



Monterey Regional Waste Management District 2017/18 Goals

Board of Directors- 7/21/2017

- Strategic, not tactical
- Aligned with Pillars of Sustainability
- Easy to track, measure and report on progress

A. Long-Term Planning Goals

Staff will develop a long-range strategic plan that defines the District's direction. The plan, developed by staff and approved by the board, will define an economically sustainable future for the District and will inform critical strategic decisions that it will face. Staff will involve board members and other District stakeholders at key points during the process. The plan will include the following four elements:

- Operational
- Financial
- Communications
- Human Capital



B. FY 17/18 Operational Goals

Staff has identified three critical operational priorities for the year:

- MRF Improvement Project
- Financial Performance
- Safety

GOAL

A.1 - LONG TERM PROGRAM DEVELOPMENT PLAN

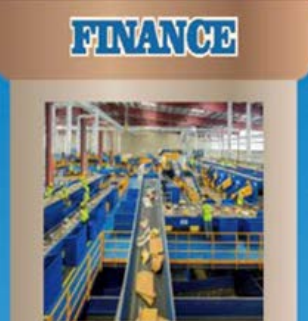
PILLAR	DESCRIPTION	17/18 DELIVERABLES
<p data-bbox="131 505 363 548">INNOVATION</p>  <p data-bbox="115 819 378 862">ENVIRONMENT</p> 	<p data-bbox="440 496 1193 839">Assess long-term site operations needs, especially with respect to landfill development and management, organics management, landfill gas management and energy production. Evaluate options, priorities, cost estimates and timelines. Initiate near term project plans.</p>	<ul data-bbox="1290 496 1850 976" style="list-style-type: none"> • Organics management plan, including options and cost estimates • Landfill, facility and LFGTE development schedule and costs estimates • Continued development and evaluation of strategic community partnerships.

Long Term Planning Goals



GOAL

A.2 - LONG TERM FINANCIAL PLAN



PILLAR	DESCRIPTION	17/18 DELIVERABLES
	<p>Build a financial plan that supports program objectives and District operations over the plan period. Evaluate and prioritize alternative funding sources and conduct analysis of potential operational scenarios.</p>	<ul style="list-style-type: none">• Long-term financial model, including revenue, staffing, operating expenses, capital expenses and cash flows.• Analysis of financing options for projects and operations.• Continue to explore non-District waste contracts.

Long Term Planning Goals



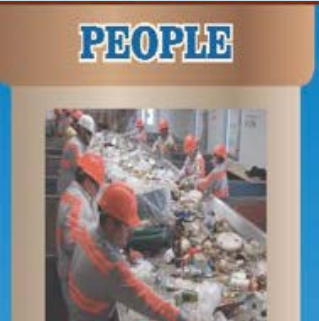
GOAL

A.3 - LONG TERM COMMUNICATIONS PLAN

PILLAR	DESCRIPTION	17/18 DELIVERABLES
<p data-bbox="131 511 370 554">COMMUNITY</p>  <p data-bbox="112 848 390 891">ENVIRONMENT</p> 	<p data-bbox="440 501 1238 996">Develop a communications plan to support the District's long-term strategic objectives. The plan will include identification of communications objectives, development of key messaging and branding, identification of target audiences (internal and external) and specific strategic communications initiatives.</p>	<ul data-bbox="1290 501 1856 1282" style="list-style-type: none"><li data-bbox="1290 501 1856 786">• Develop a District identity and brand that enhances community understanding of programs and services, and supports long-term objectives.<li data-bbox="1290 815 1856 1100">• Develop campaigns promoting waste reduction, reuse and recycling and, where feasible, measure effectiveness by impact on tonnage received.<li data-bbox="1290 1129 1856 1282">• Report on progress toward achieving the member agencies' 75% diversion goal.

GOAL

A.4 - LONG TERM HUMAN CAPITAL PLAN

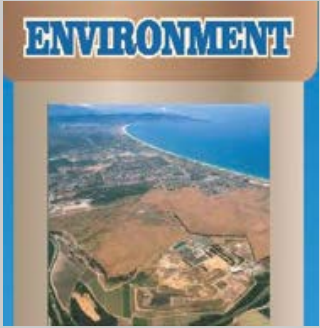
PILLAR	DESCRIPTION	17/18 DELIVERABLES
	<p>Develop a Human Capital Investment Plan for the entire organization that fosters an engaged, challenged and motivated work force and ensures a stable and skilled staff. The plan will include job and skills training, performance assessment, coaching and recognition programs and career advancement initiatives.</p>	<ul style="list-style-type: none">• Conduct a workforce assessment to identify risks and opportunities.• Develop and begin implementation of long-term plan.• Continue management engagement in workplace communication.• Conduct employee satisfaction survey.• Conduct safety program assessment.

