



Utilities Advisory Board Regular Meeting

Agenda

January 28, 2025 @ 12:00 PM

City Hall Commission Chambers
401 S. Park Avenue

welcome

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please note

Times are projected and subject to change.

-
- 1. Call to Order**
 - 2. Consent Agenda**
 - a. Approve the minutes of December 17, 2024 1 Minute
 - 3. Public Comments (for items not on the agenda): Three minutes allowed for each speaker**
 - 4. Action Items**
 - 5. Non-Action Items**
 - a. Electric Utility Strategic Planning Workshop - Jamie England 60 Minutes
 - b. Water & Wastewater Update for Strategic Plan - David Zusi 30 Minutes
 - 6. Staff Updates**
 - a. Electric Utility - Jamie England 10 Minutes
 - b. Water & Wastewater Utility – David Zusi
 - c. Performance Measurement – Wes Hamil
 - d. Communication – Clarissa Howard 5 Minutes
 - 7. Board Comments**
 - 8. Upcoming Agenda Items**
 - 9. Adjournment**



Utilities Advisory Board

agenda item 2.a

item type

Consent Agenda

meeting date

January 28, 2025

prepared by**approved by****subject**

Approve the minutes of December 17, 2024

motion | recommendation**background****alternatives | other considerations****fiscal impact****attachments**

1. UAB-mins-2024-12-17 DRAFT



Utilities Advisory Board Regular Meeting Minutes

December 17, 2024 at 8:00 AM

City Hall Commission Chambers
401 S. Park Avenue

Present

Alison Yurko (Virtual), Michael Poole, Paul Conway, Paul W. Smith Jr., Kathryn Sutton, Leon Huffman

Absent

Mary Dipboye

Staff Present

Director of Water and Wastewater Utilities David Zusi, Deputy Director of Water and Wastewater Utilities Jason Riegler Director of Electric Utility Jamie England, Director of Finance Wes Hamil, Electric Utility Operations Manager Miguel Cruz, Electric Utility Engineer Manager Mourad Belfakih, Integrated Resources Program Manager Lisa Vedder (Virtual), Administrative Coordinators Pamela Bracko and Madison Smith

1. Call to Order

Mr. Poole called the meeting to order at 8:01 a.m.

2. Consent Agenda

- a. Approve the minutes of October 22, 2024

Motion made by Mr. Conway to approve the minutes, seconded by Ms. Sutton. Motion carried unanimously with a 6-0 vote.

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

4. Action Items

5. Non-Action Items

- a. Water & Wastewater Strategic Plan - Dave Zusi

Mr. Zusi introduced Raftelis Consulting representative Catherine Carter who coordinated the strategic plan for Water & Wastewater Utilities. This is sort of the final draft that we want to run by this group before we finalize the document. Board member, Mr. Conway had an integral part in the development along with the rest of the board, staff and city employees. Ms. Carter shared her screen presenting an agenda of the 2024 Water & Wastewater Utilities Strategic Plan. The following items were listed and discussed:

1. Strategic Plan Overview: This plan addresses three key questions: What do we know to be true today? What do we hope will be true in the future? How do we get there?
2. Strategic Planning Process and Timeline:

- Kick-off (July/Summer): Conduct interviews with the management team and the city, along with three employee groups.
- Fall: Hold a Management Team Foundation Session, along with a UAB check-in, and an implementation planning session for the management team.
- November/December: Develop the Strategic Plan document and present it to the UAB.

3. Department Operating Context: We discussed what we know to be true today about the department, the community and service population, and the utility industry based on input from stakeholders.

4. Vision, Mission, Values: This is the strategic framework. The vision statement is already in place; the mission statement has been revised, and the values have been aligned with the city's core values.

5. Priorities, Strategies, and Key Performance Indicators: With input from the UAB, we developed seven priorities: workforce development, water resources, customer relationships, communication and outreach, operational optimization, resilient infrastructure, and responsible budgeting and finance. For each priority, we have identified a series of 3 to 5 strategies and related measures.

Discussion:

Mr. Huffman corrected that the service area covers 23 square miles. Ms. Sutton suggested that with the 3 to 5-Year strategy, the planning out of the sequencing of those strategies and action items will be important. She asked if there are indications in the strategic framework regarding timelines. Ms. Carter explained the timeline piece of the sequencing was not part of the original scope. Mr. Zusi may have ideas about working with the management team to do sequencing and prioritization of initial activities.

