

# Strategic Plan – Workshop #1

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Strategic Plan Workshop #1  
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**OC SAN**  
ORANGE COUNTY SANITATION DISTRICT

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## Importance of Strategic Planning

### **The Board of Directors Define OC San's Services**

- Major initiatives require many years of consistent effort to deliver.
- Focuses staff and resources on true, long-term priorities.
- Improves the ability to collaborate with other agencies.

### **Builds Unity**

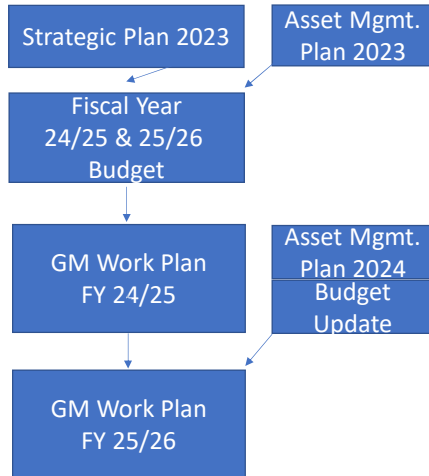
- Staff and agencies clearly understand the OC San Board of Directors' expectations.
- Staff processes align with the Board of Directors' direction.
- The General Manager's Workplan holds staff accountable.
- Defines what OC San does and does not do.

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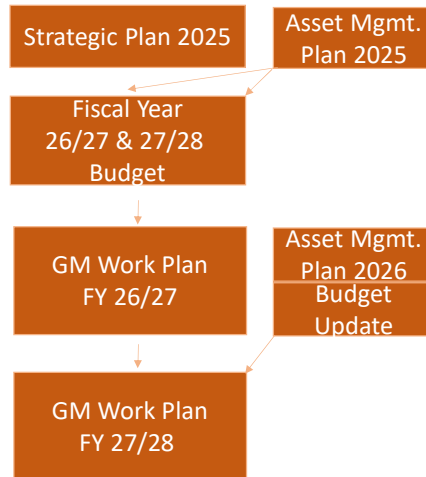
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# Strategic Planning Process

## Current Planning Cycle



## Next Planning Cycle



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# The Process



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## Timeline



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## OC San's Policy Areas

### Business Principles

- Budget Control and Fiscal Discipline
- Asset Management
- Cybersecurity
- Property Management
- Organizational Advocacy and Outreach

### Environmental Stewardship

- Energy Independence
- Climate and Catastrophic Event Resilience
- Food Waste Treatment
- Water Reuse
- Environmental Water Quality, Stormwater Management and Urban Runoff

### Wastewater Management

- Chemical Sustainability
- Biosolids Management
- Constituents of Emerging Concern

### Workplace Environment

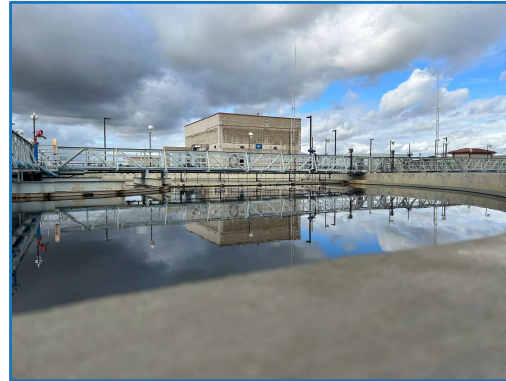
- Resilient Staffing
- Safety and Physical Security

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## Policy Topics - Workshop #1

- Budget Control and Fiscal Discipline
- Cybersecurity
- Property Management
- Organizational Advocacy and Outreach
- Resilient Staffing
- Safety and Physical Security
- Asset Management
- Chemical Sustainability



