



Strategic Plan

October 1, 2026 - September 30, 2028



Toho Promise



Our Promise

Toho's Promise is that Our Customers, Our Community, and Our Employees Trust that Toho Cares.

Our Principles

Toho's Principles are Integrity, Responsiveness, Dependability, Professionalism, and Quality.

Our Priorities

Toho's Priorities are Providing Safe and Reliable Services, Protecting the Environment, Delivering Value, and Investing in the Future.

Letter from our Chief Executive Officer

We are pleased to share our newly branded Toho Strategic Plan, which will guide our organization over the next two fiscal years. This plan reflects our shared commitment to clarity, focus, and purposeful direction as we continue to elevate results and deliver on the Toho Promise, Principles, and Priorities.

As Toho continues to grow, it is essential that we do so with intention. Achieving our operational excellence goals requires balancing growth with consistently meeting customer needs and maintaining financial stability. As we expand our services and respond to evolving demands, this plan provides a shared roadmap—helping us prioritize what matters most, align our efforts, and make strategic decisions with confidence and clarity.

A key focus of the Strategic Plan is intentional growth supported by stronger, more efficient processes. Effective growth means not only expanding what we do, but also improving how we do it. The plan emphasizes optimizing internal processes, strengthening systems, and reducing unnecessary complexity so teams can collaborate more effectively and deliver consistently strong results. This approach will enable us to scale responsibly while enhancing quality, accountability, and service excellence.



At its core, the Strategic Plan defines:

- **Our long-term vision and the impact we aim to achieve**
- **Key strategic goals that focus our resources and planning**
- **Clear strategies with objectives to ensure ownership and accountability**

The Toho Team is committed to turning strategy into measurable results. The work ahead calls for ownership at every level and consistent follow-through to delivering results in alignment with the Toho Promise, Principles, and Priorities.

Thank you for your continued commitment, partnership, and trust that Toho Cares.

Todd Swingle | Chief Executive Officer

A handwritten signature in blue ink, appearing to read 'Todd Swingle', located below the printed name.

Toho Snapshot

This snapshot highlights the scale and impact of Toho's operations. More than a collection of statistics, these measures reflect the essential services, infrastructure investments, operational excellence, and community stewardship that support our mission each day. All combined, they demonstrate how Toho continues to grow, adapt, and innovate to meet the needs of the communities we serve while building a strong foundation for the future.



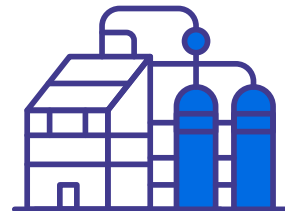
Toho serves a population of approximately 490,000.



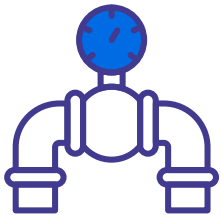
Toho's workforce of 700 employees delivers on our Promise and supporting our Strategic Priorities.



Driving our Strategic Plan Initiatives are 9 Strategic Plan Sponsors and 13 Strategic Plan Leads.



Toho Water includes 14 water treatment plants and 9 water reclamation plants.



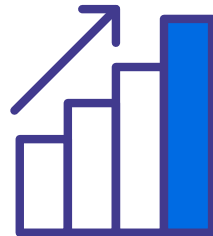
We pump 55.29 million gallons of raw water per day.



We have received multiple awards from organizations such as Orlando Sentinel Top Workplace, FWEA, FSAWWA and DEP.



\$1.5+ Billion Total Capital Improvement Budget Investment Program for FY 2026 – FY 2030.



Osceola County has a 4% Projected Annualized Population Growth Rate per year between 2026-2030.

Strategic Priorities

1 On-Time and Value-Driven Infrastructure

2 Process Development and Optimization

3 Organizational and Employee Alignment

Toho Water Authority has identified three strategic priorities to guide its actions over the next two fiscal years.



1 On-Time and Value-Driven Infrastructure

Purpose:

The purpose of this strategic goal is to plan, deploy, and manage infrastructure in a manner that meets targeted service levels and provides long-term value for customers, community, and the environment.

Strategies:

- Improving infrastructure project planning, execution, and transfer to operations
- Optimizing system-wide water use to defer infrastructure investment needs

Objectives:

- Streamline quarterly reporting of service levels and demand projections by service type for key stakeholders
- Establish Project Management Office(s) and implement processes and methodologies
- Develop asset-management-aligned, programmatic approaches to infrastructure Renewal and Replacement
- Enhance the Water Loss Audit Process



2 Process Development and Optimization

Purpose:

The purpose of this strategic goal is to enhance collaboration, efficiency, productivity, and organizational effectiveness for the benefit of our customers, community and employees.

Strategies:

- Establish and sustain a culture of continuous improvement
- Enhance customer trust
- Enhance the success and adoption of business technology solution deployments
- Enhance Toho's financial modeling and trend analysis capabilities to support continuous improvement in proactive decision making



Objectives:

- Standardize continuous improvement through an organization-wide process improvement model and training
- Optimize processes and decision making in high impact areas through defined service levels and KPIs
- Increase customer trust through consistent and transparent communication
- Increase customer trust through robust water quality management
- Increase customer trust through responsiveness to customer feedback
- Implement a scalable framework to govern, prioritize, and deliver technology initiatives using consistent, data-driven practices
- Enhance predictable financial outcomes and sustainability in a high-growth, dynamic economic environment

3 Organizational and Employee Alignment

Purpose:

The purpose of this strategic goal is to drive organizational results by prioritizing systems that promote employee development, engagement, and brand alignment.

Strategies:

- Improving infrastructure project planning, execution, and transfer to operations
- Optimizing system-wide water use to defer infrastructure investment needs

Objectives:

- Develop leaders who prioritize Performance and Care
- Enhance the organizational safety culture
- Ensure leadership continuity by equipping internal talent through effective succession planning



Acknowledgments

The Toho Strategic Plan Program provides coordination, alignment, and accountability to bring this Plan to life. A critical component to the success of the Plan is ownership and accountability for these priorities. Thank you to each of our key stakeholders who demonstrate commitment to delivering results in alignment with Toho's Promise, Principles, and Priorities.

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Karen Rentz

Strategic Program Administrator

Organizational Development Manager

Rebeca Martinez

Strategic Plan Designer

Graphic Designer

Samuel Sitero



Goal 1 On-Time and Value Driven Infrastructure

Leads

Ray Biron
Brian Megic
Ioanna Georgitsopolou
Tim Noyes
Elsa Williams

Sponsors

Chuck Weber
Todd Swingle
Greg Kolb

Goal 2 Process Development and Optimization

Leads

Arun Cheriyan
Gwen Henry
Andy Orrell
Jose Massas
Terry Frazier
Tim Villarosa
Ioanna Georgitsopolou

Sponsors

Heather Havey
Chuck Weber
Caitlin Dineen
Don Vedner
Marie Rios
Rodney Henderson

Goal 3 Organizational and Employee Alignment

Leads

Jackie Hall
Fran Bell
Rebeca Martinez

Sponsors

Amber Lavoie
Karen Rentz
Todd Swingle

Closing

“As the Strategic Plan Program Administrator and on behalf of the Toho Executive Leadership Team, I would like to extend our sincere appreciation to the many stakeholders whose insights, expertise, and thoughtful engagement were essential to its development. Your contributions help ensure that this plan is both practical and aligned with our long-term priorities. We also recognize and thank the Strategic Plan leads and sponsors who are responsible for advancing this work and transforming strategic intent into measurable results through their commitment to executing.”

Rebeca Martinez - Organizational Development Manager





