



NapaSan

NAPA SANITATION DISTRICT
Strategic Plan
2019-2025

Adopted
May 15, 2019

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 [March 2011](#), [March 2013](#), [March 2015](#), [March 2017](#), [April 2019](#) and most recently in [April 2021](#) 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 ~~2019~~ [2021](#) plan update we continue the 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 ~~2017~~2019 Strategic Plan

Since the last update of NapaSan's Strategic Plan in ~~2017~~2019, NapaSan has made strong progress towards achieving Board priorities. Construction projects are on schedule, policy direction has been provided, and NapaSan remains on solid financial footing. Directors specifically noted accomplishments 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~~ administration of the communication and outreach program, and completion of the rate study and Prop 218 rate hearing.

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 truck fill station, and sewer rehabilitation projects to meet the new 2% annual replacement goal, and the beginning of the recycled water fill station project.
- ~~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.~~
- Completion of the Sewer Service Charge Study SCS, communication and outreach of the proposed rate modifications, and finalizing the Prop 218 process to modify the rates including implementation of a more equitable rate structure.
- Initiation of the NPDES permit renewal process with the Regional Water Quality Control Board including submittal of the application documents.
- The continued implementation of the asset management program including development of the computerized maintenance management system (CMMS) and population of the asset register.
~~The sewer service charge fee methodology study and capacity charge update~~
- Completion of the SCADA Master Plan and the Collection System Master Plan. The Treatment Plant Master Plan is underway.
- Increased recycled water distribution to new customers in LCWD and MST.

- Collaboration with the City of Napa and other Napa County water agencies on the Drought Contingency Plan.
- Upgrade of Standard and Poors Credit Rating to AA+.
- Completion of the employee contract negotiations of a four-year contract.

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.~~
- Construction of the Browns Valley Trunk and West Napa Pump Station projects - The construction of these key projects started in the spring of 2020 and are expected to be completed in the fall of 2021.
- **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.

Overall Board and staff members believe that much was accomplished during the last two years in accordance with the priorities set forward in the ~~2017~~ 2019 NapaSan Strategic Plan. Moreover, in light of the Pandemic challenges that occurred in March 2020, the staff continued to maintain its focus in delivering on our mission in service to our ratepayers.

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
- Maintaining and replacing aging sewer infrastructure 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

Customer Service

- Providing excellent, responsive customer service
- Providing excellent and timely plan checking services
- Developing and promoting “business friendly” policies and practices
- Understanding our 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
- 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

- 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
- 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))
- Assess possibilities for affordable housing assistance
- Analyze long term liabilities for retirement (pension) and medical expenses (OPEB) and implement strategies for managing
- Evaluate and expand existing partnerships with other agencies in areas of capital improvements, education, outreach, operations and administration
- 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

- 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
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
- Inclusivity

V. NapaSan Goals and Objectives

The NapaSan Strategic Plan is organized according to 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

Continue recent achievements to average at least 2.0% 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, road paving schedules, and salinity of infiltration (for chlorides issue) as additional factors in prioritization.

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 30th of each year, on the I & I flow monitoring results.

1B. Continue to Implement ~~an~~the 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. Annually~~ Update the Board on the status of Asset Management implementation, progress of the program, and confirmation of strategic direction by ~~December 31, 2020~~August 31 of each year.

1C. ~~Design and~~Complete construction of the Browns Valley ~~Read~~
~~Interceptor~~Trunk and ~~replacement of the~~ West Napa Pump Station
projects

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

Timeframe:

~~Begin construction by May 2020, with~~Construction completion anticipated
in ~~early spring 2022~~December 2021.

1D. Update the ~~Collection System Master Plan,~~ 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~~The Treatment Plant Master Plan (TPMP) ~~analysis started in 2020 and will~~should be updated to align with the ~~CSMP recently completed Collection System Master Plan~~ 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~~Complete TPMP ~~before by August 1, 2020, with completion by June 30, 2022~~March 31, 2022.

~~Complete SCADA System Master Plan by June 30, 2020.~~

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 with flow monitoring following in the winter months. Then develop policy options for Board consideration.

Timeframe:

First ~~three~~four pilot projects are completed, with flow monitoring results for the first ~~two~~three. Complete flow monitoring for ~~third~~fourth pilot by September 30, ~~2019~~2022. Complete ~~fourth~~fifth and ~~fifth~~sixth pilot projects in summer ~~2019~~2022 and summer ~~2020~~2023, with flow monitoring completed spring ~~2021~~2024. Develop policy options, including cost analysis and program design options, for Board consideration by December 31, ~~2021~~2024.

1F. Rehabilitation of the 66-inch Trunk Main

This is a significant project in the 10-year Capital Improvement Program. Construction of the first phase of the project (Kaiser Road to IPS) is expected to be completed in 2021. Staff will continue to evaluate the condition of existing pipe within the second phase of the project (Imola Ave to Kaiser Road) and schedule design and construction when needed. The second phase is outside the timeline of this four-year Strategic Plan.

Timeframe:

Complete construction of the first phase of the project (Kaiser Road to IPS) by December 31, 2021.

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 ~~2024~~2026.

The study should ~~update~~evaluate 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.

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~~December 31, 2024. Completion of the study and associated outreach prior to the Prop. 218 hearing in March ~~2024~~2026.

2B. Continue efforts to develop non-rate/non-fee revenues through the development of land leases.

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.

