



NAPA SANITATION DISTRICT
Strategic Plan
~~2017~~-2019-2021

May ~~315~~, ~~2017~~2019 (tentative)

Napa Sanitation District Strategic Plan

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I. Introduction and Overview

The purpose of the Strategic Plan is to describe the goals, objectives and priorities of the Napa Sanitation District (NapaSan).

The Strategic Plan reflects the direction, insights and expertise of NapaSan Board of Directors and NapaSan staff.

NapaSan strategic planning began in 2008 with work sessions involving the Board of Directors and Department heads. Subsequent Board of Directors work sessions in 2011, March 2013, March 2015, March 2017 and most recently in April 2019~~2017~~ provided the forum to review and critically evaluate key components of the "Planning Guide" adopted by the Board in 2009, including the environmental scan, the mission and vision statements, strategic goals and objectives, and priority projects and programs. In this 2017-2019 plan update we engaged-continue the internal recommendations of method of engagement with our staff and other key stakeholders, engaging the support of our outside facilitator Dr. Larry Bienati of the Bienati Consulting Group, Inc.

This document represents the culmination of these planning activities and discussions and provides the overall strategic direction for the Napa Sanitation District.

II. NapaSan Accomplishments from ~~2015~~ 2017 Strategic Plan

Since the last update of NapaSan's Strategic Plan in ~~2015~~2017, NapaSan has made strong progress towards achieving Board priorities. Construction projects are on schedule ~~and under budget~~, policy direction has been provided, and NapaSan remains on solid financial footing. Directors specifically noted ~~a greater atmosphere of customer service and teamwork, and the accomplishments in with~~ recycled water expansion reduction of inflow and infiltration (I&I) in the collection system, improved working conditions, and the success of the internship and volunteer program.

Specific achievements during the last two years include:

- Completion of a number of key projects identified in the previous NapaSan Strategic Plan including MST recycled water distribution expansion, sewer rehabilitation projects to meet the new 2% annual replacement goal, and the beginning of the recycled water fill station project. ~~including:~~
 - ~~— The influent pump station replacement~~
 - ~~— Pond 1 aeration installation~~
 - ~~— Recycled water equalization and filters~~
 - ~~— MST recycled water distribution~~
 - ~~— LCWD recycled water distribution~~
 - ~~— Basin L and other sewer rehabilitations to reduce I&I~~
 - ~~— In house repair and rehabilitation~~

- Completion of a series of programs and activities also identified in the previous NapaSan Strategic Plan including the finalization of a financing strategy for Browns Valley Road Trunk and West Napa Pump Station projects (pending state approval), implementation of the Communications Plan, executing a lease option agreement for the installation of a floating solar array on Ponds 3 and 4.
 - ~~▪ including:~~
 - ~~— Negotiation of a new 5-year NPDES permit~~
 - ~~— Financing strategy for Browns Valley Road sewer project~~
 - ~~— Completed implementation of the Staffing Master Plan recommendations~~
 - ~~— Creation of a Communications Plan~~
 - ~~— Completion of solar power array (through power purchase agreement) and interconnection agreement with PG&E~~
 - ~~— Compliance with NPDES Permit~~

- The ~~start-up~~ continued implementation of the asset management system program.

- The sewer service charge fee methodology study and capacity charge update study and Proposition 218 process

NapaSan staff also noted the improved efficiencies in overall NapaSan operations which were achieved or those which are in-process including:

- **Negotiated Savings in Employee Contracts** - Employee contract negotiations in 2009 and 2014 resulted in systemic reductions in the growth of retirement benefits. NapaSan continued to see benefits the past two years from decisions made in these employee contracts.

- ~~▪ **Federal and State Grants** - The District has received multiple state and federal grants to help pay for various recycled water projects, including MST, LCWD, the NapaSan Recycled Water Phase 1 Expansion, and the North/South RW Line Split projects. These projects also help on the operating budget side by reimbursing engineering and project management expenses.~~

- ~~▪ **Revenues from Land Leases** - The lease of the Somky Ranch and lease of land to Eagle Vines Golf Course has generated significant revenues for NapaSan to fund its Low Income Assistance Program for sewer service charges. ~~The lease of the Somky Ranch and lease of land to Eagle Vines Golf Course has and will continue to generate significant revenues for NapaSan. This is the source of funding for NapaSan's Low Income Assistance Program for sewer service charges.~~~~

Overall Board and staff members believe that much was accomplished during the last two years in accordance with the priorities set forward in the ~~2015~~ 2017 NapaSan Strategic Plan.

III. Environmental Scan

CURRENT TRENDS, CHALLENGES AND OPPORTUNITIES

Board members and other stakeholders identified a myriad of issues, challenges and opportunities facing NapaSan as it looks to the future. This section includes items identified in the course of the Board Strategic Planning sessions since 2011.

