

AGENCY STRATEGIC PLAN

Fiscal Years 2019-2023

by

OFFICE OF PUBLIC UTILITY COUNSEL



June 2018

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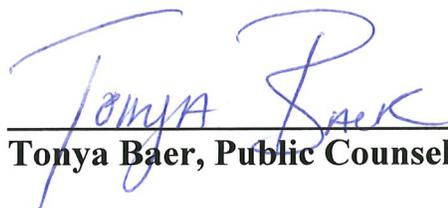
Tonya Baer

October 2013 – Present

Austin, Texas

June 2018

Signed and Approved:



Tonya Baer, Public Counsel

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Office of Public Utility Counsel Mission

The mission of the Office of Public Utility Counsel (OPUC) is to represent residential and small commercial consumers, as a class, in cases and projects to protect consumer interests.

AGENCY OPERATIONAL GOALS AND ACTION PLAN

The Office of Public Utility Counsel’s goal is to provide comprehensive representation of residential and small commercial consumer interests.

SPECIFIC ACTION ITEMS TO ACHIEVE GOAL

To meet this goal OPUC has created certain action items. These action items include:

- (1) advocate on behalf of residential and small commercial consumers, as a class, in cases and projects before the Public Utility Commission (PUC), State Office of Administrative Hearings (SOAH), Electric Reliability Council of Texas (ERCOT), Texas Reliability Entity, and state and federal courts; and
- (2) vote in support of residential and small commercial consumer interests in the ERCOT stakeholder process.

The goal to provide legal representation and advocacy for residential and small commercial consumers will continue as long as OPUC continues to have statutory authority to represent these consumer interests in utility matters. Likewise, OPUC will achieve action items each fiscal year while the goal is operational.

HOW GOAL OR ACTION ITEMS SUPPORTS STATEWIDE OBJECTIVES

OPUC’s goal of providing comprehensive representation of residential and small commercial consumer interests supports Texas’s statewide objectives as follows:

- (1) **Accountable to tax and fee payers of Texas.** OPUC directly represents the interests of tax and fee payers in regulatory matters and stakeholder processes. OPUC effectively manages its budget to ensure taxpayers are being represented in a cost-effective manner. OPUC also maintains strict controls over its contracting process. In fact, OPUC requires contract employees to maintain the certifications issued by the Comptroller of Public Accounts (CPA).
- (2) **Efficient such that maximum results are produced with a minimum waste of taxpayer funds, including through the elimination of redundant and non-core functions.** OPUC’s total annual budget is \$2.1 million for fiscal year 2018 and fiscal year 2019 with a full-time-equivalent cap of 25.5. Even with these lean resources, OPUC participated in an average of 38 utility cases and 28 projects per year for fiscal years 2012 through 2017.
- (3) **Effective in successfully fulfilling core functions, measuring success in achieving performance measures and implementing plans to continuously improve.** OPUC’s comprehensive representation of residential and small commercial consumers contributes

to OPUC consistently fulfilling its core functions of advocating on behalf of these consumers in both cases and projects. OPUC also consistently meets or exceeds performance measures. OPUC actively encourages training of employees on both substantive and legal issues to continually improve our representation of consumers.

The agency's use of IT services is an integral part of OPUC's representation of customers and central to fulfilling OPUC's core functions. Electronic filings are required by the PUC, the SOAH, and in state and federal courts. This requires OPUC to prepare, file, and serve legal pleadings and testimony through the use of electronic filing systems. In addition, because the nature of utility regulation is quite technical and complex, OPUC analyzes and prepares voluminous documents in a variety of native formats. Therefore, there is a substantial IT component to OPUC's legal representation which requires OPUC's IT systems to be both robust and secure and capable of handling voluminous electronic documents while protecting the confidentiality of sensitive information.

OPUC prioritizes cybersecurity and network security and continues to ensure that risk is minimized by managing the agency's security program consistent with industry standards. OPUC has moved its email to the DIR Cloud-based email system which will increase both the reliability and security of this IT service. OPUC will also consider moving other IT services to the DIR Data Center Services (DCS) in FY19.

