



# Mountain Regional Water Special Service District

*Quality — Reliability — Sustainability*

## Strategic Plan of 2019

*Prepared by District Management and Staff*

*March 2019*

# **Mountain Regional Water District 2019 Strategic Plan**



Prepared by the Staff of

**Mountain Regional Water  
Special Service District**

**March 2019**

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1.0 PURPOSE:

This document serves as a strategic road map for Mountain Regional Water District (“Mountain Regional Water” or the “District”). It identifies where the District is going and how it is going to get there and will serve as the driver for all forward-thinking activities and policies of the District, including new infrastructure planning, capital facility plans, rate studies, and other analyses. This document was prepared by the General Manager and Management Staff, including the Department Supervisors. Valuable insight was also provided by the Administrative Control Board. This strategy will guide our thoughts, decisions, and actions as we move forward. This Strategic Plan will have a timeframe of five years (2019-2023) after which the plan will be revisited and modified as necessary.

2.0 INTRODUCTION:

It has often been stated that utilities of the future will likely do three things exceptionally well to leverage regional opportunities, relationships, and economies of scale. They will:

- 1. Operate efficiently
- 2. Engage in the community; and
- 3. Effectively integrate:
  - water management,
  - sustainability, and
  - public policy decisions

Mountain Regional Water is very acute to this philosophy, particularly in its overall goal to build and manage a resilient regional water system, especially in a setting that faces many water supply and service challenges. While the purpose of this Strategic Plan is to memorialize our guiding principles and values into a relevant and measurable system of achievable goals and objectives, the effort must also lead to an effective implementation process through the direction of management and board policies, as well as a continuing measurement and review process. The full picture of an effective and dynamic strategic planning progression is found in the simple diagram below:

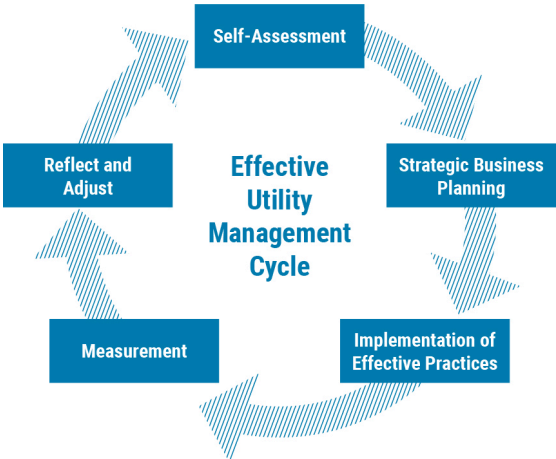


Figure 1: The Effective Utility Management Cycle

### 3.0 BACKGROUND:

The District has progressed a considerable distance since its inception in the beginning of 2000. The District started with a couple hundred customers and one employee; now the District employs over 25 full time employees and covers an area similar to that of the Northern Salt Lake Valley (over 25,000 acres). Mountain Regional Water has become a premier regional water entity which manages complex interconnected water systems spanning much of Western Summit County (Snyderville Basin), with each component carefully engineered to improve the quantity and quality of water and service. The systems or areas which have been regionalized are shown in the figure below:

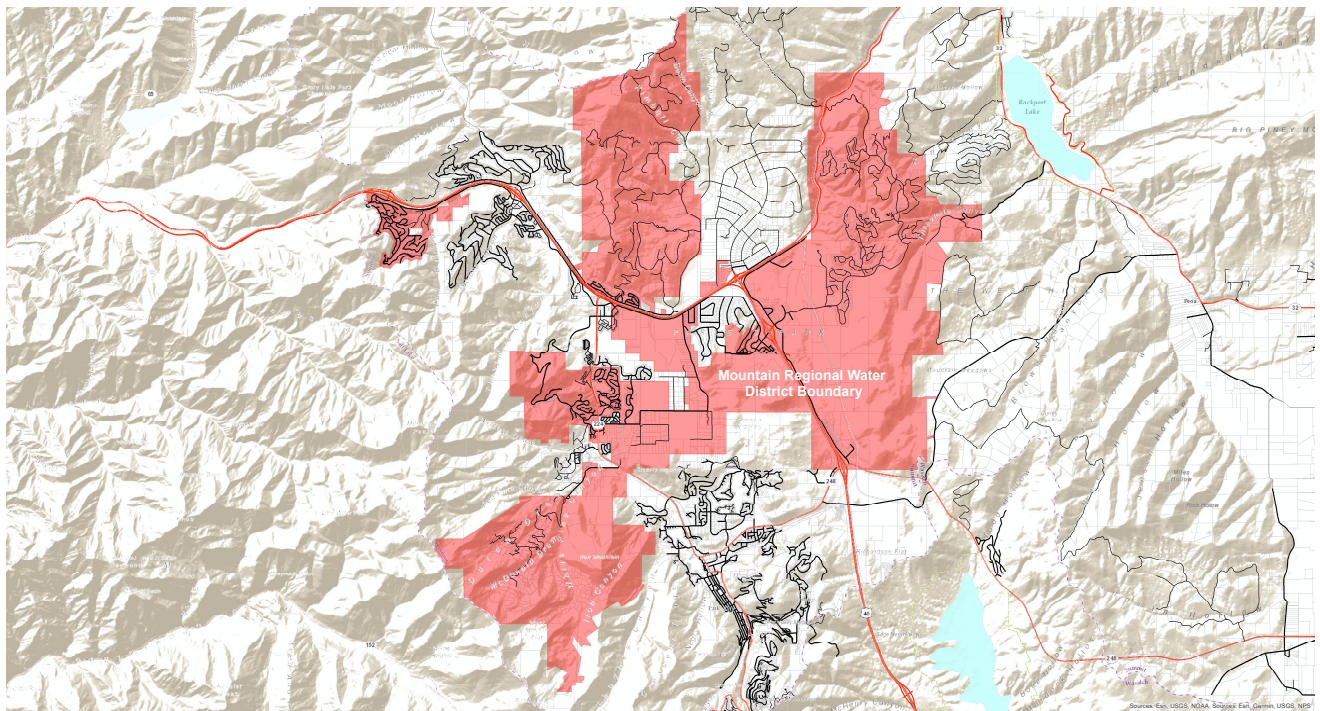


Figure 2: District boundaries and areas served

### 4.0 ORGANIZATION:

Mountain Regional Water is a Special Service District, organized under the laws of Utah (Title 17B-2-1301). The Summit County Commission created the District in January of 2000, and act as the Governing Board of the District. The County Commission (presently a County Council) delegated the majority of its authority to an appointed Administrative Control Board in 2006. This five-member Board is composed of citizen ratepayers of the District which enact most of the operating policies of the District. Management then follows these policies and fulfills the goals and strategies of the governing board and Administrative Control Board.

The District is comprised of five (5) core departments, each of which manages several programs, as shown in the chart shown below. This includes Technology and Energy Management, Operations (which manages three sub-departments), Engineering &

Development, Public Services, and Financial Management. Other associated departments or divisions include Human Resources and Services, Legal Services, Pumping Facilities, Distribution, Treatment, and Safety.

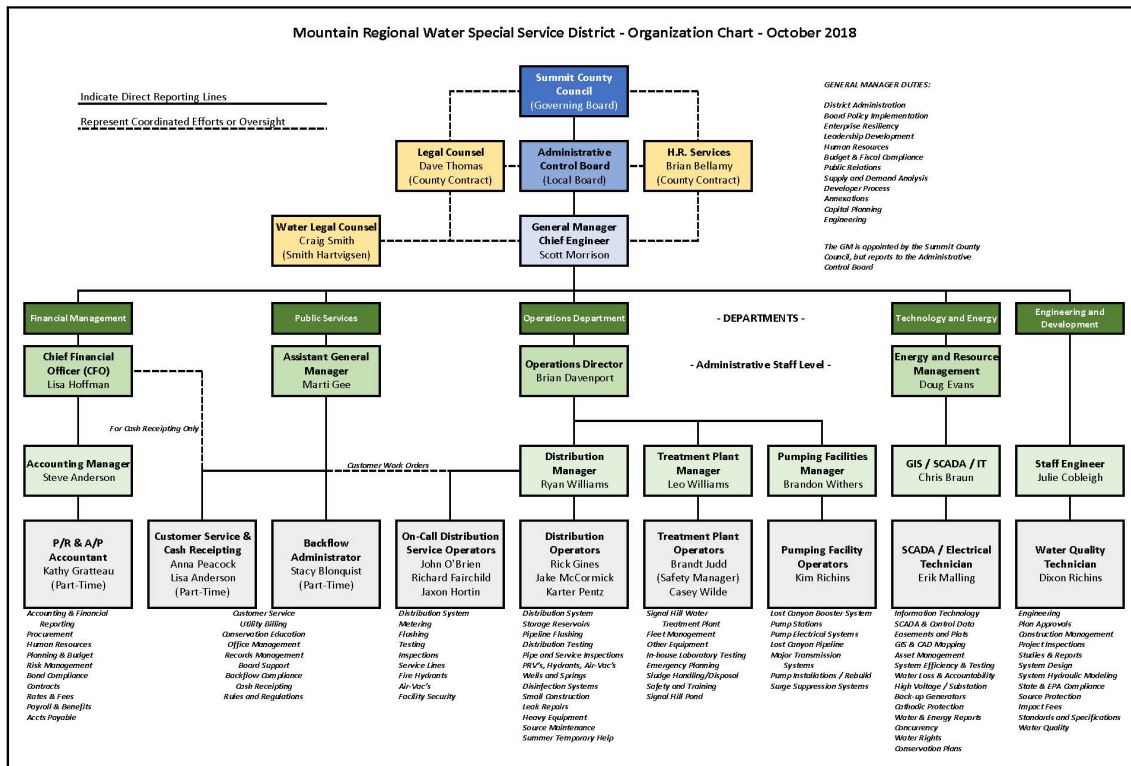


Figure 3: Mountain Regional Water organization chart

The District has progressed into a system with a sizable responsibility and stewardship. Organized upon the foundation of a valued and talented staff, the system presents many operational and management challenges, particularly in its frequent need for increased redundancy, expansion, and replacement. Regionalization, by its very definition involves the operation of system interconnecting infrastructures which over time, becomes more complex than a typical system constructed “from scratch.” The District’s breadth of expertise allows it to tackle a wide range of design and operational challenges primarily “in-house” and secondarily utilizing talented consultants and contractors. This approach saves significant costs and also allows staff to have a “buy-in” or “ownership” to the contemplated improvements and relevant construction. The following presents an impressive resume of District capabilities which span a cumulative experience of well over 300 years:

Table 1: Operator Certification Levels as of 2019

OPERATOR	CERTIFICATION	YEARS of EXPERIENCE
Marti Gee	Distribution III	31
Leo Williams	Distribution IV & Treatment IV	41
Brian Davenport	Distribution IV & Treatment IV	20
Rick Gines	Distribution IV & Treatment II	32
Ryan Williams	Distribution IV & Treatment IV	21
Kim Richins	Distribution IV & Treatment IV	24

<b>Stacy Blonquist *</b>	Distribution III & Backflow	16
<b>Anna Peacock *</b>	Distribution II	15
<b>Richard Fairchild</b>	Distribution IV & Treatment IV	13
<b>Brandt Judd</b>	Distribution IV & Treatment IV	17
<b>Chris Braun</b>	Distribution II	8
<b>Erik Malling</b>	Distribution IV & Treatment IV	6
<b>Brandon Withers</b>	Distribution IV & Treatment IV	8
<b>Scott Morrison</b>	Distribution IV & Treatment IV	5
<b>Dixon Richins *</b>	Distribution IV & Treatment IV	3
<b>Jake McCormick</b>	Distribution IV & Treatment IV	2
<b>John O'Brien *</b>	Distribution IV & Treatment IV	2
<b>Casey Wilde</b>	Distribution IV & Treatment IV	2
<b>Jaxon Hortin</b>	Operator in Training	1
<b>Karter Pentz</b>	Operator in Training	1
<b>Julie Cobleigh</b>	Distribution IV & Treatment IV	7
	* Also possess a Backflow Administration Certification	

**PROFESSIONAL STAFF SUMMARY:**

- General Manager has a Bachelor of Science degree in Chemical Engineering and a Master of Science degree in Civil Engineering with 14 years' experience.
- Staff Engineer is a Licensed Professional Engineer with a Master of Science degree in Civil Engineering and 12 years' experience.
- District Chief Financial Officer (CFO) is a Certified Public Accountant with over 20 years' experience.
- Accounting and Finance Manager has a Master of Business Administration degree and over 20 years' experience.
- Licensed Professional Land Surveyor
- Part-time Payroll and A/P accountant
- Annual Audits performed by outside professionals

**OTHER IN-HOUSE CAPABILITY SUMMARY:**

- Licensed Contractor
- Electrical Technicians and Engineers
- Operators certified above minimum required levels
- Hazmat Advanced Certifications
- Incident Command Certifications
- Advanced EMT
- Regular in-house training and safety classes
- Continuing education offered by the District
- Summer temps and other internships



## 5.0 WATER SYSTEM OVERVIEW:

The water system and facilities of the District are complex and cover a scope and geography that can be extremely challenging. Preventive and emergency maintenance and repairs are performed daily and on-call operators staff the system 24 hours a day. Efficiencies are typically suggested by staff and implemented when they are found to be practical and economical. A brief review of the following key system metrics can paint a clearer need for continuing strategic assessment, planning, and policy implementation in all of the District's critical operations.

### KEY SYSTEM METRICS:

- Approximately 5,000 customers
- Area: 26 square miles
- 10.5 million gallons delivered on a peak day
- 5,800 acre-feet delivered annually
- 10,000 gallons per minute ("GPM") capacity at the Lost Canyon pump station
- 4 million gallons per day ("MGD") capacity water treatment plant
- 18 groundwater wells and 1 groundwater spring
- Over 200 miles of pipe
- 24 storage reservoirs
- 13,000,000 gallons of raw water storage
- 39 water pressure zones
- 30,000 GPM total water pumping capacity
- 80 Pressure Reducing Stations ("PRVs")
- 5 Disinfection Plants
- More than 1,500 fire hydrants
- 7,800 acre-feet of Water Rights
- 10.7 million gallons of water stored which equates to:  
    ~172,000 citizen days and ~15 district days

### KEY ENERGY METRICS:

- 140 pumps spread over 44 remote sites
- A pumping elevation which spans from 6,000' to 9,300'
- 9,400 horsepower in electric motors for pumping
- 140 kw Hydro Generation Energy Recovery Facility
- 2.84 billion gallons pumped (2017)
- 8.75 million Kilowatt Hours ("kWh") of Energy
- Energy is one of the largest direct costs of District, approaching 700K annually.

## 6.0 STRATEGIC PLANNING ELEMENTS:

This District's Strategic Plan consists of seven (7) key or primary elements:

**1. Mission Statement:**

A mission statement focuses on the present; it defines where we are now, our purpose, and why we exist.

**2. Core Values:**

Values are the underlying principles that guide our every action. They are the underpinning or foundation, of all we do. They reflect our culture and our priorities.

**3. Vision:**

A vision statement focuses on the future; it defines where we want to be and establishes a clear decision-making criterion.

**4. Strategic Principles:**

This section consists of ten principles and associated attributes of *Effective Utility Management (EUM)*, including keys to management success. They present the ideal strategy and include the results of our own assessments to help form the guide posts we need focus upon to better achieve our goals and objectives.

**5. Strategic Goals:**

Goals guide us to action. They are the major categories of effort in which we need to progress. Goals are subdivided by department and/or division. They may be wide-ranging or enumerated with detailed objectives. The objectives are more measurable and are the specific actions through which we will achieve our goals and realize our vision.

**6. Strategic Analysis:**

This element summarizes our Strengths, Weaknesses, Opportunities and Threats presented in a **SWOT** analysis format.

