

California Public Utilities Commission

Draft Strategic Directives Holistic Assessment

version 4/20/16

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COMMISSION POLICY	
Category: Strategic Directive	Title: Mission
	Policy Number: SD-01
Date of Adoption:	Resolution No.
Revision:	Resolution No.

The CPUC protects consumers, ~~provides~~ assures safe and reliable infrastructure for a prosperous California, ~~and~~ safeguards the environment, and provides ~~through~~ fair, ~~affordable, and reasonable~~ regulation of services and utilities.

Monitoring Method: Executive Director Report

Frequency: Annually

COMMISSION POLICY	
Category: Strategic Directive	Title: Safety
Date of Adoption:	Policy Number: SD-02
Revision:	Resolution No.

The CPUC secures health and safety with a goal of achieving zero accidents and injuries across all the entities ~~we-it~~ regulates, and within ~~our own~~the CPUC workplace.

The CPUC will:

1. Adopt an organization-wide systematic approach to safety that focuses on:
 - a. Safety Policy: Adopting leading safety policies and standards that maximize safety in a cost efficient manner above and beyond compliance;
 - b. Risk Management: Continually identifying, assessing, and mitigating or eliminating the safety risk faced or posed by the entities ~~we-it~~ regulates;
 - c. Safety Assurance: Assuring that the entities we regulate ~~have proper tools to ensure compliance-comply~~ with the law ~~and have sufficient resources to ensure,~~ and the safety of the public, their workers, and the environment;
 - d. Safety Promotion: ~~Supporting efforts to Assuring-assure~~ that the public and ~~CPUC-regulated~~ entities ~~we work with~~, including their workers and customers, are able to make informed choices and know how to respond to unsafe situations;
2. ~~Provide transparent and effective procedures for p~~Promotinging a continuously improving safety culture ~~within the CPUC and~~ within the utilities ~~we-it~~ regulates;
3. Promote a safety culture within the CPUC by ~~C~~continuously ~~improve-improving~~ safety oversight and outcomes ~~by-and~~ learning from experience—including near misses, incidents investigations, audits proceedings, consumer feedback and complaints.

Monitoring Method: Executive Director Report

Frequency: Annually

COMMISSION POLICY	
Category: Strategic Directive	Title: Reliability and Resiliency
Date of Adoption:	Policy Number: SD-03
Revision:	Resolution No.

The CPUC ~~warrants~~assures reliable and resilient services of the entities it regulates.

The CPUC will:

1. Assure an adequate supply of regulated services and adequate infrastructure to deliver the services;
2. Assure the quality of products and services provided by regulated entities;
3. Assure that utility systems are resilient and capable of recovering from adverse events—such as accidents, natural disasters, and those related to cyber and physical security;
4. Assure regulated entities have proactive maintenance programs that are adequate, verifiable, and auditable.

Monitoring Method: Executive Director Report

Frequency: Annually

COMMISSION POLICY	
Category: Strategic Directive	Title: Rates and Affordability
Date of Adoption:	Policy Number: SD-04
Revision:	Resolution No.

The CPUC ensures that rates are just and reasonable.

The CPUC will:

1. ~~Ensure~~ Assure that essential services remain affordable for all Californians, while also assuring safety and reliability;
2. Ensure that any necessary and appropriate rate ~~increases~~ changes are approved in a timely manner and are fairly amortized over time;
3. Help consumers understand services and rate changes and assure that regulated entities provide the information and tools to inform choices and minimize costs;
4. For services where the CPUC does not directly regulate prices, monitor market conditions and take appropriate action if it appears that rates are no longer just and reasonable;
5. Represent the interests of California ratepayers before the Federal Energy Regulatory Commission and the Federal Communications Commission to advance these directives.

Monitoring Method: Executive Director Report

Frequency: Annually

COMMISSION POLICY	
Category: Strategic Directive	Title: Universal Access/Universal Service
Date of Adoption:	Policy Number: SD-05
Revision:	Resolution No.

The CPUC seeks to provide all Californians with access to necessary services from utilities and regulated entities.

The CPUC will:

1. Within the CPUC's jurisdiction, Promote policies and rules that provide universal service for energy, communications, water, and transportation;
2. Administer the efficient and fair collection of applicable surcharges and fees that support its public purpose programs;
3. Within the CPUC's jurisdiction, Facilitate the expansion of equitable access to energy, communications, water, and transportation services ~~under Commission jurisdiction.~~

Monitoring Method: Executive Director Report

Frequency: Annually

COMMISSION POLICY	
Category: Strategic Directive	Title: Consumer Protection, Education, and Assistance
Date of Adoption:	Policy Number: SD-06
Revision:	Resolution No.

