

MRWMD 2016-17

District Performance Goals and Objectives


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	FINANCE	ENVIRONMENT	COMMUNITY	INNOVATION
 <p><i>An engaged and talented workforce allows us to pursue the District's mission.</i></p> <p>.....</p> <p>Utilize an intentional and mindful process in the recruitment, development, and growth of our people.</p> <p>.....</p> <p>Build a high performance, safety-oriented culture.</p> <p>.....</p> <p>Promote the health and well being of our employees.</p>	 <p><i>Strike a balance between community needs, cost containment, and environmental protection.</i></p> <p>.....</p> <p>Develop a sustainable revenue structure that provides funding for the programs and services we provide to the community.</p> <p>.....</p> <p>Follow and update the District's alternative funding options.</p> <p>.....</p> <p>Pursue strategic partnerships that allow for increased efficiencies and revenues, decreased costs, and enhanced environmental benefits.</p>	 <p><i>The District's environmental stewardship promotes a sustainable community.</i></p> <p>.....</p> <p>Support member agencies with implementation of state-of-the-industry franchise collection contracts.</p> <p>.....</p> <p>Construct the MRF improvement project to increase diversion.</p> <p>.....</p> <p>Promote the beneficial use of biogas.</p>	 <p><i>District services and programs to be responsive to the unique needs of our community.</i></p> <p>.....</p> <p>Ensure the effectiveness of the District's programs, services, and strategic partnerships.</p> <p>.....</p> <p>Strengthen the District's identity in the community.</p> <p>.....</p> <p>Build upon our coordinated education and outreach programs between District and community partners.</p>	 <p><i>Early adopters of programs and processes that best serve the needs of the District and the community.</i></p> <p>.....</p> <p>Track industry trends through involvement and education.</p> <p>.....</p> <p>Develop a comprehensive and innovative plan to maximize use of technology.</p> <p>.....</p> <p>Maximize opportunities to become a carbon-neutral energy producer.</p>

The categories listed below represent the five Pillars of Sustainability that comprise the District's strategic plan. Each Pillar contains three strategic objectives. The objectives highlighted below make up the areas of focus for the 2016-17 fiscal year.

PEOPLE - AN ENGAGED AND TALENTED WORKFORCE ALLOWS US TO PURSUE THE DISTRICT'S MISSION.

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

Establish rigorous and repeatable processes to improve the effectiveness of recruitment and professional and personal development activities by and for our staff.

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

Develop management practices and organizational standards for performance and behavior that result in an increasingly effective and safe workplace.

1. Safety: Close remaining Open Items on SDRMA 2013 and 2016 Safety Audits.
2. Safety: Establish a Safety Training and Management Structure to improve documentation and compliance processes.
3. Performance: Develop an Internal Employee-Focused Communication Strategy that includes:
 - Quarterly Round Table Meetings.
 - Transparency Initiatives, such as 360 reviews, employee evaluations and coaching, job observations and employee surveys.
 - Business Literacy Development on topics such as budget, sources of revenue, annual audits and performance measurement.

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

Earn a regional reputation as being a great place to work by enabling employees to experience fulfilling work and personal lives and to achieve a healthy work life balance.

FINANCE - STRIKE A BALANCE BETWEEN COMMUNITY NEEDS, COST CONTAINMENT, AND ENVIRONMENTAL PROTECTION.

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

Diversify revenue sources in a way that produces predictable cash flow and minimizes market risks. Create a financial model that allows for continued capital reinvestment in facilities, equipment and infrastructure so the District meets regulatory and environmental requirements.

1. Develop metrics and timely reporting processes for all lines of business to enable more agile decision making and greater transparency and accountability.
2. Manage to within 5% of budgeted expenses for FY 2016/2017.
3. Continue efforts for marketing of disposal, recycling, and organics capacity.

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

Periodically evaluate diverse options for funding projects and operations. Continue to pursue aggressive cost control processes and efficiencies as part of financial options.

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

Explore ways to leverage the strengths and assets of various partners in ways that could enhance the District's financial objectives.

