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Director of Communications

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# MONTEREY REGIONAL WASTE MANAGEMENT DISTRICT

*Home of the Last Chance Mercantile*

## FINANCE COMMITTEE MEETING

### AGENDA

Wednesday, August 5, 2020

Bales Boardroom

9:00 a.m.

14201 Del Monte Blvd., Monterey County, CA

**Please Note:** Meeting will be held virtually via zoom compliant with Governor Newsom's executive Order N-29-20 which allows local legislative bodies to hold public meetings via teleconference and to make public meetings accessible telephonically or otherwise electronically to all members of the public seeking to observe and address the local legislative body to avoid public gatherings, and which suspended all contrary provisions of the Brown Act. To join the zoom webinar, click on this link: <https://us02web.zoom.us/j/89487388606> copy/paste the link into your browser, or type the link into your browser. If your computer does not have audio, you will also need to join the meeting via phone. To participate via phone, please call: 1-669-900-9128; Meeting ID: 894 8738 8606

Public Comments: if you are unable to participate via telephone or virtually, you may also submit your comments by e-mailing them to [igonzales@mrwmd.org](mailto:igonzales@mrwmd.org) with one of the following subject lines "Public Comment Item #" (insert the item number relevant to your comment) or "Public Comment - Non Agenda Item". Comments must be received by 4:00 p.m. on Tuesday, August 4, 2020. All submitted comments will be provided to the Committee and may be read into the record or compiled as part of the record. Public comment will also be accepted during the meeting.

### CALL TO ORDER

### ROLL CALL AND ESTABLISHMENT OF QUORUM

### PUBLIC COMMUNICATIONS

Anyone wishing to address the Committee on matters *not* appearing on the Agenda may do so now. *Please limit comments to a maximum of three (3) minutes.* The public may comment on any other matter listed on the agenda at the time the matter is being considered by the Board.

### ITEMS FOR COMMITTEE CONSIDERATION, DISCUSSION AND ACTION

1. Update on COVID-19 Planning, Procedures, and Impacts
2. Last Chance Mercantile Project Team Update
3. Update on Materials Recovery Facility Equipment Installation
4. Status Update on 2019/20 Goals and Presentation of FY 2020/21 District Goals
5. Presentation on Current Composting Operations, Capital Planning, and Lease Term Extensions with Keith Day Company
6. General Manager Communications

**CLOSED SESSION**

As permitted by Government Code Section 54956 et seq., the Board may adjourn to a Closed Session to consider specific matters dealing with litigation, certain personnel matters, property negotiations or to confer with the District's Meyers-Milias-Brown Act representative.

1. Conference with Property Negotiators:

Property: Landfill Site Space/Capacity

District Negotiators: Tim Flanagan, Peter Skinner, Guy Petraborg and Timothy Brownell

Negotiating Parties: City of Capitola, City of Scotts Valley, City of Watsonville, Santa Cruz County, Salinas Valley Recycles, County of Monterey, City of Salinas

Terms: All Terms and Conditions

2. Conference with Property Negotiators:

Property: Landfill Site Space/Capacity

District Negotiators: Tim Flanagan, Peter Skinner, Timothy Brownell, and Guy Petraborg

Negotiating Parties: Monterey One Water

Terms: All Terms and Conditions

**RETURN TO OPEN SESSION WITH ANY REQUIRED ANNOUNCEMENTS FROM CLOSED SESSION**

Please note: A report out and announcement concerning the closed session will be provided to anyone requesting same by [igonzales@mrwmd.org](mailto:igonzales@mrwmd.org).

**ADJOURNMENT**

**NEXT MEETING DATE:** Wednesday, September 2, 2020 at 9:00 a.m.



# Memorandum

## MONTEREY REGIONAL WASTE MANAGEMENT DISTRICT

DATE: July 31, 2020  
TO: Finance Committee  
FROM: General Manager  
SUBJECT: Finance Committee Meeting of August 5, 2020

