

# **Five Year Strategic Plan**

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*McCloud Community Services District*

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2019-2024

Completed May 14, 2019



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## **INTRODUCTION**

McCloud was a classic company town from 1897 until 1963, when the McCloud River Lumber Company was taken over by U.S. Plywood Company. With the sale of the McCloud River Lumber Company (known to the community as Mother McCloud) the town was privatized, and houses were sold to residents. In 1965, the McCloud Community Services District (MCSD) was formed. Since that time, the MCSD has provided the community of McCloud, California with municipal services including water and sewer management, alley maintenance, refuse collection, park and recreation management, street lighting, fire and ambulance services, and library management.

McCloud continues to be a great place to live and has become a getaway destination for visitors to northern California. About one third of the town are retirees, another third are absentee owners that recreate in the winter and summer.

## **FORMAT**

The Strategic Planning process consisted of three public workshops / special meetings with the Board Staff, and members of the public. Through this process, the Board reaffirmed MCSD's core mission and established seven strategic priorities to drive organizational alignment and priorities for the next five years. This Five-Year Strategic Plan (Plan) was developed to communicate and track the MCSD's strategic goals and objectives, as well as activities that should be undertaken to achieve them.

We are pleased to share the results of this process with you and look forward to communicating our progress on these goals and objectives in the coming years.

## **EXPECTATIONS**

Participants were asked what they wanted to accomplish at the workshops/special meetings. Responses are listed below.

- Be proactive in infrastructure improvement and development.
- Be proactive in implementing the strategic plan/plans.
- Actively pursue funding opportunities.

## **STRATEGIC PLANNING PRINCIPLES**

Strategic planning principles and components commonly include defining a vision, mission and overall goals. Because the MCS D provides all essential services to residents of the District, it has been agreed that there is little need to a vision. The goal of the District provides considerable motivation, as no other agency can readily provide these services.

## **MISSION STATEMENT**

It is the mission of the McCloud Community Services District to provide a full range of municipal services at a reasonable cost applied consistently to all customers while maintaining a healthy infrastructure and environmental integrity.

## **RELATIONSHIP WITH THE MCCLOUD CHAMBER OF COMMERCE**

In 2002, the MCS D Board of Directors reviewed the District's relationship with the McCloud Chamber of Commerce. At which time it was concluded that there was no operational overlap between the two agencies, however, they both strive to improve the quality of life for the community.

The McCloud Chamber of Commerce envisions McCloud as a historically preserved, well-rounded and friendly community which offers a wide range of services to its families and visitors. The Chamber focuses on the promotion and development of financially strong, viable businesses within the region while enhancing the community lifestyle.

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### **DISTRICT CONCERNS/ISSUES**

Participants were asked what specific issues needed to be addressed at the workshop. For instance, operational, administrative, governance, or financial concerns. Their answers were as follows.

1. Equipment replacement needs.
2. Maintain continuity of operations.
3. Revenue or funding issues within specific departments.
4. Cost increases to the community need to be justified.
5. Potential loss of property taxes which are designated for specific purposes.
6. Deficiencies in district facilities.
7. Infrastructure needs.
8. Snowplowing (alleys, which includes two main streets) service, whether to continue.
9. Property tax growth and vacation rentals/ transient occupancy tax.
10. Transparency.
11. Incorporation as a city.
12. Risk of catastrophic events.
13. Fire hydrant replacement.

### **PUBLIC AGENCY PRINCIPLES**

#### **THREE PRIMARY ROLES OF THE BOARD**

##### *Corporate*

- Employ the General Manager.
- Establish and review the strategic plan/plans.
- Set the direction for programs, services, and organizational resources.

##### *Legislative*

- Establish and periodically review internal and external policies.
- Approve policy positions on external issues which may affect the agency.
- Oversight of the District.

##### *Adjudicatory*

- Choose between conflicting positions when presented by staff or others.
- Weigh up information provided.
- Rule on one side or the other or resolve conflicts in some other fashion.

## **AUTHORITY OF THE BOARD**

The Board only has authority as a group when meeting at a publicly noticed meeting, with a quorum of the Board being present. The Board must comply with the various legislative codes such as the Ralph M. Brown Act on Open Meeting Laws, and relevant enabling legislation regulating the business of the District.

