

QualServe™ Report of Peer Review

Prepared for

Charlotte County Utilities

April 16, 2010





**American Water Works
Association**

The Authoritative Resource on Safe Water®

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April 20, 2010

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Charlotte County Utilities
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SUBJECT: QualServe Report

Dear Terri,

We are writing to summarize some of the key considerations about our **QualServe Report of Peer Review for CCU** which we discussed with you and your Team on April 16, 2010.

- **Unbiased Review** - To maintain the integrity of the QualServe Program, we worked hard to provide an unbiased report. We believe our Final Report is a fair assessment where we *“call them as we see them.”*
- **More “Opportunities” than “Strengths”** – The primary focus of the QualServe Program is on continuous improvement. Therefore, the list of “Opportunities” is generally much longer than the list of “Strengths.” This is typical of all Peer Review Reports.
- **“Opportunities”** – Many of the “Opportunities” in our report reflect “best-in-class” standards for our industry. While we believe these standards are appropriate for CCU and our industry, many in our industry are in the beginning stages of incorporating these practices into their organizations.
- **Control** – We are aware that some of the “Opportunities” for improvement are not under the full control of CCU and will have to have support and “buy-in” from stakeholders outside of CCU in order for your action plans to be successful.
- **Organizational Structure** – Our scope of work did not include a detailed assessment of CCU’s organizational structure and span of control. However, we believe that your organizational structure is similar to other high-performing utilities. We further believe your span of control (ratio of supervisors to employees) is consistent with industry best practices.



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We enjoyed working with you and the CCU Team and wish you all the best with your continuous improvement work. Please don't hesitate to contact any of us if we can be of assistance.

Best Wishes,

William "Ed" Kerwin, Jr.
Peer Team Leader
Executive Director
Orange Water and Sewer Authority
Carrboro, NC

Raynetta Curry Grant, P.E.
Water Resources Director
City of Titusville
Titusville, FL

William "Burr" D. Koespel, Jr.
Director of Operations
Central Lake County JAWA
Lake Bluff, IL

John Anderson
AWWA Peer Team Facilitator
Denver, CO

Disclaimer

This report has been compiled by a team of utility peers under the QualServe Program, which is jointly sponsored by AWWA and WEF. The peer team worked from materials and other information provided by the utility being reviewed. Interviews and visits to facilities and workplaces supplemented this written information. The team followed processes outlined in QualServe program guidance to conduct the review in accordance with the Participating Utility Agreement. The information presented in this report summarizes the findings of the team, and focuses on the topics that the team believes are most appropriate outputs from the review. This information is intended as one assessment that the utility can use to prepare an agenda for improvement. AWWA and WEF make no warrantee relative to the suitability of this report for any other purpose.

Acknowledgments

QualServe is a trademark of the American Water Works Association. AWWA wishes to recognize the valuable contributions made by many volunteers of the Association, including those who served on the Quality Utility Service Ad Hoc Committee and created the framework for QualServe. We are grateful to the American Water Works Association Research Foundation, its volunteer project advisory committee, its staff, and its contractor, Roy F. Weston, Inc., for leadership and support during early development of the QualServe program. More recently, the Water Environment Research Foundation, its volunteer project subcommittee, staff, and contractor, Hagler Bailly, Inc., have led an effort to help expand the QualServe program and make it useful at wastewater and joint water / wastewater utilities by developing and pilot-testing new program materials. The Water Environment Federation (WEF) has joined with AWWA to co-sponsor QualServe. AWWA and WEF have also formed a Joint QualServe Advisory Committee to oversee on-going operations and improvements to QualServe. Many thanks are extended to the utilities and individuals that offered advice during development of the program, support during pilot testing of the self-assessment and peer review processes, and service as peer reviewers. QualServe continues to benefit from these varied contributions, and is now offers a comprehensive program of excellence for water and wastewater utilities throughout North America.

Transmittal Letter

We would like to express our sincere appreciation to the people at **Charlotte County Utilities** who helped us understand the workings and accomplishments of their utility. Your cooperation with helping us to prepare for this review and the kindness and energy you have displayed while we visited your facilities has made our task enjoyable. We have learned a great deal that will benefit us in our work, and trust that our discussions and this report will help you achieve your goals and contribute to your continued success. The residents of **Charlotte County Utilities** service area are fortunate to have a knowledgeable and dedicated staff operating their facilities and searching for affordable opportunities to provide superior service.

