



**SUPPLEMENTAL MATERIAL
WAS ADDED TO THE
BOARD OF DIRECTORS**

January 18, 2018
AGENDA PACKET

Pertaining to the following Scheduled Items:

1/16/2018

ITEM NO. 10: 2017 EMPLOYEE SURVEY - *Revision of Slide Labeled "Moral"*

ITEM NO. 12: REQUEST FOR FY 2018-19 PRELIMINARY BUDGET DIRECTION - *Added*

ITEM NO. 13: STRATEGIC PLANNING REVIEW & UPDATES – *Revision of Slide Labeled "Next Steps"*

The "*Supplemental Materials*" have been added to the end of its corresponding agenda item in the agenda packet.



AGENDA Regular Meeting

BOARD OF DIRECTORS

January 18, 2018, 6:00 p.m.
Gonzales City Council Chambers
117 Fourth Street, Gonzales, California

CALL TO ORDER

PLEDGE OF ALLEGIANCE

ROLL CALL

Board Directors

County: Simon Salinas, *President*
County: John M. Phillips
Salinas: Gloria De La Rosa, *Alt. Vice-President*
Salinas: Tony R. Barrera
Salinas: Kimbley Craig
Gonzales: Elizabeth Silva
Soledad: Christopher K. Bourke
Greenfield: Avelina T. Torres
King City: Robert S. Cullen, *Vice President*

Alternate Directors

County: Luis Alejo
Salinas: Joseph D. Gunter
Gonzales: Scott Funk
Soledad: Carla Stewart
Greenfield: Yanely Martinez
King City: Darlene Acosta

TRANSLATION SERVICES AND OTHER MEETING ANNOUNCEMENTS

GENERAL MANAGER/CAO COMMENTS

DEPARTMENT MANAGER COMMENTS

BOARD DIRECTOR COMMENTS

PUBLIC COMMENT

Receive public comment from audience on items which are not on the agenda. The public may comment on scheduled agenda items as the Board considers them. Speakers are limited to three minutes at the discretion of the Chair.

ELECTION OF OFFICERS

- A. [2018 ELECTION OF OFFICERS – PRESIDENT, VICE PRESIDENT, AND ALTERNATE VICE PRESIDENT](#)
A. Receive a Report from the Elections Nominating Committee
B. Public Comment
C. Board Discussion
D. Recommended Action – Elections Officers

NEW EMPLOYEE INTRODUCTION

- B. Paloma Zamora, Resource Recovery Technician

CONSENT AGENDA:

All matters listed under the Consent Agenda may be enacted by one motion unless a member of the Board, a citizen, or a staff member requests discussion or a separate vote.

1. [Minutes of December 21, 2017, Special Meeting](#)
2. [November 2017 Claims and Financial Reports](#)
3. [Member and Interagency Activity Report for December 2017 and Upcoming Events](#)
4. [December 2017 Quarterly Investments Report](#)
5. [Update on Long-Term Facility Needs Project Environmental Impact Report and other Due Diligence Studies/Activities](#)
6. [A Resolution Approving an Adjustment to the Operating Budget for Fiscal Year 2017-18](#)
7. [Appointment to the Citizens Advisory Group](#)

8. [2017 Fourth Quarter Customer Service Results and Twelve-Month Comparison](#)

PUBLIC HEARING

9. [SECOND READING AND ADOPTION OF ORDINANCE NO. 10 AMENDING AUTHORITY CODE ARTICLE 2.08 CONFLICT OF INTEREST CODE, SECTION 2.08.010 AND 2.08.020](#)

- A. Receive Report from Patrick Mathews, General Manager/CAO
- B. Board Discussion
- C. Public Hearing
- D. Recommended Action – Conduct Second Reading by Tittle Only and Adopt Ordinance

PRESENTATION

10. [2017 EMPLOYEE SURVEY RESULTS](#)

- A. Receive Report from Monica Ambriz, Human Resource Supervisor
- B. Board Discussion
- C. Public Comment
- D. Recommended Action – None; Informational Only

11. [REPORT OF THE RESULTS OF THE MARKET RESEARCH STUDY TO ASSIST WITH THE REALIGNMENT OF THE MARKETING AND BRANDING STRATEGY](#)

- A. Receive Report from Mandy Brooks, Resource Recovery Manager
- B. Board Discussion
- C. Public Comment
- D. Recommended Action – Accept Report

CONSIDERATION

12. [REQUEST FOR FISCAL YEAR 2018-19 PRELIMINARY BUDGET DIRECTION](#)

- A. Receive Report from Ray Hendricks, Finance and Administration Manager
- B. Board Discussion
- C. Public Comment
- D. Recommended Action – Provide Direction

13. [STRATEGIC PLAN 2016-19 GOALS & OBJECTIVES MONTHLY PROGRESS REPORT AND 6-MONTH OBJECTIVES](#)

- A. Receive Report from Patrick Mathews, General Manager/CAO
- B. Board Discussion
- C. Public Comment
- D. Recommended Action – Accept Report and Provide Direction

FUTURE AGENDA ITEMS

14. [AGENDA ITEMS – VIEW AHEAD SCHEDULE](#)

CLOSED SESSION

Receive public comment from audience before entering into closed session:

15. Pursuant to Government Code Section 54957 (b) to consider the Performance Evaluation of the General Manager/Chief Administrative Officer Patrick Mathews.

RECONVENE

ADJOURNMENT

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This agenda was posted at the Administration Office of the Salinas Valley Solid Waste Authority, 128 Sun St., Ste 101, Salinas, on the Gonzales Council Chambers Bulletin Board, 117 Fourth Street, Gonzales, and the Authority's Website on Thursday, January 11, 2018. The Salinas Valley Solid Waste Authority Board will next meet in regular session on, Thursday, February 15, 2018. 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 ► Public Library Branches in Gonzales, Prunedale and Soledad. In compliance with the Americans with Disabilities Act, if you need special assistance to participate in the meeting, please contact Erika J. Trujillo, 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.*



Report to the Board of Directors

ITEM NO. A

N/A

Finance and Administration
Manager/Controller-Treasurer

General Manager/CAO

N/A

Legal Counsel

Date: January 18, 2018

From: Patrick Mathews, General Manager/CAO

Title: 2018 Election of Officers

RECOMMENDATION

Staff recommends that the Board follow the procedure documented in the Authority Code and elect officers for calendar year 2018.

STRATEGIC PLAN RELATIONSHIP

This is a routine annual item and does not relate to the Board's strategic plan.

FISCAL IMPACT

None

DISCUSSION & ANALYSIS

The Nominating Committee, appointed at the November 2017 meeting (Silva and Barrera), will provide a recommendation for the 2018 Authority Officers: President, Vice President, Alternate Vice President.

Election Procedures:

At the Board meeting, the Board President opens nominations for President. The Nominating Committee nominates an individual, with a second provided by another Board Member. When nominations have concluded, the President will close the nomination for President. The President will then be elected by majority vote through a show of hands.

The procedure is then repeated for the office of Vice President and Alternate Vice President.

In the event of a tie vote for any office, the election will be repeated until a majority vote is determined.

Discretionary Appointment:

Should the Board elect a new President, the Board would then have the option to appoint the Immediate Past President to the Executive Committee for a specified period of time. Staff recommends that the appointment be made for one year, following past practice, but with the term ending at the first regular meeting in January, concurrent with following year's election of officers.

BACKGROUND

The Joint Powers Authority Agreement and Authority Code provides for the election by the Authority Board for the office of President, Vice President, and Alternate Vice President for a term of one year commencing upon election at the regular meeting held in January and ending upon election of a successor at the regular meeting the following January. A Board Member may serve no more than two consecutive terms. Authority Code Sections 2.01.010 and 2.01.011 specify that each elected Office shall rotate between a representative from

the City of Salinas, a south county city (i.e., Gonzales, Greenfield, King City, and Soledad) and the County of Monterey but shall not be from the same member agency's legislative body. The Authority Code further allows a discretionary appointment of the Immediate Past President to the Executive Committee for a transitional period.

ATTACHMENT(S)

1. Elected Officers History

Officers of the Salinas Valley Solid Waste Authority

TERM	PRESIDENT	VICE PRESIDENT	ALTERNATE VICE PRESIDENT
2018			
2017	Simon Salinas County of Monterey	Rob Cullen South County	Gloria De La Rosa City of Salinas
2016	Jyl Lutes ¹ City of Salinas	Simon Salinas County of Monterey	Richard Perez ² City of Soledad
2015	Elizabeth Silva City of Gonzales	Jyl Lutes City of Salinas	Simon Salinas County of Monterey
2014	Elizabeth Silva City of Gonzales	Jyl Lutes City of Salinas	Simon Salinas County of Monterey
2013	Fernando Armenta County of Monterey	Elizabeth Silva City of Gonzales	Jyl Lutes City of Salinas
2012	Fernando Armenta County of Monterey	Elizabeth Silva City of Gonzales	Dennis Donohue City of Salinas
2011	Gloria De La Rosa City of Salinas	Fernando Armenta County of Monterey	Elizabeth Silva City of Gonzales
2010	Gloria De La Rosa City of Salinas	Richard Ortiz ³ City of Soledad	Fernando Armenta County of Monterey
2009	Lou Calcagno Monterey County	Gloria De La Rosa City of Salinas	Richard Ortiz City of Soledad
2008	George Worthy City of Gonzales	Lou Calcagno Monterey County	Gloria De La Rosa City of Salinas
2007	George Worthy City of Gonzales	Lou Calcagno Monterey County	Gloria De La Rosa City of Salinas
2006	Janet Barnes City of Salinas	George Worthy City of Gonzales	Lou Calcagno Monterey County
2005	Janet Barnes City of Salinas	George Worthy City of Gonzales	Lou Calcagno Monterey County
2004	Fernando Armenta Monterey County	Janet Barnes City of Salinas	George Worthy City of Gonzales
2003	Fernando Armenta Monterey County	Janet Barnes City of Salinas	N/A
2002	Zeke Bañales ⁴ City of Greenfield	Fernando Armenta Monterey County	N/A
2001	Jan Collins ⁵ City of Salinas	Zeke Bañales City of Greenfield	N/A
2000	Simon Salinas ⁶ County of Monterey	Jan Collins City of Salinas	N/A
1999	Gary Gerbrandt City of Soledad	Simon Salinas County of Monterey	N/A
1998	Gary Gerbrandt City of Soledad	Simon Salinas County of Monterey	N/A
1997	Juan Olivarez City of Salinas	Fabian Barrera City of Soledad	N/A

¹ Was not re-elected to City Council

² Was not re-elected to City Council

³ Was not re-elected to City Council

⁴ Was not re-elected to City Council

⁵ Declined second term – leaving office at end of year

⁶ Left office of County Supervisor

MINUTES OF
THE SALINAS VALLEY SOLID WASTE AUTHORITY
BOARD MEETING
DECEMBER 21, 2017

CALL TO ORDER

President Salinas called the meeting to order at 6:00 p.m.

ROLL CALL

The following Board Directors were present:

County of Monterey	Simon Salinas, President
County of Monterey	John M. Phillips (<i>arrived at 6:03 p.m.</i>)
City of Salinas	Gloria De La Rosa, Alt. Vice President
City of Salinas	Tony Barrera
City of Salinas	Kimbley Craig
City of Gonzales	Elizabeth Silva
City of Soledad	Christopher K. Bourke
City of Greenfield	Avelina Torres
City of King	Robert Cullen, Vice President

The following Board Directors were absent:

None

Staff Members Present:

Patrick Mathews, General Manager/CAO	Cindy Iglesias, Administrative Assistant II
Cesar Zuñiga, Asst. GM/Operations Manager	Erika J. Trujillo, Clerk of the Board
Brian Kennedy, Engineering & Environmental Compliance Manager	Thomas Bruen, General Counsel

MEETING ANNOUNCEMENTS

(6:01) President Salinas announced translation services were available. No member from the public requested the service.

GENERAL MANAGER COMMENTS

(6:01) General Manager/CAO reminded the Board to report their community work activities on behalf of the Authority.

DEPARTMENT MANAGER COMMENTS

(6:02) None

BOARD DIRECTORS COMMENTS

(6:02) Director Silva stated that the Alta Street Project is currently under way and most of Alta Street has been completely closed causing a significant increase in traffic on Fifth Street.

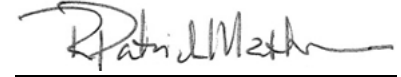
PUBLIC COMMENT

(6:03) Doug Kenyon, General Manager of Republic Services introduced Steve McCaffrey, whom will be assuming his position starting Jan 5, upon Mr. Kenyon's retirement.

Steve McCaffrey introduced himself and provided a summary of his experience in the solid waste industry.

ITEM NO. 1

Agenda Item



General Manager/CAO

T. Bruen by et

General Counsel Approval

RECOGNITIONS

A. A PROCLAMATION TO HONOR DOUG KENYON, GENERAL MANAGER OF REPUBLIC SERVICES UPON HIS RETIREMENT

(6:05) General Manager/CAO Mathews express his appreciation for Mr. Kenyon collaboration with the Authority and presented him with a proclamation.

Public Comment: None

Board Comments: The Board thanked Mr. Kenyon for his service, dedication, and collaboration with not only the Authority but with the community in providing support for veterans, wishing him well in retirement.

CONSENT AGENDA (6:12)

1. Minutes of November 16, 2017, Regular Meeting
2. October 2017 Claims and Financial Reports
3. November 2017 Member and Interagency Activity Report
4. Strategic Plan 2016-19 Goals & Objectives Monthly Progress Report
5. Monterey County Health Department, Environmental Health Bureau, Calendar Year 2016 Used Motor Oil and Filter Recycling Program Annual Report
6. Update on Succession Planning Program
7. Resolution No. 2017- 34 Approving Amendment No. 2 Authorizing a Two-Year Extension to the Professional Services Agreement with BC Laboratories Inc., for Laboratory Analytical Services in an Amount Not Exceed \$66,493.86
8. Resolution No. 2017-35 Approving the Emergency and Natural Disaster Preparedness and Response Plan
9. Resolution No. 2017-36 Awarding the Purchase of a New Replacement 2018 Walking Floor Transfer Trailer to Western Trailer for an Amount of \$80,611.00
10. Resolution No. 2017-37 Declaring Surplus Property and Authorizing the General Manger/CAO to Dispose of Property
11. Self-Funding Programs and Services Report
12. Resolution No. 2017-38 Approving Amendments Nos. 5 Authorizing Four-Year Extensions and Modifications to the Memorandums of Understanding with Management and Non-Management Employees for Fiscal Years 2018-2019 through 2021-2022

Public Comment: None

Board Comments: President Salinas cited the following summary for Item No. 12 in compliance with **Senate Bill 1436**, "before the Board of Directors this evening, as part of agenda Item No. 12 is a recommendation to approve a Salary and Benefit package for the full-time Management Employees. The full-time management employees consist of four Department Managers. The benefit package before the Board of Directors includes: 1) A 3% cost-of-living adjustment for contract years 1 and 2, and an indexed increase of 2-3% for years 3 and 4. 2) A 1% increase in the employee's annual contribution towards health care premiums. 3) A 1% increase in the employee's annual contribution towards PERS retirement".

Motion: Director De La Rosa made a motion to approve the consent agenda as presented. Director Bourke seconded the motion.

Votes: Motion carried 9,0

Ayes: Salinas, Cullen, De La Rosa, Silva, Barrera, Torres, Craig, Bourke, Phillips

Noes: None
Abstain: None
Absent: None

PRESENTATION

13. UPDATE ON RECYCLING MARKETS

(6:14) General Manager/CAO Mathews presented a report on the current recycling market **after China's announcement of the** stricter standards for and reduced demand for importation of recyclables. He detailed the challenges facing the recycling industry with the new standards, the possible solutions being analyzed, and the efforts being made by the Solid Waste Association of North America to keep everyone informed of the potential industry impacts.

Public Comment: Jeff Lindenthal, Director of Communications and Sustainability from Monterey Regional Waste Management District (MRWMD) commented on the collaboration between MRWMD and the Authority in the development of an on-line application for County-wide cell-phone and web use that will assist the public with up-to-date recycling information and resources in an effort to educate, decrease contamination, and obtain a higher quality of recyclable materials.

Doug Kenyon, General Manager of Republic Services commented on the changes being seen since the strict standards were announced and potential solutions.

Board Comments: The Board discussed the presentation.

Motion: None; Informational only

CONSIDERATION

14. DISCUSSION TO ADJUST SOIL DISPOSAL FEES

(6:32) Assistant General Manager/Operations Manager Zuñiga provided a report on the soil tonnage received at the Johnson Canyon Landfill over the last eight years. He explained that the excessive increase seen in the last couple of years is related to the Johnson Canyon Landfill receiving an internal certification by PG&E as a designated disposal facility, therefore, receiving a significant amount of soil from PG&E projects in the Monterey and bay area region. Mr. Zuñiga indicated that despite the gradual rate adjustments made to the tipping fee for the disposal of soil it is nowhere near the tipping fee of bio-solids (sludge) or other commodities accepted as Alternative Daily Cover material.

Public Comment: None

Board Comments: The Board discussed the report inquiring about the possibility of decertification from PG&E and suggesting possible solutions.

Motion: By consensus the Board directed staff to further analyze the option of decertification from PG&E, analyze the percentage received from PG&E projects, and present further options to the Board in conjunction with the preliminary budget at the February meeting.

FUTURE AGENDA ITEMS

15. AGENDA ITEMS – VIEW AHEAD SCHEDULE

(6:50) The Board reviewed the future agenda items.

CLOSED SESSION

16. Pursuant to Government Code Section 54956.8 to confer with General Counsel and real property negotiators General Manager/CAO Patrick Mathews, Asst. General Manager/Operation Manager Cesar Zuniga, and Legal Counsel Tom Bruen concerning the possible terms and conditions of acquisition, lease, exchange or sale of 1) Salinas Valley Solid Waste Authority Property, APNs 003-051-086 and 003-051-087, located at 135-139 Sun Street, Salinas, CA, and 2) Harrison Rd & Sala Rd, Salinas, CA 93907, APN 113-091-017

(6:51) President Salinas invited public comment.

Public Comment: None

(6:51) President Salinas adjourned the meeting into closed session to discuss Item No. 16.

RECONVENE



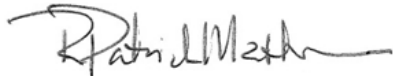
(7:01) President Salinas reconvened the meeting to open session. General Counsel Bruen reported that the Board voted to not make the January 2018 payment on the Option and Purchase Agreement of the Harrison Road, Salinas, CA 93907, APN 113-091-017 property. The Agreement will expire on January 31, 2018.

ADJOURN

(7:02) President Salinas adjourned the meeting.

APPROVED: _____
Simón Salinas, President

Attest: _____
Erika J. Trujillo, Clerk of the Board

 <p>Report to the Board of Directors</p>	<p>ITEM NO. 2</p>
<p>Date: January 18, 2018</p> <p>From: C. Ray Hendricks, Finance and Administration Manager</p> <p>Title: November 2017 Claims and Financial Reports</p>	<p></p> <p>Finance and Administration Manager/Controller-Treasurer</p> <p></p> <p>General Manager/CAO</p> <p>N/A</p> <p>General Counsel</p>

RECOMMENDATION

The Executive Committee recommends acceptance of the November 2017 Claims and Financial Reports.

DISCUSSION & ANALYSIS

Please refer to the attached financial reports and checks issued report for the month of November for a summary of the Authority's financial position as of November 30, 2017, the following are highlights of the Authority's financial activity for the month of November.

Results of Operations (Consolidated Statement of Revenues and Expenditures)

For the month of November 2017, operating revenues exceeded expenditures by \$1,057,312. Fiscal year 2017-2018 to date operating revenue exceeded expenditures by \$2,937,659.

Revenues (Consolidated Statement of Revenues and Expenditures)

After five months of the fiscal year, (41.67% of the fiscal year), revenues total \$9,621,070 or 52.4% of the total annual revenues forecast of \$18,364,750. November Tipping Fees totaled \$1,234,102 and for the year to date totaled \$6,202,168 or 51.0% of the forecasted total of \$12,158,750.

Operating Expenditures (Consolidated Statement of Revenues and Expenditures)

As of November 30, (41.67% of the fiscal year), year-to-date operating expenditures total \$6,683,411. This is 40.0% of the operating budget of \$16,720,000.

Capital Project Expenditures (Consolidated Grant and CIP Expenditures Report)

For the month of November 2017, capital project expenditures totaled \$49,537. \$29,064 of the total was for Long Range Facility Needs EIR and \$10,316 was for the 2017-18 Tire Amnesty Program.

Claims Checks Issued Report

The Authority's Checks Issued Report for the month of November 2017 is attached for review and acceptance. November disbursements total \$1,291,574.36 of which \$553,371.92 was paid from the payroll checking account for payroll and payroll related benefits.

Following is a list of vendors paid more than \$50,000 during the month of November 2017.

Vendor	Service	Amount
WASTE MGMT INC	SALINAS FRANCHISE WASTE TO MADISON	164,492.60
VISION RECYCLING INC	DIVERSION, C&D SVCS, MTHLY GREEN/WOOD WASTE PRCSNG	96,004.62

Cash Balances

The Authority's cash position increased \$468,188.17 during November to \$24,134,728.44. Most of the cash balance is restricted, held in trust, committed, or assigned as shown below.

Restricted by Legal Agreements:	
Johnson Canyon Closure Fund	3,969,952.32
State & Federal Grants	129,868.96
BNY - Bond 2014A Payment	-
BNY - Bond 2014B Payment	-
BNY - Sub Pmt Cap One 2014 Eq Lease	-
GEO Deposit (CEQA)	155.16
Funds Held in Trust:	
Central Coast Media Recycling Coalition	91,444.26
Employee Unreimbursed Medical Claims	1,665.86
Committed by Board Policy:	
AB939 Services	354,868.72
Designated for Capital Projects Reserve	1,941,749.15
Designated for Environmental Impairment Reserve	861,776.73
Designated for Operating Reserve	861,776.73
Expansion Fund (South Valley Revenues)	8,243,793.52
Salinas Rate Stabilization Fund	24,324.06
Assigned by Budget	
Assigned for Capital Projects	7,289,226.83
Available for Operations	364,126.14
Total	<u>24,134,728.44</u>

ATTACHMENTS

1. November 2017 Consolidated Statement of Revenues and Expenditures
2. November 2017 Consolidated Grant and CIP Expenditures Report
3. November 2017 Checks Issued Report



Salinas Valley Solid Waste Authority

Consolidated Statement of Revenues and Expenditure

For Period Ending November 30, 2017

	CURRENT BUDGET	M-T-D REV/EXP	Y-T-D REV/EXP	% OF BUDGET	REMAINING BALANCE	Y-T-D ENCUMBRANCES	UNENCUMBERED BALANCE
<u>Revenue Summary</u>							
Tipping Fees - Solid Waste	12,158,750	1,234,102	6,202,168	51.0 %	5,956,582	0	5,956,582
Tipping Fees - Surcharge	1,803,000	180,995	890,089	49.4 %	912,911	0	912,911
Tipping Fees - Diverted Materials	1,442,700	399,037	1,236,486	85.7 %	206,214	0	206,214
AB939 Service Fee	2,309,800	193,308	966,540	41.8 %	1,343,260	0	1,343,260
Charges for Services	124,500	3,874	35,943	28.9 %	88,557	0	88,557
Sales of Materials	244,000	10,061	111,607	45.7 %	132,393	0	132,393
Gas Royalties	220,000	0	68,866	31.3 %	151,134	0	151,134
Investment Earnings	62,000	6,958	83,631	134.9 %	(21,631)	0	(21,631)
Grants/Contributions	0	0	0	0.0 %	0	0	0
Other Non-Operating Revenue	0	59	25,741	0.0 %	(25,741)	0	(25,741)
Total Revenue	18,364,750	2,028,394	9,621,070	52.4 %	8,743,680	0	8,743,680
<u>Expense Summary</u>							
Executive Administration	443,150	26,700	136,599	30.8 %	306,551	802	305,749
Administrative Support	503,550	34,843	192,515	38.2 %	311,035	84,571	226,464
Human Resources Administration	194,050	11,605	64,500	33.2 %	129,550	3,157	126,393
Clerk of the Board	168,600	9,304	62,716	37.2 %	105,884	3,726	102,158
Finance Administration	754,050	36,188	245,467	32.6 %	508,583	5,384	503,199
Operations Administration	454,100	23,089	134,171	29.5 %	319,929	6,467	313,461
Resource Recovery	907,050	52,061	300,370	33.1 %	606,680	2,939	603,741
Marketing	75,000	22,735	34,352	45.8 %	40,648	36,956	3,692
Public Education	224,150	2,900	38,905	17.4 %	185,245	104,887	80,358
Household Hazardous Waste	775,200	67,220	227,514	29.3 %	547,686	22,499	525,187
C & D Diversion	140,000	34,991	73,081	52.2 %	66,919	46,919	20,000
Organics Diversion	796,200	61,013	280,958	35.3 %	515,242	515,242	0
Diversion Services	18,000	3,325	4,925	27.4 %	13,075	0	13,075



Salinas Valley Solid Waste Authority

Consolidated Statement of Revenues and Expenditure

For Period Ending November 30, 2017

	CURRENT BUDGET	M-T-D REV/EXP	Y-T-D REV/EXP	% OF BUDGET	REMAINING BALANCE	Y-T-D ENCUMBRANCES	UNENCUMBERED BALANCE
Scalehouse Operations	554,450	44,577	217,128	39.2 %	337,322	9,820	327,501
JR Transfer Station	353,950	17,547	118,155	33.4 %	235,795	16,679	219,116
JR Recycling Operations	158,900	11,717	42,443	26.7 %	116,457	0	116,457
ML Transfer Station	265,000	52,571	211,587	79.8 %	53,413	53,413	0
SS Disposal Operations	746,400	52,912	358,308	48.0 %	388,092	74,275	313,817
SS Transfer Operations	1,083,050	100,374	528,776	48.8 %	554,274	50,297	503,977
SS Recycling Operations	700,150	48,185	213,935	30.6 %	486,215	51,397	434,818
JC Landfill Operations	2,404,650	138,992	830,867	34.6 %	1,573,783	613,935	959,848
JC Recycling Operations	360,400	17,106	90,849	25.2 %	269,551	678	268,872
Crazy Horse Postclosure Maintenance	609,800	18,218	133,693	21.9 %	476,107	149,640	326,467
Lewis Road Postclosure Maintenance	226,500	12,836	78,013	34.4 %	148,487	61,475	87,012
Johnson Canyon ECS	312,600	24,223	77,126	24.7 %	235,474	110,161	125,313
Jolon Road Postclosure Maintenance	215,050	9,374	134,594	62.6 %	80,456	20,266	60,191
Sun Street ECS	178,500	10,309	51,521	28.9 %	126,979	86,546	40,432
Debt Service - Interest	1,619,100	0	816,418	50.4 %	802,682	0	802,682
Debt Service - Principal	1,229,900	0	852,068	69.3 %	377,832	0	377,832
Closure Set-Aside	248,500	26,164	131,853	53.1 %	116,647	0	116,647
Total Expense	16,720,000	971,082	6,683,411	40.0 %	10,036,589	2,132,130	7,904,459
Revenue Over/(Under) Expenses	1,644,750	1,057,312	2,937,659	178.6 %	(1,292,909)	(2,132,130)	839,221



Salinas Valley Solid Waste Authority

Consolidated Grant and CIP Expenditure Report

For Period Ending November 30, 2017

	CURRENT BUDGET	M-T-D REV/EXP	Y-T-D REV/EXP	% OF BUDGET	REMAINING BALANCE	Y-T-D ENCUMBRANCES	UNENCUMBERED BALANCE
Fund 180 - Expansion Fund							
180 9804 Long Range Facility Needs EIR	446,982	19,633	51,276	11.5 %	395,706	364,825	30,881
180 9805 Harrison Road	75,000	0	0	0.0 %	75,000	0	75,000
180 9806 Long Range Financial Model	60,261	0	0	0.0 %	60,261	0	60,261
180 9807 GOE Autoclave Final Project	100,000	0	0	0.0 %	100,000	0	100,000
Total Fund 180 - Expansion Fund	682,243	19,633	51,276	7.5 %	630,967	364,825	266,142
Fund 211 - Grants							
211 9206 HHW HD25-15-0003	13,679	418	1,313	9.6 %	12,366	123	12,242
211 9209 Tire Derived Aggregate 5-15-0004	66,373	0	1,533	2.3 %	64,840	0	64,840
211 9213 Tire Amnesty 2017-18	62,832	10,316	10,316	16.4 %	52,517	36,345	16,172
211 9214 Organics Program 2016-17	1,341,865	0	0	0.0 %	1,341,865	0	1,341,865
211 9216 AB2766 Motor Vehicle Emission Re	379,335	0	0	0.0 %	379,335	0	379,335
211 9247 Cal Recycle - CCPP	76,499	(900)	2,401	3.1 %	74,098	0	74,098
211 9251 Cal Recycle - 2015-16 CCPP	45,052	0	5,170	11.5 %	39,882	3,525	36,357
211 9252 Cal Recycle - 2016-17 CCPP	61,955	0	10,550	17.0 %	51,405	0	51,405
Total Fund 211 - Grants	2,047,590	9,834	31,283	1.5 %	2,016,307	39,993	1,976,315
Fund 216 - Reimbursement Fund							
216 9802 Autoclave Demonstration Unit	141,499	0	402	0.3 %	141,097	0	141,097
216 9804 Long Range Facility Needs EIR	221,126	9,431	24,443	11.1 %	196,683	182,518	14,165
Total Fund 216 - Reimbursement Fund	362,625	9,431	24,845	6.9 %	337,780	182,518	155,262
Fund 800 - Capital Improvement Projects Fu							
800 9103 Closed Landfill Revenue Study	24,831	0	0	0.0 %	24,831	0	24,831
800 9104 Organics System Expansion Study	35,000	0	0	0.0 %	35,000	0	35,000
800 9316 CH Corrective Action Program	253,000	0	0	0.0 %	253,000	0	253,000
800 9319 CH LFG System Improvements	116,500	0	0	0.0 %	116,500	0	116,500
800 9401 LR LFG Replacement	16,563	0	13,000	78.5 %	3,563	241	3,322



Salinas Valley Solid Waste Authority

Consolidated Grant and CIP Expenditure Report

For Period Ending November 30, 2017

	CURRENT BUDGET	M-T-D REV/EXP	Y-T-D REV/EXP	% OF BUDGET	REMAINING BALANCE	Y-T-D ENCUMBRANCES	UNENCUMBERED BALANCE
800 9402 LFG Well Replacement	30,000	0	0	0.0 %	30,000	0	30,000
800 9501 JC LFG System Improvements	40,000	0	0	0.0 %	40,000	0	40,000
800 9506 JC Litter Control Barrier	68,179	10,499	10,499	15.4 %	57,680	32,081	25,599
800 9507 JC Corrective Action	100,000	0	0	0.0 %	100,000	0	100,000
800 9508 JC Drainage Modifications	35,000	0	0	0.0 %	35,000	0	35,000
800 9509 JC Groundwater Wells	140,008	140	1,483	1.1 %	138,525	2,918	135,607
800 9510 JC LFG System (Vertical Wells)	90,000	0	0	0.0 %	90,000	0	90,000
800 9511 JC LFG System (Horizontal Wells)	35,321	0	0	0.0 %	35,321	0	35,321
800 9526 JC Equipment Replacement	130,900	0	0	0.0 %	130,900	0	130,900
800 9527 JC Module 7 Engineering and Cons	3,500,000	0	0	0.0 %	3,500,000	0	3,500,000
800 9528 JC Roadway Improvements	2,218,937	0	0	0.0 %	2,218,937	0	2,218,937
800 9529 JC Leachate Handling Sys	39,531	0	0	0.0 %	39,531	0	39,531
800 9601 JR Transfer Station Improvements	85,362	0	0	0.0 %	85,362	0	85,362
800 9602 JR Equipment Purchase	47,997	0	0	0.0 %	47,997	0	47,997
800 9701 SSTs Equipment Replacement	350,230	0	56,154	16.0 %	294,076	0	294,076
Total Fund 800 - Capital Improvement Proje	7,357,359	10,639	81,136	1.1 %	7,276,223	35,240	7,240,983
Total CIP Expenditures	10,449,818	49,537	188,540	1.8 %	10,261,278	622,577	9,638,701

Salinas Valley Solid Waste Authority
Checks Issued Report for 11/1/2017 to 11/30/2017

Check #		Check Date	Amount	Check Total
19284	AMERICAN SUPPLY CO. ALL SITES CUSTODIAL SUPPLIES	11/1/2017	188.98	188.98
19285	ASBURY ENVIRONMENTAL SERVICES MONTHLY HHW USED OIL HAULING & DISPOSAL	11/1/2017	80.00	80.00
19286	BECKS SHOES AND REPAIR SSTS UNIFORMS SUPPLIES	11/1/2017	566.46	566.46
19287	CARDLOCK FUELS SYSTEM, INC. ALL SITES EQUIPMENT FUEL	11/1/2017	8,696.73	8,696.73
19288	CESAR ZUÑIGA SWANA CONFERENCE LODGING: JC SWANA CONFERENCE LODGING: CZ SWANA CONFERENCE LODGING: OG	11/1/2017	1,264.75 1,264.75 1,264.75	3,794.25
19289	CLARK PEST CONTROL, INC ADMIN BUILDING PEST CONTROL	11/1/2017	93.00	93.00
19290	COAST COUNTIES TRUCK & EQUIPMENT CO. SSTS VEHICLE MAINTENANCE	11/1/2017	3,373.39	3,373.39
19291	CSC OF SALINAS/YUMA SSTS & JR EQUIPMENT MAINTENANCE	11/1/2017	2,674.58	2,674.58
19292	**VOID**	11/1/2017	-	-
19293	CUTTING EDGE SUPPLY JC EQUIPMENT MAINTENANCE	11/1/2017	2,745.36	2,745.36
19294	EAGLE STAR SECURITY SSTS SECURITY SERVICES	11/1/2017	2,304.00	2,304.00
19295	EAST BAY TIRE CO. JC VEHICLE MAINTENANCE	11/1/2017	24.50	24.50
19296	ENRIQUE CARRILLO JR. ALL SITES VEHICLE AND EQUIPMENT MAINTENANCE	11/1/2017	7,714.86	7,714.86
19297	FIRST ALARM QUARTERLY ALL SITES ALARM SERVICE	11/1/2017	35.00	35.00
19298	GABILAN OAKS, LLC EMPLOYEE END OF THE YEAR MEETING	11/1/2017	1,188.00	1,188.00
19299	GOLDEN STATE TRUCK & TRAILER REPAIR SSTS VEHICLE MAINTENANCE	11/1/2017	7,355.31	7,355.31
19300	GONZALES ACE HARDWARE JC FACILITY MAINTENANCE	11/1/2017	16.18	16.18
19301	GRAINGER JC & SSTS SAFETY AND FACILITY SUPPLIES	11/1/2017	1,356.34	1,356.34

Salinas Valley Solid Waste Authority
Checks Issued Report for 11/1/2017 to 11/30/2017

Check #		Check Date	Amount	Check Total
19302	GREEN RUBBER - KENNEDY AG, LP JC FACILITY MAINTENANCE	11/1/2017	640.25	640.25
19303	HD SUPPLY CONSTRUCTION SUPPLY, LTD BRANCH #6186 SSTS FACILITY IMPROVEMENTS	11/1/2017	947.51	947.51
19304	HERC RENTALS INC. SSTS FACILITY MAINTENANCE	11/1/2017	1,966.50	1,966.50
19305	JAVIER RODRIGUEZ COMPOSTING WORKSHOPS	11/1/2017	360.00	360.00
19306	JIMENEZ AUTO BODY PARTS, INC. ADMIN VEHICLE MAINTENANCE	11/1/2017	344.89	344.89
19307	JOHNSON ASSOCIATES CH FACILITY MAINTENANCE	11/1/2017	54.57	54.57
19308	MANDY BROOKS SUPPLIES FOR GARDEN WORK DAY	11/1/2017	32.65	32.65
19309	MANUEL PEREA TRUCKING, INC. JR & SSTS EQUIPMENT TRANSPORTATION SERVICES	11/1/2017	1,650.00	1,650.00
19310	MONTEREY AUTO SUPPLY INC SSTS VEHICLE SUPPLIES	11/1/2017	74.80	74.80
19311	NETPIPE INTERNET SERVICES MONTHLY NETWORK SERVICES	11/1/2017	450.00	450.00
19312	OFFICE DEPOT ADMIN, RR, HHW, SSTS, OFFICE SUPPLIES	11/1/2017	1,219.07	1,219.07
19313	PEOPLEREADY INC. JC CONTRACTED LABOR	11/1/2017	220.37	220.37
19314	PHILIP SERVICES CORP JULY HHW DISPOSAL SUPPLIES	11/1/2017	5,345.00	5,345.00
19315	QUINN COMPANY SSTS EQUIPMENT MAINTENANCE	11/1/2017	2,649.56	2,649.56
19316	SHARPS SOLUTIONS, LLC MONTHLY SHARPS HAULING DISPOSAL	11/1/2017	200.00	200.00
19317	STURDY OIL COMPANY SSTS VEHICLE MAINTENANCE	11/1/2017	564.01	564.01
19318	SUPERIOR BAG MANUFACTURING LLC SCALE HOUSE OFFICE SUPPLIES	11/1/2017	246.10	246.10
19319	TRI-COUNTY FIRE PROTECTION, INC. SSTS FACILITY MAINTENANCE	11/1/2017	1,355.93	1,355.93
19320	TRUCKSIS ENTERPRISES INCORPORATED FOOD WASTE LABELS	11/1/2017	2,017.62	2,017.62

Salinas Valley Solid Waste Authority
Checks Issued Report for 11/1/2017 to 11/30/2017

Check #		Check Date	Amount	Check Total
19321	WASTE MANAGEMENT INC SALINAS FRANCHISE WASTE TO MADISON	11/1/2017	58,045.33	58,045.33
19322	WASTE MANAGEMENT INC SALINAS FRANCHISE WASTE TO MADISON	11/1/2017	53,876.54	53,876.54
19323	WRIGHT EXPRESS FINANCIAL SERVICES CORPORATION ALL SITES VEHICLE FUEL	11/1/2017	2,378.81	2,378.81
19324	CSU-MONTEREY BAY SUPERVISOR'S TRAINING	11/1/2017	2,160.00	2,160.00
19325	ASSOCIATION OF ENVIRONMENTAL PROFESSIONALS AEP MEMBERSHIP RENEWAL	11/8/2017	150.00	150.00
19326	AT&T SERVICES INC MONTHLY TELEPHONE SERVICE	11/8/2017	1,028.35	1,028.35
19327	CALIFORNIA WATER SERVICE SSTS & JR WATER SERVICE	11/8/2017	725.85	725.85
19328	CLINTON HENDRICKS LCW TRAINING	11/8/2017	36.00	36.00
19329	COAST COUNTIES TRUCK & EQUIPMENT CO. SSTS VEHICLE MAINTENANCE	11/8/2017	133.62	133.62
19330	COMCAST ANNUAL INTERNET SERVICE	11/8/2017	184.70	184.70
19331	CORIX WATER PRODUCTS SSTS FACILITY IMPROVEMENTS	11/8/2017	450.11	450.11
19332	DATA FLOW CHECK STOCK RESUPPLY	11/8/2017	257.55	257.55
19333	DEBORAH L CUTLER OPS VEHICLE MAINTENANCE	11/8/2017	120.00	120.00
19334	DOUGLAS NOLAN ROCK STEADY JUGGLING SCHOOL ASSEMBLY PROGRAM	11/8/2017	2,000.00	2,000.00
19335	ERNEST BELL D. JR ADMIN, SSTS & JC JANITORIAL SERVICES	11/8/2017	4,104.00	4,104.00
19336	FIRST ALARM QUARTERLY ALL SITES ALARM SERVICE	11/8/2017	303.00	303.00
19337	GOLDEN STATE TRUCK & TRAILER REPAIR SSTS EQUIPMENT & VEHICLE MAINTENANCE	11/8/2017	339.99	339.99
19338	GONZALES ACE HARDWARE JC FACILITY & VEHICLE MAINTENANCE	11/8/2017	30.88	30.88
19339	GRAINGER SSTS VEHICLE MAINTENANCE	11/8/2017	81.66	81.66

Salinas Valley Solid Waste Authority
Checks Issued Report for 11/1/2017 to 11/30/2017

Check #		Check Date	Amount	Check Total
19340	GREEN RUBBER - KENNEDY AG, LP JR VEHICLE MAINTENANCE	11/8/2017	26.35	26.35
19341	HD SUPPLY CONSTRUCTION SUPPLY, LTD BRANCH #6186 JR ENVIRONMENTAL IMPROVEMENTS	11/8/2017	227.10	227.10
19342	KING CITY HARDWARE INC. JR FACILITY MAINTENANCE	11/8/2017	29.66	29.66
19343	MARTA M. GRANADOS BD MEETING INTERPRETER	11/8/2017	180.00	180.00
19344	MONICA AMBRIZ LCW TRAINING CALPERS CONFERENCE	11/8/2017	34.00 173.00	207.00
19345	MONTEREY AUTO SUPPLY INC SSTS VEHICLE MAINTENANCE	11/8/2017	185.81	185.81
19346	MONTEREY COUNTY TREASURER/TAX COLLECTOR 139 SUN ST. PROPERTY TAX 2017	11/8/2017	13,718.49	13,718.49
19347	NETPIPE INTERNET SERVICES MONTHLY NETWORK SERVICES	11/8/2017	225.00	225.00
19348	OFFICE DEPOT SCALE HOUSE OFFICE SUPPLIES, HHW,	11/8/2017	506.40	506.40
19349	ONE STOP AUTO CARE/V & S AUTO CARE, INC ADMIN & RR VEHICLE MAINTENANCE	11/8/2017	98.80	98.80
19350	PINNACLE MEDICAL GROUP ACCOUNT # 5520041-30	11/8/2017	130.00	130.00
19351	PROBUILD COMPANY LLC JR FACILITY MAINTENANCE	11/8/2017	50.20	50.20
19352	PURE WATER BOTTLING ALL SITES BOTTLED WATER SERVICE	11/8/2017	460.35	460.35
19353	R. PATRICK MATHEWS BALTIMORE CAB: AIRPORT TAXI FOR SWANA CONF	11/8/2017	40.25	40.25
19354	RETURNS R US, INC. PHARMACEUTICAL TAKE-BACK KIT ALLCARE PHARMACY	11/8/2017	450.00	450.00
19355	AECOM TECHNICAL SERVICES, INC. PROJECT DESIGN AND CEQA SERVICES	11/16/2017	28,292.34	28,292.34
19356	AT&T SERVICES INC MONTHLY TELEPHONE SERVICE	11/16/2017	187.02	187.02
19357	CARDLOCK FUELS SYSTEM, INC. SSTS CLEARED & DYED DIESEL	11/16/2017	5,010.45	5,010.45
19358	CITY CLERKS ASSOCIATION OF CALIFORNIA EDUCATION WORKSHOP - PUBLIC RECORDS ACT	11/16/2017	75.00	75.00

Salinas Valley Solid Waste Authority
Checks Issued Report for 11/1/2017 to 11/30/2017

Check #		Check Date	Amount	Check Total
19359	CITY OF SALINAS (ENVIRONMENTAL COMPLIANCE BUREAU) SSTS STORM WATER INSPECTION	11/16/2017	225.75	225.75
19360	CLINTON HENDRICKS CALPERS EDUCATIONAL FORUM - TRAVEL REIMBURSEMENT	11/16/2017	626.36	626.36
19361	COSTCO WHOLESALE ALL SITES SUPPLIES	11/16/2017	393.04	393.04
19362	ERIKA TRUJILLO CLERK CONFERENCE	11/16/2017	6.00	6.00
19363	ERNESTO NATERA CONFERENCE TRAVEL/LODGING REIMBURSEMENT	11/16/2017	625.19	625.19
19364	FIRST ALARM SSTS ALARM SERVICES	11/16/2017	43.50	43.50
19365	FULL STEAM STAFFING LLC JC & SSTS CONTRACT LABOR	11/16/2017	6,566.70	6,566.70
19366	GABILAN OAKS, LLC A/V EQUIPMENT RENTAL	11/16/2017	75.00	75.00
19367	JOHNSON ASSOCIATES HHW MOBILE TRUCK BATTERY DISCONNECT	11/16/2017	38.18	38.18
19368	OFFICE DEPOT OPS, SCALE, ADMIN OFFICE SUPPLIES	11/16/2017	1,889.48	1,889.48
19369	PHILIP SERVICES CORP HHW DISPOSALS AND MATERIALS	11/16/2017	30,806.88	30,806.88
19370	SOUTH COUNTY NEWSPAPER RR TECH JOB ANNOUNCEMENT AD	11/16/2017	399.00	399.00
19371	THOMAS M BRUEN ADMIN LEGAL SERVICES	11/16/2017	3,214.85	3,214.85
19372	US BANK CORPORATE PAYMENT SYSTEM AMAZON.COM: OFFICE SUPPLIES AMAZON: PRIUS VEHICLE SUPPLY AMAZON: SSTS OFFICE SUPPLIES LUCID: SOFTWARE ANNUAL FEE EAP: ENGINEERING ASSOCIATION OF ENVIRONMENTAL MEMBERSHIP AMAZON: BACKUP HARD DRIVES BATTERIES PLUS BULBS: ADM PRIUS VEHICLE SUPPLIES CONFIRMATIONS.COM: BNY BOND CONFIRMATION SMART & FINAL: OCTOBER BOARD MEETING SUBWAY: BOARD OF DIRECTORS MEETING LA PLAZA BAKERY: BOARD OF DIRECTORS MEETING BWI AIRPORT TAXI: AIRPORT TRANSPORTATION SMART&FINAL: CAG MEETING REFRESHMENTS EL POLLO LOCO: CAG MEETING SNACKS EXPERIAN:CREDIT CHECKS CSDA CONFERENCE - PARKING SAFEWAY: EXECUTIVE COMMITTEE MEETING SOUTHWASTE: CREDIT REFUND	11/16/2017	49.15 6.95 79.72 477.92 150.00 229.38 7.59 46.00 18.65 92.61 126.38 34.65 20.28 20.93 149.85 21.00 40.30 (97.95)	

Salinas Valley Solid Waste Authority
Checks Issued Report for 11/1/2017 to 11/30/2017

Check #	Check Date	Amount	Check Total
FLYSANJOSE.COM: TRAVEL AIRPORT PARKING FOR CZ		90.00	
G&B TRANSPORTATION SERVICE: AIRPORT TRANSPORTATION		35.00	
HOME DEPOT: ADM OFFICE SUPPLIES		37.68	
HYATT REGENCY: LODGING FOR SWANA CONFERENCE		1,104.20	
HUGHES:JR & JC SCALEHOUSE MONTHLY INTERNET SERVICE		171.61	
TOYOTA: ADMIN VEHICLE MAINTENANCE 2014 PRIUS KEY		381.27	
INTERMEDIA: MONTHLY EXCHANGE SERVER HOSTING		354.56	
ORCHARD: SSTS & ADMIN FACILITY MAINTENANCE		29.98	
PS TRANSPORTATION: HOTEL TRANSPORTATION		29.55	
SURVEYMONKEY: QTR. SUBSCRIPTION		87.00	
MIDCOALES: SS VEHICLE MAINT SUPPLIES		604.29	
SAN JOSE AIRPORT: AIRPORT PARKING FOR SWANA CONF		75.00	
FACEBOOK: SHARED POST CHARGE		50.00	
ORCHARD: SSTS & ADMIN FACILITY MAINTENANCE		21.80	
SMART N FINAL: MEETING SUPPLIES		24.99	
SMART AND FINA: EMPLOYEE APPRECIATION		14.29	
ORCHARD SUPPLY: HHW FACILITY MAINTENANCE		15.64	
OLD TOWN DELI: SOLID WASTE DIVERSION MEETING		71.99	
TIRE & WHEEL WORLD: TIRE REPAIR FOR COMPOST VAN		20.00	
SALINAS VALLEY CHAMBER: TOUR REGISTRATION		25.00	
VISTA PRINT: BUSINESS CARD		28.61	
			4,745.87
19373 **VOID**	11/16/2017	-	-
19374 **VOID**	11/16/2017	-	-
19375 **VOID**	11/16/2017	-	-
19376 A & G PUMPING, INC JR PORTABLE TOILET SERVICE	11/22/2017	105.83	105.83
19377 ADMANOR, INC MEDIA CAMPAIGN - MARKETING MEDIA CAMPAIGN - PUBLIC ED	11/22/2017	22,735.00 850.00	23,585.00
19378 AGRI-FRAME, INC JC EQUIPMENT MAINTENANCE	11/22/2017	1,539.83	1,539.83
19379 ALLEN BROTHERS OIL INC. SSTS VEHICLE MAINTENANCE	11/22/2017	190.21	190.21
19380 AMERICAN SUPPLY CO. ALL SITES CUSTODIAL SUPPLIES	11/22/2017	694.07	694.07
19381 ASBURY ENVIRONMENTAL SERVICES MONTHLY HHW USED OIL HAULING & DISPOSAL	11/22/2017	80.00	80.00
19382 AT&T MOBILITY FINANCE INTERNET SERVICE	11/22/2017	42.00	42.00
19383 BEST ENVIRONMENTAL CH & LR EMISSIONS TESTING	11/22/2017	12,000.00	12,000.00

