



UTILITIES SERVICE ALLIANCE

Simple, Cost-Effective
Excellence

Now, More Than
Ever



2017 Business Plan

Document Version History

Revision	Date	Comments
Rev. 0	January 9, 2017	Initial Rev. 0
Rev. 1	January 16, 2017	Revised Training section to reflect additional team members

Introduction:

A year ago, as we were developing the 2016 Business Plan, we were preparing ourselves for the “most influential year in USA history.” We had just formed a new organization based upon our new GOSP model, we were all starting down the path of the ‘Delivering the Nuclear Promise’ initiative, and the value delivered by USA to its members was reaching an all-time high.

Much has changed in the past few months, as you well know. As a result of financial and other pressures, the USA Board of Directors asked us to reconsider our GOSP model and focus going forward. We were asked to reduce administrative burden for USA activities at the stations and focus our GOSP model away from a corporate oversight model to one that focuses on a few key areas of plant performance. We have made numerous changes to support this request and are ready to deliver on our new mission as we turn into 2017. Our commitment to provide “Simple, Cost-Effective Excellence” has not changed, and we will do so with renewed vigor and energy in 2017.

While our focus is on 2017 and going forward, I would like to note some of the key improvements we have seen in 2016. As a **direct** result of the focus of our 2016 CFAMs, we have seen significant, measurable improvement in the following areas:

- Operations clearance & tagging events, Operations Focus Index, mispositioning events, and unplanned shutdown LCOs
- Outage duration, scope increases, unplanned losses of decay heat removal, unplanned safety function risk level changes, milestone adherence, and scope completion
- Maintenance and WM OLDC WO backlog, Crit PMs in 2nd half of grace, rework index, deferred critical PMs, and critical scope survival
- Engineering change closeouts, field changes, and age of Red/Yellow Systems
- RP total aggregate technical performance
- EP Equipment Important to Emergency Response
- Chemistry CEI-2, BWR RWCU and HWC availability, Dept Clock resets
- Security FoF and NRC inspection performance
- Fukushima preparedness
- USA Recovery station performance improvement

In addition, in 2016 USA members received an average ROI of 33.43 on their membership dues and an average benefit of over \$7M for each utility. These numbers are the highest ever in the history of USA.

2016 was not without its performance challenges as well. Just recently Comanche Peak was placed on training probation. This follows a period of over six years where we had no probations and the Training team was one of USA's flagship teams. We take the issues surrounding this probation seriously and personally. This never should have happened and we will determine what we missed and what we can do better and implement actions to ensure it never happens again.

In 2015, the USA BOD gave us the following target for our final end state:

1. All USA fleet stations INPO 1 or 2 by 2019
2. Any performance declines detected and quickly corrected
3. Sustained Excellence in:
 - Plant Operations
 - Equipment Reliability
 - Outage Performance
 - Training
 - Security

I am happy to report that we are making strong progress in every area except Training. We just recently had multiple plants awarded INPO 1 ratings, our two plants in Recovery are rapidly accelerating out of Recovery, and we are establishing strong performance in Operations, Outage, Equipment Reliability, and Security. For all its challenges, 2016 has undeniably been the best year ever for fleet performance and financial benefit.

As always, the BOD and I ask you to get involved, be a part of the solution, and make it happen. The more you engage the more benefit you will see. Please join all of us in our commitment to achieve excellence together.

Best Regards,



John Christensen
USA President & CEO (Acting)

“Simple, Cost-Effective Excellence”

Vision – Where We’re Headed

“Together, we will be an independent fleet of safe, cost-effective, top-quartile operators.”

Mission – Why We’re Here

“To achieve and maintain consistent, cost-effective, top-quartile performance within the industry.”

