



# 2020

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PUBLIC UTILITIES COMMISSION OF NEVADA

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# STRATEGIC PLAN

# PUBLIC UTILITIES COMMISSION OF NEVADA

## Strategic Plan

### Fiscal Years 2020 - 2025

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# Our Vision, Mission and Philosophy

## EXECUTIVE SUMMARY

The Public Utilities Commission of Nevada's (PUCN) Strategic Plan for 2020-2025 integrates input from all personnel levels of the PUCN and reflects a planning process that is guided by the statutory duties of the PUCN.

The PUCN is made up of the Commission and the Regulatory Operations Division, referred to as the Regulatory Operations Staff (or Staff). The Commission is a quasi-judicial body with three gubernatorial appointees (referred to as Commissioners) who are appointed by the governor in staggered four-year terms. The appointed Commissioners preside over contested cases and make decisions regarding the operations of public utilities. The Regulatory Operations Division is an independent division that investigates and audits utility operations and participates as a party in all proceedings before the Commission.

The PUCN ensures that investor-owned utilities comply with Nevada law. The PUCN regulates approximately 400 investor-owned utilities engaged in electric, natural gas, telecommunications, water, and wastewater services; gas and electric "master meter" service at mobile home parks; and some propane systems. The PUCN is also involved in monitoring gas pipeline safety, rail safety, and excavation near subsurface installations.

The PUCN provides for fair and impartial regulation of public utilities and the safe, economic, efficient, prudent and reliable operation and service of public utilities. The PUCN balances the interests of customers and shareholders of public utilities by providing public utilities with the opportunity to earn a fair return on their investments while providing customers with just and reasonable rates.

## VISION

The PUCN ensures safe and reliable utility service at just and reasonable rates.

## MISSION

The PUCN serves to protect the public interest, ensure fair and reasonable utility rates, and regulate the delivery of utility services to benefit the economy, the environment, and all Nevadans.

## PHILOSOPHY

Strive to be efficient, flexible, impartial, diligent, and professional in all efforts.

# Goals

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Solar Array, Mojave Desert  
Photo: iClipart.com

# 1. Climate Change

**GOAL:** Support the ongoing climate change goals and initiatives of the State of Nevada, including directives in Senate Bill 358 (2019) to raise Nevada’s Renewable Portfolio Standard to 50 percent by 2030 as well as Senate Bill 254 (2019) which calls for a focus on achieving greenhouse gas emission reductions in the areas of electricity production and transportation.

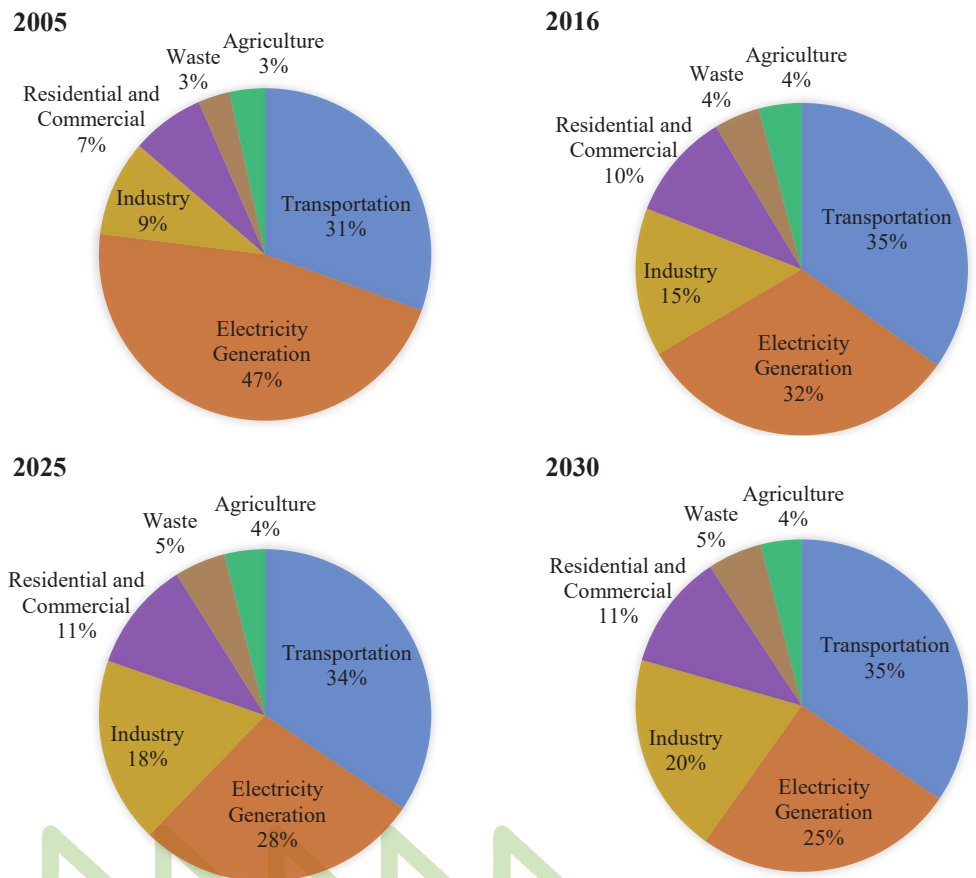
## Strategies

1. Help ensure jurisdictional utilities are complying with and meeting climate change mandates outlined by Nevada law.
2. Collaborate with other state agencies as outlined in the Governor’s directives to advance Nevada’s climate goals and reduce carbon emissions in the State.

