



# Strategic Planning Report 2024-2026

The Board and CEO of Blue Mountain Power Co-op (BMPC) convened on April 25 and 26, 2024, for their strategic planning session to establish trust and alignment, marking the first strategic plan with a new CEO. BMPC is currently in the first year of a three-year strategic planning cycle. Since this plan precedes the 2025 budget preparations by a few months, it focused on leveraging existing budget resources until the new budget process starts in the fall of 2024. The first full year of the plan will be 2025.

During the planning phase, participants took the 16 personalities test to enhance communication and mutual understanding. The goal was to identify the motivations, inspirations, and concerns of different personality types to foster more meaningful relationships among individuals, thereby building a bridge for open communication and understanding each other.

## What's Included

Summary of  
Environmental  
Scan by  
Importance



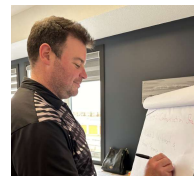
Mission & Vision  
Statements



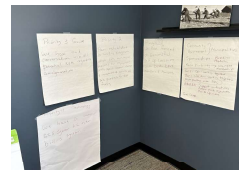
Board Strategic  
Priorities &  
Outcome  
Statements



Board Goals



Next Steps



## Summary of Environmental Scan

*Previous to the strategic planning session, an environmental scan was sent out to the Board and the CEO with the following questions: What are the Greatest Strengths of BMPC? What can BMPC do better? What are the trends in the electrical industry? Are there organizations or entities that are natural partners for BMPC and why? and, What are the biggest threats to BMPC's future?*

BMPC has the full responses to this scan. At the Strategic Planning Session time was spent focusing in on the responses with the following points rising to the top:

- The co-op model and its implications was identified as the primary strength.
- BMPC could be better at community support, focusing on overall cost while creating sustainable reserve funding and debt financing. Building trust among members was crucial.
- Emerging trends that arose were a continued pressure by the IOUs to eliminate the REAs. Technology, including renewable energy and AI are on the horizon and require attention. The overall cost of the delivery of electricity is top of mind for all consumers of electricity.
- Partners for BMPC showed self operating REAs, including a focus on working together on modernizing the *Rural Utilities Act* as opportunities. Working with other co-ops was identified. Consideration for large commercial businesses, including oil and gas could also create opportunities as well.
- BMPC emphasized the importance of monitoring competitive advantages, such as overall costs and public relations, to mitigate the risk of member loss. The lack of diversification and potential government intervention posed additional threats.

## Mission and Vision Statements

Initially planning a brief review of BMPC's Mission and Vision Statements, the team decided to delve deeper to ensure the mission and vision still resonated with the organization's purpose. Various ideas were suggested to better articulate the mission and vision and both were refined and finalized.



### Finalized Mission and Vision Statements

**Mission Statement:** Empowering members with reliable energy.

**Vision Statement:** To brighten our members' future.



## Strategic Priorities

The main focus was to establish strategic priorities for the upcoming three years. Following the belief that having more than five strategic priorities might dilute the Board's attention from the crucial ones, the group settled on five key strategic priorities.

The Board worked diligently on developing the three year outcome statements for the strategic priorities. After drafting statements, the outcome statements were refined to ensure they were specific and could be realistically accomplished within the time frame set.

### Priorities and Outcome Statements

**Strong Partnerships** - We established a thriving REA self-op coalition involving board members and managers.

**Cash/Debt Management Strategies** - We implemented a functional program that established minimum reserves for equipment, AMI, deposit reserve, energy, and investment in electrical services. Additionally, we defined guardrails for debt funding.

**Growth** - We built relationships with all like-minded REAs. We explored how combining forces with a suitable REA(s) would lead to increased market share, expanded resources, and enhanced capabilities.

**Technology** - We have a new GIS system and a new billing system. Overall, the implementation of these new systems was a step forward in modernizing our operations and enhancing the overall experience for both our staff and our members.

**Communication Strategy** - We have developed a marketing and branding strategy that promotes increased membership and enhanced working relationships. By consistently monitoring and evaluating the effectiveness of our marketing efforts, we have made data-driven decisions to optimize our strategy for continued growth and success

# Board Goals

While the Senior Leadership Team was tasked with creating and presenting most of the goals aligned with strategic priorities to the Board for approval, the Board identified specific goals essential for supporting their strategic initiatives. In 2024, the Board will decide whether to initiate these goals or incorporate them into the 2025 budget process.

**Power Purchases** - The decision to proceed with power purchases has been finalized and put into action.

**Member Engagement** - BMPC plans to donate to community fall suppers to enhance member engagement. Additionally, information sessions will be conducted across various communities, accompanied by coffee and donuts.

## Next Steps

The CEO and the Senior Leadership Team will convene to establish the first-year goals aligning with the Board's key objectives. Initially, the Leadership Team will concentrate on the budget priorities for 2024. Subsequently, the CEO and the team will outline goals for 2025 and present them to the Board for preliminary approval, along with an approximate budget. The Board will grant initial approval for projects slated to progress to the final budget assessment phase. During the final budget approval process, the Board will give the go-ahead for the goals they endorse.

In 2025 and 2026, the Board will reassess their strategic priorities to ensure they align with BMPCs' requirements. Subsequently, the CEO and the Senior Leadership Team will collaborate to establish the goals for the years 2025 and 2026 through to the budget phase.

When strategic planning becomes an iterative process, the feedback loop of analysis and adjustments refines strategy, increasing the chances of BMPC achieving its vision. Just like guiding a ship through unfamiliar waters, frequent minor course corrections will be more effective in reaching BMPCs' destination than sailing straight ahead until BMPC hits a barrier.

To minimize risks and reach their goals, BMPC will implement work annually, regularly assessing progress, and swiftly adapting strategies as needed. Allocating funds incrementally, rather than all at once, will guarantee that each year gets the necessary financial support.

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