no longer perform business as usual and encouraged the staff to create and take advantage of opportunities to make operations more efficient and strive for excellence in service. As a result, the Director of DAS and State Government Operations has established the DAS Performance Measurement Committee to:</p> <ul style="list-style-type: none"> • Review the Department's adopted performance measures. • Develop measures that will drive greater integration and coordination among DAS program units. • Identify broadly accepted private and government sector performance standards and adopt them as benchmarks for DAS performance.

ANNUAL PERFORMANCE PROGRESS REPORT
PART II, KEY MEASURE USED IN THE BUDGET AND MANAGEMENT DIVISION, DAS

BUDGET AND MANGEMENT DIVISION

10700-1: Oregon’s ranking in the Budget Process Quality (BPQ) index:

This index uses four widely agreed-upon measures of good budget practices and uses them to rank states on the quality of their budget process. The index award high scores to states with:

- Strong requirement for balanced budgets, particularly mandates in state constitutions for all stages in the budget process.
- Extensive powers for governors to constrain spending, including line-item veto authority and the ability not to spend appropriated funds.
- Large reserves held as balanced or rainy day funds.
- Understandable budgets that reveal the impacts of current decisions on future budgets, the use of Generally Accepted Accounting Principles (GAAP) in budgeting coverage of all state money and disclosure of why and on what money is being spent.

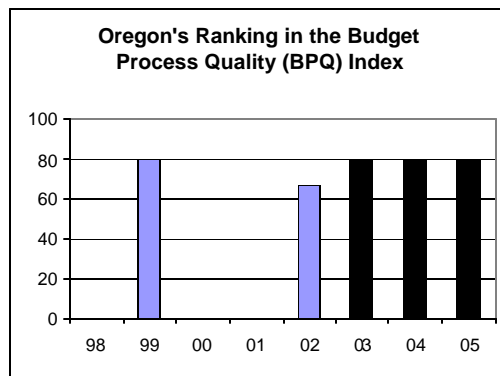
Data						Targets	
1998	1999	2000	2001	2002	2003	2004	2005
NA	80	NA	NA	67	80	80	80

To what goals is this performance measure linked?

This measure is most closely linked to two Oregon Benchmarks - Public Management Quality (#35) and Standards and Poors Bond Rating (#36).

What does the performance measure demonstrate about the goal?

A strong budget system that is understandable, balanced, and constrained is one key ingredient to achieving quality management in state government and necessary to achieve a positive rating for Standards and Poors. This measure gives BAM some indication of how we are doing relative to other states. It also reveals that many of the key components required to establish good budget practices are outside of a budget office’s direct control.



What does the data reveal?

Oregon's ranking in the BPQ index dropped to 67 in 2002 from the initial score of 80 in 1999. A perfect score is 100 for this relatively new index. Oregon ranked ninth among the 50 states in 1999, and then dropped to 22nd in the most recent index.

It is easy to see why Oregon took a significant drop in 2002 when looking at what is measured. Oregon does not have significant stabilization (or rainy day) funds to supplement its revenue during business downturns. One component of the index awards points for having a rainy day fund and for the amount held in reserves. Oregon's score for this component went from 15 in 1999 to 2 in 2002, as all reserves were tapped to balance the 2001-03 budget. Only two other states scored lower – Maine with -1 and Arkansas with 0. Vermont topped the list with a score of 20.

Oregon continues to score highly in the other three components of the index - strong requirement for balanced budgets, extensive powers for governors to constrain spending, and understandable budgets that reveal the impacts of current decisions on future budgets. Oregon's score for these components did not change from 1999 to 2002.

What is an example of a department activity related to the measure?

BAM continues to expend outreach efforts aimed at educating key citizens and state staff on Oregon's budget process and funding history. In addition, BAM continues to re-define budget instructions and processes to provide decision-makers with sufficient information for good public policy discussions.

What needs to be done as a result of your analysis?

Continue current efforts to make Oregon's budget process creditable and understandable. Also support discussions related to a review of Oregon's current tax system.

What is the data source?

State data for this index is collected by the National Association of State Budget Officers (NASBO). The index is calculated by data experts for the CQ's State Fact Finder – Rankings Across America, published by CQ Press, A Division of Congressional Quarterly Inc. Washington, D.C.

ANNUAL PERFORMANCE PROGRESS REPORT
PART II, KEY MEASURE USED IN THE BUDGET AND MANAGEMENT DIVISION, DAS

BUDGET AND MANAGEMENT DIVISION

10700-2: Percentage of respondents to Department-wide Satisfaction Survey that rank BAM very good to excellent:

The Department of Administrative Services conducts a periodic customer survey to identify areas of service delivery and communication that needs improvements. The survey asked a series of questions that probes several aspects of communication, interpersonal relationships, and information sharing and service delivery. The results, by division, identify strengths and weaknesses within the organization that can be used by managers to target areas of improvement.

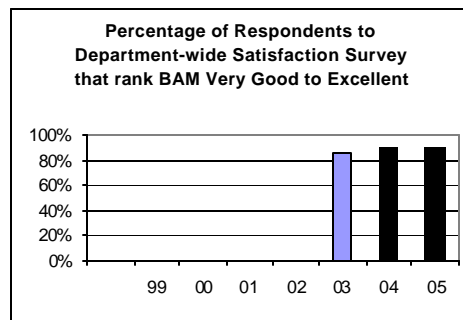
Data					Targets	
1999	2000	2001	2002	2003	2004	2005
NA	NA	NA	NA	86%	90%	90%

To what goal or goals is this performance measure linked?

This measure is most closely links to two Oregon Benchmarks - Public Management Quality (#35) and Standards and Poors Bond Rating (#36).

What does the performance measure demonstrate about the goal?

A strong budget system that is understandable, balanced and constrained is one key ingredient to achieving quality management in state government and necessary to achieve a positive rating for Standards and Poors. This measure gives BAM some indication of how we are perceives by our state agency partners.



What does the data reveal?

BAM results from 2003 survey show that 86 percent of respondents giving a positive rating of “always” or “usually” in answer to all questions. The strongest positive ratings were for “accurate information” and “are professional and courteous.” The least position ratings were for “welcome and listen to agency input” and “understands my agency.” Overall, given Oregon government’s recent revenue constraints, resulting six special legislative sessions, and the longest regular session in Oregon’s history, these results are surprisingly positive.

What is an example of a department activity related to the measure?

BAM continues to expend outreach efforts aimed at educating state staff on Oregon's budget process and funding history. In addition, BAM continues to re-define budget instructions and processes to provide decision-makers with sufficient information for good public policy discussions.

What needs to be done as a result of your analysis?

BAM will continue current plans noted above. We will place more emphasis on communication with those agencies that have smaller budgets. In addition, analysts will focus their efforts on learning agency programs prior to the budget building process, unlike last biennium when analyst time was spent on the six special sessions and the budget process.

What is the data source?

Information for this measure is from the 2003 Customer Survey conducted by the Department of Administrative Services. Results for BAM were isolated from the Department information for this measure.

ANNUAL PERFORMANCE PROGRESS REPORT
 Part II, Key Measure Analysis of Progress

FACILITIES

Performance Measure

10700-5: Uniform rent costs per square foot as a percent of private market rates.

Data					Targets					
1998	1999	2000	2001	2002	2000	2001	2002	2003	2004	2005
N/A	74%	72%	81%	76%	75%	80%	80%	85%	85%	90%

To what goal or goals is this performance measure linked?

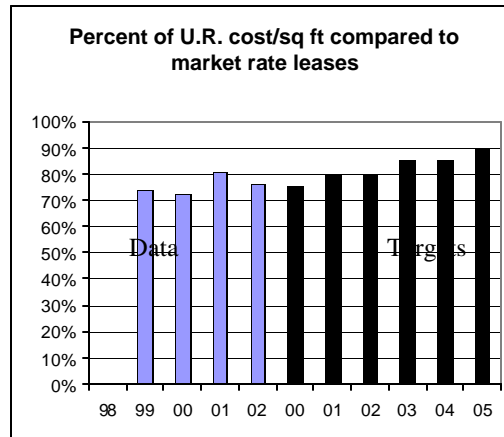
To provide quality facilities to state agencies at a competitive rate.

What does the performance measure demonstrate about the goal?

Provides a cost-effectiveness comparison between Uniform Rent costs and private market rates.

What does the data reveal?

DAS rates are lower than market rates, but the disparity is growing smaller due to the economic downturn and lease rates falling for existing structures to maintain occupancy.



What is an example of a department activity related to the measure?

DAS is constantly measuring its services against the private sector to ensure its functions are cost-effective for state government.

What needs to be done as a result of your analysis?

We need to continue to track these trends carefully and strive to maintain a long-term cost advantage for state agencies leased in DAS buildings.

What is the data source?

Since about 80% of Uniform Rent buildings are in Salem, the Division uses the annual "Salem/Keizer Office & Retail Survey" published by PGP Valuation Inc. as the source for private market rent data.

ANNUAL PERFORMANCE PROGRESS REPORT
 Part II, Key Measure Analysis of Progress

FACILITIES

Performance Measure

10700-6: . Percent of respondents to Department-wide Performance Satisfaction Survey who rank Facilities always or usually delivering good service.

Data					Targets					
2001	2002	2003	2004	2005	2000	2001	2002	2003	2004	2005
		81.5%						80%	80%	80%

To what goal or goals is this performance measure linked?

