



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 **THURSDAY, JANUARY 19, 2023** at **8:00 A.M.**

Please Note:

Members of the public will have the opportunity to directly address the District Board of Directors concerning any item listed on the Agenda below before or during consideration of that item.

AGENDA

This meeting will be conducted both in-person in the District's Boardroom at 1315 Meridian Blvd., Mammoth Lakes, CA 93546 and by video/teleconference using the information provided below. The public is invited to listen, observe, and provide comments during the meeting by either method provided for below. The Board President will call for public comment on each agenda item at the appropriate time and all votes will be taken by roll call.

For members of the public interested in viewing and having the ability to comment at the public meeting via Zoom, an internet enabled computer equipped with a microphone and speaker or a mobile device with a data plan is required. Use of a webcam is optional. You also may call in to the meeting using teleconference without video. Please use the following information to join the Zoom Videoconference Meeting:

***<https://zoom.us/j/7609342596> (meeting ID: 760 934 2596) OR
Join via teleconference by dialing 1-669-900-9128, 760-934-2596#***

AGENDA

8:00 A.M.

Roll Call

Directors Cage, Domaille, Hylton, Smith, and Thompson

Strategic Planning Workshop

1. Discuss and Provide Direction Regarding the Proposed FY 2024 Strategic Plan

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 stewards 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

Adjournment

NOTE: Items listed on the agenda may be reviewed or acted upon by the Board in any order or sequence. The items are listed for identification purposes only.

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: Friday, January 13, 2023

Posted: MCWD Office

MCWD Website: 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.

AGENDA ITEM

Subject: FY24 Annual Strategic Planning Workshop

Information Provided By: Mark Busby, General Manager

Background

Annually, the MCWD Board of Directors holds a strategic planning workshop in January to set priorities for short-term and long-term District goals. The District's strategic plan aids staff in aligning overall operations with our mission statement and core values. The plan also serves as a key tool in the annual budgeting process. Following the annual strategic planning workshop, the draft budget is typically presented to the Board at the regular meeting in February, with adoption of the final operating and capital budget in March.

October marks the mid-year point for the District's fiscal year. Each year at the October regular board meeting, staff present the Board with an update to the year's strategic plan. A thorough review of the plan is provided, highlighting progress and changes regarding strategic objectives and related metrics. The Board provides feedback and recommendations for any modifications.

Following the mid-year update, staff begin the process of looking to the next fiscal year. A comprehensive evaluation is conducted of the strategic plan focusing on the next fiscal year and beyond. Objectives and metrics are considered for their relevancy, accuracy, and to determine if they are still current.

FY24 Strategic Plan Notable Highlights

For the coming year, staff are focusing their attention on the following priorities and projects:

- Future Water Supply Analysis
- Water Distribution and Collection improvement projects
- Water Distribution System storage evaluation associated with storage tank expansion, rehabilitation, and/or replacement
- Complete connection of Well 32 to the distribution system
- Develop plan for enacting current MCWD landscape ordinance
- Sewer Collection system upgrades to support The Parcel community development project
- Obtain an updated Recycled Water General Use permit
- Renewal of the Laurel Pond MOA
- Evaluate and update Capital Asset replacement schedule
- Support the various community development projects
- Work force planning
- Preparations for MOU negotiations
- MCWD Code and policy development, revisions and/or rewrite
- Update process for "Out of District" service connections
- Continue work on monitor well sampling and analysis related to geothermal production and development activities

(This is only a partial list of priorities for 2023. Please refer to the attached FY24 Strategic Plan document for a comprehensive view of goals for the coming fiscal year and future years.)

