

STRATEGIC ELEMENT 1.0
WORK WITH PARTNER AGENCIES AND PROFESSIONAL ORGANIZATIONS

FY 2011-2012 Strategic Plan - Goal 1.1
Identify and Pursue Opportunities to Partner with Similar Agencies

Purpose: The District, like all of California, is facing significant demands on limited resources. With ever-increasing costs associated with increased regulatory reporting and a renewed focus on repair, replacement and capital funding needs, the District might benefit by partnering with other agencies to share resources and /or responsibilities. This goal incorporates a review of the District’s operations to identify activities and /or services that would benefit from the use of shared resources through partnerships with agencies with similar needs. Once these activities are identified, the District will leverage existing partnerships to identify increased sharing of resources and potential new partners.

Action: Planned actions for Fiscal Year 2011-2012 include performing an internal operational review to identify existing, planned, and potential activities lending themselves to use of shared resources and other, similarly situated, agencies with whom to partner. Staff will then prepare a report identifying findings and a proposed action plan for pursuing these strategic partnerships.

Deliverable: The deliverable for Fiscal Year 2011-2012 will be a report and proposed action plan.

WORKPLAN AND SCHEDULE

Description of Planned Activities	Completion Date	Budget
Perform Internal Operational Review to identify potential to share resources	Dec 2011	\$6,700
Identify and approach similar agencies with resources to share	Mar 2012	\$3,300
Prepare report - Areas of opportunity, potential partners, and recommended next steps	May 2012	\$2,200
Present report to Board of Directors for authorization to proceed on recommendations	June 2012	\$900
Total Budget Staff Costs		\$13,100
Total Budget Consultant Costs		\$0
Total Budget		\$13,100

Strategic Plan Goal 1.1
 Identity and Pursue Opportunities to Partner with Other Similar Agencies
 Anticipated Level of Effort

Task	MVSD Staff										Total Staff hours	Total Staff \$	MVSD		
	MDR Manager	NBA Manager	KDC Lab & Marsh	LC Lab & Marsh	MR Ops	DR Ops	SR Admin	OPS	ADMIN	Board of Directors			Consultant	Total Budget	
Perform Internal Operational Review to identify potential to share resources	8	12	10	10	18	10	10			2	80	\$ 6,692.00			\$ 6,700.00
Identify and approach similar agencies with resources to share	4	5	5	5	9	5	5			2	40	\$ 3,300.00			\$ 3,300.00
Prepare report - Areas of opportunity, potential partners, and recommended next steps	2	8	2	2	2	2	2			4	24	\$ 2,160.00		\$ -	\$ 2,200.00
Present report to Board of Directors for authorization to proceed on recommendations	1	2	1	1	1	1	1			2	10	\$ 850.00			\$ 900.00
Totals	15	27	18	18	30	18	18	0	10		154	\$ 13,002.00	\$ -	\$ -	\$ 13,100.00

ID	Task Mode	Task Name	Duration	Start	Finish	Predecessors	2012			
							Qtr 3	Qtr 4	Qtr 1	Qtr 2
1		Perform Internal Operational Review to identify potential to share resources	131 days	Fri 7/1/11	Fri 12/30/11					
2		Identify and approach similar agencies with resources to share	60 days	Mon 1/2/12	Fri 3/23/12	1				
3		Prepare report - Areas of opportunity, potential partners, and recommended next steps	30 days	Mon 3/26/12	Fri 5/4/12	2				
4		Present report to Board of Directors for authorization to proceed on recommendations	0 days	Thu 5/10/12	Thu 5/10/12	3				

Project: Goal 1.1 Pursue Opportun Date: Thu 7/14/11	Task		External Milestone		Manual Summary Rollup	
	Split		Inactive Task		Manual Summary	
	Milestone		Inactive Milestone		Start-only	
	Summary		Inactive Summary		Finish-only	
	Project Summary		Manual Task		Deadline	
	External Tasks		Duration-only		Progress	

STRATEGIC ELEMENT 2.0
STAKEHOLDER INTERACTIONS

**FY 2011-2012 Strategic Plan - Goal 2.1
Develop and Implement Comprehensive Communications / Outreach Program**

Purpose: The District, like all of California, is facing significant demands on limited resources. With increasing repair, replacement and capital funding needs, the District needs to better communicate the value represented by District programs. This goal seeks to identify the District's various stakeholders, what each stakeholder group desires of the District, and how best to communicate to each stakeholder group the value provided by the District and its programs. This will be achieved by leveraging the District's acknowledged strengths in utilizing the Mt. View Monitor to communicate to ratepayers, and the District's positive image among existing stakeholders, regulators and environmental groups. The Communications/Outreach Program will identify whether, when, and how best to utilize the local press, the District's website, and social media for targeted communications to our various stakeholders.

Action: Planned actions for Fiscal Year 2011-2012 include identifying District Stakeholders and their respective expectations of the District. This effort will also include identifying appropriate/preferred communication media and frequency for each identified stakeholder. From this investigation a DRAFT MVSD Communications / Outreach Plan will be developed.

Deliverable: The deliverable for Fiscal Year 2011-2012 will be a DRAFT MVSD Communications / Outreach Plan.

WORKPLAN AND SCHEDULE

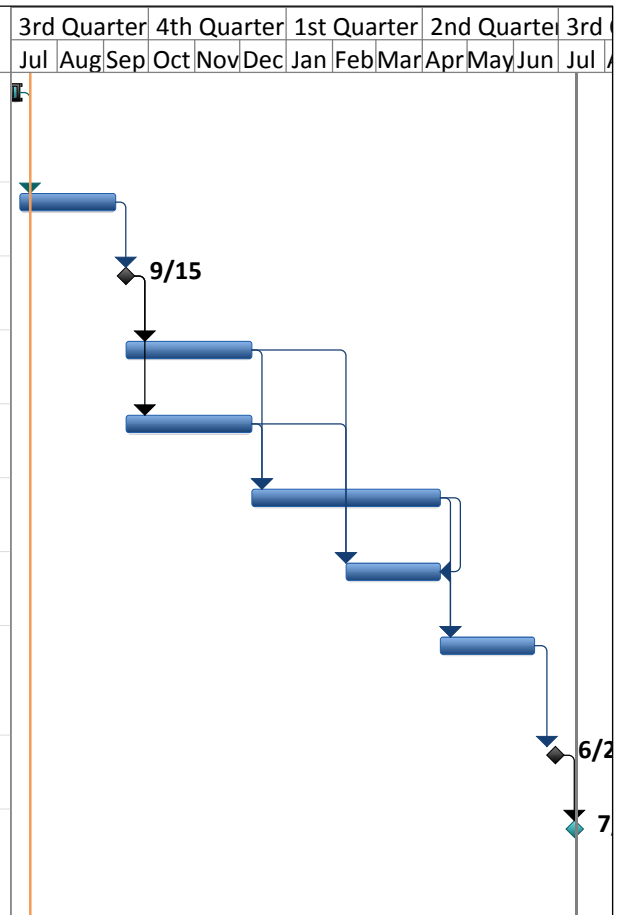
Description of Planned Activities	Completion Date	Budget
Procure Outreach Consultant Services	Sept. BOD Meeting	\$1,400
Kick-off Meeting w/ MVSD Public Outreach Committee	July 2011	\$1,200
Identify District Stakeholders and Stakeholder Expectations of District	Dec 2011	\$10,000 ^a \$3,200
Identify and Prepare Stakeholder Specific Message Points and Communication Plans	April 2012	\$10,000 ^a \$3,200
Prepare DRAFT MVSD Communications & Outreach Plan	June 2012	\$5,000 ^a \$4,000
Present DRAFT Plan to MVSD Public Outreach Committee	June 2012	\$1,200
Present Plan to MVSD Board of Directors	July 2012	\$800
Total Budget Staff Costs		\$15,000
Total Budget Consultant Costs		\$25,000
Total Budget		\$40,000

^a Anticipated Outreach Consultant Costs

Strategic Plan Goal 2.1
 Develop and Implement Comprehensive Communications / Outreach Program
 Anticipated Level of Effort

Task	MVSD Staff									Total Staff hours	Total Staff \$	MVSD Board of			
	MDR Manager	NBA Manager	KDC Lab & Marsh	LC Lab & Marsh	MR Ops	DR Ops	SR Admin	OPS	ADMIN			Directors	Consultant	Total Budget	
Select Outreach Consultant	1	7	4							2	14	\$ 1,362.00		\$ -	\$ 1,400.00
Meet with District Public Outreach Committee	1	3	3	0	0	0	0	0		1	8	\$ 757.00	\$ 400.00	\$ -	\$ 1,200.00
Identify District Stakeholders	2	4	8					4			18	\$ 1,574.00		\$ 5,000.00	\$ 6,600.00
Identify Stakeholder Expectations	2	4	8					4			18	\$ 1,574.00		\$ 5,000.00	\$ 6,600.00
Identify Stakeholder Specific Message Points	2	4	8					4			18	\$ 1,574.00		\$ 5,000.00	\$ 6,600.00
Identify Appropriate Media Outlets	2	4	8					4			18	\$ 1,574.00		\$ 5,000.00	\$ 6,600.00
Prepare Draft MVSD Communications & Outreach Plan	4	12	28								44	\$ 3,968.00		\$ 5,000.00	\$ 9,000.00
Meet with District Public Outreach Committee	1	3	3							1	8	\$ 757.00	\$ 400.00		\$ 1,200.00
Present Draft MVSD Communications & Outreach Plan to BOD	1	3	3							1	8	\$ 757.00			\$ 800.00
Totals	16	44	73	0	0	0	16	0	5		154	\$ 13,897.00	\$ 800.00	\$ 25,000.00	\$ 40,000.00

