



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

**AGENDA**

**Thursday, APRIL 8, 2010  
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. PLEDGE OF ALLEGIANCE TO THE FLAG
3. 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 4. **ACTION** – CONSIDERATION AND POSSIBLE ACTION TO APPROVE THE MINUTES OF March 4, 2010 (**Attachment**)
- X 5. **ACTION** – CONSIDERATION AND POSSIBLE ACTION TO APPROVE AWARD OF SODIUM HYPOCHLORITE FOR THE POINT LOMA TREATMENT PLANT (Chris McKinney) (**Attachment**)
- X 6. **ACTION** – CONSIDERATION AND POSSIBLE ACTION TO APPROVE AMENDMENT 2 WITH UCSD FOR EVALUATION OF ANTHROPOGENIC IMPACTS ON THE SAN DIEGO COASTAL ECOSYSTEM (Steve Meyer) (**Attachment**)
- X 7. **ACTION** – CONSIDERATION AND POSSIBLE ACTION TO APPROVE AS NEEDED CONDITION ASSESSMENT SERVICES 2009-2012 (Pete Wong) (**Attachment**)

April 8, 2010

Metro Commission/Metro  
Wastewater JPA Agenda

Documentation  
Included

8. PRESENTATION OF FISCAL YEAR 2008 EXHIBIT E AUDIT (Rod Greek and Macias Gini and O'Connell)
9. MODIFIED PERMIT UPDATE
- X 10. KEY RELATED ITEMS WE SHOULD BE TRACKING/GETTING UP TO SPEED ON **(Attachment)**
11. METRO TAC UPDATE
12. IROC UPDATE
13. FINANCE COMMITTEE
- X 14. STRATEGIC PLAN (ANNUAL RETREAT) AD HOC COMMITTEE **(Attachment)**
15. REPORT OF GENERAL COUNSEL
16. PROPOSED AGENDA ITEMS FOR THE NEXT METRO COMMISSION/ METRO WASTEWATER JPA MEETING **May 6, 2010.**
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 Metro 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. Kane at (858) 292.6321, at least forty-eight hours in advance of the meetings.*

April 8, 2010

Metro Commission/Metro  
Wastewater JPA Agenda

# Agenda Item 4



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

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

**February 4, 2010**

**DRAFT Minutes**

Chairman Ewin called the meeting to order at 12:05 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 (arrived at 12:05 p.m.)	X	Scott Tulloch
City of Coronado	Al Ovrom		Scott Huth
City of Del Mar	Donald Mosier	X	
City of El Cajon	Bill Wells (arrived at 12:08 p.m.)	X	
City of Imperial Beach	Patricia McCoy		
City of La Mesa	Ernie Ewin	X	
Lemon Grove Sanitation District	Jerry Jones	X	Patrick Lund
City of National City	Alejandra Sotelo-Solis	X	Joe Smith
City of Poway	Merrilee Boyack		(No representation)
City of San Diego	Jerry Sanders		Ann Sasaki
County of San Diego	Dianne Jacob		Daniel Brogadir
Otay Water District	Larry Breitfelder	X	
Padre Dam MWD	Augie Caires (Arrived at 12:20 p.m.)	X	Augie Scalzitti
Metro TAC Chair	Scott Huth	X	
IROC	Don Billings		(No representation)

Others present: Metro JPA General Counsel Paula de Sousa; City of San Diego City Attorney Tom Zeleny; JPA Secretary David Scherer; JPA Treasurer Doug Wilson; Karyn Keese and Dean Gipson – PBS&J

**2. PLEDGE OF ALLEGIANCE TO THE FLAG**

Vice-Chairman Jones led the Pledge.

**3. PUBLIC COMMENT**

There was no public comment.

**4. ACTION – APPROVE MINUTES OF JANUARY 7, 2010**

**ACTION:** Upon motion by Vice-Chairman Jones, seconded by Commissioner Sotelo-Solis, the February 4, 2010 Regular Meeting Minutes were approved, with Commissioner McCoy abstaining.

**5. BID TO GOAL UPDATE (Ann Sasaki)**

Ann Sasaki, Assistant Director Wastewater Branch provided an update on the Bid to Goal Program. Ms. Sasaki stated that a consolidated bid was done with all of the wastewater divisions which began with the Fiscal Year 2008 and goes through Fiscal Year 2012. The fiscal year 2008 audit was taken to the Audit Committee last May who was looking at both the wastewater fund and water fund and they had a number of questions as to how the program was administered. The City of San Diego's Independent Auditor was asked to do an audit of the overall program which was completed February 2, 2010 and was posted on the City of San Diego website and appeared in several newspapers. The audit stated that there were efficiencies gained through the Bid to Goal program, but improvement was needed in documentation, management and internal review. There were no findings of waste, fraud or abuse. There were 14 recommendations that fell into four basic categories of recordkeeping, program benefit and transparency, goals and savings. City of San Diego staff has recommended that all 14 recommendations be accepted and are working on their implementation including completion of a department instruction and policy and procedure manual that will lay out the formal process for how to do future scopes of work, bids and how to administer the program to ensure consistency throughout the Utility and will be posted on the website. Additionally, as the result of the merge, a new division has also been created that is headed by Darlene Morrow-Truver called the Employee Services and Internal Controls Division which will keep track and be the central repository for all Bid to Goal documents and will do internal reviews prior to external audit. They will also audit all employee payouts prior to payment.

**6. UPDATE ON MODIFIED PERMIT (Ann Sasaki)**

Ann Sasaki, Assistant Director Wastewater Branch provided an update on the Modified Permit. Ms. Sasaki stated that at the February 10, 2010 Coastal Commission Hearing the Commission placed conditions regarding the recycled water study implementation. The City of San Diego would like the condition to read that the study report will be presented but staff does not have the authority to commit to implementation which will require, funding and Council action. City of San Diego staff is continuing to discuss with the Coastal commission proposed revisions to the condition language. The next hearing is March 12, 2010 in Santa Cruz and staff will be attending.

**7. DEBT RESERVE FINANCING/2007-2008 REFUNDS (Please note: The attachment is included in Item 11d – Attachment B)**

Rod Greek presented Item 11d at this time pertaining to the Participating Agencies funding a proportionate share of the operating reserve and meeting the debt service coverage requirement for Metro debt service. Negotiations started in April 2008 when the City of San Diego was working on bond offerings. Preliminary calculations were done and the middle column of Attachment A of the report shows the City of San Diego's original proposal. The last column of Attachment A sets out the proposed compromise negotiated by the TAC and Finance Subcommittee.

Chairman Ewin requested Ms. Keese and Mr. Huth explain why this came about and how the numbers fit into the calculation and what some of the changes were.

Ms. Keese introduced Scott Huth, Doug Wilson, Paula de Sousa and herself (the "Working Group") who worked with the City of San Diego on this issue. In early 2008 City of San Diego staff advised that the City was going to request an additional \$20 million over and above the existing payments to establish the debt service coverage and operations reserve. The Working Group has worked with City of San Diego staff since that time to arrive at a mutually beneficial arrangement. One gain for the PAs is the fact that for the first time they will be getting interest on the money that the City of San Diego holds throughout the year which will be audited as part of the Exhibit E audit. Also, the negotiated arrangement would provide a stable projection in rates and the \$65 million annual contribution would remain the same. The partnership with the City of San Diego has been greatly appreciated and an additional benefit is that the rating agencies are viewing this policy as a positive which will benefit all with lower interest costs.

