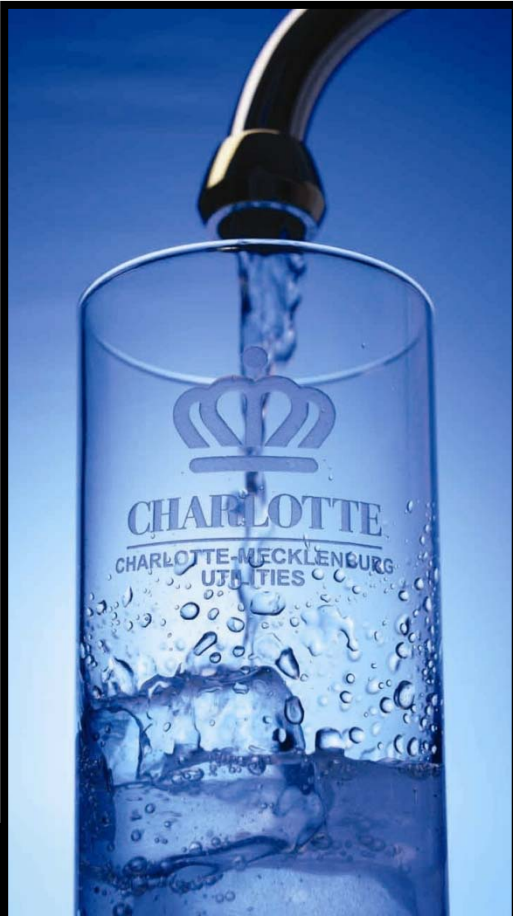


STRATEGIC OPERATING PLAN FY2011



CHARLOTTE-MECKLENBURG UTILITIES

Clean Water for a Healthy Community



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Executive Summary

INTRODUCTION

Charlotte-Mecklenburg Utilities (Utilities) was established in 1972 when the City of Charlotte and Mecklenburg County combined its water and sewer systems. Today Utilities is the largest public utility in the Carolinas, serving over 245,000 customer accounts and maintaining 8,111 miles of pipe.

Utilities' core business is to provide safe drinking water and safely transport and treat wastewater for the Charlotte-Mecklenburg community. In addition to seven internal divisions that contribute to carrying out the organization's objectives, Utilities has a citizen Advisory Committee which is comprised of seven members representing neighborhoods, civil engineers, water-sewer contractors, financial experts, real estate developers, and Mecklenburg towns. The Advisory Committee is charged with reviewing: Capital Improvement Programs, proposed changes in the water and sewer rate methodology, and proposed changes in the policy for extending water and sewer service.



Utilities plans for FY2011 contain new actions designed to further align our priorities with our vision and mission and the goals and objectives of the City.

VISION AND MISSION

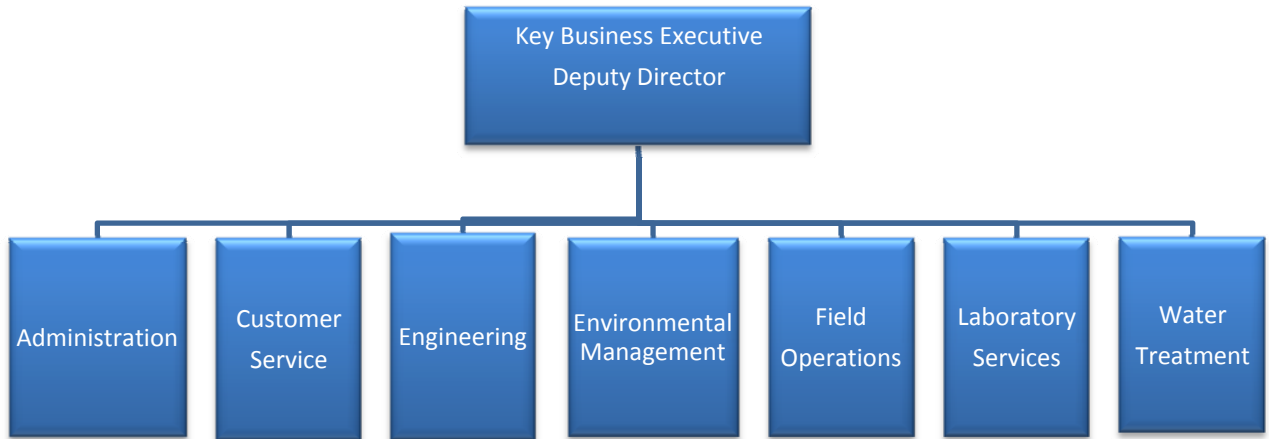
Vision

We will be the recognized leader in the region, state, and nation by contributing to the health, safety, and economic well-being of our customers; in protecting and conserving our natural resource and environment; and in providing for the growth and development of our employees.

Mission

We are committed to customer satisfaction and confidence by providing responsive services, reasonable rates, system capacity, and effective communication. We provide safe and sufficient drinking water by protecting, treating, and distributing drinking water. We protect the environment by collecting and treating wastewater, reusing residuals beneficially, and regulating system discharges. We accomplish our mission through well-trained employees dedicated to customer service.

