



Agenda

EXECUTIVE COMMITTEE

THURSDAY, December 7, 2017

4:00 p.m.

Conference Room

128 Sun Street, Suite 101, Salinas, California

CALL TO ORDER

ROLL CALL

President	Simón Salinas (County of Monterey)
Vice President	Robert Cullen (City of King)
Alternate Vice President	Gloria De La Rosa (City of Salinas)

GENERAL MANAGER AND DEPARTMENT MANAGER COMMENTS

COMMITTEE MEMBER COMMENTS

PUBLIC COMMENTS

Receive public communications from audience on items which are not on the agenda. Speakers are limited to three minutes at the discretion of the Chair.

CONSIDERATION ITEMS

1. [Minutes of November 2, 2017 Meeting](#)
 - A. Committee Discussion
 - B. Public Comment
 - C. Recommended Committee Action – Approval
2. [October 2017 Claims and Financial Reports](#)
 - A. Receive a report from Finance and Administration Manager Ray Hendricks
 - B. Committee Discussion
 - C. Public Comment
 - D. Recommended Committee Action – Forward to the Board and Recommend Approval
3. [Update on Succession Planning Program](#)
 - A. Receive a report from Finance and Administration Manager Ray Hendricks
 - B. Committee Discussion
 - C. Public Comment
 - D. Recommended Committee Action – Accept Report
4. [Self-Funding Programs and Services Report](#)
 - A. Receive a report from Finance and Administration Manager Ray Hendricks
 - B. Committee Discussion
 - C. Public Comment
 - D. Recommended Committee Action – Accept Report
5. [Discussion to Adjust Soil Disposal Fees](#)
 - A. Receive a report from Finance and Administration Manager Ray Hendricks
 - B. Committee Discussion
 - C. Public Comment
 - D. Recommended Committee Action – Forward to the Board for Direction

FUTURE AGENDA ITEMS

6. [Future Agenda Items – View Ahead Calendar](#)

CLOSED SESSION

Receive public comment from audience before entering into closed session:

7. Pursuant to **Government Code Section 54956.8** to confer with General Counsel and real property negotiators General Manager/CAO Patrick Mathews, Asst. General Manager/Operation Manager Cesar Zuniga, and Legal Counsel, concerning the possible terms and conditions of acquisition, lease, exchange or sale of 1) Salinas Valley Solid Waste Authority Property, APNs 003-051-086 and 003-051-087, located at 135-139 Sun Street, Salinas, CA, and 2) Harrison Rd & Sala Rd, Salinas, CA 93907, APN 113-091-017
8. Pursuant to **Government Code Section 54957.6** to provide instruction to General Manager/CAO Patrick Mathews to negotiate salaries and benefits with SVSWA employees - management and non-management.
9. Pursuant to **Government Code Section 54957 (b)** to consider the Performance Evaluation of the General Manager/Chief Administrative Officer Patrick Mathews.

RECONVENE

ADJOURNMENT

This meeting agenda was posted at the Salinas Valley Solid Waste Authority office at 128 Sun Street, Suite 101, Salinas, on **Thursday, December 1, 2017**. The Executive Committee will next meet in regular session on **Thursday, January 4, 2018, at 4:00 p.m.** Staff reports for the Authority Executive Committee meetings are available for review at 128 Sun Street, Suite 101, Salinas, California 93901, Phone 831-775-3000 and at www.salinasvalleyrecycles.org.

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

**MINUTES OF MEETING
SALINAS VALLEY SOLID WASTE AUTHORITY
EXECUTIVE COMMITTEE
November 2, 2017**

DRAFT

CALL TO ORDER

President Salinas called the meeting to order at 4:01 p.m.

Committee Members Present

Simón Salinas	President
Robert Cullen	Vice President
Gloria De La Rosa	Alternate Vice President

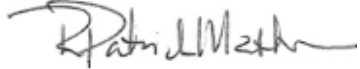
Staff Members Present

Patrick Mathews, *General Manager/CAO*
Cesar Zuniga, *Asst. General Manager/
Operations Manager*
Ray Hendricks, *Finance and Administration
Manager*
Mandy Brooks, *Resources Recovery
Manager*

Brian Kennedy, *Engineering and
Environmental Compliance Manager*
Erika J. Trujillo, *Clerk of the Board*
Scott Gordon, *General Counsel*
(via telephone)

ITEM NO. 1

Agenda Item



General Manager/CAO

N/A

General Counsel

GENERAL MANAGER AND DEPARTMENT MANAGER COMMENTS

(4:02) General Manager Mathews informed the Committee of his appointment as a Director for the Solid Waste Association of North America, California Gold Rush Chapter. Finance and Administration Manager Hendricks commented on his attendance to the CalPERS Annual Conference. Mr. Hendricks informed the Committee that he is currently working on adjustments to the current contract with CalPERS for the employee benefits and will maintain them updated on the progress.

COMMITTEE COMMENTS

None

PUBLIC COMMENT

None

CONSIDERATION ITEMS

1. Minutes of October 5, 2017, Meeting

(4:08)

Public Comment: None

Committee Action: Alternate Vice President De La Rosa made a motion to approve the minutes as presented. Vice President Cullen seconded the motion. The motion passed unanimously: 3-0.

2. September 2017 Claims and Financial Reports

(4:08) Finance and Administration Manager Hendricks provided a report on the current Authority finances, stating that revenues are comparable to last year and that there is a slight increase in expenditures due to the Madison Lane Transfer Station billing, as a result of the excessive tonnage received at the Sun Street Transfer Station and having to redirect the franchise haulers.

Public Comment: None

Committee Discussion: The Committee discussed the report, with Director Cullen noting a discrepancy on an entry.

Committee Action: Vice President Cullen made a motion directing staff to correct the discrepancy on the report and forward to the Board recommending approval. Alternate Vice President De La Rosa seconded the motion. The motion passed unanimously; 3-0

3. A Resolution Approving the Allocation of Cash Balances for Fiscal Year 2016-17, and Supplemental Appropriation from CIP 9527 – JC Module 7 Engineering and Construction

(4:10) Finance and Administration Manager Hendricks provided a report on the allocation of the surplus funds for fiscal year 2016-17. He explained the amount of funds held by legal agreements, previously assigned by Board direction, and detailed the allocation of the balance.

Public Comment: None

Committee Discussion: The Committee discussed the report.

Committee Action: Alternate Vice President De La Rosa made a motion to forward the report to the Board of Directors recommending approval. Vice President Cullen seconded the motion. The motion passed; 3-0

PRESENTATIONS

4. Comprehensive Annual Financial Report for the Fiscal Year ended June 30, 2017

(4:21) Finance and Administration Manager Hendricks presented a report and provided the Committee with a copy the Governance Letter submitted by McGilloway, Ray Brown & Kaufman, whom conducted the annual financial audit for the Authority. Mr. Hendricks indicated that the Authority did not receive a management letter and will once again be applying for the Certificate of Achievement for Excellence in Financial Reporting award. The report demonstrated that the Authority's net deficit improved 90% from the last fiscal year. The agency still has a negative net position due to having more liabilities than assets.