Mr. Huth stated that the Regional Wastewater Agreement requires the PAs to pay for their fair share and the operating reserve and debt service and the meetings with the City of San Diego worked out the details.

Mr. Greek stated that refunds are scheduled to go out shortly after the audit is signed off which is currently scheduled for March 22, 2010.

Ms. Keese stated that the Finance Committee would be memorializing this into an actual protocol that will be brought back at a future meeting and will be subject to auditing annually and she is discussing with the outside auditors incorporating it into the Exhibit E audit as a table or footnote.

Mr. Huth stated that the MetroTAC and Finance Committee recommend approval.

Chairman Ewin requested General Counsel de Sousa send a summary statement to the PAs to explain the action taken today once the protocol was prepared.

**ACTION:** Motion by Vice Chairman Jones, second by Commissioner McCoy, to proceed with the 1.2 debt service ratio coverage; proceed with funding a 45-day operating reserve; the JPA to fund no other reserves; FY07 and FY08 refund monies will be used to fund the operating reserve and any remaining amounts will be refunded by the City of San Diego via checks; interest accrual on operating reserves and undesignated fund balances will start with FY10 (beginning July 1, 2009); the annual contribution for Metro O&M pay-go capital and debt service from PAs should remain stable at \$65 million for three to five years, but should be reviewed annually as part of the Exhibit E audit process. The motion carried unanimously.

Commissioner Caires reiterated thanks to the MetroTAC, Finance Committee and City of San Diego staff for their work on reaching this solution.

**8. KEY RELATED ITEMS WE SHOULD BE TRACKING/GETTING UP TO SPEED ON (Attachment)**

Rod Greek stated that Agenda Item 8 was a list of significant dates for things that the City of San Diego was working on behind the scenes in an attempt to better communicate with the PAs and it is planned that it will become a more comprehensive report as items move forward. He then noted that with regards to the Wastewater Bond Refunding, the Council date had slipped to March 22, 2010 with the pricing to April 10, 2010.

Commissioner Breitfelder inquired with regards to the Recycled Water Cost of Service Study as to when the draft document would be available for review to which Mr. Greek responded they had a September goal to allow for input and discussions prior to finalization in December.

**9. METRO TAC UPDATE**

MetroTAC Chairman Huth stated the projects that had come forward during this meeting had been reviewed at their last meeting. They also reviewed the FY11 Capital Improvement Program budget, spoke about some formatting issues and would bring back any comments to a future meeting. Most issues are for projects that will be in the out years that will have an impact on the PAs as most of the current projects have already been reviewed.

**10. IROC UPDATE**

Commissioner Caires reported for the February 16, 2010 IROC meeting that they had received an update on the Water Rate Model Development; Rate Recalibration; Cost of Service Study and Water Conservation/Water Use Restrictions and also received a similar report as the one provided by Ms. Sasaki today on the Modified Permit. There is a lot going on with the IPR project (Indirect Potable Reuse) and reminded the PAs that this is a reservoir augmentation type of project and is fairly unique. RMC contract for design, management and public outreach was approved. A private workshop will be held in April with the Department of Public Health (DPH). The City of San Diego will soon be out to bid on the construction of the demonstration project estimated to cost about \$7.4 million fully funded by a short term rate increase on San Diego customers. The public outreach, education and customer service committee of IROC is looking for a better name than IPR or Reservoir augmentation. The JPA needs to agendize support of the IPR project after review by the MetroTAC. The budget review process ahs begun and CIP spending appears to be substantially lower than the current rate case due to a favorable construction climate. The IROC Annual Report is 90% complete and will be agendized for the March 15 IROC meeting and copies will be distributed to the JPA. The Urban Water Management Plan Update was reviewed, it is a plan that develops water resource strategies for a 20 year period and is due for completion by the end of 2010.

**11. FINANCE COMMITTEE**

a. Minutes of the January 27, 2010 Finance Committee Meeting (**Attachment**)

Ms. Keese noted that the minutes had been approved by the Finance Committee at its February meeting.

b. Review of April 2010 Metro Refunding Status (**Attachment**)

Ms. Keese noted that Mr. Greek had previously addressed the 2010 Metro Refunding Status under Item 7 and it appears there will be a 5% savings at this time. The City of San Diego will not pursue refunding for less than a 3% savings.

c. Review of Status of 2009 Exhibit E Audit (**Attachment**)

Ms. Keese reported that there was no change in the status of the 2009 Exhibit E Audit. The City of San Diego is still on track to complete it by the end of this Fiscal Year (June 30). They will go through the sample review process with City of San Diego staff in April.

d. **ACTION** - Consideration and Possible Action to Approve the Debt Service Coverage/Operation Reserve Issue\_ (**Attachments**)

Ms. Keese stated that action on Item 11d had been taken under Item 7.

Ms. Keese then provided a brief overview of the Water Recycling Project spreadsheet she had provided the Commissioners.

**12. STRATEGIC PLAN (ANNUAL RETREAT) AD HOC COMMITTEE (Attachment)**

Commissioner Caires reported that the ad hoc committee had met and was putting together a draft document which will be brought to the April JPA meeting for review. They are looking at holding a Strategic Planning meeting every other year starting in April 2011 wherein the Plan will be reviewed and updated as needed.

**13. REPORT OF GENERAL COUNSEL**

General Counsel de Sousa provided a summary of the 2009 Water Legislation in order of impact to jurisdictions of the JPA to each of the Commissioners. Ms. de Sousa also announced that SB90 - State Reimbursement for Brown Act Costs will be brought forward to the next Metro Finance Committee meeting or JPA for approval. A recent case has put back into play the State reimbursement for costs. The deadline to file is April 20<sup>th</sup> of this year going back to FY06. There is reimbursement for actual time or standard rate or a flat rate that is established by the State for FY06-FY09. Ms. de Sousa will be working with Ms. Peoples on obtaining documentation for prior meetings and setting up tracking for future meetings to seek additional reimbursement in future years.

**14. PROPOSED AGENDA ITEMS FOR THE NEXT METRO COMMISSION METRO WASTEWATER JPA MEETING (April 1, 2010)**

Commissioner Cox suggested that due to the Easter holiday, the April 1 meeting be considered to be held on a later date.

**15. METRO COMMISSIONERS' and JPA BOARD MEMBERS' COMMENTS**

Commissioner Mosier announced that the City of Del Mar had broken ground earlier in the day for their new \$5 million sewer lift station.

Commissioner Sotelo-Solis thanked Chairman Ewin for her appointment to the Finance Committee and stated that the Committee had a very thoughtful, thorough discussion.

**16. ADJOURNMENT OF METRO COMMISSION AND METRO WASTEWATER JPA**

At 1:02 p.m., there being no further business, Chairman Ewin declared the meeting adjourned.

