

# MINUTES

Wednesday, January 17, 2024  
Mammoth Community Water District  
Special Board Workshop  
Annual Strategic Planning

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*The Board of Directors convened in session at the hour of 10:02 a.m. A lunch recess was taken, and the meeting was adjourned at 1:10 p.m.*

Prepared by:



Stephanie Hake  
Executive Assistant

ATTEST:



Mark Busby  
Board Secretary

**THE ANNUAL STRATEGIC PLANNING WORKSHOP** of the Board of Directors of the Mammoth Community Water District was held on Wednesday, January 17, 2024 at 10:02 a.m.

### ROLL CALL

#### Board Present

Director: Tom Cage  
Director: Dennis Domaille  
Director: Elizabeth Hylton  
Director: Tom Smith  
Director: Gary Thompson

#### Board Absent

None

#### Staff Present

General Manager: Mark Busby  
District Engineer: Garrett Higerd  
Finance Manager: Jeff Beatty  
Operations Superintendent: Clay Murray  
Maintenance Superintendent: Rob Motley  
Information Services Manager: Justin Mulbay  
Human Resources Manager: Chris Weibert  
Executive Assistant: Stephanie Hake

#### Guests Present

Leanna Block – MCWD Staff

### STRATEGIC PLANNING WORKSHOP FY 2025

#### **1. Discuss and Provide Direction Regarding the Proposed FY 2025 Strategic Plan**

*Mark Busby briefly described that the District's strategic plan is a living document and helps staff align the District's projects and day to day activities with its mission statement, core values, and overall operations plan. Mr. Busby added that the plan integrates directly with the annual budgeting process, and the FY 2025 draft budget is on schedule for presentation to the Board for direction and comment at the February Regular Board meeting before possible adoption in March.*

*Staff engaged the Board of Directors in a thorough review of the Draft FY 2025 Strategic Plan, highlighting the projects and priorities that will be focused on in the coming fiscal year. Many topics were discussed in varying detail.*

*As a result of the workshop, one metric was amended under 'Personnel & Administrative' aimed at capturing and documenting institutional knowledge as staff retire. The amendment is shown in **Red** font in the updated FY 2025*

*Strategic Plan document that is attached to these draft minutes for approval at the meeting on February 15, 2024 regular Board meeting.*

*Following the lengthy discussion, the Board expressed their appreciation for the talent and knowledge of staff and their ability to articulate to the Board the multitude of activities and projects that the District does.*

### **ADJOURNMENT**

*Director Domaille made a motion to adjourn the workshop.*

#### **BOARD ACTION – To adjourn the workshop**

MOVED BY: Director Domaille  
SECONDED BY: Director Cage  
AYES: Directors Cage, Domaille, Hylton, Smith, and Thompson  
NAYS: None

*The workshop was adjourned at 1:10 p.m.*

### Water Resource and Wastewater Management & Planning

<u>Strategic Objectives</u>	<u>Metrics for Progress</u>	<u>Status</u>	<u>A/O</u>	<u>24</u>	<u>25</u>	<u>26</u>	<u>27</u>	<u>28</u>	<u>5+</u>	<u>Comments</u>
1 Secure adequate future water supply	a. Well 32	I		X						
	b. Property acquisition for new well sites	O	X							
	c. Drill exploratory boreholes for replacement wells	I					X	X		
	d. Continued monitoring as defined in the Groundwater Monitoring Plan	O	X							
	e. Water Supply Analysis	O	X							
2 Conserve water	a. Maintain MCWD's <i>Water Shortage Contingency Plan</i>	O	X			X				
	b. Review TOML projects affecting water demand	O	X							
	c. Maintain and enforce state water conservation regulations	O	X							
	d. Maintain MCWD rebate program	O	X							
	e. Support conservation education programs	O	X							
	f. Advertisements & press releases to educate the community re: water conservation practices & issues	O	X							
	g. Develop plan for implementing existing MCWD landscape ordinance	I		X						
3 Balance production & use of surface water, groundwater & recycled water	a. Optimize recycled water, groundwater and surface water treatment processes	O	X							
	b. Maintain awareness of recycled water (RW) expansion opportunities	O	X							
4 Groundwater Resource Protection	a. Administer monitoring and mitigation plans	I	X							
5 Effective Water Resource Data and Wastewater management & reporting	a. Continued resource monitoring to meet compliance and resource management objectives	O	X							
	b. Urban Water Management Plan (UWMP)	N				X				
6 Evaluate for adequate future system capacity	a. Water distribution system modeling	O	X							
	b. Wastewater collection system modeling	O	X							
	c. Water treatment system	O	X							
	d. Wastewater treatment system	O	X							
7 Stay informed of local, regional and State water resource issues	a. Attend/participate in group and administrative meetings	O	X							
	b. Provide input for effective, region-specific goals & objectives to regional water-resource groups & DWR	O	X							
	c. Engagement with CSDA, ACWA, DWR, SWRCB, and electeds	O	X							
	d. Review TOML project applications	O	X							
	e. Coordinate with MMSA on the potential to supply future water & wastewater needs	I	X							
8 Surface Watershed Protection	a. Fuels reduction	O		X						
	b. Watershed Sanitary Survey (Lakes Basin)	N				X				

