

2018 STRATEGIC PLAN

JUNE, 2018

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The Loxahatchee River Environmental Control District

The Loxahatchee River Environmental Control District (LRD) is an independent, multi-county special district of the State of Florida created by the Florida Legislature in 1971. We are governed by a five-member, publicly elected Governing Board, with day-to-day management led by an Executive Director. The Legislature created LRD based on a groundswell of local concern for public health, safety, and welfare, and provided LRD with clear objectives of preventing, minimizing, and reversing degradation of environmental conditions and natural resources within the Loxahatchee River watershed. Today, we accomplish these objectives through implementation of innovative wastewater solutions, active research and monitoring efforts, and engaging environmental stewardship programs.

The Loxahatchee River is present on the oldest maps of Florida, and it forms the nexus of local communities, including Jupiter, Tequesta, Jupiter Inlet Colony, and Juno Beach. Historic photographs provide an intriguing glimpse into life in this area, and often show locals relying on the waterway for transport and associated natural resources for sustenance. Even today locals and visitors associate closely with the Loxahatchee River, with many spending quality time recreating on or in the Loxahatchee River. This sense of local pride in and concern for the Loxahatchee River led to it receiving the national Wild & Scenic River designation and state designations as an Outstanding Florida Water, Aquatic Preserve, and Manatee Protection Area.

The LRD takes pride in implementing innovative wastewater solutions to safeguard public health and protect environmental conditions within our watershed. The LRD operates an award-winning wastewater collection and treatment facility. Day in and day out we collect wastewater from the community, transmit it via underground pipes and pumps to our regional wastewater reclamation facility (treatment plant). Our reclamation facility, which operates 24 hours per day and 7 days per week, has a permitted capacity of 11 million gallons per day (7,640 gallons per minute!). We take raw sewage and transform it through effective treatment to Irrigation Quality (IQ) Water. Our IQ Water is distributed to meet landscape irrigation needs at 13 local golf courses and throughout the Abacoa community, including Roger Dean Stadium. This water recycling effort has preserved billions of gallons of native groundwater for the environment – offsetting saltwater intrusion and the associated environmental degradation.

The LRD is the leading authority on environmental monitoring efforts within the Loxahatchee River watershed. Federal and State efforts to establish water quality standards and local/regional efforts to improve water quality conditions within the watershed are, without exception, based on LRD's extensive water quality database. LRD's seagrass and oyster monitoring programs represent the best available knowledge on these valued ecosystem components within the watershed. Because of our strong data-driven culture, we actively

participate in all significant efforts to improve the Loxahatchee River's natural systems and critical habitats.

Finally, we understand public engagement is a critical element of any successful environmental preservation effort; therefore, we take pride in offering quality environmental education programming. We actively work to engage the public with relevant and compelling environmental education opportunities at the River Center, our in-house environmental education facility, and at Busch Wildlife Sanctuary, a non-profit animal rehabilitation and environmental education facility co-located with our wastewater reclamation facility.

The photo below is of the five original Loxahatchee River Environmental Control District Board Members at the June 1974 groundbreaking of LRD's Regional Wastewater Reclamation Facility. Board members from left to right are Bill Lund, Trudy Bernhard, Norm Badenhop, Jimmy Bassett, and John Harlow. The LRD Governing Board is composed of five members that reside within the LRD boundary. Board Members are publicly elected and serve four year terms.



Introduction from the LRD Executive Director

For nearly 50 years Loxahatchee River Environmental Control District staff and Governing Board Members have worked diligently to preserve and protect the environmental health of our community and the Loxahatchee River. During this time, we have eliminated over 38,000 septic systems and 14 sewer facilities that discharged raw or minimally treated wastewater directly into the Loxahatchee River. We have nearly eliminated septic systems in the urban segments of our watershed (i.e., east of I-95). We have gained a tremendous understanding of water quality, seagrasses, and oysters throughout the watershed. We have led generations of school-aged residents on environmental adventures exploring the watershed and dip netting interesting creatures, which increase the appreciation and perceived value of these natural resources.

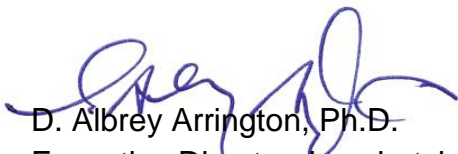
We are proud of our efforts to protect public health by effectively treating wastewater, and then beneficially reusing IQ Water to meet landscape irrigation needs. Such forward-thinking, win-win efforts have resulted in LRD receiving multiple local, state, and national awards including US Environmental Protection Agency's National Award for Outstanding Wastewater Treatment Facility, John F. Kennedy School of Government at Harvard University's Innovations in State and Local Government semifinalist, and Florida Department of Environmental Protection's David York Award, to name a few.

Looking back, we have achieved these milestones because day after day and year after year we tackled clear strategic objectives with steadfast determination and hard work. Today we pause from our daily grind to gaze towards the horizon and contemplate what the Loxahatchee River watershed will look like 50 years from now. What great things will the LRD accomplish over these same 50 years? How will we leave our mark so that those that come after us look at our years of service with appreciation?

This strategic plan, developed with significant input from staff throughout the LRD and each LRD Board Member, is our best effort to plot our course into the future. We understand we cannot perfectly predict the future, and we accept the uncertainty of the future. Nonetheless, we are confident the mission, vision, values, strategic objectives and strategic initiatives provided herein are the recipe for our continued success.

We are proud of our role in our community, and we are proud of all that LRD has accomplished. We look to the horizon with all the hope and anticipation that each new day brings, and we say

"Let's go. There's high quality work to be done."



D. Albrey Arrington, Ph.D.
Executive Director, Loxahatchee River Environmental Control District

2018 Strategic Plan Executive Summary

The following pages summarize LRD's strategic planning process and strategic framework for identifying, prioritizing, executing and managing its 2018 objectives and strategic improvement initiatives, as well as refining or developing the mission, vision and values. The anticipated implementation window for this strategic plan is 3-5 years and may be altered to meet circumstances, as appropriate. The LRD Governing Board and Senior Leadership Team utilized a comprehensive strategic planning process to identify and prioritize key strategic objectives and improvement initiatives for the next few years. This planning process mirrored the process outlined in the Florida Governor's Sterling Award Criteria. Key internal stakeholders and the Governing Board provided input to the planning process via SWOT Analyses (Strengths, Weaknesses, Opportunities and Threats), white papers and surveys to ensure that all important inputs would be considered when setting future priorities and building upon the past success of the District.

This strategic planning document contains five primary components:

