

WMAC Wastewater Management Advisory Committee Annual Report - Fiscal Year 2004-2005



The Wastewater Management Advisory Committee (WMAC) was established by the Pima County Board of Supervisors to act as its official advisory body on wastewater management matters. As the regional sewerage management agency for the majority of Eastern Pima County, the Wastewater Management Department provides wastewater collection, treatment, and disposal services.

The WMAC is charged with advising the Department on program and policy decisions, as well as short- and long-term operating and capital program funding needs and the annual Financial Plan. The Committee holds monthly meetings to accomplish these functions. During Fiscal Year 2004-05, the WMAC discussed and acted upon a number of issues of importance to Pima County.

Capital Improvement Projects

WMAC members received regular updates on the status of current and future CIP Projects, including the status of the 12.5 million gallons per day (mgd) expansion of the Ina Road Facility (\$90 million), start-up of the newly rehabilitated, 3.0 mgd Randolph Park Water Reclamation Facility (WRF) (\$40 million), and the initiation of the Marana Facility, Phase I and Phase II Expansions (\$12 million). In addition, members received status reports on the Green Valley Wastewater Facility Expansion Project and the 300,000 gallons per day (gpd) Corona de Tucson Wastewater Facility Expansion Project, which were completed in FY2004-05. Members also received updates on the Marana-Honea Heights Project, which is scheduled to begin in September 2005.

The Committee also received updates on the Closed Circuit Television (CCTV) Project, Sanitary Sewer Inspection Project (and condition assessment), Roger Road Facility Improvements, and Avra Valley Treatment Facility Expansions.

In addition, WMAC members learned that the Water Infrastructure Finance Authority had awarded a low-interest loan of \$1.9 million to the Department to finance part of the remaining 1997 Bond Authorization.

The new Headworks Facility at the Ina Road WPCF, part of a 12.5 mgd capital improvement project ▼

Construction of the Biological Nutrient Removal Activated Sludge (BNRAS) Facility at the Ina Road WPCF ▶



Spring 2005 Financial Plan

WMAC members reviewed the Department's Spring 2005 Financial Plan, convened a public meeting on the Financial Plan, and made recommendations on financial alternatives in the Plan to the Department and the Board of Supervisors.

During the period from December 2004 to February 2005, WMAC members analyzed the Financial Plan, which included increases to the Sewer User Fee, Administrative Service Charge, and the Sewer Connection Fee. In addition, they reviewed proposed changes to the Connection and User Fee Ordinances.

The WMAC conducted a public meeting on March 2, 2005, to provide community members an opportunity to comment on the Financial Plan. Following the public meeting, the Committee recommended approval of interim rate increases to the Sewer User Fee, Administrative Service Charge, and the Sewer Connection Fee as soon as feasible, as included in the Financial Plan's Rate Package C.

On March 15, 2005, the Board of Supervisors decided to postpone their consideration of the Financial Plan (including rate increases) until after they reviewed the Black & Veatch Rate Study Report. The Committee also reviewed the recommendations of the Black & Veatch Rate Study.

Then, on June 21, 2005, after review of the Financial Plan, the Black & Veatch Rate Study Report, and presentations by WMAC members, the Board of Supervisors approved increases in the Department's Connection and User Fees, which included authorization of a new base rate for the monthly fixed "Service Fee" (formerly called the Administrative Service Charge) and an 8% increase in the Service Fee and Sewer User Fee, as well as a 10% increase in Connection Fees. The subsequent User and Connection Fee Rates and Ordinances are effective July 22, 2005.

In regard to the FY2005-06 Budget, these new rates will allow the Department to continue to meet its basic Operations and Maintenance (O&M) and Regulatory expenses, as well as O&M expenses for the new treatment capacity coming on-line; fund increased debt service for the initial 2004 Sewer Revenue Bond; and fund a Proactive Rehabilitation Program.

