

BOARD OF DIRECTORS

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MONTEREY REGIONAL
WASTE MANAGEMENT DISTRICT
Home of the Last Chance Mercantile

FELIPE MELCHOR
General Manager

GUY PETRABORG, P.E., G.E.
Director of Engineering & Compliance

JAY RAMOS
Director of Operations

HELEN RODRIGUEZ
Director of Finance & Administration

ZOE SHOATS
Director of Communications

ROBERT WELLINGTON
Legal Counsel

PERSONNEL COMMITTEE MEETING
AGENDA

Wednesday, July 6, 2022

10:30 a.m.

Bales Boardroom

14201 Del Monte Blvd., Monterey County, CA

Please Note: The meeting will be held 1) virtually via Zoom and is compliant with California Government Code Section 54953(e)(1)(A), with Governor Newsom's executive Order N-29-20 and with the Recommendation of the Monterey County Health Official dated September 22, 2021, regarding social distancing including remote meetings of legislative bodies, which together allow local legislative bodies to hold public meetings electronically or 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, 2) and as a regular meeting. To join the zoom webinar, click on this link: <https://us02web.zoom.us/j/85812309028> 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: **858 1230 9028** Public Comments: if you are unable to participate virtually or via telephone, 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 July 5, 2022. All submitted comments will be provided to the Board and may be read into the record or compiled as part of the record.

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. Personnel Committee Purpose and Responsibilities
2. Process for General Manager Performance Review
3. Employee and Retiree Dumping Privilege Policy
4. Safety Update for FY 21/22

GM COMMUNICATIONS

CLOSED SESSION

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

1. Conference with Labor Negotiators:

District Negotiators: Felipe Melchor, Helen Rodriguez and Berta Torres

Employee Organizations: Operating Engineers

ADJOURNMENT

NEXT MEETING DATE: Wednesday, August 3, 2022 9:00 a.m.

This agenda was posted at the District offices at 14201 Del Monte Blvd, Monterey County, CA. Staff reports and additional information regarding these agenda items are available on the District website (www.mrwmd.org) and at the District offices during regular business hours (additional fee for copying). All meetings are open to the public. The District does not discriminate against persons with disabilities and the Boardroom is wheelchair accessible. Recordings of meetings can be provided upon request. To request assistive listening devices, sign language interpreters, readers, large print agendas or other accommodations, please call Ida Gonzales at (831) 384-5313 or e-mail: igonzales@mrwmd.org. Requests must be made at least 48 hours in advance of the meeting.



Memorandum

MONTEREY REGIONAL WASTE MANAGEMENT DISTRICT

DATE: July 1, 2022
TO: Personnel Committee
FROM: General Manager
SUBJECT: Personnel Committee Meeting of July 6, 2022

ITEMS FOR COMMITTEE CONSIDERATION, DISCUSSION AND ACTION

1. Personnel Committee Purpose and Responsibilities

Please refer to the enclosed memo from Helen Rodriguez, Director of Finance and Administration

Recommendation: Provide guidance in defining its purpose and responsibilities for approval by the District Board of Directors (Board).

2. Process for General Manager Performance Review

Please refer to the enclosed memo from Berta Torres, Human Resources Manager.

Recommendation: Provide Direction to Staff

3. Employee and Retiree Dumping Privilege Policy

Please refer to the enclosed memo from Helen Rodriguez, Director of Finance and Administration.

Recommendation: Provide Direction to Staff

4. Safety Update for FY 21/22

A report will be provided at the meeting by Loreana Medina, Safety Manager.

Recommendation: Information Only

GENERAL MANAGER COMMUNICATIONS

Strategic Planning: A Special Meeting/Strategic Planning Retreat was held on May 18, 2022. At that meeting, staff alongside consultant, Catherine Hambley of Brain-Based Strategies Consulting, presented the draft strategic plan and received feedback and recommendations from the Board. Since that time, staff has met with to incorporate the Board's recommendations. Staff plans to bring back the finalized plan for approval at the July 22, 2022 Board Meeting.

