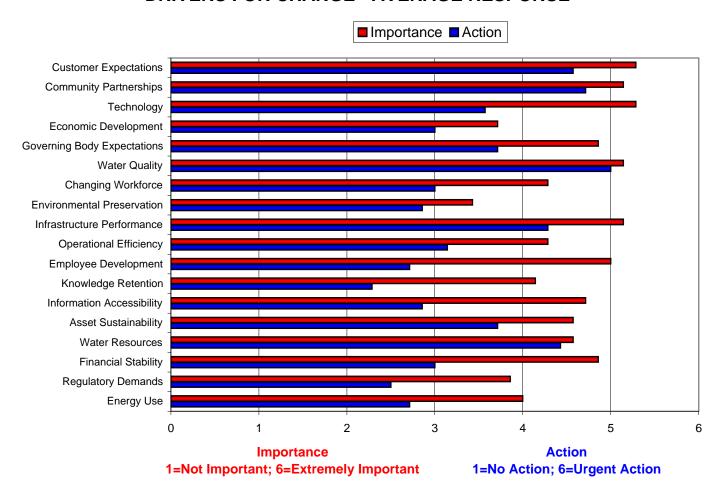
DRIVERS FOR CHANGE - AVERAGE RESPONSE



	Number of Responses IMPORTANCE						
	1	2	3	4	5	6	
Customer Expectations					4	2	
Community Partnerships					5	1	
3. Technology					5	1	
Economic Development		1	1	3	1		
Governing Body Expectations				2	2	2	
6. Water Quality					5	1	
7. Changing Workforce			1	1	4		
Environmental Preservation		2		2	2		
Infrastructure Performance					5	1	
10. Operational Efficiency				4	2		
11. Employee Development			1	1	2	2	
12. Knowledge Retention	1			2	2	1	
13. Information Accessibility			1	1	3	1	
14. Asset Sustainability				2	4		
15. Water Resources			1		4	1	
16. Financial Stability				1	4	1	
17. Regulatory Demands		1	1	1	3		
18. Energy Use		1		1	4		

	Nui	mhor of					
	Number of Responses						
	ACTION						
1	2 3 4 5 6						
			2	4			
			2	4			
		4		2			
	2	2	2				
		2	3	1			
				6			
	1	4		1			
	4			2			
		1	2	3			
		5	1				
1	1	3		1			
2	2	1		1			
	3	2		1			
	1	1	3	1			
		1	2	3			
	3	1		2			
	3	1	1				
1	2	1	1	1			

Experience or Capability - Average Response The organization's overall approach to work is more collaborative (joint effort) versus confrontational (opposing effort instead of cooperating). The success with implementing change across the organization has been successful and sustained versus quickly falling back to the 'old ways'. The organization stays focused on its direction and achieving goals versus being easily distracted and frequently changing direction. The organization consistently demonstrates a commitment to continuous improvement versus satisfaction with the status quo. The organization typically adapts quickly and effectively to change versus slowly and efficiently. The work style in the organization is more interdependent (inter-connected when appropriate) versus autonomous (independent or "siloed"). The leadership style in the organization is more participative (high levels of involvement) than command and control (hierarchical). Within the organization information is openly and freely shared with all employees versus being held "close to the vest" by a few people. When problems are encountered, the organization takes action to move forward versus becoming paralyzed and denying problems exist. Within the organization there is a history of finding new ways to solve problems versus using the same old ways to solve problems. 1.0 2.0 3.0 0.0 4.0 5.0 6.0

