



2013 Strategic Plan

Core Competencies

SAFETY & SECURITY

Keeping our employees, members, infrastructure, and public safe through our commitment to security, 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

Delivering value to members by providing responsive, relevant, innovative, and knowledgeable support that meets and exceeds member expectations.

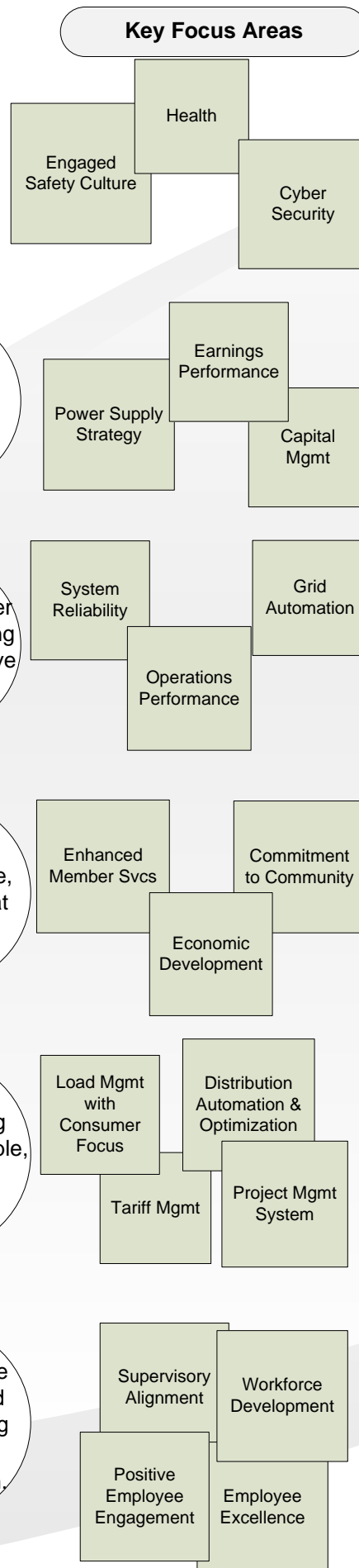
INNOVATION

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

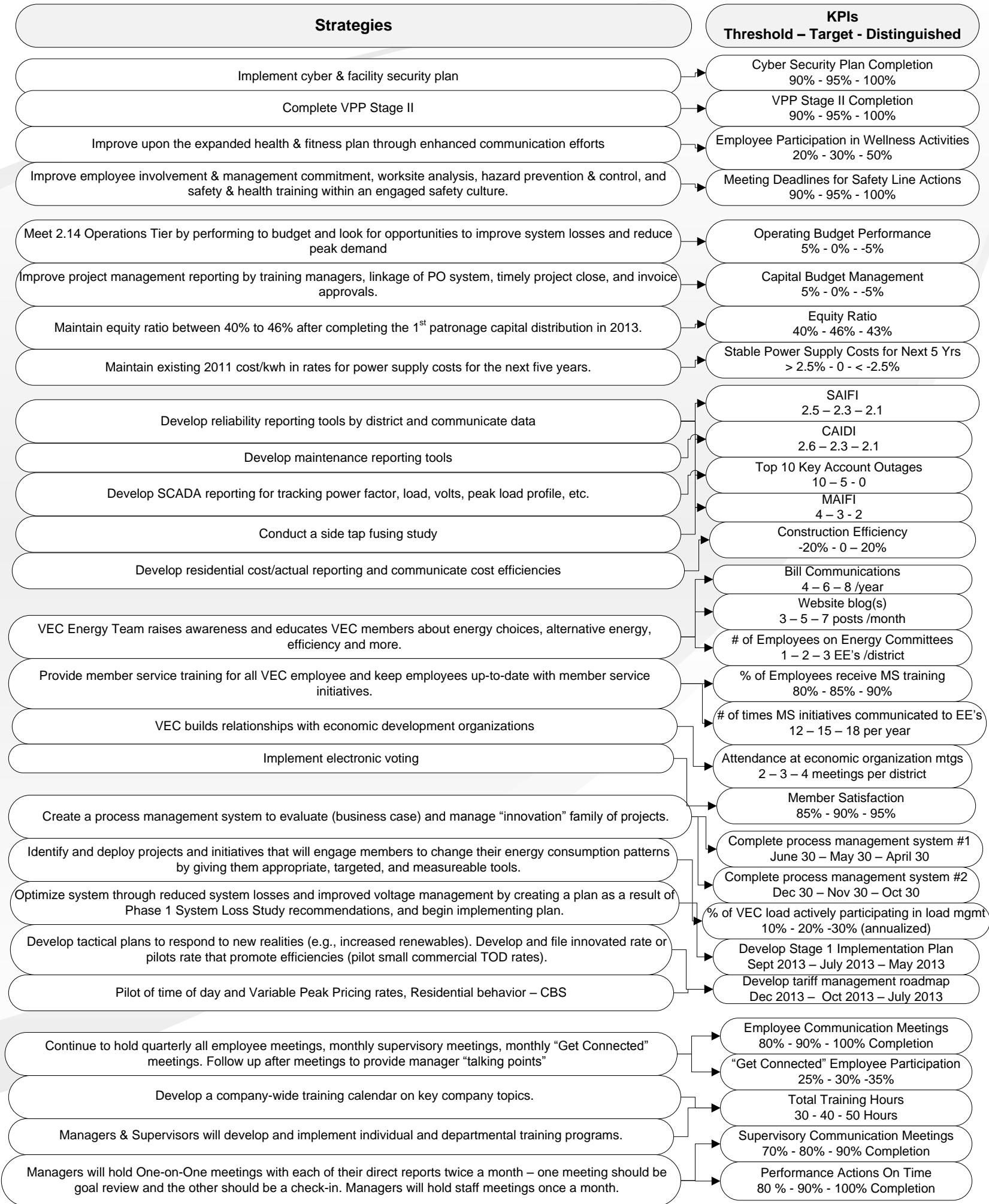
CONNECTING EMPLOYEES

We will become a workforce that is connected to the organization and to each other through support and collaboration. We will share best practices including best safety practices, celebrate and recognize achievements and strive to improve communication.

Key Focus Areas



Strategies



KPIs

Threshold – Target - Distinguished

- Cyber Security Plan Completion
90% - 95% - 100%
- VPP Stage II Completion
90% - 95% - 100%
- Employee Participation in Wellness Activities
20% - 30% - 50%
- Meeting Deadlines for Safety Line Actions
90% - 95% - 100%
- Operating Budget Performance
5% - 0% - -5%
- Capital Budget Management
5% - 0% - -5%
- Equity Ratio
40% - 46% - 43%
- Stable Power Supply Costs for Next 5 Yrs
> 2.5% - 0 - < -2.5%
- SAIFI
2.5 – 2.3 – 2.1
- CAIDI
2.6 – 2.3 – 2.1
- Top 10 Key Account Outages
10 – 5 - 0
- MAIFI
4 – 3 - 2
- Construction Efficiency
-20% - 0 – 20%
- Bill Communications
4 – 6 – 8 /year
- Website blog(s)
3 – 5 – 7 posts /month
- # of Employees on Energy Committees
1 – 2 – 3 EE's /district
