

June 25, 2025

**TO:** Chairman and Members of the Board of Directors

**FROM:** Robert C. Thompson  
General Manager

**SUBJECT: General Manager's FY 2024-2025 Work Plan Year-End Report**

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I am pleased to present the year-end report for my Fiscal Year 2024-2025 Work Plan. The Work Plan had 21 individual goals organized under four Strategic Planning categories: Business Principles, Environmental Stewardship, Wastewater Management, and Workplace Environment. Eighteen of the 21 goals have been completed, one goal was not completed due to needs assessment, and two goals will carry over into Fiscal Year 2025-2026.

**1. Business Principles**

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

**UPDATE: Complete.** Developed a siphon cleaning program which will be implemented over the next several years.

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

**UPDATE: Complete.** Owner Advisor selected and Progressive Design-Build contract templates created and used for the Ocean Outfalls Rehabilitation, Project No. J-137.

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

**UPDATE: Complete.** Hired a consultant to review Engineering's earned value processes for project reporting and compared it with industry best practices.

- **NPDES Permitting Legal Support** – Secure legal and technical resources for 2026 NPDES permit renewal by March 31, 2025.

**UPDATE: Complete.** Legal services to be provided by BB&K and Allen Matkins and Technical Resources have been retained to provide technical support for NPDES permit renewal.

- **Permit Fees** – 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. Create a customer portal for online submission and payment of fees by June 30, 2025.

**UPDATE: Not Complete.** OC San staff met with member agencies to evaluate the CFCC program and subsequently provided recommendations to the General Manager. For the customer portal, staff has determined that an OC San wide solution is needed, rather than a CFCC specific solution. A new updated item will be incorporated into the Fiscal Year 2025-2026 Work Plan for a new agency-wide customer service portal.

- **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: Complete.** Options were presented to the Administration Committee in March 2025 and approved by the Board.

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

**UPDATE: Complete.** The training took place on May 5 and 6 with 67 participants from 19 local and regional agencies participating.

## 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: Complete.** Received the draft Urban Runoff Study in March and the final on May 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: Complete.** The legal team has reviewed OC San's current Pretreatment Enforcement Response Plan for consistency with the 2024 State Board's Water Quality Enforcement guidance document. However, the guidance document was further revised November 2024 by the State Board. Thus, staff will re-engage the legal team to account for the recent changes to the Policy during a future GM work plan cycle.

- **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: Complete.** The MOU with deal points was finalized and a cooperative agreement was signed by OC San.

### 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: Carry Over.** Completed the conversion of 15 percent of the areas at Plant No. 1. Conversion was delayed due to a programming standard change. Will complete the conversion of the Plant No. 1 HMI system by March 31, 2026.

- **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: Complete.** Evaluated the initial feasibility of biosolids deep well injection. Evaluated the hydrogeological feasibility of Plant No. 1, performed a general feasibility of Plant No. 2, issued an RFI to potential deep well injection design-build-operate vendors and evaluated responses, and reviewed permitting requirements.

- **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: Carry Over.** OC San personnel witnessed the operation of a reduced capacity unit in October. Equipment planned for installation in summer 2025 followed by commissioning and demonstration testing. 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: Complete.** Request for Proposal was completed; consultant was selected to begin assessments on January 22, 2025. Assessment and report are anticipated to be completed by June 30, 2025.

#### **4. Workplace Environment**

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

**UPDATE: Complete.** 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. It is anticipated that all employees will 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: Complete.** Awarded a Purchase Order Agreement to ECS Imaging, Inc. utilizing the California Multiple Award Schedules. ECS Imaging is working with Environmental Services on Phase III and will be completed prior to June 30, 2025.

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

**UPDATE: Complete.** In September 2024, the Board approved Laura Drottz Kalty, Liebert Cassidy Whitmore, to serve as OC San's Chief Negotiator. Staff held several closed session meetings with the Board to receive direction and negotiation parameters and met with all labor groups to meet and confer over successor agreements. It is anticipated that all labor agreements will be completed 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: Complete.** The Voluntary Protection Program (VPP) application will be submitted by June 30, 2025. In preparation for a successful VPP application, staff attended a Cal/OSHA VPP workshop, completed a comprehensive third-party safety audit in December 2024, prioritized completion of the audit findings and increased workplace inspections leading up to Cal/OSHA's onsite visit.

- **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 be reported back to the Board at the end of the fiscal year.