

March 21, 2017

Dear Panel and City Staff members –

As one of the early steps in the strategic planning process, City Light just completed an internal “SWOT” (strengths/weaknesses/opportunities/threats) exercise that will be shared with you next week. It is based on work of a cross-departmental team and incorporates feedback from the recent employee survey and the Utility’s leadership team.

We would like to get **your** feedback on how City Light is viewed by external stakeholders. And we would like that feedback not to be biased by what was developed internally. We are asking you to **take 10-15 minutes before the meeting and jot down your thoughts on the attached matrix**. Bring your notes to the meeting. You may or may not have a comment in every cell of the attached matrix. That is fine--- we will appreciate any insights you bring to the table.

What we are planning to do at the meeting is to review what City Light’s team has developed, one area at a time. After City Light’s presentation on each area, we will ask all of you to offer your feedback. Did you identify some similar points? Did you have a different perspective? Did you have an idea that doesn’t show up on the SWOT? This way we hope to round out the ideas that go into the final SWOT.

If you have questions, please let us know. See you on Tuesday!

Karen and Mike

Panel March 2017 SWOT Homework – how would you characterize City Light’s strengths/weaknesses/opportunities and threats in these 4 areas (rows)?

	Strengths	Weaknesses	Opportunities	Threats
	Internal to SCL dept.—what it owns/how it operates		External –the community, regulators, rest of the City organization	
Customers/ Ratepayers				
Employees				
Assets				
Municipal Enterprise (i.e., being a public utility, part of City government) / Internal Systems				