PORT ST. LUCIE UTILITY SYSTEMS

2022-2027 STRATEGIC OPERATIONS PLAN

GOALS | INITIATIVES | PROJECTS

CONNECTED TO THE COMMUNITY SINCE 1994

TABLE OF CONTENTS

MESSAGE FROM THE DIRECTOR

The City of Port St Lucie is consistently on the rise and has experienced significant growth as one of the largest cities in the state of Florida. High quality water, wastewater, and reclaimed water services are an essential component of our City's infrastructure. Throughout the history of the Utility Systems Department, the City's leaders have been committed to unprecedented investments in this infrastructure, conducting one of the largest septic to sewer conversion projects in the United States.

Our diverse and dedicated team works to provide the highest quality of water, wastewater and reclaimed water service in the most efficient and cost-effective way possible to all customers. We aim to continue to lead the water and wastewater utilities industry with innovative operating and maintenance processes, developed through training and engineering, while insuring the safety of our employees and the health, safety and welfare of over 90,000 customers.

The unique growth and development pattern of the City brings challenges and significant responsibilities to the department to maintain excellent service while planning adequately for the future and incorporating the most innovative practices. We embrace the City of Port St. Lucie's mission statement to provide exceptional municipal services, will work towards our critical piece of the City's future vision and will daily embody the values of the organization, as outlined in the City of Port St. Lucie's Strategic Plan.

The City of Port St. Lucie's Utility Systems Department Strategic Operations Plan outlines the goals necessary to advance the overall priorities of the City, the department and the customers we serve.

Using this Strategic Operations Plan as a guide, we seek to further align and empower our Department and our City towards its bright future.

Sincerely,

Kevin Matyjaszek
Utility Systems Director

EXECUTIVE SUMMARY

WE ARE THE LARGEST MULTI-SERVICE UTILITY ON THE TREASURE COAST.

The Utility Systems Department is the primary provider of water and sewer services to businesses and residents in Port St. Lucie, along with a portion of the surrounding unincorporated St. Lucie County. The Utility Systems' service area encompasses more than 130 square miles, making this the largest multi-service utility on the Treasure Coast of Florida, serving over 90,000 customers.

299 highly trained employees with diverse backgrounds make up 25 divisions within this department. The Utility call center operates 24 hours a day, 7 days a week, 365 days a year. Connection Support representatives can assist customers any time day or night, and on weekends and holidays.

The City owns and operates three (3) water treatment facilities, capable of producing 42 million gallons a day (MGD), as well as two (2) wastewater treatment facilities, capable of treating 18 MGD. The Utility has 26.1 MGD of water storage capacity, and facilities are in place to produce 18 MGD of reuse a day.

More than 1,300 miles of water main are maintained, which includes ensuring 6,650 fire hydrants are in good working condition, that in turn helps the St. Lucie County Fire District in its efforts to protect our residents and their property.

The City also maintains three (3) major sewer booster pumping stations, plus 1,200 miles of sewer main, 296 lift stations, and more than 6,800 man holes throughout the service area.

BY THE NUMBERS

299
employees

47
Floridan and surficial wells

72,609
sewer customers

89,657
water customers

2
wastewater plants

3
water plants

296
lift stations

26.1 MG
water storage capacity

1,223
miles sewer main

1,320
miles water main

6,823
manholes

6,650
fire hydrants

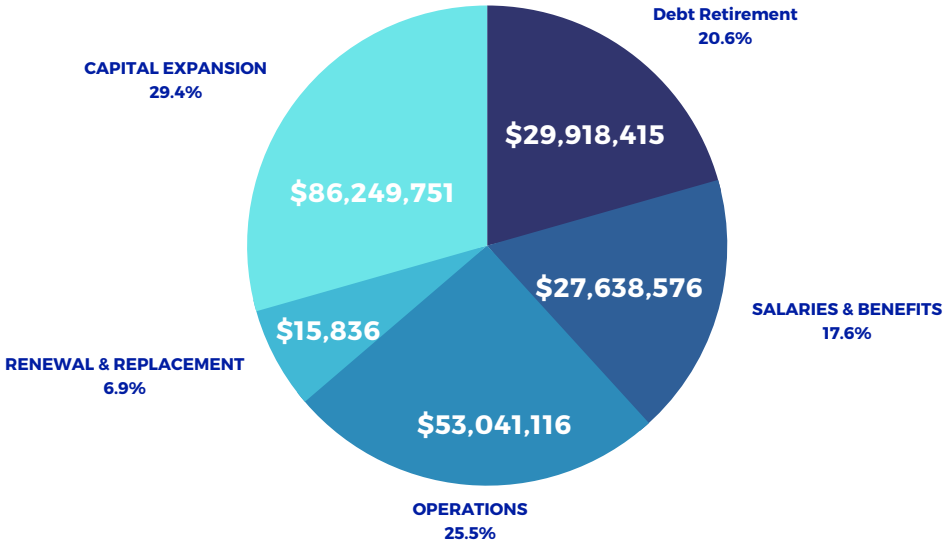
FINANCIAL OVERVIEW

The Utility Systems Funds provide high quality services to all citizens in the City. The services provide water, sewer, and reuse water. The sewer services are a mix of a gravity fed system and a low pressure pump system employing grinders at individual houses. The Funds are experiencing rapid growth as building continues to improve both for residential and commercial. Staffing is being evaluated each year and positions are being added as appropriate to keep up with the rapid expansion of the Utility Systems Department.

MAJOR REVENUE SOURCE

The Utility Systems Operating Fund is funded primarily by the users of the system. There is an increased level of new customers expected to be added as construction continues in the City, which will increase the operating revenues, as well as expenditures.

EXPENSE TRENDS



EXPENSE TRENDS

The majority of the Utility Systems' costs are in capital expansion, debt retirement, and operations which account for approximately 76% of the expenses. Salaries and benefits make up the remaining 44%. Operations show a relatively stable level of cost for personal services and operating categories of expense. The annual debt service is approximately $29.8 million. Utility Systems is embarking on an aggressive capital improvement plan to keep abreast of the growing needs within our community and address aging infrastructure.

LONG-RANGE MODEL

The five-year outlook considers customer growth and costs are shown to be stable into the future. With these assumptions, the fund balance will grow in all future years. The fund will have a fund balance that meets the policy of 17% of salaries and operating expenses during the planning horizon. The test for debt service coverage shows sufficient revenue for the current year and the coverage will be met through the future years meeting operating revenues. Rate studies will continue to be performed in order to assure that operating, repair and maintenance, and capital improvement projects are properly funded.

431 FUND

The 431 revenue is an operating fund generated from customer monthly billing payments. This fund is used for daily operational costs such as maintenance and administration of distribution, collection, and treatment facilities. This amount is based on an annual 1.5% rate increase is projected through fiscal year 2024-25, as identified in the 2019 review of the 2016 Utility Rate Study as performed by the Utility's rate consultant Raftelis and Associates. However, consideration will be given to what the urban consumer price index (CPI) reflects.

438 FUND

The 438 fund is used for the rehab and replacement (R&R) of facilities and infrastructure. This amount increases by approximately 5% annually. This expense is funded from operating revenue.

439 FUND

The 439 fund is generated from installation fees and charges, pertain to water and sewer connections for new construction and conversions. Only the installation portion is collected, not capacity or line charges.

441 FUND

The 441 fund is generated from capacity and line charges. These charges pertain to water and sewer connections for new construction and conversions, both residential and commercial.

448 FUND

The 448 fund is the capital improvement project (CIP) fund. This fund amount fluctuates depending on the projects planned for a particular fiscal year. Expenses for the 448 are funded by the 431 and 441 accounts.

		FY22-23	FY23-24	FY24-25	FY25-26	FY26-27
NUMBER OF EMPLOYEES		303	313	318	323	328
OPERATING FUND	431	107,722,789	109,877,245	112,074,790	114,316,285	116,602,611
	438	15,836,271	16,628,085	17,459,489	17,808,679	18,164,852
	439	20,661740	19,283,410	19,669,078	20,062,460	20,463,709
	441	27,275,993	23,000,000	20,800,000	18,000,000	16,000,000
	+ 448	+ 86,249,751	+ 21,900,000	+ 18,050,000	+ 8,850,000	+ 7,690,000
	TOTAL	257,746,544	190,688,739	188,053,357	191,814,424	195,650,712

*Utility Systems does not receive funding from the General Fund. The Utility paid administrative charges to the General Fund in the amount of $4,291,300.00 for FY21-22.

SEPTIC TO SEWER MASTER PLAN

The 10-Year Septic to Sewer Master Plan is intended to grow a safer and healthier Port St. Lucie by connecting homes and businesses currently on septic systems to the City's wastewater collection service area and treatment system. The reduction and elimination of septic systems is one way to proactively improve the health of our local waterways, inclusive of the North Fork of the St. Lucie River and Indian River Lagoon.

Background

The City of Port St. Lucie had a vision for the rapidly growing community, even before acquiring its utility assets in 1994, and developed a plan of action to expand the once-limited water and sanitary sewer utility services. The sewer expansion program would ensure that failing septic systems could be taken out of service to avoid further contamination to the shallow water supply and that newly constructed homes and businesses would be required to connect to City sewer. The City's low-pressure wastewater collection system has grown to be the largest of its kind in the nation and quite possibly, the world. The innovative program also has become a model for other utilities across the globe. More than 9,200 residents have made the connection from septic to sewer since 1999. On average, PSLUS completes 350 conversions annually.

Microbial Tracking Study

The Master Plan includes a Microbial Tracking Study, in cooperation with the Harbor Branch Oceanographic Institute at Florida Atlantic University, which improved the City's understanding of bacterial and nutrient pollution sources in portions of the North Fork of the St. Lucie River that flow through the City. The results from multiple phases of surface collecting surface samples, helped to identify where the City's "Hot Spots" were located, showing a widespread presence of bacterial pollution in surface and groundwater in areas served by septic systems.

Grant Funding Opportunities

Several grant funding opportunities are also included in the Master Plan. At the City's 2019 Summer Retreat, expressing concerns about the number of septic systems still in use, City Council earmarked $100,000 in the FY19-20 and FY 20-21 General Fund budgets to be used to help fund conversions. It is anticipated a similar amount will be allocated in the years that follow.

PSLUS developed a pilot grant program targeting the Sagamore and Elkham Hot Spots, as identified in the Microbial Tracking Study, that would offer $200,000 in grant money allowing for 67 conversion in FY20-21.

The City's Neighborhood Services Department (NSD) is also included in the plan, as they have long administered a septic to sewer conversion grant program that is funded by CDBG and SHIP monies. Applicants must meet qualifying guidelines in order to fully fund their conversion cost. Since FY14-15, this program has funded 48 septic conversions.

Moving Forward

An estimated 13,961 residential septic systems remain in use. PSLUS is committed to continuing to educate the public on the conversion process and its benefits, plus current grant funding opportunities, through the newly launched "Connect to Protect" webpage at cityofpsl.com/sewer. PSLUS will also continue to explore grant opportunities and apply for State Legislative Appropriations.

The City's Strategic Operations Plan addresses the need to protect the community's "unique natural resources," including the North Fork of the St. Lucie River and the Indian River Lagoon. To achieve those goals, and in the absence of mandatory connections, PSLUS must continue to take steps to limit septic tank effluent from entering the groundwater and local waterways by taking aging septic systems out of service. Septic to sewer conversions have diverted more than 28 billion gallons of raw wastewater to the City's treatment facilities, thus protecting our canals and waterways from pollution. Through the implementation of this 10-Year Master Plan, the amount of pollution will continue to decrease and the health of our environment will improve.

SWOT ANALYSIS

In order to develop this business plan, the department considered their Strengths, Weaknesses, Opportunities, and Threats (SWOT) through a staff workshop in 2018. The next staff workshop is scheduled for September 2023. In addition, the staff incorporated needs identified through the annual Citizen Survey and Citizen Summit specific to Utility Systems. The following SWOT Analysis provides the major elements that impact, or are anticipated to impact, the operations and services of the department.

STRENGTHS

- Customer service
- Communications (internal and external)
- Hard workers
- Empathy
- Cooperation
- Pride
- Innovative

WEAKNESSES

- Employee appreciation
- Procedures
- Reactive vs. proactive
- Asset management system
- Training

OPPORTUNITIES

- Employee recognition
- Staffing (succession planning)
- Ability to enhance procedures
- New asset management program in place 21/22
- Benchmarking
- Training

THREATS

- Aging infrastructure
- Homeland Security
- Cyber Security
- Increased cost of maintenance
- Increased cost of capital projects

MISSION - VISION - VALUES

To provide our community and environment with clean, safe utility services through exceptional customer support and communication.

To be recognized as the vanguard of innovation through forward-thinking and pioneering advancement in utility operations.

Respect | Empathy | Integrity

DECLARATION STATEMENT:

We declare the possibility of being a team of dedicated leaders,

We stand for transformation and innovation,

We commit to authenticity,

We can be counted on to maintain integrity and honor our word and to listen for what's possible.

GOALS AND STRATEGIC INITIATIVES:

The following departmental goals were built around the strategic goals of the City Council and include related strategic initiatives for divisions throughout the Utility Systems Department. This plan lays out projects for each division that will help achieve the goals and initiatives.

This strategic business plan outlines the commitment of the Utility Systems Department to the mission of the City and this department. The plan is developed around two core goals and the underlying improvement areas necessary to ensure Utility Systems fulfills its critical mission.

GOAL 1: HIGH QUALITY INFRASTRUCTURE AND FACILITIES

The Utility Systems Department will continue to maintain, improve and upgrade its infrastructure, facilities, and assets, as well as prolong the life and efficiency of each through the following initiatives:

- **Build and foster high quality infrastructure and facilities:**

  Continuing to develop and utilize preventative maintenance programs as new infrastructure is built and aging facilities are upgraded, will help prolong the life and quality of all Utility assets.

- **Improve system efficiency:**

  A new, more efficient asset management system, which is supported in-house, will streamline operations department-wide. Utilize benchmarking statistics to compare our performance with other utility systems nationwide.

GOAL 2: HIGH PERFORMING GOVERNMENT ORGANIZATION

The Utility Systems Department will continue to provide exceptional customer service and function at a high level while supporting staff's professional growth through the following initiatives:

- **Provide exceptional customer service:**

  Utilizing online services and technology, as well as improving phone call wait times, will enhance the customer service experience.

- **Advance innovation and improve cost efficiency:**

  Implementing upgraded technology and systems at facilities will be more cost effective and efficient.

- **Enhance communication and outreach:**

  Increasing our public presence, programs, and campaigns will extend our reach within the community to provide residents with useful information.

- **Strengthen the future of the Utility through effective succession planning:**

  Creating new Leadership Program and cross training opportunities will allow for employee advancement in leadership and continuity of operations.

- **Facilitate professional growth and cross-departmental collaboration to encourage high performance:**

  Providing staff with professional development and training opportunities will increase staff skill level and enhance overall performance.

ADMINISTRATION

Our management team collectively has 75 years of experience in the water and wastewater industry.

