

**Draft Transition Plan  
(Resolution 3302 Exhibit C)**

**Attachment 8**

**COUNTY OF SAN BERNARDINO  
SPECIAL DISTRICTS DEPARTMENT  
DRAFT TRANSITION PLAN**

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Spring Valley Lake Community Services District  
December 2019

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## DRAFT TRANSITION PLAN

The County of San Bernardino, Special Districts Department (SDD) has outlined the following draft transition plan at the Local Agency Formation Commission's (LAFCO) request. This is only a draft for the purposes of outlining proposed services and potential costs of providing those services. The actual transition plan would need to be formalized by the governing body of both parties should a transition of services occur.

SDD proposes the following actions take place to transition services from the SDD to the Spring Valley Lake Community Services District (SVLCSD) upon the issuance of the Certificate of Completion by LAFCO officially forming the new entity. These recommendations are not to be considered all inclusive of every action necessary to guarantee or ensure the smooth transition of services; however, they do identify those actions required during the mandated transition period from formation until close of the fiscal year. This period is referred to in this document as the "transition period". Exhibits to this document include draft contracts required to implement required actions during the transition period, dissolving the existing entities, and finalizing the formation of the new District (SLVCSD) (see Sections A through E).

As a part of this Transition Plan, actions taken by SVLCSD are at its discretion. SDD cannot be held liable for any failure of SVLCSD to perform actions required to facilitate the transition based on any exclusion of actions from the recommendations enclosed herein.

The transition of duties, responsibilities, authority, and documents maintained by and authorized by SDD, are divided into two main categories: transfer of duties and responsibilities and transfer of assets. SDD management would continue to operate in the capacity of Interim General Manager (IGM) of SVLCSD upon its formation during the transition period or until such time as a permanent (or different interim) General Manager is selected by SVLCSD Board. The costs associated with providing these services, according to the terms of the contract, are to be billed quarterly by SDD, in advance, for the duration of the contract.

The following provides an outline of services and administrative support to be provided by SDD to SVLCSD during the transition period.

### **SDD – EXECUTIVE AND ADMINISTRATIVE SUPPORT**

Executive personnel and staff provide leadership and administrative support, including but not limited to Finance and Budget, Information Technology, Human Resources, Risk Management, and Legal services. The transfer of responsibility is effective upon the finalized formation of SVLCSD and the dissolution of the existing entities. The cost for providing executive support shall be billed quarterly to SVLCSD for payment and will be included in the line item costs for any service provided. The cost of this administrative support functions will be twenty-five percent (25%) and shall be applied to all costs associated with direct services provided.

It should be noted that SDD continues to evaluate the administrative allocation percentage for the department and this percentage may adjust in the future, prior to the finalization of the transition plan, based on the results of that evaluation.

The final transfer of executive support functions from SDD to SVLCSD shall be initiated by SVLCSD through direct action of its Board of Directors and is dependent upon SVLCSD employing staff or contracting from available service providers to perform the required functions.

**SPECIAL DISTRICTS DEPARTMENT, WATER AND SANITATION DIVISION  
OPERATING COUNTY SERVICE AREA 64**

**Business Operations Section**

This section outlines the contractual provisions for the continuing of business services during the transition period to SVLCSD from SDD and CSA 64. The transfer of responsibility is effective upon the finalized formation of SVLCSD and the dissolution of the existing entity (CSA 64). The cost for providing this service shall be billed quarterly, in advance, to SVLCSD for payment. The estimated number of Full-Time Equivalent (FTE; assumed to be an employee who receives 2,080 hours paid annually) positions required for providing this service is **3.20**, with an estimated cost of **\$428,750** for staffing.

The final transfer of all business operations duties from the Water and Sanitation Division (WAS) to SVLCSD shall be initiated by SVLCSD through direct action of its Board of Directors and is dependent upon SVLCSD employing staff or contracting from available service providers to perform the mandatory duties.

The transfer of responsibility, information, documentation and physical assets to be provided to SVLCSD shall include, but not be limited to the following:

1. Hard copies and/or electronic files of customer account data.
2. Hard copies and/or electronic files of billing data.
3. Hard copies and/or electronic files of CSA 64 logs, permits, project files, assessment district "Engineer Reports", and active correspondences related to SVLCSD.
4. Notify all regulatory and permitting agencies to transfer and/or reestablish permits, licenses, rights, etc. SDD personnel operating as Interim General Manager to assist in providing for this transition. Coordinate transfer of properties including land, facilities, vehicles, equipment, utilities, etc.
5. Provide related Watermaster documentation.

6. SVLCSD shall be required to initially adopt the Rules, Regulations, Ordinances, Fee Package, and Purchasing Policy of SDD/WAS following formation until such time as SVLCSD reviews, amends and adopts their own.
7. Provide all CSA 64 related historical data, which includes all regulatory reporting.
8. Arrange for transfer of any assets that may be associated with SVLCSD.

### **Water Operations Section**

This section outlines the contractual provisions for the continuing of services during the transition period for the operation of the water system transferred to SVLCSD from CSA 64. The transfer of responsibility is effective upon the finalized formation of SVLCSD and the dissolution of the existing entity (CSA 64). The cost for providing this service shall be billed quarterly, in advance, to SVLCSD for payment. The estimated number of FTE positions required for providing this service is **3.25**, with an estimated cost of **\$393,898** for staffing.

The final transfer of all water operations duties from WAS to SVLCSD shall be initiated by SVLCSD through direct action of its Board of Directors and is dependent upon SVLCSD employing staff or contracting from available service providers to perform the mandatory duties.

Transfer of Duties and Responsibilities includes, but is not limited to:

1. Cancellation of existing licenses and permits in the name of SDD/WAS for the operation of the water delivery system to allow SVLCSD to apply for the required licenses and permits for operation of the water system. SDD personnel operating as Interim General Manager to assist in providing for this transition.
2. Arrange to transfer CSA 64 equipment and physical assets to SVLCSD.
3. Provide all SVLCSD related water quality data and sampling/backflow program data to SVLCSD.
4. Provide contact information to establish accounts with parts and materials suppliers, contractors and other vendors.
5. Provide meter reading route books and associated maps.
6. Provide related field/ operational historical data.
7. Transfer all video well logs, e-logs, deviation logs, as-builds, maintenance manuals including associated records etc.

**Sewer Collection System Operations Section**

This section outlines the contractual provisions for the continuing of sewer collection system maintenance services during the transition period until transferred to SVLCSD from CSA 64. The transfer of responsibility is effective upon the finalized formation of SVLCSD and the dissolution of the existing entity (CSA 64). The cost for providing this service shall be billed quarterly, in advance, to SVLCSD for payment. The estimated number of FTE positions required for providing this service is **1.83**, with an estimated cost of **\$239,799** for staffing.

The final transfer of all sewer collection system duties from WAS to SVLCSD shall be initiated by SVLCSD through direct action of its Board of Directors and is dependent upon SVLCSD employing staff or contracting from available service providers to perform the mandatory duties.

Transfer of Duties and Responsibilities includes, but is not limited to:

1. Cancellation of existing licenses and permits in the name of CSA 64 for the operation and maintenance of the sewer collection system to allow SVLCSD to apply for the required licenses and permits for operation of the sewer system. SDD personnel operating as Interim General Manager to assist in providing for this transition.
2. Arrange to transfer CSA 64 equipment and physical assets to SVLCSD.
3. Provide CCTV and main pipeline cleaning records to SVLCSD.
4. Provide preventative maintenance records for the sewer lift stations and wet-wells.
5. Provide contact information to transfer the California Integrated Water Quality System (CIWQS) required legal data entry to the SVLCSD.
6. Provide contact information to establish accounts with parts and materials suppliers, contractors and other vendors.
7. Provide related field/operational historical data.
8. Provide contact information to SVLCSD to enter JPA with VVWRA.