- (4) Providing excellent customer service.** Historically OPUC has provided excellent customer service. In OPUC's June 2018 Report on Customer Service, the majority of respondents indicated they were 100% satisfied in both receiving a timely response and in having their complaint or inquiry routed to the proper agency staff. Further, 85% of survey respondents expressed overall satisfaction with services.
- (5) Transparent such that agency actions can be understood by any Texan.** OPUC's use of information resources provides transparency to Texans regarding OPUC's representation of residential and small commercial consumers. The citizens of Texas can easily obtain OPUC's testimony, legal briefs, and other legal filings online at <http://interchange.puc.texas.gov/WebApp/Interchange/application/dbapps/login/pgLogin.asp>. The public can review and print out these filings which detail OPUC's positions, recommendations, legal requests, and other actions. Hard copies of all documents are also maintained at the agency. In addition, the public may also access agency specific information at OPUC's website at <https://www.opuc.texas.gov/>. Finally, the public may attend hearings, public meetings, and workshops at which OPUC advocates on behalf of its clients.

AGENCY REDUNDANCIES AND IMPEDIMENTS			
Service, Statute, Rule or Regulation (Provide Specific Citation if applicable)	Describe why the Service, Statute, Rule or Regulation is Resulting in Inefficient or Ineffective Agency Operations	Provide Agency Recommendation for Modification or Elimination	Describe the Estimated Cost Savings or Other Benefit Associated with Recommended Change
<p>PURA¹ § 13.003(a)(5); TWC² 13.017(b)(5).</p>	<p>The statutory language grants OPUC the right to have access to non-confidential information that is provided to the PUC by utilities. The statute grants OPUC access in the same manner as any other party other than the Staff of the PUC. When confidential information is provided in the context of a contested case, OPUC can access both the confidential information pursuant to a Protective Order and the non-confidential information. However, if information is provided to the PUC outside the context of a contested case, such as through a project, rulemaking, or investigation, then OPUC is not entitled to view the information that is deemed confidential. The lack of access to pertinent information limits OPUC’s ability to provide the highest quality representation to its clients.</p>	<p>Because OPUC is a state agency with statutory responsibilities, rather than a private party, it should have non-restricted access to information that is provided to the PUC. We recommend that PURA § 13.003(a)(5) and TWC 13.017(b)(5) be amended to state that OPUC is entitled to the same access as the PUC staff to records gathered by the Commission.</p>	<p>Granting OPUC access to this information would assist the agency in effectively advocating on behalf of its clients.</p>

¹ Public Utility Regulatory Act, Tex. Util. Code Ann. §§ 11.001 – 66.016 (West Supp. 2017) (PURA).

² Tex. Water Code Ann. §§ 1.001 – 65.73 (West Supp. 2017).

Appendix A

Budget Structure Goals, Objectives, and Performance Measures

GOAL: Equitable Utility Rates for Residential and Small Commercial Consumers.

OBJECTIVE: To Protect Consumers and Ensure Reasonable Rates.

Outcome Measures:

- Percentage of OPUC Utility Cases that are Competition Related.
- Percentage of OPUC Utility Cases that are Resource Related.
- Current Year Bill Savings for Residential and Small Commercial Utility Consumers (In Millions).

STRATEGY: Participate in Major Utility Cases.

Output Measures:

- Number of Utility Cases in Which OPUC Participates.
- Number of Utility Court Cases in Which OPUC Participates.

Efficiency Measure:

- Average Cost Per Utility Case in Which OPUC Participates.

GOAL: Protect Consumer Interests in Utility Markets.

OBJECTIVE: Promote Utility Choices and Consumer Protection Policies.

Outcome Measures:

- Percentage of OPUC Utility Projects that are Competition Related.

STRATEGY: Participate in Major Utility Projects Affecting Consumers.

Output Measures:

- Number of Utility Projects in Which OPUC Participates.

Efficiency Measure:

- Average Cost Per Utility Project.

Appendix B

Performance Measure Definitions

Performance Measure Definitions

Goal:	Equitable Utility Rates for Residential and Small Commercial Consumers
Objective:	To Protect Consumers and Ensure Reasonable Rates
Strategy:	Participate in Major Utility Cases

Outcome Measure:	Percentage of OPUC Utility Cases that are Competition Related.
Definition:	Utility Cases that are competition related include OPUC cases, excluding court cases, which address issues such as choice in providers and services, market power, access to new and advanced technologies, and consumer protection policies.
Purpose/Importance:	Competition is an important benefit for consumers. As such, the agency workload will be best measured by the percentage of total utility cases that are competition related.
Source/Collection of Data:	OPUC records.
Method of Calculation:	OPUC determines the number of total utility cases in which it participates. OPUC divides this number into the number of utility competition cases in which OPUC actually participates.
Data Limitations:	N/A
Calculation Type:	Non-cumulative.
New Measure:	No.
Target Attainment:	Higher than target.

