

**APPROVED**



## Special Board of Directors Meeting Minutes

June 23, 2020

### Board of Directors:

	Vacant, Barton	<b>X</b>	Bill Humphrey, Lyndonville
	Jonathan Elwell, Enosburg	<b>X</b>	Penny Jones, Morrisville
	Mike Sullivan, Hardwick	<b>P</b>	Stephen Fitzhugh, Northfield
<b>P</b>	Pamela Moore, Jacksonville	<b>P</b>	John Morley, Orleans
<b>P</b>	Meredith Birkett, Johnson	<b>X</b>	Reginald Beliveau, Swanton
<b>P</b>	Thomas Petraska, Ludlow		

*X indicates attendance in person, P indicates attendance by phone.*

### Alternates present:

Lynn Paradis, Swanton (P)	

### Others present:

Ken Nolan, VPPSA - ( <b>X</b> )	Amy Parah, VPPSA - ( <b>X</b> )	Crystal Currier, VPPSA - ( <b>P</b> )
Julia Leopold, VPPSA - ( <b>P</b> )	Melissa Bailey, VPPSA - ( <b>P</b> )	Ken St. Amour, VPPSA - ( <b>P</b> )
Steve Farman, VPPSA - ( <b>P</b> )	Alex Nicholson, VPPSA - ( <b>P</b> )	Heather D'Arcy, VPPSA - ( <b>P</b> )
Kim Harris, VPPSA - ( <b>P</b> )	Josh Bancroft, VPPSA - ( <b>P</b> )	Steve Farman, VPPSA - ( <b>P</b> )
Amanda Simard, VPPSA - ( <b>P</b> )	Shawn Enterline, VPPSA - ( <b>P</b> )	James Gibbons, BED- ( <b>P</b> )
Tim Blodgett, Hometown Connections - ( <b>X</b> )		

### Numbers in bold type correspond with agenda item numbers:

The meeting (retreat) was held at the West Hill Bed & Breakfast located at 1496 W Hill Road, Warren, Vermont. The meeting was open to the public; however, there was no public presence in attendance.

The General Manager introduced Tim Blodgett from Hometown Connections who would facilitate the meeting. He further indicated that the purpose of the meeting was to hold a retreat for the Board that would provide time for discussion and planning related to the Authority's strategic planning process for the coming year. The Board will discuss this effort with an in-depth discussion today and the VPPSA staff will follow-up into a deeper dive on Wednesday, June 24<sup>th</sup>.

Mr. Blodgett began by asking for introductions from those in attendance followed by an update on Home Connections (HCI) and a review of the services HCI provides. A review of national industry



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trends was provided – those include: an increase in utility regulation as well as power supply, aging infrastructure, cyber security, tax-exempt financing, and the effects of the COVID-19 pandemic.

The General Manager indicated that many of the national trends are consistent with those on a State and local level. Specifically – the State regulatory environment is focused on renewable energy standards, global warming, broadband, and flexibility in pilot rates. The elements that drive those issues were discussed. From a retail customer perspective, it was noted that there continues to be interest in net metering, broadband connectivity, rate designs and interest/need for electrification. Several internal drivers were reviewed; such as: strengthening membership, a perception that VPPSA is behind in the technology curve, effects of COVID-19, moving away from providing “joint services” to providing “joint action”, having additional impacts on State decisions, and a desire to provide positive impacts in member communities beyond traditional power supply.

The General Manager reviewed the 2020 strategic plan in detail. The components of VPPSA’s 2020 strategic plan include:

### Financial strength:

- Increase retail sales by 1%
- Add one new technical serve per year beginning in 2020 to VPPSA’s service offerings
- Add one new member by the end of 2020
- Increase non-member revenues by 10% per year between 2020-2023 and maintain higher level
- Develop a roadmap to implementing customer responsive rates

### Policy Leadership:

- Identify, sponsor and obtain passage of at least three bills that support public power by the 2025 legislative session
- Have at least one legislative representative from each members’ territory attend a VPPSA sponsored event annually
- Develop and outreach programs to legislators by the beginning of the 2020 legislative session and the metrics to gauge that effectiveness
- Have established annual recurring meetings with the Chairs of relevant Legislative committees, the House Speaker, the Senate President Pro Temp and the Governor’s office
- Establish quarterly standing meetings with the Commissioner of Public Service and an annual meeting with the PUC
- Develop at least one VPPSA position paper on a topic of significant importance to public power

### Organizational Excellence:

- Develop a succession plan for each department by the end of 2021
- Document critical tasks completed by each by position, backups for each task, and develop a cross training plan by the end of 2020
- Develop formal professional development plans looking forward for 5-years for each staff member by 06/01/2020
- Have every staff member attend training and educational events in accordance with their approved professional development plan each year beginning in 2021
- Have at least three staff members present at conferences each year
- Have VPPSA or one of its staff members receive an award from a local, regional, or national organization by the end of 2022
- Have each department operate for one week without being physically in the office and develop a plan for addressing any operational deficiencies
- Have each employee make at least one presentation to the Board of Directors each year

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- Ensure each member has both a primary and alternate Director in place by the 2020 annual meeting.
- Have at least ten members participate in each Board meeting during 2020 and have a quorum at every committee meeting

The group recessed for lunch.

Mr. Blodgett indicated that the afternoon session is intended to be a brainstorming session with a goal of building a plan. The plan will be accomplished by having the Board involved in discovery, development and focus and staff responsible for goals, actions and accountability.

The process was as follows:

- Discussed topics that could potentially change the current strategic plan.
  - Small vs large utilities - different needs need to be taken into consideration
  - Broadband- proceed with a strategic plan on approach
  - Perception of the Legislature regarding differing business models
  - Relationship with EVT, greater collaboration
  - Increase in data and utilization of the data
  - VPPSA's future interaction with both members and their retail customers
- Reviewed the current Vision and Mission Statements
- Reviewed Values and discussed behaviors that achieve those values (do we want to add behaviors?)
- Identified the Customers/Target Needs
  - Opportunity for community outreach, more accessible information on a regular basis in collaboration with members
  - Customer satisfaction voice
- Reviewed current SWOT analysis
- Reviewed Strategic Priorities (areas of focus)
- Discussed and made changes to End Statements
- Reviewed Goals

The Board was comfortable with the proposed changes and the VPPSA staff will discuss in further detail.

The meeting was concluded at 3:50 p.m.

Respectfully submitted,

*Crystal Currier*

Crystal Currier, Secretary