

**TAMPA  
BAY  
WATER**

Supplying Water To The Region

# STRATEGIC PLAN 2019-2024





# TAMPA BAY WATER STRATEGIC PLAN

## UPDATED SPRING 2019

### OVERVIEW

*Tampa Bay Water is the wholesale water provider for the Tampa Bay region and serves six member governments: Hillsborough County, Pasco County, Pinellas County, and the cities of New Port Richey, St. Petersburg and Tampa. The members, in turn, serve more than 2.5 million people in the Tampa Bay region.*

### MISSION:

Tampa Bay Water reliably provides clean, safe water to the region now and for future generations.

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### VISION:

- Be a model for regional water supply in the nation;
  - Be a leader in innovation and best practices; and
  - Be a respected member of the Tampa Bay community.
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### VALUES:

- Our employees and their safety are the keys to agency success.
  - We strive for continuous improvement in everything we do.
  - We fulfill our mission in partnership with our stakeholders in a responsible, efficient and environmentally sustainable manner.
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### STRATEGIC PLAN

To achieve the mission and vision of the agency, a strategic plan has been created for use as a road map for the next five years. The Plan was last updated and approved by the Board of Directors at its February 2016 board meeting. The plan was created to meet the Board's overarching goals of balancing a reliable water supply, environmental sustainability, and cost to the ratepayers.

## GOAL 1: MAINTAIN WATER SUPPLY AND DELIVERY SYSTEM RELIABILITY AND SUSTAINABILITY

*Tampa Bay Water's obligation is to meet its member governments' water demands continuously. The reliability of the agency's water supply system is dependent upon the agency's ability to manage its risks while meeting its customers' demands.*

### KEY PERFORMANCE INDICATORS INCLUDE:

- Available capacity
- Meeting projected reservoir levels
- Compliance with Consolidated Water Use Permit
- Safe Drinking Water Act compliance
- Preventative maintenance time
- Energy consumption



### OBJECTIVE 1-1: Maintain regional delivered water capacity of 225 million gallons per day through 2025

*Water supply reliability underlies Tampa Bay Water's efforts to meet demands now and into the future and sets expectations for how dependable the water supply is under varying hydrologic conditions.*

#### STRATEGIES:

1. Update the agency Capital Improvement Program annually and implement
2. Renew the Consolidated Water Use Permit by 2021 to provide at least 90 million gallons per day
3. Achieve 90 percent accurate forecasting in weekly surface water availability versus actual availability
4. Maintain the 2014 Asset Management Implementation Plan

### OBJECTIVE 1-2: Update Long-term Master Water Plan and obtain Board approval by December 2018

*To assure the sustainability of Tampa Bay Water's regional water supply system, the agency needs to provide a framework for dependable source water usage in the future.*

#### STRATEGIES:

1. Update the Water Use Efficiency Plan (Board resolution 2013-006)
2. Update member government water demand needs, water supply alternatives, and conservation measures to meet demands through 2040 planning horizon through coordination with member government representatives
3. Identify legal, regulatory and permitting issues and requirements that will have an impact on the development and implementation of the Agency's Long-term Master Water Plan
4. Continue implementation of Water Shortage Mitigation Plan

# MAINTAIN WATER SUPPLY AND DELIVERY SYSTEM RELIABILITY AND SUSTAINABILITY

## **OBJECTIVE 1-3: Achieve 100 percent regulatory compliance**

*Tampa Bay Water's compliance with applicable legal requirements is essential to providing a reliable supply of drinking water to its members. Implementing the following strategies ensures the agency is operating in compliance with environmental laws and regulations.*

### **STRATEGIES:**

1. On-time submission of required applications, plans and reports
2. Run the Optimized Regional Operations Plan (OROP) weekly to establish source rotation schedule for operations
3. Implement environmental measurement and monitoring programs to meet permit requirements
4. Maintain water quality within regulatory-required limits

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## **OBJECTIVE 1-4: Achieve compliance with water quality requirements at all points of connection**

*Providing clean, safe drinking water is a top priority for Tampa Bay Water and its members. The drinking water provided to member governments meets or is better than all local, state and federal drinking water regulations. The following strategies help to ensure Tampa Bay Water remains in compliance with all water quality requirements.*

