



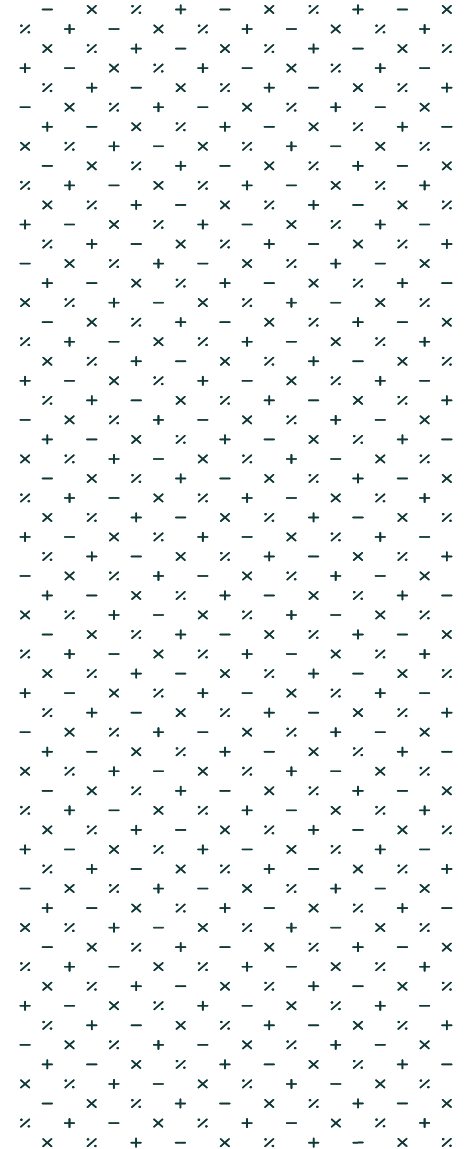
MOSSADAMS

PLATTE RIVER POWER AUTHORITY

# Strategic Planning

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Leadership Work Session  
February 2022



# Your Team

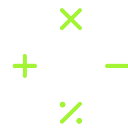
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Analytics Lead
- **Emily Hayes | Manager**  
Survey Lead





# Agenda



9:00 am **WELCOME AND INTRODUCTIONS**

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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**

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# Session Goals

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- 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

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- Name tags
- Restrooms
- Food and water
- Collaborative session