Mr Zusi stated Jason Riegler will bring a fresh perspective, and also give real assistance in putting some of the sequences together. Staff can either work with Catherine or take her document, develop additional schedules, and add to it.

Ms Yurko suggested looking into AI, at how it might streamline operations. Mr. Zusi advised the city has been looking at AI, discussing where the opportunities may exist to help streamline operations, but we're not actively using it at this point.

The next step, is to finalize the document and present it to the Commission as the Water and Wastewater Utilities strategic plan. Mr. Poole suggested a commission workshop to discuss the strategic plan.

b. Electric Utility Ranking Survey - Mark McCain

Mark McCain Executive Consultant/ Strategic Planning Hometown Connections Inc. was welcomed back to present the results of the pre-workshop survey report. The following points were made and discussed:

Defining Planning Terms:

- mission
- vision
- Goals-
- strategies
- action plans

A 3-5 year plan was requested in the request for proposal (RFP).

Overview of the Planning Process:

- brainstorm
- rank
- A shortlist of strategies will be presented at the February UAB meeting
- decide

Pre-Workshop Survey Objectives:

1. To obtain feedback on Mission and ask about a Vision
2. To rank potential Goals and seek additional suggestions
3. To rank potential Strategies and seek additional suggestions
4. To obtain feedback on expectations for the planning meeting
5. To obtain any other comments associated with the planning process

The survey was launched online on November 5, 2024 and closed to responses on November 19, 2024.

Sixty-six percent agreed with the mission statement, 14% somewhat agreed 10% neither agreed nor disagreed. The recommendation from the board is to refine it and shorten the mission statement. Alternative mission statements will be proposed to the board in February. Electric utility does not currently have a Vision statement. Fifty-two percent said it would be good to have a vision statement, 28% neither agreed nor disagreed and 19% somewhat disagreed. Staff will work on a vision statement and propose it to the board in February.

Mr. McCain reviewed each of the following Ranking Potential Goals and discussed the strategies associated with each: Reliability, Power Supply, Renewables, Customer Service, Finance, Workforce

The UAB and staff concur with the top three priorities and top supported strategies:

Reliability - Outage Management System (OMS) and Maintenance

Power Supply - Cost-Effective Power, Supplier Diversity and Resource Flexibility

Customer Service - Outage Communication, Website/Portal, Call Center and Customer Engagement.

Discussion followed on renewables, power supply, workforce and job descriptions. It was suggested to note that the renewables strategy is the city's internal operations goal.

The last set of questions in the survey had the objective of reviewing the utility's mission and vision, establishing long-range goals, and identifying strategies to achieve goals. The workshop was not intended to develop action plans to implement strategies. A slide was shown that explained the difference between action plans and strategies.

After approval of the goals and strategies by UAB and the City Commission, the next phase will be implementation. Presented to the board were the three main aspects of implementation; implement the plan, communicate the plan and monitor and evaluate. The next step is meeting with the utility staff to discuss shortlisting the six goals and 26 strategies, along with defining the vision and mission to present to UAB at the February 2025 meeting.

c. Year-End Financial Report - Wes Hamil

With the time constraints, Mr. Hamil advised the financial year-end report was included in the agenda packet.

d. Decorative Lighting - Mourad Belfakih

Mr. Belfakih presented an update on the decorative lights and proposed the estimated cost of \$10M. He suggested to start installation with the utility customers who bill for decorative street lights. Mr. England inquired if the board desired to pursue the decorative lighting initiative after the undergrounding project. The decorative lighting initiative will be an ongoing discussion on the agenda.

6. Staff Updates

Board members were advised to email staff with any questions on updates.

- a. Electric Utility - Jamie England
- b. Water & Wastewater Utility – David Zusi
Performance Measurement – Wes Hamil
Educational Campaign – Clarissa Howard

7. Board Comments

Board Chair Mr. Poole advised he will be absent for the January meeting. Board will discuss the strategic reports at the January meeting. The February and March meetings will wrap up discussions including bulk power and renewables. Ms. Bracko introduced her replacement Madison Smith.

8. Upcoming Agenda Items

9. Adjournment

The meeting adjourned at 10:05 a.m.

