

UTILITIES COMMISSION
NEW SMYRNA BEACH
STRATEGIC INITIATIVES 2010

VISION:

CONNECTING YOU WITH THE QUALITY OF A NEW SMYRNA BEACH LIFE

STRATEGIES:

- ACHIEVE STRATEGIC PLAN OBJECTIVES USING TRADITIONAL AND NEW METHODOLOGIES
- INTEGRATE AND LEVERAGE OUR ENTERPRISE CONSISTENT WITH OUR VISION
- DEVELOP BUSINESS UNIT OPERATING AND VALUE PLATFORMS WITH COMPLEMENTARY GOALS AND SYSTEMS
- DEVELOP AN ORGANIZATION FOCUSED ON LEARNING, VALUE, AND EFFECTIVE RESPONSE CAPABILITY
- OPTIMIZE OUR RETURN ON FINANCIAL, PHYSICAL, AND HUMAN RESOURCES

MISSION:

TO PROFITABLY PROVIDE TIMELY, COST-EFFECTIVE, HIGH-QUALITY SERVICES AND PRODUCTS IN OUR MARKETPLACE.

OBJECTIVES:

- TO GAIN AND RETAIN SATISFIED CUSTOMERS.
- TO ACHIEVE COMPETITIVE PERFORMANCE IN THE MARKET AND PROCESS SEGMENTS OF OUR BUSINESS ACTIVITY.
- TO ACHIEVE ESTABLISHED GOALS AND MEASURES FOR THE SERVICES AND PRODUCTS OF OUR BUSINESS UNITS.
- TO ADD VALUE FOR OUR STAKEHOLDERS.
- TO ENHANCE THE QUALITY OF LIFE OF OUR COMMUNITY.

PREMISE:

OUR INITIATIVES TO ACHIEVE OUR VISION AND MISSION WILL DEVELOP OUR CHARACTER AND THE EFFECTIVE MEANS TO BE SUCCESSFUL.

GOING-FORWARD VALUES:

- WE UNDERSTAND THAT GOOD VALUES PROMOTE POSITIVE CONSEQUENCES.
- WE PROMOTE LEARNING, INNOVATION, AND EFFECTIVENESS.
- WE ARE ALLOWED TO MAKE MISTAKES (WITHOUT HURTING OURSELVES OR OTHERS) IN ORDER TO LEARN.
- WE SUPPORT EACH OTHER BY LISTENING, UNDERSTANDING AND DEVELOPING OURSELVES AND OUR ORGANIZATION TO ACHIEVE OUR GOALS.
- WE ENCOURAGE CONTINUOUS IMPROVEMENT AND CONSENSUS DEVELOPMENT OF PROCESSES, STANDARDS, AND WORK PRACTICES.
- WE INCREASE THE WORTH OF EVERYTHING WE DO.
- WE ARE RESPONSIBLE, NOT JUST ACCOUNTABLE.
- WE REPRESENT INTEGRITY.
- WE SELL SOLUTIONS.
- WE MEASURE OUR SUCCESS THROUGH OUR CUSTOMERS.

STRENGTHS:

- DEFINED COMMUNITY ROLE
- HIGH-POTENTIAL ASSETS
- STRATEGIC SERVICE/PRODUCT POSITION
- WIDE-RANGE OF EXISTING SERVICE PRODUCTS
- RESPONSIVE TO COMMUNITY NEEDS
- HIGH-POTENTIAL INTELLECTUAL CAPITAL
- COMMUNITY SUPPORT
- RESPONSIVE, DEPENDABLE SERVICE
- HIGH ASPIRATION TO STANDARDS AND ETHICS

UC HYPOTHESES

- THE PACE OF CHANGE WILL BE 3-5 YEARS (CHANGE PERIOD) WITH ACCOMPLISHMENT MILESTONES.
- POWER & WATER SUPPLY WILL OCCUR THROUGH TRADITIONAL AND NON-TRADITIONAL SOURCES.
- THE CUSTOMER MARKET WILL EVOLVE INTO MANY SEGMENTS FOR TAILORED AND FLEXIBLE OFFERINGS.
- INCREASES IN RETAIL RATES WILL OCCUR IN SOME MARKET SEGMENTS.
- COMPLEX PRICING OPTIONS WILL BE EXTENDED TO MORE CUSTOMERS BY UC, COMMISSIONER, REGULATOR, AND LEGISLATIVE INTERACTIONS.
- PARTNERSHIPS AND COLLABORATIONS WILL BE USED SELECTIVELY FOR ACHIEVING BUSINESS OBJECTIVES AND FOR MANAGING MARKET CONDITIONS.
- SYSTEMIC CHANGES WILL OCCUR IN SUPPORT OF BUSINESS UNIT DEVELOPMENT.
- ASSETS WILL BE MAPPED TO EACH PROCESS AFTER PROCESS DEFINITION AND MANAGEMENT EFFORTS ARE IN PLACE
- OUTSOURCING CAN BE USED FOR ACHIEVING BUSINESS OBJECTIVES WHEN COMPLEMENTARY WITH UC STRATEGIES
- INFORMATION TECHNOLOGY WILL EMERGE AS A STRATEGIC ENABLER OVER THE CHANGE PERIOD.
- DEVELOPMENT, DATA AND SUPPORT SYSTEMS, AND PREPARATION ACTIVITIES WILL BE “FUNCTIONALLY COMPLETED” PRIOR TO IMPLEMENTING CHANGES.
- ENVIRONMENTAL EVENTS WILL ESCALATE, HASTENING OUR PACE OF CHANGE.
- NEW PRODUCTS AND SERVICES WILL BE UNDERTAKEN AS AN INCUBATOR FOR NEW VENTURES.
- THE “COMMUNICATIONS” UTILITY WILL BE DEVELOPED AS AN INTERNAL COMMUNICATIONS AND DATA SYSTEM TO ACHIEVE A MUNICIPAL NETWORK AND SUPPORT UC PERFORMANCE AND COMPETITIVE GOALS.
- DECISION MAKING AUTHORITY OF ESTABLISHED PROCESSES WILL BE PLACED AS CLOSE TO THE CUSTOMER AS THE PROCESS MAY ALLOW.

UC DEFINITIONS:

VISION -A MENTAL “PICTURE” OF THE FUTURE STATE OF OUR BUSINESS ENTERPRISE

VALUE -THE FUNDAMENTAL BASE FROM WHICH WE ACT AND RESPOND.

STRATEGY -A UNIQUE PHILOSOPHY OR PRINCIPAL SPECIFICALLY ADOPTED TO ACHIEVE OUR VISION (GOAL OR OBJECTIVE).

