


June 23, 2021

TO: Chairman and Members of the Board of Directors
FROM: James D. Herberg, General Manager 
SUBJECT: **General Manager's FY 2020-2021 Work Plan Year-End Report**

I am pleased to present the year-end report for my Fiscal Year 2020-21 Work Plan. The Work Plan has 17 individual goals organized under the four focus areas of business principles, environmental stewardship, wastewater management, and workplace environment. This Work Plan was reviewed and approved by the Steering Committee and Board of Directors in August 2020 and a mid-year update was provided in January 2021.

1. Business Principles

- **Budget Control and Fiscal Discipline** – Provide the Administration Committee with an analysis of options, including an IRS Section 115 Trust for funding OC San's pension obligations by October 31, 2020.

UPDATE: Complete. Proposals were received and reviewed. Purchasing and Contracts is currently working with legal counsel to finalize contract language. Award will go to Administration Committee and Board in July 2021.

- **Asset Management Plan** – Update the Asset Management Plan by December 31, 2020 including an inventory of critical assets for each process area and the collection system; an evaluation of their condition and performance; and an updated 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 is complete and was presented to the Operations Committee and the Board in December 2020.

- **Headquarters Project** – Complete site preparation for the new Headquarters facility, Project P1-128C, by June 30, 2021.

UPDATE: Complete. Demolition of the buildings and site preparation were completed in January 2021.

- **Cybersecurity/Safety** – Develop and conduct two emergency response and recovery drills for our interplant digester gas line and a cybersecurity breach by June 30, 2021.

UPDATE: Complete. OC San conducted a full-scale emergency response exercise of the Interplant Digester Gas Pipeline on April 28, 2021. The exercise tested OC San's response to an externally caused utility line strike that required isolation of the pipeline, mobilization of the damage assessment team, coordination of repairs, and response to public inquiries. The comprehensive drill simulated a line break and fire with real time interaction from other local agencies. Liberty Energy Services and the Water Emergency Response Organization of Orange County evaluated OC San's response to this exercise. In addition, in April 2021, IT conducted four tabletop exercises. The scenarios included e-mail phishing, data theft, ransomware, and unauthorized application access. These exercises were conducted with the assistance of outside cybersecurity specialists, Tevora, and teams from IT, Engineering, Finance, Human Resources, and Public Affairs. This effort is part of the development of OC San's cybersecurity incident response plan.

- **Property Management** – Inspect real property, easements, and rights-of-way for encroachments and encumbrances which limit access or impede proper use of the right by December 31, 2020. Develop action plans by June 30, 2021 that restore long-term use for identified encroachments or encumbrances.

UPDATE: Continuing. Inventory and inspections are complete. Minor access limitations and encumbrances are addressed as they occur. Large issues, such as the Miller Holder Easement south of Heil are being worked on by the Executive Management Team and legal counsel. Completed action plans will be implemented during the 2021-22 Fiscal Year.

2. Environmental Stewardship

- **Energy Independence** – Overhaul two Central Generation Engines to begin the second 25-year operations cycle for the Central Generation Facilities by June 30, 2021.

UPDATE: Continuing. The first contractor failed to deliver a working rebuilt engine. A second vendor, the Original Equipment Manufacturer for the engine, has been contracted and began work in May 2021.

- **Climate and Catastrophic Event Resilience** – Execute a contingency biosolids disposal agreement with Orange County Waste and Recycling (OCWR) to formally establish a local emergency failsafe biosolids disposal option by March 31, 2021.

UPDATE: Complete. In September 2020, OCWR provided guidance to OC San on a protocol to deliver biosolids during an emergency. OCWR has

designated Prima Deshecha Landfill as the emergency failsafe landfill for biosolids disposal.

- **Food Waste Treatment** – Complete market assessment for food waste feedstock co-digestion at OC San. Solicit bids to construct the Interim Food Waste Facility at Plant No. 2, Project P2-124, by December 31, 2020.

UPDATE: Complete. Draft contracts issued to three food waste haulers in November 2020. Solicitation for bids to construct advertised on December 1, 2020.

- **Water Reuse** – Study alternatives to reduce the use of City Water in its operations by October 31, 2020 and implement water saving measures by June 30, 2021.

UPDATE: Complete. In March 2021, staff successfully tested plant water as a replacement for city water in the centrifuge polymer system. Staff are replumbing the centrifuge polymer systems for plant water use with planned completion in June 2021.

- **Environmental Water Quality, Stormwater Management and Urban Runoff** – Complete business process mapping for source control permit management, compliance data management, and Environmental Protection Agency compliant reporting to evaluate the current system and alternatives for enhancing the system. Complete final report and recommendations by March 31, 2021.

UPDATE: Continuing. The external vendor was selected in early 2021 and a kick-off meeting was held in April 2021 to refine project tasks and the corresponding schedule. This item will be carried over to my Fiscal Year 2021-22 GM Work Plan.

3. **Wastewater Management**

- **Chemical Sustainability** – OC San will develop a plan to maintain at least two suppliers for iron-based coagulants at all times with a final report-out to the Board of Directors by June 30, 2021.

UPDATE: Complete. OC San has maintained ferric chloride supply contracts with two independent vendors, Kemira and Pencco. Each supplier has the capacity to meet the total demand of OC San. The current contract with each supplier allows for three additional annual renewals.

