

**SCL Review Panel Proposed Work Plan –September 2018 – May 2020**

**Draft dated August 7, 2018**

Role of Panel per Ordinance 124740: Review and address strategic plan and revisions | Advise on issues to be included in strategic plan framework | Review rate changes proposed & provide opinion | In collaboration with staff designated by Mayor/Council, propose a biennial work program to Mayor/ Council; items *may include but are not limited to: financial policies, cost allocation, rate design, operational efficiency* | Mayor/Council requested issues | Other issues Panel believes Mayor/Council should consider.<sup>1</sup>

**5 core components of the proposed work plan:**

<p><b>Monitoring</b>  <i>Progress on Current Strategic Plan and Initiatives,* other general informational briefings</i></p> <ul style="list-style-type: none"> <li>• O&amp;M cost savings targets</li> <li>• Financial health</li> <li>• Major projects</li> <li>• Customer service &amp; other metrics</li> </ul>	<p><b>Strategic Plan Development and Delivery</b></p> <ul style="list-style-type: none"> <li>• Policy priorities</li> <li>• New initiatives, Baseline Forecast</li> <li>• Revenue Requirement</li> <li>• Stakeholder input</li> <li>• Panel letter</li> </ul>	<p><b>Rate Design</b></p> <ul style="list-style-type: none"> <li>• Retail rates policy</li> <li>• UDP</li> </ul>	<p><b>Utility of the Future</b></p> <ul style="list-style-type: none"> <li>• Risk assessment and response</li> <li>• Changing business model</li> </ul>	<p><b>Core Business Issues</b></p> <ul style="list-style-type: none"> <li>• Capital Planning/policies</li> <li>• Progress on Energy Efficiency and Renewables</li> <li>• Workforce Issues -- Succession planning; Positive Culture; Retention</li> </ul>
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\*The 7 initiatives in the newly adopted strategic plan are:

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|------------------------------------|------------------------------------|
| #1 – Improving Customer Service    | #5 – Evolving Energy Markets       |
| #2 – Business Process Improvements | #6 -- Environmental Stewardship    |
| #3 -- Revenue Recovery and Rates   | #7 – Clean, renewable-powered city |
| #4 -- Managing the Cost of Growth  |                                    |

<sup>1</sup>[A]fter the adoption of each update to the strategic plan, [the Panel will] work closely with staff designated by the Mayor and the council to propose, in writing, a biennial work program to the Mayor and Council. Work program items may include, but are not limited to, financial policies, cost allocation, rate design, operational efficiency, issues requested by the Mayor or the Council, and issues the Panel believes the Mayor and the Council should consider. (Ord. 124740, Section 1).

#	Topic	Panel Role Learning / Edit / Action / offering policy advice <i>Connection to Strategic Plan</i>	2018				2019												2020				
			S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M
1	Draft work plan submitted	Action																					
<b>Monitoring</b>																							
2	Quarterly strategic plan updates Utilizing new data tracking format (2019)	Learning/ Offering advice <i>Monitoring</i>	Q1 and Q2						Q3 Q4		Q1					Q2		Q3					Q4
3	New Initiative Updates	Monitoring <i>SP Initiatives</i>																					
4	Ongoing Initiative Updates (as needed) • AMI • Other																						
<b>Other information items:</b>																							
5	Regional electrical system issues updates (as needed)	Learning																					
6	IRP portfolio components, policies, adjustments	Learning <i>Impacts cost of power</i>																					
7	State Legislative Updates, Federal Regulatory Updates, Other emerging issues – as needed/ TBD	Learning																					
<b>Rate Design</b>																							
8	As per Council Resolution: Reports delivered to Council on January 15 and April 1	Lead on this, in partnership with the SCL General Manager																					
9	UDP issues/options (interdepartmental team is lead on this) <b>Timing TBD</b>	Offering advice																					
10	Rate Design Ordinance (Initiative # 3 – building on Council feedback to Rate Design Report & Recommendations	Monitoring, offering advice																					

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			S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M
	<b>Utility of the Future</b>																						
10	Business Model Changes in response to declining demand	Learning / Advice <i>Identify strategic priorities for plan updates</i>																					
11	Risk assessment and response																						
12	Other																						
	<b>Core Business Issues</b>																						
13	Debt and Capital Planning, Policies	Learning/ Advice <i>Impacts Revenue Requirement</i>																					
14	Progress on Renewable Energy and Energy Efficiency, Forecast of Future Spending, Issues																						
15	Workforce issues: • Succession Planning • Employee Retention • Response to recent issues	Learning/ Advice <i>Potential strategic priorities for next plan update</i>																					
16	<b>Strategic Plan Development and Delivery</b>																						
17	Customer & Stakeholder Engagement and Outreach Phase 1	Learning/ Advice <i>Helps shape priorities, initiatives and feedback from Panel on next strategic plan update</i>																					
18	Baseline Drivers and Forecast																						
19	Revenue Requirement Forecast for 2021-2026																						
20	New Initiatives Introduced																						
21	Customer & Stakeholder Engagement and Outreach Phase 2																						
22	Draft plan presented to Panel (draft plan: January; final draft: March)																						

