

LFO Revised Budget Form #107BF04c

**OREGON PUBLIC UTILITY COMMISSION  
Annual Performance Progress Report (APPR)  
for Fiscal Year 2006-07**

Original Submission Date: September 26, 2007

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**AGENCY NAME Oregon 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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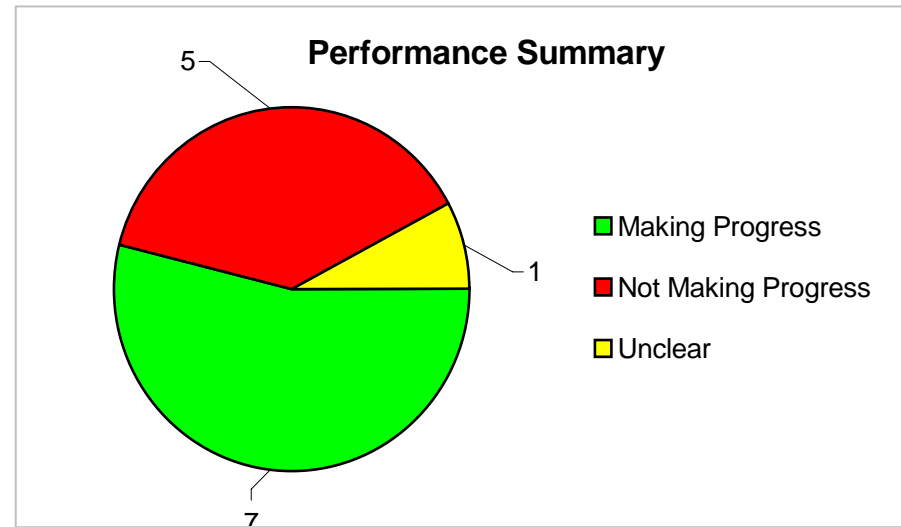
**1. SCOPE OF REPORT**

- Agency programs/services addressed by key performance measures
  - a. Utility Program
  - b. Residential Service Protection Fund (RSPF)
  - c. Policy and Administration
- Agency programs/services, if any, not addressed by key performance measures
  - a. N/A

**2. THE OREGON CONTEXT**

Describe Oregon’s societal need(s) or desired outcome(s) that are addressed by your agency. If available, include any high-level, societal outcome measures to which the essential work of the agency contributes, including numbers and short titles of any Oregon Benchmarks that are aligned with your key performance measures. If appropriate, list other state agencies, local governments, businesses and/or non-governmental partners with whom you partner in related work. A list of Oregon Benchmarks and state partners can be accessed at [http://www.oregon.gov/DAS/OPB/2005report/obm\\_list.shtml](http://www.oregon.gov/DAS/OPB/2005report/obm_list.shtml).

- Societal needs/desired outcome(s)
  - Mission Statement
  - OBM #74 Housing: Percentage of low income households spending more than 30 percent of their household income on housing (including utilities).
  - OMB #58 Independent Living: Percentage of seniors living independently.
  - HLO #001 Enhanced consumer protection through timely and adequate customer service.



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**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.

**3. PERFORMANCE SUMMARY**

KPMs making progress at or trending toward target achievements are: Price of Electricity (page 4), Oregon Telephone Assistance Program (page 6), Access to Telephone Service (page 8), Natural Gas Operations (page 12), Electric Energy (page 17), Interconnection Agreement (page 21), and Complaint Investigation (page 23).

KPMs not making progress not at or trending toward target achievement are: Personal Injury (page 10), Electric Service Supplies (page 14), Switched Access Lines (page 16), Utility Pricing (page 19), and Water Utilities (page 20).

KPMs – progress unclear, targets not yet set is: Customer Service Survey (page 24).

**4. CHALLENGES**

The 2005 Legislature required us to revise our performance measures for the 2007/09 biennium. We are revising some measures to give the public a better understanding of the impact of the agency’s activities on measure results, and developing new ones to cover new responsibilities (regarding oversight of conservation and renewable resource activity by the Energy Trust of Oregon). 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).

As competitive markets continue to emerge from the energy and telecommunications industries, the need for timely review of required filings and dispute resolution between competitors will continue to grow. The Commission must adapt to meet the needs of these new competitive stakeholders by adopting new procedures and revising current processes to streamline and expedite Commission review.

RSPF: The continued changing technology is rendering equipment obsolete while it is still in use, impacting RSPF in its efforts to ensure functionally equivalent equipment is available to consumers. It also impacts the Oregon Telecommunications Relay as the FCC mandates more effective, and sometimes more expensive, methods of communication for the disabled. Growth in the number of eligible Oregonians challenges staff to find ways to process and maintain the records of an increasing number of OTAP recipients.

Over the next decade, the Consumer Protection Services Section will continue to be challenged by changes and expansion in technology, as well as increased competition among services and providers. These changes add to the complexity of resolving misunderstandings, the number of companies staff must contact to conclude investigations, and the number of disagreements between the companies and their customers. These factors require more ongoing training and creativity on the part of staff.

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**5. RESOURCES USED AND EFFICIENCY**

PUC's bottom line budget amount for the fiscal year, July 1, 2005 – June 30, 2006 is \$71,182,123.

Two key performance measures are efficiency measures. KPM #12, Complaint Investigation, measures the percent of complaint investigation cases open 50 days or less and this measure shows a slight increase with its progress. KPM #13, Customer Service survey, is a new measure which offers a percent of customers rating their satisfaction with the agency's customer service. This measure is new and does not reflect progress at this time.

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**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.

