Strategic Plan

of the

Louisiana Public Service Commission

5-Year Strategic Plan
FY 2017 - 2018 through 2021 - 2022

Louisiana Public Service Commission
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Introduction

The Louisiana Public Service Commission (PSC) is a governmental regulatory agency established by the Louisiana Constitution to regulate all common carriers and public utilities. Public utilities regulated by the PSC include electric providers, telecommunications carriers, water and wastewater (sewer) providers and natural gas local distribution companies. The PSC's constitutional jurisdiction over public utilities excludes those utilities owned, operated or regulated by a political subdivision of the state at the time the Constitution of 1974 was established. Common carriers regulated by the PSC provide intrastate transportation services; they include passenger, waste hauling, household goods moving, non-consensual towing, and pipeline services. In addition to its constitutionally established authority, the PSC exercises "such other regulatory authority as provided by law." Pursuant to such "other regulatory authority", the Commission has implemented the Telephonic Solicitation Relief Act of 2001 through the "Do Not Call" program, which is designed to reduce the number of unwanted telephone solicitation calls to Louisiana residents. In order to perform its constitutionally and legislatively mandated duties, the PSC exercises its constitutional authority to "adopt and enforce reasonable rules, regulations, and procedures necessary for the discharge of its duties."

The PSC's jurisdiction over public utilities and common carriers includes the regulation of rates, terms and conditions of service. The PSC examines and adjusts the rates of all regulated entities to ensure that they are just and equitable for Louisiana consumers and fair to the regulated community, in accordance with federal, state and local laws and regulations. The PSC also examines the terms and conditions of service provided by utilities and common carriers to ensure that they meet quality and fairness standards established by Commission regulations and state and federal law. Regulatory examinations are carried out in the context of proceedings instituted by the regulated entity (e.g. petitions to provide regulated services, increase rates, transfer or purchase assets, issue securities, construct new generation facilities, or purchase wholesale power); by the Commission (e.g. Commission audits and investigations of rates and services and rules to show cause why the regulated entity should not be fined or have its authority from the Commission rescinded for failure to comply with Commission, state, and federal laws and regulations); and by consumers (e.g. complaints against regulated entities for charging excessive or inappropriate rates or for failing to adhere to quality standards). For over 100 years, the PSC has regulated public utilities and common carriers in a firm but fair manner to ensure that the regulated community earns a fair rate of return while Louisiana consumers enjoy low rates and high quality service.

The PSC is comprised of five elected Commissioners representing five distinct geographic districts, serving six-year terms. The chief executive officer of the Commission is appointed by the Commissioners and is responsible for the day-to-day operations. The PSC is divided into four (4) Programs for budgeting purposes: Administrative, Support Services, Motor Carrier, and District Offices. The PSC currently regulates 1,500+ public utilities and common carriers and serves over two million direct users and countless others who benefit indirectly.

Vision Statement

Continue to be an agency that is recognized for its leadership, responsiveness, and excellence. Provide consumer protection through reasonable rates and quality of service in PSC jurisdictional markets, while advancing economic development in the state by emphasizing education, technology, partnerships and continual improvement.

Mission Statement

The Public Service Commission's mission is to impartially, equitably, and efficiently regulate the rates and service of public utilities and common carriers operating in the State so as to ensure safe, reliable, reasonably priced services for consumers and a fair rate of return for the regulated utilities and common carriers and to carry out legislative mandates, such as "Do Not Call" regulation.

Philosophy

The Public Service Commission will act impartially and conduct its business openly and fairly with the highest degree of professionalism, honesty, and integrity. The Commission will evaluate and consider all technical tools to improve the efficiency of the Department and simplify procedures for utility service providers and the public. The Commission will continue to evaluate its work force and organizational structure to maximize employee productivity, minimize cost and promote the highest ethical and professional conduct. This is essential in order to maintain existing business and industry, promote economic development and protect consumers.

Agency Goals

I. Promulgate and enforce reasonable and transparent rules, regulations and procedures for the fair and efficient regulation of public utilities and common carriers, and for carrying out constitutional and legislative mandates in the State of Louisiana.

II. Continue to work with jurisdictional utilities, private industries and consumer groups to establish competitive, innovative and equitable rates for customers in an effort to grow and attract new businesses while preserving fair, affordable rates.

III. Provide thorough and specific training to ensure PSC-wide knowledge of substantive laws, regulations, and policies pertinent to PSC regulation and proceedings.

IV. Facilitate advanced, innovative, economic and prudent utility infrastructure investment consistent with environmentally, technologically and economically sound practices for the benefit of Louisiana citizens and businesses.

V. Modernize business applications to allow user-friendly access to PSC information and records.

VI. Educate consumers on issues relating to public utility, common carrier, and Do Not Call regulation.

VII. Provide compliance oversight to protect consumers and the public interest; take fair and appropriate action to address instances of non-compliance.

VIII. Expedite resolution of disputes between consumers and utilities.

Administrative Program

Authority

Constitution of the State of Louisiana, Article IV, Section 21;
Louisiana Revised Statutes 36:721 and 722; R.S. 45: 844.11, *et seq.*

Mission

The mission of the Administrative Program is to provide executive leadership, fiscal, legal, information technology and general support functions, and the oversight necessary for efficient operation of the Commission resulting in achievement of the department's overall mission of regulating public utilities and common carriers.

Program Activities

Executive Division:

The Executive Division directs all operations of the Public Service Commission (PSC) except those performed in District Offices which are under the supervision of the five elected Commissioners. The Commission currently regulates 1,500+ public utilities and common carriers. The Executive Division ensures the efficient and accountable operation of all activities within the department by providing the highest quality of leadership, professionalism, and oversight necessary to remain on the forefront of utility, common carrier and Do Not Call regulation.

At the same time, the role of the executive division includes monitoring, analysis and management of state and federal legislation in regard to energy, utilities, climate change, common carriers, fiscal matters and any other pertinent issues. Additionally, the executive division's expertise and leadership provides advice and counsel as well as provides any other necessary and/or requested support to the Commissioners.

State Outcome Goals advanced: Diversified Economic Growth, Hurricane Protection and Emergency Preparedness, Safe and Thriving Children and Families, Natural Resources, Transportation, and Transparent, Accountable and Effective Government.

Office of General Counsel:

The Office of General Counsel ("OGC"), which includes the Legal Division, serves as the legal representative of the Commission at all levels, including all matters before the Commission, state courts, and other state and federal regulatory bodies, to ensure the Commission fulfills its constitutionally mandated duties. In this role, the Legal Division represents the Commission as counsel of record in all docketed cases before the Commission, including complaints against

regulated companies, Commission investigations, rate cases and proceedings and rulemaking proceedings. The OGC also advises the Commission in areas of administrative law, civil service regulations, public records and open meeting laws, governmental ethics issues and any other legal issues that may arise during the course of agency operations. Staff is responsible for accurate and orderly processing of all formal proceedings that are acted upon by the Commission, including the drafting of Commission Orders which formalize Commission decisions.

The division investigates and issues discovery regarding complaints and applications; prosecutes regulated entities for violating orders, rules, and regulations; develops regulatory plans; and assists in the determination of earnings for regulated entities. Staff initiates and issues recommendations and proposals in rulemaking dockets which ultimately result in regulations applicable to regulated entities. The OGC represents the Commission in prosecuting the violators of the Do Not Call solicitation program and violations of any other constitutional or legislatively delegated program.

State Outcome Goals advanced: Diversified Economic Growth, Hurricane Protection and Emergency Preparedness, Safe and Thriving Children and Families, Natural Resources, and Transparent, Accountable, and Effective Government.

Management & Finance:

The division is responsible for providing services necessary to the overall operation of the Commission. The Division consists of Fiscal, Human Resources, and Information Technology.

- Fiscal successfully manages accounts payable and receivable, revenue collection and classification of approximately $10 million annually; accountable for property control, fleet management program, supplies, and inventory. Staff is responsible for managing the department's appropriation by compiling the necessary information for budget development, budget projections, and monitoring budget changes through expenditures, revenue collections, legislation, and mid-year budget adjustments.

- Human Resources provides a positive service experience for the PSC through the management of all personnel matters, in compliance with Civil Service Rules, and applicable State and Federal laws.

- Information Technology provides exceptional end user support, delivers high quality custom applications and solutions while maintaining an innovative, reliable and secure computing environment.

State Outcome Goals advanced: Diversified Economic Growth, Hurricane Protection and Emergency Preparedness, Safe and Thriving Children and Families, Natural Resources, Transportation, and Transparent, Accountable, and Effective Government.

Do Not Call Program:

The "Do Not Call" ("DNC") Program was created by the "Telephone Solicitation Relief Act of 2001" which recognized that becoming a residential telephone subscriber should not undermine or lessen a person's right of privacy and found that there was a compelling state interest to protect the privacy of such subscribers who wish to avoid unsolicited and unwanted telephone solicitations. As a result, the "Do Not Call General Order" ("DNC GO") was developed to provide the rules and regulations necessary to implement this program activity, and as of January 1, 2002, the DNC Program has been providing this protection for our residents. There is no cost to any Louisiana taxpayer or the consumers that choose to participate in the program. Businesses that wish to offer their products or services by telephone must operate in compliance with the DNC GO. Absent an authorized exemption, these companies pay fees to register and obtain the information they need to prevent making calls in violation of the Program. Consumers registered with the program may submit complaints reporting any non-exempt solicitation they receive. A telemarketer that operates in violation can be made to pay significant penalties, which provides a real deterrent to unauthorized infringement of our consumer's privacy. Enforcement investigations of complaints are conducted, using all available resources. Staff members are trained, knowledgeable, and able to respond to questions regarding not only DNC issues, but the frequently related subjects of fraud and identity theft, debt collection, and market research. In time of emergency the DNC GO authorizes the capability to suspend all telephonic solicitation. This action can be crucial when phone lines are compromised and resources must be reserved for vital emergency response communications.

State Outcome Goals advanced: Safe and Thriving Children and Families, Hurricane Protection and Emergency Preparedness, and Transparent, Accountable, and Effective Government.

Goals:

I. The Administrative program will effectively manage and provide necessary administrative and operational support to all programs of the Commission through policy development, communication, and dissemination of information.

II. Provide legal services and support to all programs to ensure that all matters are processed through the Commission in a timely manner.

III. The Administrative program will ensure fiscal reliability and promote the use of technology to improve efficiency and effectiveness.

IV. Seek to ensure that Do Not Call consumer problems, issues, and complaints are sufficiently monitored and addressed efficiently.

Objective I.1 Through the Executive activity provide the leadership and oversight necessary to efficiently and effectively achieve the objectives established for all department programs.

Strategy I.1.1 Communicate, manage, monitor, and administer department objectives.

Strategy I.1.2 Continue to utilize Best Management Practices such as flexible schedules, special entrance rates, continuing educational and professional development and a supportive, encouraging work environment to attract and retain the most highly-educated and trained workforce.

Strategy I.1.3 Provide timely and professional services to internal and external consumers.

Strategy I.1.4 Be a stakeholder-focused organization.

Performance Indicator:

Outcome: Percentage of Department objectives achieved.

State Outcome Goals advanced by Objective:

The objective advances the following State Outcome Goals Department-wide:

- Diversified Economic Development
- Safe and Thriving Children and Families
- Natural Resources
- Transportation
- Transparent, Accountable, and Effective Government
- Hurricane Protection and Emergency Preparedness

Detailed explanations are included in each activity of the Department.

Objective I.2 Assist the Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP) in rebuilding the state's utility infrastructure after damaged due to emergencies and natural disasters.

Strategy I.2.1 Promote partnerships and collaboration with other state agencies and other entities.

Strategy I.2.2 Maintain the established implementing procedures for all primary functions associated with the maintenance and restoration of telecommunications, natural gas, electric, and water and sewerage service during and after a disaster.

Strategy I.2.3 Provide qualified employees to staff the Emergency Operations Center

and give emergency operations support, as assigned, during a declared emergency.

Strategy I.2.4 Be responsive to the needs of all external stakeholders.

Performance Indicators:

Input:	Number of days activated.
Efficiency:	Number of days reports are submitted timely.
Outcome:	Percentage of outage reports and outage maps provided to the GOHSEP by established deadlines or as required.

State Outcome Goal advanced by Objective:

- Hurricane Protection and Emergency Preparedness

The Public Service Commission ("PSC") as a Primary responder under the State's Emergency Operations Plan, ESF-12, oversees the restoration of utility services in Louisiana following a disaster such as a hurricane. Personnel assists in staffing the ESF-12 desk and works with the Department of Environmental Quality ("DEQ") and the Department of Natural Resources ("DNR") to coordinate preparation and recovery efforts. However, the PSC's oversight of utility emergency preparation and response is a year-round function and involves the filing of electric utilities of annual Emergency Service Plans with the PSC; performance under the State Plan; response coordination and resource allocation following disasters; and docketed audits of utility planning and performance following a disaster. The restoration of utility services is the first step in returning normalcy to the citizens and businesses of Louisiana following a disaster.

