

An Overview: Oregon Shines II and Oregon Benchmarks

Richard D. Young

Introduction

The State of Oregon has the most enduring and continuous key indicator system in the United States. Established in 1988 as a statewide economic planning initiative, *Oregon Shines* resulted initially in the publication of an economic strategy for Oregonians,¹ a strategy intended to span the following two decades. In 1989, as a counterpart to *Oregon Shines*, the state legislature passed legislation establishing the Oregon Benchmarks, a comprehensive indicator system to gauge the progress of the strategic vision laid out in the first *Oregon Shines* report. Over the past 17 years, *Oregon Shines* (now *Oregon Shines II*) and Oregon Benchmarks have evolved into a comprehensive strategic plan and set of select indicators or benchmarks that have been acknowledged and adapted, to varying degrees, by dozens of state and local governments across America.

In this brief paper, the Oregon system will be examined in summary fashion—its background, its processes, and lessons learned (i.e., “implications” for South Carolina). Additionally, a corollary work of Oregon Benchmarks—*Competitive Index 2005*—dealing with various state rankings will be reviewed. The aims of this paper are thus twofold: 1) to provide a summary of the Oregon system, and 2) to review those “lessons learned” from the Oregon Benchmarks experience that might be useful or transferable to other comprehensive key indicator systems.

Background

Oregon Shines and Oregon Benchmarks are overseen and governed by the Oregon Progress Board which was established in legislation in 1989. Today, the board consists of 12 members and is chaired by the governor. The remaining members consist of leading citizens (9) appointed by the governor and select legislative members (2).

Initially, the Progress Board was located in the governor’s office and consisted of nine “volunteer members.” The board met regularly and was supported by a small staff. The board was charged to develop a set of benchmarks for legislative approval and to report bi-annually on progress towards these benchmarks. With considerable citizen and expert input, the Progress Board initially established a list of 158 benchmarks.² Later, baseline data were developed in 1990; a set of benchmarks received official legislative approval in 1991; and, the first progress report was published and disseminated in 1993.

Notably, the 1993 report produced by the Progress Board was used by the governor to help establish budget priorities for his bi-annual budget for the fiscal years 1995-97. However in 1994, a newly dominated Republican state legislature clashed with then Democratic governor, John Kitzhaber, and in 1995, the authorizing legislation for the Progress Board and Oregon Benchmarks was effectively “sunset.” Nevertheless, the governor re-established the board and benchmarking process by executive order. From

1995 through 1997, the Progress Board and its staff addressed the concerns of the Oregon legislature and made numerous refinements to the benchmarking process. In early 1997, *Oregon Shines II* was established and the benchmarks were reduced and fine-tuned to 92. With these improvements, confidence in the Progress Board and its work was restored and legislation re-authorized a new, improved Oregon Progress Board in the late spring of 1997.³

In 2001, additional legislation moved the Progress Board to Oregon's Department of Administration Services⁴ and required the linkage of the benchmarks to state agency performance measures. The legislation also added legislative membership to the Progress Board.

In 2002, during a special session of the legislature on state appropriations, the Oregon legislature cut board funding to help contend with a substantial revenue shortfall. However, the governor funded the Progress Board with executive branch set-aside funding. In 2003, most state appropriations were restored by the legislature to the board.

The Oregon Progress Board and Oregon Benchmarks continue to perfect its system and functioning, with emphasis on serving as a compatible adjunct performance measurement mechanism used by state agencies and departments. Of late, the board has assisted the state's Department of Administration Services in reviewing 87 state agencies in how their performance measures link to the current 90 Oregon Benchmarks.

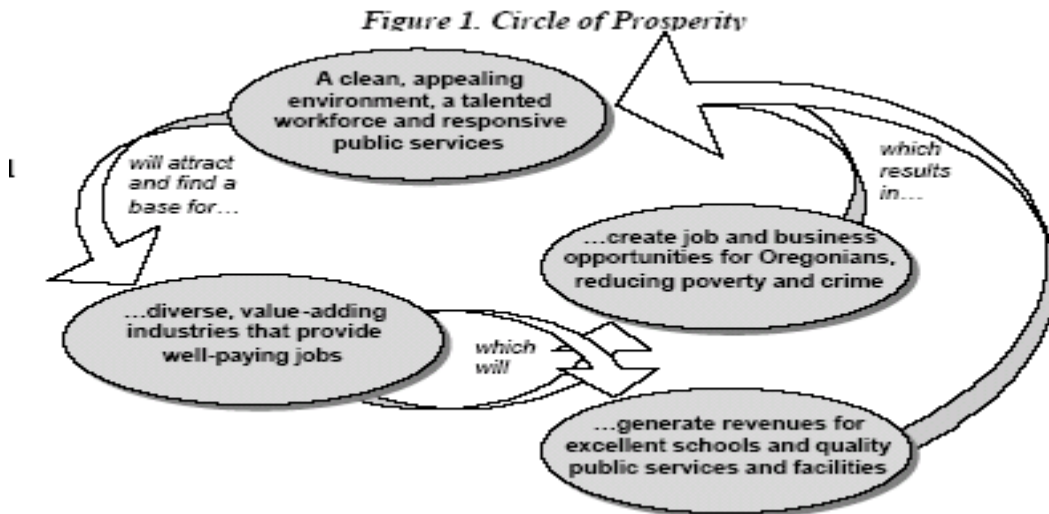
The Process

The *Oregon Shines II* and Oregon Benchmarks are together an integrated system of 90 indicators that assess the progress of Oregon with regard to three sweeping goals related to economic, social and environmental issues. The Oregon Progress Board is again the principal organization that provides governance and oversight for this integrated system. The 12-member board, chaired by the governor, is assisted by a staff of professionals who gather data, monitor progress, and prepare reports. The most recent comprehensive report—that measures the progress of strategic goals via 90 benchmarks—is entitled, *Is Oregon Making Progress? The 2003 Benchmark Performance Report to the Legislative Assembly*.⁵

To understand Oregon's integrated process, it is first important to point out Oregon's strategic vision or what is known as *Oregon Shines II*. Oregon's strategic vision is capsulated in a terse, broad statement; namely, "A prosperous Oregon that excels in all spheres." In turn, this strategic vision or *Oregon Shines II* consists of three far-reaching goals—1) quality jobs for all Oregonians, 2) engaged, caring and safe communities, and 3) healthy sustainable surroundings. According to the Progress Board,

Oregon Shines II is based on the assumption that the social and economic well being of Oregonians depends on the interconnectedness of quality jobs, a sustainable environment, and caring communities or what is called the "Circle of Prosperity."⁶

Figure 1. Circle of Prosperity



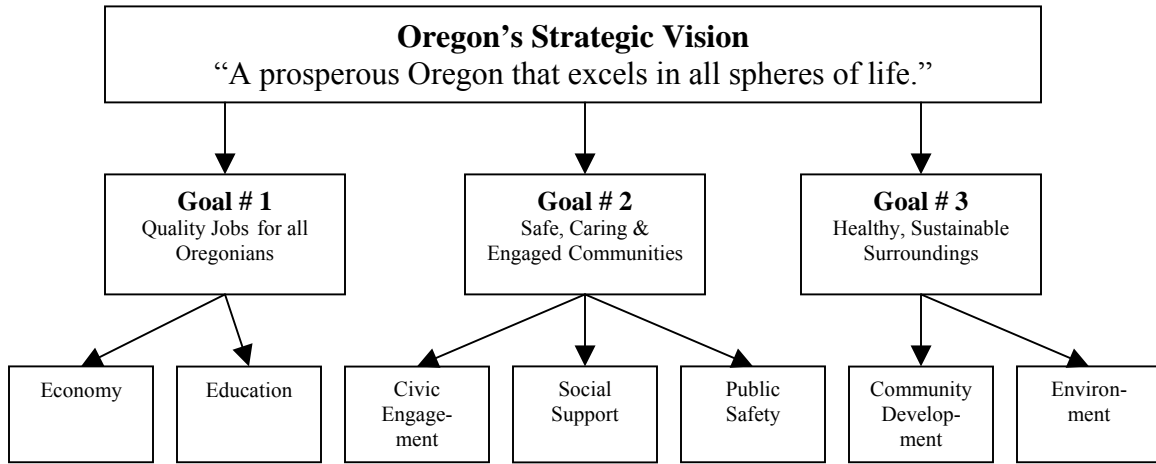
Source: Oregon Progress Board (2003, March). *The 2003 benchmark performance report*. Salem, OR: Author, p. 5.

The 90 benchmarks are of course designed to measure the progress of achieving the vision and goals of *Oregon Shines II*. In this way, the 90 benchmarks represent the best indices available, linked to reliable and accepted sources approved by the Progress Board, to assess progress “that Oregon excels in all spheres of life.” Examples of the benchmarks include:

- (Economy) BK #1. Percent of Oregonians employed outside the Willamette Valley and the Portland tri-county area.
- (Education) BK#18. Percent of children entering school ready to learn.
- (Civic Engagement) BK# 30. Percent of Oregon adults who volunteer time to civic, community or nonprofit activities in the last 12 months.
- (Social Support) BK# 39. Pregnancy rate per 1,000 females: a.) ages 10-14 and b.) ages 15-17
- (Public Safety) BK#61. Overall reported crimes per 1,000 Oregonians: a.) person crimes, b.) property crimes, and c.) behavior crimes.
- (Community Development) BK#72. Percent of roads in fair or better condition: a.) state and b.) county.
- (Environment) BK#75. Percent of time the air is healthy to breathe for all Oregonians.⁷

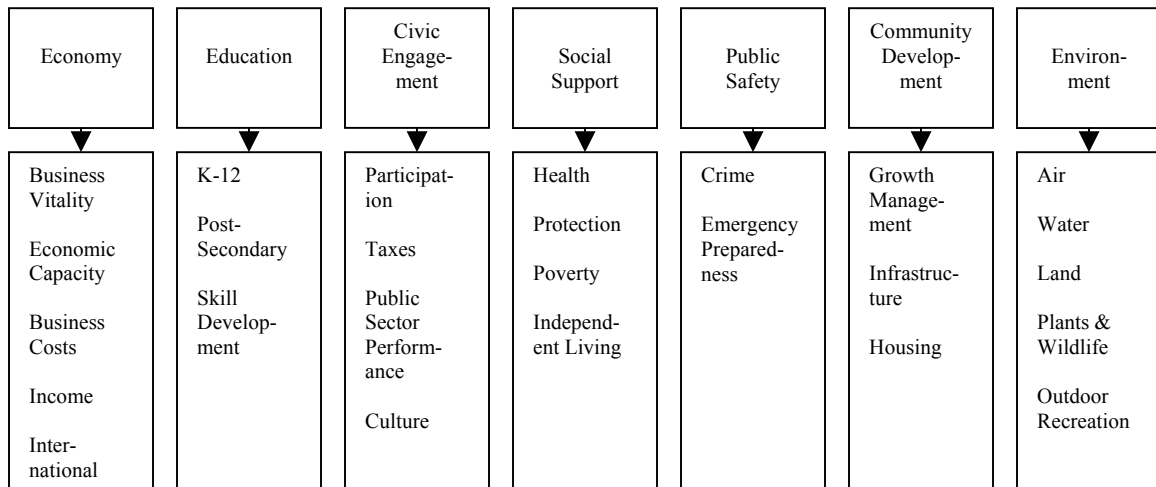
Further, it should be noted that the 90 benchmarks are divided among *seven topical areas*. These areas include 1) the economy [benchmarks 1-17], 2) education [benchmarks 18-29], 3) civic engagement [benchmarks 30-38], 4) social support [benchmarks 39-60], 5) public safety [benchmarks 61-67], 6) community development [benchmarks 68-74], and 7) environment [benchmarks 75-90]. Figure 2 illustrates the relationship between the strategic vision and goals of *Oregon Shines II* and the seven areas of Oregon Benchmarks.

**Figure 2. Oregon’s Integrated Indicator System
Vision, Goals, and Major Benchmark Areas**



Additionally, each of the seven major benchmark areas is further divided into *sub areas*, a total of 26 (Figure 3). For example, the area “economy” has five sub areas: 1) business vitality [benchmarks 1-6], 2) economic capacity [benchmarks 7-8], 3) business costs [benchmarks 9-10], 4) income [benchmarks 11-15], and 5) international [benchmarks 16-17]. The remaining six major benchmark areas have a varying number of sub areas: education has three; civic engagement has four; social support has three; public safety has two; community development has three; and environment has five (See Figure 3).⁸

Figure 3. Benchmark Areas and Sub Areas



In the latest benchmarks progress report, *The 2003 Benchmark Performance Report*, the Progress Board chose not to assign a grade, “A” through “F”, as to the accomplishment of each major benchmark area, sub area, and individual benchmark. Instead, the board, using expert staff interpretation of trend lines, used the terms “Yes” or “No” to indicate a

clear and unambiguous trend. Other terms used include “Yes, but” or “No, but” to indicate trends that that must be qualified. Also, the term “Mixed” is used to indicate a trend that is too difficult to call. Figure 4 illustrates this use of terminology.⁹

Figure 4. Example of a Benchmark(s) Assessment

<p>Goal 1: Quality Jobs for all Oregonians</p> <p>Major Area—Economy: Is Oregon Making Progress? Answer: Qualified yes, overall.</p> <p>Sub Area—Business Vitality: No, but. In business vitality, Oregon improved its national ranking for trading outside its borders, maintained a top tier position for job creation and, despite recent losses, added over 300,000 jobs in the past ten years. On the down side, Oregon has lost ground in the professional services sector, diversification and the urban-rural job split.</p> <p>BK#1 Employment Dispersion: No. The ten year trend for employment outside the Willamette valley is worsening.</p> <p>BK#2 Traded Sector Strength: Yes. Oregon's national rank for trading outside the state improved from 40th in 1994 to 33rd in 2000.</p> <p>BK#3 New Companies: No, but. Oregon is consistently highly ranked but has lost some ground in recent years.</p> <p>BK#4 Net Job Growth: Overall no. After creating hundreds of thousand of jobs in the 1990s, Oregon lost over 23,000 jobs from 2000-2001.</p> <p>a. Urban: No. Oregon lost over 6,600 urban jobs in 2001. The ten year trend is worsening.</p> <p>b. Rural: No. Oregon lost over 4,300 rural jobs in 2001. The ten year trend is worsening.</p> <p>BK#5 Professional Services: No. Oregon remains a net <i>importer</i> of financial, insurance, engineering, business and legal services.</p> <p>BK#6 Economic Diversification: No. Oregon's national rank in economic diversification was 35th in 2000. In 1990 it was 28th.</p>

Source: Oregon Progress Board (2003, March). *The 2003 benchmark performance report*. Salem, OR: Author, pp. 9-11.

This new evaluation system of designating positive or negative progress, with or without qualification, as to trends and accompanying explanatory narration appears to be generally well-accepted and successful. According to the Progress Board, this acceptance extends beyond legislators and policy makers at the state level.

In addition to providing valuable context for policy makers in Oregon, this report is a valuable tool outside of state government. Non-profit organizations use it for planning and grant writing. Local governments use it for planning and policy development. Several counties have local versions of the Oregon Progress Board to

strategically plan and track key indicators in their regions. Foundations use benchmark data to help inform their funding decisions.¹⁰

The Competitive Index 2005

Of significance, a corollary report related directly to many of the Oregon Benchmarks was published by the Progress Board in collaboration with the Oregon Business Council¹¹ in the fall of 2004 and was entitled, *Competitive Index 2005: Indicators of Oregon’s Global Economic Competitiveness*. This report essentially consists of 54 tables that “suggest how well Oregon is doing in giving its businesses a competitive edge.”¹² These 54 tables compare Oregon with all other states (incl., the U.S. average, if appropriate) as to seven topical areas: 1) general economic well being, 2) traded sector cluster health [groups of allied industries such as electronics, forest products, etc.], 3) pioneering innovation [R &D, venture capital investment, etc.], 4) people [population, education, etc.], 5) place [cost of living, crime, environment, etc.], 6) productivity [cost of doing business, wages, etc.], and public finance [tax collections, tax burden, etc.]. See Figure 5 for index of all 54 tables.

Figure 5. Index of 54 State Rankings Tables

WELL BEING		PLACE	
Personal and Household Income	Table 1	Cost of Living	Table 31
Average Wage	Table 2	Housing Costs	Table 32
People Below Poverty Level	Table 3	Residential Electricity Prices and Sales	Table 33
Income Disparity	Table 4	Serious Crime	Table 34
Unemployment Rate	Table 5	Recreation	Table 35
TRADED SECTOR CLUSTER HEALTH		Environment	Table 36
Manufacturing Gross State Product	Table 6	Voting and Registration	Table 37
Oregon Traded Sector Jobs	Table 7	Charitable Giving	Table 38
Oregon Traded Sector Net Job Growth	Table 8	Commuting and Vehicle Miles Traveled	Table 39
Oregon Traded Sector Annual Pay	Table 9	PRODUCTIVITY	
Oregon Traded Sector Industry Concentration	Table 10	Growth in Real Non-Farm Productivity	Table 40
Employment Growth	Table 11	Cost of Doing Business	Table 41
Traded Sector Strength	Table 12	Unemployment Insurance	Table 42
State Exports	Table 13	Workers Compensation	Table 43
PIONEERING INNOVATION		Commercial Electricity Prices and Sales	Table 44
R&D Per Capita by Performing Sector	Table 14, Part 1-2	Industrial Electricity Prices and Sales	Table 45
Venture Capital Investment	Table 15	Manufacturing Wages and Output	Table 46
Patents Granted	Table 16	Gas Tax	Table 47
Science and Engineering Doctorates Awarded	Table 17	State and Local Government Employment	Table 48
New Companies	Table 18	Electronic Public Services	Table 49
Annual Manufacturing Investment	Table 19	Bridge and Road Deficiency	Table 50
PEOPLE		Airport Performance	Table 51
State Population	Table 20	PUBLIC FINANCE	
Net Migration	Table 21	Tax Collection by Source	Table 52
Fourth and Eighth Grade Reading Proficiency	Table 22	Tax Burden	Table 53
Fourth and Eighth Grade Writing Proficiency	Table 23	State and Local Direct General Expenditure	Table 54
Fourth and Eighth Grade Math Proficiency	Table 24		
Fourth and Eighth Grade Science Proficiency	Table 25		
Student Resources, K-12	Table 26		
Postsecondary Education	Table 27		
Educational Attainment of Population	Table 28		
Employed Doctoral Scientists and Engineers	Table 29		
Population Online	Table 30		



Source: Oregon Progress Board and Oregon Business Council (2004, Fall). *Competitive index 2005: indicators of Oregon’s global economic competitiveness*. Salem, OR: Author, Table of Contents.

The importance of these 54 tables is of course that Oregon’s Progress Board and the Oregon Business Council have, using an established formal benchmarking system, put into context Oregon’s relative ranking among other states to assess or compare performance, status, or data—ultimately for purposes of evaluating economic standing.

For instance, Table 1 “Personal and Household Income” ranks states as to 2003 per capita income and median household income (3-year average for 2001-2003). This is one table among four other tables that pertains to the “overall economic well being” of states, most importantly, “how Oregon is achieving quality jobs for all Oregonians.” Additionally, it is notable that the data source of Table 1, as with the remaining tables, is acceptable to both the Oregon Progress Board and the Oregon Business Council. Hence, there is no disagreement among policy makers and others as to the accuracy and reliability of the data.¹³

Figure 6. Table 1: Personal and Household Income

Rank		2003 Per Capita Income	Median Household Income (3-Year Average 2001-03)	Rank
1	Connecticut	\$43,173	\$55,004	5
2	New Jersey	\$40,427	\$55,221	1
3	Massachusetts	\$39,815	\$52,084	8
4	Maryland	\$37,331	\$55,213	2
5	New York	\$36,574	\$43,160	27
6	New Hampshire	\$34,702	\$55,166	3
7	Minnesota	\$34,443	\$54,480	6
8	Colorado	\$34,283	\$50,224	10
9	California	\$33,749	\$48,979	13
10	Illinois	\$33,690	\$45,607	17
11	Virginia	\$33,671	\$52,587	7
12	Alaska	\$33,568	\$55,143	4
13	Washington	\$33,332	\$45,960	16
14	Delaware	\$32,810	\$50,451	9
15	Wyoming	\$32,808	\$41,501	32
16	Pennsylvania	\$31,998	\$43,869	21
17	Rhode Island	\$31,916	\$45,205	18
18	Nevada	\$31,266	\$46,118	15
19	Hawaii	\$30,913	\$49,839	11
20	Wisconsin	\$30,898	\$46,782	14
21	Nebraska	\$30,758	\$44,357	20
22	Vermont	\$30,740	\$43,212	26
23	Florida	\$30,446	\$38,572	37
24	Michigan	\$30,439	\$45,176	19
25	Ohio	\$29,944	\$43,535	23
26	Kansas	\$29,935	\$43,622	22
27	Georgia	\$29,442	\$43,535	23
28	Texas	\$29,372	\$40,934	33
29	Oregon	\$29,340	\$42,429	28
30	Missouri	\$29,252	\$43,492	25
31	South Dakota	\$29,234	\$39,829	35
32	North Dakota	\$29,204	\$38,212	38
33	Iowa	\$29,043	\$41,985	31
34	Maine	\$28,831	\$37,619	41
35	Indiana	\$28,783	\$42,124	29
36	Tennessee	\$28,455	\$37,529	42
37	North Carolina	\$28,235	\$38,096	40
38	Arizona	\$26,838	\$42,062	30
39	Oklahoma	\$26,656	\$36,733	44
40	Alabama	\$26,338	\$37,419	43
41	Kentucky	\$26,252	\$38,161	39
42	South Carolina	\$26,132	\$38,791	36
43	Louisiana	\$26,100	\$34,307	47
44	Montana	\$25,920	\$34,375	46
45	Idaho	\$25,911	\$40,230	34
46	New Mexico	\$25,541	\$35,265	45
47	Utah	\$24,977	\$49,143	12
48	West Virginia	\$24,379	\$31,210	50
49	Arkansas	\$24,289	\$33,259	48
50	Mississippi	\$23,448	\$31,887	49
	United States	\$31,632	\$43,527	

Source: U.S. Department of Commerce, Bureau of Economic Analysis; U.S. Census Bureau, Current Population Reports

Oregon ranks just below the midpoint.

Source: Oregon Progress Board and Oregon Business Council (2004, Fall). *Competitive index 2005: indicators of Oregon’s global economic competitiveness*. Salem, OR: Author, p. 1.

Lessons Learned

As discussed by this author in an earlier paper entitled *An Overview of the GAO Report on Key National Indicators*, policy makers, and others are looking for trusted data—a comprehensive key indicator system(s)—as to how political jurisdictions (a community, a

state, or the U.S.) are doing comparatively speaking in the areas associated with economic, social, and cultural issues. While there are many sources of sound and reliable data, states and localities in particular—with the exception of Oregon, Minnesota, and a hand full of other political jurisdictions—do not have accepted or formal comprehensive indicator systems intact. Rather, nearly all states and localities pick and choose randomly comparative data or indicators that are sometimes unverified, biased, or simply unsound. This is obviously problematic and presents difficulties for accuracy and dependability in understanding data and information or utilizing them for decision making purposes.

Oregon’s Benchmarks offers some lessons for establishing and maintaining an accurate, reliable and, most importantly, an “accepted” comprehensive system of indicators to ascertain or measure the relative or absolute position of a state related to the economy, health, public safety, education, the environment, and so on. The following narrative briefly speaks to these lessons learned.

Clearly identify the aims and audience for the establishment of an indicator system. It is vitally important, based on the Oregon Benchmarks experience, to identify clearly the aims of an indicator system. In the case of Oregon, the aims are to measure the progress of an articulated strategic vision for the state and the accomplishment of three key goals. The audience is specifically the governor, the legislature, and selected stakeholders such as leaders in business, education and environmental affairs. Stakeholders also include both state and local individuals or organizations.

Establish a formal entity for governance and oversight responsibilities. Based on Oregon’s Progress Board, establishment of a board or commission (committee) to govern and oversee an indicator system has several advantages. First, a mix of government elected officials (e.g., the governor and select legislators) and leading private individuals ensure on-going commitment to the significance and utility of a system of indicators. This in turn allows for greater interest and acceptance among system users. Second, a board or commission provides valuable oversight of the system of indicators which allows for formal policy and/or process changes to perfect the indicator system independent of staff or other influences that may bring into questions those of legitimacy, pertinence, or efficacy.

Acquire or utilize a highly professional or expert staff. Oregon has found that it is extremely important to have a competent and specialized staff to support the collection and analysis of data relating to its benchmarks (indicators). Additionally, it is highly beneficial to have a top staff person (a director, manager, or supervisor) who is recognized for their expertise and professionalism, particularly with regard to interpersonal relations and communication skills.

Be prepared to invest sufficient funding for an indicator system. The Oregon Benchmark system has a history of struggling to meet its funding needs. The governor and legislature should both be fully committed to adequately funding an indicator system that clearly meets or satisfies data and information needs for critical decision making purposes. Since Oregon Benchmarks’ funding source is strictly state funds, it may be advisable for other

state systems to pursue private or foundation funding sources in addition to state appropriations.

Ensure independence and accountability. As stated earlier, legislation authorizing Oregon Benchmarks was sunset in 1995 due to perceptions that the system “represented a partisan and ideological agenda.”¹⁴ It was restored only after changes to the Progress Board membership and pro-active measures were taken to improve indicator credibility among users, particularly legislators. A proper and respected indicator system should establish procedures and processes that ensure independence and transparency. Any bias or skewing of data will inevitably cause mistrust and bring condemnation.

Identify indicators that will maximize understanding and decision making. Only indicators that are helpful, informative and understandable should be used. At one time, there were over 270 Oregon Benchmarks. The sheer number of indicators caused confusion and misunderstanding, and were basically ineffective for decision making purposes. After years of careful observation and refinement, Oregon narrowed its benchmarks to 90, ostensibly to fit—manageably—within seven major areas, which have been universally accepted as both “meaningful and otherwise helpful.”

Regularly evaluate the indicator system and its effectiveness. The Oregon Progress Board and its staff have come to realize that an indicator system, like Oregon Benchmarks, is something which is dynamic and, as such, requires continuous adjustments or improvements. For example, in its 2003 performance report, discussed previously in this paper, the board modified 17 benchmarks and replaced two relative to its earlier bi-annual report published in 2001.¹⁵ Also, as recently as November 2004, the Progress Board sanctioned an independent report to evaluate the statutorily mandated linking of agency performance measures to the Oregon Benchmarks.¹⁶ Thus, as Oregon has learned, it is necessary to evaluate and update an indicator system—on a regular basis—in order to maintain its effectiveness.

Link the indicator system to state and local government performance. In 2001, Oregon’s Legislative Assembly passed a law requiring the “Progress Board, in consultation with the Legislative Fiscal Office, the Office of the Secretary of State, and the Department of Administrative Services, to develop performance measure guidelines for state agencies.”¹⁷ The chief purpose of this mandate was to link agency performance directly to the Oregon Benchmarks. The linkage or applicability would ensure that state government, and its local extensions and counterparts, would be targeting its various agency missions, goals and objectives to achieving pre-established benchmarks. Hence, the value of *Oregon Shines II* and its three major goals would be tied ultimately to agency activities. As such, states desiring to establish indicator systems may want to identify linkages with the aims and performance measurement of state and local government agencies and programs.

Conclusion

In this paper, the Oregon Benchmark system has been reviewed briefly as to its history, processes, and lessons learned. With beginnings in the late 1980s, it has evolved into a

comprehensive key indicator system that has been recognized for its merits and, in some cases, has been emulated by state and local governments. Of importance, its relatively long-standing existence and evolution have provided many insights or lessons that have and continue to prove to be beneficial to governments attempting to replicate or adapt its processes. This paper has identified eight such lessons. In sum, they are again:

- Clearly identify the aims and audience for the establishment of an indicator system.
- Establish a formal entity for governance and oversight responsibilities.
- Acquire or utilize a highly professional or expert staff.
- Be prepared to invest sufficient funding for an indicator system.
- Ensure independence and accountability.
- Identify indicators that will maximize understanding and decision making.
- Regularly evaluate the indicator system and its effectiveness.
- Link the indicator system to state and local government performance.

Appendix: Index of Oregon Benchmarks

ECONOMY	CIVIC ENGAGEMENT	PUBLIC SAFETY
Business Vitality	Participation	Crime
1. Percent of Oregonians employed outside the Willamette Valley and the Portland tri-county Area.	30. Percent of Oregon adults who volunteer time to civic, community or nonprofit activities in the last twelve months.	61. Overall reported crimes per 1,000 Oregonians: a. person crimes b. property crimes c. behavior crimes
2. Oregon's national rank in traded sector strength.	31. Oregon's national rank in voter turnout for presidential elections.	62. Juvenile arrests per 1,000 juvenile Oregonians per year: a. person crimes b. property crimes
3. Oregon's national rank in new companies.	32. Percent of Oregonians who feel they are a part of their community.	63. Percent of students who carry weapons.
4. Net job growth: a. urban counties b. rural counties	Taxes	64. Percent of paroled adult offenders convicted of a new felony within three years of initial release.
5. Oregon's concentration in professional services relative to the U.S. concentration in professional services.	33. Percent of Oregonians who understand the Oregon tax system and where tax money is spent.	65. Percent of juveniles with a new criminal referral to a county juvenile department within 12 months of the initial criminal offense.
6. Oregon's national rank in economic diversification.	34. National ranking for state and local taxes and charges as a percent of personal income: a. Taxes b. Public Sector Performance	66. Percent of counties that have completed a strategic cooperative policing agreement.
Economic Capacity	Public Sector Performance	Emergency Preparedness
7. Research & development expenditures as a percent of gross state product: a. industry (public/private) b. academia	35. Governing magazine's ranking of public management quality.	67. Percent of Oregon counties and communities prepared for natural and technological emergencies or disasters: a. With hazard data and risk reduction (natural only) b. With response and recovery capabilities (for 2001 all counties, Portland, Beaverton, Gresham and Salem only)
8. Oregon's national rank in venture capital investments.	36. State general obligation bond rating (Standard and Poor's).	COMMUNITY DEVELOPMENT

Business Costs	Culture	Growth Management
9. Oregon's national rank in the cost of doing business: a. labor costs b. energy costs c. tax costs	37. Oregon's national rank in per capita state arts funding.	68. Hours of travel delay per capita per year in urbanized areas: a. Portland metro b. all other
10. Percent of permits issued within the target time period or less: a. air contaminant discharge b. wastewater discharge	38. Percent of Oregonians served by a public library which meets minimum service criteria 86%.	69. Percent of Oregonians served by public drinking water systems that meet health-based standards.
Income	SOCIAL SUPPORT	Infrastructure
11. Per capita personal income as a percent of the U.S. per capita income a. metropolitan as a percent of metropolitan U.S. b. non-metropolitan as a percent of non-metropolitan U.S.	Health	70. Percent of Oregonians who commute during peak hours by means other than a single occupancy vehicle.
12. Average annual payroll per covered worker (all industries, 1995 dollars): a. urban b. rural	39. Pregnancy rate per 1,000 females: a. ages 10-14 b. ages 15-17	71. Vehicle miles traveled per capita in Oregon metropolitan areas for local, non-commercial trips.
13. Comparison of average incomes of top 5th families to lowest 5th families: a. ratio b. national rank (1st = smallest gap)	40. Percent of babies whose mothers received prenatal care beginning in the first trimester.	72. Percent of roads in fair or better condition: a. state b. county
14. Percent of covered Oregon workers with earnings of 150% or more of the poverty level for a family of four.	41. Infant mortality rate per 1,000.	Housing
15. Oregon unemployment rate as a percent of U.S. unemployment rate.	42. Percent of two-year-olds who are adequately immunized.	73. Percent of households that are owner occupied.
International	43. Number of 1st time positive HIV test results among Oregonians age 13 and older.	74. Percent of Oregon households below median income spending more than 30% of their income on housing (including utilities): a. renters b. owners
16. Exports to non-primary partners as a percentage of total exports.	44. Percent of Oregonians 18 and older who do not smoke cigarettes.	ENVIRONMENT
17. Percent of Oregonians who speak a language in addition to English.	45. Premature Death: Years of life lost before age 70 (rate per 1,000).	Air
EDUCATION	46. Percent of adults whose self-perceived health status is very good or excellent.	75. Percent of time that the air is healthy to breathe for all Oregonians.
K-12	47. Percent of families with incomes below the state median income for whom child care is affordable.	76. Carbon dioxide emissions as a percentage of 1990 emissions.
18. Percent of children entering school ready-to learn.	48. Number of child care slots available for every 100 children under age.	Water
19. Percent of 3rd graders who achieve established skill levels: a. reading b. math	Protection	77. Wetland acreage change per year: a. freshwater b. estuarine
20. Percent of 8th graders who achieve established skill levels: a. reading b. math	49. Percent of 8th grade students who report using: a. alcohol in the previous month b. illicit drugs in the previous month c. cigarettes in the previous month	78. Percent of monitored stream sites with: a. significantly increasing trends in water quality b. significantly decreasing trends in

		water quality c. water quality in good to excellent condition
21. Percent of high school graduates who attain a Certificate of Mastery.	50. Number of children, per 1,000 persons under 18, who are: a. neglected/abused b. at a substantial risk of ...	79. Percent of key streams meeting minimum flow rights: a. 9 or more months a year b. 12 months a year
22. High school drop out rate.	51. Substantiated elder abuse rate per 1,000 Oregonians age 65 & older.	Land
23. Percent of Oregon adults (25+) who have completed high school or equivalent.	52. Percent of pregnant women who abstain from using: a. alcohol b. tobacco	80. Percent of Oregon agricultural land in 1982 not converted to urban or rural development: a. cropland b. other ag land
Post Secondary	Poverty	81. Percent of Oregon forest land in 1970 still preserved for forest use.
24. Percent of Oregon adults (25+) who have completed some college.	53. Percent of Oregonians with incomes below 100% of the Federal poverty level: a. 0-17 b. 18-64 c. 65+	82. Actual timber harvest as a % of potential harvest levels under current plans & policies: a. public lands b. private lands
25. Percent of Oregon adults (25+) who have postsecondary professional-technical credentials.	54. Percent of Oregonians without health insurance.	83. Pounds of municipal solid waste landfilled or incinerated per capita.
26. Percent of Oregon adults (25+) who have: completed: a. bachelor's degree b. advanced degree	55. Number of Oregonians that are homeless on any given night (per 10,000).	84. Percent of identified Oregon hazardous waste sites cleaned up or being cleaned up. a. tank sites b. other hazardous substances
Skill Development	56. Percent of current court ordered child support paid to families.	Plants and Wildlife
27. Percent of adult Oregonians with intermediate literacy skills: a. prose b. document c. quantitative	57. Percent of Oregon households that are food insecure as a percentage of the U.S. a. food insecure with hunger (3-yr averages) b. food insecure (3-yr averages)	85. Percent of monitored freshwater species not at risk: (state, fed listing) a. salmonids b. other fish c. other organisms (amphibs, mollusks)
28. Percent of adult Oregonians who use a computer or related electronic device to: a. create docs/graphics or analyze data b. access the Internet	Independent Living	86. Percent of monitored marine species not at risk: (state, fed listing) a. fish b. shellfish c. other (mammals only - plant data N/A)
29. Percent of Oregonians in the labor force who received at least 20 hours of skills training in the past year.	58. Percent of seniors (over 65) living independently.	87. Percent of monitored terrestrial species not at risk: (state, fed listing) a. plants b. vertebrates c. invertebrates
	59. Percent of adults with lasting, significant disabilities who are capable of working who are employed.	88. (old 87) Percent of at-risk species populations that are protected in dedicated conservation areas: a. species found in streams or rivers b. other
	60. Percent of Oregonians with lasting, significant disabilities living in households with incomes below the federal poverty level.	89. Number of most threatening invasive species not successfully excluded or contained since 2000.
		Outdoor Recreation
		90. Acres of state-owned parks per 1,000 Oregonians.

Source: Retrieved January 14, 2005 from <http://www.oregon.gov/DAS/OPB/docs/2003report/Report/2003BPR.pdf>.

Endnotes

¹ The report was entitled *Oregon Shines: An Economic Strategy for the Pacific Century* issued in May 1989.

² By 1993, the number of benchmarks had increased to 272.

³ See the Act (ORS285A.171) re-authorizing the Oregon Progress Board at <http://egov.oregon.gov/DAS/OPB/SB285.HTM>.

⁴ This is the central administrative agency for state government functions, and of particular importance, contains the state's budget development unit.

⁵ The Oregon Progress Board reports every two years to the legislature on progress towards the three goals that comprise Oregon Shines II and its complementary 90 benchmarks.

⁶ Oregon Progress Board (2003, March). *The 2003 benchmark performance report*. Salem, OR: Author, p. 5. Retrieved January 14, 2005 from

<http://www.oregon.gov/DAS/OPB/docs/2003report/Report/2003BPR.pdf>.

⁷ Ibid., Appendix A, pp. 61-70.

⁸ For a complete list of the current 90 benchmarks, by area and sub area, see this paper's Appendix.

⁹ Op. cit., Oregon Progress Board, p. 6.

¹⁰ Ibid.

¹¹ See <http://www.orbusinesscouncil.org/>.

¹² Oregon Progress Board and Oregon Business Council (2004, Fall). *Competitive index 2005: indicators of Oregon's global economic competitiveness*. Salem, OR: Author, p. 1. Retrieved January 18, 2005 from

[http://www.oregonbusinessplan.org/pdf/2005_OBP_Competitive-Index%20\(FINAL%20NO%20COVER\).pdf](http://www.oregonbusinessplan.org/pdf/2005_OBP_Competitive-Index%20(FINAL%20NO%20COVER).pdf).

¹³ See all 54 tables at [http://www.oregonbusinessplan.org/pdf/2005_OBP_Competitive-Index%20\(FINAL%20NO%20COVER\).pdf](http://www.oregonbusinessplan.org/pdf/2005_OBP_Competitive-Index%20(FINAL%20NO%20COVER).pdf).

¹⁴ Government Accountability Office (2004, November). *Informing our nation: improving how to understand and assess the USA's position and progress*. Washington, DC: Author, p. 218.

¹⁵ Op. cit., Oregon Progress Board, p. 6.

¹⁶ Torruellas, C. (2004, September). "Oregon performance measure system assessment." Salem, OR: Submitted to the Oregon Progress Board. Retrieved January 19, 2005 from

<http://egov.oregon.gov/DAS/OPB/docs/BdUp04/Dec/CirceFINAL.doc>.

¹⁷ Ibid, p. 6.