Salinas Valley Solid Waste Authority
Checks Issued Report for 11/1/2017 to 11/30/2017

Check #		Check Date	Amount	Check Total
19384	CALIFORNIA SOCIETY OF MUNICIPAL FINANCE OFFICERS ANNUAL MEMBERSHIP CONFERENCE REGISTRATION	11/22/2017	110.00 370.00	480.00
19385	CALIFORNIA WATER SERVICE SSTS & JR WATER SERVICE	11/22/2017	2,000.29	2,000.29
19386	CARDLOCK FUELS SYSTEM, INC. SSTS, JC DYED & CLEARED DIESEL	11/22/2017	8,561.90	8,561.90
19387	CASCADE NETS INC SS NETS	11/22/2017	10,499.00	10,499.00
19388	CITY OF GONZALES JC WATER MONTHLY HOSTING FEE	11/22/2017	135.04 20,833.33	20,968.37
19389	COAST COUNTIES TRUCK & EQUIPMENT CO. SSTS VEHICLE MAINTENANCE	11/22/2017	1,088.49	1,088.49
19390	CSC OF SALINAS/YUMA SSTS, JC, JR VEHICLE & EQUIPMENT MAINTENANCE	11/22/2017	814.80	814.80
19391	CUTTING EDGE SUPPLY JC EQUIPMENT MAINTENANCE	11/22/2017	495.52	495.52
19392	EAGLE STAR SECURITY SSTS SECURITY SERVICES	11/22/2017	1,152.00	1,152.00
19393	EAST BAY TIRE CO. JC & SSTS EQUIPMENT MAINTENANCE	11/22/2017	689.49	689.49
19394	ERIKA TRUJILLO BUDDY LUNCH PROGRAM	11/22/2017	36.00	36.00
19395	ERIKA TRUJILLO BUDDY LUNCH PROGRAM	11/22/2017	36.00	36.00
19396	ERIKA TRUJILLO BUDDY LUNCH PROGRAM	11/22/2017	36.00	36.00
19397	ERIKA TRUJILLO BUDDY LUNCH PROGRAM	11/22/2017	36.00	36.00
19398	FULL STEAM STAFFING LLC JC CONTRACT LABOR	11/22/2017	168.00	168.00
19399	GOLDEN STATE TRUCK & TRAILER REPAIR SSTS EQUIPMENT MAINTENANCE	11/22/2017	25,316.27	25,316.27
19400	**VOID**	11/22/2017	-	-
19401	**VOID**	11/22/2017	-	-

Salinas Valley Solid Waste Authority
Checks Issued Report for 11/1/2017 to 11/30/2017

Check #		Check Date	Amount	Check Total
19402	**VOID**	11/22/2017	-	-
19403	GONZALES ACE HARDWARE JC & JR FACILITY MAINTENANCE	11/22/2017	156.66	156.66
19404	GORDON CHIN SEPTEMBER 2017 GM LUNCH	11/22/2017	54.90	54.90
19405	GREEN RUBBER - KENNEDY AG, LP JC FACILITY MAINTENANCE	11/22/2017	452.19	452.19
19406	GREEN VALLEY INDUSTRIAL SUPPLY, INC SSTS EQUIPMENT MAINTENANCE	11/22/2017	198.84	198.84
19407	GUERITO ALL SITES PORTABLE TOILETS	11/22/2017	2,056.00	2,056.00
19408	HERC RENTALS INC. JR EQUIPMENT RENTAL	11/22/2017	81.19	81.19
19409	HOPE SERVICES SSTS CONTRACT LABOR	11/22/2017	12,407.78	12,407.78
19410	INFINITY STAFFING SERVICES, INC. SSTS CONTRACTED LABOR	11/22/2017	2,254.50	2,254.50
19411	JOHNSON ASSOCIATES JC FACILITY MAINT & HHW EQUIPMENT MAINT	11/22/2017	32.61	32.61
19412	KING CITY HARDWARE INC. JR FACILITY & EQUIPMENT MAINTENANCE TOOLS	11/22/2017	157.94	157.94
19413	MASKELL PIPE & SUPPLY, INC JC FACILITY MAINTENANCE	11/22/2017	1,814.48	1,814.48
19414	MCMaster-CARR SUPPLY COMPANY SSTS FACILITY MAINTENANCE	11/22/2017	326.42	326.42
19415	MIDCO SALES LLC. SSTS EQUIPMENT MAINTENANCE	11/22/2017	135.00	135.00
19416	MONTEREY AUTO SUPPLY INC SSTS VEHICLE MAINTENANCE	11/22/2017	29.25	29.25
19417	MONTEREY COUNTY CANNABIS INDUSTRY ASSOCIATION ASSOCIATION MEMBERSHIP	11/22/2017	2,500.00	2,500.00
19418	MONTEREY REGIONAL WATER POLLUTION CONTROL AGENCY SSTS MRWPCA & SEWER FEES	11/22/2017	3,993.17	3,993.17
19419	NEXIS PARTNERS, LLC MONTHLY ADMIN BUILDING RENT	11/22/2017	9,212.00	9,212.00
19420	NEXTEL OF CALIFORNIA, INC SCALEHOUSE, SS & JR CELL PHONE SERVICES	11/22/2017	311.00	311.00

Salinas Valley Solid Waste Authority
Checks Issued Report for 11/1/2017 to 11/30/2017

Check #		Check Date	Amount	Check Total
19421	OFFICE DEPOT OFFICE SUPPLIES	11/22/2017	676.79	676.79
19422	ONE STOP AUTO CARE/V & S AUTO CARE, INC RR & OPS VEHICLE MAINTENANCE	11/22/2017	79.50	79.50
19423	PACIFIC GAS AND ELECTRIC COMPANY ALL SITE ELECTRICAL SERVICES SSTS & HHW CNG FUEL	11/22/2017	8,031.94 139.20	8,171.14
19424	PEOPLEREADY INC. JC CONTRACTED LABOR	11/22/2017	1,134.12	1,134.12
19425	PROBUILD COMPANY LLC SSTS FACILITY MAINTENANCE	11/22/2017	101.67	101.67
19426	PURE WATER BOTTLING ALL SITES BOTTLED WATER SERVICE	11/22/2017	718.60	718.60
19427	QUINN COMPANY ALL SITES EQUIPMENT MAINTENANCE, VEHICLES MAINT	11/22/2017	24,033.63	24,033.63
19428	**VOID**	11/22/2017	-	-
19429	R. PATRICK MATHEWS CONFERENCE TRANSPORTATION	11/22/2017	34.65	34.65
19430	REPUBLIC SERVICES #471 MONTHLY ADMIN BUILDING TRASH SERVICE PICK UPS	11/22/2017	72.88	72.88
19431	RODOLFO RAMIREZ AYALA JC, JR VEHICLE MAINTENANCE	11/22/2017	2,653.86	2,653.86
19432	**VOID**	11/22/2017	-	-
19433	RONNIE G. REHN SSTS FACILITY MAINTENANCE	11/22/2017	122.36	122.36
19434	ROSSI BROS TIRE & AUTO SERVICE SSTS & JR VEHICLE MAINTENANCE	11/22/2017	641.52	641.52
19435	SCALES UNLIMITED ALL SITES SCALE MAINTENANCE	11/22/2017	7,096.79	7,096.79
19436	SCS FIELD SERVICES ALL SITES ROUTINE & NON ROUTINE ENGINEERING SERVICES	11/22/2017	25,197.50	25,197.50
19437	SHARPS SOLUTIONS, LLC MONTHLY SHARPS HAULING DISPOSAL	11/22/2017	200.00	200.00
19438	SKINNER EQUIPMENT REPAIR, INC. JR, JC EQUIPMENT & VEHICLE MAINTENANCE	11/22/2017	6,642.06	6,642.06
19439	**VOID**	11/22/2017	-	-

Salinas Valley Solid Waste Authority
Checks Issued Report for 11/1/2017 to 11/30/2017

Check #		Check Date	Amount	Check Total
19440	STURDY OIL COMPANY SSTS VEHICLE MAINTENANCE	11/22/2017	155.03	155.03
19441	TRI-COUNTY FIRE PROTECTION, INC. HHW FACILITY MAINTENANCE	11/22/2017	1,015.02	1,015.02
19442	UNITED RENTALS (NORTHWEST), INC JRTS EQUIPMENT RENTAL	11/22/2017	1,766.59	1,766.59
19443	VALLEY FABRICATION, INC. SSTS FACILITY MAINTENANCE	11/22/2017	1,625.64	1,625.64
19444	VEGETABLE GROWERS SUPPLY, INC. JC SAFETY SUPPLIES	11/22/2017	329.73	329.73
19445	VISION RECYCLING INC DIVERSION C & D SERVICES MONTHLY GREENWASTE AND WOODWASTE PROCESSING	11/22/2017	34,991.44 61,013.18	96,004.62
19446	WASTE MANAGEMENT INC SALINAS FRANCHISE WASTE TO MADISON	11/22/2017	52,570.73	52,570.73
19447	WEST COAST RUBBER RECYCLING, INC ALL SITES TIRE RECYCLING SERVICES	11/22/2017	10,585.00	10,585.00
19448	WESTERN EXTERMINATOR COMPANY JC & SS EXTERMINATOR SERVICES	11/22/2017	193.50	193.50
19449	ADMANOR, INC TIRE AMNESTY MEDIA CAMPAIGN	11/29/2017	1,605.50	1,605.50
19450	CARDLOCK FUELS SYSTEM, INC. ALL SITES FUEL	11/29/2017	8,964.35	8,964.35
19451	CHICO COMMUNITY PUBLISHING, INC. MARKETING INTERN JOB AD	11/29/2017	870.27	870.27
19452	CLINTON HENDRICKS CALPERS STAKEHOLDERS MEETING	11/29/2017	16.00	16.00
19453	CSC OF SALINAS/YUMA JC EQUIPMENT MAINTENANCE	11/29/2017	815.35	815.35
19454	EAGLE STAR SECURITY SSTS SECURITY SERVICES	11/29/2017	1,170.00	1,170.00
19455	FIRST ALARM QUARTERLY ALL SITES ALARM SERVICE	11/29/2017	910.02	910.02
19456	FULL STEAM STAFFING LLC JC & SSTS CONTRACTED LABOR	11/29/2017	11,859.66	11,859.66
19457	GOLDEN STATE TRUCK & TRAILER REPAIR ALL SITES VEHICLE MAINTENANCE	11/29/2017	11,957.06	11,957.06
19458	GRACELAND COLLEGE CENTER FOR PROFESSIONAL DEVELOPME EXCEL 2013 TRAINING	11/29/2017	250.02	250.02

Salinas Valley Solid Waste Authority
Checks Issued Report for 11/1/2017 to 11/30/2017

Check #		Check Date	Amount	Check Total
19459	GREEN RUBBER - KENNEDY AG, LP CH, SSTS FACILITY MAINTENANCE	11/29/2017	797.94	797.94
19460	J. S. COLE CO. JC EQUIPMENT RENTAL	11/29/2017	10,160.25	10,160.25
19461	JESSIE L. FLORES JR. 2015 F-350 BODY REPAIR	11/29/2017	500.00	500.00
19462	JULIO GIL SSTS EQUIPMENT MAINTENANCE	11/29/2017	191.01	191.01
19463	MANUEL PEREA TRUCKING, INC. JC, SSTS, CH EQUIPMENT HAULING SERVICES	11/29/2017	1,050.00	1,050.00
19464	ONE STOP AUTO CARE/V & S AUTO CARE, INC SSTS VEHICLE MAINTENANCE	11/29/2017	39.75	39.75
19465	PENINSULA MESSENGER LLC ALL SITES - COURIER SERVICES	11/29/2017	620.00	620.00
19466	PITNEY BOWES - POSTAGE ADMIN POSTAGE REFILL	11/29/2017	320.99	320.99
19467	QUINN COMPANY SSTS EQUIPMENT MAINTENANCE	11/29/2017	32.68	32.68
19468	R. PATRICK MATHEWS CALPERS STAKEHOLDER MEETING	11/29/2017	16.00	16.00
19469	SAN BENITO SUPPLY, CONSTRUCTION, CONCRETE & QUARRY JR FACILITY MAINTENANCE	11/29/2017	2,970.48	2,970.48
19470	SCS FIELD SERVICES JC, CH, LR ENGINEER NON ROUTINE SERVICES	11/29/2017	3,435.00	3,435.00
19471	TRI-COUNTY FIRE PROTECTION, INC. SSTS FACILITY MAINTENANCE	11/29/2017	880.00	880.00
19472	WEST COAST RUBBER RECYCLING, INC TIRE RECYCLING SERVICES	11/29/2017	1,450.00	1,450.00
				<u>1,450.00</u>
	Subtotal			<u>738,202.44</u>
	Payroll Disbursements			<u>553,371.92</u>
	Grand Total			<u><u>1,291,574.36</u></u>



Report to the Board of Directors

ITEM NO. 3

N/A

Finance and Administration
Manager/Controller-Treasurer

General Manager/CAO

N/A

General Counsel

Date: January 18, 2018

From: Mandy Brooks, Resource Recovery Manager

Title: Member and Interagency Activities Report for
December 2017 and Upcoming Events

RECOMMENDATION

Staff recommends the Board accept the report.

STRATEGIC PLAN RELATIONSHIP

This report relates to the Strategic Plan Goal to promote the value of Salinas Valley Recycles' services and programs to the community. It is intended to keep the Board apprised of activities and communication with our member agencies and regulators.

Monterey County Environmental Health Bureau (Local Enforcement Agency - LEA)

The monthly inspection for the Sun Street Transfer Station was conducted on December 1 with no violations or areas of concern. The LEA questioned the facility damage from the fire that occurred on Nov 30. Tarps and litter control netting were replaced the day of the inspection and the bird wiring was scheduled for replacement the following week.

The monthly inspection by the LEA for the Johnson Canyon Landfill was conducted on December 29. No new areas of concern or notices of violation were issued. An Area of Concern was issued in November for the tonnage exceedances of the clean soil received. Staff completed the replacement and installation of seventeen (17) landfill gas extraction wells in December to bring the landfill gas monitoring probe (Southern Boundary Probe 23) back into compliance. Pumps and control systems were also installed to dewater some of the wells that were filling up with Leachate. The LEA was pleased with the progress being made on the landfill gas control issue. A re-inspection by CalRecycle will occur when the probe is determined by staff to be clear of methane.

The monthly inspections of the Jolon Road Transfer Station were completed on December 27, with no areas of concern or violations observed during the inspection.

The quarterly Crazy Horse Landfill (*closed*) and Transfer Station inspections were completed on December 20, with no areas of concern nor violations noted.

The quarterly inspection for Lewis Rd Sanitary Landfill (*closed*) was completed on December 20 with no areas of concern or violations observed during the inspection.



Solid Waste Facilities Permit Revision:

CalRecycle has until January 31, 2018 to concur with the Revised Solid Waste Facilities Permit for Johnson Canyon Landfill. A 60-day waiver for review was requested due to a landfill gas probe methane exceedance that occurred during the October joint 18-month Permit Revision

inspection. The permit revision allows food waste as a feedstock in the composting operation and is related to the release of the Notice to Proceed for the Organics Grant award.

Board Member Participation in Community Events

As part of the July 24, 2017 – January 15, 2018 six-month objectives of the strategic plan to promote the value of SVR services and programs to the community, six (6) Board Members agreed to attend at least one community event to promote SVR services and programs. Staff was informed that one (1) out of the six (6) Board Members that agreed to the objective, as well as two (2) other Board Members has either attended a community event or distributed outreach materials to members of the public promoting SVR services and programs.

Clean Up & ABOP Collection Events

One community cleanup event and two ABOP collection events were conducted in December with the results listed below:

- Prunedale: SVR Staff conducted a quarterly ABOP Collection event on Dec 2 at the Prunedale Shopping Center, Ace Hardware parking lot. Approximately 964 lbs. of ABOP (Antifreeze, Batteries, Motor Oil and Paint) waste materials were collected during the event by SVR staff.
- Pajaro: Waste Management conducted a one-day cleanup on Dec 9 at the Berry Bowl facility and collected over 15 tons of trash and approximately 15.7 tons of recyclable materials resulting in an 50% diversion rate for the event. Approximately 1,622 lbs. of ABOP (Antifreeze, Batteries, Motor Oil and Paint) waste materials were also collected during the event by SVR staff.
- Soledad: SVR Staff conducted a quarterly ABOP Collection event on Dec 16 at the Soledad High School parking lot. Approximately 333 lbs. of ABOP (Antifreeze, Batteries, Motor Oil and Paint) waste materials were collected and 2 sharps/needles containers were distributed during the event by SVR staff

Holiday Tree Recycling

In addition to free curbside collection of holiday trees, the Johnson Canyon Landfill, the Sun Street and Jolon Road transfer stations accept trees at no charge now through January 31. Trees will be composted so all tinsel, lights, decorations and stands must be removed. Residents can also pick up a “Buy 1 cubic-yard, Get 1 Free” coupon when they recycle their tree, good for the purchase of Vision Recycling’s mulch or wood chips at Sun Street or Johnson Canyon

Gonzales Clothing Closet

During the month of December, the Gonzales Clothing Closet’s **eight** (8) volunteers distributed 499 items to 40 clients, representing 207 family members served. During the holiday season, the Gonzales- Chualar Service Extension unit of the Salvation Army that operates the Clothing Closet **partnered with the local Boy Scouts and distributed 102 children’s gifts to 46 families.**

Current and Future Events with SVR Participation

Gonzales:	12/26 – 1/31	Holiday Tree Recycling, Johnson Canyon Landfill
	1/03 – 1/16	Curbside Collection of Holiday Trees
	1/22	Waste Sort, Taylor Farms, Johnson Canyon Landfill
Greenfield:	1/03 – 1/16	Curbside Collection of Holiday Trees
	1/19	Composting Presentation, Head Start Class at Oak Ave Elementary
King City:	12/26 – 1/12	Curbside Collection of Holiday Trees
	12/26 – 1/31	Holiday Tree Recycling, Jolon Rd Transfer Station

	2/01	South County Farm Day, King City Fairgrounds
	2/15	"Trashion" Show Event, King City Fairgrounds
Salinas:	12/26 – 1/31	Holiday Tree Recycling, Sun St Transfer Station
	1/02 – 1/23	Curbside Collection of Holiday Trees
	1/10	Recycling Presentation, Alliance on Aging
	1/24	Recycling Presentations, First Step Head Start Center
	1/27	Composting Workshop, Jardin El Sol - 139 Sun St, 10am
	2/24	Composting Workshop, Jardin El Sol - 139 Sun St, 10am
Soledad:	1/03 – 1/16	Curbside Collection of Holiday Trees
Monterey County:	12/26 – 1/12	Curbside Collection of Holiday Trees



Report to the Board of Directors

ITEM NO. 4

Finance Manager/Controller-Treasurer

General Manager/CAO

N/A

Legal Counsel

Date: January 18, 2018
From: C. Ray Hendricks, Finance and Administration Manager
Title: December 2017 Quarterly Investments Report

RECOMMENDATION

Staff recommends that the Board accept the December 2017 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, \$23,020,932.06 (91.7%), of the Authority's investment portfolio is invested in the State's Local Agency Investment Fund (LAIF). For the month ended November 30, 2017, the LAIF effective yield was 1.172%. LAIF is invested as part of the State's Pooled Money Investment Account (PMIA) with a total of \$68.5 Billion as of November 30, 2017. Attached is a summary of the PMIA portfolio as of November 30, 2017. The Authority's LAIF investment of \$23,020,932.06 represents .034% of the PMIA.

ATTACHMENT(S)

1. December 31, 2017 Cash and Investments Report
2. November 30, 2017 PMIA Portfolio Composition and Average Monthly Yields

SALINAS VALLEY SOLID WASTE AUTHORITY
Cash and Investments Report
December 31, 2017

Issuer/Investment	Rate	Balance	Maturity	Moody's Rating
Investments Managed by Authority Treasurer:				
Petty Cash	-	\$ 1,600.00	N/A	N/A
General Checking Account	-	1,313,858.25	Same day	Aa2
Payroll Checking account	-	159,935.00	Same day	Aa2
General Deposit Account	-	564,203.47	Same day	Aa2
Scalehouse Deposit Account	-	56,923.46	Same day	Aa2
FSA Checking Account	-	2,694.04	Same day	Aa2
L.A.I.F	1.172%	23,020,932.06	Same day	N/A
L.A.I.F - PMV Adjustment		(21,262.26)		
		<u>\$ 25,098,884.02</u>		

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



Attachment 2



JOHN CHIANG TREASURER STATE OF CALIFORNIA



PMIA Performance Report

Date	Daily Yield*	Quarter to Date Yield	Average Maturity (in days)
11/27/17	1.18	1.16	180
11/28/17	1.18	1.16	183
11/29/17	1.18	1.16	182
11/30/17	1.19	1.16	180
12/01/17	1.19	1.16	190
12/02/17	1.19	1.16	190
12/03/17	1.19	1.16	190
12/04/17	1.19	1.16	192
12/05/17	1.20	1.16	190
12/06/17	1.20	1.16	189
12/07/17	1.21	1.16	188
12/08/17	1.21	1.16	191
12/09/17	1.21	1.16	191
12/10/17	1.21	1.16	191
12/11/17	1.21	1.16	189
12/12/17	1.22	1.16	191
12/13/17	1.22	1.16	190
12/14/17	1.23	1.17	188
12/15/17	1.23	1.17	188
12/16/17	1.23	1.17	188
12/17/17	1.23	1.17	188
12/18/17	1.23	1.17	184
12/19/17	1.24	1.17	182
12/20/17	1.25	1.17	184
12/21/17	1.26	1.17	185
12/22/17	1.26	1.17	191
12/23/17	1.26	1.17	191
12/24/17	1.26	1.18	191
12/25/17	1.26	1.18	191
12/26/17	1.28	1.18	186
12/27/17	1.28	1.18	183

*Daily yield does not reflect capital gains or losses

[View Prior Month Daily Rates](#)

LAIF Performance Report

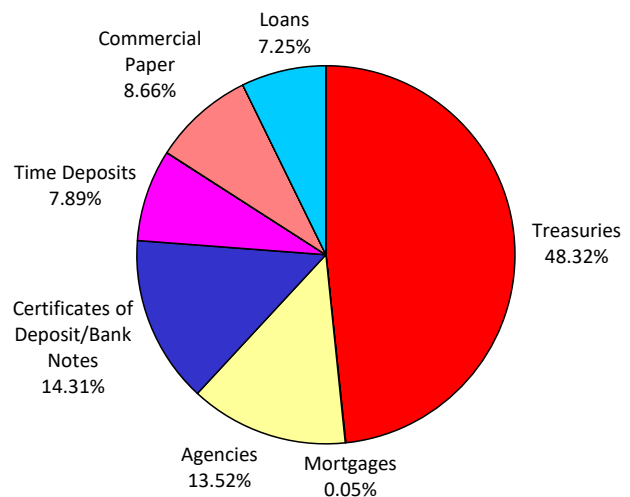
Quarter Ending 09/30/17

Apportionment Rate: 1.07%
 Earnings Ratio: .00002942867511750
 Fair Value Factor: .999042071
 Daily: 1.11%
 Quarter to Date: 1.08%
 Average Life: 190

PMIA Average Monthly Effective Yields

Nov 2017 1.172
 Oct 2017 1.143
 Sept 2017 1.111

Pooled Money Investment Account Portfolio Composition 11/30/17 \$68.5 billion





Report to the Board of Directors

ITEM NO. 5

N/A

Finance and Administration
Manager/Controller-Treasurer

General Manager/CAO

N/A

General Counsel

Date: January 18, 2018

From: Patrick Mathews, General Manager/CAO

Title: Update on Long-Term Facility Needs Project
Environmental Impact Report (EIR) and other
Due Diligence Studies/Activities

RECOMMENDATION

Staff recommends the Board accept the report.

STRATEGIC PLAN RELATIONSHIP

This project relates to 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 and Objective 2, Provide to the Board quarterly progress reports on the Long Term Facility Needs Environmental Impact Report (EIR).

FISCAL IMPACT

The costs for AECOM and SVR staff time are fully encumbered and costs are shared between SVR (67%) and Global Organics Energy (33%). GOE has provided regular reimbursements for their portion of the costs.

DISCUSSION & ANALYSIS

AECOM - CEQA Activities

AECOM has completed and submitted 10 administrative draft chapters for internal review and comment in advance of completing the full draft EIR for public release. Other EIR sections are in various states of preparation.

At its December 21, 2017 meeting, the Board of Directors decided to terminate the purchase option agreement on the Harrison Road property (1 of 5 proposed project sites), effectively eliminating this project option from further consideration. As a result, all California Environmental Quality Act (CEQA) related work has been temporarily suspended pending Board direction and re-noticing of a revised CEQA project description. A copy of the Harrison Road Option Agreement termination notice is included as Attachment A.

With this site eliminated and renewed discussions on what the project should include, a re-noticing through issuance of a revised Notice of Preparation will be required so the CEQA process can be completed. Over the next 2- 3 months, the Board and staff will discuss the remaining and any potential new project options to incorporate into a revised Project Description and update the CEQA completion schedule.

Monterey Regional Waste Management District (District)

Discussions between the agencies is ongoing with individual department level manager meetings being scheduled for January and February to discuss questions and policy clarifications previously submitted to the District in April 2016 and June 2017. On behalf of the due-diligence team of consultants and staff, questions to the District include requests for clarification of the District's waste acceptance policies, projected waste recovery performance/financial metrics for the Materials Recovery Facility (MRF) upgrades, and issues related to their long-term landfill and operational capacities. Copies of the previously submitted questions and clarifications are included as Attachment B.

The District's MRF upgrades are anticipated to be completed in February 2018, followed by a 3-6 month start-up and system optimization period. After completion of the start-up activities and materials marketing plan, the District will be in a better position to negotiate contracted delivery conditions, processing rates, and services for select materials.

In addition to the new facility start-up activities, the District staff and Board are also engaged in a long-term financial strategic planning process to address long-term capital and programmatic funding and revenue generation needs.

Public Outreach

Based on the Board discussion and direction at its October 2017 meeting, staff released a Request for Proposal (RFP) soliciting a public relations (PR) firm to assist with outreach and education related to the anticipated release of the draft EIR for the Long-Term Facility Needs (LTFN) project in Spring 2018. The purpose of the RFP is to prepare for the second phase of the LTFN outreach plan to share and discuss the EIR and other due-diligence study outcomes with the public, stakeholders, customers, **and regulators to support the Board's final project(s)** decision. A report back on the RFP outcome and budget needs was scheduled for the November 2017 Board meeting.

Based in the temporary suspension of the CEQA process to reconsider options and re-notice a revised project, staff is not recommending moving forward and selecting a PR vendor at this time. Once the Board completes its discussions and revision of the project description and timelines, an updated outreach plan and schedule will be proposed and the PR component can be reconsidered.

Marketing Research Study

As part of the Strategic Planning objectives for this last 6-month period, staff was asked to conduct and present the results of a marketing and branding study. We took this opportunity to pole the public on their knowledge of our current systems and opinions on the various components/options of the Long-Term Facility Needs project to gauge demand for our services. A staff report summarizing the study is included in the agenda and the results of that study will be presented at this meeting by the selected market research consultant, EMC Research, Inc.

Financial/Rate Impact and Economic Benefits Reports

Draft finance/rate model preparation is nearly complete and awaiting information from the CEQA studies and District negotiations to populate the various model components. This work remains ongoing for the project options remaining.

The Economic Benefits Report utilizes a standard economic development planning model called "Implan" and does not take long to prepare once all the CEQA and financial input

information is known. No work will be completed on this task by CH2M Hill until the draft EIR and Financial/Rate Impact Analysis are near completion.

Other Activities

If potential new sites are identified, staff will continue to forward these ideas to City or County staff for comment. To-date, no potential new sites identified by staff have been supported by City or County staff for inclusion in the process.

As SVRs **and our industry's** historic experience reminds us, all options for any solid waste/recycling facility or relocation of waste to another community will come with challenges and local concerns. Staff strongly supports the multi-pronged, due diligence process underway that will provide solid and transparent supporting facts and information to help the Board, our customers and our community make good decisions, in light of the expected challenges ahead.

BACKGROUND

Based in part on the recommendation made by the Citizens Advisory Group, the Board of Directors at the November 19, 2015 meeting approved the following five Project Scenarios to be studied under the California Environmental Quality Act (AECOM contract), as well as through Economic Benefits/Impacts and Long Range Financial/Rate Impact Studies (CH2M Hill contract).

- 1) Transfer Station/Materials Recovery Center and GOE Clean Fiber OrganicS Recovery System
 - a) Harrison Road at Sala Road (**eliminated from further consideration at the Board's** December 2017 meeting)
- 2) Transfer Station/Materials Recovery Center only
 - a) Sun Street Transfer Station
 - b) Harrison Road at Sala Road (eliminated from further consideration at the Board's December 2017 meeting)
 - c) Crazy Horse Landfill
 - d) Transfer services to stand-alone with or without GOE facility at Johnson Canyon or other site (TBD)
- 3) GOE Clean Fiber OrganicS Recovery System only
 - a) Harrison Road at Sala Road
 - b) Johnson Canyon landfill
- 4) No Salinas Area Facility (City Manager's Study Recommendation)
 - a) All North county and Salinas area waste to Monterey Peninsula Landfill (MPL) for burial or processing
 - b) All public services for Salinas area would be shifted to MRWMD Landfill and/or Johnson Canyon Landfill
- 5) No Project
 - a) Sun Street transfer station remains with minor improvements
 - b) Continue discussion with Monterey Regional Waste Management District for processing options on select materials such as Construction and Demolition Processing

Board approved agreements are in place with AECOM for preparation of the Environmental Impact Report, and with Global OrganicS Energy (GOE) to fund 33% of the cost of the

environmental review costs. The cost sharing formula is under discussion with GOE due to the elimination of the Harrison Road property option.

Supplemental studies approved by the Board to support the EIR include a Long Range Financial/Rate Impact Study and an Economic Benefits/Impacts Study for each of the approved scenarios.

The full public outreach plan was presented to the Board at its June 2016 Board meeting. Preparation of a project informational brochure is complete with the final draft approved by the Board for distribution at its March 2017 Board meeting. The intent of this first major outreach effort was to engage the public, explain the options under consideration and provide information to all stakeholders on how to participate in the various study processes. A second major outreach effort will be undertaken upon completion of all the studies, providing an overview of the various study results, findings and outcomes in advance of the decision process.

Attachments:

- A. Harrison Road Option Payment Agreement Termination Letter, January 9, 2018
- B. Due Diligence Studies Correspondence with MRMWD (April 2016-December 2017)

Attachment A

Mission

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 services and education.

Vision

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.

Innovation • Integrity • Public Education • Efficiency • Fiscal Prudence • Resourcefulness • Customer Service • Community Partnerships

January 9, 2018

Subject: Termination Notice of Option and Purchase Agreement for APN 113-091-017, Dated February 1, 2016

Sellers and Old Republic Title Company,

In accordance with Article 6.6 of the above referenced Option and Purchase Agreement, the Salinas Valley Solid Waste Authority (Buyer) hereby gives notice that it is terminating this agreement and will not be making the Second Extension Payment due on or before January 26, 2018.

We appreciate your efforts and consideration of our agency's endeavors. If you have any further questions related to this matter, please feel free to contact our offices at (831) 775-3000.

Sincerely,

R. Patrick Mathews
General Manager/Chief Administrative Officer
Salinas Valley Solid Waste Authority



Recipients:

Keith Anderson
c/o Anderson Accountancy Corp.
762 Rio Del Mar Boulevard
Post Office Box 460
Aptos, California 95003
e-mail: keitha@andersonaccountancycorp.com

Johnny Schot Martins
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tel. (831) 775-3000 • fax (831) 755-1322

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e-mail: den_mar@pacbell.net

Vicki Schermer-Kleinkopf
The Biegel Law Firm
2801 Monterey-Salinas Highway, Suite A
Monterey, California 93940
e-mail: vicki@biegellaw.com

Old Republic Title Company
Attn: Kathy Handley
584 S. Main Street
Salinas, California 93901
e-mail: khandley@ortc.com

Greg Findley
Cushman Wakefield
328-B Main Street
Salinas, A 93901
greg.findley@cushwake.com

Attachment B

Patrick Mathews

From: Patrick Mathews
Sent: Wednesday, December 13, 2017 10:52 AM
To: 'Tim Flanagan'
Cc: Cesar Zuñiga; 'Becky Aguilar'; 'Tim Brownell'; 'Guy Petraborg'; 'Peter Skinner'; 'Jeff Lindenthal'; 'attys@wellingtonlaw.com'; 'David Ramirez'; Adrianna Escobar; Brian Kennedy; Mandy Brooks; Ray Hendricks; Tom Bruen (tbruen@tbsglaw.com)
Subject: RE: SVR/District Due Diligence Discussions
Attachments: MRWMD Collaboration Communications 2016-17.pdf

Follow Up Flag: Follow up
Due By: Monday, December 18, 2017 8:00 AM
Flag Status: Flagged

Tim,
In advance of our meetings, I've attached the compilation of correspondence from 2016-current for the group to consider in advance of our group discussions. We are particularly in need of the information requested in our April 15, 2016 and June 15, 2017 letters that is necessary for completion of our various due diligence studies and to support our material processing negotiations. We look forward to the upcoming group discussions and seeing your new facilities come on-line early next year. Based on staff scheduling limitations around the upcoming holidays, we will shoot for early January to set up the inter-staff meetings. Thanks, P-

Patrick Mathews, General Manager/CAO
PO Box 2159, Salinas, CA 93902
Tel. 831.775.3005 | Fax 831.755.1322 | Cell 831.682-4340



Please consider the environment before printing this e-mail

From: Patrick Mathews
Sent: Tuesday, December 12, 2017 1:15 PM
To: Tim Flanagan <tflanagan@mrwmd.org>
Cc: Cesar Zuñiga <cesarz@svswa.org>; Becky Aguilar <baguilar@mrwmd.org>; Tim Brownell <TBrownell@mrwmd.org>; Guy Petraborg <gpetraborg@mrwmd.org>; Peter Skinner <pskinner@mrwmd.org>; Jeff Lindenthal <jlindenthal@mrwmd.org>; attys@wellingtonlaw.com; David Ramirez <dramirez@mrwmd.org>; Adrianna Escobar <adriannae@svswa.org>; Brian Kennedy <briank@svswa.org>; Mandy Brooks (mandyb@svswa.org) <mandyb@svswa.org>; Ray Hendricks (rayh@svswa.org) <rayh@svswa.org>; Tom Bruen (tbruen@tbsglaw.com) <tbruen@tbsglaw.com>
Subject: RE: SVR/District Due Diligence Discussions

Thanks Tim

Patrick Mathews, General Manager/CAO
PO Box 2159, Salinas, CA 93902
Tel. 831.775.3005 | Fax 831.755.1322 | Cell 831.682-4340



Please consider the environment before printing this e-mail

From: Tim Flanagan [<mailto:tflanagan@mrwmd.org>]
Sent: Tuesday, December 12, 2017 12:05 PM
To: Patrick Mathews <patrickm@svswa.org>
Cc: Cesar Zuñiga <cesarz@svswa.org>; Becky Aguilar <baguilar@mrwmd.org>; Tim Brownell <TBrownell@mrwmd.org>; Guy Petrabor <gpetrabor@mrwmd.org>; Peter Skinner <pskinner@mrwmd.org>; Jeff Lindenthal <jlindenthal@mrwmd.org>; attys@wellingtonlaw.com; David Ramirez <dramirez@mrwmd.org>
Subject: RE: SVR/District Due Diligence Discussions
Importance: High

Good afternoon Patrick

I figure I will see you at the County meeting today , but I wanted to get back to you . I agree with you in that I think it would be more beneficial to have smaller group operational meetings designed to get answers for your questions. I can have Becky work on setting those meetings up with your staff and ours. As far as CEQA concerns go, I can have David Ramirez and Guy work with you on those questions.

As far as our contracts go, I think we would re-structure those agreements anyway since those are no longer in place (we sent termination notices) and they are just for disposal services only. That being said, I have copied Rob Wellington's office on this and have him look to what structure for an agreement he would want us to use.

Let me know if this start works for you and your team. I will probably see you today at the County.

Take care

Tim

From: Patrick Mathews [<mailto:patrickm@svswa.org>]
Sent: Wednesday, December 6, 2017 3:02 PM
To: Tim Flanagan <tflanagan@mrwmd.org>
Cc: Cesar Zuñiga <cesarz@svswa.org>
Subject: SVR/District Due Diligence Discussions

Tim,

I just wanted to follow up on our conversation from last month and thank you for the time you committed to working with us. We appreciate your openness and willingness to work together with our respective staffs to answer our previously submitted questions related to SVRs due diligence process. Adrianna will be contacting Becky to discuss times and places to meet. Should we do this as a large group or have the respective managers within the same departmental disciplines meet independently? The latter approach may be more efficient and offer more opportunity for creative ideas, but we'll defer to your preference.

As we discussed, our most significant needs are to 1) understand what the District's contract costs to SVR will be in the future for various waste processing services and 2) define the basic contract terms, performance expectations and policies for delivery of materials. You were clear that in your separate discussions with the City of Salinas that no "special deals" were being offered and that the City was informed that they would pay the same as District customers for any services provided. Thank you for that clarification.

SVR staff has attended your recent Board meetings where you were focusing on strategic planning preparations, with significant focus on long term programmatic costs, financing and capital needs. You are also preparing to begin operations of your newly renovated and upgraded MRF. From our discussion and your recent Board presentations, we fully understand that some uncertainties on final staffing needs and system costs need to be worked out during the initial 6-12 months of operations before the District will have certainty on long-term contract rates. We can however, begin to discuss contract terms, conditions and related permit/CEQA considerations as the District works through its MRF start-up and agency Strategic Planning process. Per our discussion, SVR would like to first request a draft Word version of the Districts standard agreement for acceptance of out-of-district waste. Our plan is to start with a staff review and comments/questions on the draft agreement's basic terms and begin to build from there for some of the different material we may consider delivering to the District for processing in the future. Rates and escalation indices can be added at a later date as the District's long term financial planning objectives are addressed next year.

You also requested a copy of our mandatory recycling ordinance for the District's consideration. A copy is attached with the staff report and resolution.

We also briefly discussed LEA fees and IWM related County costs and I've attached the presentation provided by EHB in 2010 when this issue was last reviewed by SVR. If you have any questions about this issue or the 2010 presentation, please let me know.

We all look forward to discussing opportunities with you and your staff in our upcoming meetings and will keep you informed of SVR progress on our due diligence studies as well. Thanks Tim. P-

Patrick Mathews, General Manager/CAO
PO Box 2159, Salinas, CA 93902
Tel. 831.775.3005 | Fax 831.755.1322 | Cell 831.682-4340



Please consider the environment before printing this e-mail



Mission

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 services and education.

Vision

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.

Innovation • Integrity • Public Education • Efficiency • Fiscal Prudence • Resourcefulness • Customer Service • Community Partnerships

June 15, 2017

MONTEREY REGIONAL WASTE MANAGEMENT DISTRICT
ATT: TIM FLANAGAN, GENERAL MANAGER
14201 DEL MONTE BLVD
MARINA, CA 93933

SUBJECT: SALINAS VALLEY RECYCLES LONG TERM FACILITY NEEDS
ENVIRONMENTAL IMPACT REPORT AND DUE DILIGENCE STUDIES –
MRWMD INFORMATION REQUEST


Dear Mr. Flanagan,

I want to thank you for your June 2, 2017 response to our Long-Term Facility Needs Study, Environmental Impact Report Scoping meeting and the previous transmittals of the District's environmental and permitting documents to support our study efforts. The outline of services you have offered in your comment letter are very helpful to our process.

We have attached a series of follow-up questions we hope you can assist us with, so we can better focus our studies and collaborative efforts. Your letter offers some new opportunities that to-date were not clear to SVR due to MRWMDs previously adopted "Guiding Principles for Acceptance of Regional Waste". As you know, I previously participated in your Board's deliberation on these principles and negotiations of one of your agency's first waste importation agreements in my prior role working for Santa Cruz County. We are happy to see that your Board is open to adjusting some of their principles to accommodate our project options that include contracted use of your landfill, expanded processing facilities and/or services.

Our attached questions focus on three areas of our due diligence process:

1. Clarification of changes to MRWMD Guiding Principles for the Acceptance of Regional Waste
2. Material Recovery Facility (projected) Performance Metrics
3. Long-term Landfill Capacity

www.svswd.org

PO Box 2159, Salinas CA 93902-2159 • 128 Sun Street, Ste. 101, Salinas CA 93901
tel. (831) 775-3000 • fax (831) 755-1322

If you have any question or need clarification on our information request, please feel free to reach out any time. We look forward to the collaborative opportunities your MRF upgrades provide and ongoing discussions between our agencies.

Sincerely,

A handwritten signature in cursive script, reading "Patrick Mathews", followed by a horizontal line.

Patrick Mathews, General Manager/CAO
Salinas Valley Solid Waste Authority

Attachments: Guiding Principles for Acceptance of Regional Waste, September 16, 2005

MRWMD DUE DILIGENCE QUESTIONS - SVR LONG-TERM FACILITY NEEDS STUDY

Waste Acceptance Principles (copy attached for reference)

1. Principle 2 – Please clarify how this principle would be applied to contract processing and landfilling of SVR wastes directed to MRWMD facilities? Would SVR use of MRWMD's facilities be limited to only short to intermediate 20-year agreements or until MPL reaches its 75-year landfill reserve limit?
2. Principle 4 - Will MRWMD continue its policy of retaining 75 years of reserve landfill capacity for its members? If yes, what happens to import waste agreements when MPL approaches its 75-year reserve limit?
3. Principle 5 – What is the standard for diversion that MRWMD will apply for future waste brought to the landfill for disposal? 75% or a specified higher level of pre-processing similar to the current GWR delivered waste?
4. Principle 7 – Will MRWMD allow Salinas and North County self-hauler customers to be re-directed to MPL to utilize all its public services such as Landfill, HHW and public recycling center? (250-350 round-trips per day)
5. Principle 9 – Will MRWMD allow direct haul of all Salinas and north county franchise collection trucks to MPL (80-100 trips per day) in lieu of requiring use of large transfer trucks (28-32 per day)?

Materials Recovery Facility Performance Metrics

1. The expectant recovery rate on the new Construction and Demolition (C&D) line is 70+%. What are the projected recovered materials on a percentage basis (i.e. wood, metal, sheetrock, ADC unders, etc.)?
2. The expectant recovery rate on the mixed waste/single stream line is 65%. Relative to mixed waste processing only, what are the projected recovered materials on a percentage basis (i.e. glass, plastics, organics (food and greenwaste), paper materials (mixed and OCC), wood, metal, sheetrock, ADC unders, etc.)?
3. What are the primary processing objectives for use of the mixed waste processing capacity; mixed commercial and multi-family wastes only? Does MRWMD intend to process mixed wet, residential MSW?
4. Are any future financial challenges anticipated associated with market conditions for conventional recyclables such as fibers, plastics and glass? Could poor market conditions be an added cost driver for contract waste processing outside of normal cost-of-living adjustments?
5. Are greenhouse gas reduction calculations available for the upcoming MRF improvements? We are most interested in the GHG reductions associated with the C&D and mixed waste lines (excluding the single stream operations).
6. Can you provide an estimate of how many and what classifications of additional MRF related employees would be needed to accommodate processing an additional 50-60,000 tons per year of C&D and mixed commercial waste?

Long-Term Landfill Capacity

1. How much soil is used on average for daily and intermediate cover per year?

2. Does MRWMD anticipate ending or reducing landfill waste and ADC importation in the future? If known, what are the estimated end dates and amounts anticipated to be reduced from current levels?
3. How much has the landfill life been reduced because of the construction of the Franchise Corporation Yard and CNG fueling station infrastructure (approx. Module 13 footprint)? What is the calculated reduction (in CY) of permitted landfill airspace associated with this permanent infrastructure project?
4. With the increased regulatory mandates to improve composting infrastructure to address water quality issues, does the District anticipate keeping the current composting operation intact (modules 14-16) or relocating to an area that does not occupy space associated with current permitted landfill capacity area? If the current composting operation is to remain as permanent infrastructure, what is the anticipated reduction of permitted landfill airspace?
5. With worst-case climate change induced sea level rise projections as high as 6-10 feet by 2100 and potentially much greater beyond 2100, what steps will MRWMD be considering to reduce impacts to the MPL design and operations to protect against rising coastal groundwater levels and increasing peak flood projections in the adjacent Salinas River basin? Could any proposed changes in design result in a reduction of MPL waste disposal capacity or potential changes in future waste acceptance policies?

GUIDING PRINCIPLES FOR ACCEPTANCE OF REGIONAL WASTE

September 16, 2005

The "Guiding Principles for the Acceptance of Regional Waste" were developed to address the parameters for offering certain limited, excess landfill capacity to public agencies for the disposal of regional ("out-of-District") waste at the Monterey Peninsula Landfill. Two potential buyers of this excess landfill capacity include the Salinas Valley Solid Waste Authority (SVSWA) and the County of Santa Cruz. The purpose of the sale of excess capacity is to stabilize disposal rates to the Monterey Regional Waste Management District (MRWMD) member agencies, provide funding for future expansion of the MRWMD's diversion and recycling programs, and to permit the SVSWA and the County of Santa Cruz adequate time to identify and develop additional long-term disposal capacity within their respective jurisdictions.

Guiding Principles for Acceptance of Regional (Out-Of-District) Waste

1. Regional waste received will be from public agencies only, by written agreement.
2. The primary need of the public agency will be for short to intermediate-term landfill space while they work to find a long-term solution to their solid waste disposal needs.
3. The sale of the MRWMD excess landfill capacity will be subject to a contract approved by the MRWMD Board of Directors.
4. A "reserve landfill capacity" shall be established to provide an initial 75 year landfill life which will serve projected waste streams generated by the MRWMD member agencies to at least the year 2080. In other words, the amount of regional waste to be accepted will not reduce the MRWMD's certified landfill capacity below 75 years (to 2080). Certified landfill capacity exceeding 75 years would be considered to be "excess landfill capacity", which could be made available for sale to public agencies, such as the County of Santa Cruz and the SVSWA.
5. The regional waste brought to the MRWMD will have been subject to recycling and diversion programs acceptable to meet the State-mandated diversion goals.
6. The MRWMD will have the ability to shorten the contract term should the public agency not demonstrate adequate progress in meeting its long-term solution to solid waste disposal.
7. The acceptance of regional waste will utilize only MRWMD landfill operations and airspace. The regional waste will not require the use of any of the following MRWMD services: materials recovery facility, public recycling drop-off facility, Last Chance Mercantile reuse facility, household hazardous waste collection program, composting facility, and public awareness program.
8. The negotiated landfill disposal fee will include an escalation clause to compensate the MRWMD for future annual increases in costs.
9. The regional waste will be transported to the MRWMD in large transfer-trailer-type loads to minimize the impact on public roads and maximize the efficiency of transportation and landfill operations.



ACCEPTANCE OF REGIONAL (OUT OF DISTRICT) SOLID WASTE
BY THE
MONTEREY REGIONAL WASTE MANAGEMENT DISTRICT

QUESTIONS AND ANSWERS

September 16, 2005

The Monterey Regional Waste Management District's (MRWMD's) Monterey Peninsula Landfill has a remaining capacity in excess of 40,000,000 tons, yielding a site life of well over 100 years for its member agencies. The MRWMD is evaluating the possibility of accepting regional solid waste, defined as waste from outside its existing service area. **Acceptance of any regional solid waste would only be approved if the MRWMD has an initial reserve capacity that will give its member agencies a landfill site life in excess of 75 years (to at least the year 2080).** The additional revenues from the sale of excess landfill capacity can be used to stabilize future disposal fee increases to MRWMD member agencies, allowing for more stable and predictable fees, and to implement new waste diversion and recycling programs.

The following is a list of questions and answers regarding some of the key issues surrounding acceptance of regional waste at the Monterey Peninsula Landfill:

1. What is meant by "Regional Waste"?

Regional waste is solid waste which originates from outside the MRWMD's existing service area.

2. What is the existing MRWMD service area?

The MRWMD service area includes the cities of Carmel-by-the-Sea, Del Rey Oaks, Marina, Monterey, Pacific Grove, Sand City, Seaside, Pebble Beach Community Services District, and unincorporated areas of Monterey County. The MRWMD service area covers about 853 square miles and serves approximately 170,000 residents. The District provides a number of services to residents in the District's service area. These services include the composting of the majority of Monterey County's biosolids, the processing and recovery of commercial and demolition waste, a comprehensive Public Education and Outreach program for the member jurisdictions and schools, composting of organic materials, the Household Hazardous Waste Collection Facility and public recycling "drop-off" station, and the Last Chance Mercantile reuse store.

3. Why should the MRWMD consider acceptance of regional waste? Why is this a regional issue?

With a current landfill site life of over 100 years and on-going improvements in solid waste diversion and disposal technologies, the MRWMD is in a position to make available **excess solid waste disposal capacity** at the Monterey Peninsula Landfill to other regional public agencies for the benefit of MRWMD member agencies. This type of regional planning and cooperation is consistent with many other forms of regional coordination and cooperation such as transportation, emergency response mutual aid (medical care and fire fighting), air quality management, and water quality management.

