

MINUTES

Thursday, January 19, 2023
Mammoth Community Water District
Special Board Workshop
Annual Strategic Planning

The Board of Directors convened in session at the hour of 8:08 a.m. No recess was taken, and the meeting was adjourned at 10:03 a.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 was held on Thursday, January 19, 2023 at 8:08 a.m.

ROLL CALL

Board Present

Director: Tom Cage (*arrived at 9:04 a.m.*)
Director: Dennis Domaille
Director: Elizabeth Hylton
Director: Tom Smith (*left at 9:19 a.m.*)
Director: Gary Thompson

Board Absent

None

Staff Present

General Manager: Mark Busby
District Engineer: Garrett Higerd
Finance Manager: Jeff Beatty
Operations Superintendent: Clay Murray
Maintenance Superintendent: Rob Motley
Information Services Manager: Justin Mulbay
Human Resources Manager: Chris Weibert
Executive Assistant: Stephanie Hake

Guests Present

None

STRATEGIC PLANNING WORKSHOP FY 2024

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

Mark Busby briefly described that the District's strategic plan is a living document and helps staff align the District's projects and day to day activities with its mission statement, core values, and overall operations plan. Mr. Busby added that the plan integrates directly with the annual budgeting process, and the FY 2024 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 thorough review of the Draft FY 2024 Strategic Plan, highlighting the projects and priorities that will be focused on in the coming fiscal year. Many topics were discussed in varying detail.

As a result of the workshop, two metrics were added: one under 'Water Resource and Wastewater Management & Planning' and one under 'Operations & Maintenance'. The amendments are reflected in 'Red' font in the updated FY 2024 Strategic Plan document that is attached to these draft minutes for approval at the meeting on February 23, 2023 regular Board meeting.

Following 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.

ADJOURNMENT

Director Domaille made a motion to adjourn the workshop.

BOARD ACTION – To adjourn the workshop

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

The workshop was adjourned at 10:03 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>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	a. Well 32	I		X						
	b. Property acquisition for new well sites	O		X	X	X				
	c. Drill exploratory boreholes for replacement wells	I					X	X		
	d. Continued monitoring as defined in the Groundwater Monitoring Plan	O	X							
	e. Water Supply Analysis	O	X							
2 Conserve water	a. Maintain MCWD's <i>Water Shortage Contingency Plan</i>	O	X							
	b. Review TOML projects affecting water demand	O	X							
	c. Maintain and enforce state water conservation regulations	O	X							
	d. Maintain MCWD rebate program	O								
	e. Support conservation education programs	O	X							
	f. Advertisements & press releases to educate the community re: water conservation practices & issues	O	X							
	g. Develop plan for implementing existing MCWD landscape ordinance	N	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 plans	I	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	I		X						
	d. Wastewater collection system modeling development	I		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 CSDA, 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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A/O = Annual or Ongoing

Operations & Maintenance

<u>Strategic Objectives</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 Maintain Water Distribution, Collection Systems & Treatment and Administrative 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/Cross-connection control compliance 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. Maintain awareness of potential renewable energy opportunities	O	X							
7 Emergency preparedness	a. Emergency Response Plan Update	N						X		
	b. Seismic review and retrofit analysis	N			X					
	c. Stay current with appropriate equipment and staff training for emergency response	O	X							

Key Strategic Driven Expenditures

<u>Strategic Objectives</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 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						
3 Improve operational efficiency and reliability	g. Administration Building Improvements	N		X						
	f. Asphalt improvements at the District	N		X	X					
	a. Well 32	I		X						
	b. Parcel Relief Main project	I		X						
	c. Zone 2B New Water Tank	N					X			

