

PEACE RIVER MANASOTA REGIONAL WATER SUPPLY AUTHORITY
BOARD OF DIRECTORS MEETING
April 1, 2026

CONSENT AGENDA
ITEM 11

Strategic Plan 2026

Recommended Action - **Motion** to approve the Authority's Strategic Plan 2026

In accordance with Board policy, the Authority's Strategic Plan is updated every five years. The current Strategic Plan was adopted by the Board in February 2021. At the February 4, 2026, Board meeting, staff presented the Draft proposed 2026 Strategic Plan for Board input and consideration, and the Board provided concurrence thereto.

The Final Draft Strategic Plan 2026 is attached for the Board's final consideration and approval. A track-changes version of the previous Strategic Plan 2020 is also attached for reference.

Budget Action – No action is required.

Attachments:

Tab A Final Draft Strategic Plan 2026 (April 1, 2026)

Tab B Track-Changes Version of Strategic Plan 2020

TAB A
Final Draft Strategic Plan 2026 (April 1, 2026)



Peace River Manasota

Regional Water Supply Authority

Strategic Plan 2026

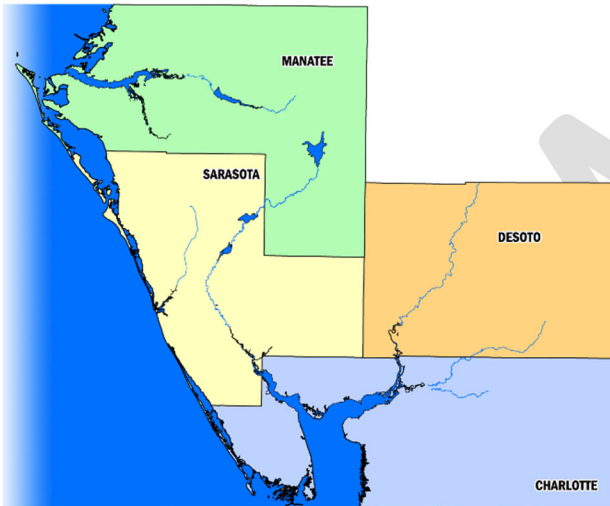
April 1, 2026

Strategic Plan for Peace River Manasota Regional Water Supply Authority

February 4, 2026

Who We Are

Peace River Manasota Regional Water Supply Authority is a regional water supplier that provides wholesale drinking water, supporting the region's economic growth and quality of life. The Authority provides the platform for its four member counties to collaboratively plan the region's water supply, benefiting from economies of scale, shared expertise, and environmental stewardship.



Peace River Manasota Regional Water Supply Authority

Vision Statement

Through cooperation and collaboration, the Authority and its Customers shall create, maintain, and expand a sustainable, interconnected regional water supply system.

Mission Statement

To provide the region with a high-quality, safe drinking water supply that is reliable, sustainable, and protective of our natural resources now and into the future.

Core Values

I. Cooperation & Collaboration

Maintaining a strong spirit of cooperation while collaboratively addressing regional water supply needs through the leadership, guidance and shared expertise of the Authority and Member Governments.

II. Resiliency

Planning and forging a system that is environmentally thoughtful and sustainable, highly interconnected, diversified, and adaptable.

III. Financial Stability

Implementing policies and practices to maintain fiscal health while ensuring integrity and transparency in the financial process and providing affordable water rates that are fair and equitable.

IV. Leadership and Water Advocacy

Developing a workplace culture that is supportive and engaging, while advocating for and promoting the value of water to the public and elected officials through education and outreach efforts.

Website: www.regionalwater.org

9415 Town Center Parkway
Lakewood Ranch, FL 34202
(941) 316-1776

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OBJECTIVES & INITIATIVES

1 – Cooperation & Collaboration

Goal: Maintaining a strong spirit of cooperation while collaboratively addressing regional water supply needs through the leadership, guidance and shared expertise of the Authority and Member Governments.

OBJECTIVES & INITIATIVES

Objective 1-1 Establish and maintain mechanisms for regional and local input into the water supply planning process.

