

Financial Sustainability




Develop sources for sustainable capital funding & manage revenue risks.

Goal	Description	Metrics	Primary Responsibility	Results
Business Development – ISWM System Improvements	Continue discussions with SVR & local and regional municipal representatives to evaluate opportunities to create county-wide efficiencies of the Integrated Solid Waste Management (ISWM) System and to minimize duplicative service capacity and/or infrastructure development.	<ul style="list-style-type: none"> • Lead SB1383 preparation and planning information dissemination with municipal representatives • Continue discussions with SVR and north county municipal representatives in providing contracted recycling & diversion services to their communities where efficiencies can be gained or where the rate of system cost increases can be mitigated • Partner with SVR on shared educational outreach endeavors 	General Manager	<ul style="list-style-type: none"> • Beginning planning strategy for member agencies through TAC. Have initiated discussions with potential resources for consultant support. Engaged in discussions with SVR & Monterey County staff for a presentation to the County’s Alternative Energy and Environment Committee on SB1383. Also discussing a possible presentation to the City Manager’s group. • Continuing to engage with SVR/Salinas/County staff re: their planning process. Discussions still proceeding with all parties. • SVR education process on-going. New arrangements with “What Goes Where” and joint projects with SVR under discussion for sharing responsibility.
Business Development – District Service Capacity	Market excess capacity (MRF, LF, Compost...) to out-of-district entities to increase cash margins & revenue diversification.	Sustain existing levels for out-of-District revenue while improving efficiencies in the receipt of those revenues and reducing risks through diversification	General Manager	Have met with all SCC member agencies, private haulers, and other regional agencies for SS and MSW processing discussions. New agreements have been negotiated with three cities and the County of Santa Cruz. New contracts have been negotiated with four new single stream providers.
Business Development – Energy	Develop Conceptual Energy Master Plan while assessing GHG reduction scenarios & related ROI’s and B-C Ratios. Implement MOU with M1W consistent with new AWPf project schedule. Secure potential energy	<ul style="list-style-type: none"> • LFG uptime – 90% • M1W connection to Phase 1 AWPf completed • 1st phase complete by end of FY19/20 • 2nd phase completed by end of 20/21 	Dir. Engineering & Compliance	PHASE 1 - M1W has bid the AWPf electrical supply project for connection to the District twice in the past year. All three bids received by those solicitations were significantly higher than the Engineer’s Estimate and project budget. M1W has temporarily put the project on hold as it addresses the project design, costs, budget, and funding. District staff will assist in the design modification process and has offered to manage that process together with bidding and a loan for funding the construction. M1W is

	consumers (M1W, CalAm, MCWD, RAMCO, MBCP, others) and possible collaboration with organics processing projects.			evaluating the District’s offer. Project construction will be delayed by another year to two years depending on which approach is taken by M1W. Electrical connection anticipated as early as Q4-CY2021 and as late as Q4-CY2022..
FY18/19 Financial Goals	Meet budgeted financial targets for fiscal year	<ul style="list-style-type: none"> Revenue: \$36.3M Operating expenses: \$33.9M (within 5%) Cash Operating Reserve: \$5.9M 	General Manager	<ul style="list-style-type: none"> Revenues \$3.1M above budget (8%) Operating Expenses \$345k below budget (1%) Cash balance \$2.7M above budget (Based on preliminary accounting)

Facilities Planning & Development

 Manage capital projects & update long-term capital plan.				
Goal	Description	Metrics	Primary Responsibility	Results
Organic Waste Processing Alternatives	Continue assessment of pending SB1383 regulations for organic waste diversion from landfill disposal. Conceptual three phase project development of 30,000, 60,000, and 90,000 tons per year of processing capacity.	Issue RFQ & RFP for organic waste processing alternatives	Dir. of Engineering & Compliance	SB1383 approval has been delayed about a year & should be issued by September 2020. This goal will move to next fiscal year goals & will be defined by the Strategic Planning started FEB 2020.
Landfill Module 6	Complete construction of Module 6	Construction started in FY 18/19. Complete construction before October 2019	Dir. of Engineering & Compliance	Completed and approved for disposal operations by the Regional Water Quality Control Board.
Landfill Module 7	Complete design & permitting of Module 7. Solicit construction bids. Depending on disposal	Solicit construction bids as early as FY19/20 and no later than FY20/21	Dir. Engineering & Compliance	Concept design completed. Project schedule is under review and under consideration of deferring it one year.

