

**PUBLIC UTILITY COMMISSION**

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

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

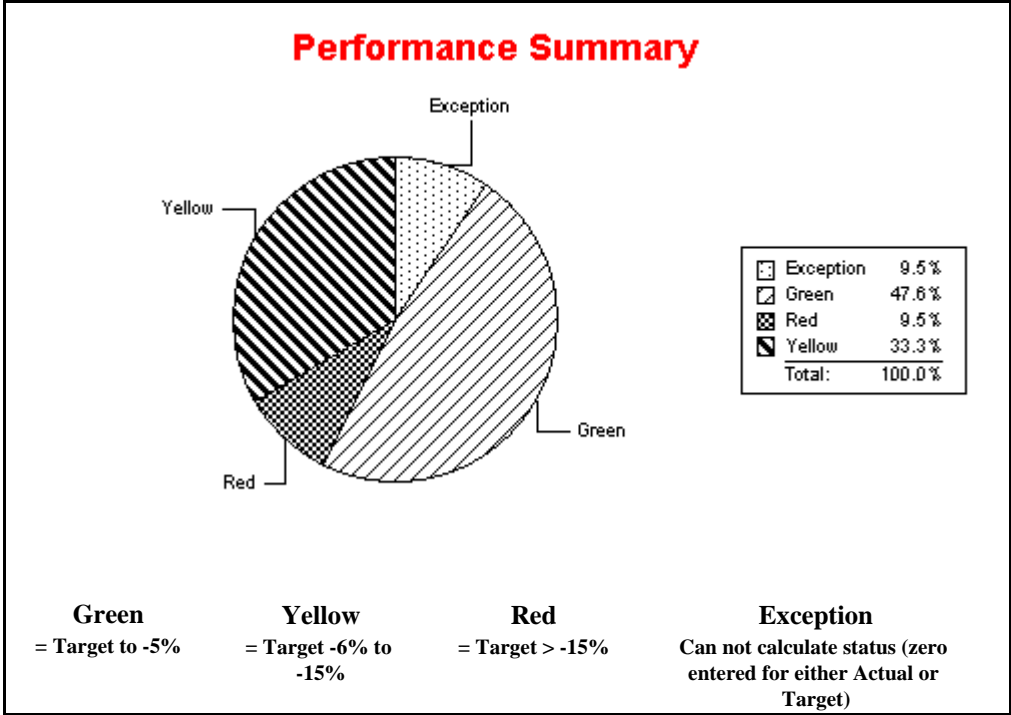
Original Submission Date: 2008

<b>2007-2008 KPM #</b>	<b>2007-2008 Approved Key Performance Measures (KPMs)</b>
1	Price of Electricity -Average price of electricity for residential users from Oregon Investor Owned Utilities as a percent of the national average price.
2	Oregon Telephone Assistance Program – Percentage of food stamps recipients participating in the Oregon Telephone Assistance Program.
3	Access to Telephone Services – Percentage of disabled senior citizens (65 years and older) with access to the Telecommunications Devices Access Program.
4	Natural Gas Operations - Personal injuries related to Natural Gas Operations per 100,000 utility customers.
5	Switched Access Lines - Percent of total switched access lines provided by competitive local exchange carriers, statewide.
6	Electric Energy - Percentage of business customers’ electric energy usage supplied by alternative suppliers.
7	Utility Pricing - Number of new utility pricing programs.
8	Water Utilities - Number of water utilities adopting price changes.
9	Complaint Investigation - Percent of complaint investigation cases open 50 days or less.
10	Electric Utility Operations – Effectiveness of staff audits in preventing injuries caused by electric utility operations per 100,000 utility customers.
11	Unsafe Acts - Effectiveness of Utility and PUC promoted education in preventing injuries from unsafe acts per 100,000 utility customers.
12	Evidentiary Record - Percent of Consumer Complaint Orders issued within 30 days of close of evidentiary record.
13	Residential Energy Efficiency – Ratio of dollars realized in energy savings per dollar of public purpose fund expenditure for Energy Trust’s residential programs.

<b>2007-2008 KPM #</b>	<b>2007-2008 Approved Key Performance Measures (KPMs)</b>
14	Commercial Energy Efficiency – Ratio of dollars realized in energy savings per dollar of public purpose fund expenditure for of Energy Trust’s residential programs.
15	Industrial Energy Efficiency – Ratio of dollars realized in energy savings per dollar of public purpose fund expenditure for costs of Energy Trust’s industrial programs.
16	Renewable Resource Development – Annual average megawatts acquired through Energy Trust programs. (3 year rolling average)
17	Energy Trust Administrative Efficiency – Administrative and program support costs as a percent of annual revenues.
18	Customer Service – Percent of customers rating their satisfaction with the agency’s customer service as “good” or “excellent” in overall customer service, timeliness, accuracy, helpfulness, expertise and availability of information.
19 a	Maritime Pilot License Processing Timeliness: Percent of Board of Maritime Pilot license applications processed within statutory timeframes out of total number of applications.
19 b	Maritime Pilot License Processing Timeliness: Number of days between time of Board of Maritime Pilot license application and notice of disposition.
20	Best Practices - Percent of total best practices met by the Board of Maritime Pilots.

<b>New</b> <b>Delete</b>	
	<b>Title:</b>  <b>Rationale:</b>

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



**1. SCOPE OF REPORT**

Agency programs/services addressed by key performance measures:

- Utility Program
- Residential Service Protection Fund (RSPF)
- Policy and Administration
- Board of Maritime Pilots (BOMP)

Agency programs/services, if any, not addressed by key performance measures

N/A

## 2. THE OREGON CONTEXT

Higher level outcome(s) or benchmarks linked to the agency:

Mission Statement

OMB #58 Independent Living: Percentage of seniors living independently.

OBM #61 Disabled Living in Poverty: Percent of Oregonians with lasting, significant disabilities living in households with incomes below the federal poverty level.

OBM #69 Drinking Water: Percent of Oregonians served by public drinking water systems that meet health-based standards.

OBM #74 Housing: Percentage of low income households spending more than 30 percent of their household income on housing (including utilities).

HLO #001 Enhanced consumer protection through timely and adequate customer service.

HLO: #002 Create a sustainable Oregon by reducing energy consumption.

HLO #003 Secure effective and appropriate administration of public purpose funds by the Energy Trust.

Government performance and accountability

## 3. PERFORMANCE SUMMARY

Making Progress: Price of Electricity, Oregon Telephone Assistance Program, Access To Telephone Service, Natural Gas Operations, Electric Energy, Switched Access Lines, Utility Pricing, Water Utilities, Electric Utility Operations, Unsafe Acts, Evidentiary Record, Residential Energy Efficiency, Commercial Energy Efficiency, Industrial Energy Efficiency, Renewable Resource Development, Energy Trust Administrative Efficiency, Maritime Pilot License Processing Timeliness, Best Practices (BOMP)

Progress Unclear: Customer Service Survey, Complaint Investigation

## 4. CHALLENGES

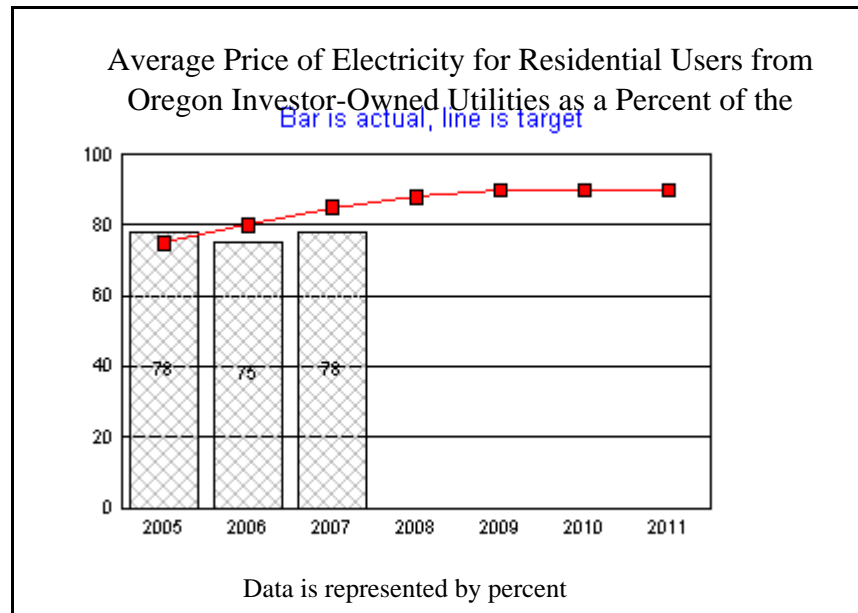
Crafting good performance measures for the agency is challenging because outcomes can be difficult to measure (for example, success in setting fair and reasonable utility rates) and because other factors affect outcomes (such as the level of competition in a market).

RSPF: The continued changing technology is rendering equipment obsolete while it is still in use, impacting RSPF in its efforts to ensure functionally equivalent equipment is available to consumers. It also impacts the Oregon Telecommunications Relay as the FCC mandates more effective, and sometimes more expensive, methods of communication for the disabled. Growth in the number of eligible Oregonians challenges staff to find ways to process and maintain the records of an increasing number of OTAP recipients. Over the next decade, the Consumer Protection Services Section will continue to be challenged by changes and expansion in technology, as well as increased competition among services and providers. These changes add to the complexity of resolving misunderstandings, the number of companies staff must contact to conclude investigations, and the number of disagreements between the companies and their customers. These factors require more ongoing training and creativity on the part of staff.

## **5. RESOURCES AND EFFICIENCY**

PUC's bottom line budget amount for the fiscal year, July 1, 2006 – June 30, 2007 is \$70,800,981. Two key performance measures are efficiency measures. KPM #9, Complaint Investigation, measures the percent of complaint investigation cases open 50 days or less. In 2006 there was an increase in this measure then in 2007 the measure shows a slight decrease. The decrease is due to the complexity of some cases that cannot be addressed within the 50 days. KPM #18, Customer Service Survey, is a new measure by which offers a percent of customers rating their satisfaction with the agency's customer service. This measure was first reported on in 2006 and targets were set. The measure shows a slight decrease from 2008 however it is unclear if the measure is making progress due to several factors such as staff turnover, rate increases and Non-jurisdictional work.

<b>KPM #1</b>	Price of Electricity -Average price of electricity for residential users from Oregon Investor Owned Utilities as a percent of the national average price.	1993
<b>Goal</b>	Low Cost Resources – Preserve for Oregonians the benefits of the region’s low cost resources.	
<b>Oregon Context</b>	OBM #74 Housing: Percentage of low income households spending more than 30 percent of their household income on housing (including utilities). OBM #61 Disabled Living in Poverty: Percent of Oregonians with lasting, significant disabilities living in households with incomes below the federal poverty level.	
<b>Data Source</b>	Energy Information Administration, Department of Energy, Electric Power Monthly - Electric Rates.	
<b>Owner</b>	Utility Program, Ed Busch, 503-378-6625	



**1. OUR STRATEGY**

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

customers of those utilities.

