



**Meeting of the Metro Commission  
and Metro Wastewater JPA**

**REVISED AGENDA**

**Thursday, September 11, 2008  
12:00 p.m.**

**9192 Topaz Way (MOC II) Auditorium  
San Diego, California**

*"The mission of the Metro Commission is to create an equitable partnership with the San Diego City Council on wastewater issues in the San Diego region that ensures fair rates for participating agencies, concern for the environment, and regionally balanced decisions through data analysis, collaboration among all stakeholders, and open dialogue."*

**Note:** Any member of the Public may address the Metro Commission/Metro Wastewater JPA on any Agenda Item. Please complete a Speaker Slip and submit it to the Administrative Assistant or Chairperson prior to the start of the meeting if possible, or in advance of the specific item being called. Comments are limited to three (3) minutes per individual.

Documentation  
Included

1. ROLL CALL
2. PUBLIC COMMENT  
*Persons speaking during Public Comment may address the Metro Commission/ Metro Wastewater JPA on any subject matter within the jurisdiction of the Metro Commission and/or Metro Wastewater JPA that is not listed as an agenda item. Comments are limited to three (3) minutes. Please complete a Speaker Slip and submit it prior to the start of the meeting.*
- X 3. **ACTION** – CONSIDERATION AND POSSIBLE ACTION TO APPROVE MINUTES OF August 7, 2008
4. METRO TAC UPDATE
- X 5. **ACTION** - CONSIDERATION AND POSSIBLE ACTION TO APPROVE THE YEAR END JUNE 30, 2008 TREASURER'S REPORT.
6. **ACTION** – CONSIDERATION AND POSSIBLE ACTION TO APPROVE THE MBC CENTRATE COLLECTION UPGRADES (ANN SASAKI, IRAJ ASGHARZADEH)
7. **ACTION** – CONSIDERATION AND POSSIBLE ACTION TO APPROVE THE PUMP STATIONS 1 AND 2 ELECTRICAL UPGRADES (ANN SASAKI, CHISTI DADACHANJI)

Documentation  
Included

- X 8. **ACTION** – CONSIDERATION AND POSSIBLE ACTION TO APPROVE THE CONTINUANCE ON A MONTH TO MONTH BASIS OF THE AGREEMENT WITH AR CONSULTING FOR WEBSITE HOSTING AND MAINTENANCE
9. IROC UPDATE
10. COMMUNICATION AD HOC COMMITTEE
11. FINANCE AD HOC COMMITTEE - DISCUSSION OF CURRENT ACTIVITIES WITH THE CITY OF SAN DIEGO RELATED TO FINANCING ISSUES
- X 12. STRATEGIC PLAN AD HOC COMMITTEE  
**ACTION:** CONSIDERATION AND POSSIBLE ACTION TO APPROVE PROPOSAL OF BLAKE ANDERSON CONSULTING FOR STRATEGIC PLANNING CONSULTING WORK AND DIRECTION TO THE TREASURER TO INCREASE THE BUDGET FUNDED BY A CORRESPONDING SUPPLEMENTAL BILLING TO THE PARTICIPATING AGENCIES TO COVER THE MAXIMUM COST OF \$20,000
13. WAIVER AD HOC COMMITTEE
14. PROPOSED AGENDA ITEMS FOR THE NEXT METRO COMMISSION/ METRO WASTEWATER JPA MEETING  
**(NOTE: THE OCTOBER 2, 2008 MEETING WILL BE A NORMAL MEETING HELD AT MOC II. THE STRATEGIC PLANNING WORKSHOP WILL TENTATIVELY BE HELD IN LIEU OF THE NOVEMBER 6<sup>TH</sup> MEETING IN DEL MAR FROM 12 P.M. TO 4 P.M. PENDING THE OUTCOME OF ITEM 12 ABOVE.**
15. METRO COMMISSIONERS' AND JPA BOARD MEMBERS' COMMENTS
16. ADJOURNMENT OF METRO COMMISSION AND METRO WASTEWATER JPA

The Metro Commission and/or Metro Wastewater JPA may take action on any item listed in this Agenda whether or not it is listed "For Action."

