

# 2024



GREATER SALT LAKE  
**Municipal Services  
District**

# STRATEGIC PLAN

## Mission

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The MSD's mission is to deliver forward-thinking, innovative municipal services through a fiscally responsible, adaptable, and comprehensive approach tailored to each distinct community we serve.

## Vision

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The MSD's vision is to be the municipal service provider every community wants to work with.



GREATER SALT LAKE MUNICIPAL SERVICES DISTRICT *Strategic Plan 2024*

# Values

## Integrity and Transparency



- We safeguard the public trust through honest business practices, open communication, and responsible stewardship of municipal services and resources.
- We act consistently 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 in accordance with the State of Utah's GRAMA rules.

## 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 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 member's community needs with best business practices.
  - We make budgets with the best possible projections and compare actual performance to identify opportunities for improvement
  - We analyze our actual experience compared to the budget to get a quantitative analysis of revenue, expenses, overhead, and the impact of debt service

## Solution Oriented



- We are solution-oriented and continually seek to improve our services using data, research, quantitative evidence/analysis, and 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 curious and constantly find ways to improve our knowledge and skills to provide exceptional service to our customers.
- We take calculated risks by constantly looking at new technologies and trends in industries to find the best practices that bring the most efficient and cost-effective solutions.

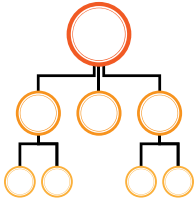




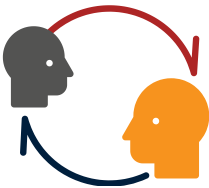
# Strategic Pillars



**Quality Services**



**Organizational Excellence**



**Community Engagement, Education & Communication**



**Fiscal Sustainability**



**Strategic Expansion**



**Environmental Stewardship**





## Quality Services

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

### Objectives:

- Maintain a user-friendly online “one-stop shopping” system where community members can directly communicate their needs and concerns to the MSD who can analyze and share the collected data.
- 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 for 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 concepts are captured after public events.
- Notify residents of impending projects that may affect their neighborhoods or commute.

### Metrics:

- By the end of 2024, and each year after that, the MSD will collect and evaluate customer feedback and satisfaction on the CityWorks online application portal.
- By the end of 2024, the MSD will have achieved an 80% first-time problem resolution rate.
- By the end of 2024, and each year after that, the MSD will receive community feedback from city councils and community members either electronically or in person.



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

### Objectives:

- Maintain road maintenance and replacement standards to preclude the need to fund depreciation on a year-to-year basis to create a five-year pavement plan and set an ongoing Public Works Ops and Engineering (PWOpsEng) budget.
- Maintain road, sidewalk, park, storm drainage, and street lighting systems inventory in each community to guide capital and maintenance plans.
- Annually, review the road condition index and evaluate our maintenance level against standards.
- Conduct a Transportation Master Plan for MSD Communities
- Develop a “Complete Streets” design, specific to each MSD Community
- Establish an “asset management” system within Cityworks to track capital assets.
- Establish a grants management SOP and track processes
- Send out a capital improvement/maintenance survey to all MSD communities annually to collect information in support of future Capital Improvement Plans.
- Look for better technologies or processes.
- Streamline delivery services and improve customer service.
- Improve capital project management.
  - Capture capital needs in General Plans
  - Collaborate with Public Works Operations and Engineering (PWOpsEng) to ensure that capital and maintenance projects are consistent with the council and general plan requirements and needs
  - Analyze committed funds balance to carry over projects
  - Standardize cost estimation methodology

### Metrics:

- Continue the collaborative efforts between PWOpsEng to ensure that capital projects and maintenance activities align with general plans and the needs of the communities that we serve.
- Annually the staff and PWOpsEng 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 May 2025, the rolling five-year pavement plan and operational budget will be approved by the Board.
- By December 2024 a complete capital and maintenance plan will be submitted to the board and the communities the MSD serves



## Goal 3: Establish consistent and high-quality service delivery.

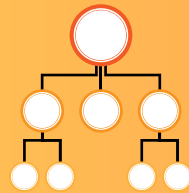
### Objectives:

- Continually re-evaluate the services provided to the communities we serve and scan the environment to ensure that we are utilizing efficient and sustainable software.
- Collect feedback from jurisdiction officials concerning the satisfaction of services provided.
- Hire and establish a Clerk to serve the needs of the MSD Communities.
- Provide the records management and other legal requirements for the MSD Communities.
- As part of the Human Resources position for the MSD, include the HR functions for the MSD member communities.