Wastewater Treatment System

- Monitoring and addressing new system requirements related to discharge limitations

- Recognizing and understanding treatment plant vulnerabilities, determining the level of acceptable risk and developing contingency plans and appropriate messages and responses
- ~~Integrating winery waste into the NapaSan waste systems infrastructure~~
- ~~Maintaining and replacing aging sewer infrastructure Addressing aging infrastructure: maintenance and replacement of lines and equipment~~
- ~~Increasing the capture of resources for~~ Maintaining the high rates of beneficial reuse
- Maintaining compliance with all environmental regulations
- Understanding the potential impact of Constituents of Emerging Concern (CECs), such as endocrine disrupters, on the treatment process and potential regulatory requirements
- Implementing long-term system master plans

NapaSan Recycled Water Services

- Increasing demand for recycled water
- Expanding use of recycled water
- Change in regulatory restrictions
- Evaluating the allocation of water in the recycled water program
- Expanding recycled water delivery in the Milliken-Sarco-Tulocay (MST) and Los Carneros Water District (LCWD) areas ~~area~~

Customer Service

- Providing excellent, responsive customer service
- Providing excellent and timely plan checking services
- Developing and promoting “business friendly” policies and practices
- Understanding our ~~new~~ ongoing role as water “purveyor”

Resource Stewardship and Efficiencies

- An increasing focus by regulators and customers on water quality and nutrient removal
- Continuing to evaluate opportunities for waste as a resource

- Continuing development of cost-effective energy production
- Maximizing energy efficiency and conservation
- Exploring opportunities to utilize renewable energy sources

Facilities and Operations

- Continuing impact of technology on NapaSan operations and evaluate potential threats cyber-attacks to our systems
- ~~Developing a Business Continuity Plan~~Enhancing the District's resiliency plan and preparedness
- Meeting all regulatory standards now and in the future
- Considering the potential impact of rising sea levels on NapaSan operations, such as the impact on pond levees, sewer assets adjacent to the river and creeks, salt water I&I intrusion, and the impacts of drought and larger storm events on the Collection System, treatment process and recycled water quality.

Human Resources and Employee Development

- ~~Evaluating the total compensation systems to ensure NapaSan continues to attract and retain quality employees~~
- Expanding the existing succession plan and having the back-up staff and potential new leaders in place who are cross-trained and ready to take on new assignments if necessary
- ~~Getting~~Attracting and recruiting the right skilled people
- Maintaining an emphasis on workplace safety
- Maintaining good labor and management relations

Organization, Budget and Finance

- Maintaining a solid financial footing (currently have a AA rating)
- Managing the conflict between political process and financial stability
- Balancing current rates against future needs (affordability issues)
- Keeping costs under control
- Implementing new residential sewer service rates with appropriate usage categories (single family residence (SFR), apartment, condo, accessory dwelling units (ADU))
- ~~Evaluate methodology for residential sewer service rates and capacity charges to determine for appropriate usage categories (SFR, apartment, condo, ADU), potentially incorporating a water usage component, and changes in billing methods~~
- Assess possibilities for affordable housing assistance
- Analyze long term liabilities for retirement (pension) and medical expenses (OPEB) and ~~develop~~implement strategies for managing
- Evaluate and expand existing partnerships with other agencies in areas of capital improvements, education, outreach, operations and administration~~providing shared services for potential expansion~~
- Setting clear priorities

- Acquiring the data and information needed to make sound decisions with regard to future capital projects
- Advocating for sound policies at the regional, state and federal levels?

Public Engagement, Attitudes and Perception

- Implementing a proactive approach to community outreach
- Developing key messages for NapaSan and our value proposition in what we do
- ~~Dedicating additional financial resources to community outreach~~
- Clearly communicating complex topics including the establishment of service and rate setting
- Continuing need to make all aspects of NapaSan transparent to the public

NAPASAN CONSTITUENCIES AND CUSTOMERS

The Board identified NapaSan's core stakeholders and broadly discussed their importance and the role they play in NapaSan decision-making and operations.

Stakeholders	Stakeholder Needs and Expectations	Stakeholder Contributions
A. Regulators	Regulatory compliance	Regulatory requirements and guidelines
B. Ratepayers	Fair, equitable rates and transparency	Fees, service level requests, public meeting comments Fees
C. Agencies	Collaboration and partnership	Technical information and support, administrative services
D. Policy-Makers	Top performance and transparency	Policy direction
E. NapaSan Employees	Tools and resources	Customer service, executing on strategic plan

IV. NapaSan Vision and Mission Statements

Vision Statement

NapaSan will provide reliable service to its customers in its management of Napa's critical water resources, manage risks intelligently and will remain in full compliance with all applicable regulations while anticipating and preparing for the future.

