

SMPA Strategic Plan 2017 - 2020

Every three years, the SMPA Board uses a strategic planning process to align organizational direction with the mission, vision and core values of SMPA.

As part of this process, three main strategic categories were identified and evaluated at the Board's planning session in February, 2017. The categories were, **People**, **Service**, and **Financial**. Each one contained objectives that guided staff in establishing goals and pathways that moved in alignment with the Board's strategic vision for the cooperative.

The three categories and key objectives were broken down as follows:

People

1. Instill an impeccable safety culture



- **Achieved:** Created a Safety Slogan/Logo i.e. "Slogo" →
- **Achieved:** Presented Electrical Hazard Awareness Clinics to the public
- **Achieved:** Provided high level training to Safety Committee Members
- **Achieved:** Developed a procedure to ensure high voltage tools and equipment are tested on a regular basis
- **Achieved:** Employees and safety committee members involved with and presenting safety presentations at safety meetings
- **Achieved:** Brought in professional safety trainers to SMPA to achieve a higher level of safety awareness for all employees
- **Achieved:** Developed an easy to understand SMPA specific safety manual for all employees
- **Achieved:** Develop Job Safety Analyses for the many different tasks required for construction and maintenance of high voltage lines



2. Improve member Outreach/Communication/Education

- **Achieved:** Increased use of targeted marketing through social media, programmatic display advertising and SMPA consumer data management
- **Achieved:** Increased direct engagement with community and county leadership
- **Achieved:** Successfully launched new member tool, [SmartHub](#) with supporting education. – AUGUST, 2018
- **Achieved:** Updated and refined outage communications procedures, optimizing new data management opportunities
- **Achieved:** Successfully launched [Totally Green](#) program and increased awareness and participation in green fund programs. --AUGUST, 2019



3. Professional development of workforce and Board of Directors

- **Achieved:** Successfully introduced, refreshed or augmented leadership training courses for all leadership team members as well as potential leaders within the organization
- **Achieved:** Successfully introduced, refreshed or augmented critical thinking and problem-solving training courses for all leadership team members as well as potential leaders within the organization
- **Achieved:** Successfully enhanced culture of having leaders within the organization examine, review and discuss “leadership moments”
- **Achieved:** Successfully graduated administrative personnel from NRECA Management Internship Program and identified key operations personnel to participate in the next round of leadership development.

Service



1. Implement beneficial technology. Analyze, evaluate and make final proposal for software applications in customer information and financial information systems.

- **Achieved:** Evaluated and successfully implemented new enterprise software from NISC. Phase I with modules: Customer Care and Billing, Accounting and Business Solutions, new Member Portal (Smarthub), Outage Mgt System, Interactive Voice Recognition, Mobile Workforce for the field personnel, and a Meter Data Management system that stores hourly usage data. -- Completed in 2018

- **Achieved:** NISC software implementation Phase II with modules: Electronic Mapping/Staking software, Inventory Barcoding System with an Electronic Purchasing Interface, and Check Scanner Processing with Bank Interfaces. -- Completed in 2019

- **Achieved:** A software product 'Call to Order' to help streamline the board meeting process and coordinate documentation. -- Implemented in 2019

- **Achieved:** NISC software implementation Phase II with modules: Electronic Field Inspections, [SmartPay](#) system allowing members a new option for payment, and an Operations and Engineering tool to assist with the electrical system analysis. -- Completed in 2020



2. Improve system reliability – Complete final Red Mountain transmission analysis, with final recommendations.

- **Achieved:** A comprehensive assessment evaluation report was completed by Tristate G&T describing 5 transmission alternatives. These findings showed the rebuild alternative as the best option. – Completed, 2017

- **Achieved:** SMPA entered into a design contract with ESC consulting for full rebuild design and environmental assessment towards rebuilding the existing line. – 2019

- **Achieved** Special use permit application was submitted to USFS and public outreach meetings occurred. -- 2019/2020



3. Understand the full value, and options, of our membership and contract with Tri-State G&T, while developing an all-encompassing program to expand local renewables. This objective was modified by [Board Resolution 2018-02](#).
...and was further revised to say: In alignment with SMPA’s mission to demonstrate corporate responsibility and community service while providing our members with safe, reliable, cost effective and environmentally responsible electrical service, we shall further explore all power supply options.

- **Achieved:** Initiated dialog with Tri-State G&T regarding existing services and products. Have made Tri-State aware of member desires and have received answers to high priority questions.

- **Achieved:** Hosted Tri-State Generation and Transmission CEO at 2019 Annual Meeting allowing members the chance to submit questions directly.

- **Achieved:** Ongoing and rigorous data gathering, review and analysis of various facets associated with Tri-States power supply offering and other potential power supply offerings.

- **Achieved:** Actively Engaged and advocating at Tri-State’s Contracts Committee, for financially viable options to improve flexibility in power supply options and reduction of carbon footprint. A key contributor towards conversations that eventually led to Tri-State embracing the concept of a “partial requirements” membership option with voting rights.

- **Achieved:** Within the scope of the Contracts Committee, helped promote Tri-State’s policy of expanded opportunities for member community solar projects up to 2% of system load (...in addition to the Policy 115, 5% local generation carve-out).

- **Achieved:** In accordance with Board Resolution 2018-02, SMPA submitted a Request for Proposals to a pool of potential wholesale power providers, including Tri-State.

4. “Develop an all-encompassing program to expand energy efficiency and local renewables”

[Read the SMPA Strategic Plan Power Supply Resolution.](#)



- **Achieved:** Partnering with Tri-State Generation and Transmission and EcoAction Partners, SMPA built an online application, making it easier than ever for members to get a rebate on energy efficient appliances and new electric powered devices.

- **Achieved:** Our net metering program is adapting to allow for greater numbers of distributed generation projects on our grid. This process is ongoing as new technologies become viable for our members.

- **Achieved:** Worked to help private entities to develop renewable energy generation projects here locally, (ex: The Last Dollar Community Solar Array, & Support for existing Coal Creek Hydro)

- **Achieved:** Nearly all lighting in our facilities is now LED technology. Most outdoor lighting that is powered by SMPA in our communities has also transitioned to LED.

- **Achieved:** SMPA has introduced EVs to our vehicle fleet, a Tesla Model 3 and an all-electric 1971 Volkswagen Beetle.

- **Achieved:** SMPA has successfully achieved EcoAction Partner's Green Business Certification and continues to look for more ways to lessen our impact.

- **Achieved:** SMPA's flagship Green Power program, [Totally Green](#) was launched in 2019. Since then, over 250 members, including many businesses and governments, have signed up supporting SMPA's Green Fund. The Green fund is furthering the transition of our communities to a greener electricity grid.

- **Achieved:** Worked with Ridgway, Rico, Ouray, Silverton, Norwood and Telluride to explore logistics and potential funding sources for electric vehicle (EV) charging stations. Public charging is now available in many areas of our service territory.

Financial



1. Gain full Board understanding of current long-term financial policy, and options, to create financial flexibility while maintaining rate stability.

- **Achieved:** Staff and the Board collaborated to provide concentrated education sessions to support and augment the Boards business acumen and understanding of key and critical principles associated with long-term financial policies and best practices to ensure the economic viability and success of the cooperative.

- **Achieved:** These training sessions, along with "micro-educational moments" are a continuing process that maintains a strong fundamental financial understanding of the cooperative business model.