



Napa Sanitation District

Quarterly Report of Priority Goals
for
FY 2010/11 Quarter 3

January 1, 2011 – March 31, 2011

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Priority Goal Tracking Reports

<u>Goal</u>	<u>Description</u>
1A	Cost/benefit analysis for I/I Reduction Program
1B.1	Influent PS Review
1B.2	West Napa PS Review
1C.1	Wastewater Treatment Plant Master Plan
1C.2	Winery Study
1C.3	SCADA MP Implementation
1C.4	Enhance Maintenance Program
1D.1	Jameson Automation
1E	Cost/Benefit Review of Pond 1 Biosolids Project
2A	Review Fee Structure
2B	Review/report on Fiscal Capabilities on Periodic Basis
3A	Resolve Current Facility Needs and Requirements
3B	Complete 2009 Labor Negotiations
3C	Update of Ordinance
3D	Develop Management Succession Plan/ Train Backup Staff for Mission-Critical Positions

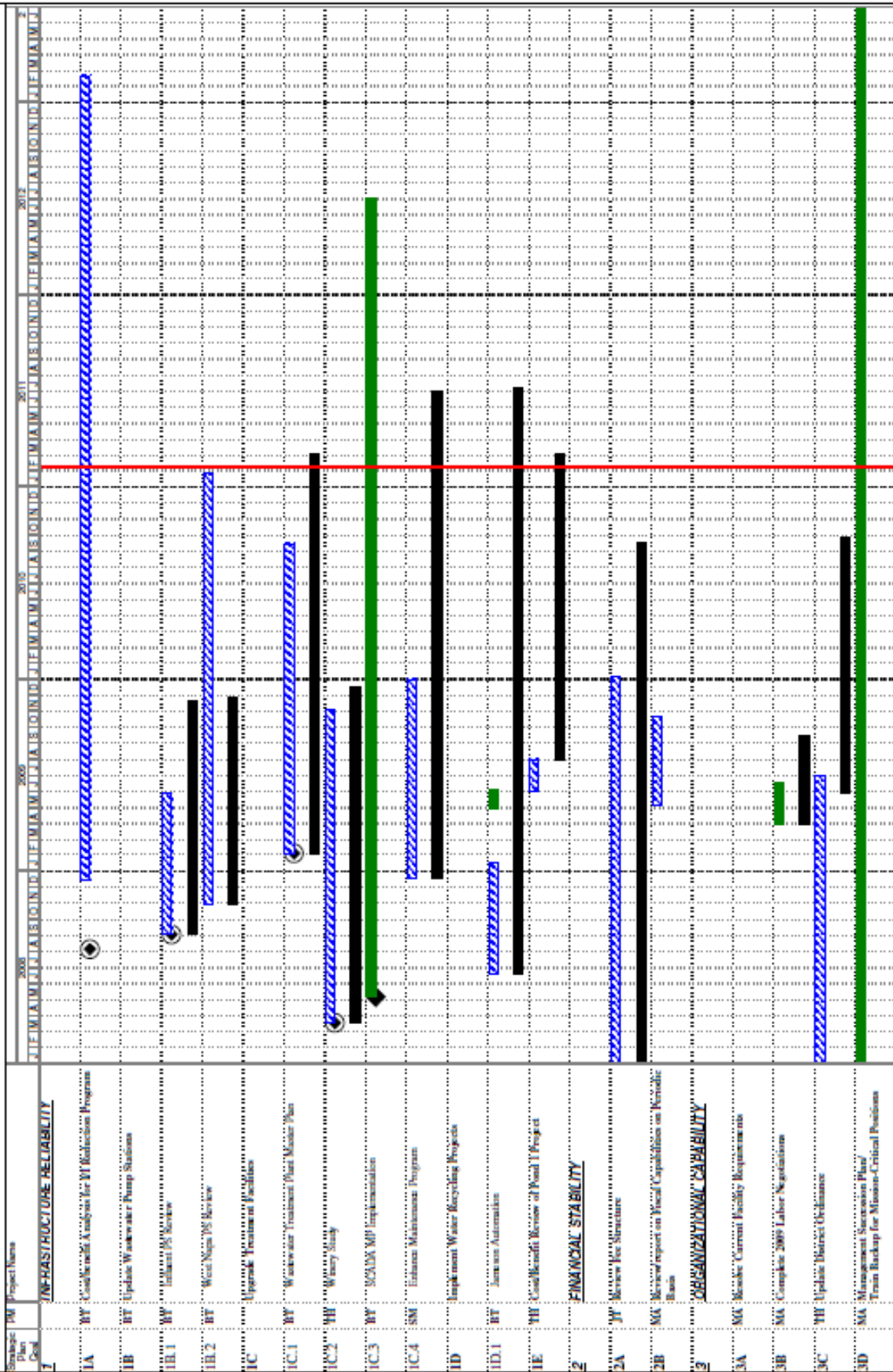
Status of Priority Goals

Quarterly Report: FY 2010/11 Quarter 3

Goal	Description	ON TRACK	WATCH	DELAYED
1A	Cost/Benefit Analysis for I/I Reduction Program			
1B.1	Influent PS Review	PROJECT COMPLETE		
1B.2	West Napa Pump Station Review	PROJECT COMPLETE		
1C.1	Wastewater Treatment Plant Master Plan			
1C.2	Winery Study	PROJECT COMPLETE		
1C.3	SCADA MP Implementation			
1C.4	Enhance Maintenance Program			
1D.1	Jameson Automation			
1E	Cost/Benefit Review of Pond 1 Project	PROJECT COMPLETE		
2A	Review Fee Structure	PROJECT COMPLETE		
2B	Review/report on Fiscal Capabilities on Periodic Basis	PROJECT COMPLETE		
3A	Resolve Current Facility Requirements			
3B	Complete 2009 Labor Negotiations	PROJECT COMPLETE		
3C	Update of District Ordinance	PROJECT COMPLETE		
3D	Develop Management Succession Plan/Train Backup Staff for Mission-Critical Positions			

See Appendix for Explanation of Color Codes (page 31 of this document)

NAPA SANITATION DISTRICT PLANNING GUIDE: PRIORITY GOALS



NSD Planning Guide: FY 10/11 - Quarter 2 February 2, 2011
 Assigned: May, 2009

Award Study Contract Study/Planning
 Award Construction Contract Implementation/Construction
 Actual Projects if different than original

Fiscal Year 2010/2011

Third Quarter Financial Report

Overview

Revenues for the District came in as expected or higher for the first three quarters of the year, except for dumping fees charged to waste haulers and land leave revenues. Capacity charges saw a significant increase in October, as revenue was collected for a large hotel expansion. Miscellaneous revenues are high, as this is where reimbursements from the County for MST pipeline design and NBWRA expenses are being reported. The year-end projection for total revenues is higher than budgeted.

Salaries and benefit expenses are slightly lower than budgeted expectations due to some position vacancies. Services and supplies spending was lower than expected, with most of that coming from plant operations. The lower than budgeted debt service payments were due to the variable interest rate being lower than budgeted.

Recommendations

Revenues and expenses for the first three quarters of FY 2010/11 are in line with expectations, and no increases to operating budgets are expected at this time.

Part 1 - Revenue Summary – All Funds

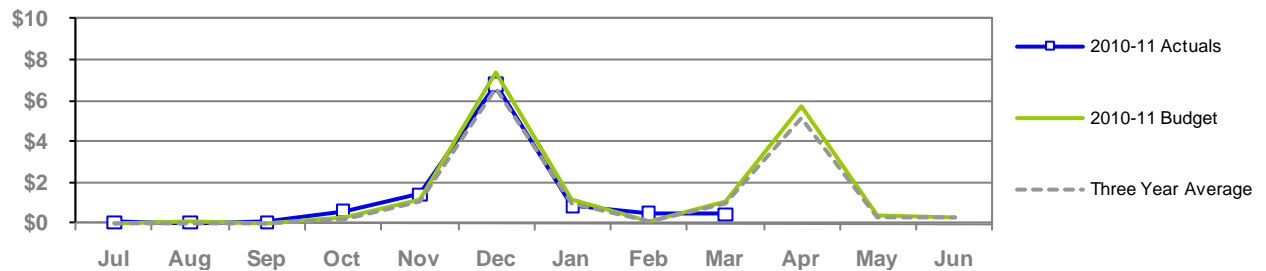
excludes contra revenue accounts

Item	Adopted Budget	Adjusted Budget	Actual YTD	Year End Projection	Actual YTD % of Budget	YE Projection % of Budget
Sewer Service Charges	17,584,320	17,584,320	10,721,882	17,325,000	61.0%	98.5%
Capacity Charges	566,944	566,944	1,318,866	1,400,000	232.6%	246.9%
Dumping Fees/Permits	260,030	260,030	171,728	220,000	66.0%	84.6%
Other Charges for Service	11,770	11,770	6,736	8,485	57.2%	72.1%
Land Lease	552,150	552,150	295,161	310,000	53.5%	56.1%
Recycled Water	284,590	284,590	153,375	230,000	53.9%	80.8%
Investment Interest	155,625	155,625	106,374	145,200	68.4%	93.3%
Interfund Transfer In	3,941,944	3,941,944	3,096,904	3,941,944	78.6%	100.0%
Miscellaneous/Other	10,000	10,000	340,056	385,000	3400.6%	3850.0%
All Revenues	\$23,367,373	\$23,367,373	\$16,211,082	\$23,965,629	69.4%	102.6%

Revenue Analysis

Sewer Service Charges by Month

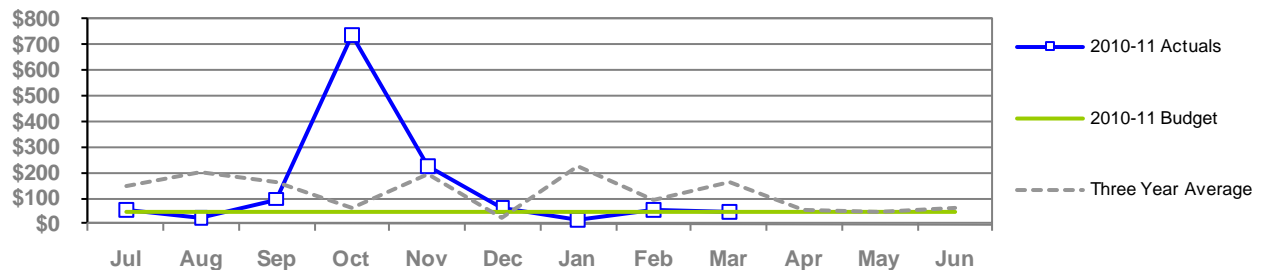
shown in millions



Sewer service charges, the largest revenue source for the District, are collected from property taxes predominantly in December and April, with direct billing of some customers throughout the year. The amount collected was consistent with budgeted projections.

