Your Team

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  Business Consulting
- **Julie Desimone | Partner**
  National Practice Leader: Power, Utilities, Renewable Energy
- **Annie Rose Favreau | Manager**
  Project and Facilitation Lead
- **Jessie Lenhardt | Senior**
  Analytics Lead
- **Emily Hayes | Manager**
  Survey Lead
9:00 am  WELCOME AND INTRODUCTIONS

9:30 am  STRATEGIC PLANNING PROCESS

10:15 am  Break

10:30 am  ROLES AND RESPONSIBILITIES

12:00 pm  Lunch

12:45 pm  WORKING TOGETHER

2:00 pm  Break

2:15 pm  STRATEGIC GOALS DISCUSSION
Session Goals

• Created a **shared understanding** of the organization’s Strengths, Weaknesses, Opportunities, and Threats to help guide the strategic plan development

• Leave the room with a clear understanding of each of **our roles** in developing and carrying out the strategic plan

• Take our first look at **potential strategic goals** and provide feedback as a group
Meeting Logistics

- Name tags
- Restrooms
- Food and water
- Collaborative session
BOARD AND MANAGEMENT

Icebreakers
Strategic Planning Process
Platte River Power Authority is developing a new strategic plan to guide the organization’s major activities for the next five years.

The planning process is designed to help the organization identify major strategic priorities, foster alignment with all stakeholders, and create a clear path to achieve those goals.
Planning Framework

MISSION, VISION, AND VALUES

STRATEGIC GOALS

STRATEGIC OBJECTIVES AND ACTIONS

PERFORMANCE MEASURES

OPERATING PLANS
What are you hoping to get out of this strategic planning process?

- Clarity around roles and responsibilities across management and board leadership
- Better tools to proactively tell our story and explain our strategies to our owner communities
- Engagement/communication with employees to help them see how their work ties into the strategic goals
- A realistic plan that can feasibly be implemented over the next five years, while delivering the same level of quality service
What are you hoping to get out of this strategic planning process?

Board/PRPA Management Relationship

Customer

PRPA Employees

City Employees
SWOT Analysis
SWOT Analysis

Strengths and Weaknesses:

Internal factors, positive or negative, that can affect the organization’s ability to achieve its goals. For example: staff knowledge, systems, or assets.

Opportunities and Threats:

External factors, positive or negative, that can affect the organization’s ability to achieve its goals. For example: industry trends, community support, politics, or technology.
BOARD AND MANAGEMENT

SWOT Activity
All-Staff Survey SWOT Results

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
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<tbody>
<tr>
<td>19%</td>
<td>21%</td>
</tr>
<tr>
<td>Financial stability of the organization</td>
<td>Employee development and career growth</td>
</tr>
<tr>
<td>16%</td>
<td>17%</td>
</tr>
<tr>
<td>Resilience/reliability of our physical power infrastructure</td>
<td>Work culture/employee engagement</td>
</tr>
<tr>
<td>11%</td>
<td>13%</td>
</tr>
<tr>
<td>Low wholesale energy</td>
<td>Internal communication to employees</td>
</tr>
<tr>
<td>27%</td>
<td>16%</td>
</tr>
<tr>
<td>Investing in our employees to attract and retain top talent</td>
<td>Regulatory and legislative uncertainties</td>
</tr>
<tr>
<td>20%</td>
<td>15%</td>
</tr>
<tr>
<td>Continuing our focus on technology innovation</td>
<td>Cybersecurity threats</td>
</tr>
<tr>
<td>14%</td>
<td>12%</td>
</tr>
<tr>
<td>Reducing inefficiencies, improve productivity</td>
<td>National or international changes in policies, laws, or initiatives</td>
</tr>
</tbody>
</table>

Opportunities

16% - Continuing our focus on technology innovation
20% - Investing in our employees to attract and retain top talent
14% - Reducing inefficiencies, improve productivity
16% - Regulatory and legislative uncertainties
15% - Cybersecurity threats
12% - National or international changes in policies, laws, or initiatives
Break
Roles and Responsibilities
Why does PRPA Exist?

**1965:** 31 municipal utilities created the Platte River Municipal Power Association to manage and protect their collective hydropower rights.

**1973:** four municipal utilities – Estes Park, Fort Collins, Longmont and Loveland – collaborated to form the Platte River Power Authority, a not-for-profit energy provider that would provide its owner communities with long-term energy.

**1975:** Platte River reformed as a joint action agency, empowered to acquire assets to better serve its owner communities. At this time, the Organic Contract was developed to articulate the purpose and governance structure of PRPA.
What is Our Purpose?

Primary Purpose from the Organic Contract:
To provide the electric power and energy requirements of the owner communities in a reliable, cost-effective, and environmentally responsible manner.

Vision: To be a respected leader and responsible power provider improving the region’s quality of life through a more efficient and sustainable energy future.

Mission: While driving utility innovation, Platte River will safely provide reliable, environmentally responsible, and financially sustainable energy and services to the owner communities of Estes Park, Fort Collins, Longmont and Loveland.
What is Our Role?

Board duties summarized from the Organic Contract:

- To govern the business and affairs of the Authority
- To exercise all powers of the Authority
- To comply with relevant state statutes
- To provide financial oversight and guidance
- To keep minutes of proceedings
BOARD AND MANAGEMENT

Roles and Responsibilities Activity
Lunch
Working Together
Resource Diversification Policy Goal: 100% Non-Carbon Resources by 2030

Integrated Resource Plans (IRP): The planning tool to lay out how we’re going to get there.
BOARD AND MANAGEMENT

Working Together Activity
Break
Potential Strategic Goals
Potential Strategic Goal Areas

COMMUNITY ENGAGEMENT AND COMMUNICATION

EMPLOYEE RECRUITMENT, RETENTION, AND SUCCESSION PLANNING

ENTERPRISE RISK MANAGEMENT

INFORMATION AND OPERATIONAL TECHNOLOGY AND DATA ANALYTICS

LEADERSHIP (BOARD/MANAGEMENT) COORDINATION AND COLLABORATION

RESOURCE DIVERSIFICATION POLICY/IRP PLANNING AND IMPLEMENTATION (SEE NEXT SLIDE)
Potential Strategic Goal Areas

RESOURCE DIVERSIFICATION POLICY IMPLEMENTATION/IRP PLANNING AND IMPLEMENTATION

- DER strategy
- Transmission/distribution infrastructure
- Delivery system integration
- Market entry
- Rate alignment
- Energy storage
Strategic Goal Ranking Activity
## Next Steps

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<tr>
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<th>Next Steps</th>
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<tbody>
<tr>
<td>01</td>
<td>MANAGEMENT WORK SESSION TO REFINE GOAL AREAS</td>
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<tr>
<td>02</td>
<td>DRAFT STRATEGIC PLAN FOR INDIVIDUAL BOARD REVIEW</td>
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<tr>
<td>03</td>
<td>COMMUNITY INPUT</td>
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Thank you
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