In any power outage and/or disaster, staff responds 24/7 addressing restoration of power, repair and replacement of infrastructure. Regular communications with major utility companies, large industry and entities with critical infrastructure assures readiness and rapid response.

Objective II.1 Through the Office of General Counsel provide skilled representation to the Commission in a technical legal field necessary to efficiently and effectively achieve the objectives established by the Commission in a timely manner in furtherance of the Commission's constitutional and legislative mandates.

Strategy II.1.1 Provide timely and professional legal services to Commission and Commissioners

Strategy II.1.2 Follow guidelines for issuance of all orders.

Strategy II.1.3 Develop legally sound rules and regulations through rulemaking process.

Strategy II.1.4 Use electronic resources available to perform timely and efficient research.

Performance Indicators:

Input:	Number of orders issued.
Input:	Number of rate cases heard.
Outcome:	Percentage of Division orders issued within 30 days.
Outcome:	Percentage of rate cases completed in one year.
Efficiency:	Average number of days to issue orders.
Efficiency:	Average length of time to complete rate cases (months).

State Outcome Goals advanced by Objective:

- Diversified Economic Development

The Office of General Counsel regularly considers and approves resource procurement decisions by utilities that ensure that power purchased is at the lowest reasonable cost, keeps jobs in Louisiana and often allows new jobs to be created, such as with the construction of new generation facilities and infrastructure. Louisiana is currently seeing a surge in industrial development, particularly along the Mississippi River corridor between Baton Rouge and New Orleans and in the Lake Charles area, often referred to as the "Industrial Renaissance." The Commission is working closely with and monitoring utilities as they expand their infrastructure to meet this growth in demand. Staff also assists the Commission in rulemaking proceedings that in many instances further economic reform goals.

The OGC through its role as counsel in rate proceedings and audits ensures that rates charged by utilities are just and reasonable, which helps ensure that customers (residential, commercial and industrial) are not overpaying for utility services. Staff works with utilities and drafts rules and regulations that provide customers with more options of how to pay for their utility services, such as tariffs that accommodate large customers by providing reduced rates for higher usage. A sound utility infrastructure which provides reliable services at safe, affordable costs is critical to Louisiana's economic climate and quality of life.

- Hurricane Protection and Emergency Preparedness

Conducts investigations, hearings and rulemakings to determine whether regulated utilities such as electric, gas, telephone, water and wastewater utilities are prepared to confront an emergency such as a hurricane both pre and post-storm. Review utilities

preparation and response to hurricanes to determine whether their behavior is consistent with best practices of the industry, including tree trimming, storm response and outages. All Utilities are required to have an emergency response plan.

- Safe and Thriving Children and Families

  The OGC, in addition to helping ensure just and reasonable rates for customers through its lead role in rulemaking dockets, has drafted rules that have ensured affordable telecommunication service is available to all citizens, provided for levelized billing, established rules prohibiting disconnection of service in extreme weather conditions, and waive deposit requirements for victims of domestic violence.
- Natural Resources

  The OGC has drafted rules in rulemaking dockets that have established renewable portfolio standard requirements for utilities, created green tariff rules and advanced metering rules, all of which encourage the use of renewable resources and conservation of consumption. Additionally, Staff assists in certification of power acquisitions that ensure that diversified power options are available using all available natural resources, and that modern technologies are being utilized to reduce environmental impact. The OGC ensures that all wastewater/water service providers are in compliance with environmental regulations when seeking rate adjustments.

- Transparent, Accountable, and Effective Government

  Information about department operations and decisions are readily available to the public via agency website and monthly public meetings which enables and encourages public awareness and promotes successful customer service.

Objective III.1 Through the Management and Finance activity ensure fiscal reliability and maximize human resources and information technology assets.

Strategy III.1.1 Plan and prioritize for the allocation of financial resources.

Strategy III.1.2 Evaluate legislative audit finding results and implement corrective action.

Strategy III.1.3 Collaborate with agency divisions to recruit, develop, support and retain diverse and talented employees.

Strategy III.1.4 Conduct and document quarterly safety meetings in all applicable facilities.

Strategy III.1.5 Post and maintain department news and activities on the web site.

Strategy III.1.6 Utilize information technology applications to maximize productivity.

Performance Indicators:

Input:	Number of software development requests.
Input:	Number of helpdesk requests received.
Outcome:	Percentage of requests for software development scheduled within 5 days.
Outcome:	Percentage of helpdesk requests completed within 2 days.
Outcome:	Percentage of annual premium credit from the Office of Risk Management.
Efficiency:	Savings resulting from annual premium credit.
Quality:	Number of repeat reportable audit findings.
Quality:	Number of repeat reportable Civil Service audit findings.

State Outcome Goals advanced by Objective:

- Transparent, Accountable, and Effective Government

The Management and Finance Division assures administrative and technical services and support to all programs of the Commission through policy development, communications, and dissemination of information consequently increasing effectiveness, productivity and customer service and as a result saving ratepayer dollars. The Division responsibly manages all financial operations to assure compliance with state law, state and department policies, rules, and regulations; develops policy recommendations that reduce costs while maintaining or improving effectiveness. Management and Finance is responsible for coordinating efforts to maximize program performance within current and expected resource levels. Through strategic budget development and management of cash resources, the Public Service Commission (PSC) focuses on delivering results, thereby ensuring that revenue is managed in a manner consistent with the interests of Louisiana Citizens.

Information about department operations and decisions are readily available to the public via agency website and monthly public meetings which enables and encourages public awareness and promotes successful customer service.

The functions of the Management and Finance activity serve to advance the Commission-Wide State Outcome Goals of Diversified Economic Development, Hurricane Protection and Emergency Preparedness, Safe and Thriving Children and Families, Natural Resources and Transportation.

Objective IV.1 By June 30, 2022 achieve a resolution rate of at least 75% of complaints received by the Do Not Call Program within 100 business days of receipt.

Strategy IV.1.1 Maintain information on website to promote public awareness and solicitor (telemarketer) compliance.
Strategy IV.1.2 Process complaints in a timely manner.

Strategy IV.1.3 Track complaints utilizing a database.

Performance Indicators:

Input:	Number of complaints received.
Output:	Number of complaints resolved.
Outcome:	Percentage of complaints resolved within 100 business days.
Efficiency:	Average number of days to process complaints.

General Performance Indicators:

Number of registered residential telephone subscribers.
Number of registered solicitors (telemarketers).
Amount of solicitor registration collections.
Amount of collections from solicitor violations.

State Outcome Goals advanced by Objective:

- Safe and Thriving Children and Families

  One of the primary factors in establishing self-sufficient families and safe Louisianans is a stable home setting encouraging self-reliant individuals and economic security. The Do Not Call (DNC) Program offers consumers the ability to grow in both of these areas, to take control of the amount of solicitations that they allow in their homes and reduce exposure to unnecessary spending. In addition, the DNC program makes provisions to particularly protect our elderly population. As a result, telemarketers that contact registered subscribers over the age of sixty five can be assessed greater penalties. Our DNC program actively enforces telephonic solicitor compliance with our rules and regulations.

  In the lucrative world of telemarketing, there are some entities that disguise illegal activities behind a façade of a legitimate telemarketer. Although no program can eliminate criminal behavior, since our protected consumers reduce the number of legitimate solicitations it makes those criminal attempts more obvious and easier to avoid. The DNC staff members work in conjunction with all federal and state authorities to educate and protect consumers from this type of activity.

- Transparent, Accountable, and Effective Government

  Information about department operations and decisions are readily available to the public

via agency website and monthly public meetings which enables and encourages public awareness and promotes successful customer service.

PRIMARY PERSONS BENEFITING FROM EACH OBJECTIVE

Objective	Citizens	Industry	Commission Staff	Legislature Governor	Other Users: Advocacy, Environmental
I.1	•	•	•	•	•
I.2	•	•	•	•	•
II.1	•	•			•
III.1	•		•	•	
IV.1	•	•			•

Support Services Program

Authority

Constitution of the State of Louisiana, Article IV, Section 21;
Louisiana Revised Statutes 36:721 and 722; 45:1161, *et seq.*;
45:1177 (A) (2) and (3) and (C); 45:1177.1; 45:1180 (A) and 45:1181, *et seq.*

Mission

The mission of the Support Services Program is to review, analyze and investigate rates and charges filed before the Commission with respect to prudence and adequacy of those rates; to manage the progress of adjudicatory proceedings and conduct evidentiary hearings in an impartial, fair, professional and orderly manner; and to make rulings and recommendations to the Commissioners which are just and which generate the highest degree of public confidence in the Commission's integrity and fairness.

Program Activities

Utilities Division:

The State Constitution establishes the Commission's authority to regulate public utilities and common carriers. The Utilities Division, comprised of the Utilities, Auditing, and Economics sections has as its main task the implementation of this mandate. Responsible for the maintenance of all rate schedules and terms of service filings of all regulated utilities and telecommunication service providers, including overall historical records of rates, terms of service, and correspondence filings. Examines and audits electric utility fuel adjustments and local distribution gas utility purchases of natural gas. Assists and advises other Staff members, consumers, and industry representatives on a wide variety of utility related topics which would include Commission initiated or third party requested investigations. Provides to the public, industry, and governmental agencies statistical data such as utility rate and fee comparisons; fuel and natural gas costs and utility outages during state declared emergencies, etc. The Audit Section provides the Commission with financial and compliance audit expertise. During the course of conducting its reviews and analyses of rate increase proposals and Rate Stabilization Plans ("RSP") annual filings, the Audit Section determines the accuracy of the regulated companies overall results of operations, rate base, and rates of return on equity and capital upon which consumer rates are based. The Audit Section also issue reports and makes recommendations on utility rates to the Commission, to ensure that consumers pay fair and reasonable rates and regulated utilities are able to earn a reasonable return on their investment. The Utilities Division reviews and analyzes rates of return and rate increase proposals by regulated utilities and makes recommendations to the Commission. Reviews site specific utility rate filings, which impact economic development in the state. Maintains and manages the annual financial and other reports required to be filed by the utilities and telecommunications service providers subject to Commission authority.

State Outcome Goals advanced: Diversified Economic Growth, Hurricane Protection and Emergency Preparedness, and Transparent, Accountable, and Effective Government.

Administrative Hearings Division:

The Administrative Hearings Division conducts fair and impartial public evidentiary hearings on complex issues within the Commission's jurisdiction (rates and services of public utilities and common carriers), creates a public record and transcript of the proceedings, and prepares proposed findings of fact and conclusions of law for consideration by the Commissioners in making final decisions. The utility cases handled by the Division are quite possibly the most complex and financially significant of any cases currently handled by administrative law judges or referees in any Louisiana state agency. The Division handles cases that (1) have statewide application – affecting citizens, public utilities, trucking companies, industries, and commercial enterprises throughout the state; (2) have significant impact on economic development in the state and Corporate America's perception of the state; (3) are extremely technical, involving testimony presented predominantly by expert witnesses; (4) are monetarily significant – resulting in multi-million and billion dollar judgments; and (5) involve constitutionally protected property rights. Through a delegation of authority from the Commissioners, the administrative law judges issue subpoenas, administer oaths, convene status conferences and prehearing conferences, establish procedural schedules, preside over hearings, compel discovery, examine witnesses, make evidentiary rulings, accept testimony and exhibits into evidence, require the filing of memoranda of law and the presentation of oral argument, receive offers of proof, submit written proposed findings of fact and conclusions of law to the Commissioners concerning all final determinations in proceedings, render interlocutory rulings on motions, exceptions and other preliminary matters, and prepare orders. Court reporters record all hearings and Commission Business and Executive Sessions and prepare verbatim transcripts which are made available to the public and utilized in the Commission's decision-making.

State Outcome Goals advanced: Transparent, Accountable, and Effective Government, Diversified Economic Development, Hurricane Protection and Emergency Preparedness.

Goals:

I. Ensure that jurisdictional companies' rates are fair and reasonable to the consumer and provide a fair rate of return to the company by providing the Commission with accurate reporting of regulated utility and common carrier companies' financial condition; level of earnings; rate of return; adherence to federal, state, local and public service commission laws, regulations, and guidelines to assist in decision-making responsibilities.

II. Ensure that all parties to adjudicatory hearings are provided a fair and impartial hearing, orderly progress of the case, a complete record, and a sound decision.

Objective I.1 Generate $55 million in direct and indirect savings to utilities rate payers through prudent review of existing and proposed rate schedules by FY 2021-2022.

Strategy I.1.1 Identify potential savings

Strategy I.1.2 Review documentation submitted

Strategy I.1.3 On-site audit if additional information is needed.

Performance Indicators:

Input:	Number of utility rate filings.
Outcome:	Direct Savings to rate payers (in millions).
Outcome:	Indirect savings to rate payers (in millions).

Explanatory Notes:

Direct savings result from refunds or rate credits recommended by the program and ordered by the Commission.

