

# Strategic Plan for the **Mt. View Sanitary District**



Martinez, California • Founded 1923

**July 2011**

**Governing Board of Directors**

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## **Table of Contents**

Introduction .....	1
Process .....	3
District Mission Statement .....	4
Vision Statement .....	5
Core Values .....	6
Strategic Elements and Goals .....	7
1.0 Work with Partner Agencies and Professional Organizations .....	8
2.0 Stakeholders Interactions .....	12
3.0 Infrastructure .....	13
4.0 Personnel Management .....	15
5.0 Administrative Management .....	17
6.0 Financial Management .....	19
7.0 Environment .....	21
Strategic Plan Maintenance .....	22
Appendix A:	
Strategic Plan Summary: Table 1 – Strategic Elements & Goals .....	23
Strategic Plan Schedule: Table 2 – Plan Maintenance Schedule .....	24

## Introduction

The Mt. View Sanitary District (District) has used planning as a formula for success for over 85 years. The District has been exemplary in managing its core mission while enjoying excellent relationships with both rate-payers and regulators. The District is widely recognized for its innovation, solid planning, environmental consciousness, and prudent financial management. It is in this spirit of management excellence that the District created a proactive and deliberate strategic plan to guide it into the future.

A strategic planning effort seeks to serve as a framework for decision making in the moderate term (0 to 15 years). It provides a strategic basis for detailed planning. As a top level planning document, a strategic plan begins by dovetailing with current activities, details actions and activities to support objectives in the 1-to-15 year timeframe, and projects by establishing clear connections with a long-term infrastructure plan. It seeks to create a clear, schedule-loaded roadmap of actions and activities into the future in five-year increments. A strategic plan should be visionary, conceptual, and directional in nature. It should identify and forecast areas where attention is now or will be needed, followed by realistic, attainable goals for future actions. A strategic plan also seeks to ensure that actions will be taken in the proper sequence and at the appropriate time to protect the District. These plans often take the form of actions to be conducted annually, or of planning efforts to be performed in the future to identify specific key need areas.

This plan, as a top-level document, looks into the future and, given the mission of the District, identifies actions, activities, and planning efforts needed for continued success in operations and management. It works to build on strengths, address weaknesses, utilize opportunities, and avoid threats.

The following assumptions have been made in conducting this planning effort:

- Collection, treatment, and discharge regulations are likely to evolve over time and the District must be proactive and flexible enough to spot and respond to these changes and to be able to continue to meet all permit requirements.
- Associations with partner agencies and stakeholders are valuable, yet can change.
- Technology can present unanticipated process-related opportunities.
- Certain environmentally related changes and challenges can significantly affect District operations.
- The management of all District Assets (Finances, People, and Facilities) is important to the District.
- Changes in Federal, State and local laws and land use policies can have significant effects on District operations and opportunities.
- Any employee of the District can leave the organization at any time.
- The District will continue to provide a greater scope of services and will seek grant funding opportunities for these services (education programs, marsh programs, providing wild life habitat)
- The District will reinforce pools of qualified personnel by partnering regionally and locally.
- Demand for and cost to provide environmental education will continue to increase.
- The District will maintain competitive user rates
- The District will continue to Identify and Capitalize on Available Opportunities

Attempts have been made herein to anticipate, prepare, and position the District for these and other potential assumptions. The plan is organized so that specific strategic actions are derived from the overall mission of the District. Strategic goals are actions and activities that serve to assure that elements are well-planned and forecasted for resource identification and allocation in the future.

As a matter of strategic plan maintenance, the plan will be internally reviewed annually, with updates of the plan being conducted at least every five years. Staff and Board will conduct plan reviews with revised, well-documented, and updated strategic goals.

## Process



Beginning in 2003, the Board of Directors initiated strategic planning by engaging a facilitating consultant to coordinate the strategic planning process. A final strategic plan was produced that has guided the District for the last 6 years. The plan was updated in 2008. For this 2011 revision, District Management used a different process that incorporated four independent planning sessions to brainstorm the District's Strengths, Weaknesses, Opportunities and Threats (SWOT). The first level

SWOT analysis consisted of the District's Focus group (District Manager, Assistant District Manager, District Engineer and District Counsel). The second level SWOT consisted of the District's Management Team (District Manager, Assistant District Manager, District SSMP/Maintenance Coordinator, District Chemist, District Biologist, and District Office Administrator/Board Secretary). A third level of SWOT analysis occurred with all District staff in attendance. Finally, the Board of Directors participated in a SWOT analysis at a Special Meeting of the Board of Directors. All of the issues generated in these sessions were consolidated and prioritized and preliminary goals were developed to address each issue. The resulting preliminary goals were presented to the Board of Directors for consideration for further development and inclusion in this Revised Strategic Plan.

STATEMENT RE: MISSION, VISION, VALUE items.

These pieces, when linked, create the strategic plan. The process culminates with the development of this report. Strategic plan maintenance is also included where the current and future Boards and staff may continue the strategic planning process.