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Recording Secretary



# Agenda Item 5

City of San Diego, Public Utilities Department

**Award of Sodium Hypochlorite Purchase Contract for the Point Loma Wastewater Treatment Plant**

*Presenter: Pamela Galan, Supervising Management Analyst, Wastewater Treatment and Disposal Division*

The Public Utilities Department submits for approval a request for authorization to purchase sodium hypochlorite for use at the Point Loma Wastewater Treatment Plant (PLWTP). This chemical is used for odor control and for partial disinfection of the plant's effluent. The Department requests purchases of approximately 6,550,000 gallons annually at a per gallon cost of \$0.548. The estimated annual pre-tax expenditure is \$3,590,000. Several other WWTD Division facilities used sodium hypochlorite for odor control; however, purchases for those sites will be under a different contract requiring separate approval.

**Background**

Sodium hypochlorite is a chemical used, among others, to disinfect wastewater treatment plant effluent and control odors. The majority of the sodium hypochlorite used at the PLWTP is used for partial disinfection. The present dose is 10 ppm, with a potential increase to 16 ppm if disinfection needs warrant. A primary driver for installation of partial disinfection at the PLWTP is the EPA's reinterpretation of guidelines concerning bacteria levels within 3 nautical miles of the coastline.

This request would authorize sodium hypochlorite purchases to allow the Department to maintain sufficient chemical volume to meet the current dose requirements and any potential increase. The proposed vendor is Olin Chlor Alkali Products under the terms of Bid No. 9957-10-C.

# Agenda Item 6



THE CITY OF SAN DIEGO  
**REPORT TO THE CITY COUNCIL**

DATE ISSUED:

REPORT NO:

ATTENTION: Natural Resources and Culture Committee  
Meeting of March 17, 2010

SUBJECT: Amendment 2 with UCSD for the Evaluation of Anthropogenic Impacts  
on the San Diego Coastal Ecosystem

**REQUESTED ACTION:**

Council is requested to approve a phase-funded Second Amendment with UCSD for professional services to monitor the health of the San Diego kelp forest ecosystem and authorize an amount not to exceed \$1,499,721.

**STAFF RECOMMENDATION:**

- Adopt an Ordinance approving a phase-funded Second Amendment to the Agreement with the University of California, San Diego for the Evaluation of San Diego's Coastal Ecosystem for an amount not to exceed \$1,499,721.
- Authorize an FY 2010 expenditure of \$344,516 from Wastewater Fund 700001 for Phase 5 of the aforementioned Amendment.

**SUMMARY:**

In response to concerns of the public and environmental groups, the Metropolitan Wastewater (now Public Utilities) Department worked with the Scripps Institution of Oceanography (SIO) of the University of California, San Diego to convene a panel of scientific experts to evaluate the City's Ocean Monitoring Program. The purpose of this scientific review was to insure that the program provides the necessary information with which to evaluate the local ocean ecology and to address emerging issues of concern. The scientific panel concluded that the existing ocean monitoring program for the Pt. Loma region did an excellent job evaluating the regulatory compliance parameters for which it was designed, but that it could be enhanced to include additional environmental parameters that could help to discern both anthropogenic (human caused) and natural impacts to the regional San Diego coastal ecosystem.

It is noted that the City's Ocean Monitoring Program is conducted as a requirement of two National Pollution Discharge Elimination System (NPDES) permits that have been issued to the City of San Diego by the San Diego Regional Water Quality Control Board and USEPA, including: (1) Permit No. CA0107409, governing the Pt. Loma Wastewater Treatment Plant (PLWTP), and (2) Permit No. CA0109045, governing the South Bay Water Reclamation Plant (SBWRP). The monitoring programs required by these NPDES permits were revised most recently in 2003 and 2006 for the PLWTP and SBWRP, respectively. Renewal and additional modification of the PLWTP permit and monitoring program is currently underway and is expected in Spring 2010. In addition to core and regional monitoring requirements, the modified

permits require the City to conduct special studies of additional environmental parameters on a broader coastal scale as were recommended by the above scientific review.

Continued monitoring and protection of the coastal marine environment are the main objectives of the City's Ocean Monitoring Program and is of great importance to the citizens of the region. In order to achieve these enhanced monitoring goals in the most cost-effective and scientifically sound manner, the City requires professional services for special projects and on-going scientific assistance that will follow the recommendations of the panel of experts and study the broader scale of questions regarding the San Diego coastal ecosystem.

Under this Second Amendment, SIO will conduct studies monitoring the status of the San Diego region's kelp forests as part of the City's enhanced ocean monitoring requirements for the PLWTP and SBWRP. Specifically, SIO scientists will continue long-term monitoring studies to define the impacts or potential impacts of treated wastewater discharge on the health and stability of the local kelp forest ecosystem off Point Loma, La Jolla and in North County relative to other environmental parameters. This work will build upon previous long-term studies funded by the City (~1992 to present), and contribute to the regional approach emphasized in the scientific review of the City's program, as well as to the integration of monitoring efforts along the entire San Diego coastline. The project will continue to provide important information relevant to maintaining the City's 301(h) waiver from secondary treatment for the PLWTP, and it will also serve as a critical link between the City's core monitoring efforts focused in offshore waters and potential new requirements for more nearshore habitats associated with the Marine Life Protection Act.

The projected term of the contract will be from May 2010 through May 2013 and appropriated as follows: Phase 5 (FY2010) \$344,516; Phase 6 (FY2011) \$365,649; Phase 7 (FY2012) \$382,897; and Phase 8 (FY2013) \$406,659.

EQUAL OPPORTUNITY CONTRACTING:

This agreement is subject to the City's Equal Opportunity Contracting (San Diego Ordinance No. 18173, Section 22.2701 through 22.2708) and Non-Discrimination in Contracting Ordinance (San Diego Municipal Code Sections 22.3501 through 22.3517).

FISCAL CONSIDERATIONS:

The entire expense will use current and future appropriations from Public Utilities Department, Wastewater Fund 700001, in the following manner: Phase 5 (FY2010) \$344,516; Phase 6 (FY2011) \$365,649; Phase 7 (FY2012) \$382,897; and Phase 8 (FY2013) \$406,659.

PREVIOUS COUNCIL and/or COMMITTEE ACTION:

Original Agreement adopted June 22, 2006 (R-301549); Amendment 1 (no cost) approved October 22, 2006 (C-13927).

COMMUNITY PARTICIPATION AND PUBLIC OUTREACH EFFORTS:

There is no change or impact anticipated to communities and the public for continuing current service level. This item is subject to Charter Section 99 requirements (10 day public noticing).

KEY STAKEHOLDERS AND PROJECTED IMPACTS:

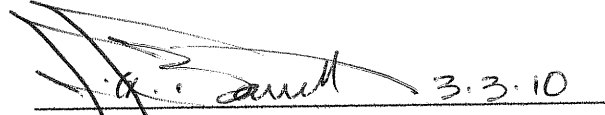
The Regents of the University of California, San Diego. In addition, this Second Amendment would allow for the continued monitoring of the San Diego region's kelp forests which provides

important information relevant to maintaining the City's 301(h) waiver from secondary treatment for the PLWTP, and serves as a critical link between the City's core monitoring efforts focused in offshore waters and potential new requirements for more nearshore habitats associated with the Marine Life Protection Act.