ID	Task Mode	Task Name	Duration	Start	Finish	Predecessors	3rd Quarter			4th Quarter			1st Quarter			2nd Quarter			3rd
							Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul
1		Develop Scope of Services for Outreach Consultant	4 days	Fri 7/1/11	Wed 7/6/11														
2		Procure Outreach Consultant	46 days	Thu 7/7/11	Thu 9/8/11	1													
3		Meet with District Public Outreach Committee	0 days	Thu 9/15/11	Thu 9/15/11	2FS+5 days													
4		Identify District Stakeholders	60 days	Fri 9/16/11	Thu 12/8/11	3													
5		Identify Stakeholder Expectations	60 days	Fri 9/16/11	Thu 12/8/11	3													
6		Identify Stakeholder Specific Message Points	90 days	Fri 12/9/11	Thu 4/12/12	4,5													
7		Identify Appropriate Media Outlets	45 days	Fri 2/10/12	Thu 4/12/12	4,5,6FF													
8		Prepare Draft MVSD Communications & Outreach Plan	45 days	Fri 4/13/12	Thu 6/14/12	6,7													
9		Meet with District Public Outreach Committee	0 days	Thu 6/28/12	Thu 6/28/12	8FS+10 days													
10		Present Draft MVSD Communications & Outreach Plan to BOD	0 days	Thu 7/12/12	Thu 7/12/12	9													



Project: Goal 2.1 Communications Date: Thu 7/14/11	Task		External Milestone		Manual Summary Rollup	
	Split		Inactive Task		Manual Summary	
	Milestone		Inactive Milestone		Start-only	
	Summary		Inactive Summary		Finish-only	
	Project Summary		Manual Task		Deadline	
	External Tasks		Duration-only		Progress	

**FY 2011-2012 Strategic Plan - Goal 2.2
Develop Consistent “Value to Stakeholder” Message**

Purpose: This goal supports the Comprehensive Communications / Outreach Program to be developed under Goal 2.1. This goal seeks to develop message points for each District Stakeholder to highlight and inform our stakeholders how the District provides value to the stakeholder. The focus on value added to our stakeholders will help to mitigate concerns about rate disparities with other local agencies and will help focus the District and its stakeholders on creating and adding value.

Action: Planned actions for Fiscal Year 2011-2012 include developing individual value-added message points for each of the District’s various stakeholders.

Deliverable: The deliverable for Fiscal Year 2011-2012 will be documented stakeholder value-added message points incorporated into the DRAFT MVSD Communications / Outreach Plan to be developed under Goal 2.1.

WORKPLAN AND SCHEDULE

Description of Planned Activities	Completion Date	Budget
Identify District Stakeholders and the “Value” provided by MVSD to Stakeholder	Dec. 2011	\$0 ^a
Identify and Prepare Stakeholder Specific “Value to Stakeholder” Message Points	April 2012	\$0 ^a
Incorporate “Value” Message Points into Draft MVSD Communications / Outreach Plan developed in Goal 2.1	June 2012	\$0 ^a
Total Budget Staff Costs		\$0
Total Budget Consultant Costs		\$0
Total Budget		\$0

^a Cost included in Goal 2.1 Budget.

Strategic Plan Goal 2.2
 Develop Consistent "Value to Stakeholder" Message
 Anticipated Level of Effort

Task	MVSD Staff										Total Staff hours	Total Staff \$	MVSD		
	MDR Manager	NBA Manager	KDC Lab & Marsh	LC Lab & Marsh	MR Ops	DR Ops	SR Admin	OPS	ADMIN	Board of Directors			Consultant	Total Budget	
Procure Outreach Consultant Services	0	0	0							0	0	\$ -			\$ -
Identify District Stakeholders and "Value" provided by MVSD to Stakeholder	0	0	0								0	\$ -		\$ -	\$ -
Identify and Prepare Stakeholder Specific "Value to Stakeholder" Message Points	0	0	0								0	\$ -		\$ -	\$ -
Totals	0	0	0	0	0	0	0	0	0	0	0	\$ -	\$ -	\$ -	\$ -

ID	Task Mode	Task Name	Duration	Start	Finish	Predecessors	2012						
							Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	
1		Procure Outreach Consultant Services	50 days	Fri 7/1/11	Thu 9/8/11								
2		Identify District Stakeholders and "Value" provided to MVSD to Stakeholder	60 days	Thu 9/15/11	Wed 12/7/11	1FS+4 days							
3		Identify and Prepare Stakeholder Specific "Value" Message Points	90 days	Thu 12/8/11	Wed 4/11/12	2							
4		Incorporate "Value" Message Point into District Comprehensive Communications Plan Developed in Goal 2.1	45 days	Thu 4/12/12	Wed 6/13/12	3							

Project: Goal 2.2 - Develop consis Date: Thu 7/14/11	Task		External Milestone		Manual Summary Rollup	
	Split		Inactive Task		Manual Summary	
	Milestone		Inactive Milestone		Start-only	
	Summary		Inactive Summary		Finish-only	
	Project Summary		Manual Task		Deadline	
	External Tasks		Duration-only		Progress	

**FY 2011-2012 Strategic Plan - Goal 2.3
Develop MVSD Staff as “Ambassadors of MVSD”**

Purpose: Given the current climate of public distrust and apparent resentment of public agency employees, and the nearly daily customer interaction with District field and office staff, it is important for each interaction to reflect the high quality, professional, and fiscally responsible services provided by the District to its ratepayers. This goal seeks to provide front line staff with the tools, skills, and practice necessary to enhance the District’s image with our stakeholders and ratepayers. Successful completion of this goal strengthens the District’s positive image with collection system customers and the Wetlands Field Trip program and capitalizes on opportunities for positive interactions with our customers and the public by our collection system field crews and front office staff. This goal will also help to elevate front line staff’s overall engagement with and commitment to the District’s ratepayers and other customers.

Action: Planned actions for Fiscal Year 2011-2012 include starting with “ambassador” models from similar programs developed by other agencies and modifying/creating staff training programs, tools, and opportunities for implementation by MVSD.

Deliverable: The deliverable for Fiscal Year 2011-2012 will be a written “Ambassador” training plan and “Ambassador” program.

WORKPLAN AND SCHEDULE

Description of Planned Activities	Completion Date	Budget
Research and Obtain Existing Resource Materials	July 2011	\$1,200
Evaluate Materials Obtained and Develop Recommendations for MVSD Ambassador Program	Aug. 2011	\$2,500
Present Findings to MVSD Public Outreach Committee	Sept. 2011	\$1,100
Prepare DRAFT Program Document Identifying program expectations, employee training, budget, etc.	Oct. 2011	\$3,300
Present DRAFT Program to MVSD Board of Directors for input	Nov. 2011	\$700
Prepare FINAL Program Documents	Dec. 2011	\$4,600
Obtain MVSD Board of Directors Approval of Program	Jan. 2012	\$700
Train Staff	May 2012	\$13,800 ^a
Kick-off Ambassador Program	June 2012	\$2,100
Total Budget Staff Costs		\$25,000
Total Budget Consultant Costs		\$5,000
Total Budget		\$30,000

^a Assumes 8 hours of training per employee and \$5,000 for external resources (consultant or additional training materials).

Strategic Plan Goal 2.3
 Develop Staff as "Ambassadors of MVSD"
 Anticipated Level of Effort

Task	MVSD Staff									Total Staff hours	Total Staff \$	MVSD		
	MDR Manager	NBA Manager	KDC Lab & Marsh	LC Lab & Marsh	MR Ops	DR Ops	SR Admin	OPS	ADMIN			Board of Directors	Consultant	Total Budget
Research and Obtain Existing Resource Materials	0	8					4			12	\$ 1,196.00			\$ 1,200.00
Evaluate Materials Obtained and Develop Recommendations for MVSD Ambassador Program		12					16			28	\$ 2,484.00			\$ 2,500.00
Present Findings to MVSD Public Outreach Committee	1	4							2	7	\$ 713.00	\$ 400.00		\$ 1,100.00
Prepare DRAFT Program Document Identifying program expectations, employee training, budget, etc.		8					10		24	42	\$ 3,266.00			\$ 3,300.00
Present DRAFT Program to MVSD Board of Directors for input	1	4							2	7	\$ 713.00			\$ 700.00
Prepare FINAL Program Documents		16					16		24	56	\$ 4,600.00			\$ 4,600.00
Obtain MVSD Board of Directors Approval of Program	1	4							2	7	\$ 713.00			\$ 700.00
Train Staff	8	8	8	8	8	8	8	40	16	112	\$ 8,800.00		\$ 5,000.00	\$ 13,800.00
Kick-off Ambassador Program	1	2	2	2	2	2	2	10	4	27	\$ 2,085.00			\$ 2,100.00
Totals	12	66	10	10	10	10	56	50	74	298	\$ 24,570.00	\$ 400.00	\$ 5,000.00	\$ 30,000.00

ID	Task Mode	Task Name	Duration	Start	Finish	Predecessors	Resource Names	3rd Quarter			4th Quarter			1st Quarter			2nd Quarter		
								Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
1		Obtain Ambassador Program Information from Nevada Irrigation District	21 days	Fri 7/1/11	Fri 7/29/11														
2		Research additional "Ambassador" programs	21 days	Fri 7/1/11	Fri 7/29/11														
3		Evaluate applicability of existing programs to MVSD	23 days	Mon 8/1/11	Wed 8/31/11	1,2													
4		Present Findings to Public Outreach Committee	0 days	Thu 9/1/11	Thu 9/1/11	3					9/1								
5		Develop DRAFT Program identifying expectations, training, etc.	35 days	Thu 9/1/11	Wed 10/19/11	4													
6		Present DRAFT Ambassador Program to BOD	16 days	Thu 10/20/11	Thu 11/10/11	5													
7		Obtain training materials and/or train the trainer	30 days	Fri 11/11/11	Thu 12/22/11	6													
8		Finalize Ambassador program materials	5 days	Fri 12/23/11	Thu 12/29/11	7													
9		Obtain District BOD Approval for FINAL Ambassador Program	10 days	Fri 12/30/11	Thu 1/12/12	8													
10		Train staff	90 days	Fri 1/13/12	Thu 5/17/12	9													
11		Officially Kick-off "Ambassador" Program	0 days	Fri 6/1/12	Fri 6/1/12	10													

Project: Goal 2.3 Ambassadors of Date: Thu 7/14/11	Task		External Milestone		Manual Summary Rollup	
	Split		Inactive Task		Manual Summary	
	Milestone		Inactive Milestone		Start-only	
	Summary		Inactive Summary		Finish-only	
	Project Summary		Manual Task		Deadline	
	External Tasks		Duration-only		Progress	

STRATEGIC ELEMENT 3.0
INFRASTRUCTURE

FY 2011-2012 Strategic Plan - Goal 3.1
Develop and Implement District-wide Asset Management Practices

Purpose: Competition for scarce resources puts tremendous pressure on the District to make good financial decisions with respect to the District’s assets. This goal seeks to incorporate effective asset management practices into the District’s funding and operational decision process to better inform the decision process with respect to risk, total life-cycle costs, total life-cycle benefits and the impacts on and of funding availability. Asset management will further enhance District strengths associated with the extension of useful life of assets and a fiscally conservative management approach.

