

HORIZONS

A newsletter for TCI Southwest Division associates

DIALOGUE, NOUN 1. AN INTERCHANGE AND DISCUSSION OF IDEAS, ESPECIALLY WHEN OPEN AND FRANK, AS IN SEEKING MUTUAL UNDERSTANDING. 2. TCI'S GOAL FOR COMMUNICATION ABOUT CORPORATE GOALS, THE BUSINESS STRATEGY "BIG PICTURE" AND HOW ALL ASSOCIATES CAN CONTRIBUTE.

"Your participation and understanding of our plan to succeed is a top management priority. You are critical to TCI's success.

We want everyone to keep pace with the lightning fast changes in our business today. We're committed to involving you in our growth, through a two-way exchange of ideas and information." That's how Division Vice President Dan McCarty describes the reasons behind the upcoming communications to enhance understanding of the division's operating philosophy and Vision of Success.

"Having a vision and a winning strategy is only the beginning," says Laurie Mueller, director of Integration Management. "The ability of employees to fully contribute to the shared objectives is directly linked to how well they understand and are involved in the communication process. The communication plan is a blueprint to help each region consistently communicate the vision."

Employees from all corners of the division were involved in developing the communication plan. Through a series of brainstorming sessions, conference

calls and small group meetings, members of a cross-functional task force (see page two) shared ideas about internal

As the communication plan is implemented over the next several months, associates can expect to be involved in presentations of the goals, philosophy and structure of the Southwest and National Divisions. Forums began in October and will continue until all employees have had an opportunity to participate. Rebecca continues, "each region will customize the plan based on local objectives and scheduling needs. Regional teams will

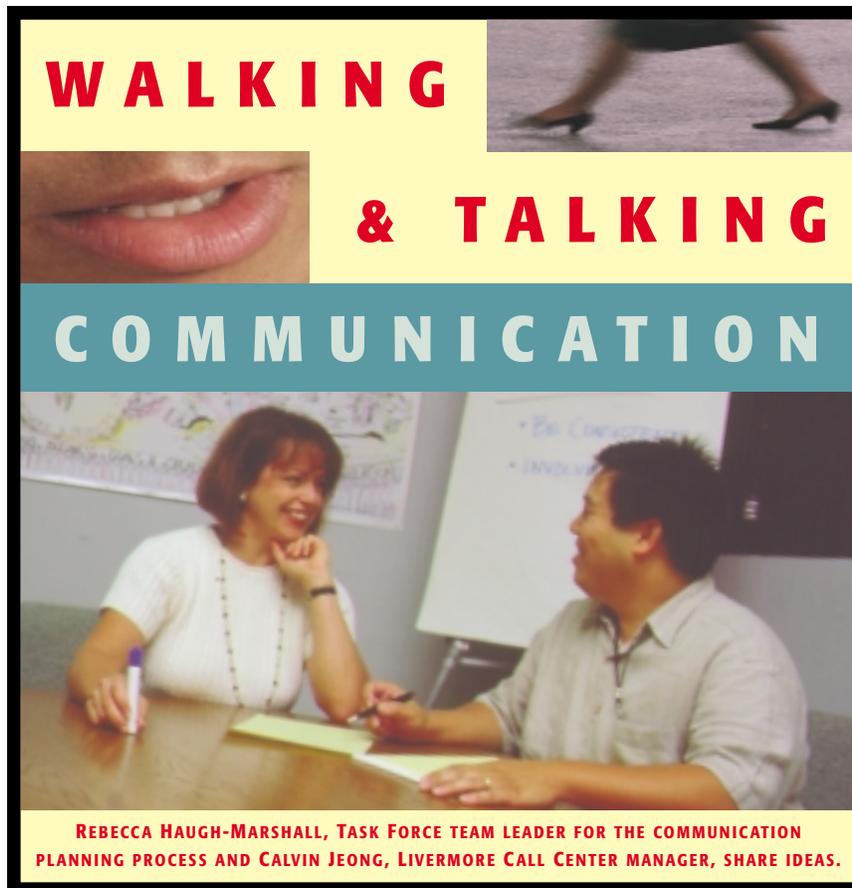
see that information flows back and forth within the division."

