

Lucas County Sanitary Engineer 2022 Strategic Plan

MISSION – *Defines scope of responsibilities and expectations of the desired level of service*

TO PROVIDE CUSTOMERS WITH HIGH QUALITY, SAFE, COST EFFECTIVE AND SUSTAINABLE WATER AND WASTEWATER SERVICES IN ACCORDANCE WITH APPLICABLE LOCAL, STATE AND FEDERAL REQUIREMENTS FOR A HEALTHIER TODAY AND A SUSTAINABLE TOMORROW

VISION – *Defines what the stakeholders want the utility to be*

FLEXIBLE	EFFICIENT	RESPONSIVE
COST EFFECTIVE	FRIENDLY	ACCOUNTABLE
PROFESSIONAL	UNDERSTANDABLE	EMPATHIZING
KNOWLEDGEABLE	PRODUCTIVE	COURTEOUS

STRATEGIC INITIATIVES – *Define the opportunities for improvement from evaluation of Business Process Categories (BPCs)*

FOUR KEY AREAS OF FOCUS IN 2022

1. Identify methods to improve internal communication between all work groups to function as a consistent, responsible and knowledgeable team.
2. Carry out the key goals and objectives of the organization and determine the specific plans and actions to meet measurable goals and objectives.
3. Improve overall effectiveness and efficiency of the workforce by:
 - Improving internal communication, coordination, and documentation
 - Capturing, documenting, and developing to transfer institutional knowledge
 - Developing a succession planning program with broad knowledge of SOPs
 - Changing focus and function of labor/management forums with customers in mind
4. Integrate field activities with linkage to the geographic information system (GIS) with integration of an AMS system (i.e Cityworks).

21 SPECIFIC BUSINESS PROCESS CATEGORIES AND CONSIDERATIONS

1. Leadership and Organization

- Continually assess staffing needs and fill key positions as soon as practical.
- Increase interaction with staff to ensure activities and duties are performed in a cost effective manner. Take advice from staff.
- Consider formation of groups (formal or informal) of employees among functional units to work on improving processes and increasing efficiency.
- Develop an organizational team philosophy in order to improve workflow efficiency. SOP process.
- Re-assess expanded scope of responsibilities of upper management to determine overall impact to department's mission, and identify supplemental resources if necessary.
- Ensure meetings follow an agenda and include follow up/accountability for action items.

2. Human Resources Management

- Cultivate and preserve the vast amount of institutional knowledge by setting up a formal program to educate/transfer information from senior (and soon to retire) staff to successors – Standard Operating Procedures (SOPs).
- Develop an internal promotion/career path program that helps employees understand how to progress through the organization.
- Continue to get employees more involved in workplace decisions.
- Establish a succession plan for key management and technical positions.
- Develop a personnel evaluation system for all employees to help address performance issues and aid employee development. Are expectations being met by employer and employee?
- Continue efforts to include employee input as part of discussion and decision making on outsourcing.
- Continue regular informational meetings and share information in a newsletter (monthly) to improve overall internal communication.
- Continue efforts to address absenteeism and aging workforce issues.

3. Continuous Improvement

- Conduct regular labor-management forums for the purpose of identifying ideas and opportunities to support organizational goals.
- Assess potential of implementing pay for performance program – incl salary survey, etc.
- Revisit strategic plan regularly for updates and improvements.
- Review organizational structure for more effective use of employee resources.
- Identify other methods of employee recognition.

4. Health and Safety Management

- Assess the current overall health and safety training practices, schedules and resources. Make necessary changes to provide effective on-going training.
- Ensure employees are informed on policies and procedures with periodic refreshers.
- Engage entire staff in health and safety decisions and training opportunities. Compliance should be an organizational commitment.
- Provide a total health and safety work environment for staff and customers.
- Establish a safety and health incentive program to reduce sick leave and lost time.
- Address safety issues at the treatment plant and take corrective actions.
- Continue active health and safety subcommittees with participation by both labor and management.
- Incorporate training as a component of the health and safety committee responsibilities.
- Address and implement facility security measures.

5. Emergency Planning and Response

- Appropriate to revisit the comprehensive department-wide emergency response plan (ERP) that addresses catastrophic events, natural disasters and other events that can disrupt normal operations.
- An ERP training program should be implemented that includes periodic simulation drills and table-top exercises to assess responsiveness.

