2012 Strategic Plan

Core Competencies
- SAFETY & SECURITY
  - Keeping our employees, members, infrastructure, and public safe through our commitment to safety, security 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
  - Delivering value to members by providing responsive, relevant, innovative, and knowledgeable support that meets and exceeds member expectations.
- INNOVATION
  - We will maintain our leadership position in selecting, deploying, and utilizing appropriate technologies and services in order to achieve electrical efficiencies, always ensuring they are affordable and in our members’ interest. We will effectively select, pursue, and manage an appropriate level of external funding sources so as not to over-burden VEC resources.
- CONNECTING EMPLOYEES
  - We will become a workforce that is connected to the organization and to each other through support and collaboration. We will share best practices, celebrate and recognize achievements and strive to improve communication.

Key Focus Areas
- Compliance
- Cyber Security
- Earnings Performance
- Power Supply Strategy
- Capital Mgmt
- System Reliability
- Project Mgmt
- Grid Automation
- Coop Advantage
- Transforming Member Utility Relationships
- Consumer Behavior
- Distribution Optimization
- Leverage Smart Grid Technology
- Supervisory Alignment
- Employee Excellence
- Training & Development

Strategies
- Create & implement a cyber security plan and work group by end of 1st quarter
- Complete Stage II of VPP program by the end of 2012.
- Improve Employee Involvement & Management Commitment, Worksite Analysis, Hazard Prevention & Control and Safety & Health Training within an engaged safety culture.
- Conduct external cyber security audits.
- Determine target for earnings to optimize capital spending, TRANSCO stock, and Patronage Capital
- Link purchase order system with Finance system for project management reporting. System will project total cost to compare to planned or budgeted cost incurred.
- Evaluate all major projects including actual and forecast spending. Improve forecasting process, budget update on-month at capital operational meeting.
- Maintain existing 2011 price per Kwh for power supply costs for the next 5 years.
- Develop specific maintenance protocols
- Develop DOG/Smart Grid and distribute operational guidelines
- Continue to monitor and report on measure, implement project management training
- Develop, review reporting protocol to evaluate new services and line extensions costs
- Provide opportunities for members to have a voice through 2 way communication like Blog and Facebook
- Assess and update Public Relations plan in phases (Phase 1=Utilize outside consultant; Phase 2=Develop PR plan; Phase 3=Execute plan). Promote web presentation tool(s) to members
- Develop and deliver member focused informational campaigns about Coop issues (Patronage Capital, Power Supply Portfolio choices, Peak)
- MDMS implementation and MV90, enhanced usage of AMI. LED street lighting – initial tariff filing, explore funding for planned transition to LED street lighting
- Optimize system through system losses, implementation of improvements
- Residential behavior – CBs partnering with EVT, Pilot of time of day and Variable Peak Pricing rates
- Commercial/Industrial behavior – Jay Peak initiative, load management, pilot small commercial TOD rates
- Require supervisors to complete their performance management actions within a specific timeframe by utilizing new Halogen performance management software tool
- Develop a supervisory best practice document and identify appropriate training to accomplish these best practices
- Continue to hold quarterly all employee meetings, monthly supervisory meetings, monthly ‘Get Connected’ meetings. Follow up after meetings to provide manager ‘talking points’
- Support purposeful cross-training opportunities and cross training opportunities that support skill based training and broad employee education.
- Managers will hold One-on-One meetings with each of their direct reports twice a month. Managers will hold staff meetings once a month. This is in accordance with the current communication plan.

KPIs
- Threshold – Target - Distinguished
- Total Incident Rate 7.0 – 4.0 – 0
- Lost Time Severity Rate 46 – 23 – 0
- DART (Days Away Restricted or Transferred) 4.0 – 2.0 – 0
- Complete External Audit Recommendations 80% - 90% - 100%
- Operating Budget Performance 5% - 0% - 5%
- Capital Budget Management 5% - 0% - 5%
- Stable Power Supply Costs for Next 5 Yrs > 2.5% - 0% - 2.5%
- Top 10 Key Account Outages 10 – 5 – 0
- SAFI 2.5 – 2.3 – 2.1
- CAIDI 2.6 – 2.3 – 2.1
- Budget Scope Variance 15% - 10% - 5%
- Construction Efficiency < 20% - 0% - 20%
- AMI Deployment 95% - 95% - 100%
- Increase Follow-up following 10% - 20% - 30%
- Member Identity 33% - 38% - 43%
- Increase Web Presentation Usage > 5% - 10% - 15%
- Increase voter turnout 10% - 15% - 20%
- Member Satisfaction 80% - 85% - 90%
- Peak Load Impact - KW
- System Loss Saving
- Consumer Behavior Study task completion 80% - 90% - 100%
- Performance Actions On Time 80% - 90% - 100% Completion
- Employee Communication Meetings 80% - 90% - 100% Completion
- ‘Get Connected’ Employee Participation 25% - 30% - 35%
- Total Training Dollars 80% - 90% - 100% of budget
- Supervisory Communication Meetings 80% - 90% - 100% Completion