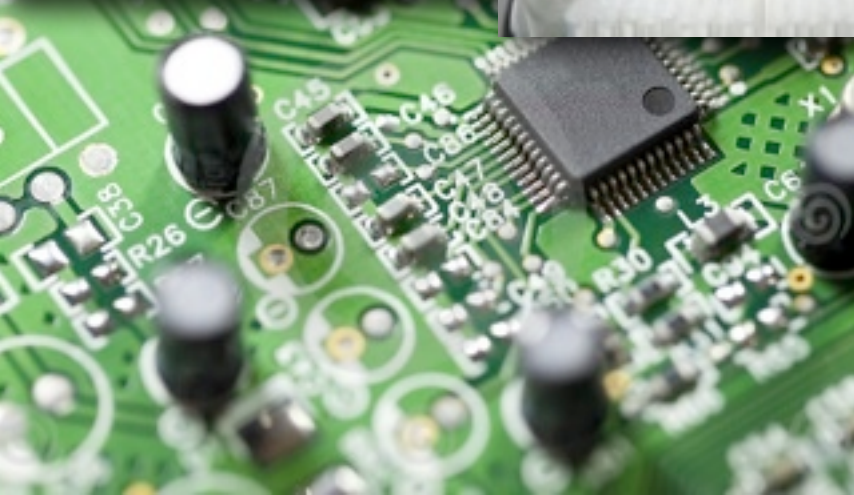




METRO Wastewater Joint Powers Authority
2011-2013 Strategic Plan



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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](#) (~~METRO wastewater s~~System) 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 ~~wastewater s~~System ~~is comprised of 11~~ [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 ~~wastewater s~~System is governed and managed by a coalition of participating cities and special districts ~~according pursuant~~ to the *Regional Wastewater Disposal Agreement* signed ~~in 1998~~ by the City of San Diego and ~~12 other jurisdictions called~~ the “~~p~~Participating ~~a~~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. ~~T and charged~~ the commission ~~can advise the city on any issues relevant to the~~ 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 and its input must be delivered to the city council in writing by city staff, but it 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 ~~p~~Participating ~~a~~Agencies, ~~which pay their share of the system’s operations and maintenance costs (approximately 35 percent), a voice in the authority to make decisions regarding operations, maintenance, capital improvements and rates. how the system is operated, how sewer rates are set, and the financing of maintenance and capital improvements. Currently, all Participating Agencies are members of the METRO JPA.~~

