



Napa Sanitation District

Quarterly Report of Priority Goals
for
FY 2011/12 Quarter 1

July 1, 2011 – September 30, 2011

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Priority Goal Tracking Reports

<u>Goal</u>	<u>Description</u>
1A	Implement Wastewater Treatment Plant Master Plan Critical Projects
1B	Build New Administration Building and Corporation Yard
1C	Construct recycled water pipeline through Napa State Hospital to Skyline Park, and complete design & engineering for recycled water pipeline to MST
1D	Wet Weather Inflow/Infiltration Cost/Benefit Analysis
1E	Complete SCADA Master Plan Implementation
1F	Prepare Impact Analysis of Napa Pipe Development Project (at Developer's Cost)
2A	Update Financial Master Plan and Incorporate into Budget
2B	Complete Rate Study for Recycled Water
2C	Establish administrative policy, operational guidelines and fee structure for FOG receiving station
2D	Inventory and perform condition assessments for the District's capital assets

- 2E Develop non-rate, revenue-generating opportunities that fit within the District's mission, either on its own or through private/public partnership
- 3A Prepare safety and security vulnerabilities study and public communications plan
- 3B Develop policy and programs regarding the impact of wineries based on the 2009 Winery Study
- 3C Convert the District's Existing Ordinances to Code
- 3D Study Feasibility of Converting Waste to Product, and Increase Biosolids Beneficial Reuse
- 4A Implement Second Employee Survey
- 4B Management Succession Plan for Mission-Critical Positions
- 5A Develop Partnerships with Local Businesses and Other Agencies to Achieve Efficiencies and Common Goals
- 5B Redesign NSD Website
- 5C Best Management Practices for Major Pollutants
- 5D Customer Satisfaction Surveys

Status of Priority Goals

Quarterly Report: FY 2011/12 Quarter 1

Goal	Description	ON TRACK	WATCH	DELAYED
1A	Implement Wastewater Treatment Plant Master Plan Critical Projects			
1B	Build New Administration Building and Corporation Yard			
1C	Construct recycled water pipeline through Napa State Hospital to Skyline Park, and complete design & engineering for recycled water pipeline to MST			
1D	Wet Weather Inflow/Infiltration Cost/Benefit Analysis			
1E	Complete SCADA Master Plan Implementation			
1F	Prepare Impact Analysis of Napa Pipe Development Project (at Developer's Cost)			
2A	Update Financial Master Plan and Incorporate into Budget	PROJECT COMPLETE		
2B	Complete Rate Study for Recycled Water			
2C	Establish administrative policy, operational guidelines and fee structure for FOG receiving station			
2D	Inventory and perform condition assessments for the District's capital assets			
2E	Develop non-rate, revenue-generating opportunities			
3A	Prepare safety and security vulnerabilities study and public communications plan			
3B	Develop policy and programs regarding the impact of wineries based on the 2009 Winery Study			
3C	Convert the District's Existing Ordinances to Code			
3D	Study Feasibility of Converting Waste to Product, and Increase Biosolids Beneficial Reuse			

4A	Implement Second Employee Survey			
4B	Management Succession Plan for Mission-Critical Positions			
5A	Develop Partnerships with Local Businesses and Other Agencies to Achieve Efficiencies and Common Goals			
5B	Redesign NSD Website			
5C	Best Management Practices for Major Pollutants			
5D	Customer Satisfaction Surveys			

See Appendix for Explanation of Color Codes (page 37 of this document)

Fiscal Year 2010/2011

Fourth Quarter Financial Report

Overview

Revenues for the District came as expected or for the first quarter of the year, except for dumping fees charged to waste haulers, which continues a trend seen last fiscal year of lower than historical average activity. Capacity charges are slightly lower than expectations on a monthly basis, but this revenue source can vary greatly due to development activity. Recycled water revenues were slightly lower than average in the month of July.

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 quarter of FY 2010/11 are consistent enough with expectations that no increase to the operating budget is expected at this time.

Part 1 - Revenue Summary – All Funds

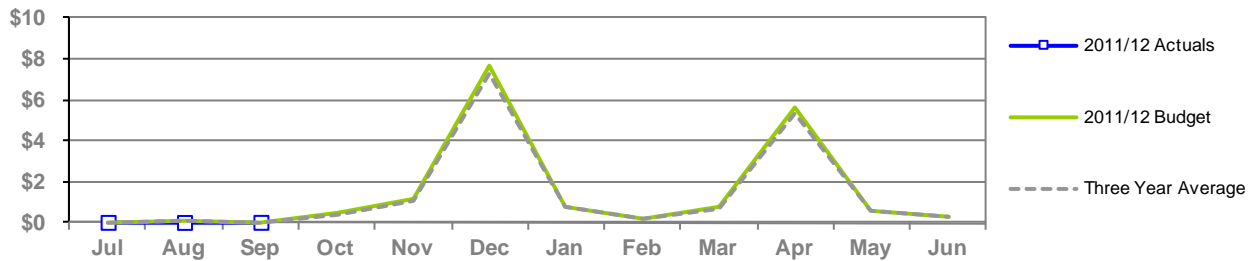
excludes contra revenue accounts

Item	Adopted Budget	Adjusted Budget	Actual YTD	Year End Projection	Actual YTD % of Budget	YE Projection % of Budget
Sewer Service Charges	17,733,620	17,733,620	124,300	17,300,000	0.7%	97.6%
Capacity Charges	1,165,980	1,165,980	186,178	1,000,000	16.0%	85.8%
Dumping Fees/Permits	215,480	215,480	44,934	180,000	20.9%	83.5%
Other Charges for Service	10,980	10,980	6,914	14,630	63.0%	133.2%
Land Lease	156,110	156,110	32,196	130,000	20.6%	83.3%
Recycled Water	276,830	276,828	139,349	265,000	50.3%	95.7%
Charges for Capital Services	617,300	617,300	172,225	615,000	27.9%	99.6%
Investment Interest	158,500	158,500	38,913	158,500	24.6%	100.0%
Interfund Transfer In	5,552,478	5,552,478	1,827,852	5,552,478	32.9%	100.0%
Miscellaneous/Other	4,513,500	4,513,500	152,840	1,655,700	3.4%	36.7%
All Revenues	\$30,400,778	\$30,400,776	\$2,725,701	\$26,871,308	9.0%	88.4%

