

**INCORPORATED COUNTY OF LOS ALAMOS DEPARTMENT OF PUBLIC UTILITIES
STRATEGIC PLANNING PROCESS - KEY PROCESS STEPS (KPS)**

KEY PROCESS STEPS		MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR
BEGINNING OF 1ST YEAR OF PLANNING PROCESS													
KPS 1.1	Begin preparations for upcoming annual SPW.												
KPS 1.2	SMT meets to discuss how to incorporate the BPU in the upcoming strategic planning process and get their input.												
KPS 1.3	The BPU <i>may</i> choose to hold meetings prior to the SPW to determine how they'd like to be involved and to review the MVV.												
KPS 1.4	SMT meets to discuss how/if supervisors and AMT should be involved in the SPW to give their input.												
KPS 1.5	Compile data and input for the SPW packet.												
KPS 1.6	Hold annual SPW for upcoming FY. Review/revise/develop MVV, SWOT, SGs, SOs, KOPMs, INTs, APs and additional SPW tasks.												
KPS 1.7	BPU reviews/approves changes to MVV, SGs and SOs at a public meeting.												
KPS 1.8	SMT revises MVV, SGs and SOs if requested by BPU and finalizes. <i>(Return to the BPU for approval if necessary.)</i>												
KPS 1.9	MVV, SGs, SOs, INTs, APs communicated to workforce at all-hands meeting.												
KPS 2.1	SMT and AMTs create budget proposals for upcoming FY. AMTs hold governance meeting.												
KPS 2.2	Draft budgets for upcoming FY are developed.												
KPS 2.3	Preliminary budget submitted to BPU for review and feedback.												
KPS 2.4	Final budget presented to BPU for approval.												
KPS 2.5	Budget reviewed and approved by Council. APs modified if necessary to meet approved budget constraints.												
KPS 3.1	SMT meets as a group to assess the continued validity of the APs developed at the workshop.												
KPS 3.2	SMT meets with UM to individually develop and/or refine APs and define key steps and incremental milestones for PPAs.												
KPS 3.3	SMT determines how APs should be incorporated into employees' PPAs as individual performance goals.												
KPS 3.4	MVV, SGs, SOs, INTs and APs communicated to employees in coordinated consistent effort department-wide.												
KPS 3.5	Supervisors conduct planning meetings for upcoming FY and incorporate SGs and APs into individual PPAs as appropriate.												
KPS 3.6	The BPU meets with the UM to finalize his performance plan for the upcoming FY.												
END OF 1ST YEAR OF PLANNING PROCESS. BEGINNING OF 2ND YEAR OF PLANNING PROCESS													
KPS 3.7	<i>SMT may continue to refine their APs if necessary prior to deployment.</i>												
KPS 3.8	APs are deployed.												
KPS 4.1	Performance assessments on various measures, operations and action plans are conducted throughout the year.												
KPS 4.2	SMT meets with UM individually on a monthly basis to assess progress towards incremental AP milestones.												
KPS 4.3	SMT reviews INTs and APs quarterly to assess progress and revise if necessary.												
KPS 4.4	AMTs meet quarterly and assess progress toward AMT goals and APs. <i>(Actual meeting months may vary)</i>												
KPS 4.5	Supervisors conduct mid-year coaching meetings with employees.												
KPS 4.6	Supervisors conduct end-of-the-year (i.e., assessment period) meetings with employees.												
KPS 4.7	UM conducts end-of-the-year (i.e., assessment period) meetings with SMT.												
KPS 4.8	BPU conducts end-of-the-year (i.e., assessment period) meeting(s) with the UM.												
END OF PROCESS. PROCESS FOR NEXT FY BEGINS AGAIN WITH KPS 1.1													
ACRYONYMS		KEY PROCESS STEP DEFINITIONS											
AMT = Asset Management Team		KPS 1: Strategic Planning Workshop											
AP = Action Plans		KPS 2: Budget Planning											
BPU = Board of Public Utilities		KPS 3: Deployment - Employee Engagement & Implementation											
FY = Fiscal Year		KPS 4: Progress Review & Assessment of Deployed Action Plans & Budget											
INT = Initiative													
KOPM = Key Operating Performance Measure													
MVV = Mission/Vision/Values													
O&M = Operations & Maintenance													
PPA = Performance Planning and Assessment													
SG = Strategic Goals													
SO = Strategic Objectives													
SMT - Senior Management Team													
SPW = Strategic Planning Workshop													
SWOT = Strengths/Weaknesses/Opportunities/Threats													