

# Strategic Plan 2022-2027

UPDATED 2023



## **Tampa Bay Water Strategic Plan – 2022-2027, Updated 2023 – Introduction**

The Tampa Bay Water Strategic Plan describes the six strategic goals, objectives and key performance indicators necessary to carry out the policies set forth by the agency's board of directors and the strategic direction laid out in the Amended and Restated Interlocal and Master Water Supply agreements. Based on a five-year horizon, the Strategic Plan is updated annually in accordance with guiding policies and principles, related planning documents, and an analysis of current business trends.

The agency's member governments are represented through a nine-member board of directors. Tampa Bay Water was formed by the Florida Legislature under Sections 373.1962 and 163.01, Florida Statutes, which established the board of directors as the agency's governing body. This enabling legislation and the Amended and Restated Interlocal Agreement authorize Tampa Bay Water as the sole and exclusive supplier of Quality Water for its member governments; to meet its member government's water demands through implementing its master water planning process; to design, permit, construct, operate, and maintain water production and wholesale distribution facilities; and to incur bonded indebtedness and charge its customers a uniform wholesale rate.

In addition to the mandates in the agency's enacting legislation, the Amended and Restated Interlocal Agreement and the Master Water Supply Agreement, Tampa Bay Water's board of directors have adopted policies and principles consistent with those documents to guide the strategic direction of the agency. Those policies and procedures, as well as the strategic issues identified in three board of directors' workshops in 2020 and 2021, have been used in drafting the Tampa Bay Water Strategic Plan – 2022-2027.

The Strategic Plan is divided into six Strategic Goal areas that each recognize a key focus area of the agency. Each Strategic Goal area is then divided into Objectives that contain the internal management Strategies and Tactics necessary to achieve Tampa Bay Water's mission and vision.

## Strategic Planning Process

Tampa Bay Water pursued a strategic planning update process that followed the book, *The Art of Strategic Leadership*, as recommended by the facilitator, WSP USA, Inc. This process uses skill and innovation to lead an organization to define and achieve a shared strategic direction. The process is proven to create a sustainable, programmatic approach to the development of an organization's strategy and leadership. It includes specific and intentional approaches that ensure implementation of the strategic plan will occur.

A key component of the process is the selection of a Core Planning Team. Tampa Bay Water's Core Planning Team was made up of agency managers, senior managers and executive team members. This team met in a series of ten workshops over ten months from March 2021 to December 2021 to develop the agency's new vision, and strategic goals, objectives, strategies and tactics to meet that vision. The Core Planning Team members gathered input and endorsement from all agency staff throughout the strategic planning process.

The role of the Core Planning Team was to be diverse and include existing and emergent agency leaders, to bring a wide range of perspectives to the strategic planning process and ultimately to build agency-wide acceptance for the strategic plan. During the workshops, team members were introduced to key performance indicators, understanding and working with different communications styles, using active listening skills, gaining staff endorsement, aligning everyday activities with the agency's mission and vision, and other tips for work prioritization.

In addition, Tampa Bay Water used several inputs to create the strategic plan including:

- Strengths, weaknesses, opportunities and threats and board-identified organizational issues from the board's three workshops throughout 2020 and the beginning of 2021.
- Recommendations and input from the agency's 2020 Performance and Management Audit by CliftonLarsonAllen.
- An internal Gap Analysis performed by the Core Planning Team to identify key organizational issues.

Each of these inputs provided the group with direction for creating the strategic goals, objectives, strategies and tactics.

The final products from the Core Planning Team effort included:

- The **Tampa Bay Water Strategic Plan – 2022-2027** that includes the agency’s Mission, Vision, Strategic Goals, Objectives and Strategies that was approved by the Board at its January 2022 meeting.
- A one-year Strategic Tactical Plan that includes the most urgent and top-ranked strategies and tactics for staff implementation. This plan will be updated annually, and the priorities will be included in the agency's annual budget. In addition, these activities will be monitored closely on a quarterly basis by the agency's Strategic Leadership Team and Executive Management Team.
- Finally, the remaining strategies and tactics were consolidated into a Strategic Leadership Plan for the agency's Executive Management Team to prioritize annually.

In the spring of 2023, Tampa Bay Water staff developed a process to periodically review each strategic tactic for continued relevancy and to report its completion or progress towards its completion for quarterly Executive Team and Leadership review and annual Board review ensuring accountability. Staff also developed a process to annually review the strategic plan’s goals and objectives and provide recommendations to the Board for any proposed changes. This process includes completing a Business Environment Scan to identify any new internal or external business trends that need consideration in the Strategic Plan. This process ensures the Strategic Plan remains a relevant tool that drives staff behavior and decision-making. Finally, staff developed an annual process for tactic planning and assignment, resulting in an annually prioritized Strategic Leadership Plan. This process allows tactics to be assigned to staff as part of their annual individual performance management goal setting for the new fiscal year and provides input into the budget preparation process for the next fiscal year.

The following **Tampa Bay Water Strategic Plan – 2022-2027, Updated 2023** includes the agency's mission, vision, strategic goals, and objectives for board consideration and approval.

## **Mission**

*Tampa Bay Water's mission is to reliably provide clean, safe water to the region now and for future generations.*

## **Vision**

*Tampa Bay Water's vision is to be the leader in supplying sustainable, quality water.*

## Water Supply – Goal 1 – Enhance System Reliability and Sustainability

The Water Supply Strategic Goal consists of four Objectives that meet the agency’s commitments and mandates.

**1. Achieve 100% compliance with regional contract requirements and permit limitations.**

The Compliance Objective was developed to guide implementation of the agency’s core mandates and responsibilities and to ensure a reliable, high-quality water supply.