## 7.0 MISSION STATEMENT:

**To provide high-quality water and exceptional service in a safe, reliable, efficient, and sustainable manner.**

## 8.0 CORE VALUES:

Core values serve as simple broad organizational principles which continually guide decision making and influence how we conduct our day-to-day lives. Even these can be summarized into a simple three word “Motto” we often use in public presentations and documents. Namely:

### ***Quality — Reliability — Sustainability***

**SERVICE** – Deliver quality, timely, professional service and act in a responsive way that supports the well-being of customers and the betterment of the community.

**STEWARDSHIP** – Preserve and protect our land and water natural resources. Demonstrate accountability to ratepayers through careful financial and resource stewardship.

**INNOVATION** – Pursue new processes, technologies and sustainable solutions to improve operational efficiency and better serve our customers and community. Encourages free-flowing, outside-the-box thinking and a willingness to take reasonable risks.

**INTEGRITY** – Be honest and ethical in every action and decision. Do the right thing even if nobody is watching, and act in a transparent way.

**SAFETY** – Always act to protect public safety and the personal safety of our employees and contractors. This quality must be paramount in everything we do.

**EXCELLENCE** – Set high expectations for us and our teams. Continuously improve skills and performance through mentoring and training programs. Always strive to achieve the best results.

**COLLABORATION** – Respect the ideas and contributions. Encourage collaboration and communication, openly support coaching, mentoring, and feedback. Give thoughtful consideration to each other’s differences, opinions, and diversity. Prevent any and all forms of harassment and discrimination.

**RESPONSIBILITY** – We are responsible for our behaviors, actions, and use of any and all of the public resources entrusted to us.

**LEADERSHIP** – Leadership opportunities and development must exist and is expected by every employee, as well as our public persona.

**FINANCIAL VIABILITY** – Increase system efficiency, revenue, and revenue sources. Reduce costs to ensure adequate reserves and debt-service coverage.

**PARTNERSHIPS** – Identify and cultivate meaningful relationships with stakeholders to advance research and development, increase funding opportunities and build goodwill in the community.

**COMMUNICATIONS** – Improve communication with employees, customers, and stakeholders to build trust and confidence. Create a proactive public presence to assist in positive impressions of the District and direct the community discussion.

**QUALITY** – Improving quality of water and work builds confidence in the organization, improves safety and credibility with customers, and results in better long-term and cost-effective solutions.

**STANDARDS** – Comply with all regulatory standards, including District rules and policies. Be consistent in the enforcement, and always look for areas of improvement.

**CULTURE** – Focus on our people so that employees put safety first, take pride in their work, and feel valued for contributions. Empower employees to be professional in all their actions and to take ownership of their projects and responsibilities.

**ACCOUNTABILITY** – Assist board members, management, and staff to accept responsibility for their actions and to be accountable for the consequences of those actions.

## 9.0 VISION:

Mountain Regional Water District will continue to be a recognized model for regional water resource quality and innovation. We will be respected and trusted by our customers and stakeholders for our leadership in delivering sustainable water services to the thriving communities within our secure stewardship. We will become more responsive while providing safe and reliable water services that meet or exceed all current and future regulatory demands. And we will strive to honor our fiscal, human resources, and caring attention given to every single person we encounter.

# 10.0 STRATEGIC PRINCIPLES:

While Strategic Plans typically begin with the Mission Statements, including other Core Values, Visions Statements, etc. The key is to build upon those statements and values through the application of more detailed principles and strategies, which when assessed and applied to an organization, make the entire plan more dynamic and functional, particularly over a longer period of time.

The original Strategic Plan of the District focused primarily on the 4 principles of: Service, Conservation, Regionalization, and Importation. As the District has evolved, those same principles apply, but are now embedded in a broader and more comprehensive strategy.

Mountain Regional Water District has adopted, with some modifications, the **10 Strategic Principles and 5 Management Strategies from “Effective Utility Management - A Primer for Water and Wastewater Utilities”, January 2017 (EUM)**. This document was developed in a joint effort of many respected water groups and regulators, including:

- Association of Clean Water Administrators
- American Water Works Association and the Water Research Foundation
- Water Environment & Reuse Foundation
- National Association of Clean Water Agencies
- U.S. Environmental Protection Agency – Office of Water
- American Public Works Association
- Association of Metropolitan Water Agencies
- Water Environment Federation
- Association of State Drinking Water Administrators.

The graphic below illustrates the The Ten Strategic Principles and the Five Keys to Management Success.



Figure 4: The Ten Strategic Principles and the Five Keys to Management Success

These principles, and associated attributes, provide a clearer set of reference points and are intended to help the District maintain a balanced focus on all important operational areas rather than reactively moving rapidly from one problem to the next. They are the core of most goals and objectives addressed in this Strategic Plan and provide useful tools for water managers seeking to improve organization-wide performance. *The 10 Principles* comprise a comprehensive framework related to all aspects of District operations and performance.

**1. Product Quality (PQ):**

Produces “fit for purpose” water that meets or exceeds full compliance with regulatory and reliability requirements and are consistent with customer, public health, ecological, and economic needs.

**KEY Assessment Attributes:**

- a. Meets or exceeds regulatory and reliability requirements.
- b. Operates consistent with customer, public health, economic, and ecological needs.

**2. Customer Satisfaction (CS):**

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.

**KEY Assessment Attributes:**

- a. Provides reliable, responsive, and affordable services.
- b. Receives timely customer feedback.
- c. Minimizes customer complaints.
- d. Is responsive to customer needs and emergencies.
- e. Utilizes modern communication technologies for needs and feedback.
- f. Provides tailored customer service and outreach to a range of customer groups (e.g., residential, commercial, industrial, and newly emerging groups).

**3. Employee and Leadership Development (ED):**

Recruits, develops, and retains a workforce that is competent, motivated, professional, adaptive, and safety-focused. Establishes a participatory, collaborative organization dedicated to continual learning, improvement, and innovation.

**KEY Assessment Attributes:**

- a. Recruits, develops, and retains a competent, safety-focused workforce.
- b. Is a collaborative organization dedicated to continual learning, improvement, and adaptation.
- c. Implements procedures for institutional knowledge retention, workplace safety, and continual learning (e.g., standard operating procedures).
- d. Invests in/provides opportunities for professional and leadership development.
- e. Adequately address succession planning needs.
- f. Supports an integrated and well-coordinated senior leadership team.

#### **4. Operational Optimization (OO):**

Ensures ongoing, timely, cost-effective, reliable, and sustainable performance improvements in all facets of its operations in service to public health and environmental protection.

##### **KEY Assessment Attributes:**

- a. Conducts ongoing performance improvements informed by performance monitoring and learns from the effort.
- b. Minimizes resource use and waste from day-to-day operations.
- c. Is aware of and timely adopts operational and information technology improvements such as SCADA, metering, and GIS systems.
- d. Manages and utilizes data effectively from automated and smart systems.

#### **5. Financial Viability (FV):**

Ensures that the District is financially viable in operations and compliant in all standards. Understands and values all water resources and services. Establishes predictable rates—consistent with community expectations and acceptability—adequate to recover costs, provide for reserves, maintain support from bond rating agencies and plan and invest for future needs. Provides financial integrity and security.

##### **KEY Assessment Attributes:**

- a. Understands and plans for full life-cycle cost of the District.
- b. Effectively balances long-term debt, asset values, operations and maintenance expenditures, and operating revenues.
- c. Sets predictable and adequate rates to support District current needs and plans to invest in future needs, taking into account affordability and the needs of disadvantaged households when setting rates.
- d. Implements sound strategies for collecting customer payments.
- e. Understands opportunities for diversifying revenue and raising capital.
- f. Achieves budget management effectiveness.

#### **6. Infrastructure Strategy and Performance (IS):**

Understands the condition of and costs associated with critical infrastructure assets. 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.

##### **KEY Assessment Attributes:**

- a. Develops and implements an Asset Management Program.
- b. Understands the condition of and costs associated with critical infrastructure assets.
- c. Maintains and enhances assets over the long-term at the lowest possible life-cycle cost and acceptable risk.
- d. Incorporates risk-based analysis into decisions.
- e. Coordinates repair efforts within the community to minimize disruptions.

- f. Plans infrastructure investments consistent with community needs, anticipated growth, system reliability goals, priorities, and with a robust set of adaptation strategies.

**7. Enterprise Resiliency (ER):**

Ensures District leadership and staff work together internally, and coordinate with external partners, to anticipate, respond to, and avoid problems. Proactively identifies, assesses, establishes tolerance levels, and effectively manages a full range of business risks consistent with industry trends and system reliability goals.

**KEY Assessment Attributes:**

- a. Works together with staff internally and coordinates with external partners to anticipate, respond to, and avoid problems.
- b. Proactively establishes tolerance levels and effectively manages risks (including legal, regulatory, financial, environmental, safety, security, cyber, knowledge-loss, talent, and natural disaster-related).
- c. Plans for and actively manages to maintain business continuity and sustain employee resiliency in normal business endeavors as well as during and after an emergency.

**8. Community Sustainability (SU):**

Takes an active leadership role in promoting and organizing community sustainability improvements through collaboration with local partners (e.g., transportation departments, electrical utilities, planning departments, economic development organizations, watershed and source water protection groups, etc.).

**KEY Assessment Attributes:**

- a. Actively leads in promoting and organizing improvements to community and watershed health within the District and with external community partners.
- b. Integrates water resource management with other critical community infrastructure, social and economic development planning to support community-wide resilience, sustainability, and livability.
- c. Actively leads in promoting welfare within the community for disadvantaged households.
- d. Uses operations to enhance the social and natural environment.
- e. Efficiently uses water and energy resources, promotes economic vitality, and engenders overall community improvement.
- f. Maintains and enhances ecological and community sustainability including pollution prevention, watershed and source water protection.

**9. Water Resource Sustainability (WS):**

Ensures the long-term availability and sustainable management of water for its community and watershed, including water resource recovery. Understands its role in the complete water cycle and integrates District objectives and activities with other watershed managers and partners.



**KEY Assessment Attributes:**

- a. 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.
- b. Manages operations to provide for long-term aquifer and surface water sustainability and replenishment.
- c. Understands and plans for the potential for water resource variability (e.g., climate change, including extreme events, such as drought and flooding).
- d. Utilizes as appropriate a full range of watershed investment and engagement strategies (e.g., Integrated Planning).
- e. Engages in long-term integrated water resource management, and ensures that current and future customer, community, and ecological water-related needs are met.
- f. Optimizes reduction of any non-revenue water.

**10. Stakeholder Understanding and Support (SS):**

Engenders understanding and support from stakeholders (i.e. anyone who can affect or be affected by the District). Understands what it takes to operate as a “good neighbor,” and positions the District as a critical asset (anchor institution) to the community.

**KEY Assessment Attributes:**

- a. Engenders understanding and support from oversight bodies, community and watershed interests, and regulatory bodies for service levels, rate structures, operating budgets, capital improvement programs, and risk management decisions.
- b. Actively engages in partnerships and involves stakeholders in the decisions that will affect them.
- c. Effectively utilizes a media interaction program.
- d. Actively promotes an appreciation of the true value of water and water services, and water’s role in the social, economic, public and environmental health of the community.

**10.2 The Strategic Principles Self-Assessments:**

The 10 Strategic Principles were carefully reviewed and ranked by each individual department, then evaluated and ranked in a “round-table” self-assessment process within each District department or division. The Administrative Staff and the Board also prepared an assessment so we could ascertain what concerns or priorities flow from their important fields of view. The results of these self-assessments are presented in the color-coded matrices found in the sections to follow. The Administrative Staff’s results are presented on the following page. The abbreviation of each principle appears in the relevant blank cell, at the cross-roads of an agreed upon *rating* and *ranking*. The areas which are shaded in orange should be of considerable concern, and the yellow regions are of somewhat concern.

MOUNTAIN REGIONAL WATER DISTRICT					Administrative Staff					7/11/2018	
<b>RATING</b>	Lower >	5								ER	
	Achievement	4						IS			
	< Higher	3		FV		CS	OO	ED		SS	SU
		2			WS						
		1	PQ								
		1	2	3	4	5	6	7	8	9	10
		More Important					Less Important				
<b>RANKING</b>											

Figure 5: Administrative staff's self-assessment

The Administrative staff found Financial Viability, Customer Satisfaction, and Operational Optimization to be areas needing focused improvement.

## 11.0 STRATEGIC GOALS:

The following sub-sections present the strategic goals and objectives of management, regionalization, and each department. While overall goals may be wide reaching, the objectives are more specific and presented using where possible the S.M.A.R.T model as described below:

**Specific:** Goals should be simplistically written and clearly defined. Specific is the Who, What, Why, and How of the S.M.A.R.T. model.

**Measurable:** Goals should be measurable so there is tangible evidence of accomplishment. Often the goal statement is a measure for the project, but there are usually several smaller objective measurements built into the goal.

**Achievable:** Goals should be achievable; they should stretch you slightly, so you feel challenged, but defined well enough so that you can achieve them. You must possess the appropriate knowledge, skills, funding, and other resource abilities needed to realistically achieve the goal.

**Results-focused:** Goals align with realistic strategies, and measure outcomes, based on a Mission, Vision, Values, and Principles, and not merely activities.

**Time-bound:** Goals should be linked to a timeframe that creates a practical sense of urgency, or results in tension between the current reality and the vision of the goal. Without such tension, the goal is unlikely to produce a relevant outcome.

These criteria do not state that all objectives must be quantified on all levels. In certain situations, it is not realistic to attempt quantification, particularly in staff middle-management positions. Managers can lose the benefit of a more abstract objective in order to gain quantification. It is the combination of the *objective* and its *action plan* that is really important.

To further the implementation of goals of this plan, each detailed objective(s) (in table form), below any Goal, present a **Target** field to identify time frames, a **Principle** field for displaying the relevant Strategic Principle(s) focused within each objective, and a **S.W.O.T** field to evaluate the relevant and *current* condition, which will carry that subject into the final Strategic Analysis of Section 13.0. Not all objectives require such a focus. Further, each objective is ranked by importance, with number “1” being the highest priority. See example below:

Rank #	OBJECTIVES	TARGET	Principle	S.W.O.T.
1	Be proactive in the exploration and development of new water sources.	Ongoing	FV WS	S
2	Be more reactive in the distribution system repairs and replacements.	Ongoing	FV OO	

### 11.1 District Management and Leadership Strategy:

This section focuses on District Management, and while it may appear that this section only addresses General Management, in fact its principles present a role model for all working departments and staff. Everyone is a manager of someone or something and must learn to take “ownership” and accountability of their staff, their responsibility, or their entrusted project(s). One of the key attributes of good management is for any manager to teach and instill in all staff the qualities and characteristics of good leadership. This section begins with the roles and responsibilities of the General Manager, followed by a brief presentation of the **Five Keys to Management Success** (found in the Effective Utility Management document), as modified by the District to meet specific needs and values. By embedding these values into our workplace culture, we can create a robust foundation for strong, ongoing performance in the *Ten Strategic Principle* areas. The General Manager has the primary responsibility to ensure that the District staff and public served feel confident and secure in a durable ethic of water knowledge and leadership.

#### **ROLES AND RESPONSIBILITIES of the GENERAL MANAGER:**

- Water Resource Management
  - Concurrency
  - Water resource projections
  - Source Protection
  - Implement Water Conservation Programs
- Water Rights Management

- Compliance
- Annual Water Use Reporting
- Monitor Water Right Utilization
- District Planning Elements
  - Strategic Plan
  - Capital Improvement Plan
  - Drought Response Plan
  - Sustainability Plan
  - Water Conservation Plan
  - Source Protection Plans
- District Leadership
  - Human Resources
    - Job Descriptions, Wages, Evaluations, Staffing Changes
    - Employee and Leadership Development
  - Legal, Contracts and Agreements
  - Day-to-Day Operations
  - Enforce District Rules & Regulation and Policies
  - Public Relations
  - Stakeholder Relations

## 1. LEADERSHIP:

Leadership must respond to both internal organizational and broader external community imperatives. Leadership is often more needed than management, it is what makes an enterprise function as a whole and is therefore imperative that the whole of the institution implement good principles, regardless of rank or position.