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Ann Sasaki  
Assistant Public Utilities Director



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J. M. Barrett  
Director of Public Utilities

**Attachments:**

1. Amendment 2 to the Agreement with UCSD (draft)
2. Resolution R-301549 authorizing original Agreement with UCSD
3. Mayoral Action C-13927 authorizing Amendment 1 to the Agreement with UCSD (no cost)
4. Sole Source Request

# Agenda Item 7

**City of San Diego  
Public Utilities Department**

**Project Name:** AS-NEEDED CONDITION ASSESSMENT SERVICES 2010-2013

**Name of Project Presenter:** Pete Wong, Senior Civil Engineer

**Objective:**

The Public Utilities Department has a need for professional engineering consultant services on an as-needed basis to provide condition assessment of its large-diameter water and wastewater pipelines (transmission lines, force mains, trunk sewers and interceptors). The objective of pipeline condition assessment includes identification and evaluation of structural integrity, liner integrity, and other defects which affect the serviceability and reliability of a pipeline.

**Project Description:**

The Engineering and Program Management Division within the Public Utilities Department was tasked to prepare a comprehensive Condition Assessment Plan to improve the Metropolitan Wastewater System infrastructure. This plan has identified and documented critical pipelines requiring condition assessment. Measuring the condition of the City's infrastructure will effectively identify asset deterioration and appropriate measures may be taken to maintain and/or repair certain asset. This in effect will enhance the operation, efficiency, reliability and extend the longevity of the system assets. Essentially, this Condition Assessment Plan provides for a proactive type of an approach to substantially improve the physical integrity of the Metropolitan Wastewater System by correcting structural deficiencies to prevent system failure. The results of this Plan have been incorporated into long-term plans and have resulted in the need for the Department to retain an as-needed engineering consultant.

In August 2009, the Public Utilities Department requested proposals from qualified condition assessment engineering firms for the As-Needed Condition Assessment 2010-2013 contract. This as-needed contract will provide for condition assessment engineering services to assess the condition of wastewater pipelines identified in the Condition Assessment Plan along with five (5) water pipelines.

In October 2009, a total of eleven (11) engineering firms submitted proposals pursuant to the RFP. Subsequently, the Public Utilities Department Selection Panel evaluated the proposals and determined that a total of five (5) engineering firms were highly qualified to participate in the interview process. In January 2010, the participants of the Selection Panel interviewed the five short-listed firms. The results of the interview process selected Malcolm Pirnie as the most highly qualified firm. To date, the Department has completed negotiations with the selected consultant.

**Project Cost and Schedule:**

This As-Needed Condition Assessment 2010-2013 contract has a total cost value of not-to-exceed five million dollars (\$5,000,000). Based on the current Condition Assessment Plan, it is estimated that the funding will be distributed as follows: Water: 70%, Wastewater: 30% (Metro: 27%, Muni: 3%).

**The following schedule is anticipated:**

May 2010- City Council Approval of Contract  
June 2010- Issue Notice to Proceed



# Agenda Item 10

**MetroTAC  
2009/2010 Work Plan**

Title	Description
<b>MetroTAC Items</b>	
State WDRs & WDR Communications Plan	The Waste Discharge Requirements (WDRs), a statewide requirement that became effective on May 2, 2006, requires all owners of a sewer collection system to prepare a Sewer System Management Plan (SSMP). Agencies' plans have been created. We will continue to work amongst the agencies to meet state requirements, taking the opportunity to work together to create efficiencies in producing public outreach literature and implementing public programs.
"No Drugs Down the Drain"	The state has initiated a program to reduce pharmaceuticals entering the wastewater flows. To date there have been a number of collection events within the region. The MetroTAC, working in association with the Southern California Alliance of Publicly-owned Treatment Works (SCAP), will continue to monitor proposed legislation and develop educational tools to be used to further reduce the amount of drugs disposed of into the sanitary sewer system.
Fiscal Items	The AdHoc Finance committee will continue to monitor and report on the financial issues affecting the Metro System and the charges to the PAs. The debt finance and reserve coverage issues have been resolved and we are waiting on the refunds to most of the PA's. The recycled water credits issue will be taken up starting in April '10.
Secondary Waiver	The City of San Diego received approval from the Coastal Commission and now the Waiver is being processed by the EPA. The new 5 year waiver to operate the Point Loma Wastewater Treatment Plant at advanced primary should go into affect soon.
IPR Pilot Program(s)	San Diego is evaluating proposals for the design/build/operate project for the Indirect Potable Reuse (IPR) pilot program to replenish potable water sources with reclaimed water. The MetroTAC will monitor and participate in the process as it moves forward.
Lateral Issues	Sewer laterals are owned by the property owners they serve, yet laterals often allow infiltration and roots to the main lines causing maintenance issues. As this is a common problem among PAs, the MetroTAC will gather statistics from national studies and develop solutions.
Grease Recycling	To reduce fats, oils, and grease (FOG) in the sewer systems, more and more restaurants are being required to collect and dispose of cooking grease. Companies exist that will collect the grease and turn it into energy. MetroTAC is exploring if a regional facility offers cost savings for the PAs. The PAs are also sharing information amongst each other for use in our individual programs.
Water Reduction - Impacts on Sewer Rates	The MetroTAC wants to evaluate the possible impact to sewer rates and options as water use goes down, and consequently the sewer flows go down, reducing sewer revenues. Sewer strengths are also increasing because of less water to dilute the waste. We are currently monitoring the effects of this.

<b>Title</b>	<b>Description</b>
Flushable Items that do not Degrade	Several PAs have problems with flushable products, such as personal wipes, that do not degrade and cause blockages. MetroTAC is investigating solutions by other agencies, and a public affairs campaign to raise awareness of the problems caused by flushable products. We are also working with SCAP in their efforts to help formulate state legislation to require manufacturers of products to meet certain criteria prior to labeling them as “flushable.”
“Power Tariff”	Power companies are moving to a peak demand pricing scheme which negatively impacts PAs with pump stations and other high energy uses. MetroTAC wants to evaluate the new legislation and regulations, and to identify and implement cost savings efforts for the PAs.
Recycled Water Study	As part of the secondary waiver process, San Diego agreed to perform a recycled water study within the Metro service area. That study is currently underway, and MetroTAC has representatives participating in the working groups. We will monitor progress and provide feedback as it relates to our individual agencies.
Recycled Water Rate Study	San Diego is working on a rate study for pricing recycled water from the South Bay plant and the North City plant. MetroTAC, in addition to individual PAs, have been engaged in this process and have provided comments on drafts San Diego has produced. We are currently waiting for San Diego to promulgate a new draft which addresses the changes we have requested.
Debt Reserve and Operating Reserve Discussion	In March 2010, the JPA approved recommendations developed by Metro JPA Finance Committee, MetroTAC, and the City of San Diego regarding how the PA’s will fund the operating reserve and debt financing. MetroTAC will now prepare a policy document to memorialize this agreement.
<b>Board Members’ Items</b>	
Rate Case Items	San Diego is starting the process for their next five-year rate case. As part of that process, MetroTAC and the Finance Committee will be monitoring the City’s proposals as we move forward.
Schedule E	MetroTAC and the Finance Committee are active and will monitor this process. Individual items related to Schedule E will come directly to the Board as they develop.
Future bonding	MetroTAC and the Finance Committee are active and will monitor this process. Individual items related to bonding efforts will come directly to the Board as they develop.
Changes in water legislation	MetroTAC and the Board should monitor and report on proposed and new legislation or changes in existing legislation that impact wastewater conveyance, treatment, and disposal, including recycled water issues
Ocean Maps from Scripps	Schedule a presentation on the Sea Level Rise research by either Dr. Emily Young, San Diego Foundation, or Karen Goodrich, Tijuana River National Estuarine Research Reserve
Role of Metro JPA regarding Recycled Water	As plans for water reuse unfold and projects are identified, Metro JPA’s role must be defined with respect to water reuse and impacts to the various regional sewer treatment and conveyance facilities
Border Region	Impacts of sewer treatment and disposal along the international border should be monitored and reported to the Board. These issues would directly affect the South Bay plants on both sides of the border.

