



Board of Directors Strategic Plan Workshop

February 13, 2013

Introduction

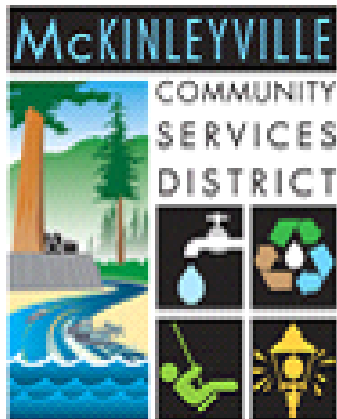
- INTRODUCTION(s)

- Brent Ives, BHI Management Consulting
- Organizational consultant to Special Districts
(10 years)

- Strategic Planning - Supervisor training - Board/manager interactions - workshops, etc.
- 25 years engineering manager at LLNL
- USF - Organizational Development
- 15 years on Tracy City Council prior to last 5 years as elected Mayor, various local and regional Boards/Commissions

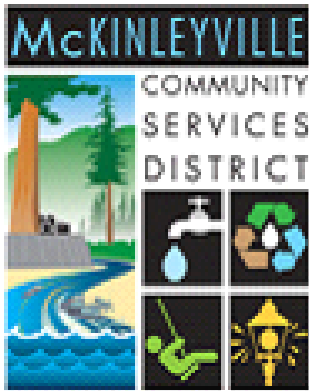


Background

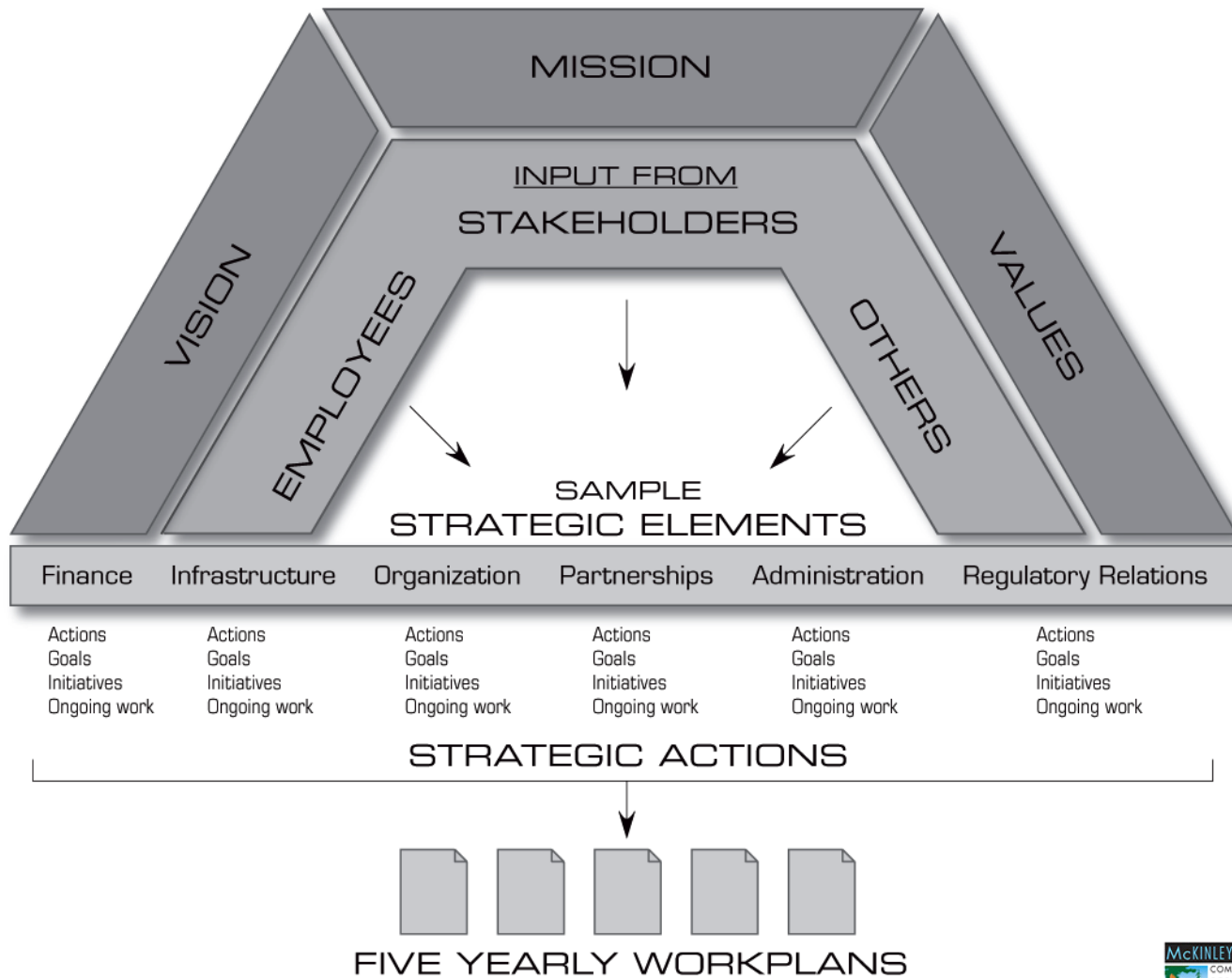


- Conducted Board and Staff interviews
- Conducted public meeting last evening
- Now this workshop to allow you to set foundation and direction for strategy
- The workshop allows you to develop the "WHAT"
