



BOARD OF DIRECTORS

MEETING HIGHLIGHTS

January 23, 2014

REMINDER: Strategic Planning Retreat - Thursday, February 13, 2014

2014 Elected Officers

President..... Elizabeth Silva *City of Gonzales*
 Vice President..... Jyl Lutes *City of Salinas*
 Alternate Vice President vacant *County of Monterey*

Past President Armenta was appointed to serve a one-year term on the Executive Committee.



Recognitions

Director Armenta was recognized for his leadership during his presidency in 2012-2013. Local businesses were recognized for their partnership in the used battery collection program. Karen Fellows from Russ's TV Service in Gonzales and Denise Campos with the Monterey County Free Libraries in Soledad and Greenfield were present to receive their recognition.



2013 Annual Employee Survey

The current survey reflected overall improvements from last year's survey in areas such as employee morale and satisfaction towards their jobs and various aspects of the agency. Management will continue to strive to improve employee morale and maintain the Authority's stance of being one of the best places to work in Monterey County.

Strategic Plan Update

The management team presented an update on the current six-month objectives in preparation for the February 13 strategic planning retreat. The Board commended staff for completing the goal to refinance the revenue bonds.

- A. Fund and implement 75% diversion of waste from landfills (5 objectives: 1 completed/3 delayed/1 on target)
- B. Complete development of the Salinas Area Station and Material Recovery Center (3 objectives delayed)
- C. Utilize closed landfills to generate revenue (5 objectives: 3 completed/2 delayed)
- D. Increase public access, involvement and awareness of Authority activities (6 objectives completed)
- E. Reduce costs and improve services at the Johnson Canyon Landfill (4 objectives: 1 completed/3 delayed)

Closed Landfills Revenue Generating Options

The concepts introduced were solar projects, recreational open space, and storage accommodations for most of the properties and specific concepts such as agricultural uses at Jolon Road and a swap meet at Crazy Horse. The Board asked staff to look at the cost to have a consultant develop recommendations and involve the Citizens Advisory Group for input.

Standard & Poor's Rating on 2014 Refunding Bonds

S&P's rating report gave the Authority an A+ rating with a stable outlook. Staff announced that with the restructure of the bonds, staff was able to utilize the \$2.8 million of reserves in the old bond to pay down 10% of the new bond principal. Also the payment to the City of Salinas will be completed sooner than originally planned and staff was able to purchase bond insurance, which increased the agency's rating to AA-.

Financial Report for Month Ended November 2013 (41.7% of the Fiscal Year)

Revenue collected	\$ 7,751,074 (43.0% of Estimated Revenue of \$18,029,847)
Expenditures for operations	\$ 6,603,930 (40.7% of Operating Budget of \$16,242,955)
Cash balance	\$ 14,007,837



REDUCE

REUSE

RECYCLE

"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."



