

ARKANSAS PUBLIC SERVICE COMMISSION

FY 2018 – FY 2019 STRATEGIC PLAN

MISSION:

Enhance the economic environment of the state by: ensuring safe, reliable and reasonably priced utility service; educating customers to make independent and informed choices; and ensuring the fair and equitable ad valorem assessment and equalization of utility and carrier property.

VISION:

Ensure that the jurisdictional utilities provide safe and reliable utility service at reasonable rates and will render fair and equitable ad valorem assessments while appropriately balancing the interests of utility ratepayers and utility owners.

CORE VALUES:

- *Commitment to ensuring safe and reliable utility service.*
- *Commitment to establishing just and reasonable rates.*
- *Teamwork.*
- *Fairness.*
- *Integrity.*
- *Responsive to the public.*
- *Leadership.*
- *Professionalism.*
- *Technical Competency.*
- *Knowledgeable.*
- *Trustworthiness.*
- *Sound Judgment.*

GOAL 1: REGULATE ALL JURISDICTIONAL UTILITY SERVICES AND FUNCTIONS IN AN EFFECTIVE AND INNOVATIVE MANNER WHILE ENSURING APPROPRIATE CUSTOMER SAFEGUARDS.

Measurable Objective 1: Address all utility filings in accordance with the applicable statutes and Commission rules.

Strategy 1: Establish a procedural schedule in each case as required.

Strategy 2: Conduct hearings in each case as required.

Strategy 3: Issue orders in each case as required.

Strategy 4: Develop and implement creative solutions and approaches to utility regulation and policy including recommendations for legislative action.

Strategy 5: Monitor the regulated rates and earnings of each jurisdictional utility.

Measurable Objective 2: Ensure that the jurisdictional utilities are meeting the established standards for quality of service including determining whether the measures used to assess the technical quality of service are adequate and appropriate.

Strategy 1: Annually inspect jurisdictional utility facilities and evaluate jurisdictional utility operations.

Strategy 2: Annually assess whether the facilities inspected and the utility operations evaluated meet the requirements in the applicable Commission rules.

Strategy 3: As required, address any areas of non-compliance with the applicable Commission rules.

Measurable Objective 3: Evaluate and act on utility matters before Federal regulatory agencies and the United States Congress.

Strategy 1: Monitor utility matters before Federal regulatory agencies and the United States Congress.

Strategy 2: As required, intervene and participate as a party in proceedings before Federal regulatory agencies.

Strategy 3: As required, engage with the Arkansas congressional delegation regarding pending matters including recommendations for legislative action.

GOAL 2: ENSURE THAT PIPELINE COMPANIES AND MASTER METERED GAS SYSTEMS OPERATE SAFELY.

Measurable Objective 1: Annually, conduct periodic inspections as required under the applicable statutes and Commission rules to ensure that each jurisdictional gas pipeline company's and master metered gas system's performance complies with the Arkansas Gas Pipeline Safety Code.

Strategy 1: Annually inspect the facilities of jurisdictional gas pipeline companies and master metered gas systems.

Strategy 2: Annually, assess compliance with the requirements of the Arkansas Gas Pipeline Safety Code.

Strategy 3: As required, address any areas of non-compliance with the applicable provisions of the Arkansas Gas Pipeline Safety Code.

Measurable Objective 2: Annually, evaluate the Arkansas Gas Pipeline Safety Code considering ongoing industry analyses and customer feedback and recommend appropriate modifications to ensure that the standards require safe and reliable operations.

Strategy 1: Identify any required modifications to the Arkansas Gas Pipeline Safety Code.

Strategy 2: Initiate a rulemaking proceeding to implement any required modifications to the Arkansas Gas Pipeline Safety Code.

GOAL 3: EFFICIENTLY AND EFFECTIVELY RENDER AD VALOREM ASSESSMENTS FOR UTILITIES AND CARRIERS.

Measurable Objective 1: Establish a fair market value for the property of the utilities, railroads, airlines, barge lines and motor carriers in compliance with the statutory guidelines for ad valorem assessments.

Strategy 1: Annually, send the annual report forms to the utilities, railroads, airlines, barge lines and motor carriers and obtain completed reports from those entities.

Strategy 2: Calculate the ad valorem assessments for the utilities, railroads, airlines, barge lines and motor carriers in compliance with the statutory guidelines.

