

Strategic Plan

2024-2029

McKinleyville Community
Services District

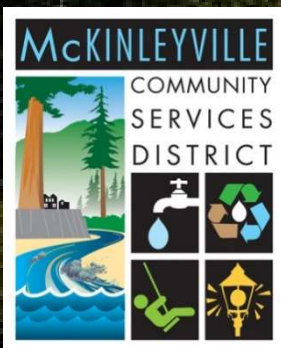


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Plan Revisions

Date	Description of Change

Introduction

Purpose

This Strategic Plan (Plan) exists to empower the McKinleyville Community Services District (District) to accomplish its mission by providing vision and specific objectives for the next five years.

The Plan was updated in July 2023-2024 by the District's Board of Directors and staff with the understanding that it is a living document that will be reviewed regularly and revised as needed to better serve the District and the McKinleyville community. The Plan was purposefully fashioned as a succinct, workable document so that it can be easily used to:

- Measure District success
- Generate focused work plans
- Adopt comprehensive, goal-oriented budgets
- Communicate District values and direction to the community

History

The McKinleyville Community Services District was created on April 7, 1970 when McKinleyville's voters voted to form the District. Initially, the District had authority to serve water and treat sewer wastes. In 1972, the voters added street lighting powers, in 1985 the voters added recreational powers and in 1995 the voters authorized construction of the McKinleyville Library.

Services

The District boundary encompasses 12,140 acres ranging from North Bank Road on the south to Patrick's Creek on the north and has over 5,841 active water services and 4,993 active sewer connections. The District is an independent, special district governed by a five member Board of Directors. The District provides the following services:

- Water
- Wastewater
- Street Lights
- Open Space
- Parks & Recreation
- Library Services

Mission, Vision & Values

Mission

McKinleyville Community Services District provides authorized services fundamental to the health and well-being of the community.

Vision

McKinleyville Community Services District is and will continue to be one of California's leading providers of municipal services.

The District has established the following visionary goals for the next five years:

- 1 The Parks & Recreation Department has effectively closed the gap between expenses and revenues and is operating with strategies that are sustainable over time.
- 2 The District's workforce recruitment strategies are attracting and retaining high quality employees at every level.
- 3 The District is prepared to manage both planned and unplanned shifts in the workforce through robust employee training and development strategies as well as on-going succession planning.
- 4 The District has completed all prioritized and funded capital projects as identified in the Strategic Capital Project Matrix (Exhibit A) through 2029 and has identified a long term financing plan for capital projects on the horizon.

Mission, Vision & Values

Values

The Board of Directors has collectively established the following core values to guide the work of the District:

INTEGRITY

- Truthful and transparent in word and action. Taking responsibility for outcomes of all actions; Meeting commitments and honoring promises; Honoring rights, dignity and worth of all community members.

RESPONSIBILITY

- Decision making in service for the greatest good of the McKinleyville CSD. Committed to accepting the ownership of decisions and all results.

FAMILY

- Group/Unit that is not always chosen; yet connected by commonalities and shared experience with defined roles with caring and commitment to the organization.

COLLABORATIVE

- Interactive and participatory decision making that promotes inclusivity, mutual respect, accountability, and open communication.

Goals & Objectives

GOAL 1

The Parks & Recreation Department has effectively closed the gap between expenses and revenues and is operating with strategies that are sustainable over time.

ACTION DESCRIPTION	PARTY / DEPT RESPONSIBLE	BEGIN DATE	DUE DATE	RESOURCES REQUIRED (staff, tech, etc.)	FUNDING SOURCE	HAZARD FORECAST	DESIRED OUTCOME
Community Forest Mgmt Planning	P & R Dept/ Community Forest Committee	Jan 2024	Dec. 2026	Forestry consultants;	General Fund/Grants	Lack of funding available	Board adopted Forest Management Plan
Establish Community Forest Advisory Committee	P & R Dept / Community Forest Committee	Jan 2024	Jan 2025	Staff time	General Fund/Grants	Lack of community participation	Engaged and functional Advisory Committee as Defined in Rules and Regs
Update P&R Master Plan	P & R Director	Jan 2024	Dec 2024	Staff time	General Fund	Lack of staff time	Board adopted Park & Rec Master Plan

Goals & Objectives

GOAL 2

The District's workforce recruitment strategies are attracting and retaining high quality employees at every level.