FY 17/18 Operational Goals



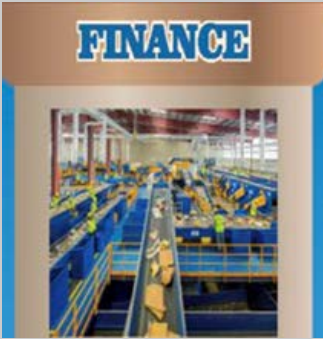
GOAL

B.1 - MRF PROJECT IMPLEMENTATION & OPTIMIZATION

PILLAR	DESCRIPTION	17/18 DELIVERABLES
	<p>Complete the installation and testing of the new MRF equipment. Develop an understanding of the operating model that can be used to optimize diversion, revenues and cost over the coming years.</p>	<ul style="list-style-type: none">• Processing System Diversion rates by end of FY 17/18:<ul style="list-style-type: none">• 65% of MSW• 75% of C&D• 90% of Single Stream recyclable materials• Materials revenue totaling \$3.5M by end of FY 17/18• Material Quality measures: meeting or exceeding industry standards for material quality.• MRF operating model that isolates key operating metrics subject to control for optimizing performance by end of FY 17/18 that include:<ul style="list-style-type: none">• Per/ton labor and operating costs for each material stream.• Employee productivity measures per material type.• Material Quality reports.• System operations “Up-time” ratios.

GOAL

B.2 - FINANCIAL PERFORMANCE

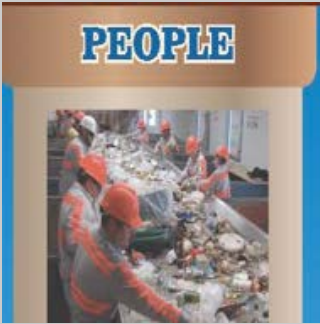
PILLAR	DESCRIPTION	17/18 DELIVERABLES
	<p>Manage District performance to meet financial targets outlined in FY 17/18 Budget.</p>	<ul style="list-style-type: none">• Maintain end of year unrestricted Operating Cash Reserves balance equal to or better than \$4.2M.• Maintain Operating Expenses within 5% of \$25.9M budget.• Prepare FY18/19 budget that meets the 20% Operating Cash Reserves target.

FY 17/18 Operational Goals



GOAL

B.3 - SAFETY

PILLAR	DESCRIPTION	17/18 DELIVERABLES
	<p>Manage District safety program to improve safety outcomes.</p>	<ul style="list-style-type: none">• Lower Workers' Compensation Experience Modification Factor (EMOD) from current rate of 150%.

Long-Term Planning Milestones*



- | | |
|---------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| July | Develop Baseline Capital plan
<u>Board Finance Committee</u> : Inform of planning schedule |
| Aug | Complete preliminary comprehensive Baseline financial model |
| Sept | <u>Board Finance Committee</u> : Review preliminary baseline plan |
| Oct | Complete Baseline plan
<u>Full Board</u> : conduct extended Board session to review Baseline plan |
| Nov | Identify variables affecting outcomes; develop planning scenarios
<u>Board Finance Committee</u> : Update committee on progress |
| Dec | Develop alternative funding options |
| Jan | Model alternative funding options & execution scenarios
<u>Board Finance Committee</u> : Update committee on progress |
| Feb | Complete Long-term plan, including all elements: programs, financials, communications & human capital plans
<u>Full Board</u> : Conduct outside Board session on full strategic plan |
| Mar | Finalize long-term plan |
| *Note: | Other Board and Committee update opportunities will likely emerge from planning. |



MONTEREY REGIONAL
WASTE MANAGEMENT
DISTRICT

PILLARS OF SUSTAINABILITY

Our mission is to Turn Waste Into Resources in the most cost effective and environmentally sound manner to benefit the community.

PEOPLE



An engaged and talented workforce allows us to pursue the District's mission.

.....
Utilize an intentional and mindful process in the recruitment, development, and growth of our people.

.....
Build a high performance, safety-oriented culture.

.....
Promote the health and well being of our employees.

FINANCE



Strike a balance between community needs, cost containment, and environmental protection.

.....
Develop a sustainable revenue structure that provides funding for the programs and services we provide to the community.

.....
Follow and update the District's alternative funding options.

.....
Pursue strategic partnerships that allow for increased efficiencies and revenues, decreased costs, and enhanced environmental benefits.

ENVIRONMENT



The District's environmental stewardship promotes a sustainable community.

.....
Support member agencies with implementation of state-of-the-industry franchise collection contracts.

.....
Construct the MRF improvement project to increase diversion.

.....
Promote the beneficial use of biogas.

COMMUNITY



District services and programs to be responsive to the unique needs of our community.

.....
Ensure the effectiveness of the District's programs, services, and strategic partnerships.

.....
Strengthen the District's identity in the community.

.....
Build upon our coordinated education and outreach programs between District and community partners.

INNOVATION



Early adopters of programs and processes that best serve the needs of the District and the community.

.....
Track industry trends through involvement and education.

.....
Develop a comprehensive and innovative plan to maximize use of technology.

.....
Maximize opportunities to become a carbon-neutral energy producer.