*Materials provided to the Commission and/or Metro Wastewater JPA related to any open-session item on this agenda are available for public review by contacting L. Peoples at (619) 476-2557 during normal business hours.*

***In compliance with the  
AMERICANS WITH DISABILITIES ACT***

*The Metro Commission/Metro Wastewater JPA requests individuals who require alternative agenda format or special accommodations to access, attend, and/or participate in the Metro Commission/Metro Wastewater JPA meetings, contact M. Barrett at (619) 236-6585, at least forty-eight hours in advance of the meetings.*

# Agenda Item 3





**Metro Commission and  
Metro Wastewater JPA Meeting**

**9192 Topaz Way (MOC II) Auditorium  
San Diego, California**

**August 7, 2008  
DRAFT Minutes**

Chair Abarbanel called the meeting to order at 12:11 p.m. A quorum of the Metro Wastewater JPA and Metro Commission was declared, and the following representatives were present:

**1. ROLL CALL**

<u>Agencies</u>	<u>Representatives</u>		<u>Alternate</u>
City of Chula Vista	Cheryl Cox	X	
City of Coronado	Al Ovrom	X	
City of Del Mar	Henry Abarbanel	X	
City of El Cajon	Mark Lewis	X	
City of Imperial Beach	Mayda Winter	X	
City of La Mesa	Ernie Ewin		(No representation)
Lemon Grove			
Sanitation District	Jerry Jones	X	
City of National City	Luis Natividad	X	
City of Poway	Merrilee Boyack	X	
City of San Diego	Jerry Sanders		Jim Barrett
County of San Diego	Dianne Jacob		Daniel Brogadir
Otay Water District	Mark Robak	X	
Padre Dam MWD	Augie Cairnes	X	
Metro TAC Chair	Scott Huth	X	
IROC	Don Billings		(No representation)

**2. PUBLIC COMMENT**

There was no public comment.

**3. ACTION: APPROVE MINUTES FROM THE MEETING OF JUNE 26, 2008**

Upon motion by Commissioner Lewis, seconded by Vice Chair Winter, with the City of La Mesa absent, the Board unanimously approved the minutes.

**4. METRO TAC UPDATE**

Scott Huth, Metro TAC Chair, reported on the following:

- Received the 2009-2018 CIP Schedule (annual yearly update) – containing a listing of projects.
- Presentation heard from the Southern California Alliance on Publicly Owned Treatment Works (SCAP) on new legislation with waste discharge requirements from the State. JPA is a member of their organization and they represent the JPA at State level. SCAP has extended a free year of membership to the individual agencies to provide an opportunity to review the benefits they offer.
- A Task Subcommittee was established and is working on a proposal from San Diego on their Operation Reserve and Debt Coverage Reserve. Subcommittee members are Paula de Sousa, Doug Wilson, Karen Keese and Scott Huth. The proposal will be reviewed at TAC level, presented to the Finance Ad Hoc Committee and then brought to the full JPA.

**5. UPDATE ON THE CALIFORNIA STATE OCEAN PLAN**

Alan Langworthy, Deputy Director, Environmental Monitoring & Technical Services Division, City of San Diego Metropolitan Wastewater Department presented an overview of the changes to the plan. He then provided the waiver process schedule for the completion of the tentative decision which included the reasons for the conclusions; draft permit for Pt. Loma; and the setting of the Public Hearings anticipated in mid-November; Joint Hearing with the Regional Quality Control Board and an EPA Hearing Officer in February 2009 to take testimony; the close of the public comment period at the end of the hearing, and March 2009 to reconvene, make their final decision and vote. Mr. Langworthy noted that the EPA was driving the process and everyone else was in a holding pattern until a decision was made.

**6. UPDATE ON STATUS OF SECONDARY TREATMENT FOR SOUTH BAY INTERNATIONAL PLANT** Steve Smullen, Project Manager, United States Section of the International Boundary & Water Commission (USIBWC) made a brief PowerPoint presentation on the plant.

**7. RECYCLED WATER, CONSERVATION GOALS AND IMPACT ON RATES (CWA)**

Dana Frieauf, Principal Water Resource Specialist, San Diego County Water Authority provided an update on water supply conditions, activities the water authority has been undertaking, conservation and water recycling, and the impact the drought activities have had on the rates at the water authority.

(NOTE: Commissioner Natividad left the meeting)

(NOTE: Alternate Representative Barrett left the meeting)

Metro Commission Secretary Scherer advised that the General Managers had started a process at the Water Authority of looking at developing a regional offset program. This type of program has been developed in other communities and parts of the state wherein a developer of a certain size development has to figure out where to offset their water from by creating new water sources, lessening demand on the overall system, or expanding recycled water use to another facility that will allow them to take potable uses.

**8. ACTION: FORMALLY ACCEPT RESCISSION OF RESIGNATION LETTER FROM WALKE & CONLEE**

Chair Arbarbanel requested this item be combined with Item 10.

Commissioner Caires provided a handout titled "Communications Program; Comments by Walke & Conlee at the July JPA meeting – setting the record straight" which he encouraged the Commissioners to read at their convenience.