(4:26) Jacinto Bernal, with McGilloway, Ray Brown & Kaufman, provided a clean opinion of the Authority's finances. He stated that he had no difficulties working with management, that all timelines were met, and that all accounting standards were met. He explained the new Governmental Accounting Standards Board's requirements that were implemented and the new ones that will be affecting the Authority in the upcoming year.

Public Comment: None

Committee Discussion: The Committee discussed the report commending staff for the awarded grants.

Committee Action: Vice President Cullen made a motion to accept the report and forward the report to the Board of Directors. Alternate President De La Rosa seconded the motion. The motion passed; 3-0

FUTURE AGENDA ITEMS

5. Agenda Items – View Ahead

(4:16) The committee reviewed the future agenda items with General Manager/CAO Mathews noting the Audit Report is scheduled to be presented at the Board of Directors November Meeting.

CLOSED SESSION

(4:45) President Salinas adjourned the meeting to closed session to discuss the following:

6. Pursuant to **Government Code Section 54956.8** to confer with General Counsel and real property negotiators General Manager/CAO Patrick Mathews, Asst. General Manager/Operation Manager Cesar Zuniga, and Legal Counsel, concerning the possible terms and conditions of acquisition, lease, exchange or sale of 1) Salinas Valley Solid Waste Authority Property, APNs 003-051-086 and 003-051-087, located at 135-139 Sun Street, Salinas, CA, and 2) Harrison Rd & Sala Rd, Salinas, CA 93907, APN 113-091-017.
7. Pursuant to **Government Code Section 54957.6** to provide instruction to General Manager/CAO Patrick Mathews to negotiate salaries and benefits with SVSWA employees - management and non-management.
8. Pursuant to **Government Code Section 54957 (b)** to consider the Performance Evaluation of the General Manager/Chief Administrative Officer Patrick Mathews.

RECONVENE

(5:32) President Salinas reconvened the open session with no reportable action taken in closed session.

ADJOURNMENT

(5:33) President Salinas adjourned the meeting.

APPROVED: _____
Simón Salinas, President

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



Report to the Executive Committee

ITEM NO. 2

Finance Manager/Controller-Treasurer

General Manager/CAO

N/A

General Counsel

Date: December 7, 2017

From: C. Ray Hendricks, Finance and Administration Manager

Title: October 2017 Claims and Financial Reports

RECOMMENDATION

Staff recommends acceptance of the October 2017 Claims and Financial Reports.

DISCUSSION & ANALYSIS

Please refer to the attached financial reports and checks issued report for the month of October for a summary of the Authority's financial position as of October 31, 2017, the following are highlights of the Authority's financial activity for the month of October.

Results of Operations (Consolidated Statement of Revenues and Expenditures)

For the month of October 2017, operating revenues exceeded expenditures by \$920,130. Fiscal year 2017-2018 to date operating revenue exceeded expenditures by \$1,880,267.

Revenues (Consolidated Statement of Revenues and Expenditures)

After four months of the fiscal year, (33.33% of the fiscal year), revenues total \$7,592,676 or 41.3% of the total annual revenues forecast of \$18,364,750. October Tipping Fees totaled \$1,252,660 and for the year to date totaled \$4,968,066 or 40.9% of the forecasted total of \$12,158,750.

Operating Expenditures (Consolidated Statement of Revenues and Expenditures)

As of October 31, (33.33% of the fiscal year), year-to-date operating expenditures total \$5,712,409. This is 34.2% of the operating budget of \$16,720,000.

Capital Project Expenditures (Consolidated Grant and CIP Expenditures Report)

For the month of October 2017, capital project expenditures totaled \$33,812. \$23,656 of the total was for Long Range Facility Needs EIR.

The FY 2017-18 Capital Improvement Projects Budget is approved with carryovers by the Board separate from the Operating Budget. The Capital Improvement Projects Budget was entered as proposed in October and subsequently approved by the Board at the November meeting.

Claims Checks Issued Report

The Authority's Checks Issued Report for the month of October 2017 is attached for review and acceptance. October disbursements total \$859,382.27 of which \$377,597.42 was paid from the payroll checking account for payroll and payroll related benefits.

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

Vendor	Service	Amount
VISION RECYCLING INC	MONTHLY GREENWASTE & WOODWASTE PROCESSING	72,134.53
CA STATE BOARD OF EQUALIZATION	QUARTERLY BOE LANDFILL PAYMENTS	76,269.20

Cash Balances

The Authority's cash position increased \$839,434.01 during October to \$23,666,460.27. Most of the cash balance is restricted, held in trust, committed, or assigned as shown below. FY 2016-17 cash surpluses have not been allocated as of October 31, 2017:

Restricted by Legal Agreements:

Johnson Canyon Closure Fund	3,943,788.32
State & Federal Grants	139,803.03
BNY - Bond 2014A Payment	-
BNY - Bond 2014B Payment	-
BNY - Sub Pmt Cap One 2014 Eq Lease	-
GEO Deposit (CEQA)	9,585.94

Funds Held in Trust:

Central Coast Media Recycling Coalition	91,444.26
Employee Unreimbursed Medical Claims	2,635.46

Committed by Board Policy:

Undesignated Fund Surplus at 06-30-2017	3,949,367.12
AB939 Services	413,834.91
Designated for Capital Projects Reserve	1,138,128.87
Designated for Environmental Impairment Reserve	593,903.31
Designated for Operating Reserve	593,903.31
Expansion Fund (South Valley Revenues)	8,263,742.75
Salinas Rate Stabilization Fund	24,324.06

Assigned by Budget:

Assigned for Capital Projects	3,889,948.26
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Available for Operations:	612,050.67
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Total	<u>\$ 23,666,460.27</u>
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ATTACHMENTS

