



**Independent Rates Oversight Committee (IROC)  
Meeting of March 18, 2019**

**1. Roll Call**

Chair Tiffany Mittal called the full IROC meeting to order at 9:30 a.m. Erika Mc Neill conducted roll and a quorum was declared. Attendance is reflected below:

<b>Members:</b>	<b>Present</b>	<b>Absent</b>
Tiffany Mittal, Chair	X	
Jeff Justus, Vice Chair	X	
Christopher Dull	X	
Gordon Hess	X	
Jack Kubota	X	
David Akin	X	
Luis Osuna		X
Jim Peugh	X	
Linh Quach		X
Robert Weichelt	X	
<b>Ex-Officio Members:</b>		
Jerry Jones, Metro JPA		X
Jim Peasley, Metro JPA Alt.		X
Tony Heinrichs, City-10	X	

*City representatives present at dais: Matt Vespi, Interim Director of Public Utilities; Tom Zeleny, Chief Deputy City Attorney and Rania Amen, Assistant Director.*

**2. Non-Agenda Public Comment - Rodney Fowler, President of Local 127**

- Local 127 wants to support the City's meter lid and box contract.
- We also have some concerns that the men and women we represent that do that work for the City need to have the tools to make sure they can go forward when this is all over with.
- Currently, City staff does not have the capacity to meet the number of box and lid replacements that are going around the City.
- We'd like to see some details about the number of employees the contractor plans on employing. In turn, I need a more accurate number of residents that will be served in this contract. I know the management team is working on that, but to offer my total support, I would have to see all that. We are optimistic. I am not just an employee, I am also a resident. I have been here my whole life. I want to see the City succeed and I know that the Department is working hard to get all of this resolved.

**3. Approval of Draft Minutes from Meeting of February 19, 2019**

**ACTION:** Chair Mittal asked for a motion to approve the minutes. Motion by Member Akin to approve. Second by Member Weichelt. Member Dull and Member Justus abstained. Motion passed 6 in favor, 0 opposed, 2 abstained.

**4. Chair Updates - Tiffany Mittal, Chair**

- I think it is important for IROC Members to have all the tools we need to make sure we are pushing forward with the right decision process.
- I applied for the Citizens Water Academy put on by the Water Authority. I recommend any of the IROC Members apply as well. I think it helps provide a lot more content.
- I also recently participated in the Carlsbad Desalinization Tour. It was a wonderful tour and I was really impressed with the technology of the Water Authority. I suggest we all take time to do the tours which is one of our Annual Report recommendations.
- Please complete your Form 700 by 04/02/19 to avoid the \$10 per day late penalty.

**5. Mayor and Council Staff Comments - Staff**

None.

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6. **City Staff Updates** – Rania Amen, Assistant Director

- I want to introduce Interim Assistant Director, Juan Guerreiro. He will oversee the Distributions & Collection Branch. He was the Deputy Director of the Wastewater Treatment Disposal Division, so he comes with a lot of operations background and he will be working closely with Tom Howard and Mike Rosenberg to oversee the day to day operations.
- Interim Assistant Director, Lisa Celaya, will oversee the Business Support Branch.
- We are planning on providing an update on the other organizational changes during the Water Billing Operations Improvement Project Update.

**Member Peugh** – Will PUD make the public aware of the content of the boxes and lids contract? **Ms. Amen** – Yes. As Mr. Fowler mentioned, we are working closely with him on developing the contract. This is a one-time contract for the purposes of addressing the backlog. We definitely can provide an update if the committee including the scope of the work and the timelines.

