



Toho Special District Goals FY25

Program	Activity / Functional Area	Goal	Charter	Strategic Plan	Functional Priority	Objective	Performance Measures and Standards
Water, sewer, and reclaimed water system, facilities, and infrastructure	Customers, Growth and Development	Understand current and future customer base and demands	X	X	X	Maintain current customer data by customer type and service type.	Publish current customer statistics to the Board at least two times per year.
			X	X	X	Document and trend future customer connection projections.	Publish development updates at least two times per year to the Board reflecting development activity - both approved and in-process.
			X		X	Track current and potential high volume users of reclaimed water.	Publish an inventory of current high volume reclaimed water users (single users, high per capita neighborhoods) to the Board at least annually.
				X	X	Document and trend both historical and projected water use and wastewater flows to support capital planning and operational decisions.	Publish historical and projected flow updates to the Board at least two times per year.
	Infrastructure Master/Capital Planning	The extent and state of infrastructure and treatment facilities is understood and documented	X		X	Maintain an inventory and mapping of Toho facilities.	1) Publish an annual summary of infrastructure including # of water plants, # of water reclamation facilities, # of lift stations, miles of pipe. 2) Maintain a current GIS representation of new or modified Toho facilities based on available as-built plans submitted for new projects (release of data limited for security reasons).
			X		X	Develop and maintain current (4-years average) condition assessments for water treatment and water reclamation facilities as part of an ongoing master planning process.	Multi-year initiative - Complete and finalize condition assessments (as stand-alone documentation or as part of design process for facility expansion) for all water reclamation facilities, complete condition assessments at 4 or more water treatment facilities in FY25.
		Improve infrastructure project planning, execution, and transfer to operations	X		X	Update Master Plan (including hydraulic analysis, capacity, and R&R components) at least every 4 years. Implement interim updates as necessary to keep Master Plan more current.	Multi-year initiative- Complete and adopt first Executive (integrated) Master Plan to merge existing system specific master plans (including St. Cloud).
	Water Supply Planning and Management	Optimize system-wide water use to defer infrastructure investment needs		X	X	Develop water conservation program education and outreach including quarterly articles on conservation, outreach and community meetings.	1) Provide updates on conservation program to Board at least two times per year. 2) Publish quarterly communication to HOAs and media/ web channels regarding conservation programs starting in April 2025.
		Evaluate present and future sources of raw water and treatment requirements for those sources in terms of capacity, reliability, and economy	X	X	X	Implement long-range planning and coordination for Sunbridge/North Ranch Sector Plan area in eastern Osceola County.	Meet at least quarterly with stakeholders on Sunbridge/ North Ranch Sector Plan to develop a long-range conceptual plan for providing water, wastewater, and non-potable water service for this area.
		Evaluate present and future sources of raw water and treatment requirements for those sources in terms of capacity, reliability, and economy	X	X	X	Implement the Cypress Lake Wellfield Alternative Water Supply Project with the Authority's regional partner (Water Cooperative of Central Florida) to meet future water supply needs in the Authority's service area.	Initiate construction of 2nd concentrate disposal well, complete construction of four production wells, complete 60% design for two additional production wells, initiate construction of raw water main, and provide 90% treatment facility design for project partner review.

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			X	X	X	Continue to evaluate new alternative water supplies to identify the sequence and timing of new water supply sources needed to meet future demands in the Authority's service area.	Evaluate the sequence, timing, and cost of new AWS Projects and update the Board at least annually.
			X	X	X	Engage in regional partnerships and planning for water supply.	1) Meet at least quarterly on all regional water supply initiatives (Taylor Creek Reservoir, STOPR Group/ Cypress Lake). 2) Actively participate in Central Florida Water Initiative (CFWI) Regional Water Supply Planning (RWSP) based on the state Water Management District schedule.
	Capital Planning & Delivery	Capacity Management	X	X	X	Maintain a CIP to meet projected capacity and renewal and replacement objectives.	Update and present to the Board for approval a CIP that meets 1) projected annual average and maximum day needs over the upcoming 5-year planning horizon, 2) addresses renewal and replacement priorities, and 3) identifies new plants or major (>\$50M) investments over a 10-year horizon.
				X	X	Develop and utilize a formal Project Management Office (PMO) process to deliver capital plan.	Establish a formal project management office (PMO) approach during FY25.
Compliance, Environment, and Public Health	Permit Compliance	Operate in Compliance with Permits	X	X	X	Ensure Water Treatment Facility Compliance.	1) Hold compliance coordination meetings at least quarterly to review permit requirements for facilities including required sampling and reporting timelines. 2) Compliance with all Primary Drinking Water standards.
			X	X	X	Ensure Wastewater Treatment Facility Compliance.	1) Hold compliance coordination meetings at least quarterly to review permit requirements for facilities including required sampling and reporting timelines. 2) No compliance warning letters related to wastewater treatment plant performance (collection system goals stated separately).
	Environment and Public Health	Reduce Environmental Impact of Sanitary Sewer Overflows (SSOs)	X		X	Reduce potential for SSOs in sewer collection system gravity pipes, force mains, and lift stations.	1) Perform desktop review of 50% of the system annually to provide targeted areas for more detailed investigation. 2) Perform inflow and infiltration abatement on 20 lift station areas identified during the desktop review. 3) Perform ductile iron (DI) pipe inspection of five prioritized force mains. 4) Develop replacement/ upgrade plan for supervisory control and data acquisition (SCADA) communication to reduce communications failures.
					X	Resiliency Plan Compliance.	Complete design and initiate construction to replace two aging generators and purchase five new portable generators.
		Adaptive Plans for Dealing with Emerging Regulations		X		X	Collaborate with Regional/ State/ Federal partners.
	X			X	X	Proactively plan to address new regulations.	Compliance coordination meetings held at least quarterly to establish milestones and timelines needed to meet future requirements.
					X	Comply with new and evolving PFAS regulations.	Multi-Year 1) Initiate sampling schedule of groundwater wells for PFAS. 2) Develop compliance timeline and plan for water treatment systems affected by PFAS. 3) Begin develop risk analysis for how PFAS regulations will affect treatment and disposal requirements of wastewater effluent (2-year process).