### **STRATEGIES:**

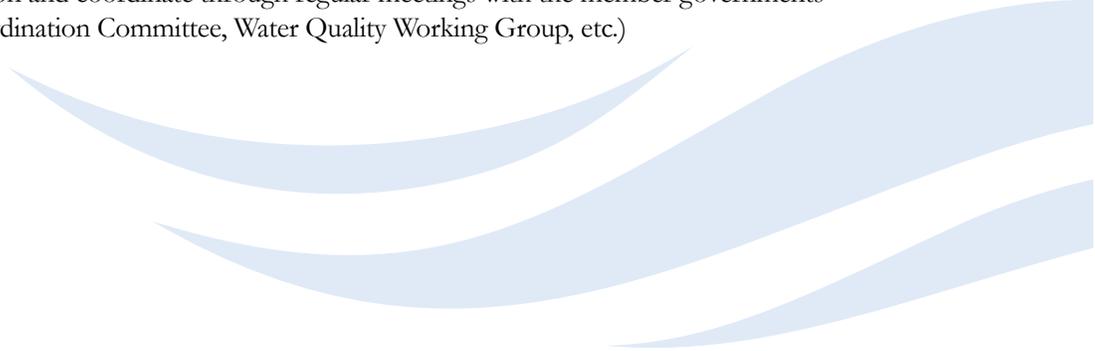
1. Implement critical source water reliability and protection activities
2. Assess current and future source water quality issues that may limit operational flexibility
3. Complete a comprehensive source water assessment program and implementation plan
4. Assess the online water quality analyzer monitoring program
5. Maintain compliance with Exhibit D (local water quality standards)

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## **OBJECTIVE 1-5: Meet member government daily water demands and water pressure requirements at the points of connection**

*Providing a reliable supply of drinking water every day is central to fulfilling Tampa Bay Water's mission. The agency will coordinate internally and externally to ensure its members' drinking water and supply systems needs are continuously met.*

### **STRATEGIES:**

1. Evaluate actual versus projected weekly demand forecasts at each point of connection
  2. Perform monthly updates for source allocation
  3. Achieve 95 percent accuracy in predicting annual water delivery versus actual water delivery for the member governments' water demand planning areas
  4. Gather information and coordinate through regular meetings with the member governments (Operations Coordination Committee, Water Quality Working Group, etc.)
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## GOAL 2: INCREASE EFFICIENCY OF ALL AGENCY OPERATIONS

*Since its creation in 1998, Tampa Bay Water has performed as a lean, efficient agency through outsourcing to experts when short-term, technical expertise is needed; engaging in public-private partnerships; establishing and maintaining processes to define standards; and measuring, improving and maintaining the efficiency of the agency's water supply and delivery operations, as well as the agency's engineering, scientific and administrative support functions. The agency strives to continually improve and become more efficient in operating and maintaining the supply system, and planning for the region's future water needs.*

### KEY PERFORMANCE INDICATORS INCLUDE:

- Operating cost of water
- Optimized staff levels and training



### OBJECTIVE 2-1: Review, track, and continually improve the level of service

*The agency will identify and investigate the innovative practices of its peer utility agencies and other public agencies, including the six member governments, to incorporate successful, innovative practices into Tampa Bay Water's operations and support functions and thereby improve the efficiency of agency operations.*

### STRATEGIES:

1. Create a process to submit, review and recommend stand-alone efficiency project/process ideas
2. Develop procedures and policies to identify reoccurring and repetitive failures through tools such as root cause analysis, failure modes and effects analysis, or statistical analysis
3. Establish a dashboard or report to regularly measure and evaluate various operating metrics throughout the agency; create an internal process to identify and implement agency operational improvements
4. Identify and report key performance indicators of agency success
5. Implement the 2014 Information Technology Strategic Plan
6. Perform Agency Performance and Management Audit in 2020
7. Establish, implement and maintain an Environmental Management System within the agency that conforms to the requirements set out in ISO 14001
8. Ensure integration of new and updated computer systems with records management program

## INCREASE EFFICIENCY OF ALL AGENCY OPERATIONS

### **OBJECTIVE 2-2: Strengthen internal workforce analysis, planning, and employee development**

*The agency will ensure the continuation of its collective efforts in process improvement through the development of an employee succession plan; implementation of a comprehensive program to capture and transfer technical knowledge, including improved practices; and, by providing prioritized training based on the succession plan.*

