



GRANGER-HUNTER
IMPROVEMENT DISTRICT

Strategic Planning Workshop Agenda

Granger-Hunter Improvement District – Board Room
Tuesday, June 25, 2024: 8:00 a.m.

Our Community

Our Team

Our Operations

- | | | |
|-------|--|----------------|
| 8:00 | 2025 Strategic Planning Kickoff
<i>(Review of 2020 Plan; EUM Intro & Self-Assessment Results, Workshop Goals)</i> | Jason |
| 8:30 | Financial Viability
<i>(Accounting, Auditing, & Financial Reporting; Budget & Fiscal Policy; Debt Management; Procurement & Inventory)</i> | Austin/Todd |
| 9:30 | Water Resource Sustainability
<i>(Water Reliability, Supply & Demand Management)</i> | Dustin/Ricky |
| 10:30 | Break | |
| 10:45 | Infrastructure Strategy and Performance
<i>(Infrastructure O&M, Asset Management)</i> | Victor/Justin |
| 11:45 | Customer Satisfaction
<i>(Community Engagement and Participation; Public Relations, Education, and Promotion; Customer and Stakeholder Feedback & Response)</i> | Michelle/Troy |
| 12:00 | Working Lunch | |
| 1:15 | Employee & Leadership Development
<i>(Workplace Culture; Recruitment, Retention, and Succession; Development Opportunities)</i> | Dakota/Jason |
| 2:15 | Wrap-up
<i>(Recap Workshop takeaways, closing thoughts)</i> | Jason/Trustees |
| 3:00 | Granger-Hunter Improvement District Board Meeting | |
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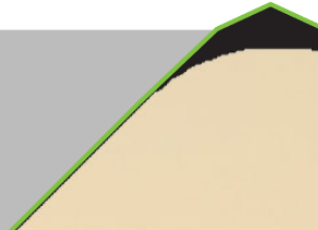
GRANGER-HUNTER
IMPROVEMENT DISTRICT

2025 Strategic Planning Kickoff

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



Strategic Initiatives

1. Water Quality Protocols
 2. District Community Ambassadors Program
 3. District Historical Placemaking Efforts
 4. Total Compensation Package Framework
 5. Improvement District Coalition and Mutual Aid
- 

Strategic Initiatives

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

2024 Strategic Plan Review

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.

The measure of performance in each category

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.



EUM Self-Assessment

STEP 1

Candidly Assess
Current Conditions

STEP 2

Rank Importance of Each
Attribute to Your Entity

STEP 3

Graph Attributes to
Determine Importance and
Level of Achievement

STEP 4

Choose Attributes

Group: All Groups Combined

Rating	Lower Achievement	5										
		4										SU
	Higher Achievement	3		FV	WS	IS	CS	ED	ER	OO	SS	
		2	PQ									
		1										
		1	2	3	4	5	6	7	8	9	10	
		More Important					Less Important					
Ranking												

EUM Self-Assessment



Workshop Goals

STEP 1

Candidly Assess
Current Conditions

STEP 2

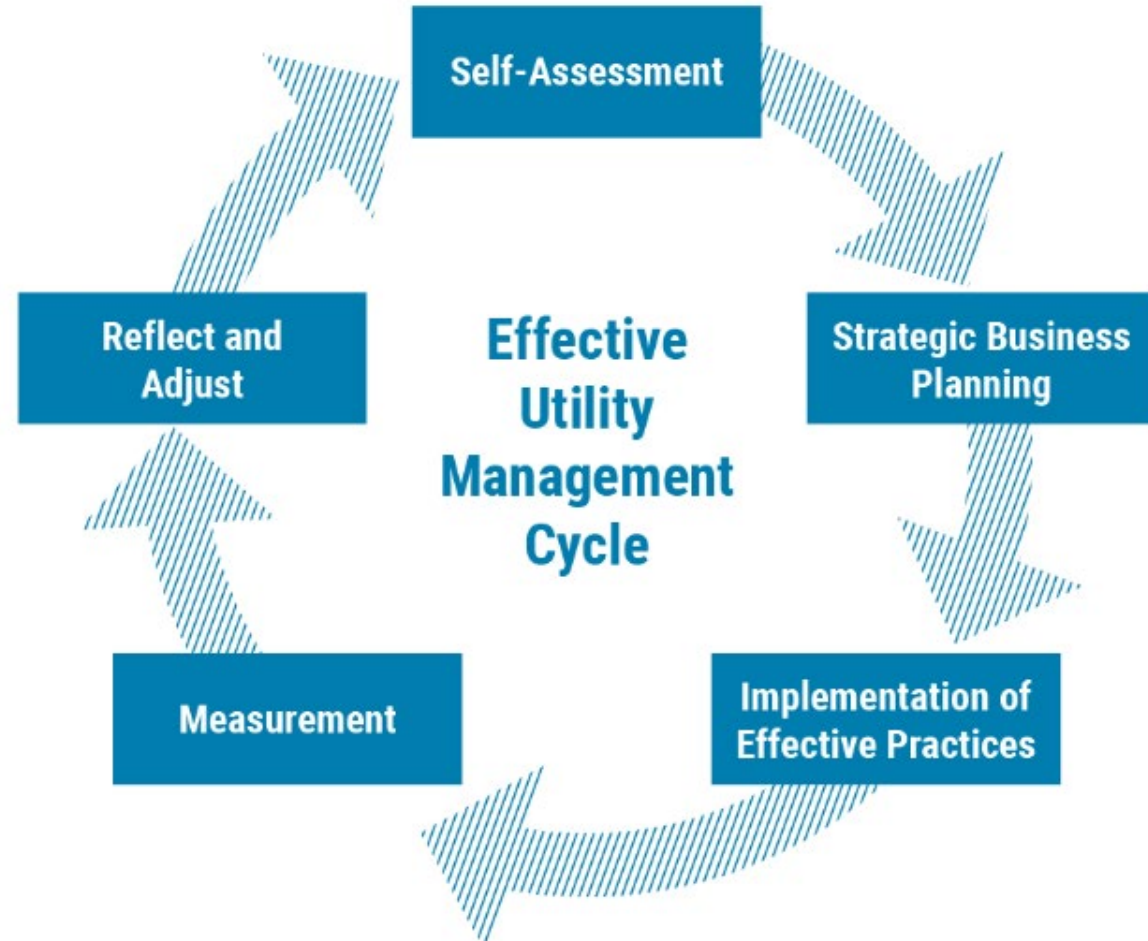
Rank Importance of Each
Attribute to Your Entity

STEP 3

Graph Attributes to
Determine Importance and
Level of Achievement

STEP 4

Choose Attributes





GRANGER-HUNTER
IMPROVEMENT DISTRICT

FINANCIAL VIABILITY

Austin Ballard, Controller

Todd Marti, Assistant General Manager, District Engineer





Financial Viability

Understands and plans for the full life-cycle cost of utility operations and value of water resources. Establishes and maintains an effective balance between long-term debt, asset values, operations and maintenance expenditures, and operating revenues. Establishes predictable rates—consistent with community expectations and acceptability—adequate to recover costs, provide for reserves, maintain support from bond rating agencies, plan and invest for future needs, and taking into account affordability and the needs of disadvantaged households. Implements sound strategies for collecting customer payments. Understands the opportunities available to diversify revenues and raise capital through adoption of new business models, including revenues from resource recovery.

Attribute	Attribute Components	Step 1: Rate Achievement (1-5)	Step 2: Rank Importance (1-10)
Financial Viability (FV)	<ul style="list-style-type: none"> Understands and plans for full life-cycle cost of utility. Effectively balances long-term debt, asset values, operations and maintenance expenditures, and operating revenues. Sets predictable and adequate rates to support utility current needs and plans to invest in future needs, taking into account affordability and the needs of disadvantaged households when setting rates. Understands opportunities for diversifying revenue and raising capital. 		

