

Glendale Water & Power's Strategic Plan 2009-2014

Dear Valued Customer,

On Tuesday, March 3, 2009, the newly developed GWP Strategic Plan was presented to Glendale's City Council. The plan represents a total collaborative effort that involved GWP employees at every level within the organization, stakeholders and customer groups. It is truly our pathway to a new future for water and power customer service.

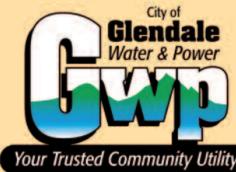
Our aim is to first stabilize rates and then keep them competitive with surrounding utilities. We will be developing and implementing new strategies to meet supply, infrastructure, system, personnel, and other business needs. This will require the identification and incorporation of new technologies and innovative work practices into our daily operations. The plan starts by laying the foundation for new and expanded initiatives such as our transition to the smart-grid, greater reliance on renewable energy, expanded water and energy conservation efforts, new high-tech water purification systems, more technologically advanced generation systems, and significant reductions in greenhouse gas emissions.

The GWP team worked tirelessly to assemble a true forward-looking plan that will be measurable, manageable, and durable and will withstand the changes in the business environment to which water and power utilities are exposed. We are committed to work the plan and report its progress to you, our stakeholders, on a regular basis. And, when course corrections are required, we will make them, and report those changes to you as well.

Below are snapshots of the Strategic Plan focus along with our vision. As we move to put the plan in place, look for "Strategic Plan Updates" in our bi-monthly newsletter, *From The Source*, as well as regular updates on our web site. I look forward to continuing to work with you and the GWP team in bringing this plan to fruition as we move to achieving our mission as Glendale's "trusted community utility".

Thank you,

Glenn Steiger, General Manager
Glendale Water & Power



Our Vision

To deliver reliable, high quality, environmentally sensitive, and sustainable water and power services to our customers in a caring and cost-competitive manner while creating a stimulating and rewarding work experience for our employees.

Our Priorities

Our analysis of the business environment clarified that our strategic plan must address the following priorities:

- WATER SUPPLY** - Maximize the production of local water resources and the efficiency of water use.
- POWER SUPPLY** - Ensure reliable power supply under severe legislative/regulatory controls and restrictions through a portfolio of resources that includes a reconfigured Grayson Power Plant.
- CUSTOMER SERVICE** - Achieve high customer satisfaction level by increasing the value of all GWP programs and services.
- RATES** - Achieve water and electric rates that are at the median of comparable utilities in Southern California.
- INFRASTRUCTURE** - Assure the highest achievable service reliability by continuously improving and maintaining the GWP physical plant, electric and water facilities.
- WORK FORCE** - Hire, develop, and retain a safe, highly skilled, dedicated, and customer-focused work force.
- SYSTEMS** - Utilize new and existing information systems and technologies that reduce GWP's costs, enhance customer service, and increase operational effectiveness.
- CITY OF GLENDALE** - Collaborate with the City to improve GWP's efficiency and public image.
- LEGISLATION AND REGULATION** - Influence local, state, and federal legislation and regulations to benefit GWP's operations.

Look for your CFL in the Mail this Spring!

Glendale Water & Power will be mailing you another compact fluorescent light bulb (CFL) during the month of May. Energy efficient light bulbs are one of the most cost effective ways to reduce your household's energy consumption. Use this light bulb to replace one incandescent light bulb in your home. By replacing one incandescent light bulb with the new CFL provided, you can save \$12 a year and \$84 over the seven year life of the bulb. Each box will contain one CFL along with information to purchase more CFLs at reduced costs through our web site.

We remind you to always recycle your used CFLs as a hazardous waste as they contain trace amounts of mercury. Never throw CFLs in the trash or blue recycling bin. Put used and broken CFLs in two sealable disposable plastic bags and bring them to our hazardous waste collection center at 780 Flower St. in Glendale, or call (818) 548-4030. Burned out CFLs can also be taken to local Home Depot stores for recycling.

