

**ENERGY, DEPARTMENT of**

**Annual Performance Progress Report (APPR) for Fiscal Year (2007-2008)**

**Proposed KPM's for Biennium (2009-2011)**

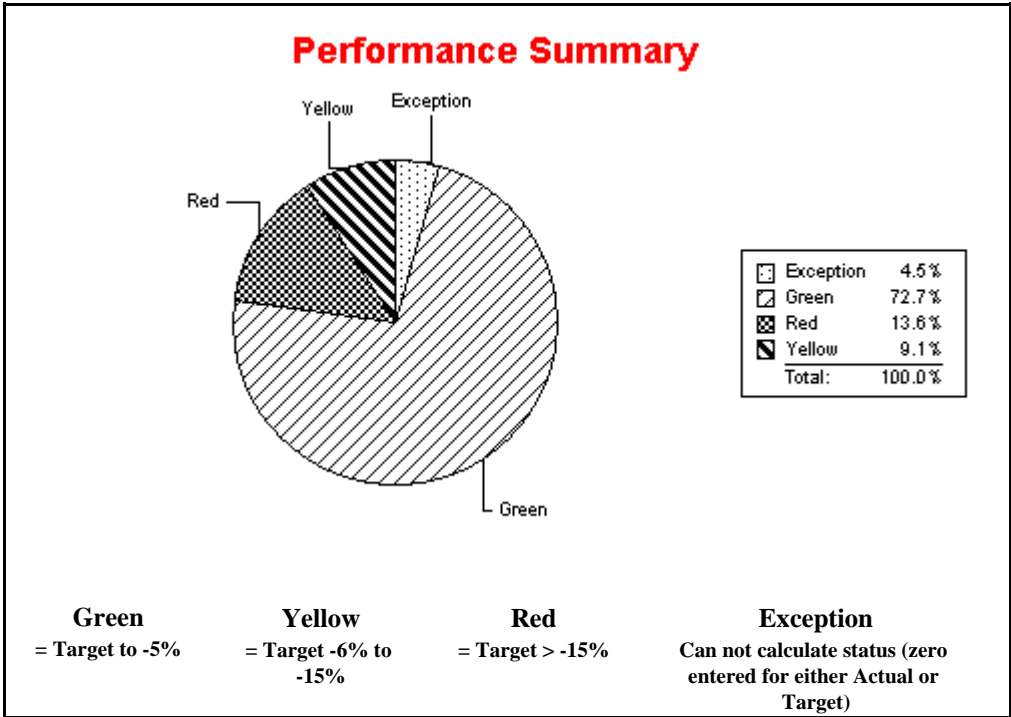
Original Submission Date: 2008

<b>2007-2008 KPM #</b>	<b>2007-2008 Approved Key Performance Measures (KPMs)</b>
1 a	ENERGY SAVINGS - Annual fossil fuel savings in trillion Btu from Department of Energy conservation and renewable resource programs. Total combined savings for all programs
1 b	ENERGY SAVINGS - Annual fossil fuel savings in trillion Btu from Department of Energy conservation and renewable resource programs. Savings from individual programs: Business Energy Tax Credits
1 c	ENERGY SAVINGS - Annual fossil fuel savings in trillion Btu from Department of Energy conservation and renewable resource programs. Savings from individual programs: Residential Energy Tax Credits
1 d	ENERGY SAVINGS - Annual fossil fuel savings in trillion Btu from Department of Energy conservation and renewable resource programs. Savings from individual programs: Small-Scale Energy Loans
1 e	ENERGY SAVINGS - Annual fossil fuel savings in trillion Btu from Department of Energy conservation and renewable resource programs. Savings from individual programs: Energy Efficient Design
2 a	CARBON DIOXIDE EMISSIONS - Annual carbon dioxide emissions in tons per capita from homes, businesses and public buildings.
2 b	CARBON DIOXIDE EMISSIONS - Annual CO2 savings in million tons from individual programs: Business Energy Tax Credits.
2 c	CARBON DIOXIDE EMISSIONS - Annual CO2 savings in million tons from individual programs: Residential Energy Tax Credits.
2 d	CARBON DIOXIDE EMISSIONS - Annual CO2 savings in million tons from individual programs: Small-Scale Energy Loans.
2 e	CARBON DIOXIDE EMISSIONS - Annual CO2 savings in million tons from individual programs: Energy Efficient Design.
3	CUSTOMER SERVICE - Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent": overall, timeliness, accuracy, helpfulness, expertise, availability of information.
4	NUCLEAR EMERGENCY DRILLS - Number of jurisdictions participating in preparedness drills and exercises for a nuclear emergency needing corrective action, based on Federal Emergency Management Agency evaluations.
5 a	RETURN ON INVESTMENT - Return on investment for individual energy conservation and renewable resource programs: Business Energy Tax Credits.

<b>2007-2008 KPM #</b>	<b>2007-2008 Approved Key Performance Measures (KPMs)</b>
5 b	RETURN ON INVESTMENT - Return on investment for individual energy conservation and renewable resource programs: Residential Energy Tax Credits.
5 c	RETURN ON INVESTMENT - Return on investment for individual energy conservation and renewable resource programs: Small-Scale Energy Loans.
5 d	RETURN ON INVESTMENT - Return on investment for individual energy conservation and renewable resource programs: Energy Efficient Design.
5 e	RETURN ON INVESTMENT - Return on investment for individual energy conservation and renewable resource programs: Energy Efficient Schools.
6 a	APPLICATION PROCESSING - Percent of applications for Energy Facility Sitings that are reviewed and approved or denied within the statutory deadline.
6 b	APPLICATION PROCESSING - Number of days elapsed between receipt of application and approval or denial for Business Energy Tax Credits.
6 c	APPLICATION PROCESSING - Number of days elapsed between receipt of application and approval or denial for Residential Energy Tax Credits.
7 a	SCHOOLS - The number of energy audits completed in schools.
7 b	SCHOOLS - The percentage of school energy audit measures installed.

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	<b>Title:</b>  <b>Rationale:</b>

<b>ENERGY, DEPARTMENT of</b>	<b>I. EXECUTIVE SUMMARY</b>
<b>Agency Mission:</b> The mission of the ODOE is to ensure Oregon has an adequate supply of reliable and affordable energy and is safe from nuclear contamination, by helping Oregonians save energy, develop clean energy resources, promote renewable energy and clean up nuclear waste.	
<b>Contact:</b> Mike Auman, Assistant Director	<b>Contact Phone:</b> 503-378-2843
<b>Alternate:</b> Jim Gores, Fiscal Manager	<b>Alternate Phone:</b> 503-373-7398



**1. SCOPE OF REPORT**

Included in this report are the indicators, adjustments and targets for the seven Key Performance Measures associated with the programs and activities that achieve the Department of Energy’s mission. In addition to a measure on overall customer satisfaction, key program areas such as conservation, renewable energy, loan program activities and nuclear safety are measured.

**2. THE OREGON CONTEXT**

Societal needs are addressed through the Governor's principles for state agencies.

Oregonians have a right to be safe (Public Safety-Emergency Preparedness Benchmark #67): The Oregon Department of Energy (ODOE) advocates the cleanup of radioactive wastes at the Hanford Nuclear Reservation, which is the largest environmental cleanup site in North America. ODOE also regulates the cleanup and transportation of radioactive wastes through the state and helps ensure that the state is prepared to respond to accidents involving radioactive materials. Training is key for the Benchmark regarding the percentage of Oregon counties capable of responding to an emergency. The training ODOE provides to Morrow and Umatilla counties ensures that local decision-makers and responders can effectively implement actions to protect the health and safety of residents in case of a radiological emergency at Hanford. State partners include regular drill participation by the Oregon Department of Agriculture and the Oregon Department of Human Services, Public Health Division. Protecting the health and safety of Oregonians from severe petroleum disruptions and electricity emergencies (involving the State's consumer-owned utilities) is also the responsibility of ODOE. The agency also works cooperatively with the Oregon Public Utility Commission in emergency planning.

We value a balance between growth, infrastructure development and the environment (Carbon Dioxide Emissions-Benchmark #77): The Benchmark was changed from 76 to 77 in 2007 legislative session. Oregon is rich in renewable energy resources. Solar, wind, geothermal, small hydroelectricity, wave, and biomass (wood, crop and organic waste) can help Oregon meet its energy needs. To help remove cost barriers, ODOE offers tax credits, loans and technical support for renewable energy projects. The agency ensures that an energy facility built in Oregon is safe and environmentally acceptable. ODOE is reviewing more renewable energy than fossil fuel facilities, including large wind farms and ethanol production plants. ODOE and the Oregon Public Utility Commission will implement Oregon's Renewable Portfolio Standard passed by the 2007 Legislature. It calls for the State's three largest utilities to provide 25% of their electricity from new renewable resources by 2025. The agency is also involved in innovative programs such as reducing truck idling and retrofitting long-haul trucks to help reduce carbon dioxide emissions. The Oregon Department of Environmental Quality has been a partner on a number of projects. Companies that adopt the most efficient production methods reduce energy costs, waste and emissions, while improving productivity. Energy efficiency and renewable energy help reduce the impacts of greenhouse gas emissions.

The basic educational needs of children should be met: The agency helps schools build in energy efficiency. ODOE identifies schools with high energy bills, conducts audits and makes cost-saving recommendations.

Economic development and a positive business climate are key to creating sustainable businesses and jobs: The agency encourages investments in conservation and renewable resources by offering state and federal incentives. Tax credits are available to businesses, individuals, non-profits, schools, local governments and tribes for these investments. ODOE uses the State Energy Loan Program and works with others, such as the Oregon Economic and Community Development Department, to leverage business energy tax credit benefits for Oregon businesses. ODOE works with numerous state agencies, including the Departments of Forestry, Agriculture, Geology and Mineral Industries, and State Lands, to implement the Governor's Renewable Energy Action Plan. The plan promotes economic development across Oregon, with investors building wind farms,

biofuels production plants, and proposing solar, geothermal, biomass, and wave energy facilities. ODOE and the Oregon Department of Agriculture will implement the biofuels legislation passed in the 2007 session. The agency provides information to households, businesses, schools, and governments on ways to save energy. Technical assistance, to promote the development and use of renewable energy, is offered to communities, rural utilities, tribes, local governments and others.

We must work to preserve Oregonians' basic health and daily needs: Customers on fixed incomes have had trouble keeping up with increasing energy costs. ODOE works with Oregon Housing and Community Services to help increase federal funding for low-income energy assistance programs. The agency also provides cash rebates through the State Home Oil Weatherization (SHOW) program and information on staying warm in the winter through the Web at [www.warmoregon.org](http://www.warmoregon.org)

State government should be stable, responsive and accountable to Oregonians: In keeping with regulatory streamlining, ODOE will be offering more on-line services, such as applying for residential energy tax credits. A number of Web-based services are already available, such as the Energy Star manufactured home program. The agency has also streamlined rulemaking, including the noise rule regarding wind facilities. Customer satisfaction with ODOE's energy conservation and renewable resource programs contributes to achieving the agency's mission by maximizing participation in programs that help Oregonians save energy and promote the use of renewable energy. Satisfied customers return to use the programs year after year.

### **3. PERFORMANCE SUMMARY**

The Oregon Department of Energy is exceeding its overall target for annual fossil fuel savings through its combined conservation and renewable energy programs. In 2003 through 2007, actual performance was above the target. The data show that the agency is on track to continue meeting the overall savings target in future years. The performance of individual programs was encouraging in 2007, with the Business Energy Tax Credit, Residential Energy Tax Credit and State Energy Loan Program exceeding their targets, and the State Energy Efficient Design program not meeting its target, due to the timing of project completions.

During 2007, savings of carbon dioxide (CO<sub>2</sub>) from individual agency programs were also encouraging, with the Business Energy Tax Credit, Residential Energy Tax Credit and State Energy Loan Program exceeding their targets, and State Energy Efficient Design program failing to meet its target. Oregon's per capita CO<sub>2</sub> emissions exceeded the targets in 2002, 2003 and 2004. Oregon's absolute CO<sub>2</sub> emissions decreased in 2001, 2002 and 2003, but increased in 2004 and 2005, as did per capita emissions. A continued increase in 2005 represents movement in the wrong direction. In an effort to reverse the trend, the Department is working with stakeholders to implement the following: the Western Climate Initiative; recommendations from the Governor's Advisory Group on Global Warming, the Carbon Allocation Task Force, the Climate Change Integration Group and the Global Warming Commission (HB 3543). Implementation of the Renewable Energy Action Plan, the Renewable Portfolio Standard (SB 838) and the Renewable Fuel Standard (HB 2210) is also ongoing.

Despite a substantial increase in the number of customers over the last several years, ODOE exceeded customer service targets in FY2007-08 in all but two survey areas, “Timeliness” and “Availability of Information.” While, ODOE was ranked by 90 percent of customers as being good or excellent for “Timeliness”, the rating is below the target of 95 percent. ODOE met the target for “Availability of Information.” These results indicate that ODOE is doing a good job overall on customer satisfaction. The agency continues to look at how it interacts with customers so as to maintain and improve this high level of customer satisfaction with specific focus on “Timeliness.”

In nuclear emergency drills, Oregon and the affected counties (Morrow and Umatilla) successfully demonstrated all exercise objectives. The state and counties received perfect marks from FEMA in all biennial exercises since 1996.

The actual results for the Return on Investment (ROI) measure in 2007 are positive overall, with Business Energy Tax Credit, Residential Energy Tax Credit, Schools program and State Energy Loan Program exceeding targets and State Energy Efficient Design not meeting its target. The dollar savings generated by a program each year is variable. Factors that influence ROI include timing of project completions, changes in program eligibility rules as a result of state legislation, improvements in the efficiency of new systems coming into the market, and dramatic increases in fuel prices.

ODOE is not meeting the targets for processing BETC and RETC applications. ODOE’s performance targets on the two energy facility siting application measures were met in FY 2007-08, with 100 percent of applications meeting the statutory time limits for processing.

ODOE provides technical support and administers program guidelines for the SB1149 Schools Public Purpose Charge Program. Targets are based on the estimate of school district capacity to complete audits in eligible schools and install audit measures. The objective is to complete required audits by 2009. In 2007, schools exceeded the target for audits completed and almost met the target for measures installed. Districts are responsible for contracting auditing services and construction project management.

#### **4. CHALLENGES**

Oregonians spend about \$12 billion on energy annually. That \$12 billion goes into heating homes, driving vehicles, lighting businesses and producing products. Most of that money leaves Oregon. One way to stop the flow of money out of Oregon is through energy efficiency and conservation. Another way is by developing renewable resources in Oregon.