Outcome Measure:	Percentage of OPUC Utility Cases that are Resource Related.
Definition:	OPUC utility cases that are resource related include utility cases, excluding court cases, which address issues such as renewable energy requirements, energy efficiency goals, energy portfolio issues, transmission planning and water conservation.
Purpose/Importance:	SB7 instituted certain statewide goals and mandates related to resource planning and acquisition. The agency will actively pursue these requirements through the most cost-effective means possible.
Source/Collection of Data:	OPUC records.
Method of Calculation:	OPUC determines the total number of utility cases in which it participates. OPUC divides this number into the number of utility resource related cases in which OPUC actually participates.
Data Limitations:	N/A
Calculation Type:	Non-cumulative.
New Measure:	No.
Target Attainment:	Higher than target.

Outcome Measure:	Current Year Bill Savings/Res/Sm Com Utility Customers (In Millions).
Definition:	Bill savings measure the impact on residential and small commercial consumer's bills. Different types of utility cases result in rate adjustments on consumer's bills such as rate increases/decreases, surcharges, refunds, incentives, mark-ups, transition charges, and fuel charges.
Purpose/Importance:	OPUC will participate in utility cases, excluding court cases, to ensure the maximum bill savings on residential and small commercial consumer's bills. This measure will quantify the impact in the current year for participation in the current year's proceedings on a state-wide basis.
Source/Collection of Data:	OPUC records.
Method of Calculation:	<p>OPUC calculates the bill savings as the difference between a requested amount for a rate adjustment and the amount actually approved, for the current fiscal year. Bill savings should include only residential and small commercial, Industrial and transportation consumers will be removed using information from the U.S. Department of Energy.</p> <p>Impact on industrial and transportation consumers will be separated out using the most recently available information from the U.S. Department of Energy. The calculation is based on using one of the following: national retail sales of kilowatt hours, state retail sales of kilowatt hours, or state retail revenue earned by all electric companies that sell electricity in Texas. In addition, information from the U.S. Department of Energy should be used to calculate a three year average moving for residential and small commercial market sector to minimize the fluctuation in the market.</p>
Data Limitations:	Small commercial consumers and large commercial consumers cannot be separated based on the information currently available. Therefore, the "Commercial" information will be substituted for "Small Commercial".
Calculation Type:	Non-cumulative.
New Measure:	No.
Target Attainment:	Higher than target.

Output Measure:	Number of Utility Cases in Which OPUC Participates.
Definition:	OPUC intervenes in utility cases which have the most significant impact on residential and small commercial consumers in Texas. “Cases” include tariffs and docketed proceedings, excluding court cases.
Purpose/Importance:	This measure quantifies the number of utility cases OPUC participates in. Many significant issues are presented as tariffs or docketed proceedings. OPUC actively participates in these cases on behalf of residential and small commercial consumers.
Source/Collection of Data:	OPUC records.
Method of Calculation:	OPUC uses a manual count of all utility cases in which OPUC actually participates.
Data Limitations:	N/A
Calculation Type:	Non-cumulative.
New Measure:	No.
Target Attainment:	Higher than target.

Output Measure:	Number of Utility Court Cases in Which OPUC Participates.
Definition:	OPUC participates in court cases in which utility matters are litigated. OPUC can participate in court either as the petitioning party, as an intervenor, or as an <i>amicus curiae</i> . In many instances, OPUC performs two roles in the same case.
Purpose/Importance:	This measure quantifies the number of utility court cases in which OPUC participates. Many significant issues are litigated in the court system. OPUC actively participates in these cases on behalf of residential and small commercial consumers.
Source/Collection of Data:	OPUC records.
Method of Calculation:	OPUC uses a manual count of utility court cases in which OPUC actually participates.
Data Limitations:	N/A
Calculation Type:	Non-cumulative.
New Measure:	No.
Target Attainment:	Higher than target.

