

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

Enhanced Capital Planning	Develop Broadband Strategy	Develop Electric Vehicle Strategy	Elevate Cooperative Profile in Community	Secure Power Supply
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Initiatives

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

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

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

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"> • 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 • Need to invest time to train on current technologies • Rely on manual processes • Need to find ways to apply technologies to realize greater efficiencies, planning and analysis 	<ul style="list-style-type: none"> • Utilize technologies to enable better analysis, planning, operational efficiency, and effectiveness
ES-2	Strengthen workforce capabilities	<ul style="list-style-type: none"> • Small workforce (13 electric employees) • Limited ability for cross-training and special projects • Limited engineering capabilities • Difficult to recruit new talent (barriers such as high housing costs) • We do what needs to get done but not enough time for planning and analysis • Opportunities to increase leadership, industry knowledge and cross-functional proficiencies 	<ul style="list-style-type: none"> • Better cross-training • Strengthen leadership staff • Enhance engineering capabilities • Recruit, hire, and retain skilled positions
ES-3	Sustain a strong safety culture	<ul style="list-style-type: none"> • Safety is paramount to the organization’s success. • OCEC has sustained zero injury rates over the last four years. • Opportunities to further enhance safety training and apply safety programs. • We care for our employees and need to ensure we do all we can to reduce risk of injuries. 	<ul style="list-style-type: none"> • A strong culture of safety, with the following elements: <ul style="list-style-type: none"> ○ Safety focus at the center in all that we do ○ Strong safety awareness at all levels ○ Continuously find ways to reduce risk to injuries