##### **Increased Demand**

With the State’s growing population, the agency needs to continue to increase energy savings from its conservation and renewable resource programs. This rate will need to keep pace with increases in the total energy consumption of the state. Higher natural gas, electricity and petroleum prices, driven in part by increasing demand, are also concerns. Other challenges are market volatility and a decline in oil production. Oil accounts for about 40 percent of the energy we use, and natural gas accounts for another 25 percent.

As more and more people invest in energy efficiency, conservation and renewable energy, the agency must find ways to meet those needs in a streamlined manner. Providing a Web-based mechanism for tax credit application submission presents an opportunity.

## Climate Change

The Governor's Advisory Group on Global Warming released a greenhouse gas-reduction strategy for Oregon with recommended actions in December 2004. The Western Climate Initiative issued a draft report in summer 2008. Implementation of strategies could bring benefits and challenges, including increased investments in and use of renewable energy. Until 2007, the agency staffed the Climate Change Integration Group (CCIG), which looked at the challenges Oregon faces in adapting to climate change. The CCIG dissolved when the Global Warming Commission was created by the 2007 Legislature. The Commission is staffed by the Department and is tackling the issues encompassed by these previous efforts, as well as expanding Oregon's role in both reducing greenhouse gas emissions and preparing and adapting to climate change.

The Agency is challenged to balance the recommendations of the global warming initiatives, including the potential for a carbon cap-and-trade system, with those interested in building coal and Integrated Gasification Combined Cycle (IGCC) "clean coal" plants.

## Renewable Energy Development

Due to increased federal incentives, an increase in the Business Energy Tax Credit, and passage of an Oregon renewable portfolio standard (SB 838) and renewable fuel standard (HB 2210), renewable energy development has become the "gold rush" of the energy industry. The agency's challenge is to provide the right staffing levels and customer service to developers, investors, businesses, tribes, local governments, rural communities and consumers looking for technical advice and direction.

## Federal Energy Policy

One driver in renewable energy expansion is the federal Energy Policy Act (EPACT) of 2005, which is the most comprehensive federal energy legislation since 1992. EPACT contains provisions that affect all sectors of the U.S. energy industry.

EPACT re-authorized the renewable energy production tax credits through 2007 for solar, wind, geothermal, and biomass, and expanded it to include landfill gas, livestock methane, and ocean energy. This incentive is critical to attracting renewable energy projects, but the incentive needs to be extended for ten years or more to provide certainty to manufacturers and developers. Adding ocean energy and biomass could be particularly helpful to Oregon, which has ocean and biomass resources.

The law triples the amount of ethanol to be sold in the United States to 7.5 billion gallons by 2012, representing about four percent of transportation

fuel. EPACT also provides a small-producer biodiesel and ethanol tax credit, and a credit for installing alternative fuel refueling property.

### Liquefied Natural Gas

The federal Energy Policy Act of 2005 also preempted states' rights in siting liquefied natural gas (LNG), giving the authority to the Federal Energy Regulatory Commission (FERC). This requires the agency to ensure that FERC is adhering to Oregon's facility siting standards.

Governor Ted Kulongoski directed state agencies to participate in FERC's review of any LNG import terminals in Oregon. He designated the Oregon Department of Energy as the lead agency in working with FERC on proposed projects, including the coordination of state agency response on any application. At FERC's request, the Governor also designated the Oregon Department of Energy as the state's lead agency for working with FERC on LNG import terminal safety and security issues.

### Emergency Preparedness

To keep Oregonians safe, the agency needs to continue to make its emergency preparedness program a priority within the Nuclear Safety and Energy Siting Division. The national focus on security of critical infrastructure has significantly increased the agency's responsibilities in emergency planning, preparedness and response activities. Protecting the health and safety of Oregonians from severe petroleum disruptions and electricity emergencies involving the State's consumer-owned utilities is the responsibility of the Oregon Department of Energy.

For the past decade, the number of shipments of radioactive materials through Oregon has generally been steady, with between 250 and 450 such shipments a year (with a few exceptions). Shipments related to Hanford make up a significant portion of these numbers, and typically travel on more than 200 miles of Oregon highways.

In 1999, the U.S. Department of Energy designated Hanford to receive potentially tens of thousands of truckloads of waste from other federal cleanup sites. Litigation has prevented those shipments from beginning. However, a court settlement has cleared the way for USDOE to begin those shipments once they complete a comprehensive Environmental Impact Statement. That is scheduled to occur in 2008.

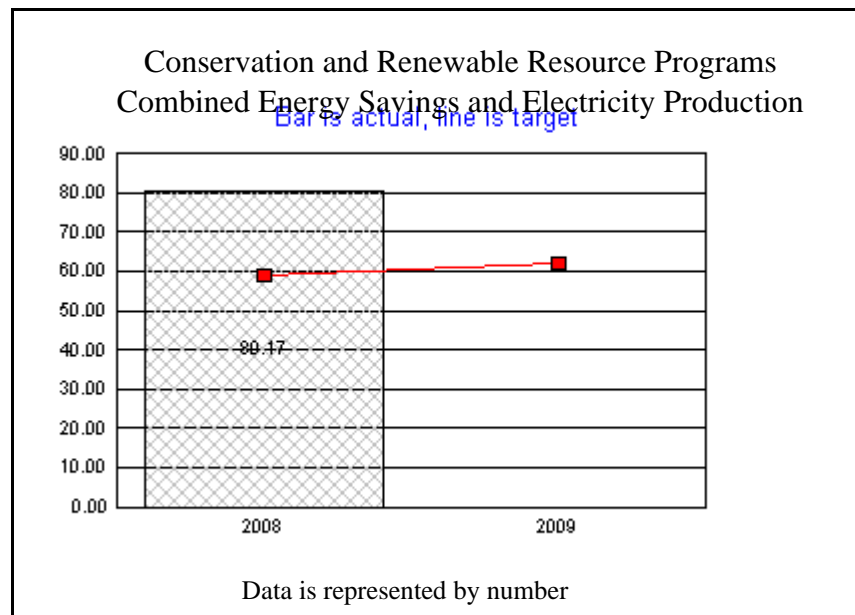
## **5. RESOURCES AND EFFICIENCY**

The Department's 2009-2011 budget includes:

- o \$28,076,383 in limited other fund operations
- o \$81,209,200 in non-limited SELP loan funds
- o \$39,291,520 in non-limited Debt Service funding
- o \$6,083,326 in Federal Funds

Measures 5 through 7, three of the Departments KPMs, address the issue of efficiency. In KPM 5, ROI is measured for tax credits, renewable loans and renewable programs. The target for this measure was adjusted up, reflecting in part the efficiencies of actual data to date. In KPM 6, application processing is measured. The Department continues to meet efficient processing targets set in statute. Finally in KPM 7, energy audits in schools are measured where the Departments target for the percent of schools is increasing. The rising target in light of constant FTE indicates efficiency.

<b>KPM #1a</b>	ENERGY SAVINGS - Annual fossil fuel savings in trillion Btu from Department of Energy conservation and renewable resource programs. Total combined savings for all programs	1990
<b>Goal</b>	CONSERVATION - Conservation and renewable resources meet a significant portion of Oregon's incremental energy needs.	
<b>Oregon Context</b>	Oregon Benchmark 77 (formerly 76): Carbon dioxide (CO2) emissions as a percent of 1990 emissions.	
<b>Data Source</b>	Program databases and tracking files.	
<b>Owner</b>	Contact: Mike Auman, Assistant Director, Phone: 503-378-2843 Alternate: Jim Gores, Fiscal Manager, Phone: 503-373-7398	



## 1. OUR STRATEGY

Energy savings from ODOE's conservation and renewable resource programs reduce Oregon's use of fossil fuels and thereby reduce CO2 emissions. ODOE works with businesses, industries, state and local governments, schools, institutions, homeowners and renters to save energy and

protect the environment.

## 2. ABOUT THE TARGETS

The targets assume the amount of energy savings resulting from ODOE's conservation and renewable resource programs will increase each year as additional new energy projects are completed. Higher numbers are better because if more energy is saved, less fossil fuel is used to meet energy demand and less carbon dioxide is released into the atmosphere.

## 3. HOW WE ARE DOING

In 2001 and 2002, actual performance for all ODOE programs combined was below the target, while in 2003, 2004, 2005, 2006 and 2007, actual performance was above the target. In 2007, the BETC, RETC and SELP programs performed above their targets, while the SEED program did not meet its target. The variance in these years is not significant. Variances are the result of unpredictable fluctuations in the number and size of energy- saving and electricity-generating projects that come into ODOE's programs each year. The data show that the agency is on track to continue meeting the target in future years.

## 4. HOW WE COMPARE

The American Council for an Energy-Efficient Economy (ACEEE) has proposed a national goal for energy savings that could be implemented at the state level. The goal calls for utilities to implement measures that save the equivalent of 1 percent of the electricity used by their customers each year. ACEEE estimates that Oregon has the potential to save 2.3 percent of its annual natural gas usage and 2.7 percent of its annual electricity usage through improved energy efficiency and conservation. The estimated actual energy savings (including all fuels and electricity generation) from ODOE programs ranged from 2.5 to 2.8 percent of the total state energy consumption each year during the period 1996 to 2000, and has increased steadily each year since then, reaching 3.4 percent in 2001, 3.6 percent in 2002, 4.3 percent in 2003, 4.5 percent in 2004, and 4.8 percent in 2005, the last year for which state energy use data is available. Additional savings are realized each year by programs operated by Oregon utilities and other entities. This suggests that ODOE's performance meets nationally proposed standards for energy savings by states.

## 5. FACTORS AFFECTING RESULTS

In recent years, ODOE's energy conservation and renewable resource programs have expanded, promoting energy efficiency in a wider variety of equipment types and serving growing numbers of businesses, homeowners, government agencies and institutions. The generally favorable results of this measure are due to that expansion of ODOE programs. SEED's failure to meet its energy savings target in 2006 and 2007 was due to the

timing of project completions, with only 4 projects being completed in 2006 and 9 projects in 2007 compared to 18 projects in 2005.

#### **6. WHAT NEEDS TO BE DONE**

No actions are needed at this time.

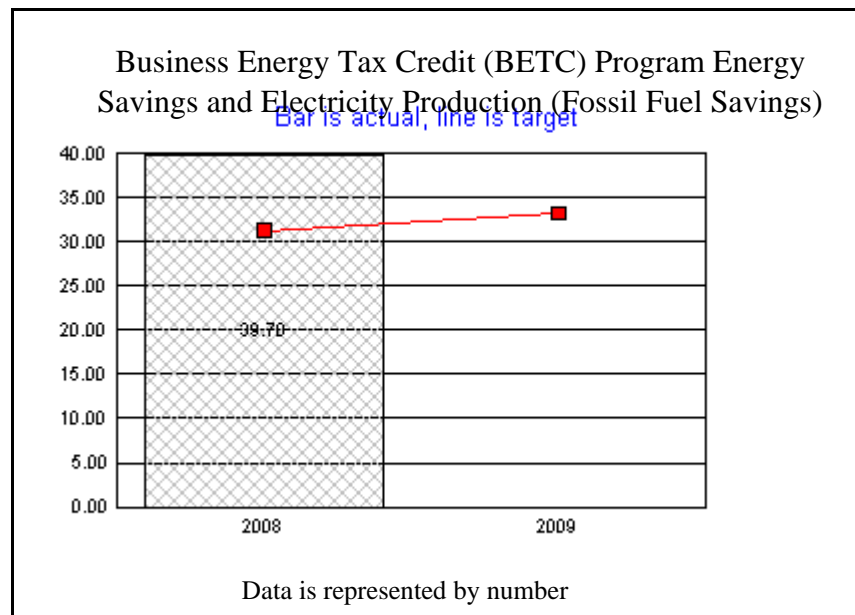
#### **7. ABOUT THE DATA**

The reporting cycle for this measure is a calendar year; Fiscal Year data is not easily interpolated. While the data is only an estimate of annual energy savings and does not represent actual, metered savings for installed, operating equipment, it is based on saving estimates for specific types of equipment, by fuel type, and in many cases it is based on savings estimates for specific brand and model number combinations for equipment. When new testing data is available from equipment manufacturers, the agency adjusts its energy savings estimates accordingly.

The Biennial Energy Plan, available from ODOE, contains details of energy savings by ODOE's conservation and renewable resource programs.

Limitations of the data: ODOE's energy savings estimates are calculated as annual cumulative savings, being the energy savings achieved during a calendar year by all projects completed from the start of the programs through the end of that calendar year. ODOE has not adjusted the savings data to take into account an expected life of the measures.

<b>KPM #1b</b>	ENERGY SAVINGS - Annual fossil fuel savings in trillion Btu from Department of Energy conservation and renewable resource programs. Savings from individual programs: Business Energy Tax Credits	1990
<b>Goal</b>	CONSERVATION - Conservation and renewable resources meet a significant portion of Oregon's incremental energy needs.	
<b>Oregon Context</b>	Oregon Benchmark 77 (formerly 76): Carbon dioxide (CO2) emissions as a percent of 1990 emissions.	
<b>Data Source</b>	Program databases and tracking files.	
<b>Owner</b>	Contact: Mike Auman, Assistant Director, Phone: 503-378-2843 Alternate: Jim Gores, Fiscal Manager, Phone: 503-373-7398	



## 1. OUR STRATEGY

See narrative in KPM 1a.

**2. ABOUT THE TARGETS**

See narrative in KPM 1a.

**3. HOW WE ARE DOING**

See narrative in KPM 1a.

**4. HOW WE COMPARE**

See narrative in KPM 1a.

**5. FACTORS AFFECTING RESULTS**

See narrative in KPM 1a.

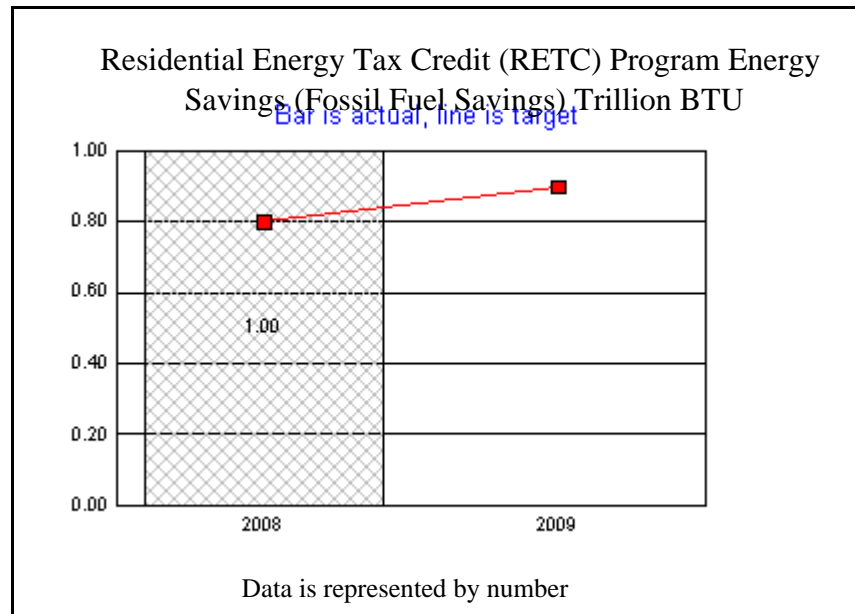
**6. WHAT NEEDS TO BE DONE**

See narrative in KPM 1a.

