



GRANGER-HUNTER
IMPROVEMENT DISTRICT



Strategic Plan

2024

Introduction

Amid dealing with several transitions in 2020, The Board of Trustees at Granger-Hunter Improvement District (GHID or the District) recognized several opportunities to elevate the organization.

These changes required extensive elevations and the establishment of guiding principles contained within a new strategic plan. The District's Management provided technical and subject matter expertise and is charged with incorporating this Strategic Plan within the allocation of resources and daily operations. This plan formally presents GHID's Mission, Objectives, and Key Performance Indicators. While building upon that solid foundation, the plan then outlines 10 directed Strategic Initiatives. This planning work is supported by incorporating industry best-practices found within the American Water Works Association's: Ten Attributes of an Effectively Managed Utility.

This Strategic Plan is designed to give employees, customers, and other stakeholders an overview of GHID's annual operational goals. It also presents strategic directives and

improvement efforts that are designed to elevate GHID's operations in the years to come.

This 2020 Strategic Plan was ratified by the publicly elected Board of Trustees, which included:

- Debra Armstrong, Chair
- Corey Rushton, Trustee
- Russell Sanderson, Trustee

History



In November 1949, the Board of County Commissioners of Salt Lake County adopted a resolution declaring its intentions to create a special district. A public hearing was held on January 4, 1950, and nine days later, on January 13, 1950, Granger-Hunter Improvement District was officially created to provide potable water and sanitary sewer service. In January 1953, the first three trustees were elected: Lester O. Larson, Willard J. Jones and Estel L. Wright. In the early years, most of the day-to-day and managerial functions were handled by the Trustees.

In late 1958, the Board hired Walter Brock as the first full-time general manager as Estel Wright, who was functioning as District manager, resigned his managerial role. In January 1972, Gerald Larson was appointed General Manager. F. David Warr and Clint Jensen have also served as General Manager of the District.

In 2020, the District has 76 full-time and three part-time employees. The operating divisions of the District with corresponding number of employees includes:

- Water Systems (21)
- Wastewater Systems (14)
- Engineering (10)

- Information Technology (8)
- Administrative Services (15)

The District has more than 27,000 accounts serving a residential population of more than 120,000, mostly within West Valley City. The District works closely with the City when planning projects and when projecting future needs through the City's economic development department. The District's water supply comes from its sources and through a contract with Jordan Valley Water Conservancy District, the wholesale water agency in this area. The Central Valley Water Reclamation Facility (CVWRF) treats the wastewater collected by the District. This facility serves the needs of the District and six other local governments. GHID owns approximately 24% of the infrastructure at CVWRF.

Strategic Planning Purpose

The purpose of a strategic plan is to set overall goals and objectives for the District and develop a plan to achieve them. It involves stepping back from day-to-day operations and becoming more proactive than reactive as an organization. The Strategic Plan provides District Management with clear direction and establishes what the operational priorities should be. With a three-member board of various backgrounds, opinions, and focus, it is important to obtain a consensus on the direction of the organization. The plan is a roadmap providing direction for the efforts of everyone involved in forwarding the District's mission. The plan identifies areas of focus so that efforts can be concentrated and timed appropriately.

Quality strategic planning will save money in the long run while improving service and reliability to the community. Water and sewer projects are expensive items to finance and take a lot of engineering and considerable time to build or properly maintain. Without a Strategic

Plan, emergencies and problems get the most attention, and important initiatives that would elevate the organization get moved down the list of priorities. Society cannot overemphasize how valuable on-demand, fresh, clean water is to its community's personal health and welfare. Even though we enjoy several advantages and have celebrated many successes over recent years, we must keep in mind that the impact of deferred maintenance and service interruptions can be extremely disruptive to the community. Random water breaks, backed-up sewers, and unpredictable costs can put our health at risk, deter economic & community development, and brand GHID as an organization that is built on an unstable foundation.



This 2020 Strategic Plan will support the following principles:

- **Maximize Cooperation and Collaboration.** A plan helps ensure that everyone in the organization is working toward the same objectives and is dedicating time and resources accordingly. The plan considers national trends impacting all water utilities, as well as local concerns identified by elected trustees, management, and employees.
- **Directing Focus.** Strategic Plans are meant to provide overall direction and measures, compare best practices, reduce confusion, and keep organizational information consistent. This plan does not describe all of the day-to-day work that the team at Granger-Hunter Improvement District does and will continue to do. The plan addresses the strategic analysis, goals, and initiatives that have been identified and provides focus on specific areas that have room for improvement.
- **Public Accountability.** As a public enterprise and a vital utility, the District needs to provide official and transparent information to be dispersed in an organized way. This plan allows the District and the Board of Trustees to articulate the focus and direction of district activities, and how public funds are spent. It will also aid employees in using consistent and cohesive messaging that will assist in the efficient and effective sharing of information, services, events, and other important content.
- **Build Trust in the District.** The plan helps to transform and maintain the District's image. A professional method of communicating strategic plans, both internally and externally, inspires confidence from all stakeholders. Additionally, the minimization of conflict and confusion is possible when the mission, vision, and values are clearly defined and understood.
- **Have Everyone Communicate and Understand the District's Vision, Mission, and Values.** Everyone in the organization needs to understand their role in achieving quality results. The District leadership has a responsibility to consistently and frequently

share information with employees to create a sense of transparency and provide connection with all team members.



Vision and Mission Statements

GHID's ongoing vision and mission statements are accompanied by a list of seven values. As the local provider of water, an essential service, the District realizes its importance in shaping the overall health and welfare of the community. Every employee is responsible and accountable for upholding the values of the organization.

- Vision: Improving quality of life today – creating a better tomorrow.
- Mission: Stewards of water that is delivered clean and safe for daily use and collected responsibly to protect public health and our environment.



Established Values

These values make the District what it is, and without them, success will be difficult to achieve or define. The values instill confidence, earn respect, and create loyalty throughout the organization and community. They are the values that will anchor our resolve in the most difficult situations. Since our organization is very diverse, and there is a myriad of functions to make it work efficiently and effectively, these values are the unifying elements for everyone and provide a common ground by which we can measure all of our actions.

- Values:
 - Safety
 - Integrity
 - Community Stewardship
 - Fiscal Responsibility
 - Quality
 - Leadership
 - Sustainability



District Motto

During the spring of 2017, lunch meetings were held with all District staff to solicit opinions on the District's values. Not surprisingly, few, if any, knew what the values were, other than what was included in a poster on the wall. After lengthy discussions, input from all levels of staff, many discussions among management, and a little creativity, it was determined the District values could fall under four distinct categories. From this the District Motto was formed:

- Be it
- Own it
- Lead it
- Do it

This motto is a simplified approach to enhance the way that the District's vision, mission, and values are communicated within our operations internally, as well as externally to our patrons and stakeholders. Expanded descriptions of what the BOLD motto represents and how it is incorporated in the District's operation can be found throughout other District operating documents and procedures.



Be It

Honorable – Being worthy of honor. Having a good name or public esteem.

“Be it” gets right to the character of our organization. It is the willingness to do what is right even when no one else is looking. It is our moral compass – the inner voice. It is self-control and the basis of trust. It is the ability to hold together and act upon any situation without the influence of impulse. Organizational excellence takes courage to do what is right even if the personal cost is high. Our word is our bond. We do not cover up or falsify documents, and we do not write misleading messages. “Be it” fosters an organization where consistency, openness, fairness, justice, and self-respect have an opportunity to thrive.

Own It

Stewardship – The job of supervising or taking care of something.

“Own it” is just that – taking ownership of those assets for which we have been given stewardship. GHID requires a high level of professional skill, a 24-hour a day commitment, and a willingness to make personal sacrifices from each staff member. It often requires service before self. It does not tolerate self-pity, discouragement, anger, or frustration. It requires optimism and forward-looking confidence. It requires trust in the system – trust that those above you in leadership roles know what should and should not be done. To lose that trust in the system may result in placing self before service.

To successfully “Own it” requires the implementation of rules – often expressed through policy and procedure. Rules have a reason for existing, and the default position is to follow them and then adapt the rules to reflect the changing environment of the business.

Lead It

Initiative – The ability to assess and initiate tasks independently.

“Lead it” is about helping oneself and others to do what’s right. It is about setting the direction, building the vision, and using creativity to accomplish the District’s mission. “Lead it” is proactive and not being satisfied with subpar situations. “That’s the way we’ve always done it” is not an acceptable answer. Leaders inspire and motivate others to help deliver the vision.

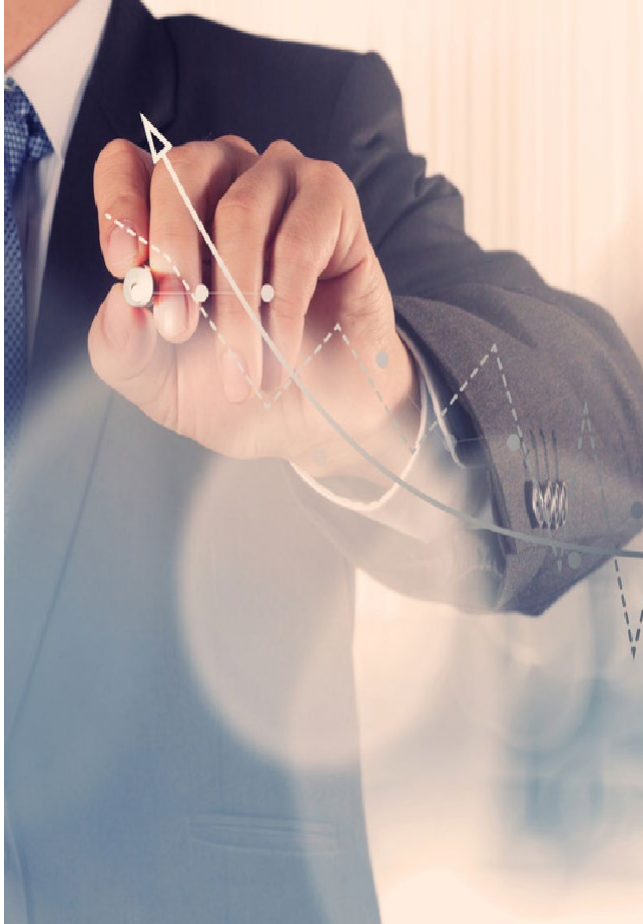
It is important to understand the three different levels of leadership: direct, organizational, and strategic. Direct leadership uses face-to-face, continuous contact with those individuals under their direct supervision. A foreman is an example of a direct leader. Organizational leadership influences a team comprised of numerous sub-teams without continuous contact with the employees, for example, a Division Manager or Director. Strategic leadership is about influencing the entire organization – executive staff.

Do It

Empowerment – The authority or power given to someone to do something.

Finally, to “Do it” is the act of bringing all the above-mentioned values together in accomplishing the District’s mission. The focus is on customer satisfaction and stakeholder understanding. Listening and effective communication are the keys to success. Empowerment creates a culture of trust where individuals can represent the whole. Empowerment is not giving people power but allowing individuals to use this power to support the values of the organization. Ultimately, empowerment encourages individuals to gain the skills and knowledge that will allow them to overcome the obstacles in their work environment.

Purposes of the District Motto



The four reasons for this motto include:

- Establish the ethical climate of the District. We cannot tolerate dishonesty or allow ourselves to get caught up in taking short-cuts. We do not allow ourselves to place personal interest ahead of the District's mission and values. We will not develop a "good enough for the government" mentality.
- Define the price of admission. All employees must accept accountability and practice judgment in the fulfillment of the District's mission. Self-interest cannot be allowed to permeate the ranks of the organization. Policies and

procedures must be acknowledged and followed, and all much be respected as persons of fundamental worth. Self-control must always be in effect. There must be confidence in the system.

- Values guide what is universal and unchanging. These values are the foundation of everything we do. In each case, related terms are listed in an attempt to capture the broader understanding of the value. The values are a road map that invite each person to consider key features of the requirements of professional service and cannot possibly hope to include everything.
- The values allow us to transform the climate of the organization. If a culture of compromise exists, it is likely to be a result of poor policies and programs rather than character flaws of the people. Our first task is to take care of the organization then let individual character development follow.