“Leadership” refers both to individuals who can be effective champions for improvement, and to teams that provide resilient, day-to-day management continuity and direction. Effective leadership establishes and communicates a long-term vision for the organization and embodies a commitment to cultivating the organization’s culture and helping to achieve the District’s vision into the organization’s operations.

Leaders also have an important responsibility to engage proactively with stakeholders and community decision makers, promote the District as a valued, competent, and trustworthy environmental steward and community asset, and collaborate with external partners. Leaders should drive an awareness and commitment to workplace safety, organizational diversity, ethical conduct, and positive morale. Leadership further reflects a commitment to organizational excellence, leading by example to establish and reinforce an organizational culture that embraces positive change. Organizational improvement efforts require a commitment to continual improvement from leadership, including the celebration of small and large victories for the District. The key leadership skills and expectations which the District desires to develop in all staff are:

- A. Be kind! Most of the following expectations are hollow without this one value.

- B. Learn the art of good collaboration. Respect every opinion, even when only one path can be ultimately chosen.
- C. Be real and be specific, in targets and timelines; quantify wherever possible.
- D. Provide feedback all along the way, not once a year when evaluations come up or only when a project is completed.
- E. Be transparent and straightforward, even when the news is not good.
- F. Do not assume that another person’s responsibility is unnecessary, simply because you do not understand it. Everyone plays a key role in success.
- G. Do not hold unnecessary or long and drawn out meetings. Utilize appropriate electronic media whenever possible.
- H. Not everyone functions well in the social “group think,” some are deeper thinkers and work best alone or in a team of two or so.
- I. Not everyone functions well in a competitive environment or a “team competition.” Build teams in competitive and collaborative environments.
- J. Communicate well about policy or other changes in the general water industry, County, or District. Give staff a chance to adjust their expectations.
- K. Provide a steady stream of factual information about what is happening. This way you do not leave room for a lot of conjecture and interpretation.
- L. Be grateful and show your appreciation— honestly and regularly.
- M. Provide adequate and relevant training and education opportunities.
- N. Be a mentor— work diligently to transfer your knowledge and skills to others.
- O. Be consistent as much as possible in your planning and directives.
- P. A true leader puts the success, needs, and objectives of the organization above the needs of himself or herself.
- Q. If a task or project fails – do not be so quick to blame others. A good leader will accept a role in the failure and help the team learn from failure and re-tool for the next go around or challenge.
- R. Good morale is a “two-way street.” It does not start or end at the top. Morale is developed, nurtured, or shattered from the middle or bottom as well.
- S. Take ownership and pride in your responsibilities, your projects, and your work. Pour yourself into the work and become part of the task at hand.
- T. Do not take personal credit for someone else’s work or for a District or team effort. Recognize everyone’s effort in every aspect of a project or activity.
- U. Do not be afraid to adjust the sails and change course when needed. Always have a good “plan B” in your back pocket.
- V. Ask for opinions, ideas, and feedback often. Then, be ready to share this information and/or act on any consensus.
- W. Do not be afraid to say – “I don’t know the answer.” Acknowledge the good question and offer to get back to the person with factual and accurate information. Making up answers creates work and does not lead to credibility.
- X. If you are a manager, remember to focus on the needs of the whole. Staff typically expects their managers or supervisors to:
  - i. Train and develop often.
  - ii. Provide good leadership, supervision, and guidance.
  - iii. Understand and implement the organization’s vision and values.
  - iv. Empower and provide staff with the necessary tools.

- v. Have fair policies and enforce them fairly.
  - vi. Treat everyone with respect and care.
  - vii. Provided career or advancement opportunities.
  - viii. Provide good benefits.
  - ix. Do what you say you will do.
- Y. Always remember that great leaders began by being great followers.
- Z. Finally— lead by example. There is no better way to set expectations than by demonstrating them yourself.

## **2. STRATEGIC BUSINESS PLANNING:**

Strategic business planning directs and helps to achieve balance and cohesion across the *Ten Strategic Principles*. A strategic business plan provides a framework for decision making by:

- a. Assessing current conditions and conducting a Strengths, Weaknesses, Opportunities, and Threats (SWOT analysis);
- b. Characterizing a continuum of possible and likely future conditions;
- c. Assessing underlying causes and effects of future conditions; and
- d. Establishing vision, objectives, strategies, and underlying organizational values.

A successful strategic business plan is dynamic and adaptable, allowing the District to capitalize on new and emerging opportunities. It is made more robust by engaging with staff and external stakeholders, and by utilizing planning methods that can accommodate and address a variety of future operating scenarios (e.g., managing for uncertainty through “stress testing” a plan’s ability to hold up during extreme events, such as extended drought or natural and human caused disasters). A strong plan reflects specific implementation steps that will move the District from its current level of performance to achieving its vision. This overall document, with its vision, goals, and strategies, represents the District’s latest development and implementation of a sound Strategic Business Plan.

## **3. KNOWLEDGE MANAGEMENT:**

Knowledge management is another cornerstone of effective utility management and is critical to ensuring reliable District operations. It spans standard operating procedures, human resource management, and business systems and operating systems data integration and utilization to support dependable operations and continual improvement across the *Ten Strategic Principles*.

By ensuring that processes are well documented through writing down “this is how we do things” and regularly updating standard operating procedures and creating shared knowledge among various employee categories, the District is able to respond effectively to the inevitable knowledge loss brought on by employee retirement, turnover, or unexpected absences. An effective knowledge management system is flexible to the use of new and evolving technologies and should be updated on an ongoing basis.

#### **4. MEASUREMENT:**

Measurement is critical to management improvement efforts associated with the *Ten Strategic Principles* and is the backbone of successful continual improvement management and strategic business planning. A measurement system serves many vital purposes, including focusing attention on key issues, clarifying expectations, facilitating decision making, supporting learning and improving, establishing and maintaining accountability, and, most importantly, communicating effectively internally and externally. Always keep in mind the management adage, “If you can’t measure it, you can’t improve it.”

#### **5. CONTINUAL IMPROVEMENT MANAGEMENT:**

Continual improvement management is usually implemented through a complete, start-to-finish management system, also referred to as a “Plan-Do-Check-Act” framework. Continual improvement plays a vital role in effective utility management and is critical to making progress on the *Ten Strategic Principles*. Continual improvement management includes:

- a. Conducting an honest and comprehensive self-assessment – informed through staff engagement – to identify management strengths, areas for improvement, priority needs, etc.;
- b. Conducting frequent sessions among interested parties (stakeholders) to identify improvement opportunities;
- c. Following up on improvement projects underway;
- d. Establishing and implementing performance measures and specific internal targets associated with those measures;
- e. Defining and implementing related operational requirements, practices, and procedures;
- f. Defining supporting roles and responsibilities to derive clear accountability for conducting assessments and implementing performance improvements;
- g. Implementing measurement activities such as regular evaluation through operational and procedural audits; and
- h. Responding to evaluations through the use of an explicit change in management process.

#### **STRATEGIES:**

- 11.1.1 WATER RESOURCE MANAGEMENT GOAL:** Manage all water resources effectively and conjunctively to maximize long-term utilization while maintaining sustainable and safe yields to meet all future growth. Continue to support Summit County’s Concurrency program and assist the County Health Department in its continued success.

#	OBJECTIVES	TARGET	P	A
1	Maintain current water resource capacities, growth projections, source utilization, and projected surplus to guide the District's programs related to water source availability (source development, conservation)	Ongoing	OO ER WS	
2	Maintain the compliance with Summit County's Concurrency program. Recommend and assist with program enhancements.	Ongoing	SS WS SU ER	S
3	Monitor MRW's new SCADA groundwater monitoring dashboard once developed	2019	WS ER OO IS	W
4	Work with Engineering to design and review reports in the SCADA system to determine in a "real-time" setting source performance criterion, such as well specific capacity, Total Dissolved Solids ("TDS"), efficiency, and water right constraints.	2020	PQ WS OO	W
5	Work with the Summit County Health Department to help develop strategies for the long-term protection of groundwater sources.	2019	WS SU	W
6	Work with the County on a water conservation and landscaping ordinance which extends water saving principles into new development.	2020	SU SS	
7	Improve upon the water conservation program through public education, conservation-based water rates, and stricter, monitored watering schedules.	Ongoing	SU SS	O
8	Work with WBWCD to fully implement the regional interconnect plans to allow for continued service in an emergency or shortage.	2019	ER SS	
9	Investigate possible water well re-charge programs (AS&R), particularly at the Atkinson Well #2 site, and the Gorgoza Well #6 site.	2021	WS	
10	Manage water resources in a way that meet District sustainability goals. Water development should be timed to match reasonable growth expectations.	Ongoing	WS SU	
11	Continually strive to improve the emergency response plan and security measures to reduce the vulnerability of the District's water resources.	Ongoing	ER	T
12	Study issues and methods with SBWRD for potential limited water re-use programs.	2022-2023	WS	



**11.1.2 WATER RIGHTS MANAGEMENT GOAL:** Ensure that the District has a diverse portfolio of water rights which can meet its needs and maintain compliance with Utah’s Division of Water Rights.

#	OBJECTIVES	TARGET	P	A
1	Work with the State Division of Water Rights to ensure that the Silver Creek return flow credit change and exchange applications are approved.	2019	WS	O
2	Maintain compliance with the Division of Water Rights; work in collaboration with our water rights legal counsel.	Ongoing	WS	
3	Monitor water right utilization and provide operating plan inputs to Engineering, Energy & Technology and Operations departments.	Ongoing	WS OO ER	W
4	Complete annual water use reports for the Division of Water Rights.	Annually	WS	
5	Work with Promontory to allow MRW to lease additional unused Promontory water rights as necessary.	2019	WS ER	O
6	In partnership with WBWCD, investigate the possible exchange of unused East Canyon rights to Lost Canyon.	2020	WS	
7	Work with WBWCD to add an additional 800 to 1,900 acre-feet of water rights to the Lost Canyon Project. Can be achieved in steps to minimize the costs (in conjunction with 6 above).	2020 – 2025	WS	O
8	Monitor other water right change opportunities as growth increases in the Silver Creek area to enable other East Canyon water rights to be utilized.	2022 and onward	WS	

**11.1.3 DISTRICT PLANNING ELEMENTS GOAL:** Enable improved performance relative to the Ten Strategic Principles through development of District plans including this Strategic Plan, a Capital Improvement Plan, Drought Response Plan, Sustainability Plan, Water Conservation Plan, and Source Protection Plans.

#	OBJECTIVES	TARGET	P	A
1	Complete the 2019 District Strategic Plan	2019	ALL	
2	Complete a Capital Improvement Plan and associated Impact Fee Analysis and enact updated impact fees.	2019	IS FV	
3	Complete a Drought Response Plan. Coordinate with local stakeholders and industry partners.	2019-2021	FV ER	W
4	Update a new water conservation plan and submit to the State	2019	WS SU	
5	Complete Source Protection Plans per Division of Drinking Water requirements	Ongoing	WS	
6	Complete a Sustainability Plan to identify energy goal targets, water resource and water right sustainability components.	2022	OO FV SU WS	O

**11.1.4 DISTRICT LEADERSHIP GOAL:** To build a positive and propelling culture founded on consistency, clear expectations, ethics, and communication.

#	OBJECTIVES	TARGET	P	A
1	Maintain and promote relationships with key stakeholders	Ongoing	SS	
2	Ensure that the District’s voice is heard in local, state, and Federal matters that could affect the District’s ability to develop and safely deliver its water.	Ongoing	SS	
3	Improve employee leadership development opportunities for District staff	Ongoing	ED	W
4	Update all District Rules & Regulations and Policies	2019	OO	
5	Execute updated Settlement and Master Agreement MOAs, update annually.	Annually	SS ER	
6	Maintain a regular media presence on KPCW to promote the District	Ongoing	CS SS	
7	Complete the Community Water annexation and transfer of assets.	2019		
8	Complete an update to MRW’s job descriptions which include qualifications	2019	ED	
9	Prepare a comprehensive annual water and energy report for public dissemination.	2020	CS SS	O
10	Refine employee evaluation process	Annually	OO	
11	Provide more public education on water conservation, demonstrate the true avoided costs of conservation versus new water source development.	2020	WS SU	W
12	Manage all new Water Service Agreements.	Ongoing	ER	
13	Periodically review all consulting arrangements as required by District policy to ensure the District is receiving quality service and a fair price.	Annually	FV OO	
14	Work closely with Weber Basin Water Conservancy District to coordinate conservation plans and programs, such as irrigation controller rebates, etc.	2020	SS SU	
15	Work with community stakeholders and partnerships to construct a demonstration water efficiency garden at a new District office.	2022- 2023	SS SU	

**11.2 Engineering & Development Department Strategies:**

The Engineering and Development oversees all third-party development activity affecting water service and system infrastructure; develops District construction and water system standards; prepares both short- and long-term capital plans for District infrastructure; and provides project management and inspections for all capital projects. This department is also responsible for assuring compliance with all state and Federal system design regulations as well as compliance with water quality rules on the state and District level. In addition, Engineering & Development works closely with Energy and Resource Management in the fulfillment of each department’s goals.

## **ROLES AND RESPONSIBILITIES of ENGINEERING and DEVELOPMENT:**

- Construction Management
  - Design Review
  - MRW Construction Standards
  - Process Flow
  - Inspections
  - Pay Requests, Change Orders
  - Bid Process and Construction Contracts
- Water Quality
  - Water Treatment Plant Optimization and Oversight
    - Compliance
    - Pre-treatment and GAC
    - Capacity Assessment
  - Distribution Oversight
    - Compliance
    - Flushing Program
    - Water Fingerprint
    - Chlorine Residual
    - Disinfection By-Products
    - Water Quality Alliance
  - Consumer Confidence Report
- System Engineering
  - Capacity Assessments
  - Capital Improvement Forecasting
  - Hydraulic Modeling
- Energy & Technology Support
  - Pump Station Assessments and Pump Selection
  - Groundwater Assessment Toolset
  - Water Loss Toolset
  - Operating Plans
  - System Programming/Hydraulic Support
- District Plans
  - Capital Facility Plans
  - Impact Fees
  - Conservation Plans

**DEPARTMENT STRATEGIC PRINCIPLE SELF ASSESSMENT:**

MOUNTAIN REGIONAL WATER DISTRICT					Engineering & Development					2/12/2019	
<b>RATING</b>	Lower >	5									
		4		ED							
	Achievement	3	PQ					IS			
		2			WS	CS	ER	OO	SU		
	< Higher	1			FV					SS	
		1	2	3	4	5	6	7	8	9	10
		More Important					Less Important				
		<b>RANKING</b>									

Figure 6: Engineering and Development staff’s self-assessment

The Engineering and Development staff found Product Quality and Employee Leadership and Development to be areas needing focused improvement.

**STRATEGIES:**

**11.2.1 ENGINEERING AND COMPLIANCE GOAL:** Ensure that all new development meets state and District standards and is designed in a way that benefits the entire region, beyond simply the boundaries of a subdivision. Monitor all construction activity in the District, this includes reviewing annexation proposals; reviewing and approving water system plans and plat reviews; performing water system infrastructure inspections and approvals; preparing and executing water service agreements; determining the impact of proposed development on existing District water infrastructure for both the short- and long-term; and identifying ways to mitigate potential impacts.

