

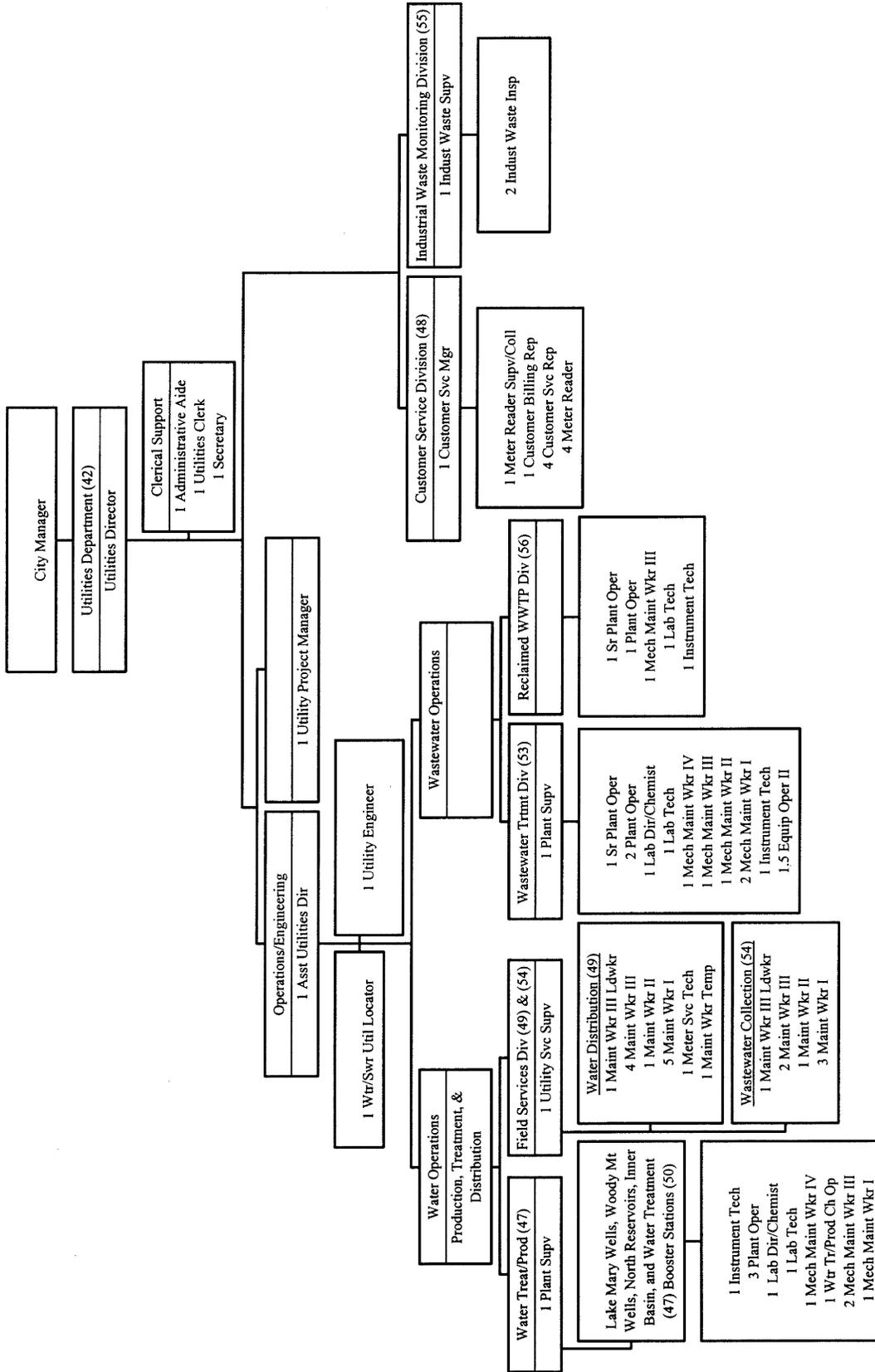
UTILITIES DEPARTMENT MISSION

To professionally and cost effectively provide water and wastewater services that meet the present and future environmental, health, and safety needs of the community and our co-workers.

We are committed to a goal of 100% customer satisfaction. This will be achieved by a dedication to exceed customer expectations by continuously improving our operations.

We value our co-workers and strive to maintain high motivation by providing an environment that encourages improvement and teamwork.

Utilities



MISSION

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This mission statement is applicable to all Utility divisions and will not be repeated at the beginning of each divisional section.

PROGRAM DESCRIPTION

Coordinates activities of the Utilities Department. Administers the department safety program, water conservation program, Water Commission activities, City Change Order Committee, and acts as Forest Service Liaison. Assesses Utilities capital improvement needs, prioritizes needs, and provides engineering services for capital improvement projects. Administers water and sewer computer modeling activities for the City and new developments. Provides Blue Stake locating services in accordance with State requirements. Responds to customer, staff, and City Council inquiries and follows up on complaints. Provides permit administration for NPDES, APP, Reuse, and other permits as required. Reviews new developments and represents the department on a multitude of various committees. Provides all clerical services for the department.

FY02 GOALS/OBJECTIVES AND RESULTS

- ❖ Respond to customer, staff, and Council inquiries in a professional manner: All inquiries were handled professionally and in a timely manner.

- ❖ Maintain compliance with Federal and State regulations: Compliance with Federal and State regulation maintained, with minor exceptions.
- ❖ Maintain compliance with City mandates: Compliance with City mandates maintained.
- ❖ Maintain adequate water and sewer capacity for the City's needs: Adequate water and sewer capacity maintained for City needs.
- ❖ Meet deadlines mandated by the City Manager and Council: Deadlines as mandated by the City Manager and/or Council were met.