#### **STRATEGIES:**

1. Review and revise essential job skills, functions, and experience needed to perform job assignments in coordination with agency staffing or pay and class studies
2. Develop succession plans for key agency positions
3. Maintain a competitive benefit & compensation package to ensure successful recruitment and retention of qualified employees
4. Finalize centralized retention of training records
5. Develop an umbrella training framework for the agency; audit and make changes periodically



# GOAL 3

## GOAL 3: MAINTAIN FINANCIAL STABILITY AND SUSTAINABILITY

*The agency steadily increased water rates to purchase our members' water supply facilities and incorporate them with more than \$1 billion in new infrastructure to develop a regional water supply system with diverse water sources. The use of a rate stabilization fund allowed the agency to counterbalance large rate increases and minimize the year-to-year impact of increasing rates on water ratepayers. As we move into the future, the agency will uphold and preserve the agency's financial stability for the member governments.*

### KEY PERFORMANCE INDICATORS INCLUDE:

- Bond rating
- Appropriate reserve funds
- Operating within budgets as forecasted



### OBJECTIVE 3-1: Preserve budget predictability annually

*The agency considers its overarching responsibilities; reliable water supply, environmental stewardship, cost-effective rates, when preparing the balanced budget. Source scenarios are established for maximizing and managing use of the agency's water sources. It will appropriately utilize its rate stabilization account fund to moderate any needed rate increases year to year and maintain a strong cash balance to manage any unexpected changes in expenditures.*

### STRATEGIES:

1. Utilize the computer maintenance management system to forecast operating and maintenance costs
2. Continue utilization of various demand forecasting tools
3. Develop source water allocation model that accounts for both demand and supply uncertainty and cost of water production
4. Annually review the Capital Improvement Program for resource allocation and performance evaluation to improve efficiency
5. Annually review the chemical and electrical model for accuracy of data
6. Annually provide detailed rate information, performance indicators of historical, projected and targeted budget, rate goals, and performance measures to enhance transparency

## MAINTAIN FINANCIAL STABILITY AND SUSTAINABILITY

### **OBJECTIVE 3-2: Explore innovative opportunities to offset costs and increase revenue**

*The agency will continue to explore new and innovative ways to save costs such as improving and maintaining the energy efficiency of our facilities and partnering with our member governments to purchase chemicals and supplies.*

#### **STRATEGIES:**

1. Annually review and evaluate out-sourced services for potential cost savings
2. Utilize the financial software system and the computerized maintenance management system to optimize inventory levels and processes
3. Annually identify, implement and track potential operational tactics for optimizing variable costs
4. Continue participation in efficiency rebate and incentive programs with the electrical providers
5. Annually review federal and state appropriations and grant funding opportunities
6. Utilize the computerized maintenance management system to minimize unplanned costs and maximize asset life
7. Quarterly analyze market conditions to identify investment opportunities to increase revenue.
8. Annually identify potential procurement saving opportunities

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### **OBJECTIVE 3-3: Pursue highest bond rating available**

*Tampa Bay Water issues Utility System Revenue Bonds to build and maintain the pipelines, pump stations and water treatment plants that make up the regional water supply system. Achieving the highest bond rating available will allow Tampa Bay Water to issue bonds at lower interest rates, saving the agency millions over the life of the bonds.*

#### **STRATEGIES:**

1. Uphold current bond rating
2. Annually review “Big Three” credit rating agencies’ rating methodologies
3. Prepare and present financial statements in conformity with U.S. generally accepted accounting principles
4. Employ comprehensive and manageable 10-year Capital Improvement Plan

## GOAL 4: MAINTAIN OPEN, COLLABORATIVE RELATIONSHIPS WITH MEMBER GOVERNMENTS AND OTHER STAKEHOLDERS

*Partnership and collaboration with stakeholders have been fundamental to the success of Tampa Bay Water. Since 1998, the agency has maintained an active outreach program with stakeholders that include the members of the board of directors, member government staff, regulatory agencies, and the public. The agency plans to develop relationships with new stakeholders and improve and maintain our collaborative relationships with current stakeholders. This goal will be accomplished through existing outreach programs, as well as new programs that might include customer service survey research, online communications and public education programs.*