Capacity Charges by Month

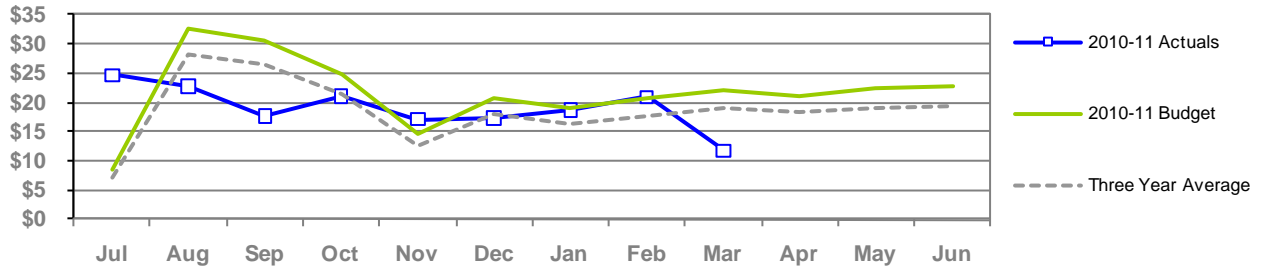
shown in thousands



Capacity charges for the third quarter were in line with budgeted expectations. The year is anticipated to finish significantly higher than budget due to the expansion project at Meritage Resort and the associated capacity charges in October 2010.

Dumping Fees/Permits by Month

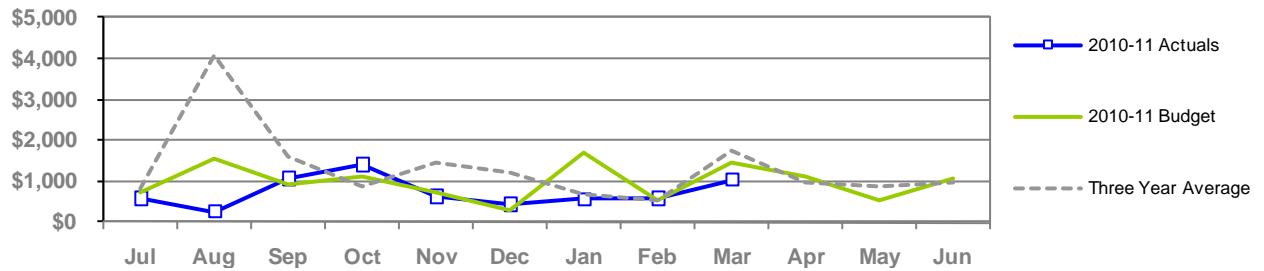
shown in thousands



Dumping fees and permits have been consistently lower than budgeted throughout the fiscal year. This revenue stream is being monitored closely. It appears that the revenue is stabilizing to a new “normal” of approximately \$18,000 per month. The drop in March was due to one waste hauler (Napa Septic) not bringing any of its domestic waste to the District. Staff will continue to watch this over the next few months.

Other Charges for Services by Month

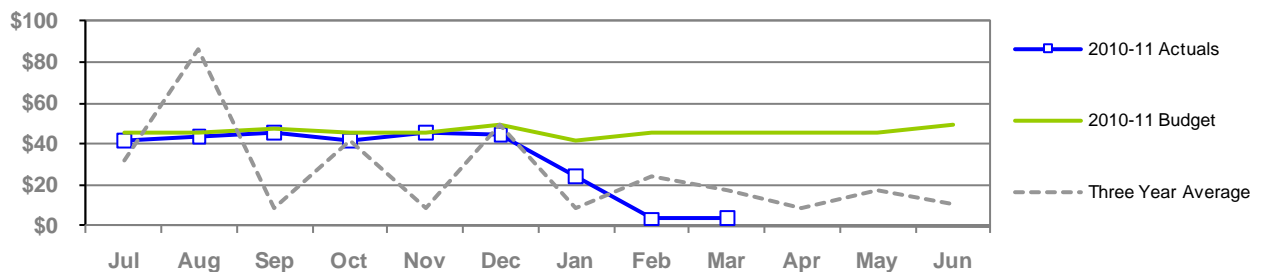
shown in actual dollars



Other Charges for Services, mostly plan review fees, are slightly lower than budgeted for the year, but have been tracking budget expectations for the past several months. The total revenues in this category are relatively small given the entire revenue picture for the District. This chart is valuable to show trends in plan review fees and is an indicator of future development activity in the District.

Land Lease Revenue by Month

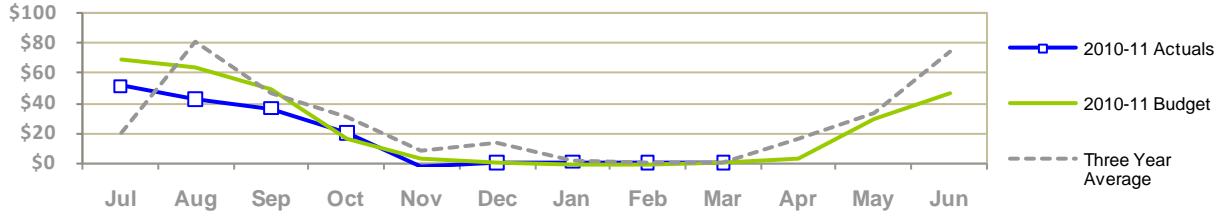
shown in thousands



Land lease revenue was approximately the same as was budgeted through December, but saw the revenue significantly reduce in the third quarter. This is due to the change in lease terms for the Somky property. For this lease, revenues have been deferred until the construction loan is secured for the Montelcino development project, or June 30, 2013, whichever comes first.

Recycled Water Revenue by Month

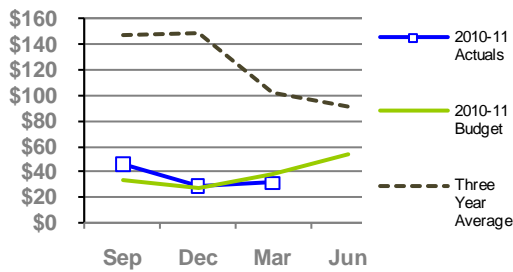
shown in thousands



Recycled water revenue was below budget for the first two quarters, as the summer months were cooler than anticipated, and the Chardonay Golf Club took less recycled water due to their reduction in the number of irrigated golf holes.

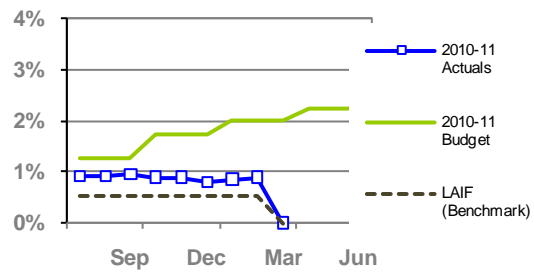
Investment Interest Earnings by Quarter

shown in thousands



Investment Interest Rate by Month

earnings rate



The interest earnings rate for the first three quarters of the year continued to hover at just under 1%, continuing the trend from third and fourth quarters last year. While the actual interest rate was lower than projected during budget development (1.25% in first quarter, 1.75% in second quarter, 2.0% in third quarter), the total interest earnings was higher than budgeted in the first quarter and about equal to what was budgeted in the second and third quarters because of higher than projected fund balances. Based on conversations with the County Treasurer and others, staff believes it is unlikely that the earnings rate will increase above its current level. The Federal Funds rate is anticipated to remain between 0% and 0.25% for all of 2011, thus lowering the yields on related investments (Federal Agency Notes, Treasuries, timed deposits, etc.).

The Local Agency Investment Fund (LAIF) rate is provided in the Investment Interest Rate by Month chart as a benchmark to evaluate District earnings from investments with the County's investment pool.

Part 2 - Operating Expenditures Summary

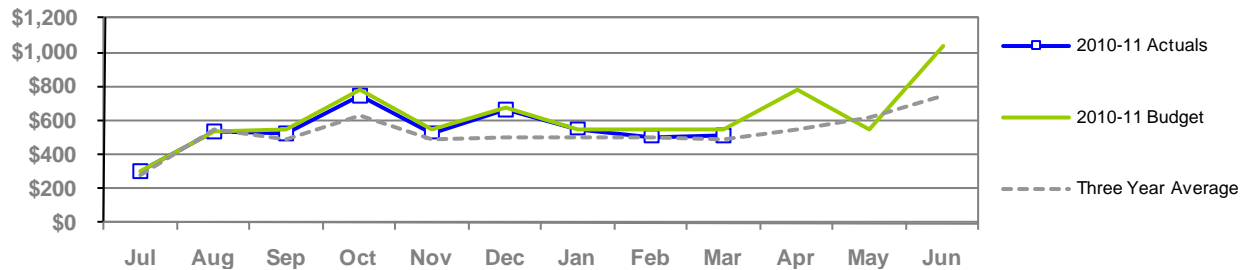
All Departments, All Funds

Item	Adopted Budget	Adjusted Budget	Actual YTD	Year End Projection	Actual % of Budget	Year End % of Budget
Salaries and Benefits	7,404,093	7,404,093	4,864,536	7,142,000	65.7%	96.5%
Services and Supplies	4,822,435	5,042,435	3,138,666	4,839,000	62.2%	96.0%
Other Charges	25,040	25,040	23,590	25,040	94.2%	100.0%
Debt Payments	2,757,805	2,757,805	2,437,906	2,613,000	88.4%	94.7%
Interfund Transfers Out	3,941,944	3,941,944	3,098,194	3,941,944	78.6%	100.0%
Operating Expenditures	\$18,951,317	\$19,171,317	\$13,562,892	\$18,560,984	70.7%	96.8%

Operating Fund Expenditure Analysis

Salaries & Benefits

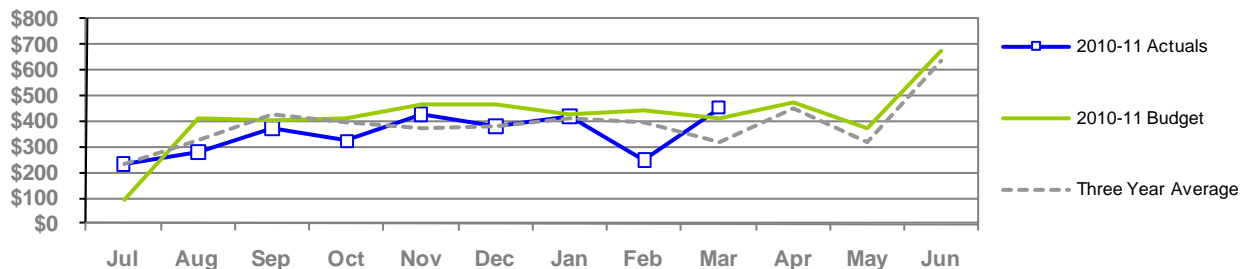
shown in thousands



Salaries and benefits for the year are in accordance with budgeted expectations. This category is expected to come in below budget because of vacancies in the Assistant General Manager, Safety/ Training/Fleet Maintenance Officer and Plant Attendant positions.