**SDD – PROJECT MANAGEMENT (SDD-PMD)**

This section outlines the contractual provisions for the continuing of engineering and construction services during the transition period for the operation and maintenance of the water system and sewer system transferred to SVLCSD through dissolution of CSA 64 as well as other engineering/construction services. The transfer of responsibility is effective upon the finalized formation of SVLCSD and the dissolution of the existing entity (CSA 64). The cost for providing these services shall be billed monthly, in arrears, to SVLCSD for payment. The

number of FTE positions required for providing these services is dependent upon actual hours worked by SDD Engineering Staff. The charge for engineering services is calculated using the productive hourly rate for hours worked and adding the administrative component as outlined previously. **Project Management costs are not included in the base service amount and would be charged in addition to the base services amount should SVLCSD request service that required Project Management involvement.**

The final transfer of all duties and responsibilities from SDD-PMD to SVLCSD shall be initiated by SVLCSD through direct action of its Board of Directors and is dependent upon SVLCSD employing staff or contracting from available service providers to perform the mandatory duties.

The transfer of these duties and responsibilities includes, but is not limited to:

1. Transfer of Land Use Services duties from SDD-PMD to SVLCSD, effective upon the formation of the District.
2. Transfer of Development Services duties from SDD-PMD to SVLCSD, initiated by SVLCSD and is dependant upon the entity employing staff to perform these duties.
3. Upon formation of the SVLCSD, the Board of Directors shall adopt SDD's Capital Improvement Program (CIP). All current active CIP projects will be taken to completion.
4. SDD-PMD shall transfer the management and maintenance of documents to SVLCSD. The transfer shall include, but not be limited to:
  - a. Original drawings of CIP improvements and developer built water and sewer improvement drawings. Copies of disks containing the digital files for the as-built drawings will also be provided. Not all projects and improvements have digital files available.
  - b. Hard copies and computer files (where available) for all water and sewer master plans, focused studies, grant/loan application packages and other planning documents.
  - c. Hard copies and computer files for water hydraulic model (H2Onet) and Sewer CAD.
  - d. Hard copies and computer files (where available) for all service policies and procedural documents shall be provided to SVLCSD. SVLCSD shall be required to initially adopt these policies and procedures following formation until such time as they can be reviewed in the manner required by law for amendment.
  - e. Hard copies and computer files (where available) for Rules, Regulations, Ordinances, Fee Package, Purchasing Policy and other governing documents. SVLCSD shall be required to initially adopt these policies and procedures

following formation until such time as they can be reviewed in the manner required by law for amendment.

### **SDD – HUMAN RESOURCES DIVISION (HR)**

This section outlines the contractual provisions for the continuing of Human Resource services during the transition period to SVLCSD. The transfer of duties and responsibility is effective upon the finalized formation of SVLCSD and the dissolution of the existing entities (CSA 64). The cost for providing this service shall be included though the administrative support charge as previously outlined in this agreement.

The final transfer of all human resource duties from SDD -HR to SVLCSD shall be initiated by SVLCSD through direct action of its Board of Directors and is dependent upon SVLCSD employing staff or contracting from available service providers to perform the mandatory duties.

During the transition period identified in Section B, the transfer of Human Resources duties and responsibilities from the SDD-HR to the SVLCSD is limited to all personnel data and records as well as benefit calculations. Payroll records for Special District Department personnel will remain with the SDD-HR.

Transfer of Duties and Responsibilities includes, but is not limited to:

1. Provide copies of Rules, Regulations, Ordinances, and other related personnel documents governing Human Resource activities within the Department if the new district is interested in reviewing for possible use as an interim step in setting up their employee needs.
2. Division staff will continue to provide Human Resource services, including payroll and employee relations until SVLCSD no longer contracts with SDD for the provision of these services.
3. Schedule meetings with SVLCSD staff to review potential to develop a comprehensive plan to transition Human Resource services from the SDD to SVLCSD.

### **SDD – BUDGET AND FINANCE DIVISION**

This section outlines the contractual provisions for the continuing of Fiscal services, from the effective date of the change until the close of the Fiscal Year, for services previously provided by the Budget and Finance Division. The transfer of responsibility is effective upon the formation of the District and the dissolution of the existing entities. The cost for providing this service shall be included though the administrative support charge as previously outlined in this agreement.

The transfer of the duties and responsibilities from the SDD Budget/Finance Division to the SVLCSD shall be initiated by SVLCSD and is dependent upon the SVLCSD employing additional staff or contracting from available service providers to perform these duties.

Transfer of Duties and Responsibilities include, but are not limited to:

1. Identify vehicles and equipment of which the ownership will be transferred to the new district (see Section B).
2. Implement the SDD and SVLCSD fair share plan to distribute pooled equipment assets currently owned by SDD/WAS as outlined (See Section D).
3. Upon the effective date of formation and dissolution, request the Auditor/Controller to assign fund/department codes for SVLCSD new agency funds, replacing the existing entity's enterprise funds.
4. Develop a process to transfer incoming payments and outstanding payables received subsequent to the transition.
5. Hard copies and/or electronic files of collection activity i.e. payment arrangements, payment extensions and related banking information including Non Sufficient Funds (NSF) checks.
6. Contact the County of San Bernardino, Auditor/Controller/Recorder to establish SVLCSD as the new contact for all Notices of Condition/Liens for delinquent charges recorded in CSA 64's name and update the fund code that all future payments will be deposited. Additionally, the Division shall provide a hard copy of the accounts to SVLCSD.
7. Deactivate and close cash balances from existing entity funds and transfer to SVLCSD funds, providing SVLCSD Board of Directors with outline of transfer amounts.
8. Discontinue payment documents from, and receiving deposits into, existing entity funds.
9. Begin paying documents from, and receiving deposits into, SVLCSD funds.
10. Establish signature authorization for SVLCSD funds.
11. Establish SVLCSD Board signature procedures to allow SVLCSD direct payments.
12. Transfer fiscal records to SVLCSD upon effective date of formation, in coordination with SVLCSD Board of Directors.

13. Implement cash handling procedures.
14. Provide contact information for materials and services vendors.
15. Assist in the transfer of utilities accounts to SVLCSD as customer/owner.

### **SDD- INFORMATION SERVICES DIVISION (ISD)**

This section outlines the contractual provisions for the continuing of information services, from the effective date of the change until the close of the Fiscal Year, for services previously provided by the Information Services Division. The transfer of responsibility is effective upon the formation of the District and the dissolution of the existing entities. The cost for providing this service shall be included though the administrative support charge as previously outlined in this agreement. Equipment replacement costs that are excessive or beyond the scope of routine services will be charged in addition to any base service costs. These will be discussed with SVLCSD prior to incurring, with the exception of in a critical situation as deemed by SDD leadership.

Transfer of Duties and Responsibilities include, but are not limited to:

1. Identify all sites to be transferred, site address and services/functions operated.
2. Identify communication interconnectivity plan.
3. Identify communications methods employed and licenses required (FCC, Cellular, Telco).
4. Add/Remove non-reprogrammable communication components configured for SDD operations.
5. Identify site/elevation issues for Radio Frequency processes.
6. Remove SDD select agreement license keys from software for future software upgrade/license certification requirements.
7. Extract all data files and application formats if applications are part of SVLCSD's inventory.
8. Prepare electronic export file of all account data in format specified.
9. Determine communication service providers in areas of SVLCSD facilities and coordinate transfer of authority and accounting information with service transfer date.
10. If web presence is to continue, provide electronic copy of web pages and application formats.