Implementation of Values and Motto

The values of our District need to be a major topic of everything we do, including every training event, public meeting, and employee evaluation. However, no matter how much we talk about them, the values will serve no purpose if we do not live up to them. In other words, our actions will speak louder than our words. Keys to success include:

- All orientations and trainings will weave in a value and the District's motto.
 - An orientation given to a new employee will provide a short, introductory lesson defining values and explaining their importance – usually given by the General Manager or an Assistant General Manager.
 - Opportunities to talk about the values and motto will be planned out and included in every training opportunity or employee meeting.
 - Managers will take advantage of opportunities to talk about the values and motto when providing training or during everyday interactions.
- All departments will operationalize the values and the District's motto.
 - This will best be accomplished through the employee's regular evaluation with a supervisor or manager.
- Any corrective action will be based

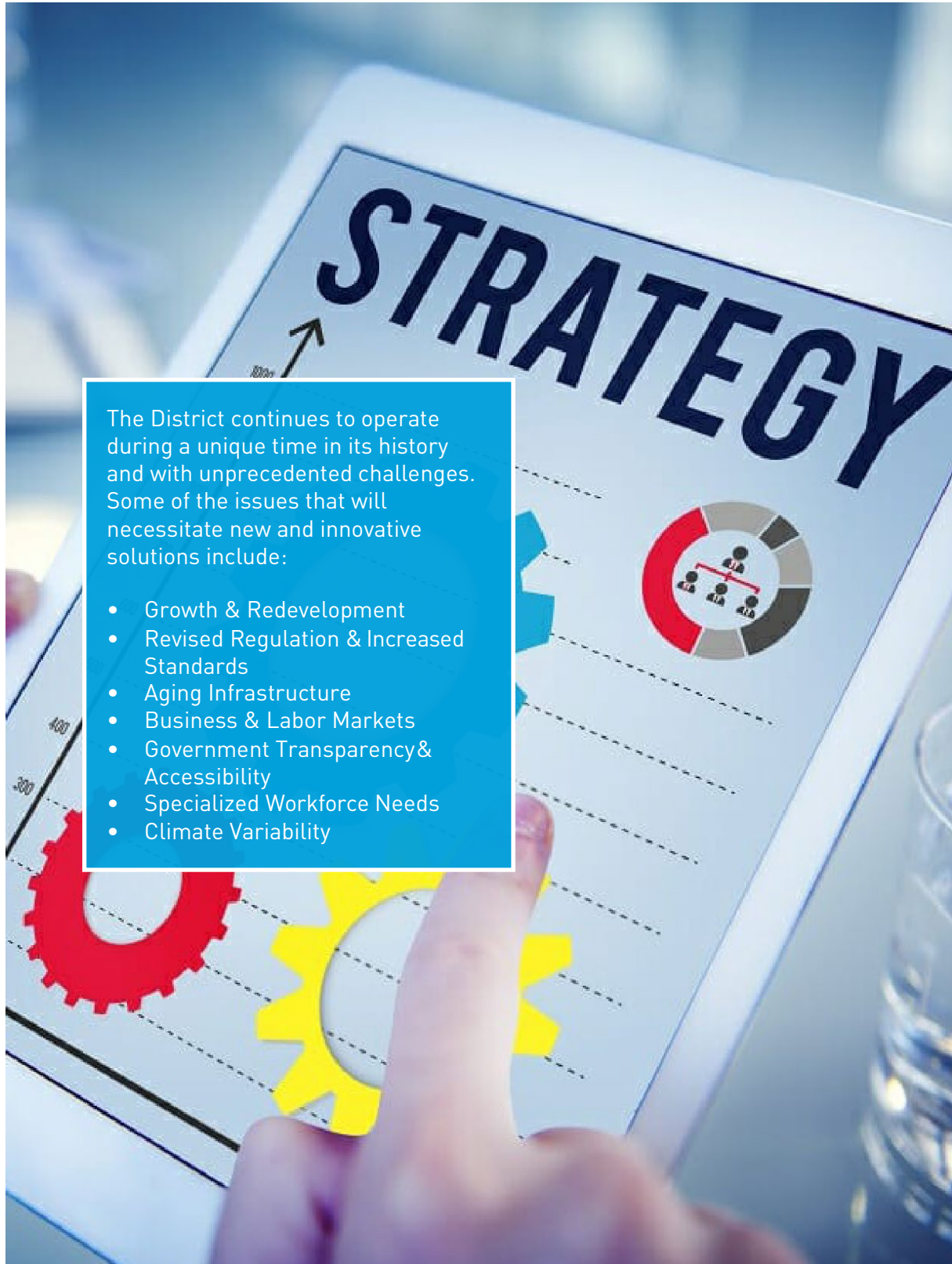
upon the values and motto. District management is committed to the just enforcement of standards of personal conduct and the consideration of performance management measures, including appropriate disciplinary measures.

- Leaders at all levels take full responsibility for implementing a strategy that includes the values and motto.
- District executive staff will externalize the values and motto to make us accountable for our customers, stakeholders, and peers.
 - Be "BOLD" in sharing values in public meetings, trainings, conferences, or other opportunities.

This District Motto is an essential tool for achieving balance and cohesion across the values and motto discussed above and is the basis for programs and messaging throughout the District. The values of Granger-Hunter Improvement District will be modified to reflect changing times, leadership, and principles. Operational systems, metrics, and procedures will be adaptable and designed or modified to meet the needs of Granger-Hunter Improvement District and the community it serves.



Strategic Analysis



Established Values

GHID has identified Strategic Objectives as continuous improvement activities designed to close performance gaps and leverage organizational strengths. Strategic Objectives balance across the perspectives that break down strategy into smaller components and make objectives actionable by involving all employees in operationalizing the organization's goals and aligning daily tasks, projects, programs, and policies.

The goal of this plan is to enable the District to be prepared for the challenges listed in the Strategic Analysis by articulating the following Strategic Objective statements:

- **Fund the Future.** To maintain and replace aging infrastructure, develop new infrastructure & water supply, and remain current with regulations, the District needs to schedule rate increases, manage resources, obtain appropriate debt financing, and control expenses to ensure financial viability into the future.
- **Workforce Evolution.** We need to thoughtfully and carefully develop a portfolio of systems to support our elite resource – our employees. Appropriate methods of succession planning for the organization and individual career mapping should be used to prepare and transition the next generation of leaders, managers, and technical staff.
- **Be a Modern Utility Service.** We need to become a utility that can change with the times while providing on-demand services to our customers and timely responses and information to our partner agencies. The District will continue to look for ways to innovate and incorporate new technologies in areas of asset management and performance analytics. We will efficiently protect and maintain our physical assets while providing robust cybersecurity measures.
- **Support the Community.** We will be proactive in monitoring and planning for growth or changing demographics within the District's service area. State and regional populations are projected to grow, and development patterns will continue to change. The District must be prepared for the direct and indirect impacts on demand for water and wastewater services. We will be an active collaborator with West Valley City and other regional government agencies.
- **Promote Environmental Stewardship:** The District will be an exemplar of responsible environmental practices in all operations and actions. We will provide educational outreach and help customers understand tiered rates structures and overall usage. We will also promote and provide programs that are proven to reduce water consumption. Our operations will feature conservation and efficiency, and we will strive to exceed all environmental regulatory requirements.
- **Build Financial Strength.** Ensuring budgetary viability and fiscal strength are the foundations that guide our financial and risk management systems. We will establish sound financial practices that will manage revenue volatility and ensure future investments for our infrastructure. The District will strive to maintain affordable and equitable rates while funding the essential costs of service.
- **Focus on our Patrons.** We will take a comprehensive public service approach to build end-user solutions and satisfaction for residential, commercial, and industrial patrons. District employees will anticipate and include the public's perspectives on decisions and policy development. Our finances, policies, and communications will be transparent and available through various channels.
- **Utilize Best Practices.** The District shall become a larger part of the dialogue concerning trends and issues within the water and wastewater industry. Best practices will focus on operations, maintenance, resource management, communications, regulatory compliance, finance, and human resources, to name a few.

The Ten Attributes of an Effectively Managed Utility

Effective Utility Management: A Primer for Water and Wastewater Utilities is the fundamental resource that Granger-Hunter Improvement District is using to innovate and improve performance across the organization. Effective Utility Management (EUM) is a framework written by experienced utility professionals across the nation that helps water utilities respond to the various challenges that they face. This document identifies the 10 attribute-related utility measures that we will reference and integrate into our strategic operations. These 10 attributes help management maintain a balanced approach to all aspects of utility operations, while at the same time bringing focus to areas that are ready for improvement.

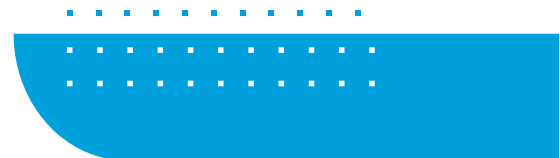
is critical to effectively managing a water and wastewater utility. Directors and Managers will use this framework in developing goals and metrics for their specific areas of responsibility. This plan will help direct and achieve balance and cohesion across the ten attributes. The Board of Trustees has identified those attributes with corresponding levels of focus and anticipated gains that include short-term, medium-term, and long-term timeframes. The Board has also ranked attributes in order of relative importance to assist District Management in the allocation of resources.

The measure of performance in each category



The ten attributes of an effectively managed utility are:

1. **Product Quality (Short-Term Gains)** – Produce “fit for purpose” water and other recovered resources that meet or exceed full compliance with regulatory and reliability requirements.
Example: Water Treatment & Flushing
2. **Operational Optimization (Short-Term Gains)**– Ensure ongoing, timely, cost-effective, reliable, and sustainable performance in all facets of the District’s operations in service to public health and environmental protection.
Example: Improved Metrics and Data-Driven Decision Making
3. **Customer Satisfaction (Medium to Long-Term Gains)** – Provide reliable, responsive, and affordable services in line with explicit, customer-derived service levels.
Example: Improved Communications & Service
4. **Employee and Leadership Development (Short-to Long-Term Gains)**– Recruit, develop, and retain a workforce that is competent, motivated, adaptive, and safety-focused.
Example: Training, Development, and Overall Compensation
5. **Stakeholder Understanding and Support (Medium-Term Gains)** – Engender an understanding and support from stakeholders for service levels, rate structures, budgets, capital improvements, and risk management decisions.
Example: CVWRF Optimization & JWCD Partnerships
6. **Financial Viability (Short & Long-Term Gains)**
– Understand and plan for the full life-cycle cost of utility operations and value of water resources. Establish and maintain an effective balance between long-term debt, O&M expenses, revenues, rates, reserves, etc.
Example: Financial Analysis & Fee Structure
7. **Enterprise Resiliency (Long-Term Gains)**
– Ensure utility leadership and staff work together internally and coordinate with external partners to anticipate, respond to, and avoid problems.
Example: Emergency Planning and Legislative Advocacy
8. **Infrastructure Strategy and Performance (Short to Long-Term Gains)** – Understand the condition of and cost associated with critical infrastructure assets. Plan infrastructure investments consistent with community needs, anticipated growth, system reliability goals, and relevant community priorities.
Example: Asset Management and Maintenance Programs
9. **Community Sustainability (Short to Long-Term Gains)** – Take an active leadership role in promoting and organizing sustainability improvements through collaboration with local partners.
Example: Conservation Activities and Education
10. **Water Resource Sustainability (Long-Term Gains)** – Ensure the availability and sustainable management of water for the community and watershed, including resource recovery.
Example: Evaluation of Water Sources and Contracts



Strategic Initiatives

The following 10 Strategic Initiatives have been conceptually developed by the Board of Trustees Strategic Initiatives and are divided into three broader categories: Our Community, Our Team, and Our Operations. District Management will evaluate, plan, and report of the progress of these initiatives on a routine basis. Each initiative is outlined on one page in the following format:

Why do this? – This section discusses the reasoning and importance behind moving forward with the initiative, including any relation to district values or strategic objectives listed within the Strategic Plan.

How will we do this? – This section describes which divisions or stakeholders will be involved and what type of work is needed to make progress on the initiative.

What needs to happen next? – This section defines some next-step action items that are categorized into three different time frames: short-term, medium term, and long-term. Time frame determinations are made based on the relative importance of the initiative and the estimated level of coordination and resources needed to accomplish the objectives. Some initiatives may have one next step that falls into a single time frame, while others have numerous next steps within multiple time frames.