- % of Employees receive MS training
80% - 85% - 90%
- # of times MS initiatives communicated to EE's
12 – 15 – 18 per year
- Attendance at economic organization mtgs
2 – 3 – 4 meetings per district
- Member Satisfaction
85% - 90% - 95%
- Complete process management system #1
June 30 – May 30 – April 30
- Complete process management system #2
Dec 30 – Nov 30 – Oct 30
- % of VEC load actively participating in load mgmt
10% - 20% -30% (annualized)
- Develop Stage 1 Implementation Plan
Sept 2013 – July 2013 – May 2013
- Develop tariff management roadmap
Dec 2013 – Oct 2013 – July 2013
- Employee Communication Meetings
80% - 90% - 100% Completion
- "Get Connected" Employee Participation
25% - 30% -35%
- Total Training Hours
30 - 40 - 50 Hours
- Supervisory Communication Meetings
70% - 80% - 90% Completion
- Performance Actions On Time
80 % - 90% - 100% Completion

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.

Vision Statement:

We are committed to understanding the needs of our members by practicing the cooperative principles in a transparent manner. We are striving to be recognized for our reasonable rates, reliable service and technological advancements and will achieve success through the continuous development of a highly skilled and engaged workforce. VEC is committed to operating in a safe manner that is socially and environmentally responsible.

Operating Norms:

- Live Safely
- Demonstrate Integrity
- Collaborate to Achieve
- Be Positively Engaged
- Strive for Improvement
- Show Appreciation
- Deliver Results
- Communicate Openly