

Tab 1

Metropolitan Water District of Salt Lake & Sandy
Board Worksession
February 26, 2024

Background: During the first two week of February, Pat Comarell interviewed Board members and the management team. The comments made during this process are summarized on the following pages.

Balancing Acts Involved in Policy/Administration

Several of those interviewed mentioned “finding balance” in what they do. There are no “truths” in public policy. Although it is desirable to base policy decisions on a great deal of information and reasoned conclusions, often there are many unknowns and conclusions require making value judgments.

Just as often, those value judgments must be made when several values important to the community are in conflict. Each of these values may be worthy on its own, but when it conflicts with other needs, difficult choices must be made and a balance reached. The key is to determine where the "balance" between these values lies.

Examples of these balancing acts which were expressed in the Metro interviews were:

- Pressure to save money vs. safety
- Economic vs efficiency
- Quality vs affordable
- Quality vs economical
- Quick response to solving a problem short term vs sustainable solutions
- Keeping up with technologies vs. not the latest and greatest
- Cover costs vs affordability for those we provide water to
- Reactive vs reliability and cost
- Accomplish responsibilities efficiently and quickly without sacrificing doing it well.

Visioning

We will be spending time over the next few months trying to develop a visioning statement(s) that describe our function in a concise and inspirational way. What the interviews and the worksession on February 26th are meant to do is essentially be “a brain dump.” Examples of questions that people raised when they were interviewed were:

- What do we think is important?
- What do we want to be? What do you want to be known for?
- How do we do it well as what we do?
- Do we share the same definitions, e.g., of safety, economical?
- Are there things we are doing that we should be doing differently, e.g., SLA?
- Should we be doing more, e.g., establish a relationship with the Legislature?
- What is our commitment to being a “good neighbor”?

The interview notes below summarize our thoughts about Metro. As we review them at this worksession, our objective is to say what we like and don't like, rather than come up with a specific statement. It is meant to give feedback to Annalee as she discusses this with the staff.

Please review the comments and determine if there are any we disagree with or others that should be added. Once we talk about that, we will determine what form our visioning process should take (see following pages).

Other Concerns Expressed That Need Further Discussion

As we paint our vision, many interviewees raised ideas which they felt needed to be discussed in further detail. Those mentioned the most often were:

- Improving outside relationships
- Our approach to the Salt Lake Aqueduct
- Being a good neighbor
- Approaching the Legislature
- Employees: Personnel – safety – secure - growth

More details about what these topics mean are described below. These were felt so important that worksessions to discuss each of them might be worthy.

Purpose of this Worksession

- We will begin by going through the comments to see if there are any concerns or additions which the group would like to make
- Look at our vision statement and examples of others to see what form we want our vision to be

Visioning Statement

Existing Mission Statement: “The District is dedicated to providing high quality water and reliable services to our customers in. safe, timely, economical, and environmentally sensitive manner. We promote the wise, long term, and sustainable use of water resources. We accomplish this by effectively managing valuable resources, utilizing practical technologies, and providing employees with opportunities for growth and achievement.”

Almost everyone interviewed thought this statement was too long.

Questions asked in interviews

- Does it reflect what we do?
- What makes our function unique?
- Is it inspirational? at the same time?
- How to say it: short, concise, easily cited.

How best to express out visioning statement – Here are several approaches

- **One Line** - Can we capture the essence of who we are and make it inspirational if it is only one line?
- **Several brief lines** – capture the essence of who we are in short, concise statements. For example, Ogden’s Vision.

Our Vision of Ogden

A creative, functional community

An aesthetically-pleasing City

Quality activities accessible to all

Diverse, safe and attractive neighborhoods

A thriving and broad-based economy

A treasured natural environment

- **One line vision statement with subtexts.** For example, Metro’s Environmental Committee’s adopted statement (a few excerpts below; see packets from our last meet for full report). What this does address the vision statement, then define what it means, and then what are we going to do about it.