ORGANIZATION CHART



KEY ISSUES AND CHALLENGES

- **Continuing Financial Challenges** impacted every aspect of our business. As we anticipated, the economic downturn significantly reduced Utilities' revenues and impacted operations.
 - *Revenues* Total revenues of \$253,930,000 were realized for FY2010. This is lower than the budgeted revenue by over \$5 million.
 - *Expenses* Total expenditures were under budget by over \$10.4 million. \$10.1 million of the total was due to a change in the timing of a debt issuance in order to take advantage of low interest rates in the marketplace. This avoided a debt service payment that was budgeted in FY 2010.
- **Customer Service** issues led to a significant impact on operations during FY2010. Beginning in November 2009, a sharp increase in customer complaints occurred, driven largely by high water bills, unsatisfactory customer service and a variety of customer-related issues including suspected meter reading errors and objections to recent rate increases and rate methodology. Utilities worked with a water bill task force established by the Mayor of Cornelius to address citizen concerns. The task force submitted observations and recommendations in March 2010, which Utilities and the City considered and incorporated into FY2011 budget discussions with City Council and the ongoing, City Manager-sponsored *Utilities Customer Service Evaluation Project* that began in January 2010. By fiscal year end, the *Evaluation Project Team* continued making progress, Utilities implemented other customer service improvements, and a comprehensive rate methodology study was planned for FY2011. The rate methodology study will involve citizen input and help address public concerns about water and sewer rate methodology.

- **A Mid-Year Leadership Transition** began in March 2010 when Utilities Director Doug Bean retired after 16 years with the City. As the City Manager's search for a new Utilities Director got under way, Interim Director Barry Gullet worked quickly with Utilities and City staff to move forward with budget projections and rate model simulations for the coming fiscal year. Over the next 12 weeks, numerous meetings with City Council occurred to discuss, create and earn support for an acceptable FY2011 Utilities budget – including a modest rate increase to support increased operating and capital costs.

In June 2010, City Manager Curt Walton announced his selection of Gullet as the new Utilities Director.

- **Sanitary Sewer Overflows (SSOs)** - SSOs remain a challenge for Utilities. Currently, we are in the third year of a five-year EPA Administrative Order to reduce sewer spills. This regulatory action requires Utilities to complete a list of actions within a specified time frame. While all of those actions have been completed on time, SSOs have not decreased to the extent desired. We will be challenged to perform the labor intensive work to clean sewer lines, prevent grease build up and perform other maintenance and capital projects that will significantly reduce sewer overflows.

Strategy and Planning

ACCOMPLISHMENTS

- A **Customer Service Evaluation Project** was initiated by the City Manager and Utilities. The nine-point project will be complete by fall 2010, including a field audit of 9,000 meters to determine whether there are performance problems with meter reading equipment. A benchmark study is underway to evaluate current policies related to delinquency, payment arrangements, account holder requirements and leak adjustment practices.
- **Restructuring Government Committee** – Utilities and City staff worked in partnership with this City Council Committee to explain our need for a rate increase for FY2011. Based on financial goals and policies, we presented our rate model and how different rate scenarios would impact customer bills. We looked at the impact of upcoming debt service payments and reviewed our capital project plans for both water and sewer. We provided other information as needed by the committee.
- **Several Awards were earned** for our environmental stewardship and operational efficiency. McDowell Creek Wastewater Treatment Plant achieved ISO 14001 certification to join the Mallard Creek Plant and our Biosolids program that already hold that distinction. . All five wastewater treatment plants received 2009 Peak Performance Awards from the National Association of Clean Water Agencies for compliance with NPDES permit requirements. Our drinking water plants and supporting team also received the 2009 EPA Region IV Safe Drinking Water Excellence Award, distinguishing our system performance and management among similar size utilities across eight southeastern U.S. states.

- **Bond Rating** – Utilities was reviewed by the major bond agencies and rated AAA by all three agencies. This is the highest possible ‘credit rating’ our system can achieve, and only seven utilities throughout the U.S. have earned this distinction.

LINKS TO CORPORATE STRATEGY

Utilities has reviewed and updated its Balanced Scorecard initiatives to maintain alignment with the goals of City Council and the mission and vision of our organization.



The Customer Perspective

Utilities is committed to customer satisfaction and confidence by safeguarding the environment and providing responsive services, reasonable rates, system capacity, and effective communication.



The Internal Process Perspective

Utilities continues to leverage technology and collaborate with other business units in efforts to optimize business processes with the ultimate goal of enhancing customer service.



The Financial Perspective

Sound financial management is a responsibility Utilities takes seriously, as we owe it to our ratepayers who support our operation. Effective management and a comprehensive Capital Investment Program contribute to our excellent bond ratings.



The Learning and Growth Perspective

Hiring and retaining competent staff is vital to our success. Employee training and development continues to be a high priority for Utilities.

STRATEGIC INITIATIVES

The table below identifies a few of the initiatives Utilities will undertake and how they align with the City’s corporate objectives and/or focus areas. A full listing of Utilities FY2011 initiatives can be found in Appendix A of this report.

	<i>KBU Initiative</i>	<i>Linkage to Corporate Strategy</i>
Serve the Customer	Environmental Stewardship: <ul style="list-style-type: none"> • Reduce sanitary sewer overflows • Meet or exceed Safe Drinking Water Act Requirements • Full compliance with wastewater discharge permit requirements 	Corporate Objective: Safeguard the Environment Focus Area: Environment
Run the Business	Prepare for the Future: <ul style="list-style-type: none"> • Implement Work and Asset Management 	Corporate Objective: Develop Collaborative Solutions
Manage Resources	Maintain Financial Stability: <ul style="list-style-type: none"> • Implement revenue stabilization goals 	Corporate Objective: Maintain AAA Rating
Develop Employees	Plan for the Future: <ul style="list-style-type: none"> • Increase training opportunities required to maintain certifications 	Corporate Objective: Promote Learning and Growth

Service Delivery

SERVICES

Utilities is organized around seven service areas. These areas and the services they provide are described briefly below.