ENVIRONMENT - THE DISTRICT'S ENVIRONMENTAL STEWARDSHIP PROMOTES A SUSTAINABLE COMMUNITY.

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

Track contract performance and examine ways to optimize benefits for the agencies and the environment.

B. Construct the MRF improvement project to increase diversion.

Build staffing, systems and strategies that enable full utilization of this asset.

1. Execute the MRF improvement project plan to meet the Q4 2017 "Go Live" milestone, to increase diversion and revenue, and to ensure member agencies are in full compliance with CalRecycle mandates and diversion goals.

2. Work with business associations and chambers regarding single-stream recycling expansion and cleanliness of materials.

C. Promote the beneficial use of biogas.

Develop bio-gas resources for member agencies, franchise haulers, and third party consumers as a means of achieving GHG reductions and meeting renewable energy goal mandates.

COMMUNITY - DISTRICT SERVICES AND PROGRAMS TO BE RESPONSIVE TO THE UNIQUE NEEDS OF OUR COMMUNITY.

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

Work with the community to explore ways to optimize current practices and programs and explore alternative approaches. Utilize the District's programs as a potential means for job growth and economic development

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

Build the District's brand within the community to ensure our stakeholders understand our contribution and potential in serving them.

1. Evaluate the opportunity to simplify and rebrand the District name to strengthen the District's identity in the community, enhance programs and customer service to support community needs and aligned to fulfill future strategic activities.

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

Leverage existing programs to increase the delivery of outreach and education. Build coordinated outreach programs with other regional efforts in the areas of the environment and sustainable practices.

1. Fully develop social media outlets as means of promoting programs, expand website and develop collateral materials, and continue coordination with local franchise haulers in areas of source reduction, re-use, and recycling.

INNOVATION - EARLY ADOPTERS OF PROGRAMS AND PROCESSES THAT BEST SERVE THE NEEDS OF THE DISTRICT AND THE COMMUNITY.

A. Track industry trends through involvement and education.

Participate in industry professional organizations so that staff is fully aware of meaningful trends and opportunities for the District's business. Develop Board and member agency industry "literacy" in these emerging areas of resource development from waste.

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

Continually explore our use of technology to ensure we are making the best, most cost effective use of available systems and products.

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

Evaluate all operational decisions with an eye on achieving carbon neutrality.

1. Develop a strategy for the expansion of organics processing to produce fuel, energy or other sellable products.
2. Begin development of Organic Master Plan concept and evaluate joint venture, third party, and/or other agency partnerships.
3. Continue to develop and expand private sector third party and other public/private strategic partnerships in areas of renewable energy and bio-gas generation. Establish a goal of percentage of total site revenue from energy and bio-gas sales.



**Monterey Regional Waste Management District
2016/17 Goals Update
Board of Directors- 5/19/2017**



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.

PEOPLE

Build a high performance, safety-oriented culture.

Develop management practices and organizational standards for performance and behavior that result in an increasingly effective and safe workplace.

- Communication
- Training
- Accountability

Communications

- Improve information exchange
- Raise level of understanding of business

Training

- Improve job safety
- Build job skills

Accountability

- Clarify roles & responsibilities
- Enable fair & honest performance assessment

% Complete

75%

80%

20%

Primary Goal



PEOPLE

Build a high performance, safety-oriented culture.

Develop management practices and organizational standards for performance and behavior that result in an increasingly effective and safe workplace.

1. Safety: Close remaining Open Items on SDRMA 2013 and 2016 Safety Audits.
2. Safety: Establish a Safety Training and Management Structure to improve documentation and compliance processes.
3. Performance: Develop an Internal Employee-Focused Communication Strategy that includes:
 - Quarterly Round Table Meetings.
 - Transparency Initiatives, such as 360 reviews, employee evaluations and coaching, job observations and employee surveys.
 - Business Literacy Development on topics such as budget, sources of revenue, annual audits and performance measurement.

