



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

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

OBJECTIVE 1:
TO GAIN AND
RETAIN
SATISFIED
CUSTOMERS

OBJECTIVE 2:
TO COMPETE
SUCCESSFULLY
WITHIN OUR
INDUSTRY

OBJECTIVE 3:
TO ACHIEVE
DEPARTMENTAL
GOALS

OBJECTIVE 4:
TO ADD VALUE TO
OUR
ORGANIZATION

OBJECTIVE 5:
TO IMPROVE
THE QUALITY
OF LIFE OF OUR
COMMUNITY

PUBLISH
FINANCIAL
PERFORMANCE
AND
FORECASTS **F**

DEVELOP S.I.,
HOLD PLANNING,
PROGRESS MTGS,
PRODUCE, &
REPORT
PERFORMANCE **EX**

DEVELOP & REFINE
EMERGENCY/REST
ORATION PLAN,
TRAIN EMPLOYEES
ALL DEPTS

*PROVIDE
ACCIDENT
PREVENTION
PERFORMANCE
METRICS **HR**

MODIFY AND
IMPROVE THESE
INITIATIVES AS A
DYNAMIC TOOL
EX

DEVELOP LINE OF
SIGHT
PERFORMANCE
MEASURES AND
BENCHMARKS **HR**

*FINANCIAL
PERFORMANCE
MGT.
ENHANCEMENT
ALL DEPTS

*PUBLISH ELEC/WTR
RELIABILITY AND
RESTORATION
PERFORM. **SO, EO, WR**

IDENTIFY AND
PROMOTE
EXISTING UC
PRODUCTS AND
SERVICES **EX, all depts**

ESTABLISH POLICY
PRIORITY LISTING
AND TIMELINE **EX**

*SURVEY
CUSTOMER
SATISFACTION
AND VALUE-
ADDED WORK
PERFORMANCE **EX, f**

CONCLUDE LOCAL
2088
NEGOTIATIONS
SUCCESSFULLY **HR,**
ex

INCORPORATE
NERC SYSTEM
RELIABILITY
IMPROVEMENTS **SO**

PROVIDE UPDATES
ON BUDGET **EX, f**

*CUSTOMER
ACCOUNTABILITY
FEEDBACK **EX**

ASSIGN
APPROPRIATE
RESOURCES FOR
RESTORATION AND
RELIABILITY **EN, SO,**
EO, WR, f

IMPLEMENT 5-10
YEAR WATER
RESOURCES MASTER
PLAN, INCLUDING
AWS **EN, WR**

DEV. DATA BACK-UP
& RECOVERY PLAN
FOR CATASTROPHIC
DATA EVENTS **IT, all**
depts

ASSESS TRADITIONAL
AND ALTERNATIVE
ELECTRICAL POWER
SUPPLY OPTIONS **SO,**
en, eo

COMMUNITY
CONTACT **ALL DEPTS**

ASSESS EVOLVING
ENERGY MARKETS
FOR RENEWABLE,
EFFICIENCY, &
CONSERVATION
REQUIREMENTS **SO,**
EX

COMPLETE 20-INCH
WATER LINE AND
ALTERNATIVES FOR
FIBER, ELECTRIC
AND WATER NEEDS
EN, it, so, eo, wr

DEVELOP AND
PUBLISH BUDGET
AND FINANCIAL
REPORTS **EX, F**

DEFINE AND
PUBLISH R&R, LONG-
TERM CAPITAL
PROJECTS AND
VALUED ADDED
METHODOLOGY **F**

UPDATE UC WEBSITE
AND EVALUATE,
DEVELOP AS
APPROPRIATE
ONLINE CAPABILITY
EX, IT, F

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.

* DENOTES OBJECTIVE KPI THAT WILL BE REPORTED IN THE GENERAL MANAGER'S REPORT



UTILITIES COMMISSION
CITY OF NEW SMYRNA BEACH, FLORIDA

ADM. OFFICE
USE ONLY:

AGENDA ITEM 4-b

- CONSENT ITEM** **FOR MEETING OF:** January 23, 2012
- NEW BUSINESS** **FROM:** CEO/General Manager
- OLD BUSINESS** **SIGNATURE:** Ray Mitchem
- 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.

{SUMMARY CONT. ON NEXT PAGE}

RECOMMENDED ACTION:

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

Ray Mitchem

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

AGENDA ITEM 4-b (CONT.)

FOR MEETING OF: January 23, 2012

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 reclaimed 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.