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Financial Management

<u>Strategic Objectives</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 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		X			
	c. Conduct a wastewater rate study and implement study recommendations every 5 years	N			X		X			
	d. Conduct a connection fee study and implement recommendations	N							X	
	e. Maintain purchasing controls and Warehouse inventory levels	O	X							
	f. Maintain an appropriate accounting and reporting system	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							
	i. Minimize operating cost	O	X							
2 FY Budget	a. Draft budget review by Board in February, approval in March	I	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>23</u>	<u>24</u>	<u>25</u>	<u>26</u>	<u>27</u>	<u>5+</u>	<u>Comments</u>
1 Keep MCWD hardware environment current	a. Carryout Device Replacement Program for all IT equipment	O	X							
	b. Continue to explore new hardware applications to streamline technical operations	O	X							
	c. Replace scheduled MCWD servers	O	X							
	d. Manage dynamic 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. Work with Engineering for EnerGov Phase II analysis	O	X							
3 Development of GIS to support MCWD work functions	a. Maintain MCWD ArcGIS online mapping	O	X							
	b. Support MCWD Engineering projects	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							
	b. Continual evaluation of cybersecurity measures	O	X							

Government and Community Relations & Outreach

<u>Strategic Objectives</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 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	X							
	d. Transition customers to new Tyler portal	I		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>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	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
	b. Comply with NEPA for MCWD projects	O	X									NEPA review completed as needed
	c. USFS Master Use Permit updates	O	X									Master permit is active; Amendments currently pending
	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	a. Meet Lahontan Regional Water Quality Control Board discharge requirements	O	X									Still waiting on revised WDRs
	b. Obtain Recycled Water General User permit	I		X								Updated Title 22 Engineering Report & obtained approval from the DDW; Waiting on Lahontan approval
	c. Maintain permits received from SWRCB for each facility	O	X									Ongoing
	d. Sewer Sanitary Management Plan (SSMP)	N		X								Required update every two years; Due to new regulations, next update is due June 2023
	e. Compliance with State mandates for conservation	O	X									Currently meeting compliance
	f. Comply with CEQA for MCWD projects	O	X									Currently meeting compliance
	g. Laboratory compliance with TNI and ELAP standards	O	X									Lab is on schedule to meet the 2024 implementation deadline
3 <u>Special District</u>	a. Brown Act compliance	O	X									Stay current w/ all requirements & changes, particularly COVID related updates pertaining to remote attendance
	b. State Water Code compliance	O	X									Continually monitor for any updates or changes
	c. Required Board of Director's training	O	X									All directors are current with training; 2 directors recently attended CSDA Leadership Conference
4 <u>Agreements</u>	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
	b. Comply with LADWP settlement agreement with a goal of extending the primary term	O	X									On track
	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
	d. Monitor all active agreements and leases	O	X									Ongoing work with project leads and General Manager

Personnel & Administrative

<u>Strategic Objectives</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	a. Conduct Employee Engagement Survey	N				X						Continuing to work w/ Mgmt. team re: items from the 2022 survey; Next survey in 2024.
	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	a. Implement staffing needs through the budget and personnel review process	O	X									Continuing to work with Department Managers regarding their staffing needs
	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
	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	a. Facilitate L'Abri COA membership meetings & administrative activities	O	X									Continuing quarterly meetings and special meetings as needed
	b. Engage with HOAs for MCWD owned condo units	O	X									Attending all HOA meetings
	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
	d. Employee rental housing on-site at MCWD facilities	N		X								Researching alternatives for adding employee housing on MCWD land
	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	X									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	a. Facilitate Meet & Confer obligations with Local 12 when necessary	O	X									As needed
	b. Manage reporting requirements to Local 12	O	X									Meeting the 120-day periodic reporting requirements with an occasional supplemental report
	c. Meeting with Un-Represented group when needed	O	X									As needed
	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	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
	b. Establish intranet SDS access for staff	N				X						No activity on this project yet
	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	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	a. Review and revise MCWD Code, Policies, & Procedures per legal recommendations	I		X								Methodically moving forward with this
8 Maintain MCWD Records	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
	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
	c. Electronic data management	O	X									Always evaluating disk space on servers; Email retention policy is slated to be updated in the coming months

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