

COMMITTEE ON FINANCE AND ADMINISTRATION – 5/6/15 MEETING

Overview of Strategic Planning Process

The California Public Utilities Commission (Commission) has not undertaken a comprehensive strategic planning exercise for at least fifteen years. In this time, the industries that the Commission regulates have changed drastically. Many of these changes have been driven by the development of new technologies and new business models that evolve too quickly for this Commission to effectively adapt to under its current structure.

In this context, the Commission has recently issued a request for offers for a 12 month consulting project focused on Enterprise Strategic Planning for the Commission. The Commission has made its initial selection of a vendor and the final contracting process is underway. This strategic planning process represents an opportunity to assess the current status of the Commission, develop priorities for the Commission going forward, analyze the Commission's workforce, and create an action plan to align the Commission's responsibilities and goals with its capabilities.

The following is an overview of the project:

Phase 1: Develop Project Scope and Work Plan – Month 1

- Initiate Project Plan
- Develop Project Schedule
- Develop Project Charter
- Define Strategic Plan Process and Methodology
- Develop Commission-wide Staff Engagement Plan

Phase 2: Organizational Assessment – Month 2-3

- Identify Core Regulatory and Statutory Responsibilities of Commission
- Assess Commission's Organizational Alignment with these Responsibilities

Phase 3: Setting Strategic Priorities – Month 3-6

- Develop Set of Proposed Strategic Priorities for Commission Project Team, including
 - Commission-wide Mission, Vision and Values Statement
 - Identification of at least 5 critical focus areas for the 3/5 years
 - Develop Metrics that the Commission can use to measure progress towards these strategic priorities

Phase 4: Workforce Analysis – Month 5-8

- Perform Commission-wide staff capacity analysis to assess alignment of Commission staff capabilities with both core responsibilities and strategic priorities
- Develop scenarios based on both Commission responsibilities and priorities, to define potential resource needs of the Commission
- Develop organizational goals based on these scenarios
- Assess criteria necessary to develop Commission staff code of conduct

Phase 5: Action Plan – Month 8-12

- Develop proposed action plan for Commission to build capabilities to meet organizational needs and strategic priorities, including:**
 - Identification of measurable goals needed to move Commission to desired end state**
 - Development of operational steps needed to support achievement of goals**
 - Development of tracking system for Commission to check its progress towards achieving its goals**
 - Development of internal communications plan associated with implementation of strategic plan recommendations for Commission project team to implement**
- Develop training program for Commission project team to follow to prepare for on-going evaluation and implementation of Strategic Plan recommendations**