

# MINUTES

Wednesday, January 23, 2018  
Mammoth Community Water District  
Special Board Meeting  
Annual Strategic Planning Workshop

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*The Board of Directors convened in session at the hour of 8:04 a.m. A brief recess was taken; and the meeting was adjourned at 10:48 a.m.*

Prepared by:



Stephanie Hake  
Executive Assistant

ATTEST:



Patrick A. Hayes  
General Manager

**THE ANNUAL STRATEGIC PLANNING WORKSHOP** of the Board of Directors of the Mammoth Community Water District was held on Wednesday, January 23, 2019, at 8:04 a.m.

### ROLL CALL

#### Board Present

Director: Tom Cage

Director: Robert Creasy (*left at 10:06 a.m.*)

Director: Dennis Domaille

Director: Tom Smith (*turned the gavel over to Vice President Cage and left at 10:15 a.m.*)

Director: Gary Thompson

#### Board Absent

None

#### Staff Present

General Manager: Patrick Hayes

District Engineer: John Pedersen

Operations Superintendent: Clay Murray

Maintenance Superintendent: Mark Busby

Finance Manager: Jeffrey Beatty

Information Services Manager: Justin Mulbay

Principal Administrative Analyst: Irene Yamashita

Human Resources Manager: Kay Hartman

Executive Assistant: Stephanie Hake

#### Guests

None

### PLEDGE OF ALLEGIANCE

*President Smith led the Pledge of Allegiance at 8:04 a.m.*

### PUBLIC FORUM

*President Smith opened the public forum at 8:05 a.m.*

*No one addressed the Board.*

*President Smith closed the public forum at 8:05 a.m.*

## **STRATEGIC PLANNING WORKSHOP FY 2020**

*Patrick Hayes opened with comments regarding the philosophy and process of developing the District's strategic plan and how it is a component to help keep the District aligned with its mission statement and core values. Additionally, noting that the plan ties directly to the annual budgeting process, with the FY20 draft budget being presented to the Board for direction and comment in February.*

*Mr. Hayes along with management staff engaged the Board of Directors in a detailed review of the Strategic Objectives and associated Metrics for Progress of the Draft FY 2020 Strategic Plan.*

*As a result of the workshop, there was one strategic objective with metrics and one metric added to the draft plan under 'Water Resource Management & Planning'. Also two metrics were added under 'Capital Projects'. Those amendments are reflected in 'Red' font in the updated FY 2020 Strategic Plan document that is attached to these minutes for the meeting on January 23.*

