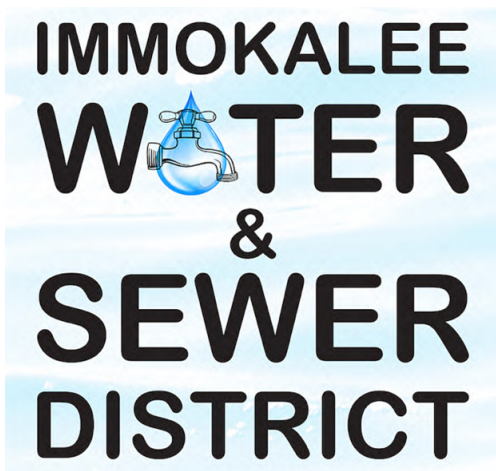


Strategic Report & Development

A NEW CHAPTER

September 2022



STRATEGIC REPORT AND DEVELOPMENT FOR IMMOKALEE WATER AND SEWER DISTRICT

During FY 2021-22, the Immokalee Water and Sewer District team has worked hard implementing our Vision, Core Values, and Communication/Behavior Agreement through the five strategic goals: Infrastructure Development, Employee Development, Community Engagement Development, Process Improvement Development, and Capital Improvement Plan. Because Immokalee is surrounded by wonderful natural attractions: Lake Trafford, The Everglades, Lake Okeechobee, the District has added a sixth goal: Natural Systems.

IMMOKALEE WATER & SEWER DISTRICT

Vision Statement

“Excellence in Quality and Service”

Core Values

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

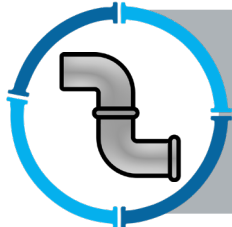
Communication / Behavior Agreement

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 & BOARD DEVELOPMENT



COMMUNITY ENGAGEMENT DEVELOPMENT



PROCESS IMPROVEMENT DEVELOPMENT



CAPITAL IMPROVEMENT PLAN



NATURAL SYSTEMS

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, customers, and natural systems, 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.

- Continued construction of the Clarifier Rehab project (3 older clarifiers) at the Wastewater Treatment Plant (WWTP)
- Completed construction of new Oxidation Ditch Bridges (1 & 2) at the WWTP
- Completed 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
- Utilized “piggybacking” of other government agency contracts for Cured-In-Place Pipe (CIPP) lining to repair clay sewer pipes on critical sewer sections (I&K)
- Begin study phase to evaluate options for adding softening to water treatment process along removing organics
- Develop a plan and seek external funding to convert existing homes with septic tanks to sewer customers
- Begin study phase to evaluate potential properties for a new administration building
- Add in water improvements – PLC? Flushing device

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
- Oversee remedy work for phases 1,2, and 4 of the Asbestos-Cement (AC) and Undersized Water Main Replacement Project
- Continue to line clay sewer pipes within the collection system
- Develop design plans for the septic-to-sewer project for grant funding applications
- Begin community outreach for legacy lots/water main looping areas
- Develop a plan to acquire easements along private roads for central water and sewer service
- Begin design phase to add softening process and organic removal to water treatment plants (WTP)
- Update the 2008 master plan for water and sewer improvements through a horizon planning year
- Acquire property and begin design phase for new administration building
- Complete design plans for reclaimed water project at WWTP and start permitting process



YEAR 2

- Continue to line 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
- Continue to implement plan to convert existing homes with septic tanks to sewer customers
- Complete design for new administration building and begin construction
- Begin construction of reclaimed water improvements at WWTP
- Begin permitting for softening process and organics removal at WTPs
- Complete design plans for running new lines to the Williams Planned Unit Development (PUD)

YEAR 3

- Begin to acquire properties for future water and wastewater treatment plant(s)
- 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
- Continue construction of new administration building
- Begin construction of reclaimed water at WWTP
- Begin construction of water softening process at WTPs



