



2016 Strategic Plan

Core Competencies

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.

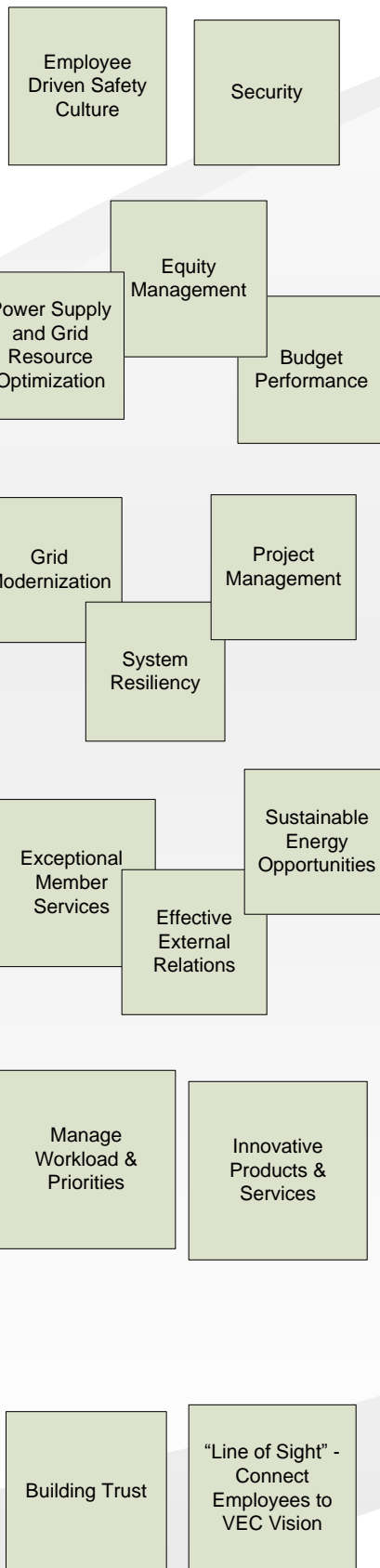
INNOVATION

We will maintain our leadership position in selecting technologies & services that are deployable, achievable, cost-effective, and create efficiencies to benefit our members.

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 Areas



Strategies

- Improve cyber security capability and maturity,
- Improve VEC property security with a focus on substations.
- Improve public/member knowledge of utility hazards through outreach efforts.
- Enhance the health & wellness of all VEC employees.
- Grow our employee driven safety program.
- Improve VEC districts' housekeeping and organization.
- Be eligible for VPP
- Meet or beat approved budgets.
- Achieve optimum equity levels.
- Develop power supply plan to meet Act 56 requirements.
- Evaluate financial impacts of energy transformation projects.
- Develop list for feeder back-up/auto sectionalizing.
- Improve mapping, Milsoft, and modeling integration.
- Storm hardening, increase system resiliency by increasing robustness of T & D standards.
- Hold post project reviews.
- Develop FEMA mitigation project list.
- Implement storage solution through 3rd party provider & develop integration strategy for storage.
- Effectively educate, assist, and inform members.
- Share our successes and strengthen relationships with regulators, legislators, and key accounts.
- Implement Tier 3 – Energy Transformation Projects
- (1) Develop energy transformation roadmap – identify goal, score, timeline, partnerships, resources, marketing strategies.
- (2) Develop decision model for products & services and business platform.
- (3) Identify tariff structure.
- (4) Implement innovation forum.
- (5) Beta test of communication paths to employee/members for energy transformation products and services.
- (6) Establish recovery time objectives (RTO) and recovery point objectives (RPO) for disaster recovery.
- Supervisors will hold one-on-one meetings with each direct report at least once a month. Supervisors will hold a least one team building activity during the year that supports VEC's vision and Connecting Employees core competency. Departments will hold team meetings at least once a month.
- Supervisors will develop and implement at least one meaningful development goal for each employee, with possible emphasis on job shadowing with another employee aimed at enhancing effectiveness and improving relationships.
- Provide the opportunity to all employees for continued Leadership Training at the standard or advanced levels.
- Each department will develop informational topics and future challenges to share with employees describing what they do. This will be facilitated by HR.
- HR to identify performance and compensation measures to hold supervisors accountable for meeting KPIs, for consideration by the Senior Leadership Team.

KPIs Threshold – Target - Distinguished

- Increase the MIL ratings by 1 for the ES-C2M2 domains 2 – 3 – 4
- % of Completed Funded Projects 50% - 75% - 100%
- Communicate Messages 4 – 6 - 9
- Degree of assistance provided to our members for safety improvement services 8 – 10 – 12
- # of EE's that Meet Participation Criteria 40- 50 – 60
- # Nonsupervisory EE's Leading Teams + # New Team Members – 30% - 40% - 50%
- # New Safety Sub-teams 1 – 2- 3
- 5S Score Improvement 10% - 20% - 30%
- Submit Application Yes or No
- Operating Budget Performance Under 5% - Even – Over 5%
- Capital Budget Management Over 5% - Even – Under 5%
- Equity Levels 41% - 43% - 46%
- MW of PPA in Place for Tier 2 5MW – 8MW – 11MW
- Develop Pilot Rates
- Create Screening Methodology for ETP's
- SAIFI: 2.5 – 2.1 – 1.8
- # Outages Top Ten Accounts: 8 – 4 - 1
- Circuit Performance: 8 – 6 – 4
- # Outages Generators > 150kW 12 – 10 - 8
- PM Peer Review >\$100k 20% - 40% - 60%
- Feeder Back Up/Auto Sectionalizing 80 – 90 - 100
- # of new SmartHub users: 90 – 150 – 200/ year
- # of new paperless billing sign-ups 500 – 750 – 1000/ year
- # of meetings with external stakeholder groups 6 – 12 – 18/ year
- # of check-in meetings with Comm/Ind members 6 – 12 – 18/ year
- # of "likes" on FB and # of Twitter followers 60 – 120 – 180/ year
- Develop Energy Transformation Outreach Strategy Milestones: Jan 1 – May 1 – Sept 1
- Comm/Industrial Member Satisfaction Survey Score 8.5 – 8.81 – 9.0
- Residential Member Satisfaction Survey Score 8.00 – 8.35 – 8.50
- (1) Report to B.O.D. in January 2016
- (2) Report to B.O.D. in January 2016
- (3) Report to B.O.D. in October 2016
- (4) Report to B.O.D. in July 2016
- (5) Report to B.O.D. in December 2016
- (6) Report to B.O.D. in December 2016
- Monthly # of One-on-One Meetings 70% - 80% - 90%
- Monthly # of Department Meetings 70% - 80% - 90%
- Total # of Team Building Exercises Per EE 1 – 2 – 3
- Implementation of one EE development goal 70% - 80% - 90%
- EE's Participation in Advanced Leadership Training 40% - 50% - 60%
- Total # of Information Topics Shared 12 – 18 – 25
- HR Report on performance & compensation Due October 30, 2016

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