Action: Planned actions for Fiscal Year 2011-2012 include developing an asset management framework and cost-benefit analysis process for District project and program funding decisions.

Deliverable: The deliverable for Fiscal Year 2011-2012 will be a written process for implementing asset management practices into the District’s daily work practices.

WORKPLAN AND SCHEDULE

Description of Planned Activities	Completion Date	Budget
Obtain and review existing Asset Management (AM) programs from other agencies	Nov 2011	\$4,600
Combine / Modify / Develop an AM Program consistent with existing MVSD practices / programs	March 2012	\$6,000
Implement initial AM practices for Capital Program decisions	May 2012	\$9,700
Implement initial AM practices for Operational program decisions	May 2012	\$15,900
Evaluate initial implementation and prepare AM documentation for future Board approval	June 2012	\$7,200
Total Budget Staff Costs		\$43,400
Total Budget Consultant Costs		\$0
Total Budget		\$43,400

Strategic Plan Goal 3.1
 Develop and Implement District-wide Asset Management Practices
 Anticipated Level of Effort

Task	MVSD Staff										Total Staff hours	Total Staff \$	MVSD Board of Directors			
	MDR Manager	NBA Manager	KDC Lab & Marsh	LC Lab & Marsh	MR Ops	DR Ops	SR Admin	OPS	ADMIN	Directors			Consultant	Total Budget	Total Budget	
Research Asset Management Programs implemented by other agencies	0	40									40	\$ 4,600.00			\$ 4,600.00	\$ 4,600.00
Combine / Modify / Develop Asset Management Program consistent with existing MVSD practices / programs	0	40							20		60	\$ 5,980.00	\$ -		\$ 5,980.00	\$ 6,000.00
Implement initial Asset Management practices for Capital Program decisions	0	40	10	10		20	10		20		110	\$ 9,650.00			\$ 9,650.00	\$ 9,700.00
Implement initial Asset Management practices for Operational Program decisions	10	40	10	10	20	20	10	50	20		190	\$ 15,910.00			\$ 15,910.00	\$ 15,900.00
Evaluate initial implementation and prepare Asset Management documentation for future Board Approval	8	24	8	8	8	8	8		8		80	\$ 7,168.00			\$ 7,168.00	\$ 7,200.00
Totals	18	184	28	28	28	48	28	50	68		480	\$ 43,308.00	\$ -	\$ -	\$ 43,308.00	\$ 43,400.00

ID	Task Mode	Task Name	Duration	Start	Finish	Predecessors	2012				
							Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 5
1		Research AM programs implemented by other agencies	90 days	Fri 7/1/11	Thu 11/3/11						
2		Combine / modify / develop AM program consistent with MVSD existing practices / programs	90 days	Fri 11/4/11	Thu 3/8/12	1					
3		Implement initial asset management practices for Capital program decisions	45 days	Fri 3/9/12	Thu 5/10/12	2					
4		Implement initial asset management practices for operational program decisions	45 days	Fri 3/9/12	Thu 5/10/12	2					
5		Evaluate initial implementation and prepare AM documentation for future Board approval	30 days	Fri 5/11/12	Thu 6/21/12	3					

Project: Goal 3.1 Develop Asset M Date: Thu 7/14/11	Task		External Milestone		Manual Summary Rollup	
	Split		Inactive Task		Manual Summary	
	Milestone		Inactive Milestone		Start-only	
	Summary		Inactive Summary		Finish-only	
	Project Summary		Manual Task		Deadline	
	External Tasks		Duration-only		Progress	

FY 2011-2012 Strategic Plan - Goal 3.2
Develop and Implement District Comprehensive Capital Improvement Plan

Purpose: The District has taken significant steps to address its aging infrastructure and facility needs by completing and implementing a Sewer System Management Plan, by completing and implementing a Long Range Plan, and by completing a treatment plant System Reliability Study. Each of these plans identifies capital projects needed to maintain the District's ability to continue to meet its mission of protecting the public health and the environment. This goal is intended to prepare a comprehensive document identifying all of the District's capital needs and developing a work plan and funding scheme to complete the identified projects. Completion of this goal will improve the District's ability to continue to address the challenges of aging infrastructure and supports Strategic Plan Goal 6.1 Develop and Implement a Comprehensive Financial Plan.

Action: Planned actions for Fiscal Year 2011-2012 include publishing and adopting a Capital Improvement Plan and the initial implementation of identified first priority projects.

Deliverable: The deliverable for Fiscal Year 2011-2012 will be a comprehensive Capital Improvement Program identified in project list format.

WORKPLAN AND SCHEDULE

Description of Planned Activities	Completion Date	Budget
Prepare CIP Document for Consideration by Board of Directors	June 2011	\$2,300
Prioritize Fiscal Year 2011-2012 Projects	July 2011	\$5,500
Present CIP for Board Adoption	July 2011	\$0
Develop Detailed Schedules and Implementation Plans for First Priority Projects	Aug 2011	\$5,100
Initiate Self Performed Projects	Sept 2011	\$4,100
Initiate Consultant Procurement Process, as Necessary	Nov 2011	\$9,400
Provide CIP Update to Board of Directors	Jan 2012	\$1,300
Update CIP for Fiscal Year 2012-2013	May 2012	\$600
Present Updated CIP to Board of Directors for Consideration	June 2012	\$1,300
Total Budget Staff Costs		\$17,350
Total Budget Consultant Costs		\$12,250 ^a
Total Budget		\$29,600

^a Consultant Costs are comprised of District Engineer Costs and do not include any project related consultant costs

Strategic Plan Goal 3.2
 Develop and Implement District Comprehensive Capital Improvement Plan
 Anticipated Level of Effort

Task	MVSD Staff									Total Staff hours	Total Staff \$	MVSD		
	MDR Manager	NBA Manager	KDC Lab & Marsh	LC Lab & Marsh	MR Ops	DR Ops	SR Admin	OPS	ADMIN			Board of Directors	Consultant (a)	Total Budget
Prepare CIP for Consideration by Board of Directors and Present to Board	3	16							1	20	\$ 2,254.00			\$ 2,300.00
Prioritize Fiscal Year 2011-2012 Projects	4	16				8			2	30	\$ 3,022.00		\$ 2,500.00	\$ 5,500.00
Present CIP for Board Adoption										0	\$ -			\$ -
Develop Detailed Schedules and Implementation Plans for first priority projects		16				8			2	26	\$ 2,562.00		\$ 2,500.00	\$ 5,100.00
Initiate Self Performed Projects	4		2		16	16			2	40	\$ 3,086.00		\$ 1,000.00	\$ 4,100.00
Initiate Consultant Procurement Process, as necessary	4	16	2			8			20	50	\$ 4,416.00		\$ 5,000.00	\$ 9,400.00
Provide CIP Update to Board of Directors	2	4							2	8	\$ 828.00		\$ 500.00	\$ 1,300.00
Update CIP for Fiscal Year 2012-2103		2							2	4	\$ 368.00		\$ 250.00	\$ 600.00
Present Updated CIP to Board of Directors for Consideration	2	4							2	8	\$ 828.00		\$ 500.00	\$ 1,300.00
Totals	19	74	4	0	16	40	0	0	33	186	\$ 17,364.00	\$ -	\$ 12,250.00	\$ 29,600.00

(a) Consultant Costs are for District Engineer Services in support of CIP and do not include any direct project related costs

ID	Task Mode	Task Name	Duration	Start	Finish	Predecessors	Resource Names	% Complete	2011	3rd Quarter	4th Quarter	1st Quarter	2nd Quarter								
									Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
1		Prepare CIP for Consideration by BOD and Present to BOD	0 days	Thu 6/9/11	Thu 6/9/11			100%													
2		Prioritize FY 11/12 Projects	5 days	Fri 7/1/11	Thu 7/7/11			0%													
3		Board Approval of CIP	0 days	Thu 7/21/11	Thu 7/21/11			0%													
4		Develop Detailed Schedules and Implementation Plans for first priority projects	30 days	Fri 7/8/11	Thu 8/18/11	2		0%													
5		Develop Scope of Work for First Priority Projects	30 days	Fri 7/8/11	Thu 8/18/11	2		0%													
6		Initiate Self Performed Projects	30 days	Fri 8/19/11	Thu 9/29/11	4,5		0%													
7		Initiate Consultant Procurement Process, as necessary	60 days	Fri 8/19/11	Thu 11/10/11	4,5		0%													
8		Provide CIP update to Board of Directors	0 days	Thu 1/12/12	Thu 1/12/12			0%													
9		Update CIP for Fiscal Year 2012-2013	15 days	Mon 5/7/12	Fri 5/25/12			0%													
10		Present Updated CIP to Board for Consideration	0 days	Thu 6/14/12	Thu 6/14/12	9		0%													

Project: Goal 3.2 Develop & Imple
Date: Thu 7/14/11

Task		External Milestone		Manual Summary Rollup	
Split		Inactive Task		Manual Summary	
Milestone		Inactive Milestone		Start-only	
Summary		Inactive Summary		Finish-only	
Project Summary		Manual Task		Deadline	
External Tasks		Duration-only		Progress	

STRATEGIC ELEMENT 4.0
PERSONNEL MANAGEMENT

**FY 2011-2012 Strategic Plan - Goal 4.1
Develop and Implement Staff Performance / Development Plan**

Purpose: The District is committed to developing and maintaining a highly trained and professional staff. The District and staff are both committed to their accountability to District customers and rate-payers for job and service performance. This goal includes developing improved evaluation tools and an improved commitment to document employee performance and development.

