

Vision: Deliver exceptional representation and advocacy for residential ratepayers to receive fair and reasonable utility rates and quality utility service.

Mission: Professionally represent residential utility customers in regulatory proceedings before the Arizona Corporation Commission (ACC), advocating for fair and reasonable utility rates and quality utility services, in a dynamic utility environment.

Agency Description: The Residential Utility Consumer Office (RUCO) was established by the Arizona Legislature in 1983 to represent the interests of residential utility ratepayers in rate-related proceedings involving public service corporations before the Arizona Corporation Commission. RUCO accomplishes this charge primarily through a staff of financial analysts and attorneys. RUCO participates in a number of policy matters that also affects the rates paid and services received by residential ratepayers.

Executive Summary: RUCO's FY2022 strategic plan is designed to optimize customer value, continually improve operations, and develop an engaged, high-performing workforce.

With a core mission to represent and protect the interests of residential ratepayers, in proceedings before ACC, RUCO will strive for operational excellence through continued improvement of Office processes and through increased strategic planning and outreach. RUCO will also focus on fostering an engaged, high performing and professional workforce. Additionally, RUCO will communicate to customers, more regularly, the value RUCO provides them.

RUCO is in the process of fully implementing the Arizona Management System (AMS) and will be developing the foundation of a process tracking system to drive continuous improvement. Continual improvements and refinements of system will continue through internal insight and customer input.

Summary of Multi-Year Strategic Priorities

#	Five Year Strategy	Start Year	Progress / Successes
1	Operational Excellence Through Continuous Improvement	FY21	RUCO had a record year in FY21, with the highest number of filings at the Arizona Corporation Commission. Despite new challenges and interruptions in normal business operations due to the COVID-19 pandemic, RUCO was able to successfully intervene and deliver exceptional representation and advocacy for residential ratepayers to receive fair and reasonable utility rates.
2	High Performing and Professional Workforce	FY21	The intended start for this strategy was in FY21 but will begin in FY22 due to challenges and interruptions in normal business operations due to the COVID-19 pandemic. The focus will be increase employee engagement and AMS implementation.
3	Optimize Value For Customers	FY21	The intended start for this strategy was in FY21 but will begin in FY22 due to challenges and interruptions in normal business operations due to the COVID-19 pandemic. The focus will be improving communication and enhancing advocacy for customers.

Strategy #	FY22 Annual Objectives	Objective Metrics (Percent & Numbers Tracked Internally)	Annual Initiatives
1	Increase standardization for all major internal processes at RUCO	<ul style="list-style-type: none"> ● % of flow boards & process maps developed ● % of processes that have standard work ● % of new internal systems implemented ● % of staff trained in internal systems ● % use and following of new internal systems ● % of on-time filings of cases at the Arizona Corporation Commission (ACC) 	Identify and develop areas where internal systems are needed, to include: <ul style="list-style-type: none"> ● Direct Testimony ● Rate Design ● Surrebuttal Testimony ● Hearing Testimony
1	Increase effectiveness of RUCO recommendations to Arizona Corporation Commission	<ul style="list-style-type: none"> ● % of RUCO recommendations accepted by ACC 	Establish baseline for RUCO recommendations that are accepted by ACC based on tracking and analysis of, at a minimum: <ul style="list-style-type: none"> ● Major issue areas within RUCO recommendations that were accepted and rejected ● Utility specific areas within RUCO recommendations that were accepted and rejected
2	Increase AMS implementation	<ul style="list-style-type: none"> ● AMS Assessment score 	Work with the Arizona Government Transformation Office to implement AMS
2	Increase employee engagement	<ul style="list-style-type: none"> ● Employee engagement scores ● Staff Retention rate ● % staff participation in Predictive Index Training 	Improve employee satisfaction and engagement: <ul style="list-style-type: none"> ● Track and analyze employee satisfaction and engagement ● Identify and address areas for improvement
3	Increase external communication and community engagement in RUCO's mission, goal and return on investment	<ul style="list-style-type: none"> ● # of monthly hits on RUCO website ● # of external stakeholder meetings hosted or attended 	Consistently communicate RUCO return on investment on website and with stakeholders. <ul style="list-style-type: none"> ● Number of cases RUCO intervened on ● Number of recommendations accepted by ACC