



CITY OF SAN DIEGO  
INDEPENDENT RATES OVERSIGHT  
COMMITTEE

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ANNUAL  
REPORT

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ISSUED: MAY 15, 2023

FISCAL YEAR

2022



May 15, 2023

Honorable Mayor Todd Gloria and  
Members of the City Council

Section 26.2003(a)(9) of the San Diego Municipal Code requires that the City's Independent Rates Oversight Committee (IROC) submit a report to you annually regarding progress IROC has made in accomplishing its annual report, work plan and recommendations with respect to its oversight of the City's Public Utilities Department. Because of the COVID-19 crisis and its impact on IROC's ability to meet and develop its FY 2022 annual report, we respectfully resubmit the 2021 annual report for your review.

Most (if not all) of the recommendations contained in the FY 2021 annual report are still valid. With the ability to return to in-person meetings, we are optimistic that we can continue providing oversight of the PUD operations, and further recommendations through FY 2023.

Given the changes to the Council and the election of a new Mayor for the City, we hope you will find this report helpful as you address the many challenges and opportunities facing the PUD in the coming years ahead, including:

- Water/Wastewater rates, rate structure, COSS and other financial issues
- Pure Water Project
- Restart and Completion of the AMI (Advanced Metering Infrastructure) Program
- Pipeline and Facility Conditions
- Issues pertaining to City's reservoir operations and conditions
- Public outreach and communications
- PUD organization and transparency
- Resilience, Innovation and Technology
- Hiring/Retention – Impacts of wages and benefits on staffing

Page 5 of the previous annual report lists members of the IROC and the stakeholders they were appointed to represent. Membership on IROC remains substantially the same, with one exception and changes to IROC's leadership as required by tenure requirements spelled out in the Municipal Code.

As always, we look forward to providing input to the Mayor's Office, City Council, and PUD on these important issues. We also appreciate the cooperation and professionalism of PUD in its ongoing relationship with IROC.

Respectfully Submitted,

Linh Quach, IROC Chair

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Attachment A – IROC Ordinance to Amend the Municipal Code

Attachment B – IROC Members Listing

Attachment C – IROC Agenda Topics for FY 2022

### IMPORTANT NOTES TO READERS OF THIS REPORT:

The information, recommendations, and conclusions stated in this IROC Annual Report (“Report”) are the opinion of IROC as an independent advisory committee and should not be construed as an audit, formal financial review, or as the official position of the City of San Diego.

It should be noted that even though this report covers the periods of July 1, 2021 through June 30, 2022, some of IROC’s statements in this report may include information that came to light after the end of the reporting period.

All recommendations are listed in the front of the report regardless of which subcommittee(s) addressed the issue that generated the recommendation. All recommendations were reviewed and approved by full IROC.

# **IROC Annual Report**

## **Fiscal Year 2022**

### **Foreword**

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As stated in the transmittal letter, this is a resubmission of last year's annual report. Fiscal year (FY) 2020 was a year full of significant changes for the Department, including the COVID-19 pandemic, leadership, updates to its organizational structure, updates to its management controls and accountability, and improvements in its ongoing relationship with IROC. The changes benefited the Department, its employees, and the ratepayers of San Diego in numerous ways reviewed below.

In August 2018, Matt Vespi became the new Interim Director of PUD and throughout FY 2019 implemented much needed and wide-spread organizational changes to the Department. His updates included staff changes, organizational structure, and key processes which provided the Department the necessary means to lead PUD into the future while establishing the transformations needed to ensure ratepayers receive the best possible service. His relationship with IROC and its members helped reaffirm the cooperative efforts between the Department and IROC in an effort to ensure staff and processes are in place that support a customer-focused, mission-driven utility while restoring stability and confidence in PUD. The improvements in the relationship between the two have set a new standard going forward and have continued with the Director of Public Utilities, Shauna Lorange, in August 2019.

Additional FY 2020 accomplishments that IROC played a significant role included; 1) 'Five-Year Financial Outlook' presented to IROC in advance of the City's annual budget review process which acted as a vehicle for the Committee to provide proper financial oversight, ask additional questions, and challenge assumptions ahead of the annual budget process. 2) 'Review of Funds' readout presented to IROC which highlighted key assumptions that were incorrect resulting in a decrease in the previously approved rate increase in July 2019, from a planned increase of 7.0% to an actual increase of 4.82%. 3) Water/wastewater consultant to aid IROC in reviewing and providing feedback for the upcoming COSS and rate designs. We look forward to continuing to collaborate with the Department and its consultants in this effort.

In light of the pandemic, IROC's Key Recommendations from which eight were previously adopted from the Department still remain. Although key improvements were made, the recommendations that were not adopted from the Department are again recommended in the forthcoming FY 2022 Recommendations listed below. Most notably, the recommendation to provide IROC a comprehensive AMI project plan for review and the Department to develop and track a public-facing Key Performance Indicators Dashboard relevant to its Water Billing Operations to provide transparency to the public on the Department's operational improvements being made.

Next year and beyond, a host of critically important issues are expected to be addressed at IROC, including a Cost of Service Study which includes potential Alternative Rate Structures, Advanced Metering Infrastructure, Pure Water and continual Department organizational reforms. We look forward to providing input to the Mayor's Office, City Council, and PUD on these, and other issues.

## **IROC Membership, 2021-2022**

Established in 2007, the Independent Rates Oversight Committee (IROC, or the Committee) serves as an official advisory body to the Mayor and City Council on policy issues relating to the oversight of the City of San Diego Public Utilities Departments' (PUD, or the Department) operations, including, but not limited to, resource management, planned expenditures, service delivery methods, public awareness, outreach efforts, and high quality and affordable services. In addition, the Committee assists the City in tracking and reviewing the use of rate proceeds to advance the capital improvements related to the rate packages and work programs adopted by the City Council.

### **IROC Members and Officers**

- |   |  |
|---|--|
| 1. David Akin, Chair <sup>(1)</sup>     | Single-Family Ratepayer Representative             |
| 2. Tiffany Mittal, Chair <sup>(2)</sup> | Multi-Family Residential Ratepayer Representative  |
| 3. Vacant                               | Finance Professional Representative                |
| 4. Christopher Dull                     | Construction Management Professional Rep.          |
| 5. Gordon Hess                          | Temporary Irrigation & Construction Ratepayer Rep. |
| 6. Jack Kubota                          | Engineering Professional Representative            |
| 7. Luis Osuna                           | General /Law Professional Representative           |
| 8. Jim Peugh                            | Environmental Professional Representative          |
| 9. Linh Quach                           | Commercial & Industrial Ratepayer Representative   |
| 10. Jeff Justus                         | Environmental Science Professional Representative  |
| 11. Vacant                              | Construction Management Professional Rep.          |

### **Ex-Officio Members:**

- |             |  |
|-------------|--|
| Jerry Jones | Metro Wastewater JPA Representative            |
| Jim Peasley | Metro Wastewater JPA Representative, Alternate |
| Vacant      | SDCWA City-10 Representative                   |

**Attachment B** contains more detailed information on IROC Member appointment dates, term expiration dates and Council District/Community representation.

