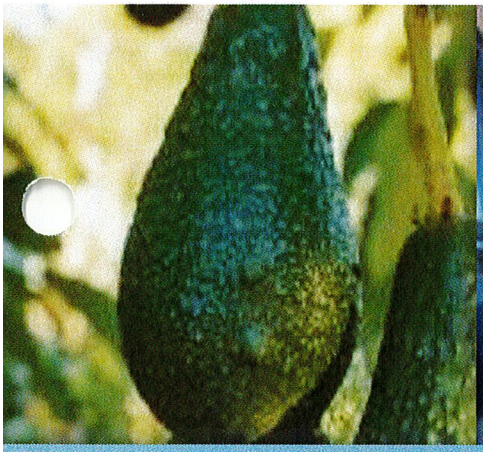
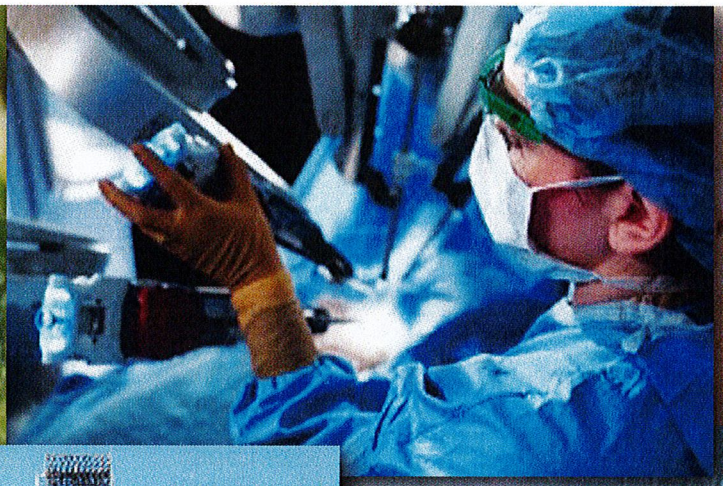
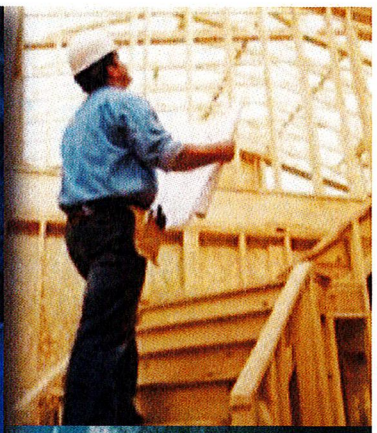






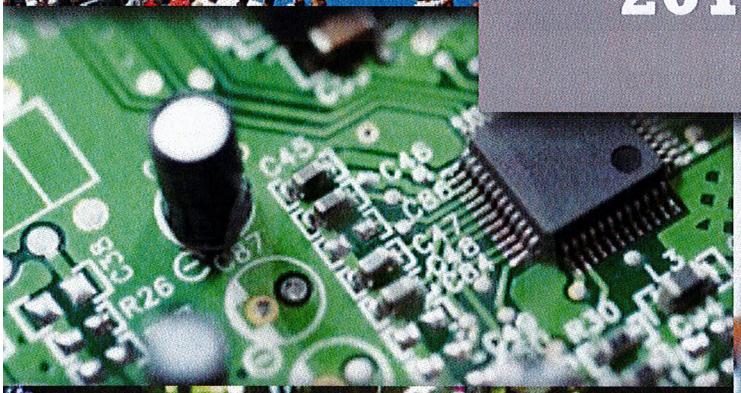




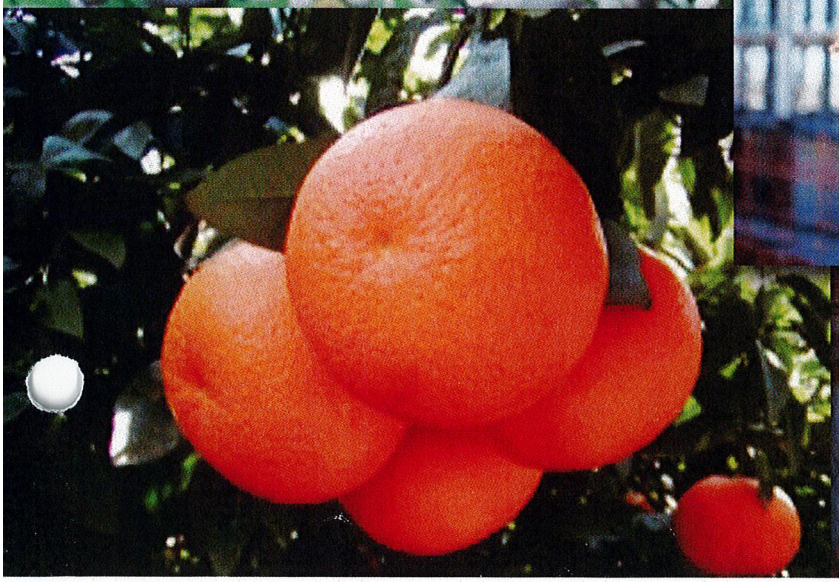
METRO Wastewater Joint Powers Authority

2011-2013 Strategic Plan

Adopted April 5, 2012











METRO WASTEWATER JOINT POWERS AUTHORITY / Strategic Planning Process

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Appendix

A / San Diego County Wastewater Agencies
B / Regional Wastewater Disposal Agreement
C / METRO Wastewater Joint Powers Authority Agreement
D / 2011 METRO JPA Strategic Planning Survey Results



On average,
urban wastewater is 99.4% water.

WHERE SAN DIEGO'S WASTEWATER GOES

In 1960, the population of San Diego County topped 1,000,000, five times the population of 30 years earlier, due primarily to World War II and military build-up. The resulting sanitation issues were severe. In the mid-1950s, the San Diego County Department of Public Health ordered a moratorium on homebuilding in inland communities until septic tanks were replaced by sewer systems. By 1960, the discharge of untreated sewage by cities, industry and the military caused the continuous quarantine of San Diego Bay and heavy pollution in Mission Bay.