Motion by Commissioner Robak, seconded by Commissioner Caires, to accept the resignation of Walke & Conlee. Motion failed 5-5-0-2 with Commissioners Abarbanel, Boyack, Brogadir and Caires and Robak voting in favor, Commissioners Cox, Jones, Lewis, Ovrom and Winter voting no, no abstentions, and the Cities of La Mesa and National City absent.

General Counsel de Sousa stated that the resignation currently stood, and that action was still needed on the agenda item, which was a vote to formally accept (or not) the rescission of the resignation.

Motion by Commissioner Ovrom, seconded by Vice Chair Winter, to formally accept the rescission of resignation from Walke & Conlee. Motion failed 5-5-0-2 with Commissioners Cox, Jones, Lewis, Ovrom and Winter voting in favor, Commissioners Abarbanel, Boyack, Brogadir, Caires and Robak voting no, no abstentions, and the Cities of La Mesa and National City absent.

**9. IROC UPDATE**

Commissioner Caires reported on the following:

- IPR Demo Project - because of the Department of Health Services requirement that it be a 1,000 gpm plant instead of a 20 gmp plant for indirect potable reuse will cause a cost increase from potentially \$6 to \$12 million. Further, he suggested that when the information is received in October, a presentation be made to the Metro Comm/Metro JPA and that they consider endorsing the project as it offers a lot of future potential.
- San Diego Measure C passed which is the audit oversight and IROC will complement the process in their performance audit.

10. **COMMUNICATION AD HOC COMMITTEE**  
Report presented in conjunction with Item 8.
11. **FINANCE AD HOC COMMITTEE**  
No report.
12. **STRATEGIC PLAN AD HOC COMMITTEE**  
Discussion and possible action regarding Strategic Plan Development; discussion of date for Strategic Planning Workshop; discussion regarding selection of Strategic Plan Facilitator.  
  
Chair Abarbanel stated the Committee had tentatively scheduled the workshop for October 2, 2008 in lieu of the JPA meeting, to be held in Del Mar from 12:00 p.m. to 4:00 p.m.
13. **WAIVER AD HOC COMMITTEE**  
Chair Abarbanel suggested that based on the presentation by Mr. Langworthy, the committee which is now actually the Modified Permit Committee, be disbanded at this time as there would be no further action to take until a decision was made by the EPA.
14. **PROPOSED AGENDA ITEMS FOR THE NEXT METRO COMMISSION/WASTEWATER JPA MEETING (September 11, 2008 with Mayor Sanders at MOC II)**  
Chair Abarbanel stated he would be out of the county and requested agenda items specifically beyond things that have already been written to Mayor Sanders, be forwarded to Vice Chair Winter for inclusion in the agenda.  
  
Vice Chair Winter requested the presentation on Smartwater be made at the September or October meeting if possible.
15. **METRO COMMISSIONERS' AND JPA BOARD MEMBERS' COMMENTS**  
There were none.
16. **ADJOURNMENT OF METRO COMMISSION AND JPA**  
At 1:52 p.m., there being no further business, Chair Abarbanel declared the meeting adjourned.

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Recording Secretary

# Agenda Item 5

Metro Wastewater JPA

Treasurer's Report  
Twelve Months Ending June 30, 2008  
Unaudited

**Beginning Cash Balance at July 1, 2007** **\$ 26,619**

**Operating Results**

Membership dues & Interest income	\$ 251,845
Expenses	<u>\$ (220,866)</u>
Net Income (Loss)	\$ 30,979
Net change in receivables & payables (see cash flow statement)	<u>\$ (19,005)</u>

**Cash provided (used) from operating activities** **\$ 11,974**

**Ending Cash Balance at June 30, 2008** **\$ 38,593**

Submitted by:

*Doug Wilson, Treasurer*

10-Aug-08

Metro Wastewater JPA - C/O Padre Dam MWD  
**Balance Sheet**  
 As of June 30, 2008