Action: Planned actions for Fiscal Year 2011-2012 include developing and implementing a new Employee Performance system complete with individual job performance measures and employee development plans.

Deliverable: The deliverable for Fiscal Year 2011-2012 will be written evaluations and development plans for each existing employee. A summary of the evaluation and development plan will be presented to the District Personnel Committee upon completion.

WORKPLAN AND SCHEDULE

Description of Planned Activities	Completion Date	Budget
Research and Collect Information on Existing Employee Evaluation Systems	Aug 2011	\$3,900
Evaluate Sample Plans	Sep 2011	\$4,200
Develop MVSD Performance Evaluation Plan	Nov 2011	\$6,300
Committee Development of Job Specific Criteria	Nov 2011	\$2,600
Develop Tools / Instruments / Forms for Development Plans	Jan 2012	\$3,400
Present Performance / Development Plan to Personnel Committee	Jan 2012	\$1,900
Train Staff – Supervisors and Employees	Feb 2012	\$2,700
Perform / Complete First Round of Evaluations	Mar 1, 2012	\$4,400
Total Budget Staff Costs		\$29,400
Total Budget Consultant Costs		\$0
Total Budget		\$29,400

Strategic Plan Goal 4.1
 Develop and Implement Staff Performance / Development Plan
 Anticipated Level of Effort

Task	MVSD Staff										Total Staff hours	Total Staff \$	MVSD		
	MDR Manager	NBA Manager	KDC Lab & Marsh	LC Lab & Marsh	MR Ops	DR Ops	SR Admin	OPS	ADMIN	Board of Directors			Consultant (a)	Total Budget	
Collect Staff Performance Evaluation Sample Plans		24					16				40	\$ 3,864.00			\$ 3,900.00
Evaluate Sample Plans	8	24					8				40	\$ 4,232.00			\$ 4,200.00
Develop MVSD Performance Evaluation Plan	8	32					16		8		64	\$ 6,256.00			\$ 6,300.00
Committee Development of job specific evaluation criteria	4	4			8	8	8				32	\$ 2,640.00			\$ 2,600.00
Develop Tools/Instruments/Forms to assist in creating Employee Specific Development Plans	4	16					8		8		36	\$ 3,404.00			\$ 3,400.00
Present Performance and Development Plan Program to Personnel Committee	4	4					6		2		16	\$ 1,472.00	\$400.00		\$ 1,900.00
Train Staff - (Both Supervisors and Employees)	2	4	2	2	4	2	4	10	4		34	\$ 2,714.00			\$ 2,700.00
Perform / Complete First Round of Evaluations	8	6	2	2	12	2	6	10	4		52	\$ 4,356.00			\$ 4,400.00
Totals	38	114	4	4	24	12	72	20	26		314	\$ 28,938.00	\$400.00	\$ -	\$ 29,400.00

ID	Task Mode	Task Name	Duration	Start	Finish	Predecessors	3rd Quarter			4th Quarter			1st Quarter			2nd Quarter		
							Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
1		Collect Staff Performance Evaluation Sample Plans	30 days	Fri 7/1/11	Thu 8/11/11													
2		Evaluate Sample Plans	30 days	Fri 8/12/11	Thu 9/22/11	1												
3		Develop MVSD Performance Evaluation Plan	45 days	Fri 9/23/11	Thu 11/24/11	2												
4		Set up committee of staff to review job specific evaluation criteria	10 days	Fri 9/23/11	Thu 10/6/11	2												
5		Develop Job Specific Evaluation Criteria	30 days	Fri 10/7/11	Thu 11/17/11	4												
6		Develop Tool to Create Employee Specific Development Plans	30 days	Fri 11/25/11	Thu 1/5/12	3												
7		Presentation of Performance and Development Plan to Personnel Committee	0 days	Thu 1/19/12	Thu 1/19/12	6FS+10 days												
8		Train Staff - Employees and Supervisors	20 days	Fri 1/20/12	Thu 2/16/12	6,7												
9		Completion of first round of evaluations	10 days	Fri 2/17/12	Thu 3/1/12	8												

Project: Goal 4.1 Develop & Imple Date: Thu 7/14/11	Task		External Milestone		Manual Summary Rollup	
	Split		Inactive Task		Manual Summary	
	Milestone		Inactive Milestone		Start-only	
	Summary		Inactive Summary		Finish-only	
	Project Summary		Manual Task		Deadline	
	External Tasks		Duration-only		Progress	

**FY 2011-2012 Strategic Plan - Goal 4.2
Develop Training Programs and Succession Plans**

Purpose: Like most California wastewater agencies, the District benefits from a mature, experienced staff. To capitalize on this experience and prepare for the next generation of wastewater professionals, the District has identified the need to prepare training plans for each District position and succession plans for identified critical positions. Strong training plans improve the District's staff capacity and professionalism. This goal strongly supports Goal 4.1 – Develop and Implement Staff Performance / Development Plan. This goal includes developing core training plans for each District Position and a succession planning component for each District Sr. Level Position.

Action: Planned actions for Fiscal Year 2011-2012 include developing written training plans for each District position. Implementation of the training and succession plans will occur in future years. Work on this Goal follows completion of FY 2011-2012 activities for Goal 4.1.

Deliverable: The deliverable for Fiscal Year 2011-2012 will be written training plans for each District position to be incorporated with the performance and development plans prepared under Goal 4.2. A summary of the training plans will be presented to the District Personnel Committee upon completion.

WORKPLAN AND SCHEDULE

Description of Planned Activities	Completion Date	Budget
Identify required training for each District position	April 2012	\$5,700
Identify existing training materials and resources	May 2012	\$2,800
Identify other resources and available courses of training	May 2012	\$2,100
Prepare written training plans for each District position	June 2012	\$4,800
Present training plans to Personnel Committee	June 2012	\$1,000
Total Budget Staff Costs		\$16,400
Total Budget Consultant Costs		\$0
Total Budget		\$16,400

Strategic Plan Goal 4.2
 Develop Training Programs and Succession Plans
 Anticipated Level of Effort

Task	MVSD Staff										Total Staff hours	Total Staff \$	MVSD		
	MDR Manager	NBA Manager	KDC Lab & Marsh	LC Lab & Marsh	MR Ops	DR Ops	SR Admin	OPS	ADMIN	Board of Directors			Consultant (a)	Total Budget	
Identify required training for each position based on performance criteria	12	12	4	4	16	4	12				64	\$ 5,656.00			\$ 5,700.00
Identify existing training materials and resources available	4	8	2	2	8	2	6				32	\$ 2,828.00			\$ 2,800.00
Identify other resources and available courses of training	2	4	2	2	8	2	6				26	\$ 2,138.00			\$ 2,100.00
Prepare written training plans for each District position	4	24	2	2	4	2	4			8	50	\$ 4,790.00			\$ 4,800.00
Present training plans to Personnel Committee	2	2								2	6	\$ 598.00	\$ 400.00		\$ 1,000.00
Totals	24	50	10	10	36	10	28	0	10		178	\$ 16,010.00	\$ 400.00	\$ -	\$ 16,400.00

ID	Task Mode	Task Name	Duration	Start	Finish	Predecessors	3rd Quarter		4th Quarter		1st Quarter		2nd Quarter		3rd						
							Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul		
1		Complete Goal 4.1	175 days	Fri 7/1/11	Thu 3/1/12																
2		Identify required training for each position based on performance criteria	30 days	Fri 3/2/12	Thu 4/12/12	1															
3		Identify existing training materials and resources available	15 days	Fri 4/13/12	Thu 5/3/12	2															
4		Identify other resources and available courses of training	15 days	Fri 5/4/12	Thu 5/24/12	3															
5		Prepare written training plans for each District position	40 days	Fri 5/4/12	Thu 6/28/12	3															
6		Present training plans to Personnel Committee	0 days	Thu 6/28/12	Thu 6/28/12	5															

Project: Goal 4.2 Develop Training Date: Thu 7/14/11	Task		External Milestone		Manual Summary Rollup	
	Split		Inactive Task		Manual Summary	
	Milestone		Inactive Milestone		Start-only	
	Summary		Inactive Summary		Finish-only	
	Project Summary		Manual Task		Deadline	
	External Tasks		Duration-only		Progress	

FY 2011-2012 Strategic Plan - Goal 4.3

Develop Policy Direction on Total Staff Compensation for Retention & Recruitment

Purpose: At present, there is a great amount of public focus on public employee compensation and benefits. The District currently enjoys a competitive edge for retention of existing employees due to the combination of competitive salaries, competitive benefits, and good working conditions. The District is committed to maintaining this competitive advantage and performs an annual salary and benefit survey to identify the District’s relative position among Bay Area wastewater agencies. This goal involves developing a policy statement identifying the District preferred position among Bay Area wastewater agencies for the purposes of retention and recruitment.

Action: Planned actions for Fiscal Year 2011-2012 include developing a proposed policy statement for consideration and adoption by the Board of Directors, identifying the District’s goals and policy with respect to total employee compensation for the purposes of retention and recruitment.

Deliverable: The deliverable for Fiscal Year 2011-2012 will be presentation of a proposed Policy Statement for consideration and adoption by the District Board of Directors.