Services & Supplies

shown in thousands



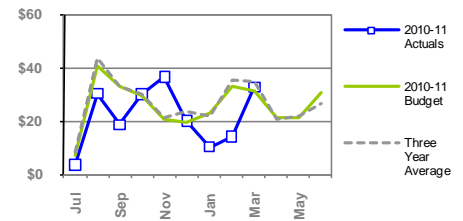
Overall, services and supplies expenses were slightly lower than budget and consistent with the three year average. Services and supplies expense detail is provided on the following pages.

Services & Supplies (continued)

shown in thousands

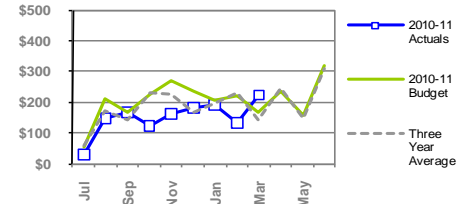
Collection System Maintenance

Collection System maintenance expenses are difficult to predict, given the nature of the work. However, the Department spending for the first three quarters is lower than the three-year average and the budget estimates.



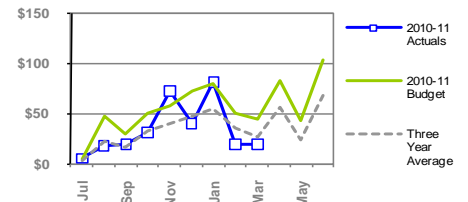
Treatment Plant Operations

Expenses at the treatment plant have been below budget expectations and the three year trend. There were some chemical and polymer expenses that came through in the March that brought expenses back in line with expectations. The cogeneration engine was also down for repair for about a month, which showed higher than anticipated electricity costs in January, cancelling out some savings seen in the first half of the year.



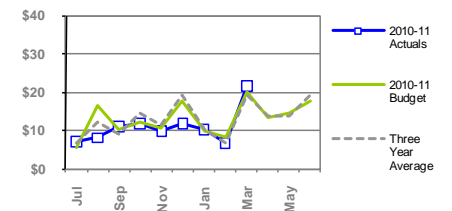
Treatment Plant Maintenance

Expenses for the first three quarters are lower than historical trends and budget projections. The expenditure spike in November is due to the purchase of \$45,000 in supplies to rebuild the cogeneration engine.



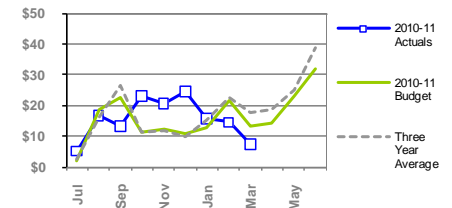
Treatment Plant Laboratory

Expenses are in line with budget forecast and historical trends.



Water & Biosolids Reclamation

Second quarter expenses were higher than historical trend due to some unanticipated repairs to the irrigation system and one of the tractors. Third quarter expenses were back in line with expectations and historical trends. These expenses will end the year higher than budgeted, but will balance against known savings in the Salaries & Benefits line within this department, due to the current Plant Attendance vacancy.

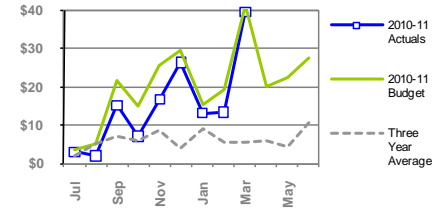


Services & Supplies (continued)

shown in thousands

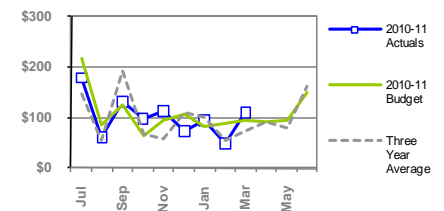
Technical Services - Engineering

Expenses are within historical trends and budget projections. The expenditure spikes in second quarter and third quarter were due to planned software expenses (permitting software) and associated hardware. The expenses are as planned in the budget.



Board of Directors, GM Office, Administration, Safety and Training, Fleet, and Pollution Prevention

Expenses were within historical trends and budget projections, with no deviations from the budget plan.

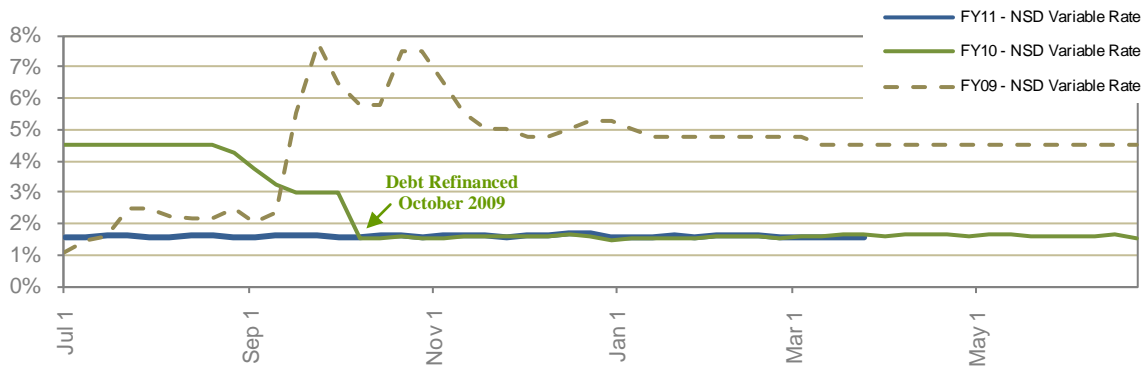


Property Taxes

The first payment of property taxes for Somky and Jamison Canyon properties were paid in the second quarter. The second payments were made in March. Payments correspond with budgeted amounts.

Debt Payments

Variable Debt – Interest Rates (inclusive of Letter of Credit payment)



Principal and interest payments for the 2009B Fixed Rate COP are due in August and February. Principal payments for the 2009A Variable Rate Installment are due in August, while the interest payments are due quarterly for the Letter of Credit (LOC) facility fee (set at 1.35%) and monthly for the underlying interest payment (the variable rate). The chart shows the interest rate on the variable rate loan (variable rate plus the 1.35% LOC facility fee) remaining stable at around 1.60% to 1.75%, compared to 3.5% that was budgeted for this issue.

State Revolving Fund loan principal and interest were paid in December. All debt service payments have been made according to debt service schedules.

Part 3 - Capital Program Expenditure Summary

Project No.	Project Title	Prior Year Actuals	FY 10/11 Adj. Budget	FY 10/11 Actuals	Variance	% of Budget
Collection System						
2001	Main Line Sewer Repairs	32,716	73,130	7,955	65,175	10.9%
2002	Manhole Raising	11,526	200,000	40,912	159,088	20.5%
2003	Lateral Replacements	37,994	59,740	56,913	2,827	95.3%
2004	Cleanouts Installation	94,446	65,920	21,544	44,376	32.7%
2005	GIS Mapping	69,838	5,000	135	4,865	2.7%
2009	I&I Reduction Program	89,662	196,500	73,684	122,816	37.5%
2013	Lower Alpha Street Sewer Imprvmnts	714,800	5,000	(26,942)	31,942	-538.8%
2014	East Spring Upper Lateral Program	13,499	154,271	108,150	46,121	70.1%
2017	Upper Alpha/Stonecrest PL Rehab	242,393	1,784,837	1,222,091	562,746	68.5%
2018	Greenbach Street	0	30,000	21,481	8,519	71.6%
2019	Basin L - I&I Reduction Project 1	0	499,940	17,819	482,121	3.6%
2020	Nipak Manhole Rehab - State Streets	0	95,700	7,505	88,195	7.8%
Collection System-Equipment						
2502	Vehicles Replacement (Mini-Vactor)	41,344	360,000	357,256	2,744	99.2%
2503	Lateral CIPP Trailer	40,868	2,200	2,164	36	98.4%
2506	Bypass System	0	20,000	2,681	17,319	13.4%
2507	Locatable Mini-Cameras (2)	0	23,000	22,977	23	99.9%
2508	Ford Ranger	0	23,000	22,350	650	97.2%
2509	Mini Dump	0	44,600	44,063	537	98.8%
2510	Dump Truck	0	140,300	140,228	72	99.9%
2511	Ford F550	0	80,000	34,964	45,036	43.7%
2512	Vactor	0	404,000	0	404,000	0.0%
Lift Stations						
2806	West Napa Odor Control	0	119,800	416	119,384	0.3%
2807	West Napa VFD Replacement	0	43,000	24,796	18,204	57.7%
Treatment						
3001	WWTP Master Plan	1,279,216	807,139	414,862	392,277	51.4%
3005	Energy Alternatives Study	113,160	106,000	43,520	62,480	41.1%
3008	FOG Receiving Station	0	200,000	19,293	180,707	9.6%
Treatment - Equipment						
3508	WWTP Service Water Filtration	0	30,000	29,599	401	98.7%
3511	Catalytic Converter	0	30,000	0	30,000	0.0%
3519	DAFT Recycle Pumps	0	18,000	16,810	1,190	93.4%
3520	Plant Security Cameras (3)	0	28,000	3,723	24,277	13.3%
3521	BOD Incubator	0	13,000	7,247	5,753	55.7%
3522	Laboratory Samplers	0	27,000	16,604	10,396	61.5%
3523	Portable Pump Replacement	0	54,000	0	54,000	0.0%
3524	Ford F550	0	100,000	34,964	65,036	35.0%
3525	Headworks Grit Pumps	0	18,000	995	17,005	5.5%
Treatment - Structures						
4006	Influent PS Bypass Piping	0	200,000	0	200,000	0.0%
4007	Pond Transfer Structures - Pond 1 to 2	0	329,200	14,673	314,527	4.5%
4008	Hypo Tank Replacement	0	68,000	35,991	32,009	52.9%
4009	River Diffuser Rehab	0	155,000	0	155,000	0.0%
SCADA						
4501	SCADA Upgrades - Phase 3	171,475	65,000	29,657	35,343	45.6%
4503	SCADA MP Phase 4	8,621	858,999	46,894	812,105	5.5%
Recycling - District						
5005	Jameson Pump Station Rehab	2,828	56,000	4,200	51,800	7.5%
5007	Diesel Mule	0	21,000	21,659	(659)	103.1%
5008	Diesel Mule	0	15,100	16,088	(988)	106.5%
Recycling - Expansion						
5501	North Bay Wate Reuse Project	134,786	182,000	157,974	24,026	86.8%
5503	RW Pipeline Extension	48,642	50,000	10,324	39,676	20.6%
5506	NSH Pipeline Construction	0	3,500,000	143,772	3,356,228	4.1%
5507	MST Pipeline Design	0	1,500,000	134,170	1,365,830	8.9%
Other						
6003	Development Technical Support	151,190	195,925	149,646	46,279	76.4%
6004	District Office and Corp Yard	26,211	65,000	108,539	(43,539)	167.0%
			13,122,301	3,664,344	9,457,957	27.9%

