EnergyTrust of Oregon, Inc.

Briefing Paper
Strategic Plan Update

September 3, 2008

Summary

As a follow up to the board retreat in June, provide an update on the status of strategic planning efforts and solicit comments on the draft new vision and mission statements and goals.

Background and Status

- In May, staff briefed the board on plans to update the current 2007-2012 strategic plan with a new strategic plan that addresses changes in our operating environment and responsibilities. The new plan will address the legislature's extension of the public purpose charge that funds Energy Trust through 2025.
- As one of the June strategic planning session outcomes, staff committed to draft new vision and mission statements and goal areas incorporating the board's retreat discussion.
- Staff shared these draft materials with the board strategic planning committee, received constructive feedback and revised the documents.
- Also as follow-up to the June work session, two workshops will be scheduled this fall: 1) a workshop on innovation/risk management; 2) a workshop on SmartGrid/Demand Management

Discussion

- The draft vision, mission and goal statements are intended to respond to the board's retreat discussion, including a:
    - Simple, clear and action-oriented vision statement articulating the world we want to see
    - Broad and lasting mission statement specific to our organization
    - Transition to non-quantifiable, high level goals to address areas of long-lasting focus
    - Number of measurable and shorter term objectives to be developed and linked to the annual budget and two-year action plan
- Consideration of interim objectives to guide programs during the time when the new strategic plan is being prepared. These objectives reflect the increase in electric energy efficiency funding and the change in focus to smaller renewable energy projects of 20 aMW or less and are recommended for adoption as part of the annual budget and action plan process.

Draft New Vision Statement

Energy Trust is building a clean energy future with renewable energy, efficient energy usage and reduced energy use to ensure a healthy climate and environment, vibrant economy and high quality of life for generations to come.

Draft New Mission Statement

Invest Energy Trust resources to provide integrated and sustainable energy solutions for all consumers served, accelerating renewable energy solutions and wise energy use.

Draft New Goal Areas (non-quantifiable)

1. Deliver effective and comprehensive energy efficiency, conservation and renewable energy services
2. Leverage energy efficiency and renewable energy investments as solutions to help address climate issues
3. Motivate people to conserve energy and finite resources
4. Help businesses thrive in the transition to a clean energy economy
5. Bring innovative energy solutions to market

Draft Short-term Interim Objectives (subject to change)

By 2013:

1. Secure 430 average megawatts of electricity and 25 million annual therms of natural gas.
2. Secure 140 average megawatts of electric generation from renewable resources.

Next Steps

- Seek board feedback on proposed draft vision and mission statements and draft goal areas to emphasize and revise accordingly
- Schedule two workshops this fall: 1) innovation and risk management and 2) SmartGrid and demand management
- Incorporate interim objectives into annual budget and action plan documents to be adopted by year-end
- Draft values for inclusion in the revised strategic plan (January 2009)
- Develop measurable objectives and strategies for inclusion in the updated 5-year strategic plan (Early 2009)
- Issue new draft 5-year strategic plan and solicit comments (March 2009)
- Adopt final strategic plan (late Spring)