Notes:

- (1) David Akin reappointed as IROC Chair, October 2021
- (2) Tiffany Mittal reappointed as IROC Vice Chair, October 2021

## IROC's 2022 Key Recommendations

In FY 2022, IROC's recommendations are broken down into three categories;

- 1) Immediate Recommendations to be addressed by PUD and Audit Recommendation
- 2) Ongoing Efforts to be Continued by PUD
- 3) Notable Projects that Require City Council and Mayor's Ongoing Attention

### Immediate Recommendations to be addressed by PUD

#### 1) **Cost of Service Studies (COSS): Review Report with IROC including Alternative Rate Structures**

Cost of Service components and the upcoming COSS report preparation were reviewed both by the Finance Subcommittee and full IROC. This is one of the most significant issues that IROC focuses on, and all IROC members must be fully informed on the upcoming studies. IROC discussed and endorsed the City Council's action to have the Office of the Independent Budget Analyst retain a consultant to assist IROC and City Council in the review of the COSS. PUD staff reviewed previous assumptions that were used in the current COSS and assumptions that were being considered for the future COSS. This continues to be an ongoing issue and several more presentations are planned by PUD staff to fully prepare IROC and others to review the new COSS expected in the winter/spring timeframe of 2022.

**Alternative Rate Structures:** In IROC's FY 2020 Annual Report, IROC recommended that PUD ensure the general public and interested stakeholders' input were duly considered by making the comments of the groups be made public and briefly responded to by PUD along with how the stakeholders' comments/suggestions were (or were not) incorporated into the alternative rates considered for the upcoming COSS. In prior years, several public outreach meetings were held, along with two workshops sponsored by the Water Reliability Coalition and Regional Chamber of Commerce. These workshops should have provided valuable feedback to assist PUD as it brings forth rate alternatives. IROC has yet to be provided such information and is concerned that no additional stakeholder input was requested (to its knowledge in FY 2020) from the Department. Due to the timing of the upcoming COSS, IROC reiterates its concern that PUD has not sought enough stakeholder input with regards to reviewing additional rate structures as requested from IROC nor provided IROC with stakeholder comments from previous meetings.

- a) **IROC continues to recommend the Department work with IROC members to ensure COSS feedback from IROC members, IROC and City Council's independent consultant, and additional stakeholders' inputs are duly considered for the final COSS Report.**
- b) **IROC reiterates its recommendation to ensure the general public and interested stakeholders' input were duly considered, that PUD make public the mechanism it uses to track comments received at each meeting and produce a short response as to how each comment or suggestion was (or was**

**not) incorporated into the rate alternatives that will ultimately be presented and recommended.**

## **2) PUD Staffing Issues:**

The Department has continually been impacted by staffing losses, shortages, and struggles to retain quality employees causing additional deterioration in the Department's service and project planning. PUD staffing issues are minimized when bundled with all other City departments in the 2018 Citywide Human Capital Fact Book which reported PUD as ranking in the lower third of employee satisfaction throughout the City's departments. Due to the size of the Department, IROC reiterates many of the recommendations as they relate to PUD's ongoing staffing issues and key vacancies as a reason to review PUD's HR policies and procedures separate from the City:

- a) IROC recommends the Department continue to conduct a separate and thorough review of its management structure, internal controls, written policies & procedures, processes and protocols, salary and benefits, employee training programs, oversight, and accountability controls to determine where improvements can be made for operational efficiencies.**
- b) IROC recommends the Department consider hiring an outside consulting firm with experience in attracting key talent, accelerate cultural improvements in water utilities that can provide the necessary guidance to the Department on retaining and attracting qualified talent in this competitive landscape.**

## **3) Strategic Plan: Develop and Implement a Comprehensive Strategic Plan**

IROC recommended in its FY 2020 Annual Report that the Department provide an update to the Committee regarding its Strategic Plan. PUD reported to IROC that due to the significant changes and numerous performance audits the Department has not focused on the prior year's recommendation regarding the development of a more detailed Strategic Plan including focused departmental key performance indicators (KPIs) to drive performance visibility and improvements. IROC reiterates its recommendations from the FY 2020 Annual Report for the FY 2022 report which includes:

- a) IROC recommends that PUD develop a Strategic Plan with detailed goals and objectives for each major Departmental program, including KPIs to provide PUD with clear objectives and timelines to measure success and improvements. This Strategic Plan including its goals, objectives, and KPIs should be made available to IROC and the public to provide for transparency and greater visibility of PUD operations to help regain public trust in the Department and ensure compliance with Standard Operating Procedures (SOPs).**

#### **4) FY 2022 Audit Recommendation:**

- a) The City's recent Citywide Human Capital Fact Book suggests that the current overall compensation including, but not limited to salary, benefits, hiring, and retention problems are impacted by reducing the level of experience and institutional memory of PUD employees. This has a negative impact on all aspects of PUD, especially its operations of the water and wastewater system. This impact is, to some degree offset by the reduced costs to the City from reduced salaries and retirement costs. IROC urges that an audit is performed to see if these intended cost reductions are a benefit to the ratepayers, or if the lack of experience, overtime costs, additional recruitment and training costs, etc., cost more than the overall savings and benefits.

### **Ongoing Efforts to be Continued by PUD**

#### **1) Recommendations from City Auditor: Provide Quarterly Progress Updates to IROC**

Continue monitoring and provide IROC quarterly updates for PUD's progress on the City Auditor's recommendations resulting from the following audits:

- a) Performance Audit of the Public Utilities Department's Customer Support Division Customer Service Office (Call Center)
- b) Performance Audit of the Public Utilities Department's Water Billing Operations
- c) Performance Audit of the Public Utilities Department's Water Meter Cover Replacement Program
- d) Performance Audit of the Public Utilities Department's Industrial Wastewater Control Program
- e) Performance Audit of the Public Utilities Department's Valve Maintenance Program
- f) Performance Audit of the Public Utilities Department's Advanced Metering Infrastructure (AMI) Implementation

#### **2) San Diego Pure Water Program: Continue Tracking Financials Separately in its Budget Document**

IROC has noted its continued support for the Pure Water Program and belief that continued aggressive implementation of the program will provide both local and regional benefits in terms of reliability and local control of the City's water resources. In April 2019, for the first time, IROC was given a presentation on the potential customer rate impacts of the Pure Water Program by PUD staff. IROC members had been asking for such information for quite some



time and pleased that the information finally came forward for IROC and public review. While the impacts are still considered preliminary due to ongoing efforts to obtain outside grants, loans, and subsidies, IROC believes this can help serve as a benchmark to begin further monitoring and evaluation of rate impacts that will be included in the upcoming COSS.

- a) IROC recommends that the Department continue to track and show all Pure Water expenditures separately in its budget document including but not limited to how the costs are split between Water and Wastewater and Pure Water as one of its key objectives in the departmental strategic plan (see Strategic Plan, above).

### **3) 5-year Financial Outlook: Provide Yearly in Advance of the Budget**

- a) IROC recommends that the Department continue to provide IROC a Five-Year Financial Outlook yearly in advance of their standard budget cycle for IROC's review and feedback regarding the financial assumptions and projections for the Department's funding and financial goals that are the inputs to the annual budget.