WORKPLAN AND SCHEDULE

Description of Planned Activities	Completion Date	Budget
Identify District’s current position among comparable Bay Area wastewater agencies	Aug 2011	\$700
Identify costs / benefits associated with improving or losing position among comparable Bay Area agencies	Sep 2011	\$2,400
Prepare Proposed Policy Statement for consideration by District Personnel Committee	Oct 2011	\$2,000
Present Policy Statement for Consideration and Adoption to the District Board of Directors	Nov 2011	\$600
Total Budget Staff Costs		\$5,700
Total Budget Consultant Costs		\$0
Total Budget		\$5,700

Strategic Plan Goal 4.3
 Develop Policy Direction on Total Staff Compensation for Recruitment / Retention
 Anticipated Level of Effort

Task	MVSD Staff										Total Staff hours	Total Staff \$	MVSD		
	MDR Manager	NBA Manager	KDC Lab & Marsh	LC Lab & Marsh	MR Ops	DR Ops	SR Admin	OPS	ADMIN	Board of Directors			Consultant (a)	Total Budget	
Identify District's current position among comparable Bay Area wastewater agencies		4								4	8	\$ 736.00			\$ 700.00
Identify costs / benefits associated with improving or losing position among comparable Bay Area agencies		16					8				24	\$ 2,392.00			\$ 2,400.00
Prepare Proposed Policy Statement for consideration by District Personnel Committee	2	8					6				16	\$ 1,564.00	\$400.00		\$ 2,000.00
Present Policy Statement for Consideration and Adoption to the District Board of Directors	2	2								2	6	\$ 598.00			\$ 600.00
Totals	4	30	0	0	0	0	14	0	6		54	\$ 5,290.00	\$400.00	\$ -	\$ 5,700.00

ID	Task Mode	Task Name	Duration	Start	Finish	3rd Quarter			4th Quarter			1st Quarter			2nd Quarter			3rd Quarter				
						Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov
1		Identify District's current position among comparable Bay Area wastewater agencies	10 days	Mon 8/15/11	Fri 8/26/11																	
2		Identify costs / benefits associated with improving or losing position among comparable Bay Area agencies	15 days	Mon 8/29/11	Fri 9/16/11																	
3		Prepare Proposed Policy Statement for consideration by District Personnel Committee	30 days	Mon 9/19/11	Fri 10/28/11																	
4		Personnel Committee	0 days	Fri 10/28/11	Fri 10/28/11																10/28	
5		Present Policy Statement for Consideration and Adoption to the District Board of Directors	10 days	Mon 10/31/11	Fri 11/11/11																	
6		Board Meeting	0 days	Fri 11/11/11	Fri 11/11/11																	11/11

Project: Goal 4.3 - Develop Policy Date: Thu 7/14/11	Task		External Milestone		Manual Summary Rollup	
	Split		Inactive Task		Manual Summary	
	Milestone		Inactive Milestone		Start-only	
	Summary		Inactive Summary		Finish-only	
	Project Summary		Manual Task		Deadline	
	External Tasks		Duration-only		Progress	

STRATEGIC ELEMENT 5.0
ADMINISTRATIVE MANAGEMENT

FY 2011-2012 Strategic Plan - Goal 5.1
Develop and Implement Management Tools to Track District-wide Activities

Purpose: While the District is relatively small in service area, staff members are tasked with managing the same issues as wastewater agencies that are many times the size of MVSD. In addition, due to MVSD's environmental education program, marsh management activities, and small staff size, a small number of people must track and manage a large number of activities, budgets and deadlines. The District has already invested in a number of management tools designed specifically for the wastewater industry or for general project management. These include the District's Geographic Information System, the Computerized Maintenance Management System, the Water Information Management System, ManagePro, and Microsoft Project. This Goal involves identifying the District's information management needs, making better use of existing management systems and tools, as well as identifying, acquiring, and implementing new and improved management tools.

Action: Planned actions for Fiscal Year 2011-2012 include performing a needs analysis, identification of available management tools to address the needs, and implementing identified tools to improve data collection, reporting, planning and project/cost tracking.

Deliverable: The deliverable for Fiscal Year 2011-2012 will be a series of presentations to the Board of Directors of the various management tools used by the District, the reasons for their use, and the District benefits from the use of these management tools.

WORKPLAN AND SCHEDULE

Description of Planned Activities	Completion Date	Budget
Perform District-wide Management and Information Management Needs Analysis	Nov 2011	\$2,800
Document District's Existing Management and Information Management Tools	Nov 2011	\$1,000
Correlate Identified Needs with Existing Tools	Dec 2011	\$2,400
Evaluate Use of Existing Tools and Systems and Identify Potential Improvements	June 2012	\$2,500
Implement Improvements (May Require Additional Training, Outside Support, or other activities)	June 2012	\$2,400
Schedule and Make Board Presentations (4 Presentations)	Mar 2012 thru Jun 2012	\$2,700
Total Budget Staff Costs		\$13,800
Total Budget Consultant Costs		\$0 ^a
Total Budget		\$13,800

^a Assumes no additional training or outside support is required.

Strategic Plan Goal 5.1
 Develop and Implement Management Tools to Track District-wide Activities
 Anticipated Level of Effort

Task	MVSD Staff										Total Staff hours	Total Staff \$	MVSD Board of			
	MDR Manager	NBA Manager	KDC Lab & Marsh	LC Lab & Marsh	MR Ops	DR Ops	SR Admin	OPS	ADMIN	Directors			Consultant	Total Budget	Total Budget	
Peform District-wide Management and Information Management Needs Analysis	4	8	4	4	4	4	4				32	\$ 2,848.00			\$ 2,848.00	\$ 2,800.00
Document District's Existing Management and Information Management Tools		4				4	4				12	\$ 1,028.00			\$ 1,028.00	\$ 1,000.00
Coorelate Identified Needs with Existing Tools		8	4	4	4	4	4				28	\$ 2,388.00			\$ 2,388.00	\$ 2,400.00
Evaluate Use of Existing Tools and Systems and Identify Potential Improvements	2	8	2	4	4	4	4				28	\$ 2,466.00			\$ 2,466.00	\$ 2,500.00
Implement Improvements (May Require Additional Training, Outside Support, or other activities)	4	4	4	4	4	4	4				28	\$ 2,388.00			\$ 2,388.00	\$ 2,400.00
Schedule and Make Board Presentations (4 Presentations)	4	8	2	2	2	2	2			8	30	\$ 2,666.00			\$ 2,666.00	\$ 2,700.00
Totals	14	40	16	18	18	22	22	0	8		158	\$ 13,784.00	\$ -	\$ -	\$ 13,784.00	\$ 13,800.00

ID	Task Mode	Task Name	Duration	Start	Finish	3rd Quarter			4th Quarter			1st Quarter			2nd Quarter			3rd Q
						Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul
1		Peform District-wide Management and Information Management Needs Analysis	45 days	Thu 9/1/11	Wed 11/2/11													
2		Document District's Existing Management and Information Management Tools	15 days	Thu 11/3/11	Wed 11/23/11													
3		Coorelate Identified Needs with Existing Tools	15 days	Thu 11/24/11	Wed 12/14/11													
4		Evaluate Use of Existing Tools and Systems and Identify Potential Improvements	135 days	Thu 12/15/11	Wed 6/20/12													
5		Implement Improvements (May Require Additional Training, Outside Support, or other activities)	90 days	Thu 2/16/12	Wed 6/20/12													
6		Schedule and Make Board Presentations	90 days	Thu 2/16/12	Wed 6/20/12													

Project: Goal 5.1 Develop and Imp Date: Thu 7/14/11	Task		External Milestone		Manual Summary Rollup	
	Split		Inactive Task		Manual Summary	
	Milestone		Inactive Milestone		Start-only	
	Summary		Inactive Summary		Finish-only	
	Project Summary		Manual Task		Deadline	
	External Tasks		Duration-only		Progress	

**FY 2011-2012 Strategic Plan - Goal 5.2
Update District-wide Policies and Procedures**

Purpose: The District’s existing policies are maintained in a variety of locations and documents. Several policies potentially overlap or even contradict each other. Additional policies are required to address changing workplace conditions and requirements as well as District specific work practices and expectations. This Goal involves updating the District’s Policies and Procedures to ensure compliance with statutory requirements, eliminate duplicative polices, and clarify the District’s policy intent.

Action: Planned actions for Fiscal Year 2011-2012 include prioritizing and updating key personnel policies and procedures for consideration by the Board of Directors. A total of 96 policies are planned for review in FY 2011-2012. (An additional 100 policies are planned for review in FY 2012-2013).

Deliverable: The deliverable for Fiscal Year 2011-2012 will be a DRAFT Personnel Policies and Procedures Document presented to the Board of Directors for Consideration and Approval.

WORKPLAN AND SCHEDULE

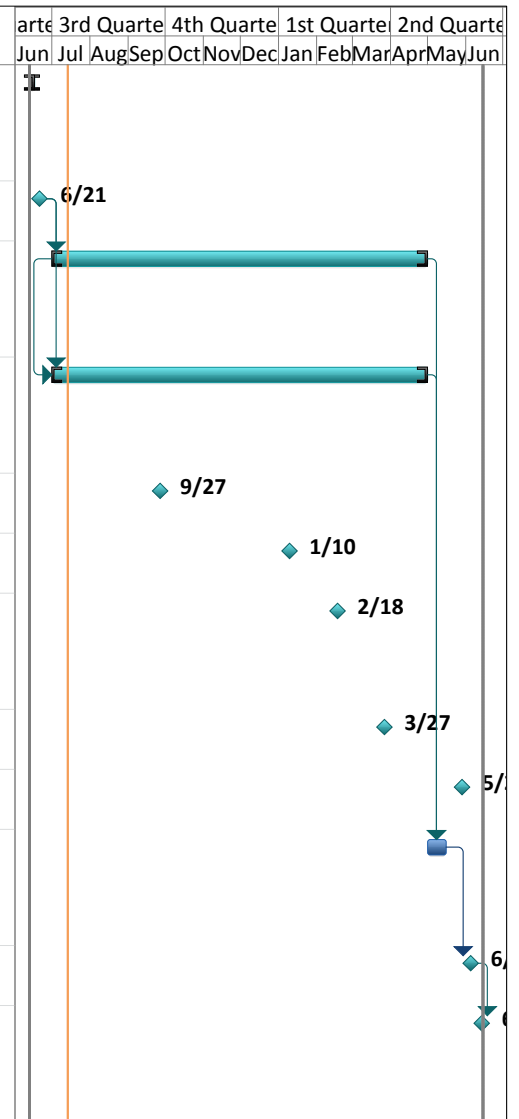
Description of Planned Activities	Completion Date	Budget
Develop Proposed MVSD Policy Table of Contents & Priority Listing of Policies	June 2011	\$300
Meet with MVSD Personnel Committee for Approval of Priority Listing and Proposed Work Plan	June 2011	\$700
Follow Detailed Work Plan as revised by Personnel Committee and complete development and/or revision of policies complete with Legal Review by Counsel (96 policies in FY 2011-2012 and 196 policies in FY 2012-2013) (Budget includes 4 quarterly Personnel Committee Meetings)	April 2012	\$52,300 \$21,000 ^a
Present DRAFT Policies and Procedures to Personnel Committee	June 2012	\$800
Present DRAFT Policies for consideration by Board of Directors	June 2012	\$500
Total Budget Staff Costs		\$54,600
Total Budget Consultant Costs		\$21,000
Total Budget		\$75,600