Metro Environmental Vision:” Actively promote the long term, sustainable development and wise use of water, energy and other resources under the stewardship of the Metropolitan Water District thorough conserving water and energy, protecting water quality and the watershed and assuring regulatory and environmental compliance. All actions will take into consideration the relevant goals and activates of the member cities, associated districts and the State. “

- Support our member cities’ implementation of effective water conservation measures
 - Implement effective supply-side conservation measures
 - Plan and participate in Aquifer Storage and Recovery efforts
 - Adopt best management practices for energy and water conservation at all District lands, properties, and facilities.
 - Promote public education regarding water conservation
- Support District’s mission to provide high quality water to our customers
- Watershed Planning and Protection Program – Support District’s mission to effectively manage valuable resources and promote the sustainable use of water resources
- Regulatory Compliance – Recommend practices and program that ensure regulatory compliance with the Division of Drinking Water and EPA
- Environmental Compliance – Recommend action to the Board regarding environmental compliance
- **Several long statements** – to further develop the ideas, e.g., Sandy’s Public Utilities (they actually have five statements):

SAFETY -We are committed to safety by protecting the lives and resources of our employees and customers. We will provide training, tools and equipment to promote safety as a way of life.

EFFECTIVENESS -We are committed to providing dependable, cost effective services that meet the needs of our customers through the use of modern technology and infrastructure, now and in the future.

Others provided to me from various individuals:

- Integrity first. Service before self. Excellence in all we do
- Provo River: The Association delivers Provo River Project water in a safe, efficient, and economical manner for the benefit of its shareholders and those they serve.

- A water supply leader, driven by reliability, safety

Define Terms in current mission statement

Our Function

- Providing high quality drinking water
- Need reliable service to protect against harm
- Protecting valuable resource, pipelines, and treatment plants
- Critical infrastructure for water distribution and quality
- Efficient use of water without waste
- Trying to build a well-run organization with a culture of dedicated, qualified, attentive, and engaged staff.
- We need forward thinking – quick and easy or sustainable
- Consciously provide a water source with conservation in mind, work with member cities, provide highest quality water with a reasonable budget.
- What we do is vital and complex
- Ensure water should an earthquake occur.

Safety – Stretches over all our processes and efforts

- **How to define it**
 - What does this mean? It is evolving
 - Is it safety of employees?
 - Water purity?
 - Earthquake safety?
 - Climate change?
- **Safety for whom?**
 - Employees
 - People around sites
 - People who receive our services
 - Infrastructure
 - Financially
- Maintain safety standards
- Everything the district does should be done safely for all employees and the public, e.g., earthquake infrastructure must meet seismic standards
- Safety for employees, property owners along corridor and adjacent properties to facilities and water
- Doing things the right way, no shortcuts
- Security of our properties
- Integrity of systems, e.g., seismic events

- Annalee/Breana have accomplished a huge thing. We have a safety committee, which evaluates a safety culture. It has representatives from each division. Injuries have decline; we haven't had any for years.

Timely

- Supply of water available when needed
- Minimize shortages
- Effective planning to meet goal with little down time
- Proactive in planning and strategy in CIP to see water is delivered on time
- Responsive, not reacting, anticipate; be proactive so we can respond timely

Economical

- Treating water at a reasonable and affordable to our customers
- Secure funding – both public and private
- Practical, responsible, wise use of public dollars
- Review all services
- Dollar wise and following acceptable standards for budgeting and financing
- Make sure just within the standard and prudent with our revenues
- Frugal yet responsible with assets; not expensive not cheap
- Shift to water sources that use less chemicals
- Using technology to stream line processes
- Manage priorities, what needs to be done, when, and is it cost effective
- Can we repair or reuse, rather than focus on new

Environmental Sensitive (or should this be sustainability?)

- All were supportive of the Environmental Committee's visioning statements
- What are our impacts on the community and environment?

