

## Action Item Name: Safety Expertise Management

Ensure that we have the right people for the right job in the right place, adequately supported with tools and training. This includes several major work streams: (1) regionalization/decentralization (2) classification review (3) training programs (4) productivity tools. This effort should also consider defining pathways for promotion for those specializing in safety.

### Customer Value

- Advances the central mission of ensuring the safety of utility and rail infrastructure by enabling the Commission to provide better safety assurance services across the entire state.
- Efficiency gains, translating into better protection of Californians at a lower cost.
- Presence of safety professionals across California, providing Californians with better access to safety experts.

### Success Metrics and Measures

- Metrics provided in SED monthly reports.
- Employee surveys.
- Internal and external audit results.
- Reduction in travel time (not currently measured).
- Faster incident response time (not currently measured).

### Implementation Considerations: Policy, Process Redesign, Staffing, Technology

- This initiative will be integrated with overall CPUC efforts to improve administrative services and operational efficiency at the CPUC.

### Costs

- SED will need to dedicate a person to work on this for 50% of their time, with support from the director and SED management.

### Major Milestones

- Hire 20 additional staff in Sacramento by the end of 2017.
- Implement video conferencing capabilities (e.g. Skype) for all SED staff by the end of 2017.
- Develop a training program for Electric Safety and Reliability Branch by the end of Q3 2017.
- Complete classification review by the end of 2018.
- Standardize training programs across SED by the end of 2018.
- Continued implementation of SED's 4-Region model in 2018 & 2019.

### Timing and Sequencing

- Hire 12 SED staff in 300 Capitol Mall office in Sacramento by the end of Q2 2017.
- Hire 20 staff by the end of 2017.
- Electric Safety and Reliability Branch by the end of Q3 2017.

### Other Considerations

- This initiative needs to align with overall CPUC plans for regionalization/decentralization and other organizational improvements.
- Currently, SED is experiencing significant operational challenges in the administrative support unit. Until these issues are resolved, only limited progress can be made on this action item.

### Action Item Name: SED Operational Improvements

SED operational improvements include ongoing work to improve existing processes and close known gaps in documentation (e.g. having a documented process for managing unexpected issues in the field). Determine preferred solution for document management (e.g. content server or SharePoint) and refresh how documents are organized. Review and standardize codes that are being used for timekeeping to improve our ability to report on staff time allocation and have better information to support budget change proposals.

#### Customer Value

- Advances core safety mission by enabling CPUC staff to provide better safety assurance services.
- Efficiency gains, translating into better protection of Californians at a lower cost advancing the core value of stewardship.
- Improved transparency that will advance the core values of open communication and accountability.

#### Success Metrics and Measures

- Metrics provided in SED monthly reports.
- Employee surveys.
- Internal and external audit results.
- Approvals of budget change proposals.

#### Implementation Considerations: Policy, Process Redesign, Staffing, Technology

- A CPUC-wide policy on document retention (how long to keep e-mails, files, drafts of documents etc.) will greatly assist in cleaning up SED's various document repositories. This policy needs to be provided by Legal and Administrative Services.

#### Costs

- SED will need to dedicate a person to work on this for 50% of their time, with support from the director and SED management.

#### Major Milestones

- An updated document management repository with specific capabilities.
- Updated process for tracking employee time and report capabilities, with specific focus on tracking time spent in the field vs. in the office reviewing documents and performing administrative activities.

#### Timing and Sequencing

- Implement a central repository for SED administrative unit, including documentation of core processes and guidelines for staff by the end of Q2 2017.
- Implement new timecodes for the Electric Safety and Reliability Program by the end of Q3 2017.

#### Other Considerations

- Very difficult to implement without a dedicated person to move the project along, which SED currently does not have.
- Will need dedicated support from Administrative Services.
- Documentation is key to a professional regulatory program.
- Currently, SED is experiencing significant operational challenges in the administrative support unit. Until these issues are resolved, only limited progress can be made on this action item.

## **Action Item Name: Safety Expertise Management**

Ensure that we have the right people for the right job in the right place, who are adequately supported with tools and training. This includes several major work streams: (1) regionalization/decentralization (2) classification review (3) training programs (4) productivity tools. This effort should also consider defining pathways for promotion for those specializing in safety.

### **Customer Value**

- Advances the central mission of ensuring the safety of utility and rail infrastructure by enabling the Commission to provide better safety assurance services across the entire State
- Efficiency gains, translating into better protection of Californians at a lower cost
- Presence of safety professionals across California, providing Californian's everywhere with better access to experts in safety

### **Success Metrics and Measures**

- Metrics provided in SED monthly reports
- Employee surveys
- Internal and External audit results
- Reduction in travel time (not currently measured)
- Faster incident response time (not currently measured)

### **Implementation Considerations: Policy, Process Redesign, Staffing, Technology**

- This initiative will be closely intertwined with overall CPUC efforts to improve administrative services and operational efficiency at the CPUC

### **Costs**

- SED will need to dedicate a person to work on this for 50% of their time, with support from the Director and SED management

### **Major Milestones**

- Hire total of 20 additional staff in Sacramento by the end of 2017
- Implement video conferencing capabilities (e.g. Skype) for all SED staff by the end of 2017
- Develop a training program for Electric Safety and Reliability Branch by the end of Q3 2017
- Complete classification review by the end of 2018
- Standardize training programs across SED by the end of 2018
- Continued implementation of SED's 4-Region model in 2018 & 2019

### **Timing and Sequencing**

- Hire 12 SED staff in 300 Capitol Mall office in Sacramento by the end of Q2 2017
- Hire total of 20 staff by the end of 2017
- Electric Safety and Reliability Branch by the end of Q3 2017

### **Other Considerations**

- This initiative needs to align with overall CPUC plans for regionalization/decentralization and other organizational improvements.
- Currently, SED is experiencing significant operational challenges in the Administrative Support Unit. Until

## **Action Item Name: External Partnerships**

Continue the effort to enter into formal agreements with other state and federal agencies, including CalFire, CalOSHA, NTSB, NERC, NRC etc. Develop a list of agencies with priorities; assign leads for developing partnership with each entity; enter into legal agreements; develop a process for ensuring ongoing collaboration.

### **Customer Value**

- Promotes mission of ensuring safety of rail and utility infrastructure by clarifying safety responsibilities and roles, and yielding better coordination across government agencies.
- Increased public confidence in CPUC and other government processes to hold regulated entities accountable.
- Efficiencies gained from not duplicating work thereby advancing core value of stewardship.

### **Success Metrics and Measures**

- Results of internal and external audits.
- Number of executed MOUs.
- Number of projects that include coordination with other agencies.

### **Implementation Considerations: Policy, Process Redesign, Staffing, Technology**

- Need support from CPUC president and commissioners to engage with leadership of different agencies.
- Builds upon CalOES and DOGGR MOUs completed in 2016.

### **Costs**

- Staff time (200 hours of SED and legal resource time per MOU).

### **Major Milestones**

- Completion of MOUs.

### **Timing and Sequencing**

- Year 1: Focus on state agencies (CalFire, CED and CalOSHA).
- Year 2: Focus on federal agencies (NTSB, NERC, FERC, NRC).
- Year 3: Assess effectiveness of existing MOUs.

### **Other Considerations**

- Legal resources are an important constraint.

**Action Item Name: CPUC Emergency Response & Crisis Management**

Ensure that CPUC is ready to respond to emergencies in the state. Train all CPUC leadership in Incident Command System (ICS) fundamentals, widen participation in emergency response exercises, and conduct outreach to local governments to promote adequate emergency response preparedness throughout the state. Establish processes for continuous improvement of emergency response and business continuity processes.

**Customer Value**

- Helps advance core safety mission by providing more effective incident response from all involved entities.
- Increased transparency and better information during emergencies consistent with core values of open communications and accountability.
- Improved safety of Californians.

**Success Metrics and Measures**

- Number of commission staff participating in emergency exercises.
- Performance assessment from after-action reports.

**Implementation Considerations: Policy, Process Redesign, Staffing, Technology**

- Thus far, SED and News and Outreach Office staff have had some training in ICS and participated in exercises, but adoption is minimal outside of these groups.
- Needs to be coordinated with Action Item SD-03-01 (Utility Emergency Plans Review).

**Costs**

- Staff time.

**Major Milestones**

- Incorporation of ICS training into CPUC-wide training program.
- Commissioner attendance at emergency response exercises.
- Conducting after-action report following emergency addressed by ICS.

**Timing and Sequencing**

- Year 1: Training at CalOES for commissioner and directors of industry divisions by the end of Q2 2017.
- Year 1: Training plan for commission leadership and core staff by the end of Q3 2017.
- Year 2: Formalization of CPUC ICS adoption; Integration between emergency response and business continuity plans; Revise core documents by the end of 2018.

**Other Considerations**

- Need CPUC president and commissioner support to be fully effective.
- Requires close coordination with CalOES.

## Action Item Name: Industry Safety Risk Identification and Management

Review roles of SED Utility Risk Assessment and Office of Safety Analysis (OSA) to ensure cohesive risk management strategy. Ensure ongoing utility risk identification, assessment, and mitigation through creation of templates and guidelines for two new risk accountability reports created as part of General Rate Case risk safety framework. Define staff roles regarding review of and action based on these reports. As part of the next cycle of S-MAP applications, conduct a safety en banc session for commissioners and executive management to allow regulated entities to explain how they are translating their enterprise risk management processes into operational safety programs via the S-MAP process.

### Customer Value

- Advances core safety mission by Incident prevention.
- Transparency of industry risks promotes core values of open communications and accountability.

### Success Metrics and Measures

- Risks identified.
- Stakeholder buy in, tracked via comments.

### Implementation Considerations: Policy, Process Redesign, Staffing, Technology

- OSA and SED Risk Assessment unit should coordinate to define roles in producing templates and guidelines.

### Costs

- Staff time.

