

**MINUTES OF
THE SALINAS VALLEY SOLID WASTE AUTHORITY
SPECIAL BOARD MEETING
JULY 13, 2016**

CALL TO ORDER

President Lutes called the meeting to order at 8:30 a.m.

ROLL CALL

The following Board Directors were present:

County of Monterey	Simon Salinas, Vice President
County of Monterey	Fernando Armenta
City of Salinas	Jyl Lutes, President
City of Salinas	Gloria De La Rosa
City of Soledad	Richard Perez, Alternate Vice President
City of Greenfield	Avelina Torres
City of King	Robert Cullen

The following Board Directors were absent:

City of Salinas	Tony Barrera
City of Gonzales	Elizabeth Silva

Staff Members Present:

Patrick Mathews, General Manager/CAO	Brian Kennedy, Engineering & Environmental Compliance Manager
Susan Warner, Assist. GM/Diversion Manager	Rose Gill, HR/Organizational Dev. Manager
Ray Hendricks, Finance Manager	Elia Zavala, Clerk of the Board

MEETING ANNOUNCEMENTS

Translation services were announced. No member from the public requested the service.

CONSENT ITEM

1. JUNE 2016 QUARTERLY CASH AND INVESTMENTS REPORT

(8:35) Finance Manager Hendricks provided a report and noted that staff will be looking at other investment options as the low rate Certificates of Deposit expire soon.

Motion: By consensus, the Board unanimously accepted the report.

STRATEGIC PLANNING

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

(8:36) Facilitator Marilyn Snider, of Snider and Associates, lead the strategic planning workshop.

A. Welcome, Purpose of the Workshop and Public Comment

President Lutes welcomed attendees to the Strategic Planning Retreat.

Public Comment: None

B. Opening Remarks and Introduction of the Facilitator and Recorder

General Manager/CAO Mathews gave a brief overview and commended all SVR staff for their engagement during this new goal setting period and their input in the development of the proposed objectives.

C. Role of Facilitator, Recorder, Group, and Public; Strategic Planning Elements; Agenda

Facilitator Snider outlined the attendees' roles and the retreat agenda elements.

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)

After brief introductions, the group reviewed and reaffirmed the Mission Statement, Vision Statement, and the Core Values, and reviewed the 2013-16 Strategic Goals.

- **SVR Strengths/Accomplishments in the Past Three Years**
The group listed strengths and accomplishments from the past three years (see Attachment A).
- **Current Internal Weaknesses/Challenges**
The group listed internal weaknesses and challenges (see Attachment A).
- **External Factors/Trends that Will/Might Have an Impact on SVR in the Next Three Years – Positively/Negatively**
The group developed a list (see Attachment A).
- **New 2016-2019 Three-Year Strategic Goals**
The group reviewed the goals proposed by SVR management staff and made minor revisions.
- **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**
The group broke out into sub-groups to develop six-month objectives for each of goals. The objectives proposed by all SVR staff were considered and supported with some additions and revisions.

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

A list of scheduled actions was developed (see Attachment A), including the scheduling of the next Strategic Planning Retreat on Wednesday January 25, 2017.

F. Summary of the Retreat

Facilitator Marilyn Snider, of Snider and Associates, provided a summary of the retreat.

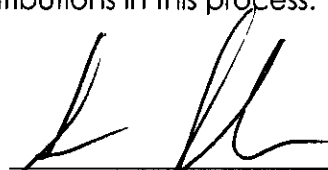
G. Closing Remarks

The Board of Directors and SVR management staff provided closing remarks, including Director Armenta's announcement of leaving office and Assistant General Manager/Diversion Manager Warner's announcement of retirement. The Board commended staff for their involvement and contributions in this process.

ADJOURN

(1:25) President Lutes adjourned the meeting.

