

The Vector Management staff is certified by the State of California Department of Health Services' Vector Borne Disease Section (CADHS-VBDS), to handle and apply chemical and biological pesticides for the prevention and control of disease carrying insects.

The Vector Management Laboratory is responsible for providing all Wastewater, Water Reclamation facilities, and supporting Pump Stations within MWW with a Vector Surveillance and Control Plan.

These plans consist of designing strategies to provide surveillance, control and prevention of insects and other animals. These strategies incorporate Integrated Pest Management (IPM) techniques, engineering modifications; Best Management Practices (BMPs), water management and staff education of vector issues.

The strategies are implemented to provide Plant Operations with a safe and insect free working environment, in addition to remove or exclude aquatic insect populations that negatively impact the treatment processes.

In addition, the Vector Management group utilizes Biological Monitoring (Bioassessment), to evaluate water quality in creeks and streams. Biomonitoring uses a biological entity as a detector and its response as a measure, to determine environmental conditions. Bioassessment is an evaluation of the biological condition of a water body that uses biological surveys and other direct measurements of the resident benthic macro invertebrate populations in surface waters. Bioassessment integrates water quality over time.

Environmental surveys are conducted after treatment plant or pump-station spills to determine if adverse impact has occurred. Where necessary, Vector Management conducts Biological Assessment to evaluate biological health of streams and creeks by monitoring Benthic Macroinvertebrate communities. A bioassessment study is being conducted at Chicarita Creek as per contract and funding by the California Department of Fish & Game.

### ***Services Offered By Vector Management***

Professional Entomological expertise in the areas of Vector Control, such as:

1. Nuisance Flies (scabies, gastrointestinal diseases, eye infections)
2. Mosquitoes (Western Equine Encephalitis, St. Louis encephalitis, West Nile Virus)
3. Africanized Honey Bees (AHB)
4. Red Imported Fire Ants (RIFA)
5. Rodent Control (Hantavirus)
6. Spill investigations to determine environmental impact or lack thereof
7. Professional Level Biological Assessment of streams in the Watershed to assess the health of biological communities and water quality
8. Liaison with the San Diego County's Department of Environmental Health-Vector Surveillance and Control Division, and the CADHS-VBDS on vector borne related issues
9. We are the point of contact for other City of San Diego's Departments, in order to assist and advise them with their Vector issues.
10. Shared relationship with the County for mosquito control in certain storm drains and the monthly aerial treatment of large water bodies owned by the City of San Diego.

The Vector Management staff regularly present at the seminars of the Southern California Vector Education Cooperative. The SCVEC provides Continuing Education Units for those that hold the CADHS certification to handle and apply pesticides.

BASIC SERVICE REQUIREMENT	PURPOSE	PERFORMANCE LEVEL OF SERVICE
<b>Routine Sampling and Monitoring</b>		
1. Point Loma Ocean Outfall NPDES Permit Monitoring	1	1,740 Ocean Samples per Year 504 Shoreline Samples per Year Resample Events: Shores: 1 Sample per Year Kelp: 1 Sample per Year
2. South Bay Ocean Outfall NPDES Permit Monitoring/International Wastewater Treatment Plant	1	1,572 Ocean Samples per Year 572 Shoreline Samples per Year Resample Events: Shore: 49 Samples per Year Ocean: 13 Samples per Year
3. North City Water Reclamation Plant (NCWRP) Permit	1, 2	730 Samples per Year
4. South Bay Water Reclamation Plant (SBWRP) Permit	1, 2	730 Samples per Year
5. Spill Monitoring and Investigation	1, 2	Staff on-call 24 hours per day, 7 days per week; immediately organize and coordinate response to reported sewage seepages, leaks or spills; interface with County DEH to identify sample sites and coordinate follow-up sample collection regimen; conduct thorough sanitary surveys or field investigations at time of sample collection; report resulting bacteriological data to DEH in a timely manner in order to post or un-post affected recreational beaches Administrative time: 24 Hours per Year Analytical: 140 Samples per Year
6. B Street Storm Drains	2	48 Samples per Year
7. Tijuana River	5	104 Samples per Year
8. Potable Water Testing for Point Loma (PL) & Metro Biosolids Center (MBC)	2	164 Samples per Year
9. Miramar Landfill Compost and Runoff	2	17 Samples per Year
10. Point Loma Waste Water Treatment Plant Effluent	4	12 Samples per Year
11. Waste Water Collection Investigative (WWC)	2	26 Samples per Year
12. Data Entry	1, 3	520 Hours per Year
13. Reporting and Interfacing with DEH	1	15 Hours per Year
14. Consulting	1, 2	54 Hours per Year
15. Process related computer work	3	44 Hours per Year

BASIC SERVICE REQUIREMENT	PURPOSE	PERFORMANCE LEVEL OF SERVICE
16. Literature Review	1, 5	40 Hours per Year
<b>New Microbiological Procedures</b>		
1. Development of in-house microbial source tracking technique – PCR	1	Define objectives for which method is to be used; research and reference method; evaluate comparative systems; spec-out and acquisition instrumentation, equipment and materials; provide orientation and training of analysts; analyze for source and investigative applications; set aside lab space designed for specific use of PCR analyses; cost, space and labor allocation TBD
2. Development and appropriate implementation of rapid test methods for bacteriological monitoring	1	Participate in an ongoing collaborative effort with method developers, regulators and potential users to produce methods that reduce processing time to less than four hours; this is a SCCWRP coordinated effort to develop a study design rigorous enough so that methods performing well should gain regulatory acceptance by the State of California; participation includes meetings to develop study design(s), methods training and analyses of samples by senior members of participating labs; review of methods and data to determine accuracy, sensitivity, precision, robustness and transferability; cost and labor allocation TBD
3. Monitor research on virus testing techniques and standards development	1	Research reference sources; network with other academic institutions and environmental labs; attend meetings and conferences for technical updates; cost and labor allocation TBD

BASIC SERVICE REQUIREMENT	PURPOSE	PERFORMANCE LEVEL OF SERVICE
4. Analytical Capability	1	The lab maintains a readiness capability of being able to respond to unscheduled sample collection or analytical processing; the lab is set-up to collect and analyze samples at a maximum per week rate of 500 samples using the Membrane Filtration method or 400 samples using the Most Probable Number/Multiple Tube Fermentation method; Lab staff are assigned on-call status 24 hours per day, 7 days per week for sample collection and/or analytical processing; the lab is fully suited to mobilize and carry out significantly large special projects on short notice; capabilities also include timely data reporting and interpretation as well as technical support and consultation; cost and labor allocation TBD
<b>Vector Management</b>		
1. Vector Control (flies) NCWRP	2	570 Hours per Year
2. Vector Control (flies) SBWRP	2	400 Hours per Year
3. Vector Control (mosquitoes) Point Loma Wastewater Treatment Plant	2	140 Hours per Year
4. Vector Control (mosquitoes) Small Projects – Dry & Wet Weather Storm Drain Monitoring	2	75 Hours per Year
5. West Nile Virus	2	150 Hours per Year
6. Small Projects – Mosquitoes and other Vectors (SPWRP, MBC, Major Pump Stations, Small Pump Stations)	2	100 Hours per Year
7. California Department of Health Services Certification (Mandatory Continuing Education Units)	1	20 Hours per Year
8. Bioassessment – Spill Investigations – Environmental Impact	1	50 Hours per Event
9. Vector Management - Others: P.O. MRFs, Purchasing; Data, Time Cards; Professional Presentations; External & Internal Meetings; ISO 14001 Preparation and Inspection; CA-DHS & SD County Vector Control Meetings; Reports; Vehicle Upkeep; Science Fair;	1, 2, 3, 5	175 Hours per Year
<b>Special Projects and Contractual Work</b>		
1. Reference Creek	2	25 Samples per Year

BASIC SERVICE REQUIREMENT	PURPOSE	PERFORMANCE LEVEL OF SERVICE
2. Membrane Bioreactor/National Sanitation Foundation/Phage Pilot Projects	2	254 Samples per Year
3. Southern California Bight	2	238 Samples per Year
4. San Diego River	2	252 Samples per Year
5. Coastal Storm Drain Monitoring	1, 2	324 Samples per Year
6. Dry Weather Storm Drain Monitoring	1, 2	80 Samples per Year
7. Storm Water Pollution Prevention Program Investigation	1, 2	106 Samples per Year
8. Storm Water Run-off from Treatment Plants and Pump Stations	1, 2	94 Samples per Year
9. University of California San Diego/Scripps Institute of Oceanography (UCSD- SIO) Permit	2	180 Samples per Year
10. SIO Routine Dry & Wet Weather Studies	2	12 Samples per Year
11. SIO Special Studies	2	TBD
12. SIO Special Dry and Wet Weather Studies	2	560 Samples per Year
13. Chicarita Creek Analysis	1, 2	50 Hours per Year
<b>QA/QC</b>		
1. DMR-QA Study 26	1	Administrative time: 8 Hours per Year Analytical time: 5 Hours per Year
2. Environmental Laboratory Accreditation Program	1	Administrative time: 26 Hours per Year Analytical time: 5 Hours per Year
3. Prep. QA	1	182 Hours per Year
4. Analytical QA/Vitek	1	60 Hours per Year
5. Sampling QA	1	5 Hours per Year
6. Equipment QA	1	20 Hours per Year
<b>Training</b>		
1. Mandated by Law Training	1	182 Hours per Year
2. In-Service Training	1	624 Hours per Year
3. Seminar and conferences	1	104 Hours per Year
4. Competency Training	1, 3	39 Hours per Year
5. External and internal Meetings	1, 5	518 Hours per Year
6. Meetings and Preparation for special studies	1, 2	140 Hours per Year
<b>Business Support</b>		
1. Purchasing and ordering supplies	1, 3	52 Hours per Year
2. Building Maintenance	5	12 Hours per Year
3. Inventory, Ordering and Stocking	1	132 Hours per Year

BASIC SERVICE REQUIREMENT	PURPOSE	PERFORMANCE LEVEL OF SERVICE
4. Purchasing, Procurement & Purchase Orders	1	72 Hours per Year
5. Billing & invoices	5	64 Hours per Year
6. Contracts and Service Level Agreements	1, 2	36 Hours per Year
7. Permit review	1	27 Hours per Year
8. Motive equipment Maintenance	1	40 Hours per Year
<b>Administration/Human Resources</b>		
1. General Supervision	1	3,060 Hours per Year
2. Time Cards	5	209 Hours per Year
3. Committees (Safety, Vision & Values, Employee Recognition Program (ERP), Beach Water Quality Work Group)	1, 3	230 Hours per Year
4. Safety (Tailgates, Inspections, County)	1	132 Hours per Year
5. Personnel recognition ERP	5	6 Hours per Year
6. Hiring of personnel/interviews	1	40 Hours per Year
<b>Others</b>		
1. Public interfacing	5	9 Hours per Year
2. Recycling	5	150 Hours per Year
3. Tours	5	9 Hours per Year
4. ISO 14001	4	179 Hours per Year

vi. *Permits and Compliance*

The Permits and Compliance function is responsible for managing the many regulatory permits that are required to operate, maintain, and upgrade the sewerage system. Its duties include being knowledgeable about water, land, and air quality regulations, as well as what permits are required for all aspects of the system, ensuring that permit applications are completed and permits are obtained within legal time limits, tracking compliance with permit requirements, performing routine internal compliance audits, compiling and submitting regulatory reports, and renewing or closing out permits as necessary.

Examples of operating permits include the National Pollution Discharge Elimination System (NPDES) permits and the General Industrial Activities Storm Water Permits for wastewater plants' and associated pump stations' discharge water quality, the state Waste Discharge Requirements for water reclamation plants' water quality, the Air Pollution Control District, Air Resources Board, and Federal Title V permits for air quality. Wide varieties of land use permits are also required for construction activities to improve, expand, or renovate sewerage system facilities. Examples of federal, state, and regional land use permits required to construct, operate, and maintain the sewer system are issued by: the California Coastal Commission, the Army Corps of Engineers, the California Department of Fish & Game, the State Lands Commission, and the Regional Water Quality Control Board. Where there is an occurrence of non-compliance, corrective actions must be initiated.

These permits require specific actions to be taken and reports to be submitted on a monthly, quarterly, and/or annual basis in some cases. In cases where environmental monitoring is required, an assessment of monitoring results and an evaluation of compliance with standards are also required.

At any one time, EM&TS Permits and Compliance may be dealing with 500 active permits in all of these areas listed above. In so doing, they must coordinate with the staff at the appropriate regulatory agency, as well as the City operating staff at the affected facility. In this capacity, they act as a liaison between the City and the regulating agencies and as an in-house consultant, with the responsibility of ensuring that the permitting process is carried out successfully at minimum cost and disruption to the City. Additionally, this section is responsible for coordinating the City's review and comments on upcoming legislation and changes in administrative regulations at the regional, state and federal level. As a result, the City's lobbyists can most effectively represent the City's interests and address any potential new laws or other changes that may be unnecessary and costly. In conjunction with this intergovernmental function, members of the Permits and Compliance group act as a liaison with other entities in the wastewater business, by actively participating in professional organizations such as the National Association of Clean Water Agencies (NACWA), Tri-TAC, and Southern California Alliance of Publicly Owned Treatment Works (SCAP).

One additional responsibility performed by the Permits and Compliance function is to coordinate the Research and Development activities of the Department. Permits and Compliance personnel work directly with other Divisions, other departments, and research consultants to ensure that the Research and Development activities help to benefit the City of San Diego, technologically, economically, and environmentally.

BASIC SERVICE REQUIREMENT	PURPOSE	PERFORMANCE LEVEL OF SERVICE
<b>Administration</b>		
1. Hiring Of Personnel/Interview Panel-Pc	1, 2, 3, 4	60.5 hours per year
2. Oversee Contracts	2, 3	31.5 hours per year
3. Strategic Planning Committee	1, 2, 3, 4	21 hours per year
4. Legislative Analyses	1, 2, 3, 4	71 hours per year
<b>Consultant Services</b>		
1. Air Quality Consultation Services	1, 2, 3, 4	250 hours per year
2. Wastewater Consultation Services	1, 2, 3, 4	62.5 hours per year
<b>Regulatory Compliance</b>		
1. Air Quality Monitoring	1, 2, 3, 4	475 hours per year
2. NACWA/Tri-Tac/SCAP Etc Liaison	1, 2, 3, 4	625 hours per year
3. Compliance Tracking	1, 2, 3, 4	5,000 hours per year
4. Convention Center	1, 2, 4	205 hours per year
5. NCWRP Reclaimed Water Projects (BOR)	2, 4	85 hours per year
6. Permit Application/Renewal	1, 2, 3, 4	1,250 hours per year
7. Regulatory Agency Meeting	1, 2, 3, 4	450 hours per year
8. SWPPP (Storm Water) Status Report Writing	1, 2, 3, 4	210 hours per year
9. Wastewater Monitoring	1, 2, 3, 4	210 hours per year
<b>Training</b>		
1. Meetings & Conferences	1, 2, 3, 4	825 hours per year

*vii. Industrial Wastewater Control*

The City's Industrial Wastewater Control Program is a requirement of federal law. Operators of wastewater treatment plants throughout the nation are required to operate such a program. The city administers the program within the City of San Diego and within 15 Participating Agencies (PAs) tributary to the Metropolitan Sewerage System. Annual Pretreatment Compliance Inspections of the program are performed by EPA contractors and the Regional Water Quality Control Board. The core functions of the City's program include:

1. Comply with the pretreatment program requirements set forth at 40 CFR 403; perform functions in all 16 PAs:
  - Develop fact sheets for each SIU that classify federally regulated processes; document process flow, pretreatment technology in place, and wastewater flow; evaluate pretreatment to determine if sufficient; and include applicable limits.
  - Issue permits to SIUs that correctly apply federal pretreatment standards.
  - Develop and apply local limits and / or BMPs as necessary at SIUs.
  - Monitor SIU discharges to determine compliance with applicable requirements and limits.
  - Prepare and submit semi-annual and annual SIU Pretreatment Compliance Reports.
  - Identify SIU non-compliance and take enforcement action in accordance with the program's approved ERP.
  - Maintain current SIU industrial survey.
  - Require and confirm zero discharge at facilities that generate regulated wastewater and claim zero discharge; schedule surveillance monitoring, as required to confirm zero discharge.
  - Serve as a witness in court cases relating to discharges to sewer.
  - Modify City of San Diego Municipal Code as needed to implement program and work with 15 PAs to modify their authority to mirror City's authority.
  - Receive and document notifications; track compliance with notification requirements.
  - Maintain an SIU SNC rate of <15%.
  - Evaluate industries every two years to determine whether a slug plan is required; if yes, receive and review plan for compliance with minimum requirements.
  - Attend San Diego Hazardous Materials Task Force meetings and participate in investigations.
  - Annually, obtain water consumption data and perform water audit to confirm industrial flow and losses.
  - Evaluate production-based facility permit limits quarterly and amend permit if  $\geq$  20% change.
  - Print and mail self-monitoring report forms 45 days prior to report due date.
  - Receive, enter, and review self-monitoring data to determine compliance with permit limits.
2. Prevent discharges to sewer of pollutants or hydraulic loads that could be harmful to people, the sewerage system, or the environment; perform functions in all 16 PAs:



- Groundwater extraction permits, Remediation and Construction: Review and approve pretreatment technology, totalizing flow meter type, installation, and operation, and obtain approval for proposed flow rates from Collection Division.
  - Batch Discharge Authorizations: Review and approve quantity and nature of discharge, discharge point (obtain hold harmless if municipal M/H), and flow rate.
  - Investigate to determine cause and source, and eliminate or reduce problems in collection system and treatment plant.
3. Comply with special provisions of OPRA and the NPDES permit granting a waiver from secondary treatment; perform functions in all 16 PAs:
    - Evaluate local limits annually using previous 12 months data and San Diego – modified Contributory Flow Method and submit report to RWQCB and EPA Control each toxic pollutant discharged by industrial users through a limit or program that achieves secondary equivalency; evaluate annually whether additional pollutants require reduction strategies:
      - Laboratory permits with TOMP requirement (solvents)
      - Industrial Trucked Waste Permits
      - Groundwater Remediation Permits
      - Perform Reportable Quantity Evaluation of chemical list with each SIU application.
    - Develop and maintain a non-industrial source control program; evaluate annually whether additional pollutants require reduction strategies:
      - Film processor BMP (Silver)
      - Dry Cleaner BMP (Perchloroethylene)
      - Auto Repair Facility permits with sump maintenance BMP (various HMs)
      - Review Material Safety Data Sheets for chemicals proposed to be used and discharged to sewer, upon request.
    - Develop and maintain a public education program to minimize non-industrial toxic discharges.
  4. Receive, document, and investigate or refer citizen complaints in 16 PAs.
  5. Quantify, characterize, and regulate municipal and Metro (15 PAs) and industrial storm water diversion systems and prevent storm water inflow to the sewer system.
  6. Assign sewer service charge billing rates for San Diego large users (annually), SIUs (annually), and non-standard industries (at permit renewal) based on current water use audit, previous year's sampling data, and current rates; provide assignment and supporting data to Water Utilities Department Sewer Classification Group entry into CIS database.
  7. Provide data for annual flow modeling updates and periodic cost-of-service studies and customer class rate analyses in San Diego and Participating Agencies.
  8. Track and bill for unmetered flows, including extracted groundwater, well-water, sea-water, and trucked wastes. Assign billing rate and bill sewer service charges for flows in San Diego; provide flows and strength data to other 15 PAs for billing.
  9. Oversee the administration of an Oracle database to store permit and sampling data and generate sampling requests and, using SQL, develop and run program routine, ad hoc, and special reports.

10. Perform annual storm water compliance inspections at San Diego SIUs and other San Diego facilities with annual inspection frequencies and provide results and referrals to the city's Storm Water Program.
11. Generate invoices for permit fees, NOVs, and services to PAs; receive and respond to program and surcharge billing questions from permittees and the auditor's office.
12. Develop permit fees and sewer service charge rates for trucked wastes.
13. Review and comment on proposed legislation, policies, and guidance affecting sewer discharges, such as pretreatment standards and general program requirements, hazardous waste legislation and disposal requirements, and industrial storm water disposal requirements.
14. Respond to FOIA requests within required timelines, and in compliance with confidentiality requirements, including making files available for public review and copy; participates on the San Diego Hazardous Materials Task Force; responds to permit and surcharge billing questions; and performs special investigations and studies.

