9. Integration and Action Plan

As discussed throughout this IRP, we have an intense focus on driving carbon out of our energy system in everything we do, and helping our customers do the same. We look to do this in a way that reduces cost, strengthens reliability and improves our customers' lives. Through our development of transformation programs, pricing and rate development, and our procurement strategies for power supply, we are implementing this transformation right now, and will continue to do so during this planning period. Our times demand strong and rapid action, and we are committed to delivering on this new energy future in partnership with our customers, stakeholders and energy leaders in Vermont.

Functional Area	Activity
Energy Transformation	Develop and deploy an integrated suite of customer offerings that drive carbon out of our total energy consumption, reduce costs for all customers, and improve comfort and reliability: ♦ Expand the Bring Your Own Device program to include more devices and more options for third parties and aggregators. ♦ Deploy energy storage into customer homes and businesses to improve resiliency and reduce cost and carbon for the entire system. Focus on customer options that include third-party integration of resources and additional value for locational benefits. ♦ Transition commercial customers from fossil-fuel-based processes to electricity where feasible and cost-effective to cut carbon. ♦ Develop innovative pricing and rate strategies to encourage and accurately price resources transitioning from fossil fuel to electricity, in a seamless way to benefit customers.
Generation	Invest and maintain our existing fleet of generation while looking for opportunities for acquisition and construction of new facilities to produce long-term value to customers: ♦ Explore acquisition of hydro facilities with a focus on peaking and wintertime capability. ♦ Pair energy storage with existing renewable facilities, or construct new storage-paired systems directly or through other procurement methods.
Power Supply	Maintain a cost-effective, very low-emission supply portfolio that incorporates a large share of long-term distributed renewable resources while retaining the flexibility to address changes in the evolving regional energy market: ♦ Adapt the short-term energy plan to hedge GMP-forecasted energy positions by season using layered, competitive supply solicitations. ♦ Explore the addition of diverse long-term renewable resources to achieve future RES program targets, while reducing reliance on REC-only purchases. ♦ Seek competitive short-term capacity purchases to hedge forecasted capacity requirements in advance of the delivery period. ♦ Evaluate the addition of long-term peak reduction and storage resources to address growing capacity shortfalls and in response to increasing energy volatility.
Transmission & Distribution	Plan the energy delivery system to allow the transition to a distributed, home-, business-, and community-based energy model while preparing the grid for harsher storm conditions: ♦ Leverage the vast data produced by our AMI and distributed energy resources to evaluate our circuits for highest locational value. ♦ Prepare system for the influx of strategic electrification, such as electric vehicles and heat pumps. ♦ Continue to invest in vegetation management programs and innovative solutions to address reliability.
Financial Strength	♦ Maintain strong financial measures and results to ensure strong operational support for customers. ♦ Maintain capital planning focus and discipline in each core area of spending to provide reliable power in this time of climate change.