Utilities Advisory Board Regular Meeting

Agenda

December 6, 2022 @ 12:00 pm

City Hall, Commission Chambers
401 S. Park Avenue | Winter Park, Florida

welcome

Agendas and all backup material supporting each agenda item are accessible via the city's website at cityofwinterpark.org/bpm and include virtual meeting instructions.

assistance & appeals

Persons with disabilities needing assistance to participate in any of these proceedings should contact the City Clerk's Office (407-599-3277) at least 48 hours in advance of the meeting.

"If a person decides to appeal any decision made by the Board with respect to any matter considered at this hearing, a record of the proceedings is needed to ensure that a verbatim record of the proceedings is made, which record includes the testimony and evidence upon which the appeal is to be based." (F.S. 286.0105).

please note

Times are projected and subject to change.

agenda		time
1.	**Call to Order**	
2.	**Consent Agenda**	
	a. Approve the minutes of regular meeting, October 25, 2022.	1 minute
3.	**Public Comments (for items not on the agenda): Three minutes allowed for each speaker**	
4.	**Action Items**	
	a. Septic Sewer Conversion - David Zusi	20 minutes
5.	**Non-Action Items**	
6.	**Staff Updates**	
	a. Electric Utility - Dan D'Alessandro	5 minutes
	b. Water & Wastewater Utility - David Zusi	5 minutes
	c. Performance Measurement - (attachment only)	5 minutes
	d. Educational Campaign - Clarissa Howard	5 minutes
7.	**Board Comments**	
8.	**Upcoming Agenda Items**	
	a. Electric Strategic Plan - Dan D'Alessandro & David Zusi	1 minute
9.	**Adjournment**	

Utilities Advisory Board

agenda item

item type Consent Agenda	meeting date December 6, 2022
prepared by Tatia Ghviniashvili	approved by
board approval	
strategic objective	

subject

Approve the minutes of regular meeting, October 25, 2022.

motion / recommendation

background

alternatives / other considerations

fiscal impact

ATTACHMENTS:

DRAFT MINUTES.pdf

Utilities Advisory Board Meeting Minutes

October 25, 2022 at 12:00 p.m.

City Hall, Commission Chambers
401 S. Park Avenue | Winter Park, Florida

DRAFT

Present

In person: Alison Yurko, Linda Lindsey, Leon Huffman, Paul Conway; Virtually: Michael Poole, Fred Guitton, and Mary Dipboye; Board Coordinator Tatia Ghviniashvili.

Staff Present

Director of Electric Utility Dan D' Alessandro; Director of Communications Clarissa Howard; Director of Water and Wastewater Utility David Zusi; Director of Finance Wes Hamil; Assistant Director of Electric Utility Justin Isler; Assistant Director of Water and Utility Jason Riegler.

1) Call to Order

Michael Poole called the meeting to order at 12:01 p.m. With the arrival of Alison Yurko at 12:05 p.m. a quorum was established. Vice Chair Linda Lindsey chaired the meeting.

2) Consent Agenda

a. Approval of the regular meeting minutes August 23, 2022

Ms. Dipboye suggested the following changes to the minutes. Clarify staff names and position; under Staff Updates/Educational Campaign change "water conservations" to "water conservation programs"; under Sustainability Quarterly report, change the last sentence to read "The city is collaborating with League of Women Voters of Orange County to collect election signs, and deliver them to a company called, NewCycle for Recycling"; under Non-Action Items/Energy Efficient Study, delete "rebates"; under Board Comments/EV's, change the term "drain" with "load".

Motion made by Michael Poole to approve the minutes with amendments suggested by Ms. Dipboye; seconded by Linda Lindsey. Motion carried unanimously with a 7-0 vote.

3) Public Comments (for items not on the agenda):

4) Action Items

a. Review update to Cost of Service Study - Craig Shepard

Mr. Shepard, Leidos Engineering, presented an update to the Cost of Service Study. Overall results of the study indicated a slight decrease in rates for residential and small commercial customers, as well as a slight increase for large commercial customers. Mr. Shepard presented two rate options:

1. Discontinue the Time of Use Rate, in which resulting savings would be passed along to residential and small general service customers. This option would seek to combine the Time of Use customers with general service demand customers.
2. Implement a phased-in change, which would result in an increase to the Time of Use Rate and a corresponding decrease for residential and general service non-demand customers.

After initial discussion followed, Mr. Hamil mentioned setting an effective date for implementation to notify customers of the rate changes. The board discussed standing issues regarding fuel rates, the fuel cost stabilization fund, and the current billing system. Ms. Lindsey made clarifying remarks about future adjustment of rates, and staying the course with what was decided at the August 23, 2022 meeting. Mr. Poole and Ms. Lindsey talked about presenting the electric cost of service study recommendations to the City Commission for approval.

Board held an ongoing conversation about a potential date of implementation, suggesting that spring would be a suitable time, and Mr. Shepard indicated a 6-month notice was reasonable, as long as the date does not align with a big increase in fuel. The board recommended an effective date of April 1, 2023.