1. **Update on COVID-19 Planning, Procedures, & Impacts** Staff will provide a brief verbal update at the meeting.  
*Recommendation: Informational Only.*
2. **Last Chance Mercantile Project Team Update** Please refer to the enclosed project planning materials, which include a project plan, an analysis of recent LCM financial performance, and a document addressing LCM objectives. Staff will update the committee on the project's progress, discuss certain decisions and considerations that will face the District, and solicit feedback and guidance.  
*Recommendation: Provide Direction to Staff*
3. **Update on Materials Recovery Facility Equipment Installation** Director of Operations Tim Brownell will provide a verbal report at the meeting.  
*Recommendation: Information Only*
4. **Status Update on 2019/20 Goals and Presentation of FY 2020/21 District Goals** Staff will present a draft of the FY 20/21 Goals for both committee's review and comment. For this fiscal year, staff developed a more limited, yet focused, set of goals in light of the impact of the COVID 19 pandemic. Staff believes that priorities and circumstances will change during the course of the year and will affect different business operations differently. The summary of the staff's review of accomplishments for FY 19/20 to the Goals will also be presented to both committees.  
*Recommendation: Informational Only*
5. **Presentation on Composting Facility Operations, Capital Planning, and Lease Term Extension with Keith Day Company** District staff and Keith Day Co (KDC) personnel will present the outline for the continued operations of a District supported, KDC operated composting facility located on District property. This is a continuation of the District's approach to composting that has been successful for the past 25 years. Staff will present an outline of the capital investment necessary for the Regional Water Quality Control Board directives for storm water and contact water management from composting facilities. Additionally, staff will present a revision of the operating agreement and lease conditions and terms with KDC that will cover the operating conditions required for the next phase of our composting operations.  
*Recommendation: Provide Direction to Staff*
6. **General Manager Comments**. None at the time of this writing.

**CLOSED SESSION**

As permitted by Government Code Section 54956 et seq., the Board may adjourn to a Closed Session to consider specific matters dealing with litigation, certain personnel matters, property negotiations or to confer with the District's Meyers-Milias-Brown Act representative.

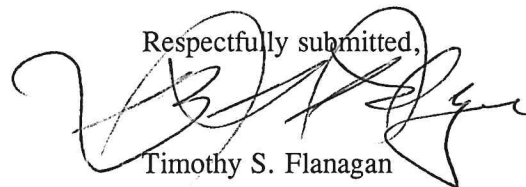
1. Conference with Property Negotiators:  
Property: Landfill Site Space/Capacity  
District Negotiators: Tim Flanagan, Peter Skinner, Guy Petraborg and Timothy Brownell  
Negotiating Parties: City of Capitola, City of Scotts Valley, City of Watsonville, Santa Cruz County, Salinas Valley Recycles, County of Monterey, City of Salinas  
Terms: All Terms and Conditions
  
2. Conference with Property Negotiators:  
Property Landfill Site Space/Capacity  
District Negotiators: Tim Flanagan, Peter Skinner, Timothy Brownell, and Guy Petraborg  
Negotiating Parties: Monterey One Water  
Terms: All Terms and Conditions

**RETURN TO OPEN SESSION WITH ANY REQUIRED ANNOUNCEMENTS FROM CLOSED SESSION**

Please note: A report out and announcement concerning the closed session will be provided to anyone by emailing [igonzales@mrwmd.org](mailto:igonzales@mrwmd.org).

**ADJOURNMENT**

**NEXT MEETING DATE:** Wednesday, September 2, 2020 at 9:00 a.m.

Respectfully submitted,  
  
Timothy S. Flanagan

# Last Chance Mercantile Reopening Project Plan

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## July

- Define mission
- Develop operating models
- Define potential objectives
- Begin conversations with possible third-party operators
- Begin conversations with other re-use entities
- Review third-party consultant recommendations for COVID-19 safety planning
- **July Board Meeting:** Report plan/progress in General Manger's Comments

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## August

- **August Finance & Personnel Committees:**
  - Review of Project Plan
  - Review of historical finances
  - Discussion around top-of-mind objectives: What do board members like about past LCM? What they would like to see in the future?
  - Review potential operating models and how they relate to potential objectives
  - Goal: Engage with the board and receive general feedback (no formal direction)
- Engage stakeholders (community members, LCM customers, TAC, former LCM employees)
- Continue conversations with possible third-party operators
- Continue conversations with other re-use entities

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## September

- **September Finance & Personnel Committees:** Update and feedback of Project Plan and potential objectives. Presentation of possible operating models.
- **September Board Meeting:** Update and feedback of Project Plan and potential objectives. Presentation and feedback of possible operating models.