RESPONSIBILITIES:

- Provide administrative and employee services including:
  - Oversight of daily operations
  - Strategic planning
  - Organizational development
  - Payroll administration
  - Maintenance of Utility recruitment
  - Onboarding
  - Travel and training
  - Employee relations and investigations
  - Recognition programs
  - Perform professional legal and liaison work for all legal matters
- Facilitate public trust and confidence in services in the following ways:
  - Timely and accurate billing
  - Prepare for succession planning
  - Produce outreach, education programs
  - Coordinate, analyze public information
  - Facilitate public education opportunities through presentations, facility tours
  - Produce informational videos
  - Coordinate special events
  - Create online content
  - Produce reporting content
- Keep staff safe by implementing and maintaining the following safety procedures:
  - Ensure compliance with Utility regulations
  - Refresh and inspect safety equipment
  - Recommend new personal protection equipment (PPE)
  - Report safety-related incidents
  - Conduct safety inspections at Utility locations
  - Implement emergency management programs

ADMINISTRATION GOALS/INITIATIVES/PROJECTS

Enhance communication and outreach:

- Increase public outreach and education, measured by the number of children participating in presentations, the number of public events the PSLUS participated in, and the number of customer education videos and graphics produced.
- Create and implement education and outreach plan for St. Lucie River/C-23 Water Quality Project (WQP).

Facilitate professional growth and cross-departmental collaboration to encourage high performance:

- Implement and track onboarding surveys to assess the value of the program for new employees and make changes as recommended after analyzing feedback.
- Submit application for Florida League of Cities Environmental Stewardship Award to measure the efforts of this Utility against others in the state.
- Enroll management team in one-day Certified Lean Six Sigma Yellow Belt Training Program, which is professional learning in the foundational elements of the Lean Six Sigma Methodology, to lead limited improvement projects and/or serve as a team member as a part of more complex improvement projects lead by a Certified Green Belt.
- Enroll qualifying Yellow Belts in Certified Lean Six Sigma Green Belt Program, which will lead a process improvement team as part of their full-time job.
- Participate in PSL Forward Innovation Academy, the City's in-house Green Belt Program.
- Continue rating performance with benchmarking data against the Florida League of Cities and the American Water Works Association.
- Continue future planning for sustainability.

Build and foster high quality infrastructure and facilities:

- Implement additional safety procedures and drills to maintain readiness such as panic buttons at Prineville Water Treatment Plant reception area (only site with public access), visitor photo ID badges, first person shooter drills, and chlorine spill drills.

GOAL 2: HIGH PERFORMING GOVERNMENT ORGANIZATION

STRATEGIC INITIATIVES AND PRIORITY PROJECTS					
Enhance communication and outreach	**FY22-23**	**FY23-24**	**FY24-25**	**FY25-26**	**FY26-27**
Increase outreach, education	X	X	X	X	X
Update, implement WQP plan	X	X	X	X	X
Strengthen the future of the Utility through effective succession planning	**FY22-23**	**FY23-24**	**FY24-25**	**FY25-26**	**FY26-27**
	X	X	X	X	X
Facilitate professional growth and cross-departmental collaboration to encourage high performance	**FY22-23**	**FY23-24**	**FY24-25**	**FY25-26**	**FY26-27**
Implement, track onboarding survey	X	X	X	X	X
Submit award application	X	X	X	X	X
Yellow/Green Belt Training Program	X	X	X	X	X
Build and foster high quality infrastructure and facilities	**FY22-23**	**FY23-24**	**FY24-25**	**FY25-26**	**FY26-27**
Implement safety procedures, drills	X	X	X	X	X

KEY PERFORMANCE INDICATORS

MEASURE	CITY COUNCIL STRATEGIC GOAL	KEY PERFORMANCE MEASURES	FY19-20 RESULTS	FY20-21 RESULTS	FY21-22 RESULTS	FY22-23 TARGETS
Effectiveness	Quality education for all residents	Number of SLC children reached through educational presentations	*329	260	415	420
		Student post-test learning gains	new measure	90%	90%	92%
		Number of videos, graphics, print materials produced	62	75	72	75
	Culture, nature, and fun activities	Number of events attended representing PSLUSD	*7	9	17	20

KEVIN MATYJASZEK
Utility Director

JOHN EASON
Assistant Director

- WATER TREATMENT PLANTS
- WASTEWATER TREATMENT PLANTS
- MCCARTY RANCH & WTP MAINTENANCE
- CAPITAL PROJECTS UTILITY INFRASTRUCTURE
- WWTP MAINTENANCE

- ADMINISTRATIVE SERVICES
- BUDGET & PROCUREMENT WAREHOUSE
- UTILITY ENGINEERING
- LABORATORY OPERATIONS/CROSS CONNECTIONS
- ELECTRICAL SYSTEMS
- UTILITY INFORMATION SYSTEMS

DANNY SEGUI
Assistant Director

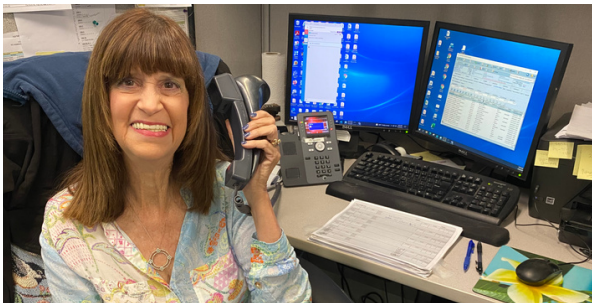
- UTILITY CONNECTION SUPPORT
- UTILITY BILLING

TIM RICHARDS
Deputy Director

- DISTRIBUTION
- COLLECTION
- LIFT STATIONS/I&I

STEFANIE BESKOVOYNE
Deputy Director

- UTILITY LEGAL AFFAIRS
- UTILITY SAFETY



CONNECTION SUPPORT & BILLING

We provide service to over 84,000 water customers and over 66,000 sewer customers.

RESPONSIBILITIES:

CONNECTION SUPPORT

- Provide residential, commercial customer support
- Process the following services:
  - Applications for water, sewer service
  - Closing, opening, transferring accounts
  - Delinquent account shut-offs
  - Maintenance activities

BILLING

- Issue monthly bills, late notices
- Create, validate bills
- Process payments
- Enter work order data
- Record Capital Charge Agreements
- Bill guaranteed revenue to reserved plant capacity accounts
- Bill benefit premiums for retired City employees

CONNECTION SUPPORT & BILLING GOALS/INITIATIVES/PROJECTS:

Provide exceptional customer service:

- Provide enhanced customer service experience through use of online services and technology.
- Increase online enrollments to help reduce paper checks being mailed in for manual processing.

Enhance communication and outreach:

- Create education campaign including customer e-newsletters and graphics focusing on a variety of informational topics.

Strengthen the future of the Utility through effective succession planning:

- Create the opportunity for Connection Support Specialists and Billing Clerks to have tiered job options (Level I and II) to participate and complete training and master skills within their division to achieve a higher level job position.
- Due to the increase in the number of customers each month, additional staffing will be required to maintain our standards of exceptional service levels in answering phone calls, emails, chats and responding to requests for service within an acceptable amount of time.

GOAL 2: HIGH PERFORMING GOVERNMENT ORGANIZATION

STRATEGIC INITIATIVES AND PRIORITY PROJECTS					
Provide exceptional customer service	**FY22-23**	**FY23-24**	**FY24-25**	**FY25-26**	**FY26-27**
Provide enhanced customer service	X	X	X	X	X
Increase online enrollments	X	X	X	X	X
Enhance communication and outreach	**FY22-23**	**FY23-24**	**FY24-25**	**FY25-26**	**FY26-27**
Create education campaign	X	X	X	X	X
Strengthen the future of the Utility through effective succession planning	**FY22-23**	**FY23-24**	**FY24-25**	**FY25-26**	**FY26-27**
Create tiered job options	X	X	X	X	X

KEY PERFORMANCE INDICATORS

MEASURE	CITY COUNCIL STRATEGIC GOAL	KEY PERFORMANCE MEASURES	FY19-20 RESULTS	FY20-21 RESULTS	FY21-22 RESULTS	FY22-23 TARGETS
Workload	High performing government organization	Provide enhanced customer service experience through online services and technology	Emails: 1,900	Emails: 3,885	Emails: 3,900	Emails: 4,115
			Chats: 250	Chats: 305	Chats: 320	Chats: 335
			E-bills: 25,000	E-bills: 30,910	E-bills: 35,000	E-bills: 38,000
			Electronic Payments: 52,062	Electronic Payments: 68,000	Electronic Payments: 75,000	Electronic Payments: 77,000
			Move In/Out Online: 77%	Move In/Out Online: 88%	Move In/Out Online: 95%	Move In/Out Online: 97%
			Online New Const Apps: 100%	Online New Const Apps: 100%	Online New Const Apps: 100%	Online New Const Apps: 100%
			On hold times (avg): 1:54	On hold times (avg): 2:22	On hold times (avg): 2:13	On hold times (avg): <2:00

Assistant Director

Manager, Connection Support & Billing

Assistant Manager, Connection Support & Billing (FY23-24)

Supervisor, Connection Support & Billing

CONNECTION SUPPORT

Connection Support Lead

Connection Support Specialist I (23)

Connection Support Specialist I (1) (FY23-24)

Connection Support Specialist II (23) (FY23-24)

Connection Support Specialist I (2) (FY24-25)

Connection Support Specialist II (24) (FY24-25)

Office Assistant

BILLING

Billing Lead

Billing Clerk I (6)

Billing Clerk I (0) (FY23-24)

Billing Clerk II (5) (FY23-24)

Connection Support/Billing Lead (1) (Promotional) (FY23-24)

Billing Clerk I (1) (FY24-25)

Connection Support/Billing Lead (1) (Promotional) (FY24-25)

DISTRIBUTION & COLLECTION

We maintain more than 1,200 miles of water main and more than 1,100 miles of sewer main.

RESPONSIBILITIES:

WATER DISTRIBUTION
(INSTALLATION/PREVENTATIVE MAINTENANCE)

- Install water meters, associated service lines
- Maintain, repair water main throughout service area
- Provide area coverage for service requests
- Assist other City departments with projects that affect water distribution system
- Maintain, repair fire hydrants
- Assist with maintenance of water system valves
- Assist Meter Technician Division when needed

WATER DISTRIBUTION ASSETS

As of Jan 2023

Miles of water main	1,320
Fire hydrants	6,650
Water system valves	14,085
Metered water customers	89,657

METER TECHNICIANS

- Read residential water meters
- Perform meter box maintenance
- Turn on meters for new customers, turn off meters for delinquent accounts
- Perform duties related to move-in/move-outs, rereads, delinquent account checks

GOALS/INITIATIVES/PROJECTS:

Build and foster high quality infrastructure and facilities:

- Reduce amount of main, service line breaks in water distribution system by identifying areas of concern.
- A/C Pipe Replacement Program begins, budget includes $1 million annually, continues until complete.

Improve system efficiency:

- Complete annual preventative maintenance inspection (PM's) of all fire hydrants to increase ISO rating. Current rating is 3, the St. Lucie County Fire District has set a goal of improving to a 2 rating.

Advance innovation and improve cost efficiency:

- Budget item for advancing radio read system to Automatic Meter Infrastructure (AMI) System to allow automatic collection of real-time consumption.

Strengthen the future of the Utility through effective succession planning:

- Add three (3) Meter Technicians, one (1) Crew Leader, one (1) Water Distribution System Operator III (Promotional), one (1) Field Tech (Promotional), one (1) Field Tech II (Promotional), one (1) Water Distribution Lead, two (2) Field Tech Trainees, three (3) Field Technician I (Promotional), nine (9) Water Systems Operator III (Promotional, one (1) Supervisor (Promotional), one (1) Water Distribution Lead (Promotional)

GOAL 1: HIGH QUALITY INFRASTRUCTURE AND FACILITIES

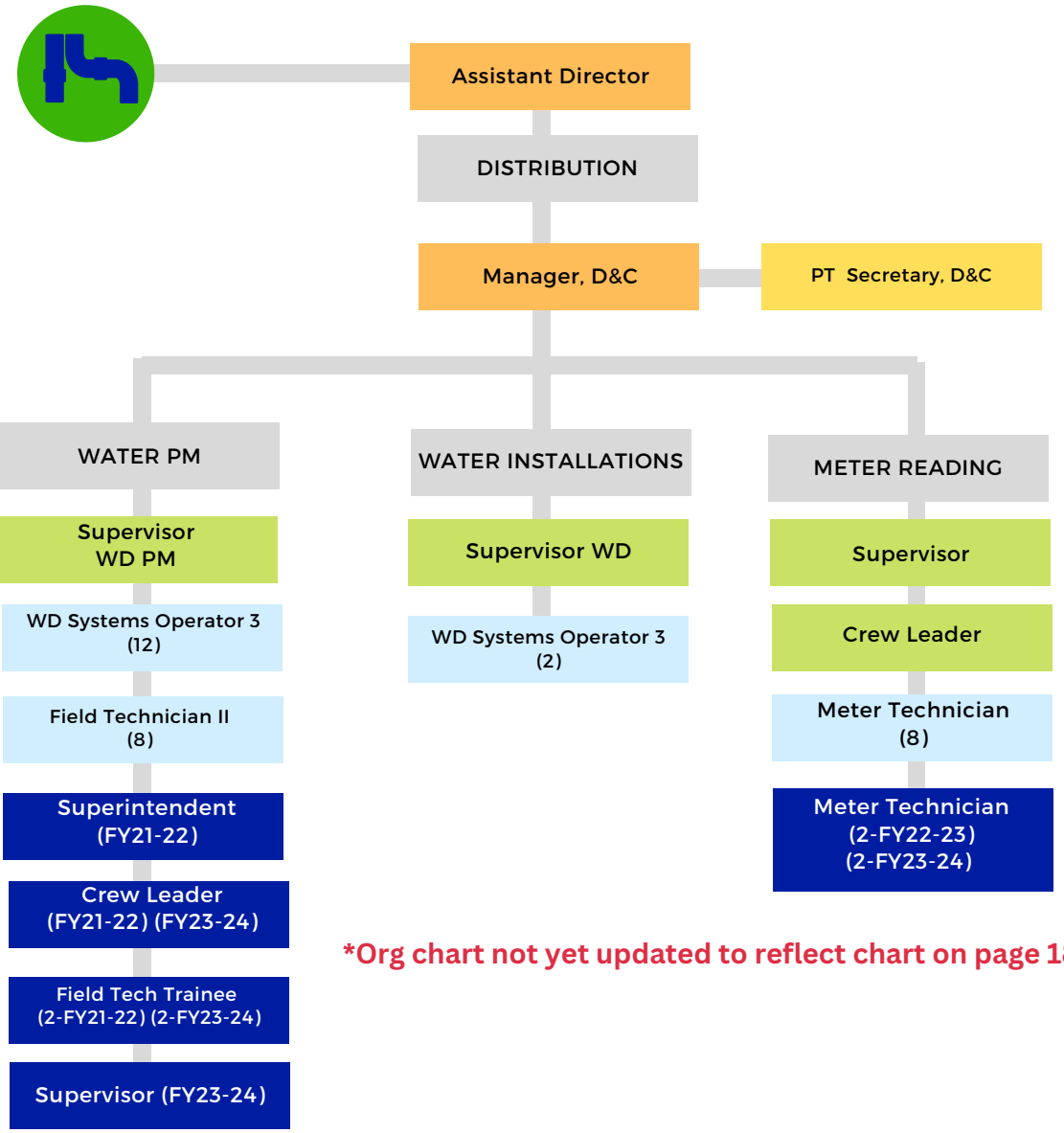
STRATEGIC INITIATIVES AND PRIORITY PROJECTS					
Build and foster high quality infrastructure and facilities	**FY22-23**	**FY23-24**	**FY24-25**	**FY25-26**	**FY26-27**
Reduce line breaks	X	X	X	X	X
A/C Pipe Replacement Program	X	X	X	X	X
Improve system efficiency	**FY22-23**	**FY23-24**	**FY24-25**	**FY25-26**	**FY26-27**
Fire hydrant PM's	X	X	X	X	X

