

PUBLIC UTILITY COMMISSION

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

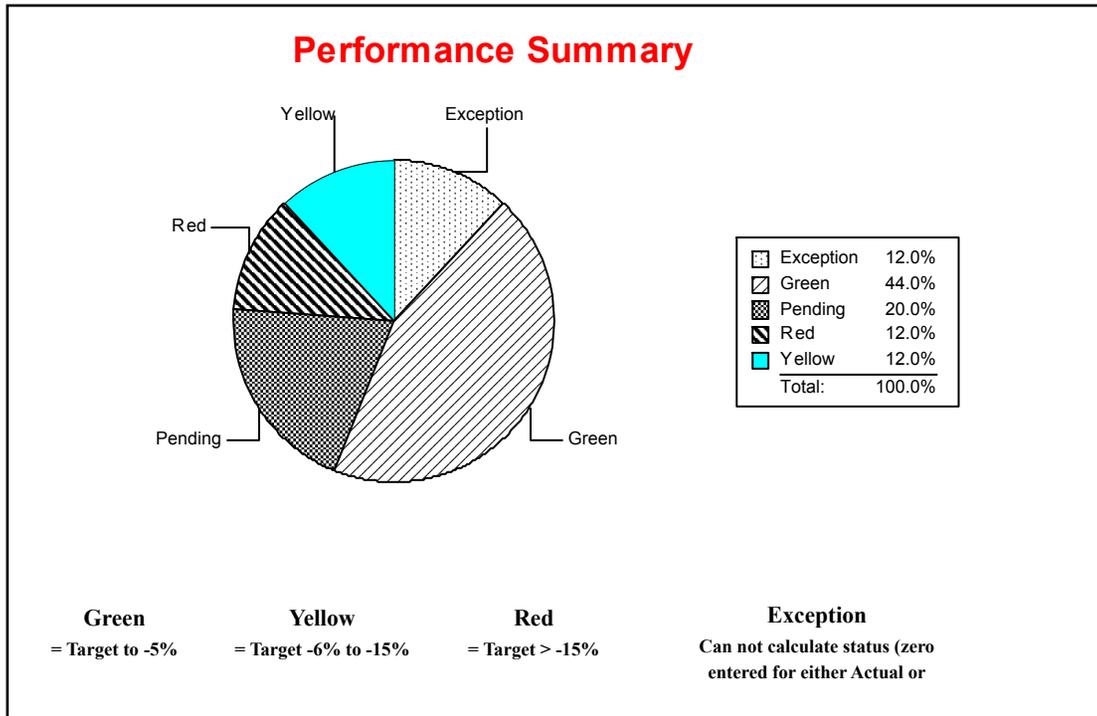
Original Submission Date: 2013

Finalize Date: 8/19/2013

2012-2013 KPM #	2012-2013 Approved Key Performance Measures (KPMs)
1	Water Utilities - Percentage of rate regulated water companies with rate designs promoting efficient use of water resources.
2	Price of Electricity -Average price of electricity for residential users from Oregon Investor Owned Utilities as a percent of the national average price.
3	Electric Energy - Percentage of business customers' electric energy usage supplied by alternative suppliers.
4	Utility Pricing - Number of new utility pricing programs.
5	Residential Energy Efficiency – Ratio of dollars realized in energy savings per dollar of public purpose fund expenditure for Energy Trust's residential programs.
6	Commercial Energy Efficiency – Ratio of dollars realized in energy savings per dollar of public purpose fund expenditure for of Energy Trust's commercial programs.
7	Industrial Energy Efficiency – Ratio of dollars realized in energy savings per dollar of public purpose fund expenditure for costs of Energy Trust's industrial programs.
8	Renewable Resource Development – Annual average megawatts acquired through Energy Trust programs. (3 year rolling average)
9	Energy Trust Administrative Efficiency – Administrative and program support costs as a percent of annual revenues.
10	Electric Utility Operations – Effectiveness of staff audits in preventing injuries caused by electric utility operations per 100,000 utility customers.
11	Unsafe Acts - Effectiveness of Utility and PUC promoted education in preventing injuries from unsafe acts per 100,000 utility customers.
12	Natural Gas Operations - Personal injuries related to Natural Gas Operations per 100,000 utility customers.
13	Switched Access Lines - Percent of total switched access lines provided by competitive local exchange carriers, statewide.
14	Evidentiary Record - Percent of Consumer Complaint Orders issued within 30 days of close of evidentiary record.

2012-2013 KPM #	2012-2013 Approved Key Performance Measures (KPMs)
15	Oregon Telephone Assistance Program – Percentage of Supplemental Nutrition Assistance Program (SNAP) recipients participating in the Oregon Telephone Assistance Program.
16	Access to Telephone Services – Percentage of disabled senior citizens (65 years and older) with access to the Telecommunications Devices Access Program.
17	Complaint Investigation - Percent of complaint investigation cases open 50 days or less.
18	Customer Service – Percent of customers rating their satisfaction with the agency’s customer service as “good” or “excellent” in overall customer service, timeliness, accuracy, helpfulness, expertise and availability of information.
19	Best Practices - Percent of total best practices met by the Board of Maritime Pilots.
20	Vessel Incidents - The number and severity of incidents involving vessels under the direction of licensees, and as a percentage of total vessels piloted annually.
21 a	Extent to which the Energy Trust of Oregon meets 12 of 14 established internal performance measures.
21 b	Extent to which the Energy Trust of Oregon meets the established internal performance measures; Obtaining an annual unqualified financial audit.
21 c	Extent to which the Energy Trust of Oregon meets the established internal performance measures; Keep administrative and programs support costs below 9 percent of annual revenue.
21 d	Extent to which the Energy Trust of Oregon meets the established internal performance measures; Reporting the benefit/cost ratio for conservation programs based on utility system societal perspective.
21 e	Extent to which the Energy Trust of Oregon meets the established internal performance measures; Reporting significant mid-year changes to benefit/cost performance as necessary in quarterly reports.

PUBLIC UTILITY COMMISSION		I. EXECUTIVE SUMMARY	
Agency Mission: Ensure that safe and reliable utility services are provided to consumers at just and reasonable rates through regulation and promoting the development of competitive markets.			
Contact: Karla Hunter		Contact Phone: 503-373-0044	
Alternate: Vikie Bailey-Goggins		Alternate Phone: 503-378-6366	



1. SCOPE OF REPORT

Agency programs/services addressed by key performance measures: Utility Program, Residential Service Protection Fund (RSPF), Policy and Administration, Board of Maritime Pilots (BOMP). Agency programs/services, if any, not addressed by key performance measures: N/A.

2. THE OREGON CONTEXT

Higher level outcome(s) or benchmarks linked to the agency: Mission Statement, OMB #58 Independent Living: Percentage of seniors living independently. OBM #61 Disabled Living in Poverty: Percent of Oregonians with lasting, significant disabilities living in households with incomes below the federal poverty level. OBM #69 Drinking Water: Percent of Oregonians served by public drinking water systems that meet health-based standards. OBM #74 Housing: Percentage of low income households spending more than 30 percent of their household income on housing (including utilities). HLO #001, Enhanced consumer protection through timely and adequate customer service. HLO: #002, Create a sustainable Oregon by reducing energy consumption. HLO #003, Secure effective and appropriate administration of public purpose funds by the Energy Trust. Government performance and accountability.

3. PERFORMANCE SUMMARY

Making Progress: Water Utilities, Price of Electricity, Electric Energy, Utility Pricing, Residential Energy Efficiency, Commercial Energy Efficiency, Industrial Energy Efficiency, Renewable Resource Development, Energy Trust Administrative Efficiency, Electric Utility Operation, Unsafe Acts, Natural Gas Operations, Switched Access Lines, Evidentiary Record, Oregon Telephone Assistance Program, Access to Telephone Services, Best Practices (BOMP), Vessel Incidents. Progress Unclear: Customer Service Survey, Complaint Investigation.

4. CHALLENGES

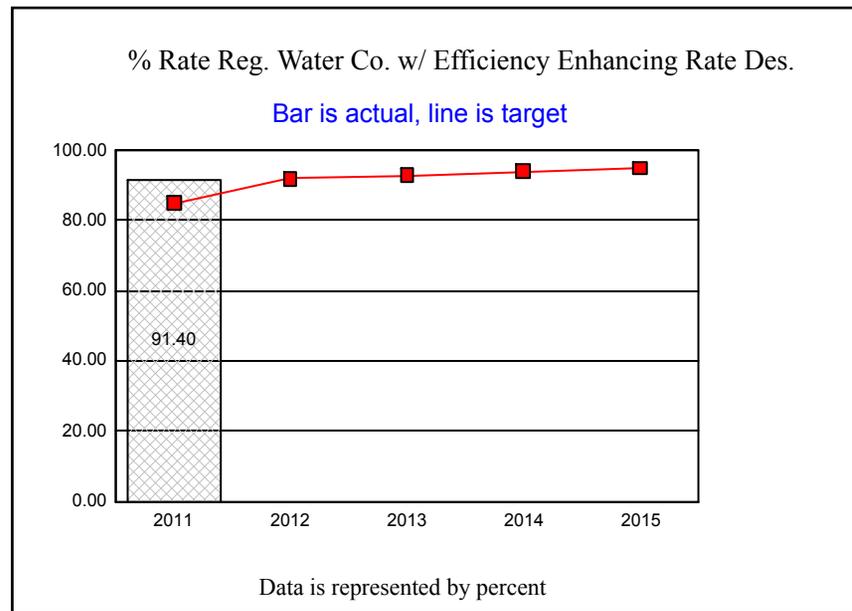
Crafting good performance measures for the agency is challenging because outcomes can be difficult to measure (for example, success in setting fair and reasonable utility rates) and because other factors affect outcomes (such as the level of competition in a market). RSPF: The continued changing technology is rendering equipment obsolete while it is still in use, impacting RSPF in its efforts to ensure functionally equivalent equipment is available to consumers. It also impacts the Oregon Telecommunications Relay as the FCC mandates more effective, and sometimes more expensive, methods of communication for the disabled. Growth in the number of eligible Oregonians challenges staff to find ways to process and maintain the records of an increasing number of OTAP recipients. Over the next few years, Consumer Services will most likely have an increasing workload due to the growth of evolving technologies and changing regulatory relationships. For example, it seems likely that the FCC will implement some level of consumer protection oversight of the “broadband pipeline” and allow states to opt-in to some degree of consumer protection regulation. In addition, the ever-present possibility of a Consumer Protection Bill of Rights for wireless consumers would undoubtedly involve state commissions. All of these factors, and more, will require ongoing training and development of existing staff, and the possibility of additional future staffing.

5. RESOURCES AND EFFICIENCY

PUCs budget amount for the 2011-2013 Biennium is \$119,491,415. Two key performance measures are efficiency measures. KPM #9, Complaint Investigation, measures the percent of complaint investigation cases open 50 days or less. In 2011, this measure slipped below target due to an increase in the number of complaint calls received, and fewer work days available. Also, we are dealing with more complex issues as new energy and telecommunications technologies become more prominent. KPM #18, Customer Service Survey, is a measure that gauges customer satisfaction with the service provided by the agency. Customer satisfaction ratings in all areas showed improvement over the prior survey period. This was primarily a result of a reorganization plan

implemented in 2008 that was intended to reduce staff turnover, which would in turn lead to a more experienced customer contact staff, and ultimately higher customer satisfaction ratings. This appears to have been successful.

