

Agenda Item 4.b

**Strategic Plan Development Path –
as proposed by E-Team & approved by Review Panel**

Stage 1

1. **Link Vision / Mission / Values to the Plan** (complete)
2. **Where should we be going? Brainstorming about how the utility should be different in 6 years**
(January)
3. **Environmental Scan & SWOC** (complete)
4. **Define the Existing & Projected Financial Baseline** (January)

Stage 2

Develop +/- 3 scenarios that represent the major choices for the utility

- **Criteria, formatting, options**

Stage 3

Select & Refine a Preferred Option/ Path

Identify the general implementation plan (associated costs, timeline)

Stage 4

Complete Draft of Plan & Review

Stage 5

Plan Roll-out (April- May)

Issue to be integrated into this plan:

- ***When and what is the public outreach?***

Agenda Item 5

Discussion—input from Review Panel: Based on the SWOC and other presentations, what ideas do Panel Members have as to the major objectives or initiatives SCL should pursue in the Strategic Plan?

PROPOSED STRATEGIC PLAN TERMINOLOGY

PRIORITIES “foundational conditions needed to reach our vision”	
2008 Plan Priorities	2010 Proposed Priorities – from SWOC
<ol style="list-style-type: none">1. Environmental Stewardship2. Balanced resource portfolio3. Improved energy delivery infrastructure4. High-performance organization5. Financial strength	<ol style="list-style-type: none">1. Customers/Ratepayers2. People/Workforce3. Assets4. Municipal Enterprise – Oversight & Enablers
OBJECTIVES “the specific goals we are pursuing to assure those conditions” Specific outcomes desired. What are the policies that need to be adopted to drive actions? Component parts of the Priority. Metrics for success or progress needed for each.	
INITIATIVES “The key action plans necessary to assure those conditions” Specific action items to achieve the goals and/or the strategic objective	
TACTICS items that are component parts of initiatives	

Agenda Item 5, cont'd.

<p>PRIORITIES</p>	<p>Possible Objectives or Initiatives for work in the 6 year Strategic Plan Period</p>
<p>Customers/ Ratepayers</p>	<p>Example: Establish separate SCL customer care center in order to increase customer response capabilities.</p>
<p>People / Workforce</p>	<p>Example: Assume greater responsibility for collective bargaining with SCL unions in order to ensure labor agreements meet SCL needs (in terms of cost limitations, working conditions)</p>
<p>Assets</p>	<p>Example: Invest in Automated Meter Infrastructure in areas where operating cost savings can be realized in the near term</p>
<p>Municipal Enterprise</p> <ul style="list-style-type: none"> • Oversight • Enablers 	<p>Example: Study options for strengthening oversight and make recommendations for Council/Mayor action</p> <p>Streamline and unify business practices throughout the utility where operating savings can be demonstrated to result</p>

Note: the examples are illustrative only, prepared by Karen, and are not proposals of the E-Team.

Agenda Item 6

Discussion: Public Outreach –Seeking Review Panel feedback on the following basic questions. Some “straw man” options posed for each...

- a. **When** is the right time to undertake the public outreach?
 - i. At the point the draft plan is completed.
 - ii. Sooner, so the input can impact the draft in a more meaningful way.
 - iii. There should be two phases—one while the plan is in development, and a second when the draft is complete.
 - iv. Other

- b. **Who** would be audience that the outreach should target?
 - i. Representatives of major customer groups (residential, low income, institutional/government, energy advocates, industrial customers, environmental advocates, “major customer group,” etc.)
 - ii. Individual ratepayers / customers
 - iii. Employees, Council/Mayor
 - iv. All of the above
 - v. Other

- c. **What** would you want to ask the target audience? What substantive feedback would you want to receive?
 - i. High level indications of what the priorities for SCL should be in the next 6 years. (e.g. control rates, improve reliability, improve customer service response, etc.)
 - ii. Feedback on the selected priority topics – (e.g, X is important, Y is not so important, if you do Z be sure to consider _____).
 - iii. Recommendations for changes to specific proposed action items
 - iv. Anything they want to say about SCL.
 - v. Other

- d. **How** should this be accomplished?
 - i. Review panel should go to customer groups and give presentations.
 - ii. SCL should go to customer groups and give presentations
 - iii. Council & Mayor reps should participate in presentations.
 - iv. Invitation to participate in brief online/mail-in surveys sent to ratepayers, employees.
 - v. Mix of the above
 - vi. Other