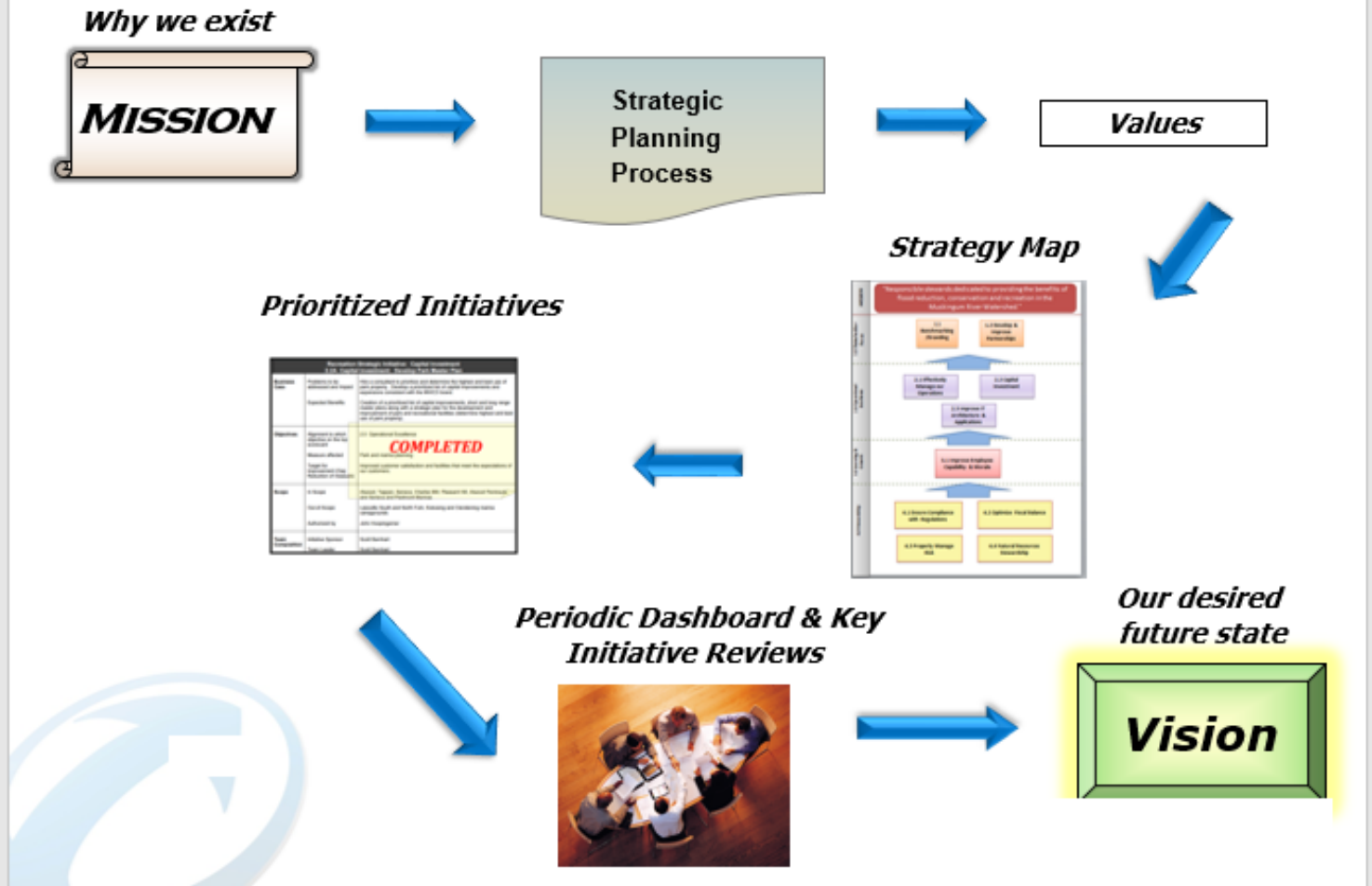
1. The LRD Strategic Framework
2. The Strategic Planning Process that was used to develop this plan
3. The LRD Mission, Vision and Values
4. The LRD Strategy Map and Dashboard
5. The key Strategic Improvement Initiatives

The expectation is that, consistent with the Florida Governor's Sterling Award Criteria, the top level and functional dashboards and the strategic improvement initiatives will be reviewed monthly by the Senior Leadership Team for performance and progress.



2018 LRD Strategic Framework

The Overall Strategic Roadmap



The above diagram represents the **Strategic Framework** utilized by LRD to drive improved performance in its Strategic Objectives and Strategic Improvement Initiatives. The key terms and definitions are:

Mission – The purpose or reason for the existence of LRD

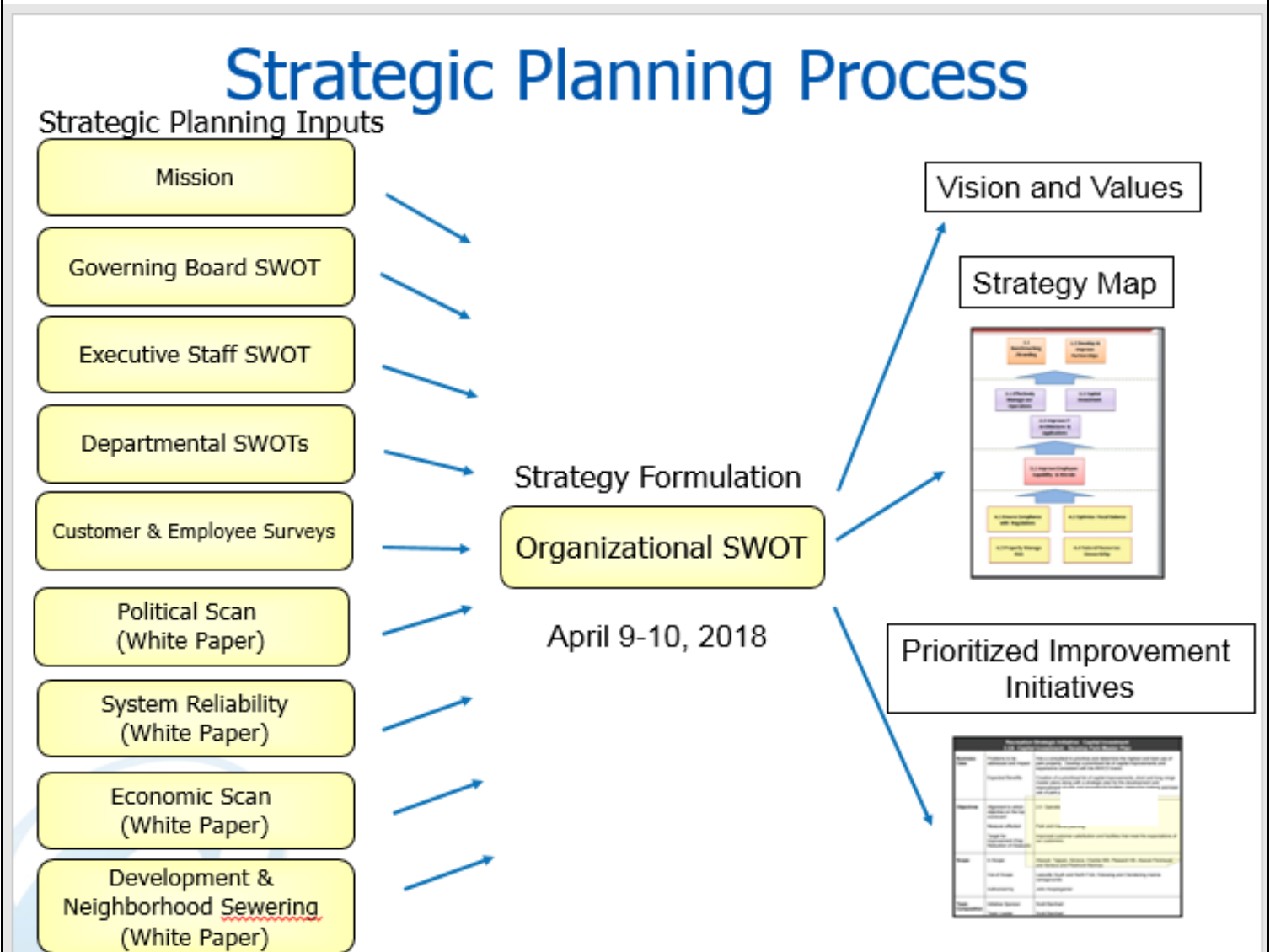
Vision – The desired future state of LRD

Values – The daily behaviors that mirror the desired organizational culture

Strategy Map – Pictorial depiction of the LRD Strategic Objectives or Goals displayed across four strategic areas or perspectives

Prioritized Initiatives – The strategic improvement projects that align to the Strategic Objectives

2018 LRD Strategic Planning Process



Note: SWOT Analysis is **S**trengths, **W**eaknesses, **O**pportunities & **T**hreats

LRD Mission, Vision and Values

MISSION:

“We are dedicated to protecting public health and preserving the Loxahatchee River watershed and its natural habitats through innovative wastewater solutions, research, and environmental stewardship.”

