

LIQUOR CONTROL COMMISSION, OREGON

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

Proposed KPM's for Biennium (2011-2013)

Original Submission Date: 2010

Finalize Date: 9/30/2010

2009-2010 KPM #	2009-2010 Approved Key Performance Measures (KPMs)
1	Sales to Minors – Percentage of licensees who refuse to sell to minor decoys.
2	RATE OF SECOND VIOLATION – Percentage of licensees detected to have violated a liquor law in a second, separate, incident occurring within 2 years after the year of the first violation.
3	Licensing Time – Average days from application receipt to license issuance.
4	CUSTOMER SERVICE - Percent of customers rating their satisfaction with the agency’s customer service as “good” or “excellent”: overall, timeliness, accuracy, helpfulness, expertise, availability of information.
5	OLCC Rate of Return – Net OLCC distribution divided by actual expenses.
6	Best Practices: Percent of total best practices met by the Board.

New Delete	Proposed Key Performance Measures (KPM's) for Biennium 2011-2013
	Title: Rationale:

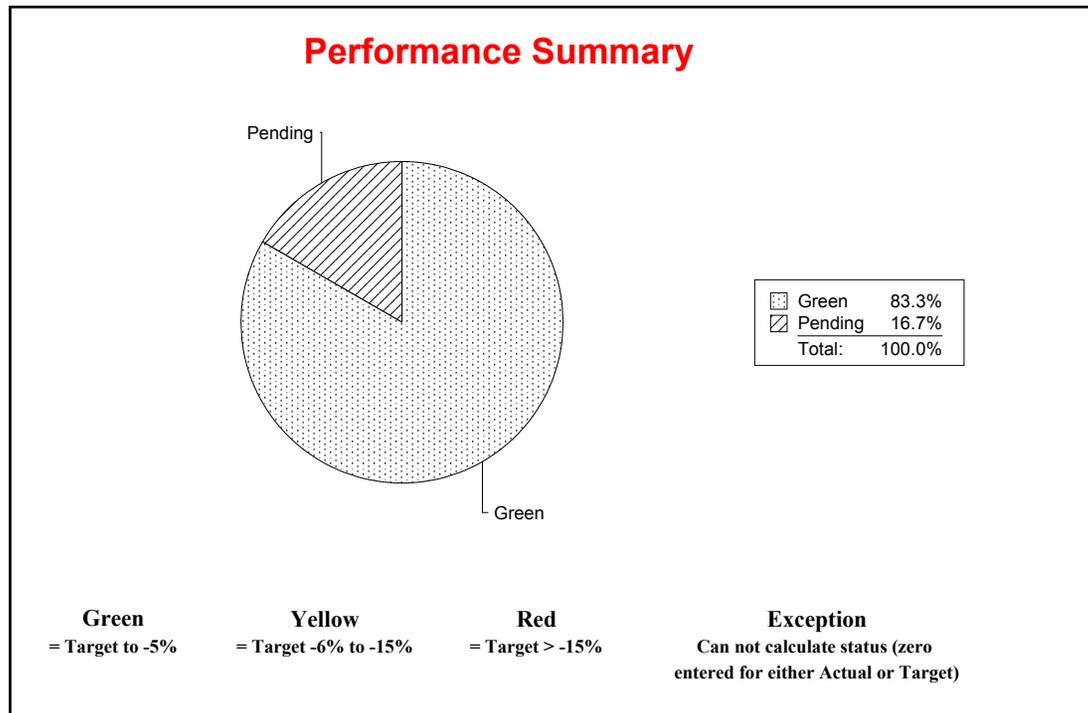
Agency Mission: To promote the public interest through the responsible sale and service of alcoholic beverages.

Contact: Bill Schuette, Research Analyst

Contact Phone: 503-872-5023

Alternate: Michael O'Connor, Director of Financial Services

Alternate Phone: 503-872-5163



1. SCOPE OF REPORT

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

2. THE OREGON CONTEXT

The OLCC envisions itself as a public safety agency that serves as a model for state alcohol regulation programs whose guiding principles are Public