ADDITIONAL ACCOMPLISHMENTS FY02

- ❖ Updated 10-year Capital Improvement Program for the Utilities Department.
- ❖ Drilled two new water wells.
- ❖ Completed design of Lake Mary Water Plant additions and awarded construction contract.
- ❖ Replaced Rio de Flag SCADA system.
- ❖ Completed review of capacity fees and service fees and presented Ordinance to City Council.

FY03 GOALS AND OBJECTIVES

GOAL: PLANNING FOR GROWTH

OBJECTIVES:

- ❖ Insure adequate water and wastewater capacity to meet future City demand as measured by the ratio of projects completed to projects planned per year.

GOAL: FISCAL HEALTH

OBJECTIVES:

- ❖ Provide for an equitable rate structure as measured by the departmental operating efficiency ratio (total operating costs divided by total customers).

GOAL: CUSTOMER SERVICE

OBJECTIVES:

- ❖ Continue improvement of customer service satisfaction through the utilization of a customer service survey.

PERFORMANCE INDICATORS	FY00	FY01	CY02 OR FY03 (EST)
Number of water and sewer projects planned	10	18	12
Number of water and sewer impact studies done for private development	9	7	7
Variance of CIP budget from actual project cost (fiscal year)	(90%)	(90%)	(90%)
Number of water and sewer projects administered	14	18	18
Departmental operating efficiency ratio (total O&M/total customers)	NA	NA	\$300
Ratio of projects completed per year to projects planned per year	NA	NA	75%
Bill stuffer survey (Positive customer service responses/total responses)	NA	NA	85%

EXPENDITURES BY CATEGORY:	Actual Expenditures 2000-2001	Adopted Budget 2001-2002	Estimated Expenditures 2001-2002	Adopted Budget 2002-2003	SOURCE OF FUNDING:	Adopted Budget 2002-2003
PERSONAL SERVICES	\$ 346,240	\$ 465,272	\$ 452,959	\$ 490,986	WATER AND WASTEWATER FUND	\$ 823,384
CONTRACTUAL	114,638	329,656	134,110	301,408		\$ 823,384
COMMODITIES	35,379	39,595	32,774	30,990		
CAPITAL	-	5,000	4,957	-		
TOTAL	\$ 496,257	\$ 839,523	\$ 624,800	\$ 823,384		
EXPENDITURES BY PROGRAM:						
GENERAL ADMINISTRATION	\$ 304,034	\$ 583,889	\$ 388,622	\$ 565,875		
CITY WTR SYSTEM ANALYSIS	-	9,053	6,000	6,000		
FIXED ASSET INVENTORY	22	3,658	3,608	3,078		
CITY SWR SYSTEM ANALYSIS	22,047	5,000	5,000	5,000		
ENGINEERING	144,949	210,136	196,642	215,730		
BLUE STAKE	(4,270)	(3,013)	(4,894)	(3,099)		
WATER CONSERVATION	29,114	30,800	29,822	30,800		
SAFETY COMMITTEE	361	-	-	-		
TOTAL	\$ 496,257	\$ 839,523	\$ 624,800	\$ 823,384		

COMMENTARY:

The Utilities Administration operating budget has decreased 1.3% and there are no capital expenditures. Personal Services increases are due to market, merit, and health insurance increases. Contractuals and commodities decreased due to prior year one-time expenditures. Onetime expenditures for this division are \$8,200 for rate model changes, \$600 for a radio replacement, \$950 for a camper shell replacement, and \$100,000 carryover for legal fees.

PROGRAM DESCRIPTION

The Lake Mary Water Treatment Plant provides convention surface water treatment for waters from Upper Lake Mary. Staff is also responsible for the operations of all other production facilities including Lake Mary Wellfield, Woody Mountain Wellfield, the Inner Basin wells and springs, the Reservoir Filtration Plant, local wells and five booster stations (Division 50). The analytical laboratory provides analysis for metals and routine microbiological contaminates from the City's water system.

FY02 GOALS/OBJECTIVES AND RESULTS

- ❖ Economically provide water that meets Safe Drinking Water Act requirements to the citizens of Flagstaff: All requirements met.
- ❖ Make the public aware of production techniques through plant and wellfield tours: Tours have been suspended due to security issues and concerns.
- ❖ Manage the quantity of water from to provide adequate flows for domestic usage and fire protection: Water quantities adequately managed.
- ❖ Install new switchgear and pitless adapter at Lake Mary #4 and Woody Mountain #5: Priorities reassigned through equipment evaluation. Woody Mountain #4 completed this year. Woody Mountain #5, Woody Mountain #6 and the Lake Mary wells will be upgraded as funding becomes available.
- ❖ Purchase replacement engine for Inner Basin: Purchase not necessary in FY 02. Have reassigned for evaluation in FY 04.
- ❖ Purchase and install raw water and well water meter vaults: Completed.
- ❖ Remove and replace the asbestos material on the maintenance shop roof: Completed.
- ❖ Replace/install new server, monitor and software for Supervisory Control (SCADA): Completed.

- ❖ Eliminate graveyard shift at the Lake Mary Water Treatment Plant: Successful.

ADDITIONAL ACCOMPLISHMENTS FY02

- ❖ Completed filter building design, construction started.
- ❖ Midnight shift eliminated.
- ❖ Security rounds initiated.
- ❖ Local area network established with wireless Internet access.
- ❖ LM #7 once abandoned was rehabilitated with equipment to follow.
- ❖ Two wells in the LM well field are re-equipped, #5 and #8.
- ❖ WM power line between #6 and #7 is replaced.
- ❖ Tekleen ABW filters installed at both Continental and Foxglenn Wells.
- ❖ Northland Research completes Shultz Pass pipeline archeology survey.
- ❖ Interchange well is drilled.
- ❖ Shop well is drilled and cased.

FY03 GOALS AND OBJECTIVES

GOAL: PUBLIC SAFETY

OBJECTIVES:

- ❖ Continue improvement of community water system security.

