



FGUA STRATEGIC PLAN 2007

Welcome

Planning Workshop April 19, 2007



Workshop Agenda

Thursday, April 19, 2007

- | | |
|----------|---|
| 10:00 AM | Regular FGUA Board Meeting |
| 11:30 AM | Working Lunch |
| 12:30 AM | Welcome and Opening Comments:
- Lea Ann Thomas, Chairman |
| 12:35 PM | Discussion of FGUA Priorities and
FGUA Accomplishments 2006-2007
FGUA Staff Goals for 2007-2008 |
| 1:30 PM | FGUA Board: Setting Goals for 2007-2008
- Dr. Mel Jurado, Facilitator |
| 3:30 PM | Recap/Finalize FGUA Priorities and Goals for
2007-2008 |
| 4:00 PM | Adjournment |



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 five overlapping categories

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



FGUA

Issues, Goals & Accomplishments

FGUA Planning Workshop – April 19, 2007



ESTABLISHED POLICY GOALS

1. Enhance the stability and growth of the FGUA
 - Develop Marketing and Communication Plan
 - Receivership Situations
 - Regional Solutions
 - Expand Role as a Water Authority (Storm water)
 - Establish FGUA Presence at Appropriate Forums
 - FGFOA – Florida Government Finance Officer’s Assoc.
 - FRWA – Florida Rural Water Association
 - FLC – Florida League of Cities
 - FAC – Florida Association of Counties
 - AWWA – American Water Works Association
 - APWA – American Public Works Association
 - WEF – Water Environment Federation
 - FASD – Florida Association of Special Districts



ESTABLISHED POLICY GOALS

- Continue expansion of water and wastewater service by the FGUA
 - Internal to existing service areas
 - External to existing service areas
- Develop a process for member acquisition of facilities and/or withdrawal from the FGUA
- Identify special assessment district opportunities
- Develop re-use agreements with golf courses, citrus growers, developers and other potential users



ESTABLISHED POLICY GOALS

2. Enhance communications with member boards and customers
 - Conduct local government briefings to inform of FGUA services available
 - Enhance FGUA newsletter and website
 - Community outreach program monthly reports
 - Sponsor and participate in appropriate community events
 - Issue annual and quarterly operational performance reports
 - Provide Capital Improvement Plan construction progress status reports
 - Continue coordinating with TOHO Water Authority, Polk County, and Osceola County to ensure quality water and wastewater service for the Poinciana System during the transition period
 - Coordinate with Citrus County to ensure quality water and wastewater service for customers during the transition period



ESTABLISHED POLICY GOALS

3. Enhance resource management and environmental practices
 - Ensure current operational procedures are followed
 - Operation & Maintenance Manual Enhancement
 - Daily Inspector Monitoring of Operations
 - Proactive FDEP action planning/coordination
 - Update all procedures on a regular basis to ensure appropriate consistency with “best practices”.
 - Conduct annual environmental assessments
 - Update and implement the regulatory and community service components of the integrated water resource management plan
 - Continue to upgrade the FGUA response to the Federal and State CMOM program initiatives



ESTABLISHED POLICY GOALS

4. Pursue contract management services for governmental utility systems that FGUA does not own
5. The FGUA should actively pursue acquisition of distressed utilities, to assist the FDEP and local governments where feasible



ESTABLISHED POLICY GOALS

6. Expansion of the System Manager's role

- Customer Service and Billing – Establish Community Relations presence in each utility- now in place
 - Community relations presentations to citizen groups
 - Developer and builder liaison
 - Establish relationships with HOAs
 - Customer ombudsman- resolving concerns
 - Ensure contract operator complies with FGUA policies
- Special Assessments
- Centralization of Development Process by System Manager
- Continual FGUA Expansions (Internal and External)
- Increased reliance on multi-year contracts for repetitive CIP services
- Cooperative procurement agreements with other units of local government