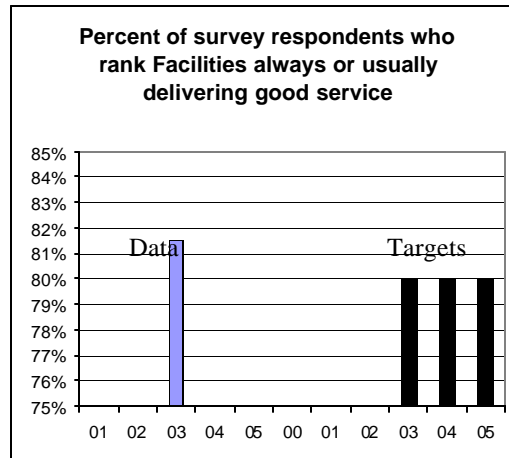
To provide quality facilities to state agencies at a competitive rate.

What does the performance measure demonstrate about the goal?

It demonstrates a high satisfaction rate by tenants who receive our services.

What does the data reveal?

Facilities Division has been able to meet the performance goal with the latest survey.



What is an example of a department activity related to the measure?

The Department actively surveys customers regularly to receive feedback on service and take corrective action, if needed.

What needs to be done as a result of your analysis?

Staff needs to continue delivering a high level of service and look for opportunities to further improve.

What is the data source?

The data source is the department survey mechanism.

ANNUAL PERFORMANCE PROGRESS REPORT
 Part II, Key Measure Analysis of Progress

FACILITIES

Performance Measure

10700-35: Percent of project approvals that include evidence of requests to local the community for input on impact of state projects in the Salem-Keizer area.

Data						Targets				
1998	1999	2000	2001	2002	2000	2001	2002	2003	2004	2005
									80%	80%

To what goal or goals is this performance measure linked?

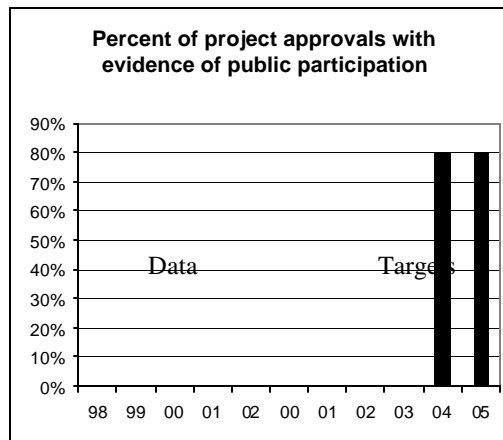
Assure local citizen participation in deliberations and decisions on capital projects affecting the Salem-Keizer area.

What does the performance measure demonstrate about the goal?

Provides evidence of a high level of local community input on to state projects in the Salem-Keizer area.

What does the data reveal?

No data – new measure in 2003.



What is an example of a department activity related to the measure?

The Department is working on expanding public participation and communication on many levels, including updated websites and public notification lists.

What needs to be done as a result of your analysis?

There hasn't been data yet to analyze.

What is the data source?

The data source is mailings and public notices, minutes of citizen testimony, and any conclusions or finding of the Capital Projects Advisory Board for projects brought before them.

ANNUAL PERFORMANCE PROGRESS REPORT
PART II, KEY MEASURE ANALYSIS OF PROGRESS

HUMAN RESOURCE SERVICES DIVISION

Performance measure.

10700-7: Annual voluntary turnover rate for the State workforce.

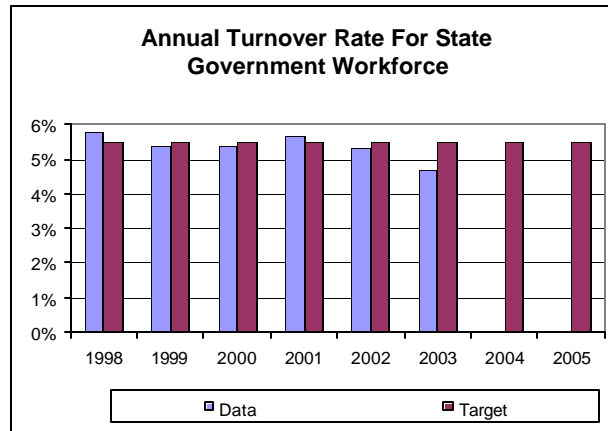
Data						Targets				
1998	1999	2000	2001	2002	2003	2001	2002	2003	2004	2005
5.8%	5.4%	5.4%	5.7%	5.3%	4.7%	5.5%	5.5%	5.5%	5.5%	5.5%

To what goal or goals is this performance measure linked?

- To provide a stable workforce resulting in well-trained, experienced, and knowledgeable state employees.

What does the performance measure demonstrate about the goal?

- The measure quantifies how the State's compensation and workforce management strategies are impacting employee retention.



What does the data reveal?

It is to the State's advantage to keep turnover rates low in order to provide a stable workforce. As of June 30, 2003, voluntary turnover was annualized at 4.7%, well below the 5.5% maximum target turnover rate. Voluntary turnovers do not include retirements from state service. A soft economy and promotional opportunities resulting from an above-average number of retirements during the later part of 2002 and the first part of 2003 may have contributed to the current results. Oregon's high unemployment rate is an indicator of diminished opportunities for employment elsewhere within the state, therefore encouraging them to maintain their state employment.

What is an example of a department activity related to the measure?

The state regularly participates in compensation surveys in both the private and public sector to assess the state's market relationship overall and its market relationship for "benchmarked" classifications of work to ensure that state government can attract and retain good workers. On-the-job and instructional training which provide current state employees with tools to equip

themselves for promotional or other job opportunities within state government are supported by various state laws and policies. The State also provides training opportunities in areas that support internal career growth and movement and assistance with career development and planning.

What needs to be done as a result of your analysis?

While the State is well below the target turnover rate for voluntary turnovers, the driver for our being under target can be attributed mostly to a weak economy within the state. Historical data indicates that turnover will increase in times of economic growth. The State needs to prepare for that inevitability and look for ways to ensure that compensation for state jobs is competitive with those in the private sector and of other public sector employers. The State recently expanded its tracking and data analyses efforts to identify the reasons employees leave state jobs. This data will allow the State to recognize areas where policy or management practices need to be changed to retain good employees. The State also needs to continue to enhance training and promotional opportunities that provide for career growth and to establish and maintain policies that encourage and support a good working environment for its employees.

What is the data source?

The statewide employee information system (Position and Personnel DataBase or PPDB).

ANNUAL PERFORMANCE PROGRESS REPORT
PART II, KEY MEASURE ANALYSIS OF PROGRESS

HUMAN RESOURCE SERVICES DIVISION

Performance measure

10700-8: Racial/ethnic diversity in the State workforce as a percentage of the statewide civilian labor force.

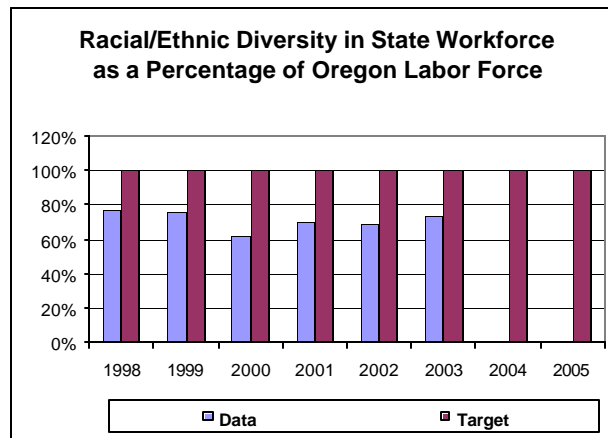
Data						Targets				
1998	1999	2000	2001	2002	2003	2001	2002	2003	2004	2005
77.3%	75.9%	61.8%	70.2%	68.9%	74.1%	100%	100%	100%	100%	100%

To what goal or goals is this performance measure linked?

The Division and Department goals that the state government workforce reflects the diversity of the Oregon labor force.

What does the performance measure demonstrate about the goal?

The performance measure demonstrates if the Division’s recruitment, hiring, and retention efforts support and encourage a workforce that is representative of Oregon’s diverse labor force.



What does the data reveal?

The State of Oregon’s workforce did not keep pace with the increase in minorities in the state’s labor force between 1999 and 2002. The representation of minority groups in state government’s workforce did move closer to the target in 2003. Some of that progress may have been a result of a slight decrease in the minority labor force as a percent of the overall statewide labor force in Oregon.

What is an example of a department activity related to the measure?

The Division participates in job fairs, posts recruitment announcements in minority publications, employs a recruiter that focuses on diversity and/or executive recruitments, and collaborates with the Governor’s Affirmative Action Officer and Minority, Women, and Emerging Small Businesses Advocate. The Division is also establishing metrics to measure key elements of its recruiting program in relation to diverse candidate pools.

What needs to be done as a result of your analysis?

Members of ethnic groups traditionally in the minority are projected to increase their presence in the state's labor force. The Division needs to do a better job of recruiting, hiring, and retaining workers in minority groups. We need to continue to increase our outreach efforts to let minority groups know of open recruitments and increase availability of diversity training in state agencies. The Division needs to consider developing structured internal and external task forces that represent the different constituencies of the state of Oregon. The purpose of the task forces should be as follows: to reach the state's broad and diverse population; to gain feedback into the key issues of the various constituencies; and to identify programs that the State can implement.

