MISSION: TO BENEFIT OUR COMMUNITY BY PROVIDING TIMELY, COST-EFFECTIVE AND HIGH-QUALITY PRODUCTS AND SERVICES TO OUR RATEPAYERS

VISION: CONNECTING YOU WITH THE QUALITY OF A NEW SMYRNA BEACH LIFE

OBJECTIVE 1: TO GAIN AND RETAIN SATISFIED CUSTOMERS
- Publish financial performance and forecasts

OBJECTIVE 2: TO COMPETE SUCCESSFULLY WITHIN OUR INDUSTRY
- Develop line of sight performance measures and benchmarks

OBJECTIVE 3: TO ACHIEVE DEPARTMENTAL GOALS
- Identify and promote existing UC products and services

OBJECTIVE 4: TO ADD VALUE TO OUR ORGANIZATION
- Dev. data back-up & recovery plan for catastrophic data events

OBJECTIVE 5: TO IMPROVE THE QUALITY OF LIFE OF OUR COMMUNITY
- Assess evolving energy markets for renewable, efficiency, & conservation requirements

* Denotes Objective KPI that will be reported in the General Manager’s report.

Key:
- EX – Executive
- F – Finance
- EO – Electric Operations
- SO – System Operations
- EN – Engineering
- WR – Water Resources
- HR – Human Resources
- IT – Information Technology

Capital letters show primary/shared responsibility, lower case show secondary responsibility.

Publish financial performance and forecasts

Develop line of sight performance measures and benchmarks

Provide accident prevention performance metrics

Establish policy, priority listing, and timeline

Survey customer satisfaction and value-added work performance

Conclude local 2088 negotiations successfully

Incorporate NERC System reliability improvements

Provide updates on budget

Customer accountability feedback

Assign appropriate resources for restoration and reliability

Implement 5-10 year water resources master plan, including AWS

Dev. data back-up & recovery plan for catastrophic data events

Assess traditional and alternative electrical power supply options

Update UC website and evaluate, develop as appropriate online capability

Modify and improve these initiatives as a dynamic tool
AGENDA ITEM 4-b

☐ CONSENT ITEM FOR MEETING OF: January 23, 2012

☐ NEW BUSINESS FROM: CEO/General Manager

☐ OLD BUSINESS SIGNATURE: Ray Mitchell

☐ General Mgr.’s Rpt. EXHIBITS: FY2012 Strategic Initiatives Visual

SUBJECT: FY2012 Strategic Initiatives and Strategic and Objective Accomplishments

SUMMARY:
The attached visual represents the UC’s Strategic Initiatives for the FY 2012. The Vision, Mission, Strategies, and Objectives are accomplished/supported by the 5 tactics (selected by the CEO/General Manager), shown under each Objective. Each year the Strategic Initiatives are produced through the CEO/General Manager’s office and provided to the Utilities Commission.

The CEO/General Manager determined the existing 5 tactics should be continued as existing priorities. Also, the FY2012 Strategic Initiatives retains the Vision, Mission, Strategies, and Objectives of previous years’ versions. The tactics realized are shown in the General Manager’s monthly reports, summarized at fiscal year end. The asterisk shown on a particular tactic depicts that tactic will provide the key performance indicator (KPI) that will be reported each month in the General Manager’s report.

RECOMMENDED ACTION:

Ratification of FY2012 Strategic Initiatives and acknowledgment of strategic and objective accomplishments.

Ray Mitchell

NOTE: ALL AGENDA ITEMS MUST BE IN THE GENERAL MANAGER’S OFFICE BY NOON MONDAY TWO WEEKS PRIOR TO THE REGULAR MONDAY COMMISSION MEETING.
SUMMARY (cont.):

Some of the strategic and objective accomplishments (not all inclusive) were consistent application and enforcement of “no free service” nor preferential treatment; developed and documented the legal and fiscal parameters of the U.C.’s operations and new development/infrastructure costing basis; timely continuance and adherence to all regulatory requirements associated with the provision of vital services (electric and water) and continued conservation strategies/programs; continuing the directives of growth paying for growth and cost containment with continued system improvement; retainage of U.C. property for utility purposes; continued prioritization and completion of projects based on utility system need within the U.C.’s ongoing capital improvements plan (5 and 10 year); maintained competitive market performance through rate structures (electric, water, wastewater); two reductions in the fuel and purchased power cost adjustment clause realized through the planning and scheduling of energy purchases; ongoing evaluation of purchased power purchases/agreements and associated variables; continued efforts in search for alternative energy options and water supply alternatives, continual analysis of technological advances in utility industry and determination of viability for implementation; ensured continuation of bio-solids and lime hauling and exploring cost efficient alternative proposals; commenced large water meter replacement program, reviewing automatic water meter options, and metering of all reuse water connections; restoration of unrestricted cash overdraft per previous audit recommendations; realized savings due to refinancing of FL SRF loans - Series 2011 Certificates; continuation of aggressive debt repayment schedule; realization of a claimed water interconnect with the City of Port Orange (financed by Port Orange); reinforcement and improvement of system data backups; commenced virtualization of data center for cost effectiveness and disaster recovery; ongoing job restructuring as needed to realize objectives; elimination of 2nd notification for non-payment based on realized operational efficiencies and savings; revised tampering/illegal policies for better customer notification and fraud avoidance; initiated utilization of a security guard for customer and employee safety; instituted additional adjustment policies for customers; instituted pilot program for temporary commercial cut-ins; implemented two requested revisions to UC Bill Insert policy; continuing submission of policy recommendations for state organizations regarding energy and water resources; and ongoing, increased efforts for customer education/communications, as well as exploration of improved outage reporting.

The Strategic Initiatives will again be posted on the UC’s website and distributed internally.