

## Okanogan County Electric Cooperative – 2022 Strategic Plan

### Vision - Strategic Direction

Pro-actively maintaining and enhancing a reliable and resilient distribution infrastructure while providing high-value services to the entire membership.

### Strategic Objectives

<b>Enhanced Capital Planning</b>	<b>Develop Broadband Strategy</b>	<b>Develop Electric Vehicle Strategy</b>	<b>Elevate Cooperative Profile in Community</b>	<b>Secure Power Supply</b>
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### Initiatives

<ul style="list-style-type: none"> <li>Detailed forecasting both energy and peak</li> <li>Improve facilities based on need</li> <li>Harden grid to mitigate impacts from extreme climate events</li> </ul>	<ul style="list-style-type: none"> <li>Position the co-op to access grant funding opportunities</li> <li>Incorporate electric resiliency/reliability into broadband strategy</li> </ul>	<ul style="list-style-type: none"> <li>Develop plan with direction on how to respond, invest, and position the co-op to respond to vehicle electrification and charging</li> <li>Incorporate peak load management</li> </ul>	<ul style="list-style-type: none"> <li>Provide communications that inform members and gather feedback on critical areas</li> <li>Develop energy efficiency incentive programs tailored to the membership</li> </ul>	<ul style="list-style-type: none"> <li>Develop power supply options for new contract period</li> <li>Ensure supply is reliable, cost-effective, and meets the co-op's strategic vision</li> </ul>
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### Key Performance Indicators

SAIDI, SAIFI, CAIDI	Financial Impact to OCEC	Average Load Factor	Survey Response % of Total Members	Completion of Power Supply Options Deliverable
Equity as a % of Assets	Completion of Feasibility Study	Completion of Electric Vehicle Strategy Document	Incentive Funds Utilized per Year	Total Cost of Power per kWh

### Enabling Strategies

<b>Apply Cost-Effective Technology</b>	<b>Strengthen Workforce Capabilities</b>	<b>Sustain a Strong Safety Culture</b>
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## Strategic Plan Elements

**Situational Context:** Assessment of the current state as it relates to the strategic objective

**Desired Outcomes:** Deliverables and future states the cooperative would like to achieve or be in because of the execution of this strategic plan

Index	Strategic Objective	Situational Context	Desired Outcomes
SO-1	Enhance capital planning process to meet future infrastructure needs	<ul style="list-style-type: none"> <li>Anticipate load growth from full time resident population growth, increased electrification, and tourism expansion</li> <li>Known problem areas on the system that need upgrades</li> <li>Integrating engineering models into planning process</li> <li>Need for technologies to better manage grid response and increase grid monitoring, including outages</li> <li>Started process on needs assessment for headquarters and operations area facility</li> </ul>	<ul style="list-style-type: none"> <li>Visibility into forecasts of future needs for both energy and capacity (peak)</li> <li>Enhanced capital planning process with long-term planning transparency</li> <li>Optimally harden the grid to mitigate impacts from extreme weather events</li> <li>Realize improved reliability and a more resilient distribution power grid</li> <li>Improved facilities based on needs</li> </ul>
SO-2	Develop broadband strategy with potential network build-out	<ul style="list-style-type: none"> <li>Anticipate grant funding opportunities for rural broadband expansion</li> <li>Completed a broadband survey of members and received strong interest for fiber broadband</li> <li>Large upfront capital expenses for fiber infrastructure as half of our system is underground and pockets of rough terrain</li> <li>National Rural Telecommunications Cooperative is leading a broadband feasibility study (with goal to have solid understanding of the business case)</li> </ul>	<ul style="list-style-type: none"> <li>Position the cooperative to be ready to access funding opportunities and then execute the project, based on business case</li> <li>Incorporate areas for reliability/operational improvements with broadband technology</li> </ul>