Mission Statement

The **mission of NapaSan** is to collect, treat, beneficially reuse and dispose of wastewater in an effective and fiscally responsible manner that respects the environment, maintains the public's health and meets or exceeds all local, state and federal regulations.

Values

NapaSan staff and Board members adhere to a set of core values in all aspects of operations:

- Safety
- Fiscal Responsibility
- Manage Risks Intelligently
- Environmental Stewardship
- Quality Customer Service
- Collaboration
- Transparency
- Pragmatism
- Professional Excellence
- Fairness
- Innovation

V. NapaSan Goals and Objectives

The NapaSan Strategic Plan is organized according to ~~six~~seven major goal areas:

Goal One: Infrastructure Reliability

Goal Two: Financial Stability

Goal Three: Operational Optimization

Goal Four: Employee Development

Goal Five: Community Outreach and Communications

Goal Six: Resource Recovery

Goal Seven: Regulatory Compliance

The goal areas represent Board members' overall top priorities. Within each goal area, Board members and operational staff identified their top priority strategies and resulting 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 NapaSan service area.

Systematic replacement of NapaSan'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 in five, ten or more years from now. NapaSan must ensure that treatment capacity will be in place to address current and projected future business and residential capacity needs.

The District Board established the following key objectives:

1A. Strive to replace and rehabilitate at least 2% of sewers annually, and preferably higher, with a focus on reducing Inflow & Infiltration

~~Through the end of Fiscal Year 2018/19, Continue recent achievements to average at least 1.32.0% replacement or rehabilitation of sewers, focusing on those basins with significant inflow and infiltration of stormwater and groundwater, with the desired goal of a higher replacement rate if possible. Consider condition of pipe, risk analysis, City of Napa road paving schedules, and salinity of infiltration (for chlorides issue) as additional factors in prioritization. Starting in Fiscal Year 2019/20, increase the goal to an average minimum annual replacement rate to 2.0%.~~

Timeframe:

~~Staff will report to the Board at the end of each year's replacement and rehabilitation project on progress toward the 2% goal. Staff will report annually, by September 30, on the I & I flow monitoring results. This is an annual goal expected to continue beyond the timeframe of this strategic plan.~~

1B. Continue to Implement an Asset Management program

Asset Management will help NapaSan to be proactive in addressing the management of its collection system, plant and recycled water infrastructure. It will result in better prioritization of projects and reduced costs by predicting the most cost effective timing for asset maintenance, renewal and replacement.

Timeframe:

~~Present an updated strategy and plan for Board consideration and approval by June 30, 2019. Complete implementation of Phase 1 CMMS software installation by converting existing data to GIS-compatible data, migrating the existing databases into the new system, and testing and auditing the data by June 2020. Update the Board on the status of Asset Management implementation, progress of the program, and confirmation of strategic direction by December 31, 2020. Board acceptance of Asset Management Plan by June 30, 2017. Implement Phase 1 of plan by December 31, 2018.~~

~~Plan will include timeframe and anticipated costs for future program milestones.~~

1C. Design and construct the Browns Valley Road Interceptor and ~~any associated capacity enhancements at~~ replacement of the West Napa Pump Station

This is a significant project in the 10-year Capital Improvement Plan.

Timeframe:

Begin construction by May 2020, with completion anticipated in early spring 2022.

~~Complete construction by December 31, 2019.~~

1D. Update the Collection System Master Plan, ~~and~~ Treatment Plant Master Plan and SCADA System Master Plan

The current Collection System Master Plan (CSMP) was completed in 2007. With the completion of several I&I sewer rehabilitation projects and post-construction flow monitoring data, the Master Plan should be updated to incorporate the results. Once the CSMP is complete and projected flow and loading data is understood, the Treatment Plant Master Plan (TPMP) should be updated to align with the CSMP and address both capacity issues and anticipated changes in the regulatory environment.

Concurrently, the master plan for the SCADA system, which allows for automation of treatment plant and pump station activities, should be updated to address any deficiencies in resiliency, reliability and security.

Timeframe:

Complete CSMP by June 30, 2020.

Begin TPMP before August 1, 2020, with completion by June 30, 2022.

Complete SCADA System Master Plan by June 30, 2020.

~~Begin TPMP upon completion of the CSMP.~~

1E. Study whether to implement a Private Lateral Program

Study the benefits to NapaSan of developing a private lateral program for the reduction of inflow and infiltration (I-&I). Complete pilot projects ~~that are anticipated to be complete in Summer 2018,~~ with flow monitoring ~~in Winter 2018/2019~~ following in the winter months. Then develop policy options for Board consideration.

