

**STRATEGY WORKSHOP MINUTES  
ORLANDO UTILITIES COMMISSION  
February 18, 2020  
2:00 P.M.**

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**Present:**

**COMMISSIONERS:**

Cesar E. Calvet, President  
Britta Gross, First Vice President  
Larry Mills, Second Vice President  
Gregory D. Lee, Commissioner  
Mayor Buddy Dyer

Clint Bullock, General Manager & Chief Executive Officer  
Jan Aspuru, Chief Operating Officer  
Mindy Brenay, Chief Financial Officer  
W. Christopher Browder, Chief Legal Officer  
Linda Ferrone, Chief Customer & Marketing Officer  
Latisha Thompson, Chief Employee Experience Officer  
Greg Rodeghier, Interim Managing Director, Information Technology  
LeMoyné Adams, Luz Aviles, Wade Gillingham, Jenise Osani, & Ken Zambito,  
Vice Presidents  
Paula Velasquez, Acting Recording Secretary

The Strategy Workshop of the Orlando Utilities Commission was held Tuesday, February 18, 2020, at 2:00 P.M., at the Orlando Utilities Commission's Reliable Plaza Community Room 147.

Clint Bullock welcomed everyone to the workshop and noted that no official action will be taken at this public meeting.

Mr. Bullock provided brief opening remarks, noting that Commissioners have previously received updates in August and December 2019 related to the Strategic Plan. He discussed the workshop agenda, objectives in updating OUC's strategy, as well as an overview of the strategy journey so far.

Linda Ferrone described the nine key drivers shaping our strategy, which include revenue gaps, accelerating sustainability expectations, increasing resiliency needs, increasing security threats, rising external stakeholder expectations, changing workforce needs, socioeconomic pressures, pressure to innovate, and the evolving technology and digital landscape.

Commissioner Gross expressed appreciation for OUC's awareness in identifying criteria and difficulties in the changing workforce needs and inquired about the opportunities that exist today for college graduates and their level of interest in these opportunities. Commissioner Mills also inquired about

opportunities for high school graduates that opt for technical training and OUC's awareness and ability to help those who do not have funds to attend technical schools. Ms. Ferrone acknowledged that OUC needs a culture, as well as recruiting policies and procedures to attract both college educated and technical candidates. In addition, Ms. Thompson pointed out the areas of innovation in the utility industry that are very attractive to college graduates, stating that OUC is aligning its partnerships with colleges and universities to help attract those candidates. According to Ms. Thompson, there are several craft positions available for high school graduates and OUC's partnership with Valencia College is an example that helps provide training for those candidates interested in Line Technician careers, providing financial assistance and scholarships as well. Commissioner Mills mentioned an example in which OUC's employees' expertise can be utilized to help educate the future workforce.

Mr. Bullock provided an overview of the Strategic Plan elements and the importance of company values that define OUC and the behaviors required to achieve its goals. He also reinforced the strategic focus on OUC's three pillars – community, employees, and customers in order to achieve our vision of being an innovative solutions leader and the partner of choice.

Ms. Ferrone, Mr. Bullock, Jan Aspuru, Mindy Brenay, and Latisha Thompson detailed the strategies and their corresponding Key Performance Indicators (KPIs). Mr. Bullock indicated that these KPIs are stretch goals for OUC. In an effort to set goals for 2025, while managing the business, changes can occur resulting in different outcomes of the KPIs. Further, some KPIs will need to be defined and developed.

Commissioner Lee requested additional information regarding reputation index and community impact index, and whether these are pre-existing metrics or to be created. Ms. Ferrone stated one of these metrics will be created and the other topic will be addressed later in the workshop.

Mayor Dyer inquired about OUC's CO<sub>2</sub> reduction level today. Mr. Bullock stated OUC's CO<sub>2</sub> reduction level is currently approximately 35%, based on the 2005 levels.

Mayor Dyer requested additional information regarding the assumption that the Orange County 1% sales tax will happen in order to assist OUC in meeting its commitment to invest \$45 million in electrification infrastructure. Mr. Bullock stated we need to ensure electrification is part of the conversation as a master plan is evaluated related to Orange County on transportation. Commissioner Mills asked whether there will be communication on sales tax with Orange County. Mr. Bullock stated he has begun conversations with Mayor Demings on several topics, including partnership opportunities and electrification. Ms. Ferrone clarified that a large part of the proposed \$45 million investment is bus electrification.