Motion made by Leon Huffman to recommend to City Commission option one to be implemented on April 1; seconded by Alison Yurko. Motion carried unanimously with a 7-0 vote.

b. Educational Campaign - Clarissa Howard

Ms. Howard gave an update on the Utilities Educational Campaign. The December issue of the *Winter Park Update* will include cost study information in preparation for the April implementation. Discussion was held on the best way to present data to customers (graphic or narrative) and the board suggested that Ms. Howard work with Mr. D' Alessandro to create a mockup of a graphic displaying data, and present to the board at its next meeting.

Discussion followed of how to properly portray rate comparisons of other utility providers in the area. Information discussed will be available in the upcoming update as well as in the quarterly utility bill inserts.

Motion made by Paul Conway to approve updates in the Educational Campaign Plan; seconded by Alison Yurko. Motion carried unanimously with a 7-0 vote.

Mr. Guitton expressed concern about presenting a consistent message to customers when presented with questions in a social environment. Ms. Howard agreed to distribute helpful links to the board as talking point suggestions.

The board continued a discussion about bulk power, fuel charges, and billing statements. Some of the changes to the billing statements include added graphics of water and electricity usage, and detailed breakdowns of cost; rate per Kilowatt to be included.

5) Non-Action Items

a. SAIDI – Data Available & How to Communicate – Justin Isler

Mr. Isler gave an update on SAIDI and presented benefits of undergrounding versus overhead lines and historical data of outages. He responded to questions and said that underground outages take longer to repair than those overhead. At the request of the board, Mr. Isler agreed to put together a year-to-date report of outages to accompany the rolling monthly report.

The discussion continued as Mr. D'Alessandro explained the technicalities behind power outages and complications during Hurricane Ian. Mr. D'Alessandro noted that frequency of underground outages is significantly less on average than overhead, however, length of repairs takes longer.

Discussion continued about Hurricane Ian and its implications on power outages. Ms. Yurko requested clarification regarding percentages of underground vs. overhead customers who lost power during the hurricane. Mr. D' Alessandro discussed the decision to lift switch gears for future flood events.

Michael Poole left the meeting at 1:06 p.m.

b. Financial report for the fiscal year ended September 30, 2022

Director of Finance Wes Hamil presented preliminary financial reports for fiscal year 2022. Water and Wastewater Revenues and expenses were both within budget. Electric Operations revenues indicated actual revenues for non-fuel to be a bit ahead of budgeted revenues, while actual revenues for fuel were more than

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double the budgeted. Electric Services Fund Operating expenses showed non-fuel expenses were greater than budgeted expenses as a result of the refunds given to individuals who paid the undergrounding service fee while crews were in their area.

Number of Days Working Capital indicated a decrease in Water and Wastewater due to negative market adjustments in the city's investment portfolio. A discussion followed about fuel rates and corresponding adjustments based on cost. Ms. Lindsey commented on fuel charge transparency with customers, as well as inconsistencies in billing.

Alison Yurko left the meeting at 1:18 p.m.

Ms. Dipboye asked about disconnects. Staff advised that there were no disconnects while the City is in transition to the new billing system.

6) Staff Updates

a. Electric Utility - Dan D'Alessandro

Mr. D' Alessandro gave a brief update on power outages and various factors contributing to restoration to customers after Hurricane Ian and gave an update on solar awning. Additional discussion was held about the availability of equipment to make repairs, specifically transformers and meters.

b. Water & Wastewater Utility - David Zusi

Mr. Zusi informed the board that an agreement between Altamonte Springs and Winter Park has been signed. Mr. Zusi spoke about Hurricane Ian and noted many overflows of wastewater into lakes and homes as a result of the storm and discussion followed on lake recovery and wastewater in communities. Mr. Zusi advised the board of potential requests for more generators and generator relocation for future natural disasters.

Mr. Conway addressed the collection system and ways in which the city could improve its system to prevent damages caused by natural disasters. Discussion continued regarding lakes and what could have been done during Hurricane Ian to prevent overflows.

Mr. Zusi gave a brief update on septic to sewer conversion issues. It was suggested this be on a future agenda to discuss incentives for connection.

c. Performance Measurement - (attachment only)

7) Board Comments

a. Broadband and Smart City Ad-Hoc Committee Update - Paul Conway

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Mr. Conway gave a brief update on Broadband and Smart City indicating the RFP process was finished in September and the city is now in negotiation with Magellan. The goal is to define a roadmap of Winter Park and discuss building out a fiber network. A brief discussion followed.

8) Upcoming Agenda Items

a. Upcoming Board Items

- Presentation of regular reports as part of staff reports.
- Educational Campaign provided by Ms. Howard for discussion.
- Septic - Sewer Conversion discussion to be held as an action item to reinstate a policy to encourage conversion from septic to sewer.

9) Adjournment

The meeting adjourned at 2:07 p.m.

Minutes approved by the board on

/s/ Tatia Ghviniashvili, Board Coordinator

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Utilities Advisory Board

agenda item

item type Action Items	meeting date December 6, 2022
prepared by David Zusi	approved by
board approval	
strategic objective	

subject
Septic Sewer Conversion - David Zusi

motion / recommendation

background

alternatives / other considerations

fiscal impact

ATTACHMENTS:
Septic to Sewer Draft Strategy.bmp

DZUSI

Hello David,

I appreciated your inviting UAB input for their thoughts to encourage septic conversions. It's a tough road to move forward and as you noted, every new commissioner wants to talk about septic. Opinions varied on how to incent people to PAY to convert to sewer including me. BUT, we do need a strategy that we can refer to when asked about septic conversions.