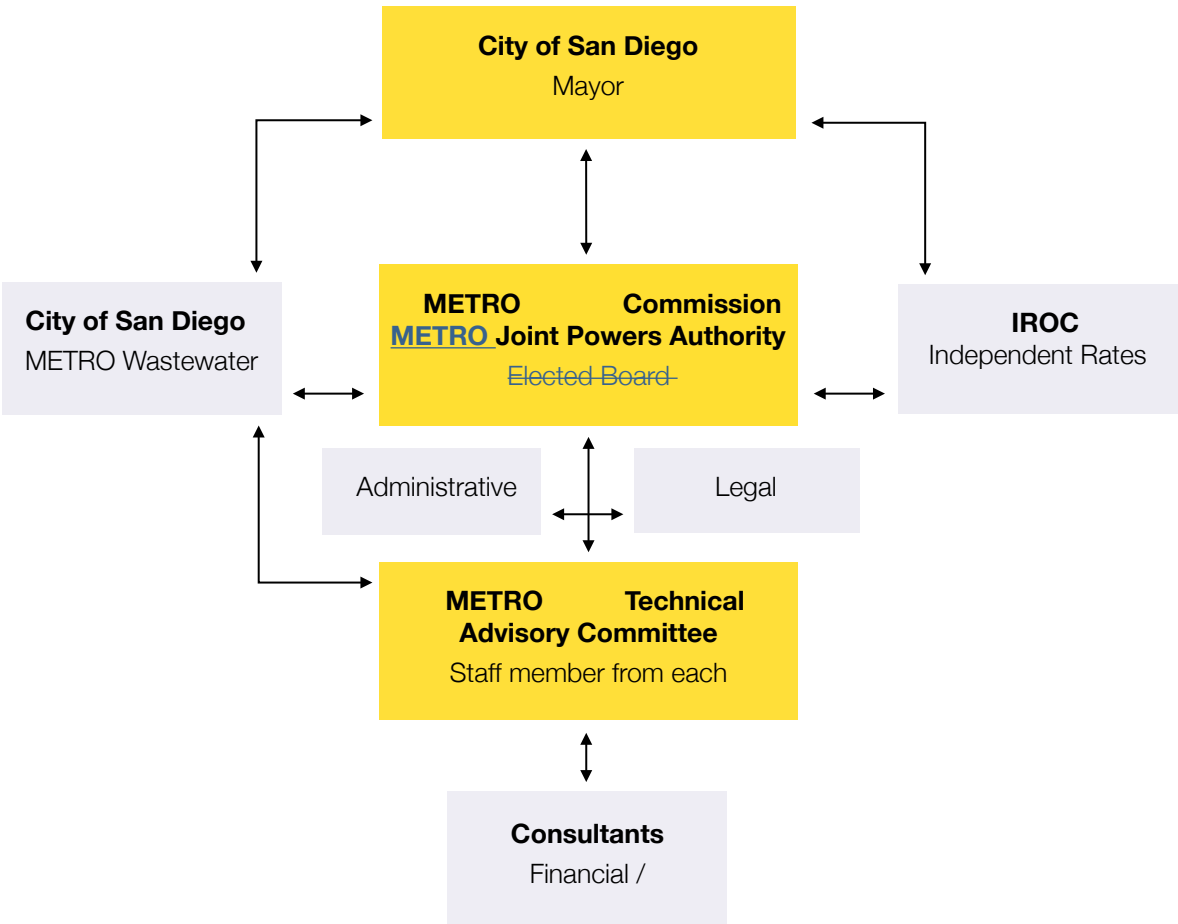
Although the commission and the joint powers authority have separate and distinct responsibilities, they are, in fact, represented by the same people. The ~~152 p~~Participating ~~wastewater a~~Agencies each appoint a member of their elected board or council as their representative. Each Commissioner/Director 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 ~~/Joint Powers Authority and METRO JPA~~ holds monthly public meetings ~~hosted by member agencies~~. 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, in the San Diego region that ensures fair rates for participating agencies, concern for the environment, and regionally balanced decisions through data analysis, collaboration amo ~~The ng all stakeholders, and open dialogue. Through stakeholder colaboration, 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 [Joint Powers Authority JPA](#) adopted five strategic goals and -12 strategic initiatives to accomplish over the [next 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 [D.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, ~~in the San Diego region that ensures 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, ~~through data analysis, collaboration among all stakeholders, and open dialogue.~~

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

Strategic Goals

1. Reduce costs and ensure fair rates
2. Create alignment among ~~the~~ [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

67% Think we are on goal
83% Think we can improve
0% Support additional goals

Key Points

Need to focus on public relations

METRO TAC

Staff

75% Think we are on goal
82% Think we can improve
44% Support additional goals

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

100% Think we are on goal
66% Think we can improve

Key Points

Additional budget details needed

METRO TAC

Staff

91% Think we are on goal
36% Think we can improve

Key Points

Audit process efficient and effective

Audit Process

Maintain the integrity of the annual audit process to ensure only Metro [Wastewater System](#) costs are charged to ~~the JPA member a~~ [Participating Agencies](#).

METRO JPA

Elected Representatives

100% Think we are on goal
60% Think we can improve

Key Points

Good work
 Inform the public

METRO TAC

Staff

100% Think we are on goal
36% Think we can improve

Key Points

Audit process is successful

Modified Permit

Diligently support a modified permit- [from the USEPA](#) for the ~~Metro Wastewater system~~ [Point Loma Wastewater Treatment Plant](#), which requires renewal every five years. The next permit 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 ~~JPA member a~~ [Participating Agencies](#) \$200-500 million.

