



**AGENDA**  
**Special Meeting**

**BOARD OF DIRECTORS**

Wednesday, July 13, 2016, 8:30 a.m.

**1441 Schilling Place, Salinas, CA 93901**

(Continental Breakfast at 8:00 a.m.)

**CALL TO ORDER**

**TRANSLATION SERVICES AND OTHER MEETING ANNOUNCEMENTS**

**PLEDGE OF ALLEGIANCE**

**ROLL CALL**

**Board Directors**

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

**Alternate Directors**

County: John Phillips  
Salinas: Joseph D. Gunter  
Gonzales: Scott Funk  
Soledad: Christopher K. Bourke  
Greenfield: Raul C. Rodriguez  
King City: Darlene Acosta

**CONSENT ITEM**

1. **JUNE 2016 QUARTERLY CASH AND INVESTMENTS REPORT**
  - A. Public Comment
  - B. Board Discussion
  - C. Recommended Action – Accept Report

**STRATEGIC PLANNING WORKSHOP**

2. **WORKGROUP OF SALINAS VALLEY RECYCLES (SVR) BOARD OF DIRECTORS AND SVR MANAGEMENT STAFF TO REVIEW THE MISSION STATEMENT, VISION STATEMENT, CORE VALUES, AND THE 2013-2016 THREE-YEAR GOALS, AND DEVELOP THE 2016-2019 THREE-YEAR GOALS AND IDENTIFY NEW SIX-MONTH OBJECTIVES FOR EACH GOAL**
  - A. **Welcome, Purpose of the Workshop and Public Comment**  
*-Jyl Lutes, Board President*
  - B. **Opening Remarks and Introduction of the Facilitator and Recorder**  
*-Patrick Mathews, General Manager/CAO*
  - C. **Role of Facilitator, Recorder, Group, and Public; Strategic Planning Elements; Agenda**  
*-Marilyn Snider, Facilitator – Snider and Associates*
  - D. **Board of Directors and SVR Management Staff Strategic Planning Group Discussion**
    - **Introductions of the Group; Teambuilding**
    - **Salinas Valley Recycles (SVR):**
      - Mission/Purpose Statement
      - Vision Statement
      - Core Values/Guiding Principles

**Three-Year Goals (2013-2016)**

- **SVR Strengths/Accomplishments in the Past Three Years**
- **Current Internal Weaknesses/Challenges**
- **External Factors/Trends that Will/Might Have an Impact on SVR in the Next Three Years Positively/Negatively**
- **New 2016-2019 Three-Year Strategic Goals**
  - *Consider Goals Proposed by SVR Management Staff*
- **Workgroup Break-out with Board of Directors and SVR Management Staff to Identify the Six-Month Strategic Objectives for Each of the Three-Year Goals**
  - *Consider Objectives Proposed by All SVR Staff*

**E. Next Steps/Follow-Up Process for Monitoring Progress on Goals and Objectives**

**F. Summary of the Retreat**

**G. Closing Remarks**



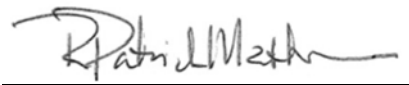
*There will be a mid-morning break and a lunch recess at 12:15 p.m.*

**ADJOURNMENT**

Approximately 2:00 p.m.

.....  
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, **Thursday, July 7, 2016**. The Salinas Valley Solid Waste Authority Board will next meet in regular session on **Thursday, August 18, 2016**. 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](http://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.*

 <p><b>Report to the Board of Directors</b></p>	<b>ITEM NO. 1</b>
	<p></p> <hr/> <p>Finance Manager/Controller-Treasurer</p> <p></p> <hr/> <p>General Manager/CAO</p> <p style="text-align: center;">N/A</p> <hr/> <p>Legal Counsel</p>

**Date:** July 13, 2016

**From:** Ray Hendricks, Finance Manager

**Title:** June 2016 Quarterly Investments Report

**RECOMMENDATION**

Staff recommends that the Board accept the June 2016 Quarterly Investments Report.

State law requires quarterly reporting of all investments within 30 days following the end of the quarter. Due to time constraints, this information is being presented directly to the Board of Directors.

**STRATEGIC PLAN RELATIONSHIP**

This agenda item is a routine operational item and does not relate to the Board’s strategic plan.

**FISCAL IMPACT**

None

**DISCUSSION & ANALYSIS**

The vast majority, \$14,006,774.00 (77.6%), of the Authority’s investment portfolio is invested in the State’s Local Agency Investment Fund (LAIF). For the month ended May 31, 2016, the LAIF effective yield was .552%. LAIF is invested as part of the State’s Pooled Money Investment Account (PMIA) with a total of \$70.10 Billion as of May 31, 2016. Attached is a summary of the PMIA portfolio as of May 31, 2016. The Authority’s LAIF investment of \$14,006,774.00 represents .020% of the PMIA.