***MISSION Statement of the Mt. View Sanitary District***

***To protect the public health and environment by providing high value, quality wastewater collection, treatment, reclamation and related service programs.***



## Vision Statement

A Vision Statement is a Board crafted and adopted statement of the ideal future condition. It asks the Board to project what it would like to say about the District at the term of the strategic plan, in this case 5 years. It outlines, at the highest level, the key changes that must be achieved by the Strategic Plan. The Vision Statement is adopted by the Board of Directors. The Vision creates and drives strategy and tactics identified elsewhere in the Strategic Plan. The bullets below represent those conditions that the Board would like to achieve in that timeframe, thus their collective VISION.

### **VISION Statement of the Mt. View Sanitary District**

- **Maintain regulatory compliance.**
- **Proactively manage infrastructure while continuing our commitment to protect the public health and environment.**
- **Provide high values by managing long-term costs to protect future affordability.**
- **Enhance our customer service, public education, information, and outreach.**
- **Enhance the use of solid waste.**
- **Assure an adaptable organization by sustaining a well performing, highly qualified, team-based, versatile, motivated, innovative, and responsive workforce.**

## **Core Values**

Adopted by the Board of Directors, core values express to what the Board of Directors is fiercely dedicated. They shape the District's conduct and project the culture and belief within which it will fulfill the Mission. These values serve as reference points and are used every time decisions are made as a District. The Core Values are reviewed annually but are intended to remain relatively constant over the long term.

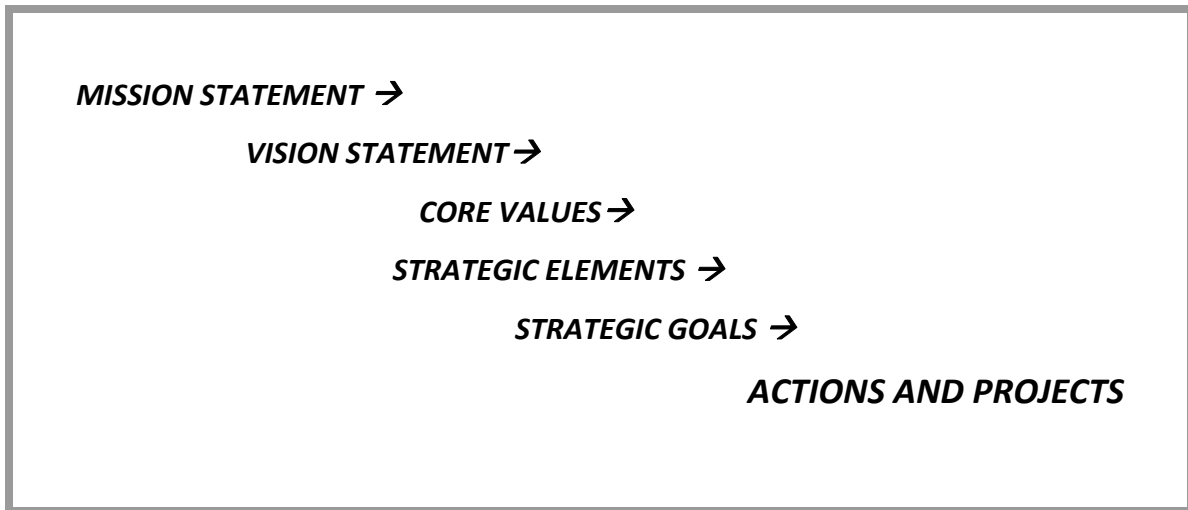
### **CORE VALUES of the Mt. View Sanitary District**

- ***Quality customer service and high value to our rate payers***
- ***Infrastructure health***
- ***Financially responsible stewardship***
- ***Protection and enhancement of the environment***
- ***Meeting or exceeding all regulatory requirements***
- ***Efficient and progressive techniques, equipment, and methodologies***
- ***Public involvement and environmental education***
- ***Employee welfare***

## Strategic Elements and Goals

The strategic elements of this plan represent the areas of District operations, planning, and management that must be carefully and thoroughly covered and projected in order to ensure the best possible readiness for the future. Strategic elements are supported by the District's philosophical approach through linkage to the core values and mission statement of the District. They are linked to action in the form of strategic goals that serve to implement the plan in the future.

**Linkages** – the following graphic shows how Strategic Goals and resultant actions are linked back to the Core Values and Mission of the District.



## 1.0 Work with Partner Agencies and Professional Organizations

**Element Objective:** Partnering with local agencies has been and remains one of the most important pieces of strategy for the District. This is true because the District relies on cooperation with its peer organizations, partners, stakeholder groups and others to achieve collaboration and meet the challenges the District has faced throughout the years. These associations also allow for opportunities to gain acceptance for grant funding.

**1.1 Identify and Pursue Partnerships with Similar Agencies** – The District identified an opportunity to potentially share resources with other agencies facing similar budgetary constraints and regulatory demands. This goal seeks to capitalize on that opportunity by identifying agencies with similar needs and developing partnerships to share resources, combine reporting, and other activities that would result in labor and cost savings for all involved. The summary work plan is presented below. A detailed work plan is included in Appendix A.

**Strategic Plan Goal 1.1 Summary Work Plan**

<b>Fiscal Year</b>	<b>Activity</b>	<b>Deliverable</b>
FY 2011/2012	Perform internal operational review identifying business activities with potential for partnerships with similar agencies	Report on areas of operation to pursue partnerships and potential partners.
FY 2012/2013	Develop partnerships and formalize agreements for sharing of resources, combining reporting or other shared responsibilities and costs	Formal agreements, memorandums of understanding or other implementing documentation
FY 2013/2014	Implement identified opportunities	Full operational implementation of identified programs including annual budgets.

