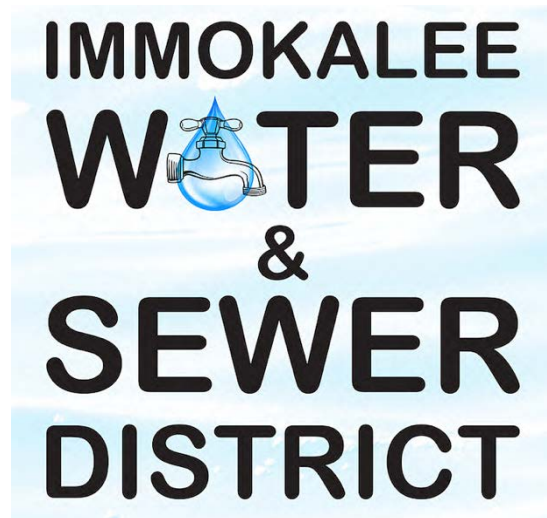


Strategic Report and Development

For

Board of Commissioners



By

Sarah Catala

Executive Director

Immokalee Water and Sewer District

December 15, 2021

This past year Immokalee Water and Sewer District team has worked hard on developing and implementing our Vision, Core Values, and Communication/Behavior Agreement. Based on this foundation, as Executive Director, I have developed five strategic goals for our current year and future years: *Infrastructure Development, Employee Development, Community Engagement Development, Process Improvement Development, and Capital Improvement Plan.*

IMMOKALEE WATER & SEWER DISTRICT

Vision Statement

“Excellence in Quality and Service”

Core Values

*Teamwork • Initiative • Accountable
Thoroughness • Loyalty • Commitment • Integrity*

Communication / Behavior Agreement

We agree to:

- Maintain dignity, respect and confidentiality.*
- Be optimistic, open-minded, innovative, and flexible.*
- Praise and recognize achievements in genuine, simple way.*
- Keep healthy humor alive and maintain a professional environment.*
- Define roles and responsibilities of the various positions and work within them.*
- Hold regularly scheduled staff meetings.*
- Be dedicated to excellence in our performance, fulfill our responsibilities and “get it done”.*
- Be supportive of one another at work and back each other up.*
- Give full attention to person you are communicating with.*
- Learn/Teach – if you don’t know it, learn it; if you do know it, teach it.*
- Balance written communication with face to face communication.*
- Deliver excellent customer service to one another and to those we serve outside the department.*

Strategic Goals

Infrastructure Development



Employee Development



Community Engagement Development



Process Improvement Development



Capital Improvement Plan



The following report highlights what the District has accomplished this past year in each Strategic Goal area and what the District is planning for future growth. Everything we do as a District will be tied back to our Vision and Core Values. This will allow us to always be moving forward strategically with purpose and understanding. If we continue to strive for “excellence” in our “quality and service” we will not only meet the needs of our community and customers, but we will develop an organization that is known as top in the field of water and sewer service.

Infrastructure Development



Past Year

In this past year, the District successfully implemented several key projects to improve the water and sewer systems and to prepare for future needs.

- ⇒ Completed construction of Master Lift Station X8 (with contribution from Habitat for Humanity)
- ⇒ Completed upgrades to Lift Station H (developer cost-share agreement)
- ⇒ Started construction of the Clarifier Rehab project at the WWTP
- ⇒ Started construction of the Oxidation Ditch Bridges project at the WWTP
- ⇒ Began the study phase to develop and evaluate WWTP Effluent Disposal Options
- ⇒ Began hydraulic modeling of the sewer force mains in the Lake Trafford/Carson Road area to develop and evaluate options to accommodate future growth
- ⇒ Installed Programmable Logic Controller (PLC) at plant with remote well monitoring at JWW WTP

Future Development

Moving forward, Immokalee Water and Sewer District will focus on a three-year strategy for Infrastructure to increase the capacity and reliability of the water and sewer systems, increase quality of services provided to customers, and expand the infrastructure within our boundaries.

Year 1

- ⇒ Continue hydraulic modeling effort to expand the model to include additional areas of the wastewater collection system to develop and evaluate options to accommodate future growth
- ⇒ Conduct arc flash study and maintenance testing of electrical systems at the WWTP

Strategic Report and Development for Immokalee Water and Sewer District

- ⇒ Explore “piggybacking” of other government agency contracts for Cured-in-place pipe lining to repair clay sewer pipes and begin repairs on critical sewer sections
- ⇒ Develop a plan and seek external funding to convert existing homes with septic tanks to sewer customers
- ⇒ Develop a plan to acquire easements from private landowners along private roads and within private developments
- ⇒ Begin community outreach for legacy lots/water main looping areas
- ⇒ Update the 2008 master plan for water and sewer improvements
- ⇒ Begin study phase to evaluate options for adding softening to water treatment process