Revenue Analysis

Sewer Service Charges by Month

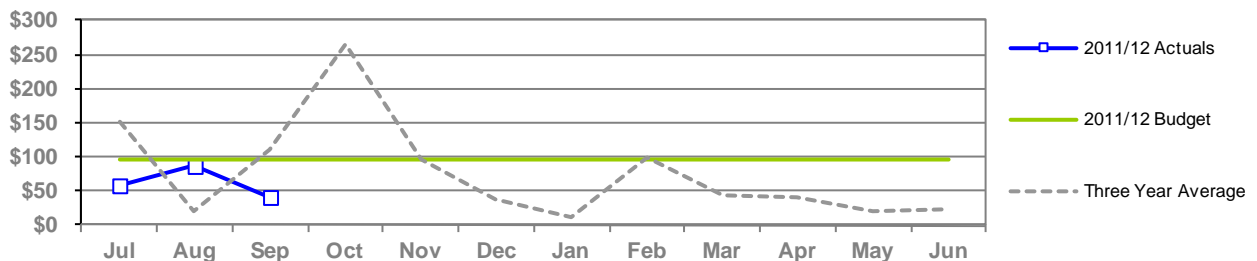
shown in millions



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

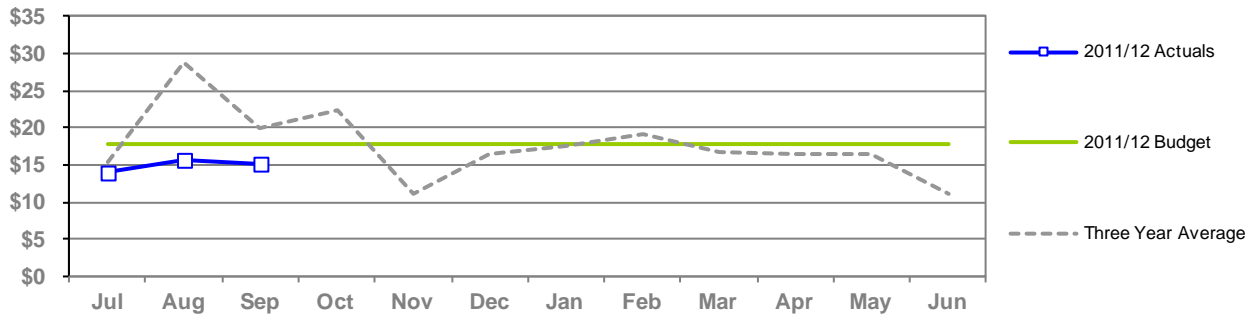
shown in thousands



Capacity charges for the first quarter were slightly lower than budgeted expectations. Based on the first three months, the year is anticipated to finish lower than budget unless a significant project pays fees or the overall development environment improves.

Dumping Fees/Permits by Month

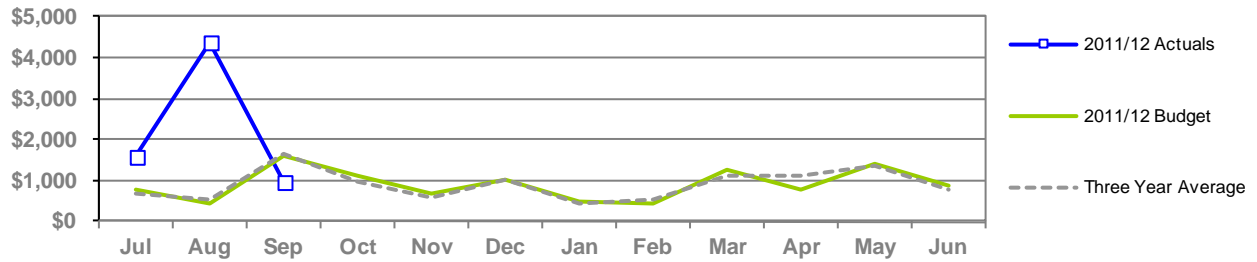
shown in thousands



Dumping fees and permits are slightly lower than budgeted. This revenue stream is being monitored closely. It appears that the revenue is stabilizing to a new “normal” of approximately \$15,000 to \$17,000 per month. Staff will continue to watch this over the next several months.

Other Charges for Services by Month

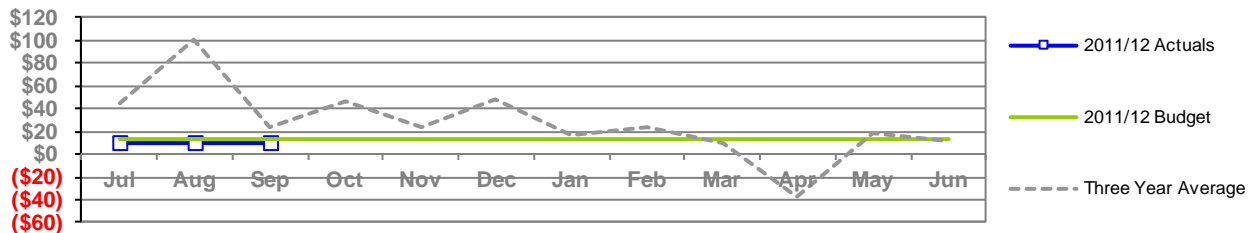
shown in actual dollars



Other Charges for Services, mostly plan review fees, are slightly higher than budgeted for the year, due to plan check fees in August. 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

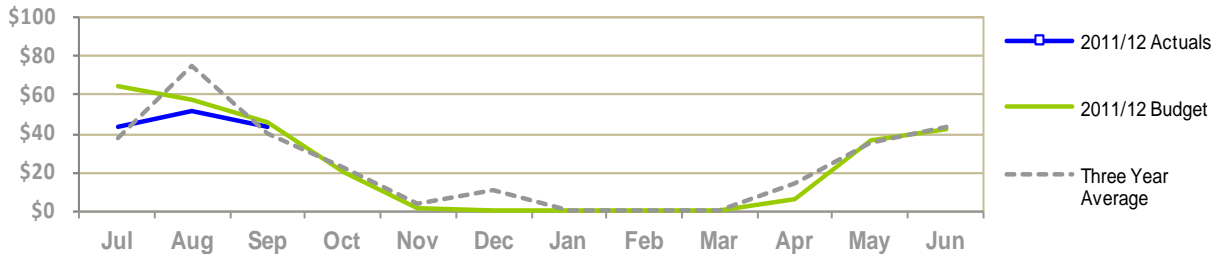
shown in thousands



Land lease revenue was approximately the same as was budgeted through the first quarter.

Recycled Water Revenue by Month

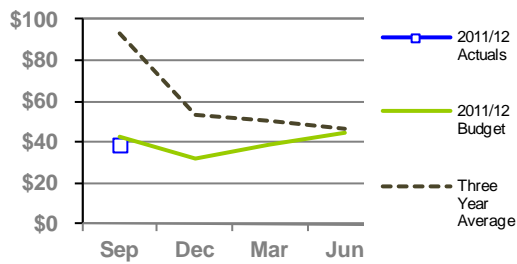
shown in thousands



Recycled water revenue was below budget for the first month of the quarter, due to an unusually cooler June which impact July water sales. August and September saw a return to more predictable usage patterns.