### **4) Review of Funds: Continue to Provide an Annual Informal Review of Funds**

In FY 2018, IROC requested its first 'Review of Assumptions' with regards to the previous COSS and the assumptions used in its calculations. The Committee sought insight into how the assumptions impacted the previous COSS and rate case versus actual performance. The Committee also sought to understand the relevancy of the assumptions built into the COSS and to ensure oversight into the assumptions to be included in the upcoming COSS. It was through the newly sought Review of Assumptions, the Committee focused on the necessity of the already-approved proposed rate increases. The Review concluded that some of the assumptions regarding the Department's revenue in the previous COSS did not anticipate the City drawing on its local storage of water in the initial years, which was not in line with what occurred. Moving forward, the Department will continue to include a draw from local water storage as part of the upcoming COSS. Additionally, assumptions used to calculate the Department's operations and maintenance (O&M) expenses in the COSS were consistently higher than actual performance. Use of local supplies in FYs 2016-2019 beyond COSS assumptions allowed for water purchase expenditures below COSS projections and lower than anticipated CWA Pass-Through amounts also impact FYs 2019 and 2020 Expenditure Projections. These miscalculations confirm IROC's support in requesting the Department to provide an annual informal Review of Funds to assess the current year's COSS assumptions versus actual performance to determine if rate adjustments are needed and for greater transparency.

- a) IROC recommends that the Department continue to undertake an annual informal Review of Funds throughout the upcoming COSS period to assess and compare

assumptions made in the COSS versus actual financial performance to date to ensure operational efficiencies and transparency.

**5) Pipeline and Facility Condition Assessments and Aging Infrastructure: Continue Providing Reports to IROC for Review and Include Additional Details**

The Department's ongoing Condition Assessment Program coupled with the Capital Improvements Program (CIP) provides the core Assessment Management of the enterprise. The Condition Assessment activities are as follows: 1) Major potable water transmission mains = Inactive (Closed Out), Black & Veatch as-needed contract has been closed out. 2) Dam and outlet towers = Active, under current GEI as-needed contract. 3) Major trunk sewers = Active, under the current Kleinfelder as-needed contract. 4) Small Sewer Mains = Active, under Downstream Services contract.

- a) PUD performs regular condition assessments of pipelines and facilities in order to prioritize the replacement of aging infrastructure. IROC recommends that funding for the replacement of the aging portions of the water distribution system continues to be a priority as guided by the condition assessments.
- b) The Infrastructure & Operations (I&O) Subcommittee strongly recommends the system condition program receive a greater emphasis so it can provide a coherent and informed basis for planning for infrastructure investments. Additionally, IROC recommends more information is provided on the system condition program including, but not limited to the selection of projects to be studied, interim results, final results, movement through the prioritization process, and inclusion into the CIP. It is very important that the entire process is clear and defensible so that essential projects will be funded and implemented timely as needed.

**6) Water Sales and Purchases: Continue Providing Reports to IROC for Review**

- a) The Department should continue to provide regular (minimum bi-monthly) updates to full IROC as it does at the subcommittee level on Water Sales and Purchases. Updates to full IROC can be information items only and discussed upon request.

**7) IROC Inspection Tours of Facilities: Continue to make tours available for IROC Members**

To increase IROC member's awareness of Department operations, successes, and challenges, the Department has previously organized tours of its facilities for IROC members which includes the Miramar Water Treatment Plant (MWTP), Metropolitan Operations Complex (MOC), Point Loma Wastewater Treatment Plant and the Billing and Call Center. PUD should arrange for tours that may include San Vicente Reservoir and Chollas Operations Center when it is safe to do so in light of the COVID-19 pandemic.

- a) IROC recommends that staff continue to organize inspection tours for members of IROC of City facilities to increase awareness of Department operations, successes, and challenges when it is safe to do so in light of the COVID-19 pandemic.

## **Notable Projects that Require City Council and Mayor’s Ongoing Attention**

### **1) Closely Monitor Large Project Delays: Pure Water and AMI**

IROC recommends that both the City Council and the Mayor’s office closely monitor the following items listed below as they can play a significant role in the success of ongoing PUD initiatives.

- a) **Pure Water Program Delays:** Pure Water is the largest capital project in San Diego’s history with an ever-increasing budget which now tops \$4 billion from its original projections of \$2 billion. The enormity of the project will provide San Diego with one-third of its water supply. Some important events to be aware of that have impacted the project including the budget and its projected completion timeline:
  - **June 20, 2018:** In a letter from Chief Deputy City Attorney Tom Zeleny to SDG&E, the City affirmed that, under the Franchise Agreement, SDG&E was required to relocate all SDG&E facilities, within the public-right-of-way, that conflict with Pure Water facilities at the sole burden and expense of SDG&E.
    - ***It is important to monitor who will ultimately be responsible for paying for the utility relocation costs.***
  - **August 2018:** Draft Title 22 Engineering Report for the Phase 1 projects is submitted to the Division of Drinking Water and three public hearings are held to provide the public with information about the purified water that will supplement water supplies.
  - **November 2018:** Pure Water Program receives \$614 million in low-interest loans from the U.S. Environmental Protection Agency’s Water Infrastructure Finance and Innovation Act (WIFIA) program and the City Council approved the first, \$1.4 billion phase of the project.
    - ***It is important to monitor the project delays relating to Pure Water and its impact on the currently awarded grants and loans associated with estimated completion dates.***
  - **December 2018:** Design of key Phase 1 projects reached 100% completion.
    - ***Key Milestone for the Department***
  - **June 2019:** Defendants/Respondents City of San Diego; City of San Diego Public Utilities Department, and Kevin L. Faulconer are enjoined and restrained from requiring those bidding contractors for the North City Pure

Water Facility project use apprentices registered in Joint Labor-Management Apprentice Programs. They are further enjoined and restrained from closing or completing the bidding process for the North City Pure Water Facility or awarding a contract for the North City Pure Water Facility, based on a requirement that bidders use apprentices registered in Joint Labor-Management Apprentice Programs. The injunction, which San Diego officials estimate is costing them \$4 million a month, was prompted by a city compromise that requires union workers on some Pure Water projects and allows union and non-union workers on others.

- *It is important to monitor the project delays due to this legal battle as the project has been put on hold since June 2019 until a settlement can be reached. This may have a significant impact to projected costs, future rates, and project funding from already-awarded grants and/or loans.*
- b) **AMI Phase II Delays of Citywide Deployment of AMI:** IROC recommended in the FY 2018 Annual Report that the Department provide a comprehensive project plan to complete the installation of the remaining meters for the Phase II citywide deployment of AMI. The City Auditor has since published its audit siting ‘Insufficient Project Planning and Management Caused Major Delays and May Lead to Cost Overruns.’ In a reiteration of the FY 2018 IROC Annual Report; IROC recommended the Department provide a comprehensive project plan to complete the installation of the remaining meters for the Phase II citywide deployment of AMI. IROC firmly recommended in its FY 2018 Report that the Department retain an outside contractor to complete the Phase II AMI project so to enable the Department to focus on the meter shop backlogs as well as focus on operational improvements needed within the same division.
- *IROC has been informed from PUD that the Department’s plan includes retaining an outside contractor to complete Phase II and IROC should continue to receive updates on the project plan for the Citywide Deployment of AMI implementation for proper oversight.*

## **IROC Subcommittee Reports**

IROC's three subcommittees meet regularly to discuss their respective areas of focus assigned in the Annual Work Plan. In some instances, issues may overlap among the subcommittees and are discussed at both the subcommittee level and full IROC, or at full IROC only. Following are subcommittee reports that address each of their respective areas of focus:

### **Finance Subcommittee**

The IROC Finance Subcommittee adopted its portion of the 2021-22 IROC Annual Work Plan in June 2021. Subsequently the Finance Subcommittee did not meet until the following February, a period of eight months from that work plan approval. Committee members expressed to staff a need to meet more frequently.