## **ADJOURNMENT**

*Vice President Cage adjourned the meeting at 10:48 a.m.*

### 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						Working on acquiring additional access rights to the site Work is pending the results of the exploratory test well 5 sites for new wells have been identified for potential acquisition in the future; 2 draft appraisals have been received and discussions with MMSA for other 3 are taking place
	JP	b. Snowcreek Production Well	I		X						
	JP/PH	c. Property acquisition for new well sites	O		X						
	MB/CM	d. Continue to access & maintain prescriptive easement for TPM 10-001 property	O		X						
	CM	e. Monitor Dry Creek drainage	O		X						
2 Conserve water	IY	a. Effect long-term reduction in per capita use	O		X						Programs include Issuing conservation violations, calling customers when meters identify potential leaks, educational workshops, monthly individual contact with MAWA customers during irrigation season, and encouraging customer use of the WaterSmart portal.  DWR has taken over responsibility to site a CIMIS station. Currently the land owner is not allowing the placement of a CIMIS station, but has responded positively to possibly allowing a station in the future.  MCWD staff is responsive to requests for project review.
	IY	b. Advertisements and press releases to educate the community about water conservation practices and issues	O		X						
	IY	c. Site a CIMIS online weather station in Mammoth Lakes	N						X		
	IY	d. Enforce water conservation regulations	O		X						
	IY	e. Review TOML projects affecting water demand	O								
	IY	f. Comply with and plan for new State water conservation regulations	O		X						
3 Balance production & use of surface water, groundwater & recycled water	CM	a. Optimize recycled water, groundwater and surface water treatment processes	O		X						
		b. <del>Seek Recycled water expansion opportunities</del>	O								
4 Protect water resources from Casa Diablo IV project impacts	PH/IY/JP	a. Secure an adequate monitoring and mitigation plan	I		X						Despite considerable effort & expense, BLM refuse to acknowledge presence of geothermal fluid in two MCWD wells, nor to respond to requests for trigger points. Consequently MCWD will proceed with getting USFS permit & drilling BLM2 at our own expense, as well as a nested pair well at same site. MCWD is acquiring additional production well sites to have additional production capacity should Well 17 be lost to geothermal intrusion.  Information gained from drilling of BLM1 and BLM staff research shows a new site north of the RV Park has a better chance of meeting desired goals for this well. A site has been identified and is under review by BLM for permitting.
	PH/IY/JP	b. <del>Pursue legal recourse</del>	I		X						
	PH/IY/JP	b. Construction and sampling of deep monitoring well	I			X					
5 Effective Water Resource Data management & reporting	CM	a. Standard work flow updated for continued annual data input, reporting support	I		X						Staff training in Winter 2019
	CM	b. Template developed for future years' annual reports	I			X					
	CM	c. Development of new annual Hydrologic Resources Monitoring Report, to replace old "Ken Schmidt" report	I			X					
	JB	d. Provide monthly MAWA reports during irrigation season with data from metering/billing software	O		X						
6 Implement Mammoth Creek Project	IY	a. Monitoring and reporting on Bodle Ditch corridor vegetation	I		X						Waiting on report on this year's conditions; may be able to delete
7 Stay informed of local, regional and State water resource issues	IY	a. Attend/participate in group and administrative meetings	O		X						Staff participates in IRWMP meeting & serves on the IRWMP Administrative Committee
	IY	b. Provide input for effective, region-specific goals and objectives to regional water-resource groups and DWR	O		X						Will review pertinent sections of the IRWMP plan when it is revised in the near future
	PH/IY	c. Engagement with CASA, ACWA, DWR and electeds	O		X						GM engaging regularly with ACWA, ACWA Region 3 Board and DWR; little to no activity with CASA
	IY/JP	d. Review TOML project applications	O		X						MCWD staff reviews Town projects when relevant to MCWD operations
	PH	e. Continue discussions with MMSA re future water & wastewater needs	O		X						GM meeting regularly with CEO Brownlie on a variety of subjects. MMSA is not yet ready to move forward
8 Lakes Basin Watershed Protection		a. <del>Fuel reduction</del>	I								
		b. <del>Sanitary survey</del>	N								
		c. <del>Sanitary sewer / lift stations</del>	I								

**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	MB	a. Zero sanitary/sewer over flows (SSO)	O	X							
	MB	b. Deliver water at 99.99% of customer service hours or better by managing outages	O	X							
	MB	c. Exercise 20% of system valves annually	O	X							
	MB	d. Maintain 50% of hydrants annually	O	X							
	MB	e. Clean and CCTV 20% of collection system annually	O	X							
	MB	f. Maintain Fats, Oils, & Grease (FOG) program	O	X							
	CM/JP	g. Water quality - Monitor & report on corrosion control system wide	O	X							Reduced lead and copper monitoring was granted by SWRCB as a result of program efficacy
	MB	h. Identify the ratio of preventive to reactive maintenance for establishing a future metric	O	X							Metrics being tracked through CMMS system
2 Protect Water Distribution system from contamination	MB	a. Maintain Backflow/Cross Connection protection program	O	X							
	JP/CM	b. Recycled Water annual testing and reporting	O	X							
	MB	c. Conduct sanitary inspections	O		X						Next survey scheduled for 2020
3 Maximize reliability of water production	JP/MB	a. Well inspection, maintenance, rehab program development	O		X	X					
	JP/CM	b. Optimize surface water treatment plant production	O	X							Plant has operated at highest sustained production rates on record & satisfying 95% of demand
	JP/MB	c. Optimize groundwater treatment plant production	O	X							
4 Maximize availability of recycled water	JP/CM/MB	a. Meet all recycled water demands 100% of the time during irrigation season	O	X							
5 Minimize non-revenue water	CM/MB	a. Meet or exceed AWWA standards of 10% non-revenue water	O	X							
	CM	b. Compliance with SB555 water loss management	O	X							Met compliance for 2017
6 Maximize energy efficiency and reduce energy costs	MB	a. Operation and Maintenance of MCWD Solar PV system	O	X							System is operating at max efficiency, as reflected by available irradiance vs power production
	CM/JP	b. Balance between Demand charges & Time of Day use charges	O	X							
	CM	c. Optimize backwash processes	I	X							
	CM	d. Rightsizing of equipment to actual demands	I	X							
	JP	e. Investigate adding solar power at remote District facilities	N		X						
7 Emergency preparedness	CM	a. Emergency Operations Plan (EOP) Update	I		X						Research AWWA recommendations and possible implementation
	CM/JP	b. Review Emergency Operations Plan (EOP) concerning an extended power outage	I		X						Received proposal for a Preliminary Design Report for backup power automation at WWTP