VISION: “Inspiring and achieving a healthy environment”



Michael Dubiner
'Loxahatchee Glistening'

LRD Values:

Spirit of service to our community and the environment: We willingly work with a sense of diligence and devotion, because we understand the importance of our work.

Integrity: Our actions are intentionally honest and morally upright.

Innovation: We actively seek better ways to do things and embrace the possibility of new ideas and novel approaches.

Positive attitude: We bring a positive frame of mind to each challenge, task, or appointment.

Respect for others: We regard others as equals, and we treat others as we would like to be treated.

Positive Work Environment: We encourage and support our colleagues, and we promote an open, constructive dialog to address issues or problems.

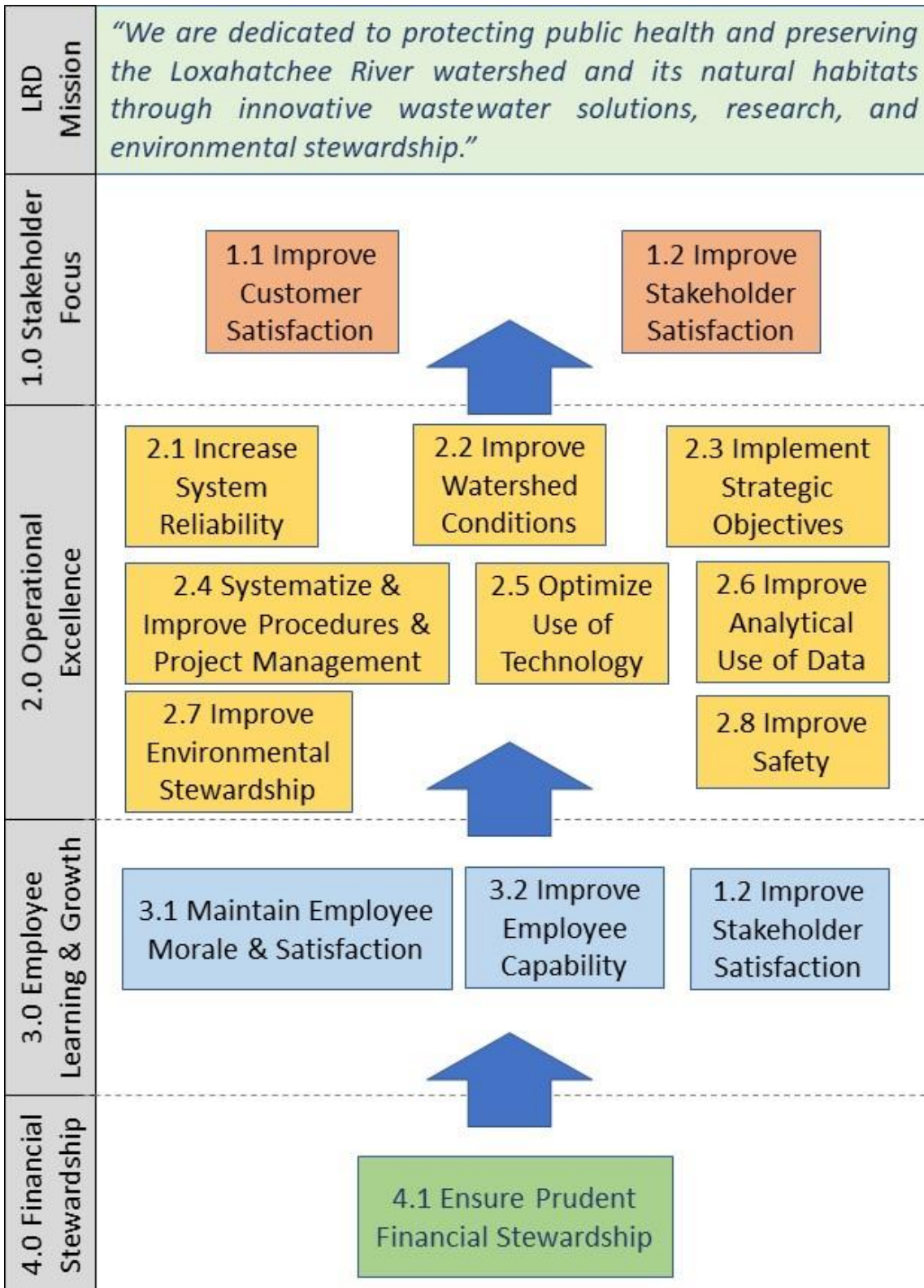
Lean: We seek to be effective and efficient in all we do. We value nimble and streamlined processes and seek to minimize bureaucracy. We share our ideas to fuel improvement.

Collaboration: Our greatest successes come when we work as a team. We eagerly collaborate with colleagues throughout the District, sister governments, and others to advance our mission.

Safety: Our conduct is shaped by a personal commitment to protect the health and safety of ourselves and our colleagues. Safety is driven through education, training, planning, protective equipment, and individual accountability.

These values will shape and guide our day-to-day actions and our relationships with co-workers, customers, partners, and stakeholders.

2018 LRD Strategy Map



The above Strategy Map shows the key strategic objectives and how they correlate with each other. LRD will improve its performance in the perception of its stakeholders through continued responsible

stewardship of fiscal and natural resources, improving the capability, retention and satisfaction of its employees and managing in a way to ensure operational excellence. This “balanced” approach yields objectives across 4 key perspectives or strategic areas, as follows:

1. Stakeholder Focus
2. Operational Excellence
3. Employee Learning and Growth
4. Financial Stewardship

LRD Executive Dashboard (Truncated):

LOXAHATCHEE RIVER DISTRICT'S EXECUTIVE



Stewardship		Wastewater						Engineering	General Business			
# People educated at RC		Mean Daily Incoming Flow	Delivery of Reclaimed Water	Customer Service	Sewer Overflow	Permit exceedance	NANO Blend to Reuse (@ 511)	Grease Interceptor Inspections	Cash Available	Revenue (non-assessment)	Operating Expenses	
Benchmark / Customer Expectation	% of Target	million gallons/day	# days demand not met	# blockages with damage in home	# occurrences	# occurrences	Max Specific Conductance (umhos/cm)	% requiring pump out	\$	% of Budget	% of Budget	% of Budget
Green Level	≥ 90%	< 7.7	< 2	Zero	Zero	Zero	<1542	≤ 15	≥ \$9,894,657	≥ 95%	≥ 85% but ≤ 105%	
Yellow	< 90%	< 8.8	≥ 2	1	≥ 1	≥ 1	≤1875	≤ 25	< \$9,894,657	≥ 90%	≥ 80%	
Red	< 75%	≥ 8.8	≥ 9	≥ 2	> 2	≥ 2	>1875	> 25	< \$5,557,057	< 90%	< 80% or > 105%	
2015 Baseline	2,139	6.8	0	0	1	0	1,093	14	\$ 30,199,659	104%	111%	
2016 Baseline	2,169	6.7	0	0	1	0	1,063	12	\$ 33,223,653	96%	90%	
2017 Baseline	106%	6.4	1	0	4	0	1,198	8	\$ 29,414,255	97%	83%	
2017 July	111%	6.2	0	1	1	0	1011	4	\$ 29,834,468	95%	88%	
Aug	87%	6.0	0	0	3	0	1056	15	\$ 30,208,664	95%	88%	
Sept	71%	6.2	6	3*	9	0	1355	6	\$ 28,132,953	95%	88%	
Oct	103%	6.2	0	0	5	0	1482	10	\$ 28,969,760	100%	72%	
Nov	139%	7.1	0	0	0	0	1124	2	\$ 29,973,080	97%	80%	
Dec	126%	6.8	0	0	3	0	1159	11	\$ 29,366,604	98%	82%	
2018 Jan	121%	7.1	0	0	3	0	1240	15	\$ 29,774,007	99%	81%	
Feb	118%	7.1	0	0	0	0	1299	10	\$ 31,873,924	97%	82%	
Mar	104%	7.0	0	0	1	0	1322	6	\$ 30,590,419	101%	86%	
Apr	89%	6.8	0	0	1	0	1350	14	\$ 30,470,440	101%	88%	
May	139%	7.2	1	0	4	0	1245	0	\$ 32,001,517	101%	89%	
June	100%	7.1	3	0	3	0	1061	6	\$ 30,357,463	100%	88%	
July	102%	6.5	0	0	3	0	987	5	\$ 36,393,890	100%	88%	
Consecutive Months at Green	3	110	1	10	0	60	95	15	109	73	5	
Metric Owner	O'Neill	Campbell	Dean	Dean	Campbell	Campbell	Campbell	Dean	Peterson	Peterson	Peterson	