Administration: Provides departmental level functions such as key business decisions, human resources, budget, technology, communications, training, and security.

Customer Service: Oversees new connections, service availability and customer account management including bill inquiries, meter reading, leak investigation, and revenue recovery.

Engineering: Provides design and construction of Utilities facilities, water and sewer main rehabilitation and extensions, donated projects, and surveying.

Environmental Management: Manages the treatment of wastewater before it is discharged back into the environment and protects our system by regulating industrial/commercial wastewater discharges, and oil and grease reduction.

Field Operations: Maintains more than 8,111 miles of water and sewer pipe and more than 245,000 service connections.

Laboratory Services: Provides testing of water, wastewater, and industrial discharges for compliance and responds to water quality issues relating to taste, color, and odor.

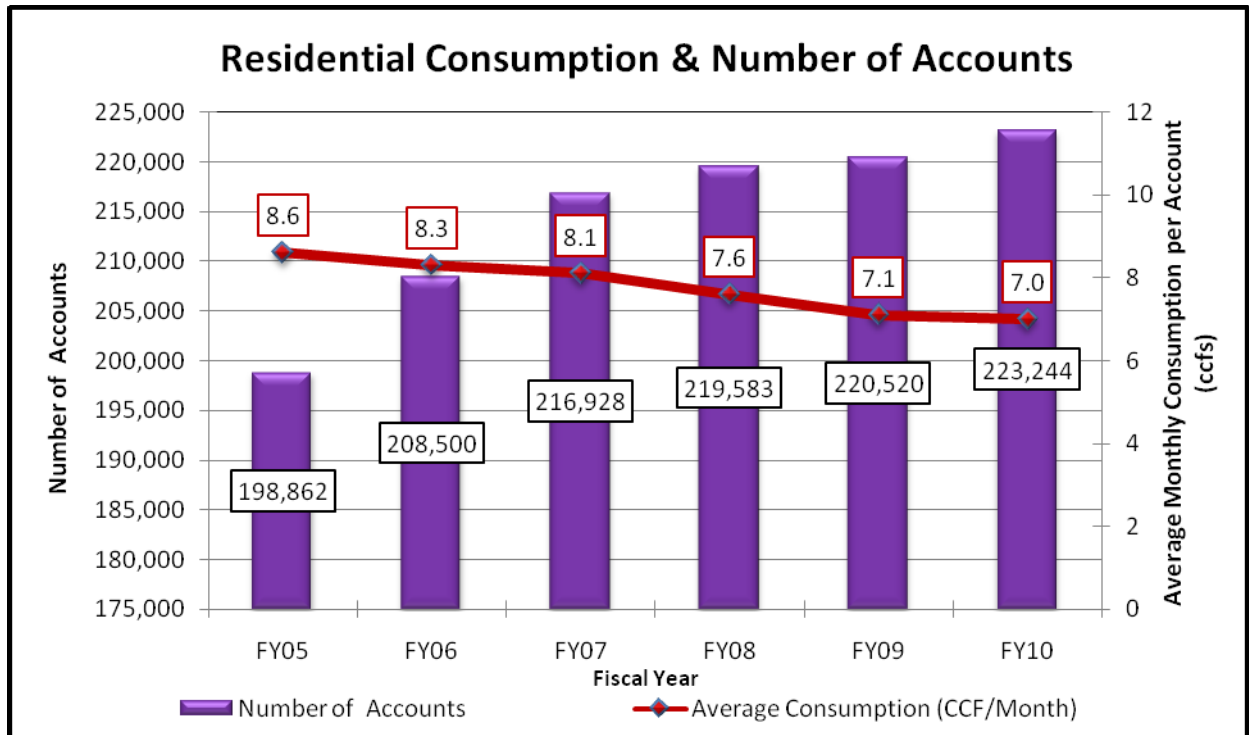
Water Treatment: Provides treatment and pumping of water distributed to customers and oversees the backflow prevention program.

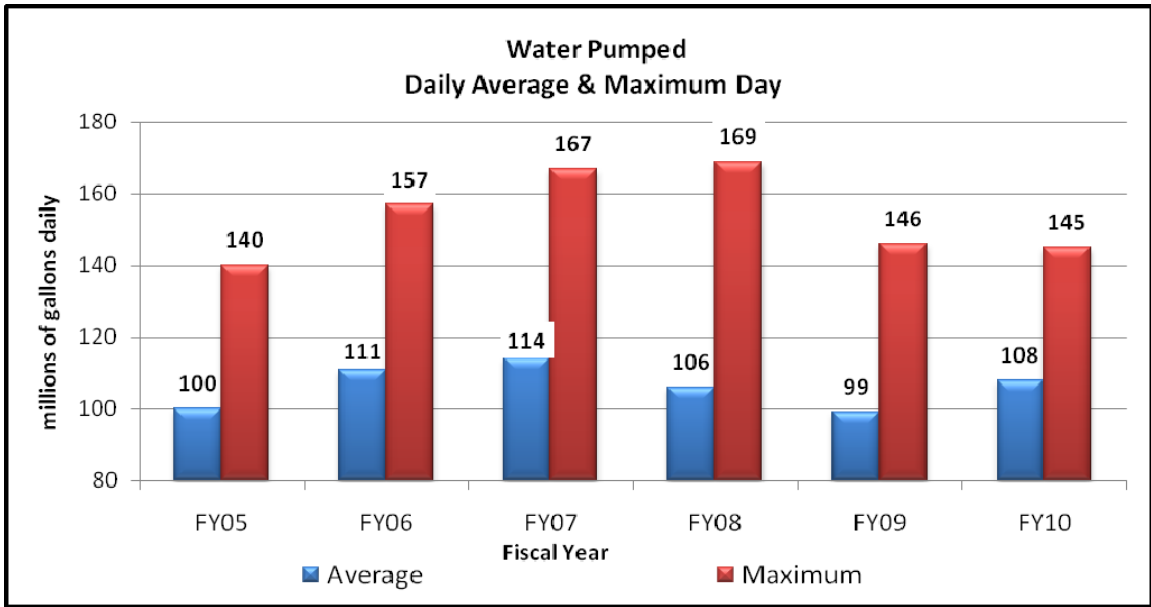
HISTORY and TRENDS

Our customer base and water and wastewater system continue to grow.

