

May 27, 2026

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

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



**SUBJECT: General Manager's FY 2026-2027 Work Plan**

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I am pleased to present my Work Plan for Fiscal Year 2026-2027. The plan has been developed to support the Strategic Plan and is organized under four Strategic Planning categories: Business Principles, Environmental Stewardship, Wastewater Management, and Workplace Environment. The goals are intended to serve as tactical implementation actions supporting the Strategic Focus Areas, Policy Topics, and Levels of Service established in OC San's 2025 Strategic Plan. Twenty-six goals are included for next year, including one carried-over goal from the previous year, as well as new goals that will ensure safe, efficient, and reliable operations. In addition, we will continue to advance innovation, sound financial management, and workforce development while maintaining the high level of service we have committed to providing.

### **1. Business Principles**

- **Records Management Program Assessment** – (1) Conduct a comprehensive assessment of the Records Management Program by March 31, 2027, to evaluate program effectiveness, regulatory compliance, and modernization needs. (2) Deliver a summary report with identified gaps, risks, and recommended improvements, including a prioritized implementation roadmap for consideration by executive leadership by June 30, 2027.
- **GRM Offsite Storage Review and Consolidation** – Complete an inventory of offsite records storage and develop a consolidation plan. Scope includes inventory review, identification of records eligible for destruction or digitization, and development of a multi-year implementation plan to improve storage efficiency and records availability by June 30, 2027.
- **Cybersecurity Tabletop Exercise** – Conduct a cybersecurity tabletop exercise with key stakeholders to walk through a simulated cyber incident to test how the organization would respond to scenarios such as ransomware, data breaches or insider threat by June 30, 2027. The tabletop exercise will validate OC San's incident response plan to determine whether existing procedures are clear, realistic and actionable.

- **Cost of Service Study and Rate Schedule** – (1) Complete a comprehensive cost of service study to evaluate revenue requirements and ensure equitable allocation of costs across customer classes by December 31, 2026. (2) Develop and implement a five-year rate plan that sustainably funds capital improvement projects (CIP) and ongoing operations while maintaining financial stability and transparency by April 30, 2027.
- **Irvine Ranch Water District (IRWD) Agreements** – Complete consolidation of agreements with IRWD and support the Local Agency Formation Commission (LAFCO) process by June 30, 2027.
- **Logistics Center Planning** – Conduct a modern logistics and warehouse space study by December 31, 2026, in preparation for occupancy into the new building within the established project schedule.
- **Enterprise Risk Management (ERM)** – Research and develop an enhanced Enterprise Risk Management framework by June 30, 2027.
- **Customer Service Portal and Online Modules** – Develop and implement secure, user-friendly online customer service modules, including capital facility capacity fee applications, claims processing, rebates, payment processing, and status tracking capabilities by June 30, 2027.
- **Online Document Accessibility** - Establish and implement agencywide standards and processes to ensure all PDF documents meet federal accessibility requirements to comply with the Department of Justice 2024 Title II ADA rule by adopting WCAG 2.1 Level AA standards. This effort will include incorporation of accessible design practices, staff training, and ongoing monitoring by June 30, 2027.
- **Asset Management** - Complete the study to incorporate real time data into the asset management plan by June 30, 2027.
- **Cost Estimating Services** - Award an on-call cost estimating contract to more closely follow industry trends and evolving market conditions by April 30, 2027.
- **Project Management Cash Flow and Project Scheduling Audit** - Select a consultant to evaluate the Project Management Division's existing cash flow, earned value and schedule forecasting methods, tools, and processes and recommend practical and implementable improvements that strengthen cash flow predictability and project scheduling accuracy across all project phases by February 28, 2027.

## 2. Environmental Stewardship

- **Biosolids Management Outreach Program** – Develop and implement an outreach program by June 30, 2027, to evaluate and communicate biosolids management options, including Deep Well Injection and Supercritical Water Oxidation. Scope includes stakeholder engagement, information sharing, and coordination with regulatory and industry partners to support future decision-making.
- **Siphon Cleaning Program Implementation** – Receive consultant's plan to perform the inspection of seven large diameter siphons and complete permitting by June 30, 2027.
- **Air Compliance Training and Workforce Development** – Develop air compliance training modules for select Operations and Maintenance (O&M) workgroups based on compliance obligations tracked through Cornerstone. Targeted workgroups and topics will be identified collaboratively by Environmental Services Department and O&M for each module. The training would be assigned as part of onboarding new staff and as a refresher. An initial pilot module for Power Plant Operators will be developed by June 30, 2027.
- **Pretreatment Information Management System** – *(Carried over from FY 25/26)* Develop a comprehensive scope of work for a Pretreatment Information Management System (PIMS). This new system will enhance the administration and regulatory compliance of the industrial pretreatment program and serve as a modern replacement for OC San's outdated iPAC system. To be completed by June 30, 2027.
- **Administrative Enforcement Proceeding Guidelines** - Update guidelines for navigating administrative enforcement proceedings to enhance defensibility for pretreatment enforcement actions. To be completed by June 30, 2027.
- **Industrial Waste Survey Tier II** - Develop a comprehensive scope of work for a professional service contract with a qualified vendor to independently verify over 5,000 facilities in OC San's service area that are likely to qualify as industrial users under OC San's Pretreatment Program. Verification includes initial screenings and field checks. To be completed by June 30, 2027.

## 3. Wastewater Management

- **Artificial Intelligence (AI) Implementation-Operations and Maintenance RFP** – Develop and issue a Request for Proposal (RFP) for AI-driven

operational decision-support tools to enhance Operations and Maintenance using integrated data systems by June 30, 2027.

- **Deep Well Injection** – Award a Design-Builder for Phase 1 Services (Preliminary Design, Preconstruction, and test well drilling) by March 31, 2027.

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

- **Initiation of Agencywide Classification and Compensation Study** – (1) Launch an agencywide Classification and Compensation Study by issuing a Request for Proposals (RFP) for a qualified vendor by December 31, 2026. (2) Initiate the first phase of the classification review. This phase will include kickoff project, data collection, and initial draft classification specification updates by June 30, 2027.
- **Voluntary Protection Program (VPP) Recertification** – Complete and submit the renewal application for Plant No. 1 VPP STAR recognition by June 30, 2027, ensuring all required documentation, performance metrics, and safety program elements meet Cal/VPP standards to maintain VPP STAR status.
- **Seismic Emergency Exercise** - Conduct a full-scale seismic emergency response exercise by June 30, 2027 involving operations, maintenance, supervisory staff, and the Emergency Operations Command team, to evaluate personnel safety, process shutdown procedures, and coordination with local emergency responders.

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