

**PUBLIC UTILITY COMMISSION**

**Annual Performance Progress Report (APPR) for Fiscal Year (2009-2010)**

**Proposed KPM's for Biennium (2011-2013)**

Original Submission Date: 2010

Finalize Date: 8/1/2011

2009-2010 KPM #	2009-2010 Approved Key Performance Measures (KPMs)
1	Water Utilities - Number of water utilities adopting price changes.
2	Price of Electricity -Average price of electricity for residential users from Oregon Investor Owned Utilities as a percent of the national average price.
3	Electric Energy - Percentage of business customers' electric energy usage supplied by alternative suppliers.
4	Utility Pricing - Number of new utility pricing programs.
5	Residential Energy Efficiency – Ratio of dollars realized in energy savings per dollar of public purpose fund expenditure for Energy Trust's residential programs.
6	Commercial Energy Efficiency – Ratio of dollars realized in energy savings per dollar of public purpose fund expenditure for of Energy Trust's residential programs.
7	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.
8	Renewable Resource Development – Annual average megawatts acquired through Energy Trust programs. (3 year rolling average)
9	Energy Trust Administrative Efficiency – Administrative and program support costs as a percent of annual revenues.
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	Natural Gas Operations - Personal injuries related to Natural Gas Operations per 100,000 utility customers.
13	Switched Access Lines - Percent of total switched access lines provided by competitive local exchange carriers, statewide.

2009-2010 KPM #	2009-2010 Approved Key Performance Measures (KPMs)
14	Evidentiary Record - Percent of Consumer Complaint Orders issued within 30 days of close of evidentiary record.
15	Oregon Telephone Assistance Program – Percentage of food stamps recipients participating in the Oregon Telephone Assistance Program.
16	Access to Telephone Services – Percentage of disabled senior citizens (65 years and older) with access to the Telecommunications Devices Access Program.
17	Complaint Investigation - Percent of complaint investigation cases open 50 days or less.
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	Best Practices - Percent of total best practices met by the Board of Maritime Pilots.

New Delete	<b>Proposed Key Performance Measures (KPM's) for Biennium 2011-2013</b>
<b>NEW</b>	<p><b>Title:</b> Water Utilities - Percentage of rate regulated water companies with rate designs promoting efficient use of water resources.</p> <p><b>Rationale:</b> This KPM is replacing an existing KPM. The new KPM will track the percentage of the rate regulated water companies that have efficiency enhancing rate designs that promote the efficient use of water resources. The current KPM tracks the number of water companies adopting efficiency-enhancing rate designs but does not provide a perspective as to the extent to which rate regulated water companies overall have efficiency enhancing rate designs. This new KPM provides a more complete view of the extent to which the commission has efficiency enhancing rate designs for the rate regulated water companies.</p>
<b>NEW</b>	<p><b>Title:</b> Vessel Incidents - The number and severity of incidents involving vessels under the direction of licensees, and as a percentage of total vessels piloted annually.</p> <p><b>Rationale:</b> Incidents involving large commercial vessels can have the potential to create substantial, widespread public impact. This proposed reporting measure will show the number and severity of annual incident occurrences within the context of the number of commercial vessels entering and leaving Oregon's ports.</p>
<b>DELETE</b>	<p><b>Title:</b> Water Utilities - Number of water utilities adopting price changes.</p> <p><b>Rationale:</b> This KPM is proposed to be deleted and replaced by a new KPM. The new KPM will track the percentage of the rate regulated water companies that have efficiency enhancing rate designs that promote the efficient use of water resources. The current KPM tracks the number of water companies adopting efficiency-enhancing rate designs but does not provide a perspective as to the extent to which rate regulated water companies overall have efficiency enhancing rate designs.</p>



**PUBLIC UTILITY COMMISSION**

**I. EXECUTIVE SUMMARY**

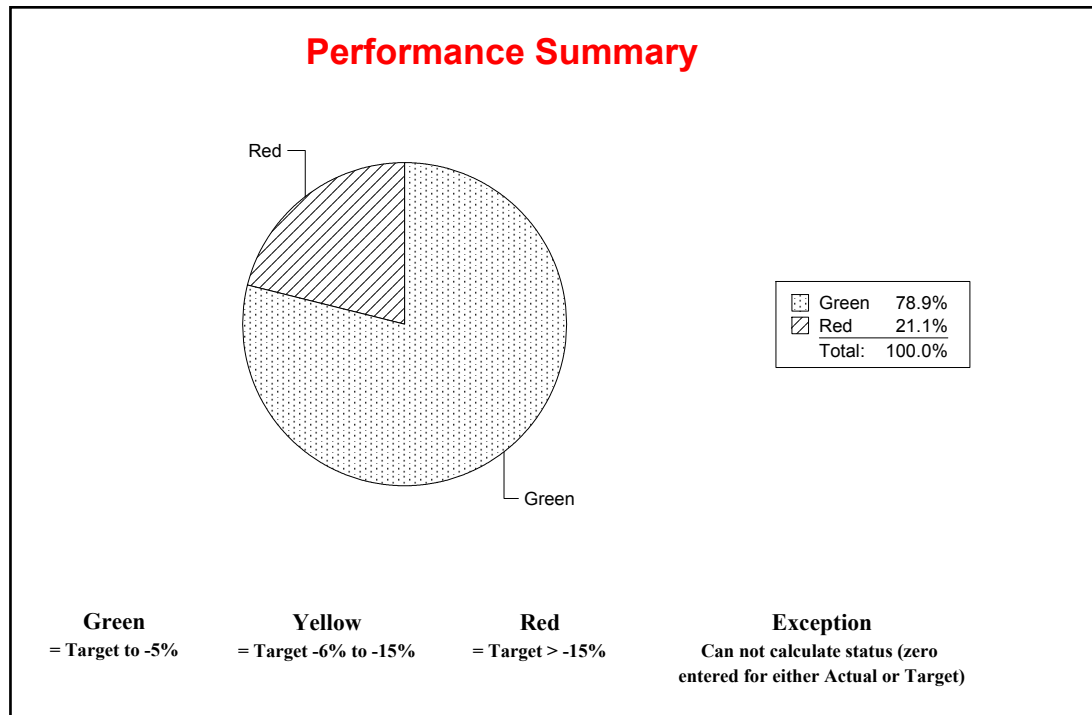
**Agency Mission:** Ensure that safe and reliable utility services are provided to consumers at just and reasonable rates through regulation and promoting the development of competitive markets.

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

**Alternate:** Vikie Bailey-Goggins

**Alternate Phone:** 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**

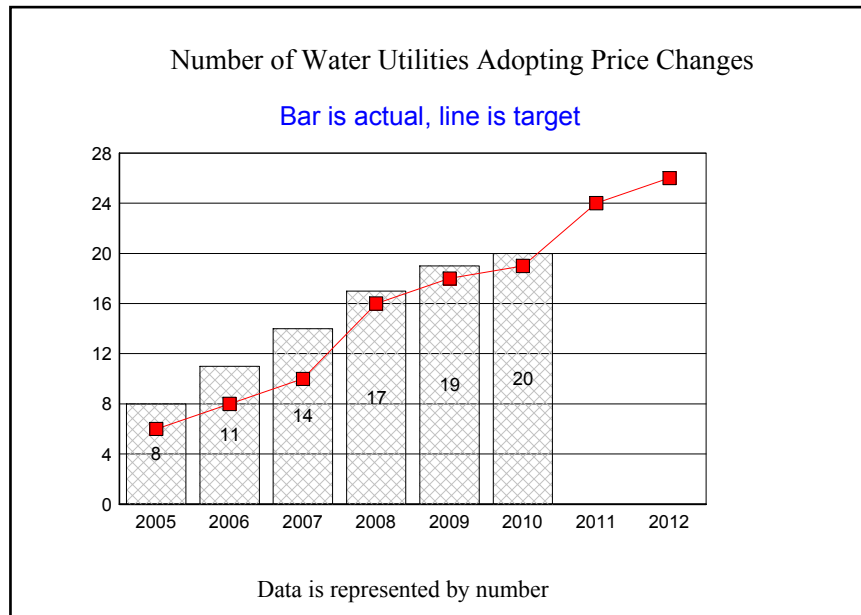
Crafting good performance measures for the agency is challenging because outcomes can be difficult to measure (for example, success in setting fair and reasonable utility rates) and because other factors affect outcomes (such as the level of competition in a market). RSPF: The continued changing technology 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 few years, Consumer Services will most likely have an increasing workload due to the growth of evolving technologies and changing regulatory relationships. For example, it seems likely that the FCC will implement some level of consumer protection oversight of the "broadband pipeline" and allow states to opt-in to some degree of consumer protection regulation. In addition, the ever-present possibility of a Consumer Protection Bill of Rights for wireless consumers would undoubtedly involve state commissions. All of these factors, and more, will require ongoing training and development of existing staff, and the possibility of additional future staffing.