Thank you for providing us with the documentation we used to prepare for our visit. That background information, coupled with your self-assessment report and the insights we gained through interviews and facilities visits has helped us to shape a broad understanding of your utility and the methodologies you apply in your daily work. We hope that in considering and applying this information, we have not misunderstood, omitted, or misrepresented anything of significance. Our goal has been to understand how you accomplish your work, how decisions are made, and whether practices at **Charlotte County Utilities** are consistent with those at other high achieving North American wastewater utilities.

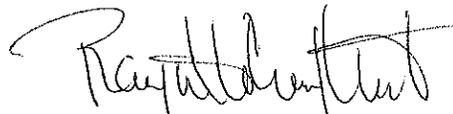
We have organized our review around the standard QualServe business process categories. These are the same as those used in the framework for the QualServe self-assessment survey.

We believe it is important that you have this report in hand before we travel home. Once we return to our own utilities, it will be difficult for our team to assemble and continue deliberations with the freshness of information and degree of focus that we have applied in preparation for our visit and over the few days we have spent with you on site. Our comments are necessarily succinct. They highlight observable strengths and areas where we believe you might benefit from additional study and action. If there are specifics that are unclear, or topics that you would like to discuss with a member of the team, we welcome your call.

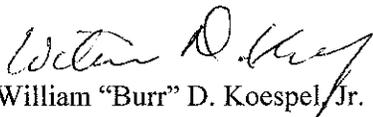
Sincerely,



William "Ed" Kerwin, Jr.
Peer Team Leader
Executive Director
Orange Water & Sewer Authority
Carrboro, NC



Raynetta Curry Grant, P.E.
Water Resources Director
City of Titusville
Titusville, FL



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Denver, CO

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Introduction

The American Water Works Association (AWWA) and the Water Environment Federation (WEF) offer the QualServe program to assist utility managers with assessing the current state of affairs at their water, wastewater, or joint water / wastewater utilities. The peer review evaluates the same business process categories as those included in the self-assessment process. The perspectives of the two processes differ but they are complementary. The self-assessment organizes views of the utility's staff. The peer review offers the neutral perspective of volunteer utility executives and managers from other, similar, North American utilities. These two processes combine to make QualServe a unique program among those dedicated to excellence in utility service.

This report contains the findings of the team which prepared for its visit to **Charlotte County Utilities** during **February** and **March** and visited the utility from **April 12-16, 2010**. Comments are purposefully succinct. They are presented using a model that identifies a number of strengths and opportunities for improvement. Most of the comments assess the current situation, and only a few offer specific suggestions for change. This is by design and appropriately leaves the final decisions with utility management. The report is best used to supplement other sources of information, such as the QualServe self-assessment, current planning documents and consultant reports, as the utility's specific agenda for improvement is constructed.

The team reviewed **twenty-eight QualServe business process** categories at utility during this review. In addition, the team has considered all they have learned from a broader perspective, and identified a few of the most important utility strengths and key opportunities for improvement. The team believes that these latter topics should receive attention early as the utility plans its agenda for improvement.

Every QualServe peer is a volunteer utility executive, manager, or key staff person. Each team is comprised of a number of peers with different educational and professional backgrounds that allow them to quickly form impressions of relative effectiveness of utility processes. QualServe does not prescribe a set of rigid benchmarks or checklists from which the peers define success. Rather, it considers success in a relative sense. In progressing toward excellence, every utility will have both strengths and opportunities for improvement each step along the way.

Each peer has attended a comprehensive three-day training program designed to assure that every review is consistent in process and rigorous in content. The training covers a variety of topics to help each peer understand QualServe and its relationship to complementary quality programs. Each peer team has the collective skills to carry out an effective review, and each peer fully understands his or her role with identifying topics and preparing a report that is accurate, insightful and useful.

The QualServe "college of peers" also offers an important forum for utility managers to share their experiences outside the formal peer review process. Relationships established during reviews can lead to later opportunities for collaboration and benchmarking. Currently nearly 200 major utilities have been involved with designing and implementing QualServe. And, since each participating utility is invited to support one or two of its staff as peers, these numbers and the opportunities to network with others continue to grow.