MISSION -THE PURPOSE WHICH WE FULFILL AS AN ORGANIZATION.

GOAL -A SPECIFIED LEVEL OF PERFORMANCE WHICH DEFINES SUCCESS.

OBJECTIVE -A DESIRABLE ORGANIZATIONAL RESULT USED TO ACHIEVE OUR MISSION.

MEASURE -A NUMERIC VALUATION FORMULA USED TO DEFINE PERFORMANCE RELATIVE TO A GOAL OR OBJECTIVE.

SYSTEM -THE ORGANIZATION AND USE TOGETHER OF POLICIES, BUSINESS STRUCTURES, PROCESSES, TECHNOLOGIES, PEOPLE, FACILITIES, AND EQUIPMENT TO ATTAIN COMPLEX OUTCOMES.

PROCESS -A REPEATED SEQUENCE OF ACTIVITIES WHICH PRODUCES A PRODUCT OR SERVICE OF VALUE TO THE CUSTOMER.

TACTIC -ACTIONS INVOLVING THE USE OF SKILLS AND KNOWLEDGE IN SUPPORT OF A STRATEGY.

TECHNIQUE -A SPECIALIZED METHOD OF ACTION.

STRENGTHS -OUR BEST CHARACTERISTICS.

PARTNER -ANOTHER PERSON OR ENTITY WHOSE INTERESTS, GOALS, AND REWARDS ARE MUTUALLY SUPPORTED FOR THE SUCCESS OF ALL.

OWNERSHIP - SELF-REALIZATION OF PERSONAL RESPONSIBILITY AND ACTION TO ACCOMPLISH ORGANIZATIONAL GOALS.

CULTURE -THE EXPECTED BEHAVIOR OF A GROUP BASED UPON THEIR COMMON SHARED BELIEFS, EMOTIONS, AND VALUES.

CONSENSUS -A GROUP DECISION-MAKING PROCESS WHEREBY AGREEMENT AND SUPPORT ARE INDIVIDUALLY BASED AND NOT UNREASONABLY WITHHELD.

PREMISE/HYPOTHESIS-A FUNDAMENTAL, UNPROVEN BELIEF OR UNDERSTANDING WHICH IS VALIDATED THROUGH ACTION AND TESTING OF THE ASSUMPTIONS UPON WHICH THE BELIEF OR UNDERSTANDING IS BASED.

OBJECTIVE:

- TO GAIN AND RETAIN SATISFIED CUSTOMERS.

- ◆ KEY PERFORMANCE MEASURE

SUCCESS MEASURES:

- ◆ FIELD AND STAFF PERFORMANCE SURVEY FOR ON-TIME, OF-USE, AND OF-VALUE CUSTOMER SATISFACTION OF 60%, GOAL 90%+.
- TOTAL O&M DIRECT AND INDIRECT EXPENDITURES TO RANGE FROM A \$850/UTILITY METER TARGET TO A 2010 GOAL OF \$800/METER AND ULTIMATE GOAL, TOP 10% NATIONALLY (\$775/METER)
- UTILITIES COMMISSION TOTAL EMPLOYEE LEVEL TARGET OF TOP 25%, GOAL OF TOP 10% NATIONALLY (800+ ACCOUNT CONNECTIONS/ASSOCIATE)
- COMPLETE ALL (100%) SERVICE/PRODUCT AND WORK ORDERS WITHIN LEAD TIMES OR NEED DATE
- COMPLETE WORK WITHIN THE DETAILED ESTIMATED TIME UNIT TARGET WITH A RANGE OF +/-10%. GOAL - 10% UNDER ESTIMATE.
- ATTAIN ESTABLISHED RELIABILITY AND RESTORATION GOALS FOR EACH UTILITY

TACTIC	TECHNIQUE/ MEASURE SOURCE	GOAL TARGET DATE	LEAD RESPONSIBILITY
PUBLISH FINANCIAL PERFORMANCE AND FORECASTS	FINANCIAL REPORTS AND UNIT PERFORMANCE TRACKING	ESTABLISH FINANCIAL MEASURES AND PROCESS-BASED ECONOMIC VALUE-ADDED CONCEPT, EXCEED SUCCESS MEASURES MONTHLY 12-10, ON-GOING	L. KLINKENBERG, WITH OTHER DIRECTORS SUPPORT
DEVELOP FINANCIAL AND LINE-OF-SIGHT PERFORMANCE MEASURES AND BENCHMARKS	U.S.R., FORM 1, 10K, EXTERNAL REPORTS, TARGET SURVEYS	CREATE INFORMATION REPOSITORY, LINE-OF-SIGHT MEASURES AND ENHANCE PERFORMANCE METRICS-- ON-GOING, 2-10, ON-GOING	L. KLINKENBERG AND P. DI CHIARA WITH OTHER DIRECTORS SUPPORT
DEFINE FINANCIAL ACTIVITY CATEGORIES AND ACCOUNTS WITH DEFINITIONS AND REGULATORY ACCOUNT TRANSLATION TABLE	SOFTWARE/HARDWARE VENDORS, MEASURES, UNIT COSTS, PROFIT POTENTIAL, MARKET TESTS	DEVELOP ACTIVITY-BASED ACCOUNTING, PROCESS COSTING, PROFIT CENTERS, COMPETITIVE CAPITAL STRATEGIES, AND ECONOMIC VALUE-ADDED MEASURE 10-10, ON-GOING	L. KLINKENBERG AND R. LEMOINE, WITH OTHER DIRECTORS SUPPORT
DEVELOP FINANCIAL PRIORITY ASSESSMENT TOOL FOR PRODUCT/ ACTIVITY APPLICATIONS	ACTIVITY COSTS, UNIT COSTS, MARKET ELASTICITY SURVEYS, BENCHMARKS, PROSPECTUS, AND KEY CONTACTS	STAKEHOLDER BENEFIT ASSESSMENTS FOR PROPER RESOURCE USE 3-10, ON-GOING	L. KLINKENBERG AND E. FISHER WITH OTHER DIRECTORS SUPPORT