Goal	Status
Safety: Close audit items	60% complete; Open: finalize some programs & complete delivery of training.
Safety: Training & Management Structure	75% complete; Majority of programs established, scheduled or delivered.
Performance: Communication strategy	See detail

Secondary Goal



FINANCE

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

Diversify revenue sources in a way that produces predictable cash flow and minimizes market risks. Create a financial model that allows for continued capital reinvestment in facilities, equipment and infrastructure so the District meets regulatory and environmental requirements.

1. Develop metrics and timely reporting processes for all lines of business to enable more agile decision making and greater transparency and accountability.
2. Manage to within 5% of budgeted expenses for FY 2016/2017.
3. Continue efforts for marketing of disposal, recycling, and organics capacity.

Goal	Status
Develop line of business metrics	Incomplete
Manage to within 5% of budget	On target
Market capacity for disposal, recycling & organics	On target; on-going discussions with non-district sources

Secondary Goal



ENVIRONMENT

Construct the MRF improvement project to increase diversion.

Build staffing, systems and strategies that enable full utilization of this asset.

1. Execute the MRF improvement project plan to meet the Q4 2017 “Go Live” milestone, to increase diversion and revenue, and to ensure member agencies are in full compliance with CalRecycle mandates and diversion goals.
2. Work with business associations and chambers regarding single-stream recycling expansion and cleanliness of materials.

Goal	Status
MRF project plan	On target
Work with businesses & community	On target; examples: hospitality, agriculture, special events

Secondary Goal



COMMUNITY

Strengthen the District's identity in the community.

Build the District's brand within the community to ensure our stakeholders understand our contribution and potential in serving them.

1. Evaluate the opportunity to simplify and rebrand the District name to strengthen the District's identity in the community, enhance programs and customer service to support community needs and aligned to fulfill future strategic activities.

Goal	Status
Evaluate rebranding to build identity	Incomplete; deferred to FY17/18

Secondary Goal



COMMUNITY

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

Leverage existing programs to increase the delivery of outreach and education. Build coordinated outreach programs with other regional efforts in the areas of the environment and sustainable practices.

1. Fully develop social media outlets as means of promoting programs, expand website and develop collateral materials, and continue coordination with local franchise haulers in areas of source reduction, re-use, and recycling.

Goal	Status
Develop social media, website, etc. & coordinate with haulers to improved reduction, re-use & recycling	On-going; website refresh (videos); numerous community outreach events.

Secondary Goal



INNOVATION

Maximize opportunities to become a carbon-neutral energy producer.

Evaluate all operational decisions with an eye on achieving carbon neutrality.

1. Develop a strategy for the expansion of organics processing to produce fuel, energy or other sellable products.
2. Begin development of Organic Master Plan concept and evaluate joint venture, third party, and/or other agency partnerships.
3. Continue to develop and expand private sector third party and other public/private strategic partnerships in areas of renewable energy and bio-gas generation. Establish a goal of percentage of total site revenue from energy and bio-gas sales.

Goal	Status
Organics expansion strategy	In progress; budgeted for FY 17/18
Begin development of Organics Master Plan	In progress; budgeted for FY 17/18
Renewable energy partnerships	Mont. Bay Comm. Power/CEC

Goals & Objectives – 2016-17

Update: 4/28/17

ITEM	DESCRIPTION	OBJECTIVES	METRICS	DATES	RESP.	NOTES	STATUS
COMMUNICATIONS							
Employee survey	Short survey distributed to all staff	Assess current attitudes, concerns, opportunities	Survey results analyzed and communicated	<ul style="list-style-type: none"> • Distributed – 12/23 • Returned – 1/3 • Analyzed – by 1/9 • Presented: Staff Mtg; General Mtg; Board Mtg. 	PS	Conduct follow-up survey after Dec. 2017	Completed
Management Team strategic planning	Off-site meeting with full management team	Conduct business assessment and set strategic direction; assess opportunities & challenges, create implementation plans	Discussion of business drivers, challenges & priorities	Meeting: 1/11/17	PS		Completed
Employee roundtable discussions	Small group meetings of management & staff	Information sharing: workplace concerns, ideas & feedback	Meetings conducted; results & action items tracked	2017: <ul style="list-style-type: none"> - Apr 27 - Jun 29 - Aug 31 - Oct 26 	TF/PS		1 Completed 3 Scheduled
Departmental Meetings	Larger group meetings of management & staff	Information sharing: business update, operational updates, ideas & feedback	Meetings conducted; results & action items tracked	Monthly	Directors + Dept. Managers	See Communications discussion below	On-going
General Meetings	All-hands meetings	Information sharing: business update, employee recognition & feedback	Meetings conducted; results & action items tracked	Monthly	TF/BT	See Communications discussion below	On-going
Labor-management meetings	Meeting including management, shop stewards & union business Rep.	Share information about business and employment issues.		Every other month.		Suspended until CBA negotiations completed	1 Completed