Rank #	OBJECTIVES	TARGET DATES	Principle	S.W.O.T.
1	Finalize the Community Water annexation, bond closing, and improvements. Carefully monitor all improvements to fully bring the area into District and State compliance.	End of 2019	PQ CS FV SU	O
2	Complete the Silver Creek Reservoir and Booster Pump Station (including the Silver Creek EPA pipeline extension) and ensure it functions as designed to meet area storage and distribution requirements.	August 2019	OO SU	O
3	Construct, test, and equip the new Tank Well 16 and ensure all State regulations are followed.	2019		

4	Update District Standards and Specifications. Ensure they fit closely with the Rules and Regulations and that they are reasonable, sound, fair and straightforward in their application and review.	Ongoing	IS OO	
5	Assist other departments with strategic capital planning. Ensure all future infrastructure meets District goals, is sufficiently safe, produces quality water, and meets all customer needs over time.	Ongoing	PQ OO WS ED	
6	Develop a new Capital Facility plan and ensure that it provides a framework for financial planning while facilitating the creation of reasonable impact fees.	2019	FV IS	S
7	Ensure all development fits within the constraints of the District's computer model and will not have adverse capacity or quality impacts on other users.	Ongoing	FV IS	S
8	Ensure that all system improvements meet the District's energy efficiency and sustainability objectives.	Ongoing	CS IS	S
9	Working with our engineering consulting partners as needed, provide planning, studies, and reports to management and Board to meet their goals.	Ongoing	FV IS ER	
10	Provide standardized processes and checklists to manage projects and to facilitate coordination between District departments, legal counsel, local governments, as well as the development community.	1 <sup>st</sup> half 2019	CS SS	
11	Work with Energy and Technology to implement Cityworks and improve all areas of asset management and inspections.	1 <sup>st</sup> half 2019	IS FV	W
12	Improve communication, coordination and the accuracy of information with consulting firms by developing an electronic signature for certifying approval of the final design drawings.	2019		

**11.2.2 WATER QUALITY GOAL:** Ensure the District water treatment facilities and water distribution systems always meet or exceed state and Federal Drinking Water Quality standards through a proactive planning, implementation, and testing program:

Rank #	OBJECTIVES	TARGET DATES	Principle	S.W.O.T.
1	Work closely with the Treatment Plant Division to plan and facilitate the timely testing of water quality parameters which are of concern, namely algae and cyanobacteria, and enhanced pre-treatment.	End of 2019	PQ OO WS	
2	Assist the Treatment personnel in planning and design of in-house laboratory improvements.	2020	PQ WS	
3	Meet and exceed District water quality goals. Display and reward progress towards all these ends.	Ongoing	PQ ED	S

4	Ensure plant intake sediment dredging project is completed and facilitate communication efforts with Park City	2019		
5	Develop and conduct a pre-treatment optimization study to evaluate TOC removal through jar testing by investigating optimum coagulant type and dose as well as the effects of pH adjustments.	2019		
6	Review design of the flocculation and flash mix basins for pre-treatment optimization	2019		
7	Research the GAC replacement and backwash protocol to assist the Treatment Plant Division with a standard operating plan	2020		
8	Assist Treatment Plant Division in the evaluation and understanding of increasing plant production potential.	2019		
9	Work with the Distribution Division on water quality and disinfection residuals maintenance in the distant sections of the system. Identify areas that are lacking and coordinate the installation of chlorinators as necessary.	2019	PQ OO	S
10	Establish and maintain annual flushing programs which comply with a usable flushing and disinfection plan and provide documentation of dead-end water lines in the District.	2019	PQ	
11	Understand the District's water finger print related to chlorine residual levels, disinfection by-products, total dissolved solids and hardness and provide customer service department with relevant information on a neighborhood basis to assist with customer inquiries.	Ongoing		
12	Establish a DBP maintenance program based on results of investigative sampling	Ongoing		
13	Understand and complete all Division of Drinking Water sampling requirements as well as the District's distribution system investigative sampling plan.	Ongoing		
14	Coordinate and develop the annual Consumer Confidence Report.	Ongoing		
15	Participate in the Utah Water Quality Alliance.	Ongoing		

**11.2.3 SUSTAINABILITY GOAL:** Using the Energy and Technology department as a resource, increase the District's sustainability as related to the system's safe capacity. In this setting, sustainability implies that the water system has developed managerial, fiscal, and operational plans and strategies to be able to endure and adapt to many of the water supply challenges we face— now and into the future. And do so while protecting valuable environmental resources.

Rank #	OBJECTIVES	TARGET DATES	Principle	S.W.O.T.
1	Develop a reasonable strategy to proactively deal with the effects of climate change— and the water supply constraints that it will impose upon us all. Optimize sources by not exceeding the safe yield of any particular source. Develop and diversify new water sources to provide many delivery points and options to meet varying climatic constraints.	End of 2021	SU WS	T
2	Assist in the development of source operating plans that consider available water rights, capacity and energy costs.	2019		
3	Continue to protect the environment while developing new water resources as well as in the production of water.	Ongoing	SU WS SS	
4	Conserve existing water sources— New sources will begin with capacity derived from conservation efforts by: <ul style="list-style-type: none"> <li>i. Good P.R., Education, better bill unit block presentation.</li> <li>ii. Conservation rates</li> <li>iii. Minimizing system losses</li> <li>iv. Targeted pipeline flushing</li> <li>v. Source optimization— using the proper source at the proper time of year</li> </ul>	Ongoing	SU WS	O
5	Update and/or development of the District's Water Conservation Plan	Ongoing		
6	Establish a water loss program that includes improved accounting of non-revenue water through better construction management and checklists, zone water balances with Badger meter data, creation of a system heat map to identify high leaking areas and participation in the AWWA Water Loss Audit program.	2019-2020		
7	Achieve higher water system resiliency through: <ul style="list-style-type: none"> <li>i. System robustness</li> <li>ii. Redundancy in storage and sources</li> <li>iii. Redundancy in booster station designs</li> <li>iv. Computer hydraulic and water quality modeling of the system(s)</li> </ul>	Ongoing	ER SU IS	
8	Work with management on policies to enhance the managerial and fiscal resources available to the system as it faces the challenges of the future.	2020	ER SU	S
9	The District is confronted with the need to begin planning and feasibility of a new importation project or series of project(s) to meet the growth and demand needs of the future. The details of this strategic effort are included in Section 11.9 below. Engineering plays a key role in this effort.	Ongoing	ER SS SU WS	
10	Understand better dynamic groundwater levels and establish safe yield goals for sustainable operation.	2019-2020		

	Assist in the development of a well static and drawdown level display field in SCADA.	
11	Include water source and pumping unit operating costs in operating plans to assist in prioritizing sources and pumps.	2019
12	Assist with pump station assessments and pump selections through system modeling to identify best efficiency and associated speed settings and recording this information in SCADA. Optimize booster pumping facilities with “Jockey” pumps where feasible.	2019-2020
13	Evaluate “Green” energy options for infrastructure and work with Summit County in their energy sustainability goals.	Ongoing
14	Involvement in system programming	Ongoing

**11.2.4 INFRASTRUCTURE GOAL:** Plan and incorporate key capital facility projects into the District’s upcoming Capital Facilities Program and Plan which will increase capacity, quality, resiliency, and sustainability. Projects should comply as much as possible with the following objectives and philosophies.

Rank #	OBJECTIVES	TARGET DATES	Principle	S.W.O.T.
1	Be proactive in the exploration and development of new water sources, including the protection of existing water quality goals.	Ongoing	FV WS	S
2	Be more reactive in the distribution system repairs and replacements.	Ongoing	FV OO	
3	Always require new development to pay for their true impacts.	Ongoing	FV IS	
4	Require new annexations to fund through assessments any improvements needed to get the annexing system into State and District compliance.	Ongoing	FV IS	
5	Be extremely cautious in acquiring water rights within the Basin, particularly those which do not possess a viable source of water.	Ongoing	FV WS	
6	Develop and implement a viable 5-year Capital Facility Plan based on necessary system improvements related to deficiencies as well as capacity needs.	2019		
7	Develop a District capacity assessment program.	2019-2020		
8	Hydraulic Modeling efforts such as calibration through fire flow field verification and incorporating new construction into the model	Ongoing		
9	Upload shapefiles into the hydraulic model for Colony Phase 5, Silver Creek Village and Promontory Elk Ridge	2019		



### 11.3 Energy and Technology Department Strategies:

Energy and Technology manage the technical and energy-related assets of the District; and ensures that all pumping, sources, and treatment, operate in the most efficient and sustainable manner possible. This department also manages all District IT, SCADA, GIS, Asset Management, Energy Back-up, and Security Systems. This department works very closely with the General Manager and Engineering and Development to achieve District sustainability and water quality goals as well as providing technical assistance to all departments as needed.

#### ROLES AND RESPONSIBILITIES of ENERGY and TECHNOLOGY:

- Information Technology
  - SCADA
  - GIS
  - Asset Management
  - District Communications
  - Technical Support
- District Sustainability
  - Energy Optimization
    - Pump Station Assessments
    - Operating Plans
    - Operating Improvements (jockey pumps, operational adjustments)
  - Clean Energy Programs
    - Solar Arrays
  - Groundwater Assessment Toolset
  - Water Loss Toolset
  - Cathodic Protection Program

#### DEPARTMENT STRATEGIC PRINCIPLE SELF ASSESSMENT:

ENERGY AND TECHNOLOGY DEPARTMENT											
RATING	Achievement	RANKING									
		1	2	3	4	5	6	7	8	9	10
		More Important					Less Important				
5	Lower >					IS					
4			FV								
3		ED			OO			ER	SS		
2	< Higher			PQ						SU	WS
1							CS				

Figure 7: Energy and Technology staff's self-assessment

The Energy and Technology staff found Employee Leadership and Development, Financial Viability, Operational Optimization, and Infrastructure Strategy and Performance to be areas needing focused improvement.

**STRATEGIES:**

**11.3.1 ENERGY EFFICIENCY GOAL:** Continue to optimize the water pumping and boosting systems to operate more efficiently through all possible operational scenarios. The consumption of electrical energy is the primary cost component of all water production.

Rank #	OBJECTIVES	TARGET DATES	Principle	S.W.O.T.
1	Implement testing programs to find the optimum pumping combinations in each facility. This will entail creating operational curves for each condition.	2019	FV OO	
2	Utilize the SCADA system to report on specific energy performance that may be out of the bounds of normal pump and facility operations.	2019	FV IS OO	O
3	Find the optimum speed settings on any pump operated with a Variable Frequency Drive (“VFD”).	2019	OO	
4	Reduce non-pumping electrical loads through continued HVAC improvements, i.e. conversions to Natural Gas or Geo-thermal systems.	Ongoing	OO FV	
5	Ensure that all District facilities operate on optimum power rates with Rocky Mountain Power.	Ongoing	FV OO	S
6	Control power and energy costs further through: <ul style="list-style-type: none"> <li>i. Source prioritizations</li> <li>ii. Off-peak pumping</li> <li>iii. Installing small jockey pumps</li> <li>iv. Achieving optimal pump operating points</li> <li>v. Improving heating and cooling loads</li> <li>vi. Improving surge tank charging and use</li> </ul>	Ongoing	FV OO IS	S
7	Improve efforts to locate all water losses and unaccounted for water. Continue to collaborate on the District’s “leak week” programs.	Ongoing	WS SU FV	T
8	Work with the Summit County sustainability on their efforts to converting all government energy users in the County to renewable wind and solar sources.	Ongoing	SU SS	O
9	Analyze and implement if feasible the following efficiency projects: <ul style="list-style-type: none"> <li>i. Fully optimize the energy recovery turbine system at Silver Creek Booster.</li> <li>ii. Energy recovery (pump-turbine) at Middle Valley Booster.</li> <li>iii. Install the second energy recovery turbine system in the Silver Creek Booster.</li> </ul>	2019 Thru 2022	WS SU FV OO	O

- iv. Install solar panels on top of the 2.0 MG Silver Creek Tank to assist in bringing facility into a net zero configuration. [possible Blue-Sky project]
- v. Cover the Signal Hill Plant Pond with floating solar panels to assist in energy efficiency at the plant and improve water quality. [Blue-Sky?]

**11.3.2 TECHNOLOGY GOAL:** Utilize available and affordable technology to maximize productivity, security, dependability, accuracy, and customer service.

Rank #	OBJECTIVES	TARGET DATES	Principle	S.W.O.T.
1	The District computer infrastructure includes networks, software, financial systems, telecommunications, SCADA system, and office equipment. Ensure that infrastructure is updated to the highest levels of efficiency and data security.	Ongoing	OO FV IS ER ED	S
2	Ensure that all security systems function properly in the protection of vital District assets.	Ongoing	ER	
3	Implement updated firewall equipment and policies to protect District data and internet access.	Ongoing	ER ED	
4	Continue to upgrade and improve the Districts Geographical Information System (GIS) usable by staff and public to better respond to system problems and provide information capital projects and asset management.	Ongoing	OO IS ER	
5	Support engineering and development department in goals of system computer modeling. Integrate model with other processes, i.e. GIS, asset management, billing, and SCADA, etc.	Ongoing	OO IS ER PQ	S
6	Keep the SCADA system updated and working to meet all efficiency goals and objectives. Ensure that important systems continually monitor and control activity of the water supply and alert staff of problems or emergencies.	Ongoing	OO PQ IS ER	S
7	Move more server systems and services into the Cloud, i.e. Amazon Web Services to reduce server costs and in-house maintenance.	1 <sup>st</sup> half of 2019	OO ER	
8	Improve reporting which can assist in the development of timely reports for Board reporting and Public presentation.	2019	CS SS SU	

**11.3.3 ASSET MANAGEMENT GOAL:** The District has focused in the past years on building and connecting regional infrastructure. The focus on much of the future operations and customer service should be on real and effective asset management to protect and extend the life of these valuable assets.

Rank #	OBJECTIVES	TARGET DATES	Principle	S.W.O.T.
1	Fully implement the Cityworks Asset Management system which ties all service orders, inspections, and work orders into a GIS centric system.	2019	IS FV OO ER	W
2	Provide regular training on the asset management system and preventative maintenance.	2019	IS ED	W
3	Ensure that critical pumping systems have functional and well-maintained backup generators.	Ongoing	ER	S
4	Provide reports and maps to management and the Board which focus on work performed in areas which need attention.	2019	IS OO ER	
5	Integrate the work order system with the SCADA system to trigger work orders based on equipment utilization metrics, i.e. hours, gallons pumped, etc.	2020	IS OO	
6	Work with the Operations Department to assist in proper protection of key assets. Assist in the new Cathodic Protection and testing of facilities.	Ongoing	IS OO	

**11.3.4 TRANSITION GOAL:** Prior to the approaching date of retirement for the director of this department, some engineering duties associated with this department (i.e. conservation, water rights, concurrency, etc.) will be moved to the GM and Engineering Department, allowing this department to focus more on IT, GIS, SCADA, Energy Efficiency, Easements, and other related technical support programs. Plan for this change before summer of 2019.

#### 11.4 Operations Department Strategies:

Operations & Maintenance (O&M) is the largest department and ensures the District's water systems and assets are running smoothly and efficiently and are in good repair. Operations also is responsible for safety training and related compliance. This department is further divided into several divisions: Distribution Operations Division, On-Call and Customer Service Division, Treatment Plant Division, and the Pumping Facility Division. The key responsibilities of each division are listed below:

##### **ROLES AND RESPONSIBILITIES of OPERATIONS:**

- Distribution System Operations
  - Distribution and Construction
    - Distribution System Maintenance
      - Storage Reservoirs
      - PRVs
      - Valves
      - Hydrants

- Leak Repair
  - System Improvements
  - Snow Removal
  - Summer Temporary Employees
- On-Call Service
  - Service and Construction Inspections
  - System Monitoring
  - System Checks
  - On-Call Emergency and SCADA Alarm Response
- Water Treatment Plant Operations
  - Water Treatment Plant Operations
  - Water Quality Monitoring
  - Raw Water Storage Pond Oversight and Maintenance
  - Assist in Plant Optimization Measures
  - Vehicle Fleet Management and Maintenance
  - Safety and Training
  - Emergency Planning
- Pumping Facility Operations
  - Lost Canyon Operation
  - Maintenance and Repair of all Pump Stations
  - Surge Tank and Related Charging Equipment Maintenance and Repair
  - District Cabin Oversight, Maintenance and Repair
  - On-Call Operator Support
  - Construction and Leak Repair Support

**DEPARTMENT STRATEGIC PRINCIPLE SELF ASSESSMENTS:**

**MOUNTAIN REGIONAL WATER DISTRICT**      Treatment Plant      2/26/2019

<b>RATING</b>	Lower >	5											
	Achievement	4				ER	WS	CS	SS	FV	SU		
	< Higher	3			ED	IS							
		2	PQ	OO									
		1											
			1	2	3	4	5	6	7	8	9	10	
		More Important					Less Important						
<b>RANKING</b>													

Figure 8: Water Treatment Plant staff's self-assessment

The Treatment Plant staff found Employee Leadership and Development, Infrastructure Strategy and Performance, and Enterprise Resiliency to be areas needing focused improvement.