SURVEY CUSTOMER SATISFACTION AND VALUE-ADDED WORK PERFORMANCE	CUSTOMER REQUIREMENTS SPECIFICATIONS	90% OR MORE CUSTOMERS SATISFIED COMPLETELY WITH WORK 6-10, ON-GOING	L. KLINKENBERG AND BUSINESS UNIT DIRECTORS
ASSESS UTILITIES RELIABILITY PHILOSOPHY-GOALS AND OPERATION-RESTORATION PERFORMANCE	EXAMINE UC OPERATION, MAINTENANCE, & CAPITAL EXPENDITURE WITH CUSTOMER IMPACT	UNDERSTANDING ECONOMIC IMPACT OF RELIABILITY PERFORMANCE FOR RESOURCE BALANCE 6-10, ON-GOING	J. WHITE, T. BEYRLE, AND DIRECTORS AND ORGANIZATION WIDE SUPPORT
UTILITY SYSTEM OPERATING PERFORMANCE REPORTING	ANALYZE CAUSAL EFFECTS, CODING, RELIABILITY METRICS	DEFINE RELIABILITY PHILOSOPHY AND COMPATIBLE MAINTENANCE PROGRAM 9-10 ON-GOING	J. WHITE ENGINEERING STAFF WITH SYSTEM OPS AND T&D AREAS
IMPLEMENT WORK MANAGEMENT SYSTEM	CIS, WORK ORDER SYSTEM, FERC/FCC REGULATORY REPORTING, SOFTWARE/HARDWARE VENDOR SELECTION, NEEDS ASSESSMENTS	ESTABLISH WORK PERFORMANCE LEVELS, ORGANIZATIONAL STRUCTURE, MONTHLY PERFORMANCE REPORTING 12-10, ON-GOING	ENGINEERING, IT, AND FINANCE DIRECTORS WITH OTHER DIRECTORS SUPPORT
DETAIL & ENHANCE MUNICIPAL DATA NETWORK COMMUNICATION OFFERINGS AND PROCESSES	ASSESS EXISTING COMMUNICATIONS INFRASTRUCTURE, COMPETITIVE ASSESSMENT/SEMINARS	DEVELOP COST BENEFIT ANALYSIS AND BUSINESS PLATFORM 12-10, ON-GOING	R. LEMOINE AND DIRECTORS/CITY IT AND DEPARTMENTS
EVALUATE DESIGN AND INSTALL HYBRID FIBER-WIRELESS NETWORK FOR UC AND CITY PERFORMANCE IMPROVEMENTS AND UC CUSTOMER- CITIZEN ADVANTAGE	REVIEW EXISTING PERFORMANCE LEVELS, GOALS, AND PROCESSES OF UC, CITY, SCHOOLS, AND OTHERS	DEFINED TECHNOLOGY PLAN AND PERFORMANCE DELIVERABLES, SHARED BENEFITS/COST PLAN 10-10, ON-GOING	R. LEMOINE AND J. WHITE, AND DIRECTORS
ATTEND SEMINARS ON APPLICABLE PRODUCTS AND PROCESSES, NEW TECHNOLOGY, MARKETS	BUSINESS CONTACTS, PRODUCT AND PROCESS APPLICATIONS	IMPLEMENT 3 SUCCESSFUL PRODUCTS/SERVICES ANNUALLY 10-10, ON-GOING	R. LEMOINE AND OTHER DIRECTORS
ASSESS EVOLVING ENERGY MARKETS FOR RENEWABLE, EFFICIENCY, AND CONSERVATION REQUIREMENTS	WORKSHOPS, REGULATIONS, AND PUBLICATIONS REGARDING EMERGING OPPORTUNITIES AND TECHNOLOGIES	NEW FIRM CONTRACT FOR CLIMATE RELATED PROJECTS, FORECASTING, AND ENGINEER INITIATIVES WITH QUARTERLY REPORTS BEGINNING 2-10, ON-GOING	T. BEYRLE AND OTHER DIRECTORS AS APPROPRIATE

OBJECTIVE:

- TO ACHIEVE COMPETITIVE PERFORMANCE IN THE MARKET AND PROCESS SEGMENTS OF OUR BUSINESS ACTIVITY.

◆ KEY PERFORMANCE MEASURE

SUCCESS MEASURES:

- ◆ QUARTERLY REVIEW, MEASURED MONTHLY, OF SUCCESS RATE OF ALL PERFORMANCE MEASURES TO EXCEED 95%.
- DEVELOP AND IMPLEMENT A NEW PERFORMANCE MEASURE EACH MONTH WITH A SUCCESS RATE EXCEEDING 90% BY THE END OF THE FIRST QUARTERLY REVIEW.
- IMPLEMENT STRATEGIC INITIATIVES EXCEEDING A 90% SUCCESS LEVEL.
- 90%+ SUCCESSFUL COMPLETION RATE FOR ADVANCED APPRENTICE TRAINING OF POST-APPRENTICESHIP PROGRAMS.
- 40%+ SUCCESSFUL COMPLETION RATE FOR BASIC APPRENTICE TRAINING ON ENTRY POSITIONS.
- \$ EXPENSE CATEGORIES TOTAL +/- 10% WITH A TARGET OF ZERO (0), GOAL OF - 5%.
- \$ CAPITAL AND DEBT CATEGORIES +/- 10% WITH A TARGET OF ZERO (0), GOAL OF -10%.
- TIME UNIT ESTIMATE REFERENCE (DIRECT PLUS INDIRECT) TOP 25%, GOAL OF TOP 10% NATIONALLY.

TACTIC	TECHNIQUE/ MEASURE SOURCE	GOAL TARGET DATE	LEAD RESPONSIBILITY
DEFINE, CREATE, AND IMPLEMENT NEW BUSINESS UNITS	ORGANIZATIONAL STRUCTURE, SYSTEMS AND PROCESSES	NEW STRUCTURE BY 8-10, ENABLING SYSTEMS BY 12-09	R. RODI AND DIRECTORS
DEVELOP CONCEPTUAL FRAMEWORK AND STRATEGIC INITIATIVES	BUSINESS ASSESSMENT OPPORTUNITIES AND ACTIVITY RESULTS	PUBLISH AND COMMUNICATE STRATEGIC INITIATIVES 11-10, ON GOING	R. RODI AND DIRECTORS
HOLD QUARTERLY PLANNING/PROGRESS MEETINGS	REVIEW METRICS AND MEASURES, RECENT EVENTS	EXCEED SUCCESS MEASURES QUARTERLY 12-10, ON-GOING	R. RODI AND DIRECTORS
COMPETITIVE ISSUES RESOLUTION	BUSINESS NEEDS AND OPPORTUNITIES	100% OF DESIGNATED ACTIONS AGREED UPON BY STRATEGY COUNCIL 9-10, ON-GOING	R. RODI AND DIRECTORS
PRODUCE PERFORMANCE MEASURES AND COMMUNICATE PERFORMANCE	BUSINESS UNIT MONITORING SYSTEM RESULTS	MONTHLY PUBLICATION OF KEY MEASURES, QUARTERLY FOR EACH RESPECTIVE UNIT 12-10, ON GOING	L. KLINKENBERG AND OTHER DIRECTORS
DEVELOP NEW PERFORMANCE MEASURES	BUSINESS ACTIVITIES AND PERFORMANCE NEEDS	ONE PER QUARTER 6-10 ON-GOING	L. KLINKENBERG, P. DICHARA, AND OTHER DIRECTORS