2006-2007 POLICY GOALS

1. Enhance communications to BOCC's of member counties
 - Increased level of communication with the elected officials, upper management and senior staff.
2. Transition FGUA Board agenda process to digital format
 - Deferred to post transition implementation
3. Develop a business plan that focuses on value-added services provided by FGUA beyond ownership of utilities
 - Discussions initiated with the Town of Dundee



2006-2007 POLICY GOALS

4. Engage professional firm to conduct an organizational assessment/benchmarking study of FGUA
 - Deferred to post transition
5. Continue the Enhancement of Community Relations by FGUA
 - Ongoing
6. Revisit all aspects of FGUA's Capital Improvement Program (CIP) to include planning, funding, project management, construction management and inspection services
 - Capital Improvement Plan has greatly improved project execution
7. FGUA expanding its support to assist the Polk County Utility System
 - Assisted Polk County in 2 areas



2006-2007 POLICY GOALS

Florida Governmental Utility Authority Capital Improvement Program FY2007-FY2011

	Capital Projects Budget	Number of Projects
FY 2007	\$81,477,000	123
FY 2008(Est)	\$61,610,000	73
FY 2009(Est)	\$31,138,000	65
FY 2010(Est)	\$20,988,000	56
FY 2011(Est)	\$23,215,000	57



2006-2007 OPERATIONAL GOALS

1. Development of cohesive Developer Services Plan across all systems
 - Deferred to Post Transition
2. Development of Centralized Customer Connection Program
 - Single Point of Contact for all New Connections, Small or Large Completed
3. Complete and Implement an FGUA Standard Procedures Document (Operations and Maintenance Manual) for Quality Control
 - Underway



2006-2007 OPERATIONAL GOALS (cont'd)

4. Implement capital projects program as follows:
 - FY2006 - 58% of non-assessment and developer projects were expended or encumbered by September 30, 2006 with the remainder carried over into FY2007.
 - FY 2007 - initiate and/or complete 90% of major capital projects by September 2007.
 - 47.0% have been expensed or encumbered in first six months of FY 2007.



2006-2007 OPERATIONAL GOALS (cont'd)

6. Develop and implement a Cross-Connection Control Program
 - Underway
7. Write new mainline extension policy describing circumstances where developers, special assessments and capacity fees fund capital improvements
 - Deferred to Post Transition
8. Establish Environmental Tracking System
 - Design Underway
9. Enhance Developer Tracking System
 - Design Underway



2006-2007 OPERATIONAL GOALS (cont'd)

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

- Negotiated New Contract with Severn Trent (April/May 2006)
- Implemented new contract requirements (effective June 1, 2006)
- Communicated Changes to Customer, Constituents (Implemented on June 1, 2006)



2006-2007 OPERATIONAL GOALS (cont'd)

- Establish acceptable levels of sludge inventory (completed June 2006)
- Establish acceptable levels of consumables inventory (completed 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
(Board directed deletion of this goal during FY 2007 Budget process)
- Development of operational strategy to ensure integrity of split system if only part of Poinciana system is absorbed by TOHO
(Board directed deletion of this goal during FY 2007 Budget process)



2006-2007 OPERATIONAL GOALS (cont'd)

12. Update, assess and enhance Facility Safe Work Place Conditions
 - Underway
13. Develop and Apply an FGUA Facility Inspection Standard
 - Completed
14. Establish a Monthly Operational Accountability Report Card
 - Underway
15. Establish a Monthly Maintenance Management Assets Tracking Report
 - STES has design underway
16. Develop a 10 Year Comprehensive Lift Station Rehabilitation Program
 - Underway as part of FY 2008 Budget Process
17. Expand on Initial Capacity Management Operations & Maintenance (CMOM) Program
 - Deferred until after transition



2006-2007 COMMUNITY SERVICE GOALS

Finalize Community Services Outreach Program

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;
 - Completed and continuous process
2. Enhance Community Outreach Program by Community Service Representatives sponsoring and attending over 50 events and activities in all four systems;
 - Completed and continuous process
3. Providing a visible presence with current and potential customers, affiliates and government partners in the FGUA service areas;
 - Completed and continuous process
4. Institute outreach program for builders and developers.
 - Completed and continuous process



