2014 Strategic Plan

Core Competencies
- Safety & Security
- Financial Balance
- Member Focus
- Innovation
- Connecting Employees

Key Focus Areas
- Power Supply & Transmission Strategy
- Earnings Performance
- Project Management
- System Reliability
- Review & Prioritize Innovative Projects
- Trusting Employee Relationships
- Workforce Development

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 tie 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).

Increase member satisfaction regarding convenience and ease of billing and payment process by (1) member service initiatives to help members 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 employees 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 IFR and internet communications.
- Conduct mini surveys that will take one to two minutes in length, it will be used to assess satisfaction after major outages.
- Support VEC communities and community members by (1) implement Operations Roundup and (2) target outreach schools to 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, and (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.

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, 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 Shive for Improvement Show Appreciation Deliver Results Communicate Openly

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