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



Salinas Valley Solid Waste Authority

Consolidated Statement of Revenues and Expenditure

For Period Ending October 31, 2017

	CURRENT BUDGET	M-T-D REV/EXP	Y-T-D REV/EXP	% OF BUDGET	REMAINING BALANCE	Y-T-D ENCUMBRANCES	UNENCUMBERED BALANCE
<u>Revenue Summary</u>							
Tipping Fees - Solid Waste	12,158,750	1,252,660	4,968,066	40.9 %	7,190,684	0	7,190,684
Tipping Fees - Surcharge	1,803,000	177,259	709,095	39.3 %	1,093,905	0	1,093,905
Tipping Fees - Diverted Materials	1,442,700	215,548	837,449	58.0 %	605,251	0	605,251
AB939 Service Fee	2,309,800	193,308	773,232	33.5 %	1,536,568	0	1,536,568
Charges for Services	124,500	32,069	32,069	25.8 %	92,431	0	92,431
Sales of Materials	244,000	30,407	101,545	41.6 %	142,455	0	142,455
Gas Royalties	220,000	0	68,866	31.3 %	151,134	0	151,134
Investment Earnings	62,000	59,817	76,673	123.7 %	(14,673)	0	(14,673)
Grants/Contributions	0	0	0	0.0 %	0	0	0
Other Non-Operating Revenue	0	20,713	25,682	0.0 %	(25,682)	0	(25,682)
Total Revenue	18,364,750	1,981,781	7,592,676	41.3 %	10,772,074	0	10,772,074
<u>Expense Summary</u>							
Executive Administration	443,150	24,463	109,899	24.8 %	333,251	2,047	331,205
Administrative Support	503,450	36,850	157,672	31.3 %	345,778	98,266	247,512
Human Resources Administration	203,150	11,602	52,895	26.0 %	150,255	2,211	148,043
Clerk of the Board	168,600	9,184	53,412	31.7 %	115,188	2,888	112,300
Finance Administration	746,350	48,556	209,279	28.0 %	537,071	5,898	531,173
Operations Administration	454,100	26,204	111,082	24.5 %	343,018	6,816	336,202
Resource Recovery	904,400	56,319	248,309	27.5 %	656,091	2,997	653,094
Marketing	75,000	2,500	11,617	15.5 %	63,383	59,636	3,747
Public Education	226,500	22,640	36,005	15.9 %	190,495	107,875	82,620
Household Hazardous Waste	775,200	40,927	160,293	20.7 %	614,907	55,656	559,250
C & D Diversion	140,000	0	38,090	27.2 %	101,910	81,910	20,000
Organics Diversion	796,200	72,135	219,945	27.6 %	576,255	576,255	0
Diversion Services	18,000	0	1,600	8.9 %	16,400	0	16,400



Salinas Valley Solid Waste Authority

Consolidated Statement of Revenues and Expenditure

For Period Ending October 31, 2017

	CURRENT BUDGET	M-T-D REV/EXP	Y-T-D REV/EXP	% OF BUDGET	REMAINING BALANCE	Y-T-D ENCUMBRANCES	UNENCUMBERED BALANCE
Scalehouse Operations	554,350	38,118	172,632	31.1 %	381,718	11,114	370,605
JR Transfer Station	354,050	21,761	100,608	28.4 %	253,442	16,770	236,672
JR Recycling Operations	158,700	8,556	30,726	19.4 %	127,974	0	127,974
ML Transfer Station	265,000	111,922	159,016	60.0 %	105,984	105,984	0
SS Disposal Operations	738,400	76,136	305,396	41.4 %	433,004	75,709	357,295
SS Transfer Operations	1,082,550	91,895	428,402	39.6 %	654,148	75,386	578,762
SS Recycling Operations	700,050	46,211	165,750	23.7 %	534,300	56,549	477,751
JC Landfill Operations	2,404,650	216,905	691,875	28.8 %	1,712,775	660,530	1,052,245
JC Recycling Operations	360,200	20,812	73,743	20.5 %	286,457	191	286,266
Crazy Horse Postclosure Maintenance	609,800	12,982	115,475	18.9 %	494,325	165,036	329,289
Lewis Road Postclosure Maintenance	226,500	5,892	65,177	28.8 %	161,323	73,716	87,607
Johnson Canyon ECS	312,600	18,677	52,904	16.9 %	259,696	124,089	135,607
Jolon Road Postclosure Maintenance	215,050	2,483	125,219	58.2 %	89,831	21,747	68,084
Sun Street ECS	186,500	11,270	41,213	22.1 %	145,287	95,921	49,366
Debt Service - Interest	1,619,100	0	816,418	50.4 %	802,682	0	802,682
Debt Service - Principal	1,229,900	0	852,068	69.3 %	377,832	0	377,832
Closure Set-Aside	248,500	26,649	105,689	42.5 %	142,811	0	142,811
Total Expense	16,720,000	1,061,651	5,712,409	34.2 %	11,007,591	2,485,196	8,522,395
Revenue Over/(Under) Expenses	1,644,750	920,130	1,880,267	114.3 %	(235,517)	(2,485,196)	2,249,679



Salinas Valley Solid Waste Authority

Consolidated Grant and CIP Expenditure Report

For Period Ending October 31, 2017

	CURRENT BUDGET	M-T-D REV/EXP	Y-T-D REV/EXP	% OF BUDGET	REMAINING BALANCE	Y-T-D ENCUMBRANCES	UNENCUMBERED BALANCE
Fund 180 - Expansion Fund							
180 9804 Long Range Facility Needs EIR	446,982	16,302	31,642	7.1 %	415,339	383,687	31,652
180 9805 Harrison Road	75,000	0	0	0.0 %	75,000	0	75,000
180 9806 Long Range Financial Model	60,261	0	0	0.0 %	60,261	0	60,261
180 9807 GOE Autoclave Final Project	100,000	0	0	0.0 %	100,000	0	100,000
Total Fund 180 - Expansion Fund	682,243	16,302	31,642	4.6 %	650,601	383,687	266,914
Fund 211 - Grants							
211 9206 HHW HD25-15-0003	13,679	293	895	6.5 %	12,784	38	12,746
211 9209 Tire Derived Aggregate 5-15-0004	66,373	0	1,533	2.3 %	64,840	0	64,840
211 9213 Tire Amnesty 2017-18	62,832	0	0	0.0 %	62,832	0	62,832
211 9214 Organics Program 2016-17	1,341,865	0	0	0.0 %	1,341,865	0	1,341,865
211 9216 AB2766 Motor Vehicle Emission Re	379,335	0	0	0.0 %	379,335	0	379,335
211 9247 Cal Recycle - CCPP	76,499	0	3,301	4.3 %	73,198	0	73,198
211 9251 Cal Recycle - 2015-16 CCPP	45,052	1,332	5,170	11.5 %	39,882	3,525	36,357
211 9252 Cal Recycle - 2016-17 CCPP	61,955	10,000	10,550	17.0 %	51,405	0	51,405
Total Fund 211 - Grants	2,047,590	11,625	21,449	1.0 %	2,026,141	3,563	2,022,578
Fund 216 - Reimbursement Fund							
216 9802 Autoclave Demonstration Unit	141,499	402	402	0.3 %	141,097	0	141,097
216 9804 Long Range Facility Needs EIR	221,126	7,354	15,012	6.8 %	206,114	191,949	14,165
Total Fund 216 - Reimbursement Fund	362,625	7,756	15,414	4.3 %	347,211	191,949	155,262
Fund 800 - Capital Improvement Projects Fu							
800 9103 Closed Landfill Revenue Study	24,831	0	0	0.0 %	24,831	0	24,831
800 9104 Organics System Expansion Study	35,000	0	0	0.0 %	35,000	0	35,000
800 9316 CH Corrective Action Program	253,000	0	0	0.0 %	253,000	0	253,000
800 9319 CH LFG System Improvements	116,500	0	0	0.0 %	116,500	0	116,500
800 9401 LR LFG Replacement	16,563	(2,010)	13,000	78.5 %	3,563	241	3,322