Accomplishments in FY23

Although many of the objectives and metrics on the District's strategic plan are annual or ongoing items, there were many accomplishments over the past year that allowed the item to either be removed from the plan, reset for a future year, or migrate to an annual or ongoing item. The following are some of the highlights from fiscal year 2023:

- Completed rehabilitation of Well 1 and Well 25
- Progress on Well 32 project; Scheduled to be online in summer 2023
- Completed filter media evaluation and rehabilitation project at the Lake Mary Treatment Plant
- Met state water conservation compliance of SB7
- Completed various Water Distribution and Sewer Collection system capital projects
- Completed WWTP filter rehabilitation project
- Completed rehabilitation of sewer lift stations
- Completed implementation of Tyler Technology software suite (used by Finance and all other departments)
- Completed server replacement and update of MCWD cyber security
- Completed the 2022 Employee Engagement Survey
- Continued progress on MCWD Code revision/rewrite
- Monitoring well sampling and analysis completed for CDIV stress test
- Letter-of-Intent in place for Limelight hotel and associated geothermal development
- Continued support of significant community development projects
 - Affordable housing
 - Hotel development
 - Condominium projects

Water Resource and Wastewater Management & Planning

| <u>Strategic Objectives</u> | <u>Lead</u> | <u>Metrics for Progress</u> | <u>Status</u> | <u>A/O</u> | <u>23</u> | <u>24</u> | <u>25</u> | <u>26</u> | <u>27</u> | <u>5+</u> | <u>Comments</u> |
|---|-------------|--|---------------|------------|-----------|-----------|-----------|-----------|-----------|-----------|--|
| 1 Secure adequate future water supply | GH | a. Well 32 | I | | X | | | | | | Remaining items: Electrical service, controls, final permitting & signed and recorded easement |
| | GH/MB | b. Property acquisition for new well sites | O | | X | X | X | | | | Coordinate with Alterra for potential new well sites; Ongoing discussions with Snowcreek re replacement sites at golf course & Snowcreek VIII; Restarting discussions with FS on the possibility of a new production well near Well 11; Possibly work with TOML for site at "Bell Shaped Parcel" |
| | GH | c. Drill exploratory boreholes for replacement wells | I | | | | | X | X | | Working to identify sites |
| | CM/GH | d. Continued monitoring as defined in the Groundwater Monitoring Plan | O | X | | | | | | | Ongoing |
| | CM/GH/RS | e. Water Supply Analysis | O | X | | | | | | | Evaluate groundwater performance as part of the Quarterly Water Supply update |
| 2 Conserve water | RS | a. Maintain MCWD's <i>Water Shortage Contingency Plan</i> | O | X | | | | | | | Continually enforce water conservation regulations |
| | RS/GH | b. Review TOML projects affecting water demand | O | X | | | | | | | Ongoing via regular meetings w/ TOML staff & review of Planning Commission & Council meeting materials |
| | RS | c. Maintain and enforce state water conservation regulations | O | X | | | | | | | Per capita use in 2022 was 74 - the goal is 145 |
| | RS | d. Maintain MCWD rebate program | O | | | | | | | | Indoor & Outdoor rebate programs remain active |
| | RS | e. Support conservation education programs | O | X | | | | | | | Continue supporting the Mammoth Middle School's LivingWise program |
| | RS | f. Advertisements & press releases to educate the community re: water conservation practices & issues | O | X | | | | | | | Continue to inform the community of water conservation requirements with a focus on landscape irrigation |
| 3 Balance production & use of surface water, groundwater & recycled water | CM | a. Optimize recycled water, groundwater and surface water treatment processes | O | X | | | | | | | PLC replacement for LMTP in FY24 |
| | CM | b. Maintain awareness of recycled water (RW) expansion opportunities | O | X | | | | | | | Working with SWRCB to adopt expanded trucked RW water season; Potential for use of RW at Snowcreek VIII |
| 4 Groundwater Resource Protection | MB/GH/RS | a. Administer monitoring and mitigation plans | I | X | | | | | | | GMRP for CDIV geothermal is actively being administered; Staff are working with Limelight Hotel to secure GMRP |
| 5 Effective Water Resource Data and Wastewater management & reporting | CM | a. Continued resource monitoring to meet compliance and resource management objectives | O | X | | | | | | | Current monitoring is on track |
| | RS | b. Urban Water Management Plan (UWMP) | N | | | | X | | | | The next UWMP is due in 2025 |
| | GH | c. Water system modeling development | I | | X | | | | | | Ongoing clean-up of water pipe network data for input into modeling software; Obtained one year of flow data for all meters for use in developing water demand scenarios across the system |
| | GH | d. Wastewater collection system modeling development | I | | X | | | | | | Ongoing clean-up of WW collection pipe network data for input into modeling software; Obtained new aerial imagery & surface data to determine the elevation of all manholes visible from the sky |
| 6 Stay informed of local, regional and State water resource issues | RS | a. Attend/participate in group and administrative meetings | O | X | | | | | | | Attend and participate as needed |
| | RS | b. Provide input for effective, region-specific goals & objectives to regional water-resource groups & DWR | O | X | | | | | | | Provide comments as requested/needed |
| | MB/RS | c. Engagement with CSDA, ACWA, DWR, SWRCB, and electeds | O | X | | | | | | | Maintain relationships through meetings and memberships |
| | GH/RS | d. Review TOML project applications | O | X | | | | | | | Ongoing via regular meetings with TOML staff & review of Planning Commission & Council meeting materials |
| | MB/GH/RS | e. Coordinate with MMSA on the potential to supply future water & wastewater needs | I | X | | | | | | | Ongoing via regular meetings with Alterra staff & review of engineering & planning documents |
| 7 Surface Watershed Protection | RS | a. Fuels reduction | O | | X | | | | | | Regularly attending ESCCRP meetings |
| | RS | b. Watershed Sanitary Survey (Lakes Basin) | N | | | | | X | | | The next survey is required in 2026 |
| 8 Evaluate for adequate future system capacity | GH | a. Water distribution system | O | X | | | | | | | Working on water model |
| | GH | b. Wastewater collection system | O | X | | | | | | | Working on wastewater collection model |
| | GH | c. Water treatment system | O | X | | | | | | | Lake Mary Treatment Plant filter media addition has improved performance and reliability |
| | GH | d. Wastewater treatment system | O | X | | | | | | | Analysis confirmed that there is additional capacity for potential new out-of-service area users |