^a Legal review of 196 staff prepared revised policies

Strategic Plan Goal 5.2
Update District Policies and Procedures
Anticipated Level of Effort

Task	MVSD Staff										Total Staff hours	Total Staff \$	MVSD Board of Directors			
	MDR Manager	NBA Manager	KDC Lab & Marsh	LC Lab & Marsh	MR Ops	DR Ops	SR Admin	OPS	ADMIN	Directors			Consultant	Total Budget	Total Budget	
Develop Proposed MVSD Policy Table of Contents & Priority Listing of Policies	0	3									3	\$ 345.00			\$ 345.00	\$ 300.00
Meet with MVSD Personnel Committee for Approval of Priority Listing and Proposed Work Plan	1	2									3	\$ 345.00	\$ 400.00		\$ 745.00	\$ 700.00
Develop and / or revise policies at average rate of 10 policies per month	12	200					88		200		500	\$ 44,252.00			\$ 44,252.00	\$ 44,300.00
Obtain legal review of proposed policies at average rate of 10 policies per month											0	\$ -		\$ 21,000.00	\$ 21,000.00	\$ 21,000.00
Meet with Personnel Committee Quarterly to review progress	8	16							4		28	\$ 3,036.00	\$ 1,600.00		\$ 4,636.00	\$ 4,600.00
Prepare Draft MVSD Policies and Procedures Document	2	8					16		16		42	\$ 3,358.00			\$ 3,358.00	\$ 3,400.00
Present Draft to MVSD Personnel Committee	1	2							1		4	\$ 414.00	\$ 400.00		\$ 814.00	\$ 800.00
Present DRAFT to MVSD for Consideration and Approval	1	2					1		1		5	\$ 483.00			\$ 483.00	\$ 500.00
Totals	25	233	0	0	0	0	105	0	222		585	\$ 52,233.00	\$ 2,400.00	\$ 21,000.00	\$ 75,633.00	\$ 75,600.00

ID	Task Mode	Task Name	Duration	Start	Finish	Predecessors	2011	3rd Quarter	4th Quarter	1st Quarter	2nd Quarter								
							Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
1		Develop Proposed MVSD Policy Table of Contents and Priority Listing of Policies	4 days	Mon 6/13/11	Thu 6/16/11														
2		Meet with District Personnel Committee	0 days	Tue 6/21/11	Tue 6/21/11														
3		Develop and /or revise policies at average rate of 10 policies per month	217 days	Fri 7/1/11	Mon 4/30/12	2													
4		Obtain legal review of proposed policies at average rate of 10 policies per month	217 days	Fri 7/1/11	Mon 4/30/12	2,3SS													
5		Meet with District Personnel Committee	0 days	Tue 9/27/11	Tue 9/27/11														
6		Meet with District Personnel Committee	0 days	Tue 1/10/12	Tue 1/10/12														
7		Present completed policies to Board at Annual Strategy Session	0 days	Sat 2/18/12	Sat 2/18/12														
8		Meet with District Personnel Committee	0 days	Tue 3/27/12	Tue 3/27/12														
9		meet with District Personnel Committee	0 days	Tue 5/29/12	Tue 5/29/12														
10		Prepare DRAFT MVSD Policies and Procedures Document	11 days	Tue 5/1/12	Tue 5/15/12	3,4													
11		Present DRAFT to MVSD Personnel Committee	0 days	Tue 6/5/12	Tue 6/5/12	10FS+14 days													
12		Present DRAFT to MVSD Board of Directors for Consideration and Approval	0 days	Thu 6/14/12	Thu 6/14/12	11													



Project: Goal 5.2 Update District P Date: Thu 7/14/11	Task		External Milestone		Manual Summary Rollup	
	Split		Inactive Task		Manual Summary	
	Milestone		Inactive Milestone		Start-only	
	Summary		Inactive Summary		Finish-only	
	Project Summary		Manual Task		Deadline	
	External Tasks		Duration-only		Progress	

STRATEGIC ELEMENT 6.0
FINANCIAL MANAGEMENT

**FY 2011-2012 Strategic Plan – Goal 6.1
Develop and Implement Comprehensive Financial Plan**

Purpose: The District, like most public agencies in California, is constantly challenged by increased demands on flat or even decreasing resources. Additionally, the District service area has matured such that revenues from new connections are expected to continue to decrease into the future. Developing a comprehensive financial plan will help to mitigate the District’s limited financial resources that are available to continue fund future capital and rehabilitation projects. This goal involves identifying the District’s total financial need including operations and maintenance, repair and replacement (rehabilitation), and long-range capital, as well as, identifying necessary and desired reserves for both capital and operations and maintenance.

Action: Planned actions for Fiscal Year 2011-2012 include identifying financial need and resources. The effort will include identifying the District’s tolerance for financial risk and indebtedness.

Deliverable: The deliverable for Fiscal Year 2011-2012 will be a DRAFT District Comprehensive Financial Plan for consideration and approval by the District Board of Directors...

WORKPLAN AND SCHEDULE

Description of Planned Activities	Completion Date	Budget
Identify and evaluate long-range capital financial needs	Sep 2011	\$1,600
Identify and evaluate long-range facilities rehabilitation needs	Sep 2011	\$1,700
Identify and evaluate projected long-range operations and maintenance financial need	Nov 2011	\$3,500
Identify and evaluate potential for increasing revenues	Jan 2012	\$2,500
Evaluate cost/benefit of potential new sources of revenue	Mar 2012	\$1,600
Identify additional District business activities, costs, and revenues	Sep 2011	\$2,600
Identify/evaluate District’s debt and risk tolerance wrt to finances	May 2012	\$2,000
Prepare comprehensive financial plan	June 2012	\$1,800
Identify scope of work for future financial consultant	Aug 2012	\$3,400
Total Budget Staff Costs		\$15,700
Total Budget Consultant Costs ^a		\$5,000
Total Budget		\$20,700

^a Estimated budget for District Engineer

Strategic Plan Goal 6.1
Develop and Implement Comprehensive Financial Plan
Anticipated Level of Effort

Task	MVSD Staff									Total Staff hours	Total Staff \$	MVSD Board of			
	MDR Manager	NBA Manager	KDC Lab & Marsh	LC Lab & Marsh	MR Ops	DR Ops	SR Admin	OPS	ADMIN			Directors	Consultant	Total Budget	Total Budget
Identify and Evaluate long-range capital financial needs		8					2			10	\$ 1,058.00		\$ 500.00	\$ 1,558.00	\$ 1,600.00
Identify and Evaluate long-range facilities rehabilitation financial needs		4				8	2			14	\$ 1,182.00		\$ 500.00	\$ 1,682.00	\$ 1,700.00
Identify and Evaluate long-range operational and maintenance financial needs															
Identify and Evaluate potential for increasing revenues	4	4	4	4	8	8	4			36	\$ 2,972.00		\$ 500.00	\$ 3,472.00	\$ 3,500.00
Identify and Evaluate potential for increasing revenues	8	8					2			18	\$ 1,978.00		\$ 500.00	\$ 2,478.00	\$ 2,500.00
Evaluate Cost/Benefit of developing potential new sources of revenue		8					2			10	\$ 1,058.00		\$ 500.00	\$ 1,558.00	\$ 1,600.00
Identify additional District business activities, costs, and revenues	4	8	2	2	2	2	2			22	\$ 2,114.00		\$ 500.00	\$ 2,614.00	\$ 2,600.00
Identify and evaluate District's debt tolerance and risk tolerance	4	8					2			14	\$ 1,518.00		\$ 500.00	\$ 2,018.00	\$ 2,000.00
Prepare comprehensive financial plan (Staff prepared draft)	2	4					2			8	\$ 828.00		\$ 1,000.00	\$ 1,828.00	\$ 1,800.00
Identify scope of work for future financial consultant		8	16				2			26	\$ 2,898.00		\$ 500.00	\$ 3,398.00	\$ 3,400.00
Totals	30	68	6	6	10	18	20	0	0	158	\$ 15,606.00	\$ -	\$ 5,000.00	\$ 20,606.00	\$ 20,700.00

ID	Task Mode	Task Name	Duration	Start	Finish	3rd Quarter			4th Quarter			1st Quarter			2nd Quarter			3rd Quarter				
						Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov
1		Identify and Evaluate long-range capital financial needs	20 days	Thu 9/1/11	Wed 9/28/11																	
2		Identify and Evaluate long-range facilities rehabilitation financial need	20 days	Thu 9/1/11	Wed 9/28/11																	
3		Identify and Evaluate projected long-range operations and maintenance financial need	40 days	Thu 9/29/11	Wed 11/23/11																	
4		Identify and evaluate potential for increasing revenues	45 days	Thu 11/24/11	Wed 1/25/12																	
5		Evaluate cost/benefit of potential new sources of revenue	45 days	Thu 1/26/12	Wed 3/28/12																	
6		Identify additional District business activities, costs and revenues	20 days	Thu 9/1/11	Wed 9/28/11																	
7		Identify and evaluate District's debt tolerance and risk tolerance wrt finances	30 days	Thu 3/29/12	Wed 5/9/12																	
8		Prepare comprehensive financial plan	30 days	Thu 5/10/12	Wed 6/20/12																	
9		Identify scope of work for future financial consultant	30 days	Thu 6/21/12	Wed 8/1/12																	

Project: Goal 6.1 Develop and Imp Date: Thu 7/14/11	Task		External Milestone		Manual Summary Rollup	
	Split		Inactive Task		Manual Summary	
	Milestone		Inactive Milestone		Start-only	
	Summary		Inactive Summary		Finish-only	
	Project Summary		Manual Task		Deadline	
	External Tasks		Duration-only		Progress	

FY 2011-2012 Strategic Plan - Goal 6.2
Establish Budgeting Protocols to Fund all District Activities through
User Service Charges

Purpose: The District’s service area is very nearly “built out”, with only minimal expected growth in number of connections projected. Without revenues from developer fees to help fund facilities improvements, the District’s Capital Program will rely more heavily on the user service charge. This goal is intended to develop the necessary budgeting protocols to establish a capital component within the existing user service charge rate structure sufficient to fund the District’s Five Year Capital Improvement Program.

