

 <p>CITY OF GRAND RAPIDS</p>		<p>City of Grand Rapids Environmental Services Department Policies and Procedures</p>	
Title: Element 5 – Goals and Objectives		Approved by: <i>Randall Fish</i>	
Policy Number: 1103-5		Effective: 2/16/2006	

General

Setting Biosolids program goals and objectives initiates and drives the continuous improvement process. In the City's Biosolids EMS, a "Goal" is a long-term performance improvement target and an "Objective" is a short-term interim step that helps to achieve a specific goal. This element requires an action plan that describes the actions the organization plans to take to meet the goals and objectives we commit to, when they will be implemented, who is responsible, what resources are required, and how results will be measured.

Procedures

- 1) Identification and selection of goals and objectives will take into consideration the following criteria:
 - a) Adequate funding
 - b) Sufficient staffing to achieve/implement the goals and objectives^A
 - c) Consistent with the Biosolids mission statement^B
 - d) Directly related to one or more of the four outcome categories:
 - i) Quality Management Practices – ensure consistent product quality
 - ii) Relations with interested parties – establish and maintain credibility
 - iii) Regulatory compliance – meet or exceed compliance with regulatory requirements
 - iv) Environmental Performance – protect the environment for future generations
 - e) Identified or potential environmental impacts
 - f) Legal and other requirements
 - g) Consistent with the NBP code of good practice^B
 - h) Based on "SMART" (Specific Measurable Achievable Relevant Time-Bounded) criteria
- 2) Annually during the last quarter of the calendar year the internal EMS team will identify new goals and objectives as follows:
 - a) Input from interested parties^C in setting goals and objectives are important to the success of the program. The internal EMS team will develop a list of suggested goals and objectives for the upcoming calendar year and seek input from interested parties in ranking them from one (1) most important and so forth utilizing Form 5.2 "Public Participation – Annual Goals and Objectives"

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Selection.”^D Information received will be considered in determining which goals and objectives are implemented in the upcoming calendar year.

- b) Review goals and objectives with the department director as part of the annual periodic management review of performance^E
 - c) Review goals and objectives for compliance with SMART criteria as noted on Form 5.1 “Goals and Objectives Annual Review” using Form 5.3 “S.M.A.R.T Goals Assessment Worksheet.”
 - d) Based on consideration of items 1.a, 1.b, and 1.c above the Internal EMS team will complete Form 5.1 “Goals and Objectives Annual Review.”^F
- 3) The internal EMS team will:
- a) Select target completion date
 - b) Assign responsible parties and appoint a lead if more than one responsible party is identified
 - c) Select key outcome(s)
 - d) Select monitoring/measurement criteria
- 4) New goals and objectives will be implemented during the first month of the calendar year.
- 5) The lead responsible party (Lead) will prepare and submit both Action Plan^G and Action Plan Status Worksheet^H to the EMS coordinator for approval
- 6) The responsible party (Lead) will then implement the Action Plan and begin tracking progress towards achieving the goal.
- 7) The responsible party (Lead) will submit Quarterly Action Plan Progress Reports^I periodically in accordance with the Schedule of Annual Biosolids Activities^J to the EMS Coordinator.
- 8) Information submitted by the responsible party (Lead) to the EMS coordinator shall be filed in accordance with Element 12^K requirements.
- 9) The EMS coordinator will be responsible for the following:
- a) Updating Table 5.1 to reflect new goals and objectives and remove completed goals and objectives.
 - b) Utilize methods identified in Element 9 to notify interested parties

References

Appendix A Glossary
Appendix B Tables, Figures, Forms
Appendix C CCP Postings

EMS DOCUMENT REVISION HISTORY		
Rev#	Date	Description
<i>Element 5 – Goals and Objectives</i>		
02	5/6/2006	Updated references – added Appendix C Added document control header
03	6/13/2006	Added Form 5.1 Goals & Objectives Annual Review

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04	7/1/2006	Updated document approval due to reorganization
05	7/20/2006	Removed Table 5.1 footnote reference for goal "100% compliance with NPDES permit in 2006" as this data is tracked with quarterly action plan progress reports
06	9/1/2006	Corrected inconsistent terminology in Table 5.1 References to "Environmental Quality" were corrected to "Environmental Performance"
07	9/11/2006	Added Form 5.2 "Public Participation – Annual Goals and Objectives Selection", revised Form 5.1 to better reflect goal selection process and procedure. Revised "Procedures" to remove requirement that goals be linked to CCP's.
08	10/2/2006	Revised Form 5.1 – included identification of applicable key outcomes as part of goal identification/selection process. Revised Table 5.1 – changed wording of "Key Outcomes" identified in this table to be consistent with NBP key outcomes.
09	10/24/2006	Revised document header in accordance with SOP 1110 requirements.
10	1/5/2007	Revised Table 5.1 – removed completed 2006 goals and added 2007 goals
11	1/31/2008	Revised Table 5.1 – removed completed 2007 goals and added 2008 goals
12	3/27/2008	Documents now managed in Sharepoint.