Safety, Economic Development, and Stewardship. The OLCC identifies itself as an integral part of a greater alcohol beverage system. Using a systems approach, the OLCC sees itself as meeting the public's need for a livable community and a sustainable, healthy, and responsible marketplace. The alcoholic beverage system in Oregon is managed by the OLCC with two processes. First, the OLCC's Public Safety Services Program seeks to license safe and responsible businesses quickly. Businesses that the OLCC licenses include: bars and restaurants that serve beer, wine, and spirits by the glass; grocery and convenience stores that sell packaged beer and wine; manufacturers (breweries, brew pubs, wineries, distilleries); and importers/distributors that supply beer and wine to licensees. Once in operation, the OLCC monitors liquor law compliance of these businesses, and pursues activities and policies that promote compliance. By focusing on strategies that promote liquor law compliance, the OLCC works to address livability concerns of communities, while facilitating responsible, safe, and sustainable Hospitality, Tourism, and Grocery Industries in Oregon, among others. Second, the OLCC's Distilled Spirits Program seeks to meet current and emerging customer expectations for distilled spirits product selection and availability, price, and retail outlet convenience. Through the work of the Distilled Spirits Program, the OLCC makes a wide selection of distilled spirits products regularly and reliably available at its 243 contract liquor retailer locations, at prices that are the same regardless of where they are purchased in the state. The OLCC contracts with private independent business operators to sell packaged distilled spirits directly to individuals, and to local licensees who then are allowed to sell distilled spirits by the drink at their place of business. Through the processes of both the Public Safety Services Program and the Distilled Spirits Program, the OLCC balances the sometimes competing demands of the agency's stakeholders and customers. By optimizing the alcohol beverage system in Oregon, the OLCC creates a sustainable marketplace, where the concerns and interests of a wide group of individuals and businesses can be accounted for. To insure that the OLCC continues to optimize Oregon's alcohol beverage system, these key measures have been created to monitor the agency's performance.

3. PERFORMANCE SUMMARY

During the 2009 Legislature, the Ways and Means Committee approved a new OLCC KPM Rate of Second Violation. The goal for this measure was not established, but generally the OLCC and the Committee agreed that the agency should strive to improve over previous years until a target can be established. For FY2010, the OLCC reports 6 of 6 KPMs are near or met their respective targets. KPM#1 Sales to Minors reported a pass rate of 80% for the state during FY2010 which meets the target of 80%. This was an improvement of 2% from the previous fiscal year. KPM#2 Rate of Second Violations reported a rate of 18% of licensees committing a second violation within two years of committing a first violation for the FY2010 analysis. This is an increase from FY2009 which reported a rate of 6% but an improvement from FY2008 which initially reported a rate of 20%. KPM#2 is a new measure and does not have a target. Because this is a new measure, data is still being evaluated to determine if the year to year changes are normal variation or require refinement in how the measure is calculated. KPM #3 Licensing Time met the statewide target of 90 days for FY2010. This represents an improvement of 17 percent over last year and reflects several improvements in the license processing system. KPM#4 Customer Service. Overall service that received a good or excellent rating averaged 82% for FY2010 and met the target. Availability and Timeliness of providing information received scores of 76 percent and 77 percent respectively and did not meet the targets. All other customer service measures (accuracy, expertise and helpfulness) exceeded the target expectations. The scores are improved over FY2009 due to a return to the previously used survey process. FY2009 attempt to expand the survey through open internet postings resulted in a self selected survey population and a statistically invalid result. KPM#5 OLCC Rate of Return achieved a rate of \$2.72 in revenue distributed for public use for every \$1 spent by the agency. This exceeded the target of \$2.70 but was less than the FY 2009 amount of \$2.81. The FY2010 rate was adversely influenced by the decline in the general economy but also helped by the \$0.50 per bottle surcharge. KPM#6 Best Practices achieved a rate of 99 percent of the best practices met by the

Board according to a self assessment survey of the commission. This is very close to the target of 100 percent and demonstrates that the OLCC continues to operate at the highest levels of governance.

