2013 Strategic Plan

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

Core Competencies
SAFETY & SECURITY
Keeping our employees, members, infrastructure, and public service through our commitment to safety, 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 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
Engaged Safety Culture
Power Supply Strategy
Load Mgmt with Consumer Focus
Cyber Security
Capital Mgmt
Distribution Automation & Optimization
System Reliability
Project Mgmt System
Earnings Performance
Operations Performance
Health
System Strategy
Grid Automation
Economic Development
Commitment to Community
Engaged Member Svcs
Economic Development
Engaged Member Svcs
Engaged Employee Engagement
Workforce Development
Employee Excellence
SUPERVISORY ALIGNMENT
Employees
Managers & Supervisors

Strategies
Implement cyber & facility security plan
Complete VPP Stage II
Improve upon the expanded health & fitness plan through enhanced communication efforts
Improve employee involvement & management commitment, workforce analysis, hazard prevention & control, and safety & health training within an engaged safety culture.
Meet 2.14 Operations Tier by performing to budget and look for opportunities to improve system losses and reduce peak demand
Improve project management reporting by training managers, linkage of PO system, timely project close, and invoice approvals.
Maintain equity ratio between 2% - 5% - 2.5%
Maintain existing 100% in rates for power supply costs for the next five years.
Develop reliability reporting tools by district and communicate data
Develop maintenance reporting tools
Develop SCADA reporting for tracking power factor, load, volts, peak load profile, etc.
Conduct a side tap fusing study
Develop residential cost/oil/natural reporting and communicate cost efficiencies
Develop reliability reporting tools by district and communicate data
Provide member service training for all VEC employee and keep employees up-to-date with member service initiatives.
VEC Energy Team raises awareness and educates VEC members about energy choices, alternative energy, efficiency and more.
Provide member service training for all VEC employee and keep employees up-to-date with member service initiatives.
VEC builds relationships with economic development organizations
Implement electronic voting
Create a process management system to evaluate (business case) and manage “innovation” family of projects
Identify and deploy projects and initiatives that will enable members to change their energy consumption patterns by giving them appropriate, targeted and measureable tools.
Optimize system through reduced system losses and improved voltage management by creating a plan as a result of Phase 1 System Loss Study recommendations, and begin implementing plan.
Develop tactical plans to respond to new realities (e.g., increased renewables). Develop and file innovated rate or tariff management roadmap
Pilot of time of day and Variable Peak Pricing rates, Residential behavior – CBS
Continue to hold quarterly all employee meetings, monthly supervisory meetings, monthly “Get Connected” meetings. Follow up after meetings to provide manager “talking points”
Develop a company-wide training calendar on key company topics.
Managers & Supervisors will develop and implement individual and departmental training programs.
Managers will hold One-on-One meetings with each of their direct reports twice a month – one meeting should be goal review and the other should be a check-in. Managers will hold staff meetings once a month.

KPIs
Cyber Security Plan Completion 90% - 95% - 100%
VPP Stage II Completion 90% - 95% - 100%
Employee Participation in Wellness Activities 20% - 30% - 25%
Meeting Deadlines for Safety Line Actions 90% - 95% - 100%
Operating Budget Performance 5% - 0% - 5%
Capital Budget Management 5% - 0% - 0%
Equity Ratio 40% - 46% - 43%
Stable Power Supply Costs for Next 5 Yrs > 2.5%, 5% - 2.5%
SAIFI 2.5 - 2.3 - 2.1
CAIDI 2.6 - 2.3 - 2.1
Top 10 Key Account Outages 10 – 5 – 0
% of Employees on Energy Committees 1 – 2 – 0 EE’s district
% of Employees receive MS training 90% - 85% - 90%
% of times MS initiatives communicated to EE’s 12 – 15 – 18 per year
Attendance at economic organization meetings 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
5% of VEC load activity participating in load mgt 10% - 20% - 30% (annualized)
Develop Stage 1 Implementation Plan Sept 2013 – July 2013 – May 2013
Employee Communication Meetings 80% - 90% - 100% Completion
"Get Connected" Employee Participation 25% - 30% - 35%
Total Training Hours 50 - 40 - 30 Hours
Supervisory Communication Meetings 70% - 80% - 90% Completion
Performance Actions On Time 80% - 90% - 100% Completion