**MOUNTAIN REGIONAL WATER DISTRICT**      Distribution      2/27/2019

<b>RATING</b>	Lower >	5											
	Achievement	4					WS						
	< Higher	3		CS		OO	FV		SU	ER		SS	
		2	PQ		ED						IS		
		1											
			1	2	3	4	5	6	7	8	9	10	
		More Important						Less Important					
<b>RANKING</b>													

Figure 9: Distribution Department staff's self-assessment

The Distribution Department staff found Customer Satisfaction, Operational Optimization, and Financial Viability to be areas needing focused improvement.

**PUMPING FACILITIES OPERATION DIVISION**

<b>RATING</b>	Lower >	5											
	Achievement	4											
	< Higher	3					ED	FV			SS		
		2		CS	OO	IS			WS	ER		SU	
		1	PQ										
			1	2	3	4	5	6	7	8	9	10	
		More Important						Less Important					
<b>RANKING</b>													

Figure 10: Pumping Facilities staff's self-assessment

The Pumping Facilities staff found Employee Leadership and Development to be the area needing focused improvement.

**STRATEGIES:**

**11.4.1 OVERALL DEPARTMENT GOAL:** Manage and service all District infrastructure proficiently, to protect public health and deliver a reliable water product which meets all District and other regulatory standards.

Rank #	OBJECTIVES	TARGET DATES	Principle	S.W.O.T.
1	A commitment to 100% customer satisfaction can be achieved. The staff should be recognized and/or rewarded of outstanding service.	Ongoing	CS	S
2	Develop a climate of continual improvement. Advancement or rewards should be based in staff's acceptance of improvement and compliance to standards and expectations.	Ongoing	ED OO	
3	Operate at proper staffing levels in a cost-effective manner to ensure safe, quality water is available 24 hours per day.	Ongoing	OO PQ	
4	Always look to increased certification and training when available. Ensure all O&M operators maintain proper levels of certification training and have upgraded skills and expertise as needed.	Ongoing	ED OO	S
5	Coordinate with IT to implement a system for accessing all critical water system drawings and O&M manuals on line, thus expediting response times to solutions to problems.	Ongoing	OO IS	
6	Improve equipment and parts inventories and implement a repair and maintenance shop at the new Silver Creek Booster station site.	Ongoing	OO IS	
7	Work with IT staff to implement Cityworks in all operations, and to develop and implement sound asset management and preventative maintenance programs.	2019	IS OO	
8	Provide accurate operational, repair, and production/demand reports to the Administrative Control Board.	Ongoing	OO	
9	Assist GM in the development and implementation of a Water Rights Tool.	2019	OO WS	
10	Display laminated key data sheets in key assets such as wells, pump stations, and PRV stations.	2019	OO	
11	To enable a more granular and conjunctive water resource operation program, investigate moving all water source responsibilities to the Treatment Plant Division, and renaming division the Water Supply Division.	2019	IS OO WS	

**11.4.2 DISTRIBUTION DIVISION GOAL:** Regular inspections and ongoing maintenance and high-quality repairs by O&M on the District's distribution and transmission system is critical to the long-term operational and financial viability of the District.

Rank #	OBJECTIVES	TARGET DATES	Principle	S.W.O.T.
1	Ensure new infrastructure meets District construction standards, reaches maximum service life, and integrates seamlessly into existing infrastructure.	Ongoing	OO FV IS	S
2	Maintain water pressures throughout the service area within state regulations. Immediately respond to our customers' pressure problems, minimizing complaints and safety concerns.	Ongoing	OO PQ CS	
3	Repair water main breaks in a timely manner, working safely until service has been restored.	Ongoing	OO ER	S
4	Maintain all fire hydrants and valves at operational levels, with minimal downtime for repairs. Hydrants should be checked every 3 years and repaired as necessary.	Ongoing	OO ER	
5	Inspect all tanks at least twice a year and check for damage and vandalism. Ensure that they meet all state standards.	Ongoing	OO ER	
6	Work with Engineering and Development to ensure that all of the District's groundwater and distribution water quality goals and objectives are met or improved upon.	Ongoing	PQ OO	
7	Protect and maintain all water sources and system infrastructure. District water resources will be inspected weekly and protected and managed properly to ensure security and safety.	Ongoing	PQ OO ER	
8	Inspect all PRVs at least twice per year and ensure that they are meeting their specifications for accurate pressure control.	Ongoing	OO CS	
9	Work with Engineering and Development on the rapid location of leaks or water losses as soon as engineering staff detect a loss on the SCADA system.	Ongoing	OO FV	S
10	Prioritize all pipeline repair or replacement projects based on the amount of water loss or system efficiency achievable.	2019-	FV OO	W
11	Inspect and exercise all valves on a regular schedule.	Ongoing	OO ER	
12	Improve access to and quality of PRV and Fire hydrant documentation.	Ongoing	OO ER	
13	Support the Customer and Public Service Department in their goals and objectives.	Ongoing	CS OO	

**11.4.3 ON-CALL & CUSTOMER SERVICE DIVISION GOAL:** Supporting the system assets and customer assets 24-7 is a critical goal of the District.



Rank #	OBJECTIVES	TARGET DATES	Principle	S.W.O.T.
1	Follow all District Customer Service goals to not only assist customers with issues but become an ambassador for the District.	Ongoing	CS	
2	Set meters in a timely manner for contractors, developers and homeowners. Ensure that meters are paid for and installed within ten working days.	Ongoing	CS OO	
3	Be prompt and provide more accurate details in the notes of all customer service work orders.	Ongoing	CS	
4	Ensure water meters are accurately recording customers' usage. Meters should be tested, repaired or replaced if needed to ensure accuracy.	Ongoing	CS OO	
5	When on-call and at work, watch more closely for security and water theft violations.	Ongoing	ER OO	
6	Work with Resource Management and Engineering to learn any new SCADA improvements. Make relevant suggestions to improve 24-7 accuracy as well as response to alarms and system events.	Ongoing	OO ER IS	
7	Work on methods to improve inspection turn-arounds and response.	Ongoing	CS OO	
8	Be responsive and accurate on all blue-staking requests and orders.	Ongoing	OO	
9	Always ask the front office if they need assistance with any service order or issue when you are at or near the office.	Ongoing	CS OO	
10	The District is spread out. Become more efficient in the service and inspection planning of all routes.	2019-	OO	

**11.4.4 TREATMENT PLANT OPERATIONS DIVISION GOAL:** Operate the Treatment Plant facilities to the highest standards possible. Always look for ways to improve the process, reduce costs, and effectively meet all state rules and regulations.

Rank #	OBJECTIVES	TARGET DATES	Principle	S.W.O.T.
1	Work with Engineering and Development to ensure that all of the District's treatment water quality goals and objectives are consistently met and improved upon. Keep goals and achievements posted.	Ongoing	PQ OO	S
2	Management should continue to diligently mentor, cross-train, and pass on knowledge and leadership skills to all other plant operators.	Ongoing	ED OO	
3	Work with engineering to implement an asset management system, including regular preventative maintenance checklists for all plant operators.	2019	IS OO	W

4	Investigate moving and/or building a new lab facility which can better handle the increased load testing required by the District.	2019	PQ OO
5	Become more knowledgeable and prepared to implement any new and upcoming water treatment rules and standards effectively.	Ongoing	ED OO PQ
6	Improve metering and of all water and air mixing components, including chemical feeding components of the treatment systems.	2019	PQ OO
7	Improve security at the plant and provide a second access point for safer chemical deliveries	2018- 2019	PQ OO
8	Work with our local (Park City) and state water quality alliance stakeholders to collaboratively learn and assist in joint improvement of water quality.	Ongoing	PQ SS
9	The Plant Manager is also responsible for fleet management. Ensure that the acquisition and proper maintenance of appropriate vehicles and equipment improves the productivity, safety, and effectiveness of all operations of the District.	Ongoing	OO IS
10	Improve the pond embankments and plant intake system to increase the effectiveness of pre-treatment strategies.	2018- 2019	PQ OO

**11.4.5 PUMPING FACILITY OPERATIONS DIVISION GOAL:** Maintain all District pumping and boosting facilities to the highest quality and efficiency standards.

Rank #	OBJECTIVES	TARGET DATES	Principle	S.W.O.T.
1	The Lost Canyon Booster Pump Station and pipeline is the heart of the Districts system. Keep these facilities secure and inspect and overhaul pumps and motors as needed.	Ongoing	IS OO ER	S
2	Ensure that necessary spare parts are housed at each location to minimize down-time in an emergency.	Ongoing	ER OO	
3	Work with the Engineering and Development and Resource Management Departments to ensure that all pumping facilities are operating at their highest efficiency levels (i.e. off-peak or "jockey-pump" modes) and speed settings. Assist in the development and coordination of testing regimens.	Ongoing	IS OO	S
4	Maintain and improve all surge suppression systems to ensure that they protect the system and require the least amount of energy and attention.	Ongoing	IS OO	
5	Ensure that all HVAC system are functioning effectively and efficiently. Suggest improvements where necessary.	Ongoing	IS OO	

6	Work with engineering to implement an asset management system, including regular preventative maintenance checklists for operators.	2019	IS OO	W
7	Maintain all Lost Canyon related commitments, properties, and improvements.	Ongoing	IS OO	
8	Suggest any new security improvements needed for any of the pumping facilities.	Ongoing	ER OO	
9	Continue to improve the appearance of facility sites, both inside and outside.	Ongoing	SS OO	
10	Investigate hiring an electrician / operator position to assist with the many heavy electrical challenges.	2019	OO IS ER	
11	Post pump testing and pump curve data at each pumping facility.	Ongoing	IS OO	
12	Cross-train with the treatment plant operators more often to ensure reliable coverage.	Ongoing	IS OO	

**11.4.6 DEPARTMENT SAFETY GOALS:** Always improve the safety ethic of the District through learning and example at all levels of operation and management.

Rank #	OBJECTIVES	TARGET DATES	Principle	S.W.O.T.
1	Continue bi-weekly safety training seminars, including the proper procedures and usage of safety equipment and technologies.	Ongoing	ED OO	S
2	Reduce accidents and maintain high safety standards. Visit the field operations regularly for tailgate trainings, inspections, etc.	Ongoing	ED OO	S
3	Ensure District employees are qualified to operate any vehicle or equipment used in their jobs and encourage safe driving habits.	Ongoing	ED OO	
4	Effectively utilize the District safety committee and implement procedures to hold special meetings when a safety violation or incident occurs.	Ongoing	ED OO	O
5	The Safety Committee should review annually the District safety manual and make any updates or changes as necessary.	Annually	ED OO	
6	Reward personnel on a quarterly basis when they and their team demonstrate exceptional safety performance.	Quarterly	ED OO	
7	Implement a more understandable and usable Emergency Management Plan, including any Vulnerability Assessment updates for all District staff. Train regularly in its use.	End of 2019	ED OO	W
8	Acquire any necessary equipment or gear for the safer handling of hazardous chemicals at the plant and elsewhere in the District (i.e. chlorine gas).	End of 2019	ED OO	

## 11.5 Public Services Department Strategies:

Public Services is responsible for customer service, public relations and acts as the liaison to the Administrative Control Board, Summit County Council, and all other entities that are stakeholders with the District. Public Services provides office management and emphasizes good customer service. In addition, the department manages the billing cycles, assists in cash receipting, and responds to customer queries. Public and customer service always matter—especially in an organization built for customers, by the public. Common results in surveys found that the top three challenges faced by public service organizations are:

1. Customers having to re-explain issues.
2. Customers having to expend too much effort to resolve issues.
3. Customers having to rely on contacting customer service.

In order to address these and other customer-satisfaction and public relations issues, the District has created the following achievable and adaptable strategic goals and objectives.

### **ROLES AND RESPONSIBILITIES of PUBLIC SERVICES:**

- Customer Service
- Work Order Generation
- Public Relations
- Backflow Program
- Records Management
- Rules and Regulations
- Conservation Education
- Office Management
- Administrative Control Board Support
- Field Services
  - Water Meter Troubleshooting & Installation
  - Service Orders
  - Service Inspections
- Administrative Responsibilities / Office Management
  - Notary Public Certifications
  - Public Notices
  - Annexation Processing
  - Summit County Council Scheduling
  - Office Supplies and Procurement
  - Concurrency Applications
  - Title Company / Property Ownership Changes
- Office Security and Safety
  - Employee Identification Materials
  - Emergency Office Guidelines and Implementation

**DEPARTMENT STRATEGIC PRINCIPLE SELF ASSESSMENT:**

PUBLIC SERVICE DEPARTMENT											
RATING	Lower >	5									
	4										
	Achievement	3			OO		ED				
	2				FV		CS	IS	SS	ER	
	< Higher	1	PQ	WS							SU
		1	2	3	4	5	6	7	8	9	10
		More Important					Less Important				
RANKING											

Figure 11: Public Service staff's self-assessment

The Public Service staff found Operational Optimization and Employee Leadership and Development to be areas needing focused improvement.

**STRATEGIES:**

**11.5.1 SERVICE GOAL:** The District will emphasize and train on the importance of outstanding customer service to all of its employees, particularly those who deal with the public on a regular basis. It is also vital that the District effectively communicate its issues and accomplishments to customers and the public.

Rank #	OBJECTIVES	TARGET DATES	Principle	S.W.O.T.
1	Be timely, courteous, and responsive in service to customers and to the general public.	Ongoing	CS	S
2	Train staff on customer service and public relations expectations.	Ongoing	CS	
3	Perform a review and update to the customer bill layout/format	2019	CS	O
4	Periodically evaluate customer perceptions and satisfaction.	Ongoing	CS	O
5	Expand or improve online services to meet customer expectations and provide another means for service requests.	2020-	CS	W
6	Provide education and outreach through the use of innovative communication tools and social media. Explore using the "Nextdoor" system.	Ongoing	CS SS	O
7	Maintain effective relationships with all local public agencies.	Ongoing	CS SS	
8	Cultivate a strong customer-oriented mindset among all staff.	Ongoing	CS	

9	Provide timely emergency alerts to customers using a mass email or texting notification system. Investigate the utilization of the County's reverse 911 system in the event of an emergency.	2019-	CS ER	W
10	Always look for improvements to District Rules and Regulations to further the objectives of customer service.	Ongoing	CS SS	
11	Recognize and reward excellent customer service achievements.	Ongoing	ED CS	
12	Improve understanding and reliable access to infrastructure "as-built" electronic document files.	Ongoing	SS CS	
13	Work with Engineering and Resource Management to improve impact fee reviews and the Summit County Concurrency water letter program to improve turn-around and accuracy.	Spring 2019	CS SS FV	
14	Review and improve if necessary any forms-related processes to improve record keeping, accuracy, and internal controls.	Ongoing	CS SS FV	
15	Provide customers and the general public access to District information, as provided by in GRAMA laws.	Ongoing	CS SS	
16	Coordinate effectively in a positive, cooperative manner with the Board, sister agencies, the State, and other entities to maximize public service.	Ongoing	CS SS	S
17	Expand and improve the "Eye on Water" benefits to customers as well as Xpress Bill Pay Services.	Ongoing	CS OO	O

**11.5.2 UTILITY BILLING GOAL:** Always look for ways to improve or simplify the access and utilization of the District's utility billing systems, as well as the accuracy and dependability of the Districts customer metering programs.