11. Establish contract with Internet Service Provider and Telco service for WAN/Internet capabilities.
12. Establish contracts for support and licensing of all operation specific software applications.
13. Establish contracts for computer hardware and peripheral maintenance and support.
14. Establish technical/program support of all applications developed in-house utilizing standard office products.
15. Establish data security model for customer and operation data integrity.
16. Establish power management and emergency plan for critical systems and functions.
17. Establish disaster recovery plan and agreements with other entities to provide emergency support during disaster scenarios.
18. Provide, depending on the operation, for on-call 24/7 supports for critical systems.
19. Establish agreement for AMI service with Transparent Technologies and Badger Meter.
20. Develop separate SCADA HMI and establish SCADA support agreement.
21. Establish written agreement including formats, frequency, and validation requirements for all data transactions between district and external agencies and institutions as mandated, including:
  - All data must be formatted for export or import into a billing system
  - All data to be downloaded or uploaded from devices, such as meter readers, automated check readers, electronic transactions files (from banks), need to be documented
  - SCADA transmissions, content, format and frequencies (FCC License) must be documented and maintained
  - Upload of transactions into an accounting system (SAP or other) must be documented and audited
  - Internet service provider agreements on type of security and services to be provided. User data access levels and data availability

## Scope of Services

### 1.0 ABBREVIATIONS

CAL-EPA: State of California Environmental Protection Agency

CAL-OSHA: California Occupational Safety and Health Administration

CFR: Code of Federal Regulations

LRWQCB: Lahontan Regional Water Quality Control Board

MDAQMD: Mojave Desert Air Quality Management District

SVLCSD: Spring Valley Lake Community Services District

SWRCB: California State Water Resources Control Board

RCRA: Resource Conservation and Recovery Act

USEPA: United States Environmental Protection Agency

### 2.0 DEFINITIONS

#### 2.1 Permit Requirements

The Permit Requirements referred to in this document shall be understood to be:

- (1) the SWRCB Water Permit No. 05-13-15PA-024

or any permit issued by the USEPA that amends, revises or replaces these permits while the contract is in effect.

#### 2.2 Regulatory Agency

The term Regulatory Agency referred to in this document shall be understood to be the USEPA, CAL-EPA, MDAQMD, SWRCB, Lahontan RWQCB or any agency imposing regulations upon the district as it refers to the water or sewer facilities.

#### 2.3 Regulatory Requirements

The Regulatory Requirements referred to in this document shall be understood to be:

- (1) all SWRCB and USEPA laws, and regulations
- (2) all SWRCB, USEPA, CAL-EPA –regulations, and guidelines regarding monitoring, analysis or reporting of the Facilities
- (3) the Code of Federal Regulations – Title 40, the California Health and Safety Code, and the California Code of Regulations as it relates to the Facilities
- (4) the RCRA and Hazardous Materials Control Act
- (5) the Government Code, Health and Safety Code, Water Code, California Safe Drinking Water Act and related laws and regulations
- (6) the Clean Water Act and all other applicable, Federal, State and local laws and

regulations.

#### **2.4 Facilities**

The Water Facilities referred to in this document shall be understood to be:

Water Production Wells, Water Storage Reservoirs, Water Distribution Pipelines, and Appurtenances

The Sewer Facilities referred to in this document shall be understood to be:

Sewer Collection Main Pipelines, Sewer Lift Stations, and Appurtenances

### **3.0 GENERAL**

SDD agrees to operate, maintain and manage SVLCSD Facilities. These services include but are not limited to the following:

The complete operation, maintenance and management of SVLCSD Facilities.

All of these tasks are to be performed in full coordination with the SVLCSD, as defined by the Scope of Services, and in full compliance with all Permit and Regulatory Requirements.

#### **3.1 Communications**

SDD shall transmit to SVLCSD all necessary and/or requested information regarding the operation and maintenance of SVLCSD Facilities in a timely manner.

#### **3.2 Emergency**

SDD will be required to respond to all emergencies that occur at, or in some way involve, the Facilities. SDD shall designate the appropriate level of “stand by” personnel to respond to emergency calls during unmanned hours.

#### **3.3 Business Operations**

The Business Operations Section shall provide billing, collections, customer service, and development services. SDD shall provide and maintain all computer software required to produce customer billing and to maintain all data relevant to SVLCSD business operations as referenced above.

The Business Operations Section shall maintain all regulatory reports and permits such as self-monitoring reports, inspections, compliance inspections and sampling data, baseline monitoring data, compliance schedule program reports and various enforcement activities, etc. in conformity with all Permit and Regulatory Requirements.

All business operations equipment such as computers, computer software, printers, fax machines and all other office equipment are the sole property of SDD and are non-transferable. All custom modifications to billing software programs shall be considered proprietary and shall

not be duplicated and/or reproduced without express written consent of SDD. All business operations equipment shall remain with SDD upon termination of this contract.

### **3.4 Warranties and Guarantees**

SDD shall maintain all warranties on all equipment.

### **3.5 Client Meetings**

The Division Manager or designated representative shall be available to meet with SVLCSD's representative upon request.

### **3.6 SVLCSD Access to Facilities**

SVLCSD's staff or its representatives shall have access to facilities during normal hours of operation.

### **3.7 Equipment**

SVLCSD shall provide equipment for use by SDD staff when performing work on SVLCSD system. This equipment will likely be from that which is negotiated for transition from SDD to SVLCSD during the formation period. Any equipment necessary to perform work on the SVLCSD system that is not owned by SVLCSD will be billed at whatever the current rate set is in the County Fee Ordinance, or based on current rate set in the CalTrans equipment rate guide should a County Fee Ordinance rate not exist.

### **3.8 Inclusions**

SVLCSD shall provide for wages, salaries and benefits, utilities (including electric power, potable water and refuse), materials and supplies required for efficient administration, operation and maintenance of the Facilities. Materials and supplies include but are not limited to gasoline and diesel fuel, vehicles, vehicle supplies, accessories, office supplies, telephones, building and grounds maintenance supplies, copying machine, photo supplies, medical supplies, safety equipment, laboratory supplies, clothing and uniforms, office equipment, etc.

## **4.0 STAFFING**

SDD shall staff the Facilities with qualified, trained and adequately experienced personnel to manage, operate, and maintain SVLCSD's Facilities. The staff shall meet the minimum standards to undertake the basic responsibilities under this Agreement and shall meet or exceed all performance criteria and minimum qualifications.

### **4.1 Staffing**

SDD shall provide an appropriate level of staffing to provide required services, including technical personnel with appropriate education, training, certification, and experience required for effective operation and maintenance of the SVLCSD's Facilities and administration of SVLCSD's Facilities in an effective manner and in full compliance with all Permit and Regulatory Requirements per the Fiscal Year 2019-20 County of San Bernardino Board of Supervisors Approved Budget for CSA 64 prior to dissolution.

#### **4.2 Engineering and Technical Support**

SDD may provide in-house professional, technical, and engineering expertise for investigating and developing engineering studies, solutions and designs to meet SVLCSD's potential needs at an additional cost to SVLCSD.

#### **4.3 Training**

The Agreement shall provide for continued training of SDD's personnel. Any training requested by the SVLCSD above the level provided by the FY 2019-20 Budget shall be at the cost of SVLCSD.

#### **4.4 Professional Services Contracts**

SDD maintains contracts to provide professional services i.e. facilities repair, engineering services, construction services etc. Upon approval of this Agreement by the San Bernardino County Board of Supervisors, all professional service contracts may be utilized by County, for the operation, maintenance and management of the water and sewer systems. Use of these contracts shall be provided at cost plus any applicable administrative fees.

#### **4.5 Hours of Operation and Staffing**

Hours of operation and staffing provided by SDD shall meet the minimum full-time operations requirements set forth by Permit and Regulatory Requirements. During unmanned hours, SDD shall designate the appropriate level of "standby" personnel to respond to emergency calls.