**ATTACHMENT(S)**

1. June 30, 2016 Cash and Investments Report
2. June 30, 2016 PMIA Portfolio Composition and Average Monthly Yields

SALINAS VALLEYSOLID WASTE AUTHORITY  
Cash and Investments Report  
June 30, 2016

Issuer/Investment	Rate	Balance	Maturity	Moody's Rating
Investments Managed by Authority Treasurer:				
Petty Cash	-	\$ 1,300.00	N/A	N/A
General Checking Account	-	249,677.99	Same day	Aaa
General Deposit Account	-	12,936.11	Same day	Aaa
Payroll Checking account	-	5,000.00	Same day	Aaa
Scalehouse Deposit Account	-	18,139.28	Same day	Aaa
Aflac Checking account	-	3,365.60	Same day	Aaa
L.A.I.F	0.552%	14,006,774.00	Same day	N/A
Rabobank CD - 9328050144	0.300%	250,000.00	6/20/2017	Aaa
Rabobank CD - 9741914065	0.450%	500,000.00	6/20/2017	Aaa
Rabobank CD - 9702905679	0.300%	1,000,000.00	6/30/2017	Aaa
Rabobank PIMMA 9608512906	0.200%	2,000,219.20	N/A	N/A
		\$ 18,047,412.18		

The Authority has sufficient liquidity to meet expenditure requirements for the next 6 months.




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C. Ray Hendricks, Authority Treasurer



**JOHN CHIANG  
TREASURER  
STATE OF CALIFORNIA**



**PMIA Performance Report**

Date	Daily Yield*	Quarter to Date Yield	Average Maturity (in days)
06/15/16	0.58	0.55	164
06/16/16	0.58	0.55	161
06/17/16	0.58	0.55	161
06/18/16	0.58	0.55	161
06/19/16	0.58	0.55	161
06/20/16	0.58	0.55	159
06/21/16	0.58	0.55	158
06/22/16	0.58	0.55	157
06/23/16	0.58	0.55	159
06/24/16	0.58	0.55	163
06/25/16	0.58	0.55	163
06/26/16	0.58	0.55	163
06/27/16	0.58	0.55	159
06/28/16	0.58	0.55	159

\*Daily yield does not reflect capital gains or losses

**LAIF Performance Report**

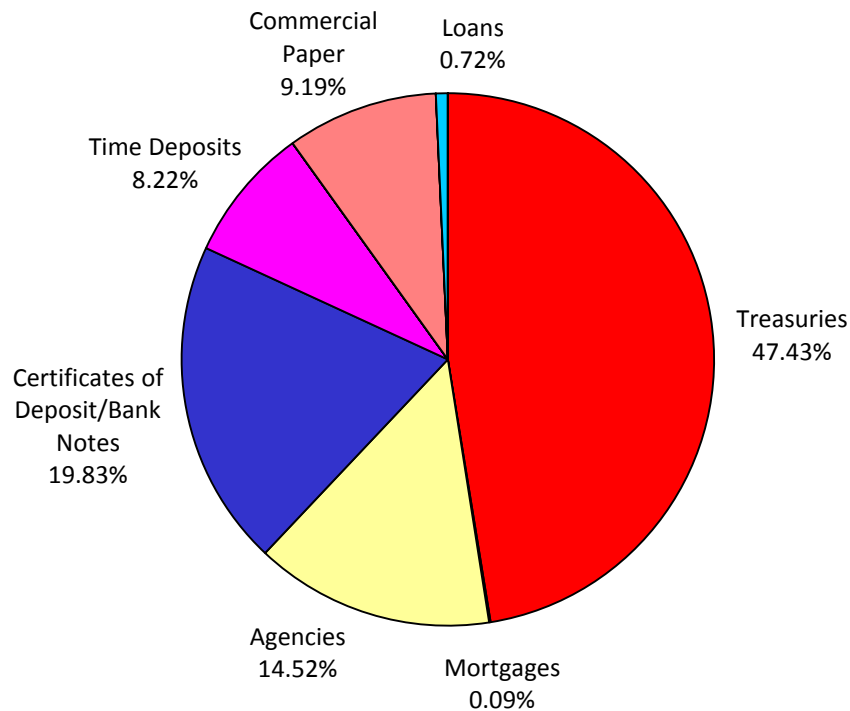
**Quarter Ending 03/31/16**

Apportionment Rate: 0.46%  
 Earnings Ratio: 0.00001268659292168  
 Fair Value Factor: 1.00022106  
 Daily: 0.51%  
 Quarter to Date: 0.47%  
 Average Life: 146

**PMIA Average Monthly Effective Yields**

**May 2016 0.552%**  
 APR 2016 0.525%  
 MAR 2016 0.506%

**Pooled Money Investment Account  
Portfolio Composition  
05/31/16  
\$70.1 billion**



 <p><b>Report to the Board of Directors</b></p>	<b>ITEM NO. 2</b>
	N/A
	Finance Manager/Controller-Treasurer
	
<p><b>Date:</b> July 13, 2016</p> <p><b>From:</b> Elia Zavala, Clerk of the Board</p> <p><b>Title:</b> Proposed 2016-2019 Strategic Goals and Six-Month Objectives</p>	General Manager/CAO
	N/A
	Legal Counsel

**RECOMMENDATION**

Staff recommends that the Board of Directors consider the proposed goals and objectives during its strategic planning process for the next three-year period 2016-2019.