KPM #1	PRICE OF ELECTRICITY Average price of electricity for residential users from Oregon investor-owned utilities as a percent of the national average price.	Measure since: 1993
<b>Goal</b>	Low Cost Resources – Preserve for Oregonians the benefits of the region’s low cost resources.	
<b>Oregon Context</b>	OBM #74 Housing: Percentage of low income households spending more than 30 percent of their household income on housing (including utilities).	
<b>Data source</b>	Energy Information Administration, Department of Energy, Electric Power Monthly - Electric Rates.	
<b>Owner</b>	Utility Program, Ed Busch, 503-378-6625	

**1. OUR STRATEGY**

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

**2. ABOUT THE TARGETS**

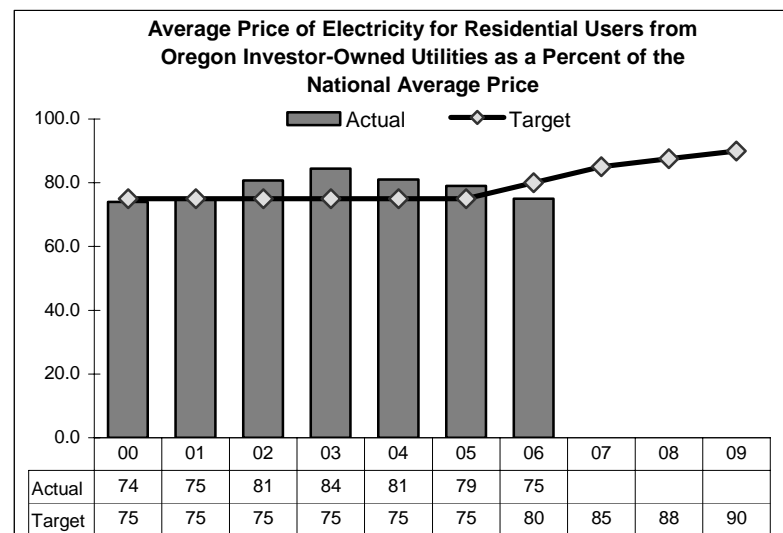
This performance measure shows the extent to which Oregon investor-owned utilities’ (IOU) residential customers’ rates for electricity remain below the national average, largely due to the region’s retention of federal power system benefits and other hydroelectric resources. The OPUC authorizes utilities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

**3. HOW WE ARE DOING**

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

**4. HOW WE COMPARE**

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



**AGENCY NAME: Oregon Public Utility Commission**

**II. KEY MEASURE ANALYSIS**

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.

**5. FACTORS AFFECTING RESULTS**

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

**6. WHAT NEEDS TO BE DONE**

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

**7. ABOUT THE DATA**

The data is provided in utilities' annual reports, (as shown in the Oregon Public Utility Commission's Oregon Utility Statistics Book at <http://www.puc.state.or.us/PUC/commission/statbook.pdf>) and Electric Power Monthly reports from the Energy Information Administration

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**II. KEY MEASURE ANALYSIS**

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.

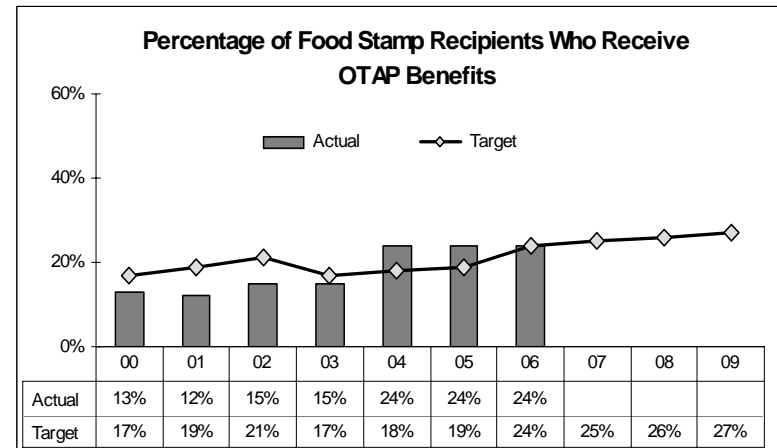
KPM #2	OREGON TELEPHONE ASSISTANCE PROGRAM (OTAP) Percentage of food stamp recipients who receive Oregon Telephone Assistance Program (OTAP) benefits.
<b>Goal</b>	Reasonable and Equitable Access to Products and Services – Provide all Oregonians reasonable and equitable access to essential energy and 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 12 to get an annual average.
<b>Owner</b>	Residential Services Protection Fund Program (RSPF), David Poston, 503-378-6661

**1. OUR STRATEGY**

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

**2. ABOUT THE TARGETS**

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



**3. HOW WE ARE DOING**

The trend in the past few years has been a steady number of food stamp recipients which could be a result of factors such as improved economy, consumer shift to wireless companies not participating in OTAP, or consumer reluctance to go through the process of getting food stamps.

**4. HOW WE COMPARE**

A comparison to the number of Oregonians receiving food stamps shows that the PUC is maintaining the progress in reaching eligible Oregonians. In the early years of the performance measure, penetration of OTAP among eligible food stamp recipients was only 12% and 13%. The penetration rate for 2006 is steady at 24%. This shows that the PUC outreach programs continue to be effective in reaching the target population

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**II. KEY MEASURE ANALYSIS**

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.

**5. FACTORS AFFECTING RESULTS**

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

**6. WHAT NEEDS TO BE DONE**

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

**7. ABOUT THE DATA**

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



**AGENCY NAME: Oregon Public Utility Commission**

**II. KEY MEASURE ANALYSIS**

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KPM #3	ACCESS TO TELEPHONE SERVICES	Measure since: e.g. 1999
	Percentage of Telecommunication Devices Access Program (TDAP) participants who are 65 years and older.	
<b>Goal</b>	Reasonable and Equitable Access to products and services – Provide all Oregonians reasonable and equitable access to essential energy and telecommunications products and services.	
<b>Oregon Context</b>	OBM #58 Independent Living: Percentage of seniors living independently.	
<b>Data source</b>	Number of known seniors currently in our TDAP database that we have been tracking since 1998 and compared with the total number of participants with known ages in our database since 1998 (keeping in mind we didn't track by birth dates prior to 1998).	
<b>Owner</b>	Residential Service Protection Fund (RSPF), David Poston, 503 378-6661	

**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, speech or mobility impairments, PUC is increasing their chances of being safe and healthy. PUC partners with various organizations for the deaf and hard-of hearing to identify appropriate outreach for these Oregonians.

