



# ESSENTIAL CONNECTIONS

NH Electric Cooperative Strategic Plan, 2024-2029

# OUR MISSION, VISION & VALUES

## MISSION >

The New Hampshire Electric Cooperative aims to deliver affordable and reliable electric and broadband services to its members.

## VISION >

Empowering our members to thrive through our cooperative commitment to serving their needs.

## VALUES >

Safety, our Members, and Integrity.



## SINCE NEW HAMPSHIRE ELECTRIC COOPERATIVE

began in 1939 we aspired to be a reliable and affordable utility in service to our members. Eighty-five years later, our mission, vision and values remain the same. This five-year strategic plan reflects where we are headed to preserve and protect our legacy, and expand and enhance our members' capacity to thrive in a complex world.

## STRATEGIC PILLAR

# AFFORDABILITY

**Affordability remains an essential element of our electric cooperative model.**

A key component of this goal involves prioritizing projects that deliver the best cost-benefit value to our members. Additionally, NHEC continues to engage at the state and federal levels to leverage electric grant opportunities with the potential to deliver the most value to our membership. We're pursuing grants that promote decarbonization in historically disadvantaged communities and implement long-term hazard mitigation measures.

The Co-op is unique amongst New Hampshire utilities because it is owned by the members it serves. This gives NHEC greater flexibility in purchasing power, which has allowed us to consistently keep rates lower than investor-owned utilities. Use of both long and short-term forecasting will enhance our efforts to remain competitive.

Of course, affordability cannot be achieved without expense discipline. The Cooperative has a proud history of maintaining discipline in operations, capital expenditures and power resources. Close scrutinization of the budget with an eye toward identifying areas of reduction through efficiency and prioritization will be a key focus as we implement this plan over the next five years.

These efforts will help ensure we deliver on our promise of remaining affordable.



## STRATEGIC PILLAR

# EMPLOYEE EXPERIENCE

### We are a team.

As such, our commitment to our employees remains strong and is essential to how we function. We want to provide all of our employees the room to be curious and motivated. We're dedicated to fostering a successful, growth-minded culture, with the result being a better experience for our members.

Our tradition has been to promote from within when possible. This is incredibly clear from the years of dedicated service by many of our employees who were able to grow within our organization.

With a stronger focus on performance management, in the future, we can set clear expectations, track progress and provide the feedback necessary to increase employee engagement and retention, and strengthen our tradition of talent building for promotability and succession planning.

Our team is strong. But we can be even stronger by expanding our invitation to a diversity of perspectives and experiences. Our Talent Development Program fosters the representation and participation of diverse individuals and groups and is a critical part of our strategic vision and growth.



## STRATEGIC PILLAR

# BROADBAND

**The Cooperative has grown over the years.**

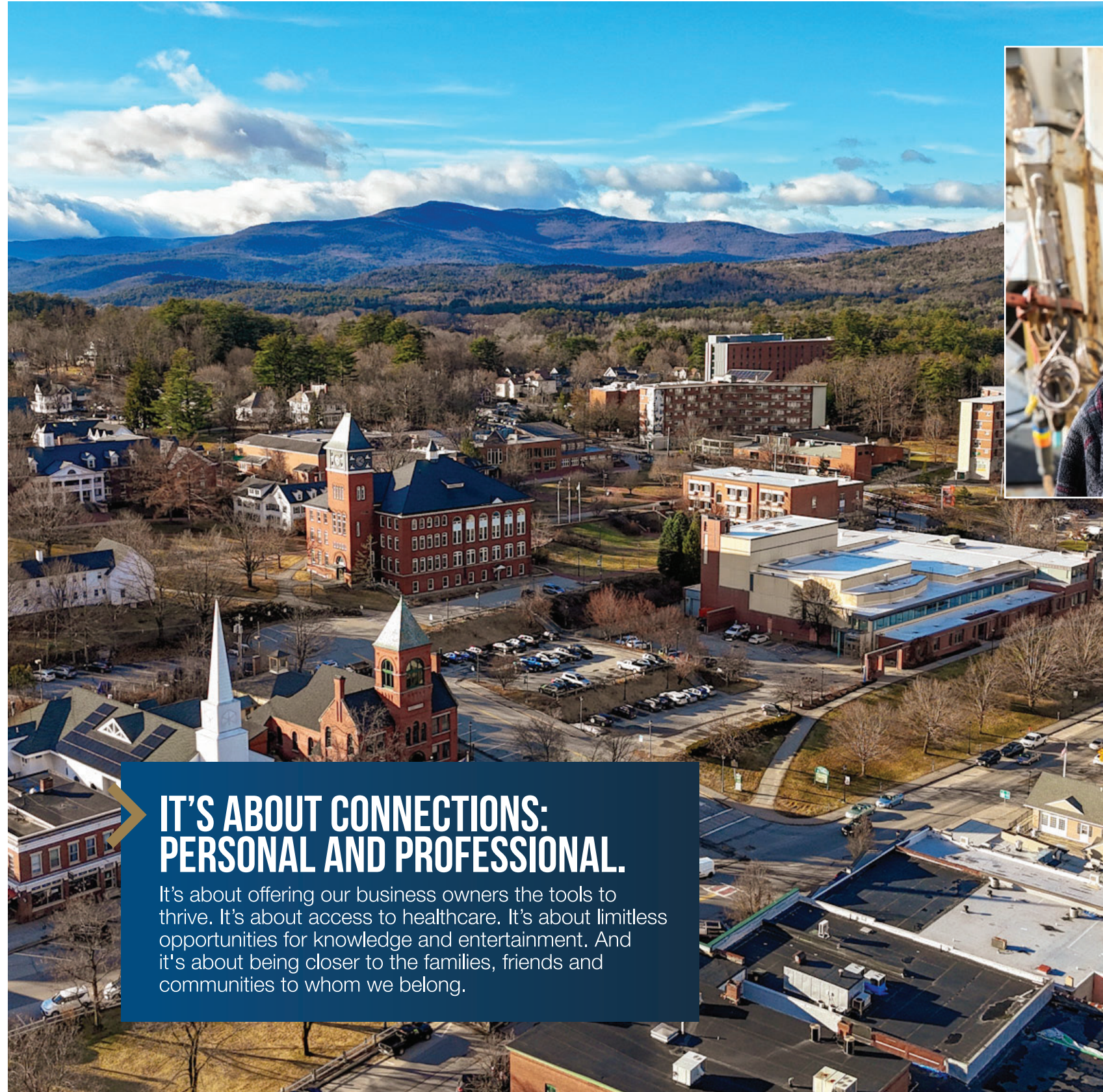
Life as we know it has changed dramatically since our founding in 1939 and so have our members' needs. In 2020, NHEC began an ambitious initiative to meet the internet or connectivity needs of our members – NH Broadband.

