

STRATEGIC PLANNING WORKPLAN 2007-2017 (Approved 7/20/2007; Revised 4/11/2008)

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, 10/25/07, 1/28/08, 3/27/08); Develop financial Strategic Operating plan (10/07)	A2b, A3a, A3b, A4c, A5d, B2b
	b. Evaluate fiscal impact of programs, operations, & personnel for 2007-2017.	Finance Manager	2007-10	Ongoing (7/07 to present)	
	c. Develop assumptions & workscope.		2007-09	Ongoing (7/07 to present)	
2. Operations Identify and Establish Priorities for District Services	a. Develop Core Values & Vision Statements, review & update Mission Statement.	Administrative Services Manager, General Manager	2008/09	Ongoing, Staff level	A6a
	b. Revise/update District Guiding Principles, Policies & Procedures.		2008/09	Board approved Upgraded Waste Screening Program (10/07); Adopt revised Guiding Principles for Acceptance of Regional Waste (11/07), Board adopted Resolution 2008-03 to establish punitive measures for non-compliance with Hazardous Materials Policy and Upgraded Waste Screening Program (03/08)	
	c. Monitor industry integrated solid waste management programs/practices/services.		2007-2010	Tour Western Placer Solid Waste Authority MRF (01/08)	
3. Operations Improve Operational Efficiencies	a. Evaluate effectiveness & efficiency of existing District operations & recommend changes as appropriate. • Establish staff committee to evaluate operational efficiency; markets.	Assistant General Manager	2007-2012	RFP for Sand Excavation & Marketing (9/07), Authorize staff to negotiate long-term agreement w/Don Chapin Co. (01/08); Board approves 10-year contract w/The Don Chapin Co. for Sand Excavation, Processing & Marketing Services & concrete & asphalt rubble recycling services (03/08); Approve Waste Disposal Agreement w/City of Watsonville (11/07); & signs Agreement (02/08)	A1b, B2b, B3a
	b. Monitor & consider regulations/legislation.	General Manager	2007-2017	Shaw present report to Board on air emission requirements AB 32 (01/08)	

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

<p>4. Diversion Sample & Analyze Waste Stream in District Service Area to Evaluate New & Increased Diversion Opportunities</p>	<p>a. Retain consultant to assist in establishing a protocol. b. Establish goals of Waste Characterization & Analysis (WCA), conduct WCA of District wastestream. c. Based on WCA, identify new diversion opportunities.</p>	<p>Public Education & Recycling Manager</p>	<p>Spring 2008 2008/09 2009-2017</p>	<p>DOC grant for \$1.5 million - targets multi family dwellings (10/07); DOC grant for \$85,000 to help offset costs of implementing a buy-back center on-site (12/07)</p>
<p>5. Diversion Evaluate Programs & Associated Costs to Increase Waste Diversion</p>	<p>a. Evaluate viability of creating new base year numbers for jurisdictions and potential impact on diversion calculation. b. Determine value of diversion above 50% & programs and costs to achieve 75% diversion. c. Identify and draft applicable District diversion policies. d. Conduct meetings and workshops w/member agencies.</p>	<p>Information Systems Manager Information Systems Manager Public Education & Recycling Manager General Manager</p>	<p>2007-2012 2007-2010 2009-2012 2007-2012</p>	<p>Ongoing (2007 to present) Meet w/City of Marina (9/25/07); City of Monterey (10/10/07) RE: C&D; Wasteflow; Meet w/ SVSWA RE: North Mo. Co. waste flow, processing & disposal (02/08) Produce signs, brochures, web info on hazardous materials management; New "Recycling Guide" in AT&T phone books distributed in November 2007 (12/07); Board reviews draft ordinance for ban on Polystyrene fast food packaging (02/08); Board supports Environmentally Acceptable Food Packaging Model Ordinance & authorized forwarding the Ordinance to District member agencies for consideration (03/08); District Litter Abatement Task Force meets Quarterly.</p>
<p>6. Public Education Strengthen Public Education & Outreach Program</p>	<p>a. Program focus on public awareness, increased diversion of organics and commercial wastes, proper management of hazardous & prohibited materials, litter abatement, & sustainability. b. Survey customer base to understand their perception of "best" services & at what cost (recycling, HHW, customer service). c. Expand school education & outreach program through Waste Free Schools partnership w/Santa Cruz County, & internships with local college students. d. Annually review & assess District's public education & outreach efforts; expand external communications: website, brochures, annual report, & annual community newsletter.</p>	<p>Public Education & Recycling Manager</p>	<p>2008-2013 2008-2015 Annually</p>	<p>Initiate "Waste Free School" Pilot Program; New internship w/Monterey Institute of International Studies for further research & development of www.keepmontereycountyclean.com (01/08); In the first two months of the Waste Free Lunch Program waste is reduced by 50% at Marshall Elementary School (03/08) Distribute reformatted Annual Report (12/07); Ongoing (2007 to present) updated website, develop brochures and information;</p>

