

Manhole Rehab			
Category	Maintenance	Sub-Category	Rehab
Department	Wastewater	Evaluation Criteria	Service & Benefit
Location	Joshua	Priority Ranking	
<b>Project Description:</b> Rehab manholesin Joshua			
Diameter	Estimated Project Cost		
Length	Design	\$	-
Justification:	Easements	\$	-
	Construction	\$	100,000.00
	Other	\$	-
	Total	\$	100,000.00
Notes:			
Map Page	Varies		

Greenhill Phase 2			
Category	Maintenance	Sub-Category	Rehab
Department	Wastewater	Evaluation Criteria	Health & Safety
Location	Greenhill Drive	Priority Ranking	

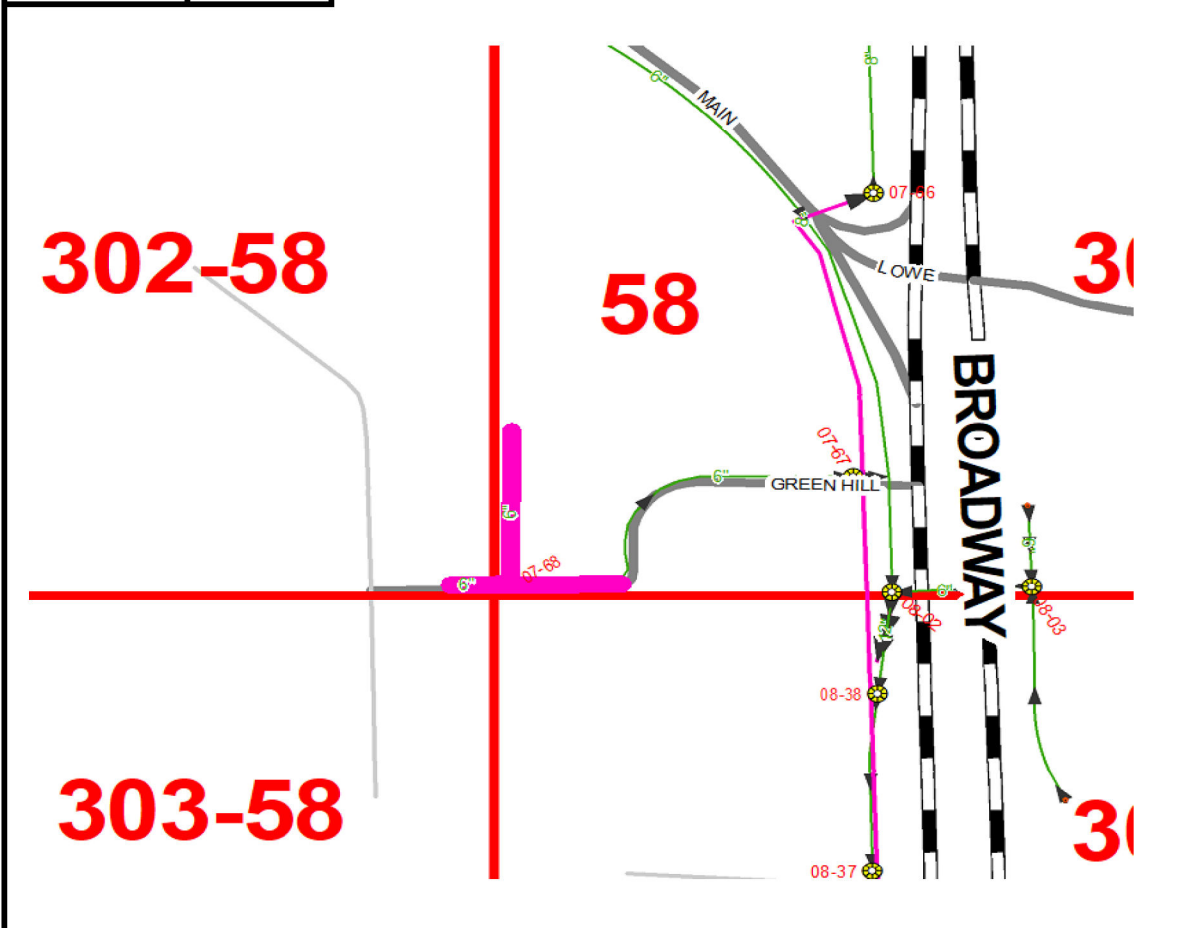
**Project Description:**

replacement of clay tile pipe, adding 2 manholes (2021 Project was split into 2 phases due to price increase in materials/labor)

Diameter	6	Estimated Project Cost	
Length	240	Design	\$ -
Justification: clay pipe breakdown, no manholes		Easements	\$ -
		Construction	\$ 100,000.00
		Other	\$ -
		Total	\$ 100,000.00

**Notes:**

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Budget Year 2022

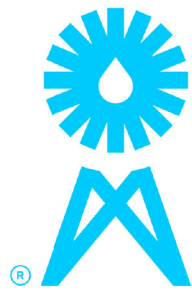
Main Street Sewer Line Replacement			
Category	Maintenance	Sub-Category	Rehab
Department	Wastewater	Evaluation Criteria	Health & Safety
Location	Main Street, Joshua	Priority Ranking	
<b>Project Description:</b> replacement of 6" Clay pipe from MH 01-12 to Clean Out			
Diameter	6	Estimated Project Cost	
Length	400	Design	\$ -
Justification:		Easements	\$ -
		Construction	\$ 33,000.00
		Other	\$ -
		Total	\$ 33,000.00
Notes:			
Map Page	301		

Budget Year 2022

FM 917 to Avenue F Line Replacement			
Category	Maintenance	Sub-Category	Rehab
Department	Wastewater	Evaluation Criteria	Health & Safety
Location	Main Street, Joshua	Priority Ranking	
<b>Project Description:</b> replacement of 6" pipe from FM 917 MH 02-30 to Avenue F MH 02-36			
Diameter	6	Estimated Project Cost	
Length	510	Design	\$ -
Justification:		Easements	\$ -
		Construction	\$ 115,500.00
		Other	\$ -
		Total	\$ 115,500.00
Notes:			
Map Page	302		

Budget Year 2022





# JCSUD

## GOALS AND OUTCOME MEASURES



## General Manager's Office 2022 GOALS and OUTCOME MEASURES (GOM)

**Units/Departments:** CUSTOMERS, DISTRICT BOARD AND DEPARTMENTAL SERVICES

**Vision:** *JCSUD will become Texas' preeminent Special Utility District by consistently fulfilling mandates to supply potable water in a safe, timely and environmentally compliant manner. Dedicated to innovation, stewardship, collaboration, and excellent customer service.*

**Mission Statement:** *JCSUD's Constancy of Purpose to maximize value-added-work will ensure all its customers continually receive potable water effectively, efficiently and economically.*

