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# MONTEREY REGIONAL WASTE MANAGEMENT DISTRICT

*Home of the Last Chance Mercantile*

## PERSONNEL COMMITTEE MEETING AGENDA

Wednesday, September 2, 2020

10:30 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/87299062603>, 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: 872 9906 2603.

Public Comments: if you are unable to participate via telephone or virtually, you may also submit your comments by e-mailing them to [igonzales@mrmwd.org](mailto:igonzales@mrmwd.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. Review of 2019/20 Goals and Discussion of Proposed FY 2020/21 Goals.
2. General Manager Review Process Procedures.
3. Update on District Site Security.
4. MRF Maintenance Department Positions Review.
5. General Manager Communications.

### ADJOURNMENT

**NEXT MEETING DATE:** Wednesday, October 7, 2020 at 10:30 a.m.



# Memorandum

## MONTEREY REGIONAL WASTE MANAGEMENT DISTRICT

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

1. **Review of 2019/20 Goals and Discussion of Proposed 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*

2. **General Manager Review Process Procedures.** Please review enclosed memo from Berta Torres and provide direction to staff. The Personnel Committee and Board can evaluate past GM process and either keep the same process or recommend different process if knowledge of a more effective or efficient GM review process is desired.

*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: Informational Only*

4. **MRF Maintenance Department Positions Review.** Please refer to the enclosed memo from Berta Torres Human Resources Manager.

*Recommendation: Informational Only*

5. **General Manager Comments.**

**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.

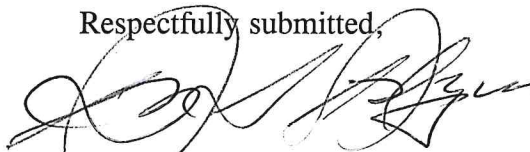
Additionally, due to the impacts of the CZU fire in Santa Cruz County, we have been receiving recyclable materials from the City of Santa Cruz for the past week or so as they had to close their facility due to smoke and proximity to the fires. We expect to receive this material for another week or so 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 10:30 a.m.

Respectfully submitted,



Timothy S. Flanagan

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

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	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
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"> <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>
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"> <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>
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"> <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>
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"> <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  
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<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

 Improve operational effectiveness and efficiency.				
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

Year-End Review  
Aug. 5, 2020

<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"> <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>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 &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>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 &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



# Memorandum

## MONTEREY REGIONAL WASTE MANAGEMENT DISTRICT

Reviewed by:  Date: 8/20/2020  
General Manager

DATE: August 28, 2020  
TO: Personnel Committee  
FROM: Human Resources Manager  
SUBJECT: General Manager Annual Performance Review Process

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RECOMMENDATION: That the Personnel Committee provide direction for 2020 General Manager Annual Performance Review.

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Timely completion of the annual General Manager Performance Evaluation is important as it serves to provide guidance and direction to the General Manager for effective execution of the District's mission and his related responsibilities. Additionally, it is the basis for any compensation adjustments as may be deemed appropriate by the Board. The Personnel Committee's guidance on procedure and documentation is requested.

Enclosed for your consideration is the procedure developed with the Personnel Committee's direction in 2019 for completion of the 2019 General Manager Performance Review along with the relevant forms.

Attachment A: General Manager Performance Review Procedure, August 2019.  
Attachment B: General Manager Performance Review Form  
Attachment C: 360° Survey of Internal Stakeholder (Questionnaire)  
Attachment D: 360° Survey of External Stakeholders (Questionnaire)  
Attachment E: List of External Stakeholders to be invited to participate in 360° Survey

If no changes are made to the previous year procedure, the General Manager may present his self-assessment to the Board of Directors at the September Board Meeting. The Board of Directors may in turn present the General Manager their consolidated performance assessment at the October Board Meeting.

Also enclosed is the form used for Annual Performance Review of Department Managers and Directors (Attachment F) as an alternative to the above process for the Committee's consideration as well.

Staff requests the Personnel Committee's direction for completion of the 2020 General Manager Performance Review by the District Board of Directors.

Respectfully,



Berta R. Torres

**PERFORMANCE REVIEW PROCEDURE**

**August 2019**

**PURPOSE**

The purpose of the *General Manager Performance Review Procedure* is to establish the process by which the General Manager's (GM) performance is to be evaluated for the previous fiscal year. The process is established by the Personnel Committee (PC) and designed to include opportunity for each member of the Board of Director (BOD) to provide honest feedback regarding the GM's performance and to provide the GM the opportunity to inform the BOD of support needed for continued success. The consolidated performance evaluation of the BOD is a basis for compensation changes and/or incentive awards.

