

**SPECIAL MEETING AGENDA  
SAN ELIJO JOINT POWERS AUTHORITY (SEJPA)  
TUESDAY JULY 12, 2016 AT 8:30 AM  
ENCINA WATER POLLUTION CONTROL FACILITY (EWA) – BOARD MEETING ROOM  
6200 AVENIDA ENCINAS  
CARLSBAD, CALIFORNIA**

---

1. CALL TO ORDER
2. ROLL CALL
3. PLEDGE OF ALLEGIANCE
4. ORAL COMMUNICATIONS (NON-ACTION ITEM)
5. APPROVAL OF AGENDA
6. EWA – SEJPA INTEGRATION PROPOSAL

At its June 13, 2016 meeting, the Board of Directors received and filed the EWA – SEJPA Integration Proposal and authorized the General Manager to schedule a Special Board of Directors Meeting in conjunction with EWA to discuss and consider the EWA – SEJPA Integration Proposal Recommendations. With the successful implementation of employee leasing and contract collaboration with EWA, our best professional judgement is that the potential for significant cost savings exist and a phased integration approach with EWA in the most appropriate next step.

Approval of the recommendation would authorize the General Manager to work cooperatively with officials at the EWA and SEJPA General Counsel in drafting the appropriate agreement for implementing Phase I of the EWA – SEJPA Integration Proposal.

Recommendation:

1. Authorize the General Manager to work cooperatively with EWA officials and General Counsel to draft the appropriate agreement for Phase I Implementation of the EWA - SEJPA Integration Proposal; and
2. Discuss and take action as appropriate.

Staff Reference: Michael Thornton, General Manager

7. ADJOURNMENT

NOTICE:

The San Elijo Joint Powers Authority's open and public meetings meet the protections and prohibitions contained in Section 202 of the Americans With Disabilities Act of 1990 (42 U.S.C Section 12132), and the federal rules and regulations adopted in implementation thereof. Any person with a disability who requires a modification or accommodation, including auxiliary aids or services, in order to participate in a public meeting of the SEJPA Board of Directors may request such modification or accommodation from Michael T. Thornton, General Manager, (760) 753-6203 ext. 72.

The agenda package and materials related to an agenda item submitted after the packet's distribution to the Board is available for public review in the lobby of the SEJPA Administrative Office during normal business hours. Agendas and minutes are available at [www.sejpa.org](http://www.sejpa.org). The SEJPA Board meetings are held on the second Monday of the month, except August.

#### AFFIDAVIT OF POSTING

I, Michael T. Thornton, Secretary of the San Elijo Joint Powers Authority, hereby certify that I posted, or have caused to be posted, a copy of the foregoing agenda in the following locations:

San Elijo Water Reclamation Facility, 2695 Manchester Avenue, Cardiff, California  
City of Encinitas, 505 South Vulcan Avenue, Encinitas, California  
City of Solana Beach, 635 South Highway 101, Solana Beach, California

The notice was posted at least 24 hours prior to the meeting, in accordance with Government Code Section 54954.2(a).

Date: July 8, 2016



---

Michael T. Thornton, P.E.  
Secretary / General Manager

SAN ELIJO JOINT POWERS AUTHORITY  
MEMORANDUM

July 12, 2016

TO: Board of Directors  
San Elijo Joint Powers Authority

FROM: General Manager

SUBJECT: ENCINA WASTEWATER AUTHORITY (EWA) – SAN ELIJO JOINT POWERS  
AUTHORITY (SEJPA) INTEGRATION PROPOSAL

RECOMMENDATION

It is recommended that the Board of Directors:

1. Authorize the General Manager to work cooperatively with EWA officials and General Counsel to draft and enter into appropriate agreements for Phase I Implementation of the EWA - SEJPA Integration Proposal; and
2. Discuss and take action as appropriate.

BACKGROUND

At its June 13, 2016 meeting, the Board of Directors received and filed the EWA – SEJPA Integration Proposal and authorized the General Manager to schedule a Special Board of Directors Meeting, in conjunction with EWA, to discuss and consider the EWA – SEJPA Integration Proposal Recommendations. With the successful implementation of employee leasing and contract collaboration with EWA, our best professional judgment is that the potential for improved organizational effectiveness and cost savings exist, and the most strategic next step is a phased integration approach with EWA.

Approval of staff's recommendation would authorize the General Manager to work cooperatively with officials at EWA and the SEJPA General Counsel to draft the appropriate agreement for implementing Phase I of the EWA – SEJPA Integration Proposal.

DISCUSSION

EWA and SEJPA are analogous high-performing organizations that protect public health and the environment. Like SEJPA, EWA operates, maintains, and administers a jointly owned wastewater treatment plant, an ocean outfall, and multiple sub-regional wastewater pumping stations. EWA's service area is approximately one hundred twenty three (123) square miles and

serves a community of about 400,000 citizens. EWA is a joint powers authority comprised of six (6) member agencies: the Cities of Carlsbad, Vista, and Encinitas, Vallecitos Water District, Buena Sanitation District and Leucadia Water District.

