



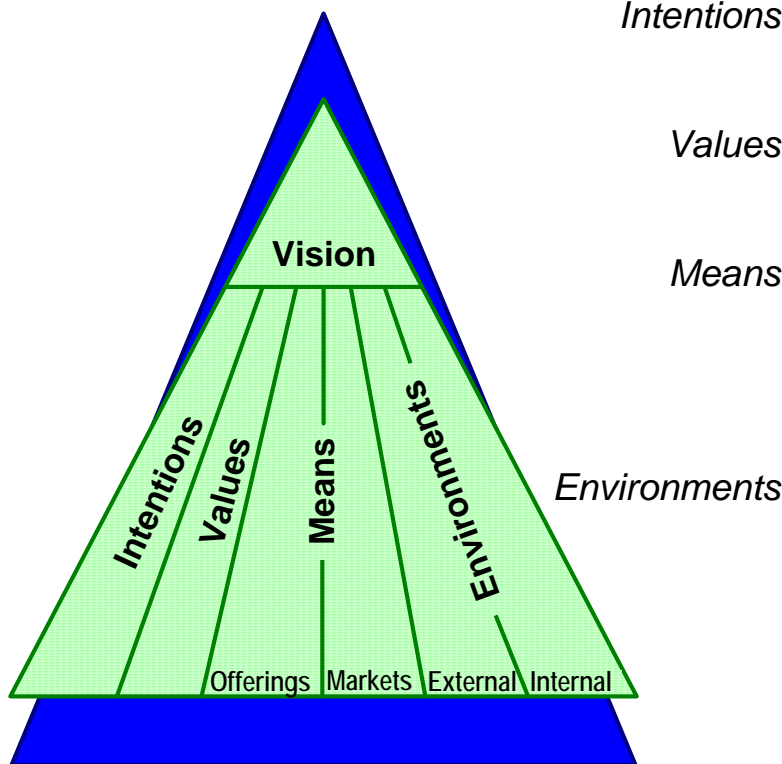
EAP Business Strategy Model

Updated January 2009

The Business Strategy Model (BSM) provides a shared vision. The shared vision ensures we are serving the same goals and are all working together. The BSM helps build a high-performing team, helps provide consistent messages to key stakeholders and guide day-to-day decisions and actions. The PAC and EAP staff's each have a BSM. They share intentions, values and markets and differ in the offerings. EAP BSM was replaced the EAP Effort Definition, which was originally created 2004.

Elements of a Complete Vision

The BSM creates a shared vision by defining key elements of the business. The pyramid model below illustrates the concept. The combination intentions, values, means and environments come together to create the vision:



Definitions

- Intentions*
 - Why does your unit or organization exist?
- Values*
 - What guides the behavior of your organization?
- Means*
 - What products or services do we provide?
 - To whom do we provide them?
- Environments*
 - What factors outside our organization must we monitor and adjust to?
 - How should we organize ourselves to meet our intentions, within our values?



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Intentions

Maintain affordable, continuous, and safe home energy for low-income Minnesota households.

Values

1. Overall:

- a. Affordable, safe, and dependable energy
- b. Advocacy
- c. Good stewardship of resources
- d. Being realistic about limitations
- e. Quality
- f. Partners and Partnerships (see Coordinated Responsibility Model)
- g. Understanding the program in the context of broader public policy and other needs of low-income Minnesotans
- h. Being the compass but not the map
- i. Reward positive, proactive behavior by all energy stakeholders

2. Regarding Households:

- a. Dignity and privacy
- b. Participation (see Coordinated Responsibility Model)
- c. Empower people to make informed decisions regarding their energy use and needs
- d. Serving the most in need – balancing total number of participants, makeup of participants, and levels of service

3. Regarding Collaboration:

- a. The responsibility to provide a safety net
- b. Working towards the same goals
- c. Stakeholders personal commitment and accountability
- d. Represent our own personal perspective, the views of our stakeholder group, and the world from multiple perspectives
- e. Actively coordinate across programs and departments

4. Regarding Policy Direction:

- a. Creative and flexible approaches
- b. Consistency
- c. Balance of simplicity and fairness
- d. Recommendations based on a sound community analysis
- e. More strategic than operational
- f. Timely and proactive in order to mitigate emerging problems

Means

Offerings (Products and Services)

- Energy bill payment
- Furnace repair or replacement
- Energy related crisis intervention
- Advocacy
- Outreach
- Referral
- Information
- Education
- Conservation Coordination and Collaboration
- Demonstrate effectiveness of investment

State Staff Offerings

- Oversight, monitoring and quality control
- Compliance with Federal and State requirements
- Policy
- Decision making
- Planning
- Training and Technical Support
- Stakeholder involvement and communication
- Program advocacy and information

Markets (Customers)

- Households, emphasizing low-income:
 - Families with children under age five
 - Families with members who are disabled
 - Seniors
- EAP Director and Staff
- Local Service Providers
- Policy decision makers
- Funders (e.g. HHS)
- Energy Vendors
- Mechanical Contractors
- PAC members
- Weatherization Assistance Program
- Partner organizations
- Community
- Tax payers
- Utility rate payers

Environments

Internal

Environmental Consideration	Implications
Unique and necessary role of Households, Energy Vendors, and Government (Coordinated Responsibility Model)	Particular consideration to the definition and communication of all stakeholder roles
Active pursuit of involvement and partnership by using a shared business methodology	Increased likelihood of success Increased commitment of time on the front-end for all combinations of stakeholders Devote scarce staff resources to the way we do business and invest in state staff skills and techniques
Direction: Maximize local knowledge, control and delivery of services	Contract out to local service providers State Office actively pursued feedback and adjustments
Our leadership and peers are interested in and supportive of our efforts	Understand and align needs and expectations of leadership and peers Keep leadership and peers informed
Our partners and community are interested in and supportive of our efforts	Understand and align needs and expectations of partners and community Keep partners and community informed
We have custom developed technology tools to support our business	We can directly influence what our tools do/not support – constrained to resources Increased consistency of the program – less local control

External

Environmental Consideration	Implications
In the Office of Energy Security	Primary state energy policy agency Not a social service agency – our offerings are unique in this organization
Federal LIHEAP block grant	Constraints and flexibility in how we deliver the program e.g. we determine to offer furnace repair and replacement
There are other related programs (e.g. CWR, DHS, Heat Share and Affordability Programs)	Effects public understanding,
Resource amounts and timing of the resources are out of our control	Effects availability, delivery and types of services offer at program start up and dictates end date and carryover.
Weather	Effects demand during seasonal changes and effects consumption amounts
Economy	Increase demand on program services
Fuel prices	Changes impact of benefits and need for services