EMPLOYEE & BOARD DEVELOPMENT

PAST YEAR

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

- Leadership Development
- Succeeding with Difficult People and Customer Service
- Needs Assessment Survey
- Performance Management
- Coaching, Mentoring, and Counseling
- Cross-training
- Budget training
- Purchase Order (PO) training
- Lock Out/Tag Out
- Forklift Certification
- Trenching & Shoring

IWSD Commissioners and staff toured several regional wastewater treatment plants to learn about water softening and organics removal methodologies to make an informed decision about improving Immokalee's drinking water.

District staff attended different Water & Wastewater Conferences to evaluate which conferences are most pertinent and have technical value to the work performed.

Lance York (Water Distribution Supervisor) received a scholarship to attend the District attended the Florida Association of Special District (FASD) Certified District Manager (CDM) course. This course is a requirement for upcoming leaders in the District.



Town & Country Utilities (Babcock Ranch)



Reedy Creek Improvement District



FUTURE DEVELOPMENT

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

- Confined Space
- Needs Assessment Check Up
- CDM course
- Continued Performance Management
- Continued Customer Service
- Manager/Supervisor training
- Records Retention
- Continued Coaching, Mentoring, and Counseling (Critical Conversations)
- Cross-training
- Budget training

In 2023, Board members are encouraged to attend the Florida Environmental Network Summer Permitting School. The Program features the most advanced and current instruction available on Florida's environmental, energy and growth management laws, rules and programs.



COMMUNITY ENGAGEMENT DEVELOPMENT

PAST YEAR

During this past year, the District began to expand public education and awareness of the District's services and projects through a variety of media outlets and in-person appearances.

The District engaged a public involvement agency (Cella Molnar) to educate customers and community organizations about the Clay-Sewer Pipe (CIPP) project and the remedy work for the Asbestos Cement (AC) & Undersized Water Main Replacement Project.

District staff were involved in judging the Model Water Tower Competition sponsored by the Region 5, Florida Section American Water Works Association (FSAWWA) which included teams from Southwest Florida public school systems.

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:

- Update the District's logo
- Engaging local schools in learning about the District and career opportunities
- Involve local schools in the FSAWWA 2023 Drop Savers Poster Contest
- Educate customers about the benefits of converting from existing water meters to Advanced Meter Infrastructure (AMI) and smart utility systems
- 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

PAST YEAR

During the past year, the District continued to evaluate inefficient and time-consuming processes for continuous improvement as well as implemented initial steps to achieve better process efficiencies.

- Continued implementation and expansion of Diamond Maps and Work Order System
- Developed Standard Operating Procedures (SOPs) for water sampling (WTP)
- Evaluated options, developed a plan, and applied for grant funding (FDEP) to install Advanced Meter Infrastructure (AMI) and smart utility for distribution and collection systems
- Began field testing smart utility infrastructure for manholes (STOF manhole along Eustis Ave)
- Partnered with Revinu for fertilizer distribution
- Began process to evaluate SCADA to improve water treatment plant, wastewater treatment plant, and lift station efficiencies Finance Director continued to evaluate cloud-based ERP and billing systems

FUTURE DEVELOPMENT

Moving forward, the District will focus on a three-year strategy to improve process efficiency in all aspects of the Districts routine activities.

YEAR 1

- Obtain funding and begin to install AMI systems in a phased approach
- Update 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 and improve operations
- Conduct a SCADA study to evaluate options and provide recommendations for what the technology interface and operations should look like to improve water treatment plant, wastewater treatment plant, and lift station efficiencies
- Continue to develop and implement SOPs
- Begin implementing smart utility infrastructure for manhole covers
- Evaluate off-site water bill payment alternatives (AMT or Intelligent Teller machines)
- Investigate quick connect devices for new fire hydrants to reduce connection time for fire fighting



