

June 15, 2017

Board of Directors  
Ventura Regional Sanitation District  
Ventura, California

## **DISCUSSION AND ADOPTION OF FISCAL YEAR 2017-2018 GOALS**

### **RECOMMENDED ACTIONS**

- 1) Review and Receive VRSD Staff's recommended goals for FY17-18.
- 2) Add, delete, or modify recommended goals.
- 3) Approve the goals for FY17-18.

### **FISCAL IMPACT**

Staff intends to undertake the majority of the goals on the recommended list without obtaining outside resources at this time. As such, the fiscal impact to the District will be largely in the form of opportunity cost. One exception to this is that staff is requesting an appropriation of \$125,000 in the FY17-18 Budget for the Toland Road Landfill Extension Project in the Capital Improvement Program.

### **BACKGROUND/ANALYSIS**

Historically, the Board of Directors has held an annual retreat, which has included an agenda item to establish goals for staff for the upcoming fiscal year.

This year, the Board opted to forgo the retreat and instead consider the goal setting exercise as an agenda item at one of its regularly scheduled Board Meetings.

In the sections below, the goals that were established in the previous two fiscal years are listed and then the staff-recommended goals for FY17-18 are listed.

#### **Goals Established for FY15-16**

The goals listed below were established by the Board at a special meeting (annual retreat) on February 12, 2015, and they were subsequently adopted by the Board at its March 23, 2015 Board Meeting.

- 1) Establish support for microturbines
- 2) Reduce Water in the landfill
  - Improve run times/increase capacity
  - Alter contracts
- 3) Restructure Debt
  - \$19 million
  - Need an additional \$15 million for Phase 4 Liner Project
- 4) Alter post-closure financial assurances to Cal Recycle
- 5) Gas-to-energy
- 6) General Manager to meet with cities/make presentation to City Councils

#### Goals Established for FY16-17

The goals listed below were approved by the Board at a special meeting (annual retreat) on February 10, 2016.

- 1) New Board resolution regarding post-closure financial assurances to Cal Recycle
- 2) Application for landfill permit time extension
- 3) Revision to Solid Waste rates
- 4) Evaluate gas-to-energy options

#### Staff-Recommended Goals for FY17-18

Staff submits the recommended FY17-18 goals listed below for consideration by the Board.

- 1) Continue evaluation of revenues, expenditures, and budgeting, with a long-term fiscal sustainability mindset
- 2) Establish a comprehensive list of all District Governing Documents and Policies; establish a schedule for evaluating and updating all pertinent documents
- 3) Pursue the Solid Waste Strategy described more fully below

#### Solid Waste Strategy

- 1) Pursue CUP changes through Ventura County Planning
  - a. 10 Year Time Extension
  - b. 300 ton Daily Increase
- 2) Secure the Additional 300 Tons
  - a. E.J. Harrison and Sons?
  - b. City of Oxnard?
  - c. C.P.I. Adjustment? Put-or-Pay Provisions? Environmental Fee?
- 3) Develop Solid Waste Forecasts Between Related Variables
  - a. Tipping Fee—Landfill Fill Rate
  - b. Landfill Fill Rate—Date Landfill is Filled
  - c. Date Landfill is Filled—Check of Financing & Closure/Post-Closure Requirements

- 4) Note that 1 through 3, Above, Require an Iterative Solution
- 5) Continue Scrutinizing Expense Budget
  - a. Solid Waste Programs
  - b. Central Administration (and other overhead expenses)
- 6) Examine the Overhead Allocation Methodology
- 7) Present Solid Waste Rate Analysis to the Board
- 8) Study Gas to Energy Viability
  - a. Continue Existing Program
  - b. Enhance Existing Program
  - c. Explore Other Alternatives
- 9) Revisit Decision to Accept Biosolids
- 10) Develop 2027 Plan

This letter has been reviewed by Legal Counsel as to form.

If you should have any questions or need additional information, please contact me at (805) 658-4679 or via email at [christheisen@vrsd.com](mailto:christheisen@vrsd.com).

APPROVED FOR APRIL 27, 2017 AGENDA:

  
Chris Theisen - General Manager

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