What is the data source?

State government workforce data is from the Position and Personnel DataBase (PPDB) that includes employee data for all state agencies other than the Oregon University System (OUS).

Oregon labor force data is provided by the Oregon Employment Department's annual workforce analysis report and is representative of the statewide labor force.

ANNUAL PERFORMANCE PROGRESS REPORT
PART II, KEY MEASURE ANALYSIS OF PROGRESS

HUMAN RESOURCE SERVICES DIVISION

Performance measure

10700-9: Percent of all State managers that meet the baseline requirements of the newly established management competencies and expectations.

Data						Targets				
1998	1999	2000	2001	2002	2003	2001	2002	2003	2004	2005
N/A	N/A	N/A	N/A	N/A	No data	N/A	N/A	N/A	66%	66%

To what goal or goals is this performance measure linked?

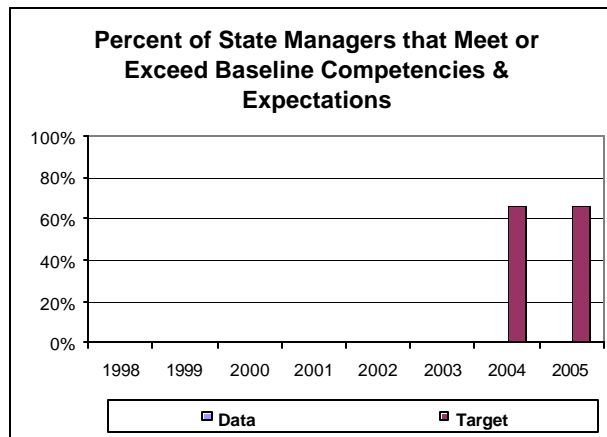
State managers are knowledgeable in effective management practices.

What does the performance measure demonstrate about the goal?

There is no consistent measurement of management knowledge throughout state government.

What does the data reveal?

There are no common management competencies shared by all state agencies at this time.



What is an example of a department activity related to the measure?

The Statewide Training, Development and Recruitment Services section of HRSD is working with training managers from state agencies to develop a strategic learning plan that will focus on management objectives and the development of training to meet those objectives.

What needs to be done as a result of your analysis?

HRSD will continue to collaborate with state agencies' training managers to develop metrics for evaluation of training needs and employee knowledge. This information will also be shared with agency managers.

What is the data source?

There is no data available for this measure.

ANNUAL PERFORMANCE PROGRESS REPORT
PART II, KEY MEASURE ANALYSIS OF PROGRESS

HUMAN RESOURCE SERVICES DIVISION

Performance measure

10700-10: Percent of respondents to Department-wide Performance Satisfaction Survey who rank HRSD very good to excellent.

Data						Targets				
1998	1999	2000	2001	2002	2003	2001	2002	2003	2004	2005
N/A	N/A	N/A	N/A	N/A	88%	N/A	N/A	N/A	80%	80%

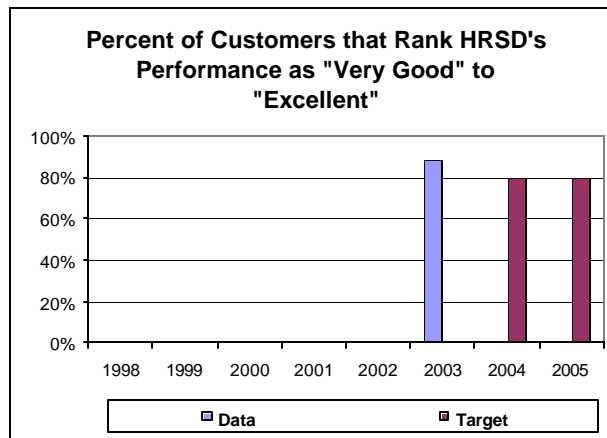
To what goal or goals is this performance measure linked?

To support the success of state government by providing leadership and services to promote a stable and qualified workforce in Oregon State Government.

What does the performance measure demonstrate about the goal?

To be successful in providing leadership to state government, the Division must be seen as credible and approachable.

State agency human resource and management staff must utilize the services provided by the Division and the policy, consultation, regulatory, and technical support provided to agencies must be clear, consistent, timely, and available. The Division's ability to meet the expectations for service while promoting and ensuring accountability in the area of human resource management relies on its ability to communicate with state agency human resource staff and agency managers.



What does the data reveal?

Results from the DAS 2003 Customer Survey show HRSD receiving positive ratings of "always" or "usually" from eighty-eight percent (88%) of the respondents overall. HRSD received the highest ratings in response to the statement that HRSD "is professional and courteous," with "provides clear information," "provides accurate information," and "provides useful information" also receiving a rating of "always" or "usually" more often than the average of all other categories. "Understands my agency" and "helps with solving problems" were the two areas where HRSD customers rated HRSD's services lowest.

What is an example of a department activity related to the measure?

HRSD has increased the use of its website to communicate vital and timely information on human resource management issues to state agency human resource management staff as well as other state managers. In July 2003, HRSD realigned staffing resources and programs in an effort to reduce redundancies and inconsistencies in services provided. HRSD has increased its active participation in collaborative ventures with state agencies in the areas of policy direction, training, recruitment, labor relations, and compliance. HRSD has also increased its interaction between sections internally and with other DAS divisions.

What needs to be done as a result of your analysis?

HRSD needs to continue to work closely with and collaborate with Executive Branch agencies to ensure that agencies have the staff, knowledge, and tools they need to meet the individual agency's needs.

What is the data source?

Information for this measure is from the 2003 Customer Survey conducted by the Department of Administrative Services. Results for HRSD were isolated from the Department information for this measure.

ANNUAL PERFORMANCE PROGRESS REPORT
PART II, KEY MEASURE ANALYSIS OF PROGRESS

INFORMATION RESOURCES MANAGEMENT DIVISION

Performance measure

10700-11: Number of state information technology projects with a 90% actual to expectations ratio measured by performance and features criteria.

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To what goal or goals is this performance measure linked?

Goal 9: Improve the State's management of technology as an investment.

What does the performance measure demonstrate about the goal?

IRMD is successfully applying Quality Assurance to state information technology projects.

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What does the data reveal?

IRMD is exceeding the target set for 2003.

Data is based on state information technology projects over \$500K that were tracked through the Quality Assurance function. Criteria considered included whether the project was on time and within budget, whether business needs were met, and the level of user satisfaction.

IRMD is reexamining its performance measures. As part of that program, performance measures and targets are expected to change.

What is an example of a department activity related to the measure?

Defining and documenting IT project requirements and criteria. Using project managers to manage all IT projects, this includes understanding how the project meets lifecycle expectations. Tracking project budget against actual costs.

What needs to be done as a result of your analysis?

For future measures, develop a better system for quantifying various project criteria. In addition to budget and timeline criteria, the measures related to performance and features such as how well the project aligns with the state enterprise strategy and to what extent project management discipline was instilled in the project.

What is the data source?

Database in IRMD Quality Assurance program used for tracking state information projects over \$500K.

ANNUAL PERFORMANCE PROGRESS REPORT
PART II, KEY MEASURE ANALYSIS OF PROGRESS

INFORMATION RESOURCES MANAGEMENT DIVISION

Performance measure

10700-12: Total cost of ownership for centrally provided technology services compared to 2000.

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To what goal or goals is this performance measure linked?

Goal 10: Provide cost effective and efficient technology services.

What does the performance measure demonstrate about the goal?

That the performance measure is not a good representation or measure of the goal because total cost of ownership measures both direct and indirect costs. IRMD can measure direct costs, but not indirect costs so only part of the data is captured.

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What does the data reveal?

- Costs have increased slightly the first year of the biennium, and increased significantly the second year of the 2001-2003 biennium.
- Data is from General Government Data Center (GGDC) and Enterprise Network Services (ENS) actual costs for each year of the 2001-2003 biennium.

What is an example of a department activity related to the measure?

Voice and Data Services, (ENS). Mainframe, Open Systems, Back-up, and storage (GGDC).

What needs to be done as a result of your analysis?

Continue to monitor actual spending against plan.

What is the data source?

Enterprise Network Services and General Government Data Center actual costs for personal services, services and supplies, capital outlay and COP repayments. These are direct costs, total cost of ownership also includes indirect costs, but that information cannot be captured.

The data has changed to reflect actual costs per year. Data previously submitted as a baseline were actual costs for a biennium.

ANNUAL PERFORMANCE PROGRESS REPORT
PART II, KEY MEASURE ANALYSIS OF PROGRESS

INFORMATION RESOURCES MANAGEMENT DIVISION

Performance measure

10700-13: Percent of all targeted agencies who have successfully completed an E-Government launch with IRMD assistance.

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To what goal or goals is this performance measure linked?

Goal 11: Position the State of Oregon's agencies to become more citizen accessible via internet technology.

What does the performance measure demonstrate about the goal?

IRMD is making progress towards increasing the number of government transactions performed over the Internet.

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What does the data reveal?

IRMD is executing e-government projects at a rate that approaches the goal for 2005. The reader should be advised that the Governor's office rescheduled the launch of the state portal to follow the "Brand Oregon" launch.

IRMD is reexamining its performance measures. As part of that program, performance measures and targets are expected to change.

What is an example of a department activity related to the measure?