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## October - December

- Deeper dive: Explore selected operating model(s)
  - Financial analysis
  - Develop operating standards
  - COVID-19 safety plan integration
  - Legal considerations/review

**LAST CHANCE MERCANTILE**  
**Business Unit Analysis - June 2020**

(\$000)	FY09/10	FY17/18	FY18/19	FY19/20 Est.	FY20/21 BUDGET: DRAFT + FINAL		
					3/1/20 Pre-COVID	6/3/20 Pre-Layoff	6/12/20 Final
<b>REVENUE</b>							
LCM Store	\$731	\$790	\$797	\$593	\$800	\$600	\$0
E-Waste Revenue	\$141	Incl.	Incl.	Incl.			
Buy Back Center CRV							
CRV	Incl.	\$323	\$230	\$300	\$0	\$0	\$0
Commodity values	Incl.	\$52	\$37	\$48	\$0	\$0	\$0
<b>TOTAL REVENUE</b>	<b>\$872</b>	<b>\$1,165</b>	<b>\$1,064</b>	<b>\$941</b>	<b>\$800</b>	<b>\$600</b>	<b>\$0</b>
<b>EXPENSES</b>							
LCM Store							
Personnel Costs	\$782	\$1,214	\$1,252	\$1,379	\$1,438	\$900	\$94
Operating Expenses	\$87	\$122	\$122	\$122	\$114	\$94	\$70
Subtotal LCM Store	\$869	\$1,336	\$1,374	\$1,501	\$1,552	\$994	\$164
Buy Back Center							
Personnel Costs		\$91	\$94	\$98	\$0	\$0	\$0
Operating Expenses		\$293	\$283	\$266	\$0	\$0	\$0
Subtotal BBC	\$0	\$384	\$377	\$364	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>	<b>\$869</b>	<b>\$1,721</b>	<b>\$1,751</b>	<b>\$1,865</b>	<b>\$1,552</b>	<b>\$994</b>	<b>\$164</b>
<b>LOSS FROM OPERATIONS</b>	<b>\$3</b>	<b>(\$556)</b>	<b>(\$687)</b>	<b>(\$924)</b>	<b>(\$752)</b>	<b>(\$394)</b>	<b>(\$164)</b>
<b>CAPITAL SPENDING</b>							
		\$0	\$9	\$0	\$150	\$185	\$185

# LCM PROGRAM OBJECTIVES

This document is designed to provide a framework for establishing high-level objectives and priorities for the re-launch of the Last Chance Mercantile. In moving from LCM 1.0 to 2.0, the District has an opportunity to examine why and how we operate the LCM – how it fits with our mission, how it meets our communities’ needs and to what standards we intend hold the operations accountable. To that end, the following is intended to guide discussion of these issues.

**District Mission** - Turning Waste into Resources

**Last Chance Mercantile 1.0 fit with this mission** – By providing waste diversion and reduction through the support of re-use, the LCM has directly supported the District’s mission. Additionally, the LCM has served to enhance the public’s awareness of the District’s work and its contributions to the community and our environment.

Core functions of LCM 1.0:	Secondary Benefits:
<ul style="list-style-type: none"> <li>• Harvesting goods from the waste stream</li> </ul>	<ul style="list-style-type: none"> <li>• Supports a vibrant reuse economy in nearby disadvantaged communities</li> </ul>
<ul style="list-style-type: none"> <li>• Accepting donations (and reducing disposal costs)</li> </ul>	<ul style="list-style-type: none"> <li>• Provides a visible, familiar representation of the District’s services and its role in our communities/Enhances MRWMD Brand</li> </ul>
<ul style="list-style-type: none"> <li>• Resale of goods via the LCM store</li> </ul>	

**Last Chance Mercantile 2.0 - key strategic questions**


- What are the objectives and priorities of operating the LCM?
- How should it support the District’s mission?
- What are the community’s needs and interests?
- What economic conditions or guidelines should the District adopt?
- In the time of COVID-19, what safety structures and practices are required?

Considerations for addressing these questions are addressed below in the context of the District’s Pillars of Sustainability.