	Jun 30, 08	Jun 30, 07	\$ Change
<b>ASSETS</b>			
<b>Current Assets</b>			
<b>Checking/Savings</b>			
California Bank & Trust	34,228	24,063	10,165
California Bank - checki...	4,365	2,555	1,809
<b>Total Checking/Savings</b>	<b>38,593</b>	<b>26,619</b>	<b>11,974</b>
<b>Accounts Receivable</b>			
Accounts Receivable	0	-13,680	13,680
<b>Total Accounts Receivable</b>	<b>0</b>	<b>-13,680</b>	<b>13,680</b>
<b>Total Current Assets</b>	<b>38,593</b>	<b>12,939</b>	<b>25,654</b>
<b>TOTAL ASSETS</b>	<b>38,593</b>	<b>12,939</b>	<b>25,654</b>
<b>LIABILITIES &amp; EQUITY</b>			
<b>Liabilities</b>			
<b>Current Liabilities</b>			
<b>Accounts Payable</b>			
Accounts Payable	26,399	31,724	-5,325
<b>Total Accounts Payable</b>	<b>26,399</b>	<b>31,724</b>	<b>-5,325</b>
<b>Total Current Liabilities</b>	<b>26,399</b>	<b>31,724</b>	<b>-5,325</b>
<b>Total Liabilities</b>	<b>26,399</b>	<b>31,724</b>	<b>-5,325</b>
<b>Equity</b>			
Retained Equity	-18,785	59,659	-78,444
Net Income	30,979	-78,444	109,422
<b>Total Equity</b>	<b>12,194</b>	<b>-18,785</b>	<b>30,979</b>
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b>38,593</b>	<b>12,939</b>	<b>25,654</b>

Metro Wastewater JPA - C/O Padre Dam MWD  
**Profit & Loss Budget vs. Actual**  
 July 2007 through June 2008

	Jul '07 - Jun 08	Budget	\$ Over Budget
<b>Ordinary Income/Expense</b>			
<b>Income</b>			
Membership Dues	250,000	250,000	0
Interest_ Income	1,845	1,500	345
<b>Total Income</b>	<b>251,845</b>	<b>251,500</b>	<b>345</b>
<b>Expense</b>			
PBS&J	104,589	106,000	(1,411)
Public Information	31,554	33,560	(2,006)
Legal	30,027	30,000	27
Per Diem - Agency	21,900	18,000	3,900
Administrative Support - Padre	11,999	14,000	(2,001)
Financial Consulting	6,769	5,000	1,769
Metro/JPA/TAC meeting expens...	4,837	5,000	(163)
Per Diem - Chairman	3,523	4,500	(977)
Capacity Valuation study	2,945	0	2,945
Automobile Expense	1,289	50	1,239
Dues and Subscriptions	521	200	321
Annual Retreat - strategic plan	510	5,300	(4,790)
Bank charges	194	216	(22)
Office Supplies	123		
Miscellaneous	87	534	(447)
Supplies	0	365	(365)
Contingencies	0	5,000	(5,000)
<b>Total Expense</b>	<b>220,866</b>	<b>227,725</b>	<b>(6,859)</b>
<b>Net Ordinary Income</b>	<b>30,979</b>	<b>23,775</b>	<b>7,204</b>
<b>Net Income</b>	<b>30,979</b>	<b>23,775</b>	<b>7,204</b>

3:31 PM  
08/20/08

Metro Wastewater JPA - C/O Padre Dam MWD  
Statement of Cash Flows  
July 2007 through June 2008

	Jul '07 - Jun 08
<b>OPERATING ACTIVITIES</b>	
Net Income	30,979
Adjustments to reconcile Net Income to net cash provided by operations:	
Accounts Receivable	-13,680
Accounts Payable	-5,325
Net cash provided by Operating Activities	11,974
Net cash increase for period	11,974
Cash at beginning of period	26,619
Cash at end of period	<u>38,593</u>

# Agenda Item 8

# AGENDA STATEMENT



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September 11, 2008, Item No. 8

**ITEM TITLE:** CONSIDERATION AND POSSIBLE ACTION TO APPROVE THE CONTINUANCE ON A MONTH-TO-MONTH BASIS OF THE AGREEMENT WITH AR CONSULTING FOR WEBSITE HOSTING AND MAINTENANCE

**SUBMITTED BY:** TAC Chairman Scott Huth  
Administrative Assistant Lori Anne Peoples

## SUMMARY

The hosting and maintenance of the Metro JPA website ended with the termination of the agreement with Walke & Conlee Consulting effective August 31, 2008. Mr. Rodriguez of AR Consulting provided the website hosting and maintenance as a subcontract under the Walke & Conlee agreement and has expressed a willingness to continue his service on a month-to-month basis until the Strategic Plan is prepared and website direction is determined by the JPA.

## RECOMMENDATION

The JPA approve the continuance on a month to month basis of the agreement with AR Consulting.

## BACKGROUND

AR Consulting previously provided basic Search Engine Optimization services for the website; client detailed traffic reports on a quarterly or monthly basis; uploading of all requested updates such as the monthly news briefs, agenda information, general news updates and news items as requested and kept the website functioning and performing continually.

Termination of the contract with Walke & Conlee Consulting ended this service as well which meant the communication between the JPA and the general public, including the posting on the website of all updates and the monthly agendas, terminated as well.