Document the scope of an agency project. The scope will include the capability to perform a transaction using the Internet. IRMD then works with the agency and other agency partners to execute the project.

What needs to be done as a result of your analysis?

The E-Government program could improve the consistency of the process used to initiate and execute e-government projects.

What is the data source?

Agencies targeted for an e-government launch during this year (2003).

ANNUAL PERFORMANCE PROGRESS REPORT

PART II, KEY MEASURE ANALYSIS OF PROGRESS

Information Resources Management Division

Performance measure

10700-14: Percent of respondents to Department -wide survey who rank IRMD as always or usually meeting their needs

Data					Targets					
1999	2000	2001	2002	2003	2000	2001	2002	2003	2004	2005
N/A	N/A	N/A	N/A	70%	N/A	N/A	N/A	80%	80%	80%

To what goal or goals is this performance measure linked?

To the IRMD Mission

What does the performance measure demonstrate about the goal?

IRMD expects to improve its ranking over time.

What does the data reveal?

That IRMD needs to continue working to understand and meet the needs of its customers

What is an example of a department activity related to the measure?

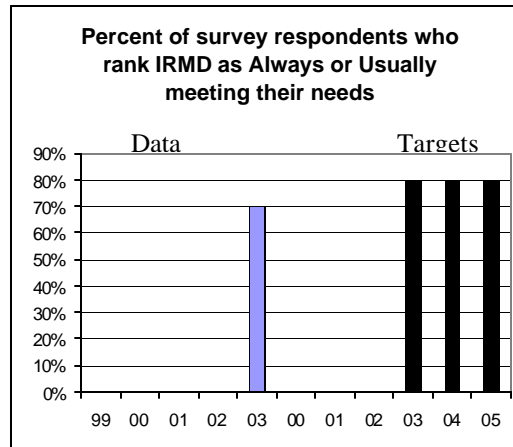
Organization and dissemination of data at our managers meetings

What needs to be done as a result of your analysis?

Assess the data as it is made available and use it to improve areas of weakness in responding to customer needs..

What is the data source?

Department -wide customer survey.



ANNUAL PERFORMANCE PROGRESS REPORT

PART II, KEY MEASURE ANALYSIS OF PROGRESS

OFFICE OF ECONOMIC ANALYSIS

Performance measure

10700-15: Percent of respondents of Department-wide Performance Satisfaction Survey who rank Office of Economic Analysis very good to excellent.

Data					Targets					
1998	1999	2000	2001	2002	2000	2001	2002	2003	2004	2005
NA	NA	NA	NA	NA	NA	NA	NA	50%	55%	60%

To what goal or goals is this performance measure linked?

To OEA mission.

What does the performance measure demonstrate about the goal?

OEA expects to improve the goal over time.

What does the data reveal?

No data yet.

What is an example of a department activity related to the measure?

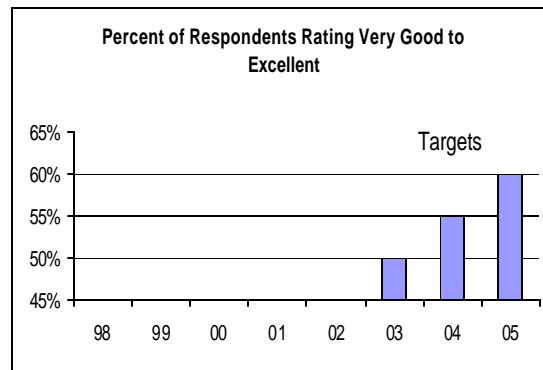
Organization and dissemination of data at our advisory meetings.

What needs to be done as a result of your analysis?

We will assess as data comes in.

What is the data source?

Customer Satisfaction Survey (example attached)



ANNUAL PERFORMANCE PROGRESS REPORT

PART II, KEY MEASURE ANALYSIS OF PROGRESS

OFFICE OF ECONOMIC ANALYSIS

Performance measure

10700-16: Percent of members of Governor’s Council of Economic Advisors who rank the reliability of the economic forecast very good to excellent.

Data					Targets					
1998	1999	2000	2001	2002	2000	2001	2002	2003	2004	2005
NA	NA	NA	NA	NA	NA	NA	NA	50%	55%	60%

To what goal or goals is this performance measure linked?

To OEA mission.

What does the performance measure demonstrate about the goal?

OEA expects to improve the goal over time.

What does the data reveal?

No data yet.

What is an example of a department activity related to the measure?

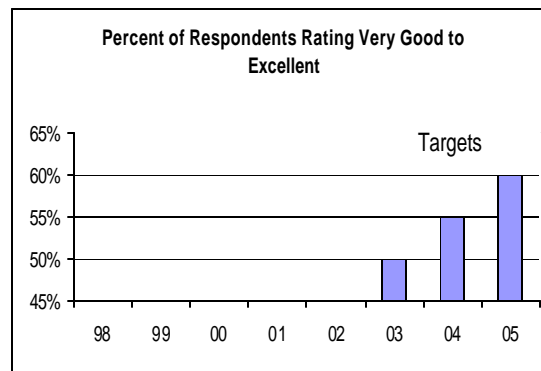
Organization and dissemination of data at our advisory meetings. Quarterly tracking report.

What needs to be done as a result of your analysis?

We will assess as data comes in.

What is the data source?

Customer Satisfaction Survey (example attached)



Customer Satisfaction Survey for Office of Economic Analysis (OEA)
Clients

Please mark the box that best describes you or your organization:

- Governor's Council of Economic Advisors
- DAS Economic Advisory Committee
- Council of Revenue Forecast Advisors
- Budget and Management
- Treasury Department
- Legislative Revenue Office / Legislative Budget Office
- Governor's Office
- Juvenile / Adult Corrections Population Forecasting Advisory Committee
- Press Media
- Business / Organization / Association
- Other State or Local Government

Questionnaire

A. How often do you request/use information from OEA?

- Do not request or use
- Between 1 and 3 times a quarter
- Between 3 and 10 times a quarter
- More than ten times a quarter

B. For what purpose do you most request information from OEA?

- To be updated on budget policies, reports and analysis
- To make decisions
- To produce reports on economic and/or governmental issues
- To compare with other analysis

C. What method do you mostly use to request information?

- OEA forecasts and reports
- Individual Formal requests
- Phone consultation
- Interview with OEA staff
- Interview with the Director

D. How would you evaluate the Agency's disposition to provide information?

- Very High
- High
- Medium
- Low
- Very low

(Go to Next Page)

E. How would you evaluate the information that you receive (check all that apply)?

<input type="checkbox"/> unintelligible	<input type="checkbox"/> difficult to understand	<input type="checkbox"/> incomprehensible	<input type="checkbox"/> subjective
<input type="checkbox"/> intelligible	<input type="checkbox"/> easy to understand	<input type="checkbox"/> explanatory	<input type="checkbox"/> objective

F. How often do you check OEA's information with other resources of data?

- Very Often
- Sometimes
- Rarely
- Never

G. Based on your interactions with OEA, please assess your satisfaction with the office's performance (context, reliability, responsiveness, dissemination of information):

- Unacceptable
- Poor
- Below Average
- Acceptable/Good
- Very Good
- Excellent

H. What suggestions do you have to improve OEA information's services?

ANNUAL PERFORMANCE PROGRESS REPORT
PART II, KEY MEASURE ANALYSIS OF PROGRESS

OREGON PROGRESS BOARD

Performance Measure

10700-17: Number of statewide or county planning processes that incorporate Oregon Shines and/or Oregon Benchmarks.

Data					Targets					
1998 unk	1999 unk	2000 10 (estimate)	2001 unk	2002 unk	2000 na	2001 na	2002 na	2003 na	2004 na	2005 15

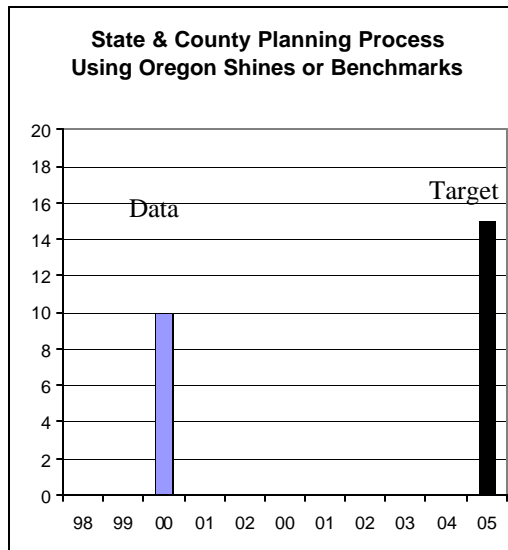
To what goal or goals is this performance measure linked?

Maintain and enhance Oregon Shines as the state's strategic vision.

What does the performance measure demonstrate about the goal? The use of Oregon Shines and the benchmarks in planning processes is proof that they are still considered a key part of the state's strategic vision.

What does the data reveal?

The Board has not collected information on this new indicator for the 2003-05 biennium at this time. A data point will be developed before the next annual report.



What is an example of a department activity related to the measure?

Worked with Lane County Economic Development Department to incorporate Oregon Benchmarks into the county's request for proposal process for expending lottery funds.

What needs to be done as a result of your analysis?

No information at this time.

What is the data source?

Staff knowledge of state and county planning processes.