**Success of this goal will be measured by tracking applicant data, employee retention data and collecting feedback from employees regarding training, workplace culture and wellness.*

ACTION DESCRIPTION	PARTY / DEPT RESPONSIBLE	BEGIN DATE	DUE DATE	RESOURCES REQUIRED (staff, tech, etc.)	FUNDING SOURCE	HAZARD FORECAST	DESIRED OUTCOME
Ensure pay scale and benefits are competitive and attractive for all positions	Finance/GM	Jan 2024	Jul 2025	Current Salary Survey	Operating Budget	Unable to hire or retain employees. Budget doesn't support desired wage scale	Increase in qualified applicants; retain existing staff. Success measured through applicant data and employee retention data.
Develop/Update Recruitment materials and outreach strategies	HR	Mar 2024	On going	Staff time	Operating Budget	Qualified applicants don't apply for positions	Defined recruitment & outreach strategy
Develop/update staff development and training programs	Dept Heads/ Supervisors/ HR	Jan 2024	Dec 2028 (on going)	Staff time	Operating Budget	Employees leave positions due to lack of upward career pathways	A catalog of professional development options/opportunities exists. Training SOP's for critical tasks of each position exist.
Invest in workplace culture improvement and employee wellness activities	HR/ All Depts/ GM	Jan 2024	Dec 2028 (on going)	Staff time	Operating Budget	Unable to retain employees	Employees report being content and valued at work. Employees voluntarily participate in morale boosting activities
System of evaluation and assessment of effectiveness of employee wellness activities implemented	HR/Dept Heads	Jan 2024	Dec 2024	Staff time	Operating Budget	Unable to retain employees	Employees provide feedback on workplace culture and morale regularly

Goals & Objectives

GOAL 3

The District is prepared to manage both planned and unplanned shifts in the workforce through robust employee training and development strategies as well as on-going succession planning.

**The success of this goal will be determined by the existence of a functional succession plan for each position; having a primary and back up trained for each critical task; and staff that are actively participating in available training and development opportunities.*

ACTION DESCRIPTION	PARTY / DEPT RESPONSIBLE	BEGIN DATE	DUE DATE	RESOURCES REQUIRED (staff, tech, etc.)	FUNDING SOURCE	HAZARD FORECAST	DESIRED OUTCOME
Update Succession Plan	All Depts / HR / GM	Jan 2024	Dec 2028	Staff time	Operating Budget	Employee leaves before replacement is trained	Employees are exposed to roles and responsibilities of supervisory and leadership positions. A Succession Plan that is viable and accurate is documented
Cross train critical tasks and responsibilities	All Depts	Jan 2024	Dec 2028 (ongoing)	Staff time	Operating Budget	Employee leaves before replacement is trained	All positions have a primary responsible person and a back up person for every critical function.
Develop/update staff development and training programs	HR / Dept. Heads	May 2024	Dec 2028 (ongoing)	Staff time/ outside trainings	Operating Budget	Staff opt to not participate in on-going professional development	Functioning Staff Development and Training program Training and development programs that support upward mobility of employees are in place

Goals & Objectives

GOAL 4

The District has completed all prioritized and funded capital projects as identified in the **Strategic Capital Project Matrix** through 2029 and has identified a long term financing plan for capital projects on the horizon. Plan is presented to Board of Directors annually.

In order to continue being one of California’s leading providers of municipal services the District is committed to investing in it’s existing infrastructure through careful and thoughtful analysis and planning. The Strategic Capital Project Matrix reflects the District’s plan for infrastructure maintenance and improvement over time.