Priority Goal Tracking Reports

Overview

Implementation of the Board's priorities are underway and on track.

The following projects are complete:

- Influent Pump Station Review
- West Napa Pump Station Review
- Winery Study
- Review Fee Structure
- Review/report of Fiscal Capabilities on Periodic Basis
- Complete 2009 Labor Negotiations.
- Update of District Ordinance
- Cost/Benefit Review of Pond 1 Project

Recommendations

The Board held priority projects workshop at the March 16, 2011. The updated project list will be added to the 1st quarter report for Fiscal Year 2011/2012.

Goal Title **COST/BENEFIT ANALYSIS FOR I/I REDUCTION PROGRAM**

Status

On Track

Watch

Delayed

Leader **Brian Thomas**

Schedule Original Start: 08/26/2008 Original End: 02/20/2013
 Adjusted Start: _____ Adjusted End: _____

Budget: Original: \$775,800 Adjusted: _____

Project Description

The I&I Reduction Program will to measure the reduction of I&I from rehabilitation projects in the collection system, conduct field investigations to determine locations and limits of future I&I reduction projects and manage the data collected so that the District can determine the most cost effective program to address capacity deficiencies in the collection system. The project also includes District staff time to review CCTV and evaluate future potential projects.

Project Milestones

Task	% Complete	Original End Date	Revised End Date	Projected End Date
Award FY 08/09 I/I Evaluation	100%	08/06/2008		
Begin Winter 08/09 Monitoring	100%	12/15/2008		
Report to Board	100%	07/01/2009	08/05/2009	
Award FY 09/10 I/I Evaluation	100%	08/05/2009		
Winter 09/10 Monitoring	100%	03/31/2010		
Report to Board	100%	07/07/2010	08/18/2010	
Award FY 10/11 I/I Evaluation	100%	08/04/2010	12/01/2010	
Winter 10/11 Monitoring	100%	03/31/2011		
Report to Board	10%	07/06/2011		
Award FY 11/12 I/I Evaluation		08/03/2011		
Winter 11/12 Monitoring		03/31/2012		
Report to Board		07/04/2012		
Award FY 12/13 I/I Analysis		08/01/2012		
Update CSMP		02/06/2013		
Report to Board		02/20/2013		

Status Update as of FY 10/11 Quarter 3

Flow monitoring was conducted and completed in the collection system. The consultant began preparation of the flow monitoring results reports that are scheduled for delivered in April. Another consultant began updating the District’s GIS to track the results of the previously conducted I/I reduction projects.

Goal Title **INFLUENT PUMP STATION REVIEW**

Status **PROJECT COMPLETE**

Leader **Brian Thomas**

Schedule Original Start: 09/03/2008 Original End: 03/18/2009
 Adjusted Start: _____ Adjusted End: _____

Budget: Original: \$41,000 Adjusted: _____

Project Description

The District hired Winzler and Kelly in 2003 to prepare a feasibility study to assess the Influent Pump Station (IPS) capacity. Jacobs Engineering conducted a value engineering analysis of the Winzler and Kelly report in 2003. Jacobs engineering also prepared a seismic analysis of the IPS structure in 2004. The District has not conducted any further engineering analysis of the IPS reports. The project will review the previous studies, including the value engineering analysis, and the seismic and capacity studies of the IPS. The engineering review will consider the future capacity requirement using the projected future flows determined in the Collection System Master Plan. Based on the engineering review of these studies, a recommended plan will be prepared that will address any seismic deficiencies in the existing pump station and describe the most cost effective plan for capacity expansion and increased reliability.

Project Milestones

Task	% Complete	Original End Date	Revised End Date	Projected End Date
Board approves study	100%	09/03/2008		
Draft report submitted	100%	02/06/2009		
Final report submitted	100%	03/06/2009	05/29/2009	
Report to Board	100%	03/18/2009	11/18/2009	

Status Update as of FY 10/11 Quarter 3

This project is complete.

Goal Title **WASTEWATER TREATMENT PLANT MASTER PLAN**
(formerly Hydraulic & Capacity Analysis and Master Plan)

Status **On Track** **Watch** **Delayed**

Leader **Brian Thomas**

Schedule Original Start: 02/04/2009 Original End: 09/01/2010
Adjusted Start: _____ Adjusted End: _____

Budget: Original: \$2,092,402 Adjusted: _____

Project Description

The Wastewater Treatment Plant Master Plan will identify capacity differences between the current operation and the original design intent of individual unit process, determine and demonstrate the capacities of individual treatment processes and the treatment plant as a whole and identify potential operational and improvement alternatives to meet future capacity needs and prepare a capital improvement program(CIP). The CIP will utilize “Trigger” charts that indicate which improvements are necessary to achieve incremental capacity increases or performance improvements. The trigger charts will identify the approximate time, population, flow, and/or pollutant levels in sufficient time to design, bid, construct, and start up new facilities.

Project Milestones

Task	% Complete	Original End Date	Revised End Date	Projected End Date
Board approves study	100%	02/04/2009		
Board approves HDR PM	100%	02/04/2009		
SWRF Reset Working	100%	06/17/2009	09/25/2009	
Capacity Analyses Complete	100%	12/16/2009	01/21/2010	
Alternatives Identification Workshop	100%	02/17/2010		
Alternatives Selection Workshop	100%	04/21/2010		
Draft Report	100%	07/23/2010		
Final Report	100%	09/01/2010	01/07/2011	
Report to Board	100%	09/15/2010	03/02/2011	

Status Update as of FY 10/11 Quarter 3

The consultant presented the final master plan report to the Board that included the results of the water balance. The consultant conducted a final QA/QC review of the report and is scheduled to deliver the final report in the 4th quarter.

Goal Title **SCADA MASTER PLAN IMPLEMENTATION**

Status

On Track

Watch

Delayed

Leader **Brian Thomas**

Schedule Original Start: 06/21/2006 Original End: 08/19/2009
 Adjusted Start: _____ Adjusted End: _____

Budget: Original: \$722,100 Adjusted: _____

Project Description

The SCADA Phase III project will resolve numerous high-risk areas of the system including an outdated server and the data concentrator as a single point of failure. The project includes SCADA programming, equipment and data storage upgrades. The project will reduce SCADA maintenance activities, simplify data reporting, allow other staff controlled access to published data, and increase plant operational reliability.

Project Milestones

Task	% Complete	Original End Date	Revised End Date	Projected End Date
Award SCADA Master Plan	100%	06/21/2006		
SCADA Master Plan Complete	100%	07/13/2007		
SCADA Phase III Planning	100%	03/17/2008		
Award SCADA Programming Contract	100%	05/07/2008		
SCADA Server Installation	100%	03/04/2009	04/12/2010	
Relocate North Napa Repeater	70%	05/06/2009	03/25/2011	06/01/2011
SCADA Programming Complete	100%	07/31/2009	08/13/2010	
Report to Board	100%	08/19/2009	10/20/2010	
Award Design Contract, SCADA Phase IV	100%	12/01/2010		
Complete SCADA Phase IV Design	35%	07/26/2011		
All Phases of Upgrade Complete	35%	06/30/2012		

Status Update as of FY 10/11 Quarter 3

Staff has negotiated relocation terms with the Napa Valley Opera House and will bring them to the Board for approval after the Opera House's lender has approved the terms.

The consultant completed the preliminary design phase of the SCADA Phase IV project. After reviewing the preliminary design results with staff, the consultant began preparation of the construction documents.

Goal Title **ENHANCE MAINTENANCE PROGRAM**

Status **On Track** **Watch** **Delayed**

Leader **Shar Maglione**

Schedule Original Start: _____ Original End: 12/31/2009
 Adjusted Start: _____ Adjusted End: 12/15/2010

Budget: Original: _____ Adjusted: _____

Project Description

Much of the treatment plant’s equipment was installed in the last plant expansion and dates from 1999 – 2002. Typical equipment lifetimes are 10-20 years for electrical equipment and 20-40 years for mechanical equipment. The District has enjoyed the benefit of relatively new equipment with low failure frequency. Maintenance requirements increase as equipment ages, and in order to ensure reliability, a robust maintenance program that understands and uses criticality to prioritize maintenance efforts is required.

