

STRATEGIC PLANNING WORKPLAN 2007-2017 (Approved 7/20/2007; Revised 12/2008)

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)	Regular Finance committee meetings; 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); Since 7/1/07; hiring freeze & reduced staffing by 11%; Operating and Capital expenditures are \$2.3 million below budget from July 2007 through October 2008 in response to the 10.4% reduction in rolling 12 month refuse tonnage received for the same period.	
	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.		2008/09	Ongoing, Staff level	
	b. Revise/update District Guiding Principles, Policies & Procedures.	Administrative Services Manager, General Manager	2008/09	Board approved Upgraded Waste Screening Program (10/07); Adopted 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).	A6a
	c. Monitor industry integrated solid waste management programs/ practices/services.	Site Manager	2007-2010	Tour Western Placer Solid Waste Authority MRF (01/08); staff attends industry meeting & workshops (ongoing); MOLO Training (2007).	
3. Operations Improve Operational Efficiencies	a. Evaluate effectiveness & efficiency of existing District operations & recommend changes as appropriate. <ul style="list-style-type: none"> Establish staff committee to evaluate operational efficiency; markets. 	Assistant General Manager	2007-2012	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) sign Agreement (02/08); Staff negotiations of elimination of e-waste charges for most of calendar year 2008 saving \$20,000 end due to market changes; staff reviewed sludge management costs; staff reviewed sludge management costs; Board approved sludge tipping fee increase of \$5, from \$25 per ton to \$30 per ton effective 1/01/2009; MRF Operations structure one shift trial in 12/08 to cut operational costs 15%, eliminate overtime and equipment hours.	A1b, B2b, B3a

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

Objectives:	Tasks	Who	When	Status/Progress	Related Tasks
<p>3. Operations Improve Operational Efficiencies (continued.)</p>	<p>b. Monitor & consider regulations/legislation.</p>	<p>General Manager (GM)</p>	<p>2007-2017</p>	<p>Shaw presented report to Board on AB 32 air emission requirements (01/08); FY 2008/09 includes funds to comply with AB 32; GM Vice Chair on SWANA statewide Legislative Task Force (1/08 to present).</p>	
<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.</p>	<p>Public Education & Recycling Manager</p>	<p>Spring 2008</p>	<p>Planned for 2008 - 2009</p>	
	<p>b. Establish goals of Waste Characterization & Analysis (WCA), conduct WCA of District wastestream.</p>		<p>2008/09</p>	<p>Ongoing (2008)</p>	
	<p>c. Based on WCA, identify new diversion opportunities.</p>		<p>2008-2017</p>	<p>DOC grant for \$1.5 million - targets multi family dwellings (10/07); DOC grant for \$85,000 (12/07) to help offset costs of implementing a buy-back center on-site (12/08).</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.</p>	<p>Information Systems Manager</p>	<p>2007-2012</p>	<p>Delayed, implementation of new state legislation, SB 1016</p>	
	<p>b. Determine value of diversion above 50% & programs and costs to achieve 75% diversion.</p>	<p>Information Systems Manager</p>	<p>2007-2010</p>	<p>Delayed, implementation of new state legislation SB 1016</p>	
	<p>c. Identify and draft applicable District diversion policies.</p>	<p>Public Education & Recycling Manager</p>	<p>2009-2012</p>	<p>Ongoing (2008)</p>	
	<p>d. Conduct meetings and workshops w/member agencies.</p>	<p>General Manager</p>	<p>2007-2012</p>	<p>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); Mtg w/ Santa Cruz County RE: Regional Organics RFP; member agency meeting held October 8th and December 3rd.</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.</p>	<p>Public Education & Recycling Manager</p>	<p>2007-2013</p>	<p>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>b. Survey customer base to understand their perception of "best" services & at what cost (recycling, HHW, customer service).</p>		<p>2008-2013</p>	<p>Ongoing (2008)</p>	