Approved by the board on
/s/ Bahiyyah Layton, Board Coordinator



Utilities Advisory Board

agenda item 5.a

item type

Non-Action Items

meeting date

January 28, 2025

prepared by

Jamie England, Director of Electric Utility

approved by**subject**

Electric Utility Strategic Planning Workshop - Jamie England

motion | recommendation**background**

Electric Utility Strategic Plan

alternatives | other considerations**fiscal impact****attachments**

1. Strategic Planning Workshop - Winter Park Electric Utility 1-21-25

Strategic Planning Workshop

Electric Utility Strategic Plan

City of Winter Park
Utilities Advisory Board
January 28, 2025



Defining Planning Terms

Term	Definition
Mission	A statement of the overall purpose of an organization. It describes what the organization does, for whom it does it, and what are the benefit.
Vision	Image of the future an organization seeks to create. If successful at achieving the Mission, this is what the future looks like.
Goals	Broad, long-term aims that define accomplishment of the Mission. Goals can be external or internal.
Strategies	Broad activities required to achieve a Goal.
Action Plans	Specific steps to be taken, by whom and by when, to implement a Strategy.

Overview of Planning Process



Shorten the Mission Statement

Existing: We will provide electric service with top-tier customer service, superior reliability in a fiscally prudent manner while operating with a low physical and aesthetic impact on the environment along with competitive rates.

Recommended: Delivering reliable, affordable, and environmentally responsible electric service with exceptional customer care.

Creating a Vision Statement

- Directors discussed creating a vision for Electric Utility
- Consensus was Departments could have a mission, but Departments should all fall under one vision, that being the City's vision

City's Vision: Winter Park is the city of arts and culture, cherishing its traditional scale and charm while building a healthy and sustainable future for all generations.

Pre-workshop Ranking

Ranking Six Potential Goals

Goals	UAB	Staff Avg.	Total Avg.
Reliability: Improve system-wide reliability through continued undergrounding of facilities and proactive investments in the system's infrastructure, enhancing performance.	5.5	5.7	5.7
Power Supply: Secure reliable bulk power agreements that provide competitive rates and align with the utility's renewable targets.	3.5	4.1	4.0
Renewables: Support the city's long-term renewable targets of 80% renewables by 2035 and 100% by 2050 by implementing the renewable initiative roadmap in a fiscally prudent manner.	3.3	1.6	1.9
Customer Service: Deliver top-tier customer service by enhancing communication channels and improving customer access to real-time information.	3.8	3.6	3.7
Finance: Maintain financial health and competitive rates through strategic resource management and operational efficiency.	2.8	2.9	2.9
Workforce: Foster a skilled, empowered workforce with training and development programs plus competitive compensation.	2.3	3.2	3.0

Five Recommended Goals

Goals	
A	Reliability: Improve system-wide reliability through continued undergrounding of facilities and proactive investments in the system's infrastructure, enhancing performance.
B	Power Supply: Secure reliable bulk power agreements that provide competitive rates and align with the city's renewable targets of 80% renewables by 2035 and 100% by 2050.
C	Customer Service: Deliver exceptional customer service by enhancing communication channels and improving customer access to real-time information.
D	Renewables: Implement the renewable initiative roadmap in a fiscally prudent manner.
E	Organizational Resources: Continuously improve human, financial, and technological resources to sustain and grow the utility.

Reliability

Jamie England
Miguel Cruz



Pre-workshop Rankings

Reliability Strategies Ranked

Strategies	UAB	Staff Avg.	Total Avg.
1. Undergrounding: Continue to prioritize the undergrounding of distribution power lines to improve system resilience.	1.0	3.3	3.1
2. OMS: Initiate the procurement of an Outage Management System (OMS) implementing smart technologies to detect and resolve potential reliability issues quickly. (resource required: ~\$300,000)	4.0	2.7	2.8
3. Maintenance: Develop a proactive maintenance program to address critical infrastructure issues before they result in equipment failures.	3.0	2.2	2.3
4. Cybersecurity: Collaborate with industry associations or experts to audit the utility's cyber and physical security and develop enhancement plans.	2.0	1.8	1.8

10 respondents answered the question, and 11 skipped the question. The three highest ranked strategies highlighted in shades of green.

Shortlist Recommendations

Reliability Strategies

Reliability: Improve system-wide reliability through continued undergrounding of facilities and proactive investments in the system's infrastructure, enhancing performance.

Undergrounding: Continue to prioritize the undergrounding of distribution power lines to improve system resilience.