Metric

Sewer Overflow
Capital Projects
Employee Safety
Salinity

Explanation

We had three minor wastewater spills this month. All 3 incidents occurred when a contractor damaged a low pressure force main. A different contractor was involved at each location. All spills were attended to by District staff, repairs were made promptly. Whispering Trails sewerage moving ahead but delayed due to permitting. Master Lift Station Rehab moving ahead but behind schedule. Alt. A1A force main connection moving ahead but delayed due to permitting. Jupiter Farms Elem. force main delayed sign off on irrigation and landscaping. JORC force main replacement is behind schedule. Lift Station 70 & 71 permanent generators are in process but installation will not occur until next FY. Lift Station rehabs postponed until next fiscal year. One of our environmental educators suffered an injured shin when a wave knocked her down while leading a class at Blowing Rocks. The incident was reported and documented by our Safety & Compliance Officer that day. Medical treatment was sought. Relatively wet condition, including mean flow over Lainhart Dam of 197 cfs, have continued relatively low salinity conditions in the downstream estuary.

This top-level dashboard has been utilized operationally by LRD management and with the LRD Governing Board for close to a decade and will be emulated with aligned functional dashboards.

2018 Top Level Balanced Scorecard and High Priority Initiatives

LRD Balanced Scorecard with Initiatives – the list of Initiatives below was prioritized as the most important by the strategic planning participants. The number represents the number of staff that listed this as a high priority issue. The letter indicates S: Strength; W: Weakness; O: Opportunity; T: Threat. The initiatives are further prioritized into P1, P2 and P3 in the far right column. P1 is the highest priority.

Loxahatchee River District Top Level Balanced Scorecard

#	Perspective	#	Strategic Objectives	Metrics	#	Initiatives	Initiative Priority (P1, P2, P3)
1.0	Stakeholder Focus	1.1	Improve Customer Satisfaction	-Customer Survey Ratings -# customer concerns/1000 customers	1.1a	➤ [7; O] For critical assets, develop emergency response plans that include equipment, materials and contracts to achieve resilient system functionality.	P3
					1.1b	➤ [3; W] Improve ability to communicate with customers during emergencies	P1
					1.1c	➤ (OFI-4a) Implement customer service survey	P1
					1.1d	➤ (OFI-4b) Track and analyze customer complaints (capture ALL complaints; divide among root causes)	P2
		1.2	Improve Stakeholder Satisfaction	TBD	1.2a	➤ [6; O] Assure that IQ (reuse) water is available to fulfill contracted quantities for existing customers and develop new supplies and opportunities where economically feasible.	P2
					1.2b	➤ (OFI-2) Establish Mission, Vision, Values	P1
					1.2c	➤ (OFI-1) Establish strategic planning process	P1

2.0	Operational Excellence	2.1	Increase System Reliability	TBD	2.1a	➤ A. Develop comprehensive rehabilitation program for all assets	
					2.1a1	○ [9; O] Refine preventative maintenance/rehabilitation/replacement program to include all assets with effort based on industry standards, failure analysis, and cost considerations.	P1
					2.1a2	○ [7; W] Conduct high-level risk analysis for all meaningful assets (composite score based on probability of failure x consequence of failure)	P3
					2.1a3	○ [4; T] System Failure leading to customer/regulatory issues	P2
					2.1b	➤ B. Improve Master Plan for collection and transmission systems	
					2.1b1	○ [8; O] Schedule system rehabilitation in context of master plan	P1
					2.1b2	○ [5; O] Respond to redevelopment in context of master plan (contribute resources to achieve larger vision of collection and transmission system improvements)	P1
					2.1b3	○ [4; O] Evaluate impact of each new development on existing collection/transmission facilities. (Dev)	P1

					2.1c	➤ C. Develop emergency response plans for high risk assets	
					2.1c1	○ [7; O] Develop an emergency response plan for assets with high risk scores	P2
					2.1d	➤ D. [4; O] Acquire, operate, and maintain private wastewater systems	P3
		2.2	Improve Watershed Conditions	TBD	2.2a	➤ [4; O] Expand water quality and habitat improvement programs	
					2.2a1	○ Evaluate cost-effective opportunities to improve water quality west of I-95	P3
					2.2b	➤ Complete neighborhood sewerage	P1
		2.3	Implement Strategic Projects	-On time, on schedule and on budget	2.3a	➤ Develop plan for western 20 acres	P2
					2.3b	➤ Develop long-term site plan for 2500 Jupiter Park Drive	P2
		2.4	Systematize and Improve Procedures and Project Management	-# or % of documented and improved processes	2.4a	➤ [7; W] Expand use of project management systems and tools	
					2.4a1	○ Require Initiative Charter for budget consideration of capital projects	P1
					2.4a2	○ Require Project Summary Worksheet for budgeted capital projects	P1
					2.4b	➤ (OFI-8) Improve documentation of policies and procedures	P1
					2.4c	➤ (OFI-8b) Develop comprehensive list of SOPs with schedule for reevaluation	P2
					2.4d	➤ (OFI-8c) Improve systematic review of policies and procedures	P1
					2.4e	➤ (OFI-7) Expand project	P1

						planning and project management tools throughout the organization	
		2.5	Optimize the Use of Technology and Equipment	TBD	2.5a	➤ [7; O] Implement a new payroll timekeeping system	P2
					2.5b	➤ [4; W] Improve computer training (Lack of familiarity with general computer systems, eg, EAM)	P1
					2.5c	➤ [4; O] Implement remote monitoring at all Lift Station and low pressure stations	P1
					2.5d	➤ [4; O] Proactively map all LRD assets	P1
		2.6	Improve the Analytical Use of Data	TBD	2.6a	➤ Improve use & integration of databases	P1
					2.6b	➤ [4; S] CC: Data Rich & Data Driven & Not politically driven	P3
					2.6c	➤ [4; S] CC: Integration of Technology	P1
					2.6d	➤ (OFI-5b) Establish uniform Departmental dashboards	P1
					2.6e	➤ (OFI-5b) Implement systematic, monthly dashboard reviews	P2
					2.6f	➤ (OFI-10a) Develop targets for all metrics	P3
					2.6g	➤ (OFI-3) Develop in-house capacity to use quality tools for process improvement	P3
					2.6h	➤ (OFI-10b) Improve underperforming metrics	P3
		2.7	Improve Environmental Stewardship	TBD	2.7a	➤ [9; W] Re-vision the River Center	P1
					2.7b	➤ Improve targeted, educational programs	P2
		2.8	Improve Safety	-Lost time injuries	2.8a	➤ [4; O] Improve Safety Policies & Procedures	P1