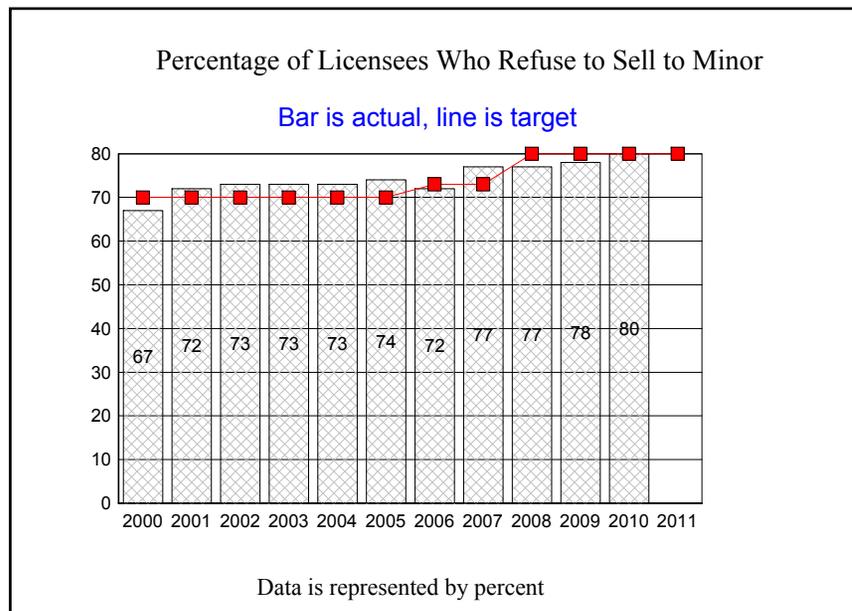
4. CHALLENGES

The major challenges to the effective operation of the OLCC, as reflected by these Key Performance Measures, result from a lack of resource flexibility needed to adjust to changing public safety, statutory, and market conditions. Being adaptive is paramount for the agency to successfully respond to growth in Oregon's population and economy, and the subsequent public safety and public demand needs. Upgrading the agency's information technology systems are critical to shortening the licensing process, tracking enforcement data for second violation measurement and making information available to OLCC customers in a timely manner. Factors affecting the results of the following measures are generally related to the needs of the agency to have flexibility to adapt to its changing environment.

5. RESOURCES AND EFFICIENCY

The OLCC's actual total operational expenditures for Fiscal Year 2010 was \$63 million. The agency views KPM #3 (Licensing Time) and KPM #5 (OLCC Rate of Return) as efficiency measures

KPM #1	Sales to Minors – Percentage of licensees who refuse to sell to minor decoys.	2002
Goal	PUBLIC SAFETY - Meet potential customer demand for alcoholic beverages and outlets in a socially responsible manner	
Oregon Context	Benchmark #50a - 8th Grade Alcohol Abuse (Formally BM#49 - Teen Substance Abuse) and Governors Guiding Principle of Public Safety	
Data Source	OLCC enforcement records, minor decoy database	
Owner	OLCC Public Safety Services Program Enforcement Division, Linda Ignowski Director. 503.872.5115	



1. OUR STRATEGY

The OLCC has three principle strategies for achieving the goal of Public Safety relating to this measure. The first strategy is to assure the OLCC has adequate resources dedicated to public safety initiatives. The second is to develop and execute policies that assure outlets comply with state liquor

laws. The third strategy is to strengthen partnerships with other stakeholders that share the agency's public safety objectives.

2. ABOUT THE TARGETS

The targets for this measure are based on historical averages of licensees refusing to sell alcoholic beverages to minor decoys. This target is viewed as a threshold; a level of compliance the OLCC strives to exceed. The 2007 Legislature asked the agency to increase the threshold target to 80% compliance beginning in FY 2008.

3. HOW WE ARE DOING

The OLCC has regularly exceeded the target level for this measure. Given this fact, the OLCC proactively increased the target level from 70 percent to 73 percent for the 2006 reporting period. The state legislature raised the target again during the 2007 session to 80 percent. The 2010 result of 80 percent continues to demonstrate improvement in the agency's performance and puts OLCC right at the target. In five of OLCC's six inspection regions, the annual average compliance rate exceeded the 80% target in 2010.