### **5.0 REGULATORY COMPLIANCE**

#### **5.1 Compliance Assurance**

Within the design and operational capabilities of SVLCSD's Facilities, SDD shall assure compliance with all Permit and Regulatory Requirements. In the event that Facilities do not comply with Permit or Regulatory Requirements, SDD will notify SVLCSD in writing with recommendations outlining the proposed corrective action. SDD shall inform SVLCSD of any Permit and/or Regulatory Requirements that are unable to be met and the corresponding justification. Any Permit and/or Regulatory Requirements that SVLCSD agrees in writing cannot possibly be met or that result from a force majeure will not result in a breach of this Agreement. SDD shall not be held liable for any non-compliance issues.

#### **5.2 Liability for Fines**

SVLCSD shall be fully responsible for all administrative, civil or criminal fees, costs, assessments, expenses, losses, damages, liabilities, fines and/or penalties that may arise from any asserted claim or action, and/or that may be imposed by any and all regulatory agencies, resulting from failure to fully comply with Permit or Regulatory Requirements. SDD will not be liable for any violation, fine or penalty that does not result from SDD's misconduct or negligence in the performance of services set forth in this Agreement.

#### **5.3 Reporting Requirements**

SDD shall collect, test, analyze, etc. all required field data in full compliance with the Permit and Regulatory Requirements. SDD shall provide required documentation, including

calculations, rationale, justification and reports for submittal to the appropriate Regulatory Agency.

SDD shall prepare all required reports in accordance with SVLCSD's Permit and Regulatory Requirements as they involve the Facilities. SDD will submit all reports to the appropriate Regulatory Agency in a timely manner.

#### **5.4 Reports to SVLCSD**

SDD shall provide administrative and management services, including submission to SVLCSD of a proposed capital improvement and major equipment repair or replacement budget on an annual basis; preventive and corrective maintenance reports on a quarterly basis.

### **6.0 FACILITIES OPERATIONS**

#### **6.1 Records of Operation**

SDD shall maintain complete and accurate records regarding the Facilities which include records pertaining to all tasks relative to administration and implementation of SVLCSD's Permit and Regulatory Requirements. These records shall be available for inspection by SVLCSD during normal working hours. When the contract terminates these records shall become the property of SVLCSD.

#### **6.2 Facilities Appearance**

SDD will maintain the appearance of the grounds, buildings and structures and agrees to maintain the cleanliness and appearance of the facilities in a sanitary, professional manner.

#### **6.3 Maintenance & Repair**

SDD shall maintain all equipment and structures of the Facilities and shall perform preventive and corrective maintenance as required. All equipment and structures of the Facilities shall be regularly inspected by SDD to detect equipment wear and tear and potential equipment failure. SVLCSD shall be notified promptly of any equipment that requires replacement or repair.

#### **6.4 Modifications**

SDD shall submit to SVLCSD and obtain SVLCSD's approval for any modifications, equipment additions, changes, or non-routine major maintenance undertakings. All such modifications, additions, equipment installations due to such modification shall become an integral part of the facility and shall become SVLCSD property.

### **7.0 SAFETY**

SDD shall perform all work under this Agreement in such a manner as to provide safety to the public and operating personnel including SVLCSD staff, and to meet or exceed the safety standards outlined by CAL-OSHA. SDD shall protect the work site from hazards to persons and property resulting from its operations. Any hazardous conditions noted by SDD, which are not the results of operations, shall immediately be reported to SVLCSD. SDD reserves the right

to halt operations under this Agreement if it determines that unsafe or harmful acts are occurring.

### **7.1 Safety Responsibility**

SDD shall be responsible for the administration of safety programs including, but not limited to, the following:

1. Establishing appropriate general workplace and confined space entry safety procedures as per CAL-OSHA regulations.
2. Training all personnel in the proper use of personnel protection equipment and safety procedures, including confined space entry procedures.
3. Training of all personnel in proper use of safety equipment and apparatus.
4. Maintenance and calibration of all safety equipment on an established schedule.
5. Record keeping of all safety-related activities in conformance with SDD's Safety Manual and/or CAL-OSHA regulations.
6. Conduct tailgate meetings at least every ten (10) working days and monthly safety meetings with supervisors and members of the employee Safety Committee.
7. Develop an annual program of tailgate meetings, safety demonstrations, and maintenance of safety equipment.

### **7.2 Training and Safety**

SDD shall maintain a safety training program for all personnel to insure proper operation and maintenance of the Facilities in a safe and efficient manner. SDD shall practice a work place safety and health program in accordance with the CAL-OSHA requirements.

SDD shall administer all safety programs, inspections, training and preventive maintenance in compliance with all CAL/OSHA and SDD's safety manual procedures.

SDD shall be required to comply with Section 3203 of the California Code of Regulations Title 8, and with all applicable CAL/OSHA requirements including Article 108 of Title 8.

### **7.3 Security**

SDD shall properly secure the Facilities and devices to the reasonable satisfaction of SVLCSD. All equipment assigned by SVLCSD to SDD shall be restricted to SDD's use and only for that use which is necessary for the performance of work under this Agreement, unless otherwise authorized by SVLCSD.

## **COUNTY OF SAN BERNARDINO**

## **SPECIAL DISTRICTS DEPARTMENT DESCRIPTION OF SERVICES**

The **Special Districts Department (SDD)** provides direct administrative oversight to approximately 97 dependent special districts (those governed by the County of San Bernardino Board of Supervisors). These districts provide a variety of municipal services throughout the County of San Bernardino, including water and sanitation, parks and recreation, road maintenance, television translator, and street light services. The administrative offices are located in the Cities of San Bernardino and Victorville. Satellite offices are located throughout the county within many of the communities served by the SDD.

County Service Areas (CSA) are legal entities authorized under California law and formed by the Board of Supervisors to provide public services, capital improvements and financial planning and management. The services and financial arrangements are tailored to meet the needs of a local area or region. These services are known as “extended services” because they are in addition to those services customarily funded by the general property tax levy. The desire and ability to pay for extended services are primary considerations in the communities’ decision to form and operate a special district.

The Special Districts Department provides direct management and administrative oversight of the CSAs through six divisions: Regional Operations, Water and Sanitation, Budget and Finance, Project Management, Human Resources, and Information Services.

### **WATER AND SANITATION DIVISION**

The Water and Sanitation Division consists of seventeen (17) water and sewer county service areas and improvement zones that are collectively administered by the Special Districts Department under the Water and Sanitation Division (Division). This Division, staffed with 52 positions, provides administrative, billing, collections, clerical, operations/maintenance, and project administration/engineering support to the water and sanitation districts. The Division’s service base ranges between 4 and 3,935 connections. The Division’s operation and maintenance functions are directed and performed on a regional basis. The main Department office is located in San Bernardino, with a regional office located in Victorville. The Division maintains four (4) sub-regional operations/maintenance yards located throughout the communities served. The Division is further divided into the following Sections and Units.

### **BUSINESS OPERATIONS SECTION**

The Business Operations Section administers billing, collections, customer service, and development services support to the water and sewer county service areas and improvement zones from the Victorville Division Office.

**Customer Service Unit** assists Water/Sanitation Division customers by telephone and in person. Customer Service Unit staff receipt customer payments, answers or directs inquiries, dispatches field staff, processes necessary paperwork and maintains records.

- Processes:
  - Customer Service – Utilize billing system and account documentation to address customers account and telephone inquiry. Includes processing customer requests for payment extensions and fee waivers.
  - Communication – Utilize telephone, cell phone, and email for local communication with field staff. Communication with an Answering Service to address after hours service calls. Distribute On-Call Sheet to all field locations and answering service.
  - Record Maintenance and Documentation – Maintain account records and documents including account information, account comments, address and name change requests, new owner applications, stop service requests, and owner/tenant agreements.
  - Payment Processing – Process customer payments received through mail and in person. Includes cash handling in accordance with County of San Bernardino Internal Controls and Cash Handling Manual.
  - USA Ticket Issuance and Distribution – Contact Underground Service Alert for issuance of time sensitive utility line location requests. Process line location requests from other utilities in accordance with State guidelines.
  - Service Orders – Issue and maintain service orders as requested by field staff and customers to address field service issues such as water meter leaks, water quality concerns, water and sewer service line breaks and water meter reads.
  - Support – Provide clerical support as needed to other Units, Management staff and satellite locations.