BASIC SERVICE REQUIREMENT	PURPOSE	PERFORMANCE LEVEL OF SERVICE
<b>1. Program Administration</b>		
Modify Municipal Code	1	As needed for program authority
Guide MC modifications at 15 other PAs	1	As needed for program authority
Work with Attorney's office and 15 PAs to update Interjurisdictional Pretreatment Agreements	1	As needed for program authority
Develop contracts to provide services to PAs, IUs	1	As needed
Develop, implement, modify program policies & procedures	1	On-going
Review and submit comments on proposed legislation affecting program	3	As needed
Prepare PCI Response	1	16
<b>2. Administer SIU Permits:</b> Permits are issued to facilities and may cover > 1 discharge point and/or outfall. Some other programs permit each discharge point. Min flow: 23 gpd / Max flow: 1,250,000 gpd / Average flow: 44,000 gpd. City uses EPA definition of SIU. Current inventory covers 7 Federal Point Source Categories, and 12 Subparts.	1	77 SIUs + 36 Zero Discharge + *25 G/W SIUs
<b>Permits</b>		
Number of Discharge Points Regulated, not including G/W	1	173
Number of Outfalls Regulated, not including G/W	1	108
Number of Permits Issued	1	43
Document Significant Phone Calls / Letters	1	68
Evaluate production-based limits quarterly and amend permit within 30 days if > 20% limit change	1	12
Number of Fact Sheets Revised	1	59
Batch Discharge Authorizations Issued	1	14

BASIC SERVICE REQUIREMENT	PURPOSE	PERFORMANCE LEVEL OF SERVICE
Issue Non-Routine Written Correspondence	1	26
Pretreatment Conference with Industry	1	9
Reportable Quantity Review	1	19
Slug Discharge Plan Received/Reviewed	1	4
TOMPs received and approved	1	25
Water Research External (Obtain from PA)	3	28
Water Research Internal	2	49
<b>Other</b>		
Participate in Annual PCI Inspections with Regulatory Oversight Agencies	1	96
FOIA File Review, External	1	1
FOIA Site Assessment, Inspector Review	1	50
Perform Plan Check/prepare memo for Development Services	1	3
Print, assemble, & mail self-monitoring report forms	3	850
<b>Inspections</b>		
Annual Storm Water Inspection + SWPPP Review	2	13
Annual Storm water inspection & form	2	30
Annual Zero Discharge Facility Inspection & report	1	36
Initial/Annual/Renewal Inspection & Report	1	77
Complaint Investigation & report	3	27
Compliance Inspection & report	1	7
Industrial Survey Inspections, Reports, and Letters	1	150
Non-routine Inspection to Confirm Changes & report	1	7
Slug Discharge Potential Evaluations Performed	1	52
<b>Enforcement</b>		
Attend Hazardous Materials Task Force Meetings	3	26 per year @ 2.5 hours ea
Compliance Order (average calculated over 6 years)	1	1
Determine Compliance IWL parameters	1	6,745
Determine Compliance SM parameters	1	5,676
Document Self-Monitoring Violations Reported	1	6
Enforcement Conference	1	4
Issue NOV with Response Tracking	1	122
Issue NOVs, no response required	1	56
Penalty Order (average calculated over 6 years)	1	2
Prosecution Support: average 2 cases per year	1	As needed
Review IWL Lab Reports	1	839
Self-Monitoring Report Review and Data Entry	1	850
Violation Sampling Events Scheduled	1	98
Witness Duty	1	As needed
<b>3. Administer Source Control Program:</b> As indicated by local limits study and OPRA toxics control provisions. BMPs include Dry cleaner, laboratory, film-processing, sump, etc.	1	1,526
<b>Permit</b>		

BASIC SERVICE REQUIREMENT	PURPOSE	PERFORMANCE LEVEL OF SERVICE
Number of Permits Issued	1	456
Batch Discharge Authorizations Issued, Permitted	1	34
BMP Certification Form Received	1	97
BMP Certification Requested, Initial	1	75
Dry Cleaner BMP Discharge Authorization Issued (4D)	1	28
Film Processor BMP Discharge Authorization Issued (2F)	1	82
General/Miscellaneous documented activities	3	57
Initial Silver Cert Submitted	1	7
Phone/Letters Summarized	3	189
Pretreatment Conference	3	0
TOMP Received & Approved	1	129
Water Research External (External)	3	123
Water Research Internal (Estimated)	3	242
Written Correspondence	3	59
<b>Inspections</b>		
BMP Verification, Site Visit	1	238
Complaint Investigation	3	11
Compliance / Violation Response Inspection	1	4
Inactivation Request: Site Visit	1	85
Industrial Survey Inspections, reports, and letters	1	223
Initial / renewal Inspection & Report	1	200
Inspect to Confirm Required Changes Made	1	13
Site Visit: SQC, Customer Req.	3	14
Storm water Inspection	2	32
Storm water Inspection - SWPPP Reviewed	2	23
<b>Enforcement</b>		
Determine Compliance IWL parameters	1	9,116
Determine Compliance SM parameters	1	2,528
Enforcement Conference	1	3
NOV with Response Tracking	1	71
NOVs, no response	1	43
Review IWL Lab Reports	1	792
Self-Monitoring Reports Reviewed and Entered	1	1,469
<b>Other</b>		
FOIA File Review, Remove confidential, make copies	1	25
FOIA Site Assessment, Inspector Review	1	750
Print, assemble, & mail self-monitoring report forms	3	910
Referral, Storm water	3	4
SQC Evaluation	3	29
<b>4. Administer Trucked Waste Permits: Domestic permits issued for 1 year; industrial permits issued per job; 50.6 MG per year domestic and 10.8 MG per year industrial</b>	<b>1</b>	<b>108 permits</b>
<b>Permits</b>		
Number of Permits Issued	1	108

BASIC SERVICE REQUIREMENT	PURPOSE	PERFORMANCE LEVEL OF SERVICE
Investigate & Correct Flagged Events, duplicate log entries, exception report items	1	500
Respond to trucker and PS operator complaints	3	As needed; estimate 130 hours
Loads/Manifests per year	1	20612
Review Applications	1	108
Review IWL Lab Reports	1	67
Review and approve pre-arranged after hour discharge requests	3	143
Self-Monitoring Reports Reviewed and Entered	1	241
Site Evaluation	1	7
Track Initial Discharges & confirm sampled	1	40
ID & Document NOV recommendations	1	45
<b>Enforcement</b>		
Generate and mail NOVs	1	45
Violation Sampling Events Scheduled	1	9
5. <b>Administer Groundwater Permits:</b> approve totalizing flow meter type, size, & install, shutoff mechanism if free product, flow rate, pretreatment; SIU if flow >14,400 gpd; may have >1 discharge point; after 2 years require capacity purchase in SD. One year permits. Note: Program is in process of developing fact sheets for G/W SIU permits	1	25 SIU/22 non-SIU
<b>Permit</b>		
Number of Permits Issued	1	51
Number of Non-SIU Construction Dewatering Permits active	2	5
Number of Non-SIU Groundwater Remediation Permits Active	2	15
Number of SIU Construction Dewatering Permits active	1	16
Number of SIU Groundwater Remediation Permits active	1	9
Hydraulic capacity check for flow > 50 gpm	1	28
Batch Discharge Authorization	1	4
Draft Non-routine Written Correspondence	3	69
New SIU: Pretreatment Conference	1	2
Substantial Phone/Letters Documented	1	88
<b>Inspections</b>		
Initial/Annual/Renewal Inspection & Inspection Report	1	22
Inactivation Confirm: Site Visit	1	20
Other Site Inspection & report	1	22
<b>Enforcement</b>		
Determine Compliance IWL parameters	1	213
Determine Compliance SM parameters	1	1,397
issue NOV with Response Tracking	1	32
issue NOVs, no response	1	28

BASIC SERVICE REQUIREMENT	PURPOSE	PERFORMANCE LEVEL OF SERVICE
Review IWL Lab Reports	1	89
Self-Monitoring Reports Reviewed and Entered	1	326
Self-Monitoring Violations Reported	1	3
<b>6. PIMS Application Administration</b>		
Develop and implement PIMS enhancements and coordinate hardware and software upgrades	1	As needed, estimate 110 hours per year
Manage PIMS integration with other systems, primarily CIS and IWL, including participate in RFP/ vendor selection	1	As needed, estimate 140 hours per year
Develop Custom PIMS Application Reports	1	As needed, estimate 90 hours per year
Troubleshoot IWCP User PIMS problems	1	As needed, estimate 40 hours per year
Training in Data input / Report Development	1	120 hours per year
<b>7. Perform Billing</b>		
Generate Manual Invoices, Hauled Sludge & Imported Flows; Recovers otherwise lost revenue > Program Budget	2	12 times per year for total of approx 285 Invoices
Report flow and strength to PA for billing	2	12 times per year for total of approx 140 invoices
Generate Automated Invoices	2	24 times per year for total of approx 1200 invoices
Void Invoices & Generate Direct Payments	2	13 per mo
Respond to billing inquiries	2	Approx 375 per year
Establish ARIS (City A/R Mainframe application) billing accounts	2	10 per month
<b>8. Assign Sewer Quality Codes (SQCs)/Sewer Billing Rates:</b> For each meter under each account: Perform site inspection, determine what meter serves and audit water use, determine losses / % return to sewer, calculate flow-weighted average concentration for TSS & COD; prepare/submit report showing calculations, audit results, and all other accts at facility to WUD/Sewer Class section for entry into CIS.		
CIS looped large user Navy Meters	2	13 looped meters, 3 facilities / annually
ADS Meters (ship's waste + MCAS Miramar)	2	7 flow meters 2 times per year
Large Users, flow > 25,000 gpd	2	43 facilities having 130 meters total / annually at minimum
SIUs, flow < 25,000 gpd & non-standard strengths	2	50 facilities having 63 meters total annually
Non-SIU < 25,000 gpd	4	Average 25 per year
Return Site Inspections for SQC Water Audit	2	Average 25 per year
Calculate & Process Scheduled Annual Billing	2	4 accounts: 3 strength-

BASIC SERVICE REQUIREMENT	PURPOSE	PERFORMANCE LEVEL OF SERVICE
Adjustment per Manager's Agreement		based + 1 rainfall based
<b>9. Perform Storm Water Compliance Inspections &amp; provide report to Storm Water Division</b>		
Inspection only	2	61 per year
Inspection and SWPPP review	2	20 per year
<b>10. Control Storm Water Flows to Sewer</b>		
Register Municipal Diversion Systems	1	14 interceptors, 31 valves,
Register Metro Diversion Systems at PAs	1	Unknown; Inventory in process
Require and inspect rainwater diversion systems	1	45 per year at 33 facilities
Require and confirm inflow reduction	1	2 per year
<b>11. Coordinate Sampling Programs</b>		
Revenue Monitoring for City of San Diego: Coordinate monitoring, prepare & submit report to S&C Div for billing of PAs	2	47 sites for 1 day 4 times per year
Revenue Monitoring for County of San Diego: Coordinate monitoring, prepare & submit report to County for billing	2	12 sites for 1 day 4 times per year
System Monitoring: Establish monitoring points, coordinate monitoring, review data, investigate anomalies	3	6 sites for 3 days 4 times per year
Local Limits Monitoring: Establish monitoring points, coordinate monitoring, review data, investigate anomalies	1	8 sites for 3 days 4 times per year
<b>12. Customer Service</b>	3	
In-coming customer phone calls /e-mails	3	estimate 15,000 per year
Batch Discharge Authorizations, no Permit	3	65
<b>13. Urban Area Pretreatment Program:</b> Reportable quantities chem. list review, reduction determination, documentation	1	19 reviews per year
<b>14. Technical Review/ Investigative Support:</b> Such as storm drain / sewer dye tests, PS high flow investigate, groundwater intrusion investigate, MCAS Miramar inflow, high TDS at SBWRP, CIP project review, rate case litigation, PS1 safety improvements	2	As needed, average approx 40 hours per month
<b>15. Reports</b>		
Annual Pretreatment Report for Pt. Loma and SBWRP	1	One for each plant annually due April 1
Semi-Annual Compliance Report; combine plant IUs into single report	1	Every 6 months due Sept 1 & Apr 1
Local Limits Evaluation and Report: Update criteria; determine Pollutants of Concern, background loadings, plant removal efficiencies; ID contributors & SIU allowances; determine limits, prepare report.	1	Annually by July 1.
Rancho Bernardo pretreatment report to HARFF	2	Semi-annually for HARFF's compliance reports to EPA
Generate Sludge Billing Report	1	1 Report Monthly

BASIC SERVICE REQUIREMENT	PURPOSE	PERFORMANCE LEVEL OF SERVICE
Generate Imported Flow Billing Reports, SD & PAs	3	Monthly: Total of 280 FY 2005; 340 FY 2006
<b>16.Human Resources</b>		
Hiring	1	2 positions per year at 50 hours each
Performance Evaluations	2	18 per year at 4 hours each
Attend mandatory city training classes	1	Average = 310 hours per year
NACWA Pretreatment Conference	3	1 person at 4 days per year
Time cards, discipline	3	Average 310 hours per year
Labor Meetings	2	Average 120 hours per year

viii. *Industrial Waste Laboratory*

The Industrial Waste Laboratory section provides a wide variety of services to MWW. Its first responsibility is to collect and analyze wastewater samples to determine the compliance of industrial facilities with the City's program to control industrial toxics. Wastewater treated in the Metro system also comes from 15 other participating agencies in addition to the City of San Diego. These other agencies contract with the Industrial Waste Chemistry Laboratory to perform the same industrial facility sampling and analysis functions as it does for the City of San Diego. This program to control toxics has been highly effective in ensuring worker safety, proper operation of the City's collection system and wastewater treatment facilities, and environmental protection. Its success was a contributing factor to federal and state approval of the waiver from secondary treatment.

Special handling and reporting is required of the samples analyzed by this laboratory because non-compliance by an industry could result in enforcement actions up to and including criminal prosecution. Laboratory staff must be prepared to support their findings with expert testimony and their methods and results must be able to stand up under intense scrutiny.

Because of their flexibility and ability to take a wide variety of field samples from many unique locations, including manholes in the middle of busy streets, this section handles many special assignments and studies. Assignments include wastewater characterization studies for design engineers as needed, quarterly sampling and analysis to determine the strength of sewage from the participating agencies of the Metropolitan Sewerage System for billing purposes, quarterly sampling and analysis throughout the collection system to support the annual review of the local wastewater discharge limits, and the analysis of wastewater from Tijuana, Mexico as requested and reimbursed by the USIBWC or the State of California through the SWRCB.

BASIC SERVICE REQUIREMENT	PURPOSE	PERFORMANCE LEVEL OF SERVICE
<b>I. Sampling and Analysis</b>		
<b>(Number of Work Orders per year)</b>		
1. Industrial Wastewater Control Program: a. Routine	1	1,700



BASIC SERVICE REQUIREMENT	PURPOSE	PERFORMANCE LEVEL OF SERVICE
b. Enforcement Subsequent sampling and analysis of an industry as needed to follow up on the results obtained during the routine monitoring	1	170
c. Special Special work requests often require surveillance sampling involving the set up of automated wastewater samplers upstream and downstream of the industry under investigation. This sampling is done for several days during evening or weekend hours. Another type of special request is to sample and analyze in response to an adverse condition observed or detected at a Pump Station or Treatment Plant.	1	20
d. Trucked waste discharges into the collection system at Pump Station 1	1, 4	520 work orders and 3,700 monitoring hours per year. The monitoring involves reviewing the trucker's paperwork to ensure the discharge is properly permitted, the resolution of paperwork conflicts, denying discharge when appropriate, the inspection and/or testing of the load, the supervision of the actual discharge, sampling of the load when appropriate and the extensive data entry associated with each discharge
e. Local Limits	1, 4	60
2. MWWD Projects a. Strength-Based Billing b. Others	1, 4 4	120 100
3. Government Agencies Projects (SWRCB, USIBWC, USEPA)	2	700
<b>II. Project Administration/Involvement</b>		
1. Participate with stakeholders in the definition and development of the projects described above	3, 4	For each project: Sampling and analysis plan (including field inspections to support selection of appropriate sampling sites,) distribution of work, schedules, establishment of QA/QC and reporting requirements

BASIC SERVICE REQUIREMENT	PURPOSE	PERFORMANCE LEVEL OF SERVICE
2. Communicate with stakeholders and project participants throughout the duration of the project to discuss progress, results, appropriate course of action based on results, final report and potential follow-up projects	3, 4	Reports, meetings and discussions as needed
3. Comply with requests for information and supporting documentation, and participate in follow-up activities	1	Prepare reports, provide the necessary information to support the validity of results, participate in search warrants, provide documentation requested (subpoenas or other), testify in court
<b>III. Data Management and QA/QC</b>		
1. Maintain a Laboratory Information Management System (LIMS) linked to the IWCP system (PIMS). Complete sampling event information is stored: location, date, time, names of samplers, types of samples, field test results, observations, comments, results of laboratory analyses, quality control data, etc.	3, 4	Receives field work and laboratory analysis work orders electronically from the IWCP. Prints work orders, sample bottle labels and chain-of-custody forms for each sampling event. Allows for the reentry of all field and laboratory data by a second person to minimize transcription errors
2. Quality control	3, 4	Quality control functions including the final validation of data are performed with the use of the specialized LIMS and all of the information is available for regular and ad-hoc reporting
3. Data transfer	4	The validated data is electronically transferred and it gets incorporated into the IWCP system (PIMS).

A work order involves anywhere from the collection of one grab sample for a single test during regular working hours at a site easily accessible and located relatively near the laboratory to the collection of multiple grab and composite samples for many of the more elaborate tests, during non-working hours at sites not easily accessible and located relatively long distances from the laboratory. Work orders also vary on the degree of urgency to have the work completed.

ix. *Non-Activity Accounts*

**(Note: costs for these activities may become “pass-through costs” or be considered to be “inherently governmental costs”. This will be determined at a later time)**

Non-Activity Accounts (NAAs) are for activities that provide services to the EM&TS Division as a whole and cannot be reasonably assessed to individual functions or Laboratories. In addition, the NAAs are for charges that benefit the City as a whole or the Metropolitan Wastewater Department (MWW). The costs of the City’s annual participation in the Southern California Coastal Water Research Project (SCCWRP), Southern California Alliance of POTW (SCAP), the National Association of Clean Water Agencies (NACWA), the Water Environment Research Foundation (WERF), and other scientific/technical wastewater organizations are covered in the

Department 772 NAA budget. MWWD’s contribution to the City’s required Household Hazardous Waste Program (HHWP) is included in the Department 774 budget. The HHWP alerts citizens of San Diego to the problems resulting from dumping medications or toxic materials into the Metropolitan Sewerage System. This activity is essentially similar to EM&TS Division’s Industrial Wastewater Control Program, which controls industrial use of the Metropolitan Sewerage System.

BASIC SERVICE REQUIREMENT	PURPOSE	PERFORMANCE LEVEL OF SERVICE
Participation/Membership		
SCCWRP SCAP NACWA WERF HHWP	1	Annual cost of participation or membership.

D. Supplemental Information – Marine Biology/Ocean Operations

The tables on the following pages present some of the ocean monitoring work performed by the Division.

South Bay Ocean Outfall (SBOO) Monitoring Program  
 South Bay Water Reclamation Plant \*  
 NPDES Permit No. CA0109045

Marine Biology and Ocean Operations  
 City of San Diego, MWWD, EMTS

**South Bay Ocean Monitoring Sampling Effort \***

Monitoring Component	Location	Number of Stations	Sample Type	Discrete No. Samples/Site	Sampling Frequency	Sampling Times/Yr	Discrete No. Samples/Yr	Parameters	No. "Samples" Analyzed/Yr	Notes
Water Quality	shore	11	Seawater - Bacti	1	weekly	52	572	T, F, E <sup>a</sup>	1716	1 sample/station
Microbiology & Oceanographic Conditions	kelp	3	Seawater - Bacti	3	5x/month	60	540	T, F, E <sup>a</sup>	1620	3 depths/station
		3	CTD	1	4x/month	48	144	CTD profile 1 <sup>b</sup>	432	1 cast/station
		3	CTD	1	1x/month	12	36	CTD profile 2 <sup>c</sup>	288	1 cast/station
	offshore (n=37)	25	Seawater - Bacti	3	monthly	12	900	T, F, E <sup>a</sup>	2700	3 depths/station
		37	CTD	1	monthly	12	444	CTD profile 2 <sup>c</sup>	3552	1 cast/station
		28	TSS	3	monthly	12	1008	TSS	1008	3 depths/station
		28	Oil & Grease	1	monthly	12	336	O&G	336	1 depth/station
Sediment Quality	offshore	27	Grab	1	semiannual	2	54	sediment constituents <sup>d</sup>	432	1 grab/station (Jan, Jul)
Benthic Macrofauna	offshore	27	Grab	2	semiannual	2	108	community structure	108	2 replicate grabs/station (Jan, Jul)
Demersal Fishes & Invertebrates	offshore	7	Trawl	1	quarterly	4	28	community structure	28	1 trawl/station
Bioaccumulation Fish Tissues	offshore	7	Trawl	3	semiannual	2	42	liver tissue contaminants <sup>e</sup>	210	3 composites/station (Apr, Oct) (trawl sites)
	offshore	2	Hook & Line/Trap	3	semiannual	2	12	muscle tissue contaminants <sup>e</sup>	60	3 composites/station (Apr, Oct) (rig-fishing sites)
"Regional Survey" Sediment Quality	random array	40	Grab	1	annual	1	40	sediment constituents <sup>d</sup>	320	1 grab/station (Jul)
Benthic Macrofauna	random array	40	Grab	2	annual	1	80	community structure	80	2 replicate grabs/station (Jul)

<sup>a</sup> T, F, E = total coliform, fecal coliform, and enterococcus bacteria (n = 3 parameters)

<sup>b</sup> CTD profile 1 = depth, temperature, light transmittance (transmissivity) (n = 3 parameters)

<sup>c</sup> CTD profile 2 = depth, temperature, salinity, dissolved oxygen, light transmittance (transmissivity), chlorophyll a, pH, density (n = 8 parameters)

<sup>d</sup> Sediment constituents = sediment grain size, total organic carbon, total nitrogen, sulfides, metals, PCBs, chlorinated pesticides, PAHs (n = 8 parameter categories; see NPDES permit for complete list of constituents)

<sup>e</sup> Fish tissue contaminants = total lipids, metals, PCBs, chlorinated pesticides, PAHs (n = 5 parameter categories; see NPDES permit for complete list of constituents)

\* Effort does not include resamples, toxicity testing, QA/QC analyses (e.g., duplicate/split samples), or special studies

\* Monitoring effort same as for International Wastewater Treatment Plant (NPDES Permit No. CA0108928)

**4,344 = total number of discrete ocean samples collected per year**  
**12,890 = total number of "samples/subsamples" analyzed per year**

Point Loma Ocean Outfall (PLOO) Monitoring Program  
 Point Loma Wastewater Treatment Plant \*  
 NPDES Permit No. CA0107409

Marine Biology and Ocean Operations  
 City of San Diego, MWWD, EMTS

Point Loma Ocean Monitoring Sampling Effort \*

Monitoring Component	Location	Number of Stations/Zones	Sample Type	Discrete No. Samples/Site	Sampling Frequency	Sampling Times/Yr	Discrete No. Samples/Yr	Parameters	No. "Samples" Analyzed/Yr	Notes
Water Quality  <i>Microbiology &amp; Oceanographic Conditions</i>	shore	8	Seawater - Bacti	1	weekly	52	416	T, F, E <sup>a</sup>	1248	1 sample/station
	kelp	8	Seawater - Bacti	3	5x/month	60	1440	T, F, E <sup>a</sup>	4320	3 depths/station
		8	CTD	1	5x/month	60	480	CTD profile <sup>c</sup>	3840	1 cast/station
	voluntary "kelp"	3	Seawater - Bacti	1	5x/month	60	180	T, F, E <sup>a</sup>	540	Non-NPDES sites, bottom depths
	offshore (n=36)	3	Seawater - Bacti	3	quarterly	4	36	T, F, E <sup>b</sup>	108	3 depths/station (18-m stns)
		11	Seawater - Bacti	3	quarterly	4	132	T, F, E <sup>b</sup>	396	3 depths/station (60-m stns)
		11	Seawater - Bacti	4	quarterly	4	176	T, F, E <sup>b</sup>	528	4 depths/station (80-m stns)
		11	Seawater - Bacti	5	quarterly	4	220	T, F, E <sup>b</sup>	660	5 depths/station (98-m stns)
36		CTD	1	quarterly	4	144	CTD profile <sup>c</sup>	1152	1 cast/station	
Sediment Quality	offshore	22	Grab	1	semiannual	2	44	sediment constituents <sup>d</sup>	396	1 grab/station (Jan, Jul)
Benthic Macrofauna	offshore	22	Grab	2	semiannual	2	88	community structure	88	2 replicate grabs/station (Jan, Jul)
Demersal Fishes & Invertebrates	offshore	6	Trawl	1	semiannual	2	12	community structure	12	1 trawl/station (Jan, Jul)
Bioaccumulation  <i>Fish Tissues</i>	offshore	4	Trawl	3	annual	1	12	liver tissue contaminants <sup>e</sup>	48	3 composites/zone (Oct) (6 trawl sites, 4 zones)
	offshore	2	Hook & Line/Trap	3	annual	1	6	muscle tissue contaminants <sup>f</sup>	24	3 composites/zone (Oct) (2 rig-fishing sites/zones)

<sup>a</sup> T, F, E = total coliform, fecal coliform, and enterococcus bacteria (n = 3 parameters); T, F, E = all NPDES mandated

<sup>b</sup> T, F, E = total coliform, fecal coliform, and enterococcus bacteria (n = 3 parameters); E = NPDES mandated, T & F = voluntary

<sup>c</sup> CTD profile = depth, temperature, salinity, dissolved oxygen, light transmittance (transmissivity), chlorophyll a, pH, density (n = 8 parameters)

<sup>d</sup> Sediment constituents = sediment grain size, total organic carbon, total nitrogen, sulfides, metals, PCBs, chlorinated pesticides, PAHs, BOD (n = 9 parameter categories; see NPDES permit for complete list of constituents; BOD = voluntary)

<sup>e</sup> Fish tissue contaminants (liver) = lipids, PCBs, chlorinated pesticides, metals (n = 4 parameter categories; see NPDES permit for complete list of constituents); 3 metals analyzed (mercury, arsenic, selenium)

<sup>f</sup> Fish tissue contaminants (muscle) = lipids, PCBs, chlorinated pesticides, metals (n = 4 parameter categories; see NPDES permit for complete list of constituents); 9 metals analyzed (arsenic, cadmium, chromium, copper, lead, mercury, selenium, tin, zinc)

