

# **Accountability Report**

**FY 2013-2014**



*South Carolina Office  
Of  
Regulatory Staff*

AGENCY NAME:

Office of Regulatory Staff

AGENCY CODE:

R06

SECTION:

073



## Fiscal Year 2013-14 Accountability Report

### SUBMISSION FORM

**AGENCY MISSION**

The Office of Regulatory Staff represents the public interest in utility regulation by balancing the concerns of the using and consuming public, the financial integrity of public utilities, and the economic development of South Carolina.

Please identify your agency's preferred contacts for this year's accountability report.

	<u>Name</u>	<u>Phone</u>	<u>Email</u>
<b>PRIMARY CONTACT:</b>	Marty Rawls	803-737-0837	<a href="mailto:mdrawls@regstaff.sc.gov">mdrawls@regstaff.sc.gov</a>
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I have reviewed and approved the enclosed FY 2013-14 Accountability Report, which is complete and accurate to the extent of my knowledge.

**AGENCY DIRECTOR**  
**(SIGN/DATE):**

**(TYPE/PRINT NAME):**

C. Dukes Scott

**BOARD/CMSN CHAIR**  
**(SIGN/DATE):**

**(TYPE/PRINT NAME):**

Senator Thomas C. Alexander

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## AGENCY'S DISCUSSION AND ANALYSIS

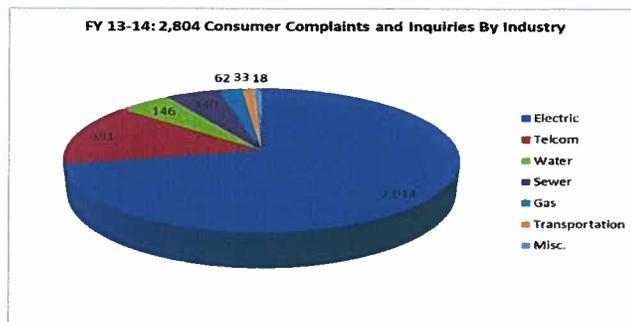
### INTRODUCTION

The Office of Regulatory Staff (ORS) is charged with representing the public interest in utility regulation by taking a balanced approach that equally considers the concerns of the using and consuming public, the financial integrity of public utilities, and the economic development of South Carolina. Under this overarching mission, the ORS established 5 strategic goals that are the touchstones for the agency's annual strategic planning and assessment of performance. This analysis is organized by section according to the five strategic goals listed below and generally follows the order of the Strategic Planning Template in its discussion of goals, strategies, and objectives.

1. The ORS is responsive to the public.
2. The ORS promotes excellence in each regulated industry.
3. The ORS operations provide value to the citizens of South Carolina.
4. The ORS is alert and anticipates state and federal regulatory and industry developments and their effects on South Carolina.
5. The ORS operations are marked by professional excellence.

#### Goal 1: The ORS is responsive to the public.

**Resolve Consumer Complaints.** In FY 13-14, the ORS continued its consistent record of providing consumers with a means of informally resolving issues with regulated utilities, thus avoiding the more costly procedure of a formal hearing at the Public Service Commission (PSC). As an effective resource for consumers, the ORS processed approximately 2,800 consumer complaints and inquiries (depicted graphically below by industry) and saved customers approximately \$3,470,764; the majority of this total is attributable to resolution of issues that have annually recurring savings. Over the past decade, savings resulting from resolution of consumer issues total approximately \$27 million.



**Lead in Emergency Management.** The ORS assumed a critical lead role in emergency management during FY 13-14 due to two consecutive winter storms. In both January and February 2014, the ORS coordinated efforts and worked closely with investor-owned electric utilities, the electric cooperatives, the S.C. Emergency Management Division (EMD), and the Governor's Office in responding to power outages and restoring power as quickly as possible. The February storm was the most significant weather event to impact South Carolina since Hurricane Hugo.

Subsequent to the ORS' intense involvement and leadership in these extreme weather events and due to the recognition it received as a leader in times of crisis, the ORS made a strategic decision to expand and add more structure to the agency's EMD team. This action enables the ORS to have an expanded pool of EMD-trained employees available for future emergency events. Before the winter storms, ESF 12 (the Emergency Support Function team for which ORS is the lead agency) included two core members with two or three auxiliary members. Throughout spring 2014, the agency trained 24 ORS staff members for ESF 12. This total includes 11 members of the primary or "A" team— designated as initial responders and most heavily trained – and 13 members of the auxiliary or "B" Team. In future emergency events, some

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team members will be dispatched to perform EMD-mandated duties at the State Emergency Operations Center while others will mobilize to support ORS stakeholders -- e.g., consumers, utilities, legislators, and the media.