**2. ABOUT THE TARGETS**

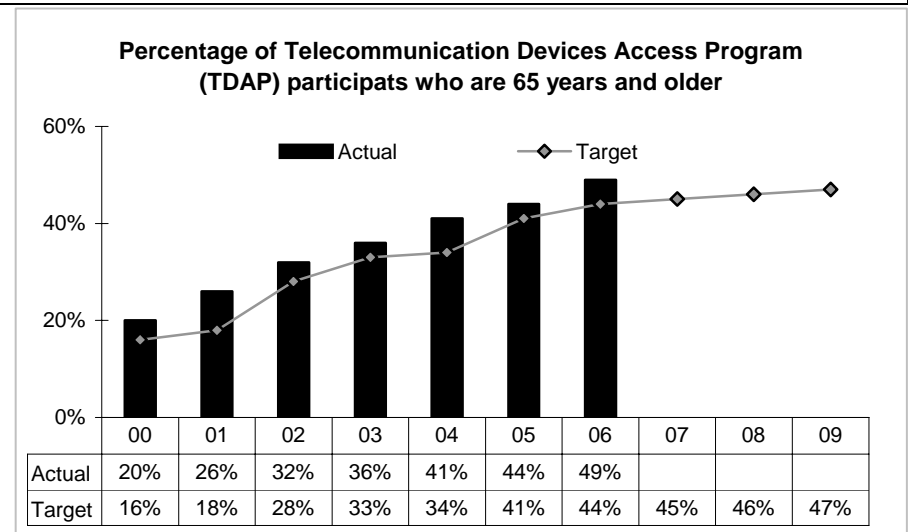
PUC strives to increase the number of late deafened individuals and senior citizens who are aware of the assistance PUC programs provide. An increase of penetration of seniors as percentage of total recipients of telephone equipment results in a desirable trend upward.

**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 for 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.



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**II. KEY MEASURE ANALYSIS**

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.

**5. FACTORS AFFECTING RESULTS**

Our upward trend is aided by Oregon's participation in distribution of the new CapTel equipment. Our contract with Sprint in February, 2004 to provide CapTel relay services has contributed to the number of late-deafened individuals who now have another way to use relay services. This device and its technology has been popular with senior Oregonians.

**6. WHAT NEEDS TO BE DONE**

As a result of peer group outreach for CapTel users, PUC has increased the distribution of CapTel units from 5 to 20 per month, and there is a six month waiting list for the device. PUC will explore using 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 the Residential Service Protection Fund (RSPF) staff at the PUC.

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**II. KEY MEASURE ANALYSIS**

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.

KPM #4	PERSONAL INJURIES Personal injuries related to electric operations. (Per 100,000 utility customers.)	Measure since: 1993
<b>Goal</b>	Health & Safety – Protect the health and safety of Oregonians.	
<b>Oregon Context</b>	Mission Statement.	
<b>Data source</b>	Incident and accident reports submitted by the electric utilities in Oregon.	
<b>Owner</b>	Utility Program, J.R. Gonzalez, 503-373-1531	

**1. OUR STRATEGY**

Conduct safety inspections of electric utilities, investigate accidents, ensure utility personnel are properly trained, and encourage use of the “call-before-you-dig” program.

**2. ABOUT THE TARGETS**

The measure is an indication of the effectiveness of the agency’s Electrical Safety Program. The measure effectively equals non-tolerance for personal electric injury accidents because the target is set near zero.

**3. HOW WE ARE DOING**

Accident injuries related to electric utility operations vary from year to year. Over the past five years, on average, injuries were at the same level as the target thresholds.

**4. HOW WE COMPARE**

There is no public or private industry standard data with which to compare Oregon’s statistics. However, the trend for the past 20 years shows decreasing injuries.

**5. FACTORS AFFECTING RESULTS**

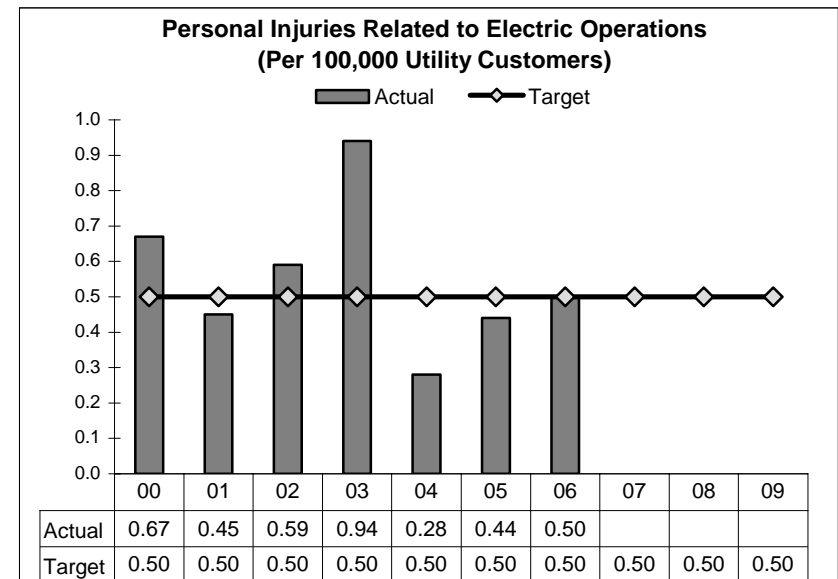
Oregon Public Utility Commission Safety staff conduct inspections (e.g., utility poles, power line tree trimming) of utility facilities statewide to ensure compliance with the National Electrical Safety Code (NESC).

**6. WHAT NEEDS TO BE DONE**

The Oregon Public Utility Commission’s Electric Safety Unit will continue to conduct ongoing safety inspections and investigations, as well as safety training to ensure compliance with the NESC.

**7. ABOUT THE DATA**

The annual data for this performance measure reflect electric utility related accident injuries per 100,000 utility customers, regardless of the cause. For 2007-2009, the OPUC has proposed this measure be deleted and replaced by 2007-09 KPM 10 and 11 to distinguish between: (1) injuries related to a



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utility's operation of its system, which is affected by the OPUC's safety audit activities; and (2) injuries caused by others through actions outside a utility's direct control, which are affected by utility and PUC educational activities.