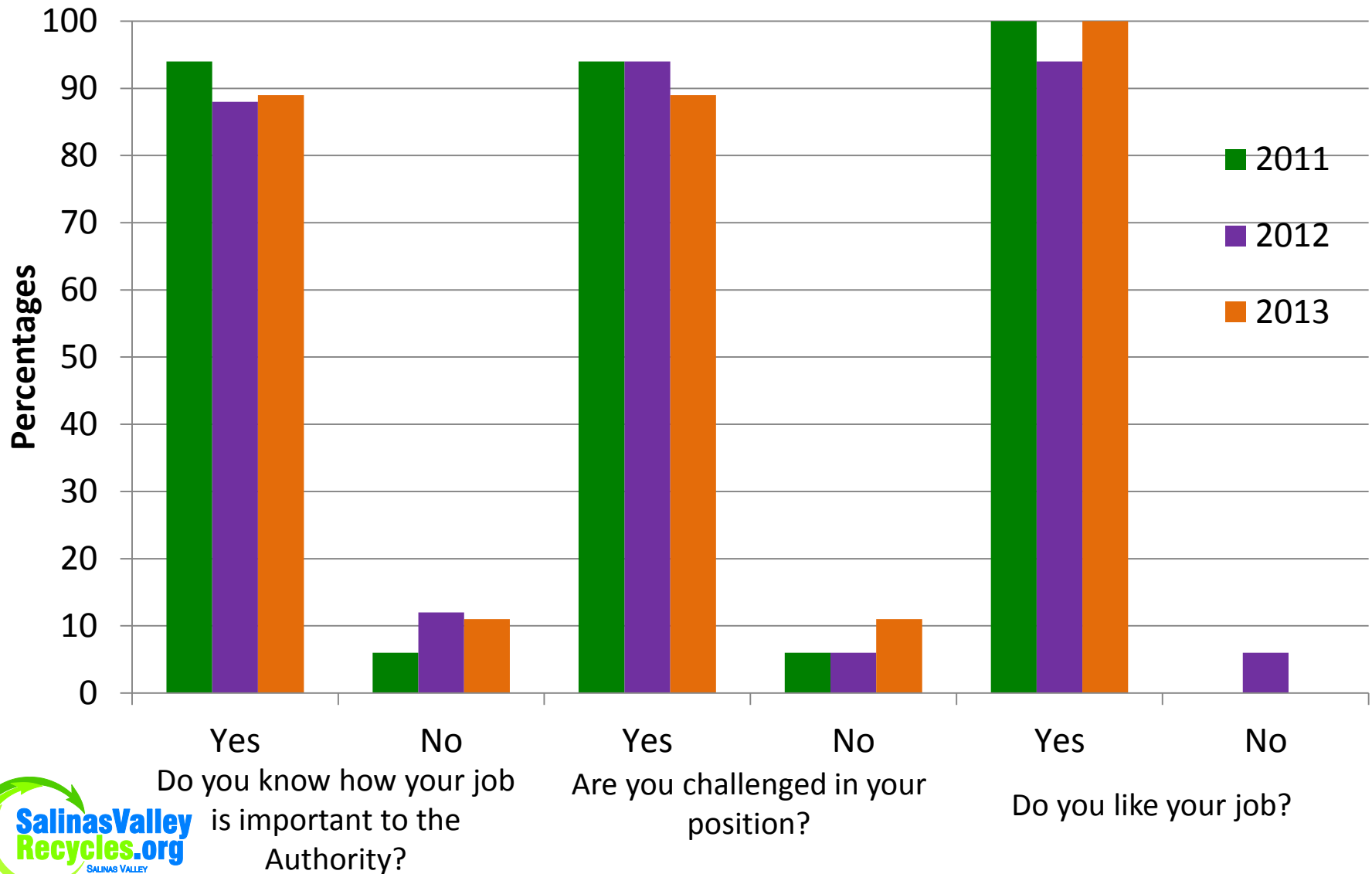
2013 Employee Survey Results

By: Rose Gill
Human Resources /
Organizational Development Manager