## 2.0 Stakeholder Interactions

**Element Objective:** Like partnering described in the previous section, stakeholder interaction has been a hallmark for the District. It is through a successful proactive association with stakeholders that the District communicates value and mission critical accomplishments. District philosophy is clearly to maintain positive and contributory relationships with all stakeholders. Effective interactions and communication with stakeholders are critical to maintaining a high level of public support for the District's mission and programs.

### 2.1 Develop and Implement Comprehensive Communications / Outreach Program –

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. The summary work plan is presented below. A detailed work plan is included in Appendix A.

**Strategic Plan Goal 2.1 Summary Work Plan**

<b>Fiscal Year</b>	<b>Activity</b>	<b>Deliverable</b>
FY 2011/2012	Identify District Stakeholders and their respective expectations of District. Identify media outlets and prepare DRAFT MVSD Communications /Outreach Plan. May require outreach consultant.	Stakeholder identification list, DRAFT MVSD Communications /Outreach Plan
FY 2012/2013	Develop message points for each stakeholder group and identify appropriate media. Prepare FINAL MVSD Communications /Outreach Plan. Implement Plan	Final MVSD Communications / Outreach Plan. Record of stakeholder contacts
FY 2013/2014	Confirm message is reaching intended stakeholder. Develop additional media outlets and revise plan as necessary	Stakeholder feedback report, Revised Communications / Outreach Plan as necessary

**2.2 Develop “Value to stakeholder” Message** – This goal supports goal 2.1 above. The goal is intended to develop a consistent message for each stakeholder group identifying how the District provides value to each stakeholder. The initial work will be to develop key value added message points and to clearly identify how the District’s resources are used to provide value. The summary work plan is presented below. A detailed work plan is included in Appendix A.

**Strategic Plan Goal 2.2 Summary Work Plan**

<b>Fiscal Year</b>	<b>Activity</b>	<b>Deliverable</b>
FY 2011/2012	Develop message points for each identified District Stakeholder to highlight / inform stakeholder of District’s value to the stakeholder	Stakeholder value added message points
FY 2012/2013	Implement communication of value to each stakeholder	Stakeholder contact record and feedback report
FY 2013/2014	Revise message as necessary to meet stakeholder expectations	Revised message points incorporated into Reports and Revised Communications Plan (Goal 2.1)

**2.3 Develop District Staff as “Ambassadors of MVSD”** – The District’s talented and professional employees are one of its greatest assets. This goal is intended to capitalize on this asset by providing additional training and support for field and front-line staff in representing the District to the public at large. This goal is also intended to mitigate the current negative perception of public employees in general by leveraging staff’s commitment to good customer service by developing improved communication and problem solving skills and the authority and responsibility to “own” the response to customers’ inquiries and requests. The summary work plan is presented below. A detailed work plan is included in Appendix A.

**Strategic Plan Goal 2.3 Summary Work Plan**

<b>Fiscal Year</b>	<b>Activity</b>	<b>Deliverable</b>
FY 2011/2012	Design staff training program providing tools, skills, and practical experience to improve public perception in each interaction with District staff.	Written “Ambassadors” training plan
FY 2012/2013	Complete training and implement “Ambassador” program	Record of staff training and public interaction / reaction with “Ambassadors”.
FY 2013/2014	Evaluate training effectiveness and “Ambassador” program on perceived image of District by general public and revise training and program as necessary	Revised training plan and “Ambassador” program as necessary

**3.0 Infrastructure**

**Element Objective:** Proper management, operation, maintenance, and assessment of infrastructure are critical to properly forecast capital budgets and plan for continued District success in delivering value in the provision of wastewater and related services. This has been a definite strength of the District. This is usually done through engineering studies and evaluations, a preventative maintenance program, and daily close-coupled monitoring of the equipment and facilities by staff.

**3.1 District-wide Asset Management Practices** – The District has a long standing reputation for conservative management of the District’s Facilities and Assets. This goal is intended to capitalize on this strength by utilizing appropriate Asset Management practices to improve the District’s expenditure decisions. Asset management tools including benefit-cost analysis, business case studies and the like will help District management and the Board better allocate limited resources in an informed, structured manner. The summary work plan is presented below. A detailed work plan is included in Appendix A.

**Strategic Plan Goal 3.1 Summary Work Plan**

<b>Fiscal Year</b>	<b>Activity</b>	<b>Deliverable</b>
FY 2011/2012	Develop Asset Framework and implement Cost-Benefit and Risk-Funding Availability analyses into District Funding decision process.	Written Asset Management Program and training for staff.
FY 2012/2013	Develop Asset Life plans utilizing management tools like CMMS. Develop Go/No Go and Maintain / Run to Failure and Repair / Replace decision trees as appropriate.	Documented decision trees and training for staff.
FY 2013/2014	Integrate Asset Management processes and asset investment decisions into District Budgeting Process.	Asset informed District Budget. Revised Asset Management Program and decision trees as necessary.

