



South Orange County Wastewater Authority 2010 Work Plan

(Implementation Guide)

Administration 1.902

Mission Statement

The mission of the South Orange County Wastewater Authority (Authority) is to collect, treat, beneficially reuse, and dispose of wastewater in an effective and fiscally responsible manner that respects the environment, maintains the public's health and meets or exceeds all local, state and federal regulations to the mutual benefit of the Authority's ten member agencies and the general public in South Orange County today and in the future.

Vision Statement

The Strategic Vision for the South Orange County Wastewater Authority is to continuously strengthen our reputation within the clean water community by implementing environmentally sustainable and sound organizational solutions to the business of wastewater management and communicate our achievements to our stakeholders.

January 2010

Work Plan Guidance

Strategic Goals and Objectives

Goal 1 - Provide organizational value in all areas (Codes)

| | | |
|-------------|--|-----|
| Objective 1 | Maintain an actively engaged relationship with political, professional and regulatory stakeholders | 1.1 |
| Objective 2 | Operate in a fiscally sound and reasonable manner | 1.2 |
| Objective 3 | Maintain an effective communication program that informs all stakeholders | 1.3 |

Goal 2 - Continuously improve the organization's environmental record

| | | |
|-------------|--|-----|
| Objective 1 | Promote continuous improvements to environmental practices | 2.1 |
| Objective 2 | Negotiate reasonable environmental policies, legislation and regulations with stakeholders | 2.2 |
| Objective 3 | Seek out and choose sustainable environmental mgmt. strategies | 2.3 |

Goal 3 - Implement sustainable performance improvements

| | | |
|-------------|--|-----|
| Objective 1 | Optimize performance and incorporate efficient practices in all areas | 3.1 |
| Objective 2 | Effectively manage and control workforce costs | 3.2 |
| Objective 3 | Plan for and implement infrastructure rehabilitation and replacement needs | 3.3 |

Goal 4 - Provide a competent, motivated and professional workforce

| | | |
|-------------|--|-----|
| Objective 1 | Maintain a participatory, collaborative work environment, dedicated to continuous learning and improvement | 4.1 |
| Objective 2 | Retain and recruit a competent workforce | 4.2 |
| Objective 3 | Continually promote and provide a safe, harassment-free workplace | 4.3 |

Business Areas

ADM – Administration
CS – Compliance and Safety
ENG – Engineering
FAC – Facilities
FIN – Finance
HR – Human Resources
IT – Information Technology
LR – Legal and Risk
PL – Planning
PR - Procurement

Tracking I.D.

Year Initiated and Item Number
(10.1 = 2010, item no. 1)
(09.16 = 2009, item no. 16)

Priority

1 = High
2 = Medium
3 = Low

| Tracking I.D. | Goal and Objective Code | Business Area | Priority | Implementation Description | Key Action | Manager | Schedule (months) | Deliverable |
|---------------|-------------------------|---------------|----------|---|-----------------------------|---------|-------------------|--------------------|
| 10.1 | 1.1 | ADM | 3 | Increase organization's presence on Boards, professional groups and conference attendance | Various | All | Multi-yr. | Various |
| 10.2 | 1.2 | ADM | 2 | Implement a new cost savings opportunity | Evaluate | Rosales | 12-24 | Various |
| 10.3 | 1.3 | ADM | 2 | Develop a draft Business Continuity Plan | Draft and review | All | 12-24 | Written plan |
| 10.4 | 1.3 | ADM | 3 | Implement short & long term outreach efforts | Various | All | 6-12 | Various |
| 10.5 | 2.2 | CS | 1 | Initiate NPDES renewal process; include collaborative WQ effort with County | Submit complete application | Wilson | 6-12 | Application |
| 10.6 | 2.2 | CS | 1 | Stay engaged with MLPA effort throughout remaining phases | Various | Wilson | 6-12 | |
| 10.7 | 2.3 | FAC | 1 | Develop energy management strategic plan | Draft written plan | Peck | 12-24 | Written plan |
| 10.8 | 2.3 | CS | 1 | Increase solid waste disposal at Prima Deshecha | Evaluate | Wilson | 12-24 | |
| 10.9 | 3.1 | FAC | 3 | Laboratory resources management plan | Analyze options | Wilson | 12-24 | Written Plan |
| 10.10 | 3.1 | ENG | 2 | Develop comprehensive engineering documents mgmt. plan | Outline an approach | Peck | Multi-yr. | Draft plan |
| 10.11 | 3.1 | IT | 3 | Implement VMWare software (short range) | Implement | Navarro | 6-12 | Virtualize servers |
| 10.12 | 3.1 | IT | 3 | Develop IT strategic plan | Hire consultant | Navarro | 6-12 | Draft plan |

