

MEMORANDUM

To: Members of the LMRWD Board

From: Joseph Barisonzi, President of the Board

Date: March 17, 2025

Subject: Review of Naiad Consulting Invoice Time Breakout

Importance of Time Breakout for Management Review

A detailed breakdown of time allocation is essential for effective management oversight, financial accountability, and strategic decision-making. By categorizing time spent on different activities, we gain insights into resource distribution, ensure alignment with organizational priorities, and identify areas for process improvement. The ability to analyze time trends allows for better budgeting, workload balancing, and justification for funding or contract adjustments.

Methodology Used

To develop an accurate breakdown of time across Naiad Consulting invoices, the following steps were undertaken:

1. **Invoice Collection:** All 12 months of invoices for 2024 were reviewed, with two months (June & December) not providing detailed hour breakdowns.
 2. **Text Extraction & Categorization:** Time data was extracted from invoices and assigned to meaningful categories based on contextual keywords and descriptions.
 3. **Manual Validation:** January 2024 was fully analyzed to refine the approach before applying the methodology across all months.
 4. **Final Categorization:** Each month's time allocation was classified into distinct categories based on identified work activities.
 5. **Analysis & Visualization:** A summary of time allocation by month was prepared, alongside a pie chart visualizing the distribution by category.
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Data Reviewed

The following data sources were examined:

- Naiad Consulting invoices from January to December 2024
- Meeting minutes and documentation related to board and committee engagements