### Major Milestones

- Review reports from PG&E 2017 GRC and Sempra 2016 GRC.
- Templates and guidelines adopted in Phase 2 of SMAP case.
- Final report design following SCE 2018 GRC.

### Timing and Sequencing

- Year 1: Assess PG&E and Sempra reports; OSA and SED coordinate and define roles by the end of 2017.
- Year 2: Develop template in phase 2 of SMAP case by the end of 2018.
- Year 3: Template implementation following adoption of SCE2018 GRC.

### Other Considerations

- SED will lead this work, but will partner with OSA and Energy Division.



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**Action Item: Annually Review  
Each Utility's Emergency Plan**

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Utilities are required to submit emergency plans to the CPUC, but there is no clear business rule on how these plans are reviewed by the CPUC. CPUC staff should jointly review all utility emergency plans looking for crossover issues such as communications impacts on electric utility's ability to respond to an event, and for best practices from other utilities. The utilities' state of resiliency in the face of potential catastrophic threats should be addressed in the SMAP and RAMP phase of their general rate cases so any funding needs can be identified as part of the GRC.

**Customer Value**

- Promotes mission of ensuring safety of utility infrastructure.
- Clear understanding among regulatory staff and commissioners of potential threats, details of plans to mitigate the threats and parties' roles and responsibilities.
- Improved response time to emergencies with quicker restoration of services.
- Better emergency responsiveness; transparent links to best practices.

**Success Metrics and Measures**

- Respective division directors report to the commissioner with overview of emergency plans.
- Commissioners, directors, and selected subject matter experts offer a second review to provide qualitative input on process and to suggest improvements.

**Implementation Considerations: Policy, Process Redesign, Staffing, Technology**

- Each industry division responsible for coordinating meeting and providing all advanced material.
- OES to provide training material and guidelines for reviewing plans.
- SED to facilitate the meetings.

**Costs and Benefits**

- Staff time, printing.
- Training.
- Improved emergency plans.
- Better coordination of emergency plans between utilities and with oversight agencies.



### Timing and Sequencing

- End of Q2 2017, industry divisions and SED provide a master list of all emergency plans filed at the CPUC to OES.
- End of 2017, establish training and guidelines for methods of review.
- End of Q1 2018, hold first review.
- End of 2018 complete one round of review.
- Include assessment of resiliency in SMAP and RAMP phase of each utility's GRC filing.

### Other Considerations

- What plans are utilities required to file today? This will be addressed by completing a master list to be provided to OSA.
- Should utilities participate in the review? Possible workshop to discuss roles of stakeholders and transparency of the process.
- Given fact that plans contain confidential information, can other parties join review?

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## Action Item Name: Develop Best Practices Guidebooks

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Review best practices used by utilities across the country, other state and federal regulatory agencies for maintenance and emergency response. Use outcome of this analysis to adopt best practices guidelines for California and update general orders as needed. While best practice guidebooks should be prepared in multiple areas as a starting point in 2017/18 this should focus on utility emergency plans and can be coordinated with SD-03-01 to review all emergency plans.

### Customer Value

- Enhances mission of ensuring the safety of California infrastructure.
- Improved guidance to CPUC staff and utilities on expected standards, thereby increasing effectiveness and stewardship of resources.
- Reduced risk of loss of service and faster response times in emergencies.
- Increased responsiveness and promotion of safety.

### Success Metrics and Measures

- Best practices manual on emergency plans adopted in 2018.
- Manual is of sufficient quality to use as part of review of emergency plans.
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- Assessment of completeness and effectiveness of guidebooks in annual one-page narrative. (invite a group of users to note how it is used/test).

### Implementation Considerations: Policy, Process Redesign, Staffing, Technology

- Should be coordinated with SD-03-01.
- Each Industry division responsible for developing best practices manual for their subject area with support from PPD, SED and OSA.
- May require opening proceedings to revise general orders.

### Costs

- Staff time to research and prepare manuals.
- Staff and ALJ time if proceedings needed.
- Possible consulting costs.
- Possible travel cost for research.

### **Major Milestones**

- Close research and have draft outline of guidebook/Aug. 2017.
- Draft final guidebooks/January 2018.
- Open OIRs (if needed)/March 2018.
- If no OIR needed, finalize guidebooks/June 2018.
- Annual updates or review of guidebooks documenting use and experience.

### **Timing and Sequencing**

- SD-03-01 on emergency plan will inventory all emergency plans filed at CPUC and OES End of Q2 2017.
- PPD or OSA will establish meeting/workshop with national expert on best practices by May 2017.
- Draft guidebooks completed in Aug. 2017 will inform review of new emergency plans as they are filed in Q4 2017 and Q1 2018.

### **Other Considerations**

- How should we provide employee training and guidance in developing manuals?
- Once guidebooks are developed, they will need periodic updating to remain relevant.

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### **Action Item: Implement Integrated Resource Planning (IRP)**

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Implement an integrated resource planning process that addresses the requirements outlined in SB 350, i.e., meets the GHG emissions reduction targets established by ARB, ensures reliability, identifies a diverse and balanced portfolio of resources, and results in fair and reasonable rates. In addition, IRP will be responsible for consolidating the various planning functions that reside in other proceedings.

#### **Customer Value**

- Advances the commission value of stewardship and commitment to the environment by tying reliability and GHG reduction into a single decision making process.
- Advances commission mission of ensuring adequate and reliable infrastructure at reasonable rates.
- Provides support to CPUC, ALJs, and commissioners to determine procurement needs and best value.
- Supports values of open communication and integrity by supporting sister agencies in completing long-term forecasting, renewable planning, and integration of clean energy resources.

#### **Success Metrics and Measures**

- All load serving entities submit individual IRPs, that taken together, meet the GHG reduction targets required by SB 350, as established by the Air Resources Board in coordination with the California Energy Commission and the CPUC.

#### **Implementation Considerations: Policy, Process Redesign, Staffing, Technology**

- IRP will require considerable staff resources to efficiently and effectively implement IRP in a timely fashion.
- Unprecedented external and internal process alignment will be required between IRP and sister agencies/CPUC resource proceedings to ensure that the agencies and proceedings are not working at cross purposes, and to identify the least-cost solution to achieving the 2030 GHG emission goal.
- Air Resources Board, CEC and CPUC need to develop specific GHG target per SB 350.

#### **Costs**

- Staff time and consultants

### **Timing and Sequencing**

- By January 2017, produce an IRP implementation proposal.
- By April 2017, develop a CA system plan that achieves the 2030 goals.
- By June 2017, issue a proposed decision that provides the LSEs guidance for the IRP plans.
- By December 2017, provide LSEs guidance for the 2018/2019 IRP cycle based on lessons learned from 2017 IRP process.

### **Other Considerations**

- Will need to integrate current “siloed” clean energy programs into IRP. Examples of approaches include having IRP set goals for those programs or folding programs into “all source type solicitations.”
- Some load serving entities assert that CPUC does not have jurisdiction to enforce IRP on them.

**Initiative**  
**SD 03-04**

**Business Owner: Energy Division**  
**Support: Administrative Services Division Information**  
**Technology Services Branch and Contracts Office,**  
**Administrative Law Judge (ALJ)**

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**Action Item: Develop Modeling Section**

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Create new modeling section with personnel expertise, computer capabilities, and consultant expertise to perform complex modeling and quantitative analysis, develop recommendations and staff proposals, and generally inform commission decision making

**Customer Value**

- Helps meet commission mission of ensuring reliable electric service at reasonable rates.
- Promotes commission value of open communication by developing “publicly owned” tools, and process that can be better used and understood by the public.
- Promotes value of excellence by developing CPUC expertise on modeling.
- Promotes stewardship of energy procurement data within the CPUC.
- Customer value provided through technical inputs to commission processes.
  - Provide support to CPUC, ALJs, and commissioners to determine procurement needs and best value.
  - Provide support to sister agencies in completing long term forecasting, renewable planning, and integration of clean energy resources.
  - Provide support to the Integrated Resource Planning Proceeding.

**Success Metrics and Measures**

- The Energy Resource Modeling section will use modeling and simulation software to promote stewardship by assembling the optimal portfolio of electric generation investments to minimize greenhouse gas (GHG) emissions while avoiding unreasonable rate increases and protecting customer service reliability.
- The Energy Resource Modeling section will promote accountability by creating and publically posting a unified and transparent set of planning assumptions that coordinate analysis across the Energy Division and across state agencies such as the California Energy Commission (CEC) and California Independent System Operator (CAISO).
- The energy modeling section will promote excellence by upgrading the commission’s information technology (IT) hardware and software tools, and using those tools to significantly increase the analytical robustness of the division’s work products and analytical conclusions.

### Implementation Considerations: Policy, Process Redesign, Staffing, Technology

- Energy Resource Modeling section created in July 2016.
- The first phase of hardware and software procurement has been completed. Six servers and a group of software tools have been procured and installed, including the creation of a secure software development environment using Python, the creation of a database server to house the Energy Division procurement and modeling database, and a cluster of servers dedicated to production cost modeling.
- Staff is undergoing extensive training in the use of the advanced software tools now available to modeling section staff.

### Costs and Benefits

- Costs include staff time (including a large commitment from IT staff) dedicated to hardware and software procurement and installation, financial investments in advanced servers and analytical modeling software, and staff training investments of time and money.
- Benefits include reduced financial expenditures on consultants to perform modeling that Energy Division staff will now perform, increased ability to understand and communicate analytical results with other staff and management, and greater process efficiency within Energy Division due to increased coordination of data management and study management.
- Meeting statutory obligations including SB 350 - Clean Energy and Pollution Reduction Act of 2015 (De León), and SB 380 - Natural gas storage: moratorium (Pavley), 2016 will require extensive modeling to be performed to inform commission decisions; the Energy Resource Modeling section can now perform that modeling internally, so the CPUC can demonstrate compliance with statutes more efficiently due to greater visibility of modeling efforts. In 2015, Senate Bill (SB) 350 was enacted into law (Statutes of 2015, Chapter 547.) In 2016, Senate Bill (SB) 380 was approved by the governor and chaptered by Secretary of State, Chapter 14, Statutes of 2016.