So my thoughts to better define the strategy is as follows:

Septic to Sewer Conversion Strategy

1. Define characteristics of the service area
2. Identify residential and commercial properties serviced by septic systems today
    a. Total units within city boundaries
        i. Sewer connections are available (WOULD BE GOOD TO (the LIST
        ii. Sewer connections that would need new sewer investments
    b. Total units outside city boundaries
        i. Connections available (LIST)
        ii. New connections needed
3. Strategies to address city-specific opportunities
    a. Sewer connections available –
        i. establish fee and financing incentives to encourage conversions
            1. You might think about financing attached to the property so that its not limited to current owners and possibly stretch for 10 years
            2. If we split the costs, when would break-even occur for us as we enjoy new revenue?
        ii. Implement contact (marketing?) programs to raise awareness
            1. Publish on website
            2. Mailers
            3. .... (be sure to prepare call center script and supporting information to assure first call resolution.
    b. Connections not available
        i. Organize septic areas into groups ranked by cost to implement
        ii. Initiate ongoing grant writing programs to address specific group(s) that would likely adopt the conversion strategy
        iii. As grant money is achieved, implement sewer services
4. Strategies to address septic conversions outside the city boundaries
    a. Assume you might follow same path.

Program Goals

5. My guess is goals for 2030 might be modest, but would defer to you for best forecast.

Utilities Advisory Board

agenda item

item type Staff Updates	meeting date December 6, 2022
prepared by Pamela Bracko	approved by
board approval	
strategic objective	

subject

Electric Utility - Dan D'Alessandro

motion / recommendation

background

alternatives / other considerations

fiscal impact

ATTACHMENTS:

Oct22 Electric Utility.pdf

Monthly Electric Utility Update 11/07/22

Miles of Undergrounding performed

- Project J: 2.72 miles (45% complete)
- Project L: 9.57 miles (68.5% complete)
- Project Q: 5.78 miles (100% complete)
- Project R: 4.31 miles (37.8% complete) Commission approved advancement.
- Residential Service Conversions (RSC) this month: 36
- RSC YTD: 36
- RSC LTD (beginning FY22): 107

TOTAL so far for FY 2023 – .3 miles

2022 total miles 7.24

Total Project Review

- Total Citywide Project Miles- 127.5
- Total Miles Completed- 93.14
- Percentage Completed- 73.1%
- Total miles remaining- 34.36

OH/UG Budget update

2023 Undergrounding budget = 7.4M

- FYTD = 306K
- 2022 YE = 5M

Notes of Interest

- Our solar awning is up and the panels are installed. Gutters need to be completed. We are completing final walk through on 11/8. Project basically complete.

Issues/Concerns

- Materials have gone up exponentially and the lead-times are extending.
    - Transformers are 12 – 18 months out for lead times. We have enough in stock for reliability purposes and handled the needs from Ian. We have very limited materials for new construction. As planned we will divert crew efforts toward service conversions to insure we continue to move forward.

2023 Goals

- Zero personal injuries within work group
- Zero controllable vehicle accidents within work group
- Mileage goal undetermined due to supply issues
- Identify and complete areas with poor reliability for targeted undergrounding advancement (stretch goal of 2 miles
- We will utilize targeted overtime with Heart crews to accomplish the additional 2 mile stretch goal

- ➢ Green indicates goal has been met
- ➢ Red indicates goal will not be met
- ➢ Orange indicates still underway

Utilities Advisory Board

agenda item

item type Staff Updates	meeting date December 6, 2022
prepared by David Zusi	approved by
board approval	
strategic objective	

subject

Water & Wastewater Utility - David Zusi

motion / recommendation

background

alternatives / other considerations

fiscal impact

Utilities Advisory Board

agenda item

item type Staff Updates	meeting date December 6, 2022
prepared by Jennifer Guittard	approved by
board approval	
strategic objective	

subject
Performance Measurement - (attachment only)

motion / recommendation

background

alternatives / other considerations

fiscal impact

ATTACHMENTS:
Utility PM Nov2022.pdf

Utility Monthly Performance Measurements

The Utility Advisory Board identified performance measurements for the Electric and Water Utilities. These are activity and profitability measures used as management tools to set baseline performance measures to be reviewed monthly to implement strategies for improved performance on those baselines. This report organizes the performance measurements by service type.

