

**BMP Element 5 — Goals and Objectives for Continual Improvement  
City of Richmond Public Utilities – Wastewater Treatment**

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		Approved By Biosolids Supervisor	Approval Date 10/28/15	

**Purpose**

The purpose of this element is to drive the continual improvement of the biosolids program by establishing long-term biosolids program goals and associated short-term objectives for biosolids management activities. This element also establishes an action plan to implement goals and objectives based upon SMART (Specific, Measurable, Achievable, Relevant, and Time-bounded) criteria.

**Scope**

This element applies to all critical control points in the biosolids value chain and all BMP elements.

**Responsible Staff**

The BMP Team is responsible for setting biosolids goals and objectives. The Deputy Director II, Utility Plant Superintendents I & II, Biosolids Supervisor, and other staff in the biosolids value chain are solicited and encouraged to give their input to the goals and objectives setting and review process. The hauling/land application contractor is responsible for goals and objectives for its activities.

**Procedure**

1. The BMP Team determines goals and objectives based on the City’s Biosolids Management Policy, adherence to SMART criteria, and input as listed in this procedure. Goals and objectives are developed to address each of the four NBP outcome areas: environmental performance, regulatory compliance, relations with interested parties, and quality biosolids management practices.
2. The Biosolids Supervisor tracks progress toward current goals and objectives using the [Goals Action Plan](#) form. The goals action plan lists interim steps for each objective, resources required, expected completion dates, and progress toward each milestone and objective. See goals and objectives [table 5.1](#)

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11/24/2016

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P:\BMP - Biosolids\17 Elements\Element 5 - Goals and Objectives for Continuous Improvements\Element 5 - Goals and Objectives Procedure.doc*

3. Goals and objectives are reviewed when required during regular BMP team meetings. On an annual basis to occur by November of each year, goals and objectives are revised, or documentation is made so that existing goals and objectives remain applicable for advancement of the BMP.
4. More frequent revisions of goals and objectives may be triggered by one or more of the following considerations:
  - A. Changes to the City’s biosolids management policy,
  - B. Input (if any) received from interested parties, the public, regulators, or staff involved in the biosolids value chain,
  - C. Response to regulatory changes, regulatory noncompliance, or BMP nonconformance,
  - D. Changes in direction from management.
5. The goals and objectives revision process includes the following steps:
  - A. The BMP Team evaluates the need for goals revision based on considerations as specified in #2 and #3 above;
  - B. The BMP Team drafts revisions to the goals and objectives;
  - C. The BMP Team seeks input from biosolids-value-chain staff, interested parties, requesting input at staff meetings, and other outreach methods as described in Elements 6 and 9;
  - D. The BMP Team seeks input on goals from the hauling/land application contractor and incorporates relevant goals from the contractor into the City’s goals;
  - E. All input is evaluated by the BMP Team;
  - F. Draft goals and objections are reviewed and approved by the Biosolids Supervisor;
  - G. A final revision is made by the BMP team and incorporated into the City’s BMP manual;
  - H. When goals no longer represent further improvement, such as when a standard threshold has been met or maintained and has become standard practice, goals may be removed from the list of goals and archived on P drive under [goals win](#);
  - I. Goals not achieved will be removed from the list of goals and objectives and will be archived on P-drive under [goals not achieved](#).

6. Goals are established using the following criteria:
  - A. Consistent with the NBP *Code of Good Practice*,
  - B. Consistent with the policy,
  - C. Response to input from biosolids-value-chain staff, contractors, and the public, including interested parties,
  - D. Linked with critical control points,
  - E. Available funding,
  - F. Personnel resources to carry out the goals and objectives,
  - G. Regulatory changes.