### Major Milestones

- The Energy Resource Modeling section produced a report on Monthly Electricity Load Carrying Capacity which illustrates the reliability contribution of the state's steadily increasing share of solar and wind resources to inform the Resource Adequacy proceeding's annual commission decision in June 2017.
- The Energy Resource Modeling section will produce a proof of concept of a procurement and modeling database ready for demonstration to Energy Division staff by July 2017.
- The Energy Resource Modeling section will oversee a study of reliability and cost impacts from eliminating use of the Aliso Canyon gas field to support the Aliso Canyon proceeding during 2017.
- By June 2018, the Energy Resource Modeling section will produce a staff report on alternative resource portfolios to inform the selection of a preferred system plan in the Integrated Resource Plan proceeding.

### Major Division Coordination Considerations

- Coordination with procurement and resource adequacy programs to ensure that Load Serving Entities (LSEs) file integrated resource plans in a consistent and complete manner to enable modeling as well as LSE compliance with procurement and resource adequacy rules.
- Management of confidential procurement information while at the same time creating a public dataset of resource and scenario data. Enabling standardization of modeling inputs across state agencies such as CAISO and the CEC.





## Action Item: Ensuring Just and Reasonable Rates

A core aspect of the mission of the CPUC is “...ensuring the provision of safe, reliable utility service and infrastructure at **just & reasonable rates**, with a commitment to environmental enhancement and a healthy California economy.” The commissioners, in approving this strategic directive, expect that the CPUC will assure that essential services remain affordable for Californians, while also assuring safety and reliability in a timely manner that keeps consumers informed and engaged. Additionally, the commissioners expect that staff monitor market conditions and represent the interest of Californians before FERC to advance this directive.

### Customer Value

- **Affordable utility bills** - Utility service is a public necessity and as such it is critical to maintain just and reasonable rates.
- **Engaged Consumers** - Engagement by consumers is needed to advance California’s climate change policies – without full engagement of consumers, our policies will fall short in water and energy conservation.

### Success Metrics and Measures

- CPUC-sponsored online **survey**, PPHs and outreach events to gauge customer engagement and satisfaction.
- Number of **consumer complaints** received by CAB inform policy makers about customer understanding.
- **IOUs** should also measure the traffic to the website, (click statistics) providing additional information on rates and programs to manage costs.

### Implementation Considerations: Policy, Process Redesign, Staffing, Technology

- The CPUC over the last few years has been working to redesign residential rates. The next step in this process is aggressive outreach to engage customers. ED and ALJ are collaborating to engage the IOUs in producing good bill comparison tools. Development of the tools is underway.
- The CPUC will establish rates for three major Class A water utilities in 2017.
- Commissioners in D.16-12-026 directed staff to complete a competition report by December 2018. The CPUC also directed staff to conduct a survey of consumer broadband experiences

**Costs** - Staff time.

#### Major Milestones

- Energy--by spring 2017 testing of bill comparison tool/final will begin with launch in 2018.
- Water--by 2018 up-to-date rates for the water utilities.
- Telecommunication--by Dec. 2018 staff to complete a study on competition.
- PPD will publish its affordability study by 2<sup>nd</sup> quarter of 2017 illustrating how much Californians pay for their utility service on a monthly basis.

#### Timing and Sequencing

- The bill comparison tool will be sent out to customers this fall for PG&E and SCE, and in the spring 2017 for SDG&E to test formats.
- Telecommunication & water industries are involved in active proceedings to initiate new rates (water) and potentially new rules (telecom).

**Other Considerations** – The CPUC is considering a public awareness campaign to boost engagement.

- This effort will be available both on-line and in paper format.



**Action Item: Develop process improvements for handling program applications and claim to support universal service programs.**

This action plan would establish electronic processes through the eFAST (eFiling Administrative Support) system to better track program applications and pay program claims. Currently, the processes are largely paper based. Electronic systems will enhance efficiency and record quality of submitted applications and claims. The plan would focus initial efforts on a pilot using the CASF program before extending efforts to other programs.

**Customer Value**

- The CPUC seeks to promote universal service by improving electronic systems underlying universal service programs.
- Better efficiency and record quality minimizes risk of fraud, waste and abuse in program and is a core value of good stewardship.

**Success Metrics and Measures**

- A developed electronic process, which would allow staff to process carrier applications and claims from program participants at a faster rate (ranging from an estimated 20% faster for CASF infrastructure claims to 40% faster for CASF consortia claims).
- Efforts should enhance record accuracy within one year of completion.

**Implementation Considerations: Policy, Process Redesign, Staffing, Technology**

- IT & CD working together on eFAST, which will develop the underlying electronic systems for program applications and claims. As a first step, the CASF program will serve as a pilot. Efforts to be undertaken in subsequent phases to transition other universal service programs onto the EFAST platform.

**Costs**

- Staff time as documented by weekly check-in meeting minutes and tracked hours.
- Consultant costs (CASF pilot is estimated to cost \$600,000, whereas the total eFast effort is expected to be about \$3.2 million).

**Major Milestones**

- Pilot phase for CASF Program: a) Design and development b) User testing

**Timing and Sequencing**

- EFAS to complete CASF program pilot for applications and claims by Aug 2017.
- As part of pilot, steps to design and develop electronic claims payment process expected to be done by April 2017, with user testing to occur subsequently through June 2017.
- Subsequent phases of eFAST to take place during FY 17-18 will address other programs' applications/claims processes.

**Other Considerations**

- Other programs can benefit with eFAST in later phases.

**Action Item: Improve inter-divisional coordination for handling similar universal access/service programs consistently and efficiently.**

This action plan would strive to undertake staff work efforts to have common programs (e.g. Telco: LifeLine and Energy: CARE) collaborate together on rules and processes. Currently, eligibility rules to qualify for respective programs are somewhat different, despite being both focused on low-income customers. Although it may not be possible to have consistent rules between programs due to statutory differences in programs, there may be benefits to coordinate.

**Customer Value**

- Better coordination may result via data sharing in improved monitoring and more efficient handling of common issues, such as data fraud.
- Meets access mission and stewardship value for low-income customers by simplifying customer enrollment process, which could in turn lead to higher takes rates.

**Success Metrics and Measures**

- Greater consistency between the CARE and LifeLine programs for eligibility of subscribed customers and a better understanding of differences that should exist between programs.
- Potential improvement for measuring and comparing the relative costs and accuracy of programs to assess results.

**Implementation Considerations: Policy, Process Redesign, Staffing, Technology**

- CD and ED beginning a series of periodic meetings to go over common low-income program criteria (i.e. CARE and LifeLine) to determine ways to better coordinate programs focused on low-income consumers.

**Costs**

- Staff time to be tracked each time the two program groups meet.

**Major Milestones**

- Summary of similarities and differences of low-income programs

**Timing and Sequencing**

- Beginning in 2nd quarter 2017, CD and ED commence a series of periodic meetings to identify common program similarities and differences.
- To the extent deemed to be warranted, staff can draft resolutions for commission approval to authorize any needed program changes to better align or improve programs. Alternatively, a proceeding may be initiated to establish a public record for any program changes to these low-income programs.
- Would anticipate CARE and LifeLine staffs can issue a summary of findings by 4<sup>th</sup> quarter 2017.

**Other Considerations**

- Legal would need to be consulted for differences that cannot be revised per the law.

**Action Item: Promote communication access options for rural California populations**

This action plan would strive to improve voice telephone and broadband service access in rural California via tasks within established commission universal service programs.

**Customer Value**

- Serves core mission of providing all Californians with access to modern communication infrastructure.
- Attempts to address disparity for customers in rural California with no or limited access to vital telephone and broadband services. Increased rural service access benefits customers reporting 911 emergencies or seeking info on various matters (e.g. health, education, commerce, etc.).

**Success Metrics and Measures**

- Identification of areas lacking viable broadband services by mid-2017, and developing target plan to fund project in those locations by year end 2017.
- Higher customer access levels for voice telephone and broadband services as measured by ordered telecommunication competition report due in 2018.

**Implementation Considerations: Policy, Process Redesign, Staffing, Technology**

- For voice service, continuation of staff efforts to support High Cost Fund Programs A & B, which keep and extend wireline phone service to rural California.
- For broadband, continuation of staff efforts to fund CASF projects to bring broadband to unserved or underserved rural areas of California.
- Collecting annual subscriber and service availability data from carriers to evaluate service access coverage in rural California, while surveying broadband availability and speed experiences in California that can be shared in staff reports.

**Costs**

- Staff time to provide program support subsidies and to analyze data.
- Costs to hire a consultant to survey broadband speeds.

**Major Milestones**

- Surveying broadband non-availability in California.
- Collecting data from carriers on service availability.

**Timing and Sequencing**

- Ongoing program support of rural telephone and broadband service through 2017, as authorized by commission resolutions.
- Identifying areas lacking viable broadband services by mid-2017, and sharing results with the commissioners.
- Collecting from carriers' subscriber and service availability data on annual basis each April to be considered for a staff report due December 2018.

**Other Considerations**

- Energy and Water divisions may have rural utility service availability issues too.



**Action Item Name: Upgrade the CPUC's Consumer Database and Other Consumer Assistance Technologies**

Upgrade to new technologies for assisting consumers who have questions and complaints about their regulated utility services. This will include a new consumer information database to better track complaints and will include upgrades to allow consumers to use telephone and internet technologies to submit issues and monitor the status of our responses. Upgrades will produce higher quality data about consumer issues for use by stakeholders. Currently, an approved and funded database project is in progress to automate parts of the quality assurance process, which will result in improved data quality.

**Customer Value**

- The tracking and resolution of consumer complaints advances the basic mission of traditional regulation by ensuring that customers have complaints resolved, and supports the CPUC core values of open communications, stewardship and excellence.
- This activity also strengthens the CPUC core by:
  - Increasing accessibility for consumers;
  - More efficiently processing consumer contacts;
  - Providing higher quality data from consumer interactions;
  - Increasing public confidence in the CPUC.

