



Toho Special District Goals FY27

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	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	Understand and document the extent and state of infrastructure and treatment facilities	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 FY27.
		Improve infrastructure project planning, execution, and transfer to operations	X	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. Evaluate status of implementation of Executive Master Plan as part of the budget process and report to Board.
				X	X	Streamline quarterly reporting of service levels and demand projections by service type for key stakeholders.	Develop DataWarehouse to centralize data.
				X	X	Establish Project Management Office(s) and implement processes and methodologies to improve infrastructure project planning, execution, and transfer to operations.	Implement the CIP delivery platform as the system of record for capital project delivery, with projects onboarded by phase. Report cost, schedule, and risk for the capital portfolio, with priority project visibility to the Board quarterly.
	Water Supply Planning and Management	Optimize system-wide water use to defer infrastructure investment needs		X	X	Enhance the Water Loss Audit process.	1) Obtain monthly meter readings from all hydroguards. 2) Access customer meter data to obtain readings that correspond to the 1st of the month.
		Evaluate present and future sources of raw water and treatment requirements for those sources in terms of capacity, reliability, and economy	X		X	Implement long-range planning and coordination for Sunbridge/North Ranch Sector Plan area in eastern Osceola County.	Meet regularly 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.
			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.	1) Collaborate with Land Acquisition Attorney to acquire property for two additional production wells. 2) Complete bid documents for two additional production wells upon acquisition of land for well sites. 3) Continue construction of Phase 1 raw water main to connect CL-1 through CL-4 to WTP site with completion anticipated in FY27. 4) Obtain Board approval of water treatment facility GMP and begin WTP construction in FY27.
			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	Engage in regional partnerships and planning for water supply.	1) Meet at least quarterly on all regional water supply initiatives (Taylor Creek, the 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.

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Water, sewer, and reclaimed water system, facilities, and infrastructure	Capital Planning & Delivery	Capacity Management	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.
Compliance, Environment, and Public Health	Permit Compliance	Operate in Compliance with Permits	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	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) Complete_tier-2 condition assessment on force main conveying waste water between lift station SSO5 and South Side Water Reclamation Facility. 4) Continue ongoing pilot program efforts to mitigate the impact of grease within the collection system.
		Adaptive Plans for Dealing with Emerging Regulations	X	X	X	Collaborate with Regional/ State/ Federal partners.	Attendance of and participation in collaborative and informational conferences and water industry advocacy/ policy events facilitated by industry organizations including NACWA, AWWA, FWEA, FSAWWA.
			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	X	Comply with new and evolving PFAS regulations.	Multi-Year 1) Continue monitoring groundwater wells for PFAS. 2) Continue to develop a compliance strategy for PFAS regulations for wastewater effluent and biosolids. 3) Implement plan for treatment processes needed in order to meet PFAS compliance deadline.
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	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	X	Maintain a minimum Capital Reserves for future Capital Outlays.	Capital reserves above 15% (O&M + Debt + PILOT)
				X	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	X	Maintain a minimum 300 Days Cash on Hand, excluding PILOT fees.	Increase Days Cash On Hand From FY26 Year End Toward 300 Day Objective
		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	Develop and maintain financially sustainable rates, fees, and charges over a five-year rolling projection period that provide sufficient revenues to meet financial policy and financing covenant requirements while promoting rate stability for customers	Update and complete the rate sufficiency analysis on an annual basis in conjunction with CIP and O&M budget review ensuring the adopted budget meets financial policy and covenant requirements.
			X		X	Ensure System Development Charges (SDC) are updated and maintained to support capacity needs at least every 4 years in accordance with Toho's Charter.	Complete formal review of SDC revenues and expenses and present to the Board annually. Conduct and complete SDC Study every 4 years, at a minimum.

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Process and Technology	IT Systems	Implement tools and processes that streamline data management		X	X	Enhance the success and adoption of business technology solution deployments.	Implement a scalable framework to govern, prioritize, and deliver technology initiatives using consistent, data-driven practices.
		Implement security protocols to ensure compliance, risk mitigation, and data protection			X	Improve Cybersecurity posture.	Continue to work with third-party vendor to achieve the National Institute of Standards and Technology (NIST) Cybersecurity framework.
	Organizational Performance	Optimize Levels of Service		X	X	Standardize continuous improvement through an organization-wide process improvement model and training.	1) Incorporate a process assessment as part of the implementation lifecycle for at least 25% of project initiatives. 2) Document at least 25% of high-priority processes in PrimeBPM by end of FY27. 3) Train one Subject Matter Expert from each major role in at least two tools or techniques.
					X	Deploy technology solutions that improve customer experience.	1) Replace 25K endpoints (AMI). 2) Launch a proactive meter replacement strategy - replace 7k meters. 3) Multi-year initiative. As part of the Customer Service Technology Roadmap, move all Toho customers to a common payment gateway vendor.
				X	X	Optimize processes and decision making in high-impact areas through defined service levels and key performance indicators (KPIs).	Quarterly reporting of established key performance indicators to the Board. Develop a KPI Dashboard to enhance visibility and accountability.
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.	1) Build Public Understanding of Toho's Infrastructure and Value: Increase public understanding of how water, wastewater and reclaimed water services support quality of life, economic development and community growth through proactive education and storytelling about Toho's people, infrastructure, investments and services. 2) Construction Communications: Engage in public engagement opportunities surrounding construction projects via community meetings, door knocking/neighborhood visits, and enhanced customer communication via project status timelines hosted online.
Workforce	Communications	Enhance Internal Communication			X	Ensure employees trust that Toho cares	Creation, management and success of an enterprise-wide communication calendar for email communication to Toho team members.
	Staffing	Adequate staffing levels needed to support functions	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	Align Toho's organizational culture with the Toho Promise		X	X	Develop leaders who prioritize performance and care.	Develop leadership development plans for growth and advancement.
				X	X	Enhance the organizational safety culture.	Embed safety expectations into leadership competencies and behaviors.
	Organizational and Employee Alignment	Ensure long term leadership continuity by strengthening and sustaining internal leadership capacity.		X		Ensure leadership continuity by equipping internal talent through effective succession planning.	Develop Succession Management Program and Planning framework. Develop individual development plans for critical roles.