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 | 23 | 24 | 25 | 26 | 27 | 5+ | Comments |
|--|-----------|--|--------|-----|----|----|----|----|----|----|---|
| 1 Maintain Water Distribution, Collection Systems & Treatment and Administrative Facilities to a high standard | JBk | a. Zero sanitary/sewer over flows (SSO) | O | X | | | | | | | We are currently meeting this goal |
| | JBk | b. Deliver water at 99% of customer service hours or better by managing outages | O | X | | | | | | | We are currently meeting this goal |
| | JBk | c. Exercise 20% of distribution system valves annually | O | X | | | | | | | Part of a 5-year maintenance plan; This is on-going |
| | JBk | d. Maintain 50% of hydrants annually | O | X | | | | | | | Part of a 2-year maintenance plan; This is on-going |
| | JBk | e. Clean and CCTV 20% of collection system annually | O | X | | | | | | | Part of a 5-year maintenance plan; This is on-going |
| | RS | f. Maintain Fats, Oils, & Grease (FOG) program | O | X | | | | | | | Program on track |
| | JBk | g. Maximize the lifecycle of District facilities and equipment | O | X | | | | | | | Manage programs that follow equipment manufacturer industry standards using best management practices for preventative maintenance schedules & procedures on all District assets; identify abnormal equipment failures to improve the planning process. Exploring Admin Bldg HVAC/energy efficiency upgrades. |
| 2 Protect Water Distribution system from contamination | RS | a. Maintain Backflow/Cross Connection protection program | O | X | | | | | | | Program is on track with new software implementation; Expecting updated regulations in the near future |
| | RS | b. Conduct District-wide Backflow/Cross Connection Control sanitary survey | N | | | X | | | | | The next Backflow/Cross Connection survey is due in 2025 |
| | GH/CM | c. Recycled Water/Cross-connection control compliance annual testing and reporting | O | X | | | | | | | On track |
| 3 Maximize reliability of water production | GH/JBk | a. Follow best practices for well inspections and maintenance | O | X | | | | | | | Evaluating results & approach for next round of rehabs; Ongoing compilation of well data & creation of a well asset management plan |
| | CM/GH | b. Optimize surface water treatment plant production | O | X | | | | | | | New PLC scheduled for FY24 with some additional control setpoints for backwash process |
| | CM/GH | c. Optimize groundwater treatment plant production | O | X | | | | | | | Continually monitor overall plant performance to ensure efficient chemical dosing & backwash optimization |
| 4 Maximize availability of recycled water | GH/CM/JBk | a. Meet all recycled water demands during irrigation season | O | X | | | | | | | Ongoing maintenance to ensure reliable production |
| 5 Minimize non-revenue water | CM/JBk | a. Stay under threshold of AWWA standards of 10% non-revenue water (annually) | O | X | | | | | | | 2022 non-revenue water is 7% through December |
| | JBk | b. Maintain meter testing accuracy program | O | X | | | | | | | Meter testing program has been established & is following AWWA standards |
| 6 Maximize energy efficiency and reduce energy costs | JBk | a. Operation and Maintenance of MCWD Solar PV system | O | X | | | | | | | The system is meeting expectations; Spare parts are in stock to alleviate down time |
| | GH | b. Maintain awareness of potential renewable energy opportunities | O | X | | | | | | | Explore options to enable District operations to be as energy efficient as possible |
| 7 Emergency preparedness | CM/JBk | a. Emergency Response Plan Update | N | | | | X | | | | This plan is on a 5-year schedule; Update is due 12-31-2026 |
| | GH | b. Seismic review and retrofit analysis | N | | | X | | | | | Review ability of essential infrastructure to withstand seismic structural loads; Recommend retrofit projects |

