

Metro Wastewater Reclamation District
Environmental Management System for Biosolids

Element 7: Roles and Responsibilities – Background

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BACKGROUND

This element will ensure that the Metro District's employee's roles and responsibilities have been defined and documented, as they relate to performing biosolids management activities, and that District management provides the necessary resources to implement them.

The District has defined and documented the roles and responsibilities for staff assigned to perform the biosolids management activities and they are described in general terms in job descriptions and more specifically in individual key responsibilities.

Roles and responsibilities for the EMS Workgroup members that relate to the EMS Program and the documents associated within the EMS Manual are defined in their individual Key Responsibilities.

In the District's budget process the necessary human, technical, and financial resources are allocated to implement and maintain the biosolids EMS roles and responsibilities.

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PURPOSE

Element #7 ensures that all District staff assigned to manage the biosolids activities and the members of the EMS Workgroup are identified.

SCOPE

Element #7 identifies the roles and responsibilities for staff throughout the biosolids value chain from planning to final disposition and for the EMS Workgroup.

REFERENCES

- NBP National Manual of Good Practice
- Metro Wastewater Reclamation District Annual Budget
- Employee Key Responsibilities
- Employee Job Descriptions
- Element 10 Table: Operational Control of Critical Control Points

DEFINITIONS:

Biosolids Value Chain – sequence of activities from planning, wastewater pretreatment, discharge and collection through wastewater treatment, solids treatment and handling, storage, transportation, and final disposition of biosolids that impact the quality and stability of biosolids and their suitability for the selected management method.

Role(s) – the purpose(s) of the activity(ies) a group or individual performs with respect to the biosolids value chain, the biosolids management program, and the biosolids EMS.

Responsibility(ies) – the specific task(s) a group or individual carries out in a lead or supporting role that accomplish and/or support operational and strategic goals and objectives.

RESPONSIBLE PERSONS

- Board of Directors
- District Manager
- Deputy Manager
- Department Heads
- Human Resources Division
- RR&R Project Coordinator
- EMS Workgroup

RELATED TRAINING

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For related training, please refer to Element #8 of this manual.

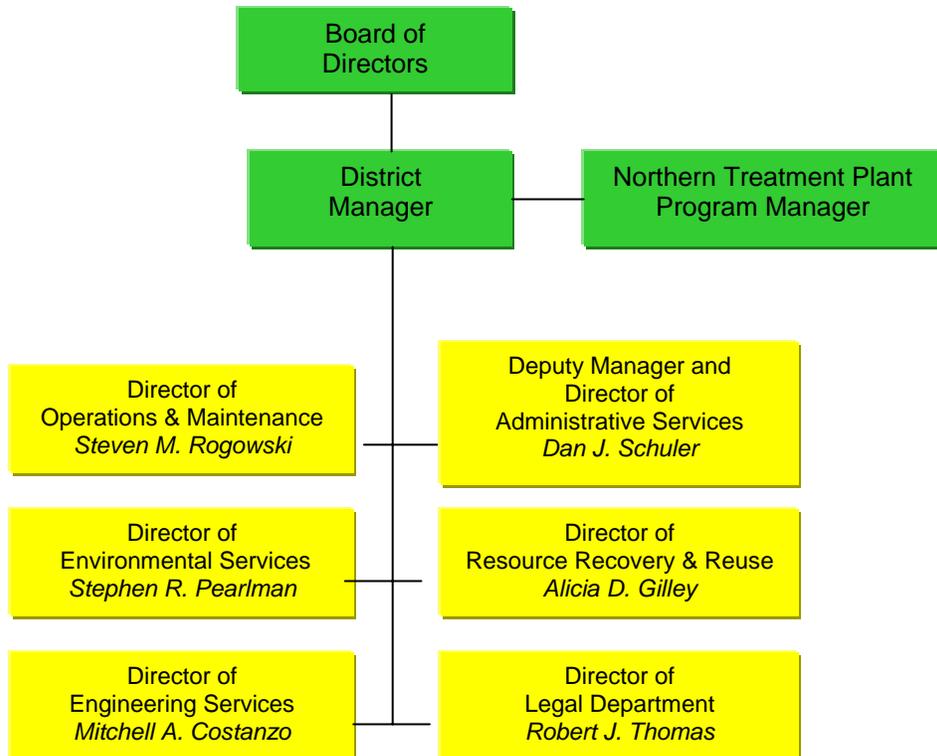
PROCEDURAL STEPS

The roles and responsibilities for the District staff that relates to the biosolids management activities are represented in the documents listed below.