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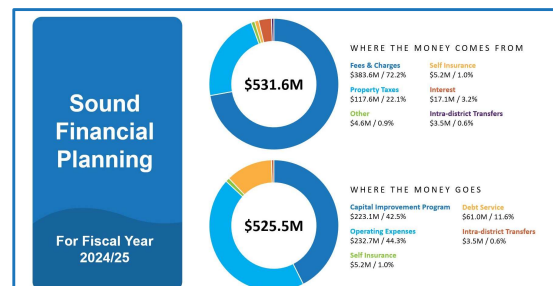
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## Budget Control and Fiscal Discipline

### Policy Statement:

OC San has practices and safeguards in place to ensure its long-term fiscal stability. These provide direction so that OC San's finances are managed in a manner that will continue to support the daily collection and treatment of wastewater; meet the mission of the organization; maintain our AAA Bond Rating; ensure a responsible budget, consisting of Revenues, Operating Expenditures, Capital Improvement Program (CIP), Debt Service; and establish reserves necessary to meet known and unknown future obligations. OC San has established Fiscal Policies and Reserve Criteria, which are included in the budget, and separately adopted Investment and Debt Policies.

Strat. Plan Pg. 24



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## Budget Control and Fiscal Discipline

Strat. Plan Pg. 24

### Initiatives

- Use established resources, along with developing and implementing additional resources to assist OC San staff in tracking and monitoring expenditures to ensure smooth business operations while maintaining budgetary control.
- Maintain a fiscally responsible financial plan that is based on long-term planning which supports stable rate setting and a pay-as-you-go philosophy for operating and capital expenditures.
- Leverage the centralized training program to provide targeted training opportunities for employees to remain current with financial best practices and OC San fiscal policies and procedures.
- Monitor the long-term debt program and continually assess market conditions to identify possible opportunities to reduce outstanding debt balance and term, while maintaining a AAA rating.
- Maintain reserve levels within policy guidelines, while optimizing the use of available funds to finance capital programs and ensure a balanced budget.

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## Cybersecurity

### **Policy Statement:**

Strat. Plan Pg. 32

OC San must maintain adequate cybersecurity (information technology security) techniques that protect computer assets, networks, programs, data, and industrial control equipment from unauthorized access, denial of service, or attacks that are aimed for exploitation.



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# Cybersecurity

## Initiatives

Strat. Plan Pg. 32

- Conduct various tabletop exercises to determine the organization's ability to respond to a targeted cyberattack and to improve the quality of the response, should an attack occur.
- Evaluate, enhance, and monitor network security including activities to protect the usability, reliability, integrity, and safety of the network by developing Security Operations Center capabilities that support continuous monitoring and is responsible for the continuous threat protection process.
- Conduct a comprehensive third-party cybersecurity operations assessment (Red Team). A thorough Red Team engagement will expose vulnerabilities and risks regarding:
  - Technology — Networks, applications, routers, switches, appliances, etc.
  - People — Staff, independent contractors, departments, business partners, etc.
  - Physical — Offices, warehouses, substations, data centers, buildings, etc.

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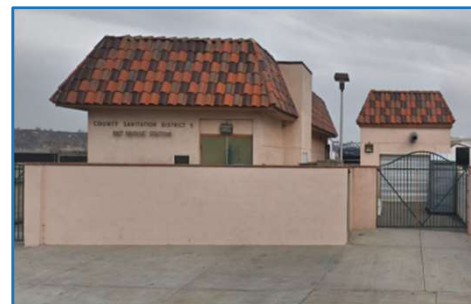
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# Property Management

Strat. Plan Pg. 34

## **Policy Statement:**

OC San owns and operates assets throughout its service area located in property owned in fee, through easements, and in the public right-of-way. OC San will identify and protect all of its property rights to ensure its assets are not encumbered or encroached upon so that the facilities may be properly operated, maintained, upgraded, and replaced.



