

MRWMD-GENERAL MANAGER'S GOALS FOR 2010

December 11, 2009

The following is a list provided as goals for the coming year that are both key to the success of the organization and a mechanism against which to measure my performance.

1. COMMUNICATION

Maintain effective communication with Board, member agencies, other jurisdictions, businesses and staff.

Measured by:

- A. *Meeting regularly, at least annually, and communicate directly, with each Board member to identify specific issues and areas of District service improvement.*
- B. *Making regular reports to District Committees and Board of fiscal, budget and public outreach activities.*
- C. *Making six presentations to service clubs and community groups.*
- D. *Making presentations to each District member agency and to other regional agencies and organizations as appropriate.*
- E. *Maintaining good working relationship with local media/press. Placing at least one opinion column on an issue of local importance such as: 1) Feasibility and costs in achieving 75% diversion; 2) GHG Emission Reduction and Renewable energy production; 3) Need for new financial model for District. Maintain regular coverage of District programs and special features addressing industry trends.*

2. FINANCES AND OPERATIONS

Manage and make adjustments to District operations and finances in era of declining tonnages; develop more sustainable long term financial model.

Measured by:

- A. *On-going assessment of opportunities to increase revenue, improve operations and decrease expenditures.*
- B. *Developing and bringing forward a more sustainable long term revenue model for Board consideration which supports existing District infrastructure, along with capital outlays for MRF improvements to achieve increased, efficient diversion, organics processing and renewable energy production improvements;*
- C. *Developing conceptual plan and outline of a financial model for 15 year MRF upgrade in 2011. Plan will include those items essential and necessary to continue MRF operations along with new options for:*
 - (1) *Diversions enhancements*
 - (2) *Ability to process a broader range of materials (such as curbside recyclables)*
- D. *Identifying and taking steps to secure new opportunities for regional waste processing and/or disposal.*
- E. *Developing and presenting alternatives to Board for future operation of the landfill gas to energy facility and other renewable energy opportunities.*
- F. *Expanding food scrap compost pilot program to include additional large generators. Work with interested member agencies to: launch commercial food scrap diversion programs; develop criteria for residential food scrap diversion pilot program; establish costs; report to Board.*

3. STRATEGIC PLANNING AND POLICY DEVELOPMENT

Move forward with Strategic Planning Workplan goals, objectives and tasks.

Measured by:

- A. *Reviewing Mission Statement, Developing District Vision Statement, and Identifying Core Values;*
- B. *Evaluating programs and costs to increase diversion to 75% for member agencies, present recommendation to Board on establishing a 75% diversion goal and a zero waste goal.*
- C. *Seeking partnering opportunities with affiliated agencies such as: SVSWA, MRWPCA, Regional Water Project.*
- D. *Evaluating and preparing report on District role in the community to manage waste as a resource and to produce renewable energy (biogas, solar, wind, biomass, anaerobic digestion):*
 - (1) *Evaluate feasibility of solar and wind turbine installations on-site.*
 - (2) *Evaluate feasibility and cost to implement anaerobic digestion.*
 - (3) *Implement sale of carbon offset credits.*
- E. *Engaging local Task Force in the business of the District and how we can best serve them. Continuing efforts to achieve consensus among member agencies for a unified franchise agreement to be competitively bid in 2013/14, with a goal of reducing costs and increasing value to District residents, businesses, and member agencies.*

4. ADMINISTRATION, PERSONNEL AND STAFF DEVELOPMENT

Assure quality, consistency and fairness in District administrative, personnel and staff development.

Measured by:

- A. *An updated employee performance evaluation process that effectively incorporates annual training objectives and career development components; delivery of "interpersonal skills" training to all employees; delivery of the curriculum requirements to be completed by designated senior staff members as qualification to act as General Manager on an interim basis; delivery of succession plans for each "critical position" whose occupant is projected to retire within the next three years.*
- B. *Developing, updating or revising District policies as needed.*
- C. *Working with management team to apply an entrepreneurial approach as they align their job responsibilities with the 10-year strategic plan.*

5. REGULATIONS

Manage the programs and operations of the District in accordance with the rules and regulations of the State while providing for the health and safety of employees and the public and protection of the environment.

Measured by:

- A. *Overseeing District operations and provide guidance, training and assistance to staff with regulations, compliance and daily operations.*
- B. *Improving delivery of safety training and awareness to employees; improving workers compensation rates.*