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

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 Indirect Potable Reuse (IPR) Reservoir Augmentation Pilot Study, and the Regional Recycled Water Optimization Study. The latter is now under way and is funded jointly by the City and the ~~PAs~~ [Participating Agencies](#).

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

Partnerships

Our Mission Statement calls for a partnership with the City of San Diego in managing the ~~Metro Wastewater~~ [METRO](#) 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 66% Think we can improve	64% Think we are on goal 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 Wastewater~~ [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 60% Think we can improve	100% Think we are on goal 50% Think we can improve
Key Points Need better lead time from city 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 Wastewater~~ METRO System programs such as the wastewater rate case, ~~and~~ recycled water rate case, ~~and the Bid to Goal program insure~~ ensure our interests are protected.

<u>METRO JPA</u> Elected Representatives	<u>METRO TAC</u> 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 <u>METRO TAC</u> needs to be included in planning <u>METRO TAC</u> needs to be included in rate case development

Environmental Stewardship

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

<u>METRO JPA</u> Elected Representatives	<u>METRO TAC</u> 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 <u>METRO JPA</u> and <u>METRO TAC</u> can be forum for member a <u>Participating Agency</u> 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 83% Think we can improve	73% Think we are on goal 73% Think we can improve
Key Points Promote reuse More public outreach	Key Points Need METRO JPA to develop policies 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 100% Think we can improve	66% Think we are on goal 56% Think we can improve
Key Points Low public awareness of METRO JPA Maintain website Press releases	Key Points Regional governance only route to higher public awareness Public image not crucial to METRO JPA mission

Legislative


Review and monitor legislation that may have impacts on the [Metro Wastewater's 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 75% Think we can improve	100% Think we are on goal 50% Think we can improve
Key Points No organized effort	Key Points Tracking sheet attached to METRO TAC 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 [PAs- 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. ~~to retain grant-eligibility status.~~ Its members include: The Cities of Coronado, Del Mar, Imperial Beach, [Lemon Grove](#), National City and Poway, as well as the [Lemon Grove Sanitation District and the Otay Water District](#) and Padre Dam Municipal Water District. The [PA's- 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 50% Think we can improve	29% Think we are on goal 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 Research¹ 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	Surfrider Foundation
San Diego Regional Chamber of Commerce	San Diego Coastkeeper
Citizens Coordinate for Century Three	San Diego Audubon Society
Industrial Environmental Association	Friends of Infrastructure
San Diego & Imperial Counties Labor Council	BIOCOM
Building Office Managers Association	Coastal Environmental
National Association of Industrial and Office Properties	Rights Foundation

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

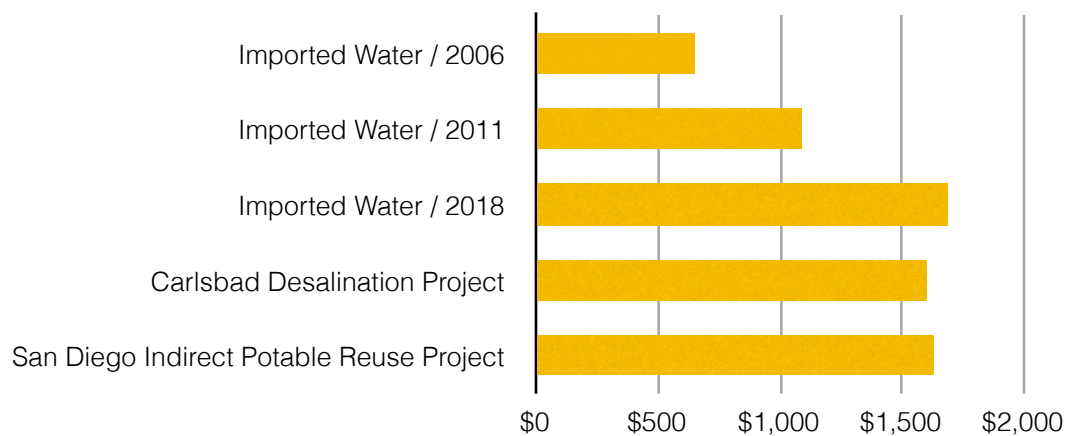
“ Recycled water is an important part of water supply portfolio diversification. An adequate supply of water is an essential resource for multi-million dollar research and manufacturing facilities. If San Diego wants to continue to attract and retain these companies, we must aggressively pursue all reliable 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 2010³ projects rate parity between imported water and regional water resources by 2018.