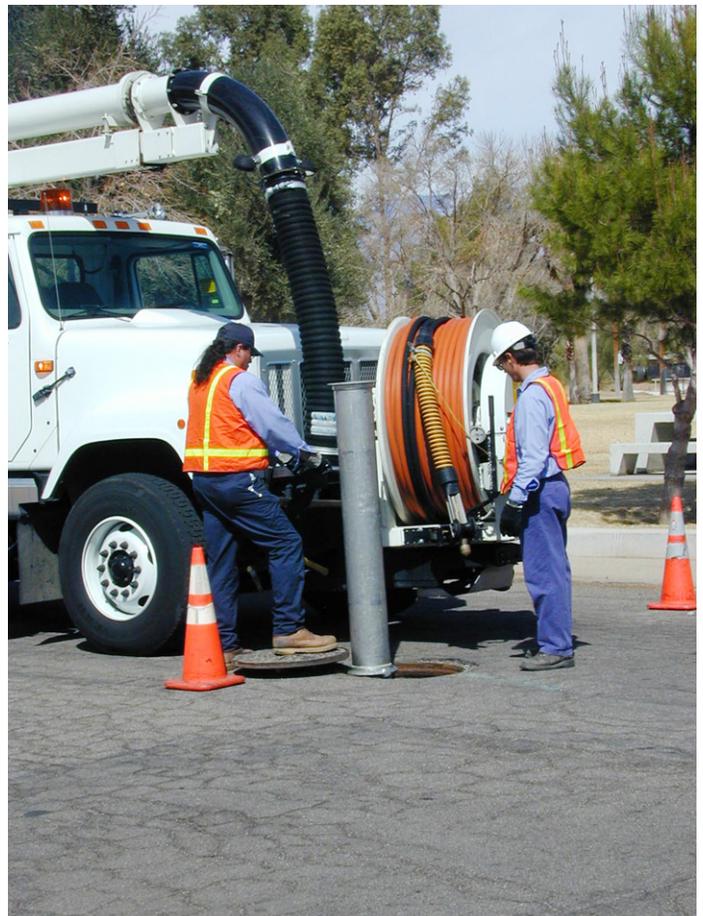
The 2004 Bond Authorized Projects funded by these increased rates and charges and scheduled to begin in FY 2005-06 include: the Roger Road Rehabilitation Project; Miscellaneous Conveyance System Rehabilitation and Repair; Santa Cruz Interceptor, Prince to Franklin; Roger Road to Ina Road Plant Interconnect; and the Marana Phase II Expansion.

WMAC Reviews Audit Reports

During FY2004-05, HDR Engineering, Inc., and Black & Veatch completed their audits of the Department.

Committee members received regular updates on the status of the Audits, including the Department's monthly Action Plan Updates, which reflected goals/measures and timelines for various work efforts associated with the Black & Veatch Management Audit. The Committee held a special meeting on January 13, 2005, in order to receive/review the Black & Veatch Management Draft Audit Report. Based on this review, members made recommendations to the Board of Supervisors.

Wastewater staff performing routine manhole maintenance as part of an ongoing maintenance and rehabilitation program to effectively manage the capital assets of the conveyance system. See article on CMOM, page 3.



2005 Metropolitan Area Facility Plan Update Project

WMAC members received regular progress reports on the 2005 Metropolitan Area Facility Plan Update Project. The Plan is the Department's guide for comprehensive capital planning for the metropolitan area for the 20-year planning period of 2005-2025. The Plan recommends capital improvements to the interceptor sewer system and three metropolitan treatment facilities (i.e., Ina Road Water Pollution Control Facility, Roger Road Wastewater Treatment Plant, and Randolph Park Water Reclamation Facility) to meet these needs. Brown and Caldwell is the consultant for the Facility Plan Project.

Committee members learned that the Project's initial budget of \$1.5 million was reduced by 50 percent due to necessary budget cuts, so the Project was completed with the significant involvement of Department staff. As a part of the Project, staff developed a Facility Plan Geographic Information System (GIS) model that translated Pima Association of Governments' census tract information into defined sewer basin populations, and then expressed the population data as sewer flow data to evaluate the impact on the sewer interceptors and wastewater treatment facilities from 2005 to 2025. The Plan is a "living document" that, once completed, will be updated every two years .