AWWA and WEF appreciate your participation in QualServe. We hope you have found the self-assessment and this peer review useful, that you will tell others about those things you liked, and tell us about those needing improvement. We welcome your comments in any form. Simply direct them to John Anderson, Manager of Utility Quality Programs, AWWA, 6666 West Quincy Avenue, Denver, Colorado, 80235.

Utility Expectations for this Peer Review

During the in-briefing, utility staff were asked to identify their expectations from this review. The peer team considered these as they performed the review and believes that those shown in boldface type were addressed in some way during the review.

- **Confirm right things are in place with both the board and staff**
- **Surface things to learn**
- **Confirm level of utility performance**
- Indicate correct staffing levels and span of control ratio
- **Indicate correct public outreach levels and type**
- **Investigate positive annual improvements**
- Discover true morale levels of staff
- Investigate centralized support impacts
- Indicate public relations methods and examples – comparisons & testimonials

• **Key Findings of the Peer Review Team**

Strengths

- Employees care and take pride in their work.
- Despite difficult economic conditions, CCU employees display a positive “can do” attitude with respect to their work.
- CCU team members continually seek ways to improve performance in utility planning, operations and customer service.
- Utility provides a comprehensive benefits package.
- CCU employees are being cross-trained to perform new duties which help lower operating costs (for example, plant operators are performing more equipment and grounds maintenances tasks in addition to their operator duties).
- CCU maintains a short and long term program for financial resource management including establishing and monitoring annual financial targets and projecting rates that will support capital, operational and revenue needs.
- The Rotunda Villas and Springs project (~\$7M) is being done in-house and demonstrates the capabilities of the Engineering Team.
- CCU has a positive relationship with regulatory agencies and has earned a reputation of being good stewards of water resources.

Opportunities for Improvement

- Naming of a permanent Utility Director will provide much needed stability for the CCU Team.
- Conduct regular meetings with CCU leadership and all employees to share information, celebrate successes, and share ideas for continuous improvement. Each supervisor should also have frequent meetings with their staff to ensure effective two-way communications are maintained.
- Develop and implement key performance goals and measurements throughout the organization and benchmark with utility peers.
- As soon as financial conditions allow, fund merit pay increase employees and return the system of bonuses for excellence.
- Establish a Comprehensive Asset Management Program to ensure optimal performance and service life of equipment and other assets. Such a program will identify short and long-term funding needs which are required as part of fiscal planning and forecasting.
- Establish a plan and commit the necessary resources to field validate (GPS locate) all water and sewer infrastructure in GIS to include the reclaimed water system.
- Annual allocations for Renewal & Replacement programs are defined by resource constraints (limitations) rather than asset optimization. Identify unfunded needs.
- Annually update the Strategic Plan and incorporate as part of CCUs culture of continuous improvement.
- Increase community outreach efforts to educate customers about the importance and value of CCU services (what they get for the money).
- Implement electronic billing.
- Seek to improve the Board of County Commissioners understanding of the successes and challenges of CCU.
- Conduct a Comprehensive Sewer System Evaluation Study to determine the priority and magnitude of improvements and funding needed.
- Ensure Peace River Contract provides for short and long term needs of CCU.

Leadership and Organization

Strengths	Opportunities for Improvement
<ul style="list-style-type: none">+ Employees care and take pride in their work.+ Employees are talented and share a commitment for doing a good job.+ CCU is very experienced and has successfully initiated positive change throughout the organization.+ Despite difficult economic conditions, CCU employees display a positive “can do” attitude with respect to their work.+ CCU has implemented new technologies which have improved performance and/or reduced costs (such as Reverse Osmosis for water treatment and Membrane Biological Reactors for wastewater treatment).+ Teamwork within CCU has improved during the past two years or so.	<ul style="list-style-type: none">○ Naming of a permanent Utility Director will provide much needed stability for the CCU Team.○ Conduct regular meetings with CCU leadership and all employees to share information, celebrate successes, and share ideas for continuous improvement. Each supervisor should also have frequent meetings with their staff to ensure effective two-way communications are maintained.○ Continue to enhance teamwork (“remove silos”) which will provide for greater sharing of CCU’s limited resources and will help maximize the use of the considerable talent and skills within the organization.○ Members of the Leadership Team should spend more time in the field meeting with employees to share information and ideas. This provides the opportunity for CCU’s leadership to personally acknowledge and appreciate success.○ The Leadership Team must maintain a realistic, but positive outlook.○ Explore no or low cost ways to acknowledge and appreciate employees for excellent performance and other opportunities to improve moral.○ Continue to make employee training and development a priority.

