

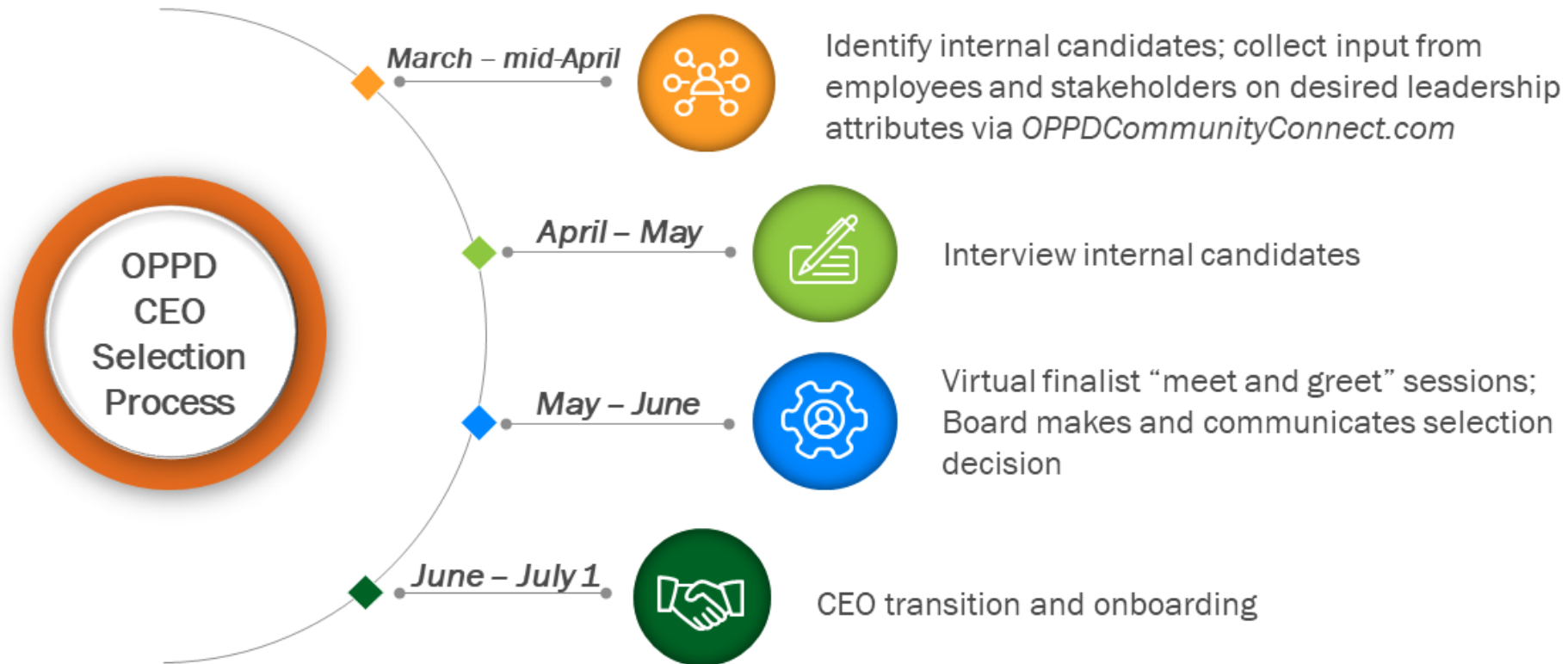
CEO Selection Process Update

April 13, 2021



We're continuing along the timeline as planned

CEO Selection Process



Stakeholder Executive Summary Update

Objective/Goal: Provide the public and employees the opportunity to highlight their views on leadership behaviors/characteristics the Board should consider when interviewing candidates and selecting the next CEO. (IAP2- CONSULT)

- ✓ *What are the most important opportunities/challenges that you believe OPPD's next CEO should be ready to take on?*
- ✓ *What are the top qualities that OPPD's next CEO should possess to effectively lead the company to take on those opportunities/challenges?*
- ✓ *What advice would you give OPPD's Board of Directors as they interview candidates and select the District's next CEO?*