Rank #	OBJECTIVES	TARGET DATES	Principle	S.W.O.T.
1	Complete the new customer meter upgrades to improve billing accuracy, simplify reading, data importation, and minimize water losses.	2019	CS FV OO	O
2	Bill customers on a regular and consistent basis while providing customers with current information about rates, fees, and charges.	Ongoing	CS FV	S
3	Improve or promote the direct pay system, to provide further convenience for customers, reducing workloads on the office staff.	Ongoing	CS FV	
4	Educate and empower customers on the availability of on-line meter reading access using the app.	Ongoing	CS OO	O

5	Cross-train all utility billing operations to ensure that the all knowledge aspects of the billing process is passed onto others.	Ongoing	CS FV OO	
6	Work with Engineering and Resource Management to integrate customer service orders with Cityworks.	Spring 2019	IS FV OO	W

**11.5.3 RECORDS MANAGEMENT GOAL:** Administration maintains a large quantity of financial, engineering, customer, legal, and other files in accordance with state law. Improve the records management system(s) and improve or simplify staff and public access to records.

Rank #	OBJECTIVES	TARGET DATES	Principle	S.W.O.T.
1	Maintain a state of Utah Certified Records Officer who regularly reviews and follows record retention guidelines as published by the state.	Ongoing	CS SS	S
2	Organize and manage the District's documents in an efficient manner that allows for quick retrieval.	Ongoing	CS SS	W
3	Assist IT staff to develop and implement a District-wide electronic document management scanning, indexing, and filing system to free up hard filing space, making records available on any computer for improved customer service, and keeping records more secure in the event of fire or natural disaster.	2019-	CS SS	O
4	Ensure that the District complies with all GRAMA laws and is efficient in its public access program to records search and delivery requests.	Ongoing	CS SS	
5	Review and increase GRAMA fees, if necessary, to better meet the work and expenses incurred by a record search and preparation.	2019	CS SS	

**11.5.4 MEDIA GOAL:** Enhance public relations and educational programs to assist in the District's duty to be transparent and forthcoming on all decisions regarding projects, programs, budgets, and activities.

Rank #	OBJECTIVES	TARGET DATES	Principle	S.W.O.T.
1	Assist in providing a quarterly or semi-annual newsletter to District customers.	2019-	CS SS	W
2	Provide regular social media feeds (i.e. Nextdoor) and update with events, accomplishments, and issues of public interest.	2020-	CS SS	O

3	Initiate a proactive program that provides the media with accomplishments and other critical issues.	2019	CS SS	W
4	Provide more proactive community involvement by sponsoring educational events with customers, schools, associations, community groups, etc.	Ongoing	CS SS	O
5	Improve the usefulness of information provided on the annual consumer confidence reports (CCRs).	2019	CS SS	O
6	Work with IT staff to improve, keep more current, and make more usable the District's website.	Ongoing	CS SS	O
7	Ensure that all District forms and applications are accessible on the website for easier public access.	Ongoing	CS SS	

**11.5.5 BACKFLOW PROTECTION GOAL:** The District has developed and implemented a comprehensive Backflow protection program. Continue to utilize this program and improve public knowledge of their critical role in maintaining a safe water system. This will protect the District's public drinking water supply from the possibility of contamination or pollution through compliance with both the Utah State Rules for Public Drinking Water Systems and the applicable plumbing code(s).

Rank #	OBJECTIVES	TARGET DATES	Principle	S.W.O.T.
1	Administer a continuing program of backflow prevention which will systematically examine risk and effectively prevent the contamination or pollution of the drinking water system.	Ongoing	PQ CS	S
2	Notify the District's customers of annual testing requirements including compliance inspection of the customer's water system, which includes the minimum annual testing of approved backflow prevention assemblies/devices.	Ongoing	PQ CS	S
3	Maintain records of each test and subsequent maintenance and repair, including materials or replacement parts used for approved backflow prevention, as well as records of hazard assessment investigation or surveys.	Ongoing	PQ CS	
4	Perform regular Hazard Assessments on the District's High Hazard customers.	Ongoing	PQ CS	
5	Implement a general public awareness and education program so that customers will be apprised of the dangers of cross connections.	Ongoing	PQ SS	

**11.5.6 CONTRACTS GOAL:** Evaluate and implement methods to decrease legal costs and increase efficiency and compliance with current agreements.



Rank #	OBJECTIVES	TARGET DATES	Principle	S.W.O.T.
1	Continue to work with administrative staff to index and incorporate all District legal documents within the District record management system.	Ongoing	FV CS	
2	Complete the summarization of District contracts into the contract tracking database and ensure that all contracts and related documents are scanned and entered into an electronic document management system.	Ongoing	FV CS SS	

**11.5.7 TRANSITION GOAL:** Prior to the approaching date of retirement for the Assistant General Manager who is the department head of Public Service department, some duties associated with this department (i.e., Utility Billing,) will be moved to Finance. Administrative Responsibilities will need to be reallocated and a new Administrative Employee in the Public Services Department should be considered. Plan appropriately for this structural change before Fall of 2020.

## 11.6 Financial Management Department Strategies:

The Financial Management Department provides accounting, payroll, procurement, budgeting, financial planning, and risk management services for the District. It also ensures compliance with all bonding agreements, as well as coordinating Human Resource Management with Summit County.

### ROLES AND RESPONSIBILITIES of FINANCIAL MANAGEMENT:

- Accounting and Financial Reporting
- Procurement
- Annual Budgeting Process
  - Periodic Budget Reviews
  - 5 Year Forecasts
- Rates and Fees
  - Rate Studies
- Assist in Capital Improvement Plan and Impact Fees
- Annual Audit
  - Support 3<sup>rd</sup> Party
- Risk Management
- District Insurance
- Bond Compliance
- Payroll & Benefits
- Accounts Payable
- Cash Management

- Cash Receipting
- A/R Billing
- HR Support

**DEPARTMENT STRATEGIC PRINCIPLE SELF ASSESSMENT:**

Performed with the Administrative Staff; see Administrative Staff assessment.

**STRATEGIES:**

**11.6.1 COMPLIANCE GOAL:** To continue to enforce sound internal controls and compliance with all federal and state laws and incorporate appropriate accounting standards to ensure the District continues to receive clean financial audits.

Rank #	OBJECTIVES	TARGET DATES	Principle	S.W.O.T.
1	Ensure that an annual audit is ready for Board approval by May of each year.	Annual	FV ER	S
2	Maintain a strong bond rating of A+ or better.	Ongoing	FV ER	S
3	Ensure that the District is in compliance with all contractual obligations, including any relevant bond covenants.	Ongoing	FV ER	
4	Review and update financial policies as needed with management and the Board to ensure they are up to date, are complaint with all regulations, and meet District needs.	Ongoing	FV ER	
5	Maintain compliance with all State of Utah and District procurement requirements.	Ongoing	FV ER	

**11.6.2 INFORMATION & TRAINING GOAL:** Involve District management and board effectively in the budget process and provide monthly financial reports to management and the Board to promote accountability and compliance with District budgets and other regulations.

Rank #	OBJECTIVES	TARGET DATES	Principle	S.W.O.T.
1	Upon completion, work to integrate the strategic planning process with the annual budget process.	Ongoing	FV ED	S
2	Provide monthly financial summary reports to the Board with more detailed quarterly reporting information including relevant and easily actionable and understandable information.	Ongoing	FV	S

3	Assist in the training of District officers and Board members in financial matters.	Ongoing	SS FV
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**11.6.3 RATE & FEES GOAL:** Maintain rate and fee schedules that are fair and reasonable and cover all of the District’s financial obligations without accumulating excess cash and which also meet the goals and objectives of the Strategic Plan.

Rank #	OBJECTIVES	TARGET DATES	Principle	S.W.O.T.
1	Continue to improve and refine long-term rate planning, i.e. regular incremental increases based on fixed cost increases, etc.	Annually	FV	S
2	Continue to work with other departments and the consultant to review all water rates and fees, and present for Board approval a viable rate ordinance.	Annually	FV	
3	Assist with other departments and the consultant to review and prepare a new Capital Facility Plan for Board approval.	1 <sup>st</sup> Half of 2019	FV	S
4	Work with other departments and the consultant to review and prepare a new Impact Fee Ordinance based on the Capital Facility plan for Board approval.	2 <sup>nd</sup> Half of 2019	FV	S
5	Work closely with other water service entities in the planning and implementation of a drought response plan when source capacities are curtailed by WBWCD.	2020	FV WS	

**11.6.5 RISK MANAGEMENT & INSURANCE GOAL:** Ensure that all agreements, contractual, and insurance costs are reviewed regularly and are economical, as well as meeting the quality levels of service expected of the District.

Rank #	OBJECTIVES	TARGET DATES	Principle	S.W.O.T.
1	Work with other departments and ULGT to perform an internal audit, to ensure that all insurance coverages are adequate and meet the risks and realistic asset replacement values established.	Annually	FV IS WS ER	
2	Coordinate with District Departments on safety and other training programs to ensure the District meets necessary training requirements on issues such as risk and liability, harassment training, labor laws and rights, workman’s compensation, drug use, healthy living, and vehicle safety.	Annually	ED	

<b>3</b>	Work with Public Services to identify all outstanding agreements and pre-paid connections which are paying or exempt from paying stand-by fees. Identify what impact fee services each class of pre-paid connections is entitled to.	2019	FV
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**11.6.6 BILLING AND ACCOUNTS RECIEVABLE GOAL:** Work with the Public Service Department to improve and streamline all billing processes.

Rank #	OBJECTIVES	TARGET DATES	Principle	S.W.O.T.
<b>1</b>	Prepare and successfully transition all Utility Billing from Public Services to the Finance Department.	2020	FV CS	
<b>2</b>	Review for completeness and accuracy all billing functions within the District.	Annually	FV ER	
<b>3</b>	Evaluate existing financial system platforms in order to determine if more functional and/or efficient solutions should be implemented.	Annually	FV IS ER	

**11.7 Legal Services Strategies:**

Legal services are provided by contract with Summit County for general services and provided by outside legal counsel when any matter deals with water or water rights. Legal protects the District by defending it against lawsuits; drafting sound agreements; dealing with and addressing water rights issues; and lobbying the state and federal government for funding, grants, and other sound water policies. County legal services attends administrative staff meetings and Board meetings and provides relevant counsel as needed.

**STRATEGIES:**

**11.7.1 COUNSELING GOAL:** Continue to effectively counsel the District and Board on all legal matters including any pending or current litigation.

Rank #	OBJECTIVES	TARGET DATES	Principle	S.W.O.T.
<b>1</b>	Assist District staff in the efficient drafting and/or review of all legal contracts and water service agreements, in order protect the District's interest.	Ongoing	FV IS WS CS	S
<b>2</b>	Provide assistance on new development plat approval as necessary.	Ongoing	SS FV	

3	Ensure that all contracts and agreements are negotiated fairly for the District.	Ongoing	FV	S
4	Assist the District on any future lobbying efforts which the Board believes would be in the best interest of the District.	Ongoing	SS FV	
5	Assist in any important negotiations with other water providers.	Ongoing	SS FV	O
6	Assist the District in receiving any state and federal grants.	Ongoing	FV SS	O
7	Assist in all District bonding matters.	Ongoing	FV	
8	Assist in the drafting of flowcharts, standard boilerplate contracts, and agreements to assist in more rapid and efficient annexations and new development.	2019	CS FV SS	
9	Assist in the collection of any fees owed to the District.	Ongoing	FV	
10	Ensure that the District complies with all County regulations and expectations of the County Council.	Ongoing	SS ED	O

**11.7.2 TRAINING & COMPLIANCE GOAL:** Provide training and representation to the Board and management on any compliance or other matters involving the public and County, particularly as related to new laws or policy changes with state and local government.

**11.7.3 WATER RIGHTS GOAL:** Coordinate with the General Manager and other departments as necessary on all water rights issues.

Rank #	OBJECTIVES	TARGET DATES	Principle	S.W.O.T.
1	Help manage District water rights by moving and/or consolidating them to more productive sources and defending the District in related water legal actions.	Ongoing	WS SU	S
2	Assist with the water right title transfers and other deficiencies in water rights which the District may acquire from annexations.	Ongoing	WS	
3	Notify the District when a water right proof is due, or any other action is needed to protect a water right(s).	Ongoing	WS	
4	Assist in any water exchange contract issues or modifications needed with Weber Basin Water Conservancy District.	Ongoing	WS	
5	Assist in the large return flow credit change and exchange application pending with the State Engineer to allow for the transfer of rights from East Canyon to Silver Creek.	2018- 2019	WS SU	O
6	Notify the District when any other water right application is filed which could adversely affect a current right of the District.	Ongoing	WS SU	T

<b>7</b>	Train staff and Board when significant changes are made to state water right laws.	Ongoing	SS WS
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**11.8 Administrative Control Board Strategies:**

The Administrative Control Board (Board) is key to the proper and legal function of the District, especially in the purview of a sound and transparent public process. The powers of the Board are determined and delegated by the Summit County Council, who act as the Governing Board of the District. The Board acts with management in the development and implementation of important District policies and Resolutions, Rules, Regulations and Standards. It also acts in a key financial oversight position. Desired characteristics of a functioning Board, including its Board members are enumerated in the following simple Goals and Objectives below:

**DEPARTMENT STRATEGIC PRINCIPLE SELF ASSESSMENT:**

MOUNTAIN REGIONAL WATER DISTRICT					ACB - Dougherty			7/30/2018			
<b>RATING</b>	Lower >	5					ER		ED		
	Achievement	4			WS			OO			
		3		IS							SS
	< Higher	2							SU	CS	
	1	PQ			FV						
		1	2	3	4	5	6	7	8	9	10
		More Important					Less Important				
<b>RANKING</b>											

*Figure 12: Tim Dougherty's self-assessment*

Tim Dougherty from Mountain Regional Water's Administrative Control Board found Infrastructure Strategy and Performance, Water Resource Sustainability and Enterprise Resiliency to be areas needing focused improvement.

<b>RATING</b>	Lower >	5										
		4										
	Achievement	3	ED							SU		
		2		FV	PQ	OO	WS	CS	IS		SS	
	< Higher	1							ER			
			1	2	3	4	5	6	7	8	9	10
			More Important					Less Important				
<b>RANKING</b>												

Figure 13: Bob Neumeister’s self-assessment

Bob Neumeister from Mountain Regional Water’s Administrative Control Board found Employee Leadership and Development to be the area needing focused improvement.

