

The Lebanon Utilities

2008 Goals



GOAL #1

Complete Performance Contracting Initiative

<i>Actions</i>	<i>Target Date</i>
1) <i>Provide information to Johnson Controls (JCI), participate in meetings, monitor and review Project Development Agreement (PDA) Phase</i>	Q1/2008
2) <i>Review final report and recommendations by JCI</i>	Q2/2008
3) <i>Review rate impacts with Umbaugh and examine financing strategies as necessary</i>	Q2/2008
4) <i>Make staff recommendations to the Board as to which projects if any should be pursued</i>	Q2/2008
5) <i>Negotiate with JCI the Performance Contract for projects that are justifiable, set schedules for completion of work, and seek Board approval of the Performance Contract as appropriate</i>	Q2/2008
6) <i>Develop financing alternatives</i>	Q2/2008
7) <i>As appropriate seek City Council approval through individual briefing sessions, public meetings, and hearings</i>	Q2/2008
8) <i>Monitor and review that projects are on schedule, on budget, and are meeting project specifications</i>	2008

GOAL # 2

Develop Utility Strategic Plan for 2009-2013

<i>Actions</i>	<i>Target Date</i>
1) <i>Conduct initial meeting with the Board and the Mayor to discuss initiation of strategic plan development</i>	Q2/2008
2) <i>Conduct a half-day work session with Managers to establish strategic objectives</i>	Q2/2008
3) <i>Conduct a half-day work session with the Board to discuss and solidify strategic objectives</i>	Q2/2008
4) <i>Develop draft of strategic plan</i>	Q3/2008
5) <i>Discuss in half-day session draft strategic plan with Managers</i>	Q3/2008
6) <i>Discuss in half-day session draft strategic plan with the Board and the Mayor</i>	Q3/2008
7) <i>Discuss draft strategic plan in sessions with employees</i>	Q4/2008
8) <i>Finalize strategic plan with Managers</i>	Q4/2008
9) <i>Seek Board approval of strategic plan</i>	Q4/2008
10) <i>Present Strategic Plan to City Council in public session for information</i>	Q4/2008

GOAL #3

Develop Broadband Operations

<i>Actions</i>	<i>Target Date</i>
1) <i>Complete Contract with Witham and Indiana Fiber for providing fiber optic service to all hospital facilities</i>	Q1/2008
2) <i>Construct fiber optic loop encompassing utility facilities and with availability established for Witham, School, and Lebanon Business Park (LBP facilities)</i>	Q1-Q2/2008
3) <i>Contract with Lebanon Community School Corporation</i>	Q1/2008
4) <i>Establish contract fiber optic service to the Lebanon Community School Corporation and their designated facilities</i>	Q3/2008
5) <i>Contract with Businesses in the Lebanon Business Park and establish fiber optic services</i>	Q2/2008
6) <i>Establish initial wireless services to the Town Administration and the Town residences and business in Whitestown and Zionsville</i>	Q4/2008
7) <i>Integrate new BMC Help Desk software into IT and Broadband Operations with associated processes implemented so that it is a Functional part of the operation</i>	Q2/2008
8) <i>Continue development of customer base with a target of 432 customers at an average price of \$54.48 per customer</i>	YE/2008
9) <i>Attain or exceed revenue target of \$282,435</i>	YE/2008
10) <i>Maintain O&M expense levels at \$529,746</i>	YE/2008
11) <i>Complete refinancing of iLines business</i>	Q2/2008

GOAL #4

Complete 2008 Electric Infrastructure Development Projects

<i>Actions</i>	<i>Target Date</i>
1) <i>Complete North substation work i.e. place transformer, breakers, switches, and newly configured circuitry in service</i>	Q3/2008
2) <i>Complete North 4kv conversion to 12 kv</i>	Q3/2008
3) <i>Publish comprehensive electric distribution Study</i>	Q4/2008
4) <i>Publish system-wide capacitor study</i>	Q4/2008
5) <i>Ensure training of line crews and installation of capacitors as planned</i>	Q3/2008

GOAL #5

Complete 2008 Sewer, Water, and Storm Water Infrastructure Development Projects

<i>Actions</i>	<i>Target Date</i>
1) <i>Perform a supply and demand review of the need for new water treatment plant capacity and if need is established begin follow through of processes for completion of engineering, bidding, approval, and rate adjustments</i>	Q3/2008
2) <i>Continue to examine options for water supply and associated treatment</i>	2008
3) <i>Carry out well exploration and studies including 72 hour test of deep well at Sugar Creek well site#2</i>	Q2/2008
4) <i>In conjunction with the Performance Contracting project, determine the scope, scale and economics for the cross-town interceptor and water projects along North Street and complete engineering and construction of at least the first phase between Lafayette Avenue and Patterson Streets</i>	YE/2008
5) <i>Identify the next stage for lining and manhole rehabilitation and complete the work</i>	YE/2008
6) <i>Examine effluent piping at wastewater treatment Plant and resize as necessary</i>	YE/2008
7) <i>Review wastewater sludge handling process</i>	YE/2008

