

List of Potential Metrics Related to Strategic Directives

SD-02 Safety

Possible SD Metrics	Sources
(1) Note: no high-level metrics recommended because of the sheer number of regulated entities and variation among them	Senior management leads' suggestion
(2)	
(3)	
(4)	

SD-03 Reliability and Resiliency

Possible SD Metrics	Sources
(5) Average electrical power outage duration (SAIDI)	Senior management leads' suggestion
(6) Average number of interruptions in electrical power (SAIFI)	Senior management leads' suggestion
(7) Completion of reliability decisions within allocated timeframe	Senior management leads' suggestion
(8) 100% compliance by utilities with federal and regional reliability and resiliency standards as they relate to generation and transmission (LTPP proceedings)	Senior management leads' suggestion
(9) Percent of regulated entities in compliance with maximum contaminant levels (MCLs)	Senior management leads' suggestion
(10) Percent of entities' maintenance programs reviewed by CPUC every three years	Senior management leads' suggestion
(11)	
(12)	
(13)	

SD-04 Rates and Affordability

Possible SD Metrics	Sources
(1) Ratio of average bills to average household income	Senior management leads' suggestion
(2) System average changes on a five year rolling average basis compared to the rate of inflation over the same period	Commissioner lead's and senior management leads' suggestion

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Possible SD Metrics	Sources
(3) Rates and customer bills in California as compared to national data	Commissioner lead's suggestion Senior management leads note: "suggest deleting: not clear on the value of this data, as ratemaking is done on a cost-of-service basis, not by comparison"
(4) Low-income energy costs as a percentage of household income	Commissioner lead's suggestion Senior management leads note: "suggest deleting: tying low-income rates to a specific percentage of household income is something that would need to be decided in a proceeding and not appropriate as a metric for an SD"
(5) Rate decisions completed in a timely manner	Commissioner lead's suggestion Senior management leads suggest specifying timeliness metric as follows: "rate decisions completed such that the new rates go into effect the first day of the test year"
(6)	
(7)	
(8)	

SD-05 Universal Access/Universal Service

Possible SD Metrics	Sources
(1) 98% of households have access to broadband	Senior management leads' suggestion
(2)	
(3)	
(4)	

SD-06 Consumer Protection, Education, and Assistance

Possible SD Metrics	Sources
(1) Summary statistics of informal complaints, contact, and inquiries that are received and processed (CAB)	Senior management leads' suggestion
(2) Summary statistics of applicable outreach events (News & Outreach Office)	Senior management leads' suggestion
(3) Summary statistics of contacts with the Public Advisor's Office (PAO)	Senior management leads' suggestion

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(4) Consumer contacts received and processed by community-based organizations through CPUC's TEAM (Telecommunications Education and Assistance in Multiple-Languages) program and CHANGES (Community Help and Awareness of Natural Gas and Electric Services) program (CSID)	Senior management leads' suggestion
(5) Summary statistics of formal complaints regarding consumer issues (ALJ)	Senior management leads' suggestion
(6)	
(7)	
(8)	

SD-07 Compliance and Enforcement

Possible SD Metrics	Sources
(1) Percent of ordering paragraphs for which entities are in compliance	Senior management leads' suggestion
(2) Percent of ordering paragraphs for which entities are out of compliance	Senior management leads' suggestion
(3) Timeliness of CPUC follow-up to non-compliance	Senior management leads' suggestion
(4) Number of citations	Senior management leads' suggestion
(5) Number of fines processed	Senior management leads' suggestion
(6)	
(7)	
(8)	

SD-08 Climate Change

Possible SD Metrics	Sources
(1) GHG emissions levels	Commissioner lead's and senior management leads' suggestion
(2) 100% of relevant procurements take into account GHG impact	Senior management leads' suggestion
(3) 100% of CPUC's cost-effectiveness calculations include total cost of GHG	Senior management leads' suggestion

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(4) 100% of CPUC-regulated entities are on track to meet GHG goal	Senior management leads' suggestion
(5) Note: eventually have a target for percent GHG reduction for regulated entities	Senior management leads' suggestion
(6)	
(7)	
(8)	

SD-09 Environmental Sustainability

Possible SD Metrics	Sources
(1) Note: Other than creating a checklist that includes these factors in decision-making process (like safety), and tracking percentage of decisions that took these impacts into consideration, not sure how to measure this.	Senior management leads' suggestion
(2)	
(3)	
(4)	

SD-10 Economic Prosperity

Possible SD Metrics	Sources
(1) Regulated entities procure at least 21.5% of goods and services from diverse suppliers	Senior management leads' suggestion
(2) Note: Elements 3 and 5 don't seem to lend themselves to quantitative measurement. This raises a concern about how the CPUC would defend itself against scrutiny if asked to show how it is meeting this expectation.	Senior management leads' suggestion
(3)	
(4)	
(5)	

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SD-11 Administration

Possible SD Metrics	Sources
(1) Staff turnover rate;	Senior management leads' suggestion
(2) Participation rates in mentoring programs	Senior management leads' suggestion
(3) Vacancy rate of no more than 10% (or the state average)	Senior management leads' suggestion
(4) Size of training budget,	Senior management leads' suggestion
(5) Percent of training budget expended,	Senior management leads' suggestion
(6) Percent of staff that have participated in training	Senior management leads' suggestion
(7) Zero information breaches	Senior management leads' suggestion
(8) Zero incidents of operational interruptions	Senior management leads' suggestion
(9) Zero lapses in services due to contractual issues,	Senior management leads' suggestion
(10) Meeting small business thresholds	Senior management leads' suggestion
(11) Staying within annual appropriation, state operations does not exceed 10% of overall budget	Senior management leads' suggestion
(12) Harnessing 1% savings	Senior management leads' suggestion
(13) No less than 90% overall surcharges	Senior management leads' suggestion
(14)	
(15)	
(16)	

SD-12 Communication and Engagement

Possible SD Metrics	Sources
(1) Use of surveys, focus groups, and interviews for gauging effectiveness of communication and engagement, internally and externally	Senior management leads' suggestion
(2)	
(3)	
(4)	

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SD-13 Decision-making Process

Possible SD Metrics	Sources
(1) Commissioner attendance at hearings and Commissioner business meetings	Senior management leads' suggestion
(2) Online survey of users regarding ability to actively participate in developing the record	Senior management leads' suggestion
(3)	
(4)	
(5)	

SD-14 Coordination with Other Governmental Entities

Possible SD Metrics	Sources
(1) Number of MOUs with different governmental entities and the age of the MOUs	Senior management leads' suggestion
(2) Quality rating of joint meetings, workshops, and confabs	Senior management leads' suggestion
(3)	
(4)	
(5)	

SD-15 Risk Management

Possible SD Metrics	Sources
(1) Continuing and timely participation in State Leadership Accountability Act (SLAA) monitoring and reporting process overseen by the Department of Finance; maintenance of an ongoing enterprise risk management system that includes the participation of all divisions	Senior management leads' suggestion
(2) Inclusion of risk analysis and prioritization in substantial BCPs; inclusion of discussion of risks by Commissioners and senior managers in meetings related to resource allocation	Senior management leads' suggestion
(3) Percentage of recommendations or findings from external and internal audits	Senior management leads' suggestion

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Possible SD Metrics	Sources
for which CPUC has achieved compliance or is actively addressing	
(4)	
(5)	
(6)	