**Billing Unit** prepares detailed billing statements for Division customers on a bi-monthly basis using information provided by Water Operations staff and Customer Service staff. Billing Unit staff prepares and processes account documentation and maintains records.

- Processes
  - Water and Sanitation Billing – Prepare, calculate and print detailed billing statements for water and/or sanitation services using Board approved rate structures.
  - Account Maintenance – Maintain customer account information, including opening and closing customer accounts, adjustments to accounts as authorized.
  - Accounts Receivable Collection – Prepare, calculate and print Final Notice statements for water and/or sanitation customers. Prepare and distribute Disconnection List of customer accounts to be disconnected for non payment of charges. Provide clerical support to Collections Clerk.
  - Communication – Communicate with other units and field staff as needed to complete assigned tasks.
  - Record Maintenance and Documentation – Maintain account records and documents including account information, account comments, address and name change

requests, new owner applications, stop service requests, and owner/tenant agreements. Review and track payment extension requests.

**Collections Unit** recovers delinquent accounts receivables using approved collection methods. Collections Unit staff maintains and authorizes payment agreements.

- Processes
  - Payment Agreements and Extensions – Negotiate and track customer payment agreements for payment of large outstanding balances over an extended time period. Issue and track payment extensions for customers who need additional time to pay charges due, to avoid service disconnection.
  - Accounts Receivable Collection – Process returned items (NSF Checks) for collection. Issue service orders for disconnection of accounts who fail to adhere to terms of payment agreements or extensions.
  - Notice of Delinquent Water and/or Sewer Charges – File Notice of Delinquent Water and/or Sewer Charges liens on property in an attempt to collect delinquent charges. Prepare demands for escrow companies advising of the current amount due to satisfy the lien. Release liens when appropriate.
  - Discharge of Accountability – Prepare requests and supporting documentation for Discharge of Accountability for uncollectible charges as authorized.
  - Delinquency to the Tax Roll – Prepare requests and supporting documentation for collection of delinquent water and/or sewer service charges through collection on the annual property tax bill as authorized.

**Fiscal Unit** prepares and monitors the Accounts Receivable and the Accounts Payable processes.

- Processes
  - Accounts Receivable – Verify, process and reconcile all cash receipts received daily by the Division. Prepare bank deposit and reconcile account. Distribute revenues to appropriate district funds. Prepare monthly Accounts Receivable report by district. Prepare year end accruals
  - Maintain financial records as required by the Auditor Controller including cash receipts journal, receipts issued, automated cash register receipts, cash receipts by fund, maintenance bonds, mainline extension reimbursements, and construction meter deposits.
  - Accounts Payable -Assist purchasing in the verification of Budget and operating funds for all purchases. Process all Vendor invoices which includes verification of purchasing approval, obtaining approvals for payment from water and sanitation Manager, preparing payment documents and transfer forms as required, verification of Budget and operating funds for expenditures, monitoring expenditures against blanket purchase orders, purchase orders, encumbered and un-encumber contracts as not to exceed preset limits, process payments for utilities, and other County departments. Process all customer refunds including water and sanitation service accounts, hydrant meter deposits and mainline extensions and reimbursements. Process payments to other Agencies for fees collected by the Development Services

- Unit. Process all travel claim forms for payments. Maintain Petty Cash account to include customer refunds, vendor invoices, postage due and reconciliation of Petty Cash account and bank account reconciliation. Prepare year-end accruals. Verification of FAS processing of payment documents and FAS transfers
- Maintain Division and District equipment listing which includes preparing documents for transfer or surplus of equipment.
  - Monitor Board Approved contracts for the Division not related to purchasing of material or services, which includes preparation of invoices as required.
  - Process all Travel/Training request to include reviewing documents for accuracy and completeness, obtaining approvals from Division and Department as required, payment of registration and travel expenses are required and maintain travel/training records for each employee.
  - Preparation of monthly report of expenditures and revenues by operating fund for each district
  - Prepare quarterly salary, service and supply abatements
  - Prepare Division invoices for services provided to other agencies and for damages to district structures or equipment including collections of payment.
  - Prepare transfers for all customer payments returned for non-sufficient funds for charge back to district funds.
  - Reconcile consolidated banking accounts to include research and resolution of bank adjustments.
  - Assist Management and Department Budget staff with preparation of year-end estimates and budgets.

**Development Services Unit** assists the Engineering/Construction Division through project support and maintenance; connection permit preparation and issuance; standby preparation and processing; and fire flow administration.

- Processes
  - Water Availability – Determines service availability through research and review of assessment credit information and water system maps. Issue water availability letters or provide recommendations for water main line extension projects.
  - Projects and Feasibility Studies – Determines water system demand, supply and storage requirements, fire flow requirements and system improvements for subdivisions, commercial projects and other projects as needed. Includes plan check process, filing of appropriate documents, and providing recommendations to the Design Review Committee.
  - Construction Meters – Issue Construction Meter Permit for various construction projects.
  - Fire Flow Administration – Handles all fire flow requests and related inquiries as required by the County of San Bernardino Fire Department or other agencies.
  - Standby – Prepares and processes documentation for water standby charges on parcels not connected to the water systems based on criteria as provided by the County of San Bernardino Board of Supervisors for collection on the annual property tax bill.

- Permits – Issue permits for water meters, fire hydrants, and construction meters.

**Administration/Regulatory Unit** oversees all annual and quarterly reporting to ensure compliance with regulatory agency guidelines.

- Processes
  - Watermaster – Prepares quarterly and annual water production reports.
  - Consumer Confidence Reports – Prepares annual reporting on water quality and water system status.
  - State Water Resources Control Board – Prepares annual water production and consumption reports.
  - Annual Notice of Groundwater Extraction and Diversion – Prepare annual report to State of California Water Resources Control Board.
  - Statistical Reports – Prepares and maintain public water system statistical reports.
  - Compliance Programs – includes HAZCOM, MSDS, Emergency Response Plans, CUPA Business plans, Hazardous Materials handling, storage, transportation and disposal.

## WATER OPERATIONS SECTION

The Water Operations Section operates and maintains various water systems consisting of pressure zones, domestic wells, tanks/reservoirs, pressure reducing stations, booster pump stations, and water main pipeline.

**Construction/Hydrant Unit** performs all repair and maintenance of water main lines and system infrastructure.

- Processes
  - Fire Hydrants – Repairs and replaces all fire hydrant facilities. Also includes fire flow testing and flushing of hydrants and dead end lines.
  - Valves – Maintains valves through a valve exercising program and makes repairs and replacements to valves on an as needed basis.
  - Construction – Installs new customer water meters. Repairs and replaces water service lines and water main line facilities. Relocates water meters as needed due to installation of new water mains. Bacteriological and hydrostatic testing of new and existing water mains prior to activation. Performs scheduled and unscheduled water main shut downs. Performs traffic control measures when needed to provide a safe work environment.
  - Equipment Maintenance – Performs regular minor maintenance of all vehicles and equipment, including heavy equipment such as backhoes, dump trucks, trailers and generators.
  - USA Tickets Issuance and Completion – Contact Underground Service Alert for issuance of time sensitive utility line location requests. Process line location requests from other utilities in accordance with State guidelines.

- Emergencies – Respond to and repair water main line and water service line breaks and leaks on a 24-hour basis. Communicate with Business Operations staff and after hours answering service staff. Assist with other agencies as needed.

