

2018-2019 PSC Strategic Planning

MISSION

The Public Service Commission serves the public by providing open and effective regulation and adjudication of the state's public utilities, through consistent administration of the law and regulatory process.

VISION

At the Public Service Commission of South Carolina, our vision is to be a leader of investor-owned public utilities regulation by adhering to and embracing the highest level of impartiality, excellence, professionalism, and transparency.

Strategic Goal 1:

Optimize the Effectiveness of Commission Processes and Systems

1. The Commission will use technology to increase its effectiveness:

(a) **Maintain the Order Index System by adding orders issued in 2018-2019**

The Commission updated its Order Index System by adding orders and directive orders throughout the fiscal year; as of September 2019, all orders and directive orders from the 2018-2019 fiscal year have been entered into the system.

(b) **Monitor Document Management System (DMS) activity through Google Analytics to understand stakeholder interest**

The Commission monitored its website and Docket Management System (DMS) through Google Analytics.

2. The Commission will improve internal efficiencies through the implementation of new systems and enhancements to existing systems:

(a) **Implement new phases of the Document Management Systems (DMS) eService Enhancement Project**

The Commission completed Phase II of its Document Management Systems (DMS) eService Enhancement Project Management Plan and Business Requirements Plan. Some of the items in Phase II include, but are not limited to: electronic service agreement indicator, e-file confirmation, optimizing searches, and various security elements.

(b) Implement Quarterly IT Operational Plan for 2018-2019

The Commission implemented a Quarterly IT Operational Plan, which included software and security analysis, contract management, and cybersecurity training.

Strategic Goal 2

Promote Operational Excellence and Transparency

1. The Commission will maintain an ongoing dialogue with various stakeholder groups regarding the Commission's regulatory mission and vision:

(a) Reinstate pop-up surveys on DMS and PSC website

The Commission initially implemented a pop-up survey on its DMS to understand what areas of the DMS needed improvement. This survey was taken down in March 2018 due to functionality issues; the Commission's Systems Programmer attempted to address the issues and re-implement the survey. However, functionality issues persisted with different browsers, so the Commission will continue to work on the survey.

(b) Assess additional platforms for the mobile text-alert system

The Commission utilized a mobile text alert program to notify subscribers when Commission Business Meeting Agendas are added to the DMS. The Commission assessed additional platforms for issuing text alerts, and plans to expand this service to other areas of communication in the future.

(c) Continue to use a digital newsletter platform to communicate with stakeholders quarterly

The Commission used its digital newsletter platform to communicate with stakeholders.

(d) Monitor PSC ads and the consumer education website with The State Media Company

During the 2017-2018 fiscal year, the Commission contracted with The State Media Company to implement a consumer education website, www.scutilityconsumer.com. The Commission maintained a blog on this website, which provided consumer information, such as articles regarding energy savings and Commission activities. During this review period, there were 4,472 visitors to the blog. Other Commission social media accounts include: (1) SC Utility Consumer Facebook, (2) SC Utility Consumer Twitter, (3) PSC Facebook, and (4) PSC Twitter. During this review period, the Commission promoted its consumer education website through state media outlets, and traffic to the site and the Commission's social media accounts have increased.

(e) Procure and implement livestreaming video equipment

The Commission procured and implemented livestreaming video equipment, and livestreamed its Commission Business Meetings, major hearings, and Allowable Ex Parte Briefings. During the review period year, 58,500 sessions were livestreamed with 16,000 users.

The Commission also worked to implement and enhance transparency initiatives through projects such as a public Commissioner Travel Calendar, livestreaming of Commission events and a link to the livestreamed event in the relevant docket on the Docket Management System, and post-Commission Business Meeting comments and synopsis regarding the Commission's decisions each week.

(f) Communicate with PSC Advisory Committee regarding Commission resources and procedures

The Commission hosted two Advisory Committee meetings to receive input from stakeholders on the Commission's online systems, processes, and procedures, and procedural matters related to implementing Act 62 (2019).

