



**MAMMOTH COMMUNITY WATER DISTRICT**  
Post Office Box 597  
Mammoth Lakes, California 93546-0597

---

**NOTICE OF SPECIAL WORKSHOP**

NOTICE IS HEREBY GIVEN that the Board of Directors of the Mammoth Community Water District has called a **SPECIAL WORKSHOP FOR THE ANNUAL FISCAL YEAR STRATEGIC PLANNING** to be held **TUESDAY, JANUARY 21, 2020** at **8:00 A.M.**

**AGENDA**

**Roll Call**

Directors Cage, Creasy, Domaille, Smith, and Thompson

**Pledge of Allegiance**

**Public Forum**

*Any member of the public may address the Board relating to any matter within the Board's jurisdiction. This need not be related to any item on the agenda, and presentation should be limited to five (5) minutes. No formal action by the Board will be taken on these items.*

**Strategic Planning Workshop**

***Vision Statement***

*"Water is Our Future"*

***Our Mission***

*The Mammoth Community Water District is committed to carefully and effectively managing and maintaining our local water resources. The District provides water and wastewater services to meet the health and safety need of the community. All work is conducted in a safe, financially sound, and high quality manner. We are committed to our customers and the environment in which we live.*

***Core Values***

*QUALITY – Providing excellent quality and services while being steward's of our environment*

*INNOVATION – Foster creativity and visionary ideas*

*RESPECT – Accept and honor all people*

*TEAMWORK – Working together safely to reach common goals*

*INTEGRITY – Honesty and a commitment to professional standards*

*CARING WORKPLACE – Create a positive and compassionate work environment*

**Purpose: To set priorities for short-term and long-term goals, and to provide staff with direction for the FY 2021 budget year**

## 1 Discussion and Direction Regarding the Proposed FY 2021 Strategic Plan

### Adjournment

*The meeting will be held in the conference room at the District facility located one mile east of Old Mammoth Road on Meridian Boulevard, just off Highway 203, Mammoth Lakes, California.*



MARK BUSBY  
General Manager

Date of Issuance: Tuesday, January 14, 2020

Posted: MCWD Office  
MCWD Website: [www.mcwd.dst.ca.us](http://www.mcwd.dst.ca.us)  
cc: Members, Board of Directors  
Town of Mammoth Lakes  
KMMT, KIBS, KSRW Radio

*In compliance with the Americans with Disabilities Act, if you need a disability related modification or accommodation to participate in this meeting please call Stephanie Hake at (760) 934-2596 at least one full day before the meeting.*

*Documents and material relating to an open session agenda item that are provided to the Mammoth Community Water District Board of Directors less than 72 hours prior to a regular meeting will be available for public inspection and copying at the District facility located at 1315 Meridian Boulevard, Mammoth Lakes, California.*