This goal will identify future staffing and resource needs for the maintenance function at the plant, and will ensure implementation of sound protocols for performance of the maintenance function at the plant.

Project Milestones

Task	% Complete	Original End Date	Revised End Date	Projected End Date
Create Maintenance Supervisor JD/PCR	100%		12/17/2008	
Hire Maintenance Supervisor	100%		02/07/2009	
Evaluate District Needs	100%		06/30/2010	
Create Performance Measure Reports	80%		09/30/2010	
Prepare Action Plans for District Needs	70%	11/15/2010	06/30/2011	
Report to Board		12/31/2009	06/30/2011	

Status Update as of FY 10/11 Quarter 3

An Action Plan is being developed to address the District’s needs. Staff has completed a review of the current available data and identified additional information required for the plan. The next step is to organize the data in a manner that is useful to staff and reportable. The plan will include new categories for tracking equipment run-time and labor associated with projects, equipment and general maintenance. Also identified was a need to include an equipment parts inventory system that when fully implemented will reduce equipment down time and track frequency of repairs. Staff continued development of the Performance Measure Reports.

Goal Title **JAMESON AUTOMATION**

Status

On Track

Watch

Delayed

Leader **Brian Thomas**

Schedule Original Start: 06/20/2008 Original End: 06/03/2009
 Adjusted Start: Adjusted End: 01/07/2011

Budget: Original: \$59,000 Adjusted: \$60,293

Project Description

Automate the Jameson Recycled Water Pump Station to reduce staff time required to manually control pump cycles and distribution of water to the different fields. The project includes the installation of electrical control equipment at the pump station and SCADA programming to allow automated and remote operations.

Project Milestones

Task	% Complete	Original End Date	Revised End Date	Projected End Date
Operational review	100%	06/20/2008		
Staff design	100%	01/16/2009		
Request contractor quotes	100%	02/19/2009		
Informal Bidding	100%	--	03/16/2011	
Construction complete		04/17/2009	06/17/2011	
SCADA Integration		05/21/2009	06/17/2011	
Report to Board		06/03/2009	07/06/2011	

Status Update as of FY 10/11 Quarter 3

After a consultant completed a QA/QC review of the bid documents, staff distributed and received two bids for the automation of the Jameson Pump Station in accordance with the District’s informal bidding procedure. Construction will be completed in the 4th quarter.

Goal Title **REVIEW FEE STRUCTURE**

Status **PROJECT COMPLETE**

Leader **Jeff Tucker**

Schedule Original Start: _____ Original End: **05/05/2009**
 Adjusted Start: _____ Adjusted End: **09/15/2010**

Budget: Original: _____ Adjusted: _____

Project Description

The District’s Financial Master Plan recommends updating Capacity Charges to provide for sufficient revenues for construction of facilities necessary to serve new customers connecting to the District. Capacity Charges have not been updated since July 1, 1994. Because of the significance of the District’s rate increase adopted in August, 2006, the Board desired that action on Capacity Charges be deferred until the rate increase had been fully implemented.

Long-term fiscal sustainability of the District’s finances requires that Capacity Charges keep pace with increases in the cost to construct capital facilities.

The project consists of the Review and Analysis of District Capacity Charges, legal analysis of the recommendations and an outreach program to stakeholders in the District’s community of interest.

Project Milestones

Task	% Complete	Original End Date	Revised End Date	Projected End Date
Initial Financial Master Plan	100%	08/04/2006		
Capacity Charge Review	100%	06/22/2009		
Supplemental Capacity Charge Review	100%	10/30/2009	03/17/2010	
Outreach Program	100%	12/16/2009	08/11/2010	
Board Discussion	100%	05/05/2009	08/18/2010	
Ordinance Adoption – 2 nd reading	100%		09/15/2010	

Status Update as of FY 10/11 Quarter 3

The Board adopted a new fee schedule for Capacity Charges at its September 15, 2010 meeting. This project is now complete.

Goal Title **PERIODIC REVIEW/REPORT ON FISCAL CAPABILITIES**

Status **PROJECT COMPLETE**

Leader **Jeff Tucker**

Schedule Original Start: **01/01/2008** Original End: _____
 Adjusted Start: _____ Adjusted End: **10/21/2009**

Budget: Original: **\$0** Adjusted: **\$0**

Project Description

Develop a high level report for delivery to the Board on a quarterly basis. Report should include enough information for Board to exercise its fiduciary responsibilities to ensure that resources and requirements are in line with expectations, and include staff recommendations for any future Board action resulting from trends or deviations from budget.

Project Milestones

Task	% Complete	Original End Date	Revised End Date	Projected End Date
Present report outline to Finance Comm.	100%			
Develop templates for data/narrative	100%		08/06/2009	
Prepare and present draft report to Board	100%		08/19/2009	
Prepare first quarterly report for Board	100%		10/15/2009	
Develop process/schedule for future reports	100%		10/21/2009	

Status Update as of FY 10/11 Quarter 3

The development of the Quarterly Financial Report is complete. This report is now an ongoing report presented regularly to the Board.

Goal Title **RESOLVE CURRENT FACILITY REQUIREMENTS**

Status

On Track

Watch

Delayed

Leader **Tim Healy**

Schedule Original Start: _____ Original End: _____

Adjusted Start: _____ Adjusted End: _____

Budget: Original: _____ Adjusted: _____

Project Description

Relocate Administration and Engineering staff to a new Administration Building at the Treatment Plant, and construct a Corporation Yard next to the Animal Shelter immediately south of the river dredging spoils pond. To obtain funding for the project, sell surplus District properties at Hartle Court and the North Napa Pump Station (“Skateboard Park”)

Project Milestones

Task	% Complete	Original End Date	Revised End Date	Projected End Date
(Updates in Closed Session)				

Status Update as of FY 10/11 Quarter 3

The Board established a District Lands Committee to provide Board involvement in the project. As the project involves the negotiation of the sale of land, the District lands Committee has been providing regular updates to the Board in closed session.

Goal Title **COMPLETE 2009 LABOR NEGOTIATIONS**

Status **PROJECT COMPLETE**

Leader **Glenn Berkheimer**

Schedule Original Start: 02/01/2009 Original End: 06/17/2009
 Adjusted Start: 02/01/2009 Adjusted End: 09/05/2009

Budget: Original: \$0 Adjusted: \$0

Project Description

The last day of the District’s Five-Year Memorandum of Understanding with its employees expired on June 30, 2009. This project addresses the process necessary to negotiate a new agreement.

Project Milestones

Task	% Complete	Original End Date	Revised End Date	Projected End Date
Complete Negotiations	100%	06/17/2009	08/05/2009	
Amended PERS Contract Effective Date	100%	09/05/2009		

Status Update as of FY 10/11 Quarter 3

Negotiations have been completed and MOUs signed and implemented.

Goal Title **DEVELOP MANAGEMENT SUCCESSION PLAN & TRAIN BACKUP STAFF FOR MISSION-CRITICAL POSITIONS**

Status



On Track

Watch

Delayed

Leader **Tim Healy**

Schedule Original Start: _____ Original End: **No End Date**
 Adjusted Start: _____ Adjusted End: _____

Budget: Original: _____ Adjusted: **N/A**

Project Description

Review and assess management and staff capacity to ensure that adequate staff capacity remains in place at every level of the organization. This goal will be addressed on an ongoing basis through employee and management development, including Team Building at all levels of the organizations, use of survey and other tools to enhance communication effectiveness, and identification of required competencies and development of comprehensive and coordinated training programs. As vacancies occur, job functions are reviewed to ensure that the District’s needs do not require different job skills.

Project Milestones

Task	% Complete	Original End Date	Revised End Date	Projected End Date
CFO Hired	100%	07/07/2009		
Initiate Regular Executive Team Meetings	100%	08/24/2009		
Executive Team Planning Session	100%	12/01/2009		
360^o Review Process	20%	11/25/2009	n/a	
Employee “Snapshot” Survey	100%	02/05/2010	09/30/2010	
Senior Staff Team Development	10%	03/31/2010	03/31/2011	
Consolidated Employee Training Program	10%	06/30/2010		

Status Update as of FY 10/11 Quarter 3

With guidance from the Board, priorities have evolved. Several activities have occurred to further the development of an action plan based on the Employee Survey findings, including “drill down” meetings and “solutions” meetings with District staff. CPS will provide a final “Action Plan” to the District in April 2011, with a “Work Plan” developed and submitted for approval by the Board in May 2011.

The Project is considered to be on track due to the high level of involvement by the Board.

APPENDIX

A. Explanation of Color Codes (1 page)

**B. Excerpt from NSD Planning Guide: Priority Goals
(4 pages)**

Goal 1: Infrastructure Reliability

Goal 2: Financial Stability

Goal 3: Organizational Capability

C. Previous Status Updates (6 pages)

EXPLANATION OF COLORS FOR TRACKING STATUS

	Green	Yellow	Red
General	<ul style="list-style-type: none"> Anticipates meeting Goal 	<ul style="list-style-type: none"> Watch. Potential problem areas ahead. Without some intervention, would likely turn to RED. (can't be YELLOW without potential for going to RED.) As of assessment date, Goal still likely to be met. 	<ul style="list-style-type: none"> High probability of not meeting Goal without increase in scope, schedule or budget Action Plan should be prepared to meet Goal, or if not possible, Goal should be modified or dropped.
Scope	<ul style="list-style-type: none"> Scope will be completed essentially as promised and approved by the Board. No key scope component will be missed 	<ul style="list-style-type: none"> Scope may be modified as further work continues, and may include revisions to key scope components. Scope revisions may trigger significant changes in schedule or budget 	<ul style="list-style-type: none"> High probability of not meeting key scope component. Additional scope, accompanied by schedule and/or budget modifications, necessary to meet overall Goal. Additional scope that significantly affects the community, regardless of its schedule or budget impact, is necessary to meet overall Goal.
Schedule	<ul style="list-style-type: none"> Schedule essentially on track Intermediate milestones that do not affect either overall schedule or intermediate commitment dates may be adjusted. 	<ul style="list-style-type: none"> Potential for schedule delay, but not necessarily impact on scope or budget 	<ul style="list-style-type: none"> Goal will not meet schedule.
Budget	<ul style="list-style-type: none"> Budget on or under projections 	<ul style="list-style-type: none"> Potential for budget impact, but not necessarily impact on scope or schedule 	<ul style="list-style-type: none"> Goal will not meet budget.

