



## CITY OF BEVERLY HILLS

### PUBLIC WORKS SERVICES DEPARTMENT

#### MEMORANDUM

**TO:** PUBLIC WORKS COMMISSION

**FROM:** Trish Rhay, Assistant Director of Public Works Services – Utilities  
Michelle Tse, Senior Management Analyst

**DATE:** January 8, 2015

**SUBJECT:** Hazen & Sawyer Report Update

**ATTACHMENT:** 1. Hazen & Sawyer Revised Draft Technical Memo dated 10/31/14

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Hazen & Sawyer (H&S) has been working with the City to provide a review of operational systems and practices, to identify gaps and agree on priorities for an action plan to ensure a safe, reliable water supply for the City.

At this time, a baseline review of operations has been completed. A draft technical memo prepared by H&S is attached for review. As part of the evaluation process, H&S reviewed existing systems and processes, risks and bottlenecks to performance, opportunities for improvement and identifying gaps that need to be addressed. This includes the following:

- A review of current plant targets and performance against those targets (production, water quality, regulatory reporting).
- A review of plant process performance.
- A review of current documented systems and practices.
- Interviews with operations staff and operations management.
- A review of communication practices and protocols.
- A review of operator knowledge/training gaps.

A focus is being given to the following key areas:

- Roles and responsibilities – mapping of roles and responsibilities of the team and identifying any conflicts or gaps.
- Operational monitoring and reporting – review of current monitoring and reporting, both internally and particularly external reporting requirements.
- Non conformances and corrective actions – review how non-conformances are identified, reported and dealt with. A key focus will be on how to capture lessons and learn from past problems.
- Operating Interfaces – a review on communication between elements of the organization (for example, treatment to distribution) and how communication operates between different shifts.

- Operating Procedures – A review on what is documented and how. H&S's experience has shown that operator engagement in the development of operating procedures is key to their ownership of the process and empowerment in operation.
- Operator skills and training – Understand the level of knowledge and confidence in operations staff. We can identify gaps to help develop a targeted training approach to plug the gaps and enhance operator empowerment.

Staff has already been in discussions with H&S to develop scopes of work to address these various areas in need of improvement. Representatives from H&S will be in attendance at the January 8, 2015, Public Works Commission to further discuss their findings.