ANNUAL PERFORMANCE PROGRESS REPORT

PART II, KEY MEASURE ANALYSIS OF PROGRESS

OREGON PROGRESS BOARD

Performance Measure

10700-18: Percent of state agencies submitting annual performance reports in 2004 consistent with performance measure guidelines.

Data					Targets					
1998	1999	2000	2001	2002	2000	2001	2002	2003	2004	2005
na	na	na	na	na	na	na	na	na	80	90

To what goal or goals is this performance measure linked?

Mobilize partners to achieve benchmark targets.

What does the performance measure demonstrate about the goal?

Successful completion of the performance report shows that an agency understands how to use performance measures to communicate their results. This is a key component in having agencies successfully link to Oregon Benchmarks.

What does the data reveal?

The Board has not collected information on this new indicator for the 2003-05 biennium at this time. A data point will be developed before the next annual report.

What is an example of a department activity related to the measure?

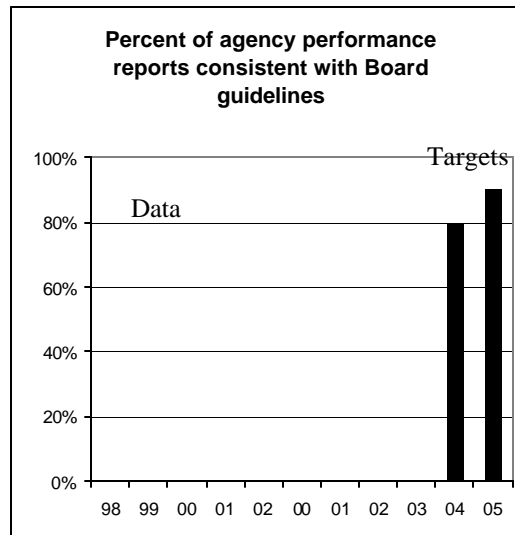
Staff have worked closely with many state agencies to prepare them to successfully complete the annual performance report.

What needs to be done as a result of your analysis?

No information at this time.

What is the data source?

Review of agency performance reports.



ANNUAL PERFORMANCE PROGRESS REPORT
PART II, KEY MEASURE ANALYSIS OF PROGRESS

OREGON PROGRESS BOARD

Performance Measure

10700-19: Percent of Oregonians who are familiar with the Oregon Benchmarks.

Data					Targets					
1998	1999	2000	2001	2002	2000	2001	2002	2003	2004	2005
17	na	31	na	24	na	na	na	na	na	35

To what goal or goals is this performance measure linked?

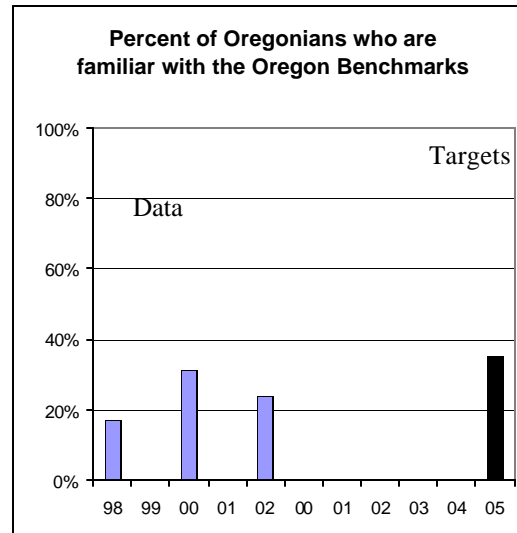
Mobilize partners to achieve benchmark targets.

What does the performance measure demonstrate about the goal?

Ultimately, the Oregon Shines process won't succeed if the public does not know about Oregon vision and goals. This measure provides a yardstick for determining how well the benchmarks have penetrated Oregon society.

What does the data reveal?

After a remarkable increase in 2000, the percent fell from 31 to 24 percent in 2002 (+/- 3 - 4%). This probably means the estimate for 2000 was artificially high (for unknown reasons). This is reinforced by a 1996 data point of 12% familiarity. It also means that the 2005 target of 35% is probably too high. One problem with the measure is many citizens may only know about the "Oregon Benchmarks" through the reports on attaining "benchmarks" that are generated with the state report card for K - 12 schools.



What is an example of a department activity related to the measure?

Every time the Board does a report, staff attempt to obtain press coverage for the work as this is the best way to make Oregonians familiar with the Board's work.

What needs to be done as a result of your analysis?

Staff need to keep pushing for press coverage of Board activities.

What is the data source?

Oregon Population Survey

ANNUAL PERFORMANCE PROGRESS REPORT
PART II, KEY MEASURE ANALYSIS OF PROGRESS

OREGON PROGRESS BOARD

Performance Measure

10700-20: Average ranking of performance by customers on a 1 – 5 scale. (1 = poor, 5 = excellent)

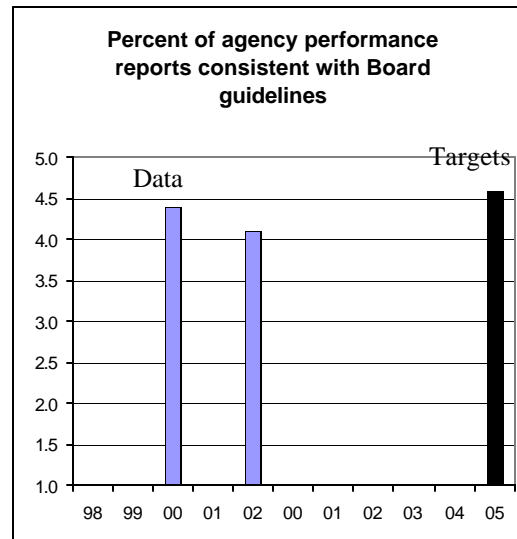
Data					Targets					
1998	1999	2000	2001	2002	2000	2001	2002	2003	2004	2005
na	na	4.4	na	4.1	na	na	na	na	na	4.6

To what goal or goals is this performance measure linked? Provide high quality service to all stakeholders.

What does the performance measure demonstrate about the goal? The Progress Board participated in a random sample of all stakeholders with the Oregon Economic and Community Planning Department in 2000 and 2002. This is the best measure available of service quality.

What does the data reveal?

While staff performance appears to have gone down in 2002, the margin of error is not statistically significant. The state performance level is at the department average for 2002.



What is an example of a department activity related to the measure?

All of the service activities provided by the Progress Board were measured by as part of the survey.

What needs to be done as a result of your analysis?

The executive director has reviewed the information with the Board. No special activities were prescribed but staff were reminded of the importance of excellent service.

What is the data source?

Oregon Economic and Community Development Department Customer

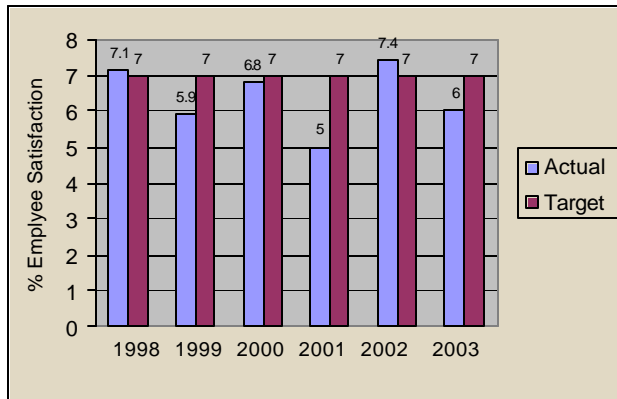
ANNUAL PERFORMANCE PROGRESS REPORT
PART II, KEY MEASURE ANALYSIS OF PROGRESS

PUBLIC EMPLOYEES BENEFITS BOARD

Performance measure

10700-21: Average employee satisfaction with PEBB benefit program in PEBB annual survey (scale of 1-10)

Data						Target				
1998	1999	2000	2001	2002	2003	2001	2002	2003	2004	2005
7.1	5.9	6.8	5.0	7.4	6.0	N/A	N/A	7.0	7.0	7.0



To what goal or goals is this performance measure linked?

Goal 16: Provide high quality benefits at an affordable cost for employees and State.

What does the performance measure demonstrate about the goal?

This performance measure demonstrates the benefits available to employees are meeting their needs and are of a high quality.

What does the data reveal?

The data varies from year to year as healthcare costs and health insurance premiums increase and the benefits offered to State employees are altered. Of the 45000 employees covered through PEBB, only 59 responded to the survey.

What is an example of a department activity related to the measure?

PEBB continues to design and negotiate contracts that strike a balance between high quality benefits and affordability for the state and employees.

What needs to be done as a result of your analysis?

PEBB is embarking on a new way to supply healthcare and healthcare benefits, called the Vision 2007. A plan is being developed that includes input from board members and stakeholders.

What is the data source?

The source of this data is the annual survey conducted by PEBB during the open enrollment process. Of the 45000 employees covered by PEBB, only 59 employees responded to the survey.

ANNUAL PERFORMANCE PROGRESS REPORT
PART II, KEY MEASURE ANALYSIS OF PROGRESS

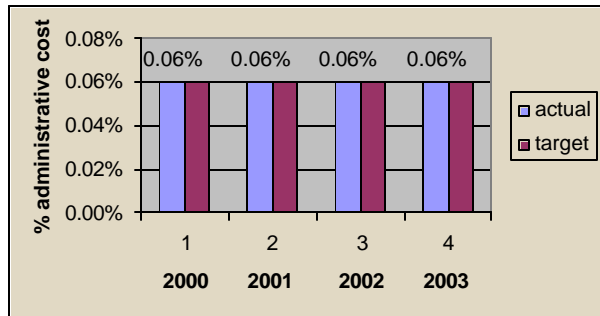
PUBLIC EMPLOYEES BENEFITS BOARD

(All examples below are hypothetical.)