4. How much waste disposal capacity does the MRWMD currently have?

Currently the Monterey Peninsula Landfill has over 40,000,000 tons of remaining waste capacity, with an estimated site life of well over 100 years at the current rate of fill (plus a 1% per year growth factor). The California Integrated Waste Management Board presently mandates that every city and county in the State divert 50% of its solid waste from landfill disposal.

Additional landfill capacity can be developed through the implementation of new technology and processes. (See Question 7). Indications are that the State may increase the mandatory diversion rate to 70% or even higher in the next few years. Achieving this higher diversion rate would increase the site life of the Monterey Peninsula Landfill to approximately 150 years. This amount of capacity far exceeds any prudent projections of disposal needs into the future.

The MRWMD's goal is to provide an initial long-term solid waste disposal capacity of 75 years for its member jurisdictions (to at least the year 2080). This 75-year "reserve capacity" requires that the MRWMD set aside for its member agencies an initial reserve of 25,700,000 tons out of the 40,100,000 tons of remaining capacity. Therefore, approximately 14,400,000 tons of capacity is considered to be "excess capacity".

The status of the MRWMD's disposal capacity is such that it could theoretically accept all of the waste from north SVSWA and Santa Cruz County (over 320,000 tons per year) for over 45 years and still retain an initial reserve capacity of 75 years for the MRWMD. This would give the SVSWA and Santa Cruz County sufficient time to develop and implement their own long-term solutions to their solid waste disposal needs.

5. Would the MRWMD consider acceptance of solid waste from outside the region?

The MRWMD would only consider acceptance of solid waste from Monterey Bay Area jurisdictions that are in compliance with all State waste management regulations and have met all their requirements mandated through their Source Reduction and Recycling Elements (SRRE).

6. What would be the anticipated environmental impacts, if any, (e.g. traffic/noise/litter) etc.- from acceptance of regional waste?

Regional waste would be delivered to the Monterey Peninsula Landfill in large transfer trailers. The importation of between 300 tons per day (tpd) to 1,000 tpd of additional solid waste would increase truck traffic by only 15-50 vehicle trips per day – between 3% and 8% of the current total vehicle trips per day at the MRWMD site. No significant additional increases in litter- would be anticipated since incoming waste would be delivered in covered transfer trailers. Noise impacts would be nominal because the additional vehicle trips would conform to current hours of operation. The recently revised Solid Waste Facility Permit (SWFP) and California Environmental Quality Act ("CEQA") documents for the Monterey Peninsula Landfill provide sufficient capacity relative to peak daily waste tonnage and traffic volume to allow for the proposed acceptance of the regional waste.

7. What would the revenue from the sale of the excess capacity be used for?

The MRWMD anticipates charging a landfill disposal fee for regional waste that would be reflective of covering the total cost borne for the additional handling and straight disposal of the incoming waste. No other MRWMD services would be provided for the regional waste (such as the processing or recycling of the incoming waste, public education programs, HHW services, composting, etc.). The net revenue from the sale of the excess capacity could be used for two distinct purposes:

- (a) Stabilization of disposal fees to MRWMD member agencies, allowing for more stable and predictable fees ("rate stabilization"), and
- (b) Implementation of new waste management technologies and recycling processes designed to create additional landfill capacity. Examples of potential new waste management technologies and processes include:
 - New waste conversion technology
 - Enhanced recycling and re-use technology
 - Enhanced public education and outreach
 - Food waste composting
 - Implementation of landfill bioreactor technology to increase the rate of waste decomposition and landfill gas generation, resulting in increased landfill airspace due to greater waste stabilization, settlement, and in-place waste densities.
 - Reclamation of landfill airspace by the mining of solid waste already in place for recovery of metals, wood, tires, inert material, soils, organic waste, etc.

BOARD OF DIRECTORS
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JUN 6 2017

SVSWA



MONTEREY REGIONAL WASTE MANAGEMENT DISTRICT

Home of the Last Chance Mercantile

TIMOTHY S. FLANAGAN
General Manager

GUY PETRABORG, P.E., G.E.
Director of Engineering/Compliance

JEFF LINDENTHAL
Director of Communications/Sustainability

PETER SKINNER
Director of Administration/Finance

TIM BROWNELL
Director of Operations

ROBERT WELLINGTON
Legal Counsel

June 2, 2017

Via Electronic and Regular Mail

Patrick Matthews
Salinas Valley Solid Waste Authority
PO Box 2159
Salinas, CA 93902

Subject: Monterey Regional Waste Management District (MRWMD) Comments Regarding SVSWA Notice of Preparation of an Environmental Impact Report for the Long Term Facility Needs Study Project

Patrick

Dear Mr. Matthews:

I appreciate the opportunity to submit comments on behalf of the Monterey Regional Waste Management District (MRWMD) regarding the Salinas Valley Solid Waste Authority (SVSWA) Environmental Impact Report for the Long Term Facility Needs Study Project. I am specifically providing information about the capacity and capability of our operations to help inform the process about the services available to SVSWA in the existing and developing facilities at the MRWMD.

MRWMD has several operating facilities at its location two miles North of Marina, which is approximately 12.5 miles from Salinas city-center. These facilities include yard-waste grinding and composting, anaerobic digestion and composting of food scrap organics, municipal solid waste (MSW) and single stream materials processing for recycling and recovery for diversion, construction and demolition waste (C&D) processing for recycling and recovery for diversion, household hazardous waste (HHW) materials receiving and handling, CRV beverage container buyback center, landfill-gas-to-energy renewable energy production, CNG vehicle fueling station, Last Chance Mercantile retail store for reusable goods receiving, processing and sale, and landfill disposal.

MRWMD will entertain extending the full scope of its recovery and disposal service options to all Monterey County sources of materials.

MRWMD is currently installing new equipment in the Materials Recovery Facility (MRF) that significantly expands our capacity to process single stream recyclables, mixed C&D materials, and MSW streams to recover both recyclable and organic materials. When complete by year-end, the MRF will provide compliance with the CalGreen 65% C&D diversion requirement. It will also have the capacity to recover organics that have not been separated at the source to support compliance with the mandatory organics diversion requirements of AB1826 and SB1383. The publicly-owned facility will also be processing single stream recyclables received from all Monterey Peninsula jurisdictions except the City of Monterey.

Mr. Patrick Mathews
June 2, 2017
Page 2

The performance specifications and estimated surplus capacity at the MRWMD MRF when construction and system testing is complete in December includes:

- C&D operations will have an expected recovery/diversion rate of approximately 70+ %, and will have the capacity to process an additional 100,000 tons a year of materials beyond our current operational needs.
- MSW processing operations will have an expected recovery/diversion rate of approximately 65 %, The processing operations includes the recovery of recyclable paper and containers, and the recovery of organic materials including food-waste and non-recyclable paper. It will have the capacity to process an additional 80,000 tons a year of materials beyond our current operational needs.
- Single Stream recycling operations will have an expected recovery/diversion rate of greater than 90%, and will have the capacity to process an additional 30,000 tons a year of materials beyond our current operational needs.

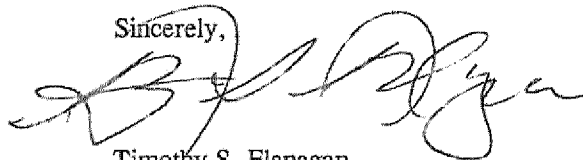
In addition, the MRWMD has excess yard-waste processing capacity of approximately 50,000 tons a year to grind and compost materials.

MRWMD, as part of its operating permit, can accept up to 3,500 tons/day of waste and up to 2,000 vehicle trips/day for disposal, which provides ample capacity to meet the needs of all or part of the SVSWA's service area.




The MRWMD staff is willing to provide additional information, facility tours, and to respond to any questions the SVSWA may have as you proceed through the environmental review process.

Thank you for your consideration of our comments.

Sincerely,



Timothy S. Flanagan
General Manager

 <p>Report to the Board of Directors</p>	<p>ITEM NO. 16</p>
<p>Date: June 16, 2016</p> <p>From: Patrick Mathews, General Manager/CAO</p> <p>Title: Update on Interagency Collaboration with Monterey Regional Waste Management District</p>	<p> Finance Manager/Controller-Treasurer</p> <p> General Manager/CAO</p> <p>N/A Legal Counsel</p>

RECOMMENDATION

Staff and the Executive Committee recommend that the Board of Directors accept this status report and provide any additional direction it feels is relevant at this time.

The attached May 20, 2016 letter from the Monterey Regional Waste Management District (District) concurs with this Board's interest (included in SVR's attached April 15, 2016 letter to District General Manager) in considering further discussion with SVR board members through formation of ad hoc committees. The Board will need to establish its goals and objectives for the ad hoc meetings.

STRATEGIC PLAN RELATIONSHIP

Evaluation of all SVR's potential options under the "Long Term Facility Needs" studies currently underway are consistent with the SVR's Mission, Vision and Values.

The recommended action further helps support SVR Goals to:

- Fund and Implement 75% diversion from landfills and,
- Complete Fact finding Process for Salinas Area Materials Recovery Center

FISCAL IMPACT

There is no immediate fiscal impact for this action and full financial modeling for all study scenarios is included in the California Environmental Quality Act (CEQA) process currently underway to fully assess both short and long term cost impacts and economic benefits to SVR and its customers. The attached correspondence and information requests to the District are specific to the needs of the CEQA process and related studies.

DISCUSSION & ANALYSIS

Staff continues to support a multi-pronged approach of studying multiple options for the long term community needs for solid waste and resource recovery services, as requested by the City of Salinas in its August 13, 2013 letter (attached). To this effect, the response from the District is a great first step in developing the necessary facts needed to fully evaluate a number of collaborative options along with all the project scenarios/sites recommended by our Citizen's Advisory Group (CAG) and approved by the Board.

It is important to note that solid waste facilities are often complex in nature and have both pros and cons with regards to location and community impact (both actual and perceived). All of the options under consideration will have challengers and supporters.

This is typically the case with solid waste facilities and an often discussed topic in papers and articles within our industry.

Completion of the Board authorized CEQA, financial and economic studies are essential to the selection of the specific path or project option(s) based on a solid set of facts. Premature notions or decisions of a preferred path or project option or consideration to eliminate sites before completion of the studies, will potentially expose the Board to more criticism than is necessary. SVR's history of pursuing a singular project path has not resulted in success as referenced under the background information referenced below. In response to this concern, staff continues to engage the respective City and County Economic Development staff in identifying any other site options that could be added to the Board alternatives.

By completing the comprehensive and transparent fact gathering process already underway, the Board will have a solid set of facts, options and findings to consider when making their final decisions. All stakeholders, supporters and those with concerns (current and future) to any particular option will have an open opportunity to participate in the process.

BACKGROUND

Please refer to the October 15, 2015 staff report on the preparation of the Long Term Facility Needs CEQA documents and related studies for a full history of SVR's efforts to site a permanent facility and relocate or enhance the Sun Street Public Service Facility.

The attached letter from the City of Salinas restated their desire to see SVR's Sun Street operations relocated, requesting re-evaluation of multiple alternative sites and commencement of the CEQA process. As a result of this request from the City of Salinas, the CAG was formed to participate in the evaluation of alternative sites. The work and recommendations of the CAG were the basis for the final site options selected by the Board for further study including CEQA, long range financial modeling, and economic benefits studies.

ATTACHMENT(S)

1. August 13, 2013 City of Salinas letter regarding CEQA process for relocation of Sun Street Public Service Facilities
2. May 13, 2016 District staff report and response to SVR letter of April 15, 2016
3. Draft letter to MRWMD acknowledging desire to negotiate shared services



City of Salinas

OFFICE OF THE CITY COUNCIL • 200 Lincoln Avenue • Salinas California 93901 • (831) 758-7201 • Fax (831) 758-7368

August 19, 2013

Salinas Valley Solid Waste Authority
ATTN: Patrick Matthews, General Manager
128 Sun Street, Suite 101
Salinas, CA 93901



RECEIVED

AUG 22 2013

SVSWA

Re: City of Salinas Response Regarding Relocation of Sun Street Transfer Station to Work Street and Request for Property Exchange Agreement.

Mr. Matthews,

We have reviewed your e-mail communications to Salinas City Manager Ray Corpuz of August 5 and 6 and have spoken to staff regarding their concerns about your request for the City to provide the Salinas Valley Solid Waste Authority (SVSWA) with a land swap agreement for the relocation of the transfer station prior to completion of CEQA documentation. This request raises concerns for us as both City representatives to the SVSWA Board and as three of the City Council Members responsible for making the final decision about the relocation site.

(*) We believe that the best decisions can only be made after we have received complete data that fully evaluates all alternatives for possible relocation. Until we have information that evaluates the difference between Work Street (with and without the Granite Asphalt Plant), Hitchcock Road and the Waste Management site, we cannot fully understand the issues associated with our decisions. We also believe that it is essential that all agencies, organizations and community interests be heard on the relocation options so that we can weigh all perspectives before deciding.

We recognize that a lot of effort has gone into previous discussions about the Work Street site, but have been made aware of a number of community and staff concerns about this location. We therefore request, as representatives from the City of Salinas, that you immediately resume the CEQA process that will provide us the information we need to advance this important decision. This action will allow everyone to move closer to resolution of this long standing matter. Should you require more direction than this letter provides, we request that you place this item on the first available agenda for consideration by the full SVSWA Board.

Finally, we want to state clearly that the City of Salinas has a need for the Sun Street Transfer Station to be relocated so that we can advance development of the Alisal Market Place and associated facilities. We also recognize that the Solid Waste Study that will be undertaken by multiple jurisdictions in Monterey County may have implications that create uncertainty about

August 19, 2013
Salinas Valley Soled Waste Authority
Patrick Matthews, General Manager

the relocation plans as they are developing. However, we again believe that the best way forward for all parties is for the EIR to be completed so that we all have solid data on which to base our development and property agreement decisions.

We want to be clear that we understand that you are seeking assurances that the City of Salinas will negotiate in good faith for a location that is desirable for the transfer station. We can direct staff to prepare an MOU to that effect if you believe that is necessary. However, until full details are provided, we would find it difficult to prepare a property agreement for the relocation.

Should you have questions or wish clarification on our recommendations, please contact Gary Petersen, Director of Public Works at 831-758-7390.

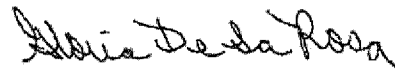
Regards,



Tony Barrera
Council Member District 2



Jyl Lutes
Council Member District 6



Gloria De La Rosa
Council Member District 4

cc: Ray Corpuz, City Manager
Vanessa Vallarta, City Attorney
Gary Petersen, Director of Public Works
City of Salinas - Council



Mission

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 services and education.

Vision

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.

Innovation • Integrity • Public Education • Efficiency • Fiscal Prudence • Resourcefulness • Customer Service • Community Partnerships

June 21, 2016

Tim Flanagan, General Manager
Monterey Regional Waste Management District
14201 Del Monte Blvd.
P.O. Box 1670
Marina, CA 93933

Subject: Response to Inter-Agency Collaboration letter of May 20, 2016

Dear Tim,

Thank you and your Board for your agency's timely response to our April 15, 2016 letter. The response to your question posed to SVR in the subject letter is yes, we are interested in negotiating terms and conditions for the various disposal and/or processing services outlined in our referenced letter. Our Board discussed this letter at its April 21, 2016 meeting and again at its June 16, 2016 meeting and provided direction to staff to move forward with these discussions. We are in the process of conducting CEQA required analyses on a number of project scenarios focused on long term facility needs for our agency, including use of various District services. Development of clear costs and terms for any future agreements with the District are critical for completion of our CEQA, economics and financial impacts studies that will be used by our Board to make these long range decisions. We look forward to these discussions over the coming months.

Your truly,

Patrick Mathews, General Manager/CAO
Salinas Valley Recycles

Copy to: SVR Board of Directors

www.svswa.org

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ROBERT WELLINGTON
COUNSEL

MONTEREY REGIONAL WASTE MANAGEMENT DISTRICT

Home of the Last Chance Mercantile

May 20, 2016

RECEIVED

MAY 24 2016



Mr. Patrick Mathews, General Manager/CAO
Salinas Valley Recycles (SVR)
PO Box 2159
Salinas CA 93902-2159

SVSWA

Re: Inter-Agency Collaboration; Your Letter of April 15, 2016

Dear Patrick:

This letter is in response to your letter to me dated April 15, 2016, with questions related to issues and informational needs to assist in your evaluation of various collaborative options under consideration by SVR in its Long Term Needs Environmental Impact Study. The District's Board of Directors reviewed and discussed this letter in its meeting today and authorized me to send it to you. The District's response to the primary questions raised in your letter are as follows:

Merger and Joint Governance. You/SVR asked "Is the District interested in exploring merger and joint governance of a countywide agency with Salinas Valley Recycles (SVR)?"

The position of the District Board has been for some time now, and remains, that it is not interested in merger or joint governance. Since that is the District's position, the Board believes that discussions of this matter "at the elected level" would be inappropriate, and that any discussions of this nature should be official, open and on-the-record, as modeled in our present letters to each other. However, our Board has indicated that it is open to discuss other options for our joint collaboration.

Shared or Contracted Services. You (for SVR) have inquired about three options in this regard.

- (1) *Clean Fiber and Organics Recovery System* – Is the District interested in participating in this project?
The District Board is not interested in participating in this project at the present time. The District could certainly reevaluate this position, but that would depend upon the outcome of considerable further exploration and understanding of this project on our part.
- (2) *Contracted Landfill Disposal Only* or
- (3) *Contracted Waste Processing Services* – Would the District under contract (i) accept SVR waste for landfill disposal or (ii) extend processing services to one or both of SVR's waste streams identified in its letter (i.e., mixed commercial waste and C&D materials)?

Mr. Patrick Mathews
May 20, 2016
Page 2

Our answer to each of these questions is the same – The District will certainly consider and discuss providing either or both of the services to SVR mentioned above, by contract on negotiated terms mutually agreed upon and beneficial to both parties. A full set of services could be discussed and possibly made available to SVR, including recycling services at our MRF, an HHW program, food and green waste processing, E-waste and drop-off recycling, Last Chance Mercantile reuse and retail sales, and others.

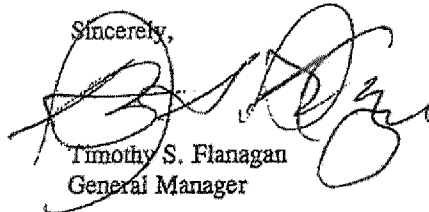
Before we proceed further to review and provide answers to the questions you have posed regarding the above-two services, we have a question of SVR: Is the SVR interested in either or both of such services, and in negotiating with the District regarding same?

If so, then I am authorized to meet with you as soon as mutually convenient to begin discussions, outline the issues involved and start on a negotiating process to reach an agreement between SVR and the District on these matters, subject to review and approval of our respective boards, of course. District staff would also commence the efforts necessary to try to answer all of the services-related questions posed to us in your April 15th letter.

Additionally, the District Board believes that further discussions at the board level may well be in order, and would suggest a future meeting between ad hoc committees of our two boards on these matters, including the several recommendations set forth in the countywide solid waste study of last year.


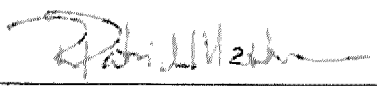
We look forward to hearing back from you on this matter and continuing with our joint collaborative efforts.

Sincerely,



Timothy S. Flanagan
General Manager

cc: SVR Board of Directors
District Board of Directors

 SalinasValleyRecycles.org Report to the Board of Directors	ITEM NO. 13
	N/A
	Finance Manager/Controller-Treasurer
	 General Manager/CAO
Date: April 21, 2016 From: Patrick Mathews, General Manager/CAO Title: Collaborative Discussions between Salinas Valley Recycles and Monterey Regional Waste Management District (MRWMD)	N/A Legal Counsel

RECOMMENDATION

Staff recommends that the Board accept this report and provide staff and Board with any added direction regarding collaborative discussions beyond those currently underway with the SVR and MRWMD General Managers and staff.

STRATEGIC PLAN RELATIONSHIP

This status report provides support for SVRs goal to "Complete the Fact Finding Process for the Salinas Area Materials Recovery Center and Clean Fiber and Organics Recovery System" and all other alternatives approved for consideration under the California Environmental Quality Act (CEQA) environmental review process currently underway.

FISCAL IMPACT

This report has no immediate fiscal impact, but may lead to future system recommendations that may alter diversion, public services and/or costs for future SVR activities and public service programs.

DISCUSSION & ANALYSIS

Since summer 2015, the General Managers and key staff from SVR and MRWMD have met and communicated periodically regarding each agency's long range plans and activities. The purpose of these meetings, as directed by the Board, is to determine what levels of collaboration can occur between the agencies to improve delivery of services and manage system costs. These meetings are ongoing and have been very informative.

Attached you will find a letter to the MRWMD that begins outlining the specific details needed to support our CEQA and fiscal review processes for the varying options under consideration by SVR. This letter requests more detailed information and responses to a number of important policy questions that are necessary for the two agencies to begin substantive discussions on future areas of collaboration.

BACKGROUND

SVR and MRWMD General Managers have and will continue to meet periodically to stay abreast of each agency's activities, progress and advancements in providing improved

public and franchise services. Our collective goal is to find areas of mutual benefit and cooperation that can assist both agencies in achieving higher waste recovery, increased green energy production, improved public services and a more sustainable waste management system in Monterey County. This item is a follow-up to Board's discussion on this topic at its March 2016 meeting and the January 2016 staff report updating the Board on inter-agency discussions.

ATTACHMENT(S)

1. Letter to MRWMD regarding Interagency Collaboration and CEQA Analysis, April 13, 2016
 - a. SVR Board report "Update on Inter-Agency Collaborative Discussions", 1/21/2016
 - b. Solid Waste Study, Scenario 7 Projected Traffic and Routes
 - c. MRWMD "Guiding Principles for Acceptance of Regional Waste", 8/12/2005



Mission

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Vision

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.

Innovation • Integrity • Public Education • Efficiency • Fiscal Prudence • Resourcefulness • Customer Service • Community Partnerships

April 15, 2016

Tim Flanagan, General Manager
Monterey Regional Waste Management District
14201 Del Monte Blvd., PO Box 1670
Marina, CA 93933-1670

Subject: Inter-Agency Collaboration and CEQA Analysis

Dear Tim,

Per our discussions over the last few months, our Board of Directors has asked that we provide you with an outline of the issues and informational needs that will assist us in evaluating the various collaborative options under consideration in our Long Term Facilities Needs Environmental Impact Study (EIR). As several of the options under study include varying levels of shared or collaborative services between our agencies, we would like to outline the higher-level questions and information that will be important for our analysis and will form the agenda for our respective Board's ongoing discussions. As reference, attached is a copy of the update report on agency General Manager discussions provided to our Board in January 2016.

Merger and Joint Governance

This is a question that has been raised many times over the years dating back to the formation of SVR in 1997 and remains an often-raised topic of discussion and speculation.

- Is the District interested in exploring merger and joint governance of a countywide agency with Salinas Valley Recycles (SVR)?

Firm resolution of this question will help to guide our future discussions and Board processes. As we discussed, there is some interest in having further discussion at the elected level regarding this issue. We will keep you informed as our Board provides formal direction.

Shared or Contracted Services

As outlined in the attached update to our Board, there are a number of options under study from development of SVR's public/private partnership with Global OrganicS Energy for recovery of clean paper fiber, organics and recyclables from the mixed waste stream (landfilled waste) to the simple movement of all North County and Salinas refuse to the Marina Landfill for disposal only and closure of SVR's public service facilities in Salinas. This was the recommendation coming from the City Manager's Solid Waste Study last year (study scenario no. 7).

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tel. (831) 775-3000 • fax (831) 755-1322

Inter-Agency Collaboration and CEQA Analysis

The following questions and information requests will assist us in clarifying the options being studied, define the appropriate paths forward to complete our EIR process, and provide a strong supporting fact set for our Board to consider when it deliberates the EIR outcomes.

Clean Fiber and Organics Recovery System

1. Would the District be interested in participating in this project for advanced processing of waste already destined for your landfill such a residential packer truck waste? For clarification, we are not interested in securing waste already dedicated to your current or future materials recovery facility, only mixed curbside waste or unmarketable recovered paper products (waxed cardboard, food contaminated paper...) destined for landfilling. District interest in participating at this time would not be binding and would of course be subject to successful completion of SVR's EIR process, inter-agency rate and service negotiations, and final commercial demonstration of the fiber recovery plant scheduled for next year.
2. Would the District be interested in jointly hosting this project at its Marina landfill as an added siting option that SVR can consider in our EIR process? If yes,
3. What level of additional California Environmental Quality Act (CEQA) analysis do you believe would be required to facilitate such a project on your property?

Contracted Landfill Disposal Only

4. Per the City Manager's study recommendation, would the District accept SVR waste for landfill disposal only (no MRF processing), under contract? If yes,
5. Would the District extend SVR its premium disposal rate offered to Greenwaste Recovery for residues coming from its San Jose processing facilities and what is that rate currently? What contractual conditions would come with the premium rate, such as "put-or-pay"?
6. Will the District need to update its CEQA documents to accept SVRs additional out-of-district waste? We have attached a map showing the likely traffic and routing associated with the Solid Waste Study recommendation for your reference.
 - a. Please forward the most current CEQA documents/amendments governing your acceptance of out-of-district waste for our study reference.
7. How will the District's landfill life be affected with an increase of 120,000-170,000 tons per year from SVR in addition to its current importation tonnage contracts, plus expected future annual growth projections in the SVR service region of 1-3%?
8. Would any of the current importation contracts or a future SVR contract retain any future (but currently unknown) financial liabilities for waste once it is accepted for landfilling by the District, either during or after termination of the agreement?
9. Have your "Guiding Principles for Acceptance of Out-of-District Waste" been modified or changed since adoption in 2005 (copy attached)? If yes, please forward your most current Guiding Principles, but if not:
 - b. Would the policy limitation for short to medium term contracts only still be applicable?
 - c. Would SVR have to consolidate waste and use transfer trucks only to deliver waste?
 - d. Can the district handle an additional 200-300 self-haul customers per day, and all the ancillary services (HHW, drop-off recycling, organics,...) if the SVR facilities

Inter-Agency Collaboration and CEQA Analysis

- in Salinas are closed per the Solid Waste Study recommendation? The 2005 Guiding Principles indicate this may be prohibited.
- e. How many added employees would the District need to accommodate full service of SVR customers and franchisee waste delivery proposed in the Solid Waste Study? And would the District give priority to hiring any displaced SVR employees to fill these positions if its Salinas facilities are closed?
 - f. Any new or expanded capital improvements or heavy equipment needed to accommodate increases in tonnage and traffic associated with SVR waste?
 - g. Are there any other significant conditions for delivery of waste to the District's landfill, contractual obligations or provision related to public self-haul services that SVR should be aware of for its CEQA studies?

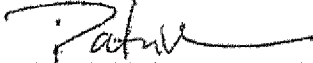
Contracted Waste Processing Services

- 10. We understand the District is enhancing its Materials Recovery Facility (MRF) processing capabilities for construction and demolition materials and mixed commercial waste. Would the District be willing to extend processing services to SVR for one or both of these waste streams? If yes,
- 11. What are the conditions for delivery of waste for processing? Would your guiding principles apply here or can select franchise vehicles be instructed to deliver waste directly to your MRF?
- 12. Any anticipated limitations or standards for what types of materials can be delivered for processing?
- 13. Do you anticipate market conditions could alter current or future recovered materials categories, costs and/or recovery rates for the enhanced MRF facilities? Example, will processing rates go up or down conditioned upon current market conditions for recyclables? Would the District be open to sharing some portion of the recycling revenues when markets are very good?
- 14. If SVR decided to maintain its public self-haul and AB 939 services in the Salinas area, would the District offer a lower rate for processing only that does not include your cost recovery for onsite public services such as drop off recycling, AB 939 services or HHW collection?
- 15. As above, in the event there is a future decision that results in any reduction of SVR staff, would the District give priority to hiring displaced SVR employees to fill positions necessary to accommodate increased processing of SVR materials at its facility?
- 16. Please provide a list of your stakeholder groups and organizations (Chambers, Rotaries, environmental organizations, ...) near the landfill and in the District service area that should be notified or engaged in our CEQA processes that involve moving materials to District facilities.

We appreciate the opportunity to continue and build upon our current discussions. While we do not expect you can immediately answer all of the broader questions posed above, we hope to begin addressing as many as reasonably possible in the near future to allow our EIR consultant to better frame and evaluate some of the options under consideration. Please forward any questions you may have as they arise and we will do the same on our end. Our goal is to fully define each option under consideration, evaluate short and long-term rates and costs, consider economic benefits and impacts, and create a clear and transparent dialogue between our agencies that facilitates sharing of services and programs where it makes most sense for our respective operations.

Inter-Agency Collaboration and CEQA Analysis


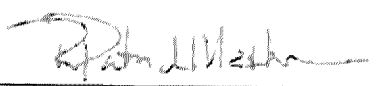
Sincerely,



Patrick Mathews, General Manager/CAO
Salinas Valley Recycles

Attachments: SVR Board report "Update on Inter-Agency Collaborative Discussions", January 21,
2016
Solid Waste Study, Scenario 7 Projected Traffic and Routes
MRWMD "Guiding Principles for Acceptance of Regional Waste", August 12, 2005

Copy: Citizens Advisory Group
AECOM, Jeff Zimmerman

 SalinasValleyRecycles.org Report to the Board of Directors	ITEM NO. 8
	N/A
	Finance Manager/Controller-Treasurer
	 General Manager/CAO
Date: January 21, 2016 From: Patrick Mathews, General Manger/CAO Title: Update on Collaborative Discussions between Salinas Valley Recycles and Monterey Regional Waste Management District (MRWMD)	N/A Legal Counsel

RECOMMENDATION

Staff recommends that the Board accept this report.

STRATEGIC PLAN RELATIONSHIP

The status report provides information that supports Goal A, Fund and Implement 75% Diversion of Waste from Landfills. The Board provided specific instruction under its July 2015-Jan 2016 Strategic Planning objectives to have the General Manger facilitate meetings with the new MRWMD General Manager on the feasibility of sharing future processing capacities as they are developed.

FISCAL IMPACT

This report has no fiscal impact, but may lead to future system recommendations that improve diversion, public services and/or reduce costs for SVR activities.

DISCUSSION & ANALYSIS

In September both General Managers and their immediate staff met at SVR offices to review the proposed Clean Fiber and Organics Recovery Technology Center proposal by Global OrganicS Energy (GOE) and to discuss how this proposed technology could be developed and potentially shared by both agencies in the future.

In October 2015, both General Managers and their immediate staff met at the MRWMD offices to review and discuss the district's planned Materials Recovery Facility Improvements and how their updated facility could also be shared with SVR. Both facilities have primary focuses on specific waste streams that could be complementary and not competitive in nature, achieving a very high collective waste recovery rate and a long term sustainable system for the entire County.

To advance the discussions around possible future shared or joint programs/projects under evaluation in our Environmental Impact Study for future facility needs, the General Manager is preparing a letter to the MRWMD outlining areas of discussion and informational needs associated with:

1. MRWMD interest in merger and joint governance of the agencies
2. MRWMD interest in shared use of the potential future Clean Fiber and Organics Recovery System for processing mixed residential wastes destined for landfill
3. Contracted rates, terms, conditions and limits associated with:
 - a. SVR delivery of refuse for landfilling at MRWMD

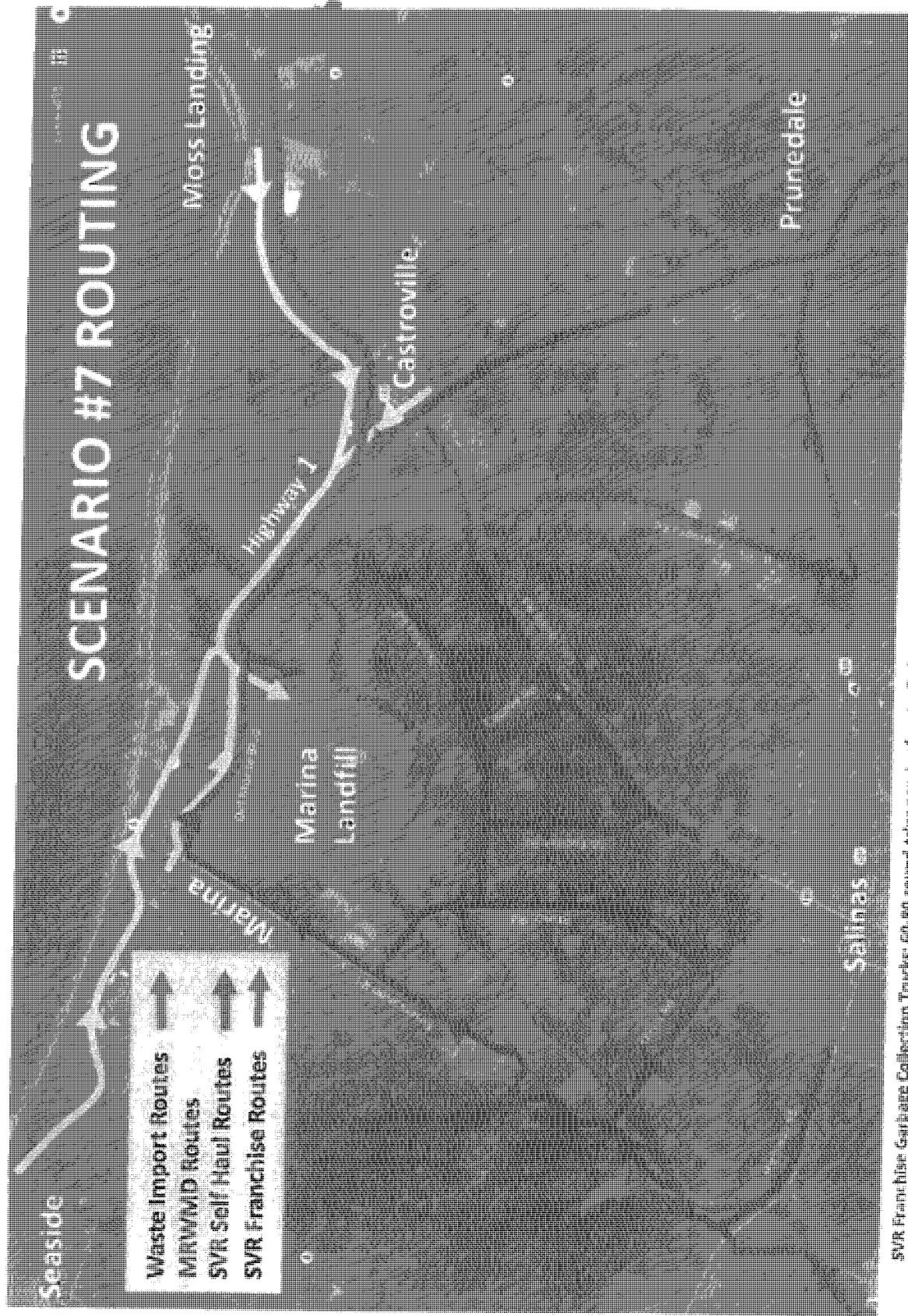
- b. SVR delivery of select materials for processing at MRWMD
- c. Designation of MRWMD as the direct haul site for Salinas and North County franchise and self-haul wastes
- 4. Other shared program services such as household hazardous waste disposal contracting, cooperative organics management programs and expanding shared public education services
- 5. Impacts associated with limiting waste importation into Monterey County

BACKGROUND

SVR and MRWMD General Managers have and will continue to meet periodically to stay abreast of each agency's activities, progress and advancements in providing increased waste recovery services with new or expanded technologies. Our collective goal is to find areas of mutual benefit and cooperation that can assist both agencies in achieving higher waste recovery, increased green energy production, improved public services and a more sustainable waste management system in Monterey County.

ATTACHMENT(S)

None



SVR Franchise Garbage Collection Trucks: 60-80 round trips per day (controlled routes)
 SVR Self Haul Customer Vehicles: 250-350 round-trips per day (uncontrolled routes)

Johnson Cyn Landfill Comparison Transfer Trucks: 28-32/day,
 Franchise Trucks: 20-24/day, Self-haul Vehicles: 20-30/day



Memorandum

MONTEREY REGIONAL WASTE MANAGEMENT DISTRICT

DATE: August 12, 2005
TO: General Manager
FROM: Assistant General Manager and Senior Engineer
SUBJECT: Policy Regarding Acceptance of Regional Waste (Out-of-District) for Disposal at the Monterey Peninsula Landfill

RECOMMENDATION: That the Board of Directors take the following action:

- Consider and provide direction on the draft "Guiding Principles for Acceptance of Regional Waste" for Disposal at the Monterey Peninsula Landfill, and
- Set a Public Hearing for September 16, 2005 to Adopt the "Guiding Principles for Acceptance of Regional Waste" and Adopt a Disposal Fee for Acceptance of Regional Waste.

BACKGROUND

The Monterey Regional Waste Management District (MRWMD) is in the enviable position of owning a landfill with a remaining capacity in excess of 40,000,000 tons, yielding a site life of well over 100 years for its member agencies. This enormous capacity places the Monterey Peninsula Landfill in the top 20 landfills in the entire United States with respect to remaining waste capacity, and probably within the top 2 or 3 with respect to the estimated site life.

The MRWMD is evaluating the possibility of accepting regional solid waste, defined as waste from outside its existing service area. Acceptance of regional waste would be done on a case-by-case basis by agreement in accordance with the MRWMD's adopted "Guiding Principles for Acceptance of Regional Waste". Strict environmental, operational, and financial standards would be built into any agreement to accept such waste. Regional cooperation for waste disposal would be given a high priority. The District intent at this time is to offer only short and/or intermediate capacity (defined as 20 to 30 years disposal capacity) to importing jurisdictions. Acceptance of any regional solid waste would only be approved as long as the MRWMD can maintain a reserve disposal capacity at the Monterey Peninsula Landfill that will give its member agencies a site life in excess of 75 years (to the year 2080).

GUIDING PRINCIPLES FOR ACCEPTANCE OF REGIONAL WASTE

In July 2004, an Ad Hoc Advisory Task Force was formed and discussions on the "Guiding Principles" for the MRWMD were initiated. One of the guiding principles is on landfill capacity and service area. This principle addresses parameters for offering certain limited, excess landfill capacity to neighboring public agencies for the disposal of regional ("out-of-District") waste at the Monterey Peninsula Landfill. Two immediate potential buyers of this excess landfill capacity include the Salinas Valley Solid Waste Authority (SVSWA) and Santa Cruz County. The proposed 2004 Guiding Principle regarding landfill capacity and service area is as follows:

"Consider a policy establishing a minimum 75 year landfill life to serve projected waste streams exclusively generated by the MRWMD member agencies to the year 2080. Certified landfill capacity exceeding 75 years would be considered excess capacity, which could be considered for sale to the County of Santa Cruz and the Salinas Valley Solid Waste Authority (SVSWA). The purpose of the sale of the excess capacity is to mitigate further disposal fee increases to the MRWMD member agencies and to permit the SVSWA and the County of Santa Cruz adequate time to identify and develop additional long-term disposal capacity within their respective jurisdictions."

At its October 15, 2004 Board meeting, the Board agreed on the Guiding Principles that were proposed by the MRWMD Advisory Task Force. Since then, the Guiding Principles have been further developed. The Board Finance Committee met on July 6, 2005 and discussed the acceptance of regional (out-of-District) waste. A draft "Guiding Principles for Acceptance of Regional Waste" is presented below for the Board's consideration:

Guiding Principles for Acceptance of Regional (out-of-District) Waste

1. Regional waste received will be from public agencies only, by agreement.
2. The primary need of the public agency will be for short to intermediate (20 to 30 years)-term landfill space while they work to find a long-term solution to their solid waste disposal needs.
3. The sale of the MRWMD excess landfill capacity will be subject to a contract approved by the Board.
4. The amount of waste to be accepted will not reduce the MRWMD's certified landfill capacity below 75 years (to 2080).
5. The waste brought to the MRWMD will have been subject to recycling and diversion programs acceptable to meet the State-mandated diversion goals.
6. The MRWMD will have the ability to shorten the contract term should the agency not demonstrate adequate progress in meeting their long-term solution to solid waste disposal.
7. The acceptance of Regional waste will utilize only District landfill operations and airspace. The waste will not require the use of any of the following MRWMD services: materials recovery facility, public recycling drop-off facility, Last Chance Mercantile, household hazardous waste collection program, and public awareness program.
8. The agreed-to disposal fee will include an escalation clause to compensate the MRWMD for future annual increases in costs.
9. The waste will be transported to the MRWMD in large transfer-trailer-type loads to minimize the impact on public roads and maximize the efficiency of transportation and landfill operations.

After approving the 2004 Guiding Principles, the Board authorized staff to meet with the SVSWA and the County of Santa Cruz to discuss the parameters for the possible acceptance of their waste at the Monterey Peninsula Landfill.

NEIGHBORING AGENCY NEED FOR DISPOSAL CAPACITY

The SVSWA and the County of Santa Cruz have both short and long-term needs for the safe, environmentally sound and fiscally responsible disposal of their solid waste.

The siting of a new sanitary landfill is an extremely difficult proposition for any public or private entity. It has been over 15 years since the last landfill was sited in California. (The last landfill sited in California is the Keller

Canyon Landfill in Contra Costa County, owned by Allied Waste). The SVSWA and County of Santa Cruz face a daunting task in siting and developing a new landfill in Monterey County or Santa Cruz County. These neighboring regional agencies have indicated interest in the potential utilization of the District's excess landfill capacity for their disposal needs.

ENVIRONMENTAL REVIEW

Staff will be evaluating the appropriate CEQA documentation needed to accompany the Board's approval of the proposed agreements to accept regional waste. The likely main issues are air quality and traffic. Loads of waste to the Monterey Peninsula Landfill from the regional waste sources would not exceed the MRWMD's peak daily trip volume or waste tonnage that have been included in the revised Solid Waste Facility Permit (SWFP) (August 2005). Therefore, we do not anticipate traffic or tonnage to be an issue. Air quality may be of concern because the total trip lengths are increased relative to the disposal options that the regional waste generators now have for disposal locations (Crazy Horse Landfill and Buena Vista Landfill). It is possible that compliance with CEQA may be achieved by preparing an addendum to the SWFP Negative Declaration that specifically addresses acceptance of regional waste. The analysis of the traffic/air quality issues most likely will result in a conclusion that the proposed agreements would not result in significant environmental impacts. Such an addendum would not require a public review period.

BENEFITS OF ACCEPTING REGIONAL WASTE

The adoption of the Guiding Principles for Acceptance of Regional Waste would have the following benefits to the MRWMD and the neighboring regional public agency:

Value to the MRWMD

- * The funds could be used for new waste diversion and recycling programs such as new conversion technologies, enhanced public education and outreach, food waste composting, and/or new methods of operation such as the bioreactor landfill and landfill mining. Each of these programs would reduce the disposal capacity needed by the MRWMD and in effect replace a portion of the excess landfill capacity proposed for sale. Additional recycling efforts may be mandated in the future due to a proposed increase in the current 50% diversion rate to 70%, which is currently proposed on the 2005 Legislative Calendar.
- * The additional revenue from the sale of excess landfill capacity could be used to mitigate future disposal fee increases to MRWMD member agencies, allowing for more stable and predictable fees.

Value to the Public Agency

- * The purchase of a certain amount of MRWMD's excess landfill capacity will provide the jurisdiction additional time to develop long-term solutions to their solid waste disposal needs. Possible solutions include increased diversion, new methods of operations, and development of new recycling programs.

QUESTIONS AND ANSWERS REGARDING IMPORTATION OF REGIONAL WASTE


Staff has developed a list of questions and answers regarding the issues surrounding the importation of regional waste. This Q&A list is intended to provide interested parties with information on the key issues. A copy is attached.


SOLID WASTE DISPOSAL FEE EVALUATION

At the March 18, 2005 Board meeting, the Board authorized EMCON/OWT to prepare a solid waste disposal fee evaluation for the Monterey Peninsula Landfill. The purpose of the study was to outline issues related to acceptance of regional waste for landfilling, to determine the MRWMD's cost for developing and utilizing the existing landfill waste capacity and to evaluate a potential fee that the MRWMD could charge should it elect to accept regional waste for disposal. Rich Haughey from EMCON will attend the August 19th Board meeting to make a presentation to the Board and answer questions.

CONCLUSION

Staff is requesting that the Board provide comments and direction regarding the "Guiding Principles for Acceptance of Regional Waste" and then set a public hearing for September 16, 2005 to adopt the Guiding Principles for Acceptance of Regional Waste and adopt a disposal fee for acceptance of regional waste.



Timothy S. Flanagan
Assistant General Manager

Richard D. Shedden, P.E.
Senior Engineer

Attachment



IMPORTATION OF REGIONAL (OUT OF DISTRICT) SOLID WASTE
BY THE
MONTEREY REGIONAL WASTE MANAGEMENT DISTRICT

QUESTIONS AND ANSWERS

August 2005

The Monterey Regional Waste Management District's (MRWMD's) Monterey Peninsula Landfill has a remaining capacity in excess of 40,000,000 tons, yielding a site life of well over 100 years for its member agencies. The MRWMD is evaluating the possibility of accepting regional solid waste, defined as waste from outside its existing service area. The District would look to provide short or intermediate landfill capacity (ranging from 20 to 30 years) to any importing jurisdiction. Acceptance of any regional solid waste shall only be approved as long as the MRWMD can maintain a reserve capacity that will give its member agencies a landfill site life in excess of 75 years (to the year 2080). The additional revenues from the sale of excess landfill capacity can be used to implement of new waste diversion and recycling programs and to mitigate future disposal fee increases to MRWMD member agencies, allowing for more stable and predictable fees.

The following is a list of questions and answers regarding some of the key issues surrounding the importation of regional waste to the Monterey Peninsula Landfill:

1. What is meant by "Regional Waste"?

Regional waste is solid waste from outside the MRWMD's existing service area.

2. What is the existing MRWMD service area?

The MRWMD service area includes the cities of Carmel-by-the-Sea, Del Rey Oaks, Marina, Monterey, Pacific Grove, Sand City, Seaside, Pebble Beach Community Services District, and unincorporated areas of Monterey County. The MRWMD service area covers about 853 square miles and serves approximately 170,000 residents. The District provides a number of services to residents in the District's service area. These services include the composting of the majority of Monterey County's biosolids, the processing and recovery of commercial and demolition waste, a comprehensive Public Education and Outreach program for the member jurisdictions and schools, composting of organic materials, the HHW "drop-off" program, and the Last Chance Mercantile.

3. Why should the MRWMD consider regional waste importation? Why is this a regional issue?

With a current reserve capacity of 100 years and on-going improvements in solid waste disposal, the MRWMD is in a position to make available excess solid waste disposal capacity at the Monterey Peninsula Landfill to other regional governmental entities for the benefit of MRWMD member agencies. The direction of the District at this time is to provide short and/or intermediate disposal capacity, defined as twenty to thirty years capacity, for any importing jurisdiction. This type of regional planning and cooperation is consistent with many other forms of regional coordination and cooperation, such as transportation, emergency medical care, fire fighting mutual aid, air quality management, and water quality management.

4. How much waste disposal capacity does the MRWMD currently have?

Currently the Monterey Peninsula Landfill has over 40,000,000 tons of remaining waste capacity, with an estimated site life of well over 100 years at the current rate of fill (plus a 1% per year growth factor). The California Integrated Waste Management Board presently mandates that every city and county in the State divert 50% of its solid waste from landfill disposal.

Additional landfill capacity can be developed through the implementation of new technology and processes. (See Question 7). Indications are that the State may increase the mandatory diversion rate to 70% or even higher in the next few years. Achieving this higher diversion rate would increase the site life of the Monterey Peninsula Landfill to approximately 150 years. This amount of capacity far exceeds any prudent projections of disposal needs into the future.

The MRWMD's goal is to secure a minimum long-term solid waste disposal capacity of 75 years for its member jurisdictions. This 75-year "reserve capacity" requires that the MRWMD set aside for its member agencies a minimum of 25,700,000 tons out of the 40,100,000 tons of remaining capacity. Therefore, approximately 14,400,000 tons of capacity is considered to be "excess capacity".

The status of the MRWMD's disposal capacity is such that it could theoretically accept all of the waste from north SVSWA and Santa Cruz County (over 320,000 tons per year), with out any increase in diversion or recycling, for over 45 years and still have in excess of 75 years of capacity for the MRWMD. This 45-year period would give the SVSWA and Santa Cruz County sufficient time to develop and implement their own long-term solutions to their solid waste disposal needs.

5. Would the MRWMD consider importation of solid waste from outside the region?

The MRWMD would only consider acceptance of solid waste from those neighboring Monterey Bay Area jurisdictions which are in compliance with all State regulations and have met all their requirements mandated through their Source Reduction and Recycling Elements (SRRE).

6. What would be the anticipated environmental impacts, if any, (e.g. traffic/noise/litter) etc.- from regional waste importation?

Imported regional waste would be delivered to the Monterey Peninsula Landfill in large transfer trailers. The importation of between 300 tons per day (tpd) to 1,000 tpd of additional solid waste would increase truck traffic by only 30-50 vehicle trips per day - between 5% and 8% of the total vehicle trips per day into the MRWMD site currently. No significant additional increases in litter would be anticipated since incoming waste would be delivered in covered transfer trailers. Noise impacts would be nominal because the additional vehicle trips would conform to current hours of operation. The recently revised Solid Waste Facility Permit (SWFP) and California Environmental Quality Act ("CEQA") documents for the Monterey Peninsula Landfill provide sufficient capacity relative to peak daily waste tonnage and traffic volume to allow for the importation of the proposed regional waste.