Efficiency Measure:	Average Cost Per Utility Case in Which OPUC Participates.
Definition:	Average cost per utility case.
Purpose/Importance:	This measure provides a guide as to the average cost per utility case, excluding court cases. The amount determined will be higher if longer or more complex cases are more common. It will be lower if shorter or less complex cases are more common.
Source/Collection of Data:	OPUC records.
Method of Calculation:	OPUC calculates the hourly rate for each attorney and technical staff and multiplies that hourly rate by the individual time spent on each case. The sum of all attorney and technical staff time is then divided by the total number of utility cases in which OPUC participates. Outside expert witness contracts are included in this calculation.
Data Limitations:	N/A
Calculation Type:	Non-cumulative.
New Measure:	No.
Target Attainment:	Lower than target.

Goal:	Protect Consumer Interests in Utility Markets
Objective:	Promote Utility Choices and Consumer Protection Policies
Strategy:	Participate in Major Utility Projects Affecting Consumers

Outcome Measure: Percent of OPUC Utility Projects That Are Competition Related.

Definition: Projects include rulemakings and generic projects. Utility projects that are competition related include projects which address choice in utility providers and services, market power, access to new and advanced technologies, & consumer protection policies.

A rulemaking is an agency process for formulating, amending, or repealing a rule. A rule is an agency statement of general applicability designed to implement, interpret, or prescribe law or policy or describes procedure, or practice requirements of an agency and includes the amendment or repeal of a prior rule.

A generic project is matter in which an agency has assigned a control number but is not a case or rulemaking. Examples of generic projects can include such activities such as fact-finding, development of policy that does not result in a rulemaking, communicating with the legislature or stakeholders, providing assistance or information to customers, or participating at the ERCOT or the Texas RE.

Purpose/Importance: Competition is an important benefit to consumers. As such, OPUC workload is best measured by the percentage of total projects that are competition related.

Source/Collection of Data: OPUC records.

Method of Calculation: OPUC determines the total number of utility projects in which it participates. OPUC divides this number into the number of utility competition projects in which OPUC participates.

Data Limitations: N/A

Calculation Type: Non-cumulative.

New Measure: No.

Target Attainment: Higher than target.

Output Measure:	Number of Utility Projects in Which OPUC Participates.
Definition:	<p>OPUC participates in utility projects which have the most significant impact for residential and small commercial utility consumers in Texas. “Projects” include rulemaking proceedings and generic projects. A rulemaking is an agency process for formulating, amending, or repealing a rule. A rule is an agency statement of general applicability designed to implement, interpret, or prescribe law or policy or describes procedure, or practice requirements of an agency and includes the amendment or repeal of a prior rule.</p> <p>A generic project is matter in which an agency has assigned a control number but is not a case or rulemaking. Examples of generic projects can include such activities such as fact-finding, development of policy that does not result in a rulemaking, communicating with the legislature or stakeholders, providing assistance or information to customers, or participating at the Electric Reliability Council of Texas or the Texas RE.</p>
Purpose/Importance:	Many significant issues are decided through projects at the PUC. OPUC participates in these projects on behalf of residential and small commercial consumers.
Source/Collection of Data:	OPUC records.
Method of Calculation:	OPUC uses a manual count of all utility projects in which OPUC actually participates.
Data Limitations:	OPUC does not control the number, subject matter, or timing of projects that the Public Utility Commission files.
Calculation Type:	Non-cumulative.
New Measure:	No.
Target Attainment:	Higher than target.

Efficiency Measure:	Average Cost Per Utility Project.
Definition:	<p>Average cost per utility project. Projects include rulemakings and generic projects. A rulemaking is an agency process for formulating, amending, or repealing a rule. A rule is an agency statement of general applicability designed to implement, interpret, or prescribe law or policy or describes procedure, or practice requirements of an agency and includes the amendment or repeal of a prior rule.</p> <p>A generic project is matter in which an agency has assigned a control number but is not a case or rulemaking. Examples of generic projects can include such activities such as fact-finding, development of policy that does not result in a rulemaking, communicating with the legislature or stakeholders, providing assistance or information to customers, or participating at the Electric Reliability Council of Texas or the Texas RE.</p>
Purpose/Importance:	This measure provides a guide as to the average cost per project. The amount determined will be higher if longer or more complex projects are more common. It will be lower if shorter or less complex projects are more common.
Source/Collection of Data:	OPUC records.
Method of Calculation:	OPUC calculates the hourly rate for each attorney and technical staff and multiplies that hourly rate by the individual time spent on each project. The sum of all attorney and technical staff time is then divided by the total number of utility projects in which OPUC participates. Outside expert witness contracts are included in this calculation.
Data Limitations:	N/A
Calculation Type:	Non-cumulative.
New Measure:	No.
Target Attainment:	Lower than target.