## **RECENT/PRIOR ACCOMPLISHMENTS**

The 2002 strategic plan outlined several infrastructure, equipment, and staffing concerns of the District. In the years since Staff has proposed a series of objectives, strategies and action items that will be used to inform decisions on allocating human and capital resources to achieve the identified goals.

**Table 1.** Selected Recent Accomplishments.

<b>Accomplishment</b>	<b>Date</b>	<b>Comments</b>
FY 2017-2018 Audit Packet	2019	
Completion of Water Ordinance 27	2018	
New District Website	2018	
In-house Refuse Service	2018	
Security Fencing at Office	2018	
Digital Timesheet Reporting	2018	
Transfer of Green Waste Facility to Wastewater Pond Property & Added Security Cameras	2017	
Stabilized Old McCloud Courthouse Building	2017	
Office and Shop Painted	2016	
Acquired Old McCloud Courthouse Building	2016	
Lower Elk Springhouse Bypass	2011	
Town Sewer Project	2005	
Upper Elk Spring Vault	2005	
Intake Springs Vault	2003	
Intake Springs Pipeline	2003	
Water Tank (1.2 Million Gallon)	2003	

## **STRATEGIC PRIORITIES**

Each person was asked to review the list of issues from 2002 and identify their priorities for 2019-2024. The agreed upon top seven priorities were as follows.

1. Infrastructure
2. Maintain continuity of operations
3. Equipment
4. Deficiencies in district facilities.
5. Revenue or funding issues within specific departments.
6. Increasing risk of catastrophic events.
7. District transparency

### **1. INFRASTRUCTURE**

#### ***Sewer Priorities***

The MCSD has taken a major step towards meeting our wastewater goals through the installation on the new public sewer system and the relining of sewer pond at the wastewater facility. With State mandated reporting and monitoring at an all-time high, and the critical concern the wastewater facilities pose to groundwater source, the successful management of the wastewater project will continue to be a critical priority.

The *Guidelines for the Physical Security of Wastewater/Stormwater Utilities* available on the State Water Resources Control Board website provides guidance for the physical and electronic security measures to protect facilities against vandalism and terrorism. Security measures such as lighting, the presence of closed-circuit television (CCTV), fencing and signage may deter an adversary from attacking a facility.

#### ***Proper Disposal of Biosolids***

In 2013 approximately 5,000 cubic yards of sludge (bio-solids) was removed from wastewater pond 1 and have been continuously stored in pond 4. As outlined in the California Regional Water Quality Control Board (Water Board) Monitoring and Reporting Program Rs-2017-0078 for the McCloud Community Services District Wastewater Treatment/Disposal Ponds, the MCSD was required to complete and submit a Bio-Solids Handling Plan to the Water Board by 1 September 2017.

#### ***Electricity at Wastewater Ponds***

Electrical power is of critical importance for the security and efficient operation of the wastewater facility. Security lighting is needed at the facility as well as an upgraded Supervisory control and data acquisition (SCADA) system.

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The District would like to have power brought to the wastewater facility to provide greater security and meet operational needs, as well as allow for further development of the site.

### *Fencing at Wastewater Ponds*

The primary goal of fencing at the wastewater ponds is to establish a definable perimeter/boundary of the facility, and to create a barrier that causes an intruder to make an overt action when entering the facility. Fencing will also create a delay barrier against unauthorized access.

There is no fencing around the perimeter of the wastewater facility (including the green waste area). The District would like to install approximately 5,200 linear feet of wire fencing at the wastewater facility.

### *Upgrade SCADA System at Wastewater Ponds*

The current SCADA system is only able to monitor and report the flow rate and total flow into Pond 1. In addition to this, the District would like to have the ability to monitor dissolved oxygen and temperature at Pond 1, as well as monitor and report the level of Pond 2, when needed.

## ***Water Priorities***

A high quality, reliable and resilient water supply is essential to meet the needs of customers into the future. With changes in climate, water use, regulations and technology that lie ahead, this goal was developed to focus the District's efforts that will help to sustain a reliable supply for the long-term. Because key challenges lie within the next five years, the District has developed several objectives to work toward this strategic goal.

### *Replacement of Lower Elk Springhouse*

The proposed project will replace the failing wooden springhouse at Lower Elk Spring with a secure concrete vault.