7. What would the revenue from the sale of the excess capacity be used for?

The tipping fee the District anticipates charging for regional importation would be reflective of covering the total cost borne for the additional handling and straight disposal of the incoming waste. No other District services such as the processing or recycling of the incoming waste, public education programs, composting, etc. would be anticipated being provided to the incoming waste material. The additional revenue from the sale of the excess capacity could be used for two distinct purposes: implementation of new waste management technologies and recycling processes designed to create additional landfill capacity, and rate stabilization for the MRWMD member agencies. Examples of potential new waste management technologies and processes include:

- * New waste conversion technology.
- * Enhanced recycling and re-use technology.
- * Enhanced public education and outreach.
- * Food waste composting.
- * Reclamation of landfill airspace by the mining of solid waste already in place for recovery of metals, wood, tires, inert material, soils, organic waste, etc.
- * Implementation of landfill bioreactor technology to increase the rate of waste decomposition and landfill gas generation, resulting in increased landfill airspace due to greater waste stabilization, settlement, and in-place waste densities.



Report to the Board of Directors

ITEM NO. 6

Finance and Administration
Manager/Controller-Treasurer

General Manager/CAO

N/A

General Counsel

Date: January 18, 2018

From: C. Ray Hendricks, Finance and Administration
Manager

Title: A Resolution Approving an Adjustment to the
Operating Budget for Fiscal Year 2017-18

RECOMMENDATION

The Executive Committee recommend the Board adopt the resolution.

The budget adjustments will ensure that the budget reflects current activity.

FISCAL IMPACT

The net fiscal impact of the recommended budget adjustments is a net increase to fund balance of \$116,800 for the fiscal year.

DISCUSSION & ANALYSIS

Based on activity during the first six months, staff recommends the following budget adjustments.

- Increase estimated revenues by \$610,000
- Increase operating appropriations by \$493,200

Increase estimated revenues by \$610,000

Construction and Demolition (C&D) was expected to produce \$348,000 in revenues for the fiscal year. As of November, actual revenues are \$270,895. Conservative estimates for C&D tonnage are expected to produce \$528,000 in revenues by the end of the fiscal year, an increase of \$180,000 over the original budget.

Clean Fill Dirt has not typically been a significant revenue source for the Authority, and has not been budgeted as expected revenues. As of November, we have accepted \$330,000 in revenues from this material. The year to date revenues for this item are enough to fund most of the necessary operating appropriations.

Investment revenues have not been a large source of revenues in recent years. The Local Area Investment Fund (LAIF) managed as part of the Pooled Money Investment Account by the state of California had returns as low as .228%. The Authority invested some of its funds in CDs in order to maximize returns, but the LAIF returns slowly increased and eventually surpassed what was available in short term CDs. The LAIF returns have increased every month this year and is 1.172% at the end of November. The Authority can expect to receive \$100,000 in investment revenues that had not been previously budgeted for.

Increase operating appropriations by \$493,200

The Sun Street Transfer Station is running at full permitted capacity and has had to rely on Madison Lane to take a higher amount of Salinas Franchise Waste than originally budgeted. We have expended most of the \$265,000 budget as of November 30. We do not anticipate this trend to reverse in the immediate future.

The Sun Street Transfer Station is running at maximum capacity, which equates to more wear and tear on all the equipment necessary to operate the facility and transport waste. The facility has experienced major repairs to one transfer truck and trailer this year that consumed a fair portion of the budget in August. The two facility loaders have also required more repairs than anticipated this year.

The changes in the state fuel tax structure has resulted in additional fuel costs to the Authority. On November 1, 2017, the based excise tax for diesel was increase by \$0.20 a gallon. The increased tax was not budget for in the current budget.

Increased Construction and Demolition and Green Waste tonnages require additional budget allocations in order to process this incoming material.

The additional revenue from Construction and Demolition and Clean Fill Dirt listed above is more than adequate to cover these increases in the operating budget.

Following is a summary of the operating appropriation adjustments recommended:

\$ 235,000	Madison Lane Transfer Station
\$ 141,200	Vehicle/Equipment Maintenance
\$ 50,000	Fuel
\$ 30,000	Construction and Demolition Processing
<u>\$ 37,000</u>	Organics Diversion
<u>\$ 493,200</u>	Total Appropriation Increases

BACKGROUND

The FY 2017-18 budget is doing due to increased tonnage and revenue. Increases in diverted materials tonnage require some adjustments to the budget as stated above. However, the additional revenue from these programs will more than offset the additional costs.

ATTACHMENT(S)

1. Resolution
2. FY 2017-18 Mid-Year Budget Adjustments

RESOLUTION NO. 2018 –

A RESOLUTION OF THE SALINAS VALLEY SOLID WASTE AUTHORITY APPROVING AN ADJUSTMENT TO THE OPERATING BUDGET FOR FISCAL YEAR 2017-18

WHEREAS, on March 16, 2017, the Board of Directors of the Salinas Valley Solid Waste Authority approved the FY 2017-18 operating budget; and,

WHEREAS, increases in green waste and construction and demolition tonnage require adjustments to the operating budget in order to process increases in diverted materials; and,

WHEREAS, permitted capacity limits at Sun Street Transfer Station require additional Salinas Franchise Tonnage be transferred on behalf of Salinas Valley Solid Waste Authority **by Waste Management's Madison Lane Transfer Station**; and,

NOW THEREFORE BE IT RESOLVED, by the Board of Directors of the Salinas Valley Solid Waste Authority, that an adjustment to the Operating Budget for Fiscal Year 2017-18, attached hereto as **"Exhibit A"** is hereby approved; and,

BE IT FURTHER RESOLVED, that the General Manager/CAO is hereby authorized to implement the budget in accordance with the Authority's financial policies.

PASSED AND ADOPTED by the Board of Directors of the Salinas Valley Solid Waste Authority at a meeting duly held on the 18th day of January 2018, by the following vote:

AYES: BOARD MEMBERS:

NOES: BOARD MEMBERS:

ABSENT: BOARD MEMBERS:

ABSTAIN: BOARD MEMBERS:

ATTEST:

Simón Salinas, President

Erika J. Trujillo, Clerk of the Board

Exhibit A
Salinas Valley Solid Waste Authority
FY 2017-18 Budget with Adjustments

	FY 2017-18 BUDGET	Adjustments	Adjusted FY 2017-18 BUDGET
<u>Revenue Summary</u>			
Tipping Fees - Solid Waste	12,158,750		12,158,750
Tipping Fees - Surcharge	1,803,000		1,803,000
Tipping Fees - Diverted Materials	1,432,800	510,000	1,942,800
AB939 Service Fee	2,319,700		2,319,700
Charges for Services	124,500		124,500
Sales of Materials	244,000		244,000
Gas Royalties	220,000		220,000
Investment Earnings	62,000	100,000	162,000
Total Revenue	18,364,750	610,000	18,974,750
			-
<u>Expense Summary</u>			
Executive Administration	443,150		443,150
Administrative Support	503,550		503,550
Human Resources Administration	194,050		194,050
Clerk of the Board	168,600		168,600
Finance Administration	754,050		754,050
Operations Administration	454,100		454,100
Resource Recovery	907,050		907,050
Marketing	75,000		75,000
Public Education	224,150		224,150
Household Hazardous Waste	775,200		775,200
C & D Diversion	140,000	30,000	170,000
Organics Diversion	796,200	37,000	833,200
Diversion Services	18,000		18,000
Scalehouse Operations	554,450		554,450
JR Transfer Station	353,950		353,950
JR Recycling Operations	158,900		158,900
ML Transfer Station	265,000	235,000	500,000
SS Disposal Operations	746,400	30,000	776,400
SS Transfer Operations	1,083,050	100,000	1,183,050
SS Recycling Operations	700,150		700,150
JC Landfill Operations	2,404,650	61,200	2,465,850
JC Recycling Operations	360,400		360,400
Crazy Horse Postclosure Maintenance	603,700		603,700
Lewis Road Postclosure Maintenance	226,500		226,500
Johnson Canyon ECS	312,600		312,600
Jolon Road Postclosure Maintenance	221,150		221,150
Sun Street ECS	178,500		178,500
Debt Service - Interest	1,619,100		1,619,100
Debt Service - Principal	1,229,900		1,229,900
Closure Set-Aside	248,500		248,500
Total Expense	16,720,000	493,200	17,213,200
Revenue Over/(Under) Expenses	1,644,750	116,800	1,761,550
Less CIP Allocation	(1,640,000)		(1,640,000)
Balance Used for Reserves	4,750	116,800	121,550



Report to the Board of Directors

ITEM NO. 7

N/A

Finance and Administration
Manager/Controller-Treasurer

General Manager/CAO

N/A

General Counsel

Date: January 18, 2018

From: Erika Trujillo, Clerk of the Board
Patrick Mathews, General Manager/CAO

Title: Appointment to the Citizens Advisory Group

RECOMMENDATION

Staff recommends that the Board review the new Citizens Advisory Group nominee and make the appointment.

STRATEGIC PLAN RELATIONSHIP

The Citizens Advisory Group (CAG) was established during the 2013-16 Strategic Plan Goals to "Increase Public Access, Involvement, and Awareness of Salinas Valley Recycles (SVR) Activities," and "Complete Development of the Salinas Area Transfer Station and Materials Recovery Center."

In the 2016-19 Strategic Plan, the Board requested a review of the Group's terms, future appointments, and responsibilities under the goal to "Promote the value of SVR services and programs to the community."

FISCAL IMPACT

There is no fiscal impact.

DISCUSSION & ANALYSIS

At the August 22, 2013 meeting, the Board approved the following qualifying criteria for the selection of appointments to the CAG.

Qualifying criteria:

- 1) The appointee should be a resident of the appointing Board member's jurisdiction.
- 2) The appointee should have no direct contractual relationship with the Authority.
- 3) The Board should have final approval of all nominee appointments.

The CAG was created to have one appointee from each Authority Board Director. As of today, the committee has six members and we have received one new nomination. The new nominee fulfills the qualifying criteria. See "Attachment 1" for an update of the appointment nominations made to date and attendance roster.

BACKGROUND

As a result of Board appointments in 2017, the Board confirmed four re-appointments and three new appointments to the CAG on March 16, 2017. In September 2017 two appointees informed staff over the phone that they would no longer be able to participate. Several attempts have been made to obtain their resignation in writing with no success. Neither one has attended CAG meetings since their resignation notification;

at this time their positions in the CAG are being considered as vacant. Staff will work with the appropriate Board members to assist with recruiting replacement CAG members.

Between November 2016 and December 2017, a total of seven meetings have been held with the CAG being instrumental in providing input and perspective on Authority projects and activities. In particular, they worked with staff to complete the Salinas Area Materials Recovery Center Site Selection process, which lead the Board to initiate the Long-Term Facility Needs Project Environmental Impact Report (EIR) process under the California Environmental Quality Act (CEAQ) as well as preparation of full financial analyses and economic development benefits.

The group will continue to provide ongoing review and comment for the Board and project staff on the reconsidered options and revised project, for the Long-Term Facility Needs assessment, including a revised environmental impact report, long-range financial analysis and economic benefits study. Their roles will be to re-review and comment on components of revised draft documents prior to full release and to assist in tailoring the outreach and education efforts throughout the project review process to maximize public participation and understanding.

ATTACHEMNT(S)

1. List of Appointment Nominees to Citizens Advisory Group

ATTACHMENT 1

Citizens Advisory Group Nominations & Qualification Verification Updated 01/18/2018

	Appointing Director	Jurisdiction	Nominee	Application Received	Meets Qualifications	Staff Comments
1	Simon Salinas	County of Monterey	Paula Getzelman	10/17/13	YES	Re-appointed March 2017
2	John Phillips	County of Monterey	Grant Leonard	3/15/17	YES	Appointed March 2017
3	Tony Barrera	City of Salinas	VACANT	6/19/13	YES	John Fair - Re-appointed March 2017 - Leave Date 9/27/17*
4	Kimbley Craig	City of Salinas	John Bailey	4/24/17	YES	Appointed May 2017
5	Gloria De La Rosa	City of Salinas	Janet Barnes	8/17/14	YES	Re-appointed March 2017
6	Robert Cullen	City of King	Daniel Raquinio	6/19/13	YES	Re-appointed March 2017
7	Liz Silva	City of Gonzales	George Worthy	06/23/17	YES	Appointed July 2017
8	Avelina Torrez	City of Greenfield	VACANT	2/16/17	YES	Irene Garcia - Appointed March 2017 – Leave Date 9/22/17*
9	Christopher Bourke	City of Soledad	Pervaiz Masih	12/28/17	YES	New CAG member for January 2018 Board Appointment

* Notification received over the phone, waiting on written resignation letter.

NOTE: Qualifying criteria was approved 8/22/2013

Attendance:

CAG Member	Nov 2016	Dec 2016	April 2017	May 2017*	Aug 2017	Sep 2017	Nov 2017	Meetings Attended
Paula Getzelman	1	1	1	1	1	1	1	7
Grant Leonard			1			1	1	3
Janet Barnes		1	1			1	1	4
John Fair				1	1			2
John Bailey			1	1	1	1	1	5
Daniel Raquinio	1	1			1	1	1	5
Irene Garcia			1					1
George Worthy								0
Total	2	3	5	3	4	5	5	

*Public Information Meeting attendance in lieu of the monthly CAG meeting



Report to the Board of Directors

ITEM NO. 8

Finance and Administration
Manager/Controller-Treasurer

General Manager/CAO

N/A

General Counsel

Date: January 18, 2018

From: C. Ray Hendricks/Finance and Administration
Manager

Title: 2017 Fourth Quarter Customer Service Results and
Twelve-Month Comparison

RECOMMENDATION

Staff recommends that the Board accept the Fourth Quarter customer service report.

STRATEGIC PLAN RELATIONSHIP

This item evolved into a routine report after the February-July 2015 six-month period of the 2013-16 Strategic Plan, under the Goal to "Increase public access, involvement and awareness of SVR activities." This item also reflects on one of the Authority's key core value of "Customer Service."

FISCAL IMPACT

No fiscal impact.

DISCUSSION & ANALYSIS

As demands for service grow, it is imperative that the Authority continue to measure customer service to achieve greater efficiency and effectiveness. The Authority is focused on whether customers' needs are being met satisfactorily.

BACKGROUND

The first customer survey was conducted in 2010. In 2014, the survey was completed again and scheduled on a quarterly basis.

The purpose of the Sun Street Transfer Station survey is to document:

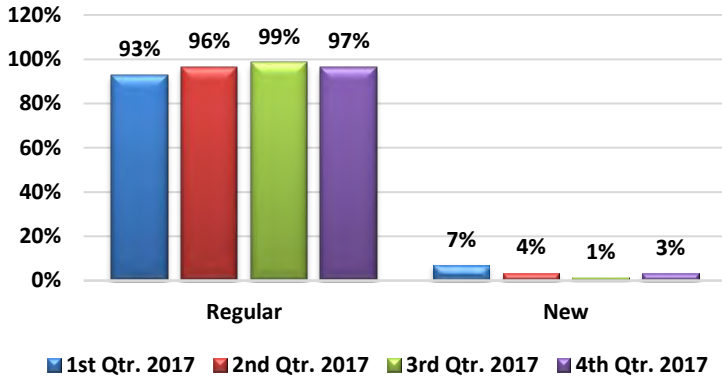
- where the customers come from
- the quality of service provided by the Authority
- how often customers use our services, whether it's weekly, monthly or yearly
- marketing and public outreach communication efforts

The questions asked:

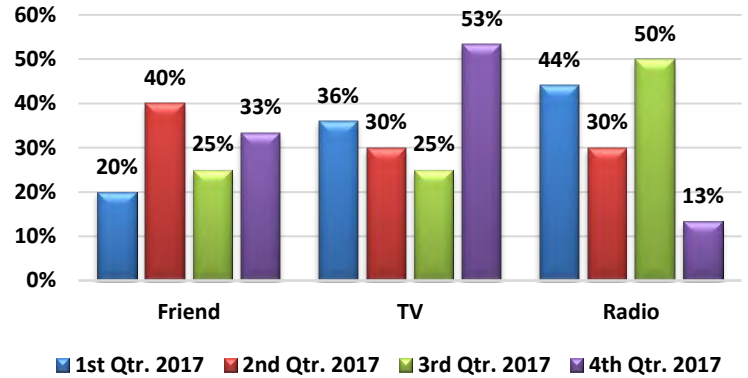
1. Is this your first time as the Sun Street Transfer Station?
2. If yes, how did you hear about the Sun Street Transfer Station?
3. If no, how often do you visit the Sun Street Transfer Station?
4. What services do you use? (materials recovery center/household hazardous waste, organics/construction debris recycling area, waste disposal)
5. Are you pleased with our services?
Comments: 100% of the Customers surveyed during the First, Second, Third and Fourth Quarter of 2017 are pleased with our services.
5. Would you like to see any improvements? What type? No improvements.
6. What Salinas city district are you recycling from?

SUN STREET MATERIALS RECOVERY CENTER
Fourth Quarter 2017 Customer Service Survey Results and Twelve-Month Comparison

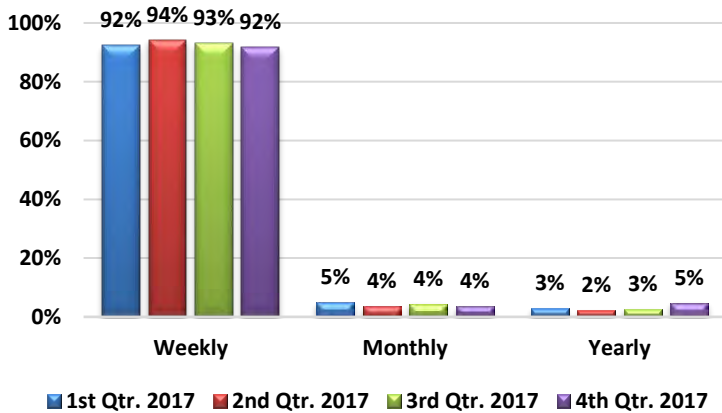
1. Is this your first time at the Sun Street Transfer Station?



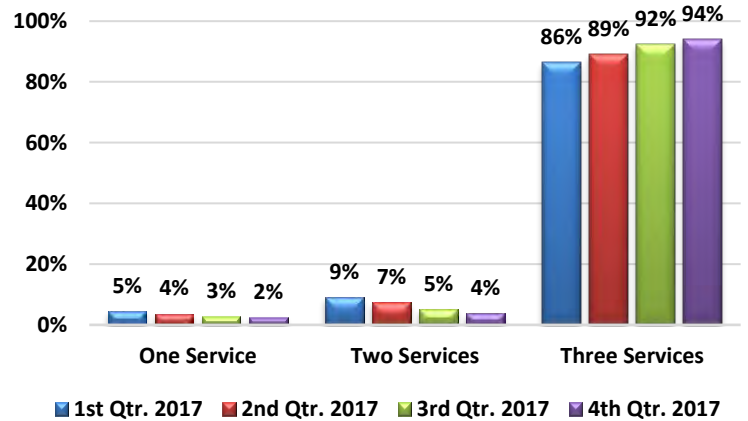
2. How did you (new customer) hear about the Sun Street Transfer Station?



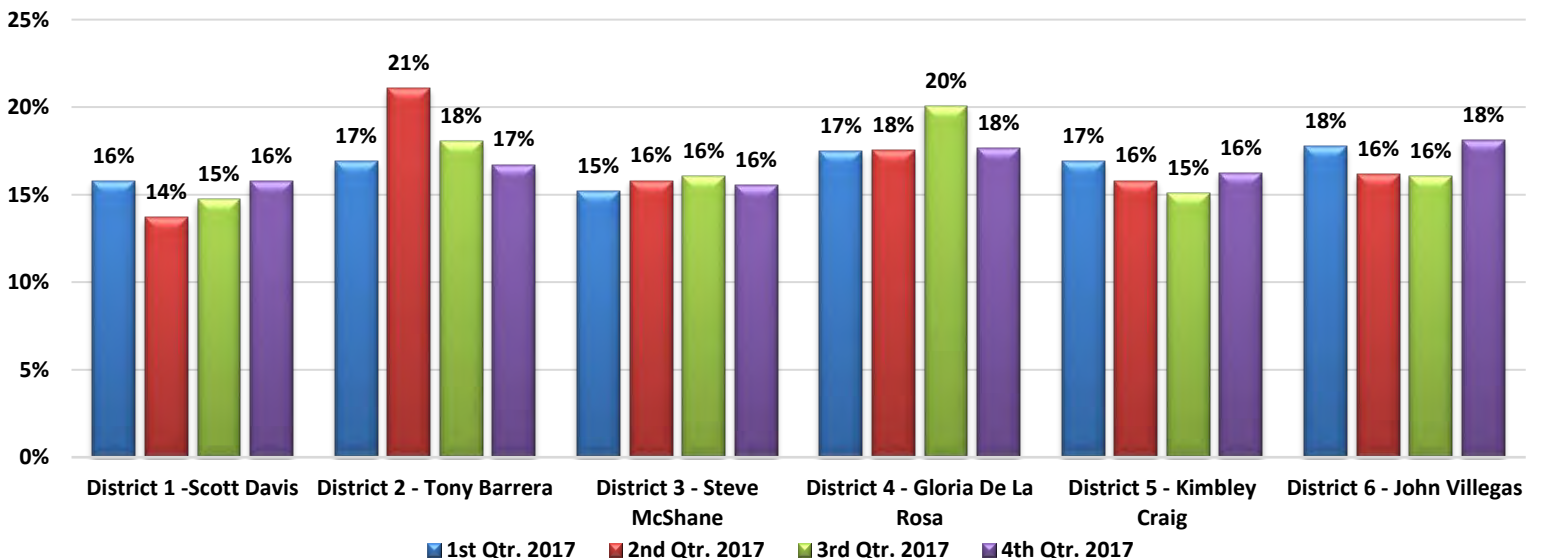
3. How often do you visit the Sun Street Transfer Station?


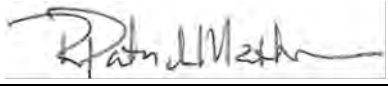


4. How many services do you use?



7: What District are you recycling from?



 <p>Report to the Board of Directors</p>	ITEM NO. 9
	N/A
	Finance and Administration Manager/Controller-Treasurer
	 General Manager/CAO
Date: January 18, 2018 From: Erika J. Trujillo, Clerk of the Board Title: Second Reading and Adoption of Ordinance No. 10 Amending Authority Code Article 2.08 Conflict of Interest Code, Section 2.08.010 and 2.08.020	N/A General Counsel

RECOMMENDATION

Staff recommends that the Board conduct the Second Reading of Ordinance No. 10, by title only, with the President reading constituting that reading, and Adopt such said ordinance. The proposed Code amendment will satisfy the requirements of the County, as the Authority's code reviewing body, in order to adopt the Authority's Conflict of Interest Code.

STRATEGIC PLAN RELATIONSHIP

This is an operational item and does not relate to the Board's strategic plan, but does reflect one of our key agency values: "Integrity".

FISCAL IMPACT

There is no fiscal impact with the approval of this item.

DISCUSSION & ANALYSIS

The County requested revisions to the current Authority Code to include the following:

1. Clarifying the description of the purpose of the Conflict of Interest section to conform with the Political Reforms Act of 1974 (Government Code sections 81000, et seq.)
2. Update the disclosure categories to correspond with the current Fair Political Practices Commission Statement of Economic Interests Form 700.
2. Clarifying the filing instructions and public availability of the Fair Political Practices Commission Statement of Economic Interests Form 700.
3. Clarifying language to ensure that officers disclose the information required on the Fair Political Practices Commission Statement of Economic Interests Form 700.

Once the Authority Code is amended by the Authority Board of Directors, it will be forwarded to the County Board of Supervisors for final adoption. **An agency's amended code is not effective until it has been approved by the County Board of Supervisors.** The Ordinance will be in full force and effect 30 days after adoption by the Board of Directors. A summary of the ordinance will be published once within fifteen (15) days after adoption.

BACKGROUND

The County Board of Supervisors is the Code Reviewing Body for the Authority. In 2016, County Counsel office indicated that revisions to the current Code were needed. Since then staff has been communicating with County staff to get this resolved. In October of 2017, County Counsel office indicated that the Authority Board of Directors must adopt the Ordinance revising the Code prior to County Council reviewing the changes. If there are any findings from the County Counsel that require changes it will be brought back to the Board for reconsideration. The Introduction and First Reading of Ordinance No. 10 was conducted at the Regular Board of Directors meeting on November 16, 2017.

ATTACHMENT(S)

1. Ordinance No. 10

ORDINANCE NO. 010

AN ORDINANCE OF THE SALINAS VALLEY SOLID WASTE AUTHORITY AMENDING ARTICLE 2.08 CONFLICT OF INTEREST CODE SECTION 2.08.010 ENTITLED PURPOSE AND EFFECT, AND SECTION 2.08.020 (a)(b), ENTITLED DESIGNATED POSITIONS; DISCLOSURE CATEGORIES

THE BOARD OF DIRECTORS OF THE SALINAS VALLEY SOLID WASTE AUTHORITY DOES HEREBY ORDAIN that the following amendments be enacted to the Salinas Valley Solid Waste Authority Code:

Section 1: SECTION 2.08.010 PURPOSE AND EFFECT

~~The terms of Title 2, Division 6 of the California Code of Regulations (Section 18730, et seq.), and any amendments thereto that may be adopted by the Fair Political Practices Commission, are hereby incorporated by reference and, along with the following sections in which officials and employees are designated and disclosure categories are set forth, constitute the conflict of interest code for the Authority. This Article constitutes the "Appendix" to Title 2, Division 6 of the California Code of Regulations section 18730, et seq.~~

The Political Reform Act of 1974 (Government Code sections 81000, et seq.) requires state and local government agencies to adopt and promulgate conflict of interest codes. The Fair Political Practices Commission has adopted a regulation, section 18730 of Title 2 of the California Code of Regulations, which contains the terms of a standard conflict of interest code that can be incorporated by reference in an agency's code. After public notice and hearing, the Fair Political Practices Commission may amend the standard code to conform to amendments of the Political Reform Act. Therefore, the terms of section 18730 of title 2 of the California Code of Regulations and any amendments to it duly adopted by the Fair Political Practices Commission together with the attached Appendices designating positions and establishing disclosure categories are hereby incorporated by reference and together constitute the Conflict of Interest Code of the Salinas Valley Solid Waste Authority (hereafter "Agency"). The Agency and its member agencies are all located wholly within Monterey County, California.

Section 2: SECTION 2.08.20 DESIGNATED POSITIONS; DISCLOSURE CATEGORIES

(a) Individuals holding designated positions shall file their statement of economic interests with the Salinas Valley Solid Waste Authority, which will make the statements available for public inspection and reproduction pursuant to Government Code section 81008. Upon receipt of the statements for the Agency's Board of Directors, Chief Administrative Officer, General Counsel, Treasurer, and Controller, the Agency shall make and retain copies and forward the original of the statements to the code reviewing body. Statements for all other designated positions shall be retained by the Agency/Special District.

~~(a)(b)~~ Designated positions are established by Resolution of the Board. Each officer and employee filling a designated position, and any person filling a designated position on a temporary or acting basis for more than thirty consecutive calendar days, shall disclose all of the information set forth in all disclosure Schedules A-1/A-2 through E on such form as the Fair Political Practices Commission may designate. applicable information required to be reported in the Form 700 then in effect and its disclosure schedules, as then currently designated by the Fair Political Practices Commission (Ord. 06, 11/16/2006; Ord. 09, 10/20/2011)

~~(b)~~(c) Each consultant, as defined in [Title 2 California Code of Regulations Section 18700.3](#), shall disclose all of the [applicable](#) information ~~set forth required to be reported in all the Form 700 then in effect and its~~ disclosure ~~Scheduled A-1/A-2 through E on such form schedules~~, as [then currently designated by](#) the Fair Political Practices Commission ~~may designate~~. The Chief Administrative Officer may determine in writing that a particular consultant, although a "designated position," is hired to perform a range of duties that are limited in scope and thus are not required to fully comply with the disclosure requirements of this section. Such written determination shall include a description of the consultant's duties and, based upon that description, a statement of the extent of disclosure requirements. The determination of the Chief Administrative Officer is a public record and shall be retained for public inspection in the same manner and location as this conflict of interest code. (*Ord. 09, 10/20/2011*)

A summary of this ordinance shall be published once within fifteen (15) days after adoption. This ordinance was first introduced and read by title only by the Board of Directors of the Salinas Valley Solid Waste Authority at a regular meeting duly held on the 16th day of November 2017, and was finally passed and adopted at a regular meeting including public comment duly held on the 18th day of January 2018, by the following vote:

AYES: BOARD MEMBERS:

NOES: BOARD MEMBERS:

ABSENT: BOARD MEMBERS:

ABSTAIN: BOARD MEMBERS:

Simón Salinas, President

ATTEST:

Erika J. Trujillo, Clerk of the Authority



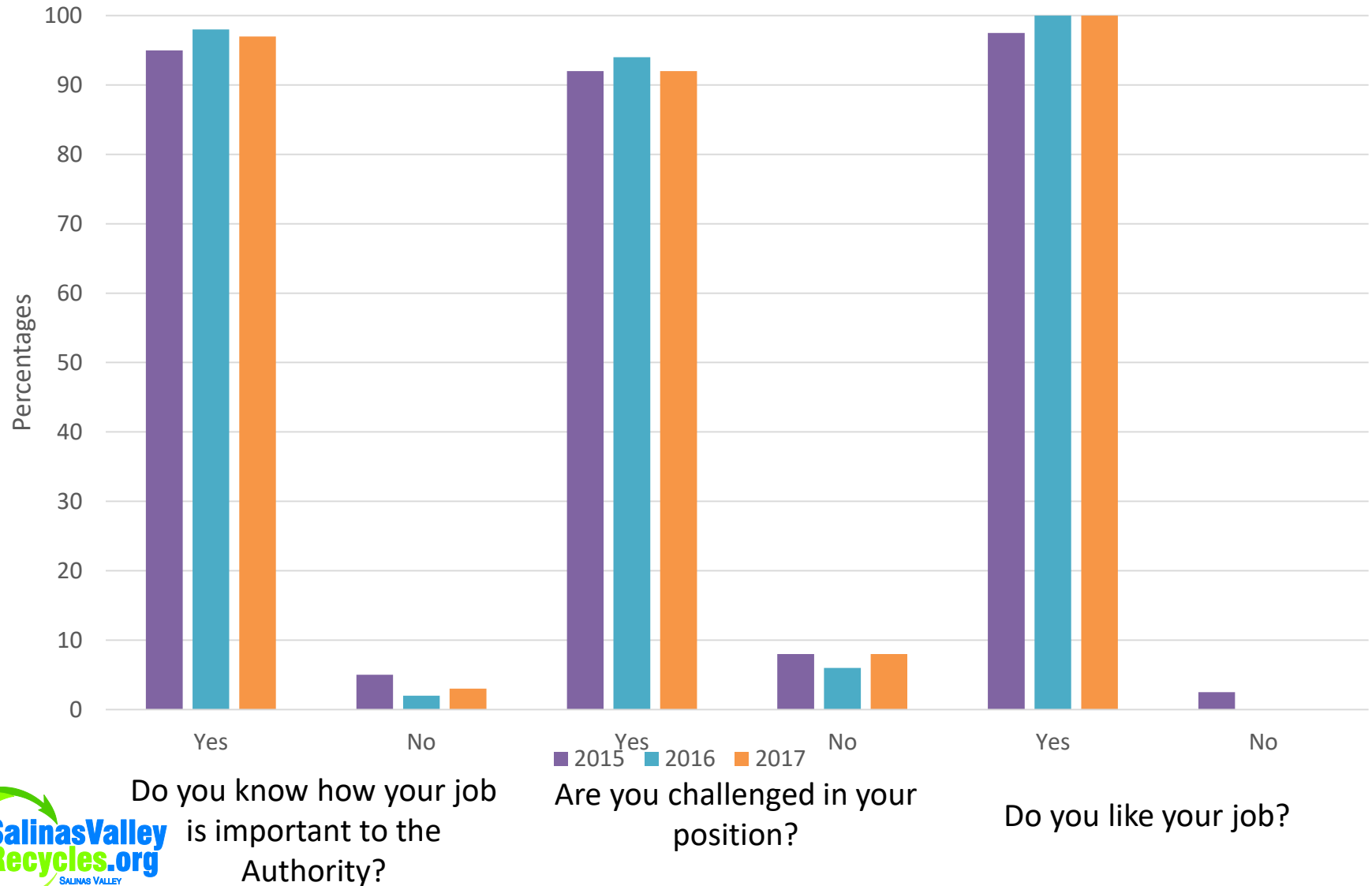
2017 EMPLOYEE SURVEY RESULTS

By: Monica Ambriz
Human Resources Supervisor

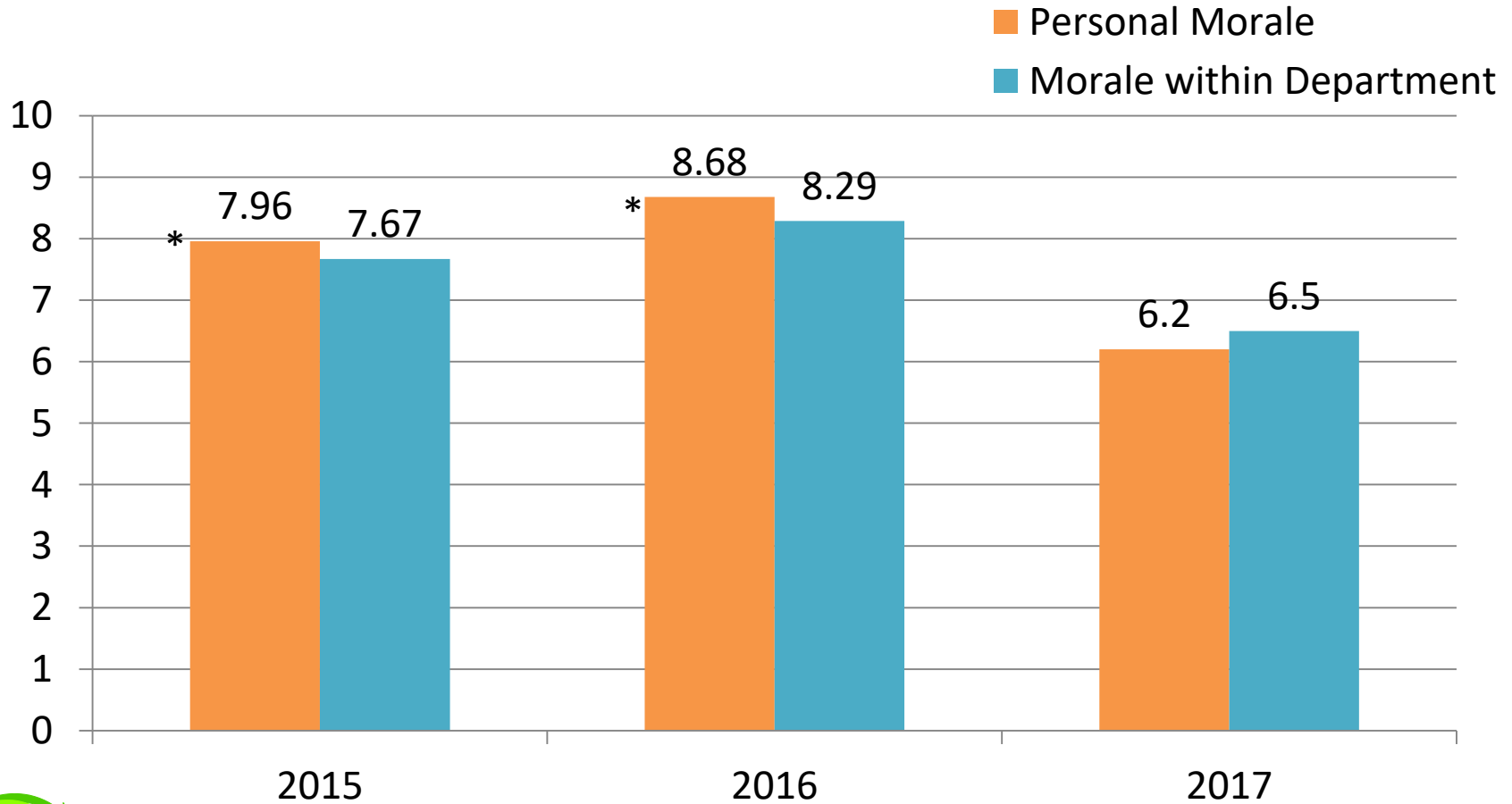
GOAL OF SURVEY

- Measure employees:
 - Job Satisfaction
 - Morale
 - Our Organization
 - Engagement
 - Benefits
- Collect ideas for improvement
- Determine any trends

JOB ATTITUDE

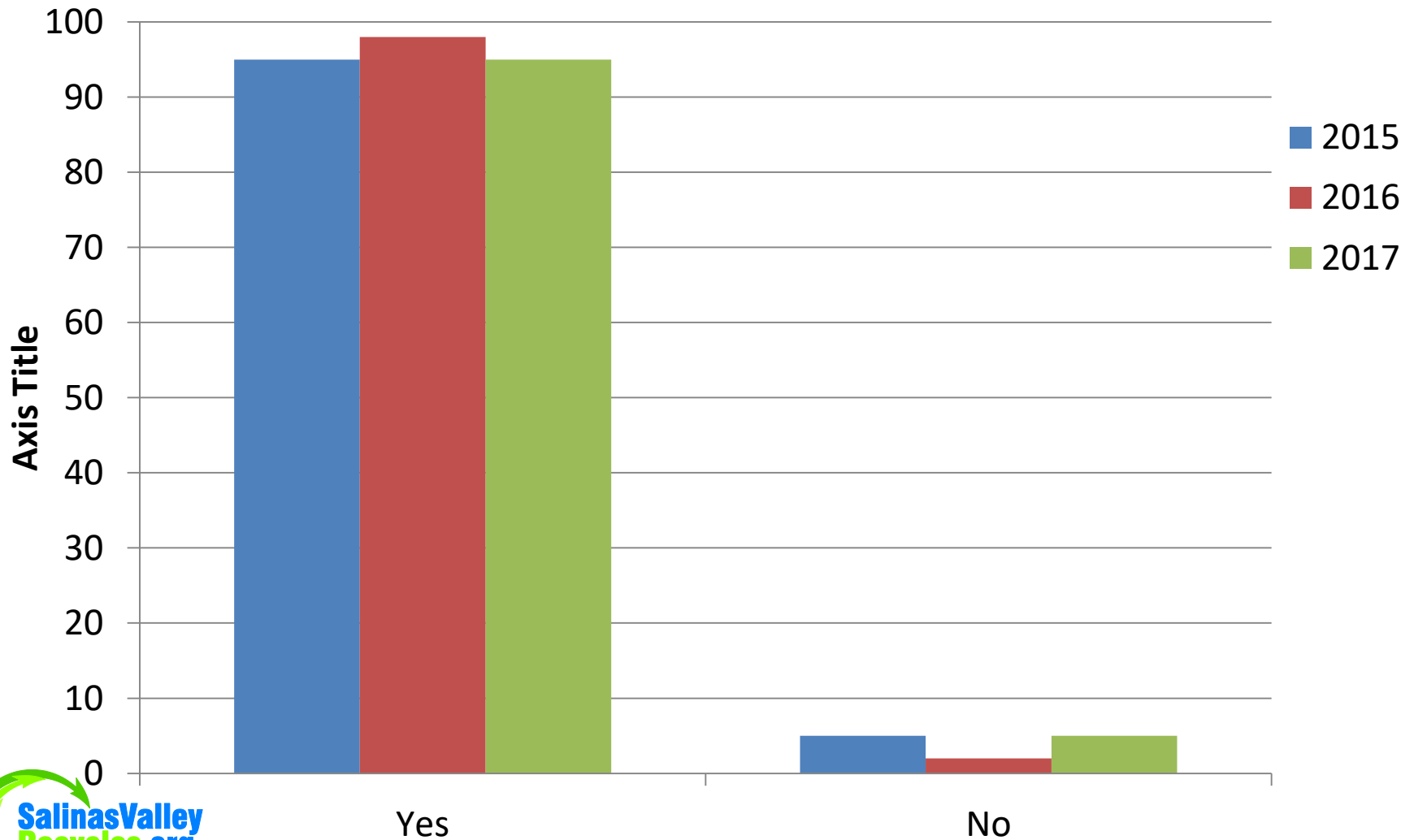


MORALE

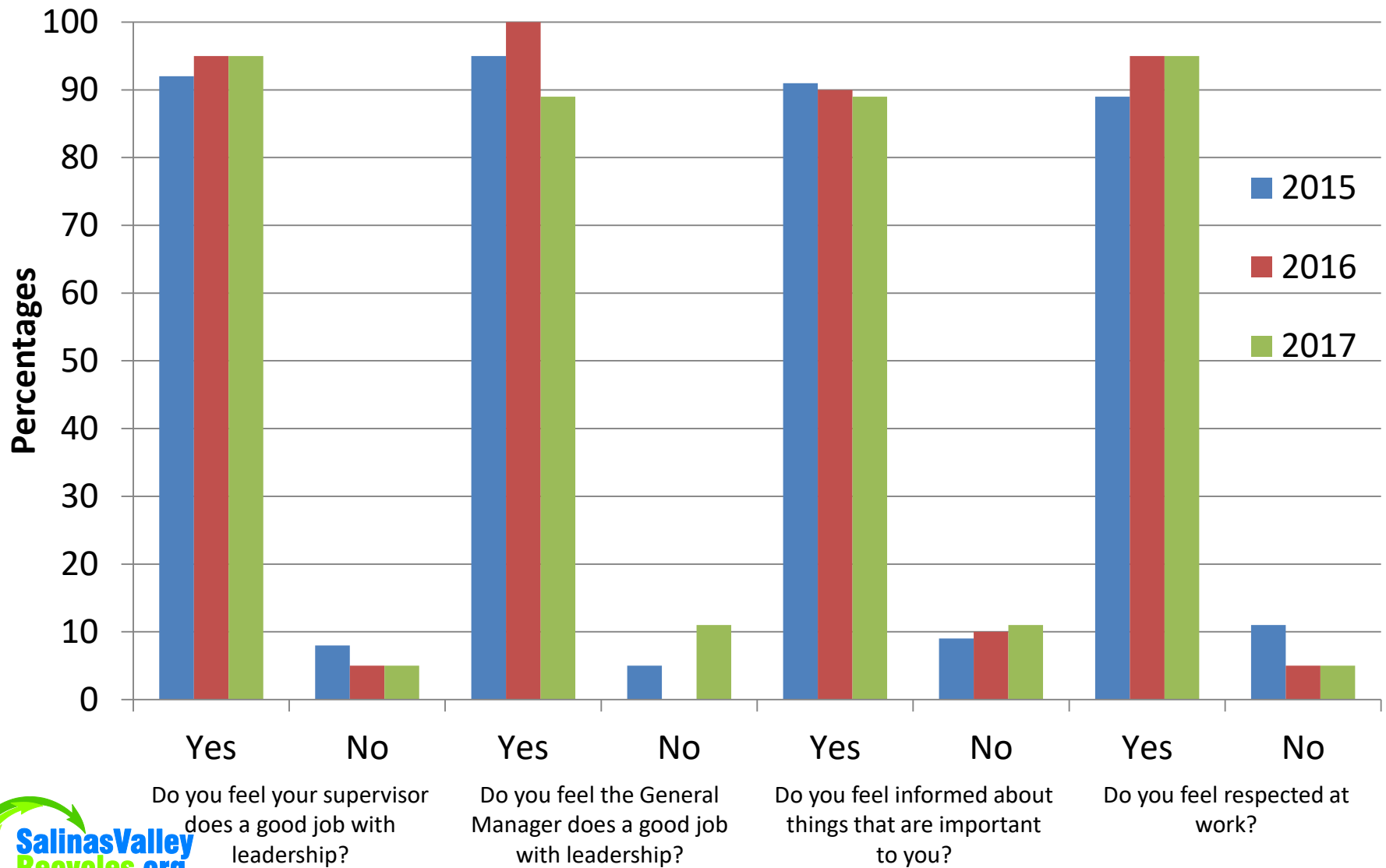


Question: How would you rate your morale?

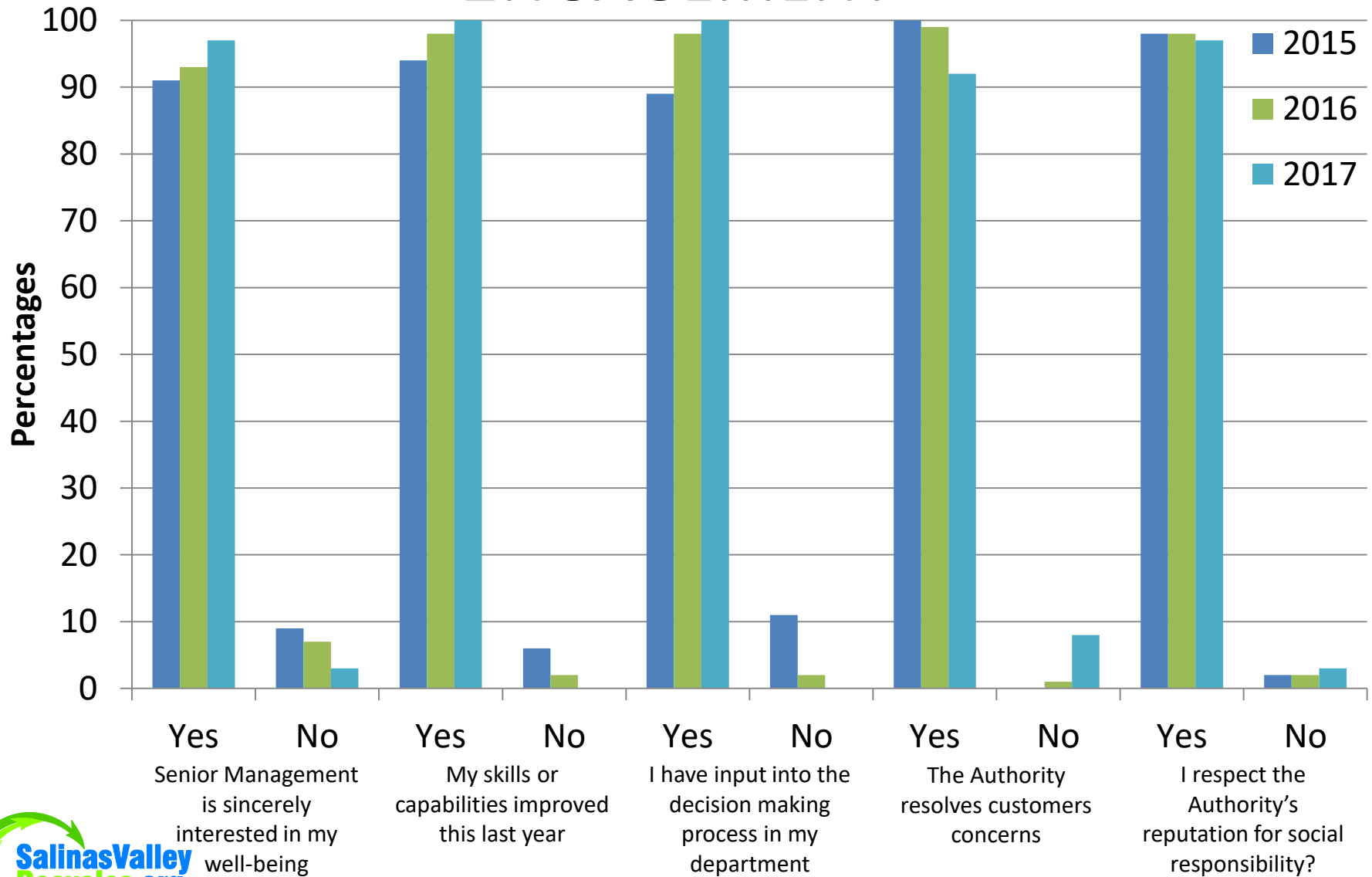
DO YOU KNOW THE MISSION, VISION AND GOALS OF THE AUTHORITY



GENERAL ATTITUDE



ENGAGEMENT





KEY RESPONSES

- Overall very positive remarks
- Trend responses

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

 <p>Report to the Board of Directors</p>	ITEM NO. 11
	<p>N/A</p> <p>Finance and Administration Manager/Controller-Treasurer</p>
	<p></p> <p>General Manager/CAO</p>
<p>Date: January 18, 2018</p> <p>From: Mandy Brooks, Resource Recovery Manager</p> <p>Title: Report on the Results of Market Research Study to Assist with the Realignment of the Marketing and Branding Strategy</p>	<p>N/A</p> <p>General Counsel</p>

RECOMMENDATION

Staff recommends that the Board accept the results of the study conducted by EMC Research, Inc. in conjunction with the Authority's Marketing & Media Consultant, AdManor to help realign the marketing and branding strategy to best focus resources that enable the most effective methods of public outreach and delivery of services.

STRATEGIC PLAN RELATIONSHIP

The presentation of the results of the market research study supports the current six-month objective of the strategic plan to "Promote the Value of Salinas Valley Recycles (SVR) Services and Programs to the Community". Surveying the community provides valuable input and assists the Marketing Committee to focus media efforts on programs and services that the public values and utilizes.

