



ADMINISTRATION COMMITTEE

Agenda Report

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Agenda Date: 6/11/2025

Agenda Item No: 10.

FROM: Robert Thompson, General Manager

SUBJECT:

STRATEGIC PLAN: LEVELS OF SERVICE

GENERAL MANAGER'S RECOMMENDATION

RECOMMENDATION:

Information Item.

BACKGROUND

The Orange County Sanitation District's (OC San) Strategic Plan consists of various elements including the Levels of Service (LOS). OC San's LOS are the commitments made to our ratepayers, regulators, employees, and the Board of Directors on our operational efforts. The LOS were updated in 2023 and were designed to better align with the Strategic Plan and showcase how the initiatives are being implemented and monitored. As part of the 2025 Strategic Plan update, the LOS are being updated once again to address improvements made. The LOS consists of four categories which coincide with the Strategic Plan policy areas: Environmental Stewardship, Wastewater Management, Business Principles, and Workplace Environment.

Environmental Stewardship	Levels of Service
<i>OC San will protect public health and the environment.</i>	
Compliance with Ocean Discharge Permit	100%
Dry weather urban runoff collected and treated	Up to 10 MGD
Major non-conformance audit findings	<5 per permit per audit
Respond to corrective actions within regulatory timeline for air, solids, and water compliance audits	100%
Comply with Fleet Air Emission Regulations	100%
Number of odor complaints under normal operations	< 10 events for the treatment plants < 12 events for the collection system
Sanitary Sewer Spills per 100 miles	<2.1
Compliance with core industrial pretreatment requirements	100%

OC San's effluent, solids and biogas will be recycled.	
Provide specification effluent to Groundwater Replenishment System	100%
Beneficially reuse biosolids during normal operations	100%

Wastewater Management	
OC San will be a good neighbor and will be responsive to its customers.	
Respond to collection system spills within 1 hour of notification	100%
Respond to odor complaints	Within 1 hour in plants Within 24 hours in collections
Respond to public complaints or inquiries regarding construction within 24 hours	100%
Respond to biosolids contractor violations within one week of violation notice	100%
Respond to Public Records Act requests within the statutory requirements	<=10 days
Dig alert response within 2 business days	100%
OC San will manage its assets to ensure reliability and security.	
Respond to all cybersecurity events and incidents to mitigate risks and maintain an overall cyber health rating according to security operations standards.	>90%
Annual real property assessments/inspections	20% of the properties
Annual Inspection, documentation, and evaluation of collection system	70 miles of sewers 880 manholes

Business Principles	
OC San will exercise sound financial management.	
Annual user fees sufficient to cover 100% of O&M Budget	100%
Collection, treatment, and disposal costs per million gallons	Within 10% of budget
Maintain Credit Rating (Moody's, Fitch, S&P)	AAA

Workplace Environment	
OC San will provide a safe, productive workplace.	
Employee injury incident rate per 100 employees	<4.2
Annual days away from work, restricted activity, or job transfer resulting from a work-related injury	<3.2
Annual training hours per employee	<=40

Each quarter, a section of the LOS's is reported in the General Manager's Monthly Report, providing a high-level overview of OC San's performance.

RELEVANT STANDARDS

- Build brand, trust, and support with policy makers and community leaders
- Make it easy for people to understand OC San's roles and value to the community

PROBLEM

The Strategic Plan needs to be updated to ensure its relevancy.

PROPOSED SOLUTION

Solicit and incorporate the Board of Directors' input in the development of the proposed Strategic Plan.

PRIOR COMMITTEE/BOARD ACTIONS

November 2023 - Adopted the OC San Strategic Plan 2023.

ADDITIONAL INFORMATION

The adopted Strategic Plan for 2025 will be the basis of Fiscal Year 2026-27 and 2027-28 budget development.

CEQA

N/A

ATTACHMENT

The following attachment(s) may be viewed on-line at the OC San website (www.ocsan.gov) with the complete agenda package:

- OC San Strategic Plan 2023
- General Manager's Fiscal Year 2024-2025 Work Plan
- Presentation