**PROCEDURE**

Meeting/Parties	Agenda/Discussion/Actions
August <b>Personnel Committee</b> August 7, 2019	The PC establishes the review procedure, timeline and performance review criteria: 1. Use similar Performance Review template as prior year, which includes Manager Core Competencies, GM self-review and rating and BOD review and ratings of prior FY goals. 2. Conduct 360 Degree Survey to include <i>internal</i> and <i>external</i> stakeholders. Use same questions as prior year for <i>internal</i> stakeholders and invite all supervisors, managers, directors and GM's direct reports to complete. a. PC requests draft questionnaire for <i>external</i> stakeholders and list of intended recipients for 360 Degree Survey.
September <b>Personnel Committee</b> September 4, 2019	1. PC receives GM Performance Review form for review. Provides input and direction. 2. PC reviews draft questionnaire for <i>external</i> stakeholders and list of intended recipients for 360 Degree Survey. Provide input/direction. 3. Receive 360 Degree Survey questionnaire for <i>internal</i> stakeholders. a. HR Manager to finalize 360 Degree Survey Questionnaires (2) with PC input, roll out, collate responses and prepare summary report.
September <b>Board Meeting</b> September 20, 2019	1. CLOSED SESSION: Self-Evaluation presentation by the GM and 360 Degree Surveys Results Summary (2) presented. 2. The BOD receives the General Manager's Performance Review form, which is to be completed by each board member and submitted to the HR Manager <b><u>by October 2, 2019.</u></b> <ul style="list-style-type: none"> <li>• The HR Manager shall forward completed forms to the Board Chair and Vice Chair.</li> <li>• The HR Manager shall consolidate the data and prepare final Performance Review Form and include in the October 18, 2019 board meeting closed session packet.</li> </ul>
October <b>Board Meeting</b> October 18, 2019	CLOSED SESSION: The BOD will present the GM his overall annual performance review for FY 2018/19. OPEN SESSION: The BOD may act on any merit increase or incentive award for the GM, or it may refer the matter for further negotiations between the GM and the Board Chair, Vice Chair or Personnel Committee.



**General Manager Performance Evaluation – Year-End Review**

**ATTACHMENT B**

General Manager Name: <b>Timothy S. Flanagan</b>	Evaluation Period <b>FY: 2018/2019</b>	Date of Review
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**EVALUATION RATINGS**

- 5 = Outstanding.** Performance exceeds expectations and is consistently outstanding.
- 4 = More than Satisfactory.** Performance consistently fulfills the job requirements and exceeds expectations.
- 3 = Satisfactory.** Performance consistently fulfills the job requirements.
- 2 = Improvement Needed.** Performance does not consistently meet the job requirements.
- 1 = Unsatisfactory.** Performance consistently fails to meet the job requirements.

<b>PILLARS: FINANCE</b>	<i>Strike a balance between community needs, cost containment, and environmental protection.</i>		
<b>A. FINANCIAL SUSTAINABILITY</b>	<b>Self-Assessment (To be completed by General Manager)</b>	<b>Employee Rating</b>	<b>Board Rating</b>
<p><b>1. <u>2018 Revenue Bond Financing.</u></b> Manage execution of bond issuance transaction.</p> <p><b>Metrics:</b></p> <ul style="list-style-type: none"> <li>• Completion by beginning of CY 2019 at amount approved by Board</li> </ul>		Click or tap here to enter text.	Click or tap here to enter text.
<p><b>2. <u>Business Development – SVR MOU.</u></b> Continue discussions with SVR MOU to establish agreement on shared operations.</p> <p><b>Metrics:</b></p> <ul style="list-style-type: none"> <li>• Agreement completed by end of FY 18/19</li> </ul>		Click or tap here to enter text.	Click or tap here to enter text.
<p><b>3. <u>Business Development – District Service Capacity.</u></b> Market excess capacity (MRF, LF, AD...) to out-of-district entities to increase cash margins &amp; revenue diversification.</p> <p><b>Metrics:</b></p> <ul style="list-style-type: none"> <li>• Sustain existing levels for out-of-District revenue</li> </ul>		Click or tap here to enter text.	Click or tap here to enter text.