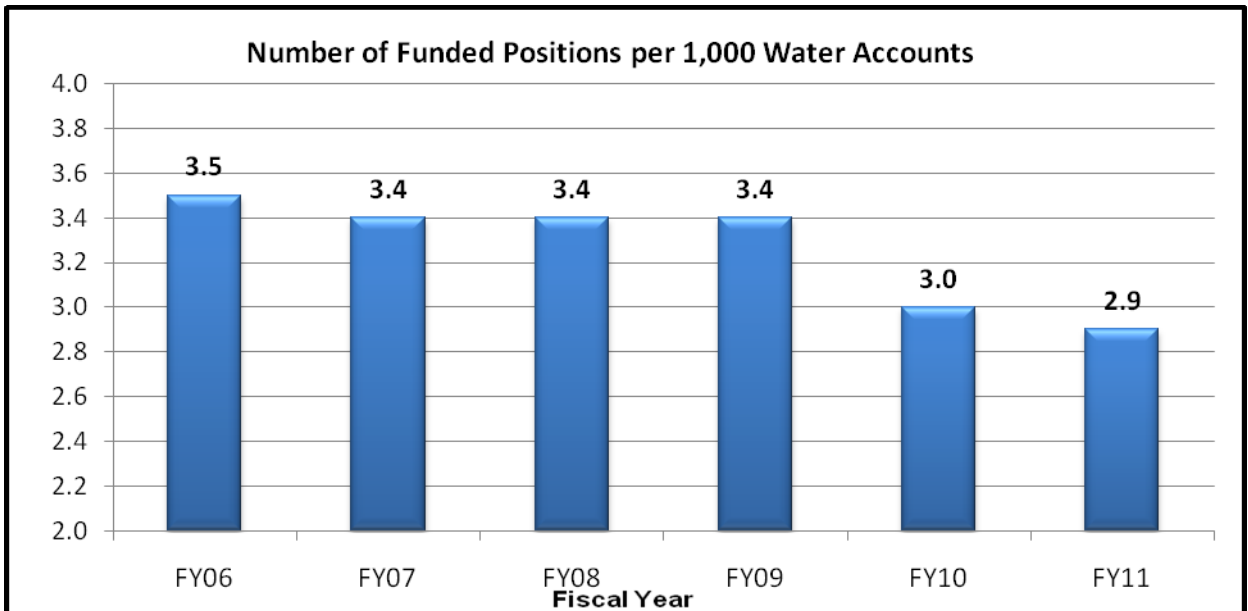
	<i>As of June</i>			
	2007	2008	2009	2010
Water Accounts	237,930	241,637	242,631	245,854
Wastewater Accounts	219,154	222,887	223,855	226,978
Water Mains (miles)	3,850	3,929	4,025	4,064
Wastewater Mains (miles)	3,865	3,942	4,028	4,047

Utilities has seen a continual decrease in the average water consumption per residential account for the past six years. The reduction in consumption is a result of an integrated approach of education, incentives, awareness, and community outreach programs to encourage water conservation. Following the drought restrictions during FY2008-09, residential customers have continued to uses less water. This is reflected in the graphs below.



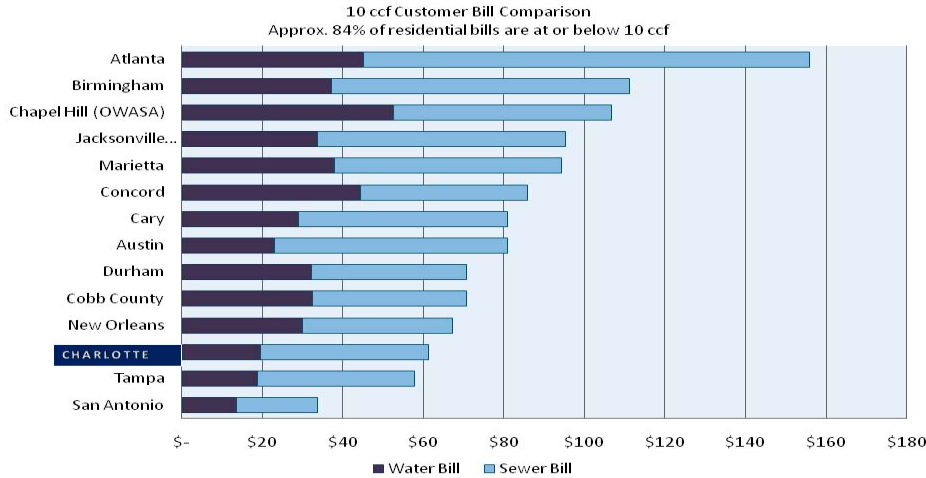


Despite an increasing customer base, Utilities has successfully managed resources to minimize operating costs. Optimization, competition, and benchmarking help Utilities provide efficient, quality services while minimizing rate increases.