Salinas Valley Solid Waste Authority

Consolidated Grant and CIP Expenditure Report

For Period Ending October 31, 2017

	CURRENT BUDGET	M-T-D REV/EXP	Y-T-D REV/EXP	% OF BUDGET	REMAINING BALANCE	Y-T-D ENCUMBRANCES	UNENCUMBERED BALANCE
800 9402 LFG Well Replacement	30,000	0	0	0.0 %	30,000	0	30,000
800 9501 JC LFG System Improvements	40,000	0	0	0.0 %	40,000	0	40,000
800 9506 JC Litter Control Barrier	68,179	0	0	0.0 %	68,179	42,580	25,599
800 9507 JC Corrective Action	100,000	0	0	0.0 %	100,000	0	100,000
800 9508 JC Drainage Modifications	35,000	0	0	0.0 %	35,000	0	35,000
800 9509 JC Groundwater Wells	140,008	140	1,343	1.0 %	138,665	0	138,665
800 9510 JC LFG System (Vertical Wells)	90,000	0	0	0.0 %	90,000	0	90,000
800 9511 JC LFG System (Horizontal Wells)	35,321	0	0	0.0 %	35,321	0	35,321
800 9526 JC Equipment Replacement	130,900	0	0	0.0 %	130,900	0	130,900
800 9527 JC Module 7 Engineering and Cons	890,000	0	0	0.0 %	890,000	0	890,000
800 9528 JC Roadway Improvements	2,218,937	0	0	0.0 %	2,218,937	0	2,218,937
800 9529 JC Leachate Handling Sys	39,531	0	0	0.0 %	39,531	0	39,531
800 9601 JR Transfer Station Improvements	85,362	0	0	0.0 %	85,362	0	85,362
800 9602 JR Equipment Purchase	47,997	0	0	0.0 %	47,997	0	47,997
800 9701 SSTs Equipment Replacement	350,230	0	56,154	16.0 %	294,076	0	294,076
Total Fund 800 - Capital Improvement Proje	4,747,359	(1,871)	70,497	1.5 %	4,676,862	42,821	4,634,041
Total CIP Expenditures	7,839,818	33,812	139,003	1.8 %	7,700,815	622,021	7,078,794

Salinas Valley Solid Waste Authority
Checks Issued Report for 10/1/2017 to 10/31/2017

Check #		Check Date	Amount	Check Total
19133	AT&T SERVICES INC MONTHLY TELEPHONE SERVICE	10/4/2017	686.57	686.57
19134	COMCAST ANNUAL INTERNET SERVICE	10/4/2017	178.60	178.60
19135	COSTCO WHOLESALE ADMIN OFFICE SUPPLIES	10/4/2017	283.93	283.93
19136	ELIA ZAVALA TRAVEL REIMBURSEMENT: CRRA CONFERENCE	10/4/2017	51.50	51.50
19137	ESTELA GUTIERREZ TRAVEL REIMBURSEMENT: CRRA CONFERENCE	10/4/2017	50.00	50.00
19138	GOLDEN STATE TRUCK & TRAILER REPAIR JC VEHICLE MAINTENANCE	10/4/2017	10,971.17	10,971.17
19139	GREEN RUBBER - KENNEDY AG, LP LEWIS RD & CH FACILITY MAINTENANCE	10/4/2017	113.52	113.52
19140	GUILLERMINA GUTIERREZ TRAVEL REIMBURSEMENT: CRRA CONFERENCE	10/4/2017	25.00	25.00
19141	GUILLERMINA GUTIERREZ TRAVEL REIMBURSEMENT: CRRA CONFERENCE	10/4/2017	30.00	30.00
19142	GUILLERMINA GUTIERREZ TRAVEL REIMBURSEMENT: CRRA CONFERENCE	10/4/2017	25.00	25.00
19143	HERC RENTALS INC. JC EQUIPMENT RENTALS	10/4/2017	2.01	2.01
19144	J D BLACK TRAINING: PER DIEM AND MILEAGE REIMBURSEMENT	10/4/2017	35.12	35.12
19145	JENNY MITCHELL LCW TRAINING: PER DIEM	10/4/2017	18.00	18.00
19146	JUAN CAMACHO LCW TRAINING: PER DIEM	10/4/2017	18.00	18.00
19147	LIEBERT CASSIDY WHITMORE LCW WEBINAR	10/4/2017	70.00	70.00
19148	MONICA AMBRIZ TRAVEL REIMBURSEMENT	10/4/2017	18.00	18.00
19149	OFFICE DEPOT ADMIN & HHW OFFICE SUPPLIES	10/4/2017	777.09	777.09

Salinas Valley Solid Waste Authority
Checks Issued Report for 10/1/2017 to 10/31/2017

Check #		Check Date	Amount	Check Total
19150	RETURNS R US, INC. PHARMACEUTICAL TAKE-BACK KITS - MED BINS	10/4/2017	450.00	450.00
19151	SOUTH COUNTY NEWSPAPER NEWSPAPER ANNUAL MEMBERSHIP	10/4/2017	49.70	49.70
19152	A & G PUMPING, INC JR PORTABLE TOILET SERVICE	10/12/2017	450.00	450.00
19153	AMERICAN SUPPLY CO. ALL SITES CUSTODIAL SUPPLIES	10/12/2017	328.95	328.95
19154	ASBURY ENVIRONMENTAL SERVICES MONTHLY HHW USED OIL HAULING & DISPOSAL	10/12/2017	80.00	80.00
19155	AT&T SERVICES INC MONTHLY TELEPHONE SERVICE	10/12/2017	328.86	328.86
19156	AUTOZONE LLC. OPS VEHICLE MAINTENANCE	10/12/2017	10.00	10.00
19157	CALCON SYSTEMS, INC. SSTS FACILITY MAINTENANCE	10/12/2017	1,311.50	1,311.50
19158	CALIFORNIA WATER SERVICE SSTS & JR WATER SERVICE	10/12/2017	1,714.77	1,714.77
19159	CARDLOCK FUELS SYSTEM, INC. SS & JC EQUIPMENT FUEL	10/12/2017	8,614.81	8,614.81
19160	CLARK PEST CONTROL, INC ADMIN BUILDING PEST CONTROL	10/12/2017	88.00	88.00
19161	COAST COUNTIES TRUCK & EQUIPMENT CO. SSTS VEHICLE MAINTENANCE	10/12/2017	279.21	279.21
19162	CSC OF SALINAS/YUMA SSTS VEHICLE MAINTENANCE- TRAILER	10/12/2017	111.91	111.91
19163	CUTTING EDGE SUPPLY JC EQUIPMENT MAINTENANCE	10/12/2017	6,715.54	6,715.54
19164	EAGLE STAR SECURITY SSTS SECURITY SERVICES	10/12/2017	2,304.00	2,304.00
19165	ELIA ZAVALA TRAVEL REIMBURSEMENT: AIRFARE	10/12/2017	25.00	25.00
19166	EXPRESS SAFETY INC SSTS SAFETY SUPPLIES	10/12/2017	137.89	137.89

