



Charlotte County Government

"To exceed expectations in the delivery of public services."

www.CharlotteCountyFL.com

Charlotte County Utilities Department Strategic Plan

Developed in support of the
Charlotte County Board of County Commissioners
2015 Strategic Plan

Revised – February 25, 2016

Introduction

The Charlotte County Utilities Department is accountable to the public and citizens of Charlotte County, Florida, and should maintain a strong focus on transparency and accountability. An organization's strategic plan defines key goals, objectives, and strategies that provide a framework for organizational accountability. As one of the most crucial components of organizational accountability, strategic planning allows key stakeholders (both internal and external) to provide upfront input about the accountability process.

Strategic Planning Process

To better align with the BCC and its community, the Utilities Department developed key organizational goals and progress measures through four distinct steps.

1. The Utilities Department reviewed the BCC's mission, vision, and values. We then revised the department's mission, vision, and values to align with the BCC's.
2. The Utilities Department reviewed the BCC's strategic focus areas:
 - Quality of life
 - Infrastructure
 - Economic development
 - Water resources
 - Growth management
 - Public safety
 - Human services
 - Efficient & effective government
 - Fiscal / Financial planning
3. The Utilities Department identified and developed specific long-term outcomes and short-term initiatives to provide direction for the department moving forward in support of each BCC strategic focus area.
4. The Utilities Department developed outcome measures to track the progress and impact of the long-term outcomes and short-term initiatives.

Utilities Department Mission, Vision, and Values

Mission

To provide essential safe, reliable water and sewer service for the community.

Vision

To exceed expectations in the delivery of water and sewer services.

Values:

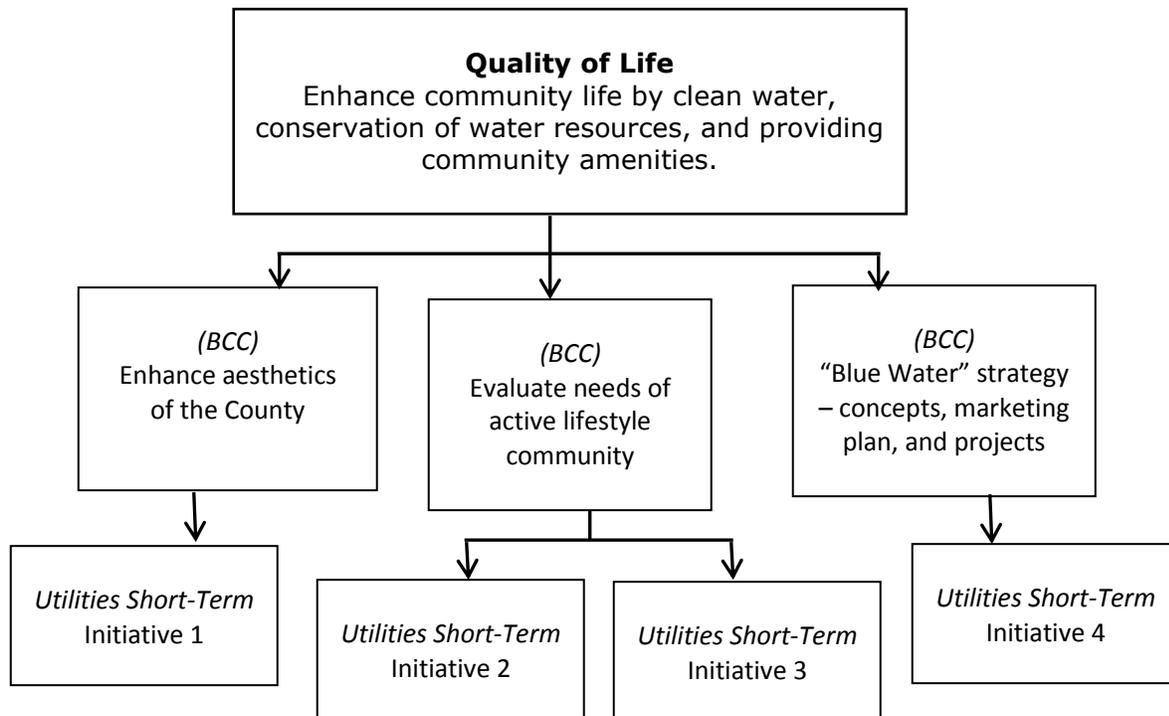
- **Integrity** – Serve honestly.
- **Customer service** – Provide excellent service and achieve real results that earn the public’s trust.
- **Partnership** – Work cooperatively with our coworkers and others for the overall good of the community.
- **Innovation** – Be committed to innovation and continual learning.
- **Stewardship** – Be committed to being good stewards of our resources.

Quality of life: Enhance community life by clean air and water, conservation of wildlife and natural resources, and provide community amenities.