Indirect savings are monies ratepayers will not have to pay as a result of some action of the Commission. For example, requested rate increases denied by the Commission based upon recommendations by the program.

State Outcome Goal advanced by Objective:

- Diversified Economic Development

For the state to prosper and sustain economic growth, it must maintain and have available to its residential, commercial, and industrial customers a sound utility infrastructure able to provide reliable and economically acceptable utility services. To accomplish this goal, agency works with electric utilities, private industries, and consumer groups to establish competitive, innovative, equitable rates for both residential and commercial applications designed to sustain economic growth and attract new business and industries to the state. The Utilities Division provides financial, economic, and audit reviews over jurisdictional companies proceedings. The Commission responds to inquiries from sister state agencies, such as Louisiana Economic Development, and private industry on matters especially in regard to special tariffs and rate cases. Our staff analyzes and approves resource procurement rate-making procedures performed to prevent the deterioration of utility plants that would keep existing Louisiana manufacturing plants from expanding. Or

worse, cause the contraction or closing of plants. Some industries require certain minimum service levels, and if unavailable industries will look elsewhere.

- Transparent, Accountable, and Effective Government

  Information about department operations and decisions are readily available to the public via agency website and monthly public meetings which enables and encourages public awareness and promotes successful customer service.

Objective II.1: Ensure 95% of proposed recommendations to the Commissioners are issued within 120 days of close of record following each public hearing.

Strategy II.1.1 Allow for sufficient time to research issues prior to scheduled hearing.

Strategy II.1.2 Conduct hearings in an unbiased, orderly fashion.

Strategy II.1.3 Prepare written recommendations, which are thorough, well-organized logical, and clearly based upon the record of the proceeding and applicable law.

Performance Indicators:

Input:	Number of cases heard.
Output:	Number of recommendations issued.
Outcome:	Percentage of recommendations issued within 120 days.
Efficiency:	Average length of time to issue proposed recommendations.

State Outcome Goals advanced by Objective:

- Transparent, Accountable, and Effective Government

  The Administrative Hearings Division conducts fair and impartial public evidentiary hearings on issues within the Commission's jurisdiction (rates and services of public utilities and common carriers), creates a public record and transcript of the proceedings, and prepares written findings of fact and conclusions of law for consideration by the Commissioners in making final decisions – thereby guaranteeing due process to all parties and ensuring transparency and accountability of proceedings before the Commission.

- Diversified Economic Development

The Administrative Hearings Division also furthers the Commission's economic goals. The Division conducts detailed rate review proceedings, in which the rates charged by regulated utilities are thoroughly examined to ensure that the utilities charge rates that are just and reasonable, under specific legal standards. The insurance of just and reasonable rates acts as an incentive in the expansion of the state's economy.

- Hurricane Protection and Emergency Preparedness

Through evidentiary hearings, the Division examines the existing infrastructures of public utilities and the specific impact of hurricane conditions on those infrastructures; the sufficiency of steps taken by the utilities to prepare for hurricane conditions; the availability and associated costs of infrastructure components and practices that lessen the severity of hurricane impact; the levels of efficiency of utilities in repairing infrastructures and re-establishing service following hurricanes; sources of funding available to utilities to cover costs of preparing for and recovering from hurricane-related damages; the proper allocation of costs among various funding sources; and options available for recovering the ratepayers' share of costs while lessening burdens ("rate shock") on ratepayers.

Objective II.2: Ensure that at least 95% of Public Service Commission orders assigned to division will be issued within 30 days of adoption.

Strategy II.2.1 Follow guidelines for issuance of all orders.

Strategy II.2.2 Use electronic resources available to perform timely and efficient research and track progress of Commission decisions.

Performance Indicators:

Output: Number of orders issued by division.
Outcome: Percentage of division orders issued within 30 days.
Efficiency: Average number of days to issue orders.

State Outcome Goals advanced by Objective:

- Transparent, Accountable, and Effective Government

The Administrative Hearings Division conducts fair and impartial public evidentiary hearings on issues within the Commission's jurisdiction (rates and services of public utilities and common carriers), creates a public record and transcript of the proceedings, and prepares written findings of fact and conclusions of law for consideration by the Commissioners in making final decisions, and prepares written orders which clearly

present the Commissioners' reasoning and decisions – thereby guaranteeing due process to all parties and ensuring transparency and accountability of proceedings before the Commission.

PRIMARY PERSONS BENEFITING FROM EACH OBJECTIVE

Objective	Citizens	Industry	Commission Staff	Legislature Governor	Other Users: Advocacy, Environmental
I.1	•	•		•	•
II.1	•	•	•		•
II.2	•	•			•

Motor Carrier Regulation Program

Authority

Constitution of the State of Louisiana, Article IV, Section 21;
Louisiana Revised Statutes 36:721 and 722; and 45:161, *et seq.*

Mission

The mission of the Motor Carrier Registration Program is to provide fair and impartial regulation of intrastate common and contract carriers offering services for hire.

Program Activity

The Motor Carrier activity fulfills its constitutional and statutory mandates by providing fair and impartial regulation of intrastate common and contract common carriers offering services for hire. Administers and enforces the rules and orders of the Commission and the laws of Louisiana to assure the public safe, dependable and reasonably priced transportation services provided by the carriers of household goods, waste, passengers, and by the providers of non-consensual towing and recovery. The Division regulates approximately 900 common carriers statewide. Staff receives and processes applications for authority. By statute, carriers of waste must apply to the commission for authority and prove public convenience and necessity in a hearing. Waste applicants are assisted with their application and the hearing process. If the waste applicant proves public convenience and necessity and the authority is granted, the applicant is assisted with the registration process. All other applicants, carriers of household goods, passengers and providers of non-consensual towing and recovery do not have to prove public convenience and necessity to obtain authority and are simply assisted with the registration process. Staff maintains insurance filings on all certificated carriers verifying that said carriers have continuously effective insurance coverage as required by law. Staff receives and reviews Annual Reports from all certificated carriers assuring that said carriers are financially viable and able to provide the services to the public for which they were granted authority. Enforcement includes audits of licensed waste disposal sites and the investigation of consumer and motor carrier complaints. Citations are issued to carriers and shippers when it is determined that the rules of the Commission and the laws of Louisiana have been violated. Provide an ongoing review of all motor carrier regulations through the Commission's rulemaking process to continually meet the needs of the public, including certificated carriers.

State Outcome Goals advanced by Objective: Diversified Economic Growth, Transportation, Safe and Thriving Children and Families, Natural Resources, and Transparent, Accountable, and Effective Government.

Goals:

I. Administer the rules and orders of the Commission to assure the public of safe and dependable transportation services.

II. More effective enforcement activities to improve carrier compliance with regulatory requirements; thus, protecting the consumer and carriers against unjust, unreasonable and discriminatory rates and charges.

Objective I.1 Through the Motor Carrier activity provide timely service by processing 100% of all applications within 5 days of receipt of complete information.

Strategy I.1.1 Maintain written guidelines for timely processing of all registrations.

Strategy I.1.2 Continued training of employees.

Performance Indicators:

Input:	Number of applications received.
Outcome:	Percentage of applications processed within 5 days.
Output:	Number of applications processed within 5 days.

State Outcome Goals advanced by Objective:

- Safe and Thriving Children and Families

  The Division contributes directly to the State's well-being by regulating common carriers of household goods, waste, passengers, and the providers of non-consensual towing and recovery, assuring the public of safe and dependable transportation services and protecting consumers and carriers against unjust, unreasonable and discriminatory rates and charges.

- Transportation

  The activity helps to advance the Transportation goal by assuring the public that only properly certificated common carriers are utilizing Louisiana highways and that those common carriers have complied with all liability insurance and financial responsibility requirements of the state.

- Natural Resources

  Ensuring that waste is transported by and disposed of properly certificated and trained carriers, thereby protecting the environment and the state's natural resources.

- Transparent, Accountable, and Effective Government

  Information about department operations and decisions are readily available to the public via agency website and monthly public meetings which enables and encourages public awareness and promotes successful customer service.

Objective I.2: Ensure that at least 95% of Public Service Commission orders assigned to division will be issued within 30 days of adoption. **NEW**

Strategy II.2.1 Follow guidelines for issuance of all orders.

Strategy II.2.2 Track progress of Commission decisions.

Performance Indicators:

Output:	Number of orders issued by division.	**NEW**
Outcome:	Percentage of division orders issued within 30 days.	**NEW**
Efficiency:	Average number of days to issue orders.	**NEW**

State Outcome Goals advanced by Objective:

- Safe and Thriving Children and Families

  The Division contributes directly to the State's well-being by regulating common carriers of household goods, waste, passengers, and the providers of non-consensual towing and recovery, assuring the public of safe and dependable transportation services and protecting consumers and carriers against unjust, unreasonable and discriminatory rates and charges.

- Transparent, Accountable, and Effective Government

  Information about department operations and decisions are readily available to the public via agency website and monthly public meetings which enables and encourages public awareness and promotes successful customer service.

Objective II.1 By June 30, 2022 achieve a resolution rate of at least 85% of complaints received and investigations conducted by the Division within 45 business days of receipt of complete information.

Strategy II.1.1 Maintain information on website to promote public awareness and common carrier compliance.

Strategy II.1.2 Continued training of employees.

Strategy II.1.3 Track complaints utilizing a database.

Performance Indicators:

Input:	Number of complaints received
Output:	Number of complaints resolved.
Outcome:	Percentage of complaints and investigations resolved within 45 days.
Efficiency:	Average number of days to process complaints.

State Outcome Goals advanced by Objective:

- Safe and Thriving Children and Families

  The Division contributes directly to the State's well-being by regulating common carriers of household goods, waste, passengers, and the providers of non-consensual towing and recovery, assuring the public of safe and dependable transportation services and protecting consumers and carriers against unjust, unreasonable and discriminatory rates and charges.

- Transportation

  The activity helps to advance the Transportation goal by assuring the public that only properly certificated common carriers are utilizing Louisiana highways and that those common carriers have complied with all liability insurance and financial responsibility requirements of the state.

- Natural Resources

  Ensuring that waste is transported by and disposed of properly certificated and trained carriers, thereby protecting the environment and the state's natural resources.

- Transparent, Accountable, and Effective Government

  Information about department operations and decisions are readily available to the public via agency website and monthly public meetings which enables and encourages public awareness and promotes successful customer service.

PRIMARY PERSONS BENEFITING FROM EACH OBJECTIVE

Objective	Citizens	Industry	Commission Staff	Legislature Governor	Other Users: Advocacy, Environmental
I.1	•	•			
I.2	•	•	•		•
II.1	•	•			•

District Offices

Authority

Constitution of the State of Louisiana, Article IV, Section 21;
Louisiana Revised Statutes 45:1161, *et seq.*

Mission

The mission of the District Offices is to provide accessibility and information to the public on regulations as it applies to the services provided to the consumer.

Program Activity

Districts One, Two, Three, Four, and Five

The PSC currently regulates 1,500+ public utilities and common carriers and serves over two million direct users and countless others who benefit indirectly. The regulation of such public utilities is critical to the economic climate and the quality of life for all citizens of Louisiana. The public as well as business and industry has easy access to the services of the PSC via District Offices located strategically across Louisiana. The five elected Commissioners maintain and promote accessibility and information to the public on regulation as it applies to the services provided the consumer. Accessible, effective, and efficient services ensure that consumer problems, issues, and complaints are addressed in a timely manner. The fair, equitable regulation of the public utilities and common carriers and the service to those companies regulated by the PSC is constant. District office staff works in concert with the PSC central office to protect the ratepayer as well as to provide services to the citizens and regulated companies while promoting regulatory balances. Regulatory balance begets safe, reliable, service with reasonable, fair rates to the consumer and allows utilities an opportunity to earn a fair rate of return on their investment. For over 100 years, the PSC has regulated public utilities and common carriers in a firm but fair manner to ensure that the regulated community earns a fair rate of return and Louisiana consumers enjoy low rates and high quality service.

State Outcome Goals advanced: Diversified Economic Growth, Hurricane Protection and Emergency Preparedness, Safe and Thriving Children and Families, Natural Resources, Transportation, and Transparent, Accountable, and Effective Government.

Goals:

I. Provide effective and efficient services to ensure that consumer problems, issues, and complaints are sufficiently monitored and addressed in a timely manner.

II. Promote fair regulation of the public utilities and common carriers operating in the State of Louisiana.

Objective I.1 Ensure that 95% of all complaints that arise between regulated utilities and their customers are resolved within 45 business days of formal notification to the utility.

Strategy I.1.1 Provide management oversight for turnaround times on all complaints

Strategy I.1.2 Ensure staff is trained to timely respond to complaints.

Strategy I.1.3 Track complaints utilizing a database.

Performance Indicators:

Input:	Number of complaints received.
Outcome:	Number of complaints resolved.
Outcome:	Percentage of complaints resolved within 45 business days.
Efficiency:	Average number of days to process complaints.