Charlotte-Mecklenburg Utilities consistently ranks among the lowest rates for average residential customers in regional and national surveys. This is a result of efficient service delivery and capital financing strategies.

FY10 Comparison to Other Cities



Resource Allocation Summary

	FY2009 Budget	FY2010 Budget	FY2011 Budget
Budget	\$246,702,894	\$251,427,753	\$268,052,617
Funded Positions	813.5	720.5	715.5
Water CIP	\$63,076,050	\$111,066,000	\$29,084,000
Wastewater CIP	\$169,720,000	\$275,470,000	\$83,262,600

Conclusion

Utilities remains committed to the City’s corporate strategy and to providing high-quality, low-cost services to our customers. This strategic operating plan promotes the achievement of organizational goals and objectives as well as continuing Utilities commitment to providing vital basic services to our customers.

Appendix A: Balanced Scorecard

Corporate Objective	KBU Initiative (* indicates Focus Area Initiative)	Measure (\$ indicates incentive pay measure)	Target	Comments/Explanation	
Serve the Customer	(*) Environmental Stewardship	Comply with National Pollutant Discharge Elimination System permit requirements for all five wastewater plants.	100% compliance		
		Meet or exceed Safe Drinking Water Act Requirements	100% compliance		
		Reduce sanitary sewer overflows (SSOs)	Below 8 per 100 miles of pipe		
		Leak repair time	Complete 100% of leaks within 90 days.		
		Ensure long term availability of water supply.	Work with Catawba-Wateree Management group to complete phase 1 of the Basin-wide Master Plan by December 31, 2010 Actively partner with North Carolina in SC versus NC water rights lawsuit		
		Incorporate green infrastructure approaches and performance into business practices and infrastructure investments.	Alternative fuels from Focus Area Plan by December 31, 2010 Participate in city-wide emissions reduction program by converting seven pieces of Utilities equipment by August 31, 2010 Complete ISO14001 certification at McDowell WWTP by December 31, 2010		
Run the Business	Enhance Customer Service	Customer Service	Conduct Rate Methodology	Complete by March 31, 2011	
		(S) Support and participate in City Manager's Customer Service Evaluation	Analyze results and develop implementation plan by December 2010		
		Review and rebuild the customer service survey process	Develop a new customer service survey instrument by June 30, 2011		
	Develop Collaborative Solutions	Prepare for the Future	Implement Work and Asset Management	Complete implementation to Field Ops, Water Treatment and Environmental Management by June, 2011	

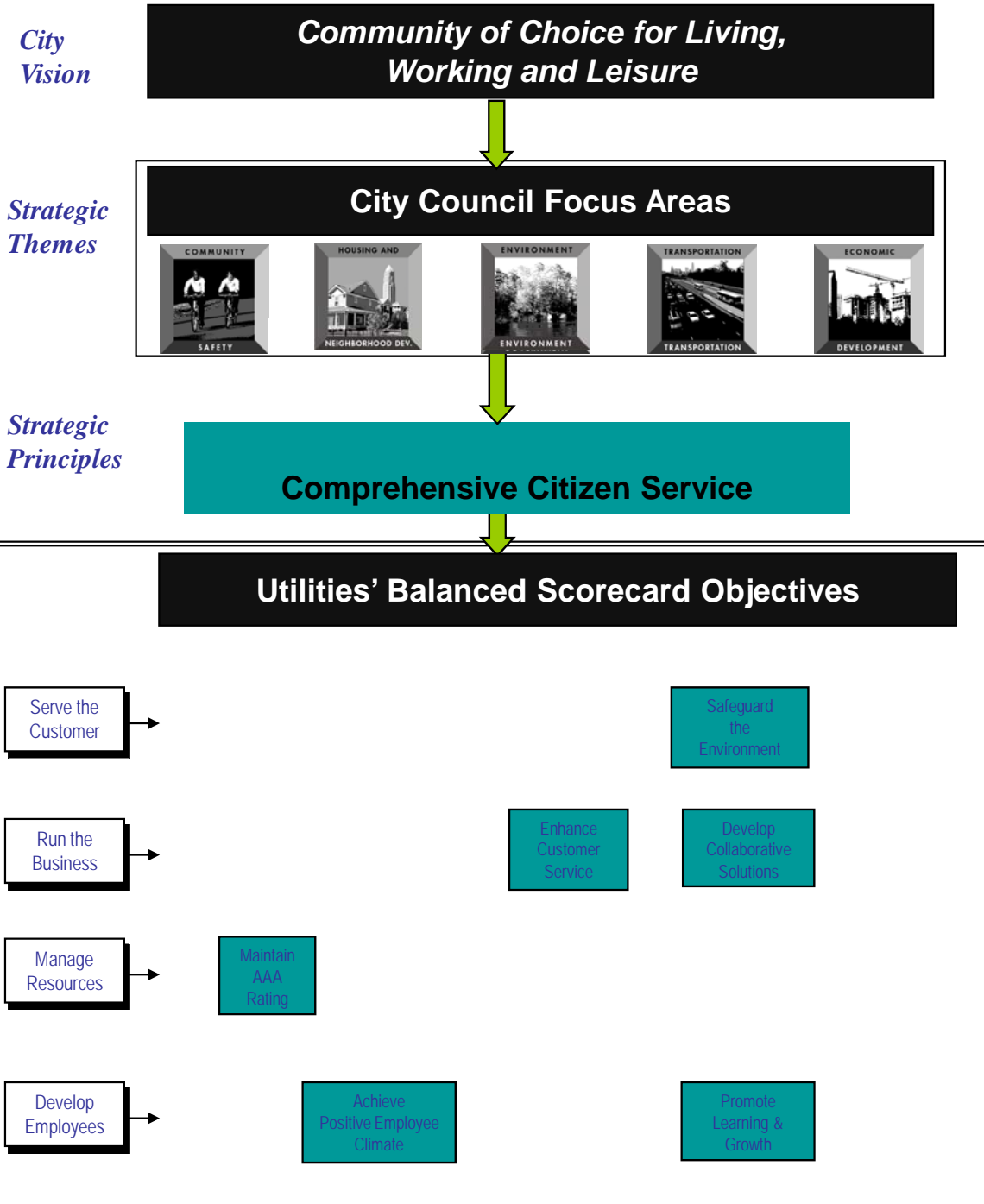
	Maintain AAA Rating	Maintain Financial Strength	Implement revenue stabilization goals: Fund Balance Capital Funding Mix Debt Coverage ratio	Recalibrate model to work toward goals: Increase fund balance to 50% Establish capital funding mix of PAYGO 40%/Debt 60% Maintain Revenue Bond Debt Coverage Ratio of 1.80	
	Invest in Infrastructure	---	Maintain the schedule established for critical action items in Wastewater Treatment Capacity Study.	Complete EIS on Long Creek WWTP by June 30, 2011 Complete Design-Build contract for McAlpine Filters project by January 31, 2011 Begin construction of Irwin WWTP upgrade by December 30, 2011	
			Maintain the schedule established for critical action items in Water Master Plan	Complete design of Franklin Plant to Huntersville system improvements by June 30, 2011 Complete elevated tank site acquisition by December 30, 2010	
	Deliver Competitive Services	---	(\$) Reduce Risk Management exposure	Investigate vehicle accidents, falls and slips to identify root causes and contributing factors; develop and implement action plans to reduce incidents by June 30, 2011.	
Develop Employees	Promote Learning & Growth	Plan for the Future	Increase training opportunities required to maintain certifications	Conduct four continuing education training sessions for operations employees and engineers by June 30, 2011	
			Enhance the quality of performance evaluations	Include "soft skills" in at least 2 of 4 supervisory training sessions	
	Achieve Positive Employee Climate		Increase employee creativity	50% employee participation in activities including division bowling, Lunch 'n Learns, monthly Brain Busters, etc.	
			(\$) Conduct annual Performance Review and Development (PRD) reviews in a timely manner	90% within 30 days	
	Wellness Initiative	Wellness	(\$) Support healthy nutrition	Host Wellness Works Nutrition 101 classes with 35% employee participation. Offer at least two healthy labeled options at one or more division employee meetings per quarter	

