



## AGENDA Regular Meeting

**BOARD OF DIRECTORS**  
**Thursday, January 24, 6:00 p.m.**  
Gonzales City Council Chambers  
117 Fourth Street, Gonzales, California

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### CALL TO ORDER

### PLEDGE OF ALLEGIANCE

### ROLL CALL

#### **Board Directors**

County: Louis Calcagno  
County: Fernando Armenta, President  
Salinas: Gloria De La Rosa  
Salinas: Jyl Lutes  
Salinas: Tony Barrera  
Gonzales: Elizabeth Silva, Vice President  
Soledad: Richard J. Perez  
Greenfield: Annie Moreno  
King City: Robert S. Cullen

#### **Alternate Directors**

County: Simon Salinas  
Salinas: Joe Gunter  
Gonzales: Scott Funk  
Soledad: Christopher Bourke  
Greenfield: Raul Rodriguez  
King City: Carlos Victoria

### 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. 2013 ELECTION OF OFFICERS – PRESIDENT, VICE PRESIDENT, AND ALTERNATE VICE PRESIDENT**

- A. Receive a Report from the Nominating Committee
- B. Public Comment
- C. Board Discussion
- D. Recommended Action – Conduct Elections

### 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 13, 2012 Special Meeting](#)
- 2. [November 2012 Claims and Financial Reports](#)
- 3. [Quarter Ended December 2012 Cash and Investments Report](#)
- 4. [A Resolution Approving the 2013 Strategic Plan Goals and Objectives](#)

5. [A Resolution Declaring a 1999 Wesco Walking Floor Trailer as Surplus Property and Authorizing the General Manager to Dispose of Property](#)
6. [A Resolution Approving Change Order No. 5 for the Sand Placement Construction Contract for the Crazy Horse Landfill Closure Construction Project with San Benito Supply for an Amount not to Exceed \\$200,000](#)
7. [Frequently Asked Questions: Why is the Agency doing business under a new name?](#)
8. [A Resolution Approving Amendment No. 3 Authorizing a One and one-half Year Extension to the Agreement with Waste Management, Inc. for Solid Waste Transfer, Handling, Transportation of Republic Services of Salinas Materials at the Madison Lane Transfer Station for an Amount not to Exceed \\$165,000](#)

## **PRESENTATION**

9. [FISCAL YEAR 2013-14 BUDGET PREVIEW](#)
  - A. Receive a Report from Roberto Moreno, Finance Manager
  - B. Public Comment
  - C. Board Discussion
  - D. Recommended Action – None, informational only

## **CONSIDERATION**

10. [A RESOLUTION REVISING THE REGULAR BOARD OF DIRECTORS AND EXECUTIVE COMMITTEE MEETINGS FOR CALENDAR YEAR 2013](#)
  - E. Receive a Report from Patrick Mathews, General Manager/CAO
  - F. Public Comment
  - G. Board Discussion
  - H. Recommended Action – Adopt Resolution
11. [A RESOLUTION TO DECLARE THE POLICY OF THE SALINAS VALLEY SOLID WASTE AUTHORITY FOR OUTREACH TO RESIDENTS OF THE AUTHORITY](#)
  - A. Receive a Report from Patrick Mathews, General Manager/CAO
  - B. Public Comment
  - C. Board Discussion
  - D. Recommended Action – Adopt Resolution
12. [2012 CIVIL GRAND JURY REPORT DRAFT RESPONSE](#)
  - A. Receive a Report from Patrick Mathews, General Manager/CAO
  - B. Public Comment
  - C. Board Discussion
  - D. Recommended Action – Authorize Submittal

## **FUTURE AGENDA ITEMS**

13. [AGENDA ITEMS – VIEW AHEAD](#)

## **CLOSED SESSION**

14. Confer with legal counsel pursuant to Government Code Section 54956.9 (a) on existing litigation: California Sportfishing Protection Alliance v. SVSWA, U.S. District Court for Northern District of California (San Jose Division), Case No. 5:12-cv-04388-EJD.

15. Pursuant to Government Code Section 54956.8 to confer with legal counsel and real property negotiators General Manager/CAO Patrick Mathews, Assistant General Manager Jose Gamboa, Finance Manager Roberto Moreno, and Legal Counsel Tom Bruen, concerning the possible terms and conditions of acquisition or lease of APN 003-012-005, APN 003-012-017 and APN 003-012-018, located between Work Street, Work Circle and Elvee Circle, Salinas, California. The Authority's negotiators will negotiate with the City of Salinas and Matthew Ottone and Ottone-Salinas, Inc., the owners of the property.
16. Pursuant to Government Code Section 54956.8 to confer with legal counsel and real property negotiators General Manager/CAO Patrick Mathews, Assistant General Manager Jose Gamboa, Finance Manager Roberto Moreno, and Legal Counsel Tom Bruen, concerning the possible terms and conditions of a sale or exchange of APN 003-051-086 and 003-051-087, located at 135-139 Sun Street, Salinas, California. The Authority's negotiators will negotiate with the City of Salinas, Cooley Development and Bristol Alisal Marketplace, LLC, and their affiliates.

## **RECONVENE**

## **ADJOURNMENT**

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This agenda was posted at the Administration Office of the Salinas Valley Solid Waste Authority, 128 Sun Street, Suite 101, Salinas, and on the Gonzales Council Chambers Bulletin Board, 117 Fourth Street, Gonzales, **Friday, January 18, 2012**. The Salinas Valley Solid Waste Authority Board will next meet in a regular session on **Thursday, February 21, 2013**. Staff reports for the Authority Board meetings are available for review at:

- ▶ Salinas Valley Solid Waste Authority: 128 Sun Street, Ste. 101, Salinas, CA 93901, Phone 831-775-3000
- ▶ Web Site: [www.salinasvalleyrecycles.org](http://www.salinasvalleyrecycles.org) ▶ Public Library Branches in Gonzales, Prunedale and Soledad
- ▶ City Halls of Salinas, Gonzales, Greenfield, King City & Soledad

In compliance with the Americans with Disabilities Act, if you need special assistance to participate in the meeting, please contact Elia Zavala, Clerk of the Board at 831-775-3000. Notification 48 hours prior to the meeting will enable the Authority to make reasonable arrangements to ensure accessibility to this meeting (28 CFR 35.102-35.104 ADA Title II).

Spanish interpretation will be provided at the meeting. *Se proporcionará interpretación a Español.*





SalinasValleyRecycles.org  
SALINAS VALLEY SOLID WASTE AUTHORITY

## Report to the Board of Directors

### ITEM A

N/A

Finance Manager/Controller-Treasurer

N/A

Legal Counsel

General Manager/CAO

**Date:** January 24, 2013  
**From:** Elia Zavala, Clerk of the Board  
**Title:** 2013 Election of Officers

### RECOMMENDATION

Staff recommends that the Board follow the procedure documented in the Authority Code and elect officers for calendar year 2013.

### STRATEGIC PLAN RELATIONSHIP

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

### FISCAL IMPACT

This item has no fiscal impact.

### DISCUSSION & ANALYSIS

The Nominating Committee, appointed at the December 2012 meeting (Cullen and Silva), will provide a recommendation for the 2013 Authority Officers: President, Vice President, and 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

Section 8 of the Joint Powers Authority Agreement provides for the election by the Authority Board for the office of President, Vice President. The term of office is one year

commencing upon election at the regular meeting held in January and ending upon election of a successor. A Board Member may serve as an officer for 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.

Authority Code Section 2.06.010 provides that the Authority Board may determine from time to time to appoint the Authority's immediate Past President as a fourth member of the Executive Committee, in which case the Board shall specify the term of such appointment. Currently Past President De La Rosa served in that capacity through December 31, 2012.

#### **ATTACHMENT(S)**

1. Elected Officers of the Salinas Valley Solid Waste Authority

Officers of the Salinas Valley Solid Waste Authority  
Board of Directors

<b>TERM</b>	<b>PRESIDENT</b>	<b>VICE PRESIDENT</b>	<b>ALTERNATE VICE PRESIDENT</b>
<b>2013</b>			
2012	Fernando Armenta <b>County of Monterey</b>	Elizabeth Silva <b>City of Gonzales</b>	Dennis Donohue <b>City of Salinas</b>
2011	Gloria De La Rosa <b>City of Salinas</b>	Fernando Armenta <b>County of Monterey</b>	Elizabeth Silva <b>City of Gonzales</b>
2010	Gloria De La Rosa <b>City of Salinas</b>	Richard Ortiz <sup>1</sup> <b>City of Soledad</b>	Fernando Armenta <b>County of Monterey</b>
2009	Lou Calcagno <b>Monterey County</b>	Gloria De La Rosa <b>City of Salinas</b>	Richard Ortiz <b>City of Soledad</b>
2008	George Worthy <b>City of Gonzales</b>	Lou Calcagno <b>Monterey County</b>	Gloria De La Rosa <b>City of Salinas</b>
2007	George Worthy <b>City of Gonzales</b>	Lou Calcagno <b>Monterey County</b>	Gloria De La Rosa <b>City of Salinas</b>
2006	Janet Barnes <b>City of Salinas</b>	George Worthy <b>City of Gonzales</b>	Lou Calcagno <b>Monterey County</b>
2005	Janet Barnes <b>City of Salinas</b>	George Worthy <b>City of Gonzales</b>	Lou Calcagno <b>Monterey County</b>
2004	Fernando Armenta <b>Monterey County</b>	Janet Barnes <b>City of Salinas</b>	George Worthy <b>City of Gonzales</b>
2003	Fernando Armenta <b>Monterey County</b>	Janet Barnes <b>City of Salinas</b>	N/A
2002	Zeke Bañales <sup>2</sup> <b>City of Greenfield</b>	Fernando Armenta <b>Monterey County</b>	N/A
2001	Jan Collins <sup>3</sup> <b>City of Salinas</b>	Zeke Bañales <b>City of Greenfield</b>	N/A
2000	Simon Salinas <sup>4</sup> <b>County of Monterey</b>	Jan Collins <b>City of Salinas</b>	N/A
1999	Gary Gerbrandt <b>City of Soledad</b>	Simon Salinas <b>County of Monterey</b>	N/A
1998	Gary Gerbrandt <b>City of Soledad</b>	Simon Salinas <b>County of Monterey</b>	N/A
1997	Juan Olivarez <b>City of Salinas</b>	Fabian Barrera <b>City of Soledad</b>	N/A

<sup>1</sup> Was not re-elected to City Council

<sup>2</sup> Was not re-elected to City Council

<sup>3</sup> Declined second term – leaving office at end of year

<sup>4</sup> Left office of County Supervisor



**MINUTES OF  
THE SALINAS VALLEY SOLID WASTE AUTHORITY  
SPECIAL BOARD MEETING  
DECEMBER 13, 2012**

DRAFT

**CALL TO ORDER**

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

**ROLL CALL**

The following Board Directors were present:

County of Monterey	Fernando Armenta, President
City of Salinas	Gloria De La Rosa
City of Salinas	Tony Barrera, Alternate
City of Gonzales	Elizabeth Silva, Vice President
City of King	Robert Cullen
City of Greenfield	Annie Moreno
City of Soledad	Richard Perez

The following Board Directors were absent:

County of Monterey	Louis Calcagno
City of Salinas	Dennis Donohue, Alternate Vice President
City of Salinas	Jyl Lutes

Staff Members Present:

Patrick Mathews, General Manager/CAO  
Susan Warner, Diversion Manager  
Cesar Zuniga, Operations Superintendent

Elia Zavala, Clerk of the Board  
Jenny Mitchell, Contract & Grants Analyst  
Thomas Bruen, General Counsel

**BOARD DIRECTOR COMMENTS**

None

**GENERAL MANAGER COMMENTS**

(6:02) General Manager/CAO Mathews provided a copy of an article he wrote on moving away from landfills. He commented that the Civil Grand Jury has issued a draft report on the Authority. Staff will prepare a response and present it to the Board for discussion in January.

**DEPARTMENT MANAGER COMMENTS**

None

**PUBLIC COMMENT**

None

**CONSENT AGENDA (6:03)**

1. Minutes of November 15, 2012 Meeting
2. October 2012 Claims and Financial Reports
3. 2011 Strategic Plan Monthly Progress Report

**Public Comment:** None

**Board Comments:** None

**ITEM NO. 1**

Agenda Item

***T. Bruen by ez***

General Counsel Approval

General Manager/CAO

**Motion:** Director Cullen made a motion to approve the consent agenda. Vice President Silva seconded the motion.

**Votes:** Motion carried 7, 0

Ayes: Armenta, Barrera (alt), Cullen, De La Rosa, Moreno, Perez Silva  
Noes: None  
Abstain: None  
Absent: Calcagno, Donohue, Lutes

## **PRESENTATIONS**

### **4. AUTHORITY GRANTS ACTIVITY UPDATE**

(6:04) Contracts & Grants Analyst Mitchell provided an update on the current grants and future grant opportunities, including a tire amnesty grant and a rubberized pavement grant.

**Public Comment:** None

**Board Comments:** The Board discussed the rubberize pavement grant and how the various grant funds are allocated in the budget.

### **5. COUNTY OPTIONS FOR WITHDRAW FROM THE JOINT POWERS AGREEMENT IN LIGHT OF THE BOND REFUNDING**

(6:20) General Manager/CAO Mathews outlined the next steps for refinancing the revenue bonds. He mentioned that the County's withdrawal discussion needs to be resolved in order for the Authority to be able to refinance.

**Public Comment:** None

**Board Comments:** None

### **6. GREEN WASTE RATES EQUALIZATION**

(6:25) General Manager/CAO Mathews explained the importance of equalizing the green waste rates, which will require negotiations with the haulers as some will see rate increases and others will see decreases. Staff is proposing a single \$24 rate for all haulers and self-haul public customers.

**Public Comment:** None

**Board Comments:** Director De La Rosa suggested having an outreach plan to inform the community on the reason for the rate changes. Director Cullen asked to see an estimated impact on the rates.

## **CONSIDERATION**

### **7. APPOINTMENT OF THE NOMINATING COMMITTEE FOR THE ELECTION OF OFFICERS FOR 2013**

(6:33) General Manager/CAO Mathews asked the Board to select a nominating committee.

**Public Comment:** None

**Board Comments:** None

**Motion:** President Armenta appointed Vice President Silva and Director Cullen to the Nominating Committee.

**Votes:** Motion carried 7, 0

Ayes: Armenta, Barrera (alt), Cullen, De La Rosa, Moreno, Perez Silva  
Noes: None  
Abstain: None  
Absent: Calcagno, Donohue, Lutes

**8. APPOINTMENT TO THE COUNTY WITHDRAWAL COMMITTEE**

(6:34) General Manager/CAO Mathews asked the Board to appoint a new Board member to fill the vacancy left by former Director Donohue.

**Public Comment:** None

**Board Comments:** The Board discussed the new appointment.

**Motion:** Vice President Silva made a motion to appoint Director De La Rosa to fill the vacancy left by former Director Donohue. Director Cullen seconded the motion.

**Votes:** Motion carried 7, 0

Ayes: Armenta, Barrera (alt), Cullen, De La Rosa, Moreno, Perez Silva  
Noes: None  
Abstain: None  
Absent: Calcagno, Donohue, Lutes

**FUTURE AGENDA ITEMS**

**9. AGENDA ITEMS – VIEW AHEAD**

General Manager/CAO Mathews reminded the Board about the January 18 Strategic Planning Retreat and that the regular Board meeting will be held on January 24.

**CLOSED SESSION**

President Armenta adjourned the meeting to closed session at 6:42 p.m. to discuss the following items, with the exception of Item No. 10, which General Counsel Bruen reported there was nothing to report:

10. Confer with legal counsel pursuant to Government Code Section 54956.9 (a) on existing litigation: California Sportfishing Protection Alliance v. SVSWA, U.S. District Court for Northern District of California (San Jose Division), Case No. 5:12-cv-04388-EJD.
11. Pursuant to Government Code Section 54956.8 to confer with legal counsel and real property negotiators General Manager/CAO Patrick Mathews, Assistant General Manager Jose Gamboa, Finance Manager Roberto Moreno, and Legal Counsel Tom Bruen, concerning the possible terms and conditions of acquisition or lease of APN 003-012-005, APN 003-012-017 and APN 003-012-018, located between Work Street, Work Circle and Elvee Circle, Salinas, California. The Authority's negotiators will negotiate with the City of Salinas and Matthew Ottone and Ottone-Salinas, Inc., the owners of the property.
12. Pursuant to Government Code Section 54956.8 to confer with legal counsel and real property negotiators General Manager/CAO Patrick Mathews, Assistant General Manager Jose Gamboa, Finance Manager Roberto Moreno, and Legal Counsel Tom Bruen, concerning the possible terms and conditions of a sale or exchange of APN 003-051-086 and 003-051-087, located at 135-139 Sun Street, Salinas, California. The Authority's negotiators will negotiate with the City of Salinas, Cooley Development and Bristol Alisal Marketplace, LLC, and their affiliates.

13. Conference with Authority legal counsel on one item of pending or threatened litigation where legal counsel believes there is significant exposure to litigation pursuant to Government Code 54956.9(b). One case.

**RECONVENE**

President Armenta reconvened the meeting to open session with no reportable action taken in closed session.

**ADJOURN**

President Armenta adjourned the meeting at 7:00 p.m.

APPROVED: \_\_\_\_\_  
Fernando Armenta, President

Attest:

\_\_\_\_\_  
Elia Zavala, Clerk of the Board



**SalinasValleyRecycles.org**

SALINAS VALLEY SOLID WASTE AUTHORITY

## Report to the Board of Directors

**ITEM NO. 2**

Finance Manager/Controller-Treasurer

General Manager/CAO

Board President

**Date:** January 24, 2013  
**From:** Roberto Moreno, Finance Manager  
**Title:** November 2012 Claims and Financial Reports

### RECOMMENDATION

The Executive Committee recommends acceptance of the November 2012 Claims and Financial Reports.

### DISCUSSION & ANALYSIS

Please refer to the attached financial statements and check register for the month of November for a detail discussion of the Authority's financial position as of November 30, 2012. Following are some highlights of the Authority's financial activity for the month of November.

#### Results of Operations

For the month of November 2012, operating revenues exceeded expenditures by \$449,700. Year to date operating revenues exceed operating expenditures by \$593,411.

#### Revenues

Revenues for the month of November totaled \$1,379,173. As of November 30, after five months (41.67%) of the fiscal year, revenues total \$6,928,883. This is 43.34% of the estimated revenues of \$15,985,611. Year-to-date solid waste tipping fees are \$5,015,695. This is 45.37% of the estimated \$11,054,500 in solid waste tipping fees.

The only revenue out of line with trend line projections is the grant revenue which will be adjusted during the next month.

#### Operating Expenditures

Expenditures for the month of November totaled \$929,472. As of November 30, year-to-date operating expenditures total \$6,335,472. This is 40.07% of the operating budget of \$15,811,606.

All operating programs are within trend line projections except for debt service-interest which is paid twice a year and debt service principal which is paid primarily once a year.

#### Capital Project Expenditures

For the month of November 2012, capital project expenditures totaled \$894,165. The Crazy Horse Landfill closure project accounted for \$652,402.

#### Claims Checks Issued Report

The Authority's Checks Issued Report for the month of November 2012 is attached for review and acceptance. The November claims checks issued total \$1,852,089 of which \$438,409 was paid from the payroll checking account for payroll and payroll related benefits. Major payments to vendors are shown below.

**Salinas Valley Solid Waste Authority  
Checks Issued Report for 11/1/2012 to 11/30/2012**

<b>Vendor</b>	<b>Amount</b>	<b>Services</b>
Vision Recycling, Inc.	52,747.94	JC Organics Program 10/12
	1,150.00	C&D Outside Grinding 10/12
Waste Mgmt, Inc	52,222.59	Republic Waste Delivered To Madison 10/12
	56,727.89	Jolon Road Operations 10/12
Don Chapin, Inc.	234,119.26	CH Closure Module 1 Parking Lot Construction
	497.12	Truck Repair Mirror Driver's Side
	1,260.00	CH Water Truck Usage Thru 10/12
San Benito Supply	56,093.43	CH Closure Project As Of 11/08/12
	94,454.98	CH Closure Project As Of 10/09/12
	14,991.45	CH Closure Project 10/12
	60,083.25	CH Closure Project 10/12
State Water Res Control Board	52,697.00	CH SWRCB Fees FY 12-13
	18,242.00	LR SWRCB Fees FY 12-13
Monterey Co Health Dept.	11,793.25	Monterey County Regional Fees QE 9-30-12 So Val
	31,574.86	Monterey County Regional Fees QE 9-30-12 JC
Ameresco	225,600.00	Per EPC Agreement Attachment E Contract Cost 60%

### Cash Balances

The Authority's cash position decreased \$465,223.61 during November to \$14,143,710.74 primarily due to the payments for the Crazy Horse Closure project and the payment to Ameresco noted above. These payments were made from cash on hand that will not be replenished. Most of the cash balance is restricted as shown below:

Restricted by legal agreements:

Crazy Horse Closure Fund	\$ 1,077,024.09
Johnson Canyon Closure Fund	2,615,779.74
Bond debt service reserve	2,820,700.00
State & Federal Grants	125,779.67

Restricted by Board policy:

Expansion Fund (South Valley Revenues)	6,177,669.11
Salinas Transportation Surcharge	76,352.22
Salinas Rate Stabilization Fund	47,415.03

Funds held in trust:

Central Coast Media Recycling Coalition	115,113.04
Employee Unreimbursed Medical Claims	4,119.34

Unrestricted - Assigned

Operations and Capital Projects	1,083,758.50
	<u>\$ 14,143,710.74</u>

### ATTACHMENTS

November 2012 Consolidated Statement of Revenues and Expenditures

November 2012 Consolidated CIP Expenditures Report

November 2012 Checks Issued Report



# Salinas Valley Solid Waste Authority

## Consolidated Statement of Revenues and Expenditure

### For Period Ending November 30, 2012

	CURRENT BUDGET	MTD REV/EXP	YTD REV/EXP	% OF BUDGET	REMAINING BALANCE	YTD ENCUMBRANCES	UNENCUMBERED BALANCE
<b>Revenue Summary</b>							
Tipping Fees - Solid Waste	11,054,500.00	984,062.70	5,015,695.35	45.37%	6,038,804.65	0.00	6,038,804.65
Tipping Fees - Surcharge	725,600.00	67,615.06	314,681.35	43.37%	410,918.65	0.00	410,918.65
Tipping Fees - Diverted Materials	901,800.00	94,854.39	483,823.91	53.65%	417,976.09	0.00	417,976.09
Tipping Fees - South Valley	2,340,900.00	195,080.17	975,400.85	41.67%	1,365,499.15	0.00	1,365,499.15
Charges for Services	117,000.00	22,155.00	29,655.00	25.35%	87,345.00	0.00	87,345.00
Sales of Materials	572,500.00	12,519.30	92,566.59	16.17%	479,933.41	0.00	479,933.41
Investment Earnings	80,200.00	2,663.11	15,387.11	19.19%	64,812.89	0.00	64,812.89
Grants	133,111.15	0.00	0.00	0.00%	133,111.15	0.00	133,111.15
Miscellaneous/Other	60,000.00	222.79	1,672.79	2.79%	58,327.21	0.00	58,327.21
<b>Total Revenue</b>	<b>15,985,611.15</b>	<b>1,379,172.52</b>	<b>6,928,882.95</b>	<b>43.34%</b>	<b>9,056,728.20</b>	<b>0.00</b>	<b>9,056,728.20</b>
<b>Expense Summary</b>							
Administration	2,363,160.00	245,804.71	929,031.28	39.31%	1,434,128.72	91,994.44	1,342,134.28
Resource Recovery	2,421,196.13	191,598.97	795,054.77	32.84%	1,626,141.36	776,260.49	849,880.87
Scalehouses Operations	342,490.00	46,109.46	132,147.38	38.58%	210,342.62	6,756.33	203,586.29
Transfer Stations Operations	2,724,680.00	252,890.59	1,070,883.87	39.30%	1,653,796.13	833,891.78	819,904.35
Landfills Operations	3,691,380.00	128,054.63	1,085,068.26	29.39%	2,606,311.74	1,477,601.56	1,128,710.18
Environmental Control Systems	851,580.00	65,013.80	248,448.78	29.18%	603,131.22	340,378.13	262,753.09
Debt Service - Interest	2,037,120.00	0.00	1,031,988.12	50.66%	1,005,131.88	1,005,075.01	56.87
Debt Service - Principal	1,103,000.00	0.00	1,042,849.84	94.55%	60,150.16	60,137.94	12.22
Closure Set-Aside	277,000.00	0.00	0.00	0.00%	277,000.00	0.00	277,000.00
<b>Total Expense</b>	<b>15,811,606.13</b>	<b>929,472.16</b>	<b>6,335,472.30</b>	<b>40.07%</b>	<b>9,476,133.83</b>	<b>4,592,095.68</b>	<b>4,884,038.15</b>
<b>Revenue Over/(Under) Expenses</b>	<b>174,005.02</b>	<b>449,700.36</b>	<b>593,410.65</b>	<b>341.03%</b>	<b>(419,405.63)</b>	<b>(4,592,095.68)</b>	<b>4,172,690.05</b>



# Salinas Valley Solid Waste Authority

## Consolidated CIP Expenditure Report For Period Ending November 30, 2012

	CURRENT	M-T-D	Y-T-D	% OF	REMAINING	Y-T-D	UNENCUMBERED
	BUDGET	REV/EXP	REV/EXP	BUDGET	BALANCE	INCUMBRANCE	BALANCE
<b>Fund 131 - Crazy Horse Closure Fund</b>							
131 9227 CH Landfill Closure	0	0	0	0.00%	0	0	0
131 9301 CH Closure Preparation	126,958	280	14,356	11.31%	112,602	0	112,602
131 9302 CH PH 1A Leachate Recirculation	27,481	0	8,302	30.21%	19,180	0	19,180
131 9303 CH PH 1B Site Prep Work	45,337	0	80	0.18%	45,257	4,941	40,316
131 9304 CH PH 1C Bench Preparation	3,775	0	0	0.00%	3,775	0	3,775
131 9305 CH PH 1D Liner Termination	15,774	1,930	7,918	50.20%	7,856	0	7,856
131 9306 CH PH 1E Liner Placement	1,328,790	318,193	990,691	74.56%	338,100	217,955	120,145
131 9307 CH PH 1F Winterization	14,805	993	7,839	52.95%	6,966	3,632	3,334
131 9308 CH PH 2A Module 1	612,123	261,291	526,880	86.07%	85,243	39,046	46,197
131 9309 CH PH 2B Lower Access Road	25,326	0	0	0.00%	25,326	0	25,326
131 9310 CH PH 2C Remaining LF Prep	52,163	-12,143	-12,143	-23.28%	64,306	0	64,306
131 9311 CH PH 2D Liner Placement	119,768	8,758	8,758	7.31%	111,009	0	111,009
131 9312 CH PH 2E Complete Liner Work	130,179	25,607	88,523	68.00%	41,656	876	40,779
131 9313 CH Closure Equipment Purchases	39,378	17,440	24,118	61.25%	15,259	0	15,259
131 9314 CH Closure Quality Assurance	219,938	29,973	100,000	45.47%	119,938	90,747	29,191
131 9315 CH Closure Contingency	47,984	81	345	0.72%	47,639	655	46,984
<b>Total Fund 131 - Crazy Horse Closure Fund</b>	<b>2,809,778</b>	<b>652,402</b>	<b>1,765,666</b>	<b>62.84%</b>	<b>1,044,112</b>	<b>357,852</b>	<b>686,260</b>
<b>Fund 180 - Expansion Fund</b>							
180 9003 USDA Autoclave Studies	167,375	0	2,203	1.32%	165,172	0	165,172
180 9021 Autoclave CEQA	241,425	0	0	0.00%	241,425	3,650	237,775
180 9801 Ameresco JCL LFG Equipment	376,000	225,600	225,600	60.00%	150,400	150,400	0
<b>Total Fund 180 - Expansion Fund</b>	<b>784,800</b>	<b>225,600</b>	<b>227,803</b>	<b>29.03%</b>	<b>556,997</b>	<b>154,050</b>	<b>402,947</b>
<b>Fund 211 - State Grants</b>							
211 2620 DOC Grant	112,906	550	27,528	24.38%	85,379	4,400	80,979
211 9019 Biodiesel Fuel Station	20,205	0	0	0.00%	20,205	0	20,205
<b>Total Fund 211 - State Grants</b>	<b>133,111</b>	<b>550</b>	<b>27,528</b>	<b>20.68%</b>	<b>105,584</b>	<b>4,400</b>	<b>101,184</b>
<b>Fund 216 - Plasco Reimbursement</b>							
216 9022 Gasifier CEQA	663,195	0	0	0.00%	663,195	472,945	190,250
<b>Total Fund 216 - Plasco Reimbursement</b>	<b>663,195</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>	<b>663,195</b>	<b>472,945</b>	<b>190,250</b>
<b>Fund 800 - Capital Projects Fund</b>							
800 9010 JC Roadway Improvements	0	0	0	0.00%	0	0	0
800 9012 Work St Transfer Station	59,892	14,356	27,715	46.28%	32,177	9,323	22,854
800 9019 Biodiesel Fuel Station	0	0	3,985	0.00%	(3,985)	0	(3,985)
800 9199 Sun Street Transfer Station Expansion	0	1,257	6,376	0.00%	(6,376)	0	(6,376)
800 9913 CH LFG to Energy Project	5,295	0	0	0.00%	5,295	0	5,295
<b>Total Fund 800 - Capital Projects Fund</b>	<b>65,187</b>	<b>15,613</b>	<b>38,076</b>	<b>58.41%</b>	<b>27,111</b>	<b>9,323</b>	<b>17,788</b>
<b>Total CIP Expenditures</b>	<b>4,456,071</b>	<b>894,165</b>	<b>2,059,073</b>	<b>46.21%</b>	<b>2,396,999</b>	<b>998,569</b>	<b>1,398,429</b>

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Check #	Name	Check Date	Amount	Check Total
10387	INTERNATIONAL LINING TECHNOLOGY COO#15 RETENTION BAL	11/1/2012	34,317.75	34,317.75
10388	AON RISK INSURANCE SERVICES WEST, INC . Additional Workers Comp Premiums	11/7/2012	(20,276.69)	(20,276.69)
10388	AON RISK INSURANCE SERVICES WEST, INC . Additional Workers Comp Premiums	11/7/2012	20,295.00	20,295.00
10388	AON RISK INSURANCE SERVICES WEST, INC . Additional Workers Comp Premiums	11/7/2012	(18.31)	(18.31)
10389	ASSURED AGGREGATES CO., INC CH CAD 3 ROCK SLINGER 8 HRS 10.17.12	11/7/2012	3,382.50	3,382.50
10390	AT&T SERVICES INC HHW PHONE SERVICE THRU 10.23.12	11/7/2012	242.50	242.50
10391	BC LABORATORIES, INC JC GRDWTR ANALYTICAL SERVICES SEPT 2012	11/7/2012	907.00	907.00
10392	CALIFORNIA HIGHWAY ADOPTION CO. HWY 101 LITTER ABATEMENT OCT 2012	11/7/2012	550.00	550.00
10393	COSTCO WHOLESALE CH Janitorial Supplies New Computer w/software Office Supplies	11/7/2012	32.09 1,792.77 90.33	1,915.19
10394	F.A.S.T. SERVICES Intepreting Services 10.18.12 BD MTG	11/7/2012	540.00	540.00
10395	FERGUSON ENTERPRISES INC #588 500 4x20 PVC PIPES, 7 SOILSAVER ROLLS, TEES, ELBO	11/7/2012	1,582.82	1,582.82
10396	GOLDEN STATE TRUCK & TRAILER REPAIR 17127 REPLACED PORTION OF ROLL TARP BAR 2004 F250 SERVICED, ALTRNTR, FR HUB, GSKTS, IDL CN CH 310G WELD PLATE ON BUCKET CH 310G X1 LT & RT SIDE TIRE REPAIRED CH STEEL BROOMS FOR SWEEPER HHW CHEVY PICK-UP PIN REPLACED ON LIFT GATE LF SID Steel Holder for Rain Meeter	11/7/2012	772.65 1,118.85 286.94 200.00 2,025.65 135.00 151.16	4,690.25
10397	MCGILLOWAY, RAY, BROWN & KAUFMAN AUDITING SERVICES PROGRESS BILL 90% FY 2011-12	11/7/2012	11,100.00	11,100.00
10398	MICHELLE SNIDER LUNA Oct 2012 Board Retreat Recorder	11/7/2012	1,300.00	1,300.00
10399	MONTEREY SANITARY SUPPLY, INC. Janitorial Supplies 10.25.12	11/7/2012	82.86	82.86
10400	NETPIPE INTERNET SERVICES INTERNET SERVICES NOV 2012	11/7/2012	300.00	300.00
10401	OFFICE DEPOT 4 PRE-INKED STAMPS, 2 DZ TENO PADS, 5 CASES PAPER 7 EA VARIOUS CALENDARS	11/7/2012	247.38 220.51	467.89
10402	QUINN COMPANY LOADER 2 5 GAL TDTO 30W OIL LOADER 6 ELC COOLANTS	11/7/2012	219.10 94.52	313.62
10403	SAN BENITO SUPPLY, CONSTRUCTION, CONCRETE & QUARRY	11/7/2012		

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Check #	Name	Check Date	Amount	Check Total
	CH CLOSURE PROJECT AS OF 10.09.12		94,454.98	94,454.98
10404	**Void**	11/7/2012		
			0.00	0.00
10405	**Void**	11/7/2012		
			0.00	0.00
10406	UNITED RENTALS NORTHWEST , INC	11/7/2012		
	SS TS 37-44 FT BOOM RENTAL 10.19.12 - 10.23.12		740.10	740.10
10407	US BANK CORPORATE PAYMENT SYSTEM	11/7/2012		
	FRED PRYOR SEMINARS		199.00	
	GOVERNMENT FINANCE OFFICERS ASSOCIATION		135.00	
	BasicFoods:Board Meeting Supplies		19.91	
	Subway:Board Meeting Supplies		91.15	
	RIDECHARGE INC - CALPERS, PALM SPRINGS RG		62.26	
	Cellphoneshop:cellphone supplies		67.14	
	SERVICE THREAD		444.81	
	LOS LOMAS MARKET		33.69	
	GREEN VALLEY INDUSTRIAL SUPPLIES		248.15	
	C & N TRACTORS		256.34	
	GREEN VALLEY INDUSTRIAL		66.43	
	Fred Pryor: Developmint Emotional Intelligence		149.00	
	SWANA E-SESSION		115.00	
	ArizonaGrand: GLOBAL SYMPOSIUM WASTE MANAGEMENT		673.62	
	INTERMEDIA EXCHANGE SERVICE SEPT 2012		133.56	
	El Pollo Loco		86.02	
	HUGHESNET.COM JC INTERNET SERVICE 10.11.12 - 11.11		79.99	
	WALMART - JC TRASH BAGS		17.46	
	MONTEREY BAY UNIFIED AIR POLLUTION CONTROL DISTRIC		363.00	
	CALIFORNIA PAINT STEWARDSHIP MEMBERSHIP		100.00	
	Sharefile.com: FTP Monthly Service OCT 2012		32.95	
	Californian: Annual Newspaper Renewal		158.68	
	Smart & Final		6.29	
	Smart & Final		3.59	
	ENVIROSAFETY SUPPLIES		179.34	
	APPLE ITUNES		0.99	
	Full Source		115.90	3,839.27
10408	**Void**	11/7/2012		
			0.00	0.00
10409	**Void**	11/7/2012		
			0.00	0.00
10410	A-1 SWEEPING	11/15/2012		
	SWEEP YARD & EXTERIOR STREET OCT 2012		774.00	774.00
10411	ALEXANDRA BRISTOW	11/15/2012		
	RecycleRama THRU 10.31.12		120.61	120.61
10412	AMERESCO	11/15/2012		
	PER EPC AGREEMENT ATTACHMENT E CONTRACT COST 60%		225,600.00	225,600.00
10413	ANNE MARIE HUNTER	11/15/2012		
	RecycleRama THRU 10.31.12		562.50	562.50
10414	ASSURED AGGREGATES CO., INC	11/15/2012		