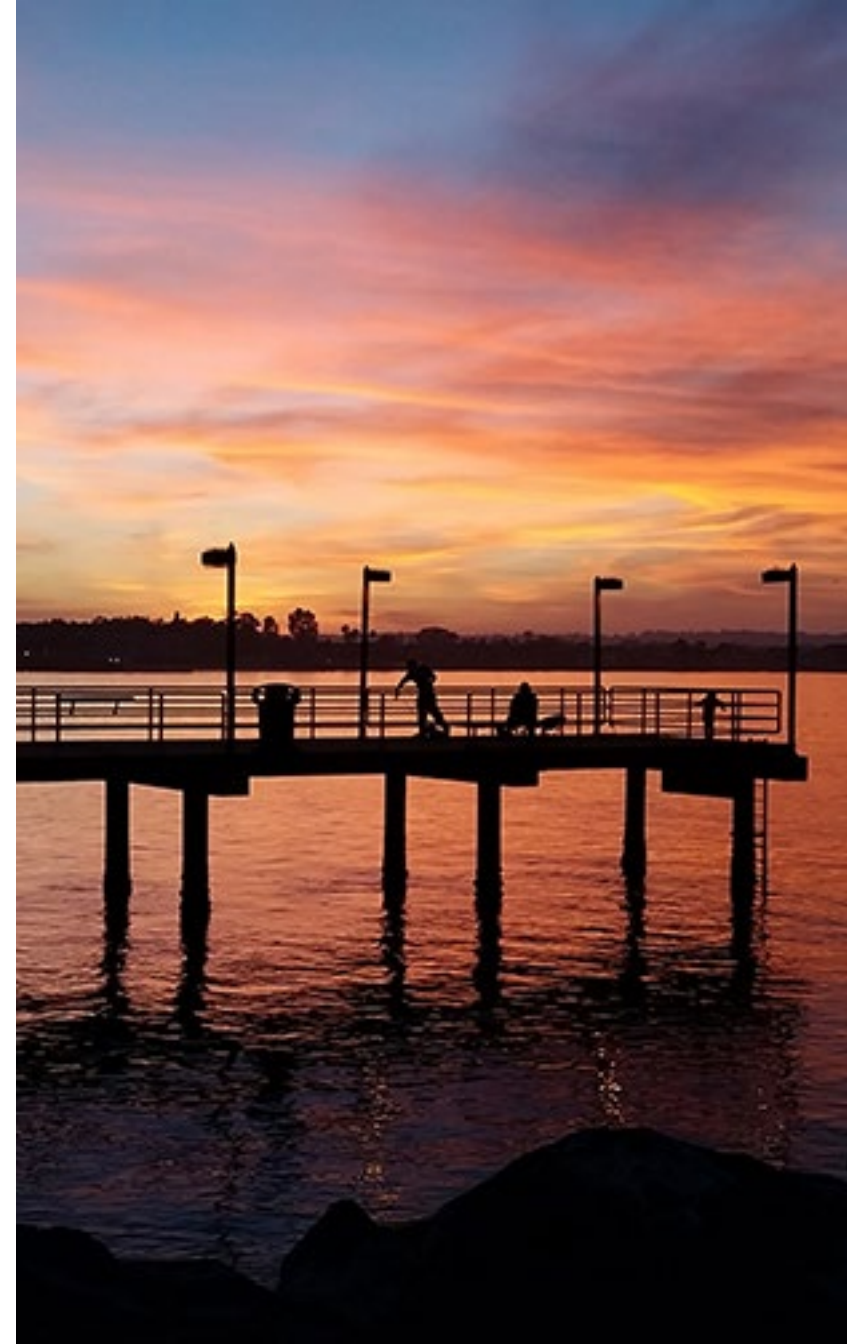
BOARD AND MANAGEMENT

# Icebreakers



# Strategic Planning Process

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# Project Overview

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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.



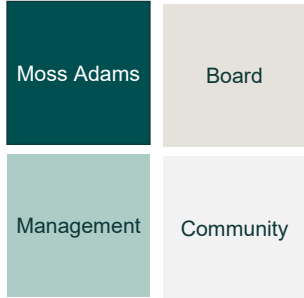


# Planning Framework

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# Milestones



## MANAGEMENT THEMES

# Planning Outcomes

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### 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