FISCAL IMPACT

Funding for this expenditure is included in the 2017-2018 Fiscal Year Marketing Budget. The Marketing Committee worked with AdManor to subcontract with EMC Research, Inc. to conduct the market research study to include opinion polling, data analysis, and report services. Based on EMC's proposal, the estimated cost for the study is \$38,800. The existing budgeted amount is sufficient to cover the cost of the study.

DISCUSSION & ANALYSIS

At the July 24, 2017 Strategic Planning Board Retreat, staff was asked to present the results of a market research study on target audiences to help realign the marketing and branding strategy to best focus resources that enable the most effective methods of public outreach and delivery of services.

EMC's proposal recommended conducting telephone surveys of 500 Monterey County registered voters within the Authority's service area, in English and Spanish, using landlines and cell phones, with an average survey length of 15 minutes. This would result in an overall margin of error of ± 4.4 percentage points at the 95% confidence interval. The survey would be initiated by selecting a random selection of all registered voters living in the Authority's service area, and used to measure general resident satisfaction with waste services, Authority communication, quality of life in Monterey County, and resident's opinions around recycling and waste management.

EMC's scope of work included the development of a final research design and poll questionnaire comprised of fifty (50) survey questions and nine (9) demographic questions; preparation of the approved survey language for administering and facilitating the translation into Spanish; data collection and monitoring, tabulation, coding, cleaning, and weighing of the survey data results; performing in-depth analysis of the data; production of cross-tabulations of responses based on key demographic information; preparation of report results with charts, analysis, and recommendations; and a presentation of results and analysis.

EMC conducted the telephone surveys of Authority residents from November 6 -15, 2017. A total of 503 interviews were conducted by trained, professional interviewers, signifying a margin of error ± 4.4 percentage points, resulting in statistically significant results. Interviews were conducted in English and Spanish, with 65 Spanish language interviews completed.

The survey topline results are included as an attachment to this report but some key findings per EMC's observations are as follows:

- Residents within the Authority's service area have a moderate awareness of the Salinas Valley Solid Waste Authority brand; however, it is viewed favorably by those residents who rated it. The Salinas Valley Recycles brand is a name that is more familiar to those polled, and also has a strong, favorable rating.
- Generally speaking, residents view their respective waste haulers favorably, and give them positive job ratings. Haulers are also a source of information about waste collection, as 13% indicate they would go to the hauler when looking for more information about recycling and disposal.
- Residents are confident they know how to sort their waste, and place a high importance on sorting their residential waste correctly. They are less certain of where to get information about waste collection services, and one-in-three do not know where their waste goes after it leaves their home.
- When it comes to priorities for community services, residents place high importance on having a safe, convenient place to drop off waste. There is also high importance on reducing illegal dumping, minimizing impacts to local water quality, and overall reducing the amount of waste that goes into local landfills.
- 66% of residents indicate they have, at some time, taken waste from their household or business to an Authority operated facility.
- There is strong support both for upgrading the Sun Street Transfer Station (54% strongly support), and building new recycling facilities at the Johnson Canyon Landfill to extend its life, while keeping the Sun Street Transfer Station open (52% strongly support). It appears that the convenience of a transfer station in Salinas is important and valued by the community, as a majority oppose the proposal that requires Salinas area waste to be taken to Marina with the closure of Sun Street.
- Online resources are the preferred way residents wish to receive information; 64% of residents indicate that they are very likely to use an official website to find information on recycling and waste disposal.

BACKGROUND

The Marketing Committee's FY 17-18 Media Plan and Marketing Budget were modified this year in order to conduct the market research study. Consequently, the television budget was eliminated (except for a specific Household Hazardous Waste (HHW) campaign funded by a CalRecycle Grant), English and Spanish radio ads were streamlined to two stations, along with an investment in behaviorally-targeted digital (mobile, web) media to reach the audience through a variety of online sources. Digital media also includes a

dedicated budget for Social Media-promoted posts to help build the Authority's social community and engage audiences in an interactive platform.

The key public messages of this year's media plan are geared toward recycling education and motivation: What can be recycled, How to recycle it properly (both curbside and at Authority facilities), Where to recycle it (promoting Authority facilities), and Why it matters (safety, individual and community health, environmental preservation, etc.). Ad-specific messages this year include: Composting Workshops, Tire Recycling, HHW Disposal and Recycling – Homebound Collection Service for seniors and persons with disabilities, Electronic Waste Recycling, Holiday Tree Recycling, and Mattress Recycling.

ATTACHMENT

1. Exhibit A – Survey Topline Results
2. Exhibit B – Market Research Survey Results (Full Report)
3. Exhibit C – Cross Tabulation Data Results (*available upon request*)



MARKET
& OPINION
RESEARCH
SERVICES

Oakland, CA
510.844.0680

Seattle, WA
206.652.2454

Columbus, OH
614.268.1660

Wa:
202.686.5900

Portland, OR
503.444.6000

Irving, TX
972.717.7427

Orlando, FL
407.704.6208

EMCresearch.com

EXHIBIT A

Telephone Survey of Salinas Valley Solid Waste Authority District Residents 18+

Monterey County, California

Conducted November 6 – 15, 2017

n=503; Margin of Error ± 4.4 percentage points

EMC Research #17-6547

All numbers in this document represent percentage (%) values, unless otherwise noted.

Please note that due to rounding, percentages may not add up to exactly 100%.

INTRO1. Hello, my name is _____ and I'm conducting a survey for _____ to find out how people feel about issues in Monterey County. We are not trying to sell anything, and are collecting this information on a scientific and completely confidential basis.

May I speak to the youngest male in the household who is 18 or over and at home? **(Not available or no males in HH)** May I speak to the youngest female in the household who is 18 or over and at home? **(REPEAT INTRO IF NECESSARY)**

1.	INCORPORATED CITY (FROM SAMPLE)	
	Salinas	56
	King City	3
	Gonzales	3
	Greenfield	4
	Soledad	6
	Unincorporated	28
2.	SEX (RECORD FROM OBSERVATION)	
	Male	46
	Female	54
3.	To confirm, do you live in Monterey County, California?	
	Yes	100
	No → TERMINATE	-
	(Don't Know/Refused) → TERMINATE	-
4.	What zip code do you live in? (RECORD VERBATIM; TERMINATE IF NOT WITHIN SVSWA DISTRICT)	
5.	In what year were you born? (DO NOT READ CATEGORIES; CODE AS APPROPRIATE)	
	1988-1999 (18-29)	23
	1978-1987 (30-39)	19
	1968-1977 (40-49)	18
	1953-1967 (50-64)	23
	1952 or earlier (65+)	12
	(Refused)	5

GINT. I'm going to read you a list of local service providers and organizations. Please tell me if you have a strongly favorable, somewhat favorable, somewhat unfavorable or strongly unfavorable opinion of each one. If you have never heard of one, please just say so.

(PROMPT IF NECESSARY: Would you say you have a strongly favorable, somewhat favorable, somewhat unfavorable or strongly unfavorable opinion of (QX)?)

[If respondent says “Don’t Know”: Would you say that (RANDOMIZE) you have never heard of (QX), or you have no opinion of (QX)? (END RANDOMIZE)]

SCALE:	Strongly Favorable	Somewhat Favorable	Somewhat Unfavorable	Strongly Unfavorable	(Don't Know/ No Opinion)	Never Heard	Total Fav.	Total Unfav.
(RANDOMIZE)								
6.	The Salinas Valley Solid Waste Authority, or SVSWA							
	21	26	3	2	12	36	47	4
7.	Salinas Valley Recycles, or SVR							
	34	26	3	1	10	26	60	4
8.	Pacific Gas and Electric, or PG and E							
	41	38	9	7	4	1	79	16
9.	The Monterey Regional Waste Management District							
	23	34	3	2	12	25	57	6
10.	California American Water Company							
	20	30	7	7	13	23	50	14
(IF CITY = 1 – SALINAS) (n=277)								
11.	Republic Services of Salinas							
	24	31	4	2	5	33	55	7
(IF CITY = 2, 6 – KING CITY, UNINCORPORATED) (n=170)								
12.	Waste Management							
	39	35	5	4	8	9	74	9
(IF CITY = 3, 4, 5 – GONZALES, GREENFIELD, SOLEDAD) (n=56)								
13.	Tri-Cities Disposal and Recycling							
	32	34	2	6	5	21	66	8
(END RANDOMIZE)								

14. How would you rate the job the Salinas Valley Solid Waste Authority – also known as Salinas Valley Recycles – is doing at providing long term waste disposal and recycling services to residents and businesses in your area? Would you say they are doing an excellent, good, only fair, or poor job?

Excellent	21
Good	43
Only fair	16
Poor	2
(Don't know/Refused)	18

(IF CITY = 1 – SALINAS) (n=277)

15. And how would you rate the job **Republic Services of Salinas** is doing providing garbage, recycling and yard waste collection services? Would you say they are doing an excellent, good, only fair, or poor job?

Excellent	25
Good	50
Only fair	15
Poor	2
(Don't know/Refused)	8

(IF CITY = 2, 6 – KING CITY, UNINCORPORATED) (n=170)

16. And how would you rate the job **Waste Management** is doing providing garbage, recycling and yard waste collection services? Would you say they are doing an excellent, good, only fair, or poor job?

Excellent	36
Good	43
Only fair	9
Poor	6
(Don't know/Refused)	6

(IF CITY = 3, 4, 5 – GONZALES, GREENFIELD, SOLEDAD) (n=56)

17. And how would you rate the job **Tri-Cities Disposal and Recycling** is doing providing garbage, recycling and yard waste collection services? Would you say they are doing an excellent, good, only fair, or poor job?

Excellent	28
Good	52
Only fair	13
Poor	2
(Don't know/Refused)	5

18INT. Please tell me whether you strongly agree, somewhat agree, somewhat disagree, or strongly disagree with each of the following statements.

BEFORE EACH: The (first/next) one is...

(IF NEEDED: Do you strongly agree, somewhat agree, somewhat disagree or strongly disagree with the statement?)

SCALE:	Strongly Agree	Somewhat Agree	Somewhat Disagree	Strongly Disagree	(Don't know)	Total Agree	Total Disagree
(RANDOMIZE)							
18. I know how to sort my waste into the appropriate bins for garbage, recycling and yard waste.	82	14	1	1	1	96	3
19. I know where to get information about waste collection services.	51	26	10	9	4	77	19
20. I know where my garbage, recycling and yard waste goes after it is picked up from my home.	38	24	15	18	5	62	33
21. It is important for me to sort my residential waste correctly.	79	16	2	2	1	95	4
22. Monterey County has a problem with litter and trash on the sides of roads.	50	28	13	7	1	78	20

(END RANDOMIZE)

23INT. As you may know, the Salinas Valley Solid Waste Authority, also called Salinas Valley Recycles, is responsible for providing long term waste disposal and recycling services to residents and businesses in your area. I'm going to read you a list of priorities that Salinas Valley Recycles considers when providing services to the community. After each one, please tell me if it is very important, somewhat important, not too important, or not at all important to you.

(REPEAT AFTER EACH UNTIL UNDERSTOOD: Is that very important, somewhat important, not too important, or not at all important?)

SCALE:	Very important	Somewhat important	Not too important	Not at all important	(Don't Know/ Refused)	Total Important	Total Not Important
(RANDOMIZE)							
23.	Ensuring all local residents and businesses have a safe and convenient place to drop off recyclables, hazardous materials and waste.						
	86	12	1	1	1	98	1
24.	Reducing the amount of waste that goes into local landfills.						
	79	16	2	1	2	95	3
25.	Upgrading recycling facilities to be able to recycle more materials						
	72	23	2	1	1	95	3
26.	Maintaining a local waste disposal and recycling facility in the City of Salinas.						
	71	19	4	3	3	90	7
27.	Reducing illegal dumping.						
	88	9	1	1	0	97	2
28.	Minimizing the impact of waste transfer and disposal facilities on local residents.						
	60	33	2	1	4	93	3
29.	Designing waste disposal and management facilities that anticipate the impacts of climate change.						
	64	23	7	4	2	87	11
30.	Minimizing the traffic impacts of waste disposal on local roads and freeways.						
	65	25	6	2	2	90	8
31.	Complying with California's environmental and waste reduction laws.						
	75	18	4	1	1	94	5
32.	Keeping waste disposal costs down for residents and businesses.						
	76	20	3	0	1	96	3
33.	Decreasing greenhouse gas emissions by minimizing how far local waste is hauled.						
	62	27	5	3	3	89	8
34.	Minimizing the impact of recycling and waste disposal services to local water quality.						
	79	16	2	1	3	95	3

(END RANDOMIZE)

Salinas Valley Recycles owns the Sun Street Transfer Station in Salinas, the Johnson Canyon Landfill in Gonzales and the Jolon Road Transfer Station in King City. Local garbage haulers, such as Republic Services, Waste Management, and Tri-Cities Disposal and Recycling, collect waste from homes and businesses and deliver it to the nearest SVR facility within their service area.

Since Salinas is the largest City in Monterey County, the Sun Street Transfer Station was designed as a temporary facility to reduce the amount of garbage being transported by the haulers directly to the landfill, but it is no longer adequate for current needs. Anything that cannot be recycled at Sun Street is then transported to Johnson Canyon Landfill, which is close to reaching maximum capacity. There is no other landfill in the Salinas Valley at this time.

35INT. I am going to read you some proposals that are being discussed for waste management and disposal in the Salinas Valley in the future. For each one, please tell me if you strongly support, somewhat support, somewhat oppose or strongly oppose that proposal.

BEFORE EACH: The (first/next) one is...

(IF NEEDED: Do you strongly support, somewhat support, somewhat oppose or strongly oppose that proposal?)

SCALE:	Strongly Support	Somewhat Support	Somewhat Oppose	Strongly Oppose	(Don't Know/Refused)	Total Support	Total Oppose
(RANDOMIZE)							
35.	Closing the temporary Sun Street Transfer Station in Salinas and having Salinas area waste hauled directly to a landfill facility in Marina. This would require anyone wanting to dispose of items not picked up by a waste hauler to drive to the Marina facility.						
	19	27	18	34	2	46	52
36.	Closing the temporary Sun Street Transfer Station in Salinas and building a new facility along Harrison Road between Salinas and Prunedale that allows for on-site processing of waste materials to reduce trash volume and extend the life of the landfill.						
	36	35	11	11	7	71	22
37.	Building a new facility at the Crazy Horse landfill in Prunedale that will be able to handle all of the waste and recycling needs for the Salinas Valley, and closing the temporary Sun Street Transfer Station in Salinas.						
	35	32	12	16	5	67	28
38.	Building new facilities at the Johnson Canyon Landfill in Gonzales that allow for on-site processing of waste materials to reduce trash volume and extend the life of the landfill. This plan would also include keeping the temporary Sun Street Transfer Station open.						
	52	34	6	4	4	86	11
39.	Upgrading the Sun Street Transfer Station in Salinas to make it a permanent facility that is able to handle all of the waste and recycling needs for the Salinas Valley.						
	54	26	6	9	5	80	15

(END RANDOMIZE)

40. If you wanted to learn more about recycling and disposal in your area, what information sources would you turn to? **(OPEN END, RECORD VERBATIM RESPONSE, ACCEPT ONE RESPONSE ONLY) (IF "ONLINE" PROBE FOR WEBSITE NAME)**

Internet (not specified)	35
Google	13
Waste Hauler/Landfill	13
Call	4
Mail/Flyers	4
City Hall	3
Newspaper	3
Word of Mouth	2
T.V./News	2
SVR/SVSWA Website	2
Social Media	2
Monterey County Website	2
Other	6
No/None/Nothing	1
Don't Know	8
Refused	0

41INT. I'm going to read you a list of resources where you might find information about recycling and waste disposal in your area. After I read each one, please tell me if you think you would be very likely, somewhat likely, or not at all likely to use that source of information. **(PROMPT IF NECESSARY: Do you think you would be very likely, somewhat likely, or not at all likely to use that source of information?)**

SCALE:	Very Likely	Somewhat Likely	Not at all Likely	(Don't Know/Refused)
(RANDOMIZE)				
41. An official website with information about recycling and waste disposal.	64	24	11	1
42. Local radio commercials.	37	36	27	0
43. A monthly e-newsletter in your email.	29	31	39	1
44. Public meetings about recycling and waste disposal.	23	34	42	1
45. Webinars or remote video access to public meetings.	17	33	48	2
46. Articles or public announcements in your local newspaper.	33	30	37	0
47. Information in your social media feed.	35	32	33	1
48. Community outreach events, like clean-ups and health and safety fairs.	36	35	28	1
49. Notification texts or an app on your mobile phone.	29	27	44	0

(END RANDOMIZE)

50. And have you ever taken waste from your household or business to a facility operated by Salinas Valley Recycles for disposal?	
Yes	66
No	32
(Don't Know/Refused)	2

DEMOS: My last questions are for statistical purposes only.

51.	Are there any children under the age of 18 living in your home?	
	Yes	47
	No	53
	(Don't Know/Refused)	0
52.	In terms of your job status, are you employed full time, employed part time, unemployed but looking for work, retired, a student, or a homemaker?	
	Employed full time	56
	Employed part time	11
	Unemployed	4
	Retired	15
	Student	6
	Homemaker	7
	(Other)	1
	(Don't Know/Refused)	0
53.	Do you or anyone in your immediate household own and operate a small business in Monterey County?	
	Yes	18
	No	82
	(Don't Know/Refused)	0
54.	What is the last grade you completed in school?	
	Some grade school	5
	Some high school	8
	Graduated High School	25
	Technical/Vocational	4
	Some College/Less than 4-year degree	28
	Graduated College/4-year degree (BA, Bachelor)	18
	Graduate/Professional (MA, Master, PhD, MBA, Doctorate)	9
	(Don't Know/Refused)	1
55.	What was your total household income before taxes for 2016? Was it (READ OPTIONS)	
	Less than \$25,000	13
	\$25,000 to \$49,000	22
	\$50,000 to \$74,000	15
	\$75,000 to \$99,000	13
	\$100,000 to \$149,000	13
	\$150,000 and over	9
	(Don't Know/Refused)	15

56.	Do you own or rent your apartment or home?	
	Own/buying	59
	Rent/lease	37
	(Don't Know/Refused)	4
57.	How many years have you lived in Monterey County? (READ OPTIONS)	
	Less than 2 years	3
	2-5 years	7
	6-10 years	8
	11-20 years	21
	More than 20 years	60
	(Don't Know/Refused)	1
58A.	Are you of Hispanic, Latino, or Spanish origin?	
	Yes	51
	No	47
	(Don't Know/Refused)	1
58B.	Do you consider yourself to be white or Caucasian, African-American or Black, Asian or Pacific Islander, biracial, multiracial or something else?	
	White or Caucasian	49
	African-American/Black	3
	Asian/Pacific Islander	2
	Biracial/multiracial	5
	Something else	6
	(Hispanic or Spanish or Latino)	34
	(Refused)	2
58.	[COMBINED VARIABLE FROM Q58A AND Q58B]	
	Hispanic/Latino	52
	Non-Hispanic White	37
	Non-Hispanic African-American/Black	3
	Non-Hispanic Asian/Pacific Islander	2
	Non-Hispanic Biracial/multiracial	2
	Non-Hispanic Something else	3
	(Refused)	1

(IF Q58 = 1, ASK Q59) (n=258)59. What country or region does most of your family come from? **(DO NOT READ LIST)**

Argentina	0
Bolivia	1
Brazil	-
Colombia	-
Costa Rica	-
Cuba	1
Dominican Republic	-
Ecuador	1
El Salvador	1
Guatemala	0
Honduras	-
Mexico	72
Nicaragua	-
Panama	-
Paraguay	-
Peru	-
Portugal	0
Puerto Rico	0
Spain	1
Uruguay	0
Venezuela	-
(USA)	17
Other (SPECIFY)	1
(Don't Know/Refused)	3

THANK YOU**LANGUAGE OF INTERVIEW**

English	87
Spanish	13



Telephone Survey of Salinas Valley Solid Waste Authority Service Area Residents

November 2017

Methodology

- ▶ Telephone survey of Salinas Valley Solid Waste Authority Service Area residents age 18 and up
- ▶ Interviews conducted November 6 – 15, 2017
- ▶ 503 total interviews; margin of error ± 4.4 percentage points
- ▶ Interviews conducted in English and Spanish by trained, professional interviewers
 - 65 Spanish language interviews
- ▶ Survey respondents were reached on both landlines and mobile phones

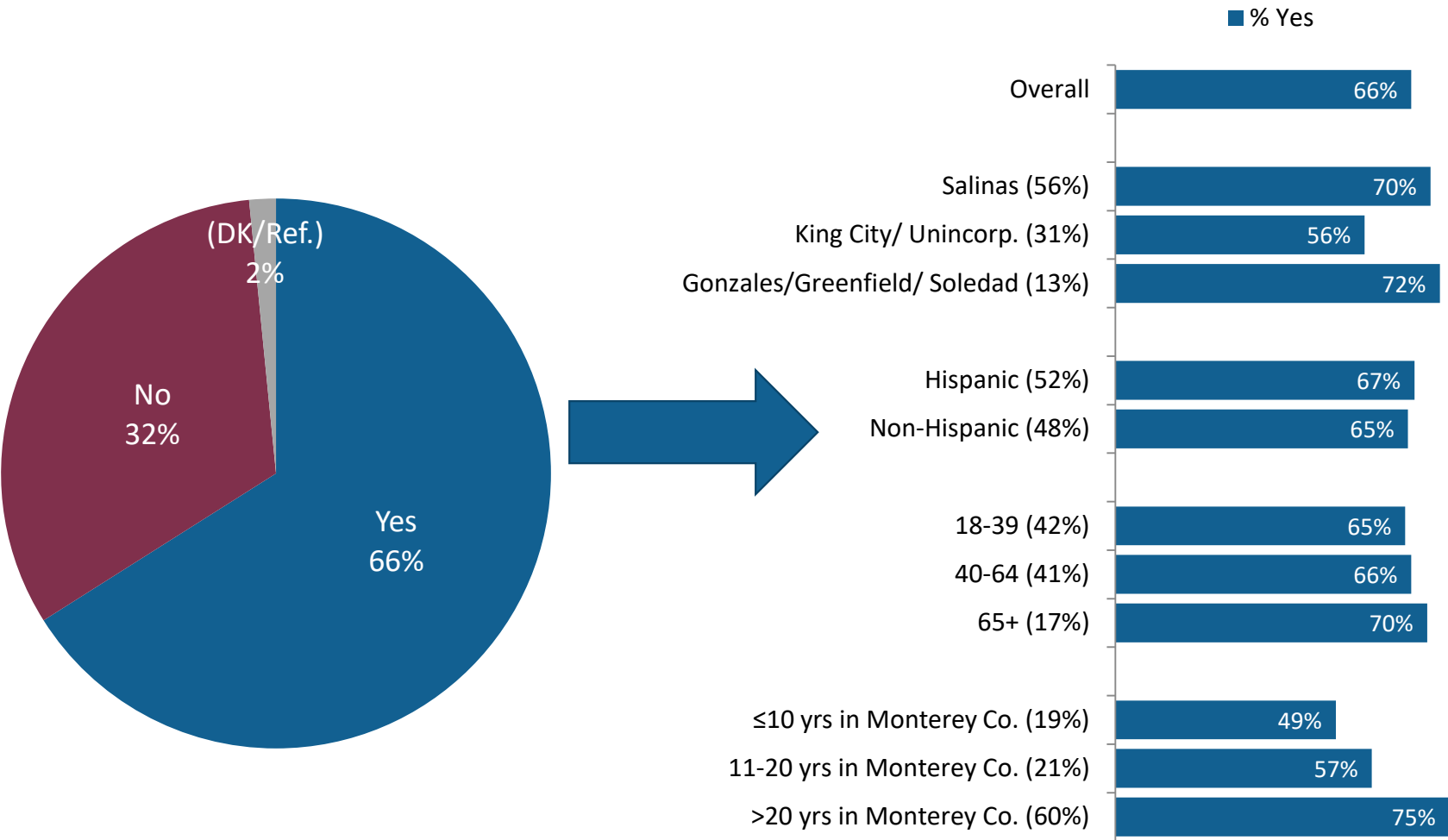
Please note that due to rounding, some percentages may not add up to exactly 100%.

Key Findings

- ▶ The Authority's brands are healthy, and the job rating of the Authority in providing its services to residents is strong.
 - There is more familiarity with the SVR brand than the SVSWA brand, but both are viewed favorably and known to a majority of residents.
- ▶ Confidence is high among residents when it comes to their ability to correctly sort their waste and recyclables, and most feel it is important to do correctly.
- ▶ Two-in-three residents have brought waste or recycling to an SVR facility, and there is some awareness of where waste goes after it is picked up by the local hauler.
- ▶ There is significant support for the Sun Street Station remaining open, and being upgraded to a permanent facility.

Use of SVR Facilities

Two-thirds of service area residents have taken household or business waste to a SVR facility.



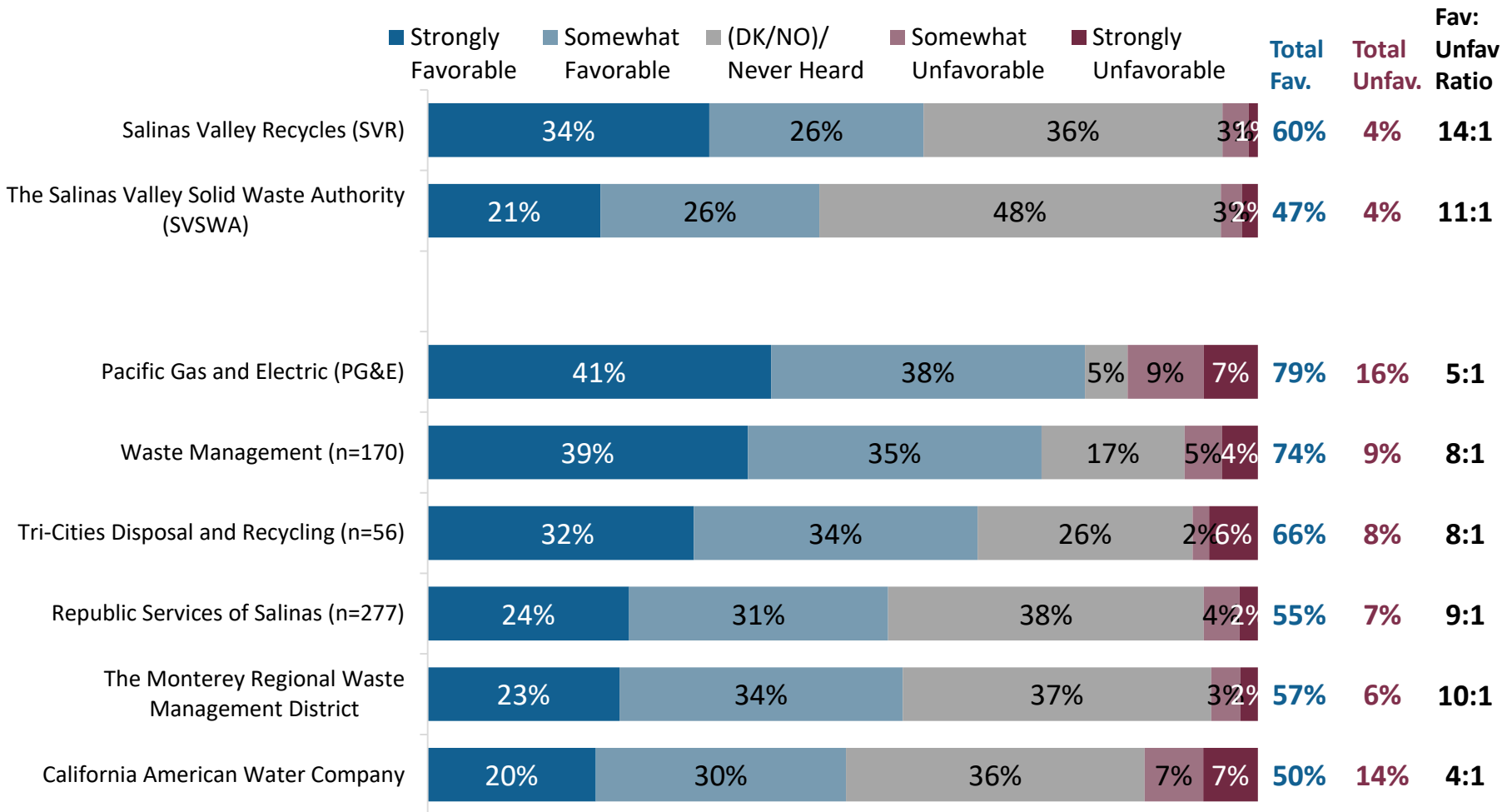
50. And have you ever taken waste from your household or business to a facility operated by Salinas Valley Recycles for disposal?



Organization Ratings

Brand Ratings

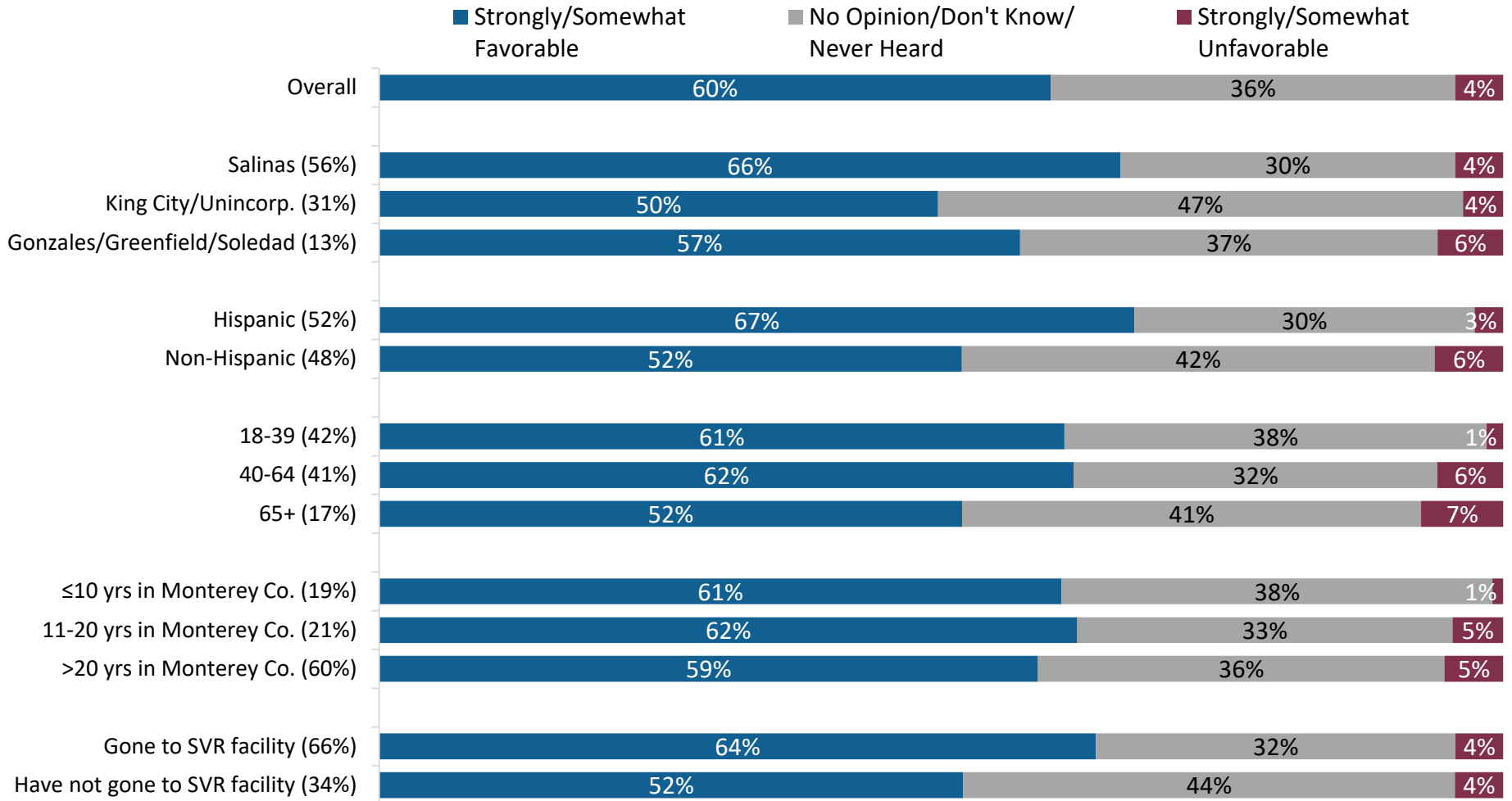
A majority of residents have a favorable opinion of SVR, and the organization name is more highly recognized than SVSWA. Almost half are not familiar enough with SVSWA to rate it.



6-13. I'm going to read you a list of local service providers and organizations. Please tell me if you have a strongly favorable, somewhat favorable, somewhat unfavorable or strongly unfavorable opinion of each one. If you have never heard of one, please just say so.

Brand Rating: SVR

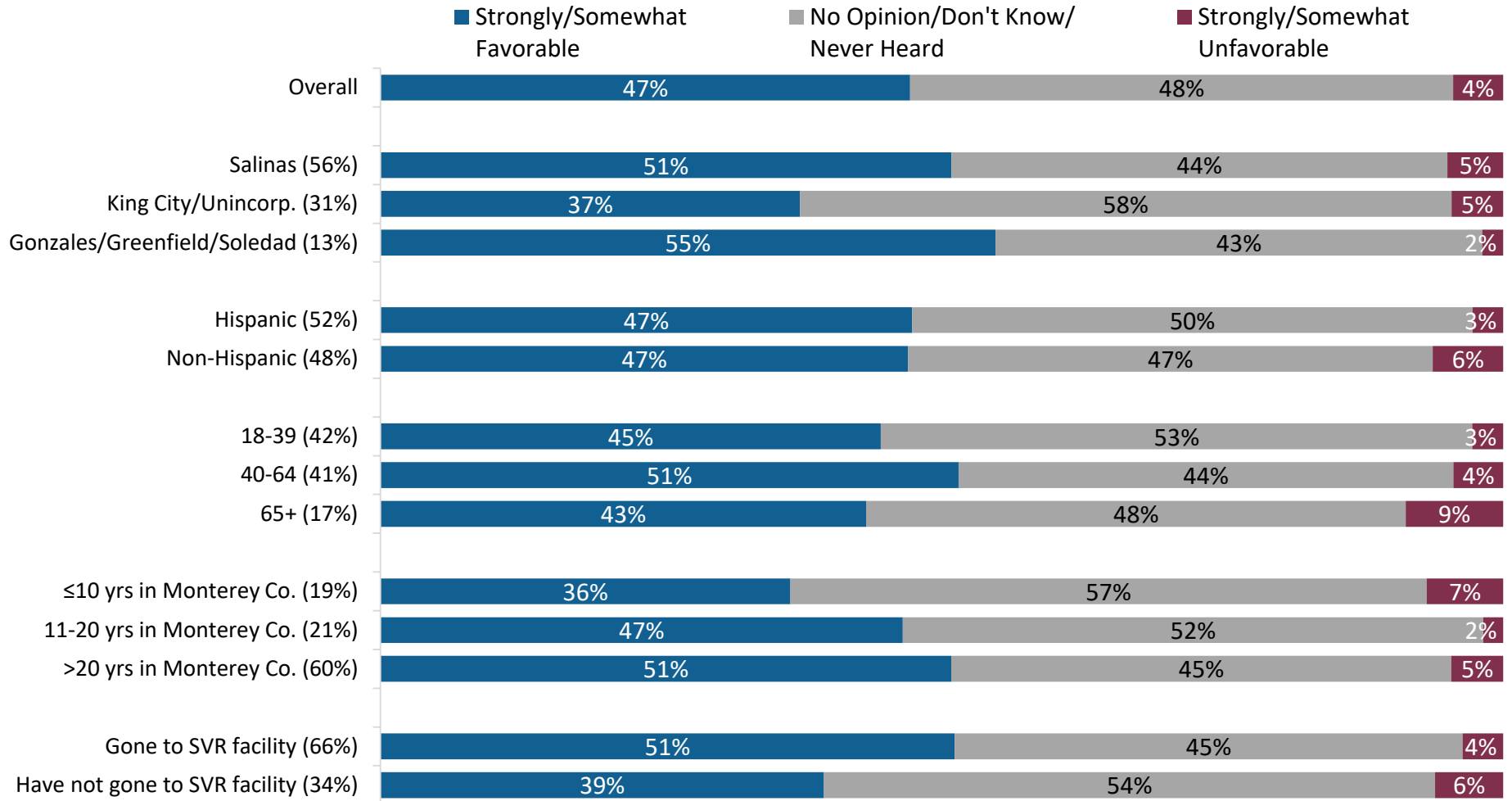
Hispanic residents and residents of Salinas view SVR particularly favorably.



7. I'm going to read you a list of local service providers and organizations. Please tell me if you have a strongly favorable, somewhat favorable, somewhat unfavorable or strongly unfavorable opinion of each one. If you have never heard of one, please just say so.

Brand Rating: SVSWA

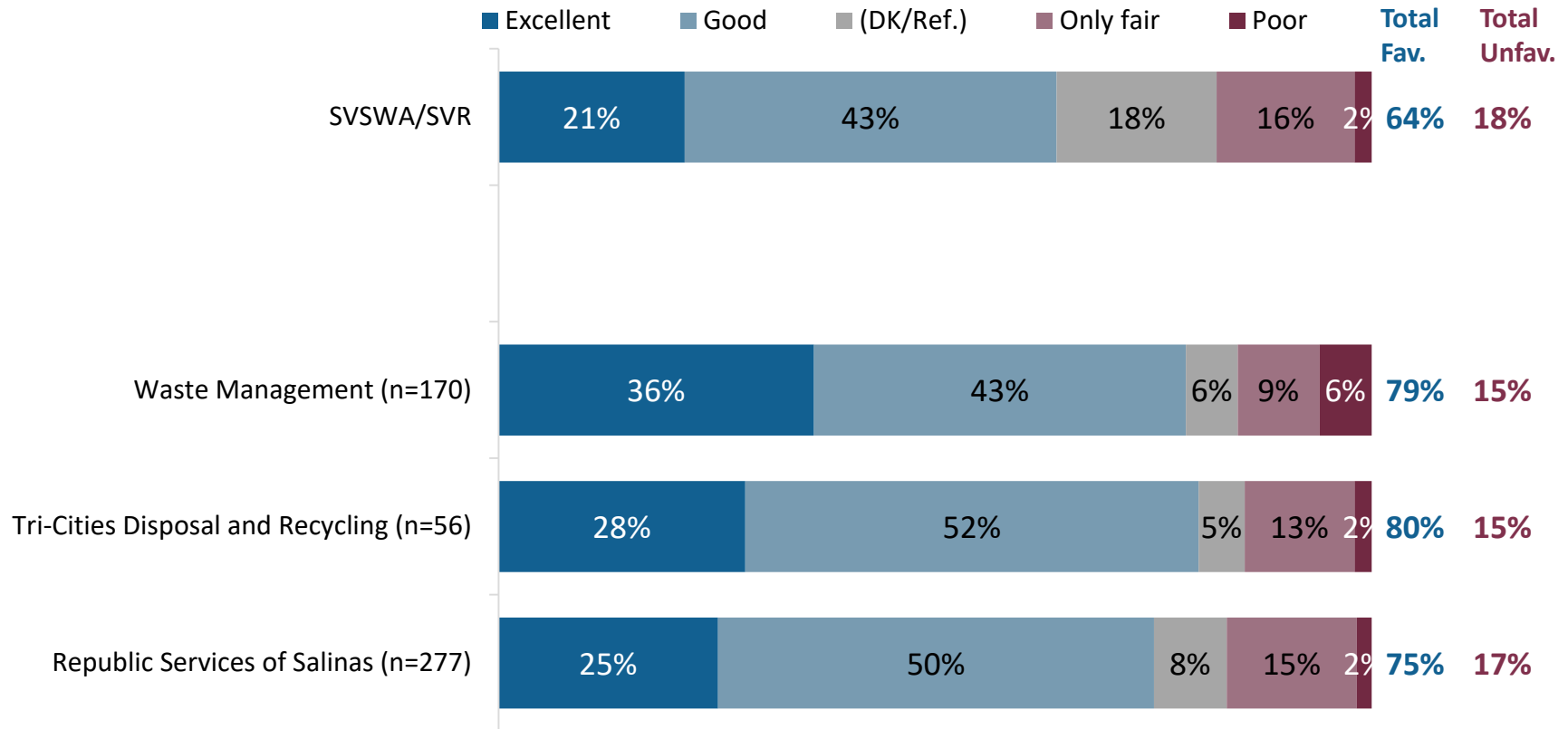
A majority of residents in the Salinas and Gonzales/Greenfield/Soledad regions have a favorable opinion of SVSWA. However, SVSWA is not well-known in the King City/Unincorp. region.



6. I'm going to read you a list of local service providers and organizations. Please tell me if you have a strongly favorable, somewhat favorable, somewhat unfavorable or strongly unfavorable opinion of each one. If you have never heard of one, please just say so.

Job Ratings

Six-in-ten residents approve of the job SVSWA is doing. All three waste haulers have healthy job ratings as well.

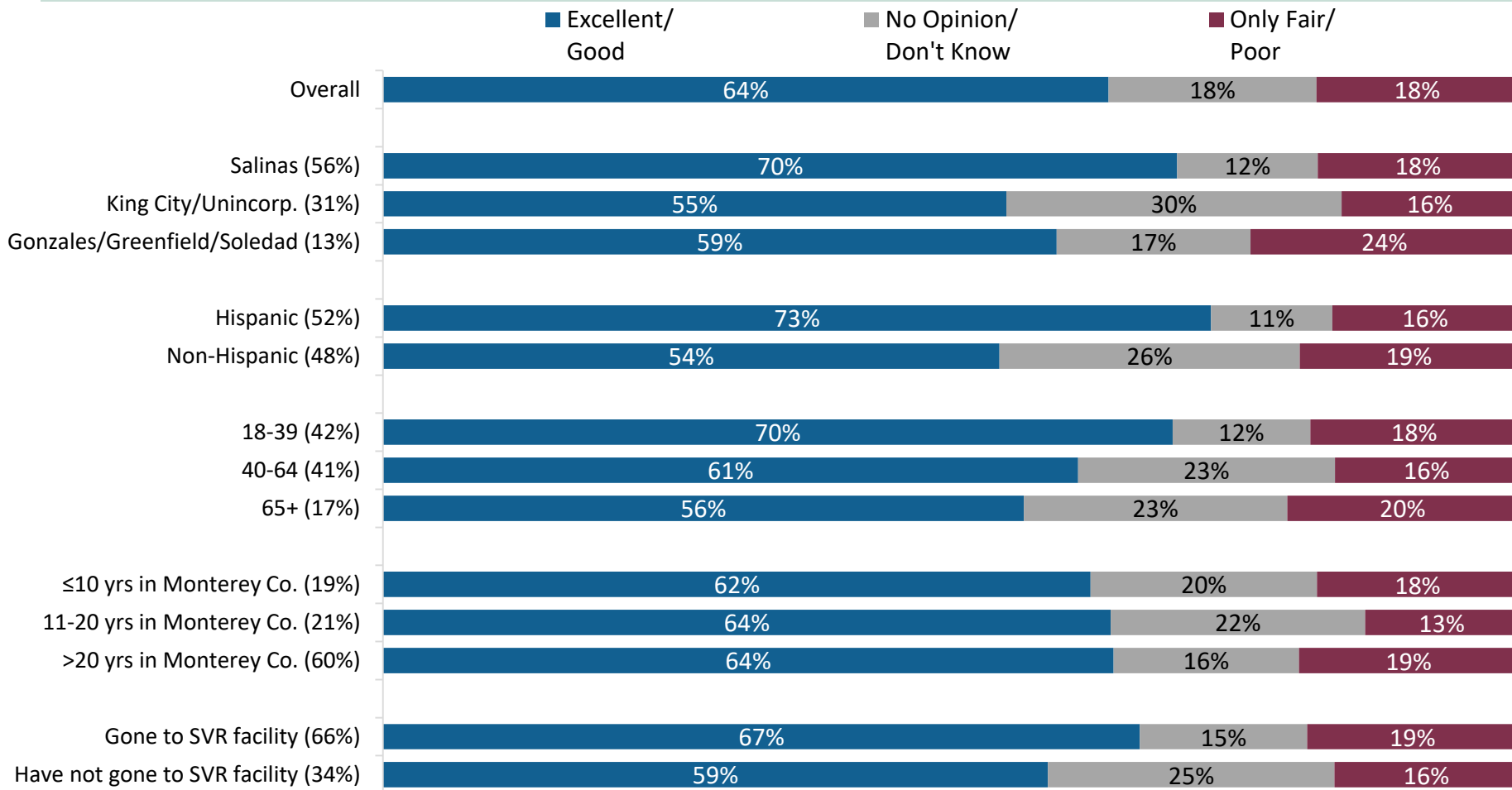


14. How would you rate the job the **Salinas Valley Solid Waste Authority – also known as Salinas Valley Recycles** – is doing at providing long term waste disposal and recycling services to residents and businesses in your area? Would you say they are doing an excellent, good, only fair, or poor job?

15-17. And how would you rate the job (**Republic Services of Salinas/Waste Management/Tri-Cities Disposal and Recycling**) is doing providing garbage, recycling and yard waste collection services? Would you say they are doing an excellent, good, only fair, or poor job?

SVSWA Job Rating by Subgroups

SVSWA receives the most positive ratings from residents in Salinas, and Hispanic residents are more likely than others to rate the SVSWA positively. Two-thirds of those who have visited an SVR facility give SVSWA a positive rating, but still, a majority of those who have not rate it positively.



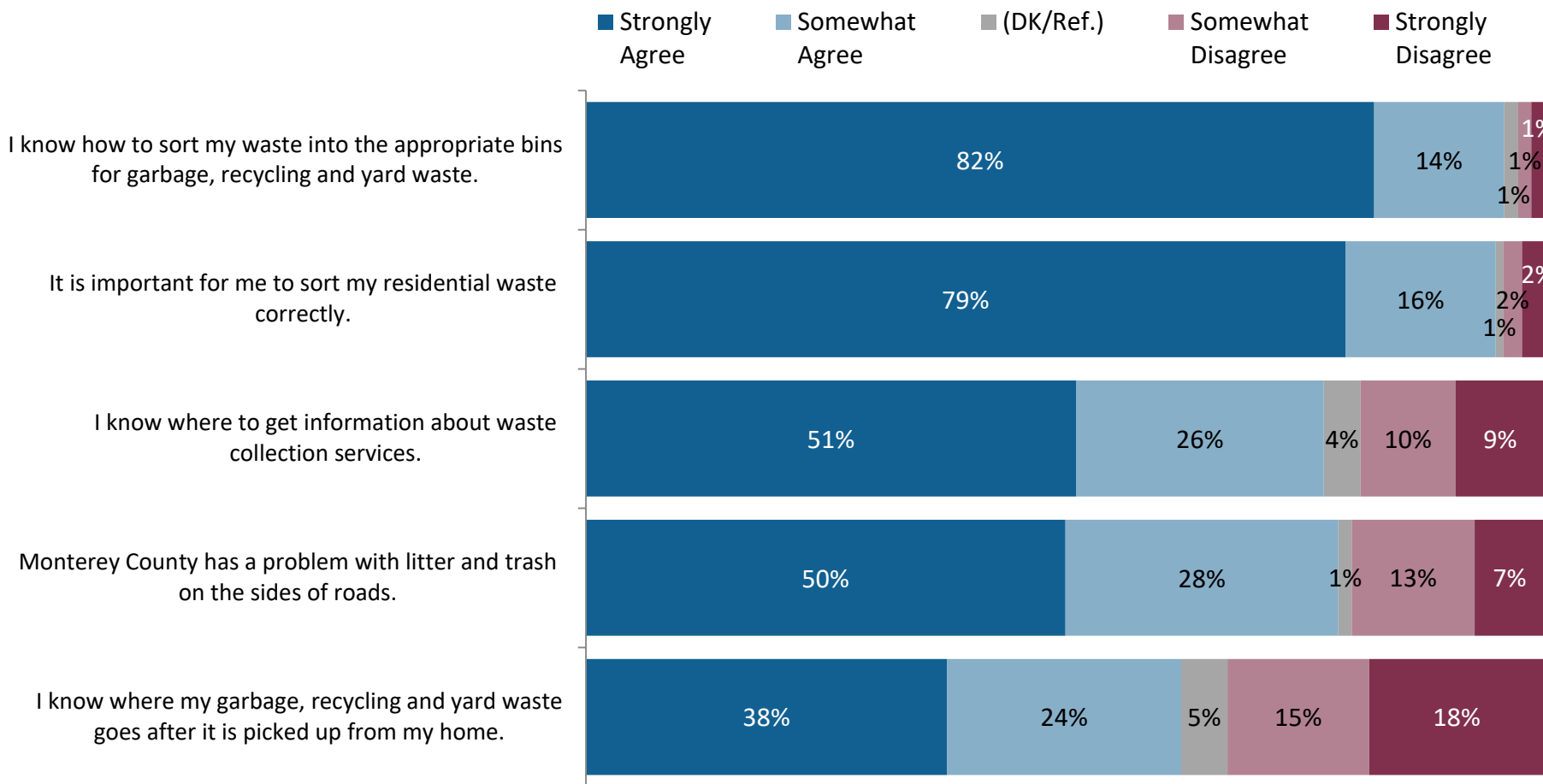
14. How would you rate the job the **Salinas Valley Solid Waste Authority – also known as Salinas Valley Recycles** – is doing at providing long term waste disposal and recycling services to residents and businesses in your area? Would you say they are doing an excellent, good, only fair, or poor job?