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Check #	Name	Check Date	Amount	Check Total
	CH CAD 3 ROCK SLINGER 6.75 HRS 10.29.12		1,113.75	1,113.75
10415	BECKS SHOE STORE, INC. SAFETY SHOES FOR OG	11/15/2012	164.86	164.86
10416	BRANDY ELLEN ACEVEDO RecycleRama THRU 10.31.12	11/15/2012	477.17	477.17
10417	BULOS FRANCIS SALIBA RecycleRama THRU 10.31.12	11/15/2012	100.00	100.00
10418	CITY OF SALINAS (ENVIRONMENTAL COMPLAINT BUREAU) SS ENVIRONMENTAL INSPECTION & TRAKIT SURCHARGE	11/15/2012	217.36	217.36
10419	COAST COUNTIES TRUCK & EQUIPMENT CO. TRK 004 8 EA HARDWARE	11/15/2012	98.23	98.23
10420	COAST OIL COMPANY, LLC DIESEL & BIO DIESEL USAGE OCTOBER 2012 DIESEL & BIO DIESEL USAGE OCTOBER 2012 DIESEL & BIO DIESEL USAGE OCTOBER 2012	11/15/2012	3,681.45 11,217.88 6,115.10	21,014.43
10421	FERGUSON ENTERPRISES INC #588 SWABS, PVC GRAY CMNT, PVC PURP PRMR, RNG GSKT, ETC	11/15/2012	5,996.95	5,996.95
10422	FORRER SUPPLY CO INC 100 EA 2" KANAFLEX PS PVC HOSE X 100' COIL	11/15/2012	546.74	546.74
10423	GEOLOGIC ASSOCIATES, INC. CH CLOSURE CONSTRUCTION PROJECT SEPT 2012 ALL SITES GROUNDWATER MONITORING SEPT 2012 ALL SITES GROUNDWATER MONITORING SEPT 2012 ALL SITES GROUNDWATER MONITORING SEPT 2012 ALL SITES GROUNDWATER MONITORING SEPT 2012 ALL SITES GROUNDWATER MONITORING SEPT 2012 ALL SITES GROUNDWATER MONITORING SEPT 2012 ALL SITES GROUNDWATER MONITORING SEPT 2012 ALL SITES GROUNDWATER MONITORING SEPT 2012 ALL SITES GROUNDWATER MONITORING SEPT 2012 ALL SITES GROUNDWATER MONITORING SEPT 2012	11/15/2012	25,435.00 22.00 88.63 893.75 110.63 2,740.14 110.62 2,257.00 1,775.75 377.50 346.50	34,157.52
10424	GOLDEN STATE TRUCK & TRAILER REPAIR CH LFG SUPPORT WELD & BEND TUBES TO MAKE "L" CH LFG WELDED SQUARE TUBING TRK 002 TWO TIRES PATCHED SS TS LOADER OIL SAMPLES TO CAT LR 210LE TIRE REPLACED, PIN ADDED TO GRADER LR LIGHTS & WIRING REPLACED ON BIG TEX RANGER ALTERNATOR, MOTOR/TRANS OIL REPLACED SSTS REPLACED WHEELS ON TRASH BINS	11/15/2012	471.51 360.00 9,611.24 513.78 314.69 320.98 628.42 241.53	12,462.15
10425	**Void**	11/15/2012	0.00	0.00
10426	**Void**	11/15/2012	0.00	0.00
10427	**Void**	11/15/2012	0.00	0.00
10428	HERTZ EQUIPMENT RENTAL CORPORATION CH LOADER RENTAL 10.04.12 - 11.01.12	11/15/2012	2,143.93	2,143.93

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Check #	Name	Check Date	Amount	Check Total
10429	HOME DEPOT	11/15/2012		
	2 EA 14" DUAL BLADES		214.34	
	2 EA 30" POLY LEAF RAKES		21.51	
	5 GRADE STAKES 9/16X1 3/8X 17 1/2 IN		16.00	
	CH CARRIAGE BOLTS, GALV WASHERS, HEX NUTS		87.22	
	CH LFG PAINT		278.00	
	CH MODULE 1 RESPIRATOR		21.52	
	EPOXY, LOCK WASHERS, WASHERS, TWINE HAMMERS, NOZZ		229.80	
	Replacement refrigerator for admin building		482.94	1,351.33
10430	HOPE SERVICES	11/15/2012		
	SS TS DIVERSION & LITTER ABATEMENT OCT 2012		5,299.07	
	SS TS DIVERSION & LITTER ABATEMENT OCT 2012		6,387.92	11,686.99
10431	HYDROTURF, INC	11/15/2012		
	6 COTTON SWABS FITS GALLON CAN, 1 COTTON SWAB FITS		70.94	
	CH CLOSURE CIP 9312 SUPPLIES		526.75	597.69
10432	IVY CONTRERAS	11/15/2012		
	Recyclerama THRU 10.31.12		562.50	
	RecycleRama Supplies		33.63	596.13
10433	LUMBERMENS INC	11/15/2012		
	840 EA 60#QUIKRETE #1103 SAND/TPPNG 15 PALLETS		31,995.17	
	HHW 2 5" STENCILS, 5 MIN EXPAND FOAM 12 OZ		46.80	
	RETURN OF 75 QUIKRETE PALLETS		(1,125.00)	30,916.97
10434	MANDY BROOKS	11/15/2012		
	Mileage Reimbursement for LCW Training		21.22	21.22
10435	MARILYN M. SNIDER	11/15/2012		
	Board Retreat Facilitator 10/19/12		2,959.52	2,959.52
10436	MONTEREY AUTO SUPPLY INC	11/15/2012		
	TRAILER 5671 R/F/O TIRE REPLACED		276.33	
	TRLR 17727 R/R/F/O TIRE REPLACED		419.90	696.23
10437	MONTEREY COUNTY HEALTH DEPARTMENT	11/15/2012		
	Monterey County Regional Fees QE 6-30-2012 SO VAL		11,793.25	
	Monterey County Regional Fees QE 9-30-2012 JC		31,574.86	43,368.11
10438	MONTEREY REGIONAL WATER POLLUTION CONTROL AGENCY	11/15/2012		
	MRWPCA & CITY SERVICE FEE 10.01.12 - 11.30.12		25.58	25.58
10439	NEXTEL OF CALIFORNIA, INC	11/15/2012		
	Cellphone Service OCTOBER 2012		104.30	
	Cellphone Service OCTOBER 2012		45.00	
	Cellphone Service OCTOBER 2012		56.80	
	Cellphone Service OCTOBER 2012		312.37	518.47
10440	OFFICE DEPOT	11/15/2012		
	1 CALENDAR, 1 BOX SHEET PROTECTORS		80.11	
	MONITOR STAND		66.37	146.48
10441	ORCHARD SUPPLY HARDWARE LLC	11/15/2012		
	1 EA 40' EASY REACHER, 4 EA 32" EASY REACHER		109.85	
	CH 2 FABRIC/SOD STAPLER, 1 METRIC HEX BOLT M4		34.01	
	4 CANS RED ENAMEL SPRAY PAINT		12.89	
	CH FABRIC & SOD STAPLER, 2 HEX BOLTS		16.37	173.12
10442	PARADIGM SOFTWARE, LLC	11/15/2012		

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Check #	Name	Check Date	Amount	Check Total
	Paradigm Annual Maintenance Contract		14,657.90	14,657.90
10443	PURE WATER BOTTLING	11/15/2012		
	ADM BOTTLED WATER SERVICE 11.01.12		59.50	
	CH BOTTLED WATER SERVICE 11.01.12		137.50	
	JC SCALE HOUSE BOTTLED WATER SERVICE 11.01.12		43.25	
	SS TS BOTTLED WATER SERVICE 11.01.12		131.75	372.00
10444	QUINN COMPANY	11/15/2012		
	LOADER SWITCH A MASTER		70.87	
	TRK002 LABOR CHG INSTALL CONTROL GP		1,050.00	1,120.87
10445	REPUBLIC SERVICES #471	11/15/2012		
	TRASH CART SERVICE NOV 2012		60.22	60.22
10446	RICHGELS ENVIRONMENTAL SERVICES	11/15/2012		
	CH BENCH 2 DRAINAGE LAYOUT & REPORT		360.00	360.00
10447	ROBERT B GOMEZ	11/15/2012		
	Recyclerama THRU 10.31.12		100.00	100.00
10448	ROBERTO MORENO	11/15/2012		
	CSMFO 08.23.12 & 10.25.12 MEETING FEES		90.00	90.00
10449	SAN BENITO SUPPLY, CONSTRUCTION, CONCRETE & QUARRY	11/15/2012		
	CH CLOSURE PROJECT AS OF 10.31.12		14,991.45	14,991.45
10450	STATE WATER RESOURCES CONTROL BOARD	11/15/2012		
	CH SWRCB FEES FY 2012-13		52,697.00	
	LR SWRCB FEES FY 2012-13		18,242.00	70,939.00
10451	STURDY OIL COMPANY	11/15/2012		
	SS TS 35 QTS 76 MULTIPLEX RED/8.7		109.74	109.74
10452	UNITED EQUIPMENT COMPANY	11/15/2012		
	CH CAT D6N RETNAL CLOSEOUT 10.19.12 - 10.25.12		3,984.38	3,984.38
10453	URS CORPORATION	11/15/2012		
	WORK STREET CONCEPTUAL DESIGN THRU 10.26.12		12,211.60	12,211.60
10454	VALLEY PACIFIC PETROLEUM SERVICES, INC.	11/15/2012		
	SS TS DIESEL FUEL USAGE THRU 10.31.12		563.44	563.44
10455	VISION RECYCLING INC	11/15/2012		
	C & D OUTSIDE GRINDING 10.31.12		1,150.00	1,150.00
10456	WASTE MANAGEMENT INC	11/15/2012		
	JOLON ROAD OPERATIONS OCT 2012		56,727.89	56,727.89
10457	WESTERN EXTERMINATOR COMPANY	11/15/2012		
	JC SHOP RODENT CONTROL SERVICE OCT 2012		51.00	
	SS TS RODENT CONTROL SERVICE OCT 2012		221.00	272.00
10458	WRIGHT EXPRESS FINANCIAL SERVICES CORPORATION	11/15/2012		
	Fuel Expenses OCT 2012		339.24	
	Fuel Expenses OCT 2012		264.10	
	Fuel Expenses OCT 2012		1,281.76	
	Fuel Expenses OCT 2012		198.70	2,083.80
10459	BC LABORATORIES, INC	11/21/2012		
	CH GRDWTR ANALYTICAL SERVICES THRU 10.18.12		1,734.00	1,734.00
10460	CALIFORNIA SOCIETY OF MUNICIPAL FINANCE OFFICERS	11/21/2012		
	CSMFO ADD'L CHG RH 10.25.12; ADD'L CHG JD 08.23.12		25.00	25.00
10461	CITY OF GONZALES	11/21/2012		
	CITY OF GONZALES HOSTING FEES NOV 2012		20,833.33	20,833.33

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10462	COAST COUNTIES TRUCK & EQUIPMENT CO. TRK001 AIR DRYER CARTRIDGE	11/21/2012	737.76	737.76
10463	COAST OIL COMPANY, LLC CH DIESEL FUEL USAGE THRU 11.07.12	11/21/2012	1,183.89	1,183.89
10464	DON CHAPIN INC CH WATER TRUCK USAGE THRU 10.31.12	11/21/2012	1,260.00	1,260.00
10465	FEDEX Ovenight Shipments 10.22.12	11/21/2012	58.86	58.86
10466	FERGUSON ENTERPRISES INC #588 7 2 PVC SXS GATES, 1 10X8 PVC BUSH, 2 12X10 PVC BU CH 24 EA 9 IN X 25 FT ROLLS STRAW WATTLES	11/21/2012	6,321.94 837.86	7,159.80
10467	GOLDEN STATE TRUCK & TRAILER REPAIR LOADER BOTTOM & TOP BOLTS ON RIGHT CYLINDER REPLAC 17127 TIRE REPAIR	11/21/2012	146.00 270.75	416.75
10468	HOPE SERVICES SS MATTRESS/BOX SPRING RECYCLING 10.30.12	11/21/2012	318.75	318.75
10469	INFINITY STAFFING SERVICES, INC. SS TS CONTRACT DRIVERS WEEK ENDING 11.04.12	11/21/2012	1,120.50	1,120.50
10470	NEXIS PARTNERS, LLC RENT & COMMON AREAS DEC 2012 RENT & COMMON AREAS DEC 2012	11/21/2012	1,515.00 7,194.00	8,709.00
10471	OFFICE DEPOT 6 PKS SEAL TAPE HHW Disposal Supplies	11/21/2012	139.84 359.66	499.50
10472	PHILIP SERVICES CORP HHW Disposal & Supplies SEPT 2012 HHW Disposal & Supplies SEPT 2012	11/21/2012	24,790.66 5,472.00	30,262.66
10473	QUINN COMPANY SS TS SOFTWARE UPGRADE TO BE REIMBURSED BY GGST	11/21/2012	975.00	975.00
10474	SAN BENITO SUPPLY, CONSTRUCTION, CONCRETE & QUARRY CH CLOSURE PROJECT 10.31.12	11/21/2012	60,083.25	60,083.25
10475	**Void**	11/21/2012	0.00	0.00
10476	STURDY OIL COMPANY SS TS 2TRK/TRLR WASH & 4 STEAM CLEANING	11/21/2012	260.00	260.00
10477	VERIZON WIRELESS SERVICES, LLC Cellphone Service OCT 2012	11/21/2012	119.45	119.45
10478	VISION RECYCLING INC JC Organics Program OCT 2012	11/21/2012	52,747.94	52,747.94
10479	WASTE MANAGEMENT INC BFI WASTE DELIVERED TO MADISON OCT 2012	11/21/2012	52,222.59	52,222.59
10480	ADMANOR, INC BRANDING OCTOBER 2012 CCRM MEDIA & MARKETING SERVICES OCT 2012 RECYCLING OUTREACH/EDUCATION OCT 2012	11/28/2012	285.00 2,835.00 287.50	3,407.50
10481	AON RISK INSURANCE SERVICES WEST, INC . Additional Workers Comp Premiums	11/28/2012	20,295.00	20,295.00
10482	ASSURED AGGREGATES CO., INC	11/28/2012		

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	CH CAD 3 ROCK SLINGER 12.75 HRS 10.30.12 & 10.31.1		4,661.25	4,661.25
10483	AT&T SERVICES INC	11/28/2012		
	ADMIN 831770102355 PHONE SERVICE THRU 11.14.12		863.16	
	CH 8316632796173 TELEPHONE SERVICE THRU 11.10.12		106.79	969.95
10484	CALIFORNIA WATER SERVICE	11/28/2012		
	SS TS WATER SERVICES THRU 11.14.12		475.44	475.44
10485	COAST COUNTIES TRUCK & EQUIPMENT CO.	11/28/2012		
	RO001 AFM DEVICE GASKET		764.81	764.81
10486	DAVE S. DEERING	11/28/2012		
	Janitorial Services Admin Building 11.16.12		655.00	
	SS TS Janitorial Services 11.16.12		495.00	1,150.00
10487	DON CHAPIN INC	11/28/2012		
	CH CLOSURE MODULE 1 PARKING LOT CONSTRUCTION		234,119.26	
	TRUCK REPAIR MIRROR DRIVER'S SIDE LS		497.12	234,616.38
10488	EVERGREEN OIL INC	11/28/2012		
	HHW Disposal 10.30.12		66.00	66.00
10489	FERGUSON ENTERPRISES INC #588	11/28/2012		
	25 EA B-107 5-HOLE U-SUPPORTS		1,869.70	1,869.70
10490	FIRST NIGHT MONTEREY, INC	11/28/2012		
	Greenfield Harvest Festival Presenting Sponsorship		2,000.00	2,000.00
10491	FORRER SUPPLY CO INC	11/28/2012		
	CH CLOSURE SUPPLIES		3,737.76	3,737.76
10492	GOLDEN STATE TRUCK & TRAILER REPAIR	11/28/2012		
	LOADER REINSTALL GREASE TUBE FOR AUTOMATIC GREASE		90.00	
	TRK003HEADLIGHT BULB REPLACED		140.00	230.00
10493	GREEN RUBBER - KENNEDY AG, LP	11/28/2012		
	SS TS EQUIP BALL VALVE, CAP, NIPPLE BUSHING, HOSE		96.04	
	CH UNION SLIP, COUPLING, BUSH, TEE, ELLBOWS, ADAPT		262.64	358.68
10494	GUERITO	11/28/2012		
	CH, JC, SS TS PORTABLE TOILET SERVICE 11.21.12		110.00	
	CH, JC, SS TS PORTABLE TOILET SERVICE 11.21.12		220.00	330.00
10495	HERTZ EQUIPMENT RENTAL CORPORATION	11/28/2012		
	CH 4 WHEEL CART RENTAL 10.10.12 - 11.07.12		994.21	994.21
10496	HOPE SERVICES	11/28/2012		
	SS MATTRESS/BOX SPRING RECYCLING 11.06.12		768.75	768.75
10497	INFINITY STAFFING SERVICES, INC.	11/28/2012		
	SS TS CONTRACT DRIVERS WK ENDING 11.18.12		1,080.00	1,080.00
10498	LUMBERMENS INC	11/28/2012		
	840 EA 60#QUIKRETE #1103 SAND/TPPNG 15 PALLETS		4,210.41	4,210.41
10499	MALLORY CO. INC	11/28/2012		
	9 BOXES POWDER FREE GLOVE NITRILE		106.01	106.01
10500	MCGILLOWAY, RAY, BROWN & KAUFMAN	11/28/2012		
	FINAL BILL FOR AUDIT 06.30.12		1,850.00	
	PREP& ASSIST DISCLOSURES OPEB, PERS, GASB 45 & RSI		4,540.80	6,390.80
10501	MONTEREY COUNTY TREASURER/TAX COLLECTOR	11/28/2012		
	CH 125-271-058-000 2012-13 PYMT #1		34.25	
	CH 125-271-063-000 2012-13 PYMT #1		869.10	
	CH 125-491-012-000 2012-13 PYMT #1		21.50	

**Salinas Valley Solid Waste Authority**  
**Checks Issued Report for 11/1/2012 to 11/30/2012**

Check #	Name	Check Date	Amount	Check Total
	JC 223-042-017-000 2012-13 PYMT #1		2,527.78	
	JC 223-042-018-000 2012-13 PYMT #1		7,652.56	
	JR 420-081-015-000 2012-13 PYMT #1		17.25	
	JR 420-081-016-000 2012-13 PYMT #1		17.25	
	LR 412-102-006-000 2012-13 PYMT #1		1,081.19	
	SS 003-051-087-000 2012-13 PYMT #1		13.25	12,234.13
10502	MONTEREY SANITARY SUPPLY, INC.	11/28/2012		
	Janitorial Supplies 11.16.12		297.73	297.73
10503	ONHOLD EXPERIENCE	11/28/2012		
	THREE-MONTH Subscription OCT - DEC 2012		207.00	207.00
10504	PACIFIC GAS AND ELECTRIC COMPANY	11/28/2012		
	ADM ELECTRIC SERVICE THRU 11.19.12		847.94	
	JC ECS ELECTRICAL SERVICE THRU 11.15.12		1,800.52	2,648.46
10505	PACIFIC MUNICIPAL CONSULTANTS	11/28/2012		
	CH CLOSURE CEQA ENGINEERING SERVICES THRU 10.26.12		4,178.07	4,178.07
10506	QUINN COMPANY	11/28/2012		
	SIS WEB SALES TAX ONLY SEE 13-00678 CK 10473 11/21		73.63	73.63
10507	SAM LINDER CADILLAC HONDA INC	11/28/2012		
	CH CLOSURE PURCHASE OF 2005 HONDA PILOT		17,439.93	17,439.93
10508	SAN BENITO SUPPLY, CONSTRUCTION, CONCRETE & QUARRY	11/28/2012		
	CH CLOSURE PROJECT AS OF 11.08.12		56,093.43	56,093.43
10509	**Void**	11/28/2012		
			0.00	0.00
10510	SCALES UNLIMITED	11/28/2012		
	JC SCALE WEIGHTS & MEASURES		867.50	
	SS TS SCALES WEIGHTS & MEASURES		711.50	1,579.00
10511	SCS FIELD SERVICES	11/28/2012		
	CH NR LFG OM&M & CH CLOSURE SUPPORT OCT 2012		5,288.00	
	CH NR CAP OCT 2012		1,022.50	
	CH NR LFG OM&M & CH CLOSURE SUPPORT OCT 2012		1,633.90	
	JC NR LEACHATE OM&M OCT 2012		1,615.59	
	JC NR LFG ENGINEERING SERVICES, OCT 2012		2,924.52	
	LR NR LFG OM&M OCT 2012		760.09	
	TASK 1A LR LFG OMM OCT 2012		3,691.00	
	TASK 2A - CH LFG OMM OCT 2012		4,712.00	
	TASK 2C CH LFG SURFACE MONITORING OCT 2012		3,850.00	
	TASK 2E CH GROUNDWATER CAP OCT 2012		1,344.00	
	TASK 2G CH LEACHATE OMM OCT 2012		1,400.00	
	TASK 3A JC LFG OMM OCT 2012		3,539.00	
	TASK 3E JC LEACHATE OMM OCT 2012		2,195.00	
	TASK 4A JR LFG OMM OCT 2012		712.00	
	TASK 4C JR LEACHATE OMM OCT 2012		782.00	35,469.60
10512	**Void**	11/28/2012		
			0.00	0.00
10513	STURDY OIL COMPANY	11/28/2012		
	SS TS 2TRK/TRLR WASH & 4 STEAM CLEANING FY 2012-13		390.00	390.00
10514	SWT ENGINEERING, INC.	11/28/2012		
	Consulting Engineering Services THRU 10.29.12		5,051.88	5,051.88

**Salinas Valley Solid Waste Authority**  
**Checks Issued Report for 11/1/2012 to 11/30/2012**

Check #	Name	Check Date	Amount	Check Total
10515	THOMAS M BRUEN	11/28/2012		
	LEGAL SERVICES RENDERED, OCT 2012		2,850.00	
	LEGAL SERVICES RENDERED, OCT 2012		1,801.50	
	LEGAL SERVICES RENDERED, OCT 2012		4,000.00	8,651.50
10516	TRI-COUNTY FIRE PROTECTION, INC.	11/28/2012		
	JC FIRE EXTINGUISHER INSPECTION/SERVICES		71.23	71.23
10517	VALLEY PACIFIC PETROLEUM SERVICES, INC.	11/28/2012		
	SS TS DIESEL FUEL USAGE THRU 11.15.12		858.98	858.98
10518	WESTERN EXTERMINATOR COMPANY	11/28/2012		
	JC STORAGE CONTAINER RODENT CONTROL OCT 2012		53.00	53.00
10519	MONTEREY COUNTY TREASURER/TAX COLLECTOR	11/29/2012		
	SS 003-051-086-000 2012-13 PYMT #1		11.25	11.25
DFT2013327	AFLAC	11/19/2012		
	FSA SERVICE FEES OCT 2012		14.00	
	FSA SERVICE FEES OCT 2012		6.00	
	FSA SERVICE FEES OCT 2012		12.00	32.00
Total			1,413,680.56	1,413,680.56
Payroll Disbursements				438,408.88
Total Disbursements				<u>1,852,089.44</u>




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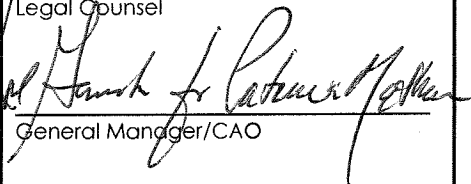
SALINAS VALLEY SOLID WASTE AUTHORITY

## Report to the Board of Directors

### ITEM NO. 3

  
Finance Manager/Controller-Treasurer

N/A  
Legal Counsel

  
General Manager/CAO

**Date:** January 24, 2013  
**From:** Roberto Moreno, Finance Manager  
**Title:** December 2012 Quarterly Investments Report

### RECOMMENDATION

Staff recommends that the Board accept the December 2012 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 was not presented to the Executive Committee.

### 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, \$8,272,614.68 (57.4%), of the Authority's investment portfolio is invested in the State's Local Agency Investment Fund (LAIF). At the end of December, the LAIF effective yield was .326%. LAIF is invested as part of the State's Pooled Money Investment Account (PMIA) of \$60.0 Billion as of December 31, 2012. Attached is a printout summarizing the PMIA portfolio at the end of December. The Authority's LAIF investment of \$8,272,614.68 represents .014% of the PMIA.

### ATTACHMENT(S)

1. December 2012 Cash and Investments Report
2. December 2012 PMIA Portfolio Composition and Average Monthly Yields

Cash and Investments Report  
December 31, 2012

<u>Issuer/Investment</u>	<u>Rate</u>	<u>Balance</u>	<u>Maturity</u>	<u>Moody's Rating</u>
Investments Managed by Trustee - Bank of New York:				
Certificate of Deposit - Apple Bank	0.250%	\$ 245,000.00	2/8/2013	P-1
Certificate of Deposit - Beal Bank	0.300%	245,000.00	2/6/2013	P-1
Certificate of Deposit - Discover Bank	0.250%	245,000.00	2/8/2013	P-1
Certificate of Deposit - Goldman Sachs Bank	0.350%	245,000.00	2/8/2013	P-1
Certificate of Deposit - Safra National Bank	0.250%	245,000.00	2/8/2013	P-1
Certificate of Deposit - Sovereign Bank	0.400%	245,000.00	2/7/2013	P-1
JP Morgan US Treasury Plus Premier # 3920	0.00%	<u>1,350,700.00</u>	N/A	Aaa
		<u>2,820,700.00</u>		
Investments Managed by Authority Treasurer:				
Petty Cash	-	1,500.00	N/A	N/A
General Checking Account	-	572,487.61	Same day	Aaa
General Deposit Account	-	17,354.35	Same day	Aaa
Payroll Checking account	-	(56,779.82)	Same day	Aaa
Scalehouse Deposit Account	-	15,329.61	Same day	Aaa
Aflac Checking account	-	4,675.77	Same day	Aaa
L.A.I.F	0.377%	8,272,614.68	Same day	N/A
Rabobank CD - 9328050144	0.750%	250,000.00	6/20/2013	Aaa
Rabobank CD - 9741914065	1.100%	500,000.00	6/20/2014	Aaa
Rabobank CD - 9702905679	0.750%	1,000,000.00	6/30/2013	Aaa
Rabobank PIMMA 9608512906	0.420%	1,001,494.20	N/A	N/A
JP Morgan US Treasury Plus Premier # 3920	0.000%	<u>4,590.00</u>	N/A	Aaa
		<u>11,583,266.40</u>		
		<u>\$ 14,403,966.40</u>		

The above investments are in compliance with the Authority's Investment policy.  
The Authority has sufficient liquidity to meet expenditure requirements for the next 6 months.

  
Roberto Moreno, Authority Treasurer

# Bill Lockyer, State Treasurer

## Inside the State Treasurer's Office

### Local Agency Investment Fund (LAIF)



#### PMIA Performance Report

Date	Daily Yield*	Quarter to Date Yield	Average Maturity (in days)
12/28/2012	0.32	0.33	215
12/29/2012	0.32	0.33	215
12/30/2012	0.32	0.33	215
12/31/2012	0.32	0.33	208
1/1/2013	0.31	0.31	208
1/2/2013	0.32	0.31	221
1/3/2013	0.31	0.31	224
1/4/2013	0.31	0.31	225
1/5/2013	0.31	0.31	225
1/6/2013	0.31	0.31	225
1/7/2013	0.31	0.31	225
1/8/2013	0.31	0.31	227
1/9/2013	0.31	0.31	229
1/10/2013	0.31	0.31	231

\*Daily yield does not reflect capital gains or losses

#### LAIF Performance Report

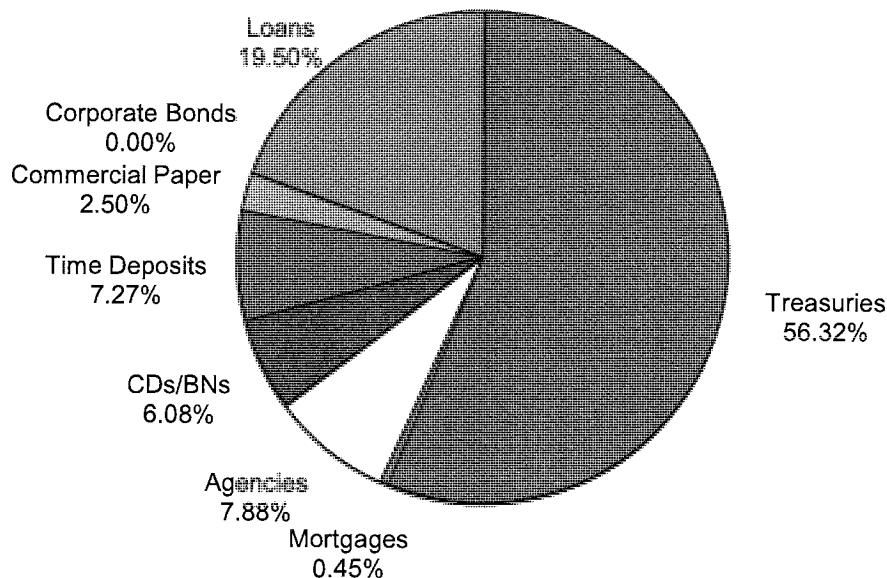
Quarter ending 09/30/2012

Apportionment Rate: 0.35%  
Earnings Ratio: .00000970563155028  
Fair Value Factor: 1.001314072  
Daily: 0.35%  
Quarter To Date: 0.36%  
Average Life: 242

#### PMIA Average Monthly Effective Yields

DECEMBER 2012 0.326%  
NOVEMBER 2012 0.324%  
OCTOBER 2012 0.340%

#### Pooled Money Investment Account Portfolio Composition \$60.0 Billion 11/30/12







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SALINAS VALLEY SOLID WASTE AUTHORITY

## Report to the Board of Directors

### ITEM NO. 4

Finance Manager/Controller-Treasurer

N/A

Legal Counsel

General Manager/CAO

**Date:** January 24, 2013

**From:** Patrick Mathews, General Manager/CAO

**Title:** 2013 Strategic Plan Goals and Objectives

### RECOMMENDATION

Staff recommends that the Board approve the 2013 Strategic Plan Goals and Six-month Objectives as recommended at the January 18, 2013, Strategic Planning Board retreat.

### STRATEGIC PLAN RELATIONSHIP

The recommended action will establish the Strategic Plan for 2013 with specific measurable six-month objectives that will be reported to the Board each month.

### FISCAL IMPACT

Funding for the implementation of the specific goals and objectives will be allocated as part of the budget process.

### DISCUSSION & ANALYSIS

The Board met on January 18 to review the current Strategic Plan Goals and Objectives and provided recommendations for Board action.

Progress reports on the Strategic Plan six-month objectives will be provide monthly to the Board. These will be reviewed and re-evaluated at the next Board retreat which was recommended to be rescheduled to July 19, 2013.

### BACKGROUND

The Board adopted the current Three-year Strategic Plan and One-year Objectives at the October 2011 Strategic Planning Retreat. On October 19, 2012, the Board held another retreat but focused on one specific goal. The Board is scheduled to discuss the entire Strategic Plan and make recommendations for revisions or changes and define new six-month objectives for consideration of the full Board at the January 24, 2013 regular meeting.

### ATTACHMENT(S)

1. Resolution
2. Exhibit A – 2013 Strategic Plan and Six-month Objectives

**RESOLUTION NO. 2013 -**

**A RESOLUTION OF THE SALINAS VALLEY SOLID WASTE AUTHORITY APPROVING  
THE 2013 STRATEGIC PLAN**

**WHEREAS**, the Salinas Valley Solid Waste Authority Board of Directors met on January 18, 2013, to review and discuss the Authority Strategic Plan and provided recommendations; and,

**WHEREAS**, the Board will on a monthly basis, monitor progress on the Goals and Objectives and revise Objectives as needed; and,

**NOW THEREFORE, BE IT RESOLVED BY THE BOARD OF DIRECTORS OF THE SALINAS VALLEY SOLID WASTE AUTHORITY**, that the 2013 Strategic Plan, as attached hereto and marked "Exhibit A," is hereby approved.

**PASSED AND ADOPTED** by the Board of Directors of the Salinas Valley Solid Waste Authority at its regular meeting duly held on the 24th day of January 2013, by the following vote:

AYES: BOARD MEMBERS:

NOES: BOARD MEMBERS:

ABSENT: BOARD MEMBERS:

ABSTAIN: BOARD MEMBERS:

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Fernando Armenta, President

ATTEST:

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Elia Zavala, Clerk of the Board

**SALINAS VALLEY SOLID WASTE AUTHORITY**

**STRATEGIC PLANNING RETREAT**

**18 January 2013 \* 128 Sun St., Suite 201, Salinas**

Marilyn Snider, Facilitator—Snider and Associates (510) 531-2904  
Gail Tsuboi, Graphic Recorder — Tsuboi Design (925) 376-9151

**MISSION STATEMENT**

To manage Salinas Valley solid waste as a resource, promoting sustainable, environmentally sound and cost effective practices through an integrated system of waste reduction, reuse, recycling, innovative technology, customer service and education.

**VISION STATEMENT**

To reduce the amount of waste by promoting individual and corporate responsibility.  
To recover waste for its highest and best use while balancing rates and services.  
To transform our business from burying waste to utilizing waste as a resource.  
To eliminate the need for landfills.

**CORE VALUES**

not in priority order

- ♦ *Innovation*
- ♦ *Integrity*
- ♦ *Public Education*
- ♦ *Efficiency*
- ♦ *Fiscal Prudence*
- ♦ *Resourcefulness*
- ♦ *Customer Service*
- ♦ *Community Partnerships*

**THREE-YEAR GOALS**

2010-2013 \* not in priority order

- ▶ **Develop and Implement a Sustainable Finance Plan**
- ▶ **Promote Authority's Role and Value as a Resource Recovery Agency**
- ▶ **Achieve 75% Diversion by 2015**
- ▶ **Enhance Existing Facilities, Equipment and Public Services**
- ▶ **Promote and Maintain a High Performance, Efficient and Flexible Workforce**

### NEXT STEPS/FOLLOW-UP PROCESS

WHEN	WHO	WHAT
Tuesday, Jan. 22, 2013	Rose	Distribute the Strategic Planning Retreat record to meeting attendees and invitees.
Within 48 hours of receipt	All	Read the retreat record.
By Feb. 15, 2013	Management Team (General Manager-lead)	Review the "Current Internal Weaknesses/Challenges" list for possible action items.
At the Feb. 24, 2013 Board meeting	Board of Directors	Formally adopt the Strategic Plan.
Monthly	Board & General Manager	Monitor progress on the goals and objectives and revise objectives (add, amend and/or delete), as needed.
Monthly	Rose	Prepare and distribute the written Strategic Plan Objectives Grid update.
July 19, 2013 (Friday) 8:00/8:30 am - 3:00 pm	Board & Management Team	Strategic Planning Retreat to: - more thoroughly assess progress on the goals and objectives - identify Three-Year Goals for 2013-2016 - develop objectives for the next six months

SALINAS VALLEY SOLID WASTE AUTHORITY

**SIX-MONTH STRATEGIC OBJECTIVES**

18 January 2013 through 15 July 2013

THREE-YEAR GOAL: <b><i>DEVELOP AND IMPLEMENT A SUSTAINABLE FINANCE PLAN</i></b>							
WHEN	WHO	WHAT	STATUS			COMMENTS	
			DONE	ON TARGET	REVISED		
1. At the Jan. 29, 2013 Monterey County Board of Supervisors meeting	SVSWA Board President Fernando Armenta and Past President Gloria DeLaRosa	Request the County Board of Supervisors to have a joint meeting with the Salinas Valley Solid Waste Authority Board before the end of March 2013 to discuss the membership of the county in the JPA.					
2. At the Feb. 21, 2013 Board meeting	Finance Manager	Recommend to the Board for action how to use South Valley monies (e.g., capital projects, continue to build up, pay off debt).					
3. At the Feb. 21, 2013 Board meeting	General Manager and Finance Manager	Review the Capital Improvement Plan, analyze the impact of different scenarios (e.g., Sun St. vs. Work St., conversion technology, operations status quo, the county remaining a member of the JPA) and report the results to the Board of the scenarios presented.					
4. At the Feb. 21, 2013 Board meeting	Finance Manager	Present to the Board for discussion options for a rate model.					
5. At the April 18, 2013 Board meeting	Board of Directors	Determine the rate model for 2013-2014 (i.e., either status quo or new).					

