

**MINUTES FROM A STRATEGIC PLANNING WORKSHOP OF THE UTILITY BOARD OF THE CITY OF KEY WEST, FLORIDA, HELD AT 8:30 A.M. ON MAY 19-20, 2010 AT THE DOUBLE TREE GRAND KEY RESORT LOCATED AT 3990 SOUTH ROOSEVELT BOULEVARD, KEY WEST, FLORIDA**

The above referenced workshop of the Utility Board of the City of Key West, Florida, convened at 8:30 A.M., on the above date and location and was called to order by Chairman Hernandez.

**Utility Board Members Present**

Chairman Hernandez  
Peter Batty  
Charlie Bradford  
Mona Clark  
Ty Symroski

**Staff Present**

Lynne Tejeda  
Jack Wetzler  
Edee Delph

**Others Present**

Jean Freeman, Facilitator

**WELCOME AND INTRODUCTORY COMMENTS**

Mrs. Tejeda thanked the Utility Board for their attendance and informed the Board that the purpose of the Strategic Planning Workshop is for the Board to review goals and strategies. Mrs. Tejeda said that she and Mr. Wetzler will take back the Goals and Strategies to staff.

Mrs. Tejeda said that staff is anxiously awaiting the results and outcome of the Strategic Planning Workshop.

**OVERVIEW OF PROCESS AND DEFINING TERMS AND BOARD ETIQUETTE**

Ms. Freeman compared the previous Strategic Planning Session to the current Session and said it is her opinion that the last Session does not qualify as a Strategic Plan and only identifies eight or nine strategies.

Ms. Freeman stated that the Board needs to write goals to maintain mission and work on strategies.

Ms. Freeman said she would like the Board to narrow their goals, which will simplify and make it easier on the Board. She said that the Board needs to stop at the metric stage and then provide information to staff.

Ms. Freeman stated that she strongly believes in Board self evaluations and if they decide to pursue, she will provide information at a later date.

Ms. Freeman reviewed meeting ground rules and meeting etiquette with the Board.

Ms. Freeman review the following key terms with the Board:

- √ Mission
- √ Vision
- √ Values
- √ Goals
- √ Strategies

Ms. Freeman said that the Board would develop Goals and Strategies and provide to staff; and staff would present the Board with supporting objectives and an action plan.

Ms. Freeman reviewed the recently revised mission and vision statements as amended by the Utility Board.

**Mission Statement:** Provide safe, reliable energy and utility services at the best value while providing exceptional customer service.

**Vision Statement:** Provide the residents and businesses of the Lower Keys with outstanding service, environmental leadership, responsiveness and accessibility, as only a local utility can.

### **REVIEW CONTENTS OF BRIEFING BOOKS**

Mrs. Tejada informed the Board that staff provided binders to include information for the Board to review throughout the session if needed. Mrs. Tejada then reviewed the tabs within the binder.

Mr. Batty inquired if there is a graph that provides what employees are eligible for retirement and the number of employees with age. Mrs. Tejada said that currently there is not such a graph available.

## **ISSUES – GOAL SETTINGS**

Ms. Freeman reviewed the definitions of a goal and a strategy.

After discussion the Board developed the five mission goals to follow:

- Goal 1: Provide KEYS customers with electric power at the most reasonable cost for KEYS service area
- Goal 2: Maintain a high level of customer service and satisfaction
- Goal 3: Maintain a long-term reliability level as compared to industry benchmarks
- Goal 4: Operate KEYS in an environmentally responsible manner
- Goal 5: Maintain a safe and healthy system for employees and the public at large

After discussion the Utility Board established the following Strategies for the Goals discussed:

### **Goal 1: Provide KEYS customers with electric power at the most reasonable cost for KEYS service area**

#### **Strategies:**

- a) Continue seeking new ways to cut cost in order to provide the best rate possible without reducing reliability
- b) Continue to refine a system of allocating cost to the specific user
- c) Explore and implement advancing technologies as needed to control cost and increase reliability
- d) Actively work with FMPA to keep rates as reasonable as possible
- e) Maintain sound financial policies and practices

### **Goal 2: Maintain a high level of customer service and satisfaction**

#### **Strategies:**

- a) Review customer service policy and procedures in order to eliminate inconsistencies and increase in customer satisfaction
- b) Maintain a level of service that meets or exceeds best practices in the industry
- c) Ensure equal service, reliability, and rates for customers in and outside of city limits of Key West
- d) Identify customer needs and customer satisfaction in order to respond
- e) Assess the value of KEYS involvement in the community
- f) Continue to maintain and expand a presence using available outreach tools
- g) Maintain a positive and professional image by KEYS employees

The session was recessed at 3:30 p.m. until 8:15 a.m. the following day, Thursday, May 20, 2010.

At approximately 8:15 a.m. on Thursday, May 20, 2010, the workshop continued with a brief refresher of the preceding day and then the Board proceeded to develop strategies for Goal 3.

**Goal 3: Maintain a long term reliability level a compared to industry benchmarks**

**Strategies:**

- a) Maintain a minimum of 60% on-island generation with 92% first-start reliability and 95% unit availability
- b) Optimize Transmission System
- c) Maintain distribution system to exceed industry standards, including maximizing the durability of the system to withstand local climate
- d) Explore minimizing vulnerability of control center and other critical components of the system

**Goal 4: Operate KEYS in an environmentally responsible manner**

**Strategies:**

- a) Always consider the environmental impact of our decisions
- b) Meet or exceed environmental standards
- c) Consider environmentally friendly options when purchasing
- d) Follow a policy of reduced, reuse, recycle whenever possible
- e) Encourage energy conservation for KEYS customers and employees
- f) Explore KEYS involvement with the other agencies regarding energy efficiency
- g) Encourage the use of renewable energy

**Goal 5: Maintain a safe and healthy system for employees and the public at large**

**Strategies:**

- a) Provide a safe healthy workplace
- b) Provide professional safety training for employees
- c) Enhance community outreach in electrical safety
- d) Continue to provide safety incentives for employees
- e) Provide materials and equipment to enhance employee safety and health
- f) Provide an employee wellness program

Mr. Symroski suggested that all Utility Board Policies are provided to the Board and asked for a workshop to review all Board Policies and have the current Board approve at a future regularly scheduled Utility Board meeting.

Mr. Bradford requested that staff and the Utility Board meet quarterly to review Strategic Planning. Mr. Batty agreed and suggested for the meetings to be scheduled the same day as a Board meeting. Mr. Symroski agreed and suggested that the meetings should coincide with a Board meeting from 2:00 p.m. to 5:00 p.m.

Mr. Batty asked that staff research availability of grants. Mr. Symroski agreed and asked that staff look within the community for a grant writer.

Mr. Bradford suggested that it would be beneficial for KEYS to review its Engineer of Record and Engineers qualified to provide engineering service. The Board agreed that it was time to issue a Request for Qualifications.

Ms. Freeman thanked the Board for their efforts and time during the workshop.

### **ADJOURNMENT**

Chairman Hernandez adjourned the Strategic Planning Workshop of May 20, 2010 at 11:29 a.m.

APPROVE:

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Lou Hernandez, Chairman

ATTEST:

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Lynne E. Tejada, General Manager/CEO & Secretary

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