Initiative 1. Continue development of a region-wide 'Action Plan' to optimize water quality consistency of current and future sources of supply through the Regional System in 2031.

Objective 1-2 Update the Authority's Integrated Regional Water Supply Plan every 5-years or at greater frequency if conditions warrant (next scheduled update is in 2030).

Initiative 1. Implement the Authority's Integrated Regional Water Supply Plan in collaboration with the Southwest Florida Water Management District's Water Supply Plan on a 5-year basis.

Initiative 2. Update the Authority's Water Quality Master Plan in conjunction with new infrastructure or regulatory changes (next scheduled update to occur after completion of Phase 2B transmission main).

Initiative 3. Continue to review and update customer and regional demands on an annual basis.

Objective 1-3 Enhance Short term and long-term relationships with all water suppliers in the Authority service area.

Initiative 1. Identify and seek to expand existing infrastructure, including Phase 3C Extension and Phase 2C feasibility and routing studies that could be used cooperatively to increase available water for delivery and exchange and maintain connections in readiness to serve status.

Initiative 2. Annually provide an update to the Authority Board on the Strategic Plan Objectives and Initiatives.

2 – Resiliency

Goal: Planning and forging a system that is environmentally thoughtful and sustainable, highly interconnected, diversified, and adaptable.

OBJECTIVES & INITIATIVES

Objective 2-1 Develop a regional operational protocol for interconnected facilities that supports economical and sustainable use of resources, and emergency operations.

Initiative 1. Establish an operational protocol for interoperability of the interconnected regional water facilities to optimize flexibility and rotational supply sources by 2036. (For example, optimize conjunctive use of groundwater facilities such as the Carlton Water Treatment Plant and other groundwater sources in the dry season to augment surface water sources.)

Objective 2-2 Develop a "regional program plan" for identification and review of future projects such as regional pipelines, supply sources, and estimated costs including sub-regional interconnections and Regional Participation in sub-regional projects of regional significance.

Initiative 1. Annually update the Authority's 5-year Capital Improvement Program.

Initiative 2. Annually update the Authority's 20-year Capital Needs Assessment.

Initiative 3. Annually review grant funding opportunities for CIP and CNA projects, including coordination with the SWFWMD's Cooperative Funding Initiative program, FDEP's Alternative Water Supply program, appropriations from the Florida Legislature, and the federal government, where appropriate.

Objective 2-3 Identify and develop regional projects and programs that bolster the regional system's resiliency.

Initiative 1. Interconnect all existing major supply facilities to the Regional Transmission System by 2036.

Initiative 2. Evaluate and continue participation in programs with Florida Power & Light to optimize power costs and increase sustainability goals, including but not limited to solar power.

Initiative 3. Continue permitting and construction of the Surface Water Supply Expansion Project (SWSEP) for project completion by 2029.

Initiative 4. Continue partnerships and initiatives such as the Coast and Heartland National Estuary Partnership (CHNEP), the Horse Creek Stewardship Program (HCSP), the Authority's Hydrobiological Monitoring Program (HBMP), and with non-governmental organizations to protect and monitor water resources in the Region.

3 – Financial Stability

Goal: Implement policies and practices to maintain fiscal health while ensuring integrity and transparency in the financial process and provide affordable water rates that are fair and equitable.

OBJECTIVES & INITIATIVES

Objective 3-1 Review Authority financial policies, procedures, and contracts to ensure they continue to support agency financial goals, including future debt considerations.

Initiative 1. Annually review Authority budgetary & financial policies and procedures to ensure they meet current & long-term financial goals and are in line with financial best practices.

Initiative 2. Review and update the Authority's Master Water Supply Contract annually or as needed to ensure consistency with board directives.

Initiative 3. Annually update the Authority's rate model to forecast cost and rate impact changes for customers and non-customers.

Objective 3-2 Identify capital improvement funding needs, including new connections to the regional system and regional pipelines for Customers and partners.

Initiative 1. Develop connection fees and use charges for allocation of hydraulic capacity entitlements in the Regional Transmission System.