KPM #1	Water Utilities - Percentage of rate regulated water companies with rate designs promoting efficient use of water resources.	2011
Goal	To promote the efficient use of water.	
Oregon Context	Oregon statutes provide the Public Utility Commission with regulatory oversight for select types of water systems. For such systems, one objective of regulation is the efficient use of scarce resources such as water.	
Data Source	Regulated water utility tariffs on file at the PUC.	
Owner	Marc Hellman, ERFA Administrator, 503-378-6355	



1. OUR STRATEGY

To use opportunities as they arise to have the utility convert from a nonmetered system to a metered system. Typically these opportunities arise when utilities file for general rate changes.

2. ABOUT THE TARGETS

There are only a few water systems that are not metered and the targets reflect year-by-year improvement. Our ultimate goal is 100%.

3. HOW WE ARE DOING

The PUC has been fairly effective in encouraging non-metered systems to install meters and providing timely recovery of such costs.

4. HOW WE COMPARE

National data is not available providing breakdowns between metered and unmetered systems.

5. FACTORS AFFECTING RESULTS

The timing of general rate filings by non-metered water systems are typically outside the control of the PUC.

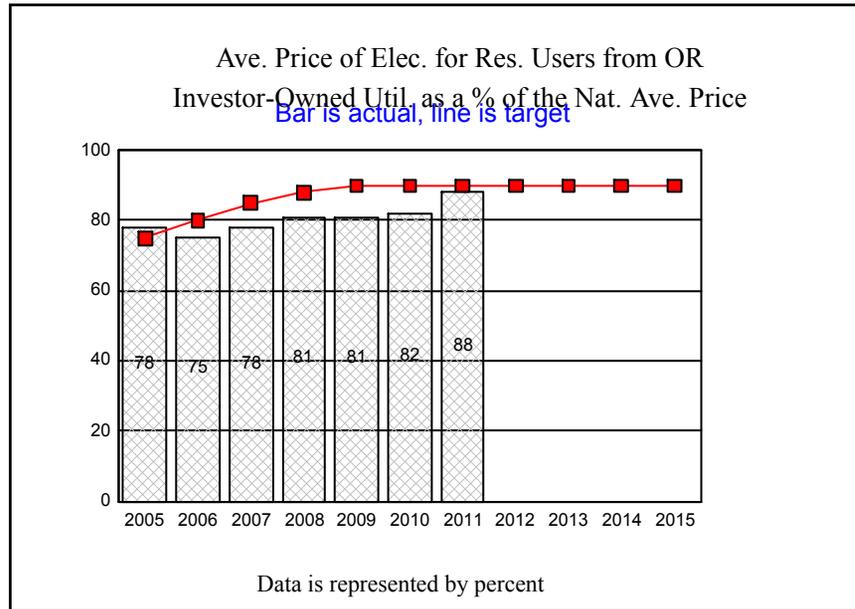
6. WHAT NEEDS TO BE DONE

There are at least two rate regulated water systems that are not metered and the PUC needs to look for opportunities to encourage the systems to add meters should they not be expected to file general rate cases.

7. ABOUT THE DATA

The data is 100% verifiable as metered systems are necessary to charge metered rates.

KPM #2	Price of Electricity -Average price of electricity for residential users from Oregon Investor Owned Utilities as a percent of the national average price.	1993
Goal	To preserve the benefits of the region’s low cost resources for all Oregonians.	
Oregon Context	OBM #74 Housing: Percentage of low income households spending more than 30 percent of their household income on housing (including utilities). OBM #61 Disabled Living in Poverty: Percent of Oregonians with lasting, significant disabilities living in households with incomes below the federal poverty level.	
Data Source	Energy Information Administration’s Electric Power Monthly and the Oregon PUC’s annual Oregon Utility Statistics.	
Owner	Utility Program, Electric & Natural Gas Division, Maury Galbraith, 503-378-8718	



1. OUR STRATEGY

Rigorously review rate requests by regulated electric utilities, and press for a fair share of the benefits of the federal hydroelectric system for customers of those utilities.

2. ABOUT THE TARGETS

This performance measure shows the extent to which Oregon investor-owned utilities' (IOUs) residential customers rates for electricity are below the national average. The lower rates are largely due to the region's retention of federal hydro power system benefits and other hydroelectric resources. The PUC authorizes utilities to include only prudently incurred cost in rates.

3. HOW WE ARE DOING

The 2010 performance achieved the target. Wholesale market prices for electricity have recently declined due to the economic recession and to decreases in the price of natural gas used to fuel electricity generating plants.

4. HOW WE COMPARE

The average residential electricity rates for Oregon's IOUs remain well below national average rates.

5. FACTORS AFFECTING RESULTS

As new generating resources are added to meet load growth and Oregon Renewable Portfolio Standards, hydroelectric resources now comprise a smaller percentage of the IOUs resource mix. This effect tends to move Oregon's residential electricity rates towards the national average.

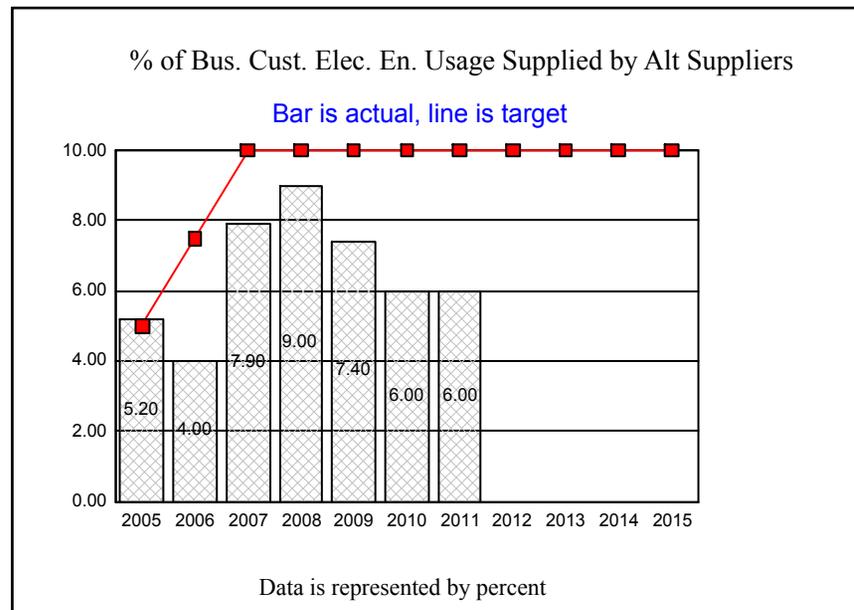
6. WHAT NEEDS TO BE DONE

The PUC continues to participate in BPA proceedings to advocate for a fair allocation of federal hydroelectric system benefits to the residential and small farm customers of the IOUs. The PUC rigorously reviews all rate requests filed by the regulated electric utilities.

7. ABOUT THE DATA

The data are compiled from publicly available sources.

KPM #3	Electric Energy - Percentage of business customers' electric energy usage supplied by alternative suppliers.	2002
Goal	To promote the development of competitive markets and ensure fair and reasonable rates.	
Oregon Context	Mission Statement	
Data Source	Electric Industry Restructuring Status Reports submitted to the Public Utility Commission.	
Owner	Utility Program, Electric & Natural Gas Division, Maury Galbraith, 503-378-8718	



1. OUR STRATEGY

To provide annual and multi-year purchasing options for eligible customers and to set transition rates that are fair to both customers departing from, and remaining on, regulated cost-of-service rates.

2. ABOUT THE TARGETS

The metric is the percentage of Portland General Electric and PacifiCorp non-residential load served by alternative Energy Service Suppliers.

3. HOW WE ARE DOING

The slow economy has reduced the number of business customers pursuing market-based pricing options.

4. HOW WE COMPARE

The success of electric industry restructuring has varied greatly across the United States. Oregon's approach to restructuring can be characterized as cautious or risk-averse.

5. FACTORS AFFECTING RESULTS

The economic recession has severely impacted the industrial sector and reduced participation in the direct-access programs.

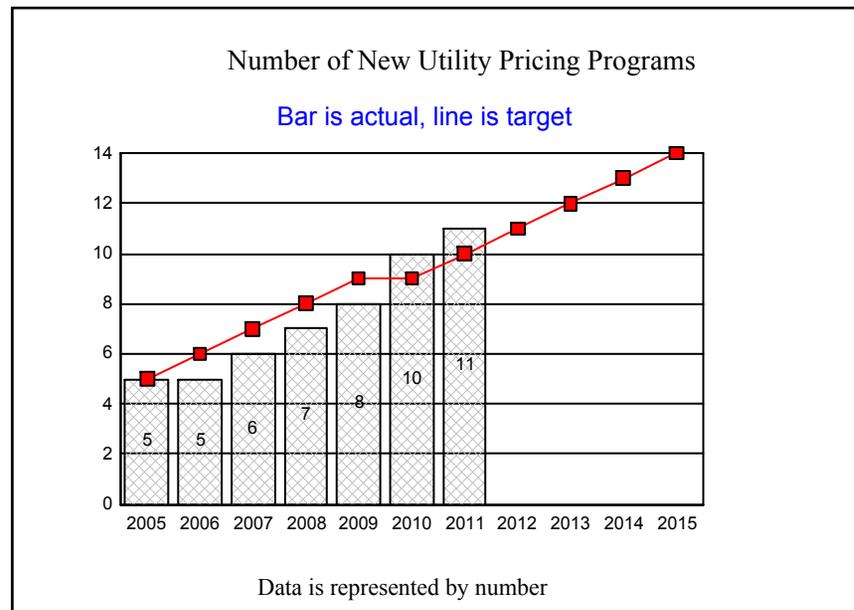
6. WHAT NEEDS TO BE DONE

The Commission recently opened an investigation into the utilities direct access programs (Docket UM 1587) and continues to work with the utilities and other stakeholders to identify options to promote competition in Oregon.

7. ABOUT THE DATA

The data are compiled from publicly available sources.

KPM #4	Utility Pricing - Number of new utility pricing programs.	2004
Goal	Encourage sustainable and cost-effective resource use through utility pricing options.	
Oregon Context	Mission Statement	
Data Source	Utility tariff information compiled by the PUC's Electric Rates and Planning Section.	
Owner	Utility Program, Electric & Natural Gas Division, Maury Galbraith, 503-378-8718	



1. OUR STRATEGY

To work with utilities to identify pricing options that would reduce or shift demand for power during high-cost hours.

2. ABOUT THE TARGETS

The metric is the number of pricing programs. These pricing programs are cost-effective substitutes to buying power or building generating plants to serve customers during peak times.

3. HOW WE ARE DOING

The PUC recently enacted a critical peak pricing pilot for Portland General Electric and reauthorized seasonal time-of-use rates for specific customer classes of Idaho Power Company.

4. HOW WE COMPARE

Public or private industry standards do not exist for the number of utility pricing programs.

5. FACTORS AFFECTING RESULTS

The number of new pricing programs should increase with the use of advanced metering technology. Both Portland General Electric and Idaho Power Company have completed installation of advanced meters in their service territories.

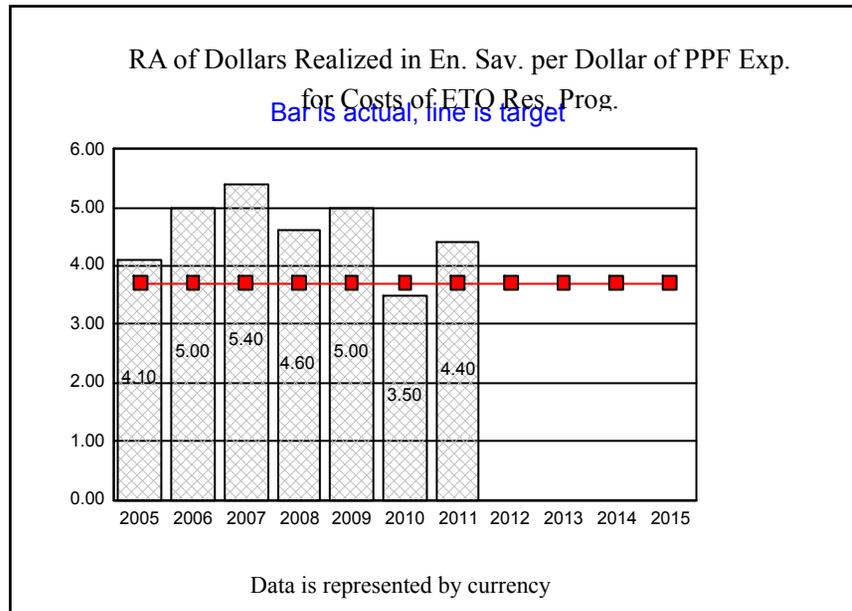
6. WHAT NEEDS TO BE DONE

Continue to encourage the utilities to identify, design and offer cost-effective pricing programs.