Performance measure

10700-22: Cost of administrative assessment for PEBB operations as a percentage of monthly premiums

Data						Target				
1998	1999	2000	2001	2002	2003	2001	2002	2003	2004	2005
N/A	N/A	.06%	.06%	.06%	.06%	N/A	.06%	.06%	.06%	.06%



To what goal or goals is this performance measure linked?

Goal 16: Provide high quality benefits at an affordable cost for employees and state.

What does the performance measure demonstrate about the goal?

This measure demonstrates PEBBS ability to control the administrative costs associated with providing benefits to state employees. Controlling internal costs adds to the affordability of the benefits.

What does the data reveal?

PEBB consistently meets the target percentage of this performance measure.

What is an example of a department activity related to the measure?

PEBB monitors all administrative contracts and expenditures on an ongoing basis to maintain the 0.6% administrative cost percentage. (PEBB's statute allow PEBB to have admin fees up to 2%)

What needs to be done as a result of your analysis?

No additional action needed. The Board reviews each year .

What is the data source?

PEBB budget documents.

ANNUAL PERFORMANCE PROGRESS REPORT
PART II, KEY MEASURE ANALYSIS OF PROGRESS

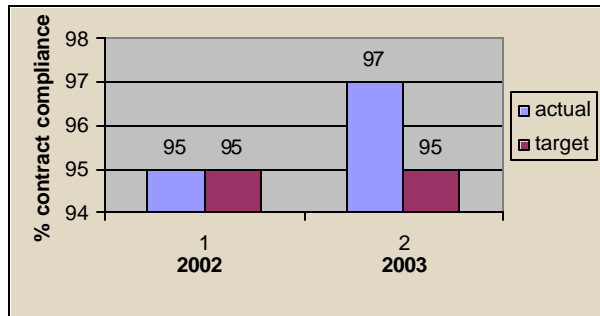
PUBLIC EMPLOYEES BENEFITS BOARD

(All examples below are hypothetical.)

Performance measure

10700-23: Percentage of performance standards met by contractors

Data						Target				
1998	1999	2000	2001	2002	2003	2001	2002	2003	2004	2005
N/A	N/A	N/A	N/A	95%	97%	N/A	95%	95%	95%	95%



To what goal or goals is this performance measure linked?

Goal 16: Provide high quality benefits at an affordable cost for employees and state.

What does the performance measure demonstrate about the goal?

Meeting performance standards by contractors helps to ensure that high quality benefits are available to state employees. It also shows the value of the benefits from a cost prospective.

What does the data reveal?

Contractors are meeting the standard set.

What is an example of a department activity related to the measure?

PEBB obtained permission to hire a full time contracts manager from the 2003 Legislature. One aspect of the contract manager’s job is to review contractor’s performance standard reports for accuracy and compliance. Some of PEBB contracts have monetary sanctions for contractors that do not meet the performance standards.

What needs to be done as a result of your analysis?

Continued monitoring of contractors for compliance with the standard.

What is the data source?

Self disclosed reports from contractors.

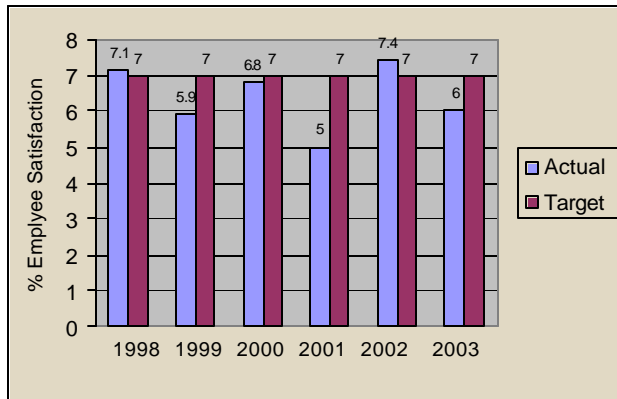
ANNUAL PERFORMANCE PROGRESS REPORT
PART II, KEY MEASURE ANALYSIS OF PROGRESS

PUBLIC EMPLOYEES BENEFITS BOARD

Performance measure

10700-24: Average employee satisfaction with PEBB benefit program in PEBB annual survey (scale of 1-10)

Data						Target				
1998	1999	2000	2001	2002	2003	2001	2002	2003	2004	2005
7.1	5.9	6.8	5.0	7.4	6.0	N/A	N/A	7.0	7.0	7.0



To what goal or goals is this performance measure linked?

Goal 16: Provide high quality benefits at an affordable cost for employees and State.

What does the performance measure demonstrate about the goal?

This performance measure demonstrates the benefits available to employees are meeting their needs and are of a high quality.

What does the data reveal?

The data varies from year to year as healthcare costs and health insurance premiums increase and the benefits offered to State employees are altered. Of the 45000 employees covered through PEBB, only 59 responded to the survey.

What is an example of a department activity related to the measure?

PEBB continues to design and negotiate contracts that strike a balance between high quality benefits and affordability for the state and employees.

What needs to be done as a result of your analysis?

PEBB is embarking on a new way to supply healthcare and healthcare benefits, called the Vision 2007. A plan is being developed that includes input from board members and stakeholders.

What is the data source?

The source of this data is the annual survey conducted by PEBB during the open enrollment process. Of the 45000 employees covered by PEBB, only 59 employees responded to the survey.

ANNUAL PERFORMANCE PROGRESS REPORT

PART II, KEY MEASURE ANALYSIS OF PROGRESS

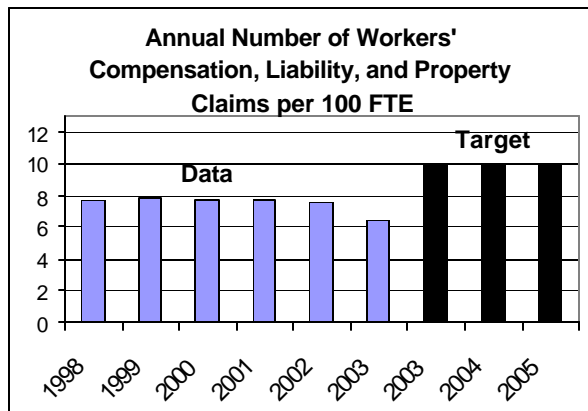
RISK MANAGEMENT DIVISION

Performance measure

10700-25: Annual number of worker's compensation, liability, and property claims per 100 FTE.

Data					
1998	1999	2000	2001	2002	2003
7.68	7.93	7.75	7.83	7.54	6.49

Targets		
2003	2004	2005
10	10	10



To what goal or goals is this performance measure linked?

Minimize the number of claims against the state.

What does the performance measure demonstrate about the goal?

The number of workers' compensation, liability, and property claims per 100 FTE each year.

What does the data reveal?

That the number of claims per year has not increased.

What is an example of a department activity related to the measure?

Safety and Risk consultation services to agencies which provide loss control strategies to prevent or mitigate loss.

What needs to be done as a result of your analysis?

Review the performance measure to assure it is meaningful.

What is the data source? Claims data.

ANNUAL PERFORMANCE PROGRESS REPORT
PART II, KEY MEASURE ANALYSIS OF PROGRESS

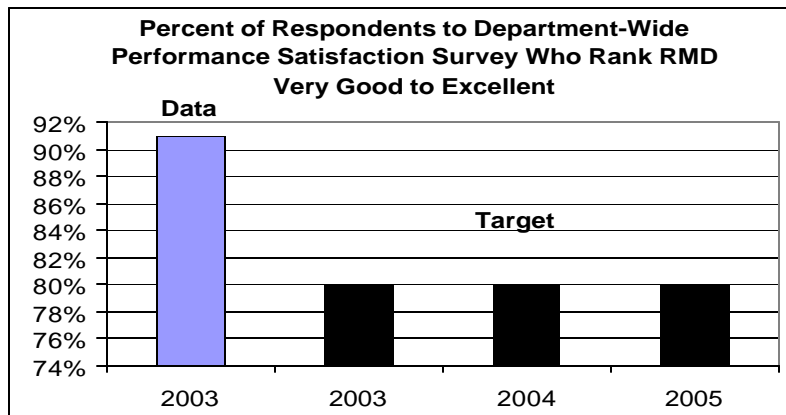
RISK MANAGEMENT DIVISION

Performance measure

10700-26: Percent of respondents to department-wide Performance Satisfaction Survey who rank RMD very good to excellent.

Data
2003
91%

Targets		
2003	2004	2005
80%	80%	80%



To what goal or goals is this performance measure linked?

It is not linked to other goals related to claims made against the state

Deleted: costs costs

Deleted: costs costs

What does the performance measure demonstrate about the goal?

Data does not relate to either the number or cost of claims.

What does the data reveal?

A high level of customer satisfaction of Risk Management Division services provided to agencies.

What is an example of a department activity related to the measure?

Coordination of claims management activities with agencies.

What needs to be done as a result of your analysis?

Promote continued communication with agencies to assure excellence in customer service.