FINANCIAL PERFORMANCE MANAGEMENT ENHANCEMENT	BUDGET, RESPONSIBILITY REPORTS, FORECASTED WORK	0 TO -7% TOTAL BUDGET, MONTHLY FORECAST OF TOTAL EXPENDITURES ANNUALIZED 3-10, QUARTERLY	EACH RESPONSIBILITY MANAGER
DEVELOP FLEXIBLE RECRUITING PLAN COMPATIBLE WITH GROWTH AND DEMOGRAPHICS	SUCCESSION PLAN, EMPLOYEE PROFILES, DEMOGRAPHIC INFO	RECRUITING PLAN, FILL RATE WITHIN 30 DAYS, 95% TABLE OF ORGANIZATION COMPLIANCE, 10-10 ON-GOING	P. DI CHIARA AND DIRECTORS
DEVELOP POSITION EVALUATION SYSTEM, AND IMPROVE PERFORMANCE REVIEW AND SUCCESSION PLANNING SYSTEMS	OTHER SYSTEMS, SALARY STRUCTURE, PERFORMANCE THRESHOLDS	INCREASE ORGANIZATIONAL PERFORMANCE AND GOAL ACHIEVEMENT 5-10, ON-GOING	P. DI CHIARA AND DIRECTORS
PERSONNEL DEVELOPMENT, TRAINING, JOB ROTATIONS AND ASSIGNMENTS	BUSINESS MODELS, CHANGE MODELS, REWARDS SYSTEMS	COMPETENT PERFORMANCE FOR EXISTING AND NEW SERVICE AND PRODUCT OFFERINGS. 10-10 ON GOING	P. DI CHIARA AND DIRECTORS
CONCLUDE LOCAL 2088 PRINCIPAL AND SUPPLEMENTAL NEGOTIATIONS SUCCESSFULLY INCORPORATE MORE FLEXIBILITY AND IMPROVED COMPETITIVENESS	CONTRACT PROVISIONS, PRODUCT AND SERVICE OFFERINGS, PERFORMANCE COMPARISONS	STRATEGIC POSITIONING FOR INCREASED MARKET COMPETITION AND GROWTH IN SERVICE/PRODUCT OFFERINGS WITH INTERNAL CAPABILITY 3-10	P. DI CHIARA AND DIRECTORS/MANAGERS
IMPLEMENT 5-10 YEAR WATER/WASTE WATER MASTER PLAN INCLUSIVE OF ALTERNATE WATER AND 2010 CUP REVIEW COMPLETE 20 INCH WATER LINE AND ALTERNATIVES FOR FIBER , ELECTRICAL AND WATER NEEDS	R&R, CAPITAL PROJECT DETAIL LISTINGS EXISTING UC AND CROSSINGS OF OTHERS FOR CO-LOCATE, EXPANSION, OR NEW	COMPLIANCE WITH PROJECT BENCHMARKS. 4-10, ON GOING CONCLUSIONS AND RECOMMENDATIONS TO PROVIDE CAPACITY FOR UTILITY SERVICES, 5-10	J. WHITE, D. HOOVER AND CONTRACT/UC PERSONNEL J. WHITE AND DIRECTORS
DEVELOP COLLABORATIONS WITH NEW SMYRNA BEACH , NEW SMYRNA BASED CONTRACTORS	BUSINESS PRODUCTS AND SERVICES	DEVELOP TIME WINDOW BASED UPON OPPORTUNITY FOR BUSINESS INITIATIVE 06-10, ON-GOING	R. MITCHUM, DIRECTORS AND MANAGERS
MEASURE CONTRACTOR PERFORMANCE FROM JOB BID AND COMPANY SOURCES	INVOICES AND JOB BID INFORMATION	SEMI-ANNUAL 10-10, ON-GOING	R. MITCHUM AND DAVE HOOVER, OPERATIONS SUPERVISION.

OBJECTIVE:

- TO ACHIEVE ESTABLISHED GOALS AND MEASURES FOR THE SERVICES AND PRODUCTS OF OUR BUSINESS UNITS

◆ KEY PERFORMANCE MEASURE

SUCCESS MEASURES:

- ◆ FIRST HOUR ELECTRICAL RESTORATION 75-90%, TARGET OF 85%, GOAL OF 90%.
- SECOND HOUR RESTORATION, 85-100%, TARGET 95%, GOAL OF 100%.
- AVERAGE CUSTOMER INTERRUPTION DURATION, EXCLUDING MAJOR STORMS, TO RANGE FROM 40-80 MINUTES WITH A TARGET OF 60 MINUTES. GOAL - TOP 10% NATIONALLY (40 MINUTES).
- FEWER THAN 7 MOMENTARY ELECTRICAL OUTAGES PER CUSTOMER
- ◆ 100 % COMPLIANCE WITH POTABLE WATER STANDARDS.
- UNPLANNED WATER SERVICE INTERRUPTION DURATION LESS THAN 300 MINUTES PER EVENT AND FEWER THAN 100 EVENTS PER YEAR.
- FEWER THAN 10 SEWER BLOCKAGES PER 1,000 MILES OF FORCED AND GRAVITY MAINS

TACTIC	TECHNIQUE/ MEASURE SOURCE	GOAL TARGET DATE	LEAD RESPONSIBILITY
PROVIDE TRAINING FOR EMERGENCY/RESTORATION PLAN	TRAINING CLASSES WITH HANDS-ON EXPERIENCE	100% FUNCTIONAL PLAN PER SCHEDULE, 6-10	PERSONS AS DESIGNATED BY PLAN
PUBLISH ELECTRIC/WATER-WASTEWATER RELIABILITY AND RESTORATION PERFORMANCE	MONTHLY STATISTICS	MAINTAIN CUSTOMER SECURITY--SYSTEM PERFORMANCE 4-10, ON-GOING	T. BEYRLE AND R. MITCHUM, D.HOOVER, AND OPERATIONS SUPERVISION
DEVELOP UTILITIES COMMISSION EMERGENCY/RESTORATION PLAN, INCORPORATE NERC SYSTEM RELIABILITY IMPROVEMENTS, AND REPAIR ON-SITE GENERATION PER PLAN	PREVIOUS PLANS EMERGENCY EVENTS ANNUAL REVIEW, NIMS COMPATIBLE	COMPETENT PERFORMANCE CAPABILITY UNDER EMERGENCY CONDITIONS 3-10, ON GOING	T. BEYRLE AND OTHER DIRECTORS, AS APPROPRIATE
EVALUATE EXISTING AND RECOMMEND NEW RATE/PRICING CONCEPTS FOR COMMODITIES AND SERVICES	CONSUMPTION PROFILES, SURVEYS, ELASTICITY STUDIES DSM ENGINEER DUTIES (HOLD 10-08)	COMPLEMENTARY STRUCTURE FOR PRICING AND CONSUMPTION MODELS 8-10, ON-GOING	T. BEYRLE, AND L. KLINKENBERG, R. MITCHUM, D. HOOVER
DEVELOP RECORDS RETENTION AND ACCESS-RETENTION PROGRAM	FLORIDA STATUTES, TRAINING PROGRAMS, AND SCHEDULES	LAUNCH INTERNET PLATFORM, SUCCESSFUL AUDIT REPORTS AND PRODUCTION REQUESTS 6-10, ON-GOING	R. LEMOINE E. FISHER, OTHER DIRECTORS AND STAFF