Documents	Record Series Code Location
Table of Organizations	PER 15.65
Key Responsibilities	PER 15
Job Descriptions	PER 15.40

Job descriptions for each job classification define what the responsibilities are to carry out their job in a professional manner with respect to the biosolids value chain and the biosolids management activities.

In addition, administrative positions have Key Responsibilities that are specific to their job responsibilities including the biosolids value chain and the biosolids management activities.



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DESCRIPTION OF ROLES AND RESPONSIBILITIES

As illustrated by the above table, the roles and responsibilities for the biosolids value chain are described below. There are core responsibilities assigned to specific departments/divisions but are cross-functional in many areas to ensure the District meets all regulatory requirements.

- **MWRD Board of Directors (Board)** that represents the member municipalities is the governing body of the District and is responsible for making policy, financial, and operations decisions to ensure the District meets its statutory responsibility of providing wholesale transmission and treatment services to the metropolitan Denver area. The Board's challenge is to do that in the most cost-effective manner while complying with applicable legal and other requirements and meeting the public's expectations to protect the environment, as well as public health, safety, and general welfare. One of the primary responsibilities of the Board is to ensure the District expends funds wisely. The District Board of Directors will provide policy direction regarding the District's biosolids management program and EMS, especially as it relates to goals and objectives for improvement.
- **The District Manager** is the chief administrative officer of the District and is charged with the day-to-day administration of the District and with carrying out the policies of the Board. In addition to providing oversight and direction for the District's seven departments, the District Manager provides direction for the District's internal control and comprehensive planning programs. The District Manager will have executive responsibilities for directing and providing resources to carry out the District's biosolids management activities. Specifically, the District Manager will be responsible for assuring that the biosolids mission and policy are being followed and that all elements of the EMS are functioning effectively as designed.
- **Deputy Manager** performs all duties and responsibility of the District Manager during any absence.
- **Northern Treatment Plant Program Manager** Directs activities related to the Northern Treatment Plant. Oversees and manages the overall planning, design and construction, including property and easement acquisition, and business processes related to incorporating the new plant into the District's structure. Develops policies and strategies related to the Northern Treatment Plant activities.
- **Legal Department** coordinates and supervises all litigation of the District in the state and federal courts, represents the District in administrative hearings and appeals within the District regarding human resource and connector/user issues. It also works cooperatively and assists, where necessary, the District's Bond and Water counsel on matters within their areas of expertise.
- **Operations & Maintenance (O&M)** has core responsibility of managing the operations and maintenance of the District's transmission, wastewater treatment,

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and solids processing systems in a cost-effective manner while complying with all regulatory requirements. The Computerized Maintenance Management System (CMMS) maintains all preventive maintenance schedules for all equipment used in Robert W. Hite Treatment Facility (RWHTF) unit processes and in the transmission system. The O&M Director and Supervisors are responsible for assuring that they are effectively managing biosolids critical control points under their areas of responsibility, that SOPs for operational controls and monitoring and measurements are up-to-date, and that their employees have the necessary skills, knowledge and resources to perform their assigned biosolids duties. They are also responsible for initiating corrective action for nonconformances.

- **Resource Recovery and Reuse (RR&R)** has core responsibility for managing the EMS for Biosolids Program, the marketing, recycling, transport, distribution, and final disposition of the biosolids produced at the RWHTF, including land application. RR&R is responsible for managing the METROGRO Farm property. The CMMS maintains all preventive maintenance schedules for fleet and heavy equipment used at the District. The RR&R Director and Supervisors are responsible for assuring that they are effectively managing critical control points under their areas of responsibility that SOPs for operational controls and monitoring and measurement are up-to-date and that their employees have the necessary skills, knowledge and resources to perform their assigned biosolids duties. They are also responsible for initiating corrective action for nonconformances.
- **Engineering Services (ENG)** is responsible for providing engineering services including planning, design, and construction of all major capital improvement projects at the District. In addition, the Engineering Department provides support to the District's comprehensive planning program. The Engineering Department will provide support for all capital improvement projects related to the District's biosolids management program and the EMS, as it relates to goals and objectives for improvements.
- **Administrative Services (ADMIN)** oversees management of the Finance, Human Resources, Purchasing, Records Management, Information Services, Office Support, Safety, and Security Division. It is also responsible for purchasing appropriate property, automobile liability, pollution liability, and fidelity bond insurance for the District.

The Finance Division provides the District with accounting/financial reporting, budgeting and annual year-end audit support.

The Human Resources Division provides support to other District departments for employment, affirmative action, training and development, wage and benefits administration, and labor relations. It coordinates with Department Heads a review of job descriptions on an annual basis to ensure they are representative of the tasks identified in them. The Human Resources Division Head and staff are responsible for the training of employees related to the biosolids management program and the EMS.