What is the data source? Survey distributed by DAS-DO to agencies.

ANNUAL PERFORMANCE PROGRESS REPORT
PART II, KEY MEASURE ANALYSIS OF PROGRESS

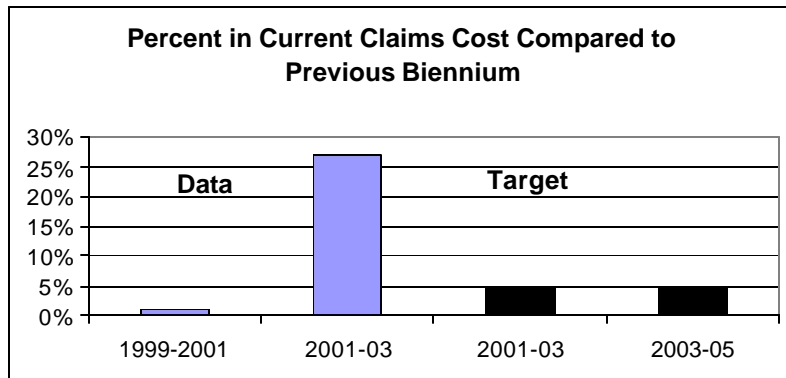
RISK MANAGEMENT DIVISION

Performance measure

10700-27: Percent reduction in current claims cost compared to previous biennium.

Data	
1999-2001	2001-03
1%	27%

Targets	
2001-03	2003-05
5%	5%



To what goal or goals is this performance measure linked?

Minimize the cost of claims against the state.

What does the performance measure demonstrate about the goal?

Data indicates that current claims experience will make it difficult to meet this goal.

What does the data reveal?

More information over a longer period of time is needed in order to determine whether a reduction in claims cost is a reasonable expectation.

What is an example of a department activity related to the measure?

Whether implementation of claims management protocol partnership with Trial Division of DOJ has reduced legal defense costs.

What needs to be done as a result of your analysis?

Review the performance measure to assure it is meaningful.

What is the data source? Claims data.

ANNUAL PERFORMANCE PROGRESS REPORT
PART II, KEY MEASURE ANALYSIS OF PROGRESS

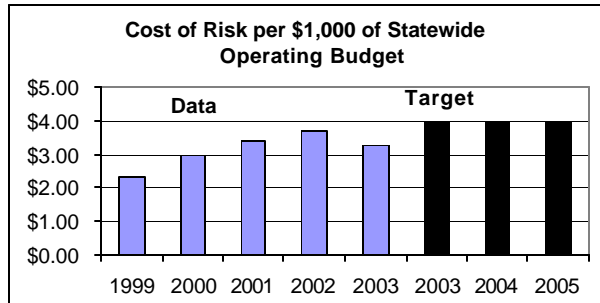
RISK MANAGEMENT DIVISION

Performance measure

10700-28: Cost of risk per \$1,000 of operating budget by fiscal year.

Data				
1999	2000	2001	2002	2003
\$2.34	\$2.97	\$3.43	\$3.68	\$3.26

Targets		
2003	2004	2005
\$4	\$4	\$4



To what goal or goals is this performance measure linked?

Minimize the cost of claims against the state.

What does the performance measure demonstrate about the goal?

It indicates the cost of claims, commercial insurance, and administration as it relates to operating costs.

What does the data reveal?

Claims costs combined with commercial insurance and administrative costs are increasing an average of 10% per year.

What is an example of a department activity related to the measure?

Processing and managing property and liability claims made against the state.

What needs to be done as a result of your analysis?

Review the performance measure to assure it is meaningful.

What is the data source?

Claims data.

Annual Performance Progress Report

Part II, Key Measure Analysis of Progress

State Controllers Division

Performance measure

10700-29: Percentage of state agencies earning State Controller’s Division Gold Star Certificate.

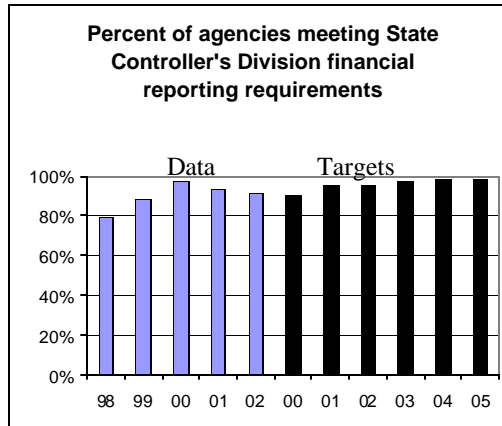
Data					Targets					
1998	1999	2000	2001	2002	2000	2001	2002	2003	2004	2005
79%	88%	97%	93%	91%	90%	95%	96%	97%	98%	99%

To what goal or goals is this performance measure linked?

This performance measure supports our goal to protect the accuracy and integrity of statewide financial information. It is linked to OBM 36, the State general obligation bond rating.

What does the performance measure demonstrate about the goal?

As more agencies meet financial reporting requirements, we are better able to protect the integrity of data that is used to compile the State’s annual financial report.



What does the data reveal?

- Generally, actual performance is slightly less than or greater than target.
- Historically, there has been only one year when 97% of agencies met requirements; however, our targets are designed to encourage higher performance. Actual results may be impacted by resource constraints, other priorities, or unanticipated events.
- When agencies meet our annual reporting requirements, they contribute to the completeness, accuracy and timeliness of the State’s Comprehensive Annual Financial Report (required by ORS 291.040). Although we encourage agencies to meet due dates and minimum standards of quality, we have limited influence on their performance. We use the State Controller’s Gold Star award (a certificate) as recognition of agency success. The Gold Star award is important to and appreciated by agencies.

What is an example of a department activity related to the measure?

Gathering data from agencies to include in required note disclosures within the Comprehensive Annual Financial Report for the State of Oregon.

What needs to be done as a result of your analysis?

We plan to continue working with agencies to establish annual due dates and improve quality of information submitted to the State Controller’s Division.

What is the data source? Individual agency files within the Statewide Accounting and Reporting Services unit in the State Controller's Division.

Annual Performance Progress Report

Part II, Key Measure Analysis of Progress

State Controllers Division

Performance measure

10700-30: Number of years out of last five that the State Controller’s Division wins the Government Finance Officer’s Association (GFOA) Certificate of Achievement.

Data					Targets					
1998	1999	2000	2001	2002	2000	2001	2002	2003	2004	2005
5	5	5	5	5	5	5	5	5	5	5

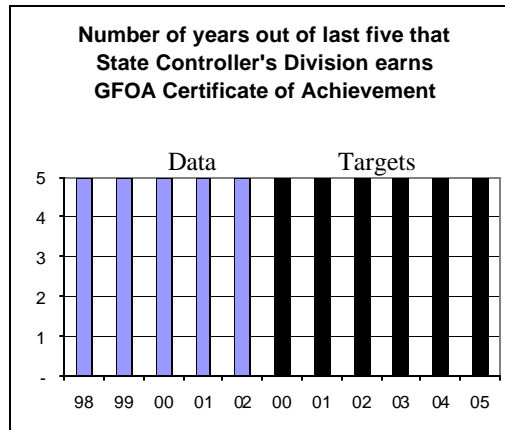
To what goal or goals is this performance measure linked?

This performance measure supports our goal to promote fiscal accountability, compliance and sound financial management. It is linked to OBM 36, the State general obligation bond rating.

What does the performance measure demonstrate about the goal?

By earning the GFOA Certificate of Achievement for Excellence in Financial Reporting, we demonstrate that the State’s financial information is presented in conformance with generally accepted

accounting principles and GFOA standards. The award signifies that the State’s Comprehensive Annual Financial Report (CAFR) meets the high standards of the GFOA program including receiving an unqualified audit opinion and demonstrating a constructive spirit of full disclosure to clearly community financial results to users of the financial report.



What does the data reveal?

- Our goal is to earn this prestigious award every year, which we have thus far.
- The GFOA Certificate of Achievement for Excellence in Financial Reporting is the highest form of recognition in the area of governmental accounting and financial reporting, and its attainment represents a significant accomplishment by a government and its management.

What is an example of a department activity related to the measure?

Working in conjunction with the Secretary of State, Audits Division, we prepare the State’s Comprehensive Annual Financial Report (CAFR) in compliance with accounting standards.

What needs to be done as a result of your analysis?

The SCD needs to continue making the preparation of the State’s Comprehensive Annual Financial Report (CAFR) a high priority and stay current on GFOA requirements.

What is the data source?

The Government Finance Officer's Association notifies us annually regarding this award.

Annual Performance Progress Report

Part II, Key Measure Analysis of Progress

State Controllers Division

Performance measure

10700-31: Percent of respondents to Department-wide Performance Satisfaction Survey who rank SCD very good to excellent.

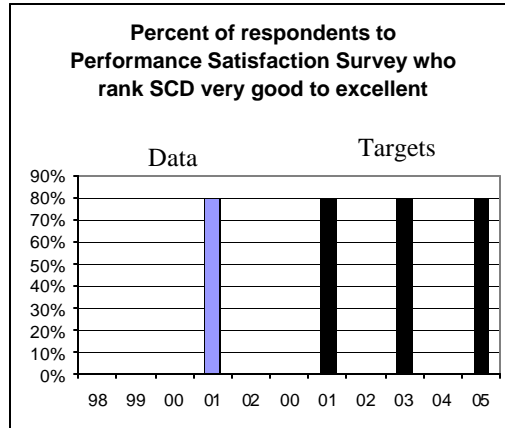
Data			Targets							
1998	1999	2000	2001	2002	2000	2001	2002	2003	2004	2005
n/a	n/a	n/a	80%	n/a	n/a	80%	n/a	80%	n/a	80%

To what goal or goals is this performance measure linked?

