

COMMISSION MISSION STATEMENTS

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INSTITUTE OF PUBLIC UTILITIES AT MICHIGAN STATE UNIVERSITY

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Federal Communications Commission

Mission: It is the mission of the Federal Communications Commission to ensure that the American people have available – at reasonable costs and without discrimination – rapid, efficient, nationwide and worldwide communication services whether by radio, television, wire, wireless, satellite, or cable.

General Goals: The FCC is responsible to Congress and the American people for ensuring that an orderly framework exists within which communications products and services can be quickly and reasonably provided to consumers and businesses. Equally important, the FCC must also address the communications aspects of public safety, health, and emergency operations; ensure the universal availability of basic telecommunications service; make communications services accessible to all people; and protect and inform consumers about their rights. The FCC, in accordance with its statutory authority and in support of its mission, has established six general goals for the next five years. They are as follows:

Broadband. All Americans should have affordable access to robust and reliable broadband products and services. Regulatory policies must promote technological neutrality, competition, investment, and innovation to ensure that broadband service providers have sufficient incentive to develop and offer such products and services.

Competition. Competition in the provision of communications services, both domestically and overseas, supports the Nation's economy. The competitive framework for communications services should foster innovation and offer consumers reliable, meaningful choice in affordable services.

Spectrum. Efficient and effective use of non-federal spectrum domestically and internationally promotes the growth and rapid deployment of innovative and efficient communications technologies and services.

Media. The Nation's media regulations must promote competition and diversity and facilitate the transition to digital modes of delivery.

Public Safety and Homeland Security. Communications during emergencies and crises must be available for public safety, health, defense, and emergency personnel, as well as all consumers in need. The Nation's critical communications infrastructure must be reliable, interoperable, redundant, and rapidly restorable.

Modernize the FCC. The FCC shall strive to be a highly productive, adaptive, and innovative organization that maximizes the benefit to stakeholders, staff, and management from effective systems, processes, resources, and organizational culture.

Source: Strategic Plan 2006-2011 (http://hraunfoss.fcc.gov/edocs_public/attachmatch/DOC-261434A1.doc, accessed May 5, 2006).

Federal Energy Regulatory Commission

Mission: The Federal Energy Regulatory Commission regulates and oversees energy industries in the economic and environmental interest of the American public.

Vision: Dependable, affordable energy through sustained competitive markets.

Values:

- Employees. People are our most valued asset. We provide the support needed for all employees to excel.
- Integrity. We maintain the highest level of professionalism and an environment of fairness, trust, respect and honesty.
- Diversity. We value diversity in people and ideas.
- Working Together. We clearly communicate expectations, encourage cooperation and teamwork, and share responsibility.
- Progress and Innovation. We are creative and flexible, and seek out opportunities to improve.
- Action. Prompt and fair resolution of matters before the Commission is essential to our mission.
- Reaching Out. Two-way communication with the public is key to our effectiveness.
- Public service. Our ultimate objective is to provide valued services to the public.

Source: Commission website (<http://www.ferc.gov/for-citizens/about-ferc.asp#skipnavsub>, accessed May 5, 2006).

Alabama Public Service Commission

The agency's mission is two-fold: First, it ensures these companies offer their services to the public at a fair price. Second, the PSC must also allow regulated utility companies to operate at a level that will enable them to provide adequate service to

customers like you. Maintaining this “balancing act” means that Alabama consumers continue to enjoy top-quality service at reasonable rates.

Source: Commission website (<http://www.psc.state.al.us/News/1999%20PSC%20Info.htm>, accessed May 5, 2006).

Regulatory Commission of Alaska

Utility rates and services affect every Alaskan. Utility customers deserve reasonable utility rates and reliable service. The Commission works [to] protect consumer interests and promote economic development by ensuring affordable, reliable utility and pipeline services and ensuring that the utility and pipeline infrastructure is adequate to support community needs.

RCA (AS 42.04 - 42.06, and other statutes) regulates public utilities by certifying qualified providers of public utility and pipeline services; and ensuring that they provide safe and adequate services and facilities at just and reasonable rates, terms, and conditions. This keeps rates as low as possible while allowing the utility to earn a fair return.

Source: Commission website (<http://www.state.ak.us/rca/about.html>, accessed May 5, 2006).

Arizona Corporation Commission

Mission (Utilities Division): To recommend thoroughly researched, sound regulatory policy and rate recommendations to the Commissioners, which are based on a balanced analysis of the benefits and impacts on all stakeholders and are consistent with the public interest.

Source: Commission website (<http://www.cc.state.az.us/utility/index.htm>, accessed May 5, 2006).

Arkansas Public Service Commission

Vision/Mission: The Arkansas Public Service Commission will be a proactive, solutions oriented agency that maximizes customer value and enhances the economic environment of the state by: ensuring safe, reliable and reasonably priced utility distribution service; educating customers to make independent and informed choices; and ensuring the fair and equitable ad valorem assessment and equalization of public utility and carrier property.

Objective 1. We will regulate all jurisdictional utility services and functions in an effective and innovative manner while ensuring appropriate customer safeguards.

Objective 2. We will establish an open dialogue with the public through the use of technology, media, community outreach, and customer groups and be a knowledgeable and trusted source of information.

Objective 3. We will provide leadership in developing and advocating responsible, balanced and innovative utility policies and initiatives for Arkansas.

Objective 4. We will provide a professional workplace in which all employees understand, are committed to and are empowered to accomplish the agency's goals.

Objective 5. We will efficiently and effectively render ad valorem assessments for utilities and carriers.

Source: Commission website (<http://www.accessarkansas.org/psc/Vision.htm>, accessed May 5, 2006).

California Public Utilities Commission

The California Public Utilities Commission (PUC) regulates privately owned telecommunications, electric, natural gas, water, railroad, rail transit, and passenger transportation companies. We are responsible for ensuring that customers have safe, reliable utility service at reasonable rates, protecting against fraud, and promoting the health of California's economy.

