



NORTHERN LIGHTS
ELECTRIC COOPERATIVE



STRATEGIC PLAN

2022-2025

Introduction

Northern Lights Electric Cooperative has been delivering power to our community for 84 years. We started with 60 members and 300 miles of line, today we serve over 37,000 members over 3,000 miles of line. During that time we have continued to evolve to meet the changing needs of the people and communities we serve. This strategic plan represents those evolving needs and how we will hold true to our founding purpose while addressing the challenges of today.



Mission

We deliver affordable, reliable, and safe energy for our members.

Vision

We are recognized as a premier cooperative, providing exceptional service and value to our members and our communities.





Values

Service

We take care of our members, our community, and each other.

Innovation

We relentlessly seek to move our cooperative and industry forward.

Safety

We are uncompromising in our commitment to safety.

Trust

We build trust through honest and consistent communication.

Cooperative Goals

Goal #1

Achieve Operational Excellence

- Objective 1: Develop 10-year technology workplan with capital expenditure projections.
- Objective 2: Implement system improvements to lower SAIDI, SAIFI, and CAIDI scores below five-year averages.

Goal #2

Maximize Value to Our Membership

- Objective 1: Increase member satisfaction and engagement through implementation of comprehensive demand management program
- Objective 2: Enhance communication practices for providing outage information to members.

Goal #3

Protect the Financial Health of the Cooperative

- Objective 1: Evaluate optimal balance and use of debt and equity capital and implement plan to achieve that balance.
- Objective 2: Complete a cost of service and rate design study

Goal #4

Advance Safety Culture

- Objective 1: Improve safety training with addition of regular online training modules
- Objective 2: Implement RESAP framework for continuous improvement of safety performance and culture.

Goal #5

Pursue Workforce Optimization and Employee Satisfaction

- Objective 1: Develop leadership training program to prepare employees for future leadership, management and supervisory opportunities
- Objective 2: Identify and address shortcoming associated with internal communications