4. HOW WE COMPARE

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

5. FACTORS AFFECTING RESULTS

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

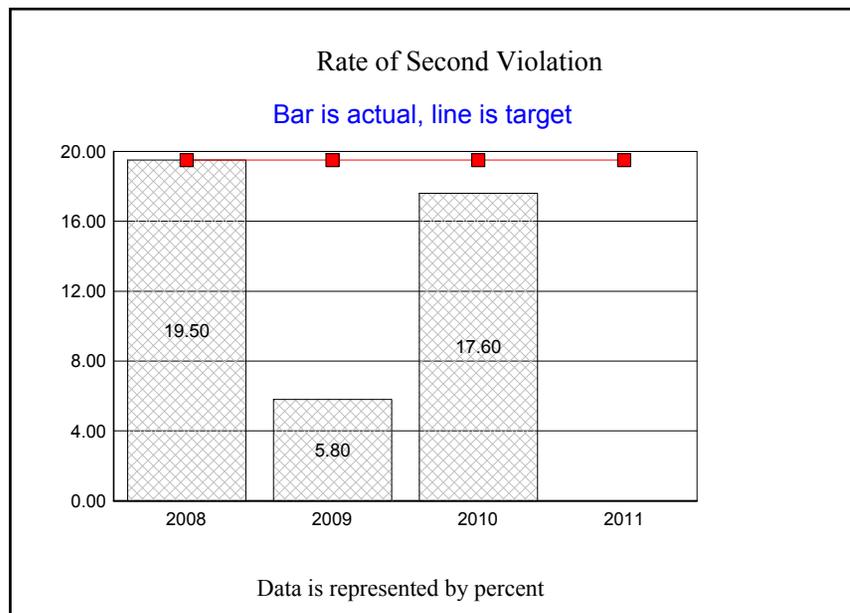
6. WHAT NEEDS TO BE DONE

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

7. ABOUT THE DATA

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

KPM #2	RATE OF SECOND VIOLATION – Percentage of licensees detected to have violated a liquor law in a second, separate, incident occurring within 2 years after the year of the first violation.	2008
Goal	PUBLIC SAFETY - Meet potential customer demand for alcoholic beverages and outlets in a socially responsible manner.	
Oregon Context	Governor’s Guiding Principle of Public Safety. OLCC Mission Statement.	
Data Source	OLCC Enforcement and Administrative Process and Procedure Records.	
Owner	Public Safety Services Program (PSSP), Linda Ignowski – OLCC Regulatory Director, 503.872.5115	



1. OUR STRATEGY

Innovations and Enhancements to Education, License Processing, Enforcement, and Adjudication Functions.

2. ABOUT THE TARGETS

Targets are not available at this time. The OLCC will seek to better the KPM result in each subsequent year until enough data can be collect to establish an reasonable target.

3. HOW WE ARE DOING

We continue to refine the data collection process and calculation for this measure. This measure requires an enormous manual process to calculate the result. An upgrade to the enforcement data systems that was anticipated at the time this measure was conceived has not occurred due to budget reductions. For the FY 2010 analysis we reverted to the FY2008 process which measures repeat violations of premises. FY2010 results indicate that 17.6 percent of premises that committed an infraction in FY2007 had a repeat violation FY2008 or FY2009. This indicates an improvement over the FY2008 calculation of 19.5 percent.

4. HOW WE COMPARE

We have found no other agencies or states with a similar measure.

5. FACTORS AFFECTING RESULTS

OLCC continues to refine the process how this measure is calculated. Difficulties calculating this measure include changes of ownership over the three year evaluation period, multiple violations for the same licensee issued on the same day, lack of coding in the existing data that would enable better segregation of the data, and data accessibility.

6. WHAT NEEDS TO BE DONE

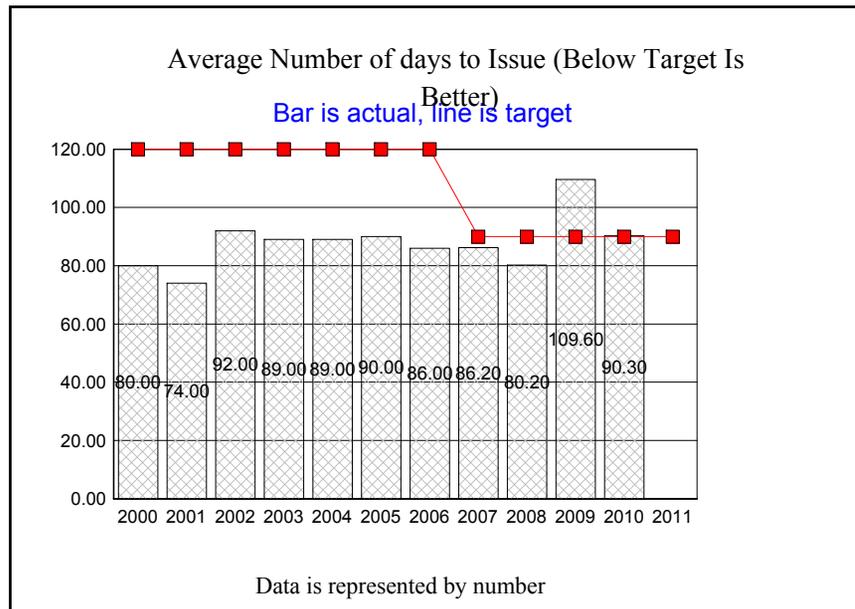
OLCC will work to refine the criteria and process for calculating this measure. The anticipated IT system that would have been able to more efficiently manage this information had been delayed and is not expected in the near future due to budgetary constraints. Staff will work to build a better data base for this information using existing resources.