# Agenda Item 14

14A – Memo from SP

Subcommittee

14B – Draft SP



March 30, 2010

TO: Metro Commission/Metro Wastewater JPA

FROM: Strategic Planning Committee  
(Chair Ernie Ewin, Commissioner Bill Wells and Commissioner Augie Caires)

SUBJECT: Approval of the 2009-2011 Strategic Plan

**ACTION REQUESTED:**

1. Make any substantive changes to the Draft Strategic Plan as desired.
2. Approve the Strategic Plan as amended by the Commission/JPA and subject to non-substantive changes which may be made prior to printing and distribution.

The Final Draft Strategic Plan is attached for your review and approval. Although we have conducted several strategic planning workshops in past years, this is the first time we have formulated a Strategic Plan from the effort.

The Strategic Planning Committee recommends, upon adoption of the Plan, that a planning workshop be held every other year and that the Plan be re-evaluated and updated as a result of this workshop. Therefore the next scheduled workshop would be held in spring 2011.

The Draft Strategic Plan captures the essence of what the Commission/JPA does while attempting to define the strategic initiatives that support the previously adopted Mission and Goals. The Plan also focuses on the work completed by the Commission/JPA at the workshop held on May 7, 2009.

If there are any questions that individual Commissioners may have, please contact any member of the Committee by phone or e-mail.

THE JOINT POWERS AUTHORITY PROACTIVELY ADDRESSING REGIONAL WASTEWATER ISSUES.



**METRO COMMISSION  
AND  
METRO WASTEWATER JOINT POWERS  
AUTHORITY**

**STRATEGIC PLAN  
2009 – 2011**

**MISSION STATEMENT**

*“The Metro JPA's mission 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.”*

City of Chula Vista – Mayor Cheryl Cox  
City of Coronado – Councilmember Al Ovrom  
City of Del Mar – Councilmember Donald Mosier  
City of El Cajon – Councilmember Bill Wells  
City of Imperial Beach – Councilmember Patricia McCoy  
City of La Mesa – Councilmember Ernest Ewin  
City of National City – Vice Mayor Alejandra Sotelo-Solis  
City of Poway – Councilmember Merrilee Boyack  
County of San Diego – Supervisor Diane Jacob  
Lemon Grove Sanitation District – Councilmember Jerry Jones  
Otay Water District – Director Larry Breitfelder  
Padre Dam Municipal Water District – Director Augie Caires

***[www.metrojpa.org](http://www.metrojpa.org)***

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## EXECUTIVE SUMMARY

The 2009-2011 Strategic Plan represents the first official strategic planning document approved by the Metro Commission/Metro Wastewater JPA (Commission/JPA). It is envisioned that the Strategic Plan will be re-evaluated and updated every two years to coincide with an all-hands workshop, next scheduled for Spring, 2011.

Strategic planning can improve the effectiveness of the Commission/JPA by minimizing the element of surprise and maximizing our ability to change effectively. Strategic planning also helps us work together efficiently toward achieving our Mission and Goals, and strategic planning is a valuable communications tool, providing all Participating Agencies with a common source of strategic information.

In part, the Commission/JPA Mission Statement calls for a partnership with the City of San Diego in managing the Metro Wastewater System to ensure fair rates for the Participating Agencies. At the heart of this Mission is being “at the table” with San Diego on all major wastewater issues.

There are five Strategic Goals enumerated in this Plan which are essential to achieving our Mission. Each Goal was analyzed in some detail at the May 7, 2009 Workshop to evaluate their continued importance in the future.

We have been successful in achieving these goals as evidenced by effective Exhibit E Audits; Capital Improvement Program project involvement; renewal of the Modified Permit, thus avoiding enormous and unnecessary capital expenditures; beneficial working relations with City of San Diego staff and the Independent Rates Oversight Committee (IROC); effective ongoing financial oversight; and achieving agreement with the City of San Diego on a “Debt Service Coverage/Operation Reserve Policy.”

As a public agency serving a diverse group of Cities and Special Districts, there are several key reasons for our existence as outlined below. These coincidentally are the benchmarks of our success, i.e. we are successful if we achieve the following:

1. To control Metro wastewater costs, thus minimizing our costs
2. To engage in effective oversight of the Metro Wastewater system
3. To monitor the Capital Improvement Program
4. To develop a regional presence in wastewater and recycling issues
5. To sustain alignment among the Participating Agencies on major wastewater and recycling issues
6. To participate on the IROC
7. To communicate with participating agencies and the public



The Commission/JPA focuses on several Strategic Initiatives intended to help achieve its Mission, Goals and Purposes. The short-term initiatives are generally found in the Technical Advisory Committee's (TAC) Work Plan, and include specific projects and programs such as the Indirect Potable Reuse (IPR) Pilot Study and the "No Drugs Down the Drain" program. Long-term initiatives are tied more directly to the Mission and Goals and include top themes, or priorities, such as the expansion of all forms of water recycling as a sustainable water supply, and the monitoring of Metro finances to ensure the protection of the Commission/JPA's investment in the Metro System.

The organizational strengths of the Commission/JPA far outweigh the challenges we face. Strengths such as an "effective work model" and "effective cost control and auditing" overshadow challenges such as having "limited impact on regional wastewater issues" and "limited bottom-line impact on Metro decisions".

The work model utilized by the Commission/JPA obviates the need for full-time staff by employing a combination of consultants and Participating Agency's staff to cost effectively manage oversight of a \$65 million annual cost to the Participating Agencies. The key to this successful work model is the TAC which evaluates all Metro projects, programs and budgets.

The Strategic Planning process has helped the Commission/JPA to formulate short and long-range plans for the organization, and the next all hands workshop will focus on re-evaluating and updating the Plan itself, thereby directing the energy of the effort toward charting our course for the next two years and beyond.

## **OVERVIEW OF STRATEGIC PLANNING PROCESS**

Strategic Planning is a disciplined effort to produce fundamental decisions and actions that shape and guide an organization. The backbone of the Commission/JPA strategic planning process is an “all hands” workshop preceded by a pre-workshop questionnaire. This workshop is attended by Commission/JPA representatives, alternates, TAC members, and other Participating Agency (PA) supporting staff and consultants, as well as City of San Diego Public Utilities Department representatives and IROC representatives.