YEAR 2

- Begin to implement SCADA improvements in a phased approach
- Continue installation of AMI and smart utility systems
- Continue to develop and implement SOPs
- Continue expansion of hydraulic modeling of wastewater
- Initiate central water distribution modeling for Immokalee
- Test and implement off-site water bill payment devices
- Begin phased implementation of quick connect devices on fire hydrants

YEAR 3

- Continue to implement SCADA improvements in a phased approach
- Continue installation of AMI and smart utility systems
- Continue modeling efforts for water and wastewater
- Continue implementation of quick connect devices



CAPITAL IMPROVEMENT PLAN

The IWSD's current 5-year Capital Improvement Plan (FY2023-FY2027) is listed below:

Immokalee Water and Sewer District Projection of Capital Improvement Projects											
Wednesday, August 31, 2022						Projected Fiscal Year Ending September 30,					
Line No.	Description	Project ID	Recognized Funding Source	Dept.	2023	2024	2025	2026	2027	Total	
WATER PLANT											
1	Water Softening for Immokalee - Design Engineering	W-01	USDA-B2	10	\$470,000					\$470,000	
2	Water Softening for Immokalee - Construction	W-01	USDA-B2	10		4,700,000				4,700,000	
3	Water Softening for Immokalee - Construction Engineering	W-01	USDA-B2	10		300,000				300,000	
4	Fuel Storage Tank at Airport WTP - Design Engineering	W-02	Revenue Fund	10			5,000			5,000	
5	Fuel Storage Tank at Airport WTP - Construction	W-02	Revenue Fund	10			80,000			80,000	
6	Fuel Storage Tank at Airport WTP - Construction Engineering	W-02	Revenue Fund	10			5,000			5,000	
7	Legacy Lots & Water Main Looping - Design Engineering	W-03	Revenue Fund	60		75,000	75,000	75,000	75,000	300,000	
8	Legacy Lots & Water Main Looping - Construction	W-03	Revenue Fund	60		637,500	637,500	637,500	637,500	2,550,000	
9	Legacy Lots & Water Main Looping - Construction Engineering	W-03	Revenue Fund	60		90,000	90,000	90,000	90,000	360,000	
10	IFAS Tank & Booster Station - Design Engineering	W-04	Grant	60				80,000		80,000	
11	IFAS Tank & Booster Station - Construction	W-04	Grant	60				2,000,000		2,000,000	
12	IFAS Tank & Booster Station - Construction Engineering	W-04	Grant	60				120,000		120,000	
13	New 2.5 MGD Reverse Osmosis WTP - Design Engineering	W-05	USDA-B3	10				400,000	400,000	800,000	
14	New 2.5 MGD Reverse Osmosis WTP - Construction	W-05	USDA-B3	10					10,000,000	10,000,000	
15	New 2.5 MGD Reverse Osmosis WTP - Construction Engineering	W-05	USDA-B3	10					600,000	600,000	
16	Water Distribution System AMI - Design Engineering	W-06	Grant	60	-	-				-	
17	Water Distribution System AMI - Construction	W-06	Grant	60	2,000,000	2,000,000				4,000,000	
18	Water Distribution System AMI - Construction Engineering	W-06	Grant	60	-	-				-	
19	South 9th WTP Fence Addition	W-07	Revenue Fund	10		15,000				15,000	
20	South 9th WTP Shed	W-08	Revenue Fund	10		19,000				19,000	
21	Hypo Tank Scale	W-09	Revenue Fund	10	40,000					40,000	
22	New Maintenance Building	GP-01	Revenue Fund	50		830,000				830,000	
23	Fuel Storage Tanks at JVW & WWTP	GP-02	Revenue Fund	10		110,000				110,000	
24	Utility Relocation for SR29 Widening from CR846 to Agriculture Way	GP-03	FDOT	60		25,000	25,000	840,000		890,000	
