

Preside or Lead?

The Attributes and Actions of Effective Regulators

43. Utility Performance: Will We Know It When We See It?

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In a single three-month period during my tenure as Executive Director of the National Regulatory Research Institute, our experts addressed a telecommunications bankruptcy, a proposed \$2.4 billion integrated gasification combined cycle facility, a 40-state effort to guide multi-utility transmission planning, and a utility's hundred-million-dollar rate increase request. Common to these cases was performance—a term we hear far less frequently than “pre-approval,” “cost tracker,” “construction work in progress,” “revenue requirement” and “rate relief.” We seem to pay more attention to dollar flows than to performance standards.

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