**THREE-YEAR GOAL: *PROMOTE THE AUTHORITY'S ROLE AND VALUE AS  
A RESOURCE RECOVERY AGENCY***

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. June 30, 2013	Asst. General Manager and Administrative Manager	Create a new TV and radio ad campaign to promote our new logo and name (Salinas Valley Recycles).				
2. June 30, 2013	Asst. General Manager and Administrative Manager	Create at least two news releases related to the Authority's role as a resource recovery agency.				
3. July 15, 2013	Administrative Manager	Post at least one post per week on Facebook with a tip or information related to the Authority's role as a resource recovery agency.				

**THREE-YEAR GOAL: *ACHIEVE 75% DIVERSION BY 2015***

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. June 30, 2013	Diversion Manager	Ensure that GOE completes its engineering and at least 30% of the plans and specs studies for the Autoclave Project.				
2. June 30, 2013	Diversion Manager	Conduct six home composting public workshops.				
3. July 15, 2013	Operations Supervisor	Increase by at least 2% the amount of recycling and tonnage diverted at Authority facilities.				
4. FUTURE OBJECTIVE Sept. 15, 2013	Diversion Manager	Ensure that the USDA Project is completed.				

**THREE-YEAR GOAL: *ENHANCE EXISTING FACILITIES, EQUIPMENT AND PUBLIC SERVICES***

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. March 31, 2013	General Manager and Authority Engineer	Complete the closure construction of the Crazy Horse Landfill.				
2. July 1, 2013	General Manager, working with the Board of Directors	Obtain a commitment for county, state and federal funding to reconstruct the Regional Landfill Truck Route.				
3. July 15, 2013	Operations Superintendent	Present to the Board of Directors for action a recommendation for an Equipment Replacement Program.				
4. July 15, 2013	Operations Superintendent	Present to the Board of Directors for action an in-house ECS (Environmental Control System) Operations Plan, resulting in sufficient cost savings and including a budget.				
5. July 15, 2013	Authority Engineer	Update the Stormwater Pollution Prevention Plan (SWPPP) for all landfills to comply with new regulations.				
6. July 15, 2013	Contracts/Grants Analyst	Apply for a TDA (Tire Deferred Aggregate) grant for the Johnson Canyon Landfill (JLCF) Landfill Gas (LFG) Collection System.				
7. FUTURE OBJECTIVE Sept. 30, 2013	General Manager, Diversion Manager, Authority Engineer	Present to the Board for action the Salinas Area Material Recovery Center Siting and Land Swap/Acquisition Plan.				
8. FUTURE OBJECTIVE _____	Management Team	Identify and recommend to the Board for direction how to use existing closed landfills for public benefit and potential revenue.				

**THREE-YEAR GOAL: *PROMOTE AND MAINTAIN A HIGH PERFORMANCE, EFFICIENT  
AND FLEXIBLE WORKFORCE***

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. Bimonthly, at the Employee Safety Committee meeting	Administrative Manager	Identify and present one new safety strategy to enhance the Safety Program for employees.				
2. April 30, 2013	Administrative Manager	Develop and present to the Board for action a formal succession policy to include career development.				
3. June 15, 2013	Administrative Manager, working with IT staff	Implement and maintain an Authority-wide Enterprise Document Management System, including reviewing and updating, if needed, the Authority's record retention policies.				
4. July 15, 2013 and annually thereafter	Administrative Manager	Create and distribute to field personnel a Field Personnel Training Plan.				
5. July 15, 2013	Administrative Manager, with input from legal counsel	Update and present to the Board for action, at its August 2013 meeting, the Administrative Procedural Manual.				
6. Within 30 days following each Strategic Planning Retreat	Administrative Manager	Align the Workforce Performance Objectives and training requirements with the Strategic Plan.				

## **S.W.O.T. ANALYSIS**

Strengths – Weaknesses – Opportunities – Threats

### **STRENGTHS AND ACCOMPLISHMENTS OF THE SALINAS VALLEY SOLID WASTE AUTHORITY (SVSWA) IN THE PAST YEAR**

#### **Brainstormed Perceptions:**

- Great staff with a teamwork mentality and a drive to excel
- Increased education
- We're operating in a very lean fashion
- Completed the annual report internally at minimal cost
- No grievances in 2012
- We've almost completed the Crazy Horse Landfill Closure Project; we managed it ourselves and saved \$2.3 million
- Our workers come up with ideas and share them with us for cost savings
- Highly efficient transfer station
- The transfer station received a national award from the Solid Waste Assn. of North America for safety, cost effectiveness, customer service and efficiency
- The Solid Waste Assn. of North America asked us to post a webinar on our website about our transfer station's performance
- Earth work on the Crazy Horse Landfill Closure Project was done internally
- We have an internal process (suggestion box and focus groups) to get ideas from our employees for implementation
- Every year we have increased our public outreach and education
- We get calls to participate, nationally and internationally, in congresses related to our Plasco and GOE Project because of benefits to our industry
- 69% diversion
- Increase the knowledge of the community; they now know where the transfer station is
- Our innovative ways of bringing in new technology
- We effectively use local vendors to accomplish our work
- We have a good safety program
- We have only had one lost-time injury in 2012
- Implemented a Marketing Committee to develop marketing guidelines
- Neighbors like the look of the Crazy Horse Project
- We facilitated school districts to develop recycling programs – one at Gonzalez High School and one at Greenfield High School; the Greenfield HS program will result in cost savings of \$12,922 annually
- Through the Crazy Horse Project, we developed a lot of in-house expertise and technical skills in the field
- Received a USDA grant of \$66,000 for a biomethane basin
- Partnered with the county for customer service training to save money
- Received an unqualified opinion in our audit and no management letter
- Consolidation of reporting for AB 939 (the California Integrated Waste Management Act of 1989 – our management bible) compliance
- No voluntary turnover for 2012

- Submitted a lot of regulatory reports in a timely manner
- Implemented recycling in 17 multiple-family residences
- Our accounts receivables are out on the second day of the month
- We developed a local partnership with the community garden
- We created and are using the new logo
- We had three key vacant positions that were filled internally
- HHW (Hazardous Household Waste) has not had a violation in ten years in the annual inspection
- We submitted three permit documents last year; they are the main permit documents to operate our facilities
- The Tire Amnesty Program was successful – we collected 16,800 tires

## **THE AUTHORITY'S CURRENT WEAKNESSES/CHALLENGES**

### **Brainstormed Perceptions:**

- Not enough staff to do everything we want to do
- Liabilities impact our funding for public services
- Expending our reserve funds
- Do not have a sufficient break room
- Do not have a sustainable rate model
- Transfer station too small
- Have not replaced older equipment
- Lack of funds to hire consultants to keep up with permit requirements
- There is a conflict over the location of the transfer station which impacts the Authority in many ways
- Low morale due to criticism over the rate differential compared to Marina
- Suspension on Plasco Project
- Staff stretched too thin (burn-out)
- Not enough training for staff
- Do not have adequate room for the filing system
- Not enough staff to deal with the filing system
- Reliance on waste importation
- Frustration with misinformation in the public
- Running out of landfill capacity without new funding
- No contingency funds for unexpected events/circumstances
- Lack of participation by some Board members in the strategic planning retreats

## **EXTERNAL FACTORS/TRENDS THAT WILL/MIGHT HAVE A POSITIVE IMPACT ON SVSWA IN THE COMING YEAR**

### **Brainstormed Perceptions:**

- Consolidation of the franchise contracts with the four south valley cities
- New legislation allowing conversion technologies
- Upturn in the economy
- Increase in house sales; they're up approximately 8%
- Possible county cooperation to fund the regional landfill truck route
- Salinas Chamber of Commerce and the Monterey Business Council support the economic benefits of our conversion technology and autoclave projects
- County stops process to withdraw from the JPA
- Extension of the Vision Services Contract for composting
- Extension of the Recology Tonnage Importation contract
- Opportunities for cooperation or merger with the Monterey Regional Waste Management Dist.
- The Amnesty Grant opportunity
- Merger with Marina
- Positive response to bilingual education
- City of Salinas cooperation to complete our land acquisition at Work St.
- Possibility of an HHW (Household Hazardous Waste) grant for facilities
- Refinancing the Authority's debt
- Grant collaboration with the City of Salinas for a biofuel project
- Partnership moving forward with GOE could result in cost savings
- Grant funds availability for innovative technology
- Opportunity to change the Recology Tonnage Importation agreement to become a conversion technology partner

## **EXTERNAL FACTORS/TRENDS THAT WILL/MIGHT HAVE A NEGATIVE IMPACT ON SVSWA IN THE COMING YEAR**

### **Brainstormed Perceptions:**

- Member agency withdrawal
- Outside groups spreading misinformation
- Inadequate resources to deal with a catastrophic emergency
- Earthquake
- Tsunami
- Vulnerable to vandalism
- Loss of outside imported waste without replacement revenue
- New legislation without proper funding
- Lack of a countywide disaster preparedness plan
- Continued decrease of tonnage levels
- Lack of public acceptance of raising rates
- Sacramento politics, e.g., lack of clear regulations regarding conversion technology
- Pressure to move the transfer station
- County not designating funds to upgrade the regional landfill truck route
- Tonnage leaving the area
- Cities and county not ensuring that contractors are taking their waste to our landfill according to the JPA agreement
- Downturn in the economy

## **STRATEGIC PLANNING ELEMENTS**

### **"SWOT" ANALYSIS**

Assess the organization's:

- Internal Strengths      - Internal Weaknesses
- External Opportunities      - External Threats

### **MISSION/PURPOSE STATEMENT**

States WHY the organization exists and WHOM it serves

### **VISION STATEMENT**

A vivid, descriptive image of the future—what the organization will BECOME

### **CORE VALUES**

What the organization values, recognizes and rewards—strongly held beliefs that are freely chosen, publicly affirmed, and acted upon with consistency and repetition

### **THREE YEAR GOALS**

WHAT the organization needs to accomplish (consistent with the Mission and moving the organization towards its Vision) - usually limited to 4 or 5 key areas

### **THREE YEAR KEY PERFORMANCE MEASURES**

WHAT success will look like when the goal is achieved

### **SIX MONTH STRATEGIC OBJECTIVES**

HOW the Goals will be addressed: By when, who is accountable to do what for each of the Goals

### **FOLLOW-UP PROCESS**

Regular, timely monitoring of progress on the goals and objectives; includes setting new objectives every six months





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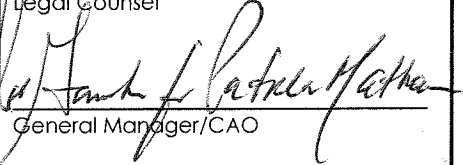
SALINAS VALLEY SOLID WASTE AUTHORITY

## Report to the Board of Directors

ITEM NO. 5

  
Finance Manager/Controller-Treasurer

N/A  
Legal Counsel

  
General Manager/CAO

**Date:** January 24, 2013  
**From:** Cesar Zuniga, Operations Superintendent  
**Title:** A Resolution Declaring a 1999 Wesco Walking Floor Trailer as Surplus Property and Authorizing the General Manager to Dispose of Property

### RECOMMENDATION

Staff recommends Board adoption of the resolution.

### STRATEGIC PLAN RELATIONSHIP

This is an operational item and does not relate to the Board's strategic plan.

### FISCAL IMPACT

The sale of this trailer will result in some additional revenue for the Authority. The exact amount will not be known until a sale takes place.

### DISCUSSION & ANALYSIS

Staff believes that the Authority will benefit more by declaring this piece of equipment as surplus property. If approved as surplus property, an informal bid process will be initiated and sold to the highest bidder.

The proposed FY 2013-14 preliminary budget includes funding for a replacement trailer.

### BACKGROUND

The Authority purchased the 1999 Wesco trailer in 2005 as part of the Sun Street operations contract with Recology Waste Services. The trailer is in need of numerous repairs that total \$28,500, which exceed the value of the trailer at this time. As such, the trailer has been parked due to the damaged top rails and walking floors making it unsafe to operate and no longer usable by Authority staff.

### ATTACHMENT(S)

1. Resolution

**RESOLUTION NO. 2013 –**

**A RESOLUTION OF THE SALINAS VALLEY SOLID WASTE AUTHORITY DECLARING THE 1999 WESCO WALKING FLOOR TRAILER AS SURPLUS PROPERTY AND AUTHORIZING THE GENERAL MANAGER TO DISPOSE OF PROPERTY**

**BE IT RESOLVED BY THE BOARD OF DIRECTORS OF THE SALINAS VALLEY SOLID WASTE AUTHORITY** that the following property is hereby declared surplus to the needs of the Authority:

- 1999 Wesco Walking Floor Trailer

**BE IT FURTHER RESOLVED** that the General Manager is hereby authorized and directed, for and on behalf of the Salinas Valley Solid Waste Authority, to sell said property to the highest bid received and/or to dispose of the stated property.

**PASSED AND ADOPTED** by the Board of Directors of the Salinas Valley Solid Waste Authority this 24<sup>th</sup> day of January 2013, by the following vote:

AYES: BOARD MEMBERS:

NOES: BOARD MEMBERS:

ABSENT: BOARD MEMBERS:

ABSTAIN: BOARD MEMBERS:

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Fernando Armenta, President

ATTEST:

---

Elia Zavala, Clerk of the Board



**SalinasValleyRecycles.org**

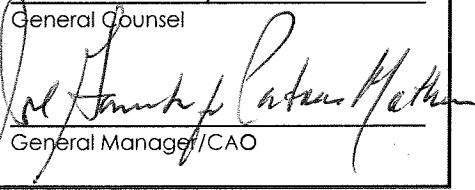
SALINAS VALLEY SOLID WASTE AUTHORITY

## Report to the Board of Directors

### ITEM NO. 6

  
Finance Manager/Controller-Treasurer

N/A  
General Counsel

  
General Manager/CAO

**Date:** January 24, 2013

**From:** David B. Meza, Authority Engineer

**Title:** A Resolution Approving Change Order No. 5 for the Sand Placement Construction Contract for the Crazy Horse Landfill Closure Construction Project with San Benito Supply for an Amount not to Exceed \$200,000

### RECOMMENDATION

Staff recommends adoption of the resolution.

### STRATEGIC PLAN RELATIONSHIP

The recommended action helps support the Authority's Goal to Enhance Existing Facilities, Equipment and Public Services, Objective No. 2, complete the construction component of the closure of the Crazy Horse Landfill.

### FISCAL IMPACT

Funding for this item is included in the Crazy Horse Landfill Closure Project construction budget. These change orders do not change the total project budget. The contract cost is as follows:

SBS Construction Contract	\$ 38,997.00
SBS Change Order 1 (Approved by Reso. 2012-30)	\$ 58,000.00
SBS Change Order 2 (Approved by Reso. 2012-30)	\$ 192,000.00
SBS Change Order 3 (Approved by Reso. 2012-41)	\$ 41,375.00
SBS Change Order 4 (Approved by Reso. 2012-41)	\$ 205,000.00
SBS Change Order 5	\$ 200,000.00
<b>Total Contract Cost</b>	<b>\$ 735,372.00</b>

The remaining balance for this project after this change order is about \$368,520.

### DISCUSSION & ANALYSIS

This is a change order for the Crazy Horse Closure Construction Project. It is for a contract between the Authority and San Benito Supply for sand placement on the artificial turf closure cover. On June 21, 2012, Authority staff started the advertisement process to apply a sand slurry to the artificial turf closure cover using a concrete admixture, Type N Pozzolan. Pozzolan is a naturally occurring mineral commonly used as a concrete admixture. Pozzolan was specified to allow sand slurry to be conveyed using concrete pumps. The scope of that work was limited to the access roads and the drainage ditches of the landfill.

On July 5, 2012, the Authority received one bid from San Benito Supply. Once SBS started applying the sand slurry with Pozzolan, the Pozzolan fines were found leaching through the non-woven fabric of the artificial turf. The Pozzolan fines would have clogged the drainage layer of the cover system. So, staff ceased the use of the Pozzolan material, thus developing Change Order No. 1 to direct SBS to manually apply the sand using laborers on the access roads and drainage ditches. In the meantime, the Authority requested bids to place sand, but received no bids. So, Change Order No. 2 expands the effort to complete the sand placement for about 45 of the 65 acres of the cover system.

Change Order No. 3 was administratively approved and it added more sand material to the contract. Change Order No. 4 paid for the addition of sand material for most of the 65 acres and to complete sand placement for the remaining 20 acres of the project. Change Order No. 5 is to provide assistance to complete drainage, leachate construction, and erosion control.

The artificial turf cover system is composed of three layers, the geomembrane, the artificial turf, and the sand layer. The geomembrane and artificial turf layers is a combined cost of about \$5.67 million. The sand placement effort is significantly more labor intensive than the other two layers, however the overall sand placement cost will be around \$600,000 and another \$135,000 to assist with drainage, leachate, landfill gas, liner testing, and to assist with the emergency permit to dredge the sedimentation basin.

## **BACKGROUND**

The Crazy Horse Landfill has served the Salinas Valley since 1934. With this construction project, it will be closed in accordance with State regulations. Milestones achieved are the completion of the Revised 2010 Final Closure Plan and Post Closure Maintenance Plan, the certification of the 2010 Updated Initial Study/Mitigated Negative Declaration approving the project, and the completion of the construction documents needed to solicit bids for closure construction and landfill final cover. In the meantime, the Authority has a Construction Management and Construction Quality Assurance consultants on contract to oversee the construction work.

Sand placement is part of the project required for artificial turf ballast.

## **ATTACHMENT(S)**

1. Resolution

**RESOLUTION NO. 2013 -**

**A RESOLUTION OF THE SALINAS VALLEY SOLID WASTE AUTHORITY APPROVING CHANGE ORDER NO. 5 FOR THE SAND PLACEMENT CONSTRUCTION CONTRACT FOR THE CRAZY HORSE LANDFILL CLOSURE CONSTRUCTION PROJECT WITH SAN BENITO SUPPLY FOR AN AMOUNT NOT TO EXCEED \$200,000**

**WHEREAS**, on July 5, 2012, the Authority awarded the Sand Slurry Services contract with San Benito Supply for an amount not to exceed \$38,997; and,

**WHEREAS**, on September 20, 2012, the Authority approved Resolution 2012-30 for an amount not to exceed \$250,000 for Change Order Nos. 1 and 2, and

**WHEREAS**, on November 15, 2012, the Authority approved Resolution 2012-41 for an amount not to exceed \$246,375 for Change Order Nos. 3 and 4.

**NOW THEREFORE, BE IT RESOLVED BY THE BOARD OF DIRECTORS OF THE SALINAS VALLEY SOLID WASTE AUTHORITY**, that the General Manager/CAO is hereby authorized and directed for, and on behalf of, the Salinas Valley Solid Waste Authority to execute Change Order No. 5 for an amount not to exceed \$200,000 with San Benito Supply for the Crazy Horse Landfill Closure Construction Project.

**PASSED AND ADOPTED** by the Board of Directors of the Salinas Valley Solid Waste Authority at its regular meeting duly held on the 24<sup>th</sup> of January of 2013 by the following vote:

AYES: BOARD MEMBER:

NOES: BOARD MEMBER:

ABSENT: BOARD MEMBER:

ABSTAIN: BOARD MEMBER:

\_\_\_\_\_  
Fernando Armenta, President

ATTEST:

\_\_\_\_\_  
Elia Zavala, Clerk of the Board



## CONTRACT CHANGE ORDER NO. 5

Page 1 of 1

Date: January 24, 2012 Vendor No. 00523 P.O. No.: 13-00267

Project Title: CRAZY HORSE CLOSURE CONSTRUCTION PROJECT

To Contractor: San Benito Supply Project No.: 131-6-9306-66400

You are hereby directed to make the herein described changes from the plans and specifications or do the following described work not included in the plans and specifications on this contract.

NOTE: This change order is not effective until approved by the Engineer.

Description of work to be done, estimate of quantities, and prices to be paid. Segregate between additional work at contract price, agreed price and force account. Unless otherwise stated, rates for rental equipment cover only such time as equipment is actually used and no allowance will be made for idle time. The changes or interpretations described and noted herein are hereby authorized. The signed original of this order is on file at the office of the Engineer.

Change requested by: Engineer

1. **Reason for change:** This change order directs the Contractor to provide additional labor, equipment, and materials for the project.

2. **Description of change:** Adjustment of Compensation at Force Account

To directs the Contractor to provide additional labor, equipment, and materials to complete the project. This shall include full compensation for furnishing all labor, materials, tools, equipment, markups, incidentals, as shown on the plans, as specified in the contract specifications, as directed by the Engineer, and by reason of this change.

Net Estimated Cost = \$200,000.00

3. **Change in Contract Cost:**

Contract Bid Award	\$ 38,997.00
Costs from Previous Change Orders	\$ 496,375.00
Increase This Contract Change Order	<u>\$ 200,000.00</u>
New Contract Cost (New Encumbrance)	\$735,372.00

4. **Time of completion will be adjusted as follows:** 0 Working Days

Approval: Authority Engineer \_\_\_\_\_ Date January 24, 2012

Approval: General Manager \_\_\_\_\_ Date January 24, 2012

We, the undersigned Contractor, have given careful consideration to the change proposed and hereby agree, if this proposal is approved, that we will provide all equipment, furnish all material, except as may otherwise be noted above, and perform all services necessary for the work above specified, and will accept as full payment therefore the prices shown above.

Accepted, Date \_\_\_\_\_ Contractor San Benito Supply

By: \_\_\_\_\_ Title President  
Mark Schipper

If the contractor does not sign acceptance of this order, his attention is directed to the requirements of the specifications as to proceeding with the ordered work and filing a written protest within the time therein specified.

Internal Use Only, P.O. Number: \_\_\_\_\_

# Frequently Asked Questions

## Salinas Valley Recycles

*formerly known as Salinas Valley Solid Waste Authority*

### Why is the Agency doing business under a new name?

As we continued to promote our services we found that many of our daily customers had difficulty remembering such a long name as Salinas Valley Solid Waste Authority, it became even more difficult to remember our acronym "SVSWA". As a result, many started using the nickname "Authority", but this sometimes further confused people as the nickname "Authority" did not specify what services we provide. Our new DBA (doing business as) "Salinas Valley Recycles" conveys two simple messages; we serve the Salinas Valley and we offer recycling services to the community.

### What about the logo?

Our previous logo did not capture the Agency's identity created through our vision, mission, and values. The three chasing arrows evoke reduce-reuse-recycle. The letters in blue signify the international color of recycling. The color green means conservation of natural resources and the creation of green jobs because of the current and future projects of the Agency.

### How can both the new logo and the new name help the Agency?

The combination of a new logo and name will better assist with branding the Agency as a recycling resource in the community. Our new logo and name reflects our continued direction of promoting a future without landfills.

### What will happen to the old name?

The Agency will continue to maintain its legal name: Salinas Valley Solid Waste Authority but will do business as Salinas Valley Recycles. The Agency will implement a branding plan to transition over to our new logo and name.



*"Promoting a Future Without Landfills"*

### For Additional Information Contact:

**Salinas Valley Recycles**

Tel (831) 775-3000 • Fax (831) 755-1322

PO Box 2159 • Salinas, CA 93901

[www.SalinasValleyRecycles.org](http://www.SalinasValleyRecycles.org)



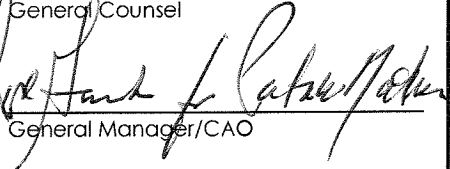


## Report to the Board of Directors

ITEM NO. 8

  
Finance Manager/Controller-Treasurer

T. Bruen by jg  
General Counsel

  
General Manager/CAO

**Date:** January 24, 2013

**From:** Jose Gamboa, Assistant General Manager

**Title:** A Resolution Approving Amendment No. 3  
Authorizing a One and one-half Year Extension  
to the Agreement with Waste Management,  
Inc. for Solid Waste Transfer, Handling,  
Transportation of Republic Services of Salinas  
Materials at the Madison Lane Transfer Station  
for an Amount not to Exceed \$165,000

### RECOMMENDATION

Staff recommends that the Board adopt the resolution.

### STRATEGIC PLAN RELATIONSHIP

This agreement helps support Strategic Goal D, Objective 3: Complete the Salinas Area Resource Recovery/Transfer Station Feasibility Study. The Study will include managing all of the waste collected by Republic Services in the City of Salinas.

### FISCAL IMPACT

Republic Services currently pays an \$8.00 per ton transportation surcharge to the Authority on franchise waste to compensate for some of the cost of transferring their waste to Johnson Canyon from Salinas. These funds are used to pay Waste Management for use of the Madison Lane Transfer Station and to cover some of the Authority's transfer costs. The current \$8.00 surcharge is expected to generate \$453,500. In FY 2013-14 the transportation surcharge is expected to increase to \$11.00.

### DISCUSSION & ANALYSIS

The current extended agreement with Waste Management ended December 31, 2012. Staff is proposing a third amendment for a one-and one half year extension through June 30, 2014, to allow the Authority to continue paying Waste Management for low-level materials recovery, and transfer of Republic Services (Republic) waste received at their Madison Lane Transfer Station and delivered to Johnson Canyon Landfill.

The third amendment is needed since the Sun Street Transfer Station just received a revised permit from the State that will allow the Authority to accept a larger volume of waste from Republic Services, but not sufficient to manage all of Republic's waste. Therefore there is a need to continue with a new revised agreement with Waste Management's Madison Lane Transfer Station until such time as the Sun Street Transfer Station is relocated.

Whereas the previous agreements required a minimum daily delivery of 80 tons per day to Madison Lane, this extension requires only an annual tonnage of 7,800 tons.

**BACKGROUND**

On March 17, 2011, the Authority entered into a one-year Agreement with Waste Management to transfer Republic Services waste from Salinas from the Madison Lane Transfer Station to the Johnson Canyon Landfill, and after two amendments for short term extensions, the term of the agreement was revised to end December 31, 2012.

The Agreement allows for two optional one-year extensions. Proposed Amendment No. 3 would exercise the first of the two optional one-year extensions and include an additional six-month extension.

**ATTACHMENT(S)**

1. Resolution
2. Exhibit A – Amendment No. 3

**RESOLUTION NO. 2013 -**

**A RESOLUTION OF THE SALINAS VALLEY SOLID WASTE AUTHORITY APPROVING  
AMENDMENT NO. 3 AUTHORIZING A ONE-AND ONE-HALF YEAR EXTENTION TO THE  
AGREEMENT WITH WASTE MANAGEMENT, INC. FOR SOLID WASTE TRANSFER, HANDLING  
AND TRANSPORTATION OF REPUBLIC SERVICES OF SALINAS MATERIALS AT THE MADISON  
LANE TRANSFER STATION FOR AN AMOUNT NOT TO EXCEED \$165,000**

**WHEREAS**, as per Resolution No. 2011-08, the Authority and Waste Management, Inc. entered into a one-year Agreement for Solid Waste Transfer, Handling, Transportation and Disposal of Republic Services of Salinas (Republic-formerly BFI) waste at the Madison Lane Transfer Station through February 21, 2012, with two optional one-year extensions; and,

**WHEREAS**, on February 16, 2012, the Agreement term was extended to expire June 30, 2012, as approved by the First Amendment as adopted by SVSWA Board Resolution No. 2012-03; and,

**WHEREAS**, June 21, 2012, the Agreement term was extended to expire December 31, 2012, as approved by the Second Amendment as adopted by SVSWA Board Resolution No. 2012-18; and,

**WHEREAS**, Section 2.1.1 of the Agreement further states that the Authority, at its sole discretion, shall have the option to extend the term of the agreement in two increments of one year each; and

**WHEREAS**, the SVSWA now hereby wishes, in agreement with Waste Management, Inc., to exercise the first one-year optional extension and six months of the second year optional extension and extend the Agreement term to expire June 30, 2014, as revised.

**NOW THEREFORE, BE IT RESOLVED BY THE BOARD OF DIRECTORS OF THE SALINAS VALLEY SOLID WASTE AUTHORITY**, that the General Manager/CAO is hereby authorized and directed for, and on behalf of, the Salinas Valley Solid Waste Authority to execute Amendment No. 3 to the Agreement with Waste Management Inc., for receiving and transporting Republic Services of Salinas materials at Madison Lane Transfer Station to Johnson Canyon Landfill in Gonzales, California, as attached hereto and marked "Exhibit A".

**PASSED AND ADOPTED** by the Board of Directors of the Salinas Valley Solid Waste Authority at its regular meeting duly held on the 24<sup>th</sup> of January of 2013 by the following vote:

AYES:           BOARD MEMBER:

NOES:           BOARD MEMBER:

ABSENT:        BOARD MEMBER:

ABSTAIN:       BOARD MEMBER:

ATTEST:

\_\_\_\_\_  
Fernando Armenta, President

\_\_\_\_\_  
Elia Zavala, Clerk of the Board

### **THIRD AMENDMENT TO SOLID WASTE TRANSFER, HANDLING, TRANSPORTATION AND DISPOSAL AGREEMENT**

This Third Amendment to Solid Waste Transfer, Handling, Transportation and Disposal Agreement, which agreement was approved by the SWSWA Board by Resolution 2011-08, (the "**Amendment**") is made and entered into between USA Waste of California, Inc., a Delaware corporation, d/b/a Salinas Disposal Transfer Station & Recycle Center ("**Waste Management**"), and Salinas Valley Solid Waste Authority, a Joint Powers Authority organized under California law, and whose members consist of the County of Monterey and the cities of Gonzales, Greenfield, King City, Salinas and Soledad ("**SVSWA**"). The parties shall be collectively referred to herein as the "**Parties**" and individually as a "**Party**," unless specifically identified otherwise. This Amendment shall be effective as of January 1, 2013 (the "**Effective Date**"). Any capitalized terms not otherwise defined herein shall have the definition ascribed to them in the November 19, 2010 Solid Waste Transfer, Handling, Transportation and Disposal Agreement between the Parties.

#### **RECITALS**

**WHEREAS**, Waste Management and SVSWA entered into that certain Solid Waste Transfer, Handling, Transportation and Disposal Agreement dated November 19, 2010 (the "**Agreement**") relating to City of Salinas Acceptable Waste being delivered to Waste Management's Salinas Disposal Transfer Station & Recycle Center and Waste Management subsequently delivering such waste to the Johnson Canyon Landfill;

**WHEREAS**, Section 2.1 of the Agreement states "The term of this Agreement commences on February 21, 2011 (the "Effective Date"), and shall expire at the close of business on February 21, 2012 (the "Term"), unless extended by the SVSWA as provided herein"; and

**WHEREAS**, on February 16, 2012, the Agreement term was extended to expire June 30, 2012, as approved by the First Amendment as adopted by the SVSWA Board Resolution No. 2012-03; and,

**WHEREAS**, on June 21, 2012, the agreement was extended to expire December 31, 2012, as approved the Second Amendment as adopted by the SVSWA Board Resolution 2012-18; and,

**WHEREAS**, Section 2.1.1 of the Agreement further states that the Authority, at its sole discretion, shall have the option to extend the term of the agreement in two increments of one year each; and,

**WHEREAS**, the SVSWA now hereby wishes, in Agreement with Waste Management, Inc., to further exercise the first year optional extension and six months of the second year extension and extend the Agreement term to expire June 30, 2014.

#### **TERMS AND CONDITIONS**

**NOW, THEREFORE**, in consideration of the mutual covenants and promises contained herein, the Parties mutually agree, represent, and warrant as follows:

1. Section 2.1 of the Agreement shall be replaced in its entirety by the following:

"The term of this Agreement commences on February 21, 2011 (the "Effective Date"), and shall expire at the close of business on June 30, 2014 (the "Term"), unless extended by the SVSWA as provided herein." And;

2. Section 2.1.1 of the Agreement shall be replaced in its entirety by the following:

2.1.1 The SVSWA, at its sole discretion, shall have the option to extend the Term of this Agreement for an additional six months (half a year). The SVSWA may exercise this optional extension period by giving Waste Management written notice of the SVSWA's election to exercise the extension option, which notice shall be delivered by the SVSWA to Waste Management at least sixty calendar (60) days prior to the then current termination date of this Agreement. This Agreement shall be deemed automatically extended for an additional six months upon Waste Management's receipt of the SVSWA's extension notice.

3. Section 1.1 of the Agreement shall be replaced in its entirety by the following:

1.1. "Commencing on the Effective Date, SVSWA shall cause Collector to deliver, and Waste Management agrees to accept at the Salinas Disposal Transfer Station & Recycle Center, a minimum of 7,800 tons of Acceptable Waste collected by Collector in the City during the term of the agreement."

4. Section 5.1 of the Agreement is amended to add Year 4 rate at \$20.48

5. Section 5.4 of the Agreement is deleted in its entirety.

6. Section 5.5 of the Agreement is amended to read as follows:

"In the event that Waste Management cannot accept a minimum of 7,800 tons of Acceptable Waste from the Collector during the term of this Agreement, Waste Management will pay directly to the Collector any additional costs of Collector associated with the transportation of Collector's vehicles from the centroid of the City of Salinas to the Johnson Canyon Landfill."

All other terms and provisions of the Agreement shall remain in full force and effect, and the same is hereby ratified and confirmed.

**IN WITNESS WHEREOF**, the Parties enter into this Amendment as of the Effective Date above written. Each person signing this Amendment represents and warrants that he or she has been duly authorized to execute the same by the Party on whose behalf it is indicated that the person is signing.

**USA WASTE OF CALIFORNIA, INC.**

**SALINAS VALLEY SOLID WASTE  
AUTHORITY**

By: \_\_\_\_\_

By: \_\_\_\_\_

Name: \_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Title: \_\_\_\_\_



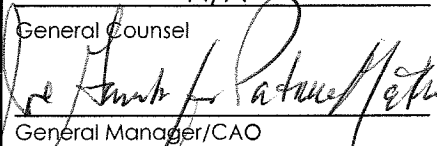


SalinasValleyRecycles.org  
SALINAS VALLEY SOLID WASTE AUTHORITY

## Report to the Board of Directors

### ITEM NO. 9

  
Finance Manager/Controller-Treasurer

N/A  
General Counsel  
  
General Manager/CAO

**Date:** January 24, 2013  
**From:** Roberto Moreno, Finance Manager  
**Title:** FY 2013-14 Budget Preview

### RECOMMENDATION

Receive presentation.

### DISCUSSION & ANALYSIS

The February 21, 2013 Board meeting is scheduled to be dedicated to financial deliberations. During that meeting staff is planning to present the following items for discussion:

- Financial Policies
- Five Year Forecast
- 2013-14 Operating Budget
- 2013-14 Capital Improvements Budget
- Rate Increase Discussion

At the end of those discussions staff would like to receive direction from the Board on how to proceed.

Since the basis for any good financial plan are the policies upon which it is prepared, attached are the Authority's Financial Policies for review in preparation for the February Board meeting. At the meeting, we will provide a report on how the Authority is doing in each of the financial policy areas. We will also discuss any needed changes.

### BACKGROUND

Staff has started working on the FY 2013-14 Budget. A summary of the Operating Budget was presented to the Executive Committee on January 9. It showed operating expenditures increasing only 1.4%, well below the area cost-of-living index. This is a minimal increase when compared with other utility services. The major issue to be tackled during budget deliberations will be replacing the use of revenues from the importation of waste for operations.

### ATTACHMENTS:

1. Financial Policies

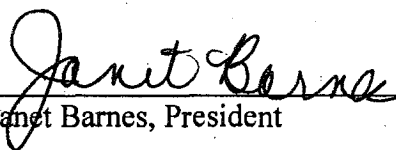
**RESOLUTION NO. 2006 - 35**

**A RESOLUTION OF THE SALINAS VALLEY SOLID WASTE AUTHORITY  
ADOPTING THE FINANCIAL POLICIES**

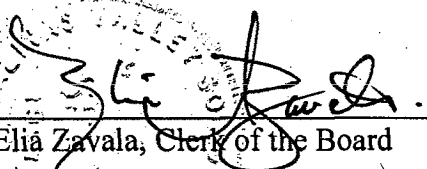
**BE IT RESOLVED BY THE BOARD OF DIRECTORS OF THE SALINAS  
VALLEY SOLID WASTE AUTHORITY**, that the Financial Policies attached hereto as Exhibit  
"A" are hereby adopted.


