

OREGON DEPARTMENT OF ENERGY
Annual Performance Progress Report (APPR)
for Fiscal 2010
finalized in December 2010

Agency Mission

The mission of the Oregon Department of Energy 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.

Table of Contents

	Page
TABLE OF MEASURES	1
PART I: EXECUTIVE SUMMARY	2
PART II: USING PERFORMANCE DATA	4
PART III: KEY MEASURE ANALYSIS	5

Oregon Department of Energy	TABLE OF MEASURES
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: Dawn Farr, Division Administrator	Phone: 503-373-2226
Alternate: Mary Knight, KPM Coordinator	Phone: 503-373-7562

2009-2011 KPM#	2009-11 Key Performance Measures (KPMs)	Page #
1	ENERGY SAVINGS – Annual energy savings in number of households that could be powered as a result of energy savings: a) Total Savings; b) Business Energy Tax Credits; c) Residential Energy Tax Credits; d) Small-Scale Energy Loan Program; and e) State Energy Efficiency Design.	5
2	CARBON DIOXIDE EMISSIONS – a) Annual carbon dioxide emission in tons per capita from homes, businesses and public buildings; annual CO2 saving in million tons from individual programs; b) Business Energy Tax Credits; c) Residential Energy Tax Credits; d) Small-Scale Energy Loan Program; and e) State Energy Efficient Design.	7
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.	10
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.	12
5	APPLICATION PROCESSING - Percent of applications reviewed and approved within administrative or statutory deadlines for: a) Energy Facility Siting; b) Business Energy Tax Credits; and c) Residential Energy Tax Credits.	15

Proposed Deletions for 2011-13	
2009-2011 KPM#	Rationale for Deletion of Measure
2	<i>CARBON DIOXIDE EMISSIONS –The combination of annual carbon dioxide emission from homes, businesses and public buildings combined with individual program data are two different kinds of data mixed into one measure which causes confusion. Component “a” is statistical data that ODOE pulls from external sources; not an indicator of the Department’s performance. Components “b-e” are another expression of energy savings and can be discussed in the future within the KPM narrative for the Energy Savings.</i>
4	<i>NUCLEAR EMERGENCY DRILLS – This measure is a reporting measure of outside party drills and result, it does not directly reflect the Department’s performance so it is proposed for elimination as a KPM. This information can be made available, if there is an interest.</i>

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.

1. SCOPE OF REPORT

Included in this report are the most current performance results for the Oregon Department of Energy's (ODOE) five Key Performance Measures (KPMs), along with information about proposed improvements to KPMs and explanations of approved administrative adjustments made during the 2009-11 biennium. The KPMs cover mission centered ODOE activities related to energy savings, CO₂ emission reductions, processing timeliness, emergency preparedness and customer service.

2. THE OREGON CONTEXT

ODOE's KPMs link to Oregon Benchmarks related to Public Safety-Emergency Preparedness and to Carbon Dioxide Emissions:

- Benchmark #67: Public Safety-Emergency Preparedness Benchmark
- Benchmark #77: Carbon Dioxide Emissions

3. PERFORMANCE SUMMARY

Performance results are grouped into three categories; making progress, not making progress and progress unclear (pending). Because of administrative changes made during the 2009-11 biennium, the majority of the KPM results are identified as progress unclear.

KPM	Performance Summary	Explanation
1) ENERGY SAVINGS	Progress Unclear	Data for 2009 is available for all measures. The expression of this measure was changed during the 2009-11 biennium, so no target is currently available for gauging progress. Results are generally trending in a favorable direction.
2) CARBON DIOXIDE EMISSIONS	Making Progress	The targets established comply with the goal set by HB 3543 to reduce emissions 10 percent from the 1990 level by 2020. Despite ODOE's favorable performance on this measure ODOE proposing that this KPM be eliminated due overlaps with both KPM 1 and the Energy Plan reporting.
3) CUSTOMER SERVICE	Not Making Progress Progress Unclear	The targets established were set based on past performance which included a more limited scope of customers being included in the survey. The most recent data includes results from a more expanded universe of customers, so a new baseline needs to be established under the revised methodology prior to making an assessment of performance progress.
4) NUCLEAR EMERGENCY DRILLS	Not Making Progress	The target is zero incidences, and actual performance is one. ODOE sets the target at zero as a matter of principle; however, past experience would suggest that this level of performance may not be consistently possible as there are many factors outside the control of the exercise that may impact results.
5) APPLICATION PROCESSING	Progress Unclear	This KPM contains three subcomponents. One of the components, Energy Siting, is making progress, the other two, BETC and RETC, are not. Actions have been taken during the 2009-11 biennium to improve timeliness.

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.

During the 2009-11 biennium, the Legislative Fiscal Office (LFO) and Budget and Management (BAM) authorized administrative changes to the Energy Saving and Application Processing KPMs to make the data reported more meaningful and the methodology more consistent. ODOE continues to work on improving the KPMs and is beginning to work on identifying internal measures to help manage workload and progress toward identified outcomes.

