



# 2010 Strategic Plan

## Core Competencies

### BOARD OF DIRECTORS

The Vermont Electric Cooperative Board of Directors, will collectively provide high level policies and strategies that ensures VEC prosperity and sustainability. We will make financially sound and prudent choices by representing the members' interests.

### SAFETY FIRST

Keeping our employees, members and the public safe through our commitment to safety and health awareness.

### FINANCIAL BALANCE

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

### KEEP THE LIGHTS ON

It is our goal to provide consistent dependable member service reliability by designing, constructing, maintaining and operating a safe, properly engineered, cost effective system.

### MEMBER FOCUS

We are your energy partner past, present and future, remaining true to the cooperative principles through innovative energy solutions.

### EXTERNAL RELATIONS

VEC will be an outstanding Vermont Corporate Citizen through improved relations with state and federal government and regulatory personnel, partnering with other utilities and the community to provide proactive leadership, public outreach and education.

### CONNECTING EMPLOYEES

We will achieve a work environment that connects each other through a unified and collaborative approach that shares best practices, celebrates and recognizes achievements and communicates openly and honestly.

## KPIs Threshold - Target - Distinguished

Agenda quality (including effective prioritization)

Meeting time management

Policy usage

Information based decisions

Material quality and timeliness

Lost Time Incident Rate

3 - 1.5 - 0

Lost Time Severity Rate

46 - 23 - 0

VPP Initiative

Enrollment - Complete Initial Survey - Complete Stage 1

Safety Norm from Operating Norm Survey

2 - 1.5 - 1

Financial Operating Efficiency

\$578 - \$552 - < \$500

Earnings

-5% - +5% - +10%

Capital Budget vs. Actual

0 - 5% - 10%

SAIFI

2.5 - 2.3 - 2.1

CAIDI

2.6 - 2.3 - 2.1

Field Productivity Hours

6.2 - 6.5 - 6.8

Member Satisfaction

Qtr SGRP Work Performed 80% - 85% - 90%

NRECA Annual Survey 80% - 85% - 90%

Consumer Complaints

TBD

Work Completion Tracking

TBD

Regulatory Filing Schedule with Desired Outcomes  
90% w/Extension - 90% w/out Ext. - 100% w/out Ext.

Establish VEC as Smart Grid Leader

# of hits on VEC website/public opinion surveys

Community Relations

100 pt/qtr - 150 pt/qtr - 200 pt/qtr

Employee Participation in Cross-Training Program

3% - 4% - 5%

Quarterly Employee Survey of Operating Norms

3% - 2.5% - 2%

Quarterly Job Satisfaction Surveys

2.5% - 2% - 1.5%

Employee Engagement

Point System - TBD

## Strategies

Continue to encourage back to work - light duty - effective workers compensation management.

2 minute drills, refresher training, incorporate safety training in all meetings.

Enhance and formalize follow-up safety meetings for all employees.

Enrollment in VPP Program, initiate assessment and VPP review and work towards completing action items.

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VEC's internal culture will foster safety, loyalty, creativity, and high morale among its well trained and motivated employees, enabling VEC to provide excellent service for our members.



# 2010 Strategic Plan

## Core Competencies

### BOARD OF DIRECTORS

The Vermont Electric Cooperative Board of Directors, will collectively provide high level policies and strategies that ensures VEC prosperity and sustainability. We will make financially sound and prudent choices by representing the members' interests.

### SAFETY FIRST

Keeping our employees, members and the public safe through our commitment to safety and health awareness.

### FINANCIAL BALANCE

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

### KEEP THE LIGHTS ON

It is our goal to provide consistent dependable member service reliability by designing, constructing, maintaining and operating a safe, properly engineered, cost effective system.

### MEMBER FOCUS

We are your energy partner past, present and future, remaining true to the cooperative principles through innovative energy solutions.

### EXTERNAL RELATIONS

VEC will be an outstanding Vermont Corporate Citizen through improved relations with state and federal government and regulatory personnel, partnering with other utilities and the community to provide proactive leadership, public outreach and education.

### CONNECTING EMPLOYEES

We will achieve a work environment that connects each other through a unified and collaborative approach that shares best practices, celebrates and recognizes achievements and communicates openly and honestly.