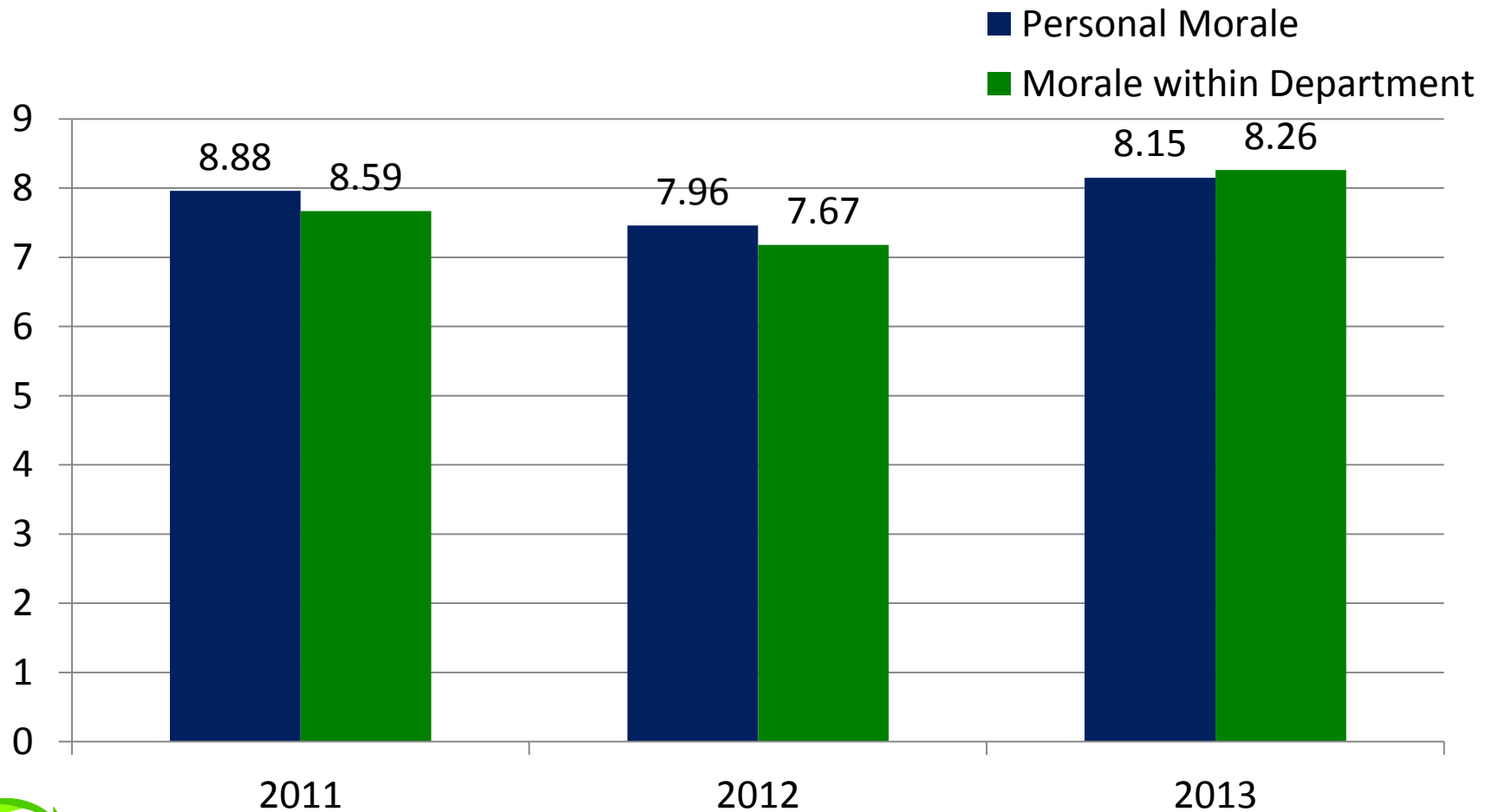
Goal of Survey

- Measure employees' engagement
- Collect ideas for improvement
- Determine morale and satisfaction levels and any trends

