

SUSTAINABILITY PLAN

MISSION AND VISION

The Oregon Public Utility Commission (PUC) is greatly committed to a sustainable 21st century and is implementing the necessary actions to do our part for Oregon. The PUC's relationships with utility providers, consumers and stakeholders, the Oregon Department of Energy, the Energy Trust of Oregon (Energy Trust), Oregon Emergency Management, Department of Environmental Quality, Oregon Department of Transportation, Oregon Department of Forestry, and Oregon Housing and Community Services support state efforts to promote sustainability.

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

Vision: The 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.

Agency Overview:

PUC regulates investor-owned utilities, including electric, gas, telephone, and select water companies, and has a 2021-23 staff of 134 full time employees (FTE). The primary facility is located in Salem with a small satellite office in Portland.

Included in PUC operations is the Oregon Board of Maritime Pilots (OBMP), which is comprised of nine Board members as follows: three members of the public; three members of the shipping industry, and three pilot members. OBMP's day-to-day operations is overseen by an executive director and an administrator and is located at the Portland State office Building.

OBMP supports state sustainability efforts by ensuring safe passage for shipping in Oregon ports. Professional pilotage ensures sustainable commerce in Oregon ports, and a prosperous economy.

Established in 1846, the Oregon Board of Maritime Pilots' (OBMP) mission is to promote public health, safety, and welfare by ensuring that only highly qualified and carefully trained persons are licensed to pilot maritime vessels entering and leaving Oregon ports. OBMP board members and staff work together to ensure the availability of efficient, economical, and competent pilotage services. The Board members are appointed by the Governor and approved by the Oregon State Senate.

The PUC has traditionally supported sustainability; however, the Governor's 2004 order in support of the Oregon Sustainability Act gave us the opportunity to review our actions and to focus on expanding our efforts as follows:

- Improving the efficiency of energy and water use and increasing generation from renewable resources.
- Applying performance measures and targets; working with energy utilities; and with other state agencies such as the Oregon Department of Energy, Department of Environmental Quality, and Department of Forestry to implement state sustainability initiatives.
- Actions are leading to a more effective use of public purpose funds and are promoting customers' awareness of how their use of energy affects sustainability.

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In November 2017, the Governor signed the following Executive Orders:

- Executive Order 17-20 directing state agencies to take on additional challenges and goals to reduce our greenhouse gas impact with specific actions for the PUC including:
 - Working with Energy Trust on new pilot programs in existing buildings.
 - Prioritizing energy efficiency in affordable housing.
 - Coordinating sharing of data on energy use reductions.
 - Evaluating distributed energy's impact on resiliency efforts.
 - Participate in the Built Environment Efficiency Working Group.
- Executive Order 17-21 directing state agencies to develop plans and take actions to increase the adoption of electric vehicles, including:
 - Replace 25% of state fleet to zero emissions electric vehicles by 2025.
 - Increase the number of statewide electric vehicles from 16,000 in 2017 to 50,000 by 2020.
 - Develop electric vehicle charging stations along the Interstate 5 corridor, and state office buildings for use by state employees and the public.
 - Incentivizing electric vehicle adoption through rebates.
 - Outreach to the public and recognition of Oregon businesses adopting electric vehicle use.

On March 10, 2020, Governor Brown issued Executive Order 20-04 (EO 20-04) directing certain state agencies to take specific actions to reduce greenhouse gas emissions (GHGs) and mitigate the impacts of climate change. EO 20-04 is a significant step forward in Oregon's response to the profound challenge of climate change and its impact on Oregonians.

With more than a decade of experience implementing clean energy policy and given the clear intersections between our work and the topics addressed in the order, the Oregon Public Utility Commission (PUC) welcomes this direction and is well positioned to incorporate the principles and directions of EO 20-04 into our work.

The PUC has submitted a report to respond to EO 20-04, which identifies proposed actions and activities the PUC can accomplish in response to the Governor's directives to combat climate change and reduce GHG emissions. View the [PUC's Report](#) and [Appendix B](#).