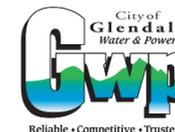
As with all household items containing mercury, even the small amounts in our CFLs, use precaution when cleaning up broken materials containing mercury. For information on CFL mercury content and general information on cleaning up broken CFLs, please visit our web site at www.GlendaleWaterAndPower.com or call (818) 548-3300 for a CFL clean-up information sheet.



ReSource Central

Glendale Water & Power Office Hours

Customer Services Hours: Monday – Thursday 8:30 a.m. – 5:00 p.m. **Fridays: 8:30 a.m. – 4:30 p.m.**
 Drive-Up Bill Payment Hours: Monday – Friday 9:00 a.m. – 4:00 p.m.
 Engineering Counter Hours: Monday – Thursday 7:30 a.m. – 4:45 p.m. **Fridays: 8:00 a.m. – 4:15 p.m.**
Closed: May 25 (Memorial Day)



Glendale Water & Power Commission Meetings: 1st Monday of each month at 4:00 p.m.
Glendale City Council Chambers (except holidays)

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|--|--|---|--|
| GWP Electric Bill Questions: 818.548.3300 | Water Emergencies: 818.548.2011 | Glendale Care: 818.548.3300 | Smart Home Air Conditioning / Duct Programs: 1.877.422.2432 (toll-free) |
| GWP Water Bill Questions: 818.548.3300 | Street Light Repair: 818.548.2011 | Smart Home Surveys: 818.265.5062 | Smart Business Energy Saving & Upgrade Program: 1.800.263.9313 |
| GWP Automated Telephone Service: 818.548.3300 | Trees in Electric Wires: 818.550.4584 or 818.548.2011 | Smart Home Rebates: 1.866.557.1411 (toll-free) | |
| GWP Automated Telephone Service For Hearing Impaired (TTY): 818.409.7062 | Tree Power: 818.957.4425 | Smart Home Solar Solutions: 818.548.2750 | |
| Electric Emergency: 818.548.2011 | Solar Solutions: 818.548-2750 | Peak Hogs Program: 818.548.3300 | |

City of Glendale Website: www.ci.glendale.ca.us

Glendale Water & Power Website: www.GlendaleWaterAndPower.com



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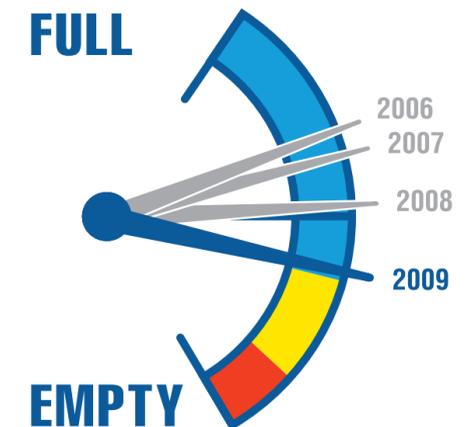
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Storms Do Little To Ease the Water Supply Shortages

Despite the rain and snow fall this winter, the water supply situation in Southern California remains very serious. The past two dry years have depleted the water storage reserves. Recent environmental court decisions have limited the amount of water available from the north, and the extended drought on the Colorado River continue to make mandatory water conservation a real possibility by the beginning of this summer.

What can you do to help? Reduce your landscape watering now, and make water conservation a way of life for your household. We encourage you to water your landscape only three days a week and reduce your watering schedules by at least two minutes per station. Also, turn off your automatic sprinklers two to three days before predicted rain and do not turn them back on for at least three days after the rainfall ends. For more water conservation tips visit www.GlendaleWaterAndPower.com or www.bewaterwise.com

Current Water Reserve Levels in California



Current MWD California Water Reserve Level gauge shows customers the dire situation of our water reserves. Water gauge graphic provided courtesy of The Metropolitan Water District of Southern California, copyright owned by The Metropolitan Water District of Southern California.



FREE Landscape Classes

Learn to plant with California Friendly plants that can resist the summer heat and don't need as much water as regular plants while creating a beautiful and inviting landscape. Glendale *Water & Power* and Burbank Water and Power are co-hosting free landscape classes for our customers.

