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MONTEREY REGIONAL WASTE MANAGEMENT DISTRICT

Home of the Last Chance Mercantile

FINANCE COMMITTEE MEETING AGENDA

Wednesday, September 2, 2020

9:00 a.m.

Bales Boardroom

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/87086251638> 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: 870 8625 1638 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 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, September 1, 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 Composting Operations, Capital Planning, and Lease Term Extensions with Keith Day Company.
2. Status Update on 2019/20 Goals and Presentation of FY 2020/21 District Goals.
3. Update on District Site Security.
4. General Manager Communications

ADJOURNMENT

NEXT MEETING DATE: Wednesday, October 7, 2020 at 9:00 a.m.



Memorandum

MONTEREY REGIONAL WASTE MANAGEMENT DISTRICT

DATE: August 28, 2020
TO: Finance Committee
FROM: General Manager
SUBJECT: Finance Committee Meeting of September 2, 2020

1. **Update on Composting Operations, Capital Planning, and Lease Term Extensions 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. Staff will be seeking Finance Committee recommendation to the full Board for the approval of the capital funds for the site development and the approval of the basic business points and outline for an extension of the KDC lease and contract for composting services.

Recommendation: Provide Staff Direction

2. **Status Update on 2019/20 Goals and Presentation FY 2020/21 Goals** Staff will review the accomplishments and the areas of on-going commitment for areas not yet finished. Staff has recommended a scaled back and focused set of goals for FY 20/21 as we prioritize continued businesses sustainability; re-opening of the LCM; employee and customer safety from COVID-19; plan for the implementation of SB 1383 with the TAC and the haulers; and continue to work on cleaning up the recycling waste stream through cost-effective public education and outreach with a heavy reliance on owned and earned media; and continue to strengthen internal workplace communication to continue to build employee engagement and trust.

Recommendation: Provide Direction to Staff

3. **Update on District Site Security** - District staff has seen an increase in activity around attempted break-ins around the LCM outside yard area. Staff will brief the Committee on our actions around increased security.

Recommendation: Information Only

4. **General Manager Communications** -

Last Chance Mercantile Project Update - The Last Chance Mercantile task force has been meeting with various stakeholders and prospective partners as part of the due diligence process necessary to determine the best way to re-open the store. To date, the task force has held discussions with former LCM employees, the re-use store Urban Ore in Berkeley, the Veterans' Transition Center, and operators of the Second Chance Thrift Stores, among others. The team will continue this activity in order to flesh out LCM operating alternatives available to the District that meet our safety and operational objectives. The District envisions issuing a Request for Qualifications to potential partners, seeking to understand objectives and expectations, operational expertise, organizational fit, staffing, and expected financial structure/model for operating the LCM. Based on responses, we would proceed to negotiate where appropriate.

Materials Recovery Facility Upgrades – (From Tim Brownell Director of Operations) Over the past month and a half, the MRF upgrades authorized by the Board in January have been integrated into the existing system. A cardboard separating screen was added to the MRF that delivers improved mechanical separation of recycling materials and alleviates the need for four temporary workers. So far, the cardboard screen has been working well. We have continued to utilize three of the temps to cover for regular employees off related to COVID-19 and while we balance out the impacts of the other system changes that we made. We installed a new optical sorting machine on the residual line of the single-stream system to help recover additional CRV materials and other bottles and containers that were missed in the first pass through the lines. This system has been surprisingly effective at recovering an assortment of plastics, metals, and cartons, having us to reassign staff to various sort stations that we previously under-utilized.

This past weekend the new optical sorting system was installed to assist in the separation of small cardboard containers from mixed paper that were too small to be captured by the cardboard separating screen. The intention of this installation is to improve the value of all of the paper that we sell to end markets in revenues. Next week we will be sending our first loads of mixed paper/residential sorted mix to a new market in Taiwan, which pays approximately \$8/ton better than other markets and \$18/ton better than last month's shipments.

It will be a month or two before we can determine the improved financial performance of the system, but we can say that from a technical perspective, the installations have achieved improved separation and diversion of materials. We look forward to reporting how those technical improvements impact the bottom line as well as further our diversion goals.

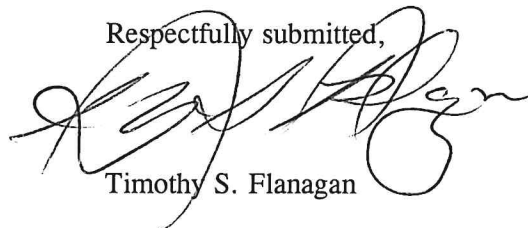
Additionally, due to the impacts of the CZU fire in Santa Cruz County, we have been receiving recyclable materials from the City of Santa Cruz for the past week or so as they had to close their facility due to smoke and proximity to the fires. We expect to receive this material for another week or so until they are able to reopen their facility. We are also going to be receiving recyclable materials from Merced County beginning September 1 for the streams coming out of Los Baños. This will be under a month-to-month contract that will expire no later than December, 2021. It represents approximately 300 tons a month of additional materials.

