2026 Steuben County REMC Strategic Planning Report

July 20th & 21st, 2026

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Facilitator:

Jennifer Rufatto, Chief Business Officer for Tipmont REMC

Participants:

Board of Directors:

Gary Shough	*Keith Keller*
Larry Jack	*Neasa Kalme*
Gus Reed	*Kyle Stockwell*
Mike Kurtz	*Carter Snider*
Marc Nelson	

Staff:

Steven Kahle	*Steve Smith*
Dustin Everetts	*Dave Short*
Garrett Keiser	*Beth Welch*

Pre-meeting Preparation

Introduction

After multiple discussions between Facilitator Jennifer Rufatto and CEO Steven Kahle, we agreed to conduct the following steps for the strategic plan:

1. Board of Director Survey Completed on June 2nd, 2026
2. Pre-Strategic Planning Executive Board Planning Session Completed on June 10th, 2026
3. Key Staff Survey- (selected key staff from each department to an even representation across all departments) Completed on June 13th, 2026
4. Two-day planning session with the full board and key staff. Conducted on July 20th & 21st, 2026.

Data Acquisition:

Surveys were given to the full Board of Directors and to Key Staff - (selected key staff from each department to an even representation across all departments) to provide their assessment of the strengths, weaknesses, opportunities, and threats facing the cooperative as well as what issues they felt were important for the cooperative to focus on over the next 3-5 years. The survey questions were intentionally created to formulate a SWOT Analysis for the perspective of both groups.

The Survey results are saved on the REMC shared drive: *REMC Strategic Planning/Strategic Planning/Survey Results*

During the in-person planning session on July 20th & 21st, 2026, these survey results were reviewed and discussed to determine strengths, weaknesses, opportunities, and threats as a group in which the cooperative foresees going in the next 3-5 years.

The goal of the facilitated discussions was to identify the strategic themes that are important to the cooperative. Strategic themes are the main, high-level business strategies that form the basis for the organization's business model. Once we have agreed upon the vision, we can systematically decompose that vision into "Action Items", or what some call "Strategic Goals."

The strategic goals, by their nature, are broad in scope. They are the first step toward defining the major strategic thrusts necessary for Steuben Couty REMC to achieve its strategic direction or vision for the REMC in the next 3-5 years.

Steuben County REMC SWOT Summary

Executive Summary

Steuben County REMC's strengths are rooted in dedicated employees, local and personal member service, strong community involvement, reliable operations, and a cooperative culture focused on safety, family values, and member commitment. These qualities provide a strong foundation for future service, growth, and community impact.
Key areas for improvement include reliability investment, right-of-way maintenance, member communications, technology modernization, policy alignment, cross-office coordination, and leadership clarity. Over the next 3–5 years, workforce planning, facilities, equipment, broadband profitability, and member expectations will require focused strategic attention.
Opportunities exist in local economic development, community growth, housing, fiber expansion, potential large-load projects, and enhanced community engagement. Threats include inflation, rate pressure, affordability concerns, transmission reliability, staffing challenges, broadband competition, cybersecurity, and the need to plan proactively for future load growth.

Steuben County REMC Strengths

1. Employee dedication
2. Local, personal member service
2. Community involvement
2. Commitment to members
3. Commitment to reliability
4. Caring CEO
4. Family-oriented values
4. Quick restoration times
5. Commitment to safety
5. Non-union workforce
5. Strong response in times of need
5. Communication with membership
5. Reasonable cost for services

5. Cooperative business model
5. Alignment between the board and employees

Steuben County REMC Weaknesses

1. Reliability: Rebuild more line, invest meaningfully in right-of-way maintenance, and dedicate additional time and funding to system maintenance.

- Create a 3-5 year workplan and include Year 1 in 2027 budget

2. Member communications:

Outages: Improve outage maps, increase proactive text and email updates during outages and planned work, and communicate in the channels members prefer. Provide clearer outage information, including restoration expectations and explanations of system issues such as transmission problems.

General: Consistently update the website and provide more social media updates to better educate and inform members. Upgrade the website for easier access to information and use software-provider tools to send direct messages to members.

90th Anniversary: Do not spend a lot of money on a specific 90th celebration; instead, incorporate it into events throughout the year, such as a $90 gift card giveaways each month. The significant discussion centered around the list of 90th events being things the cooperative should already be doing for member engagement strategies. Consider brainstorming a list of member engagement strategies; the cooperative will incorporate the remainder of 2026-2027 and bring the board into the strategy for the plan. Also consider where the REMC can partner with existing events to reduce costs and increase engagement.