Waste Disposal and Recycling Attitudes

Waste Disposal Attitudes

*A majority of residents indicate that they know how to sort their waste, and feel sorting their waste correctly is important. While 51% **strongly agree** they know where to get info about services, many residents are less certain. One-in-three do not know where their waste goes after being picked up.*



18-22. Please tell me whether you strongly agree, somewhat agree, somewhat disagree, or strongly disagree with each of the following statements.

Waste Collection Knowledge

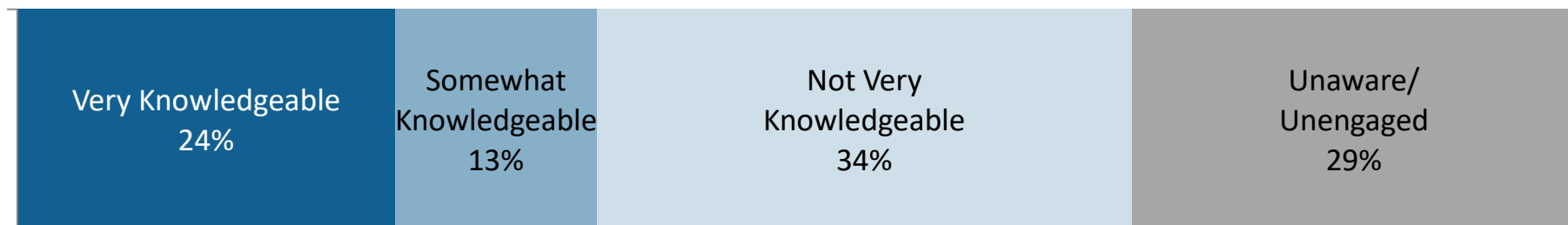
Very Knowledgeable: *Strongly Agree* with **all** of the following statements:

- “I know how to sort my waste into the appropriate bins for garbage, recycling and yard waste.”
- “I know where to get information about waste collection services.” and
- “I know where my garbage, recycling and yard waste goes after it is picked up from my home.”

Somewhat Knowledgeable: *Somewhat Agree* with at least two of the above statements.

Not Very Knowledgeable: *Somewhat Agree* with one of the above statements.

Unaware/Unengaged: All other residents.



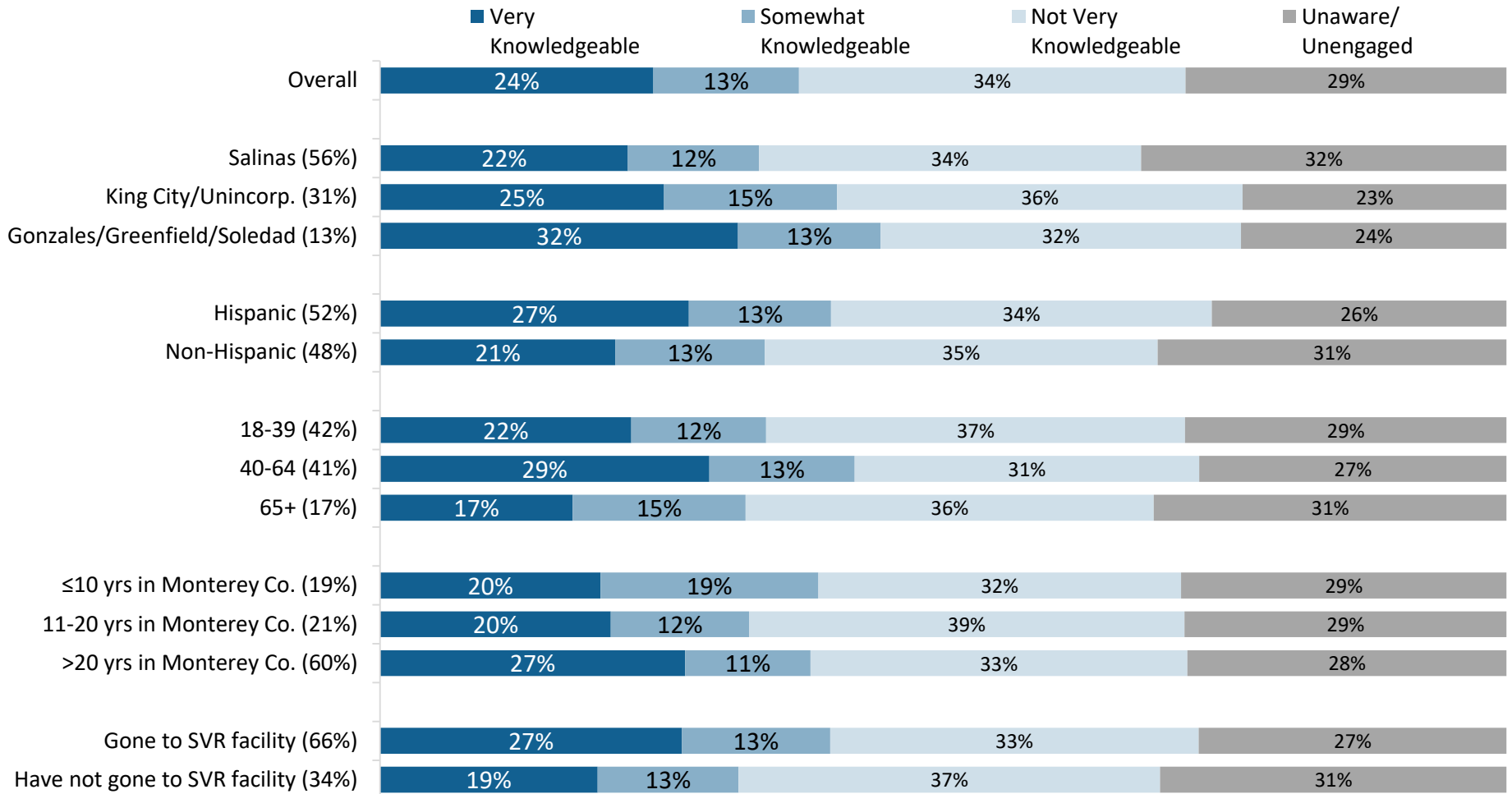
Waste Collection Knowledge Demographics

Those who are Very Knowledgeable are more likely to be Hispanic, have visited an SVR facility, and have lived in Monterey County for a long period of time.

	Overall	Very Knowledgeable	Somewhat Knowledgeable	Not Very Knowledgeable	Unaware/Unengaged
Overall	100%	24%	13%	34%	29%
Salinas	56%	51%	50%	55%	64%
King City/Unincorp.	31%	32%	37%	33%	25%
Gonzales/Greenfield/Soledad	13%	17%	13%	12%	11%
Hispanic	52%	58%	50%	51%	47%
Non-Hispanic	48%	42%	50%	49%	53%
18-39	42%	39%	39%	46%	42%
40-64	41%	49%	41%	37%	39%
65+	17%	12%	20%	18%	19%
≤10 yrs in Monterey Co.	19%	15%	29%	18%	19%
11-20 yrs in Monterey Co.	21%	18%	20%	24%	21%
>20 yrs in Monterey Co.	60%	67%	51%	58%	59%
Gone to SVR facility	66%	73%	67%	63%	63%
Have not gone to SVR facility	34%	27%	33%	37%	37%

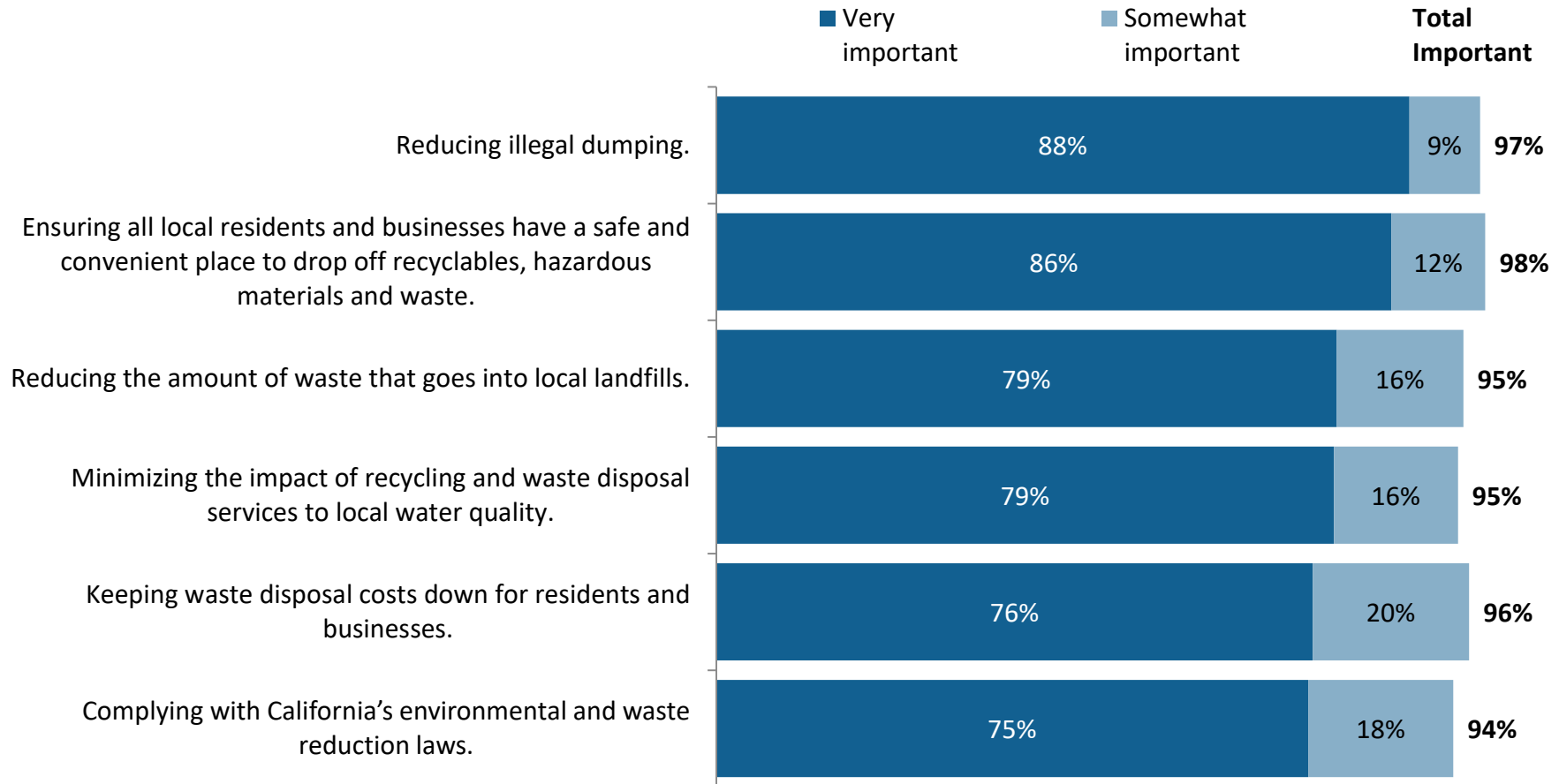
Waste Collection Knowledge by Subgroups

About one-third of residents in the Gonzales/Greenfield/Soledad region are Very Knowledgeable about waste collection issues, but awareness of these issues exists across the service area. Residents under 65 are more likely than older residents to be Very Knowledgeable about waste collection.



SVR Priorities

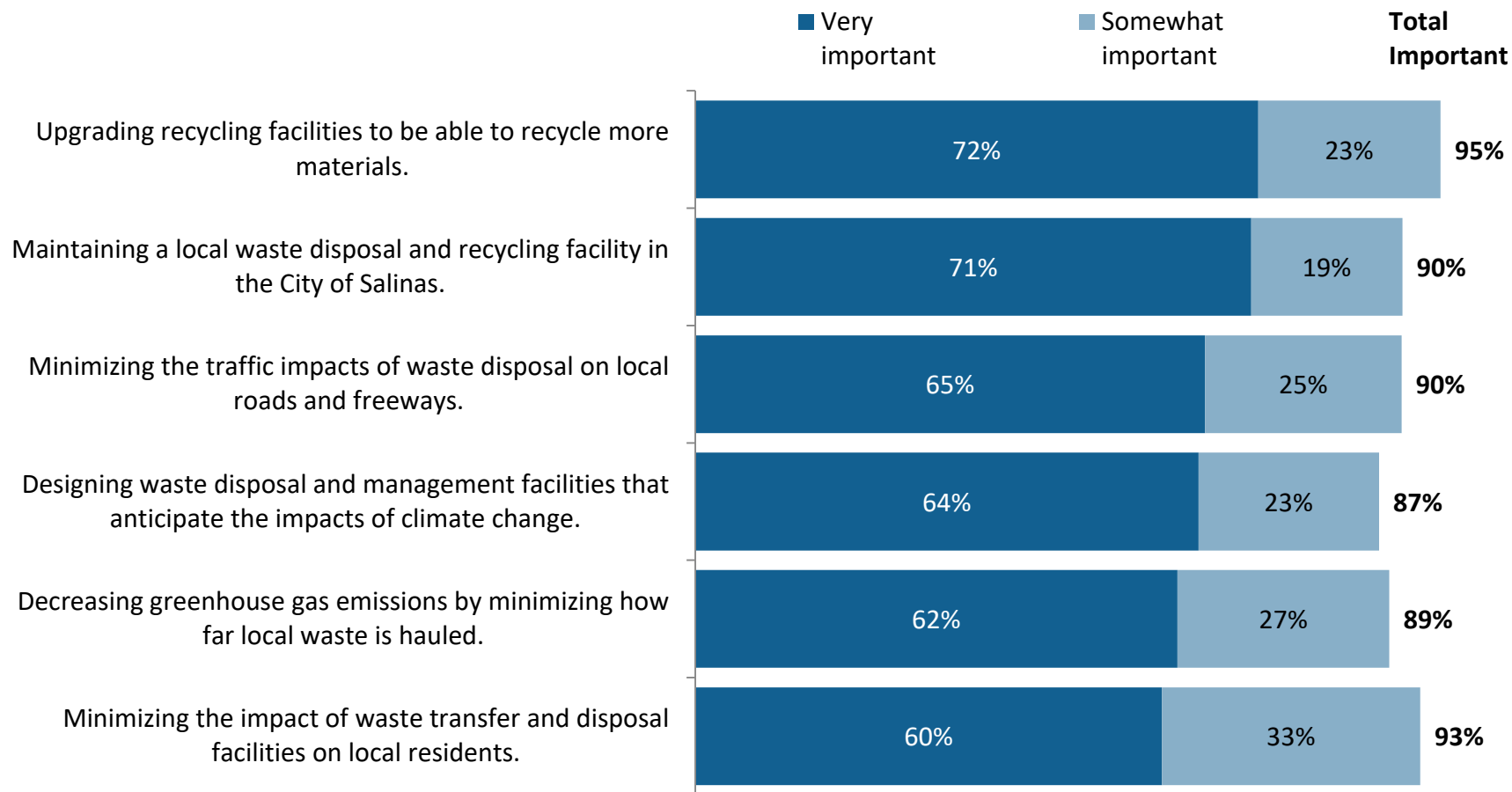
Reducing illegal dumping is the top priority for residents, followed closely by ensuring all residents and business have a safe and convenient place to drop off waste, but each of these priorities for SVR is considered to be important by the residents of the service area.



23-34. I'm going to read you a list of priorities that Salinas Valley Recycles considers when providing services to the community. After each one, please tell me if it is very important, somewhat important, not too important, or not at all important to you.

SVR Priorities, cont'd.

*Least important to residents, but still rated **very important** by a majority are issues related to anticipating the impact of climate change, greenhouse gas emissions, and the impact on residents who are local to waste transfer and disposal facilities.*



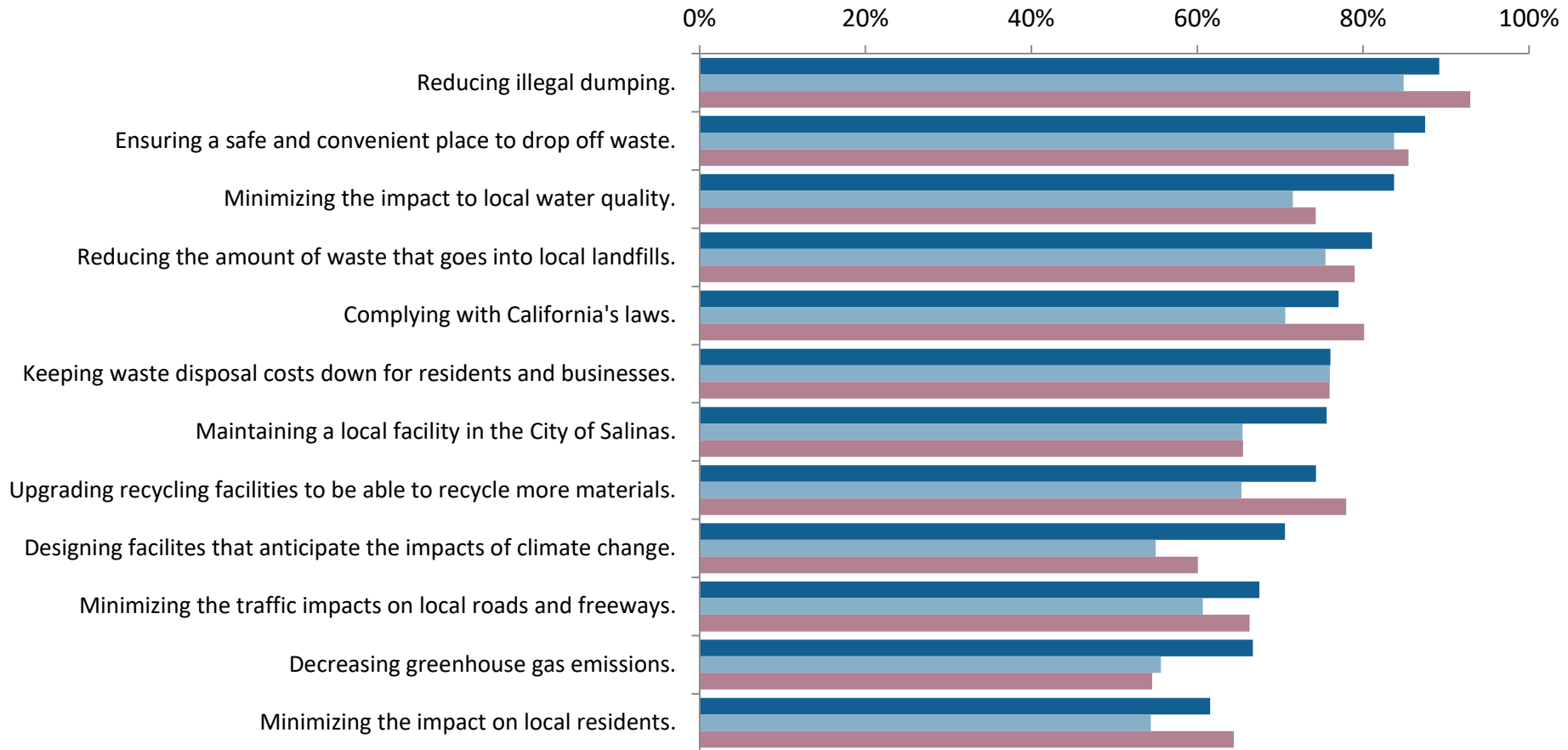
23-34. I'm going to read you a list of priorities that Salinas Valley Recycles considers when providing services to the community. After each one, please tell me if it is very important, somewhat important, not too important, or not at all important to you.

Very Important SVR Priorities by Region

Residents of Salinas are more likely than other service area residents to value maintaining a local waste facility in the city, and they are more in-tune with issues related to waste collection and climate change, greenhouse gas emissions, and the impact to local water quality.

% Very Important

■ Salinas (56%) ■ King City/Unincorp. (31%) ■ Gonzales/Soledad/Greenfield (13%)

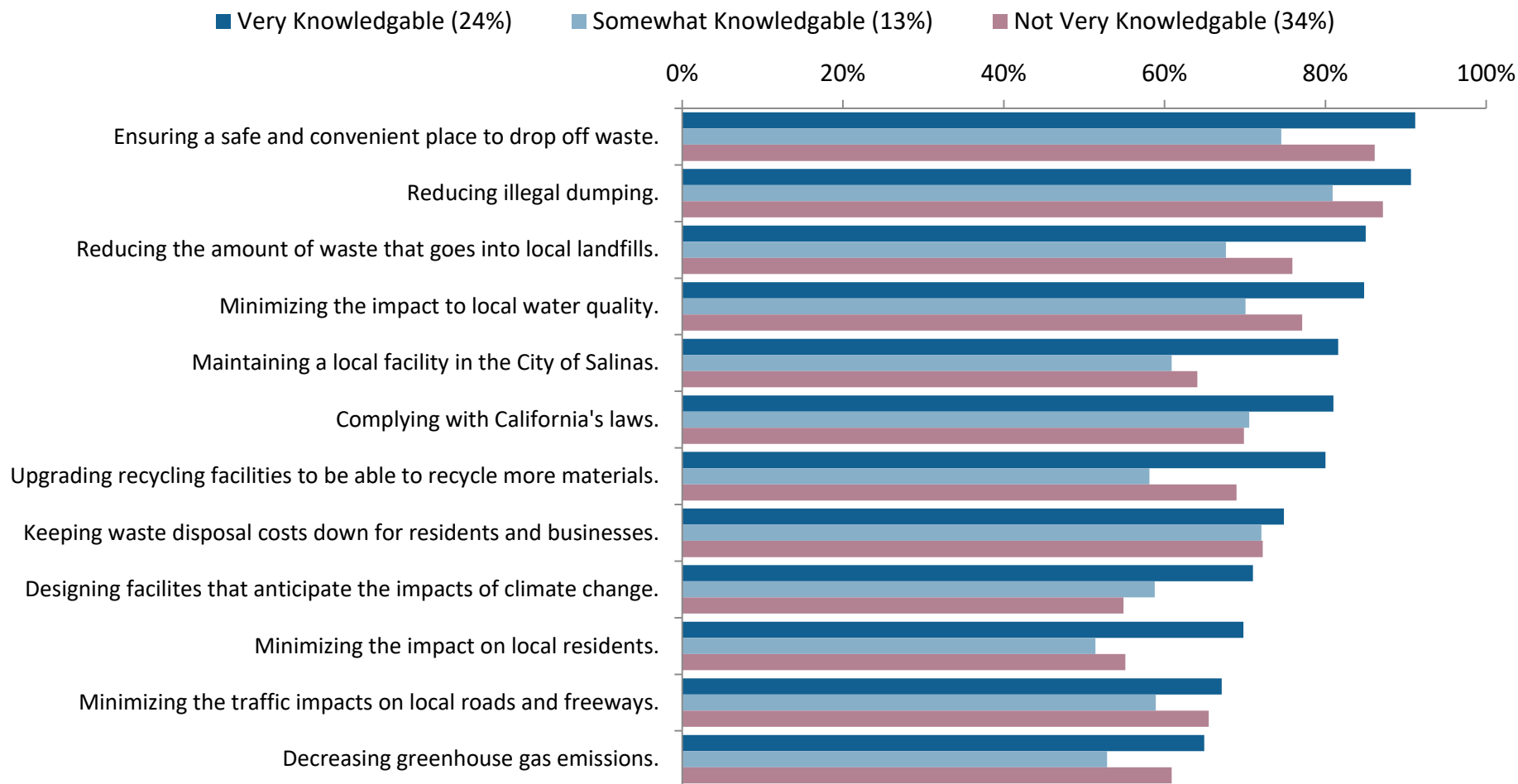


23-34. I'm going to read you a list of priorities that Salinas Valley Recycles considers when providing services to the community. After each one, please tell me if it is very important, somewhat important, not too important, or not at all important to you.

Very Important SVR Priorities by Waste Collection Knowledge

Those who are the most knowledgeable about waste disposal and collection give all items a higher priority.

% Very Important



23-34. I'm going to read you a list of priorities that Salinas Valley Recycles considers when providing services to the community. After each one, please tell me if it is very important, somewhat important, not too important, or not at all important to you.



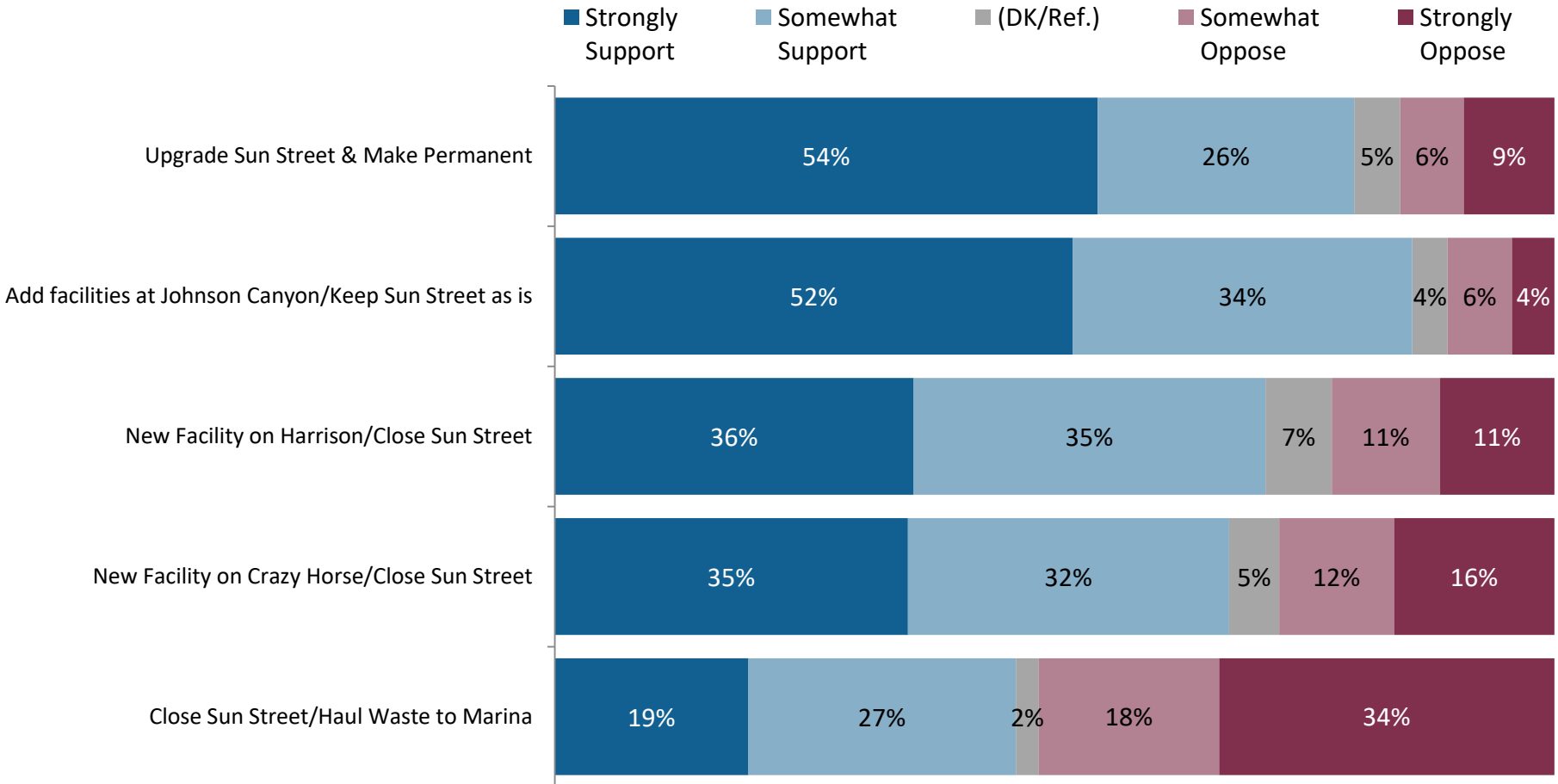
SVR Facility Usage and Proposal Support

Facility Proposals

- ▶ **[Upgrade Sun Street & Make Permanent]** Upgrading the Sun Street Transfer Station in Salinas to make it a permanent facility that is able to handle all of the waste and recycling needs for the Salinas Valley.
- ▶ **[Add Facilities at Johnson Canyon/Keep Sun Street as is]** Building new facilities at the Johnson Canyon Landfill in Gonzales that allow for on-site processing of waste materials to reduce trash volume and extend the life of the landfill. This plan would also include keeping the temporary Sun Street Transfer Station open.
- ▶ **[New Facility at Harrison/Close Sun Street]** Closing the temporary Sun Street Transfer Station in Salinas and building a new facility along Harrison Road between Salinas and Prunedale that allows for on-site processing of waste materials to reduce trash volume and extend the life of the landfill.
- ▶ **[New Facility at Crazy Horse/Close Sun Street]** Building a new facility at the Crazy Horse landfill in Prunedale that will be able to handle all of the waste and recycling needs for the Salinas Valley, and closing the temporary Sun Street Transfer Station in Salinas.
- ▶ **[Close Sun Street/Haul Waste to Marina]** Closing the temporary Sun Street Transfer Station in Salinas and having Salinas area waste hauled directly to a landfill facility in Marina. This would require anyone wanting to dispose of items not picked up by a waste hauler to drive to the Marina facility.

Facility Proposals Support

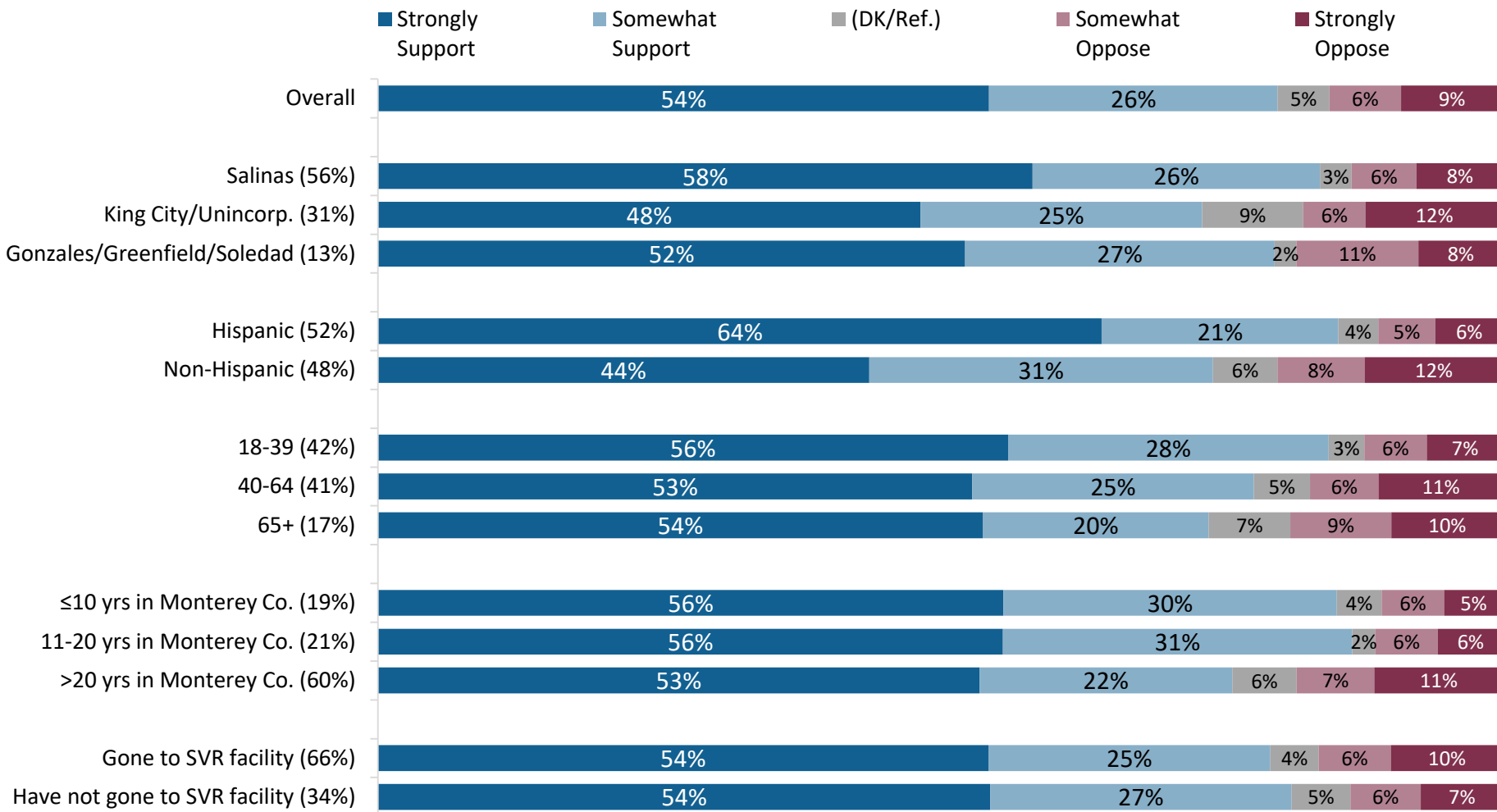
*Support is highest for the two proposals that keep the Sun Street Transfer Station open. A majority **strongly support** upgrading and making the Sun Street facility permanent.*



35-39. I am going to read you some proposals that are being discussed for waste management and disposal in the Salinas Valley in the future. For each one, please tell me if you strongly support, somewhat support, somewhat oppose or strongly oppose that proposal.

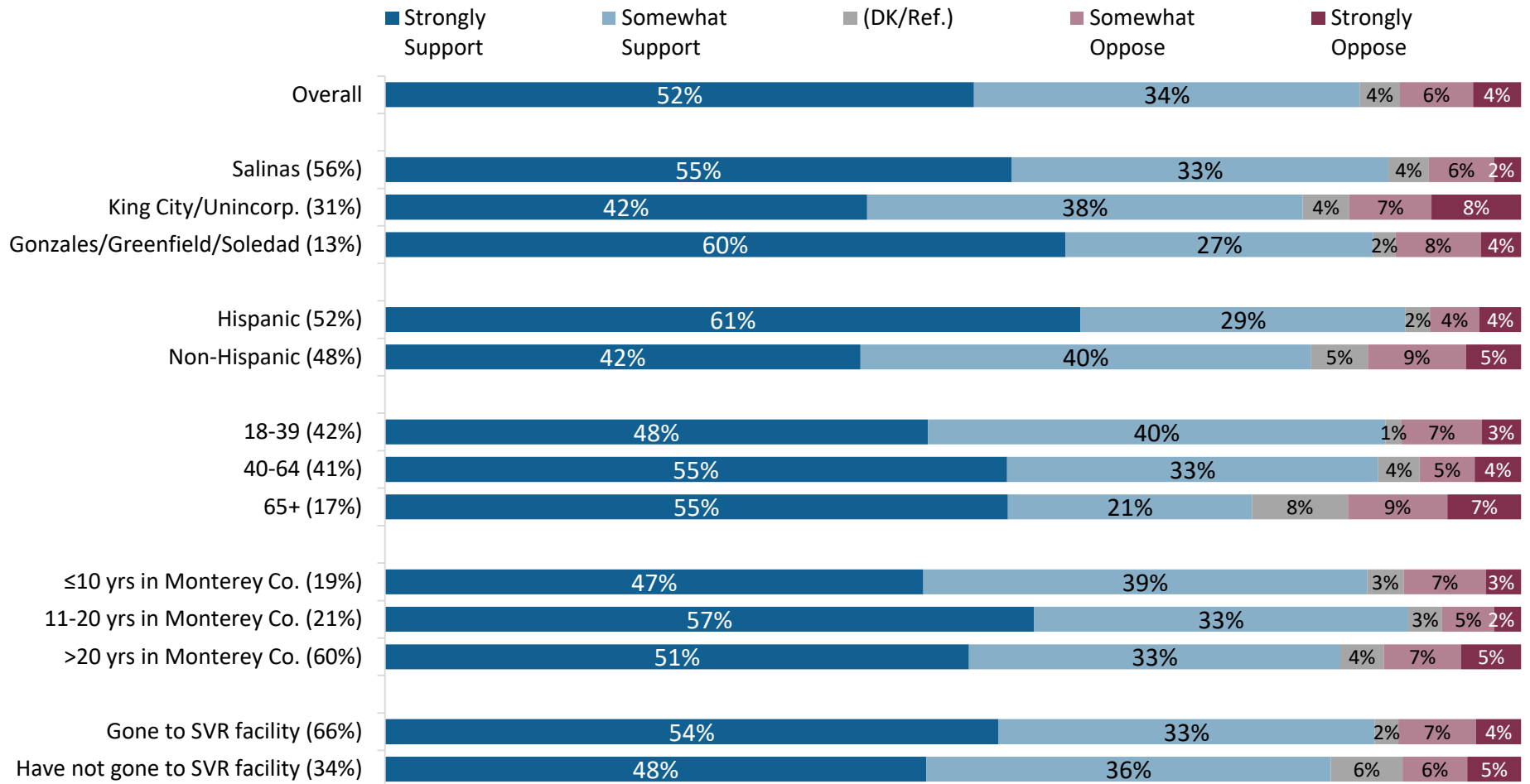
“Upgrade Sun Street & Make Permanent” Support by Subgroups

A majority of Salinas residents want to see Sun Street upgraded and made permanent, but there is support for this option in all areas. Support is higher among Hispanic residents.



“Add Facilities at Johnson Canyon/Keep Sun Street as is” Support by Subgroups

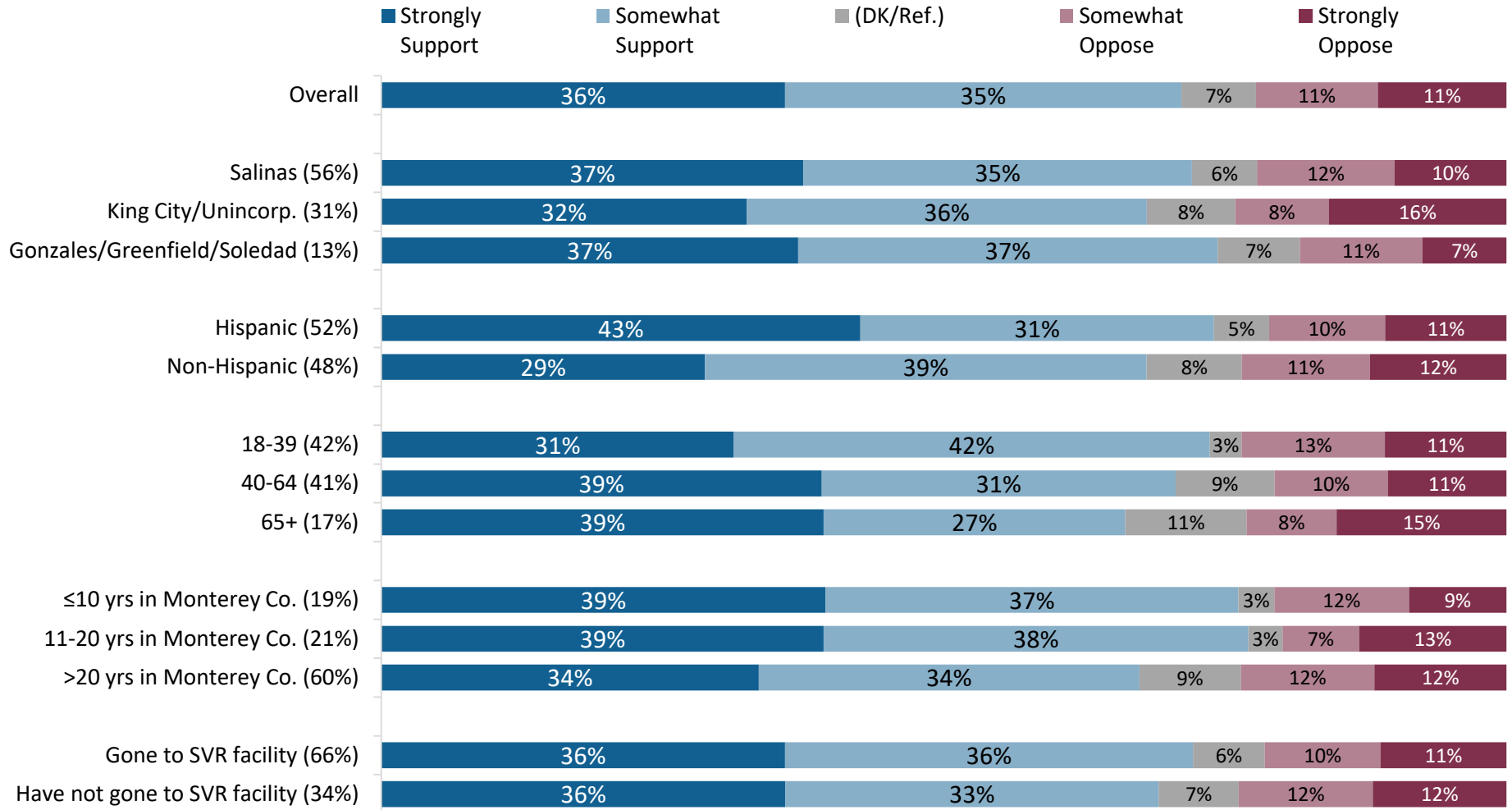
Adding facilities at Johnson Canyon, coupled with keeping Sun Street open, is also strongly supported by residents in all areas.



38. Building new facilities at the Johnson Canyon Landfill in Gonzales that allow for on-site processing of waste materials to reduce trash volume and extend the life of the landfill. This plan would also include keeping the temporary Sun Street Transfer Station open.

“New Facility at Harrison/Close Sun Street” Support by Subgroups

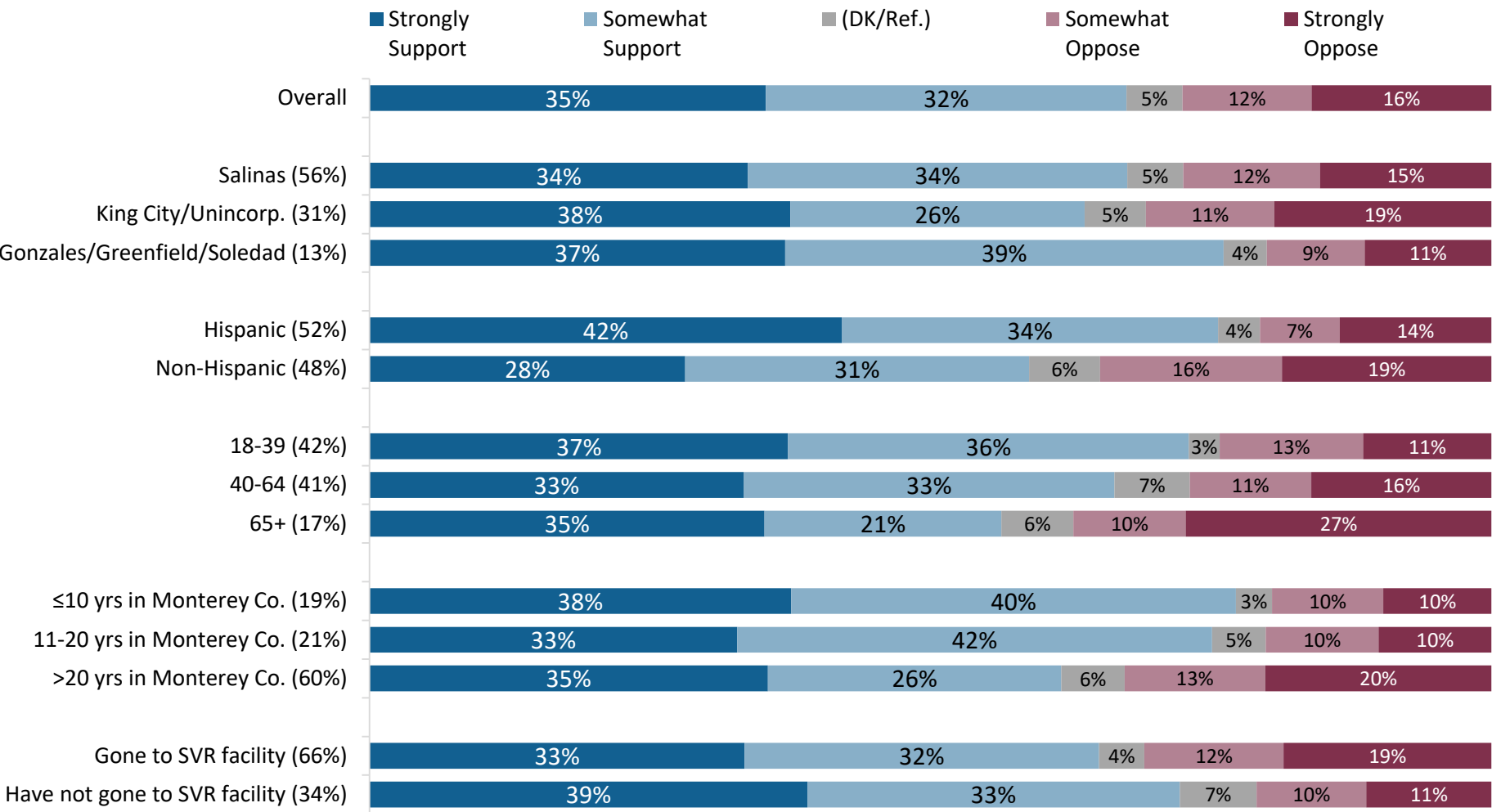
Support for a plan that would create a new facility along Harrison Road while closing the Sun Street Transfer Station is lower than other proposals that include keeping Sun Street open.



36. Closing the temporary Sun Street Transfer Station in Salinas and building a new facility along Harrison Road between Salinas and Prunedale that allows for on-site processing of waste materials to reduce trash volume and extend the life of the landfill.

“New Facility at Crazy Horse/Close Sun Street” Support by Subgroups

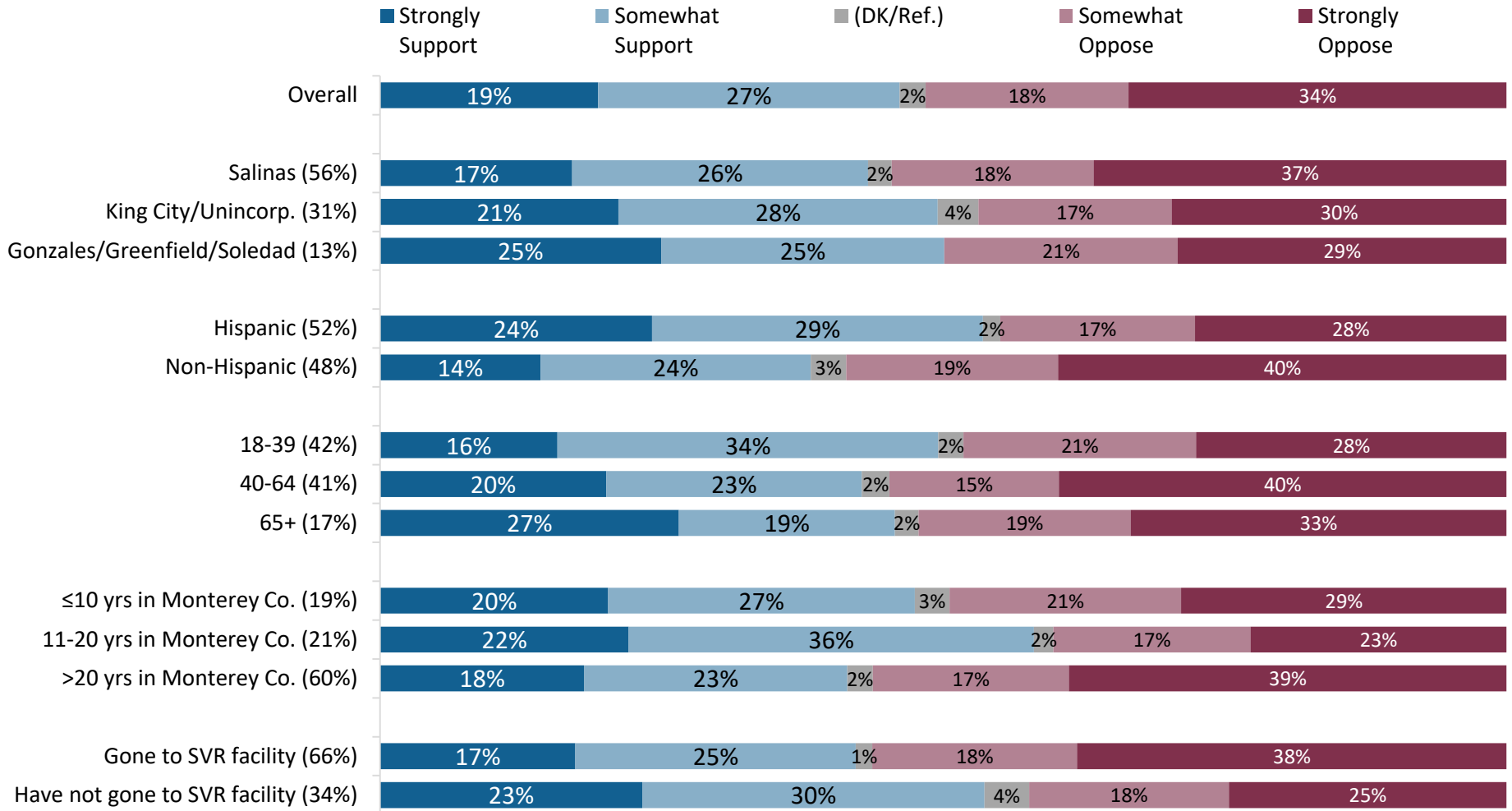
A new facility at Crazy Horse is strongly supported by 1-in-3 residents. However, there is notable opposition among those 65+.



