



**ENERGY
NORTHWEST**

Strategic Planning Update

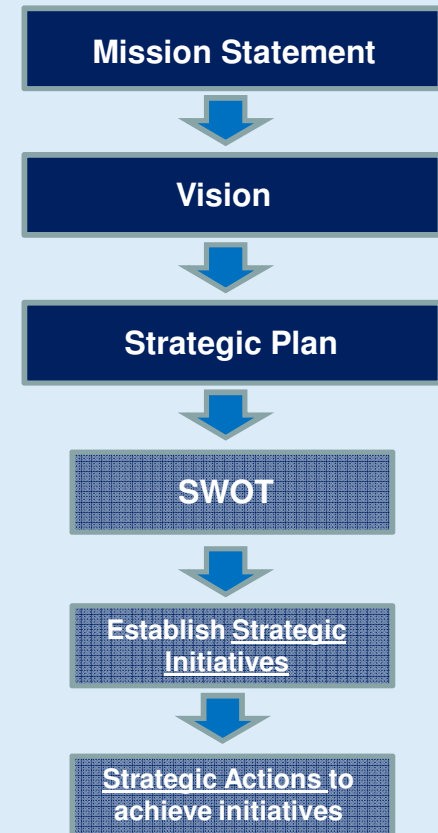
**Brent Ridge
VP/Chief Financial Officer /Chief Risk Officer
March 20, 2012**

Objectives

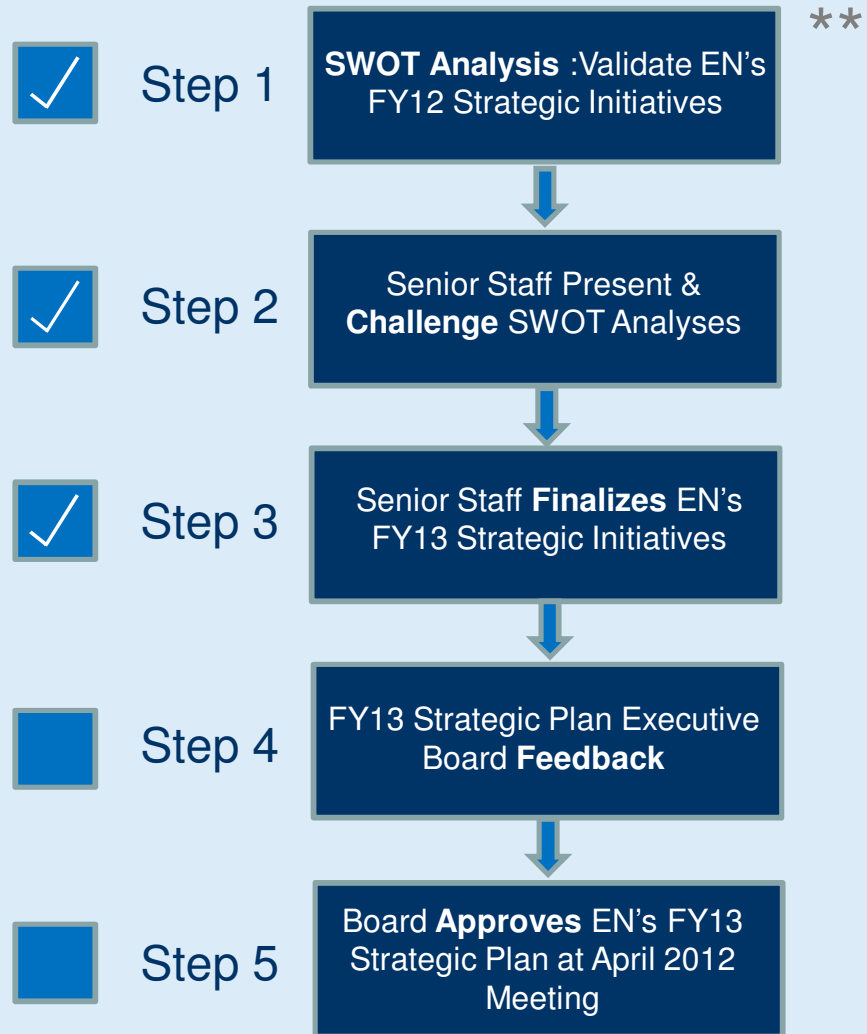
1. Review FY13 Strategic Planning Process
2. Review FY13 Strategic Plan
3. Review FY14 Strategic Planning Timeline

