

# MINUTES

Tuesday, January 18, 2022  
Mammoth Community Water District  
Special Board Workshop  
Annual Strategic Planning Workshop

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*The Board of Directors convened in session at the hour of 11:34 a.m. No recess was taken, and the meeting was adjourned at 12:47 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 held on Tuesday, January 18, 2022 at 11:34 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: Garrett Higerd  
Operations Superintendent: Clay Murray  
Maintenance Superintendent: Jerry Baker  
Finance Manager: Jeff Beatty  
Information Services Manager: Justin Mulbay  
Administrative Analyst: Betty Hylton  
Administrative Analyst: Chris Weibert  
Executive Assistant: Stephanie Hake

**Guests Present \***

None

*\* As a result of the threat of COVID-19, the Governor issued Executive Order N-25-20 dated March 12, 2020 allowing for Directors, staff, and members of the public to attend this public meeting via teleconference if the Board complies with the requirements of AB 361. To maximize public participation, comply with Brown Act requirements, and provide a clear record of the meeting, public comment was made available for each agenda item and all action items were voted on by roll call.*

**STRATEGIC PLANNING WORKSHOP FY 2023**

1. Consider finding by a majority vote under Gov. Code, section 54953, subd. (e)(1)(B) that as a result of the COVID-19 emergency: (i) meeting in person would present imminent risks to the health or safety of attendees: and (ii) the meeting is authorized to be held by teleconference pursuant to Gov. Code, section 54953, subd. (e)(1)(C)

*There was no discussion and the Board unanimously agreed by a consensus of all members to continue the meeting by teleconference.*

**BOARD ACTION – To continue the meeting by teleconference**

AYES: Directors Cage, Creasy, Domaille, Smith, and Thompson  
NAYS: None  
ABSENT: None

**2. Discuss and Provide Direction Regarding the Proposed FY 2023 Strategic Plan**

*Mark Busby opened by describing the process of developing the District's strategic plan and how it is a component to help ensure that the District's day to day activities are aligned with its mission statement, core values, and overall operations plan. Mr. Busby noted that the plan integrates directly with the annual budgeting process, and the FY23 draft budget is on schedule for presentation to the Board for direction and comment at the February Board meeting.*

*Staff engaged the Board of Directors in a review of the Draft FY23 Strategic Plan, highlighting the projects and priorities that will be focused on in the coming year. Several questions were asked and answered.*

*In the end, there were no recommended changes to the draft plan. The Board expressed appreciation for the efforts of staff to produce and use the Strategic Plan as a road map for the District's operations.*

**ADJOURNMENT**

*President Smith adjourned the meeting at 12:47 a.m.*

**Water Resource and Wastewater 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>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	N		X	X	X	X			
	d. Continued monitoring as defined in the Groundwater Monitoring Plan	O	X							
	e. Water Shortage Contingency Plan	N					X			
	f. Future Water Supply Analysis	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	X							
	d. Maintain state water conservation regulations for SB7 (per capita)	O	X							
	e. Maintain MCWD rebate program	O	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 plan	I	X							
	b. Update MCWD Water Code to ensure protection of District's groundwater from private wells	N	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			
	c. Water system modeling development	N	X							
	d. Wastewater collection system modeling development	N	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. Coordinate with MMSA on the potential to supply future water & wastewater needs	I	X							
7 Surface Watershed Protection	a. Fuels reduction	O	X							
	b. Watershed Sanitary survey (Lakes Basin)	N					X			
8 Evaluate for adequate future system capacity	a. Water distribution system	O	X							
	b. Wastewater collection system	O	X							
	c. Water treatment system	O	X							
	d. Wastewater treatment system	O	X							

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**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>5+</u>	<u>Comments</u>
1 Maintain Water Distribution, Collection 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. 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 annual testing and reporting	O	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. 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	O	X							
	d. Maintain awareness of potential renewable energy opportunities	O	X							
7 Emergency preparedness	a. Emergency Response Plan Update	N						X		

**Key Strategic Driven Expenditures**

<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>5+</u>	<u>Comments</u>
1 Maintain regulatory compliance	a. Basin Plan Amendment studies	N		X						
	b. Diesel equipment replacement	I				X				
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. Tank T-8 (Forest Trail) replacement	N			X					
	f. Center St./Hwy 203 Sewer upgrade	N		X						
	g. WWTP RW Filters	I		X	X					
3 Improve operational efficiency and reliability	a. Well 32	I		X						
	b. Lake Mary TP improvements	I		X						
	c. Replace SCADA servers	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>5+</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	N					X			
	d. Conduct a connection fee study and implement recommendations	N							X	
	e. Evaluate purchasing controls	O	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. Maximize value of Tyler Technology software suite	O	X							
	b. Ensure accuracy of utility billing	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>5+</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 technical operations	O	X							
	c. Evaluate/Establish WiFi network at Lake Mary Plant	I		X						
	d. Replace SCADA servers	I		X						
	e. R900 AMI metering system analysis	I		X						
	f. Manage 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. Refine & optimize Tyler Technologies InCode and EnerGov ERP softwares	O		X						
3 Development of GIS to support MCWD work functions	a. Maintain MCWD ArcGIS online mapping	O	X							
	b. All current MCWD Engineering projects into MCWD GIS	O	X							
	c. Leverage ESRI MOU with TOML/MC for shared services & collaborative mapping	O	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							

### Government and Community Relations & 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>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								
	d. Transition customers to new Tyler portal	I		X						

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Regulatory Compliance & Agreements										
Strategic Objectives	Metrics for Progress	Status	A/O	1	2	3	4	5	5+	Comments
1 <u>Federal</u> Comply with federal permit requirements	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> 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. Obtain Recycled Water General User permit	I		X						
	c. Maintain permits received from SWRCB for each facility	O	X							
	d. Update Mammoth Creek operations manual	I		X						
	e. Compliance with State mandates for conservation	O	X							
	f. Comply with CEQA for MCWD projects	O	X							
	g. 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 Lakes Basin agreements for "Out of District" sewer services	I		X						
	d. Monitor all active agreements and leases	O	X							

Personnel & Administrative										
Strategic Objectives	Metrics for Progress	Status	A/O	1	2	3	4	5	5+	Comments
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. Workforce continuity planning and cross training	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 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 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. Convert hard copy MSDS to Keller SDS (Safety Data Sheets) online system	I			X					
	b. Establish intranet SDS access for staff	N			X					
	c. Input/merge data into HRMS system	I		X						
	d. 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							
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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