

# Engagement Survey Results

- Gallup Q12 & Scored Question Results

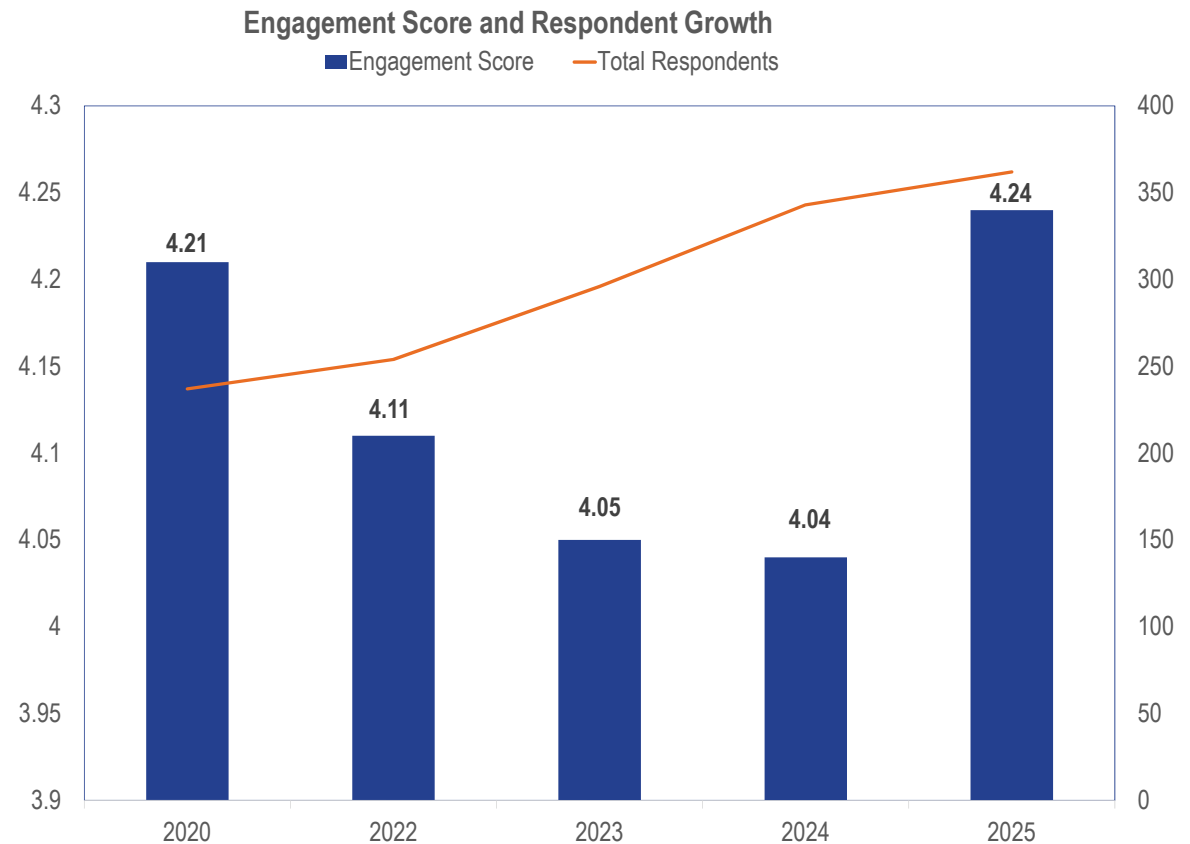
- August 28, 2025



# Engagement Score & Participation Result

## Significant Wins

- Employee Engagement is at an all-time high!!
- NBU increased engagement score by 0.20.
- Engagement score is in the 52<sup>nd</sup> percentile compared to other utilities.
- 89% participation



