

Darin Cook

- 1) We must find ways to reduce rates, especially towards more disadvantaged areas. In the short term, this involves continuing to find ways to mitigate GREC costs. In line with this, I'd like to find ways to increase economic zones where fees don't necessarily have to be paid up front.
- 2) I'd like to continue GRU's quest to get into the 21st century from a technology standpoint so that new products, services and rate schedules can be easily offered. This includes enterprise software as well as upgrading to smart meters.
- 3) We must find ways to attract high value talent and keep it.
- 4) We must engender trust with GRU's customers and the community. Finding ways to do this is paramount.

Annie Orlando

- 1) Continue to hold the line on rates and to explore ways to reduce rates and the fuel adjustment fee.
2. Natural gas:
 - a. Expand NG lines to areas that don't have access to NG
 - b. Convert RTS fleet and other local government vehicles to NG.
3. Develop plans to move power generation to a distributed energy model and to integrate more solar generation into GRU's energy mix as long as it doesn't increase rates.
4. Continue to clarify policies and procedures between the UAB, GRU and the City Commission and to add decision making responsibilities to the UAB.

Mary Alford

- 1) To improve safety for both employees and contractors.
- 2) To increase trust from the public and to repair the relationship between GRU and the community.
- 3) To improve transparency and accountability for budgets and events (safety, environmental, asset protection, operational, reliability).
- 4) To address costs within the community that deter business, deter affordable housing options, and affect city and school board budgets.

Sandy Campbell

- 1) Human Resources
 - a) GRU salary study. What were recommendations? What changes occurred?
 - b) Inability to retain key personnel when recruited by outside utilities.
 - c) Inability to reward those that take on additional duties.
 - d) Lack of promotional structure in many positions.
 - e) Union. Should the union cover both the city and GRU? Different needs/issues.
 - f) Hiring process. What is average on boarding? How can it be streamlined.
 - g) Benefits. Lack of grandfathering in existing employees when retirement benefits changed. Added to frustration of employees.
- 2) Role of UAB
 - a) Current structure does not have any decision making ability.
 - b) Option of having a representative at every commission meeting puts undue burden on UAB members.
 - c) Propose that some agreement/process be worked out between two groups

Robert Walpole

- 1) Developing a strategy for UAB independent governance and earning the respect of the Commission such that they grant it.
- 2) Eliminate all Surcharges to County residents. In particular eliminate the 25% surcharge. GRU customers should pay the same rates and fees regardless of geographical boundaries.
- 3) Define GRU's role in Economic Opportunity and Job Creation. Is the IIA a model, are there others? Assistance in CRAs? Creating a utility environment that supports opportunity and increased GRU revenues? Does investing in economic opportunity provide a return to investors? Is it rate neutral?
- 4) Define GRU's role and strategy with social programs, to what level does GRU contribute? IS it rate neutral? As a nearly ½ billion dollar organization we are one of the largest in the Community and have an obligation. Does everyone have a hand out? What metrics can we put in place to ensure social investment has a positive return in our community? To what end or detriment are social programs on the rates which in themselves create social issues?
- 5) Development of Urban Design Standards for utility separations.

Michael Selvester

- 1) Explore ways of generating additional revenue for the natural gas system, with a particular focus on expanding service to other municipalities in the county where gas infrastructure exists but customers are not yet connected.
- 2) Put GRU in charge of its own personnel and hiring processes, rather than general city government.