^A Reference Table 5.1 "Goals and Objectives", Element 7 Roles and Responsibilities – Table 7.2 "Employee Roles and Responsibilities grouped by Biosolids Value Chain Component" and Figure 7.1 "Organizational Chart"

^B Reference Element 2 Biosolids Management Policy

^C Reference Element 6 Public Participation in Planning – Table 6.1 "Interested Parties" and Table 6.2 "Interested Parties Contact Information"

^D Reference Form 5.2 "Public Participation – Annual Goals and Objectives Selection"

^E Reference Element 17 Periodic Management Review of Performance

^F Reference Form 5.1 "Goals & Objectives Annual Review"

^G Reference Element 13 Monitoring and Measurement – Table 13.2 "Action Plan"

^H Reference Figure 5.1 "Action Plan Status Worksheet"

^I Reference Element 13 Monitoring and Measurement – Table 13.1 "Action Plan – Quarterly Progress Report"

^J Reference Element 7 Roles and Responsibilities – Figure 7.2 "Schedule of Annual Biosolids Activities"

^K Reference Element 12 EMS Documentation and Document Control – Table 12.2 "Biosolids EMS Related Documentation and Retention"

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Form 5.1 Goals & Objectives Annual Review

Goals & Objectives Annual Review		
Instructions: Annually during the last quarter of the calendar year the Internal EMS team shall identify new goals in accordance with Element 5 “Goals and Objectives” procedures section 1. Complete one form for each suggested goal. Only goals meeting all of the listed criteria will be further considered for the upcoming calendar year.		
Suggested goal:		
Expected Key Outcomes (circle applicable key outcomes)		
Quality Management Practices (Ensure consistent product quality)		Relations with Interested Parties (Establish and maintain credibility)
Regulatory Compliance (Meet or exceed compliance with regulatory requirements)		Environmental Performance (Protect the Environment for future generations)
Suggested objectives:		
Yes	No	Compliance check list and comments
		Adequate funding to accomplish goal?
		Sufficient staffing to achieve/implement?
		Consistent with Biosolids mission statement?
		Related to one or more key outcomes areas?
		Have identified or potential environmental impacts been considered?
		Have legal and other requirements been considered?
		SMART compliant? (Complete and submit Form 5.3)
		Does the goal take into consideration best management practices such as the Deming model for quality management philosophy ¹ ?

Completion date: (MM/DD/YYYY) ____/____/____ Name (Print): _____ Signature: _____

¹ Reference Biosolids Environmental Management System Guidance Manual Chapter 2 “Environmental Management System Fundamentals”

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Form 5.2 Public Participation – Annual Goals and Objectives Selection

Public Participation in Annual Biosolids EMS Goals and Objectives Selection

Purpose: Annually during the last quarter of the calendar year the City will identify new goals and objectives for the following calendar year. As part of this process the City will actively seek input from interested parties through use of this ranking form which will be distributed to interested parties and encouraging their participation in the continuous improvement process. Input received from the ranking forms will be used in setting goals and objectives for the next calendar year.

Instructions: Rank the listed candidate goals and objectives beginning with one (1) as the most important to you and so forth. Include any other suggested goals and objectives in the comment section. Sign and date the form and return the completed form as specified in the attached cover letter.

Rank	Suggested Goals and Objectives

Comments (Include any other goals and objectives you would like considered):

Completion date: (MM/DD/YYYY) ___/___/___ Name (Print): _____ Signature: _____

Form 5.3S.M.A.R.T Goals Assessment Worksheet

S.M.A.R.T Goals Assessment Worksheet – Compliance with S.M.A.R.T criteria

Purpose: Evaluate annual goals for compliance with S.M.A.R.T criteria as specified in Element 5 Procedures sections 1.h and 2.c.
Instructions: Evaluate your goal using this worksheet and verify that your goal complies with all S.M.A.R.T criteria. In the section below, describe how your goal complies with each of the S.M.A.R.T requirements. Submit this form along with Form 5.1 “Goals and Objectives Annual Review”. Complete one form for each goal identified.

Suggested Goal:

S	Specific: A specific goal has a much greater chance of being accomplished than a general goal. A general goal would be, “Get in shape.” But a specific goal would say, “Join a health club and workout 3 days a week.”
M	Measurable: Establish concrete criteria for measuring progress toward the attainment of your goal. When measuring progress you stay on track and reach your target dates. To determine if your goal is measurable, ask questions such as; How much? How many? How will I know when it is accomplished?
A	Attainable: When you identify goals that are most important to you, you begin to figure out ways you can make them come true. You develop attitudes, abilities and skills to reach them. You can attain most any goal you set when you plan your steps wisely and establish a time frame that allows you to carry out those steps.
R	Realistic: To be realistic, a goal must represent an objective towards which you are both willing and able to work. Your goal is probably realistic if you truly believe that it can be accomplished.
T	Timely: A goal should be grounded within a time frame. With no time frame tied to it there's no sense of urgency.