Attribute		Rating					Ranking					Combined Rating	Ave Ranking	Combined Ranking
		Board	Managem	Directors	Groups	Managers	Board	Managem	Directors	Groups	Managers			
Product Quality	PQ	2	2	2	2	2	1	1	1	1	1	2	1	1
Customer Satisfaction	CS	2	3	2	2	2	5	5	3	7	5	3	5	5
Employee and Leadership Dev.	ED	3	3	3	3	3	4	7	6	5	7	3	5.8	6
Operational Optimization	OO	2	3	2	3	2	7	9	7	8	6	3	7.4	8
Financial Viability	FV	2	3	3	3	3	2	2	2	2	3	3	2.2	2
Infrastructure Strategy & Perform	IS	1	3	2	3	3	6	4	5	4	4	3	4.6	4
Enterprise Resiliency	ER	2	4	3	3	3	8	6	8	6	8	3	7.2	7
Community Sustainability	SU	3	4	4	3	3	10	10	9	10	9	4	9.6	10
Water Resource Sustainability	WS	2	3	2	3	3	3	3	4	3	2	3	3	3
Stakeholder Understanding &	SS	3	3	3	3	3	9	8	10	9	10	3	9.2	9

Overall Financial Viability Outlook

Sub-topic	Adequate =====> Optimized =====> Transformational
Accounting, Auditing, & Financial Reporting	
Budget and Fiscal Policy	
Debt Management	
Procurement and Inventory	

Accounting, Auditing & Financial Reporting

Adequate:

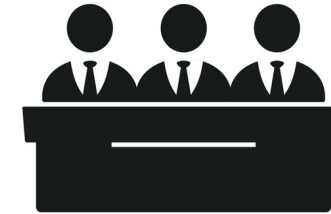
- Strong accounting policies and procedures
- Strong internal control procedures and reviewed annually with auditors
- Established policies for capital assets and thresholds

Optimized:

- Established audit committee in 2023
- Unrestricted fund balance level of 3-6 months of annual operating expenditures
- Mechanism established for employees and public to report fraud, waste, and abuse anonymously
- Strong financial reporting in monthly board reports

Transformational:

- Submit financial data to Utah Transparency Website
- Financial and budget documents available on GHID's website





Adequate:

- Budgets and rate increases are reviewed annually by Board
- Procedures in place to handle unbudgeted or over budget expenditures

Optimized:

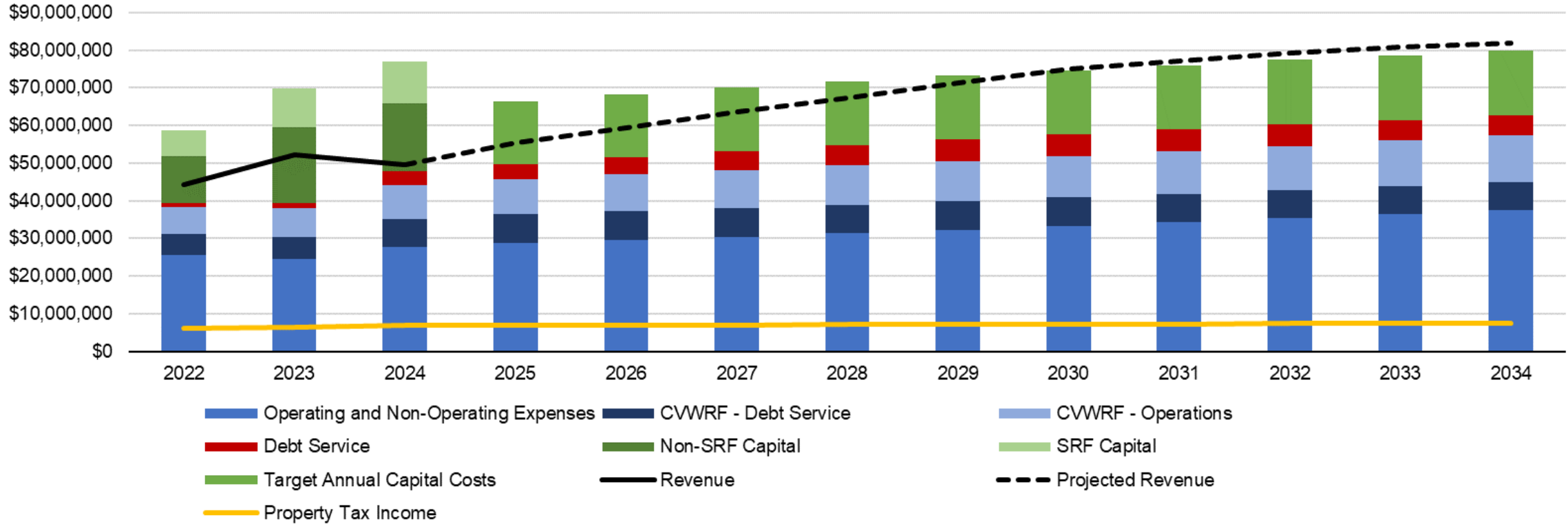
- Cost of service updated annually for water and wastewater services
- 10-year financial plan updated annually

Transformational:

- Implemented water conservation rate structures
- Process for designing and sustaining post-employment benefits
- Current budget process includes personnel tracking for accurate payroll budgeting and anticipated position vacancies



Budget and Fiscal Policy



- *Average rate increase over the next four years is 7%
- *Consultant recommended capital spend is about \$16M/year
- *Additional bonding of \$19M necessary to fund recommendations

Adequate:

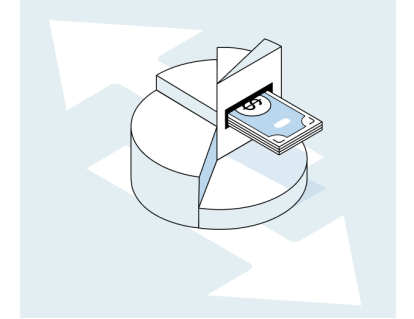
- Capital reserve and R&R fund established
- Administrative handbook addresses fiduciary and investing policies

Optimized:

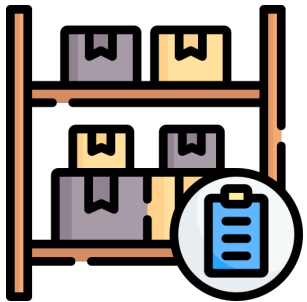
- 10-year financial plan addresses how District will fund capital and annual operating expenditures
- Historically the District has established a debt-to-equity target of 0.5
- Board has historically chosen a strategy to have smooth rate increases
- GHID has hired Zions Public Finance to monitor, evaluate and suggest bond refunding opportunities

Transformational:

- We work with Zions Public Finance to provide any necessary and timely documentation to investors consistent with federal, state and local laws



Procurement and Inventory



Adequate:

- Adopted the UASD purchasing policy with specific dollar amount carve outs in the District's internal policies and procedures
- Departments actively manage inventory levels and make appropriate purchase recommendations

Optimized:

- Internal policy addresses how the District disposes of surplus property
- Maintain detailed records in City Works and Pro 10 on installation and replacement of District assets

Transformational:

- District complies with GASB 34*
- Cityworks manages the District's assets

*GASB 34 requires government entities to report the value of their capital assets on their financial statements



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QUESTIONS?



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Water Resource Sustainability