Communication teams are forming in each region to support and enable improved communication at all levels. West Bay Sales Team Leader Lori Regalia calls it "an unbroken circle of communication. Some of the best ideas come from employees on the front lines. We want to make sure we don't lose the good ideas as we grow bigger." (If you're interested in participating, please contact your Regional Employee Relations Manager.)

Focusing on internal communication will help align everyone in the wake of this year's mergers and reorganization. "It was valuable to find out that many of the

other newly acquired systems had the same concerns as we did. We aren't alone if we feel a little lost in the new culture," observes Isabel Anacan, East Bay region personnel coordinator and Task Force

CONTINUED ON PAGE TWO



REBECCA HAUGH-MARSHALL, TASK FORCE TEAM LEADER FOR THE COMMUNICATION PLANNING PROCESS AND CALVIN JEONG, LIVERMORE CALL CENTER MANAGER, SHARE IDEAS.

communication. Rebecca Haugh-Marshall, team leader, says, "One of the best parts is communicating and sharing the vision and values in ways that involve all employees in a two-way exchange of ideas and information."

WALKING & TALKING COMMUNICATION

CONTINUED FROM PAGE THREE

member. The new communication efforts will help employees feel comfortable with transitions, which will strengthen the division's competitive position, according to Laurie.

"Taking part in the communication planning process was both exciting and a learning experience," says Calvin Jeong, sales manager for the Livermore Call Center. "Everyone benefits when ideas are shared with people from different parts of the company. Although we may use our own vocabulary and jargon, we all play a part

in achieving the same vision for success."

The two-way communication flow contained in the process provides feedback opportunities to improve both internal and external customer service. "We're entering a new era for TCI, and your ideas and suggestions for effective and meaningful communication are essential," says Therese Miller, director of Employee Relations and Development. "I hope everyone will take advantage of the various communication opportunities available locally, as well as through the *Horizons* Hotline, 1-800-684-8848." ■

"WHEN I STARTED UP through the ranks," says Director of Engineering **MARK HARRIGAN**, "everyone thought of 'corporate' engineers as people coming only at budget time—if at



Mark began his telecommunications career in Moraga, California almost 25 years ago with ATC (now Time Warner), and moved through the ranks from installer to chief engineer in eight years. When that system was sold in 1983 to Televents (now TCI), he joined United Cable in Alameda and later became regional engineer for United Artists of Northern California. In 1991 (seven months before TCI acquired United Artists), Mark joined TCI as state engineer. In 1995, he moved into his current position as director of engineering, TCI Southwest Division.

Mark holds an FCC first class commercial license and has been SCTE BCT/E certified at both the technical and engineering levels since 1988. He and his wife Juanita live in Danville with daughters Holly (4), Jenna (8) and Amanda (11).

all—just concerned with the numbers. As to reports, there'd be milk crates full of them just sitting there...and not much feedback."

Today, Southwest Division engineers meet constantly with systems installers, technicians and others in the field. "Our visits cover everything from financial matters to checking calibration and sweep schedules to monitoring rebuilds, new builds and upgrades," he says. "We learn a lot by listening. Our mantra is 'If we don't take the time to respond to information you send, we shouldn't be asking for it in the first place.'"

Anybody who knows anything about Mark Harrigan knows how he feels about giving and getting feedback. Each week for 13 years, Mark has cranked out a fact-filled epistle that gives engineers a regular forum. Called 'the weekly,' it helps Mark and his readers make sense of issues and priorities.

"I don't know how I'd ever stop doing 'the weekly,'" he remarks. "It forces me to organize myself and pass information on to others. It's also a great way to get instant feedback."

