

# MINUTES

Thursday, January 18, 2018  
Mammoth Community Water District  
Special Board Meeting  
Annual Strategic Planning Workshop  
(Continued from January 11, 2018)

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*The Board of Directors convened in session at the hour of 4:34 p.m. No recess was taken; and the meeting was adjourned at 5:21 p.m.*

Prepared by:



Stephanie Hake  
Executive Assistant

ATTEST:



Patrick A. Hayes  
General Manager

**THE ANNUAL STRATEGIC PLANNING WORKSHOP** of the Board of Directors of the Mammoth Community Water District noticed for and commenced on January 11, 2018 at 7:00 a.m. was continued and concluded on Thursday, January 18, 2018, at 4:34 p.m.

### A. ROLL CALL

#### Board Present

Director: Tom Cage  
Director: Robert Creasy  
Director: Dennis Domaille  
Director: Eric Kaufman  
Director: Tom Smith

#### Board Absent

None

#### Staff Present

General Manager: Patrick Hayes  
District Engineer: John Pedersen  
Operations Superintendent: Clay Murray  
Maintenance Superintendent: Mark Busby  
Finance Manager: Jeffrey Beatty (*via phone*)  
Information Services Manager: Justin Mulbay  
Public Relations / Environmental Specialist Manager: Irene Yamashita  
Human Resources Manager: Kay Hartman  
Executive Assistant: Stephanie Hake

#### Guests

None

*President Smith called the meeting to order at 4:34 p.m.*

### B. STRATEGIC PLANNING WORKSHOP FY 2019

*President Smith began by stating that this meeting was a continuation of the workshop that took place on Tuesday, January 11, 2018 and review of the Draft FY 2019 Strategic Plan would continue starting with the 'Financial Management' section.*

*Board and Staff engaged in discussions regarding the following sections of the FY 2019 Strategic Plan: Financial Management, Information Systems & GIS, Customer Relations & Community Outreach, Regulatory Compliance, Government Relations, Personnel Services*

*The workshop resulted in direction to staff to add two additional metrics under 'Financial Management' and one under 'Information Systems & GIS'. As noted in the minutes from the January 11, 2018 Special Workshop, there were two metrics added under the 'Operations and Maintenance' section. All amendments are shown in 'Red' font in the attached Final Draft FY 2019 Strategic Plan document.*

**C. ADJOURNMENT**

**BOARD ACTION – To adjourn the continued Annual Strategic Plan Workshop**

MOVED BY: Director Domaille  
SECONDED BY: Director Creasy  
AYES: Directors Cage, Creasy, Domaille, Kaufman, and Smith  
NAYS: None  
ABSENT: None

### Water Resource Management & Planning

Strategic Objectives	Metrics for Progress	Status	A/O	1	2	3	4	5	10	Comments
1 Secure adequate future water supply	a. Exploratory test well at Snowcreek Golf Course	I		X						
	b. Snowcreek Production Well	I		X						
	c. Property acquisition for new well sites	O		X						
	d. Continue to access & maintain prescriptive easement for TPM 10-001 property	O	X							
	e. Monitor Dry Creek drainage	O	X							
	f. Aquifer storage and recovery	I		X						
2 Conserve water	a. Effect long-term reduction in per capita use	O	X							
	b. Advertisements and press releases to educate the community about water conservation practices and issues	O	X							
	c. Site a CIMIS online weather station in Mammoth Lakes	O					X			
	d. Enforce water conservation regulations	O	X							
	e. Support TOML WELO (Water Efficient Landscape Ordinance)	O	X							
	f. Comply with new State water conservation regulations	O		X						
3 Balance production & use of surface water, groundwater & recycled water	a. Optimize recycled water, groundwater and surface water treatment processes	O	X							
4 Protect water resources from Casa Diablo IV project impacts	a. Secure an adequate monitoring and mitigation plan	I	X							
	b. Pursue legal recourse	I	X							
	c. Construction and sampling of deep monitoring well	N		X						
5 Effective Water Resource Data management & reporting	a. All historical hydrology data input to HydroDaVE	C	X							
	b. Staff training on HydroDaVE	I	X							
	c. Standard work flow updated for continued annual data input, reporting support	I	X							
	d. Template developed for future years' annual reports	I			X					
	e. Development of new annual Hydrologic Resources Monitoring Report, to replace old "Ken Schmidt" report	I			X					
	f. Conduct evaluations of customer usage by UWMP categories once per year	O	X							
	g. Provide monthly MAWA reports during irrigation season with data from metering/billing software	O	X							
7 Implement Mammoth Creek Project	a. Monitoring and reporting on Bodle Ditch corridor vegetation	I		X						
8 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 and objectives to regional water-resource groups and DWR	O	X							
	c. Engagement with CASA, ACWA, DWR and electeds	O	X							
	d. Review TOML planning projects	O	X							
9 Mammoth Mountain Ski Area (MMSA) - Long Range Planning	a. Continue discussions with MMSA re future water & wastewater needs	I	X							