## 2. ABOUT THE TARGETS

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

## 3. HOW WE ARE DOING

The 2006 and 2007 actual performance achieved the target. Previous years' variances were due in large part to the lingering effects of higher market prices following the western United States energy crisis in 2001 and poor hydro conditions over several years, as well as disproportionately large increases in the price of gas used in the Northwest to fuel electricity generating resources.

## 4. HOW WE COMPARE

Average electricity rates for Oregon's IOU residential customers are still well below the national average and comparable with the rates of the larger consumer-owned utilities in Oregon.

## 5. FACTORS AFFECTING RESULTS

As new electric generating resources are added to meet load, hydroelectric resources are becoming a smaller proportion of the generating mix, and the price of electricity in Oregon will move toward the national average. The long-term target percentages are increasing to reflect this expectation.

## 6. WHAT NEEDS TO BE DONE

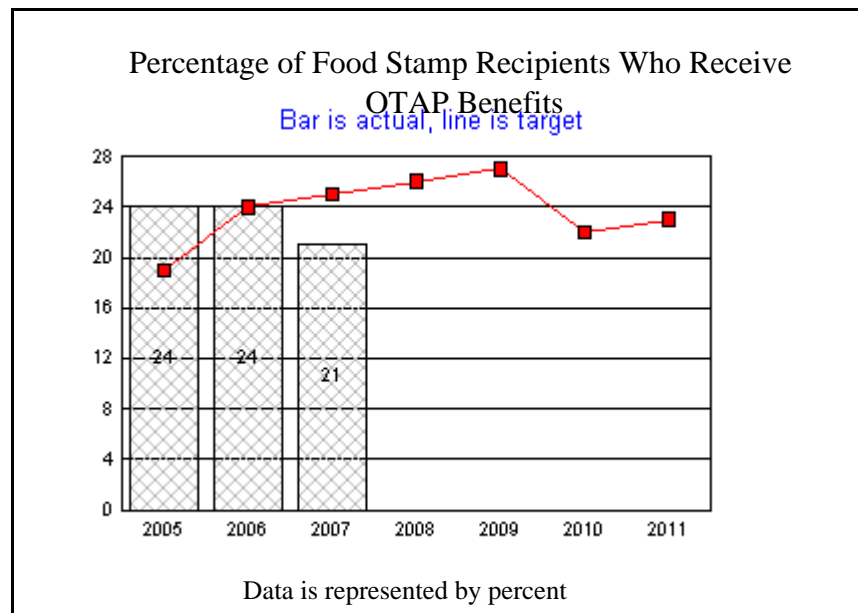
Continue to ardently advocate a fair allocation of federal system benefits in regional forums and before the BPA. Rigorously review rate requests filed by regulated electric utilities. The Commission participates in BPA proceedings and regional forums to help ensure equitable allocation of low-cost federal power supply system hydro benefits among all Oregon citizens, including residential and small farm customers of IOUs.

## 7. ABOUT THE DATA

The data is provided in utilities' annual reports (as shown in the Oregon Public Utility Commission's Oregon Utility Statistics Book at

<http://www.puc.state.or.us/PUC/commission/statbook.pdf>) and Electric Power Monthly reports from the Energy Information Administration.

<b>KPM #2</b>	Oregon Telephone Assistance Program – Percentage of food stamps recipients participating in the Oregon Telephone Assistance Program.	2000
<b>Goal</b>	Reasonable and Equitable Access to Products and Services – Provide all Oregonians reasonable and equitable access to telecommunications products and services.	
<b>Oregon Context</b>	OMB #74 Housing: Percentage of low income households spending more than 30 percent of their household income on housing (including utilities).	
<b>Data Source</b>	Monthly Adult & Family Services report that are published on the Department of Human Services Web site, Branch and Services Delivery Area Data historical Program informaton by Branch and County, specifically, food stamp cases by each month, totaled and divide the number by twelve to get an annual average.	
<b>Owner</b>	Residential Services Protection Fund Program (RSPF), Jon Cray, 503-373-1400	



**1. OUR STRATEGY**

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

**2. ABOUT THE TARGETS**

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

**3. HOW WE ARE DOING**

Between 2000 and 2003, the average penetration of OTAP among eligible food stamp recipients was only 14%. The penetration rate increased by 10% for 2004 and plateaued at 24% for 2005 and 2006. The penetration rate declined by 3% for 2007 due to a telecommunications provider participating in OTAP vacating the Oregon market.

**4. HOW WE COMPARE**

The trend in the past has been a steady increase in the number of food stamp recipients. In 2001 we noticed a lag in new food stamp recipients signing up for OTAP. As outreach to eligible Oregonians and our partnership with DHS developed, we were able to improve our progress. Between 2003 and 2004, we were able to increase the percentage of food stamp recipients receiving OTAP from 15% to 24%. Despite the 3% decline in 2007 due to a telecommunications provider leaving the Oregon market, the PUC, overall, is making progress in reaching eligible Oregonians.

**5. FACTORS AFFECTING RESULTS**

Factors impacting the penetration rate of OTAP among eligible food stamp recipients include the Oregon economy, the number of food stamp recipients who have telephones, and access of relevant Oregonians to media and other forms of communication. Because some of these eligible Oregonians do not have access to various forms of media or Internet, PUC continues to rely upon its partner, DHS, to assist in reaching the target

population.

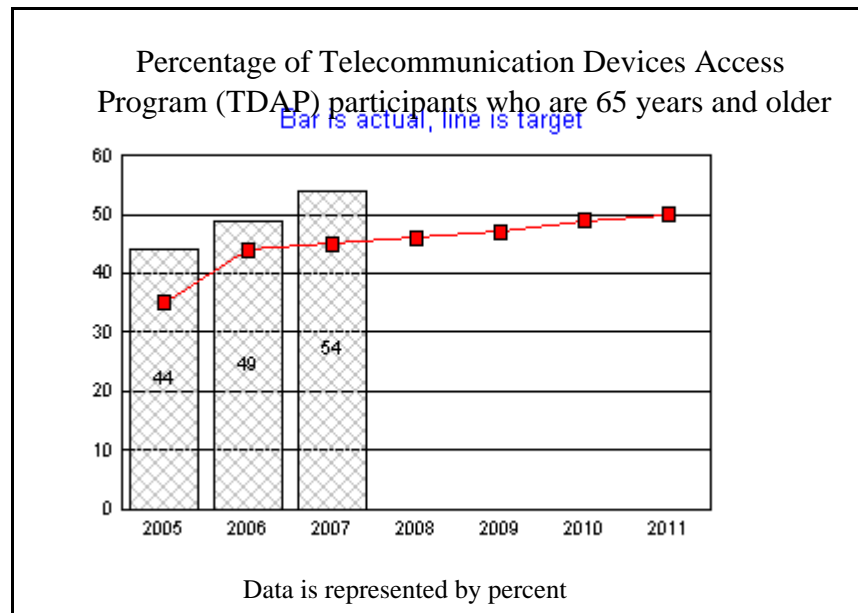
#### **6. WHAT NEEDS TO BE DONE**

The PUC will continue its outreach programs designed to reach the target population. In addition, staff will continue to work with telecommunication providers and DHS staff to ensure the relevant population is informed about this benefit to assist them in signing up for the program.

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

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

<b>KPM #3</b>	Access to Telephone Services – Percentage of disabled senior citizens (65 years and older) with access to the Telecommunications Devices Access Program.	1999
<b>Goal</b>	Reasonable and Equitable Access to products and services – Provide all Oregonians reasonable and equitable access to telecommunications products and services.	
<b>Oregon Context</b>	OBM #58 Independent Living: Percentage of seniors living independently.	
<b>Data Source</b>	Number of known seniors currently in our TDAP database that we have been tracking since 1998 and compared with the total number of participants with known ages in our database since 1998 (keeping in mind we didn't track by birth dates prior to 1998).	
<b>Owner</b>	Residential Service Protection Fund (RSPF), Jon Cray, 503-373-1400	



**1. OUR STRATEGY**

As aging Oregonians need more access to telephones than ever to make emergency calls to 911, the doctor, or family members who may be assisting

them. By providing assistive telecommunications equipment to people with hearing, vision speech or mobility impairments, PUC is increasing their chances of being safe and healthy. PUC partners with various organizations to identify appropriate outreach for these Oregonians.

## **2. ABOUT THE TARGETS**

PUC strives to increase the number of late deafened individuals and senior citizens who are become aware through our outreach programs of the assistance PUC programs provide. An increase of seniors as a percentage of the total recipients of telephone equipment results in a desirable trend upward, which is also an outcome of our outreach efforts.

## **3. HOW WE ARE DOING**

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

## **4. HOW WE COMPARE**

There appears to be no industry standard for providing telecommunications equipment to elderly individuals. However, we do know that approximately 69% of the elderly population has a hearing, speech, visual, or physical disability. This makes increasing the number of TDAP recipients who are elderly an important goal.

## **5. FACTORS AFFECTING RESULTS**

Our upward trend is aided by Oregon's continuing participation in distribution of the CapTel equipment. Our contract with Sprint to provide CapTel relay services continues to contribute to the number of late-deafened individuals who now have another way to use relay services. This device and its technology continues to be popular with senior Oregonians.

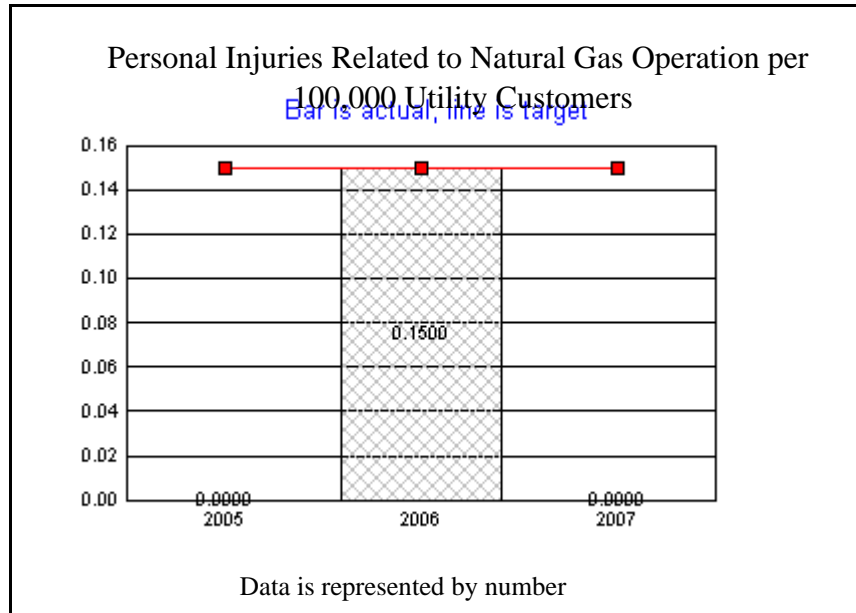
## **6. WHAT NEEDS TO BE DONE**

As a result of peer group outreach for CapTel users, PUC has increased the distribution of CapTel units from 20 to 50 per month. PUC will continue to explore potential peer outreach trainers for other devices that benefit senior citizens.