Where does this fit within Effective Utility Management? – This section will list any of the corresponding Ten Attributes of an Effectively Managed Utility to join the strategic initiative with ongoing operations.

The District's Strategic Initiatives are:

Our Community – GHID's service area is home to a vibrant, diverse, and expanding community. The District was founded on principles of progress and togetherness, and the District should continue to encourage community development with the introduction of the following initiatives:

1. Water Quality Protocols
2. District Community Ambassadors Program
3. District Historical Placemaking Efforts

Our Team – GHID is committed to high-quality, patron-oriented delivery of services and anticipates the need to adapt to the changing needs of our workforce. The District needs to recognize, support, and value employee commitment while systematically working with partner agencies to capture and transfer institutional knowledge.

4. Compensation as a Whole Framework
5. Improvement District Coalition and Mutual Aid
6. Employee Advisory Board

Our Operations – GHID strives to improve the quality of life today while looking forward to the future through the delivery of essential water services. The District shall allocate strategic resources in seeking opportunities to maximize assets to provide an efficient continuity of operations for the future.

7. Water Loss Task Force
8. Water Storage and Tank Farm Integration
9. Safety & Emergency Planning Updates
10. Ten-Year Capital Improvement & Financial Plan



1 - Water Quality Protocols

Why do this? – Residents and businesses in our service area receive their drinking water from both surface waters and groundwater. Though it is treated before delivery, some types of contamination are still a challenge. Some of our water sources have high concentrations of Manganese that can create discoloration, along with taste and odor issues. National incidents of high-profile water contamination have contributed to the public awareness and overall need to make improving water quality a priority. Along with the health and safety of the community, the District needs to manage the rising costs of treatment and be ahead of regulatory changes that could affect our operations.

How will we do this? – The District will continue to elevate and educate key personnel on the newest trends and the industry's best practices regarding water quality. We will actively search for new ways to find and address gaps in water systems and maintenance programs. Additionally, the District will establish response plan protocols for responding to the various types of water quality issues. Finally, we will improve our communications and community outreach concerning drinking water quality, water systems, and health data to the public and policymakers.

What needs to happen next? –

Short Term: Evaluate the effectiveness of our water quality communications and refine ongoing communications plans.

Medium Term: Continue engineering and analysis on treatment facility to ensure best possible outcomes with technologies and facility.

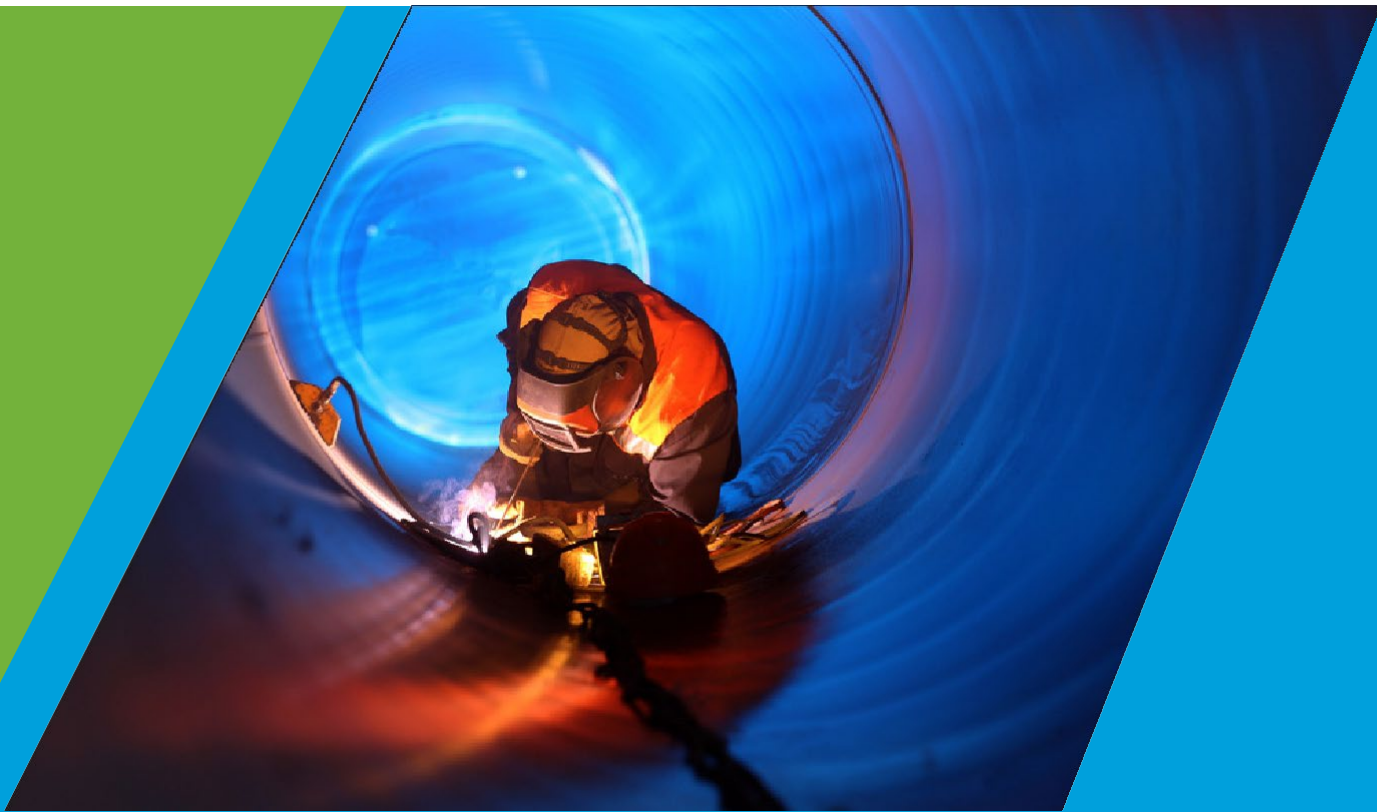
Long Term: Refine Flushing program and merge communications plans into how we respond to a water quality event.

Long Term: Test and evaluate water sources and management of system flows to establish best practices for maintaining water quality throughout different seasons.

Where does this fit within Effective Utility Management? –

- Product Quality
- Customer Satisfaction
- Operational Optimization
- Stakeholder Understanding and Support





2 - District Community Ambassadors Program

Why do this? – Dedicated employees are often acknowledged as the greatest assets of the District. These same employees can also be unrecognized and underutilized as greater community assets as they have both “eyes and ears” on the community. Several employees also reside within the service area of the District and can be called upon to be a resource for questions regarding water and wastewater service.

How will we do this? – Develop an Ambassador training program for our employees that would help them in developing skills of dealing with a wide variety of community issues while working in the field or involved with interactions with the community while off-duty. Successful completion and demonstrated competencies of this program would result in an annual stipend.

What needs to happen next? –

Short Term: Draft pilot program and training for program that identifies resources needed for successful implementation.
 Short-Term: Work with external stakeholders to refine trainings and protocols, while presenting and engaging employees on the program.
 Long Term: Evaluate outcomes and report successes.

Where does this fit within Effective Utility Management? –

- Customer Satisfaction
- Employee and Leadership Development
- Community Sustainability
- Stakeholder Understanding and Support

3 - District Historical Placemaking Efforts

Why do this? – Water development pioneers have a rich but often untold history in the role that they have played in making the desert landscape habitable. Additionally, the District has resources and assets that can contribute to community placemaking efforts that enhance the overall quality of life for our patrons.

How will we do this? – Employees will be charged with being creative in seeking opportunities to assist in developing meaningful and interesting spaces throughout our service area. We will be committed to providing little extra details in community development efforts. The District will also look for opportunities to document and preserve the history of the community through the eyes of the organization within its properties and records.

What needs to happen next? –

Short Term: Introduce the concept to all employees and enlist their aid in identifying opportunities for District involvement in community placemaking.

Long Term: Continue to add extra touches and historical preservation into the practices and procedures of District activities.

Where does this fit within Effective Utility Management? –

- Customer Satisfaction
- Community Sustainability
- Stakeholder Understanding and Support





4 - Total Compensation Package Framework

Why do this? - Employees may focus on base pay when thinking about compensation, but their compensation extends beyond just their base salary. In this competitive labor market with other water utilities seeking top talent, the District must present employees with a compelling total compensation package that can make the difference in recruiting and retention efforts.

How will we do this? - A total compensation package includes all rewards elements that an employee receives. A total compensation statement shows the cash value of each element, which can be presented to employees to show them the total value of their compensation package. The District will organize and calculate benefit values, helping employees understand the full value of their employment.

What needs to happen next? -

Short-Term: The District will review the overall compensation philosophy and strategy that will dictate which types of rewards are included in the total compensation package.

Short-Term: Provide educational materials and total compensation statements for each employee.

Long-Term: Continue to shift the workplace culture away from discussing salary without the context of total compensation. Ensure that all new offers for employment contain monetized total compensation estimates.

Where does this fit within Effective Utility Management? -

- Employee and Leadership Development
- Operational Resiliency

5-Improvement District Coalition and Mutual Aid

Why do this? – Granger-Hunter Improvement District operates as a Special Service District that is separate from the governing municipality, West Valley City. Other West-Side communities are also served by improvement districts that are experiencing similar issues of growth management, operational optimization, and changes in leadership. Formalizing relationships with these other organizations would provide a sound basis for the sharing of best practices. These relationships could foster potential mutual aid agreements or job exchange programs. Additionally, without land-use jurisdiction, Improvement Districts will need improved collaboration and understanding. It comes as government entities codify regulations and water conservation measures.

How will we do this? – This initiative requires a great deal of exploration and relationship management with neighboring improvement districts to determine areas of common interest and need. There is a myriad of possibilities for all levels of the organization to benefit from an increased alliance with Kearns Improvement District, Magna Improvement District, and Taylorsville-Bennion Improvement District.

What needs to happen next? –

Short Term: Initiate formal and informal meetings and events with members of other improvement districts. Explore potential frameworks for sharing of best practices and resources.

Long Term: Continue to foster relationships and advocacy coalitions, while continuing to explore mutually beneficial arrangements.

Where does this fit within Effective Utility Management? –

- Employee and Leadership Development
- Operational Optimization
- Operational Resiliency
- Community Sustainability
- Stakeholder Understanding and Support





6 - Employee Advisory Board

Why do this? – Granger-Hunter Improvement District employs a broad cross-section of various skills and disciplines throughout its divisions. With a variety of positions, including some office-based and some based throughout the field, various silos are inevitably formed. By appointing and empowering a committee to represent employee issues and provide feedback to management, the District will have a valuable tool in addressing employee issues and building morale.

How will we do this? – By appointing an advisory board from the various divisions and employee classifications of the District. The Employee Advisory Board will establish a formal platform for dialogue between employees and District Management. Board members will channel employee viewpoints through peer-to-peer contacts, ensuring a flow of ideas from across the District to improve our work environment. Their role is to make sure that all employees have a voice in decisions and promote unity among workgroups.

What needs to happen next? –

Short Term: Brainstorm ideas for an Employee Advisory Board structure and identify needed resources.

Medium Term: Seek applications from interested employees that are willing to serve on an advisory board and select member that will ensure a broad representation across the District.

Where does this fit within Effective Utility Management? –

- Employee and Leadership Development
- Operational Optimization

7 - Water Loss Task Force

Why do this? – Identifying system-wide water loss or non-revenue water is one of the lowest hanging fruits in improving the efficiency of water utilities around the world. This is especially true when the water losses in the distribution systems are obvious when analyzing available data. There are numerous benefits of reducing water losses throughout the District's systems, including water quality, water availability, and increased financial stability.

How will we do this? – Create an “all-hands-on-deck” approach to identifying, correcting, and continually evaluating methods used to reduce water losses throughout the system. We will actively address all apparent losses, including erroneous data, metering inaccuracies, leakage, pressure management, and unauthorized consumption.

What needs to happen next? –

Short Term: Complete independent audit of metering inaccuracies and develop reporting safeguards to flag future issues with data collection and billing.

Short Term: Support efforts at the Utah Legislature designed to identify and report on water losses.

Medium Term: Continually adapt maintenance programs that are designed toward identifying water losses.

