

**MINUTES OF
THE SALINAS VALLEY SOLID WASTE AUTHORITY
SPECIAL BOARD MEETING
JULY 24, 2017**

CALL TO ORDER

President Salinas called the meeting to order at 12:17 p.m.

ROLL CALL

The following Board Directors were present:

County of Monterey	Simon Salinas, <i>President</i>
County of Monterey	John M. Phillips (<i>arrived 12:44 p.m.</i>)
City of Salinas	Gloria De La Rosa, <i>Alt. Vice President</i>
City of Salinas	Kimbley Craig (<i>arrived 12:56 p.m.</i>)
City of Gonzales	Elizabeth Silva
City of Soledad	Christopher K. Bourke
City of Greenfield	Avelina Torres
City of King	Robert Cullen, <i>Vice President</i>
City of King	Darlene Acosta (<i>alternate</i>)

The following Board Directors were absent:

City of Salinas	Tony Barrera
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Staff Members Present:

Patrick Mathews, General Manager/CAO
Cesar Zuñiga, Asst. GM/Operations
Manager
Ray Hendricks, Finance Manager

Brian Kennedy, Engineering & Environmental
Compliance Manager
Linda Vasquez, Administrative Assistant II
Mike Silva, Field Operations Supervisor I
Erika J. Trujillo, Clerk of the Board

MEETING ANNOUNCEMENTS

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

PUBLIC COMMENT

(12:18) None

CONSENT AGENDA (12:18)

1. June 2017 Quarterly Cash and Investment Report
2. Citizens Advisory Group Appointment

Public Comment: None

Board Comments: None

Motion: Director Silva made a motioned to approve the consent agenda as presented. Director Torres seconded the motion.

Votes: Motion carried 6, 0

Ayes: Salinas, De La Rosa, Silva, Bourke, Torres, Cullen

Noes: None

Abstain: None

Absent: Barrera, Craig, Phillips

STRATEGIC PLANNING

3. BOARD OF DIRECTORS AND MANAGEMENT STAFF WORKGROUP TO REVIEW, AND REVISE IF NEEDED, THE MISSION STATEMENT, VISION STATEMENT, CORE VALUES, AND THREE-YEAR GOALS (2016-19) AND IDENTIFY NEW SIX-MONTH OBJECTIVES

(12:19) Facilitator Marilyn Snider, of Snider and Associates lead the strategic planning workshop.

A. Welcome and Purpose of the Retreat

President Simón Salinas welcomed attendees to the Strategic Planning Retreat.

B. Opening Remarks and Introduction of the Facilitator and Recorder

General Manager/CAO Mathews welcomed attendees.

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

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

D. Verbal Update on Long Term Facility Needs (LTFN) Project Environmental Impact Report (EIR) and Other Due Diligence Studies/Activities

(12:22) General Manager/CAO Mathews reported the following related to the EIR and Other Due Diligences Studies/Activities:

- *Some of the EIR Administrative Chapters have been received and are currently under internal review. They will be going to the Citizens Advisory Group for review in the upcoming weeks.*
- *Scoping responses to the EIR where received. They will be part of the draft EIR, responses are currently being worked on by the consultants.*
- *A direct response from the Monterey Regional Waste Management District (MRWMD) was received regarding their offer of services related to the EIR, and the Authority has responded with clarifying questions and information requests to support the LTFN studies.*
- *The analysis on regional landfill waste capacity for Monterey County collectively between MRWMD and the Authority is underway and will be included in the LTFN studies.*
- *Comparison of effective operational rates is being conducted to also be included in the LTFN studies.*
- *Traffic analysis began last week.*
- *One more public information meeting is being scheduled as requested by Director Craig. Staff is working with a local community coordinator to find a location and date.*
- *Authority Management staff participated in Hazardous/Emergency training hosted by the Federal Emergency Management Agency.*

E. Public Comment

None

F. Board of Directors and SVR Management Staff Strategic Planning Group Discussion

- **Introductions of the Group**
- **Salinas Valley Recycles (SVR):**
 - Mission/Purpose Statement**
 - Vision Statement**
 - Core Values/Guiding Principles**
 - Three-Year Goals (2016-2019)**

The Group reviewed and reaffirmed the Mission Statement, Vision Statement, and the Core Values, and reviewed the 2013-16 Strategic Goals.

- **Strengths/ Accomplishments since the January 25, 2017, Strategic Planning Retreat**
The Group listed strengths and accomplishment from the past six months. (see attachment A)

- **Review the Three-Year Goals and Revise if Needed**

The Group reviewed the Goals making no revisions.

- **Identify Six-Month Strategic Objectives, Including Those Proposed by Staff, for Each of the Three-Year Goals**

The group reviewed the objectives proposed by staff making some minor revision and developing new ones.

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

A list of scheduled actions was developed (see Attachment A). The Board discussed future strategic planning processes and selected a tentative date for the next Strategic Planning retreat of Monday, January 29, 2017.

