



2025-2027 STRATEGIC PLAN

MISSION

Cobb EMC commits to safely delivering reliable, competitively priced electricity while being accountable to our member-owners through sound governance, management, operating practices and improving quality of life in our local communities.

RELIABILITY

PROVIDE BEST IN CLASS RELIABILITY

- Improve operational efficiencies** and processes to improve reliability.
- Increase system hardening** to improve reliability.
- Increase grid resiliency** to mitigate reliability and sustainability risks.
- Maintain** a forward-looking distributed energy resource (DER) and sustainability strategy.

- P3 Reliability target levels
- Complete the cooperative's Distributed Energy Resource strategy

MEMBERS

ENHANCE THE MEMBER EXPERIENCE

- Maintain** high levels of member satisfaction and enhance member experience.
- Maintain and enhance** member engagement through events and community efforts.
- Increase** member energy efficiency.

- P3 Member Experience target levels
- Minimum of 7 member events
- Issue annual Value of Membership report
- Develop a model that evaluates the energy network incentives

FINANCIAL

DEMONSTRATE RESPONSIBLE STEWARDSHIP

- Effective** cash management.
- Keep controllable** costs below the consumer median size
- Maintain** credit agency rating.
- Effectively manage** our rates.
- Reduce** peak demand.

- Lower long-term debt
- KRTA 87 Benchmarking
- Fitch rating of A+
- Ranking on PSC summer survey: #1 through #8
- Reduce peak demand by minimum of 20 megawatts.

PEOPLE

EMPOWER, ENGAGE, AND EQUIP EMPLOYEES

- Attract, retain, and develop** talent that aligns with our culture and mission.
- Continue to strengthen** alignment with Our Way culture.
- Increase employee** safety awareness and participation in safety activities.
- Reduce** incident and injury rates.

- Maintain voluntary turnover at 6%
- Increase employee engagement scores
- P3 Safety target levels

TECHNOLOGY

LEVERAGE EMERGING TECHNOLOGIES

- Ensure a unified** enterprise technology strategy and plan to drive value to our members.
- Strengthen** innovation and continuous improvement for our employees and members through technology.
- Deploy** technology architecture for secure and reliable business operations.

- 100% process compliance for managed technology projects
- Execution of selected AI working group initiatives
- 99.9% technology reliability

Refer to the 2025-2027 Strategic Plan document for all current initiatives.

OUR WAY: Put People First | Stay Safe | Innovate | Own it