Values – How We Act

Integrity - Innovation - Honesty - Respect - Commitment
Accountability - Diversity

Standing Strategic Objectives – What We Focus On

1. Improve Plant Safety and Performance
2. Provide Economic Benefit
3. Provide Industry Leadership and Influence

Desired End State

4. All USA stations INPO 1 or 2 by 2019
5. Any performance declines detected and quickly corrected
6. Sustainable Excellence in:
 - Plant Operations
 - Equipment Reliability
 - Outage Performance
 - Training
 - Security

Tim Rausch – Talen USA BOD Chair

Brad Sawatzke – ENW USA BOD Vice-Chair

Tim Powell - STP

Ken Peters - Luminant

2017 USA Fleet Goals

Training Excellence

Station Identified Findings (SIFs) are closed prior to ATV and not reopened by ATV team

No Team identified findings (TIFs)

Accreditation Renewal at all stations

Reactivity Management Excellence

All USA sites will be in the Green Performance band by 3Q 2017 as identified by the INPO Reactivity Management KPI (Waterfall Graph) comparing each unit to the industry. The current value (value changes based on industry performance) to achieve this goal is 95.1. The stretch goal is top quartile, currently 96.5, by 3Q 2017.

Scope and Schedule Stability Excellence

Improve Resource Stability Performance

Improve Scope Stability to 90% across the fleet

Improve Schedule Stability to 95% across the fleet

Improve Weekly Completion Rates to 95% across the fleet

Reduce Fleet Average On-line Deficient Backlogs

- Fleet Average LE 20 by 03/31/2017
- Fleet Average LE 15 and Full ERI Points by 06/30/2017

Increase Fleet Average Critical Scope Survival Rate

- Fleet Average GE 93% by 04/30/2017 (Full ERI Points)
- Fleet Average GE 95% by 12/30/2017 (WM SAI Input)

Decrease Fleet Average Total Deferred PMs

- Less than 25 by 06/30/2017
- Less than 12 by 12/30/2017

Decrease Fleet Average Total PMs in Second Half of Grace to Less than 30

Excellence in Human Performance

Human Performance Event Index Improvement from 3rd to 2nd Quartile

Improvement in:

- INPO Performance Indicator Index
- Equipment Reliability Index
- Reactivity Management Performance
- Total Industrial Accident Rate

Project Excellence

Successful completion of all Cyber Security milestones with no greater than green NRC inspection findings

No Loss of Decay Heat Removal Events

USA Fleet Economic Benefit

Achieve Average ROI of ≥ 18 in USA Workbook Savings

2017 Business Plan Deliverables

Strategic Objective 1 - Improve Plant Safety and Performance

Item	Action/Deliverable	1st	2nd	3rd	4th	Team Leader	SLT Sponsor	Gap Being Fixed & Metric	Status Update / Comments
Human Performance									
HU1.1	Action: USA stations implement Human Performance improvement actions to improve: <ul style="list-style-type: none"> Effective use of "Stop and Collaborate" HU Tool Effective use of "Questioning Attitude" HU Tool Cross-functional Support Needed: Various Deliverable: Plans developed and shared with the team. Effectiveness Review? No	X				Doug Davis	Tom McCool	Gap Being Addressed: USA Fleet is lagging the industry in HU performance Metric Used to Gauge Success: Improved performance in INPO PIC Human Performance Events Index	
HU 1.2	Action: USA stations implement a Standards & Safety Team for monitoring HU behaviors during outages Cross-functional Support Needed: Various Deliverable: Standards team implemented at each station. Effectiveness Review? No	X				Doug Davis	Tom McCool	Gap Being Addressed: USA Fleet is lagging the industry in HU performance Metric Used to Gauge Success: Improved performance in INPO PIC Human Performance Events Index	
HU 1.3	Action: Initial assessments complete at all USA Member sites and assessment reports provided to station personnel and shared with USA member stations Cross-functional Support Needed: Various Deliverable: Assessment reports provided Effectiveness Review? No	X				Doug Davis	Tom McCool	Gap Being Addressed: USA Fleet is lagging the industry in HU performance Metric Used to Gauge Success: Improved performance in INPO PIC Human Performance Events Index	

