

O r e g o n L i q u o r C o n t r o l C o m m i s s i o n

Annual Performance Progress Report (APPR)

for Fiscal Year 2008-2009

Submitted to DAS – Office of Budget and Management:

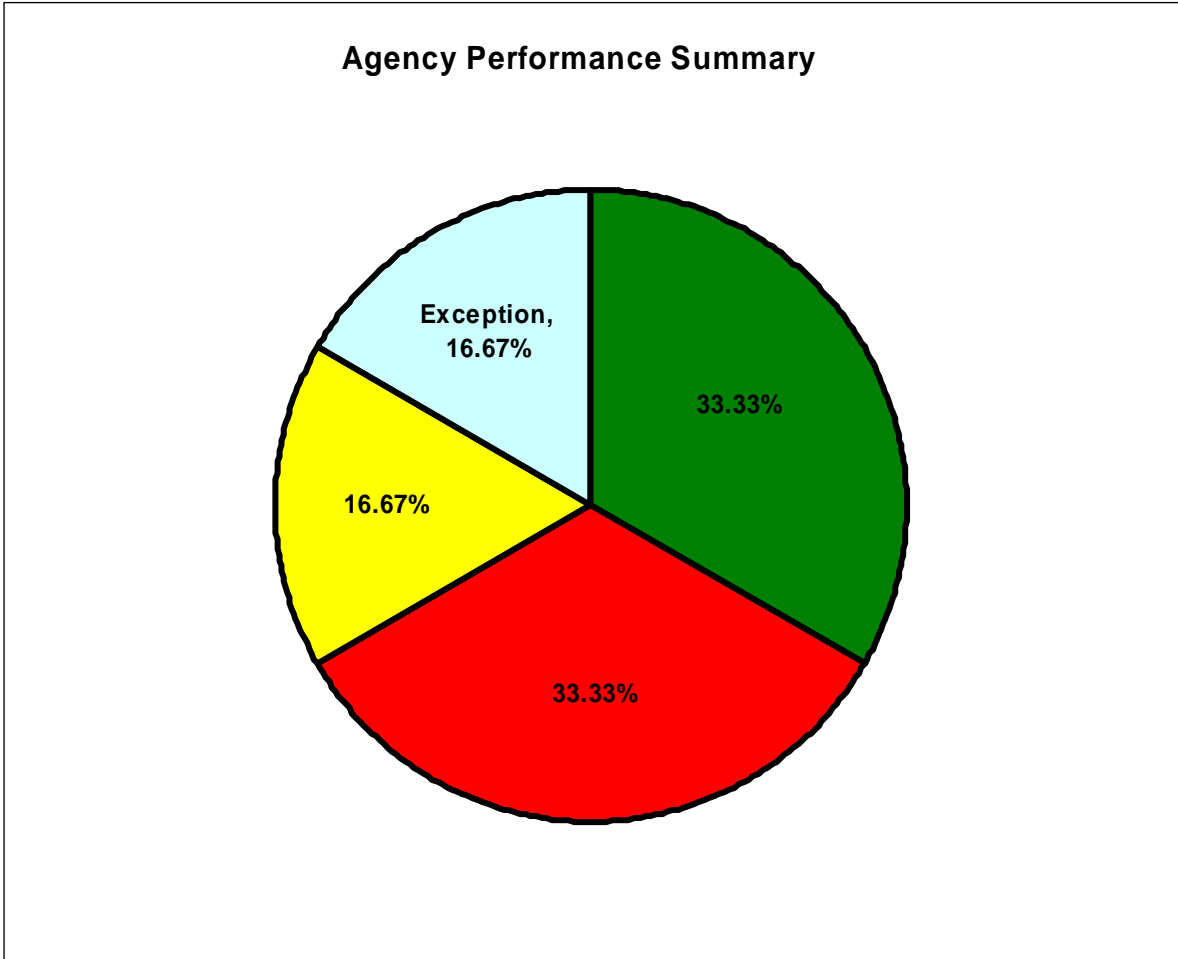
September 30, 2009

| 2008-2009 KPM # | 2008-2009 Approved Key Performance Measures (KPMs) |
|--------------------|--|
| 1 | Sales to Minors – Percentage of licensees who refuse to sell to minor decoys. |
| 2 | Rate of Second Violation – Percentage of licensees detected to have violated a liquor law in a second, separate, incident occurring within 2 years after the year of the first violation. |
| 3 | Licensing Time – Average days from application receipt to license issuance. |
| 4 | 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. |
| 5 | OLCC Rate of Return – Net OLCC distribution divided by actual expenses. |
| 6 | Best Practices – Percent of total best practices met by the Board. |

LIQUOR CONTROL COMMISSION, OREGON

I. EXECUTIVE SUMMARY

| | | |
|-----------------|---|--------------|
| Agency Mission: | To promote the public interest through the responsible sale and service of alcoholic beverages. | |
| Contact: | Farshad Allahdadi, Research Analyst | 503-872-5023 |
| Alternate: | Michael O'Connor, Director of Financial Services | 503-872-5163 |



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|---------------------------------|--------------------------------------|---------------------------------|---|
| Green = +/- 5% of Target | Yellow = +/- 6%-15% of Target | Red = +/- 15+% of Target | Exception = New Measure, No Target Set |
|---------------------------------|--------------------------------------|---------------------------------|---|

1. SCOPE OF REPORT

Agency programs/services addressed by key performance measures: This report contains key performance measures addressing the three program areas of the agency – Public Safety Services Program, Distilled Spirits Program, and Support Services Program.

2. THE OREGON CONTEXT

The OLCC envisions itself as a public safety agency that serves as a model for state alcohol regulation programs – whose guiding principles are Public Safety, Economic Development, and Stewardship. The OLCC identifies itself as an integral part of a greater alcoholic beverage system. Using a systems approach, the OLCC sees itself as meeting the public's need for a livable community and a sustainable, healthy, and responsible marketplace.