Appendix C

Historically Underutilized Business Plan

Historically Underutilized Business Plan

The Office of Public Utility Counsel (OPUC) is committed to increasing procurement opportunities for Historically Underutilized Businesses (HUBs) in accordance with Chapter 2161 of the Texas Government Code. The goal of the HUB program is to promote and maximize fair and competitive business opportunities for minority, women, and service-disabled veteran owned businesses.

OPUC's purchasing procedures demonstrate our commitment to promote HUB participation in the agency's purchasing and contracting functions. The OPUC purchaser first looks to the Comptroller of Public Accounts Centralized Master's Bidders List (CMBL) to identify potential HUB vendors. If a HUB vendor exists and can provide the good or service at the best value for the agency, then OPUC will procure from that HUB vendor. Further, the HUB Coordinator actively participates in HUB related meetings, networking with other agencies to share best practices, and encourages the HUB vendor community to become HUB certified and registered for the CMBL to increase the agency's opportunities to award procurements to HUB's in an effort to meet the statewide goals.

OPUC continually strives to meet or exceed established statewide HUB goals. However, due to the unique nature of our agency's mission, OPUC procures goods and services in only two procurement categories (other services and commodity purchases). Additionally, many of the agency's purchases are statutorily required to be made within the Texas SmartBuy online ordering system or by utilizing the Texas Correctional Industries (TCI) and Texas Industries for the Blind and Handicapped (TIBH) vendors through the Set Aside Program governed by the Texas Workforce Commission. Purchases made through SmartBuy, TCI or TIBH are not counted toward the agency's HUB goals. Both of these factors may limit the agency's ability to meet its HUB goals during a fiscal year.

Category	Statewide Goal	OPUC FY16	OPUC FY17
Other Services	26.0%	20.03%	2.26%
Commodities	21.1%	52.72%	13.34%

Appendix D

Agency Workforce Plan

Office of Public Utility Counsel's Workforce Plan

The Office of Public Utility Counsel's (OPUC's) goal is to provide an exceptional work environment for our employees by providing a safe and productive office, developing technical expertise, recruiting skilled employees, and promoting collegiality, responsibility, efficiency, and effectiveness. OPUC expects challenges in the next five years in hiring qualified candidates with the necessary level of education and expertise and in retaining an experienced workforce in which 40% of the employees are either eligible to retire or have already retired and returned to work.

I. Current Workforce Profile

A. Critical Workforce Skills

1. Management

Performance Management
Planning
Training
Mentoring

2. Technical Expertise

Background in Math, Engineering, Economics, Accounting, Finance or related degree
Knowledge of principals of economic regulation
Familiarity with applicable state and federal laws and rules
Policy development

3. Legal

Interpret state and federal rules and regulations
Analyze and draft administrative rules
Ability to apply the law to technical issues
Litigation expertise
Negotiation skills
Knowledge of appellate procedures

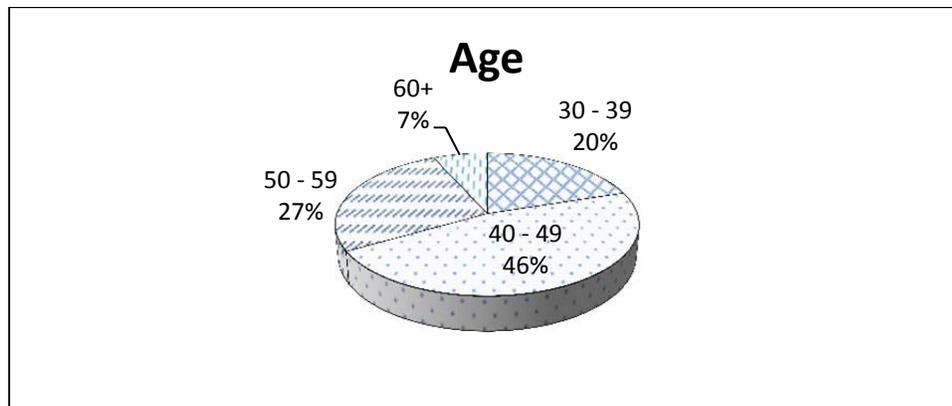
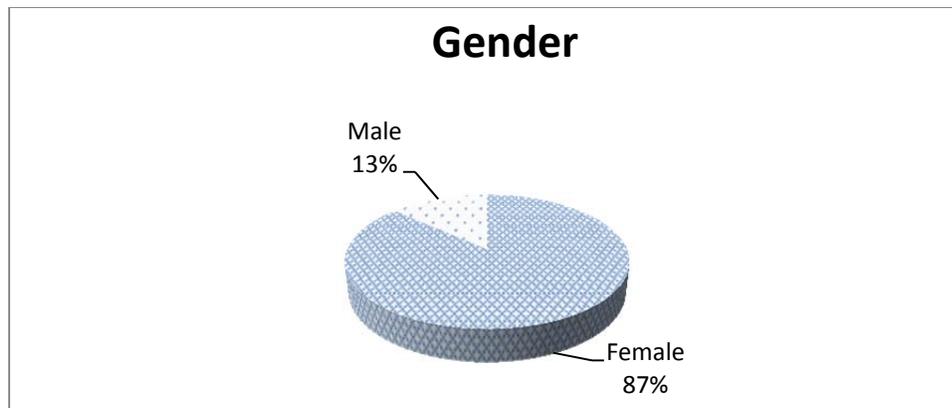
4. External Relations

