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June 24, 2020

TO: Chairman and Members of the Board of Directors

FROM: James D. Herberg, General Manager



SUBJECT: **General Manager's FY 2019-2020 Work Plan Year-End Report**

I am pleased to present the year-end report for my Fiscal Year 2019-20 Work Plan. The Work Plan has 20 individual goals organized under the five focus areas of safety and security, succession planning, resource recovery, reliability, and operational optimization. This Work Plan was reviewed and approved by the Steering Committee and Board of Directors in August and September 2019 and a mid-year update was provided in January 2020.

1. Safety and Security

- **Emergency Preparedness** – Develop and conduct an external emergency response and recovery drill by June 30, 2020 that tests the Integrated Emergency Response Plan (IERP).

UPDATE: Complete. The Great Shakeout Exercise was conducted on October 17, 2019 to test the IERP. The exercise included Care Ambulance as external evaluators to provide feedback on any areas of opportunity for improvement, which will be folded into our current plan.

- **Safety Engineering Solutions** – Complete six of the remaining eight Safety Improvement Construction Projects by June 30, 2020.

UPDATE: On-schedule. Six of the eight Safety Improvement Construction Projects will be completed by June 30, 2020. Two of the remaining projects are on schedule to be completed in Fiscal Year 2020-2021.

- **Voluntary Protection Program (VPP) Certification** – Apply for the VPP certification for Plant No. 1 by June 30, 2020.

UPDATE: On-schedule. Staff continues to prepare for OCSD's forthcoming VPP application which will be submitted to Cal/OSHA by June 30, 2020. In preparation, staff has assessed and addressed VPP Gap Analysis items and met with our VPP mentor site, Eastern Municipal Water District. Additionally, staff attended a Cal/OSHA VPP





Workshop in December 2019 to obtain updates on the application process.

- **Physical Security Plan** – Complete the development and implementation of a Physical Security Plan by June 30, 2020.

UPDATE: Complete. Risk Management staff worked with a consultant to develop OCSD's Physical Security Plan. The plan will be reviewed by the Executive Management Team and implemented by June 30, 2020.

- **Cyber Security Plan** – Complete the development and implementation of a Cyber Security Plan by June 30, 2020.

UPDATE: Complete. The Cyber Security Strategic Plan was completed in February 2020. The plan identified several risk factors, four strategic goals and a series of projects to implement over the next four years to meet those goals and minimize risk. The plan is meant as a guide to be continuously refined to keep pace with the changing threat environment.

2. **Succession Planning**

- **Leadership Development** – Provide at least two specialized trainings tailored to the Supervisory Level and one for the EMT/ Managers by June 30, 2020.

UPDATE: Complete. Staff developed and conducted a *Return to Work Training* for all management staff in September 2019. A second training for management entitled "Navigating Public Sector Employment" took place on June 16; this virtual training provided the tools and resources needed for supervisors and managers to navigate oversight of employees in the public sector and in a union environment.

3. **Resource Recovery**

- **Groundwater Replenishment System (GWRS) Final Expansion** – Meet the following milestones to support the final expansion of GWRS:
 - Advertise for Construction of Project P2-122, Headworks Modifications at Plant No. 2 for GWRS Expansion by January 31, 2020.

UPDATE: Complete. The Headworks Modification at Plant No. 2 Project advertised for Construction on October 10, 2019, two weeks ahead of its original schedule.



- Issue Construction Contract Notice to Proceed for Project P2-122, Headworks Modifications at Plant No. 2 for GWRS Expansion by June 30, 2020.

UPDATE: Complete. The Headworks Modification at Plant No. 2 Project Construction Contract Notice to Proceed was issued on March 2, 2020.

- **Emerging Contaminants** – Work with industry, academic, and agency partners to develop science-based regulations and an adaptive plan by June 30, 2020 to address the potential impact of PFAS to OCSD.