CLOSED SESSION

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

1. Conference with Labor Negotiators:
District Negotiators: Felipe Melchor, Helen Rodriguez and Berta Torres
Employee Organizations: Operating Engineers

ADJOURNMENT

Respectfully submitted,



Felipe Melchor



Memorandum

MONTEREY REGIONAL WASTE MANAGEMENT DISTRICT

DATE: July 1, 2022
TO: Felipe Melchor, General Manager
FROM: Helen Rodriguez, Director of Finance and Administration
SUBJECT: Purpose and Responsibilities of Personnel Committee

Reviewed by: SM Date: 7/1/22
General Manager

RECOMMENDATION: Staff recommends that the Finance Committee provide guidance in defining its purpose and responsibilities for approval by the District Board of Directors (Board).

BACKGROUND: On June 22, 2022, the Board discussed questions regarding the Personnel and Finance Committees and legal counsel presented background information. To recap:

- On May, 1994, the Board formed a subcommittee to advise staff on Personnel and finance issues for the coming fiscal year.
- On April, 1996 the Board directed the Budget/Personnel Committee to review the draft budget, classification study, and Union and Management employee units.
- On March, 1997 the Board appointed an Adhoc Budget Committee to work on draft budget for the coming fiscal year.
- April 21, 2000, the Board appointed a single Ad Hoc Finance Committee to work with staff on the preliminary budget and personnel issues.
- On February 20, 2015, the Board approved the Chair of the Board of Directors to maintain a list of standing committees, to invite Board members to participate on a minimum of one committee, and may appoint members, if necessary.
- To date a separate Personnel Committee and Finance Committee has met regularly to discuss personnel matters or financial matters, respectively.

DISCUSSION: On June 22, 2022, legal counsel provided background information regarding District's Standing Committees and that to his knowledge there are no "charters" as such for the Personnel and Finance Committees, but rather that these committees were established by Board action some time ago at specific request of the General Manager or Staff, to give the GM and management an additional opportunity to provide further and advance information to groups of board members, and to discuss matters and get initial feedback, and if appropriate, recommendations from them prior to the Board meeting. The Board received the information and requested to review the purpose and responsibility of the committees. Currently, while no formal guidelines or "charters" exist, the Personnel Committee reviews employee wages and benefits, oversight of labor negotiations, and matters that have an impact to District employees.

FINANCIAL IMPACT: There is no financial impact on this matter.

CONCLUSION: Staff is requesting direction from the Personnel Committee on defining its purpose and responsibility.



Signature



Memorandum

MONTEREY REGIONAL WASTE MANAGEMENT DISTRICT

DATE: July 1, 2022
TO: Personnel Committee
FROM: Berta R. Torres, Human Resources Manager
SUBJECT: Process for General Manager Performance Review

Reviewed by:  Date: 7/1/22
General Manager

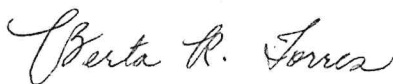
Felipe Melchor joined the Monterey Regional Waste Management District in the capacity of General Manager on January 4, 2022. At the time of hire, Board of Directors stated their intention to complete a probationary period performance review after six months of hire. The General Manager (GM) will complete six months of employment on July 4, 2022.

To facilitate the Board of Directors process of evaluating the GM's performance, Staff is requesting direction from the Personnel Committee regarding criteria by which GM is to be evaluated and process to be followed. To assist the Personnel Committee in establishing a process and identifying the performance review criteria to be incorporated in the General Manager performance Review document, enclosed is a draft performance review form (Attachment A), which was developed from my research into performance evaluations conducted by other public entities of senior leaders, i.e., General Managers, Fire Chiefs, Chief Executive Officers, etc. The draft Performance Evaluation form includes common management/leadership competencies of public entity senior leaders for your review and consideration of the District's General Manager. The template can be modified at the Personnel Committee's direction.

Also, enclosed is the General Manager Performance Review Procedure (Attachment B) that was established by the Personnel Committee in August 2020, with recommended revisions your consideration.

Finally, attached is the last General Manager Performance Review form (Attachment C) that was used in 2020 as an example of other options for your consideration.