Continuous Improvement

Strengths	Opportunities for Improvement
<ul style="list-style-type: none">+ CCU team members continually seek ways to improve performance in utility planning, operations and customer service.+ CCU developed and implemented a skill based program which rewards employees for improving their skill sets by achieving certifications, licensures, etc.	<ul style="list-style-type: none">○ Develop and implement key performance goals and measurements throughout the organization and benchmark with utility peers.○ Develop dash board reporting of CCU's key performance measures for critical services and business functions.○ Further promote an organizational culture of continuous improvement and consider implementation of a cost-sharing program for employees who achieve tangible savings which could be fully funded with actual savings.○ Develop and implement alternative award and recognition programs for employees that improve their skill sets.○ Reinitiate the skill based program or develop and implement alternative award and recognition programs for employees that improve their skill sets.○ Widely communicate progress of key measures to CCU stakeholders including customers, employees, and County Administration.

Human Resources Management

Strengths	Opportunities for Improvement
<ul style="list-style-type: none">+ Utility provides a comprehensive benefits package.+ Free medical treatment at County Health Clinic.+ Training.	<ul style="list-style-type: none">○ As soon as financial conditions allow, fund a merit pay increase for employees and return the system of bonuses for excellence.○ Consider alternate work hours such as 10-hour days to improve coverage while reducing overtime.○ Restart CCU University.○ Establish low or no cost ways to recognize and appreciate high performance such as a day off; a certificate of appreciation; a positive note to file; a “public” thank-you.○ Develop and implement a succession plan.○ Re-implement skill-based pay as the financial situation allows.

Health and Safety Management

Strengths	Opportunities for Improvement
<ul style="list-style-type: none">+ CCU provides the equipment and training necessary for staff to safely perform their jobs.+ CCU has developed in-house trainers for several of their safety programs.+ CCU has a very comprehensive Safety Manual.+ Conversion of booster stations to liquid chemical feed.+ Housekeeping is in good order at all CCU facilities.	<ul style="list-style-type: none">○ Solicit employee input prior to implementation of safety program changes.

Security/Emergency Planning and Response

Strengths	Opportunities for Improvement
<ul style="list-style-type: none">+ National Incident Management System (NIMS) training has been completed.+ CCU regularly updates their Vulnerability Assessment and Emergency Response Plan.+ CCU disperses vehicles and equipment to employee residences when there is a hurricane threat.+ CCU is a FlaWARN (mutual aid agreement) member.+ CCU is the lead agency for Emergency Support Function at the Charlotte County Emergency Operations Center.	<ul style="list-style-type: none">○ Expand emergency drills to include other agencies beyond.○ Continue to investigate opportunities for emergency water interconnections with neighboring utilities.

Knowledge/Asset Management

Strengths	Opportunities for Improvement
<ul style="list-style-type: none">+ CCU employees are being cross-trained to perform new duties which help lower operating costs (for example, plant operators are performing more equipment and grounds maintenances tasks in addition to their operator duties).+ A Policies and Procedures Team meets every two weeks to work on improvements to Standard Operating Procedures (SOPs) throughout CCU. These are made available to all employees on the share file.	<ul style="list-style-type: none">○ Establish a Comprehensive Asset Management Program to ensure optimal performance and service life of equipment and other assets. Such a program will identify short and long-term funding needs which are required as part of fiscal planning and forecasting.○ Establish a plan and commit the necessary resources to field validate (GPS locate) all water and sewer infrastructure in Geographic Information System (GIS) to include the reclaimed water system.○ Make it a standard practice to have employees and supervisors work together to perform “after action reviews” to learn from events to further improve knowledge and reduce the risk of adverse events from negatively impacting CCU’s operation.○ Seek opportunities to capture and use the knowledge of experienced staff members before they retire.○ Provide more cross-training for employees to increase their knowledge and skills.○ Continue to ensure SOPs are prepared and kept up-to-date for all mission critical operations and business services. Continue staff training on same.

