

# Shaping the Future of Our Electric Utility

## Strategic Plan 2025-2028

Winter Park City Commission  
June 26, 2025



# Executive Summary: Overview of Today's Presentation



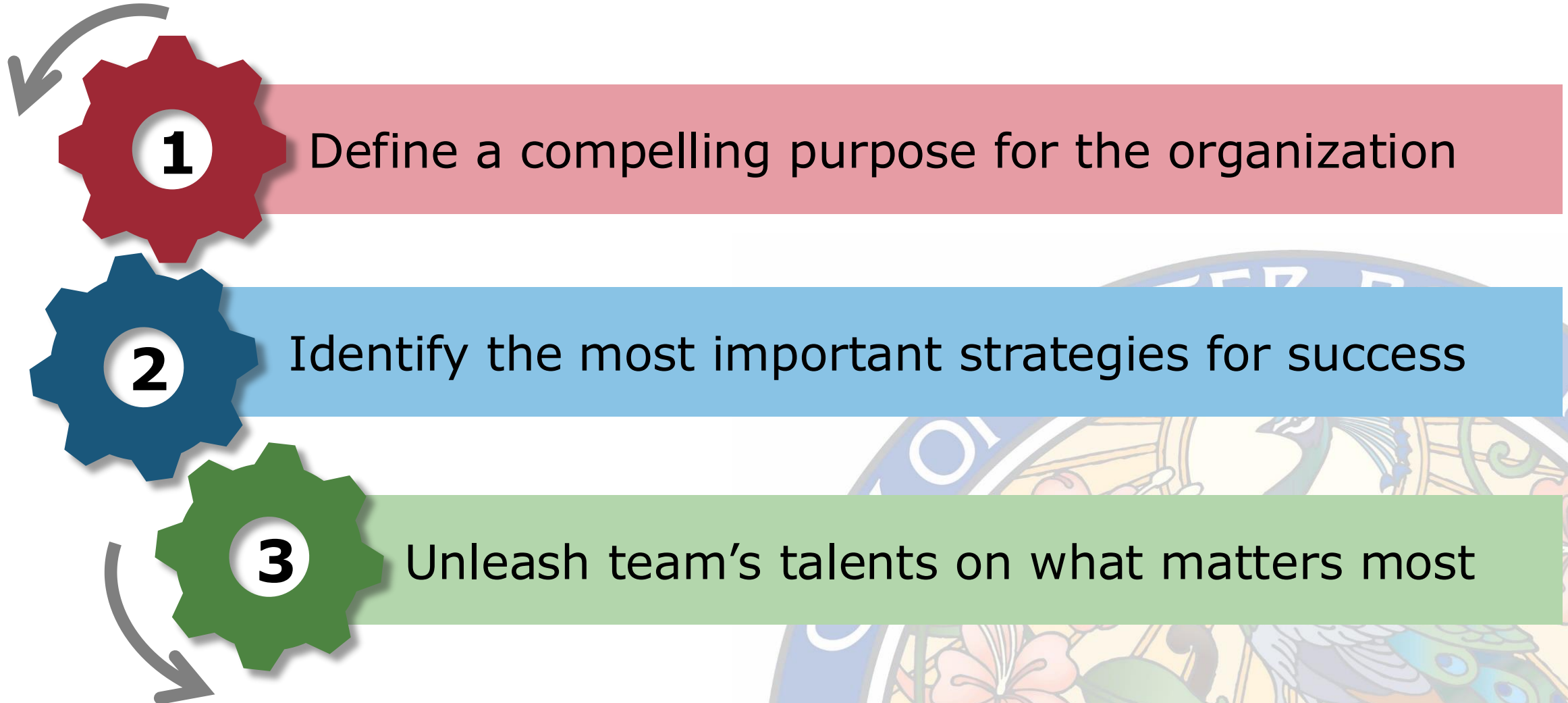
# So Much Competing for Our Attention

*What's Most  
Important for the  
Organization Now?*



A word cloud of energy-related terms arranged in a triangular shape. The words are in various colors (blue, red, orange, yellow) and sizes. The terms include: Transmission, Electric Bills, Energy Storage, Safety, Energy Efficiency, Customer Service, Generation, Resilience, Disaster Response, Rates, Community Engagement, Distributed Energy Resources, Cybersecurity, Mutual Aid, Environment, Electricity Markets, Reliability, Grid Modernization, Financing, Electric Vehicles, Bonds, Security, Physical Security, Power Costs, and Workforce.