The alcoholic beverage system in Oregon is managed by the OLCC with two processes. First, the OLCC's Public Safety Services Program seeks to license safe and responsible businesses quickly. Businesses that the OLCC licenses include: bars and restaurants that serve beer, wine, and spirits by the glass; grocery and convenience stores that sell packaged beer and wine; manufacturers (breweries, brew pubs, wineries, distilleries); and importers/distributors that supply beer and wine to licensees. Once in operation, the OLCC monitors liquor law compliance of these businesses, and pursues activities and policies that promote compliance. By focusing on strategies that promote liquor law compliance, the OLCC works to address livability concerns of communities, while facilitating responsible, safe, and sustainable Hospitality, Tourism, and Grocery Industries in Oregon, among others.

Second, the OLCC's Distilled Spirits Program seeks to meet current and emerging customer expectations for distilled spirits product selection and availability, price, and retail outlet convenience. Through the work of the Distilled Spirits Program, the OLCC makes a wide selection of distilled spirits products regularly and reliably available at its 243 contract liquor retailer locations, at prices that are the same regardless of where they are purchased in the state. The OLCC contracts with private independent business operators to sell packaged distilled spirits directly to individuals, and to local licensees who then are allowed to sell distilled spirits by the drink at their place of business.

Through the processes of both the Public Safety Services Program and the Distilled Spirits Program, the OLCC balances the sometimes competing demands of the agency's stakeholders and customers. By optimizing the alcoholic beverage system in Oregon, the OLCC creates a sustainable marketplace, where the concerns and interests of a wide group of individuals and businesses can be accounted for. To insure that the OLCC continues to optimize Oregon's alcoholic beverages system, these key measures have been created to monitor the agency's performance.

3. PERFORMANCE SUMMARY

During the 2009 Legislature, the Ways and Means Committee approved a new OLCC KPM – Rate of Second Violation. The goal for this measure was not established, but generally the OLCC and the Committee agreed that the agency should strive to improve over previous years until a target can be established. For FY 2009, the OLCC reports 4 of 6 KPMs are near or met their respective targets. KPM #3 – Licensing Time missed its target by 22%; meaning

that during the year the average time to issue a license grew to over a 109 days (with a target of 90 days). KPM #4 – Customer Service missed its target by 36%; during the year only 50.9% of the 6 stakeholder groups surveyed gave the OLCC Excellent or Good ratings in 6 customer service areas.

4. CHALLENGES

The major challenges to the effective operation of the OLCC, as reflected by these Key Performance Measures, result from a lack of resource flexibility needed to adjust to changing public safety, statutory, and market conditions. Being adaptive is paramount for the agency to successfully respond to growth in Oregon's population and economy, and the subsequent public safety and public demand needs. Factors affecting the results of the following measures are generally related to the needs of the agency to have flexibility to adapt to its changing environment.

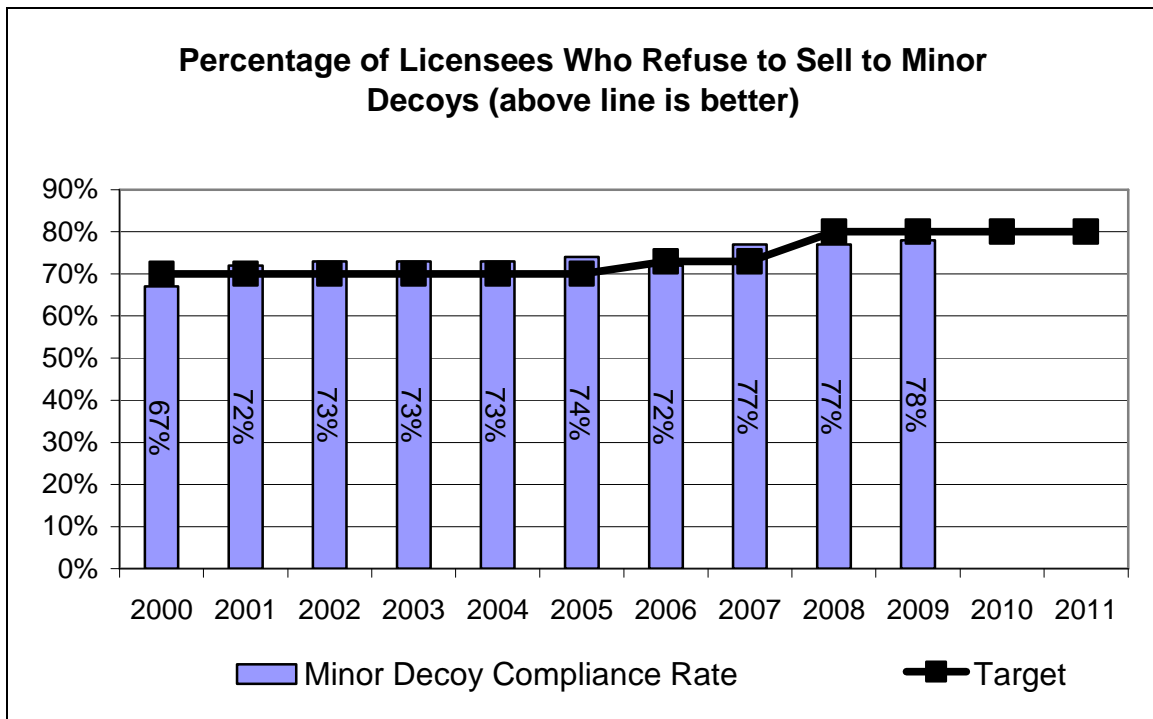
5. RESOURCES AND EFFICIENCY

The OLCC's actual total operational expenditures for fiscal year 2009 were \$58 million. The agency views KPM #3 (Licensing Time) and KPM #5 (OLCC Rate of Return) as efficiency measures.