- Then staff and I will continue to put "HOW" together and document it
- Then come back to you to check-in, then finish the Plan!

The Process Today



- We'll discuss strategy in general
- We'll look at the inputs, strengths, weaknesses, opportunities and threats (SWOT)
- Ask you to consider the current foundational statements for strategy, those being:
 1. MISSION
 2. VISION
- Then we'll look at strategic elements
- Go back and get to work again



Linkages in Strategic Planning

MISSION STATEMENT →

VISION →

BOARD (WHAT) CORE VALUES →

Strategic Elements →

Strategic Implementation →

STAFF (HOW)

5-year Workplan



Value Driven

Understanding Roles

**Beliefs/Mission/Purpose
Vision
Policies
Outcomes
“ENDS”**

Governance
Team

**Strategic Goals
Success Indicators**

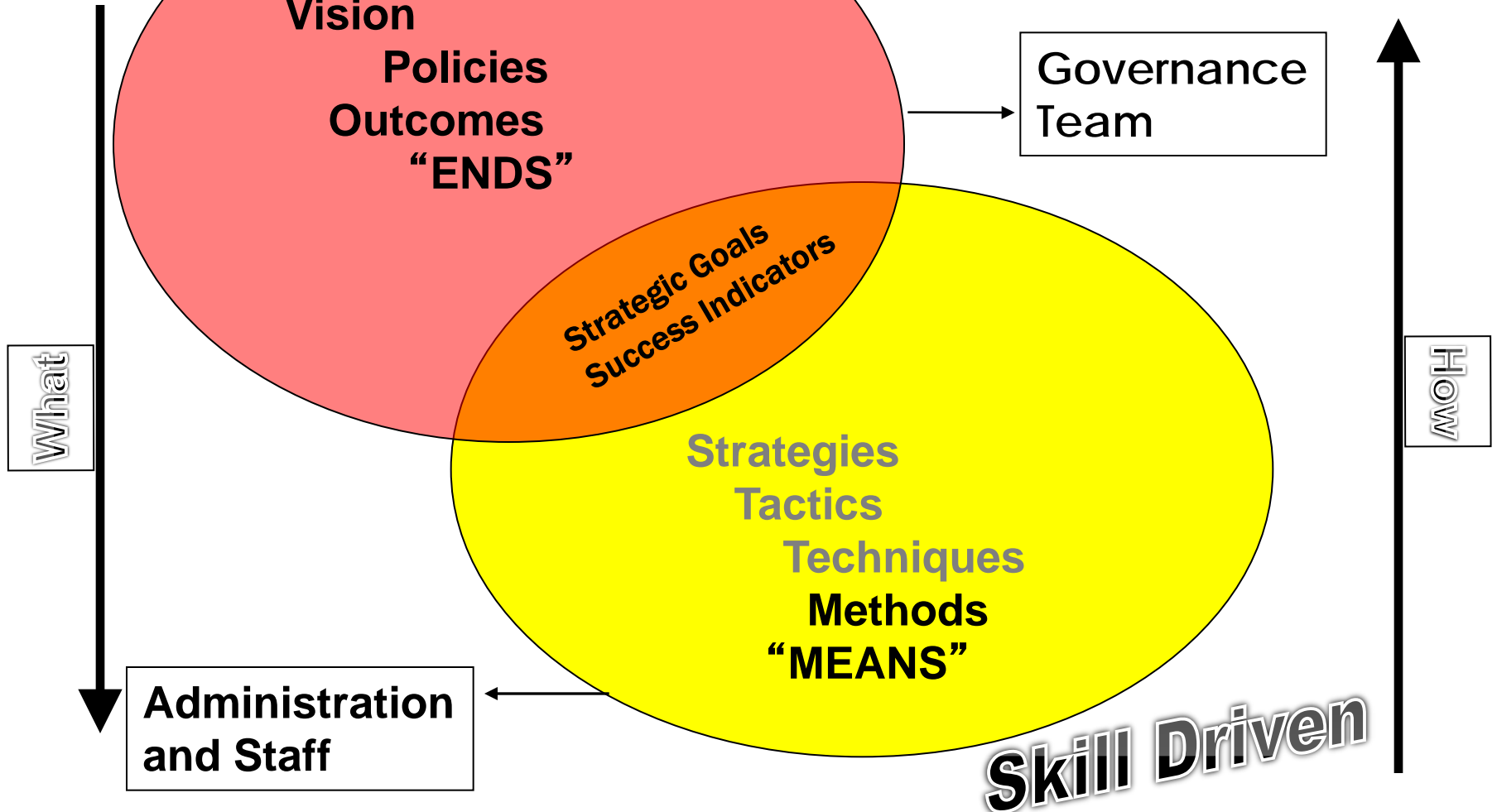
**Strategies
Tactics
Techniques
Methods
“MEANS”**

