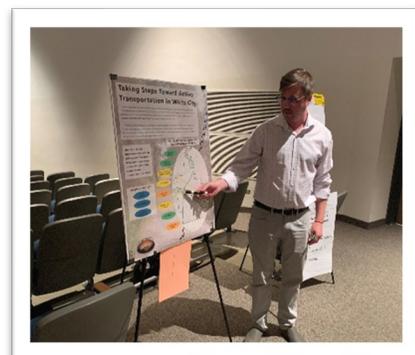




G R E A T E R   S A L T   L A K E

# Municipal Services District

## 2021 STRATEGIC PLAN



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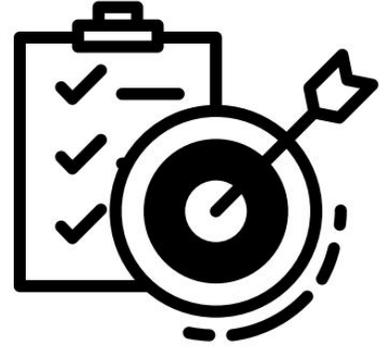
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## MISSION

The MSD's mission is to provide quality, innovative and cost-effective municipal services to meet the present and future needs of the distinct communities we serve.

**Vision:** The leader in municipal services that creates, facilitates, and maintains the health, safety and welfare of our vibrant communities.

### Values:

- **Integrity and Transparency**

- We safeguard the public trust through honest business practices, open communication, and responsible stewardship of community services and resources.
- We act consistent with our values, understanding that doing the right thing even when no one is looking is key to success; we support and encourage our team in their ethical behavior.
- We willingly share financial, planning and project information with the public.

- **Collaboration**

- We achieve the best solutions and most creative ideas by working in teams, recognizing and drawing upon the strengths of each member.
- We see our interactions with residents as a professional relationship where we assist them with finding possible solutions; we see opportunities to lend our expertise and experience to resolve the concerns of our constituents.
- We engage employees and the public in productive and respectful dialogue.



- **Compassion and Respect**

- We exhibit compassion and empathy through active listening in our daily activities by gathering all facts and seeking greater understanding.
- We demonstrate respect for the public and for each other, recognizing everyone's uniqueness.

- **Accountability**

- We provide responsive customer service in a timely, accurate manner.
- We take ownership of the needs of our communities and seek appropriate solutions.
- We follow through with requests from residents or municipalities and keep them updated along the way.

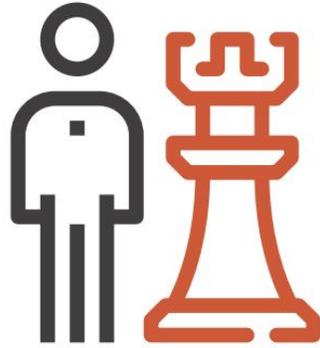
- **Financial stability**

- We demonstrate long-term financial stability by analyzing our operating methods using qualitative and quantitative data (to take the guesswork out of processes).
- We share financial information, so it is easy to understand by those we serve and expresses the value that is provided to each community.
- We are effective and efficient stewards of our financial resources by aligning our community needs with business practices.
  - We make budgets with the best possible projections and compare actual performance to spot opportunities
  - We analyze our actual experience compared to budget to get a quantitative analysis of revenue, expenses, overhead, and impact of debt service

- **Solution oriented**

- We are solution oriented by knowing our customers and improving our services with data, research, with quantitative evidence/analysis as well as engagement with the community members
- We serve our communities and focus on addressing the unique challenges of each and the region as a whole.
- We think systematically and strategically to see the possibilities of addressing problems to continuously improve all our activities and services to best meet community and organizational needs.
- We are constantly looking at new technologies and trends in industries to find the best practices that bring the most efficient and cost-effective solutions.





## Strategic Pillars

- 1. Strategic Expansion*
- 2. Community Engagement, Education and Communication*
- 3. Fiscal Sustainability*
- 4. Organizational Excellence*
- 5. Quality Services*

### STRATEGIC EXPANSION

**Goal 1: The public, municipalities and county are successful together through combined, efficient, innovative, cost-effective, and improved services and technology.**

#### **Objectives:**

- Align growth management with the values each member community has with data that supports where and when infrastructure can or should happen.
- Develop a capital improvement and replacement list.
- Streamline technology and look for better technologies or processes.
- Streamline delivery services and improved customer service.