\* Effort does not include resamples, toxicity testing, QA/QC analyses (e.g., duplicate/split samples), or special studies  
 Reflects requirements of new MRP, effective August 1, 2003

**3,386 = total number of discrete ocean samples collected per year**  
**13,360 = total number of "samples/subsamples" analyzed per year**

**Toxicity Testing: Point Loma and South Bay Ocean Monitoring Programs \***

Testing Component	Location/Project	Sample Type	No. Samples	Sampling Frequency	Sampling Times/Yr	No. Test Species	Effluent/Ref Tox Tests/Yr	Total Tests/Yr	Endpoints	Dilutions per Bioassay	Notes
<b>POINT LOMA</b>											
Acute Toxicity	PLWTP (One-time Screening)	Final Effluent	1	semiannual	2	1	2 + 2 ref tox	4	survival	5 + Control	2004 species = topsmelt screening spp: mysids & topsmelt
		Final Effluent	1	3 x / 2 yrs	3 x / 2 yrs	2	6+ 6 ref tox / 2 yrs	12 / 2 yrs	survival	5 + Control	
	BAF Pilot Project	Final Effluent	3	biweekly	26	1	78 + 26 ref tox	104	survival	3 + Control	2004 species = topsmelt
Chronic Toxicity	PLWTP (Biennial Screening)	Final Effluent	1	monthly	12	2	24 + 24 ref tox	48	sensitive lifestage	5 + Control	2004 species = red abalone & giant kelp screening spp: giant kelp, red abalone, topsmelt
		Final Effluent	1	3 x / 2 yrs	3 x / 2 yrs	3	9+ 9 ref tox / 2 yrs	18 / 2 years	sensitive lifestage	5 + Control	
	BAF Pilot Project	Final Effluent	3	monthly	12	1	36 + 12 ref tox	48	sensitive lifestage	3 + Control	2004 species = giant kelp
<b>SOUTH BAY</b>											
Acute Toxicity	SBWRP (Biennial Screening)	Final Effluent	1	monthly	12	1	12 + 12 ref tox	24	survival	5 + Control	2004 species = topsmelt screening spp: mysids & topsmelt
		Final Effluent	1	3 x / 2 yrs	3 x / 2 yrs	2	6 + 6 ref tox / 2 yrs	12 / 2 yrs	survival	5 + Control	
	SBWRP/IWTP (Biennial Screening)	Comb. Effluent	1	quarterly	4	1	4 + 4 ref tox	8	survival	5 + Control	2004 species = topsmelt screening spp: mysids & topsmelt
		Comb. Effluent	1	3 x / 2 yrs	3 x / 2 yrs	2	6 + 6 ref tox / 2 yrs	12 / 2 yrs	survival	5 + Control	
Chronic Toxicity	SBWRP (Biennial Screening)	Final Effluent	1	monthly	12	1	12 + 12 ref tox	24	sensitive lifestage	5 + Control	2004 species = red abalone screening spp: giant kelp, red abalone, topsmelt
		Final Effluent	1	3 x / 2 yrs	3 x / 2 yrs	3	9 + 9 ref tox / 2 yrs	18 / 2 yrs	sensitive lifestage	5 + Control	
	SBWRP/IWTP (Biennial Screening)	Comb. Effluent	1	quarterly	4	1	4 + 4 ref tox	8	sensitive lifestage	5 + Control	2004 species = red abalone screening spp: giant kelp, red abalone, topsmelt
		Comb. Effluent	1	3 x / 2 yrs	3 x / 2 yrs	3	9 + 9 ref tox / 2 yrs	18 / 2 yrs	sensitive lifestage	5 + Control	

Comb. Effluent = combined SBWRP + IWTP effluent samples

Ref Tox = Reference Toxicant Test

Sensitive lifestage endpoints: (1) red abalone = development; (2) giant kelp = germination and growth

\* Effort does not include accelerated testing requirements (e.g., triggered by NOV), additional QA/QC procedures, or special studies

Procurement Sensitive

4. Engineering Services and Capital Expenditure Program Management

A. Background and Scope

Performs evaluations, analyses, and preparation of system-wide and facility-specific plans for the Department; designs and manages construction projects and implements the Department's Capital Improvement Program. Project managers from the Division draw on resources throughout the Department and the City to ensure that treatment plants, pipelines, pump stations, and other related facilities are designed and built on schedule and within budget. Responsibilities include engineering support to the operating divisions, research & development, planning, design, project management, environmental support, energy management, land acquisition, permits, procurement, budgeting, scheduling, cost estimating, and public participation.

<http://www.sandiego.gov/mwwd/general/divisions.shtml>

B. Explanation of Core Services, Functions, and Basic Service Requirement

MWWD is divided into a number of divisions that provide services to customers and stakeholders. Six of these divisions are part of the MWWD BPR team: Operations and Maintenance, Information and Organizational Support, Engineering and Program Management, Environmental Monitoring and Technical Services, Services and Contracts, and Wastewater Collection. Each of these divisions is considered to represent a “core service” of MWWD.

Within each division there are typically six to eight sections that focus on certain functions. Each section is considered to represent a “core function.” Within each section there may be specific programs or groups that perform certain tasks. Each program or group is considered a “basic service requirement group.” The tasks that these groups complete are referred to as “basic service requirements.”

This hierarchy is summarized in the table below.

NAME	MWWD ORGANIZATION	EXAMPLE
Core Service	Division	Information and Organizational Support
Core Function	Section or Activity Group	Information Technology Management
Basic Service Requirement Group	Program or Activity	IT Governance
Basic Service Requirement	Task	Implement IT policies and procedures

The tables in this document describe the basic service requirements for the Engineering and Program Management Division. Separate tables have been prepared for each core function.

In the tables, each basic service requirements is assigned one or more purposes or drivers. The purpose is intended to represent MWWD’s most compelling reason to perform the task. The purpose may be assigned a 1, 2, 3, 4, or 5. These purpose designations are explained in the table below.



PURPOSE CODE	CATEGORY NAME	CATEGORY DEFINITION	EXAMPLES
1	Legal Requirement	A legally required service based upon a law, permit, ordinance or similar Authorizing Document	California law; NPDES permit; OSHA regulations; Intergovernmental Agreement adopted by ordinance; City ordinance.
2	Stakeholder Requirement	A service required by an entity or customer outside of the MWWD Division (within or outside of the City) performing the work	Clearing of blocked sewers; annual MWWD budget submittal; Service Level Agreement; other Intergovernmental Agreements
3	Industry Standard or Benchmark	A service or function commonly performed by U.S. wastewater utilities	WEF Manual of Practice documents
4	Internal City Requirement	A service required by a City, Department or Division policy	City recruiting policy
5	Other	A service that does not fall into one of the above four categories.	

C. Engineering and Program Management Core Functions

**Note: Strikethrough items are not expected to remain in the MWWD BPR Team scope of work.**

i. Master Planning / Long Range Planning

The planning functions performed by E&PM include master planning and long range planning for the City’s Municipal collection system and Metropolitan Wastewater System, including the three wastewater treatment plants, eight major pumping stations, and the Metro Biosolids Center. Planning activities also include city-wide master planning, environmental planning and compliance, and evaluation of new wastewater collection, transport, and treatment technologies through data research or pilot study. The planning section also maintains MWWD guidelines and standard details and conducts sewer modeling and flow wastewater projections and CCTV condition assessment work.

BASIC SERVICE REQUIREMENT	PURPOSE	PERFORMANCE LEVEL OF SERVICE
<b>Master Planning: Facilities (Metro)</b>		
1. Prepare System-wide Master Plan <ul style="list-style-type: none"> <li>- Treatment plants / Biosolids Center</li> <li>- Pump stations</li> <li>- Pipelines (Metro interceptors)</li> <li>- Peak flow management</li> <li>- Disposal of solids and biosolids</li> <li>- Address capacity increase requirements and changes in regulatory requirements</li> </ul>	1, 3	Twice every five years

BASIC SERVICE REQUIREMENT	PURPOSE	PERFORMANCE LEVEL OF SERVICE
2. Respond to questions or requests for information, from Metro TAC, Metro Commission, City Officials, and the public related to the Metro Master Plan	4	As needed (estimated 60 hours per month)
<b>Condition Assessment: Metro</b>		
1. Prepare condition assessment reports for all MWWD major facilities (PLWWTP, SBWRP, NCWRP, MBC)	4	Each facility every 5 years or as needed
2. Prepare condition assessment reports for pump stations (PS1, PS2, GAPS, ORPS)	3	Each facility every 5 years or as needed
<b>Special Studies (Metro and Muni)</b>		
1. Feasibility and technical studies to evaluate technical alternatives and obtain knowledge of sewer system performance	3	As needed, average 5
2. Perform BCE; a BCE is a thorough examination of an issue/problem at its infancy to determine which alternative, if any, is the most cost-effective solution to the problem/issue.	3	For every project over \$50,000 Approximately 20 Municipal, 15 Metro per year
3. Keep up to date with current technology. New technologies are presented to the engineering team in seminars and to the Clean Water Program Guidelines Committee and Sewer Design Guide Committee.	3	As needed
<b>Standards and Guidelines</b>		
<i>Develop and maintain design and construction policies, procedures, standard specifications, and drawing based on the evaluation of new technologies, operation requirements and standards, and other agency's guidelines.</i>		
1. Develop and maintain Clean Water Program Guidelines (Metro)	4	Updated every 4 years and as needed
2. Sewer Design Guide Committee (Muni)	4	Updated every 4 years and as needed
3. Materials & Technology Committee (Metro and Muni)	4	As needed
<b>Flow Monitoring</b>		
1. Assist with flow meter siting and acceptance testing, both permanent and temporary	2	160 stations
<b>Sewer Modeling (Provide Support for Muni Collection System)</b>		
1. Prepare Sewer Models for use in prioritization of CIP projects	3	Average 20 trunk sewers annually

BASIC SERVICE REQUIREMENT	PURPOSE	PERFORMANCE LEVEL OF SERVICE
2. Prepare hydraulic model and determine flow and capacity in a specific trunk sewer to support CIP projects	2	Average 20 tasks annually or as requested
3. Prepare detailed hydraulic trunk sewer study to be utilized for planning & pre-design report	2, 3	Average 8 trunk sewers annually
4. Prepare detailed hydraulic small main modeling and study to be utilized for condition assessment report and CIP projects	1	Average 6 reports, 480 miles annually
5. Participate in negotiating the Consent Decree, with the EPA and environmental groups, including hydrological/hydraulic analysis, data analysis, presentations, meetings, document review, and opinion writings.	1, 2	Average once every 5 years, may last 4 – 8 months each time
<b>Sewer Modeling Support to S&amp;C (Metro)</b>		
1. Determine Participating Agency (PA) and other agency flows in addition to trunk sewer flow and capacity information for billing and CIP cost sharing purposes	2	As requested, 6 to 10 projects per year
2. Review sewage capacity requests for Rancho Bernardo Basin	2, 4	Average 2 requests annually
<b>Sewer Modeling Support to O&amp;M (Metro)</b>		
1. Prepare system-wide hydraulic analysis and develop standard operating procedures for inclusion in Peak Flow Management Strategy Study	1, 3	Annually, pending I/I data availability
2. Pump station repair shutdown support; analyze shutdown scenarios and make recommendations	3	Average 3 tasks annually or as requested
3. Perform overflow prevention and spill analysis	1	Average 4 tasks annually or as requested
4. Provide pump station support, including analysis on special operations upgrade, capacity evaluation, and chemical traveling.	4	Average 6 tasks annually or as requested
<b>Sewer Modeling Support to WWC (Muni)</b>		
1. Pipeline emergency repair & flow diversion support	1	Average 3 tasks annually or as requested
2. Perform overflow analysis	3	Average 2 tasks annually or as requested
3. Evaluate pipeline flow meter data and event notification alarms for Optimization of flow and event notification programs	1	Monthly
4. Prepare system-wide hydraulic analysis for inclusion in trunk sewer and pump station capacity report. Included in Muni Master Planning and required for regulatory compliance	1	Annually

BASIC SERVICE REQUIREMENT	PURPOSE	PERFORMANCE LEVEL OF SERVICE
<b>Sewer Modeling As-Needed Services (Metro &amp; Muni)</b>		
1. Perform major as-needed modeling services for management including no-power plan, spill statistic analysis, UGR trend analysis, water consumption impact, and COSS.	2, 4	Average 2 requests annually or as requested
<b>Services to DSD, Private Development, and other public agencies (Muni)</b>		
1. Perform preliminary analysis to determine impact to the major sewer facilities	2	Average 4 requests annually or as requested
<b>Inflow &amp; Infiltration I/I Reduction Program (Muni)</b>		
1. Flow meter installation and maintenance for high I/I basins.	3	Install 10 meters annually; maintenance biweekly
2. Data collection for high I/I basins.	3	Download 10 meters biweekly
3. Perform I/I analysis for high I/I basins. (every rain event greater than 0.4" total)	3	One analysis per rain event greater than 0.4"
4. Perform System-wide I/I analysis on 158 flow meters or more as needed	3	Annually or as needed in major rains
5. Implement follow-up actions in dealing with high I/I basins	3	As needed in major rains
6. Perform smoke tests and analyze data to determine sources of inflow	3	As needed in areas identified as sources of high inflow
<b>Flow and Loads Projections for TSS, BOD, and COD (Metro)</b>		
1. Prepare end-of-year flow and load report for the rate case analysis and for the basis of system-wide flow and load projections	2, 3	Annually
2. Prepare Metropolitan Projected Flow and Strength Report in support of financing and facility planning purposes.	2, 4	Annually
3. Prepare detailed planning, pre-design, or special studies to ensure proper facility upgrades, Permit compliance, rate case analysis, strength-based billings, operation planning, and environmental compliance, etc. This provides basis for the system-wide and facility-based master plans.	1, 3	Annually
<b>Metro Master Planning Support</b>		
1. Long term sub-regional flow and load projections, Mass Emission Rate Model, treatment plants, pump station, and Wet Weather Storage Facility Staging	1	Two times in 5 years

BASIC SERVICE REQUIREMENT	PURPOSE	PERFORMANCE LEVEL OF SERVICE
<b>Redirection of Flow from Canyons and Environmentally Sensitive Areas</b>		
1. Prepare Redirection of Flow reports for Projects located in canyon and environmentally sensitive areas (Council Policy 400-13 and 400-14)	1, 4	10 reports annually; daily activity
2. Prepare Substantial Conformance Review (SCR) submittal packages.	1, 4	6 submittals annually
<b>Project Planning / Pre-Design (Muni and Metro)</b>		
<b>Conduct preliminary engineering and prepare planning/pre-design reports for the trunk sewers, treatment facilities, and pump stations.</b>		
1. Planning Reports for specific treatment plant or pump station upgrades	4	As needed, based on Master Planning
2. Planning Reports for trunk sewers including those in canyons or environmentally sensitive lands, (Council Policy 400-13 and 400-14)	4	7 reports per year
3. Pre-design Reports for trunk sewers, including those in canyons or environmentally sensitive lands	4	7 reports per year
4. Pre-design Reports for specific treatment plant or pump station upgrades	4	As needed
<b>Municipal Condition Assessment</b>		
1. Condition Assessment Reports are generated for each pipeline televised. Obtain and review sewer modeling report for each pipe segment televised, prepare classification data and transmit to SDDPC to create layer, coordinate review and finalization of condition assessment reports, estimate the expected remaining life of the pipe, and prepare plot maps, etc. (Required by PCD-VII, C-4d)	1	Daily PCD-VII, C-4d
2. Review CCTV contract submittals (sewer videos), assess condition of pipes and manholes, and prepare dispatch report which recommends rehab, replace, point repair, or combination of previous (Required by PCD-VII, C-4b)	1	Daily, 40 miles per year per EPA Partial Consent Decree PCD-VII, C-4b
3. Compare CCTV data (length, size, material, manhole invert elevations, etc.) with SWIFT database and send any discrepancies to WD - FIMS	2, 4	Daily
4. Prepare point repair list, rehab list, cleaning list, replacement list and distribute to appropriate division (EPM, WWC, WSD)	1	Monthly
5. PCD VII G-1 detail g-2b. Provide assessment information for pipe televised, pipe and manholes assessed to WWCD related to the Annual Progress Report.	1	Annually PCD-VII C-4e

BASIC SERVICE REQUIREMENT	PURPOSE	PERFORMANCE LEVEL OF SERVICE
6. SHARQ Application Data Management. Load and validate CCTV data and correct data and video files names received from service provider and CCTV staff.	2	Daily
7. SHARQ Application System Management Interface with E&CP, Metro, CCTV Program staff, WWC CCTV, and SDDPC. Coordinate ESRI updates, resolves problems, upgrades and ensure SHARQ Net also perform for non-desktop users.	2	Daily
8. Condition Assessment CCTV Tools (CCTV Tool Box, MH Classify Tool, and Merge Hydraulic Macros) utilization, correction and improvement, and coordination.	2	Daily
9. Provide support and information when required by CIP Planning staff, WWC Maintenance, WWC Planner Schedulers, E&PM Division Management, Metro Department Management and City Council, City Staff and Consultant Design Team.	2	As needed
10. Maintain, support and use all tools for SHARQ application (ASFUtility for non scrolling videos, WMV Encoder for converting mpg videos format) and conversion of electronic files to a comparable format to be used in SHARQ Application.	2	Daily
11. Provide updates WWCD Maintenance data for upload into SHARQ Application.	2	Monthly
12. Provide training to staff for the condition assessment and tools use for CCTV Condition Assessment Reports.	4	As needed
13. Provide WWCD Food Establishment Wastewater Discharged (FEWD) Section a list of locations where grease problem are during the condition assessment.	1	Daily PCD-VII, C-6
14. Prepare cost distribution of CCTV inspections cost to the Facilities Sequence Numbers (segments) inspected for application to the CIP rehab projects that use the data and videos to develop the projects.	4	After every CCTV contract is closed out.
<b>Municipal Collection System Master Plan</b>		
1. Obtain and review Criticality List from WWC	3	Annually
2. Review data from CCTV condition assessment and trunk sewer capacity report	3	Annually
3. Review maintenance data and high frequency cleaning data	3	Monthly

BASIC SERVICE REQUIREMENT	PURPOSE	PERFORMANCE LEVEL OF SERVICE
4. Assess priorities based on condition assessment, maintenance issues, and sewer modeling and prepare annual Muni Master Plan	3	Monthly
<b>Budgeting / Scheduling / Cost Estimating</b>		
<i>Develop budgets/cost estimates for CIP and Non-CIP Projects</i>		
1. Prepare preliminary budget estimates for projects	3, 4	1 per CIP project
2. Prepare preliminary summary schedule for projects	4	Monthly
<b>Community Outreach</b>		
1. Provide technical and environmental information in support of the Community Outreach Program and identify any controversial issues. Present projects to neighborhood community groups.	2	As needed
<b>Respond to Request for Information</b>		
<i>Provide information to non-MWWD City staff per management's requests</i>		
1. Provide information to the public through the Public Information Officers, attend interviews, write or review articles, assist students with projects or research, provide information for surveys, or conduct surveys.	2	As needed
<b>CADD Functions</b>		
1. All CADD support needed to support the Master Planning / Long Range Planning efforts	4	

ii. Design and Program Management

The design and program management functions include the development of in-house designs for sewer infrastructure projects and management of outside design consultants supporting the Department on larger CIP projects both Muni and Metro funded.

BASIC SERVICE REQUIREMENT	PURPOSE	PERFORMANCE LEVEL OF SERVICE
<b>Budget / Schedule / Cost Estimating (CIP and O&amp;M Projects all disciplines)</b>		
1. Determine construction and design method(s) (Project Deliver Method)	3	One time per project
2. Based on Planning & Pre design refine budget & schedule	3	One per project and as needed as scope changes
3. Monitor project budget by reviewing expenditure reports, coordinating with management analysts, and preparing reports for EPM management	3	One time per period per CIP fund or Annual Allocation account (13 periods per year)

BASIC SERVICE REQUIREMENT	PURPOSE	PERFORMANCE LEVEL OF SERVICE
4. Prepare cash flow projections for all CIP projects for budget and rate case analysis	4	As needed
5. Prepare and update summary schedule for CIP projects	4	Monthly
6. Prepare fair cost estimate	3	As needed
7. Prepare Construction (Engineer) estimate	3	As needed
<b>Value Engineering</b>		
1. Other projects: Evaluate Design alternatives to determine if other design approaches and/or equipment may be more cost effective for the project.	3	One to two evaluations per project over \$5-million.
<b>Design Management</b>		
1. Contract Management of outside Design Consultant Firm Hired to Perform Design or studies (CIP, O&M, Mitigation, as needed). This includes developing design project definition, performing or managing special studies, preparing estimates, preparing or negotiating schedules, managing project budget, reviewing design submittals and reports, reviewing and approving invoices, communicating with design consultant and owner's representatives, etc.	3	Daily
<b>Project Management</b>		
<i>Total of all activities associated with project management, whether the project is designed in-house or by a consultant.</i>		
1. Project management of CIP, O&M, WWC, emergency, mitigation and special study projects. All PM activities including design review, environmental, land acquisition, permits, community outreach, budgeting and scheduling through construction and final close out.	3	Daily
2. Project Management of Mitigation Projects which includes preparing reports to the resource agencies obtaining agency sign-off at end of construction, identifying appropriate mitigation sites; develop conceptual plans, coordinate agency review and approval of plans; obtaining permits; and performing environmental pilot projects.	1	Daily
3. Prepare Capitalizations and assist with Citywide audit	1	As needed
4. Inter Agency Coordination with local, regional, state, and federal agencies for Planning, Design, Operation Support, Planning, and Design. Attend (as required) meetings and provide information for other agencies such as LAFCO; Border Patrol, COE, RWQCB, Coastal Commission, Fish & Wildlife, CA Fish & Game, etc. (Does not include project specific meetings)	1	As needed
<b>In-House Design</b>		



BASIC SERVICE REQUIREMENT	PURPOSE	PERFORMANCE LEVEL OF SERVICE
<p>1. In House Design of replacement, upgrade, and retrofit projects at the MWW facilities and public right of way based on planning reports and pre design. Includes performing engineering calculations, researching codes, preparing plans, customizing specifications, performing records searches for as built drawings, etc, reviewing planning or pre design reports, coordinating with contracts and purchasing, etc., coordinating with CADD support if needed.</p>	3	Daily
<b>Procurement of Contracts</b>		
<p>1. Contracts Management or Contracts which includes developing concept, writing Requests for Qualifications, supporting RFQ process, coordinating with Services and Contracts; Reviewing Summary of Qualifications (SOQs); assisting with short listing of contractors; writing Requests for Proposals (RFP's); reviewing and customizing contract documents; supporting RFP process; reviewing proposals, participating on selection committee; negotiating final Scope of Work (SOW) ; preparing and conducting kickoff meetings and partnering sessions; and Coordinating and overseeing startup and Coordinate special circumstances with S&amp;C. Prepare documents for approval of the contract.</p>	3	Daily
<b>CADD/Graphics/GIS</b>		
<i>Provides electronic drawing services for in-house and consultant design projects. Software used is Microstation.</i>		
<p>1. CADD drafting and design: Produce Cad as built drawings and design drawings which includes as preparing as built drawings for COMNET loop drawings, generating sewer profiles and terrain models for projects, using SHARQ system to produce GIS drawings/maps; using SHARQ system to perform GIS to CADD file translation , modifying or preparing electronic design drawings and graphics; printing drawings packages; reviewing design submittals to ensure that they comply with MWW CADD requirements</p>	3	<p>100 work orders per month; 8 drawings average per order; 10 print sets per month 5 review sets per month</p>
<p>2. CADD Supervisor/Work Lead:: coordinate recording of as built drawings with city maps and records; assign projects to CADD drafters</p>	4	Weekly
<p>3. Manage electronic storage which includes maintaining 300 Gigabyte CADD file server; maintaining MWW CADD drawings, maintaining consultant environmental GIS files; maintaining COMNET loop instrumentation/control drawings; maintaining CWP Guidelines; maintaining Win2Data Real Estate database (used for public notice mailings); and provide CDMS citywide CADD file access;</p>	3	20 workstations
<b>Departmental Assistance and Emergency Support</b>		
<p>1. Provide information, research or data</p>	3	As needed
<p>2. Assist with emergency or special projects</p>	3	As needed

BASIC SERVICE REQUIREMENT	PURPOSE	PERFORMANCE LEVEL OF SERVICE
<b>Environmental Permits— support for Design / Construction</b>		
1. Obtain permits for construction	1	As needed
2. Prepare permit applications and submittals	1	As needed
3. Negotiate permit conditions	4	As needed
<b>Process / Prepare and Review Environmental Documents</b>		
1. Determine if projects in the planning stage require environmental review and report requirements per CEQA/NEPA	1	Once per project
2. Obtain environmental determination	1	Once per project
3. Coordinate preparation of in-house studies and studies by environmental consultants	4	Weekly
4. Prepare appropriate environmental documents	1	As needed
5. Prepare appropriate in-house studies	4	Quarterly
<b>Program Management</b>		
1. Develop project scope / descriptions and justifications / rough cost estimates	2	Once per project
2. Develop 10-year rolling CIP, prepare construction Work in Place schedule, update for rate case	2	Annual
3. Develop CIP budget / schedule, update CIP budget annually	2	Annual
4. Design reviews (STD / scope) (discipline reviews, technical design reviews, coordinate design review in MWWD, lifecycle costs, maintainability)	4	As needed
5. Monitor CIP execution rate	3, 4	13 times per year
6. Value Engineering – Evaluate design alternatives to determine if other design approaches and/or equipment may be more cost-effective for the project	3	One to two evaluations per project over \$5 million
7. Prepare and maintain data within CIPRES Project System: Create and maintain CIP project data for the CIPRES application	4	Monthly
8. Prepare and maintain EPM Weekly Status Report for EPM division	4	Weekly
9. Prepare and maintain data within San Diego CityWorks application	4	Monthly
10. Coordinate with other departments to incorporate project data to the Construction Information Management System (CIMS)	4	Monthly
11. Track EPA Consent Decree Projects	1	Monthly

BASIC SERVICE REQUIREMENT	PURPOSE	PERFORMANCE LEVEL OF SERVICE
12. Track contracts awarded, construction contracts, warranty items, projects by Council District, miles of street paved, number of curb ramps installed	4	Monthly
13. Management and control of project scope and budget issues		
14. Final acceptance of work		
15. Review of legislative bills for impact, to department collection and treatment systems, operating costs and information for bond measures, funding legislation, and support of grant applications	4	5 to 10 Assembly or Senate bills per year

iii. Construction Program Management

The construction management group oversees construction of wastewater infrastructure projects including new facilities, rehabilitation of existing facilities, and major CIP projects. Oversight of day-to-day construction progress and monitoring of the construction contractor is either direct or in conjunction with outside construction management consultant assistance.