So as not to place the JPA in this position, TAC Chairman Scott Huth and Administrative Assistant Lori Anne Peoples discussed the possibility of continuing the prior services at the previously agreed to fees on a month-to-month basis with Mr. Rodriguez. Mr. Rodriguez does not wish to leave the JPA in a bind and is willing to continue his service should the JPA so wish.

Mr. Rodriguez has provided a proposal (attached) for consideration and has also pointed out the following on-line deadlines for the JPA to keep in mind:

- 1) The hosting contract will expire November 2008. (The current annual fee based on the current level of service is \$100 and would remain the same provided the level of service did not change).
- 2) The Domain Names Registration ([www.metrojpa.com](http://www.metrojpa.com) and metrojpa.org) will expire December 2008. (The fees involved in this task were not included in the original agreement or current proposal by Mr. Rodriguez and would require a written estimate and JPA approval as they are outside of the scope of this agreement).

## **FISCAL IMPACT**

No increase to the previously approved budget at this time.

## **ATTACHMENTS**

- 1) AR Consulting Proposal



1157 23rd Street No. 2 San Diego, CA 92102

Phone: 619.239.5756  
*tuamigo@pacbell.net*

September 3, 2008

This proposal is to provide web site maintenance services for **www.metrojpa.com** in accordance with the provisions hereof.

### 1. Commitments

- a) AR CONSULTING will make no commitments to suppliers, sub-contractors or any other outside parties on behalf of the client without prior written authorization by the Client.
- b) AR CONSULTING will not share, disclose or otherwise transmit and any data regarding the operation and functionality of the site to outside parties without the prior written authorization of the Client.
- c) AR CONSULTING will notify Client immediately of any breach, attack or unauthorized attempt to access Client website.

### 2. Scope of Services

- a) AR CONSULTING will continue to provide basic Search Engine Optimization (SEO) services to the current website.
- b) AR CONSULTING will provide client detailed traffic reports on a quarterly or monthly basis for the website.
- c) AR CONSULTING will upload all requested updates for: monthly news briefs, agenda information, general news updates and Metro JPA news items as requested. AR CONSULTING will also convert any of the listed items into PDF format upon the request of the client. All items submitted by client via electronic format to AR CONSULTING will be uploaded and available on the same business day.
- d) AR CONSULTING will ensure proper functionality and performance of current website.

### 3. Compensation

- a) AR CONSULTING will invoice client the sum of \$55 monthly of the services listed above. Invoices are payable Net 30 from the date billed.
- b) The 12-month hosting fee will be \$100. This fee assumes a similar level of service as the

current site. ***The current hosting contract will expire on November 11, 2008.***

#### **4. Additional Services**

- a) AR CONSULTING will provide client with a written estimate for requested services outside the scope of this agreement.
- b) This agreement does not cover any fees regarding Domain Name Registration. ***The domain name for this site (www.metrojpa.com) is set to expire on December 06, 2008.***
- c) The relationship of Client and AR CONSULTING is that solely of principal and agent.

# Agenda Item 12

# AGENDA STATEMENT



September 11, 2008, Item No. 12

**ITEM TITLE:** CONSIDERATION AND POSSIBLE ACTION TO APPROVE PROPOSAL OF BLAKE ANDERSON CONSULTING FOR STRATEGIC PLANNING CONSULTING WORK AND AUTHORIZATION FOR THE CHAIR/VICE CHAIR TO ENTER INTO A CONSULTANT AGREEMENT FOR SAME

**SUBMITTED BY:** Strategic Plan Ad Hoc Committee (Abarbanal, Ewin, and Caires)

## SUMMARY

The Strategic Plan Ad Hoc Committee met with Blake Anderson to discuss his qualifications and suggested approach to the strategic planning process. Mr. Anderson was requested by the Committee to submit a proposal for strategic planning consulting work, which the Ad Hoc Committee is presenting herewith for consideration.

## RECOMMENDATION

The JPA approve the contract for Professional Services with Blake Anderson and the budget adjustment to cover the maximum cost of \$20,000.

## BACKGROUND

The Committee recommends the selection of Blake Anderson Consulting to conduct the Strategic Planning process over a six month period. Blake Anderson is recommended because he brings a unique perspective to the process based on his past involvement with an EPA waiver and other similar issues facing the City and Participating Agencies. He has worked on a number of initiatives involving the federal Clean Water Act, the California Ocean Plan, and numerous laws and regulations. He was a major force behind the Groundwater Replenishment System in Orange County, a 70 million gallon per day water reclamation plant that began to produce ultra-high quality water for groundwater recharge in 2007. This is a similar concept to reservoir augmentation, the most likely form of indirect potable reuse in San Diego County. Blake Anderson is the former General Manager of the Orange County Sanitation District.