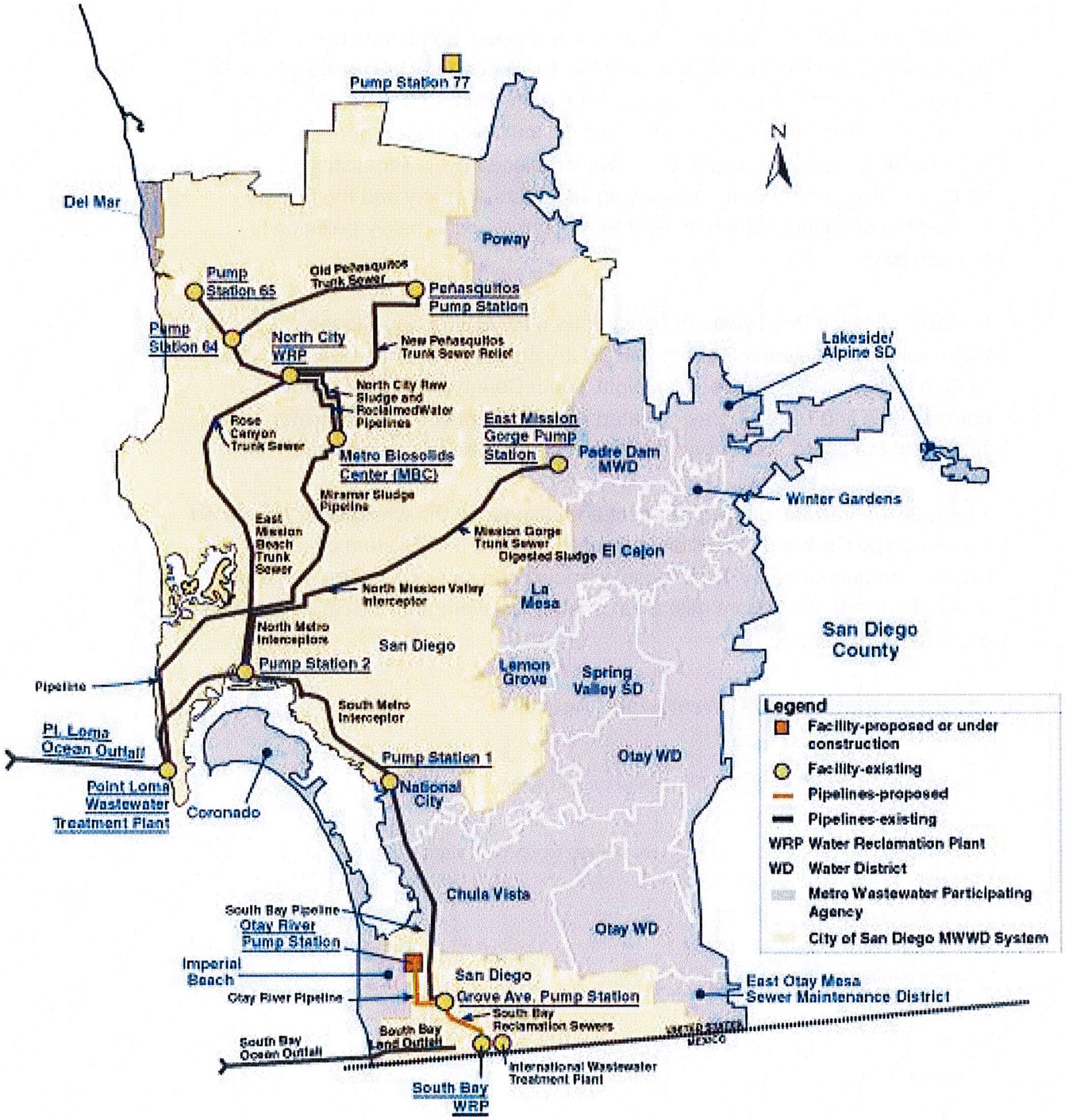
In 1963, following three years of construction, the City of San Diego's Metropolitan Wastewater System (METROSystem) was put into operation. The system collected wastewater from eight South County and East County communities and the U.S. Navy, treated it at the Point Loma Wastewater Treatment Plant,and discharged it into the ocean three miles offshore.

Today, 27 wastewater agencies collect and dispose of the wastewater generated by San Diego County's 3.5 million residents. The METRO System collects wastewater generated by 13 of those agencies and serves 2.2 million of those residents over a 450 square mile area, treating an average of 180 million gallons of wastewater per day.

Table 1 / Today's METRO Wastewater Agencies

Cities	Special Districts
Chula Vista	Otay Water District
Coronado	Padre Dam Water District
Del Mar	San Diego County Sanitation District
El Cajon	
Imperial Beach	
La Mesa	
Lemon Grove	
National City	
Poway	
San Diego	

Graphic 1 / Map Showing METRO System Member Agencies (Purple Area)



HOW THE METRO WASTEWATER SYSTEM IS GOVERNED AND MANAGED

The METRO System is governed and managed by a coalition of participating cities and special districts pursuant to the *Regional Wastewater Disposal Agreement* signed in 1998 by the City of San Diego and 12 other jurisdictions called the "Participating Agencies" (See Appendix A). Pursuant to the agreement, the Participating Agencies pay their share of the METRO System's operations and maintenance costs -- approximately 35 percent -- based on the wastewater flow from each agency's jurisdiction.

The agreement established the METRO Commission as an advisory body for the City of San Diego and charged the commission with advising the San Diego City Council on matters affecting the METRO system. To that end, the position of the majority of the METRO Commission members must be presented to the City Council. Other than these duties, the commission has no legal powers.

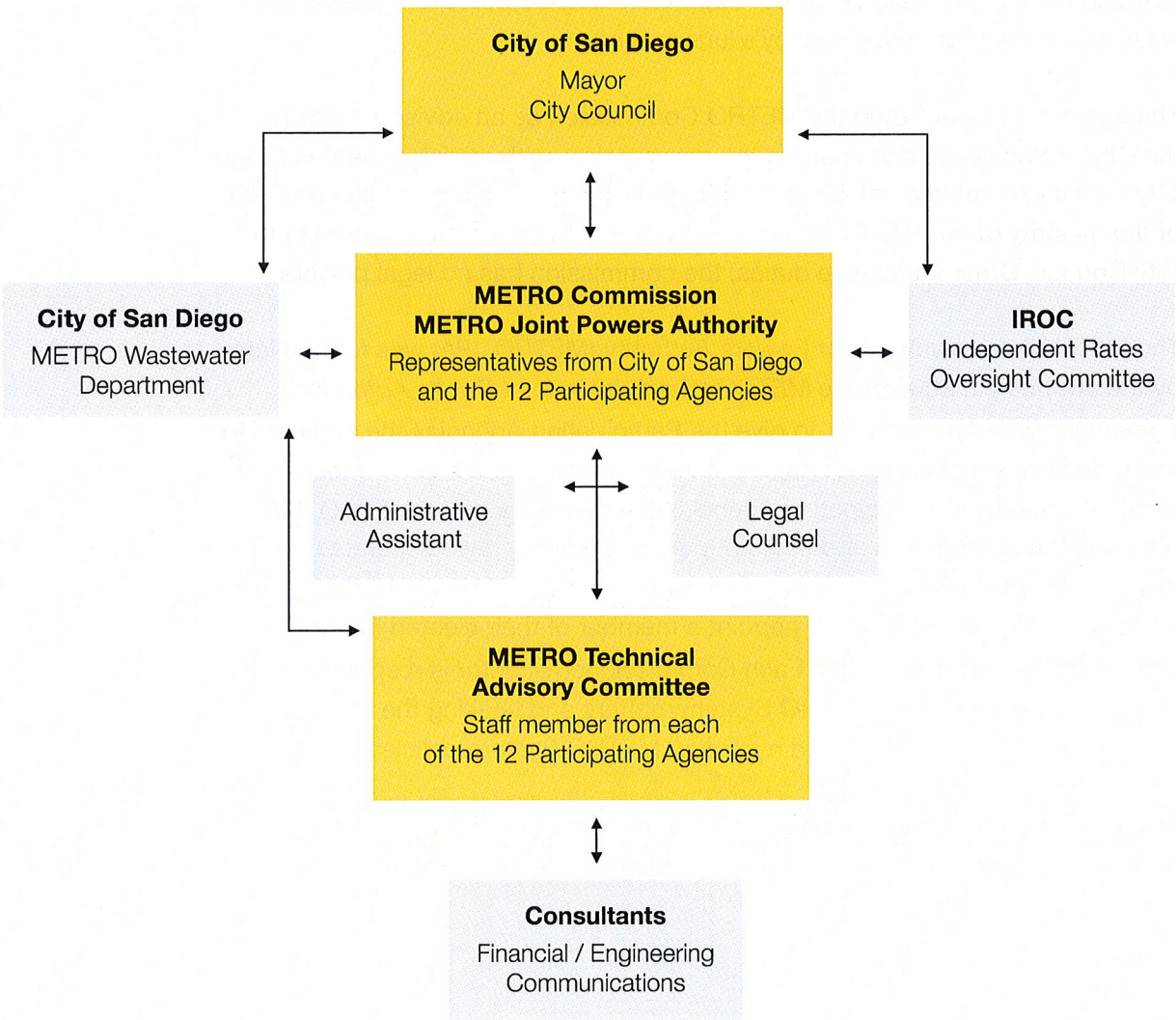
The METRO Wastewater Joint Powers Authority (METRO JPA) was formed later, by the adoption in 2000 of the *METRO Wastewater Joint Power Authority Agreement* (See Appendix B), to give the Participating Agencies the authority to make decisions regarding operations, maintenance, capital improvements and rates. Currently, all Participating Agencies are members of the METRO JPA. Although the commission and the joint powers authority have separate and distinct responsibilities, they are, in fact, represented by the same people. The 12 Participating Agencies each appoint a member of their elected board or council as their representative. Each Commissioner/Director is responsible for informing their agency of METRO System matters and seeking the approval of their board or council as needed regarding METRO System policies and issues.