V. NSD Goals and Objectives

Three broad goal areas were identified as a result of Board discussion during the two Planning Guide work sessions. The goals represent the Board's top priorities.

In September, staff prepared a table summarizing major activities and timelines for Goal One (Infrastructure Reliability), which is included as Appendix B. Note that some of these dates prepared in September have been revised as the implementation plan has evolved. Board members and staff identified the major activities and timelines associated with the remaining goal areas.

Board members and staff reviewed and discussed the key objectives (i.e., projects and programs) necessary to respond to each goal area.

Goal One: Infrastructure Reliability

Build, maintain and operate a cost-effective and reliable wastewater treatment system for the NSD service area.

Systematic replacement of NSD's aging infrastructure is priority number one. A long term capital facilities plan is needed, drawing on accurate information about current facility conditions and projections of future service area needs: five, ten or more years from now. **NSD must ensure that treatment capacity will be in place to address current and projected future needs.** NSD must also ensure a reliable energy supply during emergency conditions as well as during normal times.

The NSD Board established the following key objectives:

1A. Upgrade collection system.

Complete Wet Weather Inflow/Infiltration Cost/Benefit analysis by 2/20/2013

1B. Upgrade wastewater pump stations.

Complete review by 1/27/2011

1C. Upgrade treatment facilities.

Complete maintenance program by 12/31/2009

Complete SCADA master plan implementation by 6/30/2012

1D. Implement water recycling projects.

Complete in-service area projects (Jameson Pressure Station Rehabilitation and Jameson Site Drainage Study) by 6/30/09

1E. Implement the biosolids project.

Complete projects (removal and cost/benefit analysis) by 3/30/10

Goal Two: Financial Stability

Ensure adequate fiscal resources to fulfill NSD's mission.

The NSD Board has a fiduciary responsibility to ensure that adequate financial resources are in place to operate the District and carry out its mission.

The NSD Board established the following key objectives:

2A. Review NSD's current user fee structure and assess the appropriateness and reasonableness of fees and the potential for a new fee ordinance.

Complete fee study by 5/5/2009.

2B. Review and report on NSD's fiscal capabilities on a quarterly basis.

On-going.

Goal Three: Organizational Capability

Implement and maintain effective organizational business practices.

The NSD Board wants to operate a District at or above best practices, utilizing proven technology. Customers, ratepayers and internal staff all deserve high quality service.

The NSD Board established the following key objectives:

- 3A. Resolve current facility needs and requirements.** In the next two years, NSD must initiate and make substantial progress toward building the new corporation yard and administrative offices. A decision on the use of land at Hartle Court is also required during this same time period.

Achieve a resolution to NSD facility needs by early 2009.

- 3B. Complete negotiations for the 2009 labor contract.** Reaching agreement on a labor contract which is acceptable to all parties is a top priority for NSD. Board members would like to “start thinking early” about these issues prior to the contract renewal date.

Reach agreement on a new labor contract by 6/17/2009.

- 3C. Develop a management succession plan and identify and train back-up staff for all mission-critical positions.** NSD must ensure that adequate staff capacity remains in place at every level of the organization. Board priorities will be addressed in light of the available management capacity to carry out and complete all key projects and programs successfully.

Review and assess management and staff capacity on an on-going basis, including a disaster response plan for staffing.

Quarterly Report of Priority Goals

Previous Status Updates

1A Cost/benefit analysis for I/I Reduction Program

From FY 2009/10 Quarter 1 Report

Consultant task orders have been executed for the upcoming winter flow monitoring, smoke testing and GIS database updates. Staff prepared a preliminary flow monitoring plan and has provided the plan to our consultant for review. Staff is currently planning the locations for smoke testing investigations this fall in neighborhoods along Old Sonoma Road and Spruce Street. The Board will be notified before smoke testing occurs.

From FY 2009/10 Quarter 2 Report

Flow monitors were installed at 20 locations in the collection system to collect flow data during storm events. The monitors will remain inactive until shortly before a series of storms are forecasted to occur. At that time, the monitors will be activated and begin collecting data. Smoke testing will be conducted in the late spring along Old Sonoma Road and Spruce Street. The Board will be notified before smoke testing occurs.

From FY 2009/10 Quarter 3 Report

Flow monitoring was completed in March and monitoring equipment was removed from the collection system. The flow monitoring consultant began analysis of the collected data.

From FY 2009/10 Quarter 4 Report

The consultant submitted the draft winter flow monitoring report for staff to review. The report contained the results of the winter flow monitoring in the collection system.

Staff delayed the Board presentation to August to accommodate scheduling conflicts with staff availability.

From FY 2010/11 Quarter 1 Report

The consultant completed smoke testing in Basin L. The results will assist staff with the planning and design of future I/I reduction projects.

Staff presented the winter 2009/10 flow monitoring results to the Board. Staff began negotiations with consultants for the upcoming winter flow monitoring and data reporting activities.

From FY 2010/11 Quarter 2 Report

Consultant contracts were awarded to conduct winter flow monitoring in the collection system and to compile and organize previously collected data in the District's GIS system. Flow monitors were installed in early December shortly before a series of rain events.

1B.1 Influent PS Review

From FY 2009/10 Quarter 1 Report

Winzler and Kelly submitted the final report to the District on May 29, 2009. The report included a business case evaluation of four future alternative configurations for the IPS including a “Do Nothing” alternative. While the “Do Nothing” alternative has a significantly lower initial capital cost compared to the other alternatives the risk cost more than offset the reduced capital cost due to the high probability of failure associated with the current equipment. Structural analysis suggests that the existing structure may be viable beyond its anticipated useful life with retrofiting. If so, utilizing the existing structure and expanding capacity with an adjacent wet weather pump station has the next lowest capital cost and a 30-year lifecycle cost similar to the lifecycle cost of building a new IPS. The results of the study will be included in the final capital program in the Wastewater Treatment Plant Master Plan.

From FY 2009/10 Quarter 2 Report

Staff presented the report findings to the Board. The Wastewater Treatment Plant Master Plan (WWTP MP) Capital Improvement Program will include an IPS upgrade project. The Master Plan Consultant Team will modify the lifecycle cost assumptions, such as the \$/gallon fine amount, so that they are consistent with the assumptions in the WWTP MP. This project is complete.

From FY 2009/10 Quarter 3 Report

This project is complete.

From FY 2009/10 Quarter 4 Report

This project is complete.

From FY 2010/11 Quarter 1 Report

This project is complete.

From FY 2010/11 Quarter 2 Report

This project is complete.

1B.2 West Napa PS Review

From FY 2009/10 Quarter 1 Report

Staff has purchased and installed the new ventilation fan in the wet well. The new pump and necessary piping and appurtenances have been purchased and delivered to the District. The District contracted with EA Services to install the pump and piping.

From FY 2009/10 Quarter 2 Report

The new 60 HP pump is installed and operational. The treatment plant maintenance and operations department has requested funds to paint the outside of the building, install landscaping and continue odor control practices in the FY 10/11 operating budget. Staff recommends waiting until after the completion of the 5-year I/I Reduction Program before evaluating the future capacity requirements of the pump station. The data collected in the I/I Reduction Program will provide a more accurate estimate of future flows to the pump station.

From FY 2009/10 Quarter 3 Report

This project is complete.

From FY 2009/10 Quarter 4 Report

This project is complete.

From FY 2010/11 Quarter 1 Report

This project is complete.

From FY 2010/11 Quarter 2 Report

This project is complete.

1C.1 Wastewater Treatment Plant Master Plan

From FY 2009/10 Quarter 1 Report

The consultant team recently completed the operational “Reset” of the current plant operations by successfully increasing treatment reliability of the activated sludge system. Future flow and loading projections have been prepared using planning documents, historical data and wastewater characterization sampling. The consultants are currently preparing computer models of various treatment processes and operational procedures to stress test the filters and secondary clarifiers.

From FY 2009/10 Quarter 2 Report

The Consultant Team used computer models of various treatment processes and operational data to evaluate the capacity of individual treatment process. Staff and the consultant team conducted a workshop to define metrics that will be applied during the business case evaluation of alternatives.

From FY 2009/10 Quarter 3 Report

The Consultant Team conducted a workshop with staff to select future treatment plant alternatives to be further evaluated. Three alternatives were defined to meet potential high ammonia or low ammonia discharge limits. Three alternatives were also developed for solids handling.

From FY 2009/10 Quarter 4 Report

The consultant team and staff conducted a Business Case Evaluation to determine the preferred future treatment alternatives for liquid and solids treatment at the plant. The consultant began preparation of capital cost estimates for projects that will be recommended in the Master Plan CIP and the trigger charts to define implementation timing of recommended capital projects.

From FY 2010/11 Quarter 1 Report

The Board approved an amendment to the Master Plan scope to prepare a water balance of the facultative ponds. The water balance provides staff with a refined tool to estimate the impacts to the treatment plant of various future scenarios regarding pond storage and water recycled delivery to current and future users. The consultant is preparing the water balance spreadsheet model. The updated schedule includes the additional time necessary to prepare the water balance model and amend the draft report as necessary.

From FY 2010/11 Quarter 2 Report

The consultant prepared a water balance of the facultative ponds to estimate the impacts to the treatment plant of various future scenarios regarding pond storage and water recycled delivery to current and future users. A summary report of the water balance analysis will be submitted in the 3rd quarter. The updated schedule includes the additional time necessary to amend the draft report and prepare a presentation to the Board.

1C.2 Winery Study

From FY 2009/10 Quarter 1 Report

All work prior to the Alternatives Workshop has been completed and a report prepared. The report has been submitted to the Board for consideration. The flows and loads will be incorporated into the WWTP Master Plan for consideration of potential alternatives to handle local winery waste.

From FY 2009/10 Quarter 2 Report

Staff presented the report findings to the Board. The flows and loads will be incorporated into the WWTP Master Plan when considering potential alternatives to handle local winery waste.