## Objectives

1. Complete all PUCN proceedings involving Nevada’s Renewable Portfolio Standard (RPS) mandates and related efforts to ensure climate goals of reduced carbon emissions.
2. Provide the PUCN’s technical expertise to state agencies collaborating to advance Nevada’s climate goals. Participate in the development of the annual report as required by Senate Bill 254 that includes a statewide inventory of greenhouse gas emissions from the electricity and transportation sectors in Nevada and a projection of annual greenhouse gas emissions.

Figure ES-2: Relative Contributions of Nevada’s Gross GHG Emissions by Sector, 2005, 2016, 2025, and 2030



Source: Nevada Department of Environmental Protection, [https://ndep.nv.gov/uploads/air-pollutants-docs/ghg\\_report\\_2019.pdf](https://ndep.nv.gov/uploads/air-pollutants-docs/ghg_report_2019.pdf).

## Performance Measures

1. Completion of RPS dockets within the required statutory timeframes.
2. Participation in the annual State Climate Strategy report completed and submitted to the Governor’s Office.



Elko County General Consumer Session  
Elko, NV | Photo: PUCN

## 2. Processing Dockets

**GOAL: Expeditiously and proficiently provide support in processing dockets.**

### Strategies

1. Implement streamlined approaches to process assigned dockets.
2. Attorneys, policy advisers, and other PUCN-professionals will attend training regarding industry-specific issues.
3. Timely review filings to ensure compliance with applicable statutes and regulations.
4. Assist commissioners and hearing officer(s) in preparing for hearings and drafting proposed orders.

5. Timely prepare final orders memorializing Commission actions.

### Objectives

1. Enroll 50% of attorneys, policy advisers, and other PUCN-professionals in industry-specific training on an annual basis.
2. 100% of filings will be reviewed and either accepted for docketing or identified as procedurally deficient within four business days of receipt date.
3. 100% of dockets will be noticed within 10 business days of docketing.
4. 100% of orders will be issued within 14 business days of Commission vote.
5. 100% of statutory deadlines will be met.
6. 100% of dockets will have one or more assigned attorneys, with multiple attorneys assigned to major cases in coordination with the presiding officers.

### Performance Measures

1. Percentage of attorneys, policy advisers, and other PUCN-professionals attending utility regulatory training on an annual basis.
2. Percentage of total number of filings reviewed and either docketed or identified as deficient within four business days of receiving the filing.
3. Percentage of total number of dockets noticed within 10 business days of docketing.
4. Percentage of total number of orders issued within 14 business days of Commission action.
5. Percentage of dockets where statutory deadlines were not met.





Rooftop Solar  
Photo: Go Solar Group

### 3. Rulemakings & Investigations

**GOAL: Successfully engage in the legislative process. Coordinate the PUCN’s participation in legislative sessions, providing information to policy-makers and advocating for the PUCN’s positions when appropriate; assist in addressing legislative directives and effectuating the Legislature’s intent; periodically communicate with policy-makers between legislative sessions.**

#### Strategies

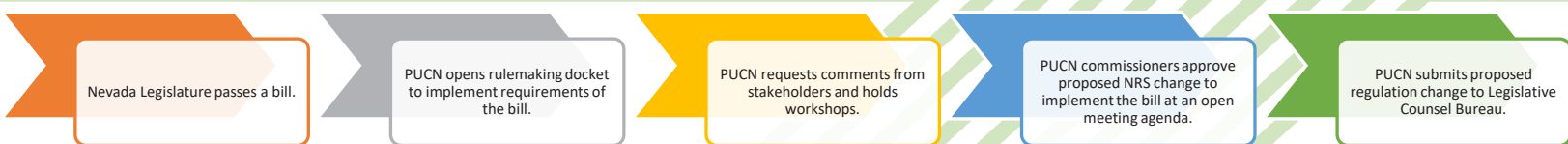
1. Identify policy needs and assist in drafting legislation as necessary.
2. Track proposed legislation affecting the PUCN.
3. Identify all relevant legislative directives.
4. Provide support to the Commission in implementing legislative directives via investigations and rulemakings.
5. Pursuant to NRS 233B.500, conduct a review of rules of practice and procedure every three years and a review of all agency regulations every ten years.
6. During legislative sessions, attend legislative hearings to provide clarification and assist with the promulgation of statutes reflective of the mission, powers, and duties of the PUCN.
7. Attend relevant interim legislative committee meetings to provide clarification and assist committee members in policy decisions consistent with statutory intent.
8. Provide updates to policy-makers regarding key PUCN proceedings.