Bay Bridge Pump Station

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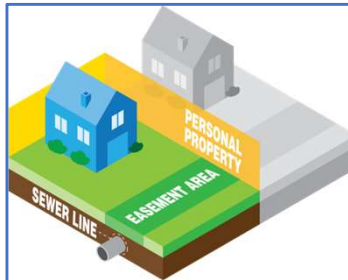
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# Property Management

## Initiatives

Strat. Plan Pg. 34

- Leverage technology to review property rights and identify encroachments or encumbrances that restrict operation, maintenance, inspection, or emergency repair access to remove encroachments or encumbrances.
- Collaborate with Engineering to obtain property, easements, and right-of-way in a timely manner for capital projects.
- Augment OC San resources with contracted specialized real estate services to limit the need for additional staffing.



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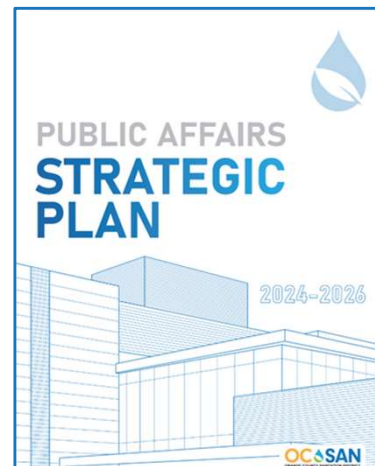
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# Organizational Advocacy and Outreach

Strat. Plan Pg. 35

## **Policy Statement:**

OC San will create and disseminate information to our stakeholders with an end goal to educate, inform, and garner support for services provided, thus allowing us to operate in a more efficient and effective manner. OC San will deliver messages that are accurate, transparent, and designed to foster public trust and confidence. Additionally, following legislative activity will ensure OC San's interests are explained and considered.



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## Organizational Advocacy and Outreach

### Initiatives

Strat. Plan Pg. 35

- Develop an educational display in the Headquarters building to illustrate OC San's reuse and recycling efforts in support of the environment and public health. Display to be revealed when new building is unveiled. Phase 2 of the hands-on educational display will consist of content on the exterior of the building to create a complete experience from walking up to OC San to entering the building.
- Implement a multipronged outreach strategy that will include industry and media coverage for the Supercritical Water Oxidation project.



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## Organizational Advocacy and Outreach Cont.

Strat. Plan Pg. 35

### Initiatives

- Develop and implement a Local Government Affairs Outreach Program to enhance OC San business goals and build local relationships that benefit OC San, cities we serve, member agencies, and officials.
- Engage a local lobbyist to assist in advancing strategic initiatives as identified within the Strategic Plan.
- Actively monitor and engage in regulatory and legislative activity across California and Washington, D.C., and take appropriate action in support of, or opposition to, legislative and regulatory initiatives affecting OC San and the wastewater industry. This includes using Monitoring and Analysis, Advocacy Days, Position letters and Funding Requests (as deemed suitable).

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# Resilient Staffing

Strat. Plan Pg. 68

## Policy Statement:

OC San has comprehensive programs in place to attract, develop, and retain high-quality talent to support its mission of protecting public health and the environment. Some of these programs include training and development, employee recognition, diversity and inclusion, recruitment and selection, and competitive benefits and compensation, which help promote employee engagement and productivity and make OC San an employer of choice.



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# Resilient Staffing

Strat. Plan Pg. 68

## Initiatives

- OC San's employee training programs and activities will be transitioned from individual departments and centralized in Human Resources department over a two-year period. The centralized approach will streamline processes, ensure legal compliance, and provide greater consistency, transparency, and access for all employees, while also being responsive to the needs of the organization.
- Maintain and enhance workforce planning initiatives to efficiently and effectively identify, develop, and select the next generation of prepared, capable, and engaged employees through:
  - Vocational/Professional Student Internship Programs
  - Workforce Vulnerability Assessments
  - Talent Readiness Assessments
  - Orange County Sanitation District University (OC San "U")
- Continue to build the OC San "U" program and evaluate various options to partner with member agencies to share content and interactive development opportunities.

