



**AGENDA
Special Meeting**

BOARD OF DIRECTORS
Thursday, February 13, 2014, 8:30 a.m.
128 Sun Street, Suite 102, Salinas, California

CALL TO ORDER

TRANSLATION SERVICES AND OTHER MEETING ANNOUNCEMENTS

PLEDGE OF ALLEGIANCE

ROLL CALL

Board Directors

County: Fernando L. Armenta
County: Simon Salinas
Salinas: Gloria De La Rosa
Salinas: Jyl Lutes, *Vice President*
Salinas: Tony R. Barrera
Gonzales: Elizabeth Silva, *President*
Soledad: Richard J. Perez
Greenfield: Annie Moreno
King City: Robert S. Cullen

Alternate Directors

County: Louis R. Calcagno
Salinas: Joseph D. Gunter
Gonzales: Scott Funk
Soledad: Christopher K. Bourke
Greenfield: Raul C. Rodriguez
King City: Carlos R. Victoria

BOARD DIRECTOR AND STAFF COMMENTS

PUBLIC COMMENT

Receive public comment from audience on items which are not on the agenda. The public may comment on scheduled agenda items as the Board considers them. Speakers are limited to three minutes at the discretion of the Chair.

STRATEGIC PLANNING WORKSHOP

- Review of Strengths and Accomplishments since July 31, 2013
- Fund Balance Allocation Report, Discussion and Identification of Next Steps
- Review Three-Year Goals (2013-16)
 - A. Develop a Three-year Finance Plan to Fund 75% Diversion
 - B. Complete Development of Salinas Valley Area Station/Materials Recovery Center
 - C. Develop a Use Plan for Jolon Road/Crazy Horse/Lewis Road Landfills
 - D. Increase Public Involvement/Engagement
 - E. Develop Johnson Canyon Landfill Operations Plan (Post Recology)
- Discuss Board Members' Priorities
- Identify Six-Month Strategic Objectives for Each of the Three-Year Goals

ADJOURNMENT

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This agenda was posted at the Administration Office of the Salinas Valley Solid Waste Authority, 128 Sun Street, Suite 101, Salinas, and on the Gonzales Council Chambers Bulletin Board, 117 Fourth Street, Gonzales, **Wednesday, February 5, 2014**. The Salinas Valley Solid Waste Authority Board will next meet in regular session on **Thursday, February 20, 2014**. Staff reports for the Authority Board meetings are available for review at: ▶ Salinas Valley Solid Waste Authority: 128 Sun Street, Ste. 101, Salinas, CA 93901, Phone 831-775-3000 ▶ Web Site: www.salinasvalleyrecycles.org ▶ Public Library Branches in Gonzales, Prunedale and Soledad ▶ City Halls of Salinas, Gonzales, Greenfield, King City & Soledad.

In compliance with the Americans with Disabilities Act, if you need special assistance to participate in the meeting, please contact Elia Zavala, Clerk of the Board at 831-775-3000. Notification 48 hours prior to the meeting will enable the Authority to make reasonable arrangements to ensure accessibility to this meeting (28 CFR 35.102-35.104 ADA Title II). Spanish interpretation will be provided at the meeting. *Se proporcionará interpretación a Español.*

SALINAS VALLEY SOLID WASTE AUTHORITY

STRATEGIC PLANNING RETREAT

31 July 2013 * 128 Sun St., Suite 201, Salinas

Marilyn Snider, Facilitator—Snider and Associates (510) 531-2904
Gail Tsuboi, Graphic Recorder — Tsuboi Design (925) 376-9151

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

2013 - 2016 * not in priority order

- ▶ **Fund and implement 75% diversion of waste from landfills**
- ▶ **Complete development of the Salinas Area Station and Material Recovery Center**
- ▶ **Utilize Jolon Road, Crazy Horse and Lewis Road closed landfills to generate revenue**
- ▶ **Increase public access, involvement and awareness of SVSWA activities**
- ▶ **Reduce costs and improve services at the Johnson Canyon Landfill**