Water Resource Management & Planning

Strategic Objectives	Lead	Metrics for Progress	Status	A/O	1	2	3	4	5	10	Comments
1 Secure adequate future water supply	JP	a. Exploratory test well at Snowcreek Golf Course	I		X						Well access rights have been secured. Pipeline construction & site prep for drilling complete. Drilling & testing is scheduled to begin January 2020 with completion by March 2020.
	JP	b. Snowcreek Production Well	I		X						Design work continues, construction pending results of exploratory drilling.
	JP/MB	c. Property acquisition for new well sites	O		X						Three MMSA sites are under consideration. A letter of intent has been provided for MMSA sites.
	JP	d. Drill exploratory boreholes for replacement wells	N			X	X	X	X	X	Pending site acquisition
	M/CM	e. Continue to access & maintain prescriptive easement for TPM 10-001 property	O	X							Maintenance and Operations crews have continued to utilize this access route
	CM	f. Monitor Dry Creek drainage	O	X							
	BH	g. Develop water shortage contingency plan	N		X						Likely a requirement prior to 2021 Urban Water Mgmt. Plan
2 Conserve water	BH	a. Comply with State water conservation regulations	O	X							Consistent advertisement campaign continues in newsprint, radio & social media. Monthly press releases include conservation message when relevant
	BH	b. Advertisements & press releases to educate the community re water conservation practices & issues	O	X							
	BH	c. Enforce water conservation regulations	O	X							Utilization of WaterSmart software to support efforts
	BH/JP	d. Review TOML projects affecting water demand	O								
	BH	e. Plan and prepare for new State water conservation regulations	I		X						Upcoming State mandate of 55 gallons per capita; Determine TOML's population for per capita use compliance
	BH	f. Expansion of MCWD rebate program	I		X						Addition of outdoor incentives
3 Balance production & use of surface water, groundwater & recycled water	CM	a. Optimize recycled water, groundwater and surface water treatment processes	O	X							Water ops staff is currently identifying items to include in the scope of work for upgrades to the LMTP. Some items pertain to optimization of treatment and/or backwash process.
	CM	b. Maintain awareness of recycled water expansion opportunities	O								
4 Protect water resources from Casa Diablo IV project impacts	MB/JP/BH	a. Secure an adequate monitoring and mitigation plan	I	X							Collaborative efforts continue through legislators as well as LVHAC and GMRP meetings
	MB/JP/BH	b. Construction and monitoring of a second deep and shallow monitoring well pair	I		X						BLM is evaluating and seeking federal funding to construct a second deep monitoring well pair
5 Effective Water Resource Data management & reporting	CM	a. Standard work flow updated for continued annual data input, reporting support	I	X							Staff received training on workflow for data input in April '19 & will receive more training this winter
	JB	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	BH	a. Attend/participate in group and administrative meetings	O	X							IRWMP, TOML, Mono County, Lahontan, LVHAC
	BH	b. Provide input for effective, region-specific goals & objectives to regional water-resource groups & DWR	O	X							
	MB/BH	c. Engagement with CASA, ACWA, DWR, SWRCB, and electeds	O	X							MB and BH will work to ensure engagement with these agencies
	JP/BH	d. Review TOML project applications	O	X							
	MB/JP	e. Evaluate MCWD ability to serve MMSA with future water & wastewater needs	O	X							
7 Lakes Basin Watershed Protection	BH	a. Fuel reduction	I		X						Administrative support supplied to MLFSC to utilize grant funds from SNC to complete Lakes Basin Hazardous Fuels Reduction Project / There are more local fuel reduction projects that the District will explore involvement on a case-by-case scenario.
	BH	b. Watershed Sanitary survey (Lakes Basin)	N			X					
	M	c. Sanitary sewer / lift station improvements	I	X							Rehabbing of lift stations and CIPP lining of sewer lines are projects being done to protect from SSOs

STATUS

O = Ongoing; I = Incomplete; C = Completed; N = Not Started Yet  
A/O = Annual or Ongoing

Operations & Maintenance

Strategic Objectives	Lead	Metrics for Progress	Status	A/O	1	2	3	4	5	10	Comments
1 Maintain Water Distribution, Collections Systems and Treatment Facilities to a high standard	M	a. Zero sanitary/sewer over flows (SSO)	O	X							Maintenance staff is utilizing Maintenance Management software to build database
	M	b. Deliver water at 99% of customer service hours or better by managing outages	O	X							
	M	c. Exercise 20% of distribution system valves annually	O	X							
	M	d. Maintain 50% of hydrants annually	O	X							
	M	e. Clean and CCTV 20% of collection system annually	O	X							
	M	f. Maintain Fats, Oils, & Grease (FOG) program	O	X							
	M	g. Identify the ratio of preventive to reactive maintenance for establishing a future metric	O	X							
2 Protect Water Distribution system from contamination	M	a. Maintain Backflow/Cross Connection protection program	O	X							Annual testing of backflow devices is up to date
	JP/CM	b. Recycled Water annual testing and reporting	O	X							
	M	c. Conduct district-wide Backflow/Cross Connection Control sanitary survey	O			X					Survey required every 5 years - due 2020
3 Maximize reliability of water production	JP/M	a. Well inspection, maintenance, rehab program development	O			X	X				Next well rehab scheduled for 2022, no well issues in 2019
	CM/JP	b. Optimize surface water treatment plant production	O	X							
	CM/JP	c. Optimize groundwater treatment plant production	O	X							
4 Maximize availability of recycled water	JP/CM/M	a. Meet all recycled water demands during irrigation season	O	X							
5 Minimize non-revenue water	CM/M	a. Stay under threshold of AWWA standards of 10% non-revenue water (annually)	O	X							
	M	b. Maintain meter testing accuracy program	O	X							
6 Maximize energy efficiency and reduce energy costs	M	a. Operation and Maintenance of MCWD Solar PV system	O	X							Maintenance staff continues to operate plant to the maximum of its production capabilities
	CM/JP	b. Balance between Demand charges & Time of Day use charges	O	X							Staff continually monitors the relative demand charges for wet and dry years.
	CM/M	c. Rightsizing of equipment to actual demands	I	X							
	JP	d. Maintain awareness of potential renewable energy opportunities	O	X							
7 Emergency preparedness	CM	a. Emergency Operations Plan (EOP) Update	I		X						Updated plan due June 2021
	JP/CM	b. Review Emergency Operations Plan (EOP) concerning an extended power outage	I		X						Staff is currently addressing back-up power for some critical assets & developing plans to address some of the more complex facilities