Based on input from our stakeholders and internal agency discussions, the PUC has developed work plans to identify and manage the numerous activities the agency plans to undertake to help reduce GHG emissions in accordance with the goals set forth in EO 20-04. [View the PUC's work plans](#) for details.

In addition to regulatory and facility conservation practices, the agency also supports sustainability as follows:

- The PUC's Safety, Reliability, and Security Division inspects gas pipelines and electric transmission lines, and investigates incidents to protect utility services and customers.
- The PUC's Residential Service Protection Fund (RSPF) program supports low-income, and disabled Oregonians by providing subsidized telephone service and adaptive communication equipment to eligible state citizens. This program supports sustainability of Oregonians who are experiencing challenges in daily living and survival.
- The PUC's Consumer Services section provides support to residents who have concerns or are experiencing problems with utility service, billing issues, general information about utility services, or Commission actions. This section supports sustainable utility services and helps educate the public about utility issues.

The PUC Utility Program Director, Chief Operating Officer, Energy Resources and Planning Division Administrator, and Chief Financial Officer have responsibility for implementing the Plan. Staff from Business Services represent our agency at the Inter-Agency Sustainability Coordinators Network (ISCN) and presents to the Oregon Sustainability Board. The agency is also represented as an Agency Advocate at the Environmental Justice Council. Coordination with the Oregon Department of Energy, the Energy Trust of Oregon, Oregon Department of Transportation, and input from the public are also an integral part of our success.

Plan Promotion: To educate our employees, a segment on sustainability has been added to our new employee orientation and this Plan has been provided to and reviewed with responsible managers and staff. The Management Team reviews the Plan's progress on a semi-annual basis. Our internal newsletter, *The Communicator*, has periodic updates on sustainability. We began implementing our Plan early in January of 2004 with staff's review of utility filings for potential areas of action. The Plan continues with a review of tariffs as they are filed. Some activity depends on when energy and water utilities choose to file for rate changes.

SUSTAINABILITY FEATURES AT THE PUC MAIN FACILITY – THE BEARDSLEY BUILDING

In an effort to enhance the sustainability of a six-story building in downtown Salem for State of Oregon occupancy, Beardsley Building Development contracted with Advanced Energy Systems to install a solar panel array on the rooftop. The solar panel installation consists of 68 SolarWorld solar modules producing up to 285 watts each. This 19.4 kw Photovoltaic Power System is monitored by a live solar monitoring web page and tracked through a digital energy meter. During its lifetime, the system will offset 340 Tons of CO₂ which is the equivalent to the conservation of 7,880 trees or 34,590 gallons of gasoline. The building uses Panorama Slate 20 Window Tint that blocks damaging UV rays, rejects most solar heat and reduces energy consumption.

Beardsley Building Development has contracted with Clear Result to participate in the PGE Energy Partner Program. Participation in the program allows scheduled events to reduce power use during selected time slots, with durations between 2 hours and 5 hours as chosen by Beardsley Building Development. Participation in the program boosts sustainability as well as providing better options for tracking energy use. In preparation for participation in this program, Beardsley Building Development has also completed an HVAC System Controls upgrade.