**Operations/Maintenance Unit** maintains integrity of the water system facilities through daily monitoring and maintenance.

- Processes
  - Monitoring – Monitors and records water system operational status daily. Monitor and maintain chlorine residuals daily. Operate and monitor SCADA system.
  - Efficiency Testing – Performs pump and motor efficiency testing on wells and booster pumps.
  - Maintenance – Repair and replace water booster and water well pumps and motors. Maintain and repair pressure reducing stations. Repair and replace control valves.
  - Operation – Operate and maintain water wells and water booster stations. Operate control valves.
  - Electrical – Maintain and repair high voltage electrical panels serving water well booster pumps and motors and control valves.

**Meter Reading Unit** reads water meters on a regularly scheduled basis and performs water meter repair and maintenance as required.

- Processes
  - Reading Water Meters – Regularly reads water meters for billing purposes or as needed. Performs re-reads and read verifications.
  - Water Meter Repair and Replacement – Repairs and replaces water meters or water meter components as needed or requested.
  - Service Disconnection – Performs water service disconnection and reconnection of delinquent accounts as required for Accounts Receivable collection.
  - Service Orders – Completes service orders. Includes performing site investigations, water meter calibration and water pressure testing.

**Purchasing/Warehouse Unit** purchases, issues, controls and maintains inventory of all necessary parts, materials and equipment.

- Processes
  - Purchasing – Buys all repair and maintenance materials. Purchases all vehicles, equipment, tools, supplies, and services. Provide support for Board Agenda Items required for purchasing activities.
  - Warehouses – Maintains adequate emergency and routine repair materials for the water distribution system.

**Water Quality Unit** monitors and samples the water system to maintain compliance with regulatory agency requirements.

- Processes
  - Cross Connection Control Program – Maintain and enforce annual testing report compliance of all customer backflow prevention assemblies.

- Monitoring – Monitors water quality characteristics through physical, chemical, biological and radiological testing.
- Conservation – Encourage and enforces district water conservation ordinances through customer contact and participation in local agency water conservation programs.
- Investigation – Investigate customer water quality complaints.

## SEWER OPERATIONS SECTION

The sewer operations section operates and maintains various sewer collection systems and sewer treatment plants in County Services Areas. The sewer operations section also operates and maintains various client sewer collection systems and client sewer treatment plants.

**Operations and Maintenance Unit** monitors, inspects, and maintains all sewer collection systems and sewer treatment plants according to regulatory requirements.

- Processes
  - Crews CCTV and/or clean a minimum of twenty percent (20%) of all sewer collection systems annually
  - Performs preventative maintenance on sewer pump/lift stations
  - Performs manhole inspections
  - Schedules sewer meter maintenance and calibration
  - Emergency response, 24/7 coverage

**Sewer Treatment Plant Unit** monitors, inspects, and maintains all sewer treatment plants according to regulatory requirements.

- Processes
  - Perform preventative maintenance at all sewer treatment plants.
  - Collect samples for wastewater analysis
  - Collect data for regulatory reporting
  - Maintain plant grounds and property
  - SCADA operations
  - Emergency response, 24/7 coverage

## PROJECT MANAGEMENT DIVISION

**Project Management Services would be billed separate from the base charges in the event the services of this division are requested by the CSD.**

In general, the Project Management Division (Engineering/Construction) is responsible for the service end of the Land Use Services process including the technical review and approval of the Development Services process; the planning, design, and budgeting of Capital Improvement

Projects (CIP); the overview, management, and inspection of construction projects; and the management and maintenance of plans, policies, procedures, rules and regulations, data, and engineering related documents.

**Land Use Services** duties are currently being performed by Division Staff related to the County of San Bernardino Land Use Services Process. The services/duties have been listed in the order they are required in the process.

- Processes
  - Approval of Adequate Sewer and/or Water Service Certifications – The Division Manager reviews and approves the Adequate Sewer and Water Certification documents. These documents are required by the County Planning Department in order for developers to submit tentative plans for parcel maps, tract maps, and land use permit projects into the County Planning Process.
  - Staff preparation of a Design Review Committee Interoffice Memo – Staff prepare an Interoffice Memo describing initial service requirements in response to Project Notices circulated by County Planning.
  - Attendance and representation at the Design Review Committee (DRC) – The County Planning Department conducts regularly scheduled DRC meetings held at the San Bernardino County Planning Department offices in the Government Center, City of San Bernardino. Division Staff attend the meeting to comment on proposed development projects.
  - Generation of map and permit Conditions of Approval – Division Staff prepare Conditions of Approval for water, sewer, street lighting, and assessment payoff or apportionment services for all development projects located within an area served by the Department.
  - Attendance and representation at the Planning Commission Hearing – Division Staff must periodically attend the Planning Commission Hearings to speak to service requirements on controversial or high profile projects.
  - Issuance of Will Serve Letter or Completed Feasibility Study – Division Staff review and approve the issuance of service letters and/or studies which outline service requirements and allow development projects to obtain permits from the County Building and Safety Department.
  - Participation in the Preparation of Bonding Documents – Division Staff will prepare bond amounts for water, sewer, streetlight, and drainage improvements required by the County Surveyor to be posted (in lieu of construction) prior to the recordation of map and permit projects.
  - Approval and Authorization of Condition Compliance Release Forms – The Division Manager verifies and approves condition compliance to the County Surveyors Office to allow maps and permits to record.

**Development Services** duties are currently performed by Division Staff related to the County of San Bernardino Development Services Process. The services/duties have been listed in the order they are required in the process.

- Processes

- Meeting(s) with developer(s) – The initial step of the Development Services Process is to meet with developers or property owners to discuss prospective projects in those areas served by the Department. These meetings usually result in a request for services.
- Preparation, Review and Approval of Feasibility Studies – The Division is responsible for the approval and issuance of a final feasibility which identifies water and/or sewer service requirements for mapping and permit projects that involve a division of property, commercial/industrial development, or a high-density residential project. Feasibility Studies are not required for a residential home on a single lot.
- Plan check and Approval of Improvement Drawings – The Division is responsible for the review and approval of improvement plans for mapping and permit projects required to construct facilities in order to receive service. Plans must be prepared in accordance with Department requirements and per Department Standards and Standard Specifications. The Owner/Developer pays the costs for these services.
- Inspection of improvements being constructed by Owner/Developer – The Division Inspector inspects all improvements constructed by Owners/Developers that are to be given to a District to provide public service. Improvement construction must be in accordance with Department requirements and per Department Standards and Standard Specifications. The Owner/Developer pays the costs for these services.
- Maintenance Bonds – Division Staff review and approve bond documents from the Owner/Developers for adequacy and accuracy. The bonds are issued in an amount equal to 10% of the construction costs.
- Preparation and Approval of Reimbursement Agreements – Department Staff prepare reimbursement agreements for Owner/Developers who wish to recover a portion of their construction costs from other neighboring/benefiting properties. The County Board of Supervisors must approve these agreements.

**Capital Improvement Projects** are currently managed by Division Staff in conjunction with planning, designing and constructing capital improvements.