In pursuing these goals, we:

- Establish service standards and safety rules, and authorize utility rate changes;
- Monitor the safety of utility and transportation operations, and oversee markets to inhibit anti-competitive activity;
- Prosecute unlawful utility marketing and billing activities, govern business relationships between utilities and their affiliates, and resolve complaints by customers against utilities;
- Implement energy efficiency and conservation programs and programs for the low-income and disabled;
- Oversee the merger and restructure of utility corporations, and enforce the California Environmental Quality Act for utility construction;
- Work with other state and federal agencies in promoting water quality, environmental protection, and safety;
- Intervene in Federal proceedings on issues that affect California utility rates or services.

Source: Commission website (<http://www.cpuc.ca.gov/static/aboutcpuc/pucmission.htm>, accessed May 5, 2006).

Colorado Public Utilities Commission

Mission: The Public Utilities Commission's (PUC) mission is to achieve a flexible regulatory environment that provides safe, reliable and quality services to utility customers on just and reasonable terms, while managing the transition to effective competition where appropriate.

The PUC works to assure that utilities have the opportunity to receive a reasonable return on their investments. This return allows Colorado utilities to obtain the necessary funds to build new facilities and restore existing ones.

The PUC is also responsible for regulating the safety of utility services.

Source: Commission website (<http://www.dora.state.co.us/puc/about/AboutMission.htm>, accessed May 5, 2006).

Connecticut Department of Public Utility Control

Mission: The mission of the Department of Public Utility Control is to ensure that safe, reliable, modern, and fairly-priced utility services are available throughout Connecticut.

Source: Commission website (<http://www.state.ct.us/dpuc/index.html>, accessed May 5, 2006).

Delaware Public Service Commission

The Commission works to ensure that consumers have a safe, reliable, reasonably priced supply of utilities, including electric, natural gas, water, telecommunications, wastewater and cable television services. In some cases there may be only one available provider of the service, such as water. For others, there may be competitive providers, such as with phone service. In some cases, even though the structure allows for competition, other market influences result in a single provider for certain utilities.

The Commission makes rules to ensure fair competition and fair rates and helps to resolve complaints between providers or between consumers and providers.

The Commission also serves the utilities providers by establishing rates that consider their cost of providing services, environmental requirements, and other influences.

Source: Commission pamphlet (<http://www.state.de.us/delpsc/documents/pamphlet.pdf>, accessed May 5, 2006).

District of Columbia Public Service Commission

Mission: The mission of the District of Columbia Public Service Commission is to serve the public interest by ensuring that financially healthy electric, gas and telecommunications companies provide safe, reliable and quality utility services at reasonable rates for District of Columbia residential, business and government customers.

We do this by:

- Motivating customer– and results–oriented employees;
- Protecting consumers to ensure public safety, reliability, and quality services;
- Regulating monopoly services to ensure their rates are just and reasonable;
- Fostering fair and open competition among service providers;
- Resolving disputes among consumers and service providers; and
- Educating consumers and informing the public.

The Commission has identified three goals for carrying out its mission:

- Economic development
- Public safety
- Customer satisfaction

Source: Commission website (<http://www.dcpssc.org/abt/mission.shtm>, May 5, 2006).

Florida Public Service Commission

Mission: Customers are served best by markets that facilitate the efficient provision of safe and reliable utility services at fair prices. The mission of the Florida Public Service Commission is to promote the development of competitive markets - as directed by state and federal law - by removing regulatory barriers to competition, and by emphasizing incentive-based approaches, where feasible, to regulate areas that remain subject to rate of return regulation. Once markets become sufficiently competitive, the Florida Public Service Commission will eliminate regulatory involvement to the extent permitted by law.

Source: Commission website (<http://www.psc.state.fl.us>, accessed May 5, 2006).

Georgia Public Service Commission

Mission: The mission of the Georgia Public Service Commission is to exercise its authority and influence to ensure that consumers receive safe, reliable and reasonably priced telecommunications, transportation, electric and natural gas services from financially viable and technically competent companies.

Source: Commission website (<http://www.psc.state.ga.us>, accessed May 5, 2006).

Hawaii Public Utilities Commission

Primary Purpose: The Commission's primary purpose is to effectively, fairly, and impartially ensure that regulated utilities efficiently and safely provide utility customers with adequate and reliable utility services at just and reasonable rates, while providing regulated utilities with a reasonable opportunity to earn a fair rate of return.

Long-Term Goals: Modernize and re-organize the Commission as needed to adapt to changes in technology, markets, economic conditions, consumer needs, and environmental concerns to improve the efficiency and effectiveness of the Commission.

Foster and encourage competition of other alternatives where reasonably feasible in an effort to provide consumers with meaningful choices for services at lower rates that are just and reasonable.

Promote and encourage efficient and reliable production and delivery of all utility services.

Promote and encourage efficient and reliable electricity generation, transmission and distribution.

Promote and encourage the use of alternative or renewable energy resources for the production of electricity to increase the efficiency, reliability, and sustainability of electricity generation and supply for consumers.

Assist in creating an environment conducive for healthy economic growth and stability in the public interest.

Short-Term Goals: Increase the transparency of the regulatory process and public access to the commission to ensure that the commission efficiently, independently, fairly, and impartially regulates public utilities.

Streamline and modernize the regulatory process whenever reasonably feasible to increase the efficiency of the Commission and regulated utilities.

Re-evaluate and update internal Commission staff procedures to increase the efficiency and effectiveness of Commission activities.

Source: Annual Report 2005 (http://www.hawaii.gov/budget/LegReports/puc/2005_AnnualReport.pdf, accessed May 21, 2006).

Idaho Public Utilities Commission

Under state law, the Idaho Public Utilities Commission supervises and regulates Idaho's investor owned utilities – electric, gas, telecommunications and water – assuring adequate service and affixing just, reasonable and sufficient rates.

The commission does not regulate publicly owned, municipal or cooperative utilities. In setting rates, the commission must consider the needs of both the utility and its customers. Customers must be ensured of paying a reasonable rate and utilities must be allowed to recover their legitimate costs of serving their customers and earn a fair rate of return.

Source: Annual Report 2005 (<http://www.puc.state.id.us/AR2005/2005.htm>., accessed May 5, 2006).

Illinois Commerce Commission

It is the purpose of the Illinois Commerce Commission to pursue an appropriate balance between the interest of consumers and both emerging and existing service providers in accordance with applicable statute and rules. In support of this mission, the ICC staff provides technical and legal expertise in a professional environment that encourages initiative, respect, teamwork and commitment to public interest.