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KPM #5	NATURAL GAS OPERATIONS Personal injuries related to Natural Gas Operations. (Per 100,000 utility customers.)	Measure since: 1993
<b>Goal</b>	Personal Injuries – Personal injuries related to natural gas operations. (Per 100,000 utility customers).	
<b>Oregon Context</b>	Mission Statement.	
<b>Data source</b>	Incident and accident reports submitted by the natural gas utilities on Oregon.	
<b>Owner</b>	Utility Program, J.R. Gonzalez, 503-373-1531	

**1. OUR STRATEGY**

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

**2. ABOUT THE TARGETS**

The measure is an indication of the effectiveness of the agency’s audit and inspection program of natural gas facilities statewide. The measure provides a non-tolerance for personal injury accidents because the target is set at zero.

**3. HOW WE ARE DOING**

Six of the past seven years, Oregon has zero fatalities or hospitalization injuries related to the operations of intrastate natural gas pipelines by Oregon’s 20 natural gas pipeline utilities and operators. In 2006, there was one accident injury. Zero accident injuries meet target expectations.

**4. HOW WE COMPARE**

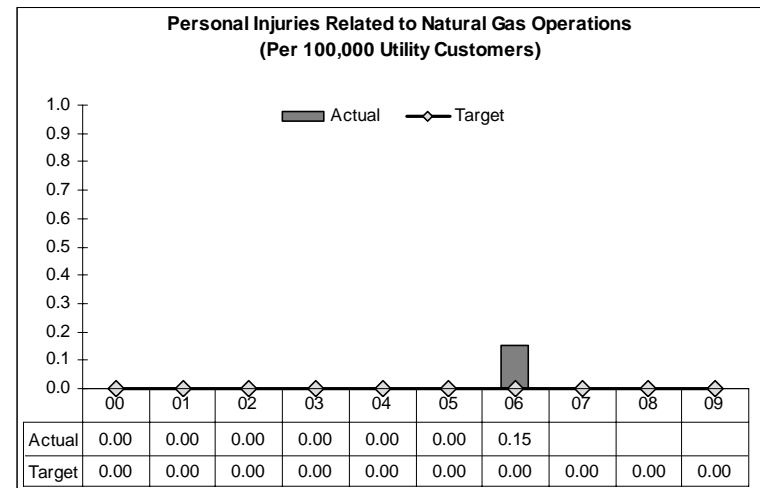
There is no public or private industry standard data with which to compare Oregon’s statistics. However, maintaining a record of zero injuries for the six-year period is outstanding. One incident, however, could result in multiple fatalities and catastrophic property damage. Consequently, continued oversight of pipeline safety compliance is vital.

**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.

**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.



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**II. KEY MEASURE ANALYSIS**

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**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. For 2007-2009, the OPUC has proposed this measure be deleted and replaced by 2007-09 KPM 4 and 11 to distinguish between: (1) injuries related to the safety of operators' natural gas facilities, which is affected by the PUC's safety audit activities; and (2) injuries caused by others through actions outside operators' direct control, which are affected by operators' and PUC educational activities.

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KPM #6	ELECTRIC SERVICE SUPPLIERS Total number of electricity service suppliers certified and aggregators registered by the PUC.	Measure since: 2002
<b>Goal</b>	Fair & Reasonable Rates – 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>	Staff’s analysis of OPUC certified providers list	
<b>Owner</b>	Utility Program, Ed Busch, 503-378-6625	

**1. OUR STRATEGY**

Set utility rates and ground rules for retail competition that provides a reasonable opportunity for customers to obtain service from electricity service suppliers and aggregators.

**2. ABOUT THE TARGETS**

This measure indicates the number of certified suppliers and registered aggregators available to offer pricing and service options to nonresidential electricity consumers through direct access (buying power from these suppliers and having it delivered by the local utility). The impact of the OPUC relates to certifying suppliers and registering aggregators and fostering the development of a competitive environment.

**3. HOW WE ARE DOING**

Actual performance continues to be less than the annual target. The steps taken by the Commission to address barriers to direct access have not yet increased the number of suppliers.

**4. HOW WE COMPARE**

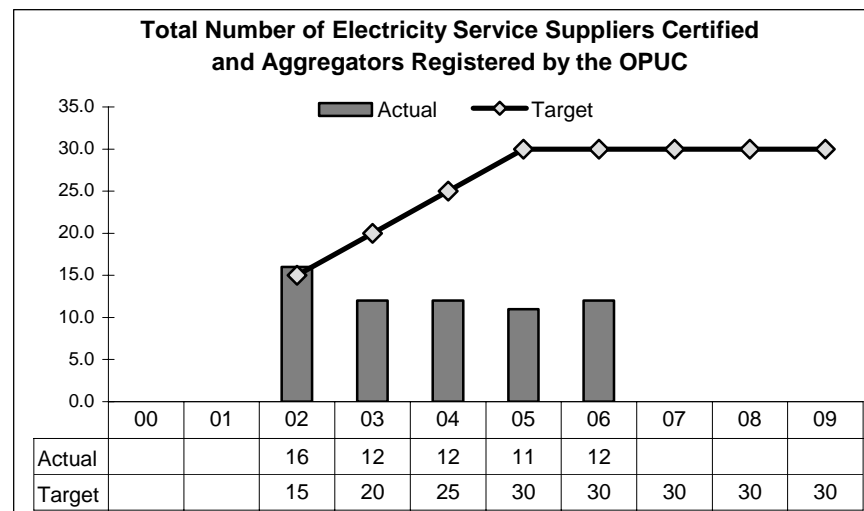
National standards regarding performance in this area are still evolving. As one of the Commission’s 2007 Commission Objectives, OPUC staff is completing a study of direct access activity in other states. The report is being finalized, but preliminary indications are that competition and direct access in other states is slowing down as initial subsidies are discontinued.

**5. FACTORS AFFECTING RESULTS**

The low price of retail electricity prices offered by Oregon investor-owned utilities, relative to the cost of power that can be provided by alternative suppliers, may discourage competitive providers that would otherwise consider marketing products in the state.