Working in collaboration with EWA, staff researched the feasibility of EWA – SEJPA integration and drafted a proposal outlining a recommended approach to move forward. EWA and SEJPA have demonstrated success in leveraging opportunities to reduce costs and create efficiencies. The executive leadership teams of both organizations propose an integration plan that provides key actions and corresponding benefits. The Integration Proposal is organized into three phases that clearly identify objectives and provide reasonable timelines to achieve measured success while managing risk.

The proposed first phase is integrating the management and administration of both organizations into a single, consolidated team. This would provide the benefits of streamlining administration to both organizations, while allowing each to exist independently. The focus would be on developing organizational efficiencies, improved service delivery, and capturing cost savings associated with optimized executive and administrative staffing; shared engineering, laboratory, and HR staff; and leveraged efficiencies in permitting and system operations. Additionally, staff will continue to examine opportunities to create additional savings as institutional knowledge is shared and working relationships are developed.

With the successful implementation of employee leasing and contract collaboration with EWA, our best professional judgment is that a phased integration with EWA is the most appropriate next step. Potential long-term operational and economic efficiencies exist without sacrificing the strong tradition of organizational effectiveness that characterizes both organizations. More specifically, our judgment is that the whole of a blended EWA - SEJPA may be greater than its individual elements. Both EWA and SEJPA would come into this process from a position of strength: both are high performing joint powers agencies; each possesses complimentary organizational expertise (EWA = solids, power; SEJPA = water recycling); and, both have competent and confident executive leadership, respected and productive staff, and excellent relationships with regulators.

It is therefore recommended that the Board of Directors:

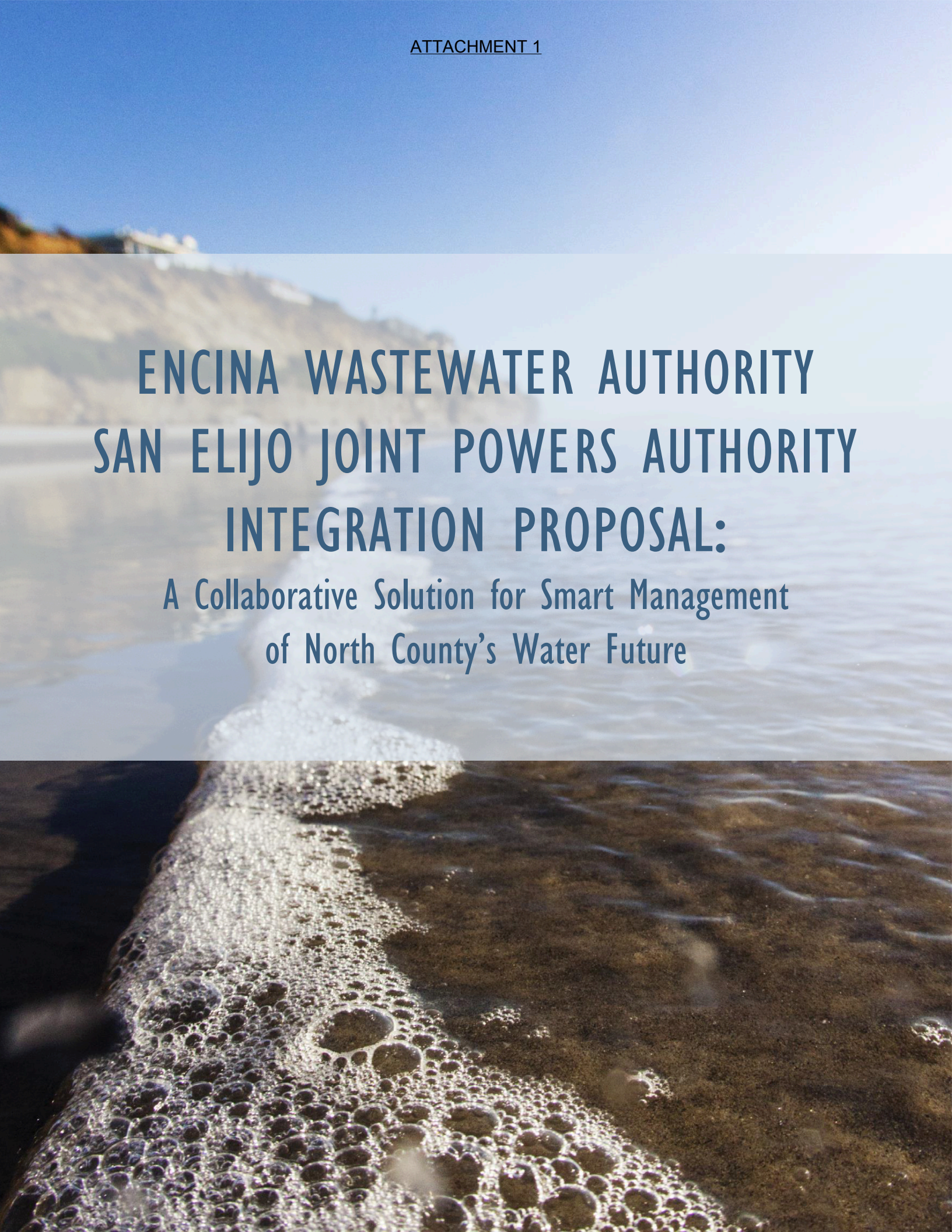
1. Authorize the General Manager to work cooperatively with EWA officials and General Counsel to draft and enter into appropriate agreements for Phase I Implementation of the EWA - SEJPA Integration Proposal; and
2. Discuss and take action as appropriate.