UPDATE: Complete. PFAS regulations continue to be under development at the federal and state levels for water, wastewater, solids waste, and biosolids. OCSD has actively collaborated with industry partners to track and comment on these regulations, develop analytical methods for non-potable water samples, advocate for greater recognition for wastewater treatment facilities as passive receivers of PFAS, and develop cost effective strategies for reducing the potential impact of PFAS on OCSD's operation. Currently, OCSD is applying USEPA's Interim Groundwater Cleanup Screening Levels for evaluating non-residential episodic discharge requests to mitigate PFAS contributions to OCSD. In addition, OCSD has prepared resources to respond to a pending State investigation order – expected to be issued in 2020.

- **Food Waste Digestion Pricing Policy** – Present a draft policy and pricing plan to the Board of Directors by June 30, 2020.

UPDATE: Complete. Staff presented a draft policy and pricing plan to the Board of Directors at the Operations and Administrative Committees in May 2020.

4. **Reliability**

- **Asset Management Plan** – Develop an Asset Management Plan by December 31, 2019 that includes an inventory of critical assets for each process area and the collection system; an evaluation of their condition and performance; and an implementation plan to maintain, rehabilitate, and replace these assets to meet the required levels of service at the lowest life cycle cost and at an acceptable level of risk.

UPDATE: Complete. The Asset Management Plan was finalized in December 2019 and was presented to the Operations and Administration Committees in March 2020.



- **Central Generation Engines** – Implement an in-house heavy mechanical maintenance team and award a contract by December 31, 2019 to overhaul two Central Generation Engines.

UPDATE: Complete. Heavy Mechanical Maintenance team implemented in October 2019. Contract to overhaul two Central Generation Engines was awarded in November 2019.

- **Pump Station Bypass Exercises** – Bypass the flow of two Pump Stations to prove emergency readiness and use the exercise to do critical valve and electrical maintenance at those Pump Stations by June 30, 2020.

UPDATE: On-schedule. MacArthur Pump Station was bypassed on August 3, 2019 to replace a failed force main valve. Contract services were utilized to perform the bypass operation due to the long run of temporary pipe installation. Crystal Cove Pump Station will be bypassed the week of June 15, 2020 to perform electrical maintenance and testing for arc flash incident energy identification and reduction efforts.

5. Operational Optimization

- **OCSD Headquarters Building** – Advertise for the construction of Headquarters Complex Site Preparation, Contract No. P1-128C by February 29, 2020. Obtain City of Fountain Valley approvals for the Headquarters Building by June 30, 2020.

UPDATE: Progress continues. The Headquarters Site Preparation Project P1-128C advertised for construction on January 30, 2020. The Development Plan Review application for the new Headquarters was submitted to the City of Fountain Valley on March 27, 2020. Staff continues to work with the city to obtain approvals.

- **Document Management** – Complete Records Management and Trusted System Needs Assessment by November 30, 2019.

UPDATE: Complete. The Records Management and Trusted System Needs Assessment was completed in January 2020. A recommendation to move Records Management to Board Services has been implemented. Next steps include the selection of a Records Information Management System and the implementation of the system.

- **Communications Audit** – Complete the audit and provide a report to the Legislative and Public Affairs Committee by March 30, 2020.



UPDATE: Complete. The Communications Audit was completed; a report was provided, and a presentation was made to the Legislative and Public Affairs Committee in March 2020.

- **Capital Project Delivery** – Complete a formal design review framework by June 30, 2020. Complete a framework for regular updates of engineering policies and procedures, design guidelines, and engineering standards by June 30, 2020.

UPDATE: Complete. Formal implementation plans for a design review framework and standard for maintaining policies and procedures, design guidelines, and engineering standards was finalized in March 2020.

- **Solids Handling Optimization** – Complete commissioning and optimize performance of new solids handling facilities at each plant by December 31, 2019.

UPDATE: Complete. The new solids handling facilities at both facilities were commissioned and optimized in December 2019.

- **Strategic Plan** – Complete new Strategic Plan for adoption by the Board of Directors by November 30, 2019.

UPDATE: Complete. The Strategic Plan was finalized and adopted by the Board of Directors on November 20, 2019.

- **Two Year Budget** – Complete new two-year budget for adoption by the Board of Directors on June 24, 2020.

UPDATE: On-schedule. The two-year budget process for Fiscal Years 2020-21 and 2021-2022 began in January 2020 and will be presented to the Board of Directors for adoption on June 24, 2020.