**6. WHAT NEEDS TO BE DONE**

The agency will continue to work with alternative suppliers, customer groups, and utilities to identify rule and tariff changes needed to facilitate direct access. However, the OPUC has proposed this measure be discontinued, because 2007-09 KPM 8 is a better measure of the impact of OPUC policies on the level of retail electricity competition.



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**II. KEY MEASURE ANALYSIS**

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**7. ABOUT THE DATA**

Calendar year data is used, as shown in monthly Oregon Electric Industry Restructuring status reports at [http://www.puc.state.or.us/PUC/electric\\_restruc/indices/statrpt.shtml](http://www.puc.state.or.us/PUC/electric_restruc/indices/statrpt.shtml).



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**II. KEY MEASURE ANALYSIS**

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KPM #7	SWITCHED ACCESS LINES Percent of total switched access lines provided by competitive local exchange carriers, statewide.	Measure since: 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 1 <sup>st</sup> .	
<b>Owner</b>	Utility Program, Bryan Conway, 503-378-6200	

**1. OUR STRATEGY**

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

**2. ABOUT THE TARGETS**

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

**3. HOW WE ARE DOING**

The longer term trend of competitive entry seems promising. Actual performance for the last three years, ending 2006, which is the latest year for which data is available, have increased. Given the court decisions striking down many of the Federal Communications Commission policies promoting competition, it is unclear whether competitors will be able to gain market share from the incumbent local exchange companies.

**4. HOW WE COMPARE**

Unknown.

**5. FACTORS AFFECTING RESULTS**

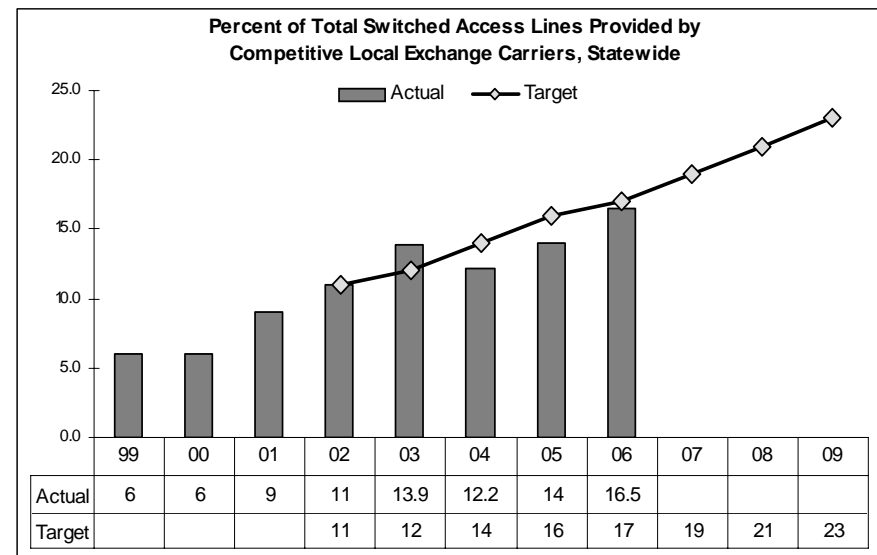
Ease of PUC certification process, timeliness of PUC arbitration of interconnection agreements between competitive providers and incumbents, resolution of federal rules on availability of incumbent facilities and pricing, and national economic trends.

**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 Oregon PUC-certified competitive providers as well as incumbent local exchange providers.



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**II. KEY MEASURE ANALYSIS**

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KPM #8	ELECTRIC ENERGY Percent of business customers' electric energy usage supplied by alternative suppliers.	Measure since: 2002
<b>Goal</b>	Fair & Reasonable Rates – 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>	Monthly electric industry restructuring status reports from PGE and PacifiCorp.	
<b>Owner</b>	Utility Program, Ed Busch, 503-378-6625	

**1. OUR STRATEGY**

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

**2. ABOUT THE TARGETS**

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

**3. HOW WE ARE DOING**

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

**4. HOW WE COMPARE**

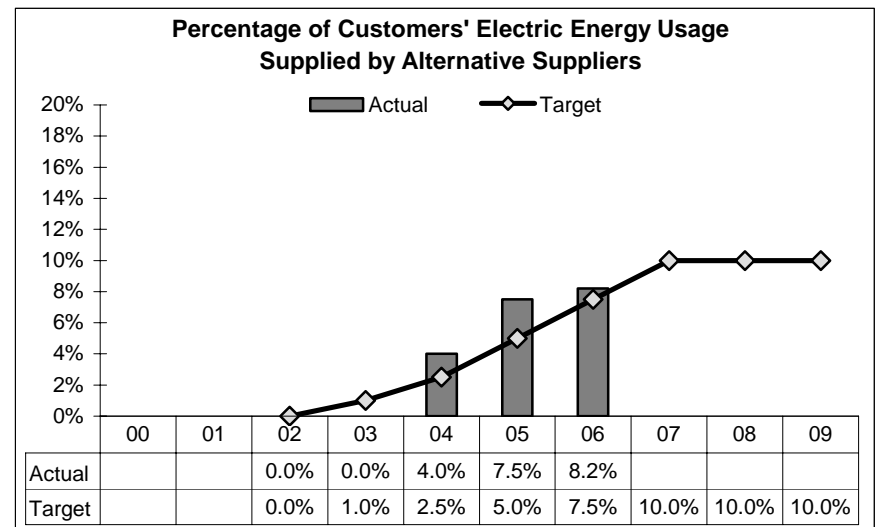
A limited number of states nationally offer direct access programs to varying degrees, and data is sketchy. As one of the Commission’s 2007 Objectives, OPUC staff is completing a study of direct access activity in other states. The report is in the process of being finalized.

**5. FACTORS AFFECTING RESULTS**

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

**6. WHAT NEEDS TO BE DONE**

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



**AGENCY NAME: Oregon Public Utility Commission**

**II. KEY MEASURE ANALYSIS**

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.

