



# 2017 Strategic Plan

## Core Competencies

## Key Focus Areas

### 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

How can we meet our Tier 3 requirements creatively & cost-effectively?

### Key Focus Area #2

How can VEC leverage technology and expertise to meet future renewable energy regulatory requirements?

### Key Focus Area #3

How can we improve employees' experience on how work gets done around here?

### Key Focus Area #4

What elements of our core business should be improved or maintained in order to achieve a successful and sustainable cooperative?