#### **Metrics:**

- By June of each year, streamline procedures, processes, and workflows for each MSD service, and continue one per year until complete (e.g., code enforcement, business licenses, etc.).
  - Create a dashboard of KPIs of services.
  - Evaluate existing technologies and make recommendations, and continue for any new services within 18 months and on an ongoing basis
- By December 2022, and then annually, hold annual summit or retreat for MSD members.



- By June 2022, partner with Metros to develop and share a priority list of legislative and ordinance changes for local adoption.
- By December 2022, deploy customer service satisfaction measurement tool.

## **Goal 2: Expand MSD services to other jurisdictions.**

### **Objective:**

- Identify and approach jurisdictions that may receive services from the MSD at an improved cost and value than how they are currently receiving the services (if they are receiving the services at all).

### **Metrics:**

- By June 2023, transportation and other relevant data is shared with other jurisdictions that is meaningful.
- Annually, make our services known to other agencies for their consideration of contracting with the MSD.
- Annually, obtain feedback/survey input on at least one service area to determine if any gaps in service levels or types exist.

## **Goal 3: Explore expanding the service array to better meet the needs of communities while maintaining resilient quality current services.**

### **Objectives:**

- Create a business model to expand, streamline and improve the services and technologies MSD offers.
- Evaluate and convert contracted services if they can be provided in-house at a lower cost and higher level of service, including public works, engineering, regional planning, member community stormwater, fleet services, etc.
- Expand what we do and look at how to make those legislative and ordinance changes.

### **Metrics:**

- By December 2022 and annually thereafter, the MSD has evaluated at least one contracted service.

## **Overarching Objective**

- Expansion doesn't diminish current services or fund balance and benefits MSDs sustainability.





## **COMMUNITY ENGAGEMENT, EDUCATION AND COMMUNICATION**

### **GOAL 1: Ensure the MSD is meeting the needs of the residents and businesses we serve.**

#### **Objectives:**

1. Continuously execute community specific needs assessments to attain a clear understanding of community priorities and aspirations and share a summary of results.

#### **Metrics:**

- By December 2022, at least 500 residents have given their input on community needs and their understanding of the services provided by the MSD.
- By December 2022, at least 100 residents have submitted an online form to express their ideas, needs, issues and concerns directly to the MSD.
- By October 2023, increase the number of followers on social media accounts by 25% and develop posts asking for customer engagement on Facebook, Twitter and Instagram.

### **GOAL 2: Advocate and educate elected officials (intra and inter-governmental representatives).**

#### **Objectives:**

1. Ensure MSD representatives attend member entity council meetings to provide education and information in real-time.
2. Create a robust digital and hard copy training packet, that includes videos and Q&A with staff, for new board members.
3. Create and implement an engagement and education strategy, that includes digital, for our 40 elected officials to increase knowledge and engagement.
4. Create and implement an engagement strategy, that includes digital, for state-wide elected officials (i.e. state legislature).



5. Ensure there are timely and transparent communications between the board, members and staff.

**Metrics:**

- Annually, ensure MSD board members receive annual board training.
- By December 2024, 25% of our 40 elected officials attend an MSD-wide event.
- By December 2024, 25% of key state and local officials from other governments have engaged with the MSD as measured by quality and quantity.
- By 2023, a trackable communication process for elected officials has been developed.

**GOAL 3: Educate residents and businesses about MSD and the services we provide.**

**Objectives:**

1. Ensure MSD staff are present at community activities to create strong, working relationships with the communities and constituents we serve.
2. Develop a public facing traveling education center (i.e. booth) and ensure it is present at every community's annual community events, including parades, festivals, etc.
3. Hold an annual open house that showcases the services that MSD provides.
4. Invest in MSD branded "swag" to give out at public events.
5. Create a proactive resident and business communications strategy that communicates what the MSD does and the benefits to the community. (i.e. welcome packet to realtors, Chambers of Commerce, etc.)
6. Develop and maintain a user-friendly website and/or app that both educates and engages the public in MSD services.