Key Strategic Driven Expenditures

| Strategic Objectives | Lead | Metrics for Progress | Status | A/O | 23 | 24 | 25 | 26 | 27 | 5+ | Comments |
|--|------|---|--------|-----|----|----|----|----|----|----|--|
| 1 Maintain regulatory compliance | GH | a. Basin Plan Amendment studies | N | | X | | | | | | Prepared a study proposal for Laurel Pond & submitted to Lahontan; Provided follow up - ready to implement when approved |
| | JBt | b. Diesel equipment replacement | I | | | | X | | | | Schedule developed for equipment replacements to maintain CARB compliance; 3 additional vehicles must be removed from our fleet before the end of 2025; Vactor replacement in FY24 |
| 2 Correct assets that have failed or are projected to fail | GH | a. Well Rehabilitation / Replacement | O | | X | X | | | X | | Evaluate potential wells for next round of rehabs |
| | JBk | b. Water Distribution improvements | O | X | | | | | | | Scheduled maintenance and replacement projects are planned |
| | JBk | c. Collection System improvements | O | X | | | | | | | Scheduled maintenance and replacement projects are planned |
| | JBk | d. Water tank rehabilitation | I | | X | X | | | | | Two tanks are being considered for FY24 |
| | GH | e. Tank T-8 (Forest Trail) replacement | N | | | | X | | | | Analysis and design pending |
| | GH | f. Center St./Hwy 203 Sewer upgrade | N | | X | | | | | | Rescheduled for this construction season |
| 3 Improve operational efficiency and reliability | MB | g. Administration Building Improvements | N | | X | | | | | | Exploring HVAC/energy efficiency upgrades |
| | GH | f. Asphalt improvements at the District | N | | X | X | | | | | Exploring options for pavement repairs or replacement around District's Admin bldg and Maintenance bldgs |
| | GH | a. Well 32 | I | | X | | | | | | See page 1, objective/metric 1. a |
| | GH | b. Parcel Relief Main project | I | | X | | | | | | Connect trunk sewer in Dorrance Dr. to Center St. via a new main access The Parcel |
| | GH | c. Zone 2B New Water Tank | N | | | | | X | | | Add new water storage capacity to water system zone 2B; Property acquisition in FY24 |