Timeframe:

First three pilot projects are completed, with flow monitoring results for the first two. Complete flow monitoring for third pilot by September 30, 2019. Complete fourth and fifth pilot projects in summer 2019 and summer 2020, with flow monitoring completed spring 2021. Develop policy options, including cost analysis and program design options, for Board consideration

by December 31, 2021.

~~Complete pilot projects by October 31, 2018.~~

~~Complete flow monitoring by September 30, 2019.~~

~~Develop policy options for Board consideration by December 31, 2020.~~

GOAL TWO: FINANCIAL STABILITY

Ensure adequate fiscal resources to fulfill NapaSan's mission.

The District Board has a fiduciary responsibility to ensure that adequate financial resources are in place to operate NapaSan and carry out its mission, and that those resources are used efficiently.

The District Board established the following key objectives:

- 2A. Update NapaSan's Sewer Service Charge Rate Study in anticipation of the Prop 218 Hearing and Rate Setting Process in Spring 2021. Conduct study of sewer service charge and capacity charge methodologies for residential customers and development, and make recommendation for Board consideration

The study should update the current model for domestic, commercial and industrial sewer service charges, and make recommendations regarding the rate structure, cost of service and calculated rates based on the current level of service, as articulated in the Ten-Year Financial Plan and Ten-Year Capital Improvement Plan.

~~There are several components to be evaluated in the study.~~

~~For sewer service charges, the study should evaluate the basis for differentiation of residential customers (SFR, condos, apartments, ADUs, etc.), whether the rates should have a volumetric component (i.e., be partially based on water consumption), the methodology for revenue collection (property tax bill vs. direct invoicing), the Low Income Assistance Program, and look at affordability issues for low-income housing and seniors.~~

~~For capacity charges, the study should evaluate the methodology for assessing charges to residential development, policies regarding affordable housing projects, and Accessory Dwelling Units (ADUs).~~

The study should have significant and meaningful public outreach and stakeholder input built into the information gathering and policy option development process.

Timeframe:

Present scope of work for the study and associated outreach campaign to the Board by June 30, 2020. Completion of the study and associated outreach prior to the Prop. 218 hearing in March 2021.

~~First deliverable will be a recommendation on changes to NapaSan's capacity charges for Accessory Dwelling Units. Select consultant and have under contract by September 30, 2017. Present scope of work and outreach plan to Board for approval by December 31, 2017. Approved scope of work will contain schedule and milestones for study. Work will begin in early 2018, with an anticipated completion by December 31, 2018.~~

~~2B. Evaluate long term liabilities, including pension liability and OPEB liability, and develop policy options for Board consideration.~~

~~NapaSan has long term liabilities associated with pensions and other postemployment benefits (OPEB). In 2010, NapaSan established an irrevocable trust to address OPEBs, which is now approximately 40% funded, and is on track to fund this liability within the next 13 years. For pension liabilities, NapaSan has not developed a long term strategy other than to "pay as you go" With CalPERS Staff will develop several strategies for Board consideration to address long term liabilities.~~

~~Timeframe:~~

~~Present status of existing liabilities and strategy options to the Board for consideration by March 31, 2018, in anticipation of FY 2018/19 budget incorporation.~~

~~2C. Continue efforts to develop~~Conduct comprehensive review of strategies for developing non-rate/non-fee based revenues through the development of land leases.~~, including land leases, and provide options.~~

NapaSan owns properties that are currently being leased and/or are available for non-district usage for revenue generation. The Board has provided direction to staff on strategies to convert these properties into revenue streams. Staff will implement the direction provided by the Board.~~Staff will review current and potential strategies for revenue generation from these properties, and develop a comprehensive strategy with the Board for these properties.~~

Timeframe:

Ongoing. Discussions with Lands Committee ~~to explore options and/or Board of Directors on progress evaluate proposals,~~ as appropriate.

GOAL THREE: OPERATIONAL OPTIMIZATION

Implement and maintain effective and efficient operational practices.

The District Board wants to operate NapaSan at or above best practices, utilizing proven technology. Customers, ratepayers and internal staff all deserve high quality service through efficient use of our resources.

The District Board established the following key objectives:

3AB. Continue to work with local partners on projects or programs that result in efficiencies and cost savings for our ratepayers and the populations we serve.~~Continue to evaluate opportunities for shared services~~

NapaSan currently outsources administrative services to Napa County, including Accounting (payroll, accounts payable, accounts receivable, general ledger, software maintenance), Human Resources (benefits administration, HRIS), Information Technology (desktop, network, database management, printer servers, website), and Treasury (property assessment collection, cash investment, banking).