The Lower Elk Springhouse represents a critical trigger point for public health violations in the McCloud drinking water system. The structure must regularly be taken off-line due to rat and bat activity, and its configuration makes infestation avoidance and subsequent contamination of McCloud's municipal drinking water difficult to control. In



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2014 and again in 2017, Inspection of Public Water System reports completed by the California State Water Resources Control Board, Division of Drinking Water recommended the removal of the wood enclosure at Lower Elk Spring and its replacement with a concrete spring vault. The State identified this as a system or operational defect and/or potential health hazard that is costly to correct and should be included in any long-range water improvement project.

A preliminary engineering report (PER) pertaining to the Lower Elk Springhouse structural improvements was completed by Schlumpberger Consulting Engineers, Inc. at the request of the McCloud Community Services District (MCSD) in 2009 (Preliminary Engineering Report, Lower Elk Springs Springhouse Infrastructure Improvements). Given that the PER was prepared a decade ago, the document may require minimal updating. Environmental impacts associated with the proposed structural improvements at the Lower Elk Springhouse would be minimal as the work would occur within the existing footprint of the facility. Staging and site construction areas would be limited to areas where sensitive resources are not present.

### *Replacement of Upper Elk Transmission Line*

The proposed project will replace the Upper Elk water transmission line.

The Upper elk water transmission line consists of approximately 6,300 lineal feet of 10-inch diameter thin walled steel pipe that connects the concrete vault at Upper Elk Spring to the Lower Elk Springhouse. The pipeline is suspended above the two waterway crossings, the largest of which crosses Mud Creek (approximately 200 ft) and consists of a cable suspension design that supports the steel pipe using A-frame steel towers on each side of the creek. The line is situated within a 16.5-foot-wide easement located on private and United States Forest Service administered land and is surrounded by open forest. Environmental impacts associated with its replacement would be minimal as the majority of work could occur within the existing easement of the facility.

In the fall of 2014, the accelerated melting of glaciers on Mt. Shasta sent a mudflow containing large amounts of mud and debris down Mud Creek just east of McCloud. The mudflow was created by glacial melting, hastened by climate change and California's prolonged drought; it was largest experienced in the region in over 20 years. Prior to this event the aerial crossing of the Upper Elk Spring pipeline at Mud Creek was 17-20 feet above the streambed. The Mudflow raised the rock-line of Mud Creek by approximately 10 feet, leaving the aerial crossing less than 10 feet above the streambed and in greater jeopardy of vandalism and/or catastrophic failure during a future mudflow event.

McCloud's Water System Master Plan (2007) prepared by Kennedy/Jenks Consultants estimated a water loss of 65% for the District's water system. The Water System Master Plan also indicated that the existing aerial crossings of the Upper Elk transmission line, as well as the air/vacuum valves were in need of immediate

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replacement and the below ground piping would require replacement within 10 years. Additionally, the California State Water Resources Control Board, Division of Drinking Water, 2017 Inspection of Public Water System, recommended that the Mud Creek aerial crossing be either raised or buried to protect it from flash floods. The State identified this as a system or operational defect and/or potential health hazard that is costly to correct and should be included in any long-range water improvement project.

### ***McCloud Water Distribution System Replacement***

The MCS D's Water Distribution System consists of a buried network of pipelines ranging from 8-inch and smaller diameter pipes and includes public water service lines. The Distribution System was initially installed in the 1940's by the McCloud Lumber Company as a means of serving the lumber mill and mill homes. The installed water system did not utilize planning or engineering in its design. As McCloud grew, some private properties were built over the water pipelines resulting in the water mains being in back/front yards or under private buildings and structures. Service lines were installed such that in some locations multiple properties were connected to single service line and in other locations a single property was provided two service lines.

The water system was deeded to the MCS D with no official or proper documentation (i.e., design or as-built drawings) available to accurately locate the water mains, service lines and appurtenances. Through the years, the District has developed a book map based on information contained on an old cloth map and through field observations; however, the book map is inaccurate in many locations and does not include mapping of all the pipelines, valves, and service lines within the system.

The MCS D is likely unaware of the existence and/or location of some valves in the system, many may be buried under ground, pavement, sidewalks or buildings. The system does not include any pressure reducing valves or pressure balancing mechanisms, which means that much of the system is experiencing over 100 psi of pressure, while other parts have continually low pressure. The system was not installed with materials rated for high pressures.

