From: Bielarski, Edward J
To: Beaulieu, David E
Subject: RE: Strategic Plan - Ten suggested metrics
Date: Monday, March 20, 2017 11:45:43 AM

David,

Thanks for your input

Edward Bielarski Jr
General Manager
Gainesville Regional Utilities

From: Beaulieu, David E
Sent: Monday, March 20, 2017 11:37 AM
To: Bielarski, Edward J
Subject: Strategic Plan - Ten suggested metrics

Hi Ed, Although I don't have an area per se, I think that the following metrics are worthy of Corporate Strategic Plan consideration:

1. **Safety**. Typically a measure such as zero recordable medical incidents.
2. **Customer Satisfaction Rating**. Re-engage in a periodic customer satisfaction survey effort. Establish a goal and strive for continuous improvement. Information realized though the FMPA Community Solar initiative illustrated several areas in which we are not performing well. (Presentation to follow).
3. **Electric Energy Costs**. A performance goal exists and considerable effort is being realized to close the gap (GREC purchase, IRP completion, etc.)
4. **Financial.** Adopt goals based on performance bands for both O&M and Capital budgets. Can be boiled down further to annual costs per customer.
5. **IT Systems Integration.** The performance goal needs to be sharpened. Considerable effort is being realized to close the gap (SAP, AMI, etc.) Need to measure our progress.
6. **Employee Investment (Part A).** Establish a goal to provide effective training focused on newly appointed or potential managers. Needful to prepare the next generation of leaders, a business sustainability strategy. Similar programs are run by APPA and/or NRECA to accelerate the development of its managers. We have completed credible work with regard to our supervisors and craft workers and should build on those successes.
7. **Employee Investment (Part B).** Establish a goal to re-establish and realize a market –based compensation philosophy for employees. This is a critical business sustainability strategy that must be satisfied.
8. **Systems Reliability**. Although traditionally scored high by our customers, goals associated with systems reliability are necessary to ensure balance.
9. **Communication (Part A): GRU's Vision.** Discussion started, establish goal to resolve by time certain. This initiative will help to ensure that all are crystal clear of our direction.
10. **Communication (Part B): GRU's Mission.** Discussion started, establish goal resolve by time certain. This initiative will help to ensure that all are crystal clear of our purpose.

I apologize for the delay in providing my thoughts to you. I trust that you will find my perspective to be of interest! Dave

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From: Bielarski, Edward J
Sent: Friday, March 03, 2017 11:04 AM
To: DL_GRU_ExecutiveTeam; DL_GRU_LeadershipTeam
Subject: Update on Strategic Plan

Folks,

Its Friday and I hope all of you have some great plans to enjoy a great Florida weekend. Before you all drift away I wanted to update you all on the status of HCP and our strategic planning session last week. HCP told me that the "group response was outstanding". The session really allowed them to better understand our management dynamic and the hurdles we face and the opportunities we can explore.

Over the next several weeks HCP will be developing the framework for a GRU strategic plan. Visioning will be a core concept and it will be incumbent for me and the rest of the executive team to "paint a picture" for the rest of the leadership team, so that specific goals and objectives can be developed under that framework. Personally, I'd like to have a core set of organizational metrics (things as simple as a meeting budget, or overall rate goals) in addition to individual department metrics (I like to use Customer Services customer wait time metric).

I believe this process will allow folks to better understand the philosophy of "continual improvement" through a clear set of specific, reachable goals. To that end, I'd like to ask each one of you to think of a spectrum of ten (10) "measureables" or metrics for your area. Once we agree on the strategic plan, we will prioritize the top 5 of these metrics which support that strategic plan and your individual goals. I will say that in all cases, every department will have a budget metric. I would like to have that list from each leadership team member by March 17th. If you have any questions please feel free to contact me.

One last thing: It is employee appreciation day. I've offered a general acknowledgement to GRU employees of this today. I also want to offer my heartfelt appreciation of all that the executive and leadership team do to support me everyday. From doing the legwork and answering questions posed to me from commissioners, to delivering presentations which make very complicated work easy to understand, to serving the community in ways that make all of us proud to be GRU employees I say thank you, thank you all very much.

Edward Bielarski Jr
General Manager
Gainesville Regional Utilities