NapaSan also successfully partners with the County and with the City of Napa on many different projects and programs. These include coordination of projects with road paving schedules, combined capital projects, combined outreach and educational programs, integrated emergency management, and others.

Direction is to continue to partner in ways~~evaluate opportunities for NapaSan to partner in ways that~~ reduce costs, increase efficiencies, or enhance services to the public.

Timeframe:

This is a continuous process improvement goal expected to continue beyond the timeframe of this strategic plan. Staff will report to the Board in the Quarterly Reports on activities and accomplishments under this objective.

3DB. Evaluate and recommend ways to reduce energy and chemistry consumption in treatment process and collection system.

Chemistry and energy are the largest “consumables” in the operating budget, making up about 34% of the total Services and Supplies budget and 12% of the overall operating budget.

Timeframe:

This evaluation will be completed by NapaSan staff. Update the Board on efforts made to date and provide options for future reductions by December

31, 2019. Presentation of recommendations to the Board expected by March 31, 2018, in coordination with work identified in Objective 6D.

3C6. Enhance NapaSan's plans and training associated with resiliency, disaster mitigation and disaster recovery ~~Develop Business Continuity Plan as part of disaster mitigation~~

NapaSan should continue to improve the operational resiliency of the system, particularly in the treatment plant. Focus on continuity of service provision during and after emergencies and/or disaster events. This includes integration of these concepts into the SCADA Master Plan (Objective 1D), coordination of NapaSan's emergency communications system with the city and county's emergency management system, participate as an active partner in the County's Hazard Mitigation Plan, and participation in specific trainings on the activation of these plans. ~~evaluate ways to increase the operational resiliency of the system, particularly in the treatment plant. Focus on continuity for specific potential events, such as building fire, flood and other events.~~

Timeframe:

Complete installation of emergency radio system by June 30, 2019. Continue to integrate into County's Hazard Mitigation planning efforts, expected to be completed by September 30, 2019. Develop resiliency plan for SCADA as part of Objective 1D SCADA Master Plan. Ongoing training. Ongoing coordination with Napa County emergency planning team. ~~Develop and plans for the development of a backup SCADA system for plant operations, integrate NapaSan's operations into the City of Napa and Napa County's emergency operations systems, and implement radio-based communications capabilities that integrate into city/county systems. Begin work in May 2017 and complete by December 31, 2018.~~

3D. Evaluate and plan for the potential impacts of sea/river level rise, prolonged drought and increased winter storm intensity to NapaSan's current and future operations.

Increases to the river level could have significant impacts to NapaSan's ability to hold and treat wastewater in its pond system and throughout the treatment plant. Drought and increase storm intensity also can significantly impact the collection system, the treatment plant, and the quality of recycled water.

Staff should engage with regional groups and partners to learn about the specific impacts that NapaSan could experience in the future, learn "best practices" from other agencies addressing the same issues, and participate in plans that can help develop future mitigation strategies.

Activities include partnering with the City of Napa on the Drought Contingency Plan and joining other regional partnerships, as appropriate.

Timeframe:

This is a continuous objective expected to continue beyond the timeframe of this strategic plan. Staff will report to the Board on the progress, findings and outcome of the Drought Contingency Plan as appropriate. Join and begin participating in a regional consortium of local governments focused on Bay Area climate change impacts by September 30, 2019. Conduct an evaluation of options for access to the NapaSan treatment plant during flow/high river flow events by December 2021. Evaluate the need for a study to evaluate the river levees near NapaSan and the impacts of river level rise on the levees by December 2022. Staff will report to the Board on the progress, findings and outcome of the Drought Contingency Plan.

3A3E. Continue to study the effects of accepting and treating winery waste through alternative methods.~~Reengage with winery industry to understand and evaluate options for mutually beneficial alternatives for managing winery waste~~

NapaSan staff will continue to receive winery waste on a limited basis through alternative methods, such as directly into the day storage tank or digester, to study the impacts to treatment. Successful methods will be evaluated for applicability at a larger scale, while including analysis regarding service costs and the economic market~~engage representatives of the winery industry to explore issues and opportunities regarding the technology, marketing and economics of alternatives for managing winery waste.~~

Timeframe:

This is a continuous objective expected to continue beyond the timeframe of this strategic plan. Updates will be provided to the Board as appropriate by October 31 annually on the status of service need, NapaSan's response to the service need, and the response to the service need provided by others. Form a study/advisory group with wine industry representatives by December 31, 2017. Complete study of alternatives, market issues and finance/economic questions based on direction from study/advisory group and NapaSan Board, and present alternatives and recommendations to Board by December 31, 2018.

