

SANTA YNEZ COMMUNITY SERVICES DISTRICT
MEMORANDUM

TO: Board of Directors
FROM: Loch Dreizler, General Manager
DATE: February 19, 2025
SUBJECT: Strategic Planning – Discuss developing a district strategic plan; no Board action is required for this action item.

Proposed Motion / Recommendation

No Board action is required for this action item.

Policy Implications

The District’s mission is to respond to the needs of its citizens and represent them as a group at local and regional levels to solve local problems affecting the common good.

Fiscal Implications

Formulating a strategic plan will have minimal financial implications. However, it could provide more precise direction and assist with creating budgets.

Alternatives Considered

No alternatives considered

Discussion

Committees could initially advance three main components of a strategic plan, followed by a special meeting/workshop for the community and the Board.

1. Expansion - guided by the Finance Committee (March 6 @ 9:30)
 - a. Within our service area and already annexed
 - b. Within our service area and not yet annexed
 - c. Outside our sphere, with guidance from LAFCO

Note: Management and Committee have done significant outreach and analysis on future expansion.

2. Infrastructure - guided by the Wastewater Committee (March 6 @ 8:30)
 - a. Assessment of existing infrastructure
 - b. Capital Improvement Projects based on assessment
 - c. Preparing for new infrastructure
3. Consolidation - guided by the Community Interface Committee (March 27 @ 8:30)
 - a. Community Outreach
 - b. Agency Outreach
 - c. Determining cost-benefit analysis

Attachment: Strategic Plan Draft Overview

STRATEGIC PLAN DRAFT OVERVIEW

Assess Current Operation

Review Infrastructure: Evaluate the condition, capacity, and efficiency of the existing collections system and other infrastructure.

Establish Performance Metrics: Analyze current performance against regulatory standards, operational costs, and service interruptions.

Stakeholder Engagement

Identify Key Stakeholders: Local government, community members, businesses, regulatory bodies, and employees.

Gather Input: Conduct surveys, hold public meetings, or create advisory committees to understand community needs and expectations.

Regulatory Compliance

Stay Updated: Know current and upcoming environmental regulations and compliance requirements.

Plan for Changes: Adapt strategies to meet or exceed this regulation, possibly investing in technological upgrades or process change.

Vision and Mission Statements

Define Goals: Clearly state what the agency aims to achieve, focusing on sustainability, service quality, and community health.

Mission: Outline the operational philosophy, emphasizing service reliability, environmental stewardship, and public trust.

Strategic Objectives

Improve Efficiency: Investigate technologies or practices that improve collections.

Infrastructure Investment: Plan maintenance upgrades or expansions based on growth projections and aging infrastructure needs.

Sustainability Initiatives: Support recycling water and energy efficiency.

Community Engagement: Enhance public education on wastewater management and promote recycling and conversation.

Financial Planning

Budget Analysis: Review current financial health, including revenue streams, expenditures, and funding sources.

Funding Strategies: Explore loan options to fund projects while minimizing future debt.

Risk Management

Identify Risks: Minimize environmental, operational, financial, and regulatory risks.

Mitigation Plans: Develop contingency plans for equipment failure, natural disasters, or significant regulatory shifts.

Implementation Plan

Action Items: Break down objectives into actionable tasks with timelines.

Responsibility Assignment: Clearly define who is responsible for each action.

Monitoring and Evaluation

Performance Indicators: - regular activity reports

Regular Review: - at board meetings and committee meetings

Communication Strategy

Transparent Reporting: at public meetings

Feedback Loop: at board meetings, by directors and public