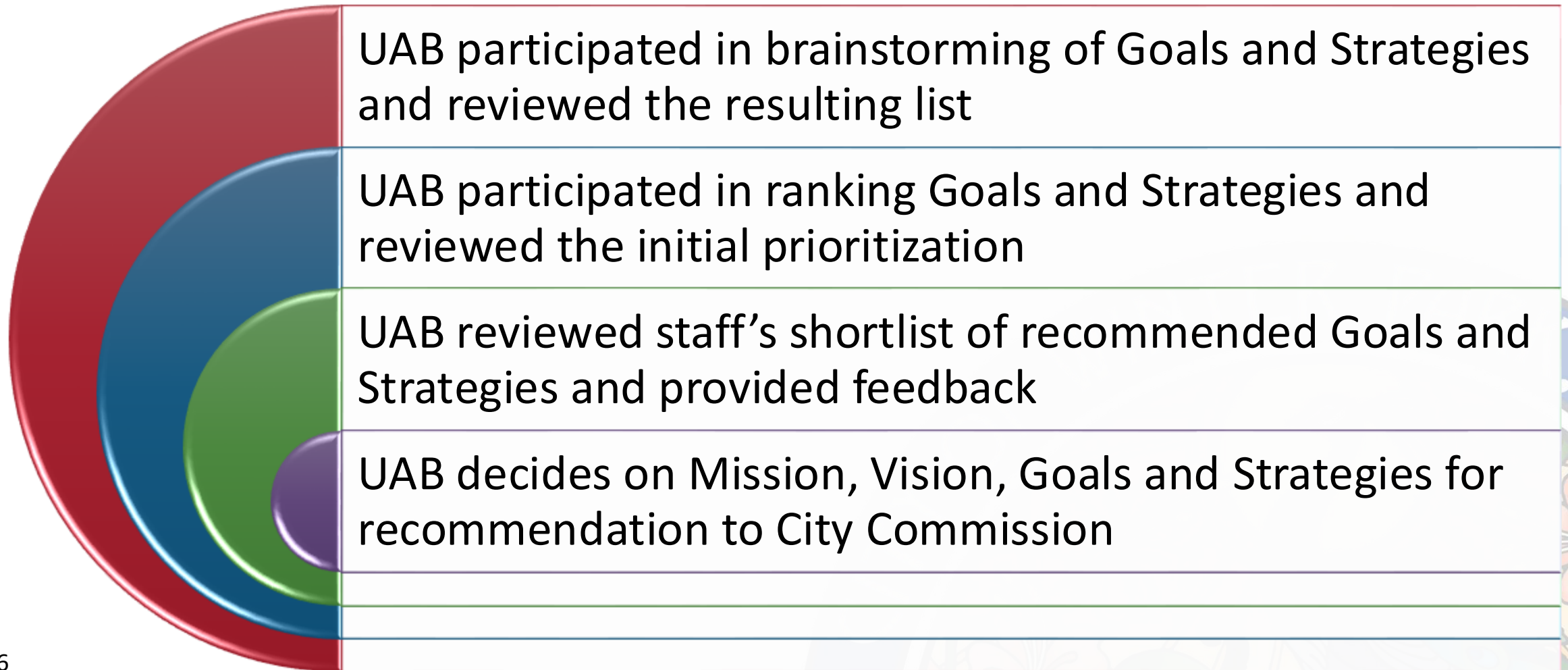
# Three Leadership Priorities Driving Our Strategic Plan



# How We Built This Strategic Plan—A Four Phase Approach



# UAB's Role in Shaping the Plan





# Key Terms of Plan's Framework

Term	Definition
<b>Mission</b>	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.
<b>Vision</b>	Image of the future an organization seeks to create. If successful at achieving the Mission, this is what the future looks like.
<b>Goals</b>	Broad, long-term aims that define accomplishment of the Mission. Goals can be external or internal.
<b>Strategies</b>	Broad activities required to achieve a Goal.
<b>Action Plans</b>	Specific steps to be taken, by whom and by when, to implement a Strategy.

# What We Aimed to Achieve

1

**Review utility's Mission, consider a Vision**

2

**Establish long-range Goals**

3

**Identify Strategies to achieve Goals**

Planning process focused at the strategic level  
and not intended to develop Action Plans



# Where the Utility Excels and Where It Can Improve

Strengths	Weaknesses
<ul style="list-style-type: none"><li>• Electric system reliability</li><li>• Undergrounding program</li><li>• Affordable rates</li><li>• Utility's financial health</li><li>• Dedicated workforce</li><li>• Sustainability efforts</li><li>• Customer service and engagement possible with a public power utility</li></ul>	<ul style="list-style-type: none"><li>• Customer communication gaps</li><li>• Outdated technology and processes</li><li>• Workforce retention and development</li><li>• Supply chain vulnerabilities</li><li>• Need for appropriate rate structures to support renewable goals</li></ul>

Based on input from the UAB and staff during the brainstorming phase.