### **5. RESOURCES AND EFFICIENCY**

PUCs bottom line budget amount for the 2007-2009 Biennium is \$140,839,679. Two key performance measures are efficiency measures. KPM #9, Complaint Investigation, measures the percent of complaint investigation cases open 50 days or less. In 2009, this

measure slipped below target due to an increase in the number of complaint calls received, and fewer work days available. Also, we are dealing with more complex issues as new energy and telecommunications technologies become more prominent. KPM #18, Customer Service Survey, is a measure that gauges customer satisfaction with the service provided by the agency. Customer satisfaction ratings in all areas showed improvement over the prior survey period. This was primarily a result of a reorganization plan implemented in 2008 that was intended to reduce staff turnover, which would in turn lead to a more experienced customer contact staff, and ultimately higher customer satisfaction ratings. This appears to have been successful.

<b>KPM #1</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**

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

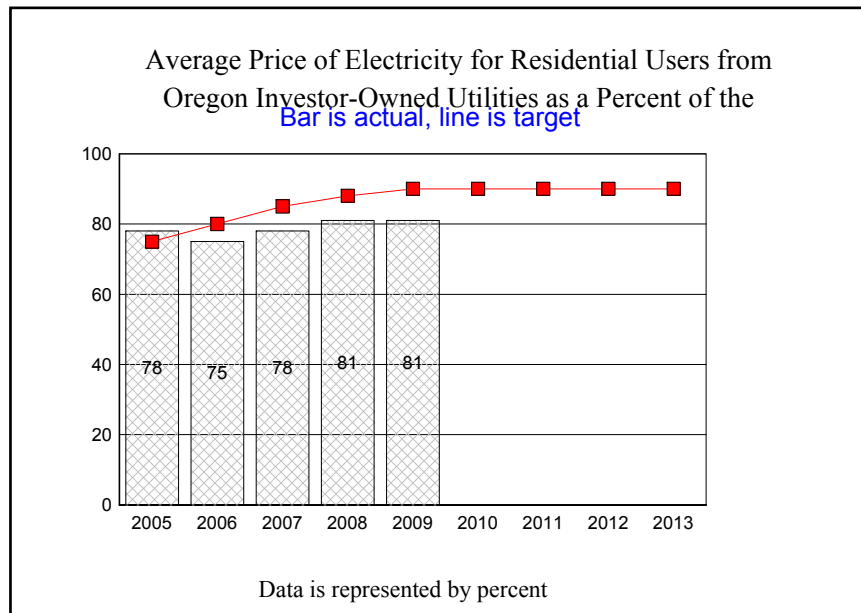
**6. WHAT NEEDS TO BE DONE**

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 #2</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>	To preserve the benefits of the region’s low cost resources for all Oregonians.	
<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’s Electric Power Monthly and the Oregon PUC’s annual Oregon Utility Statistics.	
<b>Owner</b>	Utility Program, Electric & Natural Gas Division, Maury Galbraith, 503-378-8718	



**1. OUR STRATEGY**

Rigorously review rate requests 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' (IOUs) residential customers rates for electricity are below the national average. The lower rates are largely due to the region's retention of federal hydro power system benefits and other hydroelectric resources. The PUC authorizes utilities to include only prudently incurred cost in rates.

## 3. HOW WE ARE DOING

The 2008 and 2009 performance achieved the targets. Wholesale market prices for electricity have recently declined due to the economic recession and to decreases in the price of natural gas used to fuel electricity generating plants.

## 4. HOW WE COMPARE

The average residential electricity rates for Oregon's IOUs remain well below national average rates.

## 5. FACTORS AFFECTING RESULTS

As new generating resources are added to meet load growth and Oregon Renewable Portfolio Standards, hydroelectric resources now comprise a smaller percentage of the IOUs resource mix. This effect tends to move Oregon's residential electricity rates towards the national average.

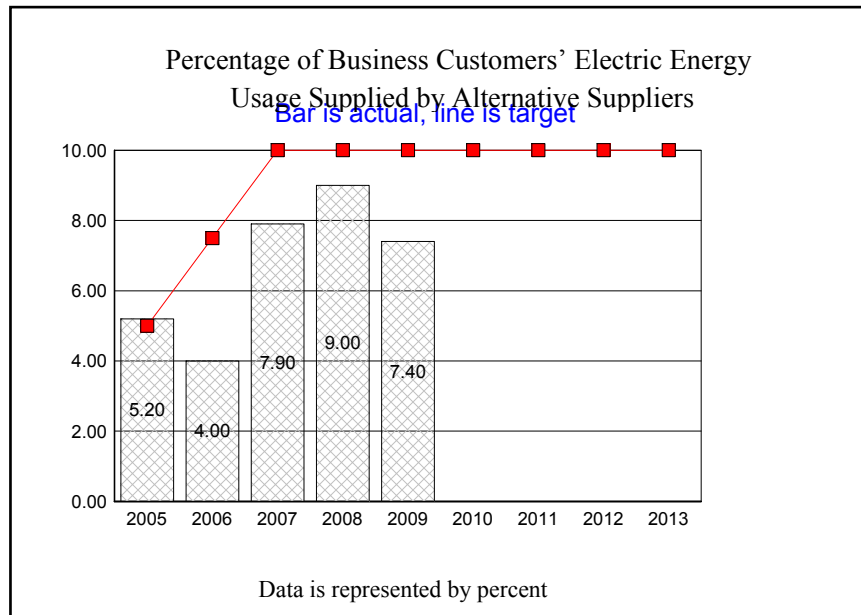
## 6. WHAT NEEDS TO BE DONE

The PUC continues to participate in BPA proceedings to advocate for a fair allocation of federal hydroelectric system benefits to the residential and small farm customers of the IOUs. The PUC rigorously reviews all rate requests filed by the regulated electric utilities.

## 7. ABOUT THE DATA

The data are compiled from publicly available sources.

<b>KPM #3</b>	Electric Energy - Percentage of business customers' electric energy usage supplied by alternative suppliers.	2002
<b>Goal</b>	To promote the development of competitive markets and ensure fair and reasonable rates.	
<b>Oregon Context</b>	Mission Statement	
<b>Data Source</b>	Electric Industry Restructuring Status Reports submitted to the Public Utility Commission.	
<b>Owner</b>	Utility Program, Electric & Natural Gas Division, Maury Galbraith, 503-378-8718	



**1. OUR STRATEGY**

To provide annual and multi-year purchasing options for eligible customers and to set transition rates that are fair to both customers departing from, and remaining on, regulated cost-of-service rates.

**2. ABOUT THE TARGETS**

The metric is the percentage of Portland General Electric and PacifiCorp non-residential load served by alternative Energy Service Suppliers.

**3. HOW WE ARE DOING**

The slow economy has reduced the number of business customers pursuing market-based pricing options.

**4. HOW WE COMPARE**

The success of electric industry restructuring has varied greatly across the United States. Oregon's approach to restructuring can be characterized as cautious or risk-averse.

**5. FACTORS AFFECTING RESULTS**

The economic recession has severely impacted the industrial sector and reduced participation in the direct-access programs.

