# **Scope of Work**

The following capabilities are anticipated to be required under the subgrant; however, this is not to be considered a comprehensive description of all required services. Vendors must respond to this scope of work with available personnel, skill, experience, and expertise in each area.

1. **Technical Assistance to Clean Water Systems**
   1. Sampling, Water Quality Testing and Troubleshooting

The awarded vendor(s) may be required to help train and/or assist PWSs in:

* + 1. Developing and implementing sampling plans;
    2. Conducting field measurement and water parameters;
    3. Developing and implementing water sampling procedures for compliance;
    4. Instrumentation;
    5. Calculating proper chemical addition and chemical pump;
    6. Treatment train operations
    7. Water quality and/or equipment troubleshooting; and
    8. Identifying a source or vendor to secure parts, equipment, tools, and supplies etc.
    9. This task may include training for staff personnel and/or board members over the necessary requirements sampling, testing, and troubleshooting.
  1. Digital Mapping and GPS Asset Location

The awarded vendor(s) may be required to assist clean water systems with:

* + 1. Developing and/or updating their digital maps or GIS system and attribute tables of system components;
    2. Identifying the appropriate GPS tools for field data collection and will provide training in the use of these tools. GIS software and platforms used must be widely available to computer and phone users and must be free of charge to the clean water system; and
    3. Identifying and integrating their GIS system with other management software that can assist in planning for repair and replacement of assets.
    4. This task may include training for staff personnel and/or board members over the need for mapping and asset identification.

1. **Managerial Assistance to Clean Water Systems**
   1. Manuals and Plans

The awarded vendor(s) may be required to assist clean water systems in:

* + 1. Creating, updating, and implementing their system O&M manuals to describe operational activities on a daily, monthly and yearly basis;
       1. Public outreach efforts to improve the public’s understanding of the need for and importance of such a program;
    2. Preparing new or updating existing system- and site-specific ERPs; and
       1. Evaluating system security and necessary upgrades including but not limited to:
          1. Fencing;
          2. Locks;
          3. SCADA;
          4. Alarms; and
          5. Security cameras
       2. Provide training and emergency assistance in implementing ERPs when systems face natural disasters, critical system component failures and risks to public health.
       3. Metrics to be used by the systems to analyze the effectiveness of the plan;
       4. Clean water loss audits to assist system personnel in resolving unaccounted-for water;
       5. Energy conservation opportunities including but not limited to:
       6. Energy efficient equipment;
       7. Alternative power generation; and
       8. Off-peak power use.
    3. This task may include training for staff personnel and/or board members over the need for manuals, their use, and the need to keep them updated.
  1. Management and Operations
     1. The awarded vendor(s) may be required to assist the clean water system with personnel management;
        1. Personnel policies;
        2. Job descriptions;
        3. Contracts for operations, maintenance and/or administration
     2. The awarded vendor(s) may be required to assist the clean water system with developing and implementing a records keeping/tracking program for routine maintenance including but not limited to:
        1. Valve exercising;
        2. Hydrant/dead-end flushing; and
        3. Backflow prevention assembly testing.
     3. The awarded vendor(s) may be required to assist the clean water system with contracts management:
        1. Technical services solicitations;
        2. Review of bid specifications/construction contracts;
        3. Project documentation included but not limited to:
           1. Certified payroll review;
           2. Funding draws; and
           3. Reporting as required by federal, state, and/or funding agencies.
     4. The awarded vendor(s) may be require to:
        1. Assist clean water system staff in understanding the organizational and governing structure and responsibility; and
        2. Guide clean water systems to professionals authorized to prepare documentation and assist with reorganization (e.g., HOA), bylaws, federal non-profit application, ordinances/policies, and insurance etc.
     5. This task may include training for staff personnel and/or board members over sound management of a clean water system, troubleshooting workflows, contracting, and being responsive to customer needs.

1. **3. Financial Assistance to Clean Water Systems**
   1. Budgeting and Rate Setting

The awarded vendor(s) may be required to assist clean water systems with:

* + 1. Preparing a balanced budget (note that depreciation is not required to be fully funded in planning a budget under this subgrant scope of work, but the system must be educated on what depreciation means, why it is used, and how it benefits the system to fully fund depreciation);
    2. Preparing a budget for 5-, 10-, and/or 20-year CIPs in order for the clean water system to develop rate strategies and identify potential funding available for necessary system renewal;
    3. Establishing sufficient rates to support their unique system. User rates must be sufficient to cover:
       1. All operations and maintenance of the specific system of the community. This includes operation and maintenance of any planned construction project being proposed to a funding agency;
       2. Debt service requirements on all loans and bonds of the system: and
       3. All required reserve accounts of the system, including a short-lived asset reserve and any debt service required by the loan/bond agreements.
    4. This task may include training for staff personnel and/or board members over the importance of budgeting and rate setting.
  1. Fiscal Sustainability Plans (FSP) or Asset Management Plans

The awarded vendor(s) may be required to assist the clean water systems with FSPs that include at a minimum:

* + 1. Asset information including;
       1. An inventory; and
       2. Date of installation.
       3. Original price;
       4. Anticipated life span;
       5. Replacement costs;
       6. An evaluation of their condition and performance; and
       7. An analysis of the criticality of each asset.
    2. An evaluation of clean water and energy conservation efforts with existing assists and planned replacement assets; and
    3. A plan for maintaining, repairing and replacing assets and for funding such activities; and
    4. Defined level of service goals for:
       1. Physical performance of the assets, and
       2. Customer expectations and satisfaction
    5. This task may include training for staff personnel and/or board members over the importance of having an FSP or Asset Management Plan.
  1. Income Surveys

The awarded vendor(s) may be required to assist clean water systems with conducting income surveys for the community in order to qualify for loans and grants from all funding agencies. The income survey must achieve a 98% contact rate and collect the household income of the residents sampled. The awarded vendor(s) will then determine the median household income from the data collected and certify to the data’s authenticity.

* 1. Bookkeeping and Public Accounting

The awarded vendor(s) may be required to assist clean water systems with:

* + 1. Understanding bookkeeping entries for transactions the clean water system must record and process on a day-to-day basis, including but not limited to:
       1. Payroll and related expenses;
       2. Contract transactions;
       3. Purchasing;
       4. Asset acquisitions, disposals and transfers;
       5. Operating expenses; and
       6. Items of income
    2. Understanding their requirements to prepare financial statements in conformity to GAAP for local governments as they pertain to their specific structure; and
    3. Educate and train clean water system staff on terminology used in the public sector accounting profession such as but not limited to:
       1. Cash versus accrual accounting
       2. Asset depreciation
       3. Current versus noncurrent assets and liabilities;
       4. Net assets;
       5. Restricted reserves; and
       6. Enterprise funds.
    4. The awarded vendor(s) may be required to assist clean water systems understand how to read a GAAP compliant financial report and notes to the financial statements, including the balance sheet, income statement, and statement of cash flows.
    5. The awarded vendor(s) may be required to assist clean water systems with:
       1. Understanding the importance of internal controls in their accounting framework;
       2. Assessing the separation of duties and educate staff and the board of the clean water system on the risks involved by not following proper internal control procedures; and
       3. Preparing fiscal policies to segregate the duties of the individual responsible for recording the transactions from the individual authorizing payment, and the individual responsible for handling deposits.
    6. This task may include training for staff personnel and/or board members over the importance of bookkeeping, transparency, internal controls, and sound accounting practices.

1. **Training**

The awarded vendor(s) may be required to work with PWS and NDEP to develop and prioritize training needs for specific system(s). The vendor will provide all materials necessary for training and assist with securing a meeting location if necessary. A specific course curriculum for requested training must be submitted to NDEP for approval prior to holding the training session. Technical courses that qualify for CEUs must also be reviewed and approved by the Nevada Wastewater Certification Program.

* 1. Board, Clerical, and Office Staff Training

The awarded vendor(s) may be required to assist clean water systems with board training not previously identified in another task in this scope of work.

* 1. Operator Certification Training

The awarded vendor(s) may be required to provide training to prepare clean water system staff in obtaining requisite certification within Nevada. Under certain conditions, training that qualifies for contact hours (CEUs) may be required, if approved through the Nevada Wastewater Operator Certification Program, to help certified operators to maintain their credentials. The vendor may propose one or more efficient and effective approach(es) to provide training to Nevada operators in order to accomplish this task.

* 1. Security and Health Threat Training

The awarded vendor(s) may be required to assist clean water systems with training and preparedness to address security and health threats including physical, chemical, biological, or acts of God. The awarded vendor(s) may help provide regular training and refresher courses (scenarios), promote mutual assistance with nearby clean water systems, and utilize resources including the use of NVWARN and tabletop exercises to help clean water system staff develop capacity and maintain preparedness to address emergency response needs.

* 1. Clean Water State Revolving Fund

The awarded vendor(s) may be required to assist clean water systems with training on various aspects of the Clean Water State Revolving Fund. These components could include, but are not limited to:

* + 1. Application Process
    2. Davis-Bacon Wage Requirements
    3. American Iron and Steel Requirements (AIS)
    4. Build America, Buy America Act (BABA)
    5. Procurement Requirements
    6. Project Management Requirements
    7. Environmental review requirement and federal crosscutters

1. **Outreach**
   1. Project and Other Funding Outreach

The awarded vendor(s) may be required to assist clean water systems identify potential funding opportunities and applications for grants and loans for capital improvement projects and other activities under specific financial programs. The vendor may propose one or more efficient and effective approach(es) to provide outreach and training in order to accomplish this task.

* 1. Future Clean Water System Operators

The awarded vendor(s) may be required to coordinate, work collaboratively with, and/or assist NDEP with outreach activities at schools or community functions to educate, encourage, and engage potential new wastewater system operators on the opportunities, challenges, and benefits of a career in clean water system operations and management. The vendor may propose different approaches to introduce and engage potential clean water professionals in the works being described.