**STRATEGIC PLAN RELATIONSHIP**

Under the current goal, "Promote and maintain a high performance, efficient, and flexible workforce" the Board directed staff to carry out at least two teambuilding activities during regular business hours to promote communication and employee morale. One of these activities was a two-part strategic planning exercise with all SVR employees. This activity not only served to completed the Board directed objective, but it also led to the development of the proposed objectives for the proposed 2016-2019 Strategic Goals, and it increased agency-wide awareness and engagement.

**DISCUSSION & ANALYSIS**

**Proposed Goals:**

With the conclusion of the 2013-2016 strategic period, staff conducted a few exercises to assist in the development of the next three-year strategic plan period, 2016-2019. These exercises were comprised of various brainstorming sessions, some between management only, others between a group of non-management employees, and others collectively with all staff. SVR's management team drafted a set of new proposed goals. At the same time, with the permission of the General Manager, a group of non-management employees got together and also came up with their own proposed goals. The two sets of draft goals were reviewed, and their similarities and differences were discussed. From that, a set of proposed goals was developed, see Attachment B.

**Proposed Objectives for each Goal:**

Once the goals were drafted, two 2-hour group sessions were held in which the proposed goals were presented, and all employees had the opportunity to express their ideas and suggestions on how each of the proposed goals could be achieved. The staff workgroup sessions mimicked that of the Board's strategic planning retreat sessions, where there is an all group discussion, group breakouts, and a collective consensus is developed.

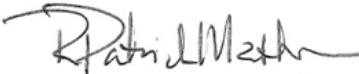
After the two groups met, the management team reviewed the suggestions and drafted the majority of the suggestions into achievable, measurable six-month objectives after taking into account various factors such as timing, permitting, budget, external challenges, etc. Some specific ideas were combined and rolled into elements of broader objectives. Once the proposed six-month objectives were drafted, a copy of the results were provided to all employees, see Attachment C.

**ATTACHMENT(S)**

- A. [SP 2013-16 Updated July 7, 2016](#)
- B. [Proposed 2016-19 SP Goals/Objectives](#)
- C. [Employee SP Workgroup Sessions Summary](#)
- D. [2013-16 SP Accomplishments](#)

Updated July 7, 2016

**SALINAS VALLEY RECYCLES**  
**SIX-MONTH STRATEGIC OBJECTIVES**  
 February 29, 2016 – July 25, 2016

<b>ITEM NO. 2-A</b>
Agenda Item

General Manager/CAO

<b>THREE-YEAR GOAL: FUND AND IMPLEMENT 75% DIVERSION OF WASTE FROM LANDFILLS</b>						
WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. By <del>June 1, 2016</del> July 1, 2016	Diversion Manager and Operations Manager	Report to the General Manager, the outcome of a study to determine how much gypsum board (sheet rock) is collected and if it can be economically processed and marketed.	X			Data has been collected and will be used to determine feasibility.
2. By July 11, 2016	Engineering Manager and Diversion Manager	Submit for review by the Local Enforcement Agency a compost site permit for Johnson Canyon to potentially include food waste.			X	Application is almost complete and will be submitted July 11.
3. By February 28, 2017	General Manager	Present an overview of the Clean Fiber and Organics Recovery Demonstration Project to each of the Valley City Councils and Board of Supervisors.			X	Staff recommends postponing presentations until after GOE has completed engineering for the demonstration unit in fall/winter 2016.
4. By July 1, 2016	Diversion Manager	Consult with existing food pantries in the Salinas Valley to determine the feasibility of developing a Clothing Closet Store in their community, and make a recommendation to the General Manager.	X			GM will assess recommendation and determine next steps.

Updated July 7, 2016

<b>THREE-YEAR GOAL:</b> <i>COMPLETE FACT FINDING PROCESS FOR SALINAS AREA MATERIALS RECOVERY CENTER (SAMRC)</i>						
<b>WHEN</b>	<b>WHO</b>	<b>WHAT</b>	<b>STATUS</b>			<b>COMMENTS</b>
			DONE	ON TARGET	REVISED	
1. Beginning May 1, 2016 and at least quarterly thereafter	Diversion Manager	Provide a status report to the Board regarding progress on the fact-finding process for the Salinas Area Materials Recovery Center and Clean Fiber and Organics Recovery System.	X			First report was at the May 19, 2016 Board meeting.
2. By June 1, 2016	Finance Manager	Complete the RFP process and select vendors for the Long-Range Financial Study and Economic Impacts/Benefits Study for all selected CEQA project scenarios.	X			One RFP response was received and discussion and contract negotiations with the selected vendor is underway. Contract for Long-Range Financial Study will be presented to the Board at its June 2016 meeting.
3. At the June 16, 2016 Board meeting	Diversion Manager	Present to the Board a Public Outreach Plan for each location to be studied in the Long-Range Facilities environmental review.	X			Scheduled for June Board meeting.