### Organizational Management

*All Goals in this category must be met in order to gain credit for this goal.*

Goal #1	<b>Goal Name:</b> <b>Adopt a Transparent Balanced Annual Budget</b>	<p>A. General operational expenses for the 2022 budget will be submitted to the Finance Department on or prior to ____, 2022.</p> <p>B. Revenues and supplemental requests for the 2022 budget will be submitted to the Finance Department on or prior to ____, 2020.</p> <p>C. Capital projects for the 2022 budget will be completed prior to ____, 2022.</p>
	<b>Team Leader:</b>	General Manager/ Finance Manager
	<b>Outcome Measure:</b>	Yes or No compliance as determined by the Finance Department that each of the components of budget was submitted by the deadline in sufficient form.
	<b>Data Plan:</b>	<p>The Department Head will ensure that the reports are prepared, reviewed for quality, and forwarded by the due dates noted in A, B, and C above. Quality is defined as:</p> <ul style="list-style-type: none"> <li>• Spreadsheets/software were filled out correctly in all required areas</li> <li>• numbers were accurate</li> <li>• spelling and grammar were satisfactory</li> <li>• adequate communication with Finance took place to ensure desired changes were reflected properly</li> <li>• sufficient explanation was evident where comments were requested</li> </ul>
	<b>(This section should be completed at the end of the year)</b>	
	<b>Result:</b>	
	<b>Comments:</b>	

<b>Goal #2</b>	<b>Goal Name:</b> <b>An Organizational Chart and employee Job Descriptions are established and are maintained that communicate an individual's responsibility.</b>	An Organizational Chart and employee Job Descriptions are established and are maintained that continually communicate an individual's responsibility and authority is not segregated and establish Segregation-of-Duty (an individual or group cannot create and conceal an error), Span-of-Control (supervisors have less than seven direct reports) and Unity-of-Command (all employees report to only one boss).
	<b>Team Leader:</b>	General Manager
	<b>Outcome Measure:</b>	Yes or no compliance as determined by the GM's office that the GOM Draft. Chart and Job Descriptions are annually reviewed and updated by the respective Managers.
	<b>Data Plan:</b>	The Department head will determine the staff structure and ensure timely submission of the staff Structure.
	<b>(This section should be completed at the end of the year)</b>	
	<b>Result:</b>	
	<b>Comments:</b>	

<b>Goal #3</b>	<b>Goal Name:</b> <b>Accurate Timely Capital Status Report</b>	The JCSUD Capital Status Monthly Report will be completed with accuracy and quality, entered, and approved by the Department Head, to the Finance Department, no later than the 5 <sup>th</sup> day of the following month. <i>(If your department does not submit a Monthly Capital Status Report, mark the Results as Not Applicable.)</i>
	<b>Team Leader:</b>	System Development Manager
	<b>Outcome Measure:</b>	Yes or No compliance as determined by the Capital Asset Department that the number of monthly dates were met -- no less than 10.
	<b>Data Plan:</b>	The Department Head will ensure that the reports are prepared, reviewed for quality, and forwarded by the due dates noted above. Quality is defined as: <ul style="list-style-type: none"> <li>• Spreadsheets/software were filled out correctly in all required areas</li> <li>• numbers were accurate</li> <li>• spelling and grammar were satisfactory</li> <li>• sufficient explanation was evident where comments were requested</li> </ul>
	<b>(This section should be completed at the end of the year)</b>	
	<b>Result:</b>	
	<b>Comments:</b>	

<b>Goal #4</b>	<b>Goal Name:</b> <b>Adopt a 2022 Goals and Outcome Measures (GOM) Plan</b>	The First Draft of the 2022 Goals & Outcome Measures Plan will be submitted to the General Manager's office no later than _____, 2021. The Final 2022 Goals & Outcome Measures Plan will be submitted to the General Manager's office no later than _____, 2022.
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	<b>Team Leader:</b>	General Manager
	<b>Outcome Measure:</b>	Yes or no compliance as determined by the GM's office that the GOM Draft Plan was submitted by ____, 2021, and the Final Plan was submitted by ____, 2022.
	<b>Data Plan:</b>	The Department head will determine GOM goals and ensure timely submission of the Draft and Final Plans.
	<b>(This section should be completed at the end of the year)</b>	
	<b>Result:</b>	
	<b>Comments:</b>	

<b>Goal #5</b>	<b>Goal Name:</b> <b>Review Risk Management</b>	<p>A) The Liability, Property Casualty, and Workman's Compensation total preventable loss dollar goal of \$_____ will not be exceeded.</p> <p>B) 100% of required safety meetings will be completed by ____, 2021.</p> <p>C) Two Safety Self-Inspections will be completed, one in the first half of the year and one in the second half of the year.</p>
	<b>Team Leader:</b>	Human Resource Manager
	<b>Outcome Measure:</b>	<p>Yes or No compliance as determined by the Human Resource Manager:</p> <p>A) Loss dollar goal is not exceeded for 2020.</p> <p>B) 100% of required safety meetings are conducted as evidenced by dated Agendas and Attendance sheets.</p> <p>C) Two Safety Self-Inspections are conducted as evidenced by dated Safety Self-Inspection checklists.</p>
	<b>Data Plan:</b>	Agendas and Attendance Sheets will be prepared, where required by the Human Resource Manager, and Safety Self-Inspection Checklists will be completed. Department Head will ensure that A, B, and C measures are met, and documents are forwarded to the Human Resource Manager.
	<b>(This section should be completed at the end of the year)</b>	
	<b>Result:</b>	
	<b>Comments:</b>	

<b>Goal #6</b>	<b>Goal Name:</b> <b>Health, Safety and Environmental risks to Personnel, Customers and Property.</b>	The forefront of all the District's decisions and activities is the mitigation of Health, Safety and Environmental risks to Personnel, Customers and Property.
	<b>Team Leader:</b>	GM
	<b>Outcome Measure:</b>	<p>Yes or No compliance as determined by the General Manager:</p> <ul style="list-style-type: none"> <li>Prior to all hazardous work being performed, risk mitigation reviews are conducted, documented and used to proactively prevent identified risks. Any/all subsequent incidents are reported in writing. All personnel are subject to random drug testing.</li> </ul>
	<b>Data Plan:</b>	Agendas and Attendance Sheets will be prepared, where required by the Human Resource Manager, and Safety Self-Inspection Checklists will be completed. Department Head will ensure that measures are met, and documents are forwarded to the GM.
	<b>(This section should be completed at the end of the year)</b>	
	<b>Result:</b>	

Comments:	
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### **Service Standards**

*Each achieved Customer Service Goal is counted as one, i.e., 4 out of 5 Goals = a score of 4.*

Develop Goals that are specific to serving our customers – internal or external – by our department.