3B. Continue to evaluate opportunities for shared services

~~NapaSan currently outsources administrative services to Napa County, including Accounting (payroll, accounts payable, accounts receivable, general ledger, software maintenance), Human Resources (benefits administration, HRIS), Information Technology (desktop, network, database management, printer servers, website), and Treasury (property assessment collection, cash investment, banking). NapaSan also successfully partners with the County and with the City of Napa on many different programs.~~

~~Direction is to evaluate opportunities for NapaSan to partner in ways that reduce costs, increase efficiencies, or enhance services to the public.~~

~~Timeframe:~~

~~This is a continuous process improvement goal expected to continue beyond the timeframe of this strategic plan.~~

~~3C. Develop Business Continuity Plan as part of disaster mitigation~~

~~NapaSan should evaluate ways to increase the operational resiliency of the system, particularly in the treatment plant. Focus on continuity for specific potential events, such as building fire, flood and other events.~~

~~Timeframe:~~

~~Develop and plans for the development of a backup SCADA system for plant operations, integrate NapaSan's operations into the City of Napa and Napa County's emergency operations systems, and implement radio-based communications capabilities that integrate into city/county systems. Begin work in May 2017 and complete by December 31, 2018.~~

~~3D. Evaluate and recommend ways to reduce energy and chemistry consumption in treatment process and collection system.~~

~~Chemistry and energy are the largest "consumables" in the operating budget, making up about 34% of the total Services and Supplies budget and 12% of the overall operating budget.~~

~~Timeframe:~~

~~This evaluation will be completed by NapaSan staff. Presentation of recommendations to the Board expected by March 31, 2018, in coordination with work identified in Objective 6D.~~

GOAL FOUR: EMPLOYEE DEVELOPMENT

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

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

The District Board established the following key objectives:

4A. Promote NapaSan as progressive, professional workplace through engagement and the development and promotion of internships and “in training” programs

Encourage staff to give presentations at professional organization trainings and conferences, assume leadership positions in professional organizations; form associations to research and develop Best Practices, engage in interagency exchanges of staff or trainings that showcase innovative approaches. Maintain an active role in BAYWORK, offer internship opportunities and scholarships, and promote careers in the water sector at career fairs, direct engagement with local students, during plant tours and at public events.

Timeframe:

Staff will report annually to the Board by June 30 on the status of scholarships, internships and other activities. ~~This is a continuous goal expected to continue beyond the timeframe of this strategic plan.~~

4B. Conduct Employee Surveys, as appropriate in Fall 2017

The last employee survey was in Fall ~~2014~~2017. Continue the pattern of surveying employees ~~every three years~~periodically to ensure we are providing successful work environment so employees can come to work each day and give their personal best. Successful customer services starts with a productive and satisfied workforce.

Timeframe:

Have periodic discussions with the Board regarding the timing of the surveys, including whether questions should be included, excluded or modified, as appropriate. ~~Survey completed by October 31, 2017, with report on results presented to the Board by March 31, 2018.~~

~~4C. Explore a Total Compensation Study~~

~~The last total compensation study for NapaSan employees was conducted in 2004. In the past few years, three management-level employees have left NapaSan specifically for better pay with similar or better benefits. The~~

~~study would benchmark NapaSan against other agencies that compete for employee talent, providing information for the Board to better determine salary policy.~~

~~Timeframe:~~

~~Prepare options for a scope of work and schedule for a total compensation study to be considered by the Board, by September 30, 2017.~~

4D4C. Prepare for and begin MOU Negotiations

The two labor MOUs and one management association agreement for NapaSan will expire on June 30, 2020. ~~Specific direction will be provided by the Board in closed session.~~

~~Timeframe:~~

The Board already maintains a contract with a labor relations firm to assist in MOU negotiations and other labor relations activities. It is expected that preparation for negotiations will begin in ~~Fall~~ mid-2019, with new MOUs approved by June 30, 2020. Specific direction will be provided by the Board in closed session.

4E4D. Address succession planning through supervisory/management training and an internal mentorship program

Develop an appropriate internal management training program to ensure managers/supervisors have the right skills and abilities to lead their team consistent with the core values. ~~Similar to other Wastewater operations launch an internal mentoring program with resources provided to us by the consultant. Ensure adequate training and opportunities are provided and encouraged for employees to develop the skills and experiences necessary to promote into more responsible positions.~~

~~Timeframe:~~

Hire a consultant to help develop an ongoing program by conducting a gap analysis and recommending the most effective practices to implement. Report to the Board by June 30, 2020 on new practices that have been or will be implemented. ~~This is a continuous goal expected to continue beyond the timeframe of this strategic plan.~~

GOAL FIVE: COMMUNITY OUTREACH AND COMMUNICATION

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

The District Board wants to ensure that NapaSan operates in a transparent manner, communicates the value of NapaSan's services, and serves as a resource to all ratepayers.