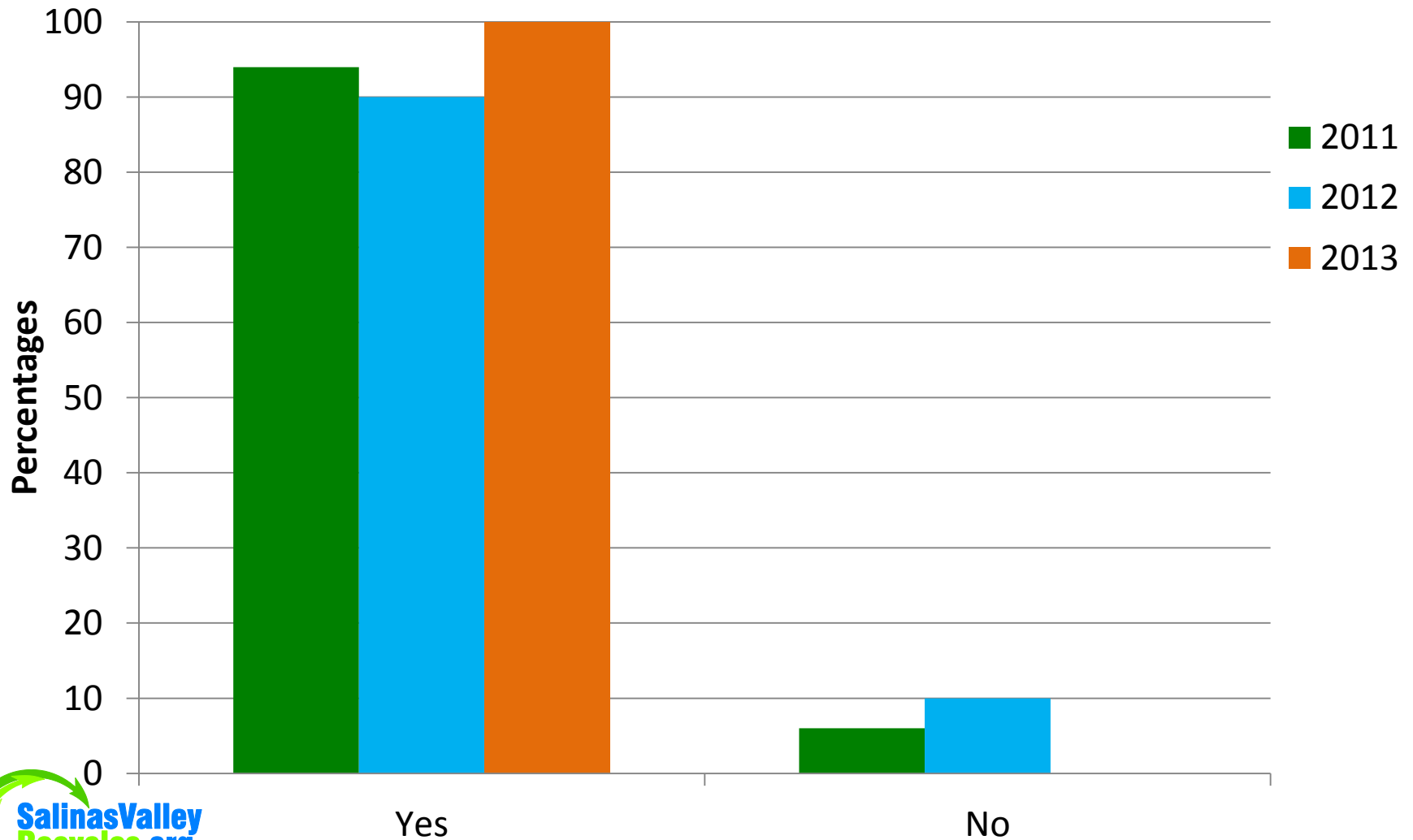
Job Attitude



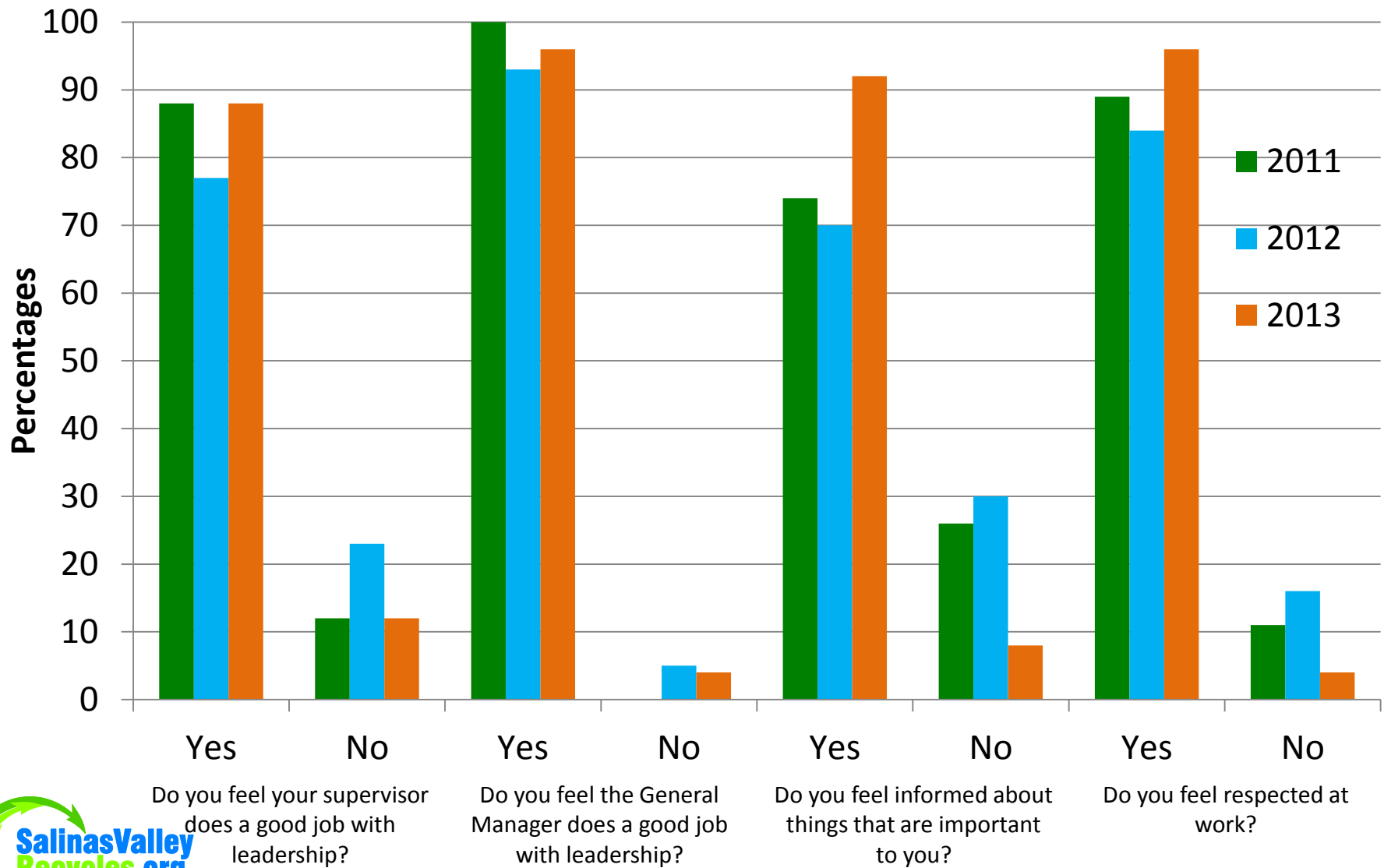
Morale



