

January 22, 2025

TO: Members of the Steering Committee

FROM: Robert C. Thompson
General Manager



SUBJECT: General Manager's FY 2024-2025 Work Plan Mid-Year Update

I am pleased to present the mid-year update for my Fiscal Year 2024-2025 Work Plan. The Work Plan has 21 individual goals organized under four Strategic Planning categories: Business Principles, Environmental Stewardship, Wastewater Management, and Workplace Environment. At the mid-year point, three of the 21 goals have been completed and the remainder are on track for completion by the end of the fiscal year.

1. Business Principles

- **Asset Management Plan** – Implement a siphon cleaning program by June 30, 2025.

UPDATE: In Progress. Developed an overall priority list of critical siphons. Developed scopes of work for two siphon bid packages, which will be used to define the cleaning program. A siphon cleaning program will be developed by June 30, 2025.

- **Progressive Design-Build** – 1) Select an Owner Advisor for Progressive Design-Build by March 31, 2025. 2) Develop Progressive Design-Build contract templates by June 30, 2025.

UPDATE: 1) Completed. Selected an Owner Advisor and conducted the kick-off meeting on December 9, 2024. **2) In-Progress.** Contract templates will be complete by June 30, 2025.

- **Earned Value** – Review Engineering's earned value processes for project reporting and compare with industry best practices by June 30, 2025.

UPDATE: In Progress. Hired a consultant to review Engineering's earned value processes for project reporting and compared it with industry best practices. Will document consultant's findings and recommendations by June 30, 2025.

- **NPDES Permitting Legal Support** – Secure 1) legal and 2) technical resources for 2026 NPDES permit renewal by March 30, 2025.

UPDATE: 1) Legal Resources: Complete. Legal services to be provided by BB&K and/or Allen Matkins. **2) Technical Resources: In Progress.** Finalizing a scope of work to secure technical resources through a Request For Proposal.

- **Permit Fees** – 1) Complete analysis of the current Capital Facilities Capacity Charges (CFCC) program to identify deficiencies for the member agencies and provide program improvement recommendation by December 31, 2024. 2) Create a customer portal for online submission and payment of fees by June 30, 2025.

UPDATE: 1) Complete. OC San staff met with member agencies to evaluate the CFCC program and subsequently provided recommendations to the General Manager. **2) In Progress.** A competitive solicitation for a portal is anticipated to be complete and a contract awarded by June 30, 2025.

- **Headquarters Educational Display** – *(Carried over from FY 23/24)* Develop a Board approved design for the hands-on educational display for the outdoor patio by June 30, 2025.

UPDATE: In Progress. Research on various options is ongoing with a proposal planned for the second half of the fiscal year and an approved design by June 30, 2025.

- **Regional Sewer Spill Training** – Conduct regional sanitary sewer spill training for the collection system by June 30, 2025.

UPDATE: In Progress. The training is scheduled for May 2025. Member agencies will be invited to attend.

2. Environmental Stewardship

- **Plant No. 2 Process Facilities Seismic Resilience** – Select a consultant for the Plant No. 2 Process Facilities Seismic Resiliency Study by December 31, 2024.

UPDATE: Complete. Selected a consultant for the Plant No. 2 Process Facilities Seismic Resiliency Study and conducted the kickoff meeting on November 14, 2024.

- **Urban Runoff Optimization Study** – Receive draft Urban Runoff Study identifying opportunities within Orange County Water District (OCWD), County of Orange, and OC San's service area for additional dry weather urban runoff by June 30, 2025.

UPDATE: In Progress. Completed the identification, scoring, and evaluation of diversion site opportunities with Orange County Public Works and OCWD. On track to be completed by June 30, 2025.

- **Enforcement Response Plan** – Update pretreatment/source control enforcement response plan in alignment with State of California's 2024 water quality enforcement guidance document for legal review by June 30, 2025.

UPDATE: In Progress. Updates to the Pretreatment Enforcement Response Plan (ERP) continue. The State Board Water Quality Enforcement Policy was adopted in December 2023, but a further revision to Appendix D of the policy just became effective in November 2024. Ongoing conversations with staff and members of the Legal team continue to address areas in the ERP that need attention.

- **Pretreatment Management** – Expand OC San's Pretreatment Honor Roll program to include wastehaulers by June 30, 2025.