Source: Commission website (<http://www.icc.illinois.gov/home.aspx>, accessed May 5, 2006).

Statement of Mission: The Illinois Commerce Commission, in a period of emerging reliance on the marketplace to ensure fairly priced, reliable, and adequate utility services, will protect consumer interests and manage the transition of network industries from regulation to efficient competition through the use of innovative regulatory practices. Through its actions, the ICC shall generally promote effective competition in utility and transportation industries, enhanced consumer choice, efficient and effective dispute resolution, and the sharing of impartial and comprehensive information within its jurisdiction as provided by law.

Source: Annual Report 2005 (<http://www.icc.illinois.gov/docs/en/060217ECAAnnual.pdf>, accessed May 5, 2006).

Indiana Utility Regulatory Commission

Mission: The Commission's mission is to assure that utilities and others use adequate planning and resources for the provision of safe and reliable utility services at reasonable cost.

Source: Commission website (<http://www.in.gov/iurc/about/history.html>, accessed May 5, 2006).

Iowa Utilities Board

Mission: The Iowa Utilities Board regulates utilities to ensure that reasonably priced, reliable, and safe utility services are available to all Iowans, supporting economic growth and opportunity.

Vision: The Iowa Utilities Board will continue to be a nationally recognized leader in utilities regulation to assure:

- Consumers receive the best value in utility services.
- Utilities receive an opportunity to earn a fair return on their investment in regulated services.
- Services are provided in a safe, reliable, and environmentally conscious manner.
- Economic growth is supported by ensuring utility services adequate to meet new customer demand.
- Consumers have access to the information they need to make informed choices about their utility services.
- Competitive markets develop where effective.
- All market participants receive fair treatment.

Source: Commission website (http://www.state.ia.us/government/com/util/Mission_vision.html, accessed May 5, 2006).

Kansas Corporation Commission

Mission: The mission of the state corporation commission is to protect the public interest through impartial, and efficient resolution of all jurisdictional issues. The agency shall regulate rates, service and safety of public utilities, common carriers, motor carriers, and regulate oil and gas production by protecting correlative rights and environmental resources.

Source: Commission website (<http://www.kcc.state.ks.us/about/index.htm>, accessed May 5, 2006).

Kentucky Public Service Commission

Mission: The Commission's mission is to ensure that every utility receives fair, just and reasonable rates for the services rendered and that their services are adequate, efficient and reasonable (KRS 278.030 and 278.040). The Commission has exclusive jurisdiction over the regulation of rates and service of all utilities in the state except those utilities subject to the control of cities or political subdivisions.

Source: Commission website (<http://www.psc.state.ky.us/agencies/psc/general/pscinfo.htm>, accessed May 5, 2006).

Louisiana Public Service Commission

The Louisiana Public Service Commission (LPSC) is an independent regulatory agency dedicated to serving the public interest by assuring safe, reliable, and reasonably priced services for the public utilities and motor carriers...

The overall goals of the Commission are to ensure a regulatory balance that enables utilities to provide customers with safe, adequate and reliable service, at rates that are just and reasonable, equitable and economically efficient, and that allow utilities an opportunity to earn a fair rate of return on their investment.

In addition, the Commission continues to take an active and cautious role in development of a competitive, market-based approach to utility regulation whenever such an approach is in the public interest.

Source: Commission website (<http://www.lpsc.org/default.asp>, accessed May 5, 2006).

Maine Public Utilities Commission

Mission: The Maine Public Utilities Commission is committed to public service by ensuring utility services are safe, adequate and are available at just and reasonable rates. We who work at the Commission seek a fair resolution of the issues that come before us through an open and orderly process.

Vision: In carrying out our mission, we will work with absolute integrity and an unwavering commitment to excellence. We are committed to:

- Identifying and satisfying the requirements of our customers and earning their respect by communicating openly, clearly, courteously, and promptly and by encouraging broad participation in our proceedings;
- Being sensitive to the overall impact of our actions and protecting ratepayers who lack competitive alternatives;
- Encouraging teamwork while acknowledging the importance of our individual talents and expertise, and celebrating our different roles and contributions;
- Fostering a professionally challenging, creative, and healthful work environment that is in harmony with our needs as individuals and providing opportunities for professional and personal development;
- Treating each other with respect and courtesy, encouraging open dialog and communication, and recognizing that the work of every employee is important to the success of the Commission;
- Being considerate and taking into account the impact of our actions on each other; and
- Continually evaluating the substance and process of our work in order to increase our effectiveness and efficiency and to improve the regulatory process.

We believe the commitment of each and every employee is vital to achieving our vision.

Source: Commission website (<http://www.state.me.us/mpuc/homepage/qmvision.htm>, accessed May 5, 2006).

Maryland Public Service Commission

In today's ever changing public utility industry landscape, the Commission remains dedicated to ensuring that Maryland consumers continue to receive safe, reliable and reasonably priced utility services. We look forward to continuing to work with you to accomplish that goal.

Source: Annual Report 2005 (<http://www.psc.state.md.us/psc/aboutus/background.htm>, accessed May 21, 2006).

Massachusetts Department of Telecommunications and Energy

Mission: The Department is responsible for the structure and control of monopoly Telecommunications and Energy in the Commonwealth; developing alternatives to traditional regulation and traditional monopoly arrangements; controlling prices and profits; monitoring service quality; regulating safety in the transportation and gas pipeline areas; and for the siting of energy facilities. The mission of the Department is to ensure that utility consumers are provided with the most reliable service at the lowest possible cost as determined by its orders; to protect the public safety from transportation and gas pipeline related accidents; to oversee the energy facilities siting process; and to ensure that residential ratepayers' rights are protected under regulations.

Source: website (<http://www.mass.gov/dte/mission1.htm>, accessed May 5, 2006).

Source: Commission <http://www.psc.state.md.us/psc/Reports/2005AnnualReport.pdf> pg. 2
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Michigan Public Service Commission

Mission: The mission of the Michigan Public Service Commission is to grow Michigan's economy and enhance the quality of life of its communities by assuring safe and reliable energy, telecommunications, and transportation services at reasonable prices.