Goals & Objectives – 2016-17

Update: 4/28/17

ITEM	DESCRIPTION	OBJECTIVES	METRICS	DATES	RESP.	NOTES	STATUS
Other Communications Channels	Develop alternative channels for communicating	Increase information awareness of important topics		On-going	All	Bulletin board; Empl. Portal, email newsletters, text, Fbk/Slack	<ul style="list-style-type: none"> • Current b-board space modified • Evaluating electronic system (Merlin) • Implementing HRIS w/Employee portal
TRAINING							
Safety - Programs	Develop and track safety programs	Ensure all requisite safety programs in place	All programs "x-required" (standard?) developed	Completed by 7/1/17	GP		<ul style="list-style-type: none"> • Job Hazard analyses – 80% completed • Program devel & tracking syst. established
Safety – Training	Deliver employee safety training as scheduled	Ensure all employees receive requisite safety training		Completed by 12/31/17	GP		<ul style="list-style-type: none"> • Multiple training courses identified & scheduled through 2017. Some coursework completed.
Management Training - Line Managers	Management skills training for managers and supervisors	Build management & supervisory skills to increase employee effectiveness and job satisfaction	<ul style="list-style-type: none"> • Targeted training op. scheduled • Participation rates 		BT		<ul style="list-style-type: none"> • Multiple training courses identified & scheduled. Some completed.

Goals & Objectives – 2016-17

Update: 4/28/17

ITEM	DESCRIPTION	OBJECTIVES	METRICS	DATES	RESP.	NOTES	STATUS
Management Training – Leadership Team	Teamwork training	Remove communication and behavioral obstacles to enhance team performance	Periodic training sessions	Quarterly?	PS		Sessions scheduled 5/22 & 6/30
Individual Contributors	Job skills training	Provide skill and career building opportunities to increase employee effectiveness and job satisfaction	<ul style="list-style-type: none"> • X Training offerings/yr. • Participation rates 		BT		<ul style="list-style-type: none"> • Multiple training courses identified & scheduled. Some completed. • Managers to identify individuals as part of perf. Management
ACCOUNTABILITY							
Department Objectives	Establish departmental performance goals	Clarify department performance expectations	Results reported against plan		All Mgrs.	Tie to budget	Pending budget completion
Individual Objectives	Establish individual/role performance standards	Clarify individual/role performance expectations	Performance compared against job standards		All Mgrs.		
Department Dashboards	Performance reporting dashboard	Enable managers to monitor department performance against objectives	Access to monthly operational data		PS	Create and report on dept. budgets	<ul style="list-style-type: none"> • Initial dashboard tools evaluated • Sample dash developed
Resource Allocation	Assess available resources against needs	Align resources with business needs	Detailed analysis of each dept.		All	Evaluate processes, people, tools...	

Goals & Objectives – 2016-17

Update: 4/28/17

COMMUNICATIONS – MESSAGING & CONTENT

Provide information about our business (business literacy)

- Financial
- Cost containment
- Revenue streams
- Industry Trends
- Who's our customer/end user?
- Who's our competition?
- What do we do well?
- What could we improve?

Provide information about our operations

- What other departments do
- How your job supports our mission
- How other people's jobs support the mission

Gather feedback, suggestions and ideas from employees

- What's working
- What's not working
- How can we do better as an organization
- How can we better support you in your job