**Success Metrics and Measures**

- **Reduction in time to assist consumers.** Based on the current database upgrade project, it is estimated that processing interval for written informal complaints can be reduced from 28.5 to 26 days. A report on processing intervals will be made annually to the CPUC.
- **Accuracy and accessibility of consumer information for all stakeholders.** By providing consumer data at a more granular and accurate level, it is expected that stakeholders will request and be provided data more frequently. Report annually on data requests and data responses.
- **Reduction in repeated contacts for consumers checking on case status.** Consumers must now contact the CPUC via telephone to determine status of most complaints. Upgrades to technology will allow consumers to use automated technologies to determine status, thus saving staff resources needed to respond. A report on telephone and web contacts for complaint status-related contacts will be made annually to the CPUC.



### **Implementation Considerations: Policy, Process Redesign, Staffing, Technology**

- Challenges for securing funding and resources for major technology upgrades including internal CPUC processes for IT work, approvals from IT oversight agencies and funding via the state budget.

### **Costs**

- Staff resources to develop business case for technology upgrades.
- Vendor costs to create a solicitation for technology upgrades.

### **Major Milestones**

- Create business case and secure internal approvals for upgrades to existing technology and replacements to existing technology where appropriate.
- Secure funding and resources for upgrades.

### **Timing and Sequencing**

- Year 1: Explore options for upgrading technology and create business case.
  - Gather information on technologies that may be used for database replacement in Q2 2017.
  - Create business case for database replacement in Q4 2017.
  - Complete upgrade to existing database (quality assurance module upgrade funded and in progress) in Q4 2017.
- Year 2: Work with funding and oversight agencies to secure approvals.
  - Prepare requests for funding and approvals for database replacement in Q1 2018.
  - Seek agency approval for database replacement in Q2 2018.
  - Seek approval from oversight agencies in Q4 2018.
- Year 3 and 4: Initiate system upgrades.
  - If funding approved, engage resources to create RFP in Q3 2019.
  - Engage resources and begin system development work.

### **Other Considerations**

- Include CPUC divisional stakeholders, including industry experts and enforcement staff.

## Action Item Name: Create a Strategy for CPED and Other CPUC Divisions to More Effectively Share Information Internally

Evolving regulation of utilities, including new market structures and entrants, requires that consumer assistance and enforcement units at the CPUC must be well-informed in advance. Enhancing communication between divisional staff will be accomplished by routinizing information-sharing meetings and designation of “forward-looking liaisons” for more real-time interaction on emerging issues. The shared information will be memorialized.

### Customer Value

- Information-sharing among CPUC staff should enhance the safety mission and the basic regulatory mission by facilitating awareness of regulated utility activities in California.
- Increased early information for public-facing units and enforcement units helps institutionalize the core values of open communications, excellence, and integrity.
- More efficient consumer assistance supports the CPUC core value of stewardship.

### Success Metrics and Measures

- Prepare an annual report that documents meetings held, the issues that were shared, the information documents prepared, and trainings held. This document can be used for future comparative analysis of trends.
- Reduction in time to assist stakeholders who contact the CPUC via telephone and in writing. By consistently memorializing shared information (FAQs, scripts, fact sheets, training materials, etc.) public-facing units can assist stakeholders more effectively.

### Implementation Considerations: Policy, Process Redesign, Staffing, Technology

- Support from CPUC division directors will be needed to ensure that continuous and consistent communications occur. Resource challenges for creating real-time response from subject matter experts in industry divisions.
- Leverage existing materials including 90-day outlooks as tools.

### Costs

- Staff resources to create information sharing via meetings and liaisons.
- Possible IT resources for sharing documentation via CPUC intranet or other servers.
- Training in customer service and in use of FAQ sheets.

### Major Milestones

- Pilot an information-sharing meeting and a forward-looking liaison concept and create processes and implement with other divisions.
- Create information sharing documentation on standard formats. Create a standardized meeting schedule, with standardized content, on a quarterly basis for industry divisions and public-facing/enforcement units.
- Create a metric to determine if information-sharing processes developed have impact and benefits for staff and consumers.

### Timing and Sequencing

- Year 1: Pilot process with Energy Division, CPED, and News and Outreach Office.

**Action Item Name: Explore Including a “Consumer Impact” Requirement in CPUC Scoping Memos**

The CPUC has a requirement to include safety impacts in scoping formal proceedings. Requiring expected consumer impacts to be included will allow ALJs, industry division subject matter experts, consumer assistance staff, and enforcement staff to be alerted earlier and have the opportunity to provide input more frequently.

**Customer Value**

- Enhances CPUC mission of consumer protection, a key component of the basic regulatory mission.
- Advances core values of accountability, open communication, and stewardship by increasing early information available for public-facing units and enforcement units.
- Increased public awareness that the CPUC is considering consumer impacts through daily calendar notices, utility bill inserts, and public participation hearings.

**Success Metrics and Measures**

- Number of proceedings scoped for consumer impacts. Determine if all proceedings require scoping for consumer-impacting issues. Report annually to the CPUC on both consumer-impacting and non-consumer impacting proceedings, allowing a year-over-year comparison.
- Inputs provided to proceedings that result in decisions with ordering paragraphs specific to consumer impacts. Report annually to the CPUC on ordering paragraphs that result from advisory staff inputs. Reports should provide detail on ordering paragraphs with respect to whether the requirements are directed to staff, regulated entities, or other entities.
- An annual narrative assessment of how program has affected operations by conducting interviews of key staff in each division using standardized questions. Report annually to the CPUC on the findings of interviews with key staff in public-facing divisions. Report should provide details of the positive and negative effects on CPUC operations with respect to the process of scoping for consumer impacts.

### **Implementation Considerations: Policy, Process Redesign, Staffing, Technology**

- Explore if requiring consumer impacts in scoping memos requires a rule change.
- Work processes and staffing resources needed from ALJ, Executive (PAO), and CPED divisions.

### **Costs**

- Increased staff time needed to process new scoping information and work with ALJs on proceeding-specific consumer impacts.

### **Major Milestones**

- ALJ, Executive (PAO), and CPED management meetings to explore the ability to institute this process and expected outcomes; coordinate with industry divisions.
- Legal review and public notice if process is to be used.
- Implement process.
- Evaluate process.

### **Timing and Sequencing**

- Year 1: Determine feasibility and challenges.
  - Create steering group including ALJ, Legal and CPED to establish feasibility by end of Q2 2017
- Complete legal review and notice if necessary by end of Q4 2017.

### **Other Considerations**

- Legal Division input if rule changes needed.

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**Action Item Name: Create Specialized Web Portals for Consumers**

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Create specialized web portals for consumers who use regulated utility and transportation services. The web portals would be one-stop shops for consumers to submit and track complaints and be provided with industry-specific information.

**Customer Value**

- Advances missions of basis consumer regulation and safety by providing increased accessibility for consumers.
- Advances internal value of stewardship of resources by providing for more efficient processing of consumer contacts.
- Provides public value to the extent that this increases public confidence in the CPUC.

**Success Metrics and Measures**

- Survey of customer satisfaction. Explore the technology necessary to create real-time online survey and develop metrics for consumer satisfaction. Report annually to the CPUC on consumer satisfaction levels allowing a year-over-year comparison.
- Reduction in time to navigate to solutions (number of hits and clicks). Use available web analytics to measure hits and clicks for the specialized web portals vs. existing processes.
- Reduction in time to assist consumers. In concert with SD-06-02 for upgrading the CPUC's customer assistance technology, measure changes to case processing intervals for the specialized web portals vs. the CPUC's website. A report on processing interval will be made annually.
- Reduction in repeated contacts for consumers checking on case status. Consumers must now contact the CPUC via telephone to determine status of most complaints. Upgrades to technology will allow consumers to use automated telephone and web technologies to determine status. It is expected that there will be a reduction in live status calls and the staff resources needed to respond. A report on telephone and web contacts for complaint status-related-contacts will be made annually.

#### **Implementation Considerations: Policy, Process Redesign, Staffing, Technology**

- Work with CPUC IT staff to create project plan and resources to implement.
- Designate staff experts for the web and secure training, if needed.
- Determine whether additional domains are needed for specialized web portals.
- Design portals for optimal customer experience.
- Develop plans for the portal's technology, content, maintenance and security.

#### **Costs**

- Staff resources to develop portals and content.
- Training costs.
- Maintenance costs.

#### **Major Milestones**

- Create a steering team to create business case for the project.
- Determination made on benefit cost of project.
- Create mock-up of portals for consideration of CPUC.

#### **Timing and Sequencing**

- High level business case for portals completed in Q4 2017.
- Design and test and implement in Q2 2018.

#### **Other Considerations**

- Include CPUC divisional stakeholders including News and Information Office, industry experts and enforcement staff to advise on content.



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### **Action Item: Expand COPS to Resolutions**

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The success of the Compliance with Ordering Paragraphs (COPs) database in tracking and reporting compliance of regulated entities with CPUC decisions issued after January 1, 2015, should be expanded to include CPUC resolutions. This action will ensure that all the steps taken to assure compliance with CPUC resolutions are now documented on our public website in addition to CPUC decisions.

#### **Customer Value**

- Tracking compliance with ordering paragraphs is critical to ensuring compliance with commission's regulatory program and instrumental to the commission's missions of safety, access, environmental protection and traditional regulation
- This advances the commission core value of accountability and stewardship as follows:
- Expanding COPs demonstrates our commitment to holding ourselves and the entities we regulate accountable to the people of California in a transparent and public way.
- Expanding COPS will reassure the Legislature, the governor's office and the public that the commission is taking active steps to ensure compliance.

#### **Success Metrics and Measures**

- Metrics will include the following: an annual report tracking the achievement of milestones.
- Monthly report tracking assignment and compliance with ordering paragraphs.