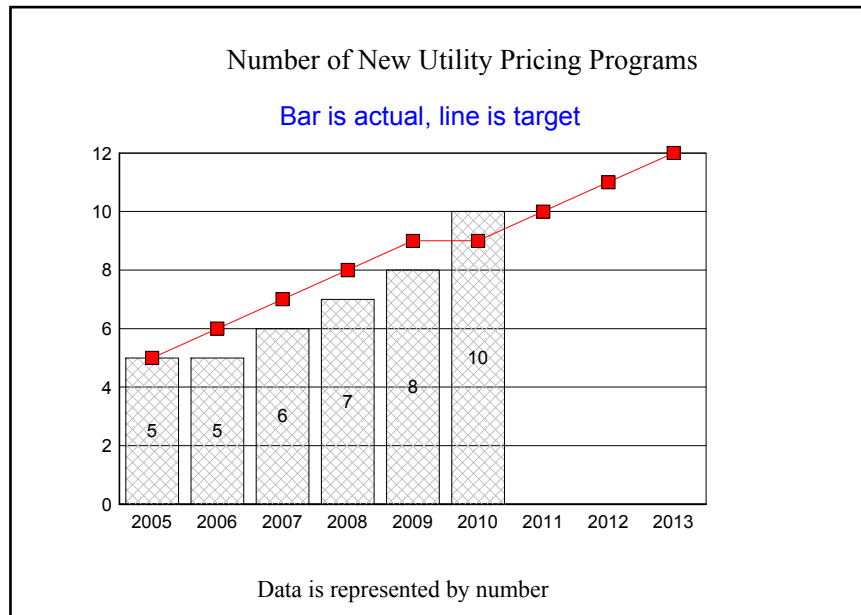
**6. WHAT NEEDS TO BE DONE**

The Commission continues to work with the utilities to identify options to promote competition in Oregon.

**7. ABOUT THE DATA**

The data are from Electric Industry Restructuring Status Reports submitted to the Commission.

<b>KPM #4</b>	Utility Pricing - Number of new utility pricing programs.	2004
<b>Goal</b>	Encourage sustainable and cost-effective resource use through utility pricing options.	
<b>Oregon Context</b>	Mission Statement	
<b>Data Source</b>	Utility tariff information compiled by the PUC's Electric Rates and Planning Section.	
<b>Owner</b>	Utility Program, Electric & Natural Gas Division, Maury Galbraith, 503-378-8718	



**1. OUR STRATEGY**

To work with utilities to identify pricing options that would reduce or shift demand for power during high-cost hours.

**2. ABOUT THE TARGETS**

The metric is the number of pricing programs. These pricing programs are cost-effective substitutes to buying power or building generating plants to serve customers during peak times.

**3. HOW WE ARE DOING**

The PUC recently enacted seasonal and time-of-use rates for specific customer classes of Idaho Power Company. The PUC also approved a demand reduction pilot program for Portland General Electric.

**4. HOW WE COMPARE**

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

**5. FACTORS AFFECTING RESULTS**

The number of new pricing programs should increase with the use of advanced metering technology. Both Portland General Electric and Idaho Power Company are installing advanced meters in their service territories.

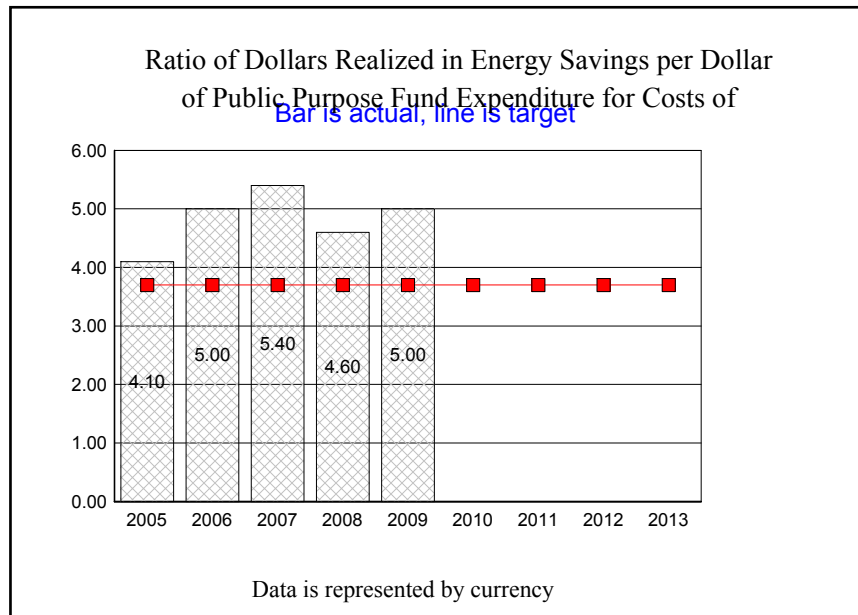
**6. WHAT NEEDS TO BE DONE**

Continue to encourage the utilities to identify, design and offer cost-effective pricing programs.

**7. ABOUT THE DATA**

These are cumulative results, compiled from the utility tariffs on a calendar-year basis.

<b>KPM #5</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 of Oregon (ETO) Annual Reports to the Public Utility Commission.	
<b>Owner</b>	Utility Program, Electric & Natural Gas Division, Maury Galbraith, 503-378-8718	



**1. OUR STRATEGY**

To oversee program expenditures by the ETO.

**2. ABOUT THE TARGETS**

The metric is a benefit-cost ratio. It is a measure of how effectively the ETO is acquiring energy efficiency savings. Numbers greater than one indicate the benefits exceed the costs of acquiring the energy efficiency. Larger numbers indicate better performance.

**3. HOW WE ARE DOING**

The benefits of the ETO residential energy efficiency program have consistently exceeded its costs.

**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**

Customer interest in residential energy efficiency remains high during these challenging economic times.

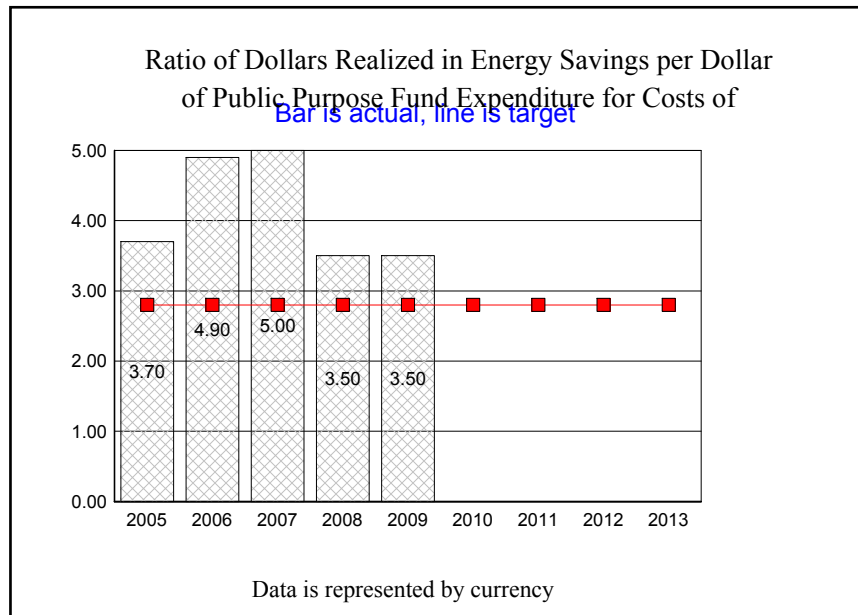
**6. WHAT NEEDS TO BE DONE**

Continue to monitor the impact of on-bill financing programs for residential energy efficiency.

**7. ABOUT THE DATA**

This ratio is one of several metrics we use to monitor the effectiveness of the ETO residential energy efficiency programs.

<b>KPM #6</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 of Oregon Annual Reports to the Public Utility Commission.	
<b>Owner</b>	Utility Program, Electric & Natrual Gas Division, Maury Galbraith, 503-378-8718	



**1. OUR STRATEGY**

To oversee program expenditures by the ETO.

**2. ABOUT THE TARGETS**

The metric is a benefit-cost ratio. It is a measure of how effectively the ETO is acquiring energy efficiency savings. Numbers greater than one indicate the benefits exceed the costs of acquiring the energy efficiency. Larger numbers indicate better performance.

**3. HOW WE ARE DOING**

The benefits of the ETO commercial energy efficiency program have consistently exceeded its costs.

**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**

Customer interest in commercial energy efficiency has decreased due to the slow economy.