Measurable Objective 2: Provide accurate and timely certification of all the utility and railroad ad valorem assessments to the appropriate county and school officials to allow the counties to bill and collect property taxes on the utility and railroad property, and accurately apportion the taxes to the appropriate school districts, and city and county taxing jurisdictions.

Strategy 1: Annually, provide certification of all the utility and railroad assessments to the appropriate county and school officials by July 15.

Measurable Objective 3: Submit the motor carrier, barge line, airline, and private car assessments to the Arkansas Highway Commission for approval in compliance with statutory guidelines.

Strategy 1: Annually, provide the motor carrier, barge line, airline, and private car assessments to the Arkansas Highway Commission at least one week before the notice date.

GOAL 4: EFFECTIVELY ASSIST CUSTOMERS IN RESOLVING UTILITY RELATED QUESTIONS AND PROVIDE INFORMATION TO CUSTOMERS TO ASSIST IN MAKING DECISIONS REGARDING UTILITY SERVICE.

Measurable Objective 1: Respond to customer and public official inquiries including assisting customers and public officials in resolving questions and complaints regarding utility service.

Strategy 1: Respond to customer and public official inquiries as such inquiries arrive.

Strategy 2: Assist customers and public officials in resolving questions and complaints regarding utility service.

Measurable Objective 2: Provide information to utility customers and public officials across the state regarding utility industry issues.

Strategy 1: Maintain current information on the Commission’s web page regarding utility filings, utility industry issues, and other information useful to customers and public utility officials.

Strategy 2: Provide educational programs for elected officials, government, community, business, and customer groups across the state.

GOAL 5: USE TECHNOLOGY TO ENABLE EFFICIENT AGENCY OPERATIONS

Measurable Objective 1: Enhance the capabilities of the Commission’s Electronic Filing System to further reduce paper filings.

Strategy 1: Develop a means for jurisdictional utilities to submit their annual reports using the electronic filing system.

APPENDIX: AGENCY PROFILE, ALIGNMENT CHART, AND ORGANIZATIONAL CHART

Arkansas Public Service Commission Agency Profile
Arkansas Public Service Commission Alignment Chart
Arkansas Public Service Commission Organization Chart

CONTACT INFORMATION:

Donna Gray, Executive Director

Arkansas Public Service Commission

1000 Center Street

P.O. Box 400

Little Rock, Arkansas 72203-0400

Donna.Gray@arkansas.gov

501-682-1794

Agency Profile Worksheet – State of Arkansas Agency Strategic Plan FY 2018-2019*

Agency: Arkansas Public Service Commission

Questions	Responses
0. What is a summary description of your agency?	The Arkansas Public Service Commission has general regulatory authority over electric and gas public utilities and certain water public utilities providing services to the public for compensation. The Commission also has jurisdiction over telecommunications utilities. The Commission also certifies transportation network companies and verifies ongoing compliance with the statutory requirements to operate. The Commission is charged with the duty of ensuring that public utilities provide safe, adequate, and reliable utility service at just and reasonable rates. The Commission’s Tax Division renders ad valorem assessments for utilities and carriers.
A. Agency Internal Environment	
1. What are your main service and/or product offerings?	The Commission regulates the rates and quality of service of the jurisdictional utilities. The Commission’s Pipeline Safety Office ensures that jurisdictional natural gas operators are operating their systems consistent with the requirements of the state and federal pipeline codes. The Tax Division renders ad valorem assessments for utilities and carriers.
2. What is the relative importance of your main services and/or products to your agency’s success?	Utility services and rates are a significant factor in the Arkansas economy and in the lives and business activities of its citizens. Safe and reliable utility services are also significant factors in the lives and business activities of its citizens.
3. How do you deliver your services and/or products to customers and other stakeholder groups?	<p>Utilities file requests with the Commission to change rates, implement programs, and construct facilities. The Commission conducts docketed proceedings to address the filed utility requests. Those proceedings are conducted through filings with the Commission and in public hearings with transcripts. The filed documents are available on the Commission’s website for public review. All Commission proceedings include the opportunity for interested individuals and organizations to petition to intervene as formal parties to the proceeding. The Commission renders all decisions through written orders that are also available for public review on its website. All Commission proceedings provide the opportunity for members of the public to offer public comment. Those comments are available for review on the Commission’s website.</p> <p>The Commission also initiates formal docketed proceedings, including rulemaking proceedings, on its own motion or in response to statutory requirements from the Arkansas General Assembly. In those instances, the proceedings are also conducted through filings that are available on the Commission’s website. Public comments are available in such proceedings as well. In those proceedings there may be public hearings with transcripts. All Commission proceedings include the opportunity for interested individuals and organizations to petition to intervene as formal parties to the proceedings. Any Commission decisions are set forth in written orders that are available on the Commission’s website.</p> <p>Commission Staff members conduct periodic reviews of utility operations through inspections of utility operations, facilities, and records. Those reviews involve interaction between Staff members and utility representatives. Most issues in such reviews are addressed and resolved informally without requiring Commission action. However, there may be instances wherein</p>

