

City of Glendale

Citizen Task Force on Water and Sewer

Notes from Facilitated Session

▪ Comments from TF Members/Post it Notes - 10/02/12

Group I.

I. PUBLIC INVOLVEMENT AND COMMUNITY OUTREACH - (12 blue)

A. Public and Community Participation (4 blue)

- a) The City should establish and maintain a public education and outreach program to increase the awareness and understanding of the value of Glendale's water and wastewater services to the community.
 - i. Provide an ongoing educational awareness program to inform the residents and businesses of Glendale's water and wastewater quality.
 - ii. Recognize and publicize City and staff accomplishments, i.e. when the City receives an award from an outside agency.
- 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.

B. Conservation and Sustainable Living, Public Education and Outreach Programs

- a) The City should provide a comprehensive water conservation program that meets and/or exceeds state laws and regulations and that promotes efficient water use.
 - i. Promote and encourage water conservation through local and regional outreach activities. (1 blue)
 - ii. Provide educational opportunities that promote water conservation as a way of life.
 - iii. Provide public information about the city's water conservation program and water conservation efforts
- b) The City should provide programs to inform and educate residents, businesses, and neighborhood communities about environmental best practices related to water.
 - i. Promote and encourage storm water and water quality awareness through local and regional outreach activities.
 - ii. Provide educational programs and materials for adults to inform and educate residents, and businesses about best practices related to water, wastewater and storm water. (1 blue)
 - iii. Provide educational programs and materials for youth and educators. (1 blue)

▪ Comments from TF Members/ Post it Notes

- Conservation saves money for all.
- Water education.
- Include some sort of conservation tips in monthly water bill. (1 blue)
- B/ Promote Water Conservation.
- Some conservation methods do not save money.
- Community outreach efforts are well-planned and worthwhile. (1 blue)
- Increase support/funds to continue and expand water conservation education, incentives and rebates. (2 blue)
- Do away with monthly newsletter in water bill. (2 red)
- Public education street signs similar to safety signs. (1 red)
- Deposit on water bottles? (2 blue)
- Wording needs to be public friendly. (1 blue)
- Don't spend money on educating on wastewater quality. (2 red)

- Provide alternatives. (i.e. – What do I do with my grease?) for F.O.G. disposal.
- Educate public how to drain pool water into sewer line.
- How do other cities educate their citizens? What works?
- Organization Public Awareness: *Systems issues (oil/grease) *Water User (Jan- Mar Sewer) *Conservation. **(1 blue)**
- Programs should utilize volunteers where feasible (encourage citizens participation through the use of volunteers.) **(1 blue)**
- Public education youth.
- Like public education elementary, high school, junior college.
- Educate public not to drain pools in street. **(1 blue)**
- Education program partner with schools. **(1 blue)**
- These things are nice, but would they improve or worsen the fiscal problem? **(1 blue)**
- Public education re: water quality.
- Senior citizen rates. **(5 red)**
- Consolidate A & B.
- Has water conservation program been successful?
- “Do Not Go” into business of selling bottled water.
- Cautious of appearance of adding jobs.
- Well done capturing commission outcomes to the draft policy! **(1 blue)**
- Increase fines for illegal pool draining in street?
- System B bill problems and solutions.
- Customer email updates.
- Public education. Re: water quality and sustainability.
- Re-define 2 main points: A. Public Participation/Education re: Water quality B. Public Participation/Education Re: Water sustainability (Quality).
- Start education at early age (5+ yrs.) **(1 blue)**
- How do you measure success or failure stats? **(1 blue)**
- Advertising awareness in your monthly bills. **(1 blue)**
- System problems and solutions B b.) i. & ii. (See above Group I. sheet).
- Encourage Reverse osmosis for dirty pools. **(2 red)**
- Holiday grease warnings.
- Purify and sell Glendale bottled water.

Group II.

II. REGIONAL COLLABORATION AND WATER RESOURCES SUSTAINABILITY

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.
- b) The City should maintain beneficial partnerships allowing us to explore opportunities to identify, acquire, and develop additional water resources. **(1 blue)**

B. Water Service Area **(1 blue)**

- a) The City should prepare an impact analysis prior to expanding the City's water and sewer service area. **(4 blue)**

C. 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. **(4 blue)**
- b) Update and maintain the City's water supply (resources) and demand projections and plan.
- c) Seek Council's approval of the 100-year water lease agreement pursuant to the 2008 White Mountain Apache Tribe water settlement.
- d) The City should maximize the use of its existing water resources through water reclamation (reuse), aquifer storage, and other appropriate methods and practices when economically practical and feasible. **(2 blue)**

D. Drought Management

- a) The City should have a drought ordinance and a drought management plan to provide guidance and rules during major droughts that potentially result in water shortages. **(5 blue)**

▪ Comments from TF Members/ Post it Notes

II A. – Regional Collaboration

- A.a) Continue proactive water management and planning. **(1 blue)**
- A.a) & A.b) are excellent!
- A.a) make political friends.
- A. Plan for the future.
- "Continue." A – Regional Collaboration; C-Water Resources; D-Drought Mgmt.; for each area add the word.