2006-2007 FINANCIAL GOALS

1. Development of a new investment policy
 - Completed December 2006
2. Development of a new budget adjustment policy
 - Under development
3. New special assessment debt for Citrus System
 - Deleted due to System transfer
4. New special assessment debt for Lehigh Acres, and Golden Gate systems
 - Pending
5. Fifth consecutive GFOA Certificate of Excellence in Financial Reporting
 - Awarded November 2006



2006-2007 FINANCIAL GOALS (cont'd)

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



2006-2007 FINANCIAL GOALS (cont'd)

8. Address and resolve comments contained in auditor's management letter
 - Completed December 2006
9. Prepare data to allow future submission for Government Finance Officers Association award for Budget Presentation
 - Under Review
10. Record financial reports and FGUA Board agendas on web site
 - Completed 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
 - Ongoing
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
 - Completed February 2007
3. Assist operational staff in updating and revising the FGUA's Extension Policy
 - Under Review



FGUA

Other Accomplishments

FGUA Planning Workshop – April 19, 2007



OTHER POLICY ACCOMPLISHMENTS

1. Enhance the stability and growth of the FGUA
 - Met with developers in Citrus County, Golden Gate, Lehigh Acres and Poinciana to help identify the highest priority growth areas
 - Plans for line extension in Lehigh Acres (continuing)
 - Began plant expansions in both Lehigh Acres (in progress) and Golden Gate
 - Met with Collier County to explore the possibility of an inter-local agreement for wastewater service (most recently in March 2007)
 - Meeting with Collier County staff to encourage joining the FGUA Board (Ongoing)



OTHER POLICY ACCOMPLISHMENTS (cont'd)

- **FGUA staff attended events or made presentations at the following association events**
 - Florida Rural Water Association
 - Florida Government Finance Officer's Association
 - Florida League of Cities
 - Florida Associations of Counties
 - American Water Works Association
 - American Public Works Association

- **Developed or reviewed three water/wastewater systems for FGUA acquisition – none recommended to the Board**



OTHER POLICY ACCOMPLISHMENTS (cont'd)

- Established CIP Tracking Report for Capital Projects
- Completed engineering design work authorizations for 58% (Cost) and 89% (Projects) of FY 2007 Capital Program
- Develop a process for member acquisition of facilities and/or withdrawal from the FGUA (continuing)



OTHER POLICY ACCOMPLISHMENTS (cont'd)

2. Enhance communications with member boards and customers
 - Meetings were conducted with Citrus County Water and Wastewater Regulatory Authority Board
 - Meetings were conducted with Collier County regulatory agency and utility
 - A quarterly newsletter was created and nine issues distributed since January 2005
 - Monthly CIP construction progress reports initiated January 2006 and provided monthly to Board of Directors
 - FGUA Website updated continually with new information



OTHER POLICY ACCOMPLISHMENTS (cont'd)

- Met with TOHO, Osceola County and Polk County to ensure quality water and wastewater services delivered to Poinciana System
- Met with customers in Poinciana, Lehigh and Golden Gate concerning rate studies and implementation
- Established the Utility Advisory Committee in Lehigh Acres



OTHER POLICY ACCOMPLISHMENTS (cont'd)

3. Enhance resource management and environmental practices
 - Conducted meetings with regulatory and other agencies statewide
 - South West Florida FDEP
 - Central Florida FDEP
 - TOHO Water Authority
 - South Florida Water Management District
 - Southwest Florida Water Management District
 - Citrus and Collier County Regulatory Authorities
 - Citrus, Collier and Lee County Planning Departments



OTHER POLICY ACCOMPLISHMENTS (cont'd)