In addition, the ORS developed with EMD and industry representatives a plan regarding vehicular fueling for emergency evacuation routes. As reflected in the objectives under 1.2 on the Strategic Planning Template, the expanded involvement and leadership of the ORS in EMD-related matters and coordinating the vehicular fuel plan to cover the entire State during emergency events will continue into FY 14-15.

**Educate the Public.** A critical aspect of being responsive to the public involves dissemination of accurate and timely information. The ORS leverages several means both to inform the public about the agency and its mission and to educate the public on programs that may benefit them or issues that may affect them. As necessary, the ORS issues consumer alerts, press releases and reports and posts them on the ORS web site. Consumer information with regard to utility regulation is also accessible on the site, as are links to a variety of helpful resources.

Community outreach is also a major component of the ORS' efforts to educate the public. Across the agency, staff engaged in outreach activities that included presenting information at program- or industry-specific events and distributing printed informational material published by the ORS. Collaborating with other state agencies and organizations in outreach efforts allows the ORS to maximize its resources and reach the greatest number of citizens in communities across South Carolina. Illustrative of the volume of effort in this regard, the ORS distributed more than 42,000 printed materials in FY 13-14 aimed at educating the public.

**Provide Stakeholder Access.** A hallmark of ORS operations is a policy of accessibility for stakeholders in utility regulation. The Executive Director and management team set the tone for the agency with high standards of responsiveness. In FY 13-14, the ORS responded to 59 requests from state lawmakers and 149 requests from the media.

In addition, ORS staff attends numerous community meetings across the state and public hearings (including night hearings) to gain consumer input on proposed utility rate increases and service issues.

**Provide Special Assistance to Qualified Citizens.** Within the context of utility regulation, the ORS provides special assistance to citizens who qualify for certain programs. A program established by the ORS in FY 06-07 in cooperation with investor-owned electric and gas utilities and women's shelters in South Carolina continues to provide much needed help for at-risk citizens. Under this agreement, investor-owned electric and gas utilities waive the initial credit and deposit requirements for applicants who present a certification form identifying them as *victims of domestic violence*. In FY 13-14, the agreement benefited **37** victims of domestic violence, thus enabling them to make a fresh start with as little burden as possible. Since inception, this program has benefited **296** individuals.

The *Lifeline telephone assistance program* helps qualified citizens gain access to telephone service. The strategic plan developed by the ORS for the Lifeline program six years ago continues to decentralize the application process so that its nucleus lies within locally based networks. This decentralization allows the ORS to focus its resources on compliance activities and outreach. ORS staff fielded over 3,800 calls from consumers regarding Lifeline and promoted Lifeline Awareness Week in partnership with the PSC and the Office of the Governor. In addition, the ORS expanded the visibility of the Lifeline program through targeted television advertising and training at food pantries, benefit bank locations, and other organizations that work with low-income households. Through these efforts, the number of reported Lifeline access lines statewide increased, thus resulting in an economic benefit to South Carolina households enrolled in the program of \$35,402,118.

In FY 13-14, the ORS completed the process of moving the *S.C. Equipment Distribution Program (SCEDP)* from another state agency to the ORS. In tandem with this transition, the ORS examined the services supported by the Dual Party Relay Fund and developed a report on the status and long-term sustainability of this Fund which provides telephone access to hearing- and speech-impaired South Carolinians. The services supported by the Fund include 1) the S.C. Equipment Distribution Program that provides specialized telephone equipment to qualified hearing- and speech-impaired South Carolinians 2) the Telecommunications Relay Service that enables hearing- and speech-impaired citizens to conveniently place and receive telephone calls and 3) real-time closed-captioning services that include local television news shows in 4 major markets and

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sessions of the S.C. General Assembly.

**Goal 2: The ORS promotes excellence in each regulated industry.**

**Assist utilities in achieving compliance.** Across utility industries, the ORS focuses on the effectiveness of on-site visits and inspections as it carries out its duties on behalf of the public interest. FY 13-14 was a significant year for water and wastewater rate cases, with several resulting in settlement agreements. While these cases are much smaller in revenue dollars than those of the regulated electric utilities, the dynamics of these cases make them very challenging and time-consuming for ORS staff. Water and wastewater utilities are rapidly replacing critical infrastructure due to age, and the financial cost for replacement is great. In general, investor-owned water and wastewater utilities have smaller customer bases over which to spread the cost, thus resulting in 30-50% increases in rates. Site visits to water and wastewater companies increased almost fourfold from 21 in FY 12-13 to 81 in FY 13-14. The sharp increase was due primarily to 1) having three rate cases for Utilities, Inc. that required a review of various assets located throughout the State and 2) Tega Cay Water Service’s issue of sanitary sewer overflows on numerous occasions. With the assistance of the ORS over many months, the Tega Cay Water Service was transferred to the City of Tega Cay in May 2014, which was the best solution for customers and the utility.