Initiative 2. Update the Authority's R&R sufficiency study on an as-needed basis.

Objective 3-3 Seek out and apply for state and federal funding of CIP and CNA projects including the SWFWMD's Cooperative Funding Initiative program, FDEP's Alternative Water Supply program, State revolving loans, appropriations from the Florida Legislature, and the federal government (e.g., WIFIA), where appropriate.

Initiative 1. Participate in state and federal legislative opportunities to create and provide a continuous source for funding of water infrastructure.

4 – Leadership and Water Advocacy

Goal: Developing a workplace culture that is supportive and engaging, while advocating for and promoting the value of water to the public and elected officials through education and outreach efforts.

OBJECTIVES & INITIATIVES

Objective 4-1 Implement policies and procedures to encourage leadership and growth within the organization and industry.

Initiative 1. Develop Leadership and Succession plans for key positions.

Initiative 2. Ensure adequate staffing is maintained to effectively operate and manage existing and expanded SWSEP and regional distribution (e.g. Phase 2B and 3C) infrastructure and assets.

Initiative 3. Review and revise essential requirements to perform job assignments in coordination with agency staffing needs or pay and class studies.

Initiative 4. Support staff engagement in industry organizations, continuing education and professional development opportunities.

Initiative 5. Develop and maintain training and development programs where employees develop skills needed to succeed now and progress in the future.

Objective 4-2 Provide a forum for partnership building with local organizations and the public on water advocacy within the region.

Initiative 1. Continue to coordinate with key local and state contacts for education and outreach opportunities.

Initiative 2. Promote the value of water to the public and business community through editorials, press releases, resolutions, postings to social media outlets, and dissemination of public outreach information on the Authority's website

Initiative 3. Host outreach initiatives, including annual BBQ at Peace River Facility and water forums to engage local and state officials in water issues.

Initiative 4. Engage with local and regional educational organizations (high schools, trade schools, colleges) and participate in water supply-related events with local youth organizations (AWWA model water tower competitions; 4H; FFA); including PRF Tours, local STEM events and Career Days.

Objective 4-3 Promote education on regional water issues through coordination and collaboration with elected officials, regulatory agencies, and academic institutions.

- Initiative 1. Monitor and remain engaged in the development and implementation of new or modified state and federal regulations and policies that affect the Authority and its customers.
- Initiative 2. Participate in annual County Legislative Delegation meetings to support regional water supply projects.
- Initiative 3. Participate in annual State and Federal Legislative outreach efforts that support water industry initiatives.
- Initiative 4. Continue to participate with the American Water Works Association (AWWA), Association of Metropolitan Water Agencies (AMWA), and others in National Water Policy Fly-Ins to meet with members of Congress, senior leadership of EPA, USACE, and other key agencies to advocate for critical water policy priorities.

TAB B
Track-Changes Version of Strategic Plan 2020



Peace River Manasota

Regional Water Supply Authority

Strategic Plan

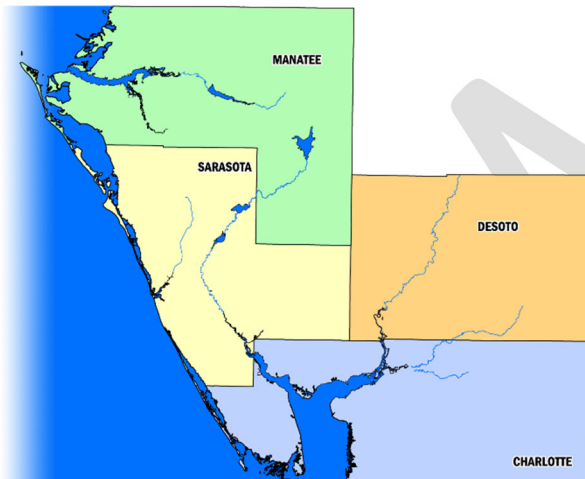
[DRAFT ~~Approved~~ February 2026_4]

Strategic Plan for Peace River Manasota Regional Water Supply Authority

February 4~~3~~, 2026~~4~~

Who We Are

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II. Resiliency

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III. Financial Stability

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OBJECTIVES & INITIATIVES

1-Cooperation & Collaboration

February 4~~3~~, 2026~~4~~

Goal: Maintaining a strong spirit of cooperation while collaboratively addressing regional water supply needs through the leadership, guidance and shared expertise of the Authority and Member Governments.