**7. ABOUT THE DATA**

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

**AGENCY NAME: Oregon Public Utility Commission**

**II. KEY MEASURE ANALYSIS**

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.

KPM #9	UTILITY PRICING Number of new utility pricing programs	Measure since: 2004
<b>Goal</b>	Sustainable Resource – Encourage sustainable resource use through utility pricing options.	
<b>Oregon Context</b>	Mission Statement	
<b>Data source</b>	Tariff information compiled by PUC’s Utility Program, Resource & Market Analysis.	
<b>Owner</b>	Utility Program, Ed Busch, 503-378-6625	

**1. OUR STRATEGY**

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

**2. ABOUT THE TARGETS**

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

**3. HOW WE ARE DOING**

Aggressive targets have been set to reflect the need for these programs as electricity prices continue to rise. The actual result for this new measure was slightly under the target for 2006.

**4. HOW WE COMPARE**

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

**5. FACTORS AFFECTING RESULTS**

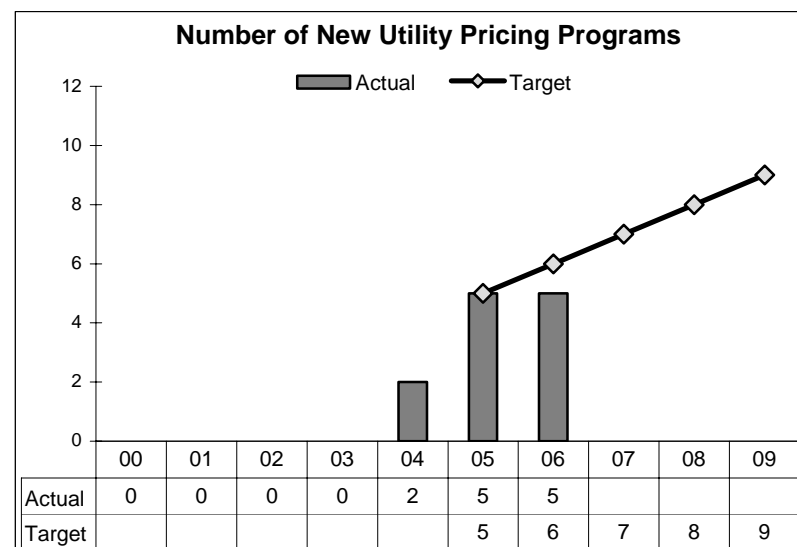
The agency has had a significant impact through the preparation of an extensive report and related activities on pricing strategies. The Commission continues to work with the utilities to evaluate the cost effectiveness of pricing programs in Oregon and elsewhere and make recommendations for new programs,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

**6. WHAT NEEDS TO BE DONE**

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

**7. ABOUT THE DATA**

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



**AGENCY NAME: Oregon Public Utility Commission**

**II. KEY MEASURE ANALYSIS**

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.

KPM #10	WATER UTILITIES Number of water utilities adopting price changes.	Measure since: 2002
<b>Goal</b>	Sustainable Resource – Encourage sustainable resource use through utility pricing options	
<b>Oregon Context</b>	Mission Statement	
<b>Data source</b>	Tariff information compiled by 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 a combination of expected general rate filings for water utilities, and of those filings, how many present an opportunity to provide rate design changes to further encourage efficient use of water.

**3. HOW WE ARE DOING**

The PUC has taken advantage of the opportunities to adopt pricing designs to encourage the efficient use of water. While the performance to date has not achieved the targets on a consistent basis, progress is being made. The targets are appropriately aggressive to focus PUC staff on this objective.

**4. HOW WE COMPARE**

There are no statistics available for comparison at this time.

**5. FACTORS AFFECTING RESULTS**

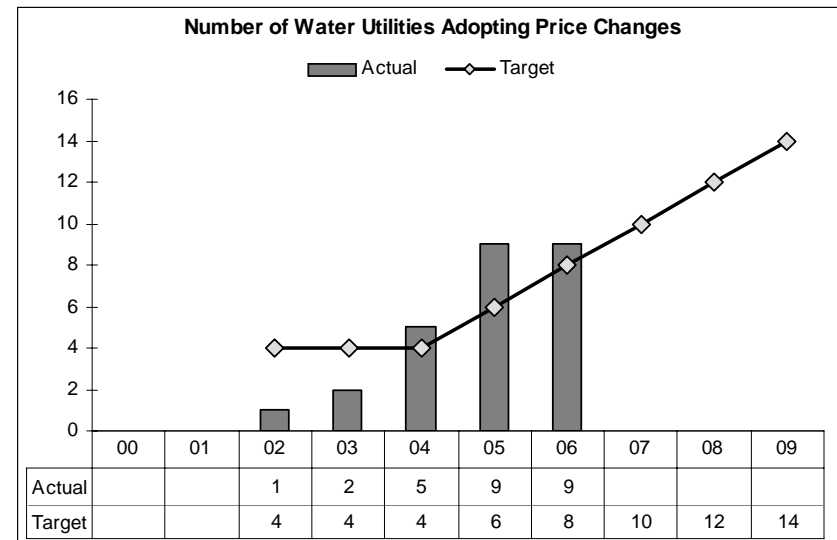
Number of water utility general rate filings. Whether or not customers of the water utilities have meters to measure usage.

**6. WHAT NEEDS TO BE DONE**

No action is needed at this time.

**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 sum of (a) the existing number of opportunities to further encourage the efficient use of water resources, and (b) the additional number of utilities during the recorded year that revised its rates to further this objective.



**AGENCY NAME: Oregon Public Utility Commission**

**II. KEY MEASURE ANALYSIS**

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.