Strategic Capital Project List

Year	Water	Sewer	Parks & Rec	Finance & Admin
2023	<ul style="list-style-type: none"> - 4.5MG Tank Construct (HMG/NCRP/Bond funding) - Central Ave Main construct (Bond funding) - Hewitt Tank Design (HMG funding) 	<ul style="list-style-type: none"> - Finish Microgrid (SRF grant/loan) - Central Ave Sewer rehab (Bond funding) - Armor Pond 3 (Operating funds) - Bella Vista Sewer main rehab (Operating funds) 	<ul style="list-style-type: none"> - Finish BMX design (Prop. 68 grant) - Measure B ballot (Operating funds) - Phase 1 of Skatepark constructed (Humboldt Skatepark Collective funded) - Water heater replacements in all facilities 	<ul style="list-style-type: none"> - Office Remodel Design (Operating funds, future SRF Planning grant)
2024	<ul style="list-style-type: none"> - 4.5MG Tank Construct - Mad River Crossing Design (HMG funding with Op match) - Hewitt Tank Design (HMG funding with Op match) - Lead survey due 10/16/2024 (Operating funds/SRF grant/loan) - Tank 2A paint (Operating funds) 	<ul style="list-style-type: none"> - New NPDES Permit (Operating funds) - Fischer/Letz design (SRF Planning grant) - B/Kelly design (SRF Planning grant) - Forcemain design (SRF Planning grant) - Highway sewer crossing design (HMG funding with Ops match) - Pialorsi irrigation design (Reclaimed Water grant/loan) - Fischer Trail design (grant funding dependent) - Sewer Mainline Rehab (Operating funds) 	<ul style="list-style-type: none"> - BMX Construction (Prop. 68 grant) - Acquire Community Forest (NRC grant) - Comm Forest Management Plan development (Operating funds) 	<ul style="list-style-type: none"> - Software RFP (Operating funds)
2025	<ul style="list-style-type: none"> - Hewitt Tank Construct (HMG funding with match via Bond/Loan) - Mad River crossing design (HMG funding with Op match) 	<ul style="list-style-type: none"> - Fischer/Letz design (SRF Planning grant) - B/Kelly design (SRF Planning grant) - Forcemain design (SRF Planning grant) - Highway sewer crossing design (HMG funding with Ops match) - Pialorsi irrigation construct (Reclaimed Water grant/loan) - Fischer trail construct (grant funding dependent) - Sewer Mainline Rehab (Operating funds) 	<ul style="list-style-type: none"> - Skate Park construct (grant funds or Humboldt Skatepark Collective funded) - Measure B increase realized? - Comm Forest Management Plan development (Operating funds) 	<ul style="list-style-type: none"> - Purchase new software (Operating funds)

Goals & Objectives

2026	<ul style="list-style-type: none"> - Hewitt Tank Construct (HMG funding with match via Bond/Loan) - Mad River crossing construct (HMG funding with match via Bond/Loan) 	<ul style="list-style-type: none"> - Fischer/Letz construct (SRF grant/loan) - B/Kelly construct (SRF grant/loan) - Forcemain construct (SRF grant/loan) - Highway sewer crossing construct (HMG funding with match via Bond/Loan) 	<ul style="list-style-type: none"> - Community Forest parking lots/trails (grant funding dependent) 	<ul style="list-style-type: none"> - Office Remodel construct (SRF grant/loan) - Water & Sewer Rate Study (Ops funds)
2027	<ul style="list-style-type: none"> - Mad River crossing construct (HMG funding with match via Bond/Loan) 	<ul style="list-style-type: none"> - Fischer/Letz construct (SRF grant/loan) - B/Kelly construct (SRF grant/loan) - Forcemain construct (SRF grant/loan) - Highway sewer crossing construct (HMG funding with match via Bond/Loan) - BSB dredging (Bond/Loan/Operating funds) 	<ul style="list-style-type: none"> - Community Forest parking lots/trails (grant funding dependent) 	<ul style="list-style-type: none"> - 50% of vehicle purchases zero emission (Loan/Operations funding) - New Water & Sewer Rates
2028	<ul style="list-style-type: none"> - Watermain replacement for Grace Park design (Bond/Loan) 	<ul style="list-style-type: none"> - Highway sewer crossing construct (HMG funding with match via Bond/Loan) - Alt disinfection study (Ops funding) - Sewermain replacement for Grace Park design (Bond/Loan) 		
2029	<ul style="list-style-type: none"> - Watermain replacement for Grace Park construct (Bond/Loan) 	<ul style="list-style-type: none"> - WWTP upgrade design (inc. disinfection) (Bond/Loan) - NPDES Permit update (Ops funding) - Sewermain replacement for Grace Park construct (Bond/Loan) 	<ul style="list-style-type: none"> - Hewitt Ranch develop (grant funding dependent) 	
2030	<ul style="list-style-type: none"> - Watermain replacement for Fernwood design (Bond/Loan) 	<ul style="list-style-type: none"> - WWTP upgrade design (Bond/Loan) - Sewermain replacement for Fernwood design (Ops funding) - Digital Controls upgrade design (Ops funding) 		

Plan Review, Revisions & Reporting

The District will review this Plan at least once annually to ensure that the Plan continues to be accurate and best serve the needs of the District. Plan revisions may be made at any time. All revisions must be approved by the Board of Directors. A record of revisions will be kept on the Table of Contents page.

At the end of each fiscal year, the General Manager will prepare a brief report for the Board of Directors summarizing the progress that has been made toward attaining the District's goals and objectives. Reports will be included in the Appendix of this Plan.