The METRO Commission and METRO JPA holdmonthly public meetings. Visit www.metrojpa.org for the date, time and location of upcoming meetings.

Mission Statement / METRO JPA

The Metro JPA's mission is to create an equitable partnership with the San Diego City Council and Mayor on regional wastewater issues. Through stakeholder colalboration, open dialogue, and data analysis, the partnership seeks to ensure fair rates for Participating Agencies, concern for the environment, and regionally balanced decisions.

Graphic 2 / METRO Organization Chart



GAP ANALYSIS: 2009-2011
METRO JPA STRATEGIC PLAN

In 2009, the METRO JPA adopted five strategic goals and 12 strategic initiatives to accomplish over the following 24 months. In May of 2011, METRO JPA and METRO Technical Advisory Committee (METRO TAC) members completed a survey and workshop to answer two key questions: "where are we?" and "where do we want to be?" The results of the survey are summarized below. The complete results of the survey, including all comments received, are included with this document as Appendix C.

Mission Statement

The Metro JPA's mission is to create an equitable partnership with the San Diego City Council and Mayor on regional wastewater issues. Through stakeholder collaboration, open dialogue, and data analysis, the partnership seeks to ensure fair rates for participating agencies, concern for the environment, and regionally balanced decisions.

METRO JPA Elected Representatives	**METRO TAC** Staff
83% Think we are on goal	**75%** Think we are on goal
80% Think we can improve	**80%** Think we can improve
Key Points	**Key Points**
City of San Diego is slow to bring issues to METRO Commission and METRO JPA	Need to work closely with San Diego City Council
City of San Diego decisions are not regionally equitable	METRO staff disregard METRO TAC input

Strategic Goals

1. Reduce costs and ensure fair rates
2. Create alignment among METRO Commission and METRO JPA members
3. Enhance positive and effective relations with the City of San Diego
4. Create and sustain a positive image in the region
5. Identify ways to increase usage of recycled water

METRO JPA Elected Representatives	METRO TAC Staff
67% Think we are on goal	75% Think we are on goal
83% Think we can improve	82% Think we can improve
0% Support additional goals	44% Support additional goals
Key Points Need to focus on public relations	**Key Points** Expand regional water reuse

Financial Oversight
Ensure that costs assessed to METRO JPA member agencies are for appropriate high quality services efficiently delivered by the San Diego Public Utilities Department.

METRO JPA Elected Representatives	METRO TAC Staff
100% Think we are on goal	91% Think we are on goal
66% Think we can improve	36% Think we can improve
Key Points Additional budget details needed	**Key Points** Audit process efficient and effective

Audit Process
Maintain the integrity of the annual audit process to ensure only Metro System costs are charged to Participating Agencies.

METRO JPA Elected Representatives	METRO TAC Staff
100% Think we are on goal	100% Think we are on goal
60% Think we can improve	36% Think we can improve
Key Points Good work Inform the public	**Key Points** Audit process is successful

Modified Permit

Diligently support a modified permit from the USEPA, which must be renewed every five years, for the Point Loma Wastewater Treatment Plant. The next application must be prepared by 2015 and address performance measures, a modified NPDES permit and a 301(h) Tentative Decision Document (TDD). The modified permit avoids expensive and unnecessary upgrades to secondary treatment which could cost the Participating Agencies $200-500 million.

METRO JPA Elected Representatives	**METRO TAC** Staff
100% Think we are on goal	**75%** Think we are on goal
25% Think we can improve	**73%** Think we can improve
Key Points	**Key Points**
Need technical briefing from METRO TAC	Participating Agencies need to be represented
Build bridges with stakeholders	Play active role in negotiations
Develop plan B	

Recycled Water

The Ocean Pollution Reduction Act requires the City of San Diego to produce and beneficially use 45 million gallons per day of recycled water, and San Diego and the METRO JPA should encourage further development of recycled water as a viable and sustainable water resource. Two exciting avenues toward this initiative are now being pursued: the Water Purification Demonstration Project and the Regional Recycled Water Optimization Study. The latter is now under way and is funded jointly by the City and the Participating Agencies.

METRO JPA Elected Representatives	**METRO TAC** Staff
83% Think we are on goal	**91%** Think we are on goal
100% Think we can improve	**82%** Think we can improve
Key Points	**Key Points**
Take leadership role	Approach should be regional
Build political support for IPR	METRO JPA should have formal approval role
Support City of San Diego IPR study	

Partnerships

Our Mission Statement calls for a partnership with the City of San Diego in managing theMETRO System. Other partnerships that serve our interests, such as partnering with the San Diego County Water Authority, should also be explored.