SALINAS VALLEY SOLID WASTE AUTHORITY

SIX-MONTH STRATEGIC OBJECTIVES

31 July 2013 through 1 February 2014
As of January 23, 2014

THREE-YEAR GOAL: FUND AND IMPLEMENT 75% DIVERSION OF WASTE FROM LANDFILLS						
WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. February 20, 2014	Diversion Manager	Develop and report to the Board a plan to increase construction and demolition diversion (i.e., keeping construction and demolition materials out of the landfill).			X	Additional time is needed to review C&D ordinance in effect, Green Building Codes, and AB341 implementation plans.
2. February 20, 2014	General Manager	Obtain Global Organics Energy's commitment to provide funding for the commercial autoclave as part of the MRC (materials recovery center).			X	Delayed due to resolution of County withdrawal.
3. Jan. 31, 2014	Diversion Manager	Determine if the USDA Digester Process can contribute to the 75% diversion and report the results to the Board.			X	The 90 day fermentation process is scheduled to begin Jan-Feb 2014.
4. Feb. 1, 2014	Finance Manager	Complete the bond financing.	X			All agreements have been executed. Bonds have been sold and closing is set for January 28th market.
5. Feb. 1, 2014	Diversion Mgr., working with private recyclers, cities and the county	Request diversion data from countywide private recyclers to be able to include it in the SVSWA diversion rate and report the results to the Board.		X		Diversion staff is identifying all the major businesses participating in direct recycling efforts and will be requesting annual data for this study.

**THREE-YEAR GOAL: *COMPLETE DEVELOPMENT OF THE SALINAS AREA STATION
AND MATERIAL RECOVERY CENTER (MRC)***

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. At the Oct. 17, 2013 Board meeting	General Manager, working with the City of Salinas staff	Determine and present to the Board final Salinas area station and material recovery center site(s) to be studied.			X	Possible criteria for selection and sites reviewed with Citizens Advisory Group 1-9-14
2. At the Oct. 17, 2013 Board meeting	General Manager	Present to the Board for action an agreement with the City of Salinas to facilitate relocation of the Sun Street Transfer Station through a possible exchange of property.			X	Delayed due to resolution of County withdrawal. Preliminary site selection proceeding.
3. At the Nov. 21, 2013 Board meeting	General Manager	Prepare and present to the Board for deliberation a Salinas Area and MRC Project Implementation Schedule.			X	See above comments

**THREE-YEAR GOAL: *UTILIZE JOLON ROAD, CRAZY HORSE AND LEWIS ROAD
CLOSED LANDFILLS TO GENERATE REVENUE***

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. At the Dec. 19, 2013 Board meeting	General Manager	Complete and present to the Board for action a draft lease agreement with Monterey County Emergency Services to site a cell tower(s) at Lewis Road and other possible uses for the property.			X	County working on completing site design and permit application. Scheduled on Feb. mtg.
2. At the Dec. 19, 2013 Board meeting	General Manager	Provide a status report to the Board on the Landfill Gas-to-Energy Project at the Crazy Horse Landfill as a revenue generator.			X	Moved to March 2014. Met with consultant to review project options. Power purchase option still being considered.
3. At the Jan. 16, 2014 Board meeting	General Manager	Present a report to the Board on the possible utilization of the pavement and turf area at the Crazy Horse Landfill to generate revenue.	X			Met with consultant to review options.
4. At the Jan. 16, 2014 Board meeting	General Manager	Provide a status report to the Board on current and future potential uses for the 400 acres at the Jolon Road Landfill for revenue generation.	X			Met with consultant to review options. Jan 2014 mtg.
5. At the Jan. 16, 2014 Board meeting	Authority Engineer	Provide a report to the Board on other potential uses of 40 acres (currently used by the archery club) at the Crazy Horse Landfill for revenue generation.	X			Met with consultant to review options. Jan 2014 mtg.

THREE-YEAR GOAL: *INCREASE PUBLIC ACCESS, INVOLVEMENT AND AWARENESS OF SVSWA ACTIVITIES*

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. Beginning in Dec. 2013 and quarterly thereafter	Administrative Mgr.	Ensure SVSWA participation in live or recorded radio station interviews to talk about the Authority's Mission, Vision and public message.	X			Working with Sandy Manor to develop and implement
2. Feb. 1, 2014	Citizens Advisory Committee, working with the Gen Mgr. and Admin. Mgr.	Hold at least three meetings and report its progress to the Board.	X			Meetings schedule is being developed. First meeting is tentatively scheduled for late October early November
3. Feb. 1, 2014	General Manager, working with the Asst. GM and Admin. Mgr.	Develop and hold two community forums to educate the public about SVSWA's Strategic Plan Goals and Objectives.	X			Three meetings planned for North County, Salinas and South County. Venues are currently being scheduled
4. Feb. 1, 2014	Administrative Mgr., working with the Marketing Team	Present to the Board for its review a new SVSWA public message and the current TV ad messages.	X			Working with Sandy Manor to develop and implement
5. Feb. 1, 2014	Administrative Mgr.	Create at least two news releases related to the Authority's role as a resource recovery agency.	X			1. Strategic Plan PR 2. Best Place to Work
6. Feb. 1, 2014	Administrative Mgr.	Post at least one post per week on Facebook with a tip or information related to the Authority's role as a resource recovery agency.	X			This is ongoing