While not as dramatic as the increase in water and wastewater site visits, compliance initiatives in other areas saw increases as well: customer relations compliance reviews (conducted by ORS Consumer Services Department) increased from 12 in FY 12-13 to 18 in FY 13-14, and Lifeline increased its number of audits from 10 to 12. In Pipeline Safety, inspectors completed 13 of 17 Distribution Integrity Management Program (DIMP) federally mandated inspections required by the end of CY 2014. The ORS is well on its way to completing the first round of DIMP inspections by the end of CY 2014, with 4 operators remaining to be inspected in that time frame.

The ORS conducted 307 audits and regulatory reviews through its Audit Department in FY 13-14. The number and type of rate cases drive the number of audits and regulatory reviews in a particular fiscal year; nonetheless, 307 is an increase over the prior fiscal year’s total of 283.

Through a variety of means including site visits, compliance reviews, assistance by phone or in person, and publication and distribution of informational materials, the ORS provides technical assistance to regulated utilities. The success rate for compliance in FY 13-14 was impressive across industries. For example, annual report compliance reached a perfect 100% for water and wastewater; compliance was 98% for both telecommunications and transportation. Issuance of license decals, another measure of transportation carrier compliance with regulations, increased from approximately 5,200 in FY 12-13 to approximately 5,500 in FY 13-14.

The ORS equitably *enforces* rules and regulations. For example, ORS Transportation inspectors focused on both planned and random compliance audits as well as site visits across South Carolina. They conducted almost 5,900 vehicle inspections during FY 13-14, up from approximately 5,200 in FY 12-13.

**Provide education and outreach for utilities.** The ORS approach is to *educate as we regulate*. As already noted, the ORS employs a variety of means to educate and provide assistance to regulated utilities. Included among these educational efforts are ORS-hosted workshops for industry stakeholders. In FY 13-14, the ORS co-hosted with the PSC a workshop for water and wastewater utilities. Approximately 20 water and wastewater utilities were represented. Topics addressed by ORS staff members in their presentations included a discussion on social media; inflow/infiltration in manholes; water and sewer advisories; sewer system capacity, management, operation, and maintenance (CMOM); and a case study of Alpine Utilities, Inc.

**Administer programs with excellence and efficiency.** As an example of an ORS-administered program with an excellent track record, the Pipeline Safety Department received a *program score* of 97.5 for Calendar Year (CY) 2012 and a program score of 98 for CY 2013 from PHMSA (Pipeline and Hazardous Materials Safety Administration), a division of the U.S. Department of Transportation. Both audits (CY 2012 and 2013) were conducted during FY 13-14. The *program score* is a formulaic combination of a *performance score* for the ORS Pipeline program, for which the agency received a 100 in both years, and a *progress score*, for which the agency lost only 2.5 and 2 points respectively. The slightly less-than-perfect

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progress scores are due to factors outside the ORS’ control and are related to South Carolina’s Damage Prevention laws being inconsistent with federal guidelines. Based on CY 2012 PHMSA data, it is estimated that these scores are within the top 10% nationwide.

The ORS also oversees railroad safety for South Carolina in partnership with the Federal Railroad Administration (FRA), another division of the U.S. Department of Transportation. In FY 13-14, ORS inspectors conducted inspections covering two federally mandated disciplines – track and operating practices (OP) – across South Carolina and issued 1,297 rail safety defect citations, up from 814 in FY 12-13. This increase was due to the addition of a new inspector in FY 13-14 and the completion by that inspector (in spring 2014) of federally mandated training to receive his OP certification from the FRA.

When comparing the ORS rail safety program to those of other states, FRA data is used for comparison, which is based on Calendar Year. For CY 13, the ORS was evaluated on only one discipline – track – since the OP inspector was not yet certified. Nonetheless, FRA data for CY 13 ranks South Carolina third among all states that have the track discipline as part of their rail safety program. The ORS achieved this ranking through consistently good performance across a number of measures.