What

How

Administration
and Staff

Skill Driven



Strategic Planning

- **Helps bring you all together at the right LEVEL (10,000 ft.) for looking out into the future**
- **Allows you to practice your rightful leadership role**
- **Asserts and confirms your Mission**
- **Assures clarity for staff in the development of your Vision**
- **Keeps Vision properly separate from implementation**
- **Allows your staff to practice their professions by implementing your**

Vision



Public Input — “What do you think of the District?”

- Good financially
- Good planning and infrastructure
- Good expansion of P&R
- Teen and family center(Meas B) Great!
- Park acquisition

Public Input - Challenges

- Stormwater
- Housing element challenges infrastructure
- Establishing a McKinleyville identity
- Assuring strong representation with the County
- Developing the Town Center (partnership needed)
- 3 undersized sewer lines under freeway
- MCSD connecting with the public
- Light pollution
- Energy conservation
- Environmental aspects of Meth and Pot growing
- Preservation of our town's uniqueness (creeks/plants/walking/etc.)
- Financial

SWOT – Strengths (October 2012)

- **BOARD**

- Diplomatic relations with our regulators
- Succession planning
- Great planning
- Great financially
- our infrastructure (I&I very low)
- Board communications
- Rates at the current
- the way our staff maintain our infrastructure
- our management group individuals are capable
- Our financial condition
- our planning on infrastructure
- now one of the highest per capita income, better schools, higher quality of life

- Solid infrastructure
- Consistent treatment of our internal and external customers
- Reliable and dependable resources and employees
- Clear chain of command (supervisors trust their subordinates) Safe parks
- Healthy recreation programs
- Collaborative budgeting process
- Employees with knowledge and experience
- We're flexible & well rounded
- We're small; everybody knows each other in all departments. Everyone understands each other's role. There's unity.

- **EMPLOYEES**

- Employees who care

SWOT – Weaknesses (October 2012)

- BOARD
 - *State legislature taking away cities ability to incorporate*
 - *we have to tax everyone twice and we are really providing a service to the County*
 - *Our relationship with County planning*
 - *County wants all low-cost housing here in McKinleyville*
 - *annual retreat to discuss Board dynamics*
 - *not masters of our own fate in water*
 - *out of control regulations*
 - *the potential for unionization of employees*
- *Tyranny of small decisions (not looking at the big picture)*
- *Other options for plans for new office*
- *We are maxed out with facilities (nearing capacity)*
- *More advertising (lack of media marketing)*
- *Some disconnect at the top*
- *More park amenities and opportunities for teens.*

- EMPLOYEES



SWOT – Opportunities (October 2012)