Respectfully,



Berta R. Torres, HR Manager

DRAFT



ATTACHMENT A

General Manager Performance Evaluation

GM Name:		Hire Date:	
Rating Period:			
Type of Review: <input type="checkbox"/> 6-Month Probationary Period <input type="checkbox"/> Annual			

OVERALL PERFORMANCE RATING		
<p>3 Exceeds Standards</p> <p>Individual gives valuable service to the District; such performance consistently exceeds what is reasonably expected of the General Manager.</p>	<p>2 Meets Standard</p> <p>Individual consistently demonstrates that essential job responsibilities are fully performed as expected from the General Manager.</p>	<p>1 Does Not Meet Standards</p> <p>Individual does not consistently meet job responsibilities.</p>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Chair, Board of Directors

Date

I hereby certify that I have received this performance evaluation. I understand that my signature does not necessarily mean that I agree with all the ratings or comments.

General Manager

Date

General Manager Performance Evaluation

PERFORMANCE FACTORS

SECTION A. JOB KNOWLEDGE

Extent to which General Manager demonstrates job knowledge and is aware of current developments in his field.

1. Understands and Communicates Key Issues Affecting the District – Extent to which the General Manager understands and communicates current social, political and economic trends and operating problems of solid waste management with the Board (i.e., with respect to Federal, State, and Regional, and District level issues).

Exceeds Standards	Meets Standards	Does Not Meet Standards	Unknown
Effectively anticipates, understands, and identifies issues that the Board needs to be advised. Has the ability to effectively translate complex information into user-friendly terms. Expertly navigates difficult and sensitive situations.	Ability to understand and communicate issues related to the District as expected of a General Manager.	Does not demonstrate ability to understand and/or communicate issues to the Board at the level expected of a General Manager.	New to position and unable to rate at this time or not applicable.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2. Political Awareness – Extent to which the General Manager is not political, but is politically aware and understands the political issues involved in identifying and setting goals to solve District problems.

Exceeds Standards	Meets Standards	Does Not Meet Standards	Unknown
Demonstrates outstanding ability to comprehend the “whole picture” of an issue and identify solutions and goals to proactively navigate and address.	Ability to understand issues and identify solutions and goals to resolve as expected of a General Manager.	Does not demonstrate the required level or ability to identify potential and/or current political issues to proactively address.	New to position and unable to rate at this time or not applicable.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3. Industry Knowledge – Extent to which the General Manager has an overall working knowledge of solid waste management industry standards.

Exceeds Standards	Meets Standards	Does Not Meet Standards	Unknown
Demonstrates significant knowledge of solid waste management industry standards. Using that knowledge, provides guidance to staff to ensure the District serves the public.	Has knowledge of and understanding of solid waste management industry standards. Ensures the work done by the District adequately serves the public.	Lacks the level of knowledge regarding solid waste management industry standards to effectively ensure District business is adequately performed.	New to position and unable to rate at this time or not applicable.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

General Manager Performance Evaluation

SECTION B. CONSTRUCTIVE RELATIONSHIPS

Extent to which the General Manager builds internal and external relationships that ensures collaboration.

1. Working Relationships - Extent to which the General Manager builds effective working relations with the Board.

Exceeds Standards	Meets Standards	Does Not Meet Standards	Unknown
Creates a partnership with Board members and Board committees that promotes and maintains the growth of positive collaborative working relationships. Equally responsive and accessible to all Board members. Treats Board members with respect and fairness.	Deals positively with the Board. Establishes and maintains working relations with the Board and Board committees.	Has difficulties working with the Board or does not consistently develop or maintain effective working relationships.	New to position and unable to rate at this time or not applicable.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2. Communication – Ability to effectively articulate in written and verbal communications with the Board.

Exceeds Standards	Meets Standards	Does Not Meet Standards	Unknown
Communication is proactive, effective and appropriately communicates with all stakeholders. Demonstrates the ability to communicate assertively without causing negative reactions.	Communicates in a clear and concise manner, both orally and in writing. Demonstrates good judgment in selecting the proper mode of communications.	Struggles to effectively communicate either orally or in writing. Does not actively listen. May have oral or written skills below the expected standard for the General Manager. Communicates in a manner that does not convey a favorable image of the District.	New to position and unable to rate at this time or not applicable.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3. Support in Policy Making – Extent to which the General Manager adequately supports the Board in its policy making role.

