

KIUC BOARD POLICY NO. 15  
**STRATEGIC PLANNING**

**PURPOSE OF POLICY:**

This policy describes the responsibility and process for the Cooperative's strategic planning.

**POLICY CONTENT:**

**I. Commitment to Strategic Planning**

It is the policy of this Board to guide the direction and conduct of the Cooperative through periodic, fact-based, thoughtful, and collaborative strategic planning. The Cooperative's Strategic Plan will be updated periodically and may be amended between updates if warranted.

**II. What Is Considered Strategic?**

Strategic issues almost always have a long-term impact on the cooperative. Some decisions required to operate the Cooperative will rise to the level of strategic importance. These strategic issues are typically identifiable by their real or perceived impacts.

- Issues that substantially impact the cost structure of the Cooperative are strategic.
- Issues that have a significant impact on Cooperative employees as a group are strategic.
- Issues that have a significant real or even perceived impact on members (as a group) are strategic.

Guidance from other cooperatives suggests that cost savings initiatives; major construction; locating generation, transmission, and distribution assets; member interfaces; and some financial transactions are strategic.

**III. Outputs of the Strategic Planning Process**

- A. Mission.** The Cooperative's mission is a statement describing the general purpose for the Cooperative's existence, its responsibility for fulfilling its role as a provider of utility service to its members, and its community service role. KIUC's mission was developed early in its life. It is re-evaluated periodically, and revised when warranted.
- B. Values.** The Cooperative's values are a statement of the behaviors that the Board of Directors and employees of KIUC are to demonstrate as these individuals fulfill their respective duties and responsibilities.
- C. Strategic Plan.** The Strategic Plan is a document outlining the Cooperative's goals for the next few years. It is revised from time to time as old goals are accomplished or discarded and new goals are adopted.

#### IV. Objectives

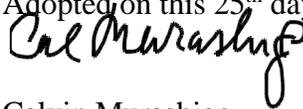
The Cooperative's strategic planning process shall achieve the following objectives:

- A. To capitalize on the collective knowledge, experience and wisdom of the Directors, CEO and staff, and members.
- B. To affirm or amend the Cooperative's mission.
- C. To affirm or amend the Cooperative's values.
- D. To approve a Strategic Plan every few years that sets forth strategic goals.
- E. To track progress towards the implementation of strategic goals.

#### V. Responsibilities

The Board is responsible for initially developing the Cooperative's mission and values, and then afterwards for affirming or amending them. The Board is responsible for developing the Strategic Plan, with the advice of the CEO, staff, and members. The CEO is responsible for taking actions and requesting funding (in operating and capital expenditure budgets) to accomplish the Cooperative's mission, values, and Strategic Plan and is responsible for reporting periodically on the status of the Strategic Plan.

Adopted on this 25<sup>th</sup> day of May, 2021.



Calvin Murashige  
Secretary

Revised: 05/25/2021  
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