LIQUOR CONTROL COMMISSION, OREGON

II. KEY MEASURE ANALYSIS

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|-----------------------|--|--------------------|
| KPM #1 | Sales to Minors – Percentage of licensees who refuse to sell to minor decoys. | Measure Since 2002 |
| Goal | PUBLIC SAFETY - The OLCC focuses on public safety and community livability by maximizing compliance with the state liquor laws. | |
| Oregon Context | Benchmark #50a - 8th Grade Alcohol Abuse (Formally BM#49 - Teen Substance Abuse) and Governor’s Guiding Principle of Public Safety | |
| Data Source | OLCC enforcement records, minor decoy database | |
| Owner | OLCC Public Safety Services Program – Linda Ignowski Regulatory Director. 503-872-5115 | |



1. OUR STRATEGY

The OLCC has three principle strategies for achieving the goal of Public Safety relating to this measure. The first strategy is to assure the OLCC has adequate resources dedicated to public safety initiatives. The second is to develop and execute policies that assure outlets comply with state liquor laws. The third strategy is to strengthen partnerships with other stakeholders that share the agency’s public safety objectives.

2. ABOUT THE TARGETS

The targets for this measure are based on historical averages of licensees refusing to sell alcoholic beverages to minor decoys. This target is viewed as a threshold; a level of

compliance the OLCC strives to exceed. The 2007 Legislature asked the agency to increase the threshold target to 80% compliance beginning in FY 2008.

3. HOW WE ARE DOING

The OLCC has regularly exceeded the target level for this measure. Given this fact, the OLCC proactively increased the target level from 70 percent to 73 percent for the 2006 reporting period. The state legislature raised the target again during the 2007 session to 80 percent. The 2009 result continues to demonstrate improvement in the agency's performance, closing to within 2% of the target. In two of OLCC's five inspection regions (Salem and Eugene), the annual average compliance rate exceeded the 80% target in 2009.

4. HOW WE COMPARE

Comparable statistics from other jurisdictions for minor decoy operations are not readily available. The OLCC is either directly involved in the execution of minor decoy operations in the state, or plays a consultative role to other law enforcement agencies conducting minor decoy operations. In both cases, the results of these operations are compiled for this KPM. Other liquor law enforcement agencies around the United States also conduct minor decoy operations. However, many of these states (e.g. California) will often publicize the decoy operations ahead of time, which may temporarily and artificially inflate those respective compliance rates. In these cases, comparisons to the Oregon compliance rate are misleading. Some states (e.g. Maine and Louisiana) claim to track sales to minor statistics, but either combine that information with other compliance check activities prior to publishing, or do not readily publish the information.

5. FACTORS AFFECTING RESULTS

The main factor driving these results is frequency of operations. An "inspection gap" has formed as the number of licensed businesses has grown with respect to the number of OLCC inspection/enforcement personnel. This gap results in a general decrease in the number of minor decoy operations conducted by the OLCC only. The "perception of detection" is a significant motivator to comply with liquor laws for licensees and their staff. When the number of operations decreases, a licensee may not perceive the risk of detection as likely and choose to make decisions that do not comply with the public safety laws, such as selling alcoholic beverages to minors.

6. WHAT NEEDS TO BE DONE

The OLCC has leveraged its experience in conducting minor decoy operations by consulting with and training local law enforcement agencies to effectively conduct their own operations. The creation of these synergistic partnerships bring together the OLCC's knowledge base with the personnel resources of other law enforcement agencies so more operations can be conducted around the state.

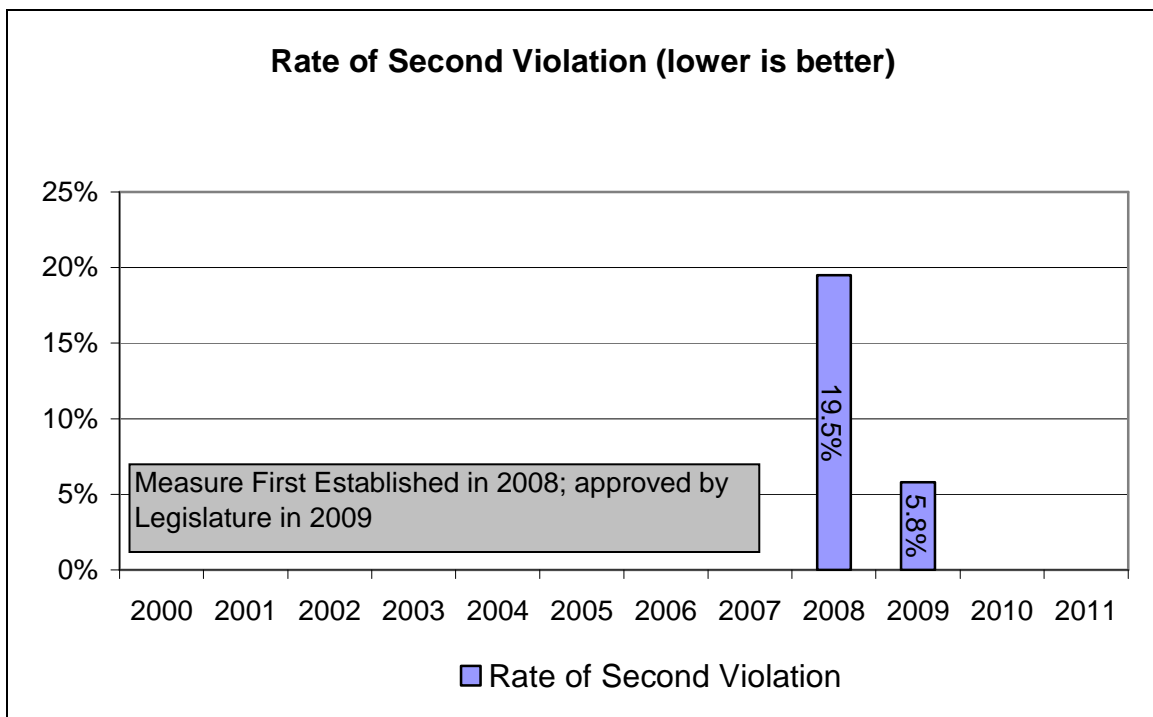
7. ABOUT THE DATA

This measure is calculated from the compiled results of minor decoy operations in each of the five OLCC inspection regions during the previous calendar year. The measure is calculated by dividing the total number of instances when a licensee refused to sell to a minor by the total number of attempted minor decoy purchases.

