

# ADVANTAGE



## **AMECO Awarded \$40 Million Contract for Jamaica Public Services Company**

In our last issue, we reported that AMECO was competing for a fleet management contract with Jamaica Public Services Company (JPSCo). We are pleased to announce that AMECO was awarded the \$40-million contract in November of 2003. Under the five-year contract, AMECO will acquire, manage and maintain JPSCo's existing 550+unit fleet, which includes vehicles, vans, bucket trucks, and construction equipment.

The Jamaica Public Service Company, Limited (JPSCo) is an integrated electric utility company engaged in the generation, transmission and distribution of electricity. They are the sole distributor of electricity in Jamaica and purchase power from five independent power producers.

JPSCo serves approximately 517,000 residential, commercial and industrial customers, through a network of offices and operational facilities across the island. The company owns and operates 28 generating units, 53 substations, and approximately 14,000 kilometers of transmission and distribution lines.

AMECO first saw an opportunity to assist JPSCo in improving its fleet operations in December 2002 and submitted an unsolicited fleet outsourcing proposal to the organization. The mutual respect that the two companies have for one another aided in the contract negotiation process. AMECO had immediate credibility with JPSCo as the result of our existing, successful fleet management programs for Cable & Wireless

and Red Stripe in Jamaica, as well as similar programs in other parts of the world. The extensive fleet management and maintenance knowledge of our in-country operations team also made JPSCo's decision to negotiate and select AMECO much easier to reach.



Equipment inspection

After a 30-day transition period, AMECO moved into JPSCo's fleet maintenance facilities and began providing fleet management/maintenance services on December 12, 2003. The transition of fleet operations to AMECO's control has been extremely smooth, as each companies' management representative and their teams have worked very well together



JPSCo fleet servicing

to anticipate and resolve issues and make program adjustments in a timely and professional manner. Though only 2 ½ months into the contract, AMECO has already significantly increased the availability and reliability of the bucket truck fleet units, which are critical to JPSCo's utility line servicing and repair operations.

"This contract will help us significantly reduce our costs and allow us to focus more on our core functions of electricity generation and delivery," said Charles Matthews, president and CEO of JPSCo.

"Additionally, we are now guaranteed greater availability and reliability of the motor vehicles we need to carry out our daily operations, and this will assist us in improving the quality of service we provide to customers."



JPSCo/AMECO facility

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## LETTER FROM THE PRESIDENT

AMECO Team,

2004 is well underway and we have many exciting opportunities in a number of our markets around the world. We definitely work for a global company!

As we have announced, Joan Ragsdale has accepted a new assignment with Fluor in Greenville and is leaving AMECO after 15 years of service. I want to thank Joan for her contribution and wish her well in her new assignment. Please welcome Steve Shafer to AMECO. Steve has a Master's Degree in Human Resources Development from Clemson University and over 10 years experience with Fluor. Welcome aboard Steve.

One of our key growth objectives is to increase our Fleet Outsourcing business to 40% of our total AMECO volume by the end of 2005. The feature story in this edition of Advantage is another great example of how we will achieve that objective. Thanks to the outstanding execution and reputation of our Jamaica team, led by James McCollum, and the persistent sales effort by Kyle Hamilton and our legal support staff, we were awarded a significant Fleet Outsourcing contract from Jamaica Public Services Company (JPSCo). JPSCo is the primary electric utility for Jamaica. We are please to be partnering with such a prominent global organization. Please join me in congratulating our Jamaica team on an important win for our company.

We will continue to emphasize the importance of our Customer Satisfaction Process, which is critical to our ability to better understand our customer needs and issues. Lynn Kelly continues to lead our Quality program and will be working with all of our operations to ensure we are adhering to this process and utilizing the information from our customer reviews to improve our organization. Each of us must be sure to keep customers at the center of our attention and efforts. This is the key to our success in Site Services and Fleet Outsourcing.

We have a very challenging year ahead of us. I look forward to working with you to make it a success.

All the best,



Gary Bernardez

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## Houston EIT Helps Support a Shining

By Nikki Spriggs

AMECO Houston Support Center

Unfortunately, for many community agencies that help support those in need, they are often in need of help themselves.

One day while I was watching the local news, I saw a story about the Star of Hope shelter and was very moved by it.

The mission of this local community center is to help meet the needs of homeless men, women and their children.

However, the shelter's own shelves of food and supplies were bare and they literally had nothing to give to the homeless families.

The next day during our Employee Involvement Team (EIT) meeting, I mentioned the story to the group and we immediately mobilized to assist the organization with their mission. We even visited the shelter first to determine how we could best help.