One of the issues IROC was following in FY 2021 and earlier was the status of the Cost-of-Service studies for water and sewer rates. IROC formed an ad-hoc committee to monitor and comment on the Independent Rate Analyst's hiring of a consultant to review these rates. In September 2021, the full IROC met to consider issues with respect to the proposed sewer rate increase going to City Council the following day. It heard a presentation from a multi-family ratepayers' representative explaining how the City's implementation of the sewer rates could charge multi-family users for some water flows not discharged to the sewer. These flows instead go to outdoor irrigation use. Single-family water users have some protection in the implementation process to be fair about irrigation flows not discharged to the sewer, however multi-family users do not have such protection. The IROC attempted to make a motion and official recommendation for the City Council to consider regarding this, among other possible recommendations, but was stopped from making any motion by the City Attorney representative monitoring this IROC meeting. This was despite the item being on the IROC agenda and eligible for action.

Another issue that IROC is attempting to follow is the Pure Water Project. IROC had asked for quarterly reports from staff, but the full IROC was only given two reports during the fiscal year. The Pure Water project is the largest project the City has undertaken, yet IROC has not been provided updated cost information about the project. In November 2021, the full IROC heard a presentation from staff regarding the project status and staff remarked that the water would be cheaper than desalinating water as the County Water is doing at its Carlsbad plant. IROC members asked for updated, or even any, data to support that statement and the actual cost of water from the Pure Water Project. After staff initially promised to provide such data to IROC, IROC was rebuffed and never received the information. A public records request for this cost data was even rejected. IROC members have growing concerns about the costs overruns that have been made public to date regarding the project and whether, or how many more will occur and the cumulative impact of cost overruns on water and wastewater rates. However, this information is not available to IROC members.

There were four Finance Subcommittee meetings during fiscal years 2021 - 2022. In April 2021, PUD staff presented a budget update and there was an update on the COS Ad Hoc Committee meetings. In June 2021, the Finance Subcommittee approved the finance portion of IROC's work plan. In February 2022, it heard from the Independent Budget Analyst on their review of the PUD's five-year outlook. In May 2022, PUD staff presented the PUD proposed budget and the subcommittee approved another finance portion of IROC's work plan.

### **Outreach & Communications Subcommittee**

For FY 2022, the Outreach & Communications Subcommittee planned to address the issues set forth. We only held three Subcommittee meetings throughout the year due to the COVID-19 pandemic and intend to accomplish more in the ongoing fiscal year. As provided below, each substantive activity is highlighted below for prior fiscal years and the ongoing fiscal year to date:

#### **1. Monitor the ongoing efforts of the Wellness Program**

The Subcommittee intends to monitor the City's ongoing effort on the Wellness Program especially in light of the COVID-19 pandemic to ensure employees are receiving this benefit to enhance the quality of life of the Public Utilities employees and families with information, workshops, events and other opportunities. The City should continue to strategically offer various times and an array of activities to ensure participation. The Subcommittee would like to hear the annual survey's results on employee participation including participant's needs and wants for this Program. The Subcommittee intends to continue to monitor and collaborate with the City to ensure the implementation is successful, the City is providing measurable results, and the workshops and such events are offered that employees can benefit.

#### **2. Evaluate and monitor the Human Resources Metrics**

The Subcommittee received a presentation from Sue LaNier on the Human Resources Metrics Update in August 2018. The Subcommittee intends to continue its focus on the Human Resources Metrics which includes: (i) High 5 Awards by Division; (ii) DLBs Awards by Division; (iii) Overtime Budget by Division; (iv) Vacancies; and (v) Employee of the Year nominees. Based on the High 5 statistics, there are awards budgeted as well as nominations considered and given. The Discretionary Leave Bucks are provided with the supervisor's approval with a certain number of hours awarded per budgeted year based on the Department which reflects the chain of managerial approval. The presentation also included a brief overview of the overtime by division with four divisions (WCM, ESQA, WWTD, and WSO) with over 100% spent YTD. The monthly vacancy percentages presented reflected "Long-Range Planning & Water Resources" as the highest vacancies with 21.05%. On average there appears to be 10.82% monthly vacancies across all divisions. The City is working towards filling such vacancies.

The Subcommittee intends to continue obtaining visibility and understanding in the Human Resources Metrics which includes: i) High 5 Awards by Division; (ii) DLBs Awards by Division; (iii) Overtime Budget by Division; (iv) Vacancies; and (v) Employee of the Year nominees. The Subcommittee intends to continue to collaborate with the City to understand the monthly vacancy percentages including in the Long-Range Planning & Water Resources Division to ensure vacancies are being filled and how the City is strategically working towards filling the remaining vacancies. Further, the Subcommittee would like to understand and, assess improvements as changes occur in the budget, and ensure the City is providing measurable results to show improvement and transparency.

### 3. Monitor the City's Pure Water Program: Community Working Groups

The Subcommittee intends to continue to collaborate with the City on the Pure Water Program including, but not limited to the Community Working Groups to ensure that the public has a venue for input and considered with measurable results for review. The collaboration between the Community Working Groups and City shows that public input is being received and considered as part of the City's Pure Water Program.

### 4. Evaluate and Monitor the Communications Department's Goals and Service Level Agreement between PUD and Communications Department

The Subcommittee received a presentation from the Communications Department in November 2019. The fully-executed Service Level Agreement between the Communications Department and Public Utilities Department was shared with the Subcommittee. The discussions include the duration of the agreement, scope of work, and program-specific information. Some of the program-specific information covered included Pure Water San Diego, Water Conservation, Wastewater Treatment and Disposal, Food Establishment Waste Disposal, Customer Support, Finance, Water Construction and Maintenance, Renewable Energy, Water Quality, Water Operations, Website Updates and Redesign, and Social Media.

The Subcommittee will continue to monitor the Communications Department's Goals and agreement with PUD to ensure that performance is measured, and the work defined is met.

### 5. Monitor the Department's Call Center

The Subcommittee received a presentation from the Customer Support Division (CSD) in June 2019. They discussed the background and overall process of how certain communications are implemented with a primary focus on customer service and call center updates. The presentation highlighted customer care as it relates to the call center service levels including the total calls offered, the percentage of calls abandoned, and customer surveys taken. As of May 2019, approximately 8.2% of customer service calls were abandoned in comparison to over 23% of calls for February 2018.

Further, in May 2019 – approximately 1,900 surveys were received, and the Subcommittee would like to continue to understand how the City will process feedback for improvement. CSD also highlighted MyWaterSD which launched in June 2018, with approximately 17,000 customers registered, the name change, and how credits are accepted online, both pre and post-login. Additional efforts are underway with the Call System Software Review and the Utility Account Management Policy Manual. The Subcommittee intends to continue to monitor this and understand how current efforts underway will provide measurable metrics to highlight improvement.