<p><b>4. Business Development – Energy.</b> Develop Conceptual Energy Masterplan. Implement MOU with M1W consistent with their AWPf project schedule. Continue discussions with potential energy consumers (M1W, CalAm, MCWD, RAMCO, MBCP, others) and possible collaboration with organics processing projects.</p> <p><b>Metrics:</b></p> <ul style="list-style-type: none"> <li>• LFG uptime – 90%</li> <li>• 1<sup>st</sup> phase complete by end of FY 18/19</li> </ul>		Click or tap here to enter text.	Click or tap here to enter text.
<p><b>5. Single Stream Recycling Processing Rate Structure.</b> Establish a Proposed Processing Fee and Revenue Sharing rate that covers all costs of operations.</p> <p><b>Metrics:</b></p> <ul style="list-style-type: none"> <li>• Rate structure proposal by 1/15/19; implemented by 4/1/19 with agreements signed with WMI, Republic Services, and others</li> </ul>		Click or tap here to enter text.	Click or tap here to enter text.
<p><b>6. FY 18/19 Financial Goals.</b> Meet budgeted financial targets for fiscal year</p> <p><b>Metrics:</b></p> <ul style="list-style-type: none"> <li>• Revenue: \$34.6M</li> <li>• Operating expenses: \$31.9M (within 5%)</li> <li>• Cash Op. Reserve: \$5.4M</li> </ul>		Click or tap here to enter text.	Click or tap here to enter text.



<b>PILLAR: PEOPLE</b>	<i>An engaged and talented workforce allows us to pursue the District's mission.</i>		
<b>B. WORKFORCE DEVELOPMENT &amp; ENGAGEMENT</b>	<b>Self-Assessment (To be completed by General Manager)</b>	<b>Employee Rating</b>	<b>Board Rating</b>
<p><b>1. <u>Employee Engagement &amp; Development.</u></b> Enhance employee engagement, performance and job satisfaction activities.</p> <p><b>Metrics:</b> Focus: <i>'Organizational Alignment', 'Competency Development' and 'Continuous Process Improvement'</i> elements of Workforce Investment Plan</p> <ul style="list-style-type: none"> <li>• Q1 Leadership Retreat (team effectiveness and organization alignment)</li> <li>• Expand 360 survey to Directors and Managers to identify strengths and opportunities</li> <li>• Complete Supervisor/Manager Training (5 days – Participatory Management)</li> <li>• Improve employees' self-service access to on-time information through new HR/Payroll System</li> </ul>	<p>Click or tap here to enter text.</p>	<p>Click or tap here to enter text.</p>	<p>Click or tap here to enter text.</p>
<p><b>2. <u>Collective Bargaining Agreement.</u></b> Negotiate a new collective bargaining agreement.</p> <p><b>Metrics:</b></p> <ul style="list-style-type: none"> <li>• Agreement completed by end of FY 18/19</li> </ul>		<p>Click or tap here to enter text.</p>	<p>Click or tap here to enter text.</p>
<p><b>3. <u>Safety &amp; Risk Management.</u></b> Improve timeliness of required job safety training</p> <p><b>Metrics:</b></p> <ul style="list-style-type: none"> <li>• 90% training accomplished on-time</li> </ul>		<p>Click or tap here to enter text.</p>	<p>Click or tap here to enter text.</p>



<b>PILLARS: COMMUNITY</b>	<i>District services and programs to be responsive to the unique needs of our community.</i>		
<b>C. COMMUNITY &amp; STAKEHOLDER ENGAGEMENT</b>	<b>Self-Assessment (To be completed by General Manager)</b>	<b>Employee Rating</b>	<b>Board Rating</b>
<p><b>1. <u>Member Agency Communication.</u></b> Annual presentations to each member agency to update on District financial status, capital and business development plans, recycling processing and diversion information.</p> <p><b>Metrics:</b></p> <ul style="list-style-type: none"> <li>• Meetings conducted with each of 9-member agencies</li> </ul>	<p>Click or tap here to enter text.</p>	<p>Click or tap here to enter text.</p>	<p>Click or tap here to enter text.</p>
<p><b>2. <u>Recycling Awareness Outreach.</u></b> Implement 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.</p> <p><b>Metrics:</b></p> <ul style="list-style-type: none"> <li>• Create &amp; execute new year-long Recycling Awareness &amp; Outreach Campaign</li> <li>• Release <i>What Goes Where</i> smartphone app</li> <li>• Conduct local events, tours, workshops, outreach activities</li> </ul>		<p>Click or tap here to enter text.</p>	<p>Click or tap here to enter text.</p>