The District Board established the following key objectives:

- 5A. Inform and engage the community and stakeholders to increase and promote understanding of NapaSan services, rates, and key messages. ~~Be proactive in communicating with the public, stakeholders and the press for all aspects of NapaSan's activities.~~

Continue to communicate NapaSan's key education and organizational messages to increase awareness of NapaSan as an agency and gain support for initiatives, programs, and the mission of NapaSan as identified in the 2016 Communications Plan. ~~Anticipate issues the public may have a particular interest in knowing about or wanting to engage NapaSan about, and develop materials, messages and delivery mechanisms for connecting with the public and stakeholders. Coordinate communications as appropriate with City, County and other stakeholders.~~

Timeframe:

Staff will write and submit a quarterly column to the Napa Register highlighting key messages. Staff will send two issues of the pipeline newsletter annually (one in the fall and one in the spring). Staff will plan and host an annual open house (typically in the fall). Staff will plan and host an annual citizen's academy (typically in the fall). Staff will plan and host a 75th Anniversary event in the fall of 2020. ~~This is a continuous goal expected to continue beyond the timeframe of this strategic plan.~~

- 5B. Proactively communicating with the public, stakeholders and the press regarding current programs, accomplishments, projects, and news. ~~Complete the deliverables identified in the 2016 Communications Plan to address NapaSan outreach and public information goals~~

Anticipate issues and news of interest to the public and develop materials, messages, and delivery mechanisms for connecting with the public and stakeholders. Coordinate communications as appropriate with City, County, and other stakeholder groups to maximize outreach efficacy. ~~This plan will also address methods to improve internal communications.~~

Timeframe:

This is a continuous objective expected to continue beyond the timeframe of this strategic plan. ~~The Communications Plan includes specific tasks and~~

~~deadlines for completion for the current and next two fiscal years.~~

5C. Collaborate with other local agencies and groups to meet common goals.

Look for opportunities to work with other local agencies to achieve common goals. Enhance existing communications channels, leverage existing networks, and enhance partnerships with other local agencies, schools, industry organizations, businesses, community groups, and environmental organizations to reach and serve more of the community.

Timeframe:

Plan, sponsor, and participate in the annual Earth Day event in downtown Napa (typically in April). Aid in planning the Napa County Science Fair annually (typically in May).

5D. Build and maintain relationships with community leaders, elected officials and stakeholders.

Engage local and regional community leaders, elected officials, and stakeholders to aid in the distribution of NapaSan's messaging to the wider community, build participation in key programs and initiatives, and increase overall awareness of NapaSan. Plan regular meetings and tour events for community leaders and officials to learn more about NapaSan as an agency.

Timeframe:

This is a continuous objective expected to continue beyond the timeframe of this strategic plan. Staff will report to the Board twice annually (in June and November) on community outreach and communication activities and planned future events.

GOAL SIX: RESOURCE RECOVERY

Implement policies and technologies to recover resources from wastewater for beneficial reuse.

The District Board wants to recover resources for reuse when economically viable and a market exists for their beneficial reuse. NapaSan must also use the resources available to ensure a reliable energy supply during emergency conditions as well as during normal times.

The District Board established the following key objectives:

6A. Evaluate current recycled water allocation policy.

Determine whether there is a need to change the prioritization, and if there is additional or unused capacity that should be reallocated. Staff will prepare information for the Board to have meaningful conversations and provide direction to staff regarding the end-use of recycled water that may be available now and in the future.

Timeframe:

Evaluate recycled water usage against existing policy and updates will be provided to the Board annually. Information presented to the Board by June 30, 2018.

6B. Implement capital projects in partnership with local agencies for the distribution of recycled water

Continue partnership with Napa County and ~~others~~ NBWRA to install a recycled water truck fill station along Coombsville Road and other projects as appropriate. complete construction of the MST Pipeline Expansion along Coombsville Road to Tulocay Cemetery.

Timeframe:

Construct recycled water truck fill station by December 31, 2019. Complete construction of Coombsville expansion by December 31, 2017. Complete additional work, if financed by outside partners, by December 31, 2018.

6C. Participate with local and regional partners on long-term opportunities for water reuse, including the Phase II project with NBWRA with a long term goal to achieve 50% reuse of average dry weather flow

Phase II EIR/EIS study for recycled water projects as part of NBWRA has been adopted by the Board. Staff will plan to implement projects along associated timeline and as grant funding becomes available. Complete

~~Phase II EIR/EIS study for recycled water projects as part of NBWRA.~~

Timeframe:

The Record of Decision (ROD) for the EIR/EIS Study is dependent on associated project funding and the review/approval of a federal waiver to EIR/EIS requirements. Staff will update the Board as appropriate regarding the ROD and waiver approvals, and on the success of grant applications. EIR/EIS Study to be completed by June 30, 2018.

