Current Progress on Strategic Planning

In CPUC's strategic planning work to date, the Commission[1] and senior management have collaborated on the development of strategic directives—in draft form. The purpose of establishing strategic directives is to formally document in clear, understandable terms the results the governing body wants the organization to achieve. Strategic directives should define the full universe of how the performance of the organization will be judged by the governing body. The topics of the CPUC's strategic directives are:

- Administration
- Climate Change
- Communications
- Compliance and Enforcement
- Consumer Protection, Education, Assistance, and Engagement
- Decisionmaking
- Environmental Sustainability
- Mission/Vision
- Rates and Affordability
- Reliability
- Risk Management
- Safety
- Universal Access

Holistic Assessment and Adoption of Strategic Directives

In the stage of strategic planning, the Commission will finalize and adopt the strategic directives. To do so, the CPUC will conduct a holistic assessment and refinement of the draft strategic directives. Senior management will examine the draft strategic directives in January and February and bring the results to the Commission for its deliberation and editing of the directives in March, with formal adoption of the full suite of strategic directives in March or April.

Senior management's examination of the draft directives will focus on answering the following questions:

1) Are there any elements in a strategic directive that lack sufficient clarity to operationalize?
2) What metrics, if any, would be beneficial to add to a strategic directive to better articulate desired results?
3) Is there duplication of expectations across any strategic directives?
4) Are there conflicting expectations across any strategic directives?
5) Are terms being referenced consistently across strategic directives?
6) Is there a primary area of work not reflected in this full suite of strategic directives that should be added?
7) Is there any language that could potentially be misperceived or misinterpreted by the public and should be refined?

The deliverables from this assessment will include documentation of the responses to the questions above, an overview of assessment findings, and specific recommendations for how the Commission might refine the strategic directives prior to their adoption.

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[1] "Commission" refers to the governing body of five commissioners. The organization as a whole is referred to as "the CPUC."

Action Planning

Once the strategic directives are finalized and adopted by the Commission—thus articulating its expectations for what the CPUC is aiming to achieve—the CPUC will begin the action planning phase, which addresses where and how the organization will focus its efforts to make progress toward these goals. This process is expected to begin in April.

The action planning phase has two parts: first, the CPUC will determine <u>where</u> to prioritize its efforts and resources to bring performance closer to the expectations set forth in the strategic directives. This prioritization process will be a centralized one – meaning that senior management will work together to assess and prioritize focus areas from an organization-wide perspective. Second, the organization will determine <u>how</u> it will make progress in those selected areas of work. Senior management will lead this process and is expected to engage staff in generating potential strategies and actions.

The action plan that results will delineate the areas of focused effort, the strategies and actions to be undertaken, the divisions that will lead the initiatives, and a timetable for implementation. The action planning process will also require the CPUC to identify areas where it should be expending less effort or discontinue work altogether, in order to re-direct resources toward its priorities.