

# Gainesville Regional Utilities - 2015 Business Plan

GRU's mission is to provide safe, reliable, competitively priced utility services in an environmentally responsible manner to enhance the quality of life in our community.

Business Drivers	Priorities 2014-15	Objectives	Metric/Indicator	Target
<b>Maintain Financial Strength</b> <ul style="list-style-type: none"> <li>Debt</li> <li>Expense/Revenue</li> <li>UPIF (Equity)</li> <li>RSF</li> <li>Risk Management</li> <li>Base Rates</li> <li>Fuel Adjustment/PGA</li> </ul>	<b>Reduce Electric System Revenue Requirements</b>	<ul style="list-style-type: none"> <li>Manage combined expenses and reserves at or lower than actual revenue</li> <li>Lower fuel expenses</li> </ul>	<ul style="list-style-type: none"> <li>Actual to Budget Expenses YTD/Actual to Budget Revenues YTD</li> <li>Dollars</li> </ul>	<ul style="list-style-type: none"> <li>≤ 1.0 (by fund)</li> <li>≥ \$1 million</li> </ul>
	<b>Grow Revenues</b>	<ul style="list-style-type: none"> <li>Increase Net Revenues</li> </ul>	<ul style="list-style-type: none"> <li>New Wholesale electric sales</li> <li>New non-electric sales/revenue sources</li> <li>Sale or lease unneeded system assets</li> </ul>	<ul style="list-style-type: none"> <li>≥ \$1 million</li> <li>≥ \$200,000</li> <li>≥ \$1.4 million</li> </ul>
<b>Deliver Excellent Service</b> <ul style="list-style-type: none"> <li>Corporate Integrity</li> <li>Bill Quality</li> <li>Customer Service</li> <li>Service Quality</li> <li>Bill Amount/Rates</li> </ul>	<b>Improve Customer Perception of Trust</b>	<ul style="list-style-type: none"> <li>Improve Corporate Integrity Score</li> </ul>	<ul style="list-style-type: none"> <li>Customer Value Survey FY15 corporate integrity score</li> </ul>	<ul style="list-style-type: none"> <li>≥ 7.0</li> </ul>
	<b>Adapt to Customer's Changing Demands</b>	<ul style="list-style-type: none"> <li>Evaluate Future Energy Needs – Power 2020 Draft of recommendations to meet future needs</li> <li>Develop new products/ services/rates</li> </ul>	<ul style="list-style-type: none"> <li>Draft submitted for review and comment</li> <li>New products identified and prioritized for implementation</li> </ul>	<ul style="list-style-type: none"> <li>On or before 9-30-15</li> <li>On or before 2-28-15</li> </ul>
<b>Develop Engaged and Proficient Employees</b> <ul style="list-style-type: none"> <li>Safety</li> <li>Productivity</li> <li>Inclusion</li> <li>Compensation</li> <li>Professionalism</li> <li>Opportunity</li> </ul>	<b>Improve Employee Engagement</b>	<ul style="list-style-type: none"> <li>Develop and implement a continuous succession planning process to address GRU's current and future talent needs</li> <li>Hold quarterly updates for employees</li> <li>Increase diversity in qualified applicant pools and referrals for positions with affirmative action goals</li> </ul>	<ul style="list-style-type: none"> <li>Process approved by GM and implemented</li> <li>Time between meetings</li> <li>Number of qualified candidates referred in Neogov</li> </ul>	<ul style="list-style-type: none"> <li>Implemented by March 31, 2015</li> <li>&lt; 15 wks</li> <li>Increase Minority referrals by 10%</li> <li>Increase Female referrals by 10%</li> </ul>
	<b>Improve Senior Leadership Team Effectiveness</b>	<ul style="list-style-type: none"> <li>Foster trust and teamwork among senior leadership</li> </ul>	<ul style="list-style-type: none"> <li>Trust assessment score provided through the Leading at the Speed of Trust course</li> </ul>	<ul style="list-style-type: none"> <li>Improve score by ≥ 2.5%</li> </ul>
	<b>Promote a Safe Workplace</b>	<ul style="list-style-type: none"> <li>Reduce recordable injuries</li> <li>Reduce motor vehicle collisions</li> </ul>	<ul style="list-style-type: none"> <li>Recordable injury incident rate per 200,000 Man Hours</li> <li>Preventable vehicle collisions per million miles</li> <li>All vehicle collisions per million miles</li> </ul>	<ul style="list-style-type: none"> <li>&lt; 4.1</li> <li>&lt; 3.95</li> <li>&lt; 8.23</li> </ul>