GOAL #6

Complete Automated Work Management System

<i>Actions</i>	<i>Target Date</i>
1) <i>Install work management software</i>	Q1/2008
2) <i>Achieve integration of electric capital and non capital projects into work management system including GIS integration, ensure operational effectiveness of processes involving Engineering, Electric Operations, Customer Service, and Finance through training and then place into service following thorough testing</i>	Q2/2008
3) <i>Attain complete integration of work management system with Building Inspector, Harris and Financial systems</i>	Q3/2008
4) <i>Establish project integration of work management system with Water, Wastewater, and Broadband with similar objectives as in item #2</i>	YE/2008

GOAL #7

Enhance Customer Satisfaction by Improving Existing Programs and Services, Implementing New Value-Added Programs, and Benchmarking with the Industry

<i>Actions</i>	<i>Target Date</i>
1) <i>Complete the development of the Key Accounts program including establishment of the database, business plan, marketing program and approval by Task Force and Board</i>	Q4/2008
2) <i>Tie customer service performance metrics with industry benchmarks and track</i>	Q2/2008
3) <i>Place stormwater billing system in service and refine and update as experience dictates</i>	Q1/2008–In Service YE/2008–Refine
4) <i>Examine inclusion of Customer Service Advisory Committee in with Mayor’s Advisory Committee or establish for the Utility only</i>	Q3/2008
5) <i>Integrate Work Management System and Help Desk software with Customer Service establishing procedures and processes that improve service delivery effectiveness and efficiency</i>	YE/2008
6) <i>Refine and update billing to include fiber optic services</i>	Q1/2008
7) <i>As appropriate from Performance Contracting work integrate the AMR project into Customer Service system and develop processes to enhance service delivery</i>	YE/2008

GOAL #8

Review and Implement Employee Caring Initiatives and Enhance Organizational Development

<i>Actions</i>	<i>Target Date</i>
1) <i>Recommend salary and wage changes to the Board</i>	12/2008
2) <i>Perform annual review of benefit plans</i>	12/2008
3) <i>Continue Quarterly HR Training for Managers and Supervisors</i>	Qtrly/2008
4) <i>Conduct Annual Employee Awards Banquet</i>	Q4/2008
5) <i>Prepare and Issue Employee Benefits Summary</i>	03/2008
6) <i>Implement a company-wide hiring process</i>	12/2008
7) <i>Carry out quarterly leadership training for Managers</i>	Qtrly/2008
8) <i>Conduct General Manager Led Corporate Updates for all employees</i>	Qtrly/2008

GOAL #9

Track and Report Financial Performance

<i>Actions</i>	<i>Target Date</i>
1) <i>Financial reporting to the Board</i>	
a) <i>Balance Sheet</i>	Mthly/2008
b) <i>Income Statement</i>	Mthly/2008
c) <i>Cash Flow</i>	Mthly/2008
d) <i>Budget to Actual</i>	02/2008
e) <i>Financial Ratios</i>	Qtrly/2008
f) <i>Capital Tracking</i>	Mthly/2008
2) <i>Financial Metrics with and without purchased power</i>	Qtrly/2008
3) <i>Prepare 2008 capital and operating budgets</i>	11/2008
4) <i>Maintain operating budgets within + or – 10%</i>	03/2009
5) <i>Integrate work management system into financial tracking and reporting systems</i>	YE/2008
6) <i>Implement Business Portal for the Company</i>	YE/2008

GOAL #10

Continue Development of the Storm Water Utility

<i>Actions</i>	<i>Target Date</i>
1) <i>Develop a storm water budget</i>	Q1/2008
2) <i>Develop storm water technical standards</i>	YE/2008
3) <i>Develop a project list and estimates</i>	Q1/2008
4) <i>Develop a storm water mapping system</i>	YE/2008
5) <i>Determine building, manpower, and equipment requirements</i>	Q1/2008
6) <i>Conduct NPDES reporting</i>	YE/2008

GOAL #11

*Assist City and County with Strategic Initiatives
Including but not Limited to Study Work, Analyses,
and Meetings*

<i>Actions</i>	<i>Target Date</i>
1) <i>Attend Annexation and associated public meetings providing support through studies, analyses, meetings and insights</i>	2008
2) <i>Support and assist county initiatives that encompass Lebanon and impact growth and infrastructure expansion and development of utilities in the City and County</i>	2008
3) <i>Participate in meetings and offer technical support, and insights into City website development</i>	2008
4) <i>Participate in meetings, provide technical support, planning, into City street lighting enhancement initiative</i>	2008
5) <i>Provide budgetary and technical support to City in joint cost sharing support services such as IT and building maintenance</i>	2008
6) <i>Provide technical support and insights in support of Mayoral City Council, County and EDC economic development activities</i>	2008

GOAL #12

Develop an Integrated Company Emergency Response Plan

<i>Actions</i>	<i>Target Date</i>
1) <i>Appoint Task Force composed of General Manager, Engineering Services Manager, Water/Wastewater Manager, IT Manager, Customer Service Manager and Electric Operations Manager and including other support staff as necessary</i>	01/2008
2) <i>Review APPA emergency management checklist</i>	2008
3) <i>Review APPA emergency response seminar course material</i>	2008
4) <i>Review "Lebanon Utilities Security Measures" document</i>	2008
5) <i>Review January, 2005 Lebanon Utilities Electric Operations Task Force final report</i>	2008
6) <i>Prepare draft emergency response plan document</i>	2008
7) <i>Become an APPA Designated Reliable Public Power Provider</i>	2008