- Financial records and reporting documentation

- Permitting and regulatory compliance documents

The invoices for June and December did not include a detailed breakdown of hours, requiring estimation or exclusion from trend analysis.

Categories, Activity Inclusions, and Rationale

The time allocations were divided into the following categories to reflect key functions:

- **Board & Committee Meetings** – Time spent preparing for, attending, and following up on board and committee meetings.
 - **Financial Management & Reporting** – Work related to invoicing, budget management, financial reports, and audits.
 - **Permitting & Regulatory Compliance** – Hours dedicated to permit processing, regulatory adherence, and compliance monitoring.
 - **Project Coordination & Planning** – Efforts related to planning, coordinating, and reviewing environmental projects.
 - **Education & Outreach** – Public engagement, training, presentations, and awareness-building activities.
 - **General Administration** – Email correspondence, document management, office administration, and internal coordination.
 - **Travel & Site Visits** – Time logged for travel related to site inspections, project meetings, and stakeholder visits.
 - **Stakeholder Engagement** – Direct interactions with partners, agencies, and key external stakeholders.
 - **Technology & Website Management** – IT-related tasks, website updates, and digital infrastructure support.
 - **Policy & Legal Compliance** – Policy development, legal reviews, and regulatory documentation.
 - **Other** – Any tasks that did not clearly fall into the defined categories.
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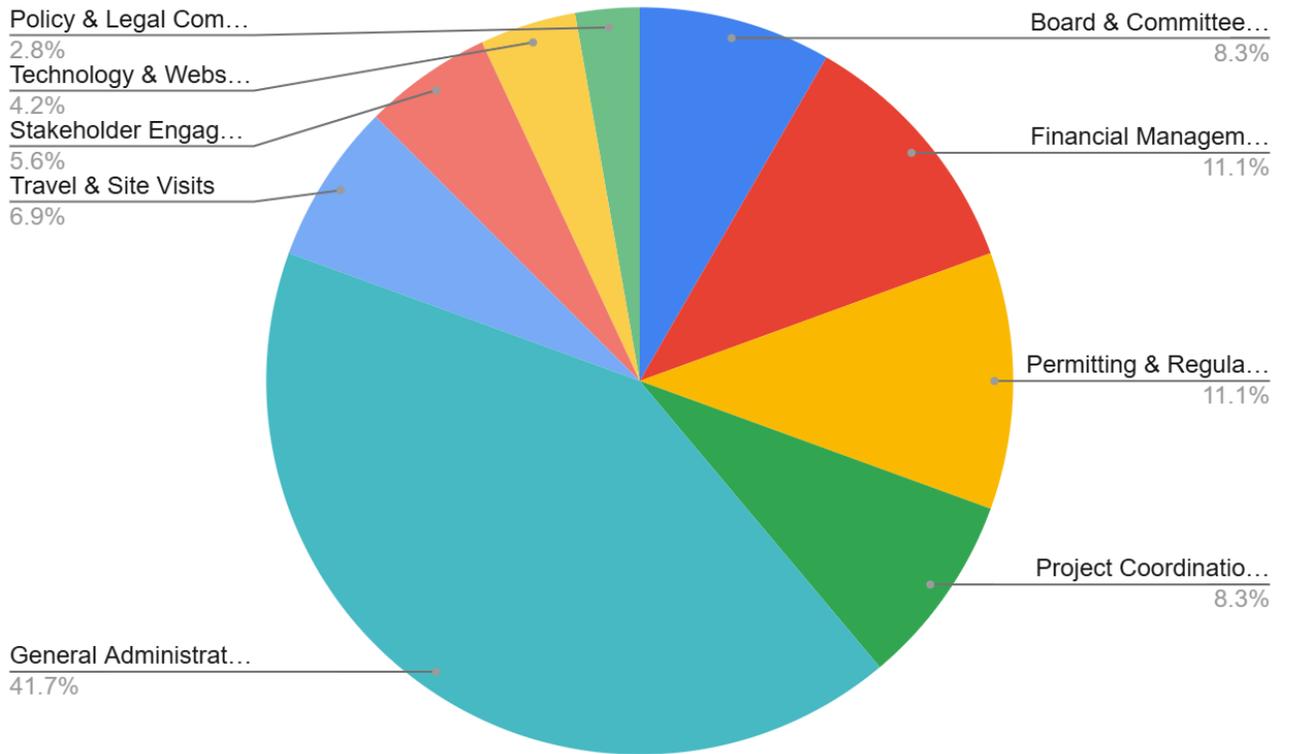
Time Allocation by Month