Capital Improvement Program

Strengths	Opportunities for Improvement
<ul style="list-style-type: none">+ CCU has a Capital Improvement Program (CIP) that includes both expansion and Renewal and Replacement (R&R) projects.+ CCU has assigned liaisons to other County Departments to address interdepartmental coordination of CIP projects.+ The CIP is updated on an annual basis.+ Input is received from maintenance, operations and engineering in identifying needs and establishing priorities.+ The CIP is linked to the County Comprehensive Plan.+ CCU has implemented customer outreach forums to communicate major CIP initiatives.	<ul style="list-style-type: none">○ Annual allocations for CIP R&R programs are defined by resource constraints (limitations) rather than asset optimization. Identify unfunded needs.○ Augment existing utility master plans with results from sewer and water system models and incorporate as data source for CIP development.○ Clearly link CIP to CCUs Strategic Plan.

Strategic Planning

Strengths	Opportunities for Improvement
<ul style="list-style-type: none"><li data-bbox="228 369 792 533">+ The 2005 CCU Strategic Plan includes discrete goals to address CCU's vision "To be the model utility by exceeding expectations in the delivery of water, sewer, and reclaimed water services."	<ul style="list-style-type: none"><li data-bbox="824 369 1338 466">○ Annually update the Strategic Plan and incorporate as part of CCUs culture of continuous improvement.

Finance and Fiscal Management

Strengths	Opportunities for Improvement
<ul style="list-style-type: none">+ CCU maintains a short and long term program for financial resource management including establishing and monitoring annual financial targets and projecting rates that will support capital, operational and revenue needs.+ CCU regularly analyzes and updates its rates to ensure adequate financial resources are available.+ CCU identifies and implements alternative means for revenue generation (i.e. septic and grease hauler program).+ CCU regularly exceeds the required debt service coverage and maintains a 60 to 90 day operational reserve.	<ul style="list-style-type: none">○ Ensure monthly expense to budget report is utilized by the management team.○ Provide non-financial management team with financial training

Plant and Property Management

Strengths	Opportunities for Improvement
<ul style="list-style-type: none">+ Buildings and facilities appear to be well maintained.	<ul style="list-style-type: none">○ Establish a Comprehensive Asset Management Program to ensure optimal performance and service life of equipment and other assets.

Engineering

Strengths	Opportunities for Improvement
<ul style="list-style-type: none">+ The Rotunda Villas and Springs project (~\$7M) is being done in-house and demonstrates the capabilities of the Engineering Team.+ Documentation of new CCU pipeline installations using survey equipment.+ Use of 3m Locator Balls to assist in future locating efforts of pipeline and fittings.+ Communication between Engineering and Operations departments.+ Comprehensive set of standardized specifications.	<ul style="list-style-type: none">○ Complete implementation/field verification of new GIS data.○ Identify opportunities for team building among the engineering staff.○ Involve inspectors in plan review at the early stages of design.

Purchasing

Strengths	Opportunities for Improvement
<ul style="list-style-type: none">+ Optimization of spare parts inventory is considered in purchasing practices.+ Prequalified engineering firms for projects <\$300,000.+ CCU uses Procurement Cards to expedite purchasing.+ CCU stockroom is well organized and equipped+ Routine audits are conducted in the warehouse.	<ul style="list-style-type: none">○ Hold consultants and contractors accountable for their work.○ Evaluate the potential benefits of implementing a bar-coding system for inventory in the warehouse○ Procurement cards provide an excellent benefit to an organization in cost and time savings. There appears to be opportunities for more CCU employees to make use of these cards. Abuse should be addressed on a case-by-case basis.○ Improve communications between the utility personnel and purchasing personnel regarding expectations and needs.

Information Management

Strengths	Opportunities for Improvement
<ul style="list-style-type: none">+ Laptops in CCU vehicles provide access to utility information.+ Ability to provide remote support to users and workstations.+ IT uses computer “images” to improve recovery time after a failure.	<ul style="list-style-type: none">○ Implementation of more computer-based forms for the recording of plant data while maintaining compliance with regulatory agencies.○ Implementation of Laboratory Information Management System (LIMS) for the laboratory.○ Provide laptops, network-access, and electronic forms for engineering inspectors.

