I began my work as Assistant General Manager with the Wastewater Enterprise team at SFPUC in July 2018. During this time, I have gained a deep appreciation for the value and complexity of the infrastructure, operations, and business environment within which we work to provide to the citizens, businesses, and visitors to San Francisco with safe, reliable, and efficient wastewater and stormwater utility service. In late 2018, the WWE leadership conducted an intensive review of the state of the WWE, our internal strengths and challenges and those of the larger SFPUC/CCSF setting within which we operate, and what are our most critical areas on which to focus moving forward.

Challenges noted included aging infrastructure that has been managed in a “run to failure” manner; a capital program that lacks a consistent framework and process for prioritizing projects; staff resource levels, training, and skill sets that are not consistently aligned with current and future organizational needs; city-level business processes and bureaucratic structure that may impede efficient WWE execution of routine O&M activity; and a need for improved workplace safety standards. In meeting these challenges, we noted the talent, dedication, and hard work of WWE staff, once-in-a-generation capital program reinvesting billions of dollars to upgrade and modernize our infrastructure, success in improving core business processes and productive relations with SFPUC and City departments, and industry technology trends that are revolutionizing how modern wastewater utilities operate.

Reflecting these challenges and opportunities, the FY 2019-21 Business Plan focusses on our most critical common needs across the WWE, provides alignment of priorities across the divisions and up through the SFPUC 2020 Strategic plan, emphasizes measurable progress outcomes, and fosters clear accountability for achieving our goals. The Plan has four key goal areas:

- Workplace Safety
- Infrastructure asset management and capital planning
- Workforce planning
- Business Processes
The Plan does not provide an exhaustive list of Objectives for each Division or each goal. It presents the most critical common Objectives for the WWE in each of these four goal areas. Page 4 shows the alignment of the WWE’s four goal areas with the SFPUC 2020 Strategic Plan. The four Goals in turn align with my Assistant General Manager work plan, which aligns with General Manager Kelly’s goals under the SFPUC 2020 Strategic Plan. The Goal-area Objectives will be managed by a coordinator who is supported by cross-divisional, cross-functional Goal Team. Progress in meeting Objectives will be tracked using the Objectives, Key Results (OKR) framework. OKR’s will be developed by the dedicated Goal Teams and posted for access by all WWE staff. Each Division will also develop its own more detailed OKR-structured work plan with supporting links to the WWE Plan Goals. The Division level work plans will also cover the more specialized priorities and baseline business of that Division. Our intent is that any individual WWE staff person should be able to readily understand how their day-to-day work and business plan objectives align and support the Division, WWE, and SFPUC goals.

I recognize that this new WWE Business Plan approach is a departure from prior WWE Business Plans. The changes are intended to make our 2-year business plans outcomes-focused and to provide alignment, progress metrics, and accountability for results. Following issuance of the new FY2019-21 Plan, the Goal teams and Division managers will post their respective OKR’s. We will schedule meetings for each Division for discussion and clarification. It is my intent that the WWE Business Plan will help you do your jobs with clarity and efficiency, and an improved sense of how our combined work culminates in improved execution of the WWE’s mission over the next two years.

Gregory Norby, Assistant General Manager
Wastewater Enterprise
MISSION
To provide our customers with high quality, efficient, and reliable water, power, and wastewater services in a manner that values environmental and community interests and sustains the resources entrusted to our care.

VISION
We are an innovative utility leader, recognized for excellent results in service, safety, stewardship, and inclusiveness.

VALUES
- **Service**: We focus on customer satisfaction and innovation.
- **Excellence**: We strive for personal excellence, recognize exemplary performance, and seek continuous improvement.
- **Trust**: We act with honesty, integrity, and fairness.
- **Respect**: We understand and appreciate the inherent value of our staff, customers, and community.
- **Teamwork**: We support a cooperative work environment that is strengthened by diversity.
- **Equal Opportunity**: We provide opportunities to all staff to contribute and reach their potential.
- **Communication**: We listen and communicate honestly and openly.
- **Stewardship**: We responsibly manage the resources entrusted to our care in a sustainable manner.
- **Safety**: We take the health and safety of our employees, customers, and community seriously.
- **Diversity**: We value a diverse workforce that reflects all manner of views, experiences, backgrounds, and talents, and recognize it is vital to our success.
Financial Sustainability
We assure financial integrity and sustainability, meeting today’s operating and capital investment needs while managing risk and long-term affordability for the future.

Reliable Service and Assets
We provide reliable service and value to our customers by optimizing the operations, maintenance, replacement, and improvement of all assets in the most cost-effective manner.

Organizational Excellence
We are a high-performing organization focused on efficiency, effectiveness, and accountability across the organization.

Effective Workforce
We attract, retain and develop an effective workforce, reflective and supportive of our communities, that consistently delivers high quality services to stakeholders.