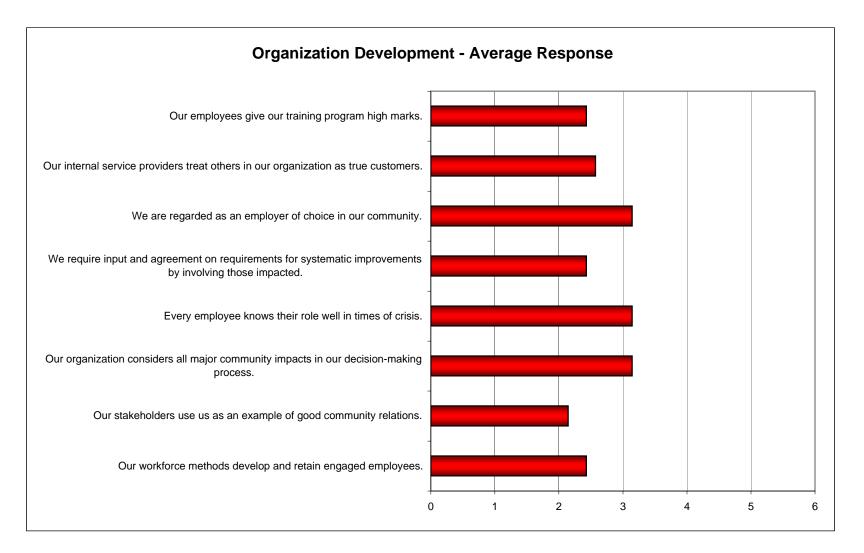
Number of Responses						
1	2	3	4	5	6	
	1	2	2	1		
		3	3			
	1	1	2	2		
1	1	1	2	1		
1	2	3				
1	1	1	3			
	2	4				
	3	2	1			
	1		5			
	1	1	4			

Customer Relations - Average Response We have a formal process for measuring customer satisfaction. We have a positive image and good credibility in the community. Our customers tell us the value of our service is equivalent to or greater than its We have and use contingency plans to minimize customer impact. We protect, restore and enhance the natural environment of our customers' community beyond our service obligations. We require customer stakeholder input before final decisions are made that affect them. Our customers observe that our employees' primary objective is to serve them. We provide flexible customer services (e.g., payment options, online account access, flexible hours, staffed customer service, scheduled service installations) for customer convenience and satisfaction. 0 2 3 5 6

Number of Responses						
1	2	3	4	5	6	
2	2	2				
	1	4	1			
3	1	1		1		
2	2		2			
	3	1		2		
1	4		1			
2	1		3			
		2	3	1		

Business Planning and Management - Average Response All of our master plans are clear, comprehensive, conveniently accessible to stakeholders and up-to-date. We emphasize to our customers that they have an effect on what we will do in the future. We make our major business decisions based on business cases and cost benefit analysis. Our financial performance is measured and available to the public on a regular basis. We know when replacement and rehabilitation are required for our critical or major infrastructure. We have and follow a business continuity plan to minimize the impacts of unplanned events. We consider the impact of the utility's decisions based on balancing the community's social, environmental, and economic needs. We plan for and manage to achieve long-term (e.g., 50 years) water quantity and availability. We are an active member and regularly participate with local, regional and federal stakeholder groups to affect our business. We minimize energy consumption in all areas of our business. 2 3 5 6

	Number of Responses						
1	2	3	4	5	6		
	1	1	4				
2	2	1	1				
		2	3	1			
1			3	2			
1		2	2	1			
1	2	1		1			
1	2	1	2				
1	1		4				
		1	3	2			
1	1	2	2				



Number of Responses						
1	2	3	4	5	6	
2	2	1	1			
1	3	1	1			
	3	2		1		
3		2	1			
	4		1	1		
	2	2	2			
2	3	1				
3	2			1		

Water Operations - Average Response We fully comply with regulatory requirements for clean, safe, and adequate potable water. Taste, odor or color are not problems in our community's drinking water. We optimize energy use, water quality and availability from our water sources to our customer's tap. Based upon the rates and fees we charge, we are able to fully fund our continuing operations. We routinely review our assets (e.g., pipes, plants, pump stations) to meet customer service levels and minimize maintenance costs. We have adequate contingencies (e.g., back-up power, alternate supply sources, reserve chemicals) for all anticipated, likely interruptions. In all our activities that affect our community environment, we always leave it better than we found it. We encourage, promote and enforce customer-based water conservation. We monitor and control our water resources and customer demands to continuously ensure adequate water supply. We have a process to periodically update our stakeholders about our critical business and operational challenges. 3 5 6

Number of Responses						
1	2	3	4	5	6	
		1	1	3	1	
	2	3	1			
		4	1	1		
	1		2	2	1	
	1	2		2	1	
			4	2		
	1	2		3		
1	3	2				
	1	1	2	1		
	2	2	1			