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# Safety and Physical Security

## Policy Statement:

Strat. Plan Pg. 73

OC San will ensure the safety, health, and security of employees, contractors, and the public through industry best practices, policies, and procedures that support a safe and secure environment, provide an appropriate level of security, and safeguard OC San's property and physical assets.



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# Safety and Physical Security

## Initiatives

Strat. Plan Pg. 73

- **Safety**
  - Identify regulatory gaps and opportunities to continually improve OC San's safety and health management system to participate in the Cal/OSHA Voluntary Protection Program (VPP).
  - Continue to foster a culture where employees are accountable for their safety, as well as the safety of others
- **Emergency Management**
  - Support facility and countywide emergency preparedness, response, and recovery efforts by partnering with entities, such as, the Water Emergency Response Organization of Orange County (WEROC), Orange County Sherriff Department, and local fire departments to plan and conduct disaster preparedness exercises and drills.
  - Train new employees or retrain existing employees who staff OC San's Emergency Operation Center (EOC) on the Incident Command System (ICS) and emergency disaster forms.
- **Security**
  - Identify and assess security vulnerabilities and improve physical security systems such as CCTV monitoring, access control systems, physical key management systems, and physical patrols of occupied buildings and plant facilities.

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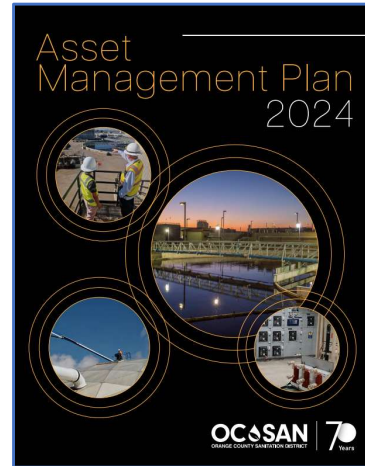
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# Asset Management

Strat. Plan Pg. 29

## Policy Statement:

OC San will assess and manage the collection and treatment plant systems and assets to improve resilience and reliability while lowering lifecycle costs. This will be accomplished through adaptive operation, coordinated maintenance and condition assessment, and planned capital investment. Staff will balance maintenance, refurbishment, and replacement strategies to maximize useful life, system availability, and efficiency.



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# Asset Management

Strat. Plan Pg. 29

## Initiatives

- Continue developing an annual Asset Management Plan documenting the condition of the collection system and treatment plants, and upcoming maintenance or capital projects.
- Coordinate the efforts of operations, collections, mechanical maintenance, electrical maintenance, instrument maintenance and engineering through process teams to assure OC San's resources are focused on the high priority work functions.
- Identify critical collections and plant assets that have long lead times for parts and replacement and mitigate procurement risks and impacts to collections and plant resiliency based on market conditions.
- Maintain a 20-year forecast of all CIP projects needed to maintain or upgrade OC San's \$12.6 billion in assets on a prioritized risk basis to establish rate structures.

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# Chemical Sustainability

## Policy Statement:

Strat. Plan Pg. 56

OC San has a need to use chemicals in its treatment process to improve plant performance, reduce odor and corrosion potential, and meet its regulatory requirements. These commodity chemicals are provided by outside vendors through the purchasing process. Some of these chemicals are subject to price swings due to market condition changes such as energy cost impacts, raw material cost changes, commercial competition changes, and transportation cost volatility. OC San will identify chemicals key to its operation, investigate the market risks for those chemicals and devise strategies to mitigate identified risks to availability and pricing.



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# Chemical Sustainability

## Initiatives

Strat. Plan Pg. 56

Reduce the exclusive reliance on particular chemicals and individual vendors to establish flexibility to utilize other chemicals/processes to accomplish operational objectives.



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## Policy Topics - Workshop #2

- Water Reuse
- Energy Independence
- Climate and Catastrophic Event Resiliency
- Food Waste Treatment
- Biosolids Management
- Constituents of Emerging Concern
- Environmental Water Quality, and Urban Runoff

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## Committee Meetings



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# Questions?

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