Capital Projects > \$100K

Strategic Objectives	Lead	Metrics for Progress	Status	A/O	1	2	3	4	5	10	Comments
1 Maintain regulatory compliance	JP/CM	a. Laurel Pond monitoring wells permitting and construction	I		X						Lahontan RWQCB has requested revised tech specs to address nitrogen in shallow groundwater.
2 Correct assets that have failed or are projected to fail	JP	a. Well 6 replacement	N			X					Next tank T-6 2 lift stations scheduled for FY21 Report has been received; Over next 2 years compliance will be accomplished by taking 2 vehicles & 2 pieces of equipment out of service
	JP	b. Well 10 replacement	N			X					
	JP	c. Well 17 replacement	N				X				
	M	d. Water lateral replacements	O		X	X					
	M	e. Sewer line repair & replacement	O	X							
	M	f. Water tank rehabilitation	N		X	X	X	X	X		
	M	g. Sewer Lift Station rehabilitation	I		X	X	X				
	M/JP	h. Diesel equipment replacement	I		X	X					
3 Improve operational efficiency and reliability	JP/MB	a. Conduct MCWD Admin Building needs assessment, prepare report, possible remodel	I		X						Consultant has been directed to complete needs & condition assessment portion of the report
	JP	b. Exploratory test well at Snowcreek Golf Course	I		X						See 1 a. under 'Water Resource Mgmt & Planning'
	JP	c. Snowcreek production well	I			X					See 1 b. under 'Water Resource Mgmt & Planning'
	CM/JP	d. WWTP sludge dewatering improvements - Screw Press	I		X						Install new screw press and conveyance system - a project being driven by the eminent closure of the Mono County landfill and need to haul sludge to Nevada
	JP/CM	e. Secure alternative sludge hauling & disposal option	I		X						Being driven by the closure of the Mono County landfill.
	JP/CM	f. Lake Mary TP improvements	I		X	X					Water operations staff is currently identifying items to include in the scope of work for upgrades to LMTP. Some items in the scope pertain to optimization of the treatment and/or backwash process.
	JP	g. WWTP backup power automation	I		X						WWTP existing backup power evaluated. Demand analysis to be performed for final design criteria development. Based on analysis of potential projects & demand monitoring, set-up existing standby generator to power essential WWTP processes.