Dustin Martindale, Director of Water Systems

Ricky Necaie, Director Fleet, Safety, Wastewater

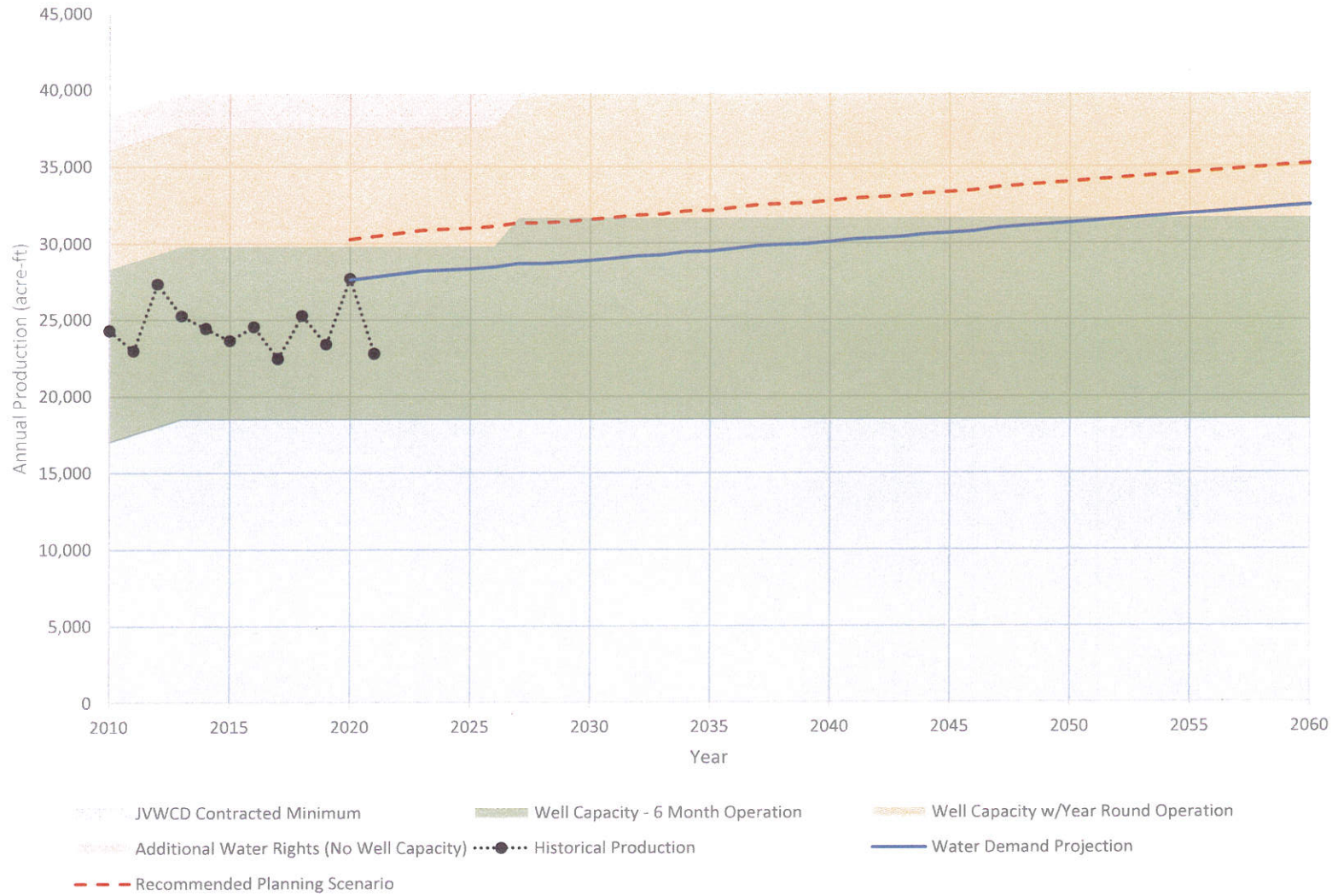


Figure 3-1 Annual Water Supply Requirements

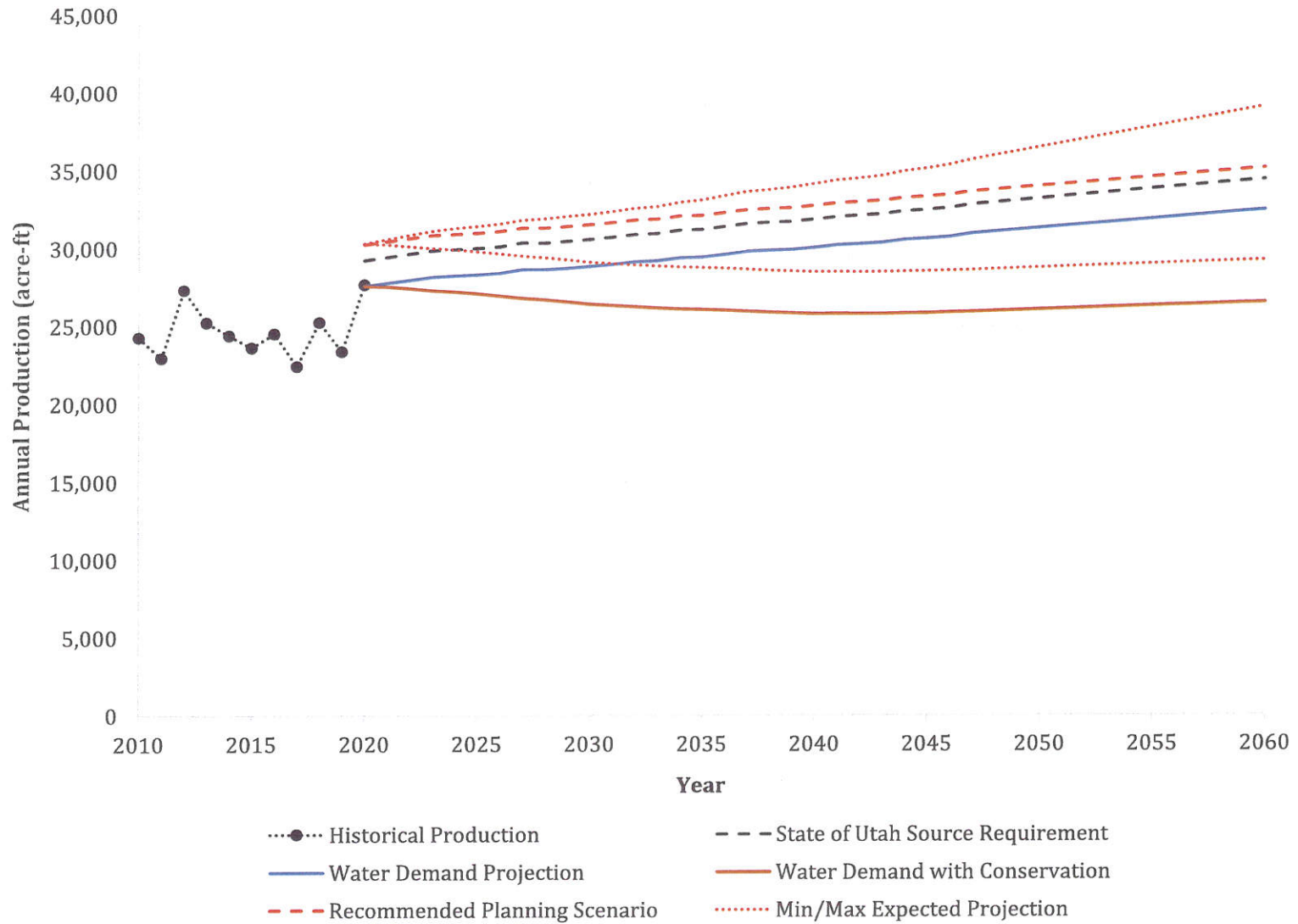


Figure 2-8 Annual Water Production Demand Projections

Water Resource Sustainability

Ensures the availability and sustainable management of water for our community. Understands our role in the complete water cycle, understands fit for purpose water reuse options, and integrates utility objectives and activities with other watershed managers and partners. Understands and plans for the potential for water resource variability (e.g., changing weather patterns, including extreme events, such as drought and flooding), and utilizes as appropriate a full range of watershed investment and engagement strategies (e.g., Integrated Planning). Engages in long-term integrated water resource management, and ensures that current and future customer, community, and ecological water-related needs are met.

Attribute	Attribute Components	Step 1: Rate Achievement (1-5)	Step 2: Rank Importance (1-10)
Water Resource Sustainability (WS)	<ul style="list-style-type: none"> Ensures water availability through long-term resource supply and demand analysis, conservation, fit for purpose water reuse, integrated water resource management, watershed management and protection, and public education initiatives. Manages operations to provide for long-term aquifer and surface water sustainability and replenishment. Understands and plans for future water resource variability (e.g., changing weather patterns, including extreme events, such as drought and flooding). 		

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Sub-topic	Where we are:
Demand Forecasting:	Population change estimates and water demand forecasting.
Pollutant Restriction Ordinances:	Pretreatment source control. CVWRF does ordinance enforcement and permitting for wastewater.
Level of Service Targets:	
Service Area:	
Source Water Protection Program:	Source water protection plan and implementation. Pretreatment sampling and education (Source Control).

Supply and Demand Management

Sub-topic	Where we are:
Water Loss Tracking:	Water loss task force, leak detection program, meter maintenance and replacement plan.
Peak hour Demand Management:	
Water Conservation Plan:	

Sub-topic	Where we are:
Single Scenario supply & demand forecasting:	
Demand Management Plan:	
Drought Management Plan (trigger actions):	Jordan Valley Water Conservancy plan, Granger-Hunter Improvement District Plan.
Ecological Uses Forecast:	
Water re-use Plan:	

Optimizing Supply & Demand

Sub-topic	Where we are:
Low-flow toilets and faucets incentives:	low flow toilets and broom program.
Integrated water conservation and re-use master plan:	
Incentives for low water landscaping:	Flip your strip program, sprinkler timer program.
Water conservation and re-use tactics:	
Plan Implemented, specific targets, water recycling/re-use:	
Water re-use for landscaping at utility facilities and other municipal properties:	

Transforming Water Reliability

Sub-topic	Where we are:
Long-term water supply and demand analysis:	
Watershed-based plan to address all water resource demands:	
Watershed council that integrates users for optimized water allocation:	
Leadership and advocacy for a sustainability master plan:	

Transforming Supply & Demand

Sub-topic	Where we are:
Local or regional utility and regulator partnership:	
Utility account-level information aggregation to develop prioritized water conservation:	
Emerging treatment technology utilization for wastewater treatment & low-energy water reclamation:	Pretreatment chemicals for H ₂ S and grease at multiple lift stations. Including new aeration at Warner Pump Station.
Watershed-based permitting strategy to enable water quality trading:	
Nontraditional partnerships with rivers, oceans, or agricultural organizations to identify re-use opportunities:	



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QUESTIONS?