State Outcome Goals advanced by Objective:

The objective advances the following State Outcome Goals Department-wide:

- Diversified Economic Development
- Safe and Thriving Children and Families
- Natural Resources
- Transportation
- Transparent, Accountable, and Effective Government
- Hurricane Protection and Emergency Preparedness

Detailed explanations are included in each activity of the Department.

Objective II.1 To maintain a system of regulation, of utilities and common carriers, such that no more than two successful legal challenges are made to the orders promulgated by the Commission.

Strategy II.1.1 Provide Commissioners with update information and sound recommendations to assist with decision making.

Strategy II.1.2 Keep abreast of latest regulatory developments.

Strategy II.1.3 Maintain a well trained staff.

Strategy II.1.4 Maintain accurate and complete records.

Performance Indicators:

Outcome: Number of successful legal challenges.
Quality: Number of orders promulgated

State Outcome Goals advanced by Objective:

The objective advances the following State Outcome Goals Department-wide:

- Diversified Economic Development
- Safe and Thriving Children and Families
- Natural Resources
- Transportation
- Transparent, Accountable, and Effective Government
- Hurricane Protection and Emergency Preparedness

Detailed explanations are included in each activity of the Department.

PRIMARY PERSONS BENEFITING FROM EACH OBJECTIVE

Objective	Citizens	Industry	Commission Staff	Legislature Governor	Other Users: Advocacy, Environmental
I.1	•	•			•
I.2	•	•	•		

APPENDIX

Principal Clients and Users:

The principal clients and users are the Public Service Commission Staff, regulated common carriers and public utilities, solicitors (telemarketers) in compliance with law, citizens of the state of Louisiana, various industries, environmentalists, advocacy groups, state and federal agencies and Legislators.

External Factors Affecting Agency Goals and Objectives:

Potential external factors beyond our control include, but are not limited to, staff reduction, unplanned reductions in budget and resources, legislative changes, changes in state and federal law or rules and regulations, negative trends in the global economy can negatively affect business growth in Louisiana, failure of the public and customers to adapt to new technology, challenges in court on a decision made by the Public Service Commission.

Statutory Requirements:

The statutory authority for the Department of Public Service, Public Service Commission is the Constitution of the State of Louisiana, Article IV, Section 21; Louisiana Revised Statutes ("R.S.") 36:721 and 722; R.S. 45:161, *et seq.* R.S. 45: 844.11, *et seq.* R.S. 45:1161, *et seq.*; R.S. 45:1177 (A) (2) and (3) and (C); R.S. 45:1177.1; R.S. 45:1180 (A) and 45:1181, *et seq.*

Program Evaluation Used to Develop Objectives:

The program evaluations utilized to develop objectives and strategies was based on group management meetings. Staff presented results of internal reviews and analysis to set goals and objectives. The program management, in turn, presented goals and objectives to senior management for review of factors to determine if the goals are realistic, within the means or resources of the program and to determine if the goals and objectives are compatible with the mission and the vision of the Department.

Duplication of Effort:

No other state agency or department performs the functions or exercises the constitutional and statutory control of the Public Service Commission on a statewide basis. Therefore, there is no duplication of effort due to the unique status and constitutional authority of the Commission.

Performance Measure Validity, Reliability, etc.:

Performance indicators are used to evaluate the effectiveness and efficiency of the various divisions, streamline processes and steer future strategic planning of the Department. See Performance Indicator Documentation Sheets.

Record Retention:

All data used in preparing this Strategic Plan will be preserved and maintained for a period of at least three years or longer if required by record retention laws.

Human Resource Policies Beneficial to Women and Families:

ACT 1078 of 2003 (Women and Families)

- Work Schedules and Work Hours: Availability of flexible work schedules and work hours for employees.
- Crisis Leave Pool: Accessibility to a pool of annual leave that may be used by eligible employees who cannot work due to the catastrophic illness or injury of themselves or an eligible family member, when the employee has insufficient paid leave to cover the crisis period.
- In accordance with federal law, the Department supports the Family and Medical Leave Act ("FMLA") and upholds practices within those guidelines, supporting employees and families.
- Continuing to develop human resource policies to ensure that management and employees are kept abreast of human resources issues.

Internal/External Assessment

Performance Indicator Documentation Sheets

Strategic Planning Checklist

Internal/External Assessment

SWOT Analysis

An assessment of the Public Service Commission has identified at the Department level the following strengths, weaknesses, opportunities, and threats:

Strengths:

Created in 1921 by the Constitution of the State of Louisiana, Article IV, Section 21.

Reputation of high standards, ethical and dedicated staff.

Dedicated to high standard of performance.

Small size of the Department allows for easier communication within the organizational structure.

Effective use of limited budget resources.

Staff ability to adapt to change; utility operations, functions, and regulations are very specialized.

Regulatory process that is fair, open, encourages public participation and anticipates the demands of an evolving regulatory environment.

Website for distribution of essential news and information including, but not limited to, Calendar of Events (hearings, Business and Executive Sessions, etc.), regulated utilities search, electronic filing of complaints, access to PSC documents, receipt of electronic filings, and Do Not Call registrations.

Weaknesses:

Small staff compared to other Public Service Commissions' throughout the United States.

Projects and mandates exceed available employee and monetary resources.

Opportunities:

Fully integrate and streamline the filing and processing of consumer complaints concerning regulated utilities and common carriers through computer-based Consumer Complaint Tracking System enhancements.

Expand activities and efforts of PSC as liaison and advisor to the public on matters related to utility and common carrier services and regulation, energy efficiency measures, and storm preparation and information.

Organize/rewrite the rules and regulations promulgated through PSC Orders into a Commission "code," for easier access to the public as well as the PSC staff.

Train Staff to meet increased demands of utilities that seek and obtain funding for energy initiatives, in turn enabling utilities to pass the benefits of these programs to ratepayers.

Participation in the National Association of Regulatory Commissioners (NARUC).

Provides information on customer needs, best methods to reach customers, and educational materials made available to Commission staff, which provides a networking media between staff of other Commissions.

Actively participate in statewide and federal forums to insure the best outcome for Louisiana consumers in the increasingly competitive and complex utility industry.

The extent to which rising utility costs affects consumers.

Threats:

Continued lack of essential funding in the budget process.

Staff turnover due to non-competitive pay scale.

Changes in the regulatory environment.

Economic factors forcing common carriers to close their businesses.

Performance Indicator Documentation

Program: Administrative

Activity: Executive

Objective: I.1 Through the Executive activity provide oversight, leadership and support services necessary to efficiently and effectively achieve the objectives established for all department programs.

Indicator Name: Percentage of program objectives achieved.

Indicator LaPas PI Code: 10209

1. **Type and Level:** Outcome; Key indicator

2. **Rationale, Relevance, Reliability:** It is a direct measure of the objective.

3. **Use:** Used for internal management and outcome based budgeting.

4. **Clarity**: None needed

5. **Data Source, Collection, and Reporting:** Source is the Commission annual budget as appropriated and internal log. Performance data reported from all programs. Reporting is done monthly and quarterly.

6. **Calculation Methodology:** Standard calculation of the percentage of twelve objectives met.

7. **Scope**: Aggregate

8. **Caveats:** None

9. **Accuracy, Maintenance, Support:** This indicator is subject to field audit evaluation by the Legislative Auditor.

10. **Responsible Person:** Donna Seidel, Budget Analyst, Management and Finance, (225) 342-2834, Donna.Seidel@la.gov

Performance Indicator Documentation

Program: Administrative

Objective: I.2 Assist the Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP) in rebuilding the state's utility infrastructure after damaged due to emergencies and natural disasters.

Indicator Name: Number of days activated.

Indicator LaPas PI Code: 23470

1. **Type and Level:** Input; Supporting indicator

2. **Rationale, Relevance, Reliability:** As primary responders this indicator will track the number of days staff is activated under the State's Emergency Operations Plan.

3. **Use:** Used for internal management and outcome based budgeting.

4. **Clarity**: None needed

5. **Data Source, Collection, and Reporting:** Source is internal tracking. Reporting is done monthly and quarterly.

6. **Calculation Methodology:** Standard calculation of number of days.

7. **Scope**: Aggregate

8. **Caveats:** None

9. **Accuracy, Maintenance, Support:** This indicator is subject to field audit evaluation by the Legislative Auditor.

10. **Responsible Person:** Arnold Chauviere, Deputy Assistant Secretary, Utilities Division (225) 342-1403, Arnold.Chauviere@LA.GOV

Performance Indicator Documentation

Program: Administrative

Objective: I.2 Assist the Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP) in rebuilding the state's utility infrastructure after damaged due to emergencies and natural disasters.

Indicator Name: Number of days reports submitted timely.

Indicator LaPas PI Code: 23471

1. **Type and Level:** Efficiency; Supporting indicator

2. **Rationale, Relevance, and Reliability:** It indicates level of effort toward accomplishment of the objective.

3. **Use:** Used for internal management.

4. **Clarity**: None needed

5. **Data Source, Collection, and Reporting:** Internal tracking system. Reporting is done monthly and quarterly.

6. **Calculation Methodology:** Standard calculation of number of days.

7. **Scope**: Aggregate

8. **Caveats:** None

9. **Accuracy, Maintenance, Support:** This indicator is subject to field audit evaluation by the Legislative Auditor.

10. **Responsible Person:** Arnold Chauviere, Deputy Assistant Secretary, Utilities Division (225) 342-1403, Arnold.Chauviere@LA.GOV

Performance Indicator Documentation

Program: Administrative

Objective: I.2 Assist the Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP) in rebuilding the state's utility infrastructure after damaged due to emergencies and natural disasters.

Indicator Name: Percentage of outage reports and outage maps provided to the GOHSEP by established deadlines or as required.

Indicator LaPas PI Code: 23469

1. **Type and Level:** Outcome; Key indicator

2. **Rationale, Relevance, Reliability:** It is a direct measure of the objective.

3. **Use:** Used for internal management and outcome based budgeting.

4. **Clarity**: None needed

5. **Data Source, Collection, and Reporting:** Source is internal tracking. Reporting is done monthly and quarterly.

6. **Calculation Methodology:** Standard calculation of the percentage of reports and maps provided timely.

7. **Scope**: Aggregate

8. **Caveats:** None

9. **Accuracy, Maintenance, Support:** This indicator is subject to field audit evaluation by the Legislative Auditor.

10. **Responsible Person:** Donna Seidel, Budget Analyst, Management and Finance, (225) 342-2834, Donna.Seidel@la.gov

Performance Indicator Documentation

Program: Administrative

Objective: II.1 Through the Office of General Counsel provide the skilled representation to the Commission in a technical legal field, necessary to efficiently and effectively achieve the objectives established by the Commission in a timely and efficient manner in furtherance of the Commission's constitutional and legislative mandates.

Indicator Name: Number of orders issued.

Indicator LaPas PI Code: 623

1. **Type and Level:** Input; Supporting indicator

2. **Rationale, Relevance, Reliability:** It is a record of proceedings acted upon by the Commission.

3. **Use:** Used for internal management and outcome based budgeting.

4. **Clarity**: None needed

5. **Data Source, Collection, and Reporting:** Internal tracking – Commission Business and Executive Meeting decision (vote), and date of issuance. Reporting is done monthly and quarterly.

6. **Calculation Methodology:** Standard calculation of the number of orders issued by Division.

7. **Scope**: Aggregate

8. **Caveats:** None

9. **Accuracy, Maintenance, Support:** This indicator is subject to field audit evaluation by the Legislative Auditor.

10. **Responsible Person:** Shannon Williams, I.T. Liaison Officer, Records
(225) 342-6017, Shannon.W@LA.GOV

Performance Indicator Documentation

Program: Administrative

Objective: II.1 Through the Office of General Counsel provide the skilled representation to the Commission in a technical legal field, necessary to efficiently and effectively achieve the Objectives established by the Commission in a timely and efficient manner in furtherance of the Commission's constitutional and legislative mandates.

Indicator Name: Number of rate cases heard.

Indicator LaPas PI Code: 6328

1. **Type and Level:** Input; Supporting indicator

2. **Rationale, Relevance, Reliability:** Rate cases affect residential, commercial and industrial customers.

3. **Use:** Used for internal management and outcome based budgeting.

4. **Clarity**: None needed

5. **Data Source, Collection, and Reporting:** Source is internal tracking. Reporting is done monthly and quarterly.

6. **Calculation Methodology:** Standard calculation of the number of rate cases heard.

7. **Scope**: Aggregate

8. **Caveats:** None

9. **Accuracy, Maintenance, Support:** This indicator is subject to field audit evaluation by the Legislative Auditor.

10. **Responsible Person:** Melissa Watson, Attorney Deputy General Counsel, Office of General Counsel, (225) 342-9888, Melissa.Watson@LA.GOV

Performance Indicator Documentation

Program: Administrative

Objective: II.1 Through the Office of General Counsel provide the skilled representation to the Commission in a technical legal field, necessary to efficiently and effectively achieve the Objectives established by the Commission in a timely and efficient manner in furtherance of the Commission's constitutional and legislative mandates.

