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# 2023-2028 Strategic Plan

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## Our Vision Statement

Empowering our members to excel as high-quality local utilities



## Our Mission Statement

To be a trusted partner providing industry-leading services and innovative solutions to our member communities



## Our Core Values



### Integrity

- We act with honesty and transparency
- We are accountable for our actions
- We will do the right thing for our stakeholders



### Respect

- We act with professionalism
- We value the opinions of our employees, members and other stakeholders
- We acknowledge a variety of perspectives across all human differences



### Member-Focused

- We support the needs of our members
- We act in the best interests of our members
- We strive for continued improvement and innovative solutions



### Safety

- We support all efforts toward a safe environment for our employees and members
- We set an example of safe conditions for our members
- Safe procedures and behavior are a paramount value of our agency



### Teamwork

- We communicate and work effectively and efficiently within and across the agency
- We work with both internal and external stakeholders to accomplish common goals
- We are actively invested in the organization and our member communities





# Strategic Priorities



## 1. Member Services

KMEA will leverage the value of joint action to address a wide range of member needs



## 2. Shared Resources

KMEA will identify, evaluate and implement solutions for shared field operational services to support member needs



## 3. Communications

KMEA will be the trusted source of information and advocacy for its members, customers and other stakeholders



## 4. Energy, Supply & Delivery

KMEA will leverage the power of joint action to provide reliable, cost-effective energy and supply



## 5. Organizational Excellence

KMEA will seek to achieve the highest level of excellence by adhering to best practices, providing a quality and well-trained workforce, and maintaining financial stability



# 1. Member Services



KMEA will leverage the value of joint action to address a wide range of member needs

## 1.1 New Services

Evaluate and recommend opportunities and solutions for new member services

## 1.2 Existing Services

Evaluate and recommend enhancements for existing member services





## 2. Shared Resources

KMEA will identify, evaluate and recommend solutions for shared services to support member needs

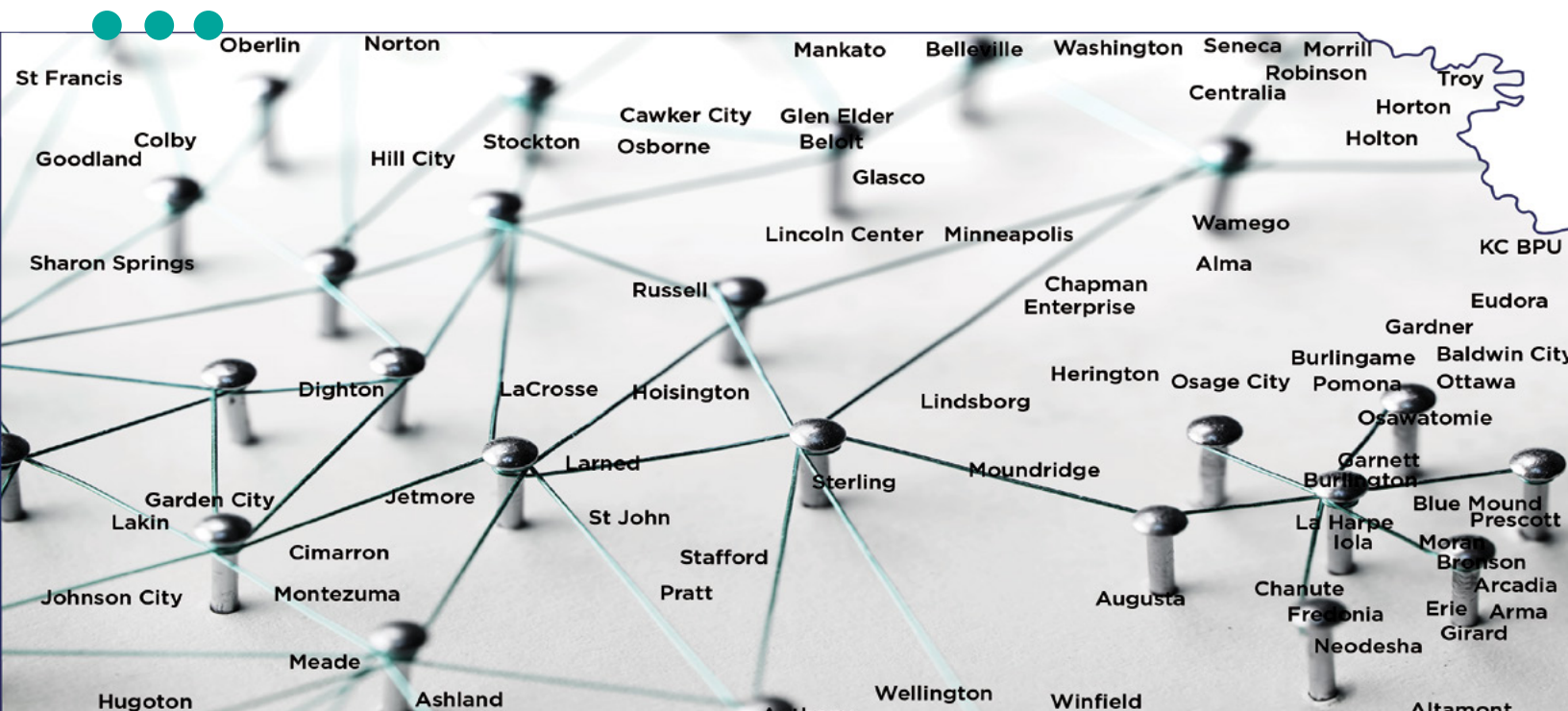


### 2.1 Supply Chain

Recommend solutions for Supply Chain and Material Management issues

### 2.2 Field Operations

Recommend solutions for shared field operations



## 3. Communications



KMEA will be the trusted source of information and advocacy for its members, customers and other stakeholders

### 3.1 Membership

Develop and implement a new communication plan for the members

### 3.2 Members' customers

Develop communication/education materials for use by the members for their customers

### 3.3 Outside stakeholders

Increase KMEA's presence and collaboration with outside stakeholders





## 4. Energy, Supply & Delivery

KMEA will leverage the power of joint action to provide reliable, cost-effective energy and supply



### 4.1 Long-Term Planning

Identify power supply projects for the members

### 4.2 Renewable Energy

Investigate, evaluate and implement a solar program for the membership

### 4.3 Delivery Strategies

Identify strategies related to the delivery of power (transmission/substation) to the members



## 5. Organizational Excellence



KMEA will achieve the highest level of excellence by adhering to best practices, providing a quality and well-trained workforce, and maintaining financial stability

### 5.1 Workforce

Develop a workforce development plan to ensure an excellent, diverse, and engaged workforce

### 5.2 Financial Strength

Maintain KMEA financial and operational strength with cost competitiveness

### 5.3 Needs Assessment

Conduct an annual facility and technology needs assessment for KMEA