D. FACILITIES PLANNING & DEVELOPMENT	Self-Assessment (To be completed by General Manager)	Employee Rating	Board Rating
<p>1. <b>Landfill Module 6.</b> Solicit construction bids; Award construction contract; Initiate construction of Module 6.</p> <p><b>Metrics:</b></p> <ul style="list-style-type: none"> <li>Substantially complete construction in FY 18/19.</li> </ul>	<p>Click or tap here to enter text.</p>	<p>Click or tap here to enter text.</p>	<p>Click or tap here to enter text.</p>
<p>2. <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.</p> <p><b>Metrics:</b></p> <ul style="list-style-type: none"> <li>Substantially complete master planning studies in FY 18/19; 50% Master Plan Report submittal.</li> </ul>		<p>Click or tap here to enter text.</p>	<p>Click or tap here to enter text.</p>
<p>3. <b>Site Appearance.</b> Update Building and Grounds appearance</p> <p><b>Metrics:</b></p> <ul style="list-style-type: none"> <li>New Landscaping in public-facing areas</li> <li>Repaint/replace building and roadway signage</li> </ul>		<p>Click or tap here to enter text.</p>	<p>Click or tap here to enter text.</p>



E. OPERATIONAL EFFICIENCY	Self-Assessment (To be completed by General Manager)	Employee Rating	Board Rating
<p><b>1. <u>Diversion in District Communities.</u></b> Establish a 3-year Diversion Plan that meets CA goals of 75% diversion through on-site material processing and recovery programs</p> <p><b>Metrics:</b></p> <ul style="list-style-type: none"> <li>• 65% Diversion by 7/1/19</li> <li>• 70% Diversion by 7/1/20</li> <li>• 75% Diversion by 7/1/21</li> </ul>	<p>Click or tap here to enter text.</p>	<p>Click or tap here to enter text.</p>	<p>Click or tap here to enter text.</p>
<p><b>2. <u>Operational Departmental Productivity.</u></b> Working with Managers and Supervisors, the Operations Departments will meet and exceed critical productivity measures.</p> <p><b>Metrics:</b></p> <ul style="list-style-type: none"> <li>• <u>Up-Time Measures:</u> MRF – 90%, LFG – 90%</li> <li>• <u>Maintenance:</u> PM's – 90% on-time service, 95% Repair Order accountability</li> <li>• <u>Site and LF:</u> Compaction in Landfill Improved by 10%; deliver power to &amp; operate the LCRS (leachate) pumps at least 8 hours per day, six days per week</li> <li>• <u>LCM:</u> 20% increase in Sales</li> </ul>	<p>Click or tap here to enter text.</p>	<p>Click or tap here to enter text.</p>	<p>Click or tap here to enter text.</p>
<p><b>3. <u>Administrative Management Systems.</u></b> Implement new HR information system, including a new payroll system and process</p> <p><b>Metrics:</b></p> <ul style="list-style-type: none"> <li>• Implementation &amp; training completed by 12/31/18</li> </ul>	<p>Click or tap here to enter text.</p>	<p>Click or tap here to enter text.</p>	<p>Click or tap here to enter text.</p>



<p><b>4. Management &amp; Financial Reporting.</b> Improve management reporting systems, including accounting close cycle, department level budget versus actual reports and other management reports</p> <p><b>Metrics</b></p> <ul style="list-style-type: none"> <li>• Department Budget vs Actual reports delivered to managers by 15th of following month</li> <li>• Monthly financial statements to Board in following month</li> </ul>		<p>Click or tap here to enter text.</p>	<p>Click or tap here to enter text.</p>
--	--	---	---

Comments section to be completed by Board Members.