$1M ORU milestone: The board was specific that this is a milestone they do not want to miss and the ORU awards, in general, should be promoted more thoroughly.

Residential broadband sales: Members do not know the value and services offered by our internet, just speeds/ cost. Highlight Protect IQ, Experience IQ, no charge router.

Idea: Consider door flyers for linemen to leave when yard repairs are needed after right-of-way access, or when storm damage affects a member's meter base. Flyers could include contact information for electricians and a simple diagram distinguishing REMC and member responsibilities.

3. Streamline policies across broadband and electric operations, and train office employees consistently.
3. Strengthen leadership across the company by improving delegation, communication, and clarity during ongoing changes.

Steuben County REMC 3-5 Year Weaknesses

1. Facilities and equipment: Improve facilities and building security. Low rates have delayed needed vehicle (line trucks are good – basic trucks are old – digger is problematic) and equipment upgrades, limiting timely system maintenance.

- Security – need a key fob system for access control

1. Technology: Modernize technology and establish consistent cross-department processes. Priorities include better outage maps, iVUE and metering updates, and a sustainable IT support model.

- Contact Bryan Wrede with Wintek for a Network Assessment and include access control in that assessment
- Steve to prepare hiring plan and model for IT
- Need a cybersecurity action plan.

2. Workforce: Address an aging workforce, knowledge transfer, field staffing needs, and limited career paths to reduce retention risk.

- Create succession plans for key roles and attach training and development plans for employees who would fill those roles.
- Create employee development plans for employees during performance reviews
- Review employee benefits and adjust as needed to be more competitive (example: vacation policy)

3. Member expectations: Balance expectations for faster, cheaper, and better service, particularly among seasonal lake members, while maintaining strong customer service.

- Is it time to increase the service charge?

4. Broadband penetration: Continue improving penetration and address ongoing commercial network challenges.

- Create strategies, goals, and packages to increase commercial broadband business. This may include creativity around 30-month payback contracts, etc.

4. Better integration of broadband and electric services

- Increase communication and involvement of all employees to break down cultural barriers that still exist from a lack of previous transparency regarding broadband.

Steuben County REMC Opportunities

1. Local economic development and new business growth
    - Continue sharing with EDC capacity plans for substations as they become known
2. Community development
    - Continue to serve on EDC board
    - Continue promoting ORU and use that money to help EDC initiatives and the local community
3. Possible casino development – May not know until December 1, 2026
3. Creation of affordable housing
3. Fiber commercial expansion
    - What does an aide-to-construction policy look like for commercial and/ or off-footprint residential customers?
4. Adequate facilities and workspace for staff
    - Eventual physical building needs will be a size increase, storage increase, linemen locker room, more office space, community room, get our trailers under roof, nice restrooms – likely to be tabled for three years, but good to have as an idea for long-range plan and to keep our eyes open for neighboring land openings
4. Possible data center development
4. Expanded scholarship-related community involvement
    - Work with local schools and/or Trine on a scholarship for an arborist as a specific part of SCREMC's succession plan
    - Using around $20,000 a year, award that money to local high school students from SCREMC

Steuben County REMC Threats

1. Inflation without corresponding local economic growth or salary increases
2. Keeping power and broadband costs reasonable
2. Poor economic conditions for members
2. Limited local childcare options for members
2. Member understanding of the value of cooperative membership

- Participate in events where members are already showing up - festivals, parades, community events.
- Consider LIFO capital credit retirement of significance through physical checks.
- Stronger community engagement with schools live-line demos; promote youth tour more effectively so our students don't feel they have to be sent through another REMC; consider using the 90th anniversary to promote the value of the cooperative and consider a pre-/post-metric to evaluate efficacy.
- How can we tell our story more effectively? Do we consider focus groups?

Steuben County REMC 3-5 Year Threats

1. Rate pressures
1. Member perceptions of electric service, influenced by broader utility industry concerns
2. Poor management and reliability of NIPSCO transmission lines
3. Finding and retaining quality staff
4. Growing the broadband network
4. Cyber and building system security
4. Developing a strategy for large load growth before it is needed

- Identify what our role is when these things come to play. Begin a discussion – is our role that of an honest broker of facts?

Ideas for moving forward with the strategic plan to operationalize it.