DEVELOP DATA BACK-UP AND RECOVERY PLAN FOR CATOSTROPHIC DATA EVENTS	INVENTORY DATA FILES AND SYSTEMS, ARCHIVAL SYSTEMS, AND FACILITY & COMMUNICATION PATHS	RECOVERYABILITY FOR DATA AND SYSTEMS NECESSARY FOR UTILITY AND GOVERNMENTAL FUNCTIONS, PROJECT DESCRIPTION 9-10	R. LEMOINE OTHER DIRECTORS, CITY
EVALUATE INFRARED RESULTS FOR MAINTENANCE AND BUSINESS OPPORTUNITIES	NEEDS ASSESSMENT AND APPLICATION POTENTIAL	DEMONSTRATE VALUE OF NEW EQUIPMENT 03-10	J. WHITE, R. MITCHUM, D. HOOVER, AND T. BEYRLE.
IMPLEMENT ACTION PLAN FOR SPCC PLANS AND CONTAINMENT FOR APPLICABLE FACILITIES	SITE SURVEYS AND CONSULTANT REPORTS	SPCC PLANS AND CONTAINMENT INSTALLATION PROJECT 9-10, ON-GOING	J. WHITE, R. MITCHUM, AND D. HOOVER AND STAFF
UPDATE ELECTRICAL SYSTEM CIRCUIT MAPS AND MAINTAIN WATER/WW MAPS	REFERENCE "AS-BUILT" AND MODIFIED EXISTING DRAWINGS	ACCURATE MAPS FOR ELECTRICAL PERSONNEL OPERATING USE 5-10, ON-GOING	J. WHITE, R. MITCHUM, AND T. BEYRLE AND D. HOOVER
DEVELOP CUSTOMER TREND AND SATISFACTION REFERENCES	CUSTOMER EXPRESSION OF EXPECTATIONS AND NEEDS ASSESSMENTS	CONDUCT SURVEYS , DEMOGRAPHIC PROFILES AND FOCUS GROUPS, 4-10 AND ON-GOING	E. FISHER, AND DIRECTORS AS APPROPRIATE.
DEVELOP AND PUBLISH NEW BUDGET AND FINANCIAL PERFORMANCE REPORTS	INTERNAL DATA AND FORECAST METHODS	NEW REPORTING INFORMATION, FORMATS, AND CRITERIA 3-10, ON GOING	L. KLINKENBERG AND OTHER DIRECTORS
ESTABLISH MAINTENANCE PLAN AND PUBLISH PROGRESS	COMPLETION COMPARED TO PLAN ADDRESS SALT CONTAMINATION ISSUE WITH THERMOGRPAHY	RELIABILITY PERFORMANCE WILL BE CONSISTENT WITH DESIGN, 09-10, ON-GOING	J. WHITE, T.BEYRLE, R. MITCHUM, AND D.HOOVER WITH OPERATIONS SUPERVISION

OBJECTIVE:

- TO ADD VALUE FOR OUR STAKEHOLDERS.

◆ KEY PERFORMANCE MEASURE

SUCCESS MEASURES:

- ◆ MAINTAIN A 90%+ “MEETS EXPECTATION” REVIEW RATING FOR UC EMPLOYEES . GOAL95%.
- FREQUENCY OF INJURY RATE* TO RANGE FROM A 0.0 TO 5.0 WITH A TARGET OF 2.0 MEASURED ANNUALLY.
GOAL - TOP 10% NATIONALLY OR ZERO BY 2010.

* FREQUENCY RATE =
$$\frac{\# \text{ OF RECORDABLE CASES X 200,000}}{\text{TOTAL HOURS WORKED}}$$
- FREQUENCY OF CONFLICT RATE* TO RANGE FROM 0.0 TO 4.0 WITH A TARGET OF 2.5 MEASURED ANNUALLY.
GOAL - TOP 10% NATIONALLY OR ZERO BY 2010.

* FREQUENCY RATE =
$$\frac{\# \text{ OF PREVENTABLE VEHICLE CONFLICTS X 200,000}}{\text{TOTAL MILES DRIVEN}}$$
- 100% SUCCESSFUL COMPLETION RATE FOR UC TRAINING AND PROGRAMS.
- MAINTAIN REINVESTMENT PORTFOLIO BY 6%. GOAL—8% USING 2007 AS A BENCHMARK

TACTIC	TECHNIQUE/ MEASURE SOURCE	<u>GOAL</u> TARGET DATE	LEAD RESPONSIBILITY
DEVELOP ANNUAL SAFETY PLAN	PREVIOUS PLANS	CONSENSUS SUPPORT SEPTEMBER 1ST, 2010 ANNUALLY	P. DI CHIARA
ENHANCE HEALTH AND SAFETY COMMITTEE PERFORMANCE	MEETING MINUTES AND CHARTER DEFINITION	90% RESOLUTION TO ITEMS, 10-10 ON-GOING	P. DI CHIARA AND TEAMS
PROVIDE ACCIDENT PREVENTION PERFORMANCE METRICS	ACCIDENT REPORTS AND ROOT CAUSE ANALYSIS	PREVENTIVE MEASURE NEXT WORK DAY COMPLETION 05-10	P. DI CHIARA AND TEAMS
CONDUCT DAILY SAFETY CONTACT, INSPECTION, JOB BRIEFING, AND ACCIDENT REPORTING	SAFETY CONTACT MEETINGS/SUBJECTS	100% PARTICIPATION ON-GOING DAILY 03-10	RESPECTIVE SUPERVISOR
EVALUATE ROOT CAUSE OF ACCIDENTS	IDENTIFICATION OF INDICES AND BASE OF MEASURE	QUANTIFY ROOT CAUSE TO PREVENT ACCIDENTS 01-10, ONGOING	RISK MANAGER AND RESPECTIVE SUPERVISORS
ACCIDENT PREVENTION CLOSE CALL PROGRAM ESTABLISHMENT	PROPOSAL AND INFORMATION FOR AVOIDANCE	90% IDENTIFICATION - 100% INFORMATION DIST. 06-10	RISK MANAGER AND RESPECTIVE SUPERVISORS

