

OCEC STRATEGIC PLAN 2019-2022

The aim of Okanogan County Electric Cooperative, Inc. is to provide services to its members at the lowest cost consistent with sound economy and good management.

This strategic plan provides priorities, direction and a foundation for more specific objectives and activities created and carried out by the OCEC General Manager and staff and monitored by the Board of Directors.

Continuing Goals

1. Reliable energy at the lowest life cycle cost possible
 - a. Life cycle cost means cost over the expected life of the investment even though the initial cost may not be the lowest
2. Satisfied, well-informed members
 - a. Generally satisfied with rates, service and OCEC management. Questions and feedback show an understanding of policies, practices and issues.
3. Financial health
4. Employee and public safety
5. Quality personnel - staff, management, board - with smooth transitions
6. Ensure the viability and health of subsidiaries

The more specific goals for this planning cycle reflect what the board and management feel might be in OCEC's 10-15 year future, specifically:

- Slow, steady growth in residential membership
- Little or no growth in agricultural power use - possibly a decline
- Change in how we purchase power, possibly without PNGC
- State or federally mandated wind and solar energy requirements
- Growing member support for wind and solar energy
- More feasible, affordable demand management technology
- Continuing increase in energy efficiency
- More electric vehicles, particularly if battery technology improves
- Climate change and other conditions that makes outages more likely
- Possibility of a merger with a larger provider

Goals For This Planning Cycle

1. Re-examine net metering policy
 - a. Focus on the rate paid for generated power

- b. Combine with the next COSA
2. Help improve internet service for our members
 - a. Can we assist with infrastructure? Are there partnership opportunities?
3. Consider new technology that may be beneficial
 - a. For example, batteries for demand management, time-of-day capable meters, arc-resistant wire, more efficient ways to inspect lines or locate outages
4. Evaluate rate structure
 - a. Is it fair? Does it produce adequate revenue without being excessive?
5. Continue to improve member communication
 - a. Two-way communication. Faster, easier methods? More self-service information?
6. Optimize debt structure and level
7. Protect against risks of being so small
 - a. Strong relationships with larger entities; cooperative agreements; shared resources
8. Maintain strong, cooperative relationship with Okanogan PUD