- Identify a cost-cutting/ efficiency plan
- Identify which initiatives have additional costs associated with them and prioritize

Strategic Planning Summary

Steuben Couty REMC Board and Staff determined 7 strategic pillars that are the foundation for our strategic alignment in the next 3-5 years.

1. **Reliability**
2. **Member Communications**
3. **Community Engagement**
4. **Broadband**
5. **Employees**
6. **Facilities and equipment**
7. **Innovation**

Strategic Planning- Goal Statements

- *Overarching vision statement that encompasses the objective of each strategic pillar.*

Reliability: *Build and maintain a reliable and resilient infrastructure across all aspects of electric and broadband operations*

Member Communications: *Develop and implement new and innovative programs and processes to enhance communication with our members*

Community Engagement: *Establish initiatives designed to strengthen our bond with the community*

Broadband: *Solidify the current broadband customer base all the while seeking focused system expansion*

Employees: *Foster and promote a strong, agile, member-focused workforce*

Facilities and equipment: *Develop a long-term plan addressing facility, fleet and equipment needs*

Innovation: *Pursue increased efficiency across the enterprise, capitalizing on existing technology and innovative ideas*

Action Items from Strategic Planning for Staff-

Reliability: -

- Create a 3-4 Year Work Plan for both Electric and Broadband departments. With a focus on proper maintenance cycles and proactive system improvements

- **Member Communications:**
  - Overall improve communication with our membership in all areas.
    - Key areas:
      - Outage and system notifications
      - Upgrade Website
      - Youth programs
      - Marketing and advertising
      - Expanding Social Media Channels
      - Improving Indiana Connection Magazine
      - Key Account Relationship
      - Membership Highlights and Programs
- **Community Engagement**
  - Internship
  - Vocational outreach/partnership
  - Junior Board Program
  - Community involvement
  - Scholarships
  - Community Broadband services to members and public
- **Broadband**
  - Expand our commercial P2P consumers and footprint
  - Create a non-member ROI and/or Aid-to-Construction plan/policy
  - Focus on the REMC Broadband difference
  - Smart Town features and other programs.
- **Employees**
  - Training Plan
  - Succession Planning
  - Attracting and Retaining Quality Employee
    - Benefits
    - Wages
    - Culture
  - Hiring IT Manager

  - Building a Positive Cooperative Family Culture
  - Policy and Employee Handbook Review
- **Facilities and equipment**
  - Aging Fleet
  - Building Security
  - Office Space- Short and Long Term
  - Additional Storage?
- **Other Items**
  - Developing a strategy for large load growth before it is needed and our role as an honest broker of facts.
  - Identify a Cost-Cutting/ Efficiency Plan focused on maximizing opportunities and performance.
  - Cybersecurity

REMC Governance Action Items

~ We are a strong board. How do we stay strong and continue improving?

1. **Allow for committee rotation** and continue assigning committees based on directors' strengths. Ensure existing committees meet regularly.
    a. For example, the Bylaws Committee.
2. **Incorporate outside speakers to educate the board** on relevant topics that may come before the board.
    a. For example, Mike Brenner could speak on rates and capital credits.
3. **Preserve the board's culture** by creating policies that define board conduct expectations and accountability measures if those expectations are not met.
    a. For example, this board does not engage in backroom deals or subversion. If someone attempts to do so, the board will take appropriate steps, up to and including censure and board removal.
4. The board may want to **consider succession planning and division-of-duties policies.** The next step would be to discuss these topics with the new general counsel.
5. Implement a comprehensive **board orientation program**.
6. The board was clear that **member outreach to schools** is lacking within the cooperative and would like to see it improve. Neasa, who has expertise in this area, suggested working through teachers to have someone speak to junior classes about Youth Tour as a starting point.
7. The board is interested in **investigating a junior board concept** similar to Carroll White's. Potential participant groups include FFA and 4-H. The same classroom conversations used for Youth Tour could also support this effort.
8. A question was raised about **restarting the member advisory board.**
9. The board would like to see a comprehensive **Operation Round Up promotion plan.**
10. For the board packet, the **board would like an additional reference link or learning material included**, or a link that directors can use as homework to be better prepared.

Action Items Goals & Metric

For each strategic pillar, staff identified key goals that address the strategic initiative set forth by the Board. Each pillar goals are outlined in both short and long-term goals. Each pillar shall show a measurable dashboard that shows key metric and transparency. This will provide quarterly updates to all departments and Board of Directors the trending progress.