6. Capital Improvement Program

- Clearly identify and communicate the process for prioritizing projects.
- A structured process for garnering input throughout the Department (operations, maintenance, engineering, etc) should be implemented for the purpose of identifying potential CIP projects.
- Establish a formal process to evaluate the condition of existing infrastructure and utilize information in the development of a CIP R&R program.
- Establish a CIP plan that is linked to the Department's strategic plan, rate plan and long-term goals.

7. Strategic Planning

- Continually review the strategic plan and implement a planning process that takes into account changing technology and needs with all key stakeholders (employees, customers, developers, etc.).
- Link strategic plan to other planning tools such as CIP, rate study, water and sewer master plans, and establish and assign specific measurable goals that will support the utility's mission.

8. Finance and Fiscal Management

- Maintain a consistent assessment methodology for petition projects and ensure that the utility recoups project expenditures.
- Conduct a comprehensive rate study that includes cost of service analysis and linkages to CIP and strategic plan to ensure rates are supportive of long-term goals.
- Maintain periodic reviews of costs to ensure revenue meets the demands with proper reserves.

9. Plant and Property Management

- Improve housekeeping and general maintenance practices. Maintain, repair and replace, as needed.
- General property maintenance will help the overall appearance of all facilities and will improve the public image of the utility.
- Ensure that appropriate measures are in place to protect property from unauthorized access.
- Strategic purchases of additional properties in the expanding service areas should be considered.

10. Purchasing

- Consider inventory control system and resource management tracking to reduce unnecessary purchases (i.e. Storeroom via Cityworks).
- Produce energy management plan and train employees on reading and responding to energy controls.
- Regularly monitor energy consumption and conduct energy audits.

11. Information Management

- Maintenance management system and activities should be tied to GIS software for easier access to data.
- A GIS master plan should be developed to implement resource sharing with other agencies.
- Expand use of the website to provide access to commonly requested documentation.

12. Engineering

- Continue to improve coordination between inspection services and system maintenance to ensure workflow efficiency.
- Maintain an adequate level of skilled staff to ensure efficiency of timely projects.
- Actively engage workers in planning process for coordination of acceptance of utility.
- Continue to increase staff involvement in review and tracking of projects.

- Perform system-wide I/I analysis of collection system and work with maintenance department to develop a formal comprehensive plan to reduce I/I as part of the sewer plan updates.
- Update and implement long-term water and sewer service master plan imps periodically.
- Track cost of design and construction projects – bid tab results.

13. Customer Relations

- Implement a tracking/work order system to ensure follow up and/or resolution of customer requests.
- Consider the use of a periodic customer newsletter to communicate about capital improvement projects, regulatory requirements or the state of the utility.
- Development of a customer service information flyer will help customer understanding service issues.
- Explore alternatives for boil water notice procedures to provide better notification to the public.
- Consider conducting a customer service survey to measure customer satisfaction.

14. Government, Business and Community Relations

- Implement a formal process that reports on and reviews compliance performance and identifies a corrective action.
- Cooperate and coordinate efforts with other utility partners (Toledo, Oregon, etc.) to develop an education and outreach program to enhance public image of the Utility.
- Expand the breadth of the annual report to include information on community outreach programs, regulatory compliance and links previous years goals to current year accomplishments.
- Increase methods to expand distribution of annual report to customers.

15. Collection System Operations and Maintenance

- Report results of the routine sewer cleaning and inspection program as part of an overall preventive maintenance approach.
- Determine efforts to provide backup power for emergency pumping at all pump stations by priority.
- Develop an aggressive Inflow and Infiltration program. It is critical to the integrity of the operation.
- Institute a computerized maintenance management system to help record utility assets and prioritize/document maintenance and rehabilitation of the collection system with GIS integration.
- Consider opportunities to use automation to provide better efficiency and service to customers.
- Work with Industrial Pretreatment staff and Health Dept to develop a comprehensive fats, oils, and grease program.

16. Wastewater Treatment Operations and Maintenance

- Support plant manager position to not only ensure permit compliance but to also enhance teamwork, reduce friction among staff and utilize staff effectively.
- Train and involve operators in monitoring and evaluating process controls to be knowledgeable of and confident in operational decision making.
- Enhance the maintenance management system for routine operations. Implement an active preventive and predictive maintenance program.
- Continue orientation level and on-going training to all plant personnel.
- Develop a comprehensive plant O & M Manual and update periodically as a reference for operators.
- Increase use of alarms to alert operators of process problems and use of use of in-line devices to optimize treatment efficiency.
- Make necessary process control changes to consistently meet permit limits. Consider future limits.
- Increase redundancy of key operational units throughout the plant to ensure consistent compliance.
- Investigate water reuse options.
- Track energy efficiency and make improvements to be more sustainable.

