

DOCKET 950495-WS

EXHIBIT NO. 146

CASE NO. 96-04227

BEFORE THE FLORIDA PUBLIC SERVICE COMMISSION

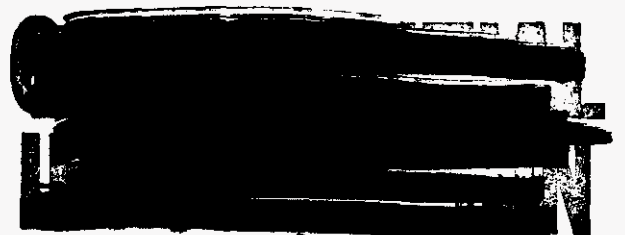
In re: Application for a rate
increase for Orange-Osceola
Utilities, Inc. in Osceola County,
and in Bradford, Brevard, Charlotte,
Citrus, Clay, Collier, Duval,
Highlands, Lake, Lee, Marion,
Martin, Nassau, Orange, Osceola,
Pasco, Putnam, Seminole, St. Johns,
St. Lucie, Volusia, and Washington
Counties by Southern States
Utilities, Inc.

Docket No. 950495-WS

Declassified
Confidential

Cross Examination Exhibit _____

Excerpt from Hewitt Study: VP Finance & Administration



FLORIDA PUBLIC SERVICE COMMISSION
DOCKET
NO. 950495 EXHIBIT NO. 146
COMPANY/
WITNESS: SSU
DATE: _____

Declassified
DOCUMENT NUMBER-DATE
06570 JUN 18 88

FPSC-RECORDS/REPORTING
X-REF 08006-96 7/31/96

(DATA EFFECTIVE 7/94)

JOB TITLE VP FINANCE & ADMINISTRATION

COMPANY SSU

BASE \$86.0
TOTAL \$101.6

BENCHMARK X

REFERENCE POINT

SURVEY SOURCE	SURVEY INFORMATION		SURVEY POSITION TITLE AND INDUSTRY CLASSIFICATION	SURVEY SCOPE	# REPORTED COMP. MIL	DATA TYPE	SURV REF DATE	UNADJ. DATA BASE	UNADJ. DATA TOTAL	UPDATE FACTOR	COMPENSATION DATA		COMMENTS
	U.S.	INTL.									BASE	WGT	
E & Y - MMS	U.S.		TOP FINANCIAL OFFICER -GENERAL INDUSTRY	\$25 MIL-\$50 MIL REVS	106	A	4/93	\$78.4	\$96.3	1.01623	\$84.1	\$101.7	1 RAW DATA REDUCED BY 10% FOR DIVISION
BES - TMR	U.S.		TOP FINANCIAL EXECUTIVE -GENERAL INDUSTRY	\$45 MIL REVS	137	R	3/93	\$83.5	\$106.4	1.05250	\$89.9	\$111.9	2 RAW DATA REDUCED BY 10% FOR DIVISION
PRIVATE	U.S.		TOP FINANCE & ACCOUNTING EXECUTIVE -UTILITY INDUSTRY	\$45 MIL REVS	92	R	3/93	\$74.8	\$78.5	1.96000	\$79.3	\$83.2	2 RAW DATA REDUCED BY 10% FOR DIVISION
WMM - FAL	U.S.		TOP DIVISION FINANCIAL OFFICER -GENERAL INDUSTRY	UNDER \$100 MIL REVS	19	M	3/93	\$98.6	\$113.5	1.86000	\$96.1	\$120.3	1 RAW DATA REDUCED BY 10% FOR SCOPE
SAB	U.S.		TOP FINANCIAL EXECUTIVE -WATER UTILITIES	\$45 MIL REVS	17	R	4/94	\$97.3	\$107.3	1.01172	\$98.4	\$108.5	3 RAW DATA REDUCED BY 10% FOR DIVISION
CUSTOM - INFORMAL	FLORIDA		VP - FINANCE & ADMINISTRATION -WATER UTILITIES		7	A	12/93	\$66.2	\$76.7	1.02825	\$65.9	\$78.7	1 AVERAGE REVS - \$46.3 MIL RAW DATA REDUCED BY 10% FOR DIVISION

* M-MEDIAN; A-AVERAGE; WA-WEIGHTED AVERAGE; R-REGRESSION; JRD-THIRD QUARTILE

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Martin, Nassau, Orange, Osceola,)
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Calculation of 1994 Executive Bonuses

BEFORE THE FLORIDA PUBLIC SERVICE COMMISSION

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_____)

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Southern States' 1994 Incentive Compensation Plan

SOUTHERN STATES UTILITIES, INC.
1994 INCENTIVE COMPENSATION PLAN

APPROVED *B. T. Phillips* B. T. Phillips
DATE 3/24/94

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SOUTHERN STATES UTILITIES, INC.

Incentive Compensation Plan

Incentive Pay Plan for 1994:

Designed to reward executives for working together to achieve joint goals in 1994.

Plan components will provide monetary reward for:

<u>Factor</u>	<u>Component</u>
50%	1) Contribution as part of group effort to achieve key SSU goals.
50%	2) Achieving targeted financial results from the sale of VGU.

Payments will be made in April, 1995 for 1994.

All participants will receive same rating for components 1) and 2) of plan.

<u>Performance Level</u>	<u>% of Target Incentive Opportunity Earned</u>
Target	100%
Superior	75%
Threshold	50%
Below Threshold	0%

Aggregate Awards will be limited to the following groups:

Vice Presidents	20%
Assistant Vice President, Controller, Environmental Services Manager, Director Legal Service, and Director Rates	10%

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Performance level criteria for each component are defined as follows to facilitate computation of the award.

Component 1
Key Organizational Goals

- o A&G and O&M expenses at or below \$30,890,000 budget.
- o Update Customer Service Policy & Procedure Manual.
- o Conserve and protect natural resources by reducing unaccounted for water amounts by 5%; providing conservation education and developing reuse projects.
- o Maintain a uniform rate structure for SSU.
- o Reduce total companywide short term sick time to a total of 1,330 days for the year.
- o Reduce companywide, nonexempt overtime to 36,000 hours or less. This represents an additional 3% reduction from 1994 budget, and a 9% overall reduction from the estimated 1993 overtime experience rate (adjusted for vacant positions).

Target	Achievement of all key goals identified.
Superior	Achievement of 5 key goals identified.
Threshold	Attainment of the majority of goals identified.

Component 2
Targeted Financial Results

Budgeted EPS From Sale of VGU - \$.35 (Approx. \$9.8MM after tax/28.3MM ave. shares)

Target	2% of Pay For Each \$.01 Per Share Additional Gain
Threshold	100% of Budgeted EPS

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