Mr. Anderson has submitted a Proposal for Professional Services (attached) which details his qualifications and suggested approach to the process. The Committee met with him on two occasions to review our history and discuss our future challenges. Past efforts to narrow the

planning focus for the JPA are short lived without the discipline or structure for measurement and monitoring progress toward achieving the initiatives we agree on. To this end the Committee believes that professional assistance by someone with practical knowledge like Blake Anderson can bring the realization of our responsibility in an effective and timely manner.

There already exists enough documentation of past efforts to allow the consultant to identify the remaining amount of environmental scanning necessary to define the issues and lay the foundation for a successful strategic planning effort. The Strategic Planning process will result in adoption of specific objectives and identification of specific initiatives that the JPA and its member agencies will pursue in support of the mission statement.

The Committee last met with Mr. Anderson on August 26 and subsequently received his proposal which suggests working with the Committee to fine tune the effort outlined. The process will commence with a review of past documentation, conducting a survey of the JPA Board, and perhaps others, and followed by interviews with key persons. These steps are followed by a workshop on November 6 from noon to 4:00 PM in Del Mar. Broad participation is necessary to ensure a quality workshop. JPA representatives, alternates, TAC members and consultants should plan to attend. Alan Langworthy of the City will be invited to participate as a key technical representative. A final workshop will be held at the end of the process.

As a reminder to us all, the Participating Agencies will spend at least \$800 Million in the next ten years on the Metro Wastewater contract, not including transportation contracts or secondary treatment. Secondary treatment will add approximately \$500 Million to the cost. Because of these costs the Committee recommends that each governing body be briefed about the strategic planning effort. Further, the Draft Strategic Plan, when developed, should be brought to each governing body for concurrence and buy in.

## **FISCAL IMPACT**

A budget adjustment is required to cover the maximum cost of \$20,000

## **ATTACHMENTS**

- 1) Blake Anderson Proposal for Professional Service
- 2) Budget Adjustment to cover costs in Fiscal Year 2008/2009

**Blake Anderson Consulting**  
**2318 Bonnie Brae**  
**Santa Ana, CA 92706**  
*Helping Leaders Make Great Decisions*

Mr. Henry Abarbanel, Chair  
San Diego Metropolitan Wastewater JPA  
PO Box 719003  
Santee, CA

Subject:  
A Proposal for Professional Services to Assist  
San Diego Metropolitan Wastewater JPA  
Create a Strategic Plan

**Introduction**

Blake Anderson Consulting (Consultant), A Sole Proprietor proposes to assist the San Diego Metropolitan Wastewater Joint Powers Authority (JPA) complete a six-month strategic planning process that results in your adoption of specific objectives and identification of specific initiatives that the JPA and its member agencies will pursue in support the adopted mission statement of the strategic plan. We will also assist the JPA to develop a method to monitor and evaluate your progress in achieving your adopted objectives and initiative.

We estimate that the minimum level of effort to assist you over the next six months is 111 hours and propose an initial budget of \$20,000 to cover labor, direct costs and other expenses pre-approved by the JPA. Our hourly fee is \$175/hour.

The scope, schedule and budget of this proposal are subject to review, discussion and negotiation by the JPA. We invite you to review it with discernment and we are open to amending it to match your expectations. *There are several questions that require clarification by the JPA. They are shown in italics below.*

**Background/Project Understanding**

A subcommittee of the JPA has met a few times to discuss the concept of beginning a strategic planning effort that identifies and pursues specific initiatives that improve water quality and water availability for the people of the Area.

At your working meeting on July 23, 2008, you report that you acknowledged that your past efforts to focus and execute the JPA's planning efforts have been short-lived. Your self-diagnosis is that these previous efforts have lacked a specific focused set of

objectives and the discipline of a formal procedure that regularly measures progress and holds the JPA and its members accountable to act fully on its stated intentions. You have concluded that you believe you need the assistance of someone with practical knowledge and experience in this subject area and that you want that person to assist you in creating a strategic plan, assigning responsibility and monitoring progress toward achieving the initiatives you identify.

You would like a strategic plan developed in approximately six months.

### **Qualifications of Blake Anderson Consulting**

Blake Anderson is a sole proprietor that works with public agencies and engineering firms in formulating and adopting policies and objectives within the broad field of public infrastructure wastewater and water reclamation practices and facilities. He has 36 years of experience that have been devoted exclusively to wastewater and reclaimed water. He has public agency and consulting experience.

