



# THE POWER OF PEOPLE

## 2025 Strategic Plan

NPPD Board of Directors Meeting  
December 12, 2024

Conrad Saltzgaber, VP Strategy &  
Transformation



Nebraska Public Power District

*Always there when you need us*



# Our Journey to Power Nebraska's Future

2025-2027 STRATEGIC PLAN



**Nebraska Public Power District**

*Always there when you need us*

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# A Message From Tom Kent, CEO

## Being tomorrow's energy leader starts today

Ralph Waldo Emerson said it's not about the destination, but the journey. Don't get me wrong – we absolutely must have a clear vision of our end goals. But, it's the processes, decisions and everyday actions we take that ultimately lead us to success. And, NPPD has had a LOT of decisions to make as of late, compounded by variables influencing the best way to arrive at our destination. It's similar to choosing between driving cross country, flying or taking the bus, while then having to navigate unexpected road construction, poor weather or travel delays.

Fortunately, our multi-year strategic plan gives us detailed directions on how to accomplish our most important priorities.

These priorities – like Enhancing the Customer Experience, Carbon Business Risk and Resource Adequacy, and Cost Competitiveness – haven't changed from last year. Neither has our mission to safely generate and deliver reliable, low-cost, sustainable energy and related services, while providing outstanding customer service. These lie at the heart of public power.

What has changed (and quite quickly) is the unprecedented demand for electricity from our customers, especially in areas of agriculture, hydrogen, and bioeconomy. This, in turn, changes specifically how and when NPPD must build new generation to power lives and businesses for decades to come.

Our teammates have always been quick to adapt to changing times while maintaining their focus on everyday excellence. Now again, we have a once-in-a-lifetime opportunity to grow Nebraska's economy, improve the quality of life of those living here, and provide long-term value.

While we certainly aren't running out of energy or capacity in Nebraska, we do recognize these changing times present a unique opportunity to expand our resources to support our thriving customer communities. It's all hands on deck, and teammates are committed to a growth mindset focused on data-driven, forward-thinking solutions that minimize rate impacts for customers.

Our teammates have the incredible task of powering the future, and it begins quite simply with the work we do each day. I can think of no greater or meaningful job, and no better people than our NPPD team to assist on the journey ahead as we strive to be the energy leader of tomorrow.



Tom Kent  
President & CEO



# Delivering on Our Promise



## Mission

Safely generate and deliver reliable, low-cost, sustainable energy and related service, while **providing outstanding customer service.**



## Vision

We are a **premier energy provider** bringing the best of public power to Nebraskans, powering everyday life and a brighter future.



## Values

### SAFETY

We all share in the responsibility of making safety a top priority with every action we take at work and at home, and we achieve a fully interdependent safety culture by taking care of each other and staying healthy and safe.

### CUSTOMER FOCUS

We create and deliver value-added services and products for our customers and put their diverse needs first when making decisions because they are our reason for being.

### EMPLOYEES & TEAMWORK

We eagerly collaborate with and support one another in the spirit of innovation, inclusivity and growth, celebrating individual, team and corporate achievements.

### INTEGRITY

We prioritize doing what is right for our customers, communities and teammates by exhibiting honesty, accountability and high ethical standards that establish trust and transparency.

### EXCELLENCE

We strive to be the best of the best in individual and industry performance.

### PUBLIC SERVICE

We are actively engaged in our local communities through volunteerism and business partnerships which yield positive environmental, economic and societal outcomes for all.

### ENVIRONMENTAL STEWARDSHIP

We each play a role in protecting our natural resources for current and future generations, and we work together to generate and deliver electricity in a balanced, sustainable and environmentally responsible manner.

### DIVERSITY & INCLUSION

We believe diversity makes our team stronger and more successful, and we are committed to creating a safe workplace where respect is nonnegotiable, all are welcome, and everyone's contributions are valued.

# Managing Our Present

## Everyday Excellence

We measure our present with **Everyday Excellence** metrics that focus on key areas throughout the District.



Operational  
Excellence



Customer  
Value



Workforce  
Effectiveness



Financial  
Performance



Public  
Perception

# Creating Our Future

## Strategic Destination

Providing the best quartile rates while maintaining reliability/resiliency pursuing decarbonization goals and strong, long-term customer relationships.