B: KBU Link to Corporate Scorecard

Appendix C: Measure Validation Forms



Charlotte-Mecklenburg Utilities Strategy FY 2011



<u>Utilities</u> Wastewater Treatment Measure Validation		
Corporate Objective: Safeguard the Environment KBU Initiative: Environmental Stewardship		
Measure: Comply with National Pollution Discharge Elimination System permit requirements for all five wastewater plants-100% compliance		
Units of Measure: No notice of violation	Frequency of Update: Monthly	
Measurement Intent: Ensure utility is meeting or exceeding regulatory requirements for treating and discharging treated Wastewater		
Measurement Formula: No formula required		
Data Elements and Sources: Monthly reporting to State and compliance monitoring		
Source For and Approach to Setting Targets: Annual target repeated from Scorecards		
Data Contact: Jackie Jarrell		
Target Setting Responsibility: Utilities Leadership Team	Accountability for Meeting Target: Utilities	Tracking/Reporting Responsibility: Environmental Management

<u>Utilities</u> Water Treatment Measure Validation		
Corporate Objective: Safeguard the Environment KBU Initiative: Environmental Stewardship		
Measure: Meet or exceed Safe Drinking Water Act Requirements		
Units of Measure: No notice of violation	Frequency of Update: Monthly	
Measurement Intent: Ensure utility is meeting or exceeding regulatory requirements for treating and Distributing drinking water		
Measurement Formula: No formula required		
Data Elements and Sources: Monthly reporting to State and compliance monitoring		
Source For and Approach to Setting Targets: Annual target repeated from previous Scorecard		
Data Contact: John Huber		
Target Setting Responsibility: Utilities Leadership Team	Accountability for Meeting Target: Utilities	Tracking/Reporting Responsibility: Water Treatment

<u>Utilities</u> Sanitary Sewer Overflows Measure Validation		
Corporate Objective: Safeguard the Environment KBU Initiative: Environmental Stewardship		
Measure: Reduce Sanitary Sewer Overflows – Below 8 per 100 miles of pipe		
Units of Measure: Number of Spills	Frequency of Update: Monthly	
Measurement Intent: Measures the number of SSO's as an indication of performance of the collection system.		
Measurement Formula: Number of spills per 100 miles maintained		
Data Elements and Sources: Hiper Web Workorder Management System		
Source For and Approach to Setting Targets: Reduction goal consistent with EPA Administrative Order		
Data Contact: Angela Lee		
Target Setting Responsibility: Utilities Leadership Team	Accountability for Meeting Target: Utilities	Tracking/Reporting Responsibility: Field Operations