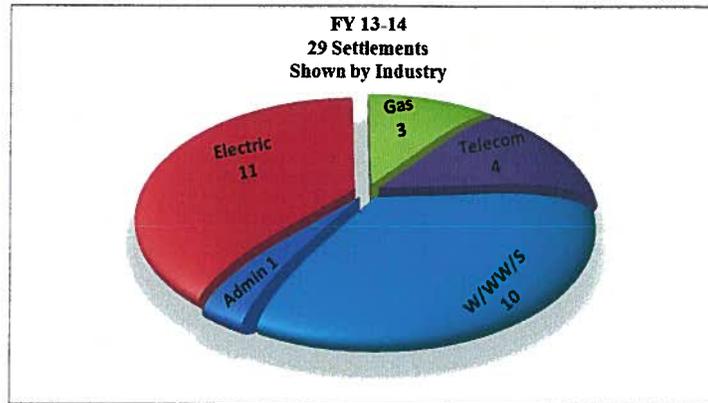
**Goal 3: The ORS operations provide value to the citizens of South Carolina.**

**Participate in cases and facilitate settlements.** In addition to direct savings to consumers, the settlement of cases benefits all parties involved. Settled cases often result in a better rating of the State’s regulatory environment. Better ratings encourage investment in the State’s utilities, thus furthering **economic development** in South Carolina. From the agency’s inception through June 30, 2014, the ORS has facilitated **403** settlements and agreements generating savings to consumers currently estimated at over **\$1.5 billion**. FY 2013-2014 was another impressive year in terms of settling cases. Of the aforementioned totals, **29** settlements (depicted graphically by industry on the following page) and approximately **\$175 million** in savings occurred during FY 13-14.

**ORS Surpasses 1.5 Billion in Settlement Dollars  
(Totals for each fiscal year reported in millions)**

<b>FY 04-05</b>	<b>63.356</b>
<b>FY 05-06</b>	<b>95.475</b>
<b>FY 06-07</b>	<b>59.794</b>
<b>FY 07-08</b>	<b>114.662</b>
<b>FY 08-09</b>	<b>147.692</b>
<b>FY 09-10</b>	<b>198.992</b>
<b>FY 10-11</b>	<b>233.461</b>
<b>FY 11-12</b>	<b>405.436</b>
<b>FY 12-13</b>	<b>83.097</b>
<b>FY 13-14</b>	<b><u>175.000</u></b>

**TOTAL \$1,576,965,669**



**Encourage Economic Development.** During FY 13-14, the Executive Director and other members of the management team briefed representatives of national investment firms and trade publications on issues of interest to them in South Carolina, including the State's regulatory environment, the Duke-Progress merger, the V.C. Summer nuclear construction, and the potential of solar energy in South Carolina. This type of interaction is likely to increase, particularly with the acceleration of nuclear construction at SCE&G's V.C. Summer 2&3 and the implementation of Act 236 that creates a distributed energy resources program in South Carolina.

The ORS supports the efforts of regulated utilities in attracting new industry and encouraging expansion of existing industry. In FY 13-14, the ORS provided 44 comment letters regarding requests by electric and gas utilities for various financing options, special purchases, tariff modifications, or industrial incentives, which generally aid in the recruitment of new industry, retention of existing industry, and the financial health of South Carolina. Over \$390 million in capital investment and close to 800 new jobs are directly attributable to economic incentives offered by regulated electric and gas utilities and supported by the ORS during FY 13-14. As part of the ORS mission to foster economic development, this collaboration is expected to continue into FY 14-15.

As mandated by the Base Load Review Act, the ORS continued oversight of the construction progress and costs associated with SCE&G's V.C. Summer Units 2&3 during FY 13-14. An ORS New Nuclear Development (NND) Department was established as a unit dedicated to oversight of new nuclear construction.

Construction reached new milestones. The nuclear island basemat for Unit 3 was put in place in November 2013. In May 2014, the CA20 module was placed in the nuclear island of Unit 2, and the Unit 3 reactor cavity bottom bowl was set in place. In June 2014, Ring 1 on the Unit 2 containment vessel bottom head was set in place.

In addition to the approximately 3,000 construction workers employed over the life of this project, it is forecasted that 600 to 800 permanent jobs will be added when the units begin generating electricity.

The ORS is monitoring ongoing challenges that could affect the project and is keeping the PSC informed. Foremost among these challenges is the delay in fabrication and delivery of the modules from the New Nuclear Consortium (Chicago Bridge & Iron and Westinghouse Electric). This delay may affect the schedule of the project in FY 14-15 and beyond.

**Goal 4: The ORS is alert and anticipates state and federal regulatory and industry developments.**

This forward-thinking goal encompasses many of the areas in which the ORS is developing plans that will affect the agency and its stakeholders in FY 14-15 and subsequent years.