Questions	Responses
	<p>Staff initiates a formal proceeding to request Commission action to address an issue or issues.</p> <p>Staff members in the Commission’s Tax Division are available to respond to customer questions and concerns about utility operations and the services that the utilities provide. Staff members respond to thousands of calls, letters, and emails annually regarding customer inquiries regarding utility service. The vast majority of those inquiries are resolved informally without a public Commission proceeding. The ad valorem assessments are certified to the counties for billing and collection of utility and carrier property taxes.</p> <p>Commission Staff members obtain reports from the utilities and carriers that are necessary to enable the calculation and rendering of ad valorem tax assessments. The assessments are provided to the utilities and carriers for review. Most questions and concerns regarding the ad valorem assessments are resolved informally between the Tax Division and the utilities and carriers. When matters cannot be resolved informally, the assessed entities can appeal the valuation to the Commission for resolution. In those instances, the Commission conducts a docketed formal proceeding with a complete record that is available on its website.</p> <p>Commission proceedings include multiple opportunities for the parties to the proceeding to work both formally and informally to resolve the issues presented in the proceeding and to potentially narrow the areas of disagreement that are ultimately brought to the Commission for resolution.</p>
<p>4. How does each main service and/or product align with the Governor’s goals and strategies?</p>	<p>The Commission’s activities align with the Governor’s goal to create jobs and grow Arkansas’ economy. The Commission’s activities to ensure that the jurisdictional utilities provide safe and reliable service at reasonable rates should ensure that the utility costs in Arkansas should be reasonable. Reasonable utility rates should support economic activity that will contribute toward growing jobs and the Arkansas economy. Safe and reliable service will provide certainty to support economic activity in Arkansas. Currently, the cost of electric and natural gas utility services compare favorably to national averages.</p> <p>The Commission’s activities to ensure the provision of safe and reliable utility service align with the Governor’s goal of protecting the public’s safety and security as a component of providing safe communities.</p> <p>The Commission’s activities to ensure the provision of safe and reliable utility service at reasonable rates align with the Governor’s goal to make Arkansas the best state in which to work, live, and raise a family.</p> <p>The Commission’s Pipeline Safety Office’s activities to ensure that jurisdictional natural gas operators are operating their systems consistently with the requirements of the state and federal pipeline codes align with the Governor’s goals of protecting the public’s safety and security as part of providing safe communities and to make Arkansas the best state in which to live, work, and raise a family.</p>

Questions	Responses
	<p>The energy efficiency programs developed by the utilities under the Commission’s direction contribute to both the Governor’s goal to create jobs and grow the economy and the Governor’s goal to make Arkansas the best state in which to work, live, and raise a family.</p> <p>The Commission’s activities to certify transportation network companies and verify ongoing compliance with the statutory requirements to operate contribute to both the Governor’s goal to create jobs and grow the economy and the Governor’s goal to make Arkansas the best state in which to work, live, and raise a family.</p> <p>The Commission’s activities to render fair and equitable ad valorem tax assessments align with the Governor’s goal of creating jobs and growing Arkansas’ economy. Fair and equitable ad valorem taxes provide funding to support Arkansas’ cities and counties and its public schools. These activities also support the Governor’s goals to support a path for life-long learning by providing funding for schools.</p>
<p>5. What are your agency’s mission, vision, and core values?</p>	<p><u>Mission Statement:</u> The Arkansas Public Service Commission will enhance the economic environment of the state by: ensuring safe, reliable and reasonably priced utility service; educating customers to make independent and informed choices; and ensuring the fair and equitable ad valorem assessment and equalization of utility and carrier property.</p> <p><u>Vision Statement:</u> The Arkansas Public Service Commission will ensure that the jurisdictional utilities provide safe and reliable utility service at reasonable rates and will render fair and equitable ad valorem assessments while appropriately balancing the interests of utility ratepayers and utility owners.</p> <p><u>Core Values:</u></p> <ul style="list-style-type: none"> • Commitment to ensuring safe and reliable utility service. • Commitment to establishing just and reasonable rates. • Teamwork. • Fairness. • Integrity. • Responsive to the public. • Leadership. • Professionalism. • Technical Competency. • Knowledgeable. • Trustworthiness. • Sound Judgment.
<p>6. What are your agency’s core competencies, and how do they support your mission?</p>	<p><u>Core Competencies:</u></p> <ul style="list-style-type: none"> • Development of utility regulatory policies relates directly to safe and reliable service at reasonable rates and educating customers. • Development of utility revenue requirements and cost of service relates directly to safe and reliable service at reasonable rates. • Cost allocation and rate design relates directly to reasonable

