
Strategic Planning Session

Block Island Utility District

Headquarters

October 12-13, 2022

Facilitated by CFC's

Lindy LaChance and Jim Meiers



Strategic Planning Services



Table of Contents

- Organization Statements
- SWOT Analysis
- Strategic Goals and Objectives
- Action Plan



**BLOCK ISLAND
UTILITY DISTRICT**



Mission

The Block Island Utility District dba Block Island Power Company proudly serves Block Islanders with safe and reliable energy.

Mission Statement Review

- Need strong mission and vision statements
- Safe and reliable was critical to the formation of BIUD
- Current statement says “Block Island” three times
- Name of organization is in transition to BIUD from BIPCO
- Should we drop the “dba Block Island Power Company” part? Is the name BIPCO tarnished?
- Or do we keep BIPCO and drop BIUD?
- Branding isn’t that important, but do we focus on moving to one name and one logo going forward?
- Many members still do not understand cooperative model and the organizational change

Mission Statement Review, continued

- Most residents understand that BIPCO has changed and has a good reputation
- Is BIUD a more appropriate name if broadband eventually is moved under the control of the power company?
- Do we need to add “services” in the statement?
- Add “sustainable” to the statement? “...safe, sustainable and reliable”
- Add “affordable”?
- Replace “Block Islanders” with “member owned” or “member led”?
- Words to consider in a revised statement: safe, reliable, sustainable, affordable, member-led

Vision Statement Discussion

- Currently we don't have a vision statement
- Key words/concepts to consider:
 - Sustainable energy
 - Dependable
 - Threats to governance
 - Future-oriented
 - Community-focused, meet the needs of the community
 - Realistic – recognize our opportunities and differences based on our location
 - Well-being of community – they know we have their back and care
 - Other utilities on the island could shift to the utility district
 - Is our business model better suited to provide better services for the other utilities on the island?

Organizational Statements Action Items

Action Items:

- Have commissioners offer mission and vision proposals for discussion at forthcoming meeting
- Potentially have members weigh-in on name
- Settle on branding and logo

Proposed Mission Statements

The facilitators offered to document any proposed statements or concepts to include in a mission statement. The following were offered during the session:

- Providing sustainable and reliable power to Block Island
- To empower our Members' lives.



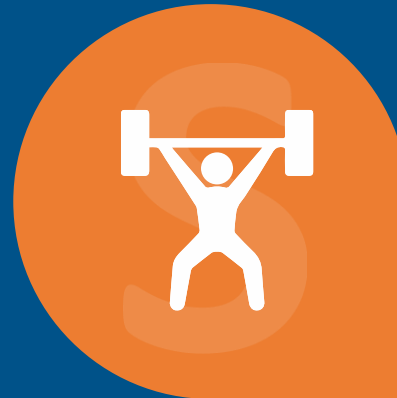
SWOT Analysis



Strategic Planning Services

STRENGTHS

- Upgraded infrastructure (8)
- Member communications (8)
- We work well together (7)
- Financial strength (4)
- Good image/member support (2)



WEAKNESSES

- Employee retirement plan (10)
- Limited power supply options (5)
- Build load rather than rely on donors or windfalls (3)
- Urgency on power restoration (3)



OPPORTUNITIES

- Stable power supply rates (11)
- Availing our processes to others (7)
- Small size is perfect pilot program laboratory (3)



THREATS

- Employee succession/housing (8)
- Employee retirement plan (7)
- Climate change (3)