STATUS

O = Ongoing; I = Incomplete; C = Completed; N = Not Started Yet

A/O = Annual or Ongoing

### Financial Management

<u>Strategic Objectives</u>	<u>Lead</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	JB	a. Monitor revenue and rate stabilization reserve and adjust expenses as needed	O	X							Monthly status reports provided to Board
	JB	b. Conduct a Water Rate Study and implement study recommendations every 5 years	N		X						Begin study summer 2020, to be effective April 2021
	JB	c. Conduct a Wastewater Rate Study and implement study recommendations every 5 years	I						X		Wastewater study in process, expected to be completed and implemented by April 2020
	JB	d. Conduct a Connection Fee Study and implement recommendations	N							X	Connection fee completed and implemented July 2019. Fees will adjust for inflation annually. Monitor Expansion Fund balances and review connection fees if necessary.
	JB	e. Evaluate purchasing controls	I	X							Review procurement policy for effectiveness & efficiency
	JB	f. Maintain an appropriate accounting and reporting system - Annually receive an "unmodified" opinion by the District's auditors	O	X							
	JB	g. Regular Investment Committee meetings to monitor investments and ensure best investment strategy	O	X							Investment committee meets quarterly with the District's investment advisors. Funds allocated between CAM, CalTrust, LAIF and WF to match liquidity needs.
	JB	h. Regular Pension Trustee meetings to monitor pension plan	O	X							Pension Trustees meet semi-annually with advisor/administrator for status updates - meet more frequently if needed
2 FY Budget	JB	a. Draft budget review by Board in February, approval in March	O	X							Budget process begins in December with all dept managers engaged in development of the financial plan for operations, personnel, and capital spending. Budget includes long-range capital plans and fund balance projections.
3 Ensure adequate reserves in all funds	JB/MB	a. Monitor and adjust fund balance allocation	O	X							Monthly status reports provided to Board
	JB/MB	b. Reserve policy review and recommended changes if necessary	O	X							Reviewed as part of annual budget preparation and approval
	JB/MB	c. Continue to maintain fund for LA DWP 50 year payment	O	X							Reviewed as part of annual budget preparation and approval
4 Leverage financial systems software	JB	a. Evaluate accounting software as part of an Enterprise Resource Planning (ERP) solution	I	X							Proposals being evaluated for software system upgrade. Implementation of changes in FY21 & FY22
	JB	b. Maximize value of Springbrook software suite	O	X							Ongoing, continue to update all software platforms

### Information Systems & GIS

<u>Strategic Objectives</u>	<u>Lead</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	JM	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							FY21 Budget Replacement includes: 16 workstations, 3 server, 1 iPad
	JM	b. Continue to explore new hardware applications to streamline MCWD technical operations	O	X							Leverage devices in the field and trucks
	JM	c. Establish WiFi network through WWTP buildings	I		X						Run cable/fiber, install switches/beams, configure network for staff access
	JM	d. Replace Software Servers	O	X							FY21 - MCWDEXCH, SCASRV01, SCAHIST01
2 Keep MCWD software environment current	JM	a. Install latest versions for all MCWD software platforms	O	X							ESRI, Autodesk, Tokay, Manager Plus, Microsoft products, InfraMap, Granite Net, Remit Plus, R450, etc.
	JM/ALL	b. Evaluate, select, & implement new ERP software	I		X	X					Form ERP Selection Committee with departmental focus; Migrate all data processes and functions to new district-wide ERP software platform
3 Development of GIS to support MCWD work functions	JM	a. Maintain MCWD ArcGIS Online Mapping	O	X							Featured Maps and Apps developed on new MCWDGIS server, continued improvements
	JM	b. Develop MCWD/MLFPD Hydrant Fire Flow Data Program	I		X						Create and deploy Collector projects to facilitate management of Fire Flow data
	JM	c. Prioritize and Enter MCWD Engineering Projects into MCWD GIS	O	X							Following prioritization list to enter projects as time/resource permit
	JM	d. Leverage ESRI MOU with TOML/Mono Co. for shared GIS services and collaborative mapping	O								Continue to work with TOML/County GIS staff for Portal/Collector development
4 Maintain web services platforms to current technology	JM	a. Manage both MCWD Public and Intranet sites for current content & regulatory compliance	O	X							Integrate new software and features; Update Calendar format and some layout
	JM	b. Implement new web development software	N		X						Migrate MCWD sites to new platform/web staff training
5 Maintain security of MCWD assets	JM/ALL	a. Continually evaluate MCWD security needs	O	X							Actively monitoring physical and network security of MCWD assets
6 Data Management	JM	a. Purge and consolidate old data, duplicate data	O	X							Ongoing, bi-annual digital purge events for all staff and ISD

### Customer Relations & Community Outreach

<u>Strategic Objectives</u>	<u>Lead</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	BH	a. Regular Press Releases	O	X							Monthly press release on relevant topics provided to staff, board, press and posted on social media and District's website
	BH	b. Web-based outreach	O	X							Utilization of WaterSmart group messenger, social media and MCWD website
	BH	c. Event participation and sponsorship	O	X							Staff is developing 2 new water bars to support local events. Ongoing sponsorships will continue

