

MassIngenuity®

SEE. BELIEVE. ACHIEVE.

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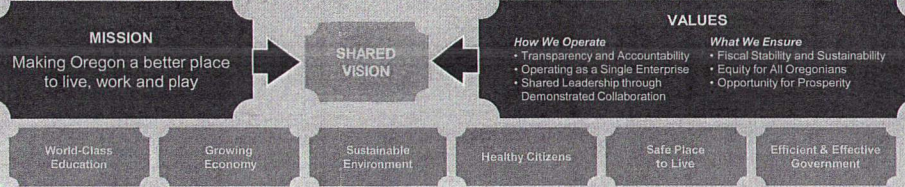
THE STATE OF OREGON

"A Strong Economy and Good Jobs"



FOUNDATIONS

KEY GOALS



CORE PROCESSES

SUB PROCESSES

PROCESS MEASURES

PROCESS OWNER

OUTCOME MEASURES

OPERATING PROCESSES

EFFICIENT & EFFECTIVE GOVERNMENT PROCESSES

Educating Citizens	Growing the Economy	Sustaining a Healthy Environment	Enabling Healthy People	Ensuring Safety	Leading State Government	Managing Performance	Managing Finances	Attracting & Developing Staff	Leveraging Technology	Procuring Goods & Services	Managing Assets
<ol style="list-style-type: none"> 1. Setting educational policy 2. Creating standards, assessments & monitoring 3. Enabling and training education professionals 4. Preparing children for school 5. Enabling special-needs education 6. Supporting & ensuring K-12 success 7. Keeping youth in school 8. Ensuring world-class higher education 9. Enabling continuing education 	<ol style="list-style-type: none"> 1. Setting jobs policy 2. Aligning infrastructure & investment 3. Modernizing infrastructure 4. Implementing workforce plan 5. Attracting & retaining businesses 6. Creating jobs 7. Connecting people to jobs 8. Enabling self sufficiency 9. Rehabilitating citizens 10. Managing natural resources in support of economy 	<ol style="list-style-type: none"> 1. Setting natural resource policy 2. Protecting fish & wildlife 3. Managing fisheries 4. Protecting land quality 5. Conserving land & forests 6. Protecting air quality 7. Protecting water quality 8. Managing and developing parks & recreation 	<ol style="list-style-type: none"> 1. Setting health policy 2. Supporting healthy children 3. Supporting healthy adults 4. Accessing affordable housing 5. Running health partnerships 6. Treating addictions 7. Enabling the disabled 8. Providing veteran home programs 	<ol style="list-style-type: none"> 1. Setting safety policy 2. Licensing professionals 3. Protecting children 4. Protecting workers 5. Protecting seniors 6. Protecting consumers 7. Ensuring safe transportation & safe vehicles 8. Enforcing laws 9. Ensuring justice 10. Managing corrections 11. Preparing & responding to natural disasters 	<ol style="list-style-type: none"> 1. Aligning strategies with Governor's 10-yr plan priorities 2. Aligning policy with program delivery 3. Engaging the Legislature 4. Setting operating policy 5. Setting fiscal policy 6. Setting HR policy 7. Setting IT policy 8. Implementing an enterprise continuous improvement framework 9. Chartering statewide initiatives 10. Developing the next generation of leaders 	<ol style="list-style-type: none"> 1. Reviewing initiative performance against project targets 2. Implementing operating policy 3. Establishing State outcomes & targets 4. Establishing Agency outcomes & targets 5. Selecting major initiatives 6. Reviewing agency performance against outcomes 7. Driving corrective actions when plans fall short of targets 	<ol style="list-style-type: none"> 1. Implementing fiscal policy 2. Forecasting revenue 3. Budgeting 4. Monitoring budgets 5. Accounting 6. Monitoring revenue streams 7. Capital/finance planning 8. Managing & monitoring capital spending 9. Financing 10. Auditing 	<ol style="list-style-type: none"> 1. Implementing human resources policy 2. Staffing and workforce planning 3. Developing the organization/training on service levels 4. Supporting employee performance management 5. Administering classification 6. Administering compensation 7. Administering benefits 8. Administering retirement benefits 9. Managing compliance 10. Managing employee relations 	<ol style="list-style-type: none"> 1. Implementing IT policy 2. IT Strategic planning & management 3. Gaining agreement on service levels 4. Managing business/service relationships 5. Managing service operations 6. Managing the data center 7. Managing service lifecycle 8. Delivering IT applications 9. Managing IT projects 10. Managing technology suppliers 	<ol style="list-style-type: none"> 1. Implementing procurement policy 2. Identifying services/goods best contracted 3. Developing service agreements 4. Identifying qualified sources for goods/services to acquire 5. Providing procurement services 6. Managing contract risk 	<ol style="list-style-type: none"> 1. Implementing capital asset policies 2. Planning capital improvement projects 3. Managing capital projects 4. Managing fleets 5. Managing shared equipment 6. Managing facilities
<ol style="list-style-type: none"> a. % Budget spent on education b. \$ Cost per student for K-12 c. Math/Science scores at set intervals d. Language scores at set intervals e. High-school graduation rate f. University tuition rates g. % of Top 10% of grads who go to college in state 	<ol style="list-style-type: none"> a. % of Oregonians who are unemployed b. \$ Corporate taxes collected c. # of Oregonians in redeployment training 	<ol style="list-style-type: none"> a. % fisheries population healthy b. % land & forests conserved c. # new parks 	<ol style="list-style-type: none"> a. % healthy children b. % healthy adults c. \$ affordable housing d. # new health partnerships 	<ol style="list-style-type: none"> a. Oregonians perception of safety b. Youth recidivism c. Adult recidivism d. Cost per adult offender e. Cost per youth offended f. Restitutions completed 	<ol style="list-style-type: none"> a. % agencies implementing enterprise improvement framework b. % 10-yr plan metrics showing progress c. Legislature's rating of executive branches effectiveness in engaging them d. # of next-gen leaders in development program 	<ol style="list-style-type: none"> a. % State Outcomes on target to plan b. % Agency outcomes on target to plan c. % Initiatives on-time, budget & deliverables 	<ol style="list-style-type: none"> a. Revenue collected as a % of forecast b. Budget performance to actual by agency c. Actual Capital spending vs. budget d. Bond ratings 	<ol style="list-style-type: none"> a. % of positions filled in <60 days b. % performance reviews completed on time c. % of employees citing pay as reason for leaving d. % of employee engagement e. # Training hours per employee f. Cost per retiree to administer benefits 	<ol style="list-style-type: none"> a. % IT budget to revenue b. % external customer satisfied c. Average time to respond d. % uptime e. % projects on time f. % IT staff turnover g. % business continuity plan current h. Information security risk rating 	<ol style="list-style-type: none"> a. Days from inception to RFP issuance b. Days from inception to contracting c. \$ per contract to let d. % Vendor performance to contract 	<ol style="list-style-type: none"> a. % Capital Projects on time & budget b. \$ per square foot to operate office space c. \$ per mile to operate state fleet d. # Days to lease office or other space
Owner	Owner	Owner	Owner	Owner	Owner	Owner	Owner	Owner	Owner	Owner	Owner