PROVIDE SAFETY TRAINING FOR KEY SKILL AREAS	COMPLETE ALL REQUIRED TRAINING AND ESTABLISH SAFETY FAIR CONCEPT	RECORDED LOG OF ALL ACTUAL TRAINING SATISFACTORILY COMPLETED, ON-GOING, MONTHLY 11-10	RESPECTIVE DIRECTOR, MANAGER, SUPERVISOR AND RISK MANAGER
PROVIDE SAFETY MEETINGS AND INTRODUCE JOB SAFETY ANALYSIS	SCHEDULE MEETINGS FOR SECTIONS UNITS, AND COMMITTEES PER PLAN	COMPLETE 95% OF SCHEDULE AND CONTENT, ON-GOING, MONTHLY 07-10	RESPECTIVE SUPERVISOR AND RISK MANAGER AS RESOURCE
PROVIDE SAFETY AUDITS	DEVELOP AND IMPLEMENT NEW AUDIT FORM	COMPLETE 95% OF AUDIT SCHEDULE, ON-GOING, MONTHLY 04-10	RISK MANAGER
RESOLVE SAFETY QUESTIONS	EVALUATE EACH SAFETY QUESTION FROM AUDITS, INVESTIGATION, OR SAFETY COMMITTEE	RESOLVE 90% OR GREATER OF THE TOTAL QUESTIONS, ON-GOING, MONTHLY 06-10	RESPECTIVE SUPERVISOR/RISK MANAGER
IDENTIFY AND PROMOTE EXISTING UC PORTFOLIO PRODUCTS AND SERVICES	PRODUCT AND SERVICE LISTING, TOP 50 CUSTOMER LISTINGS	PROVIDE VALUE TO STAKEHOLDERS, COLLECTIVELY 03-10	E. FISHER AND BUSINESS UNIT
IDENTIFY AND PRELIMINARILY ASSESS NEW SERVICE AND PRODUCT OFFERINGS FOR 2010-2012	TRADE SHOWS, SEMINARS, CUSTOMER CONTACT INFO, KEY ACCOUNT INFO	PROVIDE TARGETED DIFFERENTIATING VALUE TO CUSTOMERS. 07-10	E. FISHER AND BUSINESS UNIT
IMPLEMENT KEY ACCOUNTS PROGRAM AND CONTACT TOP 10 CUSTOMERS OF EACH UTILITY	CUSTOMER REQUIREMENTS	IMPROVE CUSTOMER SATISFACTION AND PERFORMANCE LEVELS 12-10	BUSINESS UNIT
PROVIDE UP-DATES ON BUDGET AND OTHER RELATED MATTERS FOR VARIOUS STAKEHOLDERS	INITIATIVE RESULTS AND PROJECT REPORTS	SCHEDULED MEETINGS AND FEEDBACK SESSIONS 3-10, ON-GOING	R. RODI AND UC TEAM
ASSESS TRADITIONAL AND ALTERNATIVE ELECTRICAL POWER SUPPLY FOR A 5 YEAR AND 10 YEAR WINDOW USING 5 MW GROWTH-REPLACEMENT PER 5 YEAR WINDOW OF 5-10 YEAR PLAN	REGULATORY IMPACTS, COST OF SERVICE STUDIES, COMPETITIVE ANALYSES, ALTERNATE TECHNOLOGIES	MONITOR AND PLAN FOR EXPECTED AND UNANTICIPATED IMPACTS TO EXISTING ASSETS 4-10, ON-GOING	J. WHITE , T. BEYRLER , R. MITCHUM, AND BUSINESS UNIT PERSONNEL
UPDATE COST OF SERVICE UPDATE STUDIES FOR ELECTRIC, WATER, WASTEWATER, AND INTERNET WITH CONSERVATION ALTERNATIVE	FINANCIAL RESULTS, CONSULTANTS, INTERNAL STUDIES, BENCHMARK RESULTS	DEVELOP PLANS FOR COMPETITIVE POSITION AND ASSET REINVESTMENT DECISIONS 12-09	J. WHITE, DIRECTORS, AND BUSINESS UNIT AS APPROPRIATE
ASSESS TRADITIONAL AND ALTERNATIVE WATER SUPPLY FOR A 5 YEAR AND 10 YEAR WINDOW USING 250,000 G/D GROWTH-REPLACEMENT PER 5 YEAR WINDOW OF 5-10 YEAR PLAN	REGULATORY IMPACTS, HYDROLOGY DATA, COST OF SERVICE STUDIES, COMPETITIVE ANALYSES, ALTERNATE TECHNOLOGIES	MONITOR AND PLAN FOR EXPECTED AND UNANTICIPATED IMPACTS TO EXISTING ASSETS 12-10, ON-GOING	J. WHITE, D. HOOVER, AND BUSINESS UNIT PERSONNEL