3.0	Employee Learning and Growth	3.1	Maintain employee morale and satisfaction	-Overall Employee Satisfaction Survey Rating (Q#) -% Voluntary Turnover	3.1a	➤ [9; W] Need to maintain high staff morale	P1
					3.1b	➤ [7; S] CC: Attitude, diverse knowledge, motivation, tenure, willingness to accept change, Team Mentality	P1
					3.1c	➤ [5; W] Evaluate staffing needs among Departments (Workload is very high).	P2
					3.1d	➤ [5; S] CC: Quality Staff	P1
					3.1e	➤ (OFI-9) Assess employee satisfaction and engagement	P1
		3.2	Improve Employee Capabilities	TBD	3.2a	➤ [4; S] Transfer long-term knowledge to new employees	P1
					3.2a1	○ Use technology (e.g., GIS) to capture legacy knowledge and train employees	
					3.2a2	○ Use cross-training to improve employees' skill sets	
		3.3	Enhance Internal communication	-Employee Satisfaction Survey (specific questions on internal communication)	3.2b	➤ Conduct 'fire' drills to assess readiness to implement Emergency Conditions and Emergency Response Plans	P3
					3.3a	➤ Improve EAM reporting at all levels	P1
					3.3b	➤ Improve dashboard review and discussion at Division and Department levels	P2
4.0	Financial Stewardship	4.1	Ensure Prudent Financial stewardship	-Budget adherence (variance)	4.1a	➤ Continuously improve the Rate Study	P1

Successful Execution of the Strategic Plan

In implementing the Strategic Plan, LRD uses a tool called a dashboard. The dashboard provides a high-level view of the key performance indicators (KPIs) so that, at a glance, progress toward measurable targets can be easily discerned. The dashboard also will incorporate the current status of each prioritized initiative regarding timeliness, budget and scope.

Each prioritized improvement initiative requiring capital expenditures has a charter, which defines the business case, objectives, scope, responsible owners and milestones.

The dashboard KPIs and the initiative statuses will be updated and reviewed monthly to ensure that the KPIs stay within performance standards and the initiatives stay on schedule, on budget and within the defined scope.



Patrick Campbell
'Ins & Outs'

APPENDICES

Appendix A: Organizational SWOT Analysis

SWOT: S = Strengths; W = Weaknesses; O = Opportunities; T = Threats

Legend: Board; Executive (Exec); Customer Service (CS); Collections (Coll); Engineering (Eng); Finance (Fin); Human Resources (HR); Information Technology (IT); Maintenance (Maint); Operations (Ops); System Reliability (Reliab); River Center (River); Purchasing (Purch); Political (Pol); Legal (Curt); and Wildpine Lab (Lab).

Red = Most important to consider for priority improvement initiatives

Strengths:

- Transfer long-term knowledge to new employees (Coll)
- Continue migration toward advancing our role in applied research and as local expert (Lab)
- Exceptionally highly performing lab in the eyes of our accreditation body (Lab)
- Access to quality tools (Maint)
- Great expertise in the Maintenance Shop (Maint)
- Attending training related to rehabilitative construction techniques (Eng)
- Teamwork (Maint, Ops)
- Executive staff and Board are sensitive to the high cost in time and money of litigation and work proactively to avoid it. (Curt)
- Employees are determined to give their best effort at work each day. (Q34) (HR)
- Employees feel District provides a safe work environment. (Q14) (HR)
- Employees perceive the District benefits are Excellent. (Q7) (HR)
- Employees understand their job responsibilities. (Q26) (HR)
- Employees are proud to work at the District. (Q35) (HR)
- Customer Improvements - Bill processing efficiency. (CS)
- Customer Improvements - Bill Presentment. (CS)
- Customer Improvements - Delinquent Account Management. (CS)
- Customer Improvements – Payment Services (CS)
- Positive interaction with state legislators (Rep. Magar, Senator Negron) and their staff. (Pol)
- Customer-focused collaboration with neighboring utilities to provide cost-effective service via Interlocal Agreements. (Pol, Curt)

Core Competencies that may need to be addressed:

- Quality Staff* (Exec)
 - Attitude, diverse knowledge, motivation, tenure, willingness to accept change, Team Mentality
- Data Rich & Data Driven & Not politically driven* (Exec)
- Integration of Technology* (Exec)
- Maintaining reliable systems* (Exec)

Weaknesses:

- Address the largest issue from the customer service surveys (CS)
 - Predict tenant billing to be top issue but will address whatever it is
- Lack of familiarity with general computer systems and specifically, the EAM system (Coll)
- Some weaknesses in equipment during a hurricane (e.g., generators, communications equipment, etc.) (Coll)
- Challenges associated with Lab daily bench grind (specifically, the position that supports plant monitoring) (Lab)
- Project handoff process and roles and responsibilities (IT)
- Better analytical treatment of the data (Ops)
- When people are getting ready to retire, sometimes there aren't replacements for their job (Fin)
- Inflexibility, resistant to change (Fin)
- Improvement of existing dashboards (Ops, Purch)
- Programming to better reach certain age groups (River)
 - E.g., 20 -30 age group,
 - 55 – 65 age group
 - Junior High
 - Senior High
 - 0 to 5 age group
- Need to re-vision the River Center (River)
- Staffing (River)
- Procedures not systematically documented or need to be systematically reviewed and updated (Purch, Fin, Exec)
- Too much dependence on Excel/Manual work (Purch, Fin)
- Need more streamlined work flow (Purch)
- Legal relationship with Busch Wildlife could be better. We should review and amend the BW Agreement. (Curt)
- Supervisor/Manager does not take an active interest in employees' career development. (Q21) (HR)
- Ineffective Project Management (expand use of project management tools) (Exec, IT)
- Project prioritization and use of delegation or contractors for project execution (Exec, IT)
- Internal communication & coordination (use intranet?) (Exec)
 - Executive leadership (Directors, Deputy Executive Director, and Executive Director) does not give a clear picture of the direction the District is headed. (Q41) (HR)
 - Executive leadership does not keep employees informed about matters affecting them. (Q40) (HR)
 - Executive leadership does not communicate openly and honestly with Employees. (Q39) (HR)
 - Supervisor/Manager does not communicate openly and honestly with employees. (Q16) (HR)
 - Up and down communication – need to improve written communication (who/what/why/where/how) (Eng)
 - Cross-department communication (Eng)
 - Communication within department (Purch)
 - Communication and coordination gaps (IT)

- Improving data quality, organization and distribution (Exec)
- System reliability (Exec)
- Renewal & Replacement program (Exec)
- Maintain high staff morale (Exec)
- Potential morale concerns (Cust)
 - Workload is very high.
- Educate public on our strategic objectives (e.g. maintenance of the system, rate study) (Exec)
- Continue to advance our role in applied research and as a local expert (Exec)
- Implementing technology to be more innovative, progressive, and efficient (Exec)
- Evaluation and reconfiguration of system to address alternate transmission routes for critical infrastructure and reduction of cascading systems/repump stations. (Reliab)
- A System Evaluation/Rehabilitation Plan outlining inspection/rehabilitation schedules of District assets. (Reliab)

Opportunities:

- Optimize the use of EAM, GIS, etc. – this includes improving computer skills among staff (EAM consumes a lot of time) (Coll, Eng, Ops)
 - Adding supplier name and part number into EAM. Not easily understood. (Purch)
- Develop an infrastructure assessment and replacement program (Coll)
- Expand water quality and habitat improvement programs (Lab, Exec)
 - Leading advocate for storm water improvements
 - Improve Water Quality (e.g., remove muck in canals, storm water, living shorelines, etc.) (Curt)
- Improving sediment management in the estuary (Lab)
- Build the stable of highly competent consultants with the diverse skills needed by LRD (IT)
- Beginning to focus on evaluation and rehabilitation of our system – need to develop master plan for rehabs (Eng)
- Getting a new payroll timekeeping system (Fin)
- Getting IQ payments into our billing software (Fin)
- Building computer interfaces between other depts. and Accounting (Fin)
- Asset condition assessment in the plant (Ops)
- Broader vision with additional facilities aimed at addressing additional age groups (River)
- Florida Prime Interest Rate (30-Day SEC Yield) 1.82% (Increasing) (Econ)
- Effectively dealing with redevelopment (Curt)
- Potential to acquire private wastewater systems (Econ)
- Potential business or recreation opportunities with the District treatment facilities and/or western property (Econ)
- Expand reuse opportunities & Supplies (Exec)
- Acquisition of private WW systems (Exec)
- Respond to redevelopment (Master Planning) (Exec)
- Improve Safety Policies & Procedures (Exec)
- The District will not legally pursue property connected to an available sanitary sewer line. (Neigh)
- The District will work with stakeholders to expand District boundaries when economically

feasible and beneficial to the communities. (Neigh)