COOPERATION & COLLABORATION

Objectives

Objective 1-1 Establish and maintain mechanisms for regional and local input into the water supply planning process.

Initiative 1. Continue dDevelopment of a region-wide 'Action Plan' to optimize water quality consistency of current and future sources of supply through the Regional System in 2031 ~~22~~.

Objective 1-2 Update the Authority's Integrated Regional Water Supply Plan every 5-years or at greater frequency if conditions warrant (next scheduled update is s-are in 2030~~25~~).



Initiative 1. ~~Update-Implement~~ the Authority's Integrated Regional Water Supply Plan in collaboration with the Southwest Florida Water Management District's Water Supply Plan on a 5-year basis.



Initiative 2. Update the Authority's Water Quality Master Plan in conjunction with new infrastructure or regulatory changes on a 5-year basis(next scheduled update to occur after completion of Phase 2B transmission main).

Initiative 3. Continue to review and update customer and regional demands on an annual basis.

Objective 1-3 Enhance Short term and long-term relationships with all water suppliers in the Authority service area.

Initiative 1. Identify and seek to ~~improve~~ expand existing infrastructure, including Phase 3C Extension and Phase 2C feasibility and routing studies that could be used cooperatively to increase available water for delivery and exchange and maintain connections in readiness to serve status, ~~-~~ in-2023.



Initiative 2. Annually provide an update to the Authority Board on the Strategic Plan Objectives and Initiatives.

2- Resiliency

February 4~~3~~, 202~~6~~4

Goal: Planning and forging a system that is environmentally thoughtful and sustainable, highly interconnected, diversified, and adaptable.

RESILIENCY

Objectives

Objective 2-1 Develop a regional operational protocol for interconnected facilities that supports economical and sustainable use of resources, and emergency operation.

Initiative 1. Establish an operational protocol for interoperability of the interconnected regional water facilities to optimize flexibility and rotational supply sources by ~~2036~~ 2022. (For example, optimize conjunctive use of groundwater facilities such as the Carlton Water Treatment Plant and other groundwater sources in the dry season to augment surface water sources.)

Objective 2-2 Develop a "regional program plan" for identification and review ~~capital funding of future projects such as regional pipelines, and supply sources, and estimated costs with SWFWMD,~~ including sub-regional interconnections and Regional Participation in sub-regional projects of regional significance.



Initiative 1. Annually update the Authority's 5-year Capital Improvement Program.



Initiative 2. Annually update the Authority's 20-year Capital Needs Assessment.



Initiative 3. Annually review grant funding opportunities for CIP and CNA projects including coordination with the SWFWMD's Cooperative Funding Initiative ~~p~~Program, FDEP's Alternative Water Supply program, appropriations from the Florida Legislature, and the federal government, where appropriate.

Objective 2-3 Identify and develop regional projects and programs that bolster the regional system's resiliency.

Initiative 1. Interconnect all existing major supply facilities to the Regional Transmission System by 2036 0.

- Initiative 2. Evaluate and continue participation in programs with Florida Power & Light to optimize power costs and increase sustainability goals, including but not limited to solar power, in 2021.
- Initiative 3. Continue ~~feasibility, design, permitting~~ and construction of the Surface Water Supply Expansion Project (SWSEP), ~~PR3 Project and expanded water treatment capacity~~ for project completion by 2029-2030.
- Initiative 4. Continue partnerships and initiatives such as the Coast and Heartland National Estuary Partnership (CHNEP), the Horse Creek Stewardship Program (HCSP), the Authority's Hydrobiological Monitoring Program (HBMP), and with non-governmental organizations to protect and monitor water resources in the Region.
- Initiative 5. Evaluate integrated water supply opportunities to identify potential projects that can provide a dual benefit of supply reliability and environmental sustainability.
- Initiative 6. Investigate new and emerging technologies including Artificial Intelligence to optimize operations, costs, system reliability and environmental sustainability.