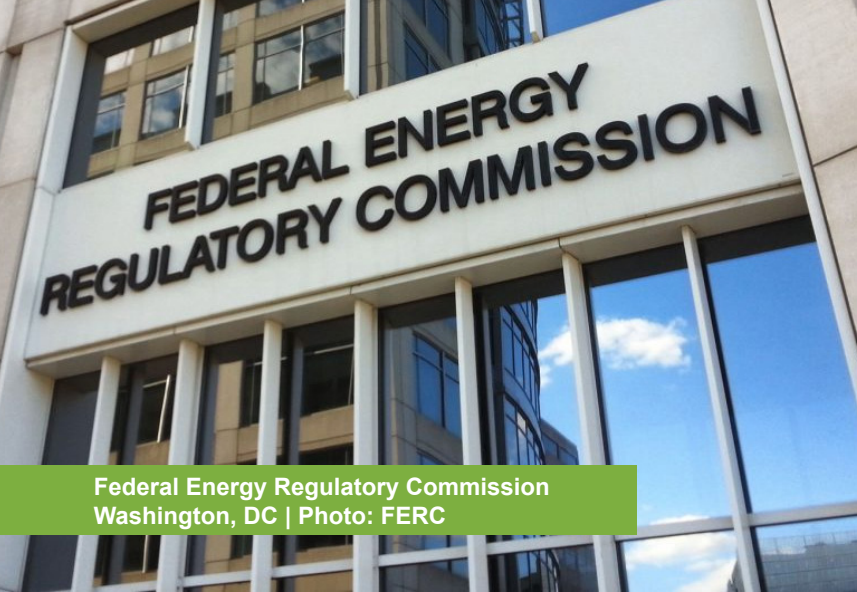
#### Objectives

1. Identify 100% of bill draft requests and/or proposed legislation affecting the PUCN within three business days of publication of the proposals.
2. Attend or monitor 100% of legislative meetings and hearings dealing with legislation affecting the PUCN during the legislative session.
3. Attend or monitor 100% of interim legislative committee meetings dealing with issues and policies related to the PUCN.
4. Ensure that the Commission opens all investigations and rulemakings to address legislative directives within 60 days of session’s end or pursuant to specific legislative instructions.

#### Performance Measures

1. Percentage of bill draft requests and/or proposed legislation affecting the PUCN identified within three business days of the proposal.
2. Percentage of legislative hearings and meetings attended or monitored dealing with legislation affecting the PUCN.
3. Percentage of interim legislative committee meetings attended or monitored dealing with issues and policies related to the PUCN.
4. Percentage of investigations and rulemakings to address legislative directives opened within 60 days of passage of the applicable legislation or pursuant to specific legislative instructions.





## 4. Commission Decisions & FERC Participation

Ensure that Commission decisions are sound, Commission actions are lawful, the PUCN is adequately represented when called into court, and the PUCN is able to monitor and/or participate in proceedings at the Federal Energy Regulatory Commission (FERC) and Federal Communications Commission (FCC) as appropriate.

Federal Energy Regulatory Commission  
Washington, DC | Photo: FERC

### Strategies

1. Provide competent legal advice and effective representation to the PUCN covering the entire range of potential legal issues requiring attention.
2. Provide adequate resources and access to training for attorneys in the Office of General Counsel to ensure their ability to provide competent legal advice and representation to the PUCN.
3. Provide timely and thorough review of all PUCN documents for legal sufficiency prior to their issuance.

### Objectives

1. Review 100% of Commission notices and orders for legal sufficiency prior to issuance.
2. Make initial recommendation(s) for Commission action on all petitions received by the Commission within the 60-day timeframe delineated under Nevada Administrative Code 703.540.
3. Ensure that 100% of licensed attorneys in the Office of General Counsel complete the continuing legal education (CLE) training required annually, with an emphasis on utility regulatory issues, including FERC and FCC training.
4. 100% of pleadings filed by General Counsel on behalf of the PUCN, in all court or administrative proceedings, will be filed by the applicable due dates.

### Performance Measures

1. Percentage of Commission notices and orders reviewed by General Counsel for legal sufficiency prior to issuance.
2. Percentage of petitions presented for initial Commission action within the 60-day timeframe delineated under Nevada Administrative Code 703.540.
3. Percentage of licensed attorneys in the Office of General Counsel who complete the continuing legal education (CLE) training required annually.
4. Percentage of pleadings filed by the Office of General Counsel on behalf of the Commission by the applicable due dates.





## 5. Support Executive Director & Administrative Personnel

Provide support to the Executive Director and administrative personnel in matters related to contracting, budgeting, human resources, and external communications.