Respectfully submitted,



Michael T. Thornton, P.E.  
General Manager

Attachment 1: EWA – SEJPA Integration Proposal



**ENCINA WASTEWATER AUTHORITY  
SAN ELIJO JOINT POWERS AUTHORITY  
INTEGRATION PROPOSAL:**

**A Collaborative Solution for Smart Management  
of North County's Water Future**

## DELIVERING ON SYNERGIES

*Integrating the Encina Wastewater Authority (EWA) and San Elijo Joint Powers Authority (SEJPA) organizations represents innovative value creation. Member agencies will benefit from reduced costs, streamlined management and administration, and potential new revenue. North County residents will benefit from a more stable and plentiful water supply through expanded opportunities for recycled water and potable reuse.*

EWA and SEJPA are separate joint powers authorities sharing a mission to protect public health and the environment through the delivery of wastewater treatment and disposal services, water recycling, renewable energy, and other environmental services for the North County communities they serve.

Nearly 4 years ago, EWA and SEJPA boards expressed interest in exploring efficiencies and potential cost reductions through collaboration and resource sharing. Both boards directed their general managers to work together to evaluate and take prudent steps toward realizing benefits associated with resource sharing.

Since that time the following actions have been initiated:

- ▶ Resource sharing in human resource services, emergency response assistance, bulk chemical purchasing, and ocean monitoring are projected to produce savings estimated at \$100,000 in the first year. Furthermore, the risk to each agency has been low with relatively seamless integration.
- ▶ Resource sharing HR services allowed SEJPA to eliminate one administrative position and hire a treatment operator. The more effective use of labor funds provided needed operational staff at a net savings.
- ▶ Ongoing meetings between the organizations' executive teams have developed peer relationships and professional roles, as well as identified opportunities for collaboration and consolidation.
- ▶ Ongoing efforts have built familiarity, trust, and accountability between EWA and SEJPA staff, laying a foundation for further success.



With this record of successful collaboration, we believe the organizations are well positioned to move forward with further integration to capture greater cost savings, maximize administrative efficiencies, manage succession planning, and increase the depth of resources available to both agencies.

## BENEFITS TO MEMBER AGENCIES & RESIDENTS

The driving forces to further integrate EWA and SEJPA are cost reduction, streamlined administration and operations, and increased water recovery and reuse efforts. With their substantial operational similarities, an integrated EWA–SEJPA offers the following advantages:

**Saving money through economies of scale.** Bulk purchases and contracting by the agencies of ferric chloride, sodium hypochlorite, and ocean monitoring are estimated to save nearly \$38,000 per year. The agencies believe joint purchasing can be extended to other supplies and service contracts, further expanding savings.

**Increasing North County’s water supply.** EWA and SEJPA operate water reclamation facilities with capacity of 5 million gallons a day and 3 million gallons a day, respectively. The North San Diego County Regional Recycled Water Project describes opportunities for both recycled water and potable reuse that can be served by EWA and SEJPA. Collaboration on future recycled water projects could provide cost savings and efficiencies beyond that which either EWA or SEJPA could obtain on its own. Additionally, an integrated EWA–SEJPA would be better positioned to pursue potable reuse, which has substantially greater technical and managerial requirements for success.



**Increasing member agency revenue.** Water resource recovery and reuse opportunities through an EWA–SEJPA alliance is substantial and could create a multimillion dollar revenue stream, which could produce dividends to the participating member agencies. Furthermore, scaling up the size of projects often increases the return on investment, thereby lowering the cost of service to ratepayers.

**Leveraging EWA’s biosolids leadership.** EWA has invested significantly to become an industry leader with its Pure Green program offering Class A biosolids used locally as fertilizer, sold commercially, and used as a fuel source for industry. Opportunities for SEJPA to partner in this program could provide operational cost savings, generate revenue from SEJPA to EWA for system use, and allow the SEJPA to discontinue hauling Class B biosolids to Arizona. There is concern within the wastewater industry that delivering Class B biosolids to Arizona could have a limited future.

**Increasing biogas production for renewable energy.** EWA operates a biogas-fueled renewable energy power plant. Opportunities may be available to convey SEJPA’s primary sludge to EWA for processing to increase biogas production and create more renewable energy. Such an approach would eliminate the need for millions of dollars in future solid handling improvements at the San Elijo Water Reclamation Facility.



# PROPOSED INTEGRATION APPROACH

EWA and SEJPA have demonstrated success in leveraging opportunities to reduce costs and create efficiencies. The executive leadership teams of both agencies propose an integration plan that provides key actions and corresponding benefits. The plan is segregated into three phases.