From FY 2009/10 Quarter 3 Report

This project is complete.

From FY 2009/10 Quarter 4 Report

This project is complete.

From FY 2010/11 Quarter 1 Report

This project is complete.

From FY 2010/11 Quarter 2 Report

This project is complete.

1C.3 SCADA MP Implementation

From FY 2009/10 Quarter 1 Report

Programming necessary to convert the SCADA software from FactoryLink to WonderWare Intouch is almost complete. The remaining programming activities involve operational testing to debug the new software. The District contracted with Napa Electric to install wire and other electrical appurtenances necessary to relocate the servers from their present location on the first floor of the administration building to the second floor. A consultant is currently designing the server racks and uninterruptable power supplies for the new server location.

Additional Phases scheduled for completion June, 2012.

From FY 2009/10 Quarter 2 Report

Programming necessary to convert the SCADA software from FactoryLink to WonderWare Intouch is almost complete. The remaining programming activities involve operational

testing to debug the new software after the servers are relocated. A consultant is designing the server racks and uninterruptable power supplies for the new server location.

Reasons for Watch: Supporting hardware for the system has taken longer than anticipated to obtain. (*ordered in 3rd Quarter*) With sale of NNPS to city, radio tower must be relocated and original County Building location is challenging.

Additional Phases scheduled for completion June, 2012.

From FY 2009/10 Quarter 3 Report

The District ordered and received most of the equipment necessary to relocate the SCADA servers to the second floor of the operations building. Backup power supplies for the SCADA system were purchased and installed on the first floor of the operations building. The contractor installed conduit and wiring to connect the SCADA servers to the backup power supplies. A radio survey was conducted to find possible sites to relocate the radio repeater station on top of the North Napa Pump Station (NNPS). The survey determined that the preferred location is on top of the opera house.

Reasons for Watch: Supporting hardware for the system has taken longer than anticipated to obtain and install. (*ordered in 3rd Quarter*) With sale of NNPS to city, radio tower must be relocated and original County Building location is challenging.

Additional Phases scheduled for completion June, 2012.

From FY 2009/10 Quarter 4 Report

All SCADA programming was completed. All necessary equipment with the exception a data firewall was installed. The data firewall is backordered and testing of the new SCADA software is not scheduled to begin until the firewall is installed. Staff discussed relocation of the North Napa radio repeater station to the opera house. The opera house will consider allowing the radio repeater to be installed on top of the building. Staff prepared a plan to relocate the repeater with the equipment that will minimize the impact to the roof of the opera house.

Reasons for Watch: Supporting hardware for the system has taken longer than anticipated to obtain and install. (*ordered in 3rd Quarter*) With sale of NNPS to city, radio tower must be relocated and original County Building location is challenging.

Additional Phases scheduled for completion June, 2012.

From FY 2010/11 Quarter 1 Report

Staff began using the new SCADA software to operate the Plant. The County of Napa installed a security firewall between NSD and the County networks. Operations staff with security permissions can access the SCADA through the firewall. Staff discussed preliminary terms for the relocation of the North Napa Radio Repeater to the Napa Valley Opera House. The terms will be brought to the Board for approval in the 2nd quarter.

Staff began negotiations with a consultant to design the Phase IV project. The project consists of replacing outdated I/O, updating the valve network controller and installation of operator terminals throughout the plant. Staff will remove the SCADA Phase III project from

the schedule above and add SCADA Phase IV key milestones in the next quarterly report. Additional Phases are scheduled for completion in June 2012.

From FY 2010/11 Quarter 2 Report

The SCADA upgrades completed in the SCADA Phase III project are fully operational with the exception of the relocation of the North Napa Repeater. Staff has negotiated relocation terms with the Napa Valley Opera House and will bring them to the Board for approval in the 3rd quarter. Staff will request Board approval after the Opera House's lender has approved the terms.

The consultant began design of the SCADA Phase IV project. Staff provided the consultant with several historical documents and the consultant conducted an on-site evaluation of the equipment that will be affected during the project.

1C.4 Enhance Maintenance Program

From FY 2009/10 Quarter 1 Report

The newly-created Maintenance Supervisor position has been filled. Review of Maintenance Division practices are underway by plant staff, and improvements in several areas have already been achieved. Enhancements to the plant's maintenance work order system and database are in development by County ITS to provide better workload reporting needed to evaluate maintenance program needs.

From FY 2009/10 Quarter 2 Report

The initial enhancements to the plant's maintenance work order system and database developed by County ITS for better workload reporting, have been implemented by staff and is presently under review. The County is preparing the next set of reporting tools that will provide the structure to evaluate the District's maintenance needs.

From FY 2009/10 Quarter 3 Report

This quarter began an extensive updating of the Equipment Database in the plant's work order maintenance program, as existing pieces of equipment that are not in the program are added, and preventive maintenance tasks have been created for them. Equipment maintenance tasks are being correlated with the manufacturer's maintenance manuals. Standardization of work order record-keeping has been implemented in the Division. Preparations for implementation of an inventory control system are also underway. A formal "Vision Statement" for the Maintenance Program is being prepared and will be included with the Quarter 4's report.

From FY 2009/10 Quarter 4 Report

Updating of the Equipment Database in the plant's work order maintenance program continued. Preparations for implementation of an inventory control system are still underway. Contracted services were added to the database to generate work orders when service is due; the work orders now include the scope of services, office generated task order or work order, P.O number, and when the work order is completed a copy of the invoice is added. A formal "Vision Statement" for the Maintenance Program and associated work plan for FY 10/11 has been prepared.

From FY 2010/11 Quarter 1 Report

The evaluation of the District's needs was completed and the development of the Action Plan is underway. The plan will include new categories for tracking equipment run-time and labor associated with projects, equipment and general maintenance. Also identified was a need to include an equipment parts inventory system that when fully implemented will reduce equipment down time and track frequency of repairs. Along with the Action Plan, staff is developing the Performance Measure Reports.

From FY 2010/11 Quarter 2 Report

An Action Plan is being developed to address the District's needs. Staff has completed a review of the current available data and identified additional information required for the plan. The next step is to organize the data in a manner that is useful to staff and reportable. The plan will include new categories for tracking equipment run-time and labor associated with projects, equipment and general maintenance. Also identified was a need to include an equipment parts inventory system that when fully implemented will reduce equipment down time and track frequency of repairs. Staff continued development of the Performance Measure Reports.

1D.1 Jameson Automation

From FY 2009/10 Quarter 1 Report

The original construction cost estimate was \$28,000. Staff received three quotes in excess of \$30,000, requiring informal bidding. Staff prepared the informal bid documents for release in October 2009. Staff chose to delay construction activities in order to not disrupt recycled water application during the summer.

This project is on hold pending review of the extent of the scope of work for the project. The projected schedule shown above will be met if the scope does not need to be increased.

From FY 2009/10 Quarter 2 Report

This project has not changed from its delayed status as of Quarter 1.

During Quarter 2, staff continued to review the work completed to date and discussed a revised scope of work for the project. Staff discussed expanding the scope of the project to include the modifications that may be necessary to operate and monitor the irrigation systems in all of the Jameson fields. These modifications would potentially allow the District to apply more recycled water during the summer.

Engineering is currently preparing a fault tree analysis of the Jameson Ranch. The fault tree will help identify critical locations that need to be upgraded to add reliability to the project site. Engineering is also preparing a listing of the work necessary to automate those facilities that can be automated, saving significant labor time in opening and closing valves.

Due to the need to redefine the project scope, a new projected schedule has not been proposed at this time.

From FY 2009/10 Quarter 3 Report

Engineering prepared a fault tree analysis of the Jameson Ranch. The fault tree identified critical locations to be upgraded to add reliability to the project site.

Following a fault tree review meeting, staff is modifying the project scope and developing a updated control strategy for the Jameson Pump Station to address vulnerabilities identified by fault tree. The new control strategy, schedule, scope and updated budget estimate will be completed in Quarter 1, of fiscal year 2010-2011.

Due to the need to redefine the project scope, a new projected schedule and budget will be developed.

From FY 2009/10 Quarter 4 Report

Staff is modifying the project scope and developing an updated control strategy for the Jameson Pump Station to address vulnerabilities identified by a fault tree analysis. The new control strategy, schedule, scope and updated budget estimate will be completed in Quarter 1, of fiscal year 2010-2011.

Due to the need to redefine the project scope, a new projected schedule and budget will be developed.

From FY 2010/11 Quarter 1 Report

Staff prepared new control strategies, schedules, and updated budget estimates for two potential project options at the Jameson site. The schedule has not been updated at this time. Staff is collecting additional information about the SCADA programming before determining the appropriate method to automate the pump station. An updated schedule will be included in the next quarterly report.

From FY 2010/11 Quarter 2 Report

Staff prepared bid documents for the automation of the Jameson Pump Station. A task order will be issued to a consultant to perform a QA/QC review of the bid documents. Comments from the consultant will be incorporated and the project will follow the District's informal bidding process. A project schedule has been added to the Project Milestones above.

1E Cost/Benefit Review of Pond 1 Biosolids Project

From FY 2009/10 Quarter 1 Report

The work in Pond 1 during the summers of 2007 and 2008 regained much of the capacity of the ponds. Further work was evaluated for 2009. The resulting evaluation concluded that additional work was not cost-effective when comparing the small additional benefit that would be gained. The remaining biosolids were leveled and the pond returned to service. A formal report will be prepared and provided to the Board as part of the WWTP Master Plan.

From FY 2009/10 Quarter 2 Report

Determination of the best method of handling algae sludge has been incorporated into the scope of the WWTP Master Plan. Design and construction of the necessary facilities will only proceed if the WWTP Master Plan determines the project will benefit the District.

From FY 2009/10 Quarter 3 Report

Determination of the best method of handling algae sludge has been incorporated into the scope of the WWTP Master Plan. During the alternatives selection process, it was determined that adding algae sludge directly into the digester is not feasible at this time. Several other options are available to handle algae sludge and will be further evaluated in the WWTP Master Plan.

From FY 2009/10 Quarter 4 Report

Determination of the best method of handling algae sludge has been incorporated into the scope of the WWTP Master Plan.