Timeframe:

Ongoing. Discussions with Lands Committee and/or Board of Directors on progress, 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:

3A. Continue to work with local partners on projects or programs that result in efficiencies and cost savings for our ratepayers and the ~~populations~~ community we serve.

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 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.

~~**3B. 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 3431.4% of the total Services and Supplies budget and 1212.3.% 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.~~

3C3B. Enhance NapaSan’s plans and training associated with resiliency, disaster mitigation and disaster recovery

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)~~implementation of SCADA projects, coordination of NapaSan’s emergency communications system with the city and county’s emergency management system, ~~participate~~participation as an active partner in the County’s Hazard Mitigation Plan, and participation in specific trainings on the activation of these plans.

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.

3D3C. Evaluate and ~~plan for~~study 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 increased d storm intensity also can significantly impact the collection system, the treatment plant, and the demand/supply/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~~continuing participation in regional partnerships such as the Bay Area Climate Adaptation Network (BayCAN), as appropriate.

NapaSan should conduct a study to evaluate the impacts of climate change on operations, programs, and facilities.

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. Prepare a climate change plan by June 30, 2022.~~

3E3D. Continue to study the ~~effects~~ expansion of accepting and treating winery waste through alternative methods.

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. NapaSan staff will continue to monitor the need to accept winery waste beyond current levels.

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.

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:

~~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. Staff will report annually to the Board by June 30 on the status of scholarships, internships and other activities.~~

4B. Conduct Employee Surveys, as appropriate

The last employee survey was in Fall 2017. Continue the pattern of surveying employees 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~~Conduct the next employee survey in Fall 2022.

4C. Prepare for and begin MOU Negotiations of Year-Two Reopener

The two labor MOUs and one management association agreement for NapaSan ~~will expire on June 30, 2020~~ are scheduled for a year-two reopener.

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 of the year-two reopener will begin in ~~mid-2019~~ early 2022, with ~~new~~ revised MOUs approved by June 30, ~~2020~~ 2022. Specific direction will be provided by the Board in closed session.

4D. 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. 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~~ March 1, 2022 on new practices that have been or will be implemented.

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.

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.

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.~~

5B. Proactively ~~communicating~~ communicate with the public, stakeholders and the press regarding current programs, accomplishments, projects, and news.

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.

Timeframe:

This is a continuous objective expected to continue beyond the timeframe of this strategic plan.

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.

Schedule NapaSan Board member tours of the treatment plant and schedule Board member site visits of projects in both the treatment plant and the collection system. Encourage Board member outreach through social media.

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 by March 31 of each year.

6B. Renew recycled water user agreements.

NapaSan issues a recycled water user agreement to each recycled water customer that includes requirements for use, reporting, and cost. The recycled water user agreement template and content was approved by the Board in 2014. All agreements are set to expire on in December 2022.

Timeframe:

Revise recycled water user agreement template and content for Board consideration by June 30, 2022. Reissue recycled water user agreements by December 31, 2022.

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

~~Continue partnership with Napa County and others to install a recycled water truck fill station along Coombsville Road and other projects as appropriate.~~

~~Timeframe:~~

~~Construct recycled water truck fill station by December 31, 2019.~~

6C. Participate with local and regional partners on long-term opportunities for water reuse, ~~including the Phase II project with NBWRA.~~

~~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. Continue participation and coordination with NBWRA, LCWD, MST (Napa County), and the Drought Contingency Plan agencies to plan for recycled water use expansion.~~

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. 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.~~

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~~continue to coordinate with Cities of Napa and American Canyon ~~to determine if there is interest in~~ the Drought Contingency Plans which includes exploring “purified water” potable reuse options.

Evaluate public communication and outreach options for a future potential potable reuse project.

Timeframe:

~~Outreach to cities on exploring this concept by December 31, 2019. Develop next steps of engagement if there is mutual interest. Ongoing. Staff to provide periodic updates to the Board.~~

6E. 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.

Chemistry and energy are the largest “consumables” in the operating budget, making up about 31.4% of the total Services and Supplies budget and 12.3.% of the overall operating budget. Evaluate and recommend ways to reduce energy and chemistry consumption.

Explore the expansion of ~~the FOG~~high-strength waste 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. Energy projects will be studied as part of the Treatment Plant Master Plan (Goal 1D).

Timeframe:

~~Initial framework of alternatives will be provided~~ Staff will provide an update to the Board ~~for consideration by June 30, 2020~~ September 30, 2022.

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 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. 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~~ April 30, 2022. Report regularly on chloride testing results through weekly website updates during the irrigation season and periodic reports to the Board.

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 ~~NapaSan 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~~ New NPDES Permit is expected to be issued by the RWQCB in late-fall 2020/2021, in advance of the August 2021 expiration of the current permit. Staff will provide a report to the Board by February 28, 2022 on details of the new NPDES 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.

7C. Continue compliance with permits and reporting requirements.

NapaSan holds permits to operate from the Regional Water Quality Control Board (NPDES permit), the Bay Area Air Quality Management District (BAAQMD), and the Environmental Lab Accreditation Program (ELAP). Additionally, NapaSan must comply with general orders issued by the State of California including the Waste Discharge Requirements for Sanitary Sewer Systems (SSS-WDR) and the Waste Discharge Requirements for Recycled Water Use.

Staff will continue to comply with permit and reporting requirements.

Timeframe:

Ongoing. General Manager will periodically update the Board as needed.

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.