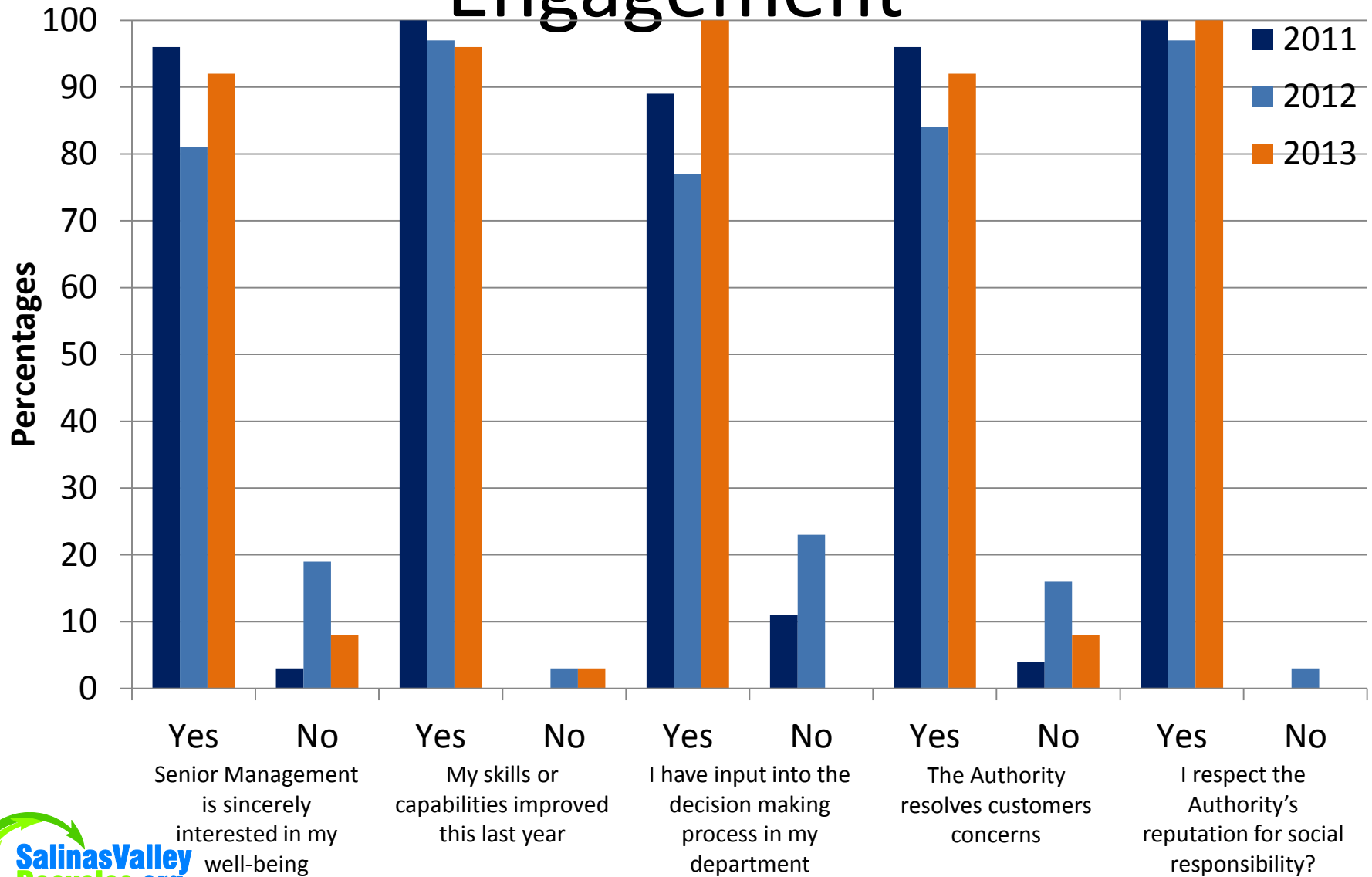
Do you know the Mission, Vision and Goals of the Authority



