

# Strategic Plan

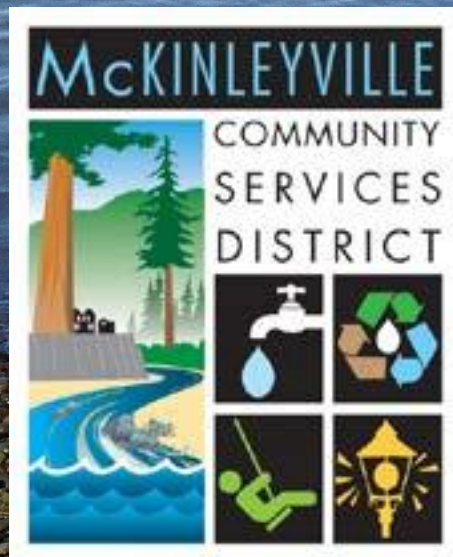
For Fiscal Years 2014/15 – 2019/20

## McKinleyville

### Community Services District

**Mission Statement:**

*Provide McKinleyville with safe and reliable water, wastewater, lighting, open space, parks and recreation, and library services in an environmentally and fiscally responsible manner.*





### **Board of Directors**

David Couch, President

John Corbett, Vice President

Helen Edwards, Director

Dennis Mayo, Director

George Wheeler, Director

### **District Management Team**

Greg Orsini, General Manager

Colleen Trask, Finance Director

James Henry, Operations Director

Jason Sehon, Parks and Recreation Director

Kathy Wilson, Board Secretary

### **Strategic Plan Consultant – BHI Management Consulting**

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## Table of Contents

Plan Development Team	2
Introduction	4
Strategic Plan Development	6
Mission and Vision	8
Strategic Elements	9
1.0    Water	10
2.0    Wastewater	13
3.0    Streetlights	16
4.0    Parks and Recreation	17
5.0    Partnerships	19
6.0    Personnel/Organization	22
7.0    Administrative Management	24
8.0    Finances	29
Table 1- The Strategic Plan “ <b>Matrix</b> ”	31

## **Introduction**

A Strategic Plan is a top level planning document for an organization to set clear direction over all operational aspects of its mission. It serves as a framework for decision making over a five-year period. It is a disciplined effort to produce fundamental decisions that shape what a District plans to accomplish by selecting a rational course of action. This planning process began with an environmental scan of the District's business environment including an objective assessment of the District's strengths, weaknesses, opportunities and threats. Input from various stakeholders was gathered and analyzed. Starting with that information the District's Mission, Core Values, Vision and the overall structure of this Strategic Plan were developed by the Board in workshop settings. Within the framework of that structure and the business environment, strategies and goals were developed to sustain and where appropriate improve the District over the next five years. At its highest level, this Strategic Plan seeks to strengthen and build upon opportunities while addressing areas of concern.

This plan also identifies actions, activities, and planning efforts that are currently underway and which are needed for continued success in operations and management of the District, and provides for periodic reviews and updates.

The strategic planning effort has focused on all of the following important areas:

- Ensuring the District's long term financial health and stability;
- Carefully managing the infrastructure needed to fulfill the District's Mission;
- Providing responsible stewardship of the water, wastewater parks & recreation, streetlights and other services with which we are entrusted;
- Sustaining a high performing, motivated and adaptable workforce;
- Sustaining sound management practices and good governance;
- Fostering partnerships when needed to better achieve our Mission; and
- Assuring clear, concise and consistent communications with the community we serve.

## **Strategic Planning Definitions**

Mission Statement: A declaration of the District's purpose, which succinctly describes why the District exists. All activities of the District should be in support of the Mission Statement. The Mission Statement is adopted by the Board of Directors. The Mission Statement is reviewed annually but is intended to be constant over the long term.

Vision Statement: A statement that articulates where the District wants to be over the life of the Strategic Plan. It outlines at the highest level the key changes that must be achieved by the Strategic Plan. The Vision creates and drives strategy and tactics identified elsewhere in the Strategic Plan. The Vision Statement is adopted by the Board of Directors. The Vision Statement will be reviewed annually and will typically change more frequently than the Mission Statement to reflect the direction the Board wants to take the District over the five-year time horizon of the Strategic Plan.

Strategic Elements: The broad and primary areas of District operations, planning, and management that are addressed and supported by the Strategic Plan goals. These essentially serve as the outline and organization of the Strategic Plan. The Strategic Elements are adopted by the Board of Directors. The Strategic Elements are reviewed annually but are intended, absent major new issues to be faced, to be relatively constant over the life of the five year Strategic Plan.

Objective And Strategy Statement: A concise statement associated with each Strategic Element that describes the objective of that element. It explains why that element is important to the District's overall strategy and finishes with a statement that describes how the Objective for that Element will be achieved through a strategy.

Strategic Goals: A short statement of desired success. The goal statement is supported by a narrative that more fully explains the nature of the goal and the issues that the goal intends to address. The Strategic Goals are prepared by management

and accepted by the Board. The Strategic Goals will change from year-to-year when the annual assessment is made of the progress on each Strategic Element. The Strategic goals straddle the line between policy (Board responsibility) and implementation (management responsibility) and as such are a collaborative effort of both the Board and management.