Item	Action/Deliverable	1st	2nd	3rd	4th	Team Leader	SLT Sponsor	Gap Being Fixed & Metric	Status Update / Comments
HU 1.4	Action: Actions entered into station tracking (i.e. Corrective Action Program) databases with due dates agreed to by USA SLT and BOD Cross-functional Support Needed: Engineering / Work Control Deliverable: Condition Report Tracking number with due date Effectiveness Review? No	X				Doug Davis	Tom McCool	Gap Being Addressed: USA Fleet is lagging the industry in HU performance Metric Used to Gauge Success: Improved performance in INPO PIC Human Performance Events Index	
HU 1.5	Action: Document common gaps and lessons learned to the member stations for action as necessary. Provide summary report to SLT and BOD. Q1 2017 Cross-functional Support Needed: None Deliverable: Report to USA BOD / SLT Effectiveness Review? Yes/No - No	X				Doug Davis	Tom McCool	Gap Being Addressed: USA Fleet is lagging the industry in HU performance Metric Used to Gauge Success: Improved performance in INPO PIC Human Performance Events Index	
HU 1.6	Action: Stations implement actions and close gaps. For those actions that require a longer duration (i.e. plant modifications) to implement, an implementation plan is developed and approved with any required compensatory measures. For any items that member stations decide will not be implemented, a justification is provided and documented. Provide on-going support as necessary / requested Q2 and Q3 2017 Cross-functional Support Needed: TBD Deliverable: Documentation of how actions were addressed / dispositioned Effectiveness Review? Yes/No – Yes: Follow-up visit from Doug Davis		X	X		Doug Davis	Tom McCool	Gap Being Addressed: USA Fleet is lagging the industry in HU performance Metric Used to Gauge Success: Improved performance in INPO PIC Human Performance Events Index	
HU 1.7	Action: Conduct follow-up visit to verify implementation of actions, gap closure and to identify any further gaps. Q2 and Q3 2017 Cross-functional Support Needed: Operations / Work Control / Engineering Deliverable: Follow-up report to stations, SLT and BOD Effectiveness Review? No		X	X		Doug Davis	Tom McCool	Gap Being Addressed: USA Fleet is lagging the industry in HU performance Metric Used to Gauge Success: Improved performance in INPO PIC Human Performance Events Index	

Item	Action/Deliverable	1st	2nd	3rd	4th	Team Leader	SLT Sponsor	Gap Being Fixed & Metric	Status Update / Comments
Schedule and Scope Stability									
Sched 1.1	Action: Complete the initial assessments at all USA sites and action plans in response to assessment developed by each station. Cross-functional Support Needed: Peer Support from Maintenance, On-line Work Management, and Outage Networking Teams Deliverable: Copies of GFA Assessment Report issued and a list of site specific actions developed for tracking and reporting. Effectiveness Review? No	X				Dick Ehr	Grover Hettel	Gap Being Addressed: Metric Used to Gauge Success: Scope Stability Schedule Stability Weekly Completion Rates	
Sched 1.2	Action: Document common gaps and lessons learned to the member stations for action as necessary. Cross-functional Support Needed: Deliverable: Provide report out to Networking teams and Summary report to SLT and BOD. Effectiveness Review? No	X				Dick Ehr	Grover Hettel	Gap Being Addressed: Metric Used to Gauge Success: Scope Stability Schedule Stability Weekly Completion Rates	
Sched 1.3	Action: Conduct Follow-up Visits at each site and Issue Summary Updates of Station implementation progress on GAP closure Cross-functional Support Needed: None Deliverable: Follow-up visits conducted and Summary report issued to SLT and BOD. Effectiveness Review? No		X			Dick Ehr	Grover Hettel	Gap Being Addressed: Metric Used to Gauge Success: Scope Stability Schedule Stability Weekly Completion Rates	
Sched 1.4	Action: Monitor and Provide on-going support as necessary / requested by member stations. Summary Updates of Station implementation progress on GAP closure. Q2 and Q3 2017 Cross-functional Support Needed: None Deliverable: Issue Summary Updates of Station implementation progress on GAP closure to SLT and BOD. Effectiveness Review? /No			X		Dick Ehr	Grover Hettel	Gap Being Addressed: Metric Used to Gauge Success: Scope Stability Schedule Stability Weekly Completion Rates	