- Processes
  - Water Hydraulic Modeling and Master Plans – Division Staff prepare or have Hydraulic Models and Master Plans prepared under their review to determine water capital improvements on an annual basis.
  - Sewer Hydraulic Modeling and Master Plans – Division Staff prepare or have Hydraulic Models and Master Plans prepared under their review to determine sewer capital improvements on an annual basis.
  - Project Cost Estimating – Division Staff prepare initial Project costs, including planning, environmental processing, survey and design, administration, construction and construction management costs, for the budgeting of the capital improvement program on an annual basis.
  - Preparation of Pre-Application and Final Application for Loan/Grant Funding – Division staff plays a significant role, including the project description, project costs

- and project schedule, for the preparation of funding applications for various funding agency submittals.
- Design or Contract for Design of District Capital Improvement Projects (CIP) – All CIP projects are designed by Division Staff or designed by consultants under the review and approval of Division Staff.
  - Advertise for and Receive Public Bids – Bid packages for CIP projects are prepared by Division Staff and the Division Manager seeks Board approval for the packages and to solicit public bids. This includes bid review, analysis, and selection of a responsible low bidder.
  - Prepare and Issue Contracts – Division Staff prepare the contracts for CIP projects and the Division Manager seeks Board approval to award these contracts to the successful bidder(s).
  - Inspection of CIP Projects – The Division Inspector provides construction inspection for all CIP projects being constructed. Project must be in accordance with the approved project plans and specifications, and the Division Inspector insures that this is the case.
  - Manage Construction and Construction Contracts – The Division Manager will assign a Project Manager to oversee the construction on CIP projects. Tasks typically performed include all requests for information, change orders, field adjustments, and all necessary documentation required by funding and regulating authorities.
  - Prepare and Process Operational Permits – Division Staff play a significant role in conjunction with Operations Staff in the preparation and processing of operational permits and permit amendments to include the new capital improvement facilities.

**Management and Maintenance of Department Documents** is performed by Division Staff.

- Processes
  - Original drawings – Division Staff are responsible for maintaining the record drawings for all Owner/Developer and CIP improvements. The Division stores the original reproducible copies and has digital images prepared for computer storage and distribution in either .jpg or .tif format.
  - Service Policies and Procedures – Division Staff are responsible for the creation, management, and updating of service policy and procedural documents. These documents include Sewer and Water Standard Drawings, and Standard Specifications and Water Service Policies.
  - Master Plan and Similar Type Documents – Division Staff, who are involved with the initial document preparation, also are required to maintain and update all master plan type documents. Document types include water and sewer master plans, urban water management plans, focused studies, grant and loan application packages, and others.
  - Rules and Regulations – Division Staff are included with other Divisions in the preparation, review, update, and revisions to the Rules and Regulations for water districts and sewer districts.

## HUMAN RESOURCES DIVISION

In general, the Human Resources Division of the Special Districts Department is responsible for recruitment, selection, classification, compensation, employee and labor relations, benefits, payroll services and Workers Compensation for the Department.

- Processes:
  - Recruitment – Develop recruiting strategies for vacant positions. Write job announcements, advertise in local publications, review applications, and develop a certified list of qualified candidates for departments to interview.
  - Selection – Work with managers to schedule interview dates and times for vacant positions, review interview questions, develop written tests, administer testing, coordinate panel members to conduct interviews, and notify candidates of interview dates and the final outcome of the interview.
  - Classification – Review the job duties and job specifications for all positions within the department. Ensure the information on the job specification is reflective of the duties assigned to the position. Update the job specifications on a regular basis. Research and create new classifications for the department as needed.
  - Compensation – Review the compensation for all classifications within the department on a routine basis to ensure the classifications within the department are paid at the established market average. Review the compensation for classifications in support of the negotiations process. Develop the appropriate salary ranges for newly established classifications.
  - Employee and Labor Relations – Handle all employee disciplinary issues to include work performance issues, grievances, insubordination, employee counseling, workplace violence, harassment, and discrimination. Serve as the Chief Negotiator for the Department and negotiate the Memorandum of Understandings with the Employee Association. Develop the compensation plans for unrepresented and exempt employees. Provide guidance to managers and supervisors on human resources issues.
  - Benefits – Coordinate the open enrollment process for department staff. Provide information and guidance to employees within the department on the benefits offered throughout the County and coordinate the completion of the appropriate benefit paperwork.
  - Payroll – Conduct orientation for all newly hired employees to include completion of all new hire paperwork. Process bi-weekly payroll for staff. Make payroll correction as necessary. Compute and process payment for payroll taxes.
  - Workers Compensation – Receive, complete, and forward to Risk Management all paperwork surrounding Workers Compensation injuries. Schedule return to work physicals for injured employees. Place injured employees in modified duty assignments as necessary. Conduct interactive meetings as required. Compile disability retirement responses for the Retirement Board.

## BUDGET/FINANCE DIVISION

The Budget/Finance Division coordinates and oversees the preparation, presentation and publishing of the County Service Area budgets. It provides budget analysis for department funds, including revenue and expenditure review and appropriation accounting. The Budget/Finance Division oversees contracts, purchasing and acquisitions, including preparation, audit, and processing of all transfer and payment documents, and maintenance of current and historical document files.

The Budget/Finance Division also coordinates submittal of the Department's county fees, and lien administration for special taxes, assessment districts and community facilities districts. Further, in order to preserve and strengthen district financial integrity, the Budget/Finance Division annually sets user charges for water and sewer services at levels sufficient to ensure that revenues equal or exceed expenses in each fiscal year.

In conjunction with the Engineering/Construction, Water/Sanitation and the Regional Operations Divisions, the Budget/Finance Division is responsible for processing applications and implementation of state and federal grants for new facilities and infrastructure.

- Processes
  - Compile and present budgets for review and approval - Includes gathering and researching historical cost data as well as forecasting future required costs, and setting water rates to recover all costs (Salary/Benefits, Services and Supplies, Debt Service, Equipment and Vehicles, construction, and maintain required reserves). The Division uses a detailed, intensive modeling program purchased from a consulting firm to project rates. The model considers such factors as inflation, future construction projects, rate revenue and operating expense coverage.
  - Salary and Benefit Budgeting – requires staffing plan and review, and interface with retirement fund administrators for retirement costs. The Human Resources Department and upper management provide high level staffing review. Existing positions (employees) are counted and reconciled with Human Resources and Payroll records. Human Resources conduct reclassification and equity studies on a scheduled basis; Budget Section calculates the increased costs and places them in the budget.
  - Fixed asset accounting - includes depreciation calculations. The list of fixed assets is reviewed annually and certified for accuracy. Discrepancies are noted and corrected by processing the appropriate asset accounting forms.
  - Negotiate with insurance companies - for coverage, i.e. workers compensation, auto comprehensive and liability, fire insurance, etc.
  - Provide credit card and gas card accounting. - this includes obtaining and canceling employees' cards, reconciling employees' credit card receipts with statements, and reviewing expenditures for appropriateness.
  - Provide petty cash replenishment and accounting - this includes frequent cash counts to ensure cash is not missing, and review of type-of-use to ensure spending is appropriate.

- Maintain current signature authorizations - (for approval of payment documents). All employees who are allowed to approve payments must have authorized signature forms on file containing their name, their sample signature, and the forms the employee is allowed to sign. These forms are then used to verify signatures on payment documents before processing.
- General corrections and customer service, i.e. complaints – help desk. This desk is the first line of contact for vendors calling in for status of payment, for instance. This employee should be familiar with general duties and responsibilities of the rest of the fiscal staff so they would know how to direct the caller.
- Track receipt and expenditure documents to ensure bank clearance - a log of the payment documents that are processed for payment is used to list all payments. The log is reconciled to either a checking statement or financial system report to ensure all payments that are processed clear the bank. Statements must also be reviewed to ensure no transactions have cleared a bank that did not have a payment document.

### INFORMATION SERVICES DIVISION

The Information Services (IS) Division maintains all Network, Communication and Information System resources utilized by the Special Districts Department. This includes development and management of Enterprise-Wide Information Systems and various communications systems (voice and/or data) distributed over Telco landline, dedicated peer-to-peer medium, radio frequencies, and wireless technology. The IS Division is responsible for planning and directing the development and design of all computer systems and projects that utilize or interface with computer based technology. The IS Division is integrally involved with every Division within the Special Districts Department and its member districts. The IS Division utilizes a layered approach to providing services to its customers by:

- Focusing on technologies required to help the district fulfill its mission to its customers efficiently.
- Ensuring the entity is in compliance with all County policies adopted by its governing board.
- Providing the ability to interface with the County entities in the adopted format over secure, cost-effective communication platforms.
- Providing all required reporting and placement of all data control points within the system in order to meet State and Federal regulatory requirements, where applicable.
- Providing data security and disaster recovery and information support to emergency services personnel and County/State/Federal agencies.
- Enabling each member district to be included or segregated from common infrastructure as the district requires with a documented audit trail.