## **Implementation Considerations: Policy, Process Redesign, Staffing, Technology**

- Will necessarily involve all the industry divisions that produce resolutions, to expand their responsibilities and the executive division for expanded tracking.

### **Costs**

- Staff time to update database and website and division monitoring.
- Staff time to modify current COPs system to include advice letters.

### **Major Milestones**

- Completion of protocols for an Expanded COPs by end of Q1.
- Commencement of tracking and reporting of regulated entities to CPUC resolutions issued a 2017.
- Production of compliance reports.

### **Timing and Sequencing**

- Identify lead for producing protocols for an expanded COPs – Q1 2017.
- Announcement of proposed Implementation of expanded COPs -- Q1 2017.
- Launch of expanded COPs – Q2 2017.

### **Other Considerations**

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**Action Item: Review and Assess PU Code enforcement**

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Legal Division would take the lead on reviewing and assessing the Public Utilities Code to identify sections related to enforcement and compliance, to assess their effectiveness and recommend any needed changes or enhancements. This review and assessment would insure that the commission remains focused on its enforcement responsibilities and promote awareness and accountability within the

**Customer Value**

- Reviewing and assessing whether the commission is effectively enforcing PU Code sections demonstrate our commitment to holding ourselves and the entities we regulate accountable to the people of California.
- Assessing enforcement efforts and recommending corresponding changes to the PU Code will reassure the Legislature, the governor's office and the public that the commission is taking effective steps to ensure compliance with its regulations.

**Success Metrics and Measures**

- Come up with recommendations for updated changes to the PU Code to enhance the commission's enforcement and compliance responsibilities.
- This ongoing review will increase awareness within the commission of its commitment to effective enforcement and compliance to protect California.

## **Implementation Considerations: Policy, Process Redesign, Staffing, Technology**

- Although the Legal Division would take the lead, industry staff participation is critical to help identify current enforcement issues and practices.

### **Costs**

- Staff time.

### **Major Milestones**

- Establishment of a Legal Review Committee that will report on an annual basis and provide recommendations.
- Assessment provided to the president and the Executive Director.

### **Timing and Sequencing**

- Establish a Legal Review Committee and launch by June 30, 2017.
- Prepare an assessment for the executive director and the president by December 31, 2017.
- **Other Considerations**



## Action Item: Improve Climate Change Communications

To support a comprehensive understanding of the actions the CPUC is undertaking on climate change-related issues, we will create and actively maintain a webpage on our website that provides detailed information on the issues and our actions for staff, stakeholders and the public. The material will include information on internal mitigation and adaptation efforts and all related proceedings, as well as joint state and federal agency efforts. This page could also provide the cost/benefit analysis of action versus inaction in the electric sector, and help our regulated entities, stakeholders, staff and consumers understand the benefits of the actions. It would be helpful if this page is teased on the CPUC home page.

### Customer Value

- Promoting environmental quality, with special responsibility for addressing GHG and climate change, is a core element of the Commission's mission. Providing a concise and comprehensive conduit for information on a large and complex topic will facilitate a better coordinated staff, better informed stakeholders, and a better educated public.
- Creating a "one-stop" overview will help to communicate the breadth and depth of our efforts, and will demonstrate leadership.
- The improvement in commission communications regarding climate change is consistent with the core values of open communications, accountability, and stewardship.

### Success Metrics and Measures

- Traditional tracking of unique visitors and "stickiness," coupled with occasional surveys of target groups (i.e., staff and stakeholders) and places to add visitor comments, and to encourage dialogue.
- Contribution by staff members of content and links to this page will help keep it up-to-date, and will be a metric of its value to employees and stakeholders.

## Implementation Considerations: Policy, Process Redesign, Staffing, Technology

- Form small team to outline information needed, then divide up work.
- Work with News and Outreach Office to design web page (add photos, lay out, etc.).

### Costs

- Staff time.

### Timing and Sequencing

- Outline by January 2017.
- Information produced by June 2017.
- Webpage up and running by September 2017.

### Other Considerations

- Opportunity to form an intra-agency team on climate change and communications.
- Will need plan to keep the information updated and drive traffic to the site.
- Target audience is broad (staff, stakeholders, general public) so information will need to be packaged in way that can be broadly understood, unless the

## Action Item: Demonstrate and Document Leadership

Many of our policy, planning and procurement frameworks are being replicated around the nation and the globe. In this action plan, we will create a mechanism to track that progress. In addition, demonstrating leadership as an agency includes actions we take in our building and in our homes and lives. We will create an action plan of employee actions from greening our building to greening our lives and understanding our carbon footprints.

### Customer Value

- Promoting environmental quality, with special responsibility for addressing GHG and climate change is a core element of the Commission's mission. Tracking the climate and adaptation efforts that California and the CPUC implement that are adopted by other states and nations will help make staff accountable for ensuring our actions track best practices.
- Taking personal action is empowering for staff and demonstrates commitment to our overall efforts to reduce carbon emissions. It is consistent with our core values of accountability and open communications.

### Success Metrics and Measures

- Identification of policies that have been adopted in other jurisdictions and tracking the combined successes of those efforts.
- Embracing a program of reducing the collective carbon footprints of the CPUC staff and tracking our reductions.

### Implementation Considerations: Policy, Process Redesign, Staffing, Technology

- The CPUC has a green team focused on building issues. That team will be reinvigorated to include ghg-emission reducing strategies.
- In the *Executive Director Blog*, Tim Sullivan will challenge staff to measure their carbon footprint, then set a goal to reduce it by the end of the year and will offer a prize to the staff member with the lowest footprint, with the help of the green team.
- We will create a plan to track down all instances where other jurisdictions have adopted our policies.

### Costs

- Staff time.

### Timing and Sequencing

- The *Executive Director Blog* establishes challenge to reduce our building's footprint within two years; staff to reduce their footprint by December 2017.
- Create initial list of impacts CA programs have had by March 2017. Post on the CPUC website.

### Other Considerations



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**Action Item Name: Development of an Environmental Checklist to assess natural resource, environmental and public health impacts of CPUC decisions and policies.**

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To ensure that the CPUC's policies are consistent with California's environmental sustainability laws and goals, the CPUC will develop an Environmental Checklist to assess its decisions and policies.

**Implementation Considerations: Policy, Process Redesign, Staffing, Technology**

- PPD will develop a checklist to be used by ALJ and the industry divisions in the preparation of decisions and resolutions. This checklist will also be used by the commission offices to ensure that commission work products meet California's environmental sustainability laws and goals.

**Costs**

- Staff time, including vetting with the Commission offices and industry divisions.

**Major Milestones**

- Identification of pertinent laws and goals.
- Development of a checklist document.
- Vetting with commission offices and industry divisions.
- Adoption by the commission.

**Timing and Sequencing** 2017/18, completion of checklist.

**Other Considerations**

- Resources; CEQA Appendix G and F

**Customer Value**

- Advances commission mission of promoting environmental quality and specific compliance with statutes promoting sustainability.

**Success Metrics and Measures**

- Consistent use of the checklist.
- Identification of impacts.
- Assessment of environmental sustainability.





**Action Item Name: Explore Including an “Economic Impact” Requirement in CPUC Scoping Memos**

The CPUC has a requirement to include safety impacts in scoping formal proceedings. Requiring possible economic impacts to be included will allow ALJs, industry division subject matter experts, consumer assistance staff, and key stakeholders to be alerted earlier and have the opportunity to provide input more frequently.

**Customer Value**

- Enhances CPUC mission of economic prosperity and justness/reasonableness, key components of the basic regulatory mission.
- Advances core values of accountability, open communication, and stewardship by increasing early information available for public-facing units and key stakeholders.
- Increased public awareness that the CPUC is considering economic impacts through daily calendar notices, utility bill inserts, and public participation hearings.

**Success Metrics and Measures**

- Number of proceedings scoped for economic impacts. Determine if all proceedings require scoping for economic-impacting issues. Report annually to the CPUC on both economic-impacting and non-economic impacting proceedings, allowing a year-over-year comparison.
- Inputs provided to proceedings that result in decisions with ordering paragraphs specific to economic impacts. Report annually to the CPUC on ordering paragraphs that result from advisory staff inputs. Reports should provide detail on ordering paragraphs with respect to whether the requirements are directed to staff, regulated entities, or other entities.
- An annual narrative assessment of how program has affected the economy. Report annually to the CPUC on the findings of interviews with key staff in the CBO. Report should provide details of feedback from local stakeholders on whether CPUC Decisions have the actual economic outcomes anticipated.

### **Implementation Considerations: Policy, Process Redesign, Staffing, Technology**

- Explore if requiring economic impacts in scoping memos requires a rule change.
- Work processes and staffing resources needed from ALJ, and Executive (CBO).

### **Costs**

- Increased staff time needed to process new scoping information and work with ALJs on proceeding-specific economic impacts.

### **Major Milestones**

- ALJ and executive (CBO) management meetings to explore the ability to institute this process and expected outcomes; coordinate with industry divisions.
- Legal review and public notice if process is to be used.
- Implement process.
- Evaluate process.

### **Timing and Sequencing**

- Year 1: Determine feasibility and challenges.
  - Create steering group including ALJ, legal and Executive (CBO) to establish feasibility by end of Q2 2017
- Complete legal review and notice if necessary by end of Q4 2017.

### **Other Considerations**

- Legal Division input if rule changes needed.

**Action Item Name: Develop Career Incubator to Support Workforce and Succession Planning Program**

To ensure success of the CPUC's Workforce and Succession Planning Program, the CPUC needs to develop a technical and staff support infrastructure to enhance learning, development and attainment of new skills and experiences.

**Customer Value**

- The incubator supports CPUC core values of excellence, stewardship and integrity by offering staff the resources and assistance to attain competencies that prepare current workforce as leaders.
- The incubator provides support for our central functions by preparing staff, the primary drivers of CPUC work.
- The incubator supports our goal of developing a learning organization.

**Success Metrics and Measures**

- Survey staff who have experienced the support mechanism to gauge satisfaction and learning.
- Reinforce survey results with exit interviews of participants.
- Examine retention and promotional data analysis of placement and retention of participants.