Financing

- Require funds to keep system working
- Need to replace aging infrastructure
- Maintain property tax level: limited resources
- Costs and inflation

Building redundancy in the system

Technology

- Up to date on current technology according to the best recent research we have.
- Latest, but not necessarily the greatest
- Cutting edge vs bleeding us

Other Concerns Express that need further discussion at another time

Improving Outside Relationships

- **Key questions**
 - Where to focus and prioritize?
 - How to do so efficiently?
 - Do we want to be known as a leader in the water community/or just a part?
 - How to increase Metro's visibility?

- **Who should we be establishing relationships with?**
 - Our two member cities
 - Other water districts and agencies, e.g., Jordan Valley, Provo River, Central Utah
 - The Legislature
 - Professional organizations
 - Utah Water Users Assn – **need staff to fill that spot (March 18th make change)**
 - Regional Water District Systems and other water agencies
 - Cities and counties along the corridor

Approaching the Legislature

- We need to develop a thoughtful program and determine who does what?
- We need a strategy - what are our legislative interests and how are we addressing it?
 - What we tell them as to who we are?
 - What do we really need?
 - Are we being effective up there?
 - How do we establish a presence there?
 - How effective is our lobbyist? Does he reflect us well?
 - How do we introduce ourselves to the current leadership?
- Should we have more management presence during the sessions? What skill set would they need?
- We need more involvement from our staff/board at meetings.

Approach to the Salt Lake Aqueduct

- Can we think outside the box? Try a different approach?
- Relook at our program on encroachment
- Should we focus on our fee simple properties only
- **Minimize the cost of litigation**
- Emphasize public information/education rather than litigation

Employees: Personnel – safety – secure – growth

- Appreciate Annalee making people a priority; building good working relationships and communication
- Personnel need opportunity to grow, share ideas with other professionals in other organizations doing similar jobs, e.g., conference, classes
- Develop professional relationships: Staff allowed to go to professional gatherings to meet others in their field. Need to attend, contribute and rub shoulders.
- Employees need growth opportunity (which is happening now), within every department. (Employees think recent changes are great.)
- Recognize as the District grows, it will need to change and will need to be re-evaluated
- Create culture of community and opportunity
- How not to burnout employees
- District shows appreciation with generous benefits and training.

Being a good neighbor

- **Trust:** If there is concern, we lose their trust immediately – needs transparency
 - What we do and how it effects customers
 - Monitor and maintain
 - On or around our property and facilities
 - More proactive, not wait for projects to engage the public
 - Accelerate information: what we do, before we're out on construction
 - Keep them informed, address their fears
 - Make those encroaching on our property aware of it, especially on our fee simple property
 - Establish repour with neighbors as they reach out to us (most leaks are reported to us by the neighbors).
- **How to reach the public**
 - Door to door distribution of fliers
 - More at community meetings
 - Proactive neighborhood meetings: who we are; project details; other projects
 - Local fairs, e.g., Sandy Garden Fairs during water week
 - Water week tours
 - Social media presence
 - Invite homeowners for tour (Already doing tours, e.g., schools, Chamber of Commerce, neighborhoods, Salt Lake Community College)
 - Project open houses
- **Adjacent property owners discussions are critical**

- **Those encroaching on our property and easements**
 - talk with elected officials
 - cost benefit analyses
 - For example, for those who encroaching on our easements or land – we will enter land if we must; we don't pay for consequences if we can't get to it quickly; you have to do the rehab

 - **Could we send a two-page letter - here are our concerns?**
 - In time, we may have to come through here to make improvements. You will be responsible for rehabbing the site.
 - Letters re who owns the property
 - Notifying them with changes or projects
 - Why current policy if we have not power over easements

 - **How to make public and employees understand impacts of earthquakes**

 - **Accessible on a Sunday afternoon?**

 - **Annual newsletter (last sent in 2017)**
 - Our purpose, policy and why
 - Summary of district projects
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How do we measure whether we are meeting our objectives?

- As we go through this process, we will set goals but how do we measure how we are meeting them?