

**October 27, 2025**

**2:00 PM**

**Present:**

**COMMISSIONERS:**

Larry Mills, President

Roger Chapin, First Vice President

Linda Landman Gonzalez, Second Vice President

Britta Gross, Commissioner

Buddy Dyer, Mayor

Clint Bullock, General Manager & Chief Executive Officer

Attila Miszti, Chief Operating Officer

Carlos Woody, Chief Legal Officer

Linda Ferrone, Chief Customer & Marketing Officer

Christopher McCullion, Chief Financial Officer

Michael Murtagh, Chief Transformation & Technology Officer

Latisha Thompson, Chief Employee Experience Officer

LeMoyne Adams, Orlando Alancaastro, Luz Aviles, Jenise Osani, Vice Presidents

Frances Johnson, Recording Secretary

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The Strategy 2035 Public Workshop of the Orlando Utilities Commission was held Monday, October 27, 2025 at 2:00 P.M., at the Orlando Utilities Commission's Reliable Plaza Community Room 147. President Larry Mills called the Public Workshop to order at 2:00 P.M. President Mills acknowledged there was a quorum present.

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Latisha Thompson provided the Safety and Security protocols for the meeting.

Clint Bullock provided the opening remarks, noting that no official action will be taken at this public workshop and outlining the agenda.

**Reflecting on OUC's Connected 2025 Strategy**

Mr. Bullock outlined the Connected 2025 strategy that was implemented in 2020. He explained that as part of Connected 2025, OUC implemented a key performance indicator (KPI's) tracking system and Corporate Scorecard, as well as annual surveys to measure results, indicating that overall corporate performance based on the KPIs was highest in 2025. He also shared accomplishments in more detail and lessons learned over the past five years.

Mr. Bullock continued by defining OUC's Objectives and operational alignment for the Strategy 2035, noting that OUC's mission, vision, and values remain unchanged.

**From Reflection to Foresight: The Drivers of Strategy 2035**

Mr. Bullock stated twenty-five Global Drivers were analyzed, of which ten key drivers were identified for Strategy 2035. The selected key drivers are shaping the utility landscape in real time, and Strategy 2035 is designed to respond to those forces with agility, innovation, and resilience. Mr. Bullock detailed each of the ten key drivers as follows: Cybersecurity; AI and Big Data; Data Center Load Growth; Supply Chain; Interest Rates; Environmental Consciousness; Emission Regulations; Extreme weather; Water Scarcity; and Changing Work Culture. He also announced that a closed cybersecurity workshop will be scheduled in February 2026.

Commissioner Gross inquired about supply chain constraints on the electric distribution system compared to transmission. Attila Miszti responded that the housing market and interest rates have alleviated the distribution system constraints, but Transmission remains a challenge.

Discussion ensued related to residential and commercial affordability pressures impacted by environmental consciousness, and challenges with the Consumptive Use Permit (CUP) allocation on water scarcity, as well as ongoing projects that will help OUC address some of the key drivers. Mr. Bullock mentioned the reverse osmosis project that will be discussed further during the November 4, 2025, Commission meeting.

### **OUC's Approach to Define Strategy 2035**

Mike Murtagh described the mechanics of the Strategy 2035 purpose-built planning process. He stated the Strategy 2035 leverages continuous improvement and best practices to anticipate trends, manage risks, and drive bold, future-focused decisions while remaining agile. He detailed the Strategy 2035 timeline to date, providing insight into the process to deep dive into trend analysis and scenario planning to prepare for the future. He revealed OUC's new strategic theme of "Optimizing Today, Empowering Tomorrow", and defined its strategic priorities and initiatives.

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### **Strategy 2035: Theme and Strategic Priorities**

Overviews of the Strategic Priorities and their corresponding initiatives, objectives and roadmaps, including preliminary KPI's and targets, were provided as follows: Partner of Choice – Customer Interaction Reinvention; Reliability & Resiliency – Asset Investment Management and Infrastructure Hardening; Workforce Excellence – Workforce of the Future; Electric & Water Sustainability – Water of the Future; and Operational Efficiency – Enterprise Efficiency Reinvention.

Discussion ensued related to minimum and stretch targets for Transactional Survey and JD Power cSAT Studies. Mr. Bullock stated these targets will be reviewed. Discussion also ensued related to imports impacted by tariffs. Attila Miszti stated imports from Canada and Mexico may be impacted by tariffs, and Chris McCullion clarified that the Capital Plan and Operating Budget include contingency for potential tariff impacts.

Latisha Thompson stated she will request best practices from Gallup related to Engagement Mean scores.

Discussion also ensued related to Treated Groundwater per Capita KPI's, as well as best practices should be reviewed of other utilities in states that already have limited access to utilize water from the aquifer. Mr. Bullock stated OUC is on track to meet the goal of 50 percent CO<sub>2</sub> emissions reduction by 2030 as long as no large data centers are introduced during that period. Updated assumptions are expected in 2026 based on the updated Electric Integrated Resource Plan.

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Mr. Murtagh summarized the framework to cascade KPI's throughout the organization. Goals cascade down starting with Corporate KPI's associated with Strategic Priorities, followed by Foundational KPI's that highlight business fundamentals, and concluding with Operational contributing KPI's that track day-to-day progress. He explained how these KPI's work together, and who's accountable for goals. Further, these KPI's will plan to tie within employee performance management/evaluations.

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### **Next Steps and Summary**

Mr. Bullock summarized the Next Steps in the Strategy process, detailing Change Management & Communications, which will include meaningful engagement across departments and the community; refining the scorecard to ensure we are working toward aspirational goals; and continued Roadmap Development.

Mayor Dyer expressed he's very impressed with strategic plan, stating Strategy 2035 is a fantastic step for OUC's future.

Commissioner Chapin congratulated the executive team for a job well done.

Commissioner Gross stated she's very impressed with the framework to cascade goals throughout the organization.

Commissioner Landman Gonzalez congratulated the executive team on the great work, stating the entire organization makes the strategy.

President Mills supported all the comments and appreciated the work on the Strategy 2035 and then adjourned the Strategy 2035 Public Workshop at 3:58 P.M

Refer to the Appendix for OUC Public Workshop: Strategy 2035 Presentation.

**Public Workshop: Strategy 2035**  
**APPENDIX**