**PASSED AND ADOPTED** by the Board of Directors of the Salinas Valley Solid Waste  
Authority at the regular meeting duly held on the 20<sup>th</sup> day of July 2006 by the following vote:

AYES:	BOARD MEMBERS:	Fernando Armenta, Lou Calcagno, Janet Barnes, Christopher Bourke (Alt.), Gloria De La Rosa, Annie Moreno (Alt.), Roberto Ocampo
NOES:	BOARD MEMBERS:	None
ABSENT:	BOARD MEMBERS:	Josephine Campos, Richard Ortiz, Yolanda Teneyuque, George Worthy
ABSTAIN:	BOARD MEMBERS:	None

  
Janet Barnes, President

ATTEST:

  
Elia Zavala, Clerk of the Board



# Salinas Valley Solid Waste Authority

## Financial Policies

### SUMMARY

The SVSWA Board of Directors recognizes their fiduciary responsibility by virtue of their appointment to the Board. In an effort to promote transparency in the fiscal affairs of the Authority and to promote fiscal accountability, it hereby adopts the following financial policies to guide the Authority's finances:

1. Revenues: The Authority will maintain a revenue system that will assure a reliable, equitable, predictable revenue stream to support Authority services.
2. Expenditures: The Authority shall assure fiscal stability and the effective and efficient delivery of services, through the identification of necessary services, establishment of appropriate service levels, and careful administration of the expenditure of available resources.
3. Fund Balance/Reserves: The Authority shall maintain a fund balance at a level sufficient to protect the Authority's creditworthiness as well as its financial position from unforeseeable occurrences or emergencies.
4. Capital Expenditures and Improvements: The Authority shall annually review the state of its capital assets, setting priorities for its replacement and renovation based on needs, funding, alternatives and availability of resources.
5. Debt: The Authority shall utilize debt financing only to provide needed capital equipment and improvements while minimizing the impact of debt payments on current revenues.
6. Investments: The Authority's cash will be invested in such a manner so as to ensure the absolute safety of principal and interest, meet the liquidity needs of the Authority, and achieve the highest possible yield.
7. Grants: The Authority shall seek, apply for and effectively administer federal, state and foundation grants that address the Authority's current priorities and policy objectives.
8. Closure Funding: The Authority shall properly fund all closure and postclosure costs in accordance with California Integrated Waste Management Board (CIWMB) requirements.
9. Fiscal Monitoring: Authority staff shall prepare and present to the Board regular reports that analyze, evaluate and forecast the Authority's financial performance and economic condition.
10. Accounting, Auditing and Financial Reporting: The Authority's accounting, auditing and financial reporting shall comply with prevailing local, state, and federal regulations, as well as current professional principles and practices as promulgated by authoritative bodies.

# Salinas Valley Solid Waste Authority

## Financial Policies

11. Internal Controls: The Authority shall establish and maintain an internal control structure designed to provide reasonable assurance that Authority assets are safeguarded and that the possibilities for material errors in the Authority's financial records are minimized.
12. Operating Budget: The Authority's operating budget will implement the policy decisions of the Board. It will provide a clear picture of the Authority's resources and their use.
13. Capital Assets: The Authority will capitalize all capital assets in accordance with Generally Accepted Accounting Principles so as to maintain proper control of all capital assets.

# Salinas Valley Solid Waste Authority

## Financial Policies

### 1 - REVENUES

The Authority will maintain a revenue system that will assure a reliable, equitable, predictable revenue stream to support Authority services.

#### A. User Fees

The Authority shall establish and collect fees to recover the costs of handling specific items that benefit only specific users. The Authority Board shall determine the appropriate cost recovery level and establish the fees. Where feasible and desirable, the Authority shall seek to recover full direct and indirect costs. User fees shall be reviewed on a regular basis to calculate their full cost recovery levels, to compare them to the current fee structure, and to recommend adjustments where necessary.

#### B. Tipping Fees

Tipping fees shall be set at levels sufficient to cover operating expenditures, meet debt obligations, provide additional funding for capital improvements, and provide adequate levels of working capital. Tipping Fees are not expected to cover depreciation/depletion.

#### C. One Time Revenues

One-time revenues shall be used only for one-time expenditures.

#### D. Revenue Estimates

The Authority shall use a conservative, objective, and analytical approach when preparing revenue estimates. The process shall include analysis of probable economic changes and their impacts on revenues, historical collection rates, and trends in revenues. This approach should reduce the likelihood of actual revenues falling short of budget estimates during the year and thus avoid mid-year service reductions.

#### E. Revenue Collection and Administration

The Authority shall pursue to the full extent allowed by state law all delinquent ratepayers and others overdue in payments to the Authority. Since a revenue should exceed the cost of producing it, the Authority shall strive to control and reduce administrative collection costs.

# Salinas Valley Solid Waste Authority

## Financial Policies

### 2 - EXPENDITURES

The Authority shall assure fiscal stability and the effective and efficient delivery of services, through the identification of necessary services, establishment of appropriate service levels, and careful administration of the expenditure of available resources.

A. Current Funding Basis

The Authority shall operate on a current funding basis. Expenditures shall be budgeted and controlled so as not to exceed current revenues.

B. Avoidance of Operating Deficits

The Authority shall take immediate corrective actions if at any time during the fiscal year expenditure and revenue estimates are such that an operating deficit (i.e., projected expenditures in excess of projected revenues) is projected at year-end. Corrective actions can include a hiring freeze, expenditure reductions, fee increases, or use of fund balance within the Fund Balance/Reserves Policy. Expenditure deferrals into the following fiscal year, short-term loans, or use of one-time revenue sources shall be avoided to balance the budget.

C. Maintenance of Capital Assets

Within the resources available each fiscal year, the Authority shall maintain capital assets and infrastructure at a sufficient level to protect the Authority's investment, to minimize future replacement and maintenance costs, and to continue current service levels.

D. Periodic Program Reviews

The General Manager shall undertake periodic staff and third-party reviews of Authority programs for both efficiency and effectiveness. Privatization and contracting with other governmental agencies will be evaluated as alternative approaches to service delivery. Programs which are determined to be inefficient and/or ineffective shall be reduced in scope or eliminated.

E. Purchasing

The Authority shall make every effort to maximize any discounts offered by creditors/vendors. Staff shall use competitive bidding whenever possible to attain the best possible price on goods and services.

# Salinas Valley Solid Waste Authority

## Financial Policies

### 3 - FUND BALANCE/RESERVES

The Authority shall maintain a fund balance at a level sufficient to protect the Authority's creditworthiness as well as its financial position from unforeseeable emergencies.

A. Operating Reserve

The Authority shall strive to maintain an Operating Reserve equal to fifteen percent (15%) of the current year operating expenditures, to provide sufficient reserves for emergencies and revenue shortfalls. Operating expenditures for reserve purposes is defined as the total budget less debt service and capital project expenditures. This reserve will be in addition to the Debt Service Reserve required under the 2002 Bond Indenture.

B. Undesignated Fund Balance

The Authority shall strive to maintain an undesignated fund balance of ten percent (10%) of current year operating budget (maintenance and operation expenditures only). Adequate designations shall be maintained for all known liabilities and insurance retentions. After completion of the annual audit, if the undesignated fund balance exceeds 10%, the excess will be allocated to reserves in the following priority:

1. Insurance Retention Reserves
2. Operating Reserve
3. Capital Projects Reserve.

C. Capital Projects Reserve

Due to the capital intensive nature of the Authority's landfill operations the Authority will strive to develop a Capital Projects Reserve for the purpose of funding future capital projects in accordance with the Capital Improvements Financial Policies. After fulfilling all insurance and operating reserve requirements any undesignated funds above 10% will be allocated to the Capital Projects Reserve.

D. Use of Operating Reserve

The Operating Reserve shall be used only for its designated purpose - emergencies, non-recurring expenditures, or major capital purchases that can not be accommodated through current year savings. Should such use reduce the balance below the appropriate level set as the objective, restoration recommendations will accompany the decision to utilize said balance.

# Salinas Valley Solid Waste Authority

## Financial Policies

### 4 - CAPITAL EXPENDITURES AND IMPROVEMENTS

The Authority shall annually review the state of its capital assets, setting priorities for their replacement and renovation based on needs, funding, alternatives and availability of resources.

#### A. Capital Improvement Plan

The Authority shall prepare a 10-Year Capital Improvement Plan (CIP) which will detail the Authority's capital needs financing requirements. The CIP will be reviewed and approved every two (2) years before discussions of the operating budget take place. It will include budget financing for the first two years. The CAO will develop guidelines for what projects to include in the CIP. All projects, ongoing and proposed, shall be prioritized based on an analysis of current needs and resource availability. For every capital project, all operation, maintenance and replacement costs shall be fully disclosed. The CIP will be in conformance with and support the Authority's major planning documents – the Long Term Waste Management Plan and the Regional Solid Waste Facilities Environmental Impact Report (EIR).

#### B. Capital Improvement Budget

The CIP will be the basis for which projects will be included in the following year's budget. Appropriations will be approved annually using the following criteria:

1. Linkage with needs identified in the Authority's planning documents.
2. Cost/benefit analysis identifying all economic or financial impacts of the project.
3. Identification of available funding resources.

CIP funding will be based on the following priorities:

1. Projects that comply with regulatory requirements.
2. Projects that maintain health and safety standards.
3. Projects that maintain and preserve existing facilities.
4. Projects that replace existing facilities that can no longer be maintained.
5. Projects that improve operations.

#### C. Capital Expenditure Financing

Projects will be financed using the following preferred order:

1. Use current revenues;
2. Use the Capital Projects Reserve;
3. Borrow money through debt issuance.

Debt financing includes revenue bonds, certificates of obligation, lease/purchase agreements, and other obligations permitted to be issued or incurred under California law. Guidelines for assuming debt are set forth in the Debt Policy Statements.

# Salinas Valley Solid Waste Authority

## Financial Policies

### D. Capital Projects Reserve Fund

A Capital Projects Reserve Fund shall be established and maintained to accumulate funds transferred from the undesignated fund balance. This fund shall only be used to pay for non-routine and one-time capital expenditures such as land and building purchases or construction and maintenance projects with a 10-year life. Expenditures from this Fund shall be aimed at protecting the health and safety of residents, employees and the environment, and protecting the existing assets of the Authority.

### E. Capital Projects Management

The Authority will fund and manage its capital projects in a phased approach. The project phases will become a framework for appropriate decision points and reporting. The phasing will consist of:

1. Conceptual/schematic proposal
2. Preliminary design and cost estimate
3. Engineering and final design
4. Bid administration
5. Acquisition/construction
6. Project closeout

Each project will have a project manager who will prepare the project proposal, ensure that required phases are completed on schedule, authorize all project expenditures, ensure that all regulations and laws are observed, periodically report project status and track project expenditures.

# Salinas Valley Solid Waste Authority

## Financial Policies

### 5 - DEBT

The Authority shall utilize debt financing only to provide needed capital equipment and improvements while minimizing the impact of debt payments on current revenues.

#### A. Use of Debt Financing

The issuance of long-term debt will be only for the acquisition of land, capital improvements or equipment.

Debt financing is not considered appropriate for current operations, maintenance expenses, or for any recurring purposes.

#### B. Conditions for Debt Issuance

The Authority may use long-term debt to finance major equipment acquisition or capital project only if it is established through a cost/benefit analysis that the financial and community benefits of the financing exceed the financing costs. Benefits would include, but not be limited to, the following:

1. Present value benefit: The current cost plus the financing cost is less than the future cost of the project.
2. Maintenance value benefit: The financing cost is less than the maintenance cost of deferring the project.
3. Equity benefit: Financing provides a method of spreading the cost of a facility back to the users of the facility over time.
4. Community benefit: Debt financing of the project enables the Authority to meet an immediate community need.

Debt financing will be used only when project revenues or other identified revenue sources are sufficient to service the debt.

#### C. Debt Structure

The Authority's preference is to issue fixed-rate, long-term debt with level debt service, but variable rate debt or other debt service structure may be considered if an economic advantage is identified for a particular project.

Bond proceeds, for debt service, will be held by an independent bank acting as trustee or paying agent.

# Salinas Valley Solid Waste Authority

## Financial Policies

The Authority's minimum bond rating objective for all debt issues is a Moody's and Standard & Poor's rating of A (upper medium grade). Credit enhancements will be used to achieve higher ratings when there is an economic benefit.

The Authority may retain the following contract advisors for the issuance of debt:

1. Financial Advisor - To be selected, when appropriate, by negotiation to provide financial analysis and advice related to the feasibility and structure of the proposed debt.
2. Bond Counsel - To be selected by negotiation for each debt issue.
3. Underwriters - To be selected by negotiation or competitive bid for each bond issue based upon the proposed structure for each issue.

D. Call Provisions

Call provisions for bond issues shall be made as short as possible consistent with the lowest interest cost to the Authority. When possible, all bonds shall be callable only at par.

E. Debt Refunding

Authority staff and the financial advisor shall monitor the municipal bond market for opportunities to obtain interest savings by refunding outstanding debt. As a general rule, the present value savings of a particular refunding should exceed 3.5% of the refunded maturities.

F. Interest Earnings

Interest earnings received on the investment of bond proceeds shall be used to assist in paying the interest due on bond issues, to the extent permitted by law.

G. Lease/Purchase Agreements

Over the lifetime of a lease, the total cost to the Authority will generally be higher than purchasing the asset outright. As a result, the use of lease/purchase agreements and certificates of participation in the acquisition of vehicles, equipment and other capital assets shall generally be avoided, particularly if smaller quantities of the capital asset(s) can be purchased on a "pay-as-you-go" basis.

# Salinas Valley Solid Waste Authority

## Financial Policies

### 6 - INVESTMENTS

The Authority's cash will be invested in such a manner so as to insure the absolute safety of principal and interest, meet the liquidity needs of the Authority, and achieve the highest possible yield after meeting the first two requirements.

#### A. Investment Policy

The Authority Treasurer is both authorized and required to promulgate a written Statement of Investment Policy which shall be presented to the Board annually.

#### B. Interest Earnings

Interest earned from investments shall be distributed to the operating funds from which the money was provided, with the exception that interest earnings received on the investment of bond proceeds shall be attributed and allocated to those debt service funds responsible for paying the principal and interest due on the particular bond issue.

# Salinas Valley Solid Waste Authority

## Financial Policies

### 7 - GRANTS

The Authority shall seek, apply for and effectively administer federal, state and foundation grants-in-aid that address the Authority's current priorities and policy objectives.

A. Grant Guidelines

The Authority shall apply, and facilitate the application by others, for only those grants that are consistent with the objectives and high priority needs previously identified by the Board. The potential for incurring ongoing costs, to include the assumption of support for grant-funded positions from local revenues, will be considered prior to applying for a grant.

B. Indirect Costs

The Authority shall recover full indirect costs unless the funding agency does not permit it. The Authority may waive or reduce indirect costs if doing so will significantly increase the effectiveness of the grant.

C. Grant Review

All grant submittals shall be reviewed for their cash match requirements, their potential impact on the operating budget, and the extent to which they meet the Authority's policy objectives. Departments shall seek Board approval prior to submission of a grant application. Should time constraints under the grant program make this impossible, the department shall obtain approval to submit an application from the CAO and then, at the earliest feasible time, seek formal Board approval. If there are cash match requirements, the source of funding shall be identified prior to application. An annual report on the status of grant programs and their effectiveness shall also be prepared.

D. Grant Program Termination

The Authority shall terminate grant-funded programs and associated positions when grant funds are no longer available unless alternate funding is identified.

# Salinas Valley Solid Waste Authority

## Financial Policies

### 8 - CLOSURE FUNDING

The Authority shall properly fund all closure and postclosure costs in accordance with CIWMB requirements.

A. Closure Funding

In accordance with CIWMB requirements, the Authority shall annually set aside sufficient funds to fully fund all accrued closure costs liability. These funds will be held in a separate Closure Fund restricted specifically for this purpose.

B. Postclosure Funding

In accordance with the Financial Assurances, the Authority shall fund postclosure costs from future revenues when those costs are incurred. The Authority will not pre-fund postclosure costs in its operating budget. The Authority has entered into Pledge of Revenue with the CIWMB for this purpose.

C. Closure Funding Calculations

The Authority shall, as part of the budget process, annually recalculate the closure costs on a per ton basis. Funds will be transferred on a monthly basis to the Closure funds based on tonnage land-filled. Post closure expense incurred as a result of current fiscal year solid waste disposal will be recorded as an expense on the Authority's financial statements with a corresponding liability.

# Salinas Valley Solid Waste Authority

## Financial Policies

### 9 - FISCAL MONITORING

Authority staff shall prepare and present to the Board regular reports that analyze, evaluate and forecast the Authority's financial performance and economic condition.

A. Financial Status and Performance Reports

Monthly reports comparing expenditures and revenues to current budget, noting the status of fund balances, and outlining any remedial actions necessary to maintain the Authority's financial position shall be prepared for review by the Board.

B. Five-year Forecast of Revenues and Expenditures

A five-year forecast of revenues and expenditures, to include a discussion of major trends affecting the Authority's financial position, shall be prepared in anticipation of the annual budget process. The forecast shall also examine critical issues facing the Authority, economic conditions, and the outlook for the upcoming budget year. The document shall provide insight into the Authority's financial position and alert the Board to potential problem areas requiring attention.

C. Semi-Annual Status Report on Capital Projects

A summary report on the contracts awarded, capital projects completed and the status of the Authority's various capital projects will be prepared at least semi-annually and presented to the Board.

D. Compliance with Board Policy Statements

The Financial Policies will be reviewed annually by the Board and updated, revised or refined as deemed necessary. Policy statements adopted by the Board are guidelines, and occasionally, exceptions may be appropriate and required. However, exceptions to stated policies will be specifically identified, and the need for the exception will be documented and fully explained.

# Salinas Valley Solid Waste Authority

## Financial Policies

### 10 - ACCOUNTING, AUDITING, AND FINANCIAL REPORTING

The Authority's accounting, auditing and financial reporting shall comply with prevailing local, state, and federal regulations, as well as current professional principles and practices as promulgated by authoritative bodies.

A. Conformance to Accounting Principles

The Authority's accounting practices and financial reporting shall conform to generally accepted accounting principles (GAAP) as promulgated by the Governmental Accounting Standards Board (GASB), the American Institute of Certified Public Accountants (AICPA), and the Government Finance Officers Association (GFOA).

B. Popular Reporting

In addition to issuing a comprehensive annual financial report (CAFR) in conformity with GAAP, the Authority shall supplement its CAFR with a simpler, "popular" report designed to assist those residents who need or desire a less detailed overview of the Authority's financial activities. This report should be issued no later than six months after the close of the fiscal year.

# Salinas Valley Solid Waste Authority

## Financial Policies

### 11 - INTERNAL CONTROLS

The Authority shall establish and maintain an internal control structure designed to provide reasonable assurance that Authority assets are safeguarded and that the possibilities for material errors in the Authority's financial records are minimized.

A. Proper Authorizations

Procedures shall be designed, implemented and maintained to ensure that financial transactions and activities are properly reviewed and authorized.

B. Separation of Duties

Job duties will be adequately separated to reduce, to an acceptable level, the opportunities for any person to be in a position to both perpetrate and conceal errors or irregularities in the normal course of assigned duties.

C. Proper Recording

Procedures shall be developed and maintained that will ensure financial transactions and events are properly recorded and that all financial reports may be relied upon as accurate, complete and up-to-date.

D. Access to Assets and Records

Procedures shall be designed and maintained to ensure that adequate safeguards exist over the access to and use of financial assets and records.

E. Independent Checks

Independent checks and audits will be made on staff performance to ensure compliance with established procedures and proper valuation of recorded amounts.

F. Costs and Benefits

Internal control systems and procedures must have an apparent benefit in terms of reducing and/or preventing losses. The cost of implementing and maintaining any control system should be evaluated against the expected benefits to be derived from that system.

# Salinas Valley Solid Waste Authority

## Financial Policies

### 12 - OPERATING BUDGET

The Authority's operating budget will implement the policy decisions of the Board. It will provide a clear picture of the Authority's resources and their use.

#### A. Budget Format

The budget shall provide a complete financial plan of all Authority funds and activities for the ensuing fiscal year and shall be in such form as the Chief Administrative Officer deems desirable or that the Board may require.

The budget shall begin with a clear general summary of its contents. It shall show in detail all estimated revenues, all carry-over fund balances and reserves, and all proposed expenditures, including debt service, for the ensuing fiscal year.

The total of proposed expenditures shall not exceed the total of estimated revenues plus the un-appropriated fund balance, exclusive of reserves, for any fund.

The budget will be organized on a program/service level format.

The budget development process will include the identification and evaluation of policy options for increasing and decreasing service levels.

#### B. Estimated Revenues

The Authority will annually update its revenue forecast to enhance the budgetary decision-making process.

In its budget projections, the Authority will attempt to match current expense to current revenue. If it becomes apparent that revenue shortfalls will create a deficit, efforts will be made first to reduce the deficiency through budgetary reductions.

If appropriate reductions are insufficient, the Board may decide, on an exception basis, to use an appropriate existing reserve, which is in excess of minimum reserve requirements.

#### C. Appropriations

In evaluating the level of appropriations for program enhancements, or reductions, the Authority will apply the following principles in the priority order given:

1. Essential services, which provide for the health and safety of residents will be funded to maintain current dollar levels.
2. The budget will provide for adequate ongoing maintenance of facilities and equipment.
3. Appropriations for program enhancements or reductions will be evaluated on a case-by-case basis rather than across the board.

# Salinas Valley Solid Waste Authority

## Financial Policies

4. When reductions in personnel are necessary to reduce expenditures, they shall be consistent with the Authority Board's established service level priorities and, when possible, shall be accomplished through normal attrition.
5. Programs, which are self-supported by special revenues or fees, shall be separately evaluated.

Prior to the Authority Board making any supplemental appropriation, the CAO or Finance Manager shall certify that funds in excess of those estimated in the budget are available for appropriation. Any such supplemental appropriations shall be made for the fiscal year by Board action up to the amount of any excess.

Appropriations may be reduced any time during the fiscal year by the Authority Board upon recommendation of the CAO. When appropriation reductions are recommended, the CAO shall provide specific recommendations to the Board, indicating the estimated amount of the reduction, any remedial actions taken, and recommendations as to any other steps to be taken.

The CAO may transfer appropriations between divisions, and division managers may transfer appropriations between programs and accounts within their individual divisions, but only the Board by resolution may appropriate funds from reserves or fund balances.

All appropriations, except for Capital Improvement Program and Grant Programs appropriations, shall lapse at the end of the fiscal year to the extent that they have not been expended or encumbered. An appropriation in the Capital Improvement Program shall continue in force until expended, revised, or cancelled.

The Authority will endeavor to budget an appropriated contingency account in all Divisions operating budget equal to one percent of the total Operating Budget to meet changing operational requirements during the fiscal year.

# Salinas Valley Solid Waste Authority

## Financial Policies

### 13 - CAPITAL ASSETS

The Authority will capitalize all capital assets in accordance with Generally Accepted Accounting Principles so as to maintain proper control of all capital assets.

A. Overview – The Finance Division will maintain a capital asset management system that will meet external financial reporting requirements and the needs of the Authority in line with these policies.

1. Capital assets are recorded as expenditures in governmental funds at the time the assets are received and the liability is incurred. These assets will be capitalized at cost on the government wide financial statements. Enterprise fixed assets are recorded as assets within the fund when purchased and a liability is incurred.
- i. GASB 34 defines Capital Assets as land, improvements to land, easements, buildings, building improvements, vehicles, machinery, equipment, works of art and historical treasures, infrastructure, and all other tangible or intangible assets that are used in operations and that have initial useful lives extending beyond a single reporting period.
- ii. GASB 34 defines Infrastructure Assets as long-lived capital assets that normally are stationary in nature and normally can be preserved for a significantly greater number of years than most capital assets. Examples include roads, bridges, tunnels, drainage systems, water and sewer systems, dams and lighting systems. Buildings that are an ancillary part of a network of infrastructure assets are included.

The Authority uses the most current edition of GOVERNMENTAL ACCOUNTING, AUDITING, AND FINANCIAL REPORTING (GAAFR) published by the Government Finance Officers Association (GFOA) as its authoritative guide in setting policy and establishing accounting procedures regarding capital assets.

B. Capitalization – Generally all capital assets with an original cost of \$25,000 or more will be capitalized (recorded as an asset on the balance sheet versus expensing the item). Infrastructure Assets with an original cost of \$150,000 or more will be capitalized. This capitalization policy addresses financial reporting, not control. The Authority follows the GFOA recommended practices for establishing capitalization thresholds. Specific capitalization requirements are described as follows:

1. The asset must cost \$25,000 or more.
2. The asset must have a useful life of two (2) or more years.
3. The capitalization threshold is applied to individual units of capital assets rather than groups. For example, ten items purchased for \$10,000 each will not be capitalized even though the total (\$100,000) exceeds the threshold of \$25,000.
4. For purposes of capitalization, the threshold will generally not be applied to components of capital assets. For example a keyboard, monitor and central processing unit purchased as components of a computer system will not be evaluated individually against the capitalization threshold. The entire computer system will be treated as a single asset. The capitalization threshold will be applied to a network if all component parts are required to make the asset

# Salinas Valley Solid Waste Authority

## Financial Policies

functional.

5. Repairs to existing capital assets will generally not be subject to capitalization unless the repair extends the useful life of the asset. In this case the repair represents an improvement and is subject to the requirements described number 6 below.
6. Improvements to existing capital assets will be presumed by definition to extend the useful life of the related capital asset and therefore will be subject to capitalization if the cost exceeds \$5,000.
7. Capital projects will be capitalized as "construction in progress" until completed. Personal computers will not be capitalized:

### C. Leased Assets-

Operating leased assets are usually short term and cancelable at anytime. The recording of an operating lease as a fixed asset is not required because the item is not purchased.

Capital leases will be capitalized if one or more of the following criteria are met and the chance of cancellation is low:

- a. Ownership is transferred by the end of the lease term
- b. The lease contains a bargain purchase option
- c. The lease term is greater than or equal to 75 percent of the asset's service life
- d. The present value of the minimum lease payment is greater than or equal to ninety percent (90%) of the fair market value of the asset at the inception of the lease.

Capital lease items are capitalized at the beginning of the lease period, regardless of when the title transfers. Capital leases are recorded at net present value of lease payments.

- D. Capital Asset Recording - It is the responsibility of the Finance Division to record, monitor and inventory all fixed assets. Each division will assign appropriate staff members to respond to verification, inventories, and filling out the necessary forms for recording transfers, dispositions or retired fixed assets.
- E. Acquisition of Capital Assets - Fixed assets may be acquired through direct purchase, lease-purchase or capital lease, construction, eminent domain, donations, and gifts.

When a capital asset is acquired the funding source will be identified.

If funds are provided by a specific funding source, a record will be made of that specific source such as:

- ❖ Bond Proceeds
- ❖ State Grants

- F. Measuring the Cost and/or Value - Capital assets are recorded at their "historical cost", which is the original cost of the assets. Donations accepted by the Authority will be valued at the fair market value at the time of donation. Costs include purchase price (less discounts) and any other reasonable and necessary costs incurred to place the asset in its intended location and prepare it for service. Costs could include the following:

# Salinas Valley Solid Waste Authority

## Financial Policies

Sales Tax  
Freight charges  
Legal and title fees  
Closing costs  
Appraisal and negotiation fees  
Surveying fees  
Land-preparation costs  
Demolition costs  
Relocation costs  
Architect and accounting fees  
Insurance premiums and interest costs during construction

- G. Establishing Cost in the Absence of Historical Records - According to the GASB 34, an estimate of the original cost is allowable. Standard costing is one method of estimating historical cost using a known average installed cost for a like unit at the estimated date of acquisition. Another recognized method is normal costing wherein an estimate of historical cost is based on current cost of reproduction new indexed by a reciprocal factor of the price increase of a specific item or classification from the appraisal date to the estimated date acquired. When necessary the Authority will use whichever method gives the most reasonable amount based on available information.
- H. Recording Costs Incurred After Acquisition - Expenditures/expenses for replacing a component part of an asset are not capitalized. However, expenditures/expenses that either enhance a capital asset's functionality (effectiveness or efficiency), or that extend a capital asset's expected useful life are capitalized. For example, periodically slurry sealing a street would be treated as a repair (the cost would not be capitalized), while an overlay or reconstruction would be capitalized. Adding a new lane constitutes an addition and would therefore also be capitalized.
- I. Disposition or Retirement of Fixed Assets - It is the Authority's policy that divisions wishing to dispose of surplus, damaged or inoperative equipment must notify the Finance Division.
- The Authority will conduct public auctions, as necessary, for the purpose of disposing of surplus property. Auctions will be conducted by the Finance Division. The original cost less depreciation will then be removed from the Authority's capital asset management system.
- J. Transfer of Assets - The transfer of fixed assets between divisions requires notification to the Finance Department.
- K. Depreciation - In accordance with GASB Statement No. 34 the Authority will record depreciation expense on all capital assets, except for inexhaustible assets.
- The Authority will use straight-line depreciation using the half-year convention or mid month as appropriate. Depreciation will be calculated for half a year in the year of acquisition and the year of disposition. Depreciation will be calculated over the estimated useful life of the asset.
- L. Recommended Lives - The Authority follows GFOA Recommended Practices when establishing recommended lives for capitalized assets. In accordance with GASB 34 the Authority will rely on "general guidelines obtained from professional or industry organizations." In particular the Authority will rely on estimated useful lives published by GFOA. If the life of a particular asset is estimated to be different than these guidelines, it

# Salinas Valley Solid Waste Authority

## Financial Policies

may be changed. The following is a summary for the estimated useful lives:

<u>Asset Class</u>	<u>Useful Life</u>
Buildings	20 to 50 years
Improvements	15 to 45 years
Infrastructure	20 to 50 years
Equipment and Machinery	5 to 20 years

- M. Control of Assets – In accordance with GFOA Recommended Practice the Authority will exercise control over the non-capitalized tangible capital-type items by establishing and maintaining adequate control procedures at the division level. The Authority's capitalization threshold of \$5,000 meets financial reporting needs and is not designed for nor particularly suited to maintain control over lower cost capital assets. It is the responsibility of each division to maintain inventories of lower-cost capital assets to ensure adequate control and safekeeping of these assets.
- N. Maintenance Schedules - The Authority shall develop and implement maintenance and replacement schedules with a goal of maximizing the useful life of all assets. The schedules shall include estimates of annual maintenance and/or replacement funding required for each asset.
- O. Maintenance Funding - The Authority shall identify specific sources of funds for the annual maintenance or replacement of each asset. Whenever possible, the maintenance or replacement funding shall be identified from a source other than the Authority General Fund. The Authority shall endeavor to set aside, on an annual basis, one and one-half percent (1½%) of its Operating Budget to provide for on-going maintenance and required replacement of assets that cannot be reasonably funded from other sources.
- Q. Inventorying – The Authority will follow the GFOA recommended practice of performing a physical inventory of its capitalized capital assets, either simultaneously or on a rotating basis, so that all capital assets are physically accounted for at least once every five years.
- R. Tagging – The Authority will tag only moveable equipment with a value of \$5,000 or higher. Rolling stock items will not be tagged. They will be identified by the VIN number. The Finance department will be responsible for tagging equipment.





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SALINAS VALLEY SOLID WASTE AUTHORITY

## Report to the Board of Directors

### ITEM NO. 10

N/A

Finance Manager/Controller-Treasurer

N/A

Legal Counsel

General Manager/CAO

**Date:** January 24, 2013  
**From:** Elia Zavala, Clerk of the Board  
**Title:** A Resolution Revising the Regular Board of Directors and Executive Committee Meetings for Calendar Year 2013

### RECOMMENDATION

Staff recommends that the Board adopt the resolution, as recommended by the Executive Committee for Executive Committee meeting times and by the Board of Directors at the January 18 Retreat.

### STRATEGIC PLAN RELATIONSHIP

Included in the revised meeting calendar is the preferred date to hold the next Strategic Planning Retreat. July 19, 2013 was selected at the January 18, 2013, Board Retreat.

### FISCAL IMPACT

This item has no fiscal impact.

### DISCUSSION & ANALYSIS

The composition of the Executive Committee is subject to change every year after the election of officers. The current officers are eligible to a second-year term, and if elected, one of the current Committee members has a recent conflict with the 12:00 p.m. meeting time. By the time this item is considered, the Board will have already elected its 2013 officers and can then select the most convenient meeting time for the 2013 Executive Committee members. At the January 9 Executive Committee meeting, the Committee members indicated that 4:00 p.m. would be a more convenient meeting time.

At the January 18, 2013, the Board members in attendance recommended changing the next Strategic Planning session from August 16 to July 19.

### BACKGROUND

Authority Code Section 2.06.010:

"An Executive Committee is hereby formed consisting of the President, Vice-President and Alternate Vice-President. The Committee shall conduct meetings as needed and shall receive direction from, and report directly to, the Board of Directors on all matters considered. ..."

The Executive Committee meetings, while convened on an "as needed" basis, have an established meeting schedule, which is the Wednesday two weeks prior to each Board meeting. This schedule enables staff to ensure that issues which need Executive Committee review are considered on a timely basis and to allow enough time to prepare the report(s) for the upcoming Board Meeting.

**ATTACHMENT(S)**

1. Resolution
2. Exhibit A – 2013 Board of Directors Revised Meeting Schedule
3. Exhibit B – 2013 Executive Committee Revised Meetings Schedule

## RESOLUTION NO. 2013 -

### A RESOLUTION OF THE SALINAS VALLEY SOLID WASTE AUTHORITY REVISING THE REGULAR BOARD OF DIRECTORS AND EXECUTIVE COMMITTEE MEETINGS FOR CALENDAR YEAR 2013

**WHEREAS**, Section 2.02.010 (a) of the adopted Authority Code provides for the establishment by resolution of the date, time and place for regular Board meetings, and Section 2.06.010 establishes the Executive Committee meeting schedule;

**WHEREAS**, by Resolution No. 2012-42, the Board of Directors and Executive Committee meetings schedule was approved for calendar year 2013; and,

**WHEREAS**, the Board of Directors finds that there is a need to revise the 2013 meetings calendar; and,

**THEREFORE, BE IT RESOLVED BY THE BOARD OF DIRECTORS OF THE SALINAS VALLEY SOLID WASTE AUTHORITY** that Board of Director meetings shall be held, unless otherwise noticed, at 6:00 p.m. on the third Thursday of each month in the Gonzales City Council Chamber located at 117 Fourth Street Gonzales, California, in accordance with "Exhibit A" attached hereto, and

**BE IT FURTHER RESOLVED** that Executive Committee meetings shall be held, unless otherwise noticed, at 4:00 p.m. on the Wednesday two weeks prior to a scheduled Board of Directors meeting at 128 Sun Street, Suite 101, Salinas, California, in accordance with "Exhibit B" attached hereto.