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A/O = Annual or Ongoing

Financial Management

| Strategic Objectives | Lead | Metrics for Progress | Status | A/O | 23 | 24 | 25 | 26 | 27 | 5+ | Comments |
|---|--------|---|--------|-----|----|----|----|----|----|----|---|
| 1 Maintain financially sound organization | JBt | a. Monitor revenue and rate stabilization reserve and adjust expenses as needed | O | X | | | | | | | Track trends for prop. tax & rate revenue as well as experienced & expected changes in expenses for capital & operations; Continuing dialog w/ MC re allocating property tax revenue for development at Snowcreek VIII |
| | JBt | b. Conduct a water rate study and implement study recommendations every 5 years | N | | | X | | X | | | Next study will be done in 2026; Begin assessing need for the '26 study in 2024 |
| | JBt | c. Conduct a wastewater rate study and implement study recommendations every 5 years | N | | | X | | X | | | Next study will be done in 2026; Begin assessing need for the '26 study in 2024 |
| | JBt | d. Conduct a connection fee study and implement recommendations | N | | | | | | | X | New study will be conducted when expansion fund balances will be insufficient to meet the infrastructure needs of an expanding customer base. Staff periodically review expected fund balance & expected infrastructure cost. |
| | JBt | e. Maintain purchasing controls and Warehouse inventory levels | O | X | | | | | | | Collaborate with Maint. & Eng staff to ensure equip. & materials are available for operations and capital projects |
| | JBt | f. Maintain an appropriate accounting and reporting system | O | X | | | | | | | Goal is to receive an "unmodified" opinion by District auditors annually |
| | JBt | g. Regular Investment Committee meetings to monitor investments and ensure best investment strategy | O | X | | | | | | | Investment committee meets quarterly; Cash needs have been segregated into short-term, mid-term, & long-term; Reserve funds have been moved into investment strategies appropriate for the expected liquidity needs |
| | JBt | h. Regular Pension Trustee meetings to monitor pension plan | O | X | | | | | | | Ongoing |
| | JBt | i. Minimize operating cost | O | X | | | | | | | Encourage lowest-cost methods for billing and payment processing |
| 2 FY Budget | JBt | a. Draft budget review by Board in February, approval in March | I | X | | | | | | | On schedule to develop and present FY24 Operating and Capital budget |
| 3 Ensure adequate reserves in all funds | JBt/MB | a. Monitor and adjust fund balance allocation | O | X | | | | | | | Fund 10 expenses are allocated proportionally to water operating and capital funds quarterly; Property tax payments allocated to operating and capital funds according to current & planned expenses to maintain appropriate reserve balances |
| | JBt/MB | b. Reserve policy review and recommended changes if necessary | O | X | | | | | | | Policy review will be conducted in coordination with the preparation of the FY 2024 budget |
| | JBt/MB | c. Continue to maintain fund for LA DWP 50 year payment | O | X | | | | | | | Investment policy statement modified for the LADWP fund to allow longer term investments; Additional funds allocated to take advantage of higher interest rate opportunities in current market |
| 4 Leverage financial systems software | JBt | a. Maximize value of Tyler Technology software suite | O | X | | | | | | | Ongoing dialog with Tyler support staff to resolve issues & improve effectiveness of software system; Finance staff will attend 2023 Tyler User Conference for continued training |
| | JBt | b. Ensure accuracy of utility billing | O | X | | | | | | | Regular review of customer bills to discover and correct any errors |

