

OREGON ADVOCACY COMMISSIONS

Annual Performance Progress Report (APPR) for Fiscal Year (2011-2012)

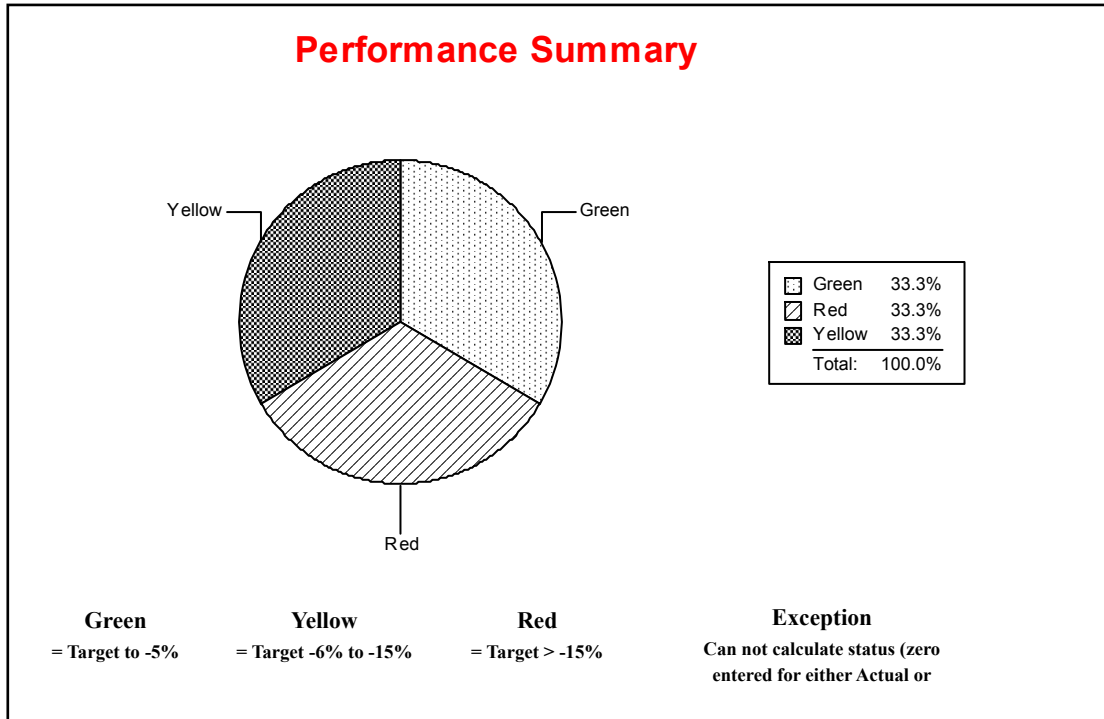
Original Submission Date: 2012

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2011-2012 KPM #	2011-2012 Approved Key Performance Measures (KPMs)
1	CUSTOMER SERVICE: percent of customers rating service quality as good or excellent-overall customer service, timeliness, accuracy, helpfulness, expertise and availability of information
7 a	BEST PRACTICES: Percent of total best practices met for Boards and Commissions - COMMISSIONS.
7 b	BEST PRACTICES: Percent of total best practices met for Boards and Commissions - OREGON ADVOCACY COMMISSION OFFICE.

New Delete	Proposed Key Performance Measures (KPM's) for Biennium 2013-2015
	Title: Rationale:

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



1. SCOPE OF REPORT

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

affecting how our customers experience the Commissions. These include new partnerships, joint legislative days, public policy internships, and focused attention on 6 strategic priority areas for policy. That the 4 Commissions maintained nearly or full complements of appointed Commissioners and reliable staffing in 2010 – 2011, and developed their first joint strategic plan coordinating the work of the Commissions is the basis of these outcomes. In 2012 the Commissions' expansion of their public policy internships to include their first Law Intern (Hate Crimes joint with DOJ), first PhD Intern (Education gaps joint with OEIB), and expanded its Master's Interns with research on wage and health access disparities. These, along with increased budget support during periods of reduction have increased Commissioner approval ratings.