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	capacity needs; Award construction contract & Initiate construction of Module 7			
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	Complete master planning studies in FY19/20 Master Plan Report submittal	Dir. Engineering & Compliance	In-progress. 60% Draft under review. Scheduled into FY20/21.
Access Road – Truck Scale Traffic Approach	Complete design & permitting of lane improvements on Charlie Benson Lane prior to 4-way Stop Intersection. Bid & Award construction.	<ul style="list-style-type: none"> • Improve queue for access to scales • Improve access to Right & Left Turn Lanes • Integrate CalAm Desal Plant Access lanes 	Dir. Engineering & Compliance	Concept design accomplished. Desal project has again been delayed, thus District will pursue limited queue & turn lane improvements at the 4-way Stop Sign in CY2020 as part of the delivery of the new unattended truck scale, designated “Scale E”.
Site Appearance	Update Building and Grounds appearance	<ul style="list-style-type: none"> • New Landscaping in Public-facing areas. Clean, Repair, and Repaint buildings and replace signage at LCM/HHW. 	Dir. of Operations; Dir. Engineering & Compliance	<ul style="list-style-type: none"> • LCM has been pressure washed & gutters repaired, and translucent roof panels replaced. Roof repair on Shop. Some signage installations on route to the landfill. • LCM yard has been reorganized for improved safety and traffic flow. Sales yard has been reorganized.
Scale House Improvements	Improve customer transaction area, employee workspace, and ADA conformance	<ul style="list-style-type: none"> • Complete design, permitting, & construction in FY19/20 	Dir. Engineering & Compliance	Project is being rescoped due to excessive cost projections. Now planned for FY20/21.
Single Stream Recycling System Improvements	Assess, Procure and Install additional equipment options to improve materials quality, increase recovery possibilities, and minimize staffing needs	<ul style="list-style-type: none"> • New OCC separation equipment in operation by 4/1/20 	Dir. of Operations; Dir. of Engineering & Compliance	Approved by Board at DEC 2019 meeting. Delivery and installation began in July 2020. Installation will be completed by end of August 2020. Staff will report out actual performance of equipment as compared to the projection in the December 2020 Bd Meeting.

Workforce Development & Engagement



Continue work to build employee engagement and trust

Goal	Description	Metrics	Primary Responsibility	Results
Employee Engagement & Development	Enhance employee engagement, performance and job satisfaction through continued focus on the 'Organizational Alignment', 'Competency & Career Development' and 'Rewards & Recognition' elements of Workforce Investment Plan	<ul style="list-style-type: none"> Organizational Alignment: Enable quick access to information through more utilization of on-line tools (Beekeeper & Paycom) to keep employees informed with timely, relevant and engaging communications Competency & Career Development: Identify succession gaps and develop succession plan for key positions; continue Supervisor & Manager training and development Rewards & Recognition: Develop and implement Rewards & Recognition Program that inspires pride and gratitude for our Team members Conduct employee satisfaction survey 	Dir. of Finance & Administration; HR Manager	<ul style="list-style-type: none"> Paycom system installed and in use, mobile app rolled-out to streamline time-tracking and time-off request process; transitioned from Beekeeper to The Marlin System (electronic communication board) for more effective and timely internal communications; regular GM Newsletter for GM to communicate current events, business info and other important information; text messaging system implemented to communicate emergency announcements related to COVID-19. Worked with Employee Focus Group to assess current Rewards & Recognition (R&R) Program; new R&R Program in final stages of development at time that COVID-19 crisis arrived locally. Completion and roll-out expected by Dec 2020. Supervisor/Manager Performance Management Training completed.
Safety & Risk Management	Continued Improvement of timeliness of required job safety training	95% training accomplished on-time	Dir. Engineering & Compliance	Positive progress towards meeting the goal has occurred in all departments. Goal reached by~90% of departments.
Training and Assessment for Equipment Operations	To train and assess current staff members in order to prepare them for internal advancement opportunities as they develop	Design training programs for all pieces of equipment. Develop protocols and requirements for staff eligibility to participate. Implement by 1/1/20	Dir. of Operations; HR Manager	Initiative suspended due to other priorities at this time. Will reevaluate need in current FY.

Community & Stakeholder Engagement




Educate, inform about and advocate for the District’s role in executing our mission and protecting the environment.

Goal	Description	Metrics	Primary Responsibility	Results
Member Agency Communication	Keep member agencies up to date on District financial status, capital and business development plans, and recycling processing and diversion information	Develop FY communication plan that includes: <ul style="list-style-type: none"> • Communications objectives, strategies & tactics • Minimum of one annual presentation conducted with each of 9-member agencies 	General Manager	<ul style="list-style-type: none"> • Director of Communications, Zoë Shoats, hired 1.27.20. • Recycling & Waste Reduction Guide distributed mid-March. Some distribution partially delayed to June due to COVID-19. • Several presentations made in support of member agencies’ rate increase approval.
Recycling Awareness Outreach	Continue 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 year 2 Recycling Awareness & Outreach Campaign • Continue regional promotion of <i>What Goes Where</i> smartphone app & website • Conduct local events, tours, workshops, outreach activities 	Dir. of Communication	<ul style="list-style-type: none"> • Conducted major update of <i>What Goes Where</i> database with revised recycling and disposal instructions, including new synonyms for better item searches. • Continued promotion of <i>What Goes Where</i> in various print and digital campaigns, including one for popular items during COVID-19. • Participated in local community events and conducted tours and workshops until COVID-19 shelter in place orders prohibited in mid-March.
Improve Quality of Recyclable Materials	Continue to monitor, measure and evaluate incoming materials to provide information to Pub Ed/Com department, haulers, cities, and community members about the types of contamination the MRF is experiencing	<ul style="list-style-type: none"> • Contract with independent 3rd party to conduct a Materials Composition Study for all sources of incoming material. Compare against 2018 baseline of 22% contamination 	Dir. of Operations	Overall results of the Composition Study remained the same overall for the incoming materials contamination level to the facility (22% in 2018 to 21.9% in 2019). District cities average increase slightly from 18% to 18.9% overall contamination levels.