METRO JPA Elected Representatives	**METRO TAC** Staff
57% Think we are on goal	**64%** Think we are on goal
66% Think we can improve	**80%** Think we can improve
Key Points Partner with San Diego County Water Authority	**Key Points** Partner with San Diego County Water Authority

Project Oversight

Oversight of the METRO System Capital Improvement Program is essential to protecting our investment in these facilities. Oversight starts with our involvement in the Capital Improvement Program planning process.

METRO JPA Elected Representatives	**METRO TAC** Staff
100% Think we are on goal	**100%** Think we are on goal
60% Think we can improve	**50%** Think we can improve
Key Points Need better lead time from City of San Diego	**Key Points** Start CIP subcommittee Need input on CIP projects before they are approved

Program Oversight

Oversight of the many unique METRO System programs such as the wastewater rate case and recycled water rate case ensure our interests are protected.

METRO JPA Elected Representatives	**METRO TAC** Staff
88% Think we are on goal **50%** Think we can improve	**82%** Think we are on goal **55%** Think we can improve
Key Points None	**Key Points** METRO AC needs to be included in planning METRO TAC needs to be includedin rate case development

Environmental Stewardship

Taking on a stewardship role in protecting the environment in all METRO Commission and METROJPA activities is our responsibility.

METRO JPA Elected Representatives	**METRO TAC** Staff
100% Think we are on goal **0%** Think we can improve	**100%** Think we are on goal **10%** Think we can improve
Key Points Not aware of any issues	**Key Points** **METRO** JPA and METRO TAC can be forum for Participating Agency environmental initiatives

Leadership

We cannot underestimate our ability, as practitioners in wastewater and recycling, to sway public opinion on important issues. Therefore, we have the opportunity to make a significant impact by taking a leadership role on these issues in our region. Example: Support IPR/Reservoir Augmentation.

METRO JPA Elected Representatives	**METRO TAC** Staff
33% Think we are on goal	**73%** Think we are on goal
83% Think we can improve	**73%** Think we can improve
Key Points	**Key Points**
Promote reuse	Need METRO JPA to develop policies
More public outreach	Bi-annual METRO TAC update to public agencies
	Be community leaders for IPR

Public Image

Although not well known, the METRO Commission and METRO JPA should be cognizant of its image within the region and to wastewater customers, and take a more focused approach to creating a positive public image.

METRO JPA Elected Representatives	**METRO TAC** Staff
50% Think we are on goal	**66%** Think we are on goal
100% Think we can improve	**56%** Think we can improve
Key Points	**Key Points**
Low public awareness of METRO JPA	Regional governance only route to higher public awareness
Maintain website	Public image not crucial to METRO JPA mission
Press releases	

Legislative

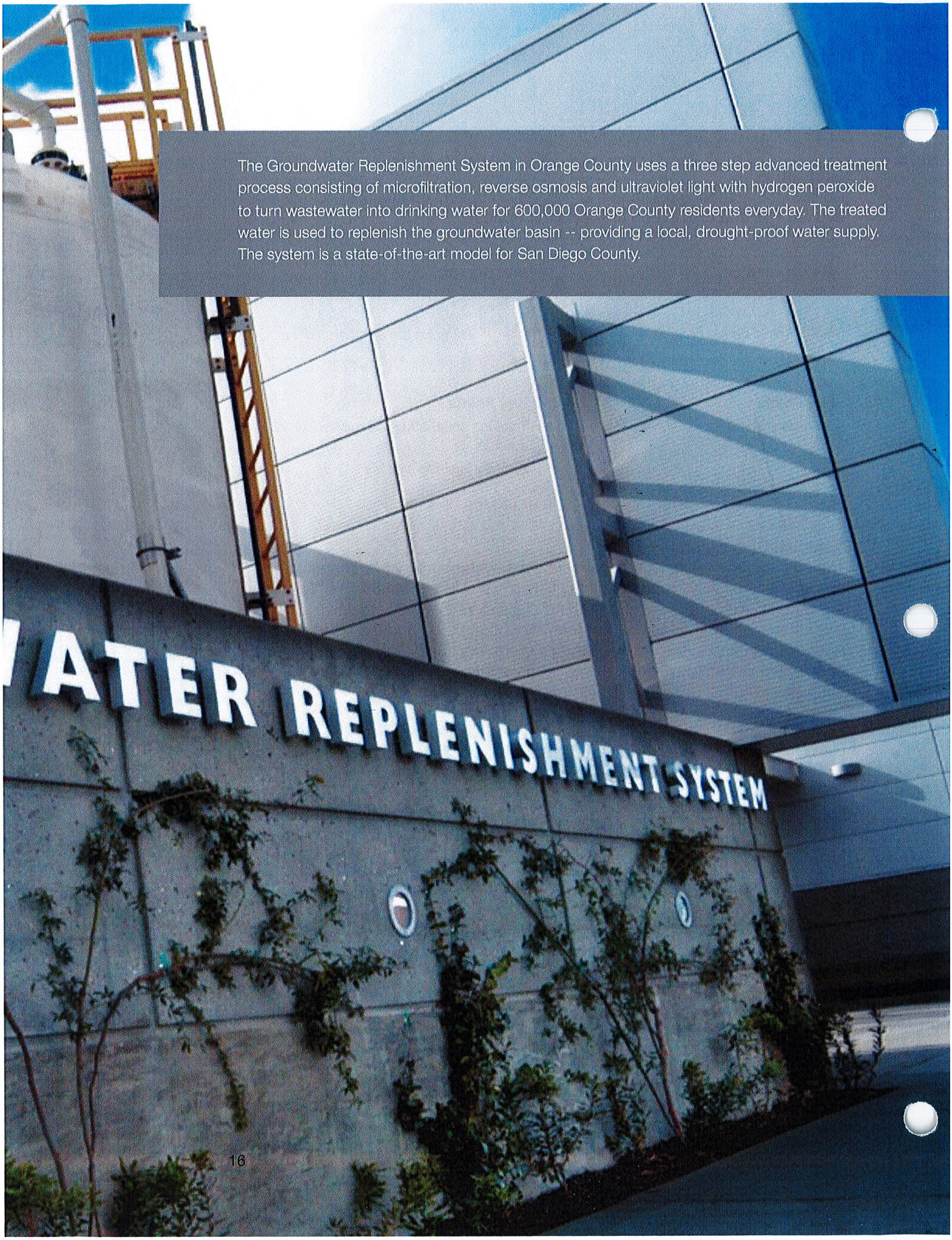
Review and monitor legislation that may have impacts on the METRO System and the PAs and take action to support or oppose.

METRO JPA Elected Representatives	**METRO TAC** Staff
50% Think we are on goal	**100%** Think we are on goal
75% Think we can improve	**50%** Think we can improve
Key Points No organized effort	**Key Points** Tracking sheet attached to METRO AC agenda Adopt a legislative policy

Regional Governance

The concept of a regional, independent wastewater agency has intriguing possibilities. Initially proposed by the City of San Diego in 1989, the "Special Act District" was approved by the State Legislature in 1992. However, a general lack of commitment on the part of the City of San Diego and the Participating Agencies resulted in the agency becoming nonfunctional in its first year. The Special Act District now exists in name only and meets once per year. Its members include: The Cities of Coronado, Del Mar, Imperial Beach, Lemon Grove, National City and Poway, as well as the Otay Water District and Padre Dam Municipal Water District. The Participating Agencies have since proposed a joint study of the issue, but the City of San Diego's Mayor and City Council have been unwilling to consider it. Therefore, this initiative has been shelved.