This performance measure supports our goal to provide high quality service to our customers.

What does the performance measure demonstrate about the goal?

The extent to which our customers are satisfied with SCD services is one indicator of how well our policies, systems controls, and professional consultation help agency management make sound financial decisions.



What does the data reveal?

- For the year we surveyed our customers, actual performance was on target.
- We did not implement a survey tool until 2001. Since we survey customers every other year, there are no targets for 2000, 2002, and 2004.

What is an example of a department activity related to the measure?

Clear and timely communication of policy or system changes that will impact our customers.

What needs to be done as a result of your analysis?

The SCD needs to continue being responsive to customer needs and continue investing in our staff through training and professional development opportunities so that our staff can provide accurate guidance.

What is the data source?

The source of data is the biannual department-wide Performance Satisfaction Survey Results.

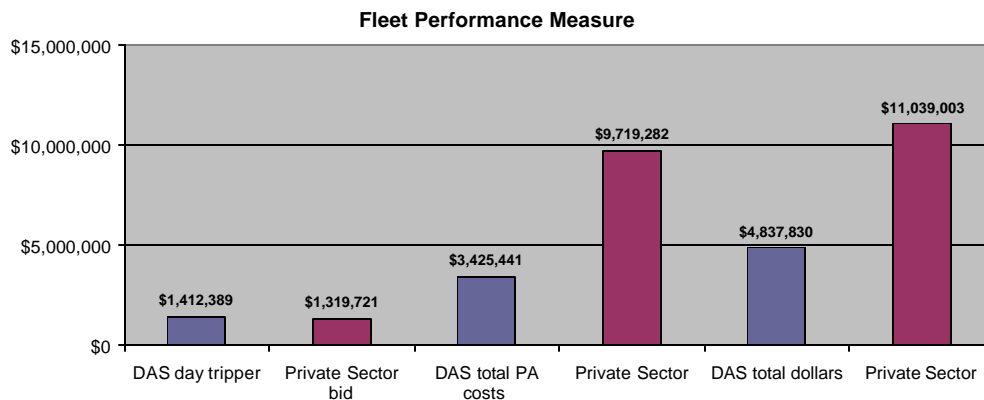
ANNUAL PERFORMANCE PROGRESS REPORT
PART II, KEY MEASURE ANALYSIS OF PROGRESS

Procurement, Fleet & Surplus Services Division
Performance measure

10700-32: Cost of state sedan as a percentage of contracted costs based on current usage.

Performance Measure Definition	Data					Targets					
	98	99	00	01	02	00	01*	02*	03	04	05
10700-32 Cost of state vehicles (sedans) annually as a percent of contracted rental rates.	N/A	N/A	44%	N/A	N/A	44%	NA	NA	85%	90%	95%

*No long term contract for private sector in place for comparison these years. A contract has been awarded for FY 03 which will provide necessary data for a comparison for FY 03.



To what goal or goals is this performance measure linked?

This measure is designed to demonstrate the Fleet’s price competitive advantage.

What does the performance measure demonstrate about the goal?

This measure demonstrates that the Fleet is operating in a cost effective and efficient manner when compared to our contract rental costs.

What does the data reveal?

Fleet costs are competitive when compared to private vehicle rental cost. It would cost over \$6m more annually to rent sedans than to own sedans. We expect future pricing from the private sector to be much more competitive.

What is an example of a department activity related to the measure?

This measure is reflective of the overall performance of the Fleet. All activity costs are recovered through the rates.

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What needs to be done as a result of your analysis?

Continue to monitor annual costs and competitiveness of all Fleet activities. Fleet's new rate methodology will provide the mechanism for continued monitoring.

What is the data source?

Rental activity tracked by Fleet software; Fleet pricing based on associated cost; and rental pricing based on existing contracts.

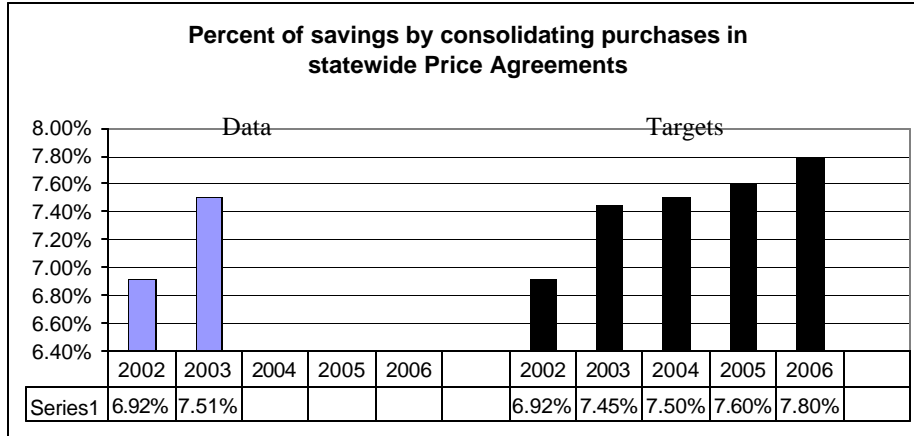
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ANNUAL PERFORMANCE PROGRESS REPORT
PART II, KEY MEASURE ANALYSIS OF PROGRESS

PROCUREMENT, FLEET, AND SURPLUS SERVICES DIVISION

Performance measure

10700-33: Project savings resulting from DAS statewide price agreement pricing compared to prices individual state agencies would pay without the benefit of a DAS statewide price agreement.



To what goal or goals is this performance measure linked?

This measure is linked to the effectiveness of state purchasing outcomes. This measure focuses on identifying actual savings that state and local governments achieve when they purchase from state contracts and price agreements as compared to what would have been paid without the benefit of the statewide price agreements formed by the State Procurement Office.

What does the performance measure demonstrate about the goal?

This measure demonstrates that the prices obtained for a standard typical state market basket exceeded the goal of a 7.45% decrease over comparator pricing in other government organizations. It also demonstrates the benefit of consolidating purchasing volumes for commonly -purchased goods and services, and using effective market specific procurement strategies.

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What does the data reveal?

State Procurement Office contract pricing for 2003, when compared to other governmental pricing comparators, reveals that state contract pricing is effective in lowering the overall cost of supplies to state and local agencies. The data also reveals that continued benchmarking leads the way to improved outcomes that increasingly leverage better values in the goods and services purchased by state and local agencies.

What is an example of a department activity related to the measure?

The *Oregon Smart Buy* Program employs advanced procurement/contracting activity methods (re-negotiation, multi-tiered proposals, target pricing, benchmarking) to provide improved purchasing outcomes to benefit state and local governments. Beginning February 2004, the State Procurement Office will employ these methods to leverage more savings in buying goods and services common to state and many local agencies.

What needs to be done as a result of your analysis?

Incorporate more comprehensive spend management program into procurement operations to: (1) gain visibility on statewide spending through data systems, (2) direct all common or standardized purchasing needs of the State be made via statewide price agreements, (3) exploit dynamic marketplace economies of scale, (4) establish standards for configuration and acceptable types of supplies, (5) implement effective market specific purchasing strategies, (6) apply resources where they will leverage the most savings, (7) manage the supplier relationship, not just the acquisitions, (8) continue to track and monitor savings and compliance and (9) extend these benefits to the procurement operations of Oregon's cities, counties, and political subdivision.

What is the data source?

In 2002 and 2003, volume sales reports from Contractors and comparison surveys from other governmental, cooperative, and local price agreements. Beginning in 2004, comparative data will also be drawn from spend management reports, volume sales reports, and industry-specific benchmarking sources.

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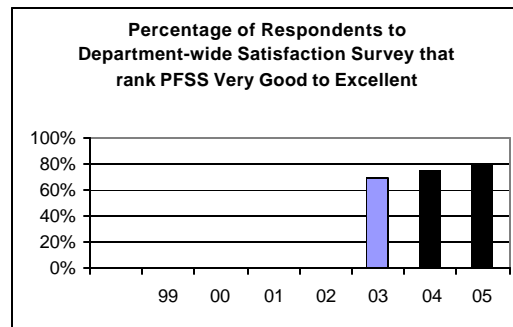
Performance measure

10700-34: Percent of respondents to Department -wide Performance Satisfaction Survey who rank PFSS very good to excellent.

Data					Targets	
1999	2000	2001	2002	2003	2004	2005
NA	NA	NA	NA	70%	75%	80%

To what goal or goals is this performance measure linked?

This performance measure charts our goals to provide higher quality service to our state agency customers.



What does the performance measure demonstrate about the goal?

The higher the measured number, the greater the customer satisfaction.

What does the data reveal?

This data, along with the sanctity of other data, indicating poor customer service reveal that PFSS service is generally well accepted and appreciated.

What is an example of a department activity related to the measure?

Providing clear and concise policy and process communication to our customers.

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What needs to be done as a result of your analysis?

PFSS must strive to increase its responsiveness to customer needs

What is the data source?

The source of data is the biannual department-wide Performance Satisfaction Survey results.

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