



FGUA STRATEGIC PLAN 2006-07



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 supporting other local government entities by providing highly effective and efficient utility services through ownership or contract and assisting 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 five overlapping categories

- Policy Goals
- Operations Goals
- Community Service Goals
- Financial Goals
- Legal Goals



The FGUA's 2006-2007 Goals



2006-2007 SYSTEMS MANAGER GOALS

1. Enhance communications to BOCC's of member counties
 - Develop a quarterly communications effort to include FGUA activities, projects, and accomplishments. (First Quarter FY07)
2. Transition FGUA Board agenda process to digital format (First Quarter FY07)
3. Develop a business plan that focuses on value-added services provided by FGUA beyond ownership of utilities (First Quarter FY07)



2006-2007 SYSTEMS MANAGER GOALS

4. Engage professional firm to conduct an organizational assessment/benchmarking study of FGUA (Second Quarter FY07)
5. Continue the Enhancement of Community Relations by FGUA (continuing)
6. Revisit all aspects of FGUA's Capital Improvement Program to include planning, funding, project management, construction management and inspection services (June 2006)
7. FGUA expanding its support to assist the Polk County Utility System (continuing)



2006-2007 SYSTEMS MANAGER GOALS

Florida Governmental Utility Authority Capital Improvement Program FY2006-FY2010

	Capital Projects Budget	Number of Projects
FY 2006	\$90,297,000	120
FY 2007(Est)	\$25,682,000	64
FY 2008(Est)	\$36,826,000	52
FY 2009(Est)	\$16,409,000	53
FY 2010(Est)	\$37,775,000	48



2006-2007 OPERATIONAL GOALS

1. Development of cohesive Developer Services Plan across all systems (First Quarter FY07)
 - Ready for New Contract
2. Development of Centralized Customer Connection Program (June 2006)
 - Single Point of Contact for all New Connections, Small or Large
3. Complete and Implement an FGUA Standard Procedures Document (Operations and Maintenance Manual) for Quality Control (March 2007)



2006-2007 OPERATIONAL GOALS (cont'd)

4. Implement capital projects program as follows:
 - FY2006 - 68% of non-assessment and developer projects will be expended or encumbered by September 30, 2006 with the remainder to carry over into FY2007.
 - FY 2007 - initiate and/or complete 90% of new major capital projects totaling \$25.7 million and the carryover projects from 2006 (September 2007).
 - Note: cost increases in steel, petroleum (plastic pipe), and concrete products and labor may impact this budget, as well as carryover projects.



2006-2007 OPERATIONAL GOALS (cont'd)

6. Develop and implement a Cross-Connection Control Program (September 2006)
7. Write new mainline extension policy describing circumstances where developers, special assessments and capacity fees fund capital improvements (September 2006)
8. Establish Environmental Tracking System (September 2006)
9. Enhance Developer Tracking System (September 2006)



2006-2007 OPERATIONAL GOALS (cont'd)

10. Implementation of New Operations, Maintenance, Customer Service and Billing Contracts

- **Negotiate New Contract with Severn Trent (April/May 2006)**
- **Implement new contract requirements (effective June 1, 2006)**
- **Communicate Changes to Customer, Constituents – Ready to Implement on June 1, 2006**



2006-2007 OPERATIONAL GOALS (cont'd)

- Establish acceptable levels of sludge inventory (June 2006)
- Establish acceptable levels of consumables inventory (June 2006)



2006-2007 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 (continuing)
- Development of operational strategy to ensure integrity of split system if only part of Poinciana system is absorbed by TOHO (September 30, 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)



2006-2007 OPERATIONAL GOALS (cont'd)

12. Update, assess and enhance Facility Safe Work Place Conditions (January 2007)
13. Develop and Apply an FGUA Facility Inspection Standard (January 2007)
14. Establish a Monthly Operational Accountability Report Card (January 2007)
15. Establish a Monthly Maintenance Management Assets Tracking Report (March 2007)
16. Develop a 10 Year Comprehensive Lift Station Rehabilitation Program (June 2007)
17. Expand on Initial Capacity Management Operations & Maintenance (CMOM) Program (September 2007)



2006-2007 COMMUNITY SERVICE GOALS

Finalize Community Services Outreach Program (October 2006)

1. Using Community Service representatives to assist with the implementation of policies, operations and financial goals throughout the four FGUA systems by participating in meetings with government bodies, community forums and the public;
2. Enhance Community Outreach Program by Community Service Representatives sponsoring and attending over 50 events and activities in all four systems;
3. Providing a visible presence with current and potential customers, affiliates and government partners in the FGUA service areas;
4. Institute outreach program for builders and developers.



2006-2007 FINANCIAL GOALS

1. Development of a new investment policy (July 2006)
2. Development of a new budget adjustment policy (August 2006)
3. New special assessment debt for Citrus System (June 2006)
4. New special assessment debt for Lehigh Acres, and Golden Gate systems (March 2007)
5. Fifth consecutive GFOA Certificate of Excellence in Financial Reporting to be awarded in November 2006



2006-2007 FINANCIAL GOALS (cont)

6. If required, arrange transition financing during transfer of Citrus System to Citrus County (September 2006)
7. Implementation of New ST Contract (June 2006)
 - Ensure Successful Implementation through:
 - Conversion of data
 - Reconciliation/Conversion of Customer Accounts
 - Reconciliation of Accounts Payable/Receivable
 - Inventory of Consumables
 - Additional Assistance, Auditors



2006-2007 FINANCIAL GOALS (cont)

8. Address and resolve comments contained in auditor's management letter (September 2006)
9. Prepare data to allow future submission for Government Finance Officers Association award for Budget Presentation (December 2006)
10. Record financial reports and FGUA Board agendas on web site (April 2006)



2006-2007 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
2. Assist operational staff and Citrus County in the transition of the Citrus County System to County ownership and be prepared to assist in other system transitions
3. Assist operational staff in updating and revising the FGUA's Extension Policy