<u>Utilities</u> Leak Repairs Measure Validation		
Corporate Objective: Safeguard the Environment KBU Initiative: Environmental Stewardship		
Measure: Complete 100% of leaks within 90 days		
Units of Measure: Number of average days to repair leaks	Frequency of Update: Monthly	
Measurement Intent: Measure the average leak repair time to adequately maintain distribution system		
Measurement Formula: Difference between the “create date” and the “completion date” for emergency, priority, and minor water leak categories. The three categories are then averaged to determine the average repair time.		
Data Elements and Sources: Hiper PM Workorder Management System		
Source For and Approach to Setting Targets: Target established based on system maintenance standards and resources		
Data Contact: Angela Lee		
Target Setting Responsibility: Utilities Leadership Team	Accountability for Meeting Target: Utilities	Tracking/Reporting Responsibility: Field Operations

<u>Utilities</u> Regional Water Resource Planning Measure Validation		
Corporate Objective: Safeguard the Environment KBU Initiative: Environmental Stewardship		
Measure: Ensure long term availability of water supply – Assist Catawba-Wateree Management Group to complete phase1 of the Basin-wide Master Plan by December 31, 2010 and actively partner with North Carolina in NC versus SC water rights lawsuit.		
Units of Measure: Accomplishment of identified goals	Frequency of Update: Quarterly	
Measurement Intent: Measure the involvement of Utilities in regional planning of water sources		
Measurement Formula: No formula		
Data Elements and Sources: Periodic updates from Utilities representatives		
Source For and Approach to Setting Targets: Targets established based on work plan for each organization		
Data Contact: Barry Gullet		
Target Setting Responsibility: Utilities Leadership Team	Accountability for Meeting Target: Utilities	Tracking/Reporting Responsibility: Barry Gullet

<u>Utilities</u> Green Infrastructure Measure Validation		
Corporate Objective: Safeguard the Environment KBU Initiative: Environmental Stewardship		
Measure: Incorporate green infrastructure approaches and performance into business practices and infrastructure investments. <ul style="list-style-type: none"> • Alternative fuels from Focus Area Plan by December 31, 2010 • Participate in city-wide emissions reduction program by converting seven pieces of Utilities equipment by August 31, 2010 • Complete ISO14001 certification at McDowell WWTP by December 31, 2010 		
Units of Measure: <ul style="list-style-type: none"> • Actual alternative fuels used • Number pieces converted • Certification received 	Frequency of Update: Monthly	
Measurement Intent: Measure the identified actions to integrate green practices in infrastructure investments		
Measurement Formula: No formula		
Data Elements and Sources: Updates from above sources		
Source For and Approach to Setting Targets: Targets established based on work plans for above sources		
Data Contact: Utilities Leadership Team		
Target Setting Responsibility: Utilities Leadership Team	Accountability for Meeting Target: Utilities	Tracking/Reporting Responsibility: Utilities Leadership Team

<u>Utilities</u> Rate Methodology Study Measure Validation		
Corporate Objective: Enhance Customer Service KBU Initiative: Customer Service		
Measure: Conduct Rate Methodology Study		
Units of Measure: Accomplishment of identified goals	Frequency of Update: Monthly	
Measurement Intent: Measure efforts to improve customer service by conducting Rate Methodology Study		
Measurement Formula: No formula		
Data Elements and Sources: Updates from Customer Service		
Source For and Approach to Setting Targets:		
Data Contact: Mickey Hicks		
Target Setting Responsibility: Utilities Leadership Team	Accountability for Meeting Target: Utilities	Tracking/Reporting Responsibility: Administration

<u>Utilities</u> Customer Service Evaluation Measure Validation Incentive Target		
Corporate Objective: Enhance Customer Service KBU Initiative: Customer Service		
Measure: Support and participate in City Manager's Customer Service Evaluation		
Units of Measure: Accomplishment of identified goals	Frequency of Update: Monthly	
Measurement Intent: Measure efforts to improve customer service by implementing findings from the customer service evaluation		
Measurement Formula: No formula		
Data Elements and Sources: Updates from Customer Service		
Source For and Approach to Setting Targets:		
Data Contact: Steve Miller		
Target Setting Responsibility: Utilities Leadership Team	Accountability for Meeting Target: Utilities	Tracking/Reporting Responsibility: Customer Service

<u>Utilities</u> Customer Service Cards Measure Validation		
Corporate Objective: Enhance Customer Service KBU Initiative: Prepare for the future		
Measure: Review and rebuild the customer service survey process		
Units of Measure: Date	Frequency of Update: Monthly	
Measurement Intent: To develop a new and updated customer survey tool to measure and track feedback from our customers		
Measurement Formula: No formula		
Data Elements and Sources: None		
Source For and Approach to Setting Targets:		
Data Contact: TBD		
Target Setting Responsibility: Utilities Leadership Team	Accountability for Meeting Target: Utilities	Tracking/Reporting Responsibility: TBD

<u>Utilities</u> Work and Asset Management Measure Validation		
Corporate Objective: Develop Collaborative Solutions KBU Initiative: Prepare for the future		
Measure: Implement Work and Asset Management		
Units of Measure: Date	Frequency of Update: Monthly	
Measurement Intent: To complete implementation to Field Operations, Water Treatment and Environmental Management by June 30, 2011		
Measurement Formula: No formula		
Data Elements and Sources: Project work plan		
Source For and Approach to Setting Targets: Project work plan managed by Shawn Coffman		
Data Contact: Shawn Coffman		
Target Setting Responsibility: Utilities Leadership Team	Accountability for Meeting Target: Utilities	Tracking/Reporting Responsibility: Administration