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Check #		Check Date	Amount	Check Total
19167	FIRST ALARM MONITORING ALARM SYSTEM	10/12/2017	502.92	502.92
19168	FULL STEAM STAFFING LLC SSTS & JC CONTRACT LABOR	10/12/2017	4,990.97	4,990.97
19169	GEOLOGIC ASSOCIATES, INC. ALL SITE GROUNDWATER MONITORING SERVICES	10/12/2017	2,656.00	2,656.00
19170	GOLDEN STATE TRUCK & TRAILER REPAIR ALL SITES VEHICLE MAINTENANCE	10/12/2017	7,683.36	7,683.36
19171	**VOID**	10/12/2017	-	-
19172	**VOID**	10/12/2017	-	-
19173	GONZALES ACE HARDWARE JC, LR, SCALES FACILITY MAINTENANCE	10/12/2017	184.39	184.39
19174	GRAINGER JC, JR, SSST, SAFETY SUPPLIES	10/12/2017	230.10	230.10
19175	GRANITE CONSTRUCTION COMPANY SSTS FACILITY MAINTENANCE	10/12/2017	726.51	726.51
19176	GRANITE ROCK CO/PAVEX SSTS FACILITY MAINTENANCE	10/12/2017	79.75	79.75
19177	GREEN RUBBER - KENNEDY AG, LP JC FACILITY MAINTENANCE	10/12/2017	420.13	420.13
19178	GREEN VALLEY INDUSTRIAL SUPPLY, INC SSTS FACILITY MAINTENANCE	10/12/2017	86.11	86.11
19179	GUARDIAN SAFETY AND SUPPLY, LLC SSTS SAFETY SUPPLIES	10/12/2017	110.26	110.26
19180	HD SUPPLY CONSTRUCTION SUPPLY, LTD BRANCH #618 JR FACILITY MAINTENANCE	10/12/2017	1,350.96	1,350.96
19181	INFINITY STAFFING SERVICES, INC. SSTS CONTRACTED LABOR	10/12/2017	2,085.75	2,085.75
19182	J. J. KELLER & ASSOCIATES, INC SSTS EQUIPMENT MAINTENANCE	10/12/2017	2,561.33	2,561.33
19183	JULIO GIL SSTS VEHICLE SUPPLIES	10/12/2017	1,375.69	1,375.69

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19184	KING CITY HARDWARE INC. JR FACILITY MAINTENANCE	10/12/2017	7.57	7.57
19185	LINDA VASQUEZ MILEAGE REIMBURSEMENT	10/12/2017	34.02	34.02
19186	MALLORY CO. INC HHW SUPPLIES	10/12/2017	650.58	650.58
19187	MANUEL PEREA TRUCKING, INC. JC HAULING SERVICES	10/12/2017	225.00	225.00
19188	MONTEREY AUTO SUPPLY INC SSTS EQUIPMENT MAINTENANCE	10/12/2017	62.11	62.11
19189	MONTEREY BAY OFFICE PRODUCTS ADMIN COPY MACHINE BASE PAYMENT	10/12/2017	393.97	393.97
19190	NEXTEL OF CALIFORNIA, INC SCALE HOUSE, SS & JR CELL PHONE SERVICES	10/12/2017	309.14	309.14
19191	OFFICE DEPOT SCALE HOUSE & ADMIN OFFICE SUPPLIES	10/12/2017	1,138.81	1,138.81
19192	ONHOLD EXPERIENCE ADMIN PHONE SERVICE	10/12/2017	207.00	207.00
19193	PACIFIC GAS AND ELECTRIC COMPANY ALL SITE ELECTRICAL SERVICES	10/12/2017	8,269.71	8,269.71
19194	PAPE MATERIAL HANDLING, INC SSTS EQUIPMENT MAINTENANCE	10/12/2017	1,209.49	1,209.49
19195	PENINSULA MESSENGER LLC ALL SITES COURIER SERVICES	10/12/2017	620.00	620.00
19196	QUINN COMPANY ALL SITES EQUIPMENT MAINTENANCE	10/12/2017	18,181.64	18,181.64
19197	**VOID**	10/12/2017	-	-
19198	REFRIGERATION SUPPLIES DISTRIBUTOR HHW FREON REMOVAL	10/12/2017	36.18	36.18
19199	RODOLFO RAMIREZ AYALA SSTS VEHICLE MAINTENANCE	10/12/2017	1,800.00	1,800.00
19200	RONNIE G. REHN SSTS BUILDING KEYS	10/12/2017	87.45	87.45

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19201	ROSSI BROS TIRE & AUTO SERVICE SSTS VEHICLE MAINTENANCE	10/12/2017	121.59	121.59
19202	SHARPS SOLUTIONS, LLC MONTHLY SHARPS HAULING DISPOSAL	10/12/2017	160.00	160.00
19203	SOUTH COUNTY NEWSPAPER GONZALES TRIBUNE	10/12/2017	49.70	49.70
19204	STURDY OIL COMPANY SSTS EQUIPMENT MAINTENANCE	10/12/2017	462.96	462.96
19205	VALLEY FABRICATION, INC. SSTS FACILITY MAINTENANCE	10/12/2017	89.75	89.75
19206	A & G PUMPING, INC JR PORTABLE TOILET SERVICE	10/19/2017	105.83	105.83
19207	ADMANOR, INC FY 2017-18 CCRMC MARKETING	10/19/2017	5,628.85	5,628.85
19208	AECOM TECHNICAL SERVICES, INC. PROJECT DESIGN AND CEQA SERVICES	10/19/2017	22,061.77	22,061.77
19209	AT&T MOBILITY FINANCE INTERNET SERVICE	10/19/2017	84.00	84.00
19210	BECKS SHOES AND REPAIR SSTS UNIFORMS SUPPLIES	10/19/2017	181.08	181.08
19211	CALIFORNIA PRODUCT STEWARDSHIP COUNCIL CPSC SPONSORSHIP	10/19/2017	2,500.00	2,500.00
19212	CARDLOCK FUELS SYSTEM, INC. JC, SSTS, JR DIESEL	10/19/2017	12,630.37	12,630.37
19213	CASEY PRINTING, INC ADMIN ANNUAL REPORT 2016-17	10/19/2017	1,698.47	1,698.47
19214	CITY CLERKS ASSOCIATION OF CALIFORNIA EDUCATION WORKSHOP - PUBLIC RECORDS ACT	10/19/2017	75.00	75.00
19215	CITY CLERKS ASSOCIATION OF CALIFORNIA EDUCATION WORKSHOP - PUBLIC RECORDS ACT	10/19/2017	50.00	50.00
19216	CITY OF GONZALES JC WATER MONTHLY HOSTING FEE	10/19/2017	289.34 20,833.33	21,122.67
19217	COAST COUNTIES TRUCK & EQUIPMENT CO. SSTS & JC VEHICLE MAINTENANCE	10/19/2017	218.40	218.40