**7. ABOUT THE DATA**

See narrative in KPM 1a.

<b>KPM #1c</b>	ENERGY SAVINGS - Annual fossil fuel savings in trillion Btu from Department of Energy conservation and renewable resource programs. Savings from individual programs: Residential Energy Tax Credits	1990
<b>Goal</b>	CONSERVATION - Conservation and renewable resources meet a significant portion of Oregon's incremental energy needs.	
<b>Oregon Context</b>	Oregon Benchmark 77 (formerly 76): Carbon dioxide (CO2) emissions as a percent of 1990 emissions.	
<b>Data Source</b>	Program databases and tracking files.	
<b>Owner</b>	Contact: Mike Auman, Assistant Director, Phone: 503-378-2843 Alternate: Jim Gores, Fiscal Manager, Phone: 503-373-7398	



## 1. OUR STRATEGY

See narrative in KPM 1a.

**2. ABOUT THE TARGETS**

See narrative in KPM 1a.

**3. HOW WE ARE DOING**

See narrative in KPM 1a.

**4. HOW WE COMPARE**

See narrative in KPM 1a.

**5. FACTORS AFFECTING RESULTS**

See narrative in KPM 1a.

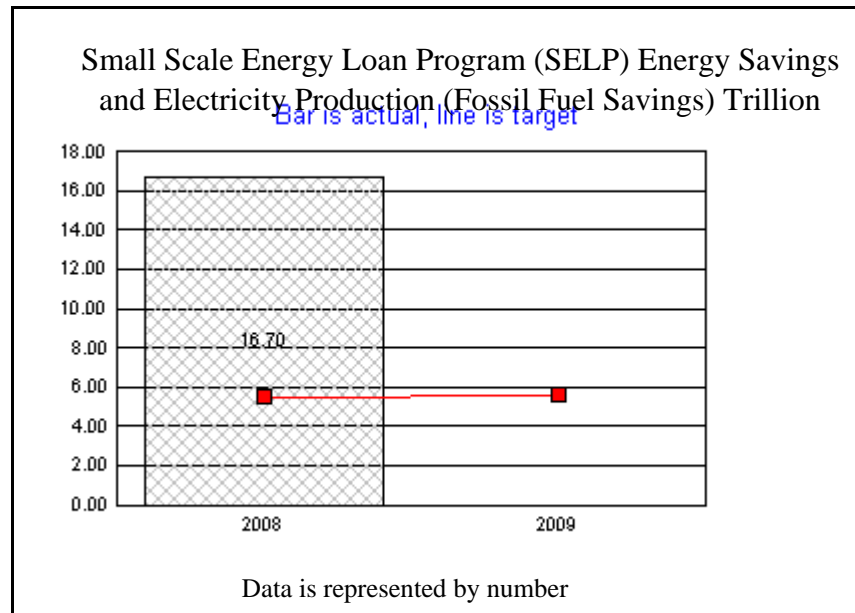
**6. WHAT NEEDS TO BE DONE**

See narrative in KPM 1a.

**7. ABOUT THE DATA**

See narrative in KPM 1a.

<b>KPM #1d</b>	ENERGY SAVINGS - Annual fossil fuel savings in trillion Btu from Department of Energy conservation and renewable resource programs. Savings from individual programs: Small-Scale Energy Loans	1990
<b>Goal</b>	CONSERVATION - Conservation and renewable resources meet a significant portion of Oregon's incremental energy needs.	
<b>Oregon Context</b>	Oregon Benchmark 77 (formerly 76): Carbon dioxide (CO2) emissions as a percent of 1990 emissions.	
<b>Data Source</b>	Program databases and tracking files.	
<b>Owner</b>	Contact: Mike Auman, Assistant Director, Phone: 503-378-2843 Alternate: Jim Gores, Fiscal Manager, Phone: 503-373-7398	



## 1. OUR STRATEGY

See narrative in KPM 1a.

**2. ABOUT THE TARGETS**

See narrative in KPM 1a.

**3. HOW WE ARE DOING**

See narrative in KPM 1a.

**4. HOW WE COMPARE**

See narrative in KPM 1a.

**5. FACTORS AFFECTING RESULTS**

See narrative in KPM 1a.

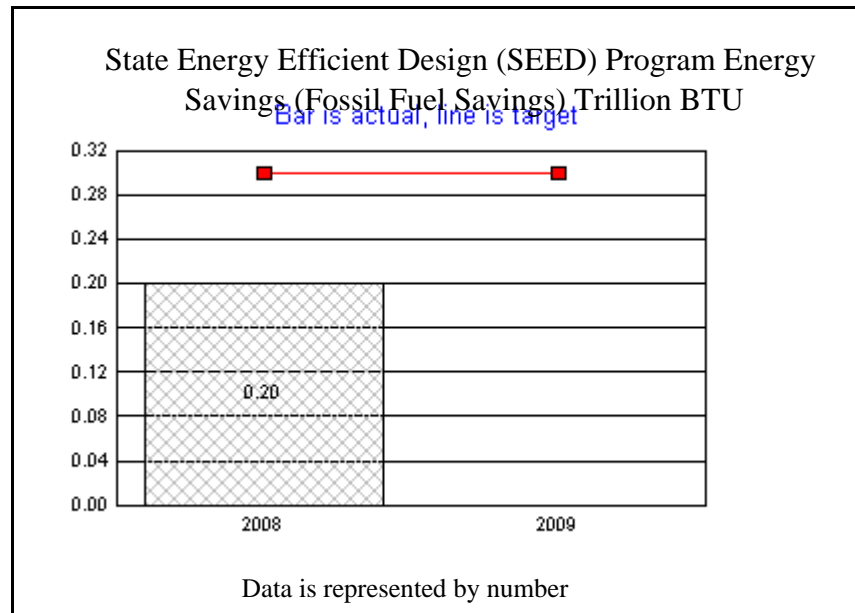
**6. WHAT NEEDS TO BE DONE**

See narrative in KPM 1a.

**7. ABOUT THE DATA**

See narrative in KPM 1a.

<b>KPM #1e</b>	ENERGY SAVINGS - Annual fossil fuel savings in trillion Btu from Department of Energy conservation and renewable resource programs. Savings from individual programs: Energy Efficient Design	1990
<b>Goal</b>	CONSERVATION - Conservation and renewable resources meet a significant portion of Oregon's incremental energy needs.	
<b>Oregon Context</b>	Oregon Benchmark 77 (formerly 76): Carbon dioxide (CO2) emissions as a percent of 1990 emissions.	
<b>Data Source</b>	Program databases and tracking files.	
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## 1. OUR STRATEGY

See narrative in KPM 1a.

**2. ABOUT THE TARGETS**

See narrative in KPM 1a.

**3. HOW WE ARE DOING**

See narrative in KPM 1a.

**4. HOW WE COMPARE**

See narrative in KPM 1a.

**5. FACTORS AFFECTING RESULTS**

See narrative in KPM 1a.

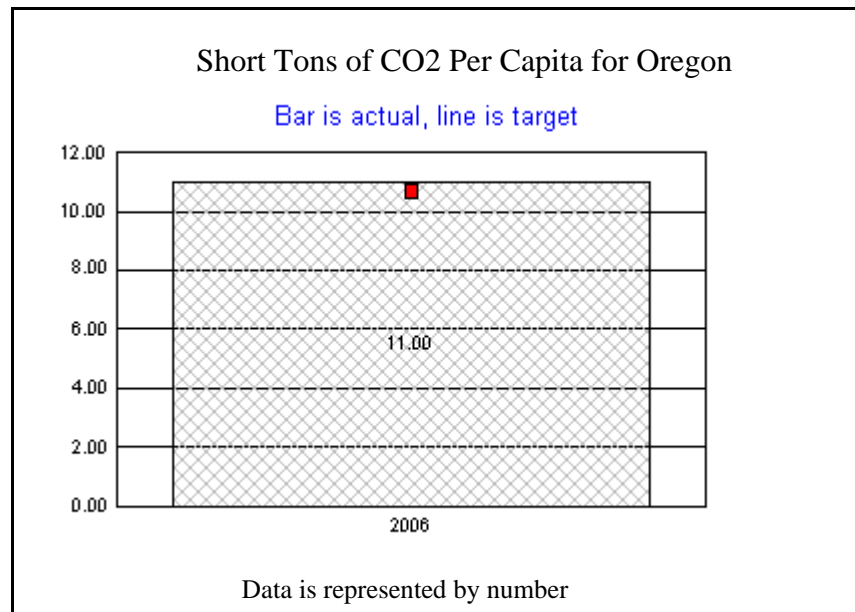
**6. WHAT NEEDS TO BE DONE**

See narrative in KPM 1a.

**7. ABOUT THE DATA**

See narrative in KPM 1a.

<b>KPM #2a</b>	CARBON DIOXIDE EMISSIONS - Annual carbon dioxide emissions in tons per capita from homes, businesses and public buildings.	1990
<b>Goal</b>	Carbon Dioxide Emissions. Reduce carbon dioxide emissions from burning fossil fuels.	
<b>Oregon Context</b>	Oregon Benchmark 77: Carbon dioxide (CO2) emissions as a percent of 1990 emissions.	
<b>Data Source</b>	“Oregon Strategy for Greenhouse Gas Reductions,” Governor’s Advisory Group on Global Warming (2005), “Oregon Greenhouse Gas Inventory, Final Report to the Governor: A Framework for Addressing Rapid Climate Change,” Climate Change Integration Group (2008), and ODOE.	
<b>Owner</b>	Contact: Mike Auman, Assistant Director, Phone: 503-378-2843 Alternate: Jim Gores, Fiscal Manager, Phone: 503-373-7398	



### 1. OUR STRATEGY

Oregon Department of Energy (ODOE)'s strategy is stated in the "Oregon Strategy for Greenhouse Gas Reductions," which was adopted by the Governor's Advisory Group in 2004 and endorsed by the Governor in 2005. Implementation of those actions, as well as general oversight of Oregon's climate change activities, is being overseen by the Oregon Global Warming Commission (GWC), which was created by HB 3543 in the 2007 Oregon Legislature. Prior to the GWC, the Governor appointed the Climate Change Integration Group (CCIG) in 2006 to monitor the implementation of the greenhouse gas reduction strategies and to propose additional strategies. The CCIG also prepared a strategy for how Oregon can adapt to climate change; on how to inform the citizens about climate change; and, on identifying climate change research priorities. ODOE also staffed the Carbon Allocation Task Force, which looked at a mechanism to reduce carbon dioxide emissions from the electricity sector and other sources. ODOE also staffs the Renewable Energy Working Group, which helped design a renewable portfolio standard (RPS) that will increase the use of renewable energy in the state. The renewable portfolio standard was passed into law (SB 838) by the 2007 Legislature. The RPS requires Oregon's three largest utilities to meet 25 percent of their electric load with new renewable energy sources by 2025. The state is also participating in the Western Climate Initiative, which is coordinating a regional approach to reducing greenhouse gas emissions. Ongoing, ODOE implements the residential and business energy tax credit programs and offers loans for energy efficiency and renewable energy projects in the state. Those programs reduce greenhouse gas emissions through voluntary measures.

### 2. ABOUT THE TARGETS

The target is a subset of data used to measure success in meeting the Oregon benchmark to hold its CO<sub>2</sub> emissions at 1990 levels. HB 3543 in 2007 codified the Governor's goals that Oregon should reduce its total greenhouse gas emissions to 10 percent below 1990 levels by 2020 and at least 75 percent below by 2050. The benchmark and the goals call for absolute reductions in emissions. The performance measure is a relative measure of emissions, because it captures population growth. While the performance measure should show a decline in per capita emissions, such a decline may not reflect an absolute decline if population is increasing. The performance measure can show progress toward the benchmark and goal, but it would not necessarily reflect achievement of those objectives.

The portion of this performance measure that deals with per capita CO<sub>2</sub> emissions does not include CO<sub>2</sub> emissions from transportation because those emissions are mostly affected by policies and measures of the Departments of Transportation, Environmental Quality, and Land Conservation and Development. The portions of the measure that deal with CO<sub>2</sub> savings from individual programs do include savings from transportation projects completed under those programs.

### 3. HOW WE ARE DOING

The last year for which ODOE has Oregon per capita CO<sub>2</sub> emissions data is 2005. In January 2008, an update to the Oregon Greenhouse Gas Inventory was published in the Climate Change Integration Group (CCIG) “Final Report to the Governor: A Framework for Addressing Rapid Climate Change.” The update included revised Oregon CO<sub>2</sub> emissions data for 1990 through 2004 and forecast data for 2005. The CO<sub>2</sub> emissions per capita data used in this Key Performance Measure report is based on the revised 1990 through 2004 data in the CCIG report, combined with updated data for 2005 completed after the CCIG report was published.

The per capita CO<sub>2</sub> emissions for 2002 through 2004 are better than the targets for those years. Per capita CO<sub>2</sub> emissions declined each year from 2000 through 2003, then increased slightly in 2004, from 10.6 to 10.7 tons, and again to 11.0 tons in 2005. The increases in 2004 and 2005 represent movement in the wrong direction. In the forecast for 2005, Oregon experienced gains in absolute emissions in the Residential, Commercial, Transportation, Electrical Consumption, and Waste Incineration sectors and decreases only in the Industrial and Industrial Processes sectors, for a total gain. In addition, Oregon’s population increased in 2005. 2005 increases in absolute emissions outpaced population gains, resulting in an increase in the relative per capita emissions for the first time since 1999.

During 2007, results in savings of CO<sub>2</sub> from individual agency programs were good, with the Business Energy Tax Credit, Residential Energy Tax Credit and State Energy Loan Program exceeding their targets, and the State Energy Efficient Design program meeting its target.

#### **4. HOW WE COMPARE**

Because the Oregon per capita CO<sub>2</sub> performance measure is only part of a standard greenhouse gas inventory, there is not a comparable partial inventory from other states.

#### **5. FACTORS AFFECTING RESULTS**

Oregon has a long history of providing incentives for energy efficiency and renewable energy. It also regulates energy efficiency in building and carbon dioxide emissions from new energy facilities. While these measures have helped slow the increase in per capita emissions, they have not stopped the increase in absolute emissions.