LIQUOR CONTROL COMMISSION, OREGON

II. KEY MEASURE ANALYSIS

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| KPM #2 | Rate of Second Violation – Percentage of licensees detected to have violated a liquor law in a second, separate incident occurring within 2 years after the year of first violation. | Measure Since 2009 |
| Goal | PUBLIC SAFETY - The OLCC focuses on public safety and community livability by maximizing compliance with the state liquor laws. | |
| Oregon Context | Governor's Guiding Principle of Public Safety. | |
| Data Source | OLCC licensee compliance records | |
| Owner | OLCC Public Safety Services Program – Linda Ignowski Regulatory Director. 503-872-5115 | |



1. OUR STRATEGY

The OLCC has three principle strategies for achieving the goal of Public Safety relating to this measure. The first strategy is to assure the OLCC has adequate resources dedicated to public safety initiatives. The second is to develop and execute policies that assure outlets comply with state liquor laws. The third strategy is to strengthen partnerships with other stakeholders that share the agency's public safety objectives.

2. ABOUT THE TARGETS

A target for this measure has not been established. This measure was approved during the 2009 Legislature. Until sufficient data can be collected, allowing the agency to set a reasonable and reliable target, the OLCC will seek to perform better than prior years.

3. HOW WE ARE DOING

The OLCC has measured this statistic for only two years. Comparing the results of the 2008 (19.5%) and 2009 (5.8%) measures, the agency appears to have improved significantly. However, not enough time has elapsed for a reliable base line to be established. The OLCC will continue to closely monitor this measure to better understand its performance.

4. HOW WE COMPARE

It is difficult to make direct comparisons to this statistic with those from other agencies due to differences in operating environment, laws, and the mechanics generating this measure.

5. FACTORS AFFECTING RESULTS

There are many factors affecting the outcome of this measure; some internal and some external. Examples of factors include staffing levels, internal policies and resources, rules and statutes, community considerations, etc.

6. WHAT NEEDS TO BE DONE

The OLCC will continue reviewing its core strategies for meeting this target. Areas of innovation being pursued by the agency include: risk-based enforcement strategies, expanding education and partnership strategies, revising statutes and rules to improve effectiveness of fees, fines, and other incentives to promote positive compliance in the marketplace.

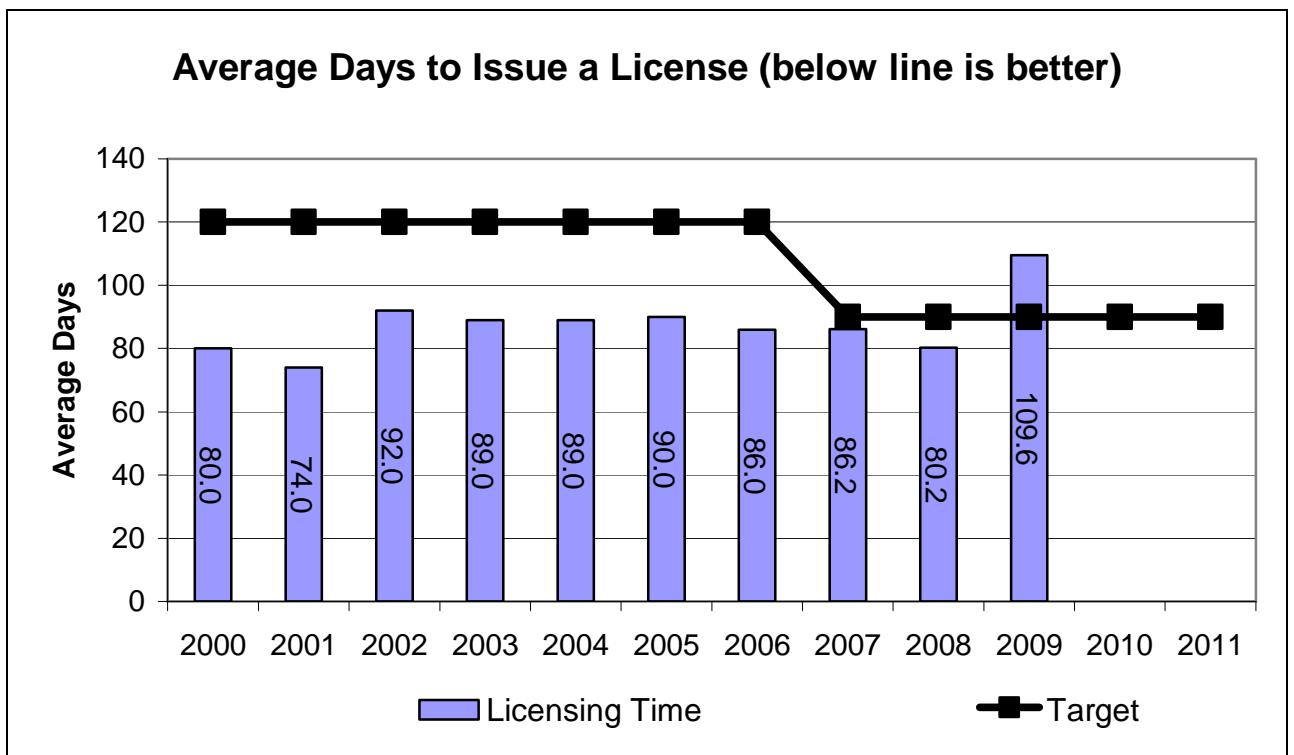
7. ABOUT THE DATA

The data supporting this measure is contained within the agency's licensee compliance records maintained by the Administrative Process and Policy division.