MANAGER CORE COMPETENCIES	Employee Rating	Board Rating
<p><b>1. Strategic Thinking</b> Demonstrates a strong understanding of the position of the organization, a vision of where to take the organization, and the ability to put together a workable plan to get from here to there.</p> <p>COMMENTS: Click or tap here to enter text.</p>	<p>Click or tap here to enter text.</p>	<p>Click or tap here to enter text.</p>
<p><b>2. Communication</b> Effectively articulates the company's values, mission and vision. Is able to communicate to others their jobs and roles at a very simple level and to make sure they are aware of how their roles contribute to the success of the business.</p> <p>COMMENTS: Click or tap here to enter text.</p>	<p>Click or tap here to enter text.</p>	<p>Click or tap here to enter text.</p>
<p><b>3. Financial Management</b> Oversees the District's generation and use of financial resources in a way that supports the long-terms vision, mission and goals of the organization.</p> <p>COMMENTS: Click or tap here to enter text.</p>	<p>Click or tap here to enter text.</p>	<p>Click or tap here to enter text.</p>
<p><b>4. Team Building</b> Manages the business in such a way that individuals, District departments, the Board of Directors and outside stakeholders work together to fulfill the organization's mission.</p> <p>COMMENTS: Click or tap here to enter text.</p>	<p>Click or tap here to enter text.</p>	<p>Click or tap here to enter text.</p>
<p><b>5. Motivating</b> Takes ultimate responsibility for motivating individuals in the organization.</p> <p>COMMENTS: Click or tap here to enter text.</p>	<p>Click or tap here to enter text.</p>	<p>Click or tap here to enter text.</p>



## General Manager Performance Evaluation – Year-End Review

## ATTACHMENT B

<p><b>6. Developing Others</b> Is willing and able to bring people along and help them grow with the business.</p> <p>COMMENTS: Click or tap here to enter text.</p>	Click or tap here to enter text.	Click or tap here to enter text.
<p><b>7. Intergovernmental/Industry relations</b> Interacts effectively with related agencies and companies to help achieve District goals.</p> <p>COMMENTS: Click or tap here to enter text.</p>	Click or tap here to enter text.	Click or tap here to enter text.
<p><b>8. Integrity/Ethics</b> Operates with integrity and within accepted ethical standards in all aspects of work.</p> <p>COMMENTS: Click or tap here to enter text.</p>	Click or tap here to enter text.	Click or tap here to enter text.



**Overall Evaluation Rating BOARD COMMENTS** – Please comment regarding the above ratings. (If demonstrated performance/proficiency meets expectations, there is no need to provide comments. If performance or proficiency in the area does not meet expectations, or delivers beyond expectations, comments are required.)

**Board Comments:**

Click or tap here to enter text.

**SIGNATURES:**

\_\_\_\_\_  
General Manager

\_\_\_\_\_  
Date

\_\_\_\_\_  
Board Chair Member on behalf of MRWMD Board of Directors

\_\_\_\_\_  
Date



# MRWMD General Manager | 360° Survey

## of Internal Stakeholders

You have been selected to provide feedback for Tim Flanagan, General Manager of the Monterey Regional Waste Management District (MRWMD). We would appreciate your time in completing the survey questionnaire about the leadership behaviors which Tim demonstrates on a regular basis and his effectiveness as General Manager of the MRWMD. Your feedback will be anonymous and will be shared with the MRWMD Board of Directors and Tim Flanagan, who will only see a roll-up of the results.

The purpose of the 360° feedback is to assist Tim to understand how he is seen by the MRWMD external stakeholders and help him be the most effective.

DATE: August 28, 2020  
TO: Personnel Committee  
FROM: Human Resources Manager  
SUBJECT: General Manager Annual Performance Review Process

---

**RECOMMENDATION:** That the Personnel Committee provide direction for 2020 General Manager Annual Performance Review.

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Timely completion of the annual General Manager Performance Evaluation is important as it serves to provide guidance and direction to the General Manager for effective execution of the District's mission and his related responsibilities. Additionally, it is the basis for any compensation adjustments as may be deemed appropriate by the Board. The Personnel Committee's guidance on procedure and documentation is requested.

Enclosed for your consideration is the procedure developed with the Personnel Committee's direction in 2019 for completion of the 2019 General Manager Performance Review along with the relevant forms.

Attachment A: General Manager Performance Review Procedure, August 2019.

Attachment B: General Manager Performance Review Form

Attachment C: 360° Survey of Internal Stakeholder (Questionnaire)

Attachment D: 360° Survey of External Stakeholders (Questionnaire)

Attachment E: List of External Stakeholders to be invited to participate in 360° Survey

If no changes are made to the previous year procedure, the General Manager may present his self-assessment to the Board of Directors at the September Board Meeting. The Board of Directors may in turn present the General Manager their consolidated performance assessment at the October Board Meeting.

Also enclosed is the form used for Annual Performance Review of Department Managers and Directors (Attachment F) as an alternative to the above process for the Committee's consideration as well.

Staff requests the Personnel Committee's direction for completion of the 2020 General Manager Performance Review by the District Board of Directors.

Respectfully,



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Berta R. Torres

Active as General Manager of the MRWMD.