7. ABOUT THE DATA

The measure is calculated dividing the number of premises that have committed their first serious liquor law violation (category 1, 2, or 3) in a given

year, by the number of those premises that go on to commit another separate serious liquor law violation within the two years following the year of their first. The compilation of this data was done manually: linking various spreadsheets and investigating compliance history by using the agency's paper filing system.

KPM #3	Licensing Time – Average days from application receipt to license issuance.	2005
Goal	ECONOMIC DEVELOPMENT To enable Oregon businesses to begin and continue to operate safely and responsibly as soon as possible, supporting Oregon's Hospitality and Tourism Industries.	
Oregon Context	Oregon Benchmark #1(Employment in Rural Oregon), #2 (Trade Outside Oregon), #3 (New Employers), #4 (Net Job Growth) Oregon benchmarks relating to Growth of Oregons Economy and Job Growth. Governors Guiding Principles of Business and Job Growth.	
Data Source	OLCC license applications processing records. Internally developed system report: License Process Period Analysis-Number of Days to Issue a License.	
Owner	OLCC Public Safety Services Program - Farshad Allahdadi – License Services Director 503.872.5224	



1. OUR STRATEGY

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

2. ABOUT THE TARGETS

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

3. HOW WE ARE DOING

Improvements to the OLCC's licensing process have enabled the agency reduce the average licensing time statewide to 90.3 days for FY2010. This is very close to the legislatively set target and represents considerable improvement over FY2009.

4. HOW WE COMPARE

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

5. FACTORS AFFECTING RESULTS

There are many factors affecting the number of days it takes to issue a liquor license; some internal and some external. Internal factors continue to be identified and streamlined through process improvements and technological solutions (automations). External factors are difficult to control. The primary external factor affecting how quickly a liquor license can be issued is the license application review by the local governing body (city or county). Statute gives local government up to 75 days (45 days plus and additional 30 day extension – if requested) to review a license application within their jurisdiction and provide a recommendation (positive, negative, or neutral). The OLCC cannot complete the processing of an application until the local government review is completed. Lengthy application review by local governments usually occur in the larger metropolitan areas, such as Portland. These areas also have higher numbers of license applications, in absolute terms, which influence the overall statewide average

licensing times. Additionally, the timeliness of the applicant in providing materials necessary to the application investigation can impact overall processing time. Applicants not prepared for or committed to the process may have longer processing times. A good illustration of how factors outside of agency control may impact the total time to issue a license can be found in looking at the licensing work of the Portland field office. For licenses issued by the Portland office (a subset of the KPM) between January 2010 and September 2010, the average time to issue a license was approximately 113 days. However, during the same period staff processing time totaled to an average of only 50 days; only 44% of the total time to issue a license. The remaining 56% of the time is driven by external factors described above, and are outside the control of the agency.