OMS: ~~Initiate the procurement of~~ **Procure** an Outage Management System (OMS) ~~implementing~~ utilizing smart technologies to support effective customer outage response ~~detect and resolve potential reliability issues quickly. (resource required: ~\$300,000)~~

Maintenance: Enhance the current ~~Develop a proactive maintenance program to address~~ improving critical equipment performance and resilience ~~infrastructure issues before they result in equipment failures.~~

Cybersecurity: ~~Collaborate with industry associations or experts to audit the utility's cyber and physical security and develop enhancement plans.~~

Recommended Strategies

Reliability

A	Reliability: Improve system-wide reliability through continued undergrounding of facilities and proactive investments in the system's infrastructure, enhancing performance.
1	Undergrounding: Continue to prioritize the undergrounding of distribution power lines to improve system resilience.
2	OMS: Procure an Outage Management System (OMS) utilizing smart technologies to support effective customer outage response.
3	Maintenance: Enhance the current maintenance program, improving critical equipment performance and resilience.

Power Supply

Lisa Vedder

Jamie England



Pre-workshop Rankings

Power Supply Strategies

Suggested Options for Strategies	UAB	Staff Avg.	Total Avg.
1. Cost-Effective Power: Negotiate favorable long-term bulk power agreements securing reliable power at a reasonable cost in advance of contract expiration.	3.0	2.8	2.8
2. Supplier Diversity: Diversify power suppliers to reduce dependency on a single source.	2.0	1.9	1.9
3. Resource Flexibility: Maintain flexibility in energy resource by avoiding power supply contracts that might lock the utility into unfavorable conditions.	1.0	1.3	1.3

10 respondents answered the question, and 11 skipped the question. The three highest ranked strategies highlighted in shades of green.

Shortlist Recommendations

Power Supply Strategies

Power Supply: Secure reliable bulk power agreements that provide competitive rates and align with the city's utility's renewable targets of 80% renewables by 2035 and 100% by 2050.

~~Cost-Effective~~ **Affordable** Power: Pursue a diverse ~~Negotiate favorable long-term bulk power portfolio that agreements securing reliable power at competitive, market-based rates and aligns with renewable targets a reasonable cost in advance of contract expiration.~~

Utility Scale Solar & Firming Resources: Pursue opportunities for cost-effective bulk renewable power, firming resources, and storage that aligns with renewable targets.

~~Supplier Diversity:~~ ~~Diversify power suppliers to reduce dependency on a single source.~~

~~Resource Flexibility:~~ ~~Maintain flexibility in energy resource by avoiding power supply contracts that might lock the utility into unfavorable conditions.~~

Recommended Strategies

Power Supply

B	Power Supply: Secure reliable bulk power agreements that provide competitive rates and align with the city's renewable targets of 80% renewables by 2035 and 100% by 2050.
1	Affordable Power: Pursue a diverse portfolio that secures reliable power at competitive, market-based rates and aligns with renewable targets.
2	Utility Scale Solar & Firming Resources: Pursue opportunities for cost-effective bulk renewable power, firming resources, and storage that aligns with renewable targets.

Customer Service

Ann Newhouse
Clarissa Howard



Pre-workshop Rankings

Customer Service Strategies

Strategies	UAB	Staff Avg.	Total Avg.
1. Outage Communication: Enable proactive communication that informs/acknowledges customers of outages, estimated restoration times, and possibly grid maintenance schedules.	4.5	5.3	5.1
2. Website/Portal: Enhance the communication value of the existing website and develop a web-based portal or mobile application where customers can monitor energy usage, billing, and outage updates	5.0	4.5	4.6
3. Call Center: Pursue continuous improvement in the call-center experience and evaluate the after-hours and outage service to see what improvements can be made to the customer experience.	4.0	4.1	4.1
4. Customer Engagement: Investigate customer engagement solutions ... by reaching customers at touch points with relevant information to engage, educate and support energy efficiency programs.	4.0	3.4	3.5
5. Contractor Services: Improve customer satisfaction with contractors...	1.5	2.2	2.1
6. Satisfaction Survey: Conduct regular customer surveys	2.0	1.6	1.6

Shortlist Recommendations

Customer Service Strategies

Customer Service: Deliver exceptional ~~top-tier~~ customer service by enhancing communication channels and improving customer access to real-time information.

Outage Communication: Enable proactive communication that informs/acknowledges customers of outages, estimated restoration times, and ~~possibly grid maintenance schedules~~ provides an outage map.

