

**APPENDIX A**  
**Project Charter**

Procurement Sensitive



# **CITY OF SAN DIEGO**

## **MWWD REENGINEERING TEAM CHARTER**

### **Project Name:**

Metropolitan Wastewater Department (MWWD) Reengineering

### **Sponsor:**

Rich Haas, Deputy Chief of Public Works

### **Steering Committee:**

The Reengineering Steering Committee is chaired by Scott Tulloch, MWWD Director, and composed of the MWWD Management Team and membership from the City Attorney, Chief Financial Officer and Labor Organizations.

### **1. Project Need / Background:**

The MWWD mission is, “To provide the public with a safe, efficient, and cost-effective regional sewer system and manage urban runoff to protect the environment, supplement our limited water supply, and meet regulatory standards.” MWWD is responsible for the Storm Water Pollution Prevention Program and its role in managing urban runoff.

The MWWD is executing a comprehensive, multi-year strategy designed to systematically assess and continually improve Department operations. Past and ongoing MWWD optimization actions are part of a planned sequence, with initial focus on field operations and more recent attention to key support functions. The next phase (through FY 2007) will be a major effort to update and apply “best of class” operating metrics and practices for support and operations of the following functions:

- operating and maintaining the City-owned regional wastewater treatment system (including the Point Loma Wastewater Treatment Plant, the South Bay and North City Water Reclamation Plants, and the Metro Biosolids Center);
- operating and maintaining the wastewater collection system of approximately 3,000 miles of pipeline and over 80 pumping stations;
- environmental monitoring and technical services associated with MWWD operations;
- managing the Stormwater Pollution Prevention Program.

This work will be accomplished in concert with examining and reengineering the overall Departmental structure and cross-functional processes. Potential synergies between separate functional areas will be identified and exploited in order to minimize inefficiencies from organizational “siloing.” These efforts will be accomplished utilizing knowledge gained to date and in coordination with other City-wide process improvement efforts. This extensive

reengineering of the MWWD as a whole will provide competitive benchmarks; provide reengineering processes required to attain future productivity gains in line with these benchmarks; and design successor processes, terms, and conditions for the existing Public Contract Operations (Bid-to-Goal) Agreements.

## **2. Project Statement:**

Commission teams to investigate relevant process benchmarks and study reengineering opportunities for processes and organizational structures required to accomplish the MWWD mission; deliver a draft report containing findings and recommendations to the Sponsor not later than December 29, 2006.

## **3. Project Objectives:** *At the end of this project we will have:*

- a. Created a comprehensive list of authorizing documents, performance metrics (baseline data and benchmarks), and internal/external stakeholder requirements.
- b. Compared current practices and levels of service to the required/desired levels.
- c. Conducted a Peer Review (review of practices by representatives of high performing utilities).
- d. Identified opportunities to reengineer, incorporating the assessment of right sized service levels and budgets, and projecting results for at least five future years.
- e. Developed a successor proposal for the ongoing Public Contract Operations (Bid-to-Goal) Agreements that will provide the framework for the overall MWWD organization to perform at a competitive level using appropriate performance standards and incentives.

## **4. Project Measures:** *These objectives will be realized when:*

The MWWD Reengineering Team and all individual sub-teams have completed assignments resulting in delivery of the draft MWWD Reengineering Report containing findings and recommendations to the Sponsor.

## **5. Constraints and Assumptions:**

- a. Other related City reengineering projects (Contracts, Human Relations, Information Technology, Administration, Engineering, Fleet Maintenance, Construction Management, Facilities Maintenance, etc.) will impact the ability of MWWD to accomplish its mission optimally. While these efforts are effectively out of the scope of the MWWD effort, their results and pace of implementation are critical to the success of this project.
- b. Positive participation in and acceptance of this project by such major stakeholders as the labor organizations, the Participating Agencies, the Public Utilities Advisory Commission (PUAC), etc. are essential for the success of this project.

## **6. Project Milestones/Deliverables:**

- a. Study and Draft Report will be completed and delivered to the project Sponsor not later than December 29, 2006.

- b. The Report will be finalized as soon as practicable thereafter, depending upon discussions and feedback from the Deputy Chief of Public Works (program Sponsor) and such additional City executives as he deems appropriate.
- c. As the two existing MWWD Public Contract Operations (Bid-to-Goal) Agreements have terms ending on June 30, 2007, any actions relevant to successor agreements as a result of this reengineering effort must be completed prior to that date. Such actions may include meet and confer on select items with labor organizations, presentations to oversight groups (such as the PUAC, the Metro Commission, Council Committee(s), City Council), and ratification of final agreements.

## **7. Resource Requirements:**

Team Rosters are provided as an attachment.