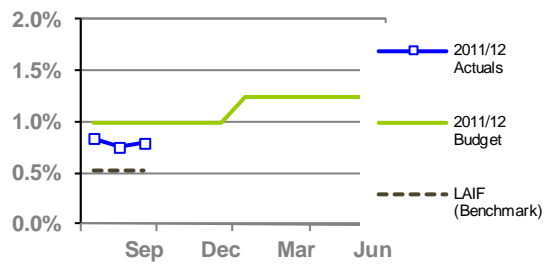
Investment Interest Earnings by Quarter

shown in thousands



Investment Interest Rate by Month

earnings rate



The interest earnings rate for the first quarter of the year continued its trend from last fiscal year of hovering at just under 1%. While the actual interest rate was lower than projected during budget development (1.00% in first quarter), the total interest earnings was approximately what was budgeted because of higher than projected fund balances. The Federal Funds rate is anticipated to remain between 0% and 0.25% for all of 2011 and into 2012, 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

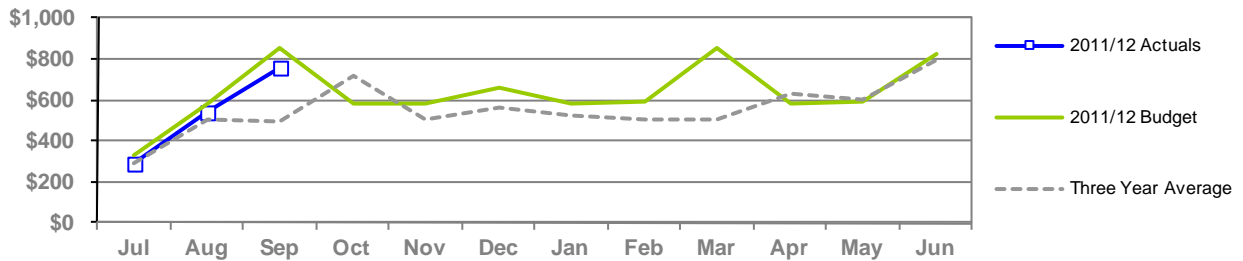
All Departments, All Funds

Item	Adopted Budget	Adjusted Budget	Actual YTD	Year End Projection	Actual % of Budget	Year End % of Budget
Salaries and Benefits	7,631,108	7,631,108	1,587,254	7,350,000	20.8%	96.3%
Services and Supplies	5,087,520	5,440,970	924,613	5,300,000	17.0%	97.4%
Other Charges	25,050	25,050	0	25,050	0.0%	100.0%
Debt Payments	2,750,548	2,750,548	1,849,471	2,630,000	67.2%	95.6%
Interfund Transfers Out	5,552,478	5,552,478	1,827,852	5,552,478	32.9%	100.0%
Operating Expenditures	\$21,046,704	\$21,400,154	\$6,189,190	\$20,857,528	28.9%	97.5%

Operating Fund Expenditure Analysis

Salaries & Benefits

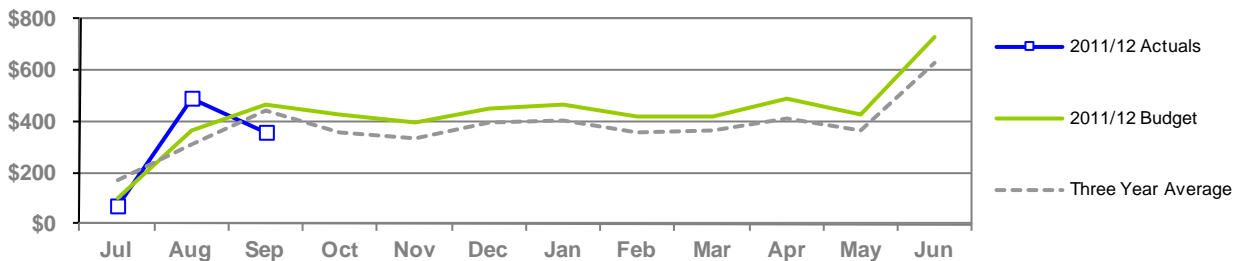
shown in thousands



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 and Plant Operator position.

Services & Supplies

shown in thousands



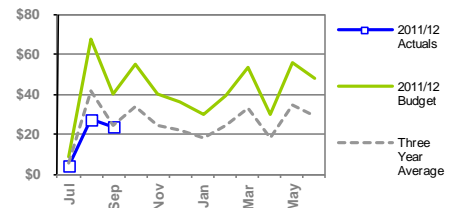
Overall, services and supplies expenses were slightly lower than budget for the quarter, with lower than expected expenses in July and September compensating for above average expenses in August. Services and supplies expense details for various departments are provided on the following pages.

Services & Supplies (continued)

shown in thousands

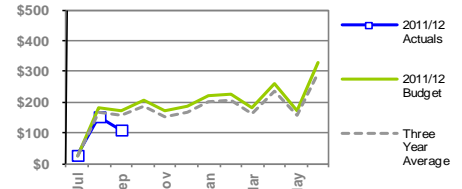
Collection System Maintenance

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



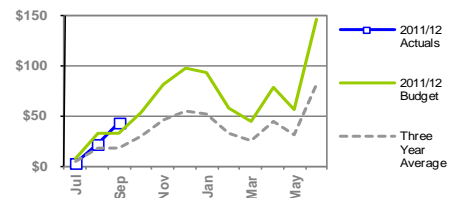
Treatment Plant Operations

Expenses at the treatment plant are slightly below budget expectations and the three year trend, but consistent with historical trends.



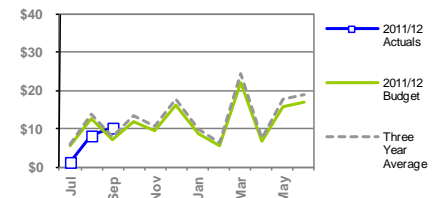
Treatment Plant Maintenance

Expenses for the first three months match budget expectations.



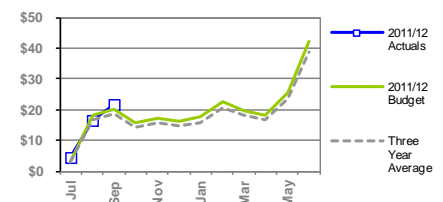
Treatment Plant Laboratory

Expenses are in line with budget forecast and historical trends.



Water & Biosolids Reclamation

First quarter expenses were consistent with historical trends and budget expectations.

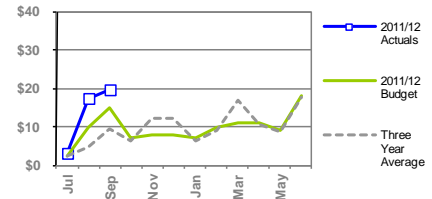


Services & Supplies (continued)

shown in thousands

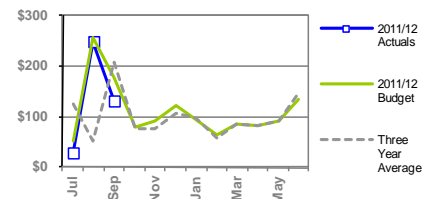
Engineering

Expenses are higher than historical trends due to several factors. The department continued to employ temporary staff to complete the Track-It data migration project and GIS mapping project (\$13,960). The annual maintenance fees for Track-It, ARC GIS, AutoCAD and Flowmaster were all paid during the first quarter this year (\$8,700), and the District made its payment for new aerial photos during the first quarter (\$5,000). These were all planned expenses and in the department's budget. Taking these expenses into consideration, it is still expected that the department will complete the year within budget.



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

Expenses were within budget projections and according to budget plan.