- Updated procedures to meet “Best Practices” and implemented new monitoring procedures to ensure compliance
 - Ten year meter change-out (continues)
- Conducted annual environmental assessments
- Integrated Water Resource Management Plan integrated into the regular business practices of the FGUA and periodic updates are provided to the Board
- CMOM Program integrated into the regular business practices of the FGUA and quarterly updates are provided to the Board



OTHER POLICY ACCOMPLISHMENTS (cont'd)

4. Pursue contract management services for governmental utility systems that FGUA does not own
 - Discussions on-going with Town of Dundee for FGUA to manage water and wastewater services
 - Pursue provision contract services to other local government utilities
 - Polk County- member example
 - City of South Bay- non-member example



OTHER POLICY ACCOMPLISHMENTS (cont'd)

5. Pursue acquisitions of distressed utilities (ongoing)
 - Due diligence was conducted on 3 utility systems and resulted in no acquisitions yet
 - Lake County locations (2)
 - Polk County locations (1)

6. Expansion of the Manager's role (ongoing)
 - Performed special assessment studies in Citrus, Lehigh Acres and Golden Gate (continuing)



OTHER CAPITAL & OPERATIONAL ACCOMPLISHMENTS

1. **Development of Cohesive Developer Service across all systems**
 - Operational
 - Staff increased to address added workload
2. **Development of Centralized Customer Connection Program**
 - Operational
 - Single Point of Contact provided for all New Connections, small or large
3. **Capital Improvement Program, initiation and/or completion of major capital projects - 92 work authorizations for engineering and design services issued 1st half of FY 2007**



OTHER CAPITAL & OPERATIONAL ACCOMPLISHMENTS (cont'd)

4. Develop and implement a cross-connection control Program (September 2006)
5. Implemented New Operations and Customer Service Contract - June 1, 2006
6. Implemented a proactive communication plan to public and local government
7. Successfully negotiated a settlement to the ongoing Osceola Property Tax litigation



OTHER CAPITAL & OPERATIONAL ACCOMPLISHMENTS (cont'd)

8. Steps required to implement new contract

- **Inventory of Assets, Additional Assistance**
 - **First Inventory completed summer 2006 by Maximus**
 - **Hired staff member to maintain going forward**
- **Establish acceptable levels of consumables inventory (May 2006)**
- **Establish acceptable levels of sludge inventory (May 2006)**



OTHER CAPITAL & OPERATIONAL ACCOMPLISHMENTS (cont'd)

9. Additional Operational Accomplishments

- Completed Interconnect with the City of Fort Myers for mutual back-up water supplies (March 2007).
- Awarded contract in Pine Ridge water system in Citrus System to install 35 new fire hydrants (January 2007)
- Awarded contracts in Golden Gate and Lehigh Acres for drilling deep injection wells for wastewater effluent disposal (October 2006 and March 2007, respectively)
- Awarded contract for Mirror Lake WTP #2 construction in Lehigh Acres (August 2006)



OTHER CAPITAL & OPERATIONAL ACCOMPLISHMENTS (cont'd)

- Awarded major pipeline construction contracts in Poinciana System, including:
 1. Cypress Parkway WW Line Extension (June 2006)
 2. Hunter Road/Koa Street Force Main (July 2006)
- Awarded contract to Engineer Service Corporation for Telemetry Improvements in Poinciana (August 2006)



OTHER CAPITAL & OPERATIONAL ACCOMPLISHMENTS (cont'd)

- Awarded contract to Beach Construction to build a ground storage tank and high service pump upgrades in Citrus County
 1. Pine Ridge (September 2006)
 2. Sugarmill Woods (November 2006)
- Awarded new contract for Citrus Springs and Pine Ridge Line Extensions, Citrus County (October 2006)
- Awarded Poinciana Bellalago Reuse Pump Station Project (January 2007)



OTHER CAPITAL & OPERATIONAL ACCOMPLISHMENTS (cont'd)

- Awarded and completed grit removal contracts in Poinciana (WWTP # 2, 3, and 5), and Golden Gate WWTP (August 2006 and March 2007)
- New Customer Service Center Offices
Opened as follows:
 1. Lehigh Acres: Opened February 2007
 2. Poinciana: Opened April 2007
 3. Golden Gate: Under Construction for May 2007 Opening
 4. Citrus: Permitting completed February 2007, turned over to Citrus County for construction