## **Strategic Plan Development**

In FYE 2012 the District retained the services of BHI Management Consulting (BHI) to facilitate and coordinate the development of the District's five-year Strategic Plan. BHI first gathered input from the District employees in a number of meetings so as to allow direct and "ground level" input to the Board during their deliberations on the Strategic Plan. A public meeting was then held to further gain a broad perspective on the future of the District. To prepare for Board workshops the Consultant interviewed the District Board members individually on matters they thought were most relevant to future strategy for the District. The following topics were discussed at all of the input gathering meetings:

- Mission;
- Vision;
- Strengths;
- Weaknesses;
- Opportunities; and
- Threats.

The Board supported this process as a way to allow all to participate in the foundation of the Strategic Plan. Two Board workshops were conducted. At these workshops the Board reviewed all input, revisited and refined the existing Mission Statement of the District, created a new Vision Statement for the District and discussed Core Values.

A steering committee, consisting of Senior Management and staff, worked with BHI to develop the Strategic Goals that support each Strategic Element. Using this process,

along with both external and internal input, the Strategic Plan was assembled in a way that best articulates the Board's Vision and Strategy for the District over the next five years.

### **Continuation Process of the Plan**

A key part of the Strategic Planning process is to conduct an annual review to update the Plan. These reviews allow for regular maintenance of the Plan so that it reflects the actual progress and conditional needs of the District. The reviews will be documented and followed up with by either a Plan supplement or an updated Plan. A five-year planning horizon will be maintained with each review effort developing a new fifth year of actions, projects and initiatives.

## **Mission and Vision Statements**

### ***DISTRICT MISSION***

*Provide McKinleyville with safe and reliable water, wastewater, lighting, open space, parks and recreation, and library services in an environmentally and fiscally responsible manner.*

### ***DISTRICT VISION***

*In five years, MCSD will:*

- have continued our commitment to infrastructure maintenance*
- have explored options for additional emergency water supplies*
- have assured water reliability (distribution system)*
- have converted customers to all radio read meters*
- have secured funding and completed construction of the WWMF improvement project*
- be proactive with regulatory compliance*
- have converted to all LED streetlights*
- have continued our commitment to maintenance of parks, facilities and trails*
- have opened and are operating our Teen Center*
- have identified funding sources for community forest development and maintenance*
- be operating Mad River Park*
- have secured funding for park and trails development*
- have formalized relationships and collaborations with other governmental agencies*
- have maintained a high quality and efficient workforce*
- have continued our commitment to ensuring efficient and ethical governance*
- have improved communications with the ratepayers and the entire McKinleyville Community.*
- will have ensured continued planning and training for emergency operations*
- have achieved a “best practices” distinction*
- have long-term, financial sustainability in all District programs (debt, reserves, program costs, etc.)*



## **Strategic Elements**

Strategic Elements represent the vital areas of the District's operation and management wherein strategy is placed. They assure that the implementation of strategy work to be performed in support of the Mission and Vision are comprehensive in nature and properly cover all areas of the District. Strategic elements are derived from the foundational Mission and Vision statements of the District. They are linked to action and results through the Strategic Goals written in each area and the Strategic Work Plan. The Strategic Work Plan contains the supportive actions and initiatives organized and prioritized by year within the planning period. It presents each Strategic Goal and consolidates actions in tabular form in

**Table 1 - Strategic Plan "Matrix" (pg. 31).**

The Strategic Elements are:

- 1.0 Water
- 2.0 Wastewater
- 3.0 Streetlights
- 4.0 Parks and Recreation
- 5.0 Partnerships
- 6.0 Personnel/Organization
- 7.0 Administrative Management
- 8.0 Financial Sustainability

## 1.0 WATER

**Objective:** *The objective is to continue our commitment to supply safe and reliable drinking water to our present and future customers.*

**Strategy:** *We will do this by keeping replacement, repair and upgrading of our pipes, and pumps at a high level by ensuring adequate funding.*

### 1.1 MAINTENANCE PROGRAMS

Maintaining reliable water distribution and storage is the number one priority of MCSD. Through the use of our Preventative Maintenance work order software (SEMS) we will continue planned maintenance of all facilities. Annual and monthly inspections will be conducted on all aspects of the system. Results of these inspections will be used to prioritize and schedule repairs. These facilities include:

- All Booster Pumps and Motors
- Pressure Reducing Valves
- Fire Hydrants and Distribution Valves
- Emergency Chlorination Systems
- Emergency Generators
- Storage Tanks

During this planning period tank maintenance will include the recoating of Tank 1 B at Cochran Road and the replacement of the shingled roof on redwood tank 3 B at McCluski. Monitoring unaccounted for water will indicate potential leaks and initiate the search. At this time our unaccounted for water is within the industry standard, verifying the integrity of our distribution system.

### 1.2 WATER STORAGE TANK PROJECT

MCSD Board has determined the necessity to maintain a 5-day reserve of water due to our single source. We are in the process of negotiating the purchase of property adjacent to Cochran Tank Site. Upon completion of the procurement process a cost

benefit analysis on tank type will be conducted to determine whether the tanks design will be steel or concrete and design completed. Search for grant funding to offset costs.

### **1.3 EMERGENCY WATER CROSSING**

Due to the vulnerability of the MCSD sole water source and the construction of the Highway 101 Bridge, a 12" pipe was installed during that construction. An intertie was then needed to link MCSD to another water source. The intertie design and agreement have been completed. Proposition 50 Grants funds are available due to a regional effort lead by MBMWD.

### **1.4 EMERGENCY WATER SUPPLY**

MCSD is pursuing grant funding to develop a Ground Water Management Plan (GWMP). Due to the vulnerability of one source of water MCSD had determined an emergency ground water source is necessary. Through development of the GWMP, reliable sources of ground water will be developed in the event of an emergency.