# Opportunities to Seize and Risks to Manage

Opportunities	Threats
<ul style="list-style-type: none"><li>• Completion of undergrounding</li><li>• Renewable energy initiative</li><li>• Outage Management System</li><li>• Customer communication improvements</li><li>• Customer service improvements</li><li>• Technology adoption</li><li>• Workforce transition</li><li>• Be a leader in sustainability</li><li>• Power supply optimization</li><li>• Financial plan to smooth path to future goals and maintain competitive rates</li></ul>	<ul style="list-style-type: none"><li>• Cybersecurity and infrastructure threats</li><li>• Potential for rising regional power demand and its impact on power costs</li><li>• Staffing challenges</li><li>• Unpredictable regulatory changes</li><li>• Supply chain disruptions</li><li>• Pressure to meet renewable energy target while maintaining financial strength</li></ul>

Based on input from the UAB and staff during the brainstorming phase.

# A Clearer, Stronger Mission for the Electric Utility's Future

Existing Mission	Recommended Mission	Key Improvements
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.	<b>Safely deliver reliable, competitive, and environmentally responsible electric service with exceptional customer care.</b>	<ul style="list-style-type: none"><li>• More concise and memorable</li><li>• Retains key priorities</li><li>• Stronger action-oriented</li><li>• Fewer words, more meaning</li></ul>

 **Approval Requested:** Does the City Commission support adopting the revised mission statement, as approved by the UAB?

# Defining the Vision—Should We Fall Under the City's Vision?

- City Manager and Directors discussed creating a vision statement for the Electric Utility
- Consensus was Departments could have a mission, but they should all fall under the same 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.

 **Decision Needed:** Does the City Commission support aligning with the City's Vision statement, as approved by the UAB?

# Our Five Strategic Priorities

Goals	
A	<b>Reliability:</b> Improve system-wide reliability through continued undergrounding of facilities and proactive investments in the system's infrastructure, enhancing performance.
B	<b>Power Supply:</b> Secure reliable bulk power agreements that provide competitive rates and align with the city's renewable targets of 80% renewables by 2035, 89% by 2042, and 100% by 2050.
C	<b>Customer Service:</b> Deliver exceptional customer service by enhancing communication channels and improving customer access to real-time information.
D	<b>Renewables:</b> Implement the renewable initiative roadmap in a fiscally prudent manner.
E	<b>Organizational Resources:</b> Continuously improve human, financial, and technological resources to sustain and grow the utility.



# Boosting Reliability: Key Strategies for Resiliency

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



# Securing Reliable, Competitive Power Aligned with Renewable Goal

B	<b>Power Supply:</b> Secure reliable bulk power agreements that provide competitive rates and align with the city's renewable targets of 80% renewables by 2035, 89% by 2042, and 100% by 2050. <sup>1</sup>
1	<b>Competitive Power:</b> Pursue a diverse portfolio that secures reliable power at competitive, market-based rates and aligns with renewable targets.
2	<b>Utility Scale Solar &amp; Firming Resources:</b> Pursue opportunities for cost-effective bulk renewable power, firming resources, and storage that aligns with renewable targets.

<sup>1</sup> Resolution [2281-24](#) of the City Commission of the City of Winter Park, Florida.

# Enhancing the Customer Experience and Communication

C	<b>Customer Service:</b> Deliver exceptional customer service by enhancing communication channels and improving customer access to real-time information.
1	<b>Outage Communication:</b> Enable proactive communication that informs/acknowledges customers of outages, estimated restoration times, and provides an outage map.
2	<b>Website/Portal:</b> 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	<b>Call Center:</b> Continuously enhance the call-center experience while evaluating and improving after-hours and outage services to optimize customer satisfaction.
4	<b>Customer Engagement:</b> 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.

# Advancing Our Renewable Energy Commitment

D	<b>Renewables:</b> Implement the renewable initiative roadmap in a fiscally prudent manner.
1	<b>Program Development:</b> 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	<b>City Solar Deployment:</b> Complete a study to prioritize deployment of solar and storage at city assets and establish a financial plan for implementation.
3	<b>Update the Plan:</b> Periodically update the renewable initiative roadmap to adapt to the capabilities and costs of evolving technology.

# Investing in People, Technology and Financial Strength

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

# Next: Turning Strategy into Action

## Implement the Plan

- 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

# Your Decision Shapes Our Future

## Action Requested of City Commission:

- Approve the Mission, Vision, Goals, and Strategies

Next Actions	Responsible Party	Timeline
Approve Strategic Plan	City Commission	June/July 2025
Develop/Refine Action Plans	Utility Staff	Q3 2025
Develop Budget Implications	Finance and Other Staff	Q3 2025
Stakeholder Communication	Communications Team	Q3-Q4 2025
Track KPIs & Report to UAB	Utility Staff	Ongoing