General Attitude



Engagement



Key Responses

- Morale is up from last year.
- Employees reported positive comments about their jobs
- Outside factors affecting staff moral
- Other items

Next Steps

- Each department will meet with their respective managers to gather initiatives for improvement
- Managers and staff to continue with recommending improvements
- Use the survey as benchmark for improving next years responses



Strategic Plan Update

SVSWA Leadership Team

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

- Plan to increase construction and demolition diversion
- Obtain Global Organics Energy's commitment to provide funding for the commercial autoclave as part of the materials recovery center (MRC)
- USDA Anaerobic Digester Study Grant

GOAL: Fund and Implement 75% Diversion of Waste from Landfills (CONTINUED)

- Complete bond financing
- Request diversion data from private recyclers

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

- Exchange of Sun St properties for City owned property(s)
- Materials Recovery Center/Autoclave Facility project
 - Greenhouse Gas Reduction analysis
 - Flood Plain study on Work Street (Co. Water Resources Agency)
 - Other CEQA activities on hold

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

- Draft lease agreement with Monterey County Emergency Services to site a cell tower at Lewis Road
- Met with Consultant to review some options:
 - CHLF Landfill Gas to Energy Project
 - CHLF Project utilizing pavement and turf area
 - 400 Acres at Jolon Road for revenue generation

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

- Participate in a live or recorded radio stations interviews
- Citizens Advisory Committee
- Community Forums

GOAL: Increase Public Access, Involvement and Awareness of SVSWA Activities (CONTINUED)

- SVSWA public message and current TV ad
- Create two press releases
- Post on Facebook weekly

GOAL: Reduce Costs and Improve Services at Johnson Canyon Landfill

- Landfill Operations RFP is out for bid. Bids are due back on January 24, 2014.
- Staff will compare the cost of a Private Contractor vs. in-house operations to operate Johnson Canyon Landfill.

GOAL: Reduce Costs and Improve Services at Johnson Canyon Landfill (CONTINUED)

- Regional landfill truck route
- Determine the viability of compost operation at JCL



Closed Landfills Revenue Generating Options

January 23, 2014

History

- Johnson Canyon Landfill Gas Power Project – Revenue Generating
- January 18, 2013 Board Retreat
- Goal - to develop sustainable (non-landfill based) revenue sources

Lewis Road Landfill

- Monterey County Emergency Services
Project: To construct a Cell Tower
- Potential Results: A monthly income

Lewis Road Landfill

- Recreational Open Space, i.e. walking trails, exercise trails, dog park, horse trails...

Jolon Road Landfill

- Maintain the Cattle Grazing Lease
- Solar Farm
- Vehicle Storage Lot
- Self-Storage Facility
- Recreational Open Space, i.e. walking trails, exercise trails, dog park, horse trails...
- Drive-In Theater

Jolon Road Landfill

Other agricultural type uses



Crazy Horse Landfill

- Develop a recreational 'green' park
 - Electric Go-carts



Crazy Horse Landfill

- Develop a 'swap meet'
 - An open market allowing bartering or the sale of merchandise to occur within an informal 'landfill-like' atmosphere
- We can call it CrazySwap
- A green business powered by landfill gas

Crazy Horse Landfill

- Vehicle Storage Lot
- Self-Storage Facility
- Storage Yard for a Public Agency
- Recreational Open Space, i.e. walking trails, exercise trails, dog park, horse trails...
- Drive-In Theater
- Golf Driving Range

Issues

- All potential opportunities require capital
- All sites have an inadequate water supply
- Permits, liability, safety, security

Board Direction

Should further study be included in the
FY14-15 Budget for planning?