Learn how to: **Save water and reduce your water bill; Identify common water wasting problems in irrigation systems; Plant CA Friendly plants that best fit your landscape**

May 238:30 a.m. – 12:30 p.m.Basic Landscape Design
May 308:30 a.m. – 12:30 p.m.CA Friendly and Native Plants
June 68:30 a.m. – 12:30 p.m.Landscape Sprinkler Design

Enrollment is limited. Call (818) 238-3730. Location will be announced. Refreshments will be served.

New Water Conservation Rebates!

GWP is working with the Metropolitan Water District (MWD) to provide you with additional rebates on water conservation products through MWD's SoCal WaterSmart Program.

Visit www.bewaterwise.com and click on the SoCal WaterSmart icon. The following rebates are in addition to the ones GWP provides through its Smart Home Energy & Water Saving Rebate Program.

Indoors: Together, toilets and clothes washers account for approximately 45% of the water used inside your home.

High Efficiency Clothes Washers: starting at \$135

(Water Factor (WF) of 5.0 or lower)

High Efficiency Toilets: starting at \$100

(WaterSense-qualified and meet 1.28 gallons per flush (gpf) or less)

Outdoors: Up to 70% of California's entire residential water supply is applied to home landscapes.



Weather-Based Irrigation Controllers: starting at \$80/controller

(for less than 1 acre of landscape; \$630/acre for more than 1 acre of landscape)



Rotating Sprinkler Nozzles: starting at \$4/nozzle

The above information applies only to rebates on water saving products through MWD and it's a one time rebate per address. Call MWD at 1-888-376-3314 to find out more about these new rebates or visit www.bewaterwise.com. Glendale *Water & Power*, also offers rebates on qualified ENERGY STAR appliances and home improvement products. To find out more about our rebates visit www.GlendaleWaterAndPower.com or call 1-866-557-1411.

Photos courtesy of The Metropolitan Water District of SouthernCalifornia



Self-Installing Your Own Solar Photovoltaic System

Tom Meehan, a Glendale resident made the decision to install his own solar panel system on his home's roof. His first concern when he began was how to put solar on his tile roof. Second was whether or not his roof could sustain the new solar panels. To address those concerns, he contacted a solar manufacturer who provided a racking system that allowed him to place the solar panels above the tiles and still reap the benefits of harnessing the sun's power.

Tom also applied for an incentive for the installation by participating in GWP's Solar Solutions Program. GWP provides up to \$3.75 a watt rebate for solar installations for

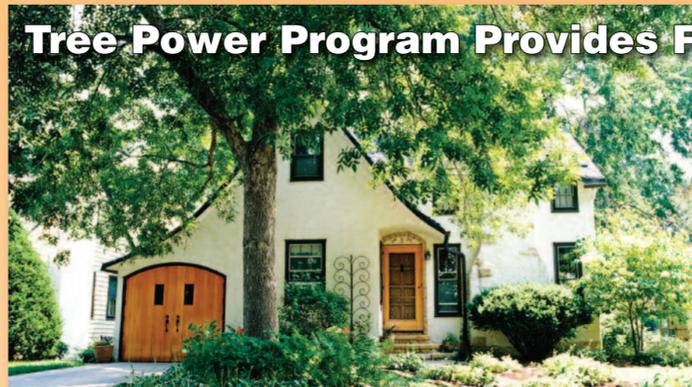


both residential and commercial customers. "After filling out the reservation form, the permit process was quick. GWP's Electrical Section came out immediately for the inspections and everything went smoothly," says Tom. "I am very happy with the process and the Solar Solutions Program."

Of course, everyone does not have the time, talent or background to install their own system. Whether you are interested in installing your own photovoltaic solar system or hiring a solar contractor, contact Glendale *Water & Power* for information on our Solar Solution incentives. For customers interested in self installs, take a look at the website, <http://www.builditsolar.com>. We also recommend that you call different solar panel manufacturers to find out what solar panel would best fit your needs. This information as well as other website links and tips may be found at <http://www.gosolarcalifornia.ca.gov>.

Now is the time to save money and energy by experiencing the power of solar and investing in renewable energy to reduce your carbon footprint. For more information on GWP's Solar Solutions 2009 incentives visit our website at www.GlendaleWaterAndPower.com or give us a call at (818) 548-2750. Solar incentives by law decline 7% every year, reserve your incentive with GWP today.