BASIC SERVICE REQUIREMENT	PURPOSE	PERFORMANCE LEVEL OF SERVICE
<del>General Requirements Contractor</del>		
<del>Project and construction management for the GRC for emergency sewer system repairs and routing small contract facility repairs and upgrades</del>		
<del>1. Contracts Management of General Requirements Contracts (as needed construction contracts) which includes Writing 1472, reviewing and customizing contract documents, attending TAC and NR&amp;C, attending council meeting, preparing presentation and conducting pre bid meeting, attending Bid Opening, responding to communications, conducting pre construction meeting, reviewing and preparing comments for contractor's quality control plan, safety &amp; health plan, and staffing plan, other duties as required.</del>	<del>4</del>	<del>3 contracts (\$2 million each contract) awarded every two years. (mechanical, electrical, underground utility).</del>
<del>2. Assist individual project managers with GRC process and project manager duties such as preparing required documents, writing task descriptions, writing scopes of work (SOW), and preparing project estimates.</del>	<del>4</del>	<del>As needed</del>

BASIC SERVICE REQUIREMENT	PURPOSE	PERFORMANCE LEVEL OF SERVICE
<p>3. Construction Management of GRC Task Orders (Projects) which includes Communicating, educating, and negotiating with GRC contractors (basically develop a working relationship); constructability review of plans and specs; conducting scope meeting, proposal negotiation meeting, preconstruction meeting; reviewing and assembling comments on contractor's proposals; overseeing construction; ensuring construction is in compliance with contract documents, permits, and codes; reviewing and assembling comments on contractor submittals; coordinating, negotiating, and tracking schedules; reviewing and assembling comments on requests for information; reviewing and approving invoices; reviewing and assembling comments on change orders; reviewing and approving project closeout documents; supervising and communicating with field inspectors; enforce task warranty; handle warranty problems and latent defects; handle claims, lawsuits, contract defaults, and other conflicts; and handle bonding company work should contractor default</p>	4	Daily
<p>4. Field inspection of GRC Tasks which includes reviewing task scope of work including plans and specs and submittals; attend task meetings; visually inspect and document work on each construction day; write daily inspection report, collect documents from contractor such as material tickets and daily reports; ensure construction is in compliance with contract documents, permits, and codes; and communicate technical problems such as code violations or design flaws and seek resolution from CM and/or PM</p>	4	Daily
<p><b>Schedule/Cost Estimating</b></p>		
<p>1. Review and approve Contractor's Baseline Schedule</p>	3	As needed
<p>2. Review and approve Contractor's cost loaded schedule</p>	3	Monthly
<p>3. Prepare schedule analysis for time extension change orders</p>	3	As needed
<p>4. Prepare cost estimates for change orders</p>	3	As needed
<p><b>Construction Management</b></p>		

BASIC SERVICE REQUIREMENT	PURPOSE	PERFORMANCE LEVEL OF SERVICE
<p>1. Construction Management of Projects including CIP, O&amp;M, and Mitigation includes communicating, and negotiating with contractors (basically develop a working relationship); constructability review of plans and specs; preconstruction meeting; overseeing construction; ensuring construction is in compliance with contract documents, permits, and codes; reviewing and assembling comments on contractor submittals; coordinating, negotiating, and tracking schedules; reviewing and assembling comments on requests for information; reviewing and approving invoices; reviewing and assembling comments on change orders; reviewing and approving project closeout documents; supervising and communicating with field inspectors; enforce task warranty; handle warranty problems and latent defects; handle claims, lawsuits, contract defaults, and other conflicts; and handle bonding company work should contractor default and preparing and updating EPM Weekly Status Report</p>	3	Daily
<p>2. Field inspection of Projects which includes reviewing scope of work including plans and specs and submittals; attend progress meetings; visually inspect and document work on each construction day at the site; write daily inspection report, collect documents from contractor such as material tickets and daily reports; ensure construction is in compliance with contract documents, permits, and codes; ensure contract requirements such as Storm Water runoff management materials are in place; ensure job site is safe; and communicate technical problems such as code violations or design flaws and seek resolution from CM and/or PM.</p>	3	Daily during construction

iv. Operations Support

The operations support function involves providing technical assistance and engineering support to other Divisions or City Departments including energy management and conservation planning and assessment of existing facilities, trouble shooting equipment problems, providing data and calculations for permit submittals.

BASIC SERVICE REQUIREMENT	PURPOSE	PERFORMANCE LEVEL OF SERVICE
<p><b>Energy Projects</b></p> <p><i>Manage Department's energy purchase and sales contracts with utility and privatizers. Be Department's Utility Coordinator. Perform Energy Audits of MWWF Facilities to Identify Methods for Energy Conservation, Develop and manage Generation and Alternate Energy and Energy Conservation projects.</i></p>		

BASIC SERVICE REQUIREMENT	PURPOSE	PERFORMANCE LEVEL OF SERVICE
<p>1. Project Management of Energy projects: Perform energy audits at MWW facilities and perform energy evaluation on CIP and O&amp;M projects. Identify energy conservation measures (ECM) to maximize incentives and grants. Estimate energy cost savings. Implement ECMs and monitor status of ECMs performed by others. Prepare reports and conduct energy progress meetings with O&amp;M. Identify and obtain funding for energy projects. Participate as energy engineers on BCE teams.</p>	4	<p>1 audit per year, average, bi-monthly Department energy progress meeting, 6 energy suggestion project reviews per year average ● Establish 3 new energy projects per year average</p>
<p>2. Project Management/Contracts Management of energy generation projects: Identify and develop energy generation projects obtain funding and approval, write scope of work, secure contractor or privatizer, and negotiate contract, project manage the design, construction, and startup.</p>	4	<p>Complete 1 energy generation project on average every 3 years.</p>
<p>3. Contract Management of digester gas and landfill gas and other energy privatization contracts, i.e. the purpose of Minnesota Methane (MM) contracts is to allow this private company to operate the cogeneration facilities at two MWW facilities and sell the power back to the City at a negotiated price. This involves conducting monthly or as needed meetings with the contractor and City staff; reviewing billings, coordinating technical issues, performing annual inspections, and responding to communications. There are three major existing MM contracts (NC cogeneration, MBC cogeneration, and landfill gas collection) and one MOU with ESD. There are also 10 minor contracts to manage. There are also two additional biogas privatized contracts that are in the procurement process.</p>	4	Daily
<p>4. Energy Usage Control and Monitoring: This includes downloading SDG&amp;E energy data, coordinating with SDG&amp;E to obtain facility energy consumption data, coordinate installation and removal of meters, provide technical assistance to Department on power generation and energy cost control systems, write and provide technical assistance for energy reports, coordinate with ESD's Energy Management Division, attend energy meetings, manage energy monitoring systems and contracts.</p>	4	Daily
<p>5. Review new facility designs for energy savings opportunities and for opportunities for energy grants.</p>	4	Average, 30 energy related drawing sheets and supporting specifications per year

BASIC SERVICE REQUIREMENT	PURPOSE	PERFORMANCE LEVEL OF SERVICE
6. Manage privatized emergency generator maintenance service contract and electrical demand response system	4	Monthly
7. Review of new and potential legislative bills and State Commissions rules for impacts to Department's Energy operating costs and for potential grants and incentives. Make comments as needed. (Legislative and Commission testimony and activism is not in this SOW and is part of EDS's Energy Management Division's or others Scope.)	4	Average, 3 reviews per year.
<b>Technical Support</b>		
<i>Provide assistance to Department's other divisions with projects and issues that need specialized Technical Support</i>		
1. Provide technical support for Permit applications and reports such as APCD Permits, Storm water Permits	4	6 times per year
2. Provide technical support for NPDES Permit	4	One time every 5 years
3. Write specifications and/or provide drawings for purchases for small contracts or O&M performed work	3	10 times per year or as needed
4. Provide inspections of incidents or analysis of problems	3	4 times per year
5. Provide data, information and calculation upon request	3	Weekly
6. Assist with ocean outfall inspections	3	Annually

v. Administration

This function provides non-technical support for the Division including filing, data management, inter-departmental, inter-agency, and city-wide coordination. This function also assists in the administration of in-house training and provides clerical and budgeting/accounting support to Division.

BASIC SERVICE REQUIREMENT	PURPOSE	PERFORMANCE LEVEL OF SERVICE
<b>Inter-Department Coordination</b>		
1. Review, monitor, and provide technical assistance for Service Level Agreements	4	Per Period (13)
<b>Clerical Support</b>		
1. Provide office and administrative support to a variety of technical professionals. Support consists of word processing, filing, photocopying, and general office assistance.	3	Daily
<b>EPM Operating Budget Support</b>		

BASIC SERVICE REQUIREMENT	PURPOSE	PERFORMANCE LEVEL OF SERVICE
1. Preparation of the Division's annual operating budget and the monitoring of the financial status of the Division	1	Weekly
<b>Participating Agency Coordination</b>		
1. Coordination, collection and preparation of information requested by the Metro Commission and Metro TAC.	3	Monthly
<b>Professional Development</b>		
1. Attend training sessions related to job function.	1	As needed
2. Professional Development: attend seminars, conferences, and professional meetings	3	As needed
<b>Document Routing</b>		
1. Monitor the routing of important Council, department, and accounting documents through the MWW and City approval process. This includes hardcopy routing and electronic routing.	4	Daily
<b>Accounting</b>		
1. Establish project accounting numbers	4	As needed
2. Monitor expenditure rates	1	One time per period (13 times per year)
3. Monitor budgets	3	One time per period (13 times per year)
4. Project future expenditures	3	One time per period (13 times per year)

vi. *Environmental Requirements and Contract Administration*

This function provides environmental permitting support for routine permit issuance and renewal and emergency as-needed situations such as sewer spills. This group also provides environmental review of in-house design projects and consultant designs and environmental studies pertaining to wastewater infrastructure improvements. This group also performs mitigation projects and provides support to the Wastewater Collection Division, especially providing biological and archaeological support.

BASIC SERVICE REQUIREMENT	PURPOSE	PERFORMANCE LEVEL OF SERVICE
<b>Environmental Permits (Support for Operational Permits)</b>		
1. Assist with permits for facility operations	1	Daily



BASIC SERVICE REQUIREMENT	PURPOSE	PERFORMANCE LEVEL OF SERVICE
2. Project management of emergency repair projects and environmental access and restoration projects which includes preparing and submitting project documents to federal, state, and local agencies as required	1	As needed
<b>Emergency Environmental Support</b>		
1. Respond to sewage spills in environmentally sensitive areas to assess damage and determine the best access routes. Provide biological and archaeological consultants as needed.	1	Monthly
2. Contact applicable resource agencies immediately	1	As needed
3. Manage and monitor repair operations to minimize environmental damage	1	Weekly or as needed
4. Work with the project manager to identify long term access needs	4	Daily
5. Prepare after the fact permits	1	As needed
6. Design mitigation as necessary	1	As needed
7. Submit appropriate documents and reports to the regulatory agencies	1	As needed
<b>Environmental Support to Operations</b>		
1. Provide environmental support to all operational divisions, including O&M, WWCD, and the EM&TS Laboratory.	4	Daily
2. Accompany crews into the field to identify repair processes, access routes, and alternatives to minimize or avoid environmental impacts from operations repair or replacement projects. Provide consulting biological and archaeological services through as-needed contracts.	4	Weekly
<b>Mitigation Projects</b>		

BASIC SERVICE REQUIREMENT	PURPOSE	PERFORMANCE LEVEL OF SERVICE
<p><i>Full environmental compliance required MWWD to assess impact from development or operations carried out as required by the department. The environmental section performs impact analyses and develops the appropriate mitigation based on those impacts. One large component is locating appropriate land areas to serve as biological restoration or revegetation sites, developing or managing consultants to prepare mitigation plans, and managing the eventual construction project carried out and obtaining final resource agency sign-off.</i></p>		
<p>1. Manage stand-alone mitigation or restoration projects resulting from impacts occurring during the construction of another project. Scope of work includes contract preparation, inspection, implementation, permit compliance, construction management, scheduling, and budget management and community outreach. Manage long-term maintenance of the project, and the consulting monitors.</p>	<p>1, 4</p>	<p>Daily</p>
<p>2. Prepare reports to the resource agencies and ensure the successful completion for agency sign-off.</p>	<p>1, 4</p>	<p>As needed</p>
<p>3. Identify appropriate mitigation sites.</p>	<p>1, 4</p>	<p>As needed</p>
<p>4. Develop conceptual plans for agency review and approval.</p>	<p>1, 4</p>	<p>As needed</p>
<p>5. Obtain agency approvals and environmental permits</p>	<p>1, 4</p>	<p>As needed</p>
<p>6. Obtain agency sign-off when project is complete</p>	<p>1, 4</p>	<p>As needed</p>
<p>7. Perform environmental pilot projects to obtain knowledge of appropriate mitigation techniques and materials</p>	<p>1, 4</p>	<p>As needed</p>
<p>8. Perform environmental opportunity and constraints reports</p>	<p>1, 4</p>	<p>As needed</p>
<p>9. Perform searches for appropriate mitigation sites.</p>		
<p><b>Environmental Project / Contract / Construction Management</b></p>		

BASIC SERVICE REQUIREMENT	PURPOSE	PERFORMANCE LEVEL OF SERVICE
<i>Includes all activities associated with project management resulting from consultant management and implementation of mitigation projects.</i>		
1. Manage outside environmental consultants hired to develop environmental reports, environmental mitigation conceptual plans, performing environmental field surveys, including hiring, negotiating contracts and schedules, developing scopes of work, approving invoicing, etc.		
2. Manage mitigation projects, which includes managing consultants preparing construction documents, preparing reports to resource agencies, obtaining agency approvals and sign-offs at the end of the project, obtaining appropriate permits, managing long-term maintenance (3-5 years), along with associated monitoring by outside consultants, conducting community outreach, and providing inspection for mitigation projects.		
3. Manage restoration projects and erosion control projects (see above)		
4. Develop and manage contracts with consultants and contractors, including reviewing SOQs, writing RFPs, review proposals, hire consultants, prepare documents for bidding, oversee pre-bid conferences, manage contractor and coordinate with Services and Contracts		
5. Manage the MWWG GRC-L (Landscape) contract, which includes assisting MWWG project managers with the preparation of tasks, negotiating scopes of work and costs, and providing construction management services during the implementation of the project. Also, provide field inspection of the landscaping/restoration/or mitigation projects carried out under the GRC-L		
<b>Process / Prepare and Review Environmental Documents</b>		

BASIC SERVICE REQUIREMENT	PURPOSE	PERFORMANCE LEVEL OF SERVICE
1. Determine if projects in the planning stage require environmental review and reporting requirements per CEQA/NEPA guidelines.	1, 4	1 per project or as needed
2. Obtain environmental determinations.	1, 4	1 per project
3. Coordinate preparation of in-house studies and studies by environmental consultants.	4	Weekly
4. Prepare and/or review appropriate environmental documents.	1, 4	As needed
<b>Regulatory Compliance and General Environmental Permitting</b>		
<i>Ensure that MWWD construction and repair projects are in compliance with all environmental regulatory requirements and environmental permits issued for the job.</i>		
1. Assist in obtaining environmental permits for MWWD projects and operations		
2. Assist in preparing environmental permit applications and submittals		
3. Assist in negotiating permit conditions		
4. Ensure all BMP/SWPPPs are in place and maintained in compliance with the permits	1, 4	As needed
5. Ensure all permit conditions are being followed, such as noise limitations and other environmental constraints and/or mitigation requirements	1, 4	As needed
6. Prepare appropriate reports to the agencies as required	1, 4	As needed
<b>Environmental Documents</b>		

BASIC SERVICE REQUIREMENT	PURPOSE	PERFORMANCE LEVEL OF SERVICE
<i>Prepare, process, and review required environmental documents in support of all MWW construction and operations.</i>		
1. Determine if projects in the planning stage require environmental review and reporting requirements in compliance with the California Environmental Quality Act and National Environmental Policy Acts (CEQA/NEPA)		
2. Obtain appropriate environmental clearances and determinations from regulatory agencies		
3. Coordinate preparation of in-house studies and studies by environmental consultants		
4. Prepare appropriate environmental exemptions and documents if required		

vii. *Developer Plan Checking*

This function provides review of all public and developer driven wastewater collection system plans and plans from utility companies whose facilities may impact existing or planned wastewater infrastructure.

BASIC SERVICE REQUIREMENT	PURPOSE	PERFORMANCE LEVEL OF SERVICE
<b>Real Estate Review</b>		
1. Review and process sewer and general utility easement abandonment and street vacation reviews as they relate to sewer facilities.	4	
2. Review projects to determine if any significant issues exist regarding easements, access, or required acquisition	4	
<b>Fiber Optic Plan Check</b>		
1. Review project plans to determine any potential conflicts with City owned fiber optic lines.	4	
<b>Ministerial Review</b>		
1. Technical support for Development Services Department Plan Review Specialist staff to support public information and over the counter permits	4	
2. Review private development and CIP plans to assure compliance with all applicable City, State, and Federal wastewater design standards, regulatory requirements, and previously approved studies and tentative map conditions.	4	

BASIC SERVICE REQUIREMENT	PURPOSE	PERFORMANCE LEVEL OF SERVICE
3. Inter-agency coordination including concept through project completion providing assistance for acquisition, design, construction, and utility services	4	
4. Provide design service assistance, including serving real estate transaction letters, R-O-W vacations, provide records management for projects not yet as built, and CIP coordination	4	
<b>Discretionary Permit Review</b>		
1. Review discretionary land use permits and prepare conditions for the use permits regarding sewer system in accordance with the California State Map Act.	1	Daily
2. Prepare and manage development and public-driven agreements such as participation, reimbursement, deferred improvement, 1911 Act and 1913 Act.	1	
3. Provide inter-agency liaison with Metro PAs, CALTRANS, RWQCB, EPA, State Health and other agencies for coordination of sewer facilities as affected by new development. Negotiate, prepare, and process inter-agency service agreements	1	Monthly
4. Review hydraulic studies to coordinate regional private and public sewer facilities and to determine pipe sizes, allowable depth and slope, easement, and street widths and grading of subdivisions.	4	
5. Review and comment on both City and County Environmental Impact Reports and other environmental documents as they relate to sewer issues.	4	As needed
6. Provide coordination with general plan, community plan, and Specific Plans, and on Facilities Benefit assessment documents as they relate to the sewer system.	4	As needed
7. Provide counter and telephone assistance to customers such as developers, property owners, civil engineering firms and planners. This assistance includes answering sewer related questions, coordination of review of approved sewer studies and tentative maps.	4	As needed
<b>Building Permit Review</b>		
1. Review construction plans for new or replacement laterals where the work is not done by City forces	4	As needed
2. Review of lateral connections to public mains	4	As needed

BASIC SERVICE REQUIREMENT	PURPOSE	PERFORMANCE LEVEL OF SERVICE
<p>3. Where the property to be service does not front a public main determine the need for either an encroachment permit or private easement between the property owners. Review documents for easements between property owners.</p>	<p>4</p>	<p>As needed</p>

Procurement Sensitive

5. Management of Services and Contracts

A. Background and Scope

Responsible for centralized administrative and contract support to the entire Metropolitan Wastewater Department. This includes fiscal analysis, budgets, grant development, contracts management, records management and purchasing. The Division also administers the Equal Opportunity Contracting Program for the Department.

<http://www.sandiego.gov/mwwd/general/divisions.shtml>

B. Explanation of Core Services, Functions, and Basic Service Requirement

MWWD is divided into a number of divisions that provide services to customers and stakeholders. Six of these divisions are part of the MWWD BPR team: Operations and Maintenance, Information and Organizational Support, Engineering and Program Management, Environmental Monitoring and Technical Services, Services and Contracts, and Wastewater Collection. Each of these divisions is considered to represent a “core service” of MWWD.

Within each division there are typically six to eight sections that focus on certain functions. Each section is considered to represent a “core function.” Within each section there may be specific programs or groups that perform certain tasks. Each program or group is considered a “basic service requirement group.” The tasks that these groups complete are referred to as “basic service requirements.”

This hierarchy is summarized in the table below.

