



# **FGUA STRATEGIC PLAN 2005**



## **MISSION**

The mission of the FGUA is to assist other local government entities with creative tools for utility resource management, planning, and development.



## **VISION**

The FGUA will be a widely recognized and utilized long-term partner with other local government entities to innovatively acquire utility systems, provide highly effective and efficient utility services through ownership or contract and assist other local governments to manage their growth patterns and directions.



# VALUES

In pursuit of its vision the FGUA will adhere to the following values:

- Consistently deliver the highest quality water at the best price possible
- Provide high quality and cost effective customer service
- Continual conservation and wise management of natural resources
- Promotion of the public good and individual member interests through collaboration
- Comprehensive financial management of system resources for the benefit of all customers



## BOARD'S ROLE

In the continual effort to foster the growth and development of the FGUA, the Board Members accept the following responsibilities:

- Diligently represent the interests of their member governments
- Actively promote the FGUA
- Establish and amend policy in such areas as:
  - Customer and membership expansion
  - Acquisition of utility systems
  - Customer relations and rates
  - Products and services offered by and through the FGUA
  - Increase the long-term stability of the FGUA
  - Environmental resource management



# SYSTEMS MANAGER'S ROLE

The Systems Manager is responsible for implementing the policies and achieving the goals and objectives of the FGUA Board in a timely and professional manner in accordance with the values of the FGUA:

- Assure the Board receives timely, accurate, and thorough information
- Provide the highest level of customer service
- Maintain competitive rates within existing and future systems
- Identify and analyze expansion opportunities
- Expand the FGUA's visibility and presence with current and potential customers, affiliates and partners
- Implement the Strategic Plan and achieve the Goals and Objectives of the FGUA



# STRATEGIES

To fulfill its mission and in pursuit of its vision, the FGUA will pursue the following key strategies:

- Further increase the stability of the FGUA as a public entity through targeted expansions
- Continue to increase the internal capacity of the FGUA infrastructure to facilitate and accommodate growth
- Expand the dissemination and promotion of the FGUA's unique capabilities
- Enhance the FGUA's ability to manage its capital resources in a strategic and integrated manner



# STRATEGIES

To achieve these strategies, the Board has adopted goals in four overlapping categories

- Policy Goals
- Operations Goals
- Financial Goals
- Legal Goals



# **The FGUA's 2005-2006 Goals**



# 2005-2006 POLICY GOALS

1. Implementation of Transition
  - Contract Operations (May 19, 2005 through December 5, 2005)
  - TOHO Water Authority
    - Budgetary Impact Analysis (FY 2006 Work Authorization, depends on Osceola County and the FGUA)
    - FGUA and Customer Impact Analysis (Nov. 1, 2005)
  - Both transitions should be seamless
2. Develop a Program to Expand the FGUA Board (Ongoing)



# 2005-2006 SYSTEMS MANAGER GOALS

1. Enhancement of Community Relations by FGUA
  - Addition of Community Service Liaison (Sept. 1, 2005)
  - Minimize Impact on Community Operating Cost (no rate increase required)
  - Establish Guidelines of Expanded Role for the System Manager in the management of Customer Service provided under new contract (Sept. 15, 2005)
  - Enhance Community Outreach program utilizing Community Service Liaison (Dec. 1, 2005)



## **2005-2006 SYSTEMS MANAGER GOALS (cont.)**

2. Expansion of resources to manage the FGUA Capital Improvement Program (Ongoing)
3. Implement mid-year strategic plan update (Nov. 1, 2005)
4. Develop a strategy plan for distressed systems (Oct. 1, 2005)



## **2005-2006 SYSTEMS MANAGER GOALS (cont.)**

- Explore the feasibility of the FGUA expanding into the areas of;
  - GIS Services
  - Capital Project Services
  - Landfills
  - Utilities Management(Dec. 15, 2005)



# 2005-2006 SYSTEMS MANAGER GOALS

Florida Governmental Utility Authority  
Capital Improvement Program FY2003-FY2006

	Capital Projects Budget	Number of Projects
FY03	\$14,482,785	36
FY04	\$28,357,000	118
FY05 Revised	\$42,640,510	127
FY06 (Est)	\$77,768,000	125



# 2005-2006 SYSTEMS MANAGER GOALS

- FY 2006 Borrowing Requirements (in millions)