From FY 2010/11 Quarter 1 Report

Determination of the best method of handling algae sludge has been incorporated into the scope of the WWTP Master Plan. The presentation of the results will be delayed until the final Master Plan report is prepared.

From FY 2010/11 Quarter 2 Report

Determination of the best method of handling algae sludge has been incorporated into the scope of the WWTP Master Plan. The presentation of the results will be delayed until the final Master Plan report is prepared.

2A Review Fee Structure

From FY 2009/10 Quarter 1 Report

The legal analysis has been completed and other technical questions raised by the Finance Committee are believed to have been addressed. The next step is the determination of the Outreach Program to provide information to stakeholders regarding the proposed Capacity Charge increase.

From FY 2009/10 Quarter 2 Report

The legal analysis has been completed and other technical questions raised by the Finance Committee are believed to have been addressed. Finance Committee has provided guidance on a limited outreach effort that will be completed in March. Board discussion and consideration has been scheduled for April 7, with votes on a proposed ordinance scheduled for May 5 and May 19.

From FY 2009/10 Quarter 3 Report

The legal analysis has been completed and other technical questions raised by the Finance Committee are believed to have been addressed. Finance Committee has received comments from a limited outreach effort that was completed March. Board discussion and consideration has been scheduled for May 19, with votes on a proposed ordinance anticipated shortly thereafter.

From FY 2009/10 Quarter 4 Report

The Board considered a staff recommendation on May 19 to increase the capacity charge fees, and received testimony from interested parties. The Board instructed staff to continue meeting with industry representatives and revise the staff proposal to meet identified concerns, if possible. That meeting was held on June 4, 2010. The Board also instructed staff to do outreach with the Napa Chamber of Commerce. The Chamber of Commerce

presentation is scheduled for August 11, 2010. The Board is scheduled to have another discussion on August 18, 2010, with an ordinance introduced at the following Board meeting.

From FY 2010/11 Quarter 1 Report

The Board adopted a new fee schedule for Capacity Charges at its September 15, 2010 meeting. This project is now complete.

From FY 2010/11 Quarter 2 Report

The Board adopted a new fee schedule for Capacity Charges at its September 15, 2010 meeting. This project is now complete.

2B Review/report on Fiscal Capabilities on Periodic Basis

From FY 2009/10 Quarter 1 Report

The development of the Quarterly Financial Report is complete. This report will now be an ongoing report presented regularly to the Board.

The overall financial status of the District is strong. Long term fiscal sustainability is not at risk at the present time, but revenue from interest earnings and connection fees (based on both the fee itself and the total EDUs purchased) warrant attention.

From FY 2009/10 Quarter 2 Report

The development of the Quarterly Financial Report is complete. This report is now an ongoing report presented regularly to the Board.

The overall financial status of the District is strong. Long term fiscal sustainability is not at risk at the present time, but action on capacity charge fees will be necessary to maintain this long term stability. The refinancing of its long term debt will allow the District to fund its employee benefits liabilities (OPEB) and remain more financially stable in future years. Current year revenue from interest earnings and capacity charges warrant continued attention.

From FY 2009/10 Quarter 3 Report

The development of the Quarterly Financial Report is complete. This report is now an ongoing report presented regularly to the Board.

From FY 2009/10 Quarter 4 Report

The development of the Quarterly Financial Report is complete. This report is now an ongoing report presented regularly to the Board.

From FY 2010/11 Quarter 1 Report

The development of the Quarterly Financial Report is complete. This report is now an ongoing report presented regularly to the Board.

From FY 2010/11 Quarter 2 Report

The development of the Quarterly Financial Report is complete. This report is now an ongoing report presented regularly to the Board.

3A Resolve Current Facility Needs and Requirements

From FY 2009/10 Quarter 1 Report

The Board established a District Lands Committee to provide Board involvement in the project. As the project involves the negotiation of the sale of land, the District lands Committee has been providing regular updates to the Board in closed session.

From FY 2009/10 Quarter 2 Report

The Board established a District Lands Committee to provide Board involvement in the project. As the project involves the negotiation of the sale of land, the District lands Committee has been providing regular updates to the Board in closed session.

From FY 2009/10 Quarter 3 Report

The Board established a District Lands Committee to provide Board involvement in the project. As the project involves the negotiation of the sale of land, the District lands Committee has been providing regular updates to the Board in closed session.

From FY 2009/10 Quarter 4 Report

The Board established a District Lands Committee to provide Board involvement in the project. As the project involves the negotiation of the sale of land, the District lands Committee has been providing regular updates to the Board in closed session.

From FY 2010/11 Quarter 1 Report

The Board established a District Lands Committee to provide Board involvement in the project. As the project involves the negotiation of the sale of land, the District lands Committee has been providing regular updates to the Board in closed session.

From FY 2010/11 Quarter 2 Report

The Board established a District Lands Committee to provide Board involvement in the project. As the project involves the negotiation of the sale of land, the District lands Committee has been providing regular updates to the Board in closed session.

3B Complete 2009 Labor Negotiations

From FY 2009/10 Quarter 1 Report

Negotiations have been completed with all bargaining units. The new terms of the MOUs have been implemented. The new agreements expire on June 30, 2014.

From FY 2009/10 Quarter 2 Report

Negotiations have been completed and MOUs signed and implemented.

From FY 2009/10 Quarter 3 Report

Negotiations have been completed and MOUs signed and implemented.

From FY 2009/10 Quarter 4 Report

Negotiations have been completed and MOUs signed and implemented.

From FY 2010/11 Quarter 1 Report

Negotiations have been completed and MOUs signed and implemented.

From FY 2010/11 Quarter 2 Report

Negotiations have been completed and MOUs signed and implemented.

3C Update of Ordinance

From FY 2009/10 Quarter 1 Report

Due to other priorities, the overall program has been delayed. Staff has continued working on specific requirements mandated by the EPA and the Regional Water Quality Control Board.

From FY 2009/10 Quarter 2 Report

This project is shown as delayed because as of 12/31/2009, no new work had been performed on the project during that quarter.

The projected schedule will allow the Ordinance update to be approved and become effective before staff begins negotiations with the Regional Water Quality Control Board on the District's new NPDES permit in October.

It is important that the Ordinance be revised at the time the District begins its discussions with the Regional Board about its new NPDES permit.

From FY 2009/10 Quarter 3 Report

This project is shown as delayed because as of 3/31/2009, no new work had been performed on the project during that quarter.

The projected schedule will allow the Ordinance update to be approved and become effective before staff begins negotiations with the Regional Water Quality Control Board on the District's new NPDES permit in October.

It is important that the Ordinance be revised at the time the District begins its discussions with the Regional Board about its new NPDES permit.

From FY 2009/10 Quarter 4 Report

Staff almost completed the second draft of the ordinance. It is anticipated that the schedule will not be delayed.

Staff originally expected that new regulations regarding mercury discharge and abatement in dentist's offices would need to be included in the ordinance update. These regulations are not required to be included in the ordinance and can be implemented later by preparing and issuing Best Management Practices to dentists. Therefore, it is not necessary to conduct outreach to local stakeholders. The proposed ordinance changes do not impose new restrictions or significantly impact the operations and monitoring of current users.

From FY 2010/11 Quarter 1 Report

The Board approved the ordinance update. The project is complete.

From FY 2010/11 Quarter 2 Report

The Board approved the ordinance update. The project is complete.

From FY 2010/11 Quarter 2 Report
This project is complete.

3D Develop Management Succession Plan/ Train Backup Staff for Mission-Critical Positions

From FY 2009/10 Quarter 1 Report

With the hiring of a CFO and the adoption of a streamlined District Organization Chart, the formation of a four-person Executive Team has been implemented. Attempts to devote more executives' time to strategic issues have been made, but have generally succumbed to the need to focus on urgent tactical issues. The Team has contracted with a local management consultant for an all-day Team Building Session in December. A follow-on to this will be Team Building at the Management Level, and then, these efforts will move to individual functional units. Independent third-party vendors are being considered for both an employee-wide survey and a 360° for managers.

As these specific objectives are completed, other initiatives will be identified and implemented to ensure a process of continual improvement.

From FY 2009/10 Quarter 2 Report

The Executive Team completed their Team Building Retreat during this quarter and prepared a list of guiding principles in December.

Methods to implement the 360⁰ Review Process have been investigated, and various options reviewed. Staff made a recommendation to the Personnel Committee, which was followed up in Quarter 3. Because of the need to have both the Personnel Committee and the full Board weigh on this new process, the schedule has been revised.

The implementation details for the Employee Satisfaction Survey are still to be worked out, but it is believed it can be completed by the end of the fiscal year.

The Project is considered to be on track due to the high level of involvement by the Board.

From FY 2009/10 Quarter 3 Report

With guidance from the Board, priorities have evolved. Discussions with an outside consultant continued in this quarter and the Employee Survey will be lead by this consultant.

The schedule for the Employee Survey has been extended due to the need to involve both the Personnel Committee and the Board in reviewing the progress of the project and due to vacations. It is now believed that it will be completed by the end of summer. Further action items will be developed after the Board has reviewed the results of the survey.

The Project is considered to be on track due to the high level of involvement by the Board.

From FY 2009/10 Quarter 4 Report

With guidance from the Board, priorities have evolved. Discussions with an outside consultant continued in this quarter and the Employee Survey will be lead by this consultant.

The schedule for the Employee Survey has been extended due to the need to involve both the Personnel Committee and the Board in reviewing the progress of the project and due to vacations. It is now believed that it will be completed by the end of summer. Further action items will be developed after the Board has reviewed the results of the survey.

The Project is considered to be on track due to the high level of involvement by the Board.

From FY 2010/11 Quarter 1 Report

With guidance from the Board, priorities have evolved. Discussions with an outside consultant continued in this quarter and the Employee Survey was initiated and completed by this consultant. Survey results were presented to the Board on September 30, 2010. Next steps include the development of an action plan based on survey findings. Consolidated employee training program should be considered during development of action plan.

The Project is considered to be on track due to the high level of involvement by the Board.

From FY 2010/11 Quarter 2 Report

With guidance from the Board, priorities have evolved. Several activities have occurred to further the development of an action plan based on the Employee Survey findings. Consolidated employee training program should be considered during development of action plan.

The Project is considered to be on track due to the high level of involvement by the Board.