Both

Service Type	Measure	Goal	July	Aug	Sept	On Target
Customer Service	Total calls to customer service queue:		6,305	17,027	12,494	
	Customer hangup without selecting a queue		2,011	4,980	3,045	
	Turn on/off service		1,037	1,377	981	
	Billing info		1,719	5,713	4,053	
	Pay utility bill		593	3,736	1,954	
	Paymentus information				677	
	Report power outage		563	635	1,377	
	System error and flow disconnect		235	379	218	
	Demolition		18	55	33	
	Commercial garbage		58	68	49	
	Transfer to water and wastewater		71	84	102	
	Average wait time for customers selecting a queue		5m 3s	23m36s	13m17s	
	Abandoned call % for customers selecting a queue		12%	23%	23%	
	Number of disconnects for non-pay		0	0	0	
Financial	Accounts receivable/billed revenue – FYTD	<8%	9.63%	•13.58%	•13.58%	Below Goal
	Average cost of purchased power per kWh - FYTD	<$0.05	$0.0683	•$0.0715	•$0.0715	Below Goal
	Average cost of purchased power per kWh – FYTD – Fuel		$0.0482	•$0.0517	•$0.0517	
	Average cost of purchased power per kWh – FYTD – Non-Fuel	<$0.03	$0.0201	•$0.0198	•$0.0198	
	Average revenue per kWh – FYTD	>$0.10	$0.1305	•$0.1369	•$0.1369	Met Goal
	Bad debt expense/billed revenue – FYTD	<0.25%	0.27%	•0.22%	•0.22%	Met Goal
	Debt service coverage ratios - W&S - FYTD	>1.5	2.46	•2.31	•2.31	Met Goal
	Debt service coverage ratios - Electric - FYTD	>1.5	3.38	•3.89	•3.89	Met Goal
	Percentage of utility accounts receivable over 60 days outstanding		2.11%	•11.47%	•11.47%	
	Utility accounts receivable over 60 days outstanding		$222,216	•$1,741,650	•$1,741,650	

• Due to August billing cycles not being completed until September, these stats reflect September data. All billing cycles were on schedule by the end of September. The City went live with Tyler utility billing application August 1.

Electric Utility

Service Type	Measure	Goal	July	Aug	Sept	On Target
Efficiency	Rate Comparison to Duke	<100%	87.4%	89.5%	90.9%	Met Goal
	Rate Comparison to State Avg	<105%	105.5%	107.0%	107.4%	Near Goal
Financial	Rolling 12 month kWh	418 (FY22)	426,792,964	427,942,861	427,942,861	Met Goal
Operational	Heart of Florida United Way Emergency Utility Assistance Program: Assistance provided to customers		$2,147	$6,583	$2,890	
	Heart of Florida United Way Emergency Utility Assistance Program: Available balance		$61,688	$55,105	$52,215	
	Heart of Florida United Way Emergency Utility Assistance Program: Number of customers approved for assistance		7	15	9	
	Underground System Complete (%)		72.30%	72.80%	72.80%	
Reliability	CAIDI		78.18	79.18	85.68	
	L-Bar		102.9	119.7	130.2	
	L-Bar Rank to Peers (12 mo rolling)	Top 5	15th/21	13th/19	11th/15	Below Goal
	Outage Occurrences		19	25	20	
	SAIDI		12.5	6.5	7.9	
	SAIDI Rank to Peers (12 mo rolling)	Top 5	8th/21	6th/19	6th/15	Near Goal
	SAIDI Sum	< 19 Annually	45.30	50.80	57.90	Below Goal

Water Sewer Utility

Service Type	Measure	Goal	July	Aug	Sept	On Target
Environment	Count of Rebates Processed		1	3	2	
	Total MWh generated from Aloma solar system	>15 MWh	17.52	15.62	12.53	Near Goal
Operational	Average % Water meters reporting	>98.5%	97.53%	94.29%	97.96%	Near Goal
	Count of Wastewater Incidents	0	1	1	12	Below Goal
	Wastewater Incident Overflow in 1,000s Gallons	0	0.3	0.3	1850	Below Goal
	Water pumped compared to CUP allocation	<12.4 mgd	10.29	10.54	9.68	Met Goal

**FMPA and FMEA data often lag 1or2 months. *Water meter data unavailable May and June during system reporting update.*

Index Key- the monthly data text is colored green when the change from the previous month is an improvement, and red when it is not. The On Target column is highlighted comparing the most recent monthly data to the Goal: Red if below, Yellow if Near, Green if Above.

Utilities Advisory Board

agenda item

item type Staff Updates	meeting date December 6, 2022
prepared by Clarissa Howard	approved by
board approval	
strategic objective	

subject

Educational Campaign - Clarissa Howard

motion / recommendation

Discussion

background

alternatives / other considerations

fiscal impact

ATTACHMENTS:

8.5x11utility-2022-december bill insert NEW.pdf

ATTACHMENTS:

Update-2022-12-2023-02 EUarticle.pdf

info & updates

December utility bill insert

FDOT's RE-Focus on Safety

zero. That is the only acceptable number when it comes to fatalities and serious injuries on our roadways. The Florida Department of Transportation (FDOT) has adopted Target Zero to reduce fatalities and serious injuries to zero. They will accomplish this through infrastructure improvements and by influencing behavior through campaigns and outreach efforts. FDOT is partnering with cities, counties and others in central Florida to make sure everyone gets home every night.

you can make a difference. Did you know…in most crashes, behavior is a contributing factor – behaviors such as speeding, driving drowsy, using a cellphone, aggressive driving, and driving under the influence? The only thing a driver should be doing while driving, is driving…responsibly. As drivers, our actions could save not only our life but the lives of those around us.