OTHER COMMUNITY SERVICE ACCOMPLISHMENTS

1. In our efforts to market the FGUA for continued growth:
 - Completed major customer service opinion survey
 - We continued the utilization of bill stuffing to improve communication with our customers in an efficient manner. Below are some of the ways we've utilized this means of communication
 - Summer 2006, Annual CCR Report was distributed in bills
 - We distributed the four quarterly newsletters



OTHER COMMUNITY SERVICE ACCOMPLISHMENTS (cont'd)

- We've met with various local boards, customers, and HOA's throughout all four systems
 - Attended 60 HOA Meetings throughout the four FGUA systems
 - Conducted 40 Educational Programs in all four systems
 - Attended 50 governmental meetings in all four systems
 - Participate in 40 community activities
- We've met regularly with TOHO, Polk and Osceola Counties to ensure quality water and wastewater service
 - Continuing
- Community Service Representatives located in all four FGUA Systems to provide information and receive community feedback
 - Continuing



OTHER FINANCIAL ACCOMPLISHMENT

1. Improve Financial Management and Reporting:
 - Awarded GFOA Certification of Excellence in Financial Reporting for the fifth consecutive year in FY 2005
 - FY 2006 has been applied for
 - FY 2006 CAFR Presented to FGUA Board
 - March 2007
 - The FGUA introduced the use of new Conservation Rates in Golden Gate. Water Management Districts are expected to require more implementations of these rates in the future
 - May 2006
 - New Bulk and Retail Reclaimed Water Rates were established in Lehigh Acres and Poinciana Systems
 - Completed November 2006
 - New investment policy
 - Completed December 2006



OTHER FINANCIAL ACCOMPLISHMENTS (cont'd)

2. To complete the financing of additional capital programs
 - Citrus Line of Credit was expanded from \$5 to \$13 Million in April 2006



OTHER FINANCIAL ACCOMPLISHMENTS (cont'd)

3. In the effort to improve on our contract management
 - STES hired an accountant as part of the new contract to coordinate with FGUA staff on accounting issues
 - Accounting staff with STES and GSG eliminated long standing repeat audit finding by reconciling accounts receivable and customer deposit subsidiary ledgers maintained by STES with general ledger maintained by GSG
 - GSG hired a Fixed Asset Accountant in August 2006
 1. Coordinated and posted results of Maximus, Inc. inventory completed in Summer 2006 to fixed asset records
 2. Completed loading of FGUA fixed asset records to Munis Accounting System
 3. Updated FY 2006 fixed assets with new construction in progress and completed capital project fixed assets
 4. Provided input for successful audit of asset records
 5. Coordinating final update of Citrus and Poinciana Utility System fixed assets with FY 2007 additions



OTHER LEGAL ACCOMPLISHMENTS

- 1. Prepared and negotiated a revised Utility Operations, Maintenance, Billing, and Customer Service Agreement with Severn Trent Environmental Services**
- 2. Prepared an interlocal with Polk County and Citrus County to provide a full range of utility services**
- 3. Assisted operational staff and Citrus County in successfully transitioning the Citrus System to County ownership**



OTHER LEGAL ACCOMPLISHMENTS (cont'd)

4. Prepared revised FGUA conveyance instruments to make them easier for developers and staff to utilize
5. Providing ongoing legal oversight in the Poinciana Transition
6. Successfully assisted operations staff in negotiating a settlement to the on-going Osceola Property Tax litigation



2006-2007 RECAP

1. Our proudest accomplishments in the last year
 - FGUA successful in meeting growth of over 4,800 new customer accounts in four systems
 - Staff maintained financial integrity of all four systems, while addressing continuous growth
 - FGUA renewed the Operations, Maintenance and Customer Service contracts for four systems after an eighteen month effort
 - Successfully transferred Citrus Utility System to Citrus County