## **7. ABOUT THE DATA**

The reporting cycle for this performance measure is the calendar year. Weaknesses in the data include the fact that prior to the inception of the performance measures PUC did not track the age of telephone equipment recipients. This prevents noting historical data. The PUC gathers data automatically through its information systems to ensure that current data is captured. PUC maintains ongoing records of the distribution of its equipment to the public. Additional statistics are available from Residential Service Protection Fund (RSPF) staff at the PUC.

<b>KPM #4</b>	Natural Gas Operations - Personal injuries related to Natural Gas Operations per 100,000 utility customers.	1993
<b>Goal</b>	Personal Injuries – Personal injuries related to natural gas operations. (Per 100,000 utility customers).	
<b>Oregon Context</b>	Mission Statement	
<b>Data Source</b>	Incident and accident reports submitted by the natural gas utilities on .	
<b>Owner</b>	Utility Program, J.R. Gonzalez, 503-373-1531	



**1. OUR STRATEGY**

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

**2. ABOUT THE TARGETS**

The measure is an indication of the effectiveness of the agency's audit and inspection program of natural gas facilities statewide. The current measure provides a non-tolerance for personal injury accidents because the target is set at zero. PUC staff proposes the threshold level be moved to 0.15 to better reflect reality, and to bring it in line with the threshold level for KPM #10- Electric Utility Operations.

### **3. HOW WE ARE DOING**

Up until 2006, the previous five years had no fatalities or hospitalization injuries related to the operations of intrastate natural gas pipelines by Oregon's twenty natural gas pipeline utilities and operators. In 2007, there were no fatalities or hospitalization, however, there were three reportable incidents meeting the requirements of OAR 860-024-0050. Because this KPM addresses personal injuries only, and not network structures, the KPM for 2007 is zero.

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

There is no public or private industry standard data with which to compare Oregon's statistics. One incident could result in multiple fatalities and catastrophic property damage, which is the reason Staff has recommended the threshold level be changed to 0.15. Continued oversight of pipeline safety compliance is vital.

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

The PUC's Gas Safety Unit conducts ongoing safety inspections and investigations, as well as safety training statewide to ensure compliance with Federal pipeline safety regulations.

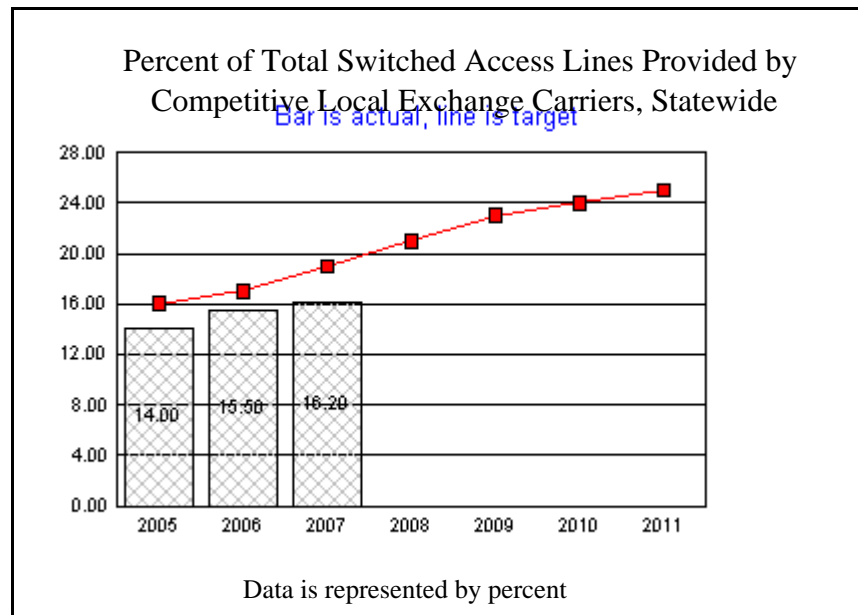
### **6. WHAT NEEDS TO BE DONE**

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

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

The annual data for this performance measure reflect gas utility related accident injuries per 100,000 utility customers, regardless of the cause. It differs from the reportable incidences required by OAR 860-024-0050, from the standpoint that only personal injuries are to be counted. Property Damage is not part of the KPM. All reported incidents are presented and discussed at the by-monthly Oregon Utility Safety Committee meetings.

<b>KPM #5</b>	Switched Access Lines - Percent of total switched access lines provided by competitive local exchange carriers, statewide.	2002
<b>Goal</b>	Development of Competitive Markets – Promote the development of competitive markets to help ensure fair and reasonable rates to Oregon's citizens.	
<b>Oregon Context</b>	Mission Statement	
<b>Data Source</b>	Annual report filed April 1st.	
<b>Owner</b>	Utility Program, Bryan Conway, 503-378-6200	



**1. OUR STRATEGY**

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

**2. ABOUT THE TARGETS**

The targets are designed to reflect continued growth in the level of competition and increased penetration rates for telecommunications supply.

**3. HOW WE ARE DOING**

The longer term trend of competitive entry seems promising. Actual performance for the last three years, ending 2007, which is the latest year for which data are available, has increased. However, given the court decisions striking down many of the Federal Communications Commission policies promoting competition, it is unclear whether competitors will be able to gain market share from the incumbent local exchange carriers. Competitive providers have been most successful in urban areas and in business markets, and it is uncertain whether they will be able to make inroads in higher-cost rural areas and residential markets. The PUC will consider whether future targets should continue to increase or should level off at some point.

**4. HOW WE COMPARE**

The PUC maintains the same ratio as the FCC's nation-wide survey.

**5. FACTORS AFFECTING RESULTS**

Ease of PUC certification process, timeliness of PUC arbitration of interconnection agreements between competitive providers and incumbents, resolution of federal rules on availability of incumbent facilities, pricing and national economic trends.

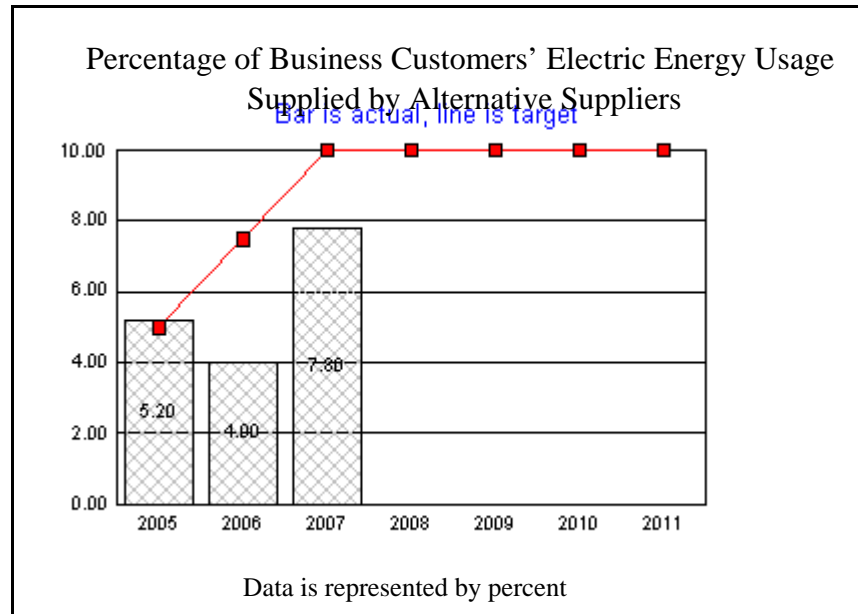
**6. WHAT NEEDS TO BE DONE**

No action is needed at this time.

**7. ABOUT THE DATA**

The data is compiled annually, and is gathered through a survey process that is mailed to all PUC-certified competitive providers as well as incumbent local exchange carriers.

<b>KPM #6</b>	Electric Energy - Percentage of business customers' electric energy usage supplied by alternative suppliers.	2002
<b>Goal</b>	Fair & Reasonable Rates – Promote the development of competitive markets to help ensure fair and reasonable rates to 's citizens.	
<b>Oregon Context</b>	Mission Statement	
<b>Data Source</b>	Monthly electric industry restructuring status reports from PGE and PacifiCorp.	
<b>Owner</b>	Utility Program, Ed Busch, 503-378-6625	



**1. OUR STRATEGY**

Facilitate purchasing options for eligible customers, and set rates charged by regulated electric utilities when a customer buys power supplies from an alternative supplier so that other customers are not harmed.

**2. ABOUT THE TARGETS**

This measure indicates the percentage of PGE and PacifiCorp nonresidential load served by alternate suppliers. A greater level of participation indicates that the competitive market in Oregon is developing, and customers have more options for acquiring power.

**3. HOW WE ARE DOING**

Electric restructuring began in Oregon in 2002, and target levels have been modest. The percentage of load provided by alternative suppliers exceeded the target in 2004 and 2005, but was lower in 2006 and 2007.

**4. HOW WE COMPARE**

A limited number of states nationally offer direct access programs to varying degrees, and data is sketchy. As one of the Commission's objectives, PUC staff is completing a study of direct access activity in other states.

**5. FACTORS AFFECTING RESULTS**

The Commission has undertaken steps to improve opportunities for eligible customers to choose alternative suppliers. Most of the customers that have selected direct access to date benefited from "shopping credits" that have been offered to increase interest in these programs. The shopping credits are designed to phase out by 2009. The flat target for this measure reflects uncertainty about the effect of this phase-out.