GOAL 2: HIGH PERFORMING GOVERNMENT ORGANIZATION

STRATEGIC INITIATIVES AND PRIORITY PROJECTS					
Advance innovation and improve cost efficiency	**FY22-23**	**FY23-24**	**FY24-25**	**FY25-26**	**FY26-27**
Advance to AMI System			X		
Strengthen the future of the Utility through effective succession planning	**FY22-23**	**FY23-24**	**FY24-25**	**FY25-26**	**FY26-27**
Add Crew Leader			X		
Add Field Tech I (Promotional)		X X			
Add Meter Technician		X	X X		
Add Superintendent					
Add Supervisor			X		
Add Water Dist. Systm Oper. III (Promotional)		X			
Add Field Tech II (Promotional)		X			
Add Water Distribution Lead (Promotional)		X	X		
Add Field Tech Trainee		X X			
Add Water Systems Operator III (Promotional)		X			

KEY PERFORMANCE INDICATORS

MEASURE	CITY COUNCIL STRATEGIC GOAL	KEY PERFORMANCE MEASURES	FY19-20 RESULTS	FY20-21 RESULTS	FY21-22 RESULTS	FY22-23 TARGET
Efficiency	High performing government organization	Number of fire hydrant PM's conducted to improve ISO ratings	2,600	307	267	350
		ISO rating	<27	<27	<27	<27
		Number of line breaks	16	35	20	<20
		DSI#	1.32	2.77	1.55	<1.55
		Number of gallons spilled	1,191,000	1,027,000	2,685,850	<2,685,850



*Org chart not yet updated to reflect chart on page 18

RESPONSIBILITIES:

WASTEWATER COLLECTION (INSTALLATION/PREVENTATIVE MAINTENANCE)

- Install residential grinder and STEP systems
- Perform preventative maintenance on grinder and STEP systems
- Maintain, repair sewer main, system valves
- Respond to service call requests

LIFT STATIONS (MAINTENANCE)

- Maintain, repair lifts stations in service area
- Maintain lift station properties
- Perform preventative maintenance on lift stations including:
  - Replace pumps
  - Repair discharge legs
  - Maintain odor control systems
- Maintain commercial grinder systems

WASTEWATER COLLECTION ASSETS

As of Jan 2023

Miles of sewer main	1,223
Residential grinders/STEP systems	36,984
Sewer system valves	8,811
Lift stations	296
Commercial grinder systems	360
Manholes	6,823
Air Release Valves (ARV)	433
Sewer customers	72,609

INFLOW AND INFILTRATION DIVISION (PREVENTION)

- Prevent, monitor inflow of ground water, infiltration of vegetation roots, etc. into gravity sewer systems
- Prolong life of the mains by:
  - Regularly clean mains
  - Remove obstructive debris
  - Tele-inspect mains
  - Make point repairs
- Identify collection system issues of concerns
- Maintain, inspect, clean, repair manholes

WASTEWATER COLLECTION, LIFT STATIONS, AND INFLOW AND INFILTRATION GOALS/INITIATIVES/PROJECTS:

Build and foster high quality infrastructure and facilities:

- Increase number of septic to sewer conversions.
- Reduce amount of main/service line breaks in the collection system by identifying areas of concern. Staff is also looking at new technology that may be able to evaluate the condition of the sewer lines.
- Rehab 15 lift stations per fiscal year and utilize asset management system to help prioritize stations in need.
- Complete ten (10) lift station beautifications annually.
- Increase manhole rehabilitations and utilize new products that will increase the life expectancy of the manholes.
- Target the inflow and infiltration (I&I) issues in specific areas that are known to have high lift station run times during inclement weather.

LIFT STATIONS ATTRIBUTES

	✓	✗
SCADA	240	36
ODOR CONTROL SYSTEM	24	252
BEAUTIFICATION	33	243

- Increase amount of lift station odor control systems annually by ten (10). Track odor complaints.
- Continue ARV preventative maintenance and renewal program to relocate underground ARV's above ground, with a focus on the ones located near waterways first. There are approximately 426 ARV's throughout the USD-Distribution and Collection system, the past 3 years the 39 ARV's that have been raised above ground that complement all stainless-steel material replacement from tap/corporation thru ARV. These numbers are the beginning of a program in order to guide and establish the goals for renewal and forecast necessary funding for program. The 39 ARV's have been completed through contracted services with a range of cost from $13,000.00 to $15,000.00 per ARV.
- Develop 10-year Septic to Sewer Master Plan. Review and consider recommendations from Budget Advisory Committee.

Provide exceptional customer service:

- Due to shipping delays, the wait time on sewer conversions is 20-24 weeks while also keeping pace with the new construction sewer installations. *See Sewer PM Performance Initiative below for more information on how we will improve these wait times.

Advance innovation and improve cost efficiency:

- Install SCADA System in 34 lift stations that do not have it, as budget allows.
- Create, implement Commercial Grinder Preventative Maintenance (PM) Program based on schedule generated by computerized maintenance management system (CCMS).
- Implement First Maintenance Check Program for any new customers purchasing, renting a home with grinder/STEP system. whereas CCMS will generate work order to perform preventative maintenance.

Strengthen the future of the Utility through effective succession planning:

- Add fourteen (14) Field Tech Trainees, twenty four (24) Field Tech I (Promotional), five (5) Field Tech II (Promotional), one (1) Crew Leader (Promotional), one (1) Supervisor (Promotional).

SEWER PREVENTATIVE MAINTENANCE DIVISION PERFORMANCE INITIATIVE:

The Sewer PM Division consists of 39 field employees that make up the Port St. Lucie Utility Systems (PSLUS) Wastewater Collections Division. The positions within this division require employees to perform skilled, professional, physical, and labor-intensive work. Employees are responsible for the installation of new grinder/STEP systems, as well as the maintenance of over 33,000 existing grinder/STEP systems and related infrastructure. As the construction of new homes continues to increase, this division is challenged with multitasking new installations, maintenance, and repairs. Parts and supplies are also difficult to secure with the current vendor. The Sewer PM Division answers hundreds of service calls per week during their two shifts and on-call (7 a.m. to 4 p.m., 3 p.m. to midnight, and midnight to 7 a.m.).

PSLUS has found that many employees are transferring out of this division for various reasons. This division has long been a path for advancement in the PSLUS. The shift work required to provide quality service 24/7 has been addressed with rotating schedules and the work at times can be labor intensive and exposes staff to raw sewage. A recent trend in this division has been staff leaving for better paying jobs with other utilities, thus causing a higher than normal turnover rate. There is a large cost associated with training employees and this trend of losing qualified staff cannot continue.

The leadership team conducted a rate compensation study and found that increasing the minimum starting pay for Field Technician Trainee, Field Technician I, and Field Technician II would put PSLUS in line to be more competitive with neighboring utilities. The pay realignment was approved by the City Manager in November 2020.

The team is also examining and reorganizing the work schedules and shifts to make operations run more efficiently. Those hired to work the night shift will be trained at night and have access to seasoned techs during that time. This will mean calls will be handled more quickly and effectively. The goal once staff is adequately trained is to have permanent shifts. This was accomplished beginning February 2021.

There is a high cost associated with the maintenance of grinder/STEP systems, and modifications are being made to the preventative maintenance protocol in the asset management system. In time, this will lower the cost of maintaining the system by minimizing system failure, which in turn will lower the amount of insurance claims filed by customers. It will also decrease the number of calls for service, allowing techs to focus more on preventative maintenance on the collection system.

The USD has entered into a continuing contract with E/One Grinders, which enables the USD to maintain the approximately 33,000 Myers Grinder systems we have in the ground. The USD is working on a plan to be able to retrofit the existing Myers grinder systems to an E-One System. The USD is averaging about 220 Myers grinder pump replacements a month. The current backlog for Sewer Conversion applicants has decreased from 36-40 weeks to 20-24 weeks from date of application.

A new training program is being designed to accommodate each division's electrical needs. Basic Electrical Training classes began the first week of February 2021, and it is the intent of the department to schedule more advances courses as employees complete each training level.

PSLUS will be measuring new key performance indicators including the service call response times, the number of repeat calls, the number of work orders, the number of trainings facilitated, and turnover rate. A Sewer PM Innovations Team consisting of field and support staff met regularly for several weeks with a consultant to analyze various issues that hinder employee efficiency and customer education. The team has implemented several new innovations that will be monitored and measured to track the success of each, including new print materials, customer communication procedures, and formalized standard operating procedures It is anticipated that the new operations and modifications will prove to better serve more than 72,000 sewer customers in the most fiscally responsible way.

GOAL 1: HIGH QUALITY INFRASTRUCTURE AND FACILITIES

STRATEGIC INITIATIVES AND PRIORITY PROJECTS					
Build and foster high quality infrastructure and facilities	**FY22-23**	**FY23-24**	**FY24-25**	**FY25-26**	**FY26-27**
Increase septic to sewer conversions	X	X	X	X	X
Reduce line breaks	X	X	X	X	X
Increase lift station rehabs	X	X	X	X	X
Lift station beautifications	X	X	X	X	X
Increase manhole rehabs	X	X	X	X	X
Target I&I issues	X	X	X	X	X
Increase odor control systems	X	X	X	X	X
Implement Septic to Sewer 10-Year Master Plan	X	X	X	X	X

GOAL 2: HIGH PERFORMING GOVERNMENT ORGANIZATION

STRATEGIC INITIATIVES AND PRIORITY PROJECTS

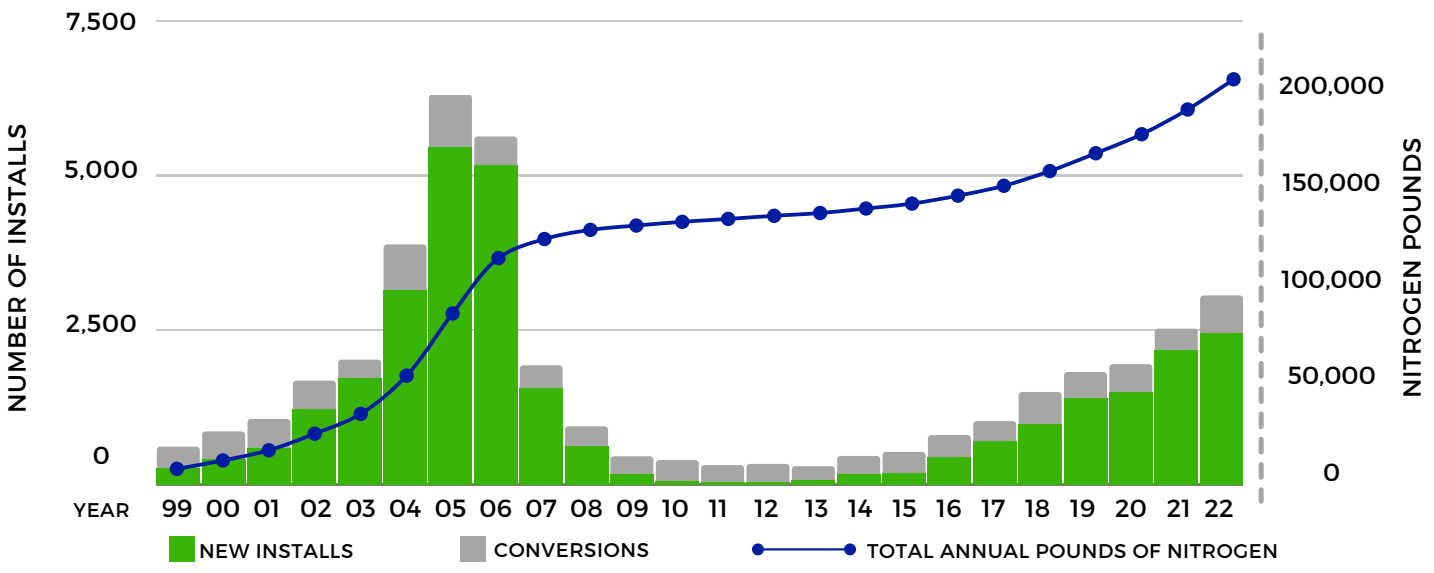
Provide exceptional customer service	**FY22-23**	**FY23-24**	**FY24-25**	**FY25-26**	**FY26-27**
Improve conversion wait period	X				
Maintain conversion wait period	X	X	X	X	
Advance innovation and improve cost efficiency	**FY22-23**	**FY23-24**	**FY24-25**	**FY25-26**	**FY26-27**
Install SCADA at lift stations	X	X	X	X	
Create, implement Commercial Grinder PM					
Implement First Maintenance Check			X		
Strengthen the future of the Utility through effective succession planning	**FY22-23**	**FY23-24**	**FY24-25**	**FY25-26**	**FY26-27**
Add Field Tech Trainee		X	X		
Add Field Tech I (Promotional)		X			
Add Field Tech II (Promotional)		X			
Add Crew Leader			X		
Add Supervisor			X		