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19218	COSTCO WHOLESALE RR TECH COMPUTER EMPLOYEE CPR TRAINING REPLACEMENT COMPUTER SCALE HOUSE	10/19/2017	1,054.20 32.61 1,095.04	2,181.85
19219	CSC OF SALINAS/YUMA SSTS FACILITY MAINTENANCE	10/19/2017	222.17	222.17
19220	DOUGLAS NOLAN ROCK STEADY JUGGLING SCHOOL ASSEMBLY PROGRAM	10/19/2017	2,750.00	2,750.00
19221	FULL STEAM STAFFING LLC JC & JR CONTRACT LABOR	10/19/2017	12,379.53	12,379.53
19222	GOLDEN STATE TRUCK & TRAILER REPAIR SSTS VEHICLE MAINTENANCE	10/19/2017	171.71	171.71
19223	GONZALES ACE HARDWARE JC FACILITY MAINTENANCE	10/19/2017	74.64	74.64
19224	GONZALES TIRE & AUTO SUPPLY JC EQUIPMENT MAINTENANCE	10/19/2017	18.99	18.99
19225	GREEN RUBBER - KENNEDY AG, LP SSTS, JC FACILITY MAINTENANCE SSTS, JC FACILITY MAINTENANCE	10/19/2017	53.11 12.76	65.87
19226	HOME DEPOT ALL SITES FACILITY MAINTENANCE SUPPLIES	10/19/2017	4,076.37	4,076.37
19227	**VOID**	10/19/2017	-	-
19228	INFINITY STAFFING SERVICES, INC. SSTS CONTRACT LABOR-DRIVER	10/19/2017	1,161.00	1,161.00
19229	KING CITY CHAMBER OF COMMERCE & AGRICULTURE KING CITY CHAMBER COMMUNITY RESOURCE FAIR FEE	10/19/2017	150.00	150.00
19230	MALLORY CO. INC HHW SAFETY SUPPLIES	10/19/2017	1,000.18	1,000.18
19231	MANUEL PEREA TRUCKING, INC. JC & JR EQUIPMENT HAULING	10/19/2017	900.00	900.00
19232	MANUEL TINAJERO JC LANDSCAPE MAINTENANCE	10/19/2017	450.00	450.00
19233	MONTEREY BAY UNIFIED AIR POLLUTION CONTROL DIST JC TITLE V PERMIT FEE	10/19/2017	3,986.84	3,986.84

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19234	NCM ODOR CONTROL SSTS FACILITY MAINTENANCE	10/19/2017	11,593.09	11,593.09
19235	NEXIS PARTNERS, LLC MONTHLY ADMIN BUILDING RENT	10/19/2017	9,212.00	9,212.00
19236	NORTH COUNTY INDUSTRIAL SHOP, INC. SSTS EQUIPMENT MAINTENANCE	10/19/2017	880.00	880.00
19237	OFFICE DEPOT SCALE HOUSE, SSTS OFFICE SUPPLIES SCALE HOUSE, SSTS OFFICE SUPPLIES	10/19/2017	85.69 49.12	134.81
19238	ONE STOP AUTO CARE/V & S AUTO CARE, INC OPS VEHICLE MAINTENANCE RR CARAVAN VEHICLE MAINTENANCE	10/19/2017	82.43 85.00	167.43
19239	PACIFIC TRUCK PARTS, INC SSTS VEHICLE MAINTENANCE	10/19/2017	423.35	423.35
19240	PEOPLEREADY INC. JC CONTRACTED LABOR	10/19/2017	1,900.51	1,900.51
19241	PURE WATER BOTTLING ALL SITES BOTTLED WATER SERVICE	10/19/2017	616.70	616.70
19242	QUINN COMPANY SSTS EQUIPMENT MAINTENANCE 950G	10/19/2017	1,493.25	1,493.25
19243	ROSSI BROS TIRE & AUTO SERVICE SSTS VEHICLE MAINTENANCE	10/19/2017	1,009.81	1,009.81
19244	TELCO AUTOMATION, INC. TELEPHONE NETWORK SUPPORT	10/19/2017	179.00	179.00
19245	UNITED RENTALS (NORTHWEST), INC LR EQUIPMENT RENTAL	10/19/2017	213.43	213.43
19246	VALLEY FABRICATION, INC. SSTS FACILITY MAINTENANCE	10/19/2017	21.04	21.04
19247	VISION RECYCLING INC MONTHLY GREEN WASTE AND WOOD WASTE PROCESSING	10/19/2017	72,134.53	72,134.53
19248	WESTERN EXTERMINATOR COMPANY JC & SS EXTERMINATOR SERVICES	10/19/2017	131.00	131.00
19250	MONTEREY BAY UNIFIED AIR POLLUTION CONTROL DIST JC AIR PERMIT APPLICATION	10/19/2017	1,001.00	1,001.00