Other County departments also assisted with the preparation of the Plan and the Plan Model. These included staff from GIS, the County Attorney's Office, and the Development Services Department.

Currently, Department staff are providing presentations on the Plan to local jurisdictions, community organizations, and interested groups to solicit comment/feedback.

Process Improvement Teams

Committee members received regular updates on the Department's Process Improvement Teams (PITs) for CIP Project Management and Roger Road Permit Compliance. These PITs were formed as a result of recommendations from the HDR Engineering, Inc., and Black & Veatch Audit Reports.

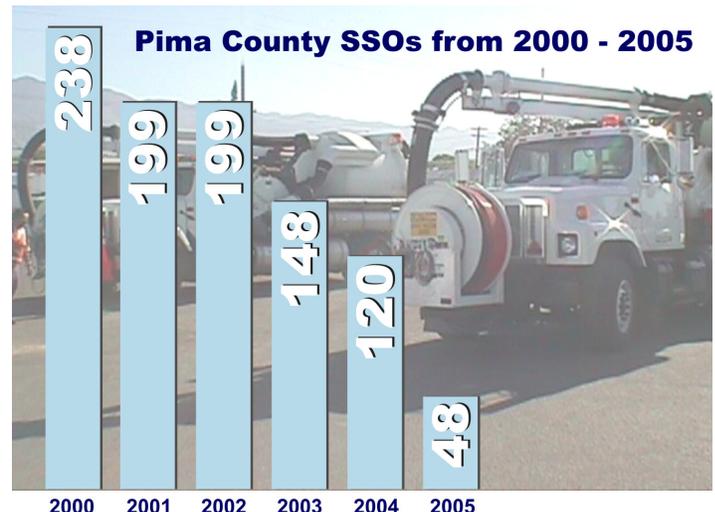
- **The Engineering Division's CIP Project Management PIT** was initiated in FY2004-05. The Team's goal is to review and develop improved CIP project management procedures. Its members have expertise and knowledge on the various aspects of CIP Projects, including engineering, design, construction, project management, CIP processes, procurement, and budget. The Team completed the first draft of the CIP Project Manager's Manual, which was presented to the Board of Supervisors on March 15, 2005. Department Project Managers currently are being trained on procedures included in the Manual. In addition, the Team is working on the second draft of the Manual to make it reflect recent Department changes.
- **The Treatment Division's Roger Road Compliance PIT**, which was initiated in May 2004, was formed to review options for achieving consistent permit compliance at the Roger Road Facility. The team's goal is to ensure that this facility consistently meets the state's BOD and TSS standards.

The Wastewater Management ► **CMOM Program** helped the Department achieve a dramatic drop in sanitary sewer overflows (SSOs) from 2000 to June 30, 2005.

CMOM Program

The Department will be required to comply with the newly enacted State of Arizona **Capacity, Management, Operations and Maintenance (CMOM)** requirements for an ongoing rehabilitation of the County's sewer conveyance facilities to maintain capacity and prevent sanitary sewer overflows.

WMAC members learned that information gathered from the Field Operations Division's Sanitary Sewer Inspection Project (and condition assessment) will be important in helping the Department prepare to meet the Arizona Department of Environmental Quality's Aquifer Protection Permit requirements for CMOM. This project provides tangible condition assessments to the County, which aids in the prevention of sanitary sewer overflows before they occur. Members also learned the Department is working on getting the CMOM Program certified by the International Standards Organization (ISO).