37. Building a new facility at the Crazy Horse landfill in Prunedale that will be able to handle all of the waste and recycling needs for the Salinas Valley, and closing the temporary Sun Street Transfer Station in Salinas.

“Close Sun Street/Haul Waste to Marina” Support by Subgroups

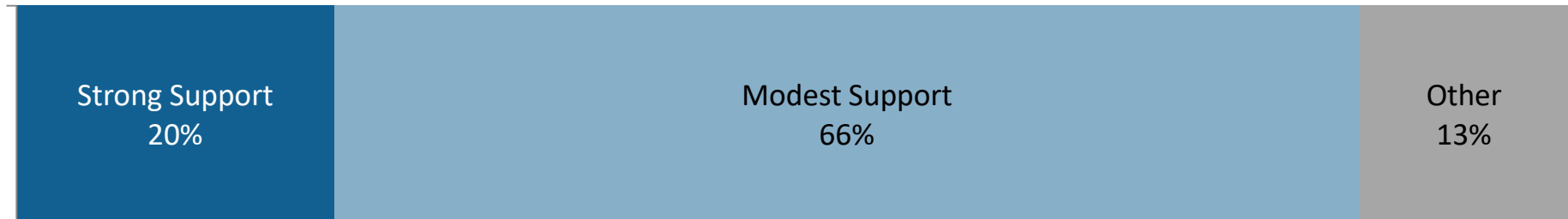
Closing Sun Street and hauling waste to Marina is a divisive proposal. A majority of Salinas residents oppose it, and non-Hispanic residents are particularly strong in their opposition.



35. Closing the temporary Sun Street Transfer Station in Salinas and having Salinas area waste hauled directly to a landfill facility in Marina. This would require anyone wanting to dispose of items not picked up by a waste hauler to drive to the Marina facility.

Sun Street Supporters

*Based on the responses to six questions in the survey related to continuing services at the Sun Street Transfer Station or not, 1-in-5 service area residents are **strong supporters** of maintaining a facility at that location. A further 66% are modest supporters, and 13% do not show signs of support.*



Sun Street Supporter Demographics

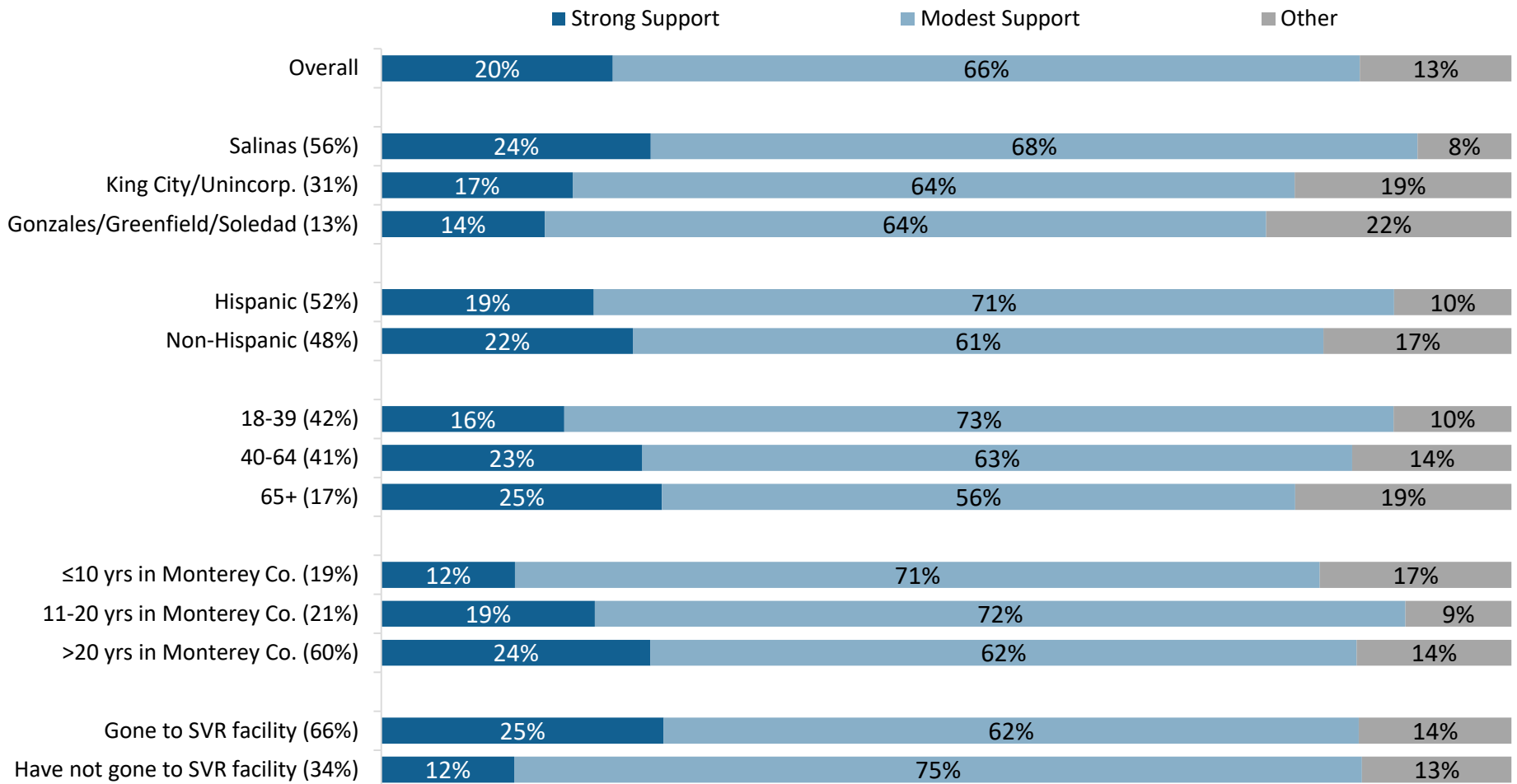
Strong supporters are more likely to be Salinas residents, those who have visited an SVR facility, and those who have lived in Monterey County for more than 20 years.

	Overall	Strong Support	Modest Support	Other
Overall	100%	20%	66%	13%
Salinas	56%	65%	57%	35%
King City/Unincorp.	31%	26%	30%	44%
Gonzales/Greenfield/Soledad	13%	9%	13%	21%
Hispanic	52%	47%	55%	40%
Non-Hispanic	48%	53%	45%	60%
18-39	42%	33%	47%	33%
40-64	41%	46%	39%	43%
65+	17%	21%	14%	24%
≤10 yrs in Monterey Co.	19%	11%	21%	24%
11-20 yrs in Monterey Co.	21%	19%	23%	15%
>20 yrs in Monterey Co.	60%	70%	57%	61%
Gone to SVR facility	66%	81%	61%	66%
Have not gone to SVR facility	34%	19%	39%	34%

Sun Street Support Scale created by combining proposal support and importance of maintaining local waste disposal and recycling facility in the City of Salinas.

Sun Street Supporters by Subgroups

Support for Sun Street is greatest among Salinas residents, and among those who have used an SVR facility in the past, but support exists broadly across the service area for the Sun Street Transfer Station to continue to operate, and be improved.

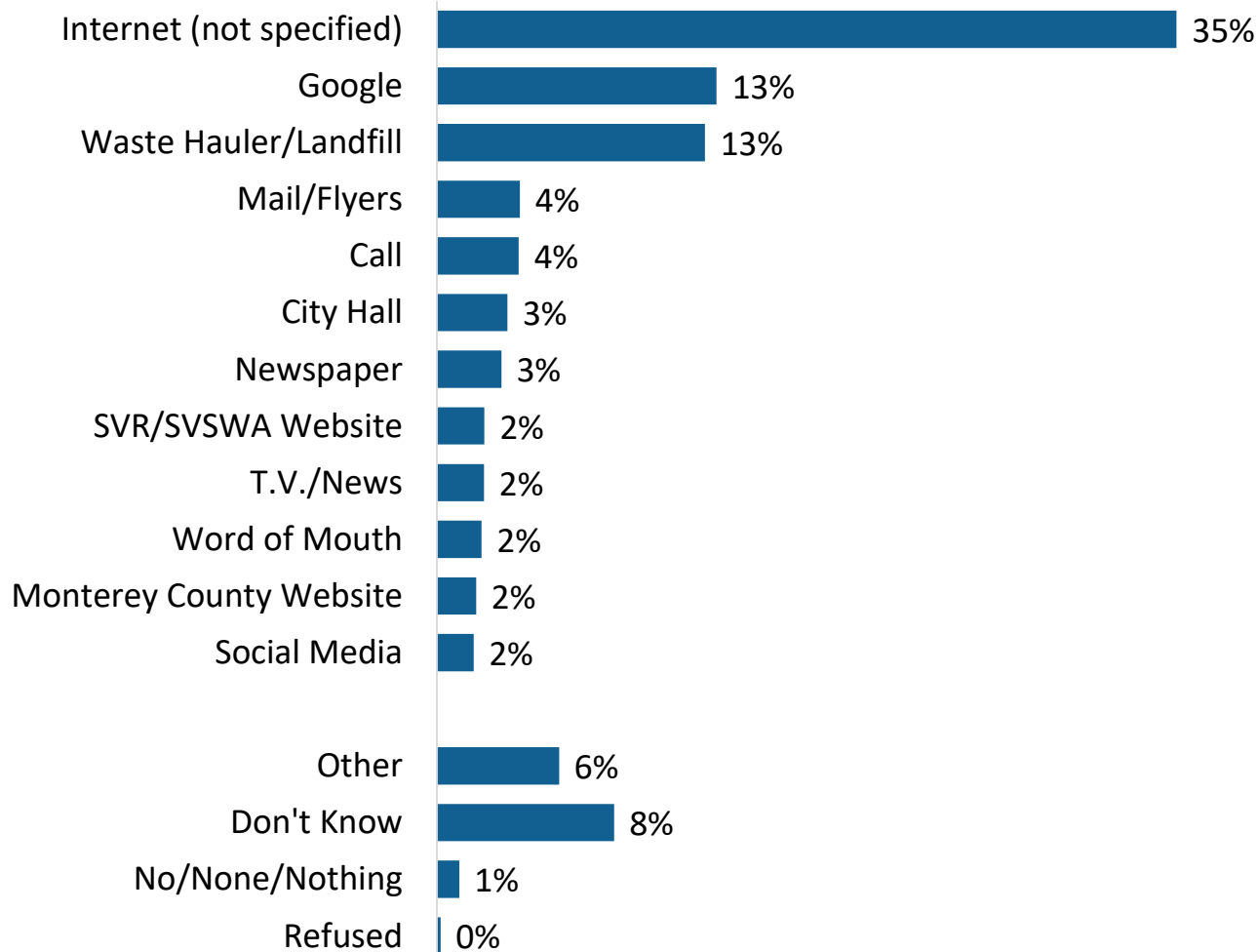




Sources of Information

Top-of-Mind Sources of Information

More than one-third of residents indicate they would turn to the internet to learn more about recycling and waste disposal, however, they are unable to name a specific website.

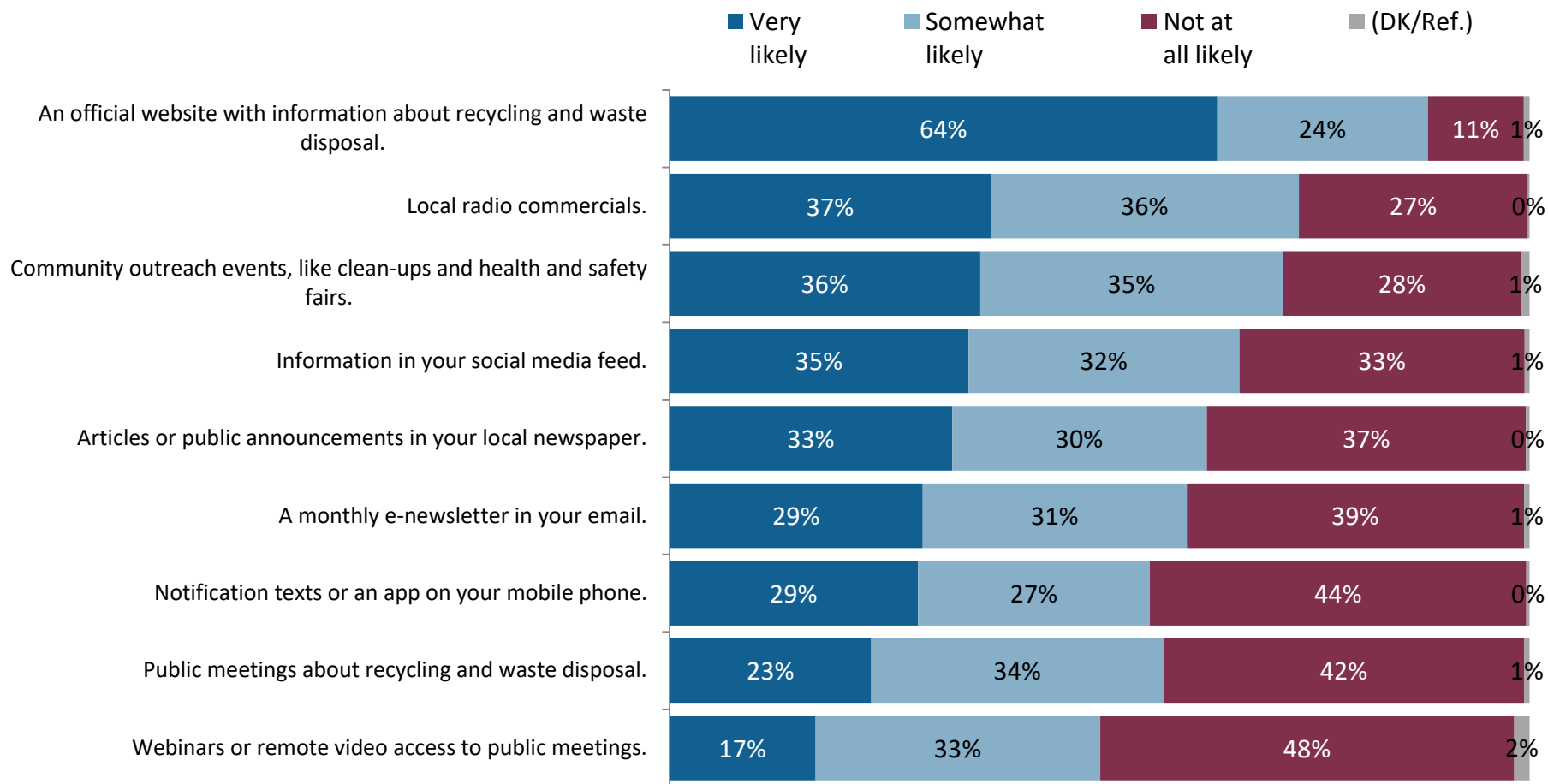


40. If you wanted to learn more about recycling and disposal in your area, what information sources would you turn to?

(OPEN END, RECORD VERBATIM RESPONSE, ACCEPT ONE RESPONSE ONLY)

Sources of Information

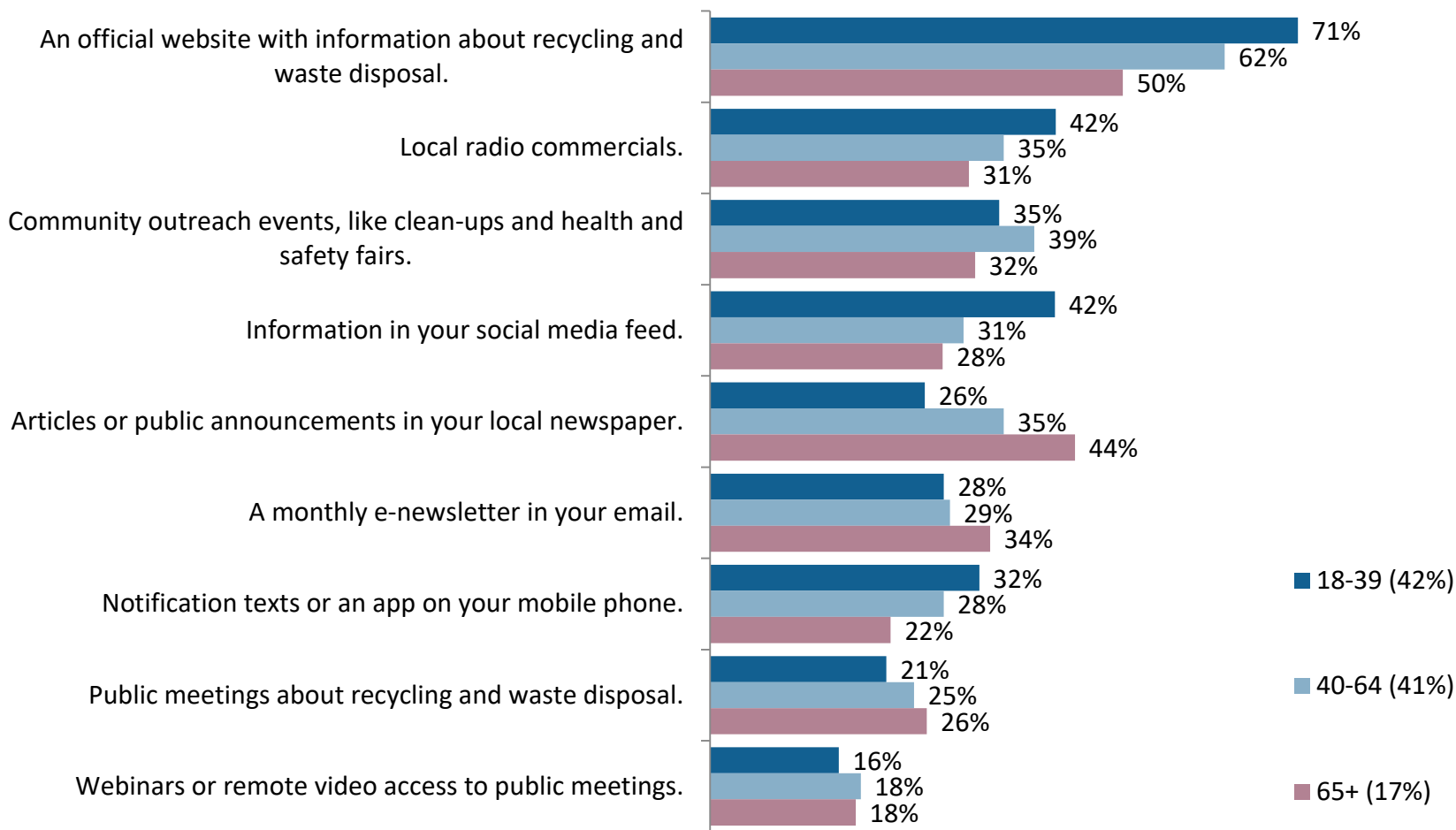
*Almost two-thirds of residents are **very likely** to use an official website to find information on recycling and waste disposal. Willingness to take part in public meetings and webinars are low, as are interruptions to daily life such as text messages and a monthly e-newsletter.*



41-49. I'm going to read you a list of resources where you might find information about recycling and waste disposal in your area. After I read each one, please tell me if you think you would be very likely, somewhat likely, or not at all likely to use that source of information.

Sources of Information by Age

Older residents over 65+ are more likely than younger residents to identify newspaper announcements as a source of information, while younger residents are more keen to receive information through social media, or through mobile phone notifications.



41-49. I'm going to read you a list of resources where you might find information about recycling and waste disposal in your area. After I read each one, please tell me if you if you think you would be very likely, somewhat likely, or not at all likely to use that source of information.

Conclusions

- ▶ Residents are strongly supportive of each of SVR's priorities in providing service.
 - Reducing illegal dumping is a top priority, as is ensuring local residents have a safe and convenient place to dispose of waste and harmful materials.
- ▶ Facility proposals that include maintaining a transfer station facility in Salinas are better supported than those that do not.
 - The proposal to haul waste out of the Salinas Valley, forcing residents to travel to Marina to personally dispose of materials meets with the strongest opposition.
- ▶ Online resources are clearly the preferred way residents wish to receive information, so having a strong and clear presence online will be key to increasing awareness of waste and recycling protocols, and communicating with residents about changes to facilities.

Contacts



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Mayra Cuevas

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202.849.6522



A complete copy of the

**Cross Tabulation Data from the Telephone Survey
of SVSWA Service Area
Re: Item No 11**

is available at the following locations:

- SVSWA website..... <http://svswa.org/wp-content/uploads/Item-11-Exhibit-C-Cross-Tabulation-Results.pdf>

- SVSWA Clerk of the Board..... 128 Sun Street, Ste. 101
Salinas Ca 93901
(831) 775-3010
erikat@svswa.org

ON Thursday, January 18, 2018:

- SVSWA Board Meeting 117 Fourth Street
Gonzales, Ca 93926

REDUCE

REUSE

RECYCLE



**Telephone Survey of Salinas Valley Solid
Waste Authority Service Area Residents**
Summary of Findings for Salinas Valley
Recycles Board
January 18, 2018

Firm Background

- ▶ National market research and strategic consulting firm with 30 years of experience
- ▶ Full suite of qualitative and quantitative research methodologies
- ▶ Wealth of research experience regarding waste disposal, recycling, composting, and environmental sustainability



Environmental Services



SFEnvironment



Methodology

- ▶ Telephone survey of Salinas Valley Solid Waste Authority Service Area residents age 18 and up
- ▶ Interviews conducted November 6 – 15, 2017
- ▶ 503 total interviews; margin of error ± 4.4 percentage points
- ▶ Interviews conducted in English and Spanish by trained, professional interviewers
 - 65 Spanish language interviews
- ▶ Survey respondents were reached on both landlines and mobile phones

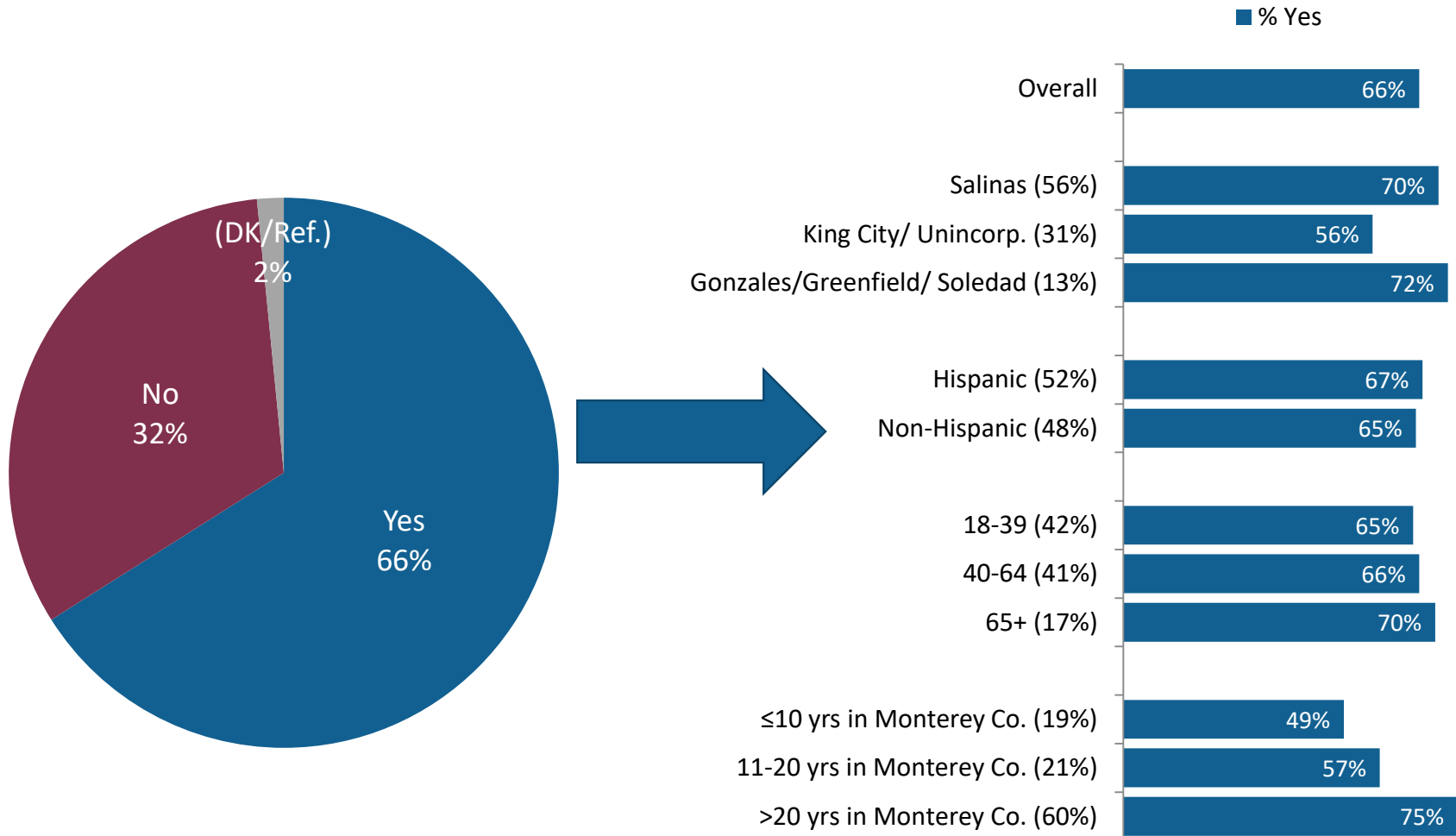
Please note that due to rounding, some percentages may not add up to exactly 100%.

Key Findings

- ▶ The Authority's brand and job ratings are healthy.
 - There is more familiarity with the SVR brand than the SVSWA brand, but both are viewed favorably and known to a majority of residents.
- ▶ Confidence is high among residents when it comes to their ability to correctly sort their waste and recyclables, and most feel it is important to do correctly.
- ▶ Two in three residents have brought waste or recycling to an SVR facility, and there is some awareness of where waste goes after it is picked up by the local hauler.
- ▶ There is significant support for the Sun Street Station remaining open, and being upgraded to a permanent facility.

Use of SVR Facilities

Two-thirds of service area residents have taken household or business waste to a SVR facility.



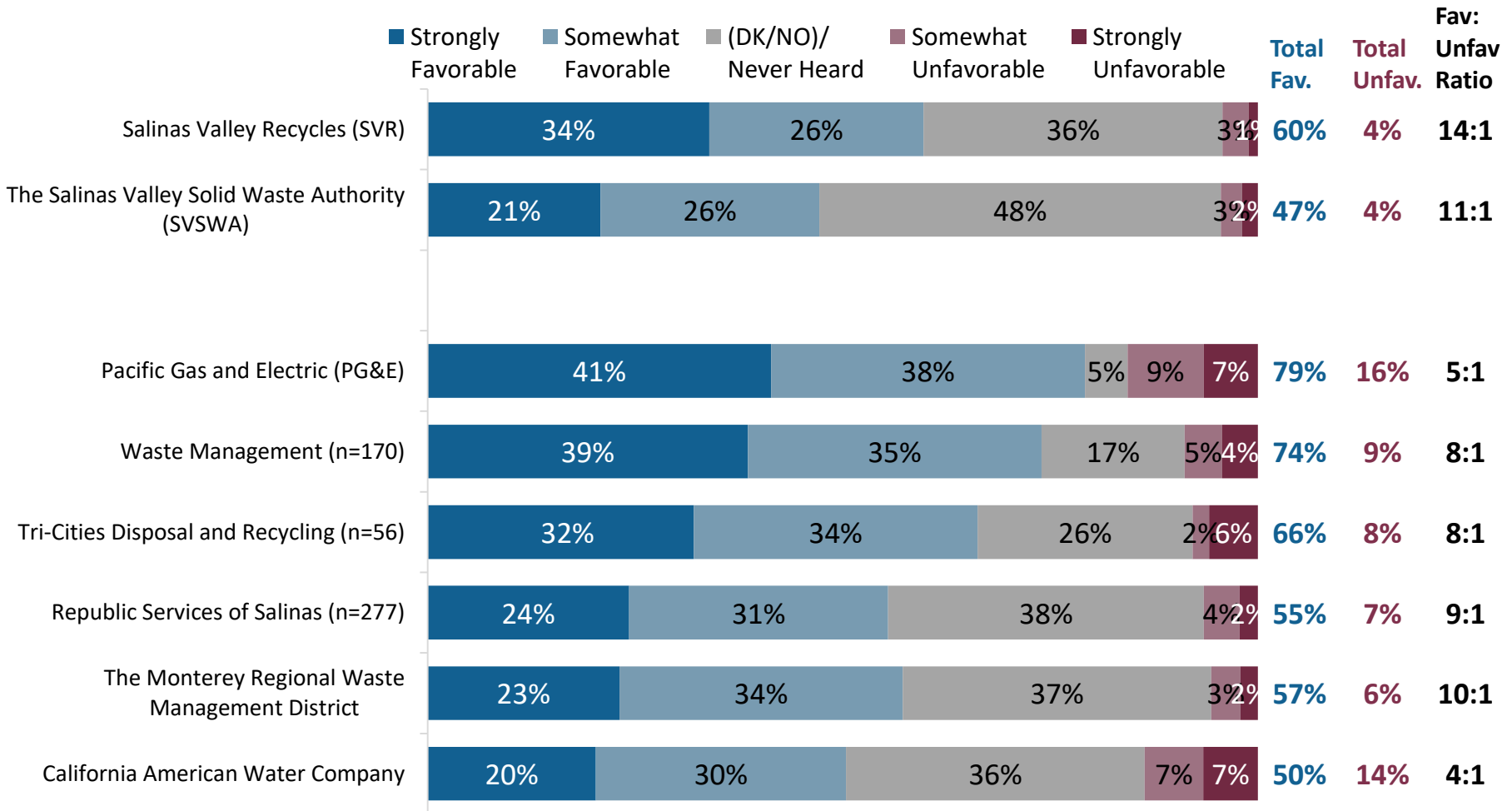
50. And have you ever taken waste from your household or business to a facility operated by Salinas Valley Recycles for disposal?



Organization Ratings

Brand Ratings

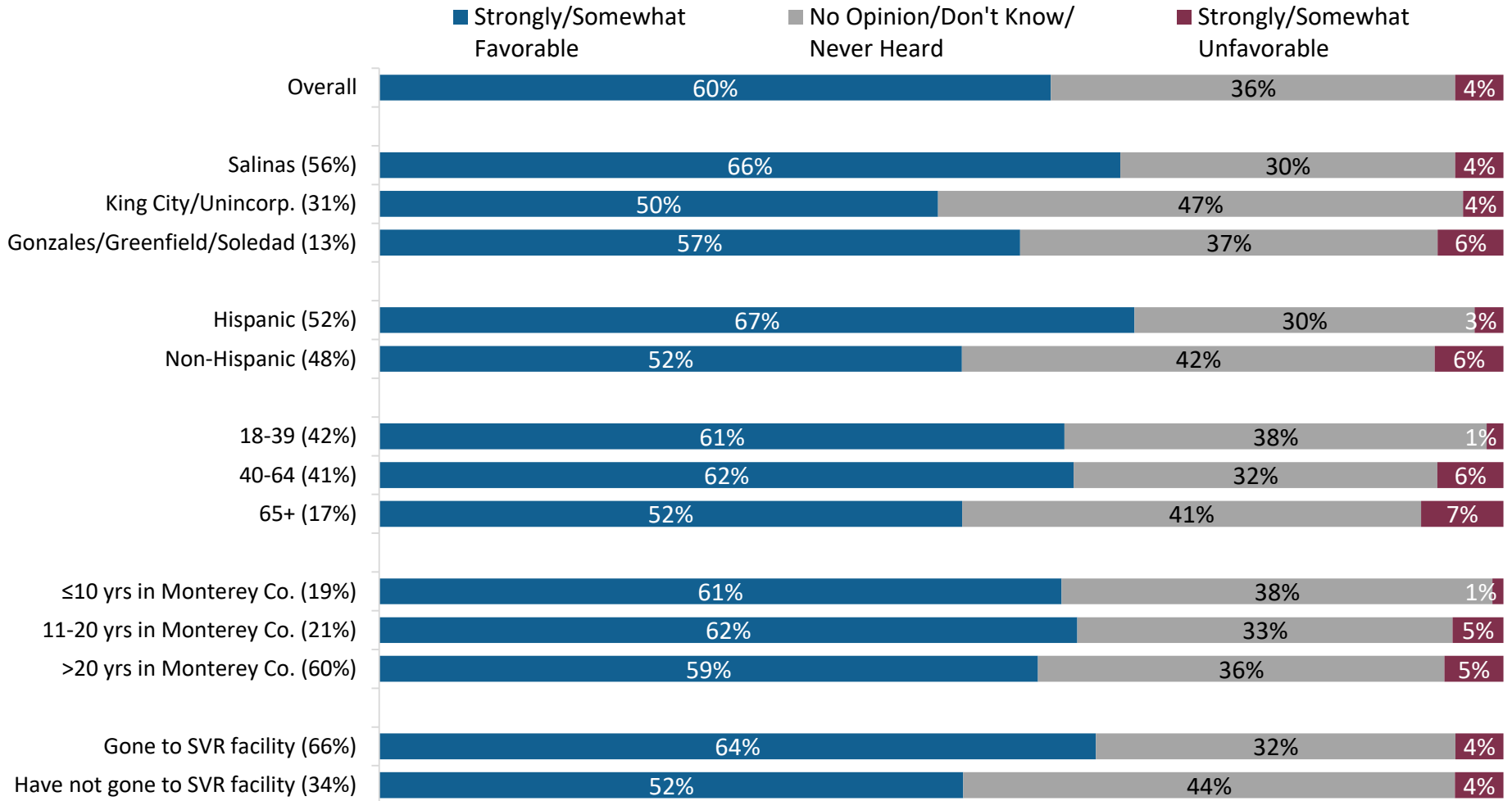
A majority of residents have a favorable opinion of SVR, and the organization name is more highly recognized than SVSWA. Almost half are not familiar enough with SVSWA to rate it.



6-13. I'm going to read you a list of local service providers and organizations. Please tell me if you have a strongly favorable, somewhat favorable, somewhat unfavorable or strongly unfavorable opinion of each one. If you have never heard of one, please just say so.

Brand Rating: SVR

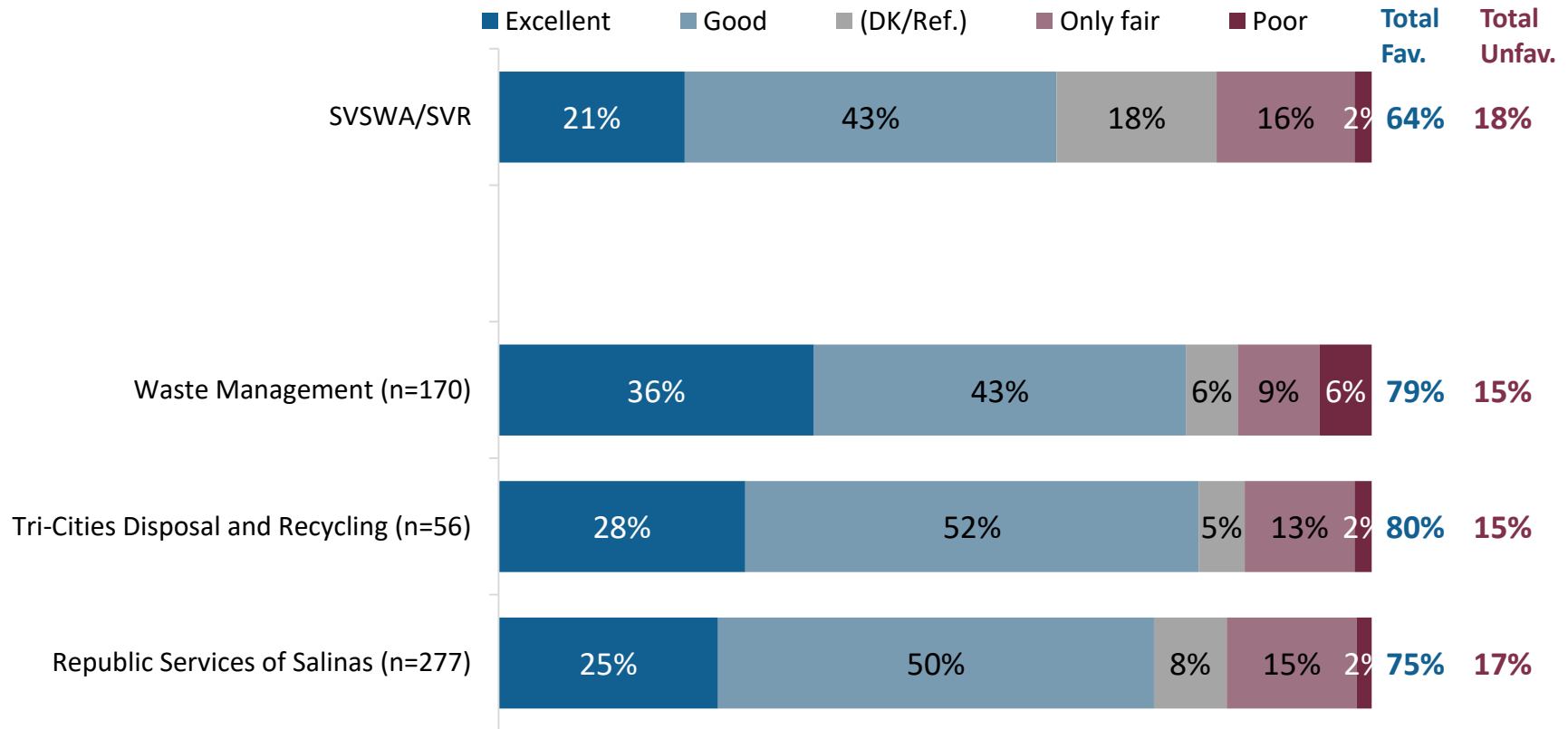
Hispanic residents and residents of Salinas view SVR particularly favorably.



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Job Ratings

Six-in-ten residents approve of the job SVSWA is doing. All three waste haulers have healthy job ratings as well.



14. How would you rate the job the **Salinas Valley Solid Waste Authority – also known as Salinas Valley Recycles** – is doing at providing long term waste disposal and recycling services to residents and businesses in your area? Would you say they are doing an excellent, good, only fair, or poor job?

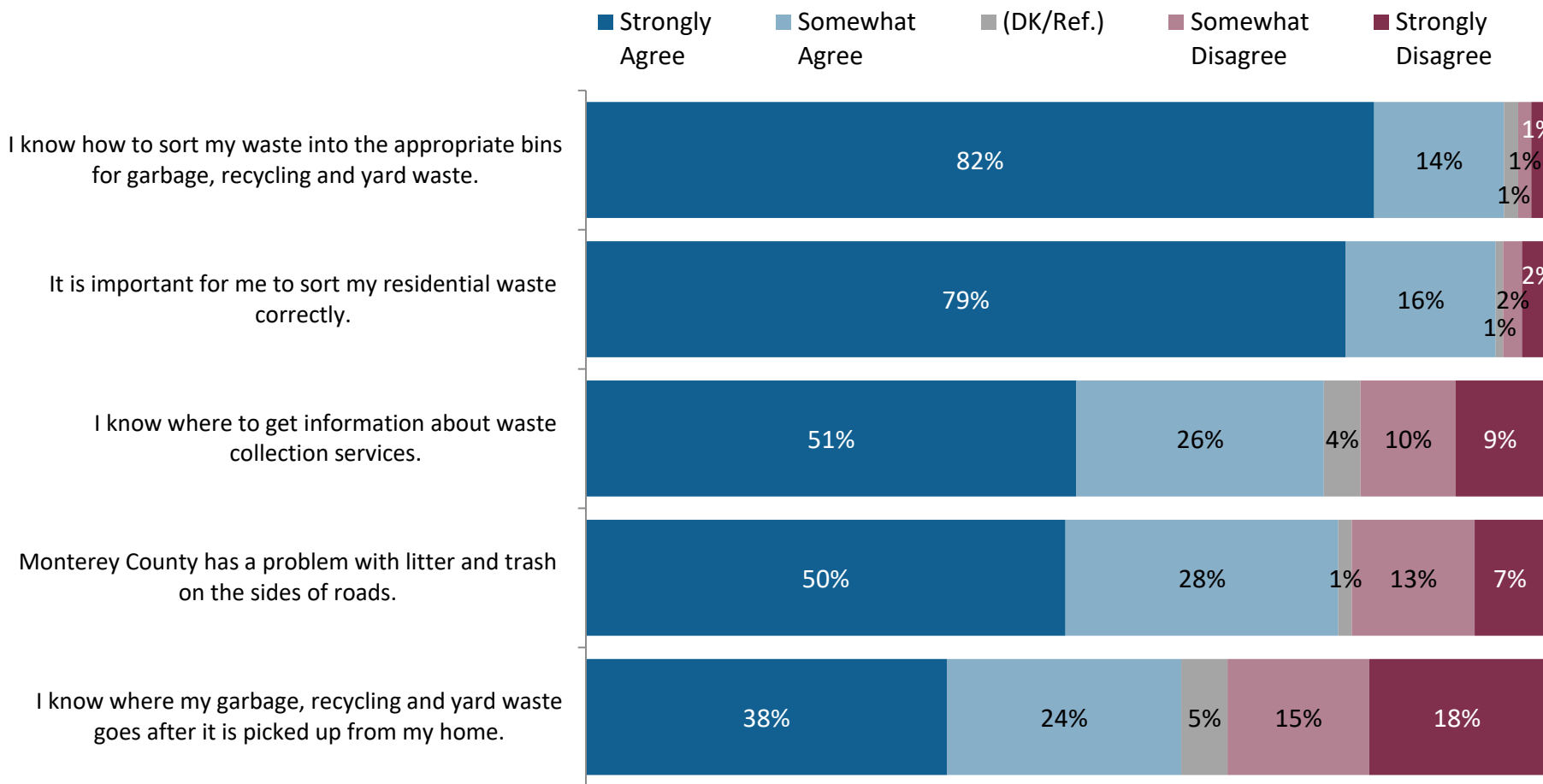
15-17. And how would you rate the job (**Republic Services of Salinas/Waste Management/Tri-Cities Disposal and Recycling**) is doing providing garbage, recycling and yard waste collection services? Would you say they are doing an excellent, good, only fair, or poor job?



Waste Disposal and Recycling Attitudes

Waste Disposal Attitudes

*A majority of residents indicate that they know how to sort their waste, and feel sorting their waste correctly is important. While 51% **strongly agree** they know where to get info about services, many residents are less certain. One-in-three do not know where their waste goes after being picked up.*



18-22. Please tell me whether you strongly agree, somewhat agree, somewhat disagree, or strongly disagree with each of the following statements.

Waste Collection Knowledge

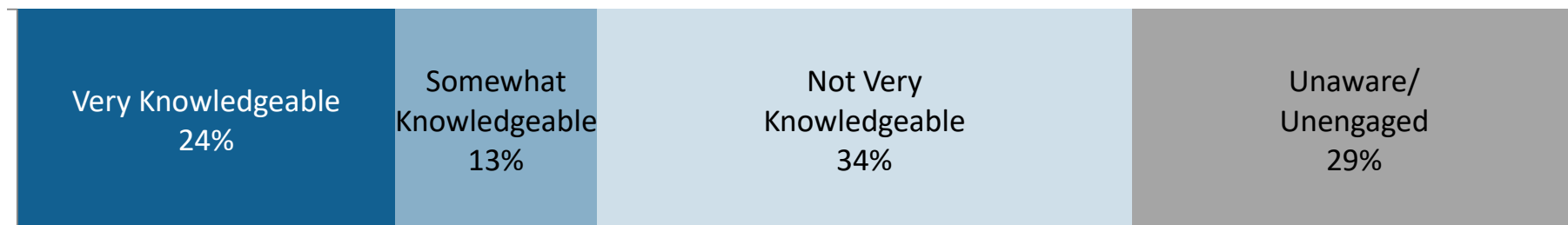
Very Knowledgeable: *Strongly Agree* with **all** of the following statements:

- “I know how to sort my waste into the appropriate bins for garbage, recycling and yard waste.”
- “I know where to get information about waste collection services.” and
- “I know where my garbage, recycling and yard waste goes after it is picked up from my home.”

Somewhat Knowledgeable: *Somewhat Agree* with at least two of the above statements.

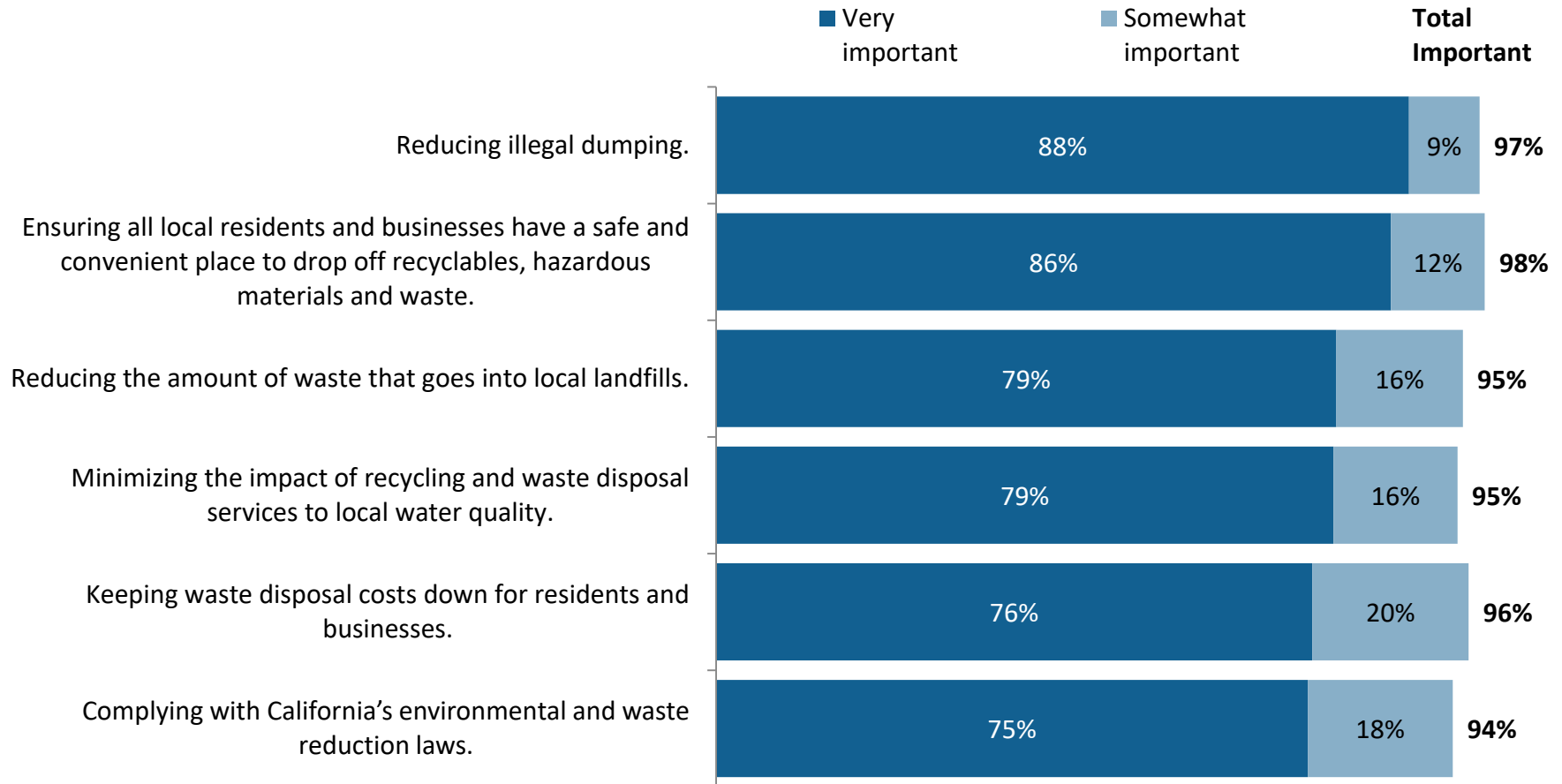
Not Very Knowledgeable: *Somewhat Agree* with one of the above statements.

Unaware/Unengaged: All other residents.