BOARD DISCUSSION

# Planning Outcomes

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



Board/PRPA Management Relationship



Customer



PRPA Employees

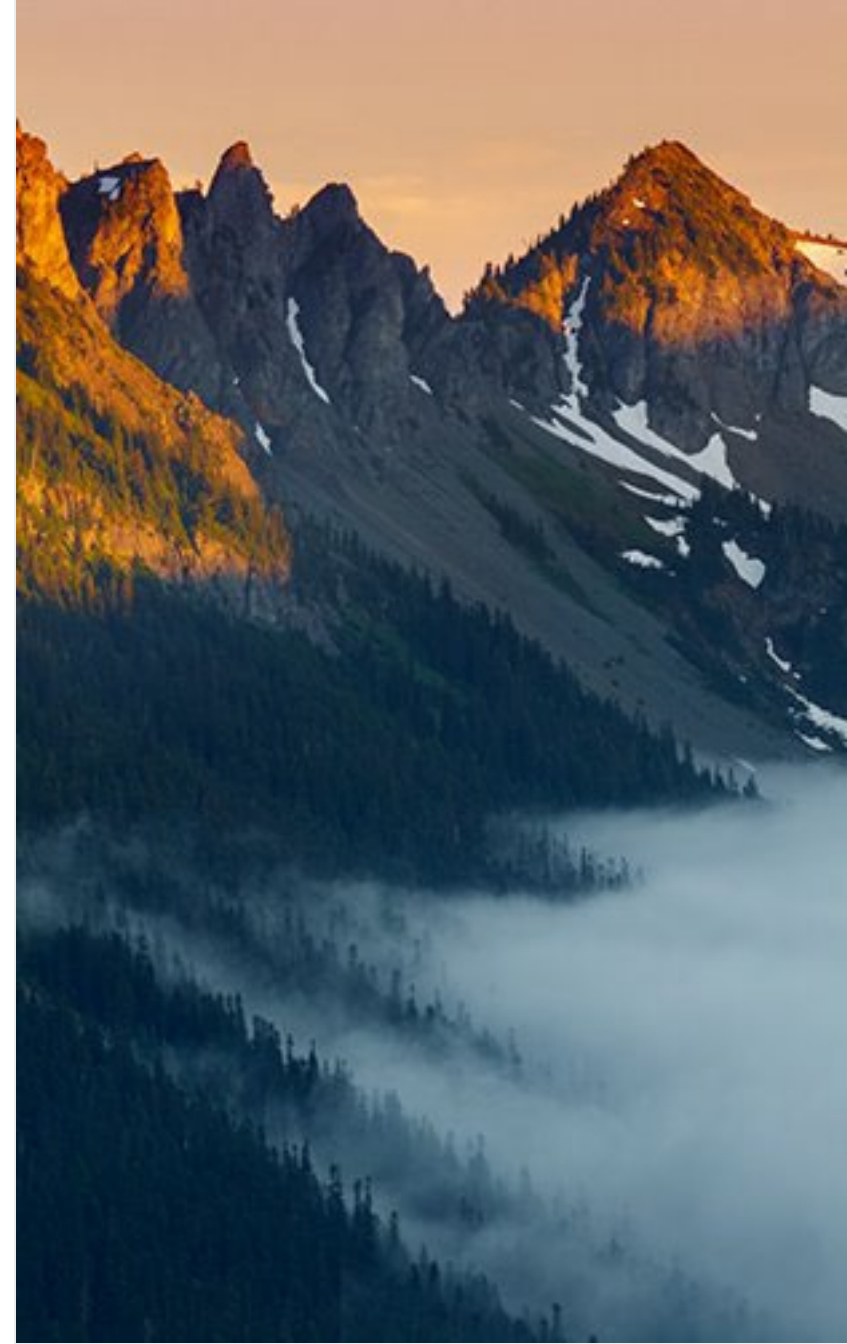


City Employees



# SWOT Analysis

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# SWOT Analysis

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## **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.