Houston EIT saving lives through blood drives

The Star of Hope women and children's shelter houses up to 300 residents in 71 motel type rooms. The occupancy varies between 250 and 300 people daily, many of which are children. In the course of a year, 4000 homeless individuals are provided emergency shelter and other services at this facility. It uses 400-600 disposable diapers daily and spends approximately \$1,000.00 a month for baby formula.

The facility also has a medical clinic, a nursery and pre-school area, a computer learning center and a hair salon. Volunteer tutors come daily after school to tutor the children and help with homework and other activities. It was particularly heartbreaking to see these children in such a desperate situation.

In July, our team held a food drive for the Star of Hope and delivered to the shelter six big boxes filled to the tops with assorted foods. The following month, we gathered numerous school items, hygiene products and baby items to help the children get the school year off to a good start.

In November, we held a special Thanksgiving food drive for the Star of Hope and collected over 250 pounds of food. The children from the shelter colored Thanksgiving pictures and we posted them up in the front office for all to see.

In December, we held a toy and clothing drive for the Star of Hope. Thanks to our employees' generosity, it was a fantastic success and we delivered close to 600 pounds of food, toys, warm clothing and blankets.

Now, we are in the process of another food drive for the Star of Hope and for every three items that an employee donates; he or she will receive one raffle ticket for a chance to win a Radio Flyer wagon.

The Star of Hope has truly affected our entire operation. When we tell our employees that we are going to have a food or clothing drive, they do everything they can to help

collect things to donate even if it means having to buy those items. The shelter has also really raised our awareness of homelessness and we will do everything we can to continue to support this important community center.

Houston's EIT group includes:

Nikki Spriggs—Chair

Sherry Ripkowski—Co Chair

Ed Cunningham

Natalie Galindo

Gary Sheppard

Bri Pereda

Harry Mayer ●



EIT working with the community

## Customers Remain at Center of Quality Program

At AMECO, we believe the key to our success is our customers and that is why they remain at the center of our quality initiative. We have invested significant time and resources to develop a comprehensive Customer Satisfaction Process that is designed to listen to feedback from our customers and take action on what they tell us.

“Quality at AMECO is all about concentrating on what is important to our customers and improving our performance in those areas,” remarked Lynn Kelly, leader of AMECO’s

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As a result of this award, AMECO has received additional inquiries from other Jamaican companies and entities interested in exploring and discussing how AMECO could improve their fleet operations. It also provided new and additional work opportunities for AMECO’s workforce in Jamaica.

“This is a significant award for AMECO and further expands our presence in Jamaica. This award is also another example of AMECO’s commitment to expanding our operations both in Jamaica and the Caribbean,” remarked Kyle Hamilton, AMECO Business Development Director. ●



Lynn Kelly, leader of AMECO’s Quality Process

Quality Process. “By putting the customer, his needs and his evaluation of our performance at the center of our organization’s attention, we can build the kind of relationships that guarantee confident, loyal customers and lasting business partnerships.”

Our quality program features four objectives that help us stay focused on the customer:

- 1.** To ensure that the Customer Satisfaction Process is being followed by ALL regions world wide
- 2.** To ensure all action items that come from the customer reviews are answered and communicated back to the customer in a timely manner
- 3.** Measure our performance in areas key to the customer
- 4.** To become better tomorrow than we are today by listening to our customers and acting on what they tell us



Resolutions to any issues are communicated in a timely manner.

The Customer Satisfaction Process starts with an internal alignment session that is held upon the award of a contract. Our AMECO sales and operation personnel work together to review the documentation and knowledge gathered during the proposal process and discuss contract details, execution strategy and roles/responsibilities.

Afterwards, an external alignment session is held between the customer's project team and AMECO sales lead and project team. Project goals and objectives are reviewed and agreed upon, and the customers' Key Satisfaction Areas (KSAs) are identified and measurable goals are established.

Next, customers are scheduled for a series of interviews to gather information to better understand how we are meeting their needs. A member of AMECO's operations team will ask the customer to rate our performance in key areas such as responsiveness, safety, cost management, equipment, tools, maintenance, relationship management and value.

We also ask the customer to rate how we compare to the competition and our improvement level since the prior review period.



Customer needs are at the center of AMECO's attention

A corrective plan is then developed from any concerns or recommendations from customer feedback.

Follow up to the plan and resolution to any problems will be communicated to the client in a timely manner.

Internally, we have also developed a Quality Assessment Process to ensure compliance with our processes, policies and procedures in the various functional areas of our business. A Quality Assurance Specialist periodically conducts assessments to address poor work processes, bottlenecks and negative feedback from customers. Managers must then quickly develop an action plan to resolve the problems.

