# Lucas County Sanitary Engineer
# 2015 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 BRIGHTER TOMORROW**

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

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|---|---|---|
| **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 2015**

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).**

**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 – merit pay, bonus, 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

-A comprehensive department-wide emergency response plan (ERP) needs to be developed 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

-Considert inventory control system and resource management tracking to reduce unnecessary purchases.
-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 long-term water and sewer service master plans 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.*

*Continue field to office transfer of information both ways (water valves on/off; WMBs, FHHs, SBUs, PSAs).*

*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 stations each year.*

*Determine if a hoist on the back of the Crew Leader's truck would be beneficial.*

*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*

*Cross train employees on use of Top-Con units*

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

## ***GOALS* (continued)**

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

*Use the same AutoCad standards & template (i.e. layers, linetypes, symbols, scale, specifications and details, etc.) for one project or technician to the next*

*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 Maumee River Wastewater Treatment Plant.*

*Continue to maintain established plant odor control emissions by utilizing the plant's new odor control process equipment.*

*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*