II B. – Water Service Area

- Like B.
- Look at IGA's for cost savings.
- B. a) ... To include fiscal analysis.
- Add: B. impact fiscal analysis. **(1 blue)**

II C. – Water Resources Sustainability

- C.c) add and any other leasing opportunities.
- C.c) Affirm 100 year lease agreement going forth.
- “Continue.” A – Regional Collaboration; C-Water Resources; D-Drought Mgmt.; for each area add the word.

II D. – Drought Management

- “Continue.” A – Regional Collaboration; C-Water Resources; D-Drought Mgmt.; for each area add the word.

Misc.

- We have so of the most expensive water in the valley. Are additional investments now necessary? **(1 blue)**
- Need to beef up concerns on unforeseen quality. **(1 blue)**
- Utilize private water for annexed areas until such time it makes fiscal sense to expand. **(1 blue)**
- Include 7.6D in plan.
- Route 303 annexing planned and the plan indicating Glendale will accept existing water and sewer facilities not provide the potential risks. A.b.
- Is salt water desalination an idea we should study???
- Evaluate all source options.
- Work on 100 year water lease now!
- Like it all!
- ☺
- Policy statements such as “should participate”: must be changed to “Must” or “Shall” participate
- Political cost? Lobbyist cost – This “voice” was last from our dot polling to policy.

Group III.

III. OPERATIONS AND INFRASTRUCTURE

A. Water and Sewer Infrastructure (11 blue)

- a) The City should establish and maintain modern systems and infrastructure that consistently provide high quality and efficient water and sewer services to the community.

B. Water Distribution

- a) The City should have an effective water distribution system that provides: 1) reliable water delivery with adequate pressures to meet domestic requirements and fire protection needs; 2) high water quality; 3) minimal water loss due to leakage and 4) accurate water meters.

C. Urban Irrigation (5 blue)

- a) The City should evaluate options for urban irrigation users to pay for services and water received.

D. Water Reclamation (2 blue)

- a) 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 91st Avenue SROG Regional Wastewater Treatment Plant.

E. Wastewater Collections

- a) The City should establish and maintain an effective wastewater collections program providing reliable wastewater services to customers and minimizing sewer spill overflows. (1 red)
 - i. Evaluate the need to dedicate more resources to the wastewater maintenance program to increase the amount of pipe miles inspected and hydro-cleaned.

F. Storm Water Management

- a) 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.
- b) Evaluate the need to dedicate more resources to the storm water maintenance program to increase the amount of inspections and cleaning.
- c) Assess whether to establish a storm water fee to pay for the implementation of the City's storm water management plan and compliance with the City's MS-4 storm water permit. (8 red)

G. Purchasing of Goods or Services

- a) The City should continue to explore opportunities to utilize another public entity's award of an Invitation to Bid or Request for Proposal for procuring goods or services when it is advantageous to the City.

III. OPERATIONS AND INFRASTRUCTURE*

7.16 F) Concern that long-term planning investing will be curtailed or reduced to due to current economic shortfalls, and how does the city respond when our needs exceed our revenues/funding. (See also *Financial Planning, Billing and Customer Services.*) (8/0) (1 blue)

5.21 F) Develop a comprehensive plan to take advantage of opportunities to reduce cost, buy/sell, assure supply, develop/create capacity, self-sufficiency. (See also *Regional Collaboration and Water Sustainability.*) (8/0) (1 blue)

* The Task Force was not asked to put blue or red dots on this page.

▪ **Comments from TF Members/ Post it Notes**

III A.

- A.a) Through aggressive preventative maintenance.
- Focus on infrastructure rehabilitation.
- Encourage or incentives large developers to double pipe at construction so reclaimed water can be used for lawns and toilets. (1 blue)
- The city needs to consider financing mechanisms to maintain and or replace infrastructure. (1 blue/ 4 red)
- City "SHOULD" change to "MUST".
- Adequate staffing – employee retention bout should be.
- To maintain and replace for modern system to be paid by revenues.

III B.

- Public notification of contamination of drinking water. (2 blue)
- High water = as required by regulations.

III C.

- Look at increasing Irrigation customers to even out costs.
- Agree w/ C.a)
- Urban Irrigation if fees are increased should be a gradual phase in.
- This feature needs to be phased out – It provides service to too few residents.
- Keep Urban Irrigation in historic districts: Thunderbird, Sand Estates, Catlin court, North Field, Floral croft. (3 blue/ 1 red)

III D.