Getting to zero is going to be a challenge – please do your part to help FDOT get there. We truly want everyone to get home safely every night. **Stay safe, Winter Park.**

please **note**

monday JAN 02 & **monday JAN 16**

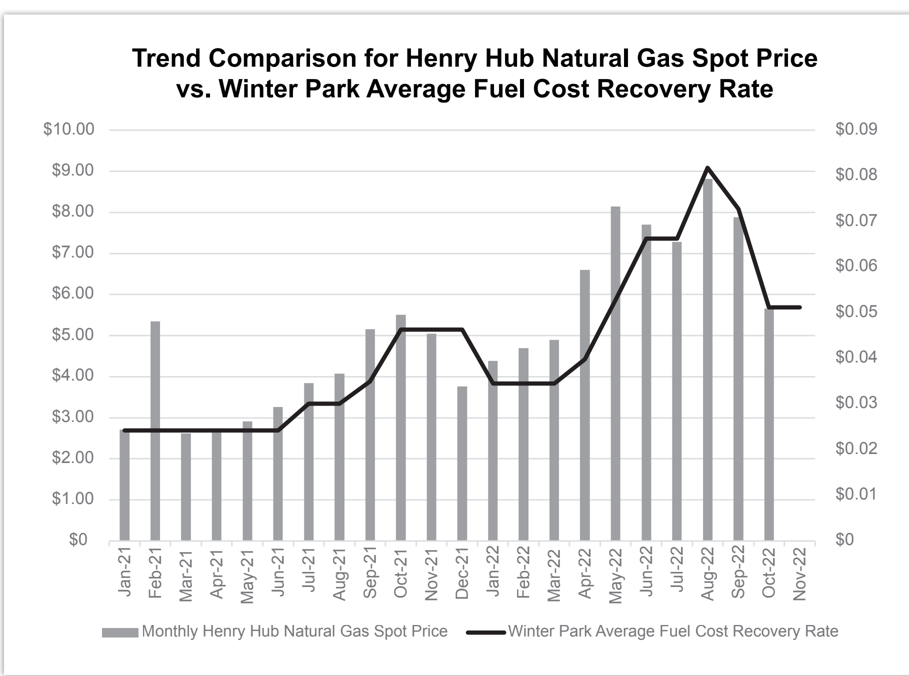
City Hall CLOSED

in observance of **New Year's Day**
& **Martin Luther King, Jr. Day**

Watts the status?

This past summer, the extreme heat plus the rising price of fuel, particularly natural gas, has caused very high utility bills for our customers. The chart below shows how Winter Park's average fuel cost recovery rate trends with The Henry Hub* Natural Gas Spot Price.

You'll also see a trending decline in fuel costs to include a recent reduction that became effective November 1, 2022. At that time, the city reduced its average fuel cost recovery rate from $72.73 per MWh to $51.14 based on current and forecasted fuel costs. This decrease will reduce the total electric charges for a residential customer using 1,000 kWh by 12.64% or $22.07.



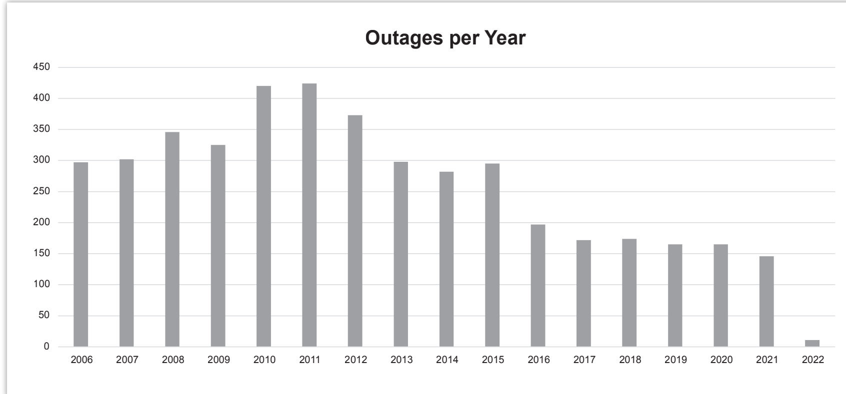
*In 1989 The Henry Hub became the official pricing point and delivery mechanism for the natural gas futures contracts traded on the New York Mercantile Exchange (NYMEX).

continued »

for updates on upcoming things to enjoy, please access **cityofwinterpark.org/events**

The Hub provides access to more than a dozen interstate and intrastate pipeline interconnects (i.e., Texas Gas, Columbia Gulf, Bridgeline Holdings, Trunkline, Sea Robin, and Gulf South). You will notice by the orange line that the city worked hard to try and adjust our fuel rates in accordance with the market price as defined by The Hub.

The chart to the right shows the number of outages the city has experienced since 2006. You'll see a decreasing trend as more of the city's overhead lines are undergrounded. A schedule of undergrounding projects can be found at **cityofwinterpark.org/undergrounding**.