**Monitor state and federal developments.** The ORS assesses the potential impact to South Carolina of changes to state and federal laws and regulations and marketplace developments and takes action when necessary. In FY 13-14, the ORS monitored several federal matters including the Transcontinental Interstate Gas filing with FERC that would impact prices

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for gas systems in South Carolina and the AT&T petition to the FCC regarding the Company's request for further deregulation due to the increasing use of IP (Internet Protocol) technology. The Transcontinental issue has been resolved in a manner satisfactory to the public interest; the IP technology issue will continue into FY 14-15.

**Engage in energy efficiency efforts and discuss trends and emerging issues.** During FY 13-14, the ORS spent considerable time and effort on energy efficiency initiatives that will affect the economic climate in South Carolina for years to come. ORS leadership has been very involved in the S.C. Energy Stakeholder Group sponsored by the DHEC Bureau of Air Quality. On June 2, 2014, the EPA issued a proposed rule to address greenhouse-gas emissions from existing fossil-fueled generating plants. The Stakeholder Group has been studying the impact of the proposed rule on South Carolina. Such considerations include its effect on reliability of the electric grid as well as economic, social, and environmental impacts. This work will continue into FY 14-15.

**Implement Restructuring legislation that creates an Energy Office within ORS.** In FY 13-14, restructuring legislation passed that mandates the creation of an Energy Office within the ORS by July 1, 2015. ORS leadership began the administrative planning necessary to create this office; this work will continue into FY 14-15.

**Plan for new long-term responsibilities resulting from Act 236 (Distributed Energy Resources).** The ORS began preparations for new long-term responsibilities for the agency resulting from Act 236. Among these responsibilities will be the oversight and administration of third-party lessors of rooftop solar installations. ORS leadership and staff began establishing parameters and procedures for the lessor certification process and for registration of rooftop solar installations and other renewable generation facilities. Part of this process included gathering input from electric utilities in the State and will continue into FY 14-15.

**Goal 5: The ORS operations are marked by professional excellence.**

The strategies under this goal relate to the internal administrative operations of the ORS.

**Monitor financial operations.** The ORS monitors expenses and revenues on a regular basis and embraces technology as a means of increasing efficiency. Approved budgets are monitored on a quarterly basis to ensure that no deficits occur.

With regard to technology, the ORS initiated a responsive design project for its web site in coordination with DSIT (Division of State Information Technology) to ensure that the ORS site renders properly on mobile devices such as cell phones and tablets. This project will be completed in FY 14-15. The ORS also coordinated the redesign of the SCEDP web site, its conversion to an SC.Gov-hosted site, and its link to the ORS web site.

**Provide staff development and training.** In accordance with its enabling legislation, the ORS provides and documents 6 hours of ethics training annually for all ORS staff. Year-round opportunities for staff development and training are provided to increase knowledge of the regulatory environment. This training includes internal (both intra- and inter-departmental) as well as training offered by outside entities totaling 3,136 hours.

**Develop and implement plans and policies to address cyber security protection.** In keeping with the state proviso, the ORS developed plans of action in FY 13-14 for its cyber security protection, which included devoting the majority of a staff member's time to that effort. In FY 14-15, the ORS will implement cyber security policies in accordance with the proviso.

**Provide staffing for current needs while planning for the future.** Hiring and retaining qualified personnel continues to be a top priority for the agency. As the regulatory environment changes and as new programs become part of the ORS, agency leadership assesses duties and responsibilities of staff and restructures areas to address current needs. Evaluation of long-term staffing needs, including the training of employees to replace those approaching retirement, is also a top priority and will remain so for the coming years.

**Plan for administration of new programs.** In FY 13-14, the ORS successfully coordinated the move of the S. C. Equipment Distribution Program (SCEDP) to the ORS. This effort included transition of the program budget, equipment contracts, and personnel. In FY 14-15, as noted earlier, restructuring legislation mandates the creation of an Energy Office within the ORS

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to be accomplished by July 1, 2015.

**Foster collaboration to share best practices and coordination to maximize resources.** To further the mission of the ORS, the agency regularly collaborates with approximately 100 state and federal agencies and organizations to share best practices, coordinate services, and maximize resources.



