

Agency 5-Year Plan

Issue 1 Optimize Value for Customers

Description: Increase external communication and community engagement in RUCO's mission, goal and return on investment.

Solutions:

Consistently communicate RUCO return on investment on website and with stakeholders (Baseline FY22).

Issue 2 High Performing and Professional Workforce

Description: Increase AMS Implementation

Increase employee engagement

Solutions:

Continue to work with the Arizona Government Transformation Office to implement AMS (Baseline FY22).

Maintain and/or improve employee satisfaction and engagement (Baseline FY22) by: Tracking and analyzing employee satisfaction and engagement; and identify and address areas for improvement.

Issue 3 Operational Excellence through continuous improvement

Description: Consistently utilize standard work.

Increase the credibility and influence of RUCO recommendations to the Arizona Corporation Commission.

Solutions:

Consistent utilization of standard work and internal systems that are key to the success of RUCO deliverables (Baseline FY22).

Utilize baseline for RUCO recommendations that are accepted by the ACC established in FY22 to examine and refine our effectiveness in: Direct Testimony; Rate Design; Surrebuttal Testimony and Hearing Testimony.

Resource Assumptions

	FY2025 Estimate	FY2026 Estimate	FY2027 Estimate
Full-Time Equivalent Positions	9.0	9.0	9.0
General Fund	0.0	0.0	0.0
Other Appropriated Funds	1,578.9	1,578.9	1,578.9
Non-Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0

UOA 0.0	Agency Summary
	RESIDENTIAL UTILITY CONSUMER OFFICE
	Malcolm Hightower, Director
	Residential Utility Consumer Office (RUCO) (602) 364-4840
	A.R.S. §§ 40-461 et seq.
	Plan Contact: Renee de la Fuente, Administrative Services Officer II
	Residential Utility Consumer Office (602) 364-4845

Mission:

To 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.

Description:

The Residential Utility Consumer Office (RUCO) was established by the Arizona Legislature in 1983 to represent the 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.

◆ **Goal 1** To deliver exceptional representation and advocacy for residential ratepayers

Objective: 1 FY2022: Operational excellence through continuous improvement
 FY2023: Operational excellence through continuous improvement
 FY2024: Operational excellence through continuous improvement

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of cases analyzed	19	9	8
RUCO interventions in rate making	4	8	8

◆ **Goal 2** To secure fair and reasonable rates and quality service for residential utility ratepayers.

Objective: 1 FY2022: High performing and professional workforce.
 FY2023: High performing and professional workforce.
 FY2024: High performing and professional workforce.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of proceedings intervened in	19	8	8
Number of proceedings intervened in that resulted in a \$\$ reduction	19	8	8
Total dollar amount of reductions in millions US Dollars	313.7	250.0	250.0