**2016 Strategic Plan**

**Core Competencies**
- 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
- Shire 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.

**INNOVATION**
- We will maintain our leadership position in selecting technologies and 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**
- Employee Driven Safety Culture
- Security
- Budget Performance
- Project Management
- Effective External Relations
- Innovative Products & Services
- Manage Workload & Priorities
- Sustainable Energy Opportunities
- System Resiliency
- Power Supply and Grid Resource Optimization
- Equity Management
- Grid Modernization
- Exceptional Member Services

**Strategies**
- Improve cyber security capability and maturity.
- Improve VEC property security with a focus on substations.
- Develop supply power plan to meet Act 56 requirements.
- Implement storage solution through 3rd party provider & develop integration strategy for storage.
- Be eligible for VPP.
- Meet or beat approved budgets.
- Achieve optimum equity levels.
- Develop list for feeder back-up/auto sectionalizing.
- Develop project proposals.
- Hold post project reviews.
- Develop FEMA mitigation project list.
- Implement Tier 3 – Energy Transformation Projects
- Effectively educate, assist, and inform members.
- Share our successes and strengthen relationships with regulators, legislators, and key accounts.
- Develop decision model for products & services and business platform.
- Identify tariff structure.
- Implement innovation forum.
- Beta test of communication paths to employee.
- Establish recovery time objectives (RTO) and recovery point objectives (RPO) for disaster recovery.

**KPIs**
- Threshold – Target - Distinguished
  - % of Completed Funded Projects: 50% - 75% - 100%
  - % of Call/Text Messages Communicated: 4 – 6 – 9
  - Degree of assistance provided to our members for service improvement services: 8 – 10 – 12
  - # of EEE’s that Meet Participation Criteria: 40 – 50 – 60
  - Nonsubperspective EEE’s Leading Teams: 30% – 40% – 50%
  - # New Safety Sub-Groups: 1 – 2 – 3
  - SS Score Improvement: 10% – 20% – 30%
  - Submit Application: Yes or No
  - Operating budget Performance: Under 5% – Even – Over 5%
  - Capital Budget Management: Under 5% – Even – Over 5%
  - Equity Lines: 41% - 43% - 46%
  - MW of PPA’s in Place for Tier 2: 5MW – 8MW – 11MW
  - Develop Pilot Rules
  - Create Screening Methodology for ETP’s: SAIF: 2.5 – 2.1 – 1.8
  - # Outages Top Ten Accounts: 8 – 4 – 1
  - Circuit Performance: 8 – 6 – 4
  - # Outages Generators > 10kW: 12 – 10 – 8
  - PM Peak Recall >100k: 20% – 40% – 60%
  - Feeder Back Ups/Auto Sectionalizing: 80 – 50 – 30
  - # of new SmartHub users: 90 – 150 – 200 year
  - # of new paperless billing sign-ups: 50 – 750 – 1000 year
  - # of meetings with external stakeholder groups: 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/Member Satisfaction Survey Score: 8.5 – 8.81 – 9.0
  - Residential Member Satisfaction Survey Score: 8.0 – 8.25 – 8.5
  - (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 Document Meetings: 70% – 80% – 90%
  - Total # of Trainings Externally for EE: 0 – 3
  - Implementation of one EE development goal: 70% – 80% – 90%
  - EEE’s Participation in Advanced Leadership Training: 50% – 50% – 60%
  - Total # of Information Topics Shared: 12 – 11 – 10