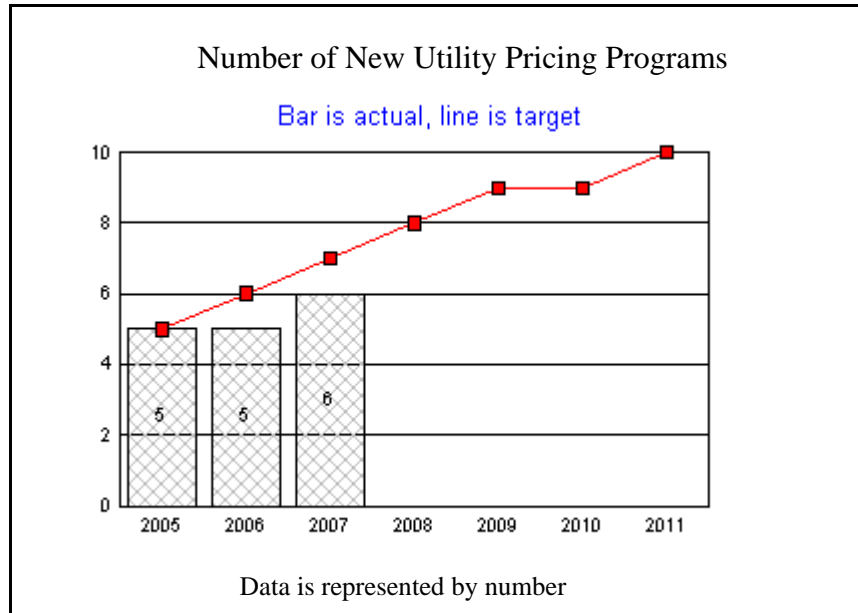
**6. WHAT NEEDS TO BE DONE**

The Commission staff will evaluate other states' programs and continue to meet with customers, utilities and alternative suppliers to identify barriers to choosing direct access. Based on this information, the Commission will work with participants to craft solutions that facilitate switching to other suppliers without shifting costs to other customers.

**7. ABOUT THE DATA**

Portland General Electric and PacifiCorp provide monthly reports to the PUC. The data can be accessed at [http://www.puc.state.or.us/PUC/electric\\_restruc/indices/statrpt.shtml](http://www.puc.state.or.us/PUC/electric_restruc/indices/statrpt.shtml).

<b>KPM #7</b>	Utility Pricing - Number of new utility pricing programs.	2004
<b>Goal</b>	Sustainable Resource – Encourage sustainable resource use through utility pricing options.	
<b>Oregon Context</b>	Mission Statement	
<b>Data Source</b>	Tariff information compiled by PUC’s Utility Program, Resource and Market Analysis Section.	
<b>Owner</b>	Utility Program, Ed Busch, 503-378-6625	



**1. OUR STRATEGY**

Work with utilities to identify pricing options that would encourage more efficient use, then encourage and review tariff filings to offer the options.

**2. ABOUT THE TARGETS**

This measure reflects implementation of pricing strategies that reduce or shift demand for power during high-cost hours. These approaches are likely to be cost-effective substitutes for buying power or building generating plants for peak times.

### **3. HOW WE ARE DOING**

Aggressive targets have been set to reflect the need for these programs as electricity prices continue to rise. The actual result for this new measure was slightly under target for 2007.

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

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

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

The agency has had a significant impact through the preparation of an extensive report and related activities on pricing strategies. The Commission continues to work with the utilities to evaluate the cost effectiveness of pricing programs in Oregon and elsewhere and make recommendations for new programs; including pilot programs that test potential approaches.

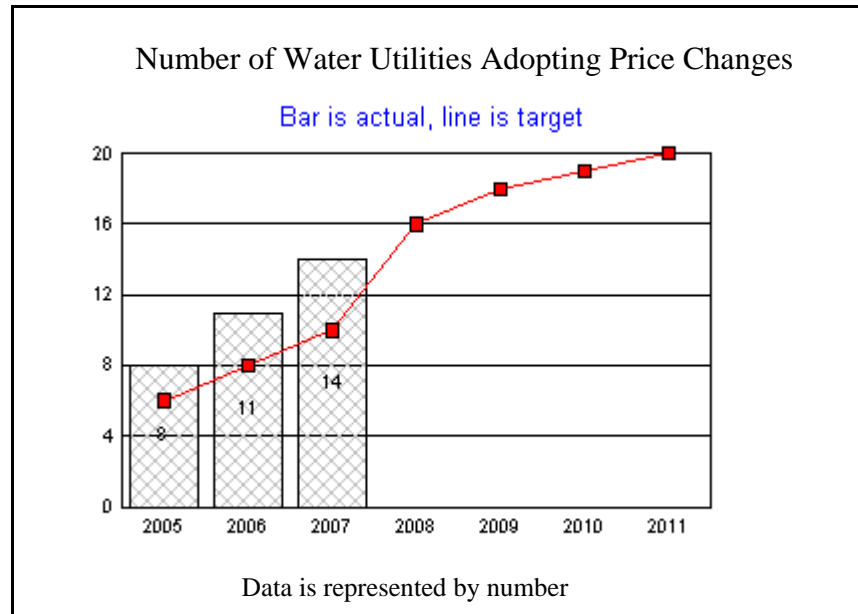
### **6. WHAT NEEDS TO BE DONE**

Encourage the utilities to identify, design and offer cost-effective pricing programs. Evaluate potential programs in the integrated resource planning process. Investigate how to explicitly include pricing options in resource planning on par with other options for meeting energy and capacity needs. Investigate the cost-effectiveness of metering and communications technology that make pricing options available to more customers.

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

These are cumulative results, compiled using utility tariff filings on a calendar-year basis.

<b>KPM #8</b>	Water Utilities - Number of water utilities adopting price changes.	2002
<b>Goal</b>	Sustainable Resource - Encourage sustainable resource use through utility pricing options.	
<b>Oregon Context</b>	OBM #69 Drinking Water: Percent of Oregonians served by public drinking water systems that meet health-based standards.	
<b>Data Source</b>	Tariff information compiled by OPUC's Utility Program, Corporate Analysis and Water Regulation Section.	
<b>Owner</b>	Utility Program, Michael Dougherty, 503-378-3623	



**1. OUR STRATEGY**

Promote efficient use of water resources by adopting rate designs that appropriately encourage consumers to use water wisely.

**2. ABOUT THE TARGETS**

The targets reflect the number of water utility rate filings that result in rate design changes to further encourage efficient use of water. The targets and actuals reflect a cumulative number.

### **3. HOW WE ARE DOING**

The PUC has taken advantage of the opportunities to adopt pricing designs to encourage the efficient use of water. As a result of increased water utility rate applications, the targets are currently being exceeded. The targets are appropriately aggressive to focus PUC staff on this objective; however, they will level off due to the limited number of rate-regulated water utilities.

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

There are no statistics available for comparison at this time.

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

Number of water utility general rate filings. Whether or not customers of the water utilities have meters to measure usage.

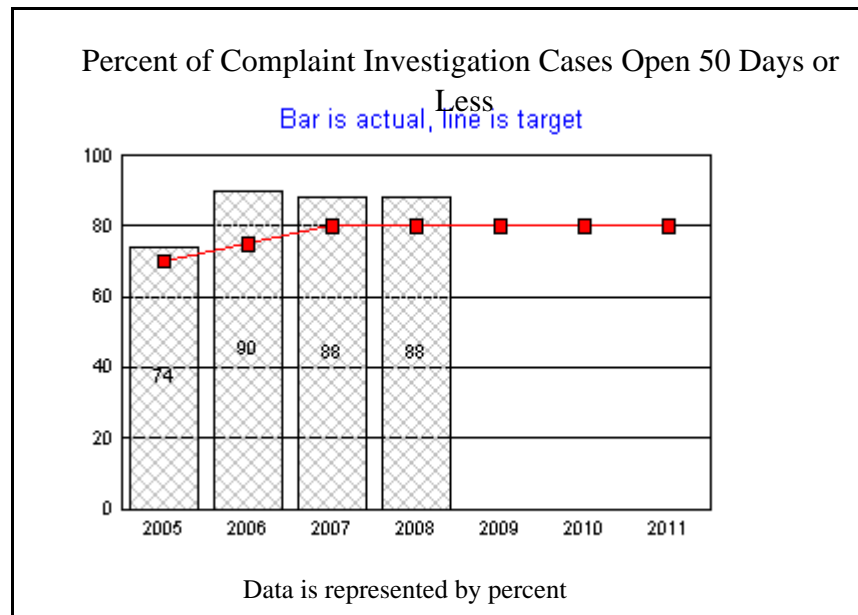
### **6. WHAT NEEDS TO BE DONE**

No action is needed at this time as the Actual exceeds Target.

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

The data is tracked and recorded after each general rate filing is processed and an order issued. The value recorded in the year represents the cumulative number of utility rate filings, beginning in 2002, that resulted in rate design changes to promote the efficient use of water.

<b>KPM #9</b>	Complaint Investigation - Percent of complaint investigation cases open 50 days or less.	1999
<b>Goal</b>	Timely Customer Service – To ensure timely customer service by completing complaint investigations in an average of 50 days or less.	
<b>Oregon Context</b>	HLO: #001 Enhanced consumer protection through timely and adequate customer service.	
<b>Data Source</b>	Staff’s analysis of information on agency’s database.	
<b>Owner</b>	Consumer Services, Phil Boyle, 503-373-1827	



**1. OUR STRATEGY**

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

**2. ABOUT THE TARGETS**

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

**3. HOW WE ARE DOING**

In 2007, 88 percent of complaint investigations were completed within 50 days. This was a slight decline from the 90 percent achieved in 2006, but above the target.

**4. HOW WE COMPARE**

In 2008, all state commissions were surveyed, of the twenty-one responses received, thirteen have no internal performance measures, of the eight that had measures, they ranged from 95 percent of cases closed in 15 days to 70 percent complete in 60 days. Oregon measure of 80 percent complete in 50 days fell in the middle of the range.

**5. FACTORS AFFECTING RESULTS**

A certain number of cases cannot be addressed within the fifty days because of the complexity of the complaint. Additionally, the time of the year complaints are filed with the PUC affect the measurement because of the traditional increase in work loads during the fall and winter seasons. The increased workloads tend to extend the case completion times.

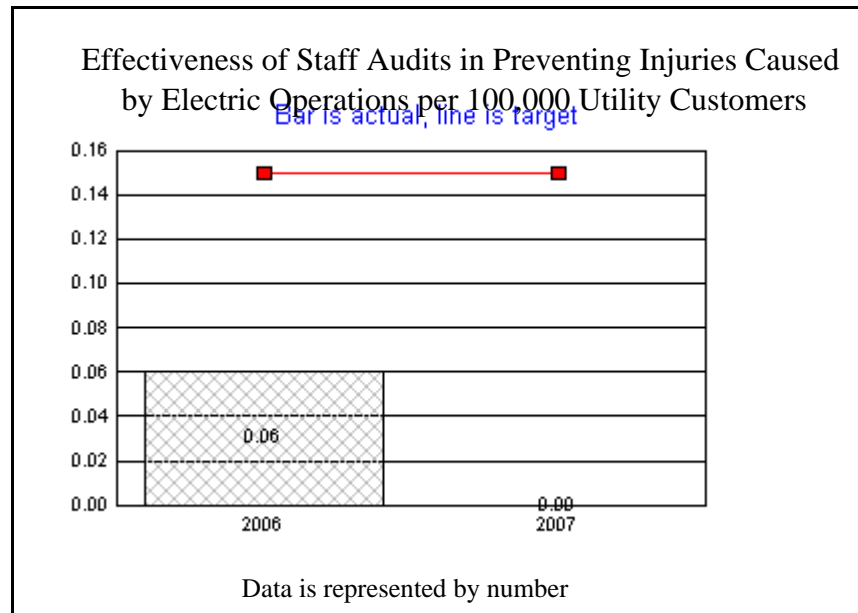
**6. WHAT NEEDS TO BE DONE**

We monitor the results and the trends.