**STATUS**

**O = Ongoing; I = Incomplete; C = Completed; N = Not Started Yet  
A/O = Annual or Ongoing; Numbers 24, 25... Denote Calendar Year**

### Engineering, Operations & Maintenance

<u>Strategic Objectives</u>	<u>Metrics for Progress</u>	<u>Status</u>	<u>A/O</u>	<u>24</u>	<u>25</u>	<u>26</u>	<u>27</u>	<u>28</u>	<u>5+</u>	<u>Comments</u>
1 Maintain Water Distribution, Collection Systems & Treatment and Administrative Facilities to a high standard	a. Update the long-term Capital Improvement Plan (CIP)	O	X							
	b. Zero sanitary/sewer over flows (SSO)	O	X							
	c. Deliver water at 99% of customer service hours or better by managing outages	O	X							
	d. Exercise 20% of distribution system valves annually	O	X							
	e. Maintain 50% of hydrants annually	O	X							
	f. Clean and CCTV 20% of collection system annually	O								
	g. Maintain Fats, Oils, & Grease (FOG) program	O								
	h. Maximize the lifecycle of District facilities and equipment	O	X							
2 Protect Water Distribution system from contamination	a. Maintain Backflow/Cross Connection protection program	O	X							
	b. Conduct District-wide Backflow/Cross Connection Control sanitary survey	N			X					
	c. Recycled Water/Cross-connection control compliance annual testing and reporting	N				X	X			
3 Maximize reliability of water production	a. Follow best practices for well inspections and maintenance	O	X							
	b. Optimize surface water treatment plant production	O	X							
	c. Optimize groundwater treatment plant production	O	X							
4 Maximize availability of recycled water	a. Meet all recycled water demands during irrigation season	O	X							
5 Minimize non-revenue water	a. Stay under threshold of AWWA standards of 10% non-revenue water (annually)	O	X							
	b. Monitor meter system for accuracy	O	X							
6 Maximize energy efficiency and reduce energy costs	a. Optimize and monitor current energy usage practices	O	X							
	b. Operation and Maintenance of MCWD Solar PV system	O	X							
	c. Maintain awareness of potential renewable energy opportunities	O	X							
7 Emergency preparedness	a. Emergency Response Plan Update	N					X			
	b. Seismic/Snow Structural Risk Assessment & Mitigation Plan	I			X					
	c. Stay current with appropriate equipment and staff training for emergency response	O	X							
	d. Participate & coordinate with local agencies re: training, equipment & emergency response protocol	O	X							