Index	Strategic Objective	Situational Context	Desired Outcomes
<b>SO-3</b>	Develop a value-driven vehicle electrification strategy	<ul style="list-style-type: none"> <li>• No current strategy or plans to respond to electrification opportunities</li> <li>• Market opportunities trend towards future electrification growth</li> <li>• Regulatory trends for electrification in general. It is not clear how they would apply to our rural area</li> <li>• Members pushing electrification for carbon reduction</li> <li>• More electrification will impact load patterns, peak demand</li> </ul>	<ul style="list-style-type: none"> <li>• A plan with clear direction on how we respond, invest, and position the co-op for vehicle electrification driven from member needs, regulatory environment, opportunities, and equity factors</li> <li>• Effectively manage and reduce stress caused by increased electrification of vehicles and vehicle charging on the distribution system</li> </ul>
<b>SO-4</b>	Elevate the cooperatives profile in the community	<ul style="list-style-type: none"> <li>• Strong member service during office hours</li> <li>• Service quality is a key driver for enhancing the OCEC's image</li> <li>• No formal energy efficiency program</li> <li>• There is desire to improve communications beyond current levels</li> <li>• Members generally do not take advantage of available participation opportunities</li> <li>• Opportunities exist to improve communication, engagement, service experience across member touchpoints</li> </ul>	<ul style="list-style-type: none"> <li>• Regularly provide communication outreach to inform members of areas that most impact the member</li> <li>• Develop and encourage member participation and engagement in energy efficiency programs</li> <li>• Cultivate a culture of listening and provide opportunities for member feedback through community meetings and surveys</li> <li>• Enhance relationships with other community organizations with areas of combined interest</li> </ul>
<b>SO-5</b>	Secure Power Supply	<ul style="list-style-type: none"> <li>• Need to secure post 2028 power supply and grid transmission</li> <li>• Uncertainty of Bonneville Power Administration's next contract configuration considering wholesale power cost and less carbon sources of power</li> </ul>	<ul style="list-style-type: none"> <li>• Deliver options for post-2028 power supply to the board</li> <li>• Secure power supply agreement that meets the cooperatives mission and strategic directives</li> <li>• Ensure reliable delivery of the power supply agreement</li> </ul>

**Enabling Strategies (ES):** these are the items we must complete to enable our success in both our strategic vision and strategic objectives

Index	Enabling Strategy	Situational Context	Desired Outcomes
ES-1	Apply cost-effective technologies to meet current and future needs	<ul style="list-style-type: none"> <li>• Foundational technology needs: older Advanced Metering Infrastructure, no Outage Management System, lack of grid technologies (e.g., sensors), gaps within communication infrastructure, and limited data acquisition for analysis</li> <li>• Need to invest time to train on current technologies</li> <li>• Rely on manual processes</li> <li>• Need to find ways to apply technologies to realize greater efficiencies, planning and analysis</li> </ul>	<ul style="list-style-type: none"> <li>• Utilize technologies to enable better analysis, planning, operational efficiency, and effectiveness</li> </ul>
ES-2	Strengthen workforce capabilities	<ul style="list-style-type: none"> <li>• Small workforce (13 electric employees)</li> <li>• Limited ability for cross-training and special projects</li> <li>• Limited engineering capabilities</li> <li>• Difficult to recruit new talent (barriers such as high housing costs)</li> <li>• We do what needs to get done but not enough time for planning and analysis</li> <li>• Opportunities to increase leadership, industry knowledge and cross-functional proficiencies</li> </ul>	<ul style="list-style-type: none"> <li>• Better cross-training</li> <li>• Strengthen leadership staff</li> <li>• Enhance engineering capabilities</li> <li>• Recruit, hire, and retain skilled positions</li> </ul>
ES-3	Sustain a strong safety culture	<ul style="list-style-type: none"> <li>• Safety is paramount to the organization’s success.</li> <li>• OCEC has sustained zero injury rates over the last four years.</li> <li>• Opportunities to further enhance safety training and apply safety programs.</li> <li>• We care for our employees and need to ensure we do all we can to reduce risk of injuries.</li> </ul>	<ul style="list-style-type: none"> <li>• A strong culture of safety, with the following elements:               <ul style="list-style-type: none"> <li>○ Safety focus at the center in all that we do</li> <li>○ Strong safety awareness at all levels</li> <li>○ Continuously find ways to reduce risk to injuries</li> </ul> </li> </ul>