## PHASE I

- Key Goals: *Integrated Management Team (non-permanent)*  
*Consolidated Administration of EWA & SEJPA*
- Timeframe: *1-18 Months*
- Cost Savings Goal: *\$400,000*

### Net Projected Value Creation



Creating an integrated management team to administer both EWA and SEJPA would provide the benefits of consolidated and streamlined administration to both organizations, while allowing each to exist independently. The focus would be on capturing cost savings associated with reduced administrative labor; shared engineering, laboratory, and HR staff; and leveraged efficiencies in permitting and system operations. Additionally, staff will continue to examine opportunities to create further savings associated with “bundling” service and supply contracts.

This proposal includes hosting the “integrated” management team at EWA’s Administrative Building. Locating the management team at one site will maximize working relationships between team members and provide a path for the full potential of this proposal to be realized. Furthermore, consolidating management at EWA may reduce building space needs for the SEJPA, thereby potentially reducing future capital building expenditures. For EWA, this can allow the SEJPA to lease space in the existing EWA Administrative Building, creating new revenues for EWA and its member agencies.

The plan includes quarterly meetings with both Boards to review progress, milestones, and performance. Off-ramps will be provided to both EWA and SEJPA to “unwind” the team and return to existing management practices, if requested.

The financial goal of Phase I is a net value creation of \$400,000 through reduced staffing, administration streamlining and bulk purchasing, with an 18-month timeframe.





# PHASE II

Key Goals: *Integrated Management Team (permanent)*  
*Integration of Financial and Accounting Systems*  
*Laboratory Consolidation*  
*Regional Infrastructure Planning*

Timeframe: *18-60 Months*

Cost Savings Goal: *\$2,000,000*

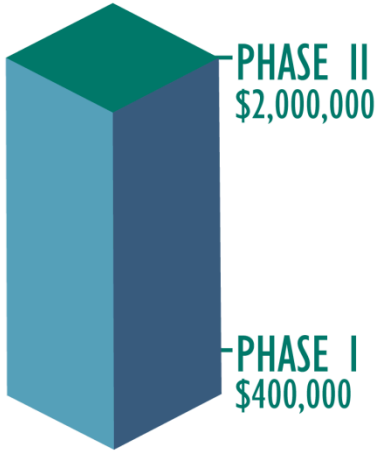
Upon the successful integration of the management team, EWA and SEJPA Boards may desire to pursue greater agency integration. Creating a permanently integrated management team is likely the first step. This can allow the SEJPA to capture financial benefits of constructing a smaller operations building and provide an opportunity for the SEJPA to “buy into” EWA’s Administration Building. It is anticipated that this could be financially advantageous for both EWA and SEJPA.

During Phase II, further streamlining and cost savings are anticipated to be achieved in the areas of Operations, Engineering, and Administration. This may include consolidating laboratories, integrating financial and accounting systems, and developing regional infrastructure solutions.

Regional infrastructure solutions will likely provide substantial benefits to EWA, SEJPA and the collective communities served. The integrated team will focus on better utilization of existing and future infrastructure; developing new possibilities with recycled water and potable reuse; opportunities for food waste digestion, Class A biosolids, and energy recovery and reuse. Both EWA and SEJPA strive to developing “regional” solutions to provide the greatest value to North County and produce the best return on investment for the public.

The financial goal of Phase II is a net value creation of \$2,000,000, with a 42-month timeframe.

## Net Projected Value Creation



*“Regional infrastructure solutions will likely provide substantial benefits to EWA, SEJPA and the collective communities served.”*

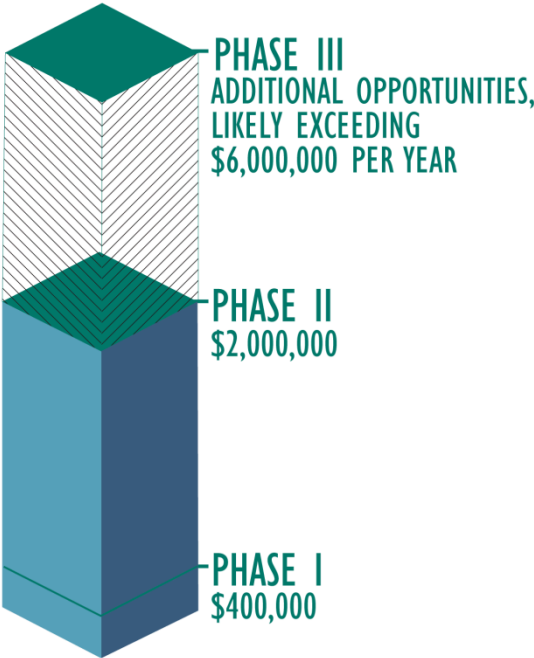


# PHASE III

- Key Goals: *Optimization of Asset Utilization*  
*Regional Recycled Water & Potable Use*  
*Regional Biosolids Solutions*
- Timeframe: *60+ Months*
- Cost Savings Goal: *TBD*
- Revenue Goal: *TBD*

Phase III will focus on implementing the highest rated Regional Infrastructure solutions. This will likely involve projects that leverage capital infrastructure investments between EWA and SEJPA, as well as the individual member agencies, to provide maximum benefits at the lowest possible cost. These areas may include joint planning, system interconnection, expanded resource recovery and reuse, and optimization of asset utilization. Clarity on these opportunities will be gained as regional projects are assessed by EWA-SEJPA. However, to quantify the potential value of such opportunities, revenue from a 4 MGD potable reuse project will likely exceed \$6 million per year. Creating revenues from water reuse or other efforts will be essential to developing the financial basis for the investment of public funding. The intent of creating revenue streams from resource recovery is to provide long-term financial sustainability to EWA-SEJPA.

