



2014 Strategic Plan

Core Competencies

SAFETY & SECURITY

We will continue to grow a comprehensive safety program that supports the health, safety, and security of our employees, members, infrastructure, and general public.

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.

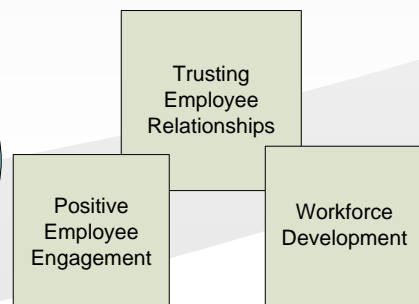
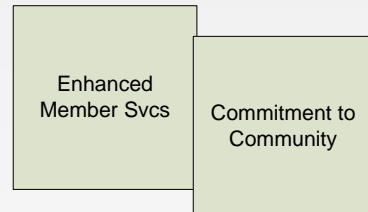
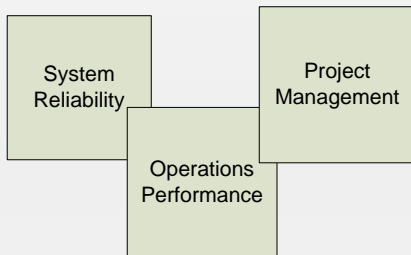
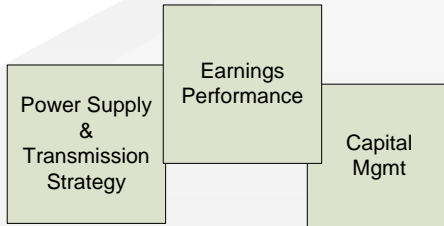
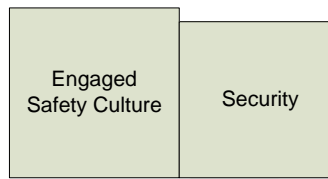
INNOVATION

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

- Identify opportunities to improve physical, cyber, and human security throughout VEC's service territory including the implementation of a public education project.
- Continue to progress towards meeting VPP Stage II weighted criteria
- Motivate our employees to participate in health & wellness activities
- Progress to an employee-driven safety program
- Increase off-the-job safety awareness

- Meet approved operations tier by performing to budget
- Improve project management reporting
- Continued annual patronage capital distributions
- Maintain existing 2011 cost/kWh in rates for power supply costs

- Implement fuse coordination: side tap fusing plan from 2013 study
- Develop corrective action plans to improve performance of worst performing circuits
- Analyze reliability, maintenance: SCADA reports and identify areas and opportunities for improvements. Communicate reliability, maintenance, SCADA report info (by district) to crews in each district.
- Implement loss study recommendations (as appropriate)
- Improve performance on project estimates (projects > \$100,000)
- Develop comprehensive construction estimate check list and improve construction inspection process for contractors work.

- Increase member satisfaction regarding convenience and ease of billing and payment process by (1) member service initiatives to help members better understand billing, (2) gaining member feedback through focus groups and other methods, (3) investigating and reporting on payment options, (4) implementing Smart Hub, and (5) investigating and reporting on prepay options.
- Help members to save through efficiency by (1) increasing Member Service and employee awareness of efficiency opportunities and (2) increasing communications outreach (i.e. bill inserts, school visits, blog, internet).
- Enhance outage communications by (1) reviewing current communications process and identify areas for improvement, (2) cross functional training, and (3) focusing on technology available to enhance IVR and internet communications. Conduct mini surveys that will be one or two minutes in length. It will be used to access satisfaction after major outages.
- Support VEC communities and community members by (1) implement Operations Roundup and (2) target outreach to schools – pilot program.

- Develop project selection criteria by (1) developing project hierarchy such as innovation team, project manager, employees (need employee feedback & buy-in), (2) identifying teams using RACI model to identify stakeholders, and (3) identifying purpose and scope.
- Finalize criteria plan by (1) design, execute, monitor, (2) develop selection flowchart and process, and (3) simplify.
- Prioritize projects
- Review & monitor by (1) tracking progress, (2) cost & benefits, (3) goal achievement, (4) linked to budgeting, and (5) scope creep

- Continue Workforce Development Steering Committee work to evaluate key positions and recommendations for succession planning/coverage, as well as developing the workforce pipeline.
- HR coordinated & sponsored job shadowing opportunities.
- Use video conferencing capabilities to connect district offices with headquarters to improve communications.
- Provide coaching, training, or other opportunities to enhance skills to build trusting relationships.
- Managers will hold one-on-one meetings with each direct report at least once a month; departments will hold meetings at least once a month.

KPIs

Threshold – Target - Distinguished

- Complete section 1 of cyber security plan
TBD
- # of completed funded, facility improvement projects
TBD
- # of public education presentations
1 – 2 - 3
- VPP Stage II completed requirements
75% - 85% - 95% by end of year
- # of employees participating in wellness activities
20% - 30% - 50%
- # of employees participating on safety program activities
25 – 33 - 40
- # of non-supervisory employees chairing sub-teams
30% - 40% - 50%
- # of off-the-job communications made to all EE's
8-14-20
- Operating Budget Performance
5% - 0% - (-5%)
- Capital Budget Management
5% - 0% - (-5%)
- Equity Ratio
40% - 42.5% - 45%
- Stable power supply costs for next 5 yrs
2.5% - 0 - (-2.5%)
- SAIFI
2.5 – 2.3 – 2.1
- Worst Performing Circuits
10 – 8 – 6
- MAIFI
4 – 3 – 2
- Construction Efficiency
20% - 0 – (-20%)
- # of outages to top 10 accounts
8 – 4 - 1
- Budget Performance Projects >\$100,000
+2% - +4% - +6%
- NRECA Survey Results in July 2014 & 2015
8.10 – 8.40 – 8.70
- Implementation of Smart Hub
June 2014
- # of Energy Sleuth trainings delivered
4/per year – 6/per year – 8/per year
- Conduct mini-surveys (after an outage)
2 – 3 - 4
- Enrollment in Operation Roundup
.5% - 1% - 1.5%
- # of School Presentations delivered
4/per year – 8/per year – 12/per year
- Selection criteria complete by
December 31,2013
- Criteria plan finalized by
March 31, 2014
- 2014 projects reviewed & prioritized by
March 31, 2014
- 2015 projects reviewed, prioritized, and selected by
August 2014
- Review & monitor reports provided monthly
- # of WDSC Enhancement Recommendations
1 – 2 – 3 per six month period
- # of employees participating in job shadow opportunities
1/qtr – 1/two months – 1 or more a month
- # of uses of teleconferencing capabilities
TBD
- Improvement in Engagient Survey over 2012 results
5% - 10% - 15%
- # of SLT visits with EE's outside of normal contact
1/qtr – 1/month – 2/month
- Annual training hours per EE
30 – 40 - 50
- # of Supervisory Communications Meetings
70% - 80% - 90%

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.

Rules of Engagement:

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