- Work with Martin County to allow service to properties within the secondary service area, where septic tanks present a threat environmental and public health, safety and welfare. (Neigh)
- Identify who holds easements for each community. (Neigh)
- Assure that IQ (reuse) water will be able fulfill contracted quantities for existing customers and develop new supplies where economically feasible. (Dev)
- Evaluate impact of each new development on existing collection/transmission facilities. (Dev)
- Update Standard Developer Agreement Form (Dev)
- Lift station and low pressure remote monitoring capabilities. – (Reliab)
- Emergency Response Plan and equipment, materials and contracts to support it. - (Reliab)
- Preventative maintenance/replacement program based on industry and system data, failure analysis and cost considerations. - (Reliab)

Threats:

- Disruption of service (Cust, IT)
 - Potential political issue with CIS
- Aging and stagnant CIS (Cust)
- Keeping up with and anticipating technical changes and trends (IT)
- Adapting to the changes in permitting agencies' processes (Eng)
- Palm Beach County restrictions for events and access to other parks (River)
- Public pressure for intractable water quality issues (Jones Creek) (Pol)
- Inflation 2.20% (Increasing) (Econ)
- Construction Cost Index 2.70% (Increasing) (Fin)
- Relationship w/Permitting agencies/consultants/service providers (Exec)
- Natural Disasters (Exec)
- Customer Dissatisfaction (Exec)
- System Failure leading to customer/regulatory issues (Exec)

Appendix B: LRD Core Competencies

- Organizational Flexibility & Agility*
- Ethical Practice
- Quality Staff*
 - Attitude, diverse knowledge, motivation, tenure, willingness to accept change, Team Mentality
- Provide quality services and products*
 - Include wastewater transmission, treatment, IQ, environmental monitoring, research, environmental education
- Leadership & Direction*
- Transparent problem solving including open communications and healthy disagreement
- Data Rich & Data Driven & Not politically driven*
- Customer service mentality when serving internal and external customers
- Environmental Regulatory Compliance
- Integration of Technology*
- Maintaining reliable systems*
- Fiscally Prudent
- Equitable & Transparent Organization *

* - Indicates Core Competencies that were added to the Organizational SWOT analysis to consider for improvement