~~6C. Evaluate current recycled water allocation policy.~~

~~Determine whether there is a need to change the prioritization, and if there is additional or unused capacity that should be reallocated. Staff will prepare information for the Board to have meaningful conversations and provide direction to staff regarding the end use of recycled water that may be available now and in the future.~~

~~Timeframe:~~

~~Information presented to the Board by June 30, 2018.~~

6D. Develop a partnership with cities of Napa and American Canyon, if possible, to complete a preliminary feasibility study for developing a "purified water" potable reuse program.

NapaSan staff will engage with staff from Cities of Napa and American Canyon to determine if there is interest in exploring "purified water" potable reuse.

Timeframe:

Outreach to cities on exploring this concept by December 31, 2019.
Develop next steps of engagement if there is mutual interest.

6D6E. Evaluate energy self-generation with the primary goal of decreasing overall energy costs and reliance on the energy grid, and recommend policy options for consideration.

Explore the expansion of the FOG receiving and the internal combustion combined heat and power (Cogen) system, linear electromagnetic induction, fuel cell, expanded solar, or other ideas to increase NapaSan's generation of electrical power, as long as there is both immediate and long-term cost savings.

~~Explore the expansion of the Cogen system, expand solar, or other ideas, as long as there is both immediate and long-term cost savings.~~

Timeframe:

Initial framework of alternatives will be provided to the Board for consideration by June 30, 2020~~March 31, 2018.~~

~~6E6F~~ 6F. Improve recycled water quality to increase appeal and acceptability of recycled water to current and future users.

All of NapaSan's recycled water is treated to meet the highest recycled water tertiary treatment water quality standards in Title 22. However, those standards allow for chloride levels that ~~can~~ could be detrimental to sensitive grape species. NapaSan has been working to reduce the amount of chlorides in recycled water through the reduction of salt water I & I into sewer pipes and through altered water treatment management ~~of the oxidation ponds~~. Staff will continue to emphasize salt water I & I projects, management practices, and pollution prevention efforts to reduce chlorides to acceptable levels.

Staff may partner in a pilot study for ultrafiltration/reverse osmosis to determine whether these technologies can cost effectively improve water quality.

Timeframe:

Complete the rehabilitation of the 66-inch trunk main from Kaiser Road to IPS and evaluate the impacts on chlorides by December 31, 2021. Report regularly on chloride testing results through weekly website updates during the irrigation season and periodic reports to the Board. This is a continuous goal expected to continue beyond the timeframe of this strategic plan.
~~Staff will report regularly on chloride testing results through weekly website updates during the irrigation season and periodic reports to the Board.~~

~~6F. Renew or Extend the recycled water agreement with City of Napa that permits NapaSan to sell recycled water within the City's water service area.~~

~~The existing 20-year agreement expires in August 2018. To continue to convert new customers to recycled water or to extend the recycled water service area within the City's water service boundaries, NapaSan and the City of Napa will need to renew or extend the agreement.~~

~~Timeframe:~~

~~Completed by December 31, 2017.~~

GOAL SEVEN: REGULATORY COMPLIANCE

Implement policies, best practices and capital investments to ensure compliance with all federal, state and local regulatory requirements.

The District Board wants the District to comply with all existing and future regulatory requirements. This includes its NPDES permit, SWRCB and RWQCB general orders, BAAQMD permits, Cal/OSHA standards, and other federal, state and local laws.

The District Board established the following key objectives:

7A. Negotiate a new National Pollutant Discharge Elimination System (NPDES) permit with the Regional Water Quality Control Board (RWQCB)

NapaSan must renew its NPDES every 5 years. The current permit expires in August 2021.

Timeframe:

Submit required application materials to RWQCB in late-fall 2020, in advance of the August 2021 expiration of the current permit.

7B. Stay current on proposed state and federal legislation that could positively or negatively impact NapaSan's current or future operations.

NapaSan staff should actively engage with federal, state and regional associations to remain aware of potential changes in the regulatory environment, and respond when appropriate with suggestions to improve regulations. This will be done through active participation in CASA, CSDA, BACWA, CWEA, NACWA, WaterReuse and other appropriate organizations.

Timeframe:

Ongoing. General Manager or Legal Counsel will periodically update the Board on pending legislation and regulations that could impact NapaSan.

VI. On-Going Plan Review and Monitoring

Board members and staff agree that the Quarterly Report of Priority Goals will be updated with the new goals and objectives in this Strategic Plan, with quarterly reporting continuing in a similar fashion.

Board members will receive presentations by NapaSan staff members on key topics (such as infrastructure and capital needs) to explore top priorities in more depth, as needed or requested by the Board.