### **1.5 RADIO TELEMETRY UPGRADES**

Due to age of existing digital control at tank sites and booster stations MCSD is in the process of updating this equipment. These system upgrades ensure public safety and have supervisory control of remote infrastructure; these systems must perform in a reliable manner.

### **1.6 WATER MAIN REHABILITATION AND REPLACEMENT**

The original MCSD water distribution system is 40 years old. The integrity of the system is still sound but since the rehabilitation of in-the-ground pipe is costly; funds will start being set aside for this particular project. Replacing AC pipe with C900 as upgrades or repairs occur is also part of the District's improvement strategy.

## **1.7 RADIO READ METERS**

Radio read meter technology has matured to a point where it is now feasible and cost effective to utilize them. MCSD specification requires all new meters be radio read.

As meters age to roughly 15 to 18 years they have been replaced in the past. MCSD is in the process of consolidating that process to either retrofit new meters with radio heads or replace older meters with radio meters. This process will be ongoing for the next two to three years.

## 2.0 WASTEWATER

**Objective:** *The objective is to continue our commitment to provide safe and reliable collection, treatment, recycling and disposal of wastewater to meet current and future regulatory requirements and community needs.*

**Strategy:** *We will do this by meeting current community wastewater needs and continuing to monitor proposed future regulatory and capacity requirements and ensuring adequate funding.*

### 2.1 20-YEAR FACILITY PLAN

A facility plan was completed and accepted by the MCSD Board of Directors in December of 2011. The three year long process evaluated the collection and treatment systems and the reclamation and discharge facilities. These evaluations were used to determine the adequacy of existing facilities so phasing of upgrade or replacement could be documented.

- WWMF
- Wastewater reclamation sites
- Collection system
- Lift stations

### 2.2 WWMF IMPROVEMENT PROJECT

MCSD's existing treatment facility is unable to meet current limitations as set forth in the NPDES permit and upcoming limitations will only become more stringent. An upgrade is necessary to be in compliance with upcoming State nutrient removal requirements and avoid future fines so MCSD is in the process of design with construction of new WWMF to meet current and future discharge limitations scheduled for completion in during this planning period. Utilization of grant options to help offset costs is a priority for this project.

**2.3 COLLECTION SYSTEM UPGRADES**

A sewer model was designed to locate undersized mains in the collection system. Scenarios were run using proposed growth and major rain events. Several locations were identified as being inefficient to handle the flow increase without causing sewer back-ups and possible spills. Upgrades will be necessary in these areas as development and population increases.

**2.4 SEWER MAIN IMPROVEMENT AND REHABILITATION**

The Board has prioritized maintaining the sewer mains tight and free of infiltration. Preventing the groundwater from mixing with the sewer saves on pumping and treatment costs. An internal pipe patch repair kit was purchased to make these trenchless repairs. It will not only repair the broken section of the main but also save excavation costs. Replacing AC pipe with SDR 35 as upgrades or repairs occur is also part of the District's improvement strategy. During the planning period the District will pursue the conception of a Sewer Mainline Replacement Plan.

**2.5 RADIO TELEMETRY UPGRADES**

Due to age of existing digital control, MCSD is in the process of updating this equipment. In order to ensure public safety and maintain proper supervisory control of remote infrastructure, these systems must perform in a reliable manner. The WWMF controls will be addressed along with the improvement project as well as the sewer lift stations are scheduled for this planning period.

**2.6 SEWER LIFT STATION GENERATOR UPGRADES**

The sewer lift station generators are nearing the end of their service life. There are also emission restrictions on these generators, which prevent the needed cycling of these generators. The District plans to upgrade the generators to meet emission regulations and to allow for future pump upgrades during this planning period.



**2.7 PRE-TREATMENT PROGRAM**

A pretreatment program is very important to regulate unwanted discharging into the sewer collection system, which can disrupt the treatment process; grease from cooking facilities also plays a major factor in sewer spills. By direction of the Board, discharge permits will be issued to non-domestic discharges and customers with grease traps to meet the Food Oil Grease program requirements. This State mandated program will be fully implemented in this planning period.

**2.8 I&I PREVENTION**

Inflow and Infiltration cost a lot of money to pump and treat. It can also overwhelm a sewer lift station and possibly cause sewer spills. Annual inspections of manholes, smoke testing and flow testing are ways MCSD identify these issues. Keeping the public educated on not pulling cleanouts or connecting drains and downspouts into their sewer laterals is a method of eliminating inflow problems. Gel grouting rehabilitation of manholes and pipe patching will continue to be a priority to eliminate infiltration. MCSD will continue to utilize the camera van and push camera to inspect discrepancies found during inspections. Through the use of multiple media channels new methods of community education will be implemented during this planning period.

### 3.0 STREETLIGHTS

**Objective:** *The objective is to continue our commitment to provide public safety through well-lit streets, intersections and neighborhoods.*

**Strategy:** *We will do this by implementing the most cost effective and reliable streetlight technology and through adequately funded continuing maintenance programs.*

#### 3.1 CONVERTING TO LED LIGHTING

Due to improvements in technology that reduce carbon impact and costs, the Board has directed staff to proceed with the implementation of the LED streetlight retrofit. Funding and replacement of all streetlights with LED lighting is expected to be completed in this planning period. Through update of District Standards, all new developments will be required to meet the LED fixture specifications.