Other WMAC Activities

The Committee made recommendations to the Board of Supervisors and received reports and regular updates on a broad range of significant Wastewater programs and activities, including Engineering, Capital Development, Field Operations, Solid Waste, and special research projects from Department staff and consultants. Members received updates on such topics as:

- **The Status of Department Financial Audits and Reports**, including: the HDR Engineering, Inc., Operational Management Audit, Black & Veatch Randolph Park Audit, Black & Veatch Comprehensive Management Audit, and Black & Veatch Rate Study.
- **Current Federal and State Wastewater Regulatory and Legislative Activities**, including “Blue Stake” Regulation.
- **Innovative Wastewater Research Programs**, including the Arid West Water Quality Research Project.
- **Field Visits:** Members toured the Green Valley WWTP and the Ina Road WPCF.

- **Staff Reports:** In addition to the regular scheduled agenda items, Committee members received timely updates on such topics as: Solid Waste Division’s move to the Department of Environmental Quality; Collection Systems; Community Relations activities; Public Safety Office reports; Arthur Pack Golf Course Reclaimed Water Source; passage of Mt. Lemmon Revised Connection Ordinance; Vector Control Updates; receipt of AMSA silver awards for the Ina Road and Roger Road Facilities and gold awards for Avra Valley, Corona de Tucson, Green Valley, and Marana Facilities; new Federal Prison; Wastewater personnel changes; and Intergovernmental Agreement discussions between the City of Tucson and Pima County.
- The Board of Supervisors expanded the WMAC Committee membership to thirteen members from the present eight. The Board will be appointing the new members in FY2005-06.

Additions to Administrative Team and Department Reorganization

Under the leadership of John Bernal, Assistant County Administrator for Public Works, the Department was reorganized in March 2005 into the Divisions of Planning and Engineering, Conveyance/Development Services, Administrative Services, and Treatment.

- **Paul Bennett became the Deputy Director of Planning and Engineering.** He had previously been the Deputy Director of Administrative Services, Solid Waste, and Planning. Mr. Bennett has had a long career in utility management with an engineering and business background.
- **Mike Bunch became Deputy Director of the new Division of Conveyance/Development Services.** He initially joined the Department in September 2004 as Deputy Director of Engineering and Operations. Mr. Bunch previously worked for the Phelps Dodge Corporation in Candelaria, Chile, as a Mine Operations Manager.
- **Jackson Jenkins continues as Deputy Director of Treatment.** Mr. Jenkins was appointed to this position in June 2004. Mr. Jenkins previously worked for the Phelps Dodge Corporation and was manager of two mining facilities in New Mexico.
- **Jeff Nichols was selected to serve as Controller for the Department** in December 2004. Mr. Nichols formerly worked for the City of Scottsdale, Arizona, as a Senior Budget Analyst. The Department established the position of Controller in response to recommendations included in the Audit recommendations.

Many aspects of this reorganization were accomplished based on recommendations from the HDR Engineering, Inc., and Black & Veatch Audit Reports, as reviewed by the WMAC Committee.

- **Michael Gritzuk, P.E., was appointed Department Director** effective July 1, 2005. Previously, Mr. Gritzuk served (for 17 years) as the Director of the Phoenix Water Services Department. WMAC members participated in the process to select the new Director. WMAC Chair, Mark Stratton, served on the interview panel and, in addition, Committee members interviewed the top candidates for the position.



Wastewater Management's Director, Michael Gritzuk, joined the Department in July 2005.

Wastewater Management Advisory Committee

The Committee was pleased to welcome one new member during the Fiscal Year – Mr. John Carhuff, who represents the City of Tucson Citizens' Water Advisory Committee.



WMAC Chair Mark Stratton and Vice-Chair John Carlson (left) discuss the Spring 2005 Financial Plan

District 1
Steve Halverson

District 2
Armando Membrila

District 3
Brad DeSpain

District 4
John Carlson

District 5
Ann Marie Wolf

**Environmental Planning
Advisory Committee (EPAC)**
Bill Carnes

**Arizona Water Pollution
Control Association**
Mark Stratton, Chair

**Citizens' Water Advisory
Committee (CWAC)**
John Carhuff

Ex-Officio
Mike Gritzuk, P.E., Director,
Wastewater Management
Department

Programs Help Guide Wastewater Management into the Future

Several innovative staff-directed programs have been initiated in the Department to evaluate and oversee critical management and administrative processes and recommend improvements. The WMAC received regular updates on the work of these committees, which include Balanced Scorecard, Quality Council, and Business Leadership Team.

