



Charlotte County Utilities



Strategic Plan 2010-2015

Charlotte County Board of
County Commissioners
January 11, 2011



Agenda

- Introduction
- Strategies Plan Model & Methodology
- Strategic Focus Areas
- Mission
- Vision
- Core Operating Values
- CCU Strategic Goals (6)





Introduction

- First strategic plan in 1993.
- Plan to meet the challenges of today and manage the paradigm shift.
- Plan addresses future challenges and changing priorities.





Introduction (cont'd)

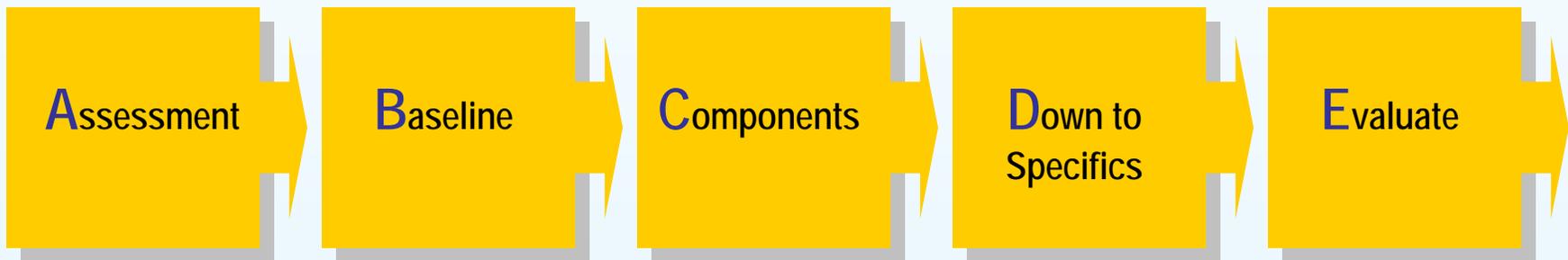
- The plan created in a manner that allowed input from a large audience of stakeholders.
- It also outlines the specific goals, strategies, and objectives.





Strategic Planning Model A B C D E

Where we are Where we want to be How we will do it How are we doing



- *History & Background*

- *QualServe Self Assessment Survey*

- *QualServe Preliminary Analysis*

- *Situation – Past, Present and Future*

- *QualServe Peer Review Key Findings*

- *Strengths & Opportunities compare to other Utilities*

- *Mission & Vision*

- *Core Operating Values*

- *Major Goals*
- *Specific Objectives*

- *Performance Measurements*

- *Initiatives and Projects*

- *Action Plans*

- *Review Progress*

- *Take Corrective Actions*

- *Feedback & Revise plans*



Strategic Plan Methodology

- QualServe (AWWA) Peer Review Team conducted extensive interviews.
- Results were compiled and development of preliminary analysis was completed.





Strategic Plan Methodology

- Team completed plan that resulted in a tangible, measurable objectives and actions.
- The plan will become the framework
 - Operating & Capital Improvement Budgets
 - Annual Goal Setting Priorities





County Strategic Focus Areas

1. **Water Resources:** Ensure quality and quantity of water resources when and where they are needed and provide a safe and reliable water supply.
2. **Fiscal/Financial Planning:** Continue to increase the effectiveness of local government and maintain a strong financial condition.
3. **Efficient and Effective Government:** Facilitate the organizations capacity to govern and manage effectively in the rapidly changing and challenging environment.
4. **Quality of Life:** Enhance community life by clean air and water, unfettered open spaces and bodies of water, conservation of wildlife and natural resources, and provide community amenities.



CCU's Six (6) Strategic Goals

1. Water Resources
2. Wastewater/Reclaimed Water
3. New Business Opportunities
4. Stakeholder Communications
5. Human Resources
6. Fiscal/Financial Planning



Mission

- To provide products and services of uncompromising value to our community by operating a public utility system that is economically sound, environmentally responsible, operationally reliable and customer responsive.