### Metrics:

- Each year, identify and attend industry conferences to evaluate other software and other jurisdictions' services.
- Each year, continue to work with state agencies and the county to attract and retain businesses to increase the commercial footprint in each of the members' jurisdictions.
- Each year, obtain grants to continue to enhance the walkability and commercial development of town centers for our members.
- Hire and establish a Clerk(s) to serve the needs of the MSD Communities.





## 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.
- 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.
- Determine what municipal services are missing from MSD communities, and evaluate the MSD role in providing, managing or outsourcing those services.

#### Metrics:

- Annually, evaluate the succession plan and identify staff for program development.
- By December 2024, annual staff retention is 85%.
- By December 2024, 85% of the staff report that they feel that they have a career with the MSD.
- By December 2024, SOPs for each division/department have been developed.
- Annually, employment gaps have been identified via an agreed-upon methodology and solutions have been established.
- Streamline technology and look for better technologies or processes.
- Streamline delivery services and improve customer service.





## **Goal 2:** MSD employees are happy, engaged, and prepared to perform their job functions.

### **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:**

- Annually, management provides one organization-wide training.
- By December 2024, annual staff retention is 85%.
- By December 2024, 80% of staff report "satisfaction" via staff survey.
- By December 2024, 4 employees will be participating in the leadership and professional development program.
- By December 2024, and for every year thereafter, 60% of the staff attend a professional training program in their field.

### 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 hiring process includes checks for organizational values and culture alignment.
- Provide opportunities for monthly staff social gatherings.

#### Metrics:

- MSD hosts pot-luck luncheons throughout the year, with Thanksgiving and Christmas celebrations.
- By December 2024, and then annually, at least 70% of staff report they have received useful organizational and behavioral training.
- By December 2024, and then annually, at least 70% of staff report knowing and understanding the MSD's mission, vision, and values.
- By December 2024, 95% of the staff have attended the internal leadership development class.
- By December 2024, 80% of staff report strong internal communication systems exist.
- By December 2024, 80% of staff report that they feel supported and heard as a team member.

### Goal 4: Finalize and implement the Comprehensive Emergency Management Plan (CEMP).

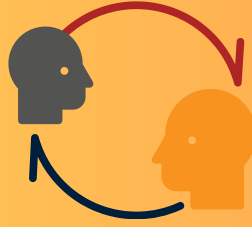
#### Objectives:

- By December 2024, all staff functioning as duty officers complete the required NIMS training.
- Ensure staff familiarization and organizational continuity through training and communication of the MSD's emergency plans for county-wide disasters.
- Identify the "what ifs" of the Continuity of Operation Plan (COOP) in a widespread disaster.
- Ensure ongoing evaluation of the CEMP and the COOP.
- Provide ongoing training opportunities for mayors and member emergency managers.
- By 2024 identify and supply emergency response equipment for the staff to use in the office in case of severe/physically threatening or extended emergencies.

#### Metrics:

- Annually, the COOP is reevaluated and updated for changes in job responsibilities and staffing.
- By December 2024, 100% of duty officers have completed their essential training.
- By December 2024, 100% of staff have received emergency gear and have received the essential training on their equipment.
- By December 2024, and every year thereafter, 100% of staff have participated in a facility evacuation drill.
- By December 2024, and every year thereafter, 100% of staff have participated in CPR and First Aid training





## Community Engagement, Education and Communication

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

### Objectives:

- Continuously execute community-specific needs assessments to attain a clear understanding of community priorities and aspirations and share a summary of results.
- In conjunction with the Economic Development Manager, provide open house opportunities to gain an understanding of community needs.
- Enhance and personalize the website and online presence for each community utilizing new website platforms.
- Establish “best practices” and/or SOP for marketing and social media for staff and volunteers at MSD community events.

