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.

Where we’ve been
2016 Strategic Plan

What we accomplished
Community Value First
33 complete initiatives
- Safety Office and Key Performance Indicators (KPIs)
- Point Defiance Zoo renewable grant
- LEAD
- Energy imbalance Market (EIM)
- Long Range Financial Plan

Why are we updating the plan?
Change
- New Power Senior Leadership Team
- New Director, new Board Directives
- Accomplished much of the 2016 Plan
- Evolving business environment

Our Strategy Journey
1. Why is strategy important?
2. Where we’ve been
3. What we accomplished
4. Why are we updating the plan?
5. How we’re approaching it this time
6. What we’ve learned so far
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
   - Thank you.
   - Questions?
# Strategy Development Process

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**Developing & Implementing an Outward Mindset**

- Organizational Responsibility Map
- Stakeholder Interviews
- SWOT Analysis
- Data review
- SME presentations
- Current state perspectives

**Session 1**
- Review situational analysis
- Draft and Prioritize Objective and Key Results
- Identify Future State
- Identify Process to Co-create Initiatives with Key Stakeholders

**Session 2**
- Finalize Objective and Key Results
- Review Draft Initiatives
- Develop Strategy Management & Implementation Framework

**Session 3**
- Envision future state
- Mission, Vision, Values
- Organizational Alignment
- Draft Communications Plan

**Session 4**
- Finalize Strategy Map
- Review and Adjust for Feedback
- Publish Final Plan
- Roll out Plan with Stakeholders

**Timeline**
- August - September
- October 16 & 17
- November - December
- January 16 & 17
- February 18

**Prepare situational analysis**

**Co-create Initiatives**

**Share with Stakeholders for feedback**

**Prepare final plan**
# Tacoma Power SWOT

## 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

## 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

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*September 2019*
WHO DO WE IMPACT?

TACOMA POWER

Public Utility Board
Director Jackie Flowers

Tacoma City Council
Mayor Woodards

Environmental Leadership

Employees

Technology

Community

Retail

Electric

Services &

Other Programs

TACOMA POWER

OUR OWNERS & BOARD

OUR CUSTOMERS

OUR PEOPLE

OUR PEERS & COMMUNITY

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

City Manager

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

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

Supervisor Advisory Team

Women’s LINC

T&D Core Values Team

Strategy Initiative Managers

Employee Focus Groups

September 2019
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

October 2019