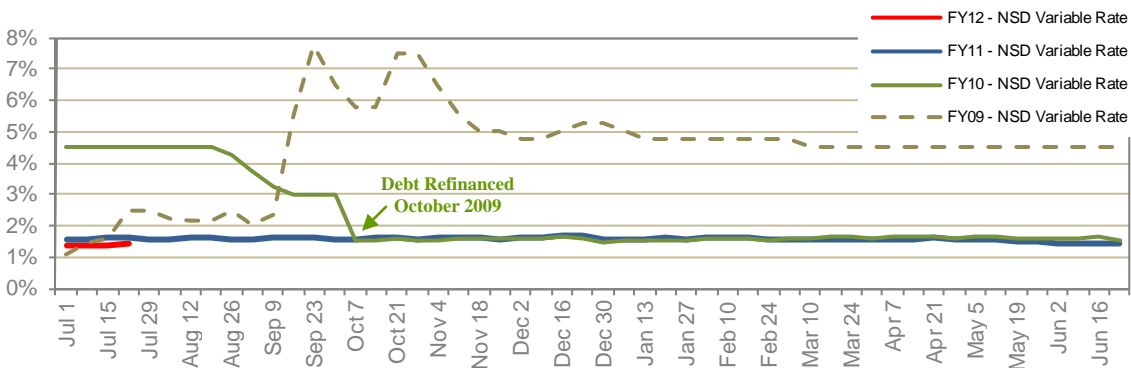


Property Taxes

The first payment of property taxes for Somky and Jamison Canyon properties will be paid in the second quarter. The second payments will be made in March.

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 1.55% to 1.75%, compared to 3.5% that was budgeted for this issue.

Series 2009A and Series 2009B debt service payments were made in the first quarter according to schedule. State Revolving Fund loan principal and interest will be due in December.

Part 3 - Capital Program Expenditure Summary

Project No.	Project Title	Prior Year Actuals	FY 11/12 Adj. Budget	FY 11/12 Actuals	Variance	% of Budget
Collection System						
2001	Main Line Sewer Repairs	40,842	75,320	2,442	72,878	3.2%
2002	Manhole Raising	62,459	164,000	52	163,948	0.0%
2003	Lateral Replacements	144,218	61,530	17,991	43,539	29.2%
2004	Cleanouts Installation	129,452	67,900	11,611	56,289	17.1%
2009	I&I Reduction Program	191,245	244,252	5,491	238,761	2.2%
2019	Basin L - I&I Reduction Project 1	20,599	1,080,341	11,939	1,068,402	1.1%
2021	Basin L - I&I Reduction Project 2	0	815,017	0	815,017	0.0%
2022	Browns Valley Rd & First Street	0	200,000	883	199,117	0.4%
2023	Trancas Street Relining	0	200,000	0	200,000	0.0%
Collection System-Equipment						
2506	Bypass System	14,703	5,921	1,905	4,016	32.2%
2511	Ford F550	34,964	19,441	19,324	117	99.4%
Lift Stations						
2806	West Napa Odor Control	693	119,107	0	119,107	0.0%
2807	West Napa VFD Replacement	32,460	7,400	2,400	5,000	32.4%
Treatment						
3008	FOG Receiving Station	126,904	803,292	39,016	764,276	4.9%
3009	Pond Aeration	0	122,500	0	122,500	0.0%
3010	RW Phase 1 Expansion-ARRA	2,403	391,667	5,464	386,203	1.4%
Treatment - Equipment						
3509	Residual Analyzers (Deox) Replacement	0	30,000	21,925	8,075	73.1%
3520	Plant Security Camaras (3)	18,252	9,682	6,865	2,817	70.9%
3523	Portable Pump Replacement	0	56,989	0	56,989	0.0%
3524	Ford F550	34,964	18,497	0	18,497	0.0%
3526	Register Hot Water Pumps (3)	0	11,000	0	11,000	0.0%
3527	DAFT Overflow Pumps (2)	0	10,000	0	10,000	0.0%
3528	Oven Replacements	0	5,000	0	5,000	0.0%
3529	Laboratory Information Mgmt System	0	91,000	0	91,000	0.0%
3530	Sample Refrigerator	0	9,500	0	9,500	0.0%
3531	Automated BOD Analyzer	0	43,000	0	43,000	0.0%
3532	Acid Dishwash	0	10,000	0	10,000	0.0%
3533	Dual Fuel Boiler Burner	0	75,000	0	75,000	0.0%
3534	Man Lift for Plant	0	10,000	0	10,000	0.0%
3535	Compressed Air Dryer	0	5,000	0	5,000	0.0%
3536	Energy Management System	0	40,000	0	40,000	0.0%
3537	Ammonia Analyzer	0	62,500	0	62,500	0.0%
3538	H Pad Actuator and Programming	0	30,000	0	30,000	0.0%
3539	Pond 4 PS Service Water	0	75,000	0	75,000	0.0%
3540	Spare Digester Mixer	0	118,333	0	118,333	0.0%
3541	Activated Sludge Diffuser Replacement	0	95,556	0	95,556	0.0%
3542	Tertiary Treatment Improvements	0	75,556	0	75,556	0.0%
3543	Digester Recirc Pumps (3)	0	22,500	890	21,610	4.0%
3544	Secondary PS Pump Rebuild	0	35,000	0	35,000	0.0%
3545	Electric Cart #1	0	7,000	0	7,000	0.0%
3546	Electric Cart #2	0	7,000	0	7,000	0.0%
3547	Electric Cart #3	0	7,000	0	7,000	0.0%
3548	Positive Displacement Pump	0	14,000	0	14,000	0.0%
3549	Ford F250 Diesel	0	50,000	0	50,000	0.0%

<u>Treatment - Structures</u>						
4006	Influent PS Bypass Piping	0	200,000	0	200,000	0.0%
4007	Pond Transfer Structures - Pond 1 to 2	225,149	18,500	79	18,421	0.4%
4010	WWTP Paving	0	8,471	0	8,471	0.0%
4011	Flocculating Clarifier Weirs	0	117,000	0	117,000	0.0%
4012	IPS Expansion	54	140,369	9,001	131,368	6.4%
<u>SCADA</u>						
4501	SCADA Upgrades Phase 3	201,196	7,500	2,168	5,332	28.9%
4503	SCADA MP Phase 4	116,014	1,047,626	4,146	1,043,480	0.4%
<u>Recycling - District</u>						
5005	Jameson Pump Station Rehab	9,167	49,526	47,844	1,682	96.6%
5011	Pull Flair Chopper Replacement	0	25,000	0	25,000	0.0%
5012	Recycled Water Jockey Pump	0	38,222	0	38,222	0.0%
5013	Bulk Spreader	0	50,000	0	50,000	0.0%
5014	Jameson Sprinkler Replace - Field A	0	80,000	0	80,000	0.0%
<u>Recycling - Expansion</u>						
5501	North Bay Wate Reuse Project	328,698	346,336	258,664	87,672	74.7%
5506	NSH Pipeline Construction-ARRA	1,178,247	2,722,000	162,093	2,559,907	6.0%
5507	MST Pipeline Design-ARRA	740,323	550,000	188,404	361,596	34.3%
<u>Other</u>						
6003	Development Technical Support	351,128	195,930	65,164	130,766	33.3%
6004	District Office and Corp Yard	184,634	1,000,000	42,499	957,501	4.2%
6504	Ford F150 (Const Inspctr)	0	26,000	0	26,000	0.0%
			12,024,281	928,260	11,096,021	7.7%

Priority Goal Tracking Reports

Overview

In May 2011, the Board adopted its current Strategic Plan, identifying the District's goals and objectives for the next four years. Implementation of the Board's priorities are underway and on track.