### Metrics:

- By December 2024, at least 500 residents have given their input on community needs and their understanding of the services provided by the MSD.
- By December 2024, at least 100 residents have submitted an online form to express their ideas, needs, issues and concerns directly to the MSD.
- By October 2024, 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:**

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

### **Metrics:**

- Annually, ensure MSD board members receive applicable board training, either digitally or in person.
- 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 2024, a trackable communication process for elected officials has been developed.

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

#### **Objectives:**

- Ensure MSD staff are present at community activities to create strong, working relationships with the communities and constituents we serve.
- 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.
- Hold an annual open house that showcases the services that MSD provides.
- Continue providing MSD-branded "swag" at public events.
- 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.)
- Develop and maintain a user-friendly website and/or app that both educates and engages the public in MSD services.
- Create simple talking points to explain the role and value of the MSD for Community Leaders and MSD staff members.

#### **Metrics:**

- By December 2024, 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.
- Annually, update the traveling education center, materials, and swag.
- By December 2024, increase newsletter subscriptions by 50% from a baseline of 1,000 in 2023.
- By December 2024, and then annually, the MSD will hold an annual open house.
- By December 2024, present at industry events about the MSD and the services provided.



## Fiscal Sustainability

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

### Objectives:

- Evaluate the unit costs of services and level of service through KPIs to help identify service level requirements.
- Align the budget with the needs identified through community and elected official engagement on an annual basis.
- Establish a “Capital funding tool” to better coordinate MSD and community funding priorities.

### Metrics:

- Annually, revenues exceed expenses in each budget year.
- Annually, create a five-year economic forecast to ensure that income will cover projected expenses and capital development plans.
- Have external consultants analyze planning and development fees to develop an updated valuation table for 2025.
- By December 2025, planning and development fees cover the costs of services for which they are collected.
- Every two years, review fees to ensure that they are reasonable.
- Implement virtual inspections for simple projects.

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

### Objectives:

- Implement a periodic public trust survey.
- Continue the practice of 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 2024, 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 can meet the infrastructure 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 improvement plan that looks out 10 years.
- Develop a 5-year capital improvement 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 with an annual economic outlook that could impact MSD revenues or expenses.
- Create the map application for the Capital Improvement Project (CIP) and keep it updated per data received from participating agencies by the end of each quarter.
- Integrate sign postings with QR codes.
- Respond to emergency maintenance repair situations in the most effective manner.
- Evaluate the benefit and utility of grant applied for and staff time. Coordinate grants among MSD communities. Evaluate the suitability and provide leadership for the adoption of Impact fees in appropriate MSD communities.

#### **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 2024, a project tracking tool has been created to keep the board informed on current project phases.
- By December 2024, 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 the 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 potential savings of bringing services in-house or maintaining via contract.
- Analyze retirement fund obligations.

### **Metrics:**

- Annually, continue financial structural balance.

## **Goal 5: Create Economic Development opportunities for member entities.**

### **Objectives:**

- Explore alternative revenue sources.
- Provide economic development services to the member entities.
- Perform an economic development analysis on each member entity that identifies:
  - Potential commercial tax base growth
  - Potential enhancements to the community to attract businesses,
  - Potential new businesses to relocate to the community,
  - Potential redevelopment opportunities for each community.
- Perform a sustainability analysis on each member entity to identify potential needs to be funded by imposing property tax.
- Align growth management with the values each member community has with data that support where and when infrastructure can or should develop.

### **Metrics:**

- Annually, continue financial structural balance.
- By December 2025, perform an economic development analysis on each member entity.
  - Present results to respective councils
  - Create and present short and long-term strategies
  - Annually, provide training to each council and planning commission about the potential economic development within their respective community.