Stakeholder Executive Summary Update

- We heard from 1,014 total employees, customers and stakeholders about what they would like to see in OPPD's next CEO.
- Though each group had slightly different takes, common themes emerged:
 - Someone who is **informed, experienced and credible** is top of the list
 - There's a recognition that **excellent communication skills** are essential for this role
 - The ability to **connect with employees, customers and the public** is necessary for buy-in on key topics
 - This leader must have **high integrity and strong character**

CEO Transition Input by Group

April 2021



Employees

Employees generally agreed that the next OPPD CEO & President should be:

An individual with:

- Tenure at OPPD; long enough to understand the history, culture, infrastructure and business
- The ability to be a champion for diversity, equity and inclusion
- A decisive nature; someone who knows what the right decision is for the company and isn't afraid to make it
- An authentic personality; someone who connects with everyone at all levels of the organization and in the community; politically savvy and a transparent; genuine communicator

Able to see a vision for our future that includes:

- A commitment to public power
- Generation that is reliable and meets the changes in our industry, the projected increases in load, and in our customers' expectations
- A plan for attracting and retaining talent, engaging and developing employees while continuing to fund their pension and retirement benefits

Respectful of OPPD's history and legacy, who can take calculated risks but always acts in the best interest of OPPD, its employees and communities

Community and Business Organizations

- Opportunities and challenges the new CEO should be ready to take on include being actively engaged in the community with a focus on economic development and diversity, equity and inclusion across OPPD's service territory. The new CEO should be future focused while balancing the needs of business and addressing climate change demands, new technologies and infrastructure, renewables, reliability, growing demands from the business community and OPPD talent development and attraction.
- Top qualities include transparency, forward thinking, integrity, collaborative, innovative, inclusive, and experienced as well as customer, community and partnership focused.
- Advice for the Board includes being thoughtful in the process, finding a qualified candidate with the right attributes of personality, values, vision, experience, relationships and community partnership focus. In addition, identifying a CEO that is focused on the core mission while balancing new or emerging needs is important.

Power Panel

Renewable energy, keeping costs low, reliability and improving infrastructure are important challenges the new CEO should be ready to face.

- Customers are looking for the new CEO to transition to clean energy and decrease their carbon footprint.
- Keeping rates low and affordable is also an important subject for customers.
- Improving reliability and infrastructure including updating the grid and taking necessary steps to modernize equipment are other key opportunities for the next CEO.

Customers suggest that the OPPD Board should select a candidate who is customer and community-focused, knowledgeable, forward-thinking and open to change.

- Being a proven leader with good communication skills are top qualities the next CEO should possess.
- Respondents suggest that the new CEO should be someone who understands customer needs, understands the local community needs and who fully knows the community culture.
- Respondents suggest that the Board should consider a candidate who is knowledgeable of the area and industry, someone who is looking to the future and is open to making changes.
- Less prominent but still apparent considerations include:
 - A candidate who listens and collaborates
 - Selection of a diverse / minority person
 - Removing politics from decision making – ensuring the candidate will not be swayed by politics

OPPDCommunityConnect.com

OPPD Community Connect received 77 responses

- 77 answered Q1: Most important opportunities/challenges the next CEO should be ready to take on
 - **Themes:** Understands climate change – past, present and future; Decarbonization, lowering emissions, lower burdens on minority and lower-income households
- 76 answered Q2: Top qualities the next CEO should possess
 - **Themes:** Transparency, think outside the box, visionary, good communicator
- 75 answered Q3: Advice to OPPD's Board
 - **Themes:** Hire for the future – big ideas and forward thinking, someone who cares about employees and retirees, hire from within, industry experience
- 1400 total visits to the OPPD Community Connect CEO Transition page
 - 65% of visitors came from social media

Next Steps