## **Implementation Considerations: Policy, Process Redesign, Staffing, Technology**

- Examine best practices from other state agencies and private sector with workforce planning and succession programs.

### **Costs**

- Staff only, at this time.

### **Major Milestones**

- Research available learning and financial resources to support workforce and succession program.
- Work with marketing program to brand and produce appropriate promotional materials, using print, video and social media resources.
- Orient CPUC coaches and mentors to availability of workforce and succession program resources.
- Examine the feasibility of a career development incubator containing educational and financial resources, and career counselors.
- Explore BCP to secure career counselors and other necessary technical assistance to support central and remote access locations of resources.

### **Timing and Sequencing**

- Research available learning and financial resources, Quarter 1 and 2, 2017.
- Work with marketing program to brand and produce materials and distribute, Quarter 3 and 4, 2017.
- Orient CPUC coaches and mentors, Quarter 3, 2017.
- Examine creation of career development incubator with steering committee; identify necessary resources, Quarter 3, 2017.
- Evaluate satisfaction with learning and financial resources, Quarter 2, 2018.

### **Other Considerations**

- Workforce and Succession Planning Steering Committee to lead effort.
- Author BCPs over the next year to fund staff-driven functions such as career counseling.



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**Action Item Name: Labor Management Partnership on Workforce and Succession  
Planning**

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Because of the pressing need for a workforce succession program that is expansive and substantial in content, reach, resources and participation, we intend to explore a program rooted in labor management participation that will draw upon the best of all parties. We believe this will not only allow us to develop the best program, but also will transform our relationships with staff unions, and allow us to achieve significant expectations by Californians and others in greenhouse gas reduction and enforcement of utility safety through regulations and consulting.

**Customer Value**

Supports core values by promoting open communications, integrity and stewardship.  
Supports goal of creating a learning organization by encouraging new relationships and ideas.  
Supports central functions in an unusual partnership that expands the CPUC community and effectiveness.

**Success Metrics and Measures**

Use surveys and individual interviews to measure satisfaction with partnership.  
Use metrics defined in program components to test effectiveness of partnership.

## **Implementation Considerations: Policy, Process Redesign, Staffing, Technology**

- Explore labor-management partnership in the state and private sector to cull best practices in workforce succession programs.
- Establish reporting relationships to union and CPUC leadership.

### **Costs**

- No significant costs save for staffing and travel.

### **Major Milestones**

- Research CalHR parameters for labor management relationships.
- Meet with union leads to discuss partnership work and benefits.
- Develop scope, processes and practices and sign joint agreements.
- Schedule meetings.
- Explore Taft-Hartley and other funding for the program.

### **Timing and Sequencing**

- Research CalHR parameters for labor management relationships, Q2, 2017.
- Meet with union leaders to discuss partnership work and benefits, Q2&3, 2017.
- Develop scope, processes and practices and sign joint agreements, Q2&3, 2017.
- Schedule meetings, Q3, 2017.
- Explore Taft-Hartley and other funding for the Workforce Succession Program, Q3, 2017-Q3, 2017.

### **Other Considerations**

- Decide whether Workforce Succession Steering Committee will lead effort and include union leaders.
- Develop score card to measure effectiveness of partnership.



## **Action Item: Complete a Gap Analysis as a Basis for the Workforce Succession Plan**

Workforce and succession planning are particularly necessary now as the CPUC confronts its new roles as the lead in reducing greenhouse gases for Californians and as a premier safety regulator and consultant. Among our first tasks is to generate a gap analysis with our Workforce and Succession Planning Steering Committee and division directors to identify current staff, project the need for future staff based on our core and newly-defined roles, and measure the distance between the two in a way that initially will help us define the parameters and content of our workforce and succession planning program.

### **Customer Value**

- The gap analysis supports core values of integrity, excellence and stewardship since it offers the data to respond to Californians' needs.
- The analysis supports our functions of providing California's energy needs, ensuring consumer safety, and preserving reasonable utility rates.
- The analysis supports our efforts to develop the CPUC as a learning organization.

### **Success Metrics and Measures**

- The exercise itself provides us quantitative measures that will be the basis of a successful workforce and succession planning program.

## **Implementation Considerations: Policy, Process Redesign, Staffing, Technology**

- Examine best practices from other state agencies and private sector with workforce planning and succession programs.

### **Costs**

- Staff time only.

### **Major Milestones**

- Steering committee to lead and advise on effort.
- Analysis of current and projected staff needs
- Production of narrative reporting outcomes on analysis.

### **Timing and Sequencing**

- Convene steering committee to lead effort, Quarter 1, 2017.
- Enlist support of PPD, Quarter 1, 2017.
- Interview CPUC leaders to assess projected needs for staff based on strategic directives and legislative initiatives, Quarter 1, 2017.
- Collect comparable analyses from other divisions, Quarter 1, 2017.
- Compare current and projected staffing needs to identify parameters of program.
- Issue result of analysis in written narrative form to commissioners and division directors; post on intranet. Quarter 2, 2017.

### **Other Considerations**

- The gap analysis to include plans for expansion into Sacramento. This requires significant coordination with division management.
- Use results of gap analysis as a basis for requests to staff workforce planning and succession program.

## Action Item: People Partners Transformation

Transformation of the Human Resources Office into People Partners, creating a strategic partnership by transforming each event in the employee lifecycle; streamlining processes, developing role clarity, policy and procedures with a focus on employee/candidate experience, to attract and retain the best and the brightest for the future of the California Public Utilities Commission.

### Customer Value

- Filling vacancies quickly and improving onboarding supports the administrative core and provides better and timely resources across the agency to fulfill mission.
- Training and onboarding of new staff supports goal of developing a learning organization.
- Service level agreements- reduce time to fill vacancies and establish standard response times.
- Resource planning – will help identify areas where additional resources are needed to achieve agency goals.

### Success Metrics and Measures

- **Implementation metrics:** 1) implementation of the transformation playbook; 2) launch of each transformed event in the employee lifecycle with constant surveying and feedback from all stakeholders.
- **Success metrics:** improved perception of People Partners, reduced backlog in cases and response times, increased awareness of programs and services offered.
- Reduced cases in HR Case Management System; improved survey scores from staff regarding satisfaction of services..

## Implementation Considerations: Policy, Process Redesign, Staffing, Technology

- Coordination with PELI project to maximize process redesign and technology.
- Requires coordination with CalHR and SPB as laws, rules, policy and systems are released to ensure compliance and flexibility.

### Costs

- Staff time only.

### Timing and Sequencing , milestones

- Hiring - Launched July 2016.
- On-boarding - December 2016.
- Selection (recruitment , testing and certification) - January 2017 (pending delays in phase 3 of ECOS release from CalHR).
- Talent Development (training, mentoring, leadership, career counseling, etc) - March 2017.
- Leaves and Life Events (marriage, children, disability, etc.) - April 2017
- Promotions and Transfers (including rotational programs, Training & Development Assignments, etc.) - June 2017

## Action Item: The PELI Project

The Position and Employee Lifecycle Integration (PELI) project will upgrade and integrate HR solutions into a unified application that combines the Oracle applications currently used to track employee progress at the CPUC. This includes: budget and funding source information by position; vacancy status and ATH progress by position; ADP/IDP probation reports and duty statements; off-boarding information; division org charts; training documentation and communication; asset management (if possible); TTA travel authorization enhancements; and Electronic work tracking (ETS) system upgrades.

### Customer Value

- One integrated system for admin staff to use for: budgeting, work tracking, hiring and recruitment status, employee development.
- Liaison and supervisor dashboard to better manage positions and staff.
- Increased transparency and access to information, supporting CPUC values of open communications and excellence.

### Success Metrics and Measures

- **Implementation metrics:** Upgrade and inclusion of the following applications: SARF, PCS, ATH, IDP, EOP, ETS, TTA, ESSR, and off-boarding information retention application.
- **Success metrics:** Upgraded system working well with all information together; Staff adoption and use of new system with user acceptance testing, feedback and surveys in addition to ability to run reports and have information available at fingertips without relying on HR or other admin units to research and provide.

### Implementation Considerations: Policy, Process Redesign, Staffing, Technology

- Requires coordination with IT, People Partners, and CPUC admin connecting to fiscal, budget, business services, facilities. Multi-disciplinary team (or steering committee) will ensure representation from the CPUC to ensure needs are met.

### Costs

- \$150K (estimated based on cost of business analyst consultant) and staff time.

### Timing and Sequencing, milestones

- March 2017 –Sept 2018.
- ATH module will be first sub project expected to kick off in March, with user acceptance testing beginning July 2017.
- Additional modules phased in over 18 months.

### Other Considerations

- Project plan will be developed by Project Management Office (PMO) and depends on IT resources dedicated to the project.
- Requires significant coordination with admin units, division management and user testing to ensure success. If coordination is significant, more measures definitely need to be added to make sure program implementation is on track.

## Action Item: Intranet Utilization Project

Develop a framework to improve utilization of the CPUC intranet. In many other organizations and companies, the intranet is a main hub to assist employees with performing their jobs effectively and managing information. The CPUC intranet, however, does not support improved internal communications; it is rarely updated and does not contain compelling images or information for staff.

### Customer Value

- Centralized and current information.
- Information can be easily referenced.
- Build a modern knowledge base that is electronic and supports CPUC core values of excellence, stewardship and open communications.

### Success Metrics and Measures

- Baseline intranet usage by number of hits.
- Increase number of overall hits and on specific pages.
- Baseline survey on satisfaction with intranet experience and usage.

### Implementation Considerations: Policy, Process Redesign, Staffing, Technology

- Requires adequate IT capabilities and infrastructure.
- Additional training for staff.

### Costs

- Staff time.
- Existing IT services and software.

### Major Milestones

- Requirement gathering.
- Intranet framework development.
- Go live.