Indicator Name: Percentage of Division orders issued within 30 days

Indicator LaPas PI Code: 6325

1. **Type and Level:** Outcome; Key indicator

2. **Rationale, Relevance, Reliability:** It indicates level of effort toward accomplishment of the objective.

3. **Use:** Used for internal management and outcome based budgeting.

4. **Clarity**: None needed

5. **Data Source, Collection, and Reporting:** Internal tracking – Commission Business and Executive Meeting decision (vote), and date of issuance. Reporting is done monthly and quarterly.

6. **Calculation Methodology:** Standard calculation of number of orders issued within 30 days divided by total number of orders counted in vote.

7. **Scope**: Aggregate

8. **Caveats:** None

9. **Accuracy, Maintenance, Support:** This indicator is subject to field audit evaluation by the Legislative Auditor.

10. **Responsible Person:** Donna Seidel, Budget Analyst, Management and Finance, (225) 342-2834, Donna.Seidel@la.gov

Performance Indicator Documentation

Program: Administrative

Objective: II.1 Through the Office of General Counsel provide the skilled representation to the Commission in a technical legal field, necessary to efficiently and effectively achieve the Objectives established by the Commission in a timely and efficient manner in furtherance of the Commission's constitutional and legislative mandates.

Indicator Name: Percentage of rate cases completed in one year.

Indicator LaPas PI Code: 10217

1. **Type and Level:** Outcome; Key indicator

2. **Rationale, Relevance, Reliability:** It indicates level of effort toward accomplishment of the objective. Rate cases affect residential, commercial and industrial customers.

3. **Use:** Used for internal management and outcome based budgeting.

4. **Clarity**: None needed

5. **Data Source, Collection, and Reporting:** Internal tracking – Commission Business and Executive Meeting decision (vote), and date of issuance. Reporting is done monthly and quarterly.

6. **Calculation Methodology:** Standard calculation of the number of rate cases completed within one year divided by the total number of cases heard.

7. **Scope**: Aggregate

8. **Caveats:** None

9. **Accuracy, Maintenance, Support:** This indicator is subject to field audit evaluation by the Legislative Auditor.

10. **Responsible Person:** Donna Seidel, Budget Analyst, Management and Finance, (225) 342-2834, Donna.Seidel@la.gov

Performance Indicator Documentation

Program: Administrative

Objective: II.1 Through the Office of General Counsel provide the skilled representation to the Commission in a technical legal field, necessary to efficiently and effectively achieve the Objectives established by the Commission in a timely and efficient manner in furtherance of the Commission's constitutional and legislative mandates.

Indicator Name: Average number of days to issue orders.

Indicator LaPas PI Code: 673

1. **Type and Level:** Efficiency; Supporting indicator

2. **Rationale, Relevance, Reliability:** To determine how efficiently orders are issued.

3. **Use:** Used for internal management.

4. **Clarity**: None needed

5. **Data Source, Collection, and Reporting:** Internal tracking – Commission Business and Executive Meeting decision (vote), and date of issuance. Reporting is done monthly and quarterly.

6. **Calculation Methodology:** Standard calculation of the number of days from vote to issuance divided by orders counted in vote.

7. **Scope**: Aggregate

8. **Caveats:** None

9. **Accuracy, Maintenance, Support:** This indicator is subject to field audit evaluation by the Legislative Auditor.

10. **Responsible Person:** Donna Seidel, Budget Analyst, Management and Finance, (225) 342-2834, Donna.Seidel@la.gov

Performance Indicator Documentation

Program: Administrative

Objective: II.1 Through the Office of General Counsel provide the skilled representation to the Commission in a technical legal field, necessary to efficiently and effectively achieve the Objectives established by the Commission in a timely and efficient manner in furtherance of the Commission's constitutional and legislative mandates.

Indicator Name: Average length of time to complete rate cases (months).

Indicator LaPas PI Code: 675

1. **Type and Level:** Efficiency; Supporting indicator

2. **Rationale, Relevance, Reliability:** Measures the average time needed to process a rate increase. Rate cases affect residential, commercial, and industrial customers.

3. **Use:** Used for internal management and outcome based budgeting.

4. **Clarity**: None needed

5. **Data Source, Collection, and Reporting:** Internal tracking – Commission Business and Executive Meeting decision (vote), and date of issuance. Reporting is done monthly and quarterly.

6. **Calculation Methodology:** Standard calculation of the total number of months from filing date to decision divided by number of rate cases heard.

7. **Scope**: Aggregate

8. **Caveats:** None

9. **Accuracy, Maintenance, Support:** This indicator is subject to field audit evaluation by the Legislative Auditor.

10. **Responsible Person:** Donna Seidel, Budget Analyst, Management and Finance, (225) 342-2834, Donna.Seidel@la.gov

Performance Indicator Documentation

Program: Administrative

Objective: III.1 Through the Management and Finance activity ensure fiscal reliability and maximize human resource and information technology assets.

Indicator Name: Number of software development requests.

Indicator LaPas PI Code: 23476

1. **Type and Level:** Input; Supporting indicator

2. **Rationale, Relevance, Reliability:** To utilize information technology applications to maximize productivity.

3. **Use:** Used for internal management and outcome based budgeting.

4. **Clarity**: None needed

5. **Data Source, Collection, and Reporting:** Source is internal tracking. Reporting is done monthly and quarterly.

6. **Calculation Methodology:** Standard calculation of the number of software development requests received.

7. **Scope**: Aggregate

8. **Caveats:** None

9. **Accuracy, Maintenance, Support:** This indicator is subject to field audit evaluation by the Legislative Auditor.

10. **Responsible Person:** Brent LeBlanc, I.T. Director, Management and Finance (225) 342-2538, Brent.L@LA.GOV

Performance Indicator Documentation

Program: Administrative

Objective: III.1 Through the Management and Finance activity ensure fiscal reliability and maximize human resource and information technology assets.

Indicator Name: Number of helpdesk requests received.

Indicator LaPas PI Code: 23479

1. **Type and Level:** Input; Supporting indicator

2. **Rationale, Relevance, Reliability:** To ensure staff requests are received and addressed timely to promote efficiency and effectiveness.

3. **Use:** Used for internal management.

4. **Clarity**: None needed

5. **Data Source, Collection, and Reporting:** Source is internal tracking. Reporting is done monthly and quarterly.

6. **Calculation Methodology:** Standard calculation of the number of helpdesk requests received.

7. **Scope**: Aggregate

8. **Caveats:** None

9. **Accuracy, Maintenance, Support:** This indicator is subject to field audit evaluation by the Legislative Auditor.

10. **Responsible Person:** Brent LeBlanc, I.T. Director, Management and Finance (225) 342-2538, Brent.L@LA.GOV

Performance Indicator Documentation

Program: Administrative

Objective: III.1 Through the Management and Finance activity ensure fiscal reliability and maximize human resource and information technology assets.

Indicator Name: Percentage of requests for software development scheduled within 5 days.

Indicator LaPas PI Code: 23476

1. **Type and Level:** Outcome; Key indicator

2. **Rationale, Relevance, Reliability:** To respond timely in order to utilize information technology applications to maximize productivity.

3. **Use:** Used for internal management and outcome based budgeting.

4. **Clarity**: None needed

5. **Data Source, Collection, and Reporting:** Source is internal tracking. Reporting is done monthly and quarterly.

6. **Calculation Methodology:** Standard calculation of the number of requests completed within 5 days divided by the total number of requests.

7. **Scope**: Aggregate

8. **Caveats:** None

9. **Accuracy, Maintenance, Support:** This indicator is subject to field audit evaluation by the Legislative Auditor.

10. **Responsible Person:** Donna Seidel, Budget Analyst, Management and Finance, (225) 342-2834, Donna.Seidel@la.gov

Performance Indicator Documentation

Program: Administrative

Objective: III.1 Through the Management and Finance activity ensure fiscal reliability and maximize human resource and information technology assets.

Indicator Name: Percentage of helpdesk requests completed within 2 days

Indicator LaPas PI Code: 23477

1. **Type and Level:** Outcome; Key indicator

2. **Rationale, Relevance, Reliability:** To ensure staff requests are received and addressed timely to promote efficiency and effectiveness.

3. **Use:** Used for internal management.

4. **Clarity**: None needed

5. **Data Source, Collection, and Reporting:** Source is internal tracking. Reporting is done monthly and quarterly.

6. **Calculation Methodology:** Standard calculation of the number of requests completed within 2 days divided by the total number of requests.

7. **Scope**: Aggregate

8. **Caveats:** None

9. **Accuracy, Maintenance, Support:** This indicator is subject to field audit evaluation by the Legislative Auditor.

10. **Responsible Person:** Donna Seidel, Budget Analyst, Management and Finance, (225) 342-2834, Donna.Seidel@la.gov

Performance Indicator Documentation

Program: Administrative

Objective: III.1 Through the Management and Finance activity ensure fiscal reliability and maximize human resource and information technology assets.

Indicator Name: Percentage of annual premium credit from the Office of Risk Management.

Indicator LaPas PI Code: 23473

1. **Type and Level:** Outcome; Key indicator

2. **Rationale, Relevance, Reliability:** It is a direct measure of the objective to successfully pass the State Loss Prevention Audit.

3. **Use:** Used for internal management.

4. **Clarity**: None needed

5. **Data Source, Collection, and Reporting:** Annual premium invoices from Risk Management indicate reduction where applicable.

6. **Calculation Methodology:** Annual premium invoices from Risk Management indicate reduction where applicable.

7. **Scope**: Disaggregate

8. **Caveats:** None

9. **Accuracy, Maintenance, Support:** This indicator is subject to field audit evaluation by the Legislative Auditor.

10. **Responsible Person:** Donna Seidel, Budget Analyst, Management and Finance (225) 342-2834, Donna.Seidel@LA.GOV

Performance Indicator Documentation

Program: Administrative

Objective: III.1 Through the Management and Finance activity ensure fiscal reliability and maximize human resource and information technology assets.

Indicator Name: Savings resulting from annual premium credit.

Indicator LaPas PI Code: 24316

1. **Type and Level:** Efficiency; Supporting indicator

2. **Rationale, Relevance, Reliability:** It is a direct measure of the objective which shows the impact of successfully passing the State Loss Prevention audit.

3. **Use:** Used for internal management and outcome based budgeting.

4. **Clarity**: None needed

5. **Data Source, Collection, and Reporting:** The annual invoice from Risk Management shows the dollar savings.

6. **Calculation Methodology:** The annual invoice from Risk Management shows the dollar savings.

7. **Scope**: Disaggregate

8. **Caveats:** None

9. **Accuracy, Maintenance, Support:** This indicator is subject to field audit evaluation by the Legislative Auditor.

10. **Responsible Person:** Donna Seidel, Budget Analyst, Management and Finance (225) 342-2834, Donna.Seidel@LA.GOV

Performance Indicator Documentation

Program: Administrative

Objective: III.1 Through the Management and Finance activity ensure fiscal reliability and maximize human resource and information technology assets.

Indicator Name: Number of repeat reportable audit findings.

Indicator LaPas PI Code: 23474

1. **Type and Level:** Quality; Supporting indicator

2. **Rationale, Relevance, Reliability:** It is a direct measure of the objective. To implement sound financial practices and fiscal controls as demonstrated by having no repeat audit findings in the department's audits.

3. **Use:** Used for internal management.

4. **Clarity**: None needed

5. **Data Source, Collection, and Reporting:** Legislative audit findings are clear and distinct; a comparison of findings from year to year shows any repeat findings.

6. **Calculation Methodology:** Legislative audit findings are clear and distinct; a comparison of findings from year to year shows any repeat findings.

7. **Scope**: Disaggregate

8. **Caveats:** The only limitation is that audits do not take place annually.

9. **Accuracy, Maintenance, Support:** This indicator is subject to field audit evaluation by the Legislative Auditor.

10. **Responsible Person:** Pat Lumbard, Administrative Program Director, Management and Finance, (225) 342-4424, Pat.Lumbard@LA.GOV

Performance Indicator Documentation

Program: Administrative

Objective: III.1 Through the Management and Finance activity ensure fiscal reliability and maximize human resource and information technology assets.

Indicator Name: Number of repeat reportable Civil Service audit findings.

Indicator LaPas PI Code: 23475

1. **Type and Level:** Quality; Supporting indicator

2. **Rationale, Relevance, Reliability:** It is a direct measure of the objective. To implement sound human resource practices as demonstrated by having no repeat audit findings in the department's audits.

3. **Use:** Used for internal management.

4. **Clarity**: None needed

5. **Data Source, Collection, and Reporting:** Civil Service audit findings are clear and distinct; a comparison of findings from year to year shows any repeat findings.

6. **Calculation Methodology:** Civil Service audit findings are clear and distinct; a comparison of findings from year to year shows any repeat findings.