6. Monitor and Evaluate the Strategic Plan for the Communications Department

The Subcommittee intends to continue to focus on collaborating with the Communications Department to understand the overall Strategic Plan. The Subcommittee would like to understand the impact of the internal employees and external surveys with measurable metrics. Specifically, the Subcommittee would like to understand the Communications Department’s initiative for alignment and efforts provided in response to the water main ruptures. The Subcommittee intends to continue to collaborate with the Communications Department for updates on the process and ensure timely responses are successfully provided to its customers.

7. Continue to review “Water: Getting More Local” in collaboration with External Affairs

The Subcommittee intends to continue its focus on the “Water: Getting More Local” with External Affairs. With the overall goal of alignment in communications which is to achieve an agreement that water reliability is a worthwhile endeavor. The Subcommittee will continue to work with the Department on the messaging, testing, meanings, visual language, and how the information is provided on the customer bill, social media, fact sheets, staff e-blasts, Department posters, video testimonials, signage, and websites. The Subcommittee intends to continue to collaborate to ensure visibility and alignment on this effort.

8. Monitor and Obtain Updates on the Waste No Water Campaign and other MWD, and SDCWA Programs

The Subcommittee anticipates obtaining a presentation on the “Waste No Water” campaign in the upcoming fiscal year as well as a briefing on the MWD and SDCWA programs. The Subcommittee intends to continue to collaborate to assess the updates and improvements in each issue with measurable metrics to ensure transparency and alignment.



## **Infrastructure & Operations Subcommittee**

For FY 2022, the adopted work plan listed eight areas of focus for this subcommittee:

1. Review system condition studies and analyses to gauge the current infrastructure needs
2. Monitor the implementation of the ongoing infrastructure replacement and rehabilitation plans, including the overall CIP, and its budget and timing
3. IROC will monitor the planning and implementation of the Pure Water San Diego Program
4. IROC will monitor the planning and implementation of the AMI Project
5. Evaluate City and regional planning efforts for a sustainable long-term water supply
6. Recommend targeted audits relating to infrastructure and operations
7. Review operations of the Water and Wastewater systems that have the most impact on system performance, infrastructure sustainability and rates
8. Monitor the Department's Energy Management Efforts
9. Cost of Service Study, Implications on System Infrastructure and Operations

**Independent Rates Oversight Committee**  
**Looking Ahead: FY 2023 Annual Work Plan**  
**As Issued on June 20, 2022**

As required by San Diego Municipal Code Section 26.2003, the Independent Rates Oversight Committee (IROC) has adopted this Work Plan for FY 2023. The ability of IROC to fully complete its FY 2022 Work Plan was impacted by the City's COVID-19 restrictions for meetings and department operations. This plan is similar to last year's plan as many areas of focus are ongoing. Continuing restrictions could impact progress in some areas of this plan also, however IROC presents this plan with the intention of identifying and then completing all the areas of focus that it can, given the length and depth of continuing COVID-19 considerations.

The plan contains three areas of focus, including Finance, Infrastructure & Operations, and Outreach & Communications corresponding to the three subcommittees of IROC. While each subcommittee has its areas of focus in the plan, overall responsibility for the work plan rests with full IROC and many of the individual tasks in the areas of focus can and will be addressed by full IROC in conjunction with the individual subcommittees.

**I. Finance Areas of Focus**

**1. Cost of Service Studies (COSS), Alternative Rate Structures, and Review of Funds (§26.2003(a)(3)(5) and (8)):**

- a. As applicable, review analysis performed by the independent consultant retained by the Office of the Independent Budget Analyst to examine the Department's Water Cost-of Service (COSS) assumptions and proposals. Make recommendations to the Department prior to finalization of the proposed rates and rate structure to help ensure rates are reasonable, increases are smooth and adequate to meet the Department's obligations and capital improvement initiatives.
- b. Encourage the Department to continue its annual informal Review of Funds and Five-Year Financial Outlook to regularly examine the Department's financial condition and Capital Improvement Project (CIP) progress warranted adjustments to scheduled water and wastewater rate increases. Consider other factors also, given variabilities in actual sales, local supplies, and other factors from assumptions used in the Five-Year COSS.
- c. Review initiatives, spending, and other factors to make recommendations that help ensure the water and wastewater utilities are operating in a cost-effective manner.

- d. The Finance Subcommittee desires to have greater input into the upcoming Water COSS and rate structure review. IROC has established a COSS Ad Hoc Committee to provide such input, in conjunction with the independent rate consultant retained by the Office of the Independent Budget Analyst. The Finance Subcommittee encourages the Department to share information with the COSS Ad Hoc Committee and IROC at the earliest possible times to provide meaningful input to future water rates and charges.
2. **Pure Water San Diego Program** (§26.2001(a), §26.2003(a)(3) and (8)): Monitor progress (in conjunction with the Infrastructure & Operations Subcommittee) of the Pure Water San Diego Program by:
    - a. Receiving quarterly progress updates on schedule and budget.
    - b. Reviewing the Department's progress in applying for and receiving grants and loans to help finance the project.
    - c. Reviewing the impact of the program, including the Phase II expansion, on future water and wastewater rates.
  3. **Water Fund Sustainability and Affordability** (§26.2003(a)(3) and (8)):
    - a. Monitor and review Metropolitan Water District and San Diego County Water Authority (SDCWA) recommendations for changes to water rates and long-term projections of water rates and charges and its impact to City of San Diego (City) ratepayers.
    - b. Review and consider the affordability and sustainability of the Water Fund given future increased costs of water resulting from the Metropolitan Water District, SDCWA and development of the Pure Water San Diego Program.
  4. **Budget Review, Performance Audits, and Financial Reporting Improvements** (§26.2003(a)(3) and (7)):
    - a. Review FY 2023-24 Departmental budget and provide input to Department staff, City Council, and the Mayor's Office.
    - b. Review all performance audits and formulate recommendations for follow-up action and recommend subjects for the annual performance audit.
    - c. Review Office of the City Auditor audits related to Finance (e.g., reserves, overhead expenses, etc.).
    - d. Recommend various financial reporting improvements to promote transparency for effective oversight.

5. **Water Use and Sales** (§26.2003(a)(3) and (8)): Monitor monthly water sales to determine impact of ongoing water use patterns and allocation of supplies on the Department budget and plans. Develop recommendations as appropriate.
6. **Advanced Metering Infrastructure (AMI) Project** (§26.2003(a)(3)(7) and (8)): In conjunction with the Infrastructure & Operations Subcommittee, monitor the progress of the AMI Project and associated audit reports. Review and compare current cost estimates with previous estimates to determine water and wastewater impacts of project delays.