With so many new developments and constant change, Mark feels that steady, two-way communication has never been more important. Everyone has to take

Cross-Functional Task Force

Alameda	Ed Neal
Concord	Leslie Blankenship
Davis	Dean Darlin
Hayward	Crystal Cruz
Livermore	Calvin Jeong
Marin	Lisa Ahrons
Martinez	Drew Mueller and Sherri Harrison
Merced	Warren Mitchell
Monterey	Ammy Davis
Reno	Lisa Lynch
Richmond	Alean Saunders,
	Brigitte Cook and Isabel Anacan
San Francisco	Lori Regalia
San Jose	Susan Nichol
San Mateo	Gino Graziani
Santa Cruz	Jim Anderson
Sonora	E.J. Jones
Vacaville	Dave Wynn and Mike Guido
Walnut Creek	Ronda Cohn-Burton

the initiative to keep ahead of what is happening, to be open to learning and sharing ideas with others.

"The National Division is helping us leapfrog into the new technologies at the same time that we are upgrading and rebuilding the traditional cable services. We're melding all the new technologies while improving the traditional services at a time when customer service is more important than ever before."

According to Mark, "the bottom line is team involvement, not just in engineering but between systems, regions and departments, all across the company. The cooperation we've seen between National and Southwest Division is critical. Although it hurts to give up people and resources, our ever-tightening relationship among operations, engineering groups and systems is starting to pay off. It's good to remind ourselves that when National goes away, the services we build together will belong to us in the Southwest Division. Every system and customer will benefit." ■

Mark Takes Five

What's your favorite cable program?
"A&E Biography."

What's your favorite CD?
"Merle Haggard's Greatest Hits."

What's your most prized possession?
My "Hogs"—four Harleys and a Buell.

Do you have any pets?
18 chickens, a dog and a cat.

What would you like carved on your tombstone?
He was a great dad.

BACK TO SCHOOL:

AN INVESTMENT THAT PAYS

As Ben Franklin once said, "An investment in knowledge pays the best interest."

TCI Southwest Division is a recognized leader in supporting educational programming and events that benefit education and community services. Major events, like the *Fiestas Patrias September 16-Festival and Parade*, provide substantial dollars to support scholarship grants, cultural richness, heritage and pride of diversity.

There are many ways that TCI partners with others to invest in education. One example is how TCI teamed up with HBO to raise money for the National Hispanic University.

TCI also is proud to be a founding member of *Cable in the Classroom*, a national consortium of cable programmers and operators dedicated to the innovative use of quality cable programming in the

classroom. During the Fall Education Campaign, TCI contributed five dollars from every new install or upgrade of service toward school video equipment and scholarships to send educators to our state-of-the-art teacher training facility in Colorado, the J.C. Sparkman Center for Educational Technology.

"Each region decides how to best respond to educational needs in their communities," says Kimberley Lawrence, South Bay region's education specialist. "Our region provides free cable service for classroom use, online information services and teaching materials."

Kimberley explains that "TCI systems provide most public and private schools with free cable service to at least one central location and an educator's TV guide. Some schools receive even more support and services—like cable in every classroom or the chance to participate in *NetDay '96*."

Cheryl Chernisky, education specialist for the Sierra Nevada region, says "This month, we're launching *Critical Viewing Workshops* in some of our systems. We are also sponsoring *Career Days* for hundreds of students from Elko and outlying area high schools." ■



SIDE-BY-SIDE WITH ADOPTED SCHOOL

Amy Custodio, education specialist for the Diablo region (pictured above) says, "Training is a great way to break down barriers and stereotypes about using TV in the classroom."

We're already testing cable modem for internet access in Fremont and Sunnyvale, in collaboration with local systems and expanded services like @Home." 🏠 Fremont system employees donated TV and video equipment and volunteered hundreds of personal hours connecting classrooms at Irvington High.

Assistant principal Dave Howell puts it this way, "TCI brought us from square one (no capacity) to completion (cable in every classroom) in just nine months—all with donated equipment and countless personal hours. Many TCI folks—Amy, Fremont System Manager Brett Fontes, Construction Supervisor Lynne Lewis, and others—worked side-by-side with teachers, parents and students. There's just no substitute for that kind of positive impact on our students and the local community."

GETTING TO KNOW YOU

New Regional Manager Carl Badger's first challenge is getting to know the people who work in South Bay region's merging systems.

