

NARUC Business Plan

Purposes, Strategic Goals and Strategies

*Adopted by the NARUC Board of Directors on
November 18, 2013*

Purposes

NARUC affirms these fundamental purposes of the Association as it celebrates the 125th year of its existence:

- To provide a forum for the exchange of information and ideas among members and between members and other relevant organizations; and
- To act as an effective advocate for members by coordinating activities and increasing members' influence with federal and State decision-makers; and
- To provide and support the education and training opportunities for members; and
- To collaborate with international partners, leaders and influence international decision-makers.

Summary of Strategic Goals

Goal A: NARUC will maximize the value of member participation in the Association.

Goal B: NARUC will provide education, training, information and assistance to members regarding policy, market and technology developments.

Goal C: NARUC will maintain its federal influence and visibility and assistance to State officials.

Goal D: NARUC will continue its international efforts to improve the quality of effective regulation.

Goal E: NARUC will ensure adequate resources to support the implementation of NARUC's programs and advocacy.

Goals with Strategies

Goal A: NARUC will maximize the value of member participation in the Association.

Strategies:

- NARUC will provide information and opportunities for member participation to enhance service to State commissions.
- NARUC will encourage and support new member participation in Association activities.
- NARUC will enhance Commissioner and staff participation by offering timely, informative educational opportunities through its meetings, conferences and linkages with other institutions.
- NARUC staff will continue to provide high quality, substantive, and timely support to members.

Goal B: NARUC will provide education, training, information, and assistance to members regarding policy, market and technology developments.

Strategies:

- NARUC will maintain appropriate and effective working relationships with relevant public and private sector organizations.
- NARUC will help States respond to new regulatory challenges.
- NARUC will provide forums to assist States in understanding and articulating positions on emerging policy and technology issues.
- NARUC will serve as a resource for educational exchange and provide professional development opportunities for its members addressing management, leadership, ethics and other issues.
- NARUC will offer relevant educational and professional development opportunities for members.
- NARUC will inform members about Association activities and policies.
- NARUC will continue to provide leadership and direction to NRRI, and promote NRRI's role as the research arm of the State commissions.

Goal C: NARUC will maintain its federal influence and visibility and assistance to State officials.

Strategies:

- NARUC will rely on the expertise of its Committees, task forces, and working groups, supported by NARUC staff, to develop and maintain agendas

and develop policy recommendations for consideration by the Association's leadership.

- NARUC will serve as an indispensable resource for Congress and federal agencies on utility policy issues.
- NARUC will participate in relevant congressional, regulatory, and judicial proceedings.
- NARUC will maintain an effective public outreach, advocacy and communications program.
- NARUC will seek publishing opportunities for its leadership in media outlets to promote the Association's positions and advocacy.
- NARUC will collaborate with federal agencies, non-governmental organizations (NGOs) and other interested organizations.
- NARUC will maintain and develop strategic partnerships with regional, national, and international organizations. .

Goal D: NARUC will continue its international efforts to improve the quality of effective regulation.

Strategies:

- NARUC will structure its international programs to serve the needs of its members.
- NARUC will strengthen its international relationships to reflect the globalization of utility industries and markets.
- NARUC will seek opportunities to exchange information and promote best practices with international regulators and associations of regulators.
- NARUC will continue to develop strategic partnerships with international and donor organizations in the areas of energy, environment, telecommunications, water, critical infrastructure protection, and consumer protection.
- NARUC will provide information and other assistance to members regarding international policy, markets and emerging issues.

Goal E: NARUC will ensure adequate resources to support the implementation of NARUC's programs and advocacy.

Strategies:

- NARUC will maintain adequate procedures to ensure the prudent use of its resources.
- NARUC will maintain a high level of internal controls over its grant and non-grant funded programs.
- NARUC will allocate resources to foster new financial opportunities to benefit members.

- NARUC will continue to work with its outside consultant to assure the most prudent investment and use of its reserves consistent with established policy.
- NARUC will analyze and update its long-term funding needs by identifying all potential sources of revenue while taking into account financial contingencies.