

# OPALCO Board of Directors

## Strategic Directives

The Board of Directors shall maintain a long-range vision for the future of the Co-op that addresses the evolution, maintenance and operation of the power and communications grid with a focus on sustainable communities, healthy environment and local resiliency.

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**1. Safety**

Safety is our highest priority. Safety programs will be implemented to engage all staff members and to promote OPALCO's high standards for safety with a goal of no accidents.

**2. Reliability of Electric Service**

Maintain reliability of electric service. Preserve our connection to the mainland power supply, support the federal hydro system and optimize locally generated power. Develop local resiliency for emergency conditions.

**3. Sustainable Power Supply Strategy**

Maintain a long-term strategy to provide safe, adequate, reliable power which balances source risk, economics, climate and energy policy uncertainties and environmental impact. Leverage collaboration to access cost-effective and environmentally sensitive generation in our service territory and beyond.

**4. Personnel**

Attract and retain top quality employees by actively cultivating a workplace culture based on mutual respect that embraces diversity, encourages high team functionality and harmony, promotes personal and professional development and maintains high employment satisfaction. Maintain wage rates that are competitive within the industry and for our region. Include apprenticeship and training programs for all positions and succession planning for key positions.

**5. Member Satisfaction**

Sustain high levels of member satisfaction as evidenced through periodic member surveys.

**6. Communications with Members**

Provide regular communication outreach to inform members of relevant issues and to encourage member participation and engagement in co-op affairs. Maintain transparency for co-op governance and operations. Cultivate a culture of listening and provide opportunities for member feedback.

**7. Cash and Debt Fund Availability**

Ensure revenue and financial stability and have cash and debt availability to provide for foreseeable demands and to mitigate the impacts of potential significant damaging events including storm damage, loss of electric supply, equipment or cable failure.

**8. Debt & Equity**

Maintain appropriate levels of debt and equity that support the long-range strategic plans while maintaining all loan covenants and meeting regulatory requirements.

**9. Guiding Documents**

Maintain and publish guiding documents.

**10. Communication Backbone**

Maintain fiber optic and wireless communications infrastructure to support grid operations for OPALCO and its subsidiary.

**11. Rock Island Communications**

Manage OPALCO's wholly owned subsidiary to provide our membership high quality, reliable internet, voice and communications services. Prioritize communications to emergency responders and fiber to the home deployment while continually improving wireless services and maintaining key partnerships.

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Vince Dauciunas, President

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June 27, 2019

Date