The 360 degree feedback will not replace the performance management process. Instead it will be integrated into the performance management process for the Senior Leadership Team.

**Please complete the survey by: September 30, 2019**

**INSTRUCTIONS**

Please indicate the rating that corresponds to the degree to which you observe Tim Flanagan demonstrating the listed leadership behavior, according to the rating key at the top of each page. Not Observed (N/O) should be used if you have not been in situations which would afford you the opportunity to observe the behavior.

Please provide comments and examples which support your ratings for each statement, especially for ratings below of “Never” or “Always”. Please answer questions 9 and 10 according to your experience and relationship with the General Manager.

If you have questions, please contact Berta Torres, HR Manager at [btorres@mrwmd.org](mailto:btorres@mrwmd.org)

RATING SCALE					
Not Observed -N/O	Never	Seldom	Sometimes	Most of the Time	Always

**Strategic Thinking:**

1. Describes an image for the future that is easy for others to see.
2. Plans for the future and accurately anticipates what it will take to complete a goal and by when.

**Communication:**

3. Listens to what others have to say.
4. Directly addresses people on difficult topics.
5. Communicates in a respectful Way.

**Acts in the Best Interest of the District (Financial Management):**

6. Is highly ethical and professional
7. Adequately accounts for implications across functions when taking action.
8. Thinks and behaves like an owner.

**Team Building:**

9. Encourages collaboration among individuals and departments to fulfill District mission.
10. Encourages open, honest and direct communication among peers and coworkers.
11. Handles conflict effectively

**Motivating:**

12. Shows respect for others and their ideas.
13. Appreciates differences between people in thought and style.
14. Expresses sincere concern for employees when sharing information that affect them.

**Develops Self and Others:**

15. Encourages continuous growth and learning in others.
16. Acknowledges mistakes & learns from them.
17. Sets clear performance expectations in advance.
18. Shares constructive performance feedback that is timely and direct.

**Self-Awareness & Social Awareness:**

19. Is aware of how his/her emotional state impacts others.
20. Pays attention to how others influence his/her own emotional state
21. Is aware of how his/her words and behavior impacts others.

**Integrity/Ethics/Credibility:**

22. Makes appropriate decisions and acts on them.
23. Demonstrates consistency between what he/she says and does.
24. Can be counted on to deliver on commitments.
25. Is trusted by others.

**Strengths & Opportunities:**

26. From your observations, what is \_\_\_\_\_ great at doing? That is, what does \_\_\_\_\_ have a knack or natural talent for that he/she should be doing even more? Give an example.
27. What do you wish \_\_\_\_\_ would get better at doing? Give an example.

# **MRWMD General Manager | 360° Survey**

## **of External Stakeholders**

You have been selected to provide feedback for Tim Flanagan, General Manager of the Monterey Regional Waste Management District (MRWMD). We would appreciate your time in completing the survey questionnaire about the leadership behaviors which Tim demonstrates on a regular basis and his effectiveness as General Manager of the MRWMD. Your feedback will be anonymous and will be shared with the MRWMD Board of Directors and Tim Flanagan, who will only see a roll-up of the results.

The purpose of the 360° feedback is to assist Tim to understand how he is seen by the MRWMD external stakeholders and help him be the most effective as General Manager of the MRWMD.

**Please complete the survey by: September 30, 2019**

### **INSTRUCTIONS**

Please indicate the rating that corresponds to the degree to which you observe Tim Flanagan demonstrating the listed leadership behavior, according to the rating key at the top of each page. Not Observed (N/O) should be used if you have not been in situations which would afford you the opportunity to observe the behavior.

Please provide comments and examples which support your ratings for each statement, especially for ratings below of “Never” or “Always”. Please answer questions 9 and 10 according to your experience and relationship with the General Manager.

**If you have questions, please contact Berta Torres, HR Manager at [btorres@mrwmd.org](mailto:btorres@mrwmd.org)**

<b>RATING SCALE</b>					
<b>Not Observed -N/O</b>	<b>Never</b>	<b>Seldom</b>	<b>Sometimes</b>	<b>Most of the Time</b>	<b>Always</b>

1. Effectively communicates MRWMD’s vision and direction.
2. Demonstrates knowledge of the latest trends and advances in the Solid Waste & Recycling industry.
3. Demonstrates a clear understanding of the factors that impact the MRWMD’s reputation in the community.
4. Is respected as a talented and knowledgeable representative of the District.
5. Is a respectful and articulate advocate for MRWMD’s interests.
6. Is viewed as highly ethical and professional and a good steward of the public’s resources.
7. Can be counted on to bring creative solutions to complex problems. Give an example.
8. He listens to understand my organization’s needs, issues, input, interests as related to MRWMD’s operation.
9. How would you describe Tim Flanagan’s leadership of the MRWMD?
10. Where do you see opportunity for improvement in Tim Flanagan’s leadership of the MRWMD?