July Financial Results - July Financial results tracked slightly above budget for revenue (about 15%). Salary expenses were slightly above budget due to pay outs due to LCM personnel final payments and MRF overtime with equipment installation process and material increases, and non-salary expenses were under expenses by 25%.

ADJOURNMENT

NEXT MEETING DATE: Wednesday, October 6, 2020 at 9:00 a.m.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'Timothy S. Flanagan', is written over the typed name below.

Timothy S. Flanagan



Memorandum

MONTEREY REGIONAL WASTE MANAGEMENT DISTRICT

Reviewed by: *[Signature]* Date: 8/28,
General Manager

DATE: August 28, 2020
TO: General Manager
FROM: Director of Engineering & Compliance
SUBJECT: Approve FY20/21 funding for regulatory required site improvements of the onsite compost facility in the amount of \$2.5 million and Staff's development of a 10-year lease agreement with the compost facility operator and permit holder, Gabilan AG Service (aka Keith Day Company, Inc.), for continued operations of the compost facility.

RECOMMENDATION: Approve FY20/21 funding for regulatory required site improvements of the onsite compost facility in the amount of \$2.5 million and Staff's development of a 10-year lease agreement with the compost facility operator and permit holder, Gabilan AG Service (aka Keith Day Company, Inc.), for continued operations of the compost facility.

BACKGROUND

In August 2015 the California Regional Water Quality Control Board (RWQCB) issued the final waste discharge requirements for standardization of minimum standards of design and operations of compost facilities in California. Heretofore, compost facilities were permitted individually by the separate RWQCB Regions. The 2015 General Order Waste Discharge Requirements (WDR) for Composting Operations (Order WQ 2015-0121-DWQ) defined the design and operations minimum standards and a five (5) year implementation period for existing permitted compost facilities like the Gabilan AG Service's facility at the District. As the permit holder since 2009, on a year-to-year lease term, Gabilan AG Service is responsible for the design and operations of the compost facility. Over the past two (2) years they have been coordinating with consultants and the RWQCB to develop the design, operations plans, and schedule necessary for compliance; not only for the District's site but also for two other sites in southern Monterey County. It is our understanding that the RWQCB is requiring that implementation of the General Order WDR requirements be completed in FY20/21.



DISCUSSION

The scope of this report is two fold: namely approval of capital funds for regulatory required physical site improvements of the District's compost facility and approval of Staff's development of a ten (10) year lease with the compost facility's operator/permit holder, Gabilan AG Service. These two elements will be presented separately below.

In anticipation of the site improvements of the compost facility to comply with the RWQCB General Order WDR, Staff had budgeted approximately \$5 million in the FY18/19 budget and \$2 million in FY19/20. These budgeted funds went unspent as the design and permitting of the improvements had not yet been developed by Gabilan AG Service with the RWQCB. Those design and permitting details for the site improvements have now been proposed and are presently under review by the RWQCB at this time. The major site improvements consist of a large pond with a liner system to capture the storm water runoff from the site, surface grading to obtain a relatively low permeability working surface for the compost operations, and electrical and water utility services. These improvements are estimated at this time to cost \$2.5 million. Staff recommends that the FY20/21 approved budget be amended by i) deferring \$2.5 million in spending for the Module 7 project and ii) reallocating that approved funding to the regulatory required site improvements for the compost facility.

Since 2009, Gabilan AG Service has been operating the District's composting facility. They took over the operation when the venture capital group that had bought out the prior permit holder went bankrupt and abandoned the operations of the compost facility. Since that time the District and Gabilan AG Service have operated on a year-to-year lease term and have negotiated the processing rate charged to operate the compost facility. Over that time, Gabilan AG Service has almost seamlessly expanded its services of yard waste, clean wood waste, and most recently, following the planned termination of the AD Pilot Project in 2019, food waste upon the request of, and for the benefit of, the District and its member communities. Gabilan AG Service has made strategic hires of both an operations manager and CFO. They have three (3) facilities in Monterey County including the District's site. In the past year or so, they have invested about \$3 million in capital equipment for the District's site. In addition, the District has spent or committed to spend almost \$100k for design and permitting costs associated with the RWQCB General Order WDR requirements for design improvements to the District's compost facility. For these reasons and the proposed \$2.5 million capital improvement expensed proposed by the District for the site improvements, Staff recommends that a minimum ten (10) year lease agreement be developed for the individual and mutual interests of the District and Gabilan AG Service. The ten (10) year lease term would be commensurate with capital expense recovery for both parties and would provide both parties certainty of operations over that period of time. As has been the case for the past eleven (11) years, the processing rate charged to the District would be a mutually negotiated rate that is primarily based on inflationary costs and capital expense recovery. The historical processing rates have proven to be fair and reasonable and competitive in that market. Staff recommends developing the longer term lease term to provide some certainty for the operations during this decade as SB1383 implementation is undertaken.