25	Utilities for SR29 By-Pass from CR846 to north of New Market Road	GP-04	FDOT	60		90,000	2,165,000			2,255,000	
26	District Wide Water and Sewer Expansion	GP-05	Revenue Fund	60				50,000		50,000	
27	Master Plan Update	GP-06	Revenue Fund	10 & 60	150,000					150,000	
28	New Administration Building (Land Acquisition)	GP-07	Bank Note	40	1,132,500					1,132,500	
29	New Administration Building (Study)	GP-07	Revenue Fund	40	35,000					35,000	
30	NEW SCADA SYSTEM	GP-08	Revenue Fund	10	120,000	400,000	200,000	200,000	200,000	1,120,000	
Capital Outlay											
31	Allowance for Capital Outlay - Water Treament & Distribution	TBD	Revenue Fund	10 & 60	305,000	305,000	305,000	305,000	305,000	1,525,000	
32	Assumed Additional Average Capital Outlay	TBD	Revenue Fund		-	-	-	-	-	-	
33	Assumed Additional Average Maintenance	TBD	Revenue Fund		-	-	-	-	-	-	
34	TOTAL WATER PLANT COSTS				\$4,252,500	\$9,596,500	\$3,587,500	\$4,797,500	\$12,307,500	\$34,541,500	
WASTEWATER PLANT											
35	Rehab Three Existing Clarifiers - Design Engineering	WW-01	Revenue Fund	20	\$0					\$0	
36	Rehab Three Existing Clarifiers - Construction	WW-01	USDA-B1	20	-					-	
37	Rehab Three Existing Clarifiers - Construction	WW-01	USDA-G1	20	382,500					382,500	
38	Rehab Three Existing Clarifiers - Construction	WW-01	Revenue Fund	20	100,000					100,000	
39	Rehab Three Existing Clarifiers - Construction Engineering	WW-01	Revenue Fund	20	-					-	
40	Line 8" & 18" Clay Pipe Sewers - Design Engineering	WW-02	Revenue Fund	30	42,500	42,500				85,000	
41	Line 8" & 18" Clay Pipe Sewers - Construction	WW-02	Revenue Fund	30	750,000	650,000	100,000			1,500,000	
42	Line 8" & 18" Clay Pipe Sewers - Construction Engineering	WW-02	Revenue Fund	30	35,100	35,100				70,200	
43	Lift Station P&O Upgrades and 10" FM Extension - Design Engineering	WW-03	Revenue Fund	30		65,200				65,200	
44	Lift Station P&O Upgrades and 10" FM Extension - Construction	WW-03	Revenue Fund	30		496,000				496,000	
45	Lift Station P&O Upgrades and 10" FM Extension - Construction Engineering	WW-03	Revenue Fund	30		34,400				34,400	
46	6" Plug Valve Replacement at Arrowhead - Design Engineering	WW-04	Revenue Fund	30		5,000				5,000	
47	6" Plug Valve Replacement at Arrowhead - Construction	WW-04	Revenue Fund	30		24,000				24,000	
48	6" Plug Valve Replacement at Arrowhead - Construction Engineering	WW-04	Revenue Fund	30		5,000				5,000	
49	Line Key Manholes Throughout System - Design Engineering	WW-05	Revenue Fund	30	5,000	5,000	5,000	5,000	5,000	25,000	
50	Line Key Manholes Throughout System - Construction	WW-05	Revenue Fund	30	206,200	100,000	100,000	100,000	100,000	606,200	
51	Line Key Manholes Throughout System - Construction Engineering	WW-05	Revenue Fund	30	5,000	5,000	5,000	5,000	5,000	25,000	
52	Lake Trafford Road/Carson Road Area Lift Stations & Force Main Improvements - Design Engineering Modeling	WW-07	Revenue Fund	30	-					-	
53	Lake Trafford Road/Carson Road Area Lift Stations & Force Main Improvements - Design Engineering	WW-07	Cost Share	30			100,000			100,000	
54	Lake Trafford Road/Carson Road Area Lift Stations & Force Main Improvements - Construction	WW-07	Revenue Fund	30			500,000			500,000	
55	Lake Trafford Road/Carson Road Area Lift Stations & Force Main Improvements - Construction	WW-07	Cost Share	30			500,000			500,000	



