

I. FINANCIAL PLANNING, BILLING, AND CUSTOMER SERVICE

A. Enterprise Fund Protection	Support	Oppose	I Support w/Changes	No Boxes Checked	Changes
The Water Services Enterprise Funds should be restricted to support Water Services operations and overhead, and should not be transferred to other City funds.	20	2	13	2	<ul style="list-style-type: none"> -include by changing City Charter (12); by ordinance (5); by resolution (3) -no charter change(3) -add to end "..., unless the City Council and the Water Services Advisory Board decide there is an emergency need to transfer funds, in which case the emergency driven transferred funds will be repaid from the City to the Water Services Enterprise Funds within 5 years -change "...operations and overhead, and prohibited from being used to fund other City operations and/or programs" -change "..., and will not be transferred to other city funds. In annual reviews, if the funds are higher than what is planned rates will be decreased." -add "or used for any other purpose other an water related activities" to end
B. Financial Planning					
The City should establish and administer a long-range financial plan that guides decisions regarding water and wastewater rates. The City's water and wastewater financial plan should be based on the following principles:	30	0	4	3	
a) Rates should be based on revenue requirements to cover projected operational and maintenance costs <u>related to water and sewer, lender</u> debt service obligations, capital improvement program funding needs; and maintain adequate reserves for emergencies, debt-service ratios and other financial management requirements	25	1	9	2	<ul style="list-style-type: none"> add "relating to water and sewer dept. add "meeting lender requirements
b) Rates should be fair and reasonable while maintaining high quality services, balancing competing demands, and managing rate affordability	16	2	18	1	<ul style="list-style-type: none"> -include clarification on "balancing competing demands" i.e. environmental reguations, well outages, additional water purchases -rate increases should gradual if possible, revenue funds should be monitored so adequate, but not more than needed -insert "and meeting debt services ratios", based on actual demand and projected real needs -change "reasonable" to "equitable" (7) -add "to provide a real value for paid for" -add "and meeting lender requirements" (2) -add "based on actual demand and consumption" (2) -change fair and reasonable to "as low as possible" and strike "and managing rate affordability" -add ", and meeting lender servicing"
c) Rates should be designed to conform to federal and state requirements and guidelines	30	2	3	2	
d) The financial plan should be reviewed and approved by the <u>Water Services Advisory Commission</u> and City Council on an annual <u>or as needed</u> basis as part of the budget process.	32	1	3	1	<ul style="list-style-type: none"> -add in "and the Water Services Advisory Board" between the word Council and on -add "or as needed" at the end -add with Citizen committee
C. Billing					
a) The City should effectively manage its customer billing system and meet community needs and expectatons by providing accurate, consistent and timely billing services.	33	0	3	1	
b) Water and Sewer rate structure and an explanation of the rates <u>and supporting factual rate setting information</u> should be provided on <u>the City's website</u> .	34	0	2	1	<ul style="list-style-type: none"> -add "with supporting facts and figures to support the rates" to the end

c) The City should resolve delinquent accounts and unpaid bills through the implementation of <u>best management</u> practices <u>and in accordance with fair debt collection rules</u> .	28	1	7	1	add "fair debt collection act" (6) add "aggressively"
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D. Customer Service

The City should meet the needs and expectations of the community by providing courteous, timely, and reliable customer service.	35	0	1	1	
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E. Water and Wastewater Commission

The City should create an <u>appointed</u> Water Services Advisory <u>Commission</u> Board to review and analyze policies, <u>including financial policies</u> relating to Water and Wastewater services. The <u>Commission</u> Board should advise the City Council on water and wastewater policies by providing recommendations ensuring the citizens of the City of Glendale are provided a reliable, high quality and economical water supply, and a stable, environmentally safe, and economical wastewater collection and reclamation system.	23	1	13	0	change to Water Services Advisory Commission (13); add "financial policies" add "volunteer"
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F. Misappropriation of Funds

It is the opinion of the Citizens Task Force on Water and Sewer that the Mayor and City Council made a serious error in judgment when it approved the use of funds from the Enterprise Water & Sewer utility accounts for funding the NHL hockey team. This error has compounded the current financial crises for the city and put Glendale's financial status in jeopardy. This is unacceptable to the residents of Glendale. It is the recommendation of this task force the monies from all the Enterprise funds be kept separate from the general funds. In the future, these funds should only be used for utility needs, or for exceptional emergency situations. This will guarantee the stability of the Enterprise funds and keep them from being used for other questionable "business decisions". The payback of Enterprise funds already borrowed should be considered a priority debt and repayment should be completed before any other new debt obligations are incurred. The current twenty year payback period is unacceptable and should be accelerated!	4	27	4	2	-change 2nd paragraph delete "...utility" and replace with "water, wastewater, stormwater; and delete "or for exceptional emergency situations" -delete "...or for exceptional emergency situations"
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II. PUBLIC INVOLVEMENT AND COMMUNITY EDUCATION