### Mission

Strengthening our community by providing resilient essential services



### Vision

Be a trusted community partner dedicated to excellence in service



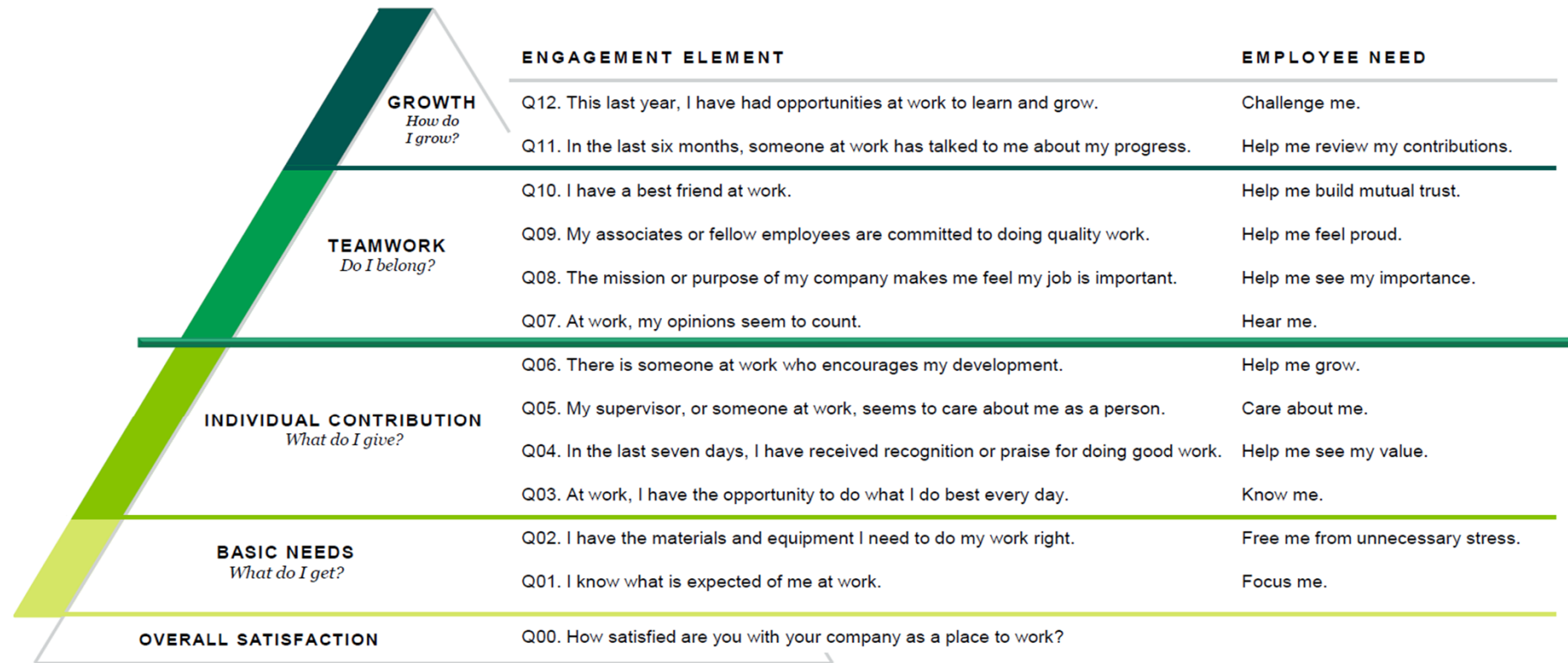
### Core Values

Safety, Team, Integrity, Culture, and Stewardship



# Gallup's Q12 Hierarchy

## The Items That Matter for Engagement — Gallup's Q12®



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# Q12 Results

## Significant Wins

- ALL questions showed an increase in engagement
- 5 questions resulted in a significant increase
- FY25 Action Items resulted in an increase in Q6 and Q12

Percentile Range in Gallup Database:

			1 <sup>st</sup> –24 <sup>th</sup>	25 <sup>th</sup> –49 <sup>th</sup>	50 <sup>th</sup> –74 <sup>th</sup>	75 <sup>th</sup> –89 <sup>th</sup>	≥90 <sup>th</sup>
ELEMENT PERCENTILES							
n Size = 362							
	MEAN	MEAN Δ	Workgroup Overall Q <sup>12</sup> Database (2020-2024) P-TILE				
Q00 Satisfaction	4.37	+0.15	66 <sup>th</sup>				
Q12 Learn & Grow	4.36	+0.21 ▲	60 <sup>th</sup>				
Q11 Progress	4.16	+0.15	53 <sup>rd</sup>				
Q10 Best Friend	3.99	+0.37 ▲	64 <sup>th</sup>				
Q09 Quality	4.30	+0.15	56 <sup>th</sup>				
Q08 Mission	4.35	+0.18	59 <sup>th</sup>				
Q07 Opinions	3.95	+0.24 ▲	44 <sup>th</sup>				
Q06 Development	4.25	+0.20 ▲	59 <sup>th</sup>				
Q05 Cares	4.41	+0.15	55 <sup>th</sup>				
Q04 Recognition	3.96	+0.30 ▲	56 <sup>th</sup>				
Q03 Do Best	4.26	+0.15	55 <sup>th</sup>				
Q02 Materials	4.37	+0.15	56 <sup>th</sup>				
Q01 Expectations	4.47	+0.08	46 <sup>th</sup>				

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# Engagement Index

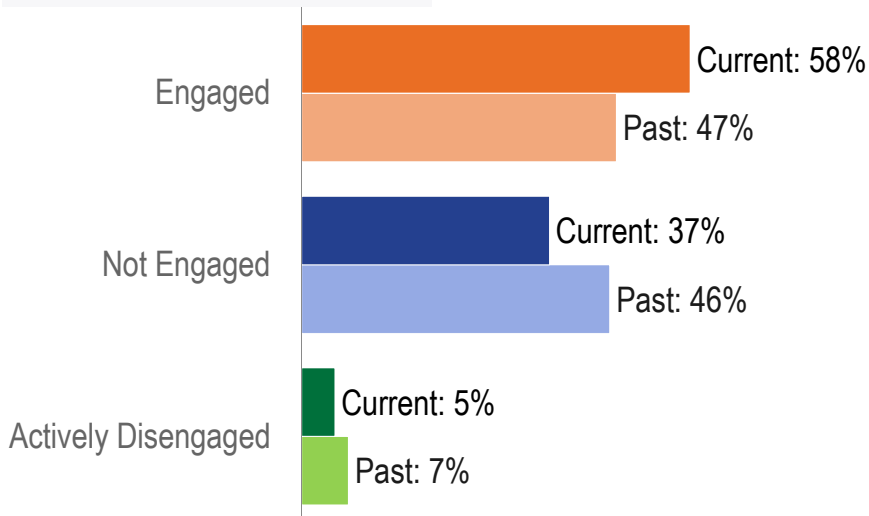
There is a powerful link between employees who are engaged in their jobs and the achievement of crucial business outcomes.

