

Strategic Plan 2020

Oregon Public Utility Commission
201 High Street SE, Salem, OR 97301



Values, Mission, & Vision

Values

Integrity: We are honest, transparent, trustworthy, and consistent.

Excellence: We strive for superior results in everything we do.

Service: We serve utility customers, stakeholders, and all Oregonians with respect, dedication, and determination.

Accountability: We manage our human and financial resources to efficiently and effectively fulfill our regulatory obligation.



Mission

To ensure Oregon utility customers have access to safe, reliable, and high quality utility services at just and reasonable rates. We do so through robust and thorough analysis and independent decision-making conducted in an open and fair process.

Vision

The Oregon Public Utility Commission (PUC) aims to be recognized for its integrity, excellence, accountability, and service to the citizens of Oregon. The PUC seeks to provide value to the Governor, Legislature, utilities, and stakeholders for our commitment to ratepayers, robust and open regulatory processes, and expertise in emerging energy and telecommunications issues.

PUC Strategic Goals



Scrutinize Utility Costs and Performance to Ensure Utilities Charge Fair Rates for High Quality Service



Maintain and Enhance Safety, Reliability, and Resiliency of Utility Services



Promote Consumer Benefits from Policy, Market, and Technology Changes



Inform and Influence Utility Sector Solutions That Create Value for All



Improve Business Practices and Organizational Effectiveness



SCRUTINIZE UTILITY COSTS AND PERFORMANCE TO ENSURE UTILITIES CHARGE FAIR RATES FOR HIGH QUALITY SERVICE

Long-Term Objectives

- Independently and professionally review utility costs, practices and performance and set just and reasonable rates for Oregon’s rate-regulated utilities
- Provide direction and incentives for utilities to operate efficiently and meet consumers’ needs at the lowest reasonable cost and risk
- Encourage competition to benefit customers
- Appropriately balance interests of customers, utilities, and other industry stakeholders in setting rates and regulating service in accordance with the public interest

Short-Term Objectives (2021-2023)

- Process all utility filings, including significant, complex dockets (general rate proceedings, annual power cost reviews, integrated resource plans, requests for proposals to acquire resources, multi-state allocation proceedings)
- Explore and initiate performance-based regulation and other appropriate regulatory reforms
- Examine all ratemaking options to address differential utility service burdens, inequities of affordability, and environmental justice concerns



MAINTAIN AND ENHANCE SAFETY, RELIABILITY, AND RESILIENCY OF UTILITY SERVICE

Long-Term Objectives

- Enforce safety, service, and reliability rules to protect customers and the public
- Adapt safety rules as necessary to maintain best practices in light of new industry trends and technologies
- Establish regulatory incentives to promote effective and efficient utility strategies for addressing emerging risks
- Maintain shared responsibility for the Office of Emergency Management’s Emergency Support Functions 2 and 12, and support the Governor’s resiliency officer and the Governor’s Disaster Cabinet

Short-Term Objectives (2021-2023)

- Maintain a high-performing safety enforcement and emergency management program that proactively monitors emerging risks and adapts to new best practices
- Review, enhance, and synthesize utility planning and ratemaking mechanisms for seismic, cyber, wildfire, and other risks
- Facilitate collaborative efforts to address statewide utility-sector wildfire risks and determine best practices to mitigate risks to utility systems, communities, and the public, pursuant to Executive Order No. 20-04



PROMOTE CONSUMER BENEFITS FROM POLICY, MARKET, AND TECHNOLOGY CHANGES

Long-Term Objectives

- Maintain awareness of changes in industry, markets, technology, and regulatory best practices that may benefit consumers
- Encourage adoption of new technologies, programs, and practices that deliver consumer value and promote the public interest
- Design and adapt regulatory mechanisms to promote consumer choices while protecting all utility customers and promoting overall system objectives
- Implement new policies for the benefit of customers and the public interest

Short-Term Objectives (2021-2023)

- Advance investigations into new or adapted regulatory practices to promote customer and system benefits from new technology and customer programs (distributed system planning, electric vehicles, storage and microgrids, rate design, community choice, demand response, and energy efficiency)
- Integrate public interest considerations from Executive Order No. 20-04 into agency analysis and deliberation, and understand implications of new policy development for utility customers and utilities
- Engage in broadband policy forums to promote connectivity for all Oregonians



INFORM AND INFLUENCE UTILITY SECTOR SOLUTIONS AND CREATE VALUE FOR ALL

Long-Term Objectives

- Serve as a trusted resource to federal, tribal, state, and local leaders on matters related to utility services and energy, telecommunications, and water policies
- Represent the interests of all utility customers, including traditionally underrepresented stakeholders, in consideration of emerging issues
- Promote state and agency perspective in appropriate federal and regional utility-related proceedings
- Optimize collaborative opportunities with other utility commissions, state agencies, and regulatory organizations in order to maintain awareness of emerging issues and advocate for outcomes that benefit all Oregonians

Short-Term Objectives (2021-2023)

- Continue to seek leadership roles and participation for Commissioners and PUC employees in state, regional, and national forums with significant potential to benefit Oregon utility customers
- Implement external engagement plan to strengthen relationships with the federal delegation, tribal nations, legislators, state agencies and local units of government, and utility sector stakeholders
- Expand low income outreach activities to a broader Diversity, Equity and Inclusion (DEI) focus:
 - Create DEI committee and management team to develop DEI plan with input from Commissioners, PUC leadership, agency stakeholders, community leaders, and DEI professionals
 - Establish agency DEI coordinator to provide point of contact and lead engagement and outreach activities



IMPROVE BUSINESS PRACTICES AND ORGANIZATIONAL EFFECTIVENESS

Long-Term Objectives

- Improve effectiveness of agency decision-making through continuous improvement in open, fair, and inclusive processes
- Identify and recruit needed skills and expertise in PUC employees informed by and in support of agency succession planning
- Foster a work environment that encourages alignment of individual goals with the agency’s mission, values, and needs
- Manage ratepayer funding of agency operations prudently and with integrity
- Work together as a multi-disciplinary and cross-sectional team, committed to overall organizational success

Short-Term Objectives (2021-2023)

- Develop a mentoring and enhanced training program for agency employees
 - New employee
 - Management Training
 - State Policies Training
 - Subject Matter Training/Professional Development
- Implement a new unified web-based system to provide a single point of contact/entry for the filing of and access to virtually all documents related to agency proceedings
- Review PUC mandated regulatory filings and reports for opportunities to streamline and eliminate low value work
- Enhance collaboration and resource sharing across agency work units