17. Industrial Pretreatment Program

- Develop a comprehensive grease abatement program. Work with related departments (Health Dept) within the County to identify and track grease trap installation, sizing, and cleaning information.
- Initiate actions to improve internal and external awareness of pretreatment activities.

- Track effectiveness of pretreatment activities.
- Establish strategic multi-jurisdictional and agency partnerships to improve regional environmental performance.
- Develop an active public involvement program for BMP implementation.

18. Biosolids Management

- Develop an effective biosolids management plan to include: 1) optimizing operational procedures, and 2) conducting extensive cross training of all operators
- Develop a biosolids management plan to ensure economically viable long-term process and disposal options.
- Assess long-term disposal contract options.
- Evaluate technically feasible composting and ecologically sound beneficial reuse options.
- Incorporate biosolids management in the public education program.

19. Permitting / Air and Water Quality

- Establish standardized procedures to monitor removal efficiency and correct operational problems. Increase the use of backup units on critical equipment and in-line systems to ensure effluent quality.
- Establish a formal process to ensure the treatment plant is consistently in compliance with all permit requirements.
- Maintain on-going communication with staff regarding permit actions.
- Proactively work with regulatory agency to negotiate timely re-issuance of permit and new TMDLs.

20. Water Resources and Watershed Management

- Continue to partner with countywide agencies, department and cities to implement an on-going and effective storm water public education and outreach program.
- Continue efforts to address on-site pollution prevention good housekeeping practices.
- Support initiative to ensure access to adequate water resources is available for the future.

21. Water Distribution Operations and Maintenance

- Continue Hydrant Maintenance Program
- Implement a valve-turning program as part of a routine preventive maintenance program.
- Establish an asset management plan that is linked to the GIS and provides data to all employees and improves utility efficiency.
- Establish a uni-directional flushing program to help maintain high quality of water to customers.
- Establish a procedure to track water quality issues with the distribution system

GOALS

Provide training to ensure adequate working knowledge and safe working conditions.

Provide prompt and courteous response to customer inquiries and concerns.

Seek grants and available funding while increasing efficiencies to assist with budget.

Clean and maintain facilities so as to present an award winning appearance.

Continue to stay current with latest software/equipment

Continue development of SOPs - Standard Operating Procedures to capture institutional knowledge

Improve manhole inspection and sewer cleaning program and establish efficient routes in response to need.

GOALS (continued)

Continue field to office transfer of information both ways (water valves on/off; WMBs, FHHs, SBUs, PSAs). Implement AMS system (i.e. Cityworks).

Establish set schedule for televising sewers and increasing the preventive maintenance efforts system wide.

Ensure adherence with EPA standards for documenting activities (incl CMOM).

Ensure pump stations operate with minimal downtime and reduced costs. Use Mission to monitor all PSs (create useful reports).

Establish a baseline for pump capacities, update annually and clean out all pump station wet wells each year.

Increase inventory for items with an extended shelf life (pumps, check valves) when ordering results in long lead times.

Continue to update equipment/software to come into the present times and match other firms/agencies (COT, LCE, ODOT, etc.)

Continue to organize office areas and files (plan room, shop drawings, general areas...)

Implement projects to loop water mains to stabilize service to customers

Improve the communication with water pumping stations and pressure sensing locations for system knowledge

Complete water and sanitary sewer master plans - replace pumping stations and rehabilitate McCord Rd sewer as needed

Update and maintain records on a consistent basis and part of a project workflow

Meet and/or exceed all federal, state and local requirements, and in accordance with the National Pollutant Discharge Elimination System (NPDES) Permit at the Lucas County Water Resource Recovery Facility (WRRF).

Optimize existing electrical demand improvements and research Best Management Practices for increased efficiency.

Ensure plant equipment operates in a manner to satisfy Ohio EPA redundancy requirements and is functional with minimal downtime and at budgetary costs.

Ensure 24/7 monitored plant operation and functional ability to satisfy all Contract Community obligations