



January 22, 2020

TO: Chairman and Members of the Board of Directors

FROM: James D. Herberg, General Manager

SUBJECT: General Manager's Fiscal Year 2019-2020 Work Plan Mid-Year Update

I am pleased to present the mid-year update 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 first reviewed with the Steering Committee and Board of Directors on August 28, 2019 and finalized and approved by the Board of Directors on September 25, 2019.

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: 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: Five of the eight Safety Improvement Construction Projects were completed by December 31, 2019. Two of the remaining three are on schedule to be completed by June 30, 2020.

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

UPDATE: Staff continues to prepare for OCSD's forthcoming VPP application by addressing findings from the 2018 VPP Gap Analysis and meeting with our VPP mentor site, Eastern Municipal Water District, in October 2019. Additionally, staff attended a Cal/OSHA VPP Workshop in December 2019 to obtain updates on the application process. Application will be submitted prior to June 30, 2020.

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

UPDATE: Staff is developing a scope of work for the Physical Security Plan. The scope of work is scheduled to be completed by December 31, 2019, with implementation to be completed by June 30, 2020.

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

UPDATE: Development of the Cyber Security Plan is underway with a preliminary draft targeted for the end of January 2020.

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: Staff developed and conducted a *Return to Work Training* for all management staff in September 2019. Currently, staff is developing a "*Back to Basics*" training targeted for various levels of management to provide the tools and resources needed to navigate the core functions of OCSD. The training should be completed and ready for implementation by June 30, 2020.

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: 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: A recommendation to award a construction contract for the Headworks Modification at Plant No.2 project is scheduled for the January 2020 Board of Directors Meeting.

- **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: PFAS regulations for water, wastewater, solids waste, and biosolids are under early development at the federal and state levels. In the interim, OCSD is collaborating with multiple partners to develop analytical methods for non-potable water samples and pragmatic source control strategies in preparation for anticipated Santa Ana Water Regional Control Board's Phase 3 Investigative Order for PFAS.

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

UPDATE: Staff have gathered data from California sister agencies with food waste digestion pricing experience and consulted with General Counsel on business model options such as cost-recovery and revenue-generating. A draft policy is on track to be presented to the Board of Directors.

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: A draft Asset Management Plan was developed and reviewed in September 2019. The Plan was finalized in December 2019 and will be presented at the March 2020 Operations and Administration Committee Meetings as an informational item.

- **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.

UPDATES: A Heavy Mechanical Maintenance team was implemented in October 2019 and a contract to overhaul two Central Generation Engines was awarded in November 2019.

- **Pump Station Bypass Exercises** – Bypass pump 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.

UPDATES: 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. The second pump station will be bypassed prior to June 30, 2020.

5. Operational Optimization

- **OCSD Headquarters Building** – Advertise for Construction for 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: The advertisement for Construction for Project P1-128C is scheduled for February 2020. The plans and specifications for the new Headquarters will be finalized and ready for submission to the City of Fountain Valley in March 2020. This effort is on schedule.

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

UPDATE: The records management survey, document inventory, workflow workshops, taxonomy sessions, and staffing evaluation are all completed. The schedule has been pushed back with a current anticipated finish date of January 22, 2020 as a result of staffing changes. Findings & Recommendations draft submitted in November; current system evaluation and future recommendations draft submitted in December; and assessment of OCSD's Records Management program draft due in January 2020.

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

UPDATE: The Communications Audit is complete, and a report will be submitted to the Legislative and Public Affairs Committee by March 30, 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: The Engineering Department conducted a retreat with the department Managers and Supervisors in October 2019 to prepare for a design review framework and a departmental strategy for an updated standard for documentation maintenance. Management staff have developed a draft design review framework and standard for

maintaining policies and procedures, design guidelines, and engineering standards. Formal implementation plans will be finalized by June 30, 2020.

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

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

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

UPDATE: 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: The two-year budget process is set to begin in January 2020 and be submitted to the Board of Directors for adoption in June 2020.