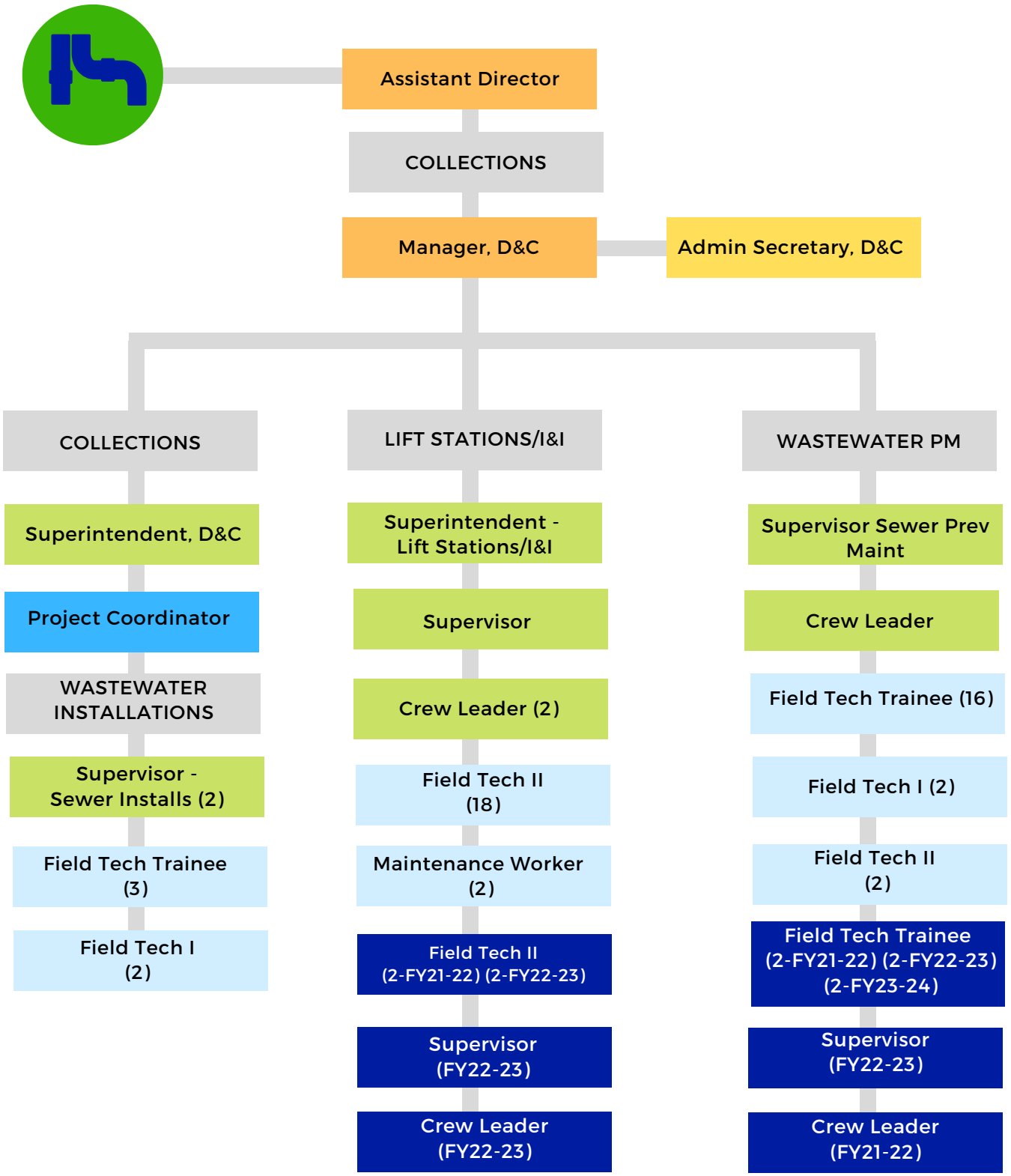
KEY PERFORMANCE INDICATORS

MEASURE	CITY COUNCIL STRATEGIC GOAL	KEY PERFORMANCE MEASURES	FY19-20 RESULTS	FY20-21 RESULTS	FY21-22 RESULTS	FY22-23 TARGETS
Efficiency	High quality infrastructure and facilities	Number of septic to sewer conversions	448 (34 utilizing proposed grants	359 (67 utilizing grants)	467 (400= average connections 67 utilizing grants)	
	High performing government organization	Number of sewer line breaks	18	17	15	<15
		CSI#	1.67	1.48	1.02	<1.02
		Number of gallons spilled	21,960	335,774	38,580	<38,580
		Repeat Calls	N/A	N/A	New measure	
		Work orders	N/A	N/A	New measure	
		Trainings	N/A	N/A	New measure	
		Turnover rate	N/A	N/A	New measure	
Effectiveness	High quality infrastructure and facilities High performing city government organization	National Citizen Survey: Percent rating sewer services positively	73%	70%	49%	>49%

GRINDER INSTALLATION IMPACT ON DISCHARGE

TOTAL GRINDER CONNECTIONS	YEAR	TOTAL CONNECTIONS CUMULATIVE	CONVERSIONS	NEW INSTALLS	TOTAL ANNUAL FLOWS BILLION GALLONS CUMULATIVE	NITROGEN LBS ANNUALLY CUMULATIVE
623	1999	632	349	274	0.040	3,807
843	2000	1,466	442	401	0.094	8,957
1,045	2001	2,511	464	581	0.160	15,342
1,665	2002	4,176	457	1,208	0.267	25,515
2,005	2003	6,181	298	1,707	0.395	37,766
3,869	2004	10,050	749	3,120	0.642	61,406
6,291	2005	16,341	845	5,446	1.044	99,844
5,615	2006	21,956	469	5,146	1.402	134,151
1,913	2007	23,869	374	1,539	1.525	145,840
926	2008	24,795	318	608	1.584	151,497
441	2009	25,236	293	148	1.612	154,192
379	2010	25,615	327	52	1.636	156,508
298	2011	25,913	275	23	1.655	158,328
317	2012	26,230	283	34	1.675	160,265
280	2013	26,510	219	61	1.693	161,976
446	2014	26,956	286	160	1.722	164,701
511	2015	27,467	336	175	1.754	167,823
784	2016	28,251	353	431	1.805	172,614
1,010	2017	29,261	320	690	1.869	178,785
1,481	2018	30,742	527	954	1.964	187,834
1,804	2019	32,546	428	1,376	2.079	198,856
1,932	2020	34,478	448	1,484	2.202	210,661
2,506	2021	36,984	359	2,147	2.362	225,972
3,043	2022	40,027	616	30,192	2.557	244,565
36,984			9,835		28.819	2,546,006





*Org chart not yet updated to reflect chart on page 23

ELECTRICAL SYSTEMS

Electrical and instrumentation systems are vital to our assets and facilities.

RESPONSIBILITIES:

- Maintain, repair, replace/improve electrical and instrumentation equipment at greater than 500 sites and facilities
- Design, maintain, ensure the security of SCADA network
- Manage projects outside normal scope of work
- Conduct pilot tests for new technologies
- Install, maintain majority of electrical equipment at Utility sites

Supervisory Control and Data Acquisition (SCADA)

SCADA, a sophisticated computer and fiber optic network, allows staff to remotely monitor conditions and control operations at treatment plants, wells, lift stations, and repump stations. SCADA also allows staff to monitor water distribution and wastewater collection pressures and status.

ELECTRICAL SYSTEMS/MAINTENANCE GOALS/INITIATIVES/PROJECTS:

Build and foster high quality infrastructure and facilities:

- Install electrical service to Water Quality Project (WQP) equipment. Add fiber infrastructure to monitor; operate /maintain pump equipment.
- Improve infrastructure at aging facilities, which equals a cost savings to the Utility.

Advance innovation and improve cost efficiency:

- Harden fiber/SCADA network and network security by increasing runtime capability in the event of an unexpected emergency to ensure electronic communication capability throughout Utility.
- Improve technology and equipment to increase operational efficiency and standards by implementing green technology like solar where applicable, remote cameras at WQP and plant sites for added security.
- Address steps taken to reduce lift station overflows
- Address steps taken to reduce cyber security
- Look for grants to fund security measures in cooperation with other City Departments/Divisions.

Strengthen the future of the Utility through effective succession planning:

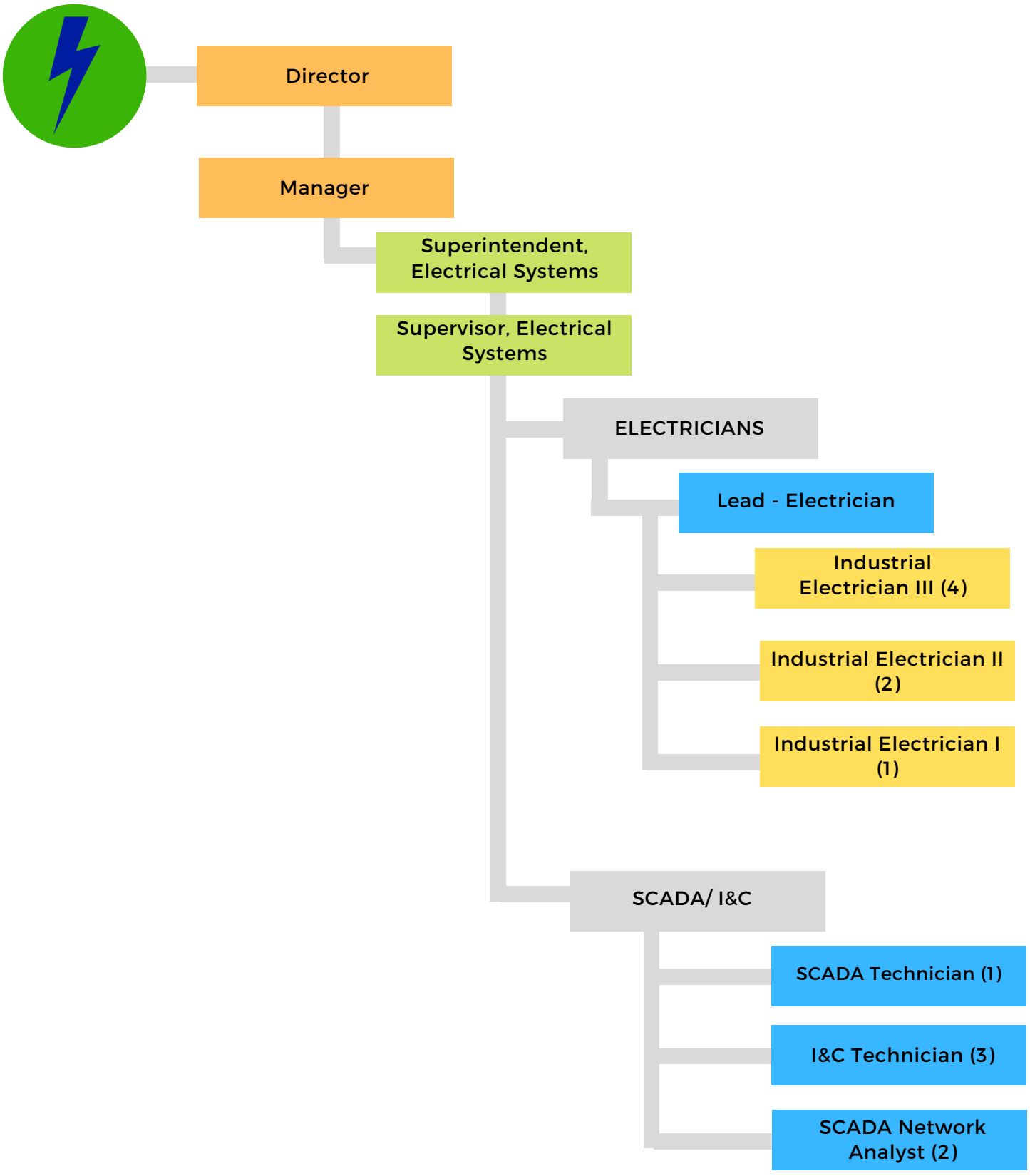
- Cross train employees as part of position redundancy and succession planning by implementing program to identify existing FTE's with appropriate skill set and availability.
- Add FTE positions: FY23/24 one (1) Instrumentation Technician and one (1) SCADA Technician - job title and description subject to change

GOAL 1: HIGH QUALITY INFRASTRUCTURE AND FACILITIES

STRATEGIC INITIATIVES AND PRIORITY PROJECTS					
Build and foster high quality infrastructure and facilities	**FY22-23**	**FY23-24**	**FY24-25**	**FY25-26**	**FY26-27**
Install electrical service to WQP 1, 2	X				
Install electrical services to WQP 2, 3	X				
Install electrical services to WQP 3, 4	X				
Install electrical services to WQP 4, 5	X	X			
Implement electrical services to 6, 7		X	X		
Improve infrastructure at aging facilities	X	X	X	X	
Implement SCADA Security Hardware and Software Solution	X	X	X	X	
Perform SCADA Network Architectural Assessments	X	X	X	X	

GOAL 2: HIGH PERFORMING GOVERNMENT ORGANIZATION

STRATEGIC INITIATIVES AND PRIORITY PROJECTS					
Advance innovation and improve cost efficiency	**FY22-23**	**FY23-24**	**FY24-25**	**FY25-26**	**FY26-27**
Harden fiber/SCADA network	X	X			
Improve technology, equipment		X			
Perform electrical audits at plants	X				
Modernize/improvements to electrical systems at plants	X	X	X	X	
Assess and reorganize on-call maintenance program	X	X			
Implement carbon-free emergency power for plant SCADA systems	X	X			
Strengthen the future of the Utility through effective succession planning	**FY22-23**	**FY23-24**	**FY24-25**	**FY25-26**	**FY26-27**
Cross train employees	X	X	X	X	


Director
Manager
Superintendent, Electrical Systems
Supervisor, Electrical Systems
ELECTRICIANS
Lead - Electrician
Industrial Electrician III (4)
Industrial Electrician II (2)
Industrial Electrician I (1)
SCADA/ I&C
SCADA Technician (1)
I&C Technician (3)
SCADA Network Analyst (2)

LABORATORY & COMPLIANCE

As a NELAP-certified lab, we can test for a larger variety of regulated contaminants.

RESPONSIBILITIES:

LABORATORY & COMPLIANCE

- Sampling, testing of water at water, wastewater treatment facilities
- Environmental testing, sampling related to water distribution system, wastewater collection system, deep injection wells
- Maintain compliance with regulatory agency permits
- Produce annual Water Quality Report
- Inspection of all restaurant grease interceptors

CROSS CONNECTION CONTROL AND FLUSHING

- Maintain water system backflow preventers
- Test, inspect water meters
- Systematic water main flushing
- Fire flow testing
- Inspect commercial, residential reuse systems

CROSS CONNECTIONS 2021 ASSET MANAGEMENT

3,961 backflow preventers maintained	100% tested
456 reuse inspections	100% inspected
Citywide distribution unidirectional flushing	50% flushed
26,776 distribution valves exercised	30% exercised
85 large meters tested	50% tested
692 sewer conversion inspections	100% inspected

LABORATORY & COMPLIANCE GOALS/INITIATIVES/PROJECTS:

Improve system efficiency:

- Implement CityWorks into Cross Connections and Industrial Pretreatment to improve tracking and to schedule flushing, testing, and grease interceptor inspections more efficiently.

Advance innovation and improve cost efficiency:

- Replace one (1) qualifying vehicle and add one (1) vehicle for FY22-23.
- Purchase MARS Mobile Water Meter Test System

Enhance communication and outreach:

- Rewrite Industrial Pretreatment (IP) code language to include miscellaneous, non-food related businesses that would require non-grease inspections and sampling as per federal regulations.
- Create industrial surveys to receive feedback after making contact with every business in Port St. Lucie in order to assist them with compliance.
- Staff member(s) will serve as a panelist(s) for community education events.

Strengthen the future of the Utility through effective succession planning:

- Add Cross Connection Technician in an effort to better meet our cross connection goals

***Projects and key performance indicators impacted by the pandemic:**

- The number of commercial grease interceptor inspections decreased because many restaurants temporarily or permanently closed.

