

## Approved

**New Hampshire Electric Cooperative, Inc.**  
**Minutes of the Meeting of the Strategic Planning Steering Committee (Public Session)**  
**Teams Meeting**  
**January 15, 2026 10:00 a.m.**

**Present:**    Committee Board Members: Bill Darcy, Alana Albee, Tom Mongeon

Other Board Members: Harry Viens, John Goodrich, Bob MacLeod, Leo Dwyer,  
                  Jeff Morrill, and Jerry Stringham

NHEC Employees: Michael Jennings, Josh Holbrook, and Maida Lessard  
                  (Recording)

### **Meeting Called to Order**

Chair Darcy called the meeting to order at 10:00 a.m.

### **Agenda Review/Outline**

Discussion took place about the proposed outline of the meeting:

- Confirm the committee charter and scope for updating as an amendment of the existing 5-year strategic plan.
- Establish a process, timeline, and responsibilities for next steps.
- Determine how to incorporate Enterprise Risk Management (ERM) content.
- Organize source documents and updates for 2026 planning.
- Identify additional issues and information needs (including broadband).
- Enter executive session for competitive topics.

### **Strategic Plan and Enterprise Risk Management Surveys Discussion**

The role of the committee will be to identify issues to be included in an amendment to the existing 5-year plan, define goals for each, incorporate relevant ERM items from the staff and board lists of concerns including broadband and present them to the board for discussion.

After presenting it to the board, either finalize or complete one last draft of the amendment for board feedback.

The purpose is to narrow issues so board deliberations are more productive; the committee will not reopen any items from the original plan.

Mr. Mongeon suggested gathering additional information such as pulling some key strategic questions or issues from the broadband committee meeting minutes to add.

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Chair Darcy proposed that each committee and other board members in the meeting prepare up to 10 new or revised issues with a goal statement for each or consider using the existing list in his memo and incorporate the ERM issues as a starting point.

Mr. Mongeon suggested using this meeting to create a process and a timeline for the output, deliverables, and who will be responsible for those items.

Chair Darcy outlined what the first steps should be for this meeting by asking for the members of this meeting to come up with 10 new or revised issues and goal statements for each.

Mr. Morrill agrees with the first steps and suggested using subcommittees for deeper work on selected topics to bring back to the group.

Chair Darcy suggested establishing the issues to focus on first and then form subcommittees.

Ms. Albee suggested creating a 2026 Strategic Planning folder in OnBoard with all the documents that have been mentioned in addition to the quarterly strategic plan updates Mr. Jennings submits.

Chair Darcy confirmed the committee will review the current lists and any additional items which should be added and create one list of 10 issues. He will consolidate and highlight areas of agreement and outliers ahead of the next meeting.

Mr. Morrill suggested discussing any new items today to give a jumpstart to the conversation in advance.

Mr. Mongeon confirmed that Mr. Jennings will be reviewing the broadband meeting minutes from the last 12 months to pull key strategic questions for the next meeting.

Mr. Jennings confirmed he will have this data for the next meeting as well as some supplemental information for broadband strategic planning he and Mr. Holbrook have been working on and will provide.

The committee went into executive session to discuss confidential, legal, litigation, and personnel matters at 10:20 a.m.

The committee came out of executive session at 10:50 a.m. and adjourned the meeting.