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Program/Title	Purpose	FY 2012-13 Expenditures		FY 2013-14 Expenditures		TOTAL	Associated Objectives(s)
		General	Other	General	Other		
I. Office of the Executive Director (includes Executive Director, Deputy Executive Director, Public Information, and Legal)	Provide leadership for the agency; Provide information to the public regarding ORS; Represent ORS and the public in legal proceedings before the Public Service Commission; Provide legal services to ORS	\$ 1,387,950	\$ 10,000	\$ 1,416,126	\$ 1,416,126	\$ 1,416,126	1.1.1, 1.2.1, 1.2.2, 1.3.1, 1.3.2, 1.3.3, 1.4.1, 1.4.2, 1.5.1, 2.1.3, 2.2.1, 3.1.1, 3.2.1, 3.2.2, 3.2.3, 4.1.1, 4.2.1, 4.2.2, 4.3.1, 4.4.1, 4.5.1, 5.1.1, 5.2.1, 5.2.2, 5.3.1, 5.3.2, 5.4.1, 5.4.1, 5.5.1, 5.6.1, 5.6.2
II. Support Services (Consumer Services, Audit, Administration)	Provide customer service to consumers, transportation companies, and regulated utilities; Perform audits of regulated utilities; Support ORS in finance and administration	\$ 2,121,285		\$ 2,190,514	\$ 2,190,514	\$ 2,190,514	1.1.1, 1.3.1, 1.3.2, 1.4.1, 1.4.2, 2.1.1, 2.1.2, 2.2.1, 2.2.2, 3.2.3, 4.3.1, 5.1.1, 5.1.2, 5.2.1, 5.2.2, 5.3.1, 5.3.2, 5.4.1, 5.4.2, 5.4.3, 5.5.1
III. Telecommunications, Transportation, Water and Wastewater	Monitor regulated telecommunications, water and wastewater utilities; Monitor transportation carriers; Ensure safety of State railways	\$ 1,456,213		\$ 1,479,121	\$ 1,479,121	\$ 1,479,121	1.1.1, 1.2.2, 1.3.1, 1.3.2, 1.4.2, 1.5.2, 2.1.1, 2.1.3, 2.1.4, 2.2.1, 2.2.2, 3.1.1, 4.5.1, 5.2.1, 5.2.2, 5.6.1, 5.6.2
IV. Utilities, Electric and Gas	Monitor regulated electric and gas utilities; Ensure safety of gas pipelines	\$ 1,553,586	\$ 10,000	\$ 1,649,903	\$ 9,500	\$ 1,659,403	1.1.1, 1.2.1, 1.2.2, 1.3.1, 1.3.2, 1.4.2, 1.5.1, 2.1.2, 2.1.3, 2.2.1, 2.2.2, 2.3.1, 3.1.1, 3.2.3, 4.2.1, 4.2.2, 4.4.1, 4.5.1, 5.2.1, 5.2.2, 5.6.1, 5.6.2
V. Dual Party Relay	Regulate a statewide program to provide access to basic phone service for the hearing and speech impaired	\$ 3,154,621		\$ 2,967,898	\$ 2,967,898	\$ 2,967,898	1.1.1, 1.3.1, 1.5.3, 2.2.2, 5.2.1, 5.6.1, 5.6.2



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Type	Goal	Strat	Item #	Object	Description
<b>G</b>	<b>1</b>				<b>The ORS is responsive to the public.</b>
<b>S</b>		<b>1.1</b>			<b>Resolve consumer complaints and inquiries.</b>
<b>O</b>			<b>1.1.1</b>		Resolve consumer complaints through informal resolution, thus avoiding the more costly procedure of a formal hearing at the PSC.
<b>S</b>		<b>1.2</b>			<b>Assume a Lead Role in Emergency Management.</b>
<b>O</b>			<b>1.2.1</b>		Coordinate power-restoration efforts among electric suppliers, EMD, and the Governor's Office in emergency events.
<b>O</b>			<b>1.2.2</b>		Coordinate the state vehicular fuel plan to cover the entire State during emergency events.
<b>S</b>		<b>1.3</b>			<b>Educate the public.</b>
<b>O</b>			<b>1.3.1</b>		Provide information to the public about the mission of the ORS through brochure distribution, outreach activities, speeches and presentations, collaboration with other state agencies and organizations, and information on the ORS web site.
<b>O</b>			<b>1.3.2</b>		Promote awareness of programs that may benefit consumers through brochure distribution, outreach activities, speeches and presentations, collaboration with other state agencies and organizations, and information on the ORS web site.
<b>O</b>			<b>1.3.3</b>		Issue consumer alerts, press releases, and reports if necessary and post in a timely manner on the ORS web site.
<b>S</b>		<b>1.4</b>			<b>Provide access for stakeholders.</b>
<b>O</b>			<b>1.4.1</b>		Respond to requests from the media and state lawmakers.
<b>O</b>			<b>1.4.2</b>		Attend community meetings and public hearings if necessary to gain consumer input on proposed utility rate increases and service issues.
<b>S</b>		<b>1.5</b>			<b>Provide special assistance to qualified citizens within the context of utility regulation.</b>
<b>O</b>			<b>1.5.1</b>		Benefit victims of domestic violence through coordination with investor-owned electric and gas utilities and women's shelters to waive initial credit and deposit requirements.
<b>O</b>			<b>1.5.2</b>		Assist qualified individuals in obtaining telephone assistance through Lifeline.