Utilities Department Long-Range Outcomes	BCC Long-Range Outcome Supported	Target Outcome Measure
Ensure water quality and quantity	<ul style="list-style-type: none"> Develop a community brand or brands Support efforts to improve education Prioritize “blue water” 	<ul style="list-style-type: none"> 100% compliance with water quality regulations
Promote management efficiency of water and sewer utility	<ul style="list-style-type: none"> Prioritize “blue water” 	<ul style="list-style-type: none"> 90% utilization of available water capacity
Promote effective use of water resources	<ul style="list-style-type: none"> Prioritize “blue water” Increase access to and awareness of local natural resources 	<ul style="list-style-type: none"> Increased collaboration with environmental agencies
Ensure Utilities Department infrastructure throughout the County is replaced	<ul style="list-style-type: none"> Delineate the core community identity and implement strategies to foster it Improve the appearance of the community 	<ul style="list-style-type: none"> 5% reduction in water main breaks over five years Replace 1% of infrastructure per year on average (including landscaping for lift stations) with approved R&R program

Utilities Department Short-Term Initiatives	Utilities Department Long-Range Outcomes Supported	Target Outcome Measure
Continue Charlotte Harbor Water Quality Initiative to improve receiving water quality on a consistent basis	<ul style="list-style-type: none"> Ensure water quality and quantity Promote management efficiency of water and sewer utility Promote effective use of water resources Ensure Utilities Department infrastructure throughout the County is maintained 	<ul style="list-style-type: none"> Next phase of Charlotte Harbor Water Quality Initiative approved by BCC
Present rate plans that continue to promote fair and equitable rates	<ul style="list-style-type: none"> Promote management efficiency of water and sewer utility Promote effective use of water resources 	<ul style="list-style-type: none"> 100% of rate proposals approved by BCC and implemented by 2017
Develop multiple community outreach messages to present to stakeholders	<ul style="list-style-type: none"> Promote management efficiency of water and sewer utility Promote effective use of water resources 	<ul style="list-style-type: none"> 24 community outreach activities per year on average 80% of new projects with formal communication plans
Promote and encourage reclaimed water use in short term and long term	<ul style="list-style-type: none"> Ensure water quality and quantity Promote management efficiency of water and sewer utility Promote effective use of water resources 	<ul style="list-style-type: none"> 2% increase in reclaimed water used per year

Utilities Department Short-Term Initiatives	Utilities Department Long-Range Outcomes Supported	Target Outcome Measure
Establish a defined repair and replacement (R&R) program	<ul style="list-style-type: none"> • Ensure water quality and quantity • Promote management efficiency of water and sewer utility • Promote effective use of water resources • Ensure Utilities Department infrastructure throughout the County is maintained 	<ul style="list-style-type: none"> • Formal repair and replacement strategy and plan developed and approved
Increase resources to meet industry standards for system-wide preventative maintenance	<ul style="list-style-type: none"> • Ensure water quality and quantity • Promote management efficiency of water and sewer utility • Promote effective use of water resources • Ensure Utilities Department infrastructure throughout the County is maintained 	<ul style="list-style-type: none"> • Strive for 5% reduction in water main breaks over five years • Strive for 5% decrease in spills over 5 years • Strive to replace 1% of infrastructure per year on average (including landscaping, as applicable)



Infrastructure: Stabilize and maintain county wide infrastructure

Utilities Department Long-Range Outcomes	BCC Long-Range Outcome Supported	Target Outcome Measure
Ensure future viability of infrastructure	<ul style="list-style-type: none"> Implement current projects Maintain maintenance programs & delineate costs Plan for unfunded projects – Justice Center, roads 	<ul style="list-style-type: none"> Strive for 5% reduction in water main breaks over five years
Support long-term planning and budgeting for utility infrastructure needs	<ul style="list-style-type: none"> Implement current projects Maintain maintenance programs & delineate costs Plan for unfunded projects – Justice Center, roads 	<ul style="list-style-type: none"> Finalized 20-year water and sewer plans Prioritized CIP planning and strategy
Identify and secure stable funding sources	<ul style="list-style-type: none"> Maintain maintenance programs & delineate costs 	<ul style="list-style-type: none"> Strive for 33% projects funded with alternative funding sources

Utilities Department Short-Term Initiatives	Utilities Department Long-Range Outcomes Supported	Target Outcome Measure
Establish a defined asset management program	<ul style="list-style-type: none"> Ensure future viability of infrastructure Support long-term planning and budgeting for utility infrastructure needs 	<ul style="list-style-type: none"> Procure and implement new Asset Management System
Institutionalize a routine CIP and R&R prioritization process	<ul style="list-style-type: none"> Develop a 20-year capital schedule. Ensure future viability of infrastructure Support long-term planning and budgeting for utility infrastructure need 	<ul style="list-style-type: none"> Utilization of CIP and R&R prioritization process for 100% of CIP projects
Increase resources to meet industry standards for system-wide preventative maintenance	<ul style="list-style-type: none"> Ensure future viability of infrastructure Support long-term planning and budgeting for utility infrastructure need Identify and secure stabilized funding sources 	<ul style="list-style-type: none"> Strive for 5% reduction in water main breaks over five years Strive for 2% reduction in reactionary maintenance work orders per year
Establish a defined R&R program	<ul style="list-style-type: none"> Ensure future viability of infrastructure Support long-term planning and budgeting for utility infrastructure need Identify and secure stabilized funding sources 	<ul style="list-style-type: none"> Formal R&R strategy focus on long-term, achievable goals
Complete master plans for potable water and reclaimed water by Feb. 2018 and sewer by Sept. 2016	<ul style="list-style-type: none"> Ensure future viability of infrastructure Support long-term planning and budgeting for utility infrastructure need 	<ul style="list-style-type: none"> Completed master plans for potable water, sewer, and reclaimed water

Utilities Department Short-Term Initiatives	Utilities Department Long-Range Outcomes Supported	Target Outcome Measure
Integrate BCC 20-year capital funding sources and levels into Utilities Department CIP plan	<ul style="list-style-type: none"> • Ensure future viability of infrastructure • Support long-term planning and budgeting for utility infrastructure need • Identify and secure stabilized funding sources 	<ul style="list-style-type: none"> • Fully integrated Utilities Department and countywide CIP plans

Economic Development: Create a business climate that promotes a diversified, growing economy consistent with established growth management plans and enhanced quality of life.