7. ABOUT THE DATA

These are cumulative results, compiled from the utility tariffs on a calendar-year basis.

KPM #5	Residential Energy Efficiency – Ratio of dollars realized in energy savings per dollar of public purpose fund expenditure for Energy Trust’s residential programs.	2005
Goal	Promote energy efficiency in residential dwellings.	
Oregon Context	HLO: #002 Create a sustainable Oregon by reducing energy consumption.	
Data Source	Energy Trust of Oregon (ETO) Annual Reports to the Public Utility Commission.	
Owner	Utility Program, Electric & Natural Gas Division, Maury Galbraith, 503-378-8718	



1. OUR STRATEGY

To oversee program expenditures by the ETO.

2. ABOUT THE TARGETS

The metric is a benefit-cost ratio. It is a measure of how effectively the ETO is acquiring energy efficiency savings. Numbers greater than one indicate the benefits exceed the costs of acquiring the energy efficiency. Larger numbers indicate better performance.

3. HOW WE ARE DOING

The benefits of the ETO residential energy efficiency program have consistently exceeded its costs.

4. HOW WE COMPARE

There are a limited number of states running similar programs that would serve as a source of comparison. The ETO is sought out as an expert on program deployment and has been approached to offer programs in other states.

5. FACTORS AFFECTING RESULTS

Customer participation in residential energy efficiency has been impacted by challenging economic times.

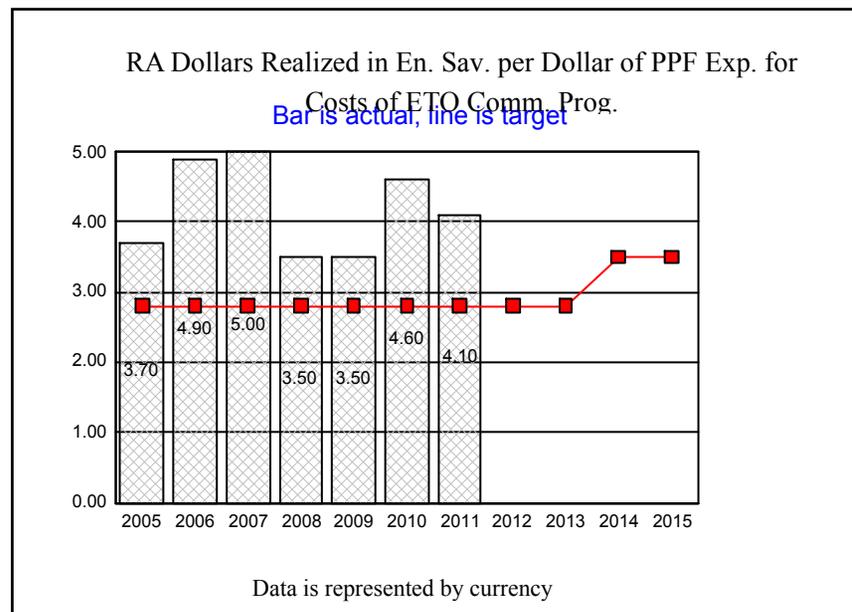
6. WHAT NEEDS TO BE DONE

Continue to monitor the impact of on-bill financing programs for residential energy efficiency and monitor the impact of changes to state tax credits.

7. ABOUT THE DATA

This ratio is one of several metrics we use to monitor the effectiveness of the ETO residential energy efficiency programs.

KPM #6	Commercial Energy Efficiency – Ratio of dollars realized in energy savings per dollar of public purpose fund expenditure for of Energy Trust’s commercial programs.	2005
Goal	Promote energy efficiency in commercial facilities.	
Oregon Context	HLO: #002 Create a sustainable Oregon by reducing energy consumption.	
Data Source	Energy Trust of Oregon Annual Reports to the Public Utility Commission.	
Owner	Utility Program, Electric & Natrual Gas Division, Maury Galbraith, 503-378-8718	



1. OUR STRATEGY

To oversee program expenditures by the ETO.

2. ABOUT THE TARGETS

The metric is a benefit-cost ratio. It is a measure of how effectively the ETO is acquiring energy efficiency savings. Numbers greater than one indicate the benefits exceed the costs of acquiring the energy efficiency. Larger numbers indicate better performance.

3. HOW WE ARE DOING

The benefits of the ETO commercial energy efficiency program have consistently exceeded its costs.

4. HOW WE COMPARE

There are a limited number of states running similar programs that would serve as a source of comparison. The ETO is sought out as an expert on program deployment and has been approached to offer programs in other states.

5. FACTORS AFFECTING RESULTS

Customer interest in commercial energy efficiency is strong. The ETO is finding new ways to enlist commercial customers.

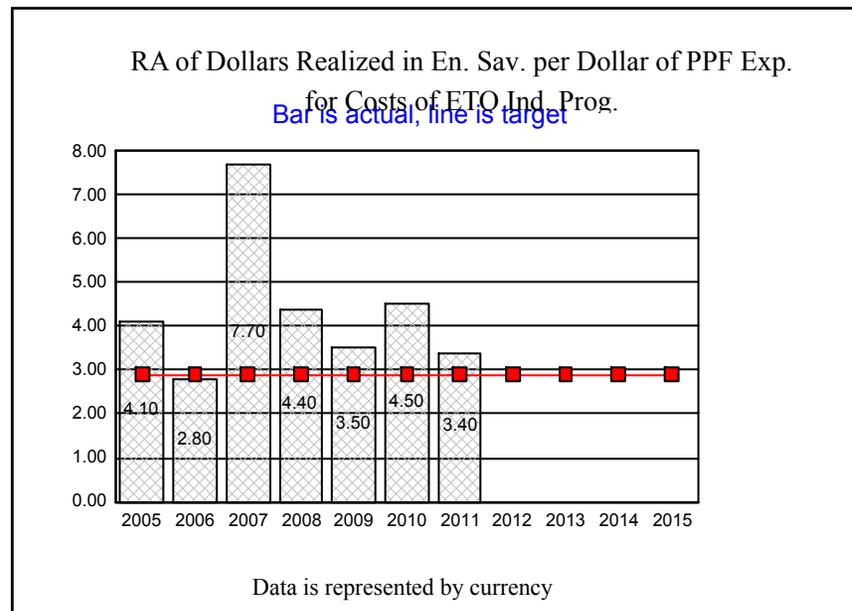
6. WHAT NEEDS TO BE DONE

The Commission opened an investigation (Docket UM 1573) into the use of energy efficiency power purchase agreements as a means to acquire more cost-effective conservation in the commercial sector.

7. ABOUT THE DATA

This ratio is one of several metrics we use to monitor the effectiveness of the ETO commercial energy efficiency programs.

KPM #7	Industrial Energy Efficiency – Ratio of dollars realized in energy savings per dollar of public purpose fund expenditure for costs of Energy Trust’s industrial programs.	2005
Goal	Promote energy efficiency in industrial processes.	
Oregon Context	HLO: #002 Create a sustainable Oregon by reducing energy consumption.	
Data Source	Energy Trust of Oregon Annual Reports to the Public Utility Commission.	
Owner	Utility Program, Electric & Natural Gas Division, Maury Galbraith, 503-378-8718	



1. OUR STRATEGY

To oversee program expenditures by the ETO.

2. ABOUT THE TARGETS

The metric is a benefit-cost ratio. It is a measure of how effectively the ETO is acquiring energy efficiency savings. Numbers greater than one indicate the benefits exceed the costs of acquiring the energy efficiency. Larger numbers indicate better performance.

3. HOW WE ARE DOING

The benefits of the ETO industrial energy efficiency program have consistently exceeded its costs.

4. HOW WE COMPARE

There are a limited number of states running similar programs that would serve as a source of comparison. The ETO is sought out as an expert on program deployment and has been approached to offer programs in other states.

5. FACTORS AFFECTING RESULTS

Customer interest in industrial energy efficiency is strong. The ETO is finding new ways to enlist industrial customers.

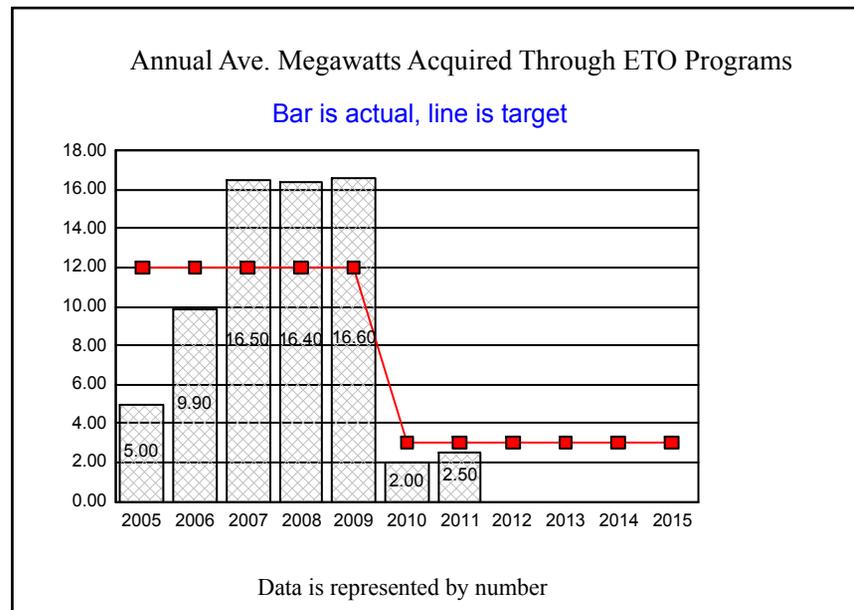
6. WHAT NEEDS TO BE DONE

The agency will monitor the impacts of changes to state tax credits. Revisions to rules governing data sharing between the ETO and utilities will be finalized.

7. ABOUT THE DATA

This ratio is one of several metrics we use to monitor the effectiveness of the ETO industrial energy efficiency programs.

KPM #8	Renewable Resource Development – Annual average megawatts acquired through Energy Trust programs . (3 year rolling average)	2005
Goal	Promote development of renewable resources.	
Oregon Context	HLO: #002 Create a sustainable Oregon by using renewable sources of energy.	
Data Source	Energy Trust of Oregon Annual Reports to the Public Utility Commission.	
Owner	Utility Program, Electric & Natural Gas Division, Maury Galbraith, 503-378-8718	



1. OUR STRATEGY

To oversee expenditures by the ETO.

2. ABOUT THE TARGETS

The metric is a 3-year rolling average of annual generation from projects brought on-line during the period. We use a 3-year average to smooth out short-term fluctuations and highlight longer-term trends in the ETO's renewable energy program.

3. HOW WE ARE DOING

The ETO has been supporting a greater number of smaller projects. The total megawatts acquired have decreased.

4. HOW WE COMPARE

There are a limited number of states running similar programs that would serve as a source of comparison. The ETO is sought out as an expert on program deployment and has been approached to offer programs in other states.