7. **Presentation: Water Billing Operations Improvement Program Update** – Rania Ament, Assistant Director and Jane Arnold Program Manager

- Total of ten City Audit Recommendations; consisting of 25 Deliverables
- PUD is on track to implement all ten City Audit Recommendations by June 2019
- City Audit Recommendations
  - #2 PUD should periodically assess the strength and effectiveness of their billing control environment.
  - #3 PUD should develop, track, and analyze employee performance metrics to increase the effectiveness of the meter reading program and reduce potential billing errors before they impact customers.
  - #4 PUD should re-evaluate meter reading routes based on the metrics identified in Recommendation 3 and determine if routes should be split, assigned to specific meter readers or reallocated based on more time or less time needed.
  - #6 PUD Customer Support Division should identify all skip codes that require a trouble entry code for every skip. Also, PUD should update their Process Narrative(PN\_0326) to align with revisions.
  - #7. PUD should facilitate stronger coordination between the Customer Support Division (CSD) and the Meter Shop to prioritize repairs and reduce the backlog of unrepaired meters that impact accurate and timely customer billing. Additionally, CSD should communicate high priority trouble code entries to the Meter Shop to expedite critical maintenance.
  - #8 PUD CSD should strengthen supervisory review of meter reader accuracy. Specifically, to facilitate a determination about whether skipping the new meters was appropriate and to facilitate remedial action for affected meters, CSD should revise the supervisor review form to include trouble code information in addition to skip code information.
  - #9 PUD CSD should review the discrepancies between the supervisor's review form and the underlying data for a sample of dates, including April 28, 2018, and take appropriate corrective action with respect to the identified employees.
- Operational Goals
  - Increase the effectiveness and efficiency of the Department.
  - Continue to achieve PUD's core mission of providing clean drinking water, recycled water and wastewater service every single day.
- New PUD organizational changes will take effect on April 20, 2019.

**Chair Mittal** – I want to make sure we understand how the Department monitors the SOPs. You mentioned that you have a KPI dashboard that you are working off. I request that you bring that back to full IROC, so we can understand that process more and make sure IROC agrees with how the progress is moving forward. Do we have a baseline that you are going off of as a way to monitor the progress going forward? Please also bring back the starting point, so we can see what it really looks like on an ongoing basis. I know you mentioned a lot of these things would happen between April – June, so I would

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definitely want to look at something as we get through summer and get into the next fiscal year. Maybe we can look at the August or September timeframe, so we have a good understanding of where we are at for making these big improvements and the progress. **Ms. Amen** – If I'm understanding you correctly, you are interested in having a presentation to walk you through all the set KPIs and then what we are trying to measure out of those KPIs. Then, maybe in September, we will have some preliminary measures on what we were doing and where we need to be as a result of those KPIs. **Chair Mittal** – Correct. **Ms. Amen** – I think this is doable and we will be happy to do that.

**Member Peugh** – On audit recommendation number 2, I think you stated there would be a monthly report. **Ms. Arnold** – There are several reports that come out of recommendation number 2. There is a re-bill report which is produced on a monthly basis and City Council receives the statistics from that report via email. **Member Peugh** – Is that periodic? **Ms. Arnold** – It is scheduled monthly. The second week of the month I believe and it is sent out to the City Council Offices for their information. **Chair Mittal** – IROC would like to get a copy of that on a monthly basis.

8. **Presentation: Water Meter Cover Replacement Program Update** – *Tom Howard, Deputy Director*

- Total of eleven Audit Recommendations
- PUD is on track to implement all eleven Audit Recommendations by April 2019
- City Audit Recommendations
  - #1 Establish productivity standards, goals, quotas, or performance targets.
  - #2 PUD should require work crews to spend additional time in the field completing service request, and formalize policies related to work schedules.
  - #5 PUD should identify or develop and use data fields in the IAM system that provide more complete and accurate information.
  - #6 PUD should research and implement the capability to attach pictures to a service request within the IAM system and standardize the Get It Done App.
  - #7 PUD should train field crews, including meter readers, on how to properly identify and report box/lid problems. Training should be made available to new hires.
  - #8 PUD should develop and distribute a pocket reference guide for field crews that refer problems to the Box and Lid Group so that field crews can more accurately diagnose problems in the field.
  - #9 PUD should develop monitoring procedures and measures.
  - #10 PUD should develop a more efficient routing procedure for box/lid replacements.