LIQUOR CONTROL COMMISSION, OREGON

II. KEY MEASURE ANALYSIS

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|-----------------------|---|--------------------|
| KPM #3 | Licensing Time – Average days from application receipt to license issuance | Measure Since 2005 |
| Goal | ECONOMIC DEVELOPMENT – The OLCC licenses safe and responsible businesses to support healthy and sustainable economic growth. | |
| Oregon Context | Oregon Benchmark #1 (Employment in Rural Oregon), #2 (Trade Outside Oregon), #3 (New Employers), #4 (Net Job Growth) – Oregon benchmarks relating to Growth of Oregon’s Economy and Job Growth. Governor’s Guiding Principles of Business and Job Growth. | |
| Data Source | OLCC license application processing records | |
| Owner | OLCC Public Safety Services Program – Linda Ignowski Regulatory Director. 503-872-5115 | |



1. OUR STRATEGY

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

2. ABOUT THE TARGETS

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

3. HOW WE ARE DOING

The OLCC has been meeting its target for this measure since it was established in 2005. However, in 2009 the average days to issue a license increased to over 109 days, a jump of more than 20% from the previous year. This result is outside of the historic trends of the measure. The OLCC is investigating the drivers of this outcome to determine if it represents an outlier that may not repeat, or the beginning of a potential trend of longer licensing time.

4. HOW WE COMPARE

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

5. FACTORS AFFECTING RESULTS

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

6. WHAT NEEDS TO BE DONE

The 2009 results of this measure indicate that the OLCC should continue with its effective strategy for meeting this target. By pursuing risk-based workflow improvements, and the implementation of technical streamlining measures, the OLCC can continue to meet the targets of this measure.

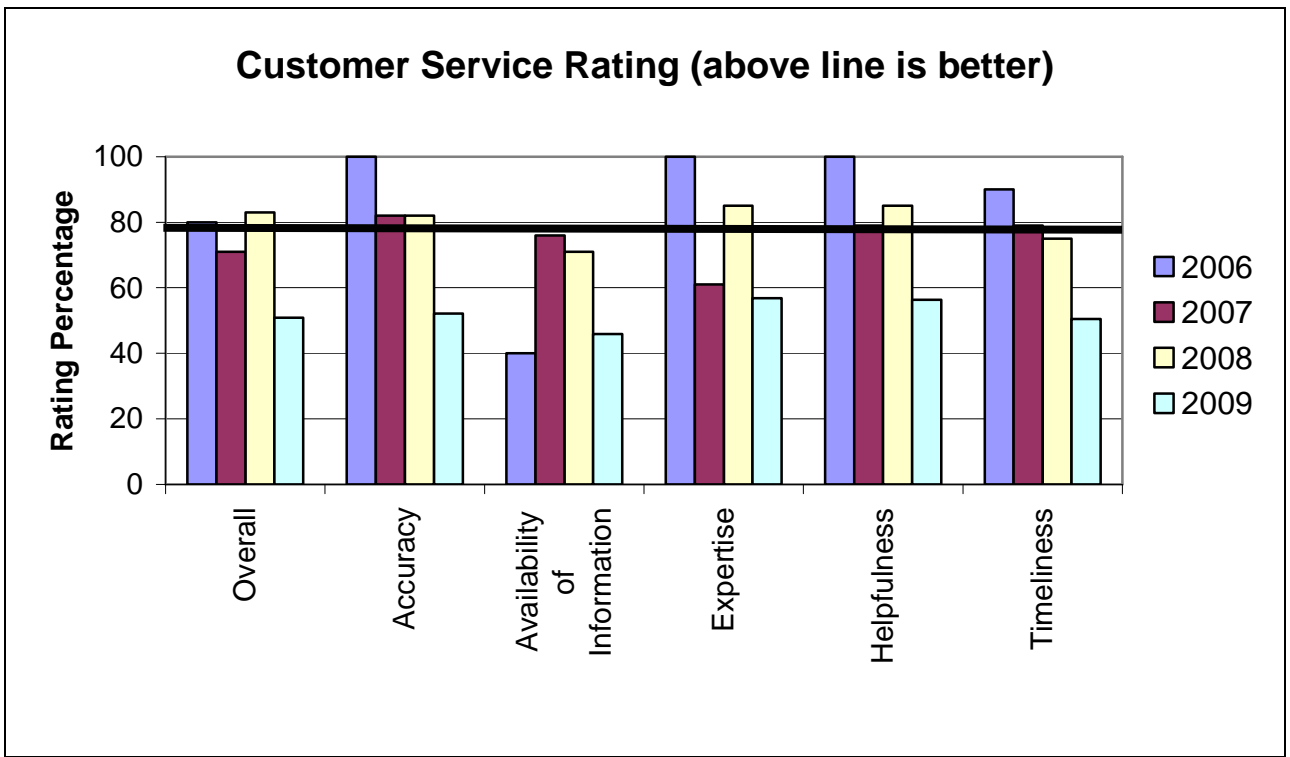
7. ABOUT THE DATA

The data supporting this measure is compiled by the OLCC licensing unit and reported through the agency's master file system.

LIQUOR CONTROL COMMISSION, OREGON

II. KEY MEASURE ANALYSIS

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|-----------------------|---|--------------------|
| KPM #4 | 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 2006 |
| Goal | STEWARDSHIP – The OLCC fosters public trust by managing risks and state resources, and providing superior customer service. | |
| Oregon Context | Governor’s Guiding Principle of facilitating the growth of business and jobs by strategically investing in human capital and infrastructure. | |
| Data Source | Annual OLCC Customer Service Survey. Conducted via Surveymonkey.com. Links to online survey were sent to 6 stakeholder groups by email. Results are available by stakeholder group, but are consolidated here. | |
| Owner | OLCC Support Services Program – Management and Consulting Services Division, Farshad Allahdadi – Research Analyst, 503-872-5023 | |



1. OUR STRATEGY

There are two principle strategies directing the OLCC’s activities toward this goal. First the OLCC is a strategy of strengthening partnerships with stakeholders (public safety, community, business, government, general public). The second strategy is to provide responsible stewardship to the state’s assets. Feedback from stakeholders through a customer service survey is an essential tool for the OLCC to evaluate its performance in following these strategies.