#### 3.2 MAINTENANCE PROGRAMS

Through use of a new pole inspection program, poles will be replaced prior to becoming a safety hazard and as needed due to condition or collision. GIS locate new poles as new development occurs.

## 4.0 PARKS AND RECREATION

**Objective:** *The objective is to provide safe and high quality parks, facilities, trails and recreation programs for the McKinleyville community.*

**Strategy:** *We will do this by encouraging community participation to assess recreational needs; deliberately seeking broad funding for the support of parks, facilities, and trails.*

### 4.1 TEEN AND COMMUNITY CENTER

Over the course of the last several years, staff gained community feedback and conducted a community survey to consider future needs for the Parks & Recreation Department. The results of this input and the survey showed support of building a Teen Center in McKinleyville. In 2012, the MCSD Board approved Measure B and authorized staff to begin the process to design and construct a Teen and Community Center at Pierson Park. A majority of funding for the construction and a portion of the maintenance for this project has been secured through the successful passing of Measure B. Staff will continue working on fund raising efforts to help furnish the facility.

### 4.2 HEWITT RANCH PROPERTY

This park has been identified as a necessary enhancement to the McKinleyville community through a series of Public Meetings held in 2007. Ultimately, the MCSD Board encumbered \$25,000 in Quimby Inland Park Dedication Funds for the project and directed staff to pursue matching grant funding for the park expansion. Based on staff recommendations and public input, the Board approved enhancements to include an interpretive trail system, a disc golf course and small gravel parking lot. Funding options will be developed and brought to the Board for consideration in 2016.

**4.3 WASHINGTON AVE PROPERTY**

This 3.10 acre property was purchased in 2013. While there are no immediate plans for park development, the Board has expressed interest in creating access so that it will be available for the community to use as open space.

**4.4 COMMUNITY FOREST**

Staff will explore funding avenues for the operation and maintenance of a community forest at two potential locations in McKinleyville.

The McKinleyville Area Plan has identified the importance of a community forest in McKinleyville. Locations and funding will be researched and identified throughout this planning period.

**4.5 MAD RIVER PROPERTY**

This property has been identified as having recreational potential and staff will seek funding in the form of grants and donations for future development of this property in line with strategic directives. During this planning period, access and trail systems will be developed.

**4.6 MAINTENANCE STANDARDS**

The Board and members of the community have placed a priority on continuing a high standard of maintenance for our parks and facilities. Management will implement this priority by evaluating staffing levels and continuing employee training opportunities.

## 5.0 PARTNERSHIPS

**Objective:** *Our objective is to foster beneficial relationships to accomplish the broad, long-term strategies of the District.*

**Strategy:** *We will do this by embracing strategic ties with other organizations and agencies, working closely with regulators, supporting a deliberate legislative agenda and participating in professional associations.*

### 5.1 FOSTER REGIONAL COOPERATION

The infrastructure of the District is dependent on the interties of other agencies, i.e.; the County, surrounding city governments and special districts. It is through a combined effort that the services needed by our community are effectively and economically delivered. These relationships are built on our dependency upon inter-agency cooperation. As MCSD moves forward, the District must maintain and seek out additional areas of cooperation. This is critical to our continued growth and commitment of service. We will continue participating in Humboldt Bay Municipal Water District (HBMWD) Municipal water customer group meetings as well as in the Humboldt County Emergency Operations Plan (EOP) through interoperability and mutual aid agreements. District management will continue to meet with Humboldt County Board of Supervisors and with Humboldt County Sheriff Department and Arcata Fire Protection District. We will work to improve coordination with the Humboldt County Planning and Public Works Departments and foster an environment where elected officials from Arcata and McKinleyville can meet to discuss shared responsibilities. Additionally, we will continue partnerships that benefit MCSD by providing labor and project support, such as with SWAP, California Conservation Corps, Service Clubs, McKinleyville Family Resource Center, Eagle Scouts, etc.

## **5.2 IMPROVE POLITICAL TIES – COUNTY SUPERVISORS, STATE LEGISLATURE, FEDERAL LEGISLATURE –**

The political ties present and available to MCSD are intertwined in the financial resources and support necessary to maintain existing infrastructure and services to the community. As demands are being met, these ties are daily nodes of information about additional resources available on a larger scale. As our political partners become aware of grants, financial resources and other projects beneficial to the District; our relationship gains importance.

It is critical to continue to contact and educate each organization in order to make them aware or enable them to provide valuable information and conduits for access to these resources. We will continue to seek inclusion in Humboldt County Association of Governments (HCAOG) either directly, or through Joint Powers Association (JPA) or through committee membership. Additionally, we will continue to participate with State level organizations, including Special Districts Risk Management Authority (SDRMA), California Special Districts Association (CSDA), California Water Environmental Association (CWEA), Association of California Water Agencies (ACWA) and the California Parks & Recreation Society (CPRS). We will also monitor opportunities for inclusion in other organizations that will increase the Districts political influence.