METRO JPA Elected Representatives	**METRO TAC** Staff
50% Think we are on goal	**29%** Think we are on goal
50% Think we can improve	**71%** Think we can improve
Key Points East County agencies should form JPA	**Key Points** Water reuse could be argument for regional governance



The Groundwater Replenishment System in Orange County uses a three step advanced treatment process consisting of microfiltration, reverse osmosis and ultraviolet light with hydrogen peroxide to turn wastewater into drinking water for 600,000 Orange County residents everyday. The treated water is used to replenish the groundwater basin -- providing a local, drought-proof water supply. The system is a state-of-the-art model for San Diego County.

2011-2013 METRO JPA STRATEGIC PLAN

The Last Two Years

In the last two years, San Diego County residents faced mandatory water use restrictions and water rate increases exceeding 60% in the midst of severe economic recession. A 2011 public opinion survey conducted by Rae and Parker Research[1] quantified the impact of these concurrent challenges on the public's view of water reuse.

Graphic 3 / Public Opinion in San Diego County

80%	Of respondents support the San Diego County Water Authority's water supply diversification plan.
66%	Of respondents believe it is possible to further treat recycled water used for irrigation to make the water pure and safe for drinking -- an increase of 13% from 2009.
67%	Of respondents strongly or somewhat favor adding advanced treated recycled water to the drinking water supply -- an increase of 39% from 2005.
56%	Of respondents who opposed adding recycled water to the drinking water supply changed their minds when they learned that California drinking water standards are very strict and recycled water would exceed those standards -- an increase of 12% from 2009.
50%	Of respondents who opposed adding recycled water to the drinking water supply changed their minds when they learned that recycled drinking water is used in other U.S. communities -- an increase of 14% over 2009.
51%	Of respondents who opposed adding recycled water to the drinking water supply changed their minds when they learned that recycled drinking water could supply up to 10% of the local water supply -- an increase of 12% over 2009.

[1] *San Diego County Water Authority: 2011 Public Opinion Poll*, Rae and Parker Research, April 2011.

Similarly, key members of San Diego County's business and environmental communities formed the Indirect Potable Reuse Coalition in 2009 to promote indirect potable reuse for the region.

Indirect Potable Reuse Coalition

San Diego County Taxpayers Association
San Diego Regional Chamber of Commerce
Citizens Coordinate for Century Three
Industrial Environmental Association
San Diego & Imperial Counties Labor Council
Building Office Managers Association
National Association of Industrial and Office Properties
Surfrider Foundation
San Diego Coastkeeper
San Diego Audubon Society
Friends of Infrastructure
BIOCOM
Coastal Environmental Rights Foundation

In a 2010 correspondence to San Diego City Councilman Ben Hueso, the coalition stated that:

> "Recycled water is an important part of water supply portfolio diversification. An adequate supply of water is an essential resource for multi-million dollar research and manufacturing facilities. If San Diego wants to continue to attract and retain these companies, we must aggressively pursue all reliable sources of water to ensure dependable supply at pricing which does not dramatically shift from year to year. [2]"

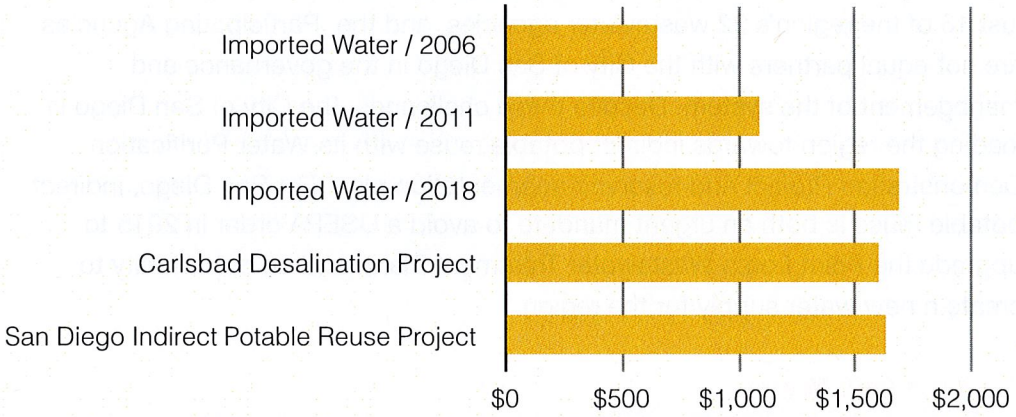
While rising water rates, driven by environmental mandates in the Delta, are increasing public awareness of San Diego County's water supply issues, they are at the same time increasing the cost competitiveness of water reuse and other alternative water resources. A San Diego County Water Authority cost analysis released in 2010[3] projects rate parity between imported water and regional water resources by 2018.

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[2] January 25, 2010 correspondence to Ben Hueso, Council President, San Diego City Council, from the Indirect Potable Reuse Coalition.

[3] San Diego County Water Authority, August 2010

Graphic 4 / Cost per Acre Foot of Water in San Diego County



Developing Regional Water Resources

While public opinion and cost trends favor the development of water reuse in San Diego County, the extent to which it will be included in regional water supply diversification efforts is unclear. The San Diego County Water Authority, which committed to diversifying the region's water resources following the severe drought that impacted California in the early 1990s and has funded over $3.5 billion in water transfer agreements, regional storage and desalination, considers water reuse to be outside of its mandate. And, while the Authority's Board of Directors, comprised of elected representatives from each of the

Table 2 / Regional Water Resources and Responsible Parties

	Water	Reuse	
San Diego County Water Authority Retail water agencies	Imported water Water transfers Storage Groundwater Desalination Conservation	Title 22 recycled water Distributed treatment In-pipe treatment Groundwater recharge Reservoir recharge Direct potable reuse	Wastewater agencies Recycled water agencies
Cities & county	Landscaping	Stormwater	Cities & county
Residents Business	Conservation Rainwater harvesting	Graywater Packaged treatment	Residents Business

region's 24 retail water agencies, provides regional leadership, and its wholesale water rate provides regional funding and cost sharing, there is no equivalent regional governance structure for water reuse. The METRO System includes just 13 of the region's 22 wastewater agencies, and the Participating Agencies are not equal partners with the City of San Diego in the governance and management of the system. Despite these challenges, the City of San Diego is leading the region towards indirect potable reuse with its Water Purification Demonstration Project and reservoir augmentation plan. For San Diego, indirect potable reuse is both an urgent mandate to avoid a USEPA order in 2015 to upgrade the Point Loma Wastewater Treatment Plant, and an opportunity to create a new water supply for the region.