Goals:

- Establish fair and reasonable rates for regulated services and adopt and administer fair terms and conditions of service for the State's utility customers.
- Assure adequate and reliable supplies of regulated services to all Michigan customers, and the safe and efficient production, distribution, and use of the State's energy, telecommunications, and transportation services.

- Assure the security of the State's critical infrastructure by promoting homeland security.
- Promote the State's economic growth and enhance the quality of life of its communities through adoption of new technologies like broadband telecommunications and efficient renewable energy resources.
- Provide customers with the opportunity to choose alternative electric, natural gas, telecommunications, and transportation providers.
- Provide regulatory oversight in a prudent and efficient manner while implementing legislative and constitutional requirements.

Source: Commission website (<http://www.michigan.gov/mpsc/0,1607,7-159--38348--,00.html>, accessed May 5, 2006).

Minnesota Public Utilities Commission

Mission: The mission of the Minnesota Public Utilities Commission is to create and maintain a regulatory environment that ensures safe, reliable and efficient utility services at fair and reasonable rates (M.S. Chapters 216A, 216B and 237).

Regulatory Environment: In creating and maintaining the proper regulatory environment, the Commission:

- carries out the duties and responsibilities assigned to it by law;
- operates in both a quasi-judicial and quasi-legislative capacity;
- creates rules relating to the conduct of utilities and the procedures under which the Commission operates; provides a forum for resolving disputes between the public and utilities;
- The Commission considers the various viewpoints of interested parties, monitors utility operations, initiates investigations, and deliberates in the public interest;
- The Commission recognizes societal and technological changes that permit and encourage competition in the market place to the extent that public and utility interests are balanced and protected; and
- The Commission develops and retains competent and dedicated commissioners and staff.

Safe, Reliable and Efficient Services: The provision of electric, natural gas and telecommunications service are necessary to a modern society. The commission ensures that utility services are delivered safely, reliably and efficiently by:

- emphasizing the production and consumption of energy resources that will minimize damage to the environment;
- encouraging conservation;
- implementing the state's energy policies;
- establishing rules related to safety and quality of service;
- encouraging the development and appropriate implementation of new technologies and services for the public.

Source: Commission website (<http://www.puc.state.mn.us/about/mission.htm>, accessed May 5, 2006).

Mississippi Public Service Commission

The Public Service Commission regulates telecommunications, electric, gas, water and sewer utilities. The agency is charged with assuring that rates and charges for services are just and reasonable, that the service rendered is reasonably adequate, and that any facilities constructed or acquired are required for the convenience and necessity of the public. Additionally, the agency exercises safety jurisdiction over gas pipelines and has area jurisdiction over all public utilities. In carrying out its responsibilities, the commission answers complaints, makes investigation and conducts both formal and informal hearings.

Source: Commission website (<http://www.psc.state.ms.us/MPSC/PSC-Home.htm>, accessed May 5, 2006).

Missouri Public Service Commission

Mission: Safe, reliable and reasonably priced utility services that allow investors the opportunity for a fair return.

We will:

- ensure that Missourians receive safe and reliable utility services at just, reasonable and affordable rates;
- support economic development through either traditional rate of return regulation or competition, as required by law;
- establish standards so that competition will maintain or improve the quality of services provided to Missourians;
- provide the public the information they need to make educated utility choices;
- provide an efficient regulatory process that is responsive to all parties, and perform our duties ethically and professionally

Source: Commission website (<http://www.psc.mo.gov/mission.asp>, accessed May 05, 2006).

Montana Public Service Commission

The PSC's Role: It is the responsibility of the PSC to ensure that public utilities in Montana provide adequate service to customers at reasonable rates. In its decisions, the commission tries to balance the interests of ratepayers who are concerned about utility costs with the utilities' need to have the opportunity to earn a fair rate of return on their investment.

Public utility rate regulation can be complex because the utility business is complex. As long as utility service is provided by private monopolies, however, the public interest must be protected through regulation.

Source: Commission website (<http://www.psc.state.mt.us/Commission/workings.asp>, accessed May 5, 2006).

Nebraska Public Service Commission

Mission: The mission of the Nebraska Public Service Commission is to assure Nebraskans receive high quality, safe and reliable public services at fair and affordable rates.

Source: Commission website (<http://www.psc.state.ne.us>, accessed May 5, 2006).

Nevada Public Utilities Commission

Vision: The Public Utilities Commission of Nevada ("Commission") envisions an environment where: sellers of utility service regulated by the Commission are provided fair and impartial regulation; customers of competitive utility services receive safe, economic, efficient, prudent, accessible and reliable services; and sellers of competitive utility services are free to compete for customers in a market void of regulatory barriers to enter. The Commission also envisions a market environment where those utility services that are not offered competitively are appropriately regulated to assure universal access to safe and reliable utility service at rates that are just and reasonable while affording shareholders a fair opportunity for reasonable return on their investments.

Mission: To enable universal access to affordable, efficient, safe and reliable utility service in Nevada, the Public Utilities Commission will foster fair competition in utility markets where appropriate and encourage innovation in the provision of utility services and serve as an effective surrogate for competition where it does not exist. In this regard, the Commission will take particular care to thoroughly examine the books and records of all regulated utilities. Additionally, the Commission will ensure that all of its decisions are based on fair and impartial examination of the evidence, as well as exhaustive investigation. Where competition does not exist, the Commission is to balance the interest of customers and shareholders of public utilities by providing utilities with the opportunity to earn a fair return on their investments while providing customers with just and reasonable rates.

Philosophy: The Commission will strive to be efficient, flexible, impartial, objective, practical and diligent in its efforts to carry out its mission. The Commissioners will exhibit the highest standards of professional conduct, carrying out their duties with honesty, integrity and dedication to public service. The Commission will hold itself to the highest standards of professionalism, while fostering a commitment to mutual respect, and accessibility for each other and for those whom they service.

Source: Commission website (http://puc.state.nv.us/general/vision_mission_philosophy.htm, accessed May 5, 2006).

New Hampshire Public Utilities Commission

Mission: To ensure that customers of regulated utilities receive safe, adequate and reliable service at just and reasonable rates.

- To foster competition where appropriate.
- To provide necessary customer protection.
- To provide a thorough but efficient regulatory process that is fair, open and innovative.
- To perform our responsibilities ethically and professionally in a challenging and supportive work environment.