Verbal and written communication skills
Knowledge and experience with Media
Legislative and Regulatory analysis
Interpersonal Skills

B. Workforce Demographics as of June 1, 2018

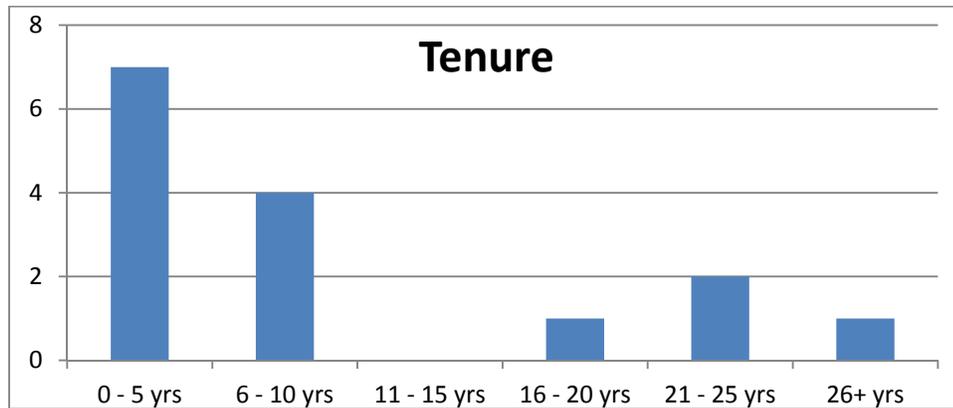
1. Gender and Age

OPUC has a total of 15 full-time equivalents (FTEs). Of those 15 employees, 13 are female (87%) and two are male (13%). The average age of OPUC employees is 46, with 80% of employees over the age of 40.



2. Tenure

Of OPUC staff, seven employees (46%) have less than five years' experience with the Office while four employees (27%) have more than 15 years' experience. The employees that have less than five years' experience will require additional training to develop critical agency knowledge. It can be expensive for the agency to train employees only to then have them leave. OPUC may also face a lack of institutional knowledge if the employees with significant knowledge leave the agency.



3. Workforce by Job Category

The main job categories of OPUC employees are Administrative, Professional, and Administrative Support. The Professional category totals more than 73% of the agency's employees. Because OPUC's mission is to provide legal and technical services to residential and small commercial consumers, the Office requires a highly educated and credentialed workforce.

4. Diversity

OPUC strives to recruit and retain a qualified, diverse workforce. OPUC's current workforce is summarized in the tables below by occupational category, race/ethnicity, and gender. Percentage goals represent the State Civilian Workforce, as reported by the Civil Rights Division (CRD) of the Texas Workforce Commission in the EEO/Minority Hiring Practices Report for FYs 2015-2016. The CRD analyzed the workforce using an 80% benchmark from the EEOC Uniform Guidelines on Employee Selection to determine utilization within each occupational category.

When using the EEOC Uniform Guidelines and applying the 80% benchmark, the agency exceeded the percentage goals for Hispanic employees in the Professional and Administrative Support occupations. The agency also exceeded the percentage goal for female employees in the Administrative, Professional, and Administrative Support occupations.