**STRATEGIES:**

**11.8.1 KNOWLEDGE GOAL:** The Board will work with District Management and Summit County legal services to train regularly and develop the requisite knowledge to fulfill their responsibilities diligently and with fidelity. The Board:

Rank #	OBJECTIVES	TARGET DATES	Principle	S.W.O.T.
1	Understands and subscribes to the District’s mission, values, and Strategic Plan.	2019	SS	
2	Understands the economics of public water service and the plans and budgets required to achieve the District’s mission.	Ongoing	FV	S
3	Knows the District’s current financial position.	Ongoing	FV	
4	Understands the jurisdiction’s demographics and needs.	Ongoing	SS SU	
5	Knows how to build partnerships with other community groups.	Ongoing	SS	
6	Understands the complexity of the District’s challenges.	Ongoing	SS ED	
7	Has a grasp of water issues, including its laws, technology, trends, and consequences.	Ongoing	WS	S
8	Knows the difference between governance and management.	Ongoing	SS	S
9	Knows how to be a “team player”: when to listen and when to speak up.	Ongoing	ED	
10	Sees community or volunteer service as a responsibility of citizenship.	Ongoing	SS	

11	Understands the land development issues facing Summit County.	Ongoing	SS
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**11.8.2 PUBLIC PROCESS GOAL:** Through current personal and professional business knowledge, as well as the application of District and County training, Board members will advance their skills to assist in the improvement and public perception of the District through collaborative and professional oversight. The Board:

Rank #	OBJECTIVES	TARGET DATES	Principle	S.W.O.T.
1	Can effectively work to build consensus.	Ongoing	ED	S
2	Can work with and be supportive of administrative and operational staff.	Ongoing	ED	
3	Is proficient and contributes to the ongoing development and use of the District Strategic Plan.	2019	SS	
4	Has effective communication skills.	Ongoing	ED	S
5	Can deal with diverse groups and ideas in a constructive way.	Ongoing	SS	S
6	Can interpret financial information.	Ongoing	FV	S
7	Has an experience in a field or endeavor that contributes to the disciplines that affect the District, i.e., engineering, geology, law, water infrastructure or construction, finance/banking, real estate, marketing, information technology, public policy, corporate management, etc.	Ongoing	SS FV ED	S
8	Understands state and County laws and codes which govern the operation and fiscal policies of the District.	Ongoing	SS	
9	Can assist in a constructive way the development and implementation of Board, staff, and public policy.	Ongoing	SS ED	
10	Knows how to differentiate the important from the unimportant.	Ongoing	ED	S

**11.8.3 TEAMWORK GOAL:** Individual Board members should possess and emulate the attitudes and characteristics which make all fellow board members as well as the District administrative and operational staff feel proud to be a part of the District and to be served by their guidance and counsel. Board members will:

Rank #	OBJECTIVES	TARGET DATES	Principle	S.W.O.T.
1	Feel that collaboration is necessary for success.	Ongoing	ED	
2	Possess openness and honesty.	Ongoing	ED	S



<b>3</b>	Be clear and rational in their direction.	Ongoing	ED	S
<b>4</b>	Empower management and administrative staff.	Ongoing	ED	S
<b>5</b>	Recognize the successes and accomplishments of District personnel.	Ongoing	ED	S
<b>6</b>	Subscribe to and practice integrity and a high moral standard.	Ongoing	ED	S
<b>7</b>	Be optimistic of the future, but realistic.	Ongoing	ED	
<b>8</b>	Value personal growth and learning, particularly covering matters confronting the Board and the District.	Ongoing	ED	
<b>9</b>	See himself or herself as a servant leader.	Ongoing	ED	
<b>10</b>	Accept that the Board has the authority and that individual Board members have none (unless delegated by the Board).	Ongoing	ED	
<b>11</b>	Be personally challenged by what is best for the District and the community as a whole.	Ongoing	ED	
<b>12</b>	Be decisive and comfortable with large-scale decisions.	Ongoing	ED	S
<b>13</b>	Recognize that the elected County Council still maintains some control in District policy and decisions not delegated but values their recommendations.	Ongoing	ED SS	
<b>14</b>	Accept that change is always our constant companion.	Ongoing	ED	

## 12.0 District Regionalization Strategies:

The implications of future regionalization efforts are large and far-reaching; therefore, the District has elected to address future regionalization strategies separately from any single department or group.

As a brief history— The Summit County Commission formed the District in 2000 to primarily fix the distressed or deficient water systems in Western Summit County. This region represents some of the largest tax base to the County, and with a history of allowing every developer to construct their own water system, supplied by ground water that theoretically resided below its development. This strategy was proving to be problematic, to not only the County but also the citizens who rely on water for their health, safety, and property values. Interconnection of those systems by the newly created District provided secure capacity for existing residents and became the first step to a larger regionalization effort. But over time, importation of water from the Weber River drainage in Eastern Summit County took priority and became the next step within the larger regionalization strategies of the Western Summit County area. The District rapidly constructed the Lost Canyon Importation Project (the “Project”) in 2002 to meet the newer and demanding development needs for reliable imported source to the Basin. The project completed in 2004 provides the majority of capacity to the District, with Park City as a critical partner. With an existing annual peak capacity of 6,480 acre-feet, the Project has become a remarkable success since its inception.

While the Project was not sized for the entirety of the Basin’s future demands, this initial more conservative approach, of a realistically sized regionalization effort has proven effective, but the future Basin growth still presents some significant challenges. Presented below are realistic strategies and goals to help utilize efficiently existing surplus capacity, and to work with stakeholders on future capacity improvement and utilizations through some cooperative and fiscally prudent methods.

**11.9.1 THE WESTERN SUMMIT COUNTY PROJECT MASTER AGREEMENT:** Regionalization in the future represents (through various legal agreements and settlements) a larger joint effort between the County’s largest water suppliers, Park City Municipal (“Park City”), Summit Water Distribution Company (“SWDC”), and the District. The “middleman” or “facilitator” in this large and extended effort is Weber Basin Water Conservancy District (“WBWCD”). The Western Summit County Project Master Agreement is the most pertinent of these agreements and is summarized briefly below:

The Western Summit Project Master Agreement was executed in 2013 to facilitate the sharing of water resources and built infrastructure between the parties above in an effort to support future growth in Western Summit County. Each year, the parties provide an updated 10-year projection of water demands and surpluses. WBWCD has the right to deliver surplus water to any system showing a demand (deficit) within the 5-year window beginning January 1<sup>st</sup> of the following year and at its sole discretion, determines which party’s surplus water is delivered to another party. This management approach continues until demands outweigh surpluses, and a new water source development or importation project design commences.

**11.9.2 REGIONALIZATION STAKEHOLDER STRATEGIES:** After holding several planning meetings and discussions with the regionalization stakeholders, all of whom are members of the above agreements, their main goals, needs, and concerns are presented below:

- A. **Weber Basin Water Conservancy District (WBWCD):** As stated above, this member plays a key role in the planning, and function of regionalization in Western Summit County. They are the “gate keepers” and the “traffic cops” on how water is moved and distributed under the agreements. They also play the key role in a future project, or series of projects. Based upon the demands and/or surplus balances of Schedule D, WBWCD will initiate the design and implementation of a future importation project to meet the needs of Western Summit County.
- B. **Park City Municipal Corporation (Park City):** Park City has recently informed all of the stakeholders that they are going to construct a new water treatment plant to serve all of the Cities needs by 2023. This plant will treat mine tunnel water and will free up water in their Quinns Junction Plant which is fed from the Lost Canyon Project. As such, they

desire to sell surplus water to the parties (particularly SWDC) from 2023 on. Park City believes they can meet the needs which are anticipated as the District reduces its surplus to meet its future customer demands.

- C. **Summit Water Distribution Company (SWDC):** SWDC is deficient in some existing and future water source capacity. Their deficits are currently met by the District under Schedule D, but that will taper off over time. SWDC is still desirous to continue receiving water from the other parties, mainly due to the fact that such water would be significantly cheaper than water provided under a Major Project.
- D. **Snyderville Basin Water Reclamation District (SBWRD):** This agency is primarily part of the agreement(s) to ensure that in-stream flows are maintained under all of the transfers of water and any related project(s).

**11.9.3 DISTRICT SUPPLIES and DEMANDS:** The current and future water supply and demand projections of the District are presented in Chart 11.9.1 below. This chart shows past and future projections of water source capacity out to the year 2050. Projected demands are also shown, along with a bar chart which displays the past, current, and future projected surplus source capacity of the District. This chart was prepared with significant District effort among all departments and factors into its projections various constraints, beyond those which the Summit County Water Concurrency program addresses. Factors such as water rights, transmission system capacities, and treatment capacities, etc., are all addressed. The District also factors in an overall distribution system leakage factor as well as a climate change factor, which the District believes could play a significant role in the long-term viability and resiliency of its groundwater and surface water sources. This vital chart and its associated planning efforts are updated several times per year and is provided below.

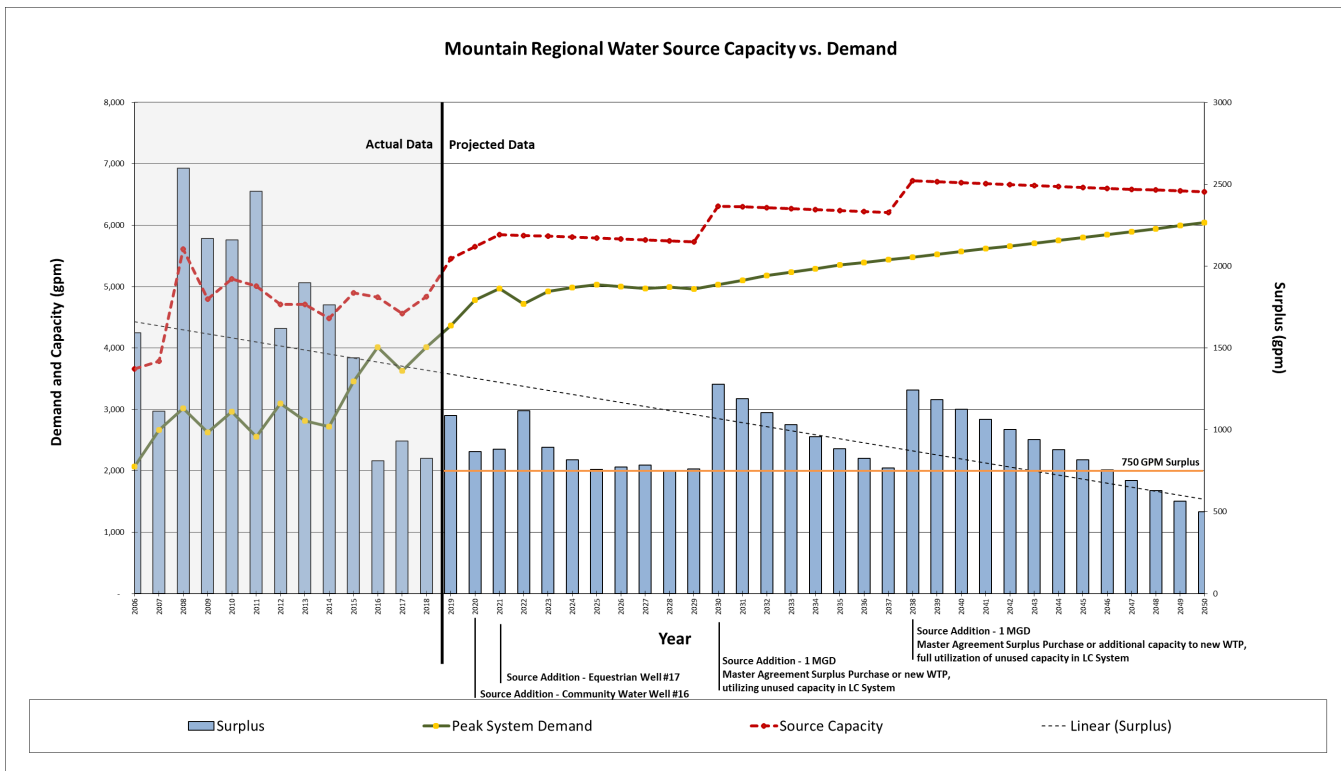


Figure 14: Mountain Regional Water’s water resource projections

**11.9.4 REGIONALIZATION SUPPLIES and DEMANDS:** The future supply and demands of all of the regionalization members as summarized by the most recent annual update is presented in the table below (Park City numbers are unavailable at this time):

Table 2: Western Summit County Project Master Agreement Supply & Demand Schedule

YEAR	SYSTEM	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Annual Acre-Feet
2019	Summit Water Demand	1,000	1,000	-	-	-	-	700	700	700	-	1,000	1,000	815
	Mountain Regional Supply	1,000	1,000	-	-	-	-	700	700	700	-	1,000	1,000	815
	Park City Supply	-	-	-	-	-	-	-	-	-	-	-	-	-
2020	Summit Water Demand	1,200	700	700	700	700	-	1,100	1,100	1,100	130	130	1,200	1,182
	Mountain Regional Supply	1,200	700	700	700	525	-	950	950	950	130	130	1,200	1,097
	Park City Supply	-	-	-	-	-	-	-	-	-	-	-	-	-
2021	Summit Water Demand	1,200	700	700	700	700	-	1,100	1,100	1,100	130	130	1,200	1,182
	Mountain Regional Supply	1,200	700	700	700	525	-	950	950	950	130	130	1,200	1,097
	Park City Supply	-	-	-	-	-	-	-	-	-	-	-	-	-
2022	Summit Water Demand	1,200	700	700	700	700	-	1,100	1,100	1,100	130	130	1,200	1,182
	Mountain Regional Supply	1,000	700	700	-	-	-	500	500	500	130	130	1,000	695
	Park City Supply	-	-	-	-	-	-	-	-	-	-	-	-	-
2023	Summit Water Demand	1,200	700	700	700	700	-	1,100	1,100	1,100	130	130	1,200	1,182
	Mountain Regional Supply	1,000	700	700	-	-	-	500	500	500	130	130	1,000	695
	Park City Supply	-	-	-	-	-	-	-	-	-	-	-	-	-
2024	Summit Water Demand	1,200	700	700	700	700	-	1,100	1,100	1,100	130	130	1,200	1,182
	Mountain Regional Supply	900	700	700	-	-	-	400	400	400	130	130	900	627
	Park City Supply	-	-	-	-	-	-	-	-	-	-	-	-	-
2025	Summit Water Demand	1,200	700	700	700	700	-	1,100	1,100	1,100	130	130	1,200	1,182
	Mountain Regional Supply	800	700	700	-	-	-	350	350	350	130	130	800	579
	Park City Supply	-	-	-	-	-	-	-	-	-	-	-	-	-
2026	Summit Water Demand	1,200	700	700	700	700	-	1,100	1,100	1,100	130	130	1,200	1,182
	Mountain Regional Supply	800	700	700	-	-	-	250	250	250	130	130	800	538
	Park City Supply	-	-	-	-	-	-	-	-	-	-	-	-	-
2027	Summit Water Demand	1,200	700	700	700	700	-	1,100	1,100	1,100	130	130	1,200	1,182
	Mountain Regional Supply	800	700	700	-	-	-	150	150	150	130	130	800	498
	Park City Supply	-	-	-	-	-	-	-	-	-	-	-	-	-
2028	Summit Water Demand	1,200	700	700	700	700	-	1,100	1,100	1,100	130	130	1,200	1,182
	Mountain Regional Supply	800	700	700	-	-	-	100	100	100	130	130	800	477
	Park City Supply	-	-	-	-	-	-	-	-	-	-	-	-	-

**11.9.5 REGIONALIZATION PRINCIPLES and BOUNDARIES:** As the District investigates its future role in regionalization, the Administrative Control Board and Staff have determined that there are certain boundaries, or fundamental principles which will govern the District’s involvement and obligations to such project(s), namely:

- A. The District has presented under the regionalization agreement a significant amount of surplus water in the Lost Canyon Project and other sources for usage in the Basin, primarily to support demands of the Summit Water Distribution Company, however that surplus must phase out over the next few years to provide for the anticipated growth of District customers.
- B. Notwithstanding the above, the District agrees to meet its supply obligations under the settlement conditions of the regionalization agreement as anticipated, out to the year 2025.
- C. The District further agrees to meet its financial obligations under the regionalization agreement. *[explain here if not done above]* But will not fund capacity which does not have a direct benefit on the future growth of the District.
- D. The District will not place any future burdens on current customers to fund a regional project which may be redundant to that which they have already provided or are currently funding.
- E. The District will not be penalized for its historical standard of developing water supply and related infrastructure in an economical and proactive way to meet its growth needs by tying up any under-utilized capacity in long-term contracts.
- F. From the year 2022 and forward, surplus water provided by the District will be tapered off to zero based on up-to-date demand projections and safe source availability.
- G. The District will maintain its right to utilize their 56.1% share (5,834 gpm) of the Lost Canyon system capacity. Future water moved through the Lost Canyon system (above the current day average of 4,439 gpm) which falls within this share is up to the discretionary use of the District and no guarantee is provided that it will become regionalization water under the regionalization agreement.

**11.9.6 FUTURE REGIONALIZATION PROJECTS:** Future regionalization projects, when required, could follow two approaches. First, a major new importation project, or second, to step through smaller cooperative projects which have a lower capacity yet could expand or build upon as multiple projects over time. Below is a brief summary of the options contemplated to date:

- A. Large WBWCD Importation Projects which all have a projected cost of approximately \$100 M:
  - i. The original East Canyon Project. This project would deliver water from a shaft and tunnel just above the East Canyon

Reservoir dam structure to the SWDC treatment plant near Jeremy Ranch.