Stakeholder and Community Interest
We foster trust and engagement with our customers, employees, and the communities we serve through open, timely communication and education.

Environmental Stewardship
We sustainably manage the resources entrusted to our care to ensure environmental and community health.

The four goal areas for the Wastewater Enterprise Business Plan are in direct alignment with three of the goal areas within the SFPUC 2020 Strategic Plan.

The remaining three 2020 Plan goal areas are also key focuses of the Wastewater Enterprise in the long term, and will be advanced through achieving successful asset management and capital planning, workforce development and business process improvements.
GOAL:
The WWE uses a risk-based asset management system, Level of Service (LOS) metrics, and an integrated capital project planning, prioritization, and funding framework. The pace of the capital program matches WWE’s sustainable capacity to support and integrate the new infrastructure assets. WWE’s asset management and capital planning strategy results in reliable, efficient service to our customers and ensures maximum lifecycle value for capital facilities.

Goal Sponsors: Joel Prather, Lewis Harrison, Joe Wong

OBJECTIVE 1
The Asset Management Steering Committee (AMSC) is chartered, its team structure and responsibilities defined, and is serving as an effective communication and coordination hub for WWE asset management and capital projects planning. The AMSC teams have implemented selected key findings of the ISO 55001 assessment. Quarterly updates to all WWE are provided from the AMSC on its activities and milestones. Standard Operations and Maintenance (O&M) performance metrics for all critical facilities have been identified and developed into monthly and quarterly reports by facility.

Objective Coordinator: Greg Norby

OBJECTIVE 2
WWE produces a single capital program plan and budget report for each new two-year fiscal cycle and rolling 5-year capital program forecasts; integrating all WWE capital projects including Sewer System Improvement Program (SSIP), Collection System Division gravity sewers Rehabilitation & Replacement (R&R), and Treatment Plant Rehabilitation & Replacement delivery routes. Regular annual reports are structured as a single comprehensive report.

Objective Coordinator: Manon Fisher
OBJECTIVE 3
The SSIP Phase 2 Plan’s objectives, priorities, schedule, and funding reflect the WWE’s updated facility-level LOS goals and integrated decision/prioritization framework, and directly support WWE regulatory obligations under its state and federal Combined Sewer Overflow permits.
Objective Coordinator: Greg Norby

OBJECTIVE 4
The WWE’s Green Infrastructure Program is transitioned into its city-wide scaling phase through partnerships with SF Unified School District, the Recreation and Parks Department, and other key stakeholders. The scaling plan is reflected in the WWE capital budget. Financial, rates, program, and business process planning is complete for the 2022 initiation of city-wide stormwater charges. Performance monitoring and reporting regularly validate progress on wet-weather rate and volume reduction, and pollutant loading reduction monitoring is initiated.
Objective Coordinator: Sarah Minick

OBJECTIVE 5
The gravity sewer R&R program (36-inch and less) current process for project planning, prioritization, and design/construction execution is streamlined for greater efficiency; a business case analysis has been conducted to determine the best approach to meet WWE risk reduction targets on a system-wide basis; expanded use of trenchless construction methods and wider pipe materials selection accelerate the pace of structural stabilization and reduce open cut paving needs.
Objective Coordinator: Lewis Harrison

OBJECTIVE 6
The 2-year WWE Lateral Program Implementation Plan is developed, setting specific long term lateral asset condition goals with staffing and budget projections, and is presented for endorsement by the SFPUC Commissioners. Lateral permits and business process systems are developed and coordinated with with the Department of Building Inspection (DBI) OneStop Permitting Center. The new Lateral Ordinance is approved by SFPUC Commission, and New Construction Standards are adopted and distributed by Public Works and DBI.
Objective Coordinator: Michael Tran
SAFETY

GOAL:
The WWE has a health and safety program modeled after the ANSI-Z10 Occupational Health and Management Systems standard that complies with occupational and industrial safety regulatory requirements, reflects industry best practices and peer benchmarking for evaluating its effectiveness, ties staff Performance Appraisal Reports (PARs) to specific safety roles and responsibilities, tracks leading and lagging indicators for objective data-driven safety improvements, and is supported with staff, training, and budgetary resources proportional to the program’s goals.

Goal Sponsors: George Engel, Joel Prather

OBJECTIVE 1
The WWE charters a cross-divisional Safety Team led by a full time, professional Health and Safety (H&S) Manager. Safety Team members have written roles and responsibilities, and these are tied to their individual PARs. The safety team acts as an effective central hub for WWE-wide communication and coordination on occupational health and safety issues.

