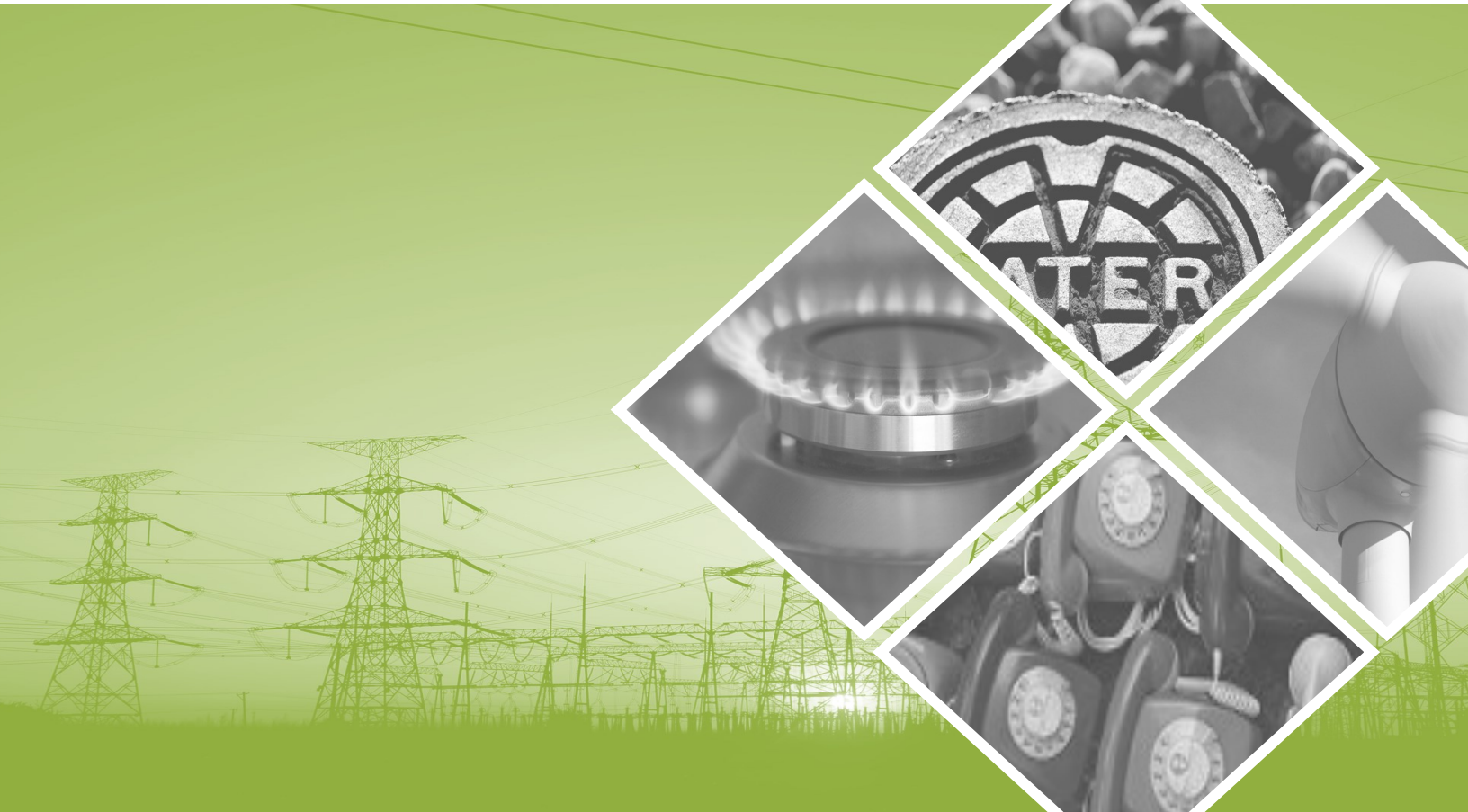


2023-2025 STRATEGIC PLAN





Mission, Vision & Values

Mission

Our mission is to ensure Oregonians have access to safe, reliable, and fairly priced utility services that advance state policy and promote the public interest.

We use an inclusive process to evaluate differing viewpoints and visions of the public interest to arrive at balanced, well-reasoned, and independent decisions supported by fact and law.

Vision

Our vision is to improve the lives of Oregonians through effective utility regulation and leadership in the utility sector. We serve Oregon by:

- ◆ holding utilities to high standards of performance and value
- ◆ guiding a transformation in utility services consistent with Oregon’s social, environmental, and economic goals, and
- ◆ adapting regulatory processes to improve inclusion, learning, collaboration, and problem-solving

Our success depends on recruiting and retaining talented and engaged employees to provide independent analysis in support of agency decision-making. We strive to offer meaningful work, mentoring and training, and a positive workplace culture.





Mission, Vision & Values

Values

Accountability: Our responsibility to serve utility customers drives us to be diligent in our work, and efficient and effective in managing financial and human resources.

Integrity: As individuals, we are honest, trustworthy, and respectful. As an organization, we use open, fair processes and independent analysis to reach informed and just decisions.

Inclusion: We strive to advance equitable access, engage diverse perspectives, promote collaboration, and recognize our impact on all communities.

Adaptability: We develop expertise and adapt our skills, our organization, and our regulatory processes and tools in order to meet rapid change in our regulated industries.