Exceeds Standards	Meets Standards	Does Not Meet Standards	Unknown
Proactively identifies and brings to the Board's attention needed policy projects. Works effectively with the Board to identify options and develop policies.	Provides support to Board to identify and resolve policy decisions.	Does not provide needed support to the Board to facilitate policy making.	New to position and unable to rate at this time or not applicable.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

General Manager Performance Evaluation

4. Public Communication – Extent to which the General Manager manages channels of communication with the public and partner agencies.

Exceeds Standards	Meets Standards	Does Not Meet Standards	Unknown
Proactively identifies effective channels of communication regarding District programs and services such as social media, neighborhood meetings, and District web site.	Ensure District programs and services are communicated to the public and partner agencies.	District programs and services are not adequately communicated to the public and partner agencies.	New to position and unable to rate at this time or not applicable.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

5. Intergovernmental Collaboration - Extent to which the General Manager promotes the District's collaboration and cooperative relations with other public agencies and business partners.

Exceeds Standards	Meets Standards	Does Not Meet Standards	Unknown
Demonstrates ability to ensure the District's collaboration with other public agencies and business partners that is beyond the performance expected. Ensures staff involvement, as appropriate. Values partner agencies' participation. Promptly and effectively addresses conflicting interests.	Has established-collaborative and cooperative relationships with other public agencies and business partners.	Employee fails to create and/or promote a collaborative approach with other public agencies and business partners.	New to position and unable to rate at this time or not applicable.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

SECTION C. LEADERSHIP AND MANAGEMENT

Extent to which the General Manager exhibits effective leadership and management skills to accomplish the District's mission.

1. Leadership - The ability of the General Manager to lead the way to an inspiring future with a shared vision based upon the Board's directed organizational goals, policies, and priorities.

Exceeds Standards	Meets Standards	Does Not Meet Standards	Unknown
Positively influences outcomes by setting appropriate short and long term goals and strategies for staff that supports the Board's vision for District. Catalyzes the transition from "good to great" results.	Understands the Board's vision for the growth of the District and works with District staff to take supportive actions to support that vision.	Does not demonstrate ability to carry out the Board's vision or is inconsistent in supporting the Board's vision.	New to position and unable to rate at this time or not applicable.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2. Financial Stewardship – Extent to which the General Manager manages the preparation of a budget, manages the established budget and utilizes financial resources efficiently.

General Manager Performance Evaluation

Exceeds Standards	Meets Standards	Does Not Meet Standards	Unknown
Oversight and management of the budget process and throughout the fiscal year, consistently monitors and anticipates overages in the budget and reacts proactively. Manages financial and material resources; utilizes cost saving measure appropriately.	Leads the budget process and exercises effective cost control. Strives to ensure the District stays within budget. Minimizes the necessity of overtime whenever possible. Management of purchasing regulations and process.	Does not demonstrate appropriate knowledge and management of the budget. budget process, and/or budget management. Consistently is not able to exercise effective cost control.	New to position and unable to rate at this time or not applicable.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3. Labor Relations and Human Resources Management – Supports District goals and objectives through effective labor relations and human resource management.

Exceeds Standards	Meets Standards	Does Not Meet Standards	Unknown
Highly effective at balancing business and employee needs. Promotes and maintains amicable relations with labor union and swiftly resolves disagreements.	Demonstrates consistent employee management. Personnel issues are handled appropriately and professionally. Provides staff opportunities and recognition of their value to the team.	Inconsistent in ability to address personnel issues in either a timely or appropriate manner.	New to position and unable to rate at this time or not applicable.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4. Strategic Ability – Demonstrates the ability to plan, implement, and manage strategic change through long term planning while allowing for flexibility in changing conditions.