Sample Metric Dashboard:

STRATEGIC GOALS — QUARTERLY BOARD DASHBOARD

MEMBER SERVICES

Year	2027	Quarter	Q1

STRATEGIC AREA & KEY RESULTS

Strategic Area	Metric	Actual / YTD	Target	Status
Community Outreach	Coffee Chats		4	Pending
Community Outreach	Community/member outreach events		2	Pending
Community Outreach	Podcasts		4	Pending
Facebook	Avg comments + shares per local post		25.7	Pending
Facebook	Broadband posts		3	Pending
Facebook	Community and Education posts	1	2	Off Track
Facebook	Indiana Magazine posts		4	At Risk
Facebook	Local vs. non-local engagement lift		20.00%	Pending
Facebook	Routine engagement rate		2.19%	Pending
Facebook	The People of REMC posts	3	3	Goal Met
Indiana Connection	Custom content per issue		2	Pending
Indiana Connection	Email click rate		1.98%	Pending
Indiana Connection	Email open rate		24.99%	Pending
Internship / Capstone	Prepare internship/capstone work		Complete	Off Track
Scholarships	Launch scholarship application process	In-progress	2	On track
Website	Redesign and test website	Complete	4	Goal Met
Youth Programs	Promote youth program applications		92.213	Off Track
YouTube	Average views per video		92.21	Pending
YouTube	Average watch time per video		2:23	Pending
YouTube	Channel subscribers		45	Pending
YouTube	Qualifying videos posted		2	Pending

STATUS LEGEND

GREEN	YELLOW	ORANGE	RED
Goal Met	On Track	At Risk	Off Track

Dashboard shows only current quarter goals.

Action Item Goals:

Reliability

Goals:	Action Items:
Work Plan - Short Term	Develop maintenance and inspection programs for URD and OH system. Develop cycles for inspections.
	Develop line rebuild plan - determine focus of rebuilds. Potential focus on copper, old compromised ACSR, 3-phase tie lines.
	System Study - protection and coordination, phase balancing, back up circuits

Goals:	Action Items:
Work Plan - Long Term	Analyze system for smart grid equipment deployment.
	Meter system evaluation & upgrade
	AMI system evaluation and upgrade
	Future Substation needs & locations
	Fiber Tie between substations
	Scada potential for line devices

Member Communications Goals:

Short-Term:

<u>Website redesign in 2027:</u>

a. Had a Teams call with Touchstone Energy on 6/17. They sent over a proposal
b. Currently have a wait list of 3 months, with website taking 3-4 months to generate
c. Budget amount would be $8,500.00

Metrics:

- *Work with Shine to redesign/ test the website*
- *Late Q2/ Early Q3: Launch the new website*
- *Post Launch: Continual updating and verifying*

<u>Increasing our social media presents:</u>

d. Sending out information to the membership during outage situations, special events, cooperative news and what is the cooperative difference.
e. Promote 90 years of service in 2027.
f. Facebook & YouTube – Coffee Chats, Podcast
g. Facebook Only – Board and employee accomplishments, monthly employee work anniversaries.

Metrics:

- *<u>Facebook:</u>*
  - *Post Categories with expected numbers per quarter*
    - *The People of REMC (service awards, accomplishments, etc.): 3*
    - *Community and Education (co-op principals, coffee chats, podcasts, safety): 2*
    - *Indiana Magazine (in-home date, articles including small business): 4*
    - *Broadband (tech tip, promotion): 3*
    - *Operational (office closures): as needed*
    - *Outages: as needed*
  - *Engagement as a result of the local posts*
    - *Routine Engagement: increase 10% from last year (last year 1.99% excludes outage posts)*
    - *Local vs non-local engagement: at least 20% higher than non-local content (local 5.32%, non-local 1.57%)*
  - *Average comments + shares per local post: maintain or improve; excludes outage posts (25.7)*

- *YouTube:*
    - *Post 2 videos (how-to, coffee chats, podcasts) per quarter, excluding Annual Meeting*
    - *Increase average views and watch time per video 10% annually (83.83)*
    - *Increase channel subscribers by 5% annually (42)*

Increase Steuben County REMC specific content within the Indiana Connection:

h. Quarterly "rotation":
    i. Small Business Article: "Member Spotlight: Uniquely Local & Uniquely Remarkable
    ii. Energy: PLUGGED IN TO ENERGY TIPS
    iii. Tech Tip
i. Board and employee accomplishments
j. Monthly employee work anniversaries
k. Highlight events the REMC participates in showing our commitment to our community.