Updated July 7, 2016

<b>THREE-YEAR GOAL:</b> <i>UTILIZE CLOSED JOLON ROAD, CRAZY HORSE AND LEWIS ROAD LANDFILLS TO GENERATE REVENUE</i>						
<b>WHEN</b>	<b>WHO</b>	<b>WHAT</b>	<b>STATUS</b>			<b>COMMENTS</b>
			DONE	ON TARGET	REVISED	
1. By <del>June</del> <u>Sept 1,</u> 2016	Finance Manager	Determine the feasibility of leasing excess property for agriculture uses and make a recommendation to the General Manager.			X	List of potential agricultural interests and potential property matches are being developed, but not complete
2. At the June 17, 2016 Board meeting	Engineering Manager	Present an update to the Board on solar projects at closed landfills.	X			Report is include in the June 2016 agenda
3. At the June 17, 2016 Board meeting	Engineering Manager	Present an update to the Board on commercial leases for cell towers.	X			Report is include in the June 2016 agenda
4. At the June 17, 2016 Board meeting	Engineering Manager	Present a report to the Board on the process for selling excess property at closed landfills.	X			Report is include in the June 2016 agenda
5. At the June 17, 2016 Board meeting	Engineering Manager	Present an update to the Board on developing a wind turbine at Johnson Canyon.	X			Report is include in the June 2016 agenda

Updated July 7, 2016

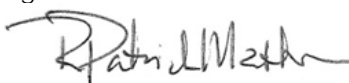
<b>THREE-YEAR GOAL: INCREASE PUBLIC ACCESS, INVOLVEMENT AND AWARENESS OF SVR ACTIVITIES</b>						
<b>WHEN</b>	<b>WHO</b>	<b>WHAT</b>	<b>STATUS</b>			<b>COMMENTS</b>
			DONE	ON TARGET	REVISED	
1. By July 25, 2016	Recycling Coordinator	Review current how-to videos for home composting to determine whether to use one or develop a new video, and post it on the SVR website.		X		Work in progress.
2. At the June 16, 2016	HR Manager and General Manager	Survey customers to determine where the customers would go if there was no Sun Street Transfer Station (e.g., to Johnson Canyon or Marina Landfills) and report the results to the Board.	X			Report scheduled for June 2016 Board meeting
FUTURE: By _____	Diversion Manager and Contracts Grants Analyst	Present to the General Manager ideas for developing a transportation grant for educational tours of SVR facilities and make recommendations to the Board regarding funding and what age or grade level to target.				Grant opportunity research is ongoing

<b>THREE-YEAR GOAL: <i>REDUCE COSTS AND IMPROVE SERVICES AT SVR FACILITIES</i></b>						
<b>WHEN</b>	<b>WHO</b>	<b>WHAT</b>	<b>STATUS</b>			<b>COMMENTS</b>
			DONE	ON TARGET	REVISED	
1. On or before the April 21, 2016 Board meeting	Operations Manager	Prepare and present to the Board for action, operation of the Jolon Road Transfer Station by SVR personnel at the end of the Waste Management contract on September 1, 2016.	X			Board received presentation and approved SVR assumption of Jolon Road TS operations at its April 21, 2016 meeting.
2. At the April 21, 2016 Board meeting	Operations Manager and Engineering Manager	Develop and present to the Board a plan to replace or repair landfill gas flare stations.	X			The proposed plan was presented to the Board of Director on April 21, 2016.
3. At the June 16, 2016 Board meeting	General Manager and Engineering Manager	Present to the Board an update on the Ameresco contract and determine their interest in installing another power generation unit at Johnson Canyon.	X			Report is include in the June 2016 agenda
4. At the June 16, 2016 meeting	General Manager and Operations Manager	Prepare and present to the Board a cost benefit analysis for processing Construction and Demolition by SVR or Monterey Regional Waste Management District.	X			Report is include in the June 2016 agenda, comparative District rates and info has been requested

<b>THREE-YEAR GOAL:</b> <i>PROMOTE AND MAINTAIN A HIGH PERFORMANCE, EFFICIENT AND FLEXIBLE WORKFORCE</i>						
<b>WHEN</b>	<b>WHO</b>	<b>WHAT</b>	<b>STATUS</b>			<b>COMMENTS</b>
			DONE	ON TARGET	REVISED	
1. By May 1, 2016, contingent upon Board approval	Human Resources Manager	Begin the staff recruitment process for Jolon Road operations.	X			All recruitments are underway.
2. At the May 19, 2016 Board meeting	Human Resources Manager	Present to the Board an update on the Employee Mentor Program.	X			Staff will present program at the May 2016 Board meeting.
3. At the June 16, 2016 Board meeting	Human Resources Manager	Present to the Board an update on the Job Shadowing Program for new hires.	X			Staff will present program at the May 2016 Board meeting.
4. By July 25, 2016	Human Resources Manager	Develop and begin implementation of a cross training program for all interested employees.		X		Program under final review.
5. By July 25, 2016	Human Resources Manager and Operations Manager, working with staff	Identify and implement at least two teambuilding activities during regular business hours to promote communication and employee morale.	X			Conducted one agency-wide team building training focused on communication. Second training focused on strategic planning.