## KPIs Threshold – Target - Distinguished

Agenda quality (including effective prioritization)

Meeting time management

Policy usage

Information based decisions

Material quality and timeliness

Lost Time Incident Rate

3 - 1.5 - 0

Lost Time Severity Rate

46 - 23 - 0

VPP Initiative

Enrollment – Complete Initial Survey – Complete Stage 1

Safety Norm from Operating Norm Survey

2 - 1.5 - 1

Financial Operating Efficiency

\$578 - \$552 - < \$500

Earnings

-5% - +5% - +10%

Capital Budget vs. Actual

0 - 5% - 10%

SAIFI

2.5 - 2.3 - 2.1

CAIDI

2.6 - 2.3 - 2.1

Field Productivity Hours

6.2 - 6.5 - 6.8

Member Satisfaction

Qtr SQRP Work Performed 80% - 85% - 90%

NRECA Annual Survey 80% - 85% - 90%

Consumer Complaints

TBD

Work Completion Tracking

TBD

Regulatory Filing Schedule with Desired Outcomes  
90% w/Extension – 90% w/out Ext. – 100% w/out Ext.

Establish VEC as Smart Grid Leader

# of hits on VEC website/public opinion surveys

Community Relations

100 pt/qtr – 150 pt/qtr – 200 pt/qtr

Employee Participation in Cross-Training Program

3% - 4% - 5%

Quarterly Employee Survey of Operating Norms

3% - 2.5% - 2%

Quarterly Job Satisfaction Surveys

2.5% - 2% - 1.5%

Employee Engagement

Point System - TBD

## Strategies

Continue to encourage back to work – light duty – effective workers compensation management.

2 minute drills, refresher training, incorporate safety training in all meetings.

Enhance and formalize follow-up safety meetings for all employees.

Enrollment in VPP Program, initiate assessment and VPP review and work towards completing action items.

Evaluate the safety norm measure from the quarterly operating norms survey. This is intended to be a leading indicator of improvement in safety culture.

Evaluate and take action to reduce our interest expense on debt

Maximize and utilize our information technology to create opportunities to lower costs

Evaluate opportunities for territory rationalization

Develop procurement plan for power supply and create opportunities for meeting earnings targets. Evaluate opportunities to maximize the value to VEC of transmission costs and wheeling.

Improve reporting to project managers as well as VEC Officers. Improve communication to all employees and Board of Directors regarding capital spending.

Focus on worst performing circuits and cause of outages. Establish cycle of system wide sectionalizing and use of technology.

Evaluate safe work on energized lines and utilization of track bucket.

Automation of distribution circuit and storm pre-planning i.e. statewide meetings.

Redistricting to improve response time.

Implementation of Operation Supervisors in each district and better metrics to assess performance.

Offer company wide member service training. Design a member service contact card for employees that work in the field to give to members. Raise member awareness of Cooperative Principles through strategic initiatives.

Increase member education, promoting energy smart concept, through partnerships such as Efficiency Vermont and Touchstone Energy in order to provide cost savings information to member. Member service promotion of watt watchers website.

Develop a complaint tracking tool for all VEC complaints and reduce consumer complaints to DPS by improving communication between members and employees.

Develop a tracking and reporting protocol for all member initiated work.

Successfully achieve objectives through regulatory process.

Tell the VEC story. Understand/establish VEC's public identity (branding) and communicate it statewide, simply and repeatedly.

Encourage and support community involvement (Blood Drives, Adopt a Family, Food Shelf, Bill Round-up, Energy Fair/Open House)

Integrate VEC's cross-training program by implementing Individual Development plans and identifying cross-training opportunities with supervisors and managers.

Communicate results of survey at quarterly All Employee Meeting, Connecting Employees team members will attend strategic planning core competency meetings on a quarterly basis in order to share results of survey and gain feedback.

Implement an Employee Recognition Program and track utilization of recognition budget.

Develop and implement an internal communication plan for more effective employee communication, redesign the Intranet to be a more effective tool for connecting employees.

Continue offering communication meetings such as Dave's monthly "Get Connected" meetings and track participation.

### Mission Statement:

The Vermont Electric Cooperative is a member owned, not for profit utility whose mission is to provide energy and other appropriate services to its members.

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