2. THE OREGON CONTEXT

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

The 2010 Census data it shows that diversity in Oregon is growing especially among Latino and Asian/Pacific Islander groups. By County, there has also been an outmigration of African Americans and other cultural groups into counties surrounding Multnomah County. The Advocacy Commissions will be working in 2013-15 to support the Governor's initiatives to reduce education gaps, health care disparities, and other key issues facing communities of color and women. The 2010 census shows that, in Oregon:

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

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

OBM 13-Income Disparity

OBM 14- Workers at 150% or more of Poverty

OBM 15 Unemployment

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

OBM 30 32 Volunteering, Voting and Feeling of Community

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

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

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

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

3. PERFORMANCE SUMMARY

The OACO maintained its solid lead in target measures in Customer Service, and Best Practices. See them at:

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

(scroll down and click Annual Report image)

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

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

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

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

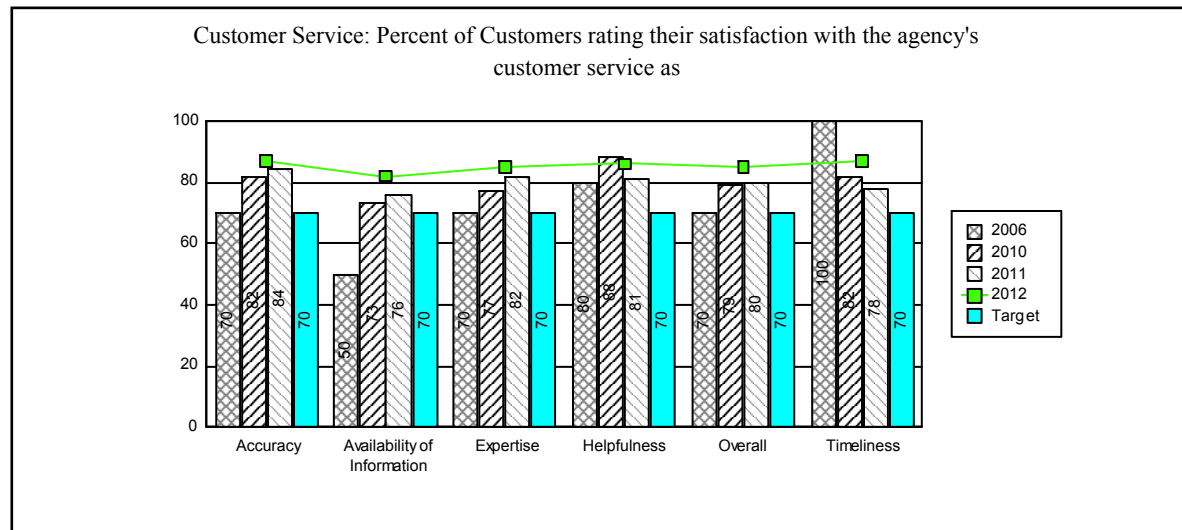
4. CHALLENGES

A key challenge facing OACO in continuing to grow its performance results relates to the trend in reduced or static funding facing all state agencies and departments. For example, significantly reduced travel budget and outreach funds have made it difficult for the Commissions to meet in person, or in all areas of Oregon, as they had historically done. Despite this, OACO and the 4 Commissions it serves have built their partnerships, are growing new initiatives, and attracting more partners in more issue areas than at any time in its 5 year history. OACO is finding more efficient ways to support the work of the Commissions using virtual meetings, conference briefings, and leveraging the interest of like-minded groups to help its support go further and faster. These challenges have had a role in lowering the Commissioners satisfaction portion of the survey to 83% from 86% in 2011 but they are continuing to focus on the good work of the Commission.

5. RESOURCES AND EFFICIENCY

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

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



1. OUR STRATEGY

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

2. ABOUT THE TARGETS

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

3. HOW WE ARE DOING

Each year, the number of respondents for the overall Customer Satisfaction survey of the Advocacy Commissions grows. In 2010, the Survey was administered using Survey Monkey and had 34 respondents. In 2011, the Survey was conducted using DAS' Allegiance software application and the respondents tripled in number to 120. In August of 2012, the OACO administered the standard Customer Service Survey and received more than 130 responses. Prior to 2010 the survey was administered biennially by DAS Budget and Management and received 14 responses. Within the past five years, there has been a measurable increase in the customer service levels by commissioners to legislators; the non-profit community; the business community; county and city agencies; local, state and federal government; and other organizations throughout Oregon. To achieve an even higher level of success, Commissioners will continue to increase viability, visibility, and public knowledge of OACO locally and statewide, using a service-oriented perspective.