Recurring Initiatives

3-Financial Stability

February 4~~3~~, 2026~~4~~

Goal: Implementing policies and practices to maintain fiscal health while ensuring integrity and transparency in the financial process and providing affordable water rates that are fair and equitable.

FINANCIAL STABILITY

Objectives

Objective 3-1 Review Authority financial policies, procedures, and contracts to ensure they continue to support agency financial goals, including future debt considerations.



Initiative 1. Annually review Authority budgetary & financial policies and procedures to ensure they meet current & long-term financial goals and are in line with financial best practices.

Initiative 2. Review and update the Authority's Master Water Supply Contract annually or as needed to ensure consistency with board directives. ~~Perform a comprehensive review of the MWSC to ensure it meets the needs of Authority Customers by 2023; for example development of a methodology to combine new debt service cost of Authority water supply~~

~~sources with existing debt service cost (MWSC 16.1).~~



Initiative 3. Annually update the Authority's rate model to forecast cost impacts and rate impact changes for customers and non-customers.

Objective 3-2 Identify capital improvement funding needs, including new connections to the regional system and regional pipelines for Customers and partners.

Initiative 1. Develop connection fees and use charges for allocation of hydraulic capacity entitlements in the Regional Transmission System ~~by 2023.~~



Initiative 2. Update the Authority's R&R sufficiency study on an as-needed ~~5-year~~ basis.

Objective 3-3 Seek out and apply for state and federal funding of CIP and CNA projects including the SWFWMD's Cooperative Funding Initiative program, FDEP's Alternative Water Supply program, State revolving loans, appropriations from the Florida Legislature, and the federal government (e.g. WIFIA), where appropriate. Investigate alternative funding sources and mechanisms outside of SWFWMD and state grants including the State Revolving Loans, WIFIA et. al.



Initiative 1. Participate in state and federal legislative opportunities to create and provide a continuous source for funding of water infrastructure.



Recurring Initiatives

4- Leadership and Water Advocacy

February 4~~3~~, 202~~6~~4

Goal: Developing a workplace culture that is supportive and engaging, while advocating for and promoting the value of water to the public and elected officials through education and outreach efforts.

LEADERSHIP AND WATER ADVOCACY

Objectives

Objective 4-1	Implement policies and procedures to encourage leadership and growth within the organization and industry.
	<p>Initiative 1. Develop Leadership and Succession plans for key positions.</p> <p>Initiative 2. <u>Ensure adequate staffing is maintained to effectively operate and manage existing and expanded SWSEP and regional distribution (e.g. Phase 2B and 3C) infrastructure and assets.</u></p> <p><u>Initiative 3.</u> Review and revise essential requirements to perform job assignments in coordination with agency staffing needs or pay and class studies.</p> <p>Initiative 34. Support staff engagement in industry organizations, continuing education and professional development opportunities.</p> <p>Initiative 45. Develop and maintain training and development programs where employees develop skills needed to succeed now and progress in the future.</p>
Objective 4-2	Provide a forum for partnership building with local organizations and the public on water advocacy within the region.
Objective 4-3	Promote education on regional water issues through coordination and collaboration with elected officials, <u>regulatory agencies,</u> and academic institutions.

Note: The table content above is a simplified representation of the visual document. The actual document contains detailed text for each objective and initiative, including specific actions and dates. The visual document also features a large 'DRAFT' watermark and several circular icons representing a cycle or process.



Initiative 2. Participate in annual County Legislative Delegation meetings to support regional water supply projects.

Initiative 3. Participate in annual State and Federal Legislative outreach efforts that support water industry initiatives.

Initiative 4. Continue to participate with the American Water Works Association (AWWA), Association of Metropolitan Water Agencies (AMWA), and others in National Water Policy Fly-Ins to meet with members of Congress, senior leadership of EPA, USACE, and other key agencies to advocate for critical water policy priorities.



Recurring Initiatives

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