

MINUTES

Tuesday, January 21, 2020
Mammoth Community Water District
Special Board Meeting
Annual Strategic Planning Workshop

The Board of Directors convened in session at the hour of 8:03 a.m. No recess was taken and the meeting was adjourned at 10:10 a.m.

Prepared by:



Stephanie Hake
Executive Assistant

ATTEST:



Mark Busby
General Manager

THE ANNUAL STRATEGIC PLANNING WORKSHOP of the Board of Directors of the Mammoth Community Water District was held on Tuesday, January 21, 2020, at 8:03 a.m.

ROLL CALL

Board Present

Director: Tom Cage
Director: Robert Creasy
Director: Dennis Domaille
Director: Tom Smith
Director: Gary Thompson

Board Absent

None

Staff Present

General Manager: Mark Busby
District Engineer: John Pedersen
Operations Superintendent: Clay Murray
Finance Manager: Jeffrey Beatty
Information Services Manager: Justin Mulbay
Senior Administrative Analyst: Betty Hylton
Human Resources Manager: Kay Hartman
Executive Assistant: Stephanie Hake

Guests

Jerry Baker, MCWD Staff
Melissa Reeves, MCWD Staff

PLEDGE OF ALLEGIANCE

President Smith led the Pledge of Allegiance at 8:04 a.m.

STRATEGIC PLANNING WORKSHOP FY 2021

Mark Busby opened by describing the process of developing the District's strategic plan and how it is a component to help keep the District aligned with its mission statement, core values and day to day activities. Mr. Busby noted that the plan integrates directly with the annual budgeting process, and the FY21 draft budget is on schedule for presentation to the Board for direction and comment at the February Board meeting.

Mr. Busby along with management staff engaged the Board of Directors in a detailed review of the Strategic Objectives and associated Metrics for Progress of the Draft FY 2021 Strategic Plan.

Following a lengthy discussion, the Board expressed their appreciation for the efforts of staff to produce and use the Strategic Plan as a road map for the District's operations.

As a result of the workshop, there were two metrics modified under 'Water Resource Management & Planning'. Also a metric was added under 'Personnel'. Those amendments are reflected in 'Red' font in the updated FY 2021 Strategic Plan document that is attached to these draft minutes for approval at the meeting on February 20, 2020.

ADJOURNMENT

President Smith called for a motion to adjourn.

BOARD ACTION – To adjourn the Special Board Workshop

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

The meeting adjourned at 10:10 a.m.

Water Resource Management & Planning

<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 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. Drill exploratory boreholes for replacement wells	N			X	X	X	X		
	e. Continue to access & maintain prescriptive easement for TPM 10-001 property	O	X							
	f. Monitor Dry Creek drainage	O	X							
	g. Develop water shortage contingency plan	N		X						
2 Conserve water	a. Advertisements & press releases to educate the community re water conservation practices & issues	O	X							
	b. Enforce water conservation regulations	O	X							
	c. Review TOML projects affecting water demand	O								
	d. Plan and prepare for new State water conservation regulations to ensure compliance is met or exceeded	I		X						
	e. Expansion of MCWD rebate program	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 expansion opportunities	O								
4 Protect water resources from Casa Diablo IV project impacts	a. Secure an adequate monitoring and mitigation plan	I	X							
	b. Construction and monitoring of a second deep and shallow monitoring well pair	I		X						
5 Effective Water Resource Data management & reporting	a. Standard work flow updated for continued annual data input, reporting support	I	X							
	b. Provide monthly MAWA reports during irrigation season with data from metering/billing software	O	X							
6 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 CASA, ACWA, DWR, SWRCB, and electeds	O	X							
	d. Review TOML project applications	O	X							
	e. Evaluate MCWD ability to serve MMSA with future water & wastewater needs	O	X							
7 Lakes Basin Watershed Protection	a. Fuel reduction	I		X						
	b. Watershed Sanitary survey (Lakes Basin)	N			X					
	c. Sanitary sewer / lift station improvements	I	X							