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19251	AMERICAN SUPPLY CO. ALL SITES CUSTODIAL SUPPLIES	10/24/2017	1,082.83	1,082.83
19252	BECKS SHOES AND REPAIR JC SAFETY SUPPLIES	10/24/2017	357.52	357.52
19253	CARDLOCK FUELS SYSTEM, INC. ALL SITES VEHICLE FUEL	10/24/2017	7,415.24	7,415.24
19254	CENTRAL COAST MEDIA COALITION FY 17-18 CCRMC CONTRIBUTION	10/24/2017	20,000.00	20,000.00
19255	CITIZEN COMMUNICATIONS LLC RECYCLIST OUTREACH SOFTWARE ANNUAL SUBSCRIPTION	10/24/2017	2,000.00	2,000.00
19256	CSC OF SALINAS/YUMA JR EQUIPMENT MAINTENANCE	10/24/2017	217.94	217.94
19257	EAGLE STAR SECURITY SSTS SECURITY SERVICES	10/24/2017	1,152.00	1,152.00
19258	FERGUSON ENTERPRISES INC #795 JC FACILITY MAINTENANCE	10/24/2017	1,986.20	1,986.20
19259	FULL STEAM STAFFING LLC JC, JR, SSTS CONTRACT LABOR	10/24/2017	6,609.02	6,609.02
19260	GOLDEN STATE TRUCK & TRAILER REPAIR SSTS EQUIPMENT & VEHICLE MAINTENANCE	10/24/2017	2,401.44	2,401.44
19261	GREEN RUBBER - KENNEDY AG, LP JC MAINTENANCE SUPPLIES	10/24/2017	1,333.52	1,333.52
19262	GREEN VALLEY INDUSTRIAL SUPPLY, INC SSTS FACILITY MAINTENANCE	10/24/2017	36.80	36.80
19263	HOPE SERVICES SSTS CONTRACT LABOR	10/24/2017	11,279.80	11,279.80
19264	L. A. HEARNE COMPANY JR MAINTENANCE PROJECT	10/24/2017	661.58	661.58
19265	MALLORY CO. INC HHW SUPPLIES	10/24/2017	118.00	118.00
19266	MCGILLOWAY, RAY, BROWN & KAUFMAN ANNUAL AUDIT SERVICES	10/24/2017	8,610.00	8,610.00
19267	OFFICE DEPOT ADMIN OFFICE SUPPLIES	10/24/2017	637.34	637.34

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Check #		Check Date	Amount	Check Total
19268	PROBUILD COMPANY LLC SSTS & JC FACILITY MAINTENANCE	10/24/2017	489.72	489.72
19269	QUINN COMPANY SSTS EQUIPMENT MAINTENANCE	10/24/2017	3,858.94	3,858.94
19270	REPUBLIC SERVICES #471 MONTHLY ADMIN BUILDING TRASH SERVICE PICK UPS	10/24/2017	145.76	145.76
19271	RONNIE G. REHN ADMINISTRATION OFFICE KEYS	10/24/2017	43.70	43.70
19272	SCS FIELD SERVICES ALL SITES ROUTINE ENGINEERING SERVICES	10/24/2017	20,171.00	20,171.00
19273	STTUARD MATTHEW WOLF HARRISON ROAD PROPERTY APPRAISAL	10/24/2017	2,750.00	2,750.00
19274	SWANA GOLD RUSH CHAPTER SWANA INSTALLATION MEETING	10/24/2017	65.00	65.00
19275	THE OFFSET PROJECT SPECIAL EVENTS RECYCLING -TOP	10/24/2017	5,330.00	5,330.00
19276	THOMAS M BRUEN ADMIN LEGAL SERVICES- SEPTEMBER	10/24/2017	1,906.11	1,906.11
19277	VALLEY PACIFIC PETROLEUM SERVICES, INC. JR & JC EQUIPMENT MAINTENANCE	10/24/2017	882.78	882.78
19278	WESTERN EXTERMINATOR COMPANY JC & SS EXTERMINATOR SERVICES	10/24/2017	125.00	125.00
19279	US BANK CORPORATE PAYMENT SYSTEM	10/25/2017		
	SMART&FINAL: EXECUTIVE COMMITTEE MEETING		24.97	
	ACME CAR WASH: ADMINISTRATION PRIUS DETAILING CLEANING		135.99	
	AMAZON: CPR TRAINING MATERIAL		65.40	
	LUCIDPRESS ANNUAL REPORT SOFTWARE		50.00	
	MICROSOFT: ANNUAL MS 365 SUBSCRIPTIONS		2,277.00	
	GRANITE CONSTRUCTION: ASPHALT FOR SS		291.70	
	SMART&FINAL: SEPTEMBER BOARD MEETING		14.82	
	SUPER MAX: CH SUPPLIES		24.56	
	AMAZON: CABLE WIRE CLIPS		7.95	
	CAFE BEACH: ADMINISTRATION STAFF DEVELOPMENT RETREAT		403.34	
	CALIFAEP: ASSOCIATION ENVIRONMENTAL MEMBERSHIP		150.00	
	CALPELRA :ANNUAL MEMBERSHIP		350.00	
	CALPELRA MEMBERSHIP - FINANCE MANAGER		350.00	
	CALPELRA: CONFERENCE REGISTRATION		757.00	
	CALPELRA: TRAINING REGISTRATION		375.00	
	EXPERIAN: CREDIT CHECKS		49.95	
	PARADISE POINT: CONFERENCE LODGING		2,753.73	
	PARADISE POINT: CONFERENCE LODGING		542.91	

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Check #	Check Date	Amount	Check Total
PARADISE POINT: CONFERENCE LODGING		375.00	
CSDA: ANNUAL CONFERENCE REGISTRATION		580.00	
ORCHARD SUPPLIES- SSTS FACILITY MAINTENANCE		62.12	
SUPPLY HOUSE: FIRE SENSOR RETURN		(2,502.55)	
HARBOR FREIGHT TOOLS: OFFICE SUPPLIES		63.31	
AMAZON: HR DOCUMENTATION MANUAL		31.61	
SMART & FINAL: SSTS SUPPLIES		10.01	
HUGHES: JR & JC SCALE HOUSE MONTHLY INTERNET SERVICE		171.61	
INTERMEDIA: MONTHLY EMAIL EXCHANGE SERVICES		346.30	
NEXTIVA: HR FAX LINE		65.40	
AMAZON: REPLACEMENT SERVER HARD DRIVE		1,217.76	
AMAZON.COM : JC COMMUNICATIONS SUPPLIES		509.97	
OFFICE 365:RR MARKETING INTERN OFFICE 365 LICENSE		91.13	
AMAZON: JC SAFETY SUPPLIES		36.45	
HARBOR FREIGHT TOOLS: HHW SAFETY SUPPLIES		95.76	
SALINAS VALLEY CHAMBER: TOUR		25.00	
SHRM: MEMBERSHIP RENEWAL		199.00	
SOUTHWEST AIRLINES: FLIGHT FOR CLERK CONFERENCE		97.95	
FILTERWATER- CH FACILITY MAINTENANCE		132.00	
WINDSUPPLY- SSTS FACILITY MAINTENANCE		26.77	
THE PERFECT WATER- CH FACILITY MAINTENANCE		422.24	
SWENSON SILACCI: SYMPATHY FLOWERS		56.78	
SKILLPATH SEMINARS: MANAGEMENT AND LEADERSHIP		224.25	
VISTAPRINT: BUSINESS CARDS		74.42	
VISTAPRINT: BUSINESS CARDS		186.42	
VISTAPRINT: BUSINESS CARDS		54.29	
			11,277.32
19280 **VOID**	10/25/2017	-	-
19281 **VOID**	10/25/2017	-	-
19282 **VOID**	10/25/2017	-	-
19283 **VOID**	10/25/2017	-	-
IFT201813 CA STATE BOARD OF EQUALIZATION	10/24/2017		
QUARTERLY BOE LANDFILL PAYMENTS		76,269.20	
			<u>76,269.20</u>
Subtotal			<u>481,784.85</u>
Payroll Disbursements			<u>377,597.42</u>
Grand Total			<u><u>859,382.27</u></u>



Report to the Executive Committee

ITEM NO. 3

Finance Manager/Controller-Treasurer

General Manager/CAO

N/A

Legal Counsel

Date: December 7, 2017

From: C. Ray Hendricks, Finance and Administrative Manager

Title: Update on Succession Planning Program

RECOMMENDATION

Staff encourages the Executive Committee to forward this item to the Board for information.