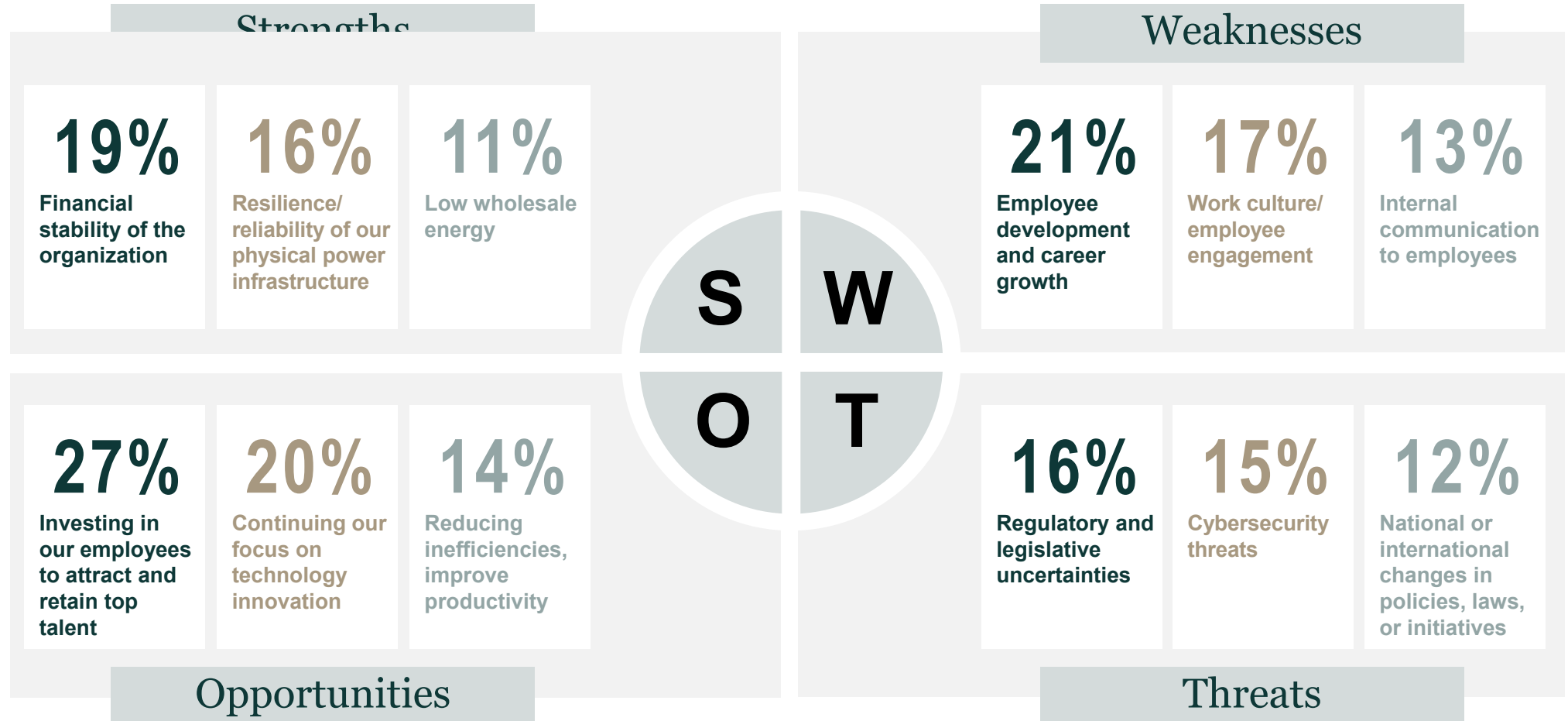




BOARD AND MANAGEMENT  
**SWOT Activity**



# All-Staff Survey SWOT Results





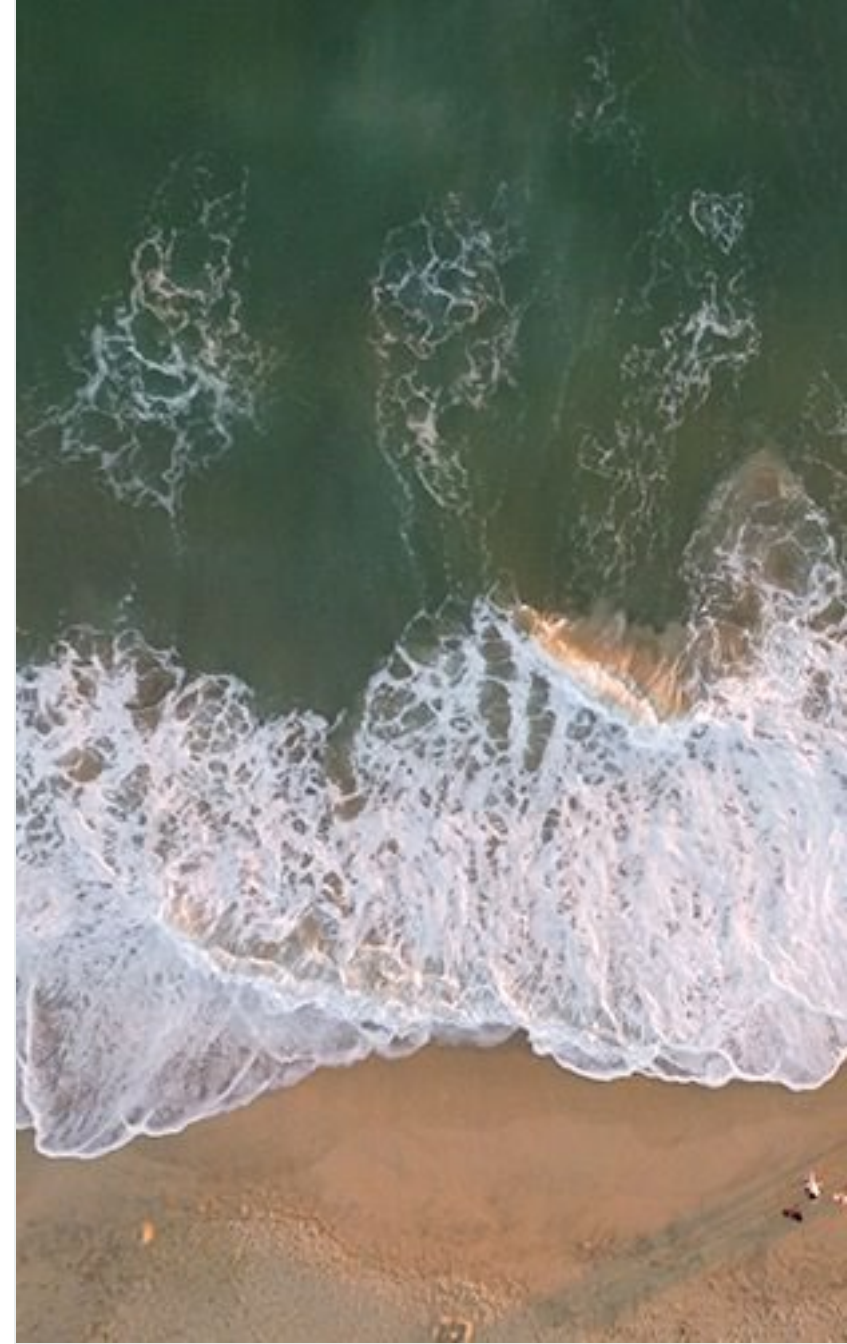


Break



# Roles and Responsibilities

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# Why does PRPA Exist?

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**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?

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## **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?