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Financial Systems	Financial and Rates	Financial reporting is transparent and accurate	X		X	Prepare and submit reports, budgets, and audits as provided in Section 189.016.	Audit report submittal to the State in compliance with all requirements.
		Financial practices and measures create stability in the financial status of the Authority			X	Maintain Debt Service Coverage above the bond covenant threshold required to cash fund a debt service reserve account.	Debt Service Coverage Above 150%
					X	Maintain a minimum Capital Reserves for future Capital Outlays.	Capital reserves above 15% (O&M + Debt + PILOT)
					X	Maintain a minimum Operating Reserve equal to four weeks of total operating expenses, excluding PILOT fees.	Operating reserve of at least 4 Weeks O&M
					X	Maintain a minimum 300 Days Cash on Hand, excluding PILOT fees.	Days cash on hand above 300
		Rates should be stable in their ability to generate sufficient revenues, but also in the perception of the customer from rate changes from year to year	X		X	Maintain rates, fees, and charges at levels sufficient to fully comply with covenant requirements in financing documents.	Adoption of budget that meets financial policy requirements.
				X	Develop rate plans with at least a 5-year rolling projections.	Rate sufficiency analysis updated on an annual basis in conjunction with the CIP review and update.	
			X		X	System development charges are updated and maintained to support capacity needs at least every 4 years in accordance with Toho's Charter.	Projection of revenues and expenses completed and presented to the board annually and formal review; SDC Study completed every 4 years, at a minimum.
Process and Technology	IT Systems	Implement tools and processes that streamline data management		X	X	Develop an IT Governance and IT Framework.	Multi-year initiative - FY25 Develop Draft IT governance and project framework as part of 2-year master plan to ensure IT systems support projects aligned with Toho's objectives and priorities.
				X	X	Automate and streamline document management, contractual agreements, and obligations management to ensure timely execution.	Established digital repository and workflow management system for contractual agreements along with a review and approval process.
				X	X	Implement an automated process that provides visibility to key stakeholders about service levels and demands (current and projected) by service type.	Multi-year initiative. FY25 complete a roadmap for automation of data management solutions.
		Implement security protocols to ensure compliance, risk mitigation, and data protection			X	Improve Cybersecurity posture.	1) Implement cybersecurity software enhancement to improve threat detection. 2) Conduct Cybersecurity assessment to identify gaps and prioritize improvements. 3) Implement prioritized network solutions (detail not provided due to security).
	Organizational Performance	Optimize Levels of Service		X	X	Develop a Process Improvement Model.	Multi-year initiative. FY 25 - initiate development of a process improvement framework for the organization as a whole.
				X	X	Deploy technology solutions that improve customer experience.	1) Annual customer experience survey results. 2) Average time to answer. 3) Calls dropped.
				X	X	Implement and measure service levels through key performance indicators (KPIs) that enhance and optimize high-impact or vulnerable process areas.	Quarterly reporting of established key performance indicators to the Board.

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Community Engagement	Deliver Toho Promise	Connect our work to the Toho Promise and Toho Priorities		X	X	Tell the story of how we deliver the Toho Promise.	Utilize internal and external websites, social media, and communication channels to share stories with our community, our customers, and our employees focused in main areas 1) Community engagement, 2) Projects, 3) Initiatives, 4) Internal communications to include at least: Social Media Engagement - 3x per week average Project status page/portal deployed and updated monthly by end of fiscal year Internal Toho newsletter updated monthly Toho participation at 20+ community events At least one targeted initiative-based communications on each: conservation, oil and grease, and lead and copper compliance.	
	Communication strategy	Implement communications strategy to build a culture that improves brand consistency		X	X	Implement Toho's brand guidelines including logo and ensure consistency in applications.	Implement standard operating process for quality review of branding.	
Workforce	Staffing	Adequate staffing levels needed to support functions	X	X	X	Benchmark Toho staffing levels to peers.	Benchmark normalized staffing levels (i.e. field employees/ mile of pipe) and report to the Board as part of the budget and personnel approval process.	
	Attract and Retain Workforce	Training and Development for Employees		X	X	Develop and deploy a tiered learning management system that focuses on organizational and individual needs for skill development.	Multi-year Initiative - FY25 - Build out this program including redesign of the Water Hero Leadership Academy. This will also include internal promotions and employee feedback through survey.	
		Competitiveness			X	X	Refine our talent management systems to promote high performance.	Multi-year Initiative - FY25 - Refined self-evaluation format and 360 feedback process and tool.
		Employee Feedback			X	X	Total compensation evaluation for critical/ hard-to-fill roles.	Conduct market analysis for at least 5 prioritized position groups.
		Employee Feedback		X	X	Solicit employee feedback to identify trends, strengths, and opportunities for improvement.	1) Conduct annual Toho survey. 2) Hold at least 8 voice of Toho employee (VOTE) committee meetings. 3) Hold at least 2 Toho All Calls to include response to employee topics/ questions.	