

CITIZEN TASK FORCE ON WATER AND SEWER

Dot Polling and Policy Statements

October 2, 2012

I. PUBLIC INVOLVEMENT AND COMMUNITY OUTREACH

5.21 E) Ongoing citizen awareness/education regarding water & sewer quality (9/0)

5.21) Strive for Long-term Sustainability through education/conservation (17/0)

6.25 E) Public Awareness

- Better policy to educate public about system issues problems that can be prevented (Example: oil/grease) (18/0)
- Public awareness & education (grease busters) (3/0)
- Policy regarding training & public awareness (0/1)

9.17) Educate more people on water use and conservation (4/2)

7.16 A) Awareness and Storm Water Maintenance

- Continue and enhance public education, enforcement & maintenance of storm water system. (See also *Operations and Infrastructure*.) (17/0)
- Public awareness - Promotion of partnerships, accomplishments, on-going safety. (6/0)

I. PUBLIC INVOLVEMENT AND COMMUNITY OUTREACH

A. Public and Community Participation

- 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.
 - 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.
 - iii. Provide educational programs and materials for youth and educators.

II. REGIONAL COLLABORATION AND WATER RESOURCES SUSTAINABILITY

- 5.21 B) Federal, state & local political support? (14/0)
- 5.21 H) Recognize the regional political cost of water (7/0)
- 5.21 K) Active representation and proactive involvement in water rights discussions (4/0)
- 5.21 C) Improve diversity and reliability of water sources (13/0)
- 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 *Operations and Infrastructure*.) (8/0)
- 5.21 G) Plan for diminishing water supplies (7/0)
- 5.21 L) Water supply issue - Worst case scenario (2/0)
- 7.16 D) Is the city prepared to handle an unforeseen quality issue? If not, what resources are necessary to be prepared? (Unplanned pollutants, contamination, newfound terrorist methods, large weather impacts, natural disasters.) (Also see *Operations and Infrastructure*) (10/1)

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.

B. Water Service Area

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

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.
- 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.

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.

III. OPERATIONS AND INFRASTRUCTURE

- 5.21 J) What is the process behind the master plan? (5/2)
- 6.25 B) Total: Evaluation of current resources
- Re-investment to proactively replace aged systems and equipment concurrent with their life cycles Water Distribution/Wastewater Collections
 - As products improves, lifecycles may be expanded
 - Coordinate with road replacement. (10/0)
 - Develop comprehensive plan to identify repair known defects (H2O distribution) (5/0)
- 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)
- 5.21 M) Adequate Staffing levels to ensure we continue to exceed minimum government standards. (Low # of staff is of concern.) (See also *Employee Development, Retention, Safety, and Productivity.*) (2/4)
- 7.16 D) Is the city prepared to handle an unforeseen quality issue? If not, what resources are necessary to be prepared? (Unplanned pollutants, contamination, newfound terrorist methods, large weather impacts, natural disasters.) (Also see *Regional Collaboration and Water Resources Sustainability*) (10/1)
- 8.20 A) Urban Irrigation
- Users should pay for services received (12/1)
 - Make irrigation program self-sufficient (11/1)
 - Keep protect, repair as needed irrigation within historic district and pay fair share (6/0)
 - Explore possibility of passing line repair costs to users (like SRP) (0/0)
- 8.20 D) Urban irrigation, phase out over 5, 10, 20 year timeframe (11/8)
- 7.16A) Awareness and Storm Water Maintenance
- Continue and enhance public education, enforcement & maintenance of storm water system. (See also *Public Involvement and Community Outreach.*) (17/0)
 - Dedicate more resources to cleaning Storm water facilities, maintenance and improve. (See also *Financial Planning, Billing, and Customer Services.*) (4/0)
- 7.16 E) Ensure awareness of best practices and that opportunities are explored with neighboring cities (such as, joint bidding/chemicals, competitive bidding) (9/0)
- 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)
- 7.16H) Better coordination of reclamation capacity and alternative uses for potential revenue. (See also *Financial Planning, Billing, and Customer Services.*) (5/0)

III. OPERATIONS AND INFRASTRUCTURE

A. Water and Sewer Infrastructure

- 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

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

D. Water Reclamation

- 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.
 - 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.

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.