### KEY PERFORMANCE INDICATORS INCLUDE:

- External stakeholder outreach
- Internal stakeholder outreach
- Public opinion



### OBJECTIVE 4-1: Communicate projects and initiatives, successes, water policy, and regional supply and demand

*Tampa Bay Water continues to take a visible communications role as it investigates potential new water supply projects through the Long-term Master Water Plan. Tampa Bay Water has a long track record of proactive public outreach to ensure transparency and ensure community values are incorporated into proposed projects. Additionally, Tampa Bay Water is a government agency with numerous responsibilities that affect various stakeholders, including permits, water quality, environmental sustainability and source water protection.*

### STRATEGIES:

1. Implement regional water quality campaign
2. Perform public opinion survey and report results to the board of directors at least every three years
3. Annually inventory projects/programs that have communications/marketing elements and develop communications strategies
4. Implement comprehensive long-term planning outreach program and report results to the board
5. Create a tool to track staff involvement with professional speaking engagements, published articles, and involvement in professional organizations and research projects

# MAINTAIN OPEN, COLLABORATIVE RELATIONSHIPS WITH MEMBER GOVERNMENTS AND OTHER STAKEHOLDERS

## **OBJECTIVE 4-2: Implement and update employee relations and communications plan**

*To accomplish the goals and objectives set out in the strategic plan, there must be a common understanding of the agency mission, goals and objectives among employees. Employees must also understand their roles and responsibilities in accomplishing the mission, goals and objectives.*

### **STRATEGIES:**

1. Perform an employee satisfaction survey to establish a baseline for measuring employee satisfaction biennially
2. Implement agency employee communications plan and report results to the executive team annually
3. Create employee ambassador program for social media and outreach
4. Annually update and implement employee recognition program

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## **OBJECTIVE 4-3: Develop a formal government affairs program to monitor and address national, state, regional and local water supply issues, policies and funding opportunities**

*Tampa Bay Water will continue to work with our six member governments to understand the issues they face at a local level and discuss ways of collaborating while maintaining our obligation to deliver regional water. This program also establishes grant planning efforts at state, regional and federal levels.*

### **STRATEGIES:**

1. Identify and pursue federal and state appropriations and grant opportunities annually to fund projects
2. Develop priorities for member government coordination and implementation plan
3. Develop outreach priorities for state agencies, other governmental entities and the implementation plan
4. Assess national and state professional organizations and other utilities' legislative, regulatory, and policy initiatives and determine level of participation



## GOAL 5: ENSURE THE SAFETY AND SECURITY OF AGENCY EMPLOYEES AND FACILITIES

*The agency works continually to protect our employees and the public water supply system, facilities and infrastructure from today's dynamic threats and risks. We do this by employing a programmatic approach to assessing, measuring, analyzing and continually improving physical security, cyber security, health and safety initiatives and emergency response plans.*

### KEY PERFORMANCE INDICATORS INCLUDE:

- Number of incidents
- Number of near misses
- Security breaches
- Completed training



### OBJECTIVE 5-1: Maintain and continually improve the safety service

*Tampa Bay Water promotes a culture of health and safety through collaboration and engagement of all agency employees. The agency's Safety Services department reviews safety programs, analyzes results, and provides resources for employees to improve health, safety and security.*

#### STRATEGIES:

1. Obtain a central learning management system for safety and security-related training; report annually to executive team
2. Conduct annual audit of the Safety Service plans and exercise activities and report annually to executive team
3. Develop agency department-specific safety plans
4. Complete job safety analysis for individual work functions that reflect tasks in job descriptions

### OBJECTIVE 5-2: Maintain emergency preparedness through planning and employee training

*The agency is prepared to address both internal and external emergency response using its Water Emergency Incident Command System Plan. The function and effectiveness the Plan is tested via exercise activities.*

#### STRATEGIES:

1. Conduct agency emergency preparedness activities using the Homeland Security Exercise Evaluation Program
2. Develop Water Emergency Incident Command System and staff training improvements based upon Homeland Security Exercise Evaluation Program (HSEEP) data