Utilities Department Long-Range Outcomes	BCC Long-Range Outcome Supported	Target Outcome Measure
Align Utilities Department initiatives to the business climate	<ul style="list-style-type: none"> • Articulate community identity from an economic strategy perspective • Strengthen education options for a skilled workforce needed for that identity • Create infrastructure needed to foster development of that identity • Improve data and analytical capacity 	<ul style="list-style-type: none"> • Alignment of Utilities Department initiatives to countywide economic development goals • Measure project effectiveness through pre- and post-project water quality monitoring
Optimize current business practices to encourage future development	<ul style="list-style-type: none"> • Articulate community identity from an economic strategy perspective • Strengthen education options for a skilled workforce needed for that identity 	<ul style="list-style-type: none"> • Strive for 5% increase in ERCs over 10 years • Reduce manual processes associated with development
Continuously evaluate and enhance current practices to provide equitable services.	<ul style="list-style-type: none"> • Improve data and analytic al capacity • Create infrastructure needed to foster development of that identity 	<ul style="list-style-type: none"> • Fair and consistent rates across 100% of user fees
Expand system to meet development needs	<ul style="list-style-type: none"> • Create infrastructure needed to foster development of that identity 	<ul style="list-style-type: none"> • 100% utilization of master planning tools to meet developer needs

Utilities Department Short-Term Initiatives	Utilities Department Long-Range Outcomes Supported	Target Outcome Measure
Identify potential bio-solids, grease, and reclaimed water opportunities	<ul style="list-style-type: none"> • Align Utilities Department initiatives to the business climate • Optimize current business practices to encourage future development • Continuously evaluate and enhance current practices to provide equitable services 	<ul style="list-style-type: none"> • Analyze economic feasibility of commercializing Utilities property on the East Port campus
Monitor resources to meet current development needs	<ul style="list-style-type: none"> • Continuously evaluate and enhance current practices to provide equitable services • Expand system to meet development needs 	<ul style="list-style-type: none"> • Strive to staff R&R projects to allow for timely completion of CIP projects

Utilities Department Short-Term Initiatives	Utilities Department Long-Range Outcomes Supported	Target Outcome Measure
Identify opportunities to streamline customer service for the development community	<ul style="list-style-type: none"> Align Utilities Department initiatives to the business climate Optimize current business practices to encourage future development 	<ul style="list-style-type: none"> Work with Public Works and Building Department to consolidate processes
Support designated CRA and other development initiatives in our service areas	<ul style="list-style-type: none"> Align Utilities Department initiatives to the business climate Optimize current business practices to encourage future development 	<ul style="list-style-type: none"> Draft formal support strategy to identify specific initiatives to support CRAs
Develop an apprenticeship program to develop the skilled workforce required to provide services into the future	<ul style="list-style-type: none"> Align Utilities Department initiatives to the business climate Optimize current business practices to encourage future development 	<ul style="list-style-type: none"> Develop programs to increase the awareness of jobs within the utility industry Strive to participate in 4 recruitment and/or education programs annually

Water Resources: Ensure quality of natural water resources and provide a safe and reliable water supply.

Utilities Department Long-Range Outcomes	BCC Long-Range Outcome Supported	Target Outcome Measure
Identify and evaluate viability of alternate water sources within County	<ul style="list-style-type: none"> • Improve water quality in the harbor • Strengthen public appreciation of the local natural environment and its importance to our local economy • Ensure long- term water supply with regional partners • Enhance the credibility of Utilities Department 	<ul style="list-style-type: none"> • Strive for 90% compliance with future water needs and demand • Strive for 2% increase in reclaimed water used per year • Identify access to alternate water supplies to meet 100% of future water demand by 2035
Enhance system to continue to meet, if not, exceed, regulatory requirements	<ul style="list-style-type: none"> • Ensure long-term water supply with regional partners • Enhance the credibility of Utilities Department 	<ul style="list-style-type: none"> • Maintain 100% compliance with applicable regulatory standards
Continue Charlotte Harbor Water Quality Initiative	<ul style="list-style-type: none"> • Develop a central sewer system • Improve water quality in the Harbor 	<ul style="list-style-type: none"> • Strive to execute next phases of Charlotte Harbor Water Quality Initiative • Strive for 95% of spills cleaned within 8 hours • Demonstrate reduced pollutant levels in Charlotte Harbor through Water Quality Sampling Program
Expand public awareness and education of our program and services	<ul style="list-style-type: none"> • Strengthen public appreciation of the local natural environment and its importance to our local economy • Ensure long-term water supply with regional partners • Enhance the credibility of Utilities Department 	<ul style="list-style-type: none"> • Strive to engage in 12 external community events annually • Strive for 95% of educational program participants report “Satisfied” or “More Than Satisfied” on post-session feedback surveys

