

Board Strategic  
Planning Retreat  
GOAL B



# **Salinas Area Materials Recovery Center Project**

July 31, 2014

# Background

June 19, 2014: Board received Materials Recovery Facility/Autoclave Facility siting recommendation from the Citizens Advisory Group

- 4 potential sites recommended
- Major issues for each site outlined for Board
- Today's focus on site challenges, CEQA study process and next steps



# One Project with Two Parts to Achieve 75% Diversion Goal

- **Current:** Salinas Area Materials Recovery Center and Transfer Station
- **Future:** Global Organics Energy Advanced Waste Recovery System and Bioenergy Facility



# CRITICAL QUESTION #1

Should SVR proceed with the advanced waste recovery system proposed by Global Organics Energy (autoclaving)?

- Achieves 75%+ diversion goal and AB939 mandate
- Economic development and job opportunities
- Keeps end product in CA markets vs. Asia
- Bioenergy production and water reclamation facilities
- Developer risk; Authority obligations
- *GOE comments (5-10 minutes)*



# CRITICAL QUESTION #2

Should SVR continue providing franchise waste transfer services for County and Salinas?

- Secondary service to mission and vision
- GOE project in Salinas area will dramatically reduce waste volumes
- Improves efficiency for County and Salinas haulers
- Reduces traffic impacts and Greenhouse Gas generation around Gonzales



# CRITICAL QUESTION #3

Does the Sun Street operation have to relocate?

- Status of Alisal Market Place development, *City of Salinas (5-10 minutes)*
- Stranded assets, costs to extend current use
- Relocation expenses
- Without GOE this is “No Project Alternative”



# Site #4 Sun Street



# CRITICAL QUESTION #4

Should Work Street be selected as the preferred option?

- Relocation of asphalt batch plant required
- Property exchange agreement needed
- Basis to established fair market value
- City of Salinas concerns
- Citizens Advisory Group preferred site





# Site #1 Work Street



# CRITICAL QUESTION #5

Should the Hitchcock Road site be studied?

- Property exchange agreement needed
- Basis to establish fair market value
- City's future plans
- Second ranking from Citizens Advisory Group
- Traffic and access concerns



# Site #2 Hitchcock



# CRITICAL QUESTION #6

Should the Madison Lane site be studied?

- Who will fund and construct the Rossi Street extension?
- Is Waste Management willing to sell and at what price?
- Sale of Sun Street required to fund acquisition
- County property; City future growth area





# Site #3 Madison



# Estimated Timeline

- *June 2014*: Discuss and consider Key Questions (done)
- *July 2014*: Finalize Site and Project Decisions
- *August 2014*: Approve Sites to Study and Authorize re-start of CEQA
- *September 2014-August 2015*: CEQA, GOE Partnership & Funding Deliberations



# Summary of Direction to Staff

	Critical Questions	Yes	No
#1	Partnership with GOE		
#2	Continue transfer services		
#3	Relocate Sun Street		
#4	Study Work Street site		
#5	Study Hitchcock Road site		
#6	Study Madison Lane site		



# QUESTIONS, COMMENTS, FURTHER DISCUSSION







**Strategic Plan Update**  
**August 2014 to January 2015**  
**Objectives to Achieve Goals**

**Patrick Mathews**  
**General Manager/CAO**

July 31, 2014

# 2013-16 Strategic Goals

- **Fund/Implement 75% waste diversion**
- **Complete development of the Salinas Area Transfer Station & Materials Recovery Center**
- **Utilize closed landfills to generate revenue**
- **Increase public access, involvement and awareness of SVR activities**
- **Reduce costs and improve services at SVR facilities**

# GOAL: Fund and Implement 75% Diversion of Waste from Landfills

WHEN	WHO	WHAT
12/31/14	Diversion Manager	Develop and implement plans to redesign a portion of the shop building at Johnson Canyon Landfill into a second hand merchandise retail outlet for salvaged materials.
11/30/14	Diversion Manager/ Operations Manager	Evaluate public and private options for increasing recovery of recyclable materials at Johnson Canyon Landfill such as film plastics, wood, metal and construction debris still present in landfill bound waste, and present to Board for consideration.
10/15/14	Diversion Manager	Receive input from SVR staff on how the Materials Recovery Center at Sun Street can be improved. Develop a prioritized list of suggestions which will improve diversion and efficiency.
12/31/2014	Finance Manager	Create five and ten year budget/rate projections to facilitate achieving and maintaining 75% diversion, and include in all future budget documents.
12/31/2014	Operations Manager/ Diversion Manager	Develop plan for marketing recycling material from Johnson Canyon Landfill
11/30/2014	Diversion Manager	Apply for Grant Funding and develop a plan for converting the chip and grind operation at Johnson Canyon to include composting.

# GOAL: Complete Development of the Salinas Area Transfer Station and Materials Recovery Center (MRC)

WHEN	WHO	WHAT
12/31/14	General Manager	Meet with all Authority staff to receive input on how the Materials Recovery Center should be designed for optimal customer and employee access and efficiency. Incorporate the suggestions into the facility design.
		Balance to be completed by Board of Directors at July 31, 2014 Retreat

# GOAL: Utilize Jolon Road, Crazy Horse and Lewis Road Closed Landfills to Generate Revenue

WHEN	WHO	WHAT
10/1/2014	Authority Engineer/ Diversion Manager	Develop Budget for Consultant Support and Seek Grant Funding
12/31/2014	General Manager	Actively participate in the Monterey Bay Economic Partnership
12/31/2014	Authority Engineer/ HR/Organizational Development	Start Procurement Process to hire a consultant with possible student intern support and/or local college/university participation in business development planning
1/15/2015	Authority Engineer	Evaluate options for sale of excess Authority owned land and present to Board for consideration

# GOAL: Increase Public Access, Involvement and Awareness of SVSWA Activities

WHEN	WHO	WHAT
1/31/14	HR/Organizational Development	Create pre-recorded informational/how-to videos for distribution through electronic media and website
11/30/14	HR/Organizational Development	Prepare a plan for expansion of Spanish outreach and present to Board for consideration
12/31/14	HR/Organizational Development	Grow email/social media distribution lists by 50%
10/31/14	Diversion Manager	Continue Increasing Board member participation at special events and distribute calendar of events to Board for sign up.
12/31/14	HR/Organizational Development	Expand connections with local special interest organizations: Chambers, Rotaries, Legion, environmental sustainability groups by providing at least 6 presentations on Authority activities
12/31/14	HR/Organizational Development	Develop and implement a plan for conducting large public meetings through webinars

# GOAL: Reduce Costs and Improve Services at Johnson Canyon Landfill

WHEN	WHO	WHAT
1/15/2015	Operations Manager	Develop a Materials Recycling Center (MRC) for public use at the Johnson Canyon Landfill. The MRC will include numerous drop off containers to maximize diversion and provide a free drop off for certain items received from the public.
1/15/2015	Operations Manager	Complete all necessary equipment purchases, staff hiring and training to commence operations at Johnson Canyon Landfill on January 1, 2015
1/15/2015	Operations Manager	Develop and implement new diversion programs to target agriculture organics, carpet, and film plastic from the Johnson Canyon Landfill.
11/30/2014	Operations Manager	Complete all temporary improvements at Sun Street Transfer Station to provide for 2-3 years of added operational life.