

STRATEGIC PLAN 2022-2030



Mission: Doing more to waste less.

Vision: Be a leader in environmentally sustainable waste management that fosters and inspires a zero-waste culture in our community.

TRAITS (core values):

Teamwork: We collaborate with one another to do our best to achieve our common purpose.

Respect: We seek and value each other's unique contribution and appreciate how it enriches us and our workplace.

Accountability: We take ownership of our role in the organization and keep our commitments, communicating if something changes.

Integrity: We are intentional about what we say and how we act, doing the right thing even when no one is looking.

Transparency: We actively share information (even if it is uncomfortable) for the purpose of learning, understanding, and fostering trust and collaboration.

Stewardship: We ensure our ongoing sustainability by making decisions that balance the interests of member agencies, staff, the environment, and finances.

Strategic Priorities and Strategies:

Engagement: Cultivate understanding, excitement, and commitment to doing more to waste less.

1. Foster an engaged and talented workforce that reflects our *people-first* commitment
2. Grow our commitment to creating a culture that values diversity, equity, and inclusion.
3. Expand our safety culture to ensure an accident- and injury-free site, so people go home safe
4. Enhance education and outreach to the public and haulers to improve diversion rates and reduce contamination
5. Rebrand the District to better reflect our priorities and processes
6. Support member agencies with CalRecycle compliance and franchise management through the Technical Advisory Committee (TAC)

Stewardship: Ensure our continued fiscal and operational sustainability so we can lessen the community's environmental impact.

1. Develop a zero-waste culture at ReGen Monterey
2. Support mission-related community and state-led environmental initiatives and advocacy activities.
3. Continue to expand and adopt waste reduction initiatives to further our community's ability to reduce waste and its impact.
4. Ensure fiscal stability so that we can meet the present and future waste management needs of the region

Innovation: Continue to expand cutting-edge solutions that move closer to a zero-waste community.

1. Explore the expansion and distribution of renewable energy projects
2. Upgrade composting facility processes to increase efficiency and effectiveness
3. Develop and incrementally implement a continuous process improvement program

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Let's not waste this.



Action Plans (for each strategy):

Engagement: Cultivate understanding, excitement, and commitment to do more to waste less.

1. Foster an engaged and talented workforce that reflects our *people-first* commitment
 - i. Develop a succession planning/talent management process.
 - ii. Create a process for developing supervisors and managers
 - iii. Develop an employee communication program that encourages clarity, alignment, and engagement with our strategic plan
 - iv. Link the employee performance management process to our strategic plan
 - v. Implement a culture survey process with subsequent action plans that help ensure Regen Monterey is a place where people want to work
 - vi. Ensure our leadership development training and culture reflect our commitment to life-work balance
2. Grow our commitment to creating a culture that values diversity, equity, and inclusion.
 - a. Identify a common understanding of DE&I.
 - b. Hire and engage our workforce with a commitment to DE&I
 - c. Plan our external messaging to reflect our commitment to DE&I
3. Expand our safety culture to ensure an accident- and injury-free site, so people go home safe
 - a. Implement regular departmental and district-wide safety committee meetings
 - b. Create greater employee transparency of our safety metrics
 - c. Promote a learning culture that encourages reporting of all incidents and near-misses so that appropriate preventative steps are applied
4. Enhance education and outreach to the public and haulers to improve diversion rates and reduce contamination
 - a. Educate the public on diversion and zero waste
 - b. Educate the public re: composting of co-mingled food scraps and yard trimmings
 - c. Create greater transparency regarding our regulatory metrics
 - d. Community awareness survey (determine how to assess this - e.g., survey community and users)
5. Rebrand the District to better reflect our priorities and processes
 - a. Promote the brand externally
 - b. Promote the brand internally
6. Support member agencies with CalRecycle compliance and franchise management through the Technical Advisory Committee (TAC)
 - i. Provide a forum for collaboration amongst TAC members
 - ii. Support member agencies with implementation of SB 1383 California's Short-Lived Climate Pollutants: Organic Waste Reductions regulation
 - iii. Support member agencies with implementation of CalRecycle diversion regulation compliance
 - iv. Support member agencies with franchise contract management
 - v. Support member agencies with CalRecycle annual and SB 1383 reporting



Stewardship: Ensure our continued fiscal and operational sustainability so we can lessen the community's environmental impact.

1. Develop a zero-waste culture at ReGen Monterey
 - a. Define what we mean by a “zero-waste” culture
 - b. Implement infrastructure to support the zero-waste culture
 - c. Foster and encourage our people to accomplish a zero-waste culture
2. Support mission-related community and state-led environmental initiatives and advocacy activities.
 - a. Establish a process to track and identify related initiatives and activities
 - b. Define how we will support the initiatives
3. Continue to expand and adopt waste reduction initiatives to further our community's ability to reduce waste and its impact.
 - a. Explore emerging technology to implement on site
 - b. Attend conferences that allow us to network with others in the industry
4. Ensure fiscal stability so that we can meet the present and future waste management needs of the region
 - i. Implement a capital reserve policy
 - ii. Develop a fee (rate) philosophy and structure that ensures financial sustainability and is linked to our diversion goals

Innovation: Continue to expand cutting-edge solutions that move closer to a zero-waste community.

1. Explore the expansion and distribution of renewable energy projects
 - i. Leverage opportunities to derive value in renewable energy generation
 - ii. Engage in a feasibility study of a microgrid project (in collaboration with M1W)
2. Upgrade composting facility processes to increase efficiency and effectiveness
 - i. Leverage opportunities to derive value from organic materials
 - ii. Engage in a feasibility study of processing organics (in collaboration with M1W)
3. Develop and incrementally implement a continuous process improvement program
 - i. Continued exploration and implementation of best management practices for the handling of waste and waste byproducts
 - ii. Explore utilization of robotics and automation to improve recovery of material, improve diversion, and/or upgrade our material value
 - iii. Identify an external resource and determine where to pilot the process
 - iv. Educate the staff on the continuous improvement process and its benefits
 - v. Provide leadership training on how to promote a learning culture (e.g., mistakes as opportunities to learn)