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801-968-3551



www.GHID.org



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INFRASTRUCTURE STRATEGY & PERFORMANCE

Victor Narteh, Director of Engineering

Justin Gallegos, Director of Information Technology

Infrastructure Strategy and Performance

Understands the condition of and costs associated with critical infrastructure assets. Plans infrastructure investments consistent with community needs, anticipated growth, system reliability goals, and relevant community priorities, building in a robust set of adaptation strategies (e.g., for changing weather patterns, customer base). Maintains and enhances the condition of all assets over the long-term at the lowest possible life-cycle cost and acceptable risk consistent with customer, community, and regulator-supported service levels. Assures asset repair, rehabilitation, and replacement efforts are coordinated within the community to minimize disruptions and other negative consequences.

Attribute	Attribute Components	Step 1: Rate Achievement (1-5)	Step 2: Rank Importance (1-10)
Infrastructure Strategy and Performance (IS)	<ul style="list-style-type: none"> Understands the condition of and costs associated with critical infrastructure assets. Maintains and enhances assets over the long-term at the lowest possible life-cycle cost and acceptable risk. Coordinates repair efforts within the community to minimize disruptions. Plans infrastructure investments consistent with community needs, anticipated growth, system reliability goals, and with a robust set of adaptation strategies. 		

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Rating	Description
1.	Effective, systematic approach and implementation; consistently achieve goals.
2.	Workable systems in place; mostly achieve goals.
3.	Partial systems in place with moderate achievement, but could improve.
4.	Occasionally address this when specific need arises.
5.	No system for addressing this.

Infrastructure Strategy & Performance

Infrastructure Strategy and Performance

Adequate Infrastructure O&M

- Work orders linked to asset inventory.
- Ongoing training and certification/licensing requirements for maintenance staff.
- Record retention of asset maintenance performed (e.g., work order system in place to keep maintenance records).
- Estimated useful life and depreciation policy (in accordance with generally accepted accounting principles).
- Manufacturer's recommended maintenance regimens followed for all equipment.
- Emergency maintenance procedures.

Adequate Asset Management:

- Critical infrastructure and assets inventory (includes original cost, with new assets recorded at the time of purchase and retired assets removed from inventory).
- Critical infrastructure asset mapping (e.g., GIS-located mains, hydrants, valves, services, and tanks).
- Photographic documentation of assets to compare baseline conditions to pictures taken after the asset is impacted during an emergency event.

Optimizing Infrastructure O&M:

- Level of service and planned maintenance targets (with performance measures in place and tracked as part of the budget process).
- Collection system line inspection and cleaning (for sanitary sewer overflow prevention).
- Joint maintenance partnerships with other systems.
- Root cause analysis for failures used to drive maintenance of asset decisions.
- Underground asset replacement or restoration innovative solutions or restoration (i.e., water main relining, ice pigging, bursting).
- Critical spare parts inventory and all equipment either in operation or in fully ready standby mode.
- Visible SCADA and GIS to enhance O&M.
- Underground replacement/repair coordination with other projects (e.g., street paving).

Optimizing Asset Management:

- Regular asset performance assessments.
- Asset full life-cycle cost estimates and depreciation studies to determine expected life cycles. Program to replace underground infrastructure on either a regular cycle (e.g., 100-year life cycle) or at the asset depreciation rate.
- Hydraulic modeling analysis for the design of new and replacement infrastructure.
- Condition assessment, monitoring, and failure analysis of infrastructure assets.
- Service interruption tracking conducted relative to established levels of service targets.

- Short-term and long-term asset management and capital plan supported by commitments for necessary funding.
- Condition/functional performance standards defined for each type of capital asset.

Transforming Infrastructure O&M:

- Infrastructure project rating systems (e.g., Institute for Sustainable Infrastructure).
- Alliance partnerships for infrastructure development. (Avoid low-bid constraints).
- International Organization for Standardization (ISO) certification for asset management.
- Innovative solutions to leverage capital markets for infrastructure sustainability (e.g., equipment manufacturer partnerships, public-private contractual arrangements, design build operate).
- SCADA integrated with Computerized Maintenance Management System and GIS Enterprise system for optimizing asset management (e.g., tie maintenance and repairs to system assets).

Transforming Asset Management:

- Cluster asset management partnerships (implementing identical asset management at multiple neighboring utilities and sharing staff to maintain program support).
- Multi-sector asset management relationships (e.g., with transportation sector).
- Options purchasing for future, diversified source water supply (e.g., taking an option on the future purchase of a natural water storage source, like a quarry).
- Fully developed enterprise asset management system.

Adequate Infrastructure O&M:

- Cityworks used as primary asset management tool for asset inventory
 - Work order system in place to track maintenance records
- Ongoing training and certification/licensing for staff
- Maintenance regimen per O&M manuals and manufacturer's recommendation
- Existing Emergency Response Plan for critical infrastructure repairs/maintenance.

Optimizing Infrastructure O&M:

- Regular sewer pipe inspection (4 years) and manhole inspection annually with cleaning every 2 years.
- Quarterly cleaning (GHID) and meter calibration (CVWRF) of the CVWRF meter pit interceptor.
- Have a system to determine root cause of failure; sometimes used to drive decision making for asset maintenance.
- Auger boring and horizontal directional drilling (HDD) for trenchless pipe installs.
- NO-DES and foam pigging for water main/distribution pipeline flushing and cleaning.
- Maintain an inventory of critical spare parts in various District facilities. Wastewater Pump Stations are built with redundant pumps.
- GIS information is accessible to all District employees. SCADA access is available only to operations staff.
- District staff meets with WVC Public Works employees monthly to coordinate road projects with pipeline replacements.

Transforming Infrastructure O&M:

- 2022 water and sewer master plans help prioritize replacement projects.
- Maintain an approved vendor list for consultants.

Infrastructure Strategy & Performance

Adequate Asset Management:

- Mapping of infrastructure (piping, hydrants, valves, buildings, etc.) are available in Cityworks and GIS.
- Photo documentation of assets to compare baseline conditions during an emergency event exists in the form of CCTV of sewer lines and construction photos for water-related infrastructure.

Optimizing Asset Management:

- Cityworks work orders are used as to determine asset performance.
- Replacement schedule is determined by age, frequency of failures, and repairs as documented in work orders.
- Hydraulic modeling analysis performed by third-party engineering firm.
- Condition assessment and failure analysis are tracked with Cityworks.
- Water and sewer master plans and capital improvement plan supported by District board of trustees.
- Condition/functional performance standards are based on manufacturer's recommendations and industry standards.

Transforming Asset Management:

- Water purchase agreement with JVWCD diversifies the District's source water supply.
- Purchased a 5MG water tank at Tank Farm. Planning to construct a 3 MG reservoir for additional zone 1 storage.
- Cityworks and GIS are fully developed asset management systems utilized by the District.



GRANGER-HUNTER
IMPROVEMENT DISTRICT

QUESTIONS?



GRANGER-HUNTER
IMPROVEMENT DISTRICT

CUSTOMER SATISFACTION

Michelle Ketchum, Director of Administrative Services

Troy Stout, Assistant General Manager, COO

Customer Satisfaction

Provides **reliable**, **responsive**, and **affordable services** in line with explicit, **customer-derived service levels**. Utilizes a mix of **evolving communication technologies** to **understand** and **respond** to customer needs and expectations, including receiving **timely** customer **feedback** and communicating **during emergencies**. Provides **tailored** customer service and **outreach** to traditional residential, commercial, and industrial customers, and **understands** and **exercises**, as appropriate, the **opportunities** presented by emergent customer groups (e.g., high strength waste producers, power companies).