STATUS

**O = Ongoing; I = Incomplete; 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% of customer service hours or better by managing outages	O	X							
	c. Exercise 20% of distribution 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	O	X							
	g. 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 district-wide Backflow/Cross Connection Control sanitary survey		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 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. Maintain meter testing accuracy program	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. Rightsizing of equipment to actual demands	I	X							
	d. Maintain awareness of potential renewable energy opportunities	O	X							
7 Emergency preparedness	a. Emergency Operations Plan (EOP) Update	I		X						
	b. Review Emergency Operations Plan (EOP) concerning an extended power outage	I		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 10 replacement	N			X					
	c. Well 17 replacement	N					X			
	d. Water lateral replacements	O		X	X					
	e. Sewer line repair & replacement	O	X							
	f. Water tank rehabilitation	N		X	X	X	X	X		
	g. Sewer Lift Station rehabilitation	I		X	X	X				
	h. Diesel equipment replacement	I		X	X					
3 Improve operational efficiency and reliability	a. Conduct MCWD Admin Building needs assessment, prepare report, possible remodel	I		X						
	b. Exploratory test well at Snowcreek Golf Course	I		X						
	c. Snowcreek production well	I			X					
	d. WWTP sludge dewatering improvements - Screw Press	I		X						
	e. Secure alternative sludge hauling & disposal option	I		X						
	f. Lake Mary TP improvements	I		X	X					
	g. WWTP backup power automation	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 Water Rate Study and implement study recommendations every 5 years	N		X						
	c. Conduct a Wastewater Rate Study and implement study recommendations every 5 years	I						X		
	d. Conduct a Connection Fee Study and implement recommendations	N							X	
	e. Evaluate purchasing controls	I	X							
	f. Maintain an appropriate accounting and reporting system - Annually receive an "unmodified" opinion by the District's auditors	O	X							
	g. Regular Investment Committee meetings to monitor investments and ensure best investment strategy	O	X							
	h. Regular Pension Trustee meetings to monitor pension plan	O	X							
2 FY Budget	a. Draft budget review by Board in February, approval in March	O	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. Evaluate accounting software as part of an Enterprise Resource Planning (ERP) solution	I	X							
	b. Maximize value of Springbrook software suite	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. Establish WiFi network through WWTP buildings	I		X						
	d. Replace Software Servers	O	X							
2 Keep MCWD software environment current	a. Install latest versions for all MCWD software platforms	O	X							
	b. Evaluate, select, & implement new ERP software	I		X	X					
3 Development of GIS to support MCWD work functions	a. Maintain MCWD ArcGIS Online Mapping	O	X							
	b. Develop MCWD/MLFPD Hydrant Fire Flow Data Program	I		X						
	c. Prioritize and Enter MCWD Engineering Projects into MCWD GIS	O	X							
	d. Leverage ESRI MOU with TOML/Mono Co. for shared GIS services and collaborative mapping	O								
4 Maintain web services platforms to current technology	a. Manage both MCWD Public and Intranet sites for current content & regulatory compliance	O	X							
	b. Implement new web development software	N		X						
5 Maintain security of MCWD assets	a. Continually evaluate MCWD security needs	O	X							
6 Data Management	a. Purge and consolidate old data, duplicate data	O	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 and 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 re-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							
	d. Comply with NEPA for MCWD projects	O	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. Update permits received from SWRCB for each facility	O	X							
	c. Update Mammoth Creek operations manual	I		X						
	d. Compliance with State mandates for conservation	I	X							
	e. Comply with CEQA for MCWD projects	O	X							
	f. Laboratory compliance with TNI and ELAP standards	O	X							
3 <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 Lakes Basin agreements 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. Maintain relationships with State-level representatives regarding MCWD issues	O	X							
	b. Maintain relationships with Federal-level representatives regarding MCWD issues	O	X							

Personnel

<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 Attract & retain knowledgeable & talented staff	a. Conduct Employee Engagement Survey	I		X						
	b. Follow through with targeted goals identified through survey process to maintain high level of Ee engagement	O	X							
2 Coordinate succession planning and integration of Workforce Plan with overall MCWD Strategic Business Plan	a. Implement staffing needs vis-à-vis budget and personnel review process	O	X							
	b. Work with departments to facilitate hiring and onboarding processes of new employees	O	X							
	c. Succession continuity planning and cross training	O	X							
3 Provide housing opportunities for MCWD staff	a. Facilitate L'Abri HOA membership meetings & administrative activities	I	X							
	b. Engage with HOAs for Tamarack, Timberline, & Mountain Meadows condo complexes	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 Employee Home Purchase Assist. Program to ensure the goals of the program are appropriate and meeting staff's needs while remaining consistent with state statutes	O	X							
4 Maintain a collaborative relationship with IOUE Local 12 (Union) representeds and staff	a. Obtain parameters from principles in preparation for 2021 MOU negotiations	N		X						
	b. Draft proposal process and proposals in preparation for 2021 MOU negotiations	N		X						
5 Maximize software & technology to support personnel related operations	a. Convert hard copy MSDS to Keller SDS (Safety Data Sheets) online system	I		X	X					
	b. Establish intranet SDS access for staff	N		X	X					
	c. Implement HRMS (HR Mgmt. System) via Microsoft Access	I		X	X					
	d. Input/merge data into HRMS system	I		X	X					
6 Risk Management	a. Assist, facilitate & provide resources to departments to enable them to minimize risk	O	X							

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