**3.2 Comprehensive District Capital Improvement Plan** – The District completed a System Reliability Study for the treatment facilities in FY 2010/2011 that identified near and long term capital needs within the treatment plant. Implementation of the District’s Sanitary Sewer Management Plan (SSMP) (Goal 3.5 of the September 2009 Strategic Plan) activities continue to identify capital needs, beyond those identified in the District Long Range Plan, within the District’s collection system. It is further anticipated that both McNabney Marsh and Moorhen Marsh will require additional capital projects to continue to provide the wildlife habitat and improved water quality benefits associated with these assets. This goal is intended to provide a comprehensive picture of the



District’s known capital needs. This will enable the District to identify timing, budget and the relative priority of the various components of the District’s capital needs. The Comprehensive Capital Improvement Plan will complement Goal 3.1 (Asset Management) and will inform Goal 6.1 (Comprehensive Financial Plan). The comprehensive nature will ensure that the District is in a position to address aging infrastructure and able to capitalize on opportunities to reduce operational costs through capital improvements. The summary work plan is presented below. A detailed work plan is included in Appendix A.

**Strategic Plan Goal 3.2 Summary Work Plan**

<b>Fiscal Year</b>	<b>Activity</b>	<b>Deliverable</b>
FY 2011/2012	Develop Comprehensive Capital Improve Plan. (Incorporates long range plan, SSMP, SRE, and known marsh improvements).	Comprehensive CIP in project list format. (A first version of this will be presented as part of FY 2011/2012 budget).
FY 2012/2013	Perform Marsh Reliability Evaluation and Incorporate identified projects into revised Comprehensive CIP. Further develop project descriptions, preliminary designs and initiate highest priority projects.	Comprehensive CIP Book complete w/ detailed project descriptions, schedules and budgets.
FY 2013/2014	Evaluate annual progress and modify CIP projects accordingly...	Annual update of Comprehensive CIP Book.

**3.3 Implement Computerized Maintenance Management System** – Completion of Goal 3.4 (Evaluate Plant Preventative Maintenance (PM) Practices) resulted in the purchase of a computerized maintenance management system (CMMS) program to better plan, implement and document maintenance activities in all areas of operation within the District. This goal is included to maintain the high visibility and high priority of implementing the CMMS as a key management tool. Implementation of the CMMS is a key component of Goal 3.1 (Asset Management) in this Strategic Plan. Full implementation of the CMMS will be completed during Fiscal Year 2011/2012.

## 4.0 Personnel Management

**Element Objective:** The District is clearly committed to its employees. The strategy for managing this key asset must be based on current knowledge that high-quality employees are hard to recruit and retain. Moreover, skilled and experienced candidates are in short supply in the current market. Thus, a clear strategy must be developed to retain and assure proper management of this critical resource.

**4.1 Develop and Implement Staff Performance and Development Plans** - The District benefits from a staff with the ability to perform multiple functions in many areas of District operation. Existing staff are very customer service focused and respect their roles in the overall management of the District. The District does not have a standardized program for evaluating staff performance and identifying staff development opportunities. This goal is intended to build on staff's existing strengths and capabilities by developing individualized career development plans through a standardized performance evaluation system. The summary work plan is presented below. A detailed work plan is included in Appendix A.

### Strategic Plan Goal 4.1 Summary Work Plan

Fiscal Year	Activity	Deliverable
FY 2011/2012	Develop and initiate implementation of Employee Performance Reviews complete with job performance measures and employee development plans	Documentation that each existing employee received written evaluations and development plans.
FY 2012/2013	Evaluate and revise as necessary performance measures for each position and the key components of the overall plan	Same as above. Refined measures and metrics. Written career goals for each District employee.
FY 2013/2014	Integrate Employee Review / Development plan into routine operation with biennial audit component.	Plan integrated into routine operation. To be updated as required by audit.

**4.2 Develop Training Programs and Succession Plans** – This is a modification of Goal 4.5 Training Programs from the September 2009 Strategic Plan. The District’s staff is maturing, with several employees in key positions approaching retirement. This goal is intended to capitalize on the opportunity to improve training and develop mentors for key positions. The succession planning component is intended to mitigate the potential for retirements in key positions by developing well-trained staff capable of moving into these critical positions. The summary work plan is presented below. A detailed work plan is included in Appendix A

**Strategic Plan Goal 4.2 Summary Work Plan**

<b>Fiscal Year</b>	<b>Activity</b>	<b>Deliverable</b>
FY 2011/2012	Develop core training program for each District position. Incorporate succession planning component for District Sr. Level Position.	Written training program / plan for each District position
FY 2012/2013	Identify resources and implement training / succession program.	Report on training statistics.
FY 2013/2014	Program integrated into routine District operation with biennial audit component.	Plan integrated into routine operation. To be updated as required by audit.

**5.0 Administrative Management**

**Element Objective:** Careful assessment and management of administrative policies, procedures, and supportive tools is important. The District acknowledges that it must assure that these are maintained in an organized, up-to-date and functional manner.

**5.1 Perform Comprehensive Policy and Procedure Review** – The District will conduct a comprehensive policy and procedure review and update policies as determined necessary. This goal is a carry-over from the September 2009 Strategic Plan and is intended to update/modernize the District’s policies and procedures. The review

will cover a study of all current District policies and procedures, policy gap analysis, as well as overall information and records management. The program will also identify policies and procedures that may be needed in the future. The summary work plan is presented below. A detailed work plan is included in Appendix A.