Long-Term: Establish performance indicators and benchmarks that support the continual monitoring and process for addressing water loss.

Where does this fit within Effective Utility Management? –

- Operational Optimization
- Financial Viability
- Infrastructure Stability
- Community Sustainability
- Water Resource Adequacy





8- Water Storage and Tank Farm Integration

Why do this? – The District is susceptible to incurring expenses associated with demands placed on the Jordan Valley Water Conservancy District’s (JWCD) wholesale system during the summer months. The best way to control these demands, as well as plan for future growth and emergencies, is to increase the District’s storage capacity. The District shares a storage site with JWCD, who has expressed a willingness to sell these storage assets for their depreciated value.

How will we do this? – Evaluation of this initiative is currently underway, and The District needs to develop an effective method for integrating these tanking into the adjoining system. Financial analyses that assess the potential costs and benefits of a deal must also consider several other factors, including land acquisition costs of a largely developed urban area. A changing political climate, as well as competing policy directives, makes the offer to acquire the storage from JWCD time-sensitive and creative solutions that may be required to assess value and mitigate risks by both parties.

What needs to happen next? –

Short Term: Expedite possible evaluations of options in increasing District water storage.
 Short Term: Maintain contact with JWCD and explore creative solutions in establishing framework for a potential purchase and transfer of storage assets.
 Long Term: Integrate new storage facilities into existing system and/or develop additional options for increasing the District’s water storage capacity.

Where does this fit within Effective Utility Management? –

- Operational Optimization
- Financial Viability
- Infrastructure Stability
- Operational Resiliency

9 - Safety & Emergency Planning Updates

Why do this? – Public works organizations are one of the primary pillars of coordinated emergency response within FEMA's (Federal Emergency Management Agency) Incident Management Structure. Also, as a provider of an essential service and resource, the District must be prepared to address any service disruptions that are due to any number of natural or man-made causes.

How will we do this? – The District needs to engage in exercises to update emergency response plans and readiness activities. Updates to the continuity of operations plans, as well as any emergency planning annexes, will be accompanied with proper training and inventory of necessary equipment. The current worldwide pandemic has also made it necessary to evaluate operating procedures, illness prevention measures, and general workplace safety.

What needs to happen next? –

Short Term: Make emergency and safety planning update assignments to appropriate staff and subject matter experts.

Short Term: Perform facility assessments and workplace protocols that follow best health and safety practices for the prevention of the spread of infectious diseases.

Medium Term: Update safety and emergency plans with increased focus on training and proper inventory supplies.

Where does this fit within Effective Utility Management? –

- Employee and Leadership Development
- Operational Optimization
- Operational Resiliency
- Community Sustainability





10 - Ten-Year Capital Improvement & Financial Plan

Why do this? – Granger-Hunter Improvement District is responsible for hundreds of miles of pipelines and numerous facilities to provide water and wastewater services. An appropriate asset management plan ensures that infrastructure components are replaced at the correct time to prevent failure and maintain optimum efficiency. Implementing additional management aspects into our 10-year financial will provide policymakers, and the public, with a long-term outlook concerning rates and taxes levied for the services provided.

How will we do this? – This initiative will build on top of current financial plans by adding new layers of analysis, including projected long-term capital expenditures. Once complete, the plan will estimate revenue and expenditure data in the form of annual revenue requirements, which are indications of future average rate changes. The financial ratios will provide indicators that the District is projected to have sufficient resources to achieve adequate resources, provide coverage for debt service, fund balance, and reserve requirements for both operating and capital needs over 10 years.

What needs to happen next? –

Short Term: Accelerate efforts to gather condition assessment data and estimates for capital improvement projects.

Medium Term: Update Ten-Year Plans with increased focus on potentially large capital projects with the intent to keep financial position and bond ratings strong for future financing needs.

Long Term: Continue to update financial and capital plans as information becomes available and report to Board of Trustees and District Management.

Where does this fit within Effective Utility Management? –

- Financial Viability
- Infrastructure Stability
- Operational Resiliency

Measures of Success

Measurement is critical to management improvement efforts and is an essential element of strategic planning. In Appendix A, attached to this plan, the specific measurements attributable to the EMU are allocated among the District values. These Key Performance Indicators (KPI) will measure the organization’s performance in achieving the Strategic Objectives and Initiatives. These will be updated and reviewed throughout the year, and these KPI will identify gaps, trends, and opportunities for corrective actions. The measurements will support the desire of District leadership to make informed decisions, and practical changes to achieve excellence in the performance of our daily activities.



Conclusion

This is an ambitious but manageable plan with many actionable elements. Not all good things can be done at once, and some phased project sequencing is inevitable, especially for elements that will require additional data or resources. However, much progress will be made by incorporating clear direction and instilling common values throughout our daily operations. We will need to seize on opportunities for efficiencies and savings by having clear plans and measurements. The District has instituted an annual Strategic Planning Summit that allows us to communicate and celebrate our progress, identify new risks, and share ideas. We commit to building and improving the strategies outlined in this plan and in developing performance measures that will assist in analyzing, developing, and reporting the outcomes to the public which we serve.



www.ghid.org

Address:

2888 South 3600 West P.O. Box 701110

West Valley City, Utah 84170-1110

Phone (801) 968-3551 Fax (801) 968-5467

APPENDIX A

Strategic Plan 2024



2021 - 2024 Strategic Initiatives Quarterly Objective Performance Report

1st Quarter - January 1, 2021 through March 31, 2021



GRANGER-HUNTER
IMPROVEMENT DISTRICT



STATUS GUIDE



Objective was completed by the original date



Objective is on track to be completed by the original target date



Objective is not on track










Object deleted or delayed by the District Board





1) Our Community - WATER QUALITY PROTOCOLS

No.	Initiative Description	Target Date	Revised Date	Status	Comments	Effective Utility Management*
1	Identify additional areas to share water quality information, including websites and social media, mailers, and bills.	Apr-21				A, B, C, H
2	Prepare S.O.P. on large scale water quality event response.	Jun-21				A, B, C, H
3	Develop targeted flushing program, including priority areas and yearly schedule.	Aug-21				A, B, C, H
4	Develop operations plan to minimize water quality events throughout the year.	Dec-21				A, B, C, H, J
5	Identify remaining sites for iron/manganese removal.	Dec-21				A, B, C, H
6	Complete construction of RGWTP (Wells No. 1, 12, & 17)	May-23				A, B, C, H









2) Our Community - DISTRICT COMMUNITY AMBASSADORS PROGRAM

No.	Initiative Description	Target Date	Revised Date	Status	Comments	Effective Utility Management*
1	Define internal/external stakeholders and scope of Ambassador Training Program.	Mar-21				C, D, E, I
2	Meetings held with internal and external stakeholders to define engagement points and community needs.	Jun-21				C, D, E, I
3	Select and implement customer satisfaction measures based on internal/external feedback (responsiveness rate, categorizing complaint calls).	Sep-21				C, D, E, I
4	Final draft of protocols and trainings reviewed by District Management and Board.	Nov-21				C, D, E, I
5	Launch materials created and distributed.	Jan-22				C, D, E, I
6	Development and launch employee satisfaction survey.	Jun-22				C, D, E, I
7	Adjust program based on findings and KPI data.	2023+				C, D, E, I


3) Our Community - DISTRICT HISTORICAL PLACEMAKING EFFORTS

No.	Initiative Description	Target Date	Revised Date	Status	Comments	Effective Utility Management*
1	Communicate initiative with staff and create a committee (meet quarterly).	Mar-21				C, E, I
2	Post placemaking efforts on website and social media.	Annually				C, E, I
3	Develop ideas and protocol for implementing placemaking.	Sep-21				C, E, I
4	Create criteria and topics for posting articles in WVC journal regarding water related issues/opportunities.	Semi-Annual				C, E, I

4) Our Team - TOTAL COMPENSATION PACKAGE FRAMEWORK






No.	Initiative Description	Target Date	Revised Date	Status	Comments	Effective Utility Management*
1	Review compensation philosophy and strategy.	Jan-21				D, G
2	Validate District compensation philosophy with market study (KPI report).	Mar-21				D, G
3	Define and compile data for total compensation profiles (Stay/Exit Interview Comparison).	Jun-21				D, G
4	Educational materials created (expected to include local comparison data).	Sep-21				D, G
5	Leader Training on Statements.	Oct-21				D, G
6	Create and deliver total compensation statements for each employee.	Dec-21				D, G
7	Compile local averages for each position.	Jun-22				D, G
8	Create candidate statements for potential hires.	Sep-22				D, G

5) Our Team - IMPROVEMENT DISTRICT COALITION AND MUTUAL AID




No.	Initiative Description	Target Date	Revised Date	Status	Comments	Effective Utility Management*
1	Determine best locations for water system emergency interconnects.	Jul-21				B, E, G, I, J






2	Develop Interlocal Agreements with TBID and Kearns ID for shared utility service.	Dec-21				F, I
3	Explore opportunities to participate in advocacy coalitions, such as those hosted by AWWA, WEF, APWA, and ChamberWest.	Dec-21				B, E, I, J

6) Our Team - EMPLOYEE ADVISORY BOARD






No.	Initiative Description	Target Date	Revised Date	Status	Comments	Effective Utility Management*
1	Propose Employee Advisory Board Structure.	Feb-21				B, D
2	Define needed resources and create educational materials.	Apr-21				B, D
3	Launch program and call for volunteers to serve on the committee.	Jun-21				B, D
4	Appoint EAB and announce to all employees.	Jul-21				B, D
5	Define scope, operational standards, formalize meetings.	Aug-21				B, D

7) Our Team - WATER LOSS TASK FORCE


No.	Initiative Description	Target Date	Revised Date	Status	Comments	Effective Utility Management*
1	Establish Metering Compliance Plan with specific data collection and billing procedures. Shall include development of metrics and reporting safeguards to mitigate potential sources of erroneous data.	Apr-21				B, F, H, I, J
2	Develop Meter Maintenance Plan that includes routine calibration processes and unit output procedures.	Apr-21				B, F, H, I, J
3	Establish a four-year span of water loss rate metrics and key performance indicators with annual targets.	Jun-21				B, F, H, I, J



4	Develop Leakage Mitigation Plan that outlines recommendations for leak detection technologies, rupture volume estimation processes, and Capital Asset Replacement analysis and update (targeted for leakage reduction).	Sep-21				B, F, H, I, J
5	Establish System Pressure Management Plan including analysis, cost assessments, recommendations, and implementation.	Sep-21				B, F, H, I, J
6	Develop Unauthorized Connections Identification Plan.	Jul-21				B, F, H, I, J
7	Create Water Loss Task Force Plan and implementation with focus on Company wide collaboration, accuracy, correction, continual evaluation of methods for reduction, minimization and tracking.	Jul-21				B, F, H, I, J
8	Develop District Water Loss Legislation Management Plan.	Jul-21				B, F, H, I, J

8) Our Operations - WATER STORAGE AND TANK FARM INTEGRATION




No.	Initiative Description	Target Date	Revised Date	Status	Comments	Effective Utility Management*
1	Purchase two 5 MG surplus tanks from JVWCD.	Mar-21				B, H, J
2	Complete construction of Pump Station/Piping Improvements at Tank Farm site at 4800 W. 4500 S.	Dec-22				B, H, J
3	Monitor for opportunities to construct additional Zone 4 pipelines to accommodate additional storage at Tank Farm.	Dec-21				B, H, J
4	Develop internal goals for minimizing peak day and peak hour factors.	Dec-21				B, H, J
5	Obtain a parcel for construction of the new 5 MG Zone 1 Reservoir near 4700 South and 6300 West.	Jun-22				B, H, J

9) Our Team - SAFETY AND EMERGENCY PLANNING UPDATES

No.	Initiative Description	Target Date	Revised Date	Status	Comments	Effective Utility Management*
1	Perform Emergency Response and Safety Plan assessments, modifications, and updates. Include development of target metrics / KPI's.	Jul-21				B, D, G, I

2	Conduct Facility Assessments with Workplace Protocols for prevention of the spread of infectious disease.	Jul-21				B, D, G, I
3	Update Safety and Emergency Plans with focus on training and proper inventory supplies.	Jul-21				B, D, G, I

