Agency 5-Year Plan

Issue 1:   **Succession Planning**

Description: Like every knowledge-based organization, our personnel are our most valuable resource. The Commission has been very successful in retaining its top tier personnel for relatively long tenures. Retention success has created some significant consequences:

1) Limited career development / upward mobility, and
2) Impending loss of knowledge base through retirement. Nearly 35% of the Commissions' workforce is eligible for retirement today. In 5 years, that number increases to over 40%.

Solutions:

The Commission is continually working to identify the skill gaps we expect to face within the next three to four fiscal years and to identify potential internal candidates to fill these gaps. To help reduce the skill gap, the Commission has implemented more robust training and better documentation of processes so that information and knowledge can be preserved and shared. Likewise, we are seeking out new and better recruitment strategies for entry- and mid-level employees. To ensure we have the very best candidates, the Commission is utilizing national resources, such as the National Association of Regulatory Utility Commissioners for leadership recruitment and we are working with Veteran support groups to recruit eligible Veterans. We are challenged by both the lack of applicants, and lack of qualified candidates, as are most employers, and are seeking out new and creative ways to attract and retain new and qualified talent. The Commission understands that successful succession planning also increases employee engagement, morale and inclusion.

Issue 2:   **ACC and Website rebranding**

Description: Over the years the ACC has done multiple upgrades and tweaks to its website. Many of the upgrades were for new apps or databases that tied into the website for use by the public. Many of the links no longer work or have

outdated information. Google searches do not pull up correct or relevant information.

Solutions:

The Commission is working with a consultant group to assist in gathering ideas and assisting with updating the vision and mission of the ACC. The goal is to make the website more attractive and user friendly. Included in the website improvement will be the ability for individuals to select a language other than English. This will improve the ability of all peoples to access important ACC documents and applications.

Issue 3:   Training programs for Leadership and new staff

Description: As we look forward to succession planning, the ACC must develop leaders from our current staff to be ready to step in as those planning to retire step out into their next life path. Development of the current staff has been limited to training in their current roles without attempting to develop them in ways to further their career.

Solutions:

To ensure that business operations continue to run smoothly and without interruption, the Commission has encouraged and supported training and professional development of its staff. Some Divisions have implemented a cross-functional workforce model that has allowed staff members to gain experience (through formal training) and exposure in all areas of operation. Although still in its infancy stage, the cross-functional workforce model has offered professional development opportunities and augmented staffs' skills, knowledge, and abilities, aligning staff members with opportunities for promotion and advancement. The Commission has also made outside professional development and training available to its staff to enhance leadership skills.

Issue 4:   Automation

Description: With the ever-increasing workload at the Commission, it is becoming more important than ever to strive for automation in the processes we utilize.   The Commission utilizes several avenues for collecting and distributing information, but oftentimes these systems do not communicate with one another.   This lack of communication can lead to queries from different systems that do not lead to the same result or information that is available in one system is not available in another system.   The Commission should also strive for providing quality and accessible services to enhance the public's experience.

Solutions:
The Commission is working toward standardizing more of its processes and having one system as the home for most of our vital data.   The goal is to allow outside organizations to report information (such as annual reports) through a portal that updates eCommission (or a similar program) and that eCommission be expanded to meet the needs of more divisions.   The Commission and public could benefit from making all division forms fillable and submitted electronically into one portal.   This would also contribute value to divisions for data collection and providing the ability to run data reports from one portal for their review and analysis.

Issue 5:   Community Outreach

Description: As with most agencies, the Commission and its staff have busy days with very little "extra time."   In order to best serve its constituents and the public, the Commissioners and staff work hard each day to perform their daily tasks and responsibility.   Although the Commission takes pride in its dedication and hard-work, it can be a challenge to consistently connect with the public, especially at times when there is no crisis to solve.

Solutions: The Commissioners as well as many Divisions engage the public through community outreach to show our commitment to being accessible

and accountable. Our Commissioners attend various stakeholder meetings to hear concerns or issues, or even new ideas for ways to improve. Division leadership engage with police officers, teachers, legislators and various other special interest groups to share knowledge, receive feedback and connect with those we serve. The Commission believes in an "open door" policy and is working to communicate that to the public.

Issue 6:   Enhance and upgrade technology solutions to align with business needs and drive operational excellence.

Description: To provide optimal support for meeting business needs and supporting public engagement and transparency requires addressing redundant infrastructure and antiquated technology systems. Improving Online agency platforms is required to provide ease of use. Cybersecurity enhancements are required to address the ever-changing threat landscape.

Solutions:
Modernize infrastructure by moving the current on-premises data center to Iron Mountain and migrate IT systems and applications to the MS Azure cloud. Complete implementation of the Corporations new eCorp application, Securities online registrations and payments, and Open Meeting management functionalities. Leverage AI technology where appropriate to add efficiency to technology and business solutions.