**Strategic Plan Goal 5.1 Summary Work Plan**

Fiscal Year	Activity	Deliverable
FY 2011/2012	Develop revised policies and procedures utilizing templates available from CSDA and other resources.	Policies and procedures for consideration by Board of Directors. Anticipated to be prioritized and brought forward for consideration as completed.
FY 2012/2013	Continued revision of policies and procedures	Policies and procedures for consideration by Board of Directors. Anticipated to be prioritized and brought forward for consideration as completed.

**5.2 Develop and Implement Management Tools to track enterprise-wide activities**

– This goal is intended to support on-going District efforts to identify and capitalize on opportunities to improve efficiency, reduce costs, and develop new revenue sources. This goal is also intended to mitigate impacts of additional regulatory requirements with by developing improved methods of tracking deadlines, data acquisition and retrieval, and reducing the costs of these activities. Several management tools have already been identified and are in various stages of development/implementation. These include a CMMS, a Water Information Management System (WIMS) and ManagePro, a management information system. The summary work plan is presented below. A detailed work plan is included in Appendix A.

### Strategic Plan Goal 5.2 Summary Work Plan

Fiscal Year	Activity	Deliverable
FY 2011/2012	Fully implement previously identified management tools to improve data collection, reporting, planning, and project/cost tracking.	Demonstration to Board of Directors of CMMS, WIMS and ManagePro and their application within District.
FY 2012/2013	Evaluate District needs not addressed by existing management tools, identify and implement solutions as necessary	Recommendations to Board for purchase and/or implementation of additional management tools as necessary.
FY 2013/2014	Integrate use of management tools to improve Asset Management Program, Budget processes, and regulatory tracking and reporting functions.	Tools integrated into routine operation. Update as necessary.

## 6.0 Financial Management

**Element Objective:** Strategic planning regarding financial management is crucial to assure that the District can continue to provide services. Goals herein must reflect known fiscal conditions and provide proper flexibility to assess and respond to potential opportunities or threats.

**6.1 Develop and Implement Comprehensive Financial Plan** –This goal will assist in mitigating the District’s limited financial resources available to fund the operations, maintenance, capital, and financial reserve needs. A key component of this goal is the identification and documentation of the District’s tolerance of both debt and risk. The final product will provide the District with a financial plan that will support the capital improvement plan and continued value-added service to the District’s ratepayers and stakeholders. The summary work plan is presented below. A detailed work plan is included in Appendix A.

**Strategic Plan Goal 6.1 Summary Work Plan**

<b>Fiscal Year</b>	<b>Activity</b>	<b>Deliverable</b>
FY 2011/2012	Identify total District-wide financial needs including operations and maintenance, repair and replacement, long range capital, and operating and capital reserves. Identify available revenues. Determine District tolerance for acquiring debt and accepting risk. Prepare District Financial Plan	Comprehensive Financial Plan
FY 2012/2013	Update Financial Plan complete with updated District-wide needs, new and existing revenues, etc.	Comprehensive Financial Plan Update
FY 2013/2014	Integrate Annual Comprehensive Financial Plan evaluation and update into annual budget cycle and processes.	Comprehensive Financial Plan Update included in Annual Budget documentation.

**6.2 Establish Budget Goals and Protocols to Fund All District Activities through**

**User Service Charges** – The District’s service area is approaching build-out. Anticipated revenues from new connections are anticipated to remain minimal, indicating greater reliance on District User Service Charges to fund all District activities in the future. This goal is intended to place the District in the position of funding all District activities from existing revenue sources without incurring unsustainable levels of debt. The summary work plan is presented below. A detailed work plan is included in Appendix A.

### Strategic Plan Goal 6.2 Summary Work Plan

Fiscal Year	Activity	Deliverable
FY 2011/2012	Use the FY 2011/2012 Budget process to identify information and potential funding gaps with respect to ultimate reliance on User Service Charges.	Internal evaluation of budget information and funding gaps presented to Financial Committee.
FY 2012/2013	Develop budget protocols to fund all District activities through User Service Charges (including identification of required rate increases, if any) and implement during FY 2012/2013 Budget Cycle.	Written budget protocols
FY 2013/2014	Evaluate success of protocols and budget and revise as necessary prior to implementation for future budget cycles	Revised Budget Protocols as necessary.

#### **6.3 Develop and Implement Revenue Team(s) to identify, explore and recommend**

**new revenue sources** – The District has been approached by various entities with potential for increasing District revenues through new sources. These sources include enhanced existing leases, wind power generation, solar power generation, increased production of methane from receipt of FOG, nutrient recovery and other possibilities. This goal is intended to evaluate and potentially capitalize on these opportunities through a focused team effort and a prioritized list of opportunities based on ease of implementation and potential return on investment. The summary work plan is presented below. A detailed work plan is included in Appendix A.