- **Biosolids Management** – Conduct an annual review of the regulatory aspects of the OC San Biosolids Management Plan to adjust for evolving regulations for contaminants of emerging concern and update contingency options as

needed. Provide an informational update to the Board of Directors by June 30, 2021.

UPDATE: Complete. A programmatic information update was presented to the Board of Directors as a part of the 2021 Strategic Planning Special Workshop on April 21, 2021.

- **Constituents of Emerging Concern** – Continue OC San's leadership role in developing analytical capability, advocating for sound science and regulations, and identification of significant sources in constituents of emerging concerns such as per- and polyfluoroalkyl (PFAS) and microplastics. Provide an informational briefing to the Board of Directors by June 30, 2021. Provide preliminary results from the California State Water Resources Control Board investigative order for PFAS by June 30, 2021.

UPDATE: Complete. An information update was presented to the Board of Directors as a part of the 2021 Strategic Planning Special Workshop on April 21, 2021. OC San is developing an in-house method to measure 39 PFAS compounds in wastewater and obtain method certification by the end of the 2021 calendar year. Staff is preparing an update on the Investigative Order sampling results to date to be included as part of the June 2021 GM Monthly Report.

4. Workplace Environment

- **COVID-19 Pandemic Response and Recovery** – Continue to respond to the COVID-19 pandemic with operations remaining in full permit compliance while providing a safe workplace and complying with the Center for Disease Control and Prevention health official guidance, and applicable employment and labor laws. Develop a “reopening plan” and present it to the Board of Directors by September 30, 2020.

UPDATE: Complete. COVID-19 response efforts continue with the Executive Management Team meeting daily and the internal Emergency Operations Center and Pandemic Team meetings occurring weekly and biweekly, respectively. As COVID-19 has extended longer than anticipated, the “reopening plan” was deferred from the initial completion date of September 30, 2020 to a Return to Office Plan. The Pandemic Team has completed *Return to Office* criteria which has been provided to use in development of workspace schedules for returning teleworkers to the physical worksite; all while maintaining COVID-19 protocols to ensure a safe work environment during and after plan implementation.

- **Safety and Physical Security** – Complete implementation of an Industrial Hygiene Program and a Job Safety Analysis program to meet the Voluntary Protection Program requirements by June 30, 2021.

UPDATE: Complete. In November 2020, two safety and health policies were adopted for Industrial Hygiene (SOP-642) and Hazard Assessment and Risk Control (SOP-645) to meet the Voluntary Protection Program requirements. The Industrial Hygiene Program established the framework for how qualitative and quantitative assessments will be completed, documented, and updated. The qualitative assessments (or hazard analysis) have been completed for the year. Quantitative assessments (or sampling) have been ongoing throughout the year and will continue each year moving forward. Job Safety Analysis (JSA) are reviewed and updated on an ongoing basis and new ones are created for all high hazard jobs where a JSA does not already exist. Hazard identification training, which will teach employees how to use JSAs, is scheduled for June 2021. Results of the industrial hygiene assessments and JSAs will be maintained in Cority, OC San's Incident Management System Software. In May 2021, Cority was expanded to include an Industrial Hygiene and JSA module to centralize information, streamline processes, and effectively manage safety and health programs.

- **Classification and Compensation Study** – Begin preparations for an agencywide Classification and Compensation Study by completing a Request for Proposal for a specialized vendor and accessing, discussing, and meeting and conferring regarding the 17 survey agencies by June 30, 2021.

Update: Complete. The Classification and Compensation Studies Request for Proposals (RFP) was advertised March 10 to April 15, 2021. An invitation to bid was sent to approximately 1,060 registered vendors and additional vendors recommended by other Orange County agencies. The Scope of Work was comprehensive for classification and compensation study phases and included specific items identified with management and the Board of Directors. RFP evaluation criteria included qualifications of firm, proposed staffing/project organization, work plan, oral interviews, and cost/price. Final vendor selection will be presented for approval at June's Administration Committee and Board meetings. The project will begin once the vendor is in place, with a comprehensive study that will update job descriptions, analyze salary market position against survey agencies, review internal equity, etc.

- **Succession Planning** – Conduct two specialized training classes for supervisors, managers, and executive management team members and provide organizational awareness coursework via OC San "U" for all employees with a final report-out on June 30, 2021.

Update: Complete. In 2020, two trainings were provided to supervisors, managers, and EMT that offered various topics designed to provide the tools and resources needed to navigate the core functions of OC San. Specifically, the groups received training from seasoned legal experts on Navigating Public Sector and Performance Management Best Practices; and the feedback received indicated the training was effective in providing practical tools and

guidance. In September 2020, a renewed, all virtual voluntary development program was launched (now called OC San "U"). Learning options included monthly webinars and on demand content relating to leadership, technology, communication, and organizational awareness. Employees may also apply to participate in mentoring and a CSUF leadership curriculum. For fiscal year 2020-21, over 50 percent of staff participated in at least one option, 60 joined each webinar, and course feedback was consistently positive. In fiscal year 2021-22, OC San "U" will continue to offer pertinent topics and explore further program enhancement ideas.