Completion date: (MM/DD/YYYY) ____/____/____ Name (Print): _____ Signature: _____

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Table 5.1 Goals and Objectives

GOALS AND OBJECTIVES				
Goals	Objectives	Anticipated Completion	Responsible Party (L=Lead)	Key Outcomes/ Monitoring and Measurement
<i>Maintain a monthly average of 100 man-hours per person reported for the job classifications of UMM I, UMM II, Electrician I, Electrician II ,Instrument Technician, Plant Assistants and Utility Crew Leader.</i>				
	Track man hours throughout the year.	12/2010	WPS-MAINT WPS-OPS	1. Quality Management Practices Maintain record of hours.
<i>Sewer Assessment Project</i>				
	Inspect MH with Camera	12/2010	Hydraulic Eng.	1. Regulatory Compliance 2. Quality Management Practices Operational Facilities
	Compare as Builts to GIS	12/2010		
	Collect / retrieve data	11/2010		
<i>Re-evaluate the use of the WAS thickening centrifuges.</i>				
	Monthly Summary	Monthly	WPS-OPS	1. Regulatory Compliance 2. Quality Management Practices Operational Facilities
	Complete Report	12/2010		
<i>Maintain greater than 75% ratio of PM versus CM work orders by skilled trades</i>				
	Prepare spreadsheet and graphs used for tracking	12/2010	WPS-MAINT	1. Quality Management Practices Maintain comparative records of ratio between PM and CM
	Track PM vs CM ratio throughout the year	12/2010		
<i>Improve public participation by promoting an opportunity for all tour group coordinators to submit a survey that will provide feedback regarding their knowledge of our Biosolids EMS.</i>				
	Write Survey	3/2010	WPS-EA	1. Regulatory Compliance 2. Environmental Performance Track document versions
	Test on Small Group	4/2010		
	Revise and Implement	5/2010		
	Quarterly Review	Quarterly		
<i>Reduce grit blower size and implement air flow control for better solids handling resulting in reduced electrical costs.</i>				
	Lower Air flow and Monitor	5/31/10	WPS-OPS	1. Regulatory Compliance 2. Quality Management Practices Blower Replacement
	Write Report	6/30/10		
	Research Blower Options & Requisition	11/30/10		
	Write Report	12/31/10		
<i>Improve BOD Removal, nitrification/denitrification and Phosphorus Removal in North Plant</i>				

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GOALS AND OBJECTIVES

Goals	Objectives	Anticipated Completion	Responsible Party (L=Lead)	Key Outcomes/ Monitoring and Measurement
	Track CBOD, TP, TSS and NH3 Monthly	12/31/10	WPS-OPS	1. Regulatory Compliance 2. Quality Management Practices Construction Complete
	Rearrange Diffusers	12/31/10		
	Create Anoxic Zone	12/31/10		
	Replace final clarifier mechanisms	12/31/10		
<i>Evaluate the use of solar panels for improving reliability and saving labor associated with monitoring the collection system for noncompliant discharges.</i>				
	Monitor Weekly	11/30/10	WPS-OPS	1. Regulatory Compliance 2. Quality Management Practices Successful year Completed
	Written Report	3/15/11		

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Figure 5.1 Action Plan Status Worksheet (responsible supervisor updates quarterly and submits to EMS coordinator as part of periodic review)

ACTION PLAN STATUS WORKSHEET															
Goal:															
Start Date:					Responsible Party ^L :										
Objective:		Anticipated Completion	Status/Progress – Months 1-12												Workgroup Employee ^M
			1	2	3	4	5	6	7	8	9	10	11	12	
Action Item															
Objective:		Anticipated Completion	Status/Progress – Months 1-12												Workgroup Employee
			1	2	3	4	5	6	7	8	9	10	11	12	
Action Item															
Objective:		Anticipated Completion	Status/Progress – Months 1-12												Workgroup Employee
			1	2	3	4	5	6	7	8	9	10	11	12	
Action Item															
Objective:		Anticipated Completion	Status/Progress – Months 1-12												Workgroup Employee
			1	2	3	4	5	6	7	8	9	10	11	12	
Action Item															

Legend	 On Schedule	 Caution – Schedule Slipping	 Warning – Behind Schedule	 Assignment Completed
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Use in conjunction with Element 13 Monitoring and Measurement – Table 13.1

Submitted (MM/DD/YYYY) _____ By (print) _____ (signature) _____

^L Reference Table 5.1 “Goals and Objectives”

^M Normally workgroup employee who reports to the supervisor responsible for the goal/objective

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Figure 5.2 Preventive versus Corrective Maintenance Workorders Chart - Example