A water distribution system must convey water from the supply system to the customers to meet all domestic, commercial, irrigation and fire suppression demands. McCloud's Distribution System was not initially installed to supply fire flow requirements. Based on fire flow test conducted by the District in August 2007 the existing Distribution System is unable to supply the required fire flows to its entire service area.

The condition of McCloud's municipal water system, including the existing Distribution System, combined with private service lines and building plumbing, is estimated to

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have a 65% water loss. This high percentage of water loss is likely attributed to the age, deterioration and high pressures of the existing Distribution System and private water service lines. Water leakage is a concern as it presents potential water quality and water conservation issues.

District staff spends much of their time dealing with operational and maintenance issues related to the Distribution System. The aged Water Distribution System is under high pressures, was installed without the necessary valving or proper materials, is not located within rights-of-way or easements in many locations, is incapable of supplying required fire flows, and is experiencing a high percentage of water loss that presents potential water quality concerns and water conservation issues.

### *Intake Springs Hydroelectric Project*

In 2004, the MCS D, with the assistance of a \$20,000 Community Development Block Grant from the California Department of Housing & Community Development, funded a Hydroelectric Feasibility Study. The prime consultation firm for the study was Kennedy / Jenks Consultants, Engineers & Scientists. The study showed that there existed a viable opportunity to construct and operate a small hydroelectric system along the existing, Intake Springs pipeline, near the district's existing water tank site. Based on the study, there exists a potential to produce approximately 410 kilowatts (kW) of electricity from the existing Intake Springs pipeline. An additional study conducted by ELine Energy in 2014 estimated annual hydroelectric generation to between 2,509,000 and 2,924,000 kW hours.

Since the time of these studies, several factors relative to micro-generation projects cost and value have developed and have changed. There continues to be a growing effort to make the regulatory climate more solution oriented in supporting alternative sources of clean energy which in turn, has developed potential new sources of funding to finance these types of projects. Clean energy and response to climate change were not a part of the original study and should be considered for the project to proceed forward.

At this point in time, to proceed effectively with an overall project development, elements of the previous studies will need to be reconsidered, verified, and/or modernized. Updating would include, but not be limited to consolidating the water flows of record together with calculating the potential power based on actual data collected since the time of the original study. Identify current policy modifications and funding opportunities. Further develop a business model and operational plan for the project in order to obtain funding commitments for construction and operation. Updating the study will help identify the most practical courses to seek with regards to permitting and construction as well to aid in the development of a business model to consider for its operational needs.

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Specifically, this Planning Study update would incorporate changes to the original studies in order to proceed with project development and financing. It would seek to identify project partners to provide funding as well as establish purchase commitments, by a utility, for electricity; on a for-sale basis. Project design control commitments and CEQA determinations could also be established as a part of this updating effort. In this way, the course of project planning, construction and operational responsibilities can be considered/established for further project funding commitments to occur.

### **2. CONTINUITY OF OPERATIONS**

Ensuring District services continue to bring significant value to McCloud every day is our priority. This goal, which applies broadly to all District work and services, aims to ensure that we maintain and improve the value our services bring to customers and the cost effectiveness of all that we do. Our staff is a key component to the continued fulfillment of this goal.

The MCS D should plan to support service continuity when key people leave, as appropriate staffing is always a concern within the District. In order to provide qualified and motivated people, the District should be prepared for internal change including dismissals, retirements, unexpected death/illness.

Understanding value of appropriate staffing to achieve strategic goals is a District priority, as is delivering an external reputation as an employer that invests in its people and provides opportunities and support. It is important to convey a message from the District to the Staff that they are valued.

The MCS D Board of Directors has agreed that continued review and revision of District policies pertaining to personnel, organizational structure, and staffing is important in continuing to meet this goal.

### **3. EQUIPMENT & FACILITIES**

The MCS D recognizes the importance of maintaining and upgrading equipment and facilities. It also recognizes that there can be substantial costs associated with the repair and replacement of replace facilities and equipment. Therefore, the Board of Directors has made a clear intention to commit funds to replace facilities and equipment as necessary to continue reliable and efficient District services. Table 2 identifies a number of facilities and equipment and provides an estimated use life which should be considered when planning for replacement.

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**Table 2.** Asset Replacement Schedule.