### Strategic Plan Goal 6.3 Summary Work Plan

Fiscal Year	Activity	Deliverable
FY 2011/2012	Pursue negotiations with ClearChannel re: LED Billboard. Pursue operational changes to increase gas production during peak power usage to use micro-turbine to shave electrical peaks. Evaluate ways to produce revenues through existing resources such as Biosolids, Wetlands Habitat or others.	Recommendations to Board of Directors to implement new revenue sources where deemed appropriate. Reports to the Board of evaluations not recommended for action.
FY 2012/2013	Pursue sale of reclaimed water for industrial use by Shell. Evaluate cost/benefit of grease and/or foodwaste digestion to increase on-site co-generation capacity (including fuel cells). Continue work on Biosolids and Habitat revenues if warranted	Recommendations to Board of Directors to implement new revenue sources where deemed appropriate. Reports to the Board of evaluations not recommended for action.
FY 2013/2014	Evaluate wind and solar cogeneration. Evaluate potential for nutrient/resource recovery such as OSTARA process for phosphorous.	Recommendations to Board of Directors to implement new revenue sources where deemed appropriate. Reports to the Board of evaluations not recommended for action.

## 7.0 Environment

**Element Objective:** Responsible environmental stewardship has been a proven benefit to the community. As such, these goals seek to assure that the District maintains and enhances its careful management of this public trust.

### 7.1 Update Marsh Management Plan for both Moorhen and McNabney Marshes –

The District, through the Peyton Slough Wetlands Advisory Committee, has developed, maintained, and implemented a Marsh Management Plan for McNabney Marsh. The McNabney Marsh Management plan is scheduled for review and updating during fiscal



year 2011/2012. The Moorhen Marsh Management plan is outdated and much of the required maintenance activity identified in the existing plan has been deferred, leaving Moorhen Marsh in a state of slight decline. This goal is intended to provide comprehensive updates to both Marsh Management Plans and to include components of the plans in the District’s Comprehensive Financial Plan for funding. The summary work plan is presented below. A detailed work plan is included in Appendix A.

**Strategic Plan Goal 7.1 Summary Work Plan**

<b>Fiscal Year</b>	<b>Activity</b>	<b>Deliverable</b>
FY 2011/2012	Complete planned update of Moorhen Marsh Management Plan. Work with PSWAC planning sub-committee to update management plan for McNabney Marsh.	Management plans for Moorhen Marsh and McNabney Marsh.
FY 2012/2013	Implement Moorhen Marsh Management Plan. Continue operations / management of McNabney Marsh through PSWAC.	FY 2012/2013 Budget line items consistent with management plans, report on progress.
FY 2013/2014	Management Plans fully implemented and budgeted as on-going programs.	FY 2013/2014 Annual Marsh Management Report.

**7.2 Evaluate feasibility of marketing McNabney Marsh as wetlands/tidal marsh/ or habitat mitigation bank** – Habitat mitigation banks are created and set aside by private and public entities to provide for mitigation of similar habitat impacted by both public and private projects. A value for the habitat is established and sold as mitigation credits in lieu of restoration. McNabney Marsh, given its return to a tidal marsh may be a potential source of revenue as a mitigation bank. The summary work plan is presented below. A detailed work plan is included in Appendix A.

### Strategic Plan Goal 7.2 Summary Work Plan

Fiscal Year	Activity	Deliverable
FY 2011/2012	Research requirements for mitigation banking designation under US Fish & Wildlife Service and CA Dept of Fish and Game.	Report on mitigation banking as it relates to McNabney Marsh.
FY 2012/2013	If mitigation bank is feasible, prepare application package to appropriate approval body. Include mitigation bank programming in future District budgets.	Report on application status. Include budget for mitigation bank program.
FY 2013/2014	If approved for mitigation bank, implement and market program.	Annual report on mitigation bank operation.

### Strategic Plan Maintenance

Reviews of this plan will be conducted annually with updates of the plan being carried out generally every three to five years. Reviews will be conducted internally by staff and presented to the Board when updated strategies are recommended. The Board will receive from the District Manager an annual status report on the progress of each identified strategic goal at an annual workshop session. Updates will involve a comprehensive overview of the existing plan with a 15-year planning horizon. Updates will result in and be documented by an updated plan with new and revised elements as needed.

# APPENDIX A



**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**

<b>Description of Planned Activities</b>	<b>Completion Date</b>	<b>Budget</b>
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
<b>Total Budget</b>		<b>\$13,100</b>

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 Board of		
	MDR Manager	NBA Manager	KDC Lab & Marsh	LC Lab & Marsh	MR Ops	DR Ops	SR Admin	OPS	ADMIN	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
<b>Totals</b>	<b>15</b>	<b>27</b>	<b>18</b>	<b>18</b>	<b>30</b>	<b>18</b>	<b>18</b>	<b>0</b>	<b>10</b>		<b>154</b>	<b>\$ 13,002.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 13,100.00</b>