#### **6. WHAT NEEDS TO BE DONE**

Continue working with all stakeholders to implement the following: Western Climate Initiative, recommendations from the Global Warming Commission, the Governor’s Advisory Group on Global Warming, the Climate Change Integration Group, and the Renewable Energy Action Plan.

Laws to be implemented include the Renewable Portfolio Standard and the Renewable Fuel Standard. Under Executive Order 06-02, ODOE is also a member of the Greenhouse Gas Emissions Interagency Team and is working on the Governor's initiative of 100 percent renewable energy for State agencies by 2010.

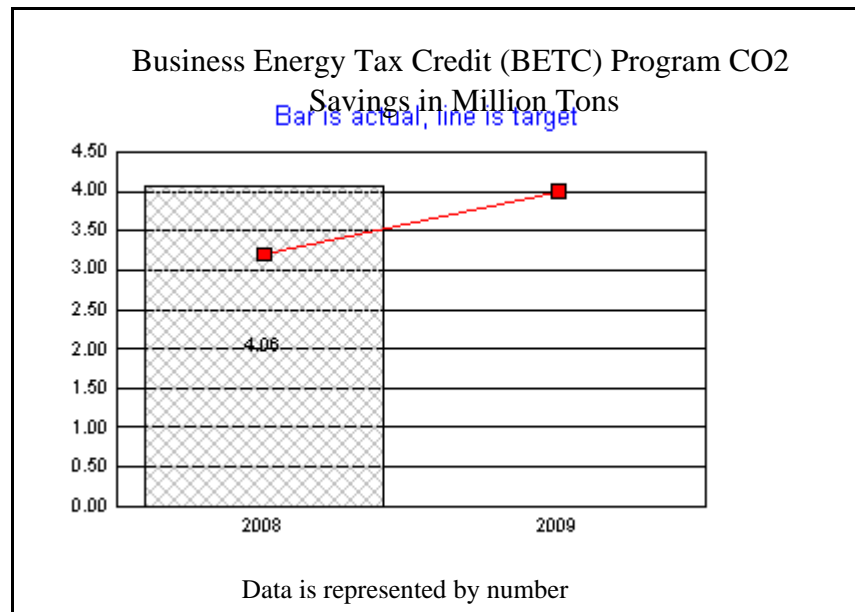
#### 7. ABOUT THE DATA

The Oregon Department of Energy uses the State Inventory Tool (SIT) software provided by the U.S. Environmental Protection Agency (EPA). Oregon prepares its own annual inventory of CO2 emissions from the use of electricity. That inventory is available by the third quarter of the following year. Most other CO2 emissions come from combustion of fossil fuels. The SIT uses state fossil fuel consumption data that are provided by the federal Energy Information Administration (EIA). The EIA publishes data sporadically, and its data are usually delayed several years. EIA data are available at [www.eia.doe.gov](http://www.eia.doe.gov). Information about the EPA inventory program is available at <http://yosemite.epa.gov/OAR/globalwarming.nsf/content/EmissionsState.html>.

Estimated CO2 savings from individual programs are calculated by ODOE from the agency's estimated energy savings, by fuel, for those programs, using CO2 conversion factors for fossil fuel combustion from the US EPA publication, Estimating Greenhouse Gas Emissions, June, 2003.

The reporting cycle for this measure is a calendar year; Fiscal Year data is not available.

<b>KPM #2b</b>	CARBON DIOXIDE EMISSIONS - Annual CO2 savings in million tons from individual programs: Business Energy Tax Credits.	1990
<b>Goal</b>	Carbon Dioxide Emissions. Reduce carbon dioxide emissions from burning fossil fuels.	
<b>Oregon Context</b>	Oregon Benchmark 77: Carbon dioxide (CO2) emissions as a percent of 1990 emissions.	
<b>Data Source</b>	“Oregon Strategy for Greenhouse Gas Reductions,” Governor’s Advisory Group on Global Warming (2005), “Oregon Greenhouse Gas Inventory, Final Report to the Governor: A Framework for Addressing Rapid Climate Change,” Climate Change Integration Group (2008), and ODOE.	
<b>Owner</b>	Contact: Mike Auman, Assistant Director, Phone: 503-378-2843 Alternate: Jim Gores, Fiscal Manager, Phone: 503-373-7398	



**1. OUR STRATEGY**

See narrative in KPM 2a.

**2. ABOUT THE TARGETS**

See narrative in KPM 2a.

**3. HOW WE ARE DOING**

See narrative in KPM 2a.

**4. HOW WE COMPARE**

See narrative in KPM 2a.

**5. FACTORS AFFECTING RESULTS**

See narrative in KPM 2a.

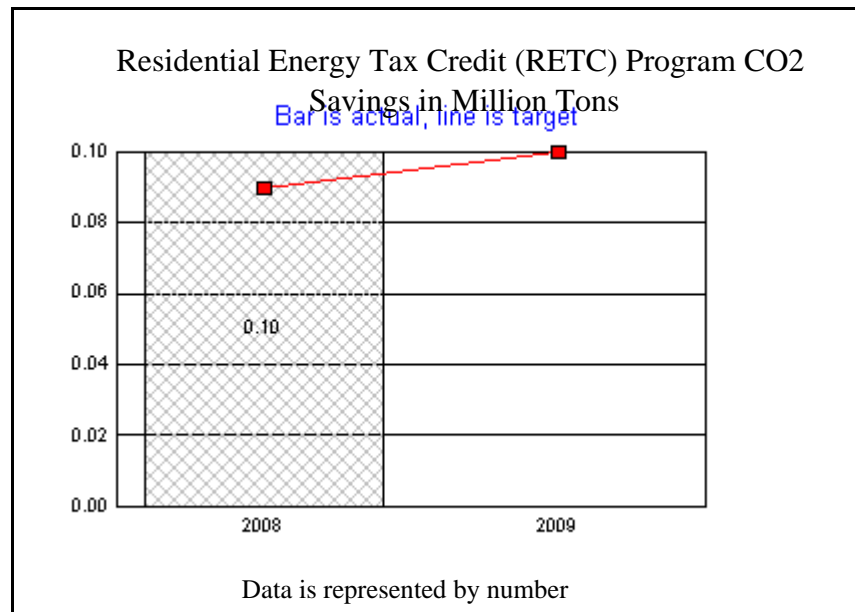
**6. WHAT NEEDS TO BE DONE**

See narrative in KPM 2a.

**7. ABOUT THE DATA**

See narrative in KPM 2a.

<b>KPM #2c</b>	CARBON DIOXIDE EMISSIONS - Annual CO2 savings in million tons from individual programs: Residential Energy Tax Credits.	1990
<b>Goal</b>	Carbon Dioxide Emissions. Reduce carbon dioxide emissions from burning fossil fuels.	
<b>Oregon Context</b>	Oregon Benchmark 77: Carbon dioxide (CO2) emissions as a percent of 1990 emissions.	
<b>Data Source</b>	“Oregon Strategy for Greenhouse Gas Reductions,” Governor’s Advisory Group on Global Warming (2005), “Oregon Greenhouse Gas Inventory, Final Report to the Governor: A Framework for Addressing Rapid Climate Change,” Climate Change Integration Group (2008), and ODOE.	
<b>Owner</b>	Contact: Mike Auman, Assistant Director, Phone: 503-378-2843 Alternate: Jim Gores, Fiscal Manager, Phone: 503-373-7398	



**1. OUR STRATEGY**

See narrative in KPM 2a.

**2. ABOUT THE TARGETS**

See narrative in KPM 2a.

**3. HOW WE ARE DOING**

See narrative in KPM 2a.

**4. HOW WE COMPARE**

See narrative in KPM 2a.

**5. FACTORS AFFECTING RESULTS**

See narrative in KPM 2a.

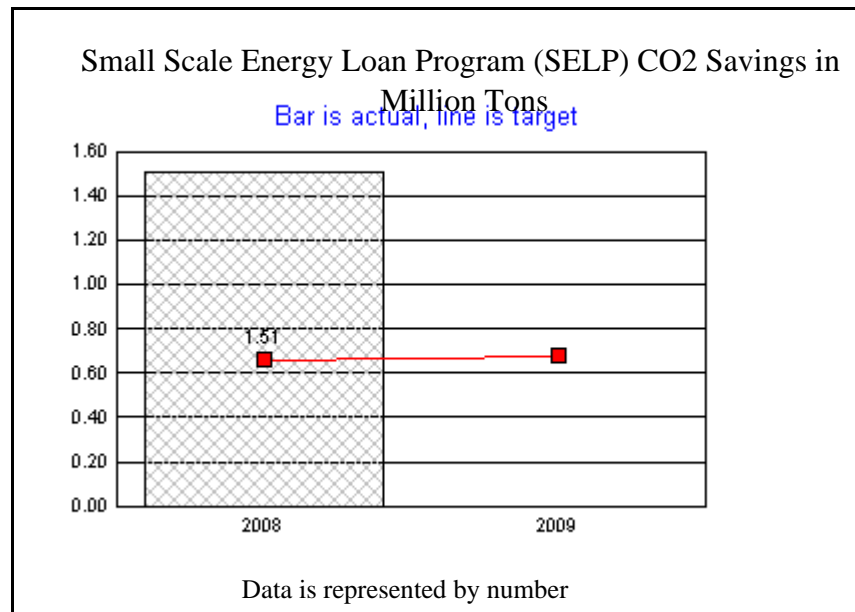
**6. WHAT NEEDS TO BE DONE**

See narrative in KPM 2a.

**7. ABOUT THE DATA**

See narrative in KPM 2a.

<b>KPM #2d</b>	CARBON DIOXIDE EMISSIONS - Annual CO2 savings in million tons from individual programs: Small-Scale Energy Loans.	1990
<b>Goal</b>	Carbon Dioxide Emissions. Reduce carbon dioxide emissions from burning fossil fuels.	
<b>Oregon Context</b>	Oregon Benchmark 77: Carbon dioxide (CO2) emissions as a percent of 1990 emissions.	
<b>Data Source</b>	“Oregon Strategy for Greenhouse Gas Reductions,” Governor’s Advisory Group on Global Warming (2005), “Oregon Greenhouse Gas Inventory, Final Report to the Governor: A Framework for Addressing Rapid Climate Change,” Climate Change Integration Group (2008), and ODOE.	
<b>Owner</b>	Contact: Mike Auman, Assistant Director, Phone: 503-378-2843 Alternate: Jim Gores, Fiscal Manager, Phone: 503-373-7398	



**1. OUR STRATEGY**

See narrative in KPM 2a.

**2. ABOUT THE TARGETS**

See narrative in KPM 2a.

**3. HOW WE ARE DOING**

See narrative in KPM 2a.

**4. HOW WE COMPARE**

See narrative in KPM 2a.

**5. FACTORS AFFECTING RESULTS**

See narrative in KPM 2a.

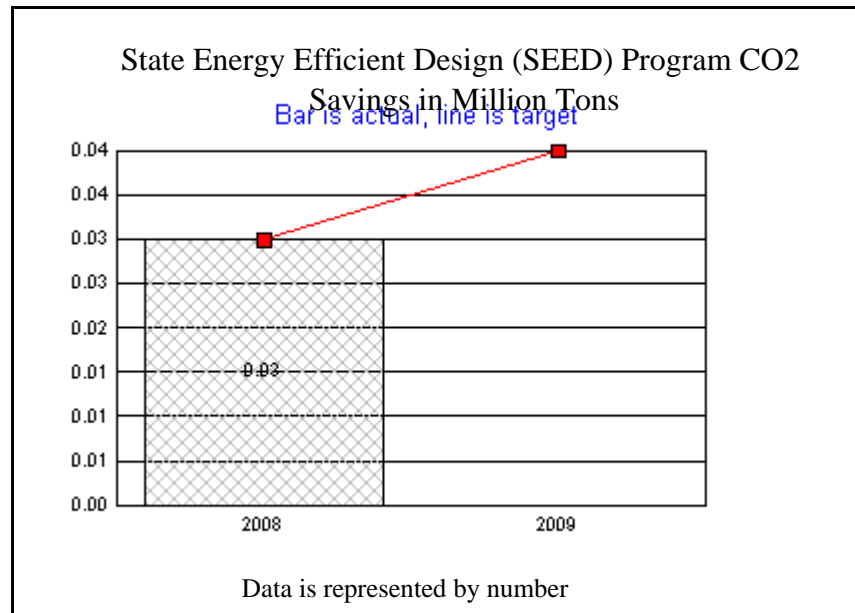
**6. WHAT NEEDS TO BE DONE**

See narrative in KPM 2a.

**7. ABOUT THE DATA**

See narrative in KPM 2a.

<b>KPM #2e</b>	CARBON DIOXIDE EMISSIONS - Annual CO2 savings in million tons from individual programs: Energy Efficient Design.	1990
<b>Goal</b>	Carbon Dioxide Emissions. Reduce carbon dioxide emissions from burning fossil fuels.	
<b>Oregon Context</b>	Oregon Benchmark 77: Carbon dioxide (CO2) emissions as a percent of 1990 emissions.	
<b>Data Source</b>	“Oregon Strategy for Greenhouse Gas Reductions,” Governor’s Advisory Group on Global Warming (2005), “Oregon Greenhouse Gas Inventory, Final Report to the Governor: A Framework for Addressing Rapid Climate Change,” Climate Change Integration Group (2008), and ODOE.	
<b>Owner</b>	Contact: Mike Auman, Assistant Director, Phone: 503-378-2843 Alternate: Jim Gores, Fiscal Manager, Phone: 503-373-7398	



## 1. OUR STRATEGY

See narrative in KPM 2a.

**2. ABOUT THE TARGETS**

See narrative in KPM 2a.

**3. HOW WE ARE DOING**

See narrative in KPM 2a.

**4. HOW WE COMPARE**

See narrative in KPM 2a.

**5. FACTORS AFFECTING RESULTS**

See narrative in KPM 2a.