## Net Projected Value Creation



# MANAGING RISK

As with any business proposal, there is the potential for both gains and losses. EWA and SEJPA management have identified potential risks and have developed risk-mitigation measures. Emphasis will be placed on clear communication within the new management team, between the organizations, and with the Board of Directors of both EWA and SEJPA. This is to ensure common objectives are communicated, understood and achieved. Furthermore, the integration proposal provides a three-phase plan that staggers key milestones, provides for ongoing deliverables, and uses a step-wise approach to implement integration. This allows for progress and success to be measured, and the pace of integration can be controlled at the Board level. The executive leadership team understands that effective utility management cannot be compromised and that exceptional operating service must be maintained.

*“We further recommend that integration planning keep the integrity of both agency governance structures separate and distinct to preserve asset ownership, voting rights, and debt.”*

We further recommend that integration planning keep the integrity of both agency governance structures separate and distinct to preserve asset ownership, voting rights, and debt. This allows the integration proposal to move forward without creating complexities with existing governance and asset ownership.

Furthermore, the integration plan will include quarterly meetings with both Boards to review progress, milestones, and performance. Specific off-ramps will be clearly outline in the event policy makers choose to pivot back to original organizational structures.

## CONCLUSION

Merging any two organizations is a complex transaction filled with risk and reward. Nearly 4 years of due diligence and measured efforts in resource and knowledge sharing have positioned EWA and SEJPA for success in full organizational blending.

Moving forward in a structured and disciplined approach with clear strategic objectives, comprehensive due diligence, detailed integration planning, and a strong focus on creating and capturing value can result in a win for member agencies and rate payers through reduced costs and operational risk. The strategy that we are presenting includes the first step of a single-integrated management team to administer both EWA and SEJPA. The plan includes quarterly meetings with both Boards to review progress, milestones, and performance. Off-ramps will be provided to both EWA and SEJPA to “unwind” the team and to return to existing management practices. The financial goal for Phase I is to produce \$400,000 in cost savings in 18 months.

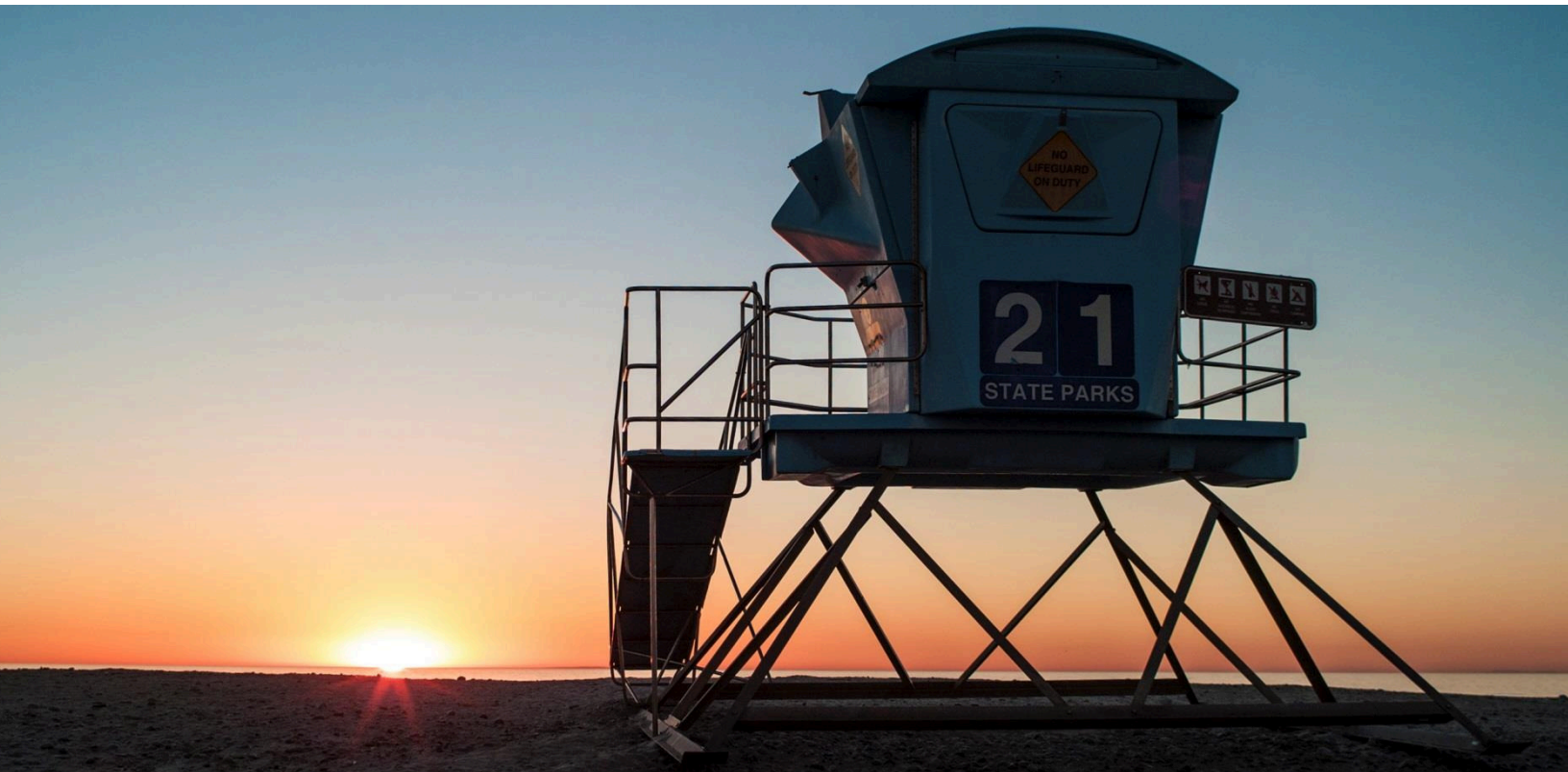
Upon demonstrated success, EWA and SEJPA Boards can consider moving into Phase II of the integration plan. Phase II builds upon gained successes, memorializes the integrated management team, examines opportunities for further streamlining of operation and administration, and provides potential capital savings. Phase II (42 months) has a financial saving goal of \$2 million, but actual savings could be greater. Phase III, which is scheduled to launch at month 60, expands into the opportunities of increased asset utilization, system interconnection, recycled water and potable reuse, and other revenue-creating possibilities. The value creation associated with a regional water reuse project or other regional service project could be substantial. Leveraging the intellectual knowledge of EWA staff in the areas of Class A biosolids, FOG digestion, and renewable energy; coupled with the intellectual knowledge of SEJPA staff in recycled water and potable reuse, provides the leadership and knowledge required for success.