	Support	Oppose	I Support w/Changes	No Boxes Checked	Changes
A. Public Awareness and Involvement					
a) The City should establish and maintain a public information and awareness program to increase the understanding of the value of Glendale's water and wastewater services to the community.	35	2	0	0	-add ... "current and future" Glendale residents...
b) The City should provide opportunities for citizen engagement regarding the sustainable management of water and the impacts to the well-being and quality of life for Glendale residents and businesses.	33	1	2	1	
B. Community Education and Outreach Programs					
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a) The City should provide a comprehensive water conservation program to meet and/or exceed state laws and regulations and promotes efficient water use.	25	1	10	1	-track costs vs benefits -add "funded with grants and donations"(4)
i. Promote and encourage water conservation through local and regional outreach events and activities.	31	3	2	1	
<u>ii. Providing ongoing educational classes promoting water conservation as a way of life and evaluate the effectiveness of the classes.</u>	29	2	5	1	-need to track businesses who violate these practices, follow up w/fines, etc. -add "if funding is available" -add "and monitor the success of classess"
iii. Evaluate the water conservation programs every three years to quantify the value of the direct services provided as well as the <u>estimated</u> water saved <u>through the City's water conservation program.</u>	26	5	5	1	-add "and the quantity of water saved as a result of the water conservation programs" -add "to educators"
<u>iv. Actively pursue grant and donation opportunities to help fund community outreach and education programs.</u>					
b) The City should provide programs to inform and educate residents, businesses, and neighborhood communities about environmental best practices related to water.	31	0	4	2	
i. Promote and encourage storm water and water quality awareness through local and regional outreach programs and events	26	4	5	2	-add "funded primarily with grants/donations "(2)
ii. Provide educational programs and materials for adults to inform and educate residents and businesses about in-house environmental best practices such as proper disposal of fats, oils and grease as well as storm water pollution prevention and other water quality issues	31	0	4	2	-add "if funding is available" -add "with grant funding"(2)
iii. Provide age-appropriate educational programs and materials for Glendale youth <u>and their respective grade level</u> educators.	28	2	6	1	-delete "and educators" use "grade level"(6)

III. REGIONAL COLLABORATION AND WATER RESOURCES SUSTAINABILITY

	Support	Oppose	I Support w/Changes	No Boxes Checked	Changes
A. Regional Collaboration					
a) The City should participate in regional water resources planning associations and stakeholder forums to ensure Glendale has a voice in the development of state and regional water resource policies. The City's membership in Arizona Municipal Water Users Association enables the City to advocate for sound water legislation and policies on a regional level.	33	0	4	0	
b) The City should maintain beneficial partnerships allowing us to explore opportunities to identify, acquire, and develop additional water resources.	35	0	2	0	
B. Water Service Area					
The City should prepare service cost, <u>rate impact</u> , and fiscal impact analyses for Council consideration prior to expanding the City's water and sewer service area.	33	0	2	2	-add " and overall cost to citizens" to the end
A. Water Resources Sustainability					
a) The City should ensure it has a safe and reliable water supply to meet current and future demand to ensure water resources sustainability.	35	0	1	1	
b) The City should update and keep current the City's water supply (resources) and demand projections and <u>water plan</u> .	32	0	4	1	-change "...the City's water requirements, demand projections, and plans to meet."
c) The City should continue to seek opportunities to acquire additional water resources, such as the 100-year water lease agreement pursuant to the 2008 White Mountain Apache Tribe water settlement.	35	0	0	2	
d) The City should maximize <u>and optimize</u> the use of its existing water resources through water reclamation (<u>direct reuse on golf courses, green areas, and for landscaping along roads</u>), aquifer storage, and other methods and practices when feasible and economically practical.	33	0	3	1	-reuse=graywater golf courses, green areas, road landscaping -change the word maximize to "optimize"
A. Drought Management					
a) The City should <u>have an updated and keep</u> current a drought ordinance and drought management plan to provide guidance and rules during major droughts that potentially result in water shortages.	33	0	3	1	-use drought plan:2004 (2)
b) The City should have <u>current</u> emergency response plans to ensure effective response to water and sewer emergencies.	35	0	2	0	-add "current" between have and emergency(2)
c) The City should have a public notification and drinking water quality advisory plan to ensure that City effectively communicates with the public when serious water quality violations occur.	35	0	2	0	