**External Stakeholders**

<b>Organization</b>	<b>First Name</b>	<b>Last Name</b>	<b>Email</b>
CalRecycle	Catherine	McDonald	<a href="mailto:Catherine.McDonald@calrecycle.ca.gov">Catherine.McDonald@calrecycle.ca.gov</a>
City of Carmel-by-the-Sea	Agnes	Topp	<a href="mailto:atopp@ci.carmel.ca.us">atopp@ci.carmel.ca.us</a>
City of Carmel-by-the-Sea	Sharon	Friedrichsen	<a href="mailto:sfriedrichsen@ca.carmel.ca.us">sfriedrichsen@ca.carmel.ca.us</a>
City of Carmel-by-the-Sea	Chip	Rerig	<a href="mailto:crerig@ci.carmel.ca.us">crerig@ci.carmel.ca.us</a>
City of Del Rey Oaks	Dino	Pick	<a href="mailto:Dpick@delreyoaks.org">Dpick@delreyoaks.org</a>
City of Marina	Brian	McMinn	<a href="mailto:bmcminn@ci.marina.ca.us">bmcminn@ci.marina.ca.us</a>
City of Marina	Layne	Long	<a href="mailto:llong@ci.marina.ca.us">llong@ci.marina.ca.us</a>
City of Monterey	Ted	Terrasas	<a href="mailto:Terrasas@ci.monterey.ca.us">Terrasas@ci.monterey.ca.us</a>
City of Monterey	Hans	Uslar	<a href="mailto:uslar@monterey.org">uslar@monterey.org</a>
City of Pacific Grove	Daniel	Gho	<a href="mailto:dgho@cityofpacificgrove.org">dgho@cityofpacificgrove.org</a>
City of Pacific Grove	Milas	Smith	<a href="mailto:msmith@cityofpacificgrove.org">msmith@cityofpacificgrove.org</a>
City of Pacific Grove	Ben	Harvey	<a href="mailto:bharvey@ci.pg.ca.us">bharvey@ci.pg.ca.us</a>
City of Sand City	Charles	Pooler	<a href="mailto:chuck@sandcity.org">chuck@sandcity.org</a>
City of Seaside	Kimberly	Drabner	<a href="mailto:kdrabner@ci.seaside.ca.us">kdrabner@ci.seaside.ca.us</a>
Don Chapin Company	Don	Chapin	<a href="mailto:dchapin@donchapin.com">dchapin@donchapin.com</a>
GreenWaste Recovery	Jimmy	Moresco	<a href="mailto:jmoresco@greenwaste.com">jmoresco@greenwaste.com</a>
Keith Day	Keith	Day	<a href="mailto:kday@keithdaycompany.com">kday@keithdaycompany.com</a>
Monterey City Disposal	Tom	Parola	<a href="mailto:Tom@montereydisposal.com">Tom@montereydisposal.com</a>
Monterey County	Lew	Bauman	<a href="mailto:baumanl@co.monterey.ca.us">baumanl@co.monterey.ca.us</a>
Monterey County	Rob	Durham	<a href="mailto:DurhamRC@co.monterey.ca.us">DurhamRC@co.monterey.ca.us</a>
Monterey County	Stephanie	Luna	<a href="mailto:lunasd@co.monterey.ca.us">lunasd@co.monterey.ca.us</a>
Monterey One Water	Paul	Sciuto	<a href="mailto:paul@my1water.org">paul@my1water.org</a>
Pebble Beach Community Services District	Suha	Kilic	<a href="mailto:skilic@pbcsd.org">skilic@pbcsd.org</a>
Pebble Beach Community Services District	Mike	Niccum	<a href="mailto:mniccum@pbcsd.org">mniccum@pbcsd.org</a>
Republic Services of Salinas	Steve	McCaffrey	<a href="mailto:smccaffrey@republicservices.com">smccaffrey@republicservices.com</a>
Waste Management	Felipe	Melchor	<a href="mailto:fmelchor@wm.com">fmelchor@wm.com</a>



**Manager Performance Evaluation – Year-End Review**

**Part 3 of 3**

Employee's Name:	Job Title:	Department:
Evaluation Period (FY):	Supervisor's Name:	Supervisor's Title:

**Part 3. Year-End Review**

The Manager Performance Evaluation Form (Part 3) must be turned in to HR by June 30th.

