

STRATEGIC PLANNING WORKPLAN 2007-2017 (Approved 7/20/2007)

PROGRESS REPORT

A. PROVIDE THE HIGHEST QUALITY OF INTEGRATED SOLID WASTE MANAGEMENT SERVICES

| Objectives: | Tasks | Who | When | Status/Progress | Related Tasks |
|---|--|--|-----------------------------------|---|---------------|
| 1. Finance Prepare 10 Year District Financial Projection | a. Consider incremental rate increase. | Board Finance Committee, General Manager | Oct. 2007 for 1/08 through 1/2012 | Finance committee meetings – 8/10/07, Develop financial Strategic Operating plan (10/07, 11/07) | |
| | b. Evaluate fiscal impact of programs, operations, and personnel for 2007-2017. | Finance Manager | 2007-10 | | |
| | c. Develop assumptions & workscope. | | 2007-09 | | |
| 2. Operations Identify and Establish Priorities for District Services | a. Develop Core Values and Vision Statements, review and update Mission Statement. | Administrative Services Manager, General Manager | 2008/09 | | |
| | b. Revise/update District Guiding Principles, Policies and Procedures. | | 2008/09 | Board approves Upgraded Waste Screening Program (10/07) | |
| | c. Monitor industry integrated solid waste management programs/practices/services. | Site Manager | 2007-2010 | | |
| 3. Operations Improve Operational Efficiencies | a. Evaluate effectiveness and efficiency of existing District operations and recommend changes as appropriate. • Establish staff committee to evaluate operational efficiency; markets. | Assistant General Manager | 2007-2012 | RFP for Sand Excavation and Marketing (9/07). | A1b, B2b, B3a |
| | b. Monitor and consider regulations/legislation. | General Manager | 2007-2017 | Retain Shaw to prepare report on air emission requirements, AB32 (9/07) | |
| 4. Diversion Sample and Analyze Waste Stream in District Service Area to Evaluate New and Increased Diversion Opportunities | a. Retain consultant to assist in establishing a protocol. | | Spring 2008 | | |
| | b. Establish goals of Waste Characterization and Analysis (WCA), conduct WCA of District wastestream. | Public Education and Recycling Manager | 2008/09 | | |
| | c. Based on WCA, identify new diversion opportunities. | | 2009-2017 | DOC grant for \$1.5million - targets multi family dwellings (10/07) | |

A. PROVIDE THE HIGHEST QUALITY OF INTEGRATED SOLID WASTE MANAGEMENT SERVICES (continued)

| Objectives: | Tasks | Who | When | Status/Progress | Related Tasks | |
|---|---|--|-----------|--|--|--|
| 5. Diversion Evaluate Programs and Associated Costs to Increase Waste Diversion | a. Evaluate viability of creating new base year numbers for jurisdictions and potential impact on diversion calculation. | Information Systems Manager | 2007-2012 | | | |
| | b. Determine value of diversion above 50% and programs and costs to achieve 75% diversion. | Information Systems Manager | 2007-2010 | | | |
| | c. Identify and draft applicable District diversion policies. | Public Education and Recycling Manager | 2009-2012 | | | |
| | d. Conduct meetings and workshops with member agencies. | General Manager | 2007-2012 | Meet with City of Marina (9/25/07); City of Monterey (10/10/07) – C&D; Wasteflow | | |
| 6. Public Education Strengthen Public Education and Outreach Program | a. Program focus on public awareness, increased diversion of organics and commercial wastes, proper management of hazardous and prohibited materials, litter abatement, and sustainability. | | 2007-2013 | Produce signs, brochures, web info on hazardous materials management | | |
| | b. Survey customer base to understand their perception of “best” services and at what cost (recycling, HHW, customer service). | | 2008-2013 | | | |
| | c. Expand school education and outreach program through Waste Free Schools partnership with Santa Cruz County, and internships with local college students. | Public Education and Recycling Manager | | 2008-2015 | Initiate “Waste Free School” Pilot Program | |
| | d. Annually review and assess District’s public education and outreach efforts; expand external communications: website, brochures, annual report, and annual community newsletter. | | | Annually | | |
| 7. Conversion Technology Monitor Conversion Technology (CT) Projects Around the US; Determine Actions Required for Implementation of CT | a. Establish criteria and identify projects to monitor and evaluate CT. | Assistant. General Manager | 2007-2008 | | | |
| | b. Prepare fiscal analysis of implementation options. | Finance Manager | 2009-2012 | | | |
| | c. Evaluate implications of 100 years of landfill life. | Senior Engineer | 2009-2010 | | | |
| | d. Report back to the Board at fiscal year end regarding preferred CT. | | 2008 | | | |
| | e. Provide annual reports to the Board. | General Manager | 2008-2017 | | | |

