



## Legislation Details (With Text)

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### GRU 3-5 Year Strategic Plan (B)

At GRU we have undertaken a detailed examination of our organization, the services we provide, our assets and our liabilities along with an analysis of the best practices of comparable utilities throughout our state. Our goal was to reexamine our priorities and to set standards for which we can target operations to deliver an optimum return on investment to our community.

The GM has had numerous conversations with GRU employees regarding his vision for the utility, and they are at a juncture where it's appropriate to develop that vision into a more official strategic plan. In doing that GRU has worked with HCP, a third-party vendor with strategic planning experience in the utility industry. HCP assisted with facilitating the planning process as well as drafting the plan.

The initial start of the process began with gathering the recommended priorities as discussed by the UAB and City Commission during a joint meeting on Jan. 12, 2017. The second step of the process was a SWOT exercise with middle-management, leadership and executive staff to establish a planning foundation based on their understanding of the strengths, weaknesses, opportunities and threats facing the utility. This development was followed by 20-minute phone interviews conducted by HCP with the leadership and executive teams. In addition, managers provided written feedback on their understanding of the GRU brand vision, brand platform and brand position. Chiefs and officers also provided a one-sheet document detailing their area's goals and priorities. This along with a plethora of other background information was provided to HCP, who conducted several one-on-one interviews with the GRU GM. HCP then facilitated a strategic planning workshop with the leadership and executive teams to develop the framework for the GRU 3-5 Year Strategic Plan. In finalizing the elements of the plan, HCP held weekly conference calls with the GM to refine the planning direction and track the progress of deliverables.

We are pleased to present the GRU 3-5 Year Strategic Plan as requested by the City Commission.

None.

Hear a presentation from staff.