DEFINE BUSINESS PROCESSES AND LINKAGES WITH NEW COGSDALE CUSTOMER SYSTEM	TECHNOLOGY UPGRADES AND APPLICATIONS AND ROOT CAUSE ANALYSIS EVENTS	DEFINED DETAIL LEVEL PROCESS RECORDING AND PERFORMANCE IMPROVEMENT, 5-10 AND ON GOING	L. KLINKENBERG AND R. LEMOINE, OTHER DIRECTORS AND ORGANIZATION AS APPROPRIATE
DEFINE AND PUBLISH R&R, LONG-TERM CAPITAL PROJECTS AND EVA-BASED EVALUATION METHODOLOGY	PROJECT TEMPLATES AND EVALUATION METHODS	NEW TEMPLATES AND FINANCIAL ASSESSMENT METHODOLOGY 2-10, ON-GOING	L. KLINKENBERG, AND OTHER DIRECTORS
DEFINE AND IMPLEMENT A FORMAL COMMUNICATIONS SYSTEM	TYPES OF INTERNAL AND EXTERNAL COMMUNICATIONS	MONITOR COMPLETION OF INFORMATION CONVEYANCE ITEMS OF PROGRAM 10-10 AND ON-GOING	E.FISHER AND STAFF AS APPROPRIATE
EVALUATE, RECOMMEND, AND IMPLEMENT, AS APPROPRIATE, R&D WATER AND ELECTRICAL OPTIONS FOR SHORT- AND LONG-TERM. INCORPORATE RENEWABLE, GREENHOUSE, AND CONSERVATION REQUIREMENTS.	RFP, INDUSTRY SEMINARS, WHITE PAPERS, REGULATIONS, AND COMMUNITY PARTICIPATION	PRESENT TOPICS PUBLICLY FOR DISCUSSION AND DIRECTION AS NEEDED BY COMPLIANCE AND NEED 12-10 AND ON-GOING	R. RODI AND STAFF AS APPROPRIATE
CONTINUE STANDARDIZED FORMAT AND CONTENT FOR NON-REPRESENT POSITION DESCRIPTIONS, VALUE RELATIONSHIPS AND ORGANIZATIONAL EFFECTIVENESS	COMPARISON SURVEYS, QUALIFICATIONS, CONSULT WITH INTERNAL-EXTERNAL PEERS, ASSESS FAILURE IMPACTS AND ORGANIZATIONAL FUNCTIONS	PRESENT DRAFT RESULTS AMONG STAKEHOLDERS AND PROVIDE STATUS REPORTS QUARTERLY BEGINNING 2-10 UNTIL COMPLETION	P. DI CHIARA AND STAFF AS APPROPRIATE

OBJECTIVE:

- TO ENHANCE THE QUALITY OF LIFE OF OUR COMMUNITY.

SUCCESS MEASURES:

- ◆ ANSWER CUSTOMER CORRESPONDENCE WITHIN FIVE WORKING DAYS WITH A TARGET OF THREE WORKING DAYS OF RECEIPT.
- ACHIEVE 90% AFFIRMATIVE RESPONSE TO ACCOUNTABILITY SURVEY
- ACHIEVE ONE SUPPORTIVE CUSTOMER RESPONSE/MONTH
- ACHIEVE TWO AWARDS PER YEAR

◆ KEY PERFORMANCE MEASURE

TACTIC	TECHNIQUE/ MEASURE SOURCE	GOAL TARGET DATE	LEAD RESPONSIBILITY
MODIFY AND IMPROVE THESE INITIATIVES AS A DYNAMIC TOOL	COMPETITIVE DATA, CUSTOMER NEEDS, MARKET CONDITIONS	MODIFY PLAN AS APPROPRIATE-- ON-GOING, 11-10	R. RODI WITH UC TEAM
ESTABLISH POLICY PRIORITY LISTING AND TIMELINE	PROCESS ANALYSIS RESULTS AND ISSUE DOCUMENTATION	DEFINE AND PROVIDE INFRASTRUCTURE FOR ONE POLICY PER MONTH 12-10	R. RODI WITH UC TEAM AND CONTROLLER
CONTINUE REVIEW OF SYSTEM & PROJECT MANAGEMENT— AM/FM/GIS INTEGRATED WITH STANDARDS AND A WORK MANAGEMENT SYSTEM	DATA, ASSESSMENTS, AND COUNSEL, DETAIL PROPERTY PROJECTS AND PROCESSES	FUNCTIONALITY AND RELIABILITY OF EQUIPMENT AND PROCESS AS DESIGNED, ON-GOING 09-10	J. WHITE AND R. LEMOINE, OTHER DIRECTORS & ENGINEERING
CUSTOMER ACCOUNTABILITY FEEDBACK	DEVELOP SYSTEM AND MEASURES	ACHIEVE 70%+ SURVEY SUBMITTAL, ON-GOING 04-10	E. FISHER & DIRECTORS, ORGANIZATION AS APPROPRIATE
COMMUNITY CONTACT	FEEDBACK FROM PR CONTACTS	80% AFFIRMATIVE RESPONSE, ON-GOING 05-10	BUSINESS UNIT
PROVIDE SAFETY TRAINING	PARTNER WITH AGENCIES AND GROUP ASSOCIATES	ONE SESSION PER QUARTER 06-10	RISK MANAGER AND MANAGEMENT TEAM
EDUCATE COMMUNITY EMERGENCY ORGANIZATIONS	CONTACT POLICE, FIRE, RESPONSE ORGANIZATIONS	ONE CONTACT PER MONTH 07-10	BUSINESS GROUP
REFINE UC WEBSITE AND EVALUATE-DEVELOP AS APPROPRIATE ON-LINE CAPABILITY	HARDWARE-SOFTWARE-PRIVACY SUPPLIERS	TIMELY SITE INFO AND SECURE TRANSACTIONS 3-10, ON-GOING	L. KLINKENBERG AND R. LEMOINE, E. FISHER AND OTHER DIRECTORS
REVIEW EXISTING PROVISIONS MANUAL FOR HUMAN RESOURCE MANAGEMENT FOR CONSISTENCY AND CLARITY	PROVISION PERFORMANCE EVALUATION, SURVEYS, BENCHMARKING	PRACTICES AND PROCEDURES ALIGNED WITH CULTURAL VALUES AND PERSONNEL CHARACTERISTICS, 3-10 ON-GOING	P. DI CHIARA AND DIRECTORS
EVALUATE AND RECOMMEND EFFECTIVE CATOSTROPHIC COMMUNICATIONS PROCESS AND INFRASTRUCTURE	ASSESS EXISTING CAPABILITY AND ALTERNATE SYSTEMS	COMMUNICATIONS PROCESS CAPABLE OF PUBLIC AND AREA RESPONDERS 2-10	T. BEYRLER AND R. LEMOINE, OTHER DIRECTORS AND OTHERS AS APPROPRIATE

UC STRATEGIES

I. Business Structure

A. Policies

- Retain and cultivate the “customer relationship” as the primary focus of the UC.
- Drive policy development, communication logistics, and process controls at the Executive level.
- Maintain tactical application at the process level closest to the customer
- Use a common platform to provide customers, “value-added,” profitable, premium options focused upon convenience, insurance, or security; and enhance cost-effectiveness with consumption management and risk management (distributed supply and reliability).
- Establish an electrical and water 5-10 year transition plan based upon a “Best Total Price” and supply mix platform.
- Apply leverage technologies which provide multiple value streams for the respective utilities.
- Use partnerships for long-term (5 year +) non-core business opportunities to create strategic presence based upon a “Best Total Product” platform.
- Use collaborations and alliances for short-term (2 years) non-core business opportunities and to create competitor confusion.
- Use our core process know-how to partner or acquire the customer owned process (i.e., electrical maintenance, power quality, and energy management components among others).