- ii. Parallel Lost Canyon Project, w/dam connection. This is simply a second and parallel Lost Canyon System with a source connection at or below the Wanship Dam.
- iii. Smaller Lost Canyon project with Round Valley Reservoir. This is a smaller parallel Lost Canyon Project, which feeds a higher capacity winter volume into a peaking reservoir constructed in Round Valley. The Round Valley Reservoir would draw down significantly in the peak summer months.
- iv. Smaller Lost Canyon project with Hidden Valley Reservoir. This is similar to the Round Valley option above, but with the reservoir placed in 3-mile canyon, just above the Utelite mining operation. This would allow for a larger reservoir if needed and the location is not as visible or controversial.

B. In-Basin cooperative projects:

- i. Utilize the future capacity of the Park City Quinn's Junction Water Treatment Plant.
- ii. Expand LCBS capacity to the maximum possible capacity and build another small treatment plant. Possible locations include:
  - Near the Silver Creek SBWRD Sewer Plant.
  - Near Home Depot or UDOT, on the proposed Summit County Gillmor acquisition.
  - Near the Equestrian Center at Promontory.
  - Utilize the current Weber Basin Plant near Jeremy Ranch.
- iii. Silver Creek water reclamation plant re-use project for irrigation or possibly some potable re-use. (Could also be added to one of the above projects).

**11.9.7 FUTURE DISTRICT INTERIM SOURCE STRATEGIES:** There are many smaller water development projects which the District could develop and operate which may warrant an investigation. These could provide some further source capacity and redundancy in the District to help reduce uncertainties with source stability and future climatic changes. These projects would be studied in detail and implemented if feasible by the General Manager and the Engineering and Development Department.

- A. Tank Well #16. (Community Water deficit source replacement).
- B. Willow Draw Peaking Water Treatment Plant.
- C. Equestrian Well #17. (Exploring into the southern reaches of the Keetly Volcanics formation).
- D. A new well in the Twin Creeks and/or Nugget formation at or near the Old Ranch Rd. Pump Station.

- E. Horizontal Wells near lower Canyons Resort and Spring Creek Springs.
- F. Browns Canyon Wells. (Study the 5 deep test wells Promontory drilled in 2000 and investigate possible new horizons).
- G. Tollgate Well #2. Another Keetly well. (Well 1 had a very desirable specific capacity in draw-down tests).
- H. Spring Creek Springs source enhancements. (Joint with SWDC) Investigate if we utilize this source fully and is there a treatment method to allow for usage during storm and spring run-off events.
- I. Collaborative Groundwater projects in Eastern Summit County.
- J. Collaborative Irrigation projects in Eastern Summit County.

**11.9.8 OVERALL REGIONALIZATION STRATEGY:** Given the standards, needs, opportunities, and projects listed above, the District Strategic Goals and objectives for Western Summit County regionalization are as follows:

Rank #	OBJECTIVES	TARGET DATES	Principle	S.W.O.T.
1	Promote the use of existing infrastructure to meet any future regionalization demands and avoid the Major Project.	Ongoing	WS SS IS	S
2	Utilizing the regionalization process, work with stakeholders to complete the system interconnections to allow water to be moved amongst all parties.	2019 - 2020	WS SS ER IS	
3	If there are constraints found in the agreements which need to be rectified, work with the partners to make any necessary amendments or clarifications.	2019	SS FV	W
4	Leverage existing District assets to pursue cost-effective source development projects to keep pace with growing District water demands.	Ongoing	WS FV IS	S
5	Maintain strong relationships with regionalization partners and stay informed on their demands and surpluses, including respective timelines and cost projections.	Ongoing	WS SS FV	S
6	When Park City's new plant is completed, evaluate their water capacity reserves in Lost Canyon and negotiate a re-allocation of some water to permanent general District usage.	2023	WS SS	
7	When Promontory is 50 percent built out or close thereto, evaluate their water capacity reserves in Lost Canyon and negotiate a re-allocation of some water to permanent general District usage.	2022	WS SS	
8	If existing infrastructure cannot support the future demands of the three (3) regionalization parties— plan new infrastructure using a competent and unbiased 3 <sup>rd</sup> party consultant.	2022	WS SS IS	

	This planning process should allow ample time to navigate a project with multiple stakeholders.			
<b>9</b>	Maintain the lowest rates possible by monetizing District surplus water without damaging sources or compromising customer levels of service. Constraints to wholesale deliveries should be (in this order): i. Available source and capacity; ii. Water Rights; iii. Water Quality; iv. Aquifer drawdown or availability; v. Energy efficiency; and vi. Natural limits, i.e. ice, etc.	Ongoing	WS IS SU	O
<b>10</b>	Ensure that any viable regionalization project meets District and all stakeholder environmental and sustainability standards.	Ongoing	SU WS	



## 13.0 STRATEGIC ANALYSIS:

After a thorough assessment, and detailed development, including a collaborative review of the Strategic Goals and Objectives, the District has summarized its Strengths, Weaknesses, Opportunities and Threats (SWOT) in the strategic program(s) presented above. The SWOT findings are as follows:

**1. Strengths:**

The objectives which were most commonly labeled with an “S” for Strength, were those related to compliance. Compliance in this context is broad and encompasses categories such as concurrency, impact fees, water quality, new construction (design, materials, methods), and the District’s backflow program. The District’s financial practices are another stand-out strength and can also be lumped into the compliance category and include areas such as the annual audit, procurement, rate studies, and process controls. The District has often received accolades for its efforts in energy efficiency, which was supported in the findings of the SWOT analysis. Other strengths included Information Technologies which includes cyber security and informatics; system maintenance, particularly related to its pump stations; timely response to customer service concerns and water main breaks, and its legal practices. The District’s Administrative Control Board exhibits a number of strengths leading to effective guidance for District leadership.

**2. Weaknesses:**

The repeat offenders in the weakness category were most often related to public relations. This is a known District deficiency area and improvements are currently underway to address it. Specific weaknesses discussed above include areas of public education, online services, and public outreach such as newsletters. Water source monitoring was another weakness that was repeated and includes aquifer monitoring and the need for operating plans for the District’s sources which balance water capacity, water right, and energy costs. Employee leadership development was determined to be a weakness and was supported by the Self-Assessment results. Finally, asset management is a known District deficiency that needs to be addressed through the implementation of an asset management system such as Cityworks.

**3. Opportunities:**

Interestingly, upon review of those objectives labeled with “O” for Opportunity, many of them are interconnected through the concepts of water conservation and sustainability. Regarding water conservation, customer education, the enforcement of watering schedules, and building an improved awareness of the “Eye on Water” portal for the new real-time cellular based metering system were listed as opportunities. Sustainability objectives included the development of a comprehensive Sustainability plan, working with Summit County to integrate MRW’s efforts with the greater county wide sustainability goals, and the incorporation of real-time energy data displayed in the District’s SCADA system. There were opportunities related to water rights which included the pending approval of the return flow credit for Silver Creek water rights,

collaboration with Promontory on unused water within their allocation, and to add water rights to the Lost Canyon system to fully utilize the existing infrastructure. Finally, customer relations was also listed as an opportunity, where there lies weakness, there lies opportunity.

**4. Threats:**

The number of threats listed palled in comparison to the other categories of the SWOT analysis but threats pose the most critical of vulnerabilities. The District needs to bolster our Emergency and crisis response plans. This effort should extend beyond just the development of a plan and include scenario discussions and role playing to ensure key District personnel know what to do in the event of an emergency whether natural disaster, water quality, or water supply event. Climate change and drought are threats to the Districts ability to serve our customer base. We need to stay ahead of the curve in our understanding of climate change and drought conditions to guide our customers appropriately in their water usage. Unaccounted for water is a threat that can be minimized through the improved use of the District's vast amounts of data (informatics), the use of leak locating technologies, and improved accounting of construction related water losses. It should be recognized that wintertime snow cover and systematic losses will always pose challenges to reach loss goals. Finally, site security is a threat which is the easiest of these categories to overcome.

## 14.0 SUMMARY:

The 2019 Strategic Plan development process presented District staff a number of opportunities, including: to organize their thoughts on Mission, Vision, and Values, to reflect on the performance of not only their department but that of the District as a whole, to consider how the District's performance aligns with the 10 Strategic Principles of Effective Utility Management, and to document a list of objectives for improvement that can act as a roadmap for the ground-up improvement of the District. The lists of objectives will live beyond this document and will be used as a framework for annual goal generation for District employees and become elements of our annual employee evaluations. It's through this approach that the 2019 Strategic Plan becomes a living document, a document that is used as a continual reference, not a document that is shelved until the next update in 2024.

As part of the Plan development process, the Self Assessments proved to be a worthy exercise and offered District management a view into the concerns of each individual department. Upon review of these assessments across the District, it was determined that although they were all different, and reflected values and needs from varying areas of responsibility of the departments, management and Board, there were consistent deficiencies that will be targeted and addressed in the years to come. The table below summarizes the results of the Self Assessments:

Table 3: Summary of self-assessments across the District

		# of Occurrences	# of Occurrences	Sum
Product Quality	PQ	1		1
Customer Satisfaction	CS	2		2
Employee & Leadership Development	ED	5	1	6
Operational Optimization	OO	4		4
Financial Viability	FV	2	1	3
Infrastructure Strategy and Performance	IS	3		3
Enterprise Resiliency	ER	2		2
Community Sustainability	SU			0
Water Resource Sustainability	WS		1	1
Stakeholder Understanding and Support	SS			0

Employee and Leadership Development was found more than any other category in the shaded portions of the self-assessment chart. This can be viewed as a positive, that District staff is eager to improve their knowledge and capability at the individual level; alternatively, this shows that the District management is not offering ample development opportunities. District management will work to improve these scores going forward by seeking out and offering training and development opportunities to all staff.

Operational Optimization was also highlighted as an area of need. Attention is needed by District management to better understand the source or specific elements that District staff felt where the District was falling short. Once these are better understood, action will be taken to improve in this area.

In closing, the development of the 2019 Strategic Plan was an exercise that required a significant amount of time from all employees of the District. This task falls outside of the typical job description of most but attention is needed in order to complete a process that proves to be effective and to finish with a valuable document that can be used as a reference for all departments. The principal authors want to thank all who contributed for their efforts and we look forward to the continual improvement of Mountain Regional Water in all that we do.

## Appendix A Common Water Terms, Acronyms, and Definitions

Terms or Acronym	DEFINITION
<b>Ac-Ft</b>	Acre Foot, A unit of water volume which equals one acre of area, one foot deep. Approximately 326,000 gallons. An average home would use about three fourths of an acre-foot of water a year.
<b>ADD</b>	Average Day Demand. A statistical water calculation based on an annual water use divided by 365.
<b>ASR</b>	Aquifer Storage and Recovery
<b>AWWA</b>	American Water Works Association
<b>BPS</b>	Booster Pumping Station
<b>C</b>	The discharge coefficient used in the Hazen Williams equation of flow (the higher the C value the higher the flow through a pipe)
<b>CFM</b>	Cubic Feet per Minute. A common unit of flow for air or gas movement.
<b>CFS</b>	Cubic Feet per Second. A common unit of stream or large pipe flow, equaling approximately 448 gallons per minute.
<b>CNG</b>	Compressed Natural Gas
<b>Coliform</b>	A microbiological water quality indicator.
<b>DC /AC</b>	An electrical property meaning Direct Current or Alternating Current
<b>DEQ</b>	Utah Department of Environmental Quality
<b>DDW</b>	The Division of Drinking Water, a Division of DEQ
<b>DI</b>	Ductile Iron Pipe
<b>Drawdown</b>	The ground water level of a well as referenced to the surface elevation in feet. Static level is the elevation with the well off, and dynamic is the level with the well running.
<b>DRC</b>	An operational or management person who is in Direct Responsible Charge for the operation of the water system during a given period.
<b>Dynamic</b>	The system is in an operational or moving state.
<b>ERC</b>	Equivalent Residential Connection, a water system's standard unit of capacity for sizing of a water supply and related system(s).
<b>ET</b>	Evapotranspiration
<b>gal</b>	Gallons
<b>GIS</b>	Geographic Information System
<b>gpm</b>	Gallons per minute
<b>GPS</b>	Global Positioning Systems
<b>HGL</b>	Hydraulic Grade Line
<b>HVAC</b>	Heating, Ventilating and Air Conditioning
<b>Hz</b>	Hertz (a measure of cycles per second, used with electrical equipment)
<b>IFFP</b>	Impact Fee Facility Plan
<b>IFA</b>	Impact Fee Analysis
<b>IP</b>	Internet Protocol
<b>IR</b>	Infrared
<b>IT</b>	Information Technology
<b>KG</b>	1,000 gallons
<b>kw</b>	Kilowatts – the primary unit of Power.
<b>kwh</b>	Kilowatt Hours – the primary unit of Energy usage.
<b>KVAR</b>	1,000 VAR's. See VAR below
<b>KVARHr</b>	The portion of energy usage attributed to reactive energy.

<b>LED</b>	Light-emitting Diode
<b>LF</b>	Load Factor (the measure of a time an electrical facility runs during a billing cycle)
<b>MG</b>	Million gallons
<b>mgd</b>	Million gallons per day. A common unit of water flow in large facilities, such as water treatment plants. 1 mgd equals 694.4 gallons.
<b>mg/l</b>	Milligrams per liter (the equivalent of PPD)
<b>mw</b>	Megawatts
<b>NTU</b>	Nephelometric Turbidity Units. A measure of the clarity of water.
<b>O &amp; M</b>	Operation and Maintenance
<b>OPS</b>	Operations Department
<b>PCV</b>	Pump Control Valve or Pressure Control Valve
<b>PDD</b>	Peak Day Demand. A statistical water calculation meaning the peak day demand of a user referenced over a year. Often this is an average day of the peak month if the actual peak day usage is unknown.
<b>PE</b>	Professional Engineer or Polyethylene when referring to pipe.
<b>pf or PF</b>	Peaking Factor. The ratio of the PDD to ADD.
<b>PLC</b>	Programmable Logic Controller
<b>PPD</b>	Pounds per Day
<b>PPM</b>	Parts per million (the equivalent of mg/l)
<b>PRV</b>	Pressure Reducing Valve
<b>PSI</b>	Pounds per Square Inch. A common pressure measurement. 1 PSI equals 2.31 feet of water.
<b>PVC</b>	Polyvinylchloride Pipe
<b>RMP</b>	Rocky Mountain Power
<b>RTD's</b>	Resistance Temperature Detectors (temperature sensors)
<b>RWAU</b>	Rural Water Association of Utah
<b>RVSS</b>	Reduced Voltage Soft Starters
<b>SCADA</b>	Supervisory Control and Data Acquisition (common in Water system operation, automation, and data collection)
<b>Smart Meters</b>	Meters which are remotely read by fixed radio or cellular systems every day and are accurate to hour or sub-hour intervals.
<b>Static</b>	The system is in a non-operational or non-moving state.
<b>TDH</b>	Total Dynamic Head. A pumping system parameter.
<b>TDS</b>	Total Dissolved Solids. A water quality measurement.
<b>THD</b>	Total Harmonic Distortion
<b>TOC</b>	Total Organic Carbon. A water quality measurement.
<b>TSH</b>	Total Suction Head. A pumping system parameter.
<b>TSS</b>	Total Suspended Solids. A water quality measurement.
<b>Transducer</b>	An electronic device used to measure flow, pressure, level, or another parameter which is usually transmitted to a SCADA system.
<b>UPS</b>	Uninterruptible Power Source
<b>UV</b>	Ultraviolet
<b>VAR</b>	Volt-Ampere Reactive, a unit of reactive power in an electrical system. Reactive power exists in AC circuits when current and voltage are not in phase.
<b>VFD</b>	Variable Frequency Drive. Used to operate an electrical motor at different speeds.