Year 2

- ⇒ Begin design phase to add softening process to water treatment plants
- ⇒ Continue to repair clay sewer pipes within the collection system
- ⇒ Begin to implement strategies for acquiring easements for water and sewer improvements
- ⇒ Begin to implement recommendations from Master Plan Update
- ⇒ Begin to implement plan to convert existing homes with septic tanks to sewer customers

Year 3

- ⇒ Begin to acquire properties for future water and wastewater treatment plants
- ⇒ Continue to repair clay sewer pipes within the collection system
- ⇒ Continue to implement strategies for acquiring easements for water and sewer improvements
- ⇒ Continue to implement plan to convert existing homes with septic tanks to sewer customers

Employee Development



During this past year, the District focused on several areas of Employee Development:

- ⇒ Leadership Development
- ⇒ Succeeding with Difficult People and Customer Service
- ⇒ Needs Assessment Survey
- ⇒ Performance Management
- ⇒ Coaching, Mentoring, and Counseling
- ⇒ Cross-training
- ⇒ Budget training

The District rejuvenated the Safety Team and is working with Public Risk Underwriters of Florida, Inc. and Tenzinga to update the Safety Manual and establish a uniform training program.

Future Development

Moving forward we will continue with training and developing our employees emphasizing our Core Values and Vision each step of the way. We will further focus on:

- ⇒ Needs Assessment Check Up
- ⇒ Leadership Surveys
- ⇒ Continued Performance Management
- ⇒ Customer Service
- ⇒ Manager/Supervisor training

Community Engagement Development



In this past year, the District implemented changes to the organizational structure which resulted in the establishment of an Employee and Community Relations Coordinator. This position has an active role in public education and awareness through a variety of media outlets: newspaper, facebook, website, radio, and TV. The position represents IWSD at community meetings and seeks out events that the District can educate the public about water quality, current construction projects, and the work that the District does.

The District upgraded the audio visual equipment in the existing Board Room. This will facilitate the ability to livestream meetings in the future for Immokalee.

Between August and September 2021, the District opened the drive-thru window on Saturdays to evaluate whether or not additional hours outside of Monday-Friday would enhance customer service and encourage timely payment. Unfortunately, there was not adequate customer participation to extend services beyond the end of September.

Future Development

Moving forward we will continue enhancing our communication and public education activities in support of our vision of Excellence in Quality & Service. We will further focus on:

- ⇒ Educate customers about the benefits of converting from existing water meters to Advanced Meter Infrastructure (AMI)
- ⇒ Investigate incorporating mobile platforms into customer service and notification of line repairs
- ⇒ Modify website to a user-friendly format
- ⇒ Continue to participate in community events
- ⇒ Work towards live streaming meetings

Process Improvement Development



During the past year, the District began to evaluate inefficient and time-consuming processes for continuous improvement. The following three areas were targeted for improvement:

- ⇒ Implemented Diamond Maps and Work Order System
- ⇒ Develop a plan to convert existing water meters to Advanced Meter Infrastructure (AMI)
- ⇒ Investigate advanced technology for lift stations and manhole monitoring and maintenance

The District also began analyzing processes in departments and mapping those processes that are crucial to what we do and how we do it. While the District has general policies, there are no Standard Operating Processes (SOPs). The Administration Office was first to begin to layout the process for the following processes:

- ⇒ New Customer Process
- ⇒ On Order
- ⇒ Receipting Part 1
- ⇒ Receipting Part 2
- ⇒ Issuing Credits
- ⇒ Issuing Credits Due to Leaks
- ⇒ Off Order
- ⇒ Cut Offs
- ⇒ Vacation Order
- ⇒ Transfer Order

Additionally, the Water Treatment Plant built the process map for Collection Sample Testing. The goal is to build SOPs for each process map that is built. These tools will assist us in moving toward our Vision and assist our employees with fulfilling our Core Values daily. New and existing employees will benefit from having established SOPs.

Future Development

During FY 2021-22, the District will select an AMI system and begin to convert existing water meters to the new system. Additionally, the District will implement newer technology for monitoring lift stations and manholes as it continues to map processes and establish SOPs. We will work towards uploading SOPs to an accessible database for all employees.