B. Practices

- Improve quality tailored by market segment and base requirements to achieve a “Best Total Price” focus in the commodities of electric, water, wastewater, and reclaimed water.
- Promote decreased fossil energy demand through the use of technology and proprietary approaches to consumption (Pinch), energy management, and renewables.
- Outsource uncompetitive, non-core processes through partnerships.
- Grow competitive, non-core processes.
- Use a knowledge-based data warehouse system or integrated systems as a routine method of interactive data communications.

C. Management System

- Maintain a performance measurement system at all levels of the organization linking individual, process, and utility metrics.
- Use benchmarking of processes, metric examinations, and competitor data to drive goal setting.
- Use equity measures and account profitability to determine the effectiveness of business activities.
- Use specialized knowledge for customer relationship development and customer solutions through external sourcing and coordinated expertise for a “Best Total Solution” platform and related market initiatives
- Use standard operating procedures and conformance reporting for “Best Total Price” platform and related initiatives.
- Use product success measures and managed assets and risk to report on “Best Total Product” platform and related initiatives.

D. Technology

- Develop and use a knowledge-based database warehouse or integrated systems to identify tactical information linking customers, suppliers, competitors, and industry trends to focus employee actions.
- Build smart systems with intuitive customer and employee interfaces and decision menus.
- Establish a technology capability (portfolio) library for use with process applications.
- Use technology to accomplish a designed result.

E. Processes

- Improve each customer relationship by focusing on each “moment of truth” opportunity.
- Use “Best Total Solution” where it provides economic value and recognized competitive position.
- Use “Best Total Price” where commodity processing is involved.
- Use “Best Total Product” where new products or services provide enhanced, enabled, or advantaged position or provide a feeder system for subsequent commodity.

F. Assets

- Generate investment capital through the divestment of UC assets that are unnecessary for process operations.
- Assign assets to each step of each business process of the utility.
- Use Economic Value Added to establish net asset determination and returns.

II. Culture

A. Employee Value Approach

- Publish recognition events exclusively from a team perspective.
- Provide recognition for proactive approaches, adopted solutions by customers, and innovation.
- Assess talents, competencies, and skills to develop and place employees into relevant positions.

B. Reward Approach

- Use team incentives as a component of financial rewards.
- Use performance reviews at times other than employee financial award periods.
- Use ad-hoc rewards when recognition is initiated by the customer.
- Use broad-based salary grades with variable incentives tied to process leverage points to drive total compensation and promote financial performance.
- Use appropriate rewards of the applicable culture profile

C. Learning Approach

- Use “demonstrated” activities among team designates for mastery exercises.
- Provide a “friendly” process administration and improvement reference portfolio and documentation.
- Profile and enhance the learning styles for each process participant as a development plan.
- Use team process/participant exploration events to enhance learning evolution.

D. Formal Organization

- Use broadband multi-skilled, multi-tasking “generalist” position descriptions for process participants.
- Use defined roles and process matrix of enterprise owner, process owner, process leader, process “generalist”, relationship manager, coach, colleague, partner, associate, etc.

III. Competition

- Use the concepts of hyper-competition and the new 7 S’s (1 Superior Stakeholder Satisfaction, 2 Strategic Soothsaying, 3 positioning for Speed, 4 positioning for Surprise, 5 Shifting the rules of competition, 6 Signaling strategic intent, and finally, 7 Simultaneous and Sequential strategic thrusts--strategies tailored to the market segment).
- Use a business enterprise network system to create sales opportunities among our customers through our data warehouse.

UC HUMAN RESOURCES STRATEGIC PLATFORM

PREMISES

- “Best Total Price” will be used as the value model for a commodity-driven business unit. Other appropriate value models will be tailored to satisfy the competitive needs of other business units.
- The business units will migrate from a cost center to a profit center concept.
- The Electric Utility and the retail portion of the Communications Utility will experience some form of increased competitive initiative in the next two to five years
- Performance standards will be used to validate costs and incentives.
- Each business unit will have decisional authority with matched accountability in order to achieve its stated Mission, Objectives, and Success Measures.
- Negotiating objectives will be structured by this platform to modify the Agreement in the areas of employee performance and security; dispute resolution; work day and time efficiencies; and compensation, premiums, benefits, and entitlements.
- Human Resources will be the resident management system development partner of the business units in addition to its role as the Company mentor of the employees’ business relationships and protocols with the UC.
- The UC VISION will be articulated often and used to drive necessary changes to develop a consistent culture.

KEY STRATEGIES

- **Develop agile work teams.**

Key Tactics—

Redefine role relationships of the Management Systems

--Define the relationships to be managed from a technical, personnel, asset, and activity perspective as based upon business process requirements.

--Structure rewards to team performance in support of the business group success measures.

Implement structured Development Programs.

--Design broad scope position descriptions.

--Use at risk peer review and performance demonstration qualification.

--Overlap work boundaries to mitigate exclusivity.

--Promote formal educational incentives and partnerships.

--Link Program design to process competencies and success measures.

--Match learning styles and talents of individuals with process skills and activities.

Use line organization to provide training and development of team members.

- **Develop an integrated performance management system.**

Key Tactics—

--Develop performance metrics for key grass roots activities, activity groupings, processes, relationships, projects, and objectives directly linked to the metrics of the business group success measures.

--Develop and use these measures to achieve relevance to the individual, team, and each relationship function to assess performance, improvement results, rewards, and transfer capabilities.

- Standardize policies, processes, practices, assets, technologies, organization, and management control and reporting.
- Computerize the business process as much as is practicable using integration to produce leverage among other processes, feeder systems, and data warehousing.

- **Develop and integrate business processes as a participatory linkage tool to management, performance, and financial systems.**

Key Tactics—

- Define time, resources, assets, and outputs in “as-is” detail, for each process.
- Map metrics of the performance management system to process nodes.
- Determine leverage nodes for goal setting.
- Develop position description competencies, skill sets, and knowledge assessments based upon process performance requirements and improvements.
- Integrate process performance to financial models to forecast economic value-added, profitability, and competitive position.

- **Develop an integrated financial/monetary incentive compensation system.**

Key Tactics—

- Establish performance gateways for minimum goal hurdles for essential business development.
- Develop and use a formal bid index system to establish competitive external benchmarks for activities and process segments and validated goal setting and compensatory principles.
- Publish and display team relevant performance metrics at work locations or electronic access posting.
- Develop computer models (for educational and forecasting purposes) representing financial incentive results (compared to goal) upon customer and profit value from the view of processes, taxes, inventories, interest, etc.
- Educate teams about their financial role and contribution to overall success measures of the business unit.