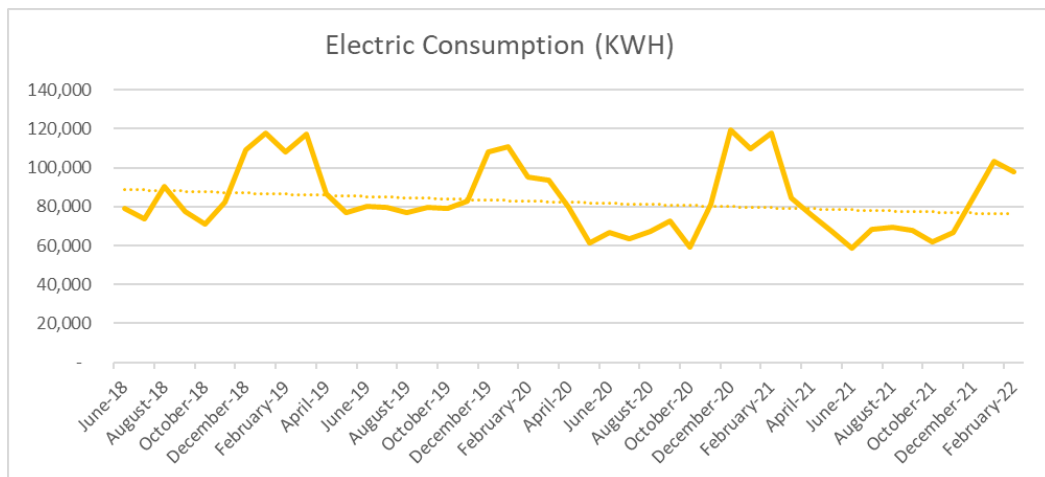
CURRENT INTERNAL EFFORTS

The following list highlights our current efforts to promote sustainability in agency operations.

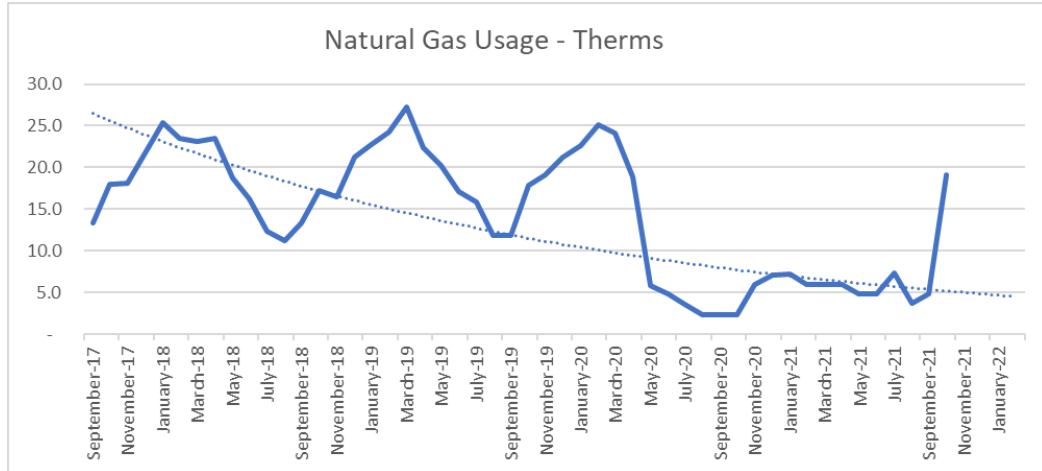
- Office Equipment, Furnishings, and Paper Products
 - PUC depends on a robust computer network for staff use and public engagement.
 - ✓ The agency buys energy efficient computers and monitors for staff and maintains an efficient and reliable network that supports effective and sustainable operations and ensures successful critical business functions.
 - ✓ Staff are reminded and encouraged to turn computers and monitors off at the end of each day, and staff compliance is consistent. Computers lock out after 5 minutes of non-usage to protect system integrity and reduce electric usage.
 - ✓ Desktop monitors are scheduled to go into sleep mode when not in use. This not only reduces energy, but also reduces the risk of confidentiality breaches, data loss, or degradation of system integrity.