The following projects are complete:

- Update the Financial Master Plan, and incorporate the 10-year plan into the annual budget

Recommendations

There are no recommended changes to the priorities, projects or timelines in the Strategic Plan.

Goal Title **IMPLEMENT WWTP MASTER PLAN CRITICAL PROJECTS**

Status

On Track

Watch

Delayed

Leader **Brian Thomas**

Schedule Original Start: 05/01/2011 Original End: 06/30/2015
 Adjusted Start: _____ Adjusted End: _____

Budget: Original: \$31,600,000 Adjusted: _____

Project Description

The 2011 Wastewater Treatment Plant Master Plan identified several projects to maintain service levels at the Soscol Water Recycling Facility. The Phase 1 Recycled Water (RW) Expansion project will install new filters and secondary equalization tanks to increase dry weather recycled water production capacity up to 3,700 AFY. The Influent Pump Station (IPS) Expansion project will construct a new pump station with 60 million gallon per day wet weather pumping capacity. The Pond Aeration project will add 125-horsepower of mechanical aerators to the oxidation ponds to increase wastewater treatment capacity. These three projects will be debt financed.

Project Milestones

Task	% Complete	Original End Date	Revised End Date	Projected End Date
Phase 1 RW Expansion - CIP 3010				
Award Design Contract	100%	09/07/2011		
Complete Design	5%	01/01/2013		
Complete Construction		TBD		
IPS Expansion - CIP 4012				
Award Design Contract	75%	11/02/2011		
Complete Design		04/22/2013		
Complete Construction		TBD		
Pond Aeration – CIP 3009				
Award Design Contract	0%	04/20/2012		
Complete Design		01/01/2013		
Complete Construction		TBD		

Status Update as of FY 11/12 Quarter 1

Staff conducted consultant selection processes for the Phase 1 RW Expansion Project and the IPS Expansion Project. The selection processes included requesting statements of qualifications and proposals from consultants as well as interviewing selected consultants based on Staff’s review of their proposals.

Goal Title **BUILD NEW ADMINISTRATION BUILDING AND CORPORATION YARD**

Status



On Track

Watch

Delayed

Leader

Tim Healy

Schedule

Original Start: _____

Original End: _____

Adjusted Start: _____

Adjusted End: 7/31/2013

Budget:

Original: _____

Adjusted: \$7,090,000

Project Description

Relocate administration and engineering staff to a new administration building and construct a corporation yard at the Soscol Water Recycling Facility. To obtain partial funding for the project, sell surplus District properties at Hartle Court.

Project Milestones

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

Status Update as of FY 11/12 Quarter 1

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 and District Staff have been providing regular updates to the Board in closed session. It is anticipated that information regarding this project will come before the Board in open session during the Second Quarter of this fiscal year.

Goal Title **NSH RECYCLED WATER PIPELINE CONSTRUCTION & MST RECYCLED WATER PIPELINE DESIGN**

Status



On Track

Watch

Delayed

Leader

Brian Thomas

Schedule

Original Start: _____

Original End: **09/30/2012**

Adjusted Start: _____

Adjusted End: _____

Budget:

Original: **\$6,150,000**

Adjusted: **5,550,000**

Project Description

The District's existing recycled water pipeline terminates in Streblov Drive just west of State Route 221. The Napa State Hospital Recycled Water Pipeline includes construction of approximately 6,100 feet of 24-inch pipeline through Napa Valley College and Napa State Hospital (NSH) ending in Imola Avenue near the intersection with Shurtleff Avenue.

The MST Recycled Water Pipeline Project design will extend the District's pipeline from its terminus on Imola Avenue through the MST area ending near the intersection of Hagen Road and Third Avenue. The pipeline will provide recycled water for agricultural and landscaping uses. The project will consist of approximately 5.1 miles of new pipeline ranging in size from 12 to 24-inches in diameter and a new booster pump station near the beginning of the MST pipeline route.

Project Milestones

Task	% Complete	Original End Date	Revised End Date	Projected End Date
Complete NSH Construction	70%	11/25/2011		
Complete MST Design	90%	09/30/2011		10/28/2011

Status Update as of FY 11/12 Quarter 1

The NSH pipeline project is under construction. The contractor installed pipeline in the Napa Valley College property, under Highway 121 and in a portion of the NSH property.

The MST design is mostly complete. The consultant has completed all of the preliminary design studies, surveying, geotechnical investigations and prepared interim submittal sets of plans and specifications for the District to review.

Goal Title **WET WEATHER INFLOW/INFILTRATION COST/BENEFIT ANALYSIS**

Status



On Track

Watch

Delayed

Leader **Brian Thomas**

Schedule Original Start: 08/26/2008 Original End: 02/20/2013
 Adjusted Start: _____ Adjusted End: 12/31/2013

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

Project Description

The I&I Reduction Program will 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	100%	07/06/2011		
Award FY 11/12 I/I Evaluation	100%	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 11/12 Quarter 1

The Board awarded a consultant contract to conduct smoke testing and winter flow monitoring. Staff began planning the locations of the smoke testing that will occur next quarter.

Goal Title **COMPLETE 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: 12/31/2014

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

Project Description

The SCADA Phase IV Project is part of a five-phase project to increase the reliability of the District's SCADA system. SCADA Phase IV includes tasks that were identified as "Important" items in the SCADA Master Plan. These items include replacing outdated equipment, evaluating and upgrading the valve control network, installing field operator interface terminals, documentation of control and network diagrams and other equipment purchases.

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 Complete	100%	10/20/2010		
Award Design Contract, SCADA Phase IV	100%	12/01/2010		
Complete SCADA Phase IV Design	75%	07/26/2011	01/31/2012	
Complete SCADA Phase IV Construction		12/31/2012		
All Phases of Upgrade Complete				

Status Update as of FY 11/12 Quarter 1

This quarter, the consultant continued preparation of the design plans and specifications for the Phase IV project. The consultant finished additional work that was approved by the Board to document the wiring in the existing facility, work that will minimize the length of time portions of the treatment plant will need to be out-of-service during construction.

Napa Sanitation District Priority Goal Tracking Report

Goal Title **PREPARE IMPACT ANALYSIS OF NAPA PIPE DEVELOPMENT PROJECT (AT DEVELOPER’S COST)**

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

Leader **Brian Thomas**

Schedule Original Start: _____ Original End: **08/31/2012**
 Adjusted Start: _____ Adjusted End: _____

Budget: Original: _____ Adjusted: _____

Project Description

One of the District's comments on the Napa Pipe Development Draft Environmental Impact Report (DEIR) was that the developer must fund studies to analyze the impacts of the proposed development on the District's facilities. The District and the Napa Redevelopment Partners (NRP) agreed to analyze the impacts of the Napa Pipe Development "Mid-Range Density Alternative" on the District's facilities. Three separate consultant studies were authorized to analyze the impact of the proposed development on the collection system, recycled water system and wastewater treatment plant (WWTP).

Project Milestones

Task	% Complete	Original End Date	Revised End Date	Projected End Date
Complete Collection System Study	95%	08/24/2011		11/15/2011
Complete WWTP Study	85%	11/09/2011		
Complete Recycled Water System Study	35%	11/16/2011		

Status Update as of FY 11/12 Quarter 1

The Collection System Study is mostly complete. Staff met with NRP representatives to discuss the report. The final outstanding issue is a question regarding the required size of an I&I reduction project to offset the wet weather wastewater contribution from the proposed project. This question will be brought to the Long Range Planning Committee in November for discussion.

