

Financial Sustainability

Goal	Description	Metrics	Primary Responsibility	Status
2018 Revenue Bond Financing	Manage execution of bond issuance transaction	Completion by beginning of CY 2019 at amount approved by Board	Director of Finance & Administration	Completed on Nov 21. \$25M raised.
Business Development – SVR MOU	Continue discussions with SVR MOU to establish agreement on shared operations	Agreement completed by end of FY 18/19	General Manager	In process. MOU signed, stakeholders have met to evaluate cooperation opportunities. Final direction expected by end of FY.
Business Development – District Service Capacity	Market excess capacity (MRF, LF, AD...) to out-of-district entities to increase cash margins & revenue diversification.	Sustain existing levels for out-of-District revenue	General Manager	Recology (San Benito) single stream commitment added. Meetings on renewal agreements conducted with other regional customers.
Business Development - Energy	Develop Conceptual Energy Masterplan. Implement MOU with M1W consistent with their AWPf project schedule. Continue discussions with potential energy consumers (M1W, CalAm, MCWD, RAMCO, MBCP, others) and possible collaboration with organics processing projects.	<ul style="list-style-type: none"> LFG uptime – 90% 1st phase complete by end of FY 18/19 	Director of Engineering & Compliance	<ul style="list-style-type: none"> YTD LFG uptime at 75%. Master plan development in process; expected completion by end of FY.
Single Stream Recycling Processing Rate Structure	Establish a Proposed Processing Fee and Revenue Sharing rate that covers all costs of operations	Rate structure proposal by 1/15/19; implemented by 4/1/19 with agreements signed with WMI, Republic Services, and others	Director of Operations	New MRF rate structure to be proposed to Board in March. Expect application of rates to some providers as early as April 1.
FY 18/19 Financial Goals	Meet budgeted financial targets for fiscal year	<ul style="list-style-type: none"> Revenue: \$34.6M Operating expenses: \$31.9M (within 5%) Cash Op. Reserve: \$5.4M 	General Manager	YTD (Jan '19): <ul style="list-style-type: none"> Revenue over budget by \$2M (10%) Operating expenses over budget by \$0.17M (1%) Cash balance at \$8.5M

Workforce Development & Engagement

Goal	Description	Metrics	Primary Responsibility	Status
Employee Engagement & Development	Enhance employee engagement, performance and job satisfaction activities	Focus: <i>'Organizational Alignment'</i> , <i>'Competency Development'</i> and <i>'Continuous Process Improvement'</i> elements of Workforce Investment Plan <ul style="list-style-type: none"> • Q1 Leadership Retreat (team effectiveness and organization alignment) • Expand 360 survey to Directors and Managers to identify strengths and opportunities • Complete Supervisor/Manager Training (5 days – Participatory Management) • Improve employees' self-service access to on-time information through new HR/Payroll System 	Director of Finance & Administration and HR Manager	<ul style="list-style-type: none"> • Leadership Retreat conducted 9/17/18; employee engagement activities & priorities refined. • 360-degree survey among Directors and GM targeted for end of FY. • Participatory Management workshops involving all managers, supervisors, directors and the GM; 3 of 5 days complete; remaining training completed before end of FY. • Employee self-service access to HR/payroll information complete. • Additional employee communication technology evaluated; will be rolled out before end of FY.
Collective Bargaining Agreement	Negotiate a new collective bargaining agreement	Agreement completed by end of FY 18/19	General Manager	On track. Compensation study completed; other resources engaged. Discussions begin in March.
Safety & Risk Management	Improve timeliness of required job safety training	90% training accomplished on-time	Director of Engineering & Compliance	Current completion rate under target; varies by department.

Community & Stakeholder Engagement

Goal	Description	Metrics	Primary Responsibility	Status
Member Agency Communication	Annual presentations to each member agency to update on District financial status, capital and business development plans, recycling processing and diversion information.	Meetings conducted with each of 9-member agencies	General Manager	To date, presentations to councils at: Monterey, PG, Carmel; meetings with city staff: Monterey, PG, Seaside, Monterey County, PBCSD. Quarterly TAC meetings to review hauler performance and MRF ops.
Recycling Awareness Outreach	Implement regional Recycling Awareness and Outreach Campaign engaging the community, across multiple channels of communication, to best understand how to reduce waste, what is recyclable and why.	<ul style="list-style-type: none"> • Create & execute new year-long Recycling Awareness & Outreach Campaign • Release <i>What Goes Where</i> smartphone app • Conduct local events, tours, workshops, outreach activities 	Director of Communication & Sustainability	<ul style="list-style-type: none"> • Campaign planned and launched. • WGW app developed in conjunction with other county stakeholders; launched September 2018. • Ongoing Pub Ed events, tours, two new waste reduction workshops launched & new Spring print and social media campaign planned.

Facilities Planning & Development

Goal	Description	Metrics	Primary Responsibility	Status
Landfill Module 6	Solicit construction bids; Award construction contract; Initiate construction of Module 6	Substantially complete construction in FY 18/19	Director of Engineering & Compliance	Bids in process; anticipate project substantially complete by end of FY.
Site Master Plan Update - Landfill	Develop outline for the scope of topics; issue RFP and/or retain Consultant; Initiate master planning studies for the landfill	Substantially complete master planning studies in FY 18/19; 50% Master Plan Report submittal	Director of Engineering & Compliance	Retained consultant; anticipate project substantially complete by end of Q2 FY19/20.
Site Appearance	Update Building and Grounds appearance	<ul style="list-style-type: none"> • New Landscaping in public-facing areas • Repaint/replace building and roadway signage 	Director of Operations	<ul style="list-style-type: none"> • Minor landscaping, signage & litter abatement activities completed/established. • Major building & grounds upgrades deferred to FY19/20.

Operational Efficiency

Goal	Description	Metrics	Primary Responsibility	Status
Diversion in District Communities	Establish a 3-year Diversion Plan that meets CA goals of 75% diversion through on-site material processing and recovery programs	65% Diversion by 7/1/19 70% Diversion by 7/1/20 75% Diversion by 7/1/21	Director of Operations	Diversion plan expected to be complete by end of FY. 2019 target on track to be achieved.
Operational Departmental Productivity	Working with Managers and Supervisors, the Operations Departments will meet and exceed critical productivity measures.	<ul style="list-style-type: none"> • <u>Up-Time Measures</u>: MRF – 90%, LFG – 90% • <u>Maintenance</u>: PM’s – 90% on-time service, 95% Repair Order accountability • <u>Site and LF</u>: Compaction in Landfill Improved by 10%; deliver power to & operate the LCRS (leachate) pumps at least 8 hours per day, six days per week • <u>LCM</u>: 20% increase in Sales 	Director of Operations	<ul style="list-style-type: none"> • MRF up-time trend on track with target. • LFG up-time lagging target (YTD up-time: ~75%) • Maintenance targets at or above goals. • Compaction target will be assessed at end of FY. • LCRS lag target; upgrades planned for next FY. • LCM operating at previous year revenues. Revenue target expected to be missed.
Administrative Management Systems	Implement new HR information system, including a new payroll system and process	Implementation & training completed by 12/31/18	Director of Finance & Administration	System installed and training completed.
Management & Financial Reporting	Improve management reporting systems, including accounting close cycle, department level budget versus actual reports and other management reports	<ul style="list-style-type: none"> • Department Budget vs Actual reports delivered to managers by 15th of following month • Monthly financial statements to Board in following month 	Director of Finance & Administration	<ul style="list-style-type: none"> • Working on system improvements to enable meeting manager-level budget reporting goal. • Financial statement goals being met.