Information Systems & GIS

| Strategic Objectives | Lead | Metrics for Progress | Status | A/O | 23 | 24 | 25 | 26 | 27 | 5+ | Comments |
|---|--------|---|--------|-----|----|----|----|----|----|----|--|
| 1 Keep MCWD hardware environment current | JM | a. Carryout Device Replacement Program for all IT equipment | O | X | | | | | | | Replacement schedule revised to 4 yrs for workstations & iPads, 5 yrs for Servers, approx 25% of IT infrastructure each year; Old and outdated IT hardware is re-imaged/refurbished & sold |
| | JM | b. Continue to explore new hardware applications to streamline technical operations | O | X | | | | | | | |
| | JM | c. Replace scheduled MCWD servers | O | X | | | | | | | Finalize SCADA Server Install early '23, evaluate GIS Server, UB10 and SVR12 for what is next |
| | JM | d. Manage dynamic remote work environment as needed | O | X | | | | | | | Develop access protocols and controls to support remote work as needed |
| 2 Keep MCWD software environment current | JM | a. Install latest versions for all MCWD software platforms | O | X | | | | | | | Major GIS update - ArcPro, Server, Portal, Desktop |
| | JM | b. Work with Engineering for EnerGov Phase II analysis | O | X | | | | | | | EnerGov Phase I through Plan Check Review complete; Phase II through Final Inspection remains and Phase III |
| 3 Development of GIS to support MCWD work functions | JM | a. Maintain MCWD ArcGIS online mapping | O | X | | | | | | | Transfer Collector Maps to Field Maps |
| | JM | b. Support MCWD Engineering projects | O | X | | | | | | | As-builts, easements, modeling data - usage, aerial, elevation incorporation |
| | JM | c. Leverage ESRI MOU with TOML/MC for shared services & collaborative mapping | O | X | | | | | | | Continue to leverage interagency relationship for cost-share of GIS initiatives |
| 4 Maintain web services platforms to current technology | JM | a. Manage both MCWD public and intranet sites for current content & regulatory compliance | O | X | | | | | | | Continually updating both sites for current content and Brown Act compliance |
| 5 Maintain security of MCWD assets | JM/ALL | a. Accomplish MCWD Security Committee objectives | O | | | | | | | | The Security Committee meets quarterly to discuss digital and physical security measures |
| | JM | b. Continual evaluation of cybersecurity measures | O | X | | | | | | | Potentially implement multifactor authentication; Evaluate potential for Office 365 backups |

Government and Community Relations & Outreach

| Strategic Objectives | Lead | Metrics for Progress | Status | A/O | 23 | 24 | 25 | 26 | 27 | 5+ | Comments |
|---|-------|---|--------|-----|----|----|----|----|----|----|---|
| 1 Develop & maintain relationships with local partners & agencies | MB/RS | a. Maintain relationships with local agencies regarding issues that involve or relate to MCWD | O | X | | | | | | | Regular interaction (phone & meetings) w/ TOML manager & engineer & Mono Co. staff re anything MCWD related; Join local business/agency group at least monthly; Review other agency meeting agendas & minutes |
| 2 Develop and maintain relationships with State & Federal representatives | MB/RS | a. Maintain relationships with State-level representatives regarding MCWD issues | O | X | | | | | | | Regular interactions (phone & meetings) w/ agencies including GBUAPCD, SWRCB, CSDA, CDFG & ACWA; Review of other agency Board meeting agendas & minutes |
| | MB/RS | b. Maintain relationships with Federal-level representatives regarding MCWD issues | O | X | | | | | | | Regular interactions (phone & meetings) w/ federal agencies including BLM & USFS |
| 3 Maintain consistent, positive profile in community | RS | a. Regular Press Releases | O | X | | | | | | | Continue to issue press releases as needed |
| | RS | b. Web-based outreach | O | X | | | | | | | Utilizing District software and resources |
| | RS | c. Event participation and sponsorship | O | | | | | | | | Continued sponsorship of a hole at Mammoth Hospital Golf Tournament with conservation message |
| | RS | d. Transition customers to new Tyler portal | I | | X | | | | | | In progress |