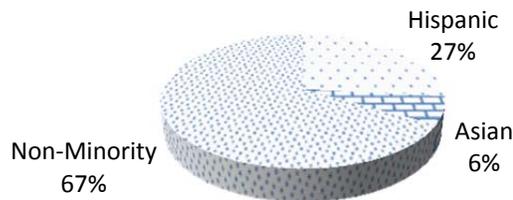
Racial /Ethnic – Occupational Diversity

Job Categories	Total Employee	Caucasian American		African American		Goal	80% Benchmark	Hispanic American		Goal	80% Benchmark	Asian	
Administrative	2	2	100%	0	0%	7.40%	5.92%	0	0%	22.10%	17.68%	0	0%
Administrative Support	2	0	0%	0	0%	14.80%	11.84%	2	100%	34.80%	27.84%	0	0%
Professional	11	8	73%	0	0%	10.40%	8.32%	2	18%	19.30%	15.44%	1	9%

Gender – Occupational Diversity

Job Categories	Total Per Category	Male		Female		Goal	80% Benchmark
Administrative	2	0	0%	2	100%	37.40%	29.92%
Administrative Support	2	0	0%	2	100%	72.10%	57.68%
Professional	11	2	18%	9	82%	55.30%	44.24%

Race / Ethnicity



C. Employee Turnover

OPUC recognizes that turnover is an important issue to any agency and has even more significance in a smaller organization. OPUC’s turnover rate has varied over the last five years with a low of zero percent and a high of 28% with an average over those five years of 13%. However, over the past 10 years OPUC’s average turnover rate was below the State average turnover rate for that same period.

The main driver affecting OPUC’s turnover is employees’ ability to find more lucrative employment either in a larger state agency or in private industry. OPUC employees are attracted to larger state agencies due to higher pay and more opportunities for advancement. Further, private industry opportunities offer even greater potential for increases in pay and career advancement and are still available to employees despite OPUC’s post-employment restrictions.

In fiscal year 2017, the agency had a 6% turnover rate which is a 22% decrease from fiscal year 2016 and a 5% decrease from fiscal year 2015. The decrease in turnover at the agency has led to a more stable workforce.

Employee Turnover					
Fiscal Year	2013	2014	2015	2016	2017
OPUC*	0%	21%	11%	28%	6%
All Agencies*	19%	19%	19%	21%	32%

* Information obtained from the State Auditor’s Office E-Class System

D. Retirement Eligibility and Projected Attrition

OPUC did not have any employees retire in fiscal year 2017. However, during fiscal years 2019-2023, four employees may become eligible to retire from state service. Further, OPUC currently has two employees who have already retired and returned to state service. Turnover due to retirement can be challenging for an agency when a significant number of employees leave that have expertise and institutional knowledge which cannot be replaced.

II. Demand Analysis

OPUC will continue to need a highly educated workforce. The challenge for the agency is to maintain and recruit highly educated and specialized employees in the electric, telecommunications, water and wastewater industries. As the national unemployment rate decreases, the ability to attract the high level of skill necessary for employees becomes more difficult. In fact, OPUC is already experiencing lower than optimum staffing levels due to an inability to find qualified candidates. OPUC does not expect a decrease in the need for employees over the next five years unless OPUC's statutory duties are changed.

III. Gap Analysis

OPUC is currently experiencing a shortage of qualified candidates for both our attorney positions and technical experts. The agency is limited in the agency's ability to attract qualified candidates due to lower salaries than are offered for the same type of position in the private sector. If the agency continues to have difficulty attracting the highly educated and skilled workforce necessary, the agency could experience a future shortage of employees. The agency does not currently have any excess staffing and does not anticipate excess staffing will occur in the next five years.

IV. Strategy Development

OPUC has developed workforce goals to address future workforce demands.

Goal 1: Recruit and retain qualified and experienced professionals.

Action Steps:

- Seek opportunities to partner with universities and technical educational institutions to recruit qualified employees.
- Continue to utilize Work in Texas and minority programs to recruit qualified employees.
- Increase employee career planning assistance through training programs and professional development programs.
- Award merit increases, where appropriate, on a regular basis.

Goal 2: Develop a formal agency succession plan.

Action Steps:

- Invest in leadership development of professional staff.
- Identify training programs that focus on developing critical skills.
- Identify staff that have leadership capability and provide opportunities for professional growth.

V. Conclusion

During the next five years, OPUC must work diligently to attract and retain qualified candidates. While OPUC should not experience a sharp increase in its turnover rate, there is always the possibility of more employees leaving than expected and OPUC must ensure procedures are in place to address unexpected turnover.