## **5.3 PARTICIPATE WITH COMMUNITY GROUPS – CHAMBER OF COMMERCE, VOLUNTEER GROUPS, PROFESSIONAL ASSOCIATIONS**

It is important to participate with local groups representing various constituents in order to achieve and deliver services needed or seen as needed by the local community. Our relationships today foster cooperation and maintain links to our community. It is important to embrace these in the future as the community changes and demands different services or approaches to serving its needs. Local leaders provide access to the heartbeat of the community and the District will collaborate and



lead where necessary in leveraging those relationships. They include, but are not limited to:

- Humboldt Area Foundation
- Kiwanis Club of McKinleyville
- McKinleyville Area Fund
- Mad River Rotary Club
- Humboldt Sponsors
- Boy Scouts/Girl Scouts of America
- California Conservation Corps
- Headwaters Fund
- Moose Lodge
- McKinleyville Chamber of Commerce
- American Red Cross
- Humboldt County Probation Department
- Soroptimist Club
- Humboldt Regional Occupation Program
- McKinleyville Organizing Committee
- McKinleyville Family Resource Center
- Youth Advisory Council
- Boys & Girls Club of the Redwoods

## **6.0 PERSONNEL/ORGANIZATION**

**Objective:** *The objective is to sustain a motivated, high quality and efficient workforce for an adaptable organization.*

**Strategy:** *We will do this by utilizing sound policies and personnel practices, offering competitive compensation and benefits, providing opportunities for training, development and professional growth and ensuring a safe and secure workplace.*

### **6.1 EMPLOYEE RETENTION**

To ensure the District remains a desirable place to work and is thereby able to recruit and retain a high-performing workforce is a high priority. We will have periodic studies done to determine appropriate staffing levels, compensation and benefit competitiveness relative to local and regional labor markets. We will structure the salary schedule and professional growth opportunities to allow employees to see a clear and attainable career path at MCSD.

In order to attract and retain the best talent, we will provide opportunities for employees to enhance their job skills and knowledge in their career field. It is essential to offer opportunities for employees to be evaluated and recognized for superior job performance and rewarded for submitting valuable suggestions for improving business practices.

### **6.2 TRAINING AND DEVELOPMENT**

Given the size of our District workforce, it is important that our staff be well trained in multiple job duties. Individual Development Plan reviews will continue to be done annually in order to ensure that the District can meet the regulatory requirements and provide excellent customer service. Employees will be encouraged to train in related disciplines that will meet District needs.

Cross training plans will continue to be provided to increase knowledge and skills within each job function, and development of a succession plan will ensure continuity of operation in the event of a staffing crisis.

### **6.3 EMPLOYEE COMMUNICATION**

Effective communication is essential to the functioning of the District and to productive management/employee relations. Maintaining and following a current Organizational Chart; holding regularly scheduled staff and management meetings; maintaining and updating current Personnel Policy Manuals and Employee Handbooks through regular legal and management review; and providing multiple avenues and informal channels of communication in addition to official channels will facilitate improvements in employee communication.

### **6.4 EMPLOYEE SAFETY PROGRAM**

A safe working environment is a number one priority for the District. This will be accomplished by holding regularly scheduled tailgate safety meetings and administrative safety meetings. Participation in SDRMA's annual safety audits; conducting regularly scheduled safety training; monthly safety inspections of all facilities, playgrounds and parks; weekly safety inspections of all equipment and vehicles are all essential elements in providing a safe working environment.

### **6.5 EVALUATION AND PERFORMANCE MANAGEMENT PROGRAM**

High quality and ongoing staff evaluations are key to providing feedback and fostering excellent employee performance. This will be accomplished by requiring Annual Performance Evaluations for all staff and conducting 360 evaluations for the General Manager, Department Heads, and all other supervisory positions.

## 7.0 ADMINISTRATIVE MANAGEMENT

**Objective:** *The objective is to ensure efficient and ethical governance and sound management of the District.*

**Strategy:** *We will accomplish this by proactively managing organizational knowledge, being responsive, consistent and accountable to our public, following an effective self-assessment policy while adapting the management best practices necessary to support the evolving needs of the organization.*

### 7.1 DISTRICT POLICIES AND PROCEDURES

The current rules and regulations of the District provide a solid basis of operation. Additional demands of the community we serve, emerging regulations, and/or Board procedural or policy desires will require continued strategic development and maintenance of operating guidelines. These inform, educate and moderate the activities of the staff, community and partners of the District. We will continue the practice of regular review and update of the Rules and Regulations. Additionally, the Board Secretary, who is currently designated to document changes and insure timely and accurate reporting of the changes, will make sure that we comply and are up to date with all required policies and procedures.

### 7.2 RECORDS RETENTION

Legal requirements for record retention policies are established on a statewide basis. Adherence to these pre-established minimum standards and accepted guidelines is mandatory for record retention.

Implement a document management program to upgrade the retention and storage of those documents identified as critical to operations and infrastructure maintenance.

This program under assessment will add a level of technology to our present

retention and filing system. Of primary importance is the ability to identify and retrieve data.

New policies are being developed daily as MCSD grows in service to its citizens and as it coordinates these services with sister districts and agencies. As additional policies are necessary, management will update the rules and regulations manual in place. This responsibility for development lies within each department: yet will be coordinated through administration with proper Board approval. At present, all departments access these rules and regulations through the “P” drive; changes are presented by staff to the Board, approved and updated as required.

### **7.3 CUSTOMER SERVICE**

The District recognizes the importance of customer service and strives to serve all elements to the best of its ability through ongoing training and adaptation to the evolving needs of the community.

As such, MCSD is constantly training staff in updated methods of customer service. This includes identification of service improvements and increased use of technology to deliver service to customers at the highest level. Staff is monitored through HR in their development and training in support of these customer service objectives. Additional activities on to customer feedback, community surveys and opportunities for public comment are part of this focused effort.