<p>Other Communications Goals</p>	<p>Continue to develop awareness of, and support for, the District’s mission and activities</p>	<ul style="list-style-type: none"> • Complete evaluation of re-naming and/or new District logo; execute brand change if warranted • Coordinate and host a 50th Anniversary event for Earth Day in April 2020 	<p>Dir. of Communication</p>	<ul style="list-style-type: none"> • Strategic Planning Process to be completed first before re-branding. Rebranding being considered for launch in October 2021 for District’s 75th Anniversary. • Events planned for 50th anniversary of Earth Day were converted to a print & digital advertising campaign “Learn More About Less” that supported digital distribution of the 2020 Recycling & Waste Reduction Guide.
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Operational Efficiency

 Improve operational effectiveness and efficiency.				
Goal	Description	Metrics	Primary Responsibility	Results
<p>Increase Diversion in District Communities</p>	<p>Establish a 3-year Diversion Plan that meets CA goals of 75% diversion through on-site material processing and recovery programs</p>	<p>65% Diversion by 7/1/19 70% Diversion by 7/1/20 75% Diversion by 7/1/21</p>	<p>Dir. of Operations</p>	<p>Awaiting final SB1383 regulations & compliance requirements</p>
<p>Administrative Management Systems</p>	<p>Improve payroll process and develop new purchasing system</p>	<ul style="list-style-type: none"> • Implement payroll process change by 12/31/19 • Implement purchasing system/process by 12/31/19 	<p>Dir. of Finance & Administration</p>	<ul style="list-style-type: none"> • Payroll changes completed • Purchasing system partially developed but behind schedule
<p>Management & Financial Reporting</p>	<p>Improve visibility of District operations through more accurate reporting and activity tracking</p>	<ul style="list-style-type: none"> • Improved accuracy of departmental reporting • Complete line of business costs of service assessments 	<p>Dir. of Finance & Administration</p>	<ul style="list-style-type: none"> • Dept. spending reports improved & in use • Line of business assessments done on LCM and MRF • Operational dashboards tracking daily, weekly and monthly business activity

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<p>Meet all Operational Departmental productivity goals</p>	<p>Working with Managers and Supervisors, the Operations Departments will meet and exceed critical productivity measures.</p>	<p><u>Up-Time Measures</u> MRF – 90%, LFG – 92% <u>Maintenance</u> PM’s – 90% on-time service, 95% Repair Order accountability <u>Site and LF</u> Improve compaction in Landfill by 10% <u>LCM</u> Improve Sales Reporting Tracking systems. Evaluate pricing methodology to increase average transaction value by at least 10%</p>	<p>Dir. of Operations</p>	<ul style="list-style-type: none"> • MRF @ 87.85% July-Dec • MRF @ 88.25% Jan - June • LFG @ 93% July-Dec • LFG @ 87% Jan - June • Maintenance rate Shop: <ol style="list-style-type: none"> 1. PM’s - 91% 2. RO Acct – 99% • Maintenance rate MRFM: <ol style="list-style-type: none"> 3. PM’s – 93% 4. PM’s – 100% • Compaction measured annually in July • Met with retail sales consultants • Sales on pace to be approximately 4% (\$30,000) up Yr-Yr until closure due to COVID-19.
<p>Increase Efficiencies Single Stream Recycling Processing System</p>	<p>Assess, Procure and Install additional equipment options to improve materials quality, increase recovery possibilities, and minimize staffing needs</p>	<p>New OCC separation equipment in operation by 4/1/20</p>	<p>Dir. of Operations Dir. of Engineering & Compliance</p>	<p>Approved by Board at DEC 2019 meeting, and installation began in July 2020. Installation will be completed by end of August 2020. Staff will report out actual performance of equipment as compared to the projection in the December 2020 Bd Meeting.</p>
<p>Workplace Safety Strategies</p>	<p>Improve workplace safety procedures and engineering controls to reduce injuries and workers compensation costs</p>	<p>Work with Workers’ Compensation insurance providers & consultants to optimize safety programs</p>	<p>Dir. of Engineering & Compliance Safety Manager</p>	<p>Engaged In-Focus Safety to perform site inspections and recommend safety-related changes to practices and facilities. Added on-site first aid triage and treatment to address minor injuries.</p>