## ENGAGEMENT INDEX RATIO

11.6:1 Current

6.7:1 Past

## ENGAGEMENT INDEX



### Engaged

Employees are highly involved in and enthusiastic about their work and workplace. They are psychological "owners", drive performance, innovation, and move the organization forward.

### Not Engaged

Employees are essentially psychologically unattached to their work and company. Because their engagement needs are not being fully met, they're putting time – but not energy or passion – into their work.

### Actively Disengaged

Employees aren't just unhappy at work – they are resentful that their needs are not being met and are busy acting out their unhappiness. Every day, these workers potentially undermine what their engaged coworkers accomplish.

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# Custom Scored Questions

Questions	Respondents	Current Mean	Last Mean	Change
I have confidence in the leadership of the company to successfully manage emerging challenges.	361	4.06	3.86	▲+0.20
My manager keeps everyone well informed.	362	4.14	*	*
I feel free to express my thoughts, feelings, and disagreements to my supervisor.	361	4.17	4.00	0.17
I am able to maintain a healthy balance between work and personal commitments.	362	4.19	4.04	0.15
My company creates an environment where people can try, fail, and learn from mistakes.	362	4.17	3.98	0.19

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# Engagement Survey Action Items

- Presented by Dakota Folts  
(Employee Experience  
Team Representative)

- August 28, 2025



# Contributing Team Members



**David Hubbard**

Chief Administrative Officer

Executive Sponsor



**Adriana Sanchez**

Director of People & Culture

Team Lead



**Sarah McIver**

Learning & Development  
Specialist

Team Co-Lead



**Alyson Taylor**

Talent Acquisition Partner

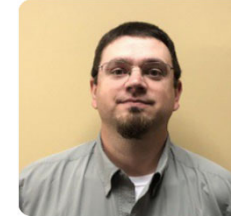
Team Administrator



**Dakota Folts**

Journeyman

Employee Champion



**Doug Clifton**

Water Operations Manager

Employee Champion



**Billy Shearer**

Safety Manager

Employee Champion



**Kimberley Klausner**

Resource Conservation  
Representative

Employee Champion



**Jessica Green**

Reliability & Resiliency  
Manager

Employee Champion



**Amy Watkins**

Records Assistant

Employee Champion



**Moses Chairez**

Senior Safety Officer (Water)

Employee Champion



**Stephanie Ruiz**

Technology Project Manager

Employee Champion



**Janelle Chapman**

Purchasing Administrator

Employee Champion



**Jamie Alvarez**

Water Treatment Plant  
Supervisor

Employee Champion

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# FY25 Action Items:

## Career

- Crucial Conversations 2.0: 100% of Supervisors and up attend Crucial Conversations for Accountability Training
- Establish Guidelines to Empower 1:1 Check-Ins
- 100% attendance for Emotional Intelligence Training for Leads & Above
- 25% of Departments will have a group L&D offered training.
- 100% of Employees are required to take 2 hours of training L&D or outside sources

## Social

- Establish Roadmap for Mentoring Program
- EET Establishes one additional all-employee event
- Implement Ongoing Anonymous Feedback System

## Financial

- Boot / Jean Stipend Increase
- Conduct "Compensation Process and Expectations for Calculating Raises" Roadshows
- Double Time for Emergency Pay

## Community

- Develop Plan for Enterprise Volunteer Opportunities

## Physical

- Walk the Floor of Your Store

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# Successes



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# FY26 Action Items



Q1, Q7 & Q9

- Action Item 1:** Leaders to schedule and conduct regular informal 1:1 feedback sessions with direct reports  
**Action Item 2:** Establish standardized role expectations by job level to promote consistency and transparency



Q3 & Q5

- Action Item 3:** 90% Attendance for Leads & Above to attend Gallup training on Conversations that Drive Performance/Conversations that Matter  
**Action Item 4:** Deliver customized training for 50% of departments



Q8 & CQ1

- Action Item 5:** Develop & communicate a standardized plan for cascading information  
**Action Item 6:** Executives/Directors to hold quarterly round table sessions for existing employees, one round table session for Tenured Employees.

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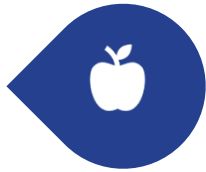
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# Action Item 7: Implement Low Hanging Fruit



1. Make All Job Descriptions Accessible to All Employees
2. Create and Release Department Org Charts and Responsibility Summaries



3. Address 4-10 and Hybrid Schedules
4. Develop formalized system for employees to sign up for individual Gallup Strengths Coaching Sessions



5. Revisit Vacation Time Usage
6. Communicate Status on Action Items Quarterly

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# Questions?

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