IV. EMPLOYEE DEVELOPMENT, RETENTION, SAFETY & PRODUCTIVITY

- 6.25 D) Employee Retention: Training/Succession planning - Compensation - Knowledge Transfer. (23/0)
- 6.25F) Develop department wide cross-training, double shifts, trucks, outsourcing, if necessary, to supplement, or augment productivity. (8/12)
- 7.16 B) Staffing Resources
- Staff/Resources - best utilization of staff - ensuring proper training/cross training, motivated, adequately funded, for the future. (18/0)
 - Proactive with employment, training, recruitment. - Federal /State regulations and compliance (0/0)
- 6.25 B) Total: Evaluation of current resources
- Efficient use of current resources (personnel, equipment...) & expanded budgets to continue to improve. (Also see *Financial Planning, Billing and Customer Service*) (11/0)
- 5.21 M) Adequate staffing levels to ensure we continue to exceed minimum government standards. (Low # of staff is of concern.) (See also *Operations and Infrastructure.*) (2/4)
- 7.16 C) Staff Recognition
- Recognition of accomplishments by storm water technicians via award. (10/0)
 - Good job - West Area treatment plant & SCADA (2/0)
- 6.25 A) System technology and maintenance eye on changes in technology (10/0)
- Reduce risk through proactively maintaining and replacing aging infrastructure and exploring new technologies (8/0)
 - Concern on rehabilitation & replacement (4/1)
 - Standardized meters ex-incorporate technology for cost effectiveness (4/0)
 - Replacement & maintenance policy in place (1/0)
- 7.16 G) Better coordination of Storm water planning with all parties - tear up street one time. (5/0)
- 7.16 I) Coordinate for future planning so (wastewater/water services) is part of planning at the beginning. (4/2)
- 7.16 J) How do we determine maintenance schedules – priorities (0/0)

IV. EMPLOYEE DEVELOPMENT, RETENTION, SAFETY & PRODUCTIVITY

A. Employee Development and Retention

- 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.
 - iii. Continue to benchmark its operations and practices with comparable cities to ensure top performance.

C. Productivity through Information Technology

- 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.

V. FINANCIAL PLANNING, BILLING, AND CUSTOMER SERVICE

- 9.17) Water Rate Commission/Committee
- Establish a commission for rate increases for water and sewer with citizen input (corporations). (12/1)
 - Establish a utility (Water Services) citizen commission. (12/0)
 - Rate increases should go to a citizens voter or an Ad Hoc Committee (0/0)
- 5.21 I) What does the Enterprise Fund comprised of? (5/2)
- 8.20 E) Water Services should operate as a true enterprise with rates reflecting true costs. (9/0)
- 6.25 C) Protect Utility funds through City Charter change. (24/0)
- 9.17) Protection of Enterprise Funds
- What needs to be done to protect Enterprise Fund from inappropriate expenditures? (27/0)
 - Develop policy re: how Enterprise Funds are used—Citizen involvement/oversight (9/0)
 - Lock box—Enterprise Funds used only for the services they are collected for. (1/0)
- 5.21) Ensure adequate dedicated funding for Utilities (9/0)
- 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 *Operations and Infrastructure*.) (8/0)
- 7.16H) Better coordination of reclamation capacity and alternative uses for potential revenue. (See also *Operations and Infrastructure*.) (5/0)
- 6.25 B) Total: Evaluation of current resources
- Efficient use of current resources (personnel, equipment...) & expanded budgets to continue to improve. (Also see *Employee Development, Retention, Safety and Productivity*) (11/0)
- 7.16A) Awareness and Storm Water Maintenance
- Dedicate more resources to cleaning Storm water facilities, maintenance and improve. (See also *Operations and Infrastructure*.) (4/0)
- 9.17) Water Rate Increases
- If rates need to increase, they should be incremental/smaller. (15/0)
 - Implement increases all at once rather than incremental increases (2/10)
 - Rate increases should be in congress (?) with budget cuts (3/0)
- 9.17) Water Rate Structure
- Adjust water rate structure to better reduce cost for those who conserve (could assist lower income residents). (9/0)
 - Restructure—Rates based on use while maintaining conservation program. (7/0)
- 9.17) Be more proactive regarding funding (e.g., Bonding) future CIP, and maintaining a healthy credit rating (0/0)

- 8.20 B) **Customer Service**
 - Use technology to enhance billing, i.e., disclosure options on bill (24/0)
 - Billing payments—encourage more online, estimates, pay, incentives, education, etc. for effective use of staff (4/0)
 - Campaigning to move customers to pay bills electronically and improve customer friendliness of website (3/0)
- 8.20 C) **Customer Service Hours**
 - Analyze peak or slow times per day, and stagger training times accordingly (13/0)
 - Extend lobby hours by varying hours and accelerate adding kiosks (15/0)
 - Customer service hours should be not reduced but restructured (8am-6pm or 7am-5pm) (8/0)
- 8.20 F) **Customer Services Billing**
 - Renegotiate merchant fees to save money (8/4)
- 8.20 G) **Move to an equalizer pay by reading meters quarterly (7/3)**

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.
 - ii. Rates should be fair and equitable.
 - 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.

C. Customer Service

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

Holding

- 5.21 A) **Clarify all staff's policy concerns (19/0)**

Considerations in Finalizing Recommendation

The Commitment

The Priority

The Cost