Exceeds Standards	Meets Standards	Does Not Meet Standards	Unknown
Successfully aligns District resources and actions to support and carry out the Board's direction/vision. Consistently exhibits flexibility to quickly and effectively meet changing conditions and capitalize on new opportunities as they arise while still adhering to the vision of the Board.	Directs District resources to support the Board's direction/vision. Demonstrates the ability to plan and implement strategic change and displays optimism and enthusiasm in meeting challenges. Demonstrates ability to make decisions, provide direction with confidence and to gain commitment from others.	Inability to effectively manage strategic change to support the Board's direction/vision or discounts the Board's direction. Inconsistent in making timely decisions or appropriate decisions.	New to position and unable to rate at this time or not applicable.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

GOALS

Areas of focus for next six months, next year, etc.

General Manager Performance Evaluation

OVERALL PERFORMANCE COMMENTS

**Monterey Regional Waste Management District
General Manager**

ATTACHMENT B

PERFORMANCE REVIEW PROCEDURE

~~August 2020~~ July 2022

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
September <u>July</u> Personnel Committee September 2, 2020 <u>July 6, 2022</u>	<p>The PC establishes the review procedure, timeline and performance review criteria:</p> <ol style="list-style-type: none"> 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.
September <u>July</u> Board Meeting September 18, 2020 <u>July 22, 2022</u>	<p><u>6-Month Probationary Period Performance Review</u></p> <ol style="list-style-type: none"> CLOSED SESSION: Self-Evaluation presentation by the GM. 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 by October 2, 2020 <u>August 5, 2022</u> <ul style="list-style-type: none"> The HR Manager shall forward completed forms to the Board Chair and Vice Chair. The HR Manager shall consolidate the data and prepare final Performance Review document, for inclusion in the October 23, 2020 <u>August 19, 2022</u> board packet for presentation during closed session.
October <u>August</u> Board Meeting October 23, 2020 <u>August 19, 2022</u>	<p><u>6-Month Probationary Period Performance Review</u></p> <p>CLOSED SESSION: The BOD will present the GM his overall annual <u>6-month probationary period</u> performance review for FY 2019/20.</p> <p>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.</p>
<u>January 2023</u>	<p><u>Annual Performance Review will be due in January. Options:</u></p> <p><u>Would Personnel Committee like to repeat the same process? Establish another process?</u></p> <p><u>The Personnel Committee might consider resetting completion of the annual performance review at end of FY going forward to align with year-end results?</u></p>



GENERAL MANAGER PERFORMANCE REVIEW

sample from 2020 (Attachment C)

General Manager Name:	Evaluation Period FY: 2019/20	Date
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RATING SCALE

- 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.
 0 = **Not Observed.** Evaluator has not been in the position long enough to observe behavior or is not in a position to observe behavior.

Financial Sustainability

Develop sources for sustainable capital funding & manage revenue risks.

Goal	Description	Metrics	Results	Self-Assessment	Board Assessment
1. 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. 	•		

5 = Outstanding

4 = More than Satisfactory

3 = Satisfactory

2 = Improvement Needed

1 = Unsatisfactory

0 = Not Observed



GENERAL MANAGER PERFORMANCE REVIEW

sample from 2020 (Attachment C)

2. 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			
3. 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 consumers (M1W, CalAm, MCWD, RAMCO, MBCP, others) and possible collaboration with organics processing projects.	<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 			
4. 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 			

5 = Outstanding

4 = More than Satisfactory

3 = Satisfactory

2 = Improvement Needed

1 = Unsatisfactory

0 = Not Observed

Facilities Planning & Development



Manage capital projects & update long-term capital plan.