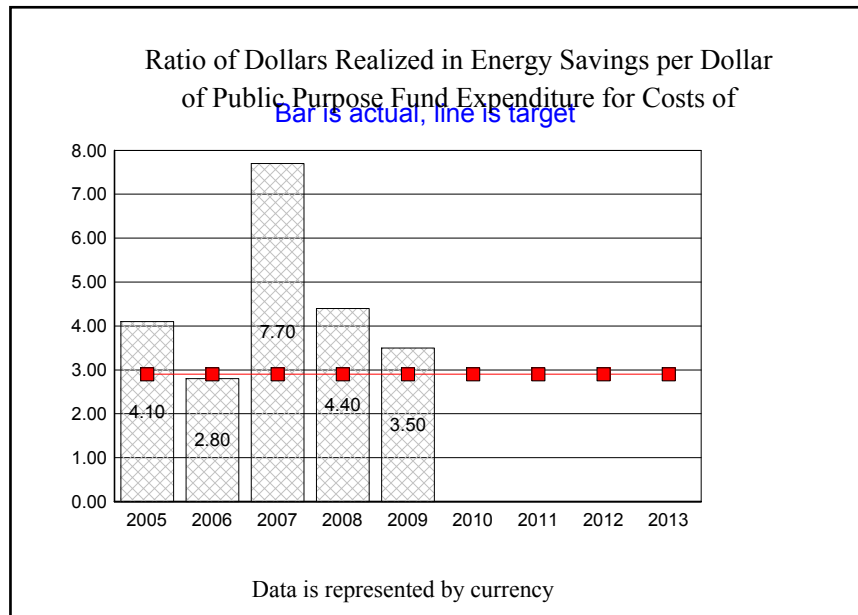
**6. WHAT NEEDS TO BE DONE**

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

**7. ABOUT THE DATA**

This ratio is one of several metrics we use to monitor the effectiveness of the ETO commercial energy efficiency programs.

<b>KPM #7</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 in industrial processes.	
<b>Oregon Context</b>	HLO: #002 Create a sustainable Oregon by reducing energy consumption.	
<b>Data Source</b>	Energy Trust of Oregon Annual Reports to the Public Utility Commission.	
<b>Owner</b>	Utility Program, Electric & Natural Gas Division, Maury Galbraith, 503-378-8718	



**1. OUR STRATEGY**

To oversee program expenditures by the ETO.

**2. ABOUT THE TARGETS**

The metric is a benefit-cost ratio. It is a measure of how effectively the ETO is acquiring energy efficiency savings. Numbers greater than one indicate the benefits exceed the costs of acquiring the energy efficiency. Larger numbers indicate better performance.

**3. HOW WE ARE DOING**

The benefits of the ETO industrial energy efficiency program have consistently exceeded its costs.

**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**

Customer interest in industrial energy efficiency has been impacted by the slow economy.

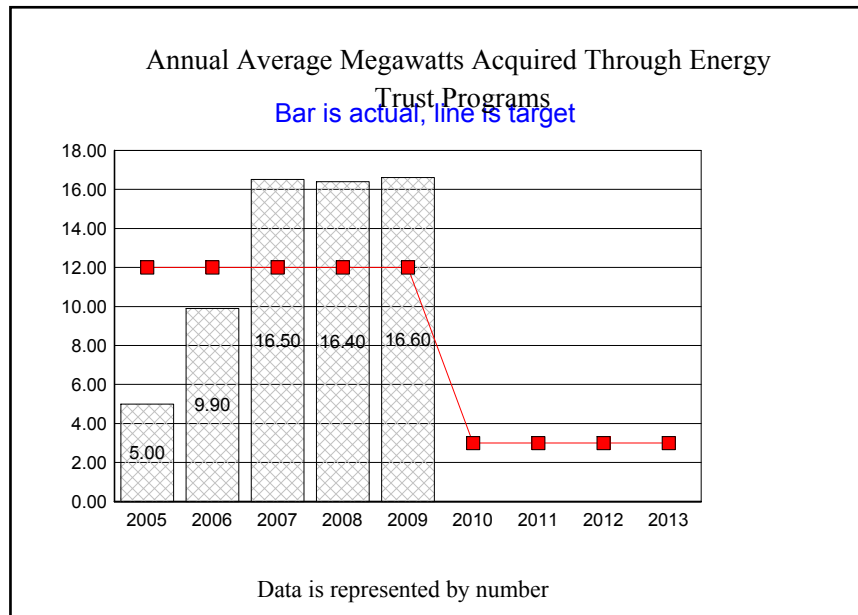
**6. WHAT NEEDS TO BE DONE**

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

**7. ABOUT THE DATA**

This ratio is one of several metrics we use to monitor the effectiveness of the ETO industrial energy efficiency programs.

<b>KPM #8</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 by using renewable sources of energy.	
<b>Data Source</b>	Energy Trust of Oregon Annual Reports to the Public Utility Commission.	
<b>Owner</b>	Utility Program, Electric & Natural Gas Division, Maury Galbraith, 503-378-8718	



**1. OUR STRATEGY**

To oversee expenditures by the ETO.

**2. ABOUT THE TARGETS**

The metric is a 3-year rolling average of annual generation from projects brought on-line during the period. We use a 3-year average to smooth out short-term fluctuations and highlight longer-term trends in the ETO's renewable energy program.

**3. HOW WE ARE DOING**

The trend in renewable energy generation from new projects has leveled off in recent years. There has been increased interest in the Solar Electric Program.

**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**

Participation in the Utility Scale Program has been declined due to limits imposed by Senate Bill 838. The ETO is now limited to supporting projects with capacity less than or equal to 20 megawatts.

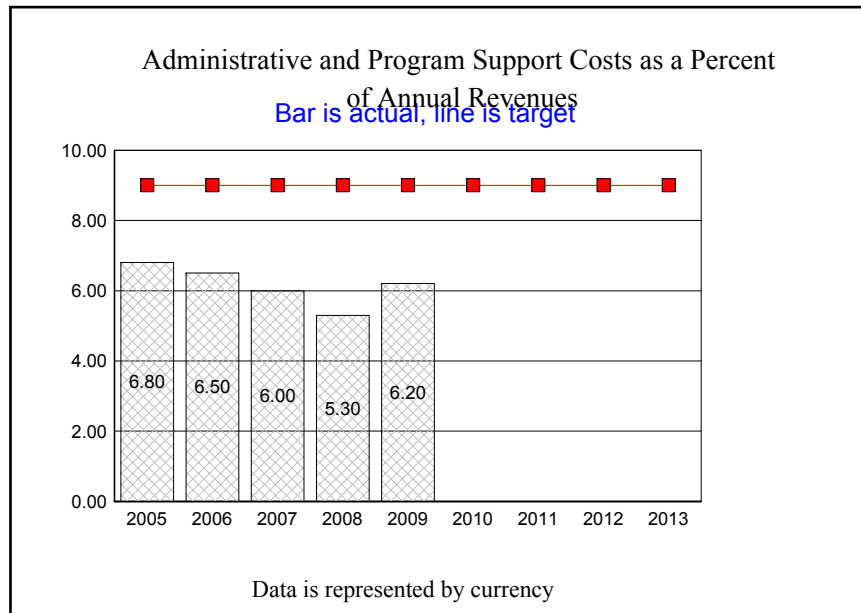
**6. WHAT NEEDS TO BE DONE**

The targets for 2010 – 2013 need to be revised downward to 3 annual average megawatts to reflect the limitation of the ETO program to small-scale projects.

**7. ABOUT THE DATA**

This trend is one of several metrics we use to monitor the effectiveness of the ETO renewable energy program.

<b>KPM #9</b>	Energy Trust Administrative Efficiency – Administrative and program support costs as a percent of annual revenues.	2005
<b>Goal</b>	To 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 of Oregon (ETO).	
<b>Data Source</b>	Energy Trust of Oregon Annual Reports to the Public Utility Commission.	
<b>Owner</b>	Utility Program, Electric & Natural Gas Division, Maury Galbraith, 503-378-8718	



**1. OUR STRATEGY**

To oversee budgets and expenditures by the ETO.

**2. ABOUT THE TARGETS**

The metric shows the percentage of total funding spent on administrative and program support costs. Low percentages are indicative of efficient program delivery. Lower percentages indicate better performance.

**3. HOW WE ARE DOING**

The ETO has consistently performed well on this measure.

**4. HOW WE COMPARE**

There are a limited number of programs to use as a benchmark.