Attribute	Attribute Components	Step 1: Rate Achievement (1-5)	Step 2: Rank Importance (1-10)
Customer Satisfaction (CS)	<ul style="list-style-type: none"> Provides reliable, responsive, and affordable services. Receives timely customer feedback. Is responsive to customer needs and emergencies. Provides tailored customer service and outreach to a range of customer groups (e.g., residential, commercial, industrial, and newly emerging groups such as high-strength waste producers or power companies) 		

EUM Ranking

Attribute		Rating					Ranking					Combined Rating	Ave Ranking	Combined Ranking
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Stakeholder Understanding &	SS	3	3	3	3	3	9	8	10	9	10	3	9.2	9

Customer Satisfaction – Levels of Service



Competitive Rates



Grant programs, tiered structures



Product Quality



Reliable, **Water Quality**, Service Availability



Public Service



Hydrant Availability



Good Neighbor



Property Impacts **Managed and Minimized**



Educational Outreach



Conservation and Pretreatment Programs

Customer Satisfaction – Levels of Service

Service Affordability-Water

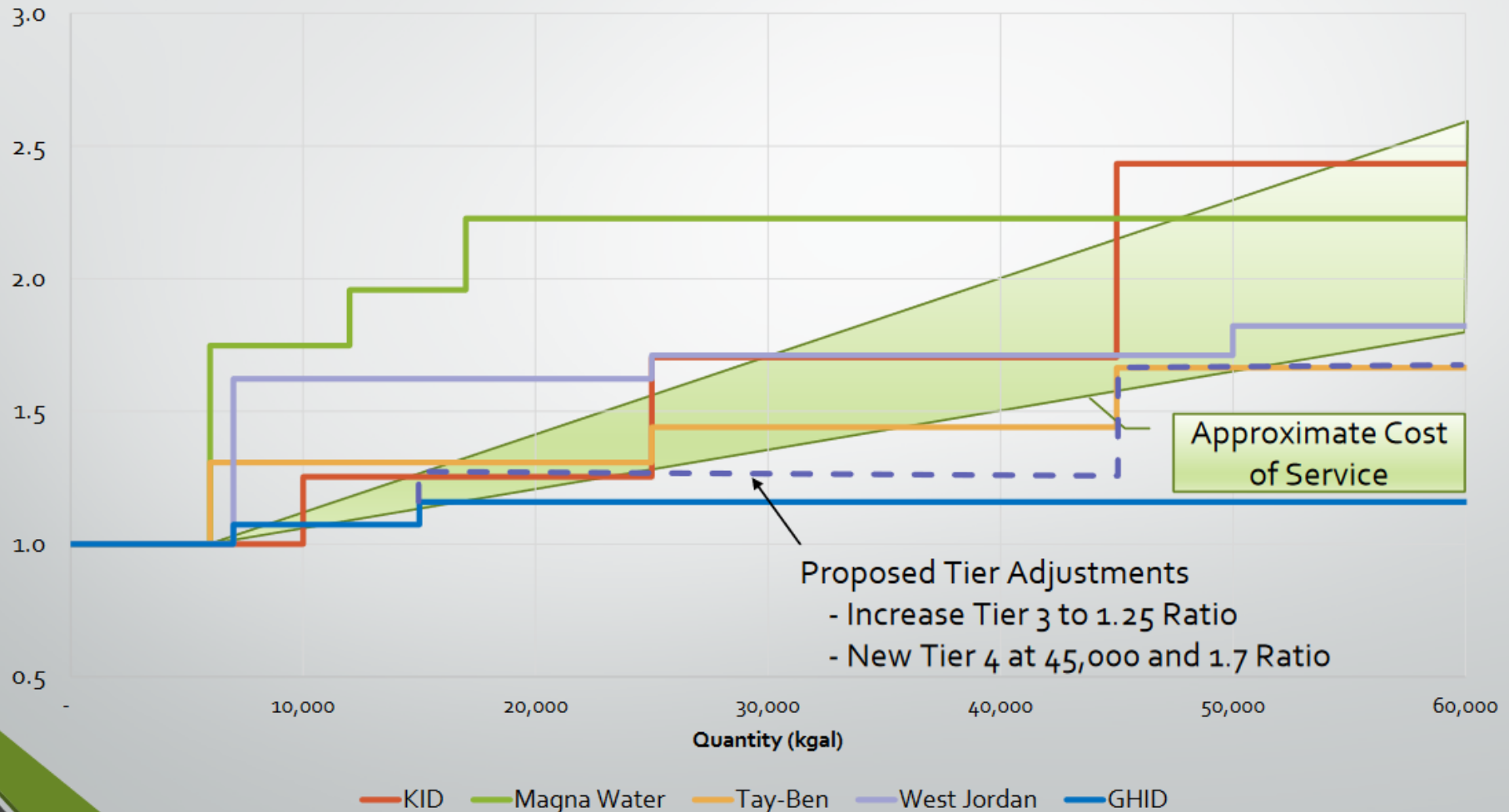
HOUSEHOLD SIZE	# HH	% of Total	MHI Size	Average Bill per 1k Gal												
				4	5	6	7	10	15	20	25	30	35	40	45	50
2-person household	17,823	42.4%	\$ 70,410	\$ 22.50	\$ 24.00	\$ 25.50	\$ 27.00	\$ 29.38	\$ 33.88	\$ 40.19	\$ 45.81	\$ 51.56	\$ 62.25	\$ 71.00	\$ 78.75	\$ 86.00
				0.38%	0.41%	0.43%	0.46%	0.50%	0.58%	0.68%	0.78%	0.88%	1.06%	1.21%	1.34%	1.47%
3-person household	7,014	16.7%	\$ 74,517	\$ 22.50	\$ 24.00	\$ 25.50	\$ 27.00	\$ 29.38	\$ 33.88	\$ 40.19	\$ 45.81	\$ 51.56	\$ 62.25	\$ 71.00	\$ 78.75	\$ 86.00
				0.36%	0.39%	0.41%	0.43%	0.47%	0.55%	0.65%	0.74%	0.83%	1.00%	1.14%	1.27%	1.38%
4-person household	6,516	15.5%	\$ 79,212	\$ 22.50	\$ 24.00	\$ 25.50	\$ 27.00	\$ 29.38	\$ 33.88	\$ 40.19	\$ 45.81	\$ 51.56	\$ 62.25	\$ 71.00	\$ 78.75	\$ 86.00
				0.34%	0.36%	0.39%	0.41%	0.45%	0.51%	0.61%	0.69%	0.78%	0.94%	1.08%	1.19%	1.30%
5-person household	6,449	15.4%	\$ 85,539	\$ 22.50	\$ 24.00	\$ 25.50	\$ 27.00	\$ 29.38	\$ 33.88	\$ 40.19	\$ 45.81	\$ 51.56	\$ 62.25	\$ 71.00	\$ 78.75	\$ 86.00
				0.32%	0.34%	0.36%	0.38%	0.41%	0.48%	0.56%	0.64%	0.72%	0.87%	1.00%	1.10%	1.21%
6-person household	2,459	5.9%	\$ 135,653	\$ 22.50	\$ 24.00	\$ 25.50	\$ 27.00	\$ 29.38	\$ 33.88	\$ 40.19	\$ 45.81	\$ 51.56	\$ 62.25	\$ 71.00	\$ 78.75	\$ 86.00
				0.20%	0.21%	0.23%	0.24%	0.26%	0.30%	0.36%	0.41%	0.46%	0.55%	0.63%	0.70%	0.76%
7+ person household	1,742	4.1%	\$ 99,874	\$ 22.50	\$ 24.00	\$ 25.50	\$ 27.00	\$ 29.38	\$ 33.88	\$ 40.19	\$ 45.81	\$ 51.56	\$ 62.25	\$ 71.00	\$ 78.75	\$ 86.00
				0.27%	0.29%	0.31%	0.32%	0.35%	0.41%	0.48%	0.55%	0.62%	0.75%	0.85%	0.95%	1.03%
Total	42,003	100.0%														

Low Impact	Medium Impact	High Impact
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Customer Satisfaction – Levels of Service