Website/Portal: Enhance the communication value of the existing website and develop a web-based portal or mobile application where customers can monitor energy usage, and billing, ~~and outage updates in real time.~~

Call Center: Continuously enhance ~~Pursue continuous improvement in the call-center experience~~ while and evaluate ing and improving the after-hours and outage service to optimize customer satisfaction ~~see what improvements can be made to the customer experience.~~

Customer Engagement: Investigate customer engagement solutions to improve the communication process by reaching customers through the use of the city's existing communication tools ~~at touch points with relevant information to engage, educate and support~~ electric utility ~~energy efficiency programs.~~

Satisfaction Survey: ~~Conduct regular customer surveys to track service satisfaction levels and identify areas for improvement.~~

Contractor Services: ~~Improve customer satisfaction with contractor work by creating a process to share information and handle matters related to damage or repair.~~

Recommended Strategies

Customer Service

C	Customer Service: Deliver exceptional customer service by enhancing communication channels and improving customer access to real-time information.
1	Outage Communication: Enable proactive communication that informs/acknowledges customers of outages, estimated restoration times, and provides an outage map.
2	Website/Portal: Enhance the communication value of the existing website and develop a web-based portal or mobile application where customers can monitor energy usage and billing.
3	Call Center: Continuously enhance the call-center experience while evaluating and improving after-hours and outage services to optimize customer satisfaction.
4	Customer Engagement: Investigate customer engagement solutions to improve the communication process by reaching customers through the use of the city's existing communication tools with relevant information to engage, educate and support electric utility programs.

Renewables

Lisa Vedder
Gloria Eby



Pre-workshop Rankings

Renewables Strategies

Strategies	UAB	Staff Avg.	Total Avg.
1. Program Development: Gather data to assess and design programs for time-of-use rates, distributed ... resources, and energy efficiency.	3.0	4.3	4.1
2. Utility-Scale Solar: Complete a study of city assets to prioritize which facilities could be included in future plans to add solar and storage, and then look for opportunities to pool the city's requirements with other utilities in renewable and storage projects.	4.0	3.2	3.3
3. Update the Plan: Perform periodic updates of the renewable plan, including resource technology maturity assessments of new and existing technologies, to adapt the utility's renewable plan to evolving technology capabilities and costs.	3.5	3.3	3.3
4. Residential/Commercial Solar: Explore avenues where city guarantees can help customers finance rooftop solar and storage additions, ... track savings and contributions to city's renewable goal.	3.0	2.3	2.4
5. Electric Vehicles: Complete a study to quantify the expected impacts of electric vehicle adoption in Winter Park.	1.5	2.1	2.0

Shortlist Recommendations

Renewables Strategies

Renewables: ~~Support the city's long-term renewable targets of 80% renewables by 2035 and 100% by 2050 by implementing the renewable initiative roadmap in a fiscally prudent manner.~~

Program Development: ~~Gather data to assess and~~ **To support the renewable initiative roadmap, design:** supporting rate mechanisms that maintain revenue adequacy (e.g., rates for Net Energy Metering, Time-of-userates, Private EV Charging Resales, Private EV Charging Retail); and programs for expanding deployment of distributed energy resources, energy efficiency, and EVs based on load forecasts and targeted studies.

Utility-Scale In-City Solar Deployment: ~~Complete a study of city assets to prioritize which facilities could be deployment of included in future plans to add solar and storage at city assets, and establish a financial plan for implementation. and storage, and then look for opportunities to pool the city's requirements with other utilities in renewable ventures. and storage projects. (rate study)~~

Update the Plan: ~~Perform periodic updates of~~ **Periodically adapt** the renewable **initiative roadmap**, including resource technology maturity assessments of new and existing technologies, to adapt the utility's renewable plan to **the** evolving technology capabilities and costs **of evolving technology**.

Residential/Commercial Solar: ~~Explore avenues where city guarantees can help customers finance rooftop solar and storage additions, as well as track savings and contributions to the city's renewable goal.~~

Electric Vehicles: ~~Complete a study to quantify the expected impacts of electric vehicle adoption in Winter Park.~~

Recommended Strategies

Renewables

D	Renewables: Implement the renewable initiative roadmap in a fiscally prudent manner.
1	Program Development: To support the renewable initiative roadmap, design: supporting rate mechanisms that maintain revenue adequacy (e.g., rates for Net Energy Metering, Time-of-use, Private EV Charging Resales, Private EV Charging Retail); and programs for expanding deployment of distributed energy resources, energy efficiency, and EVs based on load forecasts and targeted studies.
2	In-City Solar Development: Complete a study to prioritize deployment of solar and storage at city assets, and establish a financial plan for implementation.
3	Update the Plan: Periodically adapt the renewable initiative roadmap to adapt to the capabilities and costs of evolving technology.