Attest: 
Elia Zavala, Clerk of the Board

APPROVED: 
Simon Salinas, Vice President

ATTACHMENT A to Minutes of 7/13/16

SALINAS VALLEY SOLID WASTE AUTHORITY (dba SALINAS VALLEY RECYCLES)

STRATEGIC PLANNING RETREAT

July 13, 2016 * 1441 Schilling Place, 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

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
July 14, 2016	General Manager	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	Read the retreat record.
July 14, 2016	Elia	Place the "Strengths & Accomplishments" on the website.
By July 20, 2016	General Manager (lead) and Management Team	Share the draft updated Strategic Plan with employees.
By July 31, 2016	Board Members	Share the updated Strategic Plan with their public agencies.
At the August 18, 2016 Board meeting	Board of Directors	Formally adopt the Strategic Plan.
Monthly	Board & General Manager	Monitor progress on the goals and objectives and revise objectives (add, amend and/or delete), as needed.
Monthly	Rose	Prepare and distribute the written updated Strategic Plan Objectives Monitoring Matrix to the Board and employees.
January 25, 2017 (Wednesday) 8:00/8:30 am - 1:30 pm	Board & Management Team	Strategic Planning Retreat to: - more thoroughly assess progress on the Goals and Objectives. - develop strategic Objectives for next six months.

S.W.O.T. ANALYSIS

Strengths – Weaknesses - Opportunities - Threats

STRENGTHS AND ACCOMPLISHMENTS OF THE SVSWA IN THE PAST THREE YEARS, INCLUDING PROGRESS ON THE GOALS AND OBJECTIVES FROM THE 2-29-16 STRATEGIC PLANNING RETREAT

Brainstormed Perceptions:

- We've stopped importing waste
- Served 968 households at the Gonzales Clothing Closet
- Improved operational efficiencies at facilities
- We're still focused on alternative ways of recovering and disposing waste
- Took over operations at Johnson Canyon Landfill
- We've done 78 outreach events this year to date
- Sun Street Transfer has become extremely popular with community and receiving more visits than ever
- We've gotten feedback – 100% customer satisfaction – from our surveys at the transfer station
- We began funding strategic reserves
- We've established a low-risk framework for a public-private partnership with Global Organics Recovery (for advanced waste recovery services)
- Obtained land for a future materials recovery center/transfer station
- We began the EIR preparation process for future facility needs
- Presented a Public Outreach Plan for each location to be studied in LTFN (long-term facility needs)
- Implemented recycling programs in 14 schools
- Received a CAFR (Comprehensive Annual Financial Report) Award from GFOA (Government Financial Officers Assn.)
- Presented another nicely done Annual Report
- Board considered cooperative ventures with MRWMD
- Good involvement and input from the Citizens Advisory Group
- Started setting aside funds for future equipment needs in order to avoid borrowing
- Started food waste composting at 6 schools
- Conducted 4 community tours of landfills or transfer stations
- Increased public awareness through advertising
- We analyzed the City Managers' Waste Study
- Transparency
- Approved and began implementing take-over of operations at Jolon Road Transfer Station
- We helped jurisdictions with implementation of construction and demolition of ordinances
- We have maintained a balanced budget
- We're maintaining a good safety program
- We have amazing and compassionate employees
- We gave 70 recycling presentations in the past year
- We conducted 74 waste assessments in the past year
- We have had at least one creek clean-up per year
- Completed the conceptual site plans for 4 future facilities
- Restructured our financial liabilities
- Educating the public on the new transfer station
- Conducted 22 multiple-family waste assessments
- Built a home composting training garden
- We have a highly engaged board
- Secured almost \$500,000 in grant funding in the past three years
- Actively participated in the study process for the Monterey Bay Community Power project
- Completed two teambuilding activities with all staff
- Implemented a job shadowing program
- Completed the Cellulose-to-Methane Digester Project with USDA
- Implemented a landfill gas energy project at Johnson Canyon
- Awarded 20 Wally Waste-Not Awards to schools
- We've begun developing income from our closed landfills
- We went through the closure process at Crazy Horse Landfill using internal staff, saving nearly \$2.5 million
- Implemented a mentoring program