Water – Residential Tier Design

Normalized Tiered Rate



Customer Satisfaction

Product Quality

J.D. POWER

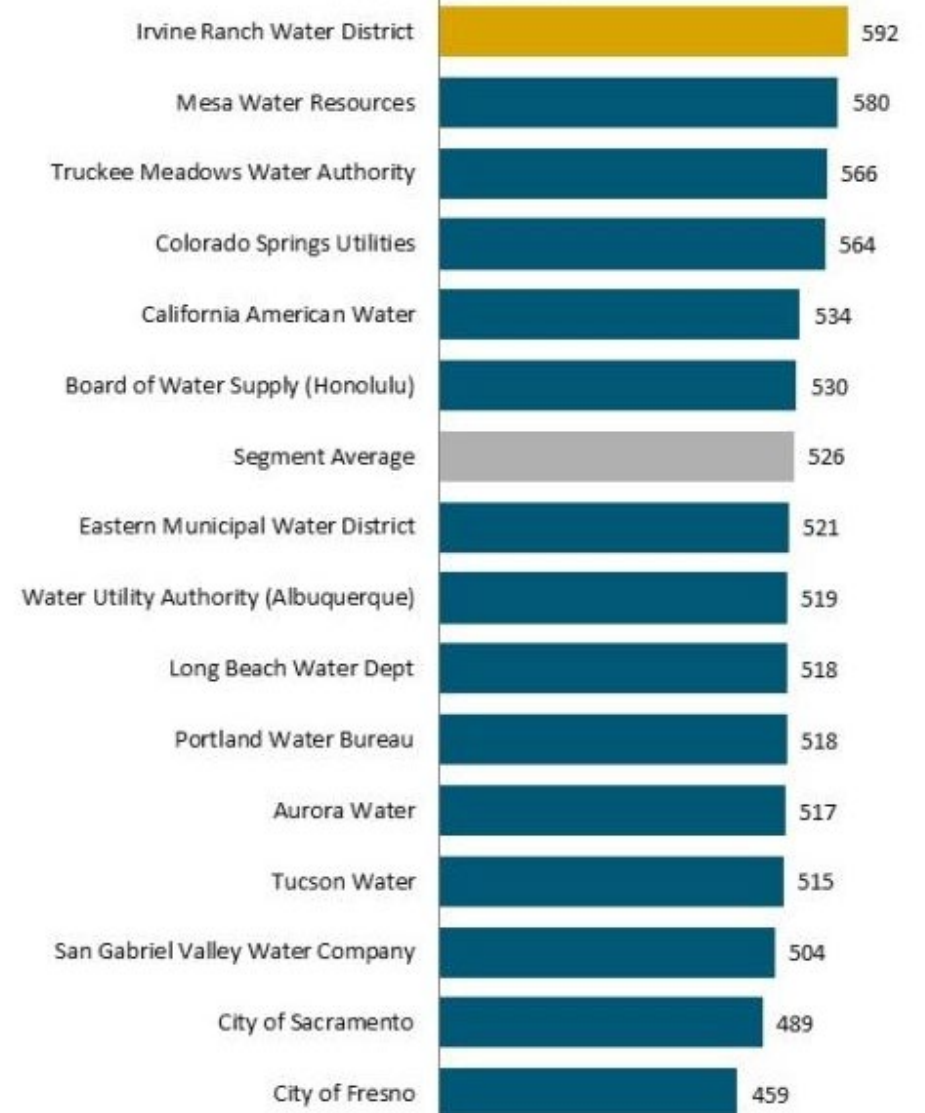
*“Water utilities need to do a better job of communicating with their customers about the efforts they are making to keep water supplies safe and the steps they are taking to shore up infrastructure,” said **John Hazen, managing director of utilities intelligence at J.D. Power.***

J.D. Power 2024 U.S. Water Utility Residential Customer Satisfaction StudySM

Overall Customer Satisfaction Index Ranking

(Based on a 1,000-point scale)

West — Midsize





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Customer Satisfaction - Collaboration

GHID Communication Thoughts

Goal: Ensure transparent, timely, and consistent communication with all stakeholders including the public, local governments, and partners.

Objectives: Keep the public informed about water supply status, projects, and any potential issues. Ensure stakeholders understand the value of the utility's services and the need for rate structures or changes. Promote water conservation and other sustainability measures.

Key Messages: Water is a precious resource; let's work together to conserve it. Our utility is dedicated to providing safe, clean water for all our customers. We are committed to transparency and public engagement in all our operations.

Communication Tools and Channels:

- Employees: The best communications tool you have. Give each employee/department the information they need to share with the public.
- Website: Updates with latest news, water quality reports, conservation tips, and any service disruptions.
- Social Media: Use platforms like Facebook, Twitter, and Instagram to provide updates, share videos, and promote events.
- Public Meetings / Board Meetings: Regularly scheduled sessions for public feedback and to update the community on important issues.
- Public Meetings: Sent to local media outlets to disseminate key information.
- Press Releases: Useful for communicating rate changes, conservation tips, or other essential news.
- Billing Inserts: Partner with schools and community groups for educational programs on water conservation and water supply.

Crisis Communication Strategy:

- Proactive Monitoring: Use tools and systems to monitor for potential water quality issues or disruptions.
- Rapid Response Team: Designate a group responsible for immediate response during a crisis.
- Template Statements: Prepare templates for various crisis scenarios to ensure consistent communication.
- Contact List: Maintain an up-to-date list of key media contacts and stakeholders to ensure rapid communication during a crisis.
- Post-Crisis Review: After any crisis, review and assess the communication to improve future efforts.

Telling Central Utah Water's Story

<h3>Vision</h3> <p>We will create a world class water education program by communicating that:</p> <ul style="list-style-type: none"> • We are the water experts • We care about your community because we are part of your community • We do a lot with a little 	<h3>Mission</h3> <p>We will use high quality programs and curriculum to:</p> <ul style="list-style-type: none"> • Tell the District's Story • Provide each community with localized programming that helps them connect with their water resources/infrastructure • Acknowledge unique ways that rural, urban and suburban communities use their water • Increase student and citizen knowledge and appreciation of water resources
<h3>Values</h3> <p>We believe that high quality water/STEM education is rooted in:</p> <ul style="list-style-type: none"> • Partnerships • Hands-On Experiences • Scientific Expertise • The Needs of the Community 	<h3>Goals</h3> <p>We will maximize the District's water education impact through:</p> <ul style="list-style-type: none"> • Having at least 1 activity in each county every single year • Holding an average of 1 to 2 educational programs per week • Caring for employees by reserving at least two weekend a month for personal time

CENTRAL UTAH WATER CONSERVANCY DISTRICT

Communications Strategy Ideas

Developed by Monica Hoyt

March 2022

Key Messages

We all like to be treated as a unique individual. The same is true of our stakeholders. Each stakeholder should have a message tailored to their specific questions and needs.

Different departments within the District might communicate with the same stakeholder - depending on the stakeholder's needs, each department's message and format might differ. But by using the Communications Strategy, each department will send consistent communications which convey the District's overall message.

Communication Methods

The District's most powerful communication method is one-on-one communication, such as meetings. Our employees are the experts in their respective fields. This expertise is well-communicated person to person. But given the size of the District and limitations of employees' time, in-person is not always the most efficient method of communication.

Other forms of communication are areas where the District does not have the same strength or familiarity. Like many of our assets, the District's Communication Strategy has historically been that we must be doing a good job if no one is talking about us. But doing a good job and not being noticed is no longer an option. People now have a world of data and

information at their fingertips. If the District is not providing messages, other groups will. We cannot guarantee that those external messages will be consistent with our philosophy. By giving us open avenues to criticism, we do open ourselves to criticism. But we will be criticized with or without delivering a message. The method of communication will depend upon our stakeholder's needs and size. Some examples of communication methods include:

- Outreach Events
- Meetings
- Social Media
- Conferences
- Events/Workshops
- Website / Data

COMMUNICATION STRATEGY IDEAS

Page 3 of 14






GRANGER-HUNTER
IMPROVEMENT DISTRICT

Customer Satisfaction



- **Customer Service Programs**
- *Innovations and Optimizations Annual Reporting*

INNOVATIONS FAIR
CELEBRATING EMPLOYEE INGENUITY AND CREATIVITY
BY SHOWCASING INNOVATIVE PROJECTS



**INCUBATOR BOOTH (PROJECTS IN PROGRESS):
HANDHELD DEVICE TO COLLECT VISITOR DATA**
Innovators: Dmitry Abramov (IT), Dennis Chebotarev (IT), Winston Ingram (HHWCF), and Dave Wyatt (HHWCF)

Technicians at the Household Hazardous Waste Collection Facility (HHWCF) and Recycled Water Fill Station process over 74,000 drivers licenses (DL) per year to confirm (HHWCF), and Dave Wyatt (HHWCF)



that the customers live in the service area. Technicians take the DLs, go to a computer station or use a tablet, and enter data into an aging system by hand.

To streamline this process, HHW and IT staff collaborated to identify and pilot a **new, compact device** that can scan a DL and collect data for improved record-keeping and reporting. The size of a smart-phone, the device can fit in a pocket for efficiency and mobility. The devices can also be used interchangeably at either facility. As an added safety bonus, the new scanners can scan a DL through a car window, not requiring the technicians to physically touch the DLs anymore.

The devices are also technologically advanced; they can perform speech-to-text entry, hide not-commonly-used fields, attach pictures, and add new functionalities as time goes on. Technicians can also select from "canned responses" (samples pictured below) to quickly make notes in the customer's file. The system can automatically detect when the zip code on a DL is out of the service area.

Staff is now using the new devices full time. The second phase of the project - reporting and data visualization - is currently in development.

"It's a great system that has really improved the way we register our customers for both HHW and recycled water. It has streamlined the entire process by increasing the range of our scanning and recordkeeping capability and offers the flexibility of using any of the devices for HHW or water customers."
- Dave Wyatt,
HHW Program Administrator

Thank you to all the nominators, innovators, and visitors who made the fair a success!