GOAL: PLANNING FOR GROWTH

OBJECTIVES:

- ❖ Manage water capacity to meet community needs.

GOAL: QUALITY OF LIFE

OBJECTIVES:

- ❖ Economically provide water that meets Safe Drinking Water Act requirements to the citizens of Flagstaff.

UTILITIES

DIVISION 47

**LAKE MARY
WATER TREATMENT PLANT**

PERFORMANCE INDICATORS	CY00	CY01	CY02 OR FY03 (EST)
Number of gallons of water produced (millions)	2,934	2,869	3,000
Cost per thousand gallons of treated water	\$0.97	\$1.00	\$1.00
Number of Safe Drinking Water Act Violations	-0-	-0-	-0-
Number of water tests performed	888	956	975
Number of water quality complaints	5	14	15

EXPENDITURES BY CATEGORY:	Actual Expenditures 2000-2001	Adopted Budget 2001-2002	Estimated Expenditures 2001-2002	Adopted Budget 2002-2003	SOURCE OF FUNDING:	Adopted Budget 2002-2003
PERSONAL SERVICES	\$ 587,910	\$ 623,982	\$ 626,824	\$ 664,327	WATER AND WASTEWATER FUND	\$3,251,618
CONTRACTUAL	1,424,273	1,629,715	1,572,094	1,764,475		\$3,251,618
COMMODITIES	237,605	261,476	231,824	254,116		
CAPITAL	633,810	713,450	747,703	568,700		
TOTAL	\$2,883,598	\$3,228,623	\$3,178,445	\$3,251,618		
EXPENDITURES BY PROGRAM:						
GENERAL ADMINISTRATION	\$ 363,640	\$ 478,342	\$ 446,297	\$ 470,864		
WATER TREATMENT OPERATION	259,836	277,490	238,614	310,647		
CHEMICAL ANALYSIS	166,000	168,743	168,640	171,272		
BLDGS & GROUNDS MAINT	109,848	102,806	76,365	98,149		
EQUIPMENT MAINTENANCE	86,567	209,868	243,977	148,445		
USFS LAKE MARY CONTRACT	8,860	8,860	17,720	8,860		
UPPER LAKE MARY DAM IMP	27,695	21,000	21,000	21,000		
SEDMNTION BASIN MODS (90)	-	15,000	15,000	15,000		
SCADA TRACKING	29,157	28,850	24,673	28,850		
FOXGLEN WELL	16,986	69,087	91,883	76,053		
CONTINENTAL WELL	58,245	70,787	12,243	76,053		
SHOP WELL	-	-	-	50,000		
LAKE MARY WELLFIELDS	533,335	571,170	565,793	605,705		
WOODY MOUNTAIN WELLFIELD	1,050,143	908,228	920,871	936,678		
NORTH RESERVOIRS	47,669	79,346	79,476	35,665		
INNER BASIN DEVELOPMENT	109,617	119,046	155,893	76,215		
INNER BASIN PIPELINE	16,000	100,000	100,000	122,162		
TOTAL	\$2,883,598	\$3,228,623	\$3,178,445	\$3,251,618		

COMMENTARY:

The Lake Mary Water Treatment Plant operating budget has increased 6.7% and capital expenditures total \$568,700 resulting in an overall net increase of 0.7%. Personal Services increases are due to market, merit and health insurance increases. Contractuals increases are due to software support and compliance monitoring. Commodities net decrease is due to previous year's onetime expenditures. Major capital (>\$10,000) includes \$20,000 for dam improvements, \$150,000 for Lake Mary Well maintenance, \$250,000 for Woody Mountain Well maintenance, \$20,000 for annual setaside for land acquisition, \$95,700 for Inner Basin pipe, and \$20,000 carryover for roof modifications. Onetime expenditures for this division are \$1,200 for a brine pump and \$20,000 for environmental issues.

PROGRAM DESCRIPTION

Customer Service is responsible for meter reading, water and sewer billing, and collection of delinquent accounts including the disconnection and lock off of water service for unpaid billings and non-sufficient fund checks for the Utilities Department. Unusually high or low water consumption is investigated and inactive meters are monitored for possible consumption. This division is also responsible for cashiering operations for most City departments and for the calculation and collection of utility system fees for all new or added construction.

FY02 GOALS/OBJECTIVES AND RESULTS

- ❖ Provide quality customer service: Accomplished remodel of Customer Service area into three cubicle style ergonomic workstations. Replaced all dumb terminals with PCs and provided laser printers to each station. Re-carpeted and decorated stations for appearance and workability. Added a counter for ADA service.
- ❖ Minimize delinquent accounts: Delinquency notices/turnoffs minimized by sending on time delinquency notices and performing follow-up turn offs.
- ❖ Send out timely and accurate utility and system fee billings: Initiated program to convert to radio read meters.

ADDITIONAL ACCOMPLISHMENTS FY02

- ❖ "Outsourced" payment processing by hiring a temporary employee to open and total payment batches daily until a processing system can be decided upon and obtained.
- ❖ Received and trained on new Version 6 of H.T.E. Customer Information System software.

FY03 GOALS AND OBJECTIVES**GOAL: CUSTOMER SERVICE****OBJECTIVE:**

- ❖ Through technology, continue to offer easier access to information and bill payment.
- ❖ Realize sufficient staffing and ongoing training to Customer Service Representatives in technology and Customer Handling.
- ❖ Send out timely and accurate utility and system fee billings.
- ❖ Minimize estimates by efficient meter reading and the addition of automated meter radio reads.
- ❖ Continue scrutiny of exceptions; utilization of technology to spot problems.

GOAL: FISCAL HEALTH**OBJECTIVES:**

- ❖ Minimize delinquent accounts by sending on-time delinquency notices and performing follow-up turn-offs.
- ❖ Continue program of billing extra deposits to frequent cut-off list accounts reducing write offs.

