

Orange County Sanitation District



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Date	Ver.	Action By	Action	Result
5/3/2023	1	OPERATIONS COMMITTEE		

FROM: Robert Thompson, General Manager

SUBJECT:

STRATEGIC PLANNING LEVELS OF SERVICE

GENERAL MANAGER'S RECOMMENDATION

RECOMMENDATION:

Information Item.

BACKGROUND

The Orange County Sanitation District's (OC San) Strategic Plan consists of various elements including the Levels of Service (LOS). OC San's LOS are the commitments made to our rate payers, regulators, employees, and the Board of Directors on our operational efforts. The LOS were updated in 2021 and were designed to better align with the Strategic Plan and showcase how the initiatives are being implemented and monitored. The LOS consist of four categories which coincide with the Strategic Plan policy areas: Environmental Stewardship, Wastewater Management, Business Principles, and Workplace Environment.

Environmental Stewardship	Levels of Service
OC San will protect public health and the environment.	
• Compliance with Ocean Discharge Permit	100%
• Dry weather urban runoff collected and treated	Up to 10 MGD
• Major non-conformance audit findings	<5 per permit per audit

• Respond to corrective actions within regulatory timeline for air, solids, and water compliance audits	100%
• Comply with Fleet Air Emission Regulations	100%
• Number of odor complaints under normal operations	< 5 per event per treatment plant < 12 per event for the collection system
• Sanitary Sewer Spills per 100 miles	<2.1
• Compliance with core industrial pretreatment requirements	100%
OC San's effluent, solids and biogas will be recycled.	
• Provide specification effluent to GWRS	100%
• Beneficially reuse biosolids during normal operations	100%
Wastewater Management	
OC San will be a good neighbor and will be responsive to its customers.	
• Respond to collection system spills within 1 hour of notification	100%
• Respond to odor complaints	Within 1 hour in plants Within 24 hours in collections
• Respond to public complaints or inquiries regarding construction within 24 hours	100%
• Respond to biosolids contractor violations within one week of violation notice	100%
• Respond to Public Records Act requests within the statutory requirements	<=10 days
• Dig alert response within 48 hours	100%
OC San will manage its assets to ensure reliability and security.	
• Cybersecurity event monitoring and incident handling, percent successful	>87%
• Annual real property assessments/inspections	25%
• Annual Inspection, documentation, and evaluation of collection system	70 miles of sewers 880 manholes

Business Principles	
OC San will exercise sound financial management.	
• Annual user fees sufficient to cover 100% of O&M Budget	100%
• Collection, treatment, and disposal costs per million gallons	Within 10% of budget
• Maintain Credit Rating (Moody's, Fitch, S&P)	AAA

Workplace Environment	
OC San will provide a safe, productive workplace.	
• Employee injury incident rate per 100 employees	<4.4
• Annual days away from work, restricted activity, or job transfer resulting from a work-related injury	<2.5

• Annual training hours per employee	45
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Each quarter, a selection of the LOS's is reported in the General Manager's Monthly Report, providing a high-level overview of OC San's performance.

RELEVANT STANDARDS

- Build brand, trust, and support with policy makers and community leaders
- Make it easy for people to understand OC San's roles and value to the community

PROBLEM

The Strategic Plan needs to be updated to ensure its relevancy.

PROPOSED SOLUTION

Solicit and incorporate the Board of Directors' input in the development of the proposed Strategic Plan documents.

PRIOR COMMITTEE/BOARD ACTIONS

November 2021 - Adopted the OC San Strategic Plan 2021.

ADDITIONAL INFORMATION

The adopted Strategic Plan will be the basis of Fiscal Year 2024-25 and 2025-26 budget development and for the General Manager's Fiscal Year 2024-25 Work Plan. Attached to this report is the General Manager's Fiscal Year 2022-2023 Work Plan for illustration purposes.

CEQA

N/A

ATTACHMENT

The following attachment(s) may be viewed on-line at the OC San website (www.ocsan.gov) with the complete agenda package:

- OC San Strategic Plan 2021
- General Manager's Fiscal Year 2022-2023 Work Plan
- Presentation