Item	Action/Deliverable	1st	2nd	3rd	4th	Team Leader	SLT Sponsor	Gap Being Fixed & Metric	Status Update / Comments
Reactivity Management									
Rx 1.1	<p>Action: Initial assessments complete at all USA Member sites and assessment reports provided to station personnel and shared with USA member stations</p> <p>Cross-functional Support Needed: Engineering / Work Control</p> <p>Deliverable: Assessment reports provided</p> <p>Effectiveness Review? Yes/No - No</p>	X				Alec McGalliard	Jim Connolly	<p>Gap Being Addressed:</p> <p>Fleet Reactivity Management Performance is in the bottom 15% of the industry</p> <p>Metric Used to Gauge Success:</p> <p>INPO Reactivity Management KPI</p>	
Rx 1.2	<p>Action: Actions entered into station tracking (i.e. Corrective Action Program) databases with due dates agreed to by USA SLT and BOD</p> <p>Cross-functional Support Needed: Engineering / Work Control</p> <p>Deliverable: Condition Report Tracking number with due date</p> <p>Effectiveness Review? Yes/No - No</p>	X				Alec McGalliard	Jim Connolly	<p>Gap Being Addressed:</p> <p>Fleet Reactivity Management Performance is in the bottom 15% of the industry</p> <p>Metric Used to Gauge Success:</p> <p>INPO Reactivity Management KPI</p>	

Item	Action/Deliverable	1st	2nd	3rd	4th	Team Leader	SLT Sponsor	Gap Being Fixed & Metric	Status Update / Comments
Rx 1.3	<p>Action: Document common gaps and lessons learned to the member stations for action as necessary. Provide summary report to SLT and BOD. Q1 2017</p> <p>Cross-functional Support Needed: None</p> <p>Deliverable: Report to USA BOD / SLT</p> <p>Effectiveness Review? Yes/No - No</p>	X				Alec McGalliard	Jim Connolly	<p>Gap Being Addressed: Fleet Reactivity Management</p> <p>Performance is in the bottom 15% of the industry</p> <p>Metric Used to Gauge Success: INPO Reactivity Management KPI</p>	
Rx 1.4	<p>Action: Stations implement actions and close gaps. For those actions that require a longer duration (i.e. plant modifications) to implement, an implementation plan is developed and approved with any required compensatory measures. For any items that member stations decide will not be implemented, a justification is provided and documented. Provide on-going support as necessary / requested Q2 and Q3 2017</p> <p>Cross-functional Support Needed: TBD</p> <p>Deliverable: Documentation of how actions were addressed / dispositioned</p> <p>Effectiveness Review? Yes/No – Yes: Follow-up visit from Alec McGalliard</p>		X	X		Alec McGalliard	Jim Connolly	<p>Gap Being Addressed: Fleet Reactivity Management</p> <p>Performance is in the bottom 15% of the industry</p> <p>Metric Used to Gauge Success: INPO Reactivity Management KPI</p>	
Rx 1.5	<p>Action: Conduct follow-up visit to verify implementation of actions, gap closure and to identify any further gaps. Q2 and Q3 2017</p> <p>Cross-functional Support Needed: Operations / Work Control / Engineering</p> <p>Deliverable: Follow-up report to stations, SLT and BOD</p> <p>Effectiveness Review? Yes/No - No</p>		X	X		Alec McGalliard	Jim Connolly	<p>Gap Being Addressed: Fleet Reactivity Management</p> <p>Performance is in the bottom 15% of the industry</p> <p>Metric Used to Gauge Success: INPO Reactivity Management KPI</p>	