**2016-2019 GOALS & SIX-MONTH OBJECTIVES**  
**PROPOSED by SVR Staff**  
**July 13, 2016**

**SALINAS VALLEY RECYCLES**  
**SIX-MONTH STRATEGIC OBJECTIVES**  
 July 2016 – January 2017

<b>ITEM NO. 2-B</b>
Agenda Item

General Manager/CAO

<b>THREE-YEAR GOAL:</b> <i>DETERMINE THE FACILITIES AND PROGRAMS THAT BEST SERVE SVR COMMUNITY NEEDS AND ACHIEVE 75% WASTE DIVERSION</i>						
WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. By		Provide to the Board quarterly progress reports on the Long Term Facility Needs EIR				
2. By		Develop plan to find alternative outlets for recyclable/reusable materials that includes a resources needs assessment and provide a report to the Board				
3. By		Explore a prescription drug collection program and provide a report to the Board				
4. By		Develop an HHW Collection Program for South County				
5. By		Provide an update to the Board on food-to-energy/composting opportunities				
6. By		Prepare and present to the Board a cost benefits analysis for processing construction & demolition material by SVR or MRWMD				
7. By		Conduct a survey on Social Media to increase public engagement on future community service options				
FUTURE		Hire a public relations firm to educate and survey the community on future SVR service options				

**2016-2019 GOALS & SIX-MONTH OBJECTIVES**  
**PROPOSED by SVR Staff**  
**July 13, 2016**

<b>THREE-YEAR GOAL:</b> <i>REDUCE LANDFILL DISPOSAL FEE DEPENDANCE THROUGH SELF-FUNDED PROGRAMS AND NEW REVENUE SOURCES</i>						
<b>WHEN</b>	<b>WHO</b>	<b>WHAT</b>	<b>STATUS</b>			<b>COMMENTS</b>
			DONE	ON TARGET	REVISED	
1. By		Present a report to the Board on how each program and service is currently funded and provide a recommendation on how each can be self-funded				
2. By		Conduct a water supply study at SVR sites to help determine potential excess land uses and report to the Board for direction				
3. By		Provide a progress report on alternative energy project development at SVR sites				

**2016-2019 GOALS & SIX-MONTH OBJECTIVES**  
**PROPOSED by SVR Staff**  
**July 13, 2016**

<b>THREE-YEAR GOAL:</b> <i>PROMOTE THE VALUE OF SVR SERVICES AND PROGRAMS TO THE COMMUNITY</i>						
<b>WHEN</b>	<b>WHO</b>	<b>WHAT</b>	<b>STATUS</b>			<b>COMMENTS</b>
			DONE	ON TARGET	REVISED	
1. By		Conduct quarterly live radio talks				
2. By		Develop a new commercial promoting facility services				
3. By		Explore other advertising opportunities such as billboards, transit ads, etc.				
4. By		Update entrance signs at all sites to promote SVR services				
5. By		Explore recruiting a communications major intern for social media projects such as creating videos and developing social media promotions to increase followers				

**2016-2019 GOALS & SIX-MONTH OBJECTIVES**  
**PROPOSED by SVR Staff**  
**July 13, 2016**

<b>THREE-YEAR GOAL:</b> <i>MAINTAIN A HIGH PERFORMANCE AND FLEXIBLE WORKFORCE</i>						
<b>WHEN</b>	<b>WHO</b>	<b>WHAT</b>	<b>STATUS</b>			<b>COMMENTS</b>
			DONE	ON TARGET	REVISED	
1. By		Research an Employment Longevity Package				
2. By		Explore an agency-wide communications system				
3. By		Evaluate updates to the Safety Training Program				
4. By		Develop an Employee Recognition program				
5. By		Establish more frequent communications staff meetings at all facilities				



**M E M O R A N D U M**

**DATE:** June 23, 2016  
**TO:** All Employees  
**FROM:** Elia Zavala, Clerk of the Board  
**SUBJECT:** Strategic Planning Employee Suggestions and Consolidated Draft Objectives

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SVR staff,

Thank you all for participating and contributing towards SVR's efforts to develop the strategic goals for the next three years (2016-19). Many great suggestions were made that can help achieve the proposed goals. The majority of your suggestions have been drafted into achievable/measurable six-month objectives or tasks after taking into account various factors such timing, permitting, budget, external challenges, etc. Some specific ideas were combined and rolled into elements of broader objectives. The Board of Directors will consider these proposed goals and objectives at its strategic planning retreat on July 13, 2016. As I mentioned during the staff workshops, the Board will consider the draft goals and objectives and may accept them, change them, or propose new ones. Whatever actions the Board decides to take, I want to thank you all for your engagement in the process. Attached is a summary of the suggestions made at the two workshop sessions and the consolidated proposed objectives.

-Regards

**SVR Employee Workshops**  
**2016-19 Strategic Goals & Objectives**  
June 7 & 9, 2016

SVR's Strategic Plan goals and objectives promote our mission and vision and put our core values into practice.

**What is a GOAL?**

Goals are long-term and state what you want to accomplish in the future. They are open ended and do not state how they will be achieved. Some goals are not measurable or cannot be deemed completed. SVR has 3-year goals.

**What is an OBJECTIVE?**

Objectives are concrete actions that can be measured and achieved that will assist to achieve a goal. SVR has 6-month objectives.