Energy Management

Strengths	Opportunities for Improvement
<p>+ All treatment plants have full generator capacity and start automatically upon a loss of power.</p>	<ul style="list-style-type: none">○ Evaluate the cost/benefit of participating in FP&L load sharing program.○ Restart program to evaluate grease recycling and disposal options at the East Port WRF which may include production of biofuels from grease.○ Pursue the assistance of the County Energy Coordinator to evaluate opportunities to achieve greater energy efficiencies.○ Evaluate the use of alternative fuel vehicles where practical.○ Continue to consider energy usage and carbon footprint when making investment decisions on new equipment and technologies as well as process operations.○ Promote an energy conservation ethic throughout CCU that mirrors the water conservation program.

Customer Service

Strengths	Opportunities for Improvement
<ul style="list-style-type: none">+ Customer Service is seen as a core mission of CCU team members.+ The layout and functionality of the CCU Customer Service Center engenders a customer friendly environment.+ CCU has adopted an adjustment policy with specific parameters that Customer Service Account Specialists are empowered to address customer issues via the adjustment policy+ The Heartship program offers assistance to customers who need help paying their water bill.+ Cross training	<ul style="list-style-type: none">○ Complete critical SOPs○ Communication with staff○ Promote the Heartship program and seek ways to increase funding from donors. Consider offering a bill “round-up” program.○ Monitor performance measures on a regular basis with staff.○ Consider including returned check fee as eligible adjustment.○ Evaluate integrating Data Stream with Banner System to eliminate manual process.○ Evaluate flexible work schedules.○ Establish key, specific customer service goals and report progress of goal to customers.

Customer Strategy and Satisfaction

Strengths	Opportunities for Improvement
<ul style="list-style-type: none">+ Customer Outreach meetings related to major CIP programs.+ Business Service Survey forms are available in the Customer Service Center for customer feedback.	<ul style="list-style-type: none">○ Increase community outreach efforts to educate customers about the importance and value of CCU services (what they get for the money).○ Evaluate opportunities to measure customer satisfaction with CCU services and programs.○ Continue to explore cost effective ways to keep customers informed of matters important to them including the “value” of CCU’s services.○ Promote use of survey forms in Customer Service Center (actively rather than in a passively).○ Utilize customer feedback card with front line field staff (meter readers, collection and distribution, etc.)○ Incorporate customer appreciation letters as part of County Meeting Agenda.

Customer Accounts Management

Strengths	Opportunities for Improvement
<ul style="list-style-type: none">+ Customers can pay utility accounts utilizing on-line payment, credit cards and the Integrated Voice Response System (IVR)+ CCU implemented Automatic Meter Reading (AMR).+ Implemented billing adjustment policy.	<ul style="list-style-type: none">O Implement electronic billing.

Government, Business and Community Relations

Strengths	Opportunities for Improvement
<ul style="list-style-type: none">+ CCU has a positive relationship with regulatory agencies and has earned a reputation of being good stewards of water resources.+ Water conservation outreach programs are coordinated with other County departments and private non-profit organizations.+ CCU provides an Annual Report to the County Commission. The Report is included on the County website.+ CCU provides community group presentation related to major CIP program.	<ul style="list-style-type: none">○ Seek to improve the BOCC understanding of the successes and challenges of CCU.○ Engage community groups to educate them on the value of CCU services.

Collection System Operations and Maintenance

Strengths	Opportunities for Improvement
<ul style="list-style-type: none">+ CCU implemented in-house renovation and maintenance activities (such as lift station rehab) at a savings over contracting out.+ Employees are well trained on a variety of work tasks and regularly assist other work units within CCU.+ Staff uses wireless technology in the field.	<ul style="list-style-type: none">○ Conduct a Comprehensive Sewer System Evaluation Study to determine the priority and magnitude of improvements and funding needed.○ Provide training and implement smoke testing program to locate leaks and problems within private sewer connections.○ Perform an assessment of all sewer pump stations to ensure the level of repairs and replacements minimize risk of sewer overflows.○ Evaluate the cost/benefit of providing telemetry at all sewer pump stations.○ Evaluate cost-effective backup options for all pump stations.○ Evaluate the return of 10 hour work shifts (with M-F coverage) for the staff.○ Ensure the fleet and rolling equipment is replaced before repair costs are excessive.○ Working with the Maintenance Mechanics to ensure on-call policies and practices are meeting service needs without undue hardship on employees.