- D a.) Wording seems overly specific (i.e. – 91st Ave. SROG).

III F.

- F.c) May be a good idea, but this seems like new information???
- F.c) Storm water fee?? (6 red)
- F.c) Do other cities have a storm water fee? If so, how much??
- F.c) Urban Irrigation make sure total costs are spread throughout users.
- F.c) Establish water fee for storm water?? Dots?? (5red)
- F.c) Which dot polling Items suggest to establish a storm water fee??
- Educate public not to drain pools in street.
- Keep a.)& b.) - Scrap c.)

Misc. –

- 7.16 D – Emergency plans needed (floods, pollutants, etc.) **(1 blue)**
- Continue: A. Water& Sewer Infrastructure B. Water Dist. C. Water Reclamation E. Wastewater. **(1 blue)**
- Increase investments in water and sewer to permit more services to other cities which will generate more revenue to COG.
- 5.21 – Maximize adequate staffing levels to assure best customer service.
- 5.21 M Dis agree with 2/4 rating should be higher.
- Be alert for price fixing on chemicals.
- 5.21 F - Base water 2 sewer system plans on the updated general plan.
- 8.20 D Urban Irrigation phases in cost 10-20 years.
- 7.16 D- City should prepare to handle unforeseen quality issues.
- I don't see 7.16 A) adequately addressed.
- New procedures maybe same as current procedures. / C. Too simple not clear.
- Self-supporting Irrigation. **(3 blue)**

Group IV.

IV. EMPLOYEE DEVELOPMENT, RETENTION, SAFETY & PRODUCTIVITY (6 blue)

A. Employee Development and Retention (10 blue)

- a) The City should provide employee development opportunities that reward performance, encourage staff retention, and ultimately prepares the Water Services work force to meet any future business challenges.
 - ii. Establish and implement a knowledge retention and succession planning program.
 - iii. Continue to involve and engage employees to enhance job satisfaction and teamwork.
 - iv. Evaluate staffing levels and ensure that adequate funding is available to maintain necessary staffing levels through the annual budgeting process.
 - v. Ensure the city is competitive in attracting, developing, and retaining high performing employees.

B. Productivity through Optimization

- a) The City should continuously strive to optimize the performance and efficiency of its water and wastewater system facilities and operations by utilizing sound principles and best practices.
 - i. Continue to utilize mutual intergovernmental purchasing agreements when advantageous to the organization.
 - ii. Continue 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. (2 blue)
 - iii. Continue to benchmark its operations and practices with comparable cities to ensure top performance.

C. Productivity through Information Technology (3 blue)

- a) 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.
 - i. Conduct a study/evaluation on smart water meters for commercial and residential applications to determine cost, benefit and feasibility.

D. Safety

- a) The City should ensure the safety and health of its employees through effective management, training, and establishment of best practices that meets or exceeds water and wastewater industry standards.

■ Comments from TF Members/ Post it Notes

IV A.

- A. Allow utilities to fill all vacancies.
- a.ii. Cross training to be more cost effective. (1 blue)
- Non cash incentives for employees.
- Make /use compensation not General Funds based on Enterprise Funds from water and sewer.
- Attract, develop & retain employees. (2 blue)
- Successive training with contract.
- Employees receiving extra training to advance sign a contract they will stay? # years so City does not train and loose. (2 blue)
- Ensure funding for competitive wage and benefits.
- Evaluate staffing.
- Equitable pay and benefits for employees and staff. (1 blue)

- Keep investing in employees – Training, compensation, and incentives. (2 blue)

IV B.

- a. Look for ways to increase Intergovernmental Purchase Agreements. (1 blue)
- 6.25 F – Employee productivity or outsource.
- 6.25 F Review outsources opportunities. (2 blue/ 1 red)
- a. The City utilizing sound projects and best current practices?
- Survey other cities to generate per employee production data and focus on achieving best practices.

IV C.

- Training – C. Evaluate smart meters. (1 blue)
- Budget each year for high tech improvements. (3 blue)
- Maximize use of technology.
- a. Explore additional IT resources to increase efficiency.
- Over all policy – This policy most closely matches dot issue. – Good work!

IV D.

- a. Meet Federal, State, etc. safety and health standards for employees.
- Safety redundant.
- Hire practice to include intense backgrounds public safety. (1 blue)
- Where did safety item come from not on dot page?

Misc.

- Involve employee's staff opinions.
- Water/Sewer funds cannot be used without approval of department.
- Competitive water/sewer rates.
- 7.16 G – Does this fit here? In IV? Probably better in Operations – comes from purple sheet.
- Maintain adequate official certification of employees. (1 blue)
- Glendale workers need alternative forms of encouragement and perks as well as money. (1 blue/ 1 red)
- STOP CITY MGT. from borrowing funds, for keeping sustainability of Utility Department.