Tree Power Program Provides Free Shade Trees



Glendale *Water & Power's* **Tree Power Program** provides owners of single-family residential properties up to three free shade trees to plant on their property. Customers can choose from 30 different shade tree varieties. Our program arborist will work with you to find the best location for your shade trees. Once the trees mature, the shade they provide will help reduce your air conditioning costs in the summer. Now is a great time to plant. For more information call (818) 957-4425.

GWP has the Answer???

What can I do to lower my bill?

Conservation is key to reducing utility bills. Below are simple steps you can take to immediately start conserving electricity and water:

- Air dry your dishes since a dishwasher uses more energy to dry than to wash.
- Use your dishwasher and washing machine only for full loads, and shorten the washing cycle with fewer rinses.
- Turn off the secondary refrigerator.
- Water your landscape three days a week.
- Take shorter showers.
- Adjust sprinklers so they water the landscape and not walkways.
- Don't allow water to run while brushing teeth, or shaving.
- Set thermostat no higher than 68 degrees for heating and no lower than 78 degrees for cooling
- Keep draperies drawn and windows closed to prevent cool air from escaping and warm air from seeping in through glass areas.
- Turn off lights when not in use.

Glendale *Water & Power* has many Public Benefit Programs that our customers can participate in to help reduce their bills and motivate them to start conserving. For example, our "Smart Home Energy & Water Survey Program" offers all of our residential customers: **a.** A free energy and water survey; **b.** Installs \$50 worth of energy and water saving devices; **c.** Educates our customers on conservation. To schedule an appointment, please call (818) 265-5062. Apartment buildings are also eligible for this program.

POWER CONTENT LABEL

| Energy Resources | Glendale General Resource Mix (2008) | Glendale GCC Solar Project** (2008) | Glendale Green Partners*** (2008) | 2007 CA Power Mix**** (for comparison) |
|----------------------------|--------------------------------------|-------------------------------------|-----------------------------------|--|
| Eligible Renewable | 14% | 100% | 100% | 10% |
| - Biomass & waste | 7% | 0% | 0% | <1% |
| - Geothermal | 2% | 0% | 0% | 2% |
| - Small hydroelectric | 1% | 0% | 0% | 6% |
| - Solar | <1% | 100% | 0% | <1% |
| - Wind | 4% | 0% | 100% | 2% |
| Coal | 36% | 0% | 0% | 32% |
| Large Hydroelectric | 9% | 0% | 0% | 24% |
| Natural Gas | 34% | 0% | 0% | 31% |
| Nuclear | 6% | 0% | 0% | 3% |
| Other | <1% | 0% | 0% | 0% |
| TOTAL | 100% | 100% | 100% | 100% |

* 82% of Glendale's Resource Mix is specifically purchased from individual suppliers.
 ** 100% of GWP GCC Solar Project is specifically purchased from individual suppliers.
 *** 100% of GWP Green Partners is specifically purchased from individual suppliers.
 **** Percentages are estimate annually by the California Energy Commission based on electricity sold to California consumers during the previous year.

For specific information about this electricity product, contact Glendale Water & Power. For general information about the Power Label, contact the California Energy Commission at 1-800-555-7794 or www.energy.ca.gov/consumer.

Thank You For Being A Green Partner!

The evidence of global warming is undeniable and to take action now is essential to build a better future for us and the environment. There are many changes we can all make to reduce our carbon footprint. One such change was made by 700 of our valued customers taking part in our new Green Partners Program. These customers signed up to help our environment by switching to green power.

The Green Partners Program was designed to give our customers the opportunity to receive green power and support renewable energy resource development by paying a premium on their electric bill in lieu of the current fuel adjustment charge.

Our Green Partners have come together and made a commitment to building a healthier and cleaner community for all of us. Their efforts have reduced our carbon footprint and are supporting new investments in renewable energy. You can find a listing of our Green Partners on our web site, www.GlendaleWaterAndPower.com. Thank you for being a Green Partner and for your support! If you want to become a Green Partner, GWP looks forward to providing an opportunity for you to sign-up in the near future. We will keep you posted.