7. **Scope**: Disaggregate

8. **Caveats:** None

9. **Accuracy, Maintenance, Support:** This indicator is subject to field audit evaluation by the Legislative Auditor.

10. **Responsible Person:** Judy Whitmire, Human Resource Director, Management and Finance, (225) 219-7541, Judy.Whitmire@LA.GOV

Performance Indicator Documentation

Program: Administrative

Objective: IV.1 By June 30, 2022 achieve a resolution rate of at least 75% of complaints received by the Do Not Call Program within 100 business days of receipt of complete information.

Indicator Name: Number of complaints received.

Indicator LaPas PI Code: 20672

1. **Type and Level:** Input; Supporting indicator

2. **Rationale, Relevance, Reliability:** To determine how many consumers registered with the program request assistance with solicitor calls.

3. **Use:** Used for internal management and outcome based budgeting.

4. **Clarity**: None needed

5. **Data Source, Collection, and Reporting:** Source is internal tracking. Reporting is done monthly and quarterly.

6. **Calculation Methodology:** Standard calculation of the number of complaints received monthly.

7. **Scope**: Aggregate

8. **Caveats:** None

9. **Accuracy, Maintenance, Support:** This indicator is subject to field audit evaluation by the Legislative Auditor.

10. **Responsible Person:** Brenda Headlee, Administrative Program Specialist, Management and Finance/Do Not Call (225) 219-9650, Brenda.Headlee@LA.GOV

Performance Indicator Documentation

Program: Administrative

Objective: IV.1 By June 30, 2022 achieve a resolution rate of at least 75% of complaints received by the Do Not Call Program within 100 business days of receipt of complete information.

Indicator Name: Number of complaints resolved.

Indicator LaPas PI Code: 20673

1. **Type and Level:** Output; Supporting indicator

2. **Rationale, Relevance, Reliability:** It indicates level of effort toward accomplishment of the objective.

3. **Use:** Used for internal management and outcome based budgeting.

4. **Clarity**: None needed

5. **Data Source, Collection, and Reporting:** Source is internal tracking. Reporting is done monthly and quarterly.

6. **Calculation Methodology:** Standard calculation of the number of complaints resolved.

7. **Scope**: Aggregate

8. **Caveats:** None

9. **Accuracy, Maintenance, Support:** This indicator is subject to field audit evaluation by the Legislative Auditor.

10. **Responsible Person:** Brenda Headlee, Administrative Program Specialist, Management and Finance/Do Not Call (225) 219-9650, Brenda.Headlee@LA.GOV

Performance Indicator Documentation

Program: Administrative

Objective: IV.1 By June 30, 2022 achieve a resolution rate of at least 75% of complaints received by the Do Not Call Program within 100 business days of receipt of complete information.

Indicator Name: Percentage of complaints resolved within 100 business days.

Indicator LaPas PI Code: 20675

1. **Type and Level:** Outcome; Key indicator

2. **Rationale, Relevance, Reliability:** It is a direct measure of the objective.

3. **Use:** Used for internal management and outcome based budgeting.

4. **Clarity**: None needed

5. **Data Source, Collection, and Reporting:** Source is internal tracking. Reporting is done monthly and quarterly.

6. **Calculation Methodology:** Standard calculation of the number of complaints resolved within 100 days divided by total number of complaints received.

7. **Scope**: Aggregate

8. **Caveats:** None

9. **Accuracy, Maintenance, Support:** This indicator is subject to field audit evaluation by the Legislative Auditor.

10. **Responsible Person:** Donna Seidel, Budget Analyst, Management and Finance, (225) 342-2834, Donna.Seidel@la.gov

Performance Indicator Documentation

Program: Administrative

Objective: IV.1 By June 30, 2022 achieve a resolution rate of at least 75% of complaints received by the Do Not Call Program within 100 business days of receipt of complete information.

Indicator Name: Average number of days to process complaints.

Indicator LaPas PI Code: 20674

1. **Type and Level:** Efficiency; Supporting indicator

2. **Rationale, Relevance, Reliability:** To ensure consumer complaints are being processed in an timely manner.

3. **Use:** Used for internal management.

4. **Clarity**: None needed

5. **Data Source, Collection, and Reporting:** Source is internal tracking. Reporting is done monthly and quarterly.

6. **Calculation Methodology:** Standard calculation of the total number of days to resolve complaints divided by the number of complaints resolved.

7. **Scope**: Aggregate

8. **Caveats:** None

9. **Accuracy, Maintenance, Support:** This indicator is subject to field audit evaluation by the Legislative Auditor.

10. **Responsible Person:** Donna Seidel, Budget Analyst, Management and Finance, (225) 342-2834, Donna.Seidel@la.gov

Performance Indicator Documentation

Program: Administrative

General Performance Indicator

Indicator Name: Number of registered residential telephone subscribers.

Indicator LaPas PI Code: 14503

1. **Type and Level:** General Performance

2. **Rationale, Relevance, Reliability:** To determine public response by the number of residents utilizing the program.

3. **Use:** Used for internal management.

4. **Clarity**: None needed

5. **Data Source, Collection, and Reporting:** Source is internal tracking. Information is collected monthly and reported at year-end.

6. **Calculation Methodology:** Standard calculation of the number of registered telephone subscribers.

7. **Scope**: Aggregate

8. **Caveats:** None

9. **Accuracy, Maintenance, Support:** This indicator is subject to field audit evaluation by the Legislative Auditor.

10. **Responsible Person:** Brenda Headlee, Administrative Program Specialist, Management and Finance/Do Not Call (225) 219-9650, Brenda.Headlee@LA.GOV

Performance Indicator Documentation

Program: Administrative

General Performance Indicator

Indicator Name: Number of registered solicitors (telemarketers).

Indicator LaPas PI Code: 13691

1. **Type and Level:** General Performance

2. **Rationale, Relevance, Reliability:** To determine solicitor compliance. Registrations fund the program.

3. **Use:** Used for internal management and outcome based budgeting.

4. **Clarity**: None needed

5. **Data Source, Collection, and Reporting:** Source is internal tracking. Information is collected monthly and reported at year-end.

6. **Calculation Methodology:** Standard calculation of the number of registered solicitors.

7. **Scope**: Aggregate

8. **Caveats:** None

9. **Accuracy, Maintenance, Support:** This indicator is subject to field audit evaluation by the Legislative Auditor.

10. **Responsible Person:** Brenda Headlee, Administrative Program Specialist, Management and Finance/Do Not Call (225) 219-9650, Brenda.Headlee@LA.GOV

Performance Indicator Documentation

Program: Administrative

General Performance Indicator

Indicator Name: Amount of solicitor registration collections.

Indicator LaPas PI Code: 13692

1. **Type and Level:** General Performance

2. **Rationale, Relevance, Reliability:** Registration collections fund the program.

3. **Use:** Used for internal management and outcome based budgeting.

4. **Clarity**: None needed

5. **Data Source, Collection, and Reporting:** Source is internal tracking. Information is collected monthly and reported at year-end.

6. **Calculation Methodology:** Standard calculation of the amount of solicitor registration collections.

7. **Scope**: Aggregate

8. **Caveats:** None

9. **Accuracy, Maintenance, Support:** This indicator is subject to field audit evaluation by the Legislative Auditor.

10. **Responsible Person:** Brenda Headlee, Administrative Program Specialist, Management and Finance/Do Not Call (225) 219-9650, Brenda.Headlee@LA.GOV

Performance Indicator Documentation

Program: Administrative

General Performance Indicator

Indicator Name: Amount of collections from solicitor violations.

Indicator LaPas PI Code: 15797

1. **Type and Level:** General Performance

2. **Rationale, Relevance, Reliability:** It is a direct measure of the indicator. The violation collections help support the program.

3. **Use:** Used for internal management.

4. **Clarity**: None needed

5. **Data Source, Collection, and Reporting:** Source is internal tracking. Information is collected monthly and reported at year-end.

6. **Calculation Methodology:** Standard calculation of the amount of violation collections received monthly.

7. **Scope**: Aggregate

8. **Caveats:** None

9. **Accuracy, Maintenance, Support:** This indicator is subject to field audit evaluation by the Legislative Auditor.

10. **Responsible Person:** Brenda Headlee, Administrative Program Specialist, Management and Finance/Do Not Call (225) 219-9650, Brenda.Headlee@LA.GOV

Performance Indicator Documentation

Program: Support Services

Objective: I.1 Generate $55 million in direct and indirect savings to utilities rate payers through prudent review of existing and proposed rate schedules by FY 2021-2022 .

Indicator Name: Number of utility rate filings.

Indicator LaPas PI Code: 10225

1. **Type and Level:** Input; Supporting indicator

2. **Rationale, Relevance, Reliability:** To determine how many companies submit rate filings.

3. **Use:** Used for internal management and outcome based budgeting.

4. **Clarity**: None needed

5. **Data Source, Collection, and Reporting:** Source is internal tracking. Reporting is done monthly and quarterly.

6. **Calculation Methodology:** Standard calculation of the number of utility rate filings.

7. **Scope**: Aggregate

8. **Caveats:** None

9. **Accuracy, Maintenance, Support:** This indicator is subject to field audit evaluation by the Legislative Auditor.

10. **Responsible Person:** Donnie Marks, Utilities Administrator, Utilities Division (225) 342-1413, Donnie.Marks@LA.GOV

Performance Indicator Documentation

Program: Support Services

Objective: I.1 Generate $55 million in direct and indirect savings to utilities rate payers through prudent review of existing and proposed rate schedules by FY 2021-2022 .

Indicator Name: Direct savings to rate payers (in millions).

Indicator LaPas PI Code: 695

1. **Type and Level:** Outcome; Key indicator

2. **Rationale, Relevance, Reliability:** It is a direct measure of the objective. Refunds or rate credits for existing rates affect residential, commercial and industrial customers.

3. **Use:** Used for internal management and outcome based budgeting.

   Clarity: Direct savings result from refunds or rate credits recommended by the program and ordered by the Commission.

5. **Data Source, Collection, and Reporting:** Source is internal tracking. Reporting is done monthly and quarterly.

6. **Calculation Methodology:** Formula is used based upon the amount of reduction.

7. **Scope**: Aggregate

8. **Caveats:** None

9. **Accuracy, Maintenance, Support:** This indicator is subject to field audit evaluation by the Legislative Auditor.

10. **Responsible Person:** Donnie Marks, Utilities Administrator, Utilities Division (225) 342-1413, Donnie.Marks@LA.GOV

Performance Indicator Documentation

Program: Support Services

Objective: I.1 Generate $55 million in direct and indirect savings to utilities rate payers through prudent review of existing and proposed rate schedules by FY 2021-2022.

Indicator Name: Indirect savings to rate payers (in millions).

Indicator LaPas PI Code: 694

1. **Type and Level:** Outcome; Key indicator

2. **Rationale, Relevance, Reliability:** It is a direct measure of the objective. Rate increases affect residential, commercial and industrial customers.

3. **Use:** Used for internal management and outcome based budgeting.

4. **Clarity**: Indirect savings are monies ratepayers will not have to pay as a result of some action of the Commission. For example, requested rate increases denied by the Public Service Commission based upon recommendations by the program.

5. **Data Source, Collection, and Reporting:** Source is internal tracking. Reporting is done monthly and quarterly.

6. **Calculation Methodology:** Amount of increase denied after audit analysis of company revenue requirement.

7. **Scope**: Aggregate

8. **Caveats:** None

9. **Accuracy, Maintenance, Support:** This indicator is subject to field audit evaluation by the Legislative Auditor.

10. **Responsible Person:** Robin Pendergrass, Audit Director, Utilities Division (225) 342-1457, Robin.Pendergrass@LA.GOV

Performance Indicator Documentation

Program: Support Services

Objective: II.1 Ensure 95% of proposed recommendations to the Commissioners are issued within 120 days of close of record following each public hearing.

Note: This objective has not changed. It has been re-worded as a language clean-up.

Indicator Name: Number of cases heard.

Indicator LaPas PI Code: 11677

1. **Type and Level:** Input; Supporting indicator

2. **Rationale, Relevance, Reliability:** To measure public hearings scheduled and completed by Administrative Law Judges.

3. **Use:** Used for internal management and outcome based budgeting.

4. **Clarity**: None needed

5. **Data Source, Collection, and Reporting:** Source is internal tracking. Reporting is done monthly and quarterly.

6. **Calculation Methodology:** Standard calculation of number of hearings held.

7. **Scope**: Aggregate

8. **Caveats:** None

9. **Accuracy, Maintenance, Support:** This indicator is subject to field audit evaluation by the Legislative Auditor.

10. **Responsible Person:** Valerie Meiners, Attorney- General Counsel, Administrative Hearings Division, (225) 219-9417, Valerie.Meiners@LA.GOV

Performance Indicator Documentation

Program: Support Services

Objective: II.1 Ensure 95% of proposed recommendations to the Commissioners are issued within 120 days of close of record following each public hearing.

Note: This objective has not changed. It has been re-worded as a language clean-up.