Item	Action/Deliverable	1st	2nd	3rd	4th	Team Leader	SLT Sponsor	Gap Being Fixed & Metric	Status Update / Comments
Training Excellence Sustainability									
Train 1.1	Each station completes a Gap Analysis of all accredited programs versus their ACADs to validate that gaps identified in Comanche Peak Team Identified Finding (TIF) are not in their programs. Cross-functional Support Needed: None Deliverable: Provide completed templates to USA. Effectiveness Review? N	X				Jim Davis	Tim Donovan	Gap Being Addressed: Prevent lapses in industry standards Metric Used to Gauge Success: No assessment findings that contain noncompliance with the industry standards.	
Train 1.2	Conduct onsite visits at stations having ATVs to review the accreditation cycle plan progress, actions to address CSE deficiencies and actions to address SIFs. Cross-functional Support Needed: None Deliverable: Reports issued to station and SLT member Effectiveness Review? No	X	X	X	X	Jim Davis	Tim Donovan	Gap Being Addressed: Prevent lapses in training program effectiveness Metric Used to Gauge Success: No assessment findings that would jeopardize accreditation renewal.	
Train 1.3	Conduct ATV Readiness review visits at stations having ATVs. Cross-functional Support Needed: None Deliverable: Visits complete with report issued to station and SLT member. Effectiveness Review? N		X	X	X	Jim Davis	Tim Donovan	Gap Being Addressed: Prevent lapses in training program effectiveness Metric Used to Gauge Success: No assessment findings that would jeopardize accreditation renewal.	
Train 1.4	Support mock boards at stations having accreditation renewals. Cross-functional Support Needed: None Deliverable: Board schedules supported by fleet personnel. Effectiveness Review? N	X	X	X	X	Jim Davis	Tim Donovan	Gap Being Addressed: Prevent lapses in training program effectiveness Metric Used to Gauge Success: No assessment findings that would jeopardize accreditation renewal.	

Item	Action/Deliverable	1st	2nd	3rd	4th	Team Leader	SLT Sponsor	Gap Being Fixed & Metric	Status Update / Comments
Decay Heat Removal Hardening									
DHR 1.1	Action: Implement Shutdown Safety Review training and assessments for Spring 2017 outages. Cross-functional Support Needed: None Deliverable: Shutdown safety review assessments conducted for Spring 2017 outage plants. Assessment results provided to the USA SLT and BOD. Effectiveness Review? N	X	X			Tim Baughman / DHR Hardening Team	Tim Donovan	Gap Being Addressed: USA leads industry in LDHR events Metric Used to Gauge Success: Loss of Decay Heat Removal Events KPI	
DHR 1.2	Action: Provide an update and summary of Lessons Learned from the Shutdown Safety Assessments conducted for Spring 2017 Plants. Cross-functional Support Needed: None Deliverable: Update provided to OET and SLT summarizing support provided and lessons learned. Effectiveness Review? N		X			Tim Baughman / DHR Hardening Team	Tim Donovan	Gap Being Addressed: USA leads industry in LDHR events Metric Used to Gauge Success: Loss of Decay Heat Removal Events KPI	
DHR 1.3	Action: Close out the Project in accordance with USA guidance. Cross-functional Support Needed: None Deliverable: Project closeout report Effectiveness Review? N		X	X		Tim Baughman / DHR Hardening Team	Tim Donovan	Gap Being Addressed: None	
Cyber-Security Activities									
Cyber 1.1	Action: Milestone 8 peer assessments continue. Cross-functional Support Needed: None Deliverable: The Cyber Security Team has completed a Milestone 8 peer assessment at each site requesting an assessment prior to their NRC Milestone 8 Inspection. Effectiveness Review? No				X	Jesse Smith / Cyber-Security Team	Tim Donovan	Gap Being Addressed: NEI 08-09, Cyber Security Plan for Nuclear Power Reactors, requirement. Metric Used to Gauge Success: Milestone 8 peer assessments are completed.	