EDUCATION SUCCESS METRICS

- Every child enters kindergarten ready to learn
- All 3rd graders are reading at grade level
- Achieve 40-60-20 by 2025
 - 40% Oregonians with two-year degree or certificate
 - 60% Oregonians four-year degrees
 - 20% Oregonians with high school diploma

JOBS & INNOVATION SUCCESS METRICS

- 25,000 new net jobs created
- Oregonians earning family wages/per capita income exceeding national average
- The objectives of the Oregon Business Plan are met
- The value of Oregon's agricultural exports increase by at least 50%
- Harvest levels on federal forests return to long-term average
- State contracts with minority- or women-owned business meet or exceed 10% of value of agency contracts every year
- More communities participate in community investment priorities

HEALTHY PEOPLE SUCCESS METRICS

- Per capita Medicaid health care spending reduced by 2% saving Oregon \$11 billion
- Coordinated care models are options for public and private employers as well as individuals
- Uninsured Oregonians decreased by 1%
- Reduce adult obesity rate to <30%
- Reduce childhood obesity rate to <10%
- 14% of babies born in Oregon will have a normal birth weight
- Reduce adult smoking rates to <15%

SAFETY SUCCESS METRICS

- Violent and property crime rates at or below historic low level
- Recidivism rate for offenders is decreased by 10%
- The number of children in foster care and the child welfare system is decreased by 22%
- The over-representation of people of color in victimization, arrest, and incarceration is reduced by 15%
- Traffic fatalities are decreased by 25%
- Corroded spending is reduced to (\$5 or less of the General Fund)

HEALTHY ENVIRONMENT SUCCESS METRICS

- 100% of increase in electricity demand met through energy efficiency/conervation
- Greenhouse gas emissions are reduced to at least 10% below 1990 levels
- 90% of small towns drinking water systems meet high quality standards
- 200% of monitored streams in good to excellent condition/water quality improving across state
- Employment in commercial and recreational fishing is increased by 5%
- High priority toxic chemicals in air, water, and land are reduced by 50%
- The number of days that air pollution levels are unhealthy is decreased by 50%
- Wild land forest loss <2,500 acres per year
- Intensive agriculture land loss <3,500 acres per year

EFFECTIVE GOVERNMENT SUCCESS METRICS

- 50% decrease in ratio of state employees to Oregonians
- X% containers of Gov Bus constructed on line
- 50% accessible & searchable public records
- 50% increase in prevention & front-end investments
- 50% increase in total compensation of state workforce

July 27, 2015

Governor Nikki Haley
Office of the Governor
1205 Pendleton Street; P.O. Box 11369
Columbia, SC 29201
State of South Carolina

Dear Governor Haley:

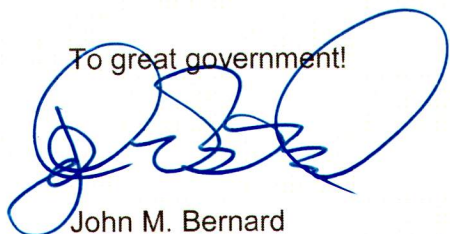
I am sorry I was unable to meet you at the Republican Governors Association in Aspen last week. But I very much enjoyed listening to you.

Many governors are reading my new book, *Government That Works, The Results Revolution in the States*, which has forewords written by Governors Rick Snyder and Martin O'Malley. Governor Ducey called the book, "The Good to Great for government." I hope you enjoy it and find it useful.

Inside the cover of the book is a "Governor's Map" which we built with the State of Oregon. I know you will find it an interesting way to see state government.

Three of your colleagues have invited me to their capitols to learn more. I would love to come to Columbia and meet with you.

To great government!



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