Source: Commission website (<http://www.puc.state.nh.us/Home/AboutUs/mission.htm>, accessed May 5, 2006).

New Jersey Board of Public Utilities

Mission: To ensure the provision of safe, adequate and proper utility and regulated service at reasonable rates, while enhancing the quality of life for the citizens of New Jersey and performing these public duties with integrity, responsiveness and efficiency (2002).

A: Goal: Ensure and enhance the provision of Safe, Adequate, and Proper Services by Regulated Entities.

B. Goal: Ensure the provision of Regulated Services at Reasonable Rate while promoting Competition where appropriate.

C. Goal: Enhance the Quality of Life of the Citizens of New Jersey by providing Assistance Programs, promoting Smart Growth Development, protecting and enhancing Environmental Quality and conserving Natural Resources.

D. Goal: Perform public duties with Integrity based on openness and transparency in governance, be responsive to the Needs and Concerns of the Citizens of the State Of New Jersey and enhance Efficiency of Operations.

Source: Commission website and strategic plan (<http://www.bpu.state.nj.us/home/about.shtml>, accessed May 5, 2006).

New Mexico Public Regulation Commission

Mission: The New Mexico Public Regulation Commission is constitutionally created and is charged by the Legislature with regulating public utilities, telecommunications companies, and insurance companies to the extent necessary to provide just and reasonable rates and to assure reasonable, adequate and efficient service for the public. In addition, the Commission is charged with the duties of assuring pipeline and fire safety and with the registration of corporations and compliance with applicable laws.

Source: Commission website, <http://www.nmprc.state.nm.us>, accessed May 5, 2006).

New York Public Service Commission

Mission: The mission of the New York State Department of Public Service is to ensure safe, secure, and reliable access to energy, telecommunications, and water services for New York State's citizens and businesses. With an emphasis on promoting competitive markets, the Department seeks to maximize customer choice and value for these services by stimulating innovation, strategic infrastructure investment, and the use of resources in an efficient and environmentally responsible manner. Where competition is not present or viable, the Department will exercise its regulatory authority judiciously to ensure equitable rates and high-quality service.

Source: Commission website, <http://www.dps.state.ny.us/mission.html>, accessed May 5, 2006).

North Carolina Utilities Commission

Mission. The Commission is responsible to both the public and utilities and, by law (G. S. 62-2), must regulate in a manner designed to implement the policy of the State of North Carolina to:

1. Provide fair regulation of public utilities in the interest of the public.
2. Promote the inherent advantage of regulated public utilities.
3. Promote adequate, reliable, and economical utility service.
4. Promote least cost energy planning.
5. Provide just and reasonable rates and charges for public utility services and promote conservation of energy.
6. Assure that facilities necessary to meet future growth can be financed on reasonable and fair terms.
7. Encourage and promote harmony between utility companies and their customers.
8. Foster planned growth of public utility services.
9. Coordinate energy supply facilities with the state's development.
10. Cooperate with other states and the federal government in providing interstate and intrastate public utility service and reliability of energy supply.
11. Facilitate the construction of facilities in and the extension of natural gas service to unserved areas.

Source: Commission website, <http://www.ncuc.commerce.state.nc.us/overview/mission.htm>, accessed May 5, 2006).

North Dakota Public Service Commission

Mission: The Public Service Commission fulfills its statutory mandates by protecting the public interest and regulating utilities, mining companies, and licensees in a fair, efficient, responsive, and cooperative manner. Regulatory initiatives assure that:

- Utility customers receive reliable and safe service at reasonable and just rates.
- Mined coal lands are reclaimed to provide a safe and productive environment now and in the future.
- License and permit holders and operators of commercial weighing and measuring devices operate in a safe and fair manner.

Source: Commission website (<http://pc6.psc.state.nd.us/commission/>), accessed May 5, 2006).

Public Utilities Commission of Ohio

Mission: Our mission is to assure all residential and business consumers access to adequate, safe and reliable utility services at fair prices, while facilitating an environment that provides competitive choices.

This mission is accomplished by:

- Mandating the availability of adequate, safe, and reliable utility service to all business, industrial, and residential consumers.
- Ensuring financial integrity and service reliability in the Ohio utility industry.
- Promoting utility infrastructure investment through appropriate regulatory policies and structures.
- Regulating utilities' rates and terms of service for monopoly and non-competitive services.
- Monitoring and enforcing compliance with rules and statutory protections against deceptive, unfair, unsafe, and anti-competitive utility practices.
- Safeguarding the security of Ohio's regulated motor carrier and rail operations, through aggressive inspection, training, monitoring, and education programs.
- Enhancing safety at all public highway-railroad grade crossings in Ohio through education and the installation of lights and gates and other safety devices.
- Resolving through mediation, arbitration, and adjudication disputes between utilities and residential, commercial, and industrial customers, as well as between competing utilities.
- Fostering competition by establishing and enforcing a fair competitive framework for all utilities.
- Utilizing advanced technology for monitoring and enforcing utility compliance, facilitating the provision of information to stakeholders, and sharing information between state and federal agencies.

Source: Commission website (<http://www.puco.ohio.gov/PUCO/About/mission.cfm>, accessed May 5, 2006).

Oklahoma Corporation Commission

Vision:

- As a commission, we will function as a single entity with common, as well as specific division missions and objectives. We will approach our role of public stewardship in an open, cooperative manner so as to create customer satisfaction, a high degree of professional responsiveness, and the respect of the general public. Senior executives will lead the way, not only by example, but through continuous staff instruction in the highest principles of public service.
- As a Commission, we will be technically up-to-date, utilizing modern state-of-the-art communication, computer systems and equipment which allows for responsive, accurate processing of customer information, regulatory data, industry audits, inspection results, and requests for service.
- As employees, we will have a high degree of job satisfaction and public service ethics. We will be fully staffed with experienced professionals, who have developed clear career paths, a commitment to team work, and are afforded training that effectively fits our current and future needs for growth.

Source: Commission website (<http://204.87.70.98/divisions/gaoffice/vision.htm>, May 5, 2006).