**STATUS**

**O=Ongoing; I=Started, but Not Complete; C=Completed; N=Not Started Yet  
A/O = Annual or Ongoing**

### Operations & Maintenance

<u>Strategic Objectives</u>	<u>Metrics for Progress</u>	<u>Status</u>	<u>A/O</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>10</u>	<u>Comments</u>
1 Maintain Water Distribution, Collections Systems and Treatment Facilities to a high standard	a. Zero sanitary/sewer over flows (SSO)	O	X							
	b. Deliver water at 99.99% of customer service hours or better by managing outages	O	X							
	c. Exercise 20% of system valves annually	O	X							
	d. Maintain 50% of hydrants annually	O	X							
	e. Clean and CCTV 20% of collection system annually	O	X							
	f. Maintain Fats, Oils & Grease (FOG) program using SwiftComply software	O	X							
	g. Water quality - Monitor & report on corrosion control system wide	O	X							
	h. Identify the ratio of preventive to reactive maintenance for establishing a future metric	O	X							
2 Protect Water Distribution system from contamination	a. Maintain Backflow/Cross Connection protection program	O	X							
	b. Recycled Water annual testing and reporting	O	X							
	c. Conduct sanitary inspections	O			X					
3 Maximize reliability of water production	a. Well inspection, maintenance, rehab program development	O			X	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 100% of the time during irrigation season	O	X							
5 Minimize non-revenue water	a. Meet or exceed AWWA standards of 10% non-revenue water	O	X							
	b. Compliance with SB555 water loss management	O	X							
6 Maximize energy efficiency and reduce energy costs	a. Operation and Maintenance of MCWD Solar PV system	O	X							
	b. Balance between Demand charges & Time of Day use charges	O	X							
	c. Optimize backwash processes	I	X							
	d. Rightsizing of equipment to actual demands	I	X							
	e. Investigate adding turbine in WWTP effluent line	N						X		
	f. Investigate adding solar power at remote District facilities	N		X						
7 Emergency preparedness	a. Emergency Operations Plan (EOP) Update	I		X						
	b. Review Emergency Operations Plan (EOP) concerning an extended power outage	N		X						

### Capital Projects > \$100K

<u>Strategic Objectives</u>	<u>Metrics for Progress</u>	<u>Status</u>	<u>A/O</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>10</u>	<u>Comments</u>
1 Maintain regulatory compliance	a. Laurel Pond monitoring wells permitting and construction	I		X						
2 Correct assets that have failed or are projected to fail	a. Well 6 replacement	N					X			
	b. Well 17 replacement	N							X	
	c. Water lateral replacements	O		X	X	X	X			
	d. Sewer line repair & replacement	I	X							
3 Improve operational efficiency and reliability	a. Conduct District Administration Building needs assessment, prepare report	I		X						
	b. Exploratory test well at Snowcreek Golf Course	I		X						
	c. Snowcreek production well	I		X						
	d. Lake Mary TP filter improvements	I		X	X					
	e. Reline Recycled Water basin	I		X						
	f. Admin Bldg - possible replacement	I				X				

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### Financial Management

<u>Strategic Objectives</u>	<u>Metrics for Progress</u>	<u>Status</u>	<u>A/O</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>10</u>	<u>Comments</u>
1 Maintain financially sound organization	a. Monitor revenue and rate stabilization reserve and adjust expenses as needed	O	X							
	b. Conduct a Rate study and implement study recommendations every 5 years	N				X				
	c. Conduct a Connection Fee study and implement recommendations	N			X					
	d. Inventory / Purchasing controls	I		X				X		
	e. Successful audit	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							
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. Reserve policy review and recommended changes if necessary	O	X							
	c. Continue to maintain fund for LA DWP 50 year payment	O	X							
4 Leverage financial systems software	a. Maximize value of Springbrook software suite	O								
	b. Evaluate accounting software viability	I	X							
	c. Develop process flow documentation	I		X						
5 Maintain resilient department staffing	a. All key processes will have staffing backup and complete process instructions	O	X							