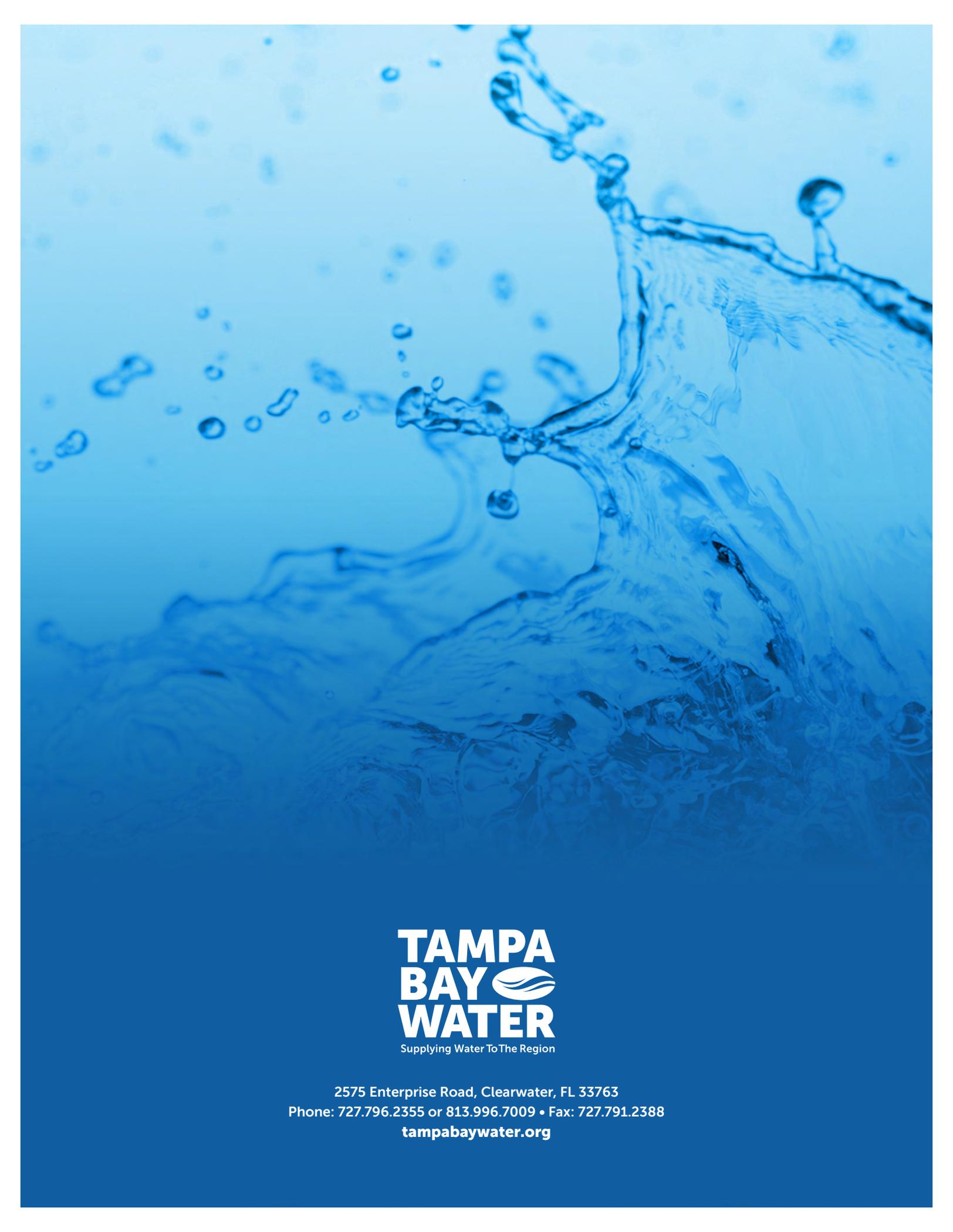
## ENSURE THE SAFETY AND SECURITY OF AGENCY EMPLOYEES AND FACILITIES

### **OBJECTIVE 5-3: Ensure agency cyber and physical security to ensure operational resilience**

*Tampa Bay Water has a responsibility to the community and staff to continually evaluate and improve the agency's safety and security plans. As physical and cyber security of water utilities are becoming increasingly intertwined, it is important that they are considered of similar value and are continually evaluated and upgraded to ensure operational resilience.*

#### **STRATEGIES:**

1. Implement an expanded, on-going threat assessment process to includes cyber threats
2. Annual employee training to understand risks and shared responsibility to protect agency cyber network
3. Maintain vulnerability assessment and associated plan
4. Continue coordinating with local emergency response teams and to develop response plans
5. Improve the reporting and investigations process
6. Update and maintain the continuity of operations plan

A high-speed photograph of a water splash, creating a dynamic and energetic background. The water is captured in mid-air, with numerous droplets and a central, branching splash pattern. The entire image is monochromatic, rendered in various shades of blue, from light sky blue to deep navy blue.

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