2. ABOUT THE TARGETS

The 2007 Legislature asked the agency to set the target to 80% for each category beginning in FY 2008.

3. HOW WE ARE DOING

In this survey's fourth year, the agency has continued to grow the number of responses collected from the 6 stakeholder groups questioned. The OLCC was successful in receiving responses from more individuals in two stakeholder categories that have previously been underrepresented, General Public and Licensees. In 2008, the total responses from these two subgroups totaled 9 survey responses; in 2009 the total jumped to 208 responses, however, most responses were negative. The result of higher responses from these two groups has shifted the OLCC's overall rating down from 83% in 2008 to 51% in 2009. This is to be expected. Because the OLCC is a regulatory agency, much of the respondent population can be classified as 'compliers', whom traditionally report lower levels of satisfaction with their governing body. Other subgroups surveyed viewed the OLCC in a more positive light. Responders in the Staff, Liquor Agent, and Alcohol Server Education Provider categories generally responded in 70% - 90% range.

4. HOW WE COMPARE

On the whole, it is difficult to make general comparisons of the OLCC's customer service levels to other agencies, because of the breadth of stakeholder groups we serve. Many of the OLCC's stakeholders have opposing views on the agency's role and responsibilities. The agency developed a protocol to pool survey responses into like stakeholder groups so segmented customer service feedback can be obtained and responded to. However, because agencies have been required to collapse all customer services data sources into one combined result, this KPM is not very informative as to the true drivers of this rating. The OLCC plans to distribute the un-pooled survey responses to internal management, and to publish results on its website, so staff and stakeholders may take positive steps to improve the agency's customer service rating.

5. FACTORS AFFECTING RESULTS

The nature of activities undertaken by the agency brings it into contact with various populations; some with a propensity to respond more negatively than others, e.g. compliers. What this measure reflects is a blend of population responses; an average of subgroup responses whose scores are likely to be different. While what is presented is an accurate average customer service rating, how a subgroup's average inflates or deflates this overall average is not evident within this structure.

6. WHAT NEEDS TO BE DONE

The agency strives to provide the highest levels of customer service, balancing the needs of all its stakeholders. We will continue to seek policy and process enhancements that will result in the agency meeting, and exceeding, its customer service goals.

7. ABOUT THE DATA

Surveys are collected after the close of the Oregon Fiscal Year from identified stakeholders that have had dealings with the OLCC during the previous 12 months. The main weakness of

this survey is the general lack of proportionate responses from subgroups, for example the General Public or Licensees. The OLCC does not require licensees to provide email addresses to the agency, so it is difficult to distribute this survey to these businesses in a cost effective way. Postcards, with instructions on how to access this online survey, are made available to “walk in customers”, however the response to this channel is negligible. The OLCC continues to explore cost effective ways of reaching out to all stakeholder groups for feedback.

LIQUOR CONTROL COMMISSION, OREGON

II. KEY MEASURE ANALYSIS

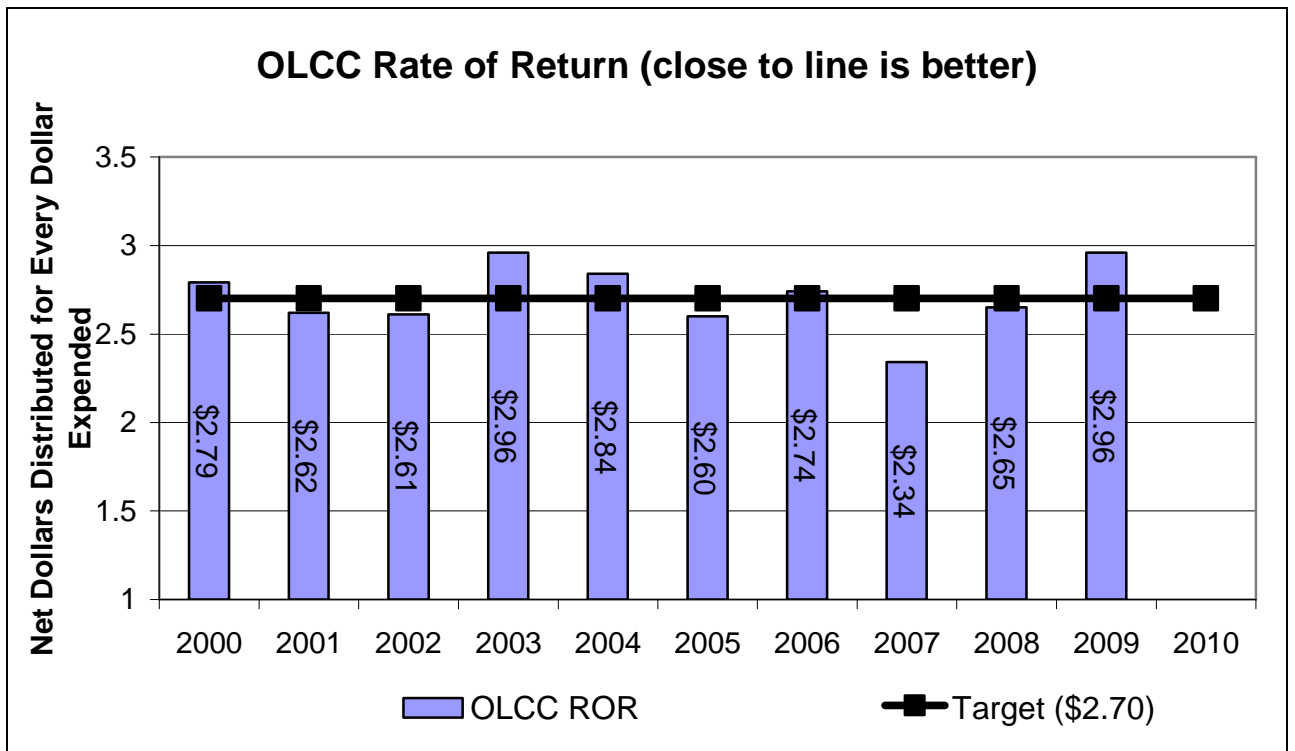
KPM #5 **OLCC Rate of Return** – Net OLCC distribution divided by actual expenses Measure Since 2007