Strategic Plan Overview

- Strategic Initiatives – Broadly defined objectives through which the mission and vision are achieved.
- Strategic Actions – Drive performance to achieve Strategic Initiatives.
 - Tracked in the Strategic Action Dashboard



FY13 Strategic Planning Process Overview



**
FY12-15 Strategic Initiatives were approved at previous Board Meeting.
S.W.O.T = Strengths, Weaknesses, Opportunities, Threats

Step 1

- ✓ S.W.O.T. Analysis - A strategic planning technique used to summarize the key components of your strategic environments:
 - **Strengths:** Is an *internal* strength of the business that results in an advantage.
 - **Weakness:** Is an *internal* weakness of the business that results in a disadvantage.
 - **Opportunities:** Is an *external* opportunity to improve performance in the business.
 - **Threats:** Is an *external* threat that could cause trouble for the business.
- ✓ VP's performed SWOT Analyses within their Departments to validate EN's FY12 Strategic Plan:
 - Identify FY12 strategic initiatives and actions that will carry forward to the FY13
 - Brainstorm new strategic initiatives and actions that needed to be added to FY13

SWOT Analysis Overview

Strategic Initiative:

Strategic Initiative Action:

Strengths (Internal):

- Things we do well – meets standard of excellence
- Positive aspects internal to your business that add value or a competitive advantage

Weaknesses (Internal):

- Gap in meeting standard of excellence
- Detract from the value you offer or place you at a competitive disadvantage
- The more accurately you identify your weaknesses, the more valuable the SWOT will be for your assessment

Opportunities (External):

- An opportunity to improve your business
- External attractive factors that represent the reason for your business to exist and prosper

Threats (External):

- A threat that could cause trouble to your business
- Factors that are outside of your control
- The better you are at identifying your threats, the more likely you can position yourself to proactively plan for an respond to them.

Recommended Initiative Action(s): High-level actions needed to implement the strategic initiative goal in support of the company objective. Recommendations should be based on input from the SWOT analysis to address the weaknesses, opportunities and threats.

Recommended Performance Indicator: Should measure the expected outcome of the associated initiative

Step 2

- ✓ Individual SWOT Presentations and Challenge
 - Each SWOT Analysis challenged by Senior Staff
 - Carry forward FY12 to FY13 strategic initiatives and actions were approved
 - New FY13 strategic initiatives and actions were approved

Step 3

- ✓ Finalized FY13 EN Strategic Plan
- ✓ Summary of Strategic Initiative Changes:
 - Added: Member Relations (Energy Northwest-wide)
 - Removed: Environmental Safety from EBS
- ✓ Draft FY13 Strategic Action Dashboard

FY13 Strategic Action Dashboard

FY13 Strategic Initiative Action Status Dashboard

Update Due:

On Track
Needs Attention
Off Track

Complete	
On Track	
Needs Attention	Recovery plan comment required
Off Track	Recovery plan comment required
Suspended	

Strategic Initiatives	Strategic Initiative Action	Number of Actions	Number of Actions Complete	Original Due Date	Revised Date	Owner	Prior Month Status	Current Status	Recovery Plan (if applicable)
Risk Management									
Risk Management Performance Indicator Status	PI tracks effectiveness of risk management activities based on reviewed top risks, process, projects, and decision using ERM frameworks.								
Brent Ridge	A. Manage Energy Northwest's Top Risks	4	0	6/27/2013		Ridge			
	B. Management Ownership of Risks	6	0	6/27/2013		Ridge			
	C. Integrate Enterprise Risk Management into Energy Northwest Strategy Setting	1	0	8/22/2012		Ridge			
	D. Enterprise Risk Management Continuous Improvement	1	0	9/15/2012		Ridge			

Steps 4 & 5

- FY13 Strategic Plan Executive Board
Feedback is due Wednesday, April 11th to
Rochelle Olson
- Approve EN's FY13 Strategic Plan at April
Board Meeting

FY14 Strategic Planning Timeline

Date	Action
August 22 nd -24 th	Board Retreat: Identify FY14-17 Strategic Initiatives that align with EN's Mission and Vision
September 1 st - October 31 st	VP's perform SWOT Analyses to identify strategic actions
November 1 st - December 15 th	FY14 Strategic Action Dashboard is created
January 2013	FY14 Strategic Plan is ready for review

Questions?