The Strategic Planning Workshop is held every other year (last held on May 7, 2009) and focuses on the following: Mission Statement, Strategic Goals, a review of the accomplishments over the past two years, current reality update, priorities for the next two years and beyond, challenges we face, and the Work Plan for the TAC.

## **COMMISSION/JPA STRATEGIC GOALS**

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

## **STRATEGIC INITIATIVES**

Strategic initiatives, or objectives, exhibit several basic characteristics. They are feasible, acceptable, understandable, and measurable and support our Strategic Goals. The most challenging characteristic is being measurable. No attempt is made here to determine how these strategic initiatives will be measured, nor in what timeframe they should be achieved. Instead the Chair has asked the TAC to analyze these initiatives and return to the Commission/JPA with recommendations to measure success and propose target timeframes.

### **STRATEGIC INITIATIVE 1: FINANCIAL OVERSIGHT**

Vigilant financial oversight to ensure that costs assessed to the PAs are for appropriate high quality services efficiently delivered by the San Diego Public Utilities Department.

### **STRATEGIC INITIATIVE 2: AUDIT PROCESS**

Maintain the integrity of the annual audit process to ensure only Metro Wastewater costs are charged to the PAs.

### **STRATEGIC INITIATIVE 3: MODIFIED PERMIT**

Diligently support a modified permit for the Metro Wastewater system, which requires renewal every five years. The next permit application process will commence in 2015. The modified permit avoids expensive and unnecessary upgrades to secondary treatment which could cost the PAs \$200-500 million.

### **STRATEGIC INITIATIVE 4: RECYCLING**

The production and beneficial reuse of water recycling as a viable and sustainable water resource is encouraged for the Metro Wastewater System. 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 underway and is funded jointly by the City and the PAs.

### **STRATEGIC INITIATIVE 5: PARTNERSHIPS**

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

### **STRATEGIC INITIATIVE 6: PROJECT OVERSIGHT**

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

### **STRATEGIC INITIATIVE 7: PROGRAM OVERSIGHT**

Oversight of the many unique Metro Wastewater programs such as the wastewater rate case, recycled water rate case, and the Bid to Goal program insure our interests are protected.

### **STRATEGIC INITIATIVE 8: ENVIRONMENTAL STEWARDSHIP**

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

### **STRATEGIC INITIATIVE 9: LEADERSHIP**

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

### **STRATEGIC INITIATIVE 10: PUBLIC IMAGE**

Although not well known, the Commission/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.

### **STRATEGIC INITIATIVE 11: LEGISLATIVE**

Review and monitor legislation that may have impacts on the Metro Wastewater system and the PAs and take action to support or oppose.

### **STRATEGIC INITIATIVE 12: 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 resulted in the agency being disbanded in its first year. The PAs have since proposed a joint study of the issue, but the City of San Diego Mayor and City Council have been unwilling to consider it. Therefore, this initiative has been shelved.

## TAC WORK PLAN

### 1. **State WDR's & WDR Recommendation Plan**

The Waste Discharge Requirements (WDRS), a statewide requirement that became effective on May 2, 2006, requires all owners of a sewer collection system to prepare a Sewer System Management Plan (SSMP) by a certain date, based on population served. The SSMP covers the operations, maintenance, capacity and management of the collection system. One specific component of the WDR's is to develop a communications plan for staff and the public. The TAC went to work together on these items to develop uniform PA SSMP's.

### 2. **“No Drugs Down the Drain”**

The State has initiated a program to reduce pharmaceuticals entering wastewater flows. The TAC will monitor proposed legislation, coordinate regional disposal events, and develop educational tools for the public.

### 3. **Fiscal Items**

The AdHoc Finance Committee, (now Standing Finance Committee) will continue to monitor and report on the financial issues affecting the Metro System and the charges to the PAs. Current items include debt finance and reserve coverage issues, recycled water credits, annual audits, and quarterly billings. TAC will participate in this process.

### 4. **PLWWTP Modified Permit**

The City of San Diego is attempting to acquire a new 5 year modified permit to continue to operate PLWWTP at advanced primary. The TAC will continue to monitor the process and provide support when appropriate. Also, TAC wants to participate in the recycled water optimization study that is a requirement of a settlement with environmental groups in exchange for their support of the modified permit.

### 5. **IPR Pilot Program(s)**

The San Diego City Council directed the Mayor to pursue an Indirect Potable Reuse (IPR) Reservoir Augmentation pilot program to replenish potable water sources with reclaimed water. The TAC wants to monitor and participate in this process to understand the project, offer input, and ensure that the PAs are fairly represented.

### 6. **Lateral Issues**

Sewer laterals are owned by the property owners they serve, yet laterals often allow infiltration and roots into the main line causing maintenance issues. As this is a common problem among PAs, the TAC will gather statistics from national studies and develop solutions.

- 7. Grease Recycling**  
To reduce fats, oils, and grease (FOG) in the sewer systems, more and more restaurants are being required to collect and dispose of cooking grease. Companies exist that will collect the grease and turn it into energy. TAC is exploring if a regional facility offers cost savings for the PAs.
- 8. Water Reduction - Impacts on Sewer Rates**  
The TAC wants to evaluate the possible impact to sewer rates and options as water use goes down and consequently the sewer flows go down, reducing sewer revenues.
- 9. Flushable Items that do not Degrade**  
Several PAs have problems with flushable products, such as personal wipes, that do not degrade and cause blockages. TAC is investigating solutions by other agencies, and a public affairs campaign to raise awareness of the problems caused by flushable products.
- 10. Power Tariff**  
Power companies are moving to a peak demand pricing scheme which negatively impacts PAs with pump stations and other high energy uses. TAC wants to evaluate the new legislation and regulations, and to identify and implement cost savings efforts for the PAs.

# **METRO COMMISSION/JOINT POWERS AUTHORITY**

## **DEFINITION OF ORGANIZATION**

The Commission/JPA act concurrently to serve the PAs in all activities related to fulfilling the obligations enumerated in the “Regional Wastewater Disposal Agreement” (The Agreement) between the City of San Diego and the Participating Agencies.

The Commission was formed pursuant to The Agreement and is an advisory body, advising the City of San Diego on matters affecting the Metro (Wastewater) System. City of San Diego staff is required to present the position of the Commission to the San Diego City Council on these matters in written staff reports. Additionally, the Commission is entitled to advise the City of San Diego on any issue relevant to the Metro System.

The JPA was established for the purpose of creating a public agency with the authority to take action pertaining to the PAs’ responsibilities and obligations to provide for the financing of public capital improvements for the Metro System which are constructed pursuant to the Metro Agreement, and to take such other actions as are necessary for the PAs to fulfill the obligations, responsibilities, rights and benefits set forth in the Metro Agreement.

To ensure the actions and activities of the Commission/JPA are given appropriate weight from both a policy and political perspective, the PAs are requested to appoint a member of their elected body to serve as representatives on the Commission/JPA. Alternates, however, may be staff or elected officials.

