



# 2009 Strategic Plan

## Core Competencies

### BOARD OF DIRECTORS

The Vermont Electric Cooperative Board of Directors, will collectively provide high level policies and strategies that ensures VEC prosperity and sustainability. We will make financially sound and prudent choices by representing the members' interests.

### 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 be an outstanding Vermont Corporate Citizen through improved relations with state and federal government and regulatory personnel, partnering with other utilities and the community to provide proactive leadership, public outreach, and education.

### 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

Agenda quality (including effective prioritization)

Meeting time management

Policy usage

Information based decisions

Material quality and timeliness

Lost Time Incident Rate  
3 - 1.5 - 0

Lost Time Severity Rate  
46 - 23 - 0

"We Own VEC Safety" Index  
275 - 300 - 325

"We Own Public Safety" Index  
250 - 300 - 350

Financial Operating Efficiency  
\$546 - \$520 - < \$500

Earnings  
\$0 - +5% - +10%

Equity Management  
37.37% - 37.87% - > 37.87%

SAIFI  
2.6 - 2.4 - 2.2

CAIDI  
2.6 - 2.3 - 2.1

Productivity Measure  
TBD

(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%

Member Awareness of the Cooperative Principles  
30% - 32% - 34%

Community Involvement 100 pt/qtr – 150 pt/qtr – 200 pt/qtr

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% - 75% - 100%

Cross-Job Knowledge Program Participation  
3% - 4% - 5%

Monthly Employee Survey of Operating Norms  
TBD

Employee Participation in Internal Social Networking Tool  
20% - 30% - 40%

## 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 Field Audits (10pt), Safety meetings (20pts), Safety Incentives (20pts)

Public Safety Initiatives: Coop Life & Lite Article (10pt), Bill Stuffer (10pts), Annual Meeting (20pts), Fire/EMS (50pts), School Education (50pts), Municipal Crews (50pts) Logger (50pts)

Evaluate and take action to reduce our interest expense on debt

Maximize information technology to lower costs

Evaluate opportunities for territory rationalization

Develop power supply procurement plan and evaluate opportunities to maximize the value to VEC of transmission costs and wheeling.

Increase and maintain equity at a minimum level of at least 37%. Evaluate and make recommendations for the patronage capital project to allocate equity to the membership.

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

Define the benefits of being a VEC member, raise awareness of these benefits through communications utilizing internet site, IVR messages, on-hold wait times, and as bill messages.

Encourage and support community involvement (Blood Drives, School Programs, Public Exposure Ops)

Successfully achieve objectives through regulatory process.

Achieve desired outcomes through interaction in collaborative utility group meetings.

Provide outreach and education to legislators, regulators, civic and other groups, demonstrating the advantages of the Cooperative Model. Tell the VEC story.

Raise awareness of cross-training opportunities that exist at VEC through implementation of Individual Development plans and developing a procedure for employees to request for cross-training.

Develop and implement a monthly employee survey measuring VEC's operating norms.

Develop an internal communication plan.

Implement a social networking tool for employees to socialize and connect with each other that is not related to work. Bring a sense of community to our work culture.

### 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.