**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.

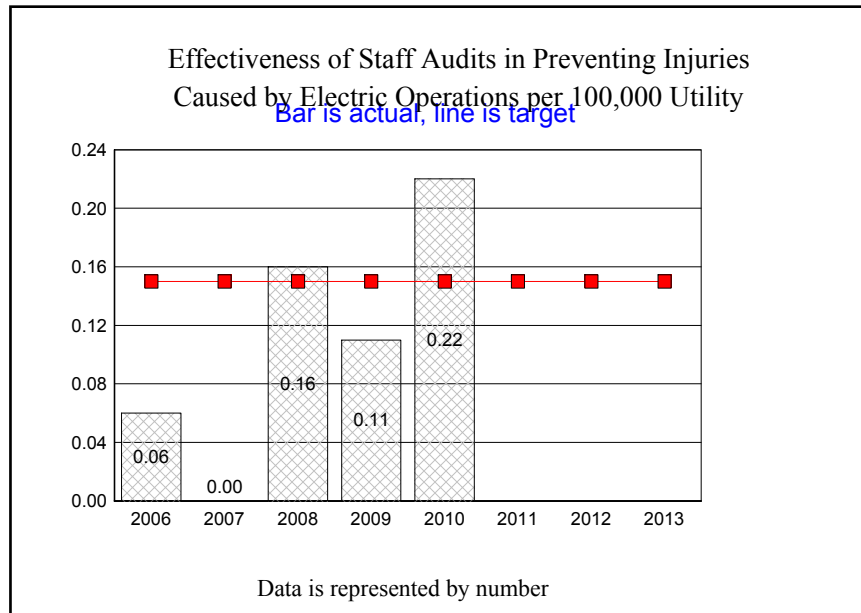
**6. WHAT NEEDS TO BE DONE**

Need to continue to work with the ETO to keep administrative costs low while simultaneously increasing the delivery of energy efficiency and renewable energy.

**7. ABOUT THE DATA**

This is one of several metrics we use to monitor the overall effectiveness of the ETO programs.

<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 Utility Personnel and Citizens of Oregon - Personal Injuries – Personal injuries related to electrical network system failures (Per 100,000 utility customers).	
<b>Oregon Context</b>	Mission Statement – Provide safe and reliable electric service to all electric customers in Oregon at reasonable rates.	
<b>Data Source</b>	Incident and accident reports submitted by the electric utilities of Oregon -OAR 860-024-0050 require all electrical operators in the State of Oregon to report accidents to Staff. Upon receipt of the data 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. Since 2006, all incident data attributed to electric network system failure or improper operation have been recorded and compiled for reporting under this performance measure.	
<b>Owner</b>	Utility Program - Safety, Reliability and Security Division, J.R. Gonzalez, 503-373-1531	



**1. OUR STRATEGY**

Conduct audits and safety inspections of electrical network 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 electrical network facilities statewide. The current threshold level for this KPM is 0.15 incidents per 100,000 gas customers.

**3. HOW WE ARE DOING**

In 2009 a primary line came down and hit a vehicle causing the hospitalization of two people. Unfortunately there are no known standards to measure our performance level against. It suffices to say that zero injuries per year is the desirable outcome. The single incident here is counted as two separate incidents due to two people being hospitalized. Considering Oregon has approximately 1.9 million electrical customers, the index of 0.11 incidents per 100,000 customers came below the threshold of 0.15 incidents per 100,000 customers.

**4. HOW WE COMPARE**

There is no public or private industry standard data with which to compare Oregon's statistics.

**5. FACTORS AFFECTING RESULTS**

The Oregon Public Utility Commission's electric Safety Unit conducts ongoing audit safety inspections and investigations, as well as safety training statewide to ensure compliance with Oregon safety regulations. Unfortunately the audit investigations may not always detect anomalies before an incident may happen. There are too many variables that could affect the network without knowledge of the operator, and Staff's annual audit inspections. However undesirable incidents do occur. Staff will continue to diligently conduct its audit inspections with the main goal of helping prevent network system failures.

**6. WHAT NEEDS TO BE DONE**

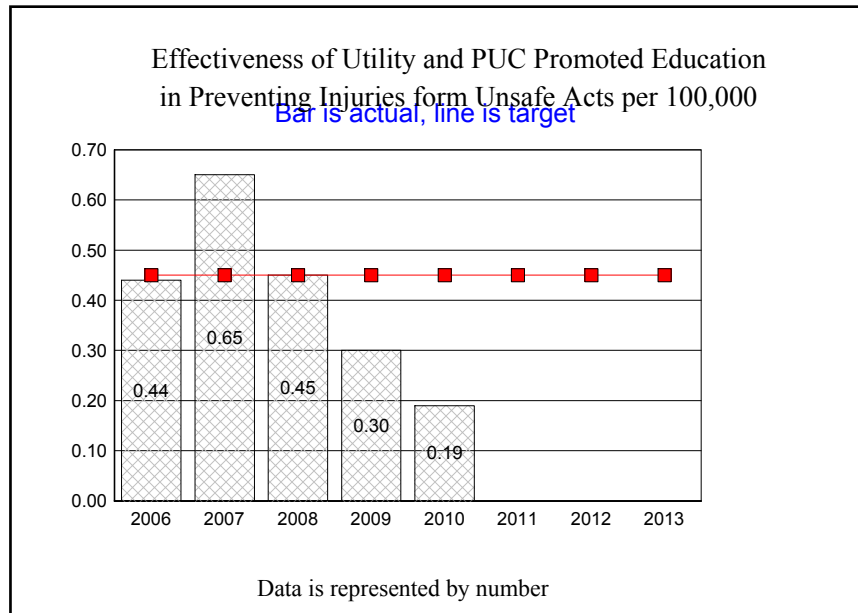
The agency's electric safety staff will continue its comprehensive electric safety education and inspection program, including field inspections of

operators' electrical facilities statewide to ensure compliance with Oregon State Safety Statutes and Administrative rules.

**7. ABOUT THE DATA**

The annual data for this performance measure reflects electric utility related accident injuries per 100,000 utility customers, regardless of the cause. It differs from the reportable incidences required by Statute, from the stand point that only personal injuries are counted.

<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 Utility Personnel and Citizens of Oregon - Personal Injuries – Personal injuries related to electric and natural gas operations due to “unsafe acts”. (Per 100,000 electric and gas utility customers combined).	
<b>Oregon Context</b>	Mission Statement – Provide safe and reliable service to all electric and gas customers in Oregon at reasonable rates.	
<b>Data Source</b>	Incident and accident reports submitted by the electric and natural gas utilities of Oregon -OAR 860-024-0050 require all operators in the State of Oregon to report accidents to Staff. Upon receipt of the data 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. Since 2006, all incident data attributed to both electric and gas network system failure or improper operation have been recorded and compiled for reporting under this performance measure.	
<b>Owner</b>	Utility Program - Safety, Reliability and Security Division, 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 Departments, Police Departments, Business Communities via presentations, safety brochures and TV Safety Ads. Present information on all reportable incidents at the Oregon Utility Safety Committee meetings for open discussion with the operators in the State.

### **2. ABOUT THE TARGETS**

Unsafe acts are difficult to control from a 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 pre-caution in their work activity near or around electric or natural gas facilities. It is important to maintain an active level of safety education in our State. 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 Staff in better informing and working with the Natural Gas and Power Operators in the State regarding their safety education program.

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

In 2009 we had 8 reported unsafe acts, leading to injuries reached the index of .30 incidents per 100,000 electric and gas customers combined for Oregon. Every month, during the Oregon Utility Safety Committee meetings, 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 Staff. We will 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 with which to compare Oregon's statistics.

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

Staff works with the operators on their safety education programs, encourage TV and Radio advertisements, share incidents 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.