10) Our Operations - TEN-YEAR CAPITAL IMPROVEMENTS AND FINANCIAL PLAN

No.	Initiative Description	Target Date	Revised Date	Status	Comments	Effective Utility Management*
1	Update Master Plans for both Water and Wastewater Systems, and annually hereafter.	Jul-21				B, E, F, H
2	Create 10-year Financial Plan to determine annual revenue requirements, update annually hereafter.	Sep-21				B, E, F, H
3	Develop a 10-year Capital Improvement and Infrastructure Maintenance Plan, update annually hereafter.	Sep-21				B, E, F, H

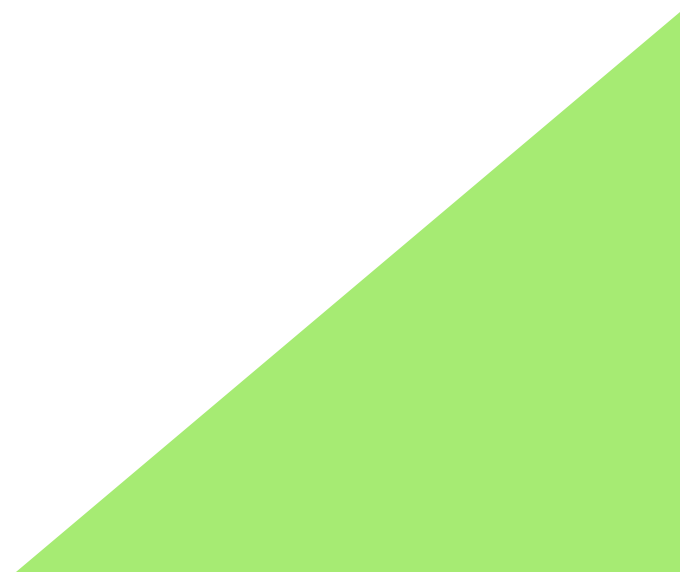
Ten Attributes Key:

EFFECTIVE UTILITY MANAGEMENT (EUM)*

No. Initiative Description

- Product Quality
- Operational Optimization
- Customer Satisfaction
- Employee and Leadership Development
- Stakeholder Understanding and Support
- Financial Viability
- Enterprise Resiliency
- Infrastructure Strategy and Performance
- Community Sustainability
- Water Resource Sustainability

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B
C
D
E
F
G
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2021 - 2024 Strategic Initiatives Quarterly Key Performance Indicators




1st Quarter - January 1, 2021 through March 31, 2021






STATUS GUIDE

-  Objective was completed by the original date
-  Objective is on track to be completed by the original target date
-  Objective is not on track
-  Object deleted or delayed by the District Board




1) Our Community - WATER QUALITY PROTOCOLS				
No.	Indicator Description	Status	Comments	Effective Utility Management*
1	Key Performance Indicator - 1 Maintain average source iron levels below recommended limit - 0.1 mg/L.			A, B, C, E, H
2	Key Performance Indicator - 2 Begin to reduce average source manganese levels to below recommended limit - 0.03 mg/L by 2024.			A, B, C, E, H
3	Key Performance Indicator - 3 Begin to reduce average source ammonia levels to below recommended limit - 0.2 mg-N/L by 2024.			A, B, C, E, H
4	Key Performance Indicator - 4 Reduce water quality complaints to below 350 per year.			A, B, C, E, H
5	Key Performance Indicator - 5 Share water quality information three times per year in different areas (social media, website, mailers).			A, B, C, E, H

2) Our Community - DISTRICT COMMUNITY AMBASSADORS PROGRAM				
No.	Indicator Description	Status	Comments	Effective Utility Management*
1	Key Performance Indicator - 1 Quantify the complaint rates of customer service vs core utility service complaints. Initially using available data to benchmark then looking at progression of data over the course of the program.			C, D, E, I
2	Key Performance Indicator - 2 Quantified employee satisfaction based on survey data regarding employment, interaction with the public, policy and procedures, etc.			C, D, E, I
3	Key Performance Indicator - 3 Yes/No - Do we identify stakeholders, conduct outreach, and actively consider input and ongoing improvements to the program?			C, D, E, I




3) Our Community - DISTRICT HISTORICAL PLACEMAKING EFFORTS

No.	Indicator Description	Status	Comments	Effective Utility Management*
1	Key Performance Indicator - 1 Two to three ideas per year from committee involving GHID in community placemaking.			C, E, I
2	Key Performance Indicator - 2 Semi-annual placemaking articles posted on website.			C, E, I
3	Key Performance Indicator - 3 Semi-annual articles/postings on social media and/or West Valley City journal.			C, E, I


4) Our Team - TOTAL COMPENSATION PACKAGE FRAMEWORK

No.	Initiative Description	Status	Comments	Effective Utility Management*
1	Key Performance Indicator - 1 Evaluate salary competitiveness relative to market rate on an annual basis.			D, G
2	Key Performance Indicator - 2 Turnover rate comparison by benchmarked data in industry over time.			D, G
3	Key Performance Indicator - 3 Stay and Exit Interview data comparison prior to and annually after rollout of framework.			D, G








5) Our Team - IMPROVEMENT DISTRICT COALITION AND MUTUAL AID

No.	Initiative Description	Status	Comments	Effective Utility Management*
1	Key Performance Indicator - 1 Hold bi-yearly meetings with neighboring 3 Improvement Districts.			B, D, E, I
2	Key Performance Indicator - 2 Maintain at least 1 emergency interconnect per water pressure zone (5 total).			B, D, E, I
3	Key Performance Indicator - 3 Maintain updated Interlocal Agreements for shared utility service with 3 neighboring entities, verified or updated annually.			B, D, E, I

6) Our Team - EMPLOYEE ADVISORY BOARD




No.	Indicator Description	Status	Comments	Effective Utility Management*
1	Key Performance Indicator - 1 Quantified employee satisfaction based on survey data regarding employment, interaction with the public, policy and procedures, etc.			B, D

7) Our Community - WATER LOSS TASK FORCE




No.	Indicator Description	Status	Comments	Effective Utility Management*
1	Key Performance Indicator - 1 Metering data collection and billing process compliance with established plan procedures and rate tracking of reporting safeguards.			B, F, H, I, J
2	Key Performance Indicator - 2 100% Compliance with Meter Maintenance Plan, including routine calibration and unit output verification, routine adaptation and update to Plan, and implementation.			B, F, H, I, J
3	Key Performance Indicator - 3 Complete annual analysis and update of target metrics identified in the Four-Year Target Metric Plan including water loss rate with supporting benchmarks and performance indicators.			B, F, H, I, J
4	Key Performance Indicator - 4 Perform routine leak detection analysis of entire system on established completion interval with update of Mitigation Plan.			B, F, H, I, J
5	Key Performance Indicator - 5 Conduct routine system pressure management analysis, review, and recommendation development in line with established plan.			B, F, H, I, J
6	Key Performance Indicator - 6 Conduct 100% of annual unauthorized connections assessments as outlined and in accordance to the Identification Plan.			B, F, H, I, J
7	Key Performance Indicator - 7 Conduct and implement 100% of Water Loss Task Force Outline and Plan established annual tasks.			B, F, H, I, J

8	Key Performance Indicator - 8 Perform Legislation Management activities in line with established plan and with focus on emerging issues to enhance legislative and community support for water loss based legislation each calendar year.			B, F, H, I, J
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8) Our Operations - WATER STORAGE AND TANK FARM INTEGRATION

No.	Initiative Description	Status	Comments	Effective Utility Management*
1	Key Performance Indicator - 1 Ensure peak day factor remains below 3-year average (2.3).			B, F, H, G
2	Key Performance Indicator - 2 Ensure peak hour factor remains below 3-year average (3.4).			B, F, H, G
3	Key Performance Indicator - 3 Utilize 105% or less of the JVWCD Contract Annually.			B, F, H, G

9) Our Team - SAFETY AND EMERGENCY PLANNING UPDATES

No.	Initiative Description	Status	Comments	Effective Utility Management*
1	Key Performance Indicator - 1 Annual review of Recordable Incident rate and target.			B, D, G, I
2	Key Performance Indicator - 2 Annual review of Preventable Vehicle Accident rate tracking and target.			B, D, G, I
3	Key Performance Indicator - 3 Annual update of Safety and Emergency Plans compliance.			B, D, G, I

10) Our Operations - 10-YEAR CAPITAL IMPROVEMENT AND FINANCIAL PLAN

No.	Initiative Description	Status	Comments	Effective Utility Management*
1	Key Performance Indicator - 1 Annually update the 10-year Financial Plan.			F, G, H
2	Key Performance Indicator - 2 Annually update the 10-year Capital Improvement/Infrastructure Management Plan.			F, G, H
3	Key Performance Indicator - 3 Evaluate net revenues required to adequately fund capital improvements and future bond issuances.			F, G, H
4	Key Performance Indicator - 4 Evaluate debt to equity ratio.			F, G, H

Ten Attributes Key:

EFFECTIVE UTILITY MANAGEMENT (EUM)*

No.	Initiative Description
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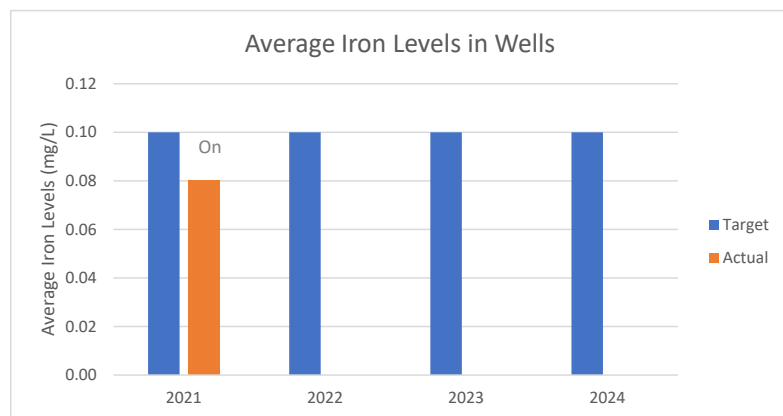
- | | |
|----|-----------------------------------------|
| 1 | Product Quality |
| 2 | Operational Optimization |
| 3 | Customer Satisfaction |
| 4 | Employee and Leadership Development |
| 5 | Stakeholder Understanding and Support |
| 6 | Financial Viability |
| 7 | Enterprise Resiliency |
| 8 | Infrastructure Strategy and Performance |
| 9 | Community Sustainability |
| 10 | Water Resource Sustainability |

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1) Our Community - WATER QUALITY PROTOCOLS

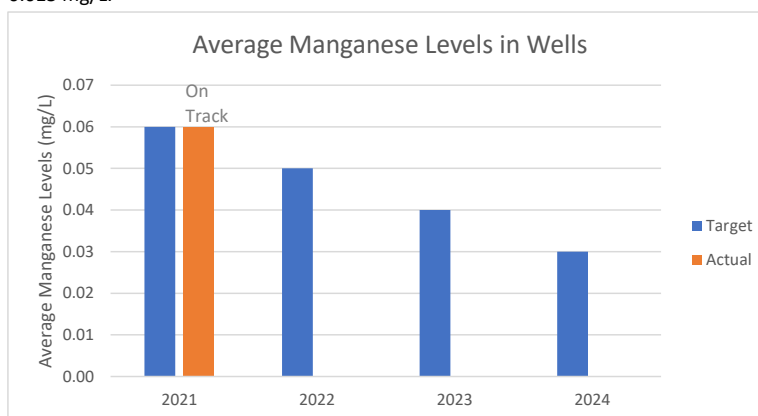
Key Performance Indicator - 1

Maintain average source iron levels below recommended limit - 0.1 mg/L.