In order to ensure that the Customer Satisfaction Process is consistently implemented and monitored in all of AMECO's operations throughout the world, we have assembled a Quality Governance Team made up of a group of leaders that represent a cross section of our employees and geographic locations. This team monitors all customer reviews and AMECO work processes. Members are responsible for contacting customers between scheduled reviews to ensure progress on action items and address any concerns. The goal of the team is to continually align AMECO's Customer

Satisfaction Process with our customers changing needs.  
The 2004 Quality Governance Team members include:

- Paul Camp — AMECO U.S., Greenville
- Rusty Lewis — AMECO U.S., Greenville
- Sheila Lewis — AMECO U.S., Tyler
- Kevin Minton — AMECO U.S., Greenville
- Harry Myer — AMECO U.S., Houston/South Africa
- Lalo Razo — AMECO Puerto Rico
- Rod Ryder — AMECO Canada
- John M. Trenthem — AMECO U.S., Greenville
- Tom Zabel — AMECO U.S., Greenville
- Victor Martinez — AMECO Mexico ●



The appropriate action is taken based on feedback from the customer

## Our Greatest Assets, Engaged and Talented People

### SERVICE PINS 1st Quarter, 2004

#### JANUARY

##### 1-Year

Bryan Davis  
Keith Henderson  
Julio Mora  
Alfredo Martinez  
Sergio Gonzalez  
Jose Alfredo Gonzalez  
Guillermo Foster Huaiquiche

##### 5-Year

Charley Swope  
Yuri Salvador Guzman  
Jose Arturo Cuellar  
Juan Francisco Jimenez  
Teofilo Carlos Contreras  
Mariano Nuñez  
Carmen Carolina Hernandez  
Serafin Hernandez

##### 10-Year

Ma. Del Refugio Rodriguez

##### 30-Year

Ron Johnson

#### FEBRUARY

##### 1-Year

Terry Keeney  
Mildred Nicholas  
Calvin Jackson  
Eladio Jaime Rodriguez  
Jose Refugio Rico  
Maria del Carmen Socorro Garcia  
Estela Guerrero  
Enrique Cortés Soto  
Jorge Mauna Quevedo  
Claudio Rivera Bravo  
Sergio Valencia Calderon  
Alexis Bustamante Castro  
Enrique Reyes Arancibia  
Nelson Alvarado Toro  
Fernando Parraguez Díaz  
Esteban Ossandon Araya  
Alejandro Encina Fuentealba  
Marcelo Fornerod Gutierrez

##### 5-Year

Paul Spencer  
Rod Ryder  
H. Delgado  
J. Ribot  
Carlos Arias  
Carlos Sorel Cepeda  
Lucia Maribel Eguia

##### 10-Year

P. Falcon

##### 15-Year

Ron Burnett

##### 45-Year

Octavio Serrano  
Reynaldo Gabriel Cerecero

#### MARCH

##### 1-Year

Deborah Brearley  
Robert Johnson  
David Jones  
Dennis Smith  
Eva Alvarez  
Victor Manuel Cuellar  
Fabiola Vargas  
Pablo Mayorga  
Frida Virginia Aladro  
Rosalinda Cordova  
Jose Bernardo Guerrero  
Jennifer Jooste  
Luis Garcia Urbina  
José Gutiérrez Ramírez  
Christian Santander Varas  
Manuel Olivares Aguilera  
Marco Pizarro Herrera

##### 5-Year

Diane Morneault  
Martha Alicia Rendon  
Miguel Angel Mendez  
Jose Felix Mora  
Carlos Joaquin Rubio  
Jose Luis Ochoa  
Roxana Brante Salazar  
RenÉ Olivares Cortés

##### 10-Year

J Cruz Vazquez  
Hugo Leopoldo Perez

##### 15-Year

Sherry Ripkowski  
Craig Schoelen

##### 25-Year

Donna Hertling  
Carol Wade  
Victor Mendoza

##### 35-Year

Tom Wooten



## IN THE SPOTLIGHT

**AMECO is proud to "Spotlight" employees with outstanding performance in five areas: Responsiveness, Innovation, Reliability, Expertise and Safety. In this issue the "Spotlight" is on:**

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Les Adams	Tim Gaston	Regina Manley	Pat Silas
Madison Barton	Cindy Gillman	Terry Martin	Rodger Sowell
Ron Burnett	Bill Hardman	Larry Nobis	Nikki Spriggs
Patrick Bustamante	Zandra Huffman	Susan Pine	Louise Titcher
Lowell Caldwell	Doris Johnson	Bob Racine	Jon Turner
Luiz Cortina	Jimmy Kelsey	Sherry Ripkowski	Ronnie Veal
Ed Cunningham	Paul Kollman	Migdalia Roman	Jimmy Young
Wendy Floyd	Matt Lambert	Jeff Ryan	
Jimmy Garza	George Lyda	Gary Sheppard	

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This issue's "In the Spotlight" runs from December 2003 through February 2004.



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