The WWTP Study draft report is being prepared for submittal to the District and NRP for review and comment.

The Recycled Water Study began initial preparation of the study documentation but needs the results of the water balance from the WWTP Study before work can begin to identify impacts to the District’s recycled water system.

Goal Title **UPDATE THE FINANCIAL MASTER PLAN AND INCORPORATE THE 10-YEAR PLAN INTO THE ANNUAL BUDGET**

Status **PROJECT COMPLETE**

Leader **Jeff Tucker**

Schedule Original Start: 03/01/2011 Original End: 06/30/2011
 Adjusted Start: _____ Adjusted End: _____

Budget: Original: \$0 Adjusted: _____

Project Description

Update the District’s 10-Year Financial Master Plan, last competed in 2008. Incorporate the proposed 10-Year Capital Improvement Plan and the recommended Sewer Service Charges rates proposed as part of the Proposition 218 process. Incorporate the update into the Annual Budget document.

Project Milestones

Task	% Complete	Original End Date	Revised End Date	Projected End Date
Present Updated Plan to Board	100%	04/30/2011		
Incorporate Plan in Budget Document	100%	06/01/2011		

Status Update as of FY 11/12 Quarter 1

This objective has been completed.

Goal Title **COMPLETE RATE STUDY FOR RECYCLED WATER**

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

Leader **Jeff Tucker**

Schedule Original Start: 06/01/2011 Original End: 12/31/2011
 Adjusted Start: _____ Adjusted End: _____

Budget: Original: \$25,000 Adjusted: \$33,000

Project Description

Complete a study of the cost to provide recycled water and make recommendations regarding recycled water rate methodologies and policies. This project was requested because of the pending actions in the MST and Carneros areas to expand the recycled water distribution system. Future users need to know how the District will calculate the rate for recycled water once the current user agreements expire in October 2015.

Project Milestones

Task	% Complete	Original End Date	Revised End Date	Projected End Date
Issue Request for Proposals	100%	06/30/2011		
Contract with Consultant	100%	07/29/2011		
Initial Board Policy Discussion	100%	08/17/2011		
Finance Committee Policy Discussion		10/13/2011		
Develop Alternatives & Recommendations	60%	10/14/2011		
Stakeholder Outreach	15%	10/27/2011		
Recycled Water Committee Review		11/15/2011		
Recommendation to Board		12/07/2011		

Status Update as of FY 11/12 Quarter 1

Raftelis Financial Consultants, Inc. was hired as the consultant for this study during the last week of July. On August 17, 2011, the Board had an initial discussion with staff and the consultant regarding various policy alternatives that could be studied. Next step is to conduct the financial study and formulate policy alternatives. The Board Finance Committee and Recycled Water Committee will review the policy options prior to outreach meeting with interested stakeholders, and the Recycled Water Committee will review the recommended alternatives after the outreach meeting.

Napa Sanitation District Priority Goal Tracking Report

Goal Title **ESTABLISH ADMINISTRATIVE POLICY, OPERATIONAL GUIDELINES AND FEE STRUCTURE FOR FOG RECEIVING STATION**

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

Leader **Jeff Tucker**

Schedule Original Start: 07/01/2011 Original End: 06/30/2012
Adjusted Start: _____ Adjusted End: _____

Budget: Original: \$0 Adjusted: _____

Project Description

With the completion of the FOG Receiving Station scheduled to be completed in late-Spring 2012, it is necessary for the District to establish operational policies and practices and to develop a fee structure for the facility. Some of these decisions require Board action, while others can be determined by the General Manager.

Project Milestones

Task	% Complete	Original End Date	Revised End Date	Projected End Date
Discuss proposed fees with Finance Committee	50%	10/13/2011		
Present draft ordinance to Board	50%	11/02/2011		
Adopt Ordinance		11/16/2011		
GM approves operating procedures		03/01/2012		
FOG Receiving Station begins operation		06/30/2012		

Status Update as of FY 11/12 Quarter 1

Staff will discuss the draft ordinance and proposed fee schedule with the Finance Committee in October 2011. The Ordinance is schedule for first reading on November 2, 2011.

Goal Title **INVENTORY AND PERFORM CONDITION ASSESSMENTS FOR THE DISTRICT'S CAPITAL ASSETS**

Status



On Track

Watch

Delayed

Leader

Jeff Tucker

Schedule

Original Start: 07/01/2012

Original End: 12/31/2013

Adjusted Start: _____

Adjusted End: _____

Budget:

Original: _____

Adjusted: _____

Project Description

It is a recommended practice that the District evaluate its practices for inventory control regarding its capital assets, and to determine whether there is adequate condition assessment information available to management to make necessary prioritization decisions regarding the renewal and replacement of capital assets. This project will begin with a preliminary assessment of information management systems, and then develop a scope of work for the project based on that assessment.

Project Milestones

Task	% Complete	Original End Date	Revised End Date	Projected End Date
Define Scope of Project		07/15/2012		

Status Update as of FY 11/12 Quarter 1

This project is not anticipated to begin until July 2012.

Goal Title **DEVELOP NON-RATE, REVENUE-GENERATING OPPORTUNITIES THAT FIT THE DISTRICT’S MISSION**

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

Leader **Tim Healy**

Schedule Original Start: 07/01/2011 Original End: 12/31/2012
 Adjusted Start: _____ Adjusted End: _____

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

Project Description

Develop possible ways for the District to enhance its non-rate revenues or reduce its operational or capital expenses. Work with the private sector in partnership, as appropriate. Work with the Board of Directors to ensure fit within the District’s mission and to “green light” various ideas for further development.

Project Milestones

Task	% Complete	Original End Date	Revised End Date	Projected End Date
Report to Finance Committee	80%	12/31/2011		
Future tasks TBD	0%			

Status Update as of FY 11/12 Quarter 1

Staff will met with the Finance Committee on October 13, 2011 to discuss a conceptual idea proposed by a private developer to 1) lease land near the plant for a waste-to-biogas facility, 2) lease land at Jameson Ranch for sorghum crops to be used in biogas generation, and 3) purchase electricity from the biogas generation company at a rate lower than the current rates paid by the Plant to PG&E.

Goal Title **PREPARE SAFETY AND SECURITY VULNERABILITIES STUDY AND PUBLIC COMMUNICATIONS PLAN**

Status



On Track

Watch

Delayed

Leader

Jeff Tucker

Schedule

Original Start: 01/01/2012
Adjusted Start: _____

Original End: 12/31/2012
Adjusted End: _____

Budget:

Original: \$0

Adjusted: _____

Project Description

The Soscol Water Recycling Facility has several safety and security plans, and these plans are trained regularly to ensure that all staff understand and can implement the plans. This project is to review those plans, particularly to ensure that they are adequately detailed in their plans for emergency communications, both with EMS responders and commanders as well as with the general public. This project will be overseen by the Safety, Training and Fleet Maintenance officer with assistance from the Management Analyst/Outreach Coordinator.