### 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						Specifications for replacement wells are complete; project description & mapping provided to USFS for permitting. Completed cost reimbursement agreement for USFS staff to provide resource evaluations. USFS permits are pending.
2 Correct assets that have failed or are projected to fail	JP	a. Well 6 replacement	N			X					
	JP	b. Well 10 replacement	N			X					
	JP	c. Well 17 replacement	N						X		
	MB	d. Water lateral replacements	O		X	X	X				Continue water service lateral replacement program in 2019
	MB	f. Sewer line repair & replacement	O	X							
	MB	g. Water tank rehabilitation	N		X	X	X	X	X		5 tanks on the rehab list - T-5 (Knolls) OR T-6 (Clearwell) scheduled for FY20, snow year dependent
	MB	h. Sewer Lift Station rehabilitation	I		X	X	X	X			7 Lift stations require rehab; 2 this coming FY; remaining over the next 5 years
	JP	i. Acquire up to 5 new well sites	I		X	X					see Water Res Management & Planning 1c for details (pg1)
3 Improve operational efficiency and reliability	MB	j. Diesel equipment replacement	N								
	PH	a. Conduct District Administration Building needs assessment, prepare report	I		X						Selected Gillis + Panichapan Architects, Inc., expect to start in January 2019
	JP	b. Exploratory test well at Snowcreek Golf Course	I		X						see above
	JP	c. Snowcreek production well	I		X						see above
	JP/CM	d. Lake Mary TP improvements	I		X	X					Scoping and program description scheduled for FY20
	PH	e. Admin Bldg - possible replacement	I				X				Evaluation in a. above will determine if building is to be replaced; replacement outcome is likely
	JP/CM	f. Grit removal system @ WWTP	I		X						Purchase and install new equipment; Update existing trap
	JP	g. WWTP Backup power automation & battery storage	I		X						

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### 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							
	JB	b. Conduct a Water Rate study and implement study recommendations every 5 years	N			X					Update Water rate study in FY21 for implementation April 2021
	JB	c. Conduct a Wastewater Rate study and implement study recommendations every 5 years	I		X						Target completion and implement new WW rates May 2019
	JB	d. Conduct a Connection Fee study and implement recommendations	I		X						Target completion and implementation May 2019
	JB	e. Inventory / Purchasing controls	I	X							Procurement policy and procedures in place; inventory and tag non-capital assets in FY20
	JB	f. Successful audit	O	X							Coordinate with TRS in May/June 2019 for completion of FY19 audit
	JB	g. Regular Investment Committee meetings to monitor investments and ensure best investment strategy	O	X							Coordinate with new Investment Advisor to structure portfolio to meet strategic objectives
	JB	h. Regular Pension Trustee meetings to monitor pension plan	O	X							
2 FY Budget	JB	a. Draft budget review by Board in February, approval in March	N	X							Will begin FY 2021 budget process in November 2019
3 Ensure adequate reserves in all funds	JB/PH	a. Monitor and adjust fund balance allocation	O	X							
		b. Reserve policy review and recommended changes if necessary	O	X							
	JB/PH	c. Continue to maintain fund for LA DWP 50 year payment	O	X							As economic environment allows, set up fund structure to take advantage of long-term investment opportunities to maximize yield and minimize long-term cost
4 Leverage financial systems software	JB	a. Maximize value of Springbrook software suite	O	X							
	JB	b. Evaluate accounting software viability	I	X							Review alternative software systems and compare against Springbrook
	JB	c. Develop process flow documentation	I	X							Process documentation 80% complete
5 Maintain resilient department staffing	JB	a. All key processes will have staffing backup and complete process instructions	I	X							Regularly evaluate staff and functional assignments to minimize operational risks
6 Attract and retain staff	JB/KH	a. Explore opportunities to purchase additional workforce housing	I	X							