4. CHALLENGES

ODOE has undergone change in the majority of the leadership and program manager positions along with a reorganization during the first half of the 2009-11 biennium. The Department was directed by the legislature to work on improving the KPMs during the interim. While this report makes several adjustments to begin the process of improving the KPMs, ODOE recognizes that there is still a need to make further improvements to the measures. As the Department solidifies the new direction and priorities for the Department, new areas for performance measurement will emerge. ODOE is committed to continuing to work with LFO and BAM to make future improvements to the KPMs.

5. RESOURCES AND EFFICIENCY

The Department's 2009-11 Legislatively Approved Budget with Emergency Board actions through February 2010 includes:

\$33,307,287	Other Funds
\$ 57,739,196	Federal Funds
\$101,209,200	Other Funds Non-limited
\$66,707,615	Other Funds Non-limited Debt Service
\$1	Federal Funds Debt Service
<u>\$590,347</u>	<u>Other Fund Lottery Debt Service</u>
\$259,553,646	Total Biennium Budget

Oregon Department of Energy	II. USING PERFORMANCE DATA
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: Dawn Farr, Division Administrator	Phone: 503-373-2226
Alternate: Mary Knight, KPM Coordinator	Phone: 503-373-7562

The following questions indicate how performance measures and data are used for management and accountability purposes.	
1 INCLUSIVITY	<p>ODOE involves staff, key stakeholders and elected officials in efforts to improve the Department’s KPMs and create greater transparency and accountability in agency processes.</p> <p>This report includes administrative adjustments approved by BAM and LFO that seek to improve the meaningfulness and methodology of the Energy Savings and Applications Processing KPMs. This report also includes a new process and the inclusion of a broader customer base in the Department’s implementation of the customer service KPM.</p>
2 MANAGING FOR RESULTS	<p>Performance measures are a mix of high-level outcomes and process measures. Progress has been made on developing internal program and financial management measures related to energy siting activities, and more efforts are planned for after the 2011 legislative session. The 2011-13 policy option packages included in the Governor’s Balanced Budget link to one of the proposed KPMs for the 2011-13 biennium.</p>
3 STAFF TRAINING	<p>In the past, training has been provided. As the Department moves into the next phase of KPM improvements and internal measurement development, additional training for staff will be conducted.</p>
4 COMMUNICATING RESULTS	<p>External communication of the KPMs has historically been made available via the Department’s web site at: http://www.oregon.gov/ENERGY/ProgRept.shtml. The Department shares the information with the Department of Administrative Services and legislators via the budget development process.</p>

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.

KPM #1	ENERGY SAVINGS Annual energy savings in number of households that could be powered as a result of energy savings: a) Total Savings; b) Business Energy Tax Credits; c) Residential Energy Tax Credits; d) Small-Scale Energy Loan Program; and e) State Energy Efficiency Design.	Measure since: 1990
Goal	Increase energy savings through Department energy conservation and renewable energy programs.	
Oregon Context	Oregon Benchmark 77 (formerly 76): Carbon dioxide (CO ₂) emissions as a percent of 1990 emissions.	
Data source	Program databases.	
Owner	Mary Knight, KPM Coordinator, Phone: 503-373-7562	

1. OUR STRATEGY

Energy savings from ODOE's conservation and renewable energy programs reduces Oregon's use of energy and fossil fuels thereby reducing CO₂ emissions.

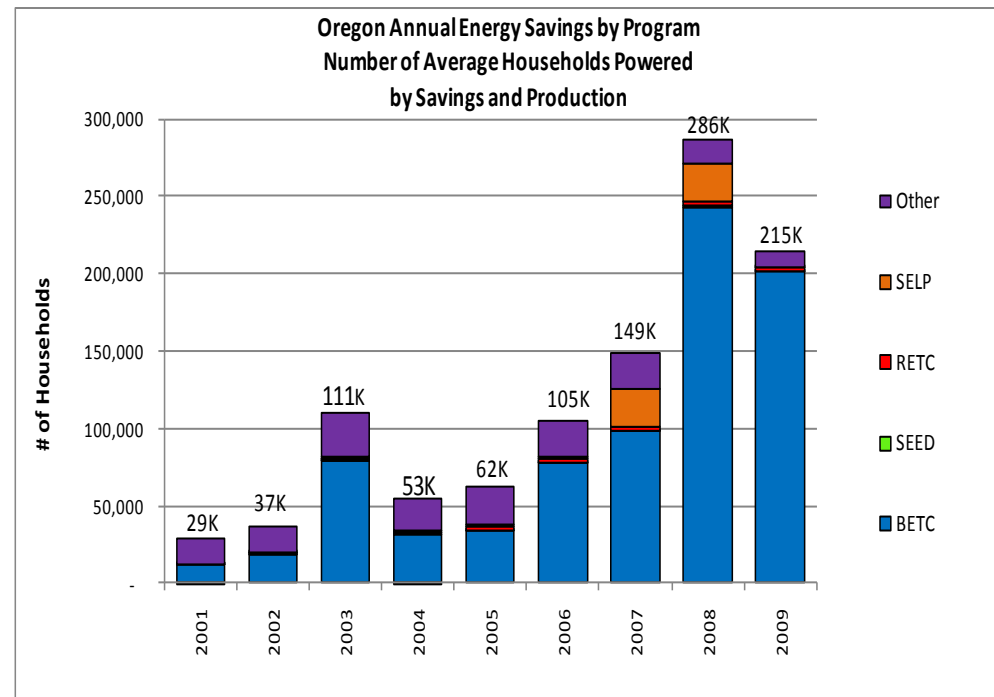
ODOE works with businesses, industries, state and local governments, schools, institutions, homeowners and renters to save energy and protect the environment.