### Information Systems & GIS

<u>Strategic Objectives</u>	<u>Metrics for Progress</u>	<u>Status</u>	<u>A/O</u>	<u>24</u>	<u>25</u>	<u>26</u>	<u>27</u>	<u>28</u>	<u>5+</u>	<u>Comments</u>
1 Keep MCWD hardware environment current	a. Carryout Device Replacement Program for all IT equipment	O	X							
	b. Continue to explore new hardware applications to streamline technical operations	O	X							
	c. Replace scheduled MCWD servers	O	X							
	d. Manage dynamic remote work environment as needed	O	X							
2 Keep MCWD software environment current	a. Install latest versions for all MCWD software platforms	O	X							
	b. Work with Engineering for EnerGov Phase II analysis	O	X							
3 Development of GIS to support MCWD work functions	a. Maintain MCWD ArcGIS online mapping	O	X							
	b. Leverage ESRI MOU with TOML/MC for shared services & collaborative mapping	O	X							
	c. MCWD GIS Utility Network Conversion/Modernization Project	I			X					
4 Maintain web services platforms to current technology	a. Manage both MCWD public and intranet sites for current content & regulatory compliance	O	X							
5 Maintain security of MCWD assets	a. Accomplish MCWD Security Committee objectives	O	X							
	b. Continual evaluation of cybersecurity measures	O	X							
6 MCWD Network administration and improvements	a. Improve MCWD Network redundancy and resiliency	O	X							
	b. Inventory and plan for future network improvements	O	X							

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**Financial Management**

<u>Strategic Objectives</u>	<u>Metrics for Progress</u>	<u>Status</u>	<u>A/O</u>	<u>24</u>	<u>25</u>	<u>26</u>	<u>27</u>	<u>28</u>	<u>5+</u>	<u>Comments</u>
1 Maintain financially sound organization	a. Monitor revenue and adjust expenses as needed	O	X							
	b. Conduct a water & wastewater rate study and implement study recommendations every 5 years	N				X	X			
	c. Conduct a connection fee study and implement recommendations	N				X	X			
	d. Maintain purchasing controls and Warehouse inventory levels	O	X							
	e. Maintain an appropriate accounting and reporting system	O	X							
	f. Regular Investment Committee meetings to monitor investments and ensure best investment strategy	O	X							
	g. Regular Pension Trustee meetings to monitor pension plan	O	X							
	h. Minimize operating cost	O	X							
2 FY Budget	a. Draft budget review by Board in February, approval in March	I	X							
3 Ensure adequate reserves in all funds	a. Monitor and adjust fund balance allocation	O	X							
	b. Regular evaluation of Capital balances related to CIP - adjust as necessary	O	X							
	c. Reserve policy review and recommended changes if necessary	O	X							
	d. Continue to maintain fund for LA DWP 50 year payment	O	X							
4 Leverage financial systems software	a. Maximize value of Tyler Technology software suite	O	X							
	b. Ensure accuracy of utility billing	O	X							

**Personnel & Administrative**

<u>Strategic Objectives</u>	<u>Metrics for Progress</u>	<u>Status</u>	<u>A/O</u>	<u>24</u>	<u>25</u>	<u>26</u>	<u>27</u>	<u>28</u>	<u>5+</u>	<u>Comments</u>
1 Attract & retain knowledgeable & talented staff	a. Conduct Employee Engagement Survey	N			X					
	b. Follow through with targeted goals identified through survey process to maintain high level of Ee engagement	O	X							
2 Coordinate workforce planning with overall MCWD Strategic Plan	a. Implement staffing needs through the budget and personnel review process	O	X							
	b. Work with departments to facilitate hiring and onboarding processes of new employees	O	X							
	c. District-wide workforce continuity planning, cross training, and capturing of institutional knowledge	O	X							
3 Provide housing opportunities for MCWD staff	a. Facilitate L'Abri COA membership meetings & administrative activities	O	X							
	b. Engage with HOAs for MCWD owned condo units	O	X							
	c. Maintain Rental Housing Program that aligns with District needs and is consistent with state statutes (bylaws, tenant communication, financial reporting, maintenance, etc.)	O	X							
	d. Monitor Ee Home Purchase Assist. Program to ensure the goals of the program are appropriate & meeting staff's needs while remaining consistent with state statutes	O	X							
4 Maintain a collaborative labor relationship with staff; both Represented (IOUE Local 12) and Unrepresented	a. Facilitate Meet & Confer obligations with Local 12 when necessary	O	X							
	b. Manage reporting requirements to Local 12	O	X							
	c. Meeting with Un-Represented group when needed	O	X							
	d. MOU negotiations with Local 12	N		X		X				
5 Maximize software & technology to support personnel related operations	a. Maintain HRMS (Ee data) in Tyler software	O	X							
6 Risk Management	a. Assist, facilitate & provide resources to departments to enable them to minimize risk	O	X							
	b. Update all SDS (Safety Data Sheets)	I		X						
7 Maintain MCWD Code, Policies, & Procedures	a. Review and revise MCWD Code, Policies, & Procedures per legal recommendations	I		X						
8 Maintain MCWD Records	a. Adherence to the MCWD Records Retention Policy	O	X							
	b. Establish and maintain MCWD Records Room	I		X						
	c. Electronic data management	O	X							