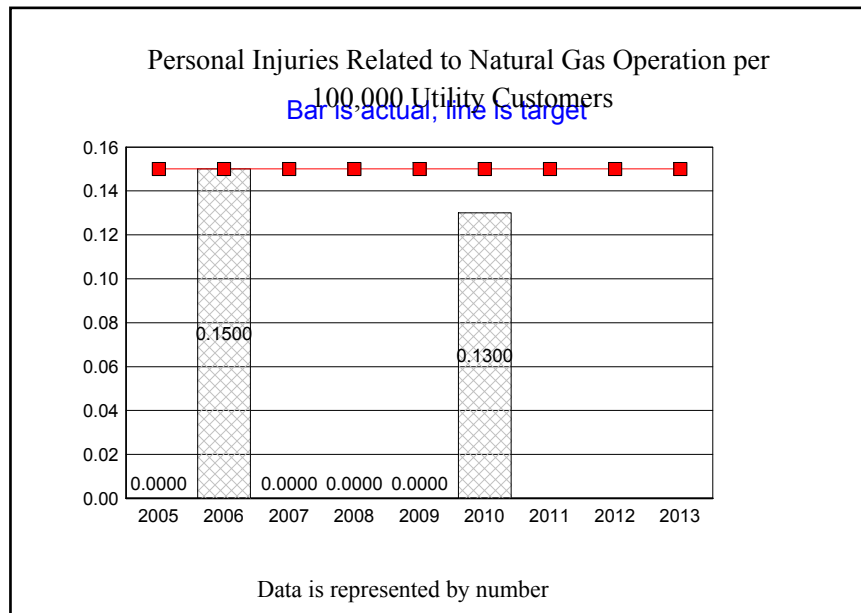
**6. WHAT NEEDS TO BE DONE**

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 is compiled and discriminated annually between system failures (auditing programs) and incidents due to unsafe acts (education/training).

<b>KPM #12</b>	Natural Gas Operations - Personal injuries related to Natural Gas Operations per 100,000 utility customers.	1993
<b>Goal</b>	Protect the Health and Safety of Utility Personnel and Citizens of Oregon - Personal Injuries – Personal injuries related to natural gas operations. (Per 100,000 utility customers).	
<b>Oregon Context</b>	Mission Statement – Provide safe and reliable gas service to all gas customers in Oregon at reasonable rates.	
<b>Data Source</b>	Incident and accident reports submitted by the natural gas utilities of Oregon -OAR 860-024-0050 require all operators in the State of Oregon to report accidents to Staff. Upon receipt of the data 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. Since 2006, all incident data attributed to gas network system failure or improper operation have been recorded and compiled for reporting under this performance measure.	
<b>Owner</b>	Utility Program - Safety, Reliability and Security Division, 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 threshold level for this KPM is 0.15 incidents per 100,000 gas customers.

**3. HOW WE ARE DOING**

In 2009 we had two equipment failures with no injuries. This translates to zero incidents per 100,000 gas customers. Unfortunately there are no known standards to measure our performance level against. It suffices to say that zero injuries per year is the desirable outcome.

**4. HOW WE COMPARE**

There is no public or private industry standard data with which to compare Oregon's statistics.

**5. FACTORS AFFECTING RESULTS**

The Oregon Public Utility Commission's Gas Safety Unit conducts ongoing safety inspections and investigations, as well as safety training statewide to ensure compliance with Federal pipeline safety regulations. Unfortunately, the audit investigations may not always detect anomalies before an incident may happen. There are too many variables that could affect the network without knowledge of the operator, and Staff's annual audit inspections. However undesirable incidents do occur. Staff will continue to diligently conduct its audit inspections with the main goal of helping prevent network system failures.

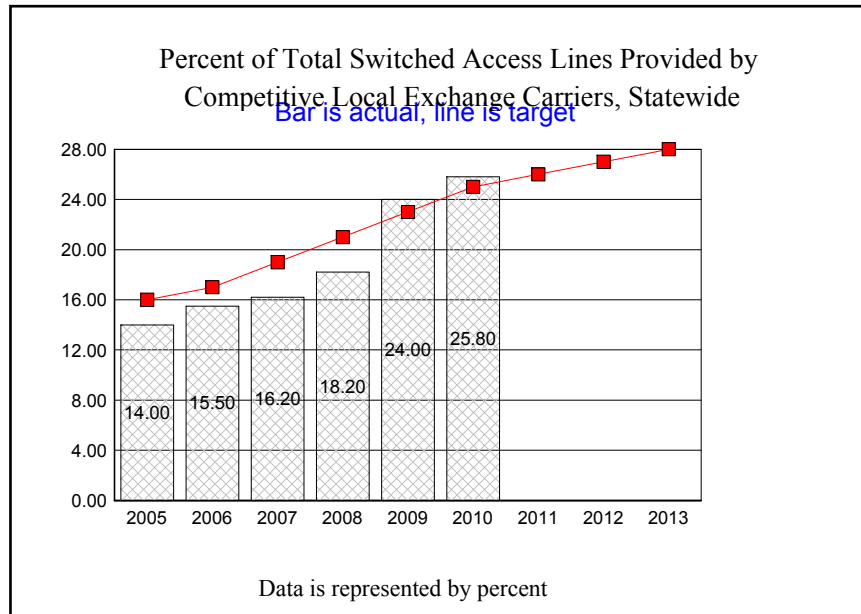
**6. WHAT NEEDS TO BE DONE**

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 Statute, from the stand point that only personal injuries are counted.

<b>KPM #13</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, Telecommunications Division, 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 long-term trend of competitive entry seems promising. Actual performance for the last three years, ending 2009, which is the latest year for which data is 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 continue to gain market share from the incumbent local exchange carriers. Competitive providers have been most successful in urban areas and in business 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.

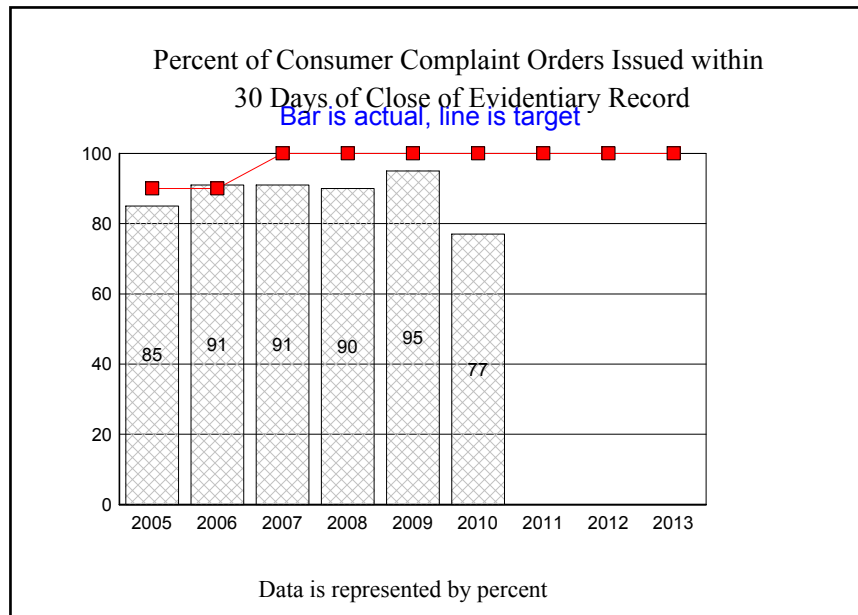
**6. WHAT NEEDS TO BE DONE**

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 #14</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 2009, performance reached 95 percent compliance, but failed to meet target of 100 percent.

**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.

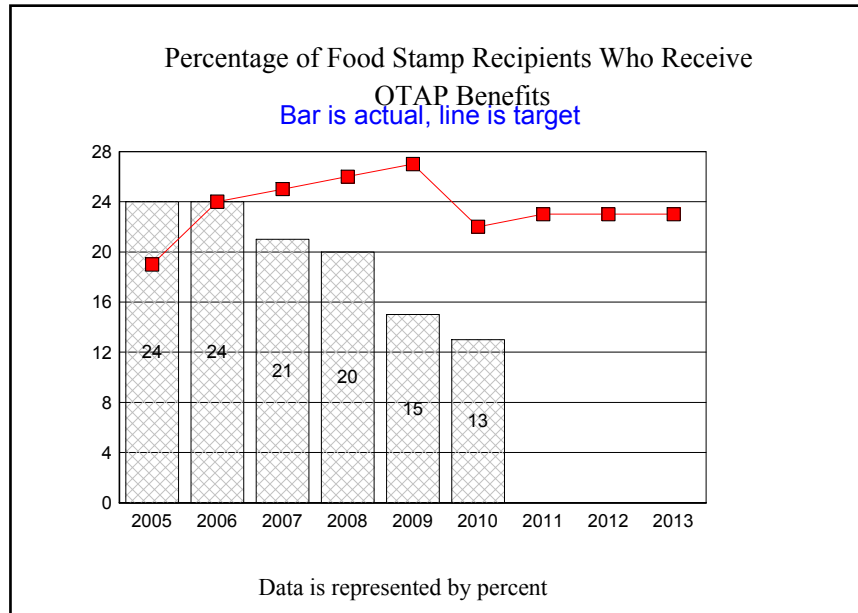
**6. WHAT NEEDS TO BE DONE**

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 #15</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 Service 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 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

In 2008, the participation rate remained steady at 20%, but declined to 15% in 2009 due to the significant growth in the number of food stamp cases. This is most likely attributed to the State's economy. For instance, there was an average of 249,000 food stamp cases in 2008, as opposed to an average of 320,000 food stamp cases in 2009. Also, the majority of telecommunications providers participating in OTAP are landline-based, which continues to decline as customers shift towards newer forms of telecommunications services (e.g. wireless, Voice over Internet Protocol). In 2009, there were only 3 options available to customers for wireless companies, participating in OTAP in rural areas of the state.