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**

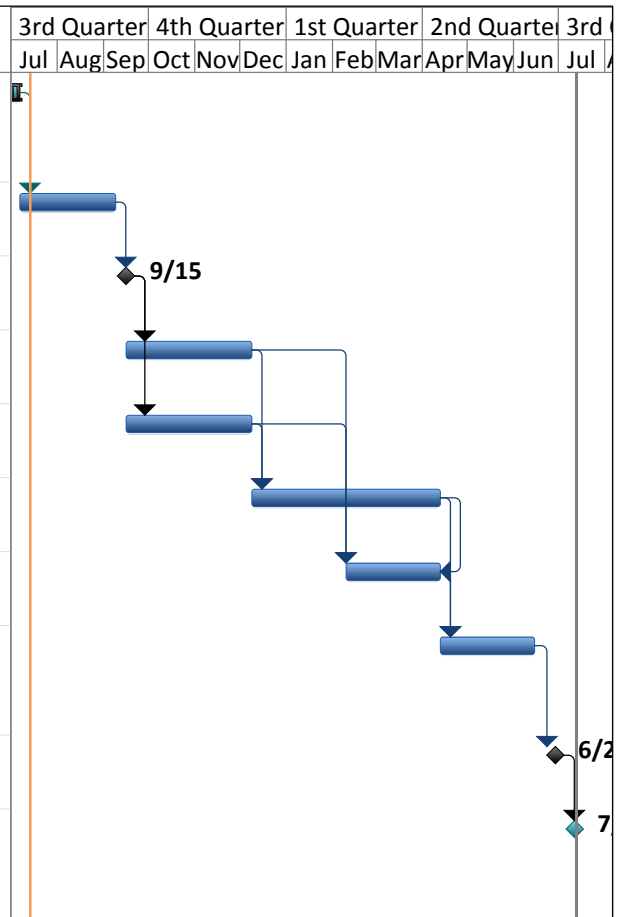
<b>Description of Planned Activities</b>	<b>Completion Date</b>	<b>Budget</b>
Procure Outreach Consultant Services	Sept. BOD Meeting	\$1,400
Kick-off Meeting w/ MVSD Public Outreach Committee	July 2011	\$1,200
Identify District Stakeholders and Stakeholder Expectations of District	Dec 2011	\$10,000 <sup>a</sup> \$3,200
Identify and Prepare Stakeholder Specific Message Points and Communication Plans	April 2012	\$10,000 <sup>a</sup> \$3,200
Prepare DRAFT MVSD Communications & Outreach Plan	June 2012	\$5,000 <sup>a</sup> \$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
<b>Total Budget</b>		<b>\$40,000</b>

<sup>a</sup> 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			
	MDR Manager	NBA Manager	KDC Lab & Marsh	LC Lab & Marsh	MR Ops	DR Ops	SR Admin	OPS	ADMIN			Board of 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
<b>Totals</b>	<b>16</b>	<b>44</b>	<b>73</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>16</b>	<b>0</b>	<b>5</b>		<b>154</b>	<b>\$ 13,897.00</b>	<b>\$ 800.00</b>	<b>\$ 25,000.00</b>	<b>\$ 40,000.00</b>

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**

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

<sup>a</sup> 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 Board of		
	MDR Manager	NBA Manager	KDC Lab & Marsh	LC Lab & Marsh	MR Ops	DR Ops	SR Admin	OPS	ADMIN	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	\$ -		\$ -	\$ -
<b>Totals</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

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**

<b>Description of Planned Activities</b>	<b>Completion Date</b>	<b>Budget</b>
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 <sup>a</sup>
Kick-off Ambassador Program	June 2012	\$2,100
Total Budget Staff Costs		\$25,000
Total Budget Consultant Costs		\$5,000
<b>Total Budget</b>		<b>\$30,000</b>

<sup>a</sup> 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
<b>Totals</b>	<b>12</b>	<b>66</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>56</b>	<b>50</b>	<b>74</b>	<b>298</b>	<b>\$ 24,570.00</b>	<b>\$ 400.00</b>	<b>\$ 5,000.00</b>	<b>\$ 30,000.00</b>

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**

<b>Description of Planned Activities</b>	<b>Completion Date</b>	<b>Budget</b>
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
<b>Total Budget</b>		<b>\$43,400</b>

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	Director			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
<b>Totals</b>	<b>18</b>	<b>184</b>	<b>28</b>	<b>28</b>	<b>28</b>	<b>48</b>	<b>28</b>	<b>50</b>	<b>68</b>		<b>480</b>	<b>\$ 43,308.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 43,308.00</b>	<b>\$ 43,400.00</b>

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 <sup>a</sup>
<b>Total Budget</b>		<b>\$29,600</b>

<sup>a</sup> 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
<b>Totals</b>	<b>19</b>	<b>74</b>	<b>4</b>	<b>0</b>	<b>16</b>	<b>40</b>	<b>0</b>	<b>0</b>	<b>33</b>	<b>186</b>	<b>\$ 17,364.00</b>	<b>\$ -</b>	<b>\$ 12,250.00</b>	<b>\$ 29,600.00</b>

(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%		6/9											
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%		7/21											
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%													1/12
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**

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
<b>Totals</b>	<b>38</b>	<b>114</b>	<b>4</b>	<b>4</b>	<b>24</b>	<b>12</b>	<b>72</b>	<b>20</b>	<b>26</b>		<b>314</b>	<b>\$ 28,938.00</b>	<b>\$400.00</b>	<b>\$ -</b>	<b>\$ 29,400.00</b>

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	

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
<b>Totals</b>	<b>24</b>	<b>50</b>	<b>10</b>	<b>10</b>	<b>36</b>	<b>10</b>	<b>28</b>	<b>0</b>	<b>10</b>		<b>178</b>	<b>\$ 16,010.00</b>	<b>\$ 400.00</b>	<b>\$ -</b>	<b>\$ 16,400.00</b>

ID	Task Mode	Task Name	Duration	Start	Finish	Predecessors	3rd Quarte	4th Quarte	1st Quarter	2nd Quarter	3rd						
							Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May
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	