2. ABOUT THE TARGETS

The targets set by the legislature for the 2009-11 biennium were based on the KPM being in trillion BTU. ODOE received approval for an administrative adjustment to express energy savings as the number of average households powered by savings to provide a context for understanding the results associated with energy savings. Therefore, meaningful targets are not currently available for this measure. Based on 2009 performance and anticipated sunsets to the BETC and RETC programs, ODOE requests an annual target of 200,000 households per year for the 2011-13 biennium.

3. HOW WE ARE DOING

At the 2009 legislature's request, ODOE modified this measure data methodology to eliminate reporting cumulative energy savings and to instead begin reporting annual savings. The historic data for this measure was converted to annual savings so a data trend was available. The graphic illustrates a sharp increase in BETC energy savings in 2008. This figure is a little misleading. In 2007, the allowable tax credit for renewable BETC's increased from 30-50 percent, which resulted in a significant increase in BETC volume resulting in an application processing backlog. Therefore, some of the BETC energy savings counted in 2008 were actually for projects received in 2007 that were not processed until 2008. Further changes in the BETC program have created



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.

program caps, which will likely lead to declines in BETC energy savings in 2010 and beyond. ODOE's American Recovery and Reinvestment Act (ARRA) activities will also make a significant one-time impact on energy savings that total 1,102,178 MMBtu, which is enough to power 15,351 households. Because ARRA is a one-time program, these saving are not included in the overall KPM total.

4. **HOW WE COMPARE**

There is no good direct comparator of energy savings, however, the American Council for an Energy-Efficient Economy (ACEEE) has proposed a national goal for energy savings. The goal calls for utilities to implement measures that save the equivalent of one percent of the electricity used by their customers each year. ACEEE ranked Oregon 4th in the nation on their 2009 State Energy Efficiency Scorecard. Additional savings are realized each year by programs operated by Oregon utilities and other entities. This suggests that ODOE's performance is above that of most states.

5. **FACTORS AFFECTING RESULTS**

In recent years, ODOE's energy conservation and renewable energy programs have expanded, promoting energy efficiency in a wider variety of equipment types and serving growing numbers of businesses, homeowners, government agencies and institutions. In 2007, the legislature expanded the BETC program to offer a higher level of incentive for renewable energy projects, attracting a growing numbers of businesses, government agencies and institutions. In 2009 and 2010, the legislature made further modifications to the BETC program that are expected to reduce the overall size of the BETC program. Further, the BETC and RETC programs are scheduled to sunset next biennium.

6. **WHAT NEEDS TO BE DONE**

ODOE's data systems (particularly BETC and RETC) are in need of renovation so they better support current program operations and enable more efficient and improved data management practices. These investments are on hold pending the legislative decision on potential sunset extensions to these programs.

7. **ABOUT THE DATA**

The number of households powered by the annual energy savings based on the average annual energy conversion factor of 71.8 million BTU's per household per year, which is sourced from the U.S. Energy Information Administration website. The data is only an estimate of annual energy savings and not a representation of actual savings earned. Estimates are based on 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. Some data used is drawn from self-disclosure of applicants. When new testing data is available from equipment manufacturers, the agency adjusts its energy savings estimates accordingly. The reporting cycle for this measure is a calendar year.

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.

