

2021 Strategic Planning



LEAD WITH INNOVATION

	POTENTIAL STRATEGIES	MEASURABLE (KPI)
LEVERAGE THE GRID	Explore cost effective storage for peak shaving and other grid and financial benefits. (currently at 1075 kW)	Amount of cumulative load (kW) managed for peak reduction. [1,200 – 1,500 – 2,500]
	Explore storage solutions for personal and business resiliency. (currently at 95 managed devices)	Number of total smart devices managed. [125 – 200 – 300]
	Pursue cost-effective SHEI grid-constraint solutions including storage, smart electrification, new business, and infrastructure.	New SHEI grid-constraint Initiatives. [3 – 7 – 10]
EVOLVE THE MEMBER EXPERIENCE	Encourage electric vehicle ownership with incentives and outreach with focus on lower income community. (24% for 2020)	Percent of Tier III EV incentives going to lower income members. [15% – 25% – 35%]
	Enhance incentives and education around energy transformation programs. (estimated 2021 goal is 21,063 MWh)	Exceed Tier III Energy Transformation Goal. [21,000 – 23,100 – 25,200]
EXPLORE GROWTH OPPORTUNITIES	Leverage financial strength & reputation of excellence for energy partnerships or synergies. This could include additional pole acquisitions, work for municipalities, partnering on VELCO projects or other ways to leverage VEC strengths that bring shared	Significant acquisitions, partnerships, or other synergies in the Vermont utility landscape. [1 – 2 – 3]

2021 Strategic Planning



	benefit to VEC members and Vermont.	
LEAD ON SUSTAINABILITY	Explore options that reduce VEC’s carbon impact. Investigate with the Board and Power Supply team the opportunities to increase renewable energy portfolio beyond regulatory requirements.	Explore renewable energy portfolio options. [explore opportunities and risks – determine renewable pathway – begin implementation plan]

LEAD WITH PEOPLE

FOCUS ON OUR MEMBERS	Enhance the dialog and engagement with members through a new video and webinar series. Topic ideas may include – EV road trip tour, new Newport building, Energy Sleuth training, “Meet the CEO”, safety in your home, outage education, facility virtual tours.	Webinars or videos developed and released to members. [2 – 4 – 6]
	Reduce outage response time by implementing fault mapping and AMI enhancements on at least one substation.	Obtain and publish Estimated Time Restored (ETRs) for every outage event. [50% – 60% – 75%]
	Continue to increase member engagement by improved technological systems and tools. Potential strategies: <ul style="list-style-type: none"> • SmartHub expansion (payment arrangement reminders, planned outage messages) • IVR phone system improvements • Web outage page revamp • Form to easily shift Co-Op Life from paper to email 	Implement new member engagement options. [2 – 4 – 6] Share safety messages regularly with members. [6 annually – 12 (one per month) – 24 (2x month)]

2021 Strategic Planning



	<ul style="list-style-type: none"> • Form to easily shift Co-op Life frm paper to email • Leverage forms on web • 	
<p>ENGAGE AN EXCELLENT WORKFORCE</p>	<p>Create a working environment that is flexible, rewarding, and stimulating. Assess and build upon remote working capabilities to prepare for how we will work in the post-COVID future, e.g. stay flexible, encourage collaboration, and improve connectivity.</p>	<p>(NO SPECIFIC KPI)</p>
	<p>Pursue diversity at all levels of the organization</p> <ul style="list-style-type: none"> • Expand recruiting sources; adopt “blind” resume reviews; ensure diverse hiring teams; add diversity/inclusion considerations to hiring matrix. • Develop Board of Directors pipeline of candidates specifically focused on addressing skill or diversity gaps on the board. • Have leaders of existing VEC teams evaluate whether their team could benefit from hearing from more diverse voices and add new members as needed. • Expand scope of Connecting Employees team to specifically focus on promoting diversity and inclusion at VEC. 	<p>Specific actions taken to strengthen the pursuit of diversity and inclusion at VEC.</p> <p>[2 – 3 – 4]</p>
	<p>Focus on safety and leadership programs at all levels of the organization.</p>	<p>Develop internal (survey monkey) employee survey three times over the year to assess needs and adjust as required. Number of changes made/actions taken based on employee feedback.</p>

2021 Strategic Planning



		<p>[5 – 10 – 15]</p> <p>Number of injury and illness prevention actions implemented, documented, and shared.</p> <p>[5 – 10 – 15]</p>
	<p>Key areas for 2021 employee development:</p> <ul style="list-style-type: none"> • Learning about other parts of VEC business operations. • Employees and supervisors partnering on development including using regular virtual training opportunities. • Expanding leadership training to front line field and office leaders and those hoping to progress into leadership roles. • Evaluate and expand the 2020 pilot leadership program. 	<p>Number of unique employees participating in training that develops critical technical or leadership skills.</p> <p>[50 – 70 – 90]</p>
<p>ENGAGE OUR PARTNERS</p>	<p>Build strong relationships and communication patterns with our regulators.</p> <p>Ongoing formal and informal discussions – then engaging in networking when the options open up again.</p>	<p>(NO SPECIFIC KPI)</p>

LEAD WITH RESPONSIBILITY

<p>MAINTAIN A SECURE & RELIABLE GRID</p>	<p>Pursue resilience through ongoing system hardening and technology deployment.</p>	<p>Reduction in number of worst performing circuits (starting from 2020 top-ten list).</p> <p>[2 – 3 – 4]</p>
---	--	---

2021 Strategic Planning



	Maintain high level of cybersecurity controls and practices. Using our cybersecurity best-practice matrix, continue improvement strategies to advance key areas of evolving vulnerability.	Number of increases in cybersecurity maturity levels in “threat,” “risk,” and “vulnerability” domains. [1 – 2 – 3] John
MAINTAIN FINANCIAL STRENGTH	Pursue financial strategies that mitigate rate impacts, including Transco stock.	<ul style="list-style-type: none"> • Operating budget performance net income. [-5% – 0 – 5%] Mike • Capital budget spending to budget. [±5% – ±2.5% – ±1%] Mike • Achieve budgeted TIER consistent with our approved financial plan. [1.9 – 2.0 – 2.2] Mike
	Complete NISC Action plan developed from internal software system audits from 2020. Evaluate system or process improvements that increase efficiency and reduce costs. (We may specify more with this KPI after complete audit in late 2020.)	Create action plan for improving processes and systems in CC&B & Financials. [Evaluate recommendations, create action plan with timelines and deliverables, implement plan.]
INVEST IN THE COMMUNITY	Advocate through the legislative and regulatory process for rural communities and those who experience high energy burdens.	(NO SPECIFIC KPI)
	Position VEC as a valued community partner in Northern Vermont by promoting community fund donations and applications and implementing “Neighbors helping Neighbors” social media campaign.	Increase annual donations to the community fund. [5% – 10% – 20%]

2021 Strategic Planning



	Maintain VEC reputation and relationships as a preferred, local, trusted, relevant provider.	(NO SPECIFIC KPI)
--	--	-------------------