Action: Planned actions for Fiscal Year 2011-2012 include evaluating the Fiscal Year 2011-2012 budgeting process just completed to identify information and potential funding gaps that exist with respect to developing an ultimate reliance on user service charges to fund both O&M and Capital. This information will be used to develop improved budgeting and expense reporting protocols for use in developing the Fiscal Year 2012-2013 Budget.

Deliverable: The deliverable for Fiscal Year 2011-2012 will be an internal evaluation of budget information and funding gaps with respect to reliance on user service charges and administrative protocols to address gaps in preparation for the 2012-2013 Budget.

WORKPLAN AND SCHEDULE

Description of Planned Activities	Completion Date	Budget
Evaluate District FY 2011-2012 Budget process for information gaps	Nov 2011	\$3,700
In coordination with Goal 6.1, identify Capital funding gaps based in User Service Charge Revenues	Dec 2011	\$1,000
Summarize information and funding gaps in report to District Manager and District Engineer	Feb 2012	\$1,600
Develop proposed improved expense reports to improve current year budget management	Mar 2012	\$2,900
Develop protocols to be used in developing FY 2012-2013 Budget	Mar 2012	\$2,500
Prepare internal documentation of budget development protocols and budget management procedures	Apr 2012	\$1,400
Total Budget Staff Costs		\$13,100
Total Budget Consultant Costs		\$0
Total Budget		\$13,100

Strategic Plan Goal 6.2
 Establish Budgeting Protocols to Fund District Activities through USC
 Anticipated Level of Effort

Task	MVSD Staff										Total Staff hours	Total Staff \$	MVSD Board of			
	MDR Manager	NBA Manager	KDC Lab & Marsh	LC Lab & Marsh	MR Ops	DR Ops	SR Admin	OPS	ADMIN	Directors			Consultant	Total Budget	Total Budget	
Evaluate FY 11/12 Budget Process for Information Gaps	2	20	2	2	2	2	8				38	\$ 3,678.00			\$ 3,678.00	\$ 3,700.00
Identify Capital Funding gaps based on USC (part of Goal 6.1)		4					8				12	\$ 1,012.00			\$ 1,012.00	\$ 1,000.00
Summarize Gaps in report to District Manager and District Engineer		8					8		2		18	\$ 1,610.00			\$ 1,610.00	\$ 1,600.00
Develop proposed solutions for improved budget management		16					8		8		32	\$ 2,944.00			\$ 2,944.00	\$ 2,900.00
Develop protocols to be used in FY 2012-13 budget preparation		16					8		2		26	\$ 2,530.00			\$ 2,530.00	\$ 2,500.00
Prepare internal documentation of protocols and budget management procedures	2	4					8		2		16	\$ 1,380.00			\$ 1,380.00	\$ 1,400.00
Totals	4	68	2	2	2	2	48	0	14		142	\$ 13,154.00	\$ -	\$ -	\$ 13,154.00	\$ 13,100.00

ID	Task Mode	Task Name	Duration	Start	Finish	Predecessors	3rd Quarter			4th Quarter		1st Quarter			2nd Quarter			3rd
							Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
1		Evaluate District FY 2011-2012 Budget process for information gaps	30 days	Mon 10/3/11	Fri 11/11/11													
2		In coordination with Goal 6.1 identify Capital funding gaps based on USC revenues	30 days	Mon 11/14/11	Fri 12/23/11	1												
3		Summarize information and funding gaps in report to District Manager and District Engineer	45 days	Mon 12/26/11	Fri 2/24/12	2												
4		Develop proposed improved expense reports to improve current year budget management	20 days	Mon 2/27/12	Fri 3/23/12	3												
5		Develop protocols to be used in developing the FY 2012-2013 Budget	20 days	Mon 2/27/12	Fri 3/23/12	3												
6		Prepare internal documentation of budget development protocols and budget management procedures	10 days	Mon 3/26/12	Fri 4/6/12	5												

Project: Goal 6.2 - Establish Budget Date: Thu 7/14/11	Task		External Milestone		Manual Summary Rollup	
	Split		Inactive Task		Manual Summary	
	Milestone		Inactive Milestone		Start-only	
	Summary		Inactive Summary		Finish-only	
	Project Summary		Manual Task		Deadline	
	External Tasks		Duration-only		Progress	

FY 2011-2012 Strategic Plan - Goal 6.3
Develop and Implement Revenue Teams to
Identify, Explore, and Recommend New Revenue Sources

Purpose: In preparing this Strategic Plan, the District identified a number of opportunities to develop new revenue streams. These opportunities include improved lease agreements with Clear Channel Outdoors (billboard), increased gas production (from grease receiving as well as operational changes), sale of reclaimed water, marketing biosolids, wind and solar power generation. This goal involves evaluating these opportunities and pursuing those found to have the greatest merit.

Action: Planned actions for Fiscal Year 2011-2012 include assigning staff and pursuing negotiations with Clear Channel Outdoors to enhance revenues from the billboard lease(s), pursuing operational changes to increase digester gas production to use micro-turbine to shave peak energy demand, and to research potential for marketable uses of District biosolids. (FY 2012-2013).

Deliverable: The deliverable for Fiscal Year 2011-2012 will be a report to the Board of Directors identifying the status of each pursuit, and potentially, agreements and or other documentation of successful revenue generation for consideration by the Board of Directors.

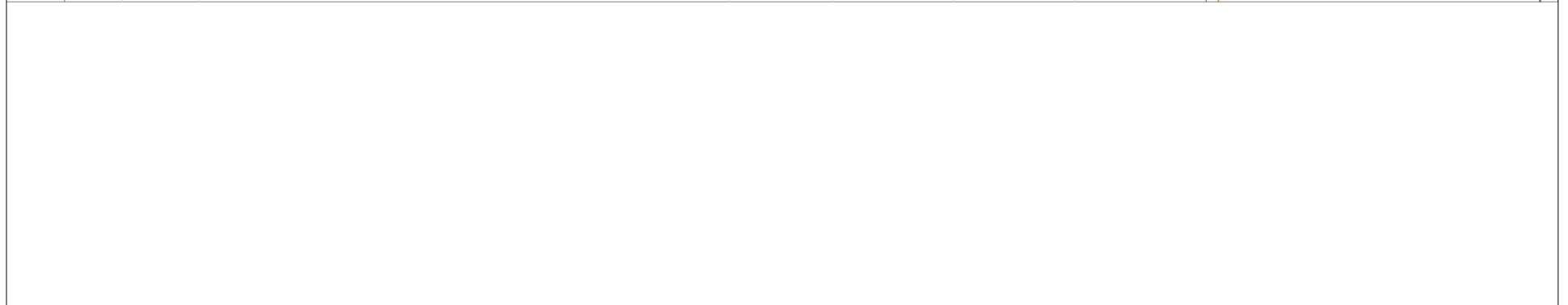
WORKPLAN AND SCHEDULE

Description of Planned Activities	Completion Date	Budget
Assign District Staff member(s) as lead for each pursuit.	Completed	\$200
Negotiate with Clear Channel Outdoors for a LED billboard and enhanced lease revenue.	Nov 2011	\$4,600
Implement operational treatment plant and digester operational changes to increase gas production during peak energy demand periods and operation of micro-turbine to shave peak power usage.	Dec 2011	\$5,200
Investigate multiple marketable biosolids products (composting, pelletizing, etc.) for potential to enhance revenues	Apr 2012	\$4,600
Prepare documents as necessary to implement new revenues	May 2012	\$4,000
Report to Board of Directors	June 2012	\$1,400
Total Budget Staff Costs		\$20,000
Total Budget Consultant Costs		\$0
Total Budget		\$20,000

Strategic Plan Goal 6.3
 Develop and Implement Revenue Teams to Identify, Explore, and Recommend New Revenue Source
 Anticipated Level of Effort

Task	MVSD Staff										Total Staff hours	Total Staff \$	MVSD Board of Directors			
	MDR Manager	NBA Manager	KDC Lab & Marsh	LC Lab & Marsh	MR Ops	DR Ops	SR Admin	OPS	ADMIN	Directors			Consultant	Total Budget	Total Budget	
Assign District Staff member(s) as lead for each pursuit.	2										2	\$ 230.00			\$ 230.00	\$ 200.00
Negotiate with Clear Channel Outdoors for a LED billboard and enhanced lease revenue.	20	20									40	\$ 4,600.00			\$ 4,600.00	\$ 4,600.00
Implement operational treatment plant and digester operational changes to increase gas production during peak energy demand periods and operation of micro-turbine to shave peak power usage.						40					60	\$ 5,220.00			\$ 5,220.00	\$ 5,200.00
Investigate multiple marketable biosolids products (composting, pelletizing, etc.) for potential to enhance revenues	10	30									40	\$ 4,600.00			\$ 4,600.00	\$ 4,600.00
Prepared documents as necessary to implement new revenues	6	16				20					42	\$ 3,990.00			\$ 3,990.00	\$ 4,000.00
Report to Board of Directors	6	6									12	\$ 1,380.00			\$ 1,380.00	\$ 1,400.00
Totals	64	72	0	0	60	0	0	0	0	0	196	\$ 20,020.00	\$ -	\$ -	\$ 20,020.00	\$ 20,000.00

ID	Task Mode	Task Name	Duration	Start	Finish	Predecessors	3rd Quarte	4th Quarte	1st Quarter	2nd Quarter						
							Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr
1		Assign District Staff member(s) as lead for each pursuit.	0 days	Fri 7/1/11	Fri 7/1/11		7/1									
2		Negotiate with Clear Channel Outdoors for a LED billboard and enhanced lease revenue.	90 days	Fri 7/1/11	Thu 11/3/11	1										
3		Implement operational treatment plant and digester operational changes to increase gas production during peak energy demand periods and operation of micro-turbine to shave peak power usage.	120 days	Fri 7/1/11	Thu 12/15/11	1										
4		Investigate multiple marketable biosolids products (composting, pelletizing, etc.) for potential to enhance revenues	120 days	Fri 11/4/11	Thu 4/19/12	2										
5		Prepared documents as necessary to implement new revenue	150 days	Fri 11/4/11	Thu 5/31/12	2										
6		Report to Board of Directors	0 days	Thu 6/14/12	Thu 6/14/12	5										



Project: Goal 6.3 Develop and Imp Date: Thu 7/14/11	Task		External Milestone		Manual Summary Rollup	
	Split		Inactive Task		Manual Summary	
	Milestone		Inactive Milestone		Start-only	
	Summary		Inactive Summary		Finish-only	
	Project Summary		Manual Task		Deadline	
	External Tasks		Duration-only		Progress	

STRATEGIC ELEMENT 7.0
ENVIRONMENT

**FY 2011-2012 Strategic Plan - Goal 7.1
Update Marsh Management Plans for
McNabney and Moorhen Marshes**

Purpose: The District has completed studies necessary to identify facilities management needs for the collection system and treatment plant. This goal will identify the facilities management needs for the District’s marsh systems. Completion of this goal will provide the information necessary to inform the District’s budgeting process to ensure sufficient capital and operational funds are available to perform the District’s marsh management activities.