### 4. HOW WE COMPARE

The PUC, overall is maintaining a steady number (an average of 50,000 recipients the past 3 years) of OTAP recipients despite the 3% decline in 2007, due to a telecommunications provider leaving the Oregon market, and the 15% penetration rate in 2009, due to the dramatic growth of food stamp cases.

### 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 also have service with a participating telecommunications provider, and the outreach efforts of telecommunications providers and DHS.

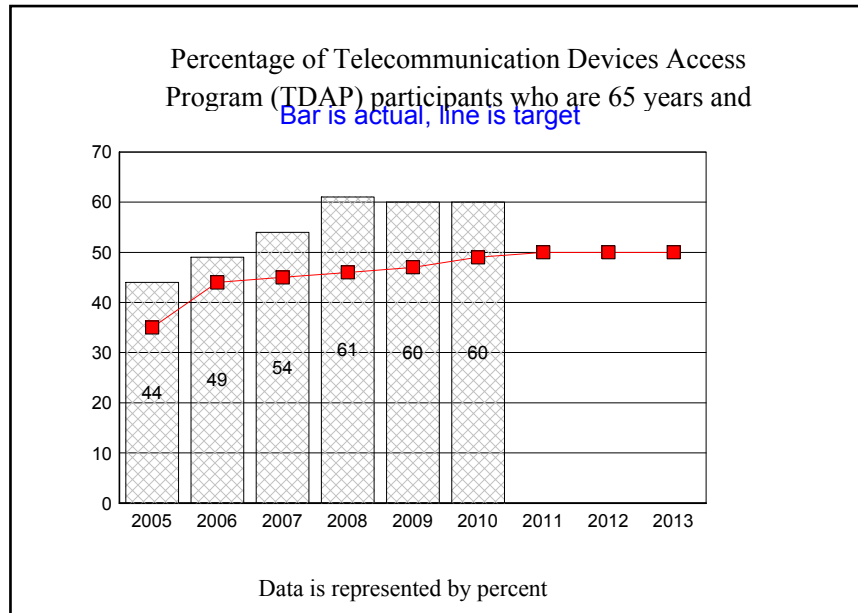
**6. WHAT NEEDS TO BE DONE**

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 telecommunications provider outreach can impact the figures in this measure. When a shift in demographics, economy or telecommunications provider 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 with participating telecommunications provider, and that population is measurable through DHS statistics. PUC staff reviews its data base in comparison with telecommunications provider data bases of eligible recipients to ensure that terminations are made timely and appropriately and that errors do not continue to compound.

<b>KPM #16</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 didnt track by birth dates prior to 1998).	
<b>Owner</b>	Residential Service Protection Fund (RSPF), Jon Cray, 503-373-1400	



**1. OUR STRATEGY**

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 cognitive 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**

Due to our outreach efforts, the metric shows the growth of senior citizens participating in the program.

## **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.

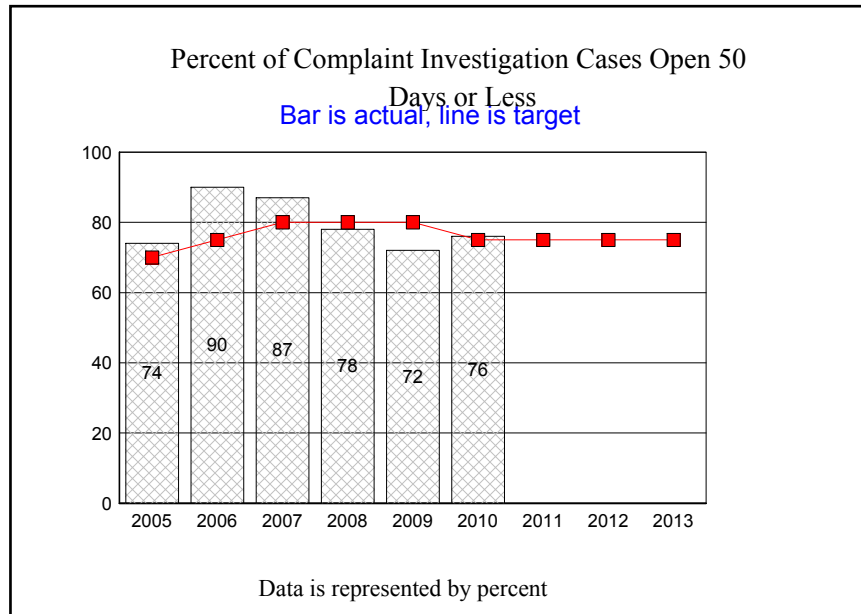
## **6. WHAT NEEDS TO BE DONE**

As a result of peer group outreach for CapTel users, PUC has increased the distribution of CapTel units without a monthly cap. 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 #17</b>	Complaint Investigation - Percent of complaint investigation cases open 50 days or less.	1999
<b>Goal</b>	Timely Customer Service and 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 2009, 72% of complaint investigations were completed within 50 days or less, missing the target.

## 4. HOW WE COMPARE

In 2008 we surveyed all state commissions. Of twenty-one responses received, thirteen had no internal performance measures. The remaining eight ranged from 95 percent of cases closed within 15 days to 70 percent of cases closed within 70 days with Oregon averaging in the middle.

## 5. FACTORS AFFECTING RESULTS

From 2006 through 2009, we have seen a steady decline in goal achievement. Case cycle time directly effects the achievement of this goal. In 2006, case cycle time averaged 19 days. By 2009, it had increased to 34 days. Several factors combined to cause the increase: the number of public contacts had increased dramatically over the prior three year period; there were fewer workdays available, increasing utility intransigence, new technologies (VoIP, digital phone, smart meters, etc) and staff turnover. In 2010 case cycle time improved somewhat, dropping to 32 days, which caused our achievement of this goal to improve. This improvement is primarily the result of having a more experienced workforce (limited turnover) and a small reduction in the number of consumer calls placed to the PUC.

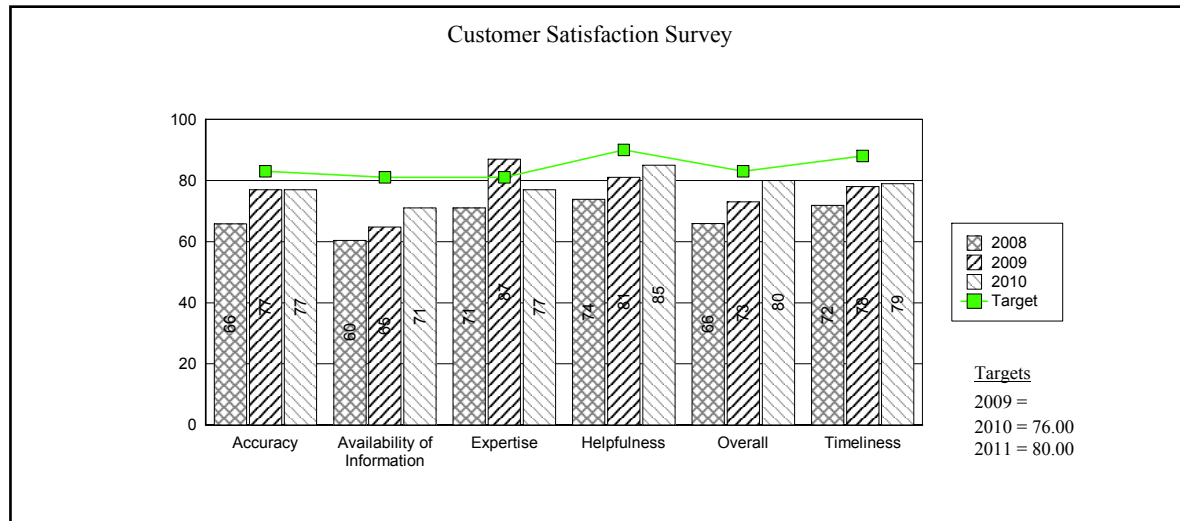
## 6. WHAT NEEDS TO BE DONE

Individual performance is monitored and workloads are adjusted as necessary to achieve the target. With continued low turnover, a more experienced workforce should lead to a continuing decline in case cycle time and corresponding increase in goal achievement.