Workforce

Pam Russell

Jamie England

Mo Belfakih



Pre-workshop Rankings

Workforce Strategies

Suggested Options for Strategies	UAB	Staff Avg.	Total Avg.
1. Staffing/Recruiting: Provide adequate staff with the necessary expertise to support utility initiatives for improved efficiency.	3.5	3.1	3.1
2. Compensation: Design policies that attract and retain talent by offering competitive pay and benefits packages that reflect industry standards.	2.5	3.0	2.9
3. Safety: Enhance safety training and protocols to ensure the workforce remains committed to maintaining high safety standards.	2.5	2.2	2.3
4. Training and Development: Prepare the workforce with ongoing training and development, particularly in supporting the transition to underground systems and advanced grid technologies.	1.5	1.7	1.7

15 respondents answered the question, and 6 skipped the question. The three highest ranked strategies highlighted in shades of green.

Shortlist Recommendations

Workforce Strategies

Workforce: Foster a skilled, empowered workforce with training and development programs plus competitive compensation.

Staffing/Recruiting: Provide adequate staff with the necessary expertise to support utility initiatives for improved efficiency.

~~**Compensation:** Design policies that attract and retain talent by offering competitive pay and benefits packages that reflect industry standards.~~ **Attract and Retain Talent:** Establish a competitive compensation package benchmarked against municipal and electric utility industry standards to attract and retain talent.

~~**Safety:** Enhance safety training and protocols to ensure the workforce remains committed to maintaining high safety standards.~~

~~**Training and Development:** Prepare the workforce with ongoing training and development, particularly in supporting the transition to underground systems and advanced grid technologies.~~

Recommended Strategies

Organizational Resources

E	Organizational Resources: Continuously improve human, financial, and technological resources to sustain and grow the utility.
1	Staffing/Recruiting: Provide adequate staff with the necessary expertise to support utility initiatives for improved efficiency.
2	Attract and Retain Talent: Establish a competitive compensation package benchmarked against municipal and electric utility industry standards to attract and retain talent.
3	Financial Plan: Create a sustainable financial model that includes rate planning, debt management, and capital investment strategies to avoid rate volatility.
4	Operational Costs: Invest in technologies and processes that streamline operations, save costs, and improve overall efficiency.
5	Cybersecurity: Continue to collaborate with industry associations or experts to audit the utility's cyber and physical security and develop enhancement plans.

Finance

Wes Hamil

Miguel Cruz

Parsram Rajaram



Pre-workshop Rankings

Finance Strategies

Suggested Options for Strategies

	UAB	Staff Avg.	Total Avg.
1. Financial Plan: Create a sustainable financial model that includes rate planning, debt management, and capital investment strategies to avoid rate volatility.	4	3.1	3.2
2. Operational Costs: Invest in technologies and processes that streamline operations, save costs, and improve overall efficiency.	2	3.3	3.1
3. Supply Chain: Strengthen supply chain resiliency for meters, transformers, and other critical utility equipment that is in short supply.	1	2.1	2.0
4. Strategic Investments: Evaluate net income forecasts to consider options for allocating revenues for strategic investments.	3	1.5	1.7

9 respondents answered the question, and 12 skipped the question. The three highest ranked strategies highlighted in shades of green.

Shortlist Recommendations

Finance Strategies

Finance: Maintain financial health and competitive rates through strategic resource management and operational efficiency.

Financial Plan: Create a sustainable financial model that includes rate planning, debt management, and capital investment strategies to avoid rate volatility.

Operational Costs: Invest in technologies and processes that streamline operations, save costs, and improve overall efficiency.

~~**Strategic Investments:** Evaluate net income forecasts to consider options for allocating revenues for strategic investments.~~

~~**Supply Chain:** Strengthen supply chain resiliency for meters, transformers, and other critical utility equipment that is in short supply.~~

Recommended Strategies

Organizational Resources

E	Organizational Resources: Continuously improve human, financial, and technological resources to sustain and grow the utility.
1	Staffing/Recruiting: Provide adequate staff with the necessary expertise to support utility initiatives for improved efficiency.
2	Attract and Retain Talent: Establish a competitive compensation package benchmarked against municipal and electric utility industry standards to attract and retain talent.
3	Financial Plan: Create a sustainable financial model that includes rate planning, debt management, and capital investment strategies to avoid rate volatility.
4	Operational Costs: Invest in technologies and processes that streamline operations, save costs, and improve overall efficiency.
5	Cybersecurity: Continue to collaborate with industry associations or experts to audit the utility's cyber and physical security and develop enhancement plans.