**7. ABOUT THE DATA**

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

<b>KPM #10</b>	Electric Utility Operations – Effectiveness of staff audits in preventing injuries caused by electric utility operations per 100,000 utility customers.	2006
<b>Goal</b>	Protect the health and safety of Oregonians.	
<b>Oregon Context</b>	Mission Statement.	
<b>Data Source</b>	Personal injuries related to electric utility operations (affected by audits).	
<b>Owner</b>	Utility Program, J.R. Gonzalez, 503-373-1531	



**1. OUR STRATEGY**

Continue conducting safety field audits and inspections of all electric utility network systems in the State, investigate incidents, ensure utility personnel

are properly trained and have the proper Personal Protective Equipment (PPE).

## 2. ABOUT THE TARGETS

The target is an indication of the effectiveness of PUC staff's field utility network audits and inspections of all electric utility operators in the State. The target is 0.15 per 100,000 customers

## 3. HOW WE ARE DOING

Over the years, the number of reportable incidents caused by failure of a network system has been under the established target, which strongly confirms the safety enforcement provided by PUC staff via field utility network audits and inspections is working. There are forty electric utility operators in the State and six Electricity Service Suppliers. For 2007, no reportable incidents caused by network failure involved fatalities or hospitalization, however, there were thirteen incidents caused by unsafe acts, which is reported in KPM #11.

## 4. HOW WE COMPARE

There is no public or private industry standard data to compare our measures against, except our own.

## 5. FACTORS AFFECTING RESULTS

The PUC's Electric and Telecomm Safety, Reliability and Security Division conduct ongoing safety audits, inspections and investigations, as well as provide safety training to operators statewide to ensure compliance with the National Electric Safety Code (NESC).

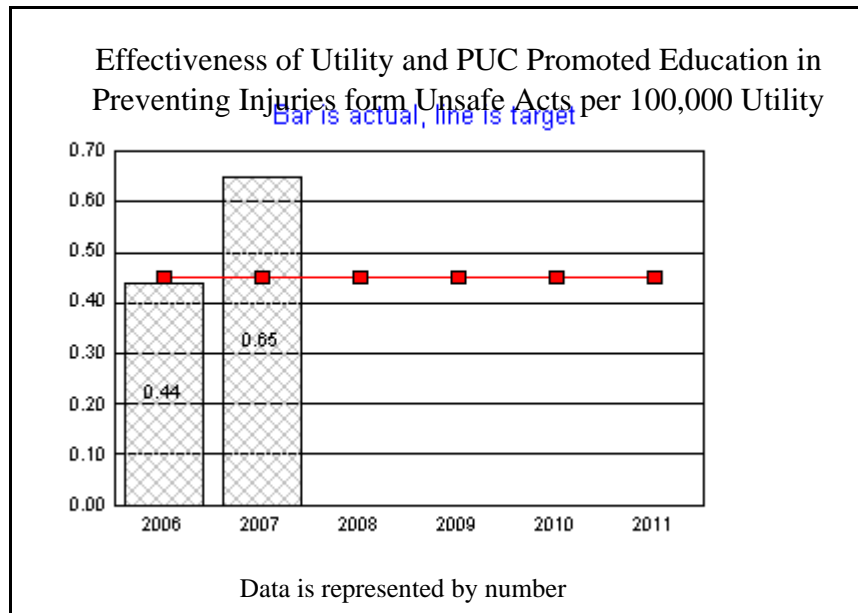
## 6. WHAT NEEDS TO BE DONE

The PUC's Electric and Telecomm Safety, Reliability and Security Division will continue its comprehensive electric and telecomm audits, inspections, investigations and education/training programs to make sure all operators in the State are compliant with the NESC.

## 7. ABOUT THE DATA

OAR 860-024-0050 requires all operators in the State of Oregon to report accidents to PUC staff. Upon receipt of the data, PUC staff analyses the information provided and codes the information received. All reported incidents are presented and discussed at the by-monthly Oregon Utility Safety Committee meeting. The data is also presented in the annual "Utility Electric Contact Report". All incident data attributed to network system failure or improper operation will be recorded and compiled for reporting under this performance measure. However, it will not encompass incidents related to unsafe acts, which is part of KPM #11.

<b>KPM #11</b>	Unsafe Acts - Effectiveness of Utility and PUC promoted education in preventing injuries from unsafe acts per 100,000 utility customers.	2006
<b>Goal</b>	Protect the health and safety of Oregonians.	
<b>Oregon Context</b>	Mission Statement.	
<b>Data Source</b>	Personal injuries related to electric and natural gas service (affected by educational efforts.)	
<b>Owner</b>	Utility Program, J.R. Gonzalez, 503-373-1531	



**1. OUR STRATEGY**

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

## 2. ABOUT THE TARGETS

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

## 3. HOW WE ARE DOING

This measure went into effect in 2006. The number of incidences in 2006 almost reached the target level. In 2007, we had thirteen reportable incidents involving hospitalization or fatalities, which put our index above the threshold. In Oregon, we have approximately 2,000,000 power and gas customers. Every month, during the Oregon Utility Safety Committee meetings, their staff presents the number of incidences for discussion with the operators. Education and information regarding Safety with all operators, builders, contractors, and the population at large, is a priority for PUC staff. We will continue to make use of every means available to get the Safety message across to help mitigate the number of incidents caused by unsafe acts.

## 4. HOW WE COMPARE

There is no public or private industry standard data to compare our measures against, except our own.

## 5. FACTORS AFFECTING RESULTS

Staff works with the operators on their safety education programs, encourages TV and radio advertisements, shares incident information at the OUSC meetings, and conducts audits of the IOUs bi-annually on all their programs and activities, of which safety education is a key component. Investigates all incidents to ascertain the root cause and address future prevention measures.

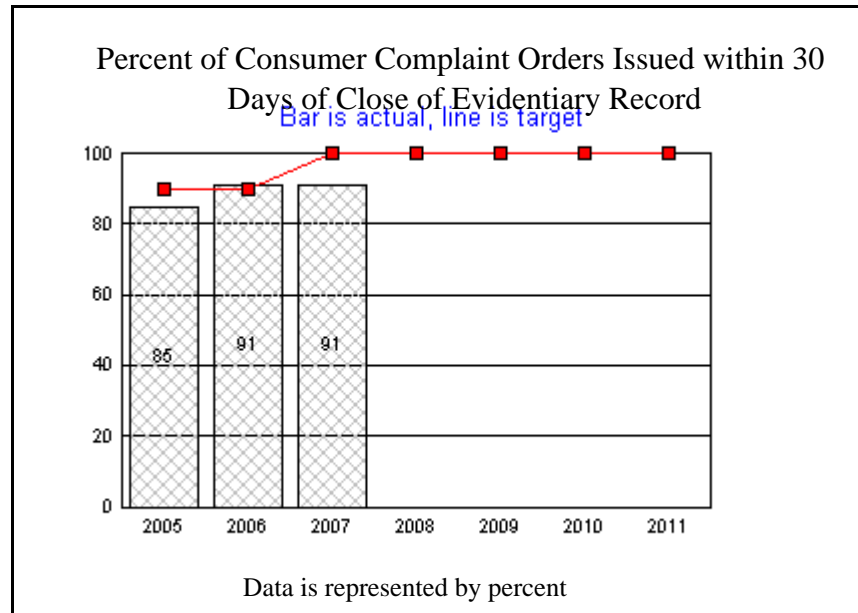
## 6. WHAT NEEDS TO BE DONE

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

**7. ABOUT THE DATA**

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

<b>KPM #12</b>	Evidentiary Record - Percent of Consumer Complaint Orders issued within 30 days of close of evidentiary record.	2005
<b>Goal</b>	To enhance consumer protection through timely and adequate resolution of complaints regarding utility rates and service	
<b>Oregon Context</b>	HLO #001 Enhanced consumer protection through timely and adequate customer service.	
<b>Data Source</b>	Staff's analysis of information on agency's database.	
<b>Owner</b>	Administrative Hearings Division, Michael Grant, 503-378-6102	



**1. OUR STRATEGY**

Set internal guidelines to prioritize and track processing of complaint.

**2. ABOUT THE TARGETS**

Targets designed to expedite resolution of customer complaints.

### **3. HOW WE ARE DOING**

In 2006, performance met 90 percent target, but failed to meet increased target of 100 percent for the following year.

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

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

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

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

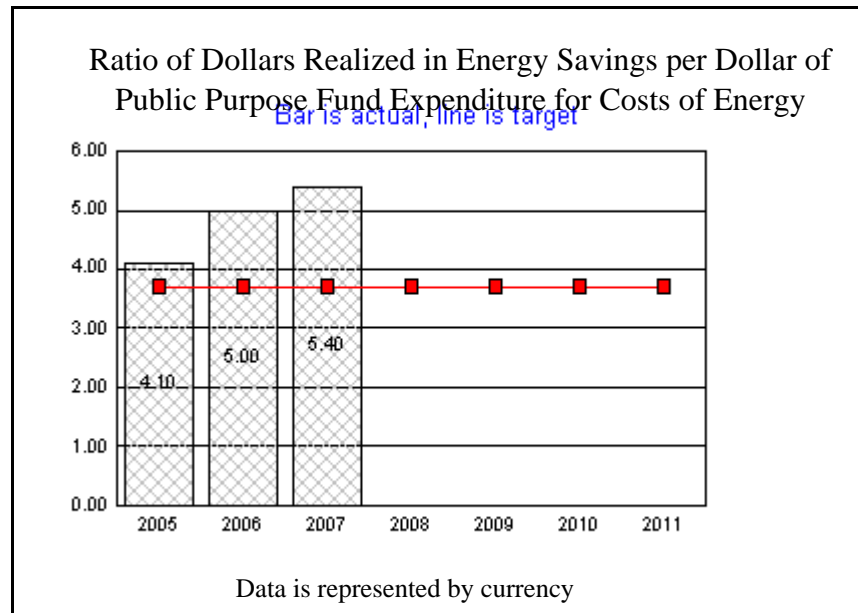
### **6. WHAT NEEDS TO BE DONE**

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

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

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

<b>KPM #13</b>	Residential Energy Efficiency – Ratio of dollars realized in energy savings per dollar of public purpose fund expenditure for Energy Trust’s residential programs.	2005
<b>Goal</b>	Promote energy efficiency in residential dwellings.	
<b>Oregon Context</b>	HLO: #002 Create a sustainable Oregon by reducing energy consumption.	
<b>Data Source</b>	Energy Trust records.	
<b>Owner</b>	Utility Program, Lori Koho, 503-378-6117	



**1. OUR STRATEGY**

Oversee program expenditures by the Energy Trust of Oregon (ETO).