Survey Comments:

- Face to face interaction, very informative, and follow up the next day.
- I am always impressed by the professionalism and helpfulness of the OAC staff. They respond promptly, have access to amazing resources, and always get me what I need.
- Interaction with OCFW was pleasant, on time, and their presentation was very well received by our members. The information presented was informative, pertinent, and useful. Overall a very good experience for all.
- The staff have been my main contacts with the OAC and they are phenomenal women! Always helpful, incredibly insightful, and very generous with their time and knowledge.
- OACO staff was very helpful, easy to work with, very responsive, very organized, very supportive in all aspects that were needed, worked late for a time sensitive response, and very professional. I totally enjoyed working with them.
- The OACO is an important voice on issues of equity and diversity and an important advocate for legislative response.
- The OACO provides the very important and necessary function of providing the commissions with administrative support. This allows them to focus on their advocacy work for underrepresented communities. Staff is great!
- The new OCHA Chair Andrea Cano is doing a very good job.
- The OACO is exceptionally responsive to communications and is a great partner on mutually shared issues.
- Glad to be in communication with the OACO and look forward to more interaction.

- I believe these commissions are important and need to receive more support from the general public and the legislature.
- The OACO has been doing great work on collaborating, serving as a resource, and serving as a conduit to the legislature and Governor's office. I would like to see more funding for the office and the individual commissions.
- Thanks for offering this survey. The commissions play a very important role in keeping communities of color civically engaged.

4. HOW WE COMPARE

In comparison to the 2010 and 2006 Customer Service Surveys, the OACO has maintained improvement in overall quality in the last 5 years. 80% of those surveyed consider the quality of their interactions with the Commissions to be good or excellent. Every measure of customer service ranks well above the target ratings of 70% satisfaction. In 2012 OACO and the Advocacy Commissions are steadily improving their Customer Satisfaction scores in all areas which now rank above 85% good or excellent. This is up 5% from previous years.

5. FACTORS AFFECTING RESULTS

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

6. WHAT NEEDS TO BE DONE

In 2012 the survey added questions on the effectiveness of public policy internships between the Commissions and key partners. 100% of the respondents felt positively that the internship would/may affect public policy, and that they would participate in an internship again, and would recommend a public policy internship with the Advocacy Commissions to a colleague or student. They recommended that in the future the Advocacy Commissions public policy internships provide a greater link to the findings of past internships and grow in interaction with state agencies. The strategic plan for the Advocacy Commissions calls for doubling the number of public policy internships in the 2013-15 biennium from 6 to 12. The Commissions are growing ongoing relationships with Oregon colleges, universities and law schools. So the research of a prior internship serves as the foundation for the next internship on key subjects of education, health, wage equity and safety. In 2011, the survey added questions to focus the work of the Commissions, asking respondents to indicate the most important attributes of the Advocacy Commissions:

In 2012, with 124 individuals responding, the most important attributes of the Advocacy Commissions were identified as:

1. Making recommendations to the Governor
2. Partnering with other community organizations
3. Providing legislative strategy advice
4. Researching issues