Action: Planned actions for Fiscal Year 2011-2012 include completing the planned update of Moorhen Marsh Management Plan and working with the planning sub-committee of the Peyton Slough Wetlands Advisory Committee (PSWAC) to update the management plan for McNabney Marsh.

Deliverable: The deliverable for Fiscal Year 2011-2012 will be DRAFT Management Plans for Moorhen and McNabney Marshes.

WORKPLAN AND SCHEDULE

Description of Planned Activities	Completion Date	Budget
Prepare Scope of Work and RFP for Preparation of Moorhen Marsh Management Plan	July 2011	\$1,600
Select Consultant for Moorhen Marsh Management Plan	Sep 2011	\$2,100
Award of Professional Services Agreement	Sep 2011	\$1,600
Prepare Moorhen Marsh Management Plan	Apr 2012	\$14,000
Schedule PSWAC Planning Sub-Committee Re: McNabney Marsh Management Plan	Oct 2011	\$1,100
Work through PSWAC to updated McNabney Marsh Management Plan	June 2012	\$4,200
DRAFT Moorhen Marsh Management Plan	Apr 2012	\$4,200
DRAFT McNabney Marsh Management Plan	June 2012	\$2,800
Total Budget Staff Costs		\$16,300
Total Budget Consultant Costs ^a		\$15,300
Total Budget		\$31,600

^a Includes Moorhen Marsh Plan consultant, Nute, and others

Strategic Plan Goal 7.1
Update Marsh Management Plan for Both McNabney and Moorhen Marshes
Anticipated Level of Effort

Task	MVSD Staff										Total Staff hours	Total Staff \$	MVSD Board of Directors			
	MDR Manager	NBA Manager	KDC Lab & Marsh	LC Lab & Marsh	MR Ops	DR Ops	SR Admin	OPS	ADMIN	Directors			Consultant	Total Budget	Total Budget	
Develop Proposed MVSD Policy Table of Contents & Priority Listing of Policies	0	3									3	\$ 345.00			\$ 345.00	\$ 300.00
Meet with MVSD Personnel Committee for Approval of Priority Listing and Proposed Work Plan	1	2									3	\$ 345.00	\$ 400.00		\$ 745.00	\$ 700.00
Develop and / or revise policies at average rate of 10 policies per month	12	200						88		200	500	\$ 44,252.00			\$ 44,252.00	\$ 44,300.00
Obtain legal review of proposed policies at average rate of 10 policies per month											0	\$ -		\$ 21,000.00	\$ 21,000.00	\$ 21,000.00
Meet with Personnel Committee Quarterly to review progress	8	16								4	28	\$ 3,036.00	\$ 1,600.00		\$ 4,636.00	\$ 4,600.00
Prepare Draft MVSD Policies and Procedures Document	2	8						16		16	42	\$ 3,358.00			\$ 3,358.00	\$ 3,400.00
Present Draft to MVSD Personnel Committee	1	2								1	4	\$ 414.00	\$ 400.00		\$ 814.00	\$ 800.00
Present DRAFT to MVSD for Consideration and Approval	1	2					1			1	5	\$ 483.00			\$ 483.00	\$ 500.00
Totals	25	233	0	0	0	0	105	0	222	585	\$ 52,233.00	\$ 2,400.00	\$ 21,000.00	\$ 75,633.00	\$ 75,600.00	

ID	Task Mode	Task Name	Duration	Start	Finish	3rd Quarter			4th Quarter			1st Quarter			2nd Quarter					
						Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun			
1		Prepare scope of work and request for proposal for Preparation of Moorhen Marsh Management Plan	10 days	Wed 7/13/11	Tue 7/26/11															
2		Select Consultant for Moorhen Marsh Management Plan	32 days	Wed 7/27/11	Thu 9/8/11															
3		Award of Professional Services Agreement	0 days	Thu 9/8/11	Thu 9/8/11															
4		Prepare Moorhen Marsh Management Plan	150 days	Fri 9/9/11	Thu 4/5/12															
5		Schedule PSWAC Planning Sub-Committee Meeting to review existing McNabney Marsh Management Plan	60 days	Wed 7/13/11	Tue 10/4/11															
6		Work through PSWAC Planning Sub-Committee to update McNabney Marsh Management Plan	180 days	Wed 10/5/11	Tue 6/12/12															
7		DRAFT Moorhen Marsh Management Plan	0 days	Thu 4/5/12	Thu 4/5/12															
8		DRAFT McNabNey Marsh Management Plan	0 days	Tue 6/12/12	Tue 6/12/12															

Project: Goal 7.1 Update Marsh M Date: Thu 7/14/11	Task		External Milestone		Manual Summary Rollup	
	Split		Inactive Task		Manual Summary	
	Milestone		Inactive Milestone		Start-only	
	Summary		Inactive Summary		Finish-only	
	Project Summary		Manual Task		Deadline	
	External Tasks		Duration-only		Progress	

FY 2011-2012 Strategic Plan - Goal 7.2
Evaluate Feasibility of Marketing McNabney Marsh as
Wetlands / Tidal Marsh Mitigation Bank

Purpose: McNabney Marsh is a recognized asset in Contra Costa County and the District's management of the marsh has yielded a reputation for environmental stewardship. Based on the District's reputation and quality of habitat in McNabney Marsh, there may be an opportunity to market and manage McNabney as a registered mitigation bank to generate additional revenues to fund enhancements in McNabney. This could also provide additional financial resources to the UPRR Bridge Replacement Project.

Action: Planned actions for Fiscal Year 2011-2012 include researching the legal and procedural requirements for establishing a registered environmental mitigation bank under US Fish and Wildlife Service the CA Department of Fish and Game.

Deliverable: The deliverable for Fiscal Year 2011-2012 will be a report on mitigation banking and the feasibility of establishing McNabney Marsh as an environmental mitigation bank.

WORKPLAN AND SCHEDULE

Description of Planned Activities	Completion Date	Budget
Collect Federal and State Statutes and Guidance related to Mitigation Banks	Oct 2011	\$3,400
Develop understanding of mitigation banking establishment and on-going requirements and liabilities	Feb 2012	\$4,600
Evaluate Cost / Benefit to District rate-payers associated with establishment of a mitigation bank	May 2012	\$3,400
Prepare report on Mitigation Banking and Feasibility of McNabney Marsh	June 2012	\$4,600
Total Budget Staff Costs		\$16,000
Total Budget Consultant Costs		\$0
Total Budget		\$16,000

Strategic Plan Goal 7.2
 Evaluate Feasibility of Mitigation Banking - McNabney Marsh
 Anticipated Level of Effort

Task	MDR Manager	NBA Manager	KDC Lab & Marsh	LC Lab & Marsh	MVSD Staff					Total Staff hours	Total Staff \$	MVSD Board of Directors	Consultant	Total Budget	Total Budget	
					MR Ops	DR Ops	SR Admin	OPS	ADMIN							
Collect Federal and State Statutes and Guidance related to Mitigation Banks		24	8							32	\$ 3,368.00			\$ 3,368.00	\$ 3,400.00	
Develop understanding of mitigation banking establishment and on-going requirements and liabilities		24	24							48	\$ 4,584.00			\$ 4,584.00	\$ 4,600.00	
Evaluate Cost / Benefit to District rate-payers associated with establishment of a mitigation bank		24	8							32	\$ 3,368.00			\$ 3,368.00	\$ 3,400.00	
Prepare report on Mitigation Banking and Feasibility of McNabney Marsh																
Totals	2	92	60	0	0	0	0	0	0	8	162	\$ 15,922.00	\$ -	\$ -	\$ 15,922.00	\$ 16,000.00

ID	Task Mode	Task Name	Duration	Start	Finish	Predecessors	3rd Quarter			4th Quarter			1st Quarter			2nd Quarter			3rd
							Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul
1		Collect Federal and State Statutes and Guidance related to Mitigation Banks	60 days	Wed 7/13/11	Tue 10/4/11		[Task Bar]												
2		Develop understanding of mitigation banking establishment and on-going requirements and liabilities	90 days	Wed 10/5/11	Tue 2/7/12	1				[Task Bar]									
3		Evaluate Cost / Benefit to District rate-payers associated with establishment of a mitigation bank	60 days	Wed 2/8/12	Tue 5/1/12	2							[Task Bar]						
4		Prepare report on Mitigation Banking and Feasibility of McNabney Marsh	30 days	Wed 5/2/12	Tue 6/12/12	3										[Task Bar]			



Project: Goal 7.2 Evaluate Feasibi Date: Thu 7/14/11	Task		External Milestone		Manual Summary Rollup	
	Split		Inactive Task		Manual Summary	
	Milestone		Inactive Milestone		Start-only	
	Summary		Inactive Summary		Finish-only	
	Project Summary		Manual Task		Deadline	
	External Tasks		Duration-only		Progress	