### Timing and Sequencing

- July 2017 - Map existing use of the intranet.
- December 2017 - Gather requirements on functions and uses for which the intranet can be utilized.
- April 2018 - Develop framework for the intranet.
- June 2018 - Develop schedule for implementing the framework.
- December 2018 - Migrate and build functionality.
- January 2019 - Go live.

### Other Considerations

- Depending on costs and effort, we may need Department of Technology approval if scope of this project requires additional budget or staffing.
- Requires significant involvement of divisions and consideration of a task force or use of existing employee engagement committee with a commitment from each division director to assign one staff to participate as a member of the task force team.

## **Action Item: Procurement Improvement Project**

Develop and implement policies and processes to bring Contract Services and Procurement sections into compliance. Since 2009, the CPUC's procurement practices have not met state standards. The goal is to remedy current audit findings, and to institutionalize changes to position the CPUC so procurement is timely, effective and efficient.

### **Customer Value**

- Ensure that employees obtain products and services in a timely, fair and efficient manner that supports CPUC's mission of providing services for Californians, and reinforces CPUC core values of stewardship, excellence and integrity.

### **Success Metrics and Measures**

- Test quarterly and make process improvements.
  - Measure compliance with state contracting guidelines.
- Decrease and resolve number of outstanding audit findings.

### **Implementation Considerations: Policy, Process Redesign, Staffing, Technology**

- Improvement should bring the CPUC in compliance with the state procurement requirements.
- Technology changes will be necessary to the CRM system.
- Significant coordination with divisions, BCOs and project managers.

### **Costs**

- Staff time.
- IT consulting services may be necessary to update the CRM.
- Funding for training and travel.

### **Major Milestones**

- Fill vacancies and train staff.
- Develop Improvement plan.
- Resolve open audit findings.
- Communicate procurement information, processes and policies.

### **Timing and Sequencing**

- January 2017 - Establish Service Order for procurements under \$5000.
- January 2017 with monthly updates – Improvement plan development.
- Ongoing /March 2017 - Fill existing vacancies and backfill pending retirements,
- March 2017- Training of contract analysts and hiring of vacancies.
- March 2017 - Training of division project managers.
- June 2017 - Establish other tools, including CalCard program for smaller procurements.

### **Other Considerations**

- Additional budget may be needed.
- Coordination with control agencies : DGS/OLS. DGS/PD. DGS/CalPCA.

## **Action Item: Transparent Budget Reporting**

Provide additional transparency into the \$1.7 billion dollar budget managed and overseen by the CPUC. Develop financial reporting of revenues, expenditures and current budget totals.

### **Customer Value**

- Better CPUC decision making and understanding re: budget impacts.
- Increased financial accountability.
- Responsible stewardship of public funds, a CPUC core value.

### **Success Metrics and Measures**

- Measure existing baseline timeframes to provide comprehensive financial planning and reporting.
  - Target financial planning and reporting to be done on a quarterly basis.
- Annually survey management's understanding and confidence of CPUC budget.
  - Increased confidence in CPUC budget and management of funds.

### **Implementation Considerations: Policy, Process Redesign, Staffing, Technology**

- May require significant research and changes to existing financial methodologies.
- Requires adequate IT capabilities and infrastructure.
- Additional training for staff.

### **Costs**

- Staff time.
- Potential IT software or services.

### **Timing and Sequencing, milestones**

- February 2017 - Fill vacancy of budget and fiscal manager.
- April 2017 - Inventory current available financial reports.
- July 2017 - Assess current budget methodologies and align with best practices.
- July 2017 - Gather business requirements for financial information needed for decision making.
- Oct 2017 - Develop required reports and reporting cycles.

### **Other Considerations**

- Requires significant involvement of divisions and BCOs. Additional training will be needed on newly developed reports and budget methodologies. Utilize existing monthly BCO meetings to address any gaps that may exist.



Action Item: The CPUC needs to engage in open communication with staff, stakeholders, and members of the public. To increase awareness of, and engagement in the work of the CPUC, both internally and externally, the News & Outreach Office, in coordination with other divisions, will write, produce, and disseminate a series of short “We Are the CPUC” videos for social media, the CPUC’s website and intranet, to show at events, and to play in the San Francisco lobby.

#### **Customer Value**

- To ensure that actions to fulfill the CPUC’s core mission produce value for Californians, it is critical for Californians and stakeholders to have a working understanding of what the commission does.
- Communicating with consumers, staff and other stakeholders is consistent with core values of accountability and open communications.
- Will provide additional tools for onboarding new staff.

#### **Success Metrics and Measures**

- Satisfaction of staff who participate in videos.
- Numbers of views on social media.
- Online surveys of viewers to gauge video effectiveness.

### **Implementation Considerations: Policy, Process Redesign, Staffing, Technology**

- We need to solicit staff to participate in the videos.
- We need to create an overall schedule, topics, and loose scripts.
- We need to edit and combine the videos.

#### **Costs**

- Outside of staff time, no costs.

#### **Timing and Sequencing**

- January —a subgroup is recruited (NOO, HR, etc.) and meets to discuss ideas and create overall schedule and topics; Staff is contacted/recruited.
- February —Staff participants and News & Outreach create loose scripts.
- March —coaching/rehearsals and filming.
- April —Editing.
- May —Disseminate.

#### **Other Considerations**

- CPUC directors need to vocally support the effort.
- CPUC directors need to allow staff time to participate.



### Action Item Name: Survey Staff Opinion

Deploy at least two surveys and interviews to measure engagement and the CPUC learning environment. First, apply a diagnostic tool initially tested on the CPUC Engagement Work Group, and devised by Harvard University that assesses the learning environment and amount of learning occurring at the CPUC. Then use the new CalHR survey to compare to 2016 benchmark. Support with one-on-one interviews.

#### Customer Value

- An engaged workforce improves the ability of workers to advance the mission of the CPUC.
- Engagement advances core values of accountability, stewardship and open communications.

#### Success Metrics and Measures

- Number of completed surveys.
- Quality of interviews based on selected criteria.

#### Implementation Considerations: Policy, Process Redesign, Staffing, Technology

- Work with Talent Management on learning assessment adjustments.

#### Costs

- No costs except staff time.

#### Major Milestones

- Apply, analyze and report on learning assessment.
- Apply, analyze and report on CalHR survey.
- Benchmark CalHR survey to 2016 CPUC effort.

#### Timing and Sequencing

January, 2017—test learning assessment on engagement work group.

February, 2017—revise and distribute assessment to all CPUC staff.

March, 2017—Analyze and report on survey in executive director blog and online.

April, 2017—complete CalHR revisions on survey.

June, 2017—apply survey to CPUC staff and compare with 2016 benchmarks.

June and July, 2017—report on findings in blog and online.

#### Other Considerations

- Use learning assessment to establish direction and best practices to develop a

## Action Item Name: CPUC Expert Videos For Internet

In order to help communicate the CPUC's role in facilitating the safe, affordable, reliable, and environmentally sound delivery of services by regulated entities, the News and Outreach Office will work with divisions to host live events that are also taped for dissemination on social media (similar to "Ted Talks"). These talks can be stand-alone sessions, or taped from Pop-Up Learning sessions, or held with other stakeholders and sister agencies. The videos will be made available to new staff as part of the onboarding program.

### Customer Value

- Clear communications of the CPUC's programs should advance all aspects of the mission, including providing access to a modern infrastructure, promoting its safety, improving the environment, and facilitating the safe, affordable, reliable, and environmentally sound delivery of services by regulated entities to diverse stakeholders.
- Educating consumers, staff, and other stakeholders about the CPUC's work promotes the core values of open communications and accountability.

### Success Metrics and Measures

- Satisfaction of attendees to events.
- Numbers of video views on social media.
- Satisfaction of staff who participate in events.
- Survey metrics of participants and staff.
- Diverse audience base (i.e., those who are not typically practitioners).

### Implementation Considerations: Policy, Process Redesign, Staffing, Technology

- We need to solicit staff to participate in the events.
- We need to create an overall schedule, topics, loose scripts, and varied formats based on topic and speaker preference.

### Costs

- Outside of staff time, no costs.

### Major Milestones

- Schedule of events.
- First event.

### Timing and Sequencing

- January —a subgroup meets to discuss ideas and create overall schedule and topics; Staff is contacted/recruited.
- March —coaching/rehearsals.
- May —First event.

### Other Considerations

- The timeline of this is longer than usual to give time to complete first series of videos, per SD 12.01.
- Presentations need to be coordinated both in content and timing with other CPUC learning events, such as onboarding, thought leaders, workshops and pop-up sessions.

Action Item: Executive Director Tim Sullivan has established a priority of developing a learning organization at the CPUC through building an organization-wide culture, instituting core values as a reality rather than aspiration, increasing dialogue, critical thinking and collaboration—all necessary components of innovation and learning. The CPUC Engagement Work Group, an organization-wide group of 25-30 representatives that was organized in 2016, is central to that goal. Its first project is a coaching component to the CPUC onboarding program for new staff. This project is intended to develop the Engagement Work Group, new staff and those staff who volunteer as coaches.

### **Customer Value**

- Fulfilling the Commission’s mission of providing access to the utility infrastructure, promoting safety, enhancing environmental quality requires increased opportunities for collaboration, dialogue, critical thinking and learning at the CPUC.
- Evidence of the outcomes of increased participation through their projects is consistent with core values of accountability and open communications.

### **Success Metrics and Measures**

- Satisfaction of staff who participate in coaching program measured by survey.
- Understanding of links between engagement and performance among work group measured by interviews.
- Number of work group members who participate in projects and surveys.

### **Implementation Considerations: Policy, Process Redesign, Staffing, Technology**

- We need to solicit more support of the work group from managers and rank-and-file staff.
- We need to regularly offer leadership development to work group members through experiential and classroom-based training such as Adaptive Leadership and crucial conversations.

### **Costs**

- Outside of staff time, no costs.

