



April 7, 2022

Board of Directors  
Ventura Regional Sanitation District  
Ventura, California

## **STRATEGIC PLAN UPDATE**

### **RECOMMENDATIONS**

- A. Receive and file the staff presentation.
- B. Review and approve the consolidated and prioritized lists of Strengths, Weaknesses, Opportunities, and Threats.
- C. Direct staff to proceed with preparation of a draft Strategic Plan for the Board to consider and approve at a future meeting.

### **FISCAL IMPACT**

The recommended actions have no fiscal impact at this time; however, once the Strategic Plan is approved by your Board, it may indicate or have fiscal impacts to VRSD.

### **BACKGROUND/ANALYSIS**

At the October 13, 2021, Board Meeting, the Board conducted a Strengths, Weaknesses, Opportunities, and Threats (SWOT) brainstorming session with District management staff.

The SWOT brainstorming results were consolidated and prioritized by District management staff with input from Legal Counsel, and then the four lists were discussed by the Board at the meeting of December 2, 2021.

At that meeting, the Board recommended changes to be made to the lists and requested staff to return the revised versions to the Board for approval. It is recommended that the Board review, discuss, and approve the lists (see Attachment 1) prior to moving forward with the next phase of the strategic planning process.

The next phase of the Strategic Plan preparation will be to develop Specific, Measurable, Achievable, Realistic, and Time-based (SMART) objectives using the attached final lists as a foundation. The SMART-based objectives will be the essence of the Strategic Plan. District Staff showed some examples of SMART-based objectives at the meeting of December 2, 2021 to facilitate that process. District management staff will continue to develop additional SMART-based initiatives and objectives to flesh out the Strategic Plan for a future meeting.

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

If you should have any questions or need additional information, please contact me by phone at (805) 568-4600 or via email at ChrisTheisen@vrzd.com.

CHRIS THEISEN, GENERAL MANAGER

APPROVED FOR AGENDA:



Chris Theisen, General Manager

Attachments: 1. Lists of Strengths, Weaknesses, Opportunities, and Threats (April 7, 2022)

## Strengths

1. The current Conditional Use Permit and Solid Waste Facility Permit allow financial projections that indicate a long-term, sustainable future for the Toland Road Landfill.
2. The organization relentlessly pursues cost efficiency and has demonstrated flexibility, resiliency, and nimbleness in responding to external events that have threatened this pursuit.
3. The not-for-profit structure of the landfill ownership facilitates charging only actual costs to stakeholders, keeping rates and fees low.
4. A niche water/wastewater market has evolved around VRSD.
5. The governance of the District by local governmental agencies provides for transparency and accountability to the rate-paying customers of the District's service area.
6. The staff, the board members, and the agency, itself, represent decades of relevant experience in solid waste operations, water/wastewater operations, and institutional knowledge.

## Weaknesses

1. The District competes in a space with private sector entities and is hampered by the restrictions associated with government entities (e.g., the Brown Act, requirements of labor agreements, additional regulations, etc.) which cost the District in dollars and efficiency.
2. Ongoing financial liabilities from past decisions and lack of tax dollars combine to create an existence with razor thin protection from future missteps.
3. The universe of potential customers is finite.
4. Resource reductions in response to decreased revenues have hampered the District's capacity to provide proactive and reactive public relations, marketing, legislative monitoring, liability mitigation, and reaction to rising costs.
5. Employee recruitment and retention are challenging in an environment of uncertainty.
6. Contract with Malibu Bay Club.

## Opportunities

1. The Toland Road Landfill is the definitive destination for solid waste originating in western Ventura County due to its cost and environmental superiority.
2. Long-term revenue contracts and commensurate long-term employee agreements could ensure a sustainable future for the District.
3. The evolving regulatory landscape could yield opportunities for new services and ancillary business ideas.

## Threats

1. Decreased future tonnage due to organics diversion and the lack of any potential new solid waste customers combine to put downward pressure on solid waste revenues.
2. Private sector interests could exert cost pressure on VRSD causing a financial crisis.
3. Loss of public sector revenues could exert cost pressure on VRSD.
4. Intentional misinformation campaigns and manipulation of perception could lead to questions in the minds of clients, regulators, ratepayers, board members, and employees.
5. Market-induced increases in unfunded pension liability.
6. Unfunded governmental mandates.
7. Global warming could cause a catastrophic environmental accident at the Malibu Bay Club.