**PASSED AND ADOPTED** by the Board of Directors of the Salinas Valley Solid Waste Authority at a regular meeting duly held on the 24<sup>th</sup> day of January 2013, by the following vote:

AYES: BOARD MEMBERS:

NOES: BOARD MEMBERS:

ABSENT: BOARD MEMBERS:

ABSTAIN: BOARD MEMBERS:

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Fernando Armenta, President

ATTEST:

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Elia Zavala, Clerk of the Board

**Exhibit A**

<b>SVSWA - Board of Directors Meeting Calendar 2013 (*revised)</b>				
Regular meetings are held every 3 <sup>rd</sup> Thursday of the month at 6:00 p.m. 117 Fourth Street, Gonzales, CA 93926 (unless otherwise noticed)				
<b>Month</b> <i>Due to holidays &amp; conflicts, some dates may not fall on the regular day or month</i>	<b>Agenda Finalized &amp; Staff Reports DUE WEDNESDAY</b>	<b>Staff Reports Final Review BY TUESDAY</b>	<b>Agenda Posted &amp; Distributed ON THURSDAY</b>	<b>Meeting Date THURSDAY</b> (unless specified)
<b>JANUARY</b>	<b>BOARD RETREAT - Strategic Plan Review</b>			<b>Jan-18</b> (3 <sup>rd</sup> Friday)
<b>JANUARY</b>	<b>Jan-9</b>	<b>Jan-15</b>	<b>Jan-17</b>	<b>Jan-24</b> (4 <sup>th</sup> Thursday)
<b>FEBRUARY</b>	<b>Feb-6</b>	<b>Feb-12</b>	<b>Feb-14</b>	<b>Feb-21</b>
<b>MARCH</b>	<b>Mar-6</b>	<b>Mar-12</b>	<b>Mar-14</b>	<b>Mar-21</b>
<b>APRIL</b>	<b>Apr-3</b>	<b>Apr-9</b>	<b>Apr-11</b>	<b>Apr-18</b>
<b>MAY</b>	<b>May-1</b>	<b>May-7</b>	<b>May-9</b>	<b>May-16</b>
<b>JUNE</b>	<b>Jun-5</b>	<b>Jun-11</b>	<b>Jun-13</b>	<b>Jun-20</b>
<b>JULY</b>	<b>BOARD RETREAT Strategic Plan 6-Month Review</b>			<b>Jul-19*</b>
<b>AUGUST</b>	<b>Aug-7</b>	<b>Aug-13</b>	<b>Aug-15</b>	<b>Aug-22</b> (4 <sup>th</sup> Thursday)
<b>SEPTEMBER</b>	<b>Sep-11</b>	<b>Sep-17</b>	<b>Sep-19</b>	<b>Sep-26</b> (4 <sup>th</sup> Thursday)
<b>OCTOBER</b>	<b>Oct-2</b>	<b>Oct-8</b>	<b>Oct-10</b>	<b>Oct-17</b>
<b>NOVEMBER</b>	<b>Nov-6</b>	<b>Nov-12</b>	<b>Nov-14</b>	<b>Nov-21</b>
<b>DECEMBER</b>	<b>Dec-4</b>	<b>Dec-10</b>	<b>Dec-12</b>	<b>Dec-19</b>

**The Agenda Item Process**

- 1) Clerk is notified to add item(s) to agenda before Agenda Finalized date.
- 2) Draft Report sent to Finance Manager, General Manager, Legal Counsel if required, and others as needed.
- 3) Draft Report to include appropriate documents.
- 4) Clerk will print and obtain signatures.

**Exhibit B**

<b>SVSWA - Executive Committee Meeting Calendar 2013 (*revised)</b>			
Regular meetings are held <b>Wednesday, 2 weeks prior to the Regular Board of Directors meeting</b> * at 4:00 p.m. 128 Sun Street, Suite 101, Salinas, CA 93901 (unless otherwise noticed)			
<b>Month</b> <i>Due to holidays and conflicts, some dates may not fall on the regular day or month</i>	<b>Agenda Finalized &amp; Staff Reports DUE TUESDAY</b>	<b>Agenda Posted &amp; Distributed ON THURSDAY</b>	<b>Meeting Date WEDNESDAY</b>
<b>JANUARY</b>	<b>Dec-31</b> (Monday)	<b>Jan-3</b>	<b>Jan-9</b>
<b>FEBRUARY</b>	<b>Jan-29</b>	<b>Jan-31</b>	<b>Feb-6</b>
<b>MARCH</b>	<b>Feb-26</b>	<b>Feb-28</b>	<b>Mar-6</b>
<b>APRIL</b>	<b>Mar-26</b>	<b>Mar-28</b>	<b>Apr-3</b>
<b>MAY</b>	<b>Apr-23</b>	<b>Apr-25</b>	<b>May-1</b>
<b>JUNE</b>	<b>May-28</b>	<b>May-30</b>	<b>Jun-5</b>
<b>JULY</b>	<b>MEETINGS RECESS</b>		
<b>AUGUST</b>	<b>Jul-30</b>	<b>Aug-1</b>	<b>Aug-7</b>
<b>SEPTEMBER</b>	<b>Sep-3</b>	<b>Sep-5</b>	<b>Sep-11</b>
<b>OCTOBER</b>	<b>Sep-24</b>	<b>Sep-26</b>	<b>Oct-2</b>
<b>NOVEMBER</b>	<b>Oct-29</b>	<b>Oct-31</b>	<b>Nov-6</b>
<b>DECEMBER</b>	<b>Nov-25</b> (Monday)	<b>Nov-27</b> (Wednesday)	<b>Dec-4</b>

**The Agenda Item Process**

- 1) Clerk is notified to add item(s) to agenda before Agenda Finalized date.
- 2) Draft Report sent to Finance Manager, General Manager, Legal Counsel if required, and others as needed.
- 3) Draft Report to include appropriate documents.
- 4) Clerk will print and obtain signatures.





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SALINAS VALLEY SOLID WASTE AUTHORITY

## Report to the Board of Directors

ITEM NO. 11

Finance Manager/Controller-Treasurer

T. Bruen by pm

Legal Counsel

General Manager/CAO

**Date:** January 24, 2013

**From:** Patrick Mathews, General Manager/CAO

**Title:** Resolution Expanding Public Outreach Efforts

### RECOMMENDATION

Staff recommends Board adoption of the resolution.

### STRATEGIC PLAN RELATIONSHIP

This action will benefit the Authority strategic plan goals to promote the Authority as a Resource Recovery Agency and the enhancement of public facilities, equipment and services. Public input on the Authority activities is critical to development of a sustainable waste management system.

### FISCAL IMPACT

The fiscal impact for these actions will be minimal and can be accommodated within the existing staff and budget structure. There will be added staff time to coordinate and run a citizen's advisory committee. Most of the agenda related translation services can be handled internally, but outside services may be necessary for translating the longer and more technical documents related to environmental review projects.

### DISCUSSION & ANALYSIS

Staff believes that the Authority will benefit by further expansion of our bilingual outreach efforts beyond the minimum requirements of current State law by further engaging the limited or non-English speaking segment of our population through expansion of our bilingual outreach efforts.

### BACKGROUND

While the Authority has previously gone beyond minimum State standards for bilingual outreach to our community, staff believes that some simple added measures will increase our ability to reach out to those in our community that have limited English speaking and reading skills.

### ATTACHMENT(S)

1. Resolution

## **RESOLUTION NO. 2013 -**

### **A RESOLUTION TO DECLARE THE POLICY OF THE SALINAS VALLEY SOLID WASTE AUTHORITY FOR OUTREACH TO RESIDENTS OF THE AUTHORITY**

**WHEREAS**, the Board of Directors believes that it is the responsibility of the Authority to effectively communicate to all residents of the Authority, both English and Spanish speakers, the proceedings and proposed actions of the Authority Board; and

**WHEREAS**, the 2010 Census data reflects that 55.4% of the Monterey County population is of Hispanic or Latino origin and since a portion of these individuals would benefit from the translation of public hearings and documents into Spanish; and

**WHEREAS**, the Board of Directors has previously adopted a number of bilingual outreach measures beyond minimum State and Federal standards to assist Spanish speaking individuals in understanding Authority Board meetings, including the provision of Spanish interpreters at every Authority Board meeting; and

**WHEREAS**, the Board of Directors believes that additional measures are important to further communicate the Board's proceedings and decisions to all residents of the Authority service area.

**NOW THEREFORE BE IT RESOLVED BY THE BOARD OF DIRECTORS OF THE SALINAS VALLEY SOLID WASTE AUTHORITY** it shall hereafter be the policy of the Salinas Valley Solid Waste Authority that the following practices and procedures for public outreach to individuals who require the translation/interpretation of public hearings and documents from English into Spanish, and to further engage the public in discussions regarding major capital projects and program development as follows:

1. All agendas for regular and special meetings of the Authority Board of Directors and of the Authority's Executive Committee shall be translated into Spanish and both English and Spanish language agendas shall be posted in the same manner, as required by law;
2. The Authority shall provide Spanish language interpreters at all meetings of the Authority Board of Directors and, upon 24 hour advance request of a member of the public, at meetings of the Authority Executive Committee;
3. For new projects requiring analysis under the California Environmental Quality Act, the Authority shall provide summaries of the following documents in Spanish, of approximately one to three pages single spaced: initial studies; negative declarations; and environmental impact reports;
4. For new projects requiring analysis under the California Environmental Quality Act, the Authority shall provide at least one public scoping meeting and shall have a Spanish interpreter at the scoping meeting;

5. Upon 24 hour advance request of a member of the public, the Authority shall provide a staff member fluent in Spanish to answer questions regarding proposed agenda items;
6. The Authority shall encourage the formation of a Citizen's Advisory Committee (CAC) containing representatives of the community, for review of proposed major capital projects requiring review through an environmental impact report and other significant Authority activities. Examples of such projects would be the proposed Plasco Gasification Project or the Salinas Work Street Materials Recovery Center. Authority staff shall provide reasonable support for the CAC, including arranging for meeting rooms and providing for the attendance of Authority staff member(s) as appropriate at each meeting of the CAC.

**PASSED AND ADOPTED** by the Board of Directors of the Salinas Valley Solid Waste Authority this 24th day of January 2013 by the following vote:

AYES: BOARD MEMBERS:

NOES: BOARD MEMBERS:

ABSENT: BOARD MEMBERS:

ABSTAIN: BOARD MEMBERS:

ATTEST:

\_\_\_\_\_  
Fernando Armenta, President

\_\_\_\_\_  
Elia Zavala, Clerk of the Board





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SALINAS VALLEY SOLID WASTE AUTHORITY

## Report to the Board of Directors

**ITEM NO. 12**

N/A

Finance Manager/Controller-Treasurer

T. Bruen by ez

Legal Counsel

General Manager/CAO

**Date:** January 24, 2013

**From:** Patrick Mathews, General Manager/CAO

**Title:** 2012 Civil Grand Jury Draft Response

### RECOMMENDATION

Staff recommends that the Board discuss and comment on the draft response to the Monterey County 2012 Civil Grand Jury Report No. 5 and authorize the Board President to submit the response to the presiding judge.

### STRATEGIC PLAN RELATIONSHIP

This action has no direct impact on the Authority's existing strategic plan.

### FISCAL IMPACT

This report has no significant impact on Authority finances at this time.

### DISCUSSION & ANALYSIS

The attached report provides a positive forum for the Authority to resolve and respond to incomplete, incorrect or outdated information that has been distributed to the public and to directly address public concerns that have arisen as a result of this mis-information.

### BACKGROUND

The 2012 Monterey County Civil Grand Jury (CGJ) decided to investigate the Salinas Valley Solid Waste Authority (SVSWA) based upon news articles, consumer reactions to rate increases, the difference in tipping fees between the Authority and the Monterey Regional Waste Management District, and opposition by a San Francisco based special interest group and an aligned local organization regarding the proposed Plasco Gasification plant previously under environmental review for the Johnson Canyon landfill.

### ATTACHMENT(S)

1. Draft response to 2012 Civil Grand Jury Report No. 5



***Item 12 – 2012 Civil Grant Jury Draft Response***  
***Salinas Valley Solid Waste Authority responses are in italics***

**2012 MONTEREY COUNTY  
CIVIL GRAND JURY**

**INTERIM FINAL REPORT NO. 5**

**SALINAS VALLEY SOLID WASTE AUTHORITY**

## SALINAS VALLEY SOLID WASTE AUTHORITY

### SUMMARY

The 2012 Monterey County Civil Grand Jury (CGJ) decided to investigate the Salinas Valley Solid Waste Authority (SVSWA) based upon numerous news articles reporting improper public meetings and negative consumer reactions to rate increases on both residential and commercial customers. Also the opposition of the city of Gonzales residents towards SVSWA's proposal of a waste-to-energy plant near Gonzales at the Johnson Canyon Landfill caught our attention. Finally, the CGJ was advised of the possibility of social justice issues regarding the Sun Street Transfer Station (SSTS) in the city of Salinas.

#### Comments:

##### **(a) Newspaper Reports.**

*To our knowledge, there were no newspaper reports of “improper public meetings” held by the SVSWA. There was an allegation that the SVSWA had “only” provided 50 English-Spanish translation listening devices at one properly noticed and conducted CEQA scoping session held in the City of Gonzales in February 2012. This incident is discussed below, and in no way in our opinion would lead any reasonable person to conclude that the SVSWA had conducted “an improper public meeting.” At all times the SVSWA has conducted its public meetings only after proper public notice, in full compliance with the California “Open Meetings” Act (aka the “Brown Act”). The SVSWA has been scrupulous in making its decision in full compliance with the Brown Act. The SVSWA has not made important public policy decision in closed session—a fact that we respectfully submit cannot be said of other public agencies. Perhaps this issue would be an appropriate subject of future inquiry by the Civil Grand Jury.*

##### **(b) Plasco Conversion Technology Project (Possible Site: Johnson Canyon Landfill near Gonzales).**

*The City of Gonzales does not oppose or support the proposed Conversion Technology project. As with the SVSWA, they have shown interest in the economic and environmental benefits such a project could bring to the region. Both the City and the SVSWA have been supportive of a comprehensive Environmental Impact Study to further evaluate and compare this project against continued landfilling. Opposition to this technology here and in other jurisdictions has been led by a special interest group out of San Francisco aligned with a small group of local residents. We do not believe this special interest group represents the collective opinion of the residents and businesses of Gonzales.*

*Waste-to-energy is the recognized general term for incineration (burning), although this*

*technology is not under consideration by the SVSWA. The proposed facility at the Johnson Canyon Landfill would be a state-of-the-art Conversion Technology facility that converts (not burns) post-recycled refuse into fuel that would be used to power conventional engine generators to produce electricity, or further refined into other fuels or chemical products.*

**(c) Salinas Transfer Station/Materials Recovery Facility Present Site: Sun Street; (Possible Future Site: Work Street, Salinas).**

*The SVSWA has not received any social justice complaints for the Sun Street Facility or the possible future relocation site for this facility on Work Street in Salinas. Transfer and indoor materials recovery facilities exist in large cities like Salinas all over the country and provide convenient public recycling, including proper management of large quantities of household hazardous waste the reduced truck trips—reducing road congestion, fuel consumption and unnecessary green house has emissions. In addition to these benefits, the Sun Street facility and the facility at the potential Work Street relocation site would also offer substantial operational efficiencies to the local franchised haulers for the City of Salinas and the surrounding unincorporated areas of North County (Republic and Waste Management)..*

*At the request of the then President Dave Brown of the Salinas United Business Association (SUBA) and the ex SUBA Director Victor Mehia, on February 21, 2007 (see Attachment 1, agenda and minutes) SVSWA Assistant General Manager Jose Gamboa conducted a presentation of the Authority's plans to expand the Sun Street transfer station. The meeting was attended by approximately fifty people including SUBA's president and two City of Salinas Council members Tony Barrera (District 2) and Gloria de la Rosa (District 4). The presentation included the history of the Authority and the current and future activities at the Sun Street Transfer Station.*

*The public in attendance provided comments and concerns about the proposed operations that were considered by the SVSWA in developing mitigation measures for the facility; however, staff cannot recall a single comment regarding any social justice issues. The Authority has since made presentations and written communications regarding the relocation of the Sun Street Transfer Station to SUBA and others, without such issues being raised.*

*On August 24 of 2012, the County of Monterey Department of Environmental Health Bureau, in their role under State law as Solid Waste Local Enforcement Agency (LEA) mailed a Notice of Public Hearing in English and Spanish to residents and property owners located within 300 feet of the Sun Street Transfer Station to allow the public to address any concerns or issues related to a revision to the current operating permit. The Public Hearing, conducted on September 9, 2012, reviewed proposed changes to include a*

*new and safer traffic pattern for the transfer trucks owned by the Authority, the operation of a 4,000 gallon bio-diesel fuel tank (20% pure bio-diesel and 80% diesel) and increasing the customer services hours by one hour.*

*At the meeting only two members of the public attended and neither made a reference to social justice issues related to the permit revision, nor the location of the transfer station. Also, neither the LEA or CalRecycle, the state agency responsible for approving and issuance of transfer station permits, received any written documents regarding any issues including social justice concerns.*

*In response to a public records request to the County, John Ramirez, MBA, REHS, Director, Environmental Health Bureau states in a letter dated January 14, 2013 "You [the SVSWA] have requested copies of all "correspondence to and from the Environmental Health Bureau with the public, businesses, local jurisdictions and elected officials regarding Civil Grand Jury alleged "social justice issues" related to the Sun Street Transfer Station "over the last 48 months" or "a statement to the effect that neither the LEA nor the EHB have received such concerns/complaints during the last 48 months." We have nothing responsive to this request."*

*For these reasons, respectfully, we believe the CGJ was misinformed that members of the public had raised social justice issues with respect to the Salinas Transfer Station.*

The CGJ found that the financial stability of this agency is questionable. We believe it would be in the best interest of all the citizens of the County if only one waste authority served the entire County. This revised structure would allow for the elimination of duplicate management, would optimize the existing landfill infrastructure and would create a reasonable pathway to eliminate the significant unsightly, and perhaps, unsafe, transferring of residential trash in central Salinas.

**Comment: (a) The SVSWA Is Financially Stable.**

*There is no factual information contained within the CGJ report that would lead a reasonable person to believe that the SVSWA is not financially stable, and or that there are any questions as to its financial stability. Therefore it is difficult for us to respond in detail to this statement other than to say that it is simply not true.*

*What is true is that the SVSWA does have a significant bond debt which it incurred at its formation in order for it to assume the already accrued long term liabilities of the County and of the City of Salinas for the four landfills in the SVSWA boundaries. Prior to the creation of the Authority in 1997, the 4 operating landfills (3 owned by the County, 1 owned by the City of Salinas) suffered environmental degradation and an inadequate financial plan to meet mandates and obligations under California law (Titles 14 and 27 of the California Code of Regulations), in addition to a large number of permit violations for all of these facilities due to the inadequate financial resources of these agencies. The County General Fund subsidized customer rates and spending at more than \$2 million each year to support its underfunded landfill sites.*

*The SVSWA did not create these long term landfill liabilities; they were transferred to the SVSWA upon its formation. Since its formation the SVSWA has rectified the deficiencies in the solid waste system in the Salinas Valley, has brought all four facilities into full regulatory compliance, and has been putting policies, practices and programs forward to make the system sustainable. Funding of bond debt and operations expenses of the agency have and continue to be adequate to meet these long term public facility obligations. The SVSWA is paying the debt as required, maintaining compliance with our bond covenants, while fully supporting all of our services and programs and are not running a deficit. In addition, all of our members agencies are meeting their State mandated recycling goals.*

Furthermore, we believe one agency would be in a better position to make long range strategic decisions about new trash processing technologies than having competing agencies trying to optimize these decisions.

*Comment: The SVSWA was formed when the County and the Salinas Valley Cities came together to fulfill a common need and to overcome these significant challenges: to eliminate Monterey County's \$2 million annual general fund subsidy to the landfills, to provide disposal capacity for City of Salinas residents due to the closure of the Crazy Horse Landfill, to give South County cities control over their waste and to comply with the California Integrated Waste Management Act mandating diversion from landfills and collection of household hazardous waste. The agency's formation thus represented the consolidation of regional solid waste planning and management from six member agencies to one combined Salinas Valley joint powers authority. The question raised by the CGJ is whether further consolidation is warranted and would provide a net benefit to ratepayers and the public.*

*The Marina District and the SVSWA are not in competition. The two agencies have worked cooperatively on a number of issues of common interest. Both agencies share new ideas on management and technology, and are working cooperatively at the county-wide level through the County Integrated Waste Management Task Force and the Central Coast Recycling Media Coalition.*

*The District and Authority staffs have met to discuss and examine possible means of consolidating their operations and to consider the subject of merger. There are a number of practical and political reasons that suggest merger of the two agencies would not be an easy accomplishment, although we certainly believe it would not be insurmountable. From the SVSWA's perspective, any merger of the two agencies would need to address the SVSWA's bond debt, which as mentioned above was mostly incurred when the SVSWA was formed. Would the ratepayers in the District be willing to pay for the bond debt associated with Salinas Valley landfill sites that they and their jurisdictions had not used in the past? Would the Authority members be willing to take on the added \$17 million in new bond debt being proposed by the District? Would the two agency members on the SVSWA Board that have more than one vote (i.e., the City*

*of Salinas has three votes on a nine member board; the County has two votes) on the Board be willing to join the Marina Board with only one vote, or would the Marina District jurisdictions be willing to give these agencies additional or weighted voting on their board? Would it be possible to economically serve all South Valley cities and District residents with only one landfill, and what landfill should serve that purpose?*

*As the saying goes, "the Devil is in the details." We encourage a full, open and transparent discussion by all involved agencies to consider the pros and cons of consolidation. The SVSWA is not opposed to an open discussion of a merger of the two agencies, but we submit there are serious issues that need to be addressed in a thoughtful and objective manner before rendering any judgment as to whether such a merger would be practical and beneficial to all jurisdictions concerned.*

## **BACKGROUND**

The SVSWA, a Joint Powers Agency, was formed in 1997 to manage the four operating landfills in the Salinas Valley. Three of the landfills were owned by Monterey County, (Lewis Road, Jolon Road, and Johnson Canyon), and one was owned by the City of Salinas (Crazy Horse Canyon). These landfills served the northern and eastern unincorporated Monterey County and the cities of Gonzales, Greenfield, King, Soledad, and Salinas.

The SVSWA's Board of Directors has nine members composed of three members from the Salinas City Council, two members from the Monterey County Board of Supervisors, and one member from each of the city councils of Gonzales, Greenfield, King, and Soledad.

The remaining portion of Monterey County not served by SVSWA is managed by the Monterey Regional Waste Management District (MRWMD). They operate a significant landfill outside the city of Marina.

All four landfills owned by the SVSWA needed improvements to meet new State and Federal regulations. The Authority needed \$39.8 million dollars in bonds to improve environmental controls, meet new federal standards for landfill design, expand landfill capacity, and close three of the four landfills. The closings of the three landfills require a long term annual expense of \$3.1 million per year. This money covers the annual liability to monitor the status of the three landfills with regard to possible pollution of the environment outside of the sites. This monitoring is mandated by State and Federal regulations and the typical landfill is required to do this monitoring for at least 30 years after it is officially closed. Also, a certain amount of funding is required each year to cover the possibility of remedial action if the monitoring reveals problems.

*Clarification: The \$3.0M in annual expense not only covers the annual monitoring and maintenance of the closed SVSWA landfills, but also covers the portion of the SVSWA debt that was required to repair and close three of the SVSWA's four landfills after the agency was formed. All four landfills were transferred to the SVSWA with inadequate funding to*

*cover repairs, closure, post-closure maintenance, required landfill expansions, and installation of newly mandated and/or previously deferred environmental control systems.*

The SVSWA established the Conversion Technology Commission (CTC) in 2005. There are four members on the CTC, one council member from each of the city councils of Gonzales, Salinas, Greenfield, and Soledad. The CTC was set up to investigate viable non-combustion technologies and focus on selecting a company that would be responsible for environmental analysis, financing, designing, constructing, and operating the facility.

The CTC spent the next seven (7) years studying and visiting facilities in the State of California, other locations in the US and Canada, and Asia. The CTC spent approximately \$1.5 million to learn about these new conversion technologies that were intended to replace landfills. The CTC eventually focused on gasification and how it can convert trash to a fuel known as "syngas" that can be used to generate electricity.

*Correction: The CTC spent \$339,525 over the multi-year study period, not \$1.5 million. This study was the result of a strong public opposition to building new landfills and support for looking at alternatives to future landfilling.*

In 2005, SVSWA purchased six acres of property on Sun St., in the heart of Salinas for \$3.73 million and spent another \$650 thousand on site improvements. This site was set up due to the pending closure of the Crazy Horse Canyon landfill because it was running out of capacity. With no other convenient landfill for Salinas residents to drop off waste, other than traveling some eighteen miles to Johnson Canyon landfill, there is a need for a drop off location in Salinas. It is important that citizens living in a densely populated urban area are provided a convenient location to drop off waste that they must handle themselves.

*Correction: The Sun Street transfer station was purchased because the Authority and Waste Management could not come to terms in a timely manner on the acquisition of the Madison Lane Transfer Station. Additionally, the County stated that the Authority would be responsible for construction of an alternate access route (the Rossi Street extension) to avoid traffic impacts in the adjacent Boronda residential community.*

*That said, we appreciate the CGJ's recognition that "It is important that citizens living in a densely populated urban area are provided a convenient location to drop off waste that they must handle themselves." That is precisely the core goal of the Sun Street Transfer Station and a future materials recovery center.*

In order to offer the residential waste pick-up contractor for greater Salinas, a re-handling site to consolidate its residential waste pick-ups, the SVSWA allows all residential waste to come to the SSTS and be dumped on the ground. This waste is then reloaded into larger vehicles for the eighteen mile drive to Johnson Canyon. This limits the number of trips for large vehicles going from the Salinas area to Johnson Canyon each working day.

*Comment: While the current SSTS is functioning as an intermediary point to*

*consolidate and transfer Salinas wastes to the Johnson Canyon Landfill, the SVSWA long range strategic plan is the development of an advanced materials recovery center in the Salinas area to further process and recover recyclable products prior to transfer. This provides several major benefits including 1) reduction of greenhouse gases, 2) increase in recycling levels, 3) extends landfill life, 4) process 80% of the waste generated (Salinas and North County) near its source, and 5) the project would generate green jobs and economic growth in the Salinas area. The Monterey County Business Council report supporting the economic value of the Authority and the Autoclave as part of the Materials Recovery Center can be found as Attachments 3a and 3b.*

*The franchise collector, Republic Services, submitted their proposal to the City of Salinas assuming there would be a transfer station in Salinas as there has been for several decades. This franchise agreement is between the City and the Franchise Hauler, Republic Services.*

The SSTS is also a hazardous waste drop-off site, a material recovery center, and operates a recyclables area.

This site is scheduled to become part of a new city of Salinas's redevelopment project. Therefore, the SVSWA is now looking at a new transfer site to replace SSTS located not far away on Work Street in Salinas.

## **INVESTIGATIVE METHODOLOGY**

The 2012 CGJ interviewed numerous persons familiar with SVSWA. Those interviewed were three members of the nine member Board, two Mayors, a County Health Department Official, and the General Managers of SVSWA and MRWMD. Two members of the CGJ attended SVSWA's public meeting on a proposed rate increase. Various documents reviewed included 2002-12 minutes of meetings, and the 2011-15 budgets of SVSWA. Also examined were past minutes, 2012-13 budget, and the 2010-11 Annual Report of MRWMD.

*Comment: The SVSWA President, Fernando Armenta (County Supervisor representing Monterey County) has indicated that he was not included in the investigation interviews as an individual familiar with the SVSWA. Director Armenta is the only SVSWA Board member that has been on the Board since the agency was formed in 1997; knows the SVSWA history, and has a wealth of information that would have been pertinent to this investigation.*

*Also, the 2010-11 or 2011-12 SVSWA Annual reports were not included in the documents reviewed, only the report of the MRWMD. This compilation of SVSWA financial information would have been helpful to the CGJ in conducting a balanced*

*and thorough investigation, and might have helped dispel any impression the CGJ might have that the SVSWA was not financially stable.*

Site visits were included in the investigation. The CGJ visited SVSWA's SSTS and Johnson Canyon Landfill (JCL) along with the new proposed waste transfer site that is intended to replace SSTS. We visited the MRWMD to get a perspective of how other waste facilities operate.

The CGJ referenced a number of articles through web sites including, but not limited to, sites on SVSWA, MRWMD and Plasco Energy Group.

The CGJ reviewed many newspaper articles on SVSWA, including the Salinas Californian, the Monterey Herald, and the Monterey County Weekly. These articles covered SVSWA's rate increase proposal, the protests of Gonzales residents on the Plasco waste-to-energy project proposed for Johnson Canyon Landfill, and public information meetings explaining reasons for rate hikes.

*Comment: We hope the CJG was able to review the plethora of articles supporting this project and the State, national and international discussions surrounding advancement of non-landfill waste management opportunities, and not just focus on the negative comments made to the media by an outside special interest group opposed to advanced waste handling technologies such as Plasco's proposed Conversion Technology (not Waste-to-energy incineration). These types of technologies are already common place in Europe and Asia, and becoming more common in the U.S. as the standard for post-recycled waste management (in lieu of landfilling). In fact, the Army at Fort Hunter Liggett is moving forward with its own gasification project.*

## **FACTS RELEVANT TO THE INVESTIGATION**

In 1997, the SVSWA formed contract agreement No. A-07261. In the Agreement, it stated on line No. 19 -Term and Withdrawal: (a) A Party to the Agreement may not withdraw from the Authority for a period of 15 years after the execution of this Agreement.

*Comment: The County has provided notice to the SVSWA of its intent to withdraw from the Agreement. However, it should be noted that the Joint Powers Agreement and the County Board of Supervisor's Resolution and contractual commitment of the County waste stream within the SVSWA boundaries to the SVSWA's facilities both mandate that these bonds be paid in full before the County can withdraw from the JPA. (As mentioned earlier, much of this debt was accumulated to rectify problems with the three County owned sites inherited by the SVSWA at formation.) The SVSWA's other member agencies had agreed to meet and confer with the County over these withdrawal issues in the hope of reaching a resolution mutually acceptable and fair to all agencies and their rate payers.*

*County records also reflect their understanding that withdrawal could likely raise rates*

*on all other Salinas Valley Cities left to manage these old public liabilities of the County (Attachments 4a and 4b).*

In 2002, the SVSWA issued \$39.8 million in bonds to raise money for unexpected expenses arising from closures of landfills and environmental obligations.

*Clarification: As discussed earlier, the need for the SVSWA bond funding was far from unexpected. Facility/Site Inspection records as early as 1993 indicate violations for environmental control system deficiencies. The first bond issue in 1997 of \$9.8 million was consolidated with the second issuance in 2002 of \$30 million for the purpose of creating and improving environmental control systems to ensure compliance with operating permits and to provide funding for planned landfill expansion that was not provided to the SVSWA at its formation.*

*As an example, the funding needed to close the Jolon Road (1997) and Lewis Road (2002) Landfills exceeded the funds provided by Monterey County by \$4.9 million.*

In 2005, the SVSWA set a goal of 75% diversion by 2015 based on California state law (AB-939) 50% yearly rate.

*Correction: The SVSWA goal of 75% diversion was not based on AB-939 which required a minimum 50% diversion rate. The Authority established its own higher goal as a result of its desire to reduce landfilling and establish a more comprehensive waste management system that does not rely on landfills in the future. All SVSWA jurisdictions are well above the State's minimum requirement of 50% diversion with a regional average diversion of 71% for the five Salinas Valley Cities in 2011.*

In 2007, SVSWA took over the operations of SSTs.

SSTs is limited to receiving 400 tons of waste at the site on a daily basis. All waste generated daily by the pick-up contractors above the 400 ton limit is diverted to a waste re-handling site operated by Waste Management, a public company, at its site on Madison Lane in Salinas.

In 2005, SVSWA formed the CTC to explore non-combustion technologies. The four member Commission visited both aerobic and anaerobic composting facilities materials recovery facilities, the UC Davis Bio digester, ATG Autoclave units in Shakopee, Min., CR3 Autoclave demo in Reno NV, Crow's Landing Covanta's Plant, gasification plants in California and Japan, and a plasma arc gasification facility in Canada.

The CTC, after years of research, conferences, and discussion narrowed their choices for a non-combustion based technology diversion program to two top vendors, Plasco and Urbaser S.A.

*Comment: The proposal for an anaerobic digestion process was included in the top ranked proposals, but was later withdrawn at the request of the vendor.*

In 2010, the CTC, recommended to SVSWA that Plasco Energy of Ottawa, Canada be the desired bidder. The SVSWA approved Plasco over other gasification vendors largely because of the Ottawa's-based company's lower price point, attributed to the higher rates Plasco could get with Renewable Portfolio Standard (RPS) certification. This pre-certification was granted to Plasco in 2010.

*Clarification: Other factors leading to the selection of Plasco's technology for further environmental review in accordance with CEQA were the potential for diverting more materials from the landfill, the ability to scale the facility larger or smaller to meet the SVSWA's actual waste conversion needs, the estimated amount of energy generation potential, and the economic and job related benefits.*

In 2011, the SVSWA held numerous public meetings and used media advertising for the proposed Plasco project at the Johnson Canyon landfill. The SVSWA concentrated their public outreach programs in Gonzales. The meetings were designed to educate the citizens of Gonzales about SVSWA's goals of a future without landfills by using this new conversion technology. There was a negative reaction to this new technology by the residents of Gonzales. At this time a bay area environmental group, Green Action for Health and Environmental Justice, became involved in the process.

*Clarification: It is a disservice to residents of Gonzales to conclude that a small group of individuals, some of whom are not Gonzales citizens, represent all residents. The negative reaction was initiated by San Francisco's Green Action for Health and Environmental Justice which held its first meeting regarding the Authority's proposal, on August 8, 2009. The negativity was perpetuated by Green Action and its alignment with Asamblea de Poder Popular de Gonzales using misrepresentation of the technology and the intentional and unfounded spreading of scientifically unproven health and safety concerns. As an example, Green Action brought in UC Santa Cruz students to go door-to-door in Gonzales and citizens were told complete fabrications about the project to create fear, again, based on unproven concerns. For example, citizens were told the SVSWA was going to import garbage from Los Angeles, and that the project would have a giant smokestack releasing toxic black smoke, neither of which is true. Residents were told the refuse would be burned, which is factually and scientifically wrong. Most importantly, citizens were not told how strict the regulations and oversight are for a facility of this type or that the SVSWA was actually moving forward towards an environmental impact report to assess and compare the proposed conversion technology against continued landfilling before any decision would be made to build such a project.*

In June 2012 Cal Recycle reversed its position and withdrew its' RPS certification of Plasco's technology. Without the RPS certification, Plasco is unable to sell its power at a premium. Without

that premium, the project is not economically viable. In October, 2012 Plasco advised the SVSWA that they were withdrawing their proposal for the Johnson Canyon site.

*Correction: The recently appointed Director of CalRecycle reversed the chief counsel's 2010 opinion which stated Plasco's technology met the definition of gasification as stated in Public Resources Code. The California Energy Commission issued the Pre-Certification of Eligibility for California's Renewable Portfolio Standard. Plasco has requested the project be placed in abeyance until clarification is received from the California Energy Commission. CalRecycle is currently leading a legislative process to improve the 2002 regulations that specifically allowed gasification of municipal waste as a qualifying renewable energy production technology. The new administration at CalRecycle that reversed the prior legal opinion of its legal counsel has yet to respond to the SVSWAs repeated requests for a clear legal explanation as to how and why they reversed their 2010 opinion.*

A review of comparable rates charged to residential customers served by the SVSWA and the MRWMD reveal that on average the SVSWA customers are paying higher rates than the MRWMD customers.

*Clarification: The chart on the following page summarizes a survey of monthly rates in Monterey County for typical residential service (trash, recycling and yard waste). Gross rates in the MRWMD jurisdiction are lower than SVSWA rates by an average of \$0.20 per month. However, to correctly compare rates, city and County franchise fees must be deducted, as they have no benefit to the SVSWA or MRWMD's activities or programs, and are independently set by each city and the County. When franchise fees are omitted, residential rates in the SVSWA area are on the average lower than fees in the MRWMD's area by \$1.40 per month.*

*The rates charged for commercial services in the unincorporated County areas of the SVSWA are significantly higher than in the Marina District territory, according to data provided by the Environmental Health Bureau during the franchise procurement process. We have attached a calculation showing this disparity between the SVSWA and Marina District commercial rates, apparently due to an oversight made by the County in its rate setting for commercial rates (Attachment 5) that appears to have inflated SVSWA commercial rates in the unincorporated county. County staff incorrectly informed the public and elected officials that the significant difference in County unincorporated commercial rates between the SVSWA and the MRWMD is due solely to the SVSWA tip fees and closure of Crazy Horse Landfill. The SVSWA acknowledges that our fees have greater impact on customers rates due to our inherited landfill liabilities, but the County approved rates appear to be inflated beyond a reasonable level.*

*Residential Monthly Rates – January 2013*

Jurisdiction	Cost for Service	Franchise Fee %	Franchise Fees to City	Net to Hauler
Served by Monterey Regional Waste Management District				
Unincorporated County	\$26.43	10%	\$2.64	\$23.79
Carmel	\$25.45	10%	\$2.55	\$22.91
Seaside*	\$23.43	15%	\$3.51	\$19.92
Marina*	\$20.24	10%	\$2.02	\$18.22
Monterey	\$17.34	10%	\$1.73	\$15.61
Average	\$22.58		\$2.49	\$20.09
Served by Salinas Valley Solid Waste Authority				
Unincorporated County	\$26.43	10%	\$2.64	\$23.79
Greenfield	\$23.42	20%	\$4.68	\$18.74
Soledad	\$23.42	20%	\$4.68	\$18.74
Gonzales	\$23.35	20%	\$4.67	\$18.68
King City	\$19.17	12.5%	\$2.40	\$16.77
Salinas	\$20.87	26%	\$5.43	\$15.44
Average	\$22.78		\$4.08	\$18.69

*\*includes optional greenwaste service*

*The SVSWA provides public services in a very cost competitive way. When compared to the MRWMD, the SVSWA is providing its suite of services at an estimated cost of \$64 per capita (approved budget divided by service area population), while the MRWMD provides its services at an estimated cost of \$96 per capita. The SVSWA cost of services can be more appropriately reduced to \$52 per capita when the long term liabilities associated with closed landfills is removed from the equation. The MRWMD does not carry long term, closed landfill liabilities as does the SVSWA.*

In 2012 the SVSWA proposed a rate increase to its customers. Several meetings were held in Salinas and Gonzales on this subject. Much negativity and distrust was evident from the citizens of these communities. This was mostly due to a lack of proper rate information available to both the commercial and residential customers.