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- ✓ The agency maintains considerable confidential information and uses multiple system security methods to prevent data breaches, degradation or failures within our network.
 - The agency uses e-mail/e-filings when possible during transactions with stakeholders and the general public.
 - ✓ Communications with stakeholders and the general public is an important element of agency operations, and in the past, has been dependent on paper documents.
 - ✓ Electronic communications reduces the amount of paper, ink for printers, and staff time involved in the communications process.
 - PUC has centralized printers within agency program areas to reduce the total number of agency printers.
 - ✓ Reducing printers within the agency encourages staff to get some exercise by getting away from their desks.
 - ✓ Fewer printers tend to reduce the amount of printed documents, and reduces printer wear, paper, and toner cartridges.
 - We protect and sustain our information systems network and agency information resources by maintaining appropriate security software, training our staff about cyber security, and testing our network and computer systems for vulnerabilities on a regular basis.
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- Energy and Lighting
 - The light fixtures in the main PUC Salem facility utilizes timers set for agency operating hours. At night, these timers shut off most facility work-area lighting – except for emergency lighting. The lighting timers can be overridden by staff who are working late.
 - We have also worked with staff who want to remove all lamps from fixtures above their work areas, and rely on ambient and natural light harvesting, which some staff prefer.
 - Motion detectors are used in bathrooms and some parking areas to turn lights off when not in use.
 - We have researched and are in the process of implementing a pilot project to change our current florescent lamps to LEDs. Subtle flicker in florescent lighting can be distracting to some staff, and LED lighting is more energy efficient in terms of energy use as well as long-term bulb replacement expense. Based on staff feedback; this project will be expanded from the test area to all sections within our facilities.
 - Utilizes a green light bulb disposal method with certificate from Veolia Environmental Services for recycling and/or disposal.

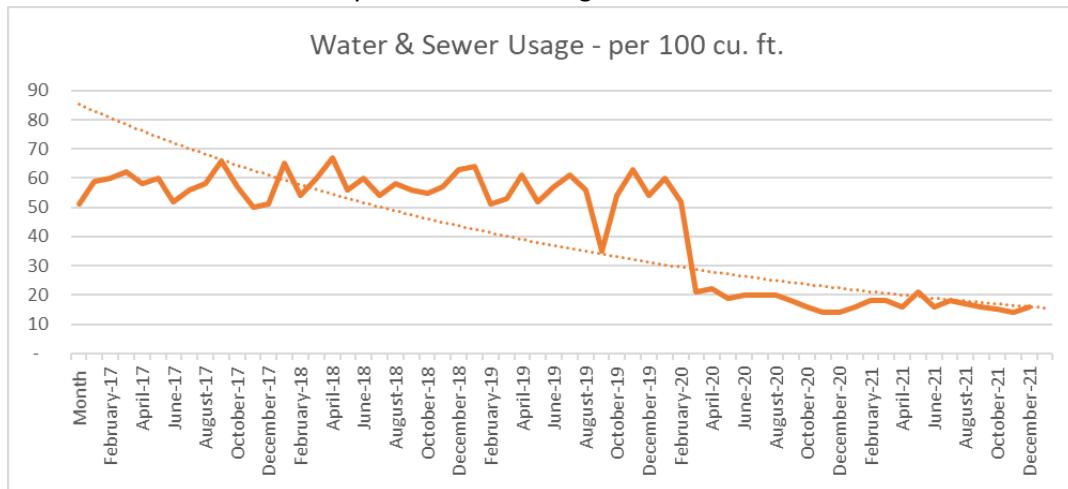


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- Water Usage

- The agency installed water bottle filling stations on each floor of our building. These filling stations allow staff to fill and re-use water bottles, which reduces overall water usage and keeps plastic water bottles from going to landfills.
- Facility bathroom fixtures have automated actuation to ensure reduction of water use.
- Currently undergoing an upgrade to 24 restrooms facilities to change existing manual water faucets to automatic faucets with low flow water aerators of 0.5 gpm. With the motion sensor activation, water will only be used when activated. The combination of auto on/off and low flow will substantially reduce water usage.



- Product Stewardship

- Whenever possible, we buy office supplies and products from the Oregon Correction Enterprise and local Minority-owned, Woman-owned, or Emerging Small Businesses (MWESB) as certified by Oregon's Certification Office for Business Inclusion and Diversity.
- We work with state price agreements to conserve state and agency resources.
- We follow DAS sustainable procurement guidelines.
- We work with state surplus to recycle more efficiently, re-use, or discard old or operationally obsolete property.
- The PUC buys items from surplus periodically, when operationally feasible, to reduce expense.