<b>Goal #7</b>	<b>Goal Name:</b> <b>Customer Complaints to the General Manager's Office</b>	Customer Complaints received at the General Manager's Office will be responded to within two working days from receipt at the Department.
	<b>Team Leader:</b>	General Manager (GM)
	<b>Outcome Measure:</b>	90% of complaints were responded to or actioned within two business days, as determined by the GM.
	<b>Data Plan:</b>	<p>A. The GM is responsible for logging Customer Complaints that come to the GM office and to forward the complaint to the appropriate department for response. The log contains</p> <ul style="list-style-type: none"> <li>• the date the complaint was received</li> <li>• the name and contact information of complainant, if available</li> <li>• the nature of the complaint</li> <li>• the name of the Department responsible for a response</li> <li>• the date the complaint was forwarded to the Department</li> <li>• a date by when the Department contacted the complainant or actioned the problem</li> <li>• a yes or no response that complaint was resolved</li> </ul> <p>B. The Department must respond to the GM no later than two days after receipt of the complaint to verify that contact to the complainant was made.</p> <p>C. If no complainant information is available, the Department must respond to the GM within two working days of receipt of what action will be taken to address or fix the problem.</p>
<b>(This section should be completed at the end of the year)</b>		
	<b>Result:</b>	
	<b>Comments:</b>	

<b>Goal #8</b>	<b>Goal Name:</b> <b>Customer Complaints to the Department</b>	In addition to Customer Complaints received from the General Manager's Office, all complaints received directly into the Department will be responded to or actioned within two working days from receipt at the Department.
	<b>Team Leader:</b>	Department Head
	<b>Outcome Measure:</b>	90% of complaints were responded to or actioned within two business days.



<b>Data Plan:</b>	<p>The Department will maintain a log of incoming complaints directly to the Department and respond to the complainant or action the item within two days.</p> <p>A. The Department is responsible for logging Customer Complaints that come directly to the Department (other than those originating from the GM office) and to respond. The log contains</p> <ul style="list-style-type: none"> <li>• the date the complaint was received</li> <li>• the name and contact information of complainant, if available</li> <li>• the nature of the complaint</li> <li>• the name of the person responsible for a response</li> <li>• the date the complaint was forwarded to the responsible person</li> <li>• a date by when the department contacted the complainant or actioned the problem</li> <li>• a yes or no response that complaint was resolved</li> </ul> <p>B. If no complainant information is available, the Department must log what action will be taken to address or fix the problem.</p>
<b>(This section should be completed at the end of the year)</b>	
<b>Result:</b>	
<b>Comments:</b>	

<b>Goal #9</b>	<p><b>Goal Name:</b> <b>District Board Satisfaction</b></p> <p>District Board will be satisfied with the work of District Staff, Goals &amp; Outcome Measures and progress towards District Board priorities. Board members believe that the result of staff work is useful and can adequately be measured through the development of outcome measures, which are tied to staff evaluations and compensation, and will agree that substantial progress has been made towards the District Board's priorities.</p> <p>The "Best Year Yet" process will be used to establish the Board's priority areas.</p>
	<b>Team Leader:</b> General Manager and Staff
	<b>Outcome Measure:</b> At least 80% of District Board members (5 out of 7) will agree/strongly agree that substantial progress has been made towards the District Board's priorities.
	<b>Data Plan:</b> An annual survey of the District Board will be conducted. (Staff will forward a memo outlining what the priorities have been for the year and the progress that has been made in each area.)
<b>(This section should be completed at the end of the year)</b>	
	<b>Result:</b>
	<b>Comments:</b>

<b>Goal #10</b>	<p><b>Goal Name:</b> <b>Competitive Total Compensation Plan</b></p> <p>District Department Heads will agree that the total compensation plan (salary, benefits, training, fitness, outstanding employee bonus program, etc.) is competitive with the market and result in their ability to attract and retain superior employees.</p>
	<b>Team Leader:</b> General Manager/Human Resource Manager

<b>Outcome Measure:</b>	At least 60% of District Department Heads will agree/strongly agree that the total compensation plan (salary, benefits, training, fitness, outstanding employee bonus program, etc.) is competitive with the market and result in their ability to attract and retain superior employees. (This Customer Service Standard is a Human Resource Customer Service Standard and is incorporated into the General Manager's score only.)
<b>Data Plan:</b>	The District's annual internal survey will be used to determine the actual level of Department Head satisfaction with the compensation plan
<b>(This section should be completed at the end of the year)</b>	
<b>Result:</b>	
<b>Comments:</b>	

### Efficiency Measures

*Each achieved Efficiency Goal is counted as one, i.e., 4 out of 5 Goals = a score of 4.*

Develop Goals that specifically target processes or operational activities within our departments that can result in improved efficiency, productivity, enhanced revenue or improved or reduced overhead and expenditures.

<b>Goal #11</b>	<b>Goal Name:</b> <b>Timeliness of Monthly Project Report to District Board</b>	The Monthly Project Report – provided by all departments for monthly updates on Capital Projects, major department projects, and major policy changes – will be communicated to District Board and the GM by the 30 <sup>th</sup> of each month (and will be placed on the District's intranet site).
	<b>Team Leader:</b>	General Manager/ System Development Manager
	<b>Outcome Measure:</b>	At least 90% of the time, the Monthly Project Report will be conveyed to District Board and the GM by the 30 <sup>th</sup> of each month.
	<b>Data Plan:</b>	Each department will be responsible for monthly updates by or before the 25 <sup>th</sup> of each month, (these months include the months of November through October). A log will be kept, and a report on department and deadlines – as well as submission by the 30 <sup>th</sup> – will be forwarded to the GM by _____, 2021.
	<b>(This section should be completed at the end of the year)</b>	
	<b>Result:</b>	
	<b>Comments:</b>	

### Improvement Goals

*The achievement of all Improvement Goals is counted as 1. The Improvement Goals score is determined by dividing the number of all unachieved Goals by the total number of all attempted Goals, i.e., 3 out of 4 Goals = .75; 4 out of 4 Goals = 1*

Develop Goals that may be strategic in their objective; may be large or small project goals; may specifically target how our Departments operate overall; or may be specific to one activity. They may improve our culture, our work environment, or our interaction with other departments. They may not necessarily be monetary in nature.