Item	Action/Deliverable	1st	2nd	3rd	4th	Team Leader	SLT Sponsor	Gap Being Fixed & Metric	Status Update / Comments
Cyber 1.2	Action: Monitor and incorporate changes in Cyber Security related NRC Requirements, INPO Guidance, and Industry Group (NEI, EPRI, NITSL). Cross-functional Support Needed: None Deliverable: Discuss any changes in the weekly Cyber Security conference call. Effectiveness Review? No				X	Jesse Smith / Cyber-Security Team	Tim Donovan	Gap Being Addressed: NEI 08-09, Cyber Security Plan for Nuclear Power Reactors, requirement. Metric Used to Gauge Success: Team members are aware of changes in cyber security requirements and make necessary changes to implementation documents.	
Cyber 1.3	Action: Each member will update the team during the weekly conference call on any cyber security assessments (self-assessments, NRC, INPO) conducted at their site. Cross-functional Support Needed: None Deliverable: Provide a summary of assessment activities and findings during the weekly conference call. Effectiveness Review: No				X	Jesse Smith / Cyber-Security Team	Tim Donovan	Gap Being Addressed: NEI 08-09, Cyber Security Plan for Nuclear Power Reactors, requirement. Metric Used to Gauge Success: Completion of report to the team of assessment activities and findings during their site inspection.	
Supply Chain Management Team Activities									
SCM 1.1	Action: Implement improvement plans for a minimum of two low-performing suppliers using SCM Supplier Relationship Management Program Cross-functional Support Needed: None Deliverable: Active or completed improvement plans for a minimum of two low-performing suppliers. Effectiveness Review? No				X	Margaret Vinsant/Karin Cozzi	Jim Kitchens	Gap Being Addressed: Lack of application of Fleet leverage to drive improvement of poor performing suppliers (or shift spend to better suppliers) Metric Used to Gauge Success: Existence of formal improvement plans documented and tracked in USA Action Tracking System.	

Item	Action/Deliverable	1st	2nd	3rd	4th	Team Leader	SLT Sponsor	Gap Being Fixed & Metric	Status Update / Comments
SCM 1.2	<p>Action: Achieve savings through implementation of Material Cost Reduction (MCR) initiative</p> <p>Cross-functional Support Needed: Procurement Engineering</p> <p>Deliverable: Each member will implement applicable portions (e.g. proactive reverse engineering/CGD, fastener/gasket surveys, inventory optimization, VMI, etc.) of the SCM Material Cost Reduction initiative begun in 2015</p> <p>Effectiveness Review? No</p>				X	Darell Montgomery	Jim Kitchens	<p>Gap Being Addressed: Top industry suppliers offer proven savings tools that are not currently being fully exploited by all members.</p> <p>Metric Used to Gauge Success: Measurable savings traced back to the MCR measures implemented.</p>	
On-Going Plant Performance Activities									
Misc. 1.1	<p>Site Reps to coordinate support for scheduled 2017 NSCAs</p> <p>Cross-functional Support Needed: Various</p> <p>Deliverable: Assessments supported as committed to with less than 5% adjustments to approved schedule dated 1/1/2017. All deviations to be reported to the SLT and BOD.</p> <p>Effectiveness Review? N</p>	X	X	X	X	Tim Donovan	John Christensen	<p>Gap Being Addressed: Timely support of USA NSCA assessments.</p> <p>Metric Used to Gauge Success: Assessments supported as committed to with less than 5% adjustments to approved schedule dated 1/1/2014.</p>	
Misc. 1.2	<p>Site Reps to coordinate support for scheduled 2017 mid-cycle assessments</p> <p>Cross-functional Support Needed: Various</p> <p>Deliverable: Assessments supported as committed to with less than 5% adjustments to approved schedule dated 1/1/2017. All deviations to be reported to the SLT and BOD.</p> <p>Effectiveness Review? N</p>	X	X	X	X	Tim Donovan	John Christensen	<p>Gap Being Addressed: Timely support of USA mid-cycle assessments.</p> <p>Metric Used to Gauge Success: Assessments supported as committed to with less than 5% adjustments to approved schedule dated 1/1/2017.</p>	