FGUA System	Parity Debt	Special Assessment Debt	Developer Assessment Debt	Total
Citrus County	\$8.7	\$17.2	\$10.8	\$36.7
Golden Gate	\$11.8	\$0.0	\$0.0	\$11.8
Lehigh Acres	\$25.1	\$7.6	\$0.0	\$32.7
Poinciana	\$22.0	\$6.0	\$0.0	\$28.0
<b>Totals</b>	<b>\$67.6</b>	<b>\$41.6</b>	<b>\$10.8</b>	<b>\$109.2</b>



# 2005-2006 OPERATIONAL GOALS

1. Development of Cohesive Developer Service across all systems.
  - Ready for New Contract December 5, 2005
2. Development of Centralized Customer Connection Program  
(October 2005, Ready for transition December 5, 2005)
  - Single Point of Contact for all New Connections, small or large.
3. Complete and Implement an FGUA Standard Procedures Document for Quality Control (Jan. 1, 2005)



## **2005-2006 OPERATIONAL GOALS (cont'd)**

4. Capital Improvement Program, initiation and/or completion of major capital projects totaling \$67.6 million for the current FGUA systems (Jun. 30, 2005)
  - Note Increase in costs due to increases in steel, petroleum, and concrete products
5. Develop and implement a cross-connection control Program (January 1, 2006)
6. Re-write Mainline Extension Policy (Mar. 15, 2006)
7. Establish Environmental Tracking System (Jan. 1, 2006)
8. Enhance Developer Tracking System (Feb. 1, 2006)



## **2005-2006 OPERATIONAL GOALS (cont'd)**

### **9. Implementation of New Contract**

- Proposals Due May 19, 2005
- Evaluation and Recommendation by June Board Mtg.
- Negotiation of Contract with Successful Proposer (July 15, 2005)
- Execution of New Contract – December 5, 2005
  - If new contract operator, 4 month transition period
  - If existing contract operator – execution of new contract requirements
- Introduction of Community Service Liaison into Contract Management Process – October 1, 2005
- Communication Changes to Customer, Constituents – Ready to Implement on December 5, 2005



## **2005-2006 OPERATIONAL GOALS (cont'd)**

9. Implement a proactive communication plan (Oct. 1, 2005)
10. Implementation of New Contract (cont'd)
  - Inventory of Assets, Additional Assistance (Hire Firm by Sept. 1, 2005 – Hire staff to maintain going forward by Nov. 1, 2005)
  - Condition Report (Dec. 5, 2005)
  - Establish acceptable levels of sludge inventory (Oct. 1, 2005)
  - Establish acceptable levels of consumables inventory (Oct. 1, 2005)



# 2005-2006 OPERATIONAL GOALS (cont'd)

## 11. Continued Growth and Expansion of FGUA

- Development of Strategy to Assist Polk County with water and wastewater service in NE Service Area (Feb. 1, 2006)
- Development of Operational Strategy to ensure integrity of split system if only part of Poinciana system is absorbed by TOHO (June 1, 2006)
  - Bulk water and wastewater agreements
  - Capacity reservation to ensure newly expanded service in Polk County is adequately serviced
  - New development and funding programs not impacted by transition (Northeast Service Area)



## **2005-2006 FINANCIAL GOALS**

1. Development of a new investment Policy now scheduled for July 2005
2. Development of a new budget Adjustment Policy – scheduled for August 2005
3. New Parity Debt for Citrus, Golden Gate, Lehigh Acres, and Poinciana systems – schedule for October 2005
4. New special assessment debt for Citrus, Lehigh Acres, and Poinciana systems – schedule for October 2005
5. Fourth consecutive GFOA Certificate of Excellence in Financial Reporting to be awarded in April 2006



## 2005-2006 FINANCIAL GOALS

6. Resolution and Implementation of Citrus County Water and Wastewater Authority reporting requirements for FY2005 (Nov. 1, 2005)
7. Revenue Neutral Rate Restructuring in Golden Gate System (FY 2006, Rate study to begin ASAP with implementation October 1, 2006)



# 2005-2006 FINANCIAL GOALS

## 8. Implementation of New Contract

- Ensure Successful Implementation through:
  - Conversion of data (Dec. 15, 2005)
  - Reconciliation/Conversion of Customer Accounts (Dec. 15, 2005)
  - Reconciliation of Accounts Payable/Receivable (Dec. 15, 2005)
  - Inventory of Consumables (Dec. 15, 2005)
  - Additional Assistance, Auditors (Mar. 1, 2006)



## 2005-2006 LEGAL GOALS

1. Ensure that developer conveyance documents for new developments are brought to the Board on a timely basis for acceptance and subsequent recording (Ongoing)
2. Review and revised as necessary the FGUA's conveyance instruments to make them easier for developers and staff to utilize (As Necessary)