Next Steps

Mark McCain



Finalize Plan Development Phase

- Create final report on Strategic Planning Project
- Strategic Plan presented to UAB in February
- Strategic Plan presented to City Commission for approval, potentially in March
- Staff begins work on the plan's Implementation Phase

Implementation Phase Elements

Implement the Plan

- Have Action Plans for each Strategy
- Timeline and milestones
- Assignment of responsibilities
- Budget implications
- Project management

Communicate the Plan

- Internal: Ensure staff understand roles to execute the plan
- External: Share the utility's plans and priorities
- Engagement: Foster ongoing support and address feedback

Monitor and Evaluate

- Key Performance Indicators, scorecards, etc.
- Regular progress reviews
- Regular reports to UAB
- Adjustments to plan, as needed



Utilities Advisory Board

agenda item 5.b

item type

Non-Action Items

meeting date

January 28, 2025

prepared by

David Zusi, Director of Water and Wastewater
Utilities

approved by**subject**

Water & Wastewater Update for Strategic Plan - David Zusi

motion | recommendation**background****alternatives | other considerations****fiscal impact****attachments**

None



Utilities Advisory Board

agenda item 6.a

item type

Staff Updates

meeting date

January 28, 2025

prepared by

Jamie England, Director of Electric Utility

approved by**subject**

Electric Utility - Jamie England

motion | recommendation**background**

Monthly Electric Utility Update - November 2024

alternatives | other considerations**fiscal impact****attachments**

1. Nov24 Electric Utility

Monthly Electric Utility Update (Nov)

Miles of Undergrounding performed

- Project J: 2.72 miles (94% complete)
- Project L: 9.57 miles (98% complete)
- Project O: 6.91 miles (18% complete...conduit)
- Residential Service Conversions (RSC) Last month: 11
- **Residential Service Conversions (RSC) This month: 33**
- RSC YTD: 728
- RSC LTD (beginning FY23): 1166

TOTAL for FY 2025 – 0.51 miles

- Total Citywide Project Miles- 127.5
- Total Miles Completed Last Month – 100.58
- **Total Miles Completed – 100.95**
- Percentage Completed Last Month - 78.9%
- **Percentage Completed This Month- 79.2%**
- Total miles remaining- 26.53

OH/UG Budget update

2025 Undergrounding budget = 1,149,680.00

Notes of Interest

- Developing a policy/tariff update for the City that will identify dark sky decorative lighting for the City and outline the brightness levels for residential, business and DOT streets.
 - Dark Sky fixtures have been identified and will be assessed by COWP team.
 - 8 fixtures were placed on Lake Knowles
 - 4 around Lake Wilbar.
- Collaborating with other departments involved in the Park Ave Refresh project.
- Home Town Connections has along with the WP Strategic Plan team facilitated a plan to be reviewed and approved by the UAB.
- Transformers have been placed in the field and UG mileage is beginning to reflect all the work that has been completed.

Issues/Concerns

- Project “O” is underway. Conduits installation will start on Jan

2025 Goals

- Zero personal injuries within work group
 - Zero controllable vehicle accidents within work group
 - Mileage goal undetermined due to supply issues
-
- Green indicates goal has been met
 - Red indicates goal will not be met
 - Orange indicates still underway



Utilities Advisory Board

agenda item 6.b

item type

Staff Updates

meeting date

January 28, 2025

prepared by**approved by****subject**

Water & Wastewater Utility – David Zusi

motion | recommendation**background****alternatives | other considerations****fiscal impact****attachments**

None



Utilities Advisory Board

agenda item 6.c

item type

Staff Updates

meeting date

January 28, 2025

prepared by**approved by****subject**

Performance Measurement – Wes Hamil

motion | recommendation**background****alternatives | other considerations****fiscal impact****attachments**

None



Utilities Advisory Board

agenda item 6.d

item type

Staff Updates

meeting date

January 28, 2025

prepared by

Clarissa Howard, Director of Communications

approved by**subject**

Communication – Clarissa Howard

motion | recommendation**background****alternatives | other considerations****fiscal impact****attachments**