THREE-YEAR GOAL: *REDUCE COSTS AND IMPROVE SERVICES AT THE JOHNSON CANYON LANDFILL*

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. At the Oct. 17, 2013 Board meeting	Operations Manager and Authority Engineer	Present to the Board for action an RFP (request for proposal) for a services contractor to operate the landfill.	X			Proposals due January 24, 2014.
2. February 1, 2014	Diversion Manager	Determine the viability of a compost operation at the Johnson Canyon Landfill.			X	Preliminary site plans and cost analysis under review.
3. At the Dec. 19, 2013 Board meeting	General Manager, Authority Engineer and Board of Directors	Request a commitment for county, regional agency, state and federal funding to reconstruct the Regional Landfill Truck Route (i.e., Gloria Road, Iverson Road, Johnson Canyon Rd.) and report the results to the Board.			X	Preliminary engineering complete. Deferred at request of County to develop a cost share plan. Scheduled on March mtg.
4. At the Jan. 16, 2014 Board meeting	Operations Manager and Authority Engineer	Compare the results of a private services contractor operating the Johnson Canyon Landfill vs. in-house operations and report the results to the Board for action.			X	Operations Manager will complete a proposal for in house operations of the JCLF. Review will take place in February 2014.

SVSWA
Summary of Major Authority Accomplishments
2013

<ul style="list-style-type: none"> Completed JPA amendment with all members to provide for regional reporting, resulting in a regional diversion rate of 71% for our five member cities. Well above the State average of 63%.
<ul style="list-style-type: none"> Materials Recovery Center development progressed with a focus on reducing transfer costs by pre-processing landfill bound waste in the Salinas area where 80% of waste is generated (major County membership concern). Focused on reducing long term SVSWA and member agency transfer costs, provide local economic stimulus and stabilize future customer collection rate impacts.
<ul style="list-style-type: none"> Succession Planning: Managers and staff continued their efforts to develop a high performing workforce and train our future leaders to succeed in our agency and the industry. We emphasized local, low cost or consolidated training efforts to control costs and continued with interagency mentoring program for interested staff.
<ul style="list-style-type: none"> Usage and diversion levels at the Sun Street Materials Recovery Center and Johnson Canyon Landfill continue to grow due to increased public services, community education and marketing efforts.
<ul style="list-style-type: none"> Authority is now using social media as a full time tool to improve outreach, particularly to younger audiences.
<ul style="list-style-type: none"> Closure of the Crazy Horse Landfill has been the single largest project in the Authority history and was successfully completed in summer 2013. The project was completed with extensive use of Authority staff and came in \$2.4 million under the lowest competitive outside bid.
<ul style="list-style-type: none"> Revised Authority's Strategic Plan and moved to six month objectives to provide for more accountability and transparency.
<ul style="list-style-type: none"> Active participant in CEAC Solid Waste Working Group, supporting various legislative measures to promote advanced waste diversion legislation.
<ul style="list-style-type: none"> Finished 2012-13 year with a balanced budget and Board has implemented long-term rate structure changes for improved fiscal sustainability in face of declining landfill disposal. (AB 939 Fees) Authority is now in a position to end waste importation to our remaining landfill and extend the landfill life.
<ul style="list-style-type: none"> Received re-affirmation of Standard and Poor's A+ rating, providing for lower interest rates on 2014 bond refunding
<ul style="list-style-type: none"> Completed all required processes to refinance our current bond and Crazy Horse debts, recover approx. \$2.1 million in savings, and reduce principal on overall debt.

<ul style="list-style-type: none"> • Approved creation of Citizens Advisory Committee and have conducted 3 meetings to-date which have focused on education and understanding the Authority and solid waste systems. The CAG will take up the siting study for the MRC as their first major project.
<ul style="list-style-type: none"> • Met periodically with City Managers and key staff to review items of interest.
<ul style="list-style-type: none"> • Secured all member City approvals to consolidate annual State reporting into a single agency report. Improves diversion reporting, more accurately reflects regional division activities of agency, reduces reporting paperwork. Currently 5 cities collectively divert 71% from landfilling.
<ul style="list-style-type: none"> • Passed sustainable budget model for 2013/14 fiscal year with emphasis on permanently ending waste importation to Salinas Valley communities by the end of 2014.
<ul style="list-style-type: none"> • Continued implementing cost saving measure through in-sourcing projects, reducing expenses and creating strong public-private partnerships.
<ul style="list-style-type: none"> • Progressed discussions with MRWMD on areas of mutual benefit, acceptance of SVSWA waste, shared resources and future processing capacities.
<ul style="list-style-type: none"> • Received 2013 “Best Place to Work” award from Monterey County Business Council