- ▶ Enhance the Customer Experience
- ▶ Carbon Business Risk & Resource Adequacy
- ▶ Cost Competitiveness
- ▶ Enhance the Teammate Experience
- ▶ Transform & Innovate Our Business



# Our Strategic Priorities



## Enhance the Customer Experience

- Customers are our priority and we will continue to educate and engrain a customer-focused culture for all teammates.
- Structure NPPD to be the Partner of Choice as we evolve with Customers through increased responsiveness and agile, cross-departmental solutions and innovations.
- Be the energy leader of tomorrow by providing long-term value over the life of the Customer journey through enhanced products, services, and innovations to meet diverse, evolving customer needs.

### Underlying Strategic Directives

SD-01 SD-06 SD-07  
SD-08 SD-09 SD-10



## Carbon Business Risk & Resource Adequacy

- Evaluate Carbon Capture at Gerald Gentleman Station (GGS) Unit.
- Develop a portfolio of options for long-term operations for Sheldon Station(SS).
- Submit subsequent license renewal application to Nuclear Regulatory Commission (NRC) for Cooper Nuclear Station (CNS).
- Develop processes and guidelines to optimize energy resource portfolio.
- Develop processes and guidelines for capacity planning and implement near-term capital projects.
- Complete the preparatory phase for the potential to add new nuclear in Nebraska.

### Underlying Strategic Directives

SD-01 SD-03 SD-04  
SD-05 SD-06 SD-07  
SD-11



## Cost Competitiveness

- Be the Wholesale Partner of Choice by developing a financial plan to support new generation and load requirements and drive to the strategic destination of best quartile rates within the CFC.
- Be the Retail Partner of Choice by developing a financial plan to ensure we remain among the lowest 15% of providers within the EIA.
- Align and integrate risk management, strategy management, and financial management processes.

### Underlying Strategic Directives

SD-01 SD-02 SD-03  
SD-04



## Enhance the Teammate Experience

- Be the Employer of Choice as proven by our strategy to recruit/retain talented teammates.
- Continue to build a comprehensive workforce development strategy that will ensure a culture of continuous improvement.
- Continue to build a sustainable rewards strategy linking compensation/benefit programs with talent requirements.

### Underlying Strategic Directives

SD-01 SD-02 SD-03  
SD-04 SD-06



## Transform & Innovate Our Business

- Align the Transformation team to support the achievement of initiatives that deliver the District Strategic Plan.
- Maximize data-driven decisions in performance areas.
- Implement optimal work management processes across District operations.
- Identify and mitigate the capacity constraints in support areas that will be impacted by the new growth of the District.

### Underlying Strategic Directives

SD-01 SD-02 SD-03  
SD-04 SD-06 SD-11

## Everyday Excellence



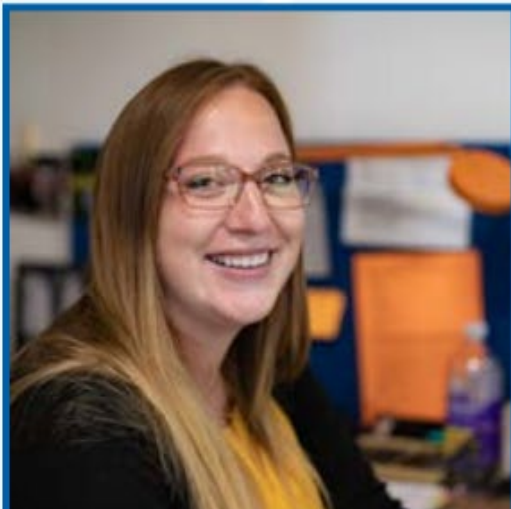


## Enhance the Customer Experience

NPPD desires to remain the Partner of Choice for our customers. To meet this goal, we will engrain a District culture that ensures we always put the customer first; build an internal structure that is agile, responsive, and able to react cross-departmentally for the good of the customer; and provide long-term value through product offerings, service, and innovations.

### Key Trends:

- ▶ Projected new economic growth across the state
- ▶ The value of sustainable long-term customer relationships
- ▶ The evolving diversity of customer requirements and expectations



Customers are our priority and we will continue to educate and engrain a customer-focused culture for all teammates.



Structure NPPD to be the Partner of Choice as we evolve with customers through increased responsiveness and agile, cross-departmental solutions and innovations..

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Be the energy leader of tomorrow by providing long-term value over the life of the customer journey through enhanced products, services, and innovations to meet diverse, evolving customer needs.

6





# Carbon Business Risk & Resource Adequacy

NPPD is focused on aligning around efforts to expand and transform NPPD's resource portfolio to best serve customers with reliable, resilient, low-cost, and sustainable energy in the future. Much has changed in the last year, including significant expected growth in NPPD's native load. We will ensure the focus remains on managing the business risk of carbon as we take measures to meet this new load growth. Our work will ensure that NPPD will be the energy leader of tomorrow for our customers.