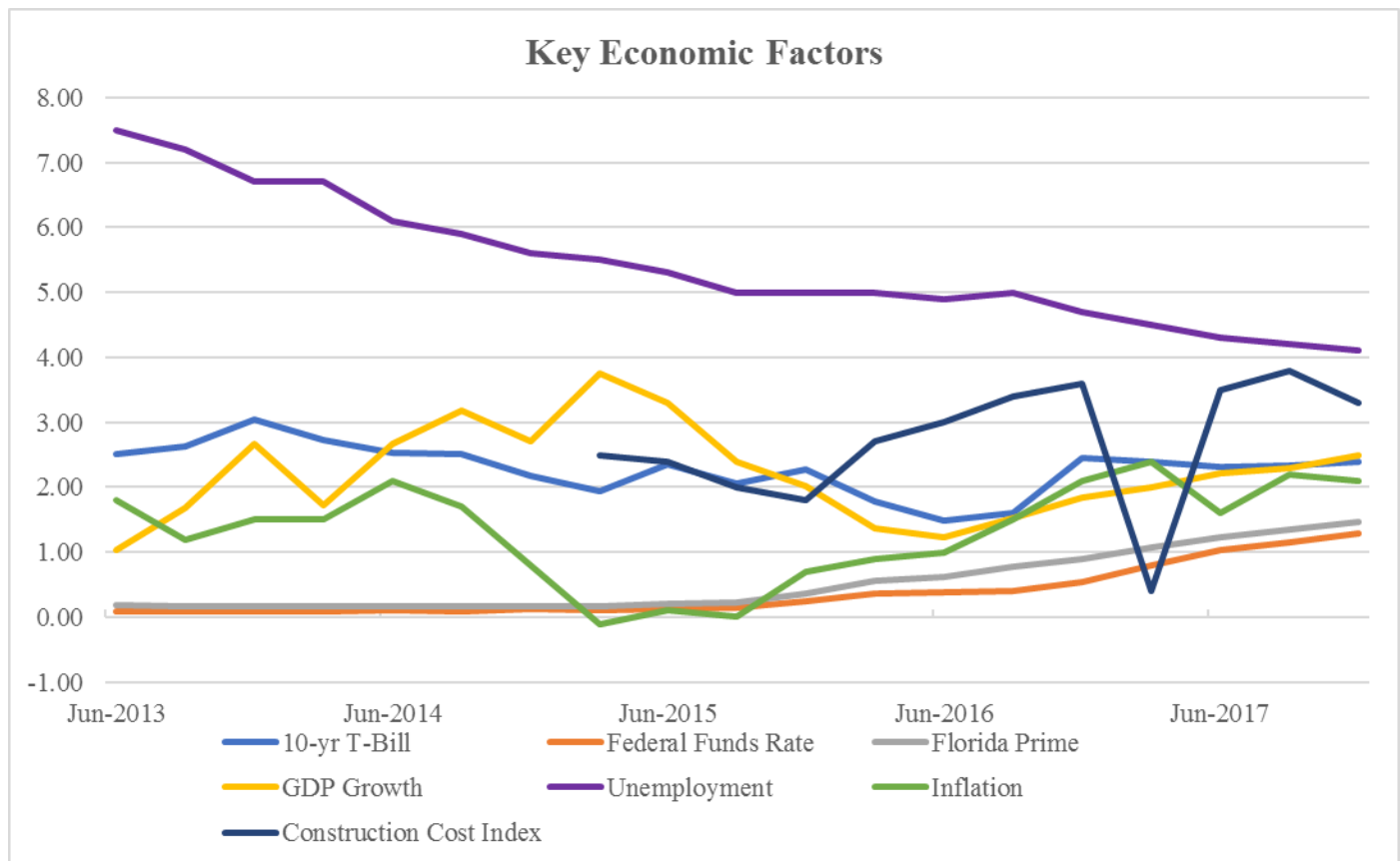


Appendix C: White Papers

Red indicates issues that were added to the Organizational SWOT Analysis

1. Economic Environmental Scan

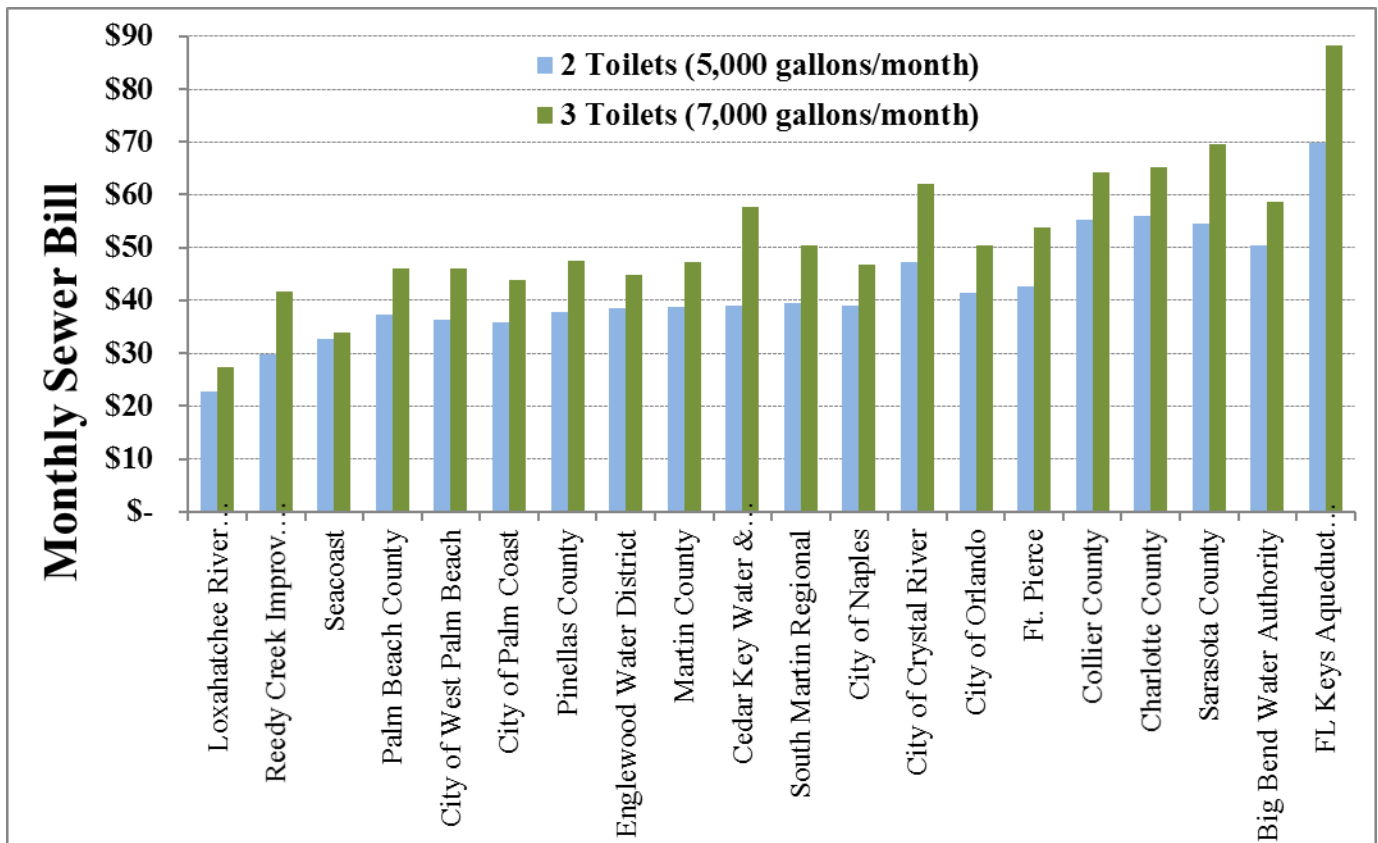
Key Finance/Economic Forecast



	Current Rate	Trend
Interest Rates 10-year T-Bill	2.74%	<input type="checkbox"/>
Federal Funds Rate	1.50%	<input type="checkbox"/>
Florida Prime Interest Rate (30-Day SEC Yield)	1.82%	<input type="checkbox"/>
GDP Growth	2.50%	<input type="checkbox"/>
Unemployment	4.10%	<input type="checkbox"/>
Inflation	2.20%	<input type="checkbox"/>
Construction Cost Index	2.70%	<input type="checkbox"/>

District Position

- LRD Quarterly Rates vs. Other Utilities



- Sufficient financial resources and unrestricted Net Assets
- Abundant cash balance
- Consistent cash flow
- No debt
- Unrestricted monies available to invest with growing interest rates
- Fiscally prudent management
- Potential to expand reuse opportunities
- Growth of service territory
- Potential to acquire private wastewater systems
- Potential business or recreation opportunities with the District treatment facilities and/or western property
- District is facing build-out of service area
- Potential to revise our 6.875% interest on assessments
- Makes required payments to defined contribution plan, timely

2. Government, Political, Regulatory Scan

- **Legislature**

- -General negative perspective of Special Districts within Legislature
- -Limited availability of governmental funding (LRPI) for sewerage projects
- -Revision of District boundary may cause unanticipated consequences
- +Very strong enabling act
- +Positive interaction with state legislators (Rep. Magar, Senator Negron) and their staff.

- **Sister Governments**

- -Recent difficulties with permitting through Palm Beach County (systemic or transient?)
- -Past challenge from Martin County regarding our authority to construct sewers in segments of our Legislatively defined service area that also are within Martin County.
- +Positive view of LRD among local and regional sister governments, especially environmentally minded groups (eg, SFWMD, Loxahatchee River Preservation Initiative, Loxahatchee River Management Coordinating Counsel).
- +Positive standing in regional utility counsels (SEFLUC, TCRUC)
- +Palm Beach County Comprehensive Plan (expansive service area)
- +Customer-focused collaboration with neighboring utilities to provide cost-effective service via Interlocal Agreements.

- **Regulatory Agencies**

- -Additional regulatory constraint (e.g., nutrient limits, odors) will represent significant capital and operating costs in the future (<5 years).
- -Reasonable Assurance (RA) Plan will likely call for significant investments in water quality improvements within the watershed (e.g., neighborhood sewerage, muck removal, etc)
- +Plant design assumes nutrient limits are coming and allows a modular approach to implementing nutrient reduction on an as needed basis.
- +Strong, data-driven position regarding IQ Water quality, ie, no systematic impacts (eutrophication) of downstream water bodies or groundwater.
- +Shifting regulatory landscape (e.g., blending and supplementing IQ Water) may offer new, cost-effective opportunities

- **Public**

- Public pressure to reduce assessment interest rate (6.875%)
- Public pressure for intractable water quality issues (Jones Creek)

3. System Reliability

- Preventative maintenance/replacement program based on industry and system data, failure analysis and cost considerations. – Opportunity for Improvement
- New design and construction of wastewater collection and transmission system components meeting the requirements of FAC 62-604.400 and current District Standards. - Strength
- Rehabilitation of existing wastewater collection and transmission system components meeting the requirements of FAC 62-604.400 and current District Standards. - Strength
- New design and construction of low pressure collection and transmission system components meeting the requirements of FAC 62-604.300(5)(b) and (c) and current District Standards. - Strength
- Rehabilitation of existing low pressure collection and transmission system components meeting the requirements of FAC 62-604.300(5)(b) and (c) and current District Standards. - Strength
- Class 1 Reliability as defined in FAC 62-610.300 referencing EPA – Design Criteria for Mechanical, Electric and Fluid System and Component Reliability for the WWTF. - Strength
- Standard operating protocols to keep operation of the system in compliance with regulatory agencies. - Weakness
- Accept responsibility for operation and maintenance of all private collection and transmission systems within the District’s service boundaries - Threat
- Lift station and low pressure remote monitoring capabilities. – Opportunity for Improvement
- Permanent emergency standby power at critical infrastructure. - Weakness
- Provisions for back-up power at all infrastructure to facilitate the use of portable generators in the event of power failure - Weakness
- Evaluation and reconfiguration of system to address alternate transmission routes for critical infrastructure and reduction of cascading systems/repump stations. - Weakness
- Adequate material and equipment in inventory to ensure reasonable response to emergencies and repairs. - Strength
- A Master Plan updated as necessary to understand and address new development, redevelopment and rehabilitation within the District’s service area. - Weakness
- A System Evaluation/Rehabilitation Plan outlining inspection/rehabilitation schedules of District assets. – Weakness
- Emergency Response Plan and equipment, materials and contracts to support it. – Opportunity for Improvement

4. Development and Neighborhood Sewering

NEIGHBORHOOD SEWERING

1. The District will not legally pursue property connection to an available sanitary sewer line *without specific Board authorization to do so.*
2. Board declare all existing and new sanitary collection and transmission lines east of I-95 “available”.
3. Provide financing through Assessment process at 6.875% interest rate.
4. Advise individual property owners that they can reduce cost if Construction cost is paid upon completion.
5. District include Stormwater system restoration and improvements in Assessment costs for subdivisions not served by existing stormwater utilities.