Objective Coordinator: Bert Drews

OBJECTIVE 2
The WWE maintains 100% compliance with the top H&S issues at WWE facilities including permissible exposures to hazardous gases, respirator protection, electrical hazards, confined space entry, and construction hazards within active WWE facilities. Support actions include updated Standard Operating Procedures (SOPs) and Codes of Safe Practice, communicating updated staff compliance accountability, competency-based training for staff, and proper O&M of key safety related systems.

Objective Coordinator: George Engel
OBJECTIVE 3
Staff responsibilities at the manager and supervisory levels are updated to reflect position-based workplace safety roles and responsibilities. Updated responsibilities are incorporated into PARs for related positions.
Objective Coordinator: Catherine Curtis

OBJECTIVE 4
In conjunction with SFPUC H&S and in accordance with ANSI-Z10, WWE incorporates a systematic approach to periodically and methodically identify workplace hazards, risks, and safety management deficiencies. Opportunities for H&S improvements are pursued, based on continuous review, and corrective action plans are developed. The WWE H&S Team will use these corrective action plans for input on prioritizing WWE capital projects, safety related O&M priorities, and safety related staff training needs. The results and progress of this cyclic work will be reported in quarterly updates from the Safety Team.
Objective Coordinator: Bert Drews

OBJECTIVE 5
All current and newly hired WWE staff receive timely training on the SFPUC-wide Injury and Illness Prevention Program.
Objective Coordinator: Judith Neidorff

OBJECTIVE 6
WWE develops and codifies a physical security standard, based upon the 2007 guidelines published by the American Society of Civil Engineers (ASCE) and the American Water Works Association (AWWA), and enforces the standard at every WWE facility.
Objective Coordinator: Jeff Harp
GOAL:
WWE workforce planning supports a highly skilled, productive, and sustainable workforce as necessary to fulfill the WWE’s utility service mission. WWE workforce planning includes leadership in regional/national workforce development initiatives; partnerships with industry and labor stakeholders; periodic updating of mission-critical workforce skill set and resource level needs; use of the competency-based training and certification framework; and periodic career path and succession plan updates.

Goal Sponsors: Karri Ving, George Engel

OBJECTIVE 1
Competency-based SOPs, training modules, and certification standards for all existing Operations and Maintenance activities at the Oceanside Treatment Plant and Westside Pump Station are developed and implemented.

Objective Coordinator: Dale Miller

OBJECTIVE 2
Competency-based SOPs, training modules, and certification standards are completed and implemented for all existing Operations and Maintenance activities at the Southeast Treatment Plant, Bruce Flynn, Channel, and Booster Pump Stations.

Objective Coordinator: Desmond Barca
OBJECTIVE 3
Implementation of the new competency-based SOPs, training modules, and certification standards for Collection Systems Division core field activities including dry/wet weather sewer overflow response, gravity line cleaning, catch basin cleaning, and primary assets condition assessment is complete.
Objective Coordinator: Daniel Whitlock

OBJECTIVE 4
Wastewater Enterprise Training and Education Center (WWTEC) team develops and implements an initial 2-year program management plan for coordination of resources and effective integration of the above Competency Based Training objectives. The plan provides for qualified training resources, documentation and information systems and certification process standardization, and establishes critical milestones for all WWE-wide competency-based training activity.
Objective Coordinator: Desmond Barca

OBJECTIVE 5
A scalable workforce resources planning and forecasting model, starting with the Southeast Treatment Plant as a pilot, is developed to provide a consistent and objective basis for mid and long-term staff resources planning across the WWE.
Objective Coordinator: Karri Ving
GOAL:
WWE’s business processes cover the four primary areas of budget planning and management, purchasing and procurement, staff resources and employment cycle activity, and coordinated partnerships with SFPUC and the City and County of San Francisco (CCSF) service centers that support WWE’s business systems requirements. WWE’s business processes provide consistent standards and systems, help staff execute their work efficiently, provide accountability for fiscal and staff resources oversight, and maximize customer value through efficient execution of the WWE mission.

Goal Sponsors: Karri Ving, Sarah Minick, Lewis Harrison

OBJECTIVE 1
Minimum skills and responsibilities for supervisor and managerial level staff are identified, documented, and communicated. Training is provided for all staff in these job classes. PARs for these positions have been updated to reflect the specific expectations, responsibilities and minimum competencies in the four primary areas of business processes.

Objective Coordinator: Catherine Curtis
**OBJECTIVE 2**
All professional services contracts and task orders are developed and approved using WWE-standard processes and tools. Active contracts and task orders have a minimum of quarterly project control reviews for active change management and alignment of scope, schedule, and budget for the work.

Objective Coordinator: Matt Braun

**OBJECTIVE 3**
WWE has identified and publishes quarterly and annual metrics for budgetary, staffing, purchasing, and business management that consistently track progress for related division-level and WWE-wide business plan targets.

Objective Coordinator: Manon Fisher