Utilities Department Long-Range Outcomes	BCC Long-Range Outcome Supported	Target Outcome Measure
Increase collaboration with other stakeholders in water supply to achieve long-term regional solutions	<ul style="list-style-type: none"> Strengthen public appreciation of the local natural environment and its importance to our local economy Ensure long-term water supply with regional partners Enhance the credibility of Utilities Department 	<ul style="list-style-type: none"> Formalized partnership agreement with regional water stakeholders that defines long-term goals and objectives
Continue and expand water quality monitoring program	<ul style="list-style-type: none"> Improve water quality in the Harbor Strengthen public appreciation of the local natural environment and its importance to our local economy Ensure long-term water supply with regional partners Enhance the credibility of Utilities Department 	<ul style="list-style-type: none"> Expanded water quality strategy
Encourage use of public water supply versus private systems to reduce salt water intrusion	<ul style="list-style-type: none"> Improve water quality in the Harbor Strengthen public appreciation of the local natural environment and its importance to our local economy 	<ul style="list-style-type: none"> Strive for 5% increase in ERCs over 10 years

Utilities Department Short-Term Initiatives	Utilities Department Long-Range Outcomes Supported	Target Outcome Measure
Promote the usage of reclaimed water for irrigation	<ul style="list-style-type: none"> Identify and evaluate viability of alternate water sources within County Expand public awareness and education of our program and services Encourage use of public water supply versus private 	<ul style="list-style-type: none"> Strive for 2% annual increase in reclaimed water use
Present rate plans that continue to promote fair and equitable rates	<ul style="list-style-type: none"> Expand public awareness and education of our program and services 	<ul style="list-style-type: none"> Fair and consistent rates across 100% of user fees
Automate meter reading for efficiency	<ul style="list-style-type: none"> Enhance system to continue to meet, if not, exceed regulatory requirements Continue and expand water quality monitoring program 	<ul style="list-style-type: none"> Strive for Reallocation of 2 FTEs worth of labor Strive for 99% accuracy meter reads

Utilities Department Short-Term Initiatives	Utilities Department Long-Range Outcomes Supported	Target Outcome Measure
Utilize and promote public awareness program within the elementary school system and/or other community organizations to promote the Charlotte Harbor Water Quality Initiative	<ul style="list-style-type: none"> • Expand public awareness and education of our program and services • Increase collaboration with other stakeholders in water supply to achieve long-term regional solutions 	<ul style="list-style-type: none"> • Strive to conduct 2 community outreach events per month
Monitor FDEP and EPA initiatives regarding the “Waters of the US” focus area	<ul style="list-style-type: none"> • Identify and evaluate viability of alternate water sources within County • Enhance system to continue to meet, if not, exceed regulatory requirements • Continue Charlotte Harbor Water Quality Initiative • Increase collaboration with other stakeholders in water supply to achieve long-term regional solutions • Continue and expand water quality monitoring program 	<ul style="list-style-type: none"> • Collaborate with Public Works to strive for 100% compliance with FDEP and EPA regulations and initiatives

Growth Management: Manage growth and change consistent with the County’s comprehensive plan to maximize quality of life with an emphasis on efficient processes that support positive business, neighborhood communities, and protect our environmental assets.

Utilities Department Long-Range Outcomes	BCC Long-Range Outcome Supported	Target Outcome Measure
Effectively prepare or anticipate community demands for growth with adequate infrastructure	<ul style="list-style-type: none"> Improved community appearance Improved traffic flow management More efficient review processes More consistent application and interpretation of rules Modified land layout that would make the community more attractive to residents and businesses 	<ul style="list-style-type: none"> Complete and focus on compliance with master plans for potable water, sewer, and reclaim water
Ensure growth-related costs are equitably distributed	<ul style="list-style-type: none"> More efficient review processes More consistent application and interpretation of rules 	<ul style="list-style-type: none"> Approved rate adjustments to standardize utility development fees
Improve public infrastructure to enhance community appearance	<ul style="list-style-type: none"> Improved community appearance Modified land layout that would make the community more attractive to residents and businesses 	<ul style="list-style-type: none"> Strive for 100% of R&R projects to include a beautification component for above ground assets
Contribute to streamlining development processes	<ul style="list-style-type: none"> More efficient review processes More consistent application and interpretation of rules 	<ul style="list-style-type: none"> Strive for 100% automation of availability process
Evaluate innovative and cost-effective approaches to service delivery	<ul style="list-style-type: none"> More efficient review processes More consistent application and interpretation of rules 	<ul style="list-style-type: none"> Establish key performance indicators (KPI) to determine areas of potential reduction

Utilities Department Short-Term Initiatives	Utilities Department Long-Range Outcomes Supported	Target Outcome Measure
Continue to work with Community Development to create enhanced standard operating procedures to support development	<ul style="list-style-type: none"> Contribute to streamlining development processes Evaluate innovative and cost-effective approaches to service delivery 	<ul style="list-style-type: none"> Work with Public Works and Community Department to consolidate processes Strive for 90% of customers satisfied with installation services