UTILITIES

DIVISION 48

CUSTOMER SERVICE

PERFORMANCE INDICATORS	CY00	CY01	CY02 OR FY03 (EST)
Total billed including water/wastewater/other	\$23.3 million	\$22.6 million	\$23.2 million
Meter reader efficiency/impact of applied technologies (meters read/meter reader/quarter)	14,024	14,228	15,824
Division efficiency (division cost/meters read)	\$3.35	\$3.20	\$3.29
Total system and capacity fees collected	\$1.34 million	\$1.40 million	\$1.38 million
Percent of delinquent accounts (delinquent accounts/total accounts)	2.6%	3.8%	4.7%
Percent of estimated reads	9.85%	11.78%	6.00%

EXPENDITURES BY CATEGORY:	Actual Expenditures 2000-2001	Adopted Budget 2001-2002	Estimated Expenditures 2001-2002	Adopted Budget 2002-2003	SOURCE OF FUNDING:	Adopted Budget 2002-2003
PERSONAL SERVICES	\$ 351,733	\$ 394,932	\$ 402,762	\$ 450,198	GENERAL FUND	\$ 15,588
CONTRACTUAL	130,362	129,130	128,165	126,950	LIBRARY FUND	1,023
COMMODITIES	17,555	46,770	46,826	31,970	HIGHWAY USER REVENUE FUND	3,749
CAPITAL	2,570	30,000	23,055	36,330	WATER AND WASTEWATER FUND	555,785
TOTAL	\$ 502,220	\$ 600,832	\$ 600,808	\$ 645,448	AIRPORT FUND	1,037
					ENVIRONMENTAL SERVICES FUND	68,266
						\$ 645,448
EXPENDITURES BY PROGRAM:						
GENERAL ADMINISTRATION	\$ 125,711	\$ 170,814	\$ 169,103	\$ 101,298		
FIELD READING	136,966	161,988	162,118	208,049		
COLLECTION	46,639	50,736	50,882	52,751		
CUSTOMER SERVICE	192,904	217,294	218,705	283,350		
TOTAL	\$ 502,220	\$ 600,832	\$ 600,808	\$ 645,448		

COMMENTARY:

The Customer Service operating budget has increased 6.7% and capital expenditures total \$36,330 resulting in an overall net increase of 7.4%. Personal Services increases are due to market merit, and health insurance increases, overtime, and the mid-year addition of temporary staff. Contractuals and commodities decreased due to previous years and one-time expenditures. Major capital (>\$10,000) includes \$36,330 for two replacement vehicles.

PROGRAM DESCRIPTION

The Water Distribution system operators safely and efficiently operate, maintain and repair all water distribution lines, fire hydrants, pressure reducing stations and meters, supplying each customer with a sufficient volume of water at adequate pressures, throughout our varying elevations and pressure zones.

FY02 GOALS/OBJECTIVES AND RESULTS

- ❖ A commitment to 100% customer satisfaction: Several letters complimenting our crews on the way customer complaints were handled.
- ❖ Maintain water pressures throughout our service area within American Water Works Association (AWWA) guidelines: Immediate response to our customers' pressure problems, minimizing complaints and safety concerns.
- ❖ Repair water main breaks in a timely manner, working continuously until service has been restored: Customer service disruption has been minimized.
- ❖ Maintain all fire hydrants at operational levels, with minimal downtime for repairs: Hydrants are checked yearly and repaired as necessary, assuring maximum fire protection.
- ❖ Set meters in a timely manner for contractors, developers and homeowners: Meters are paid for and installed within ten working days.
- ❖ Ensure water meters are accurately recording customers' usage within AWWA guidelines: Meters are tested, repaired or replaced on a regular basis to ensure accuracy.
- ❖ Reduce accidents and maintain high safety standards: Weekly tailgate safety talks and an increase in safety training has reduced the number and severity of our accidents.

ADDITIONAL ACCOMPLISHMENTS FY02

- ❖ Railroad Springs Tank Project: Installation of over one hundred residential pressure reducing valves (PRV's) in Equestrian Estates, Boulder Pointe and

Woodlands Village Unit IV. Coordination of a three-phase program to introduce higher waterline pressure from the new Railroad Springs Tank into these areas. Improve fire protection and pressures to our customers.

- ❖ Lake Mary Road Widening Project: Worked with engineers and contractors, coordinating a wide variety of projects including: Valve installations, realignments, shutdowns, turn-ons, mainline flushing and emergency repairs to our 12", 8", and 6" waterlines.
- ❖ Radio Read Meters: Installation of one thousand radio-read meters in selected subdivisions. Enhance customer service, by providing a safe, estimate free billing process. While increasing our overall efficiency and lowering operating costs.
- ❖ Water and Wastewater Atlas Updates: Updating of our water and wastewater atlas, with all of the new lines constructed in the past several years. Giving city staff the most up to date information, when planning, designing and dealing with scheduled and emergency repair projects.

FY03 GOALS AND OBJECTIVES

GOAL: CUSTOMER SERVICE

OBJECTIVES:

- ❖ A commitment to 100% customer satisfaction.
- ❖ Set meters in a timely manner for contractors, developers, and homeowners.

GOAL: FISCAL HEALTH

OBJECTIVE:

- ❖ Target zero accidents annually.

GOAL: PLANNING FOR GROWTH

OBJECTIVE:

- ❖ Maintain water pressures throughout our service area within American Water Works Association (AWWA) guidelines.

GOAL: ORGANIZATIONAL SUPPORT

OBJECTIVE:

- ❖ Develop multi-skilled workforce.