### 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							
	JM	b. Continue to explore new hardware applications to streamline MCWD technical operations	O	X							
	JM	c. Replace Software Servers	I	X	X	X	X	X	X	X	MCWDGIS Server setup currently underway
2 Keep MCWD software environment current	JM	a. Install latest versions for all MCWD software platforms: ESRI, Autodesk, Tokay, Manager Plus, Microsoft products and licensing, InfraMap, Granite Net, Remit Plus, etc.	O	X							
	JM	b. Further Utilize MCWD GIS as Conservation, MAWA/Irrigation analysis tool	O	X							
3 Development of GIS to support MCWD work functions	JM	a. Maintain MCWD ArcGIS Online Mapping	O	X							
	JM	b. Prioritize and Enter MCWD Engineering Projects into MCWD GIS	O	X							Collaborative project with Engineering staff
	JM	c. Further Utilize MCWD GIS as Conservation, MAWA/Irrigation analysis tool	O	X							
	JM	d. Continue development of GIS as asset management tool	O	X							
	JM	e. Leverage ESRI MOU with TOML/Mono County for shared GIS services and collaborative mapping	O								
	JM	f. Migrate and configure all GIS data and MCWD GIS Portal on new MCWDGIS Server	I		X						ESRI Software configuration currently underway on MCWDGIS server
4 Maintain web services platforms to current technology	JM	a. Manage both sites for current content	O	X							
5 Maintain security of MCWD assets	JM/ALL	a. Continually evaluate MCWD security needs	O	X							
	JM	b. Conduct computer system vulnerability assessment	O	X							Reviews conducted bi-annually
6 Conduct IT housecleaning	JM	a. Purge and consolidate old data, duplicate data	O	X							Digital maintenance conducted bi-annually

### 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	IY	a. Regular Press Releases	O	X							
	IY	b. Web-based outreach	O	X							
	IY	c. Event participation/sponsorship	O	X							

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### Regulatory Compliance & Agreements

Strategic Objectives	Lead	Metrics for Progress	Status	A/O	1	2	3	4	5	10	Comments	
1 <u>Federal</u>  Comply with federal permit requirements NPDES	IY	a. Master permit re-issued by USFS	I	X							Staff regularly requests completion of the reissuance process, with no progress. This relies on USFS staff for completion. See above. This permit has language MCWD would like to delete regarding water rights. The USFS has not responded to requests for a revised permit. Termination of MOA to follow issuance of the Granger-Thye permit	
	PH/IY	b. Issuance of federal Granger-Thye permit for Lake Mary outlet structure, with acceptable water rights clause	I	X								
	IY/JP	c. Termination of USFS/MCWD 1983 Lakes Basin MOA	I	X								
2 <u>State</u>  Comply with state public health, state water board, water quality and environmental documentation and permit requirements	CM	a. Meet Lahontan Regional Water Quality Control Board discharge requirements	O	X							Required for meeting regulatory requirements  ELAP = Environmental Laboratory Accreditation Program; TNI = Environmental Lab Accreditation Conference Standards	
	CM	b. Updated permits received from SWRCB for each facility	I	X								
	CM	c. Maintain creek flow data distribution and posting requirements per SWRCB requirements	O	X								
	CM	d. Update Mammoth Creek operations manual	I		X							
	JP	e. Arc Flash Study for all water treatment plants	I		X	X	X	X	X			
	IY	f. Compliance with State mandates for conservation	I	X								
	IY	g. Comply with CEQA for MCWD projects	O	X								
	CM	h. Laboratory compliance with TNI and ELAP standards	I				X					
3 <u>Agreements</u>	IY	a. Coordinate with CalTrout and CDFW to implement Mammoth Creek settlement terms	O	X								
	CM	b. LADWP ~ Stay well under settlement limit of 4387 acre feet ~ Achieve goal of banking water & extending primary term for additional 10 years via conservation	O	X								
			O	X								
			O	X								
			O	X								
PH/JP	c. Analyze Lakes Basin agreements for "Out of District" sewer services	I	X									

