



2018 Strategic Plan

Core Competencies

Key Focus Areas

KPIs

Strategies

Mission Statement
Vermont Electric Cooperative is a member-owned electric distribution utility that provides safe, affordable and reliable energy services to its members.

Vision Statement

We believe in meeting the needs of our members by practicing the cooperative principles in a transparent manner. We are striving to be an energy leader by providing innovative energy services, delivering reasonable rates in a regulatory environment, and adapting to changes that will shape our energy future. VEC is committed to operating in a safe manner that is socially and environmentally responsible. We will achieve success through the continuous development of a highly skilled and engaged workforce.

Rules of Engagement:

Live Safely
Demonstrate Integrity
Collaborate to Achieve
Be Positively Engaged
Strive for Improvement
Show Appreciation
Deliver Results
Communicate Openly

SAFETY & SECURITY

We will have an uncompromising pursuit toward an injury free workplace. Our safety program will support the health, safety, and security of our employees, members and general public.

FINANCIAL BALANCE

We will sustain a strong Cooperative through fiscal responsibility by balancing service, reliability and rates.

KEEP THE LIGHTS ON

It is our goal to ensure grid availability by designing, constructing, maintaining and operating a safe, properly engineered, modern and efficient system.

MEMBER FOCUS

Delivering value to members by providing responsive, innovative, and knowledgeable support that anticipates and exceeds member expectations.

CONNECTING EMPLOYEES

We will become a workforce that is connected to VEC's vision. We will create a culture that inspires curiosity and creativity, encourages collaboration, supports continuous improvement, and fosters adaptability. We will celebrate and recognize achievements.

Key Focus Area #1
We will expand our products and services to maximize benefits to the membership.

Key Focus Area #2
We will leverage technology and expertise to meet and shape future energy goals.

Key Focus Area #3
We will achieve our greatest potential through the focus on people.

Key Focus Area #4
We will continue to pursue excellence in our core business functions.

- # of Bill Credit Incentives Credited to Members 150 - 200 - 250
- Co-op Discount Program - Milestone Completions Design program - launch program with 5 discounts offered - 10 discounts offered
- # of new community solar panels sponsored 300 - 600 - 900
- Increase Social Media (FB & Twitter) Followers 120 - 150 - 180
- # of new services for members implemented 1 - 2 - 3

- Tier II - 2018 Goals 1.6% of sales - 1.68% of sales - 1.76% of sales
- Tier III - 2018 Goals 2.4% of sales - 2.7% of sales - 3.0% of sales
- Direct Cost / MWh for Tier III (\$/MWh) \$20 - \$15 - \$10
- Amount of Controllable Load 1,050 kW - 1,110 kW - 1,170 kW
- % of Hours with Reduced LMP in SHEI 15% - 12% - 9%
- # of Pilot Storage Installations 1 - 3 - 5

- Contact Tracking Implementation Planning in Q1 - Rollout and Training in Q2 - Complete Implementation in Q4
- # of Completed Employee Development Needs Assessment 65 - 80 - 100
- # of Public Safety/Cyber Security Outreach Activities 2 per quarter - 4 per quarter - 6 per quarter
- # of HR Communication Trainings Provided 1 every two months - 1 every month - 3 per month
- # of Employees Attending Internal Trainings by VEC Subject Matter Wizards 25 - 30 - 40

- Success rate on Internal Cyber Attack Testing 85% - 95% - 100%
- Increase Domain Maturity Security Level 1 - 2 - 3
- SAIDI 200 - 185 - 170
- Meet approved TIER 2.08 - 2.18 - 2.28
- Meet CAP-X Budget +/- 5% - +/- 2.5% - +/- 1%
- Total Member Satisfaction Score (from NRECA Surveys) 8.50 - 8.55 - 8.60
- Implement Environmentally Conscious Programs Develop Task Force - Define Program Criteria - Implement Program