5. FACTORS AFFECTING RESULTS

Annual average megawatts acquired has declined due to Senate Bill 838 limits on large utility scale programs. The ETO is now limited to supporting projects with capacity less than or equal to 20 megawatts.

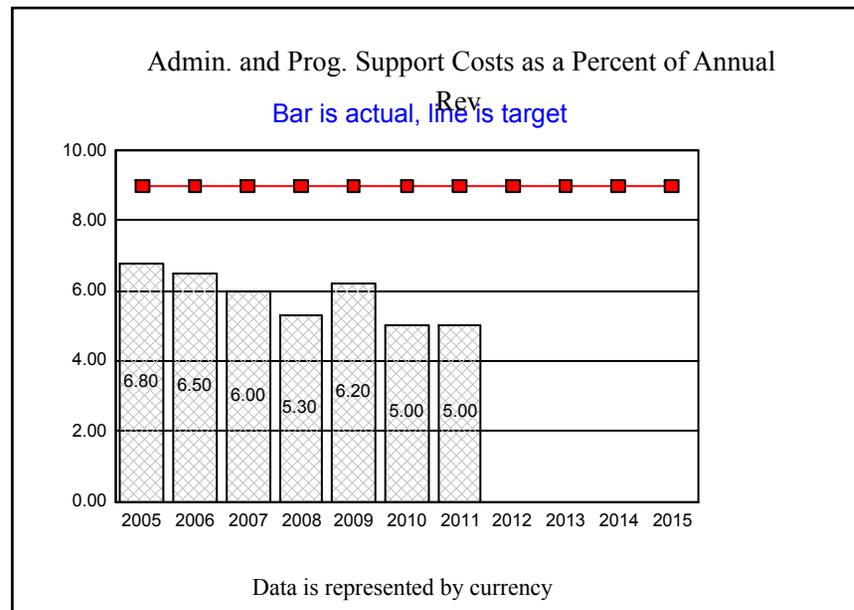
6. WHAT NEEDS TO BE DONE

The Commission continues to work the ETO to adjust the renewable resource program in response to project size limitations, changes to state tax credits, and changes in the market.

7. ABOUT THE DATA

This trend is one of several metrics we use to monitor the effectiveness of the ETO renewable energy program.

KPM #9	Energy Trust Administrative Efficiency – Administrative and program support costs as a percent of annual revenues.	2005
Goal	To ensure efficient expenditure of public purpose funds for conservation and renewable resources.	
Oregon Context	HLO #003 Secure effective and appropriate administration of public purpose funds by the Energy Trust of Oregon (ETO).	
Data Source	Energy Trust of Oregon Annual Reports to the Public Utility Commission.	
Owner	Utility Program, Electric & Natural Gas Division, Maury Galbraith, 503-378-8718	



1. OUR STRATEGY

To oversee budgets and expenditures by the ETO.

2. ABOUT THE TARGETS

The metric shows the percentage of total funding spent on administrative and program support costs. Low percentages are indicative of efficient program delivery. Lower percentages indicate better performance.

3. HOW WE ARE DOING

The ETO has consistently performed well on this measure.

4. HOW WE COMPARE

There are a limited number of programs to use as a benchmark.

5. FACTORS AFFECTING RESULTS

Commission Staff is conducting an evaluation of the items included in the administrative and program support categories.

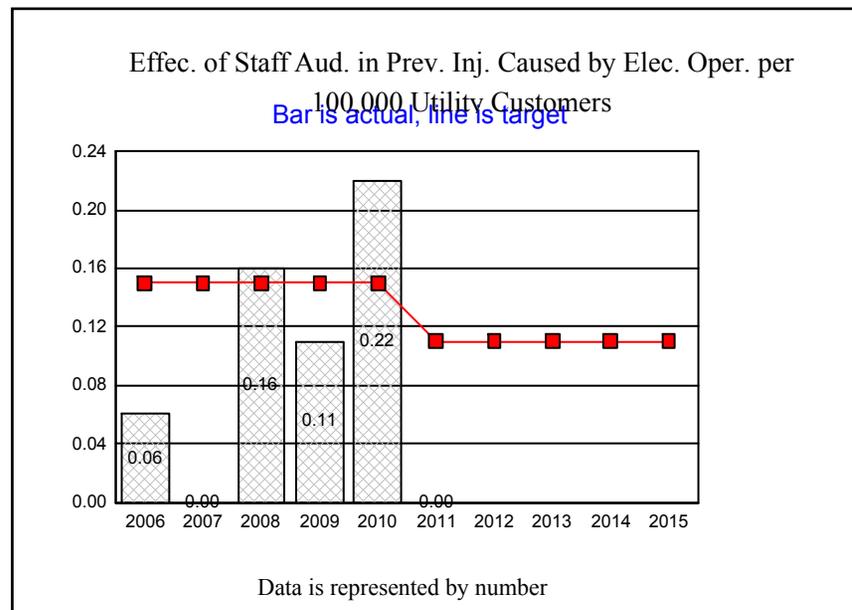
6. WHAT NEEDS TO BE DONE

Need to continue to work with the ETO to keep administrative costs low while simultaneously increasing the delivery of energy efficiency and renewable energy.

7. ABOUT THE DATA

This is one of several metrics we use to monitor the overall effectiveness of the ETO programs.

KPM #10	Electric Utility Operations – Effectiveness of staff audits in preventing injuries caused by electric utility operations per 100,000 utility customers.	2006
Goal	Protect the Health and Safety of Utility Personnel and Citizens of Oregon - Personal Injuries – Personal injuries related to electrical network system failures (Per 100,000 utility customers).	
Oregon Context	Mission Statement – Provide safe and reliable electric service to all electric customers in Oregon at reasonable rates.	
Data Source	Incident and accident reports submitted by the electric utilities of Oregon - OAR 860-024-0050 require all electrical operators in the State of Oregon to report accidents to Staff. Upon receipt of the data Staff analyses the information provided and codes the information received. All reported incidents are presented and discussed at the by-monthly Oregon Utility Safety Committee meeting. Since 2006, all incident data attributed to electric network system failure or improper operation have been recorded and compiled for reporting under this performance measure.	
Owner	Utility Program - Utility Program Director, Jason Eisdorfer, 503-378-6137	



1. OUR STRATEGY

Conduct audits and safety inspections of electrical network facilities, investigate accidents, and ensure utility personnel are properly trained.

2. ABOUT THE TARGETS

The measure is an indication of the effectiveness of the agency's audit and inspection program of electrical network facilities statewide. The current threshold level for this KPM is 0.11 incidents per 100,000 gas customers.

3. HOW WE ARE DOING

No incident in 2011. It suffices to say that zero injuries per year is the desirable outcome.

4. HOW WE COMPARE

There is no public or private industry standard data with which to compare Oregon's statistics.

5. FACTORS AFFECTING RESULTS

The Oregon Public Utility Commission's electric Safety Unit conducts ongoing audit safety inspections and investigations, as well as safety training statewide to ensure compliance with Oregon safety regulations. Unfortunately, the audit investigations may not always detect anomalies before an incident may happen. There are too many variables that could affect the network without knowledge of the operator and Staff's annual audit inspections. However undesirable incidents do occur. Staff will continue to diligently conduct its audit inspections with the main goal of helping prevent network system failures.

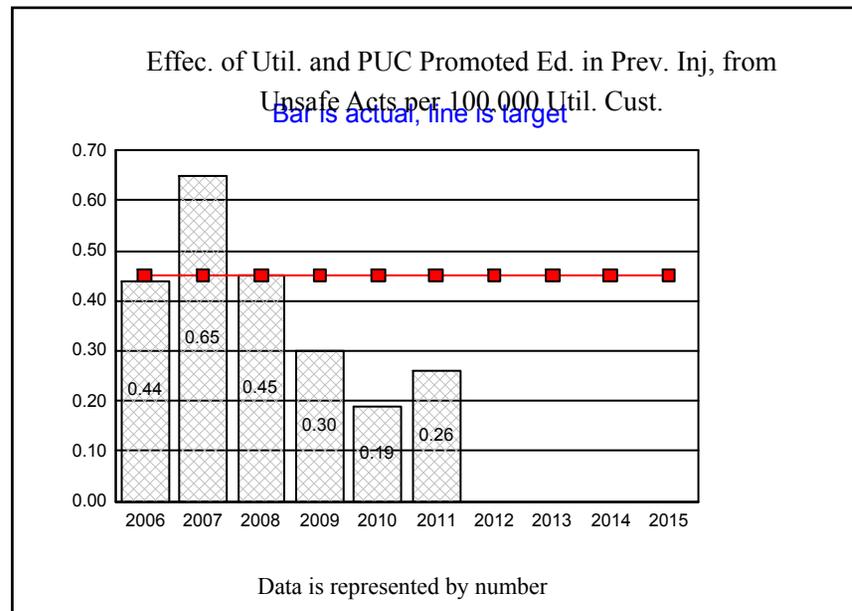
6. WHAT NEEDS TO BE DONE

The agency's electric safety staff will continue its comprehensive electric safety education and inspection program, including field inspections of operators' electrical facilities statewide to ensure compliance with Oregon State Safety Statutes and Administrative rules.

7. ABOUT THE DATA

The annual data for this performance measure reflect electric utility related accident injuries per 100,000 utility customers, regardless of the cause. It differs from the reportable incidences required by OAR 860-024-0050, from the stand point that only personal injuries are counted.

KPM #11	Unsafe Acts - Effectiveness of Utility and PUC promoted education in preventing injuries from unsafe acts per 100,000 utility customers.	2006
Goal	Protect the Health and Safety of Utility Personnel and Citizens of Oregon - Personal Injuries – Personal injuries related to electric and natural gas operations due to “unsafe acts”. (Per 100,000 electric and gas utility customers combined).	
Oregon Context	Mission Statement – Provide safe and reliable service to all electric and gas customers in Oregon at reasonable rates.	
Data Source	Incident and accident reports submitted by the electric and natural gas utilities of Oregon - OAR 860-024-0050 require all operators in the State of Oregon to report accidents to Staff. Upon receipt of the data Staff analyses the information provided and codes the information received. All reported incidents are presented and discussed at the by-monthly Oregon Utility Safety Committee meeting. Since 2006, all incident data attributed to both electric and gas network system failure or improper operation have been recorded and compiled for reporting under this performance measure.	
Owner	Utility Program - Utility Program Director, Jason Eisdorfer, 503-378-6137	



1. OUR STRATEGY

Promote use of the one-call center to locate underground utility facilities before digging. Also, continue promoting educational programs in electricity and natural gas to K-12 schools, Fire Departments, Police Departments, Business Communities via presentations, safety brochures and TV Safety Ads. Present information on all reportable incidents at the Oregon Utility Safety Committee meetings for open discussion with the operators in the State.

2. ABOUT THE TARGETS

Unsafe acts are difficult to control from a preventive and or proactive safety education programs, as the current level of incidents clearly shows. People have different levels of learning habits and often times forget or do not apply proper pre-caution in their work activity near or around electric or natural gas facilities. It is important to maintain an active level of safety education in our State. We expect the number of unsafe acts to be larger than the combined number of incidents from natural gas or the electric utility operations measures. This measure will aid Staff in better informing and working with the Natural Gas and Power Operators in the State regarding their safety education program.

3. HOW WE ARE DOING

In 2011, we had 5 unsafe acts which led to hospitalizations, leading to injuries reached the index of .188 incidents per 100,000 electric and gas customers combined for Oregon. This index falls below the threshold value of 0.45 incidents per 100,000 customers. Every month, during the Oregon Utility Safety Committee meetings, Staff presents the number of incidences for discussion with the operators. Education and information regarding Safety with all operators, builders, contractors, and the population at large is a priority for Staff. We will make use of every means available to get the Safety message across to help mitigate the number of incidents caused by unsafe acts.