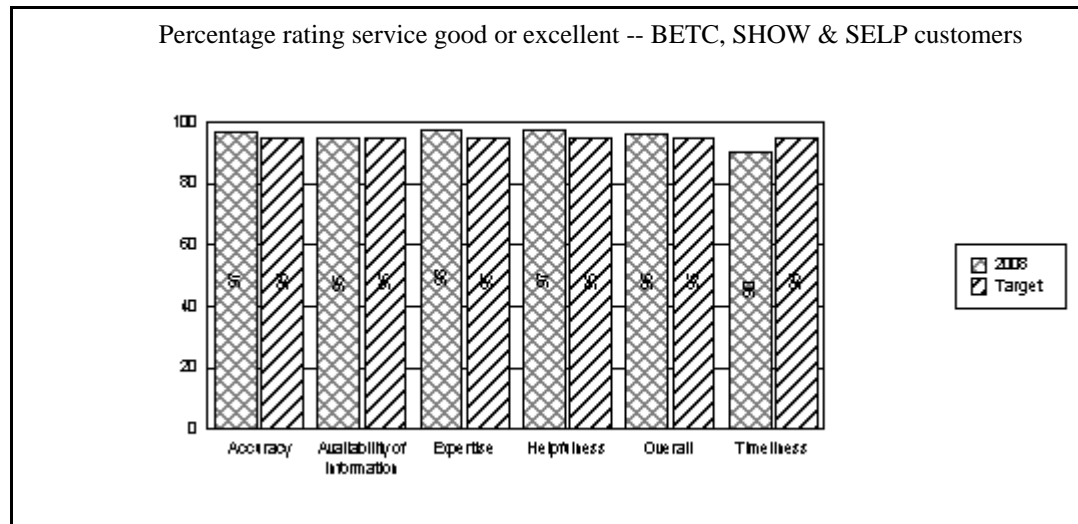
**6. WHAT NEEDS TO BE DONE**

See narrative in KPM 2a.

**7. ABOUT THE DATA**

See narrative in KPM 2a.

<b>KPM #3</b>	CUSTOMER SERVICE - Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent": overall, timeliness, accuracy, helpfulness, expertise, availability of information.	1997
<b>Goal</b>	Customer satisfaction. Provide customers with a high degree of satisfaction with ODOE conservation and renewable resource programs.	
<b>Oregon Context</b>	ODOE Mission.	
<b>Data Source</b>	Business Energy Tax Credit and State Home Oil Weatherization survey results are stored in program databases. State Energy Loan Program survey results are tracked in an Excel file.	
<b>Owner</b>	Contact: Mike Auman, Assistant Director, Phone: 503-378-2843 Alternate: Jim Gores, Fiscal Manager, Phone: 503-373-7398	



### 1. OUR STRATEGY

ODOE regularly monitors customer satisfaction survey results and makes follow up phone calls to investigate problems and ensure good customer service. When needed, ODOE makes changes to program procedures to improve customer satisfaction. ODOE has conducted customer

satisfaction surveys for the Business Energy Tax Credit (BETC), State Home Oil Weatherization (SHOW) and State Energy Loan Program (SELP) programs since 1997. These earlier surveys asked customers to rank ODOE on several customer service indicators on a 1-to-5 scale. On 7/1/2005, ODOE began using the new required 1-to-4 scale customer survey format for the BETC and SHOW programs and in FY 2006-07 began using the new format survey for SELP. This FY 2007-08 report includes the combined results of BETC, SHOW and SELP surveys. ODOE recently conducted a survey of its FY 2006-07 Residential Energy Tax Credit (RETC) customers. The results of the RETC survey were not available in time for inclusion in the last KPM report and are included in this report. ODOE is working on plans for when the next RETC survey will be conducted. Because the RETC survey was a “one time” survey done as part of a larger study conducted by a contractor, Community Planning Workshop, University of Oregon, the RETC results are not blended with the combined BETC, SHOW and SELP scores for FY 2006-07 but are presented separately.

## 2. ABOUT THE TARGETS

The targets were set using actual data from earlier surveys with questions that are comparable to those in the new surveys, after scores were converted from a 1-to-5 scale to a 1-to-4 scale. Higher scores are desirable because they mean a larger percentage of customers feel ODOE provides good or excellent customer service. A perfect score for a question would be 100 percent.

## 3. HOW WE ARE DOING

Combined BETC, SHOW and SELP program results: In FY 2007-08, ODOE met or exceeded the target on five of the questions but did not meet the target on one question, “Timeliness.” On the “Timeliness” question, ODOE was ranked by 90 percent of customers as being good or excellent, below the target of 95 percent. This result is consistent with the results for the BETC and RETC portions of KPM # 6 – Application Processing, which indicate that ODOE’s average application review times for those programs increased in FY 2007-08. Longer application review times would contribute to customers having a less favorable impression of ODOE’s Timeliness.

RETC program results: In FY 2006-07, ODOE was ranked as being good or excellent by 92 to 94 percent of respondents for all but one of the survey questions, “Information Available,” not quite meeting the targets of 95 percent for each question. The slight difference between the targets and the actual data for these questions is not statistically significant. ODOE scored 82 on the “Information Available” question for RETC, significantly lower than the target of 95 percent. These results indicate that ODOE is doing a good job on customer satisfaction in most areas, but could do a better job of providing information to RETC customers. The agency continues to make improvements to the way it interacts with customers so as to maintain this generally high level of customer satisfaction.

## 4. HOW WE COMPARE

In 2000, the U.S. Dept. of Energy surveyed its Energy Star Program participants about their satisfaction. The survey used a 1 to 5 scale, making results comparable to results for ODOE's earlier survey of BETC customers conducted during FY 2004-05. Energy Star found that 31 percent of respondents were "very satisfied," their highest rating, while 51 percent of BETC customers during FY 2004-05 rated the program "Excellent," BETC's highest rating. Compared to Energy Star, the BETC program performed very well.

#### **5. FACTORS AFFECTING RESULTS**

ODOE has made a high priority of monitoring and improving customer service for its energy conservation and renewable resource incentive programs for many years. Agency staff provide one-on-one assistance with tax credit and loan applications to hundreds of BETC, SHOW and SELP customers annually. ODOE provides a toll-free number for Oregonians to use, and questions received through the agency Web site are answered in a timely manner. ODOE has implemented changes to application forms based on customer comments. Translation services are available for non-English speaking customers. These efforts have lead to the high scores customers give ODOE for customer service.

#### **6. WHAT NEEDS TO BE DONE**

ODOE strives to continuously improve its customer service. The Department will continue to take feedback about its programs to implement strategies that better meet customer demand. Displays and brochures will continue to be provided at home improvement shows around the state. Informative Energy Awareness Month programs will be offered every October. ODOE is working to improve its timeliness for BETC and SHOW customers and provide better information for RETC customers.

#### **7. ABOUT THE DATA**

The reporting cycle for this measure is a Fiscal Year. Results are reported for BETC, SHOW and SELP surveys returned during the fiscal year. The RETC survey results are from customers whose tax credit applications were approved during the fiscal year.

##### **BETC**

- a) Survey name: Business Energy Tax Credit (BETC) Customer Survey.
- b) Surveyor: Agency staff.
- c) Date conducted: Continuous survey by mail.
- d) Population: Consumers – recent customers of the BETC program.
- e) Sampling frame: all BETC applicants that receive a final certificate.

- f) Sampling procedure: A census of the population.
- g) Sample characteristics: Population = 2118; Sample = 2118; Responses = 489; Response Rate = 23.1 percent.
- h) Weighting: results aggregated with SHOW and SELP survey results based on number of respondents.

#### SHOW

- a) Survey name: State Home Oil Weatherization (SHOW) Customer Survey.
- b) Surveyor: Agency staff.
- c) Date conducted: Continuous survey by mail.
- d) Population: Consumers – recent customers of the SHOW program.
- e) Sampling frame: all SHOW applicants that receive an individual rebate from the agency.
- f) Sampling procedure: A census of the population.
- g) Sample characteristics: Population = 260; Sample = 260; Responses = 122; Response Rate = 46.9 percent.
- h) Weighting: results aggregated with BETC and SELP survey results based on number of respondents.

#### SELP

- a) Survey name: State Energy Loan Program (SELP) Customer Survey.
- b) Surveyor: Agency staff.
- c) Date conducted: Annual survey by mail conducted June, 2008.
- d) Population: Consumers – recent customers of the SELP program.
- e) Sampling frame: all SELP applicants that receive a loan from the agency.
- f) Sampling procedure: A census of the population.
- g) Sample characteristics: Population = 37; Sample = 37; Responses = 12; Response Rate = 32.4 percent.
- h) Weighting: results aggregated with BETC and SHOW survey results based on number of respondents.

#### RETC

- a) Survey name: Residential Energy Tax Credit (RETC) Customer Survey.
- b) Surveyor: Consultant: Community Planning Workshop, Community Service Center, University of Oregon.
- c) Date conducted: RETC participant survey by mail and on-line conducted November, 2007.
- d) Population: Consumers – approved customers of the RETC program during FY 2006-07.
- e) Sampling frame: RETC applicants that received a tax credit for appliances (clothes washers, dishwashers and refrigerators.) Applicants for other technologies which involve installation by a contractor, such as heating systems and water heaters, and applicants for hybrid and alternative fuel

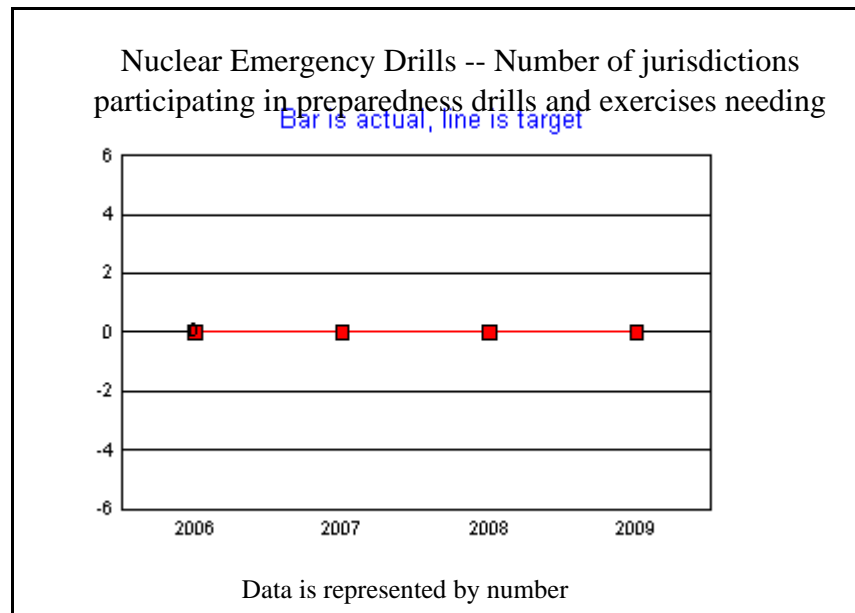
vehicles were not included in this survey. Also, denied applicants were not included in this survey but were surveyed on a different set of questions.

f) Sampling procedure: 5,200 randomly selected program participants who received an appliance tax credit.

g) Sample characteristics: Population = 34,186; Sample = 5,200; Responses = 524; Response Rate = 10.1 percent.

h) Weighting: The RETC survey is dissimilar to the BETC, SHOW and SELP surveys, and covers a different time period. For this reason, the RETC results are presented separately and are not aggregated with survey results for BETC, SHOW and SELP.

<b>KPM #4</b>	NUCLEAR EMERGENCY DRILLS - Number of jurisdictions participating in preparedness drills and exercises for a nuclear emergency needing corrective action, based on Federal Emergency Management Agency evaluations.	1994
<b>Goal</b>	NUCLEAR EMERGENCY - Ensuring that the state and affected counties are sufficiently prepared to respond to and handle an accident involving a radioactive materials release that comes into Oregon.	
<b>Oregon Context</b>	Oregon Benchmark 67. Percent of Oregon counties with the capability to respond to an emergency and to assist communities to recover fully from the effects.	
<b>Data Source</b>	Federal Emergency Management Agency evaluations.	
<b>Owner</b>	Contact: Mike Auman, Assistant Director, Phone: 503-378-2843 Alternate: Jim Gores, Fiscal Manager, Phone: 503-373-7398	



### 1. OUR STRATEGY

Conducting, participating, and being evaluated in drills and exercises ensures Oregon is prepared to respond effectively to a nuclear emergency

involving the release of radioactive materials. The training ODOE provides to Morrow and Umatilla counties ensures that local decision-makers and responders can effectively implement protective actions to protect the health and safety of residents in the event of a radiological emergency at Hanford.

## 2. ABOUT THE TARGETS

The targets are the number of jurisdictions participating in preparedness drills and exercises for nuclear emergency that need corrective action, based on FEMA evaluations. Lower numbers are more desirable than higher numbers, with a perfect score of zero being ODOE's target each year. FEMA evaluates the state and affected counties in 5 evaluation areas to ensure ODOE has developed appropriate plans and procedures and provides appropriate training to federal, state, and local decision-makers and responders to respond effectively to a radiological emergency impacting Oregon. Within the 5 evaluation areas there are 18 objectives that the state and affected counties must demonstrate for FEMA evaluation. Those 18 objectives are listed in Appendix A.

## 3. HOW WE ARE DOING

For each objective, the state and affected counties can receive one of four grades. They are:

- a. Met (M) - The jurisdiction successfully demonstrated the objective.
- b. Plan Issue - FEMA identified inaccurate, unclear, or inconsistent information in the jurisdiction's plan and procedures that may confuse decision-makers or responders, and may impact the quality of the organization's response. The jurisdiction is required to correct or clarify plan issues for FEMA review and approval 120 days before the next biennial exercise.
- c. Area Requiring Corrective Action (ARCA) - An observed or identified inadequacy of organizational performance in an exercise that is not considered, by itself, to adversely impact public health & safety. The correction of an ARCA is required by the next scheduled biennial exercise. An ARCA may be reclassified as a Deficiency under two conditions:
  - 1) When the collective impact of two or more ARCAs on the functioning of an emergency organization precludes the adequate protection of public health and safety.
  - 2) The jurisdiction repeatedly demonstrates the inability to correct one or more previously identified ARCAs over a period of two or more biennial exercises.

- Deficiency - An observed or identified inadequacy of organizational performance in an exercise that could cause a finding that off-site emergency preparedness is not adequate to provide reasonable assurance that appropriate protective measures can be taken in the event of a radiological emergency to protect the health and safety of the public living in the vicinity of a nuclear power plant. A correction of a deficiency is required within 120 days of the citation. Failing to correct a deficiency could jeopardize a commercial nuclear power plant's license to operate.

In the 1996 biennial exercise, Oregon and the affected counties successfully corrected seven outstanding ARCAs. Since 1996, Oregon and the affected counties successfully demonstrated all exercise objectives receiving perfect marks from FEMA in all biennial exercises. It is our goal to maintain zero plan issues, ARCAs and deficiencies, which meets our agency goal of a zero target.

FEMA evaluates ODOE every other year. The last year for which we have evaluation results is FY 2005-06. FY2006-07 was an off year. The 2008 exercise will take place in September.

#### 4. HOW WE COMPARE

In the 2002 Columbia Generating Station (CGS) Biennial Exercise Report, FEMA issued 1 plan issue and 3 ARCAs to Washington State and its affected counties. Oregon received perfect marks. In the 2004 CGS Biennial Exercise Report, FEMA issued 3 plan issues and 2 ARCAs to Washington State and its affected counties. Oregon received perfect marks. In the 2006 CGS Biennial Exercise, Oregon again received perfect marks in FEMA's Exercise Report. The 2008 CGS Ingestion Exercise is scheduled for September 9 and 10.

