



2015 Strategic Plan

Core Competencies

SAFETY & SECURITY

We will have an uncompromising pursuit to an injury free workplace. Our safety program will support the health, safety, and security of our employees, members, general public, and infrastructure.

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 anticipates and exceeds member expectations.

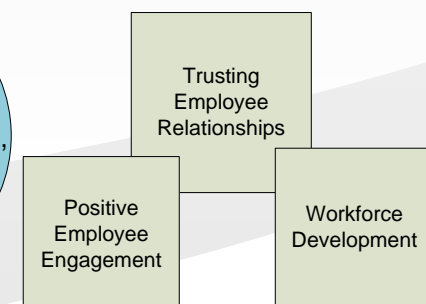
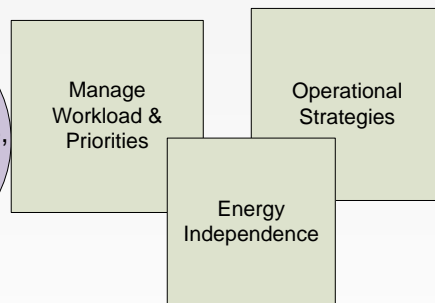
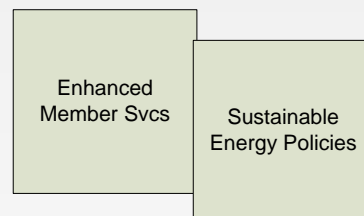
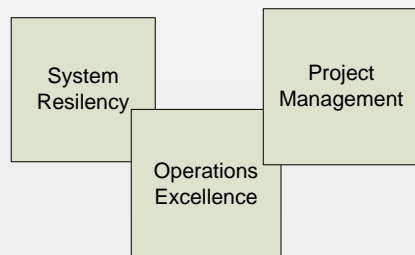
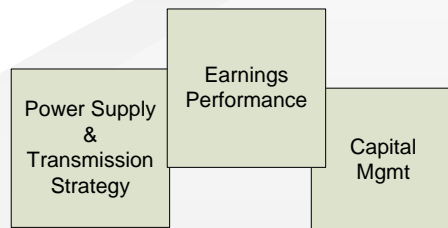
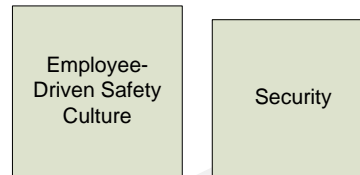
INNOVATION

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 VEC's vision and to each other through open and transparent communication. We will create a culture that inspires curiosity and creativity, encourages collaboration, supports continuous improvement, and fosters adaptability. We will celebrate and recognize achievements.

Key Focus Areas



Strategies

- Identify opportunities & take action to improve physical and human security throughout VEC service territory including member safety education efforts.
- Continue progress toward meeting VOSHA VPP eligibility
- Minimize ergonomic risk factors
- Progress to an employee-driven safety program
- Improve VEC districts' housekeeping and organization
- Meet approved operations tier by performing to budget
- Continuous improvement to capital project reporting process
- Maintain existing 2014 cost/kwh in rates for power supply costs
- Improved capital project management working with finance to optimize financial reporting and tracking.
- Enhance Emergency Action Plan (EAP) – improve & formalize mutual aid relationships and implement ICS (FEMA) EAP structure.
- Identify opportunities to improve crew management during storms and how to leverage technology. Identify "outside the box" strategies for enhancing the role of bird dogs.
- Storm Hardening: Increase system resiliency by increasing robustness of T&D standards.
- Innovation Pilot Projects – Auto Sectionalizing Schemes (NEK Connector 8/1) Pilot Projects; Drones, GoPro Cams, Mobile Device Optimizations
- Empower members to conserve
- Showcase renewable energy in VEC service territory
- Emotional intelligence based training for employees with direct member contact
- Collect and share business intelligence with other employees
- Develop relationships with key customer affinity groups
- Manage call center peaks
- Research and recommend distributed generation strategies – drives IRP
- Evaluate next generation smart grid
- Develop innovation strategy with VEIC
- Research and recommend storage solutions
- Develop low income strategy
- Managers will hold one-on-one meetings with each direct report at least once a month.
- Continue Workforce Development Steering Committee work to evaluate key positions and recommendations for succession planning/coverage, as well as for developing the workforce pipeline.
- Continued opportunities for job shadowing visits called job appreciation visits. These will allow employees an opportunity to spend a half or whole day learning what a co-worker does.
- Establish an employee planning committee to develop additional strategies and events to further the work of building trusting relationships and increasing positive engagement.
- Hold annual all-employee gathering a/k/a "shindig" facilitated with a theme established by the employee planning committee.
- Provide coaching, training, or other opportunities to enhance skills and to build trusting relationships.
- Managers will develop at least one meaningful development goal for each direct report and execute plan to achieve that goal.

KPIs

Threshold – Target - Distinguished

- Cyber Security Plan Completion
90% - 95% - 100%
- # of completed funded, facility improvement projects
TBD
- Degree of assistance provided to our members for safety improvement services
of public education presentations
1 – 2 - 3
- VPP Stage II completed requirements
75% - 85% - 95% by end of year
- # of ergonomic improvements implemented
- # of employees participating on safety program activities
25 – 33 - 40
- # of non-supervisory EE's chairing sub-teams & new team members
30% - 40% - 50%
- Housekeeping score improvement
- 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%)
- Budget Performance Projects >\$100,000
+2% - +4% - +6%
- Construction Efficiency
20% - 0 - (-20%)
- MAIFI
4 – 3 – 2
- Worst Performing Circuits
10 – 8 – 6
- SAIFI
2.5 – 2.3 – 2.1
- # of outages to top 10 accounts
8 – 4 - 1
- Beat the Peak Alerts Sign-ups
- Energy Sleuths for Members Develop webpage
- VEC Renewable Energy Communications
4 – 8 – 12 / year
- EI Training – Employee Participation
20% - 25% - 30%
- VEC Daily e-reader
TBD
- Meetings with Organizations/Groups
6 – 12 – 18 / year
- Develop & implement pilot project Present final report
- Report to B.O.D in June 2015
- Report to B.O.D. in July 2015
- Report to B.O.D. in June 2015
- Report to B.O.D. in September 2015
- Report to B.O.D. in December 2015
- One-on-one meetings
70% - 80% - 90%
- # 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
- Improvement in Cultural Survey over 2014 results
5% - 10% - 15%
- # of SLT visits with EE's outside of normal contact
1/qtr – 1/month – 2/month
- Implementation of one EE development goal
70% - 80% - 90% of VEC EE's

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