- We've had good food at our board meetings
- We're buying used or rebuilt equipment that has saved us a lot of money
- Highly competent, qualified staff, in both English and Spanish

CURRENT INTERNAL WEAKNESSES/CHALLENGES OF THE SVSWA

Brainstormed Perceptions:

- Challenge of meeting the high cost of legacy liabilities
- Uncertainty regarding transfer station (a temporary solution has evolved into permanence)
- Lack of permanent facilities
- Not enough staff for public outreach
- Concerns over going back to importing out-of-county waste
- Sun Street is too crowded
- Retiring staff and board members
- Opposition of groups to facility locations
- Rate increases (balancing services and investments while keeping rates reasonable)
- Lack of current vehicle permits at Sun Street
- We've not made up our mind on relocation
- Lack a progressive financial plan

EXTERNAL FACTORS/TRENDS THAT WILL/MIGHT HAVE A POSITIVE IMPACT ON SVSWA IN THE NEXT THREE YEARS

Brainstormed Perceptions:

- Partnership with the county for renewable energy
- More extended producer responsibility legislation
- Public-private partnership with Global Organic Energy
- Grant opportunities for bioenergy and organics processing
- Working with MRWMD
- Autoclave demonstration project
- Increased tonnage production
- Increased transportation revenue
- Our per capita costs for delivery of service are low

EXTERNAL FACTORS/TRENDS THAT WILL/MIGHT HAVE A NEGATIVE IMPACT ON SVSWA IN THE NEXT THREE YEARS

Brainstormed Perceptions:

- Resistance fro groups and individuals regarding the location of the new Material Recovery Center
- Unfunded mandates
- Change of Authority Board members
- Presidential election
- Fire
- Climate change
- Sea level rise
- Natural disasters
- Floods
- Hazardous waste spill
- Negative impacts of the Regional Waste Study recommendation
- Public opposition to the growth of MRWMD's landfill
- Public resistance to increased rates
- Recession
- Overreliance on unstable foreign recycling companies
- Increased state fees
- Increased costs of benefits, e.g., medical insurance, CalPERS
- Drought
- Lack of transportation funding
- Major earthquake
- Changes in staff, e.g., retirements

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

SALINAS VALLEY SOLID WASTE MANAGEMENT AUTHORITY
 (dba SALINAS VALLEY RECYCLES)

STRATEGIC GOALS 2016-2019
SIX-MONTH OBJECTIVES

July 13, 2016 – January 15, 2017

2016-2019 THREE-YEAR GOAL

A: SELECT AND IMPLEMENT FACILITIES (e.g., SALINAS-AREA MATERIALS RECOVERY CENTER) AND PROGRAMS THAT LEAD TO ACHIEVEMENT OF AT LEAST 75% WASTE DIVERSION

WHEN	WHO	WHAT	SIX-MONTH OBJECTIVES			COMMENTS
			STATUS	DONE	ON TARGET	
1. At the October 2016 Board meeting	Operations Manager	Prepare a cost-benefit analysis for processing construction and demolition material by SVR or MRWMD and present to the Board				
2. At the October 2016 and January 2017 Board meetings and quarterly thereafter	General Manager	Provide to the Board quarterly progress reports on the Long Term Facility Needs Environmental Impact Report and other due diligence activities				
3. At the Nov. 2016 Board meeting	Operations Manager and Engineering & Environmental Compliance Manager	Develop a Household Hazardous Waste Collection Program for South County and present to the Board.				
4. At the December 2016 Board meeting	Resource Recovery Manager and Operations Manager	Explore a Prescription Drug Collection Program and provide options to the Board.				
5. At the January 2017 Board meeting	Resource Recovery Manager	Develop a Needs Assessment Report for Board review on alternative outlets for recyclable/reusable materials.				
6. At the January 2017 Board meeting	Resource Recovery Manager	Provide an update to the Board on food-to-energy and composting opportunities				
7. FUTURE OBJECTIVE	General Manager	Engage the stakeholders and the public in the Long Term Facility Needs Public Outreach Plan for the Environmental Impact Report and report the results to the Board.				