Item	Action/Deliverable	1st	2nd	3rd	4th	Team Leader	SLT Sponsor	Gap Being Fixed & Metric	Status Update / Comments
Misc. 1.3	Identify 2018 mid-cycle assessment dates for member stations Cross-functional Support Needed: Various Deliverable: 2018 assessment schedule developed and presented to the SLT and BOD. Effectiveness Review? N				X	Tim Donovan	John Christensen	Gap Being Addressed: Early planning of assessments to ensure support is provided. Metric Used to Gauge Success: Schedule developed and populated prior to end of year.	
Misc. 1.4	Maintain a process and assessment tool to support INPO 12-012 (Traits of a Healthy Nuclear Safety Culture) and satisfy the requirements of SOER 02-04, Recommendation 2. Cross-functional Support Needed: None Deliverable: Ensure all assessment teams are staffed with an Executive, Team Leader, Data Manager, and 5 External Industry Peers. Verbal reports provided to SLT and BOD quarterly or as requested. Effectiveness Review? N	X	X	X	X	Tim Donovan	John Christensen	Gap Being Addressed: Maintain Industry excellence in implementation of NSCA. Metric Used to Gauge Success: Tools successfully implemented and continued use by industry.	
Misc. 1.5	Action: Facilitate and conduct Outage Lessons Learned/Readiness Review between CRANE and sites using their services for 2017 scheduled outages. Cross-functional Support Needed: Site SCM, Valve Services Deliverable: Crane Lessons Learned Roll-up Report for USA Outages developed and discussed via telecon or meeting prior to next outage season. Effectiveness Review? No			X	X	Tim Scoggins / USA Valve Team	Jim Kitchens	Gap Being Addressed: Sub-optimal implementation of a highly significant service agreement. Metric Used to Gauge Success: Feedback at 2017 Valve Services Users Meeting from all members indicating overall satisfaction with Supplier's performance.	
USA Procedures and Processes									
Proc 1.1	Implement new and revised USA processes to streamline and make more efficient. Cross-functional Support Needed: Various Deliverable: Procedures developed and approved by GFOs. Effectiveness Review? N	X				Mark Mjaatvedt	Tim Donovan	Gap Being Addressed: TBD Metric Used to Measure Success: TBD	

Item	Action/Deliverable	1st	2nd	3rd	4th	Team Leader	SLT Sponsor	Gap Being Fixed & Metric	Status Update / Comments
Proc 1.2	Implement the plan for revisions to the USA GOSP model as approved by the USA BOD Cross-functional Support Needed: Various Deliverable: Plan implemented and updates provided to SLT, and BOD. Effectiveness Review? N	X	X	X	X	Tim Donovan	John Christensen	Gap Being Addressed: USA fleet gaps to other fleet GOSP Metric Used to Measure Success: Decreased workload because of common processes	

Strategic Objective 2 - Provide Economic Benefit

Item	Action/Deliverable	1st	2nd	3rd	4th	Team Leader	SLT Sponsor	Gap Being Fixed & Metric	Status Update / Comments
Material Cost Reduction Project Team Activities									
MCR 1.1	<p>Action: Implement new agreement for Commercial Grade Dedication (CGD), Reverse Engineering (RE) and Procurement Engineering support services</p> <p>Cross-functional Support Needed: Procurement Engineering</p> <p>Deliverable: New USA Agreement available for use as part of the Material Cost Reduction (MCR) Initiative)</p> <p>Effectiveness Review? No</p>		X			Darell Montgomery/ Brad Vickery	Jim Kitchens	<p>Gap Being Addressed: Strategic Commercial Grade Dedication, in particular, is a key element to achieving the savings planned for in the MCR and DNP EB 16-30. We currently do not have such an agreement available.</p> <p>Metric Used to Gauge Success: Executed USA agreement in place and available for member use.</p>	
MCR 1.2	<p>Action: Finalize implementation plan ("roadmap") for initial phase of Material Cost Reduction (MCR) Initiative</p> <p>Cross-functional Support Needed: None</p> <p>Deliverable: Project game plan with first four initiatives suggested for each member, schedules, key contacts, forms, rules of engagement, meeting/call schedule, reporting, communication and accountability plans. Essentially this will be the Handbook the PM will use to manage the project and it will be revised and updated as the project matures.</p> <p>Effectiveness Review? No</p>		X			Darell Montgomery/ Brad Vickery	Jim Kitchens	<p>Gap Being Addressed: MCR Initiative has an approved overall plan, however the specific details of implementation need to be written down and understood by all key players. That does not currently exist.</p> <p>Metric Used to Gauge Success: Project implementation plan approved by USA Project Sponsor (J. Kitchens)</p>	