**STATUS**

O = Ongoing; I = Incomplete; C = Completed; N = Not Started Yet

A/O = Annual or Ongoing

### Regulatory Compliance & Agreements

<u>Strategic Objectives</u>	<u>Lead</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	BH	a. Master permit re-issued by USFS	I		X						Staff is currently engaged with USFS staff to continue to support this effort
	BH/JP/MB	b. Issuance of federal Granger-Thye permit for Lake Mary outlet structure, with acceptable water rights clause	I	X							Will pursue following issue of Master Permit
	BH/JP/MB	c. Termination of USFS/MCWD 1983 Lakes Basin MOA	I	X							Will pursue following issue of Master Permit
	BH/JP/MB	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	CM/JP	a. Meet Lahontan Regional Water Quality Control Board discharge requirements	O	X							WWE will be compiling the Report of Waste Discharge (ROWD) with input from MCWD staff for submittal; New waste discharge requirements to follow
	CM	b. Update permits received from SWRCB for each facility	O	X							Facility upgrades will likely change permit requirements
	CM	c. Update Mammoth Creek operations manual	I		X						Staff is currently reviewing and providing comments to bring the document up to date.
	BH	d. Compliance with State mandates for conservation	I	X							Staff is considering how new mandates will affect the District and will respond accordingly
	BH	e. Comply with CEQA for MCWD projects	O	X							
	CM	f. Laboratory compliance with TNI and ELAP standards	O	X							Lab is currently compliant with pending TNI requirements
3 <u>Agreements</u>	BH	a. Coordinate with CalTrout and CDFW to implement Mammoth Creek settlement terms	O	X							Governance and Technical Committees have been established and MCWD staff is on both
	CM	b. Comply with LADWP settlement agreement with a goal of extending the primary term	O	X							Stay under settlement limit of 4387 ac/ft to achieve goal of banking water
	JP/MB/JP	c. Analyze Lakes Basin agreements for "Out of District" sewer services	I	X							Agreements may need to be updated as a result of the WW Rate Study

### Government Relations

<u>Strategic Objectives</u>	<u>Lead</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	MB	a. Maintain relationships with State-level representatives regarding MCWD issues	O	X							
	MB	b. Maintain relationships with Federal-level representatives regarding MCWD issues	O	X							

### Personnel

<u>Strategic Objectives</u>	<u>Lead</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	MB/SH	a. Conduct Employee Engagement Survey	I		X						3rd party administrator has been identified, contract pending; Communicate & collaborate with staff throughout entire process
	ALL	b. Follow through with targeted goals identified through survey process to maintain high level of Ee engagement	O	X							
2 Coordinate integration of Workforce Plan with overall MCWD Strategic Business Plan	KH	a. Implement staffing needs vis-à-vis budget and personnel review process	O	X							
	KH/ALL	b. Work with departments to facilitate hiring and onboarding processes of new employees	O	X							Concentrated training for all new hires - Current open positions: IS - Senior Info. Sys. Specialist; MAINT - Maint Superintendent; ENG - Assoc. Engineer; OPS - WW Treatment Plant Operator
3 Provide housing opportunities for MCWD staff	KH	a. Facilitate L'Abri HOA membership meetings & administrative activities	I	X							1st HOA meeting since 2002/2004 to be held on January 29, 2020
	KH	b. Engage with HOAs for Tamarack, Timberline, & Mountain Meadows condo complexes	O	X							
	KH	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							
	JB	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							Annual (minimum) meetings with Board committee to review program components and ensure participants are meeting their obligations of the agreements
4 Maintain a collaborative relationship with IOUE Local 12 (Union) representeds and staff	KH	a. Obtain parameters from principles in preparation for 2021 MOU negotiations	N		X						
	KH	b. Draft proposal process and proposals in preparation for 2021 MOU negotiations	N		X						
5 Maximize software & technology to support personnel related operations	KH	a. Convert hard copy MSDS to Keller SDS (Safety Data Sheets) online system	I		X	X					
	KH	b. Establish intranet SDS access for staff	N		X	X					
	KH	c. Implement HRMS (HR Mgmt. System) via Microsoft Access	I		X	X					
	KH	d. Input/merge data into HRMS system	I		X	X					
6 Risk Management	KH	a. Assist, facilitate & provide resources to departments to enable them to minimize risk	O	X							

**STATUS**

O = Ongoing; I = Incomplete; C = Completed; N = Not Started Yet

A/O = Annual or Ongoing