

Strategic planning Part II

Building a plan for success



Prepared by the Washington PUD
Association

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Today's session

- Process to date
- The PUD today-Key findings from employee interviews
- Recommendations to address short term needs
- Recommendations for development of strategic plan
- Discussion and closing comments

Set the goals and objectives, hire the right people and get out of the way.

Set the strategic goals, hire the General Manager, get out of the way and use the Board process for accountability.

Process to date



- In March WPUDA met with the Board of Commissioners to lay the foundation for strategic planning.
 - Strategic plan defines the mission statement and provides a filter for employees to run operational strategies/tactics through.
 - Goals should be clear and measurable (man on the moon statement).
 - Cultural alignment is necessary to meet strategic goals.
- In May WPUDA conducted employee interviews to gain an understanding of the existing culture of the PUD, its operations and its challenges and opportunities.

Employee insights

- Interviewed employees across different departments.
- Interviews resulted in several key themes relevant to the PUD's operations and future strategic planning.



Key findings

- Little institutional knowledge among staff
- No common understanding of Commissioner roles and responsibilities
- Vacancies in key leadership positions
- Rapid change of leadership creating concerns about job stability
- Understaffed in several areas
- Lack of clear direction and goals (AMI and fiber)
- Department isolation (working in silos)
- Room for improvements and efficiency gains
- Staff is optimistic for the future (see progress going forward)
- Staff is dedicated to doing good work

Meeting immediate needs

Recommendations for Board of Commissioners



- ✓ Adopt clear goals and objectives in energy, water, telecom, administration, culture, safety and finance with assistance from staff (direction on AMI, fiber build out, established financial indices related to debt, reserves, etc., safety, outages, organizational stability and communication, commitment to excellence, teamwork and collaboration)
- ✓ Provide budget to GM for recruiting and hiring senior management positions with goal of having DM supervising no more than 5 direct reports
- ✓ Approve a recruitment plan for hiring the positions
- ✓ Approve a governance document for the Board to follow providing a roadmap for Board activities (guidelines for commissioner involvement outside the statutory responsibilities of commissioners specified in RCW 54)
- ✓ Approve criteria to be used when deciding on use of consultants or staff for key functions of the PUD
- ✓ Develop a media communications protocol that provides direction and process for Commissioners when dealing with the media or public.
- ✓ Plan a customer/staff appreciation BBQ/event hosted by the Commissioners (see Mason PUD #1 and #3 events)

Meeting immediate needs
General Manager recommendations

Develop Drafts

Commissioner Briefings

Commissioner Workshops

Develop standard commission agenda and depart. reports

Recruiting Schedule

Organize interdepartmental teams

Benchmarking

Develop dashboard success meter for board reports

Professional development goals

Develop drafts of materials listed in board recommendations (with staff input as necessary) for board approval.

Schedule commissioner status briefings on a regular basis.

Plan Commission workshops to provide more in-depth information on PUD activities (vegetation control, rate setting, fiber installations, BPA issues, etc.)

Develop standard commission agenda departmental reports to highlight key activities in each department.

Develop a recruiting schedule for key management positions as well as a review process, interview panels, etc.

Organize interdepartmental teams to suggest improvements to administrative processes.

Look at benchmarking to determine staffing priorities, i.e. CSR/Customers served, etc.

Develop dashboard success meter for Board reports.

Establish professional development goals for the General Manager and direct reports

Strategic Planning

Getting started



Strategic planning approach

- Establish foundational elements which will serve as sideboards for the process.
 - Mission statement
 - Vision statement
 - Board members vision statements (a picture of what success looks like for the PUD)
- Core values statement which outlines the cultural rules of engagement (how you treat and work with each other and your customers). Examples of core value statements:
 - We will treat our internal and external customers with respect, listen to their needs and be responsive to their requests.
 - We will be open and honest with our communications.
 - We will be responsible and accountable for our actions.
 - Safety will be a priority in all aspects of our work.
 - We will be open to innovation and new ideas.
- Establish an employee “Core Values” team with one representative from each employee work group, the General Manager and Department Heads to develop a “Core Values Statement” This will be presented to the Board of Commissioners for review, input and final approval.

Getting started

- Assemble a strategic planning team.
 - General Manager
 - Department heads with support from staff
- Identify strengths, weaknesses, opportunities and threats (keeping your foundational elements in mind)
- Identify key focus areas of the business (customer programs, safety, reliability, environmental stewardship, financial, etc.)
- Using the mission statement, vision statement, and Board's vision statements as a guide, develop key strategic goals.

Example

Mission statement (what the goals will address): Deliver to the citizens of Jefferson County **reliable, electric, water, septic and wholesale telecommunications services** in a **cost effective, sustainable** and **customer driven** manner.

Vision Statement (how you will address them): Jefferson County PUD provides **great service**, makes **financially sound decisions**, and reflects **community values** in both day to day operations as well as in planning for the long-term future.

Process

- Draft initial recommended strategic goals and present them to the Board in a workshop to provide an opportunity for feedback. Draft recommendations also provided to the CAB for review and feedback.
- Final recommended strategic planning goals presented to the Board for approval.
- Departments will develop department operations plans to execute the goals and provide budget recommendations for implementation.
- Strategic plan should be reviewed annually beginning in Spring.

Discussion and closing comments