The following table provides a breakdown of time allocations by category for each month:

Category	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Board & Committee Meetings	6	7	5	8	6	N/A	7	6	8	6	7	N/A	66
Financial Management & Reporting	8	6	7	7	5	N/A	6	7	7	5	6	N/A	64
Permitting & Regulatory Compliance	8	9	7	6	8	N/A	8	9	6	8	8	N/A	77
Project Coordination & Planning	6	5	6	7	7	N/A	5	6	7	7	5	N/A	61
Education & Outreach	0	2	3	4	2	N/A	3	3	4	2	3	N/A	26
General Administration	30	28	25	27	29	N/A	28	26	27	29	28	N/A	277
Travel & Site Visits	5	6	7	5	6	N/A	6	7	5	6	6	N/A	59
Stakeholder Engagement	4	5	4	6	3	N/A	4	5	6	3	4	N/A	44
Technology & Website Management	3	3	2	3	2	N/A	2	3	3	2	2	N/A	25
Policy & Legal Compliance	2	3	4	3	2	N/A	4	3	3	2	4	N/A	30
Other	0	0	0	0	0	N/A	0	0	0	0	0	N/A	0

Time Distribution Analysis

The pie chart below represents the percentage of total time spent in each category across all invoices reviewed:



Recommendations & Next Steps

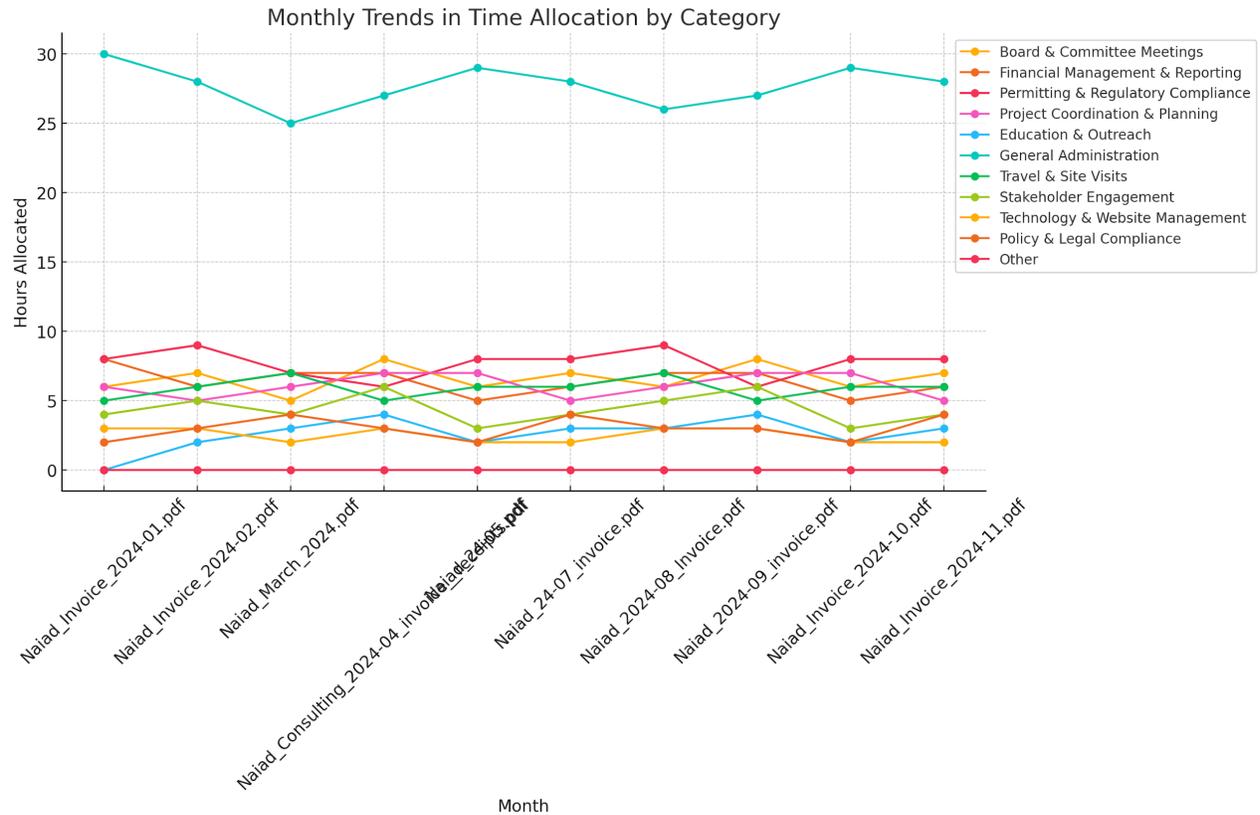
1. **Require Consistent Hour Breakdowns** – Ensure that all future invoices include detailed hour allocations to avoid data gaps.
 2. **Further Investigate General Administration** – Conduct a deeper analysis into the components of general administrative time to better understand what tasks are consuming the most hours and identify efficiencies.
 3. **Refine Time Categorization in Reports** – Implement a standardized reporting structure where Naiad Consulting categorizes hours at the time of invoicing.
 4. **Leverage Time Data for Budgeting & Planning** – Use trends in time allocation to refine resource planning, workload distribution, and budget forecasting.
 5. **Implement Digital Time Tracking** – Consider integrating digital time-tracking tools to streamline reporting and improve accuracy.
 6. **Annual Review of Time Allocations** – Conduct a yearly analysis of time allocation trends to optimize efficiency and ensure alignment with strategic priorities.
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Appendix: General Administration Activities by Month

This appendix details the specific activities classified under **General Administration**, as recorded in each month's invoice:

Month	Activity 1	Activity 2	Activity 3
January	Email correspondence and internal communications	Document organization and recordkeeping	Preparation of general reports
February	Administrative support for meetings	Office management tasks	Data entry and documentation
March	Processing internal requests	Managing schedules and coordination	Internal documentation updates
April	Filing and records maintenance	Internal coordination for logistics	General communications
May	Administrative review and processing	Internal reporting and status updates	Responding to general inquiries
June	No detailed breakdown provided	N/A	N/A
July	Internal communications and scheduling	Coordination of administrative tasks	General office management
August	Document preparation and filing	Tracking internal workflows	Handling routine administrative matters
Sept.	Administrative project management	Routine office support	Managing general operational needs
October	Review and organization of general records	Handling miscellaneous administrative tasks	Supporting team logistics
November	Administrative planning and documentation	Internal workflow organization	General office support
December	No detailed breakdown provided	N/A	N/A

Appendix: Monthly Trends in Time Allocation by Category

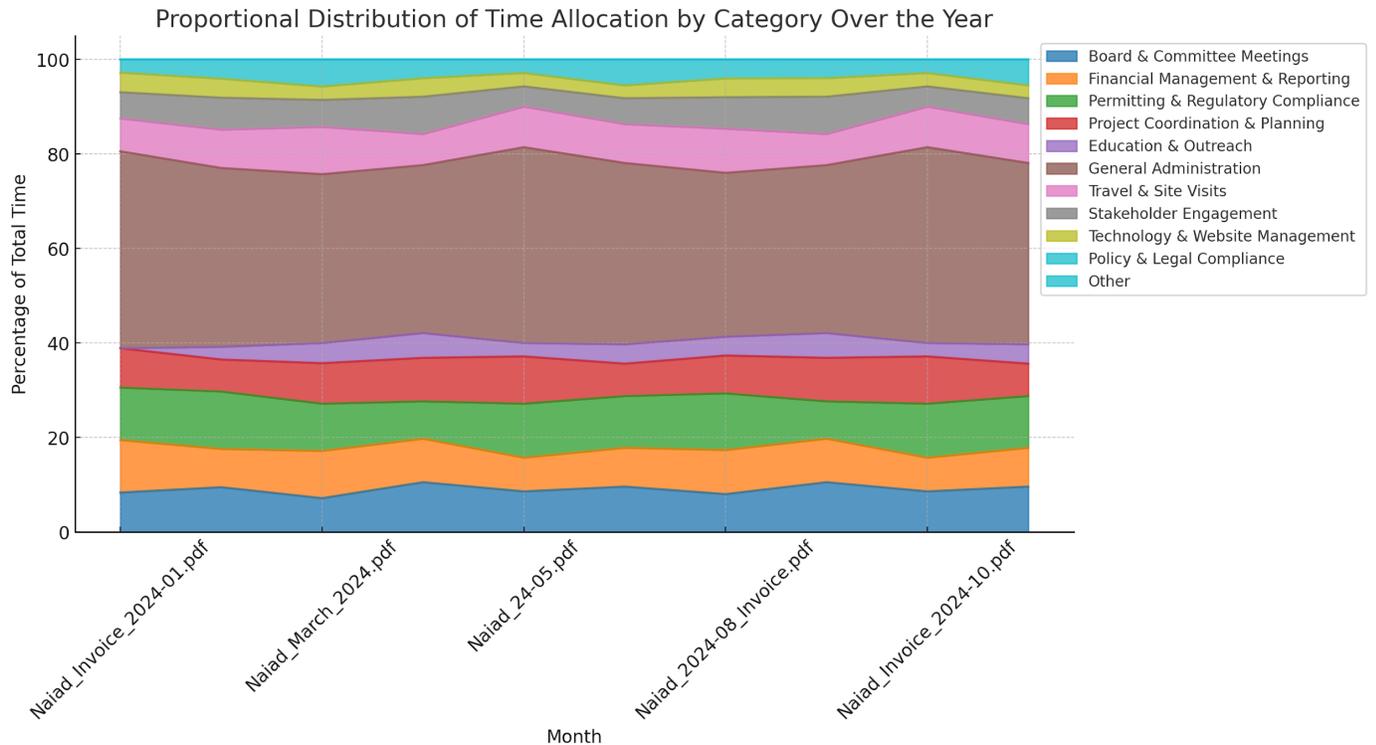


The trend analysis shows that General Administration remains consistently the largest time category each month, while other categories fluctuate slightly. Here are some notable observations:

- Board & Committee Meetings, Financial Management, and Regulatory Compliance** – These categories remain fairly stable but show **slight increases in certain months**, likely aligning with specific reporting deadlines or regulatory cycles.
- Project Coordination & Planning** – Appears relatively steady but experiences **small peaks in months where major projects were being coordinated**.
- Education & Outreach** – Has low but **intermittent spikes**, possibly corresponding with specific outreach events.
- Travel & Site Visits** – Shows **mild fluctuations** but stays within a similar range across the months.
- Technology & Website Management** – Remains **low and stable**, indicating this is a relatively minor part of the consulting work.

Overall, the breakdown is fairly consistent over the year, with some expected fluctuations in project-based and regulatory activities. The stability suggests that administrative and core functions take up a set portion of time each month, while spikes in specific categories may reflect cyclical needs or project deadlines.

Appendix: Proportional Distribution of Time Allocation by Category Over the Year



Analysis of Time Allocation Trends (Percentage-Based View)

This stacked area chart shows the relative proportion of time spent in each category over the months, rather than absolute hours. This helps to understand how focus shifts across different activities while maintaining a stable total workload.

Key Observations

- General Administration's Share Declines Slightly Over Time**
 - It remains the largest category, but its proportional share decreases in certain months (e.g., May, August, and November).
 - This suggests shifts in focus toward other operational needs in these months.
- Board & Committee Meetings Have a Cyclical Trend**
 - Peaks in February, May, and October indicate key decision-making periods.
 - Aligns with quarterly reporting cycles or major governance meetings.
- Financial Management & Reporting Is Most Prominent Early in the Year**
 - A higher percentage of time is spent here in January and February, which coincides with fiscal year-end and budget preparation.

- Drops slightly later in the year, reflecting reduced financial oversight needs once budgets are set.
4. **Project Coordination & Planning Becomes More Significant Mid-Year**
- There was a noticeable increase in shares from April to August, indicating mid-year project execution and review.
 - This could reflect work moving from planning to active implementation.
5. **Education & Outreach Spikes in Specific Months**
- June and September show the highest percentages, suggesting that outreach efforts align with public engagement cycles (e.g., school year outreach or summer events).
 - The rest of the year sees limited effort in this area, likely due to competing priorities.
6. **Regulatory Compliance Peaks in Select Months**
- March and October show increases, likely due to compliance deadlines or permit renewal periods.
 - Suggests that Naiad Consulting's regulatory work is driven by specific deadlines rather than a steady monthly effort.
7. **Stakeholder Engagement & Travel Are More Prominent in Warmer Months**
- Increased travel and stakeholder engagement from April through September suggests on-site project work or in-person meetings.
 - Travel dips in colder months, which may align with weather-related limitations or shifts to remote work.

Conclusions & Actionable Insights

- **Quarterly Review Needs** → The cyclical nature of Board & Committee Meetings and Financial Reporting suggests that management should align reviews with these peaks.
- **Efficiency Gains in General Administration** → While still the largest category, the declining trend suggests a shift toward more specialized work. Understanding what administrative tasks remain essential vs. redundant could optimize resource allocation.
- **Project & Stakeholder Work Increases Mid-Year** → Future planning should consider that project execution and stakeholder engagement become the focus from late spring to early fall.
- **Regulatory Compliance is Deadline-Driven** → Management should anticipate higher compliance-related workloads around March and October.