

Employee Name:	<b>ALAN SCHMOLL</b>	Refer to Policy: 7-02
Job Title:	<b>PROJECT DIRECTOR</b>	Employee Number:
Supervisor Name:	<b>DOUGLAS DODSON</b>	Unit Number: <b>61170</b>
Performance Period From:	<b>01/01/2015</b>	To: <b>12/31/2015</b>
		Date: <b>01/15/2016</b>

**Goals**

**1** <- Enter the # of EXTRA Goals needed & Tab

1 Goal and Measure

Lead the project team from beginning to end to ensure the projects' success. This includes a multitude of activities including but not limited to holding project team meetings, completely understanding the project scope and ensuring it is being adhered to, constantly communicate with project team members to ensure project milestones and project deliverables are being met, perform field visits and field meetings when appropriate, interact closely with all internal departments and external organizations as needed to ensure the work we are doing is planned out and everyone knows the plan. It is your responsibility to facilitate the coordination between various departments when executing the projects, especially between design, construction and operations. As the Project Manager, always be vigilant of issues that could hold up the project and remain out in front on these, resolving them before they become hindrances to the project budget and/or schedule. Also, be in pursuit of continually looking to improve the process of managing projects for cost and time savings.

Progress and Results

Al provides strong project management leadership to the projects he is assigned. He does an excellent job of communicating with the project teams and coordinating work throughout the projects. The primary projects he is involved with include the following:

- \* the BP Amoco billable and BIR projects. The billable project included adding a breaker and miscellaneous equipment in their portion of the substation and this was completed in 2015. The capital project will be completed in 2016 when they are ready to start up their generator they are installing.

- \* the Deerfield Substation site acquisition. Al worked closely with Land Acquisition, Legal, Substation Civil and Distribution folks to obtain this site. He also had to meet with the Town of Surfside over some issues they had with us purchasing this property. This site was obtained by the in-service date and about 50% below the budgeted amount.

- \* the Marion-Red Bluff 230kV Line, he has worked closely with Transmission Line Design, Land Acquisition and Legal during the routing process and has continued to be involved in several potential re-routes and meeting with property owners to negotiate viable alternatives for us and them.

- \* the Pine Level-Allen #2 115kV Line. The first phase of building a new 115kV line from Cool Springs to Midway was completed in December 2015. The in-service date was November 30, 2015, but the historic rains we received the past October slowed their progress down quite a bit.

- \* the projects associated with the future Volvo plant. Al has worked tirelessly with Edisto Electric Co-op, Berkeley Electric Co-op, Legal, Economic Development, Environmental Services, Transmission Planning and others to come up with the plan to complete all of this work by the schedule required by the contract with Volvo. His experience has really been valuable on putting together the pieces to this complex, fast-tracked portfolio of projects.

- \* the Winyah-Bucksville 230kV Line. Al has been intimately involved with Construction Management, ECC and Relay for sequencing outages through this past fall and the record breaking flooding that nearly de-railed this project. Al's leadership and experience were key to keeping this project close to being on track, in spite of the adversity from the extreme weather conditions. The in-service date for this project was 12-31-15 and it was energized on 1-11-16. We believe strongly that we would have met the in-service date if it hadn't been for the record breaking rains because the contract crews could not complete their work across the Pee Dee River because it was so flooded. On the last section of this line we worked on, from Campfield - Klondike, we were about 15% over budget as of 12-31-15, but most of the charges have been accounted for and I would expect that we will not be too much above the 15% overage.

- \* the projects associated with the Google expansion in Goose Creek for our Medway 115kV Switching Station. This includes the 3rd and 4th 115kV lines we will build into our Medway 115kV Switching station, the extension of our bus to allow for Berkeley Electric Co-op to add a 5th transformer in their substation and numerous estimates to provide them addition power support for Googles' continuing expansion. On these many varied alternatives, Al has provided well over 30 estimates this past year and continues to provide additional estimates as they are requested.

2 **Goal and Measure**  
A thorough understanding of the project process, from beginning to end, is required. This should include knowledge about what is critical in the process, monitoring the process performance against historical data and make sure that any improvements discovered during the process are updated in the process documentation.

**Progress and Results**  
AI certainly understands the process of projects and the order in which to accomplish various tasks. AI does look for more efficient ways of getting the job done and frequently provides input to the design engineers on various issues. He provided a lot of input into some initial development of project manager checklists and this will be important as we continue to complete these in 2016.

3 **Goal and Measure**  
Prepare cost and time estimates and cash flows for potential or existing projects. These may be preliminary or detailed estimates. If creating preliminary estimates, utilize historical project costs and established estimating tools like the Green Book. For detailed estimates, additional coordination with other units may be necessary to accomplish this more accurately. Also work with the Project Management Associates on project metrics, financial reporting, environmental compliance with the management of change and other supporting roles they provide.

**Progress and Results**  
AI has been very helpful in providing a number of cost estimates in short periods of time. Some examples of these include the future Volvo Plant project estimates, numerous solar interconnection estimates and numerous estimates related to the Google Plant expansion in Goose Creek. All of these were provided within the time frame they were requested.