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

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



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 mission and mandate. And, while the Authority's

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

—
—

Board of Directors, comprised of elected representatives from each of the region's 24 retail water agencies, provides inter-agency collaboration regional leadership, and its wholesale water rate provides a vehicle for inter-agency regional funding and cost sharing, the equivalent regional governance structure does not exist for water reuse. for integrated water reuse planning does not exist. The City of San Diego's The METRO wastewater-s System only includes 15-12 of the region's 22 wastewater agencies, and those 15- Participating Agencies agencies are not equal partners with the City of San Diego in the planning 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 <u>member agencies JPA</u>	\$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 2-3 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, will is estimated to be \$828 million. Most of the projects listed in Table 23 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 23. 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, ~~and~~ 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. it is imperative that the METRO Joint Powers Authority determine its policy positions and the role it would like to play in managing the region's wastewater, expanding water reuse and diversifying the region's water supply. It is also imperative that the METRO Joint Powers Authority act with urgency, as the projects listed in Table 2 are progressing through the review and approval process.

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Table 4 / Key Dates

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

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. As the City of San Diego Public Utilities Department expands its scope to include the IPR Demonstration Project and the Reservoir Augmentation Project, the scope of the oversight provided by the METRO Joint Powers Authority and Technical Advisory Committee expands, as well.

Strategic Initiatives__

Assess 2011 Recycled Water Pricing Study— Analyze and assess the city's results and conclusions from technical, regulatory, financial and political perspectives, and prepare a report for public review and discussion.	New
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

~~The City of San Diego estimates that upgrading Point Loma to secondary treatment, and incorporating indirect potable reuse, will cost \$3 billion. Is it technically possible to offload volume from the Point Loma Wastewater Treatment Plant, treat it elsewhere, and avoid an upgrade of the plant?—~~
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 the 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 and updates to the METRO Commission and METRO JPA as needed. Focus on key questions below. 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 and updates to the METRO Commission and METRO JPA as needed. Focus on key questions below.

Assigned To: METRO TAC

New

Assess 2011 Oversight of Recycled Water Pricing Study

Analyze and assess the city's results and conclusions from technical, regulatory, financial and political perspectives, and prepare a report for public review and discussion.—

Maintain ongoing technical, financial and regulatory SWOT analyses and provide comments to the City and updates to the 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 and updates to the 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.

Assigned To: METRO JPA and METRO TAC

New

Assess Oversight of Water Purification Demonstration Project

Analyze and assess the city's results and conclusions from technical, regulatory, financial and political perspectives, and prepare a report for City of San Diego, public review and discussion.

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

Assigned To: METRO TAC

New

Assess Oversight of Reservoir Augmentation Project

Analyze and assess the city's results and conclusions from technical, regulatory, financial and political perspectives, and prepare a report for City of San Diego, public review and discussion.

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

Assigned To: METRO TAC

New

Assess Renewal of Modified Permit for Pt. Loma—

Assess city's management of 2015 renewal of modified permit for Pt. Loma from technical, regulatory, financial and political perspective, and prepare a report for City of San Diego, public review and discussion.

New

Calculate volume to offload from Pt. Loma—

Calculate the amount of wastewater that must be offloaded from Pt. Loma and treated elsewhere to earn EPA approval? Prepare report for City of San Diego, public review and discussion.

New

Distributed Treatment Plan—

Determine feasibility of distributing offloaded volume to other treatment facilities. Can this be accomplished with existing treatment facilities? If not, what is most cost effective combination of new methods and facilities? Should METRO focus on improving the City of San Diego's plans or developing an alternative plan? How would costs and revenues be allocated among agencies? Prepare report for City of San Diego, public review and discussion that addresses technical, regulatory, financial and political challenges and opportunities.