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**2016-19 PROPOSED GOALS:**

- A. Determine the facilities and programs that best serve SVR community needs and achieve 75% waste diversion**
- B. Reduce landfill disposal fee dependence through self-funded programs and new revenue sources**
- C. Promote the value of SVR services and programs to the community**
- D. Maintain a high performance and flexible workforce**

## **Proposed Goal A:**

**Determine the facilities and programs that best serve SVR community needs and achieve 75% waste diversion**

### **Employee Session 1 – Objective Suggestions:**

- 1) Complete the Long Term Facility Needs Environmental Impact Review Study to analyze results and move forward
- 2) Find outlets for other materials that could be recycled (i.e. film plastic, bagged produce, C&D materials, prescription drugs)
- 3) Explore a reuse store or partnership
- 4) Explore establishing a CRV buyback center

### **Employee Session 2 – Objective Suggestions:**

- 1) Assess personnel needs to increase diversion levels
- 2) Create a site map at each facility to help increase self-haul recycling
- 3) Explore establishing a Household Hazardous Waste collection program in South County
- 4) Study the possibility of a food-to-waste energy program
- 5) Complete the Long Term Facility Needs study for a permanent facility & waste reduction technology
- 6) Create an educational center to promote the benefit of SVR
- 7) Find a composting facility that accepts food waste for residents and businesses
- 8) Explore a sorting line for loads with many recyclable materials
- 9) Explore a more comprehensive clothing collection and outlet program at all sites

## **Proposed 6-Month Objectives:**

1. Provide to the Board quarterly progress reports on the Long Term Facility Needs EIR.
2. Develop plan to find alternative outlets for recyclable/reusable materials that includes a resources needs assessment and provide a report to the Board.
3. Explore a prescription drug collection program and provide a report to the Board.
4. Develop an HHW Collection Program for South County.
5. Provide an update to the Board on food-to-energy/composting opportunities
6. Prepare and present to the Board a cost benefits analysis for processing construction & demolition material by SVR or MRWMD.
7. Conduct a survey on Social Media to increase public engagement on future community service options.
8. Hire a public relations firm to educate and survey the community on future SVR service options (Future).

## **Proposed GOAL B**

### **Reduce landfill disposal fee dependence through self-funded programs and new revenue sources**

#### **Employee Session 1 – Objective Suggestions:**

- 1) Study self-funding each commodity
- 2) Sell/lease excess real estate
- 3) Resale reusable materials (i.e. pallets, construction lumber, metals)
- 4) Explore a C&D sorting line

#### **Employee Session 2 – Objective Suggestions:**

- 1) Sell/Lease property other uses (green houses, horse ranches, winery, golf, and/or hiking)
- 2) Research projects that other solid waste agencies have done at their closed/active facilities
- 3) Sell soil/dirt and lumber for home projects
- 4) Carry over the current objectives

#### **Proposed 6-Month Objectives:**

- 1) Present a report to the Board on how each program and service is currently funded and provide a recommendation on how each can be self-funded.
- 2) Conduct a water supply study at SVR sites to help determine potential excess land uses and report to the Board for direction.
- 3) Provide a progress report on alternative energy project development at SVR sites.

## **Proposed GOAL C**

### **Promote the value of SVR services and programs to the community**

#### **Employee Session 1 – Objective Suggestions:**

- 1) Conduct more live radio talks (Radio Tigre, KDON, Campesina, KRKC, Salinas-area News Section)
- 2) Recruit a communications major intern for social media projects such as creating videos (i.e. what happens to recycled material, a city with no disposal/recycling center, recycling at businesses) and developing social media promotions with prizes to increase followers
- 3) Sponsor a public radio section

#### **Employee Session 2 – Objective Suggestions:**

- 1) Create a television commercial with all employees as whole
- 2) Conduct presentations to the community promoting services through the Salinas Valley
- 3) Advertise on a Highway 101 Billboard sign
- 4) Advertise on Monterey-Salinas Transit buses
- 5) Conduct a survey on Social Media to promote the vision and plans for the permanent facility and increase public engagement
- 6) Partner with waste haulers to promote SVR services and sites on their carts and trucks
- 7) Hire a public relations firm to promote SVR services (MVV, strategic goals, positive impact to the community)
- 8) Place billboard signs at all our sites to promote our services and the proposed Green Business Park concept
- 9) Conduct more presentations throughout all Monterey County on the proposed layout and vision of the new permanent facility

#### **Proposed 6-Month Objectives:**

- 1) Conduct quarterly live radio talks.
- 2) Develop a new commercial promoting facility services.
- 3) Explore other advertising opportunities such as billboards, transit ads, etc.
- 4) Update entrance signs at all sites to promote SVR services.
- 5) Explore recruiting a communications major intern for social media projects such as creating videos and developing social media promotions to increase followers.