## **JPA COMMITTEES**

JPA Committees (either “Standing” or “Ad Hoc”) are established by the JPA Chair, or the Board of the JPA. A Standing Committee has a continuing subject matter jurisdiction, meaning that it continues to meet on matters within the particular Standing Committee’s purview. Standing Committees are subject to the requirements of the Brown Act. Currently the Commission/JPA has only one standing committee, the Finance Committee. Ad Hoc Committees, on the other hand, are created for a limited purpose and/or to carry out a specific task. If an Ad Hoc Committee is comprised solely of members of the JPA Board, constituting less than a quorum of the JPA Board, the Ad Hoc Committee is not subject to the requirements of the Brown Act.

## **REGIONAL WASTEWATER DISPOSAL AGREEMENT**

Adopted June 25, 1998, is included in the Strategic Plan by reference.



**METRO WASTEWATER JOINT POWERS AUTHORITY AGREEMENT**

Adopted October 25, 2000, and amended several times thereafter, is included in the Strategic Plan by reference.

**METRO WASTEWATER JOINT POWERS AUTHORITY BYLAWS**

Last revised April 3, 2008, is included in the Strategic Plan by reference.

## **METRO COMMISSION/JPA DIRECTORS**

### **ROLES AND RESPONSIBILITIES**

An elected member of the governing body of each PA is appointed to serve concurrently as a Commissioner and JPA Director. Each PA also appoints an alternate who may be an elected member or staff member. A key responsibility of each Commissioner/Director is to keep his/her agency fully informed of the activities of the Commission/JPA and to seek approval of the governing body, when necessary on policies and issues addressed by the Commission/JPA.

### **COMMISSIONERS**

Commissioners serve on the Commission, an advisory body, advising the City of San Diego on matters affecting the Metro System.

### **JPA DIRECTORS**

JPA Directors serve on the Metro Joint Powers Authority, a public agency formed by the PAs with the authority to take action pertaining to the PAs responsibilities and obligations pursuant to the Metro Agreement.

## **OFFICERS OF THE COMMISSION/JPA**

### **CHAIR**

Elected by the Commission/JPA for a two year term and presides over all meetings. The Chair appoints Committees, subject to ratification of the Commission/JPA. The Chair also establishes the agendas for the Commission/JPA meetings, and may schedule special meetings as needed. The Chair may speak on behalf of the Commission/JPA at public meetings and to the media.

### **VICE CHAIR**

Elected by the Commission/JPA for a two year term and presides over meetings in the absence of the Chair.

### **TREASURER**

Qualified financial manager appointed by the JPA from among the PAs to manage the Treasurer duties of the JPA.

### **SECRETARY**

Qualified administrative assistant appointed by the Commission/JPA from among the PAs to handle all clerical, scheduling and recordkeeping functions in compliance with the Brown Act.

## **TRAINING/ORIENTATION**

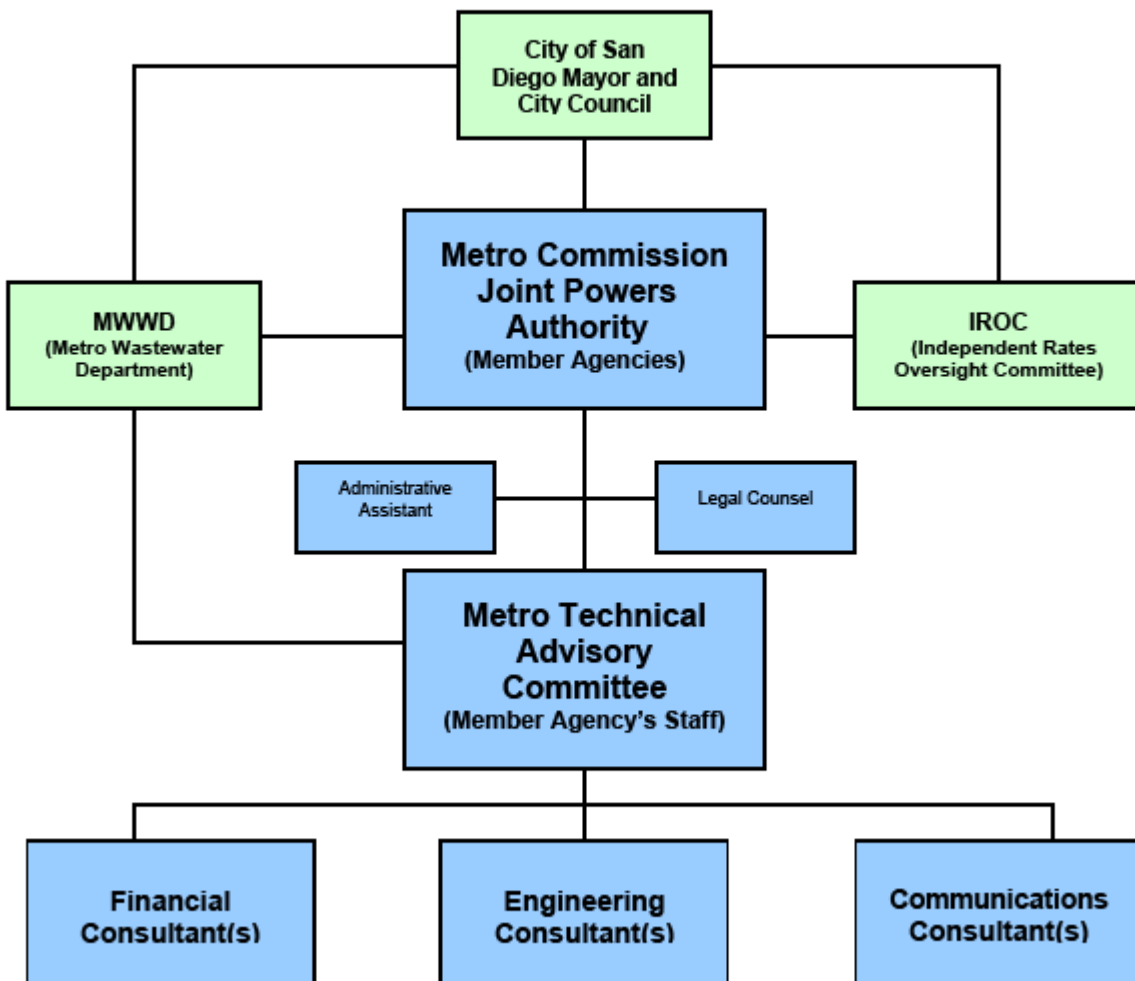
New members of the Commission/JPA are provided training and orientation including a binder of all pertinent written materials and at least one orientation meeting with several key directors and consultants.

The purpose of this training/orientation is to provide a basic foundation of information and background for the new member.

## ORGANIZATION CHART

The organization chart depicts the flow of communication within the Commission/JPA organization and as well as the interaction with the City of San Diego.

### Metro Wastewater Commission/Joint Powers Authority



## **INDEPENDENT RATES OVERSIGHT COMMITTEE (IROC)**

The Commission/JPA appoints a representative and alternate to sit in an ex-officio capacity on the San Diego IROC, the successor to the San Diego Public Utilities Advisory Commission. IROC was formed in 2008 and is comprised of independent citizens representing different utility user classes, and a set of defined professional disciplines. IROC is an independent advisory committee composed of eleven regular members nominated by the San Diego Mayor and confirmed by the City Council. Two ex-officio members representing the Commission/JPA and the County Water Authority are appointed by those agencies and serve in a non-voting capacity.