<b>Goal #12</b>	<b>Goal Name:</b> <b>Employee Brown Bag</b>	The GM will conduct at least two, if not more, Brown Bag meetings in the Fall of 2021 in order to communicate with employee's progress and decisions on the 2022 budget and on compensation issues. Number of
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	<b>Meetings with the GM</b>	meetings will be determined by the amount of information and/or changes taking place.
	<b>Team Leader:</b>	General Manager
	<b>Outcome Measure:</b>	Yes or No regarding meetings held
	<b>Data Plan:</b>	The GM will supply the date(s) of the meetings. (The Executive Committee will speak with the Employees regarding the types of topics that employees would like to discuss in Brown Bag meetings. Information from this meeting will determine additional Brown Bag meetings.)
	<b>(This section should be completed at the end of the year)</b>	
	<b>Result:</b>	
	<b>Comments:</b>	

<b>Goal #13</b>	<b>Goal Name:</b> <b>"Let Me Speak to the Manager" meetings</b>	Three to Four lunch meetings with the GM will be held in department locations so that employees can meet and talk more informally with the GM on topics and issues that <i>they</i> are concerned about.
	<b>Team Leader:</b>	General Manager
	<b>Outcome Measure:</b>	Yes or No regarding meetings taking place.
	<b>Data Plan:</b>	Dates and locations of each meeting will be kept in a log.
	<b>(This section should be completed at the end of the year)</b>	
	<b>Result:</b>	
	<b>Comments:</b>	

<b>Goal #14</b>	<b>Goal Name:</b> <b>Response Plan to Results of Organizational Assessment Questions in "Employee Survey"</b>	By the end of August 2022, a review of the results of the Organizational Assessment questions contained in an "Employee Survey" will be conducted and a plan to respond to those results will be created with the assistance of the Human Resource Manager. The execution of that plan would be expected to take place in the 2022 GOM year and a goal for the successful execution of the plan will be created as a Customer Service Goal for 2022.
	<b>Team Leader:</b>	General Manager
	<b>Outcome Measure:</b>	Yes or No regarding plans being created.
	<b>Data Plan:</b>	Plan document
	<b>(This section should be completed at the end of the year)</b>	
	<b>Result:</b>	
	<b>Comments:</b>	



**Department/Program:**

**HUMAN RESOURCE MANAGEMENT / COMMUNICATIONS**

**Mission Statement:**

The mission of the JCSUD Human Resource Department is to ensure the District has the best in class public servants so our customers benefit from exceptional customer service.

### **Service Standards**

*Each achieved Service Goal is counted as one, i.e., 4 out of 5 Goals = a score of 4.*

**Develop Goals that are specific to serving your customer – internal or external – by our Department.**

<b>Goal #15</b>	<b>Goal Name:</b> <b>Customer Communications</b>	Customers will agree that the quality and quantity of information that they receive from the District is good.
	<b>Team Leader:</b>	General Manager/Human Resource Manager
	<b>Outcome Measure:</b>	At least 70% of the Customers will agree/strongly agree that the quality and quantity of information that they receive from the District is very good.
	<b>Data Plan:</b>	The Annual Customer Survey will be used to determine the Customer satisfaction level. (Define information that is sent out.)
	<b>(This section should be completed at the end of the year)</b>	
	<b>Result:</b>	
	<b>Comments:</b>	

<b>Goal #16</b>	<b>Goal Name:</b> <b>Service to District Staff</b>	District employees who have used Community Relations services (press releases, newsletters, brochures, etc.) will agree that the service is accurate, accessible, responsive and informative.
	<b>Team Leader:</b>	General Manager/ Human Resource Manager
	<b>Outcome Measure:</b>	At least 85% of District employees who have used Community Relations services (press releases, newsletters, brochures, etc.) will agree/strongly agree that the service is accurate, accessible, responsive and informative.
	<b>Data Plan:</b>	District employees will be surveyed once per year through the internal survey to determine their level of satisfaction.
	<b>(This section should be completed at the end of the year)</b>	
	<b>Result:</b>	
	<b>Comments:</b>	

## **Efficiency Measures**

*Each achieved Efficiency Goal is counted as one, i.e., 4 achieved out of 5 Goals = a score of 4.*

**Develop Goals that specifically target processes or operational activities within our department that can result in improved efficiency, productivity, enhanced revenue or improved or reduced overhead and expenditures.**

<b>Goal #17</b>	<b>Goal Name:</b> <b>Social Media Productions</b>	At least 4 "District Matters" productions will be filmed and shown on Facebook.
	<b>Team Leader:</b>	General Manager/Human Resource Manager
	<b>Outcome Measure:</b>	Yes or No as to deadline met.
	<b>Data Plan:</b>	A copy of the show DVDs will be provided to the GM by _____, 2022.
	<b>(This section should be completed at the end of the year)</b>	
	<b>Result:</b>	
	<b>Comments:</b>	

<b>Goal #18</b>	<b>Goal Name:</b> <b>"External News"</b>	Quarterly "Inside JCSUD" will be created and distributed to external customers. A weekly "What's Happening in JCSUD" will be distributed to external customers.
	<b>Team Leader:</b>	General Manager
	<b>Outcome Measure:</b>	Yes or No as to deadline met.
	<b>Data Plan:</b>	A copy of each issue will be submitted to the General Manager's Office by November 6 <sup>th</sup> of each year or GM will see each publication on-line at date of publishing.
	<b>(This section should be completed at the end of the year)</b>	
	<b>Result:</b>	
	<b>Comments:</b>	

## **Improvement Goals**

*The achievement of all Improvement Goals is counted as 1. The Improvement Goals score is determined by dividing the number of all unachieved Goals by the total number of all attempted Goals, i.e., 3 out of 4 Goals = .75; 4 out of 4 Goals = 1.*

**Develop Goals that may be strategic in their objective; may be large or small project goals; may specifically target how our departments operate overall; or may be specific to one activity. They may improve our culture, our work environment, or our interaction with other departments. They may not necessarily be monetary in nature.**

<b>Goal #19</b>	<b>Goal Name:</b> <b>E-Comment "Open District Hall" Meetings</b>	"Open District Hall" online and do at least five topics for the public to comment on by Nov. 1 <sup>st</sup> .
	<b>Team Leader:</b>	General Manager/Human Resource Manager

<b>Outcome Measure:</b>	Have system in place.
<b>Data Plan:</b>	Show system and copies of each topic discussion.
<b>(This section should be completed at the end of the year)</b>	
<b>Result:</b>	
<b>Comments:</b>	

<b>Goal #20</b>	<b>Goal Name:</b> <b>Get the Young Involvement</b>	Create and implement at least 4 new ways for 20-40-year old's to be involved in the District.
	<b>Team Leader:</b>	General Manager/Human Resource Manager
	<b>Outcome Measure:</b>	Have systems in place.
	<b>Data Plan:</b>	Provide documents and event validation and proof they occurred.
	<b>(This section should be completed at the end of the year)</b>	
	<b>Result:</b>	
	<b>Comments:</b>	

<b>Goal #21</b>	<b>Goal Name:</b> <b>District Staff Communication</b>	Create a page on District Source for employees to ask questions to GM by ____, 2022
	<b>Team Leader:</b>	General Manager
	<b>Outcome Measure:</b>	Have method in place.
	<b>Data Plan:</b>	Provide page copies as proof.
	<b>(This section should be completed at the end of the year)</b>	
	<b>Result:</b>	
	<b>Comments:</b>	

**Department/Program:**

## Customer Service Department

**Mission Statement:**

Work with each Department to enhance or improve District business and customer service processes, enhance the ability of the District organization to meet/exceed customer and stakeholder expectations and make the workplace a better environment for both staff and customers.