Questions	Responses
	<p>rates.</p> <ul style="list-style-type: none"> • Collaborative working groups relates directly to safe and reliable service at reasonable rates and educating customers. • Quality of service evaluations relates directly to safe and reliable service at reasonable rates. • Pipeline Safety evaluations relate directly to safe and reliable service at reasonable rates. • Litigation strategy and conduct witness preparation relates directly to safe and reliable service at reasonable rates. • Ad Valorem Assessment and unit valuation relates directly to rendering fair and equitable ad valorem assessments. • Customer service in resolving questions and complaints relates directly to educating customers and to safe and reliable service at reasonable rates.
7. What are your primary ways to segment your workforce?	Agency employees work in cross-sectional, multidisciplinary teams. Employees are organized into functional sections based upon the individual employee disciplines and the utility industry segment or job skill. Employees are further segmented between professional / technical and administrative / support.
8. If applicable, what recent changes have or will impact your work-force composition or your workforce needs?	<p>Aging workforce.</p> <p>New staff with limited experience and industry-specific knowledge.</p> <p>Dynamic, changing utility industry environment due to changes in technology and changes in legal and regulatory requirements.</p>
9. What are the educational requirements for your different workforce segments?	The majority of the employees are individuals with backgrounds in law, economics, engineering, accounting, finance, and other fields that require bachelor and master degrees and professional certifications. Some employees, such as the pipeline safety staff receive additional specialized training specific to the job duties.
10. What are the key drivers that engage your workforce in achieving your mission and vision?	<p>Issues brought to the Commission through utility company filings.</p> <p>Issues raised by the Commission on its own motion.</p> <p>Issues identified by Staff that are presented to the Commission.</p> <p>Legislative or regulatory actions that require responses.</p> <p>Judicial decisions that require responsive action.</p> <p>Teamwork – employees work in multi-disciplinary, cross-sectional teams.</p> <p>Good communication and information flow.</p> <p>Effective use of skills and abilities.</p> <p>Work / Life balance.</p> <p>Empowerment.</p>

Questions	Responses
	<p>Trusting relationships and respect.</p> <p>Serving the public.</p>
<p>11. What are your major facilities, technologies, systems, data bases, and equipment?</p>	<p>All Agency employees are housed in the Agency’s offices at 1000 Center Street in Little Rock, Arkansas.</p> <p>All databases are maintained internally on Agency servers.</p> <p>Agency IT personnel provide technical support to the employees.</p>
<p>12. What are your key applicable occupational health and safety regulations; accreditation, certification, or registration requirements; industry standards; and environmental, financial, service/product, and privacy regulations?</p>	<p>Arkansas Department of Finance and Administration Policies and Procedures.</p> <p>Arkansas Department of Labor Regulations.</p> <p>Federal OSHA requirements.</p> <p>Americans With Disabilities Act.</p> <p>The Clean Air Act and the Clean Water Act and Certain regulations promulgated by the United States Environmental Protection Agency.</p> <p>The Arkansas Public Service Commission’s various rules set forth on the Commission’s website.</p> <p>Arkansas Code Annotated Title 23 and Title 26.</p> <p>The National Electric Code and the National Electric Safety Code.</p>
<p>13. What are your primary sources of revenue and their approximate percentages?</p>	<p>The sources of revenue are the assessments on the jurisdictional utilities; assessments on the jurisdictional natural gas pipeline operators; reimbursement grants from the United States Department of Transportation’s Pipeline and Hazardous Materials Safety Administration; and a transfer to the Tax Division from the Ad Valorem Tax Fund.</p>
<p>14. What are the key elements of your performance improvement system, including your processes to evaluate and improve key agency projects and processes?</p>	<p>Agency leadership evaluates the conduct of each project to identify opportunities to improve the internal processes, to incorporate best practices, and to identify opportunities to make the processes more efficient.</p> <p>Leadership and employees communicate with their counterparts in the jurisdictional utilities and other stakeholder groups to identify best practices and opportunities for improvement.</p> <p>By working in teams, employees are afforded the opportunity to interact with other employees with differing knowledge, skills, abilities, experiences, and ideas. The use of cross-sectional, multi-disciplinary teams affords the opportunity for sharing knowledge and identifying opportunities for improvement.</p> <p>Leadership and employees are provided opportunities to attend conferences and seminars that provide information on best practices and alternative methods to address issues and conduct projects.</p>
<p>B. Agency Relationships</p>	