The CPUC protects, educates, and assists consumers in their purchase and use of services from covered-regulated entities and CPUC-relevant industries.

The CPUC will:

1. Ensure and assure the accuracy and accessibility of consumer information;
2. Identify consumer complaints and trends and prosecute instances of waste, fraud, and abuse, or violations of law and CPUC rules;
3. Assist consumers in filing, tracking, and resolving complaints;
4. Educate and assist consumers concerning the services they use.

Monitoring Method: Executive Director Report

Frequency: Annually

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COMMISSION POLICY	
Category: Strategic Directive	Title: Compliance and Enforcement
Date of Adoption:	Policy Number: SD-07
Revision:	Resolution No.

The CPUC monitors regulated entities' compliance with applicable law, including CPUC rules, regulations, and orders.

The CPUC will:

1. Promote compliance and deter violations of applicable laws, standards, and regulations;
2. Enforce applicable laws, rules and regulations in a fair, consistent, and timely manner;
3. Promote individual and organizational accountability within regulated entities;
4. Continually improve CPUC oversight efforts through regular periodic reviews of CPUC compliance and enforcement efforts, ~~and review of the safety performance of regulated entities.~~

Monitoring Method: Executive Director Report

Frequency: Annually

COMMISSION POLICY	
Category: Strategic Directive	Title: Climate Change
Date of Adoption:	Policy Number: SD-08
Revision:	Resolution No.

The CPUC promotes greenhouse gas (GHG) reductions through its decisions and leadership for the benefit of California’s residents, ecosystems, climate and economy.

The CPUC will:

1. Further California’s goal to reduce GHG emissions to 40% below 1990 levels by 2030 and 80% below 1990 levels by 2050;
2. Consider adaptation to the impacts of climate change, especially in adaptation-in CPUC decisions addressing utility infrastructure, and ~~ensure~~-assure that activities by CPUC-regulated entities are so informed.

Monitoring Method: Executive Director Report

Frequency: Annually

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COMMISSION POLICY	
Category: Strategic Directive	Title: Environmental Sustainability
Date of Adoption:	Policy Number: SD-09
Revision:	Resolution No.

The CPUC implements state and federal law and develops policies that are consistent with California’s environmental sustainability laws and goals.

The CPUC will:

1. Consider the impact of CPUC decisions and policies on California’s natural resources and communities;
2. Consider the environmental and public health impacts of CPUC decisions and policies on California’s disadvantaged communities.

Monitoring Method: Executive Director Report

Frequency: Annually

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COMMISSION POLICY	
Category: Strategic Directive	Title: Economic Prosperity
Date of Adoption:	Policy Number: SD-10
Revision:	Resolution No.

The CPUC promotes a strong California economy that provides jobs and general prosperity.

The CPUC will:

1. Require and/or encourage regulated entities to purchase goods and services competitively from ~~the a widest possible and diverse~~ range of potential suppliers;
2. Encourage innovation, competition, and consumer choice in the ~~the availability of a wide range of~~ services and technologies available to consumers;
3. Consider the economic impact of CPUC decisions and policies on California's disadvantaged communities;
4. Analyze and seek to minimize the costs and adverse economic impacts of regulatory actions;
5. Consider the impact of CPUC decisions and policies on California jobs and employers.

Monitoring Method: Executive Director Report

Frequency: Annually

COMMISSION POLICY	
Category: Strategic Directive	Title: Administration
Date of Adoption:	Policy Number: SD-11
Revision:	Resolution No.

The CPUC responsibly administers the human, financial, and information resources entrusted to it.

The CPUC will:

1. ~~Plan for change in the industries it regulates and people it employs and p~~Perform comprehensive workforce and succession planning ~~to adapt to those changing conditions and demands~~;
2. ~~Support~~ Advance agency ~~wide~~ recruiting, hiring, and performance management in an efficient and timely manner;
3. Provide relevant and practical training and mentoring to staff that supports ~~our the~~ CPUC's core values and ~~state administrative standards~~ the staff's job duties;
4. Maximize efficiency and effectiveness of the agency where possible ~~Interpret state administrative rules in a manner that upholds the intent of the rules while supporting maximum efficiency~~;
5. Protect confidential, sensitive, or personally identifiable information ~~through policies about its appropriate handling~~;
6. ~~Utilize~~ Use modern technology to help CPUC employees perform their jobs effectively;
7. ~~Establish, M~~ maintain, ~~established~~ and ~~tested~~ business continuity plans for operational interruptions or emergencies;
8. Ensure timely and effective contracting for ~~Quickly engage specialized~~ outside services, ~~when needed, and provide strong oversight over those projects and funds~~;
9. Be a prudent steward of public funds ~~Manage and report on the financial health of CPUC administered special funds, including the timely collection and accounting of revenue, and adjustment of fees as necessary, respect authorized state budgetary authority when spending funds, and seek augmented authority when needed to meet the CPUC's statutory obligations.~~