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

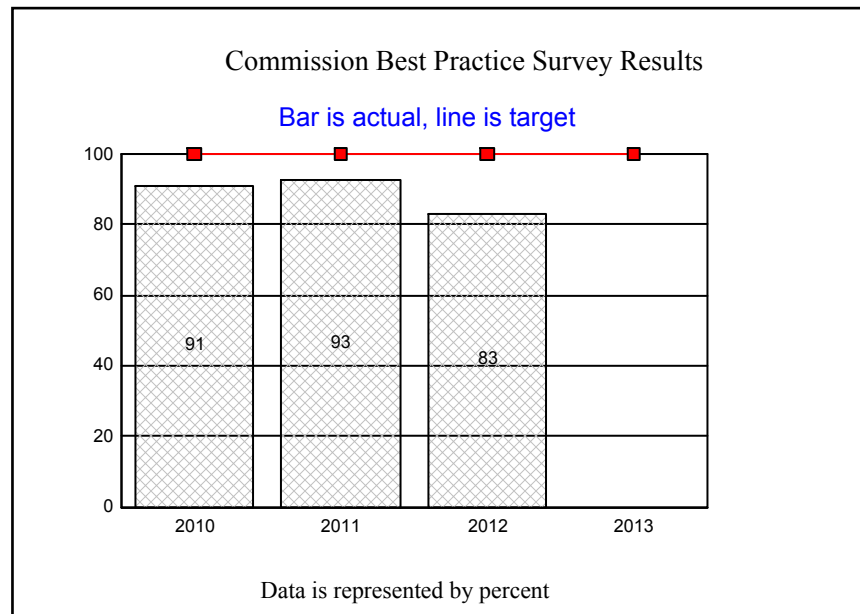
- Changing the frequency of the survey used to measure success in OACO’s target measures from annually to sending a survey immediately following an interaction or activity with the Commissions.
- Developing strategies to work more closely with the Governor’s policy staff and legislative leadership in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

7. ABOUT THE DATA

The survey was administered in August 2012 for approximately 2 weeks using DAS’ Allegiance survey platform, sent to a diverse sample of 1600 OACO customers statewide, including (but not limited to) commission meeting/forum attendees, Commissioners current and past, internship leadership at Universities, policy leaders and legislators and community/government partners.

Results of the survey highlighted areas of growth and areas that need improvement. In comparison to the 2011 survey, the data displayed an increase in Overall Quality and achievement well above target levels in Accuracy (17% above target,) Availability of Information (12% above target,) Expertise (15% above target,) and Helpfulness (16% above target.) These levels can be attributed to the Commissioners honing their focus, and partnering on key issues with community and government to provide clearer policy advice. Stable staffing has also increased the scope of the Commissions’ ability to attract and staff interns, address questions in a timely manner, and provide legislative advocacy and budget support during legislative sessions. Within the past year, there has been resurgence and success by each Commission to recruit knowledgeable, experienced members statewide and in key issue areas so they can operate at full capacity.

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



1. OUR STRATEGY

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

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

2. ABOUT THE TARGETS

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

3. HOW WE ARE DOING

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

In 2012 the Commissions undertook reducing their budget to help with State budget shortfalls. It required difficult choices that the Commissions addressed by reducing travel to bare minimums in favor of teleconferencing for Commission meetings and making adjustments in their office services by reducing expensive landlines and switching to cell service, eliminating the OACO fax line in favor of scanning, cutting State shuttle service in favor of using US mail and other reductions, while increasing the number of public policy internships and growing collaboration with key state agencies in data collection, and research of strategic issues as a basis for improving public policy for communities of color and women in Oregon. [Commission Best Practices Survey Results](#)

In August 2012, Commissioners completed a survey to evaluate how the Commissions are doing.

Total Responses: 22

83% of respondents rated success at Average to Exemplary in 2012, compared to 93% of respondents in 2011, compared to 91% in 2010. Scale: 1

(Unacceptable) – 5 (Exemplary)

Questions/Results:

1. Commission members act in accordance with their roles as public representatives.
Rating: 2 - 9%, 3 - 32%, 4 - 36%, 5 - 18%
2. The Commission coordinates with other groups where responsibilities and interests overlap.
Rating: 2 - 23%, 3 - 23%, 4 - 32%, 5 - 23%

3. The Commission acts in accordance with its statutes.
Rating: 2 – 14%, 3 – 27%, 4 – 18%, 5 – 32%
4. The Commission appropriately monitors its resources, receives budget updates and approves budgets.
Rating: 3 – 23%, 4 – 27%, 5 – 41%

Comments from the survey:

- The OCFW has worked closely with the League of Women Voters and the AAUW.
- We are intentional to honor boundaries and issues portfolios so not to duplicate, but support and reinforce one another.
- The OCAPIA has a lot of good partners, such as APANO, CACA and APACC.
- While there are a few outstanding members, some other might need to catch up and be more involved.