GOAL 1: HIGH QUALITY INFRASTRUCTURE AND FACILITIES

STRATEGIC INITIATIVES AND PRIORITY PROJECTS					
Improve system efficiency	**FY22-23**	**FY23-24**	**FY24-25**	**FY25-26**	**FY26-27**
Implement CityWorks	X				

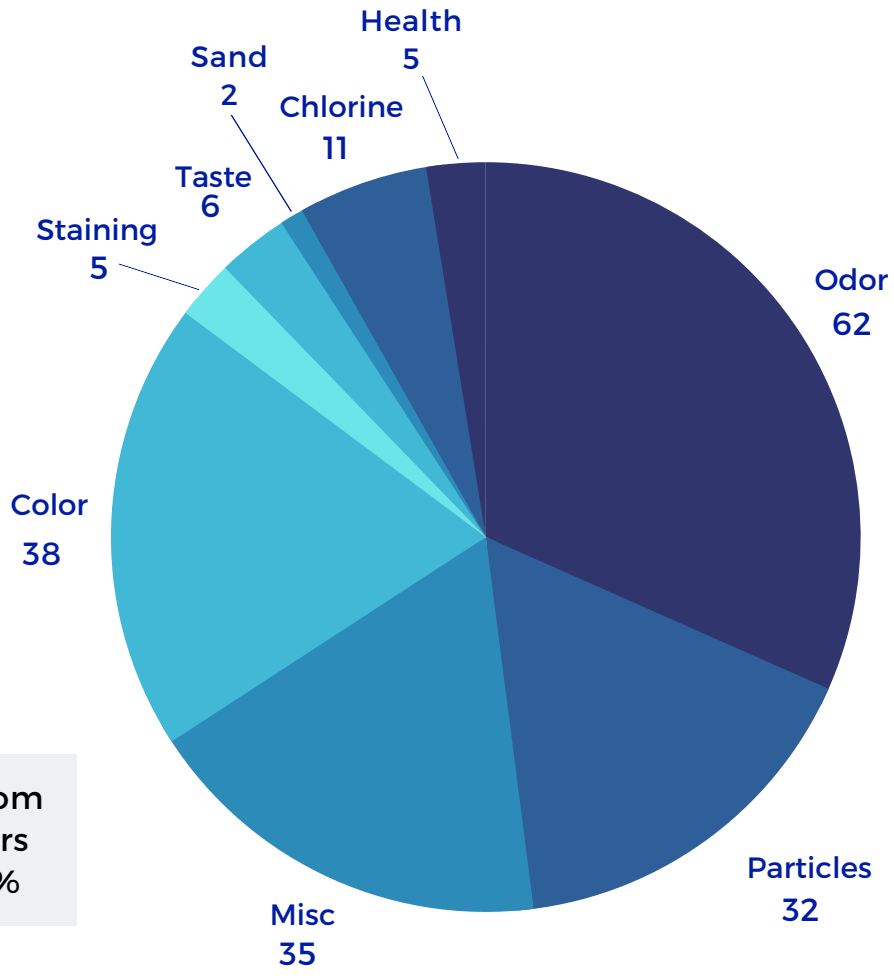
GOAL 2: HIGH PERFORMING GOVERNMENT ORGANIZATION

STRATEGIC INITIATIVES AND PRIORITY PROJECTS					
Advance innovation and improve cost efficiency	**FY22-23**	**FY23-24**	**FY24-25**	**FY25-26**	**FY26-27**
Replace vehicle	X				
Add vehicle	X				
MARS Mobile Water Meter Test System		X			
Enhance communication and outreach	**FY22-23**	**FY23-24**	**FY24-25**	**FY25-26**	**FY26-27**
Review revised code language, submit to state	X				
Implement industrial surveys		X			
Strengthen the future of the Utility through effective succession planning	**FY22-23**	**FY23-24**	**FY24-25**	**FY25-26**	**FY26-27**
Add Cross Connection Technician	X				
Add Laboratory Technician			X		

KEY PERFORMANCE INDICATORS

MEASURE	CITY COUNCIL STRATEGIC GOAL	KEY PERFORMANCE MEASURES	FY19-20 RESULTS	FY20-21 RESULTS	FY21-22 RESULTS	FY22-23 TARGETS
Workload	High performing government organization	Commercial grease interceptor inspections	376	770	733	1,440
Efficiency	High performing government organization	Number of fire flow tests	150	227	36	50
		Number of valves exercised	3,800	7,103	8,033	10,000
Effectiveness	High quality infrastructure and facilities High performing government organization	National Citizen Survey: Percent rating drinking water positively	57%	60%	49%	>49%

FY21-22 WATER QUALITY ASSURANCE SUMMARY REPORT



*196 inquiries from 88,970 customers is equal to .002%

Assistant Director

Manager, Lab, Cross Connections, Environmental Compliance

LABORATORY

Laboratory Supervisor

Laboratory Analyst

Laboratory Technician (4)

Laboratory Technician (FY22-23)

CROSS CONNECTIONS

Cross Connection Supervisor

Cross Connection Technicians (4)

IP Coordinator

Inspector (FY22-23)

UTILITY ENGINEERING

We are a Florida Department of Environmental Protection (FDEP) designated self-regulating agency.

RESPONSIBILITIES:

CAPITAL PROJECTS

- Provide in-house project engineering design services, construction management
- Manages design, permitting, and oversees construction of all the department's capital projects.
- Plan, design, permit, and oversee construction of infrastructure used to provide water, wastewater, and reclaimed to customers.
- Plan, design, permit, and oversee construction at the Water and Wastewater Treatment Facilities.

GOALS/INITIATIVES/PROJECTS:

Build and foster high quality infrastructure and facilities:

- Design and construct capital improvement projects (CIP's).
- Increase amount of water withdrawn from C-23 Canal by way of the St. Lucie River/C-23 Water Quality Project.
- Pursue grant and Legislative funding.
- Update Water, Wastewater, and Reclaimed Water Master Plan.
- Carry out objectives from McCarty Ranch Master Water Supply Plan.

Strengthen the future of the Utility through effective succession planning:

- Add Modeling Technician to cut back on consultant costs by modeling new developments in-house.
- Add Administrative Secretary (Capital) - To handle current work load

GOAL 1: HIGH QUALITY INFRASTRUCTURE AND FACILITIES

STRATEGIC INITIATIVES AND PRIORITY PROJECTS					
Build and foster high quality infrastructure and facilities	**FY22-23**	**FY23-24**	**FY24-25**	**FY25-26**	**FY26-27**
Design, construct CIP's	X	X	X		
Pursue grants, Legislative funding	X	X	X		
Update Master plan		X		X	

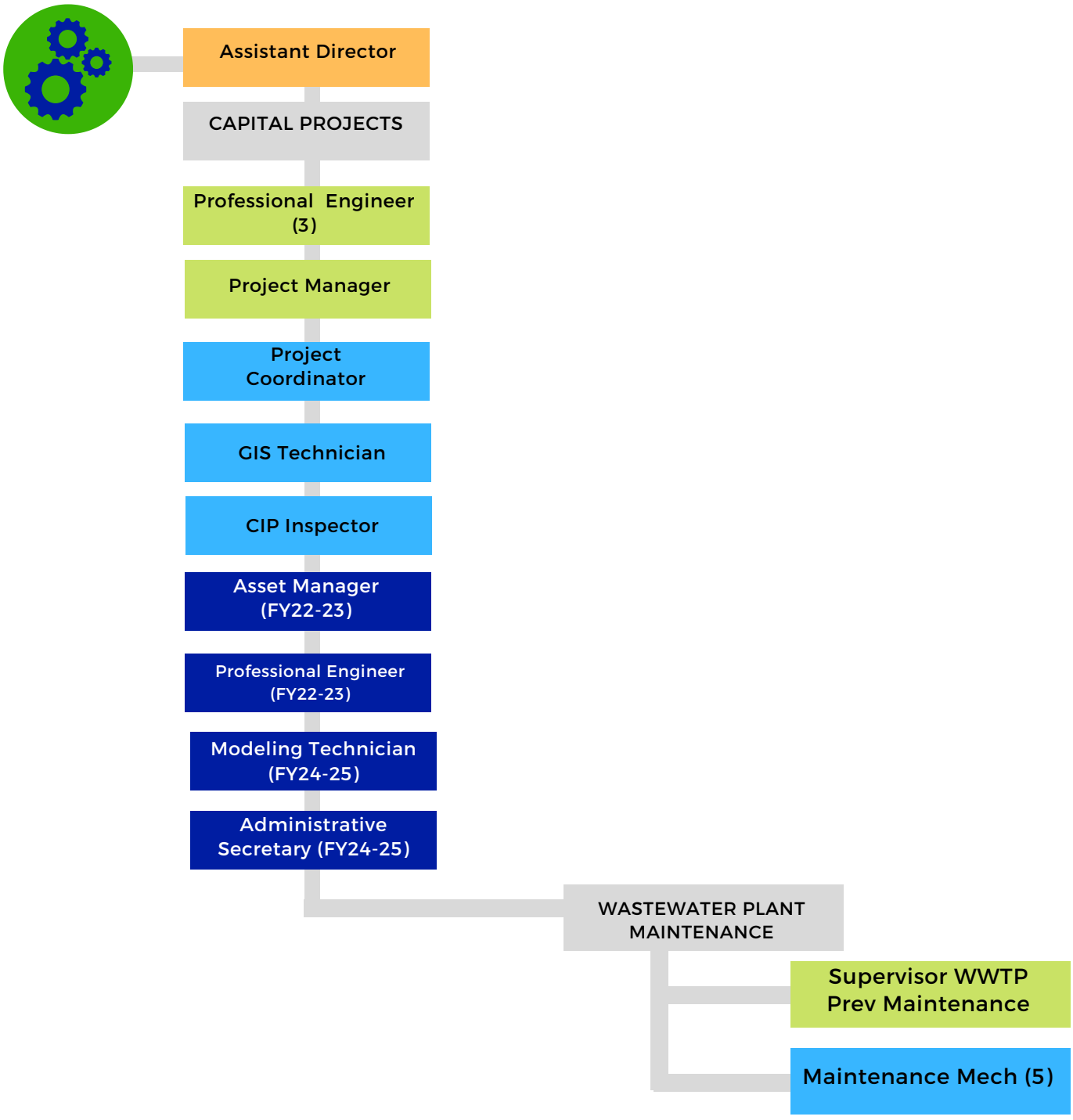
GOAL 2: HIGH PERFORMING GOVERNMENT ORGANIZATION

STRATEGIC INITIATIVES AND PRIORITY PROJECTS

Strengthen the future of the Utility through effective succession planning	FY22-23	FY23-24	FY24-25	FY25-26	FY26-27
Add Asset Manager	X				
Add Modeling Technician		X			
Add Administrative Secretary			X		
Add Professional Engineer	X				
Add Project Manager	X				

CAPITAL IMPROVEMENT PROJECTS	FY22-23	FY23-24	FY24-25	FY25-26	FY26-27
Water Quality Project Area 4					
Water Quality Project Area 5	Construction				
Water Quality Project Area 6	Construction				
Water Quality Project Areas 7A/7B	Design	Construction	Design/Const	Construction	
McCarty Ranch Lake Dredging		Design	Construction	Construction	
Prineville Water Treatment Plant Injection Well #2	Construction	Construction			
1 Western RO Well	Construction	Construction			
Western Raw Water Main Phase 1	Construction				
Western Raw Water Main Phase 2	Construction	Construction			
Lime Plant Rehab	Construction	Construction		Construction	
Upgrades Westport WWTP and Force Main	Design/Constr	Construction	Construction		
Westport Force Main	Design/Constr	Construction	Construction		
Westport 4 Million Gallon Upset Tank & Misc Piping	Design	Construction	Construction		
Reuse to IW to WPPS to GL	Design/Constr				
Village Green Parkway (Huffman to Tiffany)	Design				
PSL Blvd. (Parr to Alcantarra)			Construction		
PSL Blvd. (Alcantarra to Darwin)	Construction	Construction			
PSL Blvd. (Gatlin to Darwin)	Construction	Construction			
PSL Blvd. (Paar to Becker)	Design			Construction	
Floresta (Elkam to Crosstown)	Construction	Construction			
Floresta (Crosstown to Prima Vista)			Construction	Construction	
Midway (Selvitz to Jenkins)	Construction	Construction			
Midway (Jenkins to Glades Cutoff)				Construction	Construction
AC Pipe Replacement			Construction		Construction

CAPITAL IMPROVEMENT PROJECTS	FY22-23	FY23-24	FY24-25	FY25-26	FY26-27
Glades Cutoff Rd Parallel Water Main Phase 1	Design	Design			
Howard Creek Water Main	Construction				
Becker Rd Water Main Improvements	Construction				
Tradition Reuse Line (C-24 Canal to Glades WWTP)	Construction				
Lift Station SP-15 Replacement	Construction	Construction			
Lift Station Replacement		Construction		Construction	Construction
Noble Oaks Lift Station, FM, Low Pressure Main Design-Build	Design/Constr	Construction			
Northport Booster Pump FM to Glades	Construction				
Phase 1 Southport to Northport 8" FM	Construction				
Phase 2A 16" CDM Modifications		Construction			
Phase 3A 24" FM Glades Cutoff Rd to 24" Connection	Construction				
Phase 4A St. James to Northport WWBPS			Construction		
Phase 4B 16" FM HDD River Crossing				Design	Construction
Phase 5A River Park 16" FM Southport to Northport 12" FM	Design			Construction	
Prima Vista FM to NP 1 Lift Station	Construction				
I&I Southport				Construction	Construction
Mariposa Force Main		Construction			
Naranja Low Pressure Main	Construction				
Village Green Septic to Sewer		Design/Constr	Design/Constr	Design/Constr	
Becker Rd W & WW Improvements Phase 1	Design	Construction			
Becker Rd W & WW Improvements Phase 2	Design	Construction			
Becker Rd W & WW Improvements Phase 3	Design				Construction
Westport South 16" Force Main (Becker Rd)		Design	Construction	Construction	
Water Master Plan	Planning				
Wastewater Master Plan	Planning				
New Warehouse @ Northport	Design/Constr	Construction			
Prineville Clearwell/Generator Building	Design		Construction		
Injection Well #2	Construction				
4 Western RO Wells (Each well des/constr consecutively)	Design/Const	Design/Const	Construction		
Western Raw Water Main (2 Phases)	Construction				
Lime Plant Rehab	Construction	Construction	Construction	Construction	
Reuse Line (C-24 Canal to Glades WWTP)	Construction	Construction	Construction		
Northport Booster Pump FM to Glades	Construction				
Prima Vista FM to NP 1 Lift Station	Construction	Construction	Construction		
I&I Southport					
Mariposa Force Main					
Naranja Low Pressure Main					


Assistant Director
CAPITAL PROJECTS
Professional Engineer (3)
Project Manager
Project Coordinator
GIS Technician
CIP Inspector
Asset Manager (FY22-23)
Professional Engineer (FY22-23)
Modeling Technician (FY24-25)
Administrative Secretary (FY24-25)
WASTEWATER PLANT MAINTENANCE
Supervisor WWTP Prev Maintenance
Maintenance Mech (5)

RESPONSIBILITIES:

COMMERCIAL DEVELOPMENT

- Plan, design, permit, oversee construction of infrastructure used to provide water, wastewater, reclaimed water to customers
- Provide engineering-based customer service to existing and new non-residential customers
- Administer plan review, monitor all aspects of development and construction of water, wastewater, reclaimed water improvements
- Locate, mark underground mains, valves, etc. prior to construction contractor digging

GOALS/INITIATIVES/PROJECTS:

Provide exceptional customer service:

- Response times for utility plan review will continue to be reduced through efficiencies, supporting a diverse economy and high performing government organization.