UTILITIES

DIVISION 49

WATER DISTRIBUTION SERVICES

PERFORMANCE INDICATORS	CY00	CY01	CY02 OR FY03 (EST)
Average response time to emergencies	20 minutes	20 minutes	20 minutes
Number of complaints and responses	260	271	250
Number of meter replacements and repairs	733	612	700
Number of work orders completed	1,910	2,315	2,062
Cost per service/water distribution system	\$11.33	\$11.52	\$11.32
Number of new meter installations	NA	NA	550

EXPENDITURES BY CATEGORY:	Actual Expenditures 2000-2001	Adopted Budget 2001-2002	Estimated Expenditures 2001-2002	Adopted Budget 2002-2003	SOURCE OF FUNDING:	Adopted Budget 2002-2003
PERSONAL SERVICES	\$ 573,152	\$ 646,254	\$ 647,559	\$ 686,818	WATER AND WASTEWATER FUND	\$ 970,369
CONTRACTUAL	50,424	56,287	46,383	52,282		\$ 970,369
COMMODITIES	113,007	147,979	116,071	140,269		
CAPITAL	115,188	176,000	154,742	91,000		
TOTAL	\$ 851,771	\$1,026,520	\$ 964,755	\$ 970,369		
EXPENDITURES BY PROGRAM:						
GENERAL ADMINISTRATION	\$ 120,275	\$ 193,507	\$ 130,440	\$ 168,323		
WATER SYS MAINT-OPERATION	145,012	225,522	209,662	142,689		
MAIN & SERVICE LINE REPAIR	207,127	192,526	193,228	202,259		
MAIN EXT-FIRE HYDR/VALVE	48,791	53,465	56,090	56,065		
VALVE & FIRE HYDR MAINT	108,258	112,131	124,332	116,352		
METER INSTALLATION	163,408	197,257	170,681	202,561		
METER REPAIR & TESTING	58,900	52,112	80,322	82,120		
TOTAL	\$ 851,771	\$1,026,520	\$ 964,755	\$ 970,369		

COMMENTARY:

The Water Distribution operating budget has increased 3.4% and capital expenditures total \$91,000 resulting in an overall net decrease of 5.5%. Personal Services increase is due to market/merit and health insurance increases. Contractuals and commodities decreased due to prior years one-time expenditures. Major capital (>\$10,000) includes \$79,000 for water meters, vaults and related items. Onetime expenditures for this division are \$1,500 for replacement radios and \$2,800 for two hydraulic pump replacements.

PROGRAM DESCRIPTION

Provides for the operation and maintenance of booster stations providing domestic and fire service outside of the normal pressure zones of the water distribution system.

FY02 GOALS/OBJECTIVES AND RESULTS

- ❖ Bring on line Railroad Springs booster station and tank: The booster station and tank were brought on line.
- ❖ Convert pumps, motors, VFD, and switchgear at University Highlands to be able to pump water to Railroad Springs tank: University Highlands, Boulder Point, Equestrian Estates, and Gore switchover to Railroad Springs tank complete.
- ❖ Inspect and clean Christmas Tree reservoir: Task completed.

ADDITIONAL ACCOMPLISHMENTS FY02

- ❖ WM booster station, new meter vault is installed with housing insertion meter for flow pacing.
- ❖ University Highlands Booster Station is off-line and used as a secondary supply source.

FY03 GOALS AND OBJECTIVES

GOAL: CAPITAL IMPROVEMENTS

OBJECTIVE:

- ❖ Make booster stations positive visual assets to the community.

PERFORMANCE INDICATORS

None Available at this time.

EXPENDITURES BY CATEGORY:	Actual	Adopted	Estimated	Adopted	SOURCE OF FUNDING:	Adopted
	Expenditures	Budget	Expenditures	Budget		Budget
	2000-2001	2001-2002	2001-2002	2002-2003		2002-2003
PERSONAL SERVICES	\$ 11,960	\$ 36,988	\$ 37,094	\$ 39,208	WATER AND WASTEWATER FUND	\$ 65,008
CONTRACTUAL	17,762	24,650	22,065	22,650		\$ 65,008
COMMODITIES	2,551	10,450	10,637	3,150		
CAPITAL	-	8,000	10,158	-		
TOTAL	\$ 32,273	\$ 80,088	\$ 79,954	\$ 65,008		
EXPENDITURES BY PROGRAM:						
GENERAL ADMINISTRATION	\$ 21,136	\$ 43,988	\$ 43,998	\$ 46,208		
ZONE A	-	2,350	4,508	350		
KINLANI	1,203	2,150	2,150	1,850		
UNIVERSITY HIGHLANDS #1	9,670	16,300	17,109	1,300		
AIRPORT BOOSTER	264	1,100	1,139	1,100		
AMBERWOOD BOOSTER	-	3,150	-	3,150		
RAILROAD SPRINGS BOOSTER	-	11,050	11,050	11,050		
TOTAL	\$ 32,273	\$ 80,088	\$ 79,954	\$ 65,008		

COMMENTARY:
 The Booster Station operating budget has decreased 9.8% and there are no capital expenditures. Contractuals and commodities decreased due to prior year's and one-time expenditures.

PROGRAM DESCRIPTION

The Wildcat Hill Wastewater Plant is a 6 million gallon-per-day advanced treatment facility. This program is responsible for the day-to-day operation and maintenance, as well as the pumping of treated wastewater to the Fairfield golf courses and contractors. The plant operates a State-certified laboratory, which performs the majority of the required routine lab analysis.

FY02 GOALS/OBJECTIVES AND RESULTS

- ❖ Minimize treatment cost per unit of treated wastewater: Ongoing effort to be accomplished through the EMA re-engineering Pilot Project.
- ❖ Maintain State Certified Laboratory Standards: Successful.
- ❖ Treat all wastewater to NPDES Permit requirements: Successful.
- ❖ Encourage use of reclaimed wastewater by Fairfield golf courses and contractors: Golf course and contractors are using reclaimed water.