CONVENTIONAL SYSTEMS

1. Complete sewerage of all properties not connected to sewer east of I-95 prior to 2020.
2. Areas west of I-95 within the District will be evaluated for water quality, environmental impacts on the Loxahatchee River, and health and safety of the community.
3. The District will work with stakeholders to expand District boundaries when economically feasible and beneficial to the communities.
4. Work with Martin County to allow service to properties within the secondary service area, where septic tanks present a threat to environmental and public health, safety and welfare.
5. Require all new developments east of I-95 to connect to the regional sewer system.

REMNANT AREAS

1. Regional sanitary sewer service will be provided to all Remnant Areas by 2020.
2. Remnant areas being redeveloped prior to 2020 will be required to connect to the sewer system at the developer’s cost.

PRIVATE ROADS

1. Identify who holds easements for each community.
2. Continue to contact neighborhoods where easements are needed and explain opportunities to work together on providing regional sewer service.
3. Never place lift station in PBC traffic circle again.
4. Develop relationships with County permitting offices
5. Maintain Contracts for Construction, Testing, Engineering

DEVELOPMENT

1. Plan for provision of Wastewater Treatment Plant Capacity to be provided in a timely manner for proposed development in the service area.
2. Assure that IQ (reuse) water will be able fulfill contracted quantities for existing customers and develop new supplies where economically feasible.
3. 2025 Sludge Contract expires. Evaluate alternatives and District requirements for future.
4. Evaluate impact of each new development on existing collection/transmission facilities.
5. Review rates for Capital/SAS Charges.

6. Update Standard Developer Agreement Form

7. Track Developer Project Progress In a Manner That Everyone Involved Will Participate.
 - a. Periodic update on development activity, monthly or every other month.
 - b. Distribute to: Engineering, Customer Service, Finance areas.
 - c. Provide Permit Date, # of units, Accounts for Each, Dev Agr # (basis for calculation), Dev. Name, address, contact info., Days to Complete, % Complete, SAS Billing Status, Bill of Sale, Grant of Easement(s), Maintenance Bond, Invoice for Plant Conn. Charges, Payment of Plant Conn. Charges, Record Drawings, DEP Cert of Completion, Eng. Cert. of Completion, Final Inspection, Engineering Approval, DEP Acceptance, project Engineering File location, Contractor name.
 - d. Tie billing records into Developer Agreements, and connection status.
 - e. Make Applications for Service digital so information can easily be transferred to billing and Developer Agreement Accounts.
 - f. Document Steps for Project Approval & Construction Activities.
 - g. Assure that 1-year inspections are completed in timely manner (before bonds expire).

5. Customer Service

For the past 2 years the Customer Service department has been working on the biggest and best opportunities for improvement – both internal and external – further described below. Now that these priority projects are complete/implemented we are shifting focus to a customer feedback-based approach to continual improvement for our customers. As of March 23, 2018, we have an open Customer Feedback Survey that we will actively promote through our bills and correspondence. We will use the results of these surveys to guide our future customer improvement projects.

Summary of Significant Accomplishments to Date

After the assignment of leadership to the Customer Service department in the Spring of 2016, we quickly identified several priority improvement projects. These projects were selected based on internal need and clear discontent from our customers. The following is a summary of each:

1. ***Bill processing efficiency.*** Prior to 2016 all credit card payments made to our customer service staff or on the District website we manually entered into our Customer Information System (CIS). Likewise, the District received a paper check that was manually processed for all payments made by our customers using their banks' online bill pay. In total, only 13% (4,000) of our nearly 32,000 customers payments who had signed up for auto bank debit were efficiently processed using electronic data files. Rather, the bulk of our payments were manually processed where a customer service staff needed to open a glued envelop or print an electronic credit card payment record, and manually review and entering the payment information into the CIS. This was a very time-consuming method with a higher error rate.

We researched and learned how we can receive digital data files our customers' online bill pay payments at nominal or no cost. We then built a simple database tool to import the digital

payment files from the providers and our credit card processor, perform QA/QC on the information, then create a payment data file to import and apply those payments to our customer accounts in the CIS. We now process over 60% of our payments using this highly efficient and accurate digital payment processing method. These efficiency improvements have freed up staff time to work on other important projects and to better serve our customers.

2. ***Bill Presentment.*** We significantly revised to the format and content of our paper and email bills to more clearly communicate our charges and messages to our customers.
3. ***Delinquent Account Management.*** Previously, when a customer's account became seriously delinquent, we would forward the account information to our Attorney's office for account management and lien processing. This arrangement was very frustrating for many of our customers because they could not get immediate and clear answers to the amount due on the account, an explanation of charges, payoff information, and other information.

We redesigned the delinquent account policy and workflow, and transferred all customer account information back to the District for management through our CIS. We can now provide immediate answers to our customers, have a very clear, consistent, and transparent approach to delinquent account management, which is also highly efficient.

4. ***Payment Services.*** Some of the most frequent requests from our customers was the ability to setup a recurring payment through credit card, pay by checking/savings account through our website or over the phone, and review their account information online.

We recently implement a new payment services provider that provides these payment options and the ability to review their account information online. We also now provide additional services like multiple account management, pay by text, and others. With this implementation we further improved the efficiency of payment processing for our Customer Service staff.

Future Improvements for Customer Service.

Beginning with our 2nd quarter billing in April 2018, our bills will provide a link to our Customer Feedback survey. We also provide the link in all correspondence from our Customer Service staff. While we will review the survey results daily, we intend to synthesize the results quarterly (or biannually depending on counts) and use the information to drive our decision making for future improvements.

We predict that the most requested improvement will be the ability to send our sewer bills to a tenant, rather than our current policy to only bill the property owner. The spirit of this policy is to eliminate the problems associated with delinquent account responsibility and management. Historically, some owners blamed the tenants for unpaid bills and refused to accept responsibility. Perhaps a carefully thought out and functional alternative could be developed and implemented.

Appendix D: Employee Survey Summary

Stakeholder Needs and Satisfaction Levels – Internal – District Employees: The District conducted an inaugural employee engagement survey through SurveyMonkey in December of 2017. We had an 88% survey participation rate, which is an ideal participation rate for an employer engagement survey of our groups size

To determine if the survey question feedback was a perceived employee strength, we added the number of agree and strongly agree then dived by the number of responses to the question. Anything 94% and above was considered a strength, which there were eight questions out of 43 at or above that target.

To determine if the survey question feedback was a perceived employee weakness, we added the number of disagree and strongly disagree then divide by the number of responses to the question. Anything 9% and above was considered a weakness, which there were six questions out of 20 at or above that target.

Strengths from the Survey:

- Employees are determined to give their best effort at work each day. (Q34)
- Employees feel District provides a safe work environment. (Q14)
- My Supervisor/Manager holds me accountable for my work. (Q20)
- Employees are impressed with coworker's strong work ethic during emergencies. (Q6)
- I understand how my job contributes to the mission of the District. (Q13)
- Employees perceive the District benefits are Excellent. (Q7)
- I understand my job responsibilities. (Q26)
- Employees are proud to work at the District. (Q35)

Weaknesses from the Survey:

- Executive leadership (Directors, Deputy Executive Director, and Executive Director) gives a clear picture of the direction the District is headed. (Q41)
- Executive leadership keeps employees informed about matters affecting us. (Q40)
- My Supervisor/Manager takes an active interest in my career development. (Q21)
- Executive leadership communicates openly and honestly with Employees. (Q39)
- My Supervisor/Manager communicates openly and honestly with me. (Q16)
- I am satisfied with my opportunities for professional growth. (Q12)