### **7.4 BUILD PUBLIC INFORMATION PROGRAM**

The continued use and further development of the Public Information Program is designed to communicate activities to the general populace. These programs bring the community into the business of the District allowing a conduit of information between the District and the public. The District believes strongly in informing citizens of current activities, seeking support for those activities and maintaining the public’s

access to information. The following resources and points of communication are being developed to further these efforts.

- **Website:** Provides an avenue for updating and distributing topical information in an economical and accessible manner.
- **Public Service Announcements (PSA):** Emphasizes important topics and events affecting each individual served in the community.
- **Newsletter:** Highlights events affecting the community and provides input from the community on the heartbeat of the District.
- **Recreational Activity Guide:** Allows for participation of the community in local and MCSD sponsored events throughout the year.
- **Flyers:** Brings awareness to special events affecting and promoting the District.
- **Posting Notices:** Keeps the populace aware of important meetings, events and public meetings, which are avenues for communication.
- **Development of social networking resources:** Communicates vital information in a timely manner to a new generation of District customers.

## **7.5 BOARD DEVELOPMENT**

As new members are added to the Board, it is important to familiarize them with the laws governing Board management and policies including new Board member orientation procedures.

Additionally, experienced Board members are encouraged to seek additional training throughout the year to promote ethical and transparent government at the local level. This begins with the mandatory AB1234 training in ethics. Board members will also be encouraged to participate in professional development conferences or other trainings at least bi-annually.

Depending on participation in other agencies Boards and committees, each Board member is active in conference attendance and District representation. New ideas



are constantly being brought back from these events increasing and promoting awareness of new and better methods of providing service to the District. Regular attendance at Board meetings and appointment to other agency's committees is emphasized.

As new members are added to the Board, it is important to familiarize them with the laws governing Board management and policies. These are provided in the Board manual, in training on the Brown Act and Public Records Act. Legal representatives are present to guide and instruct the Board as needed.

- Formalize Board/General Manager communication plan
- Institute procedure for new Board Member Orientation

## **7.6 ANNUAL REVIEW AND UPDATE OF THE DISTRICT'S STRATEGIC PLAN**

It is important that each year the Board and Sr. Staff work together to review and update this strategic plan. Updating annually assures that the plan remains current, that specific strategies and tactics remain viable, that our prioritization is still on-track and that we together have clarity for our strategy year after year. We will review and update the strategic plan each year in January or February in a workshop format, in conjunction with the annual budgeting process and will do a comprehensive update in five years.

## **7.7 EMERGENCY PREPAREDNESS AND RESPONSE**

Participation in local Operational Area cooperative group, Humboldt County Hazard Mitigation Plan, MCSD's Emergency Operations Plan and regularly scheduled training including set-up and "tabletop exercises", NIMS training included in IDPs.

**7.8 ACHIEVE BEST PRACTICES DISTINCTION AWARDS**

During the strategic planning process, the Board recognized the achievement of a best practices award as a goal. There are many types of Excellence Awards available to Special Districts from various regional, state, or national professional groups including financial, management, operational, and others. Over the range of this strategic plan, we will review available awards and position the District to achieve a public acknowledgement of excellence for McKinleyville. Obtaining Special District Leadership Foundation's District Transparently Certificate of Excellence is a requirement and will be a necessary first step towards applying for the Districts of Distinction accreditation program.

**7.9 EXPLORE OPTIONS FOR INCREASES IN ENERGY EFFICIENCY AND ALTERNATIVE ENERGY SOURCES**

The Board and staff recognize the necessity of exploring alternative energy sources and reducing District energy consumption. This is important to minimize rates and reduce our carbon footprint.

This can be accomplished through energy efficiency audits and updating equipment with new efficient technologies.

**7.10 PLANNING AND LATENT POWERS**

In an effort to continue to provide services within MCSD's sphere of influence the District will review the potential annexation of areas that are currently provided water or are within a natural boundary. Annual reviews of MCSD's boundaries would be encouraged. Efforts to maintain continuity with the requirements of LAFCo will take precedence.

## **8.0 FINANCES**

**Objective:** *Our objective is to manage public funds to assure financial stability, prudent fiscal management and demonstrate responsible stewardship.*

**Strategy:** *The District will ensure that adequate financial resources are available to fund current and future demands, utilizing funds to maximize value to the customer.*

### **8.1 RESERVE POLICY IMPLEMENTATION**

The Board has set a goal to maintain reserve funding according to the 2012 Reserve Policy. To achieve that goal, management will analyze and monitor capital inflows and outflows and will control costs as much as possible in order to run operating surpluses in all Funds sufficient to offset losses accumulated from prior years. The end goal is to have fully funded reserves in all Board designated categories. We will also continue to monitor State policies that might endanger the District's critical strategic reserves and bring Reserve Policy adjustments to the Board for action to mitigate the risk of future State seizures of funding.

### **8.2 BUDGET DEVELOPMENT AND COMMUNICATION**

The budgeting process is one of the most important financial planning tools available to the District. It is the foundation on which our strategy rests. Without adequate budget information and financial feedback, the Board and District management cannot make sound, fiscally responsible decisions about the starting, sequencing, or completion of projects and programs.

**8.2.1** Our budget process will continue to be collaborative, with input from the Board for overall strategy, and from the General Manager and all Department Heads for operational accuracy. It will reflect projects, plans, and actions referenced to this strategic plan.

**8.2.2** Our budget process will continue to incorporate past historical trends, current economic and demographic trends in the community, local and State governmental and regulatory environments, and annual operational forecasts.