ADDITIONAL ACCOMPLISHMENTS FY02

- ❖ No permit violations within plant design.
- ❖ Assumed supervisory responsibilities of the Rio de Flag Reclamation Plant.
- ❖ Reduced scheduled hours of lab director resulting in a savings of approximately \$6,000.00.
- ❖ Implemented combined on call for the Wildcat Hill and Rio de Flag facilities.
- ❖ Drained and cleaned #1 digester.

- ❖ Reduced weekend and holiday staffing by 6.0 hours per day.
- ❖ Extended the exhaust stack on the emergency standby generator.
- ❖ Installed screenings de-watering device further automating the preliminary treatment process.
- ❖ Installed automated primary sludge monitoring and control system.
- ❖ Automated the digester decant system.
- ❖ Drained and cleaned both chlorine contact basins.
- ❖ Installed two new secondary pumps and controls.
- ❖ Installed a secondary turbidity meter and control system improving process control.

FY03 GOALS AND OBJECTIVES

GOAL: PLANNING FOR GROWTH

OBJECTIVES:

- ❖ Encourage use of reclaimed water.
- ❖ Minimize treatment cost per unit of treated wastewater.

GOAL: ORGANIZATIONAL SUPPORT

OBJECTIVES:

- ❖ Integrate operations and management with the Rio de Flag Water Reclamation Plant.
- ❖ Institute skill-based pay.
- ❖ Develop multi-skilled workforce.

GOAL: CUSTOMER SERVICE

OBJECTIVES:

- ❖ Provide a commitment to 100% customer satisfaction.

UTILITIES

DIVISION 53

**WILDCAT WASTEWATER
TREATMENT PLANT**

PERFORMANCE INDICATORS	CY00	CY01	CY02 OR FY03 (EST)
Gallons of influent treated (billions)	1.5333	1.5705	1.6
Gallons of septage treated (millions)	0.932	0.8786	1.0
Gallons of reclaimed water sold (millions)	421.413	341.741	400
Gallons of grease treated (thousands)	195.615	125.232	210
Gallons of commercial interceptor sludge (thousands)	31	35.875	36
Dry metric tons of solids/sludge injected	830.4	1558.9	1200
Cost per thousand to treat (influent)	\$0.80	0.91	0.90

EXPENDITURES BY CATEGORY:	Actual Expenditures 2000-2001	Adopted Budget 2001-2002	Estimated Expenditures 2001-2002	Adopted Budget 2002-2003	SOURCE OF FUNDING:	Adopted Budget 2002-2003
PERSONAL SERVICES	\$ 630,728	\$ 635,789	\$ 632,303	\$ 669,680	WATER AND WASTEWATER FUND	\$1,434,879
CONTRACTUAL	420,171	457,094	462,691	465,196		\$1,434,879
COMMODITIES	232,308	202,028	192,877	225,479		
CAPITAL	114,608	143,826	167,676	74,524		
TOTAL	\$1,397,815	\$1,438,737	\$1,455,547	\$1,434,879		
EXPENDITURES BY PROGRAM:						
GENERAL ADMINISTRATION	\$ 64,143	\$ 141,486	\$ 152,986	\$ 144,575		
PLANT OPERATIONS	492,936	441,908	439,433	460,551		
PLANT MAINTENANCE	619,445	617,335	649,920	635,678		
LAB-PROCESS CONTRL-MONTR	126,511	120,009	114,791	111,657		
SEPTAGE	16,453	6,502	6,302	10,362		
WH RIO MAINTENANCE	4,264	5,750	5,320	6,175		
DRYING BEDS OPERATIONS	880	6,400	4,600	1,750		
SLUDGE INJECTION	73,183	99,347	82,195	64,131		
TOTAL	\$1,397,815	\$1,438,737	\$1,455,547	\$1,434,879		

COMMENTARY:

The Wildcat Wastewater Treatment Plant operating budget has increased 5.1% and capital expenditures total \$74,524 resulting in an overall net decrease of 0.3%. Personal Service increase is due to market, merit and health insurance increases. Contractuals and Commodities increases are primarily due to previous and current onetime expenditures. Major capital (>\$10,000) includes \$25,000 for explosion proofing of the screen room and \$25,500 for the Waukesha top end rebuild. Onetime expenditures for this division are \$7,496 for stairways, \$25,300 for maintenance of equipment, \$9,566 for miscellaneous equipment, and \$4,000 for safety sensors.

PROGRAM DESCRIPTION

This program is responsible for the day-to-day maintenance of the wastewater collection system, reclaimed wastewater distribution system, and repair and/or maintenance of damaged pipelines and manholes. Personnel make all taps into City sewers from this program.

FY02 GOALS/OBJECTIVES AND RESULTS

- ❖ Maintain a minimal level of service calls related to City problems: Lower level of service calls maintained at prior year level indicating a trend of better service.
- ❖ Avoid damages to property caused by sewer problems: Have been successful to date.
- ❖ Develop a matrix of worker skills required by level: Continuing effort through EMA process.
- ❖ Develop training plans and criteria for all major equipment: Continuing effort through EMA process.
- ❖ Improve crew "ownership" of operations: Efforts are continuing.

ADDITIONAL ACCOMPLISHMENTS FY02

- ❖ Continued to reduce City related sewer service calls: Service calls last year dropped 24%, and the number that the city was responsible for also dropped 34%. This is proof of significant improvement in our quality of work.
- ❖ Productivity in Preventive Maintenance increased, our time to clean each reach decreased by an average of 7.46%, proof of a significant improvement in our quantity of work completed.
- ❖ Crown Spray of 33" interceptor done in house rather than by contract, saving the city money.

FY03 GOALS AND OBJECTIVES

GOAL: CUSTOMER SERVICE

OBJECTIVES:

- ❖ Continue the reduction of service calls.

GOAL: ORGANIZATIONAL SUPPORT

OBJECTIVES:

- ❖ Develop a multi-skilled workforce.
- ❖ Develop training plans and criteria for all major equipment.
- ❖ Improve crew "ownership" of operations.