OPTIMIZATIONS
NEW WAYS OF WORKING TO STREAMLINE AND MODERNIZE OPERATIONS,
MANAGE COSTS, AND PROVIDE EXCEPTIONAL CUSTOMER SERVICE

INTERAGENCY OUTREACH COORDINATION

Central San performed **strategic outreach coordination** with two sister agencies to increase **customer engagement** through new communication opportunities. Central San partnered with Contra Costa Water District (CCWD) on student education programming outreach and with East Bay Municipal Utility District (EBMUD) on virtual plant tours and the 75th Anniversary Customer Experience. CCWD and Central San partnered on a one water student education program which served over 13,000 students. EBMUD sent 14 emails that promoted Central San's plant tour along with EBMUD's tours to the District's customers. Over 75,000 customers received outreach on Central San's plant tours via emails from EBMUD.

ONLINE ACCESS TO INTERNAL DETAIL-LEVEL BUDGET-TO-ACTUAL REPORTS

To optimize staff productivity and reduce manual effort involved in preparing, reviewing, and distributing detail-level budget-reports for each cost center to staff, Finance has implemented **online access to budget-to-actual results** for managers and budgeteers. All managers and budgeteers have a unique login and can easily lookup specific cost center budgets at a summary or detail-level, at their discretion.

MONTHLY TO QUARTERLY FINANCIAL REPORTING TO FINANCE COMMITTEE

To provide transparency to the public and facilitate Board oversight of financial operations, financial reports have been presented on a monthly basis to the Board Finance Committee. These monthly reports are labor intensive to put together, yet, through the new ERP system, **quarterly reports** can be produced which are very robust, rendering monthly reports as providing little additional value. With Finance Committee concurrence, staff can transition to presenting detailed financial reports on a quarterly basis, in addition to monthly O&M and Capital budgets-to-actual summary reports, which will save time while preserving transparency and oversight.

IT COUNTER CUSTOMER SERVICE

ent Services has seen a significant increase in activity, with more residents building accessory units (ADUs) and completing home projects that require Central San review. The Permit Counter **operational improvements** to optimize and maintain Central San's high level of customer service before going to a reviewer to assist with initial checks to catch general items the reviewer plans are ready for pickup. A dedicated email address acknowledges electronic receipt of plans and advises process and requirements for contractors and homeowners, to answer customers' questions.

CONSTRUCTION INSPECTION REPORTS

Daily construction inspection reports used by outside consultants and inter-agency. Initially, a beta team was testing sending these reports through e-Builder, but that sending the reports through Outlook makes the process efficient, and improved timing of receiving the reports, and consistency in reporting.



Customer Satisfaction

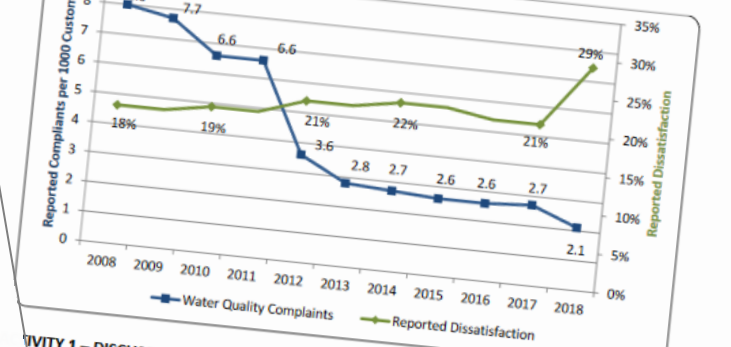
ABC Water Authority

- **Customer Conversations – Drinking Water Quality**

Albuquerque Bernalillo County
Water Utility Authority

Customer Conversations Final Report
Drinking Water Quality and Annual Water Quality Report

Figure 1: "The Water Quality Conundrum:" Reported Complaints versus Reported Dissatisfaction



ACTIVITY 1 – DISCUSSION OF WATER QUALITY CONUNDRUM

The activity's purpose was to explore customers' aesthetic concerns of their drinking water quality. Customers were asked the question "What issues have you experienced with drinking water quality at your home in the last year?" For Part 1 of this activity, a large diagram was placed in the center of the table that contained four areas of concern – taste, odor, color, and pressure. Each customer was provided six dots: four green dots, one orange dot, and one blue dot. The green dots represented satisfaction or no issues; the orange dot represented a primary concern and the blue dot represented a secondary concern. Customers were instructed to place these dots into the four areas of concern. If a customer had a primary concern, they would place these dots into one of the four areas. The customer would place green dots in each area if they did not have primary or secondary concerns. After completing the activity, table facilitators led a table discussion on the concerns for customer concerns in the four areas. Recorders captured comments and concerns as they talked about their experiences related to the placement of dots.

Customer Satisfaction – Practice Areas



Community Engagement

Utility is a **visible member of the community** and plays an active role in community events. Community organizations and members engaged as full partners in utility plans and operations.

Basic information about the utility is readily accessible and understandable to community members. Emergency response communications proactively prepared. Focus efforts to increase community understanding of the utility, the benefits from its functions and services, and the requirements for operating sustainably. Viewed as leader and trusted within the community.



Public Relations

Customer complaint and response mechanisms are in place. Feedback actively solicited and mechanisms for understanding and improving satisfaction and support are in place. Trusted relationships in place with key community opinion leaders. Aware of external needs and interests.



Customer Feedback



Customer Satisfaction – Levels



Fundamental and Adequate

Level 1



Optimizing Operations and Services

Level 2



Transformational Operations and Services

Level 3

Advanced



Customer Satisfaction – Levels



Fundamental and Adequate

Level 1

- **Community events**
- **Open House events**
- **Customer Flyers**
- **Emergency event public communications**
- **Customer complaint response time targets**
- **Clear visible signs for construction activities**
- **Website includes information about major undertakings**

Providing Adequate, Fundamental Services

Sub-topic	Where we are:
Community Engagement and Participation:	West Valley City events: SpringFest, WestFest Parade, Night Out SummerFest. ChamberWest. Treatment Plant Open House event.
Public Relations, Education, and Promotion:	<p>Printed, ebill and statement billing options with multiple ways to pay.</p> <p>Periodic explanatory flyers: Spring & Fall newsletters, Expansion tank information, Lead & Copper testing, Annual Consumer Confidence/Water Quality Report, Pretreatment letters, spring watering instructions, and rebate options. Many offered in the Spanish language.</p> <p>Our website includes information about major undertakings.</p> <p>New Sign Agreements available online.</p> <p>Ipaws participation for emergency communication.</p>
Customer and Stakeholder Feedback and Response:	<p>Available 24/7 with after hour-service and on-call technicians.</p> <p>Lobby and drive-up window available during business hours.</p> <p>Meter technicians available for leak-checks, shut-downs, investigations, etc.</p> <p>Customer complaint receipt and response capability: Phone, email, website with response primarily same business day. Lien vs. shut-offs.</p> <p>Incode and CityWorks asset management to store pertinent information, service requests, and all resolutions.</p>

WestFest Parade



Thanks to the GHID employees who represented the District in the recent WestFest Parade where they passed out candy, water drops and flyers about the Water Usage Portal and the next Hazard Mitigation Plan Public Meeting on July 9th.



Customer Satisfaction – Levels



Optimizing Operations and Services

Level 2

- **Two-Direction Engagement with Community**
- **Community Engagement Forums**
- **School Outreach Programs**
- **Educational Brochures**
- **Annual Utility Performance Report**
- **Customer Satisfaction Surveys**
- **Incorporating Customer Feedback into Change Management Processes**

Optimizing Operations and Services

Sub-topic	Where we are:
Community Engagement and Participation:	Two-directional engagement with community members through some social media interaction on Facebook and Instagram, Rates/Budget Public Hearings, and monthly Board Meetings.
Public Relations, Education and Promotion:	Value of water and wastewater services educational information through Customer Information Packet, ads on select vehicles, LocalScapes classes, and education activity booklets.
Customer and Stakeholder Feedback and Response:	Customer satisfaction survey completed in 2013 and Customer feedback focus group in 2021. Currently tracking reasons for phone calls.

Sewer Averaging Customer Outreach

Each May, sewer averaging is recalculated for customer billing. Office staff attempted to review all 26,453 accounts. Manual adjustments were made if customers repaired a leak. Staff contacted customers by phone, email or sent letters to notify of any on-going continual usage found in AMI.

The office calculated 292 hours spent on this project...not counting Meter tech hours for completing leak-check workorders.