## II. Infrastructure & Operations Areas of Focus

1. **Review system condition studies and analysis to gauge the current infrastructure needs** (§26.2003(a)(8)): IROC will review previous system condition studies, ongoing studies, planned studies, and contemplated studies to get an overview of the overall system condition. IROC will seek to verify that the results are reflected in the development of subsequent replacement plans and CIPs. IROC will also continue to review metrics such as age of components, frequency of breaks and systems failures, and damage resulting from those failures for this purpose.
2. **Monitor the implementation of the ongoing infrastructure replacement and rehabilitation plans, including the overall CIP, and its budget and timing** (§26.2003(a)(2)(A) and (4)): IROC will monitor and identify projects and asset classes that are behind schedule, or over budget. Of particular interest will be whether or not schedule slippage is leading to cost increases and whether it will delay other improvements. Public Utilities and Engineering & Capital Projects have developed an updated reporting format to enable the Committee to better assess the CIP Program as a whole. This will provide management level reporting and enable IROC to more effectively review execution of the CIP Program.
3. **IROC will monitor the planning and implementation of the Pure Water San Diego Program** (§26.2003(a)(3) and (8)): Continue to monitor the City's planning and implementation-related Pure Water efforts.
4. **IROC will monitor the planning and implementation of the AMI Project** (§26.2003(a)(3) and (8)): Continue to monitor the City's planning and implementation-related AMI Project efforts.

**5. Evaluate City and regional planning efforts for a sustainable long-term water supply §26.2003(a)(8)):**

IROC will receive presentations and comment on the City's and regional planning and actions for maintaining a sustainable supply of water long into the future. IROC will seek an analysis of what level of conservation is feasible for San Diego and what measures could be considered to keep the Department sustainable in the face of reduced revenue due to deep and/or extended periods of conservation and/or restricted supply. IROC will participate, as applicable, in the development of the Department's update of its long-range water supply plan.

**6. Recommend targeted audits relating to infrastructure and operations (§26.2003(a)(3)(7) and (8)):**

- a. IROC will continue to recommend various performance audits to identify efficiencies and savings and improve operations.
- b. Review updates to the bi-annual audit recommendations.
- c. Monitor the Department's responses to previous audits that relate to the system's infrastructure and operations.

**7. Review operations of the Water and Wastewater systems that have the most impact on system performance, infrastructure sustainability and rates (§26.2003(a)(8)):**

The subcommittee has focused heavily on infrastructure during the reporting period. IROC anticipates increasing our review of the efficiency and effectiveness of the operation of the system. Information from the Department's Operations Optimization Study will provide information that will be helpful for this review.

**8. Monitor the Department's Energy Management Efforts (§26.2003(a)(8)):**

IROC will monitor the Department's efforts to reduce energy use, energy costs, and its Greenhouse Gas emissions. This will include updates on progress of the proposed San Vicente Project as well as monitoring the Department's compliance with the City's Climate Action Plan and relevant State and Federal Climate Change guidelines, standards, and regulations.

**9. Cost of Service Study, Implications on System Infrastructure and Operations (§26.2003(a)(3)(5) and (8)):**

Review the assumptions about the system's infrastructure and operation on which the proposed water and wastewater rates are based. This should include assumptions about infrastructure upgrades, replacements, capacity changes, maintenance, provisions, and operation that will occur during the five-year period.

### III. Outreach & Communications Areas of Focus

1. **Consistent Department Messaging** (§26.2001(a) and §26.2003(a)(8)):  
Monitor the Department’s efforts to consistently include its four key commitments of Customer Service, Quality, Value, and Reliability in internal and external communication efforts and materials.
2. **Pure Water San Diego Program Outreach** (§26.2001(a) and §26.2003(a)(8)):  
Review and seek analysis of the outreach effort and associated communications related to potable reuse and the Point Loma permit.
3. **External Affairs Activities** (§26.2003(a)(8)):
  - a. Monitor and review of all “External Affairs” outreach activities of the Department. IROC has a multitude of specific areas such as water conservation, water rates, potable reuse, and industrial waste. Some of the activities have “outsourced” consultants and maintain different lists of stakeholders for messaging.
  - b. Examine the current staffing on all divisions that are doing “outreach” activities and look to integration/augmentation of personnel.
4. **Engage Elected Officials** (§26.2001(a) and (b)):  
Initiate contact/dialogue with the Mayor and City Council so that they get to know IROC better. Also target the several special Council committees beyond our reporting group “Environment Committee.”
5. **Customer Care Solutions** (§26.2001(a) and §26.2003(a)(8)):  
Continue to monitor and review the Customer Care Solutions System for customer service quality improvements.
6. **Water Use Efficiency** (§26.2001(a) and §26.2003(a)(8)):  
Continue to monitor the City’s efforts to use water efficiently.
7. **Human Resources (HR)** (§26.2001(a) and §26.2003(a)(8)):  
Monitor the Departments ability to hire and retain proper staffing for effective operation of current and emerging efforts.
8. **Facility Tours** (§26.2001(a) and §26.2003(a)(8)):  
Assist the Department in identifying and planning one or more IROC inspection tours of facilities to increase awareness of Department operations, successes, and challenges.

**ATTACHMENTS TO THE FY 2022 IROC ANNUAL REPORT:**

Attachment A – IROC Ordinance to Amend the Municipal Code

Attachment B – IROC Members Listing

Attachment C – IROC Agenda Topics for FY 2022

ATTACHMENT A

IROC ORDINANCE TO AMEND  
THE MUNICIPAL CODE



(O-2013-39)

ORDINANCE NUMBER O- 20233 (NEW SERIES)

DATE OF FINAL PASSAGE JAN 23 2013

AN ORDINANCE AMENDING CHAPTER 2, ARTICLE 6,  
DIVISION 20 OF THE SAN DIEGO MUNICIPAL CODE  
BY AMENDING SECTIONS 26.2001, 26.2002, AND 26.2003,  
AND BY ADDING NEW SECTION 26.2004, ALL RELATING  
TO THE INDEPENDENT RATES OVERSIGHT COMMITTEE.

WHEREAS, on April 18, 2007, the Independent Rates Oversight Committee (IROC) was established pursuant to Ordinance No. O-19607 to oversee water and wastewater services provided by the City; and

WHEREAS, on June 27, 2012 and October 10, 2012, the Natural Resources and Culture Committee discussed the role and responsibilities of IROC and heard from various stakeholders; and

WHEREAS, on October 10, 2012, the Natural Resources and Culture Committee approved amending the Municipal Code to clarify the role and responsibilities of IROC consistent with this proposed ordinance; and

WHEREAS, the City Council desires to clarify the role and responsibilities of IROC;  
NOW, THEREFORE,

BE IT ORDAINED, by the Council of the City of San Diego, as follows:

Section 1. That Chapter 2, Article 6, Division 20, of the San Diego Municipal Code is amended by amending sections 26.2001, 26.2002, and 26.2003, and by adding new section 26.2004, to read as follows:

**Division 20: City of San Diego Independent Rates Oversight Committee**

**§26.2001 Purpose and Intent**

- (a) It is the purpose and intent of the City Council to establish the Independent Rates Oversight Committee (IROC) to serve as an official advisory body to the Mayor and City Council on issues relating to the oversight of the City of San Diego's water and wastewater services. IROC will assist the City in tracking and reviewing the use of rate proceeds to advance the capital improvements related to the rate packages and work programs adopted by the City Council. IROC will also oversee and advise on planning and operations including, but not limited to, resource management, cost effectiveness, planned expenditures, service delivery methods, public awareness and outreach efforts, and the City's efforts to provide high quality and affordable services. It is the vision of the City of San Diego that a high level of public confidence in the City of San Diego's utility services be maintained in the most cost effective and environmentally sensitive way. IROC is formed in support of this vision.
- (b) IROC will independently evaluate information and conduct its work in a manner which considers and balances the interests of both the public utilities department and the ratepayers. IROC will diversify its information sources to promote objectivity and independence, and will solicit information from other City departments and outside sources to supplement public utilities department information in conducting its work.