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

<p>7. Conversion Technology Monitor Conversion Technology (CT) Projects Around the US; Determine Actions Required for Implementation of CT</p>	<p>a. Establish criteria & identify projects to monitor and evaluate CT.</p>	Assistant General Manager	2007-2008	Ongoing effort since 2007, monitor CT development.	
	<p>b. Prepare fiscal analysis of implementation options.</p>	Finance Manager	2009-2012		
	<p>c. Evaluate implications of 100 years of landfill life.</p>	Senior Engineer	2009-2010	Ongoing effort since 2007.	
	<p>d. Report back to the Board at fiscal year end regarding preferred CT.</p>	General Manager	2008	Ongoing effort since 2007 a report is planned for Summer of 2008.	
	<p>e. Provide annual reports to the Board.</p>		2008-2017	Report on CT planned for 2008.	

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 & 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 Bio-gas and Bio-solids Operations	a. Evaluate capital & operational budget to scale District Landfill Gas project energy production capacity.	Assistant General Manager	2007-2010	Discussions ongoing with Santa Cruz County regarding organics processing; initiate organics discussion with MRWPCA, CAWD (11/07); Meeting of the General Managers of the District, MRWPCA, & CAWD on Dec. 20 th re: stockpile and/or utilization of bio-solids on-site (01/08); Board authorizes Carollo Engineers to prepare a Monterey Regional Bio-solids (Sludge) Management Plan between the District, CAWD, & MRWPCA (02/08); District & MRWPCA jointly engage in a study to determine appropriate rate to be charged for bio-solids management and/or disposal at District facilities (04/08)	A1b, A3a
	b. Evaluate the creation of a partnership for long term biosolids management.	Interagency Committee, General Manager	2007-2017	Ongoing (2008 to present) at staff level.	
	c. Evaluate partnership with MRWPCA on joint digester gas/landfill gas power generation facility.		2007-2012	Discussions w/REPOG on a proposed plan to site a desalination water supply plant on property nearby the District's landfill property (03/08)	
3. Develop Site Master Plan	a. Identify & evaluate purpose, potential uses, & partners.	General Manager	2007-2015	Ongoing 2007 to present.	A3a, A2b
	b. Conduct stakeholder meetings on related land uses.		2007-2012	Ongoing 2007 to present.	A3a, A2b

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	Ongoing since 2007.	
	b. Evaluate District's competitive position locally and regionally.		2008-2013	Ongoing since 2007.	
	c. Conduct internal assessment surveys.		2008-2013		
	d. Strengthen District safety culture.	Safety Manager	2007-2010	Upgrade orientation program/expand on-line safety training & meetings (8/07); Carry out monthly safety topics; Conduct quarterly safety meetings of Safety Committee; Provide quarterly & annual reports of safety to the Board.	
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	Ongoing since 2007.	