STRATEGIC PLAN FOR

EXCELLENCE

June 2026

DAWSON
PUBLIC POWER

A STEP UP FROM GOOD WORK

For Dawson Public Power District, this strategic plan marks a step up from good work in progress. It is a roadmap aimed at excellence and long-term success. The plan also recommits to our basic principles: caring for our customers and employees. It efficiently and deliberately prepares Dawson PPD for the future.

The plan's goals were chosen through collaboration. Surveys of residential and irrigation customers, employees, directors, and key accounts provided the foundation. The board and management selected five key topics, then management identified the process needed to achieve the goal. Each employee contributed to the achievement, because we succeed together.

Dan Muhlbach
Board President

In addition to a strategic plan, we also refined our mission and values.

Our mission is simple and focused: **DEDICATED TO EXCELLENCE: PROVIDING RELIABLE, AFFORDABLE, AND SAFE POWER.** This is straightforward guidance for our team. It ensures that every project we greenlight and every line we repair is filtered through those three pillars: reliability, affordability, and safety.

Carefully chosen values represent our organization today and for the future: **SAFETY, INTEGRITY, COMMUNITY COMMITMENT, RELIABILITY, AND TEAMWORK.** These aren't just words, they're a promise. Our employees can better serve customers when they have a clear understanding of our purpose. Whether it's a lineworker during a storm or a consumer accounting representative on the phone, these values guide our actions to ensure we are doing what is right for our customers.

We are proud of our nearly 90-year tradition, and with this renewed focus, we are more ready than ever to power lives with **EXCELLENCE.**

Alyssa Clemsen Roberts
CEO

WE ARE
DAWSON PUBLIC POWER DISTRICT

- Dawson PPD serves more than 23,000 electric meters and maintains more than 5,800 miles of power lines in south central Nebraska.
- It is guided by an 11-person, elected board of directors.
- A team of 80 employees provides excellent customer service.
- Dawson PPD was organized on February 26, 1937.

OUR MISSION

Dedicated to excellence: Providing reliable, affordable, and safe power.

OUR VALUES

Safety

Each day, our actions demonstrate that safety is a core principle. We commit to best practices, ongoing training, and a culture where every employee is empowered to speak up to prevent harm. Our actions protect ourselves, our co-workers, and the public.

Integrity

We build trust by acting with honesty, accountability, and transparency. We consistently do what is right—for our customers, our coworkers, and our community.

Community

We are proud to serve the communities that depend on us. We listen, engage, and invest in meaningful ways to support growth, resilience, and quality of life.

Reliability

We deliver dependable power and services our customers need. Through operational excellence, innovation, and stewardship, we ensure consistent performance.

Teamwork

We succeed together. Respect, collaboration, and shared accountability are key to achieving excellence.

LEADERSHIP PHILOSOPHY

Our leadership principles guide how we lead and serve every day. Together we advance our core values of safety, integrity, community, reliability, and teamwork, while successfully achieving our strategic goals. We are committed to:

Collaboration

We lead by bringing people together to achieve shared goals. Informed decisions include different perspectives and experiences. Collaboration strengthens teamwork, enhances reliability, and enables us to provide exceptional customer service.

Integrity

We lead with honesty, accountability, and transparency. Our actions build trust. By consistently doing what is right, we reinforce a culture where safety, ethical decision-making, and accountability are non-negotiable.

Growth

We are committed to continuous improvement—of our people, our systems, and our organization. We invest in development, embrace innovation, and proactively adapt to meet future energy needs. This focus on growth ensures we position Dawson PPD for long-term success.

Compassion

We lead with a genuine commitment to people, showing respect and empathy. By supporting our employees and understanding customer needs, we foster a culture where individuals feel valued and empowered to contribute.

Communication

We prioritize clear, consistent, proactive, and transparent communication at all levels of the organization. By actively listening and sharing information, we strengthen trust, improve decision-making, and ensure alignment with our strategic priorities.

Consistency

We lead in a clear and predictable manner that communicates our expectations for performance and behavior. This builds trust, boosts morale, and fosters a positive culture.

These leadership principles are the key to supporting workplace excellence and reaching our strategic plan goals. Through our commitment to these principles, we create a culture of excellence while raising the bar for customer service.