<u>Utilities</u> Revenue Stabilization Goals Measure Validation		
Corporate Objective: Maintain AAA Rating KBU Initiative: Maintain Financial Strength		
Measure: Implement revenue stabilization goals: Fund Balance, capital funding mix, debt coverage ratio – Recalibrate model to work toward goals		
Units of Measure: Updated model	Frequency of Update: Quarterly	
Measurement Intent: Make financial decisions consistent with Council support revenue stabilization goals		
Measurement Formula: No formula		
Data Elements and Sources: Financial model		
Source For and Approach to Setting Targets: Goals consistent with those presented to and supported by City Council		
Data Contact: Mickey Hicks		
Target Setting Responsibility: Utilities Leadership Team	Accountability for Meeting Target: Utilities	Tracking/Reporting Responsibility: Administration

<u>Utilities</u> Annual Reviews Measure Validation Incentive Target		
Corporate Objective: Achieve a Positive Employee Climate KBU Initiative: Prepare for the future		
Measure: Conduct annual reviews in a timely manner (90% within 30 days)		
Units of Measure: Percent	Frequency of Update: Monthly	
Measurement Intent: To monitor the timeliness of annual reviews as well as encourage punctuality of annual reviews		
Measurement Formula: Total number of reviews due in the 30 period/ total number conducted – 100%		
Data Elements and Sources: Spreadsheets		
Source For and Approach to Setting Targets: Administrative Officers		
Data Contact: Administrative Officers		
Target Setting Responsibility: Utilities Leadership Team	Accountability for Meeting Target: Utilities	Tracking/Reporting Responsibility: Administrative Officers

<u>Utilities</u> Water Capital Program Measure Validation		
Corporate Objective: Invest in Infrastructure KBU Initiative: Prepare for the Future		
Measure: Maintain the schedule established for critical action items in the Wastewater Treatment Capacity Study and the Water Master Plan		
Units of Measure: Dates	Frequency of Update: Monthly	
Measurement Intent: Monitor progress of implementation of critical items in Water Master Plan		
Measurement Formula: Achievement of completion dates for each item listed on Balance Scorecard		
Data Elements and Sources: Review progress		
Source For and Approach to Setting Targets: Based on capital improvement plan		
Data Contact: Barry Shearin		
Target Setting Responsibility: Utilities Management Team	Accountability for Meeting Target: Utilities	Tracking/Reporting Responsibility: Engineering

<u>Utilities</u> Risk Management Measure Validation Incentive Target		
Corporate Objective: Deliver Competitive Services KBU Initiative: Maintain Financial Strength		
Measure: Reduce Risk Management exposure		
Units of Measure: Action plan developed and implemented	Frequency of Update: Monthly	
Measurement Intent: To reduce vehicle accidents, improve worker safety and reduce cost of claims		
Measurement Formula: No formula		
Data Elements and Sources: Data provided by Risk Management		
Source For and Approach to Setting Targets:		
Data Contact: Patti Lamb		
Target Setting Responsibility: Utilities Leadership Team	Accountability for Meeting Target: Utilities Department	Tracking/Reporting Responsibility: Administration

<u>Utilities</u> Improve training opportunities Measure Validation		
Corporate Objective: Promote Learning and Growth KBU Initiative: Plan for the Future		
Measure: Increase training opportunities required to maintain certifications		
Units of Measure: Number of CE classes conducted	Frequency of Update:	
Measurement Intent: To increase in-house training opportunities		
Measurement Formula: No Formula		
Data Elements and Sources: Report from Training Director		
Source For and Approach to Setting Targets:		
Data Contact Karen Carney		
Target Setting Responsibility: Utilities Leadership Team	Accountability for Meeting Target: Utilities Department	Tracking/Reporting Responsibility: Administration

<u>Utilities</u> Performance evaluations Measure Validation		
Corporate Objective: Promote Learning and Growth KBU Initiative: Plan for the Future		
Measure: Enhance the quality of performance evaluations		
Units of Measure: Number of times "soft skills were included in supervisory training sessions	Frequency of Update: Monthly	
Measurement Intent: To improve performance evaluation methodology		
Measurement Formula: No formula		
Data Elements and Sources: Reports from Training Director		
Source For and Approach to Setting Targets:		
Data Contact Karen Carney		
Target Setting Responsibility: Utilities Leadership Team	Accountability for Meeting Target: Utilities Department	Tracking/Reporting Responsibility: Administration

<u>Utilities</u> Employee Creativity Measure Validation		
Corporate Objective: Achieve Positive Employee Climate KBU Initiative: Plan for the Future		
Measure: Increase employee creativity		
Units of Measure: Percentage of employee participation	Frequency of Update: Monthly	
Measurement Intent: To increase employee retention		
Measurement Formula: No formula		
Data Elements and Sources: Report from training director		
Source For and Approach to Setting Targets:		
Data Contact Karen Carney		
Target Setting Responsibility: Utilities Leadership Team	Accountability for Meeting Target: Utilities Department	Tracking/Reporting Responsibility: Administration

<u>Utilities</u> Support Healthy Nutrition Measure Validation Wellness Initiative		
Corporate Objective: Wellness Initiative KBU Initiative: Wellness		
Measure: Support Healthy Nutrition		
Units of Measure: Percentage of employee participation in Wellness Works Nutrition 101 class and number of healthy labeled option events per quarter	Frequency of Update: Quarterly	
Measurement Intent: To increase wellness activities and support healthy lifestyles		
Measurement Formula:		
Data Elements and Sources: Feedback from wellness committee		
Source For and Approach to Setting Targets: Wellness committee		
Data Contact: Carolyn Ross		
Target Setting Responsibility: Utilities Leadership Team	Accountability for Meeting Target: Utilities Department	Tracking/Reporting Responsibility: Administration