"South Bay now serves over 400,000 customers in areas targeted by tough competition," he says. "My first priority is to make sure we're all pulling in the same direction."

When asked about other challenges ahead, he says, "Customer service is number one. The competition is overbuilding in some areas and we have to be faster and better. Our fiber cable systems have many advantages



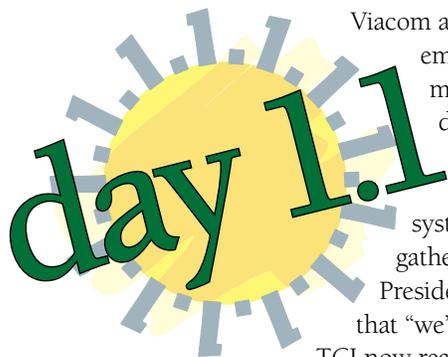
Carl Badger

over the wires owned by the telephone companies, but we have to deliver our services in ways that satisfy the customer."

Carl is quick to notice how hard the people in the South Bay region are working. "We need to integrate the acquired systems quickly, while upgrading certain facilities and call centers. Training is important to people at all levels,

for both new and core technologies. Everyone's excited that TCI has chosen the Bay Area to be the first to deliver high-speed internet services like @Home in Silicon Valley," he concludes. ■

FROM SAN FRANCISCO TO PETALUMA, LIVERMORE TO OROVILLE, NORTHERN CALIFORNIA WAS AWASH IN PURPLE AND BLUE AS VIACOM JOINED THE SOUTHWEST DIVISION.



Viacom adds more than 800 employees and nearly a half million customers to the division.

The celebrations were as different as the system locations. At each gathering, Division Vice President Dan McCarty noted that "we've reached critical mass.

TCI now reaches 9 out of 10 Bay Area households. We've been preparing for this for a long time. This rocket ship is about to take off."

Like a rocket, the new technology and advanced services TCI is pursuing are creating sparks that excite many new associates:

- "I was involved in some of the Marin County rebuild, and I'm looking forward to being there when we move into fiber. That's the place to be, and TCI is there." **Jim Burdessa**, technical operations foreman, Marin.

Even with new-fangled technology on the horizon, the human touch is still needed and appreciated:

- "The buddy system is great. The folks in the Inland Region marketing department have been very supportive and patient."

Margie Sprickman, marketing manager, Redding

- **Dee Trotta**, general manager in Pittsburg and Pinole, found people in the Martinez system particularly helpful in "navigating around to find the right person to answer any question."

Along with the name, some processes have changed, too:

- "Being able to send our daily financials and priority mail by courier and the terrific turnaround on ordering office supplies makes our jobs easier." **Tina Nevers**, office supervisor, Healdsburg

- "On my job, the merger means updating 217 maps to show the TCI logo instead of Viacom's." **Eduardo Santos**, design engineer, San Francisco

The San Francisco celebration was at the California Academy of Sciences, where West Bay Region Manager Lee Perron laid down the party rules—"No fishing in the aquarium and no playing with the penguins,"—and laid out his vision for the region.

Now that the parties are over, how's the transition going? Livermore General Manager Tom Baker offers his perspective, "We're moving again. We went from neutral straight into overdrive."

The next acquisition took place in September when **Intermedia** joined the TCI Southwest Division. Watch for the story in the next issue of *Horizons*. ■

Celebrations at a Glance



San Francisco
Raul DeLaRosa, field service supervisor (left), and Tony Pacifico, installer take in the sun and the transition.



San Francisco
No playing in the academy fountain for (left to right) Barrett Giorgios, Lee Perron, Ron Ress and Doug Schultz.



Livermore
Partygoers show off their new TCI identity. From left to right: Russell Sampson, CSSR, Loretta Bridges, CSSR, Randy Kutz, lead CSSR, Angeline Chin, CSSR and Linda Spack, CSSR.



Redding
Many TCI folks traveled to meet their new associates at Viacom parties throughout the division, including this one in Redding.

Horizons is published for associates of TCI Southwest Division.



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