## **Proposed GOAL D**

### **Maintain a high performance and flexible workforce**

#### **Employee Session 1 – Objective Suggestions:**

- 1) Complete the hiring process for Jolon Road
- 2) Develop an Employment Longevity Package
- 3) Explore a company-wide notification/messaging system

#### **Employee Session 2 – Objective Suggestions:**

- 1) Establish a communications staff meeting at all facilities
- 2) Improve communication between management and staff
- 3) Develop an Employee of the Month Program
- 4) Evaluate and restructure the Operations Safety Program
- 5) Develop a flexible Departmental Cross Training Program

#### **Proposed 6-Month Objectives:**

- 1) Research an Employment Longevity Package.
- 2) Explore an agency-wide communications system.
- 3) Evaluate updates to the Safety Training Program.
- 4) Develop an Employee Recognition program.
- 5) Establish more frequent communications staff meetings at all facilities.



**2013-2016**

# **Strategic Plan Goals**

Summary of Objectives Accomplished

## **GOALS**

- A. Fund/Implement 75% waste diversion from landfills**
- B. Complete fact-finding process for SAMRC  
(revised 7/2015)**
- C. Utilize closed landfills to generate revenue**
- D. Increase public access, involvement and awareness of SVR activities**
- E. Reduce costs and improve services at SVR facilities**
- F. Promote and maintain a high performance, efficient, and flexible workforce (added 1/2015)**

# A. Fund/Implement 75% waste diversion from landfills

## OBJECTIVES Completed 2013-16

1. Completed bond refinancing
2. Advanced GOE commercial-scale Autoclave demonstration unit at JC
3. Requested private recycler's diversion data to include in SVR's data
4. Confirmed USDA Digester Pilot Project can contribute towards 75% Diversion
5. Reported on process to move SAMRC into CEQA
6. Actively participated in City Manager's Regional Study
7. Presented staff suggestions for diversion/efficiency improvement at SSTS MRC
8. Applied for grant to include composting in the JC Green Waste Chip/Grind Ops
9. Partnered with Salvation Army for second-hand clothing outlet
10. Created 5 & 10 year budget projections & include in all future budget docs
11. Considered equalizing green waste fees for all member agencies
12. Shifted costs associated to material recovery to AB 939 fees
13. Presented expanded scope of work/outreach plan for CEQA LTFN/CFORS
14. Initiated discussions with MRWMD on potential processing sharing capacities
15. Completed scope of work for long-range financial model for CEQA scenarios
16. Completed scope of work to economic impact report for CEQA scenarios
17. Developed presentation & commence public outreach on CFORS demonstration project to educate, gain input, asses community support
18. Study if gypsum board can be economically processed/marketed
19. Recommend feasibility of a clothing closet in other member communities

## In progress

- *Submit to LEA a compost site permit to potentially include food waste at JC*
- *Present overview of Clean Fiber Organics Recovery project to member agencies*



# **B. Complete fact-finding process for SAMRC**

## **OBJECTIVES Completed 2013-16**

1. Presented CAG's recommendation on acceptable sites
2. Received Authorization to proceed with CEQA analysis on the combined SAMRC/GOE Project
3. Received assessment of SSTS and ML properties
4. Reported on City of Salinas & County support for ML as the site for the combined project
5. Presented staff input on new MRC design for optimal customer/employee efficiency
6. Facilitated meeting w/County, Salinas to determine if each will participate in MOU for funding Rossi St extension
7. Considered alternatives, if needed [not], for lease or purchase of ML property
8. Considered plans for permanent improvements/development of SSTS
9. Provide a progress report on this goal to the Board
10. Select vendors for the Financial and Economic Studies on all CEQA scenarios
11. Present a Public Outreach Plan for each location to be studied in LTFN

# C. Utilize closed landfills to generate revenue

## OBJECTIVES Completed 2013-16

1. Reported possible options for CH/JR (1/2014)
2. Budgeted for consultant to develop scope of work, including identification of funding
3. Actively participated in Monterey Bay Economic Partnership
4. Presented planning document for closed landfills reuse, including proposed projects to implement
5. Evaluated Ameresco project structure to deliver electricity from CH Power project to County
6. Reported interest in developing solar power partnerships with wineries or other users adjacent to LF
7. Presented scope and budget to explore potential to develop wind power at landfills
8. Present an update on Solar Projects
9. *Present an update on commercial leases for cell towers*
10. *Report on the process for selling excess property*
11. *Present an update on developing wind turbine at JC*

## In progress

- *Determine feasibility of leasing excess property for agricultural uses*

# D. Increase public access, involvement and awareness of SVR activities

## **OBJECTIVES Completed 2013-16**

1. Participated in Radio interviews
2. Held Citizens Advisory Group Meetings
3. Held Community Forums
4. Created New TV Message
5. Published News Releases (Strategic Plan & Best Places to Work)
6. Published Weekly Facebook Posts
7. Presented new ideas to expand public and stakeholder information
8. Presented Enhanced Student Education Recycling Program
9. Board and Management attended at least one SVR community event
10. Got out at least 1,000 messages to community
11. Broadcasted 2 new radio and tv ads targeting Hispanic community
12. Presented an Expanded Outreach Plan
13. Grew Social Media by 50%
14. Expanded connection with local special interest organizations; provide at least 6 presentations
15. Planned to conduct large public meetings through webinars
16. Created pre-recorded videos on RRR and distribute through social media
17. Conducted quarterly customer surveys
18. Video Recorded the 3/19/15 public rate hearing and make it available on-line and social media
19. Presented 2015/16 Marketing Work Plan
20. Implemented measuring plan to evaluate marketing campaigns utilizing statistics/surveys
21. Evaluated Wally Waste-Not School Recycling Award Program
22. Presented plan to conduct a public recycling event at JC
23. Created a 2016 Social Media Contest to increase followers, & promote the revamped website
24. Survey customers where they would go if there were no SSTS

