

Federal Energy Regulatory Commission Strategic Plan FY 2004 - FY 2008

6/17/2004

Vision

Dependable, affordable energy through sustained competitive markets

Mission

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

Goals and Objectives

Goal 1: Promote a Secure, High-Quality, Environmentally Responsible Infrastructure through Consistent Policies.

Objective 1.1: Expedite Appropriate Infrastructure Development to Ensure Sufficient Energy Supplies.

- Identify projects with high public interest benefits and facilitate their speedy completion, consistent with the Commission's statutory mandates and due process.
- Implement power plant interconnection rules; complete small plant interconnection rules.
- Firmly establish regional electric system expansion planning, with a variety of technology solutions to meet reliability, security and market needs.
- Implement integrated licensing process and interagency agreements facilitating hydropower licensing, pipeline certification and LNG facility authorization.

Objective 1.2: Provide for Timely Cost Recovery to Infrastructure Investors.

- Establish clear cost recovery process for transmission investment.
- Ensure that revenue levels and rate designs for regulated company services are just and reasonable and support long-term competitive markets, through formula rate or other administratively efficient means, when possible.
- Encourage balanced innovative proposals that provide incentives for appropriate infrastructure investment.

Objective 1.3: Address Landowner and Environmental Concerns Fairly.

- Encourage potential applicants for licenses or certificates to utilize the Commission's collaborative pre-filing process.
- Incorporate reasonable environmental conditions into permits, licenses and certificates and ensure compliance with conditions.

Objective 1.4: Protect the Reliability, Security and Safety of the Energy Infrastructure.

- Oversee the development and enforcement of mandatory grid-reliability standards to protect the bulk power supply.
- Complete the establishment of the Commission's Reliability Division.
- Serve as the lead U.S. agency on the siting and authorization of LNG facilities, hydroelectric facilities, and interstate natural gas pipelines, and ensure adherence to prudent safety practices by the same.
- Work with other agencies and industry to address and improve infrastructure security.
- Allow prompt recovery of prudently-incurred expenses to safeguard reliability, security and safety of the energy infrastructure.

Goal 2: Foster Nationwide Competitive Energy Markets as a Substitute for Traditional Regulation.

Objective 2.1: Advance Competitive Market Institutions Across the Entire Country.

- Encourage continued development of cost-effective wholesale regional power markets in ISO-New England, New York ISO, PJM Interconnection, Midwest ISO, Southwest Power Pool and California, and further development of Regional Transmission Organizations in Southeastern and Western (outside California) regions.
- Support creation of regional state committees to advise ISOs and RTOs.
- Coordinate operation of RTOs and ISOs to reduce or eliminate seams issues.
- Promote transparency of competitive electric and gas markets.
- Ensure that mergers and consolidations are consistent with the public interest.

Objective 2.2: Establish Balanced, Self-Enforcing Market Rules.

- Complete revisions to market-based ratemaking policy to prevent exercise of market power.
- Work with states to support robust programs for customer demand-side participation in energy markets.
- Encourage standardized business rules and practices to maximize market efficiency, ease market entry and reduce transactions costs, relying on NAESB, NERC and the RTO/ISOs where appropriate.
- Provide regulatory certainty through clear market rules and case specific decisions.
- Prevent undue preference and self dealing in affiliate transactions.
- Ensure renewable energy resources are accommodated in interconnection and transmission rules.

Goal 3: Protect Customers and Market Participants through Vigilant and Fair Oversight of Both Traditionally Regulated and Transitioning Energy Markets.

Objective 3.1: Provide Vigilant and Effective Oversight of Market Operations.

- Promote understanding of energy market operations and technologies through maintaining expert skills, keeping abreast of trends and innovations, and reporting findings as appropriate.
- Assess and report on market and infrastructure conditions using objective benchmarks.
- Encourage effective RTO and ISO market monitoring units.
- Identify and remedy problems with market structure and operations, and periodically review market rules for consistency with long-term market development.

Objective 3.2: Prevent Market Manipulation and Enforce Commission Rules.

- Investigate statutory and rule violations, and impose appropriate remedies.
- Use expedited dispute resolution to accelerate settlements and minimize customer expense.
- Act swiftly on third-party complaints, using litigation before Administrative Law Judges as needed to determine factual issues.
- Advocate enhanced penalty authority.

Management Initiatives Supporting all Goals and Objectives

Human Capital

- Implement the Human Capital Plan to meet challenges of new Commission roles and changing workforce demographics.
- Use the right mix of internal workforce and contracted services from the private sector to meet the agency's statutory mandates efficiently and effectively.

Information Technology

- Complete the implementation of e-government initiatives to expedite interactions with customers.
- Build effective electronic workload/time-management and case-processing systems to expedite work processes.

Agency Resources

- Integrate budget, business plan, and performance measurement to improve performance and accountability.
- Generate accurate and timely financial information to support operating, budget, and policy decisions.

Communication

- Reach out to groups affected by agency actions in a timely manner.
- Build strong partnerships with all stakeholders, legislators and regulators.