The goal of the IS Division is to provide our customers with solutions based on their specific needs and not a closed set of options with limited flexibility. The IS Division is constantly reviewing new products and approaches to IS services in order to provide cost-effective and efficient solutions while providing the security of confidential data that our customers expect.

IS Division personnel have experience in Computer Science, Business Information Technology, or similar, and have system experience ranging from 5 to 20+ years. This allows the division to provide complete IT support from the business system planning methodology through the technical computer software engineering and application development phases. Staff is cross-trained in various disciplines and works to maintain all new training and certification requirements.

## INFORMATION SERVICES DIVISION SECTIONS

The IS Division works together to analyze all new facility construction plans to ensure that all required communication needs are factored in before construction begins. The Division serves as in-house consultants for new district services and serves as project manager for outsourced support services. Extensive experience coupled with in-house solutions has allowed the Division to structure and utilize service contracts with proper oversight in order to maximize the district's investment in personnel.

**Communications Infrastructure Section** provides all districts with a single point of contact for all communications needs. The section maintains a working relationship with all public carriers and approved vendors of communications equipment. The section also maintains personnel certified by various vendors on utilization and installation of communications media in order to reduce costs of installation and repairs with the assurance that the districts emergency needs determine the service priority. The section has responsibility for all telephone services (Telco) and data communications circuits utilized by the districts. The section is responsible for the procurement and coordination of cellular communications and radio communication equipment utilized for data and FCC licensing requirements, and the procurement, installation, and maintenance of all audio/video equipment in the various offices as required. The section is also responsible for the procurement, installation and maintenance of all security services, access control, and video security equipment with appropriate monitoring agreements where applicable.

**Network Administration Section** maintains network security, data integrity, and system-application compatibility. The section maintains all system and application licensing requirements for the various products in use and negotiates group-volume discounts to benefit all districts while allowing each entity to pay only for the products utilized. The section further establishes maintenance agreements for support, acquires updates and patches with various vendors, and reviews the requested information to ensure product compatibility between hardware, operating systems, and applications. The section is responsible for maintenance of all software and computer hardware inventories, and all software versions and hardware warrantee information. The section also maintains the department's disaster recovery plan and the data backup processes. As part of the security plan, this section interprets district and department functional and operational relationships and implements system security policies and event flags. This section maintains a test environment of new operating system platforms to

test and certify that upgrade paths established by vendors will not negatively impact district operations.

**Application/User Support Section** provides the first level of support to all users and maintains application and process availability. The section maintains the help desks and will interface with vendors of process specific software as users encounter problems that affect their ability to service their customers. This section always responds with the same level of urgency as the users and can call upon all IS Division sections to help resolve issues. The section further establishes direct working relationships with the various vendors' technical support staff to provide a contact with hardware and software support training and network administration privileges that also understand the users operation and configuration. This allows the users to handle other tasks while the support staff concentrates on getting problem systems back online. The support group also maintains a working knowledge of script, query, and report writer languages to facilitate the generation of ADHOC reports and data exports. The section is also responsible for maintenance of all computer software, hardware and peripherals throughout the operation. Through standardization and centralization of all hardware and software, the section maintains spare equipment to provide replacements when repairs are required during visits at all locations. The section will provide end user training on use of standard system utilities such as email and generic business software and access to County information resource and accounting applications as required.

**System/Application Development (DBA)** section is responsible for the development of all district and department specific applications where the requirements and mandates are beyond the functionality of commercially available products. This section will also develop "front-end" application to interface with standard products where the most cost-effective solution is a combination of "off-the-shelf" and custom interface. The section is also responsible for the development of applications to automatically generate electronic files as input to County systems. This method is used in order to maintain compatibility with County systems and new developments by other departmental systems the districts, as board governed entities, must utilize. This section also serves as the department Database Administrator (DBA) in order to ensure data security and that "best practices" are followed by other development staff within the IS division. Provides routines and methods to access critical data without requiring the programmers spend time developing views into the database when the task is to develop a solution with the results. Provide a separate and additional layer of security from the application programmers, scriptwriters, and network administrators so that an audit trail and checks exist.

The IS Division works with all district management staff and field supervisors in the development of strategic and functional plans to help reduce overhead cost by integrating new information, hardware, and communication technology with existing processes to increase efficiency of the operation. The IS division is committed to providing our customers with the appropriate level of service based on their needs and requirements. As a full service IT operation, our goal is to provide our customers with communications/network infrastructure appropriate to their needs connected and utilizing shared resources to provide maximum

support, security, and disaster recovery at a minimal cost. Yet, provide the unique identity to your customers expect.

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# CSA 64 OVERVIEW OF SERVICES

(SVLCSD TRANSITION PERIOD)

## SDD Administration

- Overall Administration and Leadership
- Budget and Fiscal Services
- Project Management Services
- Information Technology Services
- Human Resources
- Risk Management
- County Counsel/Legal

## Water Operations

- Water System Operations
- Construction Services
- Preventative Maintenance
- Meter Reading
- Water Quality Sampling
- Warehouse Inventory
- Electrician Services
- After-Hours Emergency Response

## WAS Business Operations

- Division Operations Manager and Administration
- Regulatory Compliance
- Development Services
- Fiscal Services
- Billing Services
- Customer Service

## Sewer Operations

- Sewer CCTV Inspections
- Sewer System Cleaning
- Preventative Maintenance
- Pump/Lift Station Maintenance
- Emergency Response
- Sewer Saddle Installations
- New Construction Inspections
- After-Hours Emergency Response

WAS Operations Personnel	Water Operations FTE	Sewer Operations FTE	Total FTEs	Hours Weekday	Productive Hourly Rate*	Annual Estimated Costs
WAS Supervisor	0.56	0.56	1.12	2,080	\$ 83.73	\$ 195,045.76
Electrical Specialist	0.05	0.05	0.1	2,080	\$ 90.84	\$ 18,894.20
Maintenance Worker III	0.4	0.16	0.56	2,080	\$ 67.00	\$ 78,041.60
Maintenance Worker II	0.4	0.16	0.56	2,080	\$ 59.06	\$ 68,796.00
Maintenance Worker I	1.44	0.8	2.24	2,080	\$ 52.21	\$ 243,268.48
Sampling Technician	0.1		0.1	2,080	\$ 65.75	\$ 13,676.00
Public Service Employee	0.3	0.1	0.4	2,080	\$ 19.20	\$ 15,974.40
Totals:	3.25	1.83	5.08	14,560		\$ 633,696.44
WAS Administrative Personnel	Water Operations FTE	Sewer Operations FTE	Total FTEs	Hours Weekday	Productive Hourly Rate*	Annual Estimated Costs
Division Manager	0.2	0.2	0.4	2,080	\$ 155.45	\$ 129,334.40
Administrative Supervisor	0.2	0.2	0.4	2,080	\$ 91.79	\$ 76,367.20
Utility Staff Analyst II	0.2	0.2	0.4	2,080	\$ 63.69	\$ 52,988.00
Regulatory Specialist	0.15	0.05	0.2	2,080	\$ 63.58	\$ 26,447.20
Utility Services Associate	1	0.6	1.6	2,080	\$ 40.55	\$ 134,950.40
Public Services Employee	0.1	0.1	0.2	2,080	\$ 20.83	\$ 8,663.20
Totals:	1.85	1.35	3.2	12,480		\$ 428,750.40

<b>Grand Total: \$ 1,062,446.84</b>
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\*inc admin costs