Metrics:

- *Minimum 2 custom articles/features/content per issue*
- *Increase email click rate by 10% annually (1.8%)*
- *Increase email open rate by 5% annually (23.8%)*

Community Outreach Goals:

Short-Term:

<u>Live-line Demonstration</u> – September 23rd at 2:00pm

- We will be presenting to the Angola Police and Fire Department
- Will be scheduling additional live line demos for the volunteer fire department as well as EMS.

Metrics:

- *1 Live-line event per year, increase the number of events if interest is there*

Local events in 2027:

- Ballons Aloft, Parades (Angola and Fremont), Touch a Truck events
- High school events (2025/2026 REMC's was the main Sponsor of the girls and boys NECC basketball tournament.)
- Free Wi-Fi Sponsor at events or areas of the community.
- Continued support of Steuben County 4-H (kids day sponsor and electric awards sponsor)

Metric:

- *2 events per year*
- *Coffee Chats: 4 per year*
- *Podcasts: 4 per year*

Building Relationships with our School corporations in the county:

- Reach out to guidance counselors at all vocational schools, high schools, middle schools, and elementary schools.
  - Specific teachers, government/economics, art, and science.
- Promote Camp Kilowatt, IEC's art contest, page day and youth tour.
- Mini live line, what a cooperative is, and broadband career demonstrations.
- Sending these emails out in September.

Metrics:

- *Q1: Promote applying*
- *Q2: Promote winners*
- *Q3: Collect the contact information from MSD, Prairie Heights, Fremont, Hamilton, and homeschool groups for all Art Teachers (Art Contest), 5th through 8th (Youth*

Power and Hope Award), 6th grade (Camp Kilowatt), High schoolers (Page Day), Juniors going to be Seniors (Youth Tour)

- *Q4: Start promoting Youth Tour, Camp, Art Contest, and Page Day*
- *2 school demonstrations in 2027, increasing that number on an annual basis*

Develop a scholarship program that local students (kids or adults) can apply and put towards furthering their education after high school.

- Tie in scholarships to be awarded to the students who apply/go on the youth tour trip.
  - Need a group of 3-4 to interview and rank the students.
- Trade school applicants will have a separate number of scholarships awarded.
- Students who have been awarded the scholarship cannot get it a second time.
- The goal to start the program would be a $5,000.00 budget.

Metrics:

- *Q3 (2026): budget for 2027, decide on the target, create application or if there are any additional info/ questions on the Youth Tour application, decide on "prizes" including values, Youth Tour, and internship*
- *Q4 (2026): Add to application*
- *Q1: Create application/ interview team, promote applying*
- *Q2: Promote applying, review applications*
- *Q3: promote winners*
- *The growth in number of applications for youth tour and applications for the trade school scholarships on an annual basis.*

Continuing to develop relationships with our Key Accounts:

- Currently we have had the opportunity to get in front of 5 of the 10 members we consider to be our Key Accounts. These members fall into this category based on their size and the role they play within our community.
- The next key accounts we are attempting to reach out to are Cold Heading followed by Nucor, Trucor, Meijer, Menard, and Ventra.

Metrics:

- *1 touch with each key account point per year,*
- *1st Quarter – 2 members/ 2nd Quarter – 4 members/ 3rd Quarter – 2 members/ 4th Quarter – 2 members*

Internship Program:

- Partner with Trine and their Capstone Program. (specific task/opportunities)
- Build a Communication/Marketing internship position
  - Keeping hours under 1,000

Metrics:

- *Q1: assemble list of possible tasks or projects, when specific duties are decided, then create guidelines, expectations and prepare work*
- *Q2: create and open application process*
- *Q3: welcome intern*
- *Q4: review how process went*

Long-Term Goals:

Create a full promotional campaign when Operation Round Up hits $1,000,000.00 in donations to the community. Also, when we reach 600 projects given to the community)

- Social media campaign
- Radio interviews
- Special messaging to the membership via SmartHub/OMS
- Indiana connection center page

Logo rebranding

- New logo to include both electric and broadband services.
- Create a modern design that keeps the feeling of the past while promoting the future of our services.

Broadband

- Create a 3-4 Year work plan for both Electric and Broadband departments. With a focus on proper maintenance cycles and proactive system improvements
  - TIMEFRAME: TO HAVE WORK PLAN CREATED BY EOY.