Blake was employed by the Los Angeles County Sanitation Districts for 6 years and by the Orange County Sanitation District for 25 years. His experience has been hands-on, diverse and practical. It includes field operations, regulations, advocacy, planning, engineering and management. He was Assistant General Manager for 5 years and General Manager for 5 years of the Orange County Sanitation District from 1995 to 2005. He has worked on a number of initiatives involving the federal Clean Water Act, the California Ocean Plan, numerous laws and regulations, The National Research Council, the public and other local public agencies. He was a major force behind the Groundwater Replenishment System in Orange County, a 70 million gallons per day water reclamation plant that began producing ultra-high quality water for groundwater recharge in 2007.

He has forged partnerships with the business community and the environmental community in Orange County and is trusted by the regulatory community—including EPA and the Regional Water Quality Control Board. His association work in California and the Nation has allowed him to develop life-long relationships and friendships with other professionals—including a few in San Diego County.

He can work effectively with the San Diego Metro JPA as an independent and neutral observer and facilitator. He has no pre-existing relationships in San Diego County and for this reason can approach the work impartially and without pre-conceived notions. He will be honest and forthright in his opinions and conclusions with the JPA, while ever-mindful that the public arena requires tact and courtesy as initiatives and events move forward.

## **Project Approach**

### **Step One: (During Month One) Survey Members of JPA**

Working closely with a subcommittee of the JPA, create a survey for all representatives of the JPA to complete (*and possibly others as decided by the JPA*). The purpose of the survey is to understand the existing desires and concerns of the JPA and what individuals believe are the highest priority needs and objectives of the JPA. This will be part of the JPA's own situational analysis that will be a helpful start for ultimately establishing objectives.

We recommend that the survey effectively pre-measure an individual member's level of informed and authentic commitment to the concept of a strategic planning effort. We believe that this is one of the essential dimensions of the survey. We also recommend that the question of commitment be re-tested at the initial workshop and at the final workshop as well. The JPA should collectively determine whether the degree of commitment of the whole is sufficient to move forward with the effort. In the presence of a sufficient commitment, the JPA can reasonably hope to accomplish the objectives of its strategic plan. Failing a sufficient commitment, well.....

We would hope that the questions raised in the survey will trigger discovery and inquiry that will well-prepare the JPA for the other steps ahead. We would hope to harvest and collect ideas that can be used by the JPA and its consultants as the strategic plan is drafted and completed.

*(The format of the survey results can take two principal forms: attributed and non-attributed statements. The JPA should provide direction to the Consultant how to proceed).*

#### **Estimated Level of Effort**

Meet with subcommittee, draft survey form	6 hours
Receive and interpret survey results. Convey to JPA	4 hours

### **Step Two: (During Month One) Review Existing Documentation, Conduct Interviews, Prepare for Initial Workshop**

Occurring in parallel with Step One, review all of the relevant past reports, minutes, and correspondence that have been collected by General Counsel and others for this purpose. Provide an assessment and "gap analysis" of the relevant work so far completed by and on behalf of the JPA and San Diego Metro. (*The JPA and/or GC should provide direction to the Consultant about where to focus his effort. There may be matters that are presently irrelevant or the JPA elects not to include in the scope of this strategic planning effort*).

Interview selected members of the JPA (*and other individuals as suggested by the JPA*) Interview using a prepared outline that covers mission, expectations, priorities of the JPA, preferred communication protocol and other issues that are raised along the way.

How will the interviews be conducted and how many people will be interviewed? This is an important question for the Consultant's scope of work. There are 13 members of the JPA, plus General Counsel plus let's say 2 other people you may want to have interviewed. That's a total of 16 people. But we assume that some folks will not be able to schedule an interview and some folks may not want to be interviewed. So, for estimating purposes let's say there will be 12 people interviewed. Phone interviews are time efficient, but impersonal. Face-to-face will normally give you more information, but are time consuming with travel. (*The Consultant requests direction from the JPA*). Assume that half the people are interviewed by phone and the other half face-to-face.

Prepare a workshop agenda and syllabus based on the work completed at this point. A draft of the agenda and the syllabus will be reviewed by the JPA, its subcommittee and/or General Counsel (*this is your call, but in any case, a quick turnaround is essential to maintaining a timely schedule*)

#### Estimated Level of Effort

Review existing documents	8 hours
Interview members of JPA. Assume there are 6 phone interviews lasting 30 minutes each and 6 face-to-face interviews lasting 60 minutes each (including travel)	9 hours
Produce report that outlines results of the interviews	6 hours
Prepare for workshop, create agenda, create syllabus, and confer with JPA subcommittee	12 hours

### **Step Three: (During Month Two) Conduct Initial Workshop**

Conduct a four-hour workshop of the entire JPA. The results of the survey and the Consultant's review of past documents would be reviewed with an eye on the clock. Reaffirm (or modify) the mission statement. Prioritize members' expectations and concerns. Conduct a "Strength, Weakness, Opportunity, Threat" (SWOT) analysis of the proposed objectives of the strategic plan. Collect ideas and concerns of JPA for consideration during the strategic planning process.

