

STOWE ELECTRIC DEPARTMENT

2025-2028 STRATEGIC PLAN

Adopted February 25, 2025



MISSION STATEMENT

- Stowe Electric Department is a progressive municipal electric utility with a dedicated team that provides safe, affordable, reliable, resilient electricity and exemplary customer service.

Goals:	
Financial Stability	Customer Service
Reliability/Resiliency	Communications
Regulatory & Power Supply	Workforce Development
Safety & Security	





2025 - 2028

GOALS AND OBJECTIVES

GOAL: FINANCIAL STABILITY

- Ensure long-term fiscal stability by maintaining industry financial standards and benchmarks established as distribution utility best practices in the State of Vermont.
- Objectives:
 - Establish written fiscal policies to set financial metrics and targets based on utility best practices.
 - Continue long-range planning through financial forecasting, capital planning, and the Integrated Resources Planning process in alignment with the 2022 Vermont Comprehensive Energy Plan.
 - Establish consistent project management and financing guidelines.
 - Review and update financial policies as appropriate to provide clear guidelines for staff.
 - Engage in regular rate studies and financial forecasting to ensure adequate revenue and affordable service rates.



GOAL: RELIABILITY/RESILIENCY

- Identify and pursue opportunities to improve the reliability and resiliency of the Stowe Electric distribution and sub-transmission system.
- Objectives:
 - Leverage technology to identify priority areas for potential infrastructure improvements and determine least-cost solutions.
 - Prioritize capital projects with the greatest benefit and pursue outside funding as available.
 - Proactively identify aging infrastructure and establish a replacement schedule based on critical needs.
 - Conduct systems studies as needed to prioritize future projects and evaluate potential impacts of more frequent extreme weather events and a changing climate.



GOAL: REGULATORY & POWER SUPPLY

- Meet regulatory and reporting requirements in an accurate, timely, and quality manner and position SED as a municipal electric leader on legislative matters.
- Evaluate distribution system and power supply needs to support population growth, new construction, regulatory requirements, and the energy transition.
- Objectives:
 - Meet or exceed Vermont Renewable Energy Standard requirements in a least-cost manner while diversifying energy resources.
 - Improve processes around internal support for achieving regulatory compliance.
 - Engage with legislators and expand relationships with key stakeholders.
 - Leverage NISC and other tools to streamline and automate reporting.



GOAL: SAFETY & SECURITY

- Continue to secure utility assets and protect customers and employees through a focus on cybersecurity, physical security, and human safety.
- Objectives:
 - Meet state and federal utility IT security requirements, engage in best practices, and satisfy insurance requirements.
 - Continue to protect against evolving cybersecurity threats.
 - Evaluate and enhance policies, procedures, and training related to safety and security.
 - Follow recommended maintenance and inspection schedules for equipment and safety gear.
 - Reference and maintain current utility safety guidelines.
 - Maintain and upgrade SED's fleet, facilities, equipment, and assets in the interest of safety, security, and to protect public investments.



GOAL: CUSTOMER SERVICE

- Improve the customer experience by identifying and responding to ratepayer needs and priorities.
- Objectives:
 - Leverage tools available to improve customer communications and experience.
 - Improve commercial customer relationships.
 - Provide customer service training for all employee groups.
 - Conduct customer surveys in alignment with Integrated Resources Planning cycles.
 - Develop new programs and strategies to support income-qualified customers, changing demographics, and evolving customer expectations.



GOAL: COMMUNICATIONS

- Enhance SED's brand recognition and reputation by improving transparent and timely communication with internal and external audiences.
- Objectives:
 - Build an internal and external communication plan with measurable goals.
 - Create a crisis communication plan and outage "playbook" for staff.
 - Grow community and industry presence by fostering key relationships.
 - Provide input relevant to utility operations for development of Stowe's Town Plan update.



GOAL: WORKFORCE DEVELOPMENT

- Attract and retain quality staff, invest in employees for long-term satisfaction and growth, and position the organization for the future by developing a succession plan.
- Objectives:
 - Provide regular training to enhance employees' skills.
 - Support employee career growth through professional development.
 - Provide competitive salaries, outstanding benefits, work/life balance, and a positive work environment.
 - Support workforce development for public power to establish a future employee pipeline through partnerships with educational institutions and industry associations.
 - Foster teamwork across all employee groups and between leadership and the Commissioners.