**2. ABOUT THE TARGETS**

The metric is a benefit cost (b/c) ratio and an indicator of how effectively the ETO is acquiring energy efficiency savings. Anything over one indicates that more savings is produced than it cost to acquire it. Larger numbers indicate better performance.

### 3. HOW WE ARE DOING

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

### 4. HOW WE COMPARE

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

### 5. FACTORS AFFECTING RESULTS

The high b/c ratio in the residential sector is largely the result of savings acquired through market transformation with compact fluorescent light bulbs. As this market becomes transformed, it is expected that the b/c ratio will get smaller but stay on track.

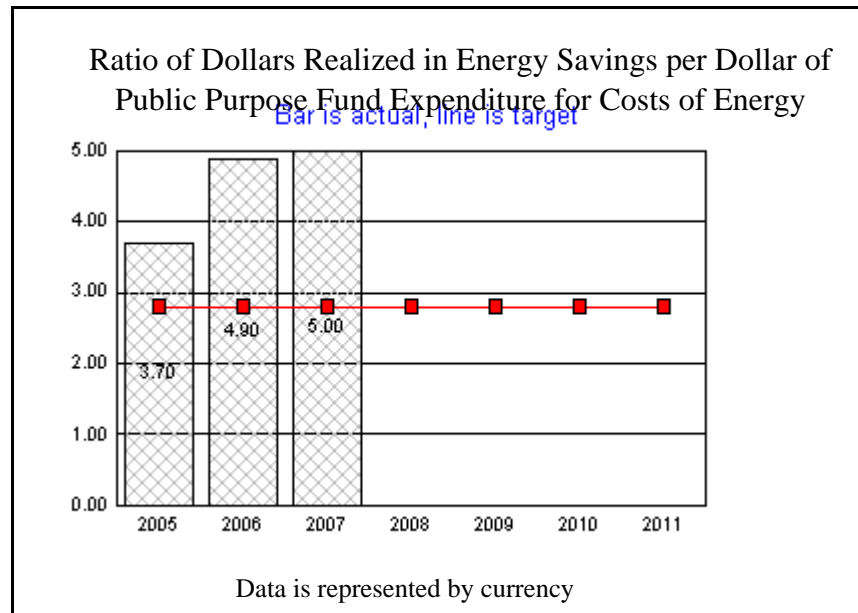
### 6. WHAT NEEDS TO BE DONE

Targets need to be reviewed based on availability of incremental energy efficiency funding from SB 838 (2007 session).

### 7. ABOUT THE DATA

This is one of several metrics we review to insure that the cost of the energy saved with efficiency measures is less than what it would cost for the utility to either buy or generate the energy.

<b>KPM #14</b>	Commercial Energy Efficiency – Ratio of dollars realized in energy savings per dollar of public purpose fund expenditure for of Energy Trust’s residential programs.	2005
<b>Goal</b>	Promote energy efficiency in commercial facilities.	
<b>Oregon Context</b>	HLO: #002 Create a sustainable Oregon by reducing energy consumption.	
<b>Data Source</b>	Energy Trust records.	
<b>Owner</b>	Utility Program, Lori Koho, 503-378-6117	



**1. OUR STRATEGY**

Oversee program expenditures by the Energy Trust of Oregon (ETO).

**2. ABOUT THE TARGETS**

The metric is a benefit cost (b/c) ratio and an indicator of how effectively the ETO is acquiring energy efficiency savings. Anything over one indicates that more savings is produced than it cost to acquire it. Larger numbers indicate better performance.

### **3. HOW WE ARE DOING**

The ETO is achieving energy savings cost effectively but the total savings from the sector can be improved.

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

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

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

This is a difficult sector to reach. Increased outreach and new programs are being implemented in 2008 to focus on this sector.

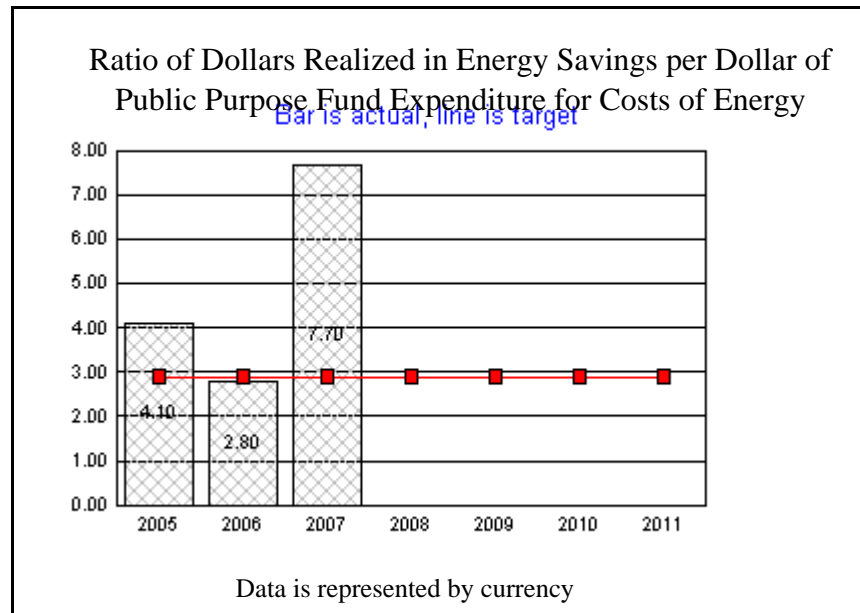
### **6. WHAT NEEDS TO BE DONE**

Targets need to be reviewed based on availability of incremental funding from SB 838 (2007 session).

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

This is one of several metrics we review to insure that the cost of the energy saved with efficiency measures is less than what it would cost for the utility to either buy or generate the energy.

<b>KPM #15</b>	Industrial Energy Efficiency – Ratio of dollars realized in energy savings per dollar of public purpose fund expenditure for costs of Energy Trust’s industrial programs.	2005
<b>Goal</b>	Promote energy efficiency of industrial processes.	
<b>Oregon Context</b>	HLO: #002 Create a sustainable Oregon by reducing energy consumption.	
<b>Data Source</b>	Energy Trust records.	
<b>Owner</b>	Utility Program, Lori Koho, 503-378-6117	



**1. OUR STRATEGY**

Oversee program expenditures by the Energy Trust of Oregon (ETO).

**2. ABOUT THE TARGETS**

The metric is a benefit cost (b/c) ratio and an indicator of how effectively the ETO is acquiring energy efficiency savings. Anything over one indicates that more savings is produced than it cost to acquire it. Larger numbers indicate better performance.

### **3. HOW WE ARE DOING**

The metric is a benefit cost (b/c) ratio and an indicator of how effectively the ETO is acquiring energy efficiency savings. Anything over one indicates that more savings is produced than it cost to acquire it. Larger numbers indicate better performance.

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

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

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

Some projects in the industrial sector are very large and can result in tremendous savings for the investment. It will be customary to see results fluctuate depending on the projects the ETO has completed each year.

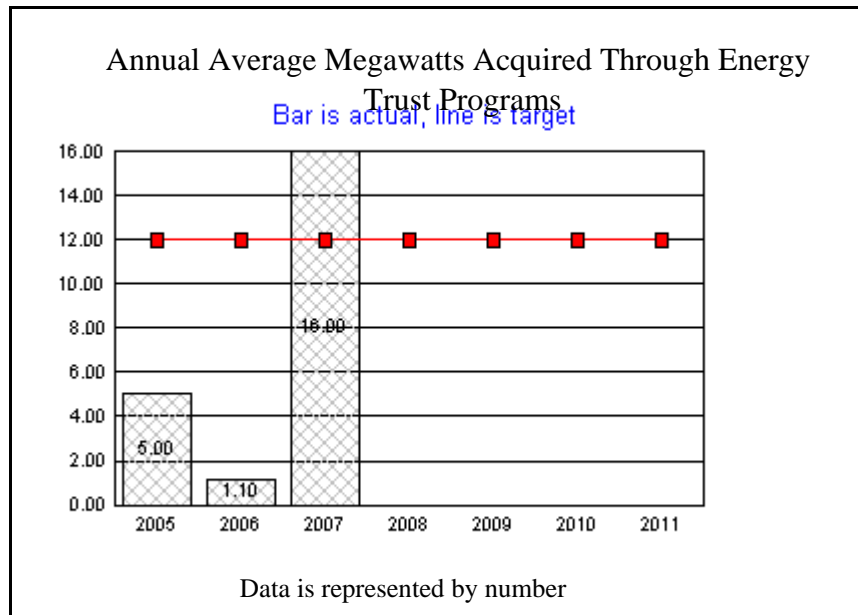
### **6. WHAT NEEDS TO BE DONE**

The agency will monitor the distribution of funds among the sectors to ensure that customers with loads >1MW are not benefitting from funds collected pursuant to SB 838.

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

This is one of several metrics we review to insure that the cost of the energy saved with efficiency measures is less than what it would cost for the utility to either buy or generate the energy. Acquisition of savings in this sector is more variable because it is often the result of large projects.

<b>KPM #16</b>	Renewable Resource Development – Annual average megawatts acquired through Energy Trust programs. (3 year rolling average)	2005
<b>Goal</b>	Promote development of renewable resources.	
<b>Oregon Context</b>	HLO: #002 Create a sustainable Oregon through alternative energy sources.	
<b>Data Source</b>	Energy Trust records.	
<b>Owner</b>	Utility Program, Lori Koho, 503-378-6117	



**1. OUR STRATEGY**

Oversee expenditures by the Energy Trust of Oregon (ETO).

**2. ABOUT THE TARGETS**

Since acquisition of large renewable projects can be irregular with time, the target is a three year rolling average.

### **3. HOW WE ARE DOING**

Some large, utility-scale projects came on-line in 2007, causing the actual three year rolling average to exceed the target.