<b>Item</b>	<b>Purchase/Completion Date</b>	<b>Estimated Use Life</b>	<b>Comments</b>
2018 International 7400 SBA 4X2 Refuse Truck (Rear Loader)	06/27/18	10 years or 150,000 miles	Purchased new
2018 International 4400 SBA 4X2 Refuse Truck (Side Loader)	07/19/18	10 years or 150,000 miles	Purchased new
2004 Ford F-550 Flatbed (602)	04/11/09	8 years or 150,000 miles	Purchased used
2001 Ford F-250 (600)	02/16/01	8 years or 150,000 miles	Purchased new
2007 Dodge - Fire Chief's Truck (C1700)	10/06/11	7 years or 65,000 miles	Purchased used with 83,000 miles
2012 Dodge - Squad Truck (1740)	07/07/12	7 years or 65,000 miles	Purchased new
2007 Kenworth Fire Truck (1712)	01/21/07	12 years or 250,000 miles	Purchased new
2006 Ford F-150	10/06/18	7 years or 65,000 miles	Purchased used with 65,500 miles
2009 GMC Envoy (007)	10/06/18	7 years or 65,000 miles	Purchased used with 106,000
1977 MACK Fire Truck	2/25/77	12 years or 250,000 miles	Purchased new
2000 Ford Utility (601)	12/14/1999	8 years or 150,000 miles	Purchased new
2005 Chevy Ambulance	05/27/05	7 years or 100,000 miles	As upgraded (new box & chassis)
PipeHunter Vac-Combo 500 Trailer	01/20/2012	20 years or 10,000 hours	Purchased new
RT-12 Trencher	2013	20 years or 10,000 hours	Purchased new
RT-45 Trencher	2013	20 years or 10,000 hours	Purchased new
2012 John Deere Loader	2012	20 years or 10,000 hours	Purchased new 935 hrs (3/1/19)
John Deere Backhoe	2006	20 years or 10,000 hours	Purchased new 5520 hrs (3/1/19)
Dump Truck	1989	10 years or 150,000 miles	Purchased used with 60,2017 miles
Drill Machine	2013	20 years or 10,000 hours	Purchased used
Self-Contained Breathing Apparatus (SCBA)	10/26/2016	15 years	\$108,578.23 15 Units
1980 Park Utility Truck	4/30/87	7 years or 65,000 miles	Purchased used Old MCVFD Squad Truck

**Table 2.** Asset Replacement Schedule – Continued.

<b>Item</b>	<b>Purchase/Completion Date</b>	<b>Estimated Use Life</b>	<b>Comments</b>
John Deere Lawnmower	2002	8 to 10 years	
Refuse Cans and Dumpsters	2017	8 to 10 years	Purchased used
Sweeper Attachment for Loader	2012-2013	20 years or 10,000 hours	
Plow Blade for Loader	2012-2013	20 years or 10,000 hours	Purchased used & retrofit
Disk Plow for Sewer Ponds		20 years or 10,000 hours	Purchased used Possible donation
Plow Blade for Plow Truck (2004 Ford F-550 Flatbed).	2009	8 to 10 years	
Intake Spring Concrete Vault	2003	50-100 years	
Intake Spring Pipeline	2003	50-100 years	Ductile iron
Upper Elk Spring Concrete Vault	2005	50-100 years	
Upper Elk Pipeline	1920-1950	50-70 years	Spiral weld steel
Lower Elk Springhouse	1920-1950	50 years	
Lower Elk Pipeline	1920-1950	50-70 years	Spiral weld steel
Water Tank	2003	50 years	Powder coating 15-20 years
Main Water Distribution Pipeline	1920-1950	50-70 years	Spiral weld steel
Chlorination Facility	2003	25 years	
Town Water Distribution System	1940's	55-70 years	Spiral weld steel
Sewer Collection System	2002-2006	75-100 years	
Wastewater Ponds	2001-2005	75-100 years	
SCADA System	2001	3-5 years	Aqua Sierra Controls

\*Use Life for vehicles was calculated using General Services Administration (GSA) Fleet Minimum Vehicle Replacement Standards and Part 322 of the Fish and Wildlife Service Vehicle and Equipment Management Plan. Use life for Infrastructure items was calculated from a variety of online sources.

**4. DEFICIENCIES IN DISTRICT FACILITIES**

Current facilities are not in compliance with current codes such as handicapped access, seismic safety and various building codes. Because some of the facilities qualify as historical buildings, significant upgrades may have to comply with historic building requirements.