SVR Priorities

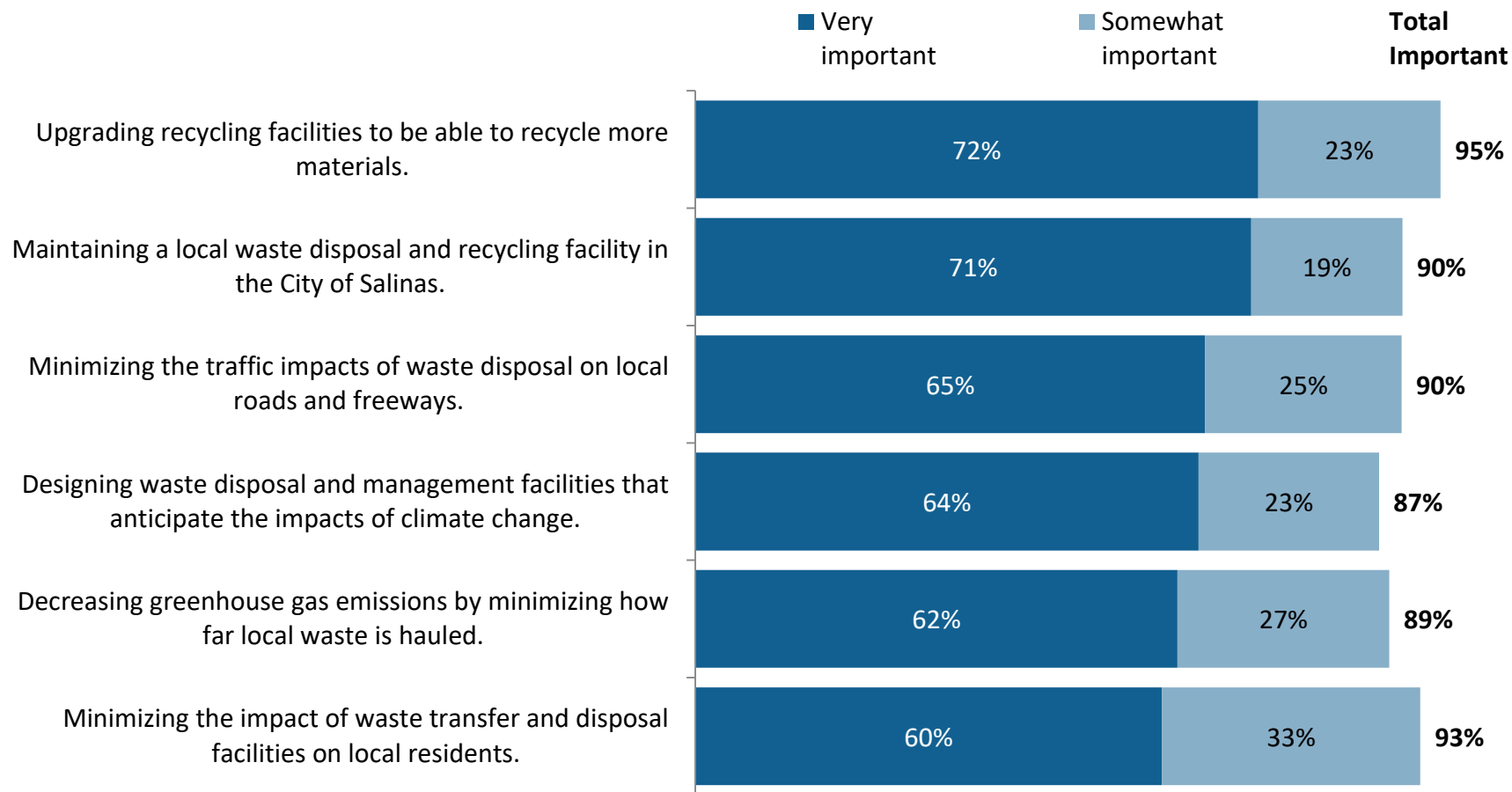
Reducing illegal dumping is the top priority for residents, followed closely by ensuring all residents and business have a safe and convenient place to drop off waste, but each of these priorities for SVR is considered to be important by the residents of the service area.



23-34. I'm going to read you a list of priorities that Salinas Valley Recycles considers when providing services to the community. After each one, please tell me if it is very important, somewhat important, not too important, or not at all important to you.

SVR Priorities, cont'd.

*Least important to residents, but still rated **very important** by a majority are issues related to anticipating the impact of climate change, greenhouse gas emissions, and the impact on residents who are local to waste transfer and disposal facilities.*



23-34. I'm going to read you a list of priorities that Salinas Valley Recycles considers when providing services to the community. After each one, please tell me if it is very important, somewhat important, not too important, or not at all important to you.

Very Important SVR Priorities by Region

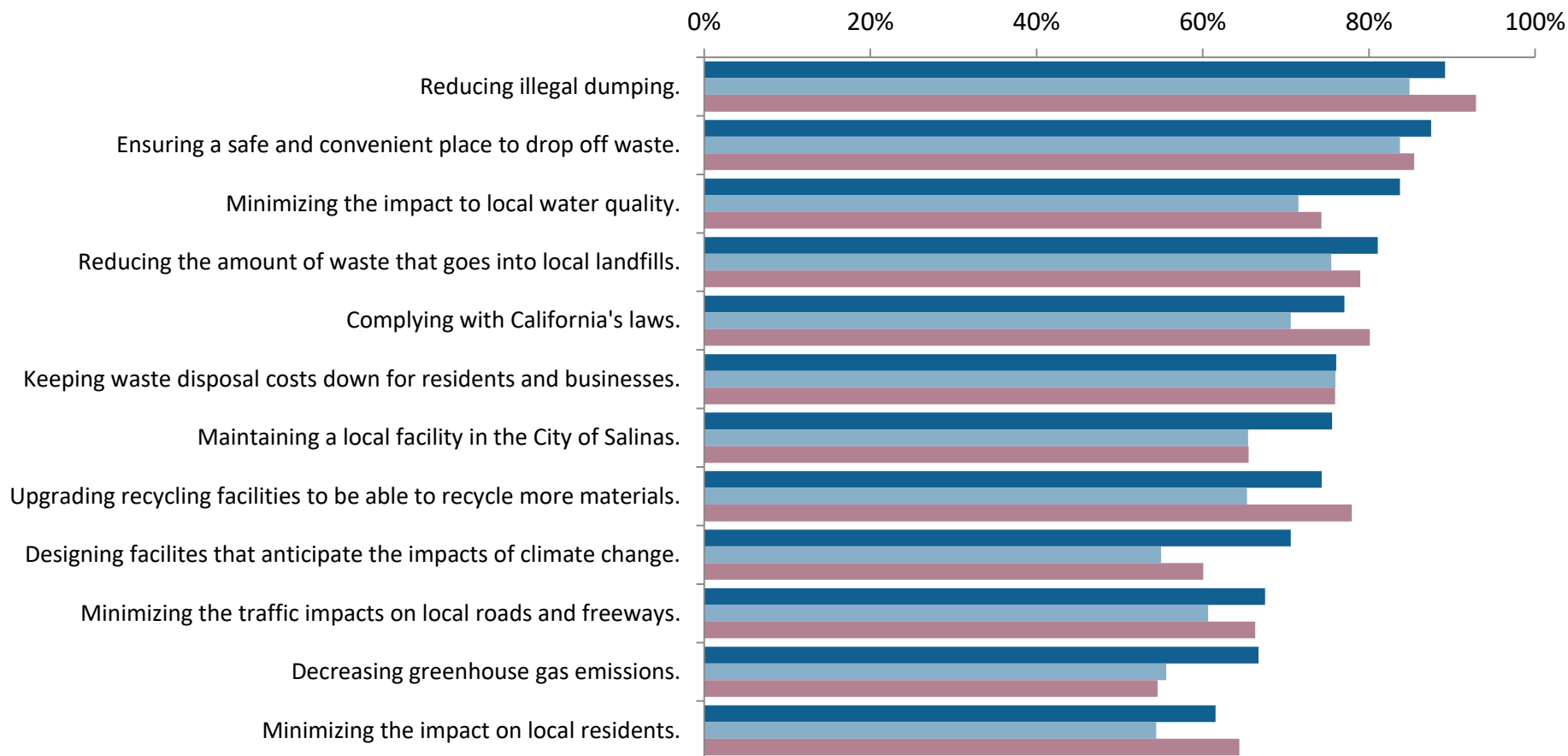
Residents of Salinas are more likely than other service area residents to value maintaining a local waste facility in the city, and they are more in-tune with issues related to waste collection and climate change, greenhouse gas emissions, and the impact to local water quality.

% Very Important

■ Salinas (56%)

■ King City/Unincorp. (31%)

■ Gonzales/Soledad/Greenfield (13%)



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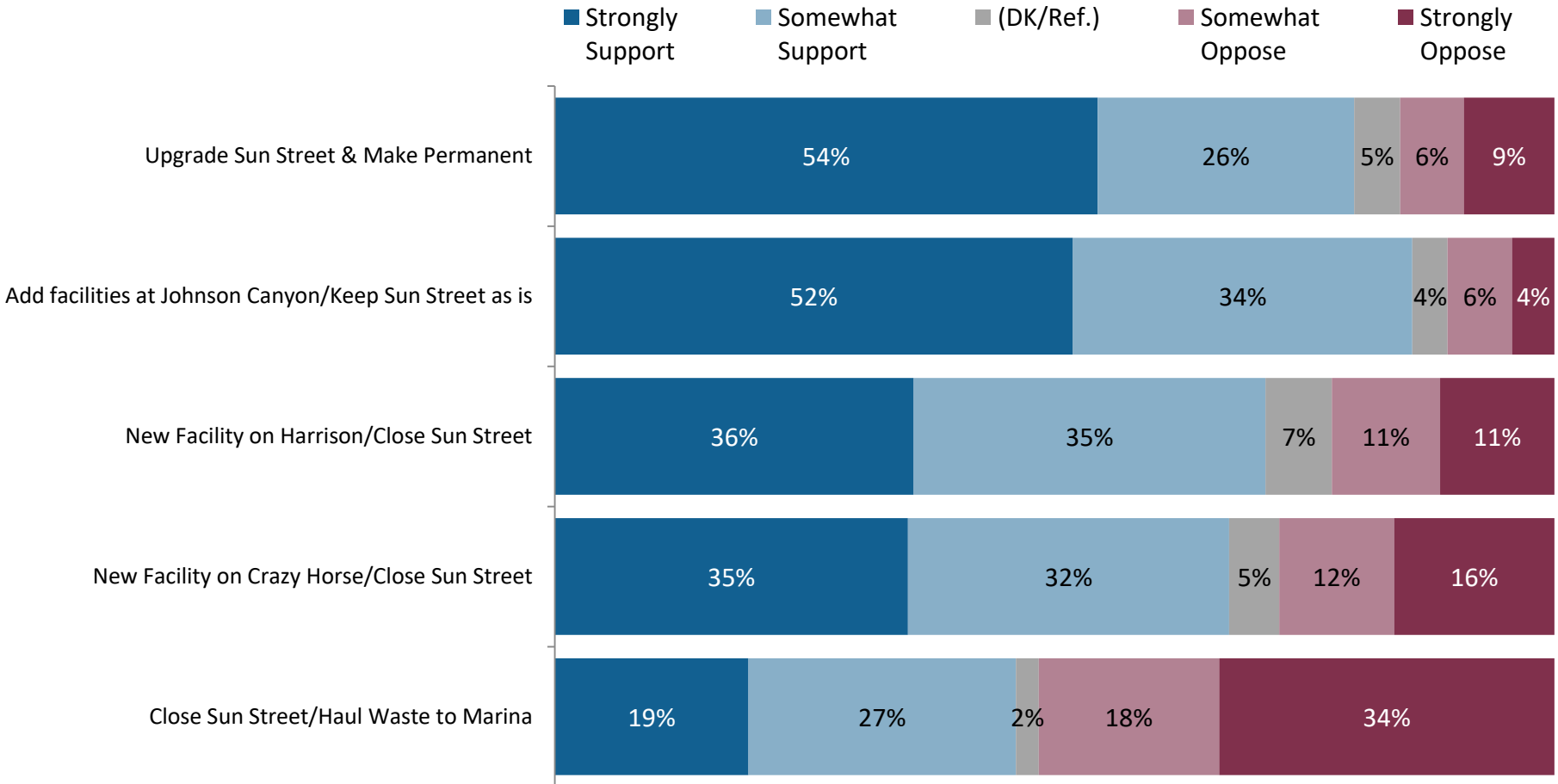
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- ▶ **[New Facility at Harrison/Close Sun Street]** Closing the temporary Sun Street Transfer Station in Salinas and building a new facility along Harrison Road between Salinas and Prunedale that allows for on-site processing of waste materials to reduce trash volume and extend the life of the landfill.
- ▶ **[New Facility at Crazy Horse/Close Sun Street]** Building a new facility at the Crazy Horse landfill in Prunedale that will be able to handle all of the waste and recycling needs for the Salinas Valley, and closing the temporary Sun Street Transfer Station in Salinas.
- ▶ **[Close Sun Street/Haul Waste to Marina]** Closing the temporary Sun Street Transfer Station in Salinas and having Salinas area waste hauled directly to a landfill facility in Marina. This would require anyone wanting to dispose of items not picked up by a waste hauler to drive to the Marina facility.

Facility Proposals Support

*Support is highest for the two proposals that keep the Sun Street Transfer Station open. A majority **strongly support** upgrading and making the Sun Street facility permanent.*



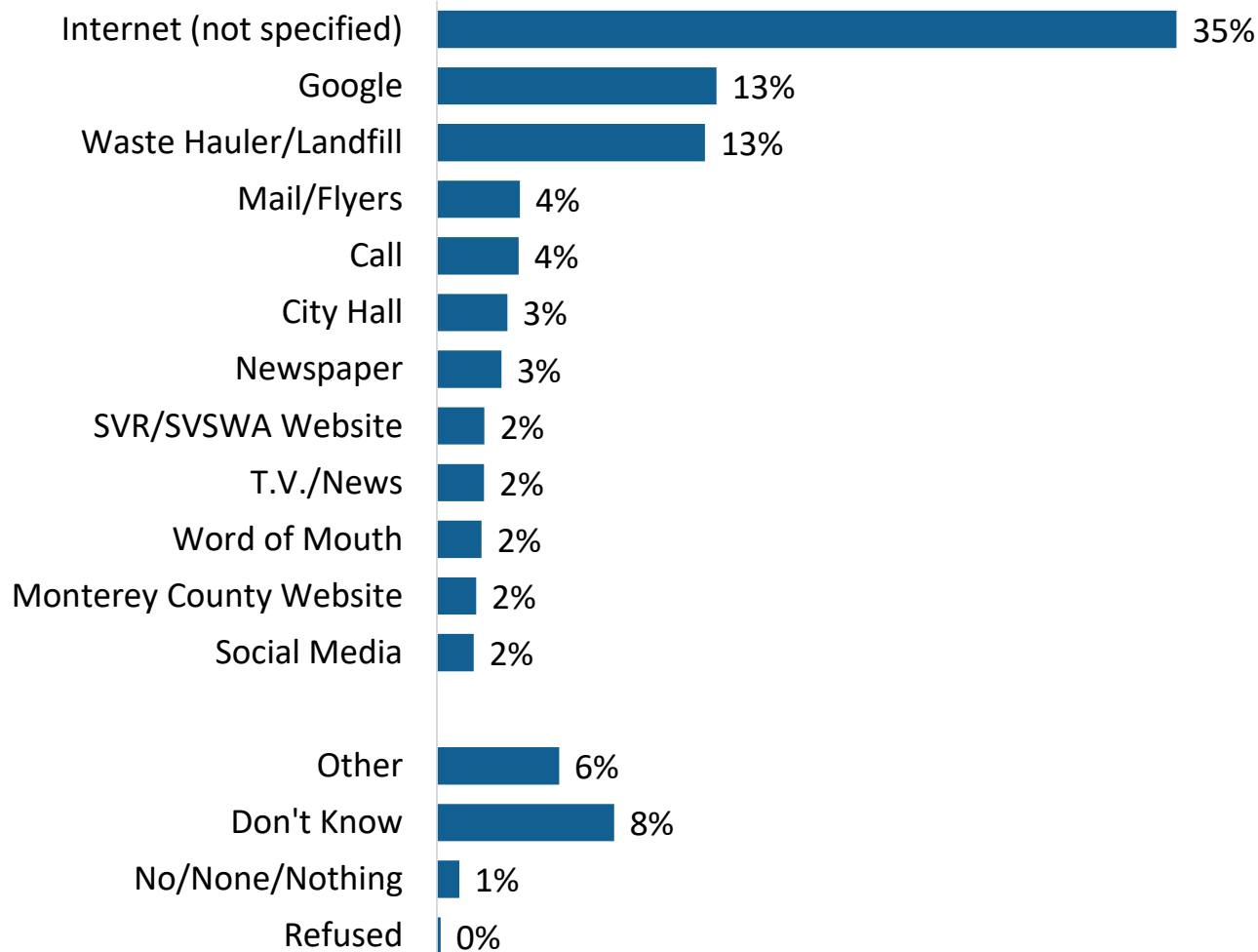
35-39. I am going to read you some proposals that are being discussed for waste management and disposal in the Salinas Valley in the future. For each one, please tell me if you strongly support, somewhat support, somewhat oppose or strongly oppose that proposal.



Sources of Information

Top-of-Mind Sources of Information

More than one-third of residents indicate they would turn to the internet to learn more about recycling and waste disposal, however, they are unable to name a specific website.

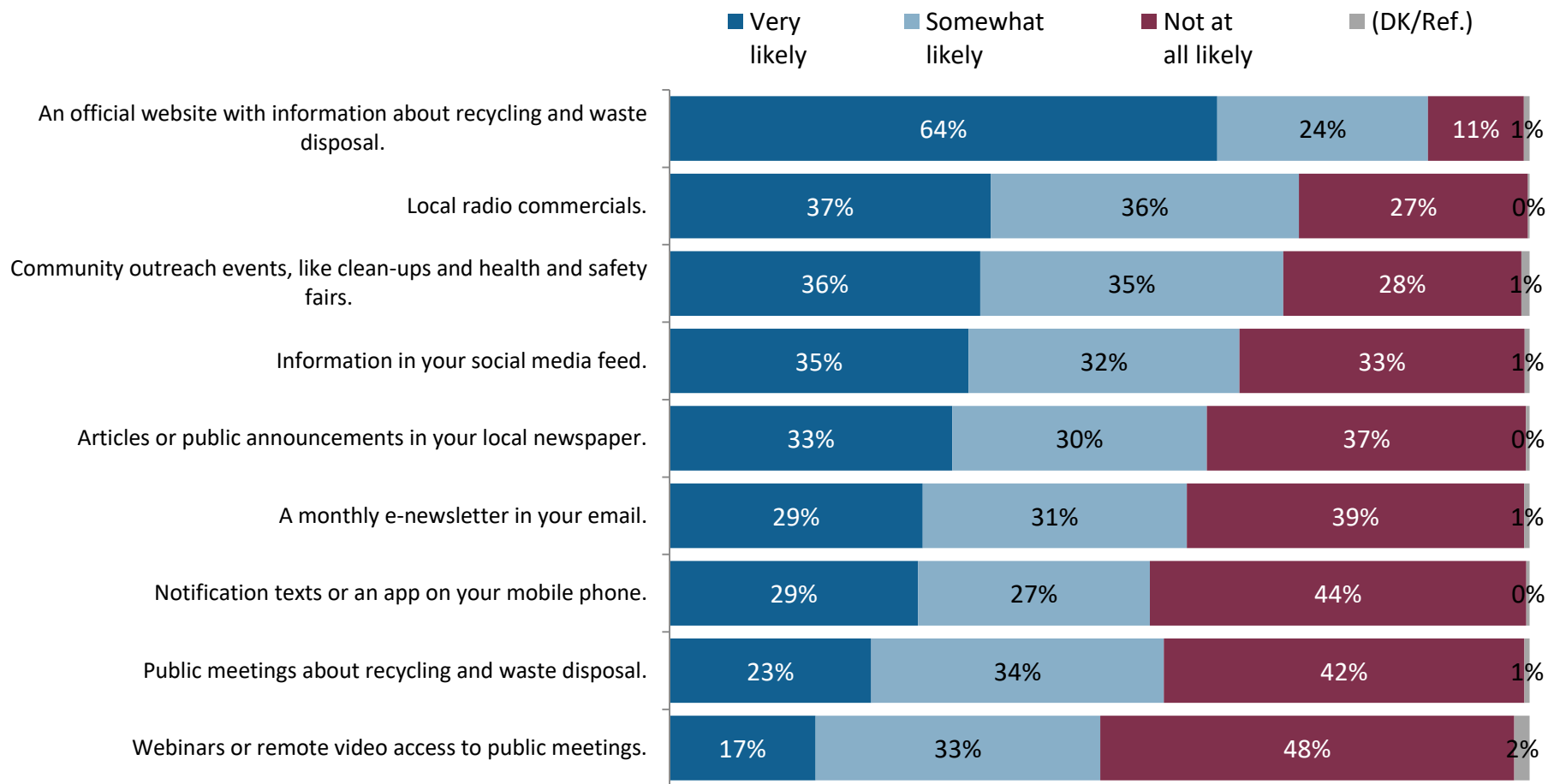


40. If you wanted to learn more about recycling and disposal in your area, what information sources would you turn to?

(OPEN END, RECORD VERBATIM RESPONSE, ACCEPT ONE RESPONSE ONLY)

Sources of Information

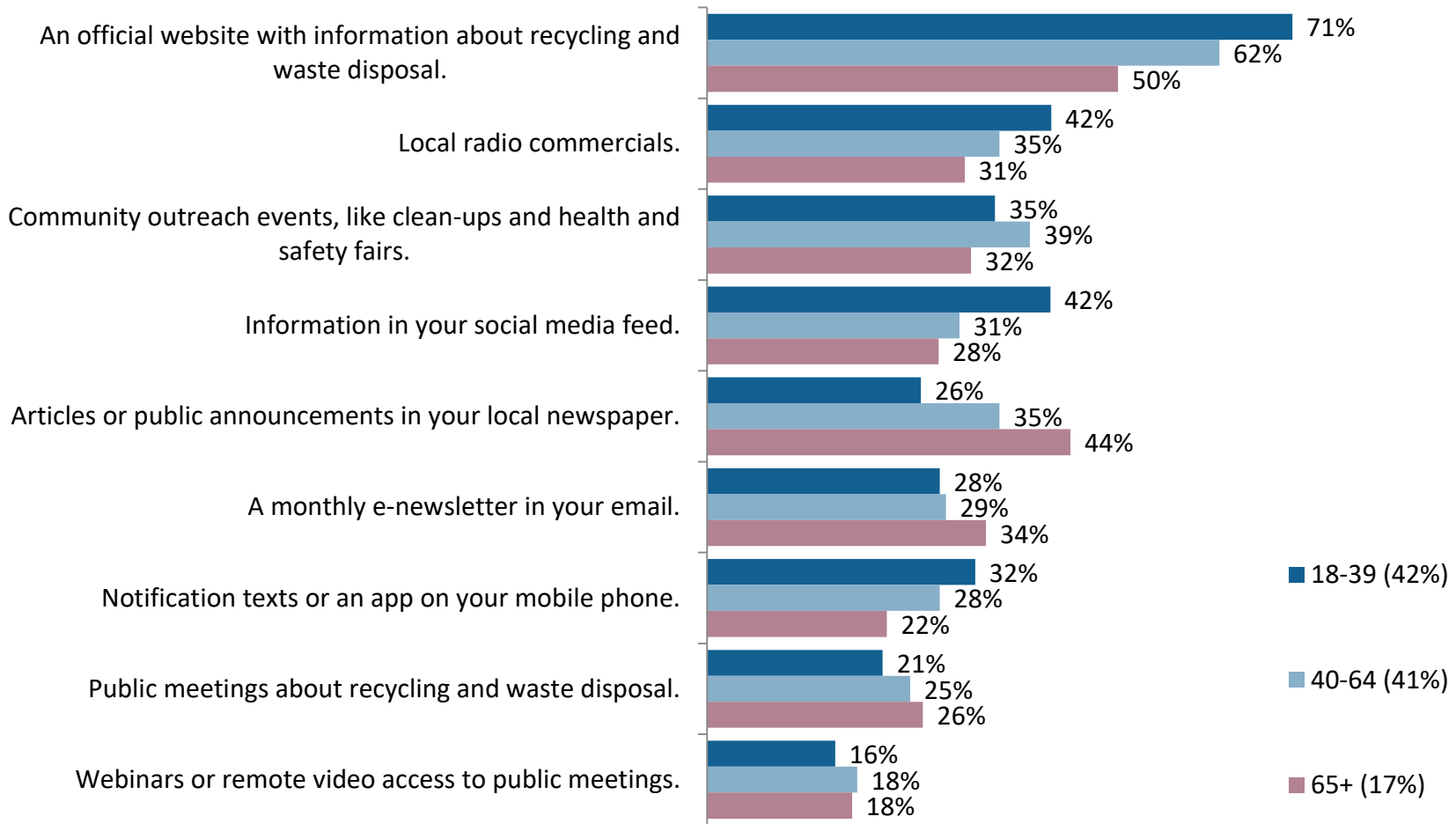
*Almost two-thirds of residents are **very likely** to use an official website to find information on recycling and waste disposal. Willingness to take part in public meetings and webinars are low, as are interruptions to daily life such as text messages and a monthly e-newsletter.*



41-49. I'm going to read you a list of resources where you might find information about recycling and waste disposal in your area. After I read each one, please tell me if you think you would be very likely, somewhat likely, or not at all likely to use that source of information.

Sources of Information by Age

Older residents over 65+ are more likely than younger residents to identify newspaper announcements as a source of information, while younger residents are more keen to receive information through social media, or through mobile phone notifications.



41-49. I'm going to read you a list of resources where you might find information about recycling and waste disposal in your area. After I read each one, please tell me if you if you think you would be very likely, somewhat likely, or not at all likely to use that source of information.

Conclusions

- ▶ Residents are strongly supportive of each of SVR's priorities in providing service.
 - Reducing illegal dumping is a top priority, as is ensuring local residents have a safe and convenient place to dispose of waste and harmful materials.
- ▶ Facility proposals that include maintaining a transfer station facility in Salinas are better supported than those that do not.
 - The proposal to haul waste out of the Salinas Valley, forcing residents to travel to Marina to personally dispose of materials meets with the strongest opposition.
- ▶ Online resources are clearly the preferred way residents wish to receive information, so having a strong and clear presence online will be key to increasing awareness of waste and recycling protocols, and communicating with residents about changes to facilities.

Contacts



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Report to the Board of Directors

ITEM NO. 12

Finance and Administration
Manager/Controller-Treasurer

General Manager/CAO

N/A

General Counsel

Date: January 18, 2018

From: C. Ray Hendricks, Finance and Administration
Manager

Title: Request for FY 2018-19 Preliminary Budget
Direction

RECOMMENDATION

The Executive Committee recommends forwarding item to the Board of Directors for discussion.

DISCUSSION & ANALYSIS

Staff would like feedback from the board on the increases and potential ways to balance the budget. Following are the key increases and a few options to balance the budget.

Budget Summary

FY 2018-19 includes the first full payment of the refinanced Bonds. The savings were taken upfront to fund deferred CIPs and repay internal loans. The increase in payment was planned for as shown with the decrease in CIP funded by operations. Below is a consolidated summary of the budget. The expenditure and revenue increases, when combined with FY 2018-19 decrease in CIP allocation leaves \$60,275 budgeted for reserves.

	FY 2017-18 BUDGET	Adjusted FY 2017-18 BUDGET	FY 2018-19 BUDGET
<u>Revenue Summary</u>			
Total Revenue	18,364,750	18,974,750	19,720,275
		-	
<u>Expense Summary</u>			
		-	
Operating Expenditures	13,871,000	14,364,200	14,926,200
Debt Service	2,849,000	2,849,000	3,933,800
Total Expenses	16,720,000	17,213,200	18,860,000
Revenue Over/(Under) Expenses	1,644,750	1,761,550	860,275
Less CIP Allocation	(1,640,000)	(1,640,000)	(800,000)
Balance Used for Reserves	4,750	121,550	60,275

Revenue Increases (\$745,525)

The following options are available to balance the budget. For reference, the current cost-of-living index for All Urban Consumers in the Greater Bay Area is running approximately 2.7% for the previous 12 months through October 2017.

FY 2018-19 Projected Operating Revenue Increase

7,500-ton increase in solid waste tonnage projection	513,550
Expanded Organics Program Increase to tipping fees	165,025
1.4% Increase to Franchise Transportation Surcharge	46,550
Net all other Revenue Increases/(Decreases)	<u>20,200</u>
Total Revenue Increase	<u>745,525</u>

Increasing the projected tonnage by 7,500 tons

This would increase the budgeted revenue by \$513,550. The Authority has sustained several years of increasing tonnage since 2013. Staff remains cognizant of the effects a **future recession could have on the Authority's tonnage**, however the sustained increases in tonnage over the last several years provides a comfort level that a conservative tonnage projection of 185,000 is reasonable. Increases in tonnage will increase some tonnage related fees and closure funding expense, but amounts are minimal and are incorporated in the budget.

Increase tipping fees for Expanded Organics Program

This would increase our budgeted revenue by \$165,025.

On September 21, 2017, the Board approved the expanded organics program to include the addition of food waste composting. A phased-in rate increase over a three-year period was recommended to buffer the impact to rate payers. This will also allow the Authority to run the operations for a couple of years to determine the final cost of the program. The Authority will need to work with Republic Services to phase out the discounted greenwaste contract signed in 2004. Following is the schedule of rate increases approved in concept when the organics program was considered by the Board in September 2017.

	Salinas Organics	Mixed Organics	Wood Waste
FY 2017-18	18.05	33.50	33.50
FY 2018-19	28.00	38.25	36.25
FY 2019-20	38.00	43.00	39.00
FY 2020-21	48.00	48.00	42.00

Increase Franchise Transportation Surcharge by 1.4% (\$0.25/ton)

This would increase our budgeted revenue by \$46,550. The transportation surcharge was last increased in FY 2017-18 to \$17.50. During FY 2016-17 the Authority spent \$17.79/ton to transport Salinas Franchise Waste. This increase will partially offset the increase in Madison Lane Transfer costs due to the ongoing increases in Salinas area waste.

Operations Budget Increases (\$1,649,000)

FY 2017-18 Projected Operating Budget Increase	
Debt Service Increase	\$1,084,800
Payroll Increases	225,550
Expanded Organics Processing	204,700
Facility Maintenance	34,300
Contract Labor	32,100
Closure Costs	19,800
Repair & Maintenance Supplies	18,000
Litter Abatement	16,000
All Other Increases / (Decreases)	13,750
Total Increase	<u>\$ 1,649,000</u>

Debt Service

Debt Service is scheduled to increase \$1,084,800 in FY 2018-19. When the Bonds were refinanced in 2014, the savings were taken upfront to fund deferred CIPs and payback internal loans taken to fund CIPs during the Great Recession. In FY 2018-19, the Bond Payments will return to the amount that was being paid before the refinancing (approximately \$3.13 million). Bond Payments will continue at this level through 2026-27. The final Bond payment is scheduled for August 1, 2031.

When the Authority took over the operations of Johnson Canyon Landfill it took a \$3.6 million Capital Lease Loan to purchase the initial equipment needed for operations. The final payment is scheduled for August 1, 2019. The money currently used for Capital Lease payments will be used to fund future capital equipment needs. This should minimize the need to take out loans for future capital equipment needs.

The following table shows the schedule for all outstanding debt service including interest. Scheduled debt service payments for FY 2018-19 are \$3,933,600.

Fiscal Year	Bond Payment	Capital Lease	Total Debt Service
2014-15	1,920,876	414,811	2,335,686
2015-16	1,908,648	960,373	2,869,021
2016-17	1,907,820	797,594	2,705,415
2017-18	2,051,271	797,594	2,848,866
2018-19	3,135,978	797,594	3,933,572
2019-20	3,134,015	215,938	3,349,952
2020-21	3,136,699		3,136,699
2021-22	3,133,956		3,133,956
2022-23	3,135,730		3,135,730
2023-24	3,136,791		3,136,791
2024-25	3,137,000		3,137,000
2025-26	3,130,838		3,130,838
2026-27	3,132,688		3,132,688
2027-28	2,942,613		2,942,613
2028-29	2,750,975		2,750,975
2029-30	2,752,550		2,752,550
2030-31	2,751,838		2,751,838
2031-32	2,748,563		2,748,563

Payroll Increase

The net increase to payroll is scheduled to be \$225,550. Increases are due to annual merit increases, as well as changes due to the approved MOU, such as a 3% COLA and **increases to the diversion workers' salary schedule**. The Payroll increases are partially offset by increased employee contributions to retirement and medical insurance costs included in the new MOUs. Staff is also requesting two staff allocation adjustments that total \$20,000.

Description	Payroll Budget Increases
COLA (MOU)	\$ 141,800
Merit Increases	106,400
Diversion Workers (MOU)	44,800
Worker's Comp Insurance	43,800
Position Changes	19,840
Health Premiums (MOU)	(71,900)
Net All Other Increases/(Decreases)	<u>(15,390)</u>
Net Payroll Increases	<u><u>\$ 225,550</u></u>

Unfreeze Business Services Supervisor

The Authority's Accountant is scheduled to retire during FY 2018-19. One of the Authority's Goals is to "Maintain a High Performance and Flexible Workforce and Promote the Value of Salinas Valley Recycles Services and Programs to the Community." Anytime a supervisor or manager leaves, the agency management reassesses options for reorganization, cost savings and staff resource improvements. Management requests that the Business Services Supervisor position that was frozen in 2015 is reallocated. This position is classified at the same level as the Accountant and would supervise routine day to day operations. The Accountant position would remain unfilled and subsequently eliminated during a future staffing action after the Accountant retirement. To allow for training, staff would like to fill this position a month before the Accountant retires. The cost of this overlap is \$8,640.

Reclassify Equipment Operator to Equipment Operator Lead

Staff request the reclassification of the Jolon Road Transfer Station Equipment Operator / Driver to Equipment Operator / Driver / Lead. The remote location and busy operations at Johnson Canyon make it difficult for the Supervisor to be at both facilities throughout the day. Making this change will allow the Authority to have a designated lead operator to handle day to day issues such as supervision, onsite projects, oversight of contractors and meeting with regulators. The cost of this reclassification is \$11,200.

Expanded Organics Processing

On September 21, 2017, the Board approved the expanded organics program to meet the levels of diversion and greenhouse gas emission reductions required by various state mandates, including the Global Warming Solutions Act (Assembly Bill (AB) 32), the Mandatory Commercial Organics Recycling Program (AB 1826), and Short-Lived Climate Pollutants and Methane Emissions Reduction Strategy (Senate Bill 1383), which effectively eliminates the disposal of organic materials (including food scraps) in landfills by 2025 with interim reduction mandates. An Organics grant in the amount \$1.3 million was awarded and accepted from CalRecycle to fund the infrastructure needed for the new program. The program is expected to be up and running around January 1, 2019. The increase in cost of the program for the first six months is \$204,700, and includes two diversion workers to operate the de-packaging equipment, a capital replacement reserve for the de-

packaging machine and skid loader, materials and supplies, equipment maintenance, site maintenance, and operations and agency overhead allocations.

Operational Increases

The remaining \$133,950 in increases are due to operational needs due to increasing tonnages accepted at the facilities.

Facility Maintenance	\$ 34,300
Contract Labor	32,100
Closure Costs	19,800
Repair & Maintenance Supplies	18,000
Litter Abatement	16,000
All Other Increases / (Decreases)	<u>13,750</u>
	\$133,950

BACKGROUND

The budget process begins in January with a budget direction presentation. The feedback provided by the Board is incorporated into the Preliminary Budget presented in February, with a rate hearing and final budget being presented in March. This allows franchise waste haulers to begin their scheduled rate setting process in April.

ATTACHMENT(S)

None



Request for FY 2018-19 Preliminary Budget Direction

January 19, 2018

Budget Assumptions

- Status Quo
 - No additional diversion or services other than increased organics program approved in September 2017.

Budget Summary

	FY 2017-18 BUDGET	Adjusted FY 2017-18 BUDGET	FY 2018-19 BUDGET
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Revenue Summary

Total Revenue	18,364,750	18,974,750	19,720,275
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Expense Summary

Operating Expenditures	13,871,000	14,364,200	14,926,200
Debt Service	2,849,000	2,849,000	3,933,800
Total Expenses	16,720,000	17,213,200	18,860,000

Revenue Over/(Under) Expenses	1,644,750	1,761,550	860,275
Less CIP Allocation	(1,640,000)	(1,640,000)	(800,000)
Balance Used for Reserves	4,750	121,550	60,275

FY 2018-19 Projected Operating Budget Increase

Debt Service Increase	\$ 1,084,800
Payroll Increases	225,550
Expanded Organics Processing Includes 2 Diversion Workers (6 months)	204,700
Facility Maintenance	34,300
Contract Labor	32,100
Closure Costs	19,800
Repair & Maintenance Supplies	18,000
Litter Abatement	16,000
All Other Increases / (Decreases)	<u>13,750</u>
Total Increase	<u>\$ 1,649,000</u>

Debt Service Schedule

FY	Bond Payments	Capital Lease	Total Debt Service
2014-15	1,920,876	414,901	2,335,776
2015-16	1,908,648	960,373	2,869,021
2016-17	1,907,820	797,594	2,705,415
2017-18	2,051,271	797,594	2,848,866
2018-19	3,135,978	797,594	3,933,572
2019-20	3,134,015	212,663	3,346,678
2020-21	3,136,699	0	3,136,699

Capital Lease budget will be allocated to fund future Equipment Replacement
Final Bond Payment Scheduled for 08/01/2031

Payroll Budget Increases

COLA (MOU)	\$ 141,800
Merit Increases	106,400
Diversion Workers (MOU)	44,800
Worker's Comp Insurance	43,800
Position Changes	19,840
Health Premiums (MOU)	(71,900)
Net All Other Increases/(Decreases)	<u>(15,390)</u>
Total Payroll Increases	<u>225,550</u>

Staffing Allocation Changes

- Unfreeze Business Services Supervisor \$ 8,640
 - Accountant to Remain Unfilled
- Reassign Equipment Operator to Equipment Operator Lead (Jolon Road) \$11,200
- 2 Diversion Workers for expanded organics processing program \$92,200
 - 6 months
 - Part of Expanded Organics Processing

Projected Revenue Increase

7,500-ton increase in solid waste tonnage projection	\$ 513,750
Expanded Organics Program Increase to tipping fees	165,025
\$.25 Transportation Surcharge Increase	46,550
Net all other Revenue Increases/(Decreases)	<u>20,200</u>
Total Revenue Increase	745,525

Proposed Rate Changes

- Transportation Surcharge
 - Increase \$.25/ton to \$17.75/ton
- Green Waste
 - Increase \$4.75/ton to \$38.25/ton
 - Republic \$10.00/ton to \$28.00/ton
- Wood Waste
 - Increase \$2.75/ton to \$36.25/ton
- Soil
 - Will include recommendation in February

Expanded Organics Program

Rates (Approved in September 2017)

Rates	Estimated Rates Over 3 Years			
	Cost/Ton FY 18-19	Cost/Ton FY 19-20	Cost/Ton FY 20-21	Est. Cost/Ton Yr
Actual Costs Compost	\$38.30	\$43.20	\$48.00	\$4.80
Green & Wood Waste	\$36.30	\$39.00	\$42.00	\$2.80

Additional Administrative Tasks

- Phase Out 2004 Discounted Greenwaste Contract with Republic to complete rate setting transition for Expanded Organics Program
- Included in estimated rates provided in September 2017

Residential Rates (Estimate)

Hauler	Service Level	Disposal/ Organics		AB939 Increase	Total Increase*
		Fee Increases	Transport Increase		
Republic	32 gal	.13	.02	(.02)	\$.13
Tri Cities	48 gal	.19	.00	.02	\$.21
WM- County	35 gal	.08	.02	.04	\$.14
WM- King City	35 gal	.07	.02	.03	\$.12

- Does not include jurisdiction fees (i.e. franchise fees) outside of SVSWA control

Commercial Rates (Estimate)

Hauler	Service Level	Disposal/ Organics		AB939 Increase	Total Increase*
		Fee Increase	Transport Increase		
Republic	1 cy	.42	.04	(.06)	\$.40
Tri Cities	1 cy	.00	.00	.10	\$.10
WM- County	1 cy	.24	.12	.20	\$.56
WM- King City	1 cy	.30	.09	.12	\$.51

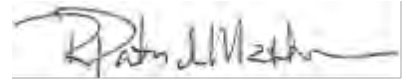
- Does not include jurisdiction fees (i.e. franchise fees) outside of SVSWA control



Progress as of 1/18/18

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

**SIX-MONTH STRATEGIC OBJECTIVES
July 24, 2017 – January 15, 2018**

ITEM NO. 13
Agenda Item

General Manager/CAO

2016-2019 THREE-YEAR GOALS

THREE-YEAR GOAL: <i>SELECT AND IMPLEMENT FACILITIES (e.g., SALINAS AREA MATERIALS RECOVERY CENTER) AND PROGRAMS THAT LEAD TO ACHIEVEMENT OF AT LEAST 75% WASTE DIVERSION</i>						
WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. At the October 19, 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.	X			Update report included in January 2018 agenda and ongoing quarterly until project is complete.
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.	X			Provided at the September Board Agenda as a Consideration Item for input and discussion.
3. January 18, 2018 Board meeting TBD	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.			X	This objective and the associated RFP selection process for the public relations firm has been postponed until restart of environmental review process.
4. By the November 16, 2017 Board meeting	Asst. General Manager and 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.	X			A draft plan was presented to the Executive Committee and to the Board at the September 2017 meeting. Plan, budget actions, and grant were approved

Progress as of 1/18/18

THREE-YEAR GOAL: <i>REDUCE LANDFILL DISPOSAL FEE DEPENDENCE THROUGH SELF-FUNDED PROGRAMS AND NEW REVENUE SOURCES</i>						
WHEN	WHO	WHAT	STATUS			COMMENTS
			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.	X			Presentation conducted at the November Board meeting.
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.	X			Report to Board scheduled on Dec 21
3. By the January 18, 2018 Board meeting TBD	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.			X	A cost from MRWMD will not be available until after they start up the new C&D line. It is schedule for start-up & testing in February/March 2018 and fully operational by March 2018. Discussions are ongoing with MRWMD.

Progress as of 1/18/18

THREE-YEAR GOAL: <i>PROMOTE THE VALUE OF SVR SERVICES AND PROGRAMS TO THE COMMUNITY</i>						
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.	X			New intern was selected, hired, and started work on Oct 2 nd .
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.	X			Results are included in the Interagency Activities staff report on the January 18 th agenda.
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.	X			A staff report and presentation of the results of the Market Research Study is scheduled on the January 18 th Board Meeting agenda.

Progress as of 1/18/18

THREE-YEAR GOAL: <i>MAINTAIN A HIGH PERFORMANCE AND FLEXIBLE WORKFORCE</i>						
WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. Monthly	General Manager	Continue internal small-group employee informational meetings, with potential attendance by Board members.	X			Ongoing.
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.	X			Reviewed and recommended by the Executive Committee and approved by the Board during August meetings.
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.	X			Board approved restructure in August and Retreat was successfully conducted on September 8 th .
4. At the December 2017 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.	X			Report to Board scheduled on the December 2017 meeting
5. By the November 16 December 21, 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.	X			Plan was written and approved by the Board at the December 2017 meeting.
6. By February 1, 2018	General Manager	Complete 360 Feedback Process for Managers (all staff evaluate their managers).			X	Work in progress. Survey to start in February 2018 with report due in March

STRATEGIC PLANNING REVIEW & UPDATES

STRATEGIC PLAN

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

<i>Innovation</i>	<i>Integrity</i>	<i>Public Education</i>	<i>Customer Service</i>
<i>Efficiency</i>	<i>Fiscal Prudence</i>	<i>Resourcefulness</i>	<i>Community Partnerships</i>

2016-2019 THREE-YEAR GOALS

SELECT & IMPLEMENT FACILITIES & PROGRAMS THAT LEAD TO ACHIEVEMENT OF AT LEAST 75% WASTE DIVERSION

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. At the October 19, 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.	X			Update report included in January 2018 agenda and ongoing quarterly until project is complete.
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.	X			Provided at the September Board Agenda as a Consideration Item for input and discussion.
3. January 18, 2018 Board meeting TBD	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.			X	This objective and the associated RFP selection process for the public relations firm has been postponed until restart of environmental review process.
4. By the November 16, 2017 Board meeting	Asst. General Manager and 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.	X			A draft plan was presented to the Executive Committee and to the Board at the September 2017 meeting. Plan, budget actions, and grant were approved

2016-2019 THREE-YEAR GOALS

REDUCE LANDFILL DISPOSAL FEE DEPENDENCE THROUGH SELF-FUNDED PROGRAMS & NEW REVENUE SOURCES

WHEN	WHO	WHAT	STATUS			COMMENTS
			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.	X			Presentation conducted at the November Board meeting.
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.	X			Report to Board scheduled on Dec 21
3. By the January 18, 2018 Board meeting TBD	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.			X	A cost from MRWMD will not be available until after they start up the new C&D line. It is schedule for start-up & testing in February/March 2018 and fully operational by March 2018. Discussions are ongoing with MRWMD.

2016-2019 THREE-YEAR GOALS

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.	X			New intern was selected, hired, and started work on Oct 2 nd .
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.	X			Results are included in the Interagency Activities staff report on the January 18 th agenda.
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.	X			A staff report and presentation of the results of the Market Research Study is scheduled on the January 18 th Board Meeting agenda.

2016-2019 THREE-YEAR GOALS

MAINTAIN A HIGH PERFORMANCE AND FLEXIBLE WORKFORCE

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. Monthly	General Manager	Continue internal small-group employee informational meetings, with potential attendance by Board members.	X			Ongoing.
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.	X			Reviewed and recommended by the Executive Committee and approved by the Board during August meetings.
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.	X			Board approved restructure in August and Retreat was successfully conducted on September 8 th .
4. At the December November 2 December 7, 2017, 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.	X			Report to Board scheduled on the December 2017 meeting.
5. By the November 16 December 21, 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.	X			Plan was written and approved by the Board at the December 2017 meeting.
6. By February March 1, 2018	General Manager	Complete 360 Feedback Process for Managers (all staff evaluate their managers).			X	Work in progress. Survey to start in February 2018 with report due in March.

STRATEGIC PLANNING PROCESS UPDATES

- ▶ Received update on Environmental Review and Due Diligence Studies for Salinas Area Materials Recovery Center project and collaborative discussions between SVR and MRWMD
- ▶ Received Employee Survey results for 2017
- ▶ Received Community Market Research Study results
- ▶ Reviewed Mission, Vision, Values and 3-year Goals
- ▶ Received update on previous 6-month Strategic Plan Objectives

DECISIONS VS. PRIORITIES

- ▶ UNDERSTANDING THE ORDER OF PRIORITIES CAN:
 - ▶ LEAD TO CLEARER DECISIONS
 - ▶ PREVENT GRIDLOCK ON FUTURE DECISIONS
 - ▶ GUIDE IMPROVED STRATEGIC PLANNING
 - ▶ REDUCE CONFLICTS

EXAMPLE OF HOW PRIORITIES CAN DRIVE DECISIONS

- ▶ EXAMPLE: Increase Construction and Demolition Waste Recycling per State and Local Mandates:
 - ▶ If Lowest Cost is the Highest Priority
 - ▶ A simplified sorting line can be located at JCLF to increase recycling of C&D/Industrial waste to meet State mandates
 - ▶ **This lower tech approach will improve recycling rates but won't recover as much material as the higher tech system at MRWMD**
 - ▶ If Highest Recycling Rate is the Highest Priority
 - ▶ The more advanced C&D waste recovery system at the MRWMD will achieve a higher recycling rate
 - ▶ This higher tech system approach will likely come at a higher cost

IDENTIFY PRIORITIES TO GUIDE DECISIONS

- ▶ Lowest cost system necessary to meet mandates
- ▶ Highest recycling rate system to exceed mandates
- ▶ Jobs and Economic Development opportunities
- ▶ Public and franchise services for greater Salinas urban area
- ▶ Long term financial sustainability
- ▶ Environmental risk reduction
- ▶ OTHERS?

+Discuss Order of Importance +

NEXT STEPS

- ▶ ***Manager-Staff Planning Retreats, January & February**
 - ▶ Review goals and draft proposed 6-month objectives with Board priorities in mind
- ▶ ***Review draft proposed objectives with Citizens Advisory Group, February & March**
- ▶ ***Present new 6-month Objectives at April Meeting**
 - ▶ Board to provide feedback
- ▶ ***Approve new objectives at April Meeting**
 - ▶ Schedule formal facilitated Board retreats for April or October meeting of each year?
 - ▶ Schedule interim SP objectives update for April or October Board meeting of each year?

SVR Agenda Items - View Ahead 2018

	Feb	Mar	Apr	May	Jun
A					
1	Minutes	Minutes	Minutes	Minutes	Minutes
2	Claims/Financials (EC)	Claims/Financials (EC)	Claims/Financials (EC)	Claims/Financials (EC)	Claims/Financials (EC)
3	Member Agencies Activities Report	Member Agencies Activities Report	Member Agencies Activities Report	Member Agencies Activities Report	Member Agencies Activities Report/BD Public Outreach Participation (sp)
4	New Strategic Plan	Strategic Plan Update	Strategic Plan Update	Strategic Plan Update	Strategic Plan Update
5	4th Qtr Tonnage & Diversion Report	Public Hearing: Fee Sched Amend	LTFN EIR Qtrly Update (sp)	1st Qtr Tonnage & Diversion Report	FY Investment Policy (EC)
6	Award Contract for JCLF Consulting & Engineering Services	New FY 18-19 Budget	QTE March Cash & Investments	FY Investment Policy (EC)	
7	C&D Recycling Program (sp)	Board Policy Updates (EC)	1st Qtr Facilities Customer Survey	New/Ext Agreements & Contracts	
8	SSTS Loader Replacement		Wally-Waste-Not Award	C&D Recycling Program (EC) (sp)	
9	FY Preliminary Operating & CIP Budget (EC)				
10					
11					
12					
13					
14					
15					
16					

Consent

Presentation**Consideration*****Closed Session*****[Other]** (Public Hearing, Recognition, Informational, etc.)**(EC)** Executive Committee**(sp)** Strategic Plan Item