Questions	Responses
15. What is your top-level organizational structure?	The three Commissioners are atop the organizational structure. The three Commissioners are appointed by the Governor, and the Chairman is designated by the Governor. The Executive Director, the Chief Administrative Law Judge, and the Tax Division Director provide the next level of leadership to the Agency employees. The Leadership Team consists of the most senior Agency employees that serve as the leaders of the various sections of the Agency.
16. What is your governance system?	The three Commissioners have the ultimate decisional authority in the Agency. The Executive Director, the Chief Administrative Law Judge, and the Tax Division Director exercise the authority granted by the Commissioners. The Leadership Team gives direction to the Agency employees.
17. What Federal regulations govern your agency in addition to state laws and regulations?	<p>Arkansas Code Annotated, Title 23.</p> <p>State and Federal Court Decisions.</p> <p>The Federal Power Act and the regulations promulgated by the Federal Energy Regulatory Commission.</p> <p>The Federal Telecommunications Act and the regulations promulgated by the Federal Communications Commission.</p> <p>The regulations promulgated by the United States Department of Transportation's Pipeline and Hazardous Materials Safety Administration.</p> <p>Certain regulations promulgated by the United States Department of Energy.</p> <p>Regulations promulgated by the Nuclear Regulatory Commission.</p> <p>The Clean Air Act and the Clean Water Act and Certain regulations promulgated by the United States Environmental Protection Agency.</p> <p>The Railroad Revitalization and Regulatory Reform Act.</p>
18. What are your (a) key customer segments and (b) other stakeholder groups?	<p>Jurisdictional Utilities.</p> <p>Customers – residential, commercial, industrial.</p> <p>Customer advocacy groups – residential, commercial, industrial.</p> <p>Attorney General – Consumer Utility Rate Advocacy Division.</p> <p>Environmental advocacy groups (Audubon, Sierra Club, etc.).</p> <p>Arkansas General Assembly.</p> <p>Other state agencies.</p> <p>Landowners.</p> <p>Utilities and carriers subject to the Commission's ad valorem assessment jurisdiction.</p>
19. What are their key requirements and expectations for your services and/or products?	Jurisdictional Utilities – just and reasonable rates; a reasonable opportunity to recover costs of service and to earn a fair rate of

Questions	Responses
	<p>return; approval for construction of facilities as required.</p> <p>Customers – residential, commercial, industrial – just and reasonable rates that are no higher than required; safe and reliable service at reasonable rates; reasonable allocation of costs. Assisting customers by serving as a trusted source of information and assisting in answering questions and resolving complaints or issues with utility service.</p> <p>Customer advocacy groups – residential, commercial, industrial - just and reasonable rates that are no higher than required; safe and reliable service at reasonable rates; reasonable allocation of costs.</p> <p>Attorney General – Consumer Utility Rate Advocacy Division - just and reasonable rates that are no higher than required; safe and reliable service at reasonable rates; reasonable allocation of costs.</p> <p>Environmental advocacy groups (Audubon, Sierra Club, etc.) – consideration of the environmental impact of utility facilities and operations; approval of actions to reduce the effects of utility facilities and operations; consideration of energy efficiency programs; consideration of renewable generating resources.</p> <p>Arkansas General Assembly – implementation of sound regulatory policies and actions consistent with the requirements of the Arkansas statutes enacted by the General Assembly.</p> <p>Other state agencies – cooperation among state agencies to ensure the adoption and implementation of consistent regulatory policies across state government.</p> <p>Landowners – fair treatment in considering utility actions and facilities that will affect property.</p> <p>Utilities and carriers subject to ad valorem tax assessments – fair valuation of property for assessment purposes.</p>
<p>20. What are the differences in these requirements and expectations among customers and other key stakeholder groups?</p>	<p>Addressed in item 19.</p>
<p>21. What are your key types of suppliers, partners, collaborators, and providers?</p>	<p>Suppliers – DIS, DFA, ABA.</p> <p>Partners / Collaborators – jurisdictional utilities.</p> <p>Customers – residential, commercial, industrial.</p> <p>Customer advocacy groups – residential, commercial, industrial.</p> <p>Attorney General – Consumer Utility Rate Advocacy Division.</p> <p>Environmental advocacy groups (Audubon, Sierra Club, etc.).</p> <p>Arkansas General Assembly.</p> <p>Other state agencies.</p> <p>United States Department of Transportation’s Pipeline and Hazardous Materials Safety Administration.</p>