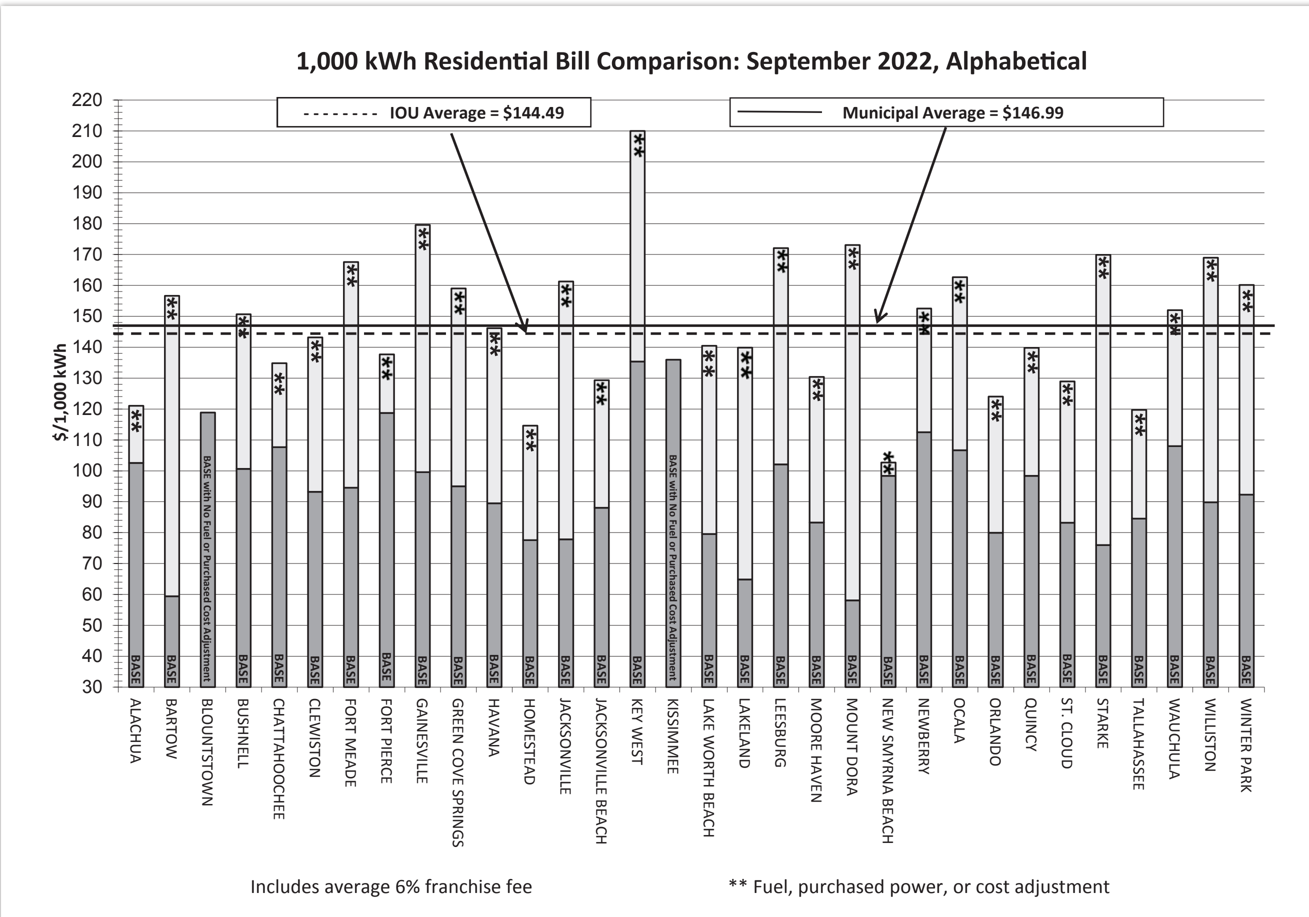


chart source: flpublicpower.com/electric-bill-comparisons

The final chart shows you how Winter Park's electric bill rates compare with other municipalities. The reason why the city's rates are slightly higher than average is due to the increased fuel charge in the market. This is a global issue. Most of the city's peer utilities will be increasing their rates in 2023, as they were not as proactive in their fuel cost recovery and subsequently have grossly under collected.

election info 2023

Commission Seat 1 & Seat 2

qualifying* » begins Tuesday 01.17.23 @ noon & ends Tuesday 01.24.23 @ noon

*At time of qualifying, candidates must be a qualified elector and reside within Winter Park city limits. To obtain a candidate package, please contact the City Clerk's office via the email or phone number below.

general election » Tuesday 03.14.23 | **run-off election** [if necessary] » Tuesday 04.11.23

more info » cityofwinterpark.org/elections | cityclerk@cityofwinterpark.org | 407-599-3277

Watts the status?

This past summer, the extreme heat plus the rising price of fuel, particularly natural gas, has caused very high utility bills for our customers. Below is a chart that shows how Winter Park's average fuel cost recovery rate trends with The Henry Hub* Natural Gas Spot Price.