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

Objectives:	Tasks	Who	When	Status/Progress	Related Tasks
<p>6. Public Education Strengthen Public Education & Outreach Program (continued)</p>	<p>c. Expand school education & outreach program through Waste Free Schools partnership w/Santa Cruz County, & internships with local college students.</p> <p>d. Annually review & assess District's public education & outreach efforts; expand external communications: website, brochures, annual report, & annual community newsletter.</p>		<p>2008-2015</p> <p>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).</p> <p>Distribute reformatted Annual Report (12/07; 11/08); Ongoing (2007 to present) updated website, develop brochures and information.</p>	
<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> <p>b. Prepare fiscal analysis of implementation options.</p> <p>c. Evaluate implications of 100 years of landfill life.</p> <p>d. Report back to the Board at fiscal year end regarding preferred CT.</p> <p>e. Provide annual reports to the Board.</p>	<p>Assistant General Manager</p> <p>Finance Manager</p> <p>Senior Engineer</p> <p>General Manager</p>	<p>2007-2008</p> <p>2009-2012</p> <p>2009-2010</p> <p>2008</p> <p>2008-2017</p>	<p>Ongoing effort since 2007, monitor CT development; staff evaluates potential for alternative "green power" production potential for REPOG project. Track of failed CT efforts in Santa Cruz and other communities.</p> <p>Awaiting identification of projects/options.</p> <p>Ongoing effort since 2007</p> <p>Ongoing effort since 2007, a report is planned for 2009.</p> <p>Ongoing reports to Board re: regional CT efforts. Report on CT planned for 2009.</p>	

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	Ongoing (2007 to present). Discussion item at 10/8/08 meeting; draft of pros & cons reviewed. Consensus developed for further review. Obstacles still remain.	
	b. Evaluate franchise agreements & make recommendations as appropriate.	Assistant General Manager	2008-2011	Ongoing (2007 to present). Discussion item at 10/8/08 meeting. Promote commercial & multi family programs. Same as above. Discussions to tackle difficult logistics of commercial & multi-family recycling reviewed through enhance MRF sort expansion.	
	c. Convene local stakeholder meeting regarding recycling responsibility.	General Manager	2008-2011	Member Agency Strategic Planning Task Force meeting October 8 th & December 3, 2008.	
	d. Explore policy development such as landfill bans on designated materials.	Senior Engineer	2007-2012	Ongoing (2007 to present); landfill ban in effect for HHW, tires, fluorescent bulbs, batteries, appliances, electronic waste. Consideration of landfill ban for green waste and other recyclable materials.	
2. Develop Plan for Future of Bio-gas and Bio-solids Operations	a. Evaluate capital & operational budget to optimize District Landfill Gas project energy production capacity.	Assistant General Manager	2007-2010	Ongoing (2009 to present). Consider amendment to Power Purchase & Sales Agreements Fall 2008. Develop long term plan for LFG management and energy production. New LFG contract developed by 12/08 or 01/09; discussion for partnership with MRWPCA appear on hold as Agency looks to re-tool their equipment. LFG look to be placed into CFA by 7/01/09.	
	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); Meeting of the General Managers of the District, MRWPCA, & CAWD re: stockpile and/or utilization of bio-solids on-site (01/08); Board authorizes Carollo Engineers to prepare a joint 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
	c. Evaluate partnership with MRWPCA on joint digester gas/landfill gas power generation facility.		2007-2012	Ongoing (2008 to present) at staff level. Receive presentation on Regional Water Project from RMC Water & Environment (08/08).	
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; Salary survey for targeted positions initiated (08/08) and completed (11/08); market survey scheduled for FY 2010/2011.	
	c. Conduct internal assessment surveys.		2008-2013	Upgrade orientation program/expand on-line safety training & meetings (08/07); Carry out monthly safety topics; Conduct quarterly safety meetings of Safety Committee; Provide quarterly & annual reports of safety to the Board; Waste Screening Training (08/08); SDRMA onsite Safety Audit (08/08).	
	d. Strengthen District safety culture.	2007-2010			
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	Ongoing 2008; Equipment Assessment/Training Program provided to hourly employees (08/08).	
	b. Provide "interpersonal skills" training for all employees.	Safety Manager	2007-2009	Sexual Harassment Training for Supervisors (6/26/08).	
	c. Identify key classifications and timelines for projected retirements to develop succession plans.	Administrative Services Manager	2008-2010	Key classifications identified (08/08); projected retirement timelines to be projected by 2/01/09; General Manager continuing succession plan presented at Dec 2008 Board meeting; General Manager training plan to be developed in 2009.	
3. Enhance Human Resource Programs	a. Review personnel policies and practices.		2007-2010	Board approves new three-year agreements w/ OE3 & Management Units; Board approves Reduction in Staffing Policy (08/08); Board approves updated Harassment & Discrimination Policy (09/08).	
	b. Enhance opportunities to collaborate with collective bargaining units.	Administrative Services Manager	2007-2017	SEIU representative included on Health Plan Committee (08/07); 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; employee BBQ (6/27/08, 10/03/08).	