### Government Relations

Strategic Objectives	Lead	Metrics for Progress	Status	A/O	1	2	3	4	5	10	Comments
1 Develop relationships with State and Federal representatives	PH	a. Outreach to State-level representative regarding MCWD issues	O	X							Outreach done w/Lahontan, SWRCB, DWR, ACWA, and electeds Good support from Sen. Feinstein's office
	PH	b. Outreach to Federal-level representatives regarding MCWD issues	O	X							

### Personnel Services

Strategic Objectives	Lead	Metrics for Progress	Status	A/O	1	2	3	4	5	10	Comments
1 Risk Management	KH	a. Assist, facilitate and provide resources to departments to enable them to minimize risk	O	X							
2 Coordinate integration of Workforce Plan with overall MCWD Strategic Business Plan/Module	KH	a. Implement staffing needs vis-à-vis budget and personnel review process	O	X							
3 Establish L'Abri HOA	KH	a. Determine members	I			X					
	KH	b. Facilitate initial membership meeting	N			X					
	KH	c. Provide resources to develop standard of operation consistent with state statutes (e.g., bylaws, tenant communication, financial reporting, maintenance, etc.)	I			X					
4 Implement Keller Online SDS System	KH	a. Convert hard copy MSDS to SDS (Safety Data Sheets) online system	I		X	X					
	KH	b. Establish intranet SDS access for staff	N		X	X					
	KH	c. Trial/test run system	N		X	X					
	KH	d. Go Live	N		X	X					
5 Implement HRMS (HR Mgmt. System) via Microsoft Access	KH	a. Develop additional customized data fields for Microsoft Access Template	I		X	X					
	KH	b. Input/merge data into HRMS system	I		X	X					
	KH	c. Trial/test run system	N		X	X					
	KH	d. Go Live	N		X	X					
6 Prepare for 2021 Local 12 successor MOU negotiations	KH	a. Develop negotiating team packets	N		X	X					
	KH	b. Draft templates, e.g. ground rules	N		X	X					
	KH	c. Obtain parameters from principles	N		X	X					
	KH	d. Draft proposal process and proposals	N		X	X					

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### Water Resource 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>10</u>	<u>Comments</u>
1 Secure adequate future water supply	a. Exploratory test well at Snowcreek Golf Course	I		X						
	b. Snowcreek Production Well	I		X						
	c. Property acquisition for new well sites	O		X						
	d. Continue to access & maintain prescriptive easement for TPM 10-001 property	O	X							
	e. Monitor Dry Creek drainage	O	X							
2 Conserve water	a. Effect long-term reduction in per capita use	O	X							
	b. Advertisements and press releases to educate the community about water conservation practices and issues	O	X							
	c. Site a CIMIS online weather station in Mammoth Lakes	N					X			
	d. Enforce water conservation regulations	O	X							
	e. Review TOML projects affecting water demand	O								
	f. Comply with and plan for new State water conservation regulations	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. Seek Recycled water expansion opportunities	O								
4 Protect water resources from Casa Diablo IV project impacts	a. Secure an adequate monitoring and mitigation plan	I	X							
	b. Construction and sampling of deep monitoring well	I		X						
5 Effective Water Resource Data management & reporting	a. Standard work flow updated for continued annual data input, reporting support	I	X							
	b. Template developed for future years' annual reports	I			X					
	c. Development of new annual Hydrologic Resources Monitoring Report, to replace old "Ken Schmidt" report	I			X					
	d. Provide monthly MAWA reports during irrigation season with data from metering/billing software	O	X							
6 Implement Mammoth Creek Project	a. Monitoring and reporting on Bodle Ditch corridor vegetation	I		X						
7 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 and objectives to regional water-resource groups and DWR	O	X							
	c. Engagement with CASA, ACWA, DWR and electeds	O	X							
	d. Review TOML project applications	O	X							
	e. Continue discussions with MMSA re future water & wastewater needs	O	X							
8 Lakes Basin Watershed Protection	a. Fuel reduction	I								
	b. Sanitary survey	N								
	c. Sanitary sewer / lift stations	I								