**8.2.3** The District budget will be presented to the board in Draft form each year in the months prior to official adoption so the Board can ensure adequate review and alignment with strategic objectives.

### **8.3 CAPITAL BUDGET MANAGEMENT**

To facilitate long range strategic planning, the rolling 20-year Capital Improvement Plan Budget will be presented annually to the Board with a 10-year horizon for each Fund as part of the annual budgeting process. Each element in the Capital Budget shall have a funding notation – an estimate or assumption about where the funding for that budget item will be found. Some types of items have a generous grant environment, while others will need to be funded with long-term debt, or directly from Reserves or operating funds. This will allow adequate review of operational cash flow impacts and ensure that capital acquisitions are in alignment with strategic objectives.

### **8.4 DEVELOPMENT OF FINANCIAL MANAGEMENT SYSTEM**

While the current financial management system used by the District is robust in some areas like utility billing, it is weak in others such as data collection, trend tracking and reporting. Over the next five years, all components of the system, both manual and computerized, will be reviewed for efficiency and functionality and upgraded, supplemented, or replaced as necessary. Planned replacements of large software components will be included in the Capital Budget for review and approval by the Board.

### **8.5 FINANCIAL AUDIT**

A financial audit will be performed annually after the close of the fiscal year to ensure that District finances are compliant with Generally Accepted Accounting Principles (GAAP), the Government Accounting Standards Board (GASB) and other regulatory requirements, and to provide additional perspective on internal controls and financial processes.

## McKinleyville CSD Strategic Plan 2014/15 - 2019/20

STRATEGIC PLAN SECTION#	PROJECT NAME	PROJECT MANAGER	CURR. FY CIP\$	CURR. FY2013-14	NEXT FY2014-15	NEXT FY2015-16	NEXT FY2016-17	EST. COMPLETION	TOTAL PROJECT % COMPLETE	STATUS/COMMENTS
<b>1.0 Water</b>										
1.1	Maintenance Programs	JH	n/a	create SOP's	Tank 1B recoating/create SOP's	Change copper tubing in PRV stations/ create SOP's				
1.2	Water Tank Storage Proj	JH	\$ -	geotech	purchase property	design	build	2018	5%	LACO contract for geotech complete
1.3	Emergency Water Crossing	JH	2,000,000.00	Awarded contract. Const. begins.	construction extended from current FY	Construction expected to be complete		2014	5%	Awarded contract to Mercer Frasier. Grant funding accepted.
1.4	Emergency Water Supply	JH	\$ -	Pursuing grant funding	Pursuing grant funding	Pursuing grant funding				
1.5	Radio Telemetry Upgrade	JH	25,000.00	Completed				2013	100%	
1.6	Water Main Rehab/Repl	JH	\$ -	Build up 10% reserves	Build up reserves	Build up reserves	Build up reserves		0%	Reserves will be built up to replace water mains when needed.
1.7	Radio Read Meters	JH	90,000.00	Phase 1	Phase2	Phase 3		2016	0%	

## McKinleyville CSD Strategic Plan 2014/15 - 2019/20

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<b>2.0 Wastewater</b>										
2.1	20-yr Facility Plan	GM & Board	n/a	Annual Review	Annual Review	Annual Review	Annual Review		100%	
2.2	WWMF Improvement Proj	GM & JH	13,000,000.00	30% design. Valued Eng.	100% design	Construction	Construction completed	2016	5%	
2.3	Collection Sys Upgrades	JH		sewer flow analysis memorandum	memorandum for proposed upgrades of Thiel crossing	Monitor capacity of all 3 basin crossings	Monitor capacity of all 3 basin crossings		5%	This will be scheduled and completed when build-out requires upgrade.
2.4	Sewer Main Rehab/Repl	JH	50,000.00	Repair I&I when found	Repair I&I when found	Repair I&I when found/ Memorandum for pipe replacement plan	Repair I&I when found contingency for pipe replacement plan			There is no completion date to this maintenance. I&I will be repaired when found and a plan for replacing pipe will be developed
2.5	Radio Telemetry Upgrade	JH	10,000.00	20% completed	sewer stations will be upgraded.			2016		Sewer stations will be completed in 2015. WWMF radio will be upgraded during upgrade.
2.6	Sewer Lift Stn Gen. Upgrades	JH	20,000.00	engineering and design	look for grant funding	Replace Letz Gen.	Replace Fischer Gen.	2017		
2.7	Pre-Treatment Prog	EJ	n/a	Issued discharge permits	Issue grease trap permits.					
2.8	I&I Prevention	JH	n/a	annually insp. and flow testing during wet weather flows	annually insp. and flow testing during wet weather flows	annually insp. and flow testing during wet weather flows	annually insp. and flow testing during wet weather flows			Inspected and repaired annually

## McKinleyville CSD Strategic Plan 2014/15 - 2019/20

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<b>3.0 Streetlights</b>										
3.1	Converting to LED	JH	125,000.00	retrofit 384 st. lights				2014	67%	
3.2	Maintenance Programs	JH	n/a							Poles will be inspected for rot every 10 years. Completed 6/11
<b>4.0 Parks &amp; Recreation</b>										
4.1	Teen & Community Center	JS	104,000.00	Design	Construction	Doors open		2014/15	15%	
4.2	Hewitt Ranch Park	JS	\$ -	Pursue Access From Cochran Rd.	Pursue Access From Cochran Rd.	Funding Options brought to Board	Pursue Funding			
4.3	Washington Ave. Property	JS	68,000.00	Remove Invasives & create access, get RAC recommendations	Work with local BMX group to Pursue Funding	Pursue Funding	Possible Park Developmt (depending on funding)			
4.4	Community Forest	JS	\$ -	Pursue Property Acquisition	Pursue Property Acquisition get RAC recommendations	Pursue Property Acquisition	Pursue Property Acquisition			
4.5	Mad River Property	JS	\$ -	Acquired Humb County Property	Create Access/Pursue Funding get RAC recommendations	Pursue Funding	Pursue Funding			
4.6	Maintenance Standards	JS	n/a	Staff Training	Staff Training	Staff Training	Staff Training			