CAPITAL IMPROVEMENT PLAN

Immokalee Water and Sewer District Projection of Capital Improvement Projects									
Wednesday, August 31, 2022									
Line No.	Description	Project ID	Recognized Funding Source	Dept.	Projected Fiscal Year Ending September 30,				
					2023	2024	2025	2026	2027
56	Lake Trafford Road/Carson Road Area Lift Stations & Force Main Improvements - Construction Engineering	WW-07	Revenue Fund	30			85,000		
57	Lake Trafford Road/Carson Road Area Lift Stations & Force Main Improvements - Construction Engineering	WW-07	Cost Share	30			85,000		
58	Oxidation Ditch Bridges (2 Bridges - Ditch #3) - Design Engineering	WW-08	Revenue Fund	20			8,000		
59	Oxidation Ditch Bridges (2 Bridges - Ditch #3) - Construction	WW-08	Revenue Fund	20			145,000		
60	Oxidation Ditch Bridges (2 Bridges - Ditch #3) - Construction Engineering	WW-08	Revenue Fund	20			10,000		
61	Deep Injection Well #2 - Design Engineering	WW-09	Grant	20					250,000
62	Deep Injection Well #2 - Design Engineering	WW-09	Grant	20				46,040	
63	Deep Injection Well #2 - Construction	WW-09	Grant	20				14,640,000	
64	Deep Injection Well #2 - Construction Engineering	WW-09	Grant	20				850,000	
65	Agricultural Public Acces Re-Use Water System - Design Engineering	WW-10	Grant	20	100,000				
66	Agricultural Public Acces Re-Use Water System - Construction	WW-10	Grant	20	1,500,000	1,500,000			
67	Agricultural Public Acces Re-Use Water System - Construction Engineering	WW-10	Grant	20	80,000	80,000			
68	Unsewered Areas/Septic Tank Replacement Program - Design Engineering	WW-11	Grant	30					
69	Unsewered Areas/Septic Tank Replacement Program - Design Engineering	WW-11	Grant	30	150,000	150,000	150,000		
70	Unsewered Areas/Septic Tank Replacement Program - Design Engineering	WW-11	Grant	30				150,000	150,000
71	Unsewered Areas/Septic Tank Replacement Program - Construction	WW-11	Grant	30					
72	Unsewered Areas/Septic Tank Replacement Program - Construction	WW-11	Grant	30	1,500,000	1,500,000			
73	Unsewered Areas/Septic Tank Replacement Program - Construction	WW-11	Grant	30			1,500,000	1,500,000	1,500,000
74	Unsewered Areas/Septic Tank Replacement Program - Construction Engineer	WW-11	Grant	30					
75	Unsewered Areas/Septic Tank Replacement Program - Construction Engineer	WW-11	Grant	30	150,000	150,000			
76	Unsewered Areas/Septic Tank Replacement Program - Construction Engineer	WW-11	Grant	30			150,000	150,000	150,000
77	Wastewater Collection System AMI - Design Engineering	WW-12	Grant	30					
78	Wastewater Collection System AMI - Construction	WW-12	Grant	30	2,500,000	2,500,000			
79	Wastewater Collection System AMI - Construction Engineering	WW-12	Grant	30					
80	No. 4 Clarifier Catwalk - Design Engineering	WW-13	Revenue Fund	20	112,000				
81	No. 4 Clarifier Catwalk - Construction	WW-13	Revenue Fund	20	400,000				
82	No. 4 Clarifier Catwalk - Construction Engineering	WW-13	Revenue Fund	20	56,000				
83	Bleach Secondary Containment - Design Engineering	WW-14	Revenue Fund	20	12,200				
84	Bleach Secondary Containment - Construction	WW-14	Revenue Fund	20	40,000				
85	Bleach Secondary Containment - Construction Engineering	WW-14	Revenue Fund	20	5,000				
86	Weight Scales - Design Engineering	WW-15	Revenue Fund	20	-				
87	Weight Scales - Construction	WW-15	Revenue Fund	20	60,000				