### ***Service Standards***

*Each achieved Customer Service Goal is counted as one, i.e., 4 out of 5 Goals = a score of 4.*

**Develop Goals that are specific to serving our customer – internal or external – by our Department.**

Goal #22	<b>Goal Name:</b> <b>Board Goals &amp; Outcome Measures</b>	By _____, 2022 deploy All District Efficiency Goals and Improvement Goals to each Department.  By _____, 2022: (1) review all Department surveys; (2) set up 2022 surveys, SurveyMonkey system and customer survey normalization; (3) set up tracking system for new format of customer service standards, efficiency goals and improvement goals; and (4) Review with Department Heads the 2022 Internal and External Survey data and develop process for communication of outcomes.
	<b>Team Leader:</b>	General Manager
	<b>Outcome Measure:</b>	Yes or No as to deadlines met
	<b>Data Plan:</b>	Documentation of each task.
	<b>(This section should be completed at the end of the year)</b>	
	<b>Result:</b>	
	<b>Comments:</b>	
Goal #23	<b>Goal Name:</b> <b>Customer Survey</b>	By _____, 2022 gather input from departments and send updated Customer Survey out for execution.
	<b>Team Leader:</b>	General Manager
	<b>Outcome Measure:</b>	Yes or No as to deadlines met
	<b>Data Plan:</b>	Copy of email to consultant to be provided to the General Manager.
	<b>(This section should be completed at the end of the year)</b>	
	<b>Result:</b>	
	<b>Comments:</b>	

## **Improvement Goals**

*The achievement of all Improvement Goals is counted as 1. The Improvement Goals score is determined by dividing the number of all unachieved Goals by the total number of all attempted Goals, i.e., 3 out of 4 Goals = .75; 4 out of 4 Goals = 1.*

**Develop Goals that may be strategic in their objective; may be large or small project goals; may specifically target how our departments operate overall; or may be specific to one activity. They may improve our culture, our work environment, or our interaction with other departments. They may not necessarily be monetary in nature.**

<b>Goal #24</b>	<b>Goal Name:</b> <b>Customer Service Training Program</b>	By _____, 2022: (1) conduct Customer Service Needs Assessment with Departments; (2) begin to develop program/curriculum for Customer Service Training tailored to each department's needs;
	<b>Team Leader:</b>	General Manager/HR
	<b>Outcome Measure:</b>	Yes or No as to deadlines met
	<b>Data Plan:</b>	Training plan will be documented – both for common training elements and for individualized components for each department. A list of possible trainers will be created.
	<b>(This section should be completed at the end of the year)</b>	
	<b>Result:</b>	
	<b>Comments:</b>	

<b>Goal #25</b>	<b>Goal Name:</b> <b>Data-Driven Decision Making</b>	Development of consultation and training availability for all Managers and Supervisors around how to identify Performance Measures (Operational, Customer and Financial data) that can be used to help them make business decisions and manage their operations. Effort will include the selection of the appropriate data analysis techniques that help them understand the data set and differentiate between "noise" and "signal."
	<b>Team Leader:</b>	General Manager
	<b>Outcome Measure:</b>	Sign off by Leadership Team as to approach and beginning of implementation – including individual consultation and placement within Supervisory Training regimen.
	<b>Data Plan:</b>	TBD
	<b>(This section should be completed at the end of the year)</b>	
	<b>Result:</b>	
	<b>Comments:</b>	

<b>Goal #26</b>	<b>Goal Name:</b> <b>Assessment of GOM Targets</b>	Review current and historic targets for customer service, compare with benchmarks, and recommend changes to encourage continuous improvements. Review methods for establishing other District goals and targets and develop guidelines and recommendations for improvements.
	<b>Team Leader:</b>	General Manager
	<b>Outcome Measure:</b>	Sign off by General Manager on recommendations by _____, 2022.
	<b>Data Plan:</b>	Copy of recommendations to be kept by General Manager.
	<b>(This section should be completed at the end of the year)</b>	
	<b>Result:</b>	
	<b>Comments:</b>	



**Department/Program:**

## **Finance (Procurement/Purchasing)**

**Mission Statement:**

The Finance Department provides a unified purchasing system that ensures integrity and fairness, with centralized responsibility for oversight of solicitation, vendor selection, negotiation, award, contract management, reporting, and emergency logistical support for the benefit of the District departments.

### **Service Standards**

*Each achieved Customer Service Goal is counted as one, i.e., 4 out of 5 Goals = a score of 4.*

**Develop Goals that are specific to serving our customer – internal or external – by our Department.**

<b>Goal #27</b>	<b>Goal Name:</b> <b>Department Head Annual Survey Results</b>	The Finance Department will receive an average score of 85% Strongly Agree/Agree in the categories of “accurate, timely, responsive, and knowledgeable” on the “Department Head Annual Survey”.
	<b>Team Leader:</b>	General Manager
	<b>Outcome Measure:</b>	The General Manager’s Office will calculate the score on the “Department Head Annual Survey” and provide the results when the GOMs are scored at the end of the year.
	<b>Data Plan:</b>	Calculated average score on the “Department Head Annual Survey”.
	<b>(This section should be completed at the end of the year)</b>	
	<b>Result:</b>	
	<b>Comments:</b>	

<b>Goal #28</b>	<b>Goal Name:</b> <b>Financial Statements are accurate and consistently represent the true financial position of the District.</b>	Meter PM schedules are established and followed. A water balance is done daily.  The Finance Department will receive an average score of 85% Strongly Agree/Agree in the categories of “accurate, timely, responsive, and knowledgeable.”
	<b>Team Leader:</b>	General Manager
	<b>Outcome Measure:</b>	<i>A water balance is done daily to ensure the integrity of the data being reported is the data used to produce the financials.</i>
	<b>Data Plan:</b>	Calculated average score on the “Department Head Annual Survey”.
	<b>(This section should be completed at the end of the year)</b>	
	<b>Result:</b>	
	<b>Comments:</b>	

**Department/Program:** System Development

**Mission Statement:** The mission of the System Development is to encourage responsible growth, maintain a comprehensive mapping system and protect the integrity of the existing infrastructure by applying proper planning, design and financial practices.