Mission: The mission of the Public Utility Division is to provide technical support and policy analysis to the Commission in: (1) Assuring reliable public utility services at the lowest reasonable cost; (2) assuring open, workable, competitive markets in the transition to competition; and (3) fulfilling constitutional and statutory obligation. In this role, the Staff develops and presents objective, independently researched, fact based findings and recommendations to the Commission.

Source: Commission website (<http://www.occ.state.ok.us/Divisions/PUD/PUD%20Test%20PageRB.htm>, accessed May 5, 2006).

Oregon Public Utility Commission

Mission: Ensure that safe and reliable utility services are provided to consumers at just and reasonable rates while fostering the use of competitive markets to achieve these objectives (2000).

General Goals: The proceedings of the Public Utility Commission shall be organized and conducted to achieve the goals of fairness, openness, flexibility, and effectiveness:

- Fairness in regulatory proceedings is a fundamental principle of Oregon law. In short, it means that all parties have the opportunity to express their views and to respond to the views of others.
- Openness reflects the obligation to make decisions in a visible manner so that the public can have trust that Commission decisions are arrived at in a principled way.
- Flexibility recognizes the need to adapt to changing conditions and to use personnel in a variety of different roles consistent with their knowledge, skills, and abilities.
- Effectiveness refers the need for the Commission to make timely, forward-looking, technically accurate, and legally sufficient decisions, in a cost effective manner.

The Commission recognizes that, under certain circumstances, these goals may be inconsistent with one another. A policy that emphasizes fairness may reduce flexibility and effectiveness. At other times, a policy that promotes openness could reduce the fairness of a proceeding. The policies described below reflect the Commission's best effort to balance these sometimes conflicting goals.

Source: Commission website (http://www.puc.state.or.us/PUC/commission/operating_guidelines.shtml, accessed May5, 2006).

Pennsylvania Public Utility Commission

The Pennsylvania Public Utility Commission ensures safe, reliable and reasonably priced electric, natural gas, water, telephone and transportation service for Pennsylvania consumers, by regulating public utilities and by serving as responsible stewards of competition.

Source: Commission website (<http://www.puc.state.pa.us>, accessed May 5, 2006).

Utility service is a critical element to the health and safety of Pennsylvania's residential and business customers. The Pennsylvania Public Utility Commission (PUC) ensures that electric, natural gas, steam heat, wastewater, transportation, water and local telephone service is reliable and available at a reasonable rate and is provided safely with a reasonable level of service. Similarly in the area of transportation, customers using taxis, moving trucks or motor coaches also expect fair rates and adequate service.

With the restructuring of Pennsylvania's electric, natural gas and telecommunications industries, our role is also to educate customers so they may take advantage of the benefits of competition.

The PUC recognizes that utilities are entitled to the opportunity to achieve a fair rate of return when seeking increases. It is in the long-term public interest to encourage a stable financial climate for investment in public utilities. By allowing a fair return to investors for the use of their money, companies can attract capital to provide and improve services for all customers.

Our challenge is to balance the interests of all groups. To achieve this, we strive to be prudent, fair and forward looking.

Source: Annual Report 2004-2005 (http://www.puc.state.pa.us/general/publications_reports/pdf/04-05_PUC_Ann_Rpt.pdf). .

Rhode Island Public Utilities Commission

Agency Objectives: To provide fair regulation of public utilities, CATV, common carriers, and major energy facilities; ensure just and reasonable rates; ensure sufficient utility infrastructure to promote economic development; and coordinate with other states and federal government agencies.

Source: Commission website (<http://www.ripuc.state.ri.us/generalinfo/history.html>, accessed May 5, 2006).

South Carolina Public Service Commission

Mission: The Public Service Commission of South Carolina is to carry out the regulatory functions and responsibilities set forth for it by the laws and policies of the State of South Carolina pertaining to the utility and transportation companies through a dynamic and proactive regulatory process reflecting the increased competitive nature of the companies within the nation and this State while seeking to best serve the needs of all of the citizens of the State and also while encouraging a sense of satisfaction and accomplishment for employees.

Goals:

- Seek to ensure that the citizens of the State receive appropriate levels of customer satisfaction and quality of service for those services provided through the entities regulated by this Commission.
- Seek to ensure that within a more competitive utility environment that core or captive customers with little market power are not unduly burdened with the costs of competition and are provided appropriate service and service options.
- Seek to encourage innovation through the enhancement of Commission processes and the attainment of self-actualization by Commission employees through empowering these employees to carry out their responsibilities and rewarding them for their contribution to the attainment of Commission goals.
- Seek to modify the organizational process of the Commission in such a manner as to provide for the incorporation of project teams to address specific complex short-term issues that arise as a result of the dynamic nature of the utility industry regulated by this Commission.
- Provide an open, accessible and efficient regulatory process which is fair, cost effective and unbiased, while also exploring alternative methods of regulating the entities subject to the Commission's jurisdiction.
- Seek to ensure that the regulatory process results in fair and reasonable outcomes.

- Encourage efficiency, innovation, and technological growth among regulated entities.
- For the regulated entities, facilitate the provision of safe services at levels of quality and reliability which satisfy customer needs.
- Seek to ensure that all regulated entities' services to consumers comply with all legal requirements subject to the Commission's jurisdiction.

Source: Commission website (<http://www.psc.sc.gov/about/mission.asp>, accessed May 5, 2006).

South Dakota Public Utilities Commission

Mission: The South Dakota Public Utilities Commission will serve and protect South Dakota's consumers by ensuring safe, reliable and high quality utility services. The Commission will exercise its authority and influence to ensure that residential and business consumers have access to utility services at fair and reasonable rates. The Commission will be proactive and solutions-oriented in striving to maximize consumer utility value and education while working to enhance the economic and environmental well-being for citizens of the state of South Dakota.

Source: Annual Report 2004 (<http://www.state.sd.us/puc/consumer/2004AnnualReport.pdf>, accessed May 5, 2006).

Tennessee Regulatory Authority

Mission: The mission of the Tennessee Regulatory Authority is to promote the public interest by balancing the interests of utility consumers and providers.

Source: Commission website (<http://www.state.tn.us/tra/index.htm>, accessed May 5, 2006).

Texas Public Utility Commission

Mission: The mission of the Public Utility Commission of Texas is to protect customers, foster competition, and promote high-quality utility infrastructure.