## **In progress**

25. *Post to the website a "how-to" video on home composting (existing or new)*

# **E. Reduce costs and improve services at SVR facilities**

## **OBJECTIVES Completed 2013-16**

1. Completed RFP for JC Landfill Operations
2. Selected SVR to operate landfill
3. Request funding commitment for Regional Landfill Truck Route
4. Determined whether or not compost operation at JC is viable
5. Presented staff cost savings ideas
6. Completed SSTS temporary improvements for 2-3yrs of added operational life
7. Completed all purchases, staff hiring/training to commence JCLF Ops. Jan 2015
8. Evaluated alternatives for optimal recovery of recyclable materials at JC and developed plan to receive/store/market materials
9. Developed planning documents to relocate JC leachate tank
10. Presented planning documents to improve JC flare station
11. Developed new MRC at JC to compare with diversion rates
12. Presented Updated SWPPP for all facilities
13. Presented options on remaining JC LFG for 2<sup>nd</sup> power plant/pipeline to prison/CNG fuel
14. Presented feasibility study to operate a convenience station at CH
15. Presented cost/benefit analysis on energy projects to offset landfill ops. costs
16. Presented operations scenarios to operate JRTS after WM contract expires
17. Prepare operation of JRTS by SVR at end of WM contract Sept. 1, 2016
18. Present a replacement/repair plan for the landfill gas flare stations
19. Present an update on Ameresco contract & determine interest for installation of 2nd power generation unit at JC
20. Present cost benefit analysis for processing C&D by SVR or MRWMD

# **F. Promote and maintain a high performance, efficient, and flexible workforce** (added Jan. 2015)

## **OBJECTIVES Completed 2013-16**

- Presented/implemented Personnel Safety Goals/Objectives for 2015-16
- Aligned job classifications & establish benchmarking for compensation based on job description
- Developed a career development process to incorporate with performance reviews
- Completed recruitment for records clerk
- Revitalized the Mentor Program
- Developed a new on-boarding process for new hires to include job shadowing
- Begin recruitment process for JRTS operations
- Present an update on the Employee Mentor Program
- Present an update on the Job Shadowing Program for new hires
- Identify and implement at least two teambuilding activities during regular business hours to promote communication and employee morale.

## **In Progress**

- *Develop and begin implementation of a cross training program for all interested employees*

**SALINAS VALLEY SOLID WASTE AUTHORITY  
STRATEGIC PLANNING RETREAT  
PROGRAM  
July 13, 2016**

**8:00 Continental Breakfast**

**8:30 Call to Order and Regular Business**

**8:35 Welcome, Purpose of the Retreat and Public Comment** – Jyl Lutes, Board President

- **Opening Remarks and Introduction of the Facilitator and Recorder**  
– Patrick Mathews, General Manager
- **Role of the Facilitator, Recorder, Group and Public; Strategic Planning Elements; Agenda**  
– Marilyn Snider, Facilitator – Snider and Associates
- **Introductions/team building) of the Group**

**Salinas Valley Solid Waste Authority (SVSWA)**

- **Mission/Purpose Statement**
- **Vision Statement**
- **Core Values/Guiding Principles**
- **Three-Year Goals (2013-2016)**
- **What Are the Strengths and the Accomplishments of SVSWA in the Past Three Years**  
(including progress on the goals and objectives from the Feb. 29, 2016 strategic planning retreat)?
- **What Are the Authority's Current Internal Weaknesses/Challenges?**
- **What Are the External Factors/Trends (e.g., political, demographic, technological, economic)?  
that Will/Might Have an Impact on Salinas Valley Solid Waste Authority in the Next Three Years:**
  - Positively (opportunities)?
  - Negatively (threats)?
- **Develop the Three-Year Goals (2016-2019) - Review and Revise, if Needed, those Proposed by  
SVR Management Team** (what the SVSWA needs to accomplish)
- **Identify Six-Month Strategic Objectives for Each of the Three-Year Goals – Including those  
Proposed by SVR Staff**, (how the goals will be addressed -- by when, who will be accountable, for  
what specific, measurable results)
- **Next Steps/Follow-Up Process for Monitoring Progress on the Goals and Objectives**  
(including setting a date in 6 months to update the strategic plan)
- **Summary of the Retreat**
- **Closing Remarks**

**2:00 Adjourn**

**Please come for informal conversation and continental breakfast at 8:00. The meeting will begin promptly at 8:30 a.m. There will be a mid-morning break and a group lunch at 12:15. Please limit use of cell/smart phones, tablets and laptops to the breaks.**

**PLEASE BRING YOUR CALENDAR**