The Next Four Years

Over the next four years, San Diego County's elected representatives, and the residents they represent, will be asked to approve studies, environmental reviews, projects and funding mechanisms that will determine the region's approach to water supply diversification and the future of water reuse.

Table 3 / Statewide and Regional Projects in the Planning Stage

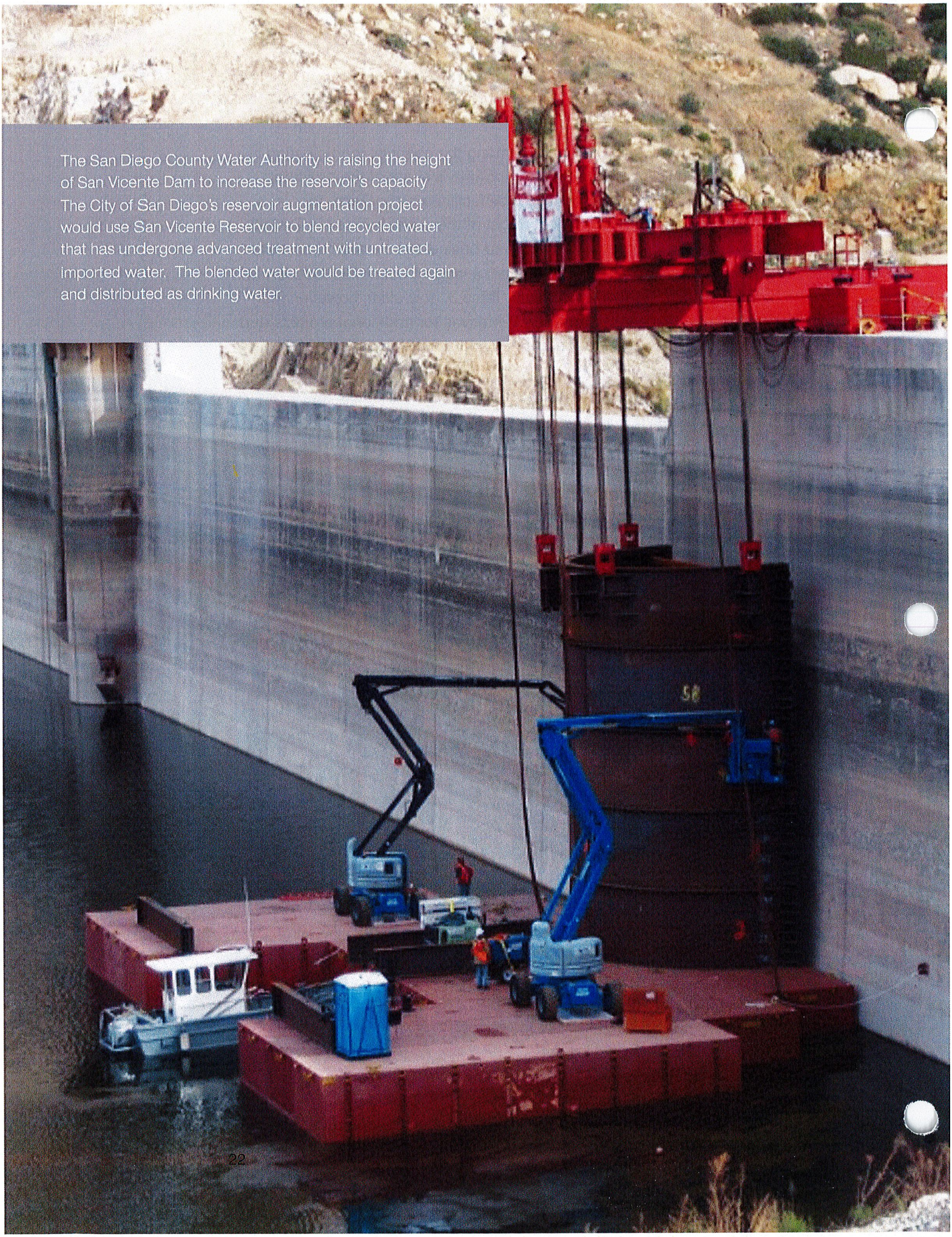
Project	Agency	Projected Cost
Water Bond	State of California	$12 Billion
Delta Conveyance Project	State of California	$12 Billion
Rosarita Beach Desalination Project	San Diego County Water Authority	$500 Million
Camp Pendleton Desalination Project	San Diego County Water Authority	$1.9 Billion
Point Loma Wastewater Treatment Plant Upgrade	City of San Diego METRO JPA	$3 Billion
Reservoir Augmentation Project	City of San Diego	N / A
North County Water Recycling Project	North County water & wastewater agencies	$175 Million
20 Year Stormwater Management Plan	City of San Diego	$60 Million

The costs shown in Table 3 will be shared among the agencies participating in each project. The San Diego County Water Authority's share of the projected $12 billion cost to construct water conveyance facilities in the Delta, for example, is estimated to be $828 million. Most of the projects listed in Table 3 will be paid by San Diego County residents and businesses through their water rates and sewer fees. It is not clear what effect a lagging economic recovery will have on the approval of the projects listed in Table 3. It is clear, however, that political support among local elected representatives for additional projects and additional increases in the region's water rates and sewer fees will be limited.

Given these conditions -- increased public support for water reuse, its increasing cost competitiveness, competition for funding with water supply projects already in the planning stage, and the City of San Diego's leadership role -- the METRO JPA is faced with both an opportunity and a deadline to determine the role it wants to play in water reuse. The roles available include financial oversight, technical oversight, public education, ratepayer advocacy and championing potable reuse technology, and the time to act is now.

Table 4 / Key Dates

	State Water Bond
Jul 1 2012	Advertising starts
Nov 6, 2012	Election day
	Bay Delta Conservation Plan
Jun 1, 2012	Start of 90 day public review of EIR / EIS
Dec 1, 2012	Release of final version of plan
	Camp Pendleton Desalination Project
Dec 1, 2012	Decision to proceed with EIR / EIS, permitting and preliminary design
	Water Purification Demonstration Project
2013	Conclusion of project
	Point Loma Wastewater Treatment Plant Modified Permit
Feb 1, 2015	City of San Diego's deadline to apply for waiver



The San Diego County Water Authority is raising the height of San Vicente Dam to increase the reservoir's capacity The City of San Diego's reservoir augmentation project would use San Vicente Reservoir to blend recycled water that has undergone advanced treatment with untreated, imported water. The blended water would be treated again and distributed as drinking water.

2011-2013 STRATEGIC GOALS

Strategic Goal 1 >>>
Oversight of METRO System Management and Operations

The METRO JPA and METRO TAC must continue their oversight of the City of San Diego's management and operation of the METRO System on behalf of the Participating Agencies' ratepayers. .

