

STRATEGIC PLANNING WORKPLAN 2007-2017 (Approved 7/20/2007; Revised 9/12/2008)

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)	Finance committee meetings (8/10/07, 10/25/07, 1/28/08, 3/27/08; 4/23/08, 6/5/08, 8/22/08, 9/29/08); 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); Since 7/1/07; hiring freeze & reduced staffing by 9% and controllable operating expenses to budget by 26% in response to an 8% reduction to budgeted waste revenues.	
	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); 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)	
	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	
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	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 (GM)	2007-2017	Shaw presented report to Board on air emission requirements AB 32 (01/08); FY 2008/09 includes funds to comply with AB 32; GM serves as Vice Chair on SWANA statewide Legislative Task Force (1/08 to present)	

<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>2009-2017</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, pending changes anticipated within legislation</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, pending changes anticipated within legislation</p>	
	<p>c. Identify and draft applicable District diversion policies.</p>	<p>Public Education & Recycling Manager</p>	<p>2009-2012</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 scheduled for October 8th.</p>	
	<p>d. Conduct meetings and workshops w/member agencies.</p>	<p>General Manager</p>	<p>2007-2012</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>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>Ongoing (2008)</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>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>c. Expand school education & outreach program through Waste Free Schools partnership w/Santa Cruz County, & internships with local college students.</p>		<p>2008-2015</p>	<p>Distribute reformatted Annual Report (12/07); Ongoing (2007 to present) updated website, develop brochures and information</p>	
	<p>d. Annually review & assess District's public education & outreach efforts; expand external communications: website, brochures, annual report, & annual community newsletter.</p>		<p>Annually</p>		

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

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

3. 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	<p>a. Identify core diversion responsibility for District, haulers, cities.</p> <p>b. Evaluate franchise agreements & make recommendations as appropriate.</p> <p>c. Convene local stakeholder meeting regarding recycling responsibility.</p> <p>d. Explore policy development such as landfill bans on designated materials.</p>	<p>Assistant General Manager</p> <p>Assistant General Manager</p> <p>General Manager</p> <p>Senior Engineer</p>	<p>2007-2008</p> <p>2008-2011</p> <p>2008-2011</p> <p>2007-2012</p>	<p>Ongoing (2007 to present)</p> <p>Ongoing (2007 to present)</p> <p>Member Agency Strategic Planning Task Force meeting scheduled for October 8, 2008.</p> <p>Ongoing (2007 to present)</p>	
2. Develop Plan for Future of Bio-gas and Bio-solids Operations	<p>a. Evaluate capital & operational budget to optimize District Landfill Gas project energy production capacity.</p> <p>b. Evaluate the creation of a partnership for long term biosolids management.</p>	<p>Assistant General Manager</p> <p>Interagency Committee, General Manager</p>	<p>2007-2010</p> <p>2007-2017</p>	<p>Ongoing (2009 to present). Consider amendment to Power Sales Agreements (10/08).</p> <p>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 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)</p>	<p>A1b, A3a</p>
3. Develop Site Master Plan	<p>a. Evaluate partnership with MRWPCA on joint digester gas/landfill gas power generation facility.</p> <p>b. Identify & evaluate purpose, potential uses, & partners.</p> <p>c. Conduct stakeholder meetings on related land uses.</p>	<p>General Manager</p>	<p>2007-2015</p> <p>2007-2012</p>	<p>Ongoing (2008 to present) at staff level. Receive presentation on Regional Water Project from RMC Water & Environment (08/08)</p> <p>Ongoing 2007 to present.</p> <p>Ongoing 2007 to present.</p>	<p>A3a, A2b</p> <p>A3a, A2b</p>

2. 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)	
	c. Conduct internal assessment surveys.	Safety Manager	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)	
3. Enhance Human Resource Programs	a. Review personnel policies and practices.	Administrative Services Manager	2007-2010	Board approves new three-year agreements w/ OE3 & Management Units; Board approves Reduction in Staffing Policy (08/08); updated harassment & discrimination policy pending Board approval (09/08)	
	b. Enhance opportunities to collaborate with collective bargaining units.		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)	