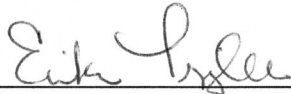
H. Summary of the Retreat and Closing Remarks

The Board of Directors and SVR management staff provided closing remarks, including General Manager Mathews distributing the article by Waste Dive: *What comes next after China's scrap ban surprise?* to the Group.

ADJOURN

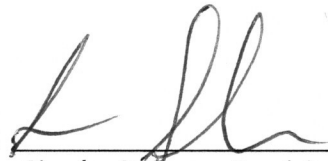
(2:54) President Salinas adjourned the meeting.

Attest:



Erika J. Trujillo, Clerk of the Board

APPROVED:



Simón Salinas, President

SALINAS VALLEY RECYCLES
STRATEGIC PLANNING RETREAT

24 July 2017 • La Gloria Elementary School, Gonzales

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
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

SALINAS VALLEY SOLID WASTE MANAGEMENT AUTHORITY (SALINAS VALLEY RECYCLES)

SIX-MONTH STRATEGIC OBJECTIVES

July 24, 2017 – January 15, 2018

THREE-YEAR GOAL: 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	STATUS		
			DONE	ON TARGET	REVISED
1. At the September 21, 2017 Board meeting and quarterly thereafter	General Manager	Provide to the Board progress reports on the long-term facility needs Environmental Impact Report (EIR), and other due diligence activities.			
2. At the September 21, 2017 Board meeting	Resource Recovery Mgr., with input from the Board	Identify future public outreach efforts, areas of impact, and funding designated for EIR and long-term facilities needs studies public meetings and engagement.			
3. At the October 19, 2017 Board meeting	General Manager and Resource Recovery Mgr.	Present to the Board for consideration a draft plan for the Second Phase of public engagement and feedback regarding the future SVR facility options, EIR and due diligence study outcomes.			
4. By the November 16, 2017 Board meeting	Asst. General Manager Resource Recovery Mgr.	Present to the Board for consideration an implementation plan and funding structure for expanding residential, commercial and agricultural foodwaste recovery programs to comply with State Mandates of AB 876, AB 1826, and SB 1383.			

THREE-YEAR GOAL: REDUCE LANDFILL DISPOSAL FEE DEPENDENCE THROUGH SELF-FUNDED PROGRAMS AND NEW REVENUE SOURCES					
WHEN	WHO	WHAT	STATUS		
			DONE	ON TARGET	REVISED
1. By the November 16, 2017 Board meeting	General Manager Finance Manager	Present to the Board for information an overview of available State and Federal grants and low interest loan programs available for funding future long-term and permanent facility infrastructure needs.			
2. By the December 21, 2017 Board meeting	Finance Manager	Present to the Board for information an update on the progress of establishing self-funding programs to reduce landfill tipping fee dependence.			
3. By the January 18, 2018 Board meeting	Asst. General Manager	Present to the Board for consideration an update and revised costs for options to improve and self-fund construction and demolition recovery efforts.			

THREE-YEAR GOAL: PROMOTE THE VALUE OF SVR SERVICES AND PROGRAMS TO THE COMMUNITY						
WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. November 1, 2017	Marketing Committee (Resource Recovery Manager-lead)	Hire a new Intern for Marketing and Social Media Outreach projects, to continue developing promotions, memes, and videos to maintain and increase followers.				
2. By the January 18, 2018 Board meeting	Six Board Members (Rob Cullen, Liz Silva, Kimbley Craig, Tony Barrera, John Phillips, Chris Bourke)	Attend at least one community event to promote SVR services and programs and report the results to the Board.				
3. By the January 18, 2018 Board meeting	Marketing Committee (Recycling Coordinator – lead)	Present to the Board for information the results of a market research study on target audiences to help realign SVR's marketing and branding strategy to best focus resources that enable the most effective methods of public outreach.				

THREE-YEAR GOAL: MAINTAIN A HIGH PERFORMANCE AND FLEXIBLE WORKFORCE					
WHEN	WHO	WHAT	STATUS		
			DONE	ON TARGET	REVISED
1. Monthly	General Manager	Continue internal small-group employee informational meetings, with potential attendance by Board members.			
2. By the August 17, 2017 Board meeting	General Manager	Present to the Board for consideration changes to the Personnel Organizational Structure to achieve savings and provide for additional regulatory mandates and programmatic service needs.			
3. By October 1, 2017	Finance Manager	Conduct a staff teambuilding retreat to integrate Finance and Administration staff, contingent on Board approval of the Personnel Organizational Structure changes.			
4. At the November 2, 2017 Board Executive Committee meeting	Management and Staff Personnel Committee	Present to the General Manager and Board Executive Committee for input an updated succession plan to address current and future agency needs.			
5. By the November 16, 2017 Board meeting	Assistant General Manager	Expand the current emergency plan to include natural disaster preparedness for all staff and report the results to the Board.			
6. By December 1, 2017	General Manager	Complete 360 Feedback Process for Managers (all staff evaluate their managers).			