KPM #11	INTERCONNECTION AGREEMENTS Percent of interconnection agreements processed in 45 days or less.	Measure since: e.g. 1999
<b>Goal</b>	Carrier-to-Carrier Agreement – To foster competitive market by expeditiously processing negotiated carrier-to-carrier agreement submitted for approval under Section 252(e) of the Telecommunications Act of 1996.	
<b>Oregon Context</b>	Mission Statement	
<b>Data source</b>	Staff’s analysis of information on agency’s database	
<b>Owner</b>	Administrative Hearings, Mike Grant, 503-378-6102	

**1. OUR STRATEGY**

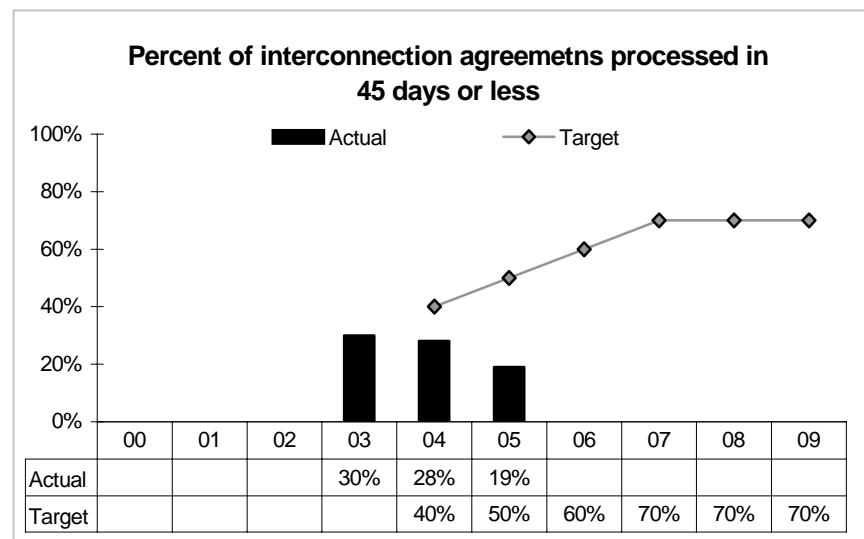
Set internal guidelines to prioritize and track filings.

**2. ABOUT THE TARGETS**

Targets designed to increase expeditious processing of filings.

**3. HOW WE ARE DOING**

Performance failed to meet goals for a variety of reasons. First, a separate process was established at the industry's request to provide preferential treatment for time-sensitive agreements, commonly referred to as "promotional offerings." These agreements receive priority and have been approved, on average, less than 5 days after filing. Second, due to unique issues presented, the Commission extended the 21-day comment period on numerous agreements filed in 2005, effectively delaying Commission approval until well after the 45 days from filing. These first two events warrant revision of the performance measure. Third, the processing of the negotiated arbitration agreements has been given lower priority in order to meet other demands caused by an increased in caseload.



**4. HOW WE COMPARE**

As noted, the measure fails to reflect new procedures to expedite the processing of time-sensitive agreements. These new procedures, as well as the performance measure as currently written, exceed standards required by federal law and those used by other regulatory commissions.

**5. FACTORS AFFECTING RESULTS**

Again, change in agency processes and priorities have negatively impacted the results.

**6. WHAT NEEDS TO BE DONE**

The agency is adopting new procedures with industry support to modify and streamline the processing of agreements. These new standards will be codified in administrative rules, and will help expedite processing of agreements. Because these new processes will render this performance measure obsolete, this performance measure should be eliminated.

**AGENCY NAME: Oregon Public Utility Commission**

**II. KEY MEASURE ANALYSIS**

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.

**7. ABOUT THE DATA**

Annual reporting cycle for calendar year based on readily available and verifiable docketing data posted on agency's website.

**AGENCY NAME: Oregon Public Utility Commission**

**II. KEY MEASURE ANALYSIS**

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.

KPM #12	COMPLAINT INVESTIGATION Percent of complaint investigation cases open 50 days or less.	Measure since: e.g. 1999
<b>Goal</b>	Timely Customer Service – To ensure timely customer service by completing complaint investigations in an average of 50 days or less.	
<b>Oregon Context</b>	HLO: #001 Enhanced consumer protection through timely and adequate customer service.	
<b>Data source</b>	Staff’s analysis of information on agency’s database.	
<b>Owner</b>	Consumer Services, Phil Boyle, 503-373-1827	

**1. OUR STRATEGY**

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

**2. ABOUT THE TARGETS**

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

**3. HOW WE ARE DOING**

The target was achieved in both 2004 and 2005, but there was a small decline in 2005.

**4. HOW WE COMPARE**

We have found only one outside industry comparison. PP&L measures time to complete PUC complaints. That report is not provided to the PUC.

**5. FACTORS AFFECTING RESULTS**

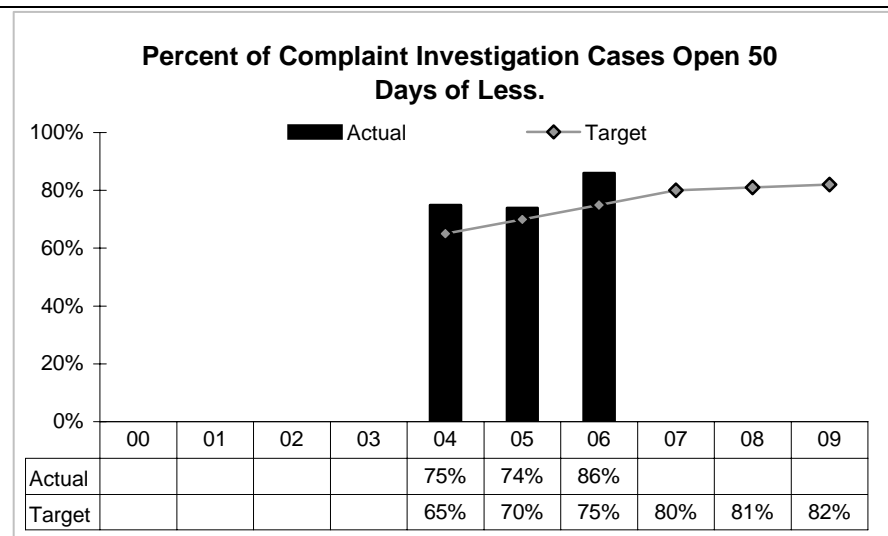
A certain number of cases cannot be addressed within the 50 days because of the complexity of the complaint. Additionally, the time of the year complaints are filed with the PUC affect the measurement because of the traditional increase in work loads during the fall and winter seasons. The increased workloads tend to extend the case completion times.