4. HOW WE COMPARE

The 2011 Best Practices Survey maintained high marks in each area of management compared to its 2010 results with 93% of Commissioners rating their experience Average/Good/Exemplary. The Best Practices measures and survey was instituted for the first time in 2010. The 2012 Best Practices survey lost some ground in key areas with an average of 83% of responding Commissioners rating the Commission performance as Average/Good/Exemplary in the areas of acting in accordance with their roles, coordinating with other groups, acting in accordance with its statutes and monitoring its resources. 2012 was a period of change in the Commission membership, with 25% turnover on the Commissions, and new leadership on most of the Commissions. This may account for some of the change in survey results as new Commissioners work to gain more experience, but the Commissions remain committed to improving their performance in all areas.

5. FACTORS AFFECTING RESULTS

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

6. WHAT NEEDS TO BE DONE

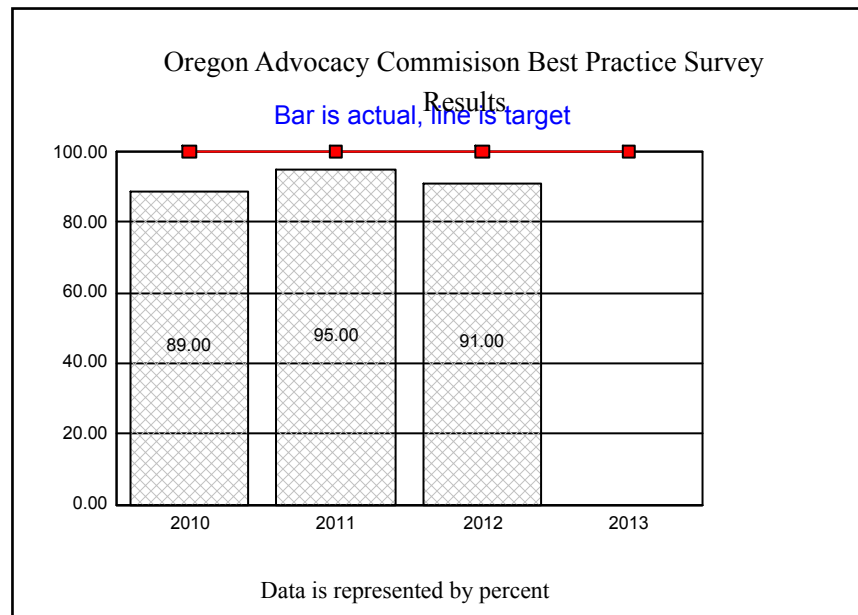
The Office is committed to providing training and consultation necessary to guide each Commission in operationalizing and institutionalizing Best Practices. This

will be accomplished by a collaboration with LFO and DAS, who will provide guidance and direction to the Office and by partnering with key community organizations and state agencies on improving success for constituent communities in key areas across Oregon.

7. ABOUT THE DATA

The data show that the OAC Commissions have identified key best practices. The staff and Commissioners will work on ways to implement strategies and target efforts for improvement and success.

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



1. OUR STRATEGY

The goal of the performance measure is to support the Office and Commissions in engaging proactive, effective and evidence-based practice in order to promote positive outcomes for Asian Pacific Islander, Black, and Hispanic Oregonians OACO constituency-base across Oregon. The strategy is to review

Best Practice concepts, its operational definition and how it relates to each individual Commissions in order to meet the needs of the Commissions, Legislators, community partners, county and city helping agencies, local and state governments and other commissions.

2. ABOUT THE TARGETS

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

3. HOW WE ARE DOING

Through a series of work sessions in 2010 with OACO and DAS, an Administrator Evaluation and Best Practices (BP) Surveys were created. In 2011 and again in 2012, the Administrator Evaluation was conducted using one-on-one sessions with the Administrator and Commission chairs, followed by a group meeting with the Administrator to discuss the evaluation outcomes. The evaluation outcomes summary was signed by each Chair, the Administrator, and submitted to DAS HR. In 2011, the Commissions added a **3-part New Commissioner Orientation** which gained high marks by the 10 new Commissioners who attended the orientation sessions. The Orientation includes sessions with the Administrator, the Chairs, and the Governor's Office on all aspects of the work of the Commissions.