STRATEGIC PLAN RELATIONSHIP

The recommended action would complete Objective: Present to the General Manager and Board Executive Committee for input an updated succession plan to address current and future agency needs, under the Goal: Maintain a High Performance and Flexible Workforce.

FISCAL IMPACT

This item has no fiscal impact.

DISCUSSION & ANALYSIS

The succession plan was approved in 2014. Since then, 4 managers have left the agency. Three of them have retired, and one left to pursue a new opportunity. Two of the four positions were filled with internal candidates, one was filled with an external candidate, and the fourth was eliminated with the duties absorbed by the rest of the management team, and a new supervisor.

The Authority participates in CalPERS 2% at 55. Thirty (57%) of the Authority's employees belong to this program, commonly referred to as "Classic" employees. Any employee who is first hired on or after January 1, 2013 with no prior CalPERS service credits, participates in the lower cost 2% at 62 retirement plan, commonly referred to as "PEPRA" employees. Twenty-three (43%) of the Authority's employees belong to this program.

Currently, the average age of staff is 45. The average age of management staff is 48. The average age of Operations and Sun Street Transfer Station employees is 46. Eight (15%) of the Authority employees are currently eligible for retirement. Management continually analyses training needs in order to continue the development of internal staff in order to have them ready for positions as they become available. An example of this is the CSUMB Supervisor training program. The Authority will send supervisors through this training, as time permits, in order to develop their leadership skills and help them prepare for the next step in their progression.

BACKGROUND

The Board approved the formal succession policy that addresses career development on January 24, 2013.

The current program includes four key phases.

Phase I: Identify key/critical position.

To be considered a critical position, the following factors should be considered: does the position require specialized or unique expertise that is difficult to replace in the open market; is the position the only one of its kind in a location; and, does the position perform a critical task that would stop or hinder vital functions of the Agency if left vacant.

Phase II: Conduct position analysis.

In this phase, it is important to identify specific skill sets needed for each position identified. As part of this phase, staff will identify what the existing and potential "bench strength" we have within the organization. Questions to be asked may include: what competencies will be required, what are the skill set gaps not possessed by current staff, what strategies will be used to address the gaps.

Phase III: Develop Succession Plan.

The succession plan is the culmination of Phase 1 and 2. Strategies to overcome gaps are outlined to include target completion dates, responsible parties and resources required. We have enclosed an example of our Succession Management Plan form (Attachment A) and an Individual Learning Plan (Attachment B) that will be used to assist employees in their development. We have also included an example and sample of how a Learning Objective would be accomplished.

Phase IV: Monitor/Evaluate Plan.

Succession plans usually cover a 3 to 5-year period. These plans should be evaluated at least annually. Staff would complete this evaluation by indicating status/progress update on the Succession Management Evaluation Form (Attachment C). Each Authority department would submit their succession plans to General Manager.

ATTACHMENT(S)

- A. Succession Management Plan
- B. Individual Learning Plan
- C. Succession Management Evaluation Form



Succession Management Plan

Instructions: The department manager completes Steps One and Two on this Form and distributes to all staff reporting directly to him or her. Each of these staff members then works with their supervisor to complete an Individualized Learning Plan (Steps Three and Four). Evaluation of the program (Step Five) is reported on the Succession Management Evaluation Form by the manager. These completed Evaluation forms shall be submitted through the chain of command and ultimately packaged for Human Resources to review.

Step One: *Identify a Key Position for Succession* _____

Step Two: *Identify Competencies, Responsibilities, Duties, Tasks, and Essential Job Functions of this Position. Then list specific examples of how these competencies, functions, etc. are exhibited in this job. (Use additional pages as necessary).*

Competency, Responsibility, Duty, Task, Essential Job Function	Behavioral Examples

Signature of Manager

Date

Step Three: *Employee completes an Individualized Learning Plan with the assistance of their supervisor.*

Step Four: *Employee assesses ability by verifying that he/she has closed developmental gaps with assistance of their supervisor. This information is also recorded on the Individualized Learning Plan.*

Step Five: *Evaluate Program by monitoring developmental activity in your areas of influence, meeting with your manager to discuss internally filled positions and the success of the employees working in those positions.*



Individual Learning Plan

Directions: Use this Individual Learning Plan to help develop the skills for higher-level positions. Work with your manager to reach agreement on objectives, strategies, etc.

Employee's Name: _____	Job Title: _____
Department: _____	Years in Position: _____

Manager's Name: _____	Job Title: _____
Department: _____	Years in Position: _____

Today's Date: _____ Plan Covering _____ to _____

Below list the competencies, activities, responsibilities, duties, tasks, or essential job functions for a higher-level position in which you have developmental needs and to which you aspire.



ATTACHMENT B

Learning Objective	Methods and strategies to meet the Objectives	Resources needed to achieve objective (information, money, training, equipment, time, etc.)	Deadline or Benchmark Dates	How success of each learning objective will be measured	Verified? Yes/No
Example: I want to learn more about the budget process, including preparation and presentation	I will participate in the budget process, interview the Director of Finance, and attend department budget meetings.	Time to attend budget meetings (no fee)	6 months to go through entire budget cycle including department preparation, budget reviews and BOD approval.	I will meet with the department head after budget cycle to discuss and evaluate. Next year I will make a department budget presentation at the department staff meeting.	



Succession Management Evaluation Form

Name: _____ Department: _____

To aid you in assessing the appropriate grade for your department, managers should review and discuss the following questions:

1. How successful has my department been in developing staff in the skill areas of higher level positions? What evidence do I have of this development?
2. Has staff expressed an interest in competing for future higher level position openings? If not, why not? What can I do about this?
3. In the next five years, who in my department may be eligible to retire or might leave for reasons other than retirement?
4. What knowledge, skills, and abilities is my department in danger of losing? What is the importance of this knowledge? What can I do about this?
5. Does my department have unique circumstances such as no senior/lead positions? How can I still develop others for higