

OREGON BUSINESS DEVELOPMENT DEPARTMENT

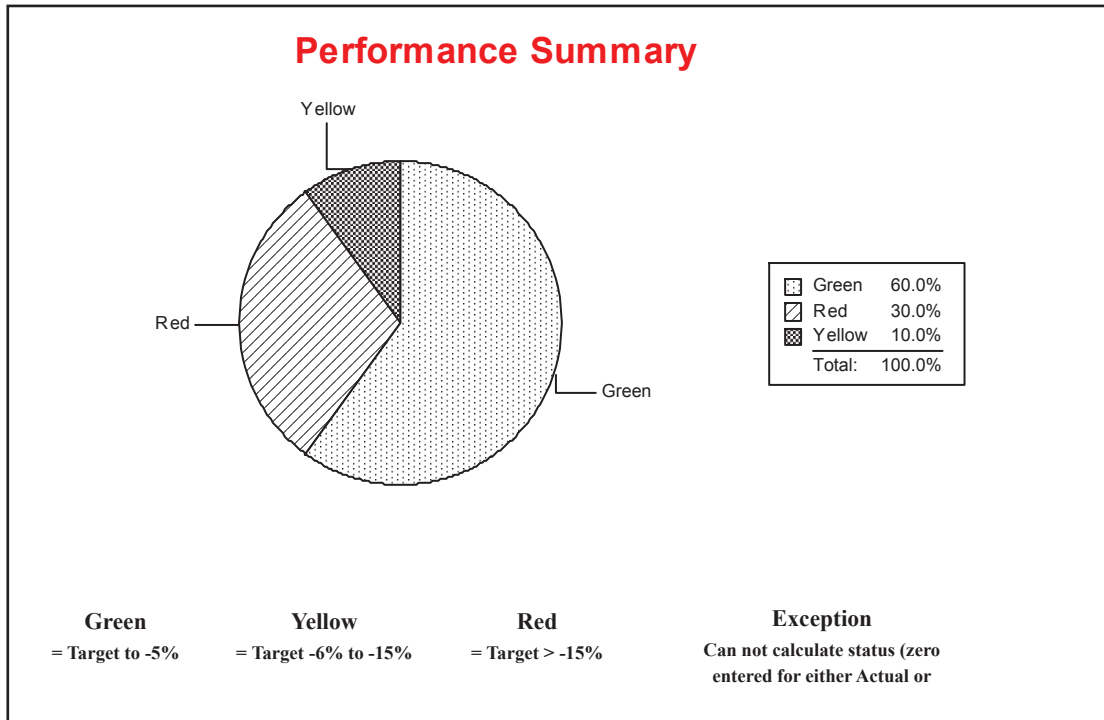
Annual Performance Progress Report (APPR) for Fiscal Year (2012-2013)

Original Submission Date: 2013

Finalize Date: 9/30/2013

2012-2013 KPM #	2012-2013 Approved Key Performance Measures (KPMs)
1	Number of jobs created
2	Number of jobs retained
3	Personal income tax generated by the Department's investment in jobs
4	New export sales of assisted clients
5	Percentage of small businesses that remain in business at least four years after receiving assistance from the Department.
6	Number of new industrial sites/acres certified "project ready."
7	Number of community capital projects assisted for planning (infrastructure, community and organizational).
8	Number of community capital construction financing projects that address public health and safety issues.
9	Number of community capital construction financing projects that assist with future economic and community development.
10	Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent": overall, timeliness, accuracy, helpfulness, expertise, availability of information.

OREGON BUSINESS DEVELOPMENT DEPARTMENT		I. EXECUTIVE SUMMARY	
Agency Mission: Business Oregon works to create, retain, expand and attract businesses that provide sustainable, living-wage jobs for Oregonians through public-private partnerships, leveraged funding and support of economic opportunities for Oregon companies and entrepreneurs.			
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1. SCOPE OF REPORT

Scope of Report

Business Oregon’s key performance measures (KPMs) demonstrate the agency’s progress towards achieving its mission. These ten KPMs cover the work of the Business, Innovation, and Trade Division to help create and retain jobs for Oregonians, as well as the work of the Infrastructure Finance Authority in helping create healthy communities where jobs can be located. To best achieve its mission, the Oregon Business Development Commission established four goals as part of the

agency's strategic plan:

Goal 1: Help existing businesses retain and create jobs while growing and attracting sustainable businesses with a focus on value-added services, to include key industries of Advanced Manufacturing, Clean Technology, Natural Resource Products, High Technology and Outdoor Gear & Apparel.

Goal 2: Enhance Oregon's position in the global economy by assisting Oregon businesses in accessing global markets and by recruiting international companies to Oregon.

Goal 3: Advocate on behalf of Oregon businesses to capitalize on those areas where Oregon has demonstrated a competitive advantage by making targeted strategic investments.

Goal 4: Assist communities building infrastructure capacity in community facilities to address public health safety and compliance issues, as well as support their ability to attract, retain and expand businesses.

The key performance measures reflect these priorities and the agency's work pertaining to Oregon's economic advancement and the operation and efficiency of the department.

2. THE OREGON CONTEXT

Business Oregon plays a vital role in achieving the Oregon Shines Vision II of 1) Quality jobs for all Oregonians; 2) Safe, caring and engaged communities; and 3) Healthy, sustainable surroundings.

All KPMs relate directly to the Oregon Benchmarks (OBM): **KPM 1:** OBM 1, 3, 4, 6, 7a, 8, 12, 15, 29; **KPM 2:** OBM 1, 15; **KPM 3:** OBM 4, 12, 15; **KPM 4:** OBM 2, 6, 16; **KPM 5:** OBM 1, 15; **KPM 6:** OBM: 1, 2, 3, 4, 6, 10, 11, & 15; **KPM 7:** OBM 1, 3, 10b, 32, 69; **KPM 8:** OBM 1, 3, 10b, 69; **KPM 9:** 1, 3, 32; **KPM 10:** OBM 35

Additional Related Oregon Benchmarks: OBM 7: Research and Development; OBM 8: Venture Capital; OBM 9: Cost of Doing Business; OBM 10: On-time Permits; OBM 12: Pay Per Worker; OBM 13: Income Disparity; OBM 14: Workers at 150% or More of Poverty.

Agency Partners in Related Work: Employment Department, Community Colleges and Workforce Development, as well as the departments of State Lands, Land Conservation and Development, Transportation, Environmental Quality, Human Services, Agriculture, Housing and Community Services and Energy.

3. PERFORMANCE SUMMARY

For KPM 1, Business Oregon investments helped create 1,732 jobs in Oregon in FY 2013, falling short of the 2,700 target, but an increase of 222 from FY 2012. The 1,732 jobs created reflect those investments from the Strategic Reserve Fund, Business Expansion Program, Business Finance programs, and Oregon Innovation Council.

For KPM 2, Business Oregon investments helped retain 5,974 jobs in Oregon in FY 2013, falling short of the 7,500 target, but an increase of 976 from FY 2012. The 5,974 jobs retained reflect investments from the Strategic Reserve Fund, Business Expansion Program, Business Finance programs, and Oregon Innovation Council.

For KPM 3, in FY 2013, businesses assisted by Business Oregon generated an estimated \$22.8 million in state personal income taxes, which exceeded the \$14.8 million target.

For KPM 4, documented export sales hit \$22.27 million in FY2013, exceeding the target of \$17 million. This number includes immediate and expected export sales reported by companies receiving export assistance from Business Oregon.

For KPM 5, the target for FY 2013 was 60%. The percentage of businesses surviving the last four years that received 5 or more hours of counseling from OSBDCs and GCAPs were below the target with 56% and 45% respectively with a mean of 50.5%.

For KPM 6, in FY 2013, two sites were certified. Presently there are nine sites in the certification pipeline and all are expected to reach certification by FY 2014. In addition, eight sites have applied for re-certification.

For KPM 7, the department awarded 33 projects and exceeded the goal of 25 projects for the fiscal year.

For KPM 8, the department met and exceeded its target having funded 20 projects, five more projects than the set target.

For KPM 9, the department exceeded its target of 15 projects by committing funding to 22 projects.

For KPM 10, the agency met or exceeded the set targets in three of the categories: helpfulness, expertise and availability of information. Business Oregon nearly met the targets in the categories of information accuracy and overall satisfaction with agency services. In the category of timeliness the agency was seven percent below the target.

4. CHALLENGES

Oregon still faces considerable challenges to its economic recovery. The state's unemployment rate is still above the national average, the state's per capita income continues to lag, and there is uncertainty in the global marketplace. While challenges still persist, Oregon is

steadily recovering from the depths of the recession.

Even faced with the above challenges, the department continues to look for ways to improve its outcomes and better the state's economic standing. For example, the Infrastructure Finance Authority is addressing the recognized need of additional rural administrative capacity to set the stage for future development. The Business, Innovation and Trade Division continues to work with existing Oregon companies to help retain and create jobs that generate critical revenues for the state. In addition, the department continues to capitalize on opportunities to supplement its funding stream by applying for federal grants where appropriate to assist business growth and retention and create opportunities for businesses to export goods and services, as well as utilizing new tools to help address some of the challenges noted above.

5. RESOURCES AND EFFICIENCY

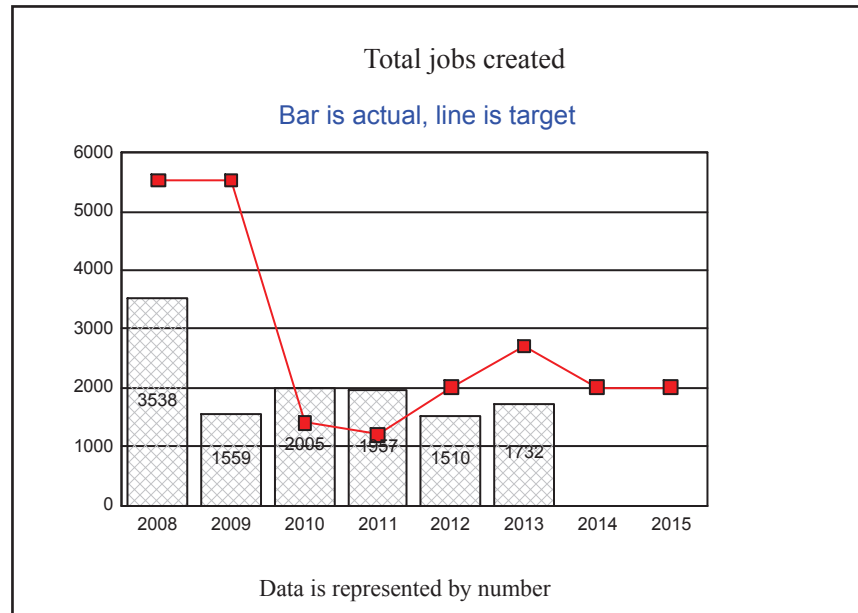
The department continues to seek sustainable funding to effectively and efficiently achieve its mission. In addition to the department's existing programs and portfolio, new tools, such as Business Expansion Program approved by the 2011 Legislature, have begun to pay dividends as we work to meet the challenges mentioned above. A California software firm, Salesforce.com, has opened a new office in Oregon which is creating hundreds of high-paying jobs for Oregonians. An existing Oregon business, Oracle, has decided to expand its manufacturing operations in Oregon, rather than overseas, retaining more than 300 existing jobs and creating more than 100 new jobs. Daimler Trucks North America has announced plans to expand its corporate headquarters which will eventually accommodate 400 new positions.

The \$12 million recapitalization of the Infrastructure Finance Authority's Special Public Works Fund by the 2013 Legislature will help Oregon communities meet their most pressing infrastructure needs. In addition, the Infrastructure Finance Authority continually examines the process of meeting community's needs, resulting in the restructuring of interest rates that benefit lower-income communities. These communities can now receive loans with interest rates as low as one percent.

Oregon has been recognized as a national leader in its efficient and effective use of federal State Small Business Credit Initiative funding, and Business Oregon's finance team has been asked to present to other states on how to implement a successful business financing program.

These are but a few examples of how the department effectively and efficiently uses resources at its disposal.

KPM #1	Number of jobs created	2004
Goal	Promote a favorable investment climate to strengthen businesses, create jobs and raise real wages. Improve national and global competitiveness of Oregon companies.	
Oregon Context	Oregon Benchmarks: 1 - Employment in Rural Oregon; 3 - New Employers; 4 - Net Job Growth; 6 - Economic Diversification; 7a - Research and Development; 8 - Venture Capital Investments; 12 - Pay Per Worker; 15 - Unemployment; 29 - Labor Force Skills Training.	
Data Source	The primary data source is the covered employment and wage data from the Oregon Employment Department. Employment numbers and wages are analyzed for each business that received financial assistance and directly benefited in job creation efforts.	
Owner	Economist, Michael Meyers, (503) 229-6179, Michael.Meyers@biz.state.or.us	



1. OUR STRATEGY

Business Oregon works with businesses, communities, state agencies and other economic development partners to conduct the following activities: help private

companies retain and create jobs, recruit new investment to the state, support innovation and research and development.

2. ABOUT THE TARGETS

The current job creation target is set by analyzing five fiscal years of actual job creation data and extrapolating targets based on that data for when jobs are likely to appear on open projects, using the following formula: Year 1= 5%, Year 2= 45%, Year 3= 20%, Year 4= 20%, Year 5= 10%. For example, if a company is expected to create 100 jobs, and is in the third year of its expansion, 20 jobs would be allocated to the target for this year. The Department partnered with LFO to establish a target of 2000 jobs for fiscal years 2014 and 2015.

3. HOW WE ARE DOING

Business Oregon investments helped create 1,732 jobs in Oregon in FY 2013, falling short of the 2,700 target. The 1,732 jobs created reflect investments from the Strategic Reserve Fund, Business Expansion Program, Business Finance programs, and Oregon Innovation Council.

4. HOW WE COMPARE

For FY 2013, the number of jobs created increased by 222 jobs from FY 2012, while the target for FY 2013 remained 2,700 jobs.

5. FACTORS AFFECTING RESULTS

The current target was based on a methodology that did not take into consideration business cycles or changes in the ratio of job creation projects to job retention projects. The impact of the 2008-2009 recession caused job creation numbers to fall, while job retention rose greatly, as a result of more retention-focused projects due to market conditions. While job creation is beginning to grow again, the decline in job creation that resulted from the recession has had a ripple effect and continued to impact the total jobs created in FY 2013, which in turn hindered Business Oregon's ability to meet the target, since job creation from projects is counted over a five-year period.

6. WHAT NEEDS TO BE DONE

Business Oregon continues to focus its efforts by prioritizing the investment of its limited resources and providing the delivery of services to support small businesses and growing traded-sector businesses across the state to create and retain jobs. These industries have the best potential for high-wage job growth

and bringing new dollars into Oregon's economy. The new Business Expansion Program also enables the agency to target high-wage, high-job-growth projects, that should help job creation efforts in coming years and increase the competitiveness for Oregon as companies make expansion decisions coming out of the recession.

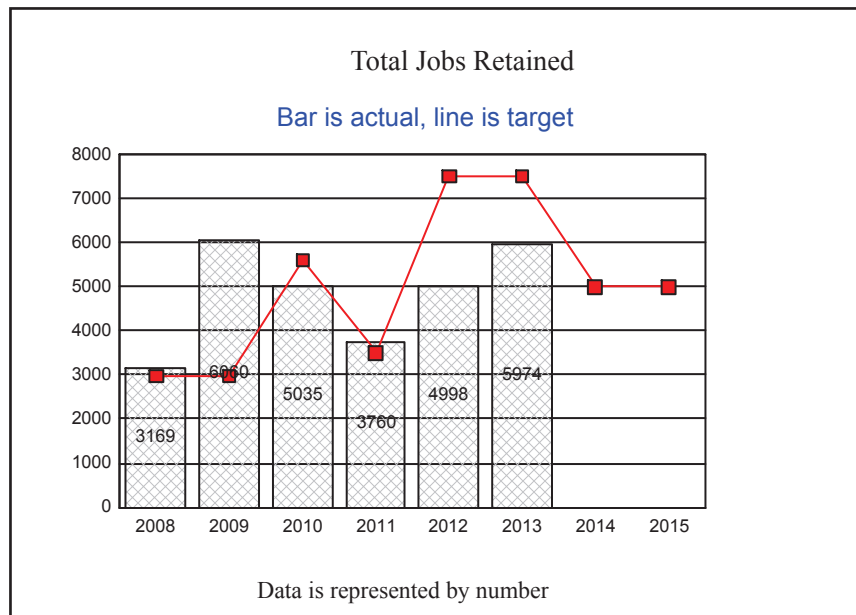
Continued funding for the Oregon Innovation Plan is critical for Oregon companies to access research and development assets and to enhance the state's global competitiveness. These initiatives create new opportunities for job growth. The department also evaluates its programs against its main competitors, both geographically and by industry, to ensure the state is best positioned to realize economic opportunities when they are encountered. The department will continue to partner with private borrowers and lenders, in particular community banks, to identify business financing gaps and work to address these capital access needs.

Business Oregon remains focused on international trade efforts to assist Oregon businesses to generate and expand export sales. The department continues to form critical partnerships with cities and regional economic development groups to help serve existing businesses and to recruit major employers to the state.

7. ABOUT THE DATA

Covered employment and wage data from the Oregon Employment Department is the data analyzed to calculate KPM #1. Jobs created by businesses assisted by Business Oregon are from FY 2013 only. All jobs are defined and counted using a full-time equivalency of 1,820 hours worked a year.

KPM #2	Number of jobs retained	2004
Goal	Promote a favorable investment climate to strengthen businesses, create jobs and raise real wages. Improve national and global competitiveness of Oregon companies.	
Oregon Context	Oregon Benchmarks: 1 - Employment in Rural Oregon; 15 - Unemployment.	
Data Source	The primary data source is the covered employment and wage data from the Oregon Employment Department. Employment numbers and wages are analyzed for each business that received financial or technical assistance and directly benefited in job retention efforts .	
Owner	Economist, Michael Meyers, (503) 229-6179, Michael.Meyers@biz.state.or.us	



1. OUR STRATEGY

Business Oregon works with businesses, communities, state agencies and other economic development partners to conduct the following activities: help private companies retain and create jobs, recruit new investment to the state, and support innovation and research and development.

2. ABOUT THE TARGETS

Job retention targets are set by projecting the employment level for retention projects. The department counts a job as retained each year it exists, up to five years after the investment was made. The Department partnered with LFO to establish a target of 5000 jobs for fiscal years 2014 and 2015.

3. HOW WE ARE DOING

Business Oregon investments helped retain 5,974 jobs in Oregon in FY 2013, falling short of the 7,500 target. The 5,974 jobs retained reflect investments from the Strategic Reserve Fund, Business Expansion Program, Business Finance programs, and Oregon Innovation Council.

4. HOW WE COMPARE

For FY 2013 the number of jobs retained increased by 976 jobs from FY 2012, while the target for FY 2013 remained 7,500 jobs.

5. FACTORS AFFECTING RESULTS

The current target was based on a methodology that did not take into consideration business cycles or changes in the ratio of job creation projects to job retention projects. The impact of the 2008-2009 recession caused job creation numbers to fall, while job retention rose greatly, as a result of more retention-focused projects due to market conditions. Since job retention from projects is counted over a five year period, the decline in job retention that resulted from the recession has had a ripple effect and continued to impact the total jobs retained in FY 2013, which in turn hindered Business Oregon's ability to meet the target.

6. WHAT NEEDS TO BE DONE

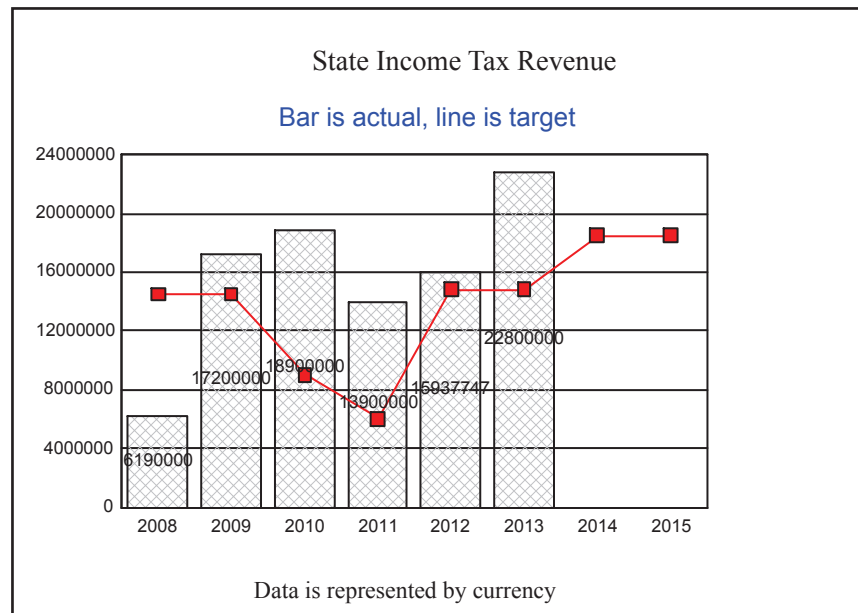
Business Oregon continues to focus its efforts by prioritizing the investments of its limited resources and providing the delivery of services to support small businesses and growing traded-sector businesses across the state to create and retain jobs. These industries have the best potential for job growth, high wage jobs and bringing new dollars into Oregon's economy. Continued funding for the Oregon Innovation Plan is critical for Oregon companies to access research and development assets and to enhance the state's global competitiveness. The department also evaluates its programs against its main competitors, both geographically and by industry, to ensure the state is best positioned to realize economic opportunities when they are encountered.

Business Oregon remains focused on international trade efforts to assist Oregon businesses to generate and expand export sales. The department continues to form critical partnerships with cities and regional economic development groups to help serve existing businesses in the state. Business Oregon will continue to seek sustainable funding for the department's programs to assist businesses.

7. ABOUT THE DATA

Covered employment and wage data from the Oregon Employment Department is the data analyzed to calculate KPM #2. Jobs retained by businesses assisted by Business Oregon are from FY 2013 only. All jobs are defined and counted using a full-time equivalency of 1,820 hours worked a year.

KPM #3	Personal income tax generated by the Department’s investment in jobs	2008
Goal	Promote a favorable investment climate to strengthen businesses, create jobs and raise real wages. Improve national and global competitiveness of Oregon companies.	
Oregon Context	Oregon Benchmarks: 4 Net Job Growth; 12 - Pay Per Worker; 15 Unemployment.	
Data Source	The primary data source is the covered employment and wage data from the Oregon Employment Department and effective tax rate data from the Oregon Department of Revenue. Employment and wages are analyzed for each business that received financial or technical assistance and directly benefited in job creation or retention efforts.	
Owner	Economist, Michael Meyers (503) 229-6179, Michael.Meyers@biz.state.or.us	



1. OUR STRATEGY

Promote a favorable investment climate to strengthen businesses, create and retain jobs, and raise real wages.

2. ABOUT THE TARGETS

This measure focuses on actual, validated wages associated with projects completed in the fiscal year. Total wages are multiplied by the current, published effective tax rate from the Oregon Department of Revenue. This yields the estimated state personal income tax generated. The target will be evaluated as multiple years of data are gathered. The target for this measure is \$14.8 million for FY 2013.

3. HOW WE ARE DOING

In FY 2013, businesses assisted by Business Oregon generated an estimated \$22.8 million in state personal income taxes, which exceeded the \$14.8 million target.

4. HOW WE COMPARE

The \$22.8 million in estimated state personal income taxes generated in FY 2013 exceeded the target of \$14.8 million, and was higher than the \$15.9 million generated in FY 2012.

5. FACTORS AFFECTING RESULTS

The combined jobs created and retained in FY 2013 were higher than in FY 2012, which resulted in the generation of more state personal income taxes in FY 2013.

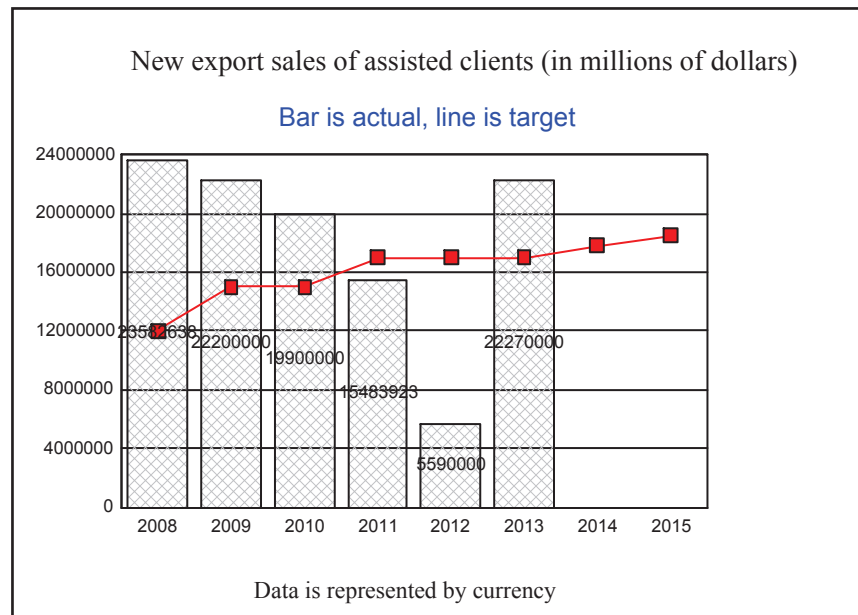
6. WHAT NEEDS TO BE DONE

Business Oregon will continue to evaluate the overall performance on a regular basis and will assess if strategic and target changes are needed. The department will continue to work with Oregon businesses to retain and create jobs throughout the state, thus generating a significant return back to the general fund in tax revenues.

7. ABOUT THE DATA

Covered employment and wage data from the Oregon Employment Department and effective tax rate data from the Oregon Department of Revenue are the data analyzed to calculate KPM #3. Estimated state personal income tax revenue is from FY 2013 only. The effective tax rate is taken from the most recent, published Oregon Personal Income Tax Statistics report, and represents tax as a percent of adjusted gross income for the appropriate average wage at each business.

KPM #4	New export sales of assisted clients	2004
Goal	Improve national and global competitiveness of Oregon companies.	
Oregon Context	Oregon Benchmarks: 2 - Trade Outside of Oregon; 6 - Economic Diversification; 16 - Exports.	
Data Source	Companies report sales data to Business Oregon’s Global Trade Specialists.	
Owner	Global Strategies Section Manager, Ivo Trummer (503) 229-5226	



1. OUR STRATEGY

Working with private and public sector partners, the department's strategy is to promote international exports, helping Oregon companies increase revenues by

selling goods to foreign markets. Business Oregon:

- provides technical assistance through export-specific expertise of its staff;
- provides market support through foreign representatives in China, Japan, South Korea and the European Union;
- helps Oregon companies attend foreign trade shows and missions via two separate grant programs;
- supports Oregon companies selling products into foreign markets through leveraging partnerships with the federal Softwood Export Council and the federal Export-Import Bank; and
- assists Oregon companies in foreign markets by leveraging partnerships with other international trade-focused organizations such as the US-Saudi Arabia Business Council and others.

2. ABOUT THE TARGETS

“Assisted sales” refers to export sales reported by Oregon business clients of the department's Global Strategies Section. The measure targets growth of revenues to the state via international trade and reflects efforts to promote exports of Oregon goods and services by Oregon’s Small to Medium Enterprises (SME). The export sales target for FY 2013 is \$17 million.

3. HOW WE ARE DOING

Documented export sales hit \$22.27 million in FY2013, exceeding the target of \$17 million. This number includes immediate and expected export sales reported by companies receiving export assistance from Business Oregon.

Business Oregon helps Oregon SMEs (up to 500 employees) grow revenue through export sales, which also diversifies their customer base. In FY 2013, Business Oregon continued to track and report sales in detail by the type of assistance provided. This comprehensive reporting process helps track the number and type of companies assisted, as well as immediate and future sales growth. Reports also track the number of sales leads, potential agents, distributors and licensees met as a result of participating in a Business Oregon supported trade event.

In FY 2013, Business Oregon used both a state-funded export grant program—the Oregon Trade Promotion Program (OTPP)—and a federally-funded export grant program—the State Trade Export Promotion program (STEP)—to help companies attend international trade events. In FY 2013, OTPP grantees reported \$9.7 million in export sales as a result of their OTPP-funded activities, and STEP grantees reported \$8.3 million in export sales as the result of their STEP-funded export activities. Technical assistance provided by the Business Oregon staff or consultants led to additional sales of \$1.06 million reported by Oregon companies.

In FY 2013, Business Oregon continued to work with the federal Softwood Export Council (SEC). Through our membership to the SEC, Oregon forest and wood products companies can attend SEC-led international trade shows and trade missions. The Oregon forest and wood products companies that attended Business Oregon/SEC supported shows and missions in FY 2013 reported total sales of \$3.2 million.

Additionally, Business Oregon works closely with the Export-Import Bank of the USA (Ex-Im Bank) to recruit and promote their export financing services to Oregon SMEs. Throughout the year Business Oregon staff visit companies across the state together with Ex-Im Bank representatives to introduce services to potential Oregon customers. Services such as export finance insurance and working capital helps Oregon companies make foreign sales they may have otherwise forgone due to concerns of not getting paid, or not being able to finance an order. Business Oregon staff were involved via meetings and technical assistance in the majority of Ex-Im Bank-assisted deals in Oregon. There were \$32.78 million in sales reported by the Ex-Im bank as a result of their programs paired with Business Oregon assistance. While Business Oregon does not claim credit for direct assistance leading to export sales for companies using Ex-Im Bank programs, the department provides the

outreach, introductions, referrals and connections that make these resources available to many Oregon companies. Business Oregon is a formalized representative partner of the Ex-Im Bank for Oregon.

4. HOW WE COMPARE

According to WiserTrade data Oregon had \$18.38 billion in export sales in 2012. This figure represents a modest increase of 0.41% compared to 2011. The currently available, year-over-year numbers for May 2013 suggest an increase of 0.19% as compared to May of 2012. Generally, it can be said that Oregon's exports are growing slowly but steadily. The assisted sales measure used by the department is only tangentially related to the total volume and value of exports captured and reported by WiserTrade and other third-party sources. Department-assisted sales are only those sales reported to us by clients who received funding or staff support from Business Oregon. For most companies the process of exporting to a new foreign market is a challenging and complex endeavor, and this is what we try to address. There is no comparable figure obtainable from a third-party, and comparisons to other states cannot be made because of the unique methodologies that are applied by peer organizations relative to sales reporting, industry definitions, and types of direct service and partner programs provided.

5. FACTORS AFFECTING RESULTS

The recent economic recession, as well as the steady but sluggish economic recovery, have served to highlight the importance of international trade and increased exports to the state's economic recovery. Demand for the department's services, connections and trade promotion opportunities have continued to increase over the past fiscal year, similar to 2012. The entire scope of the department's activities serves to demonstrate the important economic value of these services and relationships to Oregon businesses. It should also be noted that direct assistance to those companies seeking to grow their exports may not always lead to immediate sales or sales opportunities. Often, attendance at an international trade event is only the first step that will only eventually lead to export sales.

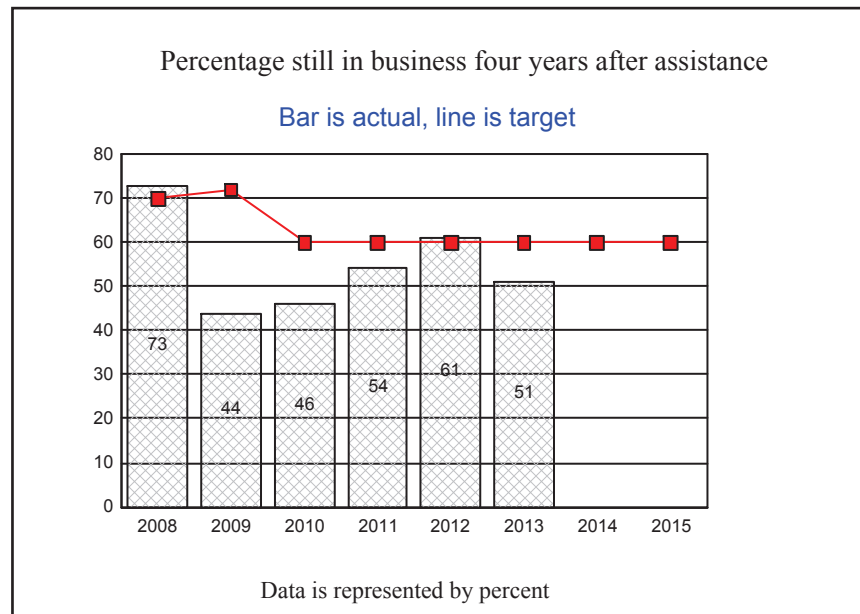
6. WHAT NEEDS TO BE DONE

We are making continuous improvements in how we track and report on the assistance provided, and the resulting sales generated. FY 2013 continued the implementation of more detailed reporting requirement by companies receiving trade promotion grants, such as reporting the amount of sales immediately generated vs. the amount of sales expected; as well as the number of sales leads, potential agents, distributors and licensees met as a result of participating in a Business Oregon subsidized trade event or of having received technical assistance. Exporting continues to be a national priority, and Business Oregon staff continues to see growing interest in exporting by Oregon's companies and entrepreneurs.

7. ABOUT THE DATA

The data is based on the reported sales of businesses receiving assistance from our programs during the fiscal year. Ex-Im Bank sales figures are reported directly by the Ex-Im Bank staff – San Francisco office – once a finance package has been finalized.

KPM #5	Percentage of small businesses that remain in business at least four years after receiving assistance from the Department.	2008
Goal	Promote a favorable investment climate to strengthen businesses, create jobs, and raise real wages.	
Oregon Context	Oregon Benchmarks: 1 - Employment in Rural Oregon; 15 - Unemployment Rate.	
Data Source	Department survey of assisted businesses.	
Owner	Business, Innovation and Trade Department, John Saris (503) 986-0163.	



1. OUR STRATEGY

Oregon Business Development Department (Business Oregon) assists individuals with potential for starting a small business by introducing them to Oregon Small Business Development Centers (OSBDCs) or the Organization for Economic Initiative’s Government Contract Assistance Program (GCAP). These organizations are experienced in business development and survival. Business Oregon assists small businesses to survive the start-up phase and subsequent stages and create and retain small business jobs across the

state in partnership with OSBDCs and GCAP.

2. ABOUT THE TARGETS

A lower target of 60% set for the last few years reflects the severe economic recession that has impacted the state and nation as a whole. A higher number indicates a higher survival rate for small businesses receiving some form of assistance. Survey results for the year 2013 continue to show the volatile nature of the current business environment.

3. HOW WE ARE DOING

The target for FY 2013 was 60%. The percentage of businesses surviving the last four years that received 5 or more hours of counseling from OSBDCs and GCAPs were below the target with 56% and 45% respectively with a mean of 50.5%.

4. HOW WE COMPARE

For the purposes of this measure, Oregon's assisted business survival rate exceeds the state average calculated by ECONorthwest, an economics consulting firm based in Portland, Oregon. ECONorthwest's 2013 analysis of all businesses registered with the Oregon Secretary of State Corporations Divisions indicates the annual failure rate for program participants was 15%, compared to 20% for new Oregon businesses statewide and 15% nationally. The study, initiated by Business Oregon, found that 56% of OSBDCN and 45% of GCAP clients who received 5+ hours of training survived the last four years. Those results were reasonably consistent across industry sectors.

The state and national survival rates are useful for comparison purposes, however there are some important distinctions that should be noted. First, SBDC and GCAP services are not used only by new businesses, but by established ones as well. New businesses are especially prone to failure which implies that clients of Business Oregon should be somewhat more resilient by comparison. Secondly, businesses that seek out assistance may have certain characteristics that affect their survival. For instance, they might be struggling and need outside help. On the other hand, this could indicate their willingness to learn and adopt best practices.

5. FACTORS AFFECTING RESULTS

The amount of technical assistance provided and the time frame of the assistance are important factors that impact the KPM's results. An owner's reason for being in business, the owner's education level, and whether or not the firm is large enough to have employees also play a role. More broadly, availability of loan products that are flexible in addressing the needs of small business, and state tax structures are additional factors for small businesses especially during the early survival stages.

Moreover, the global recession which began late in 2007 and has persisted into 2013 has added additional economic stresses to the small business community due to factors such as limited access to capital, abnormal unemployment rates, and uncertain economic forecasts and reduced consumer spending.

6. WHAT NEEDS TO BE DONE

Moving forward, Business Oregon will continue to focus on supporting small business strength by fostering an environment for vitality, growth, and creativity. Targeted Service Providers such as GCAP and the OSBDCs, and business consultants are important partners that will help accomplish those goals. State and Federal funds allocated to fund service providers and business development will help small business in Oregon. Careful evaluation of current and proposed legislation will help to streamline and improve business start-up, ongoing business development.

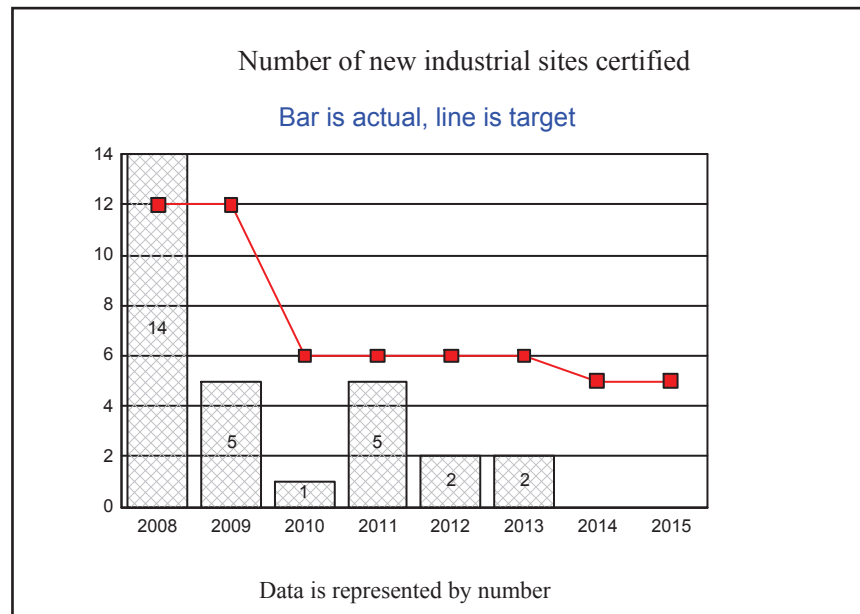
7. ABOUT THE DATA

Each year Business Oregon commissions a study to evaluate the performance of the SBDC Network and GCAP. Business Oregon retained ECONorthwest, a Portland-based economic consulting firm, to conduct an evaluation of SBDC and GCAP services for clients between July 1, 2008 and June 30, 2010. The evaluation by ECONorthwest processed business survivability data.

To determine business survivability, ECONorthwest compared clients' survival rates to that of all new Oregon businesses between FY 2009 and FY 2013. This was done by cross-referencing clients of Business Oregon with the Oregon Secretary of State Corporation Division's business registration records. State law requires most businesses to register with the Secretary of State.

According to the data analysis performed by ECONorthwest over a four year period, the data indicates that 56% of OSBDCN and 45% of GCAP businesses receiving five or more hours of service were able to be verified as active and, for purpose of this report, are assumed to be in business at the time of this study. This conservative finding does not factor in the possible number of sole proprietors that may have been served by the SBDCN and could not be located within the Corporation Division database, nor does it allow for businesses that have failed to renew their registration but are still operating, to be included in the results.

KPM #6	Number of new industrial sites/acres certified "project ready."	2004
Goal	Assist Oregon communities to build capacity to retain, expand and attract businesses.	
Oregon Context	Oregon Benchmarks: 1, 2, 3, 4, 6, 10, 11, & 15; most applicable are 3 - New Employers; 4 Net Job Growth; 6 - Economic Diversification.	
Data Source	Business Oregon maintains data demonstrating that each certified site is ready for development within 180 days.	
Owner	Oregon Business Development Department, Sierra Gardiner (503) 689-0119	



1. OUR STRATEGY

Industrial site certification prepares industrial land for swift development into employment uses, helping communities attract new employers, retain or expand existing Oregon businesses, generate property and income tax revenue, and/or revitalize dilapidated or underutilized

industrial areas. Industrial site certification has benefited Oregon in two major areas: as a proven recruitment tool for business development and as an effective program that assists communities to plan for future development.

Site certification is attractive to companies or site developers that are looking to develop quickly on sites with minimal, or at least well-documented barriers to development. Site certification helps inform participants about the rigorous demands of land entitlement and development and serves as a planning tool, helping communities better understand the quantity and the quality of their current stock of industrial/employment land.

While the industrial site certification program is administered by Business Oregon, readying industrial sites for "project ready" certification is a collaborative multi-agency process with various state and local contributors. The department's state partners include Oregon Department of Transportation (ODOT), State Historic Preservation Office (SHPO), Department of Land Conservation and Development (DLCD), Department of Environmental Quality (DEQ), and Economic Revitalization Team (ERT) to name a few. These partnering agencies provide important policy guidance by participating in the certification processes as well as gain insight into how current policies impact the state's economic development efforts. Private property owners, local tribes, and local non-profit organizations are also key partners in the department's certification efforts.

2. ABOUT THE TARGETS

As a result of initial targets for this measure being set relatively high without a measurable track record to assess the program, an adjustment to the target from 20 to 12 sites per year was approved by the Joint Legislative Audit Committee (JLAC) for FY 07. Twelve sites per year remained the target in the 2007-09 biennium. The target was changed to 6 sites per year during the 2009 fiscal year recognizing that a significant number of sites that have already been certified under the program and increasing shortage of available, usable sites.

3. HOW WE ARE DOING

In FY2013, two sites were certified. Presently there are nine sites in the certification pipeline and all are expected to reach certification by FY2014. In addition, eight sites have applied for re-certification.

The Decision-Ready program has created a policy tool for assessing industrial land. The Decision-Ready criteria are used to evaluate industrial readiness across the state, serving as a first step or pathway towards certification. In the Metro Area a consortium of non-profits, local government and Business Oregon are evaluating the readiness of the region's large lot supply. In Central Oregon, the Decision-Ready criteria are expected to be used as a tool for determining which sites to include within growth boundaries as part of a Regional Economic Opportunities Analysis. Finally, as many as twenty sites are expected to be designated as Decision-Ready in Linn and Benton counties as part of a state-funded project to compliment wetlands permitting on large industrial sites in this region. Additionally, twenty sites in Canby are working to complete this process and a large group of sites in Wasco County are considering a similar project. There are over 40 sites that are anticipated to apply for Decision Ready status in the next biennium.

4. HOW WE COMPARE

The Oregon Industrial Site Certification program is one of more than twenty such programs nationwide that have some level of state

involvement. Program requirements and state involvement vary widely by state. Many of these state programs were sponsored by electric utilities and focused on niche categories (i.e. megasites). Oregon has the highest certification standards in the country, giving the program a greater amount of credibility in comparison to others. Industry standards for developable industrial land are very high, with many companies demanding "shovel-ready" sites where they can break ground within 90 days or less. In Oregon, sites are certified as "project-ready," meaning they can be developed within 180 days of lease or purchase.

5. FACTORS AFFECTING RESULTS

The current sites in the certification process are more constrained by physical, transportation, land use and market factors making them more difficult to meet certification requirements. Limited options for funding and financing public infrastructure improvements remains a challenge for many of these sites and has delayed certification.

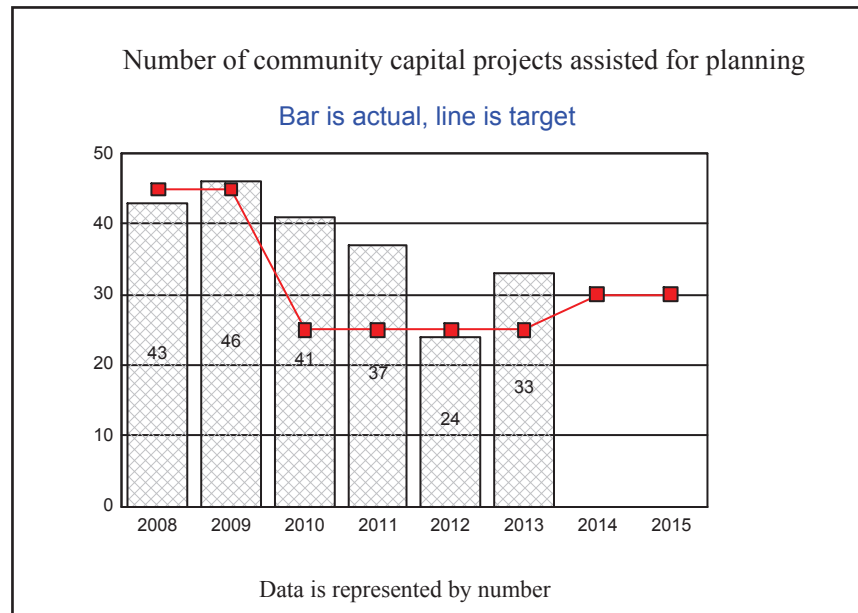
6. WHAT NEEDS TO BE DONE

Business Oregon continues to streamline and improve the certification program without compromising the integrity of the process, and issued new guidelines relating to certification. With recent Senate Bills attracting attention to Industrial Lands, such as SB 766, SB 246, and SB 253, a revised and cohesive approach is needed to ensure the goals and strategies of the various industrial lands programs coalesce. Furthermore, the program will soon be revamped. For example, some certification categories should be added (such as data centers) to the application and some utilities referenced (such as "T3") should be taken out. As part of ongoing program maintenance, a significant revitalization of the certification program is anticipated by December 31, 2014. Some objectives of this process include streamlining forms and application protocols, revisiting Intergovernmental Agreements with partners, revising application criteria to better meet industrial market demands, enhancing program maintenance systems to ensure that sites get increased visibility after certification for at least 2 years and developing real time tracking methods of site assets for reporting purposes.

7. ABOUT THE DATA

Results represent sites certified within the Fiscal Year and since the program's inception. The date of certification corresponds to the date on the certification letter under the director's signature. For certification, each site needs to document that it is ready for development within 180 days of lease or purchase. The Department maintains notebooks, as well as compact discs, with all the documentation, and also works toward periodic recertification of the sites. Documentation and the site itself is reviewed by an independent consultant who recommends certification.

KPM #7	Number of community capital projects assisted for planning (infrastructure, community and organizational).	2004
Goal	Assist Oregon coAssi. Assist Oregon communities to build infrastructure capacity to address community facility, public health, safety and environmental compliance issues as well as support communities' ability to attract, retain, and expand businesses.	
Oregon Context	Oregon Benchmarks: 1 - Employment in Rural Oregon; 3 - New Employers; 10b - On Time Permits-Wastewater Discharge; 32 - Feeling of Community; 69 - Drinking Water.	
Data Source	Each infrastructure project at the start is categorized by investment/activity type, including funding sources, by Business, Innovation and Trade/Infrastructure Finance Authority staff and tracked in our database (Portfol).	
Owner	Infrastructure Finance Authority, Lynn Schoessler (503 986-0158)	



1. OUR STRATEGY

Assist communities with planning activities to build capacity to attract, retain and expand businesses; address public safety and environmental compliance issues; develop community facilities; provide public infrastructure on a timely basis for community partners. Examples of partners in these infrastructure projects are: cities, counties, ports, tribes, and special districts.

2. ABOUT THE TARGETS

This measure includes all Infrastructure Finance Authority funded planning projects. Two examples of planning projects are: plans for industrial lands for development and capital projects supporting community infrastructure and facilities such as wastewater treatment, safe drinking water, and community facilities. Publicly owned industrial sites receive additional planning assistance for development to become certified as "project ready" and suitable for development within 180 days. A target of 25 new planning projects has been adopted for this benchmark.

3. HOW WE ARE DOING

The department awarded 33 projects and exceeded the goal of 25 for the fiscal year. Demand for funding remains strong and the program continues to be popular as communities seek to enhance their appeal and ability to attract new business, jobs, and address public safety/health concerns. Planning projects are important to ensure preparation for technically feasible and cost-efficient construction projects for future implementation.

4. HOW WE COMPARE

The number of planning projects has increased by over 35% above FY 2012 levels. Project commitments have returned to the level experienced before the municipal economic downturn occurred. In 2010, 41 projects were awarded; 2011, 37 projects; 2012, 24 projects; 2013, 33 projects. There is limited data by which the department can evaluate its performance against other states conducting similar infrastructure-related activities. The department has a unique set of resources and priorities, thereby making it difficult to prepare meaningful comparative analysis.

5. FACTORS AFFECTING RESULTS

The resurgence in Planning Projects could be interpreted that community apprehension over committing to necessary community projects during the economic downturn has passed. The next year of activity should confirm whether this is true or not. Communities have acknowledged that their existing utility master plans are outdated and do not reflect the growth and development which occurred over the past 10 years. The increase in planning projects, is complimented by the increase in

capital construction projects (KPM 8) and strong performance in economic/community development projects (KPM 9). Significant planning has occurred in the past few years and communities are transitioning to capital projects that can no longer wait to be implemented. Prior delays in the very necessary updates to water and wastewater plans are being addressed. Many communities can no longer wait to begin vital health and safety projects. Planning activity remains strong for the many communities that still must address community needs. These cities recognize that in today's competitive market, they need updated facility plans in order to respond quickly to economic development opportunities in a timely manner.

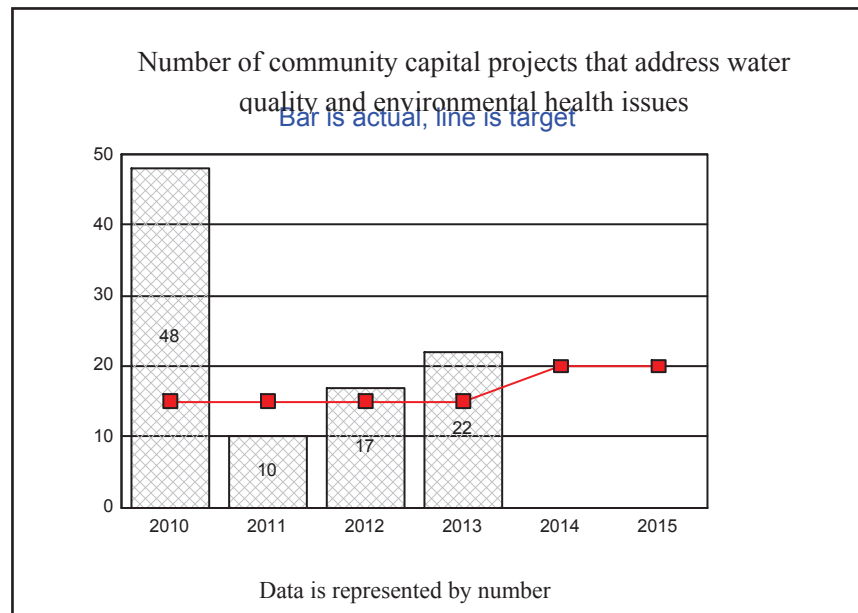
6. WHAT NEEDS TO BE DONE

In March 2013 the League of Oregon Cities presented its survey of Oregon cities infrastructure needs. "Water and wastewater projects represented the greatest infrastructure need, as 314 of these projects were pinpointed by city respondents. The total cost of those projects is more than \$938 million." For this reason, the department continues to pursue budget Program Option Packages (POP) each Biennium to recapitalize the Special Public Works Fund and the Water/Wastewater Fund – the chief source of agency funding for infrastructure. Future agency budget POP's will request that the legislature recapitalize these programs at a \$50 million level for the two following biennium's. The current budget provides \$12 million toward SPWF recapitalization. The number of planning projects has outpaced construction projects since the beginning of the downturn in the economy but the trend seems to be reversing. A strong demand for water and wastewater infrastructure improvements is expected as acceptance of the current economy is acknowledged and a return to addressing public needs cannot be any longer avoided.

7. ABOUT THE DATA

Data is for the fiscal year. Projects are entered into the database upon funding commitment. Staff Regional Coordinators conduct final monitoring when projects are complete and record results in the database.

KPM #8	Number of community capital construction financing projects that address public health and safety issues.	2009
Goal	Assist Oregon communities to build infrastructure capacity to address community facility, public health, safety and environmental compliance issues as well as support communities' ability to attract, retain, and expand businesses.	
Oregon Context	Oregon Benchmarks: 1 - Employment in Rural Oregon; 3 - New Employers; 10b- On Time Permits- Wastewater Discharge; 69 - Drinking Water.	
Data Source	Each infrastructure project at the start is categorized by investment/activity type, including funding sources, by Oregon Business Development Department/Infrastructure Finance Authority staff and tracked in our database (Portfol).	
Owner	Infrastructure Finance Authority, Lynn Schoessler (503) 986-0158	



1. OUR STRATEGY

Assist communities to build capacity to address public safety and compliance related issues for water and wastewater infrastructure. Examples of partners in these infrastructure projects are: cities, counties, ports, tribes and special districts.

2. ABOUT THE TARGETS

The targets address the Infrastructure Finance Division's progress in providing public infrastructure to address public health, safety and environmental compliance issues and as a secondary benefit - economic growth. The target for fiscal year 2013 was 15 projects.

3. HOW WE ARE DOING

The department met and exceeded its target having funded 17 projects, two more projects than the set target. The delays in critical upgrades to water and wastewater infrastructure improvements brought on by the slow economy continue. However, many communities have vital health and safety improvement projects they are beginning to address having recognized that despite the economy, they can wait no longer to make system improvements.

4. HOW WE COMPARE

The department funded 28 construction projects for health and safety in 2009, 48 projects in 2010, and 10 projects in 2011. This year's 20 projects hopefully indicates project commitments are returning to the level experienced before the municipal economic downturn. Generally, the department would compare its activities in this field with data from other states. However, there has been limited data by which the department can evaluate its performance against other states. The agency utilizes its resources in ways different from other state's thereby making comparison difficult for meaningful analysis. The department will continue to evaluate the activities of other states to find those areas of commonality with those that administer similar programs with related missions and outcomes.

5. FACTORS AFFECTING RESULTS

The need for municipal infrastructure construction remains high and the demand for financing is returning. The department invested over \$29 million in 29 construction projects for the purposes of public health, safety, or environmental compliance. The cost of each project varies considerably but the size and scope of projects is lower this year and is a continuing reflection of the economic conditions. Delayed work on dated infrastructure will result in increased project costs in the future.

6. WHAT NEEDS TO BE DONE

The department has adopted a multi-biennium strategy to achieve a predictable and substantial loan pool for the next 20 years. The strategy responds to the department's goal of achieving a funded loan pool over the next six years. The annual resource goal for the IFA's Infrastructure Funding Programs is to have available \$85 million each year for project financing. The revolving funds combined with the \$20 million from two federal programs to create the total funds the department can offer to local communities. It should be noted that 65% of the federal funds are in the form of grants and do not contribute to the revolving funds. Congress has again reduced the availability of federal funds (Community Development Block Grant and Safe Drinking Water) for infrastructure this year and this trend will predictably continue.

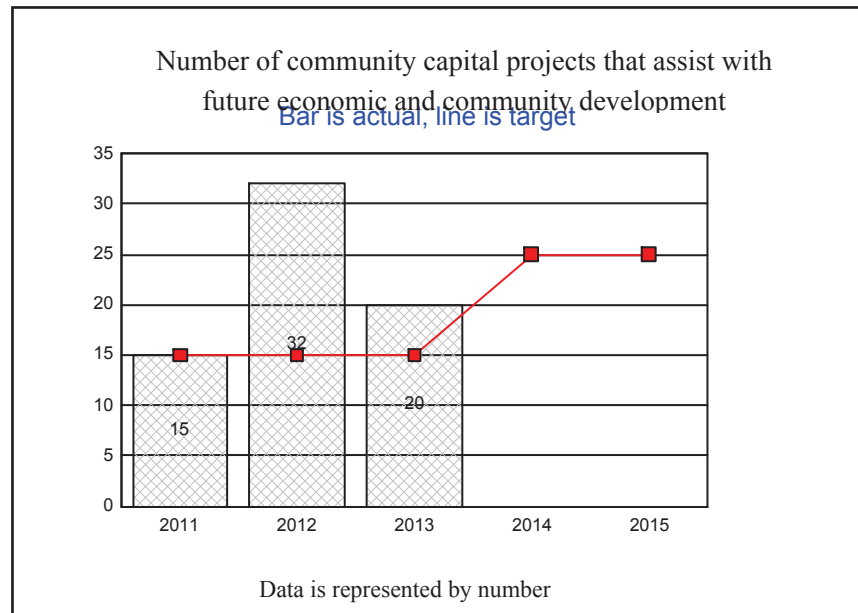
At present, \$45 million is annually targeted from loan repayments based upon the current revolving loan pools. \$65 million is committed to communities as \$20 million in grants and \$45 million in loans.

The additional financing request of \$50 million SPWF recapitalization for each of the next biennia will eventually result in total loan repayment of about \$65 million annually, which will be available to re-issue as new loans and grants for communities statewide. These funds will be complimented with federal funds to the extent federal programs continue to receive appropriations.

7. ABOUT THE DATA

Data is for the fiscal year. Projects are entered into the database upon funding commitment. Coordinators conduct final monitoring when projects are complete and record results in the database.

KPM #9	Number of community capital construction financing projects that assist with future economic and community development.	2010
Goal	Assist Oregon communities to build infrastructure capacity to address community facility, public health, safety and environmental compliance issues as well as support communities' ability to attract, retain, and expand businesses.	
Oregon Context	Oregon Benchmarks: 1 - Employment in Rural Oregon; 3 - New Employers; 32 - Feeling of Community.	
Data Source	Each infrastructure project at the start is categorized by investment/activity type, including funding sources, by Oregon Business Development Department/Infrastructure Finance Authority staff and tracked in our database (Portfol).	
Owner	Infrastructure Finance Authority, Lynn Schoessler (503) 986-0158	



1. OUR STRATEGY

Assist communities to build capacity to attract, retain and expand businesses; provide utilities and/or infrastructure improvements to industrial lands; advance

ports' efforts to support economic development activities; improve community quality and attractiveness for business by providing community facilities; address public safety and compliance related issues; promote essential infrastructure capacity building. Examples of partners in these infrastructure projects are: cities, counties, ports, tribes and special districts.

2. ABOUT THE TARGETS

The target of 15 project awards addresses the department's progress in providing public infrastructure (industrial land utilities, publicly owned structures for lease to business, public improvements that support business, roads, community buildings, telecommunication, etc.) to help communities build public facilities and to support economic growth.

3. HOW WE ARE DOING

The department exceeded its target of 15 projects by committing funding to 22 projects. Pent up demand seemed to dominate the activity of FY 2012 and continued into 2013. Although the funding level for the Community Development Block Grant (CBDG) was decreased in 2013 (\$12 Million of federal funds awarded) and Safe Drinking Water Program was also reduced (\$8.4 million), there was available funding that was not committed. Efforts are underway to provide community funding to the full extent of available resources.

4. HOW WE COMPARE

The 22 projects awarded in FY 2013 are more than the 15 projects awarded in FY 2011 but less than the 39 awarded in 2012. Community focus on creating jobs in the worst times of the municipal economic downturn seems to have spurred the recent year's program interest. Generally, the department would compare its activities in this field with data from other states. However, there has been limited data by which the department can evaluate its performance against other states. The agency utilizes its resources in ways different from other state's thereby making comparison difficult for meaningful analysis. The department will continue to evaluate the activities of other states to find those areas of commonality with those that administer similar programs with related missions and outcomes.

5. FACTORS AFFECTING RESULTS

In general, the need for municipal infrastructure construction remains high and the demand for financing is rising due to the municipal demand to support business opportunities. Most of the interest is for water and wastewater infrastructure projects for municipal capacity or service to industrial lands, but there was a significant increase in requests for funding to provide publicly owned buildings for lease to business enterprises. The interest in the projects included in

this KPM was hampered by the downturn in the economy and the limited opportunities this economy offers for communities to attract new industry and jobs.. The IFA increased its limit on CDBG grants this past year because the lack of local funds for the balance of project costs has made it difficult for communities to begin moving projects to construction.