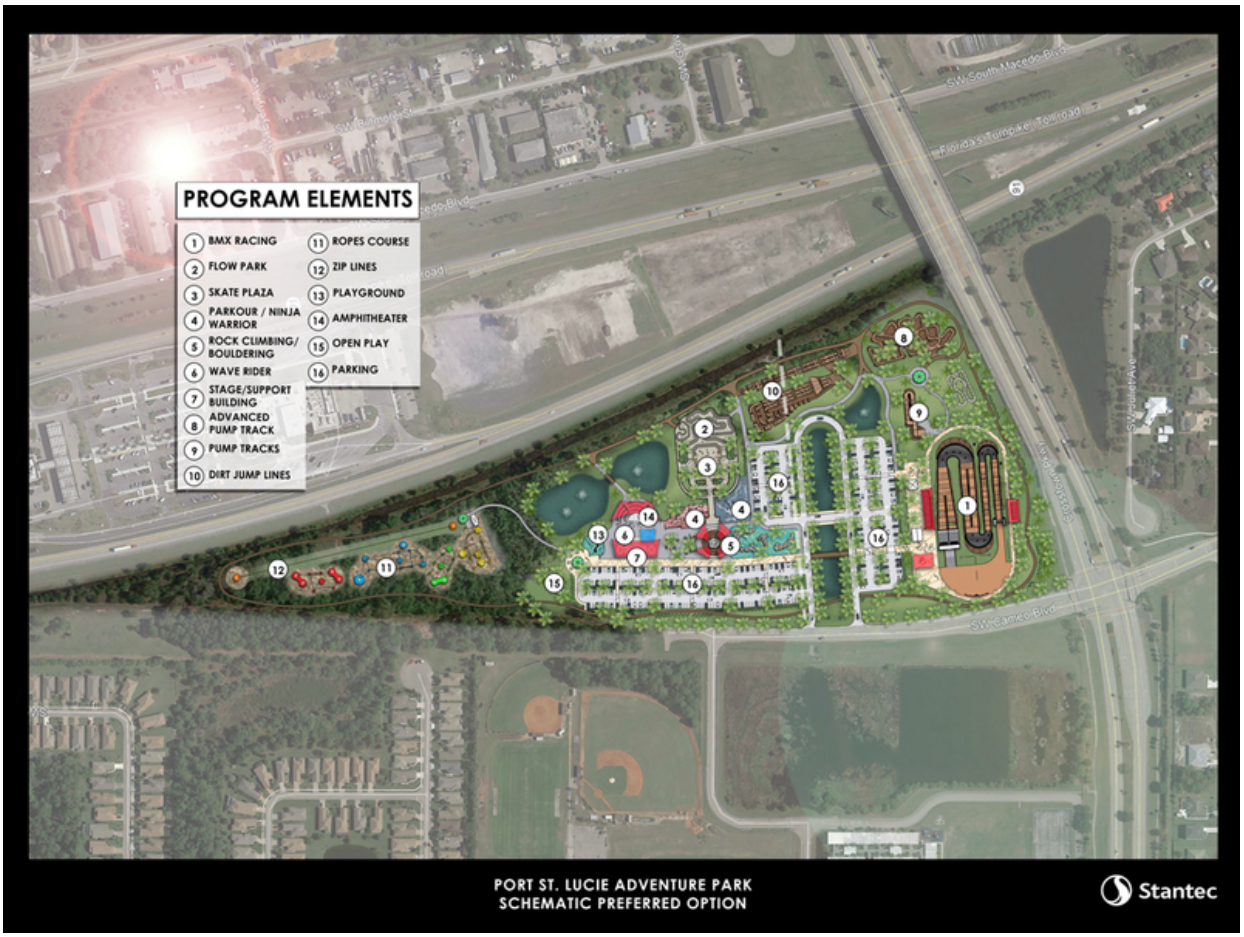
Strengthen the future of the Utility through effective succession planning:

- Add Inspectors as needed (Commercial, Construction) - To meet current demand for growth
- Add Locators as needed (Commercial, Construction) - To meet current demand for growth
- Add Inspection Crew Leader (Commercial, Construction) - Growth of department
- Add Locates Crew Leader (Commercial, Construction) - Growth of department
- Add Project Coordinator (Commercial, Construction) - To meet current demand for growth
- Add Project Coordinator (Commercial, Regulatory) - To meet current demand for growth
- Add Administrative Secretary (Commercial, Construction) - To handle current work load
- Add Administrative Assistant (Commercial, Regulatory) - To handle current work load

GOAL 2: HIGH PERFORMING GOVERNMENT ORGANIZATION

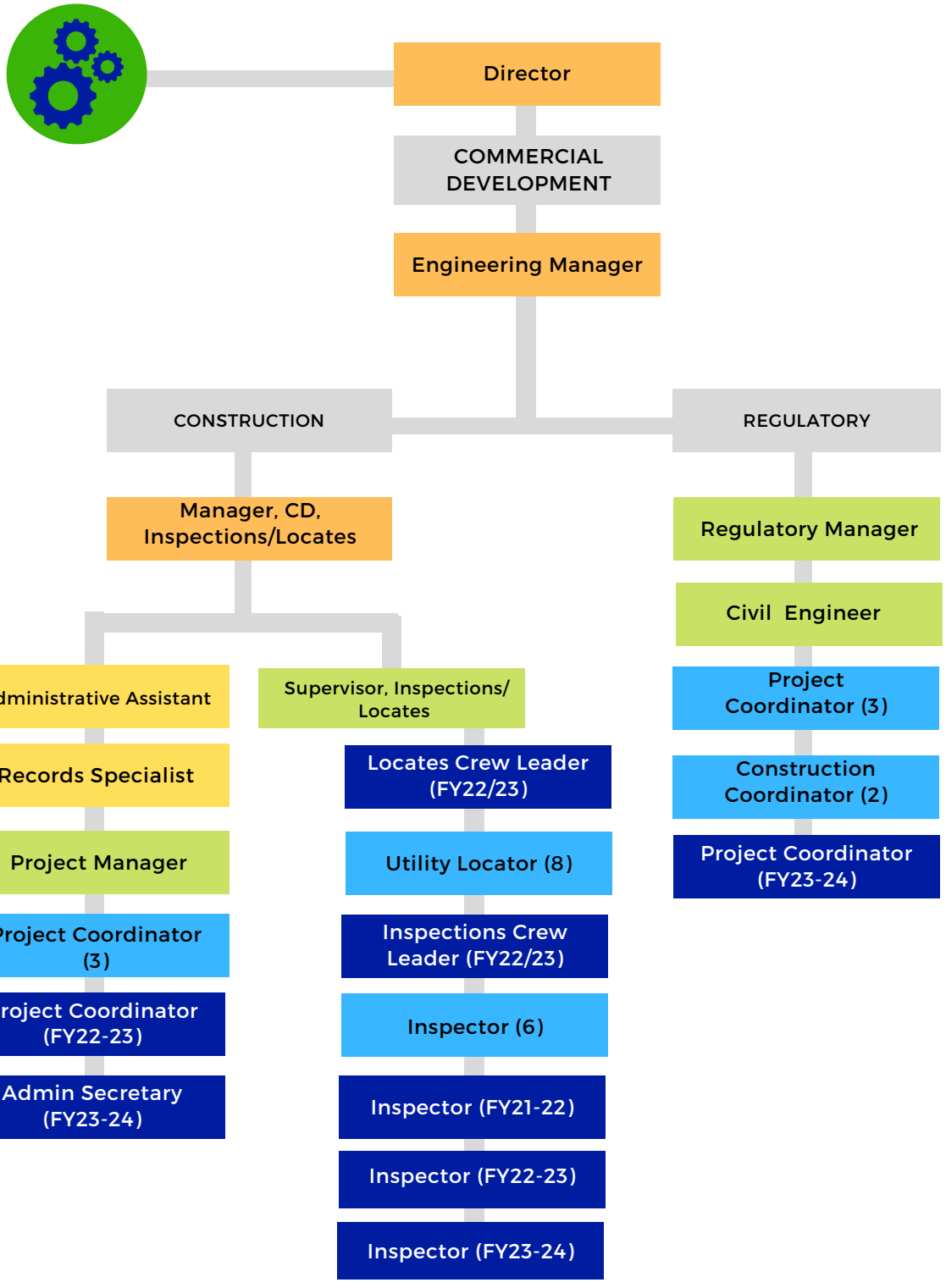
STRATEGIC INITIATIVES AND PRIORITY PROJECTS					
Provide exceptional customer service	**FY22-23**	**FY23-24**	**FY24-25**	**FY25-26**	**FY26-27**
Reduce plan review response times	X	X	X	X	
Strengthen the future of the Utility through effective succession planning	**FY22-23**	**FY23-24**	**FY24-25**	**FY25-26**	**FY26-27**
Add Inspector(s)	X	X			
Add Project Coordinator (Commercial, Construction)	X				
Add Project Coordinator (Commercial, Regulatory)		X			
Add Inspection Crew Leader	X				
Add Administrative Secretary (Commercial, Const.)		X			

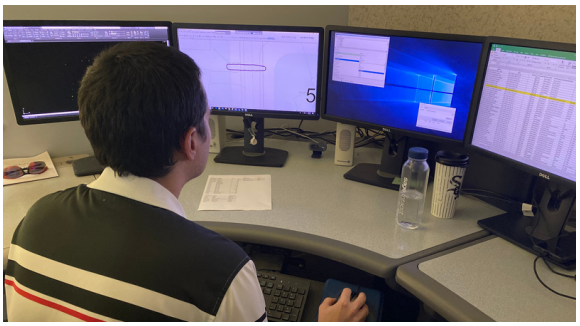
COMMERCIAL DEVELOPMENT PROJECTS	FY22-23	FY23-24	FY25-25	FY25-26	FY26-27
Verano (golf course & residential)	X	X	X	X	
Western Grove - Mattamy (mostly residential)	X	X	X	X	
Southern Grove - Mattamy (mostly residential)	X	X	X	X	
Southern Grove - GFC (commercial, industrial)	X	X	X	X	
Riverland (mostly residential)	X	X	X	X	
Veranda (mostly residential)	X	X			
Wylder (mostly residential)	X	X	X	X	
Wilson Grove ACR (mostly residential)	X	X	X	X	
Founder's Crossing (residential)	X	X	X	X	
West Creek (residential)		X	X	X	
Kitterman/Oleander Residential - SLC (residential)	X	X			
Silver Oaks - SLC (residential)	X	X			
Kitterman Commercial - SLC (US 1 commercial)	X	X			
Model Land Co - SLC (US 1 golf driving range)	X	X			
Aldi - US 1 - SLC (commercial)	X	X			
Prima Vista Commons - SLC (multi-family residential)	X	X			
Tilton 630 MF - SLC (multi-family residential)	X	X			
PSL Adventure Park (recreation)	X	X	X		
PSL Blvd/Becker Wawa (commercial)	X				
Tradition (commercial, industrial)	X	X	X	X	
Sunrise Groves - Martin County					



KEY PERFORMANCE INDICATORS

MEASURE	CITY COUNCIL STRATEGIC GOAL	KEY PERFORMANCE MEASURES	FY18-19 RESULTS	FY19-20 RESULTS	FY20-21 RESULTS	FY21-22 RESULTS	FY22-23 TARGET
Efficiency	High performing government organization	Plan review response times	23.9 days (14% reduction)	less than 21 days average (5% reduction)	over 24 days average	average of 21 days	100% of 21 days or less





UTILITY INFORMATION SYSTEMS/MAPPING

Our reference station system allows us to collect GIS (Geographical Information System) asset data to centimeter accuracy.

RESPONSIBILITIES:

- Administrate, maintain digital mapping system for field crews, Connection Support, and office staff
- Create presentation, display, and street maps
- Implement, administrate, and maintain CityWorks

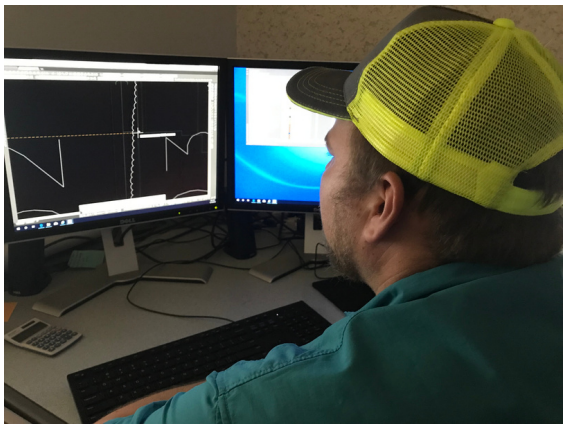
UTILITY INFORMATION SYSTEMS/MAPPING GOALS/INITIATIVES/PROJECTS:

Improve system efficiency:

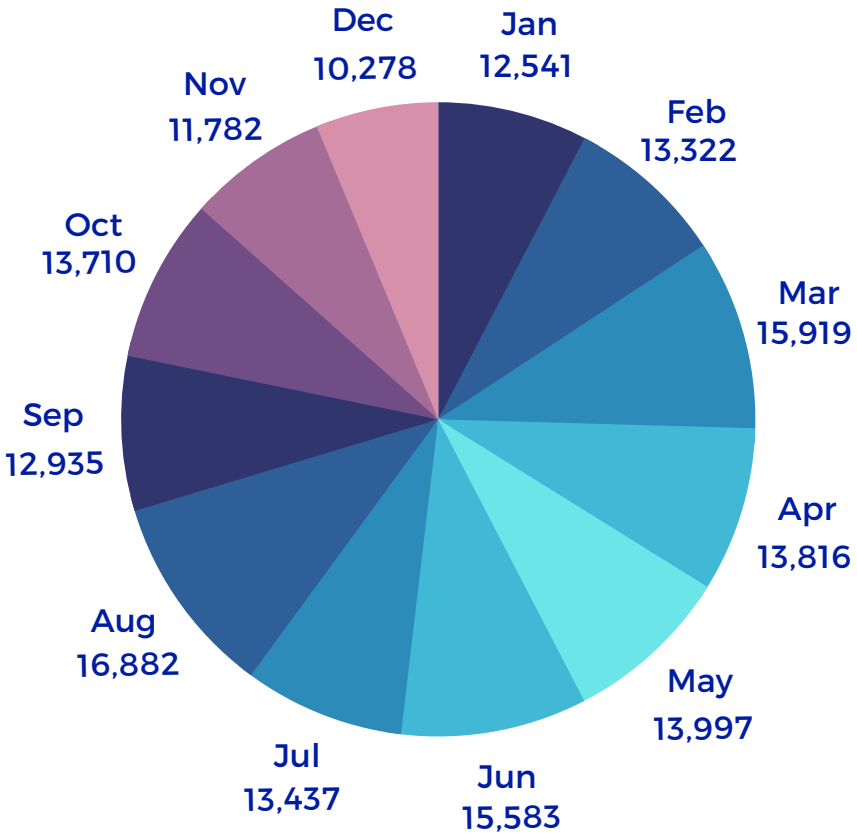
- Implement Cityworks into the Water and Wastewater Treatment Plants (Phase 2). Implementation of this new system began in 2019 in the Distribution & Collection Division (Phase 1). Cityworks is managed and supported in-house and will be used department-wide to streamline operations. Cityworks will replace the current CMMS called SEMS.
- Implement CityWorks into the Utility Engineering Division (Phase 3).
- Create, implement Geometric Network to allow users to see what areas are affected in the event of a water/sewer main break.