## LCM PROGRAM OBJECTIVES

Pillars of Sustainability	District Objective	LCM 1.0	LCM 2.0 Considerations
<b>Environment</b>	Environmental stewardship that promotes a sustainable community	<ul style="list-style-type: none"> <li>• Diversion + donation</li> <li>• Resale</li> <li>• Training, workshops &amp; other education</li> </ul>	<ul style="list-style-type: none"> <li>• Add:               <ul style="list-style-type: none"> <li>○ Repair</li> <li>○ Serve as resource for other eco-friendly products</li> </ul> </li> <li>• Increase education focus and goals</li> </ul>
<b>Community</b>	Services and programs that are responsive to the unique needs of our community	<ul style="list-style-type: none"> <li>• Low-cost goods that support a commercial re-use ecosystem</li> <li>• Support for students, artists, hobbyists/DIYers</li> </ul>	<ul style="list-style-type: none"> <li>• Continue focus on re-use ecosystem</li> <li>• Develop non-waste related benefits such as job training</li> </ul>
<b>Finance</b>	Striking balance between community needs, cost containment & environmental protection	<ul style="list-style-type: none"> <li>• Cost center</li> <li>• Minimal capital investment</li> </ul>	<ul style="list-style-type: none"> <li>• Operate at profit, break-even or loss</li> <li>• Facilities improvements</li> <li>• Enable tax deductibility for donations</li> </ul>
<b>People</b>	An engaged and talented workforce that supports the District's mission <ul style="list-style-type: none"> <li>• High performance/safety-oriented culture</li> </ul>	<ul style="list-style-type: none"> <li>• Staffing – District only</li> <li>• Safety – Not compliant with COVID-19 operating guidelines</li> </ul>	<ul style="list-style-type: none"> <li>• Staffing – District only, partnership, hybrid</li> <li>• Safety – COVID-related safety goals; physical requirements; operating protocols</li> <li>• Partnership – org. characteristics; legal considerations</li> </ul>
<b>Innovation</b>	Be an early adopter of programs and processes that serve the needs of the District and the community	<ul style="list-style-type: none"> <li>• Early adopter at inception</li> <li>• Expansion in '90s</li> </ul>	<ul style="list-style-type: none"> <li>• Replication only</li> <li>• Reinvention</li> </ul>






**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.

Financial Sustainability



Develop sources for sustainable capital funding & manage revenue risks.


Goal	Description	Metrics	Primary Responsibility	Results
<b>Business Development – ISWM System Improvements</b>	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"> <li>• Lead SB1383 preparation and planning information dissemination with municipal representatives</li> <li>• Continue discussions with SVR and north county municipal representatives in providing contracted recycling &amp; diversion services to their communities where efficiencies can be gained or where the rate of system cost increases can be mitigated</li> <li>• Partner with SVR on shared educational outreach endeavors</li> </ul>	General Manager	<ul style="list-style-type: none"> <li>• Beginning planning strategy for member agencies through TAC. Have initiated discussions with potential resources for consultant support. Engaged in discussions with SVR &amp; 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.</li> <li>• Continuing to engage with SVR/Salinas/County staff re: their planning process. Discussions still proceeding with all parties.</li> <li>• SVR education process on-going. New arrangements with “What Goes Where” and joint projects with SVR under discussion for sharing responsibility.</li> </ul>
<b>Business Development – District Service Capacity</b>	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.
<b>Business Development – Energy</b>	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"> <li>• LFG uptime – 90%</li> <li>• M1W connection to Phase 1 AWPf completed</li> <li>• 1<sup>st</sup> phase complete by end of FY19/20</li> <li>• 2<sup>nd</sup> phase completed by end of 20/21</li> </ul>	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

# MRWMD FY 2019/20 GOALS

Year-End Review  
Aug. 5, 2020

	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..
<b>FY18/19 Financial Goals</b>	Meet budgeted financial targets for fiscal year	<ul style="list-style-type: none"> <li>• Revenue: \$36.3M</li> <li>• Operating expenses: \$33.9M (within 5%)</li> <li>• Cash Operating Reserve: \$5.9M</li> </ul>	General Manager	<ul style="list-style-type: none"> <li>• Revenues \$3.1M above budget (8%)</li> <li>• Operating Expenses \$345k below budget (1%)</li> <li>• Cash balance \$2.7M above budget (Based on preliminary accounting)</li> </ul>

## Facilities Planning & Development

 <b>Manage capital projects &amp; update long-term capital plan.</b>				
Goal	Description	Metrics	Primary Responsibility	Results
<b>Organic Waste Processing Alternatives</b>	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.
<b>Landfill Module 6</b>	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.
<b>Landfill Module 7</b>	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.