### Strategies

1. Review and/or draft all agreements between the PUCN and outside vendors.
2. Provide legal analysis to assist the PUCN in resolving personnel matters.
3. Assist in developing and streamlining processes and procedures for internal operations and external communications.
4. Participate in discussions regarding policies affecting the PUCN and/or the entities subject to its regulatory oversight.

### Objectives

1. 100% of contracts with vendors will be reviewed by the Office of General Counsel prior to execution.
2. The Office of General Counsel will be engaged in all PUCN personnel matters requiring discipline or termination.
3. All new or revised administrative policies and procedures will be reviewed and/or drafted by the Office of General Counsel in coordination with the Executive Director.
4. The Office of General Counsel will be available to provide support and attend external meetings as directed by the Executive Director.

### Performance Measures

1. Percentage of contracts with vendors reviewed by the Office of General Counsel prior to execution.
2. Percentage of personnel matters requiring discipline or termination in which the Office of General Counsel is consulted.
3. Percentage of new or revised administrative policies and procedures reviewed by the Office of General Counsel.





## 6. Consumer Complaints

**GOAL: Resolve written complaints that arise between regulated utilities and their customers effectively and efficiently.**

### Strategies

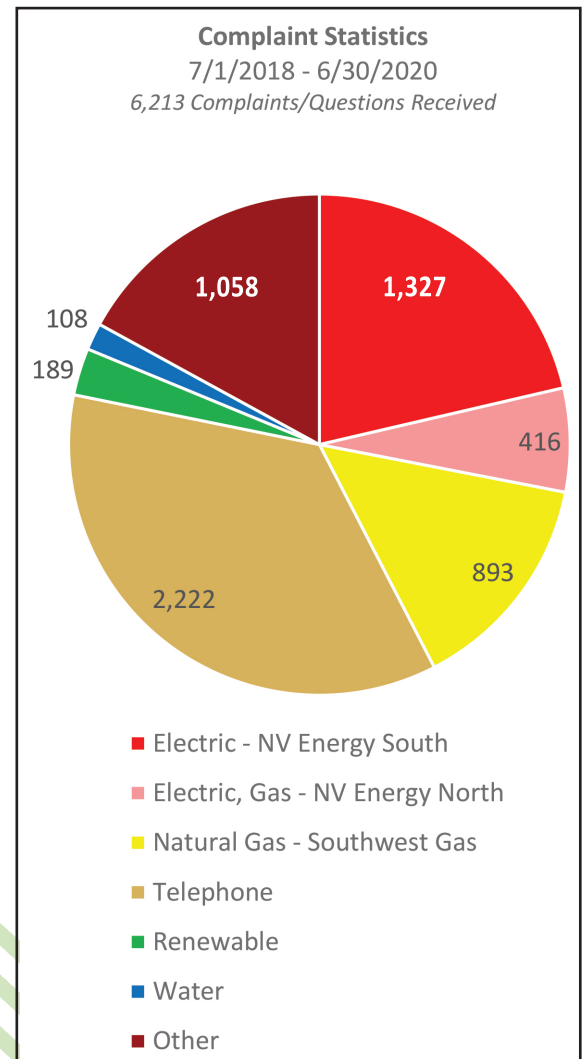
1. Provide management oversight on turnaround times on all written complaints.
2. Classify written complaints based on complexity and nature of complaint. Complaints that can be resolved at the division level will be classified as Tier 1 complaints, those complaints requiring assistance from other Staff Divisions would be classified as Tier 2 complaints.
3. Ensure the division is sufficiently staffed and trained to timely respond to written complaints.
4. Maintain a database to track written complaints.

### Objectives

1. Ensure 75% of all Tier 1 written complaints that arise between regulated utilities and their customers are resolved within 45 calendar days of formal notification to the utility.
2. Ensure 100% of all Tier 2 written complaints that arise between regulated utilities and their customers that are not resolved by Staff, are brought to the Commission for decision.
3. Conduct at least two general consumer sessions annually.

### Performance Measures

1. Percentage of Tier 1 written complaints resolved within 45 calendar days of formal notification to the utility.
2. Percentage of Tier 2 written complaints resolved.
3. Number of general consumer sessions held annually.





## 7. Public Understanding, Energy Efficiency & Conservation

**GOAL:** Promote public understanding of the Public Utilities Commission of Nevada and its functions, as well as energy efficiency and conservation measures.