KPM #2	CARBON DIOXIDE EMISSIONS – a) Annual carbon dioxide emission in tons per capita from homes, businesses and public buildings; Annual CO ₂ saving in million tons from individual programs; b) Business Energy Tax Credits c) Residential Energy Tax Credits; d) Small-Scale Energy Loan Program; and e) State Energy Efficient Design.	Measure since: 1990
Goal	Reduce carbon dioxide emissions from burning fossil fuels.	
Oregon Context	Oregon Benchmark 77: Carbon dioxide (CO ₂) emissions as a percent of 1990 emissions.	
Data source	“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.	
Owner	Mary Knight, KPM Coordinator, Phone: 503-373-7562	

1. OUR STRATEGY

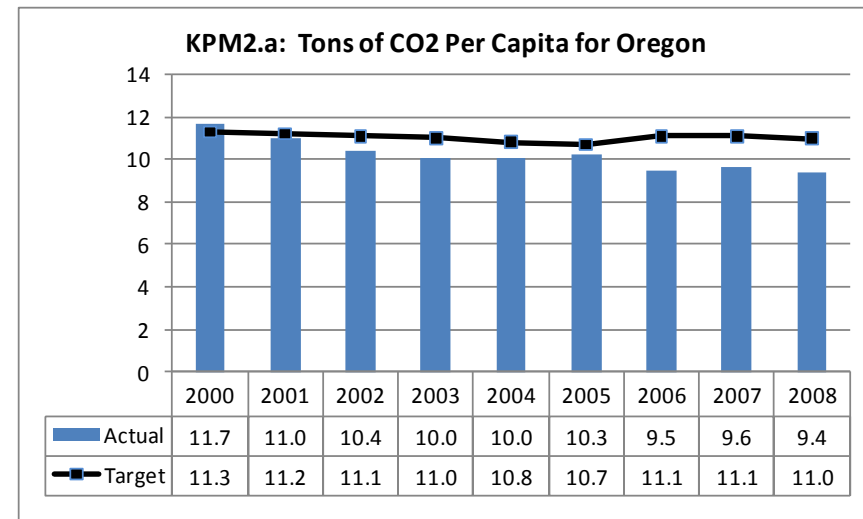
Oregon Department of Energy (ODOE) has been actively involved for several years in governor sponsored greenhouse gas reduction activities, the Oregon Global Warming Commission (GWC), and other climate change activities such as the Western Climate Initiative. This measure was originally created to report on CO₂ emission activities, however, it blends annual carbon dioxide emission from homes, businesses and public buildings (sourced from a third party) with ODOE conservation and renewable energy program data. Mixing two different metrics together can cause confusion and the format is not well supported within the automated KPM data system. Component “a” which is just a statistical data point is not a direct measure of the Department’s performance. Components “b-e” are another expression of energy savings and is discussed in the agency’s Energy Plan. Given this, ODOE is requesting that this measure be deleted as a KPM for the 2011-13 biennium.

2. ABOUT THE TARGETS

The targets established comply with the goal set by HB 3543 (2007) to reduce emissions 10 percent from the 1990 level by 2020. The goal is to be below the target for this measure.

3. HOW WE ARE DOING

The last year for which ODOE has Oregon per capita CO₂ emissions data is for 2008. The per capita CO₂ emissions for 2001 through 2008 are better than the targets for those years. Per capita CO₂ emissions declined from 10.3 tons in 2005 to 9.5 tons in 2006 and then increased slightly to 9.6 tons in 2007 but recovered its downward trajectory in 2008 to 9.4 tons. The general downward trend and improvement compared to target indicate that Oregon CO₂ emissions that are within the measure for ODOE will most likely meet the goal set by HB 3543 of a 10 percent reduction from 1990 levels by 2020.



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.

The other portion of this measure is for CO₂ savings contributed by the four major programs. Graphs for ODOE's contribution to this measure are presented on the following page. With the exception of the SEED program, performance is at or above targets for these measures SEED did not meet the target due to several factors, most importantly is probably the impact of the recent economic downturn on the size and quantity of state building projects. Despite fewer state building projects the actual "rate" of savings has increased over the past couple years, owing to advances in building technology and what is possible to achieve in the realm of building energy savings. An additional factor effecting this measure is a change in the mix of types of projects leaning more heavily to remodels of existing buildings vs. new construction. SEED requires cost-effective energy measures to be included in the design, which is more of a challenge for remodels and they typically deliver less in CO₂ savings. The proportion of remodels increased from 67 percent in 2007 to 82 percent in 2009 thereby lowering the CO₂ savings captured by this program.

4. **HOW WE COMPARE**

Because the Oregon per capita CO₂ performance represents only a subset of a full greenhouse gas inventory, there is not a comparable partial inventory from other states. In addition, because transportation is such a large component of other Western States' inventories, it would not be useful to compare the per capita results from this partial inventory to the per capita results from other states' complete inventories.

5. **FACTORS AFFECTING RESULTS**

ODOE's RETC and BETC programs are set to sunset this next biennium. If this occurs, this may impact future results, however, ODOE is requesting that this measure be deleted as a KPM.

6. **WHAT NEEDS TO BE DONE**

Continue working with all stakeholders in efforts to reduce greenhouse gases and address issues resulting from climate change.