Balanced Scorecard

The Balanced Scorecard is a *management system* adopted by all of Public Works that uses strategic planning coupled with metrics, data, and feedback to ensure continuous improvement. The Balanced Scorecard Program intends to accomplish this from four perspectives, or quadrants:

- Customer Service (How do we appear to our customers?)
- Finance (How do we know we are providing cost effective customer service?)
- Innovations & Learning (How do we know and ensure our human capital is functioning at maximum potential?)
- Internal Processes (What business processes must we excel at?)

Each quadrant has its own work plan and goals and is staffed with volunteers from all Department areas.

Quality Council

The Quality Council oversees the Balanced Scorecard Program and consists of 21 members representing all areas and levels in the Department. This council reviews suggestions brought forward from the quadrants and recommends them to the Director for approval and implementation. Issues that have been brought forward and have been implemented by the Department, are currently being initiated, or are under consideration include:

- Policy & Procedures Manual – in place and new procedures continue to be written.
- Employee Recognition Program – under development.
- Internal Customer Service Surveys – in progress.
- Communication Plan – this issue was brought forward and the Business Leadership Team is pursuing development and implementation of a formal communication plan for the Department.
- Resource/Procurement issues – in progress.

Business Leadership Team

The Business Leadership Team (BLT) was formed to address Department reorganization issues. The BLT's goal is to develop roles and responsibilities and key performance indicators (KPI) for all areas, and to develop a formal communication plan for the Department.

Wastewater Management Advisory Committee

Agenda Summary: July 2004 – June 2005

Administration/Financial Management

- Financial Update – FY2004-05 Budget Status Report
- Proposed FY2005-06 Budget
- Spring 2005 Financial Plan/Proposed Rate Increases/Ordinance Changes
- Public Meeting – Presentation of Spring 2005 Financial Plan Recommendations
- HDR Engineering, Inc., Operational Management Audit
- Black & Veatch Comprehensive Management Audit
- Black & Veatch Randolph Park Water Reclamation Facility Audit Review
- Black & Veatch Rate Study
- Department Reorganization
- Connection and User Fee Ordinances

Planning/Engineering

- 2005 Metropolitan Facility Plan Updates
- Capital Improvement Program Update
- Regional Effluent Update
- Tucson Water Long-Range Plan

Conveyance/Development Services

- CCTV/Sanitary Sewer Inventory Inspection Projects
- New CMOM requirements

Treatment

- Green Valley Facility Field Visit
- Ina Road Facility Field Visit
- Outlying Facilities Update

Research Projects

- Arid West Water Quality Research Project

Legislative

- State and Federal Legislative Update

WMAC Administrative Items

- Election of Officers
- WMAC 2005 Work Plan
- WMAC Ordinance Revision and Membership Expansion

Wastewater Management Advisory Committee

2005-2006 Meetings

September 15, 2005	February 16, 2006
October 20, 2005	March 16, 2006
November 17, 2005	April 20, 2006
December 15, 2005	May 18, 2006
January 19, 2006	June 15, 2006

Agendas and minutes are available on the Wastewater Management Advisory Committee web page:

www.pima.gov/wwm/wac/index.htm

General Wastewater Department activities can be viewed on the Department's website:

www.pima.gov/wwm

Wastewater Management Advisory Committee meetings are generally held on the third Thursday of every month, in the Pima Association of Governments' 5th floor conference room, Transamerica Building, 177 North Church Avenue, Tucson.

Committee Coordinators:

Susan Hunt 740-6552 (susan.hunt@wwm.pima.gov)
Ed Curley 740-6500 (ed.curley@wwm.pima.gov)