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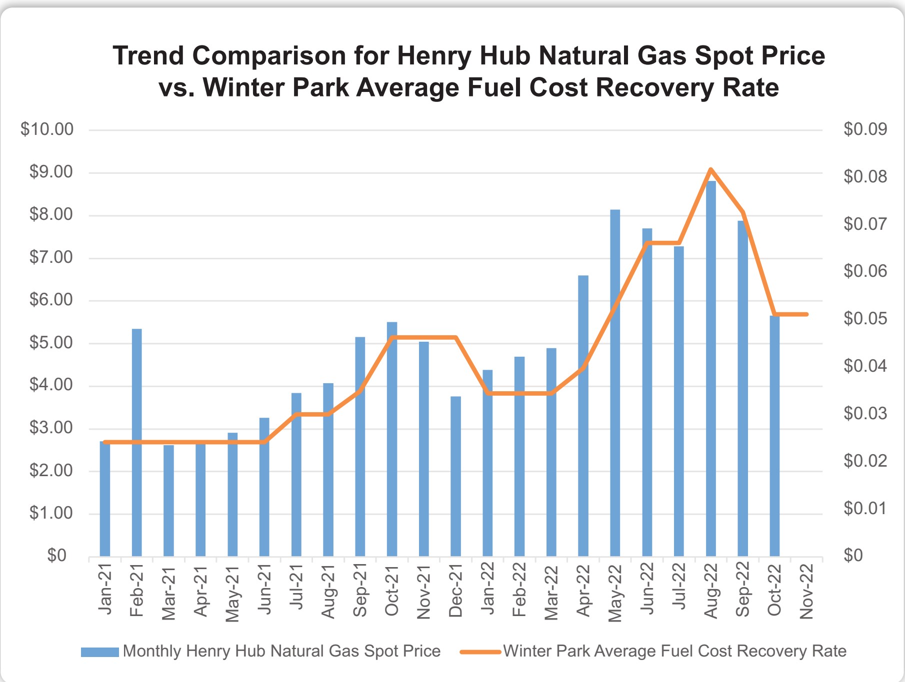

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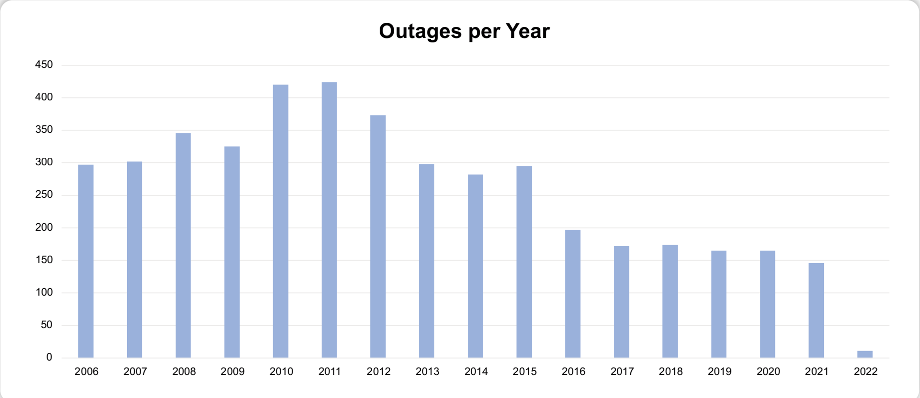
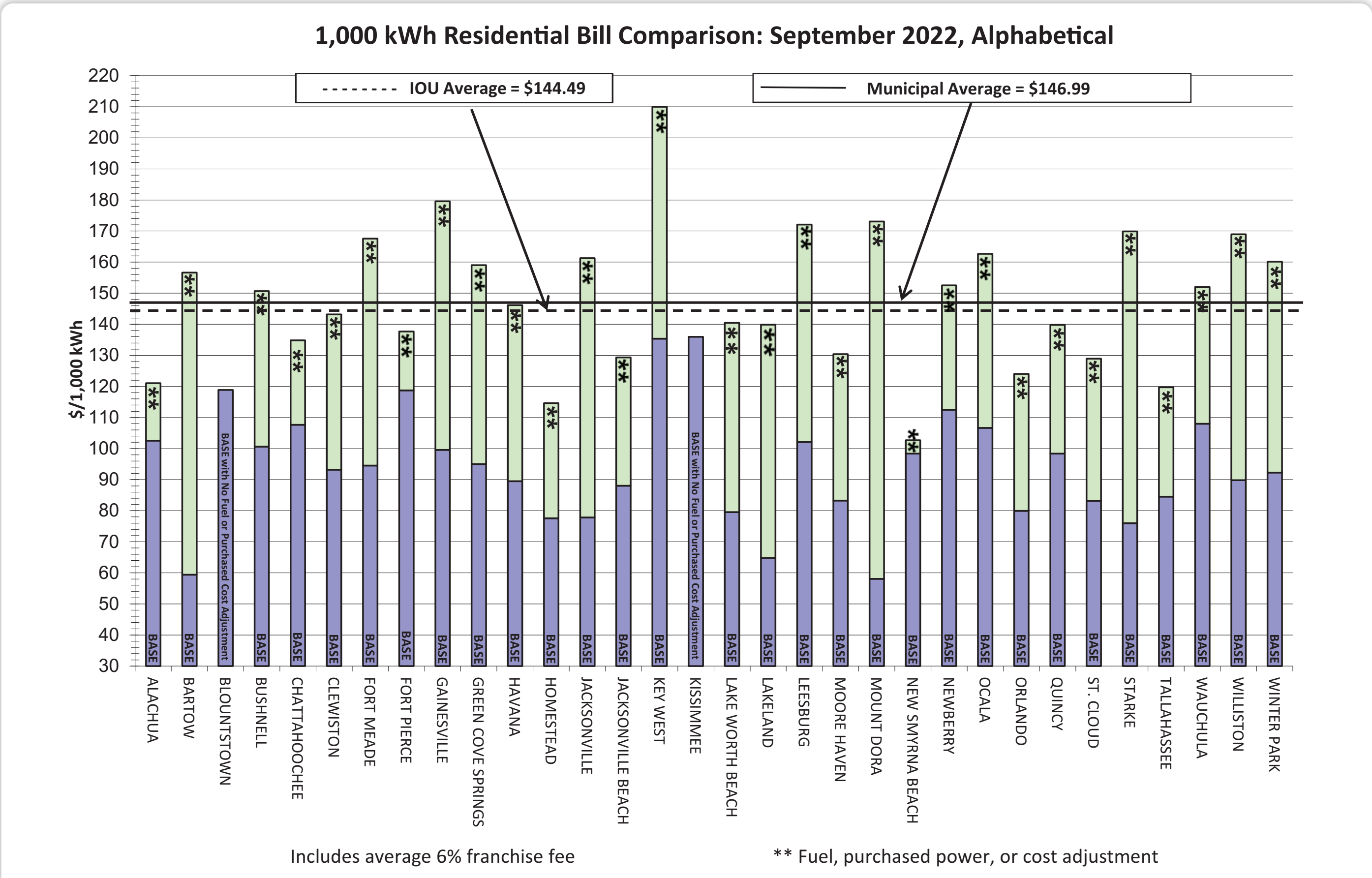