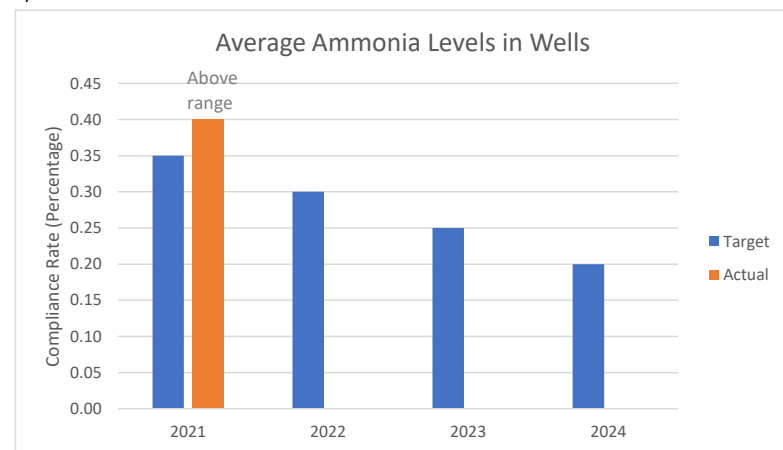
Key Performance Indicator - 2

Reduce average source manganese levels to below recommended limit - 0.015 mg/L.



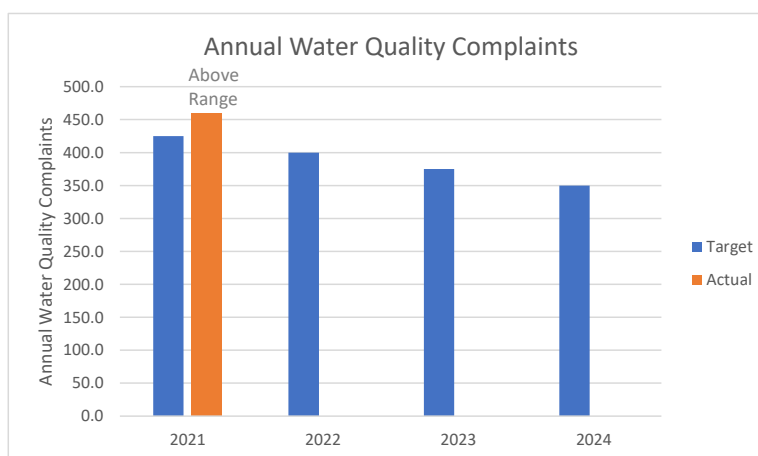
Key Performance Indicator - 3

Reduce average source ammonia levels to below recommended limit - 0.02 mg-N/L.



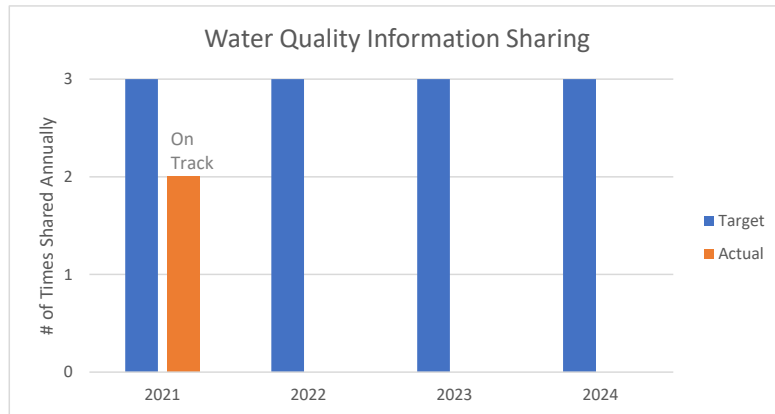
Key Performance Indicator - 4

Reduce water quality complaints to below 350 per year.



Key Performance Indicator - 5

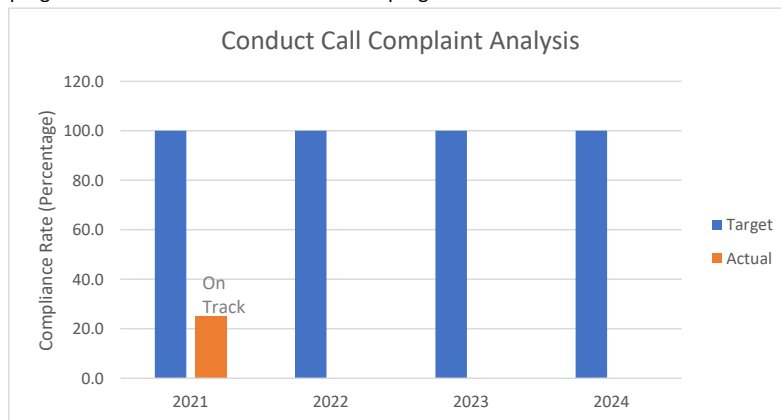
Share water quality information three times per year in different areas (social media, website, mailers).



2) Our Community - DISTRICT COMMUNITY AMBASSADORS PROGRAM

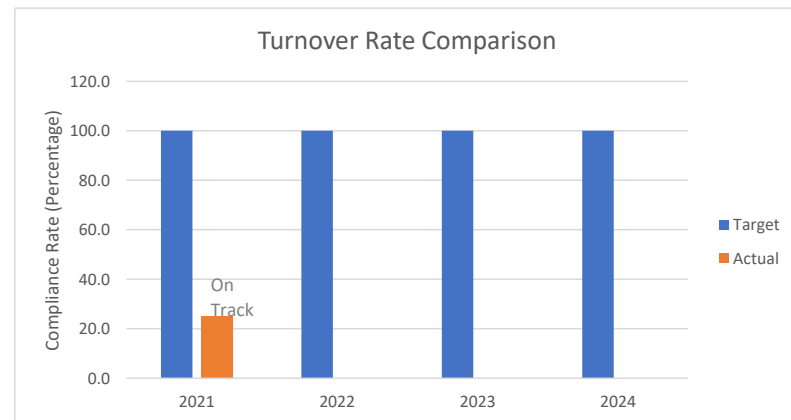
Key Performance Indicator - 1

Quantify the complaint rates of customer service vs core utility service complaints. Initially using available data to benchmark then looking at progression of data over the course of the program.



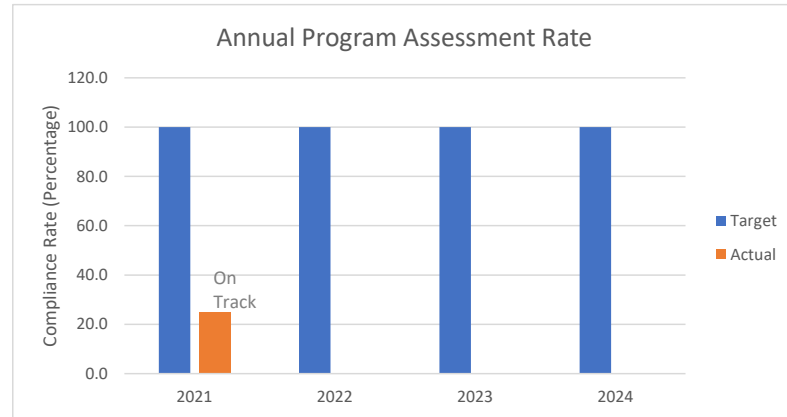
Key Performance Indicator - 2

Quantify employee satisfaction based on survey data regarding employment, interaction with the public, policy and procedures, etc.



Key Performance Indicator - 3

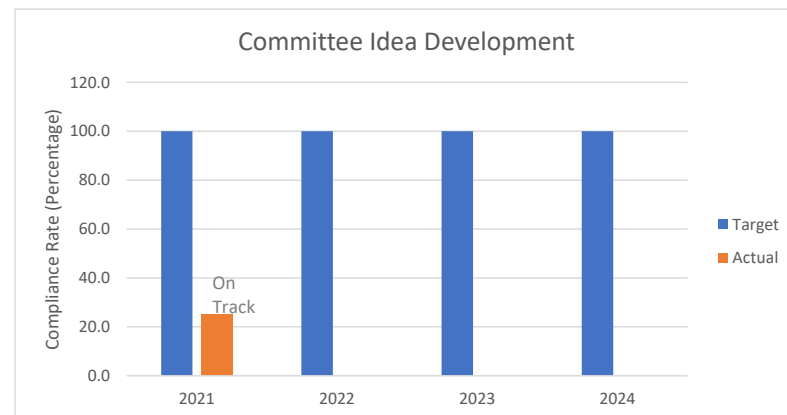
Annually identify stakeholders, conduct outreach, and actively consider input and ongoing improvements to the program.



3) Our Community - DISTRICT HISTORICAL PLACEMAKING EFFORTS

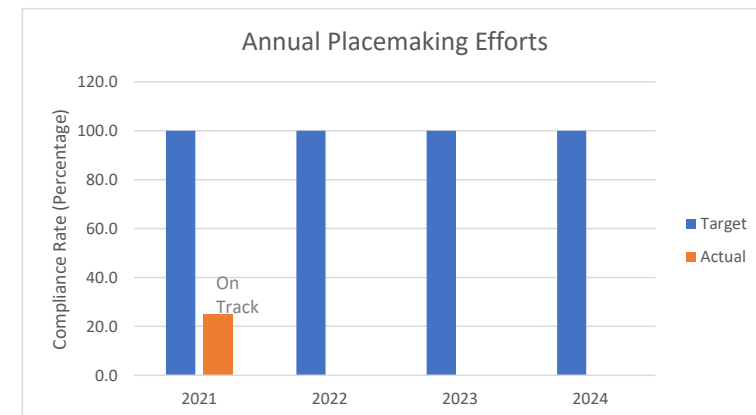
Key Performance Indicator - 1

Two to three ideas per year from committee involving GHID in community placemaking.



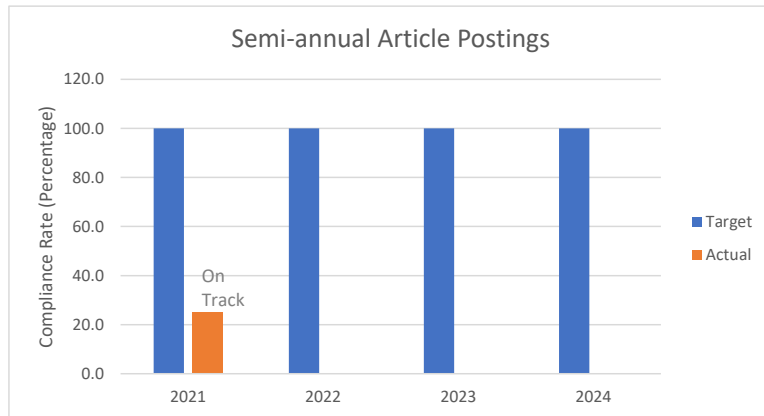
Key Performance Indicator - 2

Annual placemaking efforts posted on website and social media.



Key Performance Indicator - 3

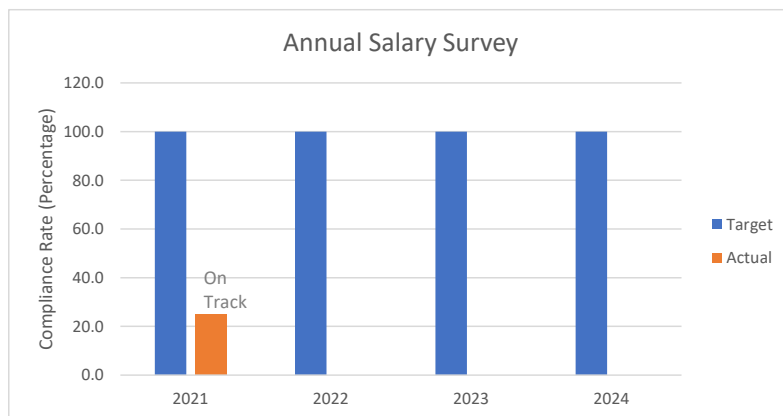
Semi-annual articles/postings on social media and/or West Valley City journal.



4) Our Community - TOTAL COMPENSATION FRAMEWORK

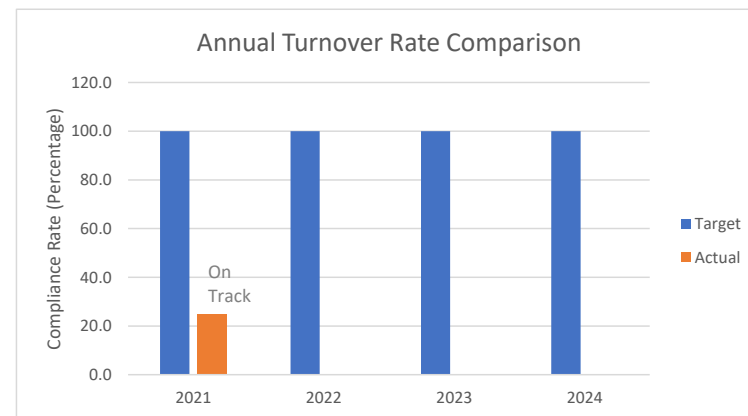
Key Performance Indicator - 1

Evaluate salary competitiveness relative to market rate on an annual basis.