Item	Action/Deliverable	1st	2nd	3rd	4th	Team Leader	SLT Sponsor	Gap Being Fixed & Metric	Status Update / Comments
Supply Chain Portfolio Management Team Activities									
SCM PM 1.1	Each member to realize SCM savings $\geq 1M$ = no outage, $\geq 1.5M$ = 1 outage, $\geq 2M$ = 2 outages <u>OR</u> increase their SCM savings by 20% over 2016 savings. Cross-functional Support Needed: Site SCM Deliverable: All members meeting applicable savings goals. Effectiveness Review? No				X	Margaret Vinsant	Jim Kitchens	Gap Being Addressed: Not achieving the maximum savings possible through optimization of USA Agreements. Metric Used to Gauge Success: Positive delta between projected savings (as outlined herein) and actual savings (as demonstrated in 2016 Annual Spend/Savings Report).	
SCM PM 1.2	Conduct at least one Supplier Fair at member stations. Cross-functional Support Needed: Site SCM Deliverable: Supplier fairs conducted at two sites. Effectiveness Review? No				X	Margaret Vinsant	Jim Kitchens	Gap Being Addressed: End-user awareness about the existence of USA agreements and the scopes of supply covered. Metric Used to Gauge Success: Data captured by USA SCM about number of site attendees and functional areas represented at each fair	
SCM PM 1.3	Complete two class "B" or greater agreements from strategic sourcing plan and/or emerging CP/Project Team support needs Cross-functional Support Needed: Site SCM and/or Applicable CPT/Site Stakeholders Deliverable: Two agreements completed. Effectiveness Review? N				X	Margaret Vinsant	Jim Kitchens	Gap Being Addressed: Portfolio coverage relevant for scopes of supply not supported by existing USA agreements. Metric Used to Gauge Success: Two fully-executed agreements.	

Strategic Objective 3 - Provide Industry Leadership and Influence

Item	Action/Deliverable	1st	2nd	3rd	4th	Team Leader	MC/SLT Sponsor	Gap Being Fixed & Metric	Status Update / Comments
Promote Information Exchange and Communication.									
Info 1.1	Update INPO on USA operational performance activities Cross-functional Support Needed: None Deliverable: Communications with INPO completed and verbal reports provided to the MC, SLT, and BOD. Effectiveness Review? N		X		X	Tim Donovan	John Christensen	Gap Being Addressed: Engagement with INPO needs to improve. Metric Used to Gauge Success: INPO recognizes USA fleet.	
Info 1.2	Action: Develop and deliver a 'USA Value' survey to the CNOs to determine any required changes in direction to the USA GOSP model. Cross-functional Support Needed: Various Deliverable: Survey developed and completed by the BOD. Effectiveness Review? N			X		John Christensen	John Christensen	Gap Being Addressed: Efficiencies and value-add from USA Metric Used to Measure Success: Results of value survey show better alignment	
Info 1.3	Action: Present survey results to the USA BOD and make decision on direction of USA into 2018. Cross-functional Support Needed: Various Deliverable: BOD decision on USA directional strategy made at Sept 2017 BOD meeting. Effectiveness Review? N			X		John Christensen	John Christensen	Gap Being Addressed: Efficiencies and value-add from USA Metric Used to Measure Success: Results of value survey show performance improvement.	