# SUPPLEMENTARY APPENDIX





## EXECUTIVE TEAM

### MICHAEL F. STEINLICHT

Appointed General Manager on March 1, 2016, Michael F. Steinlicht joined the Encina team in 1992 and has served on Encina's Executive Leadership Team since 2001. Mr. Steinlicht was appointed Assistant General Manager in June of 2009 providing executive oversight to Encina's Operations, Environmental Compliance, General Services, Engineering, and Financial & Administration programs. In 2012, Mr. Steinlicht was appointed an Officer of the Encina Board of Directors and serves as Treasurer and Auditor. Prior to this appointment, Mr. Steinlicht served as Director of General Services with executive leadership roles in Encina's Capital Improvement Program, Maintenance & Fleet Management, Information Systems, Purchasing & Inventory Control, and Asset Management. Prior to Encina, Mr. Steinlicht worked in plant operations for the banking industry and began his career in the United States Navy. Mr. Steinlicht holds a bachelor of science in business administration and attended Post-Graduate Studies in Executive Education at the Kenan-Flagler Business School, University of North Carolina-Chapel Hill.



## MICHAEL T. THORNTON, PE

Mr. Thornton joined the San Elijo Joint Powers Authority (SEJPA) management team in October 2000 and was appointed by the Board of Director as General Manager in December 2002. He provides leadership in the management of the agency, execution of policies, and development of strategic planning. Mr. Thornton serves as the agency's chief executive officer and oversees the day-to-day operations of all departments. His duties include responsibility for the planning, engineering, financing, and management of the wastewater and recycled water utilities.



Mr. Thornton earned his bachelor's degree in civil engineering from San Diego State University and he is a licensed civil engineer in the state of California (No. C056969). He has more than 20 years of combined engineering and management experience, covering both the public and private sectors, focusing primarily on wastewater and recycled water infrastructure. He currently serves on the Board of Trustees for WateReuse California, the Board of Directors for the Southern California Alliance of Publicly Owned Treatment Works, and the Industry Advisory Board for the Environmental Engineering Program at San Diego State University.

Professional affiliations include the Water Environment Foundation, California Association of Sanitation Agencies, and American Society of Civil Engineers.

## CHRISTOPHER A. TREES, PE

Mr. Trees joined the SEJPA management team in November 2009. As the Director of Operations, he is responsible for supporting the General Manager in carrying out directives of the Board of Directors, overseeing operation of the wastewater treatment plant, eight remote pump stations, advanced water purification system, ocean outfall, laboratory, and the recycled water distribution system. He is also responsible for planning and implementation of Capital Projects associated with these facilities.



Mr. Trees has 28 years of engineering and management experience in public and private companies and government agencies holding positions ranging from Project Engineer to General Manager. Mr. Trees earned his bachelor's degree in mechanical engineering from Purdue University, he is a Registered Mechanical Engineer in California (license No. M29095), and holds inactive registrations as a Professional Engineer in Oregon and Washington. He currently serves as President of the Board of the San Diego Chapter of WateReuse.