Utilities Department Short-Term Initiatives	Utilities Department Long-Range Outcomes Supported	Target Outcome Measure
Ensure adequate capacity is available to support anticipated growth	<ul style="list-style-type: none"> • Effectively prepare or anticipate community demands for growth with adequate infrastructure • Evaluate innovative and cost effective approaches to service delivery 	<ul style="list-style-type: none"> • Strive to maintain 5% of excess capacity per regulatory requirements
Continue Charlotte Harbor Water Quality Initiative to service vacant lots and support and promote development	<ul style="list-style-type: none"> • Effectively prepare or anticipate community demands for growth with adequate infrastructure • Ensure growth-related costs are equitably distributed • Contribute to streamlining development processes • Evaluate innovative and cost-effective approaches to service delivery 	<ul style="list-style-type: none"> • Strive to provide 5,000 vacant lots with water and sewer connection by 2021
Present rate plans that continue to promote fair and equitable rates	<ul style="list-style-type: none"> • Effectively prepare or anticipate community demands for growth with adequate infrastructure • Ensure growth-related costs are equitably distributed • Evaluate innovative and cost-effective approaches to service delivery 	<ul style="list-style-type: none"> • Pursue fair and consistent rates across 100% of user fees
Continue to ensure Utilities Department facilities adhere to the flood plan standards	<ul style="list-style-type: none"> • Effectively prepare or anticipate community demands for growth with adequate infrastructure • Evaluate innovative and cost-effective approaches to service delivery 	<ul style="list-style-type: none"> • Pursue 100% compliance with FEMA and flood plan requirements related to Utilities Department infrastructure

Public Safety: Maintain a safe and healthy community in which to live.

Utilities Department Long-Range Outcomes	BCC Long-Range Outcome Supported	Target Outcome Measure
Ensure water quality and quantity	<ul style="list-style-type: none"> • Improve the capacity to meet growth demands with respect to response times, equipment, space • Execute strategies to manage risks, such as code violations, driver safety, homelessness • Strengthen community education efforts • Healthier workforce 	<ul style="list-style-type: none"> • 100% compliance with water quality regulations • Strive to maintain 5% of excess capacity
Continue Charlotte Harbor Water Quality Initiative	<ul style="list-style-type: none"> • Improve the capacity to meet growth demands with respect to response times, equipment, space • Execute strategies to manage risks, such as code violations, driver safety, homelessness • Strengthen community education efforts 	<ul style="list-style-type: none"> • Strive to obtain approval of future phases of Charlotte Harbor Water Quality Initiative
Enhance system to meet, if not exceed, regulatory requirements	<ul style="list-style-type: none"> • Improve the capacity to meet growth demands with respect to response times, equipment, space • Execute strategies to manage risks such as code violations, driver safety, homelessness • Maintain good working relationships with other safety providers such as hospitals • Strengthen community education efforts • Healthier workforce 	<ul style="list-style-type: none"> • Strive for 100% compliance with local, state, and federal regulatory requirements
Enhance long-term disaster response strategy and plan	<ul style="list-style-type: none"> • Improve community safety features, such as lighting, sidewalks, bike paths • Execute strategies to manage risks, such as code violations, driver safety, homelessness • Maintain good working relationships with other safety providers, such as hospitals • Strengthen community education efforts • Healthier workforce 	<ul style="list-style-type: none"> • Improved disaster response strategy with measurable performance standards and measures

Utilities Department Short-Term Initiatives	Utilities Department Long-Range Outcomes Supported	Target Outcome Measure
Ensure infrastructure is replaced or maintained in a timely manner	<ul style="list-style-type: none"> • Ensure water quality and quantity • Continue Charlotte Harbor Water Quality Initiative • Enhance system to meet, if not exceed, regulatory requirements 	<ul style="list-style-type: none"> • Strive for 5% reduction in water main breaks over five years
Monitor FDEP and EPA initiatives regarding the “Waters of the US” focus area	<ul style="list-style-type: none"> • Ensure water quality and quantity • Enhance system to meet, if not exceed, regulatory requirements 	<ul style="list-style-type: none"> • Collaborate with Public Works to strive for 100% compliance with FDEP and EPA regulations and initiatives
Enhance staff training on disaster response procedures and FEMA protocols	<ul style="list-style-type: none"> • Enhance system to meet, if not exceed, regulatory requirements • Enhance long-term disaster response strategy and plan 	<ul style="list-style-type: none"> • Focus on 100% compliance with FEMA, flood plan, and disaster response requirements related to Utilities Department infrastructure
Support County initiative on centralized administrative complex	<ul style="list-style-type: none"> • Enhance system to meet, if not exceed, regulatory requirements • Enhance long-term disaster response strategy and plan 	<ul style="list-style-type: none"> • Pursue dedicated resources to support centralization efforts

Human Services: Pursue available funding sources to facilitate providing services to meet community needs.