The role of the Commission/JPA and IROC are quite complimentary as IROC represents the “internal” wastewater customers while the Commission/JPA represents the “external” wastewater customers (the PAs).

## **INTERFACE WITH IROC**

The Commission/JPA appointee attends IROC subcommittee meetings and the monthly committee meetings and reports the activities of IROC to the Commission/JPA on a monthly basis. This interface is important to the Commission/JPA for several reasons. First, IROC generally reviews the same projects, programs and budgets as we do and therefore provides another valuable perspective. Second, IROC Subcommittees dig deep into the City’s policy issues, yielding insight not found from other sources; and Third, IROC generates an annual report to the Mayor and City Council that focuses on future improvements to the Public Utilities Department including Metro Wastewater.

## **MISSION STATEMENT**

*“The Metro JPA's mission 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.”*

## **COMMISSION/JPA STRENGTHS**

- Effective Work Model
- Cost Effective Monitoring / Oversight
- Collaborative Working Relationship with City of San Diego
- Effective Cost Control and Auditing
- Outstanding Support Staff and Support Consultants
- Alignment Among Participating Agencies About Major Issues



## **COMMISSION/JPA CHALLENGES**

- Limited Bottom-Line Impact on Metro Wastewater Decisions
- “Renters” in the Metro System despite paying 35% of Costs
- Relatively Unknown Organization Except Among PAs and City of San Diego
- Limited Impact on Regional Wastewater Issues
- Unable to Bring Timely Closure to Individual Member Transportation Agreements
- Not Involved in Litigation or Negotiations Regarding Modified Permit

## **COMMISSION/JPA PURPOSES**

### **FINANCIAL: TO MINIMIZE OUR COSTS**

1. Control Metro Costs (SG#1)
2. Ensure fair and equitable rate system (SG#1)
3. Annually audit Metro financials (SG#1)
4. JPA may engage in joint financing activities (SG#1)

### **POLICY: TO IDENTIFY OUR POSITIONS**

5. Maintain modified permit for Point Loma Wastewater Treatment Plan (PLWWTP) (SG#1 & 2)
6. Promote water recycling and indirect potable reuse (IPR) (SG#5)
7. Promote regional wastewater governance (SG#2)

### **MONITORING / OVERSIGHT: DUE DILIGENCE TO PROTECT OUR ASSETS**

8. Review/approve Metro CIP projects and programs (SG#1)
9. Commission shall advise the City of San Diego on Metro issues (SG#1 & 5)
10. Participate on the "Independent Rates Oversight Committee" (IROC) (SG#1, 2 & 5)
11. Monitor legal and regulatory compliance (SG#1 & 5)

### **COMMUNICATIONS: TO INFORM PA'S AND THE PUBLIC**

12. Communicate with political and community leaders regarding wastewater issues (SG#4)
13. Communicate with PAs elected bodies to keep them abreast of important activities

### **ORGANIZATIONAL: TO EFFECTIVELY GOVERN**

14. Inform PAs individually and collectively on matters regarding the Metro system (SG#2)
15. Create alignment among the Commission/JPA members (SG#2)
16. Enhance positive/effective relations with the City of San Diego (SG#3)
17. Create/sustain a positive image in the region (of the Commission and JPA) (SG#4)
18. Establish Rules of Conduct and meeting schedule for Commission and JPA (SG#2)

## **WORK MODEL**

The Commission/JPA has no full-time staff, and instead, utilizes a unique combination of consultants and PAs staff to cost effectively manage the oversight of the \$65 million annual cost of Metro Wastewater services.

Engineering, financial, legal and communication services are provided via consultant contract. Treasurer and administrative assistant services are provided through contracting with individual PAs.

The key to the Commission/JPA work model is the TAC. The TAC is comprised of engineers and public works managers who meet at least monthly to review all Metro projects, programs, and budgets and make recommendations to the Commission/JPA.

These recommendations are the focal point for Commission/JPA decisions about supporting Metro projects, programs, and budgets.

The final element of the work model, then, is the decision-making process involving Commission/JPA Committees and Board. Projects, programs and budgets are filtered through the TAC and Commission/JPA Committees to the Board for ultimate approval or denial.

Consultant and other services provided in the work model are described as follows:

### **ENGINEERING SERVICES**

From time to time the Commission/JPA, TAC, and the various committees require engineering services that include technical review and comments on engineering projects brought before the JPA, value engineering services, recommendations on technical guidelines and criteria, professional opinions on capital improvement projects, analysis of the technical impacts and feasibility of proposed projects, and attending staff and board meetings as desired by the Commission/JPA.

### **FINANCIAL SERVICES**

Financial Services are provided on an as-needed basis and include annual audits of the Metro System, financial analysis, budget analysis, Capital Improvement Program analysis and routine monitoring and oversight.

### **TREASURER SERVICES**

The Treasurer's duties include maintaining the JPA's bank accounts, allocating costs and collecting member agency billings, processing accounts payable, providing periodic financial statement reporting to the JPA, advising member agencies concerning finances and billings, and attending staff and Board meetings as desired by the JPA.

## **LEGAL COUNSEL SERVICES**

The role of General Counsel, generally, is to perform a broad range of services for its clients, including document drafting and review, verbal and written legal advice in open and closed-session meetings, litigation, and provision of day-to-day legal advice. The General Counsel represents the client rather than any natural person. The "Client, "therefore, is the Metro JPA itself as embodied in the "highest authorized officer, employee, body or constituent overseeing the particular engagement." (Cal. Rules of Professional Conduct, Section 3-600.) Although the General Counsel may work closely with specific Metro JPA officers, Metro JPA is the client and where the JPA's and an officer's interests diverge, the General Counsel must continue to act in Metro JPA's best interests, not the officer's.

## **COMMUNICATION SERVICES**

From time to time the Commission/JPA may hire the services of a communications company to generate a newsletter and other information documents intended to inform the media and political/community leaders about the activities of the Commission/JPA and educate them about issues related to wastewater and recycling. The Commission/JPA may also hire a webmaster to maintain the Commission/JPA webpage and provide related services.

## **ADMINISTRATIVE ASSISTANT SERVICES**

The Administrative Assistant provides support for Commission/JPA, TAC, San Diego Area Waste Management District and committee meetings. Support includes preparing agenda packages by soliciting input and distributing it to all members, distribution list, and posting sources the week prior to the meetings (meeting Brown Act policy for posting); ordering lunch for delivery; attending the JPA meetings monthly and transcribing the recorded minutes. Throughout the month, various requests occur via email for the distribution of various messages and news articles, as well for the scheduling and coordination of committee meetings.

## **TECHNICAL ADVISORY COMMITTEE**

The role of the TAC is to perform technical, analytical review of all City of San Diego Metro Wastewater operations, projects, programs, budgets, policies and associated activities; to provide staff support to the Commission/JPA and its committees as needed; to provide recommendations on policy and operational matters that come before the Commission/JPA; and to provide information about wastewater and recycled water issues from local, state and national sources that may affect the PAs.