## DEBBIE ALLEN

Debbie Allen joined the Encina team in 2012 as the Human Resources Manager. Prior to Encina, she served in HR leadership roles at Palomar College, Prairie State College (Chicago), and CAMP, Inc., a public/private hybrid manufacturing consulting organization (Cleveland). Ms. Allen earned a bachelor of arts in English from Miami University and a master of labor relations and human resources from Cleveland State University.



## DEBRA BIGGS

Debra Biggs joined the Encina team in 2000 and has served on Encina's Executive Leadership Team since 2006. Ms. Biggs was appointed Director of Operations in 2012 providing executive oversight for operation of the Encina Water Pollution Control Facility, the Carlsbad Water Recycling Facility and four remote pump stations. Prior to that, she served as Director of Environmental Compliance with responsibility for the Source Control Program, laboratory operations, safety, and the Biosolids Environmental Management System Program. Before joining Encina, Ms. Biggs worked eight years for the City of San Diego Wastewater Utilities Department.

Ms. Biggs holds a bachelor of science in chemistry and certified public manager certification.



## DOUGLAS J. CAMPBELL

Douglas J. Campbell joined the Encina team in 1991 and has served on Encina's executive leadership team since 2012. Mr. Campbell was appointed Director of Environmental Compliance in July of 2012 providing executive oversight to Encina's Laboratory, Source Control and Safety programs. Prior to this appointment, Mr. Campbell served as the Laboratory Manager since 2004 where he was responsible for the Flow Metering and Revenue programs with his major contribution being the implementation of a Laboratory Information Management System. From 1991 to 2004 Mr. Campbell worked as a chemist for the authority. Prior to Encina, Mr. Campbell worked as a Biological Technician for the National Oceanographic and Atmospheric Administration fisheries programs. Mr. Campbell holds a bachelor of arts in environmental science emphasizing in aquatic biology.





## GARRY J. PARKER

Garry began his career at Encina in May of 2003 as an Electrical Instrumentation Specialist. Garry has served as the Systems Manager and now is the Director of General Services at Encina Wastewater Authority in Carlsbad, California. Garry is responsible for all mechanical maintenance, Information Technology as well as Automation (SCADA), Electrical, and the instrumentation needs for the agency. His educational achievements include an associate degree in water/wastewater technology from San Diego Mesa College, a bachelor of arts in management, and a master of business administration from Webster University. He is a member of the Water Environment Federation (WEF). Garry has been certified through the California Water Environment Association (CWEA) and holds a Grade IV Plant Maintenance Technologist Certification and a Grade III Electrical Instrumentation Technologist Certification. Garry has held board positions for the CWEA at both the San Diego Section and California State level. He is currently President-Elect and slated to be President of CWEA in April of 2016.



## KIRSTEN PLONKA

Kirsten joined the Encina team in 2016 as the Director of Engineering. Prior to Encina, Kirsten served as the Utilities Engineering Manager for the City of Carlsbad and as District Engineer for Rainbow Municipal Water District. She holds a bachelor of science in Civil Engineering from Cal Poly, San Luis Obispo and is a registered Professional Engineer in the State of California.



## LEEANN WARCHOL

LeeAnn Warchol joined the Encina team in 2004 and has served on Encina's executive leadership team since 2009. Mrs. Warchol was appointed Administrative Services Manager in March of 2012 providing leadership and oversight to the Financial and Administrative functions. Prior to this appointment, Mrs. Warchol served as Management Analyst and Purchasing Specialist. Prior to Encina, Mrs. Warchol worked in the purchasing field at a Supervisory Control and Data Acquisitions (SCADA) firm located in Kearny Mesa, California. Mrs. Warchol holds a bachelor of science in applied arts and sciences in business administration.



## PAUL F. KINKEL, CPA

Mr. Kinkel joined the SEJPA management team in July 2013. As the Director of Finance and Administration, he is responsible for supporting the General Manager in carrying out directives of the Board of Directors, developing and administering programs related to the SEJPA's provision of services, general accounting activities including, payroll, accounts payable, purchasing, expenditure control, budget and year end audit, contract administration, human resources including recruitment, classification and compensation, benefits and supporting labor relations, management information systems, document control including record keeping and Board Policies and Administrative procedures.

Mr. Kinkel has 27 years of accounting, financial and management experience in public accounting, private company, public company and government holding positions of controller, finance manager, director of finance, chief financial officer and vice president of finance. He is an inactive certified public accountant (license #56274, 1990) and a graduate of San Diego State University (1987).