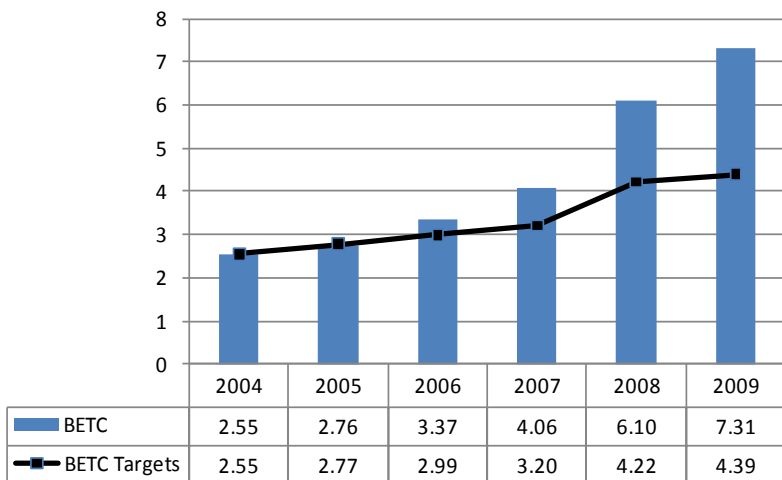
7. **ABOUT THE DATA**

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. Be aware of the scaling difference in the charts on the following page for CO₂ savings by program. The BETC program is by far the largest of the programs, saving 7.3 million tons in 2009 compared to a total of less than 1.0 million ton for the other programs. The portion of this measure that deals with CO₂ emissions does not include CO₂ emissions from transportation or agriculture because these sectors are affected by policies and measures of other state departments.

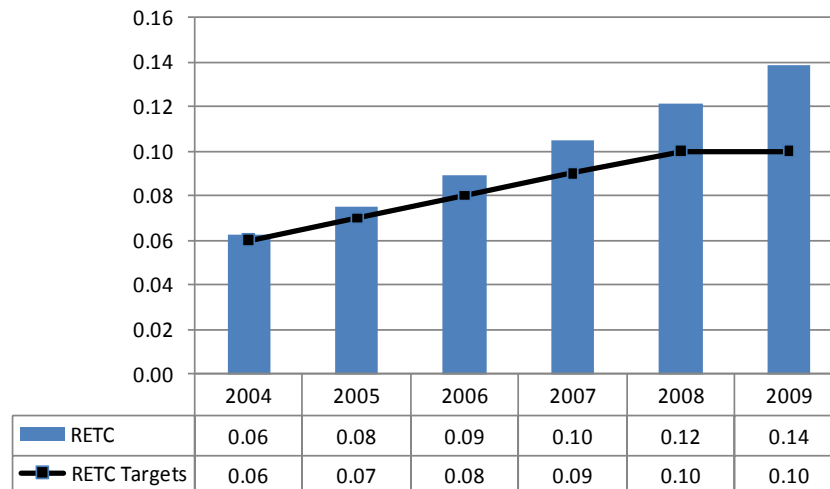
III. KEY MEASURE ANALYSIS

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.

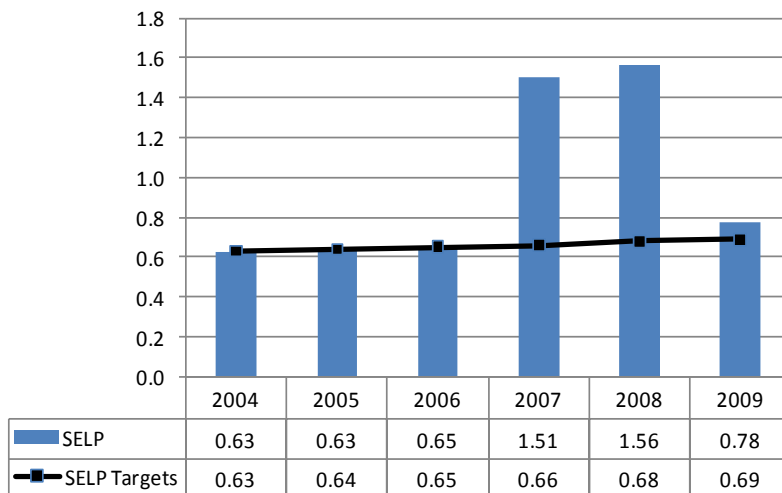
**KPM2.b: Business Energy Tax Credit (BETC) Program
CO2 Savings in Million Tons**