Allow Utilities to fill all vacant positions. (1 blue)

Group V.

V. FINANCIAL PLANNING, BILLING, AND CUSTOMER SERVICE

A. Financial Planning

- a) 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.
 - i. Rates should be based on revenue requirements to cover projected operational and maintenance costs, debt service obligations, capital improvement program funding needs; and maintain adequate reserves for emergencies, debt-service ratios and other financial management requirements and **Competitive - **Comparable - Cost-efficient - Bench marking. (2 blue/ 1 red)**
 - ii. Rates should be fair and (equitable). **(1 blue/ 2 red)**
 - iii. Rates should be designed to conform to federal and state requirements and guidelines.
 - iv. The financial plan should be reviewed and approved by Council on an annual basis as part of the budget process.

B. Billing

- a) The City should effectively manage its customer billing system and meet community needs and expectations by providing accurate, consistent and timely billing services.
 - i. Provide the water and sewer rate structure and an explanation of the rates on the City's website.
 - ii. The City should resolve delinquent accounts and unpaid bills through the implementation of best practices. **(2 blue)**

C. Customer Service

The City should meet the needs and expectations of the community by providing courteous, timely, and reliable customer service.

**** Suggestion in green was added from the Group review.**

■ Comments from TF Members/ Post it Notes

■ Commission –

- Increase commission authority.
- Citizen water rate commission.
- Ongoing commission on committee. **(3 blue)**
- Audit transparency.
- Public Utility Commission. **(3 blue)**
- Public Utility Commission.
- Establish a Committee/Commission to monitor water affairs.
- Include statements about creation and authority of independent H2O Commission. **(1 blue)**
- Permanent Commission board/committee. **(4 blue)**
- Commission water/sewer. **(1 blue)**
- Need a Water Commission.
- Commission – Rates – Outreach – Long-range planning. **(1 blue)**

■ Enterprise fund –

- Protection of Enterprise Funds. **(1 blue)**
- Lock up Enterprise Fund/ or have top limit. **(1 blue)**

- Stop taking the \$ - Replace what they have taken \$40. Million. (8 blue)
- More meat to Enterprise Fund restrictions. Change Charter.
- Keep Enterprise money in fund – Do what has to be done.
- Add stricter guidelines on EF transfers.
- Keep Enterprise Funds for ONLY Water. (4 blue)
- Leave Enterprise Funds to Water Services Dept. (9 blue)
- Operate as a stand-alone utility company.
- Change Charter protects the Enterprise Fund water only. (2 blue)
- 27/0 Restrict Enterprise Funds reflect Task Force Comments. (4 blue)
- Protect Enterprise Fund by Charter amendment. (5 blue)
- Include policy statements about protection of H2O Enterprise Fund. (1 blue)
- Need to establish a separate replacement /repair fund. (1 blue)
- How can the Enterprise Fund be protected, to use in the debt generated? (1 blue)
- How does Water Department feel about removing money from Enterprise Fund account?
- Protect Enterprise Fund at all costs! (2 blue)
- Enterprise Fund water ONLY! (1 blue)
- Create a “Sinking Fund” that cannot be captured by City. – Untouched and reserved for Water/Sewer. (1 blue)
- Protect Enterprise Fund. Use of the Enterprise Fund should be in Charter.
- Enterprise Fund. No Hockey!
- Yes. 6.25c protect “Utility” Enterprise Funds thru City Charter. (2 blue)
- **Rates/Billing –**
 - Billing incentives for water conservation.
 - Lower Visa merchant fees.
 - Cut off Visa Payments. (2 red)
 - Look at impact of inserts in water bills. (Financial Impact.) (3 blue)
 - B) Billing pass on costs to process cc payments. (1 blue)
 - B) Billing expand Jan-Mar water usage explanation as it applies to adjusted sewer rates. (1 blue)
 - Provide discount to customers that use on line billing vs. paper. (1 red)
 - Include on the water billing a monthly notice re: conservation how-to, why of costs, etc. (1 blue)
 - Provide billing invoice electronically.
 - Read meters every other month than adjust for next quarter. (4 red)
 - City should review water rates in a 2-3 year time frame. (2 blue)
 - Competitive rates with nearby cities. (1 red)
- **Budgeting –**
 - Insure adequate funding for utilities.
 - Approve a long range plan for multiple years.

- Continue – A) Financial planning.
- Include capital improvement and infrastructure in water budget.
- Weight: Revenue – Producing departments differently than expense incurring departments for budget. **(1 blue)**
- **Misc. –**
 - Consider selling excess water reclamation credits to other cities. **(3 blue)**
 - Base water sewer system plan on updated General Plan. **(4 blue)**
 - Keep Craig.