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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

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# Example Goal

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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



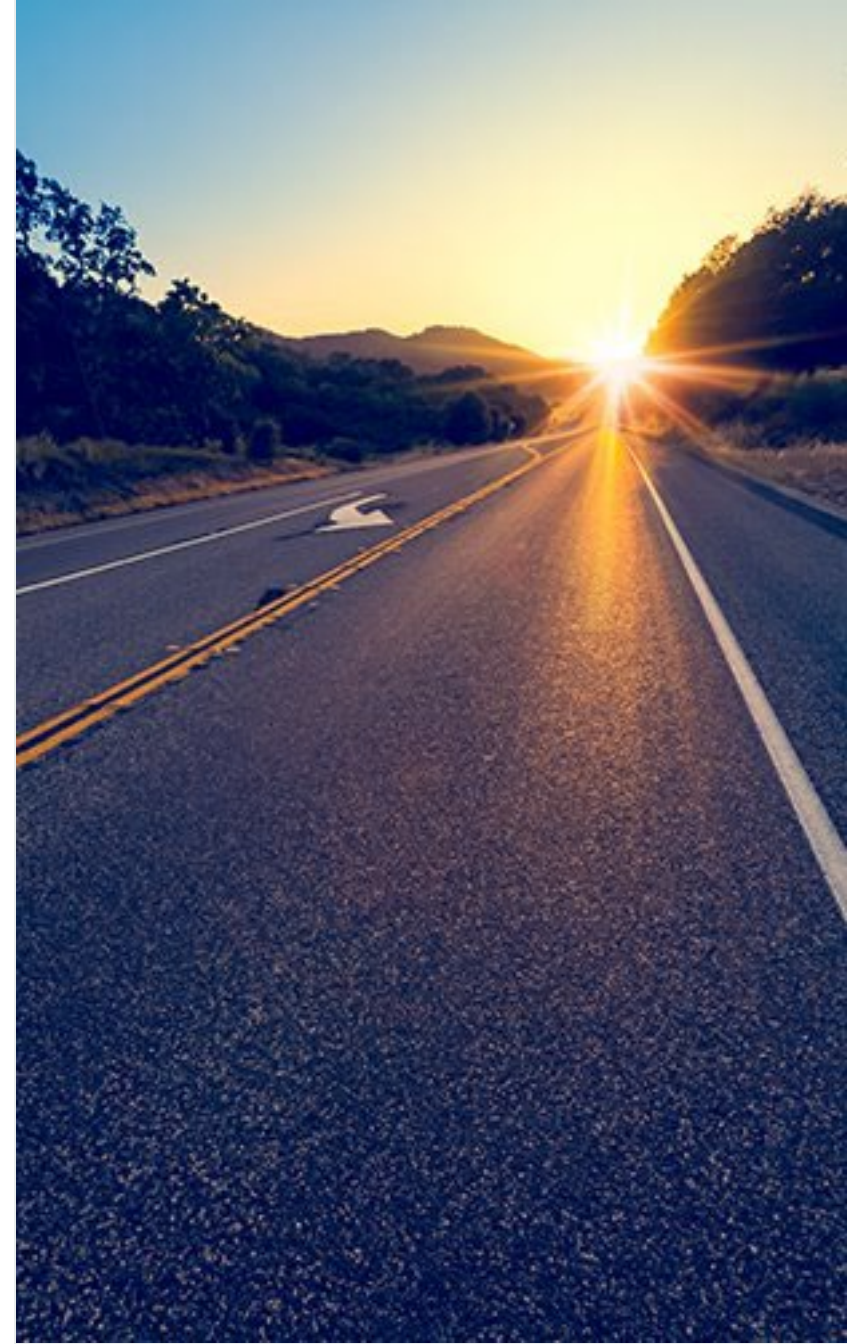


Break



# Potential Strategic Goals

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# Potential Strategic Goal Areas

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**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

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## RESOURCE DIVERSIFICATION POLICY IMPLEMENTATION/IRP PLANNING AND IMPLEMENTATION

- DER strategy
- Transmission/distribution infrastructure
- Delivery system integration
- Market entry
- Rate alignment
- Energy storage

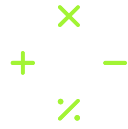




BOARD AND MANAGEMENT

# Strategic Goal Ranking Activity





# Next Steps

01

**MANAGEMENT WORK SESSION TO REFINE GOAL AREAS**

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02

**DRAFT STRATEGIC PLAN FOR INDIVIDUAL BOARD REVIEW**

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03

**COMMUNITY INPUT**

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Thank you



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THANK YOU