**Metrics:**

- By December 2022, and then annually, increase staff and leadership attendance at municipality town halls, council meetings, and events in each of the entities that are members of the district.
  - Create a spreadsheet listing MSD staff meeting/event attendance and community engagement opportunities.
- By December 2021, the traveling education center, materials, and swag have been created.
- By July 2022, increase newsletter subscriptions by 50% from a baseline of 464 in 2021.
- By October 2023, and then annually, the MSD has held an annual open house.





## FISCAL SUSTAINABILITY

**GOAL 1: Our services can be provided indefinitely to ensure long-term delivery of essential services and maintenance of fiscal sustainability.**

**Objectives:**

- Evaluate the unit costs of services and level of service through KPIs to help identify service level requirements.
- Align budget with the needs identified through community and elected official engagement on an annual basis.

**Metrics:**

- Annually, revenues exceed expenses in each budget year.
- By December 2022, planning and development fees cover the costs of services for which they are collected.

**GOAL 2: Build public trust through financial transparency and accountability, being cognizant of the burden and benefits to the residents we serve.**

**Objectives:**

- Implement a periodic public trust survey.
- Institute competitive bidding, even for services the county provides.
- Create a transparent process for project requests and budgeting to show the community where funds are going and the timeline/priority projects.

**Metrics:**

- By December 2023, and then annually thereafter, the MSD has issued an RFP for an existing service and evaluated pricing.
- By December 2025, and bi-annually thereafter public survey respondents report an increase in trust in the MSD over the 2023 baseline year.



### **GOAL 3: The MSD has the ability to meet the structural replacement, improvement and growth needs of the communities we serve.**

#### **Objectives:**

- Establish a level of fund balance that provides protection and can be sustained proportional to the annual budget and ability to meet the capital replacement plan needs.
- Monitor economic trends so MSD can be responsive to economic downturns
- Protect public infrastructure through proper maintenance and capital improvements.
- Prioritize capital improvement projects.
- Develop a long-term capital improvements plan that looks out 10 years.
- Develop a 5-year capital improvements plan.
- Develop a 5-year maintenance plan.
- Identify and apply to at least one matching grant for capital improvements.
- Use available resources and financial advisors to provide the Trustees and financial staff an annual economic outlook that could impact MSD revenues or expenses.
- Create the map application for Capital Improvement Project (CIP) and keep it updated per data received from participating agencies by the end of each quarter. Integrate with sign postings with QR code.

#### **Metrics:**

- Annually, when emergencies arise, the MSD has the cash on hand to respond.
- On an annual basis, identify how many grants were applied for, the percentage of the ratio of external funds received compared to local, as well as the percentage of grants applied for versus the number received.
- By July 2023, a project tracking tool has been created to keep the board informed on current project phases.
- By May 2023, share the map with all MSD jurisdictions to be posted on their websites.

### **GOAL 4: Balance income and expenses through proper use of tax policy as well as managing expenses to ensure fiscal sustainability.**

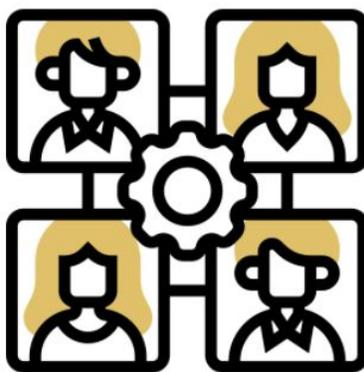
#### **Objectives:**

- Explore alternative revenue sources.
- Assess feasibility of a franchise tax, stormwater fee, property tax, and/or any other taxes municipalities can collect.
- Assess potential savings from a different building location.
- Assess savings of bringing services in-house.
- Conduct an analysis of retirement fund obligations.

#### **Metrics:**

- By December 2023, achieve financial structural balance.





## ORGANIZATIONAL EXCELLENCE

### **GOAL 1: Ensure plans are in place for the long-term sustainability of the MSD.**

#### **Objectives:**

- Establish a succession plan that includes identified workforce gaps.
- Ensure staff familiarization and organizational continuity through training and communication of the MSD's emergency plans.
- Identify the “what ifs” if personnel are absent and ensure cross training occurs so all essential functions continue in the event personnel are absent.
- Ensure ongoing evaluation of strategic plan implementation, with the ability to pivot and adjust for maximum impact.
- Document standard operating procedures for each division/department.