Sewer Average Review	Cycle 1	Cycle 2	Cycle 3	Cycle 4	Totals
Residential Accounts	6752	6310	6050	5060	24172
Residential Ongoing Constant Usage- contacted customer	38	25	38	25	126
Residential Accounts-Adjusted for fixed leak	48	29	49	37	163
Commercial Accounts	77	89	203	297	666
Commercial Accounts-Reviewed	32	70	99	68	269
Commercial Accounts- Adjusted for fixed leak	4	12	18	11	45
Multi-Unit	106	105	40	568	819
Multi-Unit-Reviewed	30	66	40	57	193
Multi-Unit- Adjusted (still under review)	TBD	TBD	TBD	TBD	n/a
Per Cycle	7087	6706	6537	6123	26453
Hours Spent	Cycle 1	Cycle 2	Cycle 3	Cycle 4	Totals
Krista- CS Supervisor	32	32	32	32	128
Marinda-Analyst	12	12	24	24	72
CS Team	24	24	24	20	92
Per Cycle	68	68	80	76	292



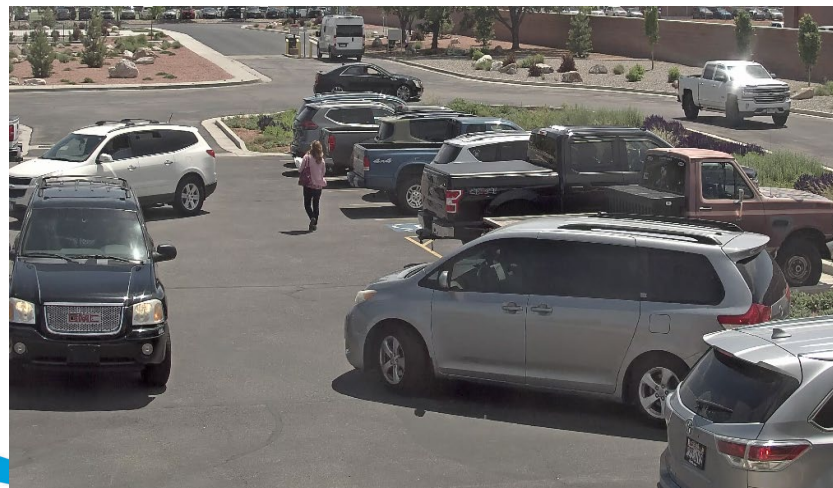
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Grass Seed Event

Our 3rd GRASS SEED EVENT was a huge success! Hundreds of customers lined up to purchase a bag.

When asked how they heard about the event, some said they saw it on Facebook or our website, but most said they received our email.

The grass seed event generated a positive response and great feedback!



Facebook-Grass Seed Event	
Post Reach	2,172
Engagement	305
New Page Likes	19
New Followers	25
Reactions 😊	55
Comments	17
Shares	7

Customer Satisfaction – Levels



Transformational Operations and Services

Level 3

- **Water Supply forum sponsorship for sustainability**
- **Community event co-sponsorships with other organizations**
- **Coalition with NGOs to leverage resources in support of sustainability initiatives**
- **Stakeholder and customer surveys to test effectiveness of outreach programs**
- **Utility culture includes clear articulation and communication as part of the organization's brand**
- **Risk Management communication to the public support of innovation (increased public tolerance for service failure or increased costs)**

Transforming Operations and Services for the Future

Sub-topic	Where we are:
Community Engagement and Participation:	<p>Hazard Mitigation Plan Public Involvement and Stakeholder meetings.</p> <p>Relationships with West Valley City to inform and support water issues in the community.</p> <p>Coalitions with emergency response communities.</p>
Public Relations, Education and Promotion:	<p>GHID branding, Waterwise education efforts and demonstration garden.</p> <p>Lead & Copper survey and education campaign.</p>
Customer and Stakeholder Feedback and Response:	<p>Continuous or abnormal water usage outreach and direction for Water Usage Portal enrollment.</p>

Continuous or Abnormal Water Usage Outreach

Each week during the billing process, accounts are found that have continuous or abnormal water usage. When discovered, GHID office staff will reach out to the customer either by phone, email or by letter to inform them of a possible water leak, offer assistance and give information on how to login to the Customer Water Usage Portal and track hourly consumption. May is often a busy month for continuous usage due to broken sprinklers.



WHERE CAN WE IMPROVE?



- Communication Plan
- Community Sustainability –
Water Assistance Program
- Facility Signage
- Grass seed or other similar events
- Increased participation in Water Week
- Other ideas...



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Employee and Leadership Development

Dakota Cambruzzi, HR Manager
Jason Helm, General Manager

Employee and Leadership Development

Recruits, develops, and retains a workforce that is competent, motivated, adaptive, and safety-focused. Establishes a participatory, collaborative organization dedicated to continual learning, improvement, and innovation. Ensures employee institutional knowledge is retained, transferred, and improved upon over time. Emphasizes and invests in opportunities for professional and leadership development, taking into account the differing needs and expectations of a multi-generational workforce and for resource recovery operations. Establishes an integrated and well-coordinated senior leadership team.



Attribute		Rating					Ranking					Combined Rating	Ave Ranking	Combined Ranking
		Board	Managem	Directors	Groups	Managers	Board	Managem	Directors	Groups	Managers			
Product Quality	PQ	2	2	2	2	2	1	1	1	1	1	2	1	1
Customer Satisfaction	CS	2	3	2	2	2	5	5	3	7	5	3	5	5
Employee and Leadership Dev.	ED	3	3	3	3	3	4	7	6	5	7	3	5.8	6
Operational Optimization	OO	2	3	2	3	2	7	9	7	8	6	3	7.4	8
Financial Viability	FV	2	3	3	3	3	2	2	2	2	3	3	2.2	2
Infrastructure Strategy & Perform	IS	1	3	2	3	3	6	4	5	4	4	3	4.6	4
Enterprise Resiliency	ER	2	4	3	3	3	8	6	8	6	8	3	7.2	7
Community Sustainability	SU	3	4	4	3	3	10	10	9	10	9	4	9.6	10
Water Resource Sustainability	WS	2	3	2	3	3	3	3	4	3	2	3	3	3
Stakeholder Understanding &	SS	3	3	3	3	3	9	8	10	9	10	3	9.2	9



Sub-topic	Where we are:
Job Roles and Responsibilities	<ul style="list-style-type: none">• Complete job descriptions for each position• Maintained org charts
Merit-Based Performance Management	<ul style="list-style-type: none">• Formal performance management system• Weighted rankings tied to job grades• Merit guidelines in place based on comp-ratio but flexibility allowed
Employee Feedback & Recognition	<ul style="list-style-type: none">• GM Luncheons• Employee Advisory Board• Employee Engagement Survey• Motivosity Recognition System
Defined Culture	<ul style="list-style-type: none">• Mission, Vision, Values Statements• Employee Handbook• Culture Training• New Supervisor Orientation

Trustees & Staff Discussion

Potential Topics:

- Employee Development Plans
 - Professional goals
 - Skill evaluations
 - Competency evaluations
- Employee Performance Link to Business Objectives

Recruitment, Retention & Succession

Sub-topic	Where we are:
Structured Selection Process	<ul style="list-style-type: none"> • Applicant Tracking System • Phone Screens based on culture questions • Onsite panel interview • Offer stage process mapped for consistent delivery
Onboarding Program	<ul style="list-style-type: none"> • Standard experience with documents and email templates • Structured first day with Safety, IT, HR, and Leadership orientations • One-week follow-up meeting • Introductory Period Review (<i>90-day evaluation</i>)
Retention and Turnover Management	<ul style="list-style-type: none"> • Turnover metrics (<i>significantly down over last 5 year trend!</i>) • Employee Appreciation Events • Open Door Policy • Training Opportunities
Succession Planning	<ul style="list-style-type: none"> • Workforce Demographics and Retirement Planning

Trustees & Staff Discussion

Potential Topics:

- Critical Position Identification
 - Future Staffing Needs
 - Formal Retention Plan
- Educational and Recruiting Partnerships

Development Opportunities

Sub-topic	Where we are:
Industry Certifications and Tuition Reimbursement Programs	<ul style="list-style-type: none">• Water Distribution Grade IV and Wastewater Collection Grade IV certifications highly emphasized and compensated• Formalized Tuition Assistance Program
Department Cross-Training	<ul style="list-style-type: none">• Internal promotions preferred (19 in 2023, 8 in 2024 so far)
Leadership Development	<ul style="list-style-type: none">• Elective leadership development training• New Supervisor Training established• Leaders Competencies identified with job grades

Trustees & Staff Discussion

Potential Topics:

- Cross Training for All Staff on Business Functions
- Formal Leadership Training Plan



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Thank You!