# MRWMD FY 2019/20 GOALS

Year-End Review  
Aug. 5, 2020

	capacity needs; Award construction contract & Initiate construction of Module 7			
<b>Site Master Plan Update - Landfill</b>	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.
<b>Access Road – Truck Scale Traffic Approach</b>	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"> <li>• Improve queue for access to scales</li> <li>• Improve access to Right &amp; Left Turn Lanes</li> <li>• Integrate CalAm Desal Plant Access lanes</li> </ul>	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”.
<b>Site Appearance</b>	Update Building and Grounds appearance	<ul style="list-style-type: none"> <li>• New Landscaping in Public-facing areas. Clean, Repair, and Repaint buildings and replace signage at LCM/HHW.</li> </ul>	Dir. of Operations; Dir. Engineering & Compliance	<ul style="list-style-type: none"> <li>• LCM has been pressure washed &amp; gutters repaired, and translucent roof panels replaced. Roof repair on Shop. Some signage installations on route to the landfill.</li> <li>• LCM yard has been reorganized for improved safety and traffic flow. Sales yard has been reorganized.</li> </ul>
<b>Scale House Improvements</b>	Improve customer transaction area, employee workspace, and ADA conformance	<ul style="list-style-type: none"> <li>• Complete design, permitting, &amp; construction in FY19/20</li> </ul>	Dir. Engineering & Compliance	Project is being rescoped due to excessive cost projections. Now planned for FY20/21.
<b>Single Stream Recycling System Improvements</b>	Assess, Procure and Install additional equipment options to improve materials quality, increase recovery possibilities, and minimize staffing needs	<ul style="list-style-type: none"> <li>• New OCC separation equipment in operation by 4/1/20</li> </ul>	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
<b>Employee Engagement &amp; Development</b>	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"> <li>Organizational Alignment: Enable quick access to information through more utilization of on-line tools (Beekeeper &amp; Paycom) to keep employees informed with timely, relevant and engaging communications</li> <li>Competency &amp; Career Development: Identify succession gaps and develop succession plan for key positions; continue Supervisor &amp; Manager training and development</li> <li>Rewards &amp; Recognition: Develop and implement Rewards &amp; Recognition Program that inspires pride and gratitude for our Team members</li> <li>Conduct employee satisfaction survey</li> </ul>	Dir. of Finance & Administration; HR Manager	<ul style="list-style-type: none"> <li>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.</li> <li>Worked with Employee Focus Group to assess current Rewards &amp; Recognition (R&amp;R) Program; new R&amp;R Program in final stages of development at time that COVID-19 crisis arrived locally. Completion and roll-out expected by Dec 2020.</li> <li>Supervisor/Manager Performance Management Training completed.</li> </ul>
<b>Safety &amp; Risk Management</b>	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.
<b>Training and Assessment for Equipment Operations</b>	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
<b>Member Agency Communication</b>	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"> <li>• Communications objectives, strategies &amp; tactics</li> <li>• Minimum of one annual presentation conducted with each of 9-member agencies</li> </ul>	General Manager	<ul style="list-style-type: none"> <li>• Director of Communications, Zoë Shoats, hired 1.27.20.</li> <li>• Recycling &amp; Waste Reduction Guide distributed mid-March. Some distribution partially delayed to June due to COVID-19.</li> <li>• Several presentations made in support of member agencies’ rate increase approval.</li> </ul>
<b>Recycling Awareness Outreach</b>	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"> <li>• Create &amp; execute year 2 Recycling Awareness &amp; Outreach Campaign</li> <li>• Continue regional promotion of <i>What Goes Where</i> smartphone app &amp; website</li> <li>• Conduct local events, tours, workshops, outreach activities</li> </ul>	Dir. of Communication	<ul style="list-style-type: none"> <li>• Conducted major update of <i>What Goes Where</i> database with revised recycling and disposal instructions, including new synonyms for better item searches.</li> <li>• Continued promotion of <i>What Goes Where</i> in various print and digital campaigns, including one for popular items during COVID-19.</li> <li>• Participated in local community events and conducted tours and workshops until COVID-19 shelter in place orders prohibited in mid-March.</li> </ul>
<b>Improve Quality of Recyclable Materials</b>	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"> <li>• Contract with independent 3<sup>rd</sup> party to conduct a Materials Composition Study for all sources of incoming material. Compare against 2018 baseline of 22% contamination</li> </ul>	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.