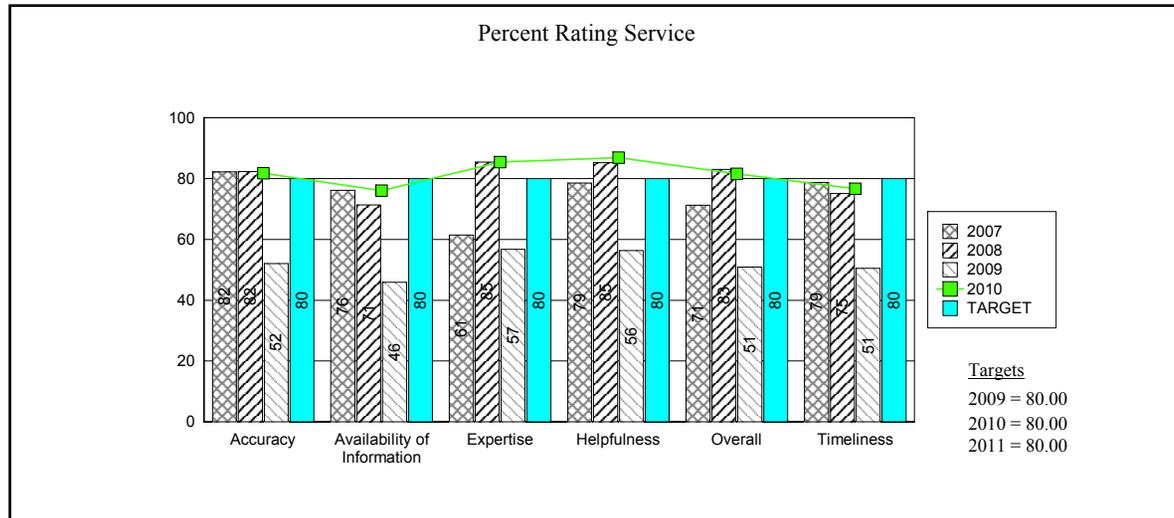
6. WHAT NEEDS TO BE DONE

The 2010 results of this measure indicate that the OLCC is improving but should continue with its effective strategy for exceeding this target. By pursuing risk-based workflow improvements, and the implementation of technical streamlining measures, the OLCC can continue to meet the targets of this measure.

7. ABOUT THE DATA

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

KPM #4	CUSTOMER SERVICE - Percent of customers rating their satisfaction with the agency’s customer service as “good” or “excellent”: overall, timeliness, accuracy, helpfulness, expertise, availability of information.	2006
Goal	STEWARDSHIP The OLCC will sustain high-level customer service. It will continue to improve its customer service levels by finding more efficiencies, improving time frames for delivering services, and by making information accessible to customers and the public.	
Oregon Context	Governors Guiding Principle of facilitating the growth of business and jobs by strategically investing in human capital and infrastructure.	
Data Source	Annual OLCC Customer Service Survey conducted via Surveymonkey.com. and paper survey cards for visitors to the OLCC main office. Links to online survey were sent to 5 stakeholder groups by email. Paper surveys were made available at the reception desk for licensees and the public that came into the agency in person during an 8 week period from July 1, 2010 to August 26, 2010 Results are available by stakeholder group, but are consolidated here	
Owner	OLCC Support Services Program Management and Consulting Services Division, Bill Schuette Research Analyst, 503.872.5023	



1. OUR STRATEGY

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

2. ABOUT THE TARGETS

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

3. HOW WE ARE DOING

The OLCC exceeded the 80% target in overall service, expertise, accuracy and helpfulness. We did not meet the target for timeliness and availability of information indicating that the agency needs to improve in these areas. Response rates were slightly down in the licensee and stakeholder groups but were up in the liquor store agent and staff groups. Public input was collected through people visiting the Portland office looking for information or requesting assistance.

4. HOW WE COMPARE

On the whole, it is difficult to make general comparisons of the OLCC's customer service levels to other agencies, because of the breadth of stakeholder groups we serve. Many of the OLCC's stakeholders have opposing views on the agency's role and responsibilities. The agency developed a method to pool survey responses into similar stakeholder groups so segmented customer service feedback can be obtained and responded to. However, because agencies have been required to collapse all customer services data sources into one combined result, this KPM lacks information as to the true drivers of this rating. The OLCC will distribute the un-pooled survey responses to internal management, and to publish results on its website, so staff and stakeholders may take positive steps to improve the agency's customer service rating.

5. FACTORS AFFECTING RESULTS

Last year's survey used the web to collect responses from the general public and licensees. Although this method increased the number of responses it became evident from the comments being received that there was that there a significant level of self selection through the open web survey. Subsequent investigations of the statistical literature concluded that this self selection results in unreliable survey outcomes. This year's survey returned to the previous methodology that measures how the agency is directly servicing it primary customer base; stakeholders (community groups

and industry) licensees (those who sell alcoholic beverages), agents (contractors who run the liquor stores), and Server Education providers.

