**2008 Strategic Plan**

**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.

**KPIs**

- **Threshold – Target – Distinguished**
- **Lost Time Incident Rate**
  - 3.1 - 1.5 - 0
- **Lost Time Severity Rate**
  - 46 - 23 - 0
- **MEMIC Safety Culture Index**
  - 3.8 - 4.3 - 5
- **Wellness Program Participation**
  - TBD

**Strategies**

- 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

**SAIFI**
2.6 - 2.4 - 2.2

**CAIDI**
2.6 - 2.3 - 2.1

**Equity Management**
80% - 90% - 100%

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80% - 90% - 100%

**Vision Statement:**
We are a company committed to enhancing the quality of life for our members we serve by embracing the Cooperative Principles.

**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.

**Strategies**

- Develop equipment replacement / install programs (AB Chance Cut Outs, Amsters, Animal Guards, Tree Wire)
- Develop in-service equipment database and subsequent inspection/maint programs (Poles, Substations, Lines)
- Vegetation Management – Develop IRM 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 all 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