*Comment: Public outreach meetings were held in advance of approving rate changes in Salinas, Gonzales, Prunedale, King City, Soledad, Greenfield and San Ardo. While some individuals react negatively to any rate increase, the very low attendance at each of these meetings indicated to the SVSWA that there was not overwhelming public concern or opposition to the proposed increase. Comments were also received supporting the proposed increase due the beneficial nature of the SVSWA services.*

Separately, in a meeting in Gonzales, there was a shortage of Spanish headsets for the mostly Spanish speaking audience.

*Comment: Assuming this reference is to the Scoping Meeting in conjunction with the environmental review of the Plasco technology proposed for the Johnson Canyon Landfill. There were 67 people seated in the audience at the commencement of the meeting. There were 50 translation headsets provided. It is a reasonable conclusion that individuals who did not need headsets took them as part of an organized effort to disrupt the public meeting and stage a protest to discredit the process and the Authority. State officials from CalRecycle in attendance also noted that many people who took headsets did not use them and children were seen playing with the units during the meeting.*

The Environmental Health Bureau (EHB) of the Monterey County Health Department staff attends SVSWA meetings each month to be appraised of pending or proposed rate increases or operational changes to determine impacts to county residents within the SVSWA jurisdiction.

It has been noted that there have been many times where a posted (online) agenda item (report to the SVSWA board) creates concern with the EHB staff as the agenized item has no report posted on the SVSWA website. This does not provide the EHB staff the opportunity to know in advance what will be presented or discussed.

*Clarification: Presentations made to the Board of Directors which had no item included in the agenda posted on the Authority's website, were in every case except Closed Session, items of informational nature and had no Board action. The EHB in their two roles as the County solid waste agency and as the State's designated Local Enforcement Agency (LEA) for solid waste activities receive information at the same time as the Board of Directors. This is the appropriate protocol for distribution of information utilized by all local government agencies. The EHB and/or LEA are consulted in advance when necessary. As an example, the SVSWA met with EHB staff prior to agenizing the proposed rate increases in last year's budget to seek their input.*

The EHB, (county), being a member of the SVSWA is concerned by this lack of communication at these SVSWA meetings. The EHB has regulatory responsibilities to respond or comment on items that may impact county residents in the unincorporated areas of the county.

*Clarification: Every item on the Authority's agenda, excepting closed session items, allows the public the opportunity to comment. The Environmental Health Bureau is not a member of the SVSWA, the County of Monterey is, and is represented by two Supervisors whose districts fall within the Authority's boundary. Staff consults with the EHB in their role as LEA whenever regulatory or permitting issues arise.*

An example of the above occurred on the February 16, 2012 SVSWA's meeting. The agenda regarding the SSTS and a proposed replacement transfer station (Work St.) and a new operation (Autoclave) were unknown to EHB until they attended the meeting. The EHB was not provided any prior information or included in any design or operational discussion which would affect existing or future permits.

*Clarification: The February 16, 2012 item discussion of the transfer station relocation has been ongoing since 2008 and the EHB/LEA is in attendance at most of the SVSWA meetings and is fully aware of this proposed project. The title of the agenda item was: Sun Street Transfer Station Relocation and Autoclave Waste Recovery Project Update. The presentation provided was an update to the Board on the options for a Salinas Transfer Station at City of Salinas owned property on Work Street or the Madison Lane transfer station. A sample of the layouts and possible components of the facilities were included, as was a summary of the autoclave testing program in place since 2006. One of the slides clearly indicated that environmental review, permitting and final site design were all future steps. The Board was not asked to make any decisions, other than to accept the report, and no direction was provided other than to reiterate previous instructions to staff. As required, the EHB/LEA will be consulted once permitting activities for the new facility are initiated.*

*The CGJ is also referred to Resolution No. 2009-11 adopted by the Board of Directors including affirmative votes by County Supervisors Armenta and Calcagno, on March 19, 2009. The Resolution approves a Memorandum of Understanding with the City of Salinas for acquiring property on Work Street as "an alternative site for a new and expanded transfer station, materials recovery facility and household hazardous waste collection facility."*

*The Autoclave is not a new operation, but has been the subject of a pilot project with the United States Department of Agriculture since 2007. The EHB issued approval of the submitted permit related documents for waste handling concerning this project on July 24, 2007, September 5, 2007, March 11, 2011 and a Notification pending received by the EHB on December 7, 2012.*

*The Monterey County Health Department, Environmental Health Division is designated by CalRecycle as the Local Enforcement Agency (LEA). The LEA is responsible for administering and enforcing laws and regulations relating to the collection, handling, storage, and disposal of solid waste materials in Monterey County. The goal of the LEA is to protect public health and safety through routine inspection of active and closed landfills, transfer stations, compost facilities, material recovery facilities, and refuse collection vehicles and yards. The LEA is also responsible for issuing solid waste facility permits as well as investigation of complaints associated with illegal dumping, disposal,*

*and storage of solid wastes. (Source: Monterey County website). As such the SVSWA has no obligation to include the LEA in the design or operations discussion during the planning for a proposed facility.*

*Certainly, a future permit process and preparation of CEQA documents requiring the LEA involvement, although it will not commence until the later part of 2013. As with every other new or amended permit application or notification, the SVSWA will work closely with EHB/LEA to ensure every document is submitted completely and correctly.*

The EHB is the Local Enforcement Agency under Cal Recycle of the State of California for all solid waste facilities in Monterey County. The EHB also is the contract administrator for the Unified Franchise Agreement for solid waste hauling services for the unincorporated areas of Monterey County.

*Comment: Authority staff believes that the dual role of the EHB/LEA may be contributing to some of the issues raised here. How can one agency impartially regulate landfills and transfers stations which are affected by the solid waste franchise agreements and represent policy and operational membership in the SVSWA that it administers? This apparent conflict of interest is something that the CGJ should take into account. As such, any comments provided by the EHB should be reconsidered due to its apparent conflict of interest in this instance.*

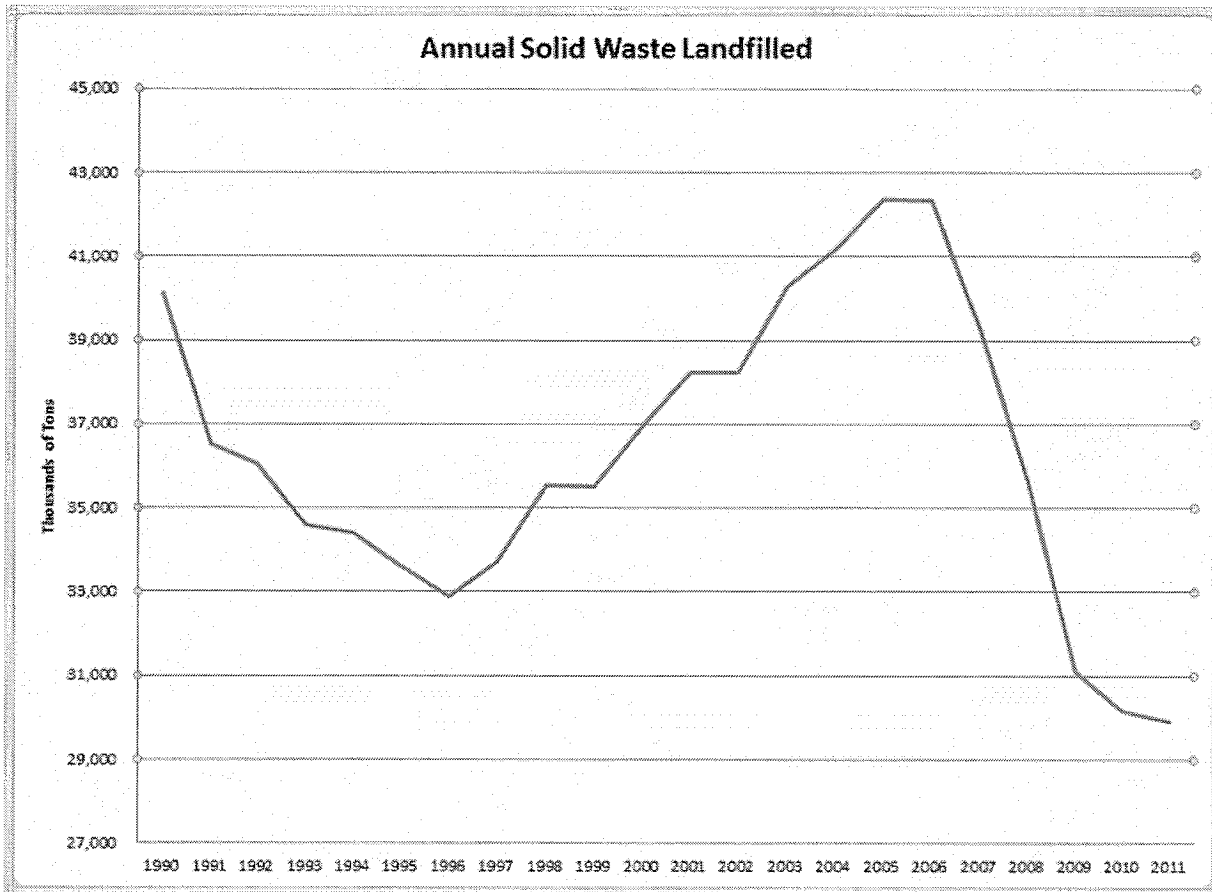
The continued budget deficit has caused the SVSWA to use all of its discretionary funds and the use of the Recology South Valley revenues for operations. These funds were meant for the development of landfill capacity. Recology South Valley refers to contractual revenues earned by the SVSWA for handling waste from outside of their service area. This waste is generated in Santa Clara County.

Adding to the recent budget deficits are the reduction in tipping fee revenues. Because of more effective recycling efforts, waste going into the landfill is declining. A tipping fee is what is charged to dump a load of waste delivered to the landfill. For the five years ended June 30, 2011, SVSWA saw a 27% decrease in landfilled waste tonnage.

*Correction: The Authority has never had a budget deficit. Each fiscal year's budget has had revenue sufficient to comply with Bond Covenants and meet or exceed anticipated expenditures. The Board of Directors made the decision to use revenue from Recology South Valley for operational expenses in FY 10-11 and 11-12 instead of raising the per ton tipping fee. There is currently a fund balance of \$6,566,596 in the Supplemental Capacity reserve.*

*The reduction in tipping fee revenues is a universal issue for all solid waste agencies, particularly in California as shown in the table on the following page. Because of more effective recycling efforts, waste going into the landfill is declining across California as noted in the chart below. For the five years ended June 30, 2011, SVSWA saw a 27%*

*decrease in landfilled waste tonnage. Tipping fees have historically been the primary source of revenue for most solid waste agencies. Burying refuse to support recycling programs is not sustainable and the SVSWA is actively working to address this universal problem through a new rate structure that does not rely on landfill tipping fees to generate operating revenues. Importing outside waste to fill the landfills has been the short term band aid solution, but is an unsustainable solution for increasing revenues to fund more recycling activities and landfill operations.*



Source: CalRecycle Statewide Landfill Disposal

In 2010-2011, the third largest revenue source for SVSWA was 26,379 tons of waste from Waste Managements' (WM) Madison Lane Transfer Station. Included in this total were 2614 tons of waste received from self-haulers, these are self-haul customers that choose to go to Madison Lane as opposed to Sun St. or Johnson Canyon Landfill.

The leading cause of SVSWA's budgetary problems is the result of its legacy liabilities bond debt which amount to 25% of the budget annually. The 2011-12 budget contains \$2,872,519 in legacy liabilities. Legacy liabilities are comprised of post closure maintenance for the three closed landfills (Jolon Road, Lewis Road, and Crazy Horse Canyon) and include debt service (principal and interest) on 54% of the 2002 revenue bonds. That portion of the bonds was spent on corrective action, unfunded repairs, installation of environmental control systems, and unfunded closure costs for the 3

landfills. The 2002 Revenue Bonds will not be paid in full until 2031.

In a letter dated July 13, 2012, Monterey County voted to give SVSWA a one year notice of its intent to withdraw from SVSWA. If the County follows through on this withdrawal it will remove from the control of the SVSWA all customers from the unincorporated areas of the County that are in the present geography of the SVSWA. This will add to the reduction on the volume of trash potentially flowing into Johnson Canyon. Monterey County has been concerned with the direction of SVSWA's finances and the collection and disposal of waste within its jurisdictional boundaries.

*Comment: No evidence supporting a vote by the Board of Supervisors or an authorizing resolution to give notice of its intent to withdraw is found in the minutes of meetings. The Joint Powers Agreement Section 19(a) specifically requires: "After the 15-year initial period, a Party hereto may withdraw from this Agreement by a majority vote of the governing body [emphasis added] thereof giving to the other Parties one year's written notice of such intention to withdraw, so long as all revenue bonds or other forms of indebtedness issues pursuant hereto, and the interest thereon, shall have been paid or adequate provision for such payment shall have been made in accordance with the resolution (or indenture) adopted by the Authority Board pursuant to the law authorizing the issuance thereof or the approval of the debt."*

*On July 13, 2010, Supervisor Calcagno referred a study request to County EHB to "Evaluate options available to Monterey County related to [its] membership in the SVSWA". A consultant was commissioned by the EHB to conduct this study and the study was received by the Board of Supervisors in closed session on September 13, 2011. The SVSWA has made numerous requests to the EHB for a copy of this report that is understood to be the basis for the County's notice of withdrawal. To date, no response has been made by the County to the Authority's public records request on this issue. Monterey County has not been specific about its concerns, so the SVSWA has not been unable to fully respond to the County concerns that lead to their notice of withdrawal.*

*If the County was to withdraw, BONDS MUST BE PAID OFF IN FULL, including the 2002 Revenue Bonds and the Installment Purchase Agreement for Crazy Horse Landfill. Additionally it will always be responsible for its share of the post-closure maintenance, site remediation's (if required), unfunded road improvements to access the regional landfill, and site remediation for all 4 SVSWA landfills (3 transferred from the County).*

*County concerns over flow of waste within its boundaries are most appropriately addressed by the two County elected officials sitting on the SVSWA Board of Directors and not by the EHB. For reference, SVSWA plans for the future Materials Recovery center in Salinas would address concerns raised by the County regarding longer hauling distances to the landfill, by reducing waste volumes at the point where 80% of SVSWA waste is*

*created, (Salinas and North County).*

Monterey County's two remaining waste facilities are Johnson Canyon landfill, Gonzales and Monterey Regional Waste Management District, Marina. SVSWA's Johnson Canyon landfill has approximately 30 years of landfill life remaining. The MRWMD's is estimated to have 150 years of landfill life remaining. The SVSWA's jurisdiction area covers a population of approximately 284,000; whereas, the MRWMD covers a population of approximately 170,000.

## **FINDINGS**

F1. Because of the SVSWA's debt, it is regularly challenged to balance its annual budget. Raising rates to cover their operating costs have been very difficult to accomplish and will continue to be problematic as waste volumes continue to decline.

*Response to Finding 1. The Board partially agrees with the finding, but it is a challenge that the SVSWA has met each year without fail.*

*The challenge is not due solely to the debt, but because of declining waste volumes resulting from increased recycling, as has been the case with all landfills in California. Debt is a fixed cost, not subject to market conditions and the economy as are tipping fees.*

*The first of the Board's three year Strategic Plan goals is to develop and implement a sustainable finance plan which includes changing the rate setting process. The concept of a sustainable rate model not based on landfill tonnage was first introduced to the Board in August 2009 and continues to be a priority subject for the Board deliberations.*

F2. From its investigation of both landfills in Monterey County, SVSWA and MRWMD, the CGJ has found that both are on target towards goal of 75% waste diversion by 2020 as per AB341. The reduction of landfill tonnage and the decrease in revenues has forced SVSWA and MRWMD to look at other sources to gain lost income.

*Response to Finding 2. The Board agrees with the finding.*

*Both agencies have sought other sources because of the desire of their respective Boards to not increase rates to its customers. The SVSWA recognizes that importing outside waste for landfilling with the purpose of replacing lost local waste disposal revenues is not sustainable and only adds to the public's long term landfill liability obligations. As a result, the SVSWA has been proactively discussing changes to the rate structure to move away from landfill tipping fee based funding.*

F3. Because of Cal Recycle's reversal of the Plasco RPS certification, SVSWA is unable to proceed with its goal of waste-to-energy conversion.

*Response to Finding 3. The Board disagrees with the finding.*

*The Authority's goal is to recover waste for its highest and best use and to utilize it as a resource, which could include conversion to energy. This is the preferred method in Europe and Asia where landfills are becoming an unacceptable method for waste management.*

*Cal Recycle reversed its chief counsel's opinion which stated Plasco's technology met the definition of gasification as stated in Public Resources Code. The California Energy Commission issued the Pre Certification of Eligibility for California's Renewable Portfolio Standard. Plasco has requested the project be placed in abeyance until clarification is received from the California Energy Commission.*

*The Governor's office has indicated willingness to support legislation which will clarify the definition in the Public Resources Code language for the benefit of all gasification technologies, and all municipalities in various stages of investing in new energy opportunities. Until rulings are made and legislation is enacted, the Authority will continue to focus on advanced waste recovery projects to reduce the amount of material that would eventually require thermal conversion to energy in the future (in lieu of landfilling).*

F4. The CGJ found on several occasions SVSWA failed to notify or give proper notice to County EHB of upcoming meetings. The EHB plays an important role in SVSWA's monthly county meetings. The SVSWA's lack of notifying the County's EHB and LEA of meeting agenda prior to meeting could affect the future permit process.

*Response to Finding 4. The Board disagrees with the finding.*

*The County EHB receives notification of Authority Board and Committee meetings in the exact same manner as every other member agency and the public. The schedule for Executive Committee and Board of Directors meetings for the calendar year is approved by the Board at the December meeting and is published on the Authority's website. Agendas are posted on the Authority's website by 5pm the Friday prior to the meeting date.*

*A written staff report is included in the agenda packet for every item that requires Board action. Presentations that are informational updates and require no Board approval, other than acceptance, are the only items not typically published with the agenda packet. Public comments are received on these items during the meeting, as well as any other item listed on the agenda, or not on the agenda.*

*The permit process is dictated by Title 27, the California Code of Regulations for landfills and transfer stations. No decision made by the SVSWA Board of Directors can circumvent those provisions. As with every other new or amended permit application or*

*notification, the Authority will work closely with EHB/LEA and other State regulators to ensure every document is submitted completely and correctly.*

F5. The CGJ has found that Waste Management's Madison Lane Transfer Station accepts solid waste from self-haul customers. These are self-haul customers that prefer to go to this site rather than the SSTS or Johnson Canyon landfill.

*Response to Finding 5. The Board agrees with the finding.*

*During the 2011-12 fiscal year Madison Lane accepted 1,414 tons of self-haul waste. During the same period the Sun Street Transfer Station received 8,685 tons of self-haul waste. Mid-year projections for 2012-13 indicate the Madison Lane self-haul tonnage will be further reduced to less than 1,000 tons. While Madison Lane Transfer Station tonnage has declined, the usage of the Sun Street Transfer Station has been increasing.*

F6. The SVSWA's need to use the Recology South Valley revenues to balance its budget has put a strain on future funds for landfill capacity.

*Response to Finding 6. The Board agrees with the finding.*

*Using revenue from importing waste is not sustainable. The 2103-14 budget proposal will include rate adjustments that reflect the true cost of providing local services, without that are not subsidized with revenue from imported waste. As of June 30, 2012, there is a balance in the landfill capacity expansion fund of \$6,566,596, with up to five years remaining on the Recology South Valley contract. The Johnson Canyon Landfill has 6.3 million tons of remaining permitted capacity, enough for 30 years of landfill disposal at current rates of acceptance. As previously mentioned, alternative uses, such as new technologies to reduce waste going to the landfill are under consideration.*

F7. The CGJ feels that SVSWA's financial decision making policies affect the well-being of many businesses in its jurisdiction. The SVSWA is not looking out for the citizens of the Salinas Valley and northeast Monterey County.

*Response to Finding 7. The Board agrees with the first finding. The Board disagrees with the second finding.*

*No one, resident or business welcomes a rate increase. The SVSWA increases have been minimal and at or below the cost of living indices for the region over the last four years.*

*The SVSWA Board has been considerate of residential and business owners by utilizing reserve funds instead of increasing rates. Please see Attachment 5, letter to Supervisor Parker concerning the rate increase proposal.*

F8. The County's notice to withdraw from the SVSWA will put a financial burden on the remaining members of the SVSWA.

*Response to Finding F8. The Board agrees with this finding.*

*All members of the JPA are currently impacted by the County's decision. The Authority has the opportunity to refinance its existing bond debt at a more favorable interest rate which could result in a \$210,000 annual savings. Bond Counsel informed the Authority Board in August 2012 that it cannot proceed with a bond refinancing until the County's notice to withdraw is acted upon or withdrawn.*

*If the County withdraws its tonnage which represents 20% of landfilled tonnage, other member agencies will be financially burdened. This is one of the reasons the Authority introduced a change to its rate structure for fees based on services, instead of by weight. If all customers paid an equitable rate based on services received, the amount of tonnage received from the County or elsewhere, would be irrelevant.*

*The County will leave the liabilities for 3 landfills with the Authority and be responsible for only about 20% of those liabilities into the future. Those landfill liabilities were 100% the County's responsibility prior to the formation of the Authority.*

## **RECOMMENDATIONS**

R1. The SVSWA should give proper notice of topics of presentation to County EHB on public meetings so that the public receives correct answers on County questions.

*Response to Recommendation 1. The Authority will continue to provide Board agendas and staff reports in the manner required by law to elected officials, County EHB and all other interested parties. The Authority will endeavor to publish presentation materials not included in the agenda distribution on its website by prior to scheduled Board meetings.*

R2. The CGJ recommends that the staff of both SVSWA and MRWMD continue to work on the common area of interest and benefit to address waste in Monterey County to the betterment of its citizens. It is the CGJ's recommendation that a consolidation of the two agencies should occur.

*Response to Recommendation 2. The staff of both SVSWA and MRWMD will continue to work on common areas of interest and benefit to address solid waste needs in Monterey County. General Managers for both agencies will continue their twice monthly meetings to advance discussions on areas of common benefit.*

*The recommendation to consolidate requires further analysis. Consolidation requires*

*willingness by both parties and further study to determine all impacts. The SVSWA believes that finding common ground to work together is the appropriate action at this time and that merger is too large a step at this time. The SVSWA Board directed staff to initiate discussions with the District in October 2011. A letter was provided to the District's Board of Directors in November 2012 requesting a response as to whether or not there is a willingness to accept waste from within the Authority's jurisdiction and under what circumstances.*

R3. The CGJ recommends shutting down the residential waste re-handling process at SSTS. The CGJ further recommends that SVSWA cease in its desire to replace the SSTS with a site on Work Street. The CGJ feels the Work Street location is not feasible for this site as it is similar to SSTS. The location has two motels, a car lot, agriculture warehouses, and offices within a 1/4 - 1/2 mile radius. Work Street is also a heavily traveled route to Hwy. 101 north and south exits.

*Response to Recommendation 3. The recommendation requires further analysis.*

*The Board believes that the siting of a transfer station is one of its major responsibilities. The Board has considered not just the solid waste processing activities for this facility, but also the potential for economic development and jobs related to such a facility. Closure of this facility would increase greenhouse gases by requiring the franchise garbage trucks to make individual trips to the landfill, which in turn would increase rates and make collection services in a metropolitan city like Salinas inefficient.*

*The Work Street site is ideally suited for a transfer station as it is designated an Industrial Park area. The proposed location is between a hot mix asphalt plant and a tallow rendering plant. It is also well situated for large transfer trailers with its proximity to Highway 101 and a major truck stop at Sanborn and Work Streets.*

*The proposed Work Street site will focus on recovery of waste materials to avoid handling, transportation and landfilling. Traffic impacts would be thoroughly studied in the CEQA compliance process.*

R4. The CGJ recommends that SVSWA cease its funding for research and analysis of any type of conversion technology.

*Response to Recommendation 4. The recommendation requires further analysis.*

*The Board feels strongly that an alternative to landfilling is necessary for the long term environmental health of the Salinas Valley. The SVSWA is following the guidelines and industry practices to seek out better solutions to waste management challenges. The historic work of the SVSWA in looking past the old and unsustainable practice of landfilling has been commended at the State and National level and should be supported, not condemned. The US Department of Agriculture recognizes the value in the SVSWA's work and has continued to provide support for research and development of energy*

*recovery from municipal and agricultural waste in the Salinas Valley.*

*The Board's decision to move forward with research and analysis was based on recommendations from the following studies*

*Regional Solid Waste Facilities Environmental Impact Report (1999-2002)*

*Project description and Mitigation Monitoring Plan (2003)*

*Supplemental Capacity Task Force findings (2003-2004)*

*Long Valley Constraints Analysis (2003-2005)*

*Long Term Waste Management Plan (2006-2007)*

R5. The CGJ recommends that the City of Salinas and unincorporated NE Monterey County utilize the Madison Lane Transfer Station site as a self-haul and Materials Recovery Center.

*Response to Recommendation 5.* *The recommendation requires further analysis.*

*The Authority had a lease/purchase option agreement for the Madison Lane Transfer Station in 2002. It was unable to move forward with the purchase because of unresolved issues with Waste Management concerning transfer station operating costs, as well as the County's assertion that the Authority should construct the Rossi Street extension.*

*In 2008, staff raised the concept of revisiting the use of the Madison Lane Transfer Facility. Supervisor Calcagno, who represents this area, along with several others expressed opposition to using this facility due to the past history, potential for impacts to the adjacent Boronda Community and lack of an alternate route that did not travel through the Boronda Community. There is currently only one road in and out of the commercial area of Boronda. This facility also shares property boundaries with several residences. In the opening summary of the CGJ report they raise concerns over potential social justice issues at the Sun Street Transfer Station. The current SSTS and the proposed Work Street Site are far better suited locations for the proposed Materials Recovery Center and would have far less impacts to residential communities like Boronda.*

*However, the SVSWA is still evaluating the Madison Lane Transfer Site as an alternative to the Work Street site. If the County (or City of Salinas) were to construct the "Rossi Street" extension (land is currently under County jurisdiction), this action would at least allow truck traffic to access the site without traveling through the Boronda community and mitigate one of the major obstacles to using this site for SVSWA activities. The SVSWA will continue to evaluate this as an alternative site in the CEQA process underway.*

R6. The CGJ recommends that SVSWA and the City of Salinas work closely with its citizens and businesses by creating an advisory committee to address issues of the recommended closures of SSTS and the utilizing of a facility already in place, Madison Lane Transfer Station.

The SVSWA and the City of Salinas will continue to work closely with its citizens and businesses by creating an advisory committee.

*Response to Recommendation 6. The recommendation has not yet been implemented.*

*The Authority concurs that formation of a Citizens Advisory Committee would be advantageous. The membership criteria and focus would be determined by the Authority Board of Directors.*

## **RESPONSE REQUIRED**

Monterey County Board of Supervisors

Findings: F5.,F7.,F8. Recommendations:

R1., R2.,R5.

City of Salinas City Council

Findings: F5.

Recommendations: R3.,R5.,R6.

Salinas Valley Solid Waste Authority Board of Directors

Findings: F1.,F2.,F3.,F4.,F5.,F6.,F7.,F8. Recommendations:

R1.,R2.,R3.,R4.,R5.,R6.

Monterey Regional Waste Management Board of Directors

Findings: F2.

Recommendations: R2.

## **BIBLIOGRAPHY**

Salinas Valley Solid Waste Authority Budget 2012-2013

Salinas Sun St. Transfer Station Annual Report-March 15, 2012

Monterey Regional Waste Management District Annual Report Ending June 2010-2011

Joint Powers Agreement No. A-07261

Minutes of Board of Directors SVSWA reviewed 2002-2012

Newspaper Articles-Salinas Californian, Monterey Herald, Monterey County Weekly

## **WEB SITES**

[www.svswa.org](http://www.svswa.org)

[www.svswa.org/johnsnon\\_canyon\\_landfill.cfm](http://www.svswa.org/johnsnon_canyon_landfill.cfm)

[www.mrwmd.org](http://www.mrwmd.org)

[www.mrwmd.org/last chance-mercantile.htm](http://www.mrwmd.org/last_chance-mercantile.htm)

[www.comonterey.ca.us/health/environmentalhealth](http://www.comonterey.ca.us/health/environmentalhealth)

[www.covantaenergy.com](http://www.covantaenergy.com)

[www.zerowasteenergy.com](http://www.zerowasteenergy.com)

[www.plascoenergygroup.com](http://www.plascoenergygroup.com)

[www.recoveredenergy.com/seeaplant.html](http://www.recoveredenergy.com/seeaplant.html)

## **APPENDIX A**

SVSWA Revenue Bonds, Series 2002 Debt Service Schedule

## **APPENDIX B**

SVSWA Service Area

## **APPENDIX C**

Jolon Road Tons Landfilled by Origin

## **APPENDIX D**

SVSWA Service Area Waste Delivery Tons Landfilled

## **APPENDIX E**

SVSWA Service Area Landfilled Tonnage Waste Origin

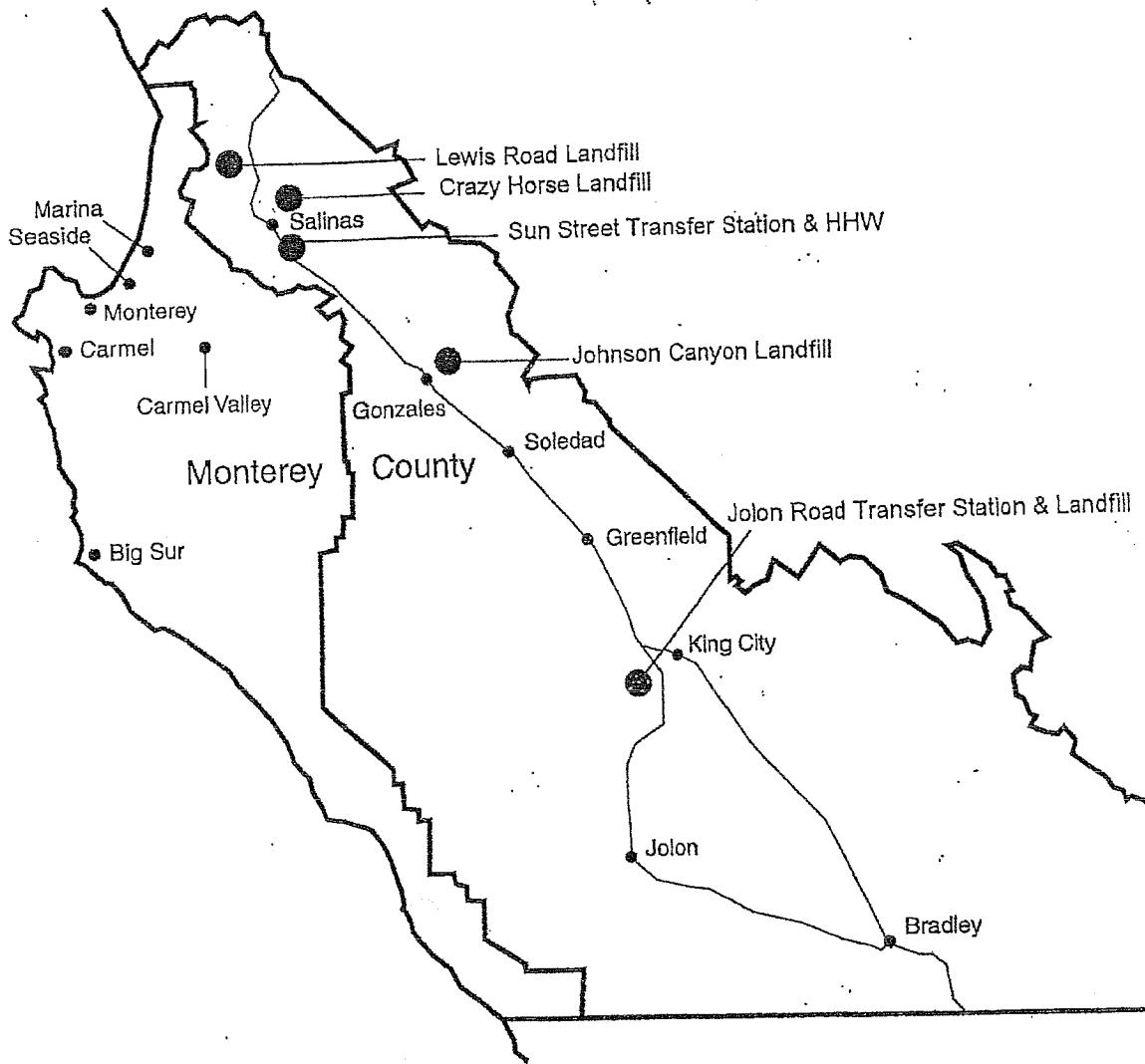
# APPENDIX A

## SALINAS VALLEY SOLID WASTE AUTHORITY Revenue Bonds, Series 2002 \$39,845,000 Issued May 2, 2002 Debt Service Schedule

Date	Principal	Interest	Total	Fiscal Year Ended	Fiscal Year Total
08/01/2011	\$ 940,000.00	\$ 917,264.38	\$ 1,857,264.38		
02/01/2012		897,289.38	897,289.38	06/30/2012	\$ 2,754,553.75
08/01/2012	985,000	897,289.38	1,882,289.38		
02/01/2013		872,664.38	872,664.38	06/30/2013	2,754,953.75
08/01/2013	1,035,000	872,664.38	1,907,664.38		
02/01/2014		848,859.38	848,859.38	06/30/2014	2,756,523.75
08/01/2014	1,085,000	848,859.38	1,933,859.38		
02/01/2015		818,343.75	818,343.75	06/30/2015	2,752,203.13
08/01/2015	1,150,000	818,343.75	1,968,343.75		
02/01/2016		786,000.00	786,000.00	06/30/2016	2,754,343.75
08/01/2016	1,215,000	786,000.00	2,001,000.00		
02/01/2017		751,828.13	751,828.13	06/30/2017	2,752,828.13
08/01/2017	1,285,000	751,828.13	2,036,828.13		
02/01/2018		715,687.50	715,687.50	06/30/2018	2,752,515.63
08/01/2018	1,360,000	715,687.50	2,075,687.50		
02/01/2019		677,437.50	677,437.50	06/30/2019	2,753,125.00
08/01/2019	1,435,000	677,437.50	2,112,437.50		
02/01/2020		640,665.63	640,665.63	06/30/2020	2,753,103.13
08/01/2020	1,510,000	640,665.63	2,150,665.63		
02/01/2021		601,971.88	601,971.88	06/30/2021	2,752,637.50
08/01/2021	1,590,000	601,971.88	2,191,971.88		
02/01/2022		561,228.13	561,228.13	06/30/2022	2,753,200.00
08/01/2022	1,675,000	561,228.13	2,236,228.13		
02/01/2023		518,306.25	518,306.25	06/30/2023	2,754,534.38
08/01/2023	1,765,000	518,306.25	2,283,306.25		
02/01/2024		471,975.00	471,975.00	06/30/2024	2,755,281.25
08/01/2024	1,860,000	471,975.00	2,331,975.00		
02/01/2025		423,150.00	423,150.00	06/30/2025	2,755,125.00
08/01/2025	1,955,000	423,150.00	2,378,150.00		
02/01/2026		371,831.25	371,831.25	06/30/2026	2,749,981.25
08/01/2026	2,060,000	371,831.25	2,431,831.25		
02/01/2027		317,756.25	317,756.25	06/30/2027	2,749,587.50
08/01/2027	2,175,000	317,756.25	2,492,756.25		
02/01/2028		260,662.50	260,662.50	06/30/2028	2,753,418.75
08/01/2028	2,290,000	260,662.50	2,550,662.50		
02/01/2029		200,550.00	200,550.00	06/30/2029	2,751,212.50
08/01/2029	2,415,000	200,550.00	2,615,550.00		
02/01/2030		137,156.25	137,156.25	06/30/2030	2,752,706.25
08/01/2030	2,545,000	137,156.25	2,682,156.25		
02/01/2031		70,350.00	70,350.00	06/30/2031	2,752,506.25
08/01/2031	2,680,000.00	70,350.00	2,750,350.00		
				06/30/2032	2,750,350.00
Totals	\$ 35,010,000.00	\$ 22,804,690.63	\$ 57,814,690.63		\$ 57,814,690.63