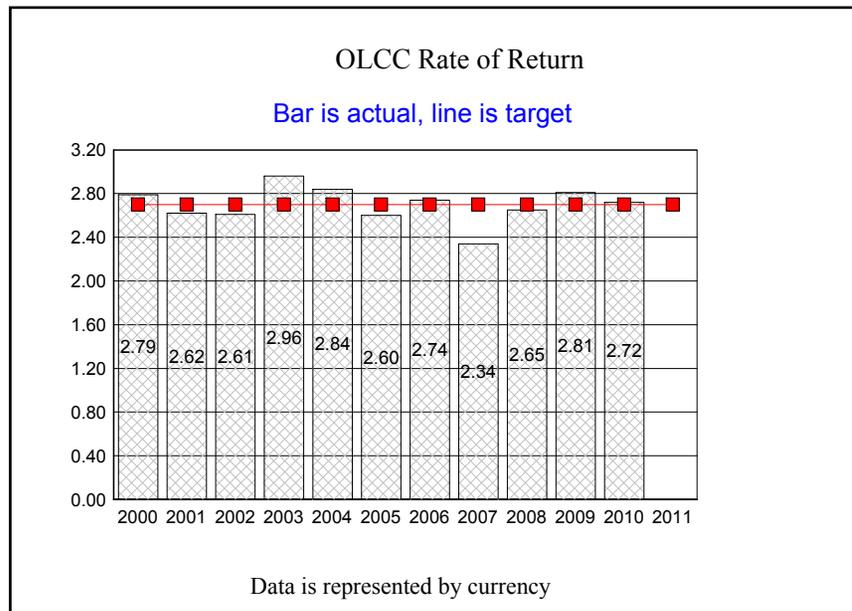
6. WHAT NEEDS TO BE DONE

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

7. ABOUT THE DATA

Surveys are collected after the close of the Oregon Fiscal Year from identified stakeholders that have had dealings with the OLCC during the previous 12 months. The agency maintains email lists for key stakeholders, agents, and server education providers. These groups were emailed during the survey period with a link to SurveyMonkey.com where they could provide response. The main weakness of this survey is the general lack of proportionate responses from subgroups such as the General Public and Licensees. Licensee data was gathered by making printed surveys available at the front desks and license renewal desks. Licensees could fill out the surveys at the OLCC office or were given a web link where they could take the survey online. Public response was only gathered from people visiting an OLCC office looking for information or other services. The OLCC continues to explore cost effective ways of reaching out to all stakeholder groups for feedback.

KPM #5	OLCC Rate of Return – Net OLCC distribution divided by actual expenses.	2007
Goal	STEWARDSHIP The OLCC follows a socially responsible business model, and provide responsible stewardship of its assets, managing risks and protecting revenue flows.	
Oregon Context	Governors Principle of Government Efficiency and Accountability.	
Data Source	OLCC Consolidated Annual Financial Statements (Oregon FY)	
Owner	OLCC Support Services Program Financial Services Division, Michael OConnor Director, 503.872.5163	



1. OUR STRATEGY

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

2. ABOUT THE TARGETS

The 2007 Legislature asked the agency to set the target for this new measure at \$2.70. The target reflects the agency's mission of balancing public safety objectives with those of making distilled spirits safely available to consumers and licensees. The OLCC seeks to hit this target as closely as possible; given posting rates of return significantly over or under the target may indicate a system out of balance.

3. HOW WE ARE DOING

The results of this measure demonstrate that the agency is providing a stable rate of return that reflects effective, responsible, and balanced operations. The OLCC rate of return fell, slightly, to \$2.72 during FY 2010 due to a decline in the general economy. A special \$0.50 per bottle surcharge increased revenue collections. These factors combined to result in a rate of return very close to the target of \$2.70 despite a leveling in sales. As noted above, the OLCC does not believe regularly or greatly exceeding the target is a sustainable condition for a well balanced and effective organization.

4. HOW WE COMPARE

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

5. FACTORS AFFECTING RESULTS

There are many factors that affect the agency's rate of return. As discussed above, general economic conditions were the principle driver of the FY 2010 rate of return. However, other factors affecting the result are: changes in consumer preferences, resource capacity of the agency's Distilled Spirits Program, moderating agency policies, budget limitations, etc.

