

**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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