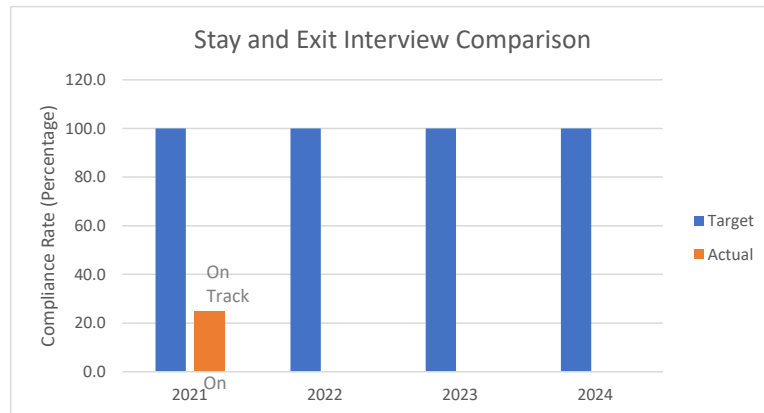
Key Performance Indicator - 2

Turnover rate comparison by benchmarked data in industry over time.



Key Performance Indicator - 3

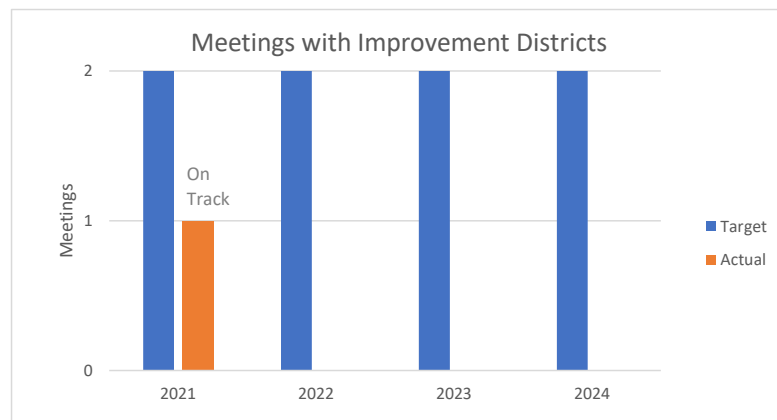
Stay and Exit Interview data comparison prior to and annually after rollout of framework.



5) Our Team - IMPROVEMENT DISTRICT COALITION AND MUTUAL AID

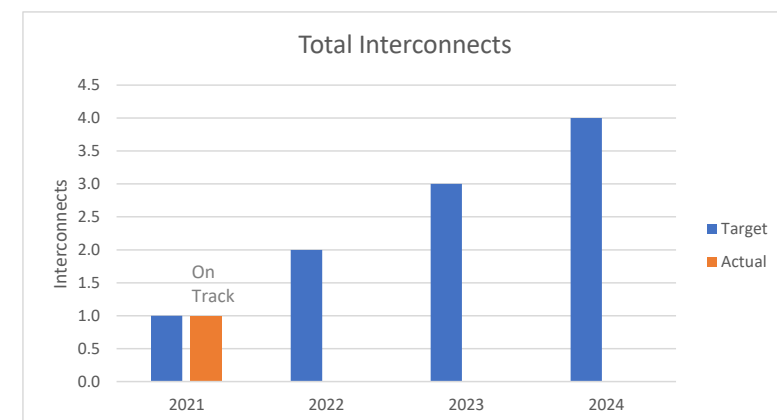
Key Performance Indicator - 1

Hold bi-yearly meetings with neighboring 3 Improvement Districts.



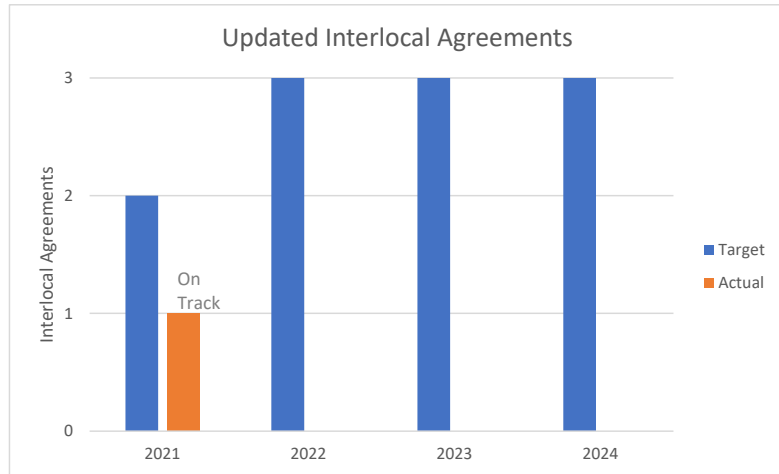
Key Performance Indicator - 2

Maintain at least 1 emergency interconnect per water pressure zone (5 total).



Key Performance Indicator - 3

Maintain updated Interlocal Agreements with 3 neighboring entities.



6) Our Team - EMPLOYEE ADVISORY BOARD

Key Performance Indicator - 1

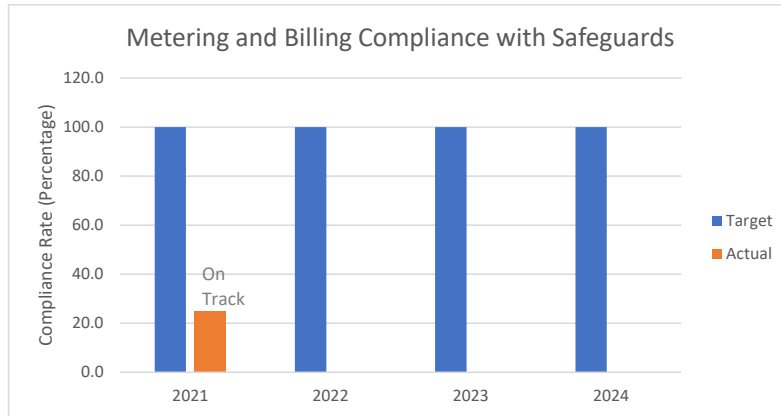
Quantified employee satisfaction based on survey data regarding employment, interaction with the public, policy and procedures ... etc. Survey Complete = 100%.



7) Our Community - WATER LOSS TASK FORCE

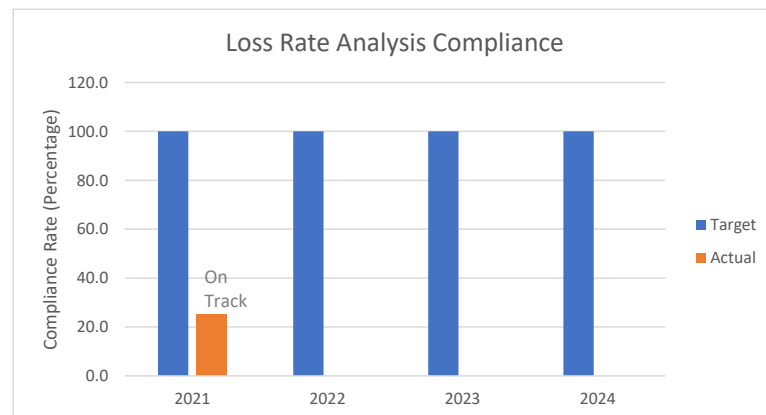
Key Performance Indicator - 1

Meter data collection and billing process compliance with established plan procedures and rate tracking of reporting safeguards.



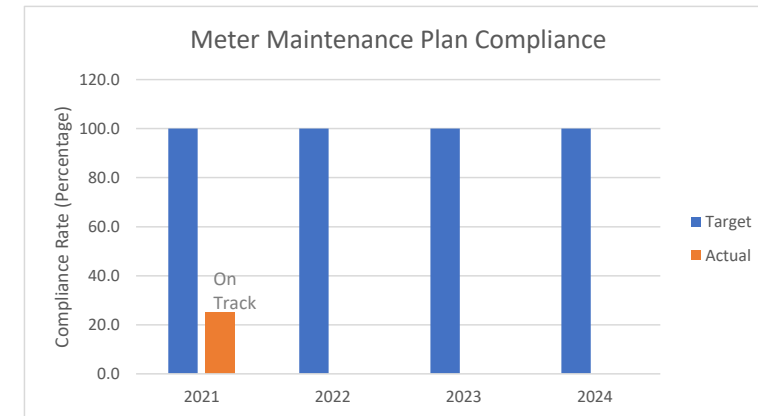
Key Performance Indicator - 3

Complete annual analysis and update of four-year target metrics identified in the Four-Year Target Metric Plan including water loss rate with supporting benchmarks and performance indicators.



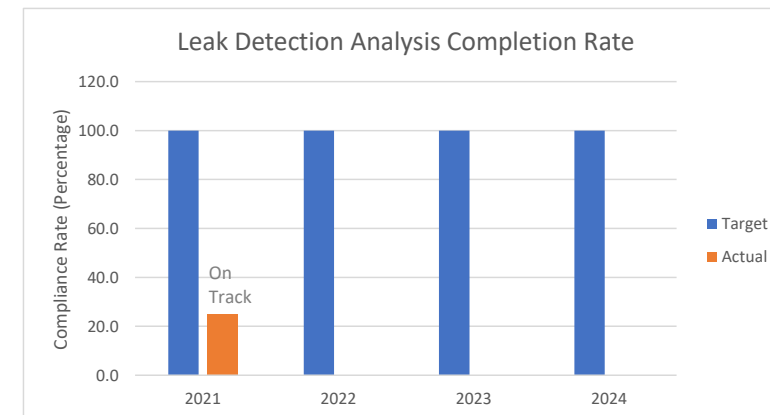
Key Performance Indicator - 2

100% Compliance with Meter Maintenance Plan, including routine calibration and unit output verification, routine adaptation and update to Plan, and implementation.



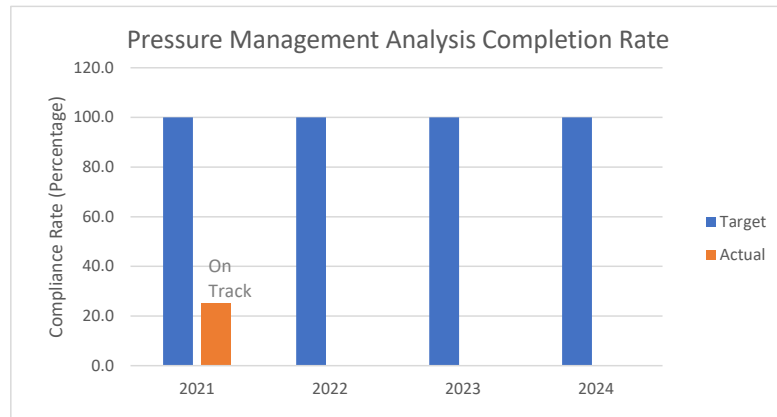
Key Performance Indicator - 4

Perform routine leak detection analysis of entire system on established completion interval with update of Mitigation Plan.