Wastewater Treatment Operations and Maintenance

Strengths	Opportunities for Improvement
<ul style="list-style-type: none">+ All Water Reclamation Facilities (WRF) are in full compliance with regulatory requirements.+ New membrane bioreactor (MBR) facility at the Rotunda WRF is producing a high quality effluent.+ CCU has implemented a reclaimed water (reuse) program as a key component of its overall water management strategy.+ Staff (Operators, Maintenance Mechanics, Laboratory Technicians) are performing a wider variety of tasks which lowers operational costs.+ Standard operating procedures (SOP) for the Water Reclamation Facilities are up-to-date and used by the operators.	<ul style="list-style-type: none">○ Evaluate options to further optimize the utilization of reclaimed water which is determined to be beneficial.○ Establish a formal equipment replacement program and schedule to ensure reliable plant operation and to avoid major failures.○ Implementation of a Laboratory Information Management System should be evaluated.

Industrial Pretreatment Program

Strengths	Opportunities for Improvement
<ul style="list-style-type: none">+ An active grease management program for commercial customers (restaurants, etc.) has been established.+ CCU provides for grease and septage disposal at the East Port WRF.	<ul style="list-style-type: none">○ The grease handling equipment at the East Port WRF may be reaching the end of its useful life.○ Ensure proper maintenance is performed at the grease and septage receiving facilities.

Biosolids Management

Strengths	Opportunities for Improvement
<ul style="list-style-type: none">+ Biosolids are being composted with yard waste at the County landfill. This method is more cost effective than the former landfill disposal option and provides for the beneficial use of biosolids. This cost saving measure is an example of effective teamwork between CCU and the County Solid Waste Department.+ Operators have obtained license to operate the tractor trailers to haul.	<ul style="list-style-type: none">○ Evaluate potential efficiencies to further thicken liquid biosolids prior to transport, especially if total solids concentrations are less than 3%.○ Evaluate options to increase redundancy for liquid biosolids storage and dewatering at the East Port WRF.○ Evaluate options for the short-term storage of dewatered biosolids as a backup should composting be unavailable. Biosolids disposal is limited to only 4 hours per day, 5 days a week which creates inefficiencies for CCU. Include County Solid Waste staff in this evaluation.

Permitting / Air and Water Quality

Strengths	Opportunities for Improvement
<ul style="list-style-type: none">+ All necessary operating permits for the water treatment plant and water reclamation facilities are in place.+ During the last five years, CCU has achieved an excellent compliance record.	<ul style="list-style-type: none">○ Continue to ensure full permit compliance and maintain effective relationship with DEP, SWFWMD and other regulatory agencies.○ Evaluate the potential benefit of implementing an automated system to track all permits and permit requirements to ensure full compliance.

Water Resources and Watershed Management

Strengths	Opportunities for Improvement
<ul style="list-style-type: none">+ Conservation Rate Structure.+ Unaccounted for water is very low.+ The utility has diversified its water sources by bringing on Burnt Store (groundwater source).+ Low per capita water consumption.+ Emergency water interconnections have been established.	<ul style="list-style-type: none">O Ensure Peace River Contract provides for short and long term needs of CCU.

Water Treatment Operations and Maintenance

Strengths	Opportunities for Improvement
<ul style="list-style-type: none"><li data-bbox="228 390 732 453">+ Burnt Store WTP won the FDEP 2008 Plant Operations Excellence Award.<li data-bbox="228 470 751 533">+ Use of operators for routine and preventative maintenance of equipment.	O

Water Distribution Operations and Maintenance

Strengths	Opportunities for Improvement
<ul style="list-style-type: none">+ Pressure monitors at approximately 40 locations in the distribution system.+ Hydrant and valve preventative maintenance is being performed.+ Additional watermain loops are being installed in several areas.+ All the CCU employees that work on the distribution system are certified ahead of the FDEP requirement.	<ul style="list-style-type: none">○ Pursue emergency interconnections with neighboring water systems for improved reliability.○ Perform hydrant flushing and valve exercising on a more regular interval.○ Evaluate the use of uni-directional flushing.

Drinking Water Quality Management

Strengths	Opportunities for Improvement
<ul style="list-style-type: none">+ Automatic flushing units help maintain water quality in the distribution system.+ On-line chlorine monitors at booster pumping stations improve water quality monitoring.	<ul style="list-style-type: none">○ Encourage Peace River to improve communication regarding water quality and other operational issues in a timely manner.○ Consider additional on-line water quality monitors, such as chlorine, towards the ends of the distribution systems.○ Complete implementation of hydraulic model for use in predicting water quality/age.