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The Purchasing Division provides support to the other District departments for purchasing of materials and supplies. This division also manages warehouse inventory.

The Information Services Division provides computer service and telecommunications support for all District staff as well as maintaining records management of all District related records, including the EMS documents. The IS Division will provide support for EMS documents presented on the District's Internet and Intranet sites.

The Office Support Division provides secretarial and clerical support for District staff.

The Safety and Security Division provides the District with guidelines for safety and security programs and ensures that proper safety equipment is utilized where appropriate.

- **Environmental Services** manages the governmental activities, regulatory compliance, legislative, and public information/public education programs, including connector and service contract administration, industrial waste pretreatment program, and analytical services.

The Analytical Services Division is responsible for managing programs related to sampling, chemical, and biological analyses, environmental monitoring and assessment, hauled wastes, and contracted services. In addition, it is responsible for supporting the technical and analytical support needs of other departments, including all biosolids-related analytical work.

The Governmental Affairs & Water Quality Division is responsible for the District's inter-governmental affairs with connectors, including the annual charges for service and sewer connection charge programs, the state and other local governments and the state legislature. In addition, it is responsible for the District water quality monitoring program, including water chemistry, aquatic life, and special water quality studies, and participates with the state and EPA in developing water quality regulatory proposals.

The Public Information/Education Division prepares informational materials for the media and public, the Annual Report, press releases, and responds to press inquiries. The Division also develops public information/education programs and provides tours for school children, professionals, and the public.

The Regulatory Compliance Division oversees compliance with environmental regulations and permits. The Division also manages the pre-treatment/industrial waste control program and many activities related to local, state, and national regulatory development.

- **Contractors** are limited to construction-related activities for the District's infrastructure, RWHTF and the METROGRO Farm facilities. To minimize any negative impacts to the high quality of biosolids produced by the District, the

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Environmental Review of Engineering Projects Policy & Procedure followed by the Engineering Department Project Managers includes a review and signoff by the EMS Coordinator. Engineering Project managers will be responsible for overseeing construction activities to ensure the environmental issues are followed through.

- **Tenant Farmer** farms the District's METROGRO Farm based on a *Farm and Lease Agreement*. The tenant farmer is considered an interested party because he does not manage the biosolids activities or EMS functions. Guidelines regarding the handling of public inquiries, with the exception of biosolids spills, has been outlined and discussed with the tenant farmer.
- **Private Compost Facilities** accept biosolids and digester cleanout material based on terms specified in the current Letter of Agreement. These facilities are bound by the same federal and state regulatory and permitting requirements that the Metro District follow and therefore are not considered a contractor to the Metro District. The private compost facility does not manage any biosolids activities for the Metro District – product we deliver is processed further and is sold under the private composter's trademark.
- **EMS Workgroup** has been established for the EMS for Biosolids with representatives from each department. Each representative is responsible for ensuring the EMS for Biosolids documents are inclusive of the activities in their assigned areas. These include corrective action reporting, results of internal EMS audit findings, coordinating Standard Operating Procedures reviews and revisions for their Department based on the Department Heads established frequency, and management review process and periodic performance during both implementation and maintenance of the District's EMS for Biosolids. The primary management responsibility for the District's EMS for Biosolids is the Resource Recovery & Reuse Department. The RR&R Project Coordinator oversees the management of the EMS for Biosolids.

If a new representative is appointed to the EMS Workgroup, the RR&R Project Coordinator will work with their respective Department Head to ensure their Key Responsibilities are revised to include EMS Workgroup responsibilities. This will occur within 3 months of their appointment to the Workgroup.

To ensure that all Key Responsibilities for administrative personnel are submitted to the Human Resources Division at the beginning of each performance appraisal period, each Workgroup member will forward their new Key Responsibilities, clearly highlighting their EMS role, to the appropriate Human Resources representative. The EMS Coordinator will contact the Human Resource representative annually, some time during the fourth quarter, to confirm this activity has been completed.

Each workgroup member's EMS role is identified in their Key Responsibility document as referenced above in this element.

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Active Members in the EMS for Biosolids Workgroup

Engineering	Orin Padgett	Admin-HR	Patty Settles
OOM	Brenda Hungerford	Admin-RM	Ed Sturgeon
ES-Analytical Services	Tanya Bayha	O&M	Steve Rogowski
ES-Regulatory	Ty Thompson	RR&R	Alicia Gilley
ES-Public Information	Steve Frank	RR&R	Angel Foster, Project Coord.
ES-Pretreatment	Lori Maag		