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Type	Goal	Item # Strat	Object	Description
O		1.5.3	Provide telephone access to hearing- and speech-impaired citizens who qualify for the S.C. Equipment Distribution Program.	
<b>G</b>	<b>2</b>		<b>The ORS promotes excellence in each regulated industry.</b>	
<b>S</b>		<b>2.1</b>	<b>Assist utilities in achieving compliance with regulatory requirements.</b>	
O		2.1.1	Conduct on-site inspections and compliance reviews.	
O		2.1.2	Conduct audits and regulatory reviews.	
O		2.1.3	Provide technical assistance to regulated utilities in complying with annual requirements.	
O		2.1.4	Conduct enforcement for non-compliance.	
<b>S</b>		<b>2.2</b>	<b>Provide education and outreach for utilities.</b>	
O		2.2.1	Work to assist the utilities in providing adequate and proper service to customers.	
O		2.2.2	Conduct workshops for industry stakeholders.	
<b>S</b>		<b>2.3</b>	<b>Administer programs with excellence and efficiency.</b>	
O		2.3.1	Meet federal mandates in pipeline safety.	
<b>G</b>	<b>3</b>		<b>The ORS' operations provide value to the citizens of South Carolina.</b>	
<b>S</b>		<b>3.1</b>	<b>Participate in cases and facilitate settlements and agreements.</b>	
O		3.1.1	Settle cases in an equitable manner that balances the interests of consumers and regulated utilities.	
<b>S</b>		<b>3.2</b>	<b>Encourage Economic Development in South Carolina.</b>	
O		3.2.1	Brief interested parties on the regulatory environment, legislative changes, and marketplace developments in South Carolina.	
O		3.2.2	Support efforts of regulated utilities in attracting new industry or encouraging expansion of existing industry in South Carolina.	
O		3.2.3	Oversee the construction progress and costs associated with New Nuclear Development in South Carolina.	
<b>G</b>	<b>4</b>		<b>The ORS is alert and anticipates state and federal regulatory and industry developments and their effects on South Carolina.</b>	



Strategic Planning Template

Agency Name:	Office of Regulatory Staff
Agency Code:	R06 Section: 073

Type	Goal	Item # Strat	Object	Description
S		4.1	Monitor state and federal regulatory and marketplace developments on behalf of the balanced concerns of the public interest.	
O		4.1.1	Assess the potential impact to South Carolina of changes to state and federal laws and regulations and marketplace developments and take action when necessary.	
S		4.2	Engage in energy efficiency efforts and initiatives with stakeholders to develop the best future for South Carolina in terms of its energy needs and economic development.	
O		4.2.1	Collaborate with stakeholders and participate in energy efficiency councils and workgroups.	
O		4.2.2	Study the impact on South Carolina of the proposed rule issued by the EPA to address greenhouse-gas emissions from existing fossil-fueled generating plants.	
S		4.3	Implement restructuring legislation that creates an Energy Office within the ORS.	
O		4.3.1	Create Energy Office within the ORS by July 1, 2015.	
S		4.4	Plan for new long-term responsibilities resulting from Act 236 that creates a dsitributed energy resources program for South Carolina.	
O		4.4.1	Establish parameters and procedures for the lessor certification process and for registration of rooftop solar installations.	
S		4.5	Participate in regional and national meetings to discuss trends and emerging issues affecting South Carolina.	
O		4.5.1	Engage in workgroups, conferences, and collaborative efforts to stay abreast of issues of potential importance to South Carolina's consumers, utilities, and economic development.	
G	5		The ORS' operations are marked by professional excellence.	
S		5.1	Monitor financial operations.	
O		5.1.1	Monitor expenses and revenues on a regular basis.	
O		5.1.2	Embrace technology as a means of increasing efficiency for staff.	
S		5.2	Provide staff development and training	