# MRWMD FY 2019/20 GOALS

Year-End Review  
Aug. 5, 2020

<b>Other Communications Goals</b>	Continue to develop awareness of, and support for, the District's mission and activities	<ul style="list-style-type: none"> <li>• Complete evaluation of re-naming and/or new District logo; execute brand change if warranted</li> <li>• Coordinate and host a 50<sup>th</sup> Anniversary event for Earth Day in April 2020</li> </ul>	Dir. of Communication	<ul style="list-style-type: none"> <li>• Strategic Planning Process to be completed first before re-branding. Rebranding being considered for launch in October 2021 for District's 70<sup>th</sup> Anniversary.</li> <li>• Events planned for 50<sup>th</sup> anniversary of Earth Day were converted to a print &amp; digital advertising campaign "Learn More About Less" that supported digital distribution of the 2020 Recycling &amp; Waste Reduction Guide.</li> </ul>
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## Operational Efficiency

 <b>Improve operational effectiveness and efficiency.</b>				
Goal	Description	Metrics	Primary Responsibility	Results
<b>Increase Diversion in District Communities</b>	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	Dir. of Operations	Awaiting final SB1383 regulations & compliance requirements
<b>Administrative Management Systems</b>	Improve payroll process and develop new purchasing system	<ul style="list-style-type: none"> <li>• Implement payroll process change by 12/31/19</li> <li>• Implement purchasing system/process by 12/31/19</li> </ul>	Dir. of Finance & Administration	<ul style="list-style-type: none"> <li>• Payroll changes completed</li> <li>• Purchasing system partially developed but behind schedule</li> </ul>
<b>Management &amp; Financial Reporting</b>	Improve visibility of District operations through more accurate reporting and activity tracking	<ul style="list-style-type: none"> <li>• Improved accuracy of departmental reporting</li> <li>• Complete line of business costs of service assessments</li> </ul>	Dir. of Finance & Administration	<ul style="list-style-type: none"> <li>• Dept. spending reports improved &amp; in use</li> <li>• Line of business assessments done on LCM and MRF</li> <li>• Operational dashboards tracking daily, weekly and monthly business activity</li> </ul>

# MRWMD FY 2019/20 GOALS

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<p><b>Meet all Operational Departmental productivity goals</b></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"> <li>• MRF @ 87.85% July-Dec</li> <li>• MRF @ 88.25% Jan - June</li> <li>• LFG @ 93% July-Dec</li> <li>• LFG @ 87% Jan - June</li> <li>• Maintenance rate Shop:             <ol style="list-style-type: none"> <li>1. PM’s - 91%</li> <li>2. RO Acct – 99%</li> </ol> </li> <li>• Maintenance rate MRFM:             <ol style="list-style-type: none"> <li>3. PM’s – 93%</li> <li>4. PM’s – 100%</li> </ol> </li> <li>• Compaction measured annually in July</li> <li>• Met with retail sales consultants</li> <li>• Sales on pace to be approximately 4% (\$30,000) up Yr-Yr until closure due to COVID-19.</li> </ul>
<p><b>Increase Efficiencies Single Stream Recycling Processing System</b></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 &amp; 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><b>Workplace Safety Strategies</b></p>	<p>Improve workplace safety procedures and engineering controls to reduce injuries and workers compensation costs</p>	<p>Work with Workers’ Compensation insurance providers &amp; consultants to optimize safety programs</p>	<p>Dir. of Engineering &amp; 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>



