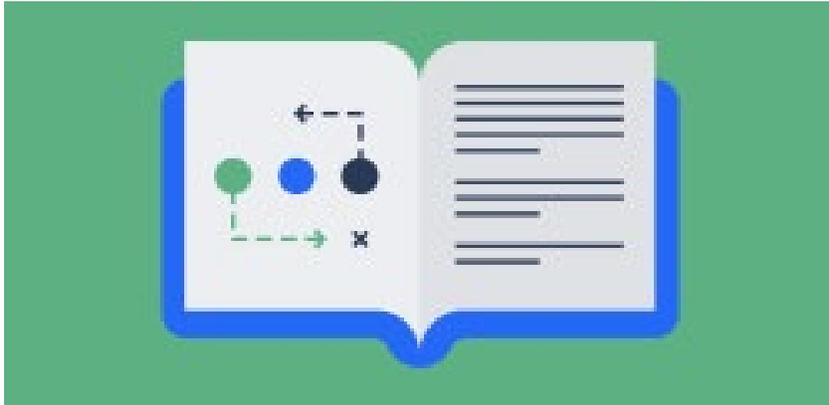


What it takes to win:

AEC's game plan for the next few years



Every football team has a playbook that documents the offensive and defensive schemes and tactics they will turn to during the course of a game. These plays are carefully developed by the coaches to give the players their best chance of success on the field. Everyone on the team relies on it. They make it their business to know it backward and forward.

The playbook holds the strategic “x’s and o’s” that—if adhered to by the players—will win games. It is the cornerstone of the team’s performance and reflects the approach and direction of the entire football program. Our Co-op has a playbook, too. AEC’s 2020-2023 Strategic Plan points the way forward for our organization. This document is grounded in our vision and values; it sets goals and drives us toward achieving our mission.

How does a Strategic Plan work?

AEC’s Board of Directors spends time carefully analyzing the Co-op’s strengths, weaknesses, opportunities, and threats in order to set forth the goals we’ll be trying to reach over the next several years. They identify emerging issues in the utility industry. They take a close look at our relations with our members and with our power supplier. They examine trends and forecast potential outcomes with regard to operations.

With direction from management in the form of specific objectives designed to help achieve each goal, AEC employees from all across the organization are the ones that do what it takes to get there. This strategic guidance ensures that the Co-op stays focused on the things that will make the most difference for those we serve.

Why does AEC need a new one every so often?

By establishing new goals and objectives periodically, we position ourselves to be ready for what’s next. Our industry is constantly changing. We have to be ready to quickly adapt to shifting circumstances, emerging issues, changing economic conditions, and evolving member needs.

The Strategic Plan helps us be both intentional and effective in our work. We're at the top of our game when we have a very clear idea of what we want to accomplish, so we can concentrate our efforts in those specific target areas.

What's in the Strategic Plan for 2020-2023?

Six goals represent the areas of focus that will steer our actions for the next three years:

- Create a comprehensive communications plan designed to enhance member engagement and facilitate service offerings.
- Develop an internal and external technology plan to maximize operational efficiency, improve the Co-op's load factor, and boost digital interactions between AEC and its members.
- Explore possibilities for new rate designs, incorporate fiber build-out into the Co-op's long-term financial and construction work plans, and investigate demand response options.
- Establish a succession plan for key AEC positions, in order to develop talent and ensure a smooth transition when employees retire or otherwise leave the organization.
- Expand the Co-op's safety improvement plan to strengthen efforts to enhance community safety and address employee injury prevention.
- Determine AEC's role and develop a business process for meeting member needs related to emerging technologies like electric vehicles, distributed energy resources (solar, battery storage, etc.), and craft an end-use service plan for in-home technology.



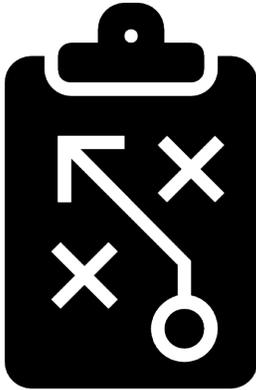
Why these particular goals?

The Board of Directors determined these goals were where we are most likely to realize the greatest return on our investment of time and resources. In other words, that's where we'll see the biggest pay-off in terms of the benefits our members gain from the work that we do.

These goals are challenging—no question. (And they need to be. Otherwise, we run the risk of being satisfied with something less than our very best.) Every AEC department will be working diligently to reach them.

How will you know if it's working the way it's supposed to?

Every three months, AEC's General Manager makes a report on the status of the Strategic Plan to the Co-op's Board of Directors. The Board has a chance to see just how far along we are with respect to each objective—and they also have the opportunity to provide us with guidance regarding any changes that may need to be made.



That's an important point: even though it's a very solid, detailed document, the Strategic Plan is in no way set in stone. It's comprehensive, but it's also dynamic. It has to be flexible enough to change with the times and the circumstances under which we're operating. As we measure results, some course correction may be necessary with an undertaking this ambitious, and we'd be naïve to think otherwise.

Some objectives are well-defined; "success" is pretty much assured by the completion of that effort. Others are more abstract in nature. And some are so new to us that we'll be breaking ground as we move forward, so there'll likely be some trial and error involved. But even if we have to back up and re-group from time to time, our members can count on the fact that we'll be keeping our eyes on the goals before us and working diligently to achieve them.