### **Improvement Goals**

*The achievement of all Improvement Goals is counted as 1. The Improvement Goals score is determined by dividing the number of all unachieved Goals by the total number of all attempted Goals, i.e., 3 out of 4 Goals = .75; 4 out of 4 Goals = 1.*

**Develop Goals that are specific to serving our customer – internal or external – by our Department.**

<b>Goal #29</b>	<b>Goal Name:</b> <b>Provide a reliable and sustainable water supply for all of Johnson County</b>	Development of consultation and training availability for all Managers and Supervisors around how to identify Performance Measures (Operational, Customer and Financial data) that can be used to help them make business decisions and manage their operations. Effort will include the selection of the appropriate data analysis techniques that help managers understand the data set.
	<b>Team Leader:</b>	General Manager/ System Development Manager
	<b>Outcome Measure:</b>	Expansion of CCN area, Investigate Regional Utility Status, Investigate Acquisitions of Small Near System Organizations, Wholesale water agreements/infrastructure with all potential municipalities/planned neighborhoods.
	<b>Data Plan:</b>	Documentation of each task.
	<b>(This section should be completed at the end of the year)</b>	
	<b>Result:</b>	
<b>Goal #30</b>	<b>Goal Name:</b> <b>Optimize existing and potential water supply land use.</b>	Investigate/Acquire reservoir areas; Actively work to be a preferred alternative to private property wells.
	<b>Team Leader:</b>	General Manager/ System Development Manager
	<b>Outcome Measure:</b>	Relationship building with land development stakeholders to better align needs. Develop the internal ability (staffing, know how etc.) to function as an interagency steward for land development projects.
	<b>Data Plan:</b>	
	<b>(This section should be completed at the end of the year)</b>	
	<b>Result:</b>	
	<b>Comments:</b>	

<b>Goal #31</b>	<b>Goal Name:</b> <b>Expand sewer services to the extent of demand for the service.</b>	Development of consultation and training availability for all Managers and Supervisors around how to identify Performance Measures (Operational, Customer and Financial data) that can be used to help them make business decisions and manage development. Hold discussions with smaller municipalities about JCSUD operating existing systems and developing water treatment plans. Collaborate/examine existing systems and expansion options.
	<b>Team Leader:</b>	General Manager/ System Development Manager
	<b>Outcome Measure:</b>	Relationship building with land development stakeholders to better align needs. Develop the internal ability (staffing, know how etc.) to function as an interagency steward for land development projects.
	<b>Data Plan:</b>	
	<b>(This section should be completed at the end of the year)</b>	
	<b>Result:</b>	
	<b>Comments:</b>	

<b>Goal #32</b>	<b>Goal Name:</b> <b>Develop in house engineering capabilities for small to mid-scale infrastructure projects.</b>	Offset costs by offering a limited scope of engineering design services to municipalities/other agencies for a fee-based rate schedule. Vision: JCSUD Contracted Consulting Engineering Firm – water source, system transmission, plant-based design. THEN, JCSUD Inhouse engineering team – distribution system design and consulting engineering to wholesale customers...we provide your water and help design/maintain a system. An extension of the leadership concept which might pay for itself or contribute direct revenue to the district.
	<b>Team Leader:</b>	General Manager/ System Development Manager
	<b>Outcome Measure:</b>	
	<b>Data Plan:</b>	
	<b>(This section should be completed at the end of the year)</b>	
	<b>Result:</b>	
	<b>Comments:</b>	

<b>Goal #33</b>	<b>Goal Name:</b> <b>Develop Short to Medium-Term System-wide Water Loss Intervention Strategies</b>	The evaluation of short to medium-term opportunities will reduce the current real loss volume. Intervention strategies continue:  <ul style="list-style-type: none"> <li>• Improve failure location tracking and repair times,</li> <li>• Improve intervention frequency for proactive leak detection,</li> <li>• Improve pressure management,</li> <li>• Continue collecting/building a historical database of waterline “Failures”.</li> </ul> <b>Additional Proactive Initiatives - Engineering</b> We initiated a 3-month water loss study, via JCSUD engineering to determine the causes, locations, and amount of water loss from the water production and delivery systems. The Water Loss Study will utilize available water system production and use data to identify potential data handling



		<p>discrepancies, water metering discrepancies, and potential locations and amounts of suspected real loss from the system. Work required to complete the water loss study is described as follows:</p> <p><b>Deliverables...</b></p> <p>Engineering will utilize a Water Loss Spreadsheet and the monthly data installments provided by JCSUD to identify, locate and quantify specific areas of water loss from the system by comparing the amount of water produced at each individual source, the amount of water delivered into the distribution system through each designated entry-point to the distribution system, and the amount of water delivered to water customers and users.</p> <ul style="list-style-type: none"> <li>• Engineering will prepare four separate quarterly reports identifying and summarizing water loss from the system to include:</li> <li>• Losses attributed to each production source where data is available to identify loss from specific sources.</li> <li>• Losses between the designated entry-points into the distribution system and the customer.</li> <li>• Engineering will prepare a summary report of findings and recommendations for additional loss reduction measures.</li> </ul>
	<b>Team Leader:</b>	General Manager/ System Development and Operations Manager
	<b>Outcome Measure:</b>	Losses attributed to each production source where data is available to identify and repair loss from specific sources. Also, losses identified and repaired between designated entry-points into the distribution system and the customer.
	<b>Data Plan:</b>	
	<b>(This section should be completed at the end of the year)</b>	
	<b>Result:</b>	
	<b>Comments:</b>	





2021 JCSUD Customer Survey

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# RESULTS

Results tabulated on August 9, 2021

## **I. Introduction**

Surveys are one tool among many to help decision makers evaluate important aspects of any operation. Our commitment to taking great care of the families and communities we serve flows deep within all of us at JCSUD. It seems appropriate to "take stock" as comprehensively as possible each year. It is hoped that this survey can provide an additional tool to help collectively gauge the performance and expectations of JCSUD.

## **II. Confidence and Limitations**

No survey is perfect. Surveys can be useful if four important rules are followed:

- A clear goal of the survey is defined.
- The population is defined.
- The respondents are random, appropriate in size, and represent the population.
- Questions are unbiased.

### **Clear Goal**

The goal of the survey is to provide general feedback about the performance of JCSUD. The survey is not designed to set any policy or procedures or to make any official decisions. It is only general information to be used by and for District officials. As with any survey, the results are subjective and interpretive.

### **Population defined**

The electronic survey link was posted on the website and was sent through WaterSmart via email and text, as well as in a bill stuffer letter to all JCSUD customers that receive District utility bills. A paper copy of the survey was available in the JCSUD lobby and mailed to customers upon request. As such, while the survey is titled JCSUD Customer Survey, the results must be qualified as "customers who receive utility bills from the District." It is theoretically expected that those who receive utility bills represent the views of those households that comprise the District.

### **Sample of population**

As of August 9th, a total of 210 responses were received. Tabulations below. Ultimately, the response rate, representation, and randomness provide much confidence that the responses are a valid reflection of how the population as a whole might respond.