In 2012, the Advocacy Commissions added their first:

- **Public Policy Law Student Internship** with the Willamette Law School researching the improvement of Hate Crime Protections in Oregon
- **PhD Public Policy Internship with the PSU Graduate School of Education** mapping models shown to be successful in closing education gaps for students of color Pre-K through College. The Willamette Law School has indicated an interest in an ongoing Public Policy Internship with the Advocacy Commissions.

OACO Best Practices Survey

In August 2012, Commissioners completed a survey to evaluate how the OACO staff is doing from July 1, 2011 through June 30, 2012. The Best Practices overall score for the Oregon Advocacy Commissions Office rose from 89% in 2010 to 95% in 2011, and maintained at 93% in 2012. This is attributed to full and consistent staffing and the introduction of new programs such as the New Commissioner Orientation, and the involvement of Commissioners in creating budget reduction strategies.

Total Responses: 24

Questions/Results:

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

Yes – 79%

No – 4%
Don't Know – 17%

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

Yes – 78%
No – 9%

Don't Know – 13%

3. Do the Commissioners participate in evaluating OACO performance through the preparation and completion of the Annual Performance Progress Report (APPR) surveys and approve the final report?

Yes – 88%
No – 8%

Don't Know – 4%

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

Yes – 79%
No – 13%

Don't Know – 8%

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

Yes – 83%
No – 4%

Don't Know – 13%

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

Yes – 88%
No – 4%

Don't Know – 8%

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

Yes – 92%

No – 4%

Don't Know – 4%

Comments:

- OACO staff has been very conscientious and responsive in all tasks they are charged with in the midst of periodic budget cuts, mandated furlough days, dust-ups of intra-agency policy and procedure changes.
- The OACO office was especially helpful doing the fast-moving February legislative session.
- The process fully engages new commissioners as well as the chairs on an individual commission basis as well as a general intra commission session in the State Capitol, both of which are instructive and informative.
- Training is critical when we bring in new commissioners. OACO has done an excellent job of creating an orientation that informs and doesn't overwhelm!
- The Administrator is especially effective at reaching out to people we need to talk to.
- While staff offers the templates for the Annual Reports, individual commissioners assume the task of the drafting of the report and OACO staff assists in the final version and dissemination of the document.
- I have never had better budget support than I have had as the Administrator drills down for information. This was incredibly helpful as we identified areas of our budget for cuts. We understood the ramifications of our decisions.
- This is one of the strengths of the OACO staff in facilitating the documents, explanations for effective response, comment, and approval from the commissions.
- This question have been asked numerous times regarding the support OACO provides to the individual Commission. There have been no clarification instead the response is that the OACO serves 44 Commissioners and excuses about why the support is lacking.

Analysis:

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

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

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

4. HOW WE COMPARE

The 2012 Best Practices survey maintained high scores in each area surveyed, with 93% rating the OACO best practices at

Average/Good/Excellent.

5. FACTORS AFFECTING RESULTS

In 2012 the Commissions were actively engaged in review and approval of budget reduction strategies aimed at maximizing efficiency and outcomes while reducing the budget. The survey results reflect good results for New Commissioner Orientation, budgeting, the APPR and policy support.

6. WHAT NEEDS TO BE DONE

The Office is committed to providing training and consultation necessary to guide each Commission in maximizing Best Practices. This will be accomplished by a collaboration with LFO and DAS, who will provide guidance and direction to the Office. As **Public Policy Internships** between the Advocacy Commissions and Universities and Law Schools grows, the 2013 best practice survey may broaden to include OACO's support of Public Policy Interns' work with the Commissions as a best practice. In 2012, the OACO is conducting a Fundraising Training for the Commissions with the goal of making it an annual training. The 2013 Best Practice survey may also broaden to include **support for fundraising** as a best practice of the OACO. In 2012 the OACO is working with the Commissions on developing a tool kit and discussion guide for growing practical support for the 10 year plan for Oregon in the areas of Education, Health, Jobs and Economy, Safety and other areas. In 2013, the best practice survey may broaden to include **support of the 10 year plan** for Oregon as a best practice of the OACO.

7. ABOUT THE DATA

The data show that the Commissions have identified important best practice areas and are maintaining a high performance in each. For future surveys, there may be other emerging best practices in supporting the Commissions around the 10-Year Plan for Oregon or collaboration around public policy internships that the Commissions will consider adding to the survey.