- Expand Incentives for Energy Transformation Products and Services Potential products to include electric hot water heaters, dryers, dehumidifiers, vehicles (EV's and HEV's), EV charging stations, EV Car Shares, EV Buses, E-bikes, air source pool heaters, and cold climate heat pumps. Evaluate alternative financing solutions. Tier 3 planning team to determine final products and incentives for 2018.
- Develop Co-op Discount Program Member Benefits Discounts to Co-op Members could include discounts on lift tickets, recreation, retail, services, or offering of a co-op credit card. Develop criteria for inclusion in program, solicit offers, develop and implement marketing and promotion strategy.
- Increase Market Share of Community Solar Increase marketing and outreach. Explore making the financial benefit more attractive. Create a tool that compares solar options.
- Engage New and Younger Members Ideas include member pride campaign, jazz up new member packet, more Youtube videos, Facebook live, Instagram, SnapChat, farmers markets and fairs, home shows.
- Enhance Member Service Options Could include member online account updates, LiveChat, expand payment options, reoccurring payments, prepaid metering, new service application online (online forms)
- (1) Encourage beneficial load growth in the SHEI, (2) Community Solar promotion and implementation, (3) Assist in the geo-targeting of generation and load, and (4) work to influence next version of net metering pricing/rules legislation
- (1) Aggressively pursue additional CAP projects, (2) mitigate Tier III penalty exposure, (3) enhance charging stations, EV and CCHP programs, (4) work with towns on energy plans (guidance, education, assistance), (5) educate membership on new technologies, rebates and beneficial electrification
- (1) Keep bill credit incentives as low as possible while still increasing adoption, (2) develop new strategies and incentives related to new, large carbon reducing technologies, (3) pursue CAP line extension tariff design in lieu of special contracts, (4) evaluate and optimize percentage of renewables in power supply portfolio, and (5) consider potential storage solutions to reduce carbon emissions
- (1) Market control devices from partnership with packetized energy, (2) shift usage (expand TOU rates, storage, incentives), (3) explore tariff options related to ensuring storage does not negatively affect VEC peaks, require utility notification, and (4) pursue additional grant opportunities
- (1) Continue to intervene in proposed generation in SHEI, (2) Pursue solutions to increase export limit of SHEI, (3) coordinate transmission outages and HQ delivery schedule
- (1) Introduce residential storage pilot program, (2) evaluate commercial scale storage, (3) review and select utility scale storage proposals, and (4) improve virtual battery dispatch strategy
- Broaden use of Contact Tracking (taking into account the existing work management process) to document interactions and collect useful information from members
- Supervisors will assess their employees' development needs (using a toolkit provided by HR) and (a) identify areas where employees are or will be subject matter wizards, (b) identify and provide resources to support their employees' development, and (c) expand who conducts work observations
- Expand employee involvement in face-to-face outreach efforts to promote safety/cyber-security awareness and general member education
- HR to provide targeted trainings to enhance communications skills (e.g. giving feedback, one-on-ones, difficult conversations) as part of standing meetings (whenever possible)
- Review employee culture survey results with all departments and develop action plans
- Conduct training sessions open to all employees with a focus on refreshing the breakthrough leadership sessions
- Re-evaluate current goal setting process in order to more effectively tie goals to the strategic plan
- Develop database of VEC subject matter wizards and survey employees as to areas of interest; wizards to provide training for other employees to enhance understanding and alignment
- Task cyber security steering group with identifying domains needed to increase maturity level
- Develop / implement proactive maintenance plan versus reactive
- Implement project management / work management process
- (1) Identify feeders with greatest losses, (2) track total kWh sales with MDM virtual meter, (3) perform audit services, particularly CT metered services, (4) perform system analysis, (5) develop system loss reduction plan, and (6) perform financial analysis of potential implementations
- Implement and review cost savings or revenue enhancement opportunities
- Improve monthly forecasting of Operating & Capital budgets
- Review and discuss SQRP measurements to potentially change internal milestone achievements
- Create task force to research benefit of programs and keep track of progress