B. MAINTAIN AND DEVELOP STRATEGIC PARTNERSHIPS

| Objectives: | Tasks | Who | When | Status/Progress | Related Tasks |
|--|---|--|-----------|--|---------------|
| 1. Evaluate the District's Role in the Community to Manage Municipal Solid Waste (MSW) and Recycling | a. Identify core diversion responsibility for District, haulers, cities. | Assistant General Manager | 2007-2008 | | |
| | b. Evaluate franchise agreements and make recommendations as appropriate. | Assistant General Manager | 2008-2011 | | |
| | c. Convene local stakeholder meeting regarding recycling responsibility. | General Manager | 2008-2011 | | |
| | d. Explore policy development such as landfill bans on designated materials. | Senior Engineer | 2007-2012 | | |
| 2. Develop Plan for Future of Biogas and Biosolids Operations | a. Evaluate capital and operational budget to scale District Landfill Gas project energy production capacity. | Assistant General Manager | 2007-2010 | | |
| | b. Evaluate the creation of a partnership for long term biosolids management. | Interagency Committee, General Manager | 2007-2017 | Discussions ongoing with Santa Cruz County regarding organics processing; initiate organics discussion with MRWPCA, CAWD (11/07) | |
| | c. Evaluate partnership with MRWPCA on joint digester gas/landfill gas power generation facility. | | 2007-2012 | | |
| 3. Develop Site Master Plan | a. Identify and evaluate purpose, potential uses, and partners. | General Manager | 2007-2015 | | |
| | b. Conduct stakeholder meetings on related land uses. | | 2007-2012 | | |

C. IMPROVE PERSONNEL POLICIES AND PROGRAMS THAT SUPPORT THE RECRUITMENT AND RETENTION OF QUALITY EMPLOYEES

| Objectives | Tasks | Who | When | Status/Progress | Related Tasks |
|---|---|---------------------------------|-----------|--|---------------|
| 1. Improve District Position as an Employer of Choice | a. Develop salary and benefit policies to support recruitment and retention goals. | Administrative Services Manager | 2007-2010 | | |
| | b. Evaluate District's competitive position locally and regionally. | | 2008-2013 | | |
| | c. Conduct internal assessment surveys. | | 2008-2013 | | |
| | d. Strengthen District safety culture. | | 2007-2010 | Upgrade orientation program/expand on-line safety training. (8/07) | |
| 2. Provide Career Development Opportunities for All Employees | a. Develop annual review system to incorporate training planning and career development in all annual employee reviews. | Administrative Services Manager | 2008-2010 | | |
| | b. Provide "interpersonal skills" training for all employees. | Safety Manager | 2007-2009 | | |
| | c. Identify key classifications and timelines for projected retirements to develop succession plans. | Administrative Services Manager | 2008-2010 | | |
| 3. Enhance Human Resource Programs | a. Review personnel policies and practices. | Administrative Services Manager | 2007-2010 | SEIU representative included in Health Plan Committee (8/07) | |
| | b. Enhance opportunities to collaborate with collective bargaining units. | | 2007-2017 | OE3 and SEIU invited to meet monthly with District management to discuss issues/concerns proactively (10/07) | |
| | c. Provide opportunities/events for employee interaction. | | 2007-2012 | | |