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### Government and Community Relations & Outreach

<u>Strategic Objectives</u>	<u>Metrics for Progress</u>	<u>Status</u>	<u>A/O</u>	<u>24</u>	<u>25</u>	<u>26</u>	<u>27</u>	<u>28</u>	<u>5+</u>	<u>Comments</u>
1 Develop & maintain relationships with local partners & agencies	a. Maintain relationships with local agencies regarding issues that involve or relate to MCWD	O	X							
2 Develop and maintain relationships with State & Federal representatives	a. Maintain relationships with State-level representatives regarding MCWD issues	O	X							
	b. Maintain relationships with Federal-level representatives regarding MCWD issues	O	X							
3 Maintain consistent, positive profile in community	a. Regular Press Releases	O	X							
	b. Web-based outreach	O	X							
	c. Event participation and sponsorship	O	X							
	d. Transition customers to new Tyler portal	O	X							

### Regulatory Compliance & Agreements

<u>Strategic Objectives</u>	<u>Metrics for Progress</u>	<u>Status</u>	<u>A/O</u>	<u>24</u>	<u>25</u>	<u>26</u>	<u>27</u>	<u>28</u>	<u>5+</u>	<u>Comments</u>
1 <u>Federal</u> <i>Comply with federal permit requirements</i>	a. Maintain Lake Mary dam operations & the Granger-Thye permit	O	X							
	b. Comply with NEPA for MCWD projects	O	X							
	c. USFS Master Use Permit updates	O	X							
	d. Laurel Pond Memorandum of Agreement renewal	I		X						
2 <u>State</u> <i>Comply with state public health, state water board, water quality and environmental documentation and permit requirements</i>	a. Meet Lahontan Regional Water Quality Control Board discharge requirements	O	X							
	b. Maintain permits received from SWRCB for each facility	O	X							
	c. Sewer Sanitary Management Plan (SSMP)	N			X					
	d. Compliance with State mandates for conservation	O	X							
	e. Comply with CEQA for MCWD projects	O	X							
	f. Laboratory compliance with TNI and ELAP standards	O	X							
3 <u>Special District</u>	a. Brown Act compliance	O	X							
	b. State Water Code compliance	O	X							
	c. Required Board of Director's training	O	X							
4 <u>Agreements</u>	a. Coordinate with CalTrout and CDFW to implement Mammoth Creek settlement terms	O	X							
	b. Comply with LADWP settlement agreement with a goal of extending the primary term	O	X							
	c. Analyze agreements for "Out of District" connections	I			X					
	d. Monitor all active agreements and leases	O	X							

### Key Strategic Driven Expenditures

<u>Strategic Objectives</u>	<u>Metrics for Progress</u>	<u>Status</u>	<u>A/O</u>	<u>24</u>	<u>25</u>	<u>26</u>	<u>27</u>	<u>28</u>	<u>5+</u>	<u>Comments</u>
1 Maintain regulatory compliance	a. Laurel Pond Monitoring Wells	N		X						
	b. Vehicle & equipment replacement	N		X						
	c. Other potential regulatory driven items	N								
2 Correct assets that have failed or are projected to fail	a. Well Rehabilitation / Replacement	O			X	X		X		
	b. Water Distribution improvements	O	X							
	c. Collection System improvements	O	X							
	d. Water tank rehabilitation	I		X	X					
	e. Administration Campus & WWTP Pavement Rehab & Drainage Project	N		X	X					
3 Improve operational efficiency and reliability	a. Parcel Relief Main project	I		X						
	b. MCWD GIS Utility Network Conversion/Modernization Project	I			X					

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