IV. OPERATIONS AND INFRASTRUCTURE

	Support	Oppose	I Support w/Changes	No Boxes Checked	Changes
A. Water and Sewer Infrastructure					
The City should establish and maintain modern systems and infrastructure that consistently provide high quality and efficient water and sewer services to the community.	32	0	4	1	-monitor costs of what is being used now, to what is in the market place
B. Water Distribution					
The City should have an effective water distribution system that provides:					
a) Reliable water delivery with adequate pressures to meet <u>or exceed</u> domestic requirements and fire protection needs	32	0	3	2	-add "exceeds"
b) Water quality that meets <u>or exceeds</u> all <u>federal, state and county</u> requirements	24	0	12	1	-add the word "exceeds" (11) -do not add the word exceeds (1) -add "Federal and State" before requirements
c) <u>Minimal (limited) water loss due to leakage and other causes of water loss.</u>	35	0	2	0	-add "or other causes of water loss" -change to "Limit water loss due to leakage and losely monitor loss rates"
d) Accurate water meters	36	0	1	0	
C. Urban Irrigation					
The City should evaluate options for urban irrigation users to pay for services and water received.	25	2	10	0	-change to "The city should require that urban irrigation users pay for the full monetary value of services and water received" -add "at current competitive rates" -add "the cost" between for and service -add "and to develop a plan to move customers off this supply method by 2022" -add "phase in over 10-15 years" -change "evaluate options" to "require" (2) -change "...options to reduce its obligations for urban irrigation , and for these users to pay ..." -add "phase in" (2)

D. Water Reclamation

The City should continue to build, operate and control its own wastewater reclamation facility or facilities in Glendale to meet current and future demands and continue to dispose of any wastewater sludge at the 91 st Avenue SROG Regional Wastewater Treatment Plant.	32	3	2	0	
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E. Wastewater Collections

The City should establish and maintain an effective wastewater collections program providing reliable wastewater services to customers and minimizing sewer spill overflows, and evaluate the need to dedicate more resources to the wastewater maintenance program to increase the amount of pipe miles inspected and hydro-cleaned.	21	1	13	2	add "if funding is available"
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F. Storm Water Management

The City should develop and maintain a storm water program to protect the quality of storm water and to comply with applicable environmental and water quality laws and regulations, and evaluate the need to dedicate more resources to the storm water maintenance program to increase the amount of inspections and cleaning.	21	2	12	2	add " at no additional cost (fees) to residents"
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G. Purchasing of Goods or Services

The City should continue to explore opportunities to utilize intergovernmental purchasing agreements for procuring goods or services when it is advantageous to the City.	34	0	2	1	
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V. EMPLOYEE DEVELOPMENT, RETENTION, SAFETY AND PRODUCTIVITY

	Support	Oppose	I Support w/Changes	No Boxes Checked	Changes
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A. Employee Development and Retention

The City should provide employee development opportunities that reward performance, encourage staff retention, <u>continue cross-training</u> , and ultimately prepares the Water Services work force to meet any future business challenges to include:	27	2	8	0	-add "continue/promote crosstraining" (3) -add "when funding is available"
a) Establishing and implementing a knowledge retention and succession planning program.	29	1	5	2	add "capture/document knowledge on a continuum" add "crosstraining"
b) Continuing to involve and engage employees to enhance job satisfaction and teamwork	28	2	5	2	add "continue to crosstrain staff to ensure redundancy and coverage" (2)
c) Evaluating staffing levels and ensuring adequate funding is available to maintain necessary staffing levels through the annual budgeting process.	31	1	4	1	-add "if budget will allow"
d) Ensuring Water Services is competitive in attracting, developing, and retaining high performing employees.	32	3	1	1	

B. Productivity through Optimization

The City should continuously strive to optimize the performance and efficiency of its water and wastewater system facilities and operations by utilizing sound <u>business</u> principles and best <u>management</u> practices to include:	36	0	1	0	-add "management" between best and practices... -change "...by utilizing sound business principles and best management practices..."
a) Continuing to explore/consider opportunities to partner with other cities and other agencies to improve the cost recovery and efficiency/use of current water and wastewater infrastructure.	34	0	1	2	
b) Continuing to benchmark its operations and practices with comparable cities to ensure top performance.	35	0	0	2	

C. Productivity through Information Technology

The City should effectively utilize and integrate information technology that supports the business needs and optimizes the productivity of Glendale's water and wastewater enterprise to include conducting a study or evaluation on smart water meters for commercial and residential applications to determine cost, benefit and feasibility.	28	0	9	0	-continue smart meters, pay plan such as electric utilities use -study should be "in-house"
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D. Safety

The City should ensure the safety and health of its employees through effective management, training, and establishment of best <u>management</u> practices that meets or exceeds water and wastewater industry and <u>Federal OSHA</u> standards.	32	0	5	0	-add "and Federal OSHA standards"
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