NAME	MWWD ORGANIZATION	EXAMPLE
Core Service	Division	Information and Organizational Support
Core Function	Section or Activity Group	Information Technology Management
Basic Service Requirement Group	Program or Activity	IT Governance
Basic Service Requirement	Task	Implement IT policies and procedures

The tables in this document describe the basic service requirements for the Services and Contracts Division. Separate tables have been prepared for each core function.

In the tables, each basic service requirements is assigned one or more purposes or drivers. The purpose is intended to represent MWWD’s most compelling reason to perform the task. The purpose may be assigned a 1, 2, 3, 4, or 5. These purpose designations are explained in the table below.

PURPOSE CODE	CATEGORY NAME	CATEGORY DEFINITION	EXAMPLES
1	Legal Requirement	A legally required service based upon a law, permit, ordinance or similar Authorizing Document	California law; NPDES permit; OSHA regulations; Intergovernmental Agreement adopted by ordinance; City ordinance.



PURPOSE CODE	CATEGORY NAME	CATEGORY DEFINITION	EXAMPLES
2	Stakeholder Requirement	A service required by an entity or customer outside of the MWWD Division (within or outside of the City) performing the work	Clearing of blocked sewers; annual MWWD budget submittal; Service Level Agreement; other Intergovernmental Agreements
3	Industry Standard or Benchmark	A service or function commonly performed by U.S. wastewater utilities	WEF Manual of Practice documents
4	Internal City Requirement	A service required by a City, Department or Division policy	City recruiting policy
5	Other	A service that does not fall into one of the above four categories.	

C. Services and Contracts Core Functions

**Note: Strikethrough items are not expected to remain in the MWWD BPR Team scope of work.**

i. S&C Division Management

Division Management is responsible for the oversight and management of the entire Services and Contracts Division. Additionally, all administrative support to the deputy director and general office support are performed here.

BASIC SERVICE REQUIREMENT	PURPOSE	PERFORMANCE LEVEL OF SERVICE
<b>Division Management</b>		
1. Administration	4	Weekly
2. Clerical Support	4	Daily
3. Word Processing of Miscellaneous Docs	4	4 hours per week
4. Answer, monitor & screen incoming calls for Deputy Director	4	5 hours per week
5. Keep Calendar for Deputy Director	4	Daily
6. Schedule Meetings for Deputy Director	2	8 hours per week
7. Secretary to PUAC Committee	2	5 hours per month
8. Gather information from outside counsel via email	2	Daily
9. Supervise Clerical Assistant	4	6 hours per week
10. Prioritize, assist & delegation of workload	4	Weekly
11. Order office supplies	2	Weekly
12. Metro Commission Meetings/Correspondence / Attendance	4	2.5 hours per month
13. Consultants/Plan Holders correspondence	4	Weekly
14. Print Shop Requisitions	4	Weekly
<b>Reception and Administrative Support</b>		
1. Receptionist at MWWD front desk	2	50 hours per week
2. Assist Public	2	Daily

BASIC SERVICE REQUIREMENT	PURPOSE	PERFORMANCE LEVEL OF SERVICE
3. Operating front desk during business hours: answering phones, transferring calls, check meeting room schedule, check in visitors, escort people to different departments, and stamp incoming quarterly reports for industrial waste.	2	Daily
4. Special projects for Services and Contracts (i.e. SLA binders)	4	30 hours per week

ii. S&C Agency Contracts

The Agency Contracts Section consists of four areas which include, Metro Agreements and the Exhibit E Audit, Municipal Agreements, Flow Metering, and Post-Award Construction Contracts. This Section works with other governmental agencies, large commercial customers, and the Navy to provide sewage transportation and treatment of the region’s sewage.

Metro section administers the contract with the Participating Agencies per the 1998 Regional Wastewater Agreement for treatment and disposal of sewage. In addition we provide services which include; the preparation of periodic rate cases, annual estimates for annual allocation of system costs to the agencies, reconciliation of end of year closing costs, the review and research of the annual Exhibit E audit samples required by the Participating Agencies, invoicing agencies for Metro System costs, providing sewage reports to participating agencies and city staff, analysis of Metro Contract provisions, reviewing and compiling sampling data for use in Strength Based Billing, negotiating settlement of flow issues and new flow formulas, Industrial Waste invoicing, payment to outside agencies for sewer service provided to the City of San Diego, the preparation of revenue data for outside agencies, municipal invoicing, and the liaison to the Participating Agencies.

The Municipal contracts section’s primary responsibility is to prepare and manage agreements between San Diego and other agencies or cities for the reciprocal use of municipal sewerage systems. The municipal sewerage systems are used to transport the regions sewage to the Metro System for treatment. This involves the negotiation and administration of 15 separate agency transportation contracts, 3 separate agency transportation and treatment contracts, research, preparation of financial modeling and scenarios, audit preparation and reconciliation and any other unforeseen projects or requests that may arise with the municipal agencies.

Contract negotiations can take several years to conclude with an individual agency. Currently, all 15 municipal agency contracts for municipal sewerage transportation have expired and staff are working with all agencies to negotiate new agreements. MWWD staff has been meeting with all of the involved agencies for the last two years on this issue. It is anticipated that this process will not be complete with all of the agencies for several years. Also requiring consideration is that these are municipal agencies, and the provision of sewerage system services being a health issue, MWWD cannot just stop another agency from using the system if they refuse to pay. We have agencies that argue each and every charge, fluctuation of costs, and contract points. They refuse to pay all or parts of invoices with regularity. The only recourse, short of litigation, that the City has is negotiation. Litigation is used as a last resort to try to preserve the working relationship between the agencies. The Senior Analyst administering the municipal agreements takes a lead role in negotiations, until such a time as it is deemed necessary to involve upper management and/or legal representatives for the City.

The Flow Metering section analyzes data from sewer meters in order to provide accurate flow reports for invoicing for sewage treatment and transportation. Other duties include evaluating unmetred areas to determine equitable flow volume estimates, providing operational flow data for system management, working with agencies to resolve sewer flow issues, and creating descriptive sewer system maps and schematics in support of these objectives.

The MWWD Contracts section is responsible for four basic categories of contracts which include Consultant Contract Administration, Contracting with Commercial and Industrial Customers, Construction Contract Administration, and Design/Build Contract Administration (Post-Award Activities). This section performs “post-award” contract administration for CIP and O & M projects of varying size and nature. The primary objective of this section is to ensure MWWD engages in ethical, legal and financially sound contracting practices at all times.

BASIC SERVICE REQUIREMENT	PURPOSE	PERFORMANCE LEVEL OF SERVICE
<b>Exhibit E Audit and Cost Allocation</b>		
1. Review and research samples pulled for the external auditor hired by the Participating Agencies to audit accounting records and confirm that expenses hitting Metro do not include Muni charges. Provide explanation on transactions and how they are an allowable Metro expense.	2	Once per year 300-400 hours
2. Review outside Auditor’s report, notes, and management letter. And schedule with other agencies to review report	2	Quarterly 5-10 hours
<b>Metro Agency Contract Management</b>		
1. <b>Prepare Rate Case (10-20 year revenue projections)</b> , to include: obtaining flow & population projections from all agencies; projections for O&M, CIP, grant & SRF projections, bond financing information to prepare 10-20 year projections for 15 Participating Agencies (PA).	2	1-3 times annually; 250-260 hours for one rate case: Revenue for 15 agencies. (14.61 hours per week on average)
2. <b>Annual Estimates for the Allocation of Metro System costs to the Agencies</b> , to include: creation of spreadsheets to allocate PA costs from Budget. Obtain Mass Balance information from EPM and incorporate all the information obtained from preparing the rate case into a Strength Based Billing (SBB) spreadsheet. This spreadsheet calculates the budget dollars, and with the estimates for flow and load (SS & COD) for each agency, allocates the costs to each agency-including San Diego. This spreadsheet also calculates each agency’s percentage of flow, SS & COD then allocates the return flow and load to each agency based on these percentages.	1	Annually for 15 agencies. 160 hours (3.07 hours per week on average)
3. <b>Reconcile with Auditor’s End of Year Closing for Total Allocable System Costs</b> , to include: request mass balance data from metro facilities; analyze job orders; draft O&M exhibit E; redistribute costs; review & analyze data; provide audit backup data; incorporate data into applicable spreadsheets.	2	Annually 504 hours (9.69 hours per week on average)

BASIC SERVICE REQUIREMENT	PURPOSE	PERFORMANCE LEVEL OF SERVICE
4. <b>Invoice Agencies for Metro System Costs</b> , to include: review estimates & compare with actual costs; prepare/revise spreadsheets; prepare invoices & correspondence.	1	15 invoices, quarterly. 24 hours quarterly (1.85 hours per week on average)
5. <b>Provide Sewage Reports to Participating Agencies and City Staff</b> , to include: analyze data; work with FMS staff on flow issues; prepare reports; review reports for trends; revise/update spreadsheets each year. These reports are quite complicated as each agency has a flow formula that includes 1 or more meters, house count(s) and inter-agency flow. After the reports are sent to the agencies they may call with questions and ask for further explanation, or going so far as to request more data or investigating further to validate the reports. Sometimes this may take weeks or months. Also, when updating these files annually must make sure all the links are correct and work properly.	2	Monthly for 15 agencies 120 hours per month  80 hours annually to revise and update spreadsheet  (29.23 hours per week on average)
6. <b>Analysis of Metro Contract Provisions</b> , to include: preparing & processing contract amendments & 1472/1544's.	2	Periodic, As needed 8 hours annually
7. <b>Review and compile sampling data for use in Strength Based Billing</b> , to include: obtain sampling data from Environmental Monitoring & Technical Services and prepare/update spreadsheets for each of the 15 agencies. Out of the 15 agencies 4 agencies have only one sample site, 4 agencies have 2 sample sites, 1 agency has four sample sites, 2 agencies have to subtract sampling from another agency, 1 agency has to subtract an agency that runs a reclamation plant, 1 agency runs a reclamation plant and has to have a Mass Balance instead of a sample site, 1 agency runs a reclamation plant along with having a sample site and also has to subtract sampling from another agency and the City of San Diego has about 10 or more sample sites. So all the agencies except the ones with just one sample site have to have a summary sheet that either adds the sample sites together or subtracts the other agency. Or in the case of the agencies that run reclamation plants has information from the Mass Balance.	1	15 quarterly 24 hours quarterly (1.85 hours per week on average)
8. <b>Negotiate Settlement of flow issues and implement new flow formulas based on flow study</b> , to include: work with FMS group on flow; research historical data; meet with agency to resolve.	1	Periodic (4-6 annually) 40 hours monthly ( 9.23 hours per week on average)
9. <b>Industrial Waste Invoicing</b> , to include: prepare/update spreadsheets; pull mainframe reports; prepare invoices.	3	10 invoices, quarterly 20 hours per year
10. <b>Pay City of Escondido for HAARF Treatment, CIP &amp; O&amp;M costs</b> , to include: review costs & end of year reconciliations; analyze invoice per contract, history, & flow.	1	6 payments annually 12 hours quarterly, plus 20 hours at year end (1.31 hours per week on average)

BASIC SERVICE REQUIREMENT	PURPOSE	PERFORMANCE LEVEL OF SERVICE
11. <b>Prepare revenue estimates for Poway North Basin</b> , to include: Analyze prior year data; pull mainframe reports; prepare spreadsheet for estimate.	1	1 annual estimate; 4 invoices annually annually 22 hours per year
12. <b>Invoice/Pay Agencies Monthly/Quarterly for Sewage Transportation</b> , to include: research sewage usage for all agencies; prepare spreadsheets to calculate each agencies contractual share of costs.	2	1-3 times annually; revenue for 15 agencies 10 hours per month, plus 20 hours per quarter, and 168 hours per year to update spreadsheet, 64 invoices annually
13. <b>Liaison to Agencies</b>	5	2 hours daily (9.69 hours per week)
14. <b>Support to Agency Contracts</b>	5	13.07 hours per week
15. <b>Revenue Database, to include:</b> updating, distributing to Agency Contracts staff.	5	10.7 hours per week
16. <b>Tickler Database, to include:</b> maintaining database of section duties, deadlines, requirements and managing workload.	5	Included in time above
<b>Municipal Contract Development and Management Process Municipal Agency Contract Management</b>		
1. <b>Contract Administration</b> , for 19 governmental agencies, to include: contract interpretation; enforcing contract provisions; research; answering agency questions, wholesale customer service, analyzing contracts, preparing contract briefs, briefing management of contract stipulations and terms, identifying need for new amendments upon expirations, liaison for contract with other departments/Municipal Agencies that may have questions regarding contractual terms and liabilities.	1	19 agencies ongoing Approx 5-6 hours a week
2. <b>Contract Negotiation</b> , for 19 governmental agencies, to include: preparing correspondence; meeting with agencies (numerous times over multiple fiscal years); preparing analyses, negotiation documents, and scenarios; preparing cost estimates; working with the Attorney's office on strategy and legal issues, research, engineering, flow monitoring and department management; briefing management, prepare documentation to take contract and/or amendments to various boards and commissions, take to City Council, prepare and process Mayoral Action and Council Action requests/packages.	1	Within 10 years renegotiate with 19 agencies Approx 18-20 hours a week

BASIC SERVICE REQUIREMENT	PURPOSE	PERFORMANCE LEVEL OF SERVICE
<p>3. <b>Drafting Contracts, Temporary Agreements and/or Contract Amendments</b>, for 19 governmental agencies, to include: drafting boilerplate; working with City Management, City Attorneys, various other departments and agencies, to take contract and/or amendments to various boards and commissions, take to City Council, prepare and process Mayoral Action and Council Action requests/packages.</p>	<p>1</p>	<p>Within 10 years draft contracts for 19 agencies Approx 2-3 hours a week</p>
<p>4. <b>Research on agency issues</b>, for 19 governmental agencies, to include: upcoming CIP's, cost allocation estimates &amp; scenarios for agencies, billing, contracts, facility history, agency flow, capacity usage, peak flows.</p>	<p>2</p>	<p>Varies upon issues arising, 19 agencies—regular basis Approx 18-20 hours a week</p>
<p>5. <b>Prepare 10-20 year municipal rate case</b>, to include: obtaining and analyzing flow and population data, gathering and identifying all allocable CIP costs, O&amp;M costs, transportation costs, etc; analyzing data; preparing spreadsheets; review history; forecasting future costs and revenues, identify trends, preparing scenarios and spreadsheets for anticipated revenue from 19 governmental agencies.</p>	<p>2</p>	<p>1-2 times per year; 19 agencies Approx 5-6 hours a week</p>
<p>6. <b>Administer cost sharing invoicing and payments</b>, for 19 governmental agencies, to include: analyzing and/or preparing documentation; reviewing contracts; preparing correspondence, DPs, and/or invoices (CIP, O&amp;M, Capacity, etc), preparing monthly tracking revenue reports, preparing and submitting annual revenue reporting, preparing annual cost spending report, reviewing contracts to adhere to terms of the agreements regarding payments and credits as needed.</p>	<p>1</p>	<p>7 monthly invoices, 2 quarterly invoices; 1 quarterly payment, 2 bi-monthly payments, 3 annual Payments; 6 agencies involved. Approx. 2-3 hours a week</p>
<p>7. <b>Administer O&amp;M and/or CIP cost sharing audits</b>, for 19 governmental agencies, to include: running mainframe cost reports, gathering flow data for agencies &amp; facilities, isolating costs from Purchase Order requests that are attributable to the audit, prepare spreadsheets for audit years and costs, interview city staff (analysts, engineers, auditors, etc.) as needed to potentially justify costs to agencies, facilitate management meetings to brief management of standing and potential issues, prepare documentation, provide all backup to agencies, meet with agencies; and negotiate any necessary issues that arise.</p>	<p>1</p>	<p>4 facilities annually for 6 agencies unknown number per year; 19 agencies (2-3 annually on average) Approx 5-6 hours a week</p>

BASIC SERVICE REQUIREMENT	PURPOSE	PERFORMANCE LEVEL OF SERVICE
<p>8. <b>Prepare annual O&amp;M and CIP budgets for multiple municipal agencies</b>, to include: running mainframe cost reports, analyzing mainframe reports to isolate costs attributable to O&amp;M and CIP, gathering flow data for agencies &amp; facilities, using flow data to forecast Agency(s) and City flow respectively, prepare documentation, prepare and submit budget to agencies for cost participation and recovery, provide all backup to agencies, prepare correspondence, period cost-tracking, and answer agencies questions.</p>	1	<p>O&amp;M, annual for 6 agencies; CIP, annual, for up to 18 agencies Approx 8-10 hours a week</p>
<p>9. <b>Prepare annual 5-year budget “worksheets” for municipal agencies</b>, to include: running mainframe reports; obtain metro estimates; gather all anticipated CIP and large O&amp;M costs and backup documentation, prepare Muni O&amp;M and/or CIP estimates &amp; forecasts; prepare spreadsheets and correspondence; forecast future year costs based on current cost, inflation and CPI, prepare formal submittal to agency management, notify agencies; answer questions and/or meet with agencies.</p>	1	<p>Annually for 15 agencies Approx 5 hours a week</p>
<p>10. <b>Rancho Bernardo Capacity Approval</b>, to include: research capacity sold on property; review database information; use GIS to map locations; analyze additional capacity request and compare to contract capacity allocation; prepare approval; obtain management approval of capacity request; notify Development Services of result.</p>	1	<p>Varied; (3-6 monthly on average) Approx 1 hour a week</p>
<p>11. <b>Special Projects</b>, to include: Transportation study every 5-10 years which would include an analysis of all Metro and municipal sewer lines, capacity of system and lines, analyzing several years of O&amp;M and CIP costs for MWWDD, determining a fair and equitable allocation of costs, preparing/reviewing summary report, presenting report to all agencies, working with agencies on acceptance of report, answering questions, providing backup documentation and substantiate all costs, assumptions, and methodology; participate on committees; unforeseen projects; and anything requested not covered above.</p>	2	As needed
<p>12. <b>Transportation Rate Adjustment</b>, to include: research CPI/PPI increases through government databases, prepare spreadsheets to recalculate rate; analyze anticipated rate change and its effect upon each of the municipal agencies in the municipal system; notify all agencies of the change and its fiscal impact; answer agency questions; prepare documentation to substantiate all anticipated changes; meet with agencies, if needed.</p>	1	<p>Annual 2-3 hours a week</p>
<p>13. <b>Clerical Support to Agency Contracts Section</b></p>	5	<p>Daily 40 hours per week</p>

BASIC SERVICE REQUIREMENT	PURPOSE	PERFORMANCE LEVEL OF SERVICE
<b>Flow Monitoring (Flow Based Billing)</b>		
1. Participating Agencies (PAs) Flow Metering Analysis of 95 meters. Including researching and analyzing flow data issues, flow anomalies, and meter maintenance issues.	1, 2	Daily (6-8 hours)
2. Prepare Sewage Flow reports monthly for Billing which encompasses over 400 lines of data. Due to the inexact nature of flow metering and the percent of each Participating Agency's budget spent on sewage treatment and transportation, the delivery of monthly reports is not the end of the reporting process – providing justification, back-up, detailed analysis, and negotiating flow disputes often follow report distribution. Agencies may sometimes wait until year-end to dispute flow data from any or all of the prior 12 months. If meters are not functioning or must be removed from the system for extended periods of time, Flow Monitoring Section (FMS) staff must generate a reasonable estimate of flow, acceptable to all parties, to be used for billing. The monthly flow report includes 95 meters and approximately 200 un-metered (“house counts”) areas for 15 Metro agencies and 7 large Municipal accounts. With inter-agency sewage flows, sewage from as many as 7 agencies may flow through one meter, creating a higher level of complexity when analyzing flow data and dealing with disputes. Settling flow disputes requires the coordination, and analysis of data, provided by MWWD, Participating Agency and metering vendor personnel.	1, 2	Weekly (15-20 hours) (12 monthly reports required; ad-hoc reports as requested, e.g. semi-annual, quarterly or annually)
3. Support Metro & Muni contract functions within the Agency Contracts Section by gathering, analyzing & providing flow data, creating GIS maps and flow schematics. This can require the analysis of hard-copy as-built drawings and on-line systems (SPLASH, SHARQ, SWIM, GIS ArcView, Smart Draw).	4	Weekly (5-10 hours)
4. Support internal MWWD Divisions (i.e. Industrial Waste, the City Lab and Deputy Directors) by analyzing & providing flow data. The City Lab data must be analyzed and finalized and provided to the lab within 2 hours of the retrieval of sampling equipment for each quarterly sample taken at the 33 designated sampling meters.	1, 2, 4	Monthly (approx 36 hours)
5. Metering Liaison to outside agencies (15 Participating Agencies which includes cities & sewer districts, plus county & state prisons and federal agencies) including gathering & providing data, researching and notifying the agency of meter/flow issues for any of the 95 meters, and discuss, review and revise data and reports if needed.	1, 2	Monthly (18-20 hours)



BASIC SERVICE REQUIREMENT	PURPOSE	PERFORMANCE LEVEL OF SERVICE
6. Flow Studies including gathering meter data, creating GIS maps (with SANGIS & agency's data/maps), data tables, field work and coordinating meetings with the Participating Agencies. Flow studies can require the analysis of hard-copy as-built drawings, City maps (historical 50', 1000', 400', & 100' scale maps) and on-line systems (SPLASH, SHARQ, SWIM, GIS ArcView) to determine sewage entry points from PAs into the San Diego municipal system and from the municipal system into PA lines. Agency flow formulas are developed from Flow Studies and used for billing both Muni and Metro costs.	1, 2	Quarterly (approx 60-80 hours)
7. Support the Flow Monitoring Alarm Section (FMAS) including analyzing the flow data and providing input on flow issues or flow anomalies for any of the 96 alarm meters. It is the FMS staffs' responsibility to resolve alarm issues with the PAs by ensuring that appropriate action is taken by MWWD, metering vendor and the agency.	5	Monthly (16-18 hours)

iii. S&C Procurement Support\*

MWWD Contracts section is responsible for four basic categories of contracts shown below in two related groups. This section performs "post-award" contract administration for CIP and O&M projects of varying size and nature. The primary objective of this section is to ensure MWWD engages in ethical, legal and financially sound contracting practices at all times.

BASIC SERVICE REQUIREMENT	PURPOSE	PERFORMANCE LEVEL OF SERVICE
<b>Consultant Contract Administration &amp; Contracting with Commercial and Industrial Customers: Strength Based Billing</b>		
1. Assume activated contract (Post NTP) – generate and maintain electronic/hard copy working files used for contract administration. (Types of contracts include; design services for environmental, biological, engineering, architectural, program mgmt/construction mgmt, and safety training	1	As Needed; on average MWWD administers 15 contracts per year.
2. Co-authorize payment monthly invoices	1	As needed; on average review & approve 30 per month
3. Prepare and issue authorized contract amendments.	1	As needed; on average 8 per year
4. Process subconsultant substitutions.	1	As needed; On average 6 per year & 20 hours per amendment

BASIC SERVICE REQUIREMENT	PURPOSE	PERFORMANCE LEVEL OF SERVICE
5. Enforce contract terms and conditions – i.e. phase funding schedules, Scope of Work, contract deliverables.	1	As needed; on average 1 per year & 8 hours per occurrence
6. Provide contract interpretation to the Consultant, Project Managers and related City staff.	2	As needed; on average 8 per year & 3 hours per occurrence
7. Provide technical support for contract disputes, claims and litigation.	2	As needed; on average 8 per year & 3 hours per occurrence.
8. Reconcile completed contract financial activities to PO and formal contract closeout via Consultant Release Form	2	At contract completion
<b>Construction Contract Administration &amp; Design/Build Contract Administration (POST AWARD ACTIVITIES)</b>		
1. Assume activated contract (Post NTP) – generate and maintain electronic/HC working files used for contract administration. (Types of contracts include; major public works, minor public works, general requirements contracts, mitigation contracts (associated with consent decrees), sole source contracts, Non-profit org. contracts.)	1	As needed; on average MWWD administers 15 contracts per year.
2. Authorize project payment invoicing.	1	As needed; on average review & approve 10 per month; 1 hour per invoice
3. Authorize contract change orders.	1	As needed; on average review & approve 3 per month; 2 hours per change order
4. Process subcontractor/supplier substitutions.	1	As needed; on average 4 per year; 5 hours per substitution
5. Enforce contract terms and conditions – I.E. payment schedules, phase funding schedules, contract milestones.	1	As needed; on average once per month & time vary
6. Provide contract interpretation to the Contractor, Project Managers and related City staff.	2	As needed; on average this is a daily activity; 1 hour per day
7. Provide technical support for contract disputes, claims and litigation.	2	As needed
8. Reconcile completed contract financial activities to PO and execute Release of Claims, Affidavit of Disposal and Notice of Completion for contract close out.	2	Once at end of contract; on average 10 hours to complete

\*The pre-award contracting functions are currently relocating to a newly developed Department in downtown.