2006-2007 RECAP (cont'd)

- FGUA Management of the Utility Systems in FY 2006 resulted in the following growth in Net Asset values in the systems:
 - Citrus System: \$5.874 million (\$13.837 million from inception)
 - Golden Gate System: \$0.430 million (\$0.877 million from inception)
 - Lehigh Acres System: \$6.667 million (\$19.275 million from inception)
 - Poinciana System: \$11.812 million (\$56.858 million from inception)



The FGUA's 2007-2008 Goals

April 19, 2007



NEW POLICY ISSUES

1. How does the FGUA handle transition?
 - Citrus County and TOHO Water Authority
 - Ensuring seamless transition for our customers
 - Continuing to assist Citrus County Transition through May 2007
 - Composition of Board after Transition
 - New Contract for Operations and Customer Service
 - Ensuring service provision consistent with the goals and objectives of the FGUA



NEW POLICY ISSUES (cont'd)

2. How do we address the well and septic tank issue in Lehigh Acres?
3. Where is the FGUA heading? What will the FGUA's roll be in the future?
4. Board Member issues?



2007-2008 SYSTEMS MANAGER GOALS

- 1. Continue the Enhancement of Community Relations by FGUA**
- 2. Addressing Adding New FGUA Members**
- 3. FGUA must continue to expand its support to assist the Town of Dundee Utility System**
- 4. FGUA must continue to expand support to other local governments**



2007-2008 SYSTEMS MANAGER GOALS

Florida Governmental Utility Authority
Capital Improvement Program FY2007-FY2011 for
Golden Gate and Lehigh Acres

	Capital Projects Budget	Number of Projects
FY 2007	\$29,455,000	59
FY 2008(Est)	\$32,699,000	39
FY 2009(Est)	\$13,529,000	30
FY 2010(Est)	\$11,985,000	28
FY 2011(Est)	\$12,688,000	31



2007-2008 CAPITAL AND OPERATIONAL GOALS

- 1. Lead and partner in planning and carrying out local and regional utility solutions that support growth management.**
- 2. Provide a high level of water and wastewater services through effective design, construction, operation and maintenance of utilities and their respective facilities.**
- 3. Achieve high levels of customer satisfaction through the identification and timely response to utility service needs; and provide timely, consistent and clear two-way communication tailored to the utility needs of customers and citizens.**



2007-2008 CAPITAL AND OPERATIONAL GOALS (cont'd)

4. Deliver projects and services on time and within budget through timely, efficient and cost effective management of resources.
5. Ensure that the design, construction; operation and maintenance of utilities and their respective facilities are done in an environmentally responsible manner.



2007-2008 COMMUNITY SERVICE GOALS

1. Continue using Community Service representatives to assist with the implementation of policies, operations and financial goals throughout the FGUA systems by participating in meetings with government bodies, community forums and the public
2. Continue the enhancement of the Community Outreach Program by utilizing the Community Service Representatives sponsoring and attending events and activities in the FGUA service areas
3. Continue to provide a visible presence with current and potential customers, affiliates and government partners in the FGUA service areas
4. Continue the implementation of the institute outreach program for builders and developers



2007-2008 FINANCIAL GOALS

1. Development of a new budget adjustment policy (August 2007)
2. Address use of special assessment debt for Lehigh Acres, and Golden Gate systems (June 2007)
3. Sixth consecutive GFOA Certificate of Excellence in Financial Reporting to be awarded (November 2007)
4. Address and resolve two remaining comments contained in auditor's management letter (September 2007)



2007-2008 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 in updating and revising the FGUA's Extension Policy
3. Work with System Manager on alternatives for the ownership of the Golden Gate System



2007-2008 LEGAL GOALS (cont'd)

4. Resolve ongoing dispute with Gassner Development regarding the Town Lakes development in Lee County
5. Resolve operational maintenance, billing and customer services issues at Heritage Apartment complex in the Golden Gate System