2016-2019 THREE-YEAR GOAL

B: REDUCE LANDFILL DISPOSAL FEE DEPENDENCE THROUGH SELF-FUNDED PROGRAMS AND NEW REVENUE SOURCES

SIX-MONTH OBJECTIVES			STATUS			COMMENTS
WHEN	WHO	WHAT	DONE	ON TARGET	REVISED	
1. At the October 2016 Board meeting	General Manager	Provide a progress report on alternative energy project development at SVR sites.				
2. At the November 2016 Board meeting	Finance Manager	Present a report to the Board on how each of the SVR programs and services are currently funded and provide a recommendation on how each may be self-funded.				
3. At the January 2017 Board meeting	Engineering and Environmental Compliance Mgr.	Conduct a water supply study at SVR sites to help determine potential excess land uses and make a report, with recommendation(s), to the Board for direction.				

2016-2019 THREE-YEAR GOAL

C: PROMOTE THE VALUE OF SVR SERVICES AND PROGRAMS TO THE COMMUNITY

WHEN	WHO	SIX-MONTH OBJECTIVES WHAT	STATUS		COMMENTS
			DONE	ON TARGET REVISED	
1. At the August 2016 Board meeting	General Manager and Board	Determine the Citizen Advisory Group terms, future appointments and responsibilities.			
2. September 1, 2016	Resource Recovery Manager, with input from the Marketing Committee	Publish a press release announcing SVR's new Three-Year Strategic Plan.			
3. September 2016 and December 2016, and quarterly thereafter	Resource Recovery Manager, with input from the Marketing Committee	Conduct quarterly live radio talks about SVR services and programs.			
4. October 1, 2016	Operations Manager	Update entrance signs at all sites to promote SVR services.			
5. At the Nov. 2016 Board meeting	Human Resources Manager	Explore and make a recommendation to the Board on the concept of recruiting a communications major intern for social media projects such as creating videos and developing social media promotions to increase followers.			
6. At the Nov. 2016 Board meeting	Resource Recovery Manager, with input from the Marketing Committee	Analyze and present to the Board the results of a social media survey on how to increase public engagement on transfer station and landfill service options.			
7. November 15, 2016	Resource Recovery Manager, with input from the Marketing Committee	Explore and make a recommendation(s) to the Management Team regarding additional advertising opportunities, e.g., billboards, transit advertisements.			
8. January 15, 2017	Resource Recovery Manager, with input from the Marketing Committee	Develop a new television or radio commercial promoting facilities' services.			
9. January 15, 2017	Each Board Member	Attend at least one community event to promote SVR services and programs			
10. FUTURE OBJECTIVE	General Manager	Present to the Board a plan for the engagement and survey of the community and stakeholders regarding the future SVR facility options and EIR.			

2016-2019 THREE-YEAR GOAL

D: MAINTAIN A HIGH PERFORMANCE AND FLEXIBLE WORKFORCE						
SIX-MONTH OBJECTIVES			STATUS			
WHEN	WHO	WHAT	DONE	ON TARGET	REVISED	COMMENTS
1. Beginning in August 2016 and quarterly thereafter	General Manager	Conduct quarterly staff meetings at each facility to share SVR information and obtain feedback from employees.				
2. November 1, 2016	Operations Manager	Develop an Employee Communication System (e.g., to use in an emergency) and recommend to the Management Team for approval.				
3. At the November 2016 Board meeting	Human Resources Manager	Research and recommend to the Board for direction whether or not to implement an Employment Longevity Package				
4. November 15, 2016	Human Resources Manager	Update the Employee Safety Training resources and collaborate on sharing with other agencies where and when appropriate.				
5. November 15, 2016	Human Resources Manager	Develop and recommend to the Management Team for approval an Employee Recognition Program				