## McKinleyville CSD Strategic Plan 2014/15 - 2019/20

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<b>5.0 Partnerships</b>										
5.1	Foster Regional Cooperation	GM & Board	n/a	Met with all five Humboldt County Supervisors	Quarterly meetings with 5th District Supervisor				Ongoing	Continue efforts to gain a seat on the TAC
5.2	Improve Political Ties	GM & Board	n/a	Met with District's local Assemblyman & Congressman	Schedule semi-annual meetings with State Representatives				Ongoing	
5.3	Participate in Community Groups	GM & JS	n/a						Ongoing	Continue to participate with local groups representing various constituents
<b>6.0 Personnel/Organization</b>										
6.1	Employee Retention	Dept. Heads	n/a						Ongoing	Next scheduled salary survey due in FY 2017/18
6.2	Training & Development	Dept. Heads	n/a	Continue cross-training	formalize succession plan	Annual Review & Revision	Annual Review & Revision		Ongoing	
6.3	Employee Communication	Dept. Heads	n/a				next scheduled reviews of Personnel Policy Manual and Employee Handbook		Ongoing	
6.4	Employee Safety Prog	Dept. Heads	n/a	SDRMA annual safety audit	SDRMA annual safety audit	SDRMA annual safety audit	SDRMA annual safety audit		Ongoing	
6.5	Eval & Performance Mgmt Prog	Dept. Heads	n/a	Annual Evaluations scheduled per hire dates	Annual Evaluations scheduled per hire dates	Annual Evaluations scheduled per hire dates	Annual Evaluations scheduled per hire dates		Ongoing	



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<b>7.0 Administrative Management</b>										
7.1	District Policies & Procedures	GM & Board	n/a	Annual review	Annual review	Annual review	Annual review		Ongoing	Annual reviews are done for Conflict of Interest.
7.2	Records Retention	CMRT	20,000.00	DocStar installation	DocStar fully implemented	Records backlog started	Records backlog completed	2017	25%	Purchase agreement signed, hardware & software installed, training begun
7.3	Customer Service	Dept. Heads	n/a	ongoing monitoring & training	ongoing monitoring & training	ongoing monitoring & training	ongoing monitoring & training		Ongoing	
7.4	Build Public Information Program	JS	n/a	Website, newsletter, PSAs, social networking	Website, newsletter, PSAs, social networking	Website, newsletter, PSAs, social networking	Website, newsletter, PSAs, social networking			
7.5	Board Development Policy	GM & Board	n/a	Create new Board member orientation packet and formalize Board/GM communication plan	Ongoing annual AB 1234 Ethics training	Ongoing annual AB 1234 Ethics training	Ongoing annual AB 1234 Ethics training		Ongoing	Additional continuing education courses encouraged to promote ethical and transparent government
7.6	Review/Update Strategic Plan	GM & Board	n/a	Review & adoption	Annual Review & Revision	Annual Review & Revision	Annual Review & Revision		Ongoing	When do we think the Board will approve this?
7.7	Emergency Preparedness and Response	GM & Dept. Heads	n/a	Work out information flow; conduct Section Chief Level Exercise	Conduct full scale table top exercise; Review and update EOP	Conduct full scale table top exercise; Review and update EOP	Conduct full scale table top exercise; Review and update EOP		25%	Still working on information flow
7.8	Achieve Best Practices Awards	GM & Board	n/a	Completed SDLF "District Transparency Certificate of Excellence"	Achieve 6 hours of governance training for all Board members, GM and executive staff	Apply for the SDLF "Districts of Distinction" accreditation program			10%	Transparency Cert. Awarded in FY 14.
7.9	Explore Alternative Energy Options	GM & Board	n/a	commission review of solar array				2014	20%	Review and report to Board by end of FY 14
7.10	Planning and Latent Powers	GM & Board	n/a	Consider potential annexation of areas provided water within a natural boundary	Define entire process and associated estimated costs	Propose phasing work to allow Board to consider the value of each step related to cost			Ongoing	Review and report to Board by end of FY 14

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<b>8.0 Finance</b>										
8.1	Reserve Policy Implementation	CT & GM	n/a	implemented & monitoring	review & monitor	review & monitor	review & monitor		Ongoing	
8.2	Budget Development	CT	n/a	completed & approved	information collection started	information collection started	not yet started	FY2014-15 @ 5%	Ongoing	
8.3	Capital Budget Mgmt	CT	n/a	completed & approved	information collection started	information collection started	not yet started	FY2014-15 @ 5%	Ongoing	
8.4	Development of Financial Mgmt System	CT	n/a	review & evaluate available software	RFP, choose vendor, lay out implementation plan	begin implementation	complete implementation	2017	3%	
8.5	Financial Audit	CT	n/a	95% complete	not yet started - new RFP	not yet started	not yet started	Dec-13	95%	