

# **NARUC Business Plan – 2008-2013**

## **Purposes, Strategic Goals and Strategies**

*Adopted by the NARUC Board of Directors on  
November 17, 2008*

### **Purposes**

NARUC reaffirms three of the fundamental purposes of the Association as it completes the 119<sup>th</sup> 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.
- 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 information and other assistance to members regarding policy, market and technology developments associated with changes in the regulated industries.

Goal C: NARUC will increase its Federal influence and visibility and assistance to State officials.

Goal D: NARUC will increase its international outreach and visibility

Goal E: NARUC will ensure adequate resources to support the implementation of NARUC's programmatic and process goals

### **Goals with Strategies**

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

#### **Strategies:**

- NARUC will provide information, opportunities for member participation to enhance NARUC's relevance 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's Washington staff will continue to provide high quality, substantive, and timely support to members.

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

Strategies:

- NARUC will develop appropriate and effective working relationships with public and private sector organizations with an interest in regulated industries.
- NARUC will help States respond to changes facing regulated industries.
- NARUC will provide forums to assist States in understanding and articulating positions on emerging policy issues.
- NARUC will serve as a resource for educational exchange and provide professional development opportunities for its members
- NARUC will monitor and evaluate the effectiveness of educational programs that operate under the purview of the Subcommittee of Education and Research.
- NARUC will develop a meaningful education and professional development opportunities for the membership.
- NARUC will inform all members about the Association's activities and policies.
- NARUC will continue to provide leadership and direction to NRRI, and promote NRRI's capabilities and achievements to the State commissions.

**Goal C: NARUC will advance its influence and visibility on regulatory policy.**

Strategies:

- NARUC will rely on the expertise of its Committees, complemented by issue-specific task forces and working groups, 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 develop joint projects with Federal agencies, non-governmental organizations (NGOs) and other interested organizations.
- NARUC will continue to develop strategic partnerships with regional, national, and international organizations in the areas of critical infrastructure protection, telecommunications, water, energy, environment, and consumer protection.
- NARUC will maintain flexible procedures to enable NARUC to act in an effective, relevant, and timely fashion.

**Goal D: NARUC will continue its international outreach and visibility.**

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.
- 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 its goals.**

Strategies:

- NARUC will maintain adequate procedures to ensure the prudent use of its resources.
- 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.