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
<b>Totals</b>	<b>4</b>	<b>30</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>14</b>	<b>0</b>	<b>6</b>		<b>54</b>	<b>\$ 5,290.00</b>	<b>\$ 400.00</b>	<b>\$ -</b>	<b>\$ 5,700.00</b>



ID	Task Mode	Task Name	Duration	Start	Finish	3rd Quarter			4th Quarter			1st Quarter			2nd Quarter			3rd					
						Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
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 <sup>a</sup>
<b>Total Budget</b>		<b>\$13,800</b>

<sup>a</sup> 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	
Perform 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
<b>Totals</b>	<b>14</b>	<b>40</b>	<b>16</b>	<b>18</b>	<b>18</b>	<b>22</b>	<b>22</b>	<b>0</b>	<b>8</b>		<b>158</b>	<b>\$ 13,784.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 13,784.00</b>	<b>\$ 13,800.00</b>

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 <sup>a</sup>
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
<b>Total Budget</b>		<b>\$75,600</b>

<sup>a</sup> 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
<b>Totals</b>	<b>25</b>	<b>233</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>105</b>	<b>0</b>	<b>222</b>		<b>585</b>	<b>\$ 52,233.00</b>	<b>\$ 2,400.00</b>	<b>\$ 21,000.00</b>	<b>\$ 75,633.00</b>	<b>\$ 75,600.00</b>



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 <sup>a</sup>		\$5,000
<b>Total Budget</b>		<b>\$20,700</b>

<sup>a</sup> 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
<b>Totals</b>	<b>30</b>	<b>68</b>	<b>6</b>	<b>6</b>	<b>10</b>	<b>18</b>	<b>20</b>	<b>0</b>	<b>0</b>	<b>158</b>	<b>\$ 15,606.00</b>	<b>\$ -</b>	<b>\$ 5,000.00</b>	<b>\$ 20,606.00</b>	<b>\$ 20,700.00</b>



**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**

<b>Description of Planned Activities</b>	<b>Completion Date</b>	<b>Budget</b>
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
<b>Total Budget</b>		<b>\$13,100</b>

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
<b>Totals</b>	<b>4</b>	<b>68</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>48</b>	<b>0</b>	<b>14</b>		<b>142</b>	<b>\$ 13,154.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 13,154.00</b>	<b>\$ 13,100.00</b>



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.

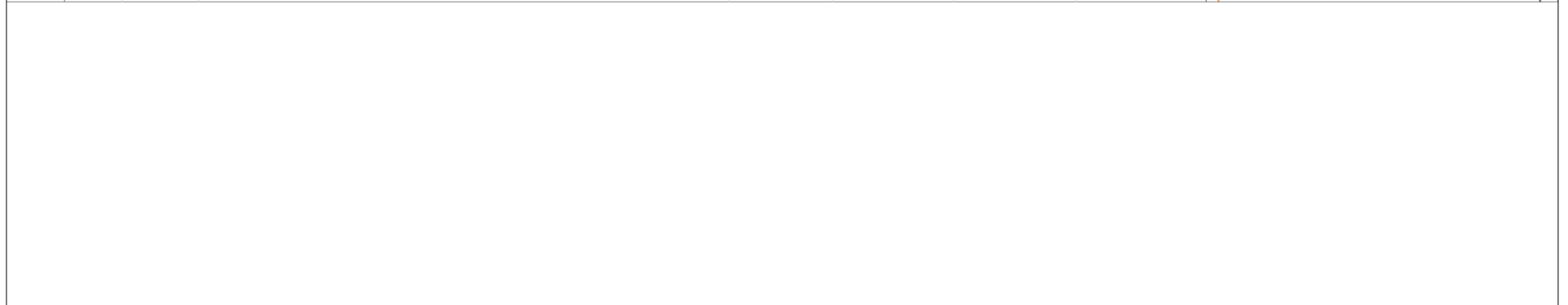
**WORKPLAN AND SCHEDULE**

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
<b>Total Budget</b>		<b>\$20,000</b>

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
<b>Totals</b>	<b>64</b>	<b>72</b>	<b>0</b>	<b>0</b>	<b>60</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>196</b>	<b>\$ 20,020.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 20,020.00</b>	<b>\$ 20,000.00</b>

ID	Task Mode	Task Name	Duration	Start	Finish	Predecessors	3rd Quarte	4th Quarte	1st Quarter	2nd Quarte						
							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		<b>7/1</b>									
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 <sup>a</sup>		\$15,300
<b>Total Budget</b>		<b>\$31,600</b>

<sup>a</sup> 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
<b>Totals</b>	<b>25</b>	<b>233</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>105</b>	<b>0</b>	<b>222</b>		<b>585</b>	<b>\$ 52,233.00</b>	<b>\$ 2,400.00</b>	<b>\$ 21,000.00</b>	<b>\$ 75,633.00</b>	<b>\$ 75,600.00</b>

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**

<b>Description of Planned Activities</b>	<b>Completion Date</b>	<b>Budget</b>
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
<b>Total Budget</b>		<b>\$16,000</b>

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																
<b>Totals</b>	<b>2</b>	<b>92</b>	<b>60</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8</b>	<b>162</b>	<b>\$ 15,922.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 15,922.00</b>	<b>\$ 16,000.00</b>

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	