New

Water Reuse Plan—

Develop scenarios that maximizes regional water reuse at different cost levels and integrates wastewater, recycled water, potable reuse, stormwater and graywater strategies. Determine customer segments, and each segment's issues and opportunities. Determine issues and opportunities of involved agencies. Determine if it is better to improve the City of San Diego's reservoir augmentation plan or develop an alternative plan. Determine how costs and revenues would be allocated among agencies. Prepare a report for the City of San Diego, public review and discussion that addresses technical, regulatory, financial and political challenges and opportunities.

New**Analyze Model Projects—**

Identify and analyze model projects, and utilize the groundwater recharge, water reuse and integrated regional water management expertise developed by staff involved in Factory 21, the Groundwater Replenishment Project, and the Santa Ana River Watershed in Orange County.

New**Meet with Stormwater Managers—**

Meet with city and county stormwater managers, learn about their mandates, the strengths and weaknesses of their individual programs, and the challenges and opportunities associated with an integrated regional approach. Determine cumulative annual spending on stormwater projects, outreach and administration.

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

Key Questions

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 ~~Joint Powers Authority~~ JPA and ~~Technical Advisory Committee~~ METRO TAC should ~~focus on earning their trust and support.~~ should consider participating in these regional efforts.

Key Questions

▲ Strategic Initiatives

Market-Based Approach

High-tech companies purify water for manufacturing. Can these companies treat their own wastewater? Could it be advantageous for them to do so? What other industries could treat their own 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 ~~and the Santa Ana River Watershed in Orange County~~ to show them successful, working models of groundwater recharge, and indirect potable reuse ~~and integrated regional water management.~~ Consider public affairs staff from Participating Agencies as guides.

Assigned To: METRO TAC

New

Speakers Bureau

~~Present METRO's regional wastewater management~~ Endorse and explain the City of San Diego's indirect potable reuse planning at meetings of Indirect Potable Reuse Coalition members, other local and regional business groups, the San Diego County Board of Supervisors, and the region's city councils, water boards, legislators and congressional representatives. ~~Until plan is completed, provide progress reports.~~ 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

~~Present METRO's regional wastewater management plan. 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 and talking points.~~
Assigned To: METRO JPA and METRO TAC

New**Regulatory Partnerships**

~~Present METRO's regional wastewater management plan. 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 projects GWRP. Invite Board members to tour Orange County projects. Until plan is completed, provide progress reports.~~
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 Joint Powers Authority and Technical Advisory Committee should avoid this mistake.

Strategic Initiatives

Visual Information

Create technical illustrations to show the safety of advanced water treatment, ~~how offloaded volume from Pt. Loma will be treated, why METRO's indirect potable reuse plan will cost less than the City of San Diego's plan, how stormwater can be captured and reused, packaged treatment, and a residential graywater system.~~ 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 ~~METRO's regional wastewater management~~ City of San Diego's plans for offloading Pt. Loma and indirect potable reuse plan. 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.

Assigned To: METRO TAC

New

Orange County Tours

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

Assigned To: METRO TAC

New

"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 ~~regional wastewater management plan.~~ water reuse. ~~Utilize~~ Consider public affairs staff ~~and funding from METRO member~~ from Participating Agencies.

Assigned To: METRO TAC

Continuing

Key Questions

How do residents

~~What customer segments will be included in METRO's regional plan?—~~

~~What are they willing to pay for?~~

~~How do they know when a large infrastructure project is a good value?~~

~~How do they know that a regional approach is better than local control?~~

~~What needs to be in a regional wastewater management plan to earn their support?—~~

~~Will their support for indirect potable reuse continue if 2012 precipitation levels are high?~~

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 of the 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](#) ~~and the Santa Ana River Watershed in Orange County~~ -- it has been a tremendous success. Now, San Diego County, residents and community, business and environmental leaders support implementation here. They don't want piecemeal approaches. They want sustainability. Where there is demand, there is opportunity.

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