



May 5, 2022

Board of Directors
Ventura Regional Sanitation District
Ventura, California

DRAFT STRATEGIC PLAN

RECOMMENDATIONS

- A. Receive and file the staff presentation.
- B. Discuss the draft VRSD 2022 Draft Strategic Plan and direct staff on required changes.
- C. Approve the VRSD 2022 Draft Strategic Plan.

FISCAL IMPACT

The recommended actions have no fiscal impact at this time. However, the Draft Strategic Plan as presented could have positive fiscal impacts in terms of cost savings and additional revenues.

BACKGROUND/ANALYSIS

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

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

The Board recommended changes to be made to the lists and requested staff to return the revised versions to the Board for approval. At the April 7, 2022 meeting, the Board reviewed and approved the final lists.

Staff has prepared a VRSD 2022 Draft Strategic Plan in the form of objectives for review and discussion by the Board at today's 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@vrsd.com.

CHRIS THEISEN, GENERAL MANAGER

APPROVED FOR AGENDA:



Chris Theisen, General Manager

- Attachments:
1. VRSD 2022 Draft Strategic Plan
 2. VRSD 2022 Draft Strategic Plan mapped to SWOT Analysis
 3. Lists of Strengths, Weaknesses, Opportunities, and Threats approved April 7, 2022

Draft 2022 Strategic Plan

Ventura Regional Sanitation District

SOLID WASTE INITIATIVES

Solid Waste Initiative No. 1

Pursue five-year contracts with the District's waste-hauling clients (Gold Coast Recycling Center and Transfer Station, Inc., EJ Harrison and Sons, Inc., and Athens Services).

Present the contracts to the VRSD Board for approval as soon as May 19, 2022.

The contracts term would be five years commencing on July 1, 2022.

The fees would automatically adjust each July 1 by CPI-U.

Solid Waste Initiative No. 2

Prepare marketing and public relations factual information for the District's website which demonstrates the environmental superiority of Toland Road Landfill for disposal of Municipal Solid Waste originating from western Ventura County

Present fact sheets for Board approval by VRSD Board by September 30, 2022.

WATER/WASTEWATER INITIATIVES

Water/Wastewater Initiative No. 1

Capitalize on the trust that clients have placed in VRSD by continuing their relationships past July 1, 2022 by providing exemplary service.

This will commence immediately and become an ongoing relationship-building initiative.

DISTRICT WIDE INITIATIVES

District Wide Initiative No. 1

Pursue five-year agreements with all District employees.

Present the contracts and/or resolutions to the Board for approval as soon as practicable.

District Wide Initiative No. 2

Continue the effort toward efficiency by accomplishing objectives with as few resources as possible.

This is an overarching and ongoing initiative.

District Wide Initiative No. 3

Continue the effort toward effectiveness by only expending resources on activities that add value to the organization.

This is an overarching and ongoing initiative.

2022 Strategic Plan

SWOT Analysis Mapped to Draft Strategic Plan

Ventura Regional Sanitation District

SOLID WASTE INITIATIVES

Solid Waste Initiative No. 1

Pursue five-year contracts with the District's waste-hauling clients (Gold Coast Recycling Center and Transfer Station, Inc., EJ Harrison and Sons, Inc., and Athens Services).

Present the contracts to the VRSD Board for approval as soon as May 19, 2022.

The contracts term would be five years commencing on July 1, 2022.

The fees would automatically adjust each July 1 by CPI-U.

Solid Waste Initiative No. 1 is related to the following SWOT items.

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.
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.

Weaknesses

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.

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.

Threats

2. Private sector interests could exert cost pressure on VRSD causing a financial crisis.
4. Intentional misinformation campaigns and manipulation of perception could lead to questions in the minds of clients, regulators, ratepayers, board members, and employees.

2022 Strategic Plan

SWOT Analysis Mapped to Draft Strategic Plan

Ventura Regional Sanitation District

SOLID WASTE INITIATIVES (cont.)