Strengthen the future of the Utility through effective succession planning:

- New PC Support Representative FTE position will help support each phase of CityWorks implementation and management.



2022 ASSET MANAGEMENT SYSTEM MONTHLY WORK ORDERS



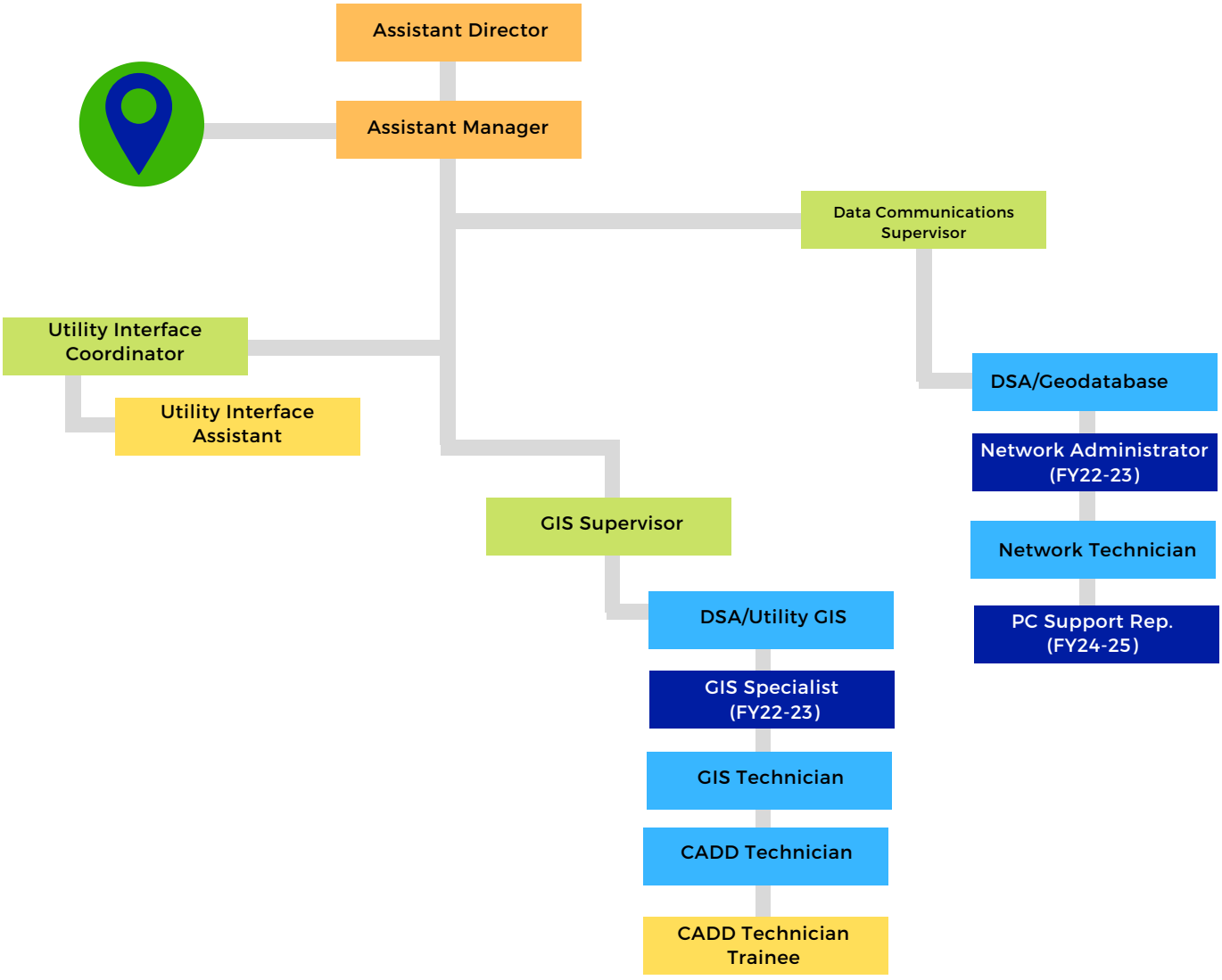
*164,202 work orders were completed from Jan-Dec 2022

GOAL 1: HIGH QUALITY INFRASTRUCTURE AND FACILITIES

STRATEGIC INITIATIVES AND PRIORITY PROJECTS					
Improve system efficiency	**FY22-23**	**FY23-24**	**FY24-25**	**FY25-26**	**FY26-27**
Implement Cityworks - Phase 1: Distribution & Collection	X				
Implement Cityworks - Phase 2: Treatment Facilities	X	X			
Implement Cityworks - Phase 3: Commercial & Capital			X		
Create, implement Geometric Network	X				

GOAL 2: HIGH PERFORMING GOVERNMENT ORGANIZATION

STRATEGIC INITIATIVES AND PRIORITY PROJECTS					
Strengthen the future of the Utility through effective succession planning	**FY22-23**	**FY23-24**	**FY24-25**	**FY25-26**	**FY26-27**
Add PC Support Representative			X		



WAREHOUSE/BUDGET & PROCUREMENT

We have 26,000 sq. ft. of storage space and $1.2 million of inventory in our warehouse at all times.

RESPONSIBILITIES:

Warehouse:

- Store, distribute parts, materials used for installation, maintenance of residential water services, low pressure wastewater systems
- Oversee procurement, issuance, tracking of City-issued uniforms

Budget & Procurement:

- Develop annual budget, monitor Utility funds and division's budgets, both operating and capital
- Coordinate purchase order requisitions, provide procurement services to the Utility

WAREHOUSE/ BUDGET & PROCUREMENT GOALS/INITIATIVES/PROJECTS:

Build and foster high quality infrastructure and facilities:

- Build 10,000 sq. ft. storage building in order to accommodate additional inventory and adequately supply staff with needed materials and tools. Temporary spaces are currently being utilized to house additional inventory as workload increases with the City's growth demands. This new building will bring total storage space to 36,000 sq. ft.

Improve system efficiency:

- Implement computerized maintenance management system (CMMS) to streamline inventory control and maintain accurate inventory of uniforms. Current stand-alone software has support challenges, whereas new CMMS will be used department-wide and is supported in house.
- Work closely with the Procurement Division and Finance to track Utility contracts, projects, grants, and bond projects within our existing software system.

Advance innovation and improve cost efficiency:

- The new storage building will benefit from replacing one of the standard sit-down forklifts with a standup fork lift, as it has a smaller footprint and can easily maneuver through aisles.

Strengthen the future of the Utility through effective succession planning:

- An additional Warehouse position is required to assist with inventory operations of new storage building.
- Additional Financial Specialist position is required to maintain high quality of work due to growth and additional procurement card purchasing, and additional responsibilities passed down to the department.

GOAL 1: HIGH QUALITY INFRASTRUCTURE AND FACILITIES

STRATEGIC INITIATIVES AND PRIORITY PROJECTS					
Build and foster high quality infrastructure and facilities	**FY22-23**	**FY23-24**	**FY24-25**	**FY25-26**	**FY26-27**
Build 10,000 sq. ft. storage building in phases	X	X			
Improve system efficiency	**FY22-23**	**FY23-24**	**FY24-25**	**FY25-26**	**FY26-27**
Implement CityWorks		X			

GOAL 2: HIGH PERFORMING GOVERNMENT ORGANIZATION

STRATEGIC INITIATIVES AND PRIORITY PROJECTS					
Advance innovation and improve cost efficiency	**FY22-23**	**FY23-24**	**FY24-25**	**FY25-26**	**FY26-27**
Replace fork lift		X			
Strengthen the future of the Utility through effective succession planning	**FY22-23**	**FY23-24**	**FY24-25**	**FY25-26**	**FY26-27**
Add Warehouse Lead		X			
Add Financial Specialist			X		

WASTEWATER TREATMENT FACILITIES

Our wastewater treatment plants have the capacity to treat 18 million gallons of wastewater per day.

RESPONSIBILITIES:

- Operation, maintenance of plants, reclaimed water irrigation quality water fill stations, and booster pump stations.

WASTEWATER TREATMENT FACILITIES GOALS/INITIATIVES/PROJECTS:

Build and foster high quality infrastructure and facilities:

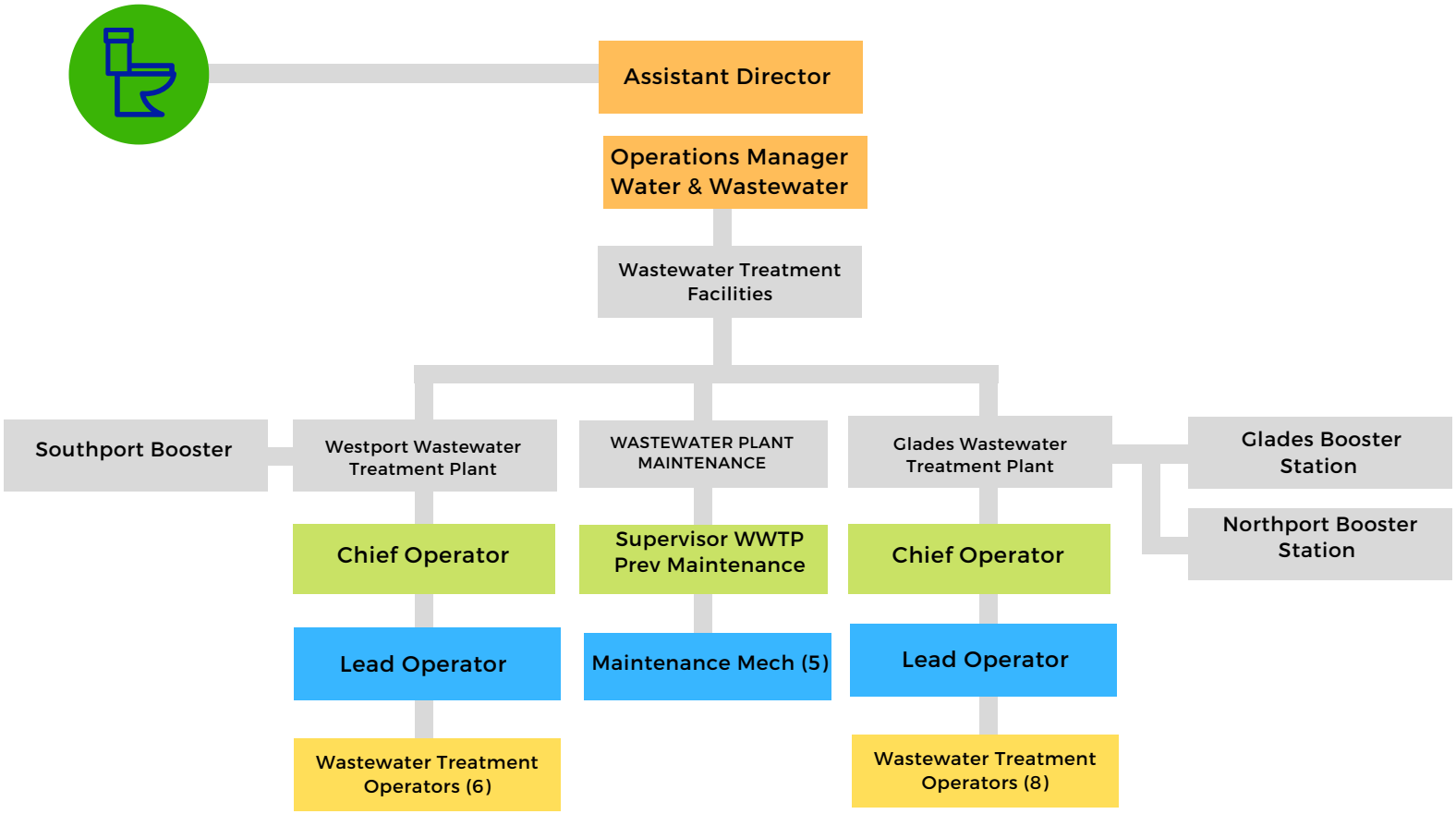
- Glades Wastewater Treatment Plant
  - Add new reuse customers from the new 24" line expansion
  - Improve plant nutrient reduction efficiency by operational enhancements
  - Complete rehabilitation of headworks
- Westport Wastewater Treatment Plant
  - Design and construct new 9 mile Western Flow Diversion force main
  - Westport flow construction
  - Design and construction of nutrient removal components
  - Construction of 4MG upset tank

GOAL 1: HIGH QUALITY INFRASTRUCTURE AND FACILITIES

STRATEGIC INITIATIVES AND PRIORITY PROJECTS					
Build and foster high quality infrastructure and facilities	**FY22-23**	**FY23-24**	**FY24-25**	**FY25-26**	**FY26-27**
Westport Plant nutrient removal upgrades					
Westport flow diversion force main construction					
Westport flow diversion force main completion	X				
Design of Westport 4MG upset tanks	X				
Construction of Westport 4MG upset tanks		X			
Achieve high level disinfection down IW1			X		
Achieve lower nutrient loadings imposed by BMAP			X		

KEY PERFORMANCE INDICATORS

MEASURE	CITY COUNCIL STRATEGIC GOAL	KEY PERFORMANCE MEASURES	FY19-20 RESULTS	FY20-21 RESULTS	FY1-22 RESULTS	FY22-23 TARGET
Efficiency	High performing government organization	Amount of reuse reserved	35%	35%	35%	>35%



WATER TREATMENT FACILITIES

Our three water treatment plants combined have the capacity to produce 41.65 million gallons of water per day.

RESPONSIBILITIES:

- Operation, maintenance of plants, remote water storage and repump facilities.