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Regulatory Compliance & Agreements

| <u>Strategic Objectives</u> | <u>Lead</u> | <u>Metrics for Progress</u> | <u>Status</u> | <u>A/O</u> | <u>23</u> | <u>24</u> | <u>25</u> | <u>26</u> | <u>27</u> | <u>5+</u> | <u>Comments</u> |
|---|-------------|---|---------------|------------|-----------|-----------|-----------|-----------|-----------|-----------|--|
| 1 <u>Federal</u> Comply with federal permit requirements | RS/GH/MB | a. Maintain Lake Mary dam operations & the Granger-Thye permit | O | X | | | | | | | Currently meeting compliance; Continuing to communicate w/ USFS on future needs and requirements |
| | RS/GH/MB | b. Comply with NEPA for MCWD projects | O | X | | | | | | | NEPA review completed as needed |
| | RS/GH/MB | c. USFS Master Use Permit updates | O | X | | | | | | | Master permit is active; Amendments currently pending |
| | RS/GH/MB | d. Laurel Pond Memorandum of Agreement renewal | I | | X | | | | | | Currently being reviewed by USFS Grants and Agreements department |
| 2 <u>State</u> Comply with state public health, state water board, water quality and environmental documentation and permit requirements | CM/GH | a. Meet Lahontan Regional Water Quality Control Board discharge requirements | O | X | | | | | | | Still waiting on revised WDRs |
| | GH | b. Obtain Recycled Water General User permit | I | | X | | | | | | Updated Title 22 Engineering Report & obtained approval from the DDW; Waiting on Lahontan approval |
| | CM | c. Maintain permits received from SWRCB for each facility | O | X | | | | | | | Ongoing |
| | JBk | d. Sewer Sanitary Management Plan (SSMP) | N | | X | | | | | | Required update every two years; Due to new regulations, next update is due June 2023 |
| | RS | e. Compliance with State mandates for conservation | O | X | | | | | | | Currently meeting compliance |
| | RS | f. Comply with CEQA for MCWD projects | O | X | | | | | | | Currently meeting compliance |
| | CM | g. Laboratory compliance with TNI and ELAP standards | O | X | | | | | | | Lab is on schedule to meet the 2024 implementation deadline |
| | MB/SH | a. Brown Act compliance | O | X | | | | | | | Stay current w/ all requirements & changes, particularly COVID related updates pertaining to remote attendance |
| 3 <u>Special District</u> | MB/SH | b. State Water Code compliance | O | X | | | | | | | Continually monitor for any updates or changes |
| | MB/SH | c. Required Board of Director's training | O | X | | | | | | | All directors are current with training; 2 directors recently attended CSDA Leadership Conference |
| | RS | a. Coordinate with CalTrout and CDFW to implement Mammoth Creek settlement terms | O | X | | | | | | | CalTrout submitted proposal last fall for a habitat restoration project on Lower Mammoth Creek |
| | CM | b. Comply with LADWP settlement agreement with a goal of extending the primary term | O | X | | | | | | | On track |
| 4 <u>Agreements</u> | GH/MB/Jbt | c. Analyze agreements for "Out of District" connections | I | | X | | | | | | Staff are working w/ legal counsel to bring existing agreements up to date & develop a process for staying current |
| | SH/All | d. Monitor all active agreements and leases | O | X | | | | | | | Ongoing work with project leads and General Manager |