## Key Trends:

- ▶ New projected load growth brings the need for new generation capacity
- ▶ Global trend for decarbonization



Evaluate Carbon Capture at Gerald Gentleman Station (GGS) Unit 2.



Develop a portfolio of options for long-term operations for Sheldon Station (SS).



Submit subsequent license renewal application to Nuclear Regulatory Commission (NRC) for Cooper Nuclear Station (CNS).



Develop processes and guidelines to optimize energy resource portfolio.



Develop processes and guidelines for capacity planning and implement near-term capital projects.



Complete the preparatory phase for the potential to add new nuclear in Nebraska.



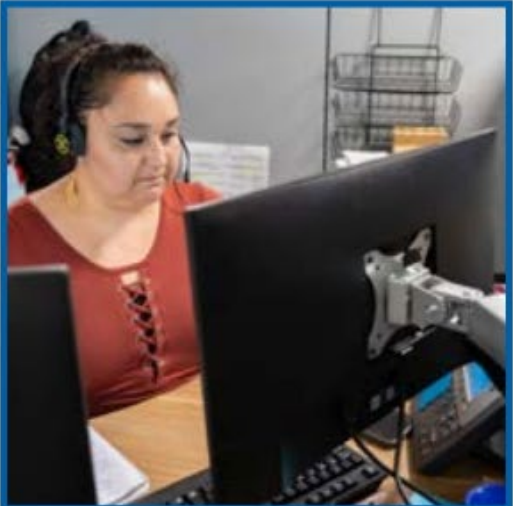
NPPD remaining cost competitive is foundational to being the Partner of Choice for our customers now and in the future. Rate stability continues to be a high priority for the District. This priority will support the District’s commitment to long-term cost competitiveness while balancing strategic priorities, board directives, and related metrics.

Key Trends:

- ▶ Factoring the financial impact for new load, new generation and federal funding opportunities
- ▶ The value of long-term relationships with customers



Be the Wholesale Partner of Choice by developing a financial plan to support new generation and load requirements and drive to the strategic destination of best quartile rates within the CFC.



Be the Retail Partner of Choice by developing a financial plan to ensure we remain among the lowest 15% of providers within EIA.



Align and integrate risk management, strategy management, and financial management processes.



## Enhance the Teammate Experience

NPPD strives to be the Employer of Choice for all current and future teammates to recruit and retain the most talented employees available in the marketplace. We will be a workplace that fosters teammate engagement, promotes growth opportunities, and excels in development and training at every stage of a teammate's career.

### Key Trends:

- ▶ A highly competitive job market
- ▶ The changing priorities of the new workforce
- ▶ Meeting the needs of new load and generation requirements
- ▶ Increasing regulatory and compliance requirements



Be the Employer of Choice as proven by our strategy to recruit/retain talented teammates.



Continue to build a comprehensive workforce development strategy that will ensure a culture of continuous improvement.



Continue to build a sustainable total rewards strategy linking compensation/benefit programs with talent requirements.

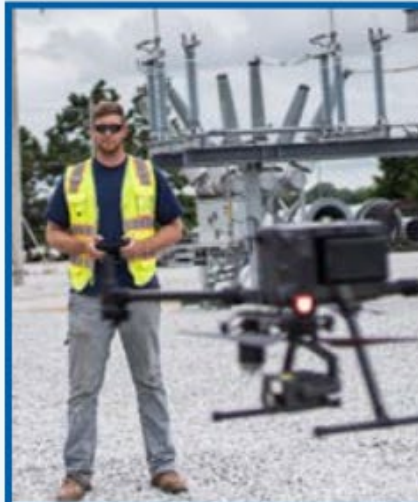


## Transform & Innovate Our Business

NPPD will drive organizational change through solutions and tools which foster adaptability to industry shifts and which catalyze transformational change across the District in our pursuit of excellence. The priority will focus on efforts to inspire the organization for the future and embrace industry-leading best practices. Our work will continue to build on our solid foundation and prepare us for a stronger tomorrow.

### Key Trends:

- ▶ Maximizing the value of data and data-driven decisions, including Artificial Intelligence (A.I.)
- ▶ Anticipated growth of the District to meet customer needs
- ▶ Adoption of growth mindset and drive for excellence



Align the Transformation team to support the achievement of initiatives that deliver the District Strategic Plan.



Maximize data-driven decisions in performance areas.



Implement optimal work management processes across District operations.



Identify and mitigate the capacity constraints in support areas that will be impacted by the new growth of the District.

# NPPD Board of Directors



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12



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## Questions

Stay connected with us.



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