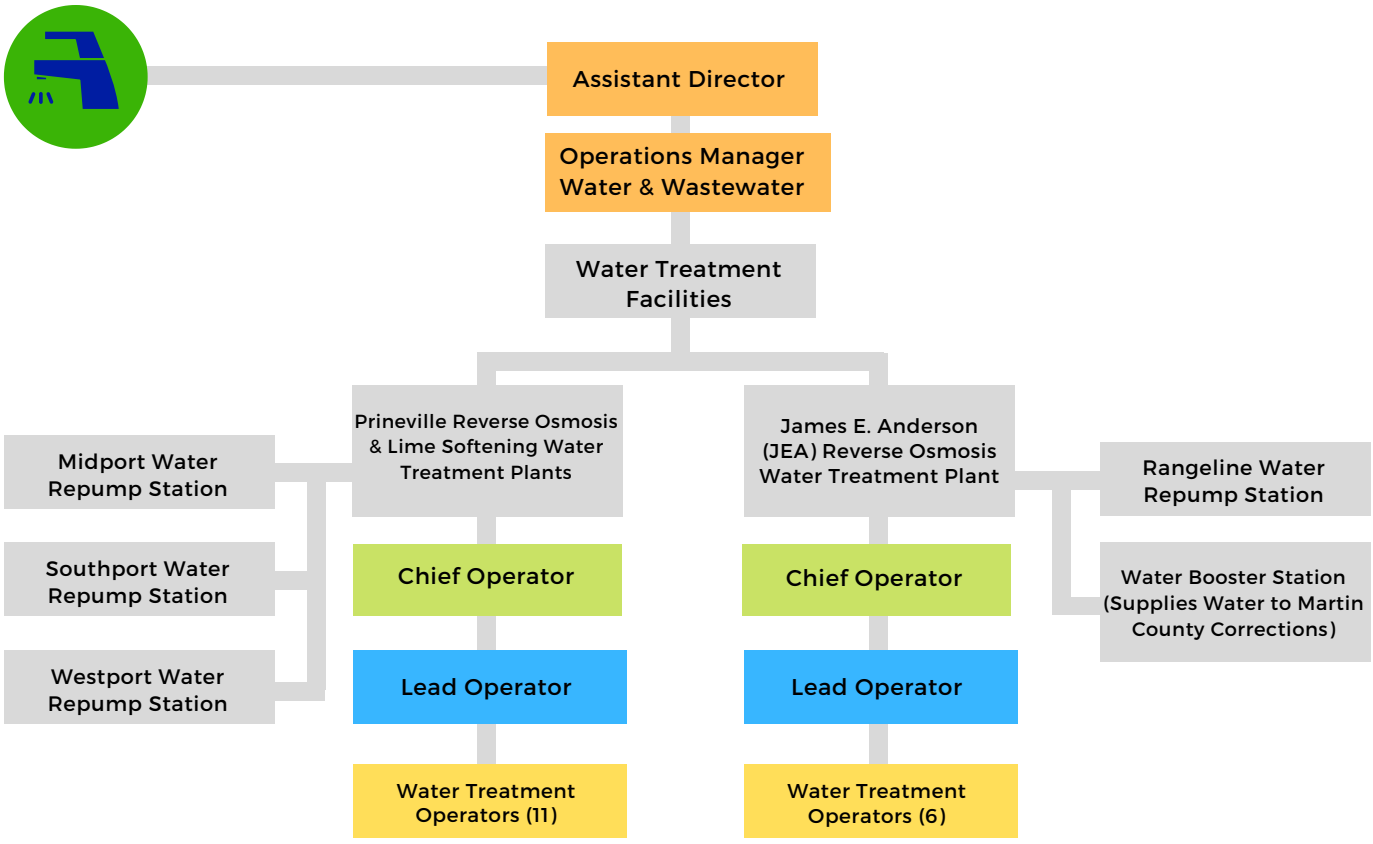
WATER TREATMENT FACILITIES GOALS/INITIATIVES/PROJECTS:

Build and foster high quality infrastructure and facilities:

- Prineville Reverse Osmosis and Lime Softening Water Treatment Plant
  - Lime softening filter rehabilitation
  - Design and construct new deep injection well
  - Lime softening pilot study on treatment to reduce organics
  - Design and construct new blend basin
  - Design and construct new generator building
  - Pilot study for membrane replacement trains
  - Upgrades to 16" AC water main
- James E. Anderson (JEA) Water Treatment Plant
  - Membrane replacement
  - 4 new reverse osmosis (RO) Floridan wells
  - Existing RO Floridan well rehabilitation
  - New raw water main improvements
  - Alkalinity recovery improvements to enhance corrosion control

GOAL 1: HIGH QUALITY INFRASTRUCTURE AND FACILITIES

STRATEGIC INITIATIVES AND PRIORITY PROJECTS					
Build and foster high quality infrastructure and facilities (JEA)	**FY22-23**	**FY23-24**	**FY24-25**	**FY25-26**	**FY26-27**
Replace membranes trains 4-5					
Replace membranes trains 6-8	X				
Replace membranes trains 9-10		X			
New RO Floridan well	X	X			
Existing RO Floridan well rehab		X			
Alkalinity recovery improvement		X			
Build and foster high quality infrastructure and facilities (Prineville)	**FY22-23**	**FY23-24**	**FY24-25**	**FY25-26**	**FY26-27**
Lime softening filter #3and #4 rehab					
Lime softening filter #5 rehab		X			
Design new deep injection well					
Construct new deep injection well	X				
Design new blend basin	X				
Construct new blend basin			X		
Design new generator building	X				
Construct new generator building			X		
Lime softening pilot study to reduce organics					
Pilot study for new RO membrane replacement		X			


Assistant Director
Operations Manager Water & Wastewater
Water Treatment Facilities
Midport Water Repump Station
Southport Water Repump Station
Westport Water Repump Station
Prineville Reverse Osmosis & Lime Softening Water Treatment Plants
Chief Operator
Lead Operator
Water Treatment Operators (11)
James E. Anderson (JEA) Reverse Osmosis Water Treatment Plant
Chief Operator
Lead Operator
Water Treatment Operators (6)
Rangeline Water Repump Station
Water Booster Station (Supplies Water to Martin County Corrections)

ST. LUCIE RIVER/C-23 WATER QUALITY PROJECT

GOAL 1: HIGH QUALITY INFRASTRUCTURE AND FACILITIES

STRATEGIC INITIATIVES AND PRIORITY PROJECTS					
Build and foster high quality infrastructure and facilities	**FY22-23**	**FY23-24**	**FY24-25**	**FY25-26**	**FY26-27**
Complete WQP Area 4	X				
Complete WQP Area 5	X				
Complete WQP Area 6	X				
Complete WQP Area 7A & 7B			X		

KEY PERFORMANCE INDICATORS

MEASURE	CITY COUNCIL STRATEGIC GOAL	KEY PERFORMANCE MEASURES	FY19-20 RESULTS	FY20-21 RESULTS	FY21-22 RESULTS	FY22-23 TARGET
Efficiency	Safe, clean & beautiful High performing government organization	Water withdrawn from C-23 Canal by way of WQP	42.2 billion gallons	2.9 billion gallons	3.66 billion gallons	3.92 billion gallons
		Rainfall captured	578 million gallons	2.11 billion gallons	3.62 billion gallons	3.61 billion gallons

AREA 4 (304 ACRES)

ESTIMATED RAINFALL
413 million gallons

ESTIMATED WATER PUMPED FROM C-23 CANAL
1.012 Billion gallons

GRANT FUNDING
Received: $2,424,952
Pending: $1,380,000

REDUCTION IN PHOSPHORUS
GOAL: 1,199lbs.

REDUCTION IN NITROGEN
GOAL: 8,867 lbs.

ESTIMATED COMPLETION DATE
2023

AREA 5 (77 ACRES)

ESTIMATED RAINFALL
105 million gallons

ESTIMATED WATER PUMPED FROM C-23 CANAL
256 million gallons

GRANT FUNDING
Received: $644,168
Pending: $868,483

REDUCTION IN PHOSPHORUS
GOAL: 304 lbs.

REDUCTION IN NITROGEN
GOAL: 2,246 lbs.

ESTIMATED COMPLETION DATE
2024

AREA 6 (40 ACRES)

ESTIMATED RAINFALL
54 million gallons

ESTIMATED WATER PUMPED FROM C-23 CANAL
133 million gallons

GRANT FUNDING
Received: $489,976
Pending: $353,000

REDUCTION IN PHOSPHORUS
GOAL: 158 lbs.

REDUCTION IN NITROGEN
GOAL: 1,167 lbs.

ESTIMATED COMPLETION DATE
2025

*Completion dates are contingent upon funding.

AREA 7A (234 ACRES)

ESTIMATED RAINFALL
337 million gallons

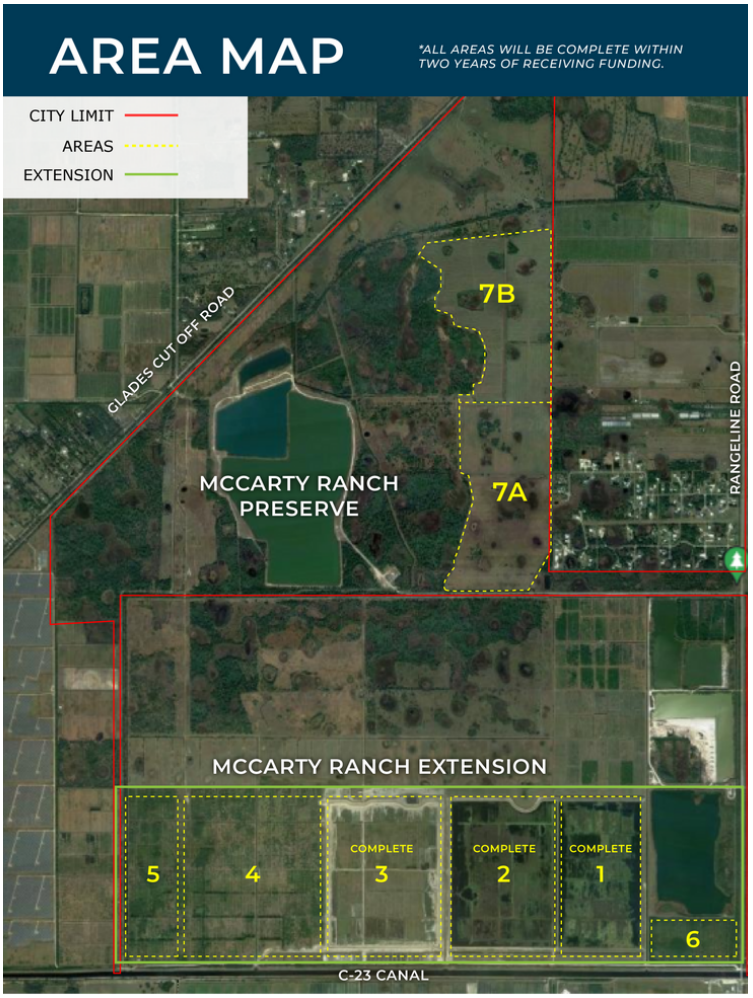
ESTIMATED WATER PUMPED FROM C-23 CANAL
1.144 billion gallons

ESTIMATED COST
$5,200,857

REDUCTION IN PHOSPHORUS
GOAL: 1,320 lbs.

REDUCTION IN NITROGEN
GOAL: 9,762 lbs.

ESTIMATED COMPLETION DATE
2026



AREA 7B (294 ACRES)

ESTIMATED RAINFALL
423 million gallons

ESTIMATED COST
$7,516,760

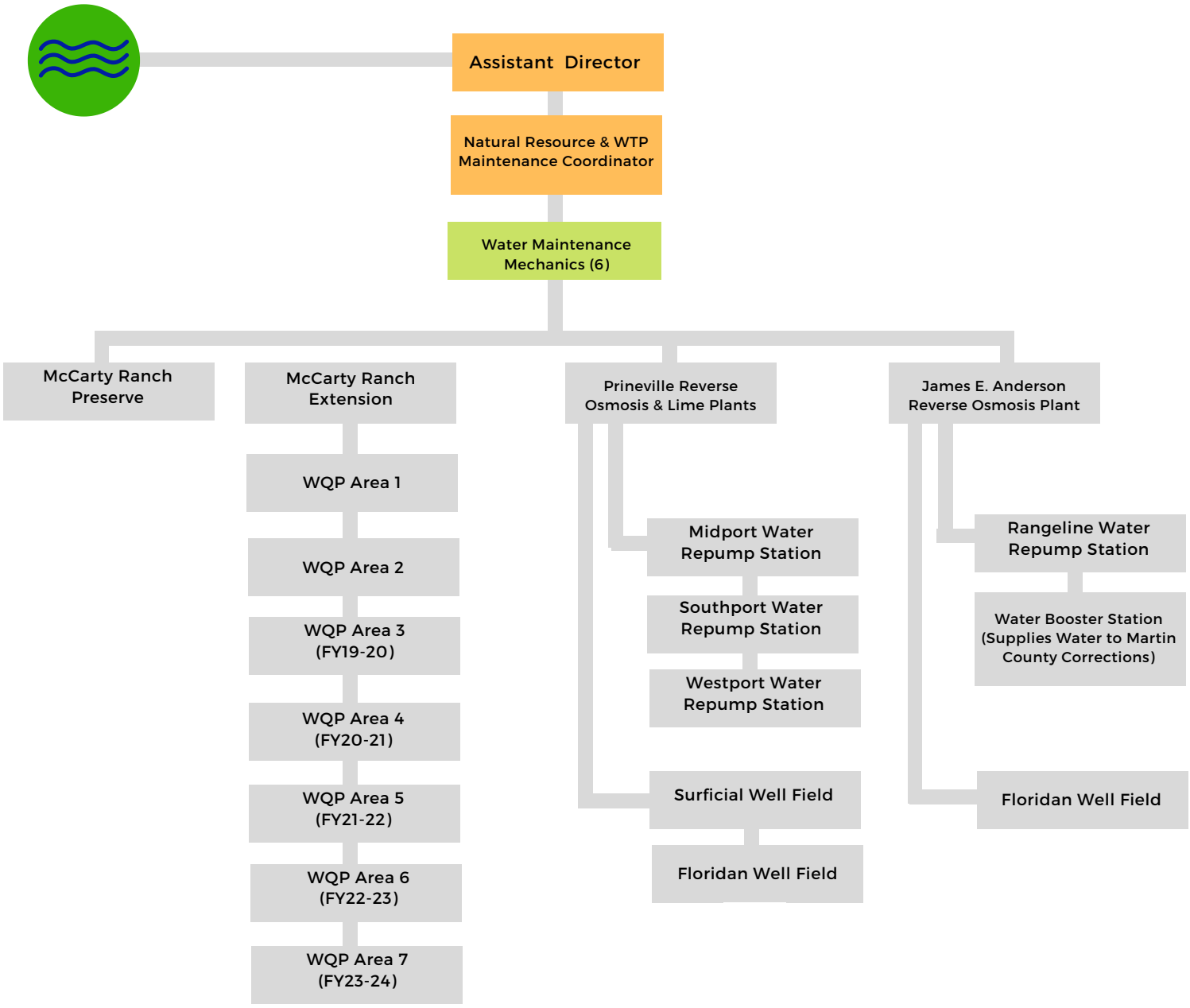
ESTIMATED WATER PUMPED FROM C-23 CANAL
1.424 billion gallons

REDUCTION IN PHOSPHORUS
GOAL: 1,687 lbs.

REDUCTION IN NITROGEN
GOAL: 12,473 lbs.

ESTIMATED COMPLETION DATE
2027

*Completion dates are contingent upon funding.


Assistant Director
Natural Resource & WTP Maintenance Coordinator
Water Maintenance Mechanics (6)
McCarty Ranch Preserve
McCarty Ranch Extension
WQP Area 1
WQP Area 2
WQP Area 3 (FY19-20)
WQP Area 4 (FY20-21)
WQP Area 5 (FY21-22)
WQP Area 6 (FY22-23)
WQP Area 7 (FY23-24)
Prineville Reverse Osmosis & Lime Plants
Midport Water Repump Station
Southport Water Repump Station
Westport Water Repump Station
Surficial Well Field
Floridan Well Field
James E. Anderson Reverse Osmosis Plant
Rangeline Water Repump Station
Water Booster Station (Supplies Water to Martin County Corrections)
Floridan Well Field