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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>10</u>	<u>Comments</u>
1 Maintain Water Distribution, Collections Systems and Treatment Facilities to a high standard	a. Zero sanitary/sewer over flows (SSO)	O	X							
	b. Deliver water at 99.99% of customer service hours or better by managing outages	O	X							
	c. Exercise 20% of 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. Water quality - Monitor & report on corrosion control system wide	O	X							
	h. Identify the ratio of preventive to reactive maintenance for establishing a future metric	O	X							
2 Protect Water Distribution system from contamination	a. Maintain Backflow/Cross Connection protection program	O	X							
	b. Recycled Water annual testing and reporting	O	X							
	c. Conduct sanitary inspections	O			X					
3 Maximize reliability of water production	a. Well inspection, maintenance, rehab program development	O			X	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 100% of the time during irrigation season	O	X							
5 Minimize non-revenue water	a. Meet or exceed AWWA standards of 10% non-revenue water	O	X							
	b. Compliance with SB555 water loss management	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. Optimize backwash processes	I	X							
	d. Rightsizing of equipment to actual demands	I	X							
	e. Investigate adding solar power at remote District facilities	N			X					
7 Emergency preparedness	a. Emergency Operations Plan (EOP) Update	I			X					
	b. Review Emergency Operations Plan (EOP) concerning an extended power outage	I			X					

### Capital Projects > \$100K

<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>10</u>	<u>Comments</u>
1 Maintain regulatory compliance	a. Laurel Pond monitoring wells permitting and construction	I			X					
2 Correct assets that have failed or are projected to fail	a. Well 6 replacement	N				X				
	b. Well 10 replacement	N				X				
	c. Well 17 replacement	N						X		
	d. Water lateral replacements	O			X	X	X			
	e. Sewer line repair & replacement	O	X							
	f. Water tank rehabilitation	N			X	X	X	X	X	
	g. Sewer Lift Station rehabilitation	I			X	X	X	X		
	h. Acquire up to 5 new well sites	I			X	X				
	i. Diesel equipment replacement	N								
3 Improve operational efficiency and reliability	a. Conduct District Administration Building needs assessment, prepare report	I			X					
	b. Exploratory test well at Snowcreek Golf Course	I			X					
	c. Snowcreek production well	I			X					
	d. Lake Mary TP improvements	I			X	X				
	e. Admin Bldg - possible replacement	I					X			
	f. Grit removal system @ WWTP	I			X					
	g. WWTP Backup power automation & battery storage	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>10</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	I		X						
	d. Conduct a Connection Fee study and implement recommendations	I		X						
	e. Inventory / Purchasing controls	I	X							
	f. Successful audit	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	N	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 Springbrook software suite	O	X							
	b. Evaluate accounting software viability	I	X							
	c. Develop process flow documentation	I	X							
5 Maintain resilient department staffing	a. All key processes will have staffing backup and complete process instructions	I	X							
6 Attract and retain staff	a. Explore opportunities to purchase additional workforce housing	I	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>10</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 MCWD technical operations	O	X							
	c. Replace Software Servers	I	X	X	X	X	X	X	X	
2 Keep MCWD software environment current	a. Install latest versions for all MCWD software platforms: ESRI, Autodesk, Tokay, Manager Plus, Microsoft products and licensing, InfraMap, Granite Net, Remit Plus, etc.	O	X							
3 Development of GIS to support MCWD work functions	a. Maintain MCWD ArcGIS Online Mapping	O	X							
	b. Further Utilize MCWD GIS as Conservation, MAWA/Irrigation analysis tool	O	X							
	c. Prioritize and Enter MCWD Engineering Projects into MCWD GIS	O	X							
	d. Continue development of GIS as asset management tool	O	X							
	e. Leverage ESRI MOU with TOML/Mono County for shared GIS services and collaborative mapping	O								
	f. Migrate and configure all GIS data and MCWD GIS Portal on new MCWDGIS Server	I		X						
4 Maintain web services platforms to current technology	a. Manage both sites for current content	O	X							
5 Maintain security of MCWD assets	a. Continually evaluate MCWD security needs	O	X							
	b. Conduct computer system vulnerability assessment	O	X							
6 Conduct IT housecleaning	a. Purge and consolidate old data, duplicate data	O	X							