#### 5. FACTORS AFFECTING RESULTS

In 1996, ODOE appointed a new emergency planner to manage the Columbia Generating Station Emergency Preparedness Program for the state. CGS is an operational nuclear power plant in Washington state.

#### 6. WHAT NEEDS TO BE DONE

ODOE needs to continue:

- 1) Reviewing and updating emergency response plans and procedures as appropriate.
- 2) Assessing program strengths and weaknesses and provide applicable training to Oregon decision-makers and responders to ensure program

readiness.

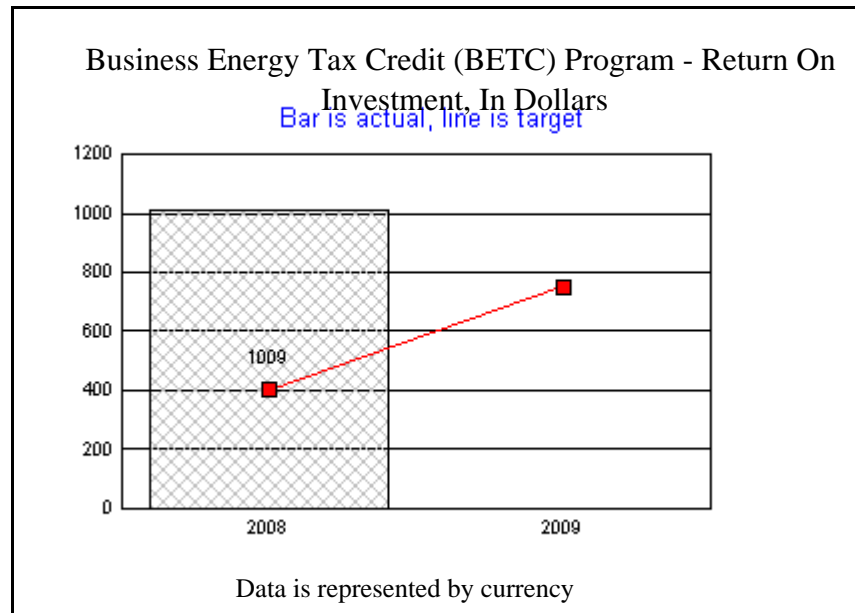
3) Recruiting agency staff to increase the pool of knowledgeable responders in support of the Nuclear Emergency Response Program.

4) Upgrading ODOE Emergency Operations Center to ensure adequate space, equipment, and resources to support the state and local response to a radiological emergency.

#### **7. ABOUT THE DATA**

For more information about state and local performance in federally evaluated exercises, refer to the Federal Emergency Management Agency's Web site. The reporting cycle for this measure is a Fiscal Year.

<b>KPM #5a</b>	RETURN ON INVESTMENT - Return on investment for individual energy conservation and renewable resource programs: Business Energy Tax Credits.	2006
<b>Goal</b>	Conservation and renewables. Meet a significant portion of Oregon's incremental energy needs with conservation and renewable resources.	
<b>Oregon Context</b>	ODOE Mission and Oregon Benchmark 77 (formerly 76) Carbon Dioxide (CO2) emissions as a percentage of 1990 emissions.	
<b>Data Source</b>	ODOE program databases and financial records.	
<b>Owner</b>	Contact: Mike Auman, Assistant Director, Phone: 503-378-2843 Alternate: Jim Gores, Fiscal Manager, Phone: 503-373-7398	



## 1. OUR STRATEGY

The Oregon Department of Energy uses a Return On Investment (ROI) calculation to measure the degree to which it operates efficient and

cost-effective energy conservation and renewable resource incentive programs. Return on Investment is calculated as the dollar value of energy savings over the life of the project that results from each dollar of program operating cost expended. The calculation assumes an average energy efficiency measure life of 15 years.

## 2. ABOUT THE TARGETS

The targets assume the ratio of energy savings in dollars to program operating costs for ODOE's conservation and renewable resource programs will remain steady in future years. Higher numbers are better because they mean that more energy is being saved as a result of each dollar spent to run the program. The targets were set based on trends for actual data from 2003 and 2004.

## 3. HOW WE ARE DOING

The actual results for 2007 are positive overall. The BETC, RETC, SELP and Schools programs greatly exceeded the targets, while the SEED program did not meet the target. Program operating costs are predictable and controllable, however, the dollar savings generated by a program each year is variable, depending on the number and size of projects completed, which are outside the agency's control. For this reason, the Return On Investment ratio swings up and down from year to year, as can be seen in the actual data for 2003 through 2007. Return On Investment ratios for the BETC, SELP, SEED and Schools programs increased significantly in 2007 over 2006 levels. The Return On Investment ratio for the RETC program decreased in 2007 compared to 2006 but was still nearly double the target.

## 4. HOW WE COMPARE

The Oak Ridge National Laboratory published a report, Estimating Annual Energy Cost Savings for the State Energy Program Based on Enumeration Indicators Data, that analyzed data collected from States about their energy conservation and efficiency programs. This cost-benefit study found that each dollar of federal grant money spent on state energy office programs results in an estimated \$7.23 in annual cost savings for the state. Multiplying this figure by an assumed energy measure life of 15 years gives a lifetime benefit of \$108 for every dollar spent operating the state energy office programs. The Oregon Department of Energy's programs can be compared to this national metric. Compared to the national standard of \$108, in 2007 the BETC program did over nine times better, the SELP program did 28 times better than the national standard, the RETC program did slightly below the national standard, and the SEED and Schools programs were well below the national standard.

## 5. FACTORS AFFECTING RESULTS

Factors affecting the results for this measure are economic trends beyond the control of the agency and differences in the sizes and types of energy

projects completed under the programs. Projects ranging in size from very small to huge are eligible under the BETC program. A few very large projects, such as wind electricity generation facilities, can result in massive energy savings that will greatly improve the program's Return On Investment ratio for a given year. The number and size of large projects that apply for a Business Energy Tax Credit varies from year to year, and is unpredictable. The same is true for the SELP, SEED and Schools programs. In 2004, SELP had a strong ROI. In 2005, SELP's ROI fell below the target. Then, in 2006, SELP's ROI more than tripled that of 2005 and exceeded the target, and in 2007, SELP's ROI was over 150 times the target. This degree of fluctuation in results from year to year makes it difficult to set meaningful targets for ROI. ODOE will consider proposing a change to the measure for 2009-11. SEED's ROI was strong in 2005 but fell below the target in 2006. In 2007, SEED's ROI doubled, but was still well below the target. This was due to the timing of project completions, with 18 projects being completed in 2005 compared to 4 projects in 2006 and 9 projects in 2007. The Schools program ROI fell in 2005 compared to 2004, held steady in 2006, and then in 2007 increased to its highest level since the measure began. This is a measure where results can vary widely from year to year. In contrast, the RETC program involves smaller sized projects and is less subject to wide variations from year to year. RETC's ROI grew significantly in 2005 and 2006, mostly due to strong increases in the number of hybrid vehicles with high fuel savings receiving tax credits in these years. RETC's ROI dropped somewhat in 2007 but was still almost double the target.

Other factors that affect results include the timing of project completions, changes in program eligibility rules as a result of state legislation, improvements in the efficiency of new systems coming into the market, and dramatic increases in fuel prices.

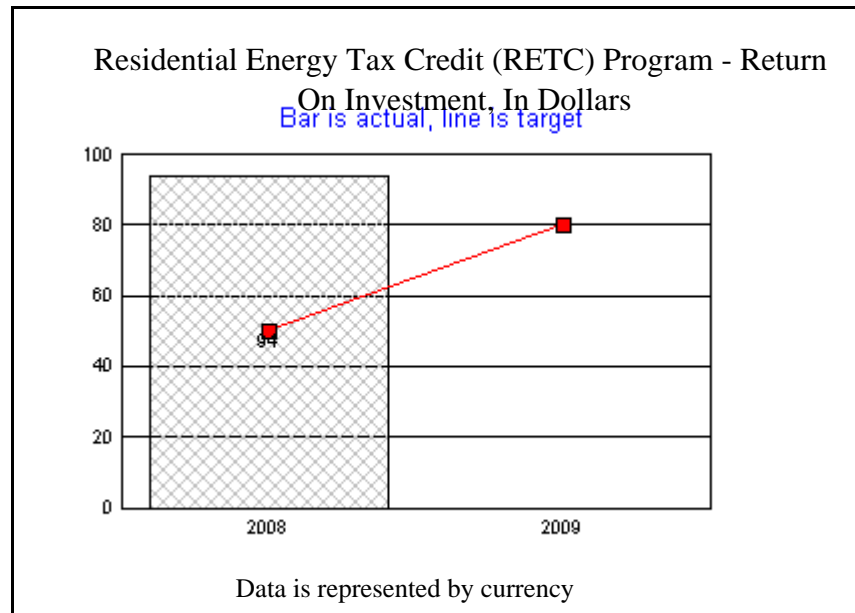
## **6. WHAT NEEDS TO BE DONE**

Because the dollar value of energy savings fluctuates from year to year, there may be a better indicator of the direct benefit resulting from program expenditures. ODOE will investigate changing the measure, including revising the targets to better fit the data.

## **7. ABOUT THE DATA**

The Return On Investment ratios for individual programs are calculated by ODOE from the agency's estimated annual energy savings data (non-cumulative), by fuel, for those programs, converted into dollar savings using 2007 estimated average fuel prices for Oregon calculated by ODOE based on preliminary 2007 data from the U. S. Department of Energy's Energy Information Administration, and annual program operating cost data from the agency accounting records. While the annual energy savings data used in the calculation are estimates, they are based on detailed analyses of projects actually completed under each program during a calendar year. A one-page summary of the Return On Investment calculation, by program, is available from the agency. The reporting cycle for this measure is a calendar year; Fiscal Year data is not easily interpolated.

<b>KPM #5b</b>	RETURN ON INVESTMENT - Return on investment for individual energy conservation and renewable resource programs: Residential Energy Tax Credits.	2006
<b>Goal</b>	Conservation and renewables. Meet a significant portion of Oregon's incremental energy needs with conservation and renewable resources.	
<b>Oregon Context</b>	ODOE Mission and Oregon Benchmark 77 (formerly 76) Carbon Dioxide (CO2) emissions as a percentage of 1990 emissions.	
<b>Data Source</b>	ODOE program databases and financial records.	
<b>Owner</b>	Contact: Mike Auman, Assistant Director, Phone: 503-378-2843 Alternate: Jim Gores, Fiscal Manager, Phone: 503-373-7398	



## 1. OUR STRATEGY

See narrative in KPM 5a.

**2. ABOUT THE TARGETS**

See narrative in KPM 5a.

**3. HOW WE ARE DOING**

See narrative in KPM 5a.

**4. HOW WE COMPARE**

See narrative in KPM 5a.

**5. FACTORS AFFECTING RESULTS**

See narrative in KPM 5a.

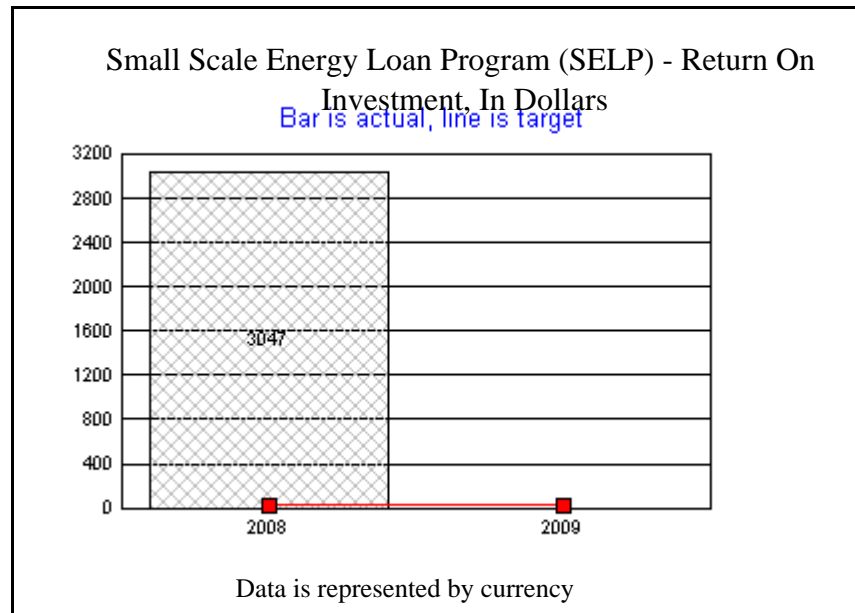
**6. WHAT NEEDS TO BE DONE**

See narrative in KPM 5a.

**7. ABOUT THE DATA**

See narrative in KPM 5a.

<b>KPM #5c</b>	RETURN ON INVESTMENT - Return on investment for individual energy conservation and renewable resource programs: Small-Scale Energy Loans.	2006
<b>Goal</b>	Conservation and renewables. Meet a significant portion of Oregon's incremental energy needs with conservation and renewable resources.	
<b>Oregon Context</b>	ODOE Mission and Oregon Benchmark 77 (formerly 76) Carbon Dioxide (CO2) emissions as a percentage of 1990 emissions.	
<b>Data Source</b>	ODOE program databases and financial records.	
<b>Owner</b>	Contact: Mike Auman, Assistant Director, Phone: 503-378-2843 Alternate: Jim Gores, Fiscal Manager, Phone: 503-373-7398	



## 1. OUR STRATEGY

See narrative in KPM 5a.

**2. ABOUT THE TARGETS**

See narrative in KPM 5a.

**3. HOW WE ARE DOING**

See narrative in KPM 5a.

**4. HOW WE COMPARE**

See narrative in KPM 5a.

**5. FACTORS AFFECTING RESULTS**

See narrative in KPM 5a.

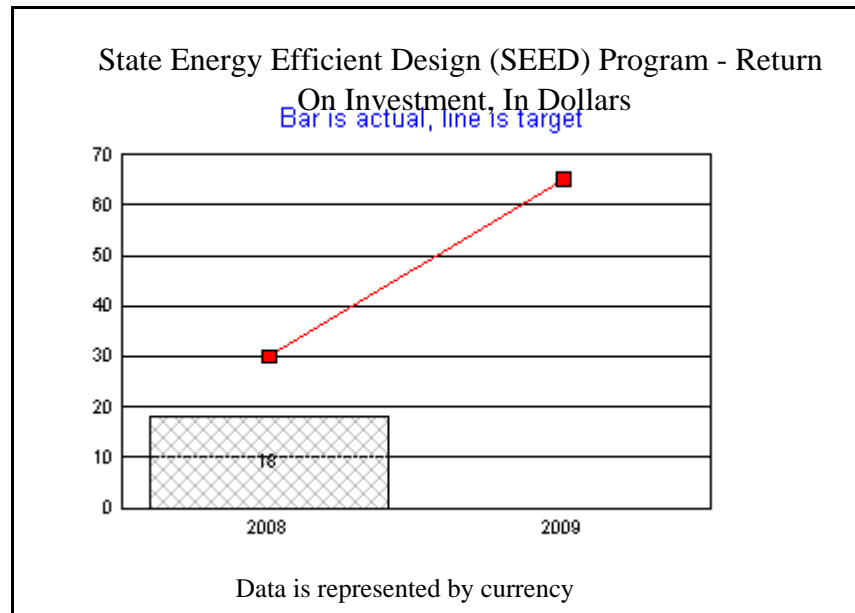
**6. WHAT NEEDS TO BE DONE**

See narrative in KPM 5a.