4 **Goal and Measure**  
Create detailed project schedules for each assigned project utilizing the Primavera scheduling software. Update each project schedule on at least a monthly basis and provide these updates electronically to the project team. Highlighting or identifying changes that are made helps the users when they receive these. Coordinate the plan for construction prior to the project kick-off meeting, bringing together Construction Management and ECC personnel to determine outage constraints and requirements early on in the schedule development. Also coordinate the project deliverables with the individual design units and Construction Management and place these on the schedules. The project schedules should be uniform and consistent with other Project Manager schedules.

**Progress and Results**  
AI has done a very good job creating and maintaining the project schedules for projects that he is assigned. He is also very proactive in coordinating the outage requirements with ECC and Construction Management early on and clearly shows this on the project schedules. He has been helpful in developing our project deliverable milestones and placing these on the project schedules. He has also worked with Jim Fisk on creating a distribution substation schedule template that was used on the continuous improvement pilot project that Jim participated on.

5 **Goal and Measure**  
Participate in training opportunities, work and drive safely, adhere to all corporate and departmental policies and procedures and stay current with all mandatory training required. Serve on various corporate committees as directed, prepare and perform presentations when required and assist Transmission Operations or Berkeley Distribution if we experience wide spread damage to our electrical grid. Provide training, direction and support to the less experienced Project Managers as required.

**Progress and Results**  
AI has kept up to date on his mandatory training and has had no safety incidents so far this year. He has also been very helpful to others in our department with much less experience, especially with Primavera scheduling training. He has also worked closely with Sherry Brown on getting her more involved with projects he is working on. AI has also been a leader in performing informal presentations to various outside agencies. Two examples of this included the Deerfield 115-12kV Substation site purchase negotiations where he met with the Surfside Town Mayor and town council and also with the City of North Myrtle Beach engineer and attorney on a property purchase adjacent to our Windy Hill 115-12kV Substation.

**Safety and Attendance**

Comments on how Safety and Attendance impacted performance.

**Safety**  
AI had no safety incidents so far this year so there was no impact on his performance.

**Attendance**  
AI has used 64.5 hours of sick leave this past year but this has had no negative impact on his performance (he has worked a good bit from home when he was out on sick leave).

## Competencies

Below are Santee Cooper's five Core Competencies. Please review the Core Competency Model to gain a good understanding of what each competency "looks like" for the employee's specific career levels.

Competency Name	Definition
<b>Communication</b>	Conveys and receives information effectively to meet business objectives using verbal, nonverbal, written, and listening skills
<b>Customer Focus</b>	Focuses on managing and meeting expectations and requirements of internal and external customers by acting with the customer in mind
<b>Decision Making/Problem Solving</b>	Makes and implements timely and effective decisions by gathering relevant information, analyzing options, and implementing the best course of action
<b>Stewardship</b>	Uses Santee Cooper resources responsibly and efficiently
<b>Teamwork</b>	Collaborates and works well with others toward solutions that generally benefit all involved, and accomplishes Santee Cooper's business goals

Considering what these competencies "look like" for the employee's career levels (see Core Competency Model), the supervisor should provide specific feedback on what the employee should start doing, stop doing and continue doing.

### What should the employee START doing?

Al should start speaking a little louder in meetings. I have noticed some participants have difficulty in hearing him speak, especially in some of the larger meetings. He should also begin training Mason Bond to take over his projects prior to him retiring in June 2016 and start working on training Paul, Mason and Jim in the Primavera scheduling software.

### What should the employee STOP doing?

### What should the employee CONTINUE doing?

Al should continue providing the good, strong project management leadership that he currently provides on projects he is assigned. He should also continue working with Sherry Brown to get her more involved with his project work and helping him out every way possible.

### General Comments

I am very pleased with Al's performance this past year. He had a heavy workload and manages his projects effectively and efficiently. Al is accomplished at building strong and effective project teams and that is what he is doing on the Volvo/Camp Hall projects. Since this was assigned to Al several months ago, he has already built strong relationships with Edisto Electric Co-op with numerous aspects of our Pringletown Switching Station and their adjacent Volvo/Camp Hall Substation. He has also done this with BP Amoco on a generator interconnection with us and with Horry Electric Co-op on the Pine Level-Allen #2 115kV line.

Al provides our department with a high level of experience, dedication and organization and he will be greatly missed when he retires this next year.

## Overall Performance Rating

Unacceptable Performance	Inconsistent Performance	Successful Performance	High Performance	Excellent Performance
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

**Approvals and Employee Feedback**

Signatures

Dates

Immediate Supervisor: Douglas L. Dade 1-15-16

Management: Alfred M. Lopez thanks for your efforts! You will be missed in 2016!  
-AI 1-15-16

This evaluation was discussed with the employee on \_\_\_\_\_ by \_\_\_\_\_

Comments/Suggestions: \_\_\_\_\_  
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\_\_\_\_\_  
\_\_\_\_\_

Employee: \_\_\_\_\_