**Table 3. Facility Improvements.**

<b>Facility</b>	<b>Improvements Needed</b>	<b>Comments</b>
District Office	New Roof, A Foundation, New Flooring in Back Room, Replacement of Knob and Tube Electrical in Attic, Update Heating, Cooling, and Ventilation System(s), Insulate Building, Parking Lot Maintenance, New Windows for Most of Building, Upgrade Lighting, Additional Storage, Securing of Overhead Storage Items, Securing of Bookcases, Racks and Shelves.	
District Shop	Additional Large Equipment Storage, Safety Rated Gasoline Cans, New Siding, Replace Windows, Parking Lot Maintenance and Chip Seal	
Old McCloud Shed	Building is Unstable	
Hoo Hoo Park	Replacement of Utility Light Poles for Ballfield, Repair/Replace Playground Equipment, Shade Trees, New Irrigation System, New Electrical, New bathroom in Upper Park, Maintenance of Building and New Paint, Parking Lot Maintenance and Chip Seal, Signage Stating that the Use of Facilities is at the Public's Own Risk and How to Contact Emergency Services.	
Scout Hall	Replacement of Kitchen Stairs, Concrete Stairs at Front Entry do Not Meet Code (Tripping Hazard), Upgrade Lighting, Upgrade Kitchen, Refinish Floors	
Library	Parking Lot Maintenance and Chip Seal, Upgrade Lighting, Repair Pad Under Kerosene Tank, Additional Storage, Securing of Overhead Storage Items	
Fire Hall	Auxiliary power to Engine Bay, Seal/Insulated Lower Squad/Ambulance Bay, New Bay Doors, Reset Foundation Piers, General Maintenance and New Paint, Installation of Mid-Rail and Repair of Cracked Post on Stairwell, Secure gas cylinders,	
Old McCloud Courthouse	New Siding, Remodel Inside, Irrigation System, Water and Sewer Connections, Address Parking Issue.	
Wastewater / Green Waste Facility	See Section 1. INFRASTRUCTURE	
Drinking Water Facilities	See Section 1. INFRASTRUCTURE	

\*The Improvements indicated above are not presented in order of importance.

## **5. REVENUE OR FUNDING ISSUES WITHIN SPECIFIC DEPARTMENTS**

The District does not have adequate reserves to fund the much-needed capital projects which have large onetime costs, nor the periodic recurring costs such as maintenance or upgrades to facilities and equipment.

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The Board assumes that the community wants to have these services continued and recognizes that difficult decisions need to be made on how to offset these shortfalls if the quality of life is to be continued and if economic growth is to occur.

The District needs to build up self-sustaining reserve fund(s) to deal with long term, capital replacements or upgrades, which will take both time and commitment by this and future Boards.

The following capital items need voter approval: alleys, fire/ambulance and park, library and street lighting. Each service will require a separate ballot for voter approval. It is noteworthy that the bulk of the capital items in need of replacement or maintenance (water and sewer) and the bulk of the associated costs, do not need voter approval.

### **6. INCREASING RISK OF CATASTROPHIC EVENTS**

Catastrophic events – both natural and human-induced – occur in many forms and may severely affect the MCS D’s ability to conduct its normal business.

Disasters/emergencies that are likely to occur in the service area include: volcano, earthquake, major fire, localized flooding, water contamination, and acts of sabotage. Any of these events can result in significant impacts to the delivery of district services.

The MCS D has developed this Emergency Response Plan to be utilized as a procedural guideline to define and direct District and Fire personnel during major emergencies and disasters.

### **7. TRANSPARENCY**

Ensuring reliable delivery of high-quality services at a reasonable cost to our customers remains a high priority for the District. This goal focuses on planning wisely for our financial future by enhancing our revenue stability, ensuring reasonable costs, and continuous improvement of financial transparency.

In order to ensure that customer rates are appropriate and that customer perspectives on value and costs are well-informed, the District has proposed to complete a capital infrastructure improvement plan (CIP) and rate study.

To promote financial transparency, the MCS D should periodically review/update District financial policies. Continue to implement new standards to improve the quality of financial reporting. Use the new District website and other public outreach mechanisms to improve access to financial information. Annually report financials through audits.