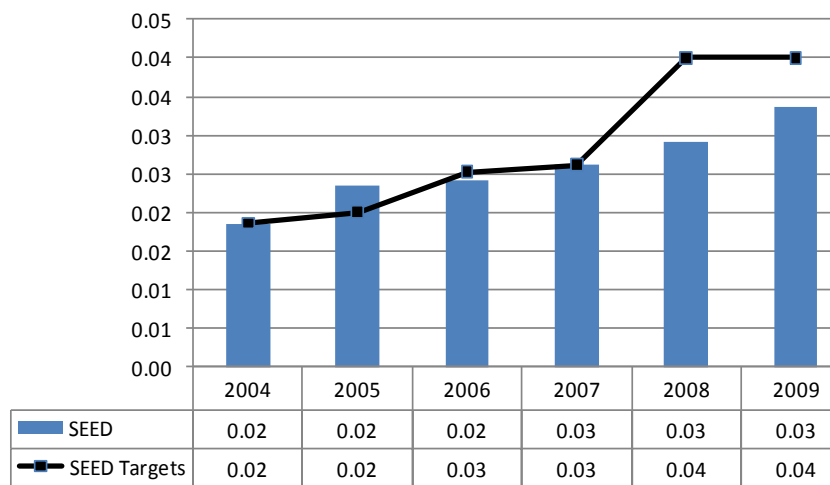
**KPM2.c: Residential Energy Tax Credit (RETC) Program
CO2 Savings in Million Tons**



**KPM2.d: Small Scale Energy Loan (SELP) Program
CO2 Savings in Million Tons**



**KPM2.e: State Energy Efficient Design (SEED) Program
CO2 Savings in Million Tons**



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.

KPM # 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.	Measure since: 1997
Goal	Provide customers with a high degree of satisfaction with ODOE conservation and renewable resource programs.	
Oregon Context	ODOE Mission.	
Data source	Survey completed by the Department.	
Owner	Mary Knight, KPM Coordinator, Phone: 503-373-7562	

1. OUR STRATEGY

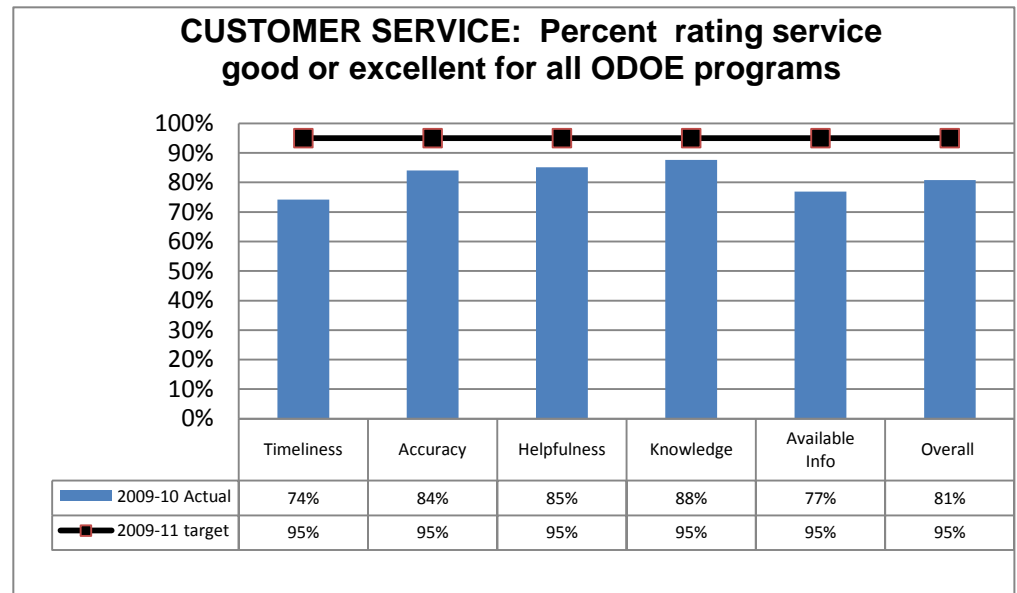
ODOE has committed to surveying external customers once a biennium using the standard customer services questions and process guidelines. The most recent survey expanded the customer base to include most ODOE programs.

2. ABOUT THE TARGETS

The targets were set at 95 percent for all service categories by the 2009 legislature. ODOE requests the continuation of this target for the 2011-13 biennium.

3. HOW WE ARE DOING

ODOE has conducted customer satisfaction surveys for the Business Energy Tax Credits (BETC), State Home Oil Weatherization (SHOW) and State Energy Loan Program (SELP) programs since 1997, with the majority of the responses coming from tax credit recipients. In 2010, Energy Siting, Contracts, Nuclear, RETC and Schools were added and the survey tool shifted to being an online survey. What is reported here is the sum of all the program results into an agency-wide evaluation, without any weighting of the scores. Overall, participants rating are below the established target. ODOE performed most favorably in the service category of knowledgeable staff, and least favorably relate to timeliness. When compared to past results, the current results suggest that ODOE has decreased levels of satisfaction; however, given the changes in surveying methodology one should be cautious about making comparisons with historical data. Further, because many of the individual program had small response rates, the data is likely not fully representative. A more comprehensive analysis of customer survey results may be more appropriate after the next administration cycle in 2011.



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.

4. **HOW WE COMPARE**

ODOE has not identified an entity with whom to draw performance comparisons. Historical performance will be used starting the next administrative cycle.