## iv. S&amp;C Fiscal Review/Rates/Bonds

The Fiscal Review/Rates/Bonds section is responsible for the coordination, preparation and submittal of the Department Budget and the Sewer Rate Case, and all other aspects of fiscal monitoring and reporting including, but not limited to, Debt Financing Administration, Capitalization, and Service Level Agreements. This section is also responsible for the routing and monitoring of MWWD actions requiring approval by City Council, Mayor, or the Chief Operating Officer.

BASIC SERVICE REQUIREMENT	PURPOSE	PERFORMANCE LEVEL OF SERVICE
<b>Operations Budget: Revenue Analysis and Reporting</b>		
1. Provide fiscal year budget revenue projections for the Proposed and Final Budget	1	Twice a Year (Proposed/Final Budget) 120-160 hours per instance
2. Provide 5 year and 15 year revenue projections as requested by the City's Financial Management Department for purposes of financial forecasting.	1	Twice a Year 80-120 hours per instance
3. Provide revenue projections for use in the preparation of the Rate Case	1	2 Times a Year 80-120 hours per instance
4. Track actual revenues received, by revenue account, each period for use in the Departments' R&E	3	Each accounting period (13 periods per year) 40 hours per instance
5. Compile all revenue accounts, (i.e. new and projected revenue) into a binder which tracks various information on each account (i.e. accounting info, revenue source service calculation method, invoice deposit info revenue history, etc.).	3	Monthly or As needed 27hours per instance
6. Conduct research on revenue accounts to ensure that revenue is received and properly recorded and anticipated.	3	As needed Varies depending on research time Average 3 hour per week
7. Compile matrix of all fees received by the Department (including new and projected fees) into a binder which tracks various information of each fee (i.e. title, description, accounting info, fee source, service collection method, invoice/deposit info, fee history, etc.)	3	Monthly 27 hours per month
8. Provide periodic updates for Current Year Monitoring and revise projection	3	Once per accounting period (13 accounting periods per year) 80 hours per period
9. As a member of the Internal Control Team, provide support in developing and implementing the Department's Internal Control Policy	3	Monthly 24 hours per month
10. Updated the Divisional Organizational Chart to reflect vacancies, new hires, and the division's Business Groups	3	Monthly – or as needed 8 hours per instance

BASIC SERVICE REQUIREMENT	PURPOSE	PERFORMANCE LEVEL OF SERVICE
11. Reconcile Departmental Revenue Ledger against City's Auditor's Revenue Ledger	3	Once per accounting period (13 accounting periods per year) 40 hours per period
12. Respond to internal and external (news media, PUAC, various agencies, etc.) inquiries	2	80 hours per month
<b>CIP Budget: Sewer Bond Administration</b>		
1. Review, monitor and track capital expenditure reimbursement from Sewer Bond Proceeds	1	2 hours per day (Contingent on availability of Bond Proceeds)
2. Determine capital expenditures eligible for reimbursement from Sewer Bond Proceeds	1	16 hours per accounting period (13 accounting periods per year)
3. Process reimbursement requests from Sewer Bond Proceeds for each eligible invoice	1	2 hours per day
4. Monitor the Sewer Bond Proceeds Construction Fund balance.	1	1 hour per week
5. Reconcile the MWWD Sewer Bond reimbursement ledger against the City Auditor's accounting records, respond to audits	1	Once per accounting period (13 accounting periods per year) 8 hours per period
<b>Service Level Agreement Preparation</b>		
1. Negotiate, prepare, and route annual Service Level Agreements (SLAs) with other City Departments	2	Annually 480 hours per year (22 Agreements)
2. Prepare and distribute SLA binders to Council, Mayor, MWWD Management	2	Annually 80 hours per year (20 binders)
3. Prepare period-end SLA expenditure reports and projections	2	Once per accounting period (13 accounting periods per year) 12 hours per period
4. Prepare period-end Water expenditure reports and projections	2	Once per accounting period (13 accounting periods per year) 8 hours per period
5. Research SLA expenditures	2	8 hours per month
6. Reconcile SLA department expenditure ledgers	2	Once per accounting period (13 accounting periods per year) 40 hours per period
7. Perform monthly audits of SLA departments	4	20 hours per month
8. Respond to audit inquiries	4	2-4 hours per accounting period
9. Respond to external inquiries (news media, PUAC, various agencies, etc.)	2, 5 (Media)	2-4 hours per accounting period
<b>Operations Budget: Budget Preparation</b>		

BASIC SERVICE REQUIREMENT	PURPOSE	PERFORMANCE LEVEL OF SERVICE
1. Coordinate the collection/implementation of all Divisional Budgets into the Department's Proposed Annual Budget, including Revenue and Expense Statement, City Funds section, Significant Budget Adjustments, etc.	1	Annually 800 hours per year
2. Process Budget Change Requests in FMIS (City's Financial Management System)	1	Annually 40 hours
3. Setup new Job Orders as requested	1	1 hour per week
4. Review Cost Allocation Plan to verify proper job order coding (indirect vs. direct )for S&C division	3	Annually 18 hours
5. Coordinate and prepare rate case documents including 5-year and 15-year appropriation schedules	1	Annually 160 hours
6. Prepare and update the Department's Vacancy Report	2	14 hours per month
7. Respond to internal and external (news media, PUAC, various agencies, etc) inquiries	2	2 hours per day
8. Review and sign off on Council/Mayoral Actions (1472's, 1544's) after reviewing accounting information and checking funding availability	1	80 hours per year
9. Prepare various presentations for a variety of customers (City Council, PUAC, SD Chamber of Commerce, etc)	2	As needed 160 hours per year
10. Prepare the Proposed Annual Operating Budget for S&C Division for the inclusion in the Department's Operating Budget	2	Annually 160
11. Coordinate the collection/implementation of all Divisional Budgets into the Department's Final Annual Budget,	1	Annually 40-80 hours
12. Prepare the Final Annual Operating Budget for S&C Division, for inclusion in the Department's Final Annual Operating Budget	1	Annually 40-80 hours
<b>Operations Budget: Financial Expenditure Reporting</b>		
1. Coordinate the collection/implementation of all Divisional Current Year Monitoring packages into the Department's Current Year Monitoring package for submission to Financial Management	3	Each Accounting Period (13 periods per year) 15 hours per period
2. Prepares Current Year Monitoring report for the Division to track expenditures	3	Each Accounting Period (13 periods per year) 15 hours per period
3. Submit Revenue and Expense Report to IOS Division in order to update the Report of Enterprise Performance (REP)	2	50 hours per month
4. Research Departmental expenditures that appear questionable and/or that have the wrong accounting; make corrections as necessary	2	2.5 hours per week

BASIC SERVICE REQUIREMENT	PURPOSE	PERFORMANCE LEVEL OF SERVICE
5. Respond to internal and external (news media, PUAC, various agencies etc) inquiries	5	2 hours per day
6. During the outside audit as requested by the 15 Participating Agencies, respond to inquires from the PA Auditor	1	Annually 80 hours
7. Internally audit Bid-to –Goal and Pay for Performance documents prior to submission to Accounting	4	Annually 40 hours
<b>CIP Budget: CIP Support Process</b>		
1. Process Council/Manager Actions, Job Order request forms	1	7.5 hours per week (Contingent on bond financing situation)
2. Prepare internal requisition requests	2	1 hour per day
3. Prepare close-out memos and documentation	1	Monthly – As needed
4. Monitor and reconcile As-Needed General Requirements Contracts	1	40 hours per accounting period 13 periods per year
5. Prepare appropriation, expenditure, & encumbrance reports on all projects	2	40 hours per accounting period 13 periods per year
6. Reconcile project ledgers against accounting/budgeting systems; make corrections as necessary	2	40 hours per accounting period 13 periods per year
7. Prepare ten-year forecast and reconciliation in anticipation of budget process	1	Biannually – 480 hours (80 hours * 6 people) per instance (Contingent on funding and defined capital program)
8. Prepare budget documentation and on-line budget entry	2	Biannually – 80 hours per instance (Contingent on funding and defined capital program)
9. Prepare de-appropriation and fourth quarter adjustments	1	120 hours per year
10. Prepare year-end balance schedules for all projects	2	120 hours per year
11. Prepare expenditure reports for bond-financed projects	1	16 hours per accounting period 13 accounting periods
12. Prepare labor expenditure reports for all projects	4	16 hours per accounting period 13 accounting periods
13. Maintain Amount Available for appropriation schedule and analyze open encumbrance schedules	2	40 hours per quarter
14. Prepare miscellaneous surveys and year-end statistics for financial statement purposes	2	Annually - 10 30 hours per year
15. Maintain Project Binders	4	Quarterly – (2 hours per mo) * 7=14* 12= 168 hours per year

BASIC SERVICE REQUIREMENT	PURPOSE	PERFORMANCE LEVEL OF SERVICE
16. Special Projects including but not restricted to the following:		
a. SEC Audit Requirements	1	As needed
b. As-Needed RFI from public	2	As needed- 360 hours
c. 1472 Reengineering	2	As needed 4 hours per week
d. Business Case Evaluations	2	As needed Quarterly – 30 hours per quarter
e. Asset Management	2	Quarterly – 4 12 hours per quarter
<b>CIP Budget: Capitalization</b>		
1. Research and reconcile CIP Projects; i.e. appropriations, budget, expenditures, encumbrances.	1	24 hours per month
2. Prepare capitalization spreadsheets detailing expenditures by activity or contract and provide to engineers	1	24 hours per month
3. Review/approve capitalization allocation submittal from engineers	1	24 hours per quarter
4. Complete and distribute capitalization package to Auditor, etc. and all other stakeholders	1	24 hours per quarter
5. Track annual capitalization progress; measure actual projects capitalized vs. projected; compare projects capitalized vs. projects substantially completed	4	1 hour per week
<b>Process Council/Manager Action</b>		
1. Receive actions (Request for Council Action, Mayoral Action, or PA700) from originator (electronic or hard copy). Prepare routing slip of reviewing authorities and copies for routing process. Prepare folder for each action. Log each new action into the “Routing Document File” online	4	1 hour per day
2. Save electronic file of each action and prepare copies of actions with appropriate stamp titles and flags for signatures	4	1 hour per day
3. Deliver copy to appropriate staff to initial and date the distribution record. Begin internal routing document by delivering to Originator	2	2 hours per day
4. Prepare advance copies for EOC (Equal Opportunity Compliance Office) for actions involving vendors	4	1 hour per day
5. Update “Routing Document File” at each stage of internal routing updating dates and timeline and deliver document to next signature stop	2	2 hours per day
6. Email an advance copy of all Requests for Council Actions to Attorney’s Office once signed off by MWWD’s Deputy Director	2	1 hour per day

BASIC SERVICE REQUIREMENT	PURPOSE	PERFORMANCE LEVEL OF SERVICE
7. Email all Request for Council Actions to Council Liaison when approved by Director or Assistant Director	4	1 hour per day
8. When internal routing has completed, photocopy actions and attachments and file	4	1 hour per day
9. Begin external routing for approval from reviewing authorities outside MWW and log into external routing electronic file keeping track at each stage of routing	1	4 hours per day
10. After external routing is completed, photocopy actions and attachments for internal hard file	4	1 hour per day
11. Distribute copies of actions to all requestors	4	2 hours per day

v. S&C CIP/Fiscal Support

The CIP/Fiscal Support section is responsible for Bond interest and principle payments, fiscal and period accounting, and CIP support. The section is responsible for compiling and formatting the 10 year schedule for the rolling CIP. Also determines the 10 year and 3 year cash flow for Administration, Environmental, Land Acquisition, Permits and Fees, Environmental Mitigation, Design, Construction Management for Municipal-MWW projects using historical information.

BASIC SERVICE REQUIREMENT	PURPOSE	PERFORMANCE LEVEL OF SERVICE
<b>Rate Case Preparation and Coordination</b>		
1. Project interest and oversee the payment process of payable Bond/Interest Payments	1	Quarterly and Biannually (November and May) 80 hours per year
2. Oversee the payment process of payable Bond Principal Payments	1	Quarterly and Biannually (November and May) 40 hours
3. Manage the investment maturity profile for the Sewer Bonds	1	4 hours per week (Contingent on Available Bond Proceeds)
4. Reformat Rolling 5-year Schedule for Municipal CIP -E&CP – Water and Sewer Design Division	1	Annually 40 hours per year
5. Organize and Prepare Materials for the Municipal CIP Rate Case Management Meeting	2	Annually 80 hours per year
6. Coordinate and Insure all changes resulting from Municipal CIP Rate Case Management Meeting are reflected in the applicable revised schedules	2	Annually 40 hours per year
7. Reformat Rolling 5-year Schedule for Metro CIP – EPM Division	1	Annually 40 hours per year
8. Organize and Prepare Materials for the Metro CIP Rate Case Management Meeting	2	Annually 80 hours per year
9. Coordinate and Insure all changes resulting from Metro CIP Rate Case Management Meeting are reflected in the applicable revised schedules	2	Annually 40 hours per year



BASIC SERVICE REQUIREMENT	PURPOSE	PERFORMANCE LEVEL OF SERVICE
10. Provide revised 15-year appropriation schedule to E&CP – Water and Sewer Design Division for them to use to determine their Cash Flow Schedule	2	Annually 80 hours per year
11. Provide revised 15-year and 3-year appropriation schedules for projects with current and future Construction budget projections to Program Management (EPM) Division for MWWD scheduling staff to use to determine the Work-In-Place (WIP) for Municipal Projects	2	Annually 160 hours per year
12. Determine 15-year and 3-year Cash Flow for Administration, Environmental, Land Acquisition, Permits and Fees, Environmental Mitigation, Design, Construction Management for Municipal-MWWD projects. Using historical information: from accounts payable documents, job order detail reports, appropriation ledgers, and project forecast information: from EPM Weekly and input from Project Managers and Senior Civil Engineers	2	Annually 160 hours per year
13. Provide revised 15-year and 3-year appropriation schedules for projects with current and future Construction budget projections to Program Management (EPM) Division for MWWD scheduling staff to use to determine the Work-In-Place (WIP) for Metro Projects	2	Annually 160 hours per year
14. Determine 15-year and 3-year Cash Flow for Administration, Environmental, Land Acquisition, Permits and Fees, Environmental Mitigation, Design, Construction Management for Metro-MWWD projects. Using historical information: from accounts payable documents, job order detail reports, appropriation ledgers, and project forecast information: from EPM Weekly and input from Project Managers and Sr. Civil Engineers	2	Annually 160 hours per year
15. Determine 15-year and 3-year Cash Flow for Construction based on WIP provided by EPM (Tung) (Municipal)	2	Annually 160 hours
16. Determine 15-year and 3-year Cash Flow for Construction based on WIP provided by EPM (Tung) (Metro)	2	Annually 160 hours
17. Take data from the 15-year and 3-year Appropriation and Cash Flow schedules provided by E&CP-Water and Sewer Design Division and update schedules using MWWD format and inflate dollar values	3	Annually 80 hours per year
18. Prepare Funding Source Schedule for a 2-3 year time frame by accounting period to project CIP expenditures funded as Pay-Go, Grants, Bond Proceeds for Muni Projects	2	Annually 120 hours per year

BASIC SERVICE REQUIREMENT	PURPOSE	PERFORMANCE LEVEL OF SERVICE
19. Prepare Funding Source Schedule for a 2-3 year time frame by accounting period to project CIP expenditures funded as Pay-Go, Grants, Bond Proceeds for Metro Projects	2	Annually 120 hours per year
20. Prepare AB1600 Schedule listing each Municipal CIP on the Rate Case Schedules with the percentages of Expansion and Replacement for each project	2	Annually 8 hours
21. Prepare AB1600 Schedule listing each Metro CIP on the Rate Case Schedules with the percentages of Expansion and Replacement for each project	2	Annually 8 hours
22. Prepare a projected Bond Issuance Drawdown Schedule for a two year time frame for Municipal projects	2	Annually 40 hours per year
23. Prepare a projected Bond Issuance Drawdown Schedule for a two year time frame for Metro projects	2	Annually 40 hours per year
24. Financing and Rate Model: Operate and modify the wastewater financial/rate model integrating multiple sources of data used to forecast the optimal mix of debt, developer fees and retail water rates.	2	Monthly 40 hours per month
25. Rate Setting: Winter water usage calculation, present proposed rate increases	2	Annually 160 hours per year
26. Timelines: Oversee development of timelines for rate increases (coordinate with debt management department and water)		Monthly 40 hours per month
27. Contract and Agreement Reviews: Review agreements and contract for compliance with Proposition 218 and bond documents	1	Monthly 40 hours per month
28. State and Federal Legislation Review: Review and evaluate proposed State/Federal legislation impacting utility rate setting and billing. This requires ability to assess legislative impact potential in operations/financial terms, quantify same and adopt policy as needed to comply	1	Monthly 80 hours per month
29. Consultants: Coordinate and facilitate the selection of consultants, the negotiation of contract scope and terms, and administration of contracts. Consultants include, cost of service study consultants and feasibility engineer consultants.	4	Annually 160 hours per year
30. Phase funding review: Review PA700's, etc to ensure that the projects are being phase funded appropriately	4	Weekly 4 hours per week
31. Update the sewer rates for all residential customers based on water usage during the previous winter's monitoring period	1, 2, 3	Annually 120 hours
32. Handle sewer customer complaints through to resolution	2	As Needed -60 per year 100 hours per year
33. Prepare Sewer Reimbursement reconciliations for developer agreements	1	15 hours per month

vi. S&C Office Management Support

Office Management Support is responsible for Department-wide grant and loan administration, cost and specialty accounting, computer training and records distribution and storage as well as divisional payroll, procurement and payment processing, office/space planning and office supply purchases.

BASIC SERVICE REQUIREMENT	PURPOSE	PERFORMANCE LEVEL OF SERVICE
<b>Accounting</b>		
1. Accounts Payable	2	43 invoices per week
2. Establish purchase orders and purchase order modifications	2	180-220 per year 4 hours per week
3. Schedule and process payments for external computer training and other seminars for all MWWD departments.	4	650-700 per year 10 hours per week
4. Entering completed training	4	2 hours per week
5. NTO TIMS	4	4 hours per week
6. Pay for Performance Reports	4	4 reports per year; 40 hours per report
7. Petty Cash	4	2 hours per week
8. Parking Stamps	4	2 hours per week
9. General Filing	4	5 hours per week
10. Research	4	As Needed
11. Special Projects	4	As Needed
<b>Cost and Specialty Accounting</b>		
1. Review and reconcile City-Wide cost allocation charges to MWWD	2	Quarterly 20 hours per quarter
2. Metro/Muni expenditure determination: Review and update allocation and charges between Muni and Metro, establish policies for the allocation of expenditures, and train departments and divisions on job order allocation	2	Monthly 20 hours
3. Internal Controls: Establishment of internal controls for department processes, develop departmental policies for newly established internal controls, and the testing of established internal controls.	2	Monthly 15 hours
4. Special Projects: i.e. Bid to Goal performance measurement establishment, BPR, developing solutions to accounting problems, etc	2	As Needed 10-100 hours (Depending on project)
5. Bid to Goal: Monthly monitoring of performance standards,	4	Monthly 4 hours
6. Bid to Goal: Calculate annual saving from the implementation of Bid to Goal and audit documents prior to submission to external Auditor.	4	Annually 40 hours

BASIC SERVICE REQUIREMENT	PURPOSE	PERFORMANCE LEVEL OF SERVICE
7. Certification of MWWD Annual Financial Report	2	Annually 40 hours
8. Bid to Goal: Liaison to outside auditors auditing annual B2G calculated savings	2	Annually 25-50 hours
<b>Payroll</b>		
1. Process bi-weekly timecards for 220 employees	1, 4	20 hours per week
2. Process payroll related transactions i.e., new hires, transfers, terminations, retirements and corrections	2, 4	12 hours per week
3. Prepare various payroll related reports	2, 4	6 hours per week
4. Special Projects	2, 4	2 hours per week
5. Flexible Benefits	1, 4	Annually, 1 month each year.
<b>Grant and Loan Application and Administration Process</b>		
1. Grant/Loan Review –State and Federal Grants Legislation/Sources	1, 2	4-6 hours per week 4-12 per year
2. Grant Administration and Support	1, 2	15-20 hours per week
3. Loans Administration and Support	1, 2	15-20 hours per week
4. Loans Application and Process	1, 2	8-10 hours per week; 3-4 per year
5. Disaster Recovery (FEMA)	1, 2	5-7 hours per week 1-2 per year as required
6. Special Projects	1, 2	As needed
7. LWA Grant Services	4	As needed
8. Prepare annual grant/loan 3-5 year revenue projections for use in rate case	1, 4	120 hours per year
<b>Office/ Space Planning</b>		
1. Coordinate Office Space	4	7-10 relocations per year; 13 hours per relocation
2. Office Management Special Projects, i.e., office re-arranging, space planning, etc	4	3 hours per week
<b>Stock Clerk Duties</b>		
1. Order, receive, and distribute supplies	4	15 hours per week
2. Auditorium and conference room coordination, set-up and assistance	4	10 hours per week; 350-450 events per year
3. Deliveries and special projects	4	15 hours per week
<b>Records Management</b>		
1. Document control, copy, distribute, validate, and file hard copy records; including confidential documents		2-4 hours a day; 9,775 documents per year
2. Search, and print documents in records database when requested		3-5 hours a week 120-150 per year
3. Receive, sort, distribute inter-office mail and U.S. Mail		4 hours a day 52,000 pieces per year
4. Receive and notify employees on all deliveries and faxes		8 hours a week
5. Reception Coverage		4 hours a day

BASIC SERVICE REQUIREMENT	PURPOSE	PERFORMANCE LEVEL OF SERVICE
6. Sell/send/receive contracts, plan holder's list, bid results, addendums, studies, and large size drawings		1-2 hours a month
7. Deposit and prepare daily cash receipt for revenue of plans and specifications		1-2 hours a day
8. Maintain copiers/fax machine, and employee mailboxes,		1-2 hours a day
9. Maintain library and books checked in/out		3 hours a week
10. Special projects when requested		2 hours a day

6. Information Technology Services and Organizational Support Services (IOS)

A. Background and Scope

IOS manages programs designed to facilitate fulfillment of the Department's Mission. Such programs are focused on developing employee/organizational resources, implementing an environmental management system, fostering safe work environments and enabling the most appropriate technical solutions. Strategic Planning channels Departmental efforts toward continuous improvement of effective and efficient business practices. Organizational Support provides personnel/ management guidance and career development for the department. Safety & Training coordinates training and monitors safety-related incidents. Technology Services manages the design, implementation and support of reliable information and industrial automation technologies. The Public Information Office, under the Department Director, handles all media relations, public inquiries, and community and education outreach for the department.