Vision

- To ensure safe, reliable utility service at fair and reasonable rates.



Core Operating Values

- **Integrity** – committed to serving with honesty.
- **Customer Service** – committed to providing excellent service and to achieve real results that earn the public's trust.
- **Partnership**- committed to working cooperatively with our coworkers and others for the overall good of the community.
- **Innovation** – committed to innovation and continual learning.
- **Stewardship** – committed to good stewardship of our resources



Goal #1 Water Resources



System Modeling



Water Quality



AMR Technology



**Budget Necessary
Infrastructure &
Maintenance**



**Promote and Employ
Water Conservation**



**Develop New Water
Sources**



#1 Water Resources

- Enhance community life and provide a safe and reliable water supply.
- Manage growth and change consistent with the County's comprehensive plan to maximize quality of life

Strategies	Objectives	Performance Measures
1. Ensure water quality and quantity.	1. Improve water quality on a consistent basis.	1. Number of customer water quality complaints.
2. Ensure future viability of water infrastructure.	2. Manage current assets to fullest extent.	2. percentage of assets mgmt program completed.
3. Identify additional sources within County.	3. Identify and develop back up water supply.	3. No. of alternative sources identified.



#1 Water Resources (cont'd)

Strategies	Objectives	Performance Measures
4. Expand customer base to increase revenue.	4. Find additional water customers.	4. Number of customer contacts made.
5. Budget maintenance and improvements.	5. To ensure infrastructure is replaced or maintained.	5. Feet of pipe replaced or maintained.
6. Promote and employ conservation of water.	6. Reduce the usage of potable water.	6. Capacity analysis of water plants.



#1 Water Resources (cont'd)

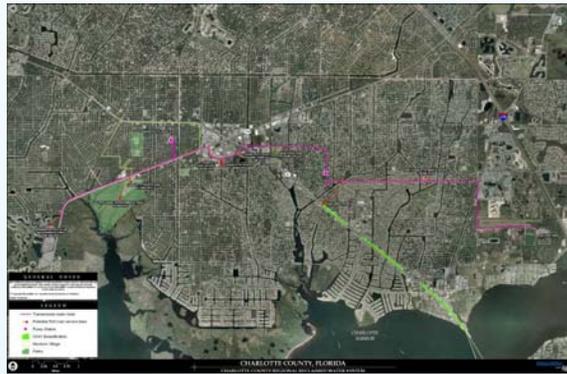
Strategies	Objectives	Performance Measures
7. Reduce costs associated with delivery of water.	7. Help keep rates the same for customers.	7. Cost of water today vs the future years.
8. Implement hydraulic model.	8. Develop a more efficient distribution system.	8. Percent reduction in flushing.
9. Identify technological advances in meter reading.	9. To automate the meter reading for efficiency.	9. Percent meters using advanced technology.



Goal #2 Wastewater/Reclaimed



Reduce Chemical Usage



Reduce Electrical use



Increase WW Revenue





#2 Wastewater/Reclaimed Water

- Maintain and enhance a safe and healthy community in which to live by providing clean air and water, open spaces, conservation and amenities.

Strategies	Objectives	Performance Measures
1. Expand the customer base to increase revenue.	1. Convert failed septic system central sewer.	1. Number of new customers per year.
2. Budget maintenance and improvements.	2. Use asset management to prioritize investments.	2. Track infrastructure repairs.
3. Identify ways to reduce electrical & chemical costs.	3. Reduce Kilowatt hours & chemical usage.	3. percentage of reduction of electrical and chemical use.



Goal #3 New Business Opportunities



Increase Revenue in Biosolids and Grease Processes



New Business Opportunities



Feasibility of Bottling CCU Water





#3 New Business Opportunities

- Facilitate capacity to govern and manage effectively in a rapidly changing/challenging environment.