**§26.2002 Independent Rates Oversight Committee Established**

- (a) IROC shall consist of eleven members, the majority of whom shall be residents of the City of San Diego, who shall serve without compensation. The members shall be appointed by the Mayor and confirmed by the City Council. The four ratepayer classes of single family residential, multifamily residential, commercial and industrial, and temporary irrigation and construction will each have one representative on IROC. In addition to the eleven members, IROC shall also include two ex-officio members, one representing and appointed by the Metropolitan Wastewater Joint Powers Authority, and one representing and appointed by the ten-member City representatives to the San Diego County Water Authority. A majority of the members of IROC shall possess expertise in one or more of the following areas: accounting, auditing, engineering, biology or environmental science, finance or municipal finance, law, and construction management.
- (b) Members shall serve four year terms, and each member shall serve until a successor is duly appointed and confirmed. In accordance with City Charter section 43, members are limited to a maximum of eight consecutive years, and an interval of four years must pass before such persons can be reappointed. Initial members shall be appointed such that the terms of not more than six members shall expire in any one year so as to allow the terms to be staggered. Initial appointments which are less than the full term of four years will be allowed to serve two full terms. The

expiration date of all terms shall be May 1. Any vacancy shall be filled for the remainder of the unexpired term. Vacancy appointment recommendations will come from the original recommending body. Any vacancy replacements will be eligible to serve the remaining term of the vacant position and two full terms.

- (c) On or after May 1, IROC shall select a Chair from among its members. The Chair will serve a one year term with the option of reappointment for one additional one year term, with a one year interval between consecutive terms as Chair.
- (d) IROC may adopt rules consistent with the law for the governing of its business and procedures.
- (e) A conflict of interest code shall be adopted for IROC, subject to City Council approval. The members of IROC shall be required to complete and file statements of economic interests in accordance with the conflict of interest code.

**§26.2003 Duties and Functions**

- (a) IROC shall:
  - (1) Meet at least every other month with additional meetings convened as necessary and as determined by the Chair, and set an attendance policy for IROC members to help ensure a quorum of members is present for all meetings.
  - (2) Present an annual IROC work plan to the Natural Resources and Culture Committee by May 1 of each year for discussion and

comment, but not for approval. IROC may change its work plan to incorporate comments and feedback received from the Natural Resources and Culture Committee. The work plan shall describe the activities and tasks IROC anticipates performing in the coming year. The work plan shall include, as a priority, the following components:

- (A) A quarterly review of the current schedule versus the original schedule for each capital improvement project and project to date expenditures versus the budget for each project funded by the water and wastewater enterprise funds.
  - (B) Any duties delegated to IROC by resolution of the City Council.
- (3) Review factors, drivers, and cost structures of any proposed changes to City water or wastewater rates.
  - (4) In conjunction with any proposals by the City to increase water or wastewater rates, other than proposed increases attributable solely to increases in the wholesale cost of water, conduct a cumulative review of the project schedules and budgets set forth in Section 26.2003(a)(2)(A) for capital improvement projects initiated or completed since the last City water or wastewater rate increase was implemented.

- (5) Review cost allocation models that may be included in cost of service studies of the water and wastewater systems.
- (6) Oversee departmental savings efforts and deposits to, and withdrawals from, the “Dedicated Reserve from Efficiency and Savings (DRES)” fund.
- (7) Advise on the priority and scope of performance audits of the water and wastewater systems, and review any resulting performance audit reports.
- (8) Provide advice and review of policy and proposals as sought by department leaders and other City staff related, but not limited to budget and finance, environmental issues, technology innovations, system viability, water supply, and public outreach and education efforts.
- (9) Provide an annual public report to the Mayor and City Council discussing the activities, conclusions and recommendations of IROC and addressing the duties and functions of IROC set forth in this Section. The report shall include a discussion of all the components of the work plan, or an explanation as to why any components of the work plan are not included or incomplete. IROC shall present its annual reports at meetings of the Natural Resources and Culture Committee.

- (b) IROC may also provide correspondence, interim reports, and appear at meetings of the City Council and Council Committees, as IROC deems necessary in the performance of its duties and functions.

**§26.2004 Coordination with Audit Committee**

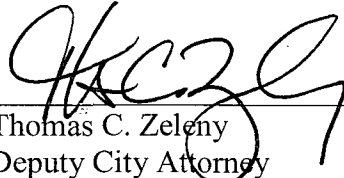
Any duties or functions of IROC that fall within the oversight responsibilities of the Audit Committee should be fully coordinated with and reported to the Audit Committee. IROC shall recommend at least one performance audit of the water or wastewater system each year for consideration by the City Auditor in time for inclusion in the City's audit plan.

Section 2. That a full reading of this ordinance is dispensed with prior to its passage, a written or printed copy having been made available to the City Council and the public prior to the day of its passage.

Section 3. That this ordinance shall take effect and be in force on the thirtieth day from and after its final passage.

APPROVED: JAN I. GOLDSMITH, City Attorney

By

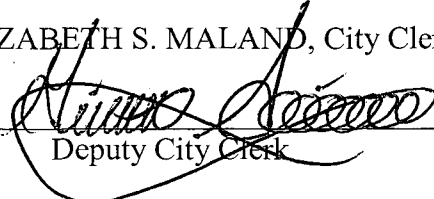
  
\_\_\_\_\_  
Thomas C. Zeleny  
Deputy City Attorney

TCZ:mb  
10/25/12  
Or.Dept:NR&C  
Doc No:461824

I hereby certify that the foregoing Ordinance was passed by the Council of the City of San Diego,  
at its meeting of JAN 8 2013.

ELIZABETH S. MALAND, City Clerk

By



Deputy City Clerk

Approved:

1/23/13  
(date)



BOB FILNER, Mayor

Vetoed:

\_\_\_\_\_  
(date)