Strategic Initiatives

Oversight of Service and Billing
Oversee City of San Diego Public Utilities Department to ensure that services provided to METRO member agencies is high quality, efficiently delivered and accurately billed.
Assigned To: Finance Committee
Continuing

Oversight of Costs and Rates
Oversee the City of San Diego's METRO wastewater programs, including sewer fees, recycled water rates and the Bid to Goal program to protect the interests of METRO member agencies.
Assigned To: Finance Committee
Continuing

Oversight of Capital Improvements
Oversee the City of San Diego's METRO wastewater system capital improvement program (CIP), from planning through construction, to protect the investment of METRO member agencies.
Assigned To: METRO TAC
Continuing

Audit Process
Maintain the integrity of the annual audit of the City of San Diego to ensure that only METRO wastewater costs are billed to METRO member agencies.
Assigned To: Finance Committee
Continuing

Strategic Goal 2 >>>
Oversight of the City of San Diego's Water Reuse Planning

As the City of San Diego expands the scope of its wastewater operations to include the Water Purification Demonstration Project and reservoir augmentation plan, the scope of oversight provided by the METRO JPA and the METRO TAC expands, as well.

Strategic Initiatives

Oversight of Renewal of USEPA Waiver for Pt. Loma

Maintain ongoing technical, financial and regulatory analyses of the strengths, weaknesses, opportunities and threats associated with the renewal process (SWOT analysis) and provide comments to the City of San Diego, METRO Commission and METRO JPA as needed. Focus on key questions shown on page 27. Request METRO JPA involvement in the City's negotiations with environmental groups.

Assigned To: METRO TAC

New

Oversight of Post-2015 Waiver Planning

Maintain ongoing technical, financial and regulatory SWOT analyses and provide comments to the City of San Diego, METRO Commission and METRO JPA as needed. Focus on key questions below.

Assigned To: METRO TAC

New

Oversight of Recycled Water Pricing Study

Maintain ongoing technical, financial and regulatory SWOT analyses and provide comments to the City of San Diego, METRO Commission and METRO JPA as needed. Focus on key questions below.

Assigned To: METRO TAC

New

Oversight of Recycled Water Optimization Study

Maintain ongoing technical, financial and regulatory SWOT analyses and provide comments to the City of San Diego, METRO Commission and METRO JPA as needed. Focus on key questions below.

Assigned To: METRO TAC

New

Participate in San Diego Integrated Regional Water Management Planning Group

Cooperate with this group of agencies, which is already developing integrated regional water management strategies and projects, has administrative support from the San Diego County Water Authority, and has access to Proposition 84 grant funds. **New**

Assigned To: METRO JPA and METRO TAC

Oversight of Water Purification Demonstration Project

Maintain ongoing technical, financial and regulatory SWOT analyses and provide comments to the City of San Diego, METRO Commission and METRO JPA as needed. Focus on key questions below. **New**

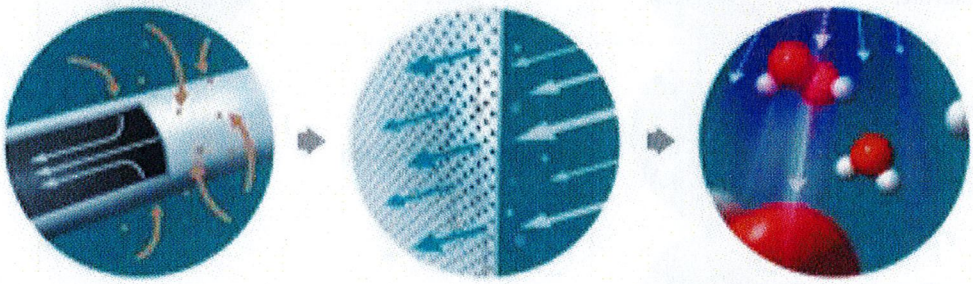
Assigned To: METRO TAC

Oversight of Reservoir Augmentation Project

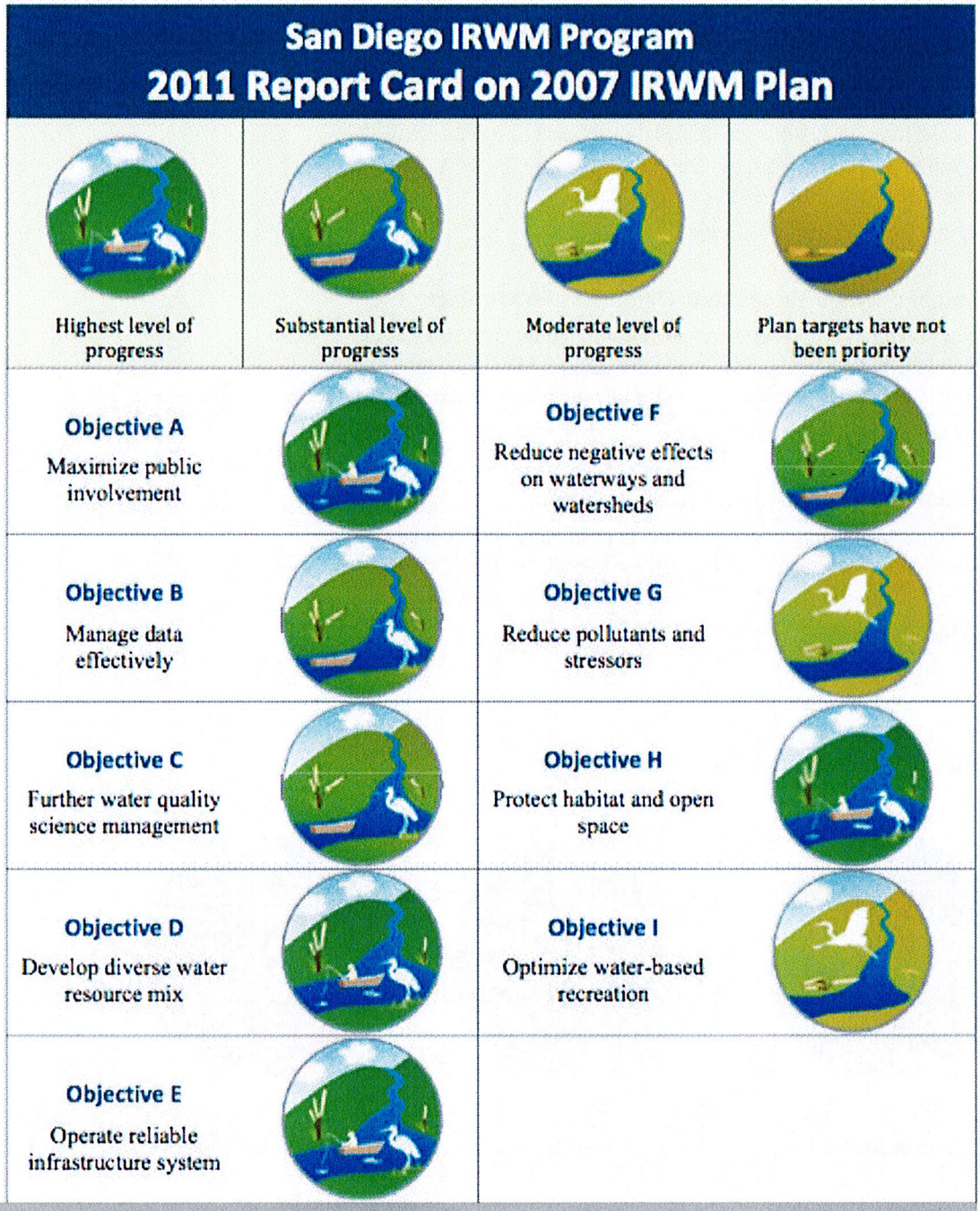
Maintain ongoing technical, financial and regulatory SWOT analyses and provide comments to the City of San Diego, METRO Commission and METRO JPA as needed. Focus on key questions below. **New**

Assigned To: METRO TAC

Graphic 5 / Advanced Treatment Process



Microfiltration **Reverse Osmosis** **Ultraviolet Light**



The four goals of the San Diego Integrated Regional Water Management Plan are to optimize water supply reliability, protect and enhance water quality, provide stewardship of natural resources, and coordinate and integrate water resource management. The multi-agency, multi-stakeholder group has secured over $27 million in Proposition 50 and 84 grant funds.