4. HOW WE COMPARE

There is no public or private industry standard data with which to compare Oregon's statistics.

5. FACTORS AFFECTING RESULTS

Staff works with the operators on their safety education programs, encourage TV and Radio advertisements, share incidents information at the OUSC meetings, and conducts audits of the IOUs bi-annually on all their programs and activities, of which safety education is a key component. Investigates all

incidents to ascertain the root cause and address future prevention measures.

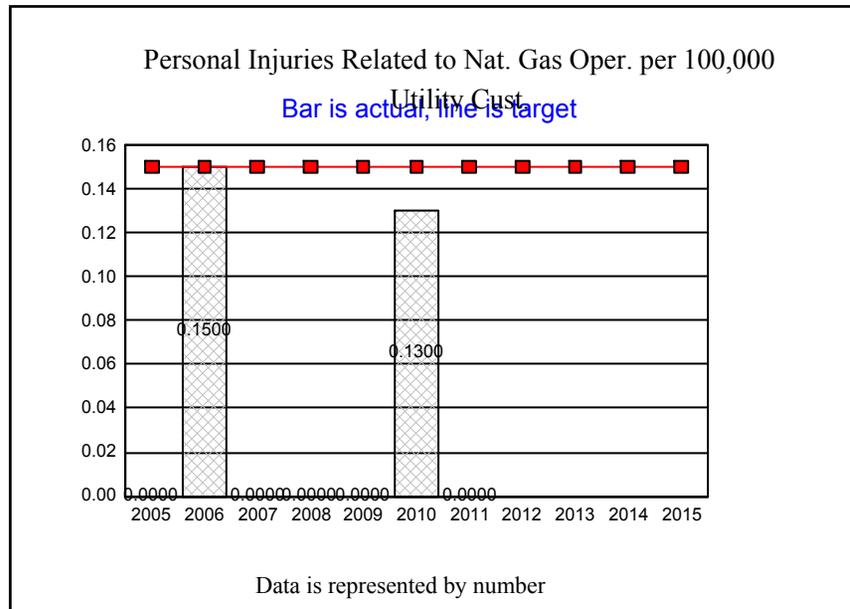
6. WHAT NEEDS TO BE DONE

Staff will continue its work with the Operators and the Oregon Utility Safety Committee (OUSC) promoting education to the public and will present the reported incidents at the OUSC meetings for debate and to heighten the awareness of all operators so the information can be carried back to each of their companies.

7. ABOUT THE DATA

OAR 860-024-0050 and 49 CFR 191 require all operators in the State of Oregon to report accidents to Staff. The data is compiled and discriminated annually between system failures (auditing programs) and incidents due to unsafe acts (education/training).

KPM #12	Natural Gas Operations - Personal injuries related to Natural Gas Operations per 100,000 utility customers.	1993
Goal	Protect the Health and Safety of Utility Personnel and Citizens of Oregon - Personal Injuries – Personal injuries related to natural gas operations. (Per 100,000 utility customers).	
Oregon Context	Mission Statement – Provide safe and reliable gas service to all gas customers in Oregon at reasonable rates.	
Data Source	Incident and accident reports submitted by the natural gas utilities of Oregon - OAR 860-024-0050 require all operators in the State of Oregon to report accidents to Staff. Upon receipt of the data Staff analyses the information provided and codes the information received. All reported incidents are presented and discussed at the by-monthly Oregon Utility Safety Committee meeting. Since 2006, all incident data attributed to gas network system failure or improper operation have been recorded and compiled for reporting under this performance measure.	
Owner	Utility Program - Utility Program Director, Jason Eisdorfer, 503-378-6137	



1. OUR STRATEGY

Conduct safety inspections of natural gas facilities, investigate accidents, and ensure utility personnel are properly trained.

2. ABOUT THE TARGETS

The measure is an indication of the effectiveness of the agency's audit and inspection program of natural gas facilities statewide. The current threshold level for this KPM is 0.15 incidents per 100,000 gas customers. Staff intends to revisit the threshold level for the 2011 biennium.

3. HOW WE ARE DOING

In 2011, we had no equipment failures with people getting injured, giving our program an index of zero incidents per 100,000 gas customers.

4. HOW WE COMPARE

There is no public or private industry standard data with which to compare Oregon's statistics.

5. FACTORS AFFECTING RESULTS

The Oregon Public Utility Commission's Gas Safety Unit conducts ongoing safety inspections and investigations, as well as safety training statewide to ensure compliance with Federal pipeline safety regulations. Unfortunately, the audit investigations may not always detect anomalies before an incident may happen.

There are too many variables that could affect the network without knowledge of the operator, and Staff's annual audit inspections. However undesirable incidents do occur. Staff will continue to diligently conduct its audit inspections with the main goal of helping prevent network system failures.

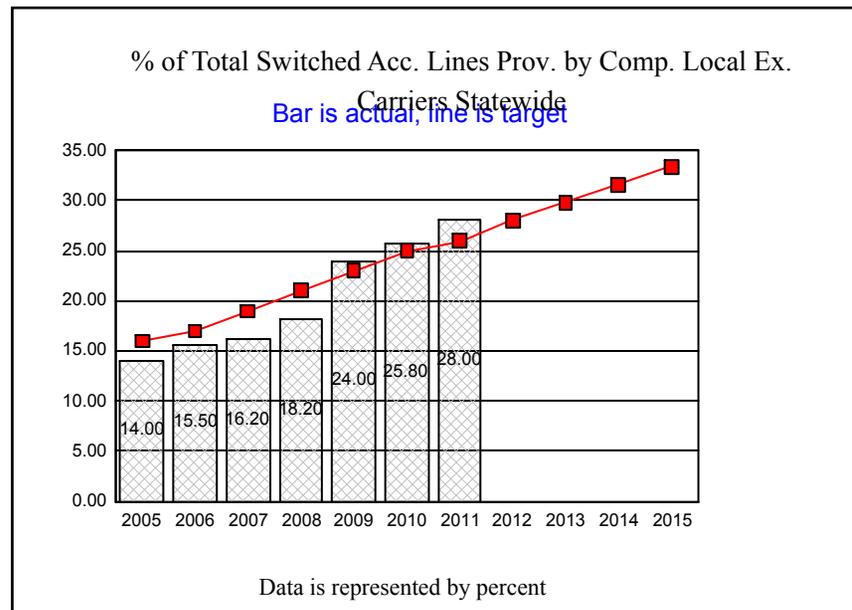
6. WHAT NEEDS TO BE DONE

The agency's gas safety staff will continue its comprehensive gas safety education and inspection program, including field inspections of operators' pipeline facilities statewide to ensure compliance with Federal regulations.

7. ABOUT THE DATA

The annual data for this performance measure reflect gas utility related accident injuries per 100,000 utility customers, regardless of the cause. It differs from the reportable incidences required by Statute, from the stand point that only personal injuries are counted.

KPM #13	Switched Access Lines - Percent of total switched access lines provided by competitive local exchange carriers, statewide.	2002
Goal	Development of Competitive Markets & Promote the development of competitive markets to help ensure fair and reasonable rates to Oregon's citizens.	
Oregon Context	Mission Statement	
Data Source	Annual report filed April 1st.	
Owner	Utility Program, Telecommunications Division, Bryan Conway, 503-378-6200	



1. OUR STRATEGY

To create a business environment that fosters competition in the provision of telecommunications service.

2. ABOUT THE TARGETS

The market share of 2011 Competitive Local Exchange Carrier (CLEC) switched access line's is 28%, compares to 26% forecast (target). The goal is to promote the development of Competitive Markets to help ensure fair and reasonable rates to Oregon's citizens. The performance directly measures the degree of competition on Oregon telecommunications market. The measurements are conducted through monitoring the change of market shares, and observing competitive entry into the telecommunications market across regions in Oregon, as well as looking into competitor's capital investment. The performance measure focuses on telecommunication market competition. PUC's survey and analysis help/support the Commission in evaluating the role of regulation and/or deregulation in developing policies that will encourage utilities to provide high-quality services at fair and reasonable rates.

3. HOW WE ARE DOING

The actual performance measure for CLEC market share in 2011 is 28%, compares to 26% forecast (target). The PUC study follows closely to the competitive telecom market, the study results reflects market reality, provides an overview of telecom competition developments in Oregon, and effectively reaches its goal.

4. HOW WE COMPARE

During the past 13 years, CLEC switched access lines had an annual average increase of 13.6%, and market share had an annual average increase of 18%. Incumbent Local Exchange Carrier (ILEC) switched lines had an annual average change (decrease) of -6%.

5. FACTORS AFFECTING RESULTS

The increase of CLEC's market share is driven by the decrease of ILEC market share. ILEC line # dropped over 10% per year for 4th consecutive years.

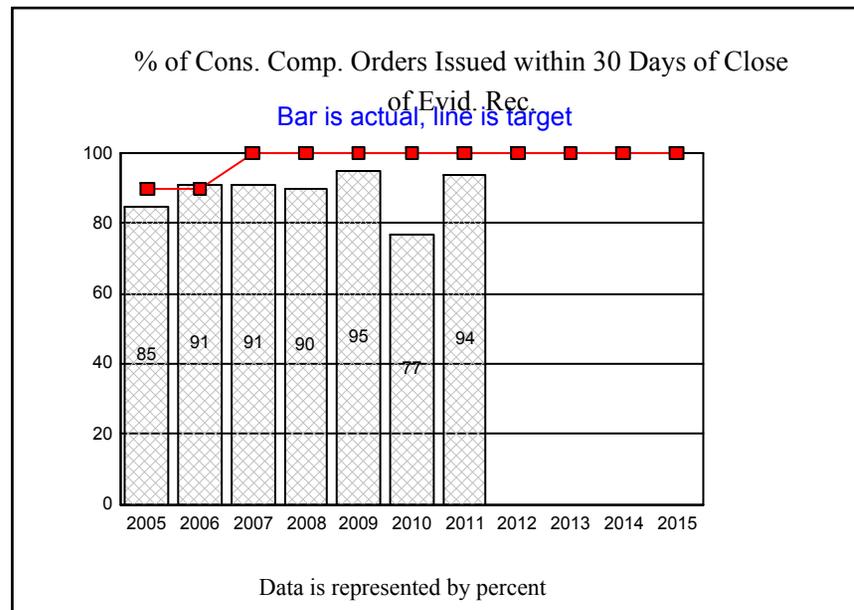
6. WHAT NEEDS TO BE DONE

No action is needed at this time.

7. ABOUT THE DATA

Data is from PUC's annual "Telecommunication Competition Survey" (annual report) from 265 companies at year 2011.

KPM #14	Evidentiary Record - Percent of Consumer Complaint Orders issued within 30 days of close of evidentiary record.	2005
Goal	To enhance consumer protection through timely and adequate resolution of complaints regarding utility rates and service	
Oregon Context	HLO #001 Enhanced consumer protection through timely and adequate customer service.	
Data Source	Staff's analysis of information on agency's database.	
Owner	Administrative Hearings Division, Michael Grant, 503-378-6102	



1. OUR STRATEGY

Set internal guidelines to prioritize and track processing of complaint.

2. ABOUT THE TARGETS

Targets designed to expedite resolution of customer complaints.

3. HOW WE ARE DOING

In 2011, performance reached 94 percent of compliance, but failed to meet target of 100 percent.

4. HOW WE COMPARE

This measure exceeds statutory requirements and is comparable to performance standards adopted by other agencies.

5. FACTORS AFFECTING RESULTS

Delays in processing caused by reasons beyond the control of the Administrative Hearings Division and the complexity of the issues raised in the complaint proceedings.