### Strategies

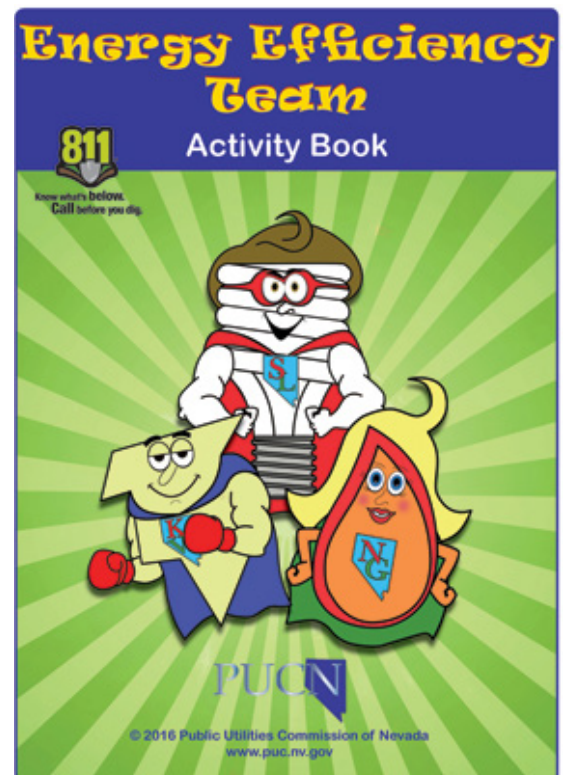
1. Enhance the PUCN's website with content that explains the PUCN's processes and promotes energy and water efficiency and conservation.
2. Distribute pamphlets, brochures, and a monthly newsletter to increase awareness of the PUCN and its function, enhance understanding of the regulatory process, and inform about the role conservation plays in reducing monthly utility bills.
3. Directly engage with consumers and community leaders through formal and informal speaking engagements and informational presentations that increase awareness of the PUCN and its function, enhance understanding of the regulatory process, and inform about the role conservation plays in reducing monthly utility bills.
4. Use social media to increase awareness of the PUCN and its function, enhance understanding of the regulatory process, and inform about the role conservation plays in reducing monthly utility bills.

### Objectives

1. Revise existing web content, create new content and conduct updates every six months to ensure the website adequately and accurately explains the PUCN's processes and promotes energy conservation.
2. Distribute pamphlets and brochures at a minimum of two community events in Northern Nevada and four community events in Southern Nevada each year.
3. Provide a guest speaker for a presentation at two public venues each year in both Northern and Southern Nevada.
4. Message social media followers at least once every two weeks.

### Performance Measures

1. Number of PUCN website updates performed annually with new pages or links promoting energy conservation.
2. Number of speaking engagements or informational presentations made in Nevada annually.
3. Number of community events attended and brochures and pamphlets distributed annually. Number of newsletters published annually.
4. Number of consumers who subscribe to the PUCN's listserv or follow the PUCN's social media websites.



The PUCN's Energy Efficiency Team activity book teaches children kid-friendly ways to save electricity, such as turning off the lights when leaving a room.



Spring Creek Water Tank  
Spring Creek, NV | Photo:PUCN

## 8. Water & Wastewater Utilities

**GOAL: Promote the safety, reliability, efficiency, and viability of water and wastewater utilities.**

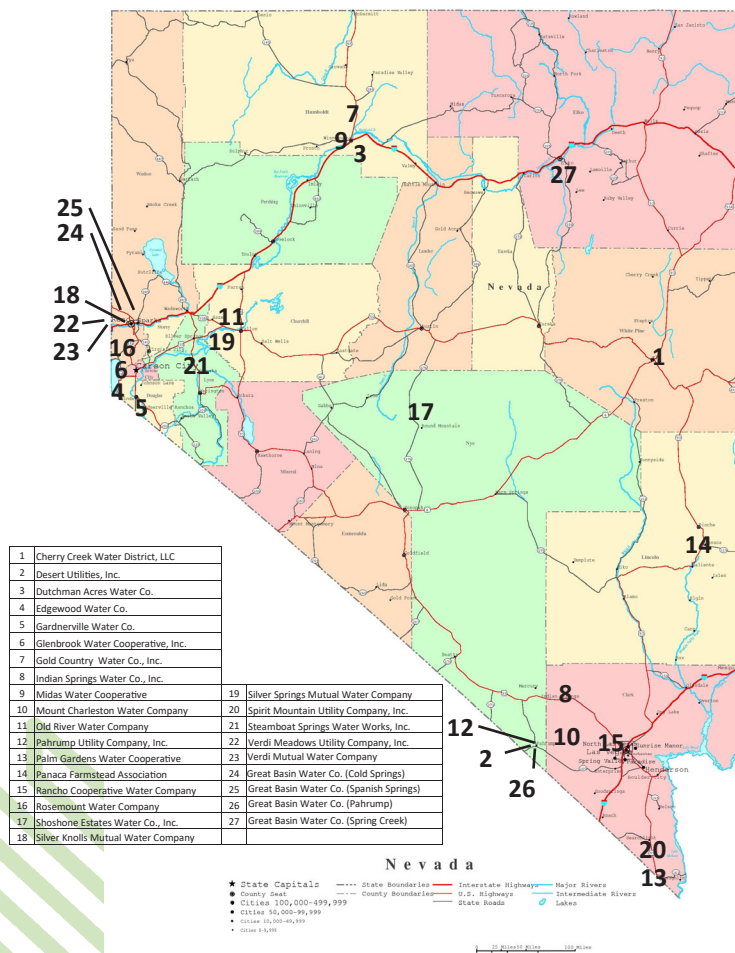
### Strategies

1. Inspect water and sewer utilities in order to evaluate and address technical, managerial, and financial capabilities of the utility.
2. Coordinate with other state agencies to verify utility compliance with state rules and regulations, and assist utilities in achieving compliance.
3. Assist small water and sewer utilities to understand and navigate the regulatory process.