Strategic Planning Template

Agency Name: **Office of Regulatory Staff**

Agency Code: **R06** Section: **073**

Type	Goal	Item # Strat	Object	Description
O		5.2.1		Provide and document 6 hours of ethics training annually for all ORS staff as required by law.
O		5.2.2		Provide development and training opportunities for staff to increase knowledge of the regulatory environment.
<b>S</b>		<b>5.3</b>		<b>Develop and implement plans and policies to address cyber security protection.</b>
O		5.3.1		Develop plans of action for the policies as required by proviso.
O		5.3.2		Implement policies according to the proviso.
<b>S</b>		<b>5.4</b>		<b>Provide staffing for current needs while planning for the future.</b>
O		5.4.1		Hire and retain qualified personnel.
O		5.4.2		Assess duties and responsibilities of staff; restructure areas and reorganize responsibilities to address current needs.
O		5.4.3		Evaluate long-term staffing needs of the agency.
<b>S</b>		<b>5.5</b>		<b>Plan for administration of new programs.</b>
O		5.5.1		Conduct administrative planning for creation of a new Energy Office.
<b>S</b>		<b>5.6</b>		<b>Foster collaboration to share best practices and coordination to maximize resources.</b>
O		5.6.1		Work with other agencies and organizations to share best practices and further the mission of the ORS.
O		5.6.2		Coordinate services with other state and federal agencies to meet the mandates of Act 175 and to efficiently utilize funding provided by utilities and, ultimately, consumers.



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Item	Performance Measure	Last Value	Current Value	Target Value	Time Applicable	Data Source and Availability	Reporting Freq	Calculation Method	Associated Objective(s)
1	Consumer Complaints & Inquiries Management Division	2,799	2,804	respond to all as requested	July 1- June 30	Internal database, daily	Annual	Contacts via telephone and online	1.1.1, 1.1.2, 2.2.1
2	Lead role in ESF 12 - SC Emergency	6	23	25	July 1- June 30	Program Areas, as requested	Annual	ESF response and training schedule	1.2.1, 1.2.2
3	Legislative Contacts/Requests	55	59	respond to all as requested	July 1- June 30		Annual	Daily Logs	1.3.1, 1.3.3, 1.4.1
4	Media Contacts/Requests	99	149	respond to all as requested	July 1- June 30		Annual	Daily Logs	1.3.1, 1.3.3, 1.4.1
5	Economic Benefit to SC Households enrolled in Lifeline Program	\$31,348,842	\$35,402,118	based on subscribers	July 1- June 30		Annual		1.5.2
6	Issued Equipment to Hearing- and Speech-impaired citizens		2,831	based on requests and available funds	July 1- June 30	SCEDP database, daily	Quarterly	Quantity of equipment issued	1.5.3
7	Water/Wastewater Inspections/Site visits	21	81	as needed	July 1- June 30	Daily Logs	Quarterly	Daily Logs	2.1.1
8	Audits and Regulatory Reviews	283	307	as needed	July 1- June 30	Audit Department, quarterly	Quarterly		2.1.2
9	License Decals Issued to Passenger Carriers	5,194	5,512	based on requests	July 1- June 30	Internal database, daily	Semi-annually	Numbered Decals	2.1.1, 2.1.3, 2.1.4
10	Transportation Inspections (Vehicle & Railroad)	5,406	6,283	as needed	July 1- June 30	Daily logs from Transportation & Railroad Inspectors, quarterly	Annual	Daily Logs	2.1.1, 2.1.4
11	Compliance with Annual Reports submission from regulated utilities	99%	99%	Our goal is 100% compliance every year.	July 1- June 30	Internal database, daily	Annual	percentage received	2.1.1, 2.1.3, 2.1.4
12	Pipeline Safety Department Program Score	97.5	98	98	Jan 1 - Dec 31	PHMSA	Annual	1/2 of performance score + progress score	2.3.1
13	Settled Docketed Matters and Other Matters	32	29	depends on caseload	July 1- June 30	Internal Calculations, as needed	Annual	Settlements of Docketed matters, and other matters	3.1.1
14	Create Energy Office within ORS			7/1/2015	no later than 7/1/2015	5.22 legislation			4.3.1, 5.5.1
15	Hours of training received by staff (including 6 hours of ethics training for each member as required in enabling legislation)	2,586	3,136	6 hours of ethics training for each employee + other professional development and applicable training as needed/required (based on funding)	July 1- June 30	eTraining database	Quarterly	Each employee records training hours	5.1.2, 5.2.1, 5.2.2
16	Monitor & approve transactions involving budget, revenues, and expenses	Daily	Daily	Daily	July 1- June 30	SCEIS, daily	Monthly	SCEIS data	5.1.1, 5.1.2
17	Hours onsite overseeing the construction progress and costs associated with NND in SC	not available	at least 30 man hours (on average)	at least 30 man hours (on average)	July 1- June 30	Daily Work Schedules	weekly	Total hours onsite	3.2.3
18	Number of Railroad Defects (Track & OP)	814	1,297	Defects will be reported as they are discovered.	July 1- June 30	Daily Logs	Annual	Quantity of defects discovered	2.1.1, 2.1.4