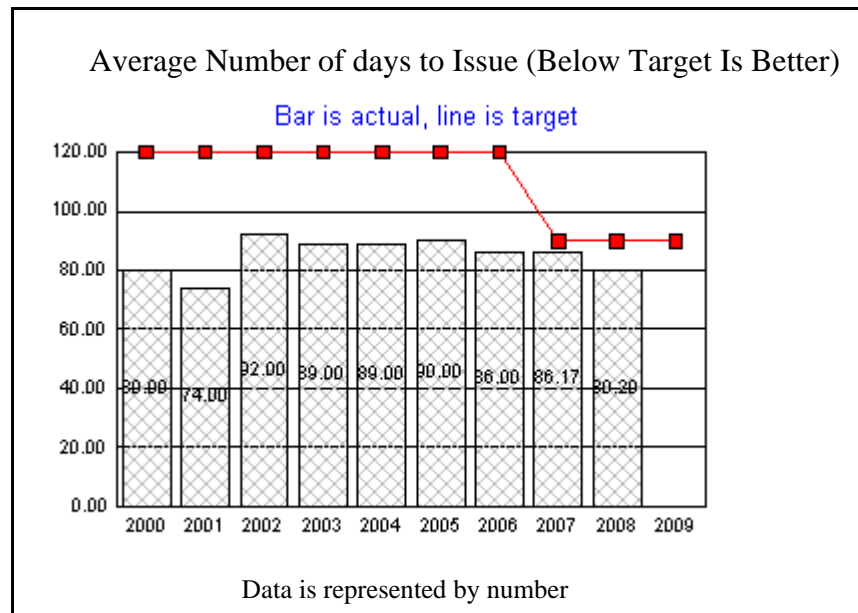


KPM #3	Licensing Time – Average days from application receipt to license issuance.	2005
Goal	ECONOMIC DEVELOPMENT – To enable Oregon businesses to begin and continue to operate safely and responsibly as soon as possible, supporting Oregon's Hospitality and Tourism Industries.	
Oregon Context	Oregon Benchmark #1 (Employment in Rural Oregon), #2 (Trade Outside Oregon), #3 (New Employers), #4 (Net Job Growth) – Oregon benchmarks relating to Growth of Oregon’s Economy and Job Growth. Governor’s Guiding Principles of Business and Job Growth.	
Data Source	KPM data gathered by running a report via a Crystal Reports interface, and drawing information from the License Master System (software application created in-house). The report name is: License Process Period Analysis-Number of Days to Issue a License.	
Owner	OLCC Public Safety Services Program / Licensing Division. Rudy Williams - OLCC Deputy Director, 503.872.5017	



1. OUR STRATEGY

The OLCC's strategy for meeting this goal is to streamline, simplify, and automate the liquor licensing process. In pursuing this strategy, the OLCC hopes to achieve many positive outcomes, including the reduction in the number of days to issue a license.

2. ABOUT THE TARGETS

Targets are based on historical averages and expected workloads. Previous reports have indicated the target for this measure as a range; this is due to a number of external factors that influence the time to issue a license (e.g. local government review or receipt of license fees). The 2007 Legislature asked the agency to change the target to a fixed level, and to set that level to 90-days beginning in FY 2008. The agency strives to issue liquor licenses to responsible and safe businesses faster than the measure's target, i.e. it is desirable to report actual levels that are below the target.

3. HOW WE ARE DOING

The OLCC has been meeting its target for this measure since it was established in 2005. Technological and procedural changes, in the spirit of Continuous Process Improvement, are being implemented to maintain this average overall statewide output level with static FTE and increasing license applications received. However, the number and complexity of license applications in the Portland metro area has strained the resources of the agency. The Portland area is where the largest density of liquor licensed businesses operate, and is where the greatest volume of new license application growth is expected to occur, the OLCC is pursuing a number of strategies to meet this demand; including requesting additional staff and exploiting new technologies.

Statewide, the number of license applications is expected to increase annually into the foreseeable future, while licensing staff has remained relatively constant. Streamlining and automation are being implemented to do more with less staff, while maintaining controls over public safety concerns. The OLCC expects that these improvements can reasonably hold the targets at the current level only in the short term.

4. HOW WE COMPARE

It is difficult to make direct comparisons due to the investigative and legal review aspects of the Oregon licensing process that do not translate to other licensing bodies.

5. FACTORS AFFECTING RESULTS

There are many factors affecting the number of days it takes to issue a liquor license; some internal and some external. Internal factors continue to be identified and streamlined through process improvements and technological solutions (automations). External factors are difficult to control. The primary external factor affecting how quickly a liquor license can be issued is the license application review by the local governing body (city or county). This application review process can last up to 45 days (as mandated by statute). Processing by the OLCC cannot be completed until the local government review is completed. Lengthy application review by local governments usually occur in the larger metropolitan areas, such as Portland. These areas also have higher numbers of license applications, in absolute terms, which influences the overall statewide average licensing times.

6. WHAT NEEDS TO BE DONE

The results of this measure indicate that the OLCC should continue with its effective strategy for meeting this target. By pursuing risk-based workflow improvements, and the implementation of technical streamlining measures, the OLCC can continue to meet the targets of this measure.

7. ABOUT THE DATA

The data supporting this measure are compiled by the OLCC licensing unit and reported through the agency's master file system. This year the reported data has moved from a calendar year to an Oregon's fiscal year basis, and therefore the report contains new information for years FY 2007 and FY 2008.