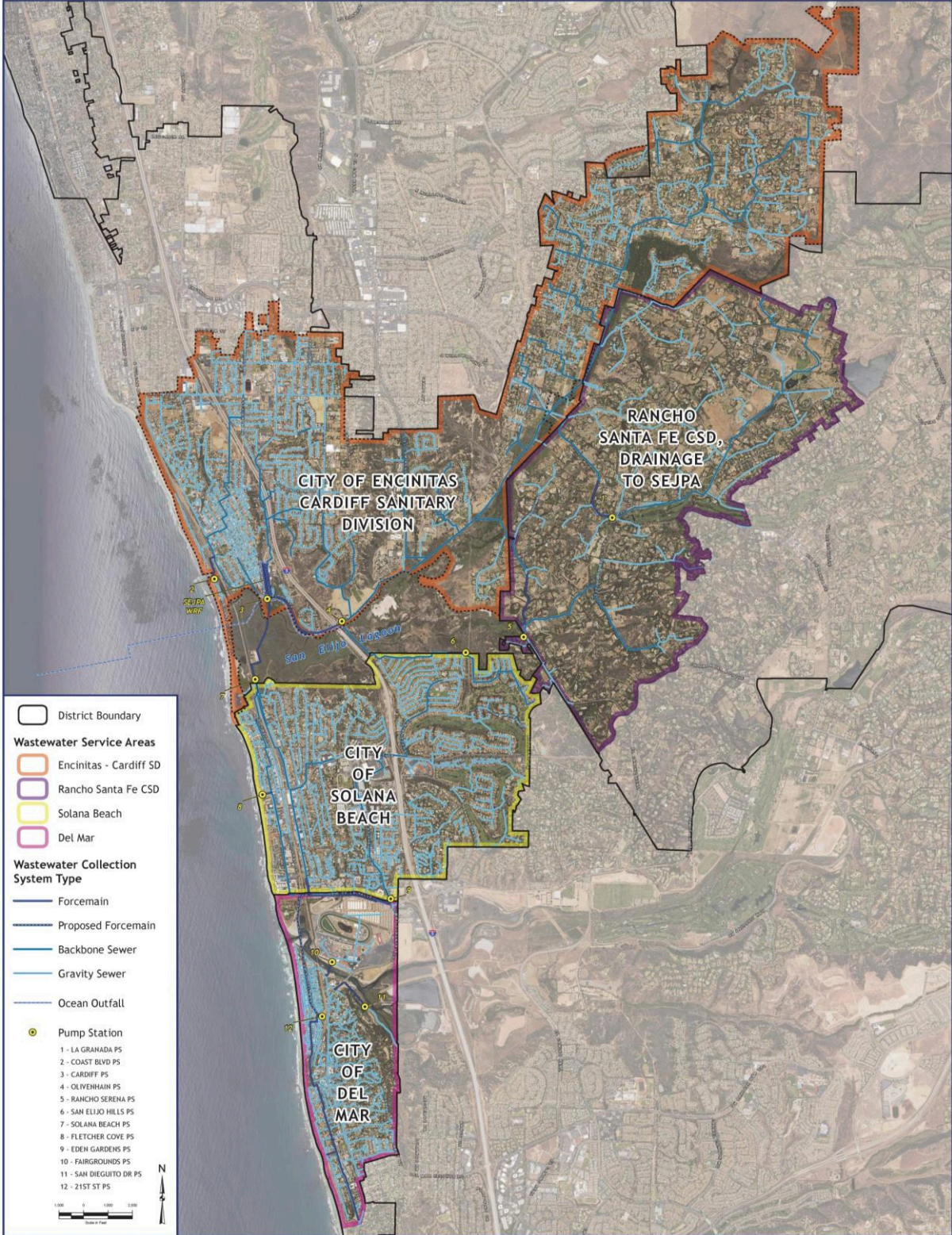
# AGENCY COMPARISON AT A GLANCE

	SEJPA	EWA
Agency Structure	Joint Powers Authority	Joint Powers Authority
Bidding Required	Yes	No
No. of Member Agencies	2	6
Operating Budget (FY2016-17) excluding debt	\$7.7 million	\$15.0 million
Capital Budget (FY2016-17)	\$1.7 million	\$13.1 million
Recycled Water Revenue	\$2.8 million	\$0.88 million
Annual Debt Service Payment**	\$2.5 million	N/A
Capital Asset Value at Cost (FY 2014-15 Audit)	\$69.4 million	\$244.6 million
Accumulated Depreciation	\$29.7 million	\$134.7 million
Debt Service to Revenue Ratio	31.7%	N/A
Debt Service to Assets Ratio	4.6%	N/A
Re-Investment Ratio	4.4%	10.6%
Depreciation Ratio	43.4%	55.1%
Number of Employees	20	68
OPEB Unfunded Liability	\$137,538	\$307,469
OPEB UAAL / EE	\$6,877	\$4,522
WW Treatment Capacity/Average Flow (MGD)	5.25/2.84	43.30/21.10
Operates Recycled Water Distribution Facilities	Yes	Yes
Operated Water Reclamation Capacity	3.0 MGD	5.0 MGD
Operates Ocean Outfall	Yes	Yes
Non-Point Source Control Program	No	Yes
Daily Power Production Capacity	N/A	3.0 MW
No. of Remote Facilities / Programs Operated	17	5

\*\* Majority of SEJPA debt is scheduled to be retired in 2020.



# SEJPA SANITARY SEWER SERVICE AREA



# ENCINA WASTEWATER AUTHORITY SERVICE AREA