### **Unbiased questions**

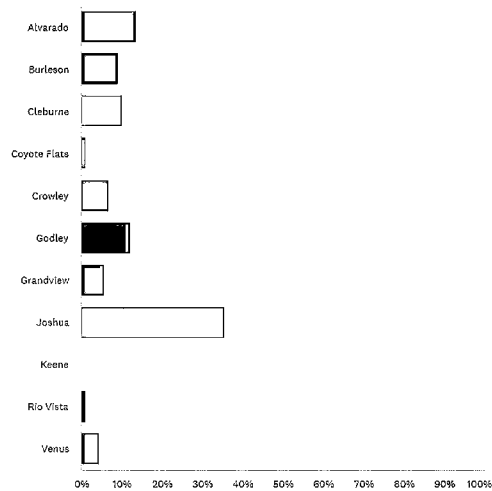
The questions in the survey are simply stated with appropriate response categories. This does not, however, preclude misinterpretations, unintended bias, or just plain mistakes. These "problems" do not inhibit the ability to draw general conclusions from valid responses, but it should prevent anyone from making any mandate from the resulting information.

## Who Responded? - Section 1:

The demographic information reflected in the tables on this page suggests a fair representation of the overall population.

Please tell us what community you live in.

Answered: 205 Skipped: 5



ANSWER CHOICES	RESPONSES	
▼ Alvarado	13.66%	28
▼ Burleson	9.27%	19
▼ Cleburne	10.24%	21
▼ Coyote Flats	0.98%	2
▼ Crowley	6.83%	14
▼ Godley	12.20%	25
▼ Grandview	5.85%	12
▼ Joshua	35.61%	73
▼ Keene	0.00%	0
▼ Rio Vista	0.98%	2
▼ Venus	4.39%	9
TOTAL		205

## District Contact - Section 2:

The following table details the level of responsiveness of the District:

Please rate the responsiveness of JCSUD to questions or requests.

Answered: 208 Skipped: 2



	UNACCEPTABLE	POOR	FAIR	GOOD	EXCELLENT	N/A	TOTAL	WEIGHTED AVERAGE
▼ ☆	1.92% 4	2.88% 6	7.69% 16	28.85% 60	32.69% 68	25.96% 54	208	4.18

Perceptions of Customer Engagement - Section 3:

The following table details the professionalism of JCSUD employees:

Please rate the professionalism of JCSUD employees.

Answered: 210 Skipped: 0




	UNACCEPTABLE	POOR	FAIR	GOOD	EXCELLENT	N/A	TOTAL	WEIGHTED AVERAGE
★	0.95%	2.38%	5.24%	24.76%	40.48%	26.19%	210	4.37
	2	5	11	52	85	55		

Conclusion and Recommendations

The survey information provides general direction with some mixed results. Overall, the customers are positive and satisfied with their experience with JCSUD. However, from the data, there appears to be some level of disconnect between the customers and the District. This suggests either the District is not fully representing the customers concerns, or the respective District investments have not coincided with the views/needs of the customer. In either case, increased communication, cooperation, and District organizational development may be a promising approach.

Ultimately, as resources are limited, it will be even more important to be aware of the differences in customer opinions, and the intensity of opinions, as the District researches appropriate water delivery solutions.



# JCSUD

## GLOSSARY

## Glossary

**Accrual basis:** Accrual basis accounting recognizes transactions when they occur, regardless of the timing of related cash flows. The application of accrual accounting techniques prevents distortions in financial statement representations due to shifts in the timing of cash flows and related underlying economic events near the end of a fiscal period.

**Amortization:** The reduction of debt through regular payments of principal and interest sufficient to retire the debt instrument at a predetermined date known as maturity.

**Business type activity:** Business type activities are financed in whole or in part by fees charged to external parties for goods and services. These activities are usually reported in enterprise funds which follow essentially the same accounting rules as a private enterprise.

**Depreciation:** Depreciation is the accrual accounting concept using various methods to expense capitalized costs of an asset over its estimated useful life.

**Expenditure:** The cost of goods delivered, and services rendered whether paid or unpaid.

**Fiscal year (FY):** The 12-month period, January 1st to December 31, to which the annual operating budget applies and, at the end of which, financial position and the results of operations are determined.

**Full-Time Equivalent (FTE):** A method to convert part-time hours worked to that of full-time worker in a like position based on 2080 hours per year.

**Fund:** Fund accounting is designed to demonstrate legal compliance and to aid financial management by segregating transactions related to certain government functions, activities or objectives with special regulations, restrictions, or limitations. A fund is a self-balancing set of accounts recording financial resources with all related liabilities resulting in equities or balances. The accounts of the District are organized on the basis of funds and account groups in order to report on its financial position and results of its operations.

**Fund Equity:** The difference between assets and liabilities reported in an enterprise fund.

**Generally Accepted Accounting Principles (GAAP):** Conventions, rules and procedures that serve as the norm for the fair presentation of financial statements.

**General Fund:** The District's major operating fund to account for all financial resources except those accounted for in another fund.

**Government Finance Officers Association (GFOA):** The GFOA of the United States and Canada is a professional organization of public officials united to enhance and promote the professional management of governmental financial resources by identifying, developing and advancing fiscal strategies, policies and practices for public benefit.

**Modified Accrual:** The modification of full accrual accounting; in the example of this budget, amortization and depreciation expenses are not included in the operating budget.

**Net Assets:** The difference between assets and liabilities of assets and liabilities of proprietary funds. Net assets maybe further divided into unrestricted and restricted amounts like constraints of legislation or external parties, trust amounts for pensions or pools, or other purposes like invested in capital assets, net of related debt.



**Operating budget:** The operating budget is the authorized revenues and expenditures for on-going district services and is the primary means by which a government is controlled. The life span of an operating budget is typically one year. Personnel costs, supplies, and other charges are found in an operating budget.

**Revenue:** The income of the District used to fund operations. Typical revenue examples for the District are charges for services, interest, fees and developer contributions.

**Special Utility District (SUD):** is a special-purpose district or other governmental jurisdiction that provides public utilities (such as water and wastewater) to the residents of that district.



## SKYLINE DRIVE LANDOWNERS' ASSOCIATION WATER SYSTEM (I260060)

### Exhibit C

To bring the LOA onto the system and provide adequate service and eliminate a red line situation, the District has two options:

Option 1-Minimum infrastructure to provide adequate service to the LOA

- Installing a 4-inch water line along CR 915, from the end of the existing JCSUD 4-inch water line at Clearview Drive to the entrance of Skyline Drive. Approximately 1,730 LF
- Installing a 4-inch water line along Skyline Drive from CR 915 to the 3- inch water line on Skyline Drive, approximately 500 LF.

The cost to install Option 1 infrastructure is approximately \$150,000.

OPPC-Skyline Drive LOA 4-INCH	
Construction Cost	COST
Parts	\$ 15,720.15
Labor	\$ 83,325.00
Meters/Taps	\$ 10,947.90
Construction Sub-Total	\$ 109,993.05
Contingency-15%	\$ 16,498.96
Non-Construction	COST
Engineering Plans	\$ 15,000.00
Inspection	\$ 6,000.00
Testing	\$ 2,500.00
Non-Construction Sub-Total	\$ 23,500.00
Total Project Cost	\$ 149,992.01

Option 2-Allows for future growth or line extension in the area.