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- The PUC participates in interagency property transfers when the opportunity arises. This provides an opportunity to share unneeded agency assets between agencies and reduce overall state and agency purchase expense.
- Employee Commuting/Telecommuting
 - We encourage carpooling and use of public transit systems, and promote local transit programs and alternative transportation efforts.
 - We maintain a secure bicycle storage room to provide a convenient location for staff to store their bikes. Bike racks and security cables are located in the bike room, and the room requires an access control card for entry. Providing free, safe, and secure bicycle storage promotes and encourages staff to reduce fuel usage, reduce transportation expense, help the environment, and stay fit.
 - We allow staff to work remotely when possible. COVID-19 restrictions have led to significant changes in the workplace, including increased remote work, very few people in the office, and significantly less work-related travel. These changes have increased sustainability by reducing the environmental impact of commuting and traveling and by reducing waste created in the office. As we plan for return to the office, the PUC will modernize our work environment to continue some of the sustainability benefits associated with Covid-19 restrictions. The PUC will:
 - ✓ Continue to support worker flexibility and leverage communication technology to incorporate more telecommuting into our work environment. This will reduce the number of employees driving to and from the office every day, contributing to a better work-life balance by spending less time driving, reducing traffic congestion, and lowering our carbon footprint.
 - ✓ Continue to assess our environmental footprint and determine whether less physical office space is needed.
 - ✓ Continue to explore greater use of technology (i.e., Zoom, Teams, etc.) for meetings and trainings, which will reduce travel and our overall emissions over time.
 - ✓ Continue to provide laptops, cellphones, and secure access to network resources for staff to be effective in working remotely, either hybrid or full-time working from home status.
 - PUC maintains two on-site fleet vehicles for staff business use. This reduces staff time and fuel expense as compared to travelling to and from the fleet vehicle facility for each trip.
- Sustainability of Utility Services
 - PUC Gas Pipeline and Safety staff are required to travel throughout Oregon to conduct safety and reliability tests and incident investigations. These efforts promote safe, reliable gas and electric services that ensure our state's residential and commercial environment are sustainable for future generations.
- Portland Satellite Office
 - We established a Portland Satellite Office to reduce commutes to and from Salem for staff who live in Portland and surrounding areas. This reduces fuel usage, promotes staff job satisfaction, and a healthier environment.
 - PUC Salem-area staff use the satellite office when they have meetings with utilities and stakeholders in Portland. This is especially helpful when there are multiple meetings or special projects in the Portland area

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- Local Economic Stability
 - We purchase from local businesses whenever possible.
 - As a state agency, we provide a stable and diverse pool of working professionals that help sustain and support our community.
- Recycling & Waste Reduction
 - We recycle printer and copier toner cartridges, paper, and batteries.
- Citizen Involvement
 - The agency conducts public meetings and open hearings.
- Stakeholder Reporting
 - Industry and customer groups, and other alliances have input and are involved in Commission decisions.
- Environmental Justice
 - Public notices are broadcast through our website and through various communication resources. Casting a wide net in our communication efforts ensures we reach the broadest segment of our citizens.
 - PUC provides public education about state regulatory operations, agency program services, consumer rights, and topical presentations on subjects such as environmental issues, low income issues, and emerging technologies in the Utility sector of the economy.
 - Several programs within the agency conduct outreach to diverse audiences through direct contact or the use of various forms of media.
 - The PUC is represented on the Environmental Justice Council and participates as an agency advocate at scheduled meetings.
- Interagency Sustainability Coordinators Network (ISCN)
 - The PUC is represented on the Interagency Sustainability Coordinators Network (ISCN).
 - The agency reports sustainability efforts to the ISCN.
 - We apply those initiatives, shared by other agencies that can be successfully implemented in the privately owned facilities occupied by PUC staff.
- Education
 - The PUC develops and distributes Consumer and agency fact sheets.
 - The PUC invites input from the public at regulatory hearings, and public meetings.
 - The PUC educates utility consumers through our Consumer Services staff.
 - The PUC encourages input and feedback by reaching out to Oregon communities during public comment meetings held throughout the state. This provides an opportunity for the public to comment on agency actions and decisions, and for the agency to better understand the acceptance or concerns from the public.
 - PUC offers periodic training sessions on various topics to better understand our processes and encourage more involvement.
- Sustaining Those In Need
 - The agency's Residential Service Protection Fund (RSPF) has four (4) programs that provide access to phone or high-speed internet service for qualifying Oregonians who are low-income or have a disability.