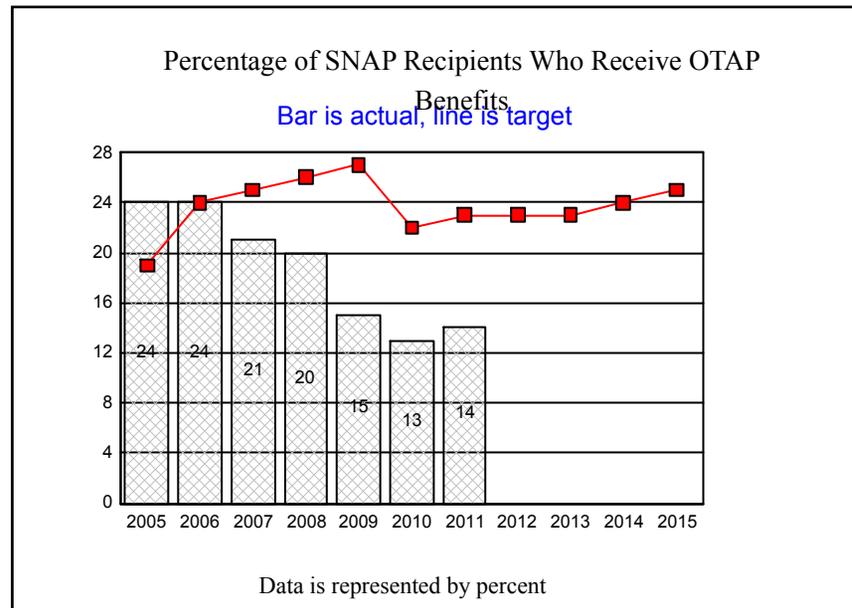
6. WHAT NEEDS TO BE DONE

Increased emphasis on processing of consumer complaints in order to meet target of 100 percent compliance.

7. ABOUT THE DATA

The data used for this measure is automatically tracked in the Commission's internal docketing database.

KPM #15	Oregon Telephone Assistance Program – Percentage of Supplemental Nutrition Assistance Program (SNAP) recipients participating in the Oregon Telephone Assistance Program.	2000
Goal	Reasonable and Equitable Access to Products and Services & Provide all Oregonians reasonable and equitable access to telecommunications products and services.	
Oregon Context	OMB #74 Housing: Percentage of low income households spending more than 30 percent of their household income on housing (including utilities).	
Data Source	Monthly Adult & Family Services report that are published on the Department of Human Services Web site, Branch and Services Delivery Area Data historical Program informaton by Branch and County, specifically, Supplemental Nutrition Assistance Program (SNAP) cases by each month, totaled and divide the number by twelve to get an annual average.	
Owner	Residential Service Protection Fund Program (RSPF), Jon Cray, 503-373-1400	



1. OUR STRATEGY

PUC strategy for this performance measure is to make sure that eligible Oregonians who can benefit from Oregon Telephone Assistance Program (OTAP) are aware of the program and can apply. We have partnered with the Department of Human Services to ensure that eligible Oregonians can be identified and so that PUC can measure the progress toward our goals of participation in the program. Since all SNAP recipients are eligible for the OTAP program, we are measuring success by recording the increase in the percentage of SNAP recipients that are receiving OTAP.

2. ABOUT THE TARGETS

The chart reflects the percentage of SNAP recipients that are receiving benefits from the OTAP program. The goal is to reach a higher percentage of SNAP recipients.

3. HOW WE ARE DOING

The PUC, overall, continues to maintain a steady growth of OTAP recipients despite the dramatic growth of SNAP beneficiaries. For instance, there was an average of 379,000 households receiving benefits from the SNAP in 2010, as opposed to 420,000 households in 2011.

4. HOW WE COMPARE

The number of OTAP recipients grew steadily to an average of 55,000 for 2011 as opposed to 47,000 in 2010. This growth is attributed to the PUC's approval of a prepaid wireless carrier in early 2010, to participate and offer OTAP services along the I-5 corridor from Portland to Eugene.

5. FACTORS AFFECTING RESULTS

Factors impacting the penetration rate of OTAP among eligible SNAP recipients include the Oregon economy, the number of SNAP recipients who also have service with a participating telecommunications provider, and the outreach efforts of telecommunications providers and DHS.

6. WHAT NEEDS TO BE DONE

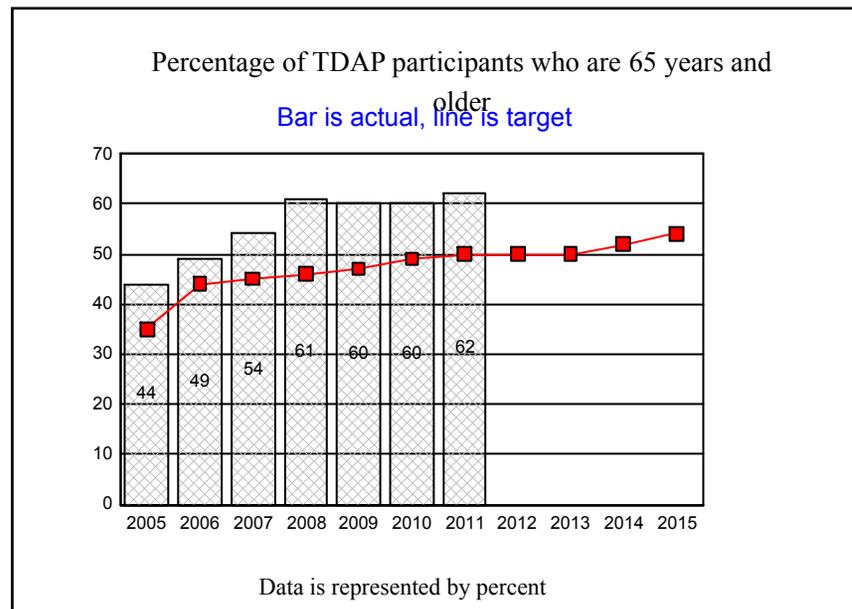
The PUC will continue its outreach programs designed to reach the target population. In addition, staff will continue to work with telecommunication providers

and DHS staff to ensure the relevant population is informed about this benefit to assist them in signing up for SNAP.

7. ABOUT THE DATA

The reporting cycle for this program is calendar year. Weaknesses in this data are that economic factors and telecommunications provider outreach can impact the figures in this measure. When a shift in demographics, economy or telecommunications provider participation shifts, our progress may appear to shift because of factors beyond PUC control. The strength of this data is that SNAP recipients are always eligible for OTAP if they receive telephone service with participating telecommunications provider, and that population is measurable through DHS statistics. PUC staff reviews its data base in comparison with telecommunications provider data bases of eligible recipients to ensure that terminations are made timely and appropriately and that errors do not continue to compound.

KPM #16	Access to Telephone Services – Percentage of disabled senior citizens (65 years and older) with access to the Telecommunications Devices Access Program.	1999
Goal	Reasonable and Equitable Access to products and services & Provide all Oregonians reasonable and equitable access to telecommunications products and services.	
Oregon Context	OBM #58 Independent Living: Percentage of seniors living independently.	
Data Source	Number of known seniors currently in our TDAP database that we have been tracking since 1998 and compared with the total number of participants with known ages in our database since 1998.	
Owner	Residential Service Protection Fund (RSPF), Jon Cray, 503-373-1400	



1. OUR STRATEGY

Aging Oregonians need more access to telephones than ever to make emergency calls to 911, the doctor, or family members who may be assisting them. By providing assistive telecommunications equipment to people with hearing, vision, speech cognitive or mobility impairments, PUC is increasing their chances of being safe and healthy. PUC partners with various organizations to identify appropriate outreach for these Oregonians.

2. ABOUT THE TARGETS

Due to our outreach efforts, the metric shows the growth of senior citizens participating in the program.

3. HOW WE ARE DOING

PUC has consistently achieved its goal of reaching the senior and aging population of Oregon. This population has not been aware of our services since they were not previously disabled. Various outreach programs with organizations or the disabled and with our various partners has helped to keep this goal moving toward parity.

4. HOW WE COMPARE

There is no industry standard for providing adaptive telecommunications equipment to elderly individuals although approximately 69% have a hearing, vision, speech, cognitive or mobility impairment. This makes increasing the number of TDAP recipients, who are elderly, an important goal.

5. FACTORS AFFECTING RESULTS

Our upward trend is aided by Oregon's commitment to offering a wider selection of adaptive telecommunications equipment to seniors with various needs.

6. WHAT NEEDS TO BE DONE

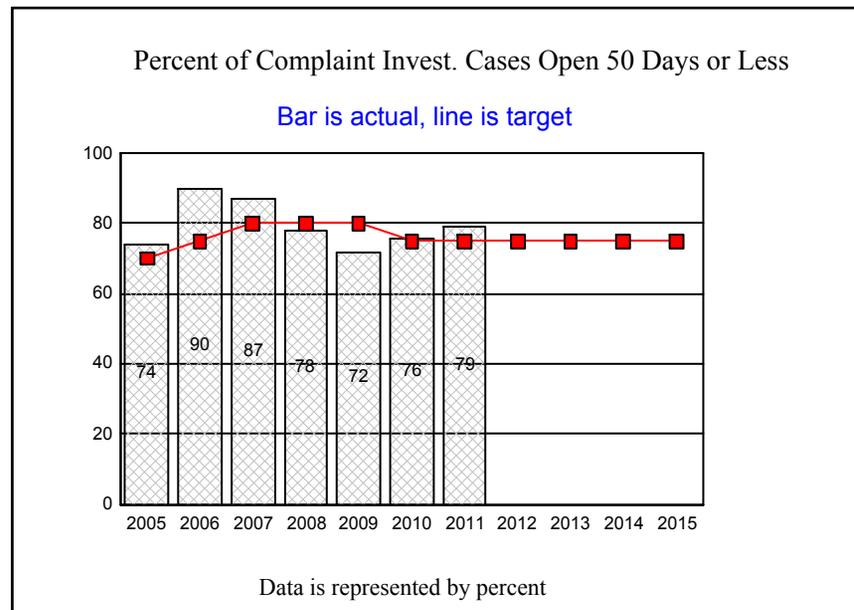
PUC will maintain its peer group outreach/training program for its target audience.

7. ABOUT THE DATA

The reporting cycle for this performance measure is the calendar year. Weaknesses in the data include the fact that prior to the inception of the performance measures, the PUC did not track the age of telephone equipment recipients. This prevents noting historical data. The PUC gathers data automatically through

its information systems to ensure that current data is captured. The PUC maintains ongoing records of the distribution of its equipment to the public. Additional statistics are available from Residential Service Protection Fund (RSPF) staff at the PUC.

KPM #17	Complaint Investigation - Percent of complaint investigation cases open 50 days or less.	1999
Goal	Timely Customer Service and to ensure timely customer service by completing complaint investigations in an average of 50 days or less.	
Oregon Context	HLO: #001 Enhanced consumer protection through timely and adequate customer service.	
Data Source	Staff's analysis of information on agency's database.	
Owner	Consumer Services, Phil Boyle, 503-373-1827	



1. OUR STRATEGY

Review, modify & document processes and procedures to ensure that complaints are completed timely.

2. ABOUT THE TARGETS

The target of 50 days or less was selected as one measurement tool for providing timely customer service. By increasing the percentage of cases closed in 50 days or less, the likelihood increases that consumers will feel their concerns were addressed timely.

3. HOW WE ARE DOING

In 2011, 79% of complaint investigations were completed in 50 days or less, exceeding our target.

4. HOW WE COMPARE

In 2009 we surveyed all state commissions. Of twenty-one responses received, thirteen had no internal performance measures. The remaining eight ranged from 95 percent of cases closed within 15 days to 70 percent of cases closed within 70 days with Oregon averaging in the middle.

