Briefing Paper
Board Strategic Planning Retreat

May 6, 2009

Summary

This paper summarizes the status of strategic planning and proposes a draft agenda for the June board retreat, developed with the board Strategic Planning Committee.

Background

- At its June 2008 retreat, the board directed staff to develop a framework for a long-term strategic plan that includes a simple, clear vision statement, broad mission statement, unquantified long-term goals (to 2025); and measureable shorter-term objectives that can link to two-year action plans and annual budgets.
- Since then, staff has worked with the board Strategic Planning Committee on the draft long-term vision, mission and goals, which are largely completed.
- The board also asked staff to organize workshops on two strategic issues: (1) innovation and risk management (help last October 8), and (2) Smart Grid and Demand Response (held last January 22).
- Staff began an extensive organizational redesign process in early 2009, which is expected to produce recommendations before the June retreat. At least some recommendations may have strategic implications.
- The Strategic Planning Committee and staff are currently working on measureable, shorter-term objectives for a strategic plan, which will need to be integrated with findings from the redesign process.
- The Oregon legislature has several bills under consideration that could affect Energy Trust's strategic direction.
- By the June 12-13 retreat, we will have most and perhaps all of the elements of a draft plan for review: long- and short-term plan elements incorporating policy implications from the redesign process and changes need to respond to legislation, if any.

Next Steps

We suggest the following retreat agenda:

1. Decision whether to fund a large-scale solar project that emerged from PGE's 2008 renewable energy solicitation
2. Strategic plan:
    a. Review vision, mission and long-term goals
    b. Review quantitative 5-year goals and objectives
    c. Discuss strategic-level recommendations from the organizational redesign process
    d. Discuss strategic implications of legislation, stimulus funds, regional initiatives, etc.
3. Other board issues (e.g., Living Building Initiative)