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

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

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

Large utility scale projects cause wide variations in acquisition from year to year. Some renewables projects have been negatively impacted by the limited availability of wind turbines.

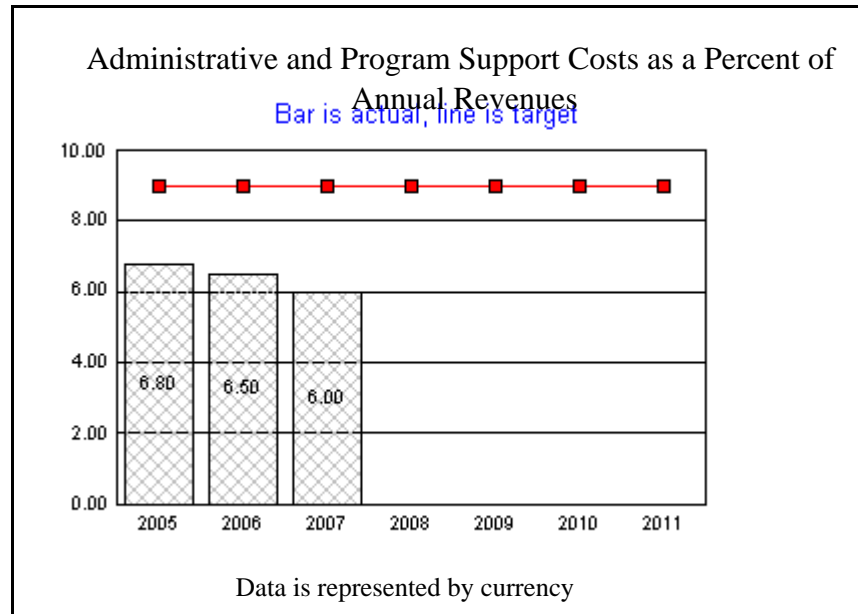
### **6. WHAT NEEDS TO BE DONE**

SB 838 limited the ETO to support of renewables projects under 20 MW. Acquisition targets will need to be reviewed in light of this change.

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

The data are indicative of projects that are producing power. The ETO may have dollars committed to projects that won't be on-line until some time in the future. The intent of using a three year rolling average for this metric is to compensate for the lag between the times when dollars are committed and when the project is completed.

<b>KPM #17</b>	Energy Trust Administrative Efficiency – Administrative and program support costs as a percent of annual revenues.	2005
<b>Goal</b>	Ensure efficient expenditure of public purpose funds for conservation and renewable resources.	
<b>Oregon Context</b>	HLO: #003 Secure effective and appropriate administration of public purpose funds by the Energy Trust.	
<b>Data Source</b>	Energy Trust records.	
<b>Owner</b>	Utility Program, Lori Koho, 503-378-6117	



**1. OUR STRATEGY**

Oversee budgets and expenditures by the Energy Trust of Oregon (ETO).

**2. ABOUT THE TARGETS**

The metric is indicative of the efficiency of ETO's program delivery. It shows what percent of the total funding is spent on administrative and program support costs. Lower numbers indicate better performance.

### **3. HOW WE ARE DOING**

The metric is indicative of the efficiency of ETO's program delivery. It shows what percent of the total funding is spent on administrative and program support costs. Lower numbers indicate better performance.

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

There are a limited number of programs to use as a benchmark. Staff as brought this to the attention of the American Council for an Energy Efficient Economy (ACEEE).

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

It will be important to demonstrate the impact of any incremental energy efficiency funding from SB 838. The additional planning and evaluation to track those activities may cause this metric to go up.

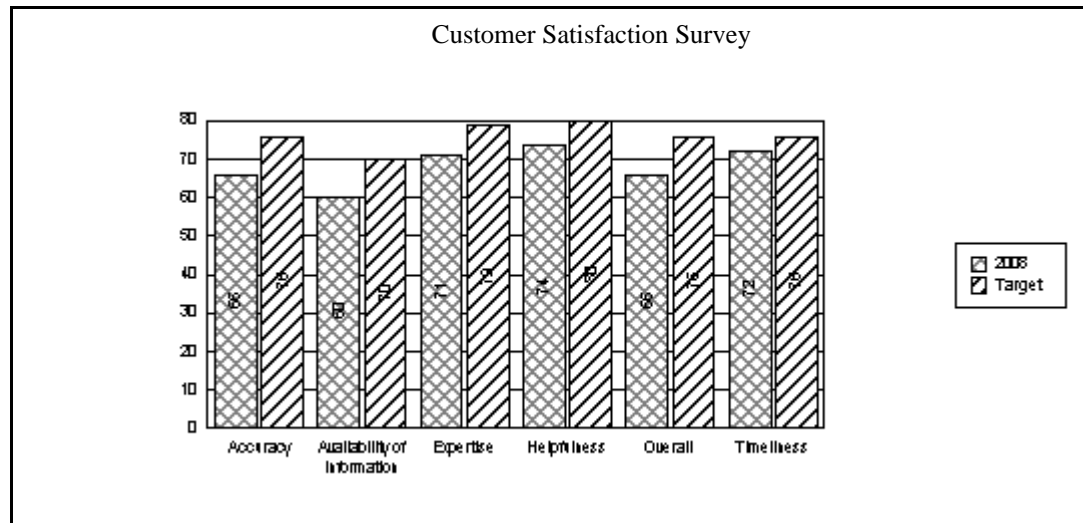
### **6. WHAT NEEDS TO BE DONE**

Continue working with ETO to keep administrative costs low while assuring there is robust infrastructure to maintain program effectiveness.

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

This is calendar year data that has been verified by an independent audit.

<b>KPM #18</b>	Customer Service – Percent of customers rating their satisfaction with the agency’s customer service as “good” or “excellent” in overall customer service, timeliness, accuracy, helpfulness, expertise and availability of information.	2006
<b>Goal</b>	Improve Customer Satisfaction.	
<b>Oregon Context</b>	Mission Statement	
<b>Data Source</b>	PUC Customer Service Survey of 404 Customers	
<b>Owner</b>	Consumer Services, Phil Boyle, 503-373-1827	



**1. OUR STRATEGY**

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

**2. ABOUT THE TARGETS**

The target is to improve the PUC's overall level of customer service rating. The polling and methodology were done by Clearwater Research, Inc, of Boise, ID. The overall targets were agreed upon by the PUC.

### 3. HOW WE ARE DOING

The report dated May 31, 2006, was our first year of collecting the data, and is our base year. The report period for the current KPM was from May 19, 2008 through June 23, 2008. The report indicates that the PUC had a slight decrease in all areas.

### 4. HOW WE COMPARE

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

### 5. FACTORS AFFECTING RESULTS

The slight overall decline in the satisfaction results for the June 2006 thru June 2008 period may be attributable to several factors.

Staff Turnover - There has been significant turnover in our heaviest customer contact positions over the last two years. Some of this is due to internal employee promotion and employees taking advancement opportunities with other agencies. Significantly however we have had trouble attracting new employees with the experience and skills necessary to be successful in our positions. As a result, many new hires do not make it through trial service. The continual turnover has made it difficult to develop a knowledgeable and experienced staff, especially in the primary customer interface positions. We currently have four open positions (out of thirteen). This has clearly led to the decrease in ratings for "accuracy" and "expertise", the two measures with the largest decline.

Non-Jurisdictional Work – During the last two years, Consumer Services has taken on a significantly larger role with consumer protection issues. Rather than focus entirely on regulated services such as energy and local telephone service over which we have clear authority, we have taken on quasi-utility issues such as wireless, VoIP, and even DSL, over which we have little or no jurisdiction. As the percentage of our workload dealing with non-regulated issues increases, and considering that we often have little or no power to affect the outcome that the consumer wants, customer dissatisfaction with the PUC is increasing. This is reflected in the decline in the "helpfulness" measure and is partially responsible for customer comments that say the PUC was powerless to help them.

Rate Increases – In the last 24 months, many utilities have either increased their rates significantly, or proposed unprecedented rate increases. This situation has elicited numerous consumer calls to the PUC to lodge rate protests (both before and after rate increases are approved) and to demand that rates not be increased. As part of our process, Consumer Services tries to explain the rate setting process to these callers. Although the rate-setting process is fair and reasonable, and looks out for the best interest of the public; consumers are often upset when rates are increased – regardless of the reasons.

Website – The measure about “availability of information” is primarily related to information available on the PUC website, and the ease of use and access. This was identified as our weakest measure in the 2006 survey, and continues to be. The PUC website is not currently optimized in terms of user friendliness. After the 2006 survey, a PUC task force was organized to improve the website and make it more user friendly. However, there are still many innovative solutions that our staff is trying to implement to ensure a better experience and access for our customers in the future.

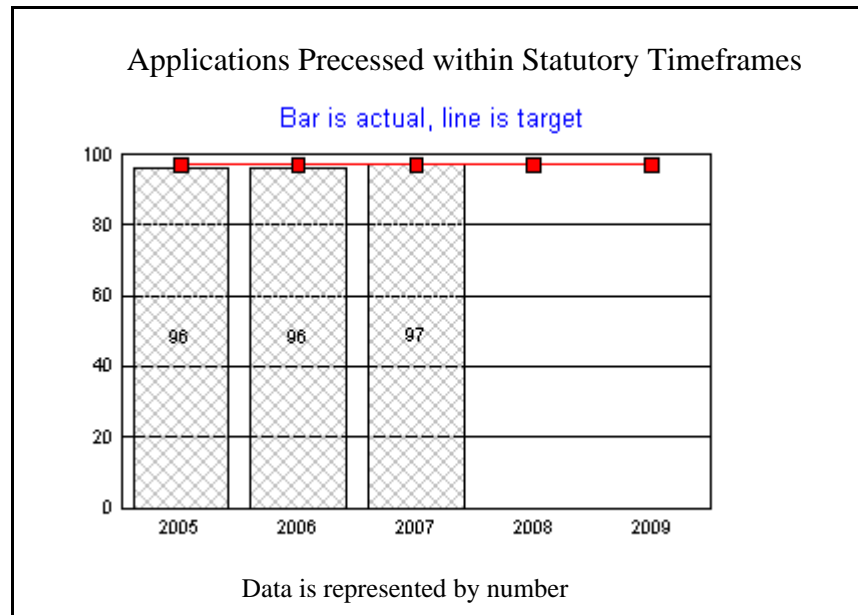
## 6. WHAT NEEDS TO BE DONE

The first and most important step is to be able to attract quality employees for our positions, and to reduce turnover. A unit reorganization that places more knowledgeable and experienced employees in key customer interface positions is currently under way. We anticipate that this reorganization will also reduce turnover and increase both employee and consequently customer satisfaction. In addition, we are reorganizing our employee training and mentoring program to develop a higher level of competence in our new employees sooner. Some of the challenges related to non-jurisdictional work will improve as we continue to work with DOJ and utility providers to put in place and encourage agreements of voluntary compliance (AVCs), which allows the PUC Consumer Services staff to represent DOJ on issues for which DOJ has jurisdiction. There are a number of utilities that do not have AVCs in place, so there will continue to be some challenges with non-jurisdictional customer complaints. Regarding the PUC website, we will undertake additional efforts to develop a Consumer Services web page which is linked to the main PUC web page. This Consumer Services webpage will bring the volumes of consumer assistance information into one easy to access location, and allow us to add new consumer self help applications such as a home energy use calculator, and energy savings tips.