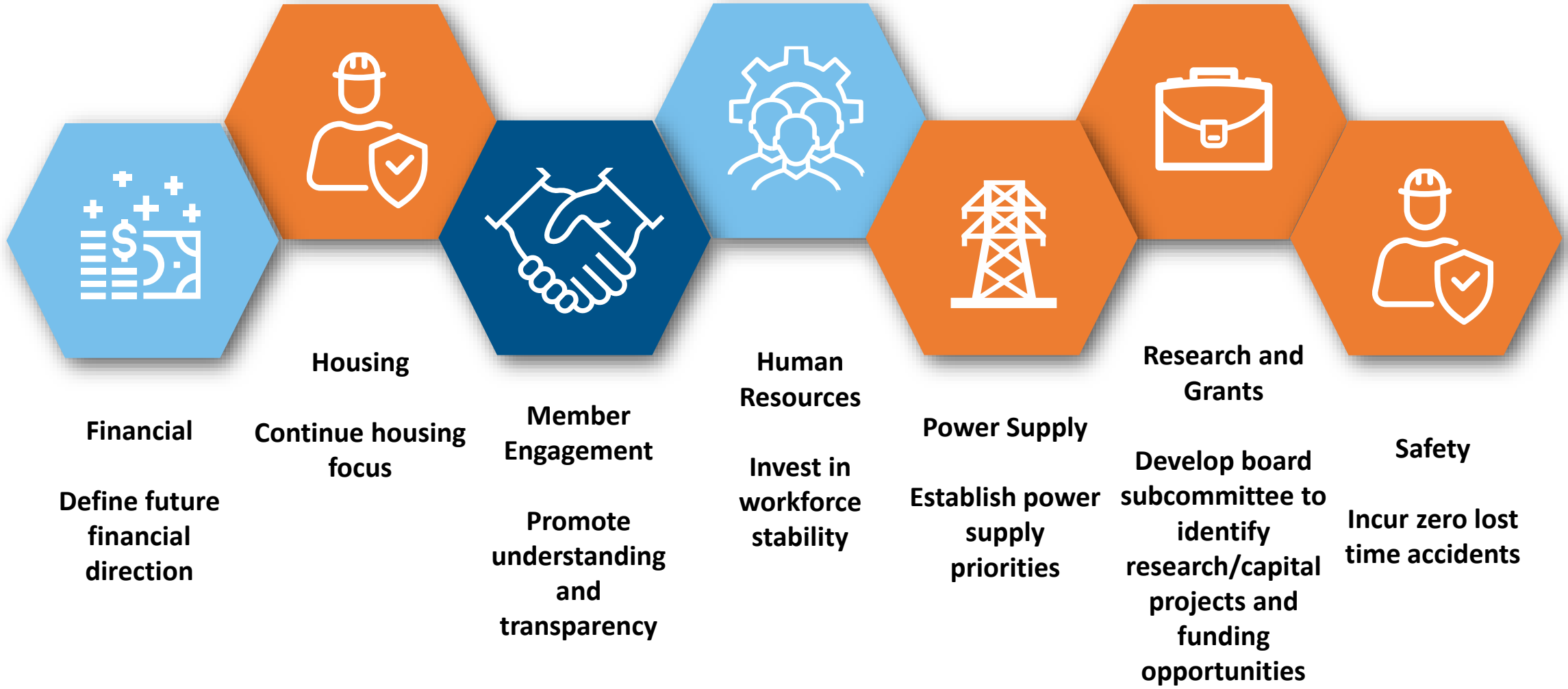


Strategic Goals and Objectives



Strategic Planning Services

Strategic Goals and Objectives





Financial

Goal – Define future financial direction

Objectives

- Engage a cost of service study
- Recoup fixed costs through fixed charges
- Pilot time of use (TOU) rate for EV's
- Identify key performance metrics and define acceptable ranges
- Prepare, approve, and adhere to the following planning tools:
 - Engineering work plan (1-5 years)
 - Facilities plan (1-5 years)
 - Long-term financial forecast (10 years)
 - Equipment rotation schedule (1-7 years)
 - Capital budget (annually)
 - Staffing plan/organization chart (annually)
 - Operational budget (annually)



Housing

Goal – Continue housing focus

Objectives

- Staff to develop housing objectives



Member Engagement

Goal – Promote understanding and transparency

Objectives

- Revamp and publicize mission and possibly vision statements
- Consolidate/focus brand strategy-one name and logo
- Educate members on the value of the coop business model
- Engage a member satisfaction survey
- Assess/enhance communication channels
- Standardize industry terminology/definitions



Human Resources

Goal – Invest in workforce stability

Objectives

- Evaluate enhancements to total compensation including retirement, PTO and insurance
- Develop succession strategies
 - Board – CEO and themselves
 - CEO – all others
 - Emergency, interim and permanent
- Build bench strength/talent pipeline
 - Present career paths to students
 - Explore internships
 - Train and cross-train on processes and procedures
- Develop personnel policy
- Create board subcommittee for compensation/benefit issues



Power Supply

Goal – Establish power supply priorities

Objectives

- Define targets and timelines for renewable attainment
- Determine member preferences for rate/renewable balance
- Consider construction of community solar project
- Assess hedging strategy to mitigate power cost risk



Research and Grants

Goal – Develop board subcommittee to identify research/capital projects and funding opportunities

Objectives

- Staff to identify research and grant objectives



Safety

Goal – Incur zero lost time accidents

Objectives

- Staff to develop safety objectives

Action Plan - Strategies



Strategic Planning Services

Action Plan - Strategies

- Enter Action Plan