- BOARD
 - *SB135 provided the ability to do other things... a good thing!*
 - *Finding a more viable way to fund what we need to do*
 - *Govt's here work together here due to necessity*
 - *Raised fees, now can do what's right*
 - *Suing the county on multi-family*
 - *MAC*
 - *Board retirements, thus new Board members*
- EMPLOYEES
 - *Skate Park*
 - *Grow with the community*
 - *Teen Center*
 - *Park expansion*
 - *Community forest*



SWOT – Threats_(October 2012)

- **BOARD**

- *out of control regulations*
- *the environment as a moral imperative*
- *HS security at our plants*
- *County didn't really try to make the case for many reasons why their housing element should be certified.*
- *State... they pass laws that make no sense.*
- *Over-regulation*

- **EMPLOYEES**

- *State taking tax dollars*
- *Potential litigation*
- *County General Plan housing assumptions*
- *Incorporation*
- *Uncontrolled spending*



Mission Statement - what is it?

- A true mission statement:
 - a succinct statement of **WHY** an organization exists, ...
- it's Purpose/Charter
- You have provided input
- We've gathered input from the employees as well
- We'll look at some examples as well

LAS GALLINAS VALLEY SANITARY DISTRICT

Example

The Mission of the Las Gallinas Valley Sanitary District is to protect public health and the environment by providing effective wastewater collection, treatment, and recycling services.

MISSION OF THE COSTA MESA SANITARY DISTRICT

Example

“Protecting our community’s health and the environment by providing solid waste and sewer collection services.”



MISSION OF THE TUOLUMNE UTILITIES DISTRICT

Example

"To responsibly manage District resources in order to provide our community with reliable, high quality water, wastewater and other utility services."

CASTRO VALLEY SANITARY DISTRICT

Example

"We are committed to provide safe, efficient, and effective wastewater and solid waste management. We promote waste diversion through recycling, education, and practices. We strive for public satisfaction through quality service, reasonable rates, and proper stewardship of our resources and the environment."



Employee/Public Input on Mission

EMPLOYEES

- **Avoid Mission creep**
- **The word adequate doesn't seem to fit, hard to define***
- **Build a Teen Center – is that really needed?**
- **Reference to “Library services” is hard to understand***
- **Don't outstrip our ability to pay for things**

PUBLIC

- **Spell out sewer, water and drainage**



Board Input on Mission

- Its fine*
- Its not bad, may need some work. Maybe even additional Mission(growth??)



MVCSD Mission Statement

DRAFT- 2/13/13

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



Vision Statement

(Where we 'd like to be in the future)

- Describes the future;
 - Where are we going?, or
 - How we would like to describe ourselves in five years?, or
 - What we 'd like to say in a “State of the District” address in the year 2018?
 - Where do we want to go or what do we need to do that we are not doing currently?
- The Vision drives the Mission forward
- The Vision demands strategy and action!



MVCSD Vision Input

Board Input (December)

In five years we'd like to be able to say...

- *We have a comprehensive understanding of the direction for growth and clear plans for infrastructure in meeting that*
- *What are we going to do about evolving regulations for water quality and discharge*
- *Maybe telecommunication services*
- *That we did a good job providing and have enhanced those services. Parks included.*
- *How to find a way to get our fair share of revenue*
- *We must strengthen our relationships with the County*
- *A specific agenda to engage the County*



MVCSD Vision Input

Employee/Staff Input (1 of 2)

In five years we'd like to be able to say...

Growing – meeting needs

Facilities and parks well maintained with a new Teen/Community center

We have worked deliberately to keep our qualified employees

Responsive to community needs

Reduced our energy usage from the grid and reduced our carbon footprint

Our infrastructure remains in excellent conditions

Thriving recreation programs

Secured land use planning



MVCSD Vision Input

Employee/Staff Input (2)

In five years we'd like to be able to say...

Wastewater treatment plant is upgraded

Environmentally efficient infrastructure

A more informed community (rate-payers)

We have adequate water storage to meet fire flow demand

Safe and well lit community spaces

We have adequate staffing to meet today's (10 years) needs

New District Office

We are in the process of replacing our collection system piping

Our facilities and parks are maintained at a high quality standard



MVCSD Vision Input

Public Input

In five years we'd like to be able to say...