6. WHAT NEEDS TO BE DONE

The department has adopted a multi-biennium strategy to achieve a predictable and substantial loan pool for the next 20 years. The strategy responds to the department's goal of achieving a funded loan pool over the next six years. The annual resource goal for the IFA's Infrastructure Funding Program is to have available \$85 million each year for project financing. The revolving funds combined with the \$20 million from two federal programs to create the total funds the department can offer to local communities. It should be noted that 65% of the federal funds are in the form of grants and do not contribute to the revolving funds. Congress has again reduced the availability of federal funds (Community Development Block Grant and Safe Drinking Water) for infrastructure this year and this trend will predictably continue.

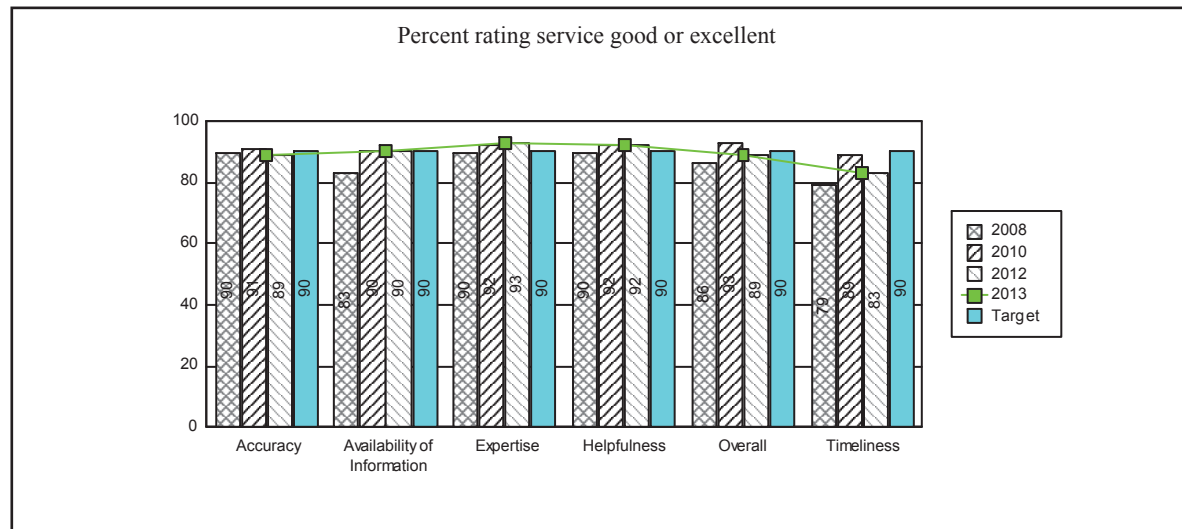
At present, \$45 million is annually targeted from loan repayments based up on the current revolving loan pool. \$65 million is committed to communities as \$20 million in grants and \$45 million in loans.

The additional financing request of \$50 million for the next biennia will eventually result in total loan repayment of about \$65 million annually, which will be available to re-issue as new loans and grants for communities statewide. Federal funding, to the extent available, will compliment the state resources.

7. ABOUT THE DATA

Data is for the fiscal year. Projects are entered into the database upon funding commitment. Coordinators conduct final monitoring when projects are complete and record results in the database.

KPM #10	Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent": overall, timeliness, accuracy, helpfulness, expertise, availability of information.	2006
Goal	To improve the delivery of services to the department's customers	
Oregon Context	Oregon Benchmarks: 35 - Public Management Quality.	
Data Source	Result of an independent survey done every 2 years.	
Owner	Project Technology Office, Robyn Sellers (503) 986-0165	



1. OUR STRATEGY

Business Oregon seeks to improve the delivery of services to the department's customers. The department's services help businesses retain jobs while growing and attracting sustainable businesses in Oregon. Additionally, the department's services assist Oregon businesses to access global markets and build infrastructure capacity.

2. ABOUT THE TARGETS

The 2011-13 targets represent a continued positive customer service satisfaction results from previous years. Business Oregon set 90 percent as the target number of respondents who rank the department at “good” or “excellent” in the categories: overall satisfaction, timeliness, accuracy, availability of information, expertise and helpfulness. The department provided its customers with an online questionnaire for their response in FY 2012.

3. HOW WE ARE DOING

The Customer Satisfaction Survey was emailed to more than 1,400 Business Oregon customers, using an online survey tool. The survey included questions, ranking Business Oregon on timeliness, helpfulness, expertise, availability of information, information accuracy and overall satisfaction. The survey had a 14 percent response rate, which is typical for customer satisfaction surveys done online without incentives. Customers were asked to rank their satisfaction on a 1 to 5 scale, 5 ranking as excellent.

The number of respondents who ranked OBDD as “good” or “excellent” in the target categories are as follows:

- Timeliness- 83%
- Helpfulness-92%
- Expertise- 93%
- Availability of information- 90%
- Information accuracy- 89%
- Overall satisfaction with Agency services- 89%

The agency met or exceeded the set targets in three of the categories: helpfulness, expertise and availability of information. Business Oregon nearly met the targets in the categories of information accuracy and overall satisfaction with agency services. In the category of timeliness the agency was seven percent below the target.

4. HOW WE COMPARE

The department customer’s ranked the agency the same or higher by two percent in three of the set target categories: helpfulness, expertise and availability of information, in 2012 than in 2010. In the remaining four categories the agency dropped by two to six percent from 2010 results.

5. FACTORS AFFECTING RESULTS

Overall, the department received more ratings of excellent than good in the FY 2012 survey. Some customers may have been less satisfied with timeliness in Business Oregon programs because the department experienced turnover and gaps in staffing. The gaps and turnover of staff would have directly impacted the timeliness and information accuracy of response to customers. In addition, throughout the biennium, new programs and resources were implemented by the department. Delay in timeliness may have resulted in the lack of understanding and experience in the development and operations of these programs.

6. WHAT NEEDS TO BE DONE

The department will circulate the results internally and share the results with staff, managers and employees will implement changes to increase customer satisfaction, especially in the area of timeliness. Additionally, new employees are being trained and as they become familiar with programs and tools that will help improve timeliness and accuracy of information given to the customer, resulting in greater overall customer satisfaction with department services. The department is considering implementing LEAN processes beyond the successful implementation of the Infrastructure Finance Authority programs.

7. ABOUT THE DATA

The data used to measure this KPM was exported from an online survey tool into an excel spreadsheet. Customers with projects that began with the department during the past two years were e-mailed and asked to participate in the online survey. The actual percentages of set target categories were calculated by taking the total number of respondents divided by the number of respondents who answered “good” or “excellent.”

OREGON BUSINESS DEVELOPMENT DEPARTMENT**III. USING PERFORMANCE DATA**

Agency Mission: Business Oregon works to create, retain, expand and attract businesses that provide sustainable, living-wage jobs for Oregonians through public-private partnerships, leveraged funding and support of economic opportunities for Oregon companies and entrepreneurs.

Contact: Lisa Ansell, Strategic Services Manager

Contact Phone: 503-986-0039

Alternate: Robyn Sellers

Alternate Phone: 503-986-0165

The following questions indicate how performance measures and data are used for management and accountability purposes.

1. INCLUSIVITY

* **Staff:** We have worked collaboratively with the Oregon Business Development Commission, division managers and staff as appropriate, plus other key partners and stakeholders to help revise our performance measures. Staff participate in gathering and recording data, and make use of the data in a variety of contexts.

* **Elected Officials:** Provide input to the agency on Key Performance Measures, methods, and targets, as well as the strategies to which measures are tied.

* **Stakeholders:** Stakeholders have been involved through customer surveys and discussion forums as well as publicly available reports.

* **Citizens:** Citizens are invited to review online performance measure reports on our website at <http://www.oregon4biz.com>.

2 MANAGING FOR RESULTS

Performance measures and their contribution to management of the agency are important to the management team, the Director, and staff. Executive management have analyzed goals and measures to make process improvements. The goal is to provide useful data to inform management decisions.

3 STAFF TRAINING

Staff has received training in the departments performance measurement system, and worked with performance measures in a wide variety of contexts, such as in evaluating performance of pass-through program funds. Training and discussions are taking place on data definitions, use, and quality.

4 COMMUNICATING RESULTS

* **Staff:** Managers and staff review performance data and make recommendations for changes in focus, process, or other actions as necessary. The Oregon Business Development Commission also reviews the departments performance results. These reviews provide commissioners with the opportunity to comment, access information, and provide direction. .

* **Elected Officials:** Results are posted online and included in the agency request document for purposes of accountability and informing the budget development process.

* **Stakeholders:** Results are posted online and used for information sharing.

* **Citizens:** Results are posted online and used for information sharing.