## **8. Responsibility Assignments:**

Steering Committee:

1. Scott Tulloch, Director, MWWD
2. Robert Ferrier, Assistant Director, MWWD
3. Alan Watkins, Department Information Officer
4. Margaret Wyatt, Organizational Development, MWWD
5. Ann Sasaki, Deputy Director of Engineering and Program Management (EPM) Division
6. Alan Langworthy, Deputy Director of Environmental Monitoring and Technical Services (EMTS) Division
7. Stan Griffith, Assistant Deputy Director of EMTS Division
8. Joe Harris, Deputy Director of Information and Organizational Support (IOS) Division
9. Lori Vereker, Deputy Director of Operations and Maintenance (O&M) Division
10. Jesse Pagliaro, Assistant Deputy Director of O&M Division
11. Darlene Morrow-Truver, Deputy Director of Services and Contracts (S&C) Division
12. Chris Zirkle, Deputy Director of Storm Water Pollution Prevention (SWPP) Division
13. Christopher Toth, Deputy Director of Wastewater Collection (WWC) Division
14. Bill Denhart, Assistant Deputy Director of WWC Division

## **9. Other Stakeholders:**

- MWWD Employees
- Labor Organizations
- Ratepayers
- Public Utilities Advisory Commission
- Metro Commission and Participating Agencies
- Environmental Organizations
- Regulators
- Internal City Stakeholders

**10. Limitations and Potential Problems:**

- Project scope exclusions are listed under #5, Constraints and Assumptions.
- As the first nationwide effort to adapt the Bid-to-Goal process and Public Contract Agreement framework to an entire utility (including all support and operating functions) there will likely be ground breaking recommendations concerning such areas as performance management systems. Accordingly, there may be some level of meet and confer and ratification by City Council and the labor organizations.

**11. Project Charter Approval:**

I acknowledge that the process described herein to reengineer City of San Diego Metropolitan Wastewater Department processes and procedures provides a reasonable approach for project development.

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Richard Haas  
Deputy Chief of Public Works  
Project Sponsor

Date

## MWWD BUSINESS PROCESS REENGINEERING TEAMS

### ENVIRONMENTAL MONITORING AND TECHNICAL SERVICES BPR TEAM

SPONSORS: ALAN LANGWORTHY & STAN GRIFFITH

1. Dave Flesh
2. Ric Amador
3. Aaron Russell
4. Laila Othman
5. Tim Stebbins
6. David James
7. Steve Meyer
8. Doug Campbell
9. Armando Villarino
10. David Dobbs
11. Barbara Sharatz
12. J. Armando Martinez
13. Larry Wasserman

### OPERATIONS AND MAINTENANCE BPR TEAM

SPONSORS: LORI VEREKER & JESSE PAGLIARO

1. David Huntamer
2. Ron Wiggins
3. Carlos Nunez / Tim Labadie
4. Pamela Galan
5. John Quigley
6. Jeff Williams / Anthony Gardner
7. Mitch Dornfeld
8. Brian Wade
9. Gary Hiatt / Maria LeSire
10. Ron Sight
11. Carol Manson-Aldridge
12. Robert Abeyta
13. Marcos Ruiz
14. Randy Weaver

### STORMWATER POLLUTION PREVENTION BPR TEAM

SPONSOR: CHRIS ZIRKLE

1. Martha Buelna
2. Tracy Mangum
3. Louisa Oliva
4. Maria Miller
5. David Kirk
6. Tony Evans
7. Anita Koyama
8. Karen Maillet

9. Corky Patterson
10. Tracy Van
11. Deborah Castillo
12. Ruth Kolb
13. Andre Sonksen
14. Jessica Erickson
15. Drew Kleis
16. Daniel Lottermoser
17. Ulysses Panganiban

#### SUPPORT SERVICES BPR TEAM

SPONSORS: DARLENE MORROW-TRUVER, ANN SASAKI, JOE HARRIS & ALAN WATKINS

1. Tamra Middlecamp
2. Ana Osante
3. Teresa DiPrima
4. Heather Jennings
5. Monica Smith
6. James Becker
7. Heather Lade
8. James Feathers
9. Patty Jordan
10. Tom Gibson
11. Tom Alspaugh
12. Pete Wong
13. Leigh Ann Derbawka
14. Stuart Seymour
15. Akram Bassyouni

#### WASTEWATER COLLECTION BPR TEAM

SPONSORS: CHRIS TOTH & BILL DENHART

1. Mike Bedard
2. Leroy Davis
3. Rick Donahue
4. Kevin Gensler
5. Sue Reynolds
6. Isam Hireish
7. Bob York
8. Mike Giehl
9. Larry Sherry
10. Mike Dawson
11. Richard Burton
12. Gonzalo Gonzalez
13. Bob Gatavaski
14. Craig Brewster