- Expand our commercial P2P consumers and footprint
  - GOAL: TO DEVELOP A PLAN TO INCREASE OUTREACH TO COMMERCIAL PROPERTIES WITHIN OUR FOOTPRINT. TIMEFRAME: COMPLETE BY EOY

- Create a non-member ROI and/or Aid-to-Construction plan/policy
  - GOAL: DEVELOP / EXPAND UPON 30 MO REVENUE RULE. TIMEFRAME: BY END OF NOVEMBER.

- Focus on the REMC Broadband difference
  - GOAL: WORK WITH MARKETING – HIGHLIGHT THE DIFFERENCE.

- Smart Town features and other programs.
  - GOAL: DEVELOP PLANS AND QUOTES FOR INCLUSION IN 2027 BUDGET

- Identify a cost-cutting/ efficiency plan focused on maximizing opportunities and performance.
  - EFFICIENCY PROGRAM INVOLVING NEW COMMERCIAL LEADS ON THE P2P SIDE – OPERATING LIKE THE FTTH NETWORK (MAXIMIZING OPPORTUNITIES AND FACILITIES USE)

Employees

TRAINING PLAN-

Goals:	Action Items:
Promote annual employee training	-Increase 2027 Budget dollars to include training and travel costs. -DISC Assessment -Encourage every employee to attend at least one class or training event
Create employee development program	-Conduct employee interviews to highlight potential training opportunities and leadership development opportunities.
Leadership training	RELITE

SUCCESSION PLANNING-

Goals:	Action Items:
Create a plan for key employees and roles	Spencer Kane- Materials and warehouse training
Create an action plan to replace employees that could retire in the next 5 years- or ones who could take a leave of absence	Upcoming Retirements: Greg Miller- 1-8-27 (Age 62) Dennis Jack (Age 61) Steve Parnin- 4-30-28 (Age 60) Don Snyder (Age 57) Matt Lorntz (Age 57)

ATTRACTING AND RETAINING QUALITY EMPLOYEES-

Goals:	Action Items:
Benefits	-Review Vacation, sick & ALL policies- discuss PTO -Being able to earn vacation time on day 1 of employment
Wages	Be competitive
Culture	-All employee training -Organizational outings (employees and board) EX: Golf outings, family game events -Lineman Rodeo -Free soda, water and coffee to employees

HIRING IT MANAGER-

Goals:	Action Items:
In the process of posting the position	-Interview assistance from IEC or WVPA
	-Conduct personality test

BUILDING A POSITIVE COOPERATIVE FAMILY CULTURE-

Goals:	Action Items:
Employee/Board Tour of our system	-Spring time of 2027- possible places to tour- Cardinal, Pine Manor, Family Dollar, other key accounts, fiber huts, substations w/the new battery back-ups.

POLICY AND EMPLOYEE HANDBOOK REVIEW/ BYLAWS-

Goals:	Action Items:
Bylaw and Employee Policy Review	-Review the Bylaws and policy manual internally and make suggestions for changes -Review bylaws and policies w/bylaw committee in Nov/Dec 2026 -Board Attorney review -Present changes to board and employees -Board approval

Facilities and Equipment-

Goals:	Action Items:
Aging Fleet	Eliminate trucks with MAX Force Engines.
	Improve digger rotation and replacement to 15 years.
	Improve bucket rotation and replacement to 10 years.
	Improve pickup and passenger vehicle replacement. Potential 7 - 10 year rotation.
	Determine vehicles essential to operation and eliminate underused vehicles.

Building Security	Investigate FOB entry system
	Quotes from Larry's Lock and Safe

Office Space	Investigate adding desks/cubes in department area.
	Utilize office storage closet next to Dustin as additional office space.

Additional Storage	Stone Lot south of pole yard
	Quotes from area contractors
	Consider lean- to structure for trailers and other equipment storage.

Innovation-

- Develop a strategy for large load growth before it is needed and our role as an honest broker of facts.
- Identify a cost-cutting/ efficiency plan focused on maximizing opportunities and performance.
- Cybersecurity
- Create a plan/schedule to update AMI system and functionality
- Evaluate our current NISC software platforms and improve utilizations.

Closing Comments

These goal statements, once adopted by the board and management, serve as the "guiding direction" for the organization. In order to achieve these goals, management must execute annual goals and objectives that are actionable and measurable. Ideally, those will be part of the annual budgeting process, which subsequently serves as a foundation for the work plan and the resource requirements that the board approves.