5. FACTORS AFFECTING RESULTS

The period from 2006 through 2009 saw a steady decline in achievement of this goal, primarily due to increased case cycle time. In 2006, case cycle time averaged 19 days - by 2009 it had increased to 34 days. Several factors combined to cause the increase: the number of public contacts has increased over the prior three year period; there were fewer work days available, increasing utility inflexibility (especially telecom), new technologies (VoIP, digital phone, smart meters, etc), and staff turnover. Starting In 2010, case cycle time began to improve decreasing to 32 days, and in 2011 it improved slightly to 31 days. Although we lost one of our most experienced employees to retirement in mid 2011, cycle time improved slightly because staff turnover was otherwise very limited, resulting in an overall more experienced staff who can turn cases more quickly. 2011 also saw a small decrease in the number of complaint cases opened.

6. WHAT NEEDS TO BE DONE

Individual performance is monitored and workloads are adjusted as necessary to achieve the target. With continued low turnover, a more experienced workforce should lead to a continuing declined in case cycle time and corresponding increase in goal achievement.

7. ABOUT THE DATA

The reporting cycle is on the calendar year. The reports are internally generated and the data is reliable.

KPM #18	Customer Service – Percent of customers rating their satisfaction with the agency’s customer service as “good” or “excellent” in overall customer service, timeliness, accuracy, helpfulness, expertise and availability of information.	2006
Goal	Improve Customer Satisfaction.	
Oregon Context	Mission Statement	
Data Source	Method—Internet-based survey.	
Owner	Consumer Services, Phil Boyle, 503-373-1827	



1. OUR STRATEGY

To survey customers of the PUC on an ongoing basis so that consumers can rate the PUC on its level of overall customer service.

2. ABOUT THE TARGETS

The target is to improve the PUC's level of customer satisfaction in each of the 5 areas listed, and to improve the overall average.

3. HOW WE ARE DOING

The base year report was conducted in 2006. The 2008 results showed a decline from 2006, but results in most areas have improved since then.

4. HOW WE COMPARE

Most other state utility commissions queried on this issue do not conduct customer satisfaction surveys. Of twenty-one commissions who responded to our inquiry, only five conduct a similar survey. Oregon's survey is the most in depth of all five states.

5. FACTORS AFFECTING RESULTS

Results for 2011 showed a moderate improvement in all categories from 2010 results. There are two primary factors at play here, one pushing ratings up and the other pushing them down. When reviewing 2010 results, it became apparent that survey results were skewed low because answers marked NA (not applicable) were included in the satisfaction ratings. In effect, an NA counted as a zero on a scale of 1-5, causing ratings to appear artificially low. For 2011, we removed the NA responses from the calculations to give a more realistic satisfaction rating. The factor pushing rates down was due to the statewide hiring freeze. A senior investigator position was vacant for 6 months of 2011, pushing additional workload onto the other employees and causing increased workloads. However, this was partially offset by a lower than normal turnover rate - keeping employees longer has resulted in a more experienced and effective workforce.

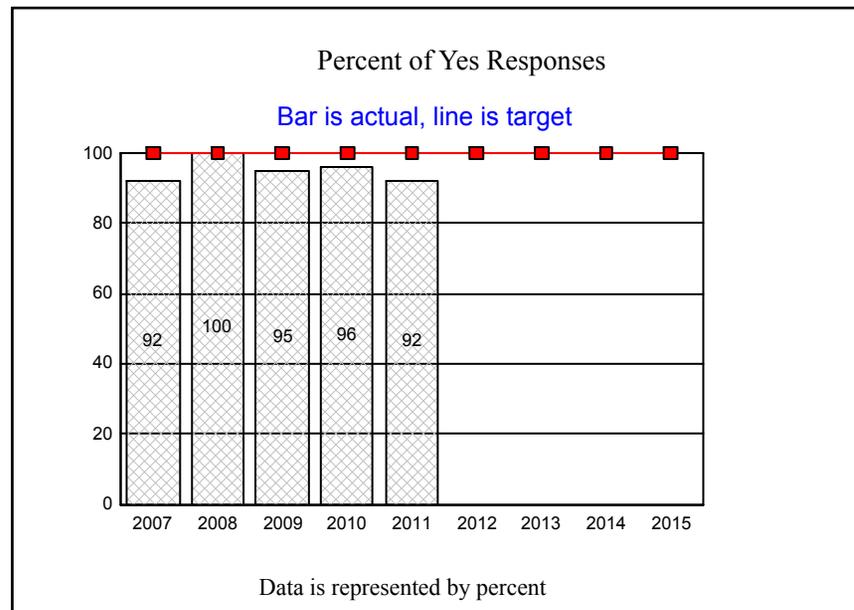
6. WHAT NEEDS TO BE DONE

The most important issue is filling our open senior investigator position. If this position continues to be unfilled, we will not hit our new higher targets for 2012-13.

7. ABOUT THE DATA

The 2011 survey is based on responses from 447 customers collected throughout 2011. This provides a margin of error of plus or minus 4% with a confidence level of 90%. The survey method is email-based where all customers who give us an email address are asked to complete a survey.

KPM #19	Best Practices - Percent of total best practices met by the Board of Maritime Pilots.	2007
Goal	Meet or exceed Best Practices standards.	
Oregon Context	Government performance and accountability.	
Data Source	Forms filled out by individual Board Members.	
Owner	Board of Maritime Pilots, Susan Johnson, 971-673-1531	



1. OUR STRATEGY

To take the lead in setting policies and procedures that enhance maritime safety and security. This is done in conjunction with established policies, procedures, and recommendations from other state pilotage authorities, the U.S. Coast Guard, and the National Transportation Safety Board.

2. ABOUT THE TARGETS

The rationale for the targets is to continually strive for a goal of 100%.

3. HOW WE ARE DOING

The Board has implemented more stringent requirements to medical fitness standards for licensees and applicants; pilot selection, training and continuing education; incident investigations and communication between state pilotage authorities. The Board has again taken the lead in consulting with other state pilotage authorities to coordinate and conduct another West Coast regional meeting. We have also adopted a number of internal performance measures used to generate an annual report.

4. HOW WE COMPARE

The Board has instituted fitness and training standards that meet or exceed other state and federal models. We will also be evaluating selection processes of other state pilotage authorities.

5. FACTORS AFFECTING RESULTS

The Board has limited resources that affect results.

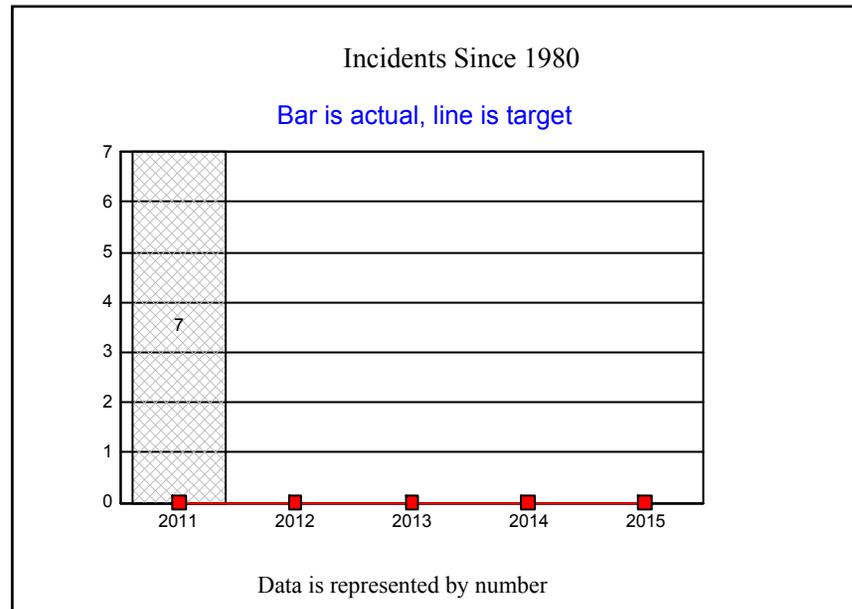
6. WHAT NEEDS TO BE DONE

The Board identified a number of objectives at a recent planning session, that include adopting amendments for apprentice selection and training rules; developing rules regarding licensees' duty to report; adopting rules for the Transportation Oversight Committee; and reviewing the ratemaking process and making recommended changes.

7. ABOUT THE DATA

The data is reported for a calendar year and gathered using reporting guides provided by the State and tailored to the Board's needs.

KPM #20	Vessel Incidents - The number and severity of incidents involving vessels under the direction of licensees, and as a percentage of total vessels piloted annually.	2011
Goal	Promote public and waterway safety.	
Oregon Context	Public Safety.	
Data Source	Database of annual incidents investigated by the Board since 1980. Investigation results are a matter of public record and reflected in the Board's meeting minutes and investigation reports.	
Owner	Board of Maritime Pilots, Susan Johnson, 971-673-1530	



1. OUR STRATEGY

Regularly review and update our training programs and continuing professional development requirements to provide the most competent licensees; and

support system-wide technological improvements that enhance safety.

2. ABOUT THE TARGETS

The targets separate Category I incidents which are the most severe, and Category II incidents that often involve little or no damage but are more likely to occur.

3. HOW WE ARE DOING

There was an increase in the average number of incidents reported due to a noticeable trend in mechanical failures of the vessels involved. Four of the incidents in 2011 were the direct result of a mechanical failure of the vessel, including the Category I incident that caused major damage to a dock and warehouse facility.

4. HOW WE COMPARE

In 1980, there were twenty incidents investigated Oregon; in 1990 there were twelve, and in 2000 there were three. While there is no other industry standard for comparison in Oregon, there are in other maritime states. However, the incident reporting criteria differ from state to state. In Washington, there were five incidents and nineteen marine safety occurrence reports in 2010.

5. FACTORS AFFECTING RESULTS

The majority of incidents occur due to mechanical failure, weather or hydrological conditions that are beyond anyone's ability to prevent.

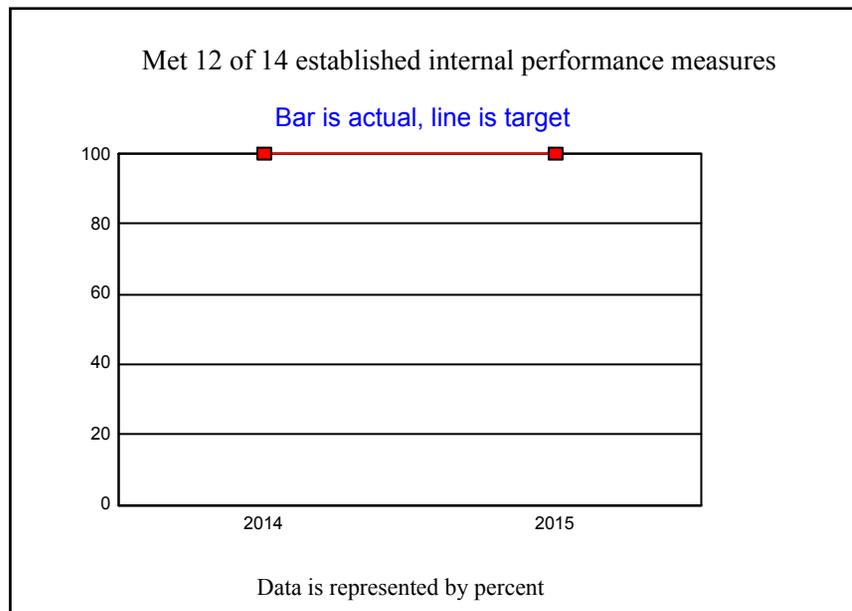
6. WHAT NEEDS TO BE DONE

The Board will continue to track incident trends and adjust training and education requirements to address emerging issues.