Write up results of the Workshop and convey them to the JPA

Estimated Level of Effort

Travel, set-up, conduct and debrief 4-hour workshop 8 hours

Write-up results of workshop 4 hours

**Step Four: (During Months Three-Five) Draft Strategic Plan**

Utilizing the findings of initial workshop, existing documents and ongoing consultation with the JPA (including providing one interim report to the board during this time period) draft a strategic plan that describes the Mission, Strategic Objectives (and Intentions) of the JPA. Identify specific objectives with the initial estimated scope, schedule and budget for conducting them.

Given the schedule and intended use of the strategic plan, the original work will be limited and much of the body of the report (perhaps in appendices) will be dependent upon the existing materials that have been created over the years. This strategic plan (*perhaps more accurately called a “A Statement of Strategic Intent”*) will distill the future initiatives that the JPA is committed to pursuing into well-chosen words and some graphics that will be intended to convey a powerful message and argument for the initiatives and for the positive and sustainable changes they are intended to provide.

A plan and schedule for assigning responsibilities, monitoring and reporting progress will be provided as an essential element of the strategic planning document.

The draft document will be conveyed to the JPA for review and comment.

A final draft document will be conveyed to the JPA

Estimated Level of Effort

Draft and edit the Strategic Plan 32 hours

Interim oral report to the JPA 6 hours

**Step Five: (During Month Six) Conduct Final Workshop (or Workshops) to Receive Public Input and to Adopt a Final Strategic Plan**

The JPA will conduct a public workshop(s) to receive comments on the final draft document, to consider the final draft document and to consider approving and adopting it.

Estimated Level of Effort

Plan, travel, conduct and debrief one four-hour workshop 8 hours

Receive comments, create final adopted document, convey to JPA 8 hours

**Step Six: (During Month Twelve and semi-annually thereafter) Strategic Plan Progress Report**

Every 6-9 months thereafter there will be a formal process to ensure that the JPA is making effective progress on the strategic plan initiatives and objectives in accordance with its stated intent to do so. An agenda report format that occurs at a regularly scheduled meeting of the JPA should be sufficient to carry this out.

Estimated Level of Effort

Collect, read and evaluate progress reports submitted by the persons responsible for executing and pursuing the initiatives identified in the strategic planning document. Write an agenda report for incorporation into an agenda package 4 hours\*

\*NOT included in the budget figure at the beginning of this proposal

We are aware that the estimated hours for this work are substantially greater than the initial amount that was suggested by the JPA subcommittee. We are willing to discuss the difference and to meet your budget objectives, if you so desire. However, the level of effort, if adjusted downward will mean that the proposed scope of work will have to adjust accordingly.

Thank you for the opportunity to serve you

Blake P. Anderson, P.E.  
(714) 801-3931

cc: Paula de Sousa, General Counsel

## Metro Commission / JPA Agency Cost Allocation

	Metro Flow 2009 forecast (MGD)	Commission Flow Distribution %	Total Agency Billings	Prior Yr Billings	Supplimental Billings - Strategic Plan
Chula Vista	17.89	28.19%	\$ 70,485	\$ 73,356	\$ 5,639
Coronado	2.40	3.78%	\$ 9,454	\$ 9,403	\$ 756
County of SD	11.31	17.81%	\$ 44,531	\$ 42,647	\$ 3,562
Del Mar	0.68	1.07%	\$ 2,682	\$ 2,645	\$ 215
El Cajon	8.85	13.94%	\$ 34,861	\$ 33,616	\$ 2,789
Imperial Beach	2.25	3.55%	\$ 8,863	\$ 8,815	\$ 709
La Mesa	5.37	8.46%	\$ 21,149	\$ 20,138	\$ 1,692
Lemon Grove	2.30	3.62%	\$ 9,044	\$ 8,996	\$ 724
National City	5.24	8.25%	\$ 20,633	\$ 20,522	\$ 1,651
Otay Water District	0.36	0.57%	\$ 1,418	\$ 1,332	\$ 113
Padre Dam MWD	3.50	5.51%	\$ 13,787	\$ 15,801	\$ 1,103
Poway	3.32	5.24%	\$ 13,093	\$ 12,729	\$ 1,047
Total Flow	63.467	100.00%	\$ 250,000	\$ 250,000	\$ 20,000