Personnel & Administrative

| <u>Strategic Objectives</u> | <u>Lead</u> | <u>Metrics for Progress</u> | <u>Status</u> | <u>A/O</u> | <u>23</u> | <u>24</u> | <u>25</u> | <u>26</u> | <u>27</u> | <u>5+</u> | <u>Comments</u> |
|--|-------------|---|---------------|------------|-----------|-----------|-----------|-----------|-----------|---|---|
| 1 Attract & retain knowledgeable & talented staff | MB/SH/CW | a. Conduct Employee Engagement Survey | N | | | X | | | | | Continuing to work w/ Mgmt. team re: items from the 2022 survey; Next survey in 2024. |
| | ALL | b. Follow through with targeted goals identified through survey process to maintain high level of Ee engagement | O | X | | | | | | | Mgmt. staff are currently analyzing trends identified in the survey where staff indicated the District is performing well & opportunities for improvement |
| 2 Coordinate workforce planning with overall MCWD Strategic Plan | CW | a. Implement staffing needs through the budget and personnel review process | O | X | | | | | | | Continuing to work with Department Managers regarding their staffing needs |
| | CW/ALL | b. Work with departments to facilitate hiring and onboarding processes of new employees | O | X | | | | | | | Continually coordinating with Department Managers regarding the orientation necessary for new hires |
| | CW/ALL | c. Workforce continuity planning and cross training | O | X | | | | | | | Maintain awareness and forecasting of department needs and potential retirements, etc. |
| 3 Provide housing opportunities for MCWD staff | CW | a. Facilitate L'Abri COA membership meetings & administrative activities | O | X | | | | | | | Continuing quarterly meetings and special meetings as needed |
| | CW | b. Engage with HOAs for MCWD owned condo units | O | X | | | | | | | Attending all HOA meetings |
| | JBt | 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 | | | | | | | MCWD currently owns 8 condo units, available for rental; 1 unit is intended for new Ee interim housing to allow time to find permanent residence; modified policy is pending |
| | GH | d. Employee rental housing on-site at MCWD facilities | N | | | | | | | | Researching alternatives for adding employee housing on MCWD land |
| | JBt | e. Monitor Ee 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 | | | | | | | | Ongoing comm w/ MCWD employees re program features, & regular meetings w/ Board Housing Com. to ensure the program meets MCWD needs. Eight Ee's currently have home purchase assistance loans with MCWD |
| 4 Maintain a collaborative labor relationship with staff; both Represented (IOUE Local 12) and Unrepresented | CW | a. Facilitate Meet & Confer obligations with Local 12 when necessary | O | X | | | | | | | As needed |
| | CW | b. Manage reporting requirements to Local 12 | O | X | | | | | | | Meeting the 120-day periodic reporting requirements with an occasional supplemental report |
| | MB/CW | c. Meeting with Un-Represented group when needed | O | X | | | | | | | As needed |
| | MB/CW | d. MOU negotiations with Local 12 | N | | | | X | | X | | Negotiating a reopener for only wages could begin about October 2023; Negotiations for successor MOU could begin about January 2026 |
| 5 Maximize software & technology to support personnel related operations | CW | a. Convert hard copy MSDS to Keller SDS (Safety Data Sheets) online system | I | | | X | | | | | Assembling all SDS's to create the new online system |
| | CW | b. Establish intranet SDS access for staff | N | | | X | | | | | No activity on this project yet |
| | CW | d. Maintain HRMS (Ee data) in Tyler software | O | X | | | | | | | Data kept up-to-date; continuing to explore improvements and other features available |
| 6 Risk Management | CW | a. Assist, facilitate & provide resources to departments to enable them to minimize risk | O | X | | | | | | Continually working with departments to minimize risk | |
| 7 Maintain MCWD Code, Policies, & Procedures | SH/MB | a. Review and revise MCWD Code, Policies, & Procedures per legal recommendations | I | | X | | | | | | Methodically moving forward with this |
| 8 Maintain MCWD Records | SH | a. Adherence to the MCWD Records Retention Policy | O | X | | | | | | | Policy is current; Next step is to work with mgrs to review & update responsible departments & preferences |
| | SH | b. Establish and maintain MCWD Records Room | I | | X | | | | | | Some progress has been made, but more is needed; Old files from Eng Bldg need to be moved over to Admin |
| | JM | c. Electronic data management | O | X | | | | | | | Always evaluating disk space on servers; Email retention policy is slated to be updated in the coming months |

STATUS

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