Utilities Department Long-Range Outcomes	BCC Long-Range Outcome Supported	Target Outcome Measure
Continue and enhance coordination with other agencies/organizations (county, state, federal and volunteer) to facilitate hydration campaign	<ul style="list-style-type: none"> • Develop a comprehensive strategic plan with community partners; integrating various plans, needs assessments; duplication of services and improving access • Enhance coordination with outside agencies • Strengthen community education about services 	<ul style="list-style-type: none"> • Strive for increased coordination with state and federal agencies on the hydration campaign
Enhance public outreach initiatives on Utilities Department services that support the community	<ul style="list-style-type: none"> • Develop a comprehensive strategic plan with community partners; integrating various plans, needs assessments; duplication of services and improving access. • Enhance coordination with outside agencies • Expand funding options – grants • Strengthen community education about services • Identify who uses our services and trend data about possible future use – retirees, workers • Better coordination with Sarasota and other surrounding counties regarding homelessness and transportation 	<ul style="list-style-type: none"> • Strive to conduct 2 community outreach events per month
Continue to identify and support activities to alleviate unmet community needs	<ul style="list-style-type: none"> • Develop a comprehensive strategic plan with community partners; integrating various plans, needs assessments; duplication of services and improving access. • Enhance coordination with outside agencies • Strengthen community education about services • Identify who uses our services and trend data about possible future use – retirees, workers • Better coordination with Sarasota and other surrounding counties regarding homelessness and transportation 	<ul style="list-style-type: none"> • Strive to conduct 2 community outreach events per month

Utilities Department Long-Range Outcomes	BCC Long-Range Outcome Supported	Target Outcome Measure
Develop strategies and programs to expand career opportunities in the utility field	<ul style="list-style-type: none"> • Develop a comprehensive strategic plan with community partners; integrating various plans, needs assessments; duplication of services and improving access. • Identify who uses our services and trend data about possible future use – retirees, workers 	<ul style="list-style-type: none"> • Strive for successful implementation of Utilities Department apprenticeship program
Identify alternative water sources to meet future human services trends and needs	<ul style="list-style-type: none"> • Develop a comprehensive strategic plan with community partners; integrating various plans, needs assessments; duplication of services and improving access. • Enhance coordination with outside agencies • Expand funding options – grants • Identify who uses our services and trend data about possible future use – retirees, workers 	<ul style="list-style-type: none"> • Strive to expand the hydration campaign to assist local shelters with water needs and resources

Utilities Department Short-Term Initiatives	Utilities Department Long-Range Outcomes Supported	Target Outcome Measure
Identify and apply for grants to help Charlotte County citizens maintain a healthy and affordable lifestyle	<ul style="list-style-type: none"> • Continue and enhance coordination with other agencies/organizations (county, state, federal and volunteer) to facilitate Hydration campaign • Enhance public outreach initiatives on Utilities Department services that support the community • Continue to identify and support activities to alleviate unmet community needs • Develop strategies and programs to expand career opportunities in the utility field • Identify alternative water sources to meet future human services trends and needs 	<ul style="list-style-type: none"> • Strive to identify 2 initiatives/projects per year to connect human services and water resources
Continue to execute hydration schools program	<ul style="list-style-type: none"> • Pursue grant funding for hydration education and other future initiatives • Enhance public outreach initiatives on Utilities Department services that support the community • Continue to identify and support activities to alleviate unmet community needs 	<ul style="list-style-type: none"> • Strive to conduct 2 community outreach events per month

Utilities Department Short-Term Initiatives	Utilities Department Long-Range Outcomes Supported	Target Outcome Measure
Continue to ensure water quality for Charlotte County citizens	<ul style="list-style-type: none"> • Continue and enhance coordination with other agencies/organizations (county, state, federal and volunteer) to facilitate hydration campaign • Develop strategies and programs to expand career opportunities in the utility field • Identify alternative water sources to meet future human services trends and needs 	<ul style="list-style-type: none"> • Strive for 100% compliance with FDEP and federal regulations • Identify additional Utilities Department strategic programs aimed at enhancing water quality
Continue to support current community outreach campaigns and identify additional opportunities to support the community	<ul style="list-style-type: none"> • Continue and enhance coordination with other agencies/organizations (county, state, federal and volunteer) to facilitate hydration campaign • Enhance public outreach initiatives on Utilities Department services that support the community • Continue to identify and support activities to alleviate unmet community needs • Identify alternative water sources to meet future trends and needs 	<ul style="list-style-type: none"> • Strive to conduct 2 community outreach events per month
Leverage Utilities Department apprenticeship program to promote career development in the utility industry	<ul style="list-style-type: none"> • Develop strategies and programs to expand career opportunities in the utility field 	<ul style="list-style-type: none"> • Strive to develop programs to increase the awareness of jobs within the utility industry • Strive to participate in 4 recruitment and/or education programs annually

Efficient and Effective Government: Facilitate the organization’s capacity to govern and manage effectively in the rapidly changing and challenging environment.

Utilities Department Long-Range Outcomes	BCC Long-Range Outcome Supported	Target Outcome Measure
Determine skills for existing and future organizational needs (Utilities Department and countywide) and identifying training opportunities to acquire skill sets	<ul style="list-style-type: none"> • Increase the technological & human relations skills of staff • Make the electronic services of the county more user friendly • Strengthen a culture of innovation, performance and accountability • Strengthen the capacity for analytics and data-driven decision-making • Improve the customer experience • Healthier workforce • Improve our communications with the public 	<ul style="list-style-type: none"> • Formal training plans developed for each Utilities Department employee and formal career paths defined • Average grade of service • Average talk time on calls and average time to pick up calls (mins)
Develop organizational culture that promotes and accepts change	<ul style="list-style-type: none"> • Strengthen a culture of innovation, performance and accountability • Strengthen the capacity for analytics and data-driven decision-making • Improve the customer experience • Improve our communications with the public 	<ul style="list-style-type: none"> • Formal change management strategy implemented • Strive for increased employee engagement
Recruit, develop, and retain diverse workforce	<ul style="list-style-type: none"> • Increase the technological & human relations skills of staff • Make the electronic services of the county more user friendly • Strengthen a culture of innovation, performance and accountability • Improve our communications with the public • Improve the customer experience 	<ul style="list-style-type: none"> • Formal recruitment and succession plans • Strive for a turnover rate less than 10 % for turnover not impacted by retirement
Continue to identify technology opportunities to increase operational efficiency and effectiveness	<ul style="list-style-type: none"> • Increase the technological & human relations skills of staff • Make the electronic services of the county more user friendly • Improve our communications with the public • Improve the customer experience 	<ul style="list-style-type: none"> • Strive for successful execution of initiatives identified in the Utilities Department IT strategic plan • Strive to identify 2 additional technology initiatives annually