- ✓ The *Oregon Telephone Assistance Program* provides a monthly discount on phone or high-speed internet service through participating companies to eligible low-income households in Oregon.
 - ✓ The *Telecommunication Devices Access Program* loans specialized telecommunications equipment to Oregonians with a disability in hearing, vision, speech, mobility or cognition.
 - ✓ The *Oregon Telecommunications Relay Service* is a free 24-hour service that allows individuals who are deaf, hard of hearing, deaf-blind, or have a speech disability to place and receive calls through specially trained relay operators.
 - ✓ *Communication Facilitators* are specially trained professionals that provide effective, distance communications access for DeafBlind individuals, who communicate using sign language through tactile or close vision methods to make and receive live videotelephony calls.
- The agency's Consumer Services staff coordinate medical certificates for those with medical needs to help prevent utility disconnects and establish a payment plan.
 - The Commission is working with utilities on Arrearage Management Programs and Low-Income rates. The Arrearage Management Programs identified and waived residential arrearages at an initial one-time amount of at least 1 percent of each utilities' Oregon retail revenues (approximately \$39 million combined total for all utilities). Three utilities (PGE, NW Natural, and Cascade Natural Gas) have increased or have requested to increase contributions by an additional 0.5 percent of its operating revenue.

CURRENT EXTERNAL GOAL AND ACTIONS

Encourage sustainable resource use through Oregon's public purpose and supplemental energy efficiency programs and utility pricing options.

The Commission is achieving this goal through the following three actions:

Action 1: Establish performance measures and targets to gauge the performance of the Energy Trust of Oregon (Energy Trust) in acquiring cost-effective conservation and renewable resources. PUC oversees the expenditure of public purpose, gas utility program funding, and supplemental energy efficiency funds by Energy Trust for energy efficiency and renewable resources. Funds are collected from the customers of Portland General Electric, PacifiCorp, NW Natural, Avista Utilities, and Cascade Natural Gas.

Energy Trust's 2021 programs:

- Saved 44 average megawatts of electricity, achieving 93% of its ambitious electric savings goal.
- Saved 7.1 million annual therms of natural gas, attaining 116% of its gas savings goal.
- Helped Oregonians to generate 5.4 aMW of clean energy—topping out at 153% of its renewable goal.

The organization's efforts kept a total of 162,000 metric tons of carbon dioxide out of the atmosphere—the equivalent of removing 38,000 cars from Oregon roads for a year.

PUC established specific measures and targets to evaluate Energy Trust's performance, which include:

- Electric efficiency performance,
- Natural gas efficiency performance,
- Renewable resource generation,

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- Financial integrity,
- Percentage of funds received spent on administrative and program support costs, and
- Customer satisfaction in dealing with Energy Trust and its contractors.

Each year, PUC sets targets for each measure and considers Energy Trust's performance in meeting the targets to determine grant agreement renewal. Performance is reported to the Legislature.

Action 2: Implementing new energy pricing programs to encourage efficient and clean energy use. The cost to meet peak electricity needs in the Pacific NW has increased in recent years. Pricing strategies to encourage customers to reduce usage or shift to off-peak, lower cost periods are likely to be cost-effective substitutes for buying power or building generating plants for use at peak times. Strategies include:

- Peak load pricing (charging higher prices during times of actual or expected peak usage).
- Energy buybacks (paying customers to reduce usage at peak times).
- Dispatchable standby generation (paying for the right to use a customer's emergency generator during the utility's peak).
- Direct load control (paying a residential customer for the right to cycle heaters or air conditioners on and off during peak periods).
- Voluntary green pricing programs.
- With the implementation of HB 2475 (2021), the Commission can approve differential rates for low-income customers.
- During the COVID-19 pandemic, Commission staff worked with all six energy utilities to implement Arrearage Management Programs that reduced customer arrearages that accrued because of the pandemic. The programs identified and waived residential arrearages at an initial one-time amount of at least 1 percent of each utilities' Oregon retail revenues (approximately \$39 million combined total for all utilities). Three utilities (PGE, NW Natural, and Cascade Natural Gas) have increased or have requested to increase contributions by an additional 0.5 percent of its operating revenue.

PUC encourages and works with utilities to identify, design, and offer other cost-effective programs.

Action 3: Adopting pricing for water utility customers that encourage more efficient use. Many water utilities charge customers a flat monthly rate, so that customers pay the same amount no matter how much they use. To encourage customers to use water more efficiently, the Commission encourages the adoption of volumetric rates (or even increasing block rates, where a customer pays a higher rate per hundred cubic feet at higher levels of usage) when regulated water utilities file to change rates.

The Commission provides opportunities for public input in undertaking all three actions. The agency coordinates with the Oregon Department of Energy in setting performance measure targets and reviewing the performance of Energy Trust, and in reviewing new pricing programs for energy utilities.

CURRENT REGULATORY ACTIVITIES PROMOTING SUSTAINABILITY

Despite many challenges caused by the COVID-19 pandemic, the 2021 Oregon Legislative Assembly passed important legislation directly or indirectly affecting the work of the Oregon Public Utility Commission (PUC). This legislation, much of which is built on Governor Brown's Executive Order 20-04 to mitigate the impacts of climate change, create a new clean electricity standard for Oregon utilities, address the increasing wildfire risk with new prevention and mitigation measures, expand the PUC's authority to create rate classifications, enhance Oregon's efforts to support the adoption of alternative-

fuel vehicles, and extend the public purpose charge (PPC) and modernized its use to fund energy conservation and renewable projects in the state.

Embedded throughout these bills is an amplified focus on equity and affordability. The PUC now has the ability in setting rates to consider the differential energy burdens on low-income customers and other factors that affect affordability for certain classes of utility customers. Groups representing low income and environmental justice communities are now eligible to receive intervenor funding assistance to participate in PUC proceedings. Utilities must use best efforts to spend 50% of new funds collected annually for transportation electrification on underserved communities. As part of their clean energy efforts, utilities are required to convene advisory groups that include representatives of environmental justice communities and low-income ratepayers as part of their clean energy efforts. The PUC must establish new equity metrics to evaluate PPC expenditures.

Significant legislative changes that affect state sustainability include:

HB 2021 – Clean Energy

House Bill 2021 makes numerous and significant changes to the laws governing the PUC, the Department of Environmental Quality (DEQ) and the Oregon Department of Energy (ODOE) to promote clean energy. The bill contains five major parts:

- (1) Establishes an emissions-based clean energy framework for electricity providers.
- (2) Creates Customer Supported Renewable program for local governments.
- (3) Adopts labor standards for certain energy projects.
- (4) Directs ODOE to examine, with PUC help, opportunities for small scale and community-based renewable energy projects.
- (5) Creates a Community Renewable Energy Project Grant program in ODOE.

The bill also:

- Amends existing statutes to increase the small-scale renewable energy project requirement for PGE and PacifiCorp from to 10 percent capacity by 2030, and
- Prohibits the Energy Facility Siting Council from siting any new generation facility that produces power from fossil fuels or to amend a certificate that would significantly increase carbon dioxide emissions from an existing facility.

HB 2475 – Differential Energy Burden/Intervenor Funding

House Bill 2475 expands PUC ratemaking authority regarding low-income customers; and enables groups representing low-income customers and environmental justice communities to receive intervenor funding assistance.