### Objectives

1. Visit and/or meet with at least 25% of the 27 water and sewer utilities annually (approximately 7 companies).
2. Communicate with at least 50% of the 27 water and sewer utilities annually via telephone, video conferencing, email, or physical site visit (approximately 14).
3. For those utilities that have annual gross operating revenues under \$1,000,000 (approximately 13 companies), perform full inspections and file a Staff Inspection Report (per NAC 704.628) with the Commission once every three years.
4. For those utilities that have annual gross operating revenues under \$1,000,000, assist companies with filing annual Gross Domestic Product Deflator for a 50% completion rate (approximately 7 companies).
5. For utilities that have annual gross operating revenues over \$1,000,000 (3 companies), perform a thorough system review through the Integrated Resource Plan process every three years (per NRS 704.661).
6. For utilities that have annual gross operating revenues over \$2,000,000, thoroughly evaluate the General Rate Case filed by the utilities every three years (per NRS 704.110).

### Water Service Providers Regulated by the PUCN



### Performance Measures

1. Percentage of water and wastewater utilities visited or met with annually.
2. Percentage of water and wastewater utilities communicated with annually.
3. Number of Gross Domestic Product Deflators filed annually.
4. Number of Integrated Resource Plans filed in a three-year period.
5. Number of General Rate Cases filed in a three-year period.



Arden Rail Yard  
Las Vegas, NV | Photo: PUCN

## 9. Railroad Safety

**GOAL: Promote the safety of railroad facilities and operating practices.**

### Strategies

1. Conduct field inspections of railroad rolling stock to determine whether cars and locomotives conform to federal requirements.
2. Conduct inspections and audits of shippers and consignees of hazardous material rail cars to verify compliance with federal regulations.
3. Conduct inspections of general system track to verify compliance with federal track standards.
4. Conduct surveillance of train operating crews in railroad operations to ensure safe practices.
5. Coordinate with the Federal Railroad Administration (FRA) on inspections and follow-up inspections to verify compliance or corrective actions.
6. Maintain and/or develop inspector certification through close cooperation with the FRA on training and education of Commission personnel in the rail safety program.
7. Provide public education regarding railroad safety and operations.

### Objectives<sup>1</sup>

1. Inspect 6,000 freight and passenger car and locomotive units<sup>2</sup> annually.
2. Inspect 100%<sup>3</sup> of hazardous material shippers and consignees and 3,000 hazardous material units annually.
3. Inspect 3,500 track units (miles of rail<sup>4</sup>, turnouts, switches, ties, audits, etc.) annually.
4. Inspect at least 2,500 Operating Practices units (train rides, records inspections, safety audits, observations, testing, etc.) annually.
5. Create educational information and present to railroad personnel and/or other state or Federal railroad professionals.

### Performance Measures

1. Percentage of 6,000 car and locomotive (Motive Power and Equipment units for freight and passenger car and locomotive) inspections per year.
2. Percentage of hazardous material shippers and consignees inspected annually.
3. Percentage of 3,000 hazardous material tank cars inspected annually.
4. Percentage of 3,500 track units inspected annually.
5. Percentage of 2,500 Operating Practices units inspected for surveillance of railroad operations annually.
6. One presentation annually regarding railroad safety and/or operations.

1. Objective unit numbers for the four disciplines are obtained after weighing historic unit averages, forecasted travel budgets, Rail staffing, etc. Unit objectives are reevaluated every biennium.
2. A unit is representative of a specific element that underwent inspection; one inspection day can net anywhere from one to potentially dozens of units.
3. As of December 2019, Nevada has 70 licensed hazmat shippers.
4. 1,991 miles of track were active in Nevada in 2017.

## 10. Jurisdictional Operators

**GOAL: Ensure jurisdictional operators comply with 49 Code of Federal Regulations Part 191, 192, 193 and 199 (49 CFR 191, 192, 193, and 199)**

### Strategies

1. Conduct comprehensive pipeline safety audits and field inspections of jurisdictional operators for compliance with 49 CFR 191, 192, 193 and 199.
2. Respond promptly to reportable pipeline incidents in order to investigate the root cause and determine if any violations of 49 CFR 191, 192, 193, and 199 occurred.
3. Continue to support, when appropriate, the accelerated replacement of aging/higher risk natural gas pipeline infrastructure in order to reduce leaks and prevent incidents.