### Information Systems & GIS

<u>Strategic Objectives</u>	<u>Metrics for Progress</u>	<u>Status</u>	<u>A/O</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>10</u>	<u>Comments</u>
1 Keep MCWD hardware environment current	a. Continue to refine and streamline MCWD Device Replacement program for all desktops, laptops and servers, as well as refurbish/re-image of old PCs	O	X							
	b. Continue to explore new hardware applications to streamline MCWD technical operations	O	X							
	c. Replace MCWDUB10 Accounting Server and SB7 server	N		X				X		
2 Keep MCWD software environment current	a. Install latest versions for all MCWD software platforms: ESRI, Autodesk, Tokay, Manager Plus, Microsoft products and licensing, InfraMap, Granite XP, Remit Plus, etc.	O	X							
3 Development of GIS to support MCWD work functions	a. Maintain MCWD ArcGIS Online Mapping	O	X							
	b. Further Utilize MCWD GIS as Conservation, MAWA/Irrigation analysis tool	O	X							
	c. Prioritize and Enter MCWD Engineering Projects into MCWD GIS	O	X							
	d. Continue development of GIS as asset management tool	O	X							
	e. Leverage ESRI MOU with TOML/Mono County for shared GIS services and collaborative mapping	O		X						
4 Maintain web services platforms to current technology	a. Manage both sites for current content	O	X							
5 Maintain security of MCWD assets	a. Continually evaluate MCWD security needs	O	X							
	b. Conduct computer system vulnerability assessment	I	X							
6 Implement new Aerial Imagery into MCWD GIS	a. 2016 & 2017 Aerial available across all GIS applications	I		X						
7 Foster relationship with NASA JPL for Airborne Snow Observatory data	a. Utilize JPL data for consumption and analysis of Lakes Basin snowpack data	I	X							
8 Conduct IT housecleaning	a. Purge and consolidate old data, duplicate data	O	X							
9 Develop Field/Truck Connectivity Workplan	a. Implement internet access across appropriate vehicles and departments	I		X						
	b. District software applications in field: NeptuneR450, GIS Portal, Email/Web/Photo, etc.	I		X						

### Customer Relations & Community Outreach

<u>Strategic Objectives</u>	<u>Metrics for Progress</u>	<u>Status</u>	<u>A/O</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>10</u>	<u>Comments</u>
1 Maintain consistent, positive profile in community	a. Regular Press Releases	O	X							
	b. Web-based outreach	O	X							
	c. Event participation/sponsorship	O	X							

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### Regulatory Compliance & Agreements

<u>Strategic Objectives</u>	<u>Metrics for Progress</u>	<u>Status</u>	<u>A/O</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>10</u>	<u>Comments</u>
1 <u>Federal</u> Comply with federal permit requirements NPDES	a. Master permit issued by USFS	I	X							
	b. Issuance of federal Granger-Thye permit for Lake Mary outlet structure, with acceptable water rights clause	I	X							
	c. Termination of USFS/MCWD 1983 Lakes Basin MOA	I	X							
2 <u>State</u> Comply with state public health, state water board, water quality and environmental documentation and permit requirements	a. Meet Lahontan Regional Water Quality Control Board discharge requirements	O	X							
	b. Updated permits received from SWRCB for each facility	I	X							
	c. Maintain creek flow data distribution and posting requirements per SWRCB requirements	O	X							
	d. Update Mammoth Creek operations manual	I		X						
	e. WWTP Arc Flash Study completion	I		X						
	f. Arc Flash Study for all water treatment plants	I		X	X	X	X	X	X	
	g. Compliance with new State mandates for conservation	I	X							
	h. Develop CEQA documents for MCWD projects	O	X							
	i. Laboratory compliance with TNI and ELAP standards	I			X					
3 <u>Agreements</u>	a. Coordinate with CalTrout and CDFW to implement Mammoth Creek settlement terms	O	X							
	b. LADWP	O	X							
	~ Stay well under settlement limit of 4387 acre feet	O	X							
	~ Achieve goal of banking water & extending primary term for additional 10 years via conservation	O	X							
	c. Analyze Lakes Basin agreement for "Out of District" sewer services	I	X							

### Government Relations

<u>Strategic Objectives</u>	<u>Metrics for Progress</u>	<u>Status</u>	<u>A/O</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>10</u>	<u>Comments</u>
1 Develop relationships with State and Federal representatives	a. Outreach to State-level representative regarding MCWD issues	O	X							
	b. Outreach to Federal-level representatives regarding MCWD issues	O	X							

### Personnel Services

<u>Strategic Objectives</u>	<u>Metrics for Progress</u>	<u>Status</u>	<u>A/O</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>10</u>	<u>Comments</u>
1 Risk Management	a. Assist, facilitate and provide resources to departments to enable them to minimize risk	O	X							
2 Coordinate integration of Workforce Plan with overall MCWD Strategic Business Plan/Module	a. Implement staffing needs vis-à-vis budget and personnel review process	O	X							
3 Establish L'Abri HOA	a. Determine members	I			X					
	b. Facilitate initial membership meeting	N			X					
	c. Provide resources to develop standard of operation consistent with state statutes (e.g., bylaws, tenant communication, financial reporting, maintenance, etc.)	I			X					
4 Implement Keller Online SDS System	a. Convert hard copy MSDS to SDS (Safety Data Sheets) online system	I			X	X				
	b. Establish intranet SDS access for staff	N			X	X				
	c. Trial/test run system	N			X	X				
	d. Go Live	N			X	X				
5 Implement HRMS (HR Mgmt. System) via Microsoft Access	a. Develop additional customized data fields for Microsoft Access Template	I			X	X				
	b. Input/merge data into HRMS system	I			X	X				
	c. Trial/test run system	N			X	X				
	d. Go Live	N			X	X				

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