APPENDIX B

# Authority Service Area



**Salinas Valley Solid Waste Authority**

128 Sun Street, Suite 101

Salinas, CA 93901

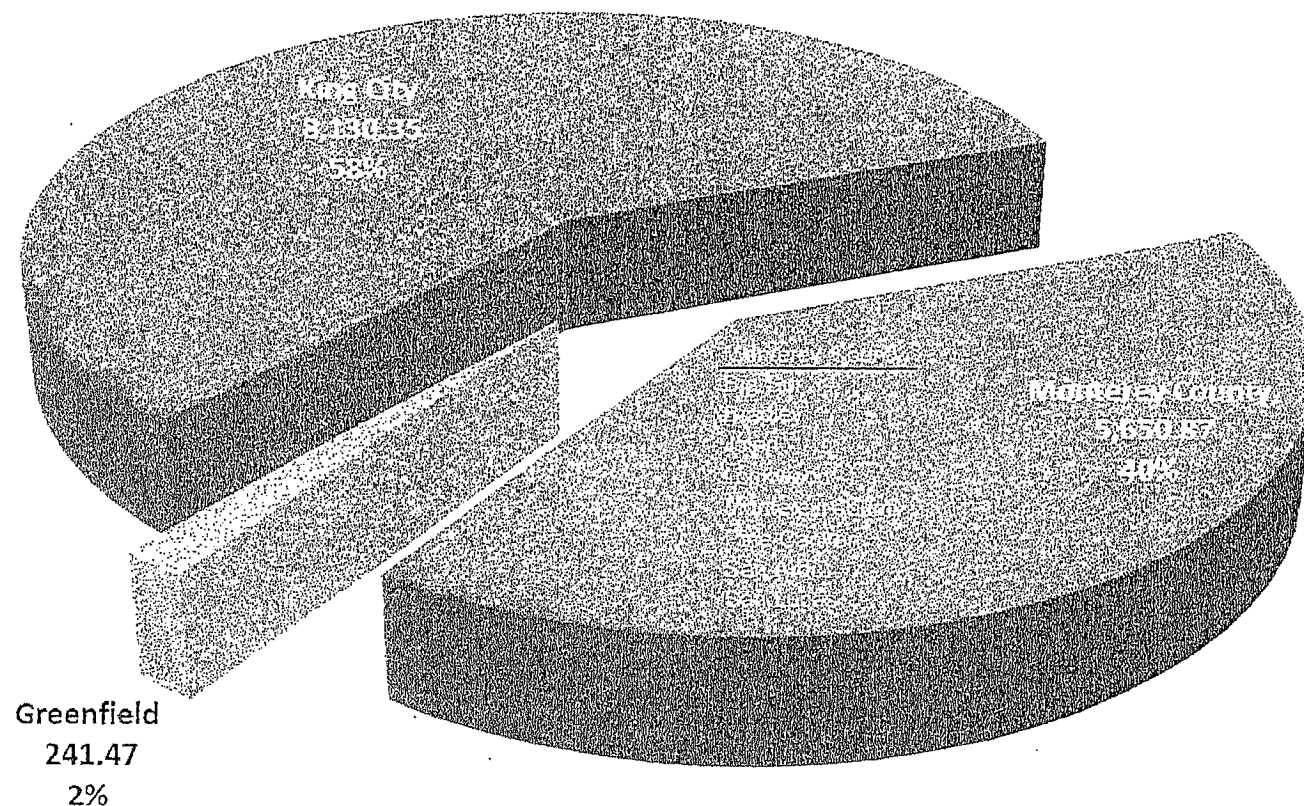
(831) 775-3000

[www.svswa.org](http://www.svswa.org)

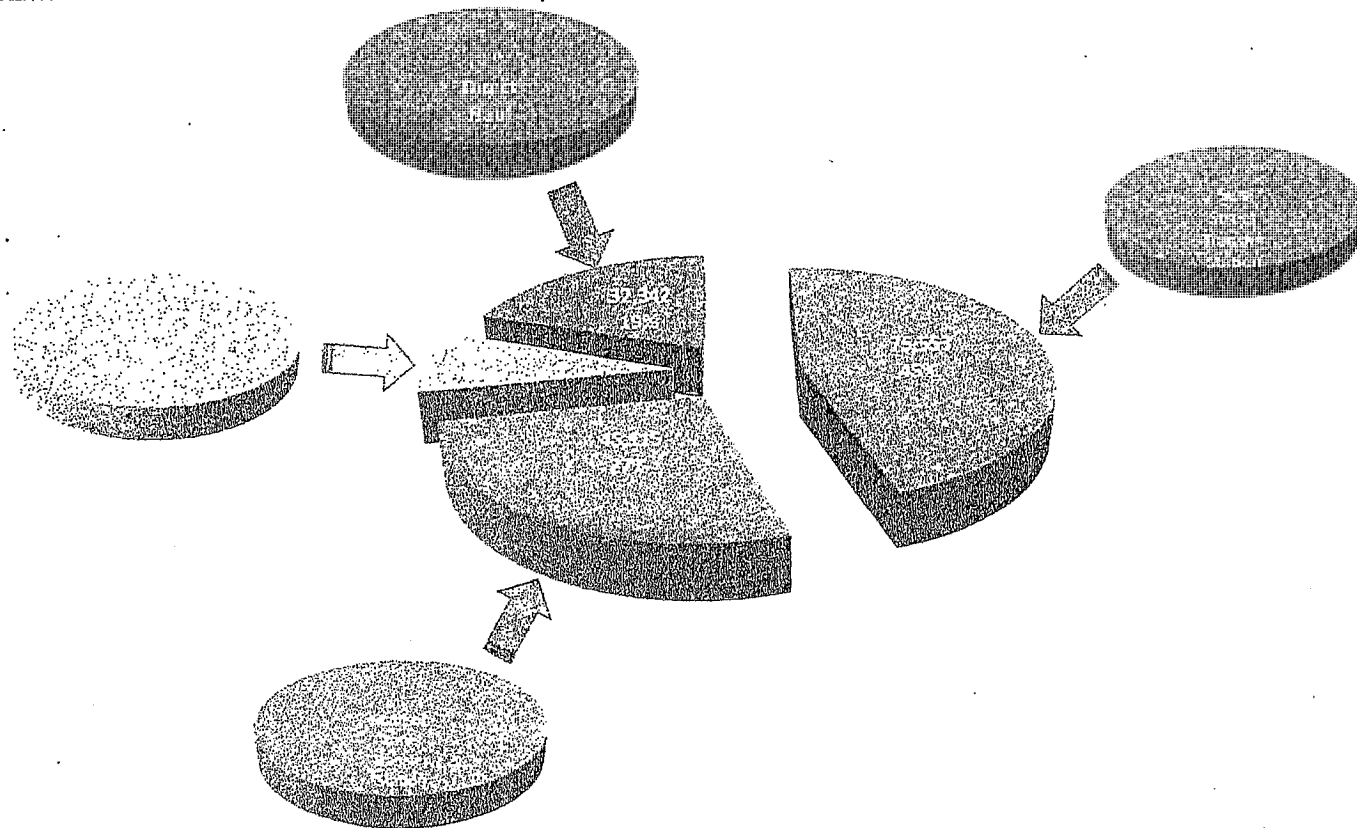


# Jolon Road Tons Landfilled by Origin

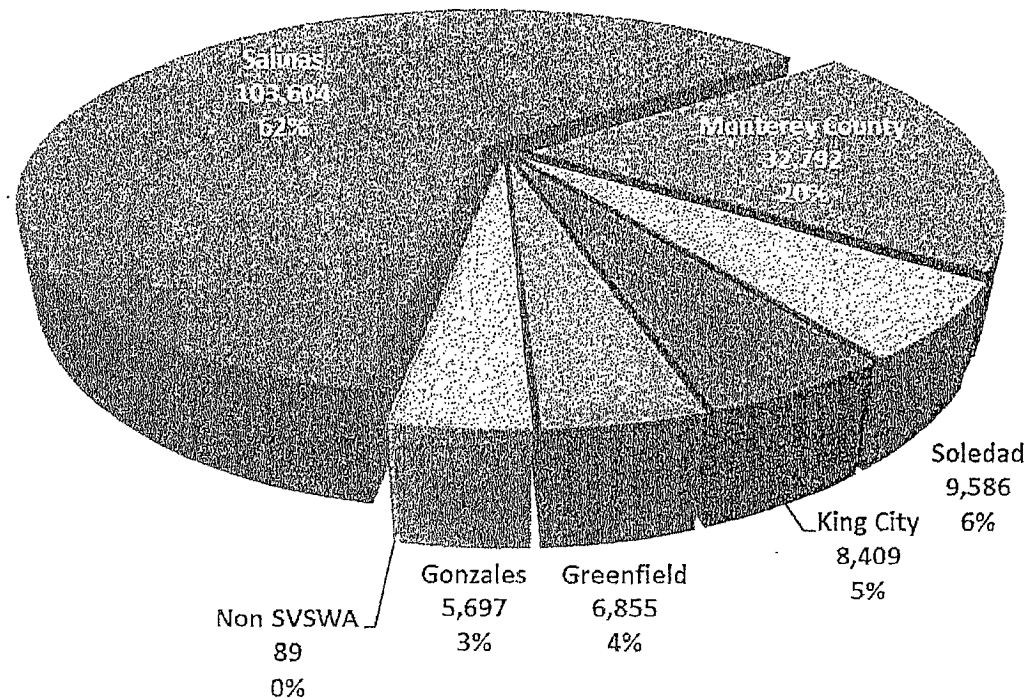
## 14,023 tons



# Authority Service Area Waste Delivery 167,033 Tons Landfilled



# Authority Service Area Landfilled Tonnage Waste Origin - 167,033 Tons



## **Index of Salinas Valley Solid Waste Authority Attachments**

<u>Attachment</u>	<u>Item</u>
Attachment 1:	SUBA 7-21-07 Meeting Agenda and Minutes
Attachment 2:	Excerpt from County's 1992 General Plan
Attachment 3a:	An Economic Impact Analysis of Salinas Valley Solid Waste Authority
Attachment 3b:	An Economic Impact Analysis of Constructing and Operating an Autoclave
Attachment 4a:	Excerpt from Professional Services Agreement Regarding County Withdrawal from Joint Powers Authority
Attachment 4b:	Email correspondence Concerning Loss of Jobs in a Merger Between SVSWA and the MRWMD
Attachment 5:	Letter to Supervisor Jane Parker, April 18, 2012

Salinas United Business Association

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**Board of Directors Meeting  
Minutes/Notes**

February 21, 2007 @ 8:00 a.m.  
Firehouse Recreation Center

Meeting called to order: Dave Brown, President, called the meeting to order at 8:00 a.m.

1. Roll call read by Deloris Scaife-Higgins: (Quorum at 8:15)

**Present:** David Brown, Larry Dykes, Deloris Scaife-Higgins, Alicia Delena, Keven Pederson, Teresa Gomez, Sal Jimenez, Tony Barrera, Maria Orozco

**Absent:** Juan Juarez, Don Green, Antonio Campos, Moises Escoto, Sergio Sanchez, Gloria De La Rosa

**Staff:** Victor Mehia

2. Public Comment

Tony Barrera wants SUBA to be part of opening the restrooms at Closter Park.

3. Consent Items

- a. Approval of Minutes for 01/17/2007 M/S/P
- b. Approval of January 2007 Financial Report M/S/P (SJ/LD)

4. Reports/Updates

- a. Package Distributions
- b. Received Grant with ALBA and Pajaro CDC from the National Rural Funders Collaborative (VM)
- c. New Non-Profit Organization was Formed – Business & Community Partnership (VM)
- d. Need to Fill Board of Directors (VM)
- e. Need to Seek Amendment to Zoning in Industrial/Heavy Industrial Areas (DB)
- f. Need New Code Enforcement Officers (DB)
- g. BID Expansion to Include Williams Road (DB)

5. Items on Next Month's Agenda

- a. Need to Monitor BFI and its Assessment/Audit of Businesses in east Salinas (VM)
- b. Need More Information on the Plan to Expand Alco Water Services

6. Discussion

- a. Q&A: Mobile Vendors in the City of Salinas

7. Presentation

- a. Salinas Valley Solid Waste Authority: Expansion of Sun Street Transfer Station (Jose Gamboa)

8. Adjourn



**Date: 7/15/2011**

**To: José Martinez-Saldaña, Executive Director of SUBA**

**From: Jose Gamboa, Assistant General Manager**

**RE: Status of the Sun Street Transfer Station Relocation**

At yesterday's Policy and Built Governmental Relations committee I provided a report regarding the relocation of the Sun Street Transfer Station. The report included the following: 1) Work Street property owned by the City of Salinas; 2) The interest to create a collaborative effort between the current tenant –Granite Construction, located on the property, the City of Salinas and the Authority; 3) the introduction of a conversion technology (autoclave) project to be included with the transfer station engineering design at Work Street and; 4) The national award earned by the Sun Street Transfer Station due to its operational performance.

The Authority is exploring three possible sites for relocating the Sun Street Transfer Station and due to some unique existing conditions at Work Street at this time this is the most attractive site for relocating: the nearest sensitive receptors are on the opposite side of the freeway, the freeway itself creates noise due to heavy traffic, the tallow company located near the site generates odors, and Granite's activities release dust and truck traffic. And therefore, the transfer station will be environmentally "insulated" by all of the above described activities thus making the CEQA process a bit easier.

The City would like to retain its existing tenant in order to continue earning the proceeds from the lease agreement. Granite would avoid the expense to relocate and therefore save a substantial expense. However, Granite will need to reduce its operational site in order to free up sufficient surface area to accommodate the transfer station and the autoclave. The estimated available surface area is being reviewed by an engineering firm to determine if the transfer station and the autoclave can "fit".

The autoclave project is the result of research work conducted during 2008-2011 by the Authority, USDA and a start-up company known as CR3, during 2009. The research proved the feasibility to create cellulose from municipal solid waste with applications in the paper industry. A new company has taken over the CR3 project. CEQA has been approved by our Board.

Lastly, the Authority submitted an award application to the Solid Waste Association of North America under Transfer Station category and recently the Authority was notified that it earned a national award because Sun Street's operating performance and safety record.

**Thank you,**

**Jose Gamboa  
Assistant General Manager**

Another option has emerged: to share the City's property at Work street with Granite. This recent idea from the Redevelopment Agency has merits: Granite has activities requiring heavy truck traffic, and it generates dust. The nearest sensitive receptor is behind freeway 101 therefore no noise issues. Therefore easier for a transfer station to get approval.

Also, the City of Salinas will continue to generate revenue from the lease, and Granite will not need to spend about \$2 million dollars to dissamble equipment, and relocate. In addition, the Authority could potentially move a portion of its operation from Sun Street to a section of the Granite site prior to the construction of the final transfer/autoclave project and reduce its operations at Sun Street.

As a result, the Authority has asked URS Enginnering to generate another site plan once the property boundaries have been comfirmed by the City of Salinas –a process likely to take one and a half months.

Thank you.

Date: June 9, 2011

To: Rose Dusquesnay, SUBA

From: Jose Gamboa, Salinas Valley Solid Waste Authority

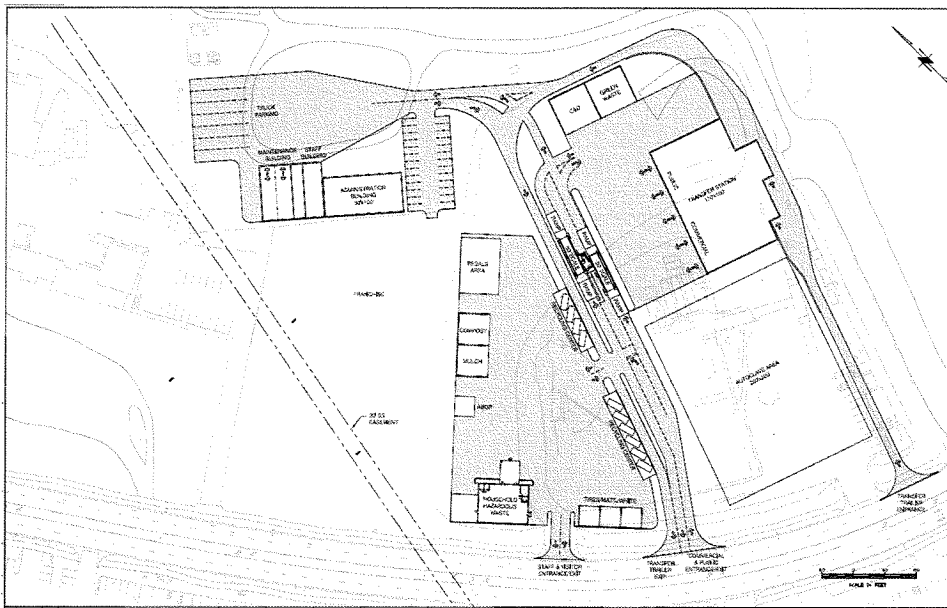
**Subject: Update of Transfer Station Status**

Currently the Salinas Valley Solid Waste Authority is exploring three possible sites as location alternatives to the Sun Street Transfer Station: Madison Lane transfer station owned by Waste Management, Dole property on Sanborn, and the City owned property at Work Street -currently the front section of the property is occupied by Granite.

A requirement for each of the three sites is that it must accomodate the transfer station plus an autoclave processing unit that will produce cellulose from municipal waste containing high organics content. The Authority has been conducting experimental testing at Crazy Horse landfill in collaboration with US Department of Agriculture and now the Authority and a private company are ready to construct a commercial autoclave project in Salinas –project that will create year round jobs estimated at \$50,000 a year.

The Authority has hired URS Engineering to create a site plan for each of the sites:

## Work Street



[illegible][illegible]

I:\STAFF FOLDERS\joseg\SUBA Transfer Station Update 60911.doc



**COUNTY OF MONTEREY  
DEPARTMENT OF HEALTH  
ENVIRONMENTAL HEALTH BUREAU  
SOLID WASTE LOCAL ENFORCEMENT AGENCY (LEA)**

## **NOTICE OF PUBLIC INFORMATIONAL MEETING**

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**DATE OF MEETING:** September 6, 2012

**TIME OF MEETING:** 6 P.M. to 7:30 P.M.  
(if no attendees from the public, meeting will adjourn at 6:30 P.M)

**LOCATION OF MEETING:** Salinas Valley Solid Waste Authority (SVSWA)  
128 Sun Street, Suite 101  
Salinas, CA 93901

**APPLICANT:** SVSWA

**FACILITY NAME:** Sun Street Transfer Station

**FACILITY LOCATION:** 139 Sun Street  
Salinas, CA 93901

**SOLID WASTE FACILITY  
PERMIT NUMBER:** 27-AA-0110

**FACILITY CONTACT:** Patrick Mathews, General Manager  
SVSWA  
128 Sun Street, Suite 101  
Salinas, CA 93901  
(831) 775-3000

**DATE OF SUBMITTAL:** July 18, 2012

**DATE OF ACCEPTANCE:** August 10, 2012

**DATE OF NOTICE:** August 24, 2012

**LEA CONTACT:** Maria E. Ferdin, Senior Environmental Health Specialist  
1270 Natividad Road  
Salinas, CA 93906  
(831) 755-8915

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As a property owner, tenant or person with vested interest in the project vicinity, please be advised that the County of Monterey, Solid Waste Local Enforcement Agency (LEA) has accepted a Full Solid Waste Facility Permit (SWFP) application package from the Salinas Valley Solid Waste Authority for the Facility located at 139 Sun Street, Salinas, CA. The LEA is certified by CalRecycle to enforce state laws and regulations at solid waste sites within the County of Monterey, including all disposal facilities.

**Purpose of the Meeting**

This Public Informational Meeting is for any interested parties to learn more about the project and to provide comments to the LEA regarding the proposed permit action. The LEA will use information discussed in this meeting, as well as its own review, to create a draft permit. Before the permit becomes final, CalRecycle, a state agency, must review and concur with the permit proposed by the LEA. As part of the concurrence process, an additional meeting will be held in Sacramento, CA, within 60 days of receiving a draft permit from the LEA. If you wish to be notified of the CalRecycle meeting, please contact the LEA.

**Description of Project**

On July 18, 2012, the LEA received a Full Solid Waste Facility Permit application package from the SVSWA, regarding the Facility located at 139 Sun Street, Salinas, CA. The application package was submitted in response to a Five Year Review of the site's SWFP conducted by the LEA in September of 2010. Based on this review, the LEA has found that the main updates include a change in operational hours to 7 am to 5 pm M-F and 8 am to 4 pm on Saturdays, combining currently permitted 300 tons per day of refuse and 100 tons per day of recycling into 400 tons of mixed waste and recycling, use Griffin St. for ingress and egress by SVSWA trucks, install a 4,000 gallon biofuel tank (use of Griffin and installation of the bio-fuel tank has been approved by the City of Salinas) and provide an area for commercial self-haul to unload refuse and recycling on the western portion of the property,

**Findings**

The LEA has determined that:

- The requested amendments will require a Solid Waste Facility Permit revision per 27 CCR 21620.
- The application is accepted, meets the requirements of the California Code of Regulations, Title 27, Section 21570, and is approved.
- Within 60 days of accepting the application as complete and correct, a package will be submitted to CalRecycle by the LEA that will include the permit application package submitted by the operator as well as a draft permit.

**Options for Submitting Written Comments**

The Monterey County LEA will be accepting written comments on this acceptance action until **September 21, 2012**. Please address all correspondences to:

Monterey County Health Department  
Environmental Health Bureau  
Solid Waste Management Services  
**Attn: Maria E. Ferdin**  
1270 Natividad Road  
Salinas, CA 93906-3198

**Where to Get Additional Information**

A copy of the application package is available for public review during normal business hours Monday-Friday, 8am-5pm or by appointment in the LEA office located at 1270 Natividad Road, Salinas, CA 93906. For questions or comments, please call 831-755-8915.

**Appeals Process Information**

Pursuant to Public Resources Code §44307, the decision of the LEA may be challenged through a formal hearing process. To initiate the appeals process, please contact Maria E. Ferdin at 831-755-8915 for an LEA "Request for Hearing" form. This form may also be obtained online at:

<http://www.calrecycle.ca.gov/LEA/Forms/#Enforce>



**CONDADO DE MONTEREY  
DEPARTAMENTO DE SALUD  
DIVISIÓN DE SALUD MEDIOAMBIENTAL AGENDCIA DE APLICACIÓN LOCAL  
DE DESECHOS SÓLIDOS (AALDS)**

## **ANUNCIO DE JUNTA INFORMATICA PARA EL PÚBLICO**

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<b>FECHA DEL LA JUNTA:</b>	<b>6 de Septiembre de 2012</b>
<b>HORARIO DE LA JUNTA:</b>	<b>6 PM to 7:30PM (La junta será concluida a las 6:30PM si no hay asistencia del publico)</b>
<b>LOCAL DE LA JUNAT:</b>	<b>LAS OFICINAS DE SALINAS VALLEY SOLID WASTE AUTHORITY 128 SUN STREET, SUITE 101 SALINAS, CA 93901</b>
<b>CANDIDATO:</b>	<b>SALINAS VALLEY SOLID WASTE AUTHORITY</b>
<b>NOMBRE DEL PROYECTO</b>	<b>ESTACIÓN DE TRANSFERENCIA SUN STREET</b>
<b>LOCALIZACIÓN DEL PROYECTO:</b>	<b>139 SUN STREET SALINAS, CA 93901</b>
<b>NUMERO DEL PERMISO DELA DE LA INSTALACIÓN DE DESCEHOS SÓLIDOS:</b>	<b>27-AA-0110</b>
<b>CONTACTO DE LA INSTALACIÓN:</b>	<b>PATRICK MATHEWS, GERENTE GENERAL SALINAS VALLEY SOLID WASTE AUTHORITY P.O BOX 2159 SALINAS, CA 93902 (831) 775-3000</b>
<b>FECHA SOMETIDO:</b>	<b>18 DE JULIO DE 2012</b>
<b>FECHA ACEPTADO:</b>	<b>10 DE SEPTIEMBRE DE 2012</b>
<b>FECHA DE ANUNCIO:</b>	<b>24 DE AGOSTO DE 2012</b>
<b>CONTACTO DE AALDS</b>	<b>Maria E. Ferdin, Especialista Principal de Salud del Medioambiente 1270 Natividad Road Salinas, CA 93906 (831) 755-8909</b>

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Este anuncio es para informar a los propietarios u otras personas con interés en esta comunidad que la Agencia de Aplicación Local de Desechos Sólidos (AALDS) ha aceptado una paquete de aplicación para un permiso entero de desechos sólidos de Salinas Valley Solid Waste Authority (SVSWA) para la estación de transferencia localizada en 139 Sun Street en Salinas, CA. Dentro de Monterey, la agencia AALDS está certificada por CalRecycle para asegurarse que sitios de desechos sólidos cumplan con leyes y regulaciones del Estado de California.

### **Propósito de la Junta**

Esta junta pública es para cualquier miembro de la comunidad que tiene interés en aprender más sobre el proyecto y para proporcionar comentario al AALDS sobre el proyecto propuesto. AADLS usara información discutida en esta junta en conjunto con su propia revisión para producir un permiso. Antes que el permiso es finalizado, CalRecycle, la agencia del estado tiene que revisar y conformar con el permiso propuesto por AALDS. Como parte del proceso para conformar, una junta adicional será organizada en Sacramento dentro de 60 días después de recibir el permiso propuesto del AALDS. Si gustaría ser notificado de esta junta, por favor póngase en contacto con AALDS.

### **Descripción del Proyecto**

El 18 de julio de 2012, AALDS recibió un paquete de aplicación para un permiso máximo de desechos sólidos de SVSWA, con respecto a la instalación localizada en 139 Sun Street, Salinas, CA. El paquete de aplicación fue entregado en respuesta al Repaso de Cinco Años del permiso llevado a cabo por AALDS en Septiembre 2010. Basado en el repaso, el AALDS encontró que los principales actualizados son el cambio de operación al 7am a 5pm. L-V y 8am a 4pm el sábado, combinando 300 toneladas de desechos por día y 100 toneladas de reciclaje a 400 toneladas de desechos mezclados y reciclaje, usar Griffin St para ingreso y egreso por los camiones de SVSWA, instalar un tanque de 4,000 galones de biocombustibles (el uso de la calle Griffin y la instalación de el tanque ha sido aprobado por la ciudad de Salinas) y proveer un área para acarrear residuos y reciclaje comercial a una porción del oeste de la propiedad.

### **Resultados del AALDS**

El AALDS ha determinado que:

- Las modificaciones solicitadas requieren revisión del permiso de instalación de desechos sólidos por Código 27 CCR 21620.
- La solicitud entregada esta completa y correcta y conforme al Código 27 CCR 21570 y es aprobada.
- Dentro de 60 días de recibir la aplicación como completa y correcta, un paquete será sometido a CalRecycle por el AALDS que incluye el paquete de aplicación para el permiso sometido por el operador y el permiso propuesto.

### **Opciones para someter Comentario Escrito**

El Condado de Monterey AALDS estará aceptando comentarios escritos sobre la acción hasta 21 de septiembre de 2012. Por favor dirija su correspondencia a:

Monterey County Health Department  
Environmental Health Bureau  
Solid Waste Manangement Service  
Atención: Maria E. Ferdin  
1270 Natividad Road  
Salinas, CA 93906-3198

### **Donde Encontrar Información Adicional**

Copias del paquete de la solicitud son disponible para revisión publica durante el horario de oficina, Lunes-Viernes, 8am-5pm o por cita con la oficina del AADLS en 1270 Natividad Road, Salinas, CA 93906. Si tiene preguntas o comentario lláme al 831-755-4579.

### **Información de proceso de Súplicas**

Conforme al Código de Recursos Públicos § 44307, la decisión del AADLS puede ser desafiada con un proceso de audiencia formal. Para iniciar el proceso de súplicas, por favor lláme a Maria E. Ferdin al 831-755-4579 y pida una copia del formulario "Pedido de una audiencia." Este formulario también puede ser obtenido sobre el Internet en <http://www.calrecycle.ca.gov/LEA/Forms/#Enforce>

1	CLOY MC PHERSON CODIGA TRS	936 E LAKE AVE	WATSONVILLE CA 95076	
2	PO BOX 2159	SALINAS CA 93902		
3	PO BOX 2159	SALINAS CA 93901		
4	24600 PASEO PRIVADO	SALINAS CA 93908		
5	PO BOX 624	SALINAS CA 93902-0624		
6	129 DOVER ST	LOS GATOS CA 95032		
7	C/O PROP TX DEPT-UNION PCFC RR CO	1700 FARNAM ST FL 10	OMAHA NE 68102-2002	
8	PO BOX 624	SALINAS CA 93902		
9	PO BOX 624	SALINAS CA 93902		
10	1249 VIA PARAISO	SALINAS CA 93901-3850		
11	328 E MARKET ST	SALINAS CA 93905		
12	%VICTOR J ROSSI	24650 VEREDA CT	SALINAS CA 93908	
13	18205 BERTA CANYON RD	SALINAS CA 93907		
14	PO BOX 811	SALINAS CA 93902		
15	SHARON L MULTANEN TRS	109 FLAGGHILL DR	MONTEREY CA 93940- 6318	
16	1176 LOYOLA DRIVE	SALINAS CA 93901-1510		
17	212 MERCED ST	SALINAS CA 93901-3708		
18	328 E MARKET ST	SALINAS CA 93905		
19	PO BOX 9013	SALINAS CA 93915		
20	26037 TORO RD	SALINAS CA 93908-8919		
21	153 GRIFFIN ST	SALINAS CA 93901		
22	347 HEDGE RD	MENLO PARK CA 94025-1713		
23	211 IVY ST	SALINAS CA 93901-3704		
24	26000 BUCKS RUN	SALINAS CA 93908-9371		
25	1908 GLENDORA WAY	SALINAS CA 93906		
26	340 LOS LAURELES GRADE RD	CARMEL VALLEY CA 93924- 9426		
27	145 GRIFFIN ST	SALINAS CA 93901-3736		
28	340 LOS LAURELES GRADE RD	CARMEL VALLEY CA 93924- 9426		
29	1122 MONTECITO CIR	SALINAS CA 93901-1033		
30	242 GRIFFIN ST	SALINAS CA 93901-3720		
31	1122 MONTECITO CIR	SALINAS CA 93901-1033		
32	922 SAINT ANDREW COURT	SALINAS CA 93901		
33	4037 SEVEN GABLES ST	FORTH WORTH TX 76133		
34	529 ARCADIA ST	SALINAS CA 93906		

CODIGA WILLIAM JOSEPH &
SALINAS VALLEY SOLID WASTE AUTHORITY
SALINAS VALLEY SOLID WASTE AUTHORITY
ROSSI JOSEPH V & DIANE H TRS
GLAD INVESTMENTS COMPANY LP
NEXIS PARTNERS LLC
SOUTHERN PACIFIC TRANSPORTATION CO
GOLDMAN WARREN D TR ET AL
GOLDMAN HARVEY TR ET AL
RAUCH GEORGE E
YASIN FAYK K & SAHAR
MDV FAMILY LIMITED PARTNERSHIP
MORALES JUAN FONSECA & JOSEFINA V
ADAMS BARBARA MARIE TR ET AL
MULTANEN RICHARD H &
PATANIA GIUSEPPE & PAOLA FRANCESCA CO-TRS
ROSSI EMILO & ROSA TRS
YASIN FAYK K & SAHAR
VIRGEN CESAR & ROSALINA DURAN
COHON MELVIN L TR ET AL
RAMIREZ ILIANA
LOUIE WO SHUN & NORA MEI YEE
CHACON PAUL P JR & CLARA E
CAVA DICK W & BETTY TRS
GUARDADO-RAMIREZ HECTOR & YOLANDA G GUARDADO
APPLING FAMILY TRUST TR ET AL
WEST LAUREL CHURCH OF CHRIST
APPLING LLOYD E JR ET AL
MCKINSEY JOANN GATTIS TR ET AL
JRW INVESTMENTS
MCKINSEY JOANN GATTIS TR ET AL
ROSSI FRANK
ALBARRAN ADOLFO PEREZ & MICHAELA G
FONSECA VERONICA & JOSE

1	3051071000	OCCUPANT		
2	3051087000	OCCUPANT		
3	3051086000	OCCUPANT		
4	3051074000	OCCUPANT	RIANDA ST	SALINAS CA
5	3051039000	OCCUPANT	148 GRIFFIN ST	SALINAS CA
6	3051077000	OCCUPANT		
7	3051072000	OCCUPANT		
8	3051037000	OCCUPANT	302 COMMISSION ST	SALINAS CA
9	3051038000	OCCUPANT	124 GRIFFIN ST	SALINAS CA
10	3062021000	OCCUPANT	382 E MARKET ST	SALINAS CA
11	3061004000	OCCUPANT		CA
12	3051064000	OCCUPANT	329 RIANDA ST	SALINAS CA
13	3062015000	OCCUPANT	203 GRIFFIN ST	SALINAS CA
14	3051020000	OCCUPANT	242 GRIFFIN ST	SALINAS CA
15	3051076000	OCCUPANT	102 SUN ST	SALINAS CA
16	3051075000	OCCUPANT		
17	3062004000	OCCUPANT	212 MERCED ST	SALINAS CA
18	3061003000	OCCUPANT		CA
19	3051011000	OCCUPANT	323 RIANDA ST	SALINAS CA
20	3062016000	OCCUPANT	155 GRIFFIN ST	SALINAS CA
21	3062022000	OCCUPANT	153 GRIFFIN ST	SALINAS CA
22	3062005000	OCCUPANT	214 MERCED ST	SALINAS CA
23	3062020000	OCCUPANT	211 IVY ST	SALINAS CA
24	3051023000	OCCUPANT	343 RIANDA ST	SALINAS CA
25	3061002000	OCCUPANT	135 GRIFFIN ST	SALINAS CA
26	3062023000	OCCUPANT	372 E MARKET ST	SALINAS CA
27	3062019000	OCCUPANT	137 GRIFFIN ST	SALINAS CA
28	3062024000	OCCUPANT	374 E MARKET ST	SALINAS CA
29	3062012000	OCCUPANT	235 GRIFFIN ST	SALINAS CA
30	3062014000	OCCUPANT	221 GRIFFIN ST	SALINAS CA
31	3062013000	OCCUPANT	231 GRIFFIN ST	SALINAS CA
32	3062007000	OCCUPANT	228 MERCED ST	SALINAS CA
33	3062006000	OCCUPANT	224 MERCED ST	SALINAS CA
34	3062008000	OCCUPANT	230 MERCED ST	SALINAS CA

CODIGA WILLIAM JOSEPH &
SALINAS VALLEY SOLID WASTE AUTHORITY
SALINAS VALLEY SOLID WASTE AUTHORITY
CAMPOS HECTOR G & GUADALUPE S
ROSSI JOSEPH V & DIANE H TRS
SAKASEGAWA HARUKO TR ET AL
GLAD INVESTMENTS COMPANY LP
COMMISSION STREET PARTNERS
NEXIS PARTNERS LLC
CALIFORNIA WATER SERVICE CO
SELBY PETROLEUM INC
SOUTHERN PACIFIC TRANSPORTATION CO
GOLDMAN WARREN D TR ET AL
UNITED INVESTMENTS COMPANY
SAKASEGAWA KIYOSHI J
MULTANEN RICHARD H &
PATANIA GIUSEPPE & PAOLA FRANCESCA CO-TRS
COMMISSION STREET PARTNERS
ORNELAS JACINTO & MARTIN GUTIERREZ
SOUTHERN PACIFIC TRANSPORTATION CO
ANDREOTTI NANCY S &
CAHOON ADDISON B &

1				
2	CLOY MC PHERSON CODIGA TRS	936 E LAKE AVE	WATSONVILLE CA 95076	
3	PO BOX 2159	SALINAS CA 93902		
4	PO BOX 2159	SALINAS CA 93901		
5	324 HAMPTON	SALINAS CA 93906		
6	24600 PASEO PRIVADO	SALINAS CA 93908		
7	C/O PIINI REALTY	263 LINCOLN AVE.	SALINAS CA 93901	
8	PO BOX 624	SALINAS CA 93902-0624		
9	PO BOX 3611	SALINAS CA 93912-3611		
10	129 DOVER ST	LOS GATOS CA 95032		
11	PR 1-31	1720 NORTH FIRST STREET	4598	
12	DBA SELBY PETROLEUM INC	188-A FRANK WEST CIRCLE	STOCKTON CA 95206	
13	C/OPROP TX DEPT-UNION PCFC RR CO	1700 FARNAM ST FL 10	OMAHA NE 68102-2002	
14	PO BOX 624	SALINAS CA 93902		
15	19201 HARLEIGH DR	SARATOGA CA 95070-5145		
16	812 BAUTISTA DR	SALINAS CA 93901		
17	SHARON L MULTANEN TRS	109 FLAGGHILL DR	MONTEREY CA 93940-6318	
18	1176 LOYOLA DRIVE	SALINAS CA 93901-1510		
19	PO BOX 3611	SALINAS CA 93912-3611		
20	24640 AVENIDA PRINCIPAL	SALINAS CA 93908-9308		
21	C/OPROP TX DEPT-UNION PCFC RR CO	1700 FARNAM ST FL 10	OMAHA NE 68102-2002	
22	ADDISON B CAROON CO- TRS	7392 ACORU GLEN LOOP	ROSEVILLE CA 95747	
23	ESTATE OF SUE C ADDISON	7392 ACORN GLEN LOOP	ROSEVILLE CA 95747-8159	

1	GOVT LAND	OCCUPANT		
2	3051071000	OCCUPANT		
3	3051087000	OCCUPANT		
4	3051086000	OCCUPANT		
5	3051084000	OCCUPANT		
6	3051074000	OCCUPANT	RIANDA ST	SALINAS CA
7	2211015000	OCCUPANT	245 FRONT ST	SALINAS CA
8	3051039000	OCCUPANT	148 GRIFFIN ST	SALINAS CA
9	3051081000	OCCUPANT		
10	3051077000	OCCUPANT		
11	3051063000	OCCUPANT	253 COMMISSION ST	SALINAS CA
12	2202013000	OCCUPANT	220 COMMISSION ST	SALINAS CA
13	3051072000	OCCUPANT		
14	3051037000	OCCUPANT	302 COMMISSION ST	SALINAS CA
15	3051062000	OCCUPANT	238 COMMISSION ST	SALINAS CA
16	2211016000	OCCUPANT		
17	3051076000	OCCUPANT	102 SUN ST	SALINAS CA
18	3051075000	OCCUPANT		
19	3051080000	OCCUPANT		
20	3051079000	OCCUPANT		
21	3051070000	OCCUPANT		
22	3051044000	OCCUPANT	COMMISSION ST	SALINAS CA
23	3051066000	OCCUPANT	222 COMMISSION ST	SALINAS CA

## Attachment 2

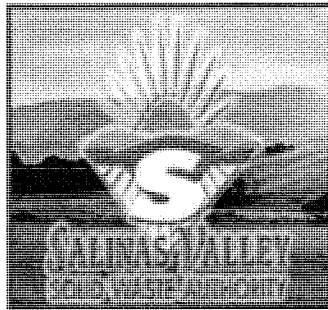
### Excerpt from the Monterey County 1992 General Plan, "Solid Waste Disposal"

The future of solid waste management in Monterey County will involve employing innovative technologies which allow for economical waste processing to create marketable waste byproducts such as fuel and raw materials. By the year 2000 the County will also have established educational and public information programs which emphasize conservation, recycling, and resource recovery. During this period, some of the County disposal sites may close and solid waste may be consolidated into two major disposal sites at the current Marina and Johnson Canyon Road (near Gonzales) disposal sites.