### **Timing and Sequencing**

- September 2016—a subgroup meets to conceptualize coaching component.
- December, January 2017—identifying, recruiting coaches.
- February 2017—coaching training to begin.
- February 2017—coaching to begin.
- July, August, 2017—measure satisfaction of coaches, coaches through surveys, interviews.

### **Other Considerations**

- Work group needs to experience some early victories to build momentum.
- CPUC staff need to see clear success in outcomes of group.

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**Action Item Name: Pop-up Learning Sessions, Season 2**

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Organize up to 15, two-hour pop-up learning sessions in 2017, using CPUC staff as session leaders, with interactive segments to support an organization-wide culture and core values through dialogue, critical thinking, learning, innovation, collaboration and collegiality. Session content may include budget change proposals, compliance, communications, climate change and facilitation skills, among other topics. Collaborate with communications to integrate “Ted Talks” and video presentations.

**CUSTOMER VALUE**

- Sessions should improve the ability of participants to advance the mission of providing access to the utility infrastructure, promoting safety, and enhancing environmental quality.
- Increased dialogue among staff advances core values of open communication, accountability and stewardship.
- Improve learnings skills and opportunities to facilitate sessions.

**SUCCESS METRICS AND MEASURES**

- Evaluations to measure immediate response.
- Use participants on promotional materials.
- Check on improved engagement with survey.

## **Implementation Considerations: Policy, Process Redesign, Staffing, Technology**

- Ensure interactive segments with each session.
- Secure room, AV support and necessary handouts.

### **Costs**

- No measurable costs save for printing of promotional materials at approximately \$3,000.

### **Major Milestones**

- Each of 15 pop-up sessions and individual evaluations.
- Use new CalHR survey to measure engagement for comparison with 2016 survey results.

### **Timing and Sequencing**

- Begin sessions in April, 2017 and complete by early November, 2017.

### **Other Considerations**

- The executive division and HR's learning and development component will collaborate on this work, along with members of the CPUC Engagement Work Group, including Karen Eckersley (water), Colin Rizzo (energy) and Antoinette Siguenza (PeoplePartners).
- Long-term measure of effectiveness would require building stronger relationships with managers and supervisors who would be tasked with reinforcing learning, and observing behaviors that indicate behavior change and learning.



**Action Item: Dissemination of New Requirements and Training**  
**Resulting from Commission Decisions/New Legislation**

Commission staff routinely should be made aware of new requirements that result from both commission decisions and new legislation through dissemination of this information, and where appropriate, be provided with necessary training to ensure compliance with commission decisions and legislation.

**Customer Value**

- Fulfilling the commission's mission of providing access to the utility infrastructure, promoting its safety, and enhancing environmental quality requires that commission staff comply with commission decisions and statutory requirements. Disseminating this information and providing necessary training supports staff compliance with commission decisions and legislative requirements.
- This will provide value to the public and oversight groups such as the Legislature, the governor's office and the public to reassure them that the commission is taking active steps to ensure compliance with statutes and other requirements.

**Success Metrics and Measures**

- Formation of Legal Compliance Team to regularly track decisions and new legislation that require staff awareness and training by January 31, 2017. Staff awareness can be assessed through a survey.
- Begin dissemination and training by March 31, 2017. Effectiveness of training can be assessed through a survey.

**Implementation Considerations: Policy, Process Redesign, Staffing, Technology**

- Will necessarily involve coordination between relevant industry divisions for input and scheduling of training. Legal will coordinate, with the training office as necessary, to provide notice, content development and written materials.

**Costs**

- Staff time to identify relevant decisions and legislation for dissemination and to provide training.

**Major Milestones**

- Completion of formation of Legal Compliance Team.
- Commencement of dissemination and training by March 31, 2017. This will be done on an annual basis with any new legislation.

**Timing and Sequencing**

- Formal commencement of dissemination and training by March 31, 2017.

**Other Considerations**





Action Item: Plan and develop an organization-wide risk assessment process that all divisions can use to assess risk regarding policy and actions taken to resolve issues. The Enterprise Risk Office will establish a risk assessment process and training to provide guidance to all areas focusing on strategies to assess risk, and evaluation of controls or policies in place to mitigate risk. In addition, it will develop a enterprise-wide risk assessment group to raise new issues and risk to present to executive management and the commissioners regarding evolving risks that need mitigation strategies, and present to executive management on a semi-annual basis.

### **Customer Value**

- A risk assessment process enables the commission to identify, mitigate or avoid risks that derail its performance and maintain the value of operations.
- Risk assessment is a best practice supported by the state.
- Increased opportunities for collaboration, dialogue, critical thinking and learning at the CPUC.
- Evidence of the outcomes of increased participation through the risk assessment process will be evidenced by a documented risk assessment with mitigation strategies and evaluation of enterprise risks.

### **Success Metrics and Measures**

- Development of a risk assessment strategy regarding measurement and mitigation.
- Monthly meetings with risk management team to evaluate risks and mitigation strategies on an ongoing basis.
- Avoidance of organizational disasters.
- Perform annual enterprise risk assessment training through division training as needed.
- Assessment with divisions to evaluate understanding the links between risk and mitigation strategies that are effective and produce a beneficial outcome.
- Provide monthly updates on risk assessment progress to executive director and directors of divisions.
- Monitor IT projects to assess ongoing progress of projects.

## **Implementation Considerations: Policy, Process Redesign, Staffing, Technology**

- Integrate the risk assessment process within the divisions.
- Develop the risk assessment policy and process implementation of the enterprise wide risk assessment process.
- Perform surveys, analyze data and meet with CPUC division leadership team to establish priority in risks.

### **Costs**

- Training, staffing and division staff time.

### **Major Milestones**

- Complete enterprise risk assessment of the commission by September 2017.
- Develop risk committee team to continue with evaluating risks and updating risk mitigation strategies
- Develop procedures and policies adopted by the commission of the Enterprise Risk and Compliance Process
- Provide education to all staff regarding the risk process and how it can be applied to multiple decision making processes.

### **Timing and Sequencing**

- January-February -Establish the monthly meeting group to assist in training and to address the risks in divisions
- January – December – Continue to meet on a monthly basis with group to evaluate enterprise risk.
- Jan- Jun =Schedule meetings with Divisions to discuss risks reported

Action Item: Build upon ongoing development of risk-informed decision making in general rate cases by exploring how to extend the Safety Model Assessment Proceeding (S-MAP) to smaller energy utilities, and eventually to regulated water and telecommunications entities. As per directive of D. 14-12-025, begin engaging a next tier of smaller energy utilities in ways to incorporate risk-assessment into their rate cases, starting in 2018. As part of the next cycle of S-MAP applications, conduct a safety en banc session for commissioners and executive management to allow regulated entities to explain how they are translating their enterprise risk management processes into operational safety programs via the S-MAP process.

#### Customer Value

- Advances commission mission of ensuring the safety and reliability of utility infrastructure by proactively identifying strategic threats.
- Advances the commission core values of open communications and excellence by required increased collaboration, dialogue, and learning with outside entities.
- Enables the commission to advance evidence of regulated entities addressing common risks.

#### Success Metrics and Measures

- A success metric is the absence of a regulatory, environmental or economic catastrophe.
- A historical narrative identifying and assessing recent and current catastrophes, such as San Bruno, Aliso, Frontier, SONGs, Wildfires.
- Evaluation of the risks and mitigation strategies on an ongoing basis by ERCO, division leadership and executive director. Understanding and documenting the links between risk and mitigation strategies that are effective and produce a beneficial outcome.

### Implementation Considerations: Policy, Process Redesign, Staffing, Technology

- Solicit engagement with the regulated entities to share their information and processes as it is pertinent to PUC issues.

#### Costs

- Staffing and division staff time.

#### Major Milestones

- Review a number of smaller entities S-MAP process and provide input regarding risk ranking, key risk indicators, mitigation strategies.
- Incorporation of prior safety incidents and ensuring risk ranking includes appropriate factors by external entities.
- Absence or fewer safety incidents because resources and focus on high level risks that exist.
- Conduct Safety en banc session for commissioners and executive management to allow regulated entities to explain how they are translating their enterprise risk process

### Timing and Sequencing

- Beginning 2<sup>nd</sup> quarter 2017, confer with smaller entities about the S-MAP process and assess their state of enterprise risk-management. As per prior commission decisions, these entities should begin incorporating risk-based decision making in rate cases starting in 2018.
- Safety en banc by the end of the 3<sup>rd</sup> quarter 2017 for commissioners and executive management.

### Other Considerations

- Evaluation of staffing training needs are essential to success of the program and will be evaluated on an on-going basis. Coordination with on-going S-MAP rulemaking proceedings.

**Action Item: Establish an Online Forum for  
Employees to Post Questions, Concerns and Ideas**

This forum would serve as a listening post for employees to communicate with peers and the management team regarding idea, concerns, and instances of non-compliance or general type of concerns or questions to address to management. This forum or listening post would serve as a communication tool for management and employees to incorporate concerns and ideas into every day planning. In addition, it will allow peers and management to respond quickly to some basic concerns of employees at the PUC.

**Customer Value**

- Promotes core value of open communication.
- Improvement of stewardship of Commission through:
- Increased opportunities for injection of new ideas, unresolved or unaddressed issues and assist peers with basic questions.
- Provide a better flow of communication from employees to each other and management.  
Evidence of regulated entities addressing common risks.

**Success Metrics and Measures**

- New ideas incorporated and implemented from the listening post.
- Number of items addressed from this type of communication strategy to mitigate risks.
- Participation rate of employees and management.

**Implementation Considerations: Policy, Process Redesign, Staffing,  
Technology**

- We need to provide a tool where this can be implemented and monitored.
- We need to provide an information strategy to communicate with PUC employees and Executive Management regarding the items posted.

**Costs**

- Staffing and Division staff time.
- Software

**Timing and Sequencing**

- April – Roll out some type of software or channel of communication to provide a listening post
- March-April – Educate staff about this post and the location, and

**Other Considerations**

- Staffing and training needs are essential to success of the program regarding how to respond to the items contributed.
- Financial impact of software needs