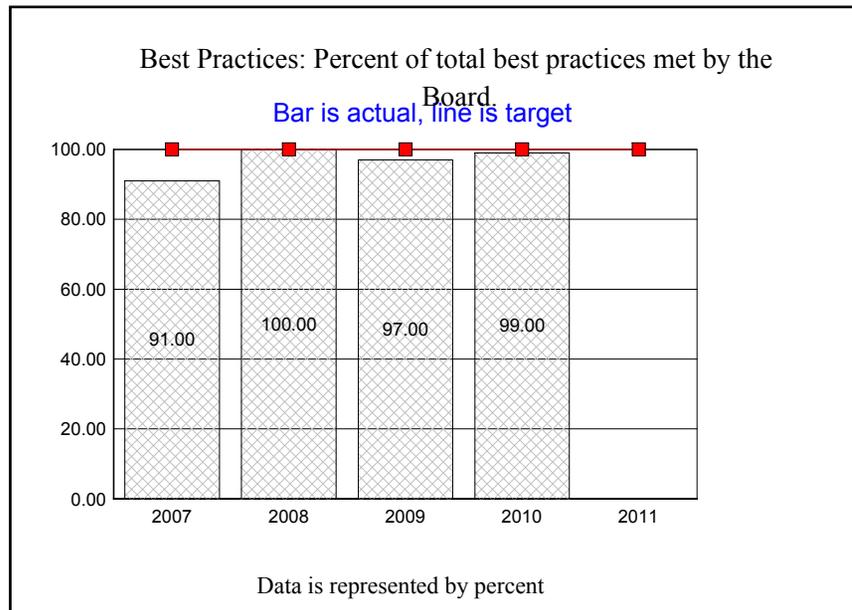
6. WHAT NEEDS TO BE DONE

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

7. ABOUT THE DATA

The data supporting this measure is found in the agency's consolidated annual financial report. An error was discovered and corrected in the FY2009 calculation.

KPM #6	Best Practices: Percent of total best practices met by the Board.	2007
Goal	STEWARDSHIP The OLCC will provide responsible stewardship of its assets, managing risks and protecting revenue flows. The OLCC will sustain high-level customer service. It will continue to seek to improve its customer service levels by finding more efficiency, improving time frames for delivering services, and by making information accessible to customers and the public.	
Oregon Context	The 2007 Legislature asked the agency to set the target for this measure to 100%. It is the expectation of the Legislature that the commissioners who head this agency operate with the highest levels of governance, as described by DAS best practices standards.	
Data Source	The 15 question commission governance self-assessment survey was distributed to the 5 OLCC Commissioners via an online survey (surveymonkey.com). The commissioners were asked to respond to the yes/no questions, and had an opportunity to provide comment or explanation for each response. The 5 self-assessment results were downloaded and compiled using MS Excel.	
Owner	OLCC Management Consulting Services Division, Bill Schuette, Research Analyst, 503.872.5023	



1. OUR STRATEGY

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

2. ABOUT THE TARGETS

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

3. HOW WE ARE DOING

This is the fourth year the self-assessment has been taken by the agency's commissioners. All 5 commissioners responded to the FY 2010 request to complete this self-assessment and all commissioners answered every question. There was 99 percent agreement among the commissioners that OLCC best practices were being met. The assessment indicated that the commission's governance practices were very near the target of 100 percent.

4. HOW WE COMPARE

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

5. FACTORS AFFECTING RESULTS

The agency, and its commissioners, continues to strive to operate at the highest professional standards. FY 2010 saw 100 percent participation in the survey.

6. WHAT NEEDS TO BE DONE

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

7. ABOUT THE DATA

Data was collected from the five commissioners by providing them the self-assessment form online. Fifteen questions were asked target toward five best practice areas; executive leadership, strategic management, policy activities and development, financial and audit information and management practices. Answers were categorized by yes (agreement) or no (disagreement). This data was compiled by the research analyst, and reported here, for FY 2010.

LIQUOR CONTROL COMMISSION, OREGON

III. USING PERFORMANCE DATA

Agency Mission: To promote the public interest through the responsible sale and service of alcoholic beverages.

Contact: Bill Schuette, Research Analyst

Contact Phone: 503-872-5023

Alternate: Michael O'Connor, Director of Financial Services

Alternate Phone: 503-872-5163

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

1. INCLUSIVITY

- * **Staff:** Executive and technical staff are involved in the creation of performance measures. Technical staff is responsible for collecting and reporting performance measure data.
- * **Elected Officials:** The Oregon Legislature directed the agency to set various targets for the above measures.
- * **Stakeholders:** The OLCC strives to maintain strong relationships with its stakeholders; implicitly and explicitly incorporates stakeholder concerns into agency business.
- * **Citizens:** The OLCC strives to maintain strong relationships with its stakeholders; implicitly and explicitly incorporates stakeholder concerns into agency business. The OLCC publishes its KPMs on the agency website for public access.

2 MANAGING FOR RESULTS

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

3 STAFF TRAINING

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

4 COMMUNICATING RESULTS

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

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

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

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