1. Info and Updates Document

info & updates

February utility bill insert



featured weekend events

thursday
FEB 20 6 p.m. REGISTRATION REQUIRED
Center for Health & Wellbeing

Take 2 Monets and Call Me in the Morning: The Powerful Impact of the Arts on Health & Wellbeing

friday
FEB 21 6:30 p.m. FREE
Central Park Main Stage

Big Band Spirituals performed by
Bach Festival Society of Winter Park

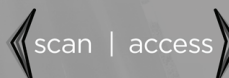
saturday
FEB 22 1 to 4 p.m. FREE
Central Park

Art in the Park featuring live
performances & interactive activities

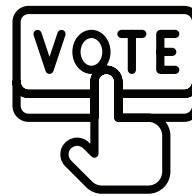
sunday
FEB 23 all day VARIES
various Winter Park locations

Be inspired by visiting Arts & Culture
Alliance member locations

complete weekend event listings



[wpinspires.org/
artsweekend](http://wpinspires.org/artsweekend)



general election

**Commission
Seats 3 & 4**

Tuesday **March 11***

referendum official ballot language

**Repeal of Ban on Use
of Internal Combustion
Powered Leaf Blowers**

The Winter Park City
Commission adopted an
ordinance banning the use
of internal combustion (gas
powered) leaf blowers effective
June 1, 2025. If you are in favor
of repealing the ordinance
banning internal combustion
leaf blowers vote "Yes." If you
are in favor of leaving the
ordinance banning internal
combustion leaf blowers in
place, vote "No."

questions & info

ocfelections.com

[cityofwinterpark.org/
elections](http://cityofwinterpark.org/elections)

[cityclerk@
cityofwinterpark.org](mailto:cityclerk@cityofwinterpark.org)

407-599-3277

*at time of print, both candidates
were running unopposed = an
election may not be necessary

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



presented by



EDYTH BUSH
CHARITABLE FOUNDATION

AdventHealth



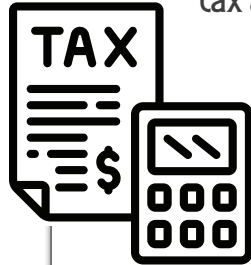
Low-Speed Vehicles vs. Golf Carts 101

low-speed vehicles (LSVs)

- equipped with required safety features including seat belts, turn signals, lights & mirrors
- allowed to operate on public streets & roads with above safety features [must comply with federal safety regulations]
- permitted on public streets with 35 mph or lower speed limits
- subject to operating restrictions » must possess a valid driver's license

golf carts

- typically have fewer safety features than LSVs
- limited to golf courses [can be used on private property or specific designated areas]
- not permitted on public roadways in Winter Park
- subject to operating restrictions »
17 & under must have valid learner's permit or driver's license
18 & older must have a valid driver's license or government-issued photo ID

**AARP Foundation® Tax-Aide**
tax assistance available to everyone

FREE

Tuesdays, Wednesdays & Thursdays
FEB 04 thru APR 15 | 10 a.m. to 2 p.m.
Winter Park Library | 1052 W. Morse Blvd.
appointments required @ AARP.org/taxaide
more info & questions | **1-888-227-7669**

**learn CPR
& save a life**



scan or access
wpfd.org/classes
registration required
\$50 per person
questions & more info
rmattingly@cityofwinterpark.org

save the dates

March 1

what St. Patrick's Day Parade
when 9-11 a.m.
where along Park Avenue,
downtown Winter Park
info 407-256-6369

March 8

- what** Household Hazardous
Waste Dropoff+
- when** 8 a.m. to noon
where Cady Way Park @ 2535 Cady Way
info 407-599-3479
- Bring proof of city residency
[driver's license or utility bill statement]
 - Prescription meds should be dropped off at
Public Safety Facility @ 500 N. Virginia Ave.
[Monday thru Friday, 8 a.m. to 5 p.m.]
- NO contractors » residents ONLY**

March 13

what Intro to Composting
when 6-7 p.m.
where Winter Park Library
@ 1052 W. Morse Blvd.
info 407-599-3479

March 21-23

what Winter Park Sidewalk
Art Festival

when 9 a.m. to 6 p.m.
Friday & Saturday
9 a.m. to 5 p.m.
Sunday

where Park Avenue & Central Park
downtown Winter Park

info WPSAF@wpsaf.org
407-644-7207
wpsaf.org