

# LPEA

La Plata Electric Association, Inc.

A Touchstone Energy<sup>®</sup> Cooperative 

## Strategic Plan

Revised: May 2019

## Table of Contents

Table of Contents	2
LPEA's Vision	3
LPEA's Mission	3
LPEA's Strategic Goal	3
LPEA Board's Commitment	3
Overview	3
The Structure of LPEA's Strategic Plan Format	4
Strategic Initiatives & their Narratives	5
Power Supply & Delivery	5
Member Engagement	5
Leadership and Organizational Development	5
Distribution Utility of the Future	5
Local Economic Development	5
Operational Excellence	5

## **LPEA's Vision**

Shaping the future by building trustworthy community partnerships as an innovative, forward-thinking industry leader, delivering excellence in our member-owned cooperative.

## **LPEA's Mission**

La Plata Electric Association, Inc. provides its members safe, reliable electricity at the lowest reasonable cost while being environmentally responsible.

## **LPEA's Strategic Goal**

LPEA will strive to reduce its carbon footprint by 50% from 2018 levels by year 2030 while keeping members' cost of electricity lower than 70% of its Colorado cooperative peers.

## **LPEA Board's Commitment**

As we look towards the future of the co-op, the Board commits to actively honoring our mission to provide safe, reliable, environmentally-responsible power while achieving the lowest reasonable cost to our members. In doing so, we will explore and carefully vet a holistic suite of options to increase LPEA's value to the membership. We will pursue our mission with transparency, community engagement, acknowledgement of risk, trust of our members by performing our fiduciary responsibility.

## **Overview**

La Plata Electric Association's current Strategic Plan is a living document crafted through a joint process of LPEA board members and staff beginning in Spring 2018. The Vision, Mission and Board Commitment Statements are the foundations of the plan. The Strategic Goal is a metric by which to measure the Board's Commitment. Strategic Initiatives complement the strategic goal by giving direction to the cooperative, "moving us from our "current state" to "our desired state".<sup>1</sup> These initiatives were developed over the course of numerous activities and conversations between board and the staff from March through August 2018. From these Initiatives, primarily staff will develop Operational Goals and be with accountable to the Board via measured and timely and reportable metric.

The plan constantly updated through consideration of the current and anticipated future state of our industry by all the stakeholders. LPEA's Board of Directors along with staff will review trends and will adjust the plan according to what is considered.

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<sup>1</sup> p. 12, Strategic Planning Manual, NRECA CCD 2630, 2018

# The Structure of LPEA's Strategic Plan Format



## **Strategic Initiatives & their Narratives**

The below Strategic Initiatives focus the board and staff on common vision for our future moving forward. These initiatives were developed over the course of numerous activities and conversations between board and the staff from March through August 2018. Ultimately, these initiatives were chosen because they “move us towards our desired state” as a utility.

### **Power Supply & Delivery**

The Power Supply Strategic Initiative will generate a comprehensive strategy for supplying energy and capacity delivered in a way that maintains the highest possible value and reliability to LPEA’s membership.

### **Member Engagement**

The Member Engagement Strategic Initiative ensures that LPEA Board and Staff are effectively serving our membership. In this, we seek to deepen and broaden our understanding of the membership and their desires for the coop as we move forward. Further, we seek to ensure our membership is educated about LPEA, including an accurate portrayal of our challenges and successes. Finally, we seek to demonstrate the unique value LPEA provides to the community through execution of our cooperative model.

### **Leadership and Organizational Development**

Within this strategic initiative, we aim to foster exceptional and visionary leadership within the senior leadership, cultivate an effective working culture, and ensure that LPEA staff & leadership have the resources, training and positions needed to meet and excel within the changing context of the industry.

### **Distribution Utility of the Future**

The Distribution Utility of the Future Strategic Initiative sets LPEA on a direction to prepare for and optimize shifts coming in grid design, electrification and technology availability in a way that strengthens LPEA’s viability and relevance, maintain reliability, and advances our financial viability. This also includes adopting a business model aligned to shifting electric loads and cost structures.

### **Local Economic Development**

In alignment with our Cooperative principles, LPEA will seek out opportunities aligned with our mission that promote strategic, local economic development.

### **Operational Excellence**

LPEA will strive for operational excellence in all areas of daily operations and cooperative business.