B. Explanation of Core Services, Functions, and Basic Service Requirement

MWWD is divided into a number of divisions that provide services to customers and stakeholders. Six of these divisions are part of the MWWD BPR team: Operation and Maintenance, Information and Organizational Support, Engineering and Program Management, Environmental Monitoring and Technical Services, Services and Contracts, and Wastewater Collection. Each of these divisions is considered to represent a "core service" of MWWD.

Within each division there are typically six to eight sections that focus on certain functions. Each section is considered to represent a "core function." Within each section there may be specific programs or groups that perform certain tasks. Each program or group is considered a "basic service requirement group." The tasks that these groups complete are referred to as "basic service requirements."

This hierarchy is summarized in the table below.

NAME	MWWD ORGANIZATION	EXAMPLE
Core Service	Division	Information and Organizational Support
Core Function	Section or Activity Group	Information Technology Management
Basic Service Requirement Group	Program or Activity	IT Governance

NAME	MWWD ORGANIZATION	EXAMPLE
Basic Service Requirement	Task	Implement IT policies and procedures

The tables in this document describe the basic service requirements for the Information and Organizational Support Division. Separate tables have been prepared for each core function.

In the tables, each basic service requirements is assigned one or more purposes or drivers. The purpose is intended to represent MWWD’s most compelling reason to perform the task. The purpose may be assigned a 1, 2, 3, 4, or 5. These purpose designations are explained in the table below.

PURPOSE CODE	CATEGORY NAME	CATEGORY DEFINITION	EXAMPLES
1	Legal Requirement	A legally required service based upon a law, permit, ordinance or similar Authorizing Document	California law; NPDES permit; OSHA regulations; Intergovernmental Agreement adopted by ordinance; City ordinance.
2	Stakeholder Requirement	A service required by an entity or customer outside of the MWWD Division (within or outside of the City) performing the work	Clearing of blocked sewers; annual MWWD budget submittal; Service Level Agreement; other Intergovernmental Agreements
3	Industry Standard or Benchmark	A service or function commonly performed by U.S. wastewater utilities	WEF Manual of Practice documents
4	Internal City Requirement	A service required by a City, Department or Division policy	City recruiting policy
5	Other	A service that does not fall into one of the above four categories.	

C. Information and Organizational Support Core Functions

**Note: Strikethrough items are not expected to remain in the MWWD BPR Team scope of work.**

i. IOS Management

Provides human and technology services to achieve organizational effectiveness and efficiency in fulfilling MWWD's overall purpose.

BASIC SERVICE REQUIREMENT	PURPOSE	PERFORMANCE LEVEL OF SERVICE
<b>Administration</b>		
1. Clerical and administrative support to IOS Division and Department management	3	Daily
2. Development and management of the IOS operations budget	3, 4	Daily, develop and monitor annual budget (\$16M), Produce 13 CYMs (period status reports)

BASIC SERVICE REQUIREMENT	PURPOSE	PERFORMANCE LEVEL OF SERVICE
<b>Career Development (Department-wide)</b>		
1. HR Career Development (1 on 1)	2, 3	Weekly, 48 per year
2. Departmental Group Training	2, 3	Bi-weekly, 20 per year
3. Human Resource Room Information Maintenance	2	2 Weekly, posting employee reference materials
<b>Hiring and Recruiting Process (Department-wide)</b>		
1. Hiring of personnel	1, 2	2-4 per Month
2. Interview Package Development / Review	2, 4	3-4 per Month
3. Create, analyze, and review position classification requests / studies	2, 4	3 per month
4. Interview panel participation	2, 4	6 per year
5. Assist with and resolve medical / background issues	2, 4	Weekly
6. <b>Oversee Outstation Personnel</b>	<b>2, 4</b>	<b>1 per Day</b>
<b>Human Resources Management (Department-wide)</b>		
1. Interpretation and application of HR policies and procedures, rules and regulations, laws, guidelines, and MOUs for managers, supervisors, and staff	1	Daily
2. Interview package review (Departmental)	2, 4	1 per week
3. Coordination of HIMP department-wide light duty / case management (reduce injuries/incidents and costs)	1	Daily
4. Conduct and/or assist with fact finding investigations	2	1-2 per week
5. Review and administer disciplinary actions	2, 3	1-4 per week
6. Represent the Department on HR-related committees/projects (MWWD Reengineering, HR Report Citywide, HR task forces, Supervisory Academy, Civil Service Commission, unemployment hearings, Labor Relations meetings, etc.)	1	Daily
7. Conduct HR-related training (Sexual Harassment, EEO, ADA, LAC, Threat Management, Bib 7, career enhancement, interview, personnel guidelines, promotion opportunities, etc.)	2	Weekly
8. Coordinate and oversee centralized tracking for payroll (candidate eligible lists, payroll tracking activity, vacancy tracking, performance evaluation delinquencies, cert//add on pay, records/subpoena coordination)	2	Daily

BASIC SERVICE REQUIREMENT	PURPOSE	PERFORMANCE LEVEL OF SERVICE
9. Develop, review, and/or approve HR-related forms and documents (LOA, FMLA, ADA accommodations worksheet, PC1, WC/IL, HR Policy & Procedure, etc.)	2	Daily
10. Oversee the Training Section (meet with Training Supervisor, discuss action plans, discuss training curriculum, review HDR training projects, etc.)	2	Daily
11. Conflict resolution	2, 3	2 per month
12. Employee/Labor Relations Advice and Recommendations	2, 3	2 per week
13. Provide and coordinate HR training	2, 3	2 per month
14. Special Projects	2, 3	3 per week
<b>Operational Performance Measurement (Report of Enterprise Performance – “REP”)</b>		
1. Contributor Communication and Data Collection	4	Bi-weekly, contact 35 contributors, 1 REP per month
2. IT Contributor Liaison	4	Bi-weekly, contact 35 contributors, 1 REP per month
3. Consolidation and Completion of Report	4	Bi-weekly, 1 REP per month
4. QA/QC of Report	4	Bi-weekly, 1 REP per month
5. Presentation of Report	4	Bi-weekly, 1 REP per month
<b>Pay for Performance (Department-wide Bid to Goal)</b>		
1. Communication with Labor Unions, Management and Employees on Program	2, 4	Monthly, 4 status reports per year
2. Collecting Benchmarking Standards	2, 4	Annually, 60 goals set once per year
3. Goal Setting/Adjustment	2, 4	Annually, 60 goals set once per year
4. Monitoring	2, 4	Monthly, 4 status reports per year
5. Reporting	2, 4	Monthly, 4 status reports per year
6. QA/QC	2, 4	Monthly, 4 status reports per year
7. Pay-Out Administration	2, 4	Annually, One payout per year for 1,000 employees



BASIC SERVICE REQUIREMENT	PURPOSE	PERFORMANCE LEVEL OF SERVICE
<b>Organizational Development (Department-wide)</b>		
1. Development and Design of new OE programs / initiatives: Capacity to accomplish in quality manner as many as 3 important short-term analyses, studies, and projects simultaneously (e.g., Department-wide initiatives, City or Regulatory mandates). Past examples are: Design and implementation of comprehensive internal controls strategy, Development of training and policies concerning Business Case Evaluation, Development of the Health / Injury Management Program and training of all divisional light duty coordinators, focused optimization and BPR efforts.	2, 3	Quarterly
2. Organization Effectiveness Support	4	Daily / As needed, 10-20 large projects per year
3. Communications (Plans, Procedures, Protocols)	4	Weekly, 52, Dept updates
4. Best Management Practices Research	4	Daily, 20 research projects per year
5. Benchmarking	4	Daily, 20 research projects per year
6. Group Facilitation	4	Daily, 200+ meetings per year
7. OE/Productivity Training	4	Monthly, 12 4-hour sessions per year
8. Department Optimization	4	Daily, One large project yearly
9. Gain Sharing Agreements	4	Bi-monthly, 2 Annual Reports, 2 Audit Responses, and 2 gain-sharing payouts administered per year.
10. Workgroup Intervention	4	Bi-Monthly, Six Per Year
11. Management Coaching	4	Bi-weekly, 30 sessions per year

ii. Director's Office - MWWD

Provide management direction to maintain a safe, efficient, and cost-effective regional sewerage system and manage urban runoff that protects the environment, supplements our limited water supply, and meets regulatory standards. The Public Information Office, under the Department Director, handles all media relations, public inquiries, and community and education outreach for the Department.

BASIC SERVICE REQUIREMENT	PURPOSE	PERFORMANCE LEVEL OF SERVICE
<b>Department Management</b>		
1. Department Management	4	Daily
2. Administration Support	4	Daily
3. General Utilities Manager Office Support	4	Daily

BASIC SERVICE REQUIREMENT	PURPOSE	PERFORMANCE LEVEL OF SERVICE
<b>Public Information Office (Department-wide)</b>		
1. External Communications a. Community Relations & Public Outreach	2, 3	Continuous, satisfy 100% of external communications needs
2. Internal Communications a. Public Information b. Support Services c. City Wide Support (Non Activity Specific)	2, 3	Continuous, meet 100% of internal communications needs
3. Media Relations	2, 3	Continuous, respond to 100% of media inquiries
<b>Graphics (All Divisions except O&amp;M)</b>		
1. Graphics Support	3, 4	Continuous, provide 100% of graphics support needs

iii. Safety and Training

Promote a safe and healthy work environment through safety oversight and training to meet MWWD's safety performance goals.

BASIC SERVICE REQUIREMENT	PURPOSE	PERFORMANCE LEVEL OF SERVICE
<b>Safety Administration</b>		
1. ISO 14001 Support – All ISO Certified Divisions – Internal Tracking	4	Continuous
2. Conduct 22 ISO audits annually to monitor regulatory compliance, including, but not limited to, hazardous materials inspection	4	Monthly
<b>HIMP (Health &amp; Injury Management Program)</b>		
1. Workplace Injury Tracking	1	Monthly
2. Lost Days Tracking	1	Monthly
<b>Safety Program Development Reporting and Compliance – Risk Management</b>		
1. Contractor Construction Site Safety Planning and Inspections; 6-9 active construction projects (O&M and CIP related) with 8-12 different contractors, spread out over our 450 square mile service area; sites are visited daily by a Safety Representative; Safety Representative also attends weekly progress, pre-bid, pre-construction and scope meetings; also providing oversight for a group of engineers that enter confined spaces weekly to maintain flow metering devices	1, 3	Weekly
2. Safety Support (WWC Construction); these construction projects occur simultaneous at many different locations throughout our 450 square mile service area using 13 different crews	1, 3	Daily

BASIC SERVICE REQUIREMENT	PURPOSE	PERFORMANCE LEVEL OF SERVICE
3. Safety Support (General); provided to 6 major facilities, 7 major pump stations , 87 smaller lift stations, 3,000 miles of pipeline & 1000 employees which include 60 field crews not covered under WWC Construction; includes liaison with the Purchasing Dept. to review bids and set up Purchase Orders for companies and the evaluation of their products	1, 2	Daily
4. Conduct 44 Storm Water Inspections annually, to ensure regulatory compliance with Storm Water Permit at 12 MWWD facilities; Develop BMPs for department Storm Water Management; submit reports to regulatory agencies and monitor corrective actions	1, 2	Monthly
5. Respiratory Fit Testing; provide respirator fit testing to more than 300 confined space entry certified employees	1, 2	Daily
6. Calibration of gas monitors; calibrate over 200 gas monitors at MWWD facilities	1, 2	Daily / weekly
7. Safety Inspections and Investigations; perform inspections of all work sites, infrastructure and facilities; investigate all accidents, injuries & near misses; conduct Lockout/Tagout audits	1, 2	Daily
8. Health and Injury Management; conduct trend analysis of injuries; maintain CalOSHA 300/300A Logs; monitor hearing exams for Standard Threshold Shifts; monitor air quality at all facilities; perform ergonomic evaluations of work stations and tasks; attend all 9 Department Safety Committee monthly meetings	1, 2	Daily / Weekly
9. Tailgate Meetings (topic dependent); provided 677 Tailgates in FY 2006; conducted bi-weekly on different days and times for all field workers on varying shifts at several sites	1, 2	Bi-weekly
10. Training – Support, Conduct Or Attend (examples include PPE Training, Equipment Training, Office Safety Training, Emergency Preparedness, and Confined Space); Conducted 227 formal classes in FY 2006 on safety topics; 1 to 4 hours long based on the topic; conduct 3-day confined space entry training; liaison with the Fire Department to conduct joint confined space emergency rescue drills at major facilities	1, 2	Daily
11. Vehicle Accident Review Board (ARB)	4	Monthly
12. Water Utilities Safety Manager Association (WUSMA)	5	Bi-monthly
13. American Society of Safety Engineers (ASSE)	5	Monthly

*iv. Strategic Planning*

MWWD maintains an up-to-date Strategic Business Plan that focuses on a ten year rolling planning horizon. Strategic planning at MWWD is a particularly important dynamic process that

assures that the Mayor, City Council, the City's ratepayers, and other key stakeholders (regulators, participating agencies, environmental organizations, labor organizations, etc.) receive the best wastewater collection, conveyance, treatment, and disposal services possible. This organizational approach guides, structures, aligns, and communicates individual and work group actions to meet the organization's vision and mission for the benefit of the ratepayers for the regional wastewater treatment and City wastewater conveyance system. The Strategic Business Plan reflects a focused, ongoing process of planning, execution, review, and adjustment aimed at continual improvement. The goals of the Plan are to create a culture of anticipation rather than reaction, build teams, facilitate timely decision making, develop priorities, optimize resources, and align short term performance with long term goals.

The Strategic Business Plan informs the budgeting and financial administration processes, develops financial priorities and allocates resources optimally, integrates and coordinates planning efforts, maximizes value-added processes and minimizes redundancy, and serves as an accountability tool for the accuracy of projections, assumptions, decisions and results. Strategies are developed and reviewed each year in the context of supporting the department's updated business framework, while maintaining vital alignments with City and regional public policy.

The Metropolitan Wastewater Department published its first Strategic Business Plan to cover Fiscal Years 2000-2010. The idea for the Plan was born during a full day "Management Team Off-Site." The Plan is updated annually. This last year, the Strategic Planning process underwent an optimization effort. The resulting process will be more efficient and will retain effectiveness.

BASIC SERVICE REQUIREMENT	PURPOSE	PERFORMANCE LEVEL OF SERVICE
<b>Strategic Planning (Department-wide)</b>		
1. Projected Operations Environment (SWOT)	3, 4	Annually, 2 per year (employee and mgt level) (Execute the Strategic Planning Tech Memo)
2. Department Mission/Vision	3, 4	Annually, One review/update per year (Execute the Strategic Planning Tech Memo)
3. Goals and Objectives	3, 4	Annually, One review/update per year (Execute the Strategic Planning Tech Memo)
4. Management Consultation	3, 4	Annually, Work with 13 Managers over a period of 6-7 weeks (Execute the Strategic Planning Tech Memo)
5. Write/Edit Plan	3, 4	Annually, One Strategic Plan per year (Execute the Strategic Planning Tech Memo)
6. QA/QC Plan	3, 4	Annually, One Strategic Plan per year (Execute the Strategic Planning Tech Memo)
7. Plan Document Production	3, 4	Annually, One Strategic Plan per year (Execute the Strategic Planning Tech Memo)
8. Communication (Management, Employees, Stakeholders)	3, 4	Ongoing, 12-15 presentations per year (Execute the Strategic Planning Tech Memo)
9. Performance Monitoring	3, 4	Twice per year collect results and produce Excel spreadsheet of all Measures of Success stated in SBP (Execute the Strategic Planning Tech Memo)

v. *Technology Services Group*

Manage the design, implementation, and support of reliable and innovative technologies in a seamless, consistent manner, so MWWD can process wastewater and storm water effectively and efficiently. This Group consists of four primary Sections, including Information Technology (IT) Management, Control Systems Administration, Electrical Systems Engineering, and SCADA Systems Support, that provide support services across all MWWD divisions and operations.

BASIC SERVICE REQUIREMENT	PURPOSE	PERFORMANCE LEVEL OF SERVICE
<b>TSG Administration</b>		
1. Management & Supervision	3, 4	Daily, 4 direct reports and 30-35 subordinates
2. Policies & Procedures	3, 4	Monthly
3. Communications	3, 4	Daily
4. Strategic Planning	3, 4	Monthly
5. Administrative and clerical support	3	Daily
<b>IT Governance (Department-wide)</b>		
1. Organizational Management; Administer or manage departmental IT organization, including functional structure, resource allocation, setting standards and priorities, decision making, and performance management; ensure IT processes and strategies are aligned with business goals and strategies; define and enforce accountability for IT services and assets at all levels of the organization to minimize business risks; ensure high quality of IT services to enable organizational effectiveness	2, 3	Weekly
2. Financial Planning & Budgeting; Develop short-term IT budget plans and long-range IT financial forecasts, aligned with departmental and city budget guidelines; develop financial goals; submit and manage annual IT budgets, including SLA or Work Plan with SDDPC and tracking expenditures; plan and manage allocated IT resources within given constraints	2, 3	Bi-Weekly
3. IT Policies & Procedures; Draft and implement IT policies and procedures; enforce policies; coordinate policy implementation with appropriate internal and external stakeholders; review and update policies and procedures, as necessary; consolidate and standardize common policies and procedures City-wide, as appropriate	2, 3	As needed

BASIC SERVICE REQUIREMENT	PURPOSE	PERFORMANCE LEVEL OF SERVICE
<p>4. Communications(Plans, Procedures, and Protocols); Develop communications plan with procedures and protocols related to IT matters; develop and maintain standardized communication mechanisms; document IT protocols, policies, procedures, and actions, and facilitate their communication to appropriate internal and external stakeholders; provide visibility of IT projects to necessary or interested parties; assist in marketing IT services to department staff/users</p>	<p>2, 3</p>	<p>Weekly</p>
<p>5. Strategic Planning for IT (Alignment with Business Strategies); Develop, review, and update IT Strategic Plan, including re-evaluation of priorities, to align with and enable accomplishment of business goals and strategies; ensure alignment of departmental IT Strategic Plan with citywide strategies and goals; plan and manage long-term IT investments (i.e., application portfolio management, IT asset lifecycle management) departmentally and/or citywide; incorporate input and recommendations from technical areas for long-range planning for upgrades or enhancements to Business Applications, Computing Platforms, and IT Infrastructure; develop procedures and implement practices to maintain continuous improvement of IT services</p>	<p>2, 3</p>	<p>Monthly</p>
<p>6. IT/DP Budget Administration; Develop and submit annual IT/DP Budget, following department and city budget preparation procedures; monitor budget activity and status; provide input to monthly department CYM reports; track and verify IT/DP expenditures and perform trend analyses; provide long-range IT/DP budget forecasts for sewer financing plans; respond to internal and external audits related to IT/DP expenses</p>	<p>3, 4</p>	<p>Bi-weekly</p>
<p>7. IT Executive Committee; Manage the content, topics, and other items at monthly meetings; coordinate with Assistant Director (as Committee Chair); provide technology aspects (issues and solutions) of requests brought to the Committee; ensure distribution of meeting agendas and notes of meeting actions</p>	<p>3, 4</p>	<p>Monthly</p>

BASIC SERVICE REQUIREMENT	PURPOSE	PERFORMANCE LEVEL OF SERVICE
<b>IT Business Management (Department-wide)</b>		
1. Business Analysis. Coordinate with departmental business customers to define operational requirements and specifications; translate business requirements into technical requirements; analyze business needs to determine and recommend possible technical solutions, including benchmarking of alternatives; analyze performance of IT systems to determine if they are meeting business needs; perform systems integration analyses, with an understanding of dependencies and inter-relationships of data; provide management with performance measurement and customer satisfaction reports on operational IT systems	2, 3	Weekly
2. Business Intelligence and Analytics; Develop or assist in developing standard and custom (ad hoc) management reports utilizing business operations data; maintain and coordinate periodic reporting of operational performance measures in support of department strategic goals; manage or direct the management of departmental systems to track and provide interactive access to performance measurement data (e.g., online “executive dashboard”); Create and maintain views/screens and reports to meet unique business requirements, using data warehousing and reporting software tools, which may involve web-based (Intranet) systems for the user interface; manage library of business views/screens and reports; develop and maintain an understanding of the data relationships with the business operations, especially related to the “Balanced Scorecard” approach to business analytics	2, 3	Daily / weekly
3. Data Management (excludes database administration); Assist in or direct the development, creation, and maintenance of data (including data definitions and metadata) for business applications to meet business needs; create and understand data/process flow charts and system interfaces; perform data and system/application integration analyses; develop a data retention/disposition policy; validate the content, accuracy, and completeness of the data within their respective business applications by performing periodic data audits	2, 3	Weekly

BASIC SERVICE REQUIREMENT	PURPOSE	PERFORMANCE LEVEL OF SERVICE
<p>4. Project Management. Manage resources, time, budget, and scope through the development and operational lifecycle of a project, including project initiation, detailed planning, project start-up, ongoing project performance, project execution, and project close-out; Implement project policies and procedures; identify and acquire resources required to perform work; maintain staff technical proficiency and productivity, and provide training where required; establish and maintain quality in project; identify and procure tools to be used on the project; manage or coordinate customer testing and acceptance of deliverables; identify and mitigate project risks; Plan, coordinate, and implement project change management activities based on organization standards; lead change management meetings; identify items to be placed under change management and distribute master list; record change management actions and maintain action item list; track problem reports; identify strengths and weaknesses and make recommendations</p>	<p>2, 3</p>	<p>Daily</p>
<p>5. IT Security; Create and/or implement standards and procedures for controls, testing protocols, auditing, and reporting of IT Security; assess IT systems security (physical, logical, and data) and recommend modifications or remediation measures, where necessary; enforce IT security standards and practices; create criteria to assign system/application access rights and periodically monitor/audit compliance; train and educate end-users in IT security best practices</p>	<p>2, 3</p>	<p>Continuous</p>
<p>6. IT Contract Management; Manage the development, issuance, and ongoing administration of IT services contracts with outside vendors (including SDDPC staff/labor), for contracts issued through SDDPC or City Purchasing; coordinate the management of citywide contracts for common IT services; create and/or manage standardized procedures for IT-related Requests for Qualifications (RFQ) or Requests for Proposal (RFP)</p>	<p>2, 3</p>	<p>Weekly</p>



BASIC SERVICE REQUIREMENT	PURPOSE	PERFORMANCE LEVEL OF SERVICE
7. IT Asset Management / Procurement; Manage and/or process requests for procuring IT equipment (hardware and/or software) or maintenance services (excluding consulting services contracts); ensure requests are properly justified and approved at the appropriate level, including identification and verification of funding; track procured items from order to receipt; coordinate delivery and installation arrangements; review and reconcile invoices (including SDDPC), process payments to vendors; provide periodic reports to management; Manage and/or perform “provisioning” services for employees to ensure all necessary IT and office equipment is provided for new/incoming staff, tracked over the lifecycle of the equipment, and properly returned or disposed of when staff leave; utilize automated request processing system, linked with asset tracking; Manage and track inventory of IT assets over their lifecycle including receipt, assignment/installation, relocation, removal, and disposal; where “IT assets” include computer systems (desktops, portable/laptop systems, and servers, hardware and software), peripheral devices (e.g., printers, scanners, external drives), desk and/or cellular telephones, mobile computing devices (e.g., Personal Digital Assistants [PDAs], Mobile Data Units [MDUs], Mobile Data Terminals [MDTs]), GPS modems, etc.; provide asset trend data for strategic planning and budgeting purposes	2, 3	Daily
8. Internal Controls (Audit Compliance); Manage and/or monitor the internal control processes and mechanisms related to Information Technology; implement best management practices to maintain the integrity of IT systems and services to comply with regulatory, audit, and other standards or requirements; evaluate and report on the effectiveness of IT internal controls; coordinate and/or participate in audits of IT systems, processes, and practices	1, 3	Continuous
<b>COMNET Administration</b>		
1. Oversight and management of Control Systems Network Administration	2, 3	Daily; systems uptime at least 98%; emergency response for repairs within 30 minutes

BASIC SERVICE REQUIREMENT	PURPOSE	PERFORMANCE LEVEL OF SERVICE
2. Control Systems Programming	2, 4	Daily; 95% of DCS change requests given a priority within three business days (customer notified); 100% of DCS change requests given a priority within seven business days
3. Application Programming	2, 3	Daily; system uptime at least 98%
4. Section Administration and SDDPC Oversight	3, 4	Daily, 14-16 staff members supervised
5. O&M Engineering Support	2, 4	Daily; ensure plant support systems (e.g., CCTV, fire alarm) data is available at 98% uptime in DCS
6. Application Design Review	2, 3	As Needed; complete 8-10 design reviews per year
7. Reporting	1, 2	Daily; ensure reporting systems are available 99% of time
8. COMNET Maintenance Contract	2, 4	Daily; ensure 100% compliance with contract terms
9. Training (providing & attending)	3, 4	Monthly; attend 100% of mandatory classes
<b>Electrical &amp; Control Systems Engineering (Department-wide)</b>		
1. Control Systems Engineering Support	2, 4	Daily, 10-15 support calls per year
2. Project Management Support	2, 4	Daily, 1-5 projects per year
3. Section Administration	3, 4	Daily, 6-8 staff members supervised
4. Control Systems Engineering Design/Review	2, 4	Daily, 8-12 design/review per year
5. EPM Division meetings and liaison with other Divisions	4	Weekly
6. CWP Design Guidelines; update and review	5	As needed
7. Training for Section Staff	3, 4	Monthly
<b>SCADA &amp; Telemetry Support (Department-wide)</b>		
1. Section Administration	3, 4	Daily, 3-4 staff members supervised
2. SCADA System Support	2, 3	Daily
3. SCADA System Design for new & existing pump stations	2, 3	As needed
4. Design for other control systems (Low Flow Diversion, Collection Overflow Prevention System)	3, 4	As needed
5. Meet with other agencies	3	As needed
6. Meetings with other Departments	5	As needed

The following IT functions will be reviewed as part of the citywide BPR effort from September 2006 to January 2007. These IT functions/tasks are expected to become pass-through services from providers external to MWWD, either by centralized City IT staff, San Diego Data

Processing Corporation (SDDPC) staff or external, third-party contractors Control Systems (COMNET) services and support are specifically excluded from these IT functions, with the exception of Database Administration, as noted below.