2. The Commission commits to promoting forward thinking by, in part, anticipating and forecasting future necessary expenditures and documenting life cycles of existing assets to effectively manage its resources:

(a) Continue forecasting by analyzing and updating PSC IT Strategic Roadmap 2019-2029

The Commission analyzed the PSC IT Strategic Roadmap 2019-2029. This roadmap allowed the Commission to forecast and review anticipated expenditures and IT needs. Planning meetings were held throughout the review period.

(b) Continue to monitor life cycles of existing assets

The Commission documented and monitored life cycle information of existing technology assets. Documentation included year purchased, average life cycle of the asset and warranty information.

**Strategic Goal 3:
Risk Management**

1. Create a culture of risk awareness through the development, implementation and maintenance of an enterprise risk management program:

(a) Review and update risk management plan

The Commission reviewed and updated its risk management plan. Based on the impact of identified risks, the Commission created a plan regarding whether to mitigate, contingency plan, transfer or avoid the risks.

(b) Implement monthly employee health and wellness initiatives

The Commission released and held nine health related communications and events, such as an onsite health screening and discussion regarding stress and weight management. In fiscal year 2020, the Commission has designated a Health and Wellness Coordinator to plan, develop and coordinate the implementation of monthly health and wellness initiatives for the agency, as well as quarterly health and wellness related activities for staff members.

2. Ensure information technology resources are utilized to implement continuing security initiatives:

(a) Conduct cybersecurity training

The Commission conducted cybersecurity training during the review period. As of June 30, 2019, 74% of the Commission's staff and commissioners completed online training, and 100% completed the training as of September 2019.

(b) Conduct a security audit and vulnerability scan

The Commission conducted security audit and vulnerability scans of its information technology systems. The Commission's system programmer is currently assessing the time and cost estimates to remedy issues identified in these scans.

(c) Continue planning for building security, upgrades, budget, and schedule

The Commission continued to plan for building security, upgrades, budget and schedule needs. The Commission received a report from its security contractor, Chief Security Solutions, with recommendations to improve building security; the Commission is currently analyzing these recommendations.

Strategic Goal 4:
Maintain Commitment to an Engaged Adjudicatory Process

1. **The Commission will provide expert staff support to the Commission through analysis and collaboration:**
 - (a) **Holding in-house educational seminars on regulatory topics for Commissioners and staff, and utilizing outside experts when necessary, to inform and instruct Commissioners and staff on emerging topics in the regulatory arena**
The Commission held in-house educational sessions regarding financial and economic matters, as well as legal writing. Additional research documents were added to the Commission's database.
 - (b) **Preparation by staff for Commission proceedings by analyzing technical information**
The Commission staff analyzed technical information from industry blogs and provided updates to the Commissioners.
 - (c) **Providing weekly updates by staff to Commissioners**
Commission staff provided weekly updates to Commissioners regarding matters before the Commission. These updates included summarizing testimony, discussions of current events in the regulatory world, and guidance on questions posed during the hearing preparation.
 - (d) **Participate in national organizations**
Commissioners actively participated in NARUC, SEARUC, NRRI and other national organizations. Commissioners and staff participated in webinars and teleconferences and attended seminars, conferences and workshops concerning current and emerging issues within the regulatory arena.
2. **The Commission will ensure strict adherence to State ethics laws and the Code of Judicial Conduct:**
 - (a) **Holding ethics seminars each year for Commissioners and staff in accordance with S.C. Code of Laws §58-3-30(C)**
The Commission conducted its annual ethics training for Commissioners and staff, held jointly with the Office of Regulatory Staff.
 - (b) **Providing Commissioners and staff regular updates on ethical topics and developments**
The Commission provided Commissioners and staff with regular updates on ethical topics and developments through its newsletter, PSC Ethics Watch.
 - (c) **Responding to ethical issues**
The Commission responded to ethical issues throughout the year and provided guidance and training when needed.