HB 3141 – Public Purpose Charge

Adds new provisions to modify the public purpose charge, create requirements on Energy Trust, establish equity metrics for public purpose charge expenditures, and creates new revenue for bill payment and crisis assistance

HB 2165/HB 3055 – Transportation Electrification/Transportation

These statutes add new provisions and amends statutes to further accelerate utility investment in Transportation Electrification (TE) infrastructure. HB 2165 creates a dedicated funding resource for investments by requiring PGE and PacifiCorp to collect a monthly meter charge equal to 0.25 percent of

the total revenues. These funds are the minimum amount that must be invested, with utilities encouraged to spend at least 50 percent annually on underserved communities.

The bill allows TE expenditures to be covered by rates if the measures undertaken can be shown to support TE and benefit utility customers. This can be done through a myriad of ways including reduction in GHG emissions; distribution or transmission management benefits; revenues from electric vehicle charging offsetting utility fixed costs that may otherwise be charged to customers; system efficiencies; or increased customer choice through greater deployment and increased availability of and access to public and private electric vehicle charging stations. Finally, utilities installing one or more electric vehicle charging stations to ensure customer choice in the selection of the type of electric vehicle charging station to be installed.

HB 3055 is a large, omnibus transportation bill. Four of the 170 sections pertain to the PUC. First, section 21 almost exactly mirrors the language found in HB 2165 expanding the authority of the PUC. In Sections 23 and 24, the bill expands the authority of gas utilities to invest in transportation infrastructure in front of or behind the meter. Investments must meet several criteria for cost recovery, including a reduction in GHG emissions, improvements to the gas infrastructure, and supporting the adoption of alternative vehicles powered by renewable hydrogen or renewable natural gas.

The legislature gave the PUC wide discretion to determine what investments do fall under that category. Additionally, the law includes statutory factors that the PUC may consider when approving these investments. Generally, HB 3055 gives the PUC even more flexibility in determining which programs and activities to approve.

SB 762 – Wildfire Prevention and Mitigation

SB 762 is a comprehensive, omnibus wildfire bill that establishes new electric utility system mandates to identify and assist in mitigating wildfire risks. It requires investor-owned electric utilities to file Wildfire Protection Plans for Commission review. Implementation of Wildfire Protection Plans will reduce the risk of electric infrastructure-related wildfires, which can have negative climate and environmental health impacts, and promote resiliency of Oregon communities to aid in climate change adaptation.

LONG-TERM OBJECTIVES

The Commission is committed to a Sustainable 21st century for Oregon. In the long-term, we will continue to incorporate sustainability principles into our operations and decision-making process, while carrying out our mission and our agency strategic plan (as set forth in our budget narrative).

Policies and actions to promote sustainability further the Commission's goal of ensuring Oregon consumers receive utility service at affordable rates. Recognizing the benefits of sustainability in how utilities plan for and acquire new resources helps to keep utility costs and customer energy bills down. These benefits include reduced exposure to pollution taxes and costs, lower fuel cost risk, and price volatility with renewable resources, and greater use of energy efficiency instead of more generation to meet consumers' energy needs.

2021-2023 Sustainability Plan Progress Statement

As of March 9, 2021, the Commission's progress in meeting its sustainability goals is as follows:

Developed a strategic plan that supports sustainability and addresses the following areas:

- **Strategic Goal: Scrutinize Utility Costs and Performance to Ensure Utilities Charge Fair Rates for High Quality Service**
 - 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.
 - 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.

- **Strategic Goal: Maintain and Enhance Safety, Reliability, and Resiliency of Utility Services**
 - 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.
 - 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.

- **Strategic Goal: Promote Consumer Benefits from Policy, Market, and Technology Changes**
 - 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

- 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.

- **Strategic Goal: Inform and Influence Utility Sector Solutions That Create Value for All**
 - 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.
 - 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 Director to provide point of contact and lead engagement and outreach activities.

- **Strategic Goal: Improve Business Practices and Organizational Effectiveness**
 - 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.
 - Develop a mentoring and enhanced training program for agency employees
 - New employee and Management Training
 - State Policies Training and Subject Matter Training/Professional Development

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- 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.