Strategic Planning & Risk Assessment

Ongoing ETO Approach

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EnergyTrust of Oregon

ETO-wide Planning Process—4 Stages

Strategic Planning	***Sector Planning***	***Operational Planning***	***Budgeting & Mgmt Systems***
Outcomes: •10 year aspiration •5-year strategic areas of focus & plans •Planning guidance to organization	**Outcomes:** •Market analysis—needs, potential savings •3-5 year sector vision, goals & strategies •Program portfolio—goals, strategies, plans •Implementation requirements	**Outcomes:** •1-year tactical plans (objectives, strategies, plans, resources, milestones) •Resource trade-off decisions	**Outcomes:** •Operational budgets •1-year work plans •Management system for implementation
Process: •Board & Senior Staff involvement •Timeframe: Every 3-5 years	**Process:** • Sector Leads drive; Mgmt Team review • Market input process • Timeframe: Every 3-5 years; annual updates	**Process:** •Managers lead process within teams •Timeframe: Annually	**Process:** • Budgeting process finalizes plans • Managers create work plans & mgmt systems • Timeframe: Annually

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Risk & Opportunity Assessment

Strategic Planning → ***Sector Planning*** → ***Operational Planning*** → ***Budgeting & Mgmt Systems***

Strategic Risks & Opportunities:
- Board & Senior Staff define strategic level risks & opportunities
- Definition of sign posts and responses

Sector/Program Risks:
- Assess market, sector & program risks/ opportunities as part of Sector Planning
- Sign posts & responses incorporated into plans

Operational Risks:
- Assess potential risks to budget, operational success and goal attainment as part of Operational Planning

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Examples of Strategic Risk Categories

- Local Policy Environment (legislative, regulatory)
- Federal Policy (energy, climate, incentives, etc.)
- Key Relationships (utilities, other key stakeholders)
- Market/Technology Changes
- Trade Ally/Partner Capabilities
- Public Perceptions

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