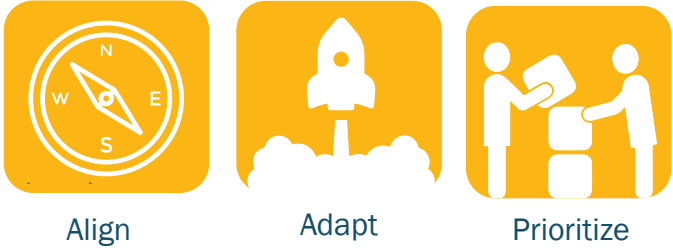


Our Strategy Journey

1 Why is strategy important?
If you want to achieve anything great, you need a plan to get there. Strategy is the vehicle for the vision and provides the system and rigor to take the organization forward.



2 Where we've been
2016 Strategic Plan



3 What we accomplished



4 Why are we updating the plan?
Change



5 How we're approaching it this time



Data-driven



People-centric

Principles:

Keep it simple!
Inclusive and collaborative
Base in research and data
Create a prioritized, measurable,
and resourced 3-5 year plan

6 What we've learned so far



INPUTS

Current
State
Analysis



Small group
thematic
analysis



Large group discussion
with SLT, key
stakeholders, SMEs



7 Draft strategic objectives
Focused to our top five priorities

Be wise stewards of our resources
to **maintain affordability** for our
customers

Leverage our resources to
benefit our communities

Be the energy provider our
customers would choose

Make Tacoma Power a place
where people are inspired to
do their best work and **live
their best lives**

Achieve equity in our workforce,
service delivery, policymaking, and
stakeholder/community engagement

8 Next steps

Feedback

Co-creation

Thank you.
Questions?

Strategy Development Process

PRE-WORK	SESSION 1	SESSION 2	SESSION 3	SESSION 4
Stakeholder & Current State Analysis	Objective Creation	Initiative Collaboration	Strategic Direction	Rollout
August - September	October 16 & 17	November - December	January 16 & 17	February 18
<i>Developing & Implementing an Outward Mindset</i> Organizational Responsibility Map Stakeholder Interviews SWOT Analysis Data review SME presentations Current state perspectives	Review situational analysis Draft and Prioritize Objective and Key Results Identify Future State Identify Process to Co-create Initiatives with Key Stakeholders	Finalize Objective and Key Results Review Draft Initiatives Develop Strategy Management & Implementation Framework	Envision future state Mission, Vision, Values Organizational Alignment Draft Communications Plan	Finalize Strategy Map Review and Adjust for Feedback Publish Final Plan Roll out Plan with Stakeholders
	Prepare situational analysis	Co-create Initiatives	Share with Stakeholders for feedback	Prepare final plan

Tacoma Power SWOT

INTERNAL

(Within our organization)

HELPFUL

(to accomplishing objectives)

STRENGTHS

1. Employees (7)
2. Clean, Flexible, Reliable Supply & Demand (4)
3. Community Focused
4. High Customer Satisfaction & Trust
5. Financial Stability

HARMFUL

(to accomplishing objectives)

WEAKNESSES

1. Too Many Priorities (6)
2. Bureaucratic (2)
3. Diversity, Equity & Inclusion (2)
4. Struggle with Change (1)
5. Lack of centralized data

EXTERNAL

(Outside our organization)

OPPORTUNITIES

1. Become Customer (People) Centric (7)
2. More organizational focus & priority (3)
3. Realizing the value of Hydro (1)
4. New Market, New Load
5. Embrace Technology
6. Data Analytics Maturity
7. Improve Efficiencies
8. Modernization of the Utility
9. Be our customer's trusted energy provider

THREATS/CHALLENGES

1. Affordability (8)
2. Relationship with General Gov (2)
3. Resiliency (Cyber & Physical) (1)
4. Inability to keep up with new technology
5. Culture Impacts

WHO DO WE IMPACT?

TPU Departments (Water, Rail, Customer Service, and MSO/Public Affairs & Comm)

City Manger

City of Tacoma Departments (HR, Legal, Finance, IT, OMB, ES, PW, CED, EEO, OEHR)

Puyallup & Skokomish Tribes

Organized Labor Business Managers

Washington Dept Fish & Wildlife

Regional NGOs

Legislative Policy Makers

Environmental Groups

Pierce & Lewis County

Franchise Cities

Nash Consulting

Public Utility Board
Director Jackie Flowers

Tacoma City Council
Mayor Woodards

OUR OWNERS & BOARD

OUR PEERS & COMMUNITY

Environmental
Leadership

Employees

TACOMA POWER

Technology

Community

Retail
Electric
Services &
Other Programs

OUR CUSTOMERS

Retail Customers (Low Income
Customer Solutions, Key Account
Executives)

Large Customers (JBLM, WestRock,
Praxair, Port of Tacoma)

Community Groups & Organizations
(United Way, Center for Strong
Families, Boys & Girls Clubs)

Neighborhood Councils

Tacoma Public Schools

OUR PEOPLE

Supervisor Advisory Team
Women's LINC
T&D Core Values Team

Strategy Initiative Managers
Employee Focus Groups

OUR IMPACT

SUMMARY OF TAKE AWAYS FROM INTERVIEWS

OUR OWNERS & BOARD

- Affordability
- Continued Collaboration Between TPU and General Government
- Environmental Leadership
- Diversity, Equity, & Inclusion
- Employee Satisfaction – make Tacoma Power the best place to work.
- Resilience
- Economic Development
- Supporting the Community and Customer

OUR CUSTOMERS

- Resiliency
- Customer Engagement
- Transparency and Trust
- Positive Business Relationships
- Low, Affordable Rates
- Education & Outreach
- Low Carbon Energy Sources
- Awareness of Low Income Needs
- Control and Choice

OUR PEOPLE

- Clear Processes
- Role Clarity
- Reduced Number of Priorities
- Creative Product Development
- Good Communication
- Continuation of Leadership and Safety Training
- We Have Good People, with Good Skills
- Development opportunities

OUR PEERS & COMMUNITY

- Share Resources & Information
- Communication & Collaboration
- Diversity, Equity, & Inclusion
- Slow Down and Help Partners Understand Changes
- Workforce Development
- Continue to Collaborate with City Divisions and Work Together to Update Laws/Charters