Indicator Name: Number of recommendations issued.

Indicator LaPas PI Code: 20689

1. **Type and Level:** Output; Supporting indicator
2. **Rationale, Relevance, Reliability:** To measure completion of cases after hearing.
3. **Use:** Used for internal management.
4. **Clarity**: None needed
5. **Data Source, Collection, and Reporting:** Source is internal tracking. Reporting is done monthly and quarterly.
6. **Calculation Methodology:** Standard calculation of number of recommendations issued.
7. **Scope**: Aggregate
8. **Caveats:** None
9. **Accuracy, Maintenance, Support:** This indicator is subject to field audit evaluation by the Legislative Auditor.
10. **Responsible Person:** Valerie Meiners, Attorney- General Counsel, Administrative Hearings Division, (225) 219-9417, Valerie.Meiners@LA.GOV

Performance Indicator Documentation

Program: Support Services

Objective: II.1 Ensure 95% of proposed recommendations to the Commissioners are issued within 120 days of close of record following each public hearing.

Note: This objective has not changed. It has been re-worded as a language clean-up.

Indicator Name: Percentage of recommendations issued within 120 days.

Indicator LaPas PI Code: 11668

1. **Type and Level:** Outcome; Key indicator

2. **Rationale, Relevance, Reliability:** It is a direct measure of the objective.

3. **Use:** Used for internal management and outcome based budgeting.

4. **Clarity**: None needed

5. **Data Source, Collection, and Reporting:** Source is internal tracking. Reporting is done monthly and quarterly.

6. **Calculation Methodology:** Standard calculation of the number of recommendations issued within 120 days divided by total number of recommendations.

7. **Scope**: Aggregate

8. **Caveats:** None

9. **Accuracy, Maintenance, Support:** This indicator is subject to field audit evaluation by the Legislative Auditor.

10. **Responsible Person:** Donna Seidel, Budget Analyst, Management and Finance, (225) 342-2834, Donna.Seidel@la.gov

Performance Indicator Documentation

Program: Support Services

Objective: II.1 Ensure 95% of proposed recommendations to the Commissioners are issued within 120 days close of record following each public hearing.

Note: This objective has not changed. It has been re-worded as a language clean-up.

Indicator Name: Average length of time to issue proposed recommendations.

Indicator LaPas PI Code: 11671

1. **Type and Level:** Efficiency; Supporting indicator

2. **Rationale, Relevance, Reliability:** To determine how efficiently recommendations are issued.

3. **Use:** Used for internal management.

4. **Clarity**: None needed

5. **Data Source, Collection, and Reporting:** Source is internal tracking. Reporting is done monthly and quarterly.

6. **Calculation Methodology:** Standard calculation of the total days to issue all recommendations divided by recommendations issued.

7. **Scope**: Aggregate

8. **Caveats:** None

9. **Accuracy, Maintenance, Support:** This indicator is subject to field audit evaluation by the Legislative Auditor.

10. **Responsible Person:** Donna Seidel, Budget Analyst, Management and Finance, (225) 342-2834, Donna.Seidel@la.gov

Performance Indicator Documentation

Program: Support Services

Objective: II.2 Ensure that at least 95% of Public Service Commission orders assigned to division will be issued within 30 days of adoption.

Indicator Name: Number of division orders issued.

Indicator LaPas PI Code: 23482

1. **Type and Level:** Input; Supporting indicator

2. **Rationale, Relevance, Reliability:** Record of proceedings acted upon by the Commission.

3. **Use:** Used for internal management and outcome based budgeting.

4. **Clarity**: None needed

5. **Data Source, Collection, and Reporting: :** Internal tracking – Commission Business and Executive Meeting decision (vote), and date of issuance. Reporting is done monthly and quarterly.

6. **Calculation Methodology:** Standard calculation of number of orders issued.

7. **Scope**: Aggregate

8. **Caveats:** None

9. **Accuracy, Maintenance, Support:** This indicator is subject to field audit evaluation by the Legislative Auditor.

10. **Responsible Person:** Valerie Meiners, Attorney- General Counsel, Administrative Hearings Division, (225) 219-9417, Valerie.Meiners@LA.GOV

Performance Indicator Documentation

Program: Support Services

Objective: II.2 Ensure that at least 95% of Public Service Commission orders assigned to division will be issued within 30 days of adoption.

Indicator Name: Percentage of division orders issued within 30 days.

Indicator LaPas PI Code: 23480

1. **Type and Level:** Outcome; Key indicator

2. **Rationale, Relevance, Reliability:** It is a direct measure of the objective.

3. **Use:** Used for internal management and outcome based budgeting.

4. **Clarity**: None needed

5. **Data Source, Collection, and Reporting:** Internal tracking – Commission Business and Executive Meeting decision (vote), and date of issuance. Reporting is done monthly and quarterly.

6. **Calculation Methodology:** Standard calculation of number of orders issued within 30 days divided by total number of orders counted in vote.

7. **Scope**: Aggregate

8. **Caveats:** None

9. **Accuracy, Maintenance, Support:** This indicator is subject to field audit evaluation by the Legislative Auditor.

10. **Responsible Person:** Donna Seidel, Budget Analyst, Management and Finance, (225) 342-2834, Donna.Seidel@la.gov

Performance Indicator Documentation

Program: Support Services

Objective: II.2 Ensure that at least 95% of Public Service Commission orders assigned to division will be issued within 30 days of adoption.

Indicator Name: Average number of days to issue orders.

Indicator LaPas PI Code: 23541

1. **Type and Level:** Efficiency; Supporting indicator

2. **Rationale, Relevance, Reliability:** To determine how efficiently orders are issued.

3. **Use:** Used for internal management.

4. **Clarity**: None needed

5. **Data Source, Collection, and Reporting:** Internal tracking – Commission Business and Executive Meeting decision (vote), and date of issuance. Reporting is done monthly and quarterly.

6. **Calculation Methodology:** Standard calculation of the number of days from vote to issuance divided by orders counted in vote.

7. **Scope**: Aggregate

8. **Caveats:** None

9. **Accuracy, Maintenance, Support:** This indicator is subject to field audit evaluation by the Legislative Auditor.

10. **Responsible Person:** Donna Seidel, Budget Analyst, Management and Finance, (225) 342-2834, Donna.Seidel@la.gov

Performance Indicator Documentation

Program: Motor Carrier Regulation

Objective: I.1 Through the Motor Carrier activity provide timely service by processing 100% of all applications within 5 days of receipt of complete information.

Indicator Name: Number of applications received.

Indicator LaPas PI Code: 11871

1. **Type and Level:** Input; Supporting indicator

2. **Rationale, Relevance, Reliability:** To determine how many common and contract carriers applied for authority.

3. **Use:** Used for internal management and outcome based budgeting.

4. **Clarity**: None needed

5. **Data Source, Collection, and Reporting:** Source is internal tracking. Reporting is done monthly and quarterly.

6. **Calculation Methodology:** Standard calculation of the number of applications received.

7. **Scope**: Aggregate

8. **Caveats:** None

9. **Accuracy, Maintenance, Support:** This indicator is subject to field audit evaluation by the Legislative Auditor.

10. **Responsible Person:** Tammy Burl, PSC Transportation Administrator, Motor Carrier (225) 342-1430, Tammy.Burl@LA.GOV

Performance Indicator Documentation

Program: Motor Carrier Regulation

Objective: I.1 Through the Motor Carrier activity provide timely service by processing 100% of all applications within 5 days of receipt of complete information.

Indicator Name: Percentage of applications processed within 5 days.

Indicator LaPas PI Code: 11870

1. **Type and Level:** Outcome; Key indicator

2. **Rationale, Relevance, Reliability:** It is a direct measure of the objective.

3. **Use:** Used for internal management and outcome based budgeting.

4. **Clarity**: None needed

5. **Data Source, Collection, and Reporting:** Source is internal tracking. Reporting is done monthly and quarterly.

6. **Calculation Methodology:** Standard calculation of the number of applications processed within 5 days divided by total number of applications received.

7. **Scope**: Aggregate

8. **Caveats:** None

9. **Accuracy, Maintenance, Support:** This indicator is subject to field audit evaluation by the Legislative Auditor.

10. **Responsible Person:** Donna Seidel, Budget Analyst, Management and Finance, (225) 342-2834, Donna.Seidel@la.gov

Performance Indicator Documentation

Program: Motor Carrier Regulation

Objective: I.1 Through the Motor Carrier activity provide timely service by processing 100% of all applications within 5 days of receipt of complete information.

Indicator Name: Number of applications processed within 5 days.

Indicator LaPas PI Code: 20690

1. **Type and Level:** Output; Supporting indicator

2. **Rationale, Relevance, Reliability:** It indicates the level of effort toward accomplishment of the objective.

3. **Use:** Used for internal management and outcome based budgeting.

4. **Clarity**: None needed

5. **Data Source, Collection, and Reporting:** Source is internal tracking. Reporting is done monthly and quarterly.

6. **Calculation Methodology:** Standard calculation of the number of applications processed within 5 days.

7. **Scope**: Aggregate

8. **Caveats:** None

9. **Accuracy, Maintenance, Support:** This indicator is subject to field audit evaluation by the Legislative Auditor.

10. **Responsible Person:** Tammy Burl, PSC Transportation Administrator, Motor Carrier (225) 342-1430, Tammy.Burl@LA.GOV

Performance Indicator Documentation

Program: Motor Carrier Regulation

Objective: II.2 Ensure that at least 95% of Public Service Commission orders assigned to division will be issued within 30 days of adoption.

Indicator Name: Number of division orders issued.

Indicator LaPas PI Code: NEW

1. **Type and Level:** Input; Supporting indicator

2. **Rationale, Relevance, Reliability:** Record of proceedings acted upon by the Commission.

3. **Use:** Used for internal management and outcome based budgeting.

4. **Clarity**: None needed

5. **Data Source, Collection, and Reporting: :** Internal tracking – Commission Business and Executive Meeting decision (vote), and date of issuance. Reporting is done monthly and quarterly.

6. **Calculation Methodology:** Standard calculation of number of orders issued.

7. **Scope**: Aggregate

8. **Caveats:** None

9. **Accuracy, Maintenance, Support:** This indicator is subject to field audit evaluation by the Legislative Auditor.

10. **Responsible Person:** Tammy Burl, PSC Transportation Administrator, Motor Carrier (225) 342-1430, Tammy.Burl@LA.GOV

Performance Indicator Documentation

Program: Motor Carrier Regulation

Objective: II.2 Ensure that at least 95% of Public Service Commission orders assigned to division will be issued within 30 days of adoption.

Indicator Name: Percentage of division orders issued within 30 days.

Indicator LaPas PI Code: NEW

1. **Type and Level:** Outcome; Key indicator

2. **Rationale, Relevance, Reliability:** It is a direct measure of the objective.

3. **Use:** Used for internal management and outcome based budgeting.

4. **Clarity**: None needed

5. **Data Source, Collection, and Reporting:** Internal tracking – Commission Business and Executive Meeting decision (vote), and date of issuance. Reporting is done monthly and quarterly.

6. **Calculation Methodology:** Standard calculation of number of orders issued within 30 days divided by total number of orders counted in vote.

7. **Scope**: Aggregate

8. **Caveats:** None

9. **Accuracy, Maintenance, Support:** This indicator is subject to field audit evaluation by the Legislative Auditor.

10. **Responsible Person:** Donna Seidel, Budget Analyst, Management and Finance, (225) 342-2834, Donna.Seidel@la.gov

Performance Indicator Documentation

Program: Motor Carrier Regulation

Objective: II.2 Ensure that at least 95% of Public Service Commission orders assigned to division will be issued within 30 days of adoption.

Indicator Name: Average number of days to issue orders.

Indicator LaPas PI Code: NEW

1. **Type and Level:** Efficiency; Supporting indicator

2. **Rationale, Relevance, Reliability:** To determine how efficiently orders are issued.

3. **Use:** Used for internal management.

4. **Clarity**: None needed

5. **Data Source, Collection, and Reporting:** Internal tracking – Commission Business and Executive Meeting decision (vote), and date of issuance. Reporting is done monthly and quarterly.

6. **Calculation Methodology:** Standard calculation of the number of days from vote to issuance divided by orders counted in vote.

7. **Scope**: Aggregate

8. **Caveats:** None

9. **Accuracy, Maintenance, Support:** This indicator is subject to field audit evaluation by the Legislative Auditor.

10. **Responsible Person:** Donna Seidel, Budget Analyst, Management and Finance, (225) 342-2834, Donna.Seidel@la.gov

Performance Indicator Documentation

Program: Motor Carrier Regulation

Objective: II.1 By June 30, 2022 achieve a resolution rate of at least 85% of complaints received and investigations conducted by the Division within 45 business days of receipt of complete information.

Indicator Name: Number of complaints received.

Indicator LaPas PI Code: 22576

1. **Type and Level:** Input; Supporting indicator

2. **Rationale, Relevance, Reliability:** To determine how many complaints are filed against common and contract carriers.

