

GRU 2015 Business Plan

Item #140391

October 16, 2014



Process

- January – GRU Senior Leadership team conducted initial strategy session
- June – 2014 Business Plan presented to City Commission at retreat, facilitator worked with commission to develop 3-5 year priorities
- September – Business plan presented to employees for implementation

Commission Priorities

- Restoring public trust/transparency - 3
- Customer choice/empowerment - 2
- Talent development -1
- Market availability - 1

Gainesville Regional Utilities 2015 Business Plan

Business Drivers	Priorities 2014-15	Objectives
Maintain Financial Strength <ul style="list-style-type: none"> • Debt • Expense/Revenue • UPIF (Equity) • RSF • Risk Management • Base Rates • Fuel Adjustment/PGA 	Reduce Electric System Revenue Requirements	<ul style="list-style-type: none"> – Manage combined expenses and reserves at or lower than actual revenue – Lower fuel expenses
	Grow Revenues	<ul style="list-style-type: none"> – Increase Net Revenues
Deliver Excellent Service <ul style="list-style-type: none"> • Corporate Integrity • Bill Quality • Customer Service • Service Quality • Bill Amount/Rates 	Improve Customer Perception of Trust	<ul style="list-style-type: none"> – Improve Corporate Integrity Score
	Adapt to Customer’s Changing Demands	<ul style="list-style-type: none"> – Evaluate Future Energy Needs – Power 2020 Draft of recommendations to meet future needs – Develop new products/ services/rates
Develop Engaged and Proficient Employees <ul style="list-style-type: none"> • Safety • Productivity • Inclusion • Compensation • Professionalism • Opportunity 	Improve Employee Engagement	<ul style="list-style-type: none"> – Develop and implement a continuous succession planning process to address GRU’s current and future talent needs – Hold quarterly updates for employees – Increase diversity in qualified applicant pools and referrals for positions with affirmative action goals
	Improve Senior Leadership Team Effectiveness	<ul style="list-style-type: none"> – Foster trust and teamwork among senior leadership
	Promote a Safe Workplace	<ul style="list-style-type: none"> – Reduce recordable injuries – Reduce motor vehicle collisions

Maintain Financial Strength

Business Drivers	Priorities 2014-15	Objectives	Metric/Indicator	Target
Maintain Financial Strength <ul style="list-style-type: none"> • Debt • Expense/Revenue • UPIF (Equity) • RSF • Risk Management • Base Rates • Fuel Adjustment/PGA 	Reduce Electric System Revenue Requirements	<ul style="list-style-type: none"> – Manage combined expenses and reserves at or lower than actual revenue – Lower fuel expenses 	<ul style="list-style-type: none"> – Actual to Budget Expenses YTD/Actual to Budget Revenues YTD – Dollars 	<ul style="list-style-type: none"> – ≤ 1.0 (by fund) – ≥ \$1 million
	Grow Revenues	<ul style="list-style-type: none"> – Increase Net Revenues 	<ul style="list-style-type: none"> – New Wholesale electric sales – New non-electric sales/revenue sources – Sale or lease unneeded system assets 	<ul style="list-style-type: none"> – ≥ \$1 million – ≥ \$200,000 – ≥ \$1.4 million

Deliver Excellent Service

Business Drivers	Priorities 2014-15	Objectives	Metric/Indicator	Target
Deliver Excellent Service <ul style="list-style-type: none"> • Corporate Integrity • Bill Quality • Customer Service • Service Quality • Bill Amount/Rates 	Improve Customer Perception of Trust	<ul style="list-style-type: none"> – Improve Corporate Integrity Score 	<ul style="list-style-type: none"> – Customer Value Survey FY15 corporate integrity score 	<ul style="list-style-type: none"> – ≥ 7.0
	Adapt to Customer's Changing Demands	<ul style="list-style-type: none"> – Evaluate Future Energy Needs – Power 2020 Draft of recommendations to meet future needs – Develop new products/ services/rates 	<ul style="list-style-type: none"> – Draft submitted for review and comment – New products identified and prioritized for implementation 	<ul style="list-style-type: none"> – On or before 9-30-15 – On or before 2-28-15

Develop Engaged and Proficient Employees

Business Drivers	Priorities 2014-15	Objectives	Metric/Indicator	Target
Develop Engaged and Proficient Employees <ul style="list-style-type: none"> • Safety • Productivity • Inclusion • Compensation • Professionalism • Opportunity 	Improve Employee Engagement	<ul style="list-style-type: none"> - Develop and implement a continuous succession planning process to address GRU's current and future talent needs - Hold quarterly updates for employees - Increase diversity in qualified applicant pools and referrals for positions with affirmative action goals 	<ul style="list-style-type: none"> - Process approved by GM and implemented - Time between meetings - Number of qualified candidates referred in Neogov 	<ul style="list-style-type: none"> - Implemented by March 31, 2015 - < 15 wks - Increase Minority referrals by 10% - Increase Female referrals by 10%
	Improve Senior Leadership Team Effectiveness	<ul style="list-style-type: none"> - Foster trust and teamwork among senior leadership 	<ul style="list-style-type: none"> - Trust assessment score provided through the Leading at the Speed of Trust course 	<ul style="list-style-type: none"> - Improve score by ≥ 2.5%
	Promote a Safe Workplace	<ul style="list-style-type: none"> - Reduce recordable injuries - Reduce motor vehicle collisions 	<ul style="list-style-type: none"> - Recordable injury incident rate per 200,000 man hours - Preventable vehicle collisions per million miles - All vehicle collisions per million miles 	<ul style="list-style-type: none"> - < 4.1 - < 3.95 - < 8.23

Next Steps

- November – Senior Leadership Team meets to develop 3-5 year Strategic Plan
- January – Staff discusses Strategic Plan with City Commission
- Develop GRU Strategic Plan and 2016 Business Plan

Questions?