Today we're delivering fiber optic internet and all of its wrappings – extraordinary speed, consistency in service and reasonable pricing – to all our members, some of whom lack this essential power to connect. We sought and received more than \$65 million in federal and state grants, which helped us install more than 1,000 miles of fiber optic cable. We now offer service in all or parts of over 20 New Hampshire communities.

Looking ahead as we continue with construction, drops and installation, our goal remains the same: to construct more than 3,200 miles of fiber optic cable so that 75% of our 86,000 members will have access to high speed internet service by 2026.

To deliver broadband to all of our members, we'll continue to seek and evaluate additional grant opportunities. We will also further develop and streamline NH Broadband operations to ensure our broadband service lives up to our proud reputation of putting our members first.

This essential expansion into broadband is critical to connecting our members to all that matters in their lives, and supporting businesses and economic development in rural New Hampshire.



## IT'S ABOUT CONNECTIONS: PERSONAL AND PROFESSIONAL.

It's about offering our business owners the tools to thrive. It's about access to healthcare. It's about limitless opportunities for knowledge and entertainment. And it's about being closer to the families, friends and communities to whom we belong.



“With the coming of broadband, we’re doing exactly with broadband what we did with power back in the day,” said **Derek Troian, Operations Supervisor for the Meredith District.** “We are providing opportunity to people that allows them to work and learn remotely, grow their business, and help their community thrive.”

“I have reliable internet at my house. The fiber optic connection has been consistent and operating at lightning fast speeds, without blips and absolutely no struggle from start to finish. I am so thankful to be connected back to the world at speeds necessary to live and thrive! Thank you!”

**Audrey Conrad**

**Business owner and grandmother,  
NH Broadband Subscriber  
Canaan**



# THE ONLY NEW HAMPSHIRE COOPERATIVE THAT DELIVERS ELECTRICITY, AND BROADBAND.

We remain dedicated to providing our member-owners with the essentials for today's world: affordable and reliable energy to our homes and businesses, and state-of-the-art fiber optic broadband to power our connection to all that is important in our lives and the New Hampshire economy.

**This is our mission, our purpose.**



# co·op·er·a·tive

## NOUN

an organization which is **owned and run jointly** by its members, who share the profits or benefits.

## ADJECTIVE

involving mutual assistance in **working toward a common goal**.



## STRATEGIC PILLAR

# RELIABILITY

**It takes a lot to keep the power on.**

Storms, overgrown vegetation and accidents can impact the electrical system's efficiency and reliability. That's why we're making strategic investments in infrastructure. We are in the fourth year of a decade-long project broadening our Supervisory Control and Data Acquisition (SCADA) program. We use SCADA technology from the Control Center to monitor and control our substations once a fault on the line has been identified and repaired. With the continued expansion of SCADA, we are replacing manual switches with automated reclosers so that after a fault has been repaired, our Control Center can re-energize the circuit. This not only saves our crews travel time and work, it also restores power more quickly for our members.

Another priority project involves upgrading our substations. We're rebuilding aging substations and modernizing equipment to accommodate future growth and greater loads, both of which are essential for economic development and future needs.

These investments in infrastructure - combined with greater use of data and analytics - aim to ensure that our members can depend on seamless, reliable electricity to power their lives.



## STRATEGIC PILLAR

# MEMBER EXPERIENCE

**Our purpose is to serve our members. Our aim is to engage in a transparent and open channel of communication.**

Excellent service allows the Cooperative to meet the needs of our members. It means, for instance, reducing wait time in our call center as well as getting information to our members in a timely manner.

We also want them to better understand their electric service in terms of billing, rates, fees, terms and conditions, and also member responsibilities. We're embarking on redesigning our paper and digital billing to provide greater clarity.

We want to improve how we communicate, too. Our members use a wide array of channels to communicate everyday. This is why we are evaluating new ways we communicate and different ways to reach those we serve.

We're here for our members. We're also here for the communities where they work and live. Our commitment, knowledge, service and engagement with the communities we serve combine to form a core strength of this Cooperative. Embarking on a deeper engagement with our communities over the next five years will deepen our membership's understanding of and engagement with us.