Capital Improvement Plan



The IWSD's current 5-year Capital Improvement Plan (FY2022-FY2026) is listed below:

Project No.	Project Description	Funding Source	Budgeted FY2021-2022	Budgeted FY2022-2023	Budgeted FY2023-2024	Budgeted FY2024-2025	Budgeted FY2025-2026
Wastewater System							
WW-01 Rehab Three Existing Clarifiers							
WW-01	Design Engineering	RRS					
WW-01	Construction	USDA - B2	\$944,000.00				
WW-01	Construction	USDA - G2	\$765,000.00				
WW-01	Construction	RRS	\$250,000.00				
WW-01	Construction Engineering	RRS	\$62,000.00				
WW-02 Line 8" & 18" Clay Pipe Sewers							
WW-02	Design Engineering	DEO	\$0.00				
WW-02	Design Engineering	RRS	\$42,500.00	\$42,500.00	\$42,500.00	\$42,500.00	
WW-02	Construction	DEO	\$0.00				
WW-02	Construction	RRS	\$652,650.00	\$652,650.00	\$652,650.00	\$652,650.00	
WW-02	Construction Engineering	DEO	\$0.00				
WW-02	Construction Engineering	RRS	\$35,100.00	\$35,100.00	\$35,100.00	\$35,100.00	
WW-03 Lift Station P&O Upgrades and 10" FM Extension							
WW-03	Design Engineering	RRS	\$65,200.00				
WW-03	Construction	RRS	\$496,000.00				
WW-03	Construction Engineering	RRS	\$34,400.00				
WW-04 6" Plug Valve Replacement at Arrowhead							
WW-04	Design Engineering	RRS	\$5,000.00				
WW-04	Construction	RRS	\$25,000.00				
WW-04	Construction Engineering	RRS	\$5,000.00				
WW-05 Line Key Manholes Throughout System (annual program 6-7 manholes per year; 48 manholes remain to be lined as of 7/22/2020)							
WW-05	Design Engineering	RRS	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00
WW-05	Construction	RRS	\$101,000.00	\$100,000.00	\$100,000.00	\$100,000.00	\$100,000.00
WW-05	Construction Engineering	RRS	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00
WW-06 Oxidation Ditch Bridges (4 Bridges - Ditches #1 & #2)							
WW-06	Design Engineering	RRS					
WW-06	Construction	RRS	\$285,000.00				
WW-06	Construction Engineering	RRS	\$8,000.00				
WW-07 Lake Trafford Road/Carson Road Area Lift Stations & Force Main Improvements							
WW-07	Design Engineering - Modeling	RRS	\$69,200.00				
WW-07	Design Engineering	CSA				\$100,000.00	
WW-07	Construction	RRS				\$500,000.00	
WW-07	Construction	CSA				\$500,000.00	
WW-07	Construction Engineering	RRS				\$85,000.00	
WW-07	Construction Engineering	CSA				\$85,000.00	
WW-08 Oxidation Ditch Bridges (2 Bridges - Ditch #3)							
WW-08	Design Engineering	RRS		\$8,000.00			
WW-08	Construction	RRS		\$145,000.00			
WW-08	Construction Engineering	RRS		\$10,000.00			
WW-09 Deep Injection Well #2							
WW-09	Design Engineering	TBD	\$46,040.00	\$250,000.00			
WW-09	Construction	TBD		\$7,320,000.00	\$7,320,000.00		
WW-09	Construction Engineering	TBD		\$425,000.00	\$425,000.00		
WW-10 Agricultural Public Access Re-Use Water System							
WW-10	Design Engineering	TBD			\$100,000.00		
WW-10	Construction	TBD				\$1,500,000.00	\$1,500,000.00
WW-10	Construction Engineering	TBD				\$80,000.00	\$80,000.00
WW-11 Unsewered Areas/Septic Tank Replacement Program (20 unsewered areas, Complete 2 or 3 areas per year)							
WW-11	Design Engineering	TBD	\$150,000.00	\$150,000.00	\$150,000.00	\$150,000.00	\$150,000.00
WW-11	Construction	TBD		\$1,500,000.00	\$1,500,000.00	\$1,500,000.00	\$1,500,000.00
WW-11	Construction Engineering	TBD		\$150,000.00	\$150,000.00	\$150,000.00	\$150,000.00
Wastewater System Totals			\$4,051,090.00	\$10,798,250.00	\$10,485,250.00	\$5,490,250.00	\$3,490,000.00