Strategies	Objectives	Performance Measures
1. Biosolids, grease & reclaimed water opportunities.	1. Identify potential uses to increase revenue .	1. Cost of current processes reduced.
2. Expand reclaimed customer base.	2. Sell more reclaimed water.	2. Percent of increased revenue.
3. Identify feasibility of bottling CCU water.	3. Use capacity available at Plants.	3. Participate in a “green” recycling venture.



Goal #4 Stakeholder Communications



Improve Internal and External Communications



Leadership Charlotte Touring Burnt Store Facility



Charlotte Harbor CRA MSBU Open House



Community Outreach with Students



Conduct Regular Employee Meetings



#4 Stakeholder Communications

- Facilitate capacity to govern and manage effectively in a rapidly changing/challenging environment.

Strategies	Objectives	Performance Measures
1. Improve the external communications.	1. Contact community groups.	1. No. of scheduled speaking engagements.
2. Enhance community engagement.	2. Solicit input from community.	2. Solicit membership for committees, as needed.
3. Strong mgmt presence in field.	3. Increase presence in field.	3. Scheduled monthly field visits.



#4 Stakeholder Communications

Strategies

Objectives

Performance Measures

4. Improve communications with purchasing dept.

4. Find solution for best RFP's and contract issues.

4. Established meeting resolution.

5. Conduct leadership & employee meetings.

5. Improve communication on a regular basis

5. Number of meetings scheduled.



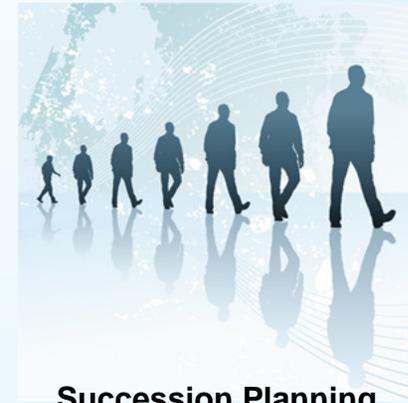
Goal #5 Human Resources



In-house and Local Employee Training



Building Diverse Workforce



Succession Planning



CCU Workplace Safety Committee



FWPCOA Short School with CCU Instructors



#5 Human Resources

- Maintain a safe and healthy community in which to live.

Strategies	Objectives	Performance Measures
1. Employee Education Program	1. Promote in-house and local training.	1. percentage of training completed locally.
2. Enhance the safety program to limit workplace injuries.	2. Obtain input from staff when new safety rules are anticipated.	2. Safety Committee report to Director.
3. Develop organizational culture that promotes and accepts change.	3. Communicate with employees importance of change.	3. Quarterly meeting with all staff.



#5 Human Resources (cont'd)

Strategies

Objectives

Performance Measures

4. Recruit, develop and retain diverse workforce.

4. To meet future needs and growth.

4. Review skill base pay matrix.

5. Determine skills for existing and future org.

5. Identify areas that need attention.

5. Compare staffing ratios with other Utilities.

6. Investigate flex hours and ten hour workdays.

6. Increased efficiencies, reduced costs.

6. Dept. results of investigation.



Goal #6 Fiscal/Financial Planning

Apply and Monitor
Federal Grants



Maintain Financial Stability of CCU



Anaerobic Digester



Grease from restaurants and the food
industry into usable feedstock



#6 Fiscal/Financial Planning

- Continue to increase the effectiveness of local government and maintain a strong financial condition - Pursue available funding sources to facilitate service that meets community needs.

Strategies	Objectives	Performance Measures
1. Propose and analyze new sources of revenue.	1. Obtain grants to reduce cost to MSBU and MSTU with grant coordinator	1. Number of grant applications.
2. Monitor awarded grants & apply for new grants.	2. Apply for grants internally & with Grant Coordinator.	2. Time spent monitoring and applying for grants.



#6 Fiscal/Financial Planning (cont'd)

Strategies

Objectives

Performance Measures

3. Update short and long term financial plans.

3. Have a plan developed for financing.

3. Completed financial plan.

4. Examine expenditures to find savings.

4. Reduce debt or rates.

4. Amount of net revenue or savings.



End

Discussion

Questions