**Chair Mittal** – For the work orders that are coming in, you are comparing those with or utilizing new AMI enabled meters for meters that are currently in the backlog of work orders, so that way they are ready to be deployed with AMI? **Mr. Howard** – We are tying the AMI installed meters with the meter boxes. Yes, we are experimenting with that. We have a list where boxes and lids need to be replaced. We have a companion list from CSD for meters they want replaced. Our Planner Scheduler tries to marry those together. We are trying everything we can think of to get this faster and smarter to make fewer trips to complete the work.

**Member Peugh** – Does the box crew do the concrete as well? **Mr. Howard** – They can. We are experimenting with two approaches. They both have positives and negatives. Option 1 where a crew shows up if they need to do a saw cut; they break it out, take old box out, and put the new box in do the concrete. That will get you at the most three boxes per day per crew, but probably two. Option 2 where you have the saw cut then another crew comes behind to break out the concrete, replace the lid, and do the concrete or have a third crew do the concrete. That will give us more production, but will have us in front of a customer's house longer than we want to be. We must protect the concrete and let it cure up. You have a crew come in the next day to pull the barricades. That means you have to be on it. Last week, we replaced nine boxes and lids on Barclay. That means there were nine different locations on

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that street where it looked like a construction zone. Who wants to look at that? If you have that going into the weekend, now you have folks looking at that all weekend which is a no go in our opinion. We want to be there for the least amount of time possible. We are practicing all techniques.

**Chair Mittal** – What are the vacancies in your Division? **Mr. Howard** – About 18 people which is about 7% percent. That is the best it's been in the short time I have been here. It is really phenomenal for us. A lot our folks come in and then they will migrate to the operations side of the house. Still in water, but more on the operations side (treatment plants, pump stations, reservoirs, PR stations, etc.). We go through a couple cycles a year where we bring in new laborers. We usually do that about two times per year to do the backfill. Right now, we are in pretty good shape. **Chair Mittal** – At 7% out of how many total? **Mr. Howard** – Out of about 260.

9. **Discussion: Membership Changes to the Infrastructure & Operations Committee and Outreach & Communications Subcommittees** – *Wilson Kennedy, Supervising Management Analyst*

**ACTION:** Motion by Member Akin to be removed from the Outreach & Communication Subcommittee. Seconded by Member Dull. Motion passed unanimously 7-0.

**ACTION:** Motion by Member Peugh to add Gordon Hess to the Infrastructure & Operations Subcommittee. Seconded by Member Weichelt. Motion passed unanimously 7-0.

10. **City-10 County Water Authority Update** – *Tony Heinrichs, City-10 Representative*

Maureen Stapleton, General Manager for the County Water Authority for 23 years announced her retirement earlier this month. I am on the Executive Recruitment Committee that is going to be conducting interviews for her replacement. The Water Authority is serious about making this an open and transparent process.

11. **Subcommittee Report** – *Jim Peugh*

- Infrastructure & Operations
  - Presentation: FY 2019 Capital Improvement Program (CIP) Quarterly Update
  - Presentation: Condition Assessment for Dams & Reservoirs
  - Discussion: Midway Area Fire Hydrant Water Quality Concern

12. **Metro/JPA – Report Out** – *Jerry Jones, Metro JPA Representative*

None.

13. **Proposed Agenda Items for Upcoming IROC Meetings** – *Wilson Kennedy, Supervising Management Analyst and Tiffany Mittal, Chair*

None to add from February's meeting.

14. **IROC Members' Comments** – *IROC Members*

- Pending action items discussed during this meeting:
  - From Item 6 – PUD is working with Local 127 on the meter lids and boxes contract for the purposes of addressing the backlog. PUD will provide IROC with the scope of work and timeline for that contract.
  - From Item 7 – PUD will provide IROC with an update on Key Performance Indicators (KPIs) by September 2019.
  - From Item 7 – PUD will update IROC with the same Water Billing Operations Improvement Project Updates that are provided to Council.
  - From Item 14 – PUD will provide IROC with an update on the final decision regarding outsourcing the meter lids and boxes backlog.

15. **Meeting adjourned:** 12:11 p.m.

Minutes submitted by: Erika McNeill