| Tracking I.D. | Goal and Objective Code | Business Area | Priority | Implementation Description | Key Action | Manager | Schedule (months) | Deliverable |
|---------------|-------------------------|---------------|----------|--|---------------------------------|---------|-------------------|--------------------------------|
| 10.13 | 3.1 | IT | 2 | Windows 7 evaluation and testing | Test and launch | Navarro | 6-12 | |
| 10.14 | 3.2 | FIN | 3 | Identify and test electronic timesheet programs | Evaluate options | Demaree | 12-24 | Evaluate & implement |
| 10.15 | 3.3 | FAC | 1 | JB Latham Plant Strategic Plan | Review and outline | Peck | 6-12 | Written plan |
| 10.16 | 4.1 | ENG | 3 | Implement an engineering mentoring program | Pilot and evaluate | Peck | Multi-yr. | Various |
| 10.17 | 4.1 | HR | 1 | Begin implementing Succession Plan recommendations | Various | Rosales | 12-24 | Various |
| 10.18 | 4.1 | HR | 2 | Adopt agency's Core Values | Review and adoption | Rosales | 6-12 | Board Resolution |
| 10.19 | 4.2 | HR | 3 | Identify training and certification benchmarks | Review and outline | Blythe | 6-12 | Memo & template |
| 10.20 | 4.2 | HR | 3 | Develop budget training for management and supervisory staff | Develop and implement | Demaree | 12-24 | Memo & implement |
| 09.1 | 4.1 | HR | 1 | Develop Succession Plan | Draft, review with Board | Rosales | 6-12 | Written plan |
| 09.3 | 3.1 | LR | 1 | Finalize AWMA bridge ownership and maintenance issue | Legal review, analyze options | Rosales | 12-24 | Legal opinion |
| 09.4 | 1.2 | PR | 2 | Revise Procurement Policy | Revise existing; Board adoption | Demaree | 6-12 | Revised written policy |
| 09.8 | 3.1 | IT | 2 | Storage Attached Network - Network Attached Storage | Implement SAN/NAS | Navarro | 12-24 | Replace tapes with hard drives |
| 09.9 | 4.3 | CS | 2 | Develop electrical safety program | Initiate, and draft plan | Wilson | 6-12 | Implement |

| Tracking I.D. | Goal and Objective Code | Business Area | Priority | Implementation Description | Key Action | Manager | Schedule (months) | Deliverable |
|---------------|-------------------------|---------------|----------|--|--|-----------|-------------------|----------------------|
| 09.11 | 4.3 | HR | 2 | Decrease new workers comp cases | Training, etc. | Wilson | Multi-yr. | |
| 09.12 | 1.1 | ADM | 3 | Increase recognition within industry | Apply for awards and other opportunities | All | 6-12 | Various |
| 09.13 | 3.1 | IT | 2 | Finalize electronic document management system | Develop plan and protocols | Navarro | Multi-yr. | |
| 09.16 | 2.3 | PL | 1 | Update Biosolids Strategic Plan | Review, update and adopt | Peck | 6-12 | Written plan |
| 09.17 | 2.1 | CS | 1 | Reach and maintain 100% regulatory compliance record | Operate to meet goal | Wilson | Multi-yr. | Performance measures |
| 09.20 | 2.1 | FAC | 2 | Target of >95% recycled water production; no operational shutdowns | Report(s) confirmation | Wilson | Multi-yr. | Performance measures |
| 09.23 | 1.2 | ADM | 1 | Make additional progress with OPEB issue | Present options to Board | Rosales | 6-12 | Memo |
| 09.24 | 1.2 | PR | 2 | Improve procurement procedures | Write procedures | Demaree | 6-12 | Written procedures |
| 09.26 | 1.1 | LR | 1 | Remain involved in Makar development issue | Meetings, legal discussions | Rosales | 6-12 | Various |
| 09.28 | 1.2 | HR | 1 | Initiate MOU negotiations | Meet, discuss and review issues | Mgmt Team | 6-12 | Draft & final MOU |
| 09.29 | 4.2 | ADM | 2 | Finalize 360 deg assessments | Assess Supervisors | Blythe | 6-12 | Implement |
| 09.31 | 4.3 | CS | 2 | Develop construction safety program | Initiate, and draft plan | Peck | 6-12 | Implement |
| 09.33 | 2.1 | CS | 3 | Improve biosolids management written procedures | Evaluate needs | Wilson | 6-12 | Written procedures |