### Objectives

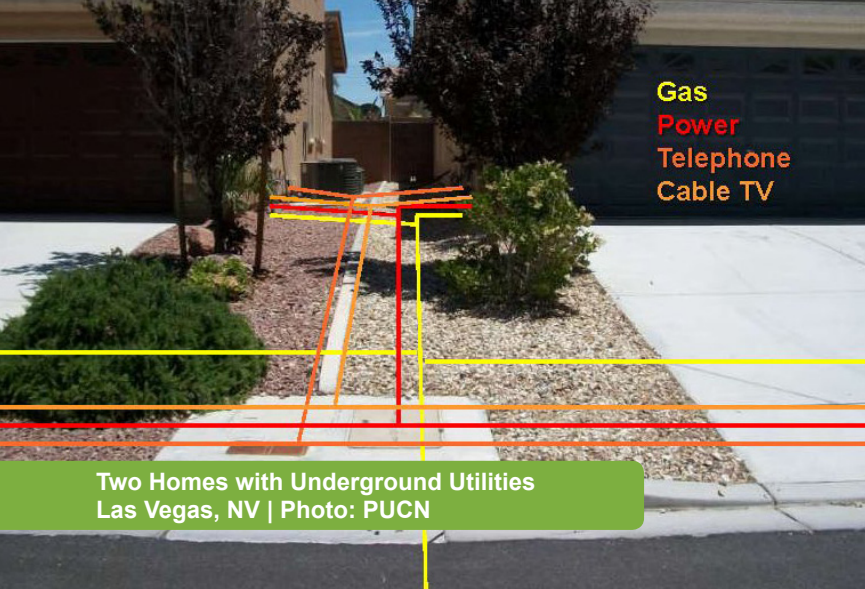
1. Audit all 12 (as of the end of 2019) jurisdictional gas pipeline operators' including direct sales, master meters and liquefied petroleum gas (LPG) systems every year.
2. Audit all local distribution companies (LDCs) every quarter. There are currently (as of the end of 2019) two LDCs broken up into three inspection units.
3. Investigate and prepare a causation report regarding all Federal reportable pipeline incidents within one year of the date of the incident.
4. Schedule and conduct daily field inspections (Field Days) of LDCs construction and maintenance activities. This includes working with small master meter and LPG operators to find opportunities to improve the safety of these systems, such as converting the systems to systems owned, operated and maintained by the LDCs. The current Federal requirement is 85 Field Days per inspector per year, with that requirement being half for the senior inspector who has supervisory responsibilities.
5. Issue probable violations to operators for noncompliance and pursue the issuance of civil penalties for that noncompliance when circumstances warrant.

### Performance Measures

1. Percentage of gas pipeline system inspection units for direct sales, master meters and LPG systems audited during the past year.
2. Percentage of LDCs audited during the past year.
3. Percentage of Federal incident reports completed within a year.
4. Percentage of the total number of inspection Field Days per inspector per year as compared to the 85 Field Day per year requirement.
5. Percentage of Staff's and/or General Counsel's recommended gas code civil penalties that are approved by the Commission.

Category	2013	2014	2015	2016	2017	2018	2019
Field/Inspection Days	559	593	514	637	617	632.5	671.25
O&M Audits/Inspections	34	29	30	29	36	36	35
Federal Reportable Incident	2	4	2	2	2	4	2
Probable Violations Issued	39	67	41	45	37	33	44
Civil Penalties Assessed	7	1	4	2	2	2	4
Civil Penalty \$ Assessed	\$110,900	\$7,500	\$220,000	\$230,500	\$303,000	\$40,000	\$612,000

Pipeline Installation  
Elko County, NV | Photo: PUCN



Gas  
Power  
Telephone  
Cable TV

## 11. “One-Call” System

**GOAL:** Increase effectiveness of the “One-Call” system by contract excavators and subsurface installation operators while also ensuring compliance with Nevada’s One-Call Law NRS 455.

### Strategies

1. Participate in the Nevada Regional Common Ground Alliance (NRCGA) partnership and support implementation of the Common Ground Alliance (CGA) best practices and goals in Nevada.
2. Participate as a sponsor or program speaker in excavator and/or operator safety awareness and recognition functions organized by the NRCGA, the one-call center serving Nevada (USAN), operators or their associations, contract excavators or their associations.
3. Participate in and/or coordinate excavator and/or operator/locator training sessions conducted by the NRCGA.
4. Conduct a robust in-field inspection program to ensure effective compliance with NRS 455/NAC 455 and to address violations, including issuing verbal warnings in the field, issuing written warnings, and bringing formal show cause proceedings before the Commission when warranted.
5. Work with the involved damage prevention stakeholders to improve the process and effectiveness of the program in Nevada.
6. Work with concerned stakeholders to improve the functionality and responsiveness, and hopefully lower the operating costs of the one-call center serving Nevada.
7. Work with concerned stakeholders to improve the state’s one-call law, NRS 455, bringing it fully up to date to address various issues and aspects.