### Customer Relations & Community 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>10</u>	<u>Comments</u>
1 Maintain consistent, positive profile in community	a. Regular Press Releases	O	X							
	b. Web-based outreach	O	X							
	c. Event participation/sponsorship	O	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>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	a. Master permit re-issued by USFS	I	X							
	b. Issuance of federal Granger-Thye permit for Lake Mary outlet structure, with acceptable water rights clause	I	X							
	c. Termination of USFS/MCWD 1983 Lakes Basin MOA	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. Updated permits received from SWRCB for each facility	I	X							
	c. Maintain creek flow data distribution and posting requirements per SWRCB requirements	O	X							
	d. Update Mammoth Creek operations manual	I		X						
	e. Arc Flash Study for all water treatment plants	I		X	X	X	X	X	X	
	f. Compliance with State mandates for conservation	I	X							
	g. Comply with CEQA for MCWD projects	O	X							
	h. Laboratory compliance with TNI and ELAP standards	I				X				
3 <u>Agreements</u>	a. Coordinate with CalTrout and CDFW to implement Mammoth Creek settlement terms	O	X							
	b. LADWP ~ Stay well under settlement limit of 4387 acre feet ~ Achieve goal of banking water & extending primary term for additional 10 years via conservation	O	X							
		O	X							
		O	X							
	c. Analyze Lakes Basin agreements for "Out of District" sewer services	I	X							

### Government Relations

<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>10</u>	<u>Comments</u>
1 Develop relationships with State and Federal representatives	a. Outreach to State-level representative regarding MCWD issues	O	X							
	b. Outreach to Federal-level representatives regarding MCWD issues	O	X							

### Personnel Services

<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>10</u>	<u>Comments</u>
1 Risk Management	a. Assist, facilitate and provide resources to departments to enable them to minimize risk	O	X							
2 Coordinate integration of Workforce Plan with overall MCWD Strategic Business Plan/Module	a. Implement staffing needs vis-à-vis budget and personnel review process	O	X							
3 Establish L'Abri HOA	a. Determine members	I			X					
	b. Facilitate initial membership meeting	N			X					
	c. Provide resources to develop standard of operation consistent with state statutes (e.g., bylaws, tenant communication, financial reporting, maintenance, etc.)	I			X					
4 Implement Keller Online SDS System	a. Convert hard copy MSDS to SDS (Safety Data Sheets) online system	I			X	X				
	b. Establish intranet SDS access for staff	N			X	X				
	c. Trial/test run system	N			X	X				
	d. Go Live	N			X	X				
5 Implement HRMS (HR Mgmt. System) via Microsoft Access	a. Develop additional customized data fields for Microsoft Access Template	I			X	X				
	b. Input/merge data into HRMS system	I			X	X				
	c. Trial/test run system	N			X	X				
	d. Go Live	N			X	X				
6 Prepare for 2021 Local 12 successor MOU negotiations	a. Develop negotiating team packets	N			X	X				
	b. Draft templates, e.g. ground rules	N			X	X				
	c. Obtain parameters from principles	N			X	X				
	d. Draft proposal process and proposals	N			X	X				

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