Goal STEWARDSHIP – The OLCC fosters public trust by managing risks and state resources, providing superior customer service, ensuring a source of important revenue, budgeting agency expenditures responsibly, and funding valuable government services.

Oregon Context Governor’s Principle of Government Efficiency and Accountability.

Data Source OLCC Consolidated Annual Financial Statements (Oregon FY)

Owner OLCC Support Services Program – Financial Services Division, Michael O’Connor Director, 503-872-5163



1. OUR STRATEGY

Provide a stable rate of return that reflects effective, responsible, and balanced operations.

2. ABOUT THE TARGETS

The 2007 Legislature asked the agency to set the target for this new measure at \$2.70. The target reflects the agency’s mission of balancing public safety objectives with those of making distilled spirits safely available to consumers and licensees. The OLCC seeks to hit

this target as closely as possible; given that posting rates of return significantly over or under the target may indicate a system out of balance.

3. HOW WE ARE DOING

The results of this measure demonstrate that the agency is providing a stable rate of return that reflects effective, responsible, and balanced operations. The OLCC exceeded its target by nearly 10% in FY 2009 due to the general economic recession and the agency's policy reactions. Agency expenditures were reduced in the FY 2009 (including payroll reductions from furloughs, and lower agent compensation expenses due to lower sales), but a special \$0.50 per bottle surcharge increased revenue collections. These factors combined to result in a higher than expected rate of return. As noted above, the OLCC does not believe regularly or greatly exceeding the target is a sustainable condition for a well balanced and effective organization. The OLCC anticipates the rate of return to approach the target of \$2.70 as the economy transitions from its current recessionary state.

4. HOW WE COMPARE

Direct comparisons to other Oregon state agencies are difficult to find as the nature of the OLCC's mission is unique. There are very few profit generating agencies in state government, and none that exactly share the OLCC's objective of balancing public safety with revenue generation. Comparisons with private enterprises are also difficult; being most businesses are concerned with strict profit maximization, without performing any self regulating functions that temper profit.

5. FACTORS AFFECTING RESULTS

There are many factors that affect the agency's rate of return. As discussed above, general economic conditions were the principle driver of the FY 2009 rate of return. However, other factors affecting the result are: changes in consumer preferences, resource capacity of the agency's Distilled Spirits Program, moderating agency policies, budget limitations, etc.

6. WHAT NEEDS TO BE DONE

The results of this measure do not indicate any significant action needs to be taken. The agency continues to review the underlying factors driving the rate of return, and implement adaptive strategies to optimally manage Oregon's control systems.

7. ABOUT THE DATA

The data supporting this measure is found in the agency's consolidated annual financial report.

LIQUOR CONTROL COMMISSION, OREGON

II. KEY MEASURE ANALYSIS

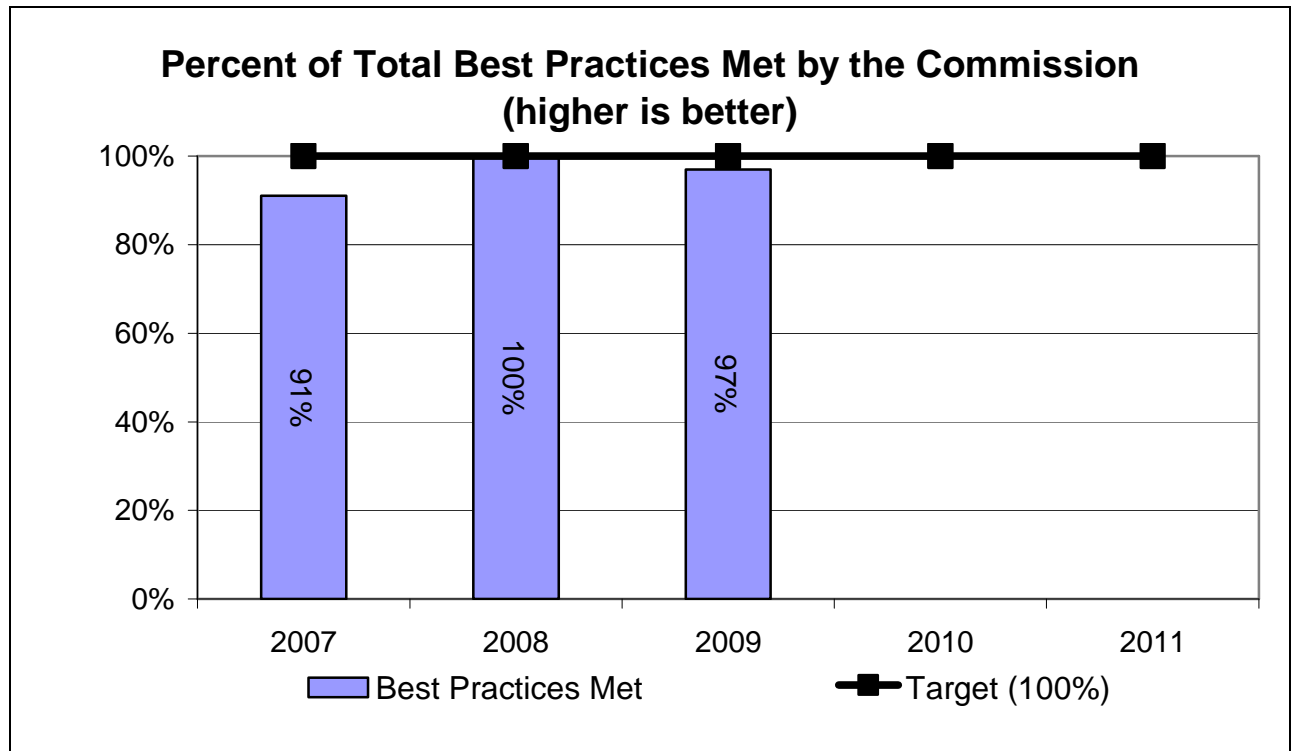
KPM #6 **Best Practices** – Percent of total best practices met by the Board. Measure Since 2007