- Installing an 8-inch water line along CR 915, from the end of the existing JCSUD 4-inch water line at Clearview Drive to the entrance of Skyline Drive. Approximately 1,730 LF
- Installing a 4-inch water line along Skyline Drive from CR 915 to the 3- inch water line on Skyline Drive, approximately 500 LF.

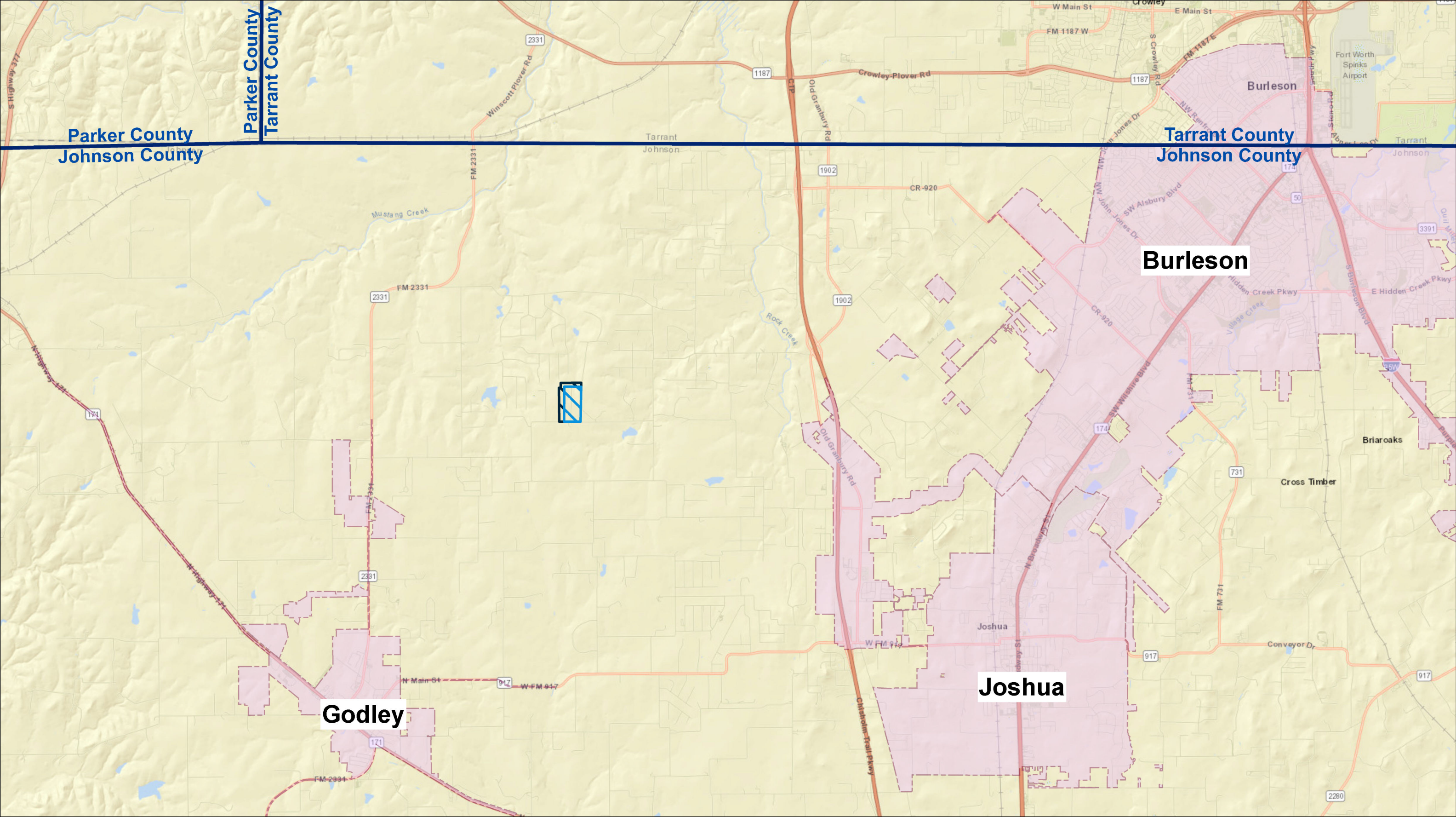
The cost to install Option 2 infrastructure is approximately \$201,500.



OPPC-Skyline Drive LOA 8-INCH	
Construction Cost	COST
Parts	\$ 44,091.95
Labor	\$ 99,475.00
Meters/Taps	\$ 11,027.70
Construction Sub-Total	\$ 154,594.65
Contingency-15%	\$ 23,189.20
Non-Construction	COST
Engineering Plans	\$ 15,000.00
Inspection	\$ 6,000.00
Testing	\$ 2,500.00
Non-Construction Sub-Total	\$ 23,500.00
Total Project Cost	\$ 201,283.85

# Exhibit D

Name	Class	License Number	Type
Tyler Lyles	C	WG0014309	Water
Kellie Holloway	A	WO0043472	Water
Brian Pollock	C	WG0003891	Water
James Alexander	A	WO0023738	Water
Joe Young	C	WG0017926	Water
John Longoria	C	WG0015090	Water
Everett Duncan	C	WG0017103	Water
John Curlee	C	WG0018962	Water
Miguel Trevizo	C	WG0018963	Water
Chase Opinker	C	WG0017264	Water
Don Finnell	C	WG0018974	Water
Ann Daniells	A	WO0038030	Water
James Todd	C	WG0012513	Water
Jonah Harris	C	WG0019194	Water
Chad Bullard	C	WG0000334	Water
Ignacio Vasquez	B	WG0013206	Water
Curtis Harper	A	WO0036300	Water











### General Location Map

**Transfer All of Skyline Drive Landowners Association  
Water System (CCN No. 12479) to  
Johnson County SUD (CCN No. 10081) and Amend CCN No. 10081**

#### Legend

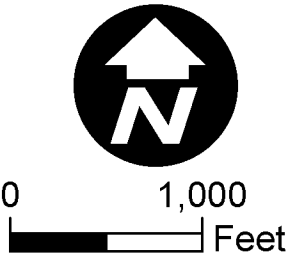
-  County Lines
-  Requested Area to Transfer from CCN No 12479 to CCN No. 10081
-  Requested Area to Amend (Add) to CCN No. 10081
-  City Limits-2022





**Detail Map**

**Transfer All of Skyline Drive Landowners Association  
Water System (CCN No. 12479) to  
Johnson County SUD (CCN No. 10081) and Amend CCN No. 10081**



- Legend**
- County Lines
  - Requested Area to Transfer from CCN No 12479 to CCN No. 10081
  - Requested Area to Amend (Add) to CCN No. 10081