FINANCIAL IMPACT

Funds for the compost facility site improvements were not included in the FY 20/21 capital improvement budget . Construction of these site improvements on District property are estimated to cost \$2.5 million. Given that waste filling of Module 6 is just now be started, the construction start of Module 7 can be deferred at this time and the budgeted funds reallocated to the compost facility project. Thus, there would be no net change to the FY20/21 capital improvement budget that has been approved by the Board.

The current Lease Processing Rate of \$25/ton charged to the District by Gabilan AG Service and the District's Tip Fees of \$42/ton for Clean Yard and Wood Wastes and \$57/ton for Food Wastes charged to customers in FY20/21 would not change. No impact.

CONCLUSION

The District has had eleven (11) years of mutually beneficial experience with Gabilan AG Service's operations of the compost facility. Gabilan AG Service has incorporated expanded services of wood grinding and processing, yard waste processing, and most recently, food waste processing. This has occurred with a year-to-year lease and negotiated pricing of competitive rates during that time. Now that Gabilan AG Service has invested approximately \$3 million in operations equipment and permitting, and the District proposes to invest \$2.5 million in site improvements, the parties have both individual and mutual interests to commit to a minimum ten (10) year lease agreement commensurate with these investments. Therefore, Staff recommends that the Finance Committee approve FY20/21 funding for regulatory required site improvements of the onsite compost facility in the amount of \$2.5 million and Staff's development of a 10-year lease agreement with the compost facility operator and permit holder, Gabilan AG Service (aka Keith Day Company, Inc.), for continued operations of the compost facility.


Guy R. Petrabor

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

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	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.

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.

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Other Communications Goals	Continue to develop awareness of, and support for, the District's mission and activities	<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 	Dir. of Communication	<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 70th 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
Increase 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	Dir. of Operations	Awaiting final SB1383 regulations & compliance requirements
Administrative Management Systems	Improve payroll process and develop new purchasing system	<ul style="list-style-type: none"> • Implement payroll process change by 12/31/19 • Implement purchasing system/process by 12/31/19 	Dir. of Finance & Administration	<ul style="list-style-type: none"> • Payroll changes completed • Purchasing system partially developed but behind schedule
Management & Financial Reporting	Improve visibility of District operations through more accurate reporting and activity tracking	<ul style="list-style-type: none"> • Improved accuracy of departmental reporting • Complete line of business costs of service assessments 	Dir. of Finance & Administration	<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>

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1. Monitor employee and customer safety

Description/Activity	Metrics	Management Lead
Manage and reduce COVID-19 risks	<ul style="list-style-type: none"> • Monitor Public Health and Safety guidance from State and Federal health department sources • Monitor compliance with District’s health and safety policies and procedures 	Dir. of Engineering & Compliance
Improve operations safety metrics	<ul style="list-style-type: none"> • Develop Departmental TIR and DART reports that compare to industry segment averages, separate from the District’s overall average • Year over year departmental reports to track progress 	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"> • Timeline of activities that include discussions with potential partners, consultation with OE3 and former staff members, and engagement of other stakeholders • Present to Board in September the recommended program objectives 	Dir. of Operations
Create and execute a reopening plan that addresses customer safety and is financially sustainable	<ul style="list-style-type: none"> • Engage third-party consultant to review COVID re-opening practices • Present to Board in November the operating model recommendations to achieve agreed upon objectives 	General Manager & Dir. of Operations
Re-Open LCM	<ul style="list-style-type: none"> • Target date: January 2021 	General Manager & Dir. of Operations

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

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

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

Description/Activity	Metrics	Management Lead
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"> • Monitor and track program developments in each member agency for compliance with SB1383 and consistency with District's service programs • Draft District's Services strategy in compliance with State direction for TAC and Board review by end of fiscal year 	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"> • Build new District website that consolidates all District websites, is compliant with accessibility regulations and is mobile-friendly • Continually evaluate effectiveness of various social media and email newsletter platforms • Update What Goes Where database quarterly 	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"> • Evaluate mediums used for each communication and increase use of earned media (news stories) • Produce a standardized quarterly Board report to track all media reach 	Dir. of Communications
Strengthen internal communications to educate and build trust within the workforce	<ul style="list-style-type: none"> • Design and develop an internal communication processes to broaden employees' business knowledge • Conduct quarterly "round table" small group feedback sessions with staff • Produce a GM message to staff twice monthly until all-staff meetings can safely resume 	Dir. of Communications & Human Resources Manager