



# 2008 Strategic Plan

## Strategies

### KPIs Threshold – Target - Distinguished

### Core Competencies

**SAFETY AND HEALTH**  
Keeping our employees, members and the public safe through our commitment to 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, optimized system.

**MEMBER FOCUS**  
We are your energy partner past, present and future, remaining true to the cooperative principles through innovative energy solutions.

**EXTERNAL RELATIONS**  
VEC will become an outstanding Vermont corporate citizen through improved relations with state legislators and regulatory personnel, partnering with other utilities and community, educating who we are as a Cooperative.

**CONNECTING EMPLOYEES**  
We will achieve a work environment that connects each other through a unified and collaborative approach that shares best practices, celebrates and recognizes achievements and communicates openly and honestly.

- Lost Time Incident Rate  
3 - 1.5 - 0
- Lost Time Severity Rate  
46 - 23 - 0
- MEMIC Safety Culture Index  
3.8 - 4.3 - 5
- Wellness Program Participation  
TBD

- Rates Comparison  
4<sup>th</sup> Quartile - 3<sup>rd</sup> Quartile - 2<sup>nd</sup> Quartile
- Tier (Times Interest Earned Ratio)  
1.8 - 2 - 2.2
- Equity Management  
37% - 40% - 45%

- SAIFI  
2.6 - 2.4 - 2.2
- CAIDI  
2.6 - 2.3 - 2.1
- Analysis Done & Projects Complete  
80% - 90% - 100%

- (SQRP) VDPS/Consumer Affairs Complaints  
93% - 95% - 97%
- (SQRP) % Members Satisfied w/ VEC Work Performed  
80% - 85% - 90%
- (SQRP) % Member Work Completed on Schedule  
95% - 96% - 97%
- Employee Knowledge of Cooperative Principles  
25% - 50% - 75%
- Community Involvement 100 pt/qtr - 150 pt/qtr - 200 pt/qtr

- Contact ALL VEC Legislators  
80% - 90% - 100%
- Regulatory Filing Schedule  
90% w/Extension - 90%w/out Ext. -100% w/out Ext.
- Filing Outcomes 2xbaseline - 3xbaseline- 4xbaseline Success
- VEC Participation at Utility Group Meetings  
80% - 90% - 100%
- Public Outreach - Education on Cooperative Model  
50% met - 75% met - 100% met

- Cross Job Appreciation Program Participation  
3% - 4% - 5%
- Monthly Employee Satisfaction Poll  
70% - 80% - 90%

- Continue to encourage back to work - light duty - effective workers compensation administration
- 2 minute drills, refresher training, incorporate safety training in all meetings
- Employee safety demonstration (in house and external), safety calendar, intranet safety search contests
- Conduct MEMIC safety culture survey - December 2008 / January 2009
- Employee safety calendar, intranet safety search contest
- Strategy to control power supply and transmission costs
- Maximize information technology to lower costs
- Evaluate and take action to reduce our interest expense on debt
- Increase and maintain equity at 40% and complete patronage capital to the membership
- Establish tier levels necessary to execute BPRA recommendations and IRP
- Develop equipment replacement / install programs (AB Chance Cut Outs, Arresters, Animal Guards, Tree Wire)
- Develop in-service equipment database and subsequent inspection/maint programs (Poles, Substations, Lines)
- Vegetation Management - Develop IVM Plan (Transmission 5 Year Cycle, Distribution 10 Year Cycle)
- Improve outage response time (Explore GPS Truck Tracking and other opportunities)
- Conduct system assessment, develop IRP and execute capital projects on schedule
- Proper and timely follow through with member complaints
- Employee awareness, cross train departments in member service and monitor al feedback
- Includes all service orders - Develop effective process to determine accurate time estimate
- Training Program - Cooperative Principles
- Encourage and support community involvement (Blood Drives, School Programs, Public Exposure Ops)
- Define legislators, develop meeting protocols, state house presence
- Rate Case meets 1.8 Tier, IRP filing results in reasonable discovery questions
- CEO to meet WEC counterpart annually, attend VPPSA BOD meetings, attend E21 meetings
- Identify target audiences, define outreach methods and implement
- Develop and implement a four tier cross training program
- Develop functional, procedural manuals and develop best practice sharing methods
- Develop bi-weekly survey (w/ timesheet) to derive satisfaction measure
- Develop an internal communication 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 a company committed to enhancing the quality of life for our members we serve by embracing the Cooperative Principles. We are striving to be recognized for our reasonable rates, reliable service and technological advancements. VEC is committed to operating in a manner that is socially and environmentally responsible. VEC's internal culture will foster safety, loyalty, creativity, and high morale among its well trained and motivated employees, enabling VEC to provide excellent service for our members.