Questions	Responses
	<p>Landowners.</p> <p>Arkansas High Cost Fund Administrator.</p> <p>Arkansas Extension of Telecommunications Facilities Fund Administrator.</p> <p>Arkansas Intrastate Carrier Common Line Pool Procedural Board.</p> <p>Utilities and carriers subject to the Commission’s ad valorem assessment jurisdiction.</p> <p>County Assessors.</p>
<p>22. What role do they play in producing and delivering your key services and/or products as well as customer support services?</p>	<p><u>Suppliers:</u></p> <ul style="list-style-type: none"> • DIS, DFA, ABA, - provide technical support services, fiscal support services, administrative policy support, facility maintenance and operation. <p><u>Partners / Collaborators:</u></p> <ul style="list-style-type: none"> • Jurisdictional Utilities – sources of information on developments locally and nationally; assistance in resolving customer specific issues; implementing quality of service improvements; responding to findings from quality of service inspections. • Customers – residential, commercial, industrial – participate in Commission proceedings as parties; serve as sources of information on developments locally and nationally. • Customer advocacy groups – residential, commercial, industrial - participate in Commission proceedings as parties; serve as sources of information on developments locally and nationally. • Attorney General – Consumer Utility Rate Advocacy Division - participates in Commission proceedings as a party; serves as a source of information on developments locally and nationally. • Environmental advocacy groups (Audubon, Sierra Club, etc.) - participate in Commission proceedings as parties; serve as sources of information on developments locally and nationally. • Arkansas General Assembly – provide policy direction through implementing statutes; provide direction in review and approval of rules; provide support by approving appropriation and positions. • Other state agencies – help ensure consistent policy development and implementation statewide across agencies. • Landowners – help understand the impact of proposed facilities on private property; help address issues regarding where best to locate utility facilities on particular tracts of private land. • Arkansas High Cost Fund (AHCF) Administrator – efficiently and effectively administers the AHCF; resolves any disputes regarding the AHCF. • Arkansas Extension of Telecommunications Facilities Fund

Questions	Responses
	<p>(AETFF) Administrator - efficiently and effectively administers the AETFF; resolves any disputes regarding the AETFF.</p> <ul style="list-style-type: none"> • Arkansas Intrastate Carrier Common Line Pool (AICCLP) Procedural Board – efficiently and effectively administers the AICCLP; resolves any disputes regarding the AICCLP. • Utilities and carriers subject to the Commission’s ad valorem assessment jurisdiction – Sources of information necessary for the valuation and assessment of ad valorem taxes. • County Assessors – receive the certification of ad valorem assessments and provide information on the location of property subject to assessment.
23. What role do they play in enhancing your effectiveness and/or competitiveness?	Addressed in item 22.
24. What are your key mechanisms for two-way communication with suppliers, partners, collaborators, and providers?	Formal Commission proceedings; informal meetings, working groups, and discussions; email; telephone conversations; in-person meetings.
25. What role, if any, do these organizations play in contributing and implementing innovations in your organization?	Addressed in item 22.
C. Agency External Environment	
26. How many and what types of competitors do you have for specific services and/or products?	As the sole state agency charged with its duties, the Commission does not have a competitor.
27. What key changes, if any, are affecting your competitive situation, including changes that create opportunities for innovation and collaboration, as appropriate?	<p>Technological developments affect the ability of utilities to more economically and efficiently offer services. There are challenges associated with adapting policies and procedures to match the changed technologies.</p> <p>Environmental regulations and policies affect the generation resource mix of each utility. Such policies may affect which technologies are most effective at a given point in time.</p> <p>Policies affecting distributed generation and other service offerings may affect the delivery of utility services and the associated policies.</p> <p>Increasing safety requirements and operational requirements imposed on natural gas operators will create operational challenges as well as place upward pressure on operating costs and rates.</p>
28. What key sources of comparative and competitive data are available from within your primary functions?	<p>Utility Annual Reports.</p> <p>Pipeline Safety Office Inspection Reports.</p> <p>Quality of Service Inspection Reports and Statistics.</p> <p>Annual Ad Valorem Tax Reports.</p>