88	Weight Scales - Construction Engineering	WW-15	Revenue Fund	20	2,000				
89	Oxidation Ditch Fences (1, 2 & 3)	WW-16	Revenue Fund	20	50,000				
90	Bypass Pump System for 4 Lift Stations	WW-17	Revenue Fund	30	272,000				
91	WWTP Carport Bays (3)	WW_18	Revenue Fund	20		28,500			
92	Bioset Upgrades	WW-19	Revenue Fund	20			500,000		
93	New Maintenance Building	GP-01	Revenue Fund	50		830,000			
94	Fuel Storage Tanks at JWV & WWTP	GP-02	Revenue Fund	20		110,000			
95	Utility Relocation for SR29 Widening from CR846 to Agriculture Way	GP-03	FDOT	30		25,000	25,000	840,000	
96	Utilities for SR29 By-Pass from CR846 to north of New Market Road	GP-04	FDOT	30		90,000	2,165,000		
97	District Wide Water and Sewer Expansion	GP-05	Revenue Fund	30				50,000	
98	Master Plan Update	GP-06	Revenue Fund	20 & 30	150,000				
99	New Administration Building (<i>Land Acquisition</i>)	GP-07	Bank Note	40	1,132,500				
100	New Administration Building (<i>Study</i>)	GP-07	Revenue Fund	40	35,000				
101	NEW SCADA SYSTEM	GP-08	Revenue Fund	20 & 30	120,000	400,000	200,000	200,000	200,000
Capital Outlay									
102	Allowance for Capital Outlay - Wastewater Treament	TBD	Revenue Fund	20	391,000	391,000	391,000	391,000	391,000
103	Allowance for Capital Outlay - Wastewater Collection	TBD	Revenue Fund	30	244,000	244,000	244,000	244,000	244,000
104	Assumed Additional Average Capital Outlay	TBD	Revenue Fund		-	-	-	-	-
105	Assumed Additional Average Maintenance	TBD	Revenue Fund		-	-	-	-	-
106	TOTAL WASTEWATER PLANT COSTS				\$10,588,000	\$9,465,700	\$6,968,000	\$3,681,040	\$18,485,000
107	TOTAL CAPITAL IMPROVEMENT PROJECTS				\$14,840,500	\$19,062,200	\$10,555,500	\$8,478,540	\$30,792,500



NATURAL SYSTEMS

In this past year, the District actively participated in the Immokalee Regional Water Plan (IRWP) group led by the United States Army Corps of Engineers to coordinate with Collier County and other agencies to alleviate flooding issues and improve water flow in the area. The District's participation was aimed at monitoring for potential affects to potable water sources as well as reducing inflow and infiltration into the wastewater collection system.

The District continued to be involved in the Lake Trafford Management Team to provide guidance on the long-term management of the lake and to document specific action plans that will achieve the goals of improving water and sediment quality and restoring and enhancing habitat.

The District also continues to monitor rulemaking changes that may affect the District's water and sewer systems.

FUTURE DEVELOPMENT

As the District integrates smart utility technology through AMI and SCADA, real-time data will be collected on the of the water and wastewater systems. This will enable the District to be more efficient and effective in detecting leaks, obstructions, inflow and infiltration points, and addressing those issues before there are consequences such as sanitary sewer overflows (SSO) which can affect water quality and natural systems.

Moving forward, the District will continue to look for opportunities to participate in regional water quality groups and activities as well as monitor for emerging contaminants, such as the forever chemicals, to stay ahead of regulations and requirements.