### **IT Systems Management** (relating to technical support and administration)

- Typical tasks/duties include:
  - System Design and Development (includes Configuration Management)
  - System Testing (includes System Integration)
  - System Implementation and Training

### **IT Customer Support**

- Typical tasks/duties include:
  - Help Desk – Internal, Centralized or Decentralized Staff
  - Help Desk – External Contract Service

### **Business Application Support** (excluding long-range planning and management)

- Typical tasks/duties include support of:
  - Commercial-Off-the-Shelf (COTS) Applications
  - Custom-Developed Applications
  - Database Administration for both IT and COMNET (excludes data management)
  - Web-Based Applications
  - Engineering / CADD / GIS Applications

### **Computing Platforms Support** (relating to technical support and administration)

- Typical tasks/duties include support of:
  - Mainframe Systems
  - Network Servers
  - Database Servers
  - Application Servers
  - Backup and Disaster Recovery Systems
  - Mobile Systems and Portable Devices
  - Internet/Intranet Web Servers

### **IT Infrastructure Management** (relating to technical support and administration)

- Typical tasks/duties include support of:
  - Wide Area Network (WAN)
  - Local Area Network (LAN)
  - Wireless Data Network
  - Voice Network/Systems (telephony)
  - Communications Systems (other than telephony)

Procurement Sensitive

**APPENDIX B**  
**Authorizing Documents List**

Procurement Sensitive

## Appendix B

BUSINESS FUNCTION	SOURCE AGENCY	ARTICLE OR POLICY	SECTION	TITLE	SUMMARY
Asset Management	City of San Diego Charter	XIV	219	Pueblo Lands	Restrictions on the sale or lease of Pueblo Lands by the City.
Asset Management	City Administrative Regulation	25.1		Leasing of City-Owned Real Estate	Responsibilities defined.
Asset Management	City Administrative Regulation	40.1		Maintenance of Public Facilities Building	Procedures for maintaining City facilities.
<i>Asset Management</i>	City Administrative Regulation	<i>40.5</i>		<i>Maintenance of Unimproved and Marginal Streets</i>	<i>Repealed.</i>
Asset Management	City Administrative Regulation	45.2		Interdepartmental Transfer of Capitalized Property	Policy for transferring underutilized property to Purchasing for redistribution or sale.
Asset Management	City Administrative Regulation	45.3		Procedure for Disposal of Abandoned Personal Property Found on City Premises	How to handle lost and found property
Asset Management	City Administrative Regulation	45.7		Use of Property Tags to Identify Capitalized City Equipment	City equipment will be identified with pressure-sensitive pre-numbered property tags (exception for motive equipment, firearms and unclaimed property).
Asset Management	City Administrative Regulation	30.2		Motive Equipment Replacement Policy	Establishes standards for determining the replacement of a vehicle.
Asset Management	City Administrative Regulation	35.3		Reporting Receipt of Goods and Services	Procedures and standards for receiving and reporting problems/errors with items received.
Asset Management	City Administrative Regulation	35.1		Purchasing Goods and Services	Establishes purchasing procedures and standards
Asset Management	City Administrative Regulation	35.15		Citywide Blanket Purchase Order	Procedures, roles and responsibilities for Citywide and department Blanket Purchase Orders

## Appendix B

<b>BUSINESS FUNCTION</b>	<b>SOURCE AGENCY</b>	<b>ARTICLE OR POLICY</b>	<b>SECTION</b>	<b>TITLE</b>	<b>SUMMARY</b>
Asset Management	City Administrative Regulation	45.5		Private Use of City Labor, Equipment, Materials and Supplies Prohibited	Policy against personal use of city assets.
Asset Management	City Administrative Regulation	45.8		Management of Loss to City Property Due to Crimes or Negligence	Responsibilities of Risk Management and the department.
Asset Management	City Administrative Regulation	90.61		Use of Microcomputer Hardware and Software	Software installed on City systems must be properly licensed.
Asset Management	City Administrative Regulation	35.5		Identification and Disposition of Central Stores Surplus Stock	Notifies purchasing agent of changes in program or required stocking levels. Provides mechanism for disposal of obsolete stock.
Asset Management	City of San Diego Municipal Code	Chapter 2, Article 2	22.0501	Storerooms-Stock-Records –Inventory	Establishes storerooms and requires an annual inventory to City Auditor
Asset Management	City of San Diego Municipal Code	Chapter 2, Article 2	22.0505	Requisitions	Policy and procedures for making purchases from City storerooms.
Asset Management	City of San Diego Municipal Code	Chapter 2, Article 2	22.0506	Obsolete or Depreciated Property-Selling, Disposing	Procedures for retiring assets.
Asset Management	City of San Diego Municipal Code	Chapter 2, Article 2	22.0516	Administration and Procedures	Procedure and policy for reporting discrepancies and unsatisfactory performance of services or materials.
Asset Management	MWWD Department Instructions (DI)	10.7		Departing Employees: Information Checklist	Policies and procedures to handle employee departures.
Asset Management	MWWD Department Instructions (DI)	40.2		Unauthorized Software on City Computer Systems	Policy and procedures for protecting Department IT systems from unauthorized software and licensing violations.
Asset Management	MWWD Department Instructions (DI)	40.45		Information Technology Asset Management	Policy and procedure for IT asset management and inventory control

## Appendix B

BUSINESS FUNCTION	SOURCE AGENCY	ARTICLE OR POLICY	SECTION	TITLE	SUMMARY
Civil Service (Human Resources, Risk Management)	City of San Diego Charter	VIII	115	Civil Service Commission	Roles and Responsibilities
Civil Service (Human Resources, Risk Management)	City of San Diego Charter	VIII	116	Personnel Director	Roles and Responsibilities
Civil Service (Human Resources, Risk Management)	City of San Diego Charter	VIII	117	Unclassified and Classified Services	Definitions
Civil Service (Human Resources, Risk Management)	City of San Diego Charter	VIII	118	Rules	How rules will be created and adopted
<i>Civil Service (Human Resources, Risk Management)</i>	City of San Diego Charter	<i>VIII</i>	<i>119</i>	<i>Application Register</i>	<i>Repealed 02/10/1966</i>
Civil Service (Human Resources, Risk Management)	City of San Diego Charter	VIII	120	Limitations and Credits	Rules for tests. Considerations for Veterans.
Civil Service (Human Resources, Risk Management)	City of San Diego Charter	VIII	121	Eligible Lists	Rules and limitations for Eligible Lists
Civil Service (Human Resources, Risk Management)	City of San Diego Charter	VIII	122	Appointments	Chain of authority for hiring.
Civil Service (Human Resources, Risk Management)	City of San Diego Charter	VIII	123	Limitations on Appointments and Transfers	Standards for appointments, transfers and reassignments.
Civil Service (Human Resources, Risk Management)	City of San Diego Charter	VIII	124	Promotions	Preference of "Promote from within"
Civil Service (Human Resources, Risk Management)	City of San Diego Charter	VIII	125	Service Register	Information required of and prepared by the Personnel Director.
Civil Service (Human Resources, Risk Management)	City of San Diego Charter	VIII	126	Certification of Pay-rolls	Certification required before payments
Civil Service (Human Resources, Risk Management)	City of San Diego Charter	VIII	127	Standards of Efficiency	Duty of the Personnel Director to set minimum standards
Civil Service (Human Resources, Risk Management)	City of San Diego Charter	VIII	128	Investigations	Roles and Responsibilities
Civil Service (Human Resources, Risk Management)	City of San Diego Charter	VIII	129	Removals, Suspension and Layoffs	Rules and Procedures
Civil Service (Human Resources, Risk Management)	City of San Diego Charter	VIII	129.1	Removal of Striking Employees	Policy against striking.
Civil Service (Human Resources, Risk Management)	City of San Diego Charter	VIII	130	Compensation Established	Procedures, roles and responsibilities.



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BUSINESS FUNCTION	SOURCE AGENCY	ARTICLE OR POLICY	SECTION	TITLE	SUMMARY
Civil Service (Human Resources, Risk Management)	City of San Diego Charter	VIII	131	False Statement by Applicant	Policy against falsification.
Civil Service (Human Resources, Risk Management)	City of San Diego Charter	VIII	136	Violations and Penalties	Protections during testing
Civil Service (Human Resources, Risk Management)	City of San Diego Charter	VIII	137	Power of Taxpayers to Enforce Rules	Power defined
Civil Service (Human Resources, Risk Management)	City of San Diego Charter	VIII	138	Certain Candidates for Elective Office and Appointments Prohibited	Definitions
Civil Service (Human Resources, Risk Management)	City of San Diego Charter	VIII	139	Further Powers	The City Council may provide further rights, duties and privileges as necessary.
<i>Civil Service (Human Resources, Risk Management)</i>	City of San Diego Charter	<i>VIII</i>	<i>140</i>	<i>Present Employees Retained</i>	<i>Repealed 02/10/1966</i>
<i>Civil Service (Human Resources, Risk Management)</i>	City of San Diego Charter	<i>VIII</i>	<i>140a</i>	<i>Status of Present Employees</i>	<i>Repealed 02/10/1966</i>
Civil Service (Human Resources, Risk Management)	City Administrative Regulation	4.5		Employee Assistance Program Administration	Purpose, policy and procedure for the Employee Assistance Program.
Civil Service (Human Resources, Risk Management)	City Administrative Regulation	62		Administration of Worker's Compensation Liabilities	Definition of the City's self-administered program.
Civil Service (Human Resources, Risk Management)	City Administrative Regulation	62.1		Procedure for Processing Personal Injury and Property Damage Claims	Procedure for Personal Injury and Property Damage claims.
Civil Service (Human Resources, Risk Management)	City Administrative Regulation	63		Industrial Leave	Standards and Guidelines for the City's Industrial Leave Program.
Civil Service (Human Resources, Risk Management)	City Administrative Regulation	63.1		Recovery of City Costs for Employee Absences Caused by Other Persons	Policy and guidelines for recovering costs due to absences, disability or retirement of a City Employee caused by a third party.

## Appendix B

<b>BUSINESS FUNCTION</b>	<b>SOURCE AGENCY</b>	<b>ARTICLE OR POLICY</b>	<b>SECTION</b>	<b>TITLE</b>	<b>SUMMARY</b>
Civil Service (Human Resources, Risk Management)	City Administrative Regulation	70.3		Tuition Refund Plan	Tuition reimbursement policy
Civil Service (Human Resources, Risk Management)	City Administrative Regulation	70.5		Administration of Vocational Rehabilitation Program	Policy to rehabilitate qualified injured workers to suitable, gainful employment.
Civil Service (Human Resources, Risk Management)	City of San Diego Charter	XII	193-210	Labor on Public Work/City Police Court	All Sections repealed on 02/11/1964
Civil Service (Human Resources, Risk Management)	City Administrative Regulation	75.12		City Manager Vehicle Accident and Industrial Incident Review and Prevention Program	Establish a program to reduce the number of vehicle and industrial accidents.
Civil Service (Human Resources, Risk Management)	City of San Diego Municipal Code	Chapter 2, Article 2	22.1001	Administrative Code	Personnel
Civil Service (Human Resources, Risk Management)	City of San Diego Municipal Code	Chapter 2, Article 2	22.1101	Administrative Code	Compensation
Civil Service (Human Resources, Risk Management)	City of San Diego Municipal Code	Chapter 2, Article 2	22.1501	Administrative Code	Park and Recreation Dept
Civil Service (Human Resources, Risk Management)	City of San Diego Municipal Code	Chapter 2, Article 2	22.1701	Administrative Code	Fiscal
Civil Service (Human Resources, Risk Management)	City of San Diego Municipal Code	Chapter 2, Article 2	22.1801	Administrative Code	City Departments
Civil Service (Human Resources, Risk Management)	City of San Diego Municipal Code	Chapter 2, Article 3	23.0101	Administrative Code	Definitions
Civil Service (Human Resources, Risk Management)	City of San Diego Municipal Code	Chapter 2, Article 3	23.0201	Administrative Code	Classification Compensation
Civil Service (Human Resources, Risk Management)	City of San Diego Municipal Code	Chapter 2, Article 3	23.0301	Administrative Code	Applicants and Applications
Civil Service (Human Resources, Risk Management)	City of San Diego Municipal Code	Chapter 2, Article 3	23.0401	Administrative Code	Examinations
Civil Service (Human Resources, Risk Management)	City of San Diego Municipal Code	Chapter 2, Article 3	23.0501	Administrative Code	Eligible Lists

## Appendix B

<b>BUSINESS FUNCTION</b>	<b>SOURCE AGENCY</b>	<b>ARTICLE OR POLICY</b>	<b>SECTION</b>	<b>TITLE</b>	<b>SUMMARY</b>
Civil Service (Human Resources, Risk Management)	City of San Diego Municipal Code	Chapter 2, Article 3	23.0601	Administrative Code	Layoff and Re-employment
Civil Service (Human Resources, Risk Management)	City of San Diego Municipal Code	Chapter 2, Article 3	23.0701	Administrative Code	Requisition and Certification
Civil Service (Human Resources, Risk Management)	City of San Diego Municipal Code	Chapter 2, Article 3	23.0801	Administrative Code	Appointments
Civil Service (Human Resources, Risk Management)	City of San Diego Municipal Code	Chapter 2, Article 3	23.0901	Administrative Code	Promotions
Civil Service (Human Resources, Risk Management)	City of San Diego Municipal Code	Chapter 2, Article 3	23.1001	Administrative Code	Transfers
Civil Service (Human Resources, Risk Management)	City of San Diego Municipal Code	Chapter 2, Article 3	23.1101	Administrative Code	Leaves of Absence
Civil Service (Human Resources, Risk Management)	City of San Diego Municipal Code	Chapter 2, Article 3	23.1201	Administrative Code	Resignation, Removal, Suspension, and Reduction in Compensation
Civil Service (Human Resources, Risk Management)	City of San Diego Municipal Code	Chapter 2, Article 3	23.1301	Administrative Code	Efficiency
Civil Service (Human Resources, Risk Management)	City of San Diego Municipal Code	Chapter 2, Article 3	23.1401	Administrative Code	Suspended Competition
Civil Service (Human Resources, Risk Management)	City of San Diego Municipal Code	Chapter 2, Article 3	23.1501	Administrative Code	Reports to the Commission
Civil Service (Human Resources, Risk Management)	City of San Diego Municipal Code	Chapter 2, Article 3	23.1601	Administrative Code	Administration
Civil Service (Human Resources, Risk Management)	City of San Diego Municipal Code	Chapter 2, Article 3	23.1701	Administrative Code	Discrimination Complaints
Civil Service (Human Resources, Risk Management)	City of San Diego Municipal Code	Chapter 2, Article 3	23.1801	Administrative Code	Contracts for Services
Civil Service (Human Resources, Risk Management)	Federal Law			Consumer Credit Protection Act (CCPA)	The federal wage garnishment law, Consumer Credit Protection Act (CCPA), protects employees from discharge by their employers because their wages have been garnished for any one debt, and limits the amount of an employee's earnings that may be garnished in any one week.

## Appendix B

BUSINESS FUNCTION	SOURCE AGENCY	ARTICLE OR POLICY	SECTION	TITLE	SUMMARY
Civil Service (Human Resources, Risk Management)	Federal Law			Contract Work Hours and Safety Standards Act (CWHSSA)	Applies to federal service contracts and federal and federally assisted construction contracts over \$100,000. It requires contractors and subcontractors on covered contracts to pay laborers and mechanics employed in the performance of the contracts one and one-half times their basic rate of pay for all hours worked over 40 in a workweek
Civil Service (Human Resources, Risk Management)	Federal Law			Copeland "Anti-Kickback" Act	Prohibits federal contractors or subcontractors engaged in building construction or repair from inducing an employee to give up any part of the compensation to which he or she is entitled under his or her employment contract and requires such contractors and subcontractors to submit weekly statements of compliance.
Civil Service (Human Resources, Risk Management)	Federal Law			Davis-Bacon and Related Acts (DBRA)	Requires all contractors and subcontractors performing work on federal or District of Columbia construction contracts or federally assisted contracts in excess of \$2,000 to pay their laborers and mechanics not less than the prevailing wage rates and fringe benefits for corresponding classes of laborers and mechanics employed on similar projects in the area.
Civil Service (Human Resources, Risk Management)	Federal Law			Employee Polygraph Protection Act (EPPA)	Prevents employers from using lie detector tests, either for pre-employment screening or during the course of employment, with certain exemptions.

## Appendix B

BUSINESS FUNCTION	SOURCE AGENCY	ARTICLE OR POLICY	SECTION	TITLE	SUMMARY
Civil Service (Human Resources, Risk Management)	Federal Law			Employee Retirement Income Security Act (ERISA)	Federal law that sets minimum standards for pension plans in private industry; sets minimum standards for participation, vesting, benefit accrual and funding; requires accountability of plan fiduciaries; and gives participants the right to sue for benefits and breaches of fiduciary duty
Civil Service (Human Resources, Risk Management)	Federal Law			Executive Order 11246	Prohibits federal contractors and subcontractors and federally-assisted construction contractors and subcontractors that generally have contracts that exceed \$10,000 from discriminating in employment decisions on the basis of race, color, religion, sex, or national origin.
Civil Service (Human Resources, Risk Management)	Federal Law			Executive Order 13201	States that government contracts and subcontracts must include an employee notice clause (Beck Poster) requiring non-exempt federal contractors and subcontractors to post notices informing their employees that they have certain rights related to union membership and use of union dues and fees under federal law.
Civil Service (Human Resources, Risk Management)	Federal Law			Fair Labor Standards Act (FLSA)	Prescribes standards for the basic minimum wage and overtime pay, affects most private and public employment

## Appendix B

BUSINESS FUNCTION	SOURCE AGENCY	ARTICLE OR POLICY	SECTION	TITLE	SUMMARY
Civil Service (Human Resources, Risk Management)	Federal Law			Family and Medical Leave Act (FMLA)	Provides an entitlement of up to 12 weeks of job-protected, unpaid leave during any 12-month period to eligible, covered employees for the following reasons: 1) birth and care of the eligible employee's child, or placement for adoption or foster care of a child with the employee; 2) care of an immediate family member (spouse, child, parent) who has a serious health condition; or 3) care of the employee's own serious health condition. It also requires that employee's group health benefits be maintained during the leave.
Civil Service (Human Resources, Risk Management)	Federal Law			Federal Employees' Compensation Act (FECA)	Provides federal employees injured in the performance of duty with workers' compensation benefits, which include wage-loss benefits for total or partial disability, monetary benefits for permanent loss of use of a schedule member, medical benefits, and vocational rehabilitation. This Act also provides survivor benefits to eligible dependents if the injury causes the employee's death.
Civil Service (Human Resources, Risk Management)	Federal Law			Immigration and Nationality Act (INA)	Sets forth the conditions for the temporary and permanent employment of aliens in the United States and includes provisions that address employment eligibility and employment verification. These provisions apply to all employers.

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BUSINESS FUNCTION	SOURCE AGENCY	ARTICLE OR POLICY	SECTION	TITLE	SUMMARY
Civil Service (Human Resources, Risk Management)	Federal Law			Labor-Management Reporting and Disclosure Act (LMRDA)	Provides standards for the reporting and disclosure of certain financial transactions and administrative practices of labor organizations and employers; the protection of union funds and assets; the administration of trusteeships by labor organizations; and the election of officers of labor organizations. The Act also guarantees certain rights to all union members.
Civil Service (Human Resources, Risk Management)	Federal Law			McNamara-O'Hara Service Contract Act (SCA)	The SCA requires contractors and subcontractors performing services on covered federal or District of Columbia contracts in excess of \$2,500 to pay service employees in various classes no less than the monetary wage rates and to furnish fringe benefits found prevailing in the locality, or the rates (including prospective increases) contained in a predecessor contractor's collective bargaining agreement. Safety and health standards also apply to such contracts.
Civil Service (Human Resources, Risk Management)	Federal Law			Occupational Safety and Health (OSH) Act	"Assure safe and healthful working conditions for working men and women."
Civil Service (Human Resources, Risk Management)	Federal Law			Rehabilitation Act of 1973, Section 503	Prohibits discrimination and requires employers with federal contracts or subcontracts that exceed \$10,000 to take affirmative action to hire, retain, and promote qualified individuals with disabilities.
Civil Service (Human Resources, Risk Management)	Federal Law			Uniformed Services Employment and Reemployment Rights Act (USERRA)	Protects service members' reemployment rights when returning from a period of service in the uniformed services, including those called up from the reserves or National Guard, and prohibits employer discrimination based on military service or obligation.