Source: Commission website, (<http://www.puc.state.tx.us/about/index.cfm>, accessed May 5, 2006).

Texas Railroad Commission

Mission: We serve Texas by:

- Our stewardship of natural resources and the environment
- Our concern for personal and community safety
- Our support of enhanced development and economic vitality for the benefit of Texans

Source: Commission website, (<http://www.rrc.state.tx.us/mission.html>, May 5, 2006).

Utah Public Service Commission

Mission: The primary responsibility of the Commission is to ensure safe, reliable, adequate, and reasonably priced utility service. It conducts hearings and investigations of utility company operations in order to determine just and reasonable rates for service. The Commission strives to protect efficient reliable, reasonably-priced utility service for customers, and to maintain financially healthy utility companies. These goals are attained through the regulatory decisions the Commission makes and through rules it adopts.

Source: Commission website (<http://www.psc.state.ut.us/about.html>, May 5, 2006).

Vermont Public Service Board

Mission: The Public Service Board is a quasi-judicial board that supervises the rates, quality of service, and overall financial management of Vermont's public utilities: cable television, electric, gas, telecommunications, water and large wastewater companies. It also reviews the environmental and economic impacts of energy purchases and facilities, the safety of hydroelectric dams, the financial aspects of nuclear plant decommissioning and radioactive waste storage, and the rates paid to independent power producers. The Board's mission is to ensure the provision of high quality public utility services in Vermont at minimum reasonable costs, measured over time periods consistent with the long-term public good of the state. The Board strives to achieve this mission by providing an independent, fair and efficient means of resolving public utility disputes; and by guiding the development of state utility policies and rules for public services to best serve the long-term interest of Vermont and its residents, all as defined in Title 30 V.S.A.

Source: Commission website (<http://www.state.vt.us/psb/site/mission.stm>, accessed May 5, 2005).

Virginia Corporation Commission

The Commission's Objective: In regulating Virginia's business and economic concerns, the SCC must fairly balance the interests of citizens, businesses, stockholders, and customers. Mindful of this responsibility, the Commission works for continuing improvement of the regulatory process.

The SCC's chief goals are to:

- Assure that Virginians receive quality service from regulated public service businesses at reasonable prices;

- Assure that regulated companies are financially sound and capable of meeting their obligations to the public;
- Provide assistance to Virginians who have valid disputes with regulated companies;
- Adopt rules and regulations that keep pace with the requirements of social and technological changes;
- Consider the environmental impact of certain electric generating and transmission facilities proposed for construction in Virginia by regulated utilities.

Source: Commission website (<http://www.scc.virginia.gov/commission/overview.htm>, accessed May 5, 2006).

Washington Utilities and Transportation Commission

Mission: The WUTC protects consumers by ensuring that utility and transportation services are fairly priced, available, reliable and safe.

Vision: We envision a day when we have achieved these outcomes:

- Competitive markets develop under regulatory policies that are relaxed or eliminated where competition is effective.
- Consumer protection is maintained during and after transitions to effective competition.
- Where effective competition has not developed, regulatory oversight ensures that companies have an opportunity to earn a fair rate-of-return while consumers are protected.
- Public safety is enhanced.
- Consumers make informed choices about their use of utility and transportation services.
- Reliability and affordability ensure all consumers have access to utility and transportation services.
- The Commission is a trusted source of information about regulatory issues.
- Our stakeholders value the Commission as an efficient and effective regulator.
- The Commission fosters a positive work environment and the success of its employees in achieving this vision of the UTC at its best.

Strategies: We will pursue the following strategies to realize our vision:

- Ensure essential consumer protection through fair rates, compliance with service quality and equitable business practice standards, and reliability of delivery systems.
- Increase competitive entry and consumer choice where benefits exist for consumers and improve regulation where competition is not feasible.
- Enhance public safety by ensuring safe industry practices, effective public education about safety issues, and improved public policy.
- Assist citizens to be informed consumers of utility and transportation services in competitive and monopoly markets.
- Make prompt, sound decisions.
- Adopt new regulations where needed and eliminate requirements and oversight no longer necessary to protect the public.

- Provide timely access to information about regulated firms and Commission actions.
- Build partnerships with others to achieve the agency's mission.

Values: Our actions consistently reflect our values so that, as we work with one another and stakeholders, we do so in a way that embraces:

- Diversity: By incorporating differences in thought, style, experience, and culture into our organization and work.
- Honesty: By acting with integrity, genuineness, and candor.
- Initiative: By assuming personal responsibility to accomplish the agency's mission and goals.
- Open communication: By willingly sharing information to ensure accurate understanding.
- Respect: By honoring the contributions and feelings of colleagues and stakeholders.
- Risk taking: By seeking innovation and creativity to foster agency and personal growth.

Organizational Strategies: We will pursue the following strategies to strengthen the Commission and realize our vision of a Commission when we are at our best:

- Continually improve our services and increase our efficiency and productivity.
- Recognize others for their contributions and celebrate their achievements.
- Encourage employee development through goal setting, work opportunities and supportive learning experiences.
- Strengthen the organization by attracting and retaining capable employees.
- Develop our ability to measure our successes.
- Support teams and work-groups by deploying useful tools and improving access to information.
- Share the information we create and knowledge we possess.
- Act with initiative, responsibility and creativity.
- Model agency values to ensure a positive work environment.

Source: Commission website

(<http://www.wutc.wa.gov/webdocs.nsf/54a52696fbcca877882563da006db4e6/0b0eabb5bd86b18788256bf7007bb8b9!OpenDocument>, accessed May 5, 2006).

West Virginia Public Service Commission

Mission: We consider our two most valuable resources to be our talented, dedicated employees and the citizens we serve. We seek to build mutual consensus on the prudent regulation of public utilities because we honor citizens' opinions, and because we all desire a better future for our children and for our state.

Our mission means we are dedicated to teamwork, to innovation and to making the agency's methods and motives open and transparent for all to see. We expect the best from our public utilities because we give our best to help them.

The mission also requires that we focus our team goals toward encouraging statewide infrastructure development and expanded utility service in order that each citizen and visitor in West Virginia can enjoy fresh, potable drinking water, safe sewer service, reliable and cost effective natural gas, telephone, landfill, electric service and safe rail and roadways.