Employee Self-Evaluations, to be completed in Part 2 and 3, offer numerous benefits to the evaluation process including greater perceived accuracy, fairness and improved understanding of the demands and expectations of the District. We recommend that the Self-Evaluation be completed and submitted to the Sr. Manager prior to the Performance Evaluation discussion.

- Department Manager to state goals identified in Part 1 – Goal Setting - and rate according to the below scale. Provide supporting comments as appropriate.
- Sr. Manager to rate according to the above scale and provide comments at end of section as appropriate.

**EVALUATION RATINGS**

- O = Outstanding.** Performance exceeds expectations and is consistently outstanding.
- M = More than Satisfactory.** Performance consistently fulfills the job requirements and exceeds expectations.
- S = Satisfactory.** Performance consistently fulfills the job requirements.
- I = Improvement Needed.** Performance does not consistently meet the job requirements.
- U = Unsatisfactory.** Performance consistently fails to meet the job requirements.

Goal/Objective/Key Responsibility	Comments/Measurement	Employee Rating	Manager Rating
MANAGER'S COMMENTS:			



## Manager Performance Evaluation – Year-End Review

Part 3 of 3

If demonstrated performance/proficiency meets expectations, there is no need to provide comments. If performance or proficiency in the area does not meet expectations, or delivers beyond expectations, comments are required.

O = Outstanding    M = More than Satisfactory    S = Satisfactory    I = Improvement Needed    U = Unsatisfactory

MANAGER CORE COMPETENCIES	Employee Rating	Manager Rating
<p><b>1. Inclusiveness</b> Shows respect for people and their differences; promotes fairness and equity; engages the talents, experiences, and capabilities of others; fosters a sense of belonging; works to understand the perspectives of others; and creates opportunities for access and success.</p> <p>COMMENTS:</p>		
<p><b>2. Managing People</b> Coaches, evaluates, develops, inspires people; sets expectations, recognizes achievements, manages conflict, aligns performance goals with District goals, provides feedback, group leadership; delegates.</p> <p>COMMENTS:</p>		
<p><b>3. Stewardship</b> Demonstrates integrity, accountability and efficient stewardship of District resources in a manner consistent with District Personnel Policies, including Code of Conduct and Safety Policies.</p> <p>COMMENTS:</p>		
<p><b>4. Problem Solving / Decision Making</b> Problem solving - Identifies problems, involves others in seeking innovative, simple solutions, conducts appropriate analyses, searches for best solutions; responds quickly to new challenges. Decision making - Makes clear, consistent, transparent decisions; acts with integrity in all decision making; distinguishes relevant from irrelevant information and makes timely decisions.</p> <p>COMMENTS:</p>		
<p><b>5. Communication</b> Connects with peers and Sr. Manager, subordinates and customers, actively listens, clearly and effectively shares information, demonstrates effective oral and written communication skills.</p> <p>COMMENTS:</p>		
<p><b>6. Quality Improvement</b> Strives for efficient, effective, high quality performance in self and the department; delivers timely and accurate results; resilient when responding to situations that are not going well; takes initiative to make improvements, aligns priorities with District goals, measures outcomes, uses feedback to change as needed, evaluates alternatives, solutions oriented, seeks alternatives and broad input.</p> <p>COMMENTS:</p>		
<p><b>7. Leadership</b> Accepts responsibility for own work; develops trust and credibility; demonstrates honest and ethical behavior.</p> <p>COMMENTS:</p>		
<p><b>8. Teamwork</b> Cooperates and collaborates with peers as appropriate; works in partnership with others.</p> <p>COMMENTS:</p>		
<p><b>9. Service focus</b> Values the importance of delivering high quality, innovative service to internal and external clients; understands the needs of the client; customer service focused.</p> <p>COMMENTS:</p>		
<p>MANAGER'S COMMENTS:</p>		





Manager Performance Evaluation – Year-End Review

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Overall Evaluation Rating

Employee Comments:

Manager Comments:

**SIGNATURES:**

*(All signatures as appropriate)*

\_\_\_\_\_  
Employee

\_\_\_\_\_  
Date

\_\_\_\_\_  
Manager

\_\_\_\_\_  
Date