The chart above shows the number of outages the city has experienced since 2006. You'll see a decreasing trend as more of the city's overhead lines are undergrounded. A schedule of undergrounding projects can be found at **cityofwinterpark.org/undergrounding**.



This final chart shows you how Winter Park's electric bill rates compare with other municipalities. The reason why the city's rates are slightly higher than average is due to the increased fuel charge in the market. This is a global issue. Most of the city's peer utilities will be increasing their rates in 2023, as they were not as proactive in their fuel cost recovery and subsequently have grossly under collected. chart source: flpublicpower.com/electric-bill-comparisons

celebrating the holidays

Hear ye! Hear ye!

Join us for a wonderful holiday season!

Christmas in the Park
December 1 @ 6:15 p.m.
throughout Central Park

Winter on the Avenue
December 2 @ 5-9 p.m.
Holiday Tree Lighting @ **sunset**
Popcorn Flicks in the Park @ **7 p.m.**
Central Park & Park Avenue

Leadership Winter Park Pancake Breakfast
December 3 @ 7-10 a.m.
Central Park Main Stage

Ye Olde Hometown Christmas Parade
December 3 @ 9 a.m.
Park & New England avenues [adjusted route]

Holiday Pops featuring Orlando Philharmonic Orchestra
December 4 @ 5 p.m.
Central Park Main Stage

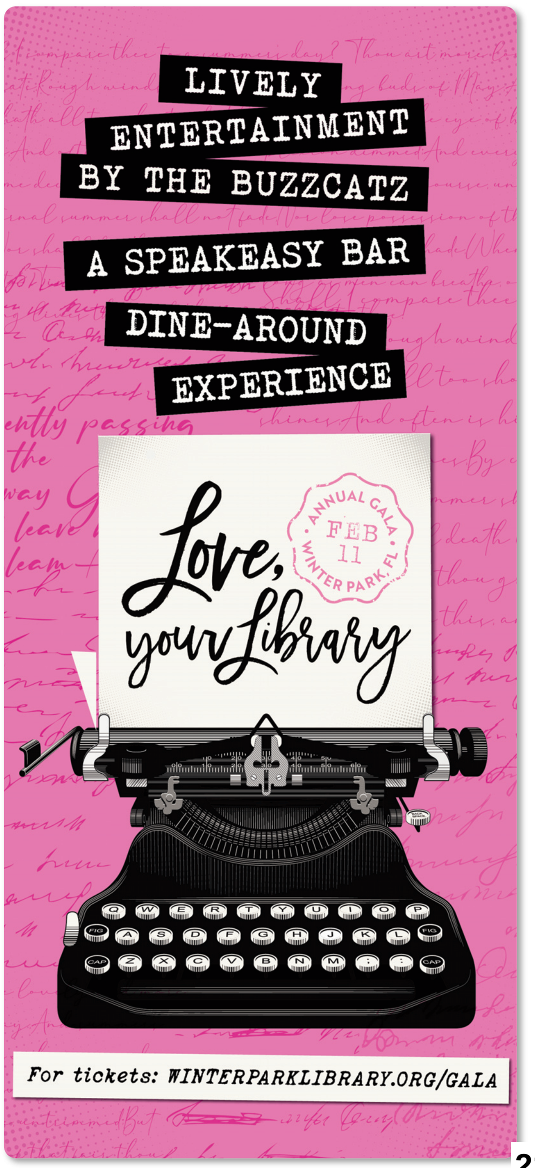
Winter Park Holiday Boat Parade
December 10 @ 6 p.m.
Lake Virginia floating by Dinky Dock Park

Merry Tuba Christmas [9 a.m. registration]
December 17 @ 1 p.m. [performance]
Central Park Main Stage

Chanukah on the Park
December 18 @ 5 p.m.
Central Park

CHEEZ-IT® Bowl Parade of Bands
December 29 @ 11 a.m.
Along Park Avenue & in Central Park

access complete details for these festivities & more at
cityofwinterpark.org/holiday-events



Utilities Advisory Board

agenda item

item type Upcoming Agenda Items	meeting date December 6, 2022
prepared by Daniel Dalessandro	approved by
board approval	
strategic objective	

subject
Electric Strategic Plan - Dan D'Alessandro & David Zusi

motion / recommendation

background

alternatives / other considerations

fiscal impact