Goal STEWARDSHIP – The OLCC fosters public trust by managing risks and state resources, providing superior customer service, ensuring a source of important revenue, budgeting agency expenditures responsibly, and funding valuable government services.

Oregon Context The 2007 Legislature asked the agency to set the target for this measure to 100%. It is the expectation of the Legislature that the commissioners who head this agency operate with the highest levels of governance, as described by DAS’ best practices standards.

Data Source The 15 question commission governance self assessment survey is distributed to the 5 OLCC Commissioners via an online survey (surveymonkey.com). The commissioners are asked to respond to the yes/no questions, and had an opportunity to provide comment or explanation for each response. The 5 self assessment results were downloaded and compiled using MS Excel, then transferred to the DAS KPM Online System.

Owner OLCC Management Consulting Services Division, Farshad Allahdadi, Research Analyst, 503-872-5023.



1. OUR STRATEGY

Perform the annual self assessment and evaluate the OLCC's performance against the defined best practices for Boards and Commissions. Seek and maintain internal policies and procedures that promote the highest standards at the OLCC.

2. ABOUT THE TARGETS

The 2007 Legislature asked the agency to set the target for this measure to 100%. It is the expectation of the Legislature that the commissioners who head this agency operate with the highest levels of governance, as described by DAS' best practices standards.

3. HOW WE ARE DOING

This is the third year the self assessment has been taken by the agency's commissioners. 2 of 5 commissioners responded to the FY 2009 request to complete this self assessment. For those that responded, the assessment indicated that the commission's governance practices were very near the target.

4. HOW WE COMPARE

Direct comparisons to other Oregon state agencies are difficult to find as the nature of the OLCC's mission is unique.

5. FACTORS AFFECTING RESULTS

The agency, and its commissioners, continues to strive to operate at the highest professional standards. FY 2009 was an uncommon year, in which 3 of 5 commissioners ended terms at the OLCC. The individuals that left their respective posts have also moved out of the state, and were unavailable to provide responses to this assessment. Currently, all vacant commission seats have been filled, and the OLCC anticipates full participation in this assessment in FY 2010.

6. WHAT NEEDS TO BE DONE

The agency expects to bring itself into alignment with these specifically stated standards. The agency will also work to effectively demonstrate to the new and continuing commissioners the examples of how these standards are being met or exceeded.

7. ABOUT THE DATA

Data was collected from the five commissioners by providing them the self assessment form online. This data was compiled by the research analyst, and reported here, for FY 2009.

LIQUOR CONTROL COMMISSION, OREGON

III. USING PERFORMANCE DATA

| | | |
|------------|---|--------------|
| Agency | To promote the public interest through the responsible sale and service of alcoholic beverages. | |
| Mission: | | |
| Contact: | Farshad Allahdadi, Research Analyst | 503-872-5023 |
| Alternate: | Michael O'Connor, Director of Financial Services | 503-872-5163 |

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

1. INCLUSIVITY

* Staff : Executive and technical staff are involved in the creation of performance measures. Technical staff are responsible for collecting and reporting performance measure data.

* Elected Officials: The Oregon Legislature directed the agency to set various targets for the above measures.

* Stakeholders: The OLCC strives to maintain strong relationships with its stakeholders; implicitly and explicitly incorporates stakeholder concerns into agency business.

* Citizens: The OLCC strives to maintain strong relationships with its stakeholders; implicitly and explicitly incorporates stakeholder concerns into agency business. The OLCC publishes its KPMs on the agency website for public access.

2. MANAGING FOR RESULTS

The OLCC continues to improve the definition, collection, and retention methods of performance data at all levels within the agency. High level performance measures, and specific management measures, are used as feedback tools helping the agency evaluate its “heading and speed” as it works towards its strategic objectives. The agency’s strategic plan was developed and organized by delineating work unit level goals, activities, and outputs that roll up to higher, more general, agency strategic outcomes. Within this structure, the agency’s systemic nature is made evident, and each interrelated unit within our system can see where it fits, and how it contributes to moving the OLCC towards its strategic objectives. The OLCC has initiated streamlining and automation projects that will improve organizational awareness and provide tools to improve performance and customer service, allowing the agency to be much more flexible and adaptive to the demands of Oregonians.

3. STAFF TRAINING

OLCC’s Performance Measure Coordinator participates in the quarterly roundtable meetings and regional government accountability/measurement conferences. OLCC technical staff has defined and incorporated the notion of high level performance measurements into the agency’s strategic planning as an effective feedback mechanism.

4. COMMUNICATING RESULTS

* Staff : The OLCC communicates KPM results through the posting of the APPR on the agency's website. Early planning is underway to incorporate high level performance feedback and management metrics into a more timely and accessible dashboard reporting system, which will allow executives, managers, and staff to make better decisions.

* Elected Officials: The OLCC communicates KPM results through the posting of the APPR on the agency's website and by including the annual report in the agency's budget documents, which are reviewed by LFO and the Legislative Ways and Means Committee.

* Stakeholders: The OLCC communicates KPM results through the posting of the APPR on the agency's website.

* Citizens: The OLCC communicates KPM results through the posting of the APPR on the agency's website.