UTILITIES

DIVISION 54

WASTEWATER COLLECTION

PERFORMANCE INDICATORS	CY00	CY01	CY02 OR FY03 (EST)
Miles of sewer cleaned or rodded	175	193.7	190
Number of blockages (City responsibility)	75	39	50
Number of service taps made	21	27	30
Number of feet of sewer televised	50,000	71,472	60,000
Number of repairs made to manholes and cleanouts	65	117	65
O & M cost per service account	\$7.86	\$9.29	\$8.00

EXPENDITURES BY CATEGORY:	Actual Expenditures 2000-2001	Adopted Budget 2001-2002	Estimated Expenditures 2001-2002	Adopted Budget 2002-2003	SOURCE OF FUNDING:	Adopted Budget 2002-2003
PERSONAL SERVICES	\$ 379,772	\$ 412,922	\$ 406,144	\$ 440,656	WATER AND WASTEWATER FUND	\$ 747,051
CONTRACTUAL	27,270	49,010	40,579	42,045		\$ 747,051
COMMODITIES	77,545	96,000	57,545	99,350		
CAPITAL	106,293	215,000	54,750	165,000		
TOTAL	\$ 590,880	\$ 772,932	\$ 559,018	\$ 747,051		
EXPENDITURES BY PROGRAM:						
GENERAL ADMINISTRATION	\$ 168,758	\$ 222,665	\$ 181,491	\$ 201,494		
SERVICE CONNECTIONS	12,564	17,602	17,558	17,036		
PREVENTIVE MAINTENANCE	170,976	203,580	215,026	199,149		
TV INSPECT & HYDRO-CLEAN	83,463	241,635	78,012	243,609		
CORRECTIVE MAINTENANCE	142,552	80,847	57,931	77,489		
RECLAIMED WATER LINE	12,567	6,603	9,000	8,274		
TOTAL	\$ 590,880	\$ 772,932	\$ 559,018	\$ 747,051		

COMMENTARY:

The Wastewater Collection operating budget has increased 4.3% and capital expenditures total \$165,000 resulting in an overall net decrease of 3.3%. Personal Services increase is due to market, merit, and health insurance increases. Contractuals and Commodities decreased due to the net effect of onetime expenditures. Major capital (>\$10,000) for this division is \$160,000 carryover for a TV van.

PROGRAM DESCRIPTION

This division provides monitoring, permitting, and reporting of industrial and commercial wastewater discharges into the City sewer system to assure compliance with Local, State and Federal mandated pre-treatment regulations and to prevent upset at the City's wastewater treatment plants. Other activities include administration of the City's cross-connection control program, air quality monitoring, NPDES stormwater monitoring, and septage control.

FY02 GOALS/OBJECTIVES AND RESULTS

- ❖ Ensure that the City is in compliance with State and Federal NPDES pre-treatment requirements: All requirements met, including conducting the 2000 Local Limits Study as required by NPDES.
- ❖ Ensure all EPA regulated industries are in compliance with Federal and City discharge limits: requirements met.
- ❖ Identify unauthorized discharges into the City's wastewater collection system: Industrial samples analyzed to indicate non-compliant discharge. Corrective or enforcement action utilized as appropriate.
- ❖ Ensure that the City is in compliance with state backflow prevention and cross-connection requirements: Both operational and administrative activities performed. Information is generated by division and received from private parties to enter/track in database. Very little enforcement action is necessary as those parties are very cooperative.
- ❖ Review all new construction developments to assess needs for pre-treatment and backflow prevention:

Work cooperatively with the Building Department and DRB process to review plans.

- ❖ Provide service to our internal and external customers, beyond their expectation: On-going effort to provide excellent customer service.

ADDITIONAL ACCOMPLISHMENTS FY02

- ❖ All division personnel maintained required State and Federal certifications.
- ❖ Recorded past five years of sampling and monitoring data into an enhanced electronic database.
- ❖ Streamline business inspections to incorporated elements of the pretreatment program and the Cross-Connection control program.
- ❖ Provided training opportunities in Cross-Connection Control and Pretreatment to the public and staff.

FY03 GOALS AND OBJECTIVES

GOAL: PUBLIC SAFETY

OBJECTIVES:

- ❖ Prevent bypass of the Public Owned Treatment Works (POTW).
- ❖ Prevent back flow of contaminants into potable water system.

GOAL: COLLABORATION

OBJECTIVES:

- ❖ Encourage pollution prevention for business and industries.

GOAL: CUSTOMER SERVICE

OBJECTIVES:

- ❖ Provide service to our internal and external customers, beyond their expectation.

UTILITIES

DIVISION 55

WASTEWATER MONITORING

PERFORMANCE INDICATORS	CY00	CY01	CY02 OR FY03 (EST)
Number of businesses inspected for potential cross connection	1,495	654	1,500
Number of backflow device tests logged	1,563	1,263	1,700
Number of businesses notified of compliance requirements	2,110	902	N/A
Number of compliance inquiries	935	1,276	N/A
Number of compliance samples analyzed	1,627	2,530	1,500
Number of pre-treatment business inspections	1,563	753	1,500
Number of sewer flow meter calibrations and repairs	1	-0-	N/A
Number of air samplers monitored	186	119	N/A
Percent of failed back flow tests	NA	NA	-0-