## 7. ABOUT THE DATA

This 2008 customer service survey was conducted by Clearwater Research, Inc. The survey was conducted between May 19 and June 23, 2008. This was a simple random sample. Sample Characteristics: Population = 1,394; responses = 404; Response Rate = 35.4 percent; Confidence Level = 96 percent.

<b>KPM #19a</b>	Maritime Pilot License Processing Timeliness: Percent of Board of Maritime Pilot license applications processed within statutory timeframes out of total number of applications.	2006
<b>Goal</b>	Provide excellent customer service.	
<b>Oregon Context</b>	Government performance and accountability.	
<b>Data Source</b>	Excel spreadsheet detailing the number of days between receipt and processing of each license renewal.	
<b>Owner</b>	Board of Maritime Pilots, Susan Johnson, 971-673-1531	



**1. OUR STRATEGY**

To ensure that applicants submit timely and complete application materials so they can be reviewed and processed in an efficient manner.

**2. ABOUT THE TARGETS**

The targets are based on the average yearly number of licensees who will be unable to renew licenses in a timely manner because they are not physically fit for duty.

### **3. HOW WE ARE DOING**

The results for 2007 show that the Board improved upon the previous year's results.

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

No data available.

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

The only reason for the few license applications not processed within the statutory deadline is that some applicants were on disability leave and could not qualify for a license renewal.

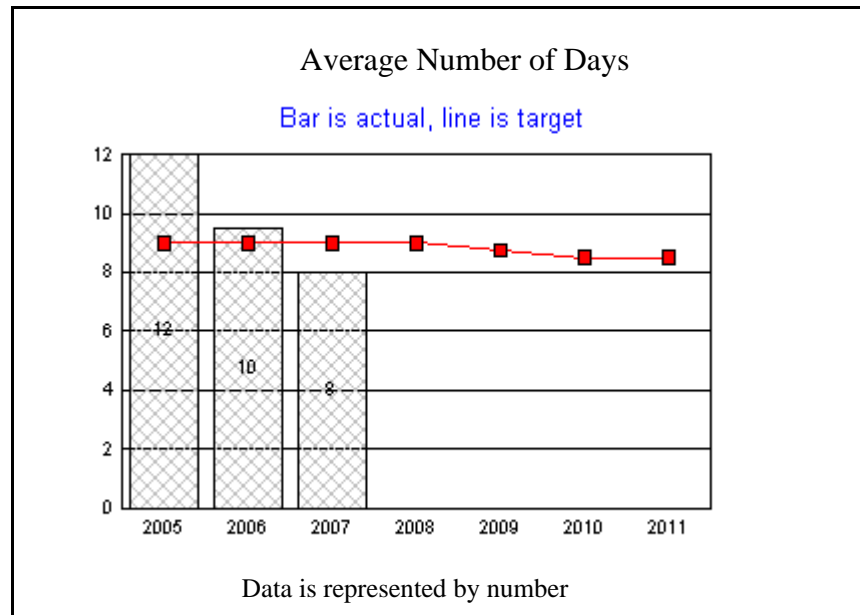
### **6. WHAT NEEDS TO BE DONE**

Continue the same strategy.

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

The reporting cycle is based on a calendar year. The data is based on the number of applications processed within the time period.

<b>KPM #19b</b>	Maritime Pilot License Processing Timeliness: Number of days between time of Board of Maritime Pilot license application and notice of disposition.	2005
<b>Goal</b>	Provide excellent customer service.	
<b>Oregon Context</b>	Government performance and accountability.	
<b>Data Source</b>	Excel spreadsheet detailing the number of days between receipt and processing of each license renewal.	
<b>Owner</b>	Board of Maritime Pilots, Susan Johnson, 971-673-1531	



**1. OUR STRATEGY**

To ensure that applicants submit timely and complete application materials so they can be reviewed and processed in an efficient manner.

**2. ABOUT THE TARGETS**

The Board expects a high level of customer satisfaction and so puts the target at nine days or lower.

### **3. HOW WE ARE DOING**

The results show that the Board is processing applications in a reasonable timeframe within the 30-day window.

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

No data available.

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

License renewals are more efficiently processed in batches, which lengthens the time between receipt and processing. Licensees must submit renewal documents at least 30 days prior to license expiration.

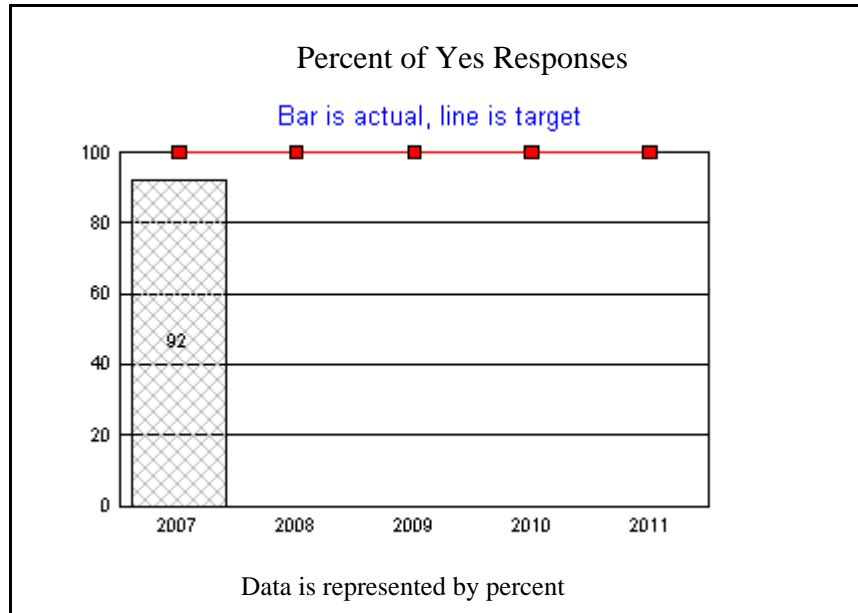
### **6. WHAT NEEDS TO BE DONE**

Continue the same strategy.

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

The reporting cycle is based on a calendar year. The data is based on the turnaround time between receiving complete application materials and processing the applications.

<b>KPM #20</b>	Best Practices - Percent of total best practices met by the Board of Maritime Pilots.	2007
<b>Goal</b>	Meet or exceed Best Practices standards.	
<b>Oregon Context</b>	Government performance and accountability.	
<b>Data Source</b>	Forms filled out by individual Board Members.	
<b>Owner</b>	Board of Maritime Pilots, Susan Johnson, 971-673-1531	



**1. OUR STRATEGY**

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

**2. ABOUT THE TARGETS**

The rationale for the targets is that we do not want to reduce expectations.

**3. HOW WE ARE DOING**

The results for 2007 show room for improvement. Earlier this year the board conducted a planning session to identify issues and trends to address in the long-term.

**4. HOW WE COMPARE**

In response to a recent casualty investigation, it is anticipated that the National Transportation Safety Board will issue recommendations to state pilotage authorities. These recommendations may cover medical standards, pilot selection/training/continuing education, electronic navigation systems, incident investigations and monitoring of pilot performance over time, tailored discipline to improve performance, and communications between state pilotage authorities. The Board's Health Committee is already developing recommendations to the full board to integrate state medical standards with new federal standards. The Board has also made recent changes to the pilot selection process to better evaluate the medical fitness of applicants and trainees, as well as conduct periodic reviews of the quality of our training and continuing education programs. The Board's Continuing Professional Development Committee is evaluating the training programs that are now available and developing recommendations to upgrade CPD requirements. A Vessel Tracking Information System established on the Columbia-Willamette River system has been integrated with hydrologic-geographic topography software and significantly increased safety and security.

**5. FACTORS AFFECTING RESULTS**

Factors affecting results may include the board's limited resources.

**6. WHAT NEEDS TO BE DONE**

The board will be hosting a regional conference of state pilotage authorities to identify and compare issues in those areas and set up a formal process for periodic information-sharing. The conference will help the board identify best practices and specific actions to improve performance. The authorities involved are the Board of Pilot Commissioners for the Bays of San Francisco, San Pablo and Suisun, CA, the Washington State Board of Pilotage Commissioners, the Alaska Board of Marine Pilots, and the Pacific Pilotage Authority of British Columbia.

**7. ABOUT THE DATA**

The data is reported for an Oregon fiscal year and gathered using reporting guides provided by the State.

**PUBLIC UTILITY COMMISSION****III. USING PERFORMANCE DATA**

**Agency Mission:** Ensure that safe and reliable utility services are provided to consumers at just and reasonable rates through regulation and promoting the development of competitive markets.

**Contact:** Karla Hunter

**Contact Phone:** 503-373-0044

**Alternate:** Vikie Bailey-Goggins

**Alternate Phone:** 503-378-6366

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

**1. INCLUSIVITY**

\* **Staff :** The Administrator works on all performance measure issues and advises the Board.

\* **Elected Officials:**

Legislators receive performance measure reports during budget hearings.

\* **Stakeholders:** All applicants, licensees and other stakeholders can obtain information available on the web site, or are provided information through e-mail and correspondence.

\* **Citizens:** Anyone can receive information by contacting the board.

**2 MANAGING FOR RESULTS**

The work is prioritized so that issues can be handled quickly and effectively by the Board. The Board works with stakeholders to cooperatively work with them and provide licensees with the education and information they need, such as when the Board successfully implemented a program of Continuing Professional Development. The Board is currently addressing updated physical condition and trainee selection requirements.

**3 STAFF TRAINING**

The Agency has had one FTE for the past year, so the Administrator handles all performance measure issues. There has been no additional training in the past year.

**4 COMMUNICATING RESULTS**

\* **Staff :** Board members are typically notified at meetings and through correspondence.

\* **Elected Officials:** Any elected official can obtain information about agency performance measures; committee members receive performance measure reports with their Agency Budgets.

	<p>* <b>Stakeholders:</b> Stakeholders are typically notified at meetings and through correspondence.</p>
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\* **Citizens:** Anyone can receive information by contacting the board.