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**An Economic Impact Analysis Of**  
**SALINAS VALLEY SOLID WASTE AUTHORITY**



**THIS PROJECT IS SUPPORTED IN PART BY**  
**THE CALIFORNIA ASSOCIATION FOR LOCAL ECONOMIC DEVELOPMENT**



Prepared by:  
Solution Mountain, Inc.  
A CALED Technology Partner  
April 2011

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## **General Project Description**

The following economic impact analysis has been prepared on behalf of Salinas Valley Solid Waste Authority (SVSWA). This study seeks to understand the economic impacts for the SVSWA and its associated waste hauling businesses. The analysis uses historical data to measure the economic benefits with respect to jobs, gross economic output, capital income and taxes.

## **Definitions and Methods**

The Economic Impact Analysis Report (attached below) is based on data sets that are specific to Monterey County market area. The typical analysis is either supported by data that is specific to the project or one that is based on historical datasets that are specific to the related market and industry sectors. This report uses historical datasets provided by IMPLAN<sup>1</sup>. The report represents a broader view than simply the Project's direct expenditures or employment. For example the analysis measures the economic "footprint" as project dollars multiply inside and outside of the market area and it includes calculations for both direct and indirect impacts. It is the preparer's opinion that the report presents a conservative view of the impacts.

This analysis seeks to quantify the on-going economic benefits of the hauling activities as well as the economic impacts generated by SVSWA operations. The results of this report are not scientific but are historically-representative of the economic impacts.

The Project's analysis includes six categories:

1. **Gross Economic Output:** The aggregated market value of goods and services produced by businesses and government enterprises in the economy. It is essentially equal to the revenue collected by businesses (including indirect taxes) within the County or impact area.
2. **Gross County Product:** The total of value added created by the production of goods and services in the economy. It represents the sum of labor compensation, capital type income and indirect business taxes. Gross County Product is best described as new money added to the community as a result of the project.
3. **Total Labor Income:** The compensation to employees and self-employed proprietors including both wages and indirect payments such as retirement benefits, health insurance and other similar fringe benefits.

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<sup>1</sup> The data sets used in this report are provided by Minnesota IMPLAN Group, Inc (MIG, Inc), the developers of the IMPLAN® economic impact modeling system. IMPLAN® is used to create complete, extremely detailed Social Accounting Matrices and multiplier models of local economies. Implan enables users to make in-depth examinations of state, multi-county, county or sub-county and metropolitan regional economies. Implan is used by more than 1,000 public and private institutions. MIG, Inc. has been developing complex localized databases and serving public and private organizations since 1993.



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4. **Total Employment:** The number of jobs generated within the impact area including full-time and part-time positions, salaried workers and sole proprietors.
5. **Capital Income:** The sum of income such as business profits, interest and rental income. Capital Income is best described as non-labor benefits.
6. **Indirect Business Tax:** Taxes and fees not based in the businesses' income. It may represent sales taxes (if any) levied by the state and county and also property taxes levied against businesses as well as federal, state and local fees.



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## **Executive Summary**

**Gross Economic Output:** The economic impact report (attached below) summarizes the benefits of both the project's direct investment and the resulting indirect impact. Initial estimates show the project's direct investment will be approximately \$32.7 million (Note: the project worksheet, shown at exhibit A details how the direct impact numbers were derived). The \$32.7 million direct impact number includes the direct revenues associated with the transportation haulers and one year annual budget of the SVSWA<sup>2</sup>. The value of the direct investment has a multiplier effect as it changes hands. The analysis estimates a direct investment of \$32.7 million will produce an additional \$16.4 million in indirect impacts. The value of the direct and indirect impacts total \$49.1 million.

**Gross County Product:** The gross county product seeks to measure the value-add to the local community. The project's gross economic impact is estimated at \$49.1 million, with an estimated \$26.8 million of this amount benefiting the local economy. The balance of the impact will typically be distributed in the surrounding counties, the state and nation.

**Labor & Jobs:** The analysis seeks to measure labor income and job impacts. The total labor income is estimated at \$17.4 million. The analysis estimates that 425 jobs (full and part-time) will be benefited. The jobs in this analysis represent both the direct jobs as well as jobs that are indirectly impacted as a result of the project.

**Capital Income:** Capital Income, including profits, interest and rental income generated from activities associated with this project is estimated to exceed \$7.5 million.

**Indirect Business Taxes:** This analysis estimates the project will produce \$1.9 million in indirect business taxes.

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<sup>2</sup> The actual earned revenues for haulers that are associated with this analysis are unknown. To arrive at estimated revenues, labor dollars were applied to IMPLAN datasets to extrapolated estimated earnings.



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## Industry Sectors

This analysis is a study of the industry sectors and geographic area associated with this project. The result is a representative analysis with outputs that are based on historical datasets but not necessarily unique to this development. The following describes the industry categories that are associated with the Project. The categories are based upon the North American Industry Classification System (NAICS).

NAICS 562	Administrative Support,	Waste Management and Remediation
NAICS 484	Transportation Truck Transportation	Waste Hauling

## Summary of Economic Impacts

The Economic Impact Report (shown below) details the Project's economic impacts. In summary, it is estimated that the project activities will produce the following benefits:

- *\$49.1 million in Gross Economic Output*
- *\$26.8 million in Gross County Product.*
- *\$17.4 million in Total Labor Income.*
- *425 total jobs (full and part-time).*
- *\$7.5 million in Capital Income.*
- *\$1.9 million in Indirect Business Taxes and Fees.*

## Ongoing Economic Impacts – 5 Years

*Both of the categories analyzed in this report (waste management and remediation and waste hauling) have the potential to provide on-going economic impacts. Assuming all things remain equal, the annual direct impact of \$32.7 million produces \$49.1 in annual benefits and \$245.6 million in gross economic impacts over a five-year period.*

## About Solution Mountain, Inc:

Since 2003, the principals of Solution Mountain, Inc. have prepared hundreds of economic impact reports for state agencies, cities, counties, economic development districts and private corporations. Each report is based on IMPLAN datasets specific to the project's location and unique industry sectors. Solution Mountain, Inc. is a technology partner for the California Association for Local Economic Development (CALED). Robert Gilmore, the CEO, is the recipient of the Ford Foundation's Award for Innovations in American Government and the Council of State Government's Award for Innovation.



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## Economic Impact Report

### Salinas Valley Solid Waste Authority Monterey County, California

#### Gross Economic Output

Gross Economic Output: is the aggregated market value of goods and services produced by firms and government enterprises in the County's economy. It is essentially equal to the revenue collected by businesses (including indirect taxes) within the County.

	Direct Impact	Indirect and Induced Impact	Total Impact
<b>On Going Benefit:</b>			
Administrative And Support, Waste Management And Remediation Services	15,000,000	\$7,493,794	\$22,493,790
Transportation Truck Transportation Waste Hauling	\$17,714,000	\$8,910,774	\$26,624,770
<b>Total:</b>	<b>\$32,714,000</b>	<b>\$16,404,568</b>	<b>\$49,118,560</b>

#### Gross County Product

Gross County Product: Is the total value added created by the production of goods and services in the local economy. It is analogous to the concept of Gross Domestic Product at the national level. It represents the sum of labor compensation, capital type income (profits, interests and rents), and indirect business taxes (which are mainly sales taxes, but also include property taxes and government mandated fees).

	Initial Purchase	Total Impact
<b>On Going Benefit:</b>		
Administrative And Support, Waste Management And Remediation Services	15,000,000	12,013,650
Transportation Truck Transportation Waste Hauling	\$17,714,000	\$14,804,650
<b>Total:</b>	<b>\$32,714,000</b>	<b>\$26,818,300</b>



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#### Total Labor Income

Labor Income: Is the compensation to employees and self-employed proprietors including both wages and indirect payments such as retirement benefits, health insurance and other similar fringe benefits.

	Initial Purchase	Total Impact
<b>On Going Benefit:</b>		
Administrative And Support, Waste Management And Remediation Services	15,000,000	\$7,350,550
Transportation	\$17,714,000	\$10,086,430
Truck Transportation		
Waste Hauling		
<b>Total:</b>	<b>\$32,714,000</b>	<b>\$17,436,980</b>

#### Total Employment

Employment: Is the number of jobs generated within the County, and includes: \* full-time and part-time positions \* salary workers \*sole proprietors.

	Initial Purchase	Total Impact
<b>On Going Benefit:</b>		
Administrative And Support, Waste Management And Remediation Services	15,000,000	173
Transportation	\$17,714,000	253
Truck Transportation		
Waste Hauling		
<b>Total:</b>	<b>\$32,714,000</b>	<b>425</b>

#### Capital Income

Capital Income: is the sum of all property type income (such as business profits, interest income and rental income) generated within the County

	Initial Purchase	Total Impact
<b>On Going Benefit:</b>		
Administrative And Support, Waste Management And Remediation Services	15,000,000	\$3,589,202
Transportation	\$17,714,000	\$3,863,179
Truck Transportation		
Waste Hauling		
<b>Total:</b>	<b>\$32,714,000</b>	<b>\$7,452,381</b>



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#### Indirect Business Tax

Indirect Business Taxes: Are taxes and fees that are not based in the businesses' income. For the most part they represent sales taxes levied by the State and the county, but also include property taxes levied against businesses as well as fees imposed by federal, state and local governments.

	Initial Purchase	Total Impact
<b>On Going Benefit:</b>		
Administrative And Support, Waste Management And Remediation Services	15,000,000	1,073,899
Transportation	\$17,714,000	\$855,047
Truck Transportation		
Waste Hauling		
Total:	<b>\$32,714,000</b>	<b>\$1,928,946</b>

#### Gross Economic Output Summary

	Jobs	Direct Impact	Total Impact
On Going 5 Year Benefit:	425	\$32,714,000	\$245,592,800
Total:	<b>425</b>	<b>\$32,714,000</b>	<b>\$245,592,800</b>



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## **EXHIBIT A - Project Worksheet**

### **SALINAS VALLEY SOLID WASTE AUTHORITY**

<b>Sample Test Basis</b>	<b>Sample Test Payroll</b>	<b>Sample Test Payroll % of Direct</b>	<b>Actual Employment</b>	<b>Employment as % of Direct Impact</b>	<b>Resulting Calculated Direct Impact</b>
<b>Hauler Activity</b>					
\$ 1,000,000	\$ 569,404	56.9%			
				\$	
			\$ 981,349	56.90	\$ 1,724,691
			\$ 553,893		\$ 973,450
			\$ 3,988,916		\$ 7,010,397
			\$ 3,415,051		\$ 6,001,847
			\$ 1,140,000		\$ 2,003,515
<b>Total</b>			\$ 10,079,209		<b>\$ 17,713,900</b>
<b>Waste Mgmt Activity</b>					
\$ 1,000,000	\$ 232,667	23.3%	\$ 3,490,000	23.2%	<b>\$ 15,000,000</b>



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**SALINAS VALLEY SOLID WASTE AUTHORITY**  
**An Economic Impact Analysis of CONSTRUCTING AND OPERATING AN AUTOCLAVE**



**THIS PROJECT IS SUPPORTED IN PART BY**  
**THE CALIFORNIA ASSOCIATION FOR LOCAL ECONOMIC DEVELOPMENT**



Prepared by:  
Solution Mountain, Inc.  
A CALED Technology Partner  
December 2011

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## **General Project Description**

The following economic impact analysis has been prepared on behalf of Salinas Valley Solid Waste Authority (SVSWA). The SVSWA Board has been investigating alternatives to landfill disposal of solid waste. The goal, reaffirmed in August 2010, is to achieve 75% diversion from landfills.

This study seeks to understand the economic impacts for constructing a waste autoclave. A waste autoclave is a form of solid waste treatment that utilizes heat, steam and pressure of an industrial autoclave in the processing of waste. Waste autoclaves process waste either in batches or in continuous-flow processes. In batch processes, saturated steam is pumped into the autoclave at temperatures around 160°C. The pressure in the vessel is maintained at 5 bar gauge for a period of up to 45 minutes to allow the process to fully 'cook' the waste. The autoclave process gives a very high pathogen and virus kill rate.

Modern autoclaves, also referred to as converters, can operate in the atmospheric pressure range to achieve full sterilization of pathogenic waste. Super heating conditions and steam generation are achieved by variable pressure control, which cycles between ambient and negative pressure within the sterilization vessel. The advantage of this new approach is the elimination of complexities and dangers associated with operating pressure vessels<sup>1</sup>.

## **Definitions and Methods**

The Economic Impact Analysis Report (attached below) is based on data sets that are specific to Monterey County market area. The typical analysis is either supported by data that is specific to the project or one that is based on historical datasets that are related to the project's market and industry sectors. This report uses historical datasets provided by IMPLAN<sup>2</sup>. The report represents a broader view than simply the Project's direct expenditures or employment. For example the analysis measures the economic "footprint" as project dollars multiply inside and outside of the market area and it includes calculations for both direct and indirect impacts.

The results of this report are not gathered from project-specific information but from datasets that are historically-representative of the economic impacts.

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<sup>1</sup> Reference Wikipedia. [http://en.wikipedia.org/wiki/Waste\\_autoclave](http://en.wikipedia.org/wiki/Waste_autoclave)

<sup>2</sup> The data sets used in this report are provided by Minnesota IMPLAN Group, Inc (MIG, Inc), the developers of the IMPLAN® economic impact modeling system. IMPLAN® is used to create complete, extremely detailed Social Accounting Matrices and multiplier models of local economies. Implan enables users to make in-depth examinations of state, multi-county, county or sub-county and metropolitan regional economies. Implan is used by more than 1,000 public and private institutions. MIG, Inc. has been developing complex localized databases and serving public and private organizations since 1993.



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The Project's analysis includes six categories:

1. **Gross Economic Output:** The aggregated market value of goods and services produced by businesses and government enterprises in the economy. It is essentially equal to the revenue collected by businesses (including indirect taxes) within the County or impact area.
2. **Gross County Product:** The total of value added created by the production of goods and services in the economy. It represents the sum of labor compensation, capital type income and indirect business taxes. Gross County Product is best described as new money added to the community as a result of the project.
3. **Total Labor Income:** The compensation to employees and self-employed proprietors including both wages and indirect payments such as retirement benefits, health insurance and other similar fringe benefits.
4. **Total Employment:** The number of jobs generated within the impact area including full-time and part-time positions, salaried workers and sole proprietors.
5. **Capital Income:** The sum of income such as business profits, interest and rental income. Capital Income is best described as non-labor benefits.
6. **Indirect Business Tax:** Taxes and fees not based in the businesses' income. It may represent sales taxes (if any) levied by the state and county and also property taxes levied against businesses as well as federal, state and local fees.



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## **Executive Summary**

**Gross Economic Output:** The economic impact report (attached below) summarizes the benefits of both the project's direct investment and the resulting indirect impact. Initial estimates show the project's direct investment will be approximately \$26.6 million. This number is derived from information provided by the SVSWA and also estimates that have been calculated by the analyst. SVSWA provided estimated construction costs and operation and the maintenance expenses for selected equipment. The budget for operating the plant was calculated using payroll estimates provided by SVSWA and IMPLAN datasets. The direct impact number includes the costs associated with constructing, operating and maintaining the facility. The value of the direct investment has a multiplier effect as it changes hands. The analysis estimates a direct investment will produce an additional \$14.6 million in indirect impacts. The value of the direct and indirect impacts total \$41.2 million.

**Gross County Product:** The gross county product seeks to measure the value-add to the local community. The project's gross economic impact is estimated at 41.2 million, with an estimated \$22.6 million of this amount benefiting the local economy. The balance of the impact will typically be distributed in the surrounding counties, the state and nation.

**Labor & Jobs:** The analysis seeks to measure labor income and job impacts. The total labor income is estimated at \$16.7 million. The analysis estimates that 360 jobs (full and part-time) will be benefited. The jobs in this analysis represent both the direct jobs as well as jobs that are indirectly impacted as a result of the project. Approximately 67 jobs are anticipated to be permanently benefited.

**Capital Income:** Capital Income, including profits, interest and rental income generated from activities associated with this project is estimated to exceed \$4.5 million.

**Indirect Business Taxes:** This analysis estimates the project will produce \$1.3 million in indirect business taxes.

## **Industry Sectors**

This analysis is a study of the industry sectors and geographic area associated with this project. The result is a representative analysis with outputs that are based on historical datasets but not necessarily unique to this development. The following describes the industry categories that are associated with the Project. The categories are based upon the North American Industry Classification System (NAICS).

<b>Construct – Autoclave Facilities</b>
<b>Machinery, repair, operation and maintenance</b>
<b>Waste management and remediation services</b>

## **Summary of Economic Impacts**

The Economic Impact Report (shown below) details the Project’s economic impacts. In summary, it is estimated that the project activities will produce the following benefits:

- *\$41.2 million in Gross Economic Output*
- *\$22.6 million in Gross County Product.*
- *\$16.7 million in Total Labor Income.*
- *360 total jobs (full and part-time).*
- *\$4.5 million in Capital Income.*
- *\$1.3 million in Indirect Business Taxes and Fees.*

## **Ongoing Economic Impacts – 5 Years**

This project has the potential to provide both one-time and on-going economic impacts. When the one-time impacts of \$33.1 million are combined with five years of the annually reoccurring impacts (\$43.2 million) the total is more than \$76.4 million.



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**About Solution Mountain, Inc:**

Since 2003, the principals of Solution Mountain, Inc. have prepared hundreds of economic impact reports for state agencies, cities, counties, economic development districts and private corporations. Each report is based on IMPLAN datasets specific to the project's location and unique industry sectors. Solution Mountain, Inc. is a technology partner for the California Association for Local Economic Development (CALED). Robert Gilmore, the CEO, is the recipient of the Ford Foundation's Award for Innovations in American Government and the Council of State Government's Award for Innovation.



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## Economic Impact Report – CONSTRUCTING AND OPERATING AN AUTOCLAVE

### Salinas Valley Solid Waste Authority

#### Gross Economic Output

The aggregated market value of goods and services produced by firms and government enterprises in the County's economy. It is essentially equal to the revenue collected by businesses (including indirect taxes) within the County.

Implan Industry	Frequency	Direct Impact	Indirect and Induced Impact	Total Impact
Construct – Autoclave Facilities	One Time	\$21,000,000	\$11,634,270	\$32,634,270
Machinery, repair, operation and maintenance	On Going	\$440,000	\$81,421	\$521,421
Waste management and remediation services	On Going	\$5,200,000	\$2,930,624	\$8,130,624
<b>Totals:</b>		<b>\$26,640,000</b>	<b>\$14,646,316</b>	<b>\$41,286,316</b>

#### Gross County Product

The total value added created by the production of goods and services in the local economy. It is analogous to the concept of Gross Domestic Product at the national level. It represents the sum of labor compensation, capital type income (profits, interests and rents), and indirect business taxes (which are mainly sales taxes, but also include property taxes and government mandated fees).

Implan Industry	Frequency	Initial Purchase	Total Impact
Construct – Autoclave Facilities	One Time	\$21,000,000	\$17,990,034
Machinery, repair, operation and maintenance	On Going	\$440,000	\$288,046
Waste management and remediation services	On Going	\$5,200,000	\$4,342,450
<b>Totals:</b>		<b>\$26,640,000</b>	<b>\$22,620,531</b>



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### Total Labor Income

The compensation to employees and self-employed proprietors including both wages and indirect payments such as retirement benefits, health insurance and other similar fringe benefits.

Implan Industry	Frequency	Initial Purchase	Total Impact
Other new construction	One Time	\$21,000,000	\$13,915,861
Commercial machinery repair and maintenance	On Going	\$440,000	\$187,654
Waste management and remediation services	On Going	\$5,200,000	\$2,656,921
<b>Totals:</b>		<b>\$26,640,000</b>	<b>\$16,760,436</b>

### Total Employment

The number of jobs generated within the County, and includes: \* full-time and part-time positions \* salary workers \*sole proprietors.

Implan Industry	Frequency	Initial Purchase	Total Impact
Other new construction	One Time	\$21,000,000	293
Commercial machinery repair and maintenance	On Going	\$440,000	5
Waste management and remediation services	On Going	\$5,200,000	62
<b>Totals:</b>		<b>\$26,640,000</b>	<b>360</b>

### Capital Income

The sum of all property type income (such as business profits, interest income and rental income) generated within the County.

Implan Industry	Frequency	Initial Purchase	Total Impact
Other new construction	One Time	\$21,000,000	\$3,175,669
Commercial machinery repair and maintenance	On Going	\$440,000	\$76,094
Waste management and remediation services	On Going	\$5,200,000	\$1,297,371
<b>Totals:</b>		<b>\$26,640,000</b>	<b>\$4,549,135</b>



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### **Indirect Business Tax**

Are taxes and fees that are not based in the businesses' income. For the most part they represent sales taxes levied by the State and the county, but also include property taxes levied against businesses as well as fees imposed by federal, state and local governments.

<b>Implan Industry</b>	<b>Frequency</b>	<b>Initial Purchase</b>	<b>Total Impact</b>
Other new construction	One Time	\$21,000,000	\$898,310
Commercial machinery repair and maintenance	On Going	\$440,000	\$24,294
Waste management and remediation services	On Going	\$5,200,000	\$388,159
<b>Totals:</b>		<b>\$26,640,000</b>	<b>\$1,310,763</b>

#### Attachment 4a

### From the Professional Services Agreement Between Monterey County Environmental Health Department and MSW Consulting Regarding County Withdrawal from Joint Powers Authority

new lower tipping fee with the District that is similar to the tipping fees being offered to accept tons from outside the County

- Scenario 4. Remain a member of the Authority, continue to direct all tons generated in the unincorporated areas to the Authority's disposal facilities; negotiate a new lower system-wide tipping fee with the Authority.

CONTRACTOR will compare the benchmarks it calculates for the alternate scenarios with the base scenario. CONTRACTOR will use the benchmarks described above to make these comparisons. CONTRACTOR will prepare workpapers and schedules to support its calculations. CONTRACTOR will prepare exhibits that depict its comparisons.

In addition to these quantitative comparisons, for each scenario, CONTRACTOR will identify the public policy advantages and disadvantages of each potential scenario. For example, one of the disadvantages to re-directing a significant portion of the tonnage now being delivered to the Authority's disposal facilities is that it may result in a significant increase in tipping fees for solid waste ratepayers in the cities in the southern areas of the County. This economic impact would not be borne by ratepayers in the unincorporated areas, however, it may be considered by the County from a public policy perspective. In its evaluation of the scenarios above, CONTRACTOR will identify these and other types of public policy issues that may be helpful to the County's decision-making process.

#### **Task 4: Review Preliminary Results with County Staff**

**(to be completed within 10 weeks of notice to proceed)**

CONTRACTOR will meet with County staff to review its analysis and preliminary evaluation. The purpose for this meeting is to confirm a common understanding of the evaluation and the underlying assumptions. CONTRACTOR will discuss the implications of each scenario, and consider if there are other scenarios CONTRACTOR may need to model. CONTRACTOR will make any revisions based on our meeting, and prepare to meet with representatives of Carmel Marina.

Attachment 4b

**Pinson, Wm Ted 796-1297**

---

**From:** Dave Davis [dave@msw-consultants.com]  
**Sent:** Friday, March 25, 2011 2:14 PM  
**To:** Ramirez, John x4539; Rios, Teresa x8979  
**Subject:** Impact of recycling in East Monterey county on local jobs  
**Attachments:** 2011-03-23 Want the economy to improve\_ Recycle - KION KCBA - Monterey, Salina.pdf  
Teresa and John,

Here is a link to a news story about the economic impact of recycling in East Monterey County. It is based on a report prepared by the Monterey Business Council and the California Association of Economic Development. This highlights another issue we will probably need to address; the jobs that may be lost as the result of a merger between the SVSWA and the MRWMD. ) \*

<http://www.kionrightnow.com/Global/story.asp?S=14306944>

I was not able to find the actual report online.

Dave

*David L. Davis, CMA*  
MSW Consultants  
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Temecula, California 92591

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## Attachment 5



April 18, 2012

Supervisor Jane Parker  
2616 1<sup>st</sup> Avenue  
Marina, CA 93933

**Subject: Rate Increase Concerns**

Dear ~~Ms. Parker:~~ *Jane*

Thank you for your letter of April 17, 2012, regarding your concerns over our proposed rate increase. I will distribute your letter to our Board members. I also want to take this opportunity to correct some of the misinformation you have received that has understandably resulted in your raising the concerns in your letter to our Board.

The information regarding the extent of the SVSWA rate increase being distributed to the media by a few community members is incorrect. As you know, the current bills for garbage collection services include three parts: Haulers Service Fee, Disposal Fee (landfills) and Franchise Fee set by each jurisdiction. The solid waste agencies do not set Franchise Fees or Hauler Service fees.

Below is an example of the SVSWA projected impacts to County customers, exclusive of the hauler service fees and County franchise fees over which we do not have administrative rate setting control:

Service Size	Community	Monthly Bill	Disposal Portion*	Estimated Disposal Increase	Monthly Bill Increase
1 cy bin	Uninc. Mo.Co.	\$147.73	\$16.50	\$2.64	1.8%
35 gal cart	Uninc. Mo.Co.	\$26.09	\$4.55	\$0.63	2.4%

\* Not including Franchise Fees

There has been a recent misstatement of facts and claiming our rate proposal will result in a 20% rate hike, when the actual impact associated with the SVSWA is only 2-4% as you can see above. As a community agency, we have been respectful of the current economic circumstances

[www.svswa.org](http://www.svswa.org)

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

**Subject: Working Relationship Between Solid Waste Agencies**

and have held our rates down for the last four years through employee cost saving initiatives, development of new revenue sources, and improved operating efficiencies. To highlight the benefits of our cost saving measures and stable rates, I have attached a table showing our rate impacts over the last four years in comparison to the various rate increases approved by the County over the same period. You can clearly see the SVSWA impact to the County's rate payers the last four years, including Crazy Horse closure, has been relatively small (2-6%) compared to the overall approved increases of 27%-66%.

The necessary rate adjustments we are proposing are critical today and have been under discussion for well over 3 years as we work to put the SVSWA on a new and financially sustainable path for the future. All solid waste agencies are facing the same issues in this period of transition from landfilling to resource recovery. We have many legal, financial and contractual obligations that we did not create, but were given stewardship responsibility for at the time of our formation. Our agency remains an environmental steward for the past landfilling practices in the Salinas Valley as well as an advocate for more sustainable waste management practices in the future.

The major discussion going in our industry right now is how to end our reliance on "burying refuse in a landfill for the sole purpose of raising revenues to support the programs to keep that same waste out of the landfill". Our agency's overriding goal since 2005 has been to harvest the remaining valuable resources from our wastestream and focus on reducing our agency's environmental foot print. Our past practices of relying on landfill revenues to support or subsidize recycling are in conflict with our agency's purpose and function and no longer sustainable. To this end, a significant component of our proposed rate increase is aimed at weaning ourselves off revenues derived from filling our landfill with waste from outside our county. We are planning to discontinue this practice at the end of our current waste importation agreement in 3-5 years.

I hope this addresses some of your immediate concerns and both William and I will stay engaged in our discussions on how we can find common ground to support good, sustainable decisions to support the long range objectives of both agencies. I would also welcome an opportunity to sit down with you to discuss the proposed rate setting policies impacting your constituents in Salinas. If you have any questions, please do not hesitate to contact me at (831) 775-3000 or email: [patrickm@svswa.org](mailto:patrickm@svswa.org).

Sincerely,



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

Attachments: Rate impact summary for eastern unincorporated Monterey County

Copy to: SVSWA Board of Directors  
William Merry, MRWMD

***4 YEAR HISTORIC  
IMPACT OF SVSWA  
RATES AND LANDFILL  
CLOSURE - 2008-2012***

# MONTHLY RATE INCREASE SUMMARIES Eastern Monterey County 2008-2012

<u>Service Level</u>	<u>2008/09 Rate</u>	<u>2009/10 Rate</u>	<u>2010/11 Rate</u>	<u>2011/12 Rate</u>	<u>Total \$ Increase</u>	<u>Impacted Service Sector</u>
Tipping Fee (per ton)	\$63.00	\$63.00	\$64.00	\$64.00	\$1.00	
Rate per CY/Month	\$16.11	\$16.11	\$16.37	\$16.37	\$0.26	Commercial
CHLF Closure Impact per CY	\$0.00	\$2.30	\$2.38	\$2.43	\$2.43	Commercial
Rate per 35 gal cart/Month	\$4.51	\$4.51	\$4.58	\$4.58	\$0.07	Residential
CHLF Closure Impact per 35 gal cart	\$0.00	\$0.64	\$0.66	\$0.67	\$0.67	Residential

1. Crazy Horse Transfer impact per county consultant report of 12/2/2009:

\$14.75 per ton

[for MLTS transfer only]

\$9.00 per ton

[spread across all waste based on 61% of in-district County waste transferred from MLTS]

2. Average Weight per 35 gallon cart collected:

33.1 lbs per 35 gal cart

[\$0.03 per gal x 35 gal / \$63.50 per ton x 2000 lbs per ton = 33.1 lbs per 35 gal cart]

3. Average Weight per cubic yard collected:

120.0 lbs per CY

[\$3.81 per cubic yard / \$63.50 per ton x 2000 lbs per ton = 120.0 lbs/cy]

5. Inflation Factor (RRI 2011):

1.88%

From 2011 Rate setting Calculation (12-13-12 BOS Report)

# MONTHLY RATE INCREASE

## SUMMARIES Eastern Monterey

### County 2008-2012

<u>Jurisdiction</u>	<u>Service Level</u>	<u>2008/09 Rate</u>	<u>2009/10 Rate</u>	<u>2010/11 Rate</u>	<u>2011/12 Rate</u>	<u>Total Rate Increase</u>	<u>% Increase</u>	<u>SVSWA Effect on Rate Increase</u>	<u>% Increase</u>	<u>Tons/Mo</u>
Northeastern Agreement										
UFA										
Unic. County	35 gallon cart	\$17.81	\$19.90	\$23.08	\$25.50	\$7.69	43.2%	\$0.74	4.2%	0.072
(SVSWA Customers)	64 gallon cart	\$24.02	\$26.65	\$30.93	\$39.98	\$15.96	66.4%	\$1.48	6.2%	0.143
	1 cubic yard	\$114.38	\$125.45	\$145.85	\$145.00	\$30.62	26.8%	\$2.69	2.3%	0.260
	2 cubic yards	\$146.37	\$160.20	\$186.31	\$232.00	\$85.63	58.5%	\$5.37	3.7%	0.520
	3 cubic yards	\$246.56	\$269.03	\$313.02	\$334.95	\$88.39	35.8%	\$8.06	3.3%	0.779



# SVSWA Agenda Items - View Ahead

Item No. 13

2013

	Feb	Mar	Apr	May	Jun	Jul	Aug 16 Retreat
1	Minutes	Minutes	Minutes	Minutes	Minutes	RECESS - NO MEETINGS	<b>RETREAT</b>  <b>STRATEGIC PLAN</b>  <b>GOALS &amp; 6-MONTH OBJECTIVES REVIEW</b>
2	Claims/Financials (EC)	Claims/Financials (EC)	Claims/Financials (EC)	Claims/Financials (EC)	Claims/Financials (EC)		
3	QTE December Tonnage & Diversion Report	Strategic Plan Monthly Progress Report	Strategic Plan Monthly Progress Report	Strategic Plan Monthly Progress Report	Strategic Plan Monthly Progress Report		
4	Strategic Plan Monthly Progress Report	Non-management MOU	QTE March Cash & Investments	QTE March Tonnage & Diversion Reports	FY Investment Policy (EC)		
5	Mid-Year Budget Adjustments (EC)	Management MOU	Public Hearing to Adopt New Rates & Budget				
6	Ratify JC Ameresco Amend 2	Annual SSTS Report					
7	Employee Survey Results	QTE Dec Tonnage & Diversion Rpt (EC)					
8	GHS Waste Audit Presentation						
9	Intro Ord No. 10 Local Suppliers Preference						
10	DISCUSS: •Financial Policies •5-Yr Forecast •13-14 Op Bdgt •13-14 CIP Bdgt •Rate Increase						
11	GM Performance (EC)						

Consent
Presentation
Consideration
Closed Session

[Other] (Public Hearing, Recognition, Informational, etc.)  
(EC) Executive Committee