3. **Use:** Used for internal management and outcome based budgeting.

4. **Clarity**: None needed

5. **Data Source, Collection, and Reporting:** Source is internal tracking. Reporting is done monthly and quarterly.

6. **Calculation Methodology:** Standard calculation of the number of complaints received.

7. **Scope**: Aggregate

8. **Caveats:** None

9. **Accuracy, Maintenance, Support:** This indicator is subject to field audit evaluation by the Legislative Auditor.

10. **Responsible Person:** Tammy Burl, PSC Transportation Administrator, Motor Carrier (225) 342-1430, Tammy.Burl@LA.GOV

Performance Indicator Documentation

Program: Motor Carrier Regulation

Objective: II.1 By June 30, 2022 achieve a resolution rate of at least 85% of complaints received and investigations conducted by the Division within 45 business days of receipt of complete information.

Indicator Name: Number of complaints resolved.

Indicator LaPas PI Code: 22577

1. **Type and Level:** Output; Supporting indicator

2. **Rationale, Relevance, Reliability:** It indicates level of effort toward accomplishment of the objective.

3. **Use:** Used for internal management and outcome based budgeting.

4. **Clarity**: None needed

5. **Data Source, Collection, and Reporting:** Source is internal tracking. Reporting is done monthly and quarterly.

6. **Calculation Methodology:** Standard calculation of the number of complaints resolved.

7. **Scope**: Aggregate

8. **Caveats:** None

9. **Accuracy, Maintenance, Support:** This indicator is subject to field audit evaluation by the Legislative Auditor.

10. **Responsible Person:** Tammy Burl, PSC Transportation Administrator, Motor Carrier (225) 342-1430, Tammy.Burl@LA.GOV

Performance Indicator Documentation

Program: Motor Carrier Regulation

Objective: II.1 By June 30, 2022 achieve a resolution rate of at least 85% of complaints received and investigations conducted by the Division within 45 business days of receipt of complete information.

Indicator Name: Percentage of complaints and investigations resolved within 45 days.

Indicator LaPas PI Code: 22575

1. **Type and Level:** Outcome; Key indicator

2. **Rationale, Relevance, Reliability:** It is a direct measure of the objective.

3. **Use:** Used for internal management and outcome based budgeting.

4. **Clarity**: None needed

5. **Data Source, Collection, and Reporting:** Source is internal tracking. Reporting is done monthly and quarterly.

6. **Calculation Methodology:** Standard calculation of the number of complaints resolved within 45 days divided by total number of complaints received.

7. **Scope**: Aggregate

8. **Caveats:** None

9. **Accuracy, Maintenance, Support:** This indicator is subject to field audit evaluation by the Legislative Auditor.

10. **Responsible Person:** Donna Seidel, Budget Analyst, Management and Finance, (225) 342-2834, Donna.Seidel@la.gov

Performance Indicator Documentation

Program: Motor Carrier Regulation

Objective: II.1 By June 30, 2022 achieve a resolution rate of at least 85% of complaints received and investigations conducted by the Division within 45 business days of receipt of complete information.

Indicator Name: Average number of days to process complaints.

Indicator LaPas PI Code: 22578

1. **Type and Level:** Efficiency; Supporting indicator

2. **Rationale, Relevance, Reliability:** To ensure consumer complaints are being processed in an timely manner.

3. **Use:** Used for internal management.

4. **Clarity**: None needed

5. **Data Source, Collection, and Reporting:** Source is internal tracking. Reporting is done monthly and quarterly.

6. **Calculation Methodology:** Standard calculation of the total number of days to resolve complaints divided by the number of complaints resolved.

7. **Scope**: Aggregate

8. **Caveats:** None

9. **Accuracy, Maintenance, Support:** This indicator is subject to field audit evaluation by the Legislative Auditor.

10. **Responsible Person:** Donna Seidel, Budget Analyst, Management and Finance, (225) 342-2834, Donna.Seidel@la.gov

Performance Indicator Documentation

Program: District Offices

Objective: I.1 Ensure that 95% of all complaints that arise between regulated utilities and their customers are resolved within 45 business days of formal notification to the utility.

Indicator Name: Number of complaints received.

Indicator LaPas PI Code: 718

1. **Type and Level:** Input; Supporting indicator

2. **Rationale, Relevance, Reliability:** To determine how many complaints are filed against regulated utilities.

3. **Use:** Used for internal management and outcome based budgeting.

4. **Clarity**: None needed

5. **Data Source, Collection, and Reporting:** Source is internal tracking. Reporting is done monthly and quarterly.

6. **Calculation Methodology:** Standard calculation of the number of complaints received.

7. **Scope**: Aggregate

8. **Caveats:** None

9. **Accuracy, Maintenance, Support:** This indicator is subject to field audit evaluation by the Legislative Auditor.

10. **Responsible Person:** Staff at each of the five district offices.
    Amy Henry, PSC Consumer Specialist, District One, (985) 624-4471
    Jane Rhodes, PSC Consumer Specialist, District Two, (225) 342-0624
    Alice Cook, Administrative Coordinator, District Three, (225) 342-2001
    Clint Person, Technical Assistant, District Four, (337) 491-2736
    Christopher Groesbeck, PSC Enforcement Agent, District Five, (318) 676-7463

Performance Indicator Documentation

Program: District Offices

Objective: I.1 Ensure that 95% of all complaints that arise between regulated utilities and their customers are resolved within 45 business days of formal notification to the utility.

Indicator Name: Number of complaints resolved.

Indicator LaPas PI Code: New

1. **Type and Level:** Output; Supporting indicator

2. **Rationale, Relevance, Reliability:** It indicates level of effort toward accomplishment of the objective.

3. **Use:** Used for internal management and outcome based budgeting.

4. **Clarity**: None needed

5. **Data Source, Collection, and Reporting:** Source is internal tracking. Reporting is done monthly and quarterly.

6. **Calculation Methodology:** Standard calculation of the number of complaints resolved.

7. **Scope**: Aggregate

8. **Caveats:** None

9. **Accuracy, Maintenance, Support:** This indicator is subject to field audit evaluation by the Legislative Auditor.

10. **Responsible Person:** Staff at each of the five district offices.
    Amy Henry, PSC Consumer Specialist, District One, (985) 624-4471
    Jane Rhodes, PSC Consumer Specialist, District Two, (225) 342-0624
    Alice Cook, Administrative Coordinator, District Three, (225) 342-2001
    Clint Person, Technical Assistant, District Four, (337) 491-2736
    Christopher Groesbeck, PSC Enforcement Agent, District Five, (318) 676-7463

Performance Indicator Documentation

Program: District Offices

Objective: I.1 Ensure that 95% of all complaints that arise between regulated utilities and their customers are resolved within 45 business days of formal notification to the utility.

Indicator Name: Percentage of complaints resolved within 45 business days.

Indicator LaPas PI Code: 14639

1. **Type and Level:** Outcome; Key indicator

2. **Rationale, Relevance, Reliability:** It is a direct measure of the objective.

3. **Use:** Used for internal management and outcome based budgeting.

4. **Clarity**: None needed

5. **Data Source, Collection, and Reporting:** Source is internal tracking. Reporting is done monthly and quarterly.

6. **Calculation Methodology:** Standard calculation of the number of complaints resolved within 45 days divided by total number of complaints received.

7. **Scope**: Aggregate

8. **Caveats:** None

9. **Accuracy, Maintenance, Support:** This indicator is subject to field audit evaluation by the Legislative Auditor.

10. **Responsible Person:** Donna Seidel, Budget Analyst, Management and Finance, (225) 342-2834, Donna.Seidel@la.gov

Performance Indicator Documentation

Program: District Offices

Objective: I.1 Ensure that 95% of all complaints that arise between regulated utilities and their customers are resolved within 45 business days of formal notification to the utility.

Indicator Name: Average number of days to process complaints.

Indicator LaPas PI Code: 10234, 10235, 10236, 10237, 10238

1. **Type and Level:** Efficiency; Supporting indicator

2. **Rationale, Relevance, Reliability:** To ensure consumer complaints are being processed in an timely manner.

3. **Use:** Used for internal management.

4. **Clarity**: None needed

5. **Data Source, Collection, and Reporting:** Source is internal tracking. Reporting is done monthly and quarterly.

6. **Calculation Methodology:** Standard calculation of the total number of days to resolve complaints divided by the number of complaints resolved.

7. **Scope**: Aggregate

8. **Caveats:** None

9. **Accuracy, Maintenance, Support:** This indicator is subject to field audit evaluation by the Legislative Auditor.

10. **Responsible Person:** Donna Seidel, Budget Analyst, Management and Finance, (225) 342-2834, Donna.Seidel@la.gov

Performance Indicator Documentation

Program: District Offices

Objective: II.1 To maintain a system of regulation, of utilities and common carriers, such that no more than two successful legal challenges are made to the orders promulgated by the Commission.

Indicator Name: Number of successful legal challenges.

Indicator LaPas PI Code: 10248

1. **Type and Level:** Outcome; Key indicator

2. **Rationale, Relevance, Reliability:** It is a direct measure of the objective.

3. **Use:** Used for internal management.

4. **Clarity**: None needed

5. **Data Source, Collection, and Reporting:** Source is internal tracking. Reporting is done monthly and quarterly.

6. **Calculation Methodology:** Standard calculation of the number of successful legal challenges.

7. **Scope**: Aggregate

8. **Caveats:** None

9. **Accuracy, Maintenance, Support:** This indicator is subject to field audit evaluation by the Legislative Auditor.

10. **Responsible Person:** Brandon Frey, Executive Counsel, Office of General Counsel, (225) 342-5163, Brandon.Frey@la.gov

Performance Indicator Documentation

Program: District Offices

Objective: II.1 To maintain a system of regulation, of utilities and common carriers, such that no more than two successful legal challenges are made to the orders promulgated by the Commission.

Indicator Name: Number of orders promulgated.

Indicator LaPas PI Code: 10250

1. **Type and Level:** Quality; Supporting indicator

2. **Rationale, Relevance, Reliability:** To determine the number of orders that can be challenged.

3. **Use:** Used for internal management and outcome based budgeting.

4. **Clarity**: None needed

5. **Data Source, Collection, and Reporting:** Source is internal tracking. Reporting is done monthly and quarterly.

6. **Calculation Methodology:** Standard calculation of the number of orders officially approved and issued.

7. **Scope**: Aggregate

8. **Caveats:** None

9. **Accuracy, Maintenance, Support:** This indicator is subject to field audit evaluation by the Legislative Auditor.

10. **Responsible Person:** Donna Seidel, Budget Analyst, Management and Finance (225) 342-2834, Donna.Seidel@LA.GOV

STRATEGIC PLANNING CHECKLIST

✓ **Planning Process**
- ✓ General description of process implementation included in plan process documentation
- ____ Consultant used
  If so, identify: _____
- ✓ Department/agency explanation of how duplication of program operations will be avoided included in plan process documentation
- ✓ Incorporated statewide strategic initiatives
- ✓ Incorporated organization internal workforce plans and information technology plans

✓ **Analysis Tools Used**
- ✓ SWOT analysis
- ____ Cost/benefit analysis
- ✓ Financial audit(s)
- ✓ Performance audit(s)
- ✓ Program evaluation(s)
- ✓ Benchmarking for best management practices
- ____ Benchmarking for best measurement practices
- ____ Stakeholder or customer surveys
- ✓ Undersecretary management report (Act 160 Report) used
- ____ Other analysis or evaluation tools used
  If so, identify: _____

Attach analysis projects, reports, studies, evaluations, and other analysis tools.

✓ **Stakeholders (Customers, Compliers, Expectation Groups, Others) identified**
- ____ Involved in planning process
- ✓ Discussion of stakeholders included in plan process documentation

✓ **Authorization for goals**
- ✓ Authorization exists
- ____ Authorization needed
- ✓ Authorization included in plan process documentation

✓ **External Operating Environment**
- ✓ Factors identified and assessed
- ✓ Description of how external factors may affect plan included in plan process documentation

✓ **Formulation of Objectives**
- ✓ Variables (target group; program & policy variables; and external variables) assessed
- ✓ Objectives are SMART

✓ **Building Strategies**
- ✓ Organizational capacity analyzed
- ✓ Needed organizational structural or procedural changes identified
- ____ Resource needs identified
- ✓ Strategies developed to implement needed changes or address resource needs
- ✓ Action plans developed; timelines confirmed; and responsibilities assigned

✓ **Building in Accountability**
- ✓ Balanced sets of performance indicators developed for each objective
- ✓ Documentation Sheets completed for each performance indicator
- ✓ Internal accountability process or system implemented to measure progress
- ✓ Data preservation and maintenance plan developed and implemented

✓ **Fiscal Impact of Plan**
- ✓ Impact on operating budget
- ____ Impact on capital outlay budget
- ____ Means of finance identified for budget change
- ✓ Return on investment determined to be favorable