Strategic Goals & Objectives

Goal 1: Use regulatory tools effectively to balance interests and ensure utility service is reliable, affordable, and advances the public interest

Long-Term Objectives

- ◆ Independently and professionally review utility costs, practices, and performance to set fair rates for Oregon's rate-regulated utilities
- ◆ Provide direction and incentives for utilities to operate efficiently, meet consumers' needs, and advance the public interest at the lowest reasonable cost and risk
- ◆ Encourage competition that benefits customers and serves the public interest
- ◆ Perform regulatory oversight through a process that encourages meaningful participation from diverse perspectives and equitably balances interests of customers and communities, utilities, and other stakeholders

Short-Term Objectives (2023-2025)

- ◆ Streamline regulatory processes and increase, reallocate, and reprioritize resources to ensure agency personnel can responsibly scrutinize utility filings, including significant, complex dockets (e.g., general rate proceedings, annual power cost reviews, integrated resource plans, requests to acquire resources, multi-state allocation proceedings) and routine regulatory filings
- ◆ Incorporate significant recent legislative direction (e.g., HB 2021, HB 2475, HB 3141) and increased scope of responsibility from the rapid energy transition by adapting planning oversight and ratemaking to consider climate change, community benefits, equity and environmental justice, providing intervenor funding, and other new issues, including by evaluating performance-based regulation and other appropriate regulatory reforms
- ◆ Involve new stakeholders and adapt regulatory processes to promote greater inclusion and encourage collaboration toward robust solutions
- ◆ Improve equitable terms and conditions for utility service by adopting new methods to address energy burden and equitably distribute benefits of energy transition





Strategic Goals & Objectives

Goal 2: Promote safety, reliability, and resiliency of utility services

Long-Term Objectives

- ◆ Promote safety, reliability, and resiliency of utility infrastructure and operations by enforcing safety and service rules, and establishing regulatory requirements and incentives for utility planning and performance to address emerging risks
- ◆ Maintain shared responsibility for the Oregon Emergency Support Functions 2 and 12 by facilitating connections between governmental emergency support structures and the utility sector

Short-Term Objectives (2023-2025)

- ◆ Modernize agency's safety audit and enforcement program to produce accessible data and actionable information about safety and resiliency performance metrics of greatest concern to Oregonians
- ◆ Expand engineering and risk-focused analysis capabilities and redundancy for emergency support function
- ◆ Mature PUC's planning oversight for utility wildfire mitigation plans and establish resiliency guidelines for Clean Energy Plans, with a long-term view to an all-hazards approach to seismic, cyber, wildfire, and other emerging risks
- ◆ Actively contribute to and integrate national, regional, state, and local efforts to improve the overall resiliency and reliability of the utility system through initiatives such as the Oregon Wildfire Electric Collaborative, the Western Resource Adequacy Program, and the Oregon Energy Security Plan.





Strategic Goals & Objectives

Goal 3: Guide integration of new technology, customer offerings, and market mechanisms to benefit customers

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 improved consumer value and advance the public interest
- ◆ Ensure that customers have access to options that integrate appropriately into the utility system, advance the public interest, and do not adversely impact other utility customers or communities

Short-Term Objectives (2023-2025)

- ◆ Mature regulatory treatment of distribution- and demand-side opportunities to promote customer, system, and societal benefits (distributed system planning, interconnection, electric vehicles, storage and microgrids, rate design, community choice, demand response, and energy efficiency)
- ◆ Inform design of new regional electricity market structures to promote benefits for Oregon consumers
- ◆ Participate in efforts to leverage new federal funding opportunities to advance new technology and customer options in energy and broadband
- ◆ Maintain awareness of potential for significant advances in clean energy technology (offshore wind, wave, RNG, green hydrogen)





Strategic Goals & Objectives

Goal 4: Inform and influence utility sector solutions that 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
- ◆ Advance the interests of Oregon utility customers, including traditionally underrepresented stakeholders, in consideration of emerging policy issues at the state, regional, and federal level
- ◆ Seek leadership opportunities to influence appropriate federal and regional utility-related proceedings with significant potential to benefit Oregon utility customers
- ◆ Collaborate with other utility commissions, state agencies, and regulatory organizations to maintain awareness of emerging issues and advocate for outcomes that benefit all Oregonians

Short-Term Objectives (2023-2025)

- ◆ Continue to develop Oregon PUC leadership role in regional and national forums, particularly to advance regional market coordination needed to achieve state climate policies
- ◆ Continue to develop strong, constructive relationships with state legislature, state agencies, and local governments to better understand and help achieve state and local government public policy goals
- ◆ Engage new stakeholder groups, particularly those advancing equity issues and representing environmental justice communities, by strengthening relationships, learning about their perspectives, and helping to develop capacity to participate in PUC proceedings including through intervenor funding





Strategic Goals & Objectives

Goal 5: Improve business practices and organizational effectiveness

Long-Term Objectives

- ◆ Support agency decision-making through continuous improvement in open, fair, and inclusive processes
- ◆ Adapt our skills, our organization, and our regulatory processes and tools to meet continual evolution in our industry and policy context
- ◆ Recruit and retain employees with needed skills and expertise, informed by agency needs and diversity, equity, and inclusion objectives
- ◆ Foster a work environment that encourages alignment of individual goals with the agency's mission, values, and needs
- ◆ Manage customer 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 (2023-2025)

- ◆ Increase resources to assist with employee recruiting, retention, and mentoring and training
- ◆ Critically examine business practices and resource allocation, seeking opportunities to streamline efforts and focus resources on the most critical agency needs
- ◆ Improve agency's infrastructure and capabilities for managing data and information
- ◆ Enhance agency's capability to host hybrid in-person/remote meetings
- ◆ Develop and implement internal-facing diversity, equity, and inclusion program