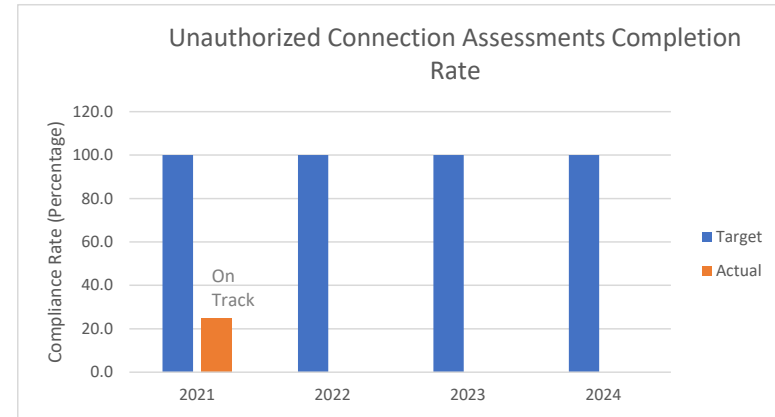


Key Performance Indicator - 5

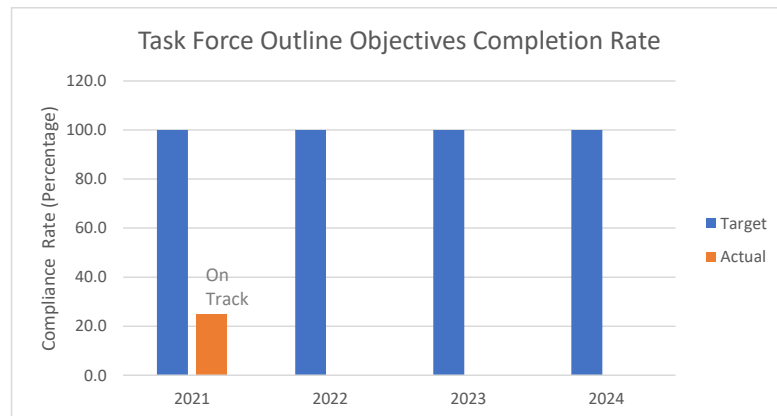
Conduct routine system pressure management analysis, review, and recommendation development in line with established plan.

**Key Performance Indicator - 6**

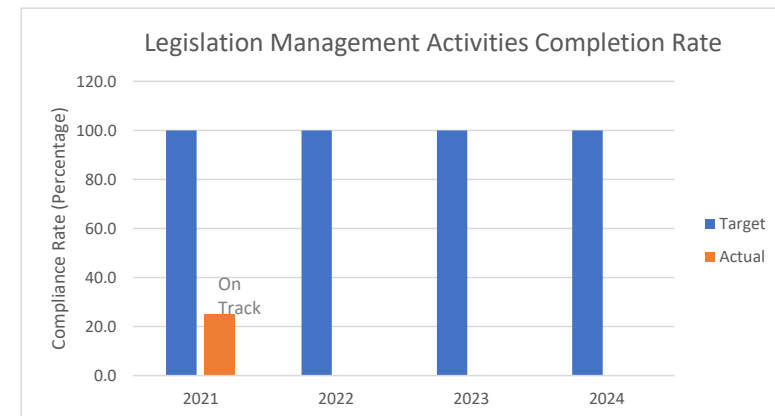
Conduct 100% of annual unauthorized connections assessments as outlined and in accordance to the Identification Plan.

**Key Performance Indicator - 7**

Conduct and implement 100% of Water Loss Task Force Outline and Plan established annual tasks.

**Key Performance Indicator - 8**

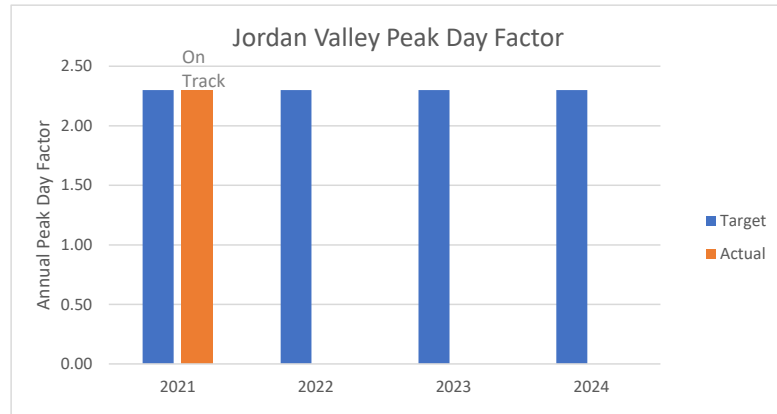
Perform Legislation Management activities in line with established plan and with focus on emerging issues to enhance legislative and community support for water loss based legislation each calendar year.



8) Our Operations - WATER STORAGE AND TANK FARM INTEGRATION

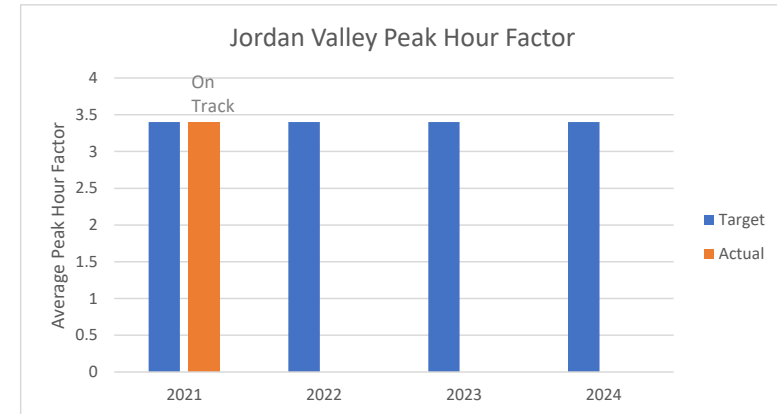
Key Performance Indicator - 1

Ensure peak day factor remains below 3-year average (2.3).



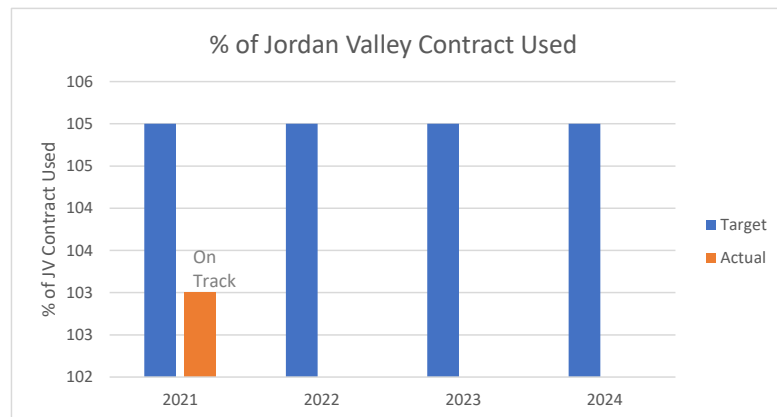
Key Performance Indicator - 2

Ensure peak hour factor remains below 3-year average (3.4).



Key Performance Indicator - 3

Utilize 105% or less of the JWCD contract annually.



9) Our Team - SAFETY AND EMERGENCY PLANNING UPDATES

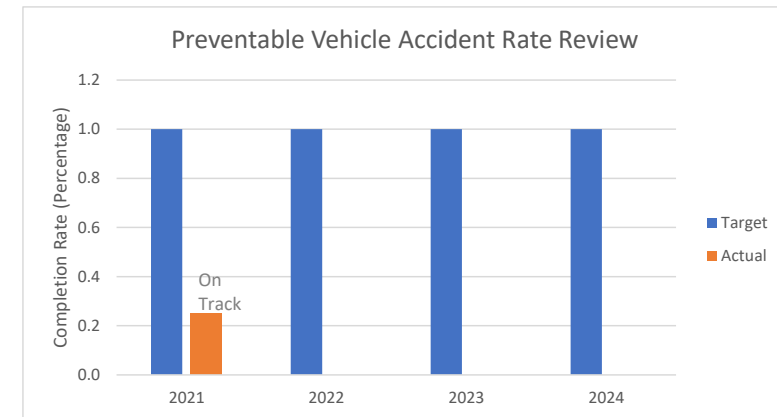
Key Performance Indicator - 1

Annual review of recordable incident rate target.



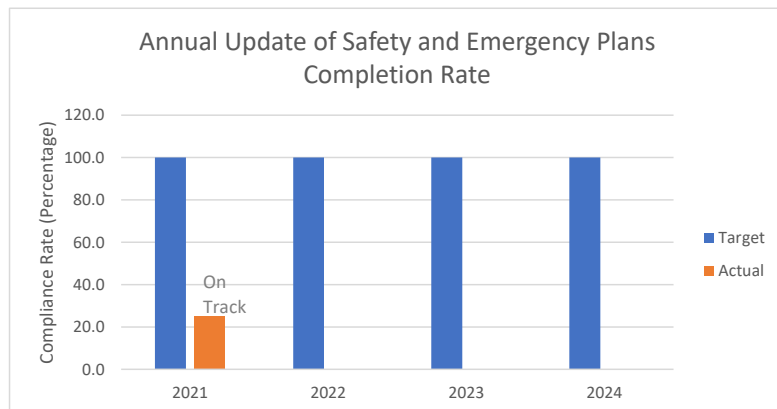
Key Performance Indicator - 2

Annual review of Preventable Vehicle Accident rate target.



Key Performance Indicator - 3

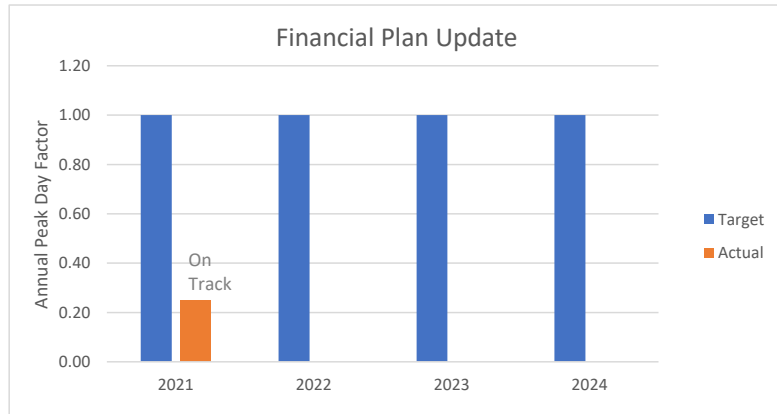
Annual update of Safety and Emergency Plans compliance.



10) Our Operations - TEN-YEAR CAPITAL IMPROVEMENTS AND FINANCIAL PLAN

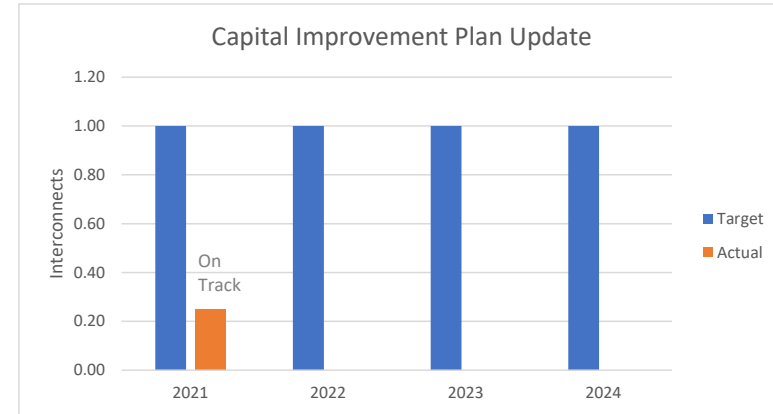
Key Performance Indicator - 1

Annually update the 10-year Financial Plan.



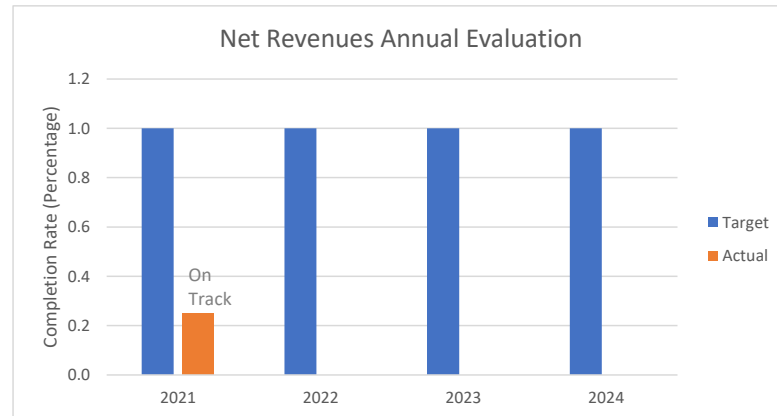
Key Performance Indicator - 2

Annually update the 10-year Capital Improvement/Infrastructure Maintenance Plan.



Key Performance Indicator - 3

Evaluate net revenues required to adequately fund capital improvements and future bond issuances.



Key Performance Indicator - 4

Evaluate debt to equity ratio.