Goal	Description	Metrics	Results	Self-Assessment	Board Assessment
5. 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			
6. Landfill Module 6	Complete construction of Module 6	Construction started in FY 18/19. Complete construction before October 2019			
7. Landfill Module 7	Complete design & permitting of Module 7. Solicit construction bids. Depending on disposal capacity needs; Award construction contract & Initiate construction of Module 7	Solicit construction bids as early as FY19/20 and no later than FY20/21			
8. Site Master Plan Update - Landfill	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			

5 = Outstanding

4 = More than Satisfactory

3 = Satisfactory

2 = Improvement Needed

1 = Unsatisfactory

0 = Not Observed



GENERAL MANAGER PERFORMANCE REVIEW

sample from 2020 (Attachment C)

9. Access Road – Truck Scale Traffic Approach	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"> • Improve queue for access to scales • Improve access to Right & Left Turn Lanes • Integrate CalAm Desal Plant Access lanes 			
10. Site Appearance	Update Building and Grounds appearance	<ul style="list-style-type: none"> • New Landscaping in Public-facing areas. Clean, Repair, and Repaint buildings and replace signage at LCM/HHW. 			
11. Scale House Improvements	Improve customer transaction area, employee workspace, and ADA conformance	<ul style="list-style-type: none"> • Complete design, permitting, & construction in FY19/20 			
12. Single Stream Recycling System Improvements	Assess, Procure and Install additional equipment options to improve materials quality, increase recovery possibilities, and minimize staffing needs.	<ul style="list-style-type: none"> • New OCC separation equipment in operation by 4/1/20 			

5 = Outstanding

4 = More than Satisfactory

3 = Satisfactory

2 = Improvement Needed

1 = Unsatisfactory

0 = Not Observed

Workforce Development & Engagement



Continue work to build employee engagement and trust

Goal	Description	Metrics	Results	Self-Assessment	Board Assessment
13. 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 			
14. Safety & Risk Management	Continued Improvement of timeliness of required job safety training	95% training accomplished on-time			

5 = Outstanding

4 = More than Satisfactory

3 = Satisfactory


2 = Improvement Needed

1 = Unsatisfactory

0 = Not Observed

15. 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	Initiative suspended due to other priorities at this time. Will reevaluate need in current FY.		
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Community & Stakeholder Engagement

 Educate, inform about and advocate for the District's role in executing our mission and protecting the environment.					
Goal	Description	Metrics	Results	Self-Assessment	Board Assessment
16. 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 			
17. 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 			
18. Improve Quality of Recyclable Materials	Continue to monitor, measure and evaluate incoming materials to	<ul style="list-style-type: none"> Contract with independent 3rd party to conduct a Materials 			

5 = Outstanding

4 = More than Satisfactory

3 = Satisfactory

2 = Improvement Needed

1 = Unsatisfactory

0 = Not Observed



GENERAL MANAGER PERFORMANCE REVIEW

sample from 2020 (Attachment C)

	provide information to Pub Ed/Com department, haulers, cities, and community members about the types of contamination the MRF is experiencing	Composition Study for all sources of incoming material. Compare against 2018 baseline of 22% contamination			
19. 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 			

Operational Efficiency



Improve operational effectiveness and efficiency.

Goal	Description	Metrics	Results	Self-Assessment	Board Assessment
20. 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			
21. 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 			

5 = Outstanding

4 = More than Satisfactory

3 = Satisfactory

2 = Improvement Needed

1 = Unsatisfactory

0 = Not Observed



GENERAL MANAGER PERFORMANCE REVIEW

sample from 2020 (Attachment C)

22. 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 			
23. Meet all Operational Departmental productivity goals	Working with Managers and Supervisors, the Operations Departments will meet and exceed critical productivity measures.	<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%			
24. Increase Efficiencies Single Stream Recycling Processing System	Assess, Procure and Install additional equipment options to improve materials quality, increase recovery possibilities, and minimize staffing needs	New OCC separation equipment in operation by 4/1/20			
25. Workplace Safety Strategies	Improve workplace safety procedures and engineering controls to reduce injuries and workers compensation costs	Work with Workers' Compensation insurance providers & consultants to optimize safety programs			

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GENERAL MANAGER PERFORMANCE REVIEW

sample from 2020 (Attachment C)

MANAGER CORE COMPETENCIES	Self-Assessment	Board Assessment
1. Strategic Thinking 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. GM COMMENTS:		
2. Communication 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. GM COMMENTS:		
3. Financial Management 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. GM COMMENTS:		
4. Team Building 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. GM COMMENTS:		
5. Motivating Takes ultimate responsibility for motivating individuals in the organization. GM COMMENTS:		
6. Developing Others Is willing and able to bring people along and help them grow with the business. GM COMMENTS:		
7. Intergovernmental/Industry relations Interacts effectively with related agencies and companies to help achieve District goals. GM COMMENTS:		
8. Integrity/Ethics Operates with integrity and within accepted ethical standards in all aspects of work. GM COMMENTS:		