**7. ABOUT THE DATA**

See narrative in KPM 5a.

<b>KPM #5d</b>	RETURN ON INVESTMENT - Return on investment for individual energy conservation and renewable resource programs: Energy Efficient Design.	2006
<b>Goal</b>	Conservation and renewables. Meet a significant portion of Oregon's incremental energy needs with conservation and renewable resources.	
<b>Oregon Context</b>	ODOE Mission and Oregon Benchmark 77 (formerly 76) Carbon Dioxide (CO2) emissions as a percentage of 1990 emissions.	
<b>Data Source</b>	ODOE program databases and financial records.	
<b>Owner</b>	Contact: Mike Auman, Assistant Director, Phone: 503-378-2843 Alternate: Jim Gores, Fiscal Manager, Phone: 503-373-7398	



## 1. OUR STRATEGY

See narrative in KPM 5a.

**2. ABOUT THE TARGETS**

See narrative in KPM 5a.

**3. HOW WE ARE DOING**

See narrative in KPM 5a.

**4. HOW WE COMPARE**

See narrative in KPM 5a.

**5. FACTORS AFFECTING RESULTS**

See narrative in KPM 5a.

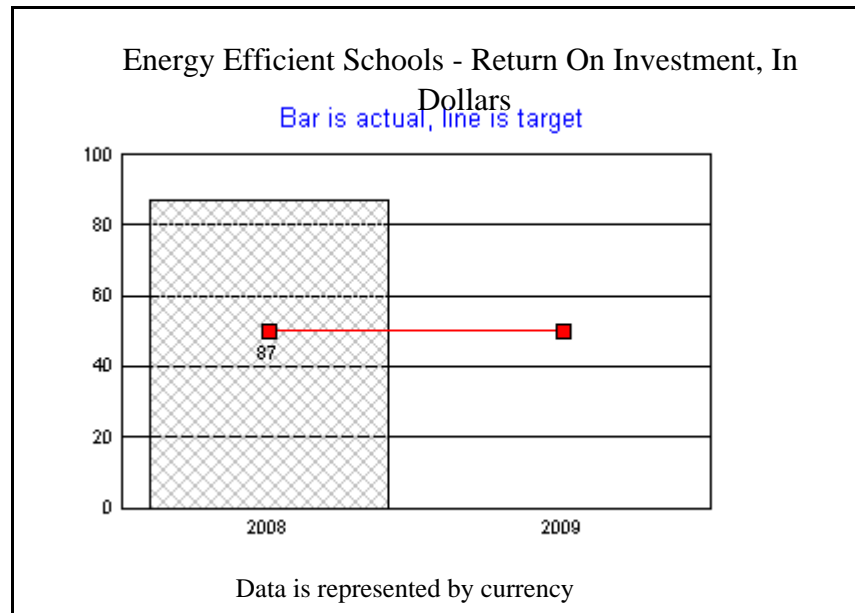
**6. WHAT NEEDS TO BE DONE**

See narrative in KPM 5a.

**7. ABOUT THE DATA**

See narrative in KPM 5a.

<b>KPM #5e</b>	RETURN ON INVESTMENT - Return on investment for individual energy conservation and renewable resource programs: Energy Efficient Schools.	2006
<b>Goal</b>	Conservation and renewables. Meet a significant portion of Oregon's incremental energy needs with conservation and renewable resources.	
<b>Oregon Context</b>	ODOE Mission and Oregon Benchmark 77 (formerly 76) Carbon Dioxide (CO2) emissions as a percentage of 1990 emissions.	
<b>Data Source</b>	ODOE program databases and financial records.	
<b>Owner</b>	Contact: Mike Auman, Assistant Director, Phone: 503-378-2843 Alternate: Jim Gores, Fiscal Manager, Phone: 503-373-7398	



## 1. OUR STRATEGY

See narrative in KPM 5a.

**2. ABOUT THE TARGETS**

See narrative in KPM 5a.

**3. HOW WE ARE DOING**

See narrative in KPM 5a.

**4. HOW WE COMPARE**

See narrative in KPM 5a.

**5. FACTORS AFFECTING RESULTS**

See narrative in KPM 5a.

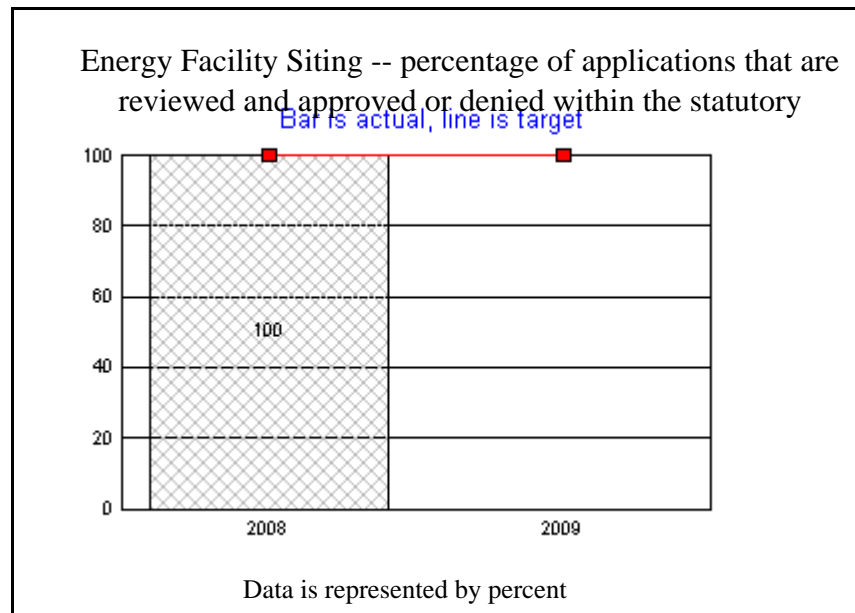
**6. WHAT NEEDS TO BE DONE**

See narrative in KPM 5a.

**7. ABOUT THE DATA**

See narrative in KPM 5a.

<b>KPM #6a</b>	APPLICATION PROCESSING - Percent of applications for Energy Facility Sitings that are reviewed and approved or denied within the statutory deadline.	2006
<b>Goal</b>	CONSERVATION AND RENEWABLES. Meet a significant portion of Oregon's incremental energy needs with conservation and renewable resources.	
<b>Oregon Context</b>	ODOE Mission.	
<b>Data Source</b>	Public record for Energy Facility Siting, Business Energy Tax Credit database and Residential Energy Tax Credit Appliance database.	
<b>Owner</b>	Contact: Mike Auman, Assistant Director, Phone: 503-378-2843 Alternate: Jim Gores, Fiscal Manager, Phone: 503-373-7398	



### 1. OUR STRATEGY

Oregon Department of Energy (ODOE) monitors the amount of time staff take to process applications for Energy Facility Sitings and Energy Tax Credits. We identify processing delays and take actions to improve our turnaround time. This measure consists of four parts: Part 1) Energy Facility Siting, percent of applications for which ODOE issues the Project Order within 140 days of filing the Notice of Intent (NOI) for a new energy facility; Part 2) Energy Facility Siting, percent of applicants notified within 60 days of receiving their application for an energy facility site certificate whether the application is complete; Part 3) Business Energy Tax Credit (BETC), average number of days elapsed between receipt of applications and approval or denial; and 4) Residential Energy Tax Credit (RETC), average number of days elapsed between receipt of applications and approval or denial.

Parts 1 and 2, Energy Facility Siting, are reported under KPM 6a.

### 2. ABOUT THE TARGETS

ODOE is required by statute to issue the Project Order within 140 days of filing of the Notice of Intent for a new energy facility, and to notify applicants within 60 days of receiving their application for an energy facility site certificate whether the application is complete. Targets for facility siting application processing are set to meet these statutory limits 100 percent of the time. For the two Siting measures, a higher percentage is better because it means that in a larger number of cases the agency has taken action within the required time.

The BETC Administrative Rules require ODOE to complete its review and to notify the applicant that the application is approved or denied within 60 days of the receipt of a complete application for a preliminary certificate. The targets for the BETC portion of this measure are set at 30 days -- one half of the maximum 60 day processing time allowed under the Rules. The RETC Administrative Rules state that ODOE must act on a complete application within 60 days after it is received. Targets for the RETC portion of this measure are set at 14 days -- much less than the required processing time. For both BETC and RETC, some applications are relatively simple and can be reviewed quickly, while others are more complex and take more time to reach a decision about eligibility for the tax credit. For this reason, ODOE uses the average review time for all BETC or RETC applications as the measure of its timeliness in processing tax credit applications. For BETC and RETC application processing, a lower number is desirable because it means the applicant waits a shorter time for a decision on their application.

### 3. HOW WE ARE DOING

ODOE's performance targets on the two energy facility siting measures were met in FY 2007-08, with 100 percent of applications meeting the

statutory time limits for processing.

ODOE's average processing time for BETC applications was 34 days in FY 2007-08, worse than the target of 30 days. This was a sharp increase from the average processing time of 14 days in FY 2006-07. ODOE had been meeting its targets in FY 2004-05, FY 2005-06 and FY 2006-07 with shorter review times each successive year.

ODOE's average processing time for RETC was 17 days in FY 2007-08, more than the target of 14 days. This is also a sharp increase from the average processing time of 7 days in FY 2005-06 and FY 2006-07, and 4 days in FY 2004-05.

#### **4. HOW WE COMPARE**

The Maryland Energy Administration offers a Green Building Tax Credit that is comparable to Oregon's Business Energy Tax Credit for Sustainable Buildings. They state that their review of the application for initial credit certification may take up to 60 days. Oregon's target processing time for all BETC application reviews compares favorably.

#### **5. FACTORS AFFECTING RESULTS**

The average BETC application was processed in 34 days in FY 2007-08, compared to 14 days in FY 2006-07. This decline was the result of a large increase in the number of BETC applications received, up from 2,500 in FY2006-07 to 3,800 in FY 2007-08. An increase of 1,300 applications. Legislative changes in 2007 allowed for the sharp increase in BETC applications. Oregon businesses submitted 49 percent more applications in FY 2007-08 than in FY 2006-07. ODOE review staff were swamped by this increase in volume and were unable to complete reviews as quickly as they had in the past. ODOE plans to improve the average BETC review time by adding staff during FY 2008-09.

The number of RETC reviews decreased from 42,000 in FY 2006-07 to 39,000 in FY 2007-08, while the average review time increased from 7 days in FY 2006-07 to 17 days in FY 2007-08, not meeting the target of 14 days. Legislative changes to the program lead to a more comprehensive review process. The addition of other appliance types such as wood burning stoves increased the administrative work load for initial review of applications. In addition, because of the building backlog in BETC, about ½ an FTE was redirected from RETC to BETC. Finally, the agency did not hire a temporary employee as they have done in past years.

#### **6. WHAT NEEDS TO BE DONE**

ODOE needs to increase the number of staff processing BETC and RETC applications.

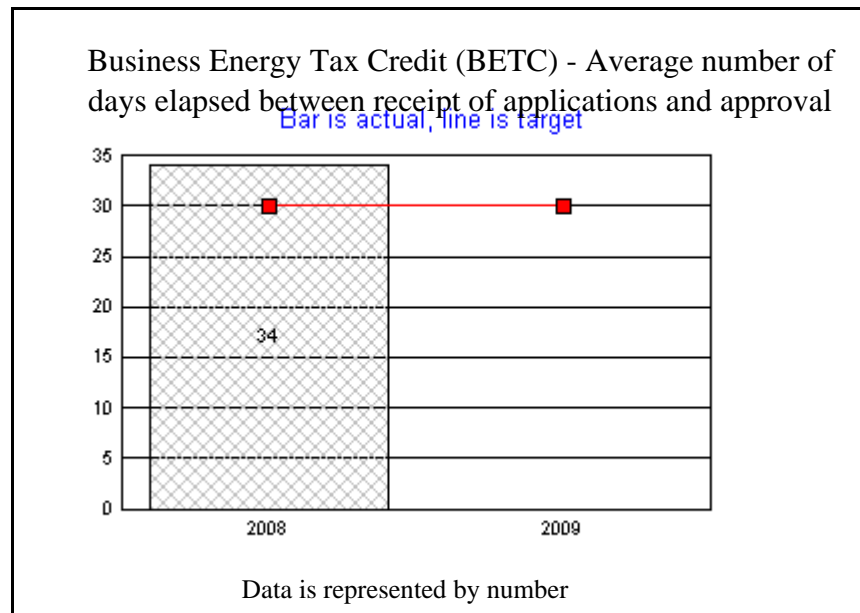
## 7. ABOUT THE DATA

The reporting cycle for this measure is an Oregon Fiscal Year.

The data for the two energy facility siting measures represents actual processing time data for all applications received during the reporting period. The BETC and RETC measures are likewise based on actual data. ODOE enters the date received and date approved for all tax credit applications in its databases. The data reported represent the actual averages of all BETC applications and most RETC applications processed during the report period. ODOE tracks processing time for all RETC appliance, duct, furnace, boiler, and alternative fuel and hybrid vehicle applications. ODOE does not yet track processing time for RETC heat pump, air conditioning, heat and energy recovery ventilation system, and renewable resource system applications. These later systems amount to only 1,500 applications per year, and are a small fraction of the RETC applications processed each year. ODOE believes the data reported for RETC adequately represent the entire program.

In previous years, the BETC and RETC results were calculated based only on the processing of approved applications, and did not factor in the small percentage of all applications that were denied. For FY 2007-08, ODOE corrected its calculation of the average review time to include both approved and denied applications.

<b>KPM #6b</b>	APPLICATION PROCESSING - Number of days elapsed between receipt of application and approval or denial for Business Energy Tax Credits.	2006
<b>Goal</b>	CONSERVATION AND RENEWABLES. Meet a significant portion of Oregon's incremental energy needs with conservation and renewable resources.	
<b>Oregon Context</b>	ODOE Mission.	
<b>Data Source</b>	Public record for Energy Facility Siting, Business Energy Tax Credit database and Residential Energy Tax Credit Appliance database.	
<b>Owner</b>	Contact: Mike Auman, Assistant Director, Phone: 503-378-2843 Alternate: Jim Gores, Fiscal Manager, Phone: 503-373-7398	



**1. OUR STRATEGY**

See narrative in KPM 6a.