7. ABOUT THE DATA

OAR 856-010-0020 requires all licensees to report incidents to the Board.

KPM #21a	Extent to which the Energy Trust of Oregon meets 12 of 14 established internal performance measures.	2014
Goal	.	
Oregon Context	.	
Data Source	.	
Owner		



1. OUR STRATEGY

2. ABOUT THE TARGETS

3. HOW WE ARE DOING

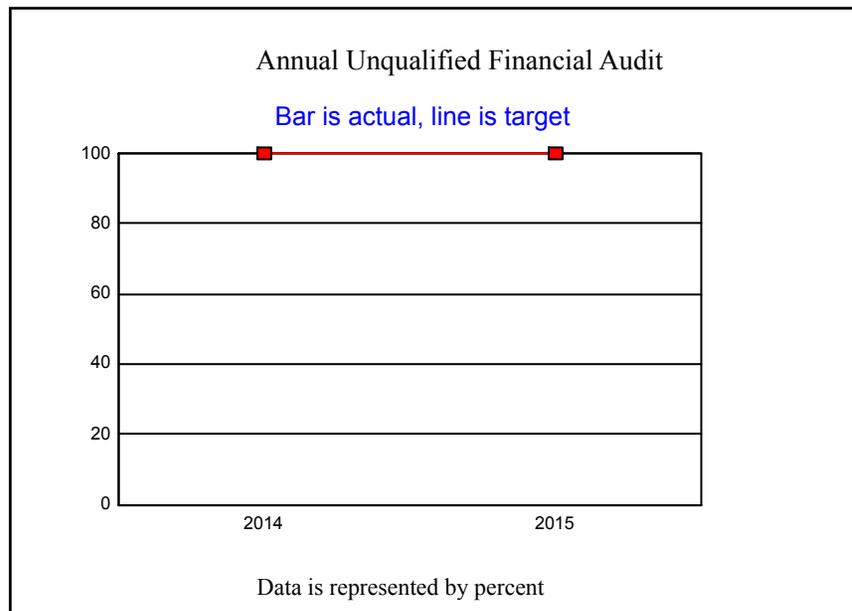
4. HOW WE COMPARE

5. FACTORS AFFECTING RESULTS

6. WHAT NEEDS TO BE DONE

7. ABOUT THE DATA

KPM #21b	Extent to which the Energy Trust of Oregon meets the established internal performance measures; Obtaining an annual unqualified financial audit.	2014
Goal	.	
Oregon Context	.	
Data Source	.	
Owner		



1. OUR STRATEGY

2. ABOUT THE TARGETS

3. HOW WE ARE DOING

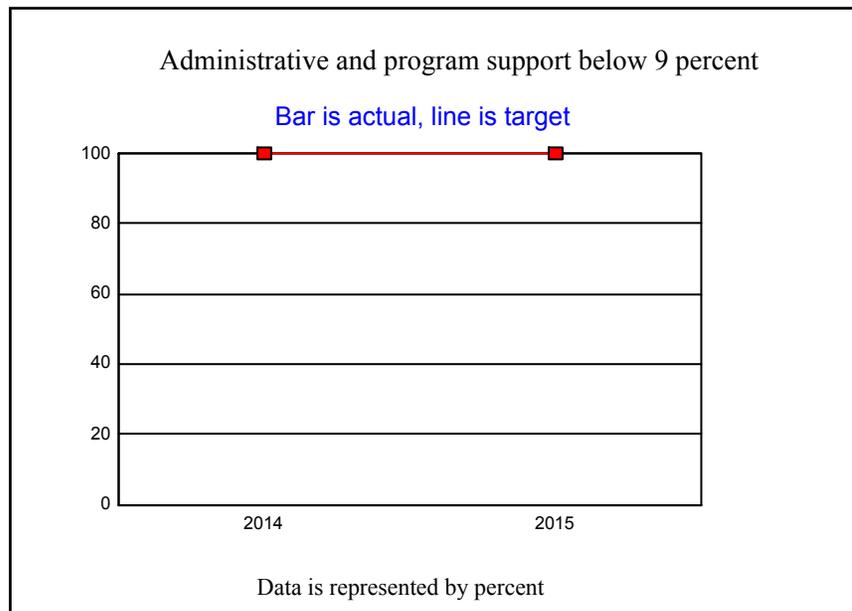
4. HOW WE COMPARE

5. FACTORS AFFECTING RESULTS

6. WHAT NEEDS TO BE DONE

7. ABOUT THE DATA

KPM #21c	Extent to which the Energy Trust of Oregon meets the established internal performance measures; Keep administrative and programs support costs below 9 percent of annual revenue.	2014
Goal	.	
Oregon Context	.	
Data Source	.	
Owner		



1. OUR STRATEGY

2. ABOUT THE TARGETS

3. HOW WE ARE DOING

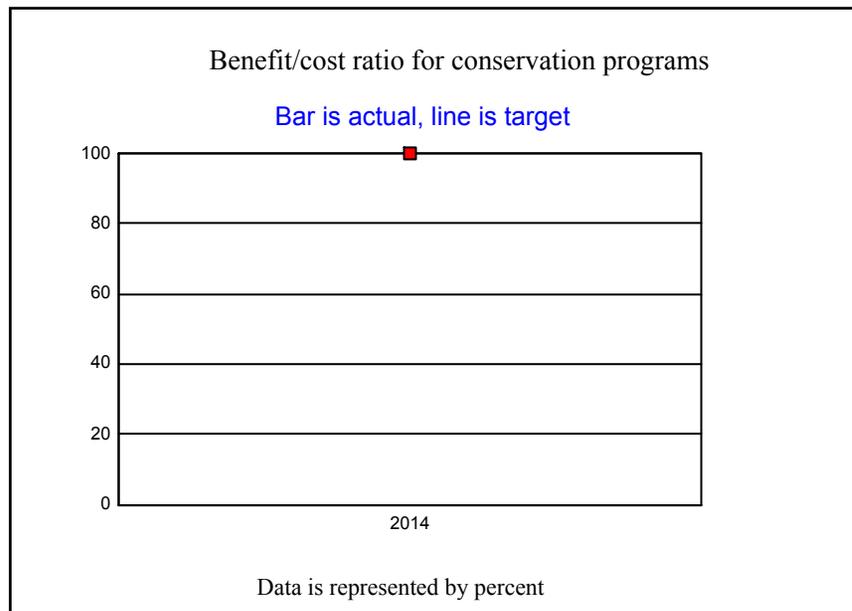
4. HOW WE COMPARE

5. FACTORS AFFECTING RESULTS

6. WHAT NEEDS TO BE DONE

7. ABOUT THE DATA

KPM #21d	Extent to which the Energy Trust of Oregon meets the established internal performance measures; Reporting the benefit/cost ratio for conservation programs based on utility system societal perspective.	2014
Goal	.	
Oregon Context	.	
Data Source	.	
Owner		



1. OUR STRATEGY

2. ABOUT THE TARGETS

3. HOW WE ARE DOING

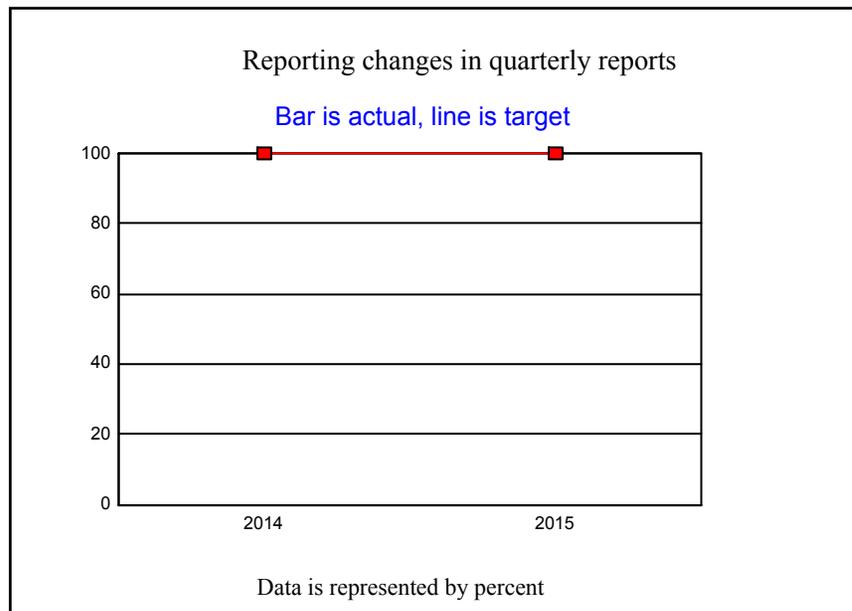
4. HOW WE COMPARE

5. FACTORS AFFECTING RESULTS

6. WHAT NEEDS TO BE DONE

7. ABOUT THE DATA

KPM #21e	Extent to which the Energy Trust of Oregon meets the established internal performance measures; Reporting significant mid-year changes to benefit/cost performance as necessary in quarterly reports.	2014
Goal	.	
Oregon Context	.	
Data Source	.	
Owner		



1. OUR STRATEGY

2. ABOUT THE TARGETS

3. HOW WE ARE DOING

4. HOW WE COMPARE

5. FACTORS AFFECTING RESULTS

6. WHAT NEEDS TO BE DONE

7. ABOUT THE DATA

PUBLIC UTILITY COMMISSION	III. USING PERFORMANCE DATA
Agency Mission: Ensure that safe and reliable utility services are provided to consumers at just and reasonable rates through regulation and promoting the development of competitive markets.	

Contact: Karla Hunter	Contact Phone: 503-373-0044
Alternate: Vikie Bailey-Goggins	Alternate Phone: 503-378-6366

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

1. INCLUSIVITY	<p>* Staff: Facilitation of performance measures occurs centrally through the Director's office with the performance coordinator, who then works with division staff. Staff is continually evaluating performance measures to ensure viability and effectiveness of the targets, formulas, and measures. If a measure needs revision or a new measure is created, a team is assigned to work on the measure.</p> <p>* Elected Officials: Elected Officials may receive correspondence or be requested to be on a committee to review or create new performance measures.</p> <p>* Stakeholders: Stakeholders may receive correspondence or be requested to be on a committee to review or create new performance measures.</p> <p>* Citizens: Citizens may receive correspondence or be requested to be on a committee to review or create new performance measures.</p>
2 MANAGING FOR RESULTS	<p>Within the PUC, each division assesses their performance measures. If there needs to be changes to the measure: to clarify how it is being reported; if the reporting of the measure needs to be revised to show more accurate results; or if the measure needs to be replaced, a team is assigned to develop the proposed revisions/changes. The recommendation is then presented to management who will review and approve the development process and submit the performance measure. In addition, if a measure is not met, analysis occurs which produces recommendations and/or action plans for improvement.</p>
3 STAFF TRAINING	<p>Our Performance Coordinator takes advantage of meetings and workshops available by the State. In turn the Coordinator trains staff on an ongoing basis.</p>
4 COMMUNICATING RESULTS	<p>* Staff: Performance measure information is posted on the agency web site. Review occurs through departmental correspondence, meetings, and/or access to the electronic version.</p>

* **Elected Officials:** Elected officials can obtain information about agency performance measures on the agency web site

<http://www.oregon.gov/PUC/commission/perform.shtml> or contact the agency directly.

* **Stakeholders:** Stakeholders may contact the agency or obtain any and all performance measure information electronically on the agency web site at <http://www.oregon.gov/PUC/commission/perform.shtml>.

* **Citizens:** Citizens are encouraged to view the agency performance measures on the PUC web site at <http://www.oregon.gov/PUC/commission/perform.shtml>.