UPDATE: Complete. The Class of 2024 includes 43 permittees, of which two are wastehauling companies. Of the 43 honorees, 31 were Silver Awardees, meaning that they each had four consecutive years of compliance at a minimum.

- **Food Waste** – Finalize Memorandum of Understanding (MOU) with Orange County Waste and Recycling by December 31, 2024. Agree on deal points for a cooperative agreement and make go/no-go decision to move forward by June 30, 2025.

UPDATE: In Progress. MOU with deal points has been finalized and is with Legal in anticipation to begin routing for signature in early 2025. Delays in the adoption of the Orange County Waste and Recycling Waste Infrastructure System Enhancement (WISE) Agreement have delayed the approval process.

3. Wastewater Management

- **Plant No. 1 Distributed Control System Human Machine Interface (HMI)** – Complete the conversion of the Plant No. 1 HMI system from CRISP to ABB by June 30, 2025.

UPDATE: In Progress. Completed the conversion of the Steve Anderson Lift Station HMI system. Will complete the conversion of the Plant No. 1 HMI system by June 30, 2025.

- **Deep Well Injection** – Evaluate the initial feasibility of deep well injection of biosolids. Issue and evaluate Request for Information (RFI) for potential deep well injection design-build-operate vendors and review permitting requirements by June 30, 2025.

UPDATE: In Progress. Consultant hired to evaluate the initial feasibility for deep well injection. Will evaluate geological feasibility, issue an RFI to potential deep well injection design-build-operate vendors, and review permitting by June 30, 2025.

- **Supercritical Water Oxidization** – *(Carried over from FY 23/24)* Complete the commissioning and begin demonstration of the pilot project by March 31, 2025, subject to regulatory permitting. Publicize project status.

UPDATE: In Progress. OC San personnel witnessed the operation of a reduced capacity unit in October. Equipment planned for installation in spring 2025, publicizing will continue following installation.

- **Property Management** – Complete a physical assessment of all current OC San easements and rights-of-way. Document the assessment in written and visual forms as part of the OC San easement management program. Complete the assessment and report by June 30, 2025.

UPDATE: In Progress. Request for Proposal was completed; consultant will be selected to begin assessments pending Board award on January 22, 2025. Phase I assessment and reporting is expected to be completed June 30, 2025, with Phase II of detailed surveying to be completed by December 31, 2025.

4. Workplace Environment

- **Staff Training** – Create development plans for each employee with associated training plans by June 30, 2025.

UPDATE: In Progress. Training was held for employees and management on how to create, track, and approve Individual Development Plans (IDP) in OC San's performance management system. A performance goal was also integrated as part of the evaluation process for management. This item is on track for all employees to have an IDP by June 30, 2025.

- **Scanning and Paper Reduction** – Complete Scope of Work for Phase III, issue a Purchase Order Agreement Request for Proposal and award the contract for implementation of the trusted system, Phase III for Environmental Services. Complete Phase III by June 30, 2025.

UPDATE: In Progress. Awarded a Purchase Order Agreement to ECS Imaging, Inc. utilizing the California Multiple Award Schedules. ECS Imaging assisted on Phases I and II. Additional user licenses purchased. Working with Environmental Services.

- **Labor Agreements** – Complete all labor agreements for all labor groups by June 30, 2025.

UPDATE: In Progress. In September 2024, the Board approved Laura Drottz Kalty, Liebert Cassidy Whitmore, to serve as OC San's Chief Negotiator. Staff has held several closed session meetings with the Board in preparation for negotiations. This item is on track to have successor agreements with all labor groups by June 30, 2025.

- **OSHA Voluntary Protection Program (VPP) certification for Plant No. 2** – Apply for VPP certification for Plant No. 2 by June 30, 2025.

UPDATE: In Progress. Staff are preparing the Voluntary Protection Program (VPP) application for Plant No. 2. In March 2024, staff attended a Cal/OSHA VPP Workshop to obtain updates on the application process for submittal prior to June 30, 2025.

- **Employee Engagement Survey** – Conduct an employee engagement survey by June 30, 2025 to gather feedback on workplace environment satisfaction, communication effectiveness, recognition programs, and professional development opportunities. Utilize survey results to identify areas for improvement and develop action plans aimed at enhancing employee engagement and satisfaction levels.

UPDATE: Complete. Survey was completed in October with results reported to management, staff, and the Board in November 2024. Identified action items are being implemented and will report back to the Board at the end of the fiscal year.