Project Milestones

Task	% Complete	Original End Date	Revised End Date	Projected End Date
Identify all applicable safety and security plans		01/31/2012		
Analyze all plans for completeness		04/30/2012		
Write plan guidelines for missing components, as necessary		12/31/2012		

Status Update as of FY 11/12 Quarter 1

This project will begin in January 2012, once the new Safety, Training and Fleet Maintenance Officer is more integrated into the District and his role as the safety and security officer.

Goal Title **DEVELOP POLICY AND PROGRAMS REGARDING THE IMPACT OF WINERIES BASED ON THE 2009 WINERY STUDY**

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

Leader **Brian Thomas**

Schedule Original Start: 07/01/2011 Original End: 10/31/2012
 Adjusted Start: _____ Adjusted End: _____

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

Project Description

The 2009 Winery Study indentified several types of wine production facilities that are currently operating within the District boundary. Only eight of these facilities are permitted by the District. The wine facilities in the Study range in size from large scale production facilities to small scale home based operations that have a business license from either the City or County. This project will develop policies for the District to follow for monitoring various types of winery operations.

Project Milestones

Task	% Complete	Original End Date	Revised End Date	Projected End Date
Present Draft Policy to Board	0%	07/15/2012		
Implement Final Policy		10/31/2012		

Status Update as of FY 11/12 Quarter 1

No action was taken on this project this quarter. Staff will begin preliminary discussions in the second quarter.

Goal Title **CONVERT DISTRICT ORDINANCES TO CODE**

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

Leader **Jeff Tucker**

Schedule Original Start: 09/01/2012 Original End: 12/31/2013
 Adjusted Start: 07/01/2011 Adjusted End: _____

Budget: Original: \$0 Adjusted: _____

Project Description

This project is to convert the approximately 90 ordinances adopted by the District since its creation into a District Code. This code will allow the public to know which ordinances are the current, active policies of the District. A District Code will allow for easier amendment and administration of ordinances and their amendments.

Project Milestones

Task	% Complete	Original End Date	Revised End Date	Projected End Date
Draft Outline of Code Completed	50%	12/31/2012		05/31/2012
Conversion Ordinance Proposed		09/30/2013		
Conversion Completion		12/31/2013		

Status Update as of FY 11/12 Quarter 1

Preliminary work has been completed on creating an organizational structure for the Code. This work was been submitted to Meyers Nave for legal review, comment and recommendation.

Goal Title **STUDY FEASIBILITY OF CONVERTING WASTE TO PRODUCT,
AND INCREASE BIOSOLIDS BENEFICIAL REUSE**

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

Leader **Tim Healy**

Schedule Original Start: 07/01/2013 Original End: 06/30/2014
Adjusted Start: _____ Adjusted End: _____

Budget: Original: \$50,000 Adjusted: _____

Project Description

Study the feasibility of turning more District waste products into usable products, including the capture of phosphorous and the increased use of biosolids for beneficial reuse.

Project Milestones

Task	% Complete	Original End Date	Revised End Date	Projected End Date
To be determined prior to project initiation				

Status Update as of FY 11/12 Quarter 1

This project is not anticipated to begin until FY 2013/14.

Goal Title **IMPLEMENT SECOND EMPLOYEE SURVEY**

Status



On Track

Watch

Delayed

Leader

Tim Healy

Schedule

Original Start: 07/01/2011

Original End: 01/31/2012

Adjusted Start: _____

Adjusted End: _____

Budget:

Original: _____

Adjusted: _____

Project Description

Implement the action plan from the employee survey conducted in Fall 2010. Complete a second employee survey in Fall 2011.

Project Milestones

Task	% Complete	Original End Date	Revised End Date	Projected End Date
Complete and implement action plan from Fall 2010 Survey	75%	12/31/2011		
Receive proposal for Fall 2011 survey	100%	08/15/2011		
Enter into contract for Fall 2011 survey	100%	08/31/2011		
Conduct Fall 2011 survey		11/18/2011		
Present survey results to Board		01/18/2012		

Status Update as of FY 11/12 Quarter 1

The action plan from the Fall 2010 survey has been completed, with various tasks already implemented or being developed. This includes the development of an improved system for the evaluation of employee performance. The District has entered into a contract with CPS Consulting for conducting the Fall 2011 survey, which is anticipated to be conducted in November.

Goal Title **MANAGEMENT SUCCESSION PLAN FOR MISSION-CRITICAL POSITIONS**

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

Leader **Cheryl Schuh**

Schedule Original Start: 07/01/2011 Original End: 10/31/2012
 Adjusted Start: _____ Adjusted End: _____

Budget: Original: _____ Adjusted: _____

Project Description

There are several key positions where backup has not been adequately developed or where the position includes reporting or other regulatory requirements that are time sensitive and critical to maintain. As a matter of Best Management Practices, the District will create a Succession Plan for these positions, to ensure that there is adequate backup and cross training to ensure an efficient transition when the position is vacated and to ensure that no critical tasks are understood by and can be performed by only one person.

Project Milestones

Task	% Complete	Original End Date	Revised End Date	Projected End Date
Identify the 6 most impacted positions and assign tasks of completing succession plans	100%	09/30/2011		
Complete draft plans for review by Executive Team	17%	03/31/2012		
Finalize Succession Plans by GM		06/30/2012		
Implement cross-training identified in plans		10/31/2012		

Status Update as of FY 11/12 Quarter 1

The six most impacted positions have been identified: 1) Human Resources Officer/Clerk of the Board, 2) Plant Manager, 3) Safety, Training and Fleet Maintenance Officer, 4) Recycling Director, 5) Senior Accountant, and 6) Lab Supervisor. Staff has been assigned to complete the draft plans. Draft plan for the Safety, Training and Fleet Maintenance Officer has been completed as a pilot project and is being reviewed by the Executive Team.

Goal Title **DEVELOP PARTNERSHIPS WITH LOCAL BUSINESSES AND OTHER AGENCIES TO ACHIEVE EFFICIENCIES AND COMMON GOALS**

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

Leader **Tim Healy**

Schedule Original Start: _____ Original End: **Ongoing**
 Adjusted Start: _____ Adjusted End: _____

Budget: Original: _____ Adjusted: _____

Project Description

The District will maintain current relationships and build others to improve the District’s ability to partner with local business and other governments on programs or projects that improve the District’s efficiency, promote the District’s goals, or support community goals and objectives.

Project Milestones

Task	% Complete	Original End Date	Revised End Date	Projected End Date
Ongoing efforts				

Status Update as of FY 11/12 Quarter 1

Activities this quarter include:

- Monthly meetings with NSD and County senior staff to coordinate the MST Pipeline design and construction project.
- Meet with Real Energy and Solid Waste representatives to discuss collaboration to reduce landfill waste, increase beneficial reuse of biosolids, and promote energy alternatives.
- Safety Officer established new relationships with safety officers at Fairfield-Suisun SD and Vallejo Sanitation & FCD for information sharing and training support.
- Planning with Clinic Ole, Queen of the Valley, and City of Napa staff on community Drug Take-Back Event.
- Active participation through NBWRA to coordinate and promote recycled water projects in the North Bay region.

