

VEIC Strategic Plan 2017-2021

Our Vision

Healthy Planet, Thriving People, Energy Justice.

Our Mission

To act with urgency to enhance the economic, environmental, and societal benefits of clean and efficient energy use for all people.

Our Core Values

- Commitment to the Planet and the Life it Sustains
 - We are deeply committed to our environmental and economic mission and use it to guide everything we do. We bring a commitment to reducing the social inequity that places a greater burden on low-income, marginalized, and disenfranchised people and communities.

- Passion for Creativity and Innovation
 - We take risks and resist complacency. We challenge ourselves to be at the cutting edge of our field. We value the dynamic tension that comes from working together to design and implement energy services and initiatives. We support continuous learning, both by educating ourselves and by sharing what we know with others. We improve our work by learning from our customers, partners, constituents, and each other.

- We Promote Big Thinking. Strong Partnerships. Big Results.
 - We set ambitious goals that will have a large impact in the world. We stand behind the tangible results we deliver. We value strong partnerships to accomplish our results.

- We Value Our Staff—the Heart and Soul of VEIC
 - We maintain a workplace in which we respect every member of our community. We value each person’s unique contribution and provide support so that each employee can meet their full potential. We collectively own our results. We work together to fix our problems and we share our successes. We cherish a healthy balance of life and work.

Our Goals

VEIC will be a catalyst to reduce greenhouse gases in the atmosphere, and in creating energy justice. We will do so in keeping with our Core Values, with organizational excellence, and within a vibrant and diverse work environment.

Goal 1: GHG Reduction.

We will design, advocate for, and share proven tools, resources, and partnerships to support our clients in reducing 20 million metric tons of greenhouse gas globally, per year, by 2027. This is equivalent to the amount of carbon sequestered in 19 million acres of forests annually. That area is about the size of South Carolina.

1.1 Strategy: To improve health, environmental quality, and economic well-being, we will reduce greenhouse gas emissions through cost-effectiveⁱ electric, thermal, and transportation energy efficiency.

1.2 Strategy: We will replace fossil fuel use with clean, affordable renewable energy.

Goal 2: Energy Justice.ⁱⁱ

To remedy inequalities in health, environmental quality, and economic well-being, we will actively seek to advance energy justice by delivering services and promoting policies that benefit vulnerable people and disadvantaged areas and to include them or their representatives in all VEIC projects that affect their communities and environment.

2.1 Strategy: We will thoughtfully examine all our work and initiatives to ensure they will improve energy, economic and environmental justice.

2.2 Strategy: We will create opportunities to build the capacity of organizations and individuals in disadvantaged communities to design, implement, and sustain initiatives that fairly distribute affordable efficiency and clean energy to all. We will develop, advocate for, and share the tools, resources, and partnerships resulting in clean, affordable energy that is accessible for all.

Goal 3: Organizational Excellence.ⁱⁱⁱ

Create the organizational alignment^{iv} and accountability to continuously improve the way we meet our greenhouse gas and energy justice goals with humility, flexibility, and nimbleness.

3.1 Strategy: People

- VEIC will have a work environment that attracts and retains the most creative, innovative, and dedicated employees.
- VEIC's Board of Directors, leadership, staff, partners, and vendors will be inclusive and represent a vibrant diversity of background, experience, perspective, and thought.

3.2 Strategy: Financial

- VEIC will maintain a financial position so that we have the ability by 2018 to invest \$500,000 in staff hours and other resources annually for new ways to meet our greenhouse gas and energy justice goals. And, by at least 2021 invest 1% of our gross revenue annually on this activity.

3.3 Strategy: VEIC will provide its partners, clients, customers, and the public with services that demonstrate:

- Innovative and creative total energy solutions
- Advanced strategic thinking on how to transform the markets for energy solutions
- Experience and success in taking on even the toughest structural, policy, and regulatory challenges
- Commitment to including disadvantaged people, enterprises, and communities in the clean-energy economy

3.4 Strategy: Partners - We will deliver value and satisfaction through our collaborations. We will work to build the capacity of other organizations, institutions, businesses and individuals to achieve shared goals, with particular attention to disadvantaged communities, businesses and workers.

ⁱ **Cost effectiveness** is determined by recognizing and including the health, economic, environmental, and social impacts and benefits of an action or decision.

ⁱⁱ **Energy justice:** VEIC understands “energy justice” to mean that everyone can access adequate clean fuels and energy services to meet their basic needs. All individuals or groups share equally in the external costs and burdens of producing energy. No group of people bears a disproportionate burden of environmental harms and risks, including those resulting from the negative environmental consequences of producing and distributing energy supply. The energy services and supply industries contribute to lasting economic development in the communities where they work and locate their facilities; their workforce is inclusive, diverse and represents the communities in which the industry works. In other words, the benefits of energy development and distribution are fairly shared.

ⁱⁱⁱ We recognize that the strategies under this goal are, for the most part, not subject to meaningful measurement. We expect that measurable elements will be found in the Tactics that are developed at the Division level. For example, under Strategy 3.2, a tactic might be to reduce our Fringe and Indirect Rates by x percent by 2021, and that activities would be listed to help us achieve that target.

^{iv} Capacity, culture, staff, and financial strength dedicated to our goals.