# MRWMD GOALS

FY 2020/21

## 1. Monitor employee and customer safety

Description/Activity	Metrics	Management Lead
Manage and reduce COVID-19 risks	<ul style="list-style-type: none"><li>• Monitor Public Health and Safety guidance from State and Federal health department sources</li><li>• Monitor compliance with District's health and safety policies and procedures</li></ul>	Dir. of Engineering & Compliance
Improve operations safety metrics	<ul style="list-style-type: none"><li>• Develop Departmental TIR and DART reports that compare to industry segment averages, separate from the District's overall average</li><li>• Year over year departmental reports to track progress</li></ul>	Dir. of Engineering & Compliance

## 2. Re-Open retail reuse and diversion activities (Last Chance Mercantile)

Description/Activity	Metrics	Management Lead
Explore operating models that develop and incorporate organizational goals for LCM	<ul style="list-style-type: none"><li>• Timeline of activities that include discussions with potential partners, consultation with OE3 and former staff members, and engagement of other stakeholders</li><li>• Present to Board in September the recommended program objectives</li></ul>	Dir. of Operations
Create and execute a reopening plan that addresses customer safety and is financially sustainable	<ul style="list-style-type: none"><li>• Engage third-party consultant to review COVID re-opening practices</li><li>• Present to Board in November the operating model recommendations to achieve agreed upon objectives</li></ul>	General Manager & Dir. of Operations
Re-Open LCM	<ul style="list-style-type: none"><li>• Target date: January 2021</li></ul>	General Manager & Dir. of Operations

**MRWMD GOALS**  
**FY 2020/21**

**3. Monitor and report on financial performance to enable prompt adjustments, if necessary**

<b>Description/Activity</b>	<b>Metrics</b>	<b>Management Lead</b>
Track and report financial performance against budget	<ul style="list-style-type: none"> <li>• Monthly and YTD revenue and operating expense reports compared to budget</li> <li>• Rolling monthly projections throughout year</li> </ul>	Dir. of Finance & Admin.
Ensure compliance with bond Debt Service Coverage (DSC) ratio covenant	<ul style="list-style-type: none"> <li>• Monthly calculation of YTD DSC ratio</li> <li>• Monthly projection through remainder of year</li> <li>• Quarterly reporting to Board</li> </ul>	Dir. of Finance & Admin.

**4. Assess SB1383 Short Lived Climate Pollutants process for jurisdictional adherence**

<b>Description/Activity</b>	<b>Metrics</b>	<b>Management Lead</b>
Initiate materials valuation and beneficial reuse assessments	Solicit and retain technical consultant(s)	Dir. of Engineering & Compliance
Complete an RFQ process for use in selecting qualified firms/teams who would compete for organic waste processing facility development award(s)	Issue RFQ, conduct qualifications review process and select qualified firms/teams for post-RFQ proposal development	Dir. of Engineering & Compliance
Develop SB1383 action plan on operations and public education and outreach with each member jurisdiction	<ul style="list-style-type: none"> <li>• Monitor and track program developments in each member agency for compliance with SB1383 and consistency with District's service programs</li> <li>• Draft District's Services strategy in compliance with State direction for TAC and Board review by end of fiscal year</li> </ul>	General Manager/Director of Communications

**MRWMD GOALS**  
**FY 2020/21**

**5. Evaluate and advance public education programs to engage the public and foster behavior change more effectively**

Description/Activity	Metrics	Management Lead
Strengthen digital platforms: website, social media, What Goes Where app	<ul style="list-style-type: none"> <li>• Build new District website that consolidates all District websites, is compliant with accessibility regulations and is mobile-friendly</li> <li>• Continually evaluate effectiveness of various social media and email newsletter platforms</li> <li>• Update What Goes Where database quarterly</li> </ul>	Dir. of Communications
Reevaluate use of paid, earned, and owned media, and increase use of earned and owned media during a time of financial constraint	<ul style="list-style-type: none"> <li>• Evaluate mediums used for each communication and increase use of earned media (news stories)</li> <li>• Produce a standardized quarterly Board report to track all media reach</li> </ul>	Dir. of Communications
Strengthen internal communications to educate and build trust within the workforce	<ul style="list-style-type: none"> <li>• Design and develop an internal communication processes to broaden employees' business knowledge</li> <li>• Conduct quarterly "round table" small group feedback sessions with staff</li> <li>• Produce a GM message to staff twice monthly until all-staff meetings can safely resume</li> </ul>	Dir. of Communications & Human Resources Manager