## Strategic Expansion

**Goal 1:** Establish or expand a commercial taxing base for each community.

### Objectives:

- Perform an economic development analysis on each member entity that identifies:
  - Potential commercial tax base growth
  - Potential enhancements to the community to attract businesses,
  - Potential new businesses to relocate to the community,
  - Potential redevelopment opportunities for each community.
- Perform a sustainability analysis on each member entity to identify potential needs to be funded by imposing property tax.
- Align growth management with the values each member community has with data that support where and when infrastructure can or should happen.
- Develop a capital improvement and replacement list.

### 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.).
  - Send out a monthly dashboard of KPIs of services.
  - On an on-going basis, evaluate existing technologies for efficiencies and quality of services and make recommendations for improvements. Implement new services identified within 18 months.
- By December 2024, and then annually, hold an annual summit or retreat for MSD members.
- Continue partnering with Metros to develop and share a priority list of legislative and ordinance changes for local adoption.



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

### Objectives:

- Create marketing material describing the functions and services provided by the MSD. 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).
- Identify unit costs or hourly rates for MSD services so that we can provide cost-for-service estimates for contracted services.

### Metrics:

- Create a business model to expand, streamline and improve the services and technologies MSD offers.
- Annually, make our services known to other agencies for their consideration of contracting with the MSD.
- Continue presenting at local and national industry conferences to showcase the MSD, its services and capabilities.
- Annually, obtain feedback/survey input on at least one service area to determine if any gaps in service levels or types exist.

### Goal 3: Develop a relationship with Kennecott, Inland Port and other community infrastructure partners.

#### Objectives:

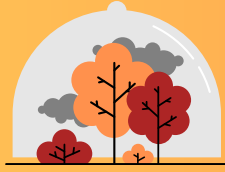
- Compliment the mission of the Utah Inland Port Authority (UIPA) to maximize long-term economic benefits in Utah by developing and optimizing economic project areas and logistics-based infrastructure.
- Connect with UIPA to grow our member communities through developing project areas.
- Conceptualize projects that will make an economic impact on our member communities.
- Develop a relationship with Kennecott.
- Establish relationships with community infrastructure partners to coordinate efforts and to share long-range planning goals, such as Rocky Mountain Power, Dominion Energy, School Districts, Water and Sewer Districts and Utah Department of Transportation.
- In coordination with Salt Lake County, develop a Commercial/Industrial development plan for the West Bench, to increase the County's tax base.

#### Metrics:

- Identify potential projects for collaboration with the UIPA.

#### Overarching Objective

- Strengthen members communities for long-term sustainability.
- Expand community boundaries by viable annexations of land for commercial and residential purposes.
- Prepare member communities for the upcoming Winter Olympics.
  - Create transportation plan
  - Create housing plan
  - Create or enhance gathering locations for local celebrations
  - Strengthen supporting commercial activities



## Environmental Stewardship

### Goal 1: Develop an Environmental Preparedness Plan.

#### Objectives:

- Perform an analysis to identify the process to create a plan to aid in environmental management and hazardous waste during construction processes.
- Describe and outline how the impact of land development will be mitigated, and the surrounding environment will be protected during development and construction in compliance with the building and development code, by jurisdiction.
- Highlight stakeholder requirements to evaluate builders' compliance.
- Be knowledgeable about the Great Salt Lake and the proposed dry-up date and identify potential impacts on our member communities.

#### Metrics:

- Identify the process to create an environmental management plan for building and land development.
- Develop the plan for integration into the building process.

### Goal 2: Outreach with other agencies.

#### Objectives:

- Develop sustainable relationships with other governmental and non-governmental agencies that focus their purpose on environmental issues and mitigation.
- Monitor State strategies and preparedness for the environmental impact of a future "dry-up" of the Great Salt Lake. Analyze the impact on member communities.

#### Metrics:

- Develop a collaborative relationship with two agencies such as the National Institute of Environmental Health Sciences (NIH) and FEMA.
- Follow reports from The Great Salt Lake Commissioner Dr. Brian Steed.