Utilities Department Long-Range Outcomes	BCC Long-Range Outcome Supported	Target Outcome Measure
Identify opportunities to engage customers and stakeholders throughout projects and initiatives	<ul style="list-style-type: none"> Strengthen a culture of innovation, performance and accountability Strengthen the capacity for analytics and data-driven decision-making Improve the customer experience Improve our communications with the public Proactive approach to disbursing information (ex. press conference) 	<ul style="list-style-type: none"> Strive to establish a formal communication plan for each project Focus effort on increased customer and stakeholder satisfaction
Leverage enhanced KPIs and performance metrics to make informed management decisions	<ul style="list-style-type: none"> Increase the technological & human relations skills of staff Strengthen a culture of innovation, performance and accountability Strengthen the capacity for analytics and data-driven decision-making 	<ul style="list-style-type: none"> Strive for Implementation of enhanced data management warehouse Strive for the creation of an automated performance measurement dashboard by 2021

Utilities Department Short Term Initiatives	Utilities Department Long Range Outcomes Supported	Target Outcome Measure
Obtain input from staff when new safety rules are anticipated	<ul style="list-style-type: none"> Determine skills for existing and future organizational needs and identify training opportunities to acquire skill sets Develop organizational culture that promotes and accepts change Recruit, develop, and retain diverse workforce Identify opportunities to engage customers and stakeholders throughout projects and initiatives 	<ul style="list-style-type: none"> Strive for enhanced safety rules and increased staff buy-in on rules
Communicate with employees the importance of change	<ul style="list-style-type: none"> Develop organizational culture that promotes and accepts change Recruit, develop, and retain diverse workforce Continue to identify technology opportunities to increase operation efficiency and effectiveness Identify opportunities to engage customers and stakeholders throughout projects and initiatives Leverage enhanced KPIs and performance metrics to inform management decisions 	<ul style="list-style-type: none"> Focus on formal change management strategy Strive for increased employee involvement during project execution

Utilities Department Short Term Initiatives	Utilities Department Long Range Outcomes Supported	Target Outcome Measure
Enhance workforce efficiency and effectiveness	<ul style="list-style-type: none"> • Develop organizational culture that promotes and accepts change • Recruit, develop, and retain diverse workforce • Continue to identify technology opportunities to increase operation efficiency and effectiveness • Identify opportunities to engage customers and stakeholders throughout projects and initiatives 	<ul style="list-style-type: none"> • Pursue development of staffing strategy to address overtime needs and planning • Strive to identify methods to reduce unscheduled unexcused absences
Enhance safety program to limit workplace injuries	<ul style="list-style-type: none"> • Determine skills for existing and future organizational needs (Utilities Department and countywide) and identifying training opportunities to acquire skill sets • Develop organizational culture that promotes and accepts change 	<ul style="list-style-type: none"> • Strive for 100% employee renewals and mandatory safety training requirements and deadlines
Maintain strong management presence in field	<ul style="list-style-type: none"> • Develop organizational culture that promotes and accepts change • Identify opportunities to engage customers and stakeholders throughout projects and initiatives 	<ul style="list-style-type: none"> • Strive to conduct 12 site visits per year with field staff
Develop enhanced KPI and performance metrics	<ul style="list-style-type: none"> • Develop organizational culture that promotes and accepts change • Continue to identify technology opportunities to increase operation efficiency and effectiveness • Identify opportunities to engage customers and stakeholders throughout projects and initiatives • Leverage enhanced KPIs and performance metrics to inform management decisions 	<ul style="list-style-type: none"> • Enhanced metrics linking individual employee KPIs to overall strategic outcomes of Utilities Department
Develop Utilities Department Data Warehouse	<ul style="list-style-type: none"> • Develop organizational culture that promotes and accepts change • Continue to identify technology opportunities to increase operation efficiency and effectiveness • Leverage enhanced KPIs and performance metrics to inform management decisions 	<ul style="list-style-type: none"> • Enhanced and automated management reporting • Establish KPIs to determine areas of potential reduction

Utilities Department Short Term Initiatives	Utilities Department Long Range Outcomes Supported	Target Outcome Measure
Continue to enhance relationship with Peace River Manasota Regional Water Supply Authority	<ul style="list-style-type: none"> • Determine skills for existing and future organizational needs (Utilities Department and countywide) and identifying training opportunities to acquire skill sets • Develop organizational culture that promotes and accepts change • Continue to identify technology opportunities to increase operation efficiency and effectiveness • Identify opportunities to engage customers and stakeholders throughout projects and initiatives 	<ul style="list-style-type: none"> • Pursue 25 touch points per year with key stakeholders at Peace River Manasota Regional Water Supply Authority
Enhance retention and succession strategies	<ul style="list-style-type: none"> • Determine skills for existing and future organizational needs (Utilities Department and countywide) and identifying training opportunities to acquire skill sets • Develop organizational culture that promotes and accepts change • Recruit, develop, and retain diverse workforce 	<ul style="list-style-type: none"> • Strive for an approved formal retention and succession strategies with roadmap for implementation

Fiscal/Financial Planning: Continue to increase the effectiveness of local government and maintain a strong financial condition.