Solid Waste Initiative No. 2

Prepare marketing and public relations factual information for the District's website which demonstrates the environmental superiority of Toland Road Landfill for disposal of Municipal Solid Waste originating from western Ventura County

Present fact sheets for Board approval by VRSD Board by September 30, 2022.

Solid Waste Initiative No. 2 is related to the following SWOT items.

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.
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.

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.

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.

2022 Strategic Plan

SWOT Analysis Mapped to Draft Strategic Plan

Ventura Regional Sanitation District

WATER/WASTEWATER INITIATIVES

Water/Wastewater Initiative No. 1

Capitalize on the trust that clients have placed in VRSD by continuing their relationships past July 1, 2022 by providing exemplary service.

This will commence immediately and become an ongoing relationship-building initiative.

Water/Wastewater Initiative No. 1 is related to the following SWOT items.

Strengths

2. The organization relentlessly pursues cost efficiency and has demonstrated flexibility, resiliency, and nimbleness in responding to external events that have threatened this pursuit.
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

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.

Opportunities

2. Long-term revenue contracts and commensurate long-term employee agreements could ensure a sustainable future for the District.

Threats

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.

2022 Strategic Plan

SWOT Analysis Mapped to Draft Strategic Plan

Ventura Regional Sanitation District

DISTRICT WIDE INITIATIVES

District Wide Initiative No. 1

Pursue five-year agreements with all District employees.

Present the contracts and/or resolutions to the Board for approval as soon as practicable.

District Wide Initiative No. 1 is related to the following SWOT items.

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.
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.

Opportunities

2. Long-term revenue contracts and commensurate long-term employee agreements could ensure a sustainable future for the District.

Threats

2. Intentional misinformation campaigns and manipulation of perception could lead to questions in the minds of clients, regulators, ratepayers, board members, and employees.

2022 Strategic Plan

SWOT Analysis Mapped to Draft Strategic Plan

Ventura Regional Sanitation District

DISTRICT WIDE INITIATIVES (cont.)

District Wide Initiative No. 2

Continue the effort toward efficiency by accomplishing objectives with as few resources as possible.

This is an overarching and ongoing initiative.

District Wide Initiative No. 2 is related to the following SWOT items.

Strengths

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.
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.

Opportunities

2. Long-term revenue contracts and commensurate long-term employee agreements could ensure a sustainable future for the District.

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.
5. Market-induced increases in unfunded pension liability.
6. Unfunded governmental mandates.

2022 Strategic Plan
SWOT Analysis Mapped to Draft Strategic Plan
Ventura Regional Sanitation District

DISTRICT WIDE INITIATIVES (cont.)

District Wide Initiative No. 3

Continue the effort toward effectiveness by only expending resources on activities that add value to the organization.

This is an overarching and ongoing initiative.

District Wide Initiative No. 3 is related to the following SWOT items.

Strengths

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.
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.

Opportunities

2. Long-term revenue contracts and commensurate long-term employee agreements could ensure a sustainable future for the District.

2022 Strategic Plan

SWOT Analysis Mapped to Draft Strategic Plan

Ventura Regional Sanitation District

DISTRICT WIDE INITIATIVES (cont.)

District Wide Initiative No. 4

Explore business ideas such as alternative use of property and gas to energy that could yield revenues for the District outside of current sources.

This is an overarching and ongoing initiative.

District Wide Initiative No. 4 is related to the following SWOT items.

Strengths

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

2. Ongoing financial liabilities from past decisions and lack of tax dollars combine to create an existence with razor thin protection from future missteps.
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.

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.
3. The evolving regulatory landscape could yield opportunities for new services and ancillary business ideas.

2022 Strategic Plan

Final SWOT Analysis

Ventura Regional Sanitation District

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.

2022 Strategic Plan
Final SWOT Analysis
Ventura Regional Sanitation District

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.