Commissioner Gross asked about how heavily transportation electrification contributes to OUC's goal of 50% CO<sub>2</sub> reduction by 2030. Ms. Ferrone stated

that OUC is currently taking a very basic view of CO<sub>2</sub> emissions reduction based on Stanton Energy Center's current generation, but upon the EIRP completion, industry expertise will be utilized in the next step to determine how electrification will contribute toward CO<sub>2</sub> emission reduction. Commissioner Mills pointed out that excluding electrification from the current measurements will be positive in the long run once electrification becomes part of the equation. Mayor Dyer acknowledged that CO<sub>2</sub> reduction is a community-wide goal and does not fall just on OUC, but the City and County will need to make changes to contribute toward this goal. Commissioner Gross reiterated the importance of OUC's commitment to 50% CO<sub>2</sub> reduction by 2030 and she will be attentive to this area.

With regard to the Reputation Index Community KPI, Commissioner Mills asked if leadership is comfortable with J.D. Power as the only metric. Ms. Ferrone stated this metric is perception based and is currently the only metric available, but over time other metrics may be added.

Commissioner Lee requested clarification regarding how J.D. Power connects with the community piece. Ms. Ferrone stated that this metric is related to OUC's reputation in the industry, and J.D. Power asks a series of questions of residential and commercial customers focused on reputation.

Mayor Dyer confirmed that reputation is measured within our service area, and Mr. Bullock pointed out that we compare our results to the other utilities in the survey to determine where we stand nationally in the top ten percent decile.

Commissioner Mills inquired about how community ally advocacy plays a role. Jenise Osani stated that the series of questions ask customers about their perception of our efforts to help the environment, community programs requiring partnerships and other efforts, and our leadership in the community. We will also research other studies and how they can be utilized in the future.

Mayor Dyer asked about who is surveyed. Ms. Osani mentioned that residential customers are contacted for water and electricity residential studies and commercial customers are contacted for the electric commercial study.

With regard to the Community Impact Index, Commissioner Lee acknowledged the difficulty to track economic impact and appreciates the way our strategy describes why it should be measured. He encourages leadership to think about the various dimensions involved in this metric in order to capture all possible elements and consider the broader impact.

With regard to the Reliability Index described by Mr. Aspuru, Commissioner Gross asked if there is also a SAIFI metric. Mr. Aspuru stated there are several reliability metrics which we track, but the main metrics were selected from a strategic planning standpoint. SAIFI will be tracked as an operational metric.

With regard to the Workplace Excellence Index and employee complaints that are found to be substantiated, Commissioner Gross asked about how this metric will be measured and how we will ensure that we are getting better at

anticipating issues. Ms. Thompson stated that the first indicator is building strong communication to ensure employees are comfortable having the dialogue with their immediate supervisor. She also stated that complaints and/or issues addressed through Human Resources or the employee hotline are currently tracked and substantiated claims are measured.

With regard to Diversity and Inclusion, Commissioner Gross pointed out that metrics are focused on diversity, but not on inclusion based on the presentation slide. Ms. Thompson stated that the leadership team has discussed this topic in length and will include a question specific to inclusion in the next employee engagement survey to obtain a baseline and begin the discussion on this topic.

Commissioner Mills stated that diversity can look like a back-door Equal Employment Opportunity guidelines mindset focused on compliance and regulation. He encourages changing this mentality and instead measure project teams and program teams, with a focus on the individuals.

Mr. Bullock concluded the workshop with an overview of the Strategic Plan and next steps, acknowledging the leadership team's hard work during the strategic planning process. He highlighted Elizabeth Paul's efforts to complete the Strategic Plan.

Commissioner Gross acknowledged everyone's work and reiterated the importance of an inclusion metric. She stated the 50% CO<sub>2</sub> reduction by 2030 goal is tremendous and would like to ensure that we not place more responsibility on others than on our own backyard.

Commissioner Lee acknowledged the difficulty of stepping out of our comfort zone and recognizes OUC's courage and confidence in creating pressure and obligation to meet our goals. He applauded OUC's candor and well-organized Strategic Plan, as well as Mr. Bullock's leadership and the leadership team's efforts.

Commissioner Mills echoed the previous remarks. He appreciates the focus on employees' mental and physical safety and encourages focus on resources rather than products.

Mayor Dyer commended everyone for the time, energy, and thought dedicated to the Strategic Plan and agrees with Commissioner Lee that the Strategic Plan is easy to understand.

President Calvet echoed everyone's comments. He'd like OUC to go further on the technical positions. He appreciates the 50% CO<sub>2</sub> reduction by 2030 as a way to measure progress in anticipation of the City's 2050 goal.

The Strategy Workshop was adjourned at 4:06 P.M.