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 thousands of BETC, SHOW and SELP customers annually. ODOE provides a toll-free number for Oregonians to use, and questions received through the agency website are answered in a timely manner. ODOE has made changes to application forms and implemented several one-step streamlined BETC applications based on customer comments. Translation services are available for non-English speaking customers. The growth and changes in the agency in the last two years may have also impacted customer service scores.

6. **WHAT NEEDS TO BE DONE**

ODOE is committed to continuing to improve its customer service. ODOE is working to improve its timeliness for Energy Siting, 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. The survey is comprised of results from individual surveys conducted in BETC, RETC, Energy Siting, Nuclear Safety, Schools, Contracts, and SELP using the web-based tool SurveyMonkey.

III. KEY MEASURE ANALYSIS

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.

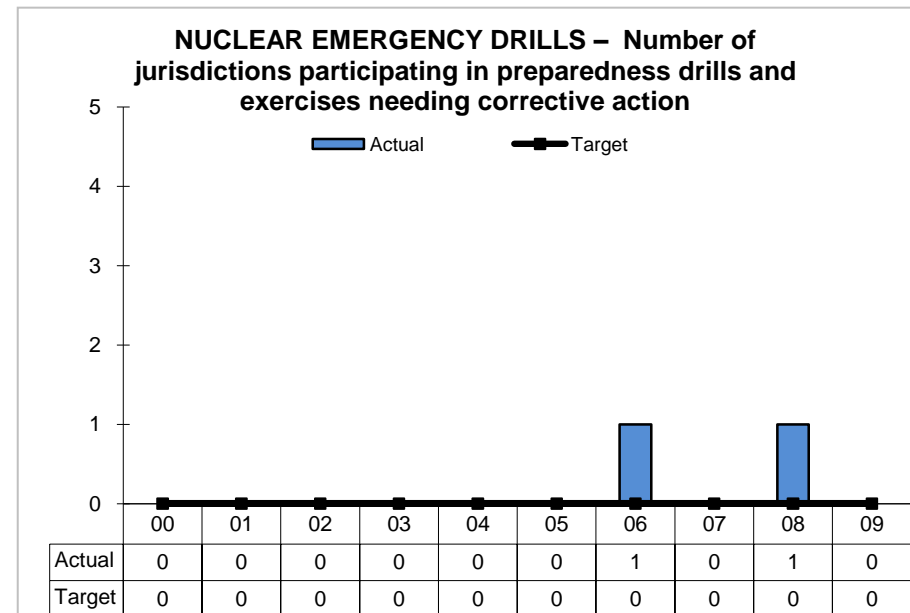
KPM #4	NUCLEAR EMERGENCY DRILLS - Number of jurisdictions participating in preparedness drills and exercises for a nuclear emergency needing corrective action, based on Federal Emergency Management Agency evaluations.	Measure since 1994
Goal	Ensure that the state and affected counties are sufficiently prepared to respond to and handle an accident involving a radioactive materials release in Oregon.	
Oregon Context	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.	
Data source	Federal Emergency Management Agency evaluations.	
Owner	Mary Knight, KPM Coordinator, Phone: 503-373-7562	

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. This measure is a reporting measure of outside party drills and results, so it is proposed for elimination as a KPM in the 2011-13 biennium.

2. ABOUT THE TARGETS

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 five 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 five evaluation areas there are 18 objectives that the state and affected counties must demonstrate for FEMA evaluation.



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.

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.

- 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 and 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.

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 2007-08. FY 2008-09 was an off year. The 2010 exercise will take place this summer.

4. HOW WE COMPARE

In the 2002 Columbia Generating Station (CGS) Biennial Exercise Report, FEMA issued three ARCAs and one plan issue to Washington State and its affected counties. Oregon received perfect marks. In the 2004 CGS Biennial Exercise Report, FEMA issued two ARCAs and three Plan Issues to Washington State and its affected counties. Oregon received perfect marks. In the 2006 CGS Biennial Exercise, Oregon and our affected counties received one ARCA (to Umatilla County) and one Plan Issue while Washington State and its affected counties received two Planning Issues. In the 2008 CGS Full Scale Ingestion Exercise Report, FEMA issued one ARCA (to Oregon Health) and two Planning Issues to Oregon and our affected counties while Washington State and its affected counties received two ARACAs and three Planning Issues.

5. FACTORS AFFECTING RESULTS

In late 2007, ODOE appointed a new emergency planner to manage the Columbia Generating Station (CGS) Emergency Preparedness Program for the state. CGS is an operational nuclear power plant in Washington State. Around the same time, Oregon Department of Human Services, Public Health Division, also appointed two new managers to oversee Health's involvement in Nuclear Emergency Planning exercises and events. In 2008, Oregon participated in CGS' Full Scale Ingestion Exercise which is the biggest exercise Oregon participates in. Ingestion exercises allow Oregon responders to practice portions of their procedures that aren't normally practiced but once every six years.