Monitoring Method: Executive Director Report

Frequency: Annually

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COMMISSION POLICY	
Category: Strategic Directive	Title: Communication and Engagement
Date of Adoption:	Policy Number: SD-12
Revision:	Resolution No.

The CPUC engages in open communication with staff, ~~our many~~ stakeholders, and members of the public.

The CPUC will:

1. Increase awareness of and engagement in the work of the CPUC, both internally and externally;
2. Communicate the CPUC’s role in facilitating the safe, affordable, reliable and environmentally sound delivery of services by regulated entities to diverse stakeholders;
3. Provide the public with accurate information and documents in a timely manner;
4. Support an organization-wide culture and core values through dialogue, critical thinking, learning, innovation, collaboration, and collegiality.

Monitoring Method: Executive Director Report

Frequency: Annually

COMMISSION POLICY	
Category: Strategic Directive	Title: Decision-making Process
Date of Adoption:	Policy Number: SD-13
Revision:	Resolution No.

The CPUC commits to a decision-making process that is impartial, fair, consistent, and transparent, maintains integrity at all levels, and ~~is consistent with~~adheres to the law.

The CPUC will:

1. Ensure that commissioners are actively engaged in the decision-making process;
2. ~~Make the~~Implement procedures, practices, and rules for Commission decision-making that are consistent, understandable, and ~~conveniently~~ accessible to the public and interested parties;
3. ~~Ensure the CPUC's decision-making process e~~Enables and encourages the parties, the public, and governmental entities to participate actively in developing the record in Commission proceedings.;
- 3.4. ~~Ensure~~ all decision-making documents ~~(the "record")~~in the administrative record are logged and available to the public to the extent allowed by law, and ~~that accessibility to means to access and navigate~~ the record are continuously improvedis regularly assessed and enhanced.;
~~Ensure the CPUC's decision-making process enables and encourages the parties, the public, and governmental entities to participate actively in developing the record in Commission proceedings.~~

Monitoring Method: ~~General Counsel and Chief Administrative Law Judge Reports from Legal Division and ALJ Division, with input from News and Public Information Office, Public Advisor's Office, and Commission Oversight~~

Frequency: Annually

COMMISSION POLICY	
Category: Strategic Directive	Title: Coordination with Other Governmental Entities
Date of Adoption:	Policy Number: SD-14
Revision:	Resolution No.

The CPUC collaborates and coordinates with local, state, federal, and tribal entities—as appropriate—to achieve its goals.

The CPUC will:

1. Continually seek to clarify roles with other governmental entities to assure effective and efficient regulation and delivery of services;
2. Communicate within the CPUC and to ~~internal and external~~ stakeholders the agreed-upon roles and responsibilities of the CPUC and its governmental partners;
3. Coordinate with governmental entities on the effective and efficient regulation and delivery of services;
4. Assess the results of governmental collaboration and continuously work to improve it;
5. Give due deference to the adopted policies and decisions of other state and federal agencies.

Monitoring Method: Executive Director Report

Frequency: Annually

COMMISSION POLICY	
Category: Strategic Directive	Title: Risk Management
Date of Adoption:	Policy Number: SD-15
Revision:	Resolution No.

The CPUC maintains a continuously improving enterprise risk management system and internal audit function.

The CPUC will:

1. Identify and characterize substantial risks to the achievement of the Commission's goals and strategic objectivesdirectives, including risks the public faces with respect to entities the CPUC regulates;
2. Prioritize risks of greatest concern, in light of their likelihood, severity, and available options for their mitigation;
3. Consider risk priorities in allocating the CPUC's resources, including budgetary funding and the time and attention of Commissioners and CPUC staff;
4. Test and verify the effectiveness of the CPUC's managerial controls and operations.

Monitoring Methods: ~~Enterprise Risk Management presentation, Chief Internal Auditor and Executive Director r~~Reports ~~to the Finance and Administration Committee~~

Frequency: Annually