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GENERAL MANAGER PERFORMANCE REVIEW

sample from 2020 (Attachment C)

General Manager Final Comments

Board of Director Final Comments (Optional)

Overall Evaluation Rating BOARD COMMENTS – Please provide any final comments regarding employee overall performance. (Recommendation: *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, specific feedback is recommended.*)

SIGNATURES:

General Manager

Click or tap here to enter text.

Board Member

Date

October 23, 2020

Date

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0 = Not Observed



Memorandum

MONTEREY REGIONAL WASTE MANAGEMENT DISTRICT

Reviewed by:  Date: 7/1/22
General Manager

DATE: July 1, 2022
TO: Personnel Committee
FROM: Helen Rodriguez, Director of Finance and Administration
SUBJECT: Employee and Retiree Dumping Privileges

RECOMMENDATION: Staff request that the Personnel Committee provide direction regarding the Employee and Retiree Dumping Privileges policy.

BACKGROUND: Enclosed is the Employee Dumping Privilege policy as revised on February 2017 (Attachment A)

DISCUSSION: On June 22, 2022, the Board discussed the employees and retirees free dumping privileges policy and requested that it be reviewed by the Personnel Committee and that it make recommendations for revisions. Attached for review and discussion is a red-line Staff proposed draft policy.

FINANCIAL IMPACT: There is no financial impact on this matter.

CONCLUSION: Staff is requesting direction from the Personnel Committee on the Employee and Retiree Dumping Privileges policy.



Signature

Attachment A

DUMPING PRIVILEGE

Applies to:	All Employees
Policy Owner:	General Manager
Revised:	February 2017

POLICY STATEMENT

Active employees (currently working and/or are on paid leave) and former employees who have retired from the District with at least five years of service, can dispose of their own household waste without paying tipping fees. This includes waste brought by contractors who are working on the employee's residence (e.g., remodel or landscaping) This privilege can be revoked if the employee abuses the policy by disposing, without fees, waste that is not generated from their own household.

PROCEDURAL GUIDELINES

Employees should contact the weighmaster when they wish to dispose of the waste. If the load weighs over 100 lbs., the vehicle will need to be weighed at the scale. If the load is less than 100 lbs., the employee can stop in the right lane and enter the scale house directly without waiting in line to be weighed. In either case, the weighmaster will need to record information about the load including the origin of the waste for official records. The weighmaster may inspect the load.

ATTACHMENT B

9.6 Employee Dumping Privileges

DRAFT: 6/2022

Active employees (currently working and/or on paid leave) and former employees who have retired from the District with at least five years of service can dispose of their own household waste- twice per month (2 X month) without paying tipping fees. This includes waste brought by contractors who are working on the employee's residence, provided the employee has made prior arrangements with the Scales staff.

An employee may request an exception to the disposal limit for a specific period of time for major remodel or renovation work performed at employee's primary home. To request an exception, employee must submit written request to the Accounting Manager or designee, identifying reason for exception request, frequency of disposal requested and supporting documentation. —If exception request is approved, Accounting Manager will provide written confirmation of approval, which must be presented to scales attendant at time of disposal.

~~If the load weighs over 100 lbs., the vehicle must be weighed at the scale. If the load is less than 100 lbs., the employee can stop in the right lane and enter the scale house directly without waiting in line to be weighed. In either case, the weighmaster will need to record information about the load including the origin of the waste for official records. The weighmaster may inspect the load.~~

All loads must be weighed at the scale and the following information must be recorded by the scales attendant: full name of employee or eligible retiree, load type and origin of waste, vehicle license plate, and name and drivers' license of person delivering load.

This privilege can be revoked if the employee abuses the policy by disposing, without fees, waste that is not generated from their own household. Random and annual audits will be conducted to monitor for abuse.

End of policy.