6. WHAT NEEDS TO BE DONE

ODOE needs to continue:

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

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.

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

The reporting cycle for this measure is a fiscal year.

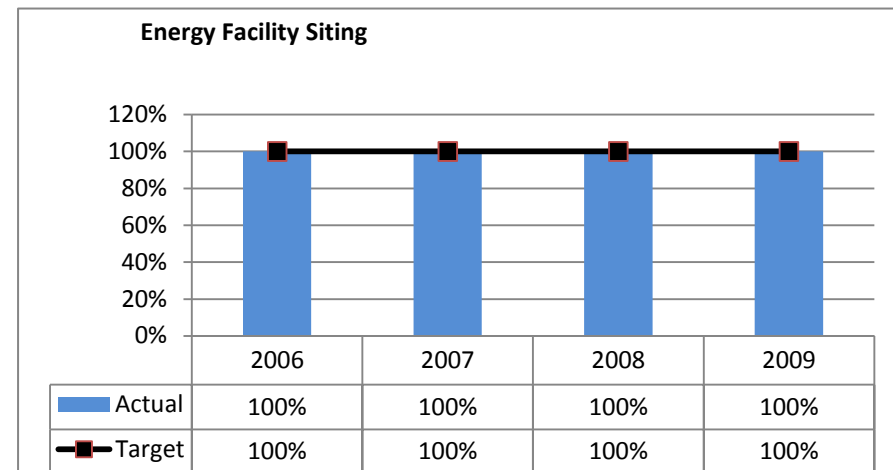
Mission: The mission of the ODOE is to ensure Oregon has an adequate supply of reliable and affordable energy and is safe from nuclear contamination, by helping Oregonians save energy, develop clean energy resources, promote renewable energy and clean up nuclear waste.

KPM #5	APPLICATION PROCESSING - Percent of applications reviewed and approved within administrative or statutory deadlines for: a) Energy Facility Siting; b) Business Energy Tax Credits; and c) Residential Energy Tax Credits.	Measure since: 2006
Goal	Provide timely processing of site certificates and tax credits.	
Oregon Context	ODOE Mission.	
Data source	Energy Facility Siting, Business Energy Tax Credits and Residential Energy Tax Credit databases.	
Owner	Mary Knight, KPM Coordinator, Phone: 503-373-7562	

1. OUR STRATEGY

ODOE monitors application processing timeliness for Energy Facility Sitings and energy tax credits to identify delays and make improvements to turnaround times. This measure contains three parts:

- Energy Facility Siting, percent of applications for which ODOE notifies applicants within 60 days of receiving their application for a new energy facility.
- BETC, percent of applications approved or denied within 120 days of the receipt of a complete application for a preliminary certificate. An administrative approved adjustment changed the expression of this KPM from average to percent compliance with statutory target.
- RETC, percent of applications approved or denied within 60 days of the receipt of a complete application for a final certificate. An administrative approved adjustment also changed the expression of this KPM from average to percent compliance with statutory target.



2. ABOUT THE TARGETS

Targets are set at 100 percent for each of the measure subcomponents. ODOE requests the continuation of this target for the 2011-13 biennium.

3. HOW WE ARE DOING

ODOE's performance targets on the energy facility siting measure are met consistently over time. ODOE's BETC and RETC processing timeliness targets have not been met for several years. Increased growth in the BETC program lead to a processing backlog; significant effort has been made during the 2009-11 biennium to confront this issue. RETC applications are generally processed manually with the bulk of the applications coming to the Department between December and April 15. Efforts are also underway to streamline RETC application processing and encourage more utilization of the Department's web-based application processing tool as key strategies for minimizing the backlog received during peak processing times.

III. KEY MEASURE ANALYSIS

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.

4. **HOW WE COMPARE**

ODOE has not identified any external comparators; comparisons are made against historical performance results.

5. **FACTORS AFFECTING RESULTS**

Increases in ODOE's application volume for BETC and RETC are the primary explanation for ODOE not meeting targets. For BETC, reviewing new technologies and more complex applications, along with increases in evaluation detail and conditions for the tax credit have resulted in increased time spent on some applications. Finding the right staffing level to meet increasing demand has also proven to be an agency challenge.

6. **WHAT NEEDS TO BE DONE**

ODOE has made several changes during the 2009-11 biennium to address BETC backlog and RETC processing timeliness. Customer use of the RETC online tool instead of the paper application has increased 380 percent from 2009 to 2010 which improves timeliness in application processing. ODOE has also reorganized its website as a user focused presentation of information rather than an organizational focus, with the hope to improve the availability of information. 2010 data will help confirm whether actions taken created desired performance improvement.

7. **ABOUT THE DATA**

The reporting cycle for this measure is a fiscal year ending June 30. The data for the 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 and pulls reports that compare actual processing timeframes to targets.

