

SALINAS VALLEY RECYCLES

STRATEGIC PLANNING RETREAT

24 July 2017 • La Gloria Elementary School, Gonzales

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MISSION STATEMENT

To manage Salinas Valley solid waste as a resource, promoting sustainable, environmentally sound and cost effective practices through an integrated system of waste reduction, reuse, recycling, innovative technology, customer service and education.

VISION STATEMENT

To reduce the amount of waste by promoting individual and corporate responsibility.
To recover waste for its highest and best use while balancing rates and services.
To transform our business from burying waste to utilizing waste as a resource.
To eliminate the need for landfills.

CORE VALUES

not in priority order

- ♦ *Innovation*
- ♦ *Integrity*
- ♦ *Public Education*
 - ♦ *Efficiency*
- ♦ *Fiscal Prudence*
- ♦ *Resourcefulness*
- ♦ *Customer Service*
- ♦ *Community Partnerships*

THREE-YEAR GOALS

2016 - 2019 * not in priority order

- ▶ □ **Select and implement facilities (e.g., Salinas Area Materials Recovery Center) and programs that lead to achievement of at least 75% waste diversion**
- ▶ □ **Reduce landfill disposal fee dependence through self-funded programs and new revenue sources**
- ▶ □ **Promote the value of SVR services and programs to the community**
- ▶ □ **Maintain a high performance and flexible workforce**

NEXT STEPS/FOLLOW UP PROCESS

WHEN	WHO	WHAT
Tuesday, July 25, 2017	Erika Trujillo	Distribute the Strategic Planning Retreat record to meeting attendees and invitees, as well as the City Managers and County Administrator.
Within 48 hours of receipt	All Recipients	Read the retreat record.
By Friday, July 28, 2017	Erika Trujillo	Place the “Strengths & Accomplishments” on the website.
At the August 4, 2017 All-Staff Meeting	General Manager (lead) and Management Team	Share the draft Strategic Plan with employees.
At the August 17, 2017 Board meeting	Board of Directors	Formally adopt the Strategic Plan.
By September 1, 2017	Board Members	Share the updated Strategic Plan with their public agencies.
Monthly	Board & General Manager	Monitor progress on the goals and objectives and revise objectives (add, amend and/or delete), as needed.
Monthly	Erika Trujillo	Prepare and distribute the written Strategic Plan Objectives Grid update to the Board and all employees.
January 29, 2018 (Monday) 8:00/8:30 am – 1:00 pm	Board & Management Team	Strategic Planning Retreat to: - more thoroughly assess progress on the goals and objectives. - develop strategic objectives for next six months.

STRENGTHS AND ACCOMPLISHMENTS OF SVSWA SINCE THE JANUARY 25, 2017 STRATEGIC PLANNING RETREAT

Brainstormed Perceptions:

- Increased social media engagement, thanks to our intern
- Continuing to fund our reserves to approx. \$2.2M (Capital Fund: \$1+M; Environmental: \$600K; Operations: \$6M)
- Kicked off CEQA for our long term facilities needs
- Waste Management handled at lot of increased yard waste after last winter's storms
- Our grant application for de-bagging of agricultural foodwaste has been accepted for review; we have been declared eligible for over \$1 million
- Scheduled our annual all-staff meeting, to include safety, recognition, Strategic Plan update
- We have the most volunteer members of the Citizen Advisory Group
- District is exploring new technology
- We are in the process of redistributing HR work to the management and staff
- Established Hazardous Household Waste events for each member city
- We have a very low per capita cost for delivery of services
- We gave public recognition awards for Earth Day and community gardens
- The general manager has monthly lunch meetings with small groups of staff to give them opportunities to share their likes and dislikes
- Completed extensions of South Valley Cities' garbage and collection contracts
- We handled a lot of additional tonnage due to storms with our current staff; all staff worked overtime
- More public awareness of what we do
- Recognized for our financial reporting
- All managers have completed CEQA training
- Senior staff participated in regional emergency management training
- Board members have participated in a lot of community outreach and clean-up events
- Participated in the launch of Monterey Bay Community Power
- Established a Homebound Senior Collection Program
- Conducted a public survey on the long-term facility needs project

STRATEGIC PLAN ELEMENTS

Marilyn Snider, Snider and Associates; Strategic Planning Facilitator

“SWOT” ANALYSIS

Assess the organization's:

- Internal **S**trengths - Internal **W**eaknesses
- External **O**pportunities - External **T**hreats

MISSION/PURPOSE STATEMENT

States **WHY** the organization exists and **WHOM** it serves

VISION STATEMENT

A vivid, descriptive image of the future—what the organization will **BECOME**

CORE VALUES

What the organization values, recognizes and rewards—strongly held beliefs that are freely chosen, publicly affirmed, and acted upon with consistency and repetition

THREE YEAR GOALS

WHAT the organization needs to accomplish (consistent with the Mission and moving the organization towards its Vision) – usually limited to 4 or 5 key areas

THREE YEAR KEY PERFORMANCE MEASURES

WHAT success will look like when the goal is achieved

SIX MONTH STRATEGIC OBJECTIVES

HOW the Goals will be addressed: By when, who is accountable to do what for each of the Goals

FOLLOW-UP PROCESS

Regular, timely monitoring of progress on the goals and objectives; includes setting new objectives every six months