## 7. ABOUT THE DATA

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

<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 response of 295 customers. The sample provides a confidence level of 95 and a margin of error of plus or minus 5 percent. Survey conducted during calendar year 2009. Method—Internet-based survey.	
<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.

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

The base year report was conducted in 2006. The second took place in 2008. While 2008 results declined from 2006, the 2010 survey showed improvement in all areas. Surveys were collected all throughout 2009 and compiled in early 2010.

### **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 in-depth of all five.

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

The survey shows improved results from the prior year despite a continuing weak economy. While the number of complaints received and investigated in 2010 remained steady compared to the prior year, the number of phone calls we received from customers declined by about 10%. We believe an important factor affecting the improved results is the fact that Consumer Services staff suffered little turnover in 2010. A more mature workforce is familiar with the statutes and administrative rules we enforce, and their investigative skills improve with experience. Another important factor contributing to the improved results was a slight change to the survey form. Prior to 2010, customers who participated in the survey responded to six questions about their experience with the PUC, and answered each question by using a rating (1, 2, 3, or 4), even if the question was not applicable (NA). As a result many people rated a question with a 1. In 2010, we added an NA category so that our survey results would reflect a more accurate rating.

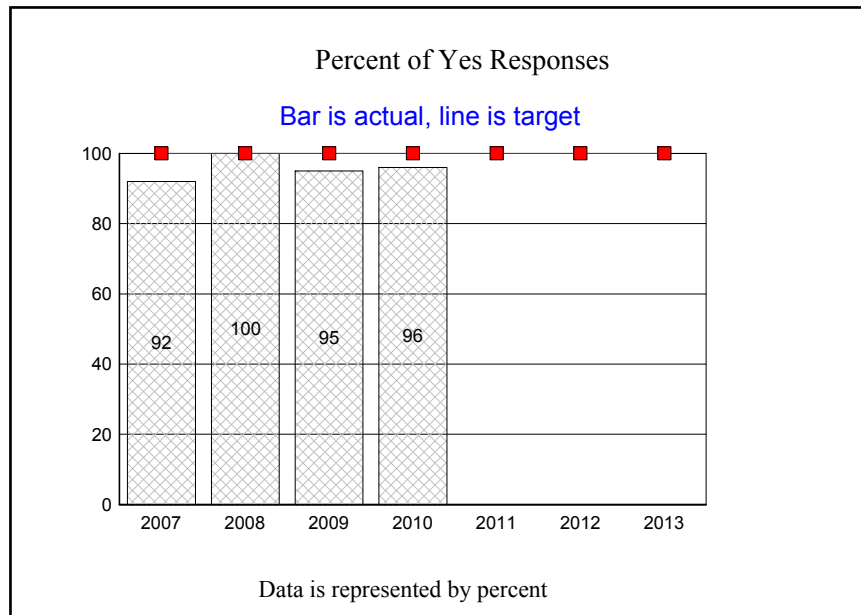
### **6. WHAT NEEDS TO BE DONE**

While workload stabilized in 2010, and we experienced fewer staff turnover, we continue to strive to provide consumers with excellent service. For example, when consumers contact us about issues that are not within our jurisdiction, we try to help them on issues where we have established relationships with involved companies, or refer consumers to an agency that can help them. For 2011, we will contact consumers who gave us poor ratings to learn about how we can improve. In addition, because the form of the survey was changed we have adjusted our targets for 2011.

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

The 2010 survey is based on responses from 154 customers collected throughout 2010. This provides a confidence level of 87%, and a margin of error of plus or minus 5%. The survey method is email-based where all customers who give us an email address are asked to complete a survey.

<b>KPM #19</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 to continually strive for a goal of 100%.

**3. HOW WE ARE DOING**

The Board has implemented more stringent requirements to medical fitness standards for licensees and applicants; pilot selection, training and continuing education; incident investigations and communication between state pilotage authorities. The Board has again taken the lead in consulting with other state pilotage authorities to coordinate and conduct another West Coast regional meeting. We have also adopted a number of internal performance measures used to generate an annual report.

**4. HOW WE COMPARE**

The Board has instituted fitness and training standards that meet or exceed other state and federal models. We will also be evaluating selection processes of other state pilotage authorities.

**5. FACTORS AFFECTING RESULTS**

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

**6. WHAT NEEDS TO BE DONE**

The Board identified a number of objectives at a recent planning session, that include adopting amendments for apprentice selection and training rules; developing rules regarding licensees' duty to report; adopting rules for the Transportation Oversight Committee; and reviewing the ratemaking process and making recommended changes.

**7. ABOUT THE DATA**

The data is reported for an Oregon fiscal year and gathered using reporting guides provided by the State and tailored to the Board's needs.

<b>PUBLIC UTILITY COMMISSION</b>	<b>III. USING PERFORMANCE DATA</b>
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**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.

<b>Contact:</b> Karla Hunter	<b>Contact Phone:</b> 503-373-0044
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<b>Alternate:</b> Vikie Bailey-Goggins	<b>Alternate Phone:</b> 503-378-6366
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**The following questions indicate how performance measures and data are used for management and accountability purposes.**

<p><b>1. INCLUSIVITY</b></p>	<p>* <b>Staff:</b> Facilitation of performance measures occurs centrally through the Director's office with the performance coordinator, who then works with division staff. Staff is continually evaluating performance measures to ensure viability and effectiveness of the targets, formulas, and measures. If a measure needs revision or a new measure is created, a team is assigned to work on the measure.</p> <p>* <b>Elected Officials:</b> Elected Officials may receive correspondence or be requested to be on a committee to review or create new performance measures.</p> <p>* <b>Stakeholders:</b> Stakeholders may receive correspondence or be requested to be on a committee to review or create new performance measures.</p> <p>* <b>Citizens:</b> Citizens may receive correspondence or be requested to be on a committee to review or create new performance measures.</p>
<p><b>2 MANAGING FOR RESULTS</b></p>	<p>Within the PUC, each division assesses their performance measures. If there needs to be changes to the measure: to clarify how it is being reported; if the reporting of the measure needs to be revised to show more accurate results; or if the measure needs to be replaced, a team is assigned to develop the proposed revisions/changes. The recommendation is then presented to management who will review and approve the development process and submit the performance measure. In addition, if a measure is not met, analysis occurs which produces recommendations and/or action plans for improvement.</p>
<p><b>3 STAFF TRAINING</b></p>	<p>Our Performance Coordinator takes advantage of meetings and workshops available by the State. In turn the Coordinator trains staff on an ongoing basis.</p>
<p><b>4 COMMUNICATING RESULTS</b></p>	<p>* <b>Staff:</b> Performance measure information is posted on the agency web site. Review occurs through departmental correspondence, meetings, and/or access to the electronic version.</p>

\* **Elected Officials:** Elected officials can obtain information about agency performance measures on the agency web site

<http://www.oregon.gov/PUC/commission/perform.shtml> or contact the agency directly.

\* **Stakeholders:** Stakeholders may contact the agency or obtain any and all performance measure information electronically on the agency web site at <http://www.oregon.gov/PUC/commission/perform.shtml>.

\* **Citizens:** Citizens are encouraged to view the agency performance measures on the PUC web site at <http://www.oregon.gov/PUC/commission/perform.shtml>.