

July 28, 2021

TO: Chairman and Members of the Board of Directors

FROM: James D. Herberg, General Manager 

SUBJECT: **General Manager's Fiscal Year 2021-2022 Proposed Work Plan**

I am pleased to present my Proposed Work Plan for Fiscal Year 2021-2022. This work plan has 22 individual goals organized under the four Strategic Planning categories: Business Principles, Environmental Stewardship, Wastewater Management, and Workplace Environment. These goals support our efforts to ensure that our operations are safe; we continue to attract, develop, and retain a capable workforce; and, that we enhance our sustainability by maximizing water recycling and implement sound financial practices. This forward-looking work plan is designed to position our agency to continue providing our customers with a high level of service while seizing opportunities and meeting future challenges.

1. Business Principles

- **Paperless Office** - Incorporate the trusted system and implement a fully digital process to reduce the use of paper by June 30, 2022.
- **Cyber Security Policy** - Complete the Cyber Security Incident Response Program playbooks and incorporate the playbooks into the Orange County Sanitation District (OC San) Integrated Emergency Response Plan by June 30, 2022.
- **Warehouse Modernization** – Implement remote warehousing at Plant No. 2 to allow for the demolition of the current warehouse facility for construction of new digesters. Complete an implementation plan by June 2022.
- **Property Management** (Continued from FY 2020/21) – Complete action plans for OC San's real property, easements, and rights-of-way for encroachments and encumbrances which limit access or impede proper use of OC San's rights by December 31, 2021, that will restore long-term use for identified encroachments or encumbrances.
- **Permit and Reporting Management System** (Continued from FY 2020/21) – Implement the business process mapping for source control permit management, compliance data management, and Environmental Protection Agency compliance reporting system by June 30, 2022.

- **Organizational Advocacy and Outreach** - Develop a new Organizational Advocacy & Outreach policy consistent with the Strategic Plan as adopted by the Board of Directors by November 30, 2021.

2. Environmental Stewardship

- **Energy Independence** (Continued from FY 2020/21) – Overhaul one Central Generation Engine and issue a request for proposals for a study of long-term alternatives for treatment plant energy recovery by December 31, 2022.
- **Climate and Catastrophic Event Resilience Policy** - Complete the preliminary design for the perimeter wall along the southwest portion as part of the Temperature-Phased Anaerobic Digestion (TPAD) TPAD Digester Facility at Plant No. 2, Project No. P2-128 by June 30, 2022.
- **Food Waste Treatment Policy** - Establish a feedstock agreement and initiate the bid process within three months of agreement finalization to accept up to 150 tons per day of food waste slurry for co-digestion. Provide an information update to the Board of Directors by December 31, 2021.
- **Interagency Regional Wastewater Capacity and Water Quality Solutions** - Develop objectives for interagency study among OC San, Orange County Water District, and Orange County Watersheds on the feasibility of accepting additional dry weather urban runoff and potential stormwater harvesting and present to the Board of Directors by December 31, 2021.
- **Wastewater Surveillance** - Collaborate with Centers for Disease Control and Prevention and /California Department of Public Health to continue developing a Wastewater Surveillance program for COVID-19 and beyond. Provide an information update to the Board of Directors by June 30, 2022.

3. Wastewater Management

- **Chemical Sustainability Policy** - Create a plan to optimize chemical usage in the treatment plants and create a plan to guide operations in the event of a sudden loss of chemical supply. Complete plans by June 30, 2022.
- **Biosolids Management Policy - Super critical water oxidation** - Work with 374 Water to initiate a research project to scale up a super critical water oxidation system to six tons per day production levels. Investigate the treatment of raw sludge, biosolids, food waste, and other organic waste stream. If practical, seek the Board of Directors approval for a research project by October 31, 2021. If approved, start processing waste streams by June 30, 2022.

- **Constituents of Emerging Concern Policy** - Formalize a Constituents of Emergency Concern (CEC) Management Framework that emphasizes controlling PFAS and other CECs at the source. Continue to work with industry partners to explore technologies that measure, reduce, sequester, or destroy PFAS. Provide a report with recommendations to the Board of Directors by June 30, 2022.
- **Interagency Emergency Preparedness and Contingency Coordination** - Review contracting agencies' (e.g., SAWPA and IRWD) emergency preparedness and contingency plans to ensure compatibility with OC San's operational and regulatory constraints. Provide an information update to the Board of Directors by June 30, 2022.

4. Workplace Environment

- **Safety and Physical Security** - Conduct security assessment for Plant No. 2 to determine layout and design of entry/exit points via siting study (i.e., cameras, traffic flow, reject lane, security zones) and install access cards readers in all occupied buildings by June 30, 2022.
- **Voluntary Protection Program** - Continue to assess and maintain all programs and training relative to VPP. Implement a Wildfire Smoke Exposure Management Program by December 31, 2021, and conduct an annual third-party review of the safety program by June 30, 2022.
- **Emergency Response** - Conduct an annual exercise on Tsunami response by June 30, 2022.
- **OC San U** – Expand OC San U offerings to outside agencies by June 30, 2022, and continue to offer one employee training session per month that pertain to organizational awareness, leadership, communications, technology, or partnerships for the future.
- **Centralized Training Program** - Evaluate and determine agency needs for a centralized training program with defined budget, and goals with management housed under one division by December 31, 2021, in time for budget consideration for Fiscal Year 2022-23.
- **Labor Negotiations** - Hire Chief Negotiator by December 31, 2021 and engage in contract negotiations with all unions prior to the expiration of current contracts on June 30, 2022.
- **Classification & Compensation Study** - Conduct an agencywide Classification and Compensation study. Complete analysis and present to the Board of Directors for approval by March 31, 2022.