**2. Continually evaluate options to enhance water quality and public health protection.**

The Water Quality objective focuses on meeting current and future challenges and ensures delivery of high-quality water meeting Board of Director’s policies and the Interlocal Agreement’s water quality standard.

**3. Ensure resilience of infrastructure and supplies due to climate change and sea level rise.**

The Resilience Objective focuses on the agency’s preparedness for Climate Change threats.

**4. Conserve an additional 3.8 million gallons per day regionally by 2030.**

The Conservation Objective contains one Strategy that focuses on modifying the agency’s demand on the most cost-effective basis to minimize or defer future capital costs.

## Continuous Improvement – Goal 2 – Continuously Improve Agency Operations

To meet its commitments to its member governments and achieve Tampa Bay Water's vision requires agency leadership to commit to being a learning organization and to seek continuous improvement. The Continuous Improvement goal supports the agency's ability to adapt, be innovative and systematically enhance targeted management and operational performance.

### **1. Develop continuous improvement organizational program.**

The Organizational Continuous Improvement Program objective helps the Agency meet future challenges and identifies new skills and business processes needed to improve knowledge retention and training and optimizes operational responsiveness and efficiency.

### **2. Strengthen Information Technology and Data Management programs.**

Moving Tampa Bay Water master planning systems onto GIS platforms, increasing the usage of the agency's Computer Maintenance Management System and optimizing asset management practices improves agency performance.

## Financial Management – Goal 3 – Optimize Future Financial Stability

The Financial Management goal includes three Objectives that maintain and enhance the predictability and sustainability of Tampa Bay Water's uniform rate.

**1. Maintain uniform rate predictability.**

Predicting and optimizing future Uniform Rates is dependent on multi-variate operations and maintenance and capital project cost data and income inputs. Adopting financial tools and procedures and conducting cost-benefit evaluations aid in ensuring reliable agency rate projections.

**2. Optimize our future debt structure.**

The Agency's cost of future capital funds is to the size and structure of our debt. Optimizing our debt structure helps us reduce variability of our future uniform rates and supports our future financial stability.

**3. Pursue outside funding.**

Tampa Bay Water can reduce its costs and minimize Uniform Rate increases by securing federal, state, or local appropriations, grants and cooperative research funding.



## Stakeholder and Regional Collaboration – Goal 4 – Enhance Our Relationships with Stakeholders

Promoting Tampa Bay Water’s interests as a regional water leader and creating a culture based on collaborative engagement with board members, member government utility leadership, staff and community partners enhances the level of service Tampa Bay Water provides to the regional community. Awareness of regional leadership at the local, state, and federal level ensures that member government interests are heard and known. The Stakeholder Relationship goal ensures effective communications throughout the Tampa Bay community.

### **1. Increase awareness of agency as water leader.**

Tampa Bay Water emerged from the Water Wars of the eighties and nineties as a model of regional cooperation for cost-effectively providing critical infrastructure for the region’s water supply. This Objective is about creating a pathway for policy leaders to find optimal regional solutions.

### **2. Increase collaboration with member governments.**

Providing water supply services requires addressing challenges due to the constantly changing demands of growth, increasing customer satisfaction and education, understanding regulatory changes to protect public health, understanding local levels of service, and collaborating with member government staff towards common interests.

### **3. Increase awareness of agency projects and initiatives.**

Today, one of the greatest challenges to water agencies is having customers understand the value of the water delivered to their taps and instilling and maintaining trust. This Objective continues the agency's proactive and positive community presence to underscore the value of having a regional solution for water supply.

## **Workforce Learning and Growth – Goal 5 – Ensure an Engaged, Skilled and Adaptable Workforce**

Tampa Bay Water is committed to its mission and to promoting the agency's collective interests as a regional water leader. To achieve these, the agency must maintain sustainability with an unprecedented number of retiring employees, shifting demographics, and a declining number of science and technical students receiving water-related degrees and/or technical training. Central to meeting this challenge is developing agency leaders, training staff, developing skills, promoting employee engagement and communication, and managing for retention. In addition, employee safety is at the forefront for the agency.

### **1. Promote Workforce Training and Development**

The Training and Development objective enhances the Agency's workforce leadership skills to promote sustainable management and develops agency training to improve employee skills and adaptability.

### **2. Recruit and Retain an Engaged and Skilled Workforce**

The Recruiting and Retention objective focuses on employee engagement and conducts collaborative workforce communications to provide feedback for Agency continuous improvement efforts.

### **3. Continued Enhancement of our Safety Program**

The Safety program objective creates a safety-first agency culture and creates tools that promote safe work environments.

## Security and Readiness – Goal 6 – Safeguard Agency Infrastructure

Tampa Bay Water must be prepared to overcome many significant threats and challenges – both physical and cyber. In this digital age, information has intrinsic value and is shared and leveraged within an organization to support personnel and optimize working processes. One of the greater challenges a water agency faces is cyber threats. This goal addresses both physical assets and information technology systems including preparedness, risk and resiliency, security, and the organization’s ability to recover from emergencies.

### **1. Improve agency risk and resiliency program.**

The Risk and Resiliency objective tests the organization's emergency readiness and focuses on Comprehensive Continuity of Operations to ensure the ability to deliver on our commitments to our members.

### **2. Secure agency physical assets.**

The Secure Agency Physical Assets Objective includes implementing a transformative Safety and Security Field Assessment Program that is critical to operationalize safety and security performance standards agencywide and advancing the Information Technology Asset Management Program to ensure the security of organizational resources.

### **3. Continued enhancement of our comprehensive cybersecurity program.**

As critical infrastructure, it's imperative the agency has a comprehensive cybersecurity program to guard the agency and water system against cyber threats.



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