**Know what’s below.  
Call before you dig.**

### 121 Fewer Damages

Nevada continues to decrease instances of gas pipeline damage – a trend maintained since 2015. Approximately 121 fewer damages and/or blowing natural gas pipelines occurred in 2019 when compared to the damage rate that occurred in 2017, resulting in \$181,500 in first-responder cost savings and \$121,000 in avoided utility emergency gas pipeline repairs.



### Objectives

1. Staff will maintain a presence at all NRCGA activities, committee meetings, subcommittee meetings, etc., and maintain an effective dialogue with all stakeholders.
2. Staff will maintain records of all one-call field inspection and compliance-enforcement activities, and will monitor the effectiveness that this direct oversight has on reducing the number of natural gas damages in the State of Nevada.
3. Issue violations to excavators and operators for noncompliance with NRS/NAC 455 and pursue the issuance of civil penalties for that noncompliance when circumstances warrant.

## Performance Measures

1. Number of one-call field inspections conducted during the past year. Typically, 200 plus one-call field inspections are performed annually, but that figure can vary based upon economic factors, as the health of the economy has a significant impact on the amount of excavation activity that is occurring. In 2018 and 2019 over 250 one-call field inspections were performed. There is currently no Federal minimum requirement for the number of one-call field inspections performed each year because one-call laws and one-call enforcement are state-sponsored functions.
2. Number of violations found during one-call field inspections, and how those violations were addressed (i.e., via verbal warning, written warning, or assessment of civil penalty). In 2019, approximately 235 verbal warnings were issued, 14 written warning letters were issued, and 33 civil penalties were assessed.
3. Number of natural gas damages per 1,000 one-call tickets received by the Nevada One-Call Center (USAN), per calendar year. This measure allows the trending of how many natural gas pipelines are being damaged per year based upon the number of entities excavating. The trend since the year 2000 is shown below.
4. Percentage of Staff's and/or General Counsel's recommended NRS 455 civil penalties that are approved by the Commission.

**Gas Damages per 1,000 Tickets Table:**

Year	One-Call Center Tickets	One-Call Center Tickets (1,000s)	Change from Previous Year	Percent Change from Previous Year	Number of Gas Damages Reported	Gas Damages (10s)	Change from Previous Year	Percent Change from Previous Year	Gas Damages per 1,000 Tickets
2000	103,365	103			1472	147.2			14.24
2001	107,785	108	4,420	4.28%	1389	138.9	-83	-5.64%	12.89
2002	133,030	133	25,245	23.42%	1495	149.5	106	7.63%	11.24
2003	161,360	161	28,330	21.30%	1333	133.3	-162	-10.84%	8.26
2004	175,075	175	13,715	8.50%	1237	123.7	-96	-7.20%	7.07
2005	199,630	200	24,555	14.03%	1200	120	-37	-2.99%	6.01
2006	204,485	204	4,855	2.43%	1140	114	-60	-5.00%	5.57
2007	171,550	172	-32,935	-16.11%	768	76.8	-372	-32.63%	4.48
2008	121,815	122	-49,735	-28.99%	550	55	-218	-28.39%	4.52
2009	72,250	72	-49,565	-40.69%	346	34.6	-204	-37.09%	4.79
2010	67,460	67	-4,790	-6.63%	319	31.9	-27	-7.80%	4.73
2011	69,010	69	1,550	2.30%	306	30.6	-13	-4.08%	4.43
2012	74,246	74	5,236	7.59%	305	30.5	-1	-0.33%	4.11
2013	75,531	76	1,285	1.73%	328	32.8	23	7.54%	4.34
2014	82,965	83	7,434	9.84%	356	35.6	28	8.54%	4.29
2015	105,143	105	22,178	26.73%	431	43.1	75	21.07%	4.10
2016	114,101	114	8,958	8.52%	385	38.5	-46	-10.67%	3.37
2017	129,991	130	15,890	13.93%	398	39.8	13	3.38%	3.06
2018	138,910	139	8,919	6.86%	431	43.1	33	8.29%	3.10
2019	150,593	151	11,683	8.41%	341	34.1	-90	-20.88%	2.26





PUCN Office Las Vegas  
Las Vegas, NV | Photo: PUCN

## 12. PUCN Work Environment

**GOAL:** Encourage a work environment that values employees, innovation, teamwork, professional development, and career advancement.

### Strategies

1. Ensure employees are treated fairly and are provided equal opportunities for professional development and career advancement.
2. Provide a rewarding, challenging and respectful work environment.
3. Improve employee competency in using information management tools.
4. Maximize employee development in the workplace to achieve the desired performance objectives and support the core mission of the PUCN.

### Objectives

1. Offer professional-specific training to 70 employees per biennium.
2. Offer state-offered training classes to all employees per biennium.

### Performance Measures

1. Percentage of employees completing professional-specific training per biennium.
2. Percentage of employees completing state-offered training classes per biennium.