Because of this, our shared goal of becoming the most effective and efficient public service team in State Government is more than our mission. It is our pledge.

Source: Commission website (<http://www.psc.state.wv.us/mission.htm>, accessed May 5, 2006).

Wisconsin Public Service Commission

Mission: Oversee and facilitate the efficient and fair provision of quality utility services in Wisconsin.

To carry out our mission we must:

- provide a work place that values diversity and allows employees to fully develop and contribute their individual skills in meeting the needs of our diverse customer base;
- set prices for utility services that are fair to customers and to utility investors;
- set standards for quality utility services and ensure that the standards are met or exceeded;
- ensure that there will be sufficient resources, facilities and alternatives available to meet the needs of present and future utility customers at a reasonable price;
- ensure that utility services are provided in an efficient, environmentally responsible manner;
- ensure that securities issued by utilities meet the needs of the utilities, while protecting the interests of both investors and customers;
- ensure the fairness of transactions between utilities and their customers, other utilities, and other entities specifically provided protection by law;
- adjust our oversight of utilities according to the level of competition in their markets and according to the degree of customer satisfaction with their services;
- educate Wisconsin citizens on utility issues and promote their involvement in our decision-making process.

In all of the above, we consider and balance diverse perspectives and we endeavor to protect the public health and welfare, the environment, and the public interest.

Source: Commission website (<http://psc.wi.gov/aboutus/organization/mission.htm>, May 5, 2006).

Vision: We will be a leader in the state and in the nation by facilitating, promoting and ensuring the availability of affordable, reliable, environmentally sound and safe utility services... The markets in which we conduct our business are utility service markets. However, we do not provide electric, gas, sewer, steam, telecommunications or water service; we regulate the provision of these services by others. Our goal is that these services reflect and balance the needs and expectations of customers. Our aim is to

use our expertise to add value to utility service through regulations, rules, orders, and other actions so that all customers can depend on the availability of affordable, reliable, environmentally sound, and safe services throughout Wisconsin.

Our vision is of a world where:

- Quality is defined by customers' needs;
- Commission employees are recognized for their contributions and are empowered to use their skills and abilities to realize the vision in an innovative, purposeful, team-oriented work environment.
- Innovation is valued and encouraged as a means to fulfill customer needs;
- Customers have knowledge of and access to a variety of services;
- Prices for utility services reflect a balance among value, affordability, and costs;
- Technology is state of the art, and makes wise use of limited resources;
- Protecting the environment is an integral part of everyone's responsibility for today's customers and for future generations;
- Utilities pursue their own visions consistent with the statutes and the parameters established by the commission;
- Utilities earn a fair return and invest in capital, personnel and processes to improve the services offered to the public;
- Competitive markets are allowed to develop and operate, provided individual and aggregate customer protection is assured; and
- The commission's role is to facilitate the interaction of utilities and customers and to set standards and reasonable expectations to promote and protect the public interest.

To meet this vision we will:

- Focus on the "big picture" in policy development and long-range planning. We will develop clear standards and expectations to accomplish this broad, long-term focus;
- Listen; we are in a unique position to bring together diverse voices and to balance diverse perspectives;
- Facilitate; we will sometimes lead, sometimes guide, sometimes push and sometimes stay out of the way;
- Protect the public and consumer interests, however, we will also allow utilities to manage their businesses without undue interference, to enable them to excel in serving their customers;
- Encourage innovation, recognizing that this will require taking risks and making mistakes; we believe innovative solutions and new ideas can improve the future for all Wisconsin citizens and businesses and, at the same time, protect the environment; and
- Respond to the changing needs of the work place, industry and society; we recognize the value of the lessons of the past; however, we face many new challenges. We will be flexible, open and adaptable.

Source: Commission website (<http://psc.wi.gov/aboutus/organization/vision.htm>, accessed May 5, 2006).

Mission. The mission of the Public Service Commission (PSC) is to protect the public interest of Wyoming utility consumers, while at the same time balancing the financial and operational interests of utility ratepayers, shareholders, member-owners and utility companies.

Vision. The PSC vision of the future includes a role for the agency of increasing importance in the area of consumer protection and in the determination of appropriate risk sharing between utility customers, shareholders and monopoly service providers. An increasing proportion of utility service cost will originate from deregulated or federally regulated wholesale commodities as directed by governing state and federal statutes. The PSC must stay actively involved in federal policy matters that affect Wyoming citizens. The future for the telecommunications utility industry will almost certainly include an increasing number of disputes between service providers that will necessitate arbitration by the PSC. The future will also include increasingly competitive non-regulated services and disputes over quality, reliability and value.

Philosophy. Since almost every Wyoming citizen uses one or more public utility products or services which are regulated by the PSC including telecommunications, natural gas, electricity, water and intrastate pipeline products, it follows that the PSC serves directly or indirectly almost every Wyoming citizen. As state and federal legislation and utility regulatory policy move toward a competitive environment, the PSC will continue to provide professional services in the areas of customer education, complaint resolution and reliability to assure that safe, adequate and reliable utility services are delivered to consumers. Even more important, the PSC must insure that the transition from traditional rate of return regulation to a more competitive utility environment is as smooth and efficient as possible and that the benefits of competitive industry developments are made equally available to all utility customers. The PSC will act impartially and conduct its business openly and fairly with the highest degree of personal and professional dedication, honesty and integrity. The PSC will, in all of its activities, be unbiased, honest, forthright and informative in its communications with utility customers, utility companies and the public. The PSC will show respect for the needs and welfare of the public and regulated utilities. As a quasijudicial agency with the authority to determine legal rights as well as the duties and privileges of parties coming before it, the PSC will produce legal, financial and engineering work that complies with all applicable laws and meets all of its statutory obligations. The PSC will be open to innovation and improvements that are technically and economically sound and in the public interest. The PSC will evaluate and consider all technical tools available to improve the efficiency of the agency and simplify regulatory procedures for utility service providers and the public. The PSC will continue to evaluate its work force and organizational structure to maximize employee productivity, minimize costs and promote the highest ethical and professional conduct.

Source: Strategic Plan 2003 (<http://psc.state.wy.us/htdocs/download/StrategicPlan2003.pdf>, accessed May 5, 2005).