EXPENDITURES BY CATEGORY:	Actual Expenditures 2000-2001	Adopted Budget 2001-2002	Estimated Expenditures 2001-2002	Adopted Budget 2002-2003	SOURCE OF FUNDING:	Adopted Budget 2002-2003
PERSONAL SERVICES	\$ 143,465	\$ 158,095	\$ 158,153	\$ 168,439	WATER AND WASTEWATER FUND	\$ 257,248
CONTRACTUAL	97,814	181,834	127,560	56,199		\$ 257,248
COMMODITIES	18,013	25,310	21,871	32,610		
CAPITAL	15,252	8,738	8,576	-		
TOTAL	\$ 274,544	\$ 373,977	\$ 316,160	\$ 257,248		
EXPENDITURES BY PROGRAM:						
GENERAL ADMINISTRATION	\$ 104,397	\$ 110,263	\$ 111,420	\$ 111,286		
NPDES MONITORING	20,942	26,139	22,416	31,814		
INDUSTRIAL WASTE MONITOR	49,489	79,176	69,578	86,465		
UNDERGROUND STORAGE TANK:	(22)	1,403	1,403	-		
HAZARDOUS WASTE	3,179	3,304	3,304	3,593		
BACKFLOW X CONN. CONTROL	48,947	134,345	52,460	24,410		
STORM WATER	999	(320)	-	(320)		
LOCAL LIMITS STUDY	46,613	19,667	55,579	-		
TOTAL	\$ 274,544	\$ 373,977	\$ 316,160	\$ 257,248		

COMMENTARY:

The Wastewater Monitoring operating budget has decreased 29.6% and there are no capital expenditures. Personal Services increase is due to market, merit and health insurance increases. Contractuals decrease is primarily due to completion of the Local Limits study and elimination of expense for backflow testing. Commodities increases are due to onetime expenditures. Onetime expenditures for this division are \$6,100 for three work centers, \$7,000 for pretreatment software, and \$900 for a test gauge.

PROGRAM DESCRIPTION

The Rio de Flag Water Reclamation Facility processes wastewater flow from the western half of the city and reclaims the water for a variety of non-potable uses, principally landscape irrigation. Water not used for irrigation is released to the Rio de Flag wash for riparian enhancement. The automated treatment facility uses advanced technology to produce non-potable water that is certified Grade A+ by the State of Arizona. The program monitors quality control of product water and downstream water quality. Staff is also responsible for pumping the water into the citywide distribution system and maintaining the reclaimed water storage facilities at Buffalo Park.

FY02 GOALS/OBJECTIVES AND RESULTS

- ❖ Provide wastewater treatment and reclaimed water that meets or exceeds all Federal and State permit requirements: All requirements met.
- ❖ All required State and Federal monitoring reports submitted accurately and on time: All requirements met.
- ❖ Cross-training of staff in a variety of Utilities department functions: Ongoing effort to be accomplished through the EMA Re-engineering Pilot Project.

ADDITIONAL ACCOMPLISHMENTS FY02

- ❖ Purchased and installed replacement SCADA system.
- ❖ Implemented combined on call for the Rio de Flag and Wildcat Hill facilities.
- ❖ Installed screenings de-watering device further automating the preliminary treatment process.
- ❖ Eliminated scheduled staffing on weekends and holidays.

FY03 GOALS AND OBJECTIVES

GOAL: ORGANIZATIONAL SUPPORT

OBJECTIVES:

- ❖ Develop multi skilled workforce.
- ❖ Integrate with Wildcat Wastewater Treatment Plant.

GOAL: PLANNING FOR GROWTH

OBJECTIVES:

- ❖ Encourage the use of reclaimed water.

GOAL: CUSTOMER SERVICE

OBJECTIVES:

- ❖ Exceed customer service expectations.

UTILITIES

DIVISION 56

**RIO DE FLAG RECLAIMED
TREATMENT PLANT**

PERFORMANCE INDICATORS	CY00	CY01	CY02 OR FY03 (EST)
Gallons of wastewater treated (millions)	865.4	682.7	685.0
Gallons of reclaimed water produced (millions)	661.3	654.4	658.0
Gallons of reclaimed water reused (millions)	117.8	102.8	170.0
Cost to produce 1000 gallons reclaimed water	\$0.97	\$0.96	\$0.98

EXPENDITURES BY CATEGORY:	Actual Expenditures 2000-2001	Adopted Budget 2001-2002	Estimated Expenditures 2001-2002	Adopted Budget 2002-2003	SOURCE OF FUNDING:	Adopted Budget 2002-2003
PERSONAL SERVICES	\$ 272,943	\$ 302,781	\$ 264,485	\$ 265,514	WATER AND WASTEWATER FUND	\$ 917,789
CONTRACTUAL	356,325	399,905	376,782	477,500		\$ 917,789
COMMODITIES	73,137	105,500	98,200	110,975		
CAPITAL	13,074	102,400	227,400	63,800		
TOTAL	\$ 715,479	\$ 910,586	\$ 966,867	\$ 917,789		
EXPENDITURES BY PROGRAM:						
GENERAL ADMINISTRATION	\$ 88,727	\$ 90,674	\$ 51,833	\$ 53,957		
PLANT OPERATIONS	368,784	500,609	499,492	419,478		
PLANT MAINTENANCE	147,272	181,551	293,424	227,890		
LAB-PROCESS CONTROL-MONTR	77,644	101,197	85,563	90,464		
RECLAIMED CONNECTIONS	33,052	36,555	36,555	126,000		
TOTAL	\$ 715,479	\$ 910,586	\$ 966,867	\$ 917,789		

COMMENTARY:

The Reclaimed Water Plant operating budget has increased 5.7% and capital expenditures total \$63,800 resulting in an overall net increase of 0.8%. Personal Services decrease is due to the elimination of the Plant Supervisor position. The Wildcat Plant Supervisor will oversee these operations. Contractuals increases are primarily due to reclaimed water rebate due to a new golf course. Commodities increases are primarily due to onetime expenditures for equipment. Major capital (>\$10,000) includes \$15,000 for phone system, \$20,300 for waste flow meter and piping, and \$28,500 for blower modification. Onetime expenditures for this division are \$20,050 for two probes and analyzers, \$3,000 for a 3-year supply of anthrocite, and \$1,000 for two PH and temp probes.

