



Strategic Plan 2021 Update



A MESSAGE FROM OUR PRESIDENT/CEO AND CHAIRMAN

In 2019, KYMEA crafted its initial Strategic Plan. The objective of the 2019 Strategic Plan was to create an inspirational vision and to align the agency's efforts to achieve the vision through its mission, core values, and strategic priorities.

Each year, the KYMEA board of directors and staff hold a strategic retreat to review the strategic priorities and goals, assess the current approach and evaluate our progress. To encourage a culture of creativity and dialogue, KYMEA brings in an outside facilitator to guide the retreat and assist in challenging the current strategic plan, creating a solid basis for future action.

The 2021 strategic retreat was held in conjunction with KYMEA's annual conference which featured experts in power markets, electrification, and cybersecurity. The conference focused on a continually changing industry and regulatory environment and discussed strategies to position KYMEA to meet many of the challenges facing the power sector in the coming years.

The three guiding principles of the strategic retreat review process are: **1) Keep it simple** by being very clear on what our strategy is and isn't, keeping the agency headed in a unified direction. **2) Be productive** by setting lofty, but achievable objectives and goals. **3) Continuously monitor performance** by establishing measurable targets and accomplishments.

The outcome of the 2021 strategic retreat was the board's determination that the agency is on the right path and is meeting or exceeding all of its strategic priorities and goals. The board fine-tuned a few of its strategic goals to better position the agency and provide more clarity on its direction.

This document, which serves as a supplement to the 2019 Strategic Plan, provides an update of the goals. The updated Strategic Plan serves as a roadmap for the agency and provides a common understanding of KYMEA's purpose and objectives.

A handwritten signature in black ink that reads "Josh Callihan".

JOSH CALLIHAN
Chairman of the Board

A handwritten signature in black ink that reads "Doug Buresh".

DOUG BURESH
President & CEO

2021 STRATEGIC PRIORITIES UPDATE



1

FINANCIAL STABILITY

KYMEA will provide stable and competitive rates in a fiduciarily responsible manner.

- 1.1 **Rates:** Annually establish rates that support the agency's financial health metric and cash reserve policy.
- 1.2 **Reserve Fund:** Adopt cash reserve policy by June 30, 2020.
- 1.3 **Financial Health Metrics:** Develop financial health metrics scorecard for the agency by June 30, 2020 and score annually thereafter.



2

GROWTH

KYMEA will promote organic growth within our communities and seek mutually beneficial new membership opportunities.

- 2.1 Communication & Education:** Enhance KYMEA's brand by hosting two training and educational events annually, beginning January 1, 2020.
- 2.2 Membership Growth:** Seek to grow membership by visiting potential members annually.

- 2.3 Member Services:** KYMEA will identify and evaluate a minimum of one new member service annually for the next three years that brings value to the agency and the communities we serve.



3

RESOURCE PLANNING

The KYMEA resource planning process applies modern portfolio theory when assembling its power supply portfolio; focusing on long-term, low-cost, reliable, and sustainable supply while minimizing risk.

- 3.1 Long-Term Planning:** KYMEA will investigate, analyze, and report on potential resource, and transmission options as part of its 2020 Integrated Resource Plan with updates thereafter.
- 3.2 Low-Cost Power Supply:** Develop wholesale rate benchmarks for the agency by June 30, 2021, and refresh annually thereafter.
- 3.3 Risk Mitigation:** The Internal Risk Committee (IRC) and Board Risk Oversight Committee (BROC) will, at a minimum, hold quarterly meetings to assess, report on, and develop mitigation measures for the board's consideration regarding identified business, energy, and financial risks.
- 3.4 Renewable Energy:** As part of its Integrated Resource Plan, KYMEA will continue to investigate opportunities for renewable energy while maintaining reliable power at competitive and stable rates as part of a diversified power supply portfolio.
- 3.5 Demand-Side Management:** As part of its Integrated Resource Plan, KYMEA will assist members as requested in their pursuit of cost-effective energy efficiency and demand response programs.



4

ORGANIZATION

KYMEA will achieve and maintain an organizational structure that supports our vision, mission, and core values.

- 4.1 Operations:** The budget committee and staff will evaluate resource needs, compare operations to industry benchmarks, and recommend necessary solutions for the board's consideration as part of the annual budget process.
- 4.2 Governance:** KYMEA will annually provide Board member orientation and materials containing information needed to fulfill their role in the organization.
- 4.3 Legislation:** Promote and support federal, state, and local legislative initiatives that benefit KYMEA and its communities through lobbying efforts by participating in a minimum of two legislative events annually.
- 4.4 Strategic Retreat:** KYMEA will facilitate an annual strategic retreat with the Board of Directors as a way to review and update the agency's strategic plan.

DISCOVER THE POWER OF ENERGY OPTIONS