#### **Metrics:**

- By December 2023, 70% of retainable staff is retained annually.
- By December 2023, SOPs for each division/department have been developed.
- By December 2024, gaps have been identified via an agreed upon methodology and solutions have been established.

### **GOAL 2: MSD staff is happy, engaged, and prepared to do the work.**

#### **Objectives:**

- Ensure strong organizational alignment and practices are in place including project management.
- Establish and implement a coach/mentor program.
- Establish internal communication systems that allow for circles of feedback.



- Provide opportunities for professional development and growth opportunities.
- Promote innovative thinking and intelligent risk-taking.

**Metrics:**

- By December 2023, 70% of retainable staff is retained annually.
- By December 2024, 80% of staff report “happiness” via staff survey.
- By December 2024, 80% of staff report strong internal communication systems exist.

**GOAL 3: Foster a culture of mutual respect, trust and dignity at MSD.**

**Objectives:**

- Ensure MSD initiatives are aligned with municipalities and county’s needs.
- Promote the organization’s values.
- Encourage strong collaboration and planning between departments.
- Ensure the MSD has a culture of inclusive problem-solving that provides opportunities for staff input and feedback.
- Provide onboarding and ongoing training on expectations around organizational values, culture, and behavior expectations with a focus on integrity.
- Provide ongoing confirmation that the selection process includes checks for organizational values and culture alignment.

**Metrics:**

- By December 2023, and then annually, at least 90% of staff report they have received useful organizational and behavioral training.
- By December 2023, and then annually, at least 70% of staff report knowing and understanding the MSD’s mission, vision, and values.





## QUALITY SERVICES

### **GOAL 1: Customers experience timely, reliable, meaningful, and proactive customer service.**

#### **Objectives:**

- Maintain an online “one-stop shopping” system where community members can communicate their needs and concerns directly to the MSD and share and analyze the data collected.
- Respond quickly to customer inquiries, requests and complaints.
- Develop a customer service evaluation system that includes the ability to measure how long it takes to answer calls and emails, and how long it takes to resolve issues, an on-the-spot rating system from customers, and a tracking system that follows the first call through to when the issue was resolved and divides the measurement by department or service.
- Create an internal feedback loop to ensure lessons learned and key learnings are captured after public facing events.
- Notify residents of impending projects that may affect their neighborhoods or commute.

#### **Metrics:**

- By December 2023, at least 100 residents have submitted an online form to express their ideas, needs, issues and concerns directly to the MSD.
- By December 2023, at least 10% of those notified of impending projects have acknowledged or responded to the MSD in some way.
- By December 2025, and bi-annually thereafter public survey respondents report an increase in satisfaction in the MSD over the 2023 baseline year.
- By 2025, the MSD has in place an online “one stop shopping” system that can share and analyze the data collected and report it to the appropriate department or group.



## **GOAL 2: Infrastructure maintained and built by MSD is of high quality.**

### **Objectives:**

- Re-examine maintenance and replacement standards and identify and maintain an appropriate road condition index.
- The quality index of the roads is maintained in order to not be required to fund depreciation on a year-to-year basis.
- Keep updated surveys of needed road, sidewalk, park, storm drainage, and street lighting systems in each community.
- Improve capital project management.
  - Capture capital needs in General Plans.
  - Understand cyclical and structural deficits (internal / external) stakeholders and understand indicators of each
  - Re-examine committed amounts of funds balance
  - Needs assessment / gap analysis
  - Standardize cost estimation methodology
- Create an initial five-year pavement plan and set 2022 PW Operations budget to reflect it.
- Annually, review road condition index and evaluate our maintenance level against changes.
- Send out a maintenance survey to all MSD communities annually to collect information in support of future CIP.
- By 2024, complete primary transportation, storm drainage, sidewalk, park, and street lighting studies to guide capital and maintenance plans.

### **Metrics:**

- By May 2022, new maintenance and replacement standards are presented to the board with an update on the road condition index and plan to keep from having to depreciate roads.
- By May 2022, the five-year pavement plan and operational budget are approved by the Board.
- Annually the staff will present to the board an update on the state of the road, sidewalk, park, storm drainage, and street lighting systems in each community.
- By December of 2024 a complete capital and maintenance plan will be submitted to the board and the communities the MSD manages projects for.