Strategic Report and Development for Immokalee Water and Sewer District

Water System

W-01	Replacement of AC Water Mains and Undersized Water Mains throughout the System						
W-01	Construction	USDA - B1					
W-01	Construction	USDA - G1	\$464,088.00				
W-01	Construction	RRW		\$250,000.00			
W-01	Construction Engineering	USDA - B1					
W-01	Construction Engineering	USDA - G1					
W-02	Fuel Storage Tank at Airport WTP						
W-02	Design Engineering	RRW		\$5,000.00			
W-02	Construction	RRW		\$80,000.00			
W-02	Construction Engineering	RRW		\$5,000.00			
W-03	Legacy Lots & Water Main Looping						
W-03	Design Engineering	RRW	\$75,000.00	\$75,000.00	\$75,000.00	\$75,000.00	
W-03	Construction	RRW	\$637,500.00	\$637,500.00	\$637,500.00	\$637,500.00	
W-03	Construction Engineering	RRW	\$90,000.00	\$90,000.00	\$90,000.00	\$90,000.00	
W-04	IFAS Tank & Booster Station						
W-04	Design Engineering	TBD			\$80,000.00		
W-04	Construction	TBD			\$2,000,000.00		
W-04	Construction Engineering	TBD			\$120,000.00		
W-05	New 2.5 MGD Reverse Osmosis Water Treatment Plant						
W-05	Design Engineering	TBD				\$400,000.00	
W-05	Construction	TBD					
W-05	Construction Engineering	TBD					
Water System Totals			\$1,266,588.00	\$1,142,500.00	\$3,002,500.00	\$802,500.00	\$400,000.00
General Projects							
GP-01	New Maintenance Building						
GP-01	Design Engineering	RRS		\$10,000.00			
GP-01	Design Engineering	RRW		\$10,000.00			
GP-01	Construction	RRS		\$800,000.00			
GP-01	Construction	RRW		\$800,000.00			
GP-01	Construction Engineering	RRS		\$20,000.00			
GP-01	Construction Engineering	RRW		\$20,000.00			
GP-02	Fuel Storage Tanks at JWV WTP & WWTP						
GP-02	Design Engineering	RRS		\$20,000.00			
GP-02	Design Engineering	RRW		\$20,000.00			
GP-02	Construction	RRS		\$80,000.00			
GP-02	Construction	RRW		\$80,000.00			
GP-02	Construction Engineering	RRS		\$10,000.00			
GP-02	Construction Engineering	RRW		\$10,000.00			
GP-03	Utility Relocation for SR29 Widening from CR846 to Agriculture Way						
GP-03	Design Engineering	FDOT		\$50,000.00	\$50,000.00		
GP-03	Construction	FDOT				\$1,600,000.00	
GP-03	Construction Engineering	FDOT				\$80,000.00	
GP-04	Utilities for SR29 By-Pass from CR846 to north of New Market Road						
GP-04	Design Engineering	TBD				\$180,000.00	\$100,000.00
GP-04	Construction	TBD					\$4,000,000.00
GP-04	Construction Engineering	TBD					\$230,000.00
GP-05	District Wide Water and Sewer Expansion						
GP-05	Design Engineering	TBD					\$100,000.00
GP-05	Construction	TBD					
GP-05	Construction Engineering	TBD					
GP-06	SR29 Bypass/Master Plan Update						
GP-06	Design Engineering - Study	RRS	\$100,000.00				
GP-06	Design Engineering - Study	RRW	\$100,000.00				
GP-07	New Administration Building						
GP-07	Design Engineering/Architectural	TBD		\$250,000.00	\$140,000.00		
GP-07	Construction	TBD			\$2,000,000.00		
GP-07	Construction Engineering/Architectural	TBD			\$125,000.00		
General Projects Totals			\$200,000.00	\$2,180,000.00	\$2,315,000.00	\$1,860,000.00	\$4,430,000.00
System Totals			\$5,517,678.00	\$14,120,750.00	\$15,802,750.00	\$8,152,750.00	\$8,320,000.00

Source of Funds

USDA Water Grant Funds	USDA - G1	\$464,088.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
USDA Water Loan Funds	USDA - B1	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
USDA Wastewater Grant	USDA - G2	\$765,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
USDA Wastewater Loan	USDA - B2	\$944,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Rate Revenue - Sewer	RRS	\$2,246,050.00	\$1,943,250.00	\$840,250.00	\$1,425,250.00		\$110,000.00
Rate Revenue - Water	RRW	\$902,500.00	\$2,082,500.00	\$802,500.00	\$802,500.00		\$0.00
Cost Share Agreement	CSA	\$0.00	\$0.00	\$0.00	\$685,000.00		\$0.00
Florida Department of Transportation	FDOT	\$0.00	\$50,000.00	\$50,000.00	\$1,680,000.00		\$0.00
Florida Department of Economic Opportunity	DEO	\$0.00	\$0.00	\$0.00	\$0.00		\$0.00
To Be Determined at a later date	TBD	\$196,040.00	\$10,045,000.00	\$14,110,000.00	\$3,560,000.00		\$8,210,000.00
		<u>\$5,517,678.00</u>	<u>\$14,120,750.00</u>	<u>\$15,802,750.00</u>	<u>\$8,152,750.00</u>		<u>\$8,320,000.00</u>