Goal Title **REDESIGN NSD WEBSITE**

Status



On Track

Watch

Delayed

Leader

Jeff Tucker

Schedule

Original Start: 01/01/2011

Original End: 06/30/2012

Adjusted Start: _____

Adjusted End: _____

Budget:

Original: _____

Adjusted: _____

Project Description

Redesign the NSD website to include improved customer service information, rates and budget data, pollution prevention tips and Best Management Practices (BMPs), and a listing of District accomplishments. Convert site into the County’s Content Management System (CMS) and discontinue use of 3rd party site hosting and design services.

Project Milestones

Task	% Complete	Original End Date	Revised End Date	Projected End Date
Redesign site in CMS	75%	12/31/2011		
Develop new/edit existing text	60%	02/15/2012		
Train NSD staff on CMS	20%	02/15/2012		
Populate site with data	10%	03/31/2012		
Site testing	0%	04/15/2012		
“Go Live” with new site	0%	04/30/2012		
Complete enhancements	0%	06/30/2012		

Status Update as of FY 11/12 Quarter 1

New website design in CMS is underway, and anticipated to be finalized in December 2011. Staff completed its review of existing content and identified areas for new content that will be completed in the second quarter. Staff is now meeting with County ITS staff on a regular basis to review website design and content. One staff person has been trained on the CMS tool, with two others scheduled for early December 2011.

Goal Title **BEST MANAGEMENT PRACTICES FOR MAJOR POLLUTANTS**

Status **On Track**

Watch

Delayed

Leader **Jeff Tucker**

Schedule Original Start: 03/01/2011 Original End: 12/31/2012
 Adjusted Start: _____ Adjusted End: _____

Budget: Original: _____ Adjusted: _____

Project Description

Develop and disseminate to stakeholders Best Management Practices (BMPs) for major pollutants of concern.

Project Milestones

Task	% Complete	Original End Date	Revised End Date	Projected End Date
Present 3 BMPs to Board	75%	12/31/2011		
Present remaining BMPs to Board		12/31/2012		

Status Update as of FY 11/12 Quarter 1

Staff completed draft BMPs for FOG, dry cleaners and plumbers during the quarter. An internal staff meeting was held with senior management to review the BMPs. Complete revisions and a recommendation on which BMPs will be mandatory will be presented to the Board at the end of the second quarter.

Goal Title **CUSTOMER SATISFACTION SURVEYS**

Status

On Track

Watch

Delayed

Leader **Jeff Tucker**

Schedule Original Start: 07/01/2011 Original End: 11/30/2011
 Adjusted Start: _____ Adjusted End: _____

Budget: Original: _____ Adjusted: _____

Project Description

Develop a program of ongoing customer satisfaction surveys for plug-up calls and cleanout installations. Surveys will be sent to all residents where the District responds to a plug-up call, and where District staff installs cleanouts.

Project Milestones

Task	% Complete	Original End Date	Revised End Date	Projected End Date
Survey design draft complete	100%	8/31/2011		
Internal review complete	100%	9/30/2011		
Final Survey complete / printed		10/21/2011		
Surveys put into use		11/30/2011		
Compilation of survey data/ survey revisions		Ongoing		

Status Update as of FY 11/12 Quarter 1

Surveys were developed for plug-up calls and cleanout installations in August 2011. Staff reviewed and refined during August-September 2011. Surveys are intended to begin going out next quarter.

APPENDIX

A. Explanation of Color Codes (1 page)

B. Excerpt from NSD Strategic Plan: Priority Goals (6 pages)

Goal 1: Infrastructure Reliability

Goal 2: Financial Stability

Goal 3: Operational Capability

Goal 4: Employee Development

Goal 5: Community Outreach and Communication

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.

FROM NSD STRATEGIC PLAN

V. NSD Goals and Objectives

The NSD Strategic Plan is organized according to five major goal areas:

Goal One: Infrastructure Reliability

Goal Two: Financial Stability

Goal Three: Operational Capability

Goal Four: Employee Development

Goal Five: Community Outreach and Communications

The goal areas represent Board members' overall top priorities. Within each goal area, Board members identified their top priority projects, and programs which are summarized on the following pages.

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. Implement Wastewater Treatment Plant Master Plan critical projects:

- Pond Aeration
- RW Equalization and Filters
- Influent Pump Station

Complete by June 30, 2015

1B. Build new administration building and corporation yard.

Complete by December 31, 2013

1C. Construct recycled water pipeline through Napa State Hospital to Skyline Park, and complete design & engineering for recycled water pipeline to MST.

Complete by September 30, 2012

1D. Wet Weather Inflow/Infiltration Cost/Benefit analysis

Complete by December 31, 2013

1E. Complete SCADA master plan implementation

Complete Phase 4 by December 31, 2012

Complete Phase 5 by December 31, 2014

1F. Work with developer (at developer's cost) to prepare an impact analysis of the Napa Pipe development project.

Complete by August 31, 2012

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. Update the Financial Master Plan, and incorporate the 10-year plan into the annual budget.

Complete by June 30, 2011

2B. Complete a rate study for recycled water.

Complete by June 30, 2012

2C. Establish administrative policy, operational guidelines and fee structure for FOG receiving station.

Complete by June 30, 2012

2D. Inventory and perform condition assessments for the District's capital assets.

Complete by December 31, 2013

2E. Develop non-rate, revenue-generating opportunities that fit within the District's mission, either on its own or through private/public partnership.

Complete by December 31, 2012

GOAL THREE: OPERATIONAL CAPABILITY

Implement and maintain effective operational 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. Prepare safety and security vulnerabilities study and public communications plan.

Complete by December 31, 2012

3B. Develop policy and programs regarding the impact of wineries based on the 2009 Winery Study.

Complete by October 31, 2012

3C. Convert the District's existing ordinances to code.

Complete by December 31, 2013

3D. Study the feasibility of turning more waste products into usable products, including the capture of phosphorous and the increased use of biosolids for beneficial reuse.

Complete by June 30, 2014

GOAL FOUR: EMPLOYEE DEVELOPMENT

Maintain a dynamic and skilled workforce through employee engagement, professional development and opportunities for advancement

The NSD Board wants to create a positive and respectful working environment that encourages all employees to do the best job possible for the ratepayers of the District.

The NSD Board established the following key objectives:

4A. Implement action plan from Fall 2010 Employee Survey, and complete second employee survey in Fall 2011.

Complete by January 31, 2012

4B. Develop a management succession plan and identify and train back-up staff for all mission-critical positions.

Complete succession plan for the 6 most critical staff positions by October 31, 2012

GOAL FIVE: COMMUNITY OUTREACH AND COMMUNICATION

Provide ratepayers with the information they need to understand NSD mission, operations, finances and rate structures.

The NSD Board wants to ensure that NSD operates in a transparent manner and serves as a resource to all ratepayers of the service area.

The NSD Board established the following key objectives:

5A Be proactive in developing partnerships with local businesses and other public agencies to achieve efficiencies and common goals.

Ongoing

5B Redesign the NSD web site to include improved customer service information, rates and budget data, pollution prevention tips and BMPs, and a listing of District accomplishments.

Complete by June 30, 2012

5C Develop and disseminate to stakeholders Best Management Practices (BMPs) for major pollutants of concern.

Complete 3 most critical BMPs by December 31, 2011

Complete remaining BMPs by December 31, 2012

5D Develop a program of ongoing customer satisfaction surveys for plug-up calls and cleanout installations.

Complete design by November 30, 2011, for implementation in 2012