**6. WHAT NEEDS TO BE DONE**

We monitor the results and the trends.

**7. ABOUT THE DATA**

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





**AGENCY NAME: Oregon Public Utility Commission**

**II. KEY MEASURE ANALYSIS**

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.

KPMs #13	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
<b>Goal</b>	Improve Customer Satisfaction.	
<b>Oregon Context</b>	Mission Statement	
<b>Data source</b>	PUC Customer Service Survey of 400 Customers	
<b>Owner</b>	Consumer Services, Phil Boyle, 503-373-1827	

**1. OUR STRATEGY**

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

**2. ABOUT THE TARGETS**

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

**3. HOW WE ARE DOING**

The report dated May 31, 2006, was our first year of collecting the data, and is our base year.

**4. HOW WE COMPARE**

We have not located a meaningful standard to compare ourselves to.

**5. FACTORS AFFECTING RESULTS**

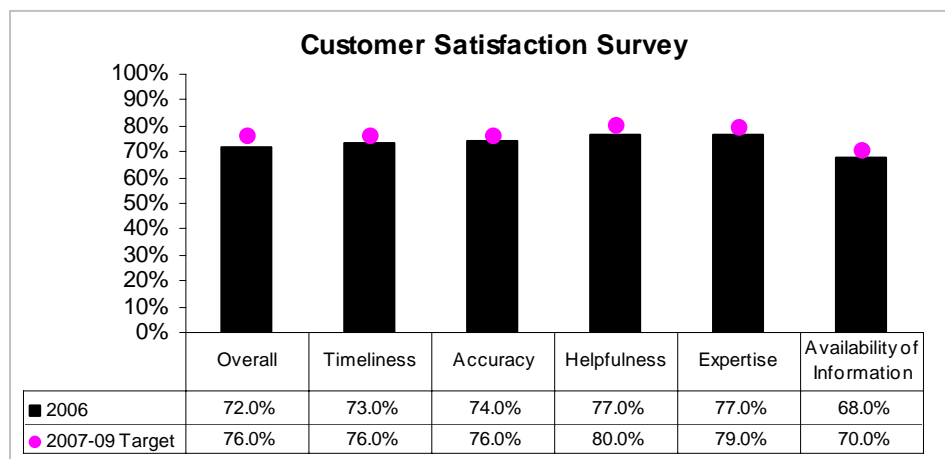
To date, we have not identified factors that would affect results; however, we expect that the efforts we make to increase our rating will identify various factors that may influence the results. We should be able to develop these concepts after the next survey has been completed.

**6. WHAT NEEDS TO BE DONE**

We have added and are developing additional consumer information through timely website additions, and partnering with state agencies and organizations to furnish informational material to consumers.

**7. ABOUT OUR CUSTOMER SERVICE SURVEY**

This 2006 customer service survey was conducted by Clearwater Research, Inc. The survey was conducted between April 19 and May 9, 2006. This was a simple random sample. Sample Characteristics: Population = 1,501; responses = 442; Response Rate = 43.9 percent; Confidence Level = 95 percent.



**AGENCY NAME: Oregon Public Utility Commission**

**III. USING PERFORMANCE DATA**

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

Contact: Sher Collins	Phone: 503-373-0044
Alternate: Vikie Bailey-Goggins	Phone: 503-378-6366

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

<p><b>INCLUSIVITY</b> Describe the involvement of the following groups in the development of the agency's performance measures.</p>	<p>In the Utility Program, staff developed the performance measures. Stakeholders were not involved with the process for measure #1, and #4 through #10, but were kept informed. Comments were considered when finalizing the measures. These measures were part of the overall budget packages and presented at PUC meetings open to the public and stakeholders.</p> <p>Admin Hearings measure #11 was developed by intra-agency team assigned to review and process Carrier-to-Carrier agreements. Stakeholders were not involved, but kept informed.</p> <p>The Residential Protection Services Fund Program had the Telecommunication Devices Access Program Advisory Council (TDAPAC) and the Oregon Telephone Relay Service (OTRS) Industry Advisory Group review measures #2 and #3. Both groups of stakeholders supported the performance measures. Several senior advisory groups such as Services for Disabled and Seniors Division (SDSD) and "Triple-A" a senior advocacy group also gave input. Local agencies and organizations for deaf and hard of hearing people such as Oregon Association of the Deaf and Self Help for the Hard of Hearing received an opportunity for input as well.</p>
<p><b>1. MANAGING FOR RESULTS</b> How are performance measures used for management of the agency? What changes have been made in the past year?</p>	<p>The measures are used to detect where the agency needs to focus its efforts.</p> <p>Examples:</p> <ol style="list-style-type: none"><li>1. Measures 4 and 5 help us measure accidents related to electric and gas operations, and help us manage the inspection and enforcement aspects of prevention.</li></ol> <p>Measures 2 and 3 help us measure and manage how much outreach performance is necessary in order to ensure that low income individuals, especially seniors, who benefit from our services are given information on how to contact us and enroll in services.</p>
<p><b>2. STAFF TRAINING</b> What training has staff had in the past year on the practical value and use of performance measures?</p>	<p>We have taken advantage of the various meetings and work shops offered by the State. Our Performance Measure Coordinator attends quarterly meetings and gives updates to management.</p>

**AGENCY NAME: Oregon Public Utility Commission**

**III. USING PERFORMANCE DATA**

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

<p>1 COMMUNICATING RESULTS How does the agency communicate performance results to each of the following audiences and for what purpose?</p>	<p>Agency performance measure information is on our Web site @ <a href="http://www.puc.state.or.us">www.puc.state.or.us</a> to keep the public and stakeholders informed. The results are presented in the agency's budget document.</p> <p>When performance measures 2 and 3 results are completed each year, the information is distributed through the TDAPAC and OTRS Industry Advisory Committees to inform the advisory groups of our progress and obtain feedback on how we can increase the effectiveness of our measurements (i.e., gather ideas on how to do outreach better).</p>
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