KEY COMPONENTS OF THE PLAN

Workforce Excellence

- Recruitment and retention
- Performance management and talent development

Financial Sustainability

- Financial standards and targets
- Rate strategy
- Rolling five-year financial forecast
- Enterprise risk management program

Excellent Reliability & Risk-Based Resilience

- Outage reduction
- System hardening
- Asset management

Facilities, Fleet & Inventory

- Facility and fleet assessment
- Inventory management

Safety

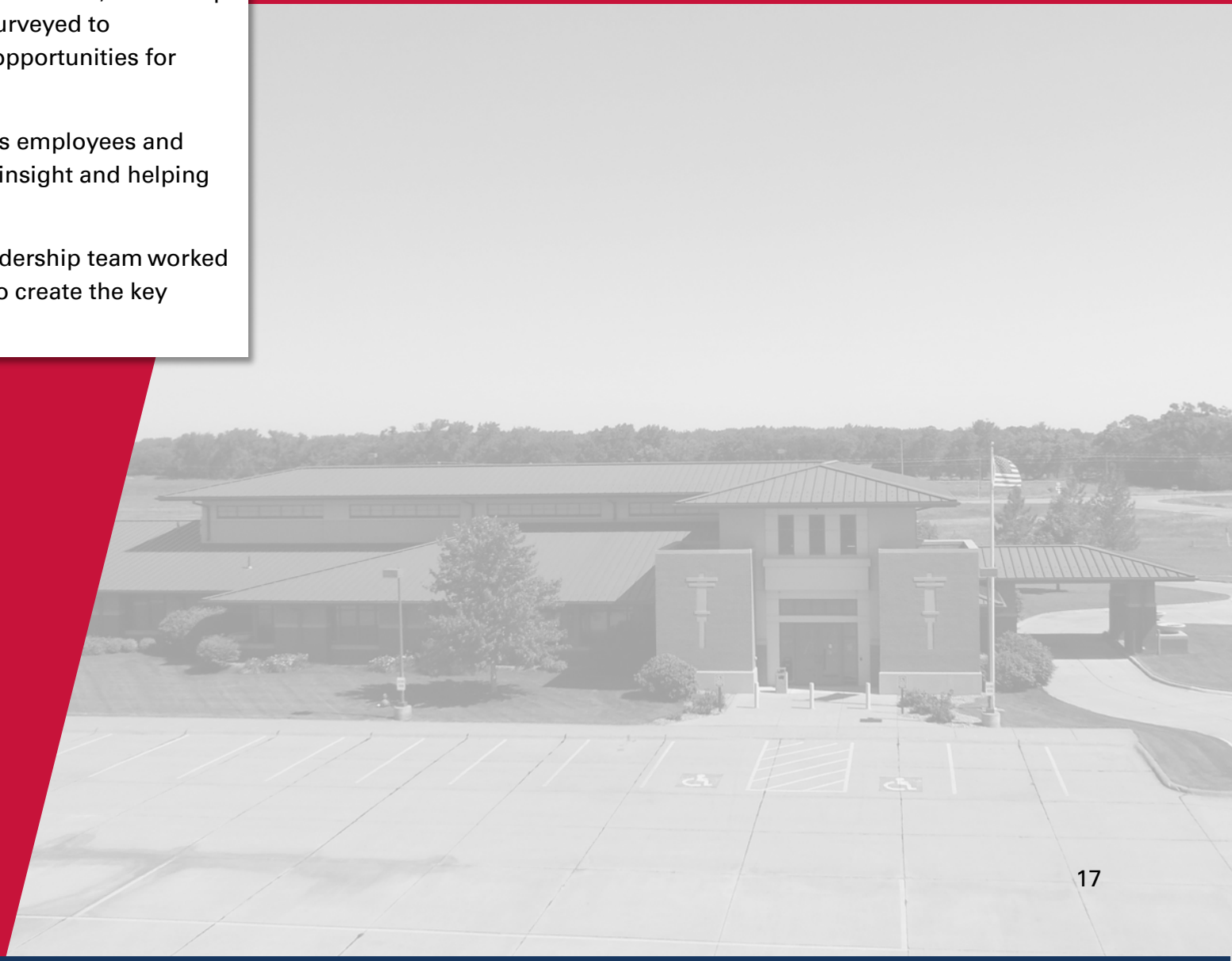
- Community safety promotion
- Monitoring and continuous improvement

ABOUT THE PLAN

The Plan for Excellence is a collaborative effort. Customers, employees, key accounts, leadership and board members were surveyed to benchmark status and find opportunities for development.

Dawson PPD is grateful to its employees and customers for sharing their insight and helping shape the plan.

Board members and the leadership team worked with NRECA's Pat Mangan to create the key concepts of the plan.



CONTENTS

A STEP UP FROM GOOD WORK....1
We Are Dawson Public Power District....2
Leadership philosophy....3
KEY COMPONENTS OF THE PLAN....4
About the plan....5