- *Finish the Teen Center*
- *Complete the WWTP*
- *Establish emergency water storage*
- *Establish drainage and other infrastructure to support the Town Center plan*
- *Mad River Park bought and developed*
- *School Road connector trail done*
- *Better “connections” with community (website, process, etc.)*
- *Less light pollution*
- *Maintain what we have at a high level*
- *Add landscape maintenance zones (Central?) “Planned” drainage ways*
- *A more walkable community (crossing Central)*
- *Forest to Sea Trail?*



Vision Statement - **EXAMPLE**

NIPOMO CSD

- *The District:*
- *has sufficient water supplies to meet current needs and is actively*
- *planning for and funding future needs.*
- *has investments in our infrastructure to maintain reliable and*
- *efficient services.*
- *is practicing environmental stewardship to protect our resources*
- *has a growing understanding of available resources and conveys*
- *that information to customers.*
- *has substantially upgraded and continues to upgrade water and*
- *wastewater systems to accommodate new water supplies and meet*
- *growth and regulatory requirements.*
- *is sustaining a qualified, long-term and productive workforce to*
- *assure an effective organization.*
- *continues conservative, well managed finances reaching*
- *incremental targeted reserve goals.*
- *achieves a high level of public support through public outreach.*
- *is utilizing proven and cost-effective technologies to enhance the*
- *performance of our Mission.*
- *has improved relationships with local agencies, regulators and*
- *providers.*
- *has constructed and is operating at least one neighborhood park.*



Vision Statement - **EXAMPLE**

• **JURUPA COMMUNITY SERVICES DISTRICT**

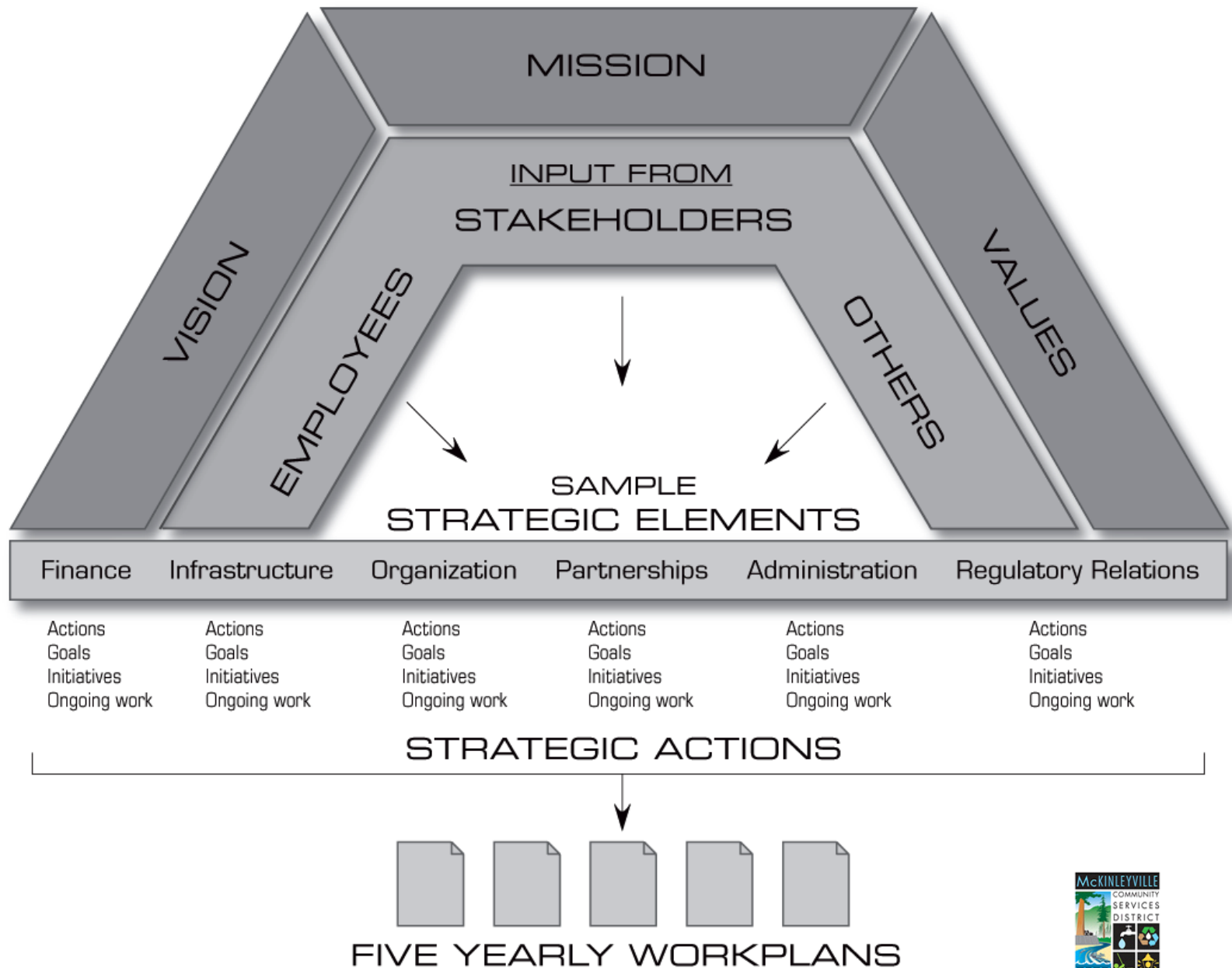
- *Refine our financial policies and practices to better reflect the complexities of our service area and ensure our long-term financial stability;*
- *Enhance the efficiency, reliability, and security of District infrastructure;*
- *Maintain and finance reliable potable and non-potable water treatment, production, storage and distribution systems that meet the current and future needs;*
- *Continue to improve adequate emergency preparedness for District facilities;*
- *Demand the implementation of ground water recharge in the Chino basin to achieve local hydraulic balance;*
- *Maintain and finance reliable sewerage collection systems to meet the current and future needs;*
- *Develop programs and systems to do our part in protecting the environment and incorporate green technologies in our service areas;*
- *Maximize available water supplies for our customers by developing recycled water and water conservation programs;*
- *Secure sufficient and reliable additional and diverse water supplies to meet current and future needs;*
- *Sustain and encourage a goal oriented, high performing, highly qualified, flexible, motivated, innovative, and responsive workforce to assure an adaptable organization;*
- *Build our public information and outreach methods to connect better and promote a positive image with the community we serve;*
- *Achieve national accreditation (NRPA) in the area of park and recreation;*
- *Identify the needs and expectations of the public for recreation programs;*
- *Partner with Riverside County and other agencies to best provide for Park and Recreation needs to our service area; and*
- *Develop a legislative platform that supports the Mission and Vision of the District.*
-