**2. ABOUT THE TARGETS**

See narrative in KPM 6a.

**3. HOW WE ARE DOING**

See narrative in KPM 6a.

**4. HOW WE COMPARE**

See narrative in KPM 6a.

**5. FACTORS AFFECTING RESULTS**

See narrative in KPM 6a.

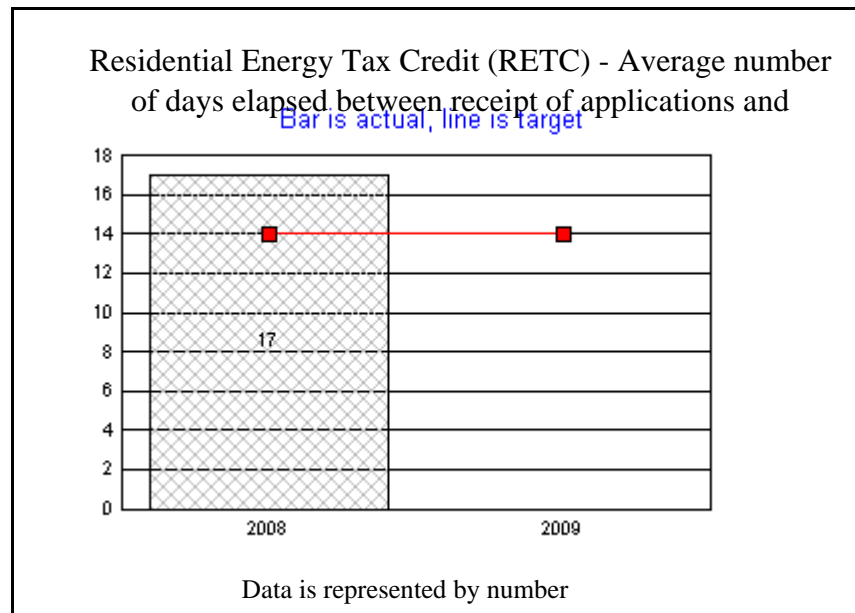
**6. WHAT NEEDS TO BE DONE**

See narrative in KPM 6a.

**7. ABOUT THE DATA**

See narrative in KPM 6a.

<b>KPM #6c</b>	APPLICATION PROCESSING - Number of days elapsed between receipt of application and approval or denial for Residential Energy Tax Credits.	2006
<b>Goal</b>	CONSERVATION AND RENEWABLES. Meet a significant portion of Oregon's incremental energy needs with conservation and renewable resources.	
<b>Oregon Context</b>	ODOE Mission.	
<b>Data Source</b>	Public record for Energy Facility Siting, Business Energy Tax Credit database and Residential Energy Tax Credit Appliance database.	
<b>Owner</b>	Contact: Mike Auman, Assistant Director, Phone: 503-378-2843 Alternate: Jim Gores, Fiscal Manager, Phone: 503-373-7398	



**1. OUR STRATEGY**

See narrative in KPM 6a.

**2. ABOUT THE TARGETS**

See narrative in KPM 6a.

**3. HOW WE ARE DOING**

See narrative in KPM 6a.

**4. HOW WE COMPARE**

See narrative in KPM 6a.

**5. FACTORS AFFECTING RESULTS**

See narrative in KPM 6a.

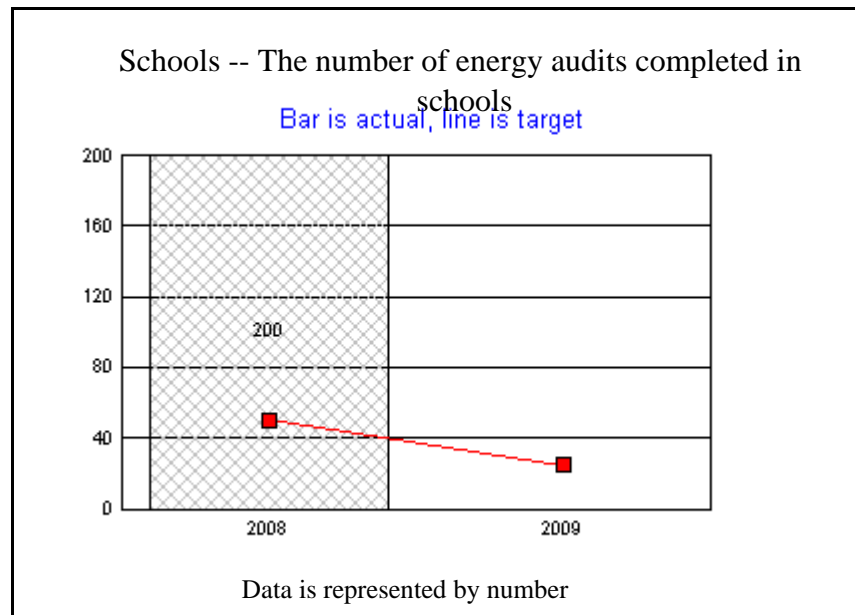
**6. WHAT NEEDS TO BE DONE**

See narrative in KPM 6a.

**7. ABOUT THE DATA**

See narrative in KPM 6a.

<b>KPM #7a</b>	SCHOOLS - The number of energy audits completed in schools.	2006
<b>Goal</b>	CONSERVATION AND RENEWABLES. Meet a significant portion of Oregon's incremental energy needs with conservation and renewable resources.	
<b>Oregon Context</b>	Oregon Benchmark 77 (formerly 76): Carbon dioxide (CO2) emissions as a percent of 1990 emissions.	
<b>Data Source</b>	Data on SB1149 Schools from the Schools Interactive Database (SID).	
<b>Owner</b>	Contact: Mike Auman, Assistant Director, Phone: 503-378-2843 Alternate: Jim Gores, Fiscal Manager, Phone: 503-373-7398	



### 1. OUR STRATEGY

Oregon Department of Energy (ODOE) provides technical support and administers program guidelines for the SB1149 Schools Public Purpose Charge (PPC) Program. There are two parts to the Energy Efficient Schools measure: Part 1) Number of energy audits completed; Part 2)

Percentage of energy efficiency measures installed. ODOE has created a list of Qualified Auditors to facilitate contracting for energy audits. School districts contract independently for energy audits; ODOE provides technical assistance, quality control and a database for tracking progress.

## 2. ABOUT THE TARGETS

SB1149 requires that all eligible schools within a district be audited prior to completion of energy efficiency measures. Targets were based on estimates of school district capacity to complete audits. Higher number of audits completed and higher percentage of energy measures installed are desirable for this performance measure.

## 3. HOW WE ARE DOING

The objective of the program is to complete all required audits by 2009. By 2006, schools were ahead of the target, having completed 110% of the total number of audits required by that year. The number of audits completed in 2005 slightly exceeded the target for that year. In 2006, the number of audits completed was almost double the target for that year. In 2007, almost 800 audits were completed. Of these, 200 were new audits of facilities not previously audited. The rest were duplicate audits performed for a variety of reasons. Some of these additional audits are “redos” to pick up on measures that were missed during the original audit, or to reevaluate measures that were not cost effective at the time of the original audit but that have since become economically feasible due to the sharp increase in the cost of oil. Additionally, technology has changed and created new energy conservation measures that may not have been possible when the original audits were conducted. Also, some audits had to be redone to meet the requirements of the Energy Service Companies ( ESCOs) that provide up-front financing of measures through performance contracting. The 599 duplicate audits are not included in the data reported because they are not comparable to the target and are beyond the scope of what ODOE originally expected would be done. The percentage of energy efficiency measures installed exceeded targets in 2005 and 2006, and almost met the target in 2007, reaching 25% of the identified measures by 2007. The less than 2% variance between the target and the actual percentage of measures installed in 2007 is not significant. The schools program is performing well.

## 4. HOW WE COMPARE

Over 850 schools in 110 school districts, 39 counties and 17 Educational Service Districts (ESDs) are eligible for SB1149 funding. 100% of the eligible school districts are aware of the program and have plans to complete audits.

## 5. FACTORS AFFECTING RESULTS

ODOE provides program oversight for the ESD audits and energy projects to ensure consistency across ESDs and to verify that projects adhere to

the guidelines established for this program. Although the Department has oversight for this program, the individual ESDs receive their PPC funds directly from the utilities. Individual school districts are responsible for contracting for auditing services and construction project management.

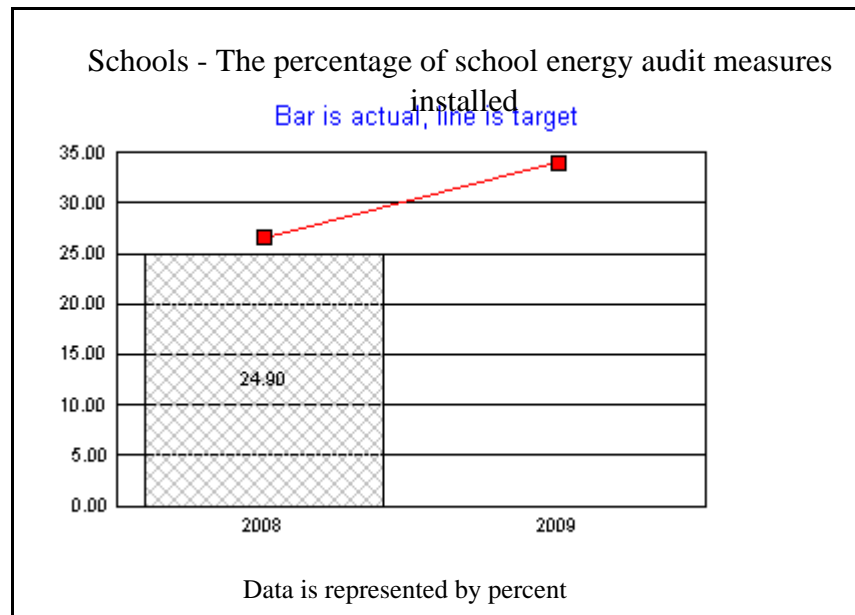
#### **6. WHAT NEEDS TO BE DONE**

No actions are required at this time.

#### **7. ABOUT THE DATA**

The reporting cycle for this measure is a Calendar Year. Reporting of completed projects lags actual project completion by approximately 18 months. This is due to project warranty and close out procedures. School districts complete project implementation plans prior to the start of construction projects so that committed or in-process projects can be tracked.

<b>KPM #7b</b>	SCHOOLS - The percentage of school energy audit measures installed.	2006
<b>Goal</b>	CONSERVATION AND RENEWABLES. Meet a significant portion of Oregon's incremental energy needs with conservation and renewable resources.	
<b>Oregon Context</b>	Oregon Benchmark 77 (formerly 76): Carbon dioxide (CO2) emissions as a percent of 1990 emissions.	
<b>Data Source</b>	Data on SB1149 Schools from the Schools Interactive Database (SID).	
<b>Owner</b>	Contact: Mike Auman, Assistant Director, Phone: 503-378-2843 Alternate: Jim Gores, Fiscal Manager, Phone: 503-373-7398	



## 1. OUR STRATEGY

See narrative in KPM 7a.

**2. ABOUT THE TARGETS**

See narrative in KPM 7a.

**3. HOW WE ARE DOING**

See narrative in KPM 7a.

**4. HOW WE COMPARE**

See narrative in KPM 7a.

**5. FACTORS AFFECTING RESULTS**

See narrative in KPM 7a.

**6. WHAT NEEDS TO BE DONE**

See narrative in KPM 7a.

**7. ABOUT THE DATA**

See narrative in KPM 7a.

**Agency Mission:** The mission of the ODOE is to ensure Oregon has an adequate supply of reliable and affordable energy and is safe from nuclear contamination, by helping Oregonians save energy, develop clean energy resources, promote renewable energy and clean up nuclear waste.

**Contact:** Mike Auman, Assistant Director

**Contact Phone:** 503-378-2843

**Alternate:** Jim Gores, Fiscal Manager

**Alternate Phone:** 503-373-7398

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

<p><b>1. INCLUSIVITY</b></p>	<p>* <b>Staff :</b> Key Performance Measures were created and updated with staff input. Staff have the technical knowledge to assist with creation of KPMs that are reasonable and measurable. Staff share in Department successes and take ownership for areas of growth through internal meetings.</p> <p>* <b>Elected Officials:</b> In the 2007-09 legislative budget process, the legislature requested policy and program information which included a comprehensive look at the Department's KPMs. The information was presented orally and was included in the printed documentation for Ways &amp; Means. KPM targets were adjusted for two of the seven measures.</p> <p>* <b>Stakeholders:</b></p> <p>* <b>Citizens:</b></p>
<p><b>2 MANAGING FOR RESULTS</b></p>	<p>Performance measures provide a guide for setting program priorities, policy initiatives, legislative concepts, allocation of fiscal and human resources, program effectiveness and operational efficiency. In requesting Policy Option Packages for the 2007-09 legislative session, the KPMs provided a backdrop in which to determine where policy and positions could be utilized to create more positive outcomes. KPMs continue to guide the policy packages that the agency will request in 2009-11.</p>
<p><b>3 STAFF TRAINING</b></p>	<p>Training on all aspects of the business model are important to the Department. Management and staff's attendance at workshops, seminars, and conferences enhances the understanding of new technologies, issues and policy options. The Department continues its participation in nuclear safety drills to enhance its ability to</p>

	<p>respond to nuclear and other emergencies. Technical trainings enhance staff knowledge and the overall ability of the Department to meet KPMs.</p>
<p><b>4 COMMUNICATING RESULTS</b></p>	<p>* <b>Staff</b> : Internal communication and sharing with staff of the KPMs is an integral part of the Department's accomplishment. In sharing and reviewing the successes and areas for growth, the staff better understand the how to achieve KPM targets.</p> <p>* <b>Elected Officials</b>: The Department shares the information with legislators in the legislative process.</p> <p>* <b>Stakeholders</b>: The Department also dialogues with constituents, stakeholders, program participants and the public through conferences, meetings, interest group consultations, press releases, and public speaking engagements. These opportunities provide the Department with feedback on meeting objectives, goals, and setting priorities. They are also used to help determine program effectiveness and operational efficiency.</p> <p>* <b>Citizens</b>: External communication of the KPMs is available through the Department's web site at <a href="http://www.oregon.gov/ENERGY/ProgRept.shtml">http://www.oregon.gov/ENERGY/ProgRept.shtml</a>. Results are also shared with and posted to the Oregon Progress Board's web site.</p>
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