\_\_\_\_\_  
BOB FILNER, Mayor



**ATTACHMENT B**

**IROC MEMBERS LISTING**



## Independent Rates Oversight Committee (IROC)

| Committee Member  | Category  | Appointment Date                    | Term Expiration Date             |
|---|---|-------------------------------------|----------------------------------|
| <a href="#">Tiffany Mittal</a><br>Point Loma, District 2              | Multi-Family Resident Ratepayer Class Rep.          | 6/14/2018<br>1/30/2014              | 5/1/2021<br>5/1/2017             |
| <b>VACANT</b> (Craig Chapman)*<br>Carlsbad                            | Construction Management Professional Rep.           | 1/30/2014                           | 5/1/2017                         |
| Jack Kubota<br>Carlsbad   | Engineering Professional                            | 1/30/2014<br>6/2/2009<br>10/18/2007 | 5/1/2017<br>5/1/2013<br>5/1/2009 |
| <a href="#">Robert Weichelt</a><br>San Carlos, District 7             | Finance Professional                                | 6/14/2018                           | 5/1/2019                         |
| Jeff Justus<br>Pacific Beach, District 2                              | Environmental Science Professional Rep.             | 1/30/2014<br>1/23/2012              | 5/1/2017<br>5/1/2013             |
| Christopher Dull<br>Escondido   | Construction Management                             | 5/16/2011<br>10/9/2008              | 5/1/2015<br>5/1/2011             |
| <a href="#">Luis Osuna</a><br>Golden Hill, District 3                 | General Representative                              | 8/4/2016                            | 5/1/2019                         |
| <a href="#">Gordon Hess</a><br>Golden Hill, Mission Hills, District 3 | Temporary Irrigations & Construction Representative | 6/14/2018<br>1/30/2014              | 5/1/2021<br>5/1/2017             |
| James Peugh<br>Point Loma, District 2                                 | Environmental Rep.                                  | 5/16/2011<br>10/18/2007             | 5/1/2015<br>5/1/2011             |
| <a href="#">David Akin</a><br>Bay Ho, District 2                      | Single-Family Residential Ratepayer Representative  | 8/4/2016                            | 5/1/2019                         |
| <a href="#">Linh Quach</a><br>Bonita                                  | Commercial and Industrial Ratepayer Representative  | 8/4/2016                            | 5/1/2019                         |

### 11 Members, 4 Year Term

**Appointed by Mayor, Confirmed by Council**

San Diego Municipal Code 26.2001 – 26.2003

[Members are required to file Statements of Economic Interests](#)

**Most Recent Council Action 6/14/2018 R-311793**

**Register Revised 06/25/2018**

ATTACHMENT C

IROC AGENDA TOPICS

FOR FY 2021

# Attachment C: IROC Agenda Topics for Fiscal Year 2022

## JULY 2021

### Full IROC

- Presentation: San Pasqual Valley Groundwater Basin Sustainability Plan
- Discussion: Water Delivery Branch Reorganization

### Finance Subcommittee

- Recess

### Outreach & Communications Subcommittee

- Recess

### Infrastructure & Operations Subcommittee

- Recess

## AUGUST 2021

### Full IROC

- Presentation: County Water Authority (CWA) Budget & Rates

### Finance Subcommittee

- Recess

### Outreach & Communications Subcommittee

- Recess

### Infrastructure & Operations Subcommittee

- Recess

## SEPTEMBER 2021

### Full IROC

- Discussion: Wastewater COS Sewer Charges
- Presentation: Water Conservation Efforts

### Finance Subcommittee

- Recess

### Outreach & Communications Subcommittee

- Recess

### Infrastructure & Operations Subcommittee

- Recess

## OCTOBER 2021

### Full IROC

- Discussion: Sewer Rates and COS Report (continued from September)
- Discussion: Preparation of Proposition 218 Questions
- Discussion: Creation of an Ad Hoc Committee to draft FY21 IROC Annual Report and Recommendations (due to PUD by 12/30/2021 and the Mayor/Council by 01/31/2022)
- Discussion: Selection of New IROC Chair & Vice Chair
- Discussion: Selection of New Subcommittee Chairs & Members

### Finance Subcommittee

- Recess

### Outreach & Communications Subcommittee

- Discussion: Water Conservation Outreach (community outreach, advertising, and programs with public schools)
- Discussion: PUD Remediation Program Oversight (private property cleanup, repairs, and/or replacement after watermain breaks and sewer overflows/backups)

## Attachment C: IROC Agenda Topics for Fiscal Year 2022

### Infrastructure & Operations Subcommittee

- Presentation: Water & Sewer Capital Improvement Program (CIP) Fiscal Year 21 - Year End Report
- Discussion: COSS Implications on Infrastructure & Operations (W & WW)
- Discussion: Lake Hodges Water Levels

### NOVEMBER 2021

#### Full IROC

- Presentation: Condition Assessment Report – Point Loma Wastewater Treatment Plant Facilities
- Presentation: Pure Water Update
  - Capital Improvement Program (CIP) Budget, Pure Water Phases 1 & 2
  - Pure Water Quarterly Update
  - Pure Water Outreach
- Presentation: 5-Year Plan
- Discussion: Update on status of FY 21 Annual Report (due to PUD by 12/30/2021 and to the Mayor/Council by 01/31/2022)
- Discussion: Roles and Responsibilities of the IROC Members
- Discussion: IROC Letter to the Mayor and City Council

#### Finance Subcommittee

- Recess

#### Outreach & Communications Subcommittee

- Recess

#### Infrastructure & Operations Subcommittee

- Presentation: Update on Point Loma Access Road

### DECEMBER 2021

#### Full IROC

- Recess

#### Finance Subcommittee

- Recess

#### Outreach & Communications Subcommittee

- Recess

#### Infrastructure & Operations Subcommittee

- Recess

### JANUARY 2022

#### Full IROC

- Presentation: Audit Recommendations Follow-up
- Presentation: Climate Action Plan
- Presentation: Lake Hodges Dam
- Discussion: Update on status of FY 2021 IROC Annual Report (due to the Mayor/Council by 01/31/2022)
- Discussion: AMI Update

#### Finance Subcommittee

- Recess

#### Outreach & Communications Subcommittee

- Recess

## Attachment C: IROC Agenda Topics for Fiscal Year 2022

### Infrastructure & Operations Subcommittee

- Presentation: Update on the Emergency Power System

### **FEBRUARY 2022**

#### Full IROC

- Discussion: New Online Portal & Streamlined Processes with the Director of Appointments/Boards & Commissions
- Discussion: Update on status of FY 2021 IROC Annual Report (due to the Mayor/Council by 01/31/2022)

#### Finance Subcommittee

- Presentation: IBA Review of PUD's Five-Year Outlook

#### Outreach & Communications Subcommittee

- Recess

### Infrastructure & Operations Subcommittee

- Presentation: Pipeline Condition Assessment

### **MARCH 2022**

#### Full IROC

- Presentation: IBA Review of PUD's Five-Year Outlook
- Presentation: Update on Customer Delinquencies

#### Finance Subcommittee

- Recess

#### Outreach & Communications Subcommittee

- Discussion: Wellness Program Update

### Infrastructure & Operations Subcommittee

- Presentation: Update on Sanitary Sewer Overflows

### **APRIL 2022**

#### Full IROC

- Presentation: Sewer Bond Offering

#### Finance Subcommittee

- Recess

#### Outreach & Communications Subcommittee

- Recess

### Infrastructure & Operations Subcommittee

- Recess

# Attachment C: IROC Agenda Topics for Fiscal Year 2022

## MAY 2022

### Full IROC

- Discussion: IWCP Audit Update

### Finance Subcommittee

- Presentation: PUD's Proposed Budget
- Discussion: FY23 Work Plan

### Outreach & Communications Subcommittee

- Recess

### Infrastructure & Operations Subcommittee

- Presentation: Groundwater Resources & San Pasqual Groundwater Sustainability Plan
- Presentation: Update on Water Main Breaks

## JUNE 2022

### Full IROC

- Presentation: Call Center Update
- Discussion: Adopt FY 2023 Annual Work Plan

### Finance Subcommittee

- Recess

### Outreach & Communications Subcommittee

- Presentation: Water Bill Redesign
- Presentation: Water Conservation Outreach Update
- Discussion: FY23 Work Plan

### Infrastructure & Operations Subcommittee

- Presentation: Lake Hodges Dam Update
- Discussion: FY23 Work Plan