Key Questions / Water Reuse

Do San Diego's plans

Ensure fair rates for Participating Agencies?

Show concern for the environment?

Reflect regionally balanced decisions?

Will water reuse strategies include

Distributed treatment?

On-site, packaged treatment?

In-pipe treatment?

Natural treatment?

Title 22 recycled water?

Groundwater recharge?

Reservoir recharge?

Direct potable reuse?

Stormwater reuse?

Graywater reuse?

Can costs be reduced by

Integrated planning?

Integrated development?

Integrated administration?

Using existing facilities?

Using non-METRO facilities?

Minimizing conveyance distances?

Minimizing pumping?

Not installing new purple pipe?

New technology?

Process improvement?

Design improvement?

Is San Diego seeking input from

Residents?

Business community?

San Diego County Water Authority?

SANDAG?

Non-METRO wastewater agencies?

Orange County GWRP?

West Basin Water District?

Irvine Ranch Water District?

CA Dept. of Public Health?

State Water Resources Control Board?

Congressional representatives?

Legislative representatives?

Is the goal of the region to

Spend as little as possible to make the Pt. Loma Wastewater Treatment Plant EPA compliant?

Decrease reliance on imported water?

Save money through an integrated approach to sewer, stormwater and flood control?

Achieve environmental goals?

Strategic Goal 3 >>>
Develop Key Partnerships

The leaders of San Diego County's business community and environmental community are concerned about the reliability of the region's imported water supplies and are advocating the development of indirect potable reuse. They want to see water, wastewater and stormwater agencies integrate their efforts. The METRO JPA and METRO TAC should should consider participating in these regional efforts.

Strategic Initiatives

Market-Based Approach
High-tech companies purify water for manufacturing. Can these companies treat their wastewater? Could it be advantageous for them to do so? What other industries could treat their wastewater? What volume could this strategy offload from Pt. Loma?
Assigned To: METRO TAC

New

Orange County Tours
Take key partners on guided tours of the Orange County Groundwater Replenishment Project to show them successful, working models of groundwater recharge and indirect potable reuse. Consider public affairs staff from Participating Agencies as guides.
Assigned To: METRO TAC

New

Speakers Bureau
Endorse and explain the City of San Diego's indirect potable reuse planning at meetings of the Indirect Potable Reuse Coalition, local and regional business groups, San Diego County Board of Supervisors, city councils, water district boards, legislators and congressional representatives. Solicit advocates. Consider public affairs staff from Participating Agencies to prepare presentations.
Assigned To: METRO JPA and METRO TAC

New

Meet With Regional Media Leaders
Endorse and explain the City of San Diego's indirect potable reuse planning to owners, publishers and editors of San Diego County's print, television, radio and online media. Until plan is completed, provide progress reports. Request support. Consider public affairs staff from Participating Agencies to prepare presentations.
Assigned To: METRO JPA and METRO TAC

New

Regulatory Partnerships
Present and explain the City of San Diego's indirect potable reuse planning to the Regional Water Quality Control Board and San Diego County Department of Environmental Health. Utilize data from, and invite officials to tour Orange County GWRP.
Assigned To: METRO JPA and METRO TAC

New

Regional Governance (On Hold)
Assess feasibility and appropriateness of implementing, governing and managing a distributed treatment plan and regional wastewater management plan in partnership with the City of San Diego. Assess the issues and opportunities associated with activating the Special Act District formed by the legislature in 1992.

Continuing

Strategic Goal 4 >>>
Develop Customer Relationships

Water and wastewater agencies often consider developing customer relationships optional, and unimportant to their mission of providing water quality, water reliability and sanitation. This malaise, however, leads to customer cynicism and opposition to rate setting and investment in infrastructure. The METRO JPA and METRO TAC should avoid this mistake.

Strategic Initiatives

Visual Information
Create technical illustrations to show the safety of advanced water treatment, Visual information can be used in print, presentations, and on the web. Focus on key questions below.
Assigned To: METRO TAC

New

Financial Transparency
Regional wastewater agencies have difficulty explaining sewer collection and treatment costs to their customers. Developing a simplified, visual explanation of costs is necessary in order to explain cost savings. Focus on key questions below.
Assigned To: Finance Committee

New

Website & Social Media
Develop new website and Facebook page to effectively communicate advantages of City of San Diego's plans for offloading Pt. Loma and indirect potable reuse. Use Google Translation to allow viewer to convert pages into their preferred language. Use Twitter to push residents, supporters and media to website for news and new content. Focus on key questions below.

New

Assigned To: METRO TAC

Orange County Tours
Promote guided tours of the Groundwater Replenishment Project and the Santa Ana River Watershed in Orange County. Consider utilizing public affairs staff from Participating Agencies as guides.

New

Assigned To: METRO TAC

"What Not To Flush" Public Outreach
Combine information about fats, oils and grease, information about other products that should not be flushed, and information about water reuse to create a single public outreach campaign that raises awareness of water reuse. Consider utilizing public affairs staff from Participating Agencies.

Continuing

Assigned To: METRO TAC

Key Questions

How do residents

Know when a large infrastructure project is a good value?

Know that a regional approach is better than local control?

CONCLUSION

Mark Cowin, Director of the California Department of Water Resources, states in the introduction to the 2009 California Water Plan that:

> With new urgency, regions must develop and implement truly integrated regional water management plans as roadmaps to meeting future water demands in sustainable ways.[4]

The idea that ratepayers and taxpayers can write one check for water supply reliability, sanitation, environmental stewardship and recreational facilities has not yet trickled down to most wastewater departments and employees in California. While the idea is in development in Sacramento and talked about by regional water resources managers, it is not yet a management or operational initiative at most agencies.

Where the idea has been implemented -- like the Orange County Groundwater Replenishment System -- it has been a tremendous success. Now, San Diego County residents, business leaders and environmental leaders support implementation here. They don't want piecemeal approaches. They want sustainability. Where there is demand, there is opportunity.

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[4] Director's Letter, *2009 Update to the California Water Plan*