Questions	Responses
29. What key sources of comparative data are available from outside your primary functions?	<p>United States Department of Energy’s Energy Information Administration reports.</p> <p>S&P’s Regulatory Research Associates reports on rate case activities and assessments of regulatory environments.</p>
30. What limitations, if any, affect your ability to obtain or use these data?	No significant limitations on the access or use of this data.
31. What are your key strategic challenges and advantages?	<p><u>Challenges:</u></p> <ul style="list-style-type: none"> • Aging workforce and the need to transfer knowledge. • New staff with limited experience and industry-specific knowledge. • Employee turnover due to several factors including compensation and opportunities for advancement. • Dynamic, changing utility industry environment due to changes in technology and changes in legal and regulatory requirements. • Federal policies and regulations that affect the provision and cost of public utility services in Arkansas. <p><u>Advantages:</u></p> <ul style="list-style-type: none"> • A significant number of long-tenured staff with experience in the field that are willing to share their knowledge with others. • Staff members with knowledge, skills, abilities, education, and experience that enable them to perform their duties at a high level. • A strong IT staff that is able to effectively support Agency operations by providing technology, knowledge, software and data base development, and other support to enable effective and efficient Agency operations.
32. Who was involved with completing this agency profile?	<p>Ted Thomas – Chairman; Elana Wills – Commissioner; Kim O’Guinn – Commissioner; John Bethel – Executive Director; Valerie Boyce – Chief Administrative Law Judge; Sarah Bradshaw – Tax Division Director; Vikki Hearn – Chief Fiscal Officer; Diana Brenske – Director, Gas and Water Utilities; Kim Davis – Director, Financial Analysis; Matt Klucher – Director, Rates and Demand Resources; Regina Butler – Director, Electric Utilities; Jeff Hilton – Director, Revenue Requirements; Dawn Kelliher – General Counsel; Cindy Ireland – Director, Research and Policy; Bill Mathis – Director, Information Technology; Bill Dennis – Manager, Telecommunications and Quality of Service; Holly Tubbs – Manager, Consumer Services.</p>

ARKANSAS PUBLIC SERVICE COMMISSION ALIGNMENT CHART

ARKANSAS PUBLIC SERVICE COMMISSION's Goals	Governor's Goals
Effective and innovative regulation of utility services and functions	<p><u>Efficient and Responsive</u>: Transform the culture of state government</p> <p><u>Grow</u>: Create jobs and grow Arkansas's economy</p> <p><u>Safe</u>: Protecting the public's safety and security</p> <p><u>Quality of Life</u>: Make Arkansas the best state to work, live, and raise a family</p>
Safe operations of pipeline companies and master metered systems	<p><u>Safe</u>: Protecting the public's safety and security</p> <p><u>Grow</u>: Create jobs and grow Arkansas's economy</p> <p><u>Quality of Life</u>: Make Arkansas the best state to work, live, and raise a family</p>
Efficient and effective ad valorem assessments	<p><u>Efficient and Responsive</u>: Transform the culture of state government</p> <p><u>Educate</u>: Support a path of life-long learning for Arkansans</p> <p><u>Quality of Life</u>: Make Arkansas the best state to work, live, and raise a family</p>
Effectively assist customers	<p><u>Grow</u>: Create jobs and grow Arkansas's economy</p> <p><u>Efficient and Responsive</u>: Transform the culture of state government</p> <p><u>Quality of Life</u>: Make Arkansas the best state to work, live, and raise a family</p>
Use technology to enable efficient Agency operations.	<p><u>Efficient and Responsive</u>: Transform the culture of state government</p>

ARKANSAS PUBLIC SERVICE COMMISSION ORGANIZATIONAL CHART