DRAFT Vision Statement *(2/13/13)*

In five years, MCSD will:

- *have formalized relationships and collaborations with other governmental agencies*
- *have opened and are operating our Teen Center*
- *be operating Mad River Park*
- *have continued our commitment to infrastructure maintenance*
- *have secured funding for parks development*
- *have converted to all LED streetlights*
- *have secured funding for the WWMF*
- *have maintained a high quality and efficient workforce*
- *have explored options for new water supplies*
- *have a long-term financially sustainable District programs (debt, reserves, program costs, etc.)*
- *have assured water reliability (dist. system)*
- *achieved a “best practices” distinction*
- *achieved the CAFR award*



Strategic Elements

These are the basis of a **balanced strategy**. Areas that the District must consider to assure coverage.

Your set could be:

- 1.0 Infrastructure
- 2.0 Fiscal Planning
- 3.0 Organizational/Personnel
- 4.0 Administrative Management
- 5.0 Parks and Recreation, Public Facilities
- 6.0 Governmental Cooperation



EXAMPLE

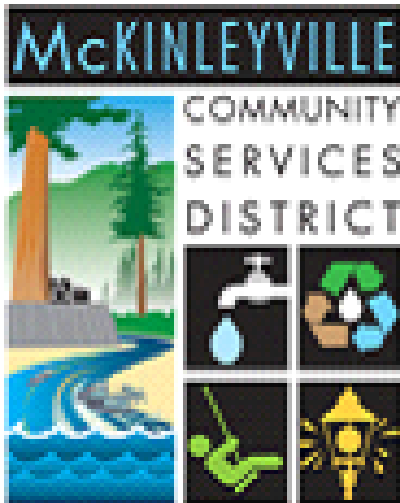
Strategic Element Directional Statement *Organizational Health/Personnel*

Element Objective and Strategy: The objective is to employ and retain a high quality, motivated workforce. Our strategy is to offer competitive compensation and benefits, employ best management practices and insist on a safe workplace. ...



Path Forward

Path Forward



- Work on a review draft
- Bring draft and approach back to you for “tone-check”
- Revise as directed
- Present for approval
- Once approved - publish final report