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

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

1. INCLUSIVITY	<p>* Staff: The OACO and its commissioners, in collaboration with the Performance Measure Coordinators of LFO and DAS, have reviewed the KPM prepared by the Advocacy Commissions and have added details for our scope of work to the original KPMs. Led by the agency leadership team, the staff are responsible for the development of agency key performance measures and targets with consultation from partners and stakeholders.</p> <p>* Elected Officials: Interviews and feedback from Legislative leaders, with the Director of Department of Administrative Services and Legislative Fiscal Office have provided input on the original KPMs of the Commissions.</p> <p>* Stakeholders: In 2006, the Administrator performed one-to-one interviews and focus groups with non-profits, state agencies and individual community of color leaders regarding the KPMs, work plan and legislative agenda of the OACO. During public meetings and legislature approval of key performance measures citizens are encouraged to give feedback and input. The current Administrator has reviewed the Legislatively Adopted KPMs and, in collaboration with LFO and DAS, have made revisions to better measure the outcomes and needs of the Office and each of its Commissions' duties and responsibilities.</p> <p>* Citizens: In 2006, OACO performed interviews and focus groups with non-profits, state agencies, community partners, and individual leaders in constituent communities regarding the KPMs, work plan and legislative agenda of the OACO. In 2009-10 the Commissions have invited partnering non-profits and citizens/leaders to each of their 31 public meetings and established Joint Commission meetings to incorporate citizen input into a Joint legislative and shared project slate. In 2010 – 12 the OACO and its Commissions collaborated with specific non-profit partners to grow awareness of the Commissions in their constituent communities and plan joint efforts on key issues.</p>
2 MANAGING FOR RESULTS	<p>Since its inception in 2005, OACO has worked to develop and refine meaningful performance measures and to use them as a tool to measure its success in supporting the key work of the 4 Commissions. The KPMs established by the</p>

	<p>Commission Chairs for 2005-07 were used to guide the development of the OACO 06-07 agency work plan. The work plan was developed in correlation with extensive grassroots community input. The performance measure results are reviewed annually and quality improvement projects are identified and implemented. The KPM is only one tool for measuring the success of the Office. The OACO Administrator uses the OACO Key Performance Measures in conducting her work in support of each Commission, and the Commission Chairs and BOLI Commissioner have incorporated them into the evaluation of the OACO Administrator.</p>
<p>3 STAFF TRAINING</p>	<p>The OACO Administrator and Executive Support staff provide training and engagement with the Commissions on all aspects of the OACO best practices and the context of state performance measures tracking and reporting for the Commissioners. The staff work with the individual Commissions to continually improve and enhance the application of the OACO performance measures. The staff also communicate with the Governor’s Office, DAS and BOLI on state performance measurement requirements and annually attend state training on quality improvement and statistical indicators that may be offered.</p>
<p>4 COMMUNICATING RESULTS</p>	<p>* Staff : Administrator meets regularly with Commissioners, DAS, LFO, BOLI and Governor’s Office Executive Staff to review and report on current projects and progress. Results are communicated through staff meetings, Commission meetings, performance evaluations, publications, community meetings, staff trainings, strategy sessions, personal communication and/or agency updates. The results are used to assess past strategy, performance and impact in order to improve future operations.</p> <p>* Elected Officials: The OACO Administrator and Commission Chairs meet with elected officials regularly in person or by phone and by email during session to share updates on OACO accomplishments and discuss concerns of the community served by the Commissions. The Commission members include 8 sitting legislators appointed by the President of the Senate and the Speaker of the House. These legislators are included in all Commission discussions and actions and they also serve as mentors to the Public Policy Interns. OACO seeks to be a key point of information and support for Legislators, legislative staff, the Governor and other Policy makers when it comes to building the success of communities of color and women in Oregon.</p> <p>* Stakeholders: The OACO Administrator is the single point of contact for website updates and community contacts.</p> <p>* Citizens: Links to performance outcomes are posted on the OACO website for citizens to review measures of success. Learn more about the mission of OACO and link to the work of the Commissions at www.oregon.gov/OAC.</p>