Utilities Department Long-Range Outcomes	BCC Long-Range Outcome Supported	Target Outcome Measure
Propose and analyze new sources of revenue	<ul style="list-style-type: none"> • Improve performance and fiscal data • Educate staff on tools to improve fiscal management • Develop state-level strategy for funding 	<ul style="list-style-type: none"> • Strive for 33% projects funded with alternative funding sources
Identify opportunities to reduce spending and increase efficiency	<ul style="list-style-type: none"> • Improve performance and fiscal data • Educate staff on tools to improve fiscal management • Develop state-level strategy for funding 	<ul style="list-style-type: none"> • Tie to AWWA benchmarking survey (operational cost vs. water delivered)
Develop long-range financial planning for local and regional utility systems (including policy decisions related to funding and consumer cost)	<ul style="list-style-type: none"> • Improve performance and fiscal data • Educate staff on tools to improve fiscal management • Develop state-level strategy for funding 	<ul style="list-style-type: none"> • Formal long-range financial plans with integrated initiatives with regional water suppliers
Identify opportunities for staff and management to provide guidance into long-term financial planning	<ul style="list-style-type: none"> • Improve performance and fiscal data • Educate staff on tools to improve fiscal management 	<ul style="list-style-type: none"> • Increased collaboration between front line and field staff and Utilities Department administrators during planning processes

Utilities Department Short-Term Initiatives	Utilities Department Long-Range Outcomes Supported	Target Outcome Measure
Examine expenditures to find savings	<ul style="list-style-type: none"> • Identify opportunities to reduce spending and increase efficiency • Identify opportunities for staff and management to provide guidance into long-term financial planning 	<ul style="list-style-type: none"> • Establish KPIs to determine areas of potential reduction
Work with consultant to develop and enhance 5-year and 20-year financial plans	<ul style="list-style-type: none"> • Propose and analyze new sources of revenue • Identify opportunities to reduce spending and increase efficiency • Develop long-range financial planning for local and regional utility systems (including policy decisions related to funding and consumer cost) • Identify opportunities for staff and management to provide guidance into long-term financial planning 	<ul style="list-style-type: none"> • Formal long-range financial plans with integrated initiatives to reduce costs and enhance Utilities Department performance

Utilities Department Short-Term Initiatives	Utilities Department Long-Range Outcomes Supported	Target Outcome Measure
Have master plans developed for water and sewer	<ul style="list-style-type: none"> • Identify opportunities to reduce spending and increase efficiency • Identify opportunities for staff and management to develop long-range financial planning for local and regional utility systems (including policy decisions related to funding and consumer cost) 	<ul style="list-style-type: none"> • Finalized and approved water and sewer master Plans
Coordinate with other County departments to optimize project efficiencies to reduce costs	<ul style="list-style-type: none"> • Identify opportunities to reduce spending and increase efficiency • Identify opportunities for staff and management to provide guidance into long-term financial planning 	<ul style="list-style-type: none"> • Identify initiatives that involve enhancement of Utilities Department and one other County department
Leverage current financial information into a customer education program	<ul style="list-style-type: none"> • Develop long-range financial planning for local and regional utility systems (including policy decisions related to funding and consumer cost) • Identify opportunities for staff and management to provide guidance into long-term financial planning 	<ul style="list-style-type: none"> • Strive to establish formal customer education program and 4 workshops held by 2018
Review and align compensation for employees to stay competitive in the market	<ul style="list-style-type: none"> • Identify opportunities for staff and management to provide guidance into long-term financial planning 	<ul style="list-style-type: none"> • Assess employee compensation strategy and identification of next steps
Obtain grants to reduce cost to MSBU and MSTU to promote affordability	<ul style="list-style-type: none"> • Propose and analyze new sources of revenue • Identify opportunities to reduce spending and increase efficiency • Develop long-range financial planning for local and regional utility systems (including policy decisions related to funding and consumer cost) 	<ul style="list-style-type: none"> • Strive to obtain grants and low-interest loans to reduce cost to MSBUs and MSTUs • Strive for 33% MSBU/MSTU projects funded with alternative funding sources
Stabilize rates while maintaining industry-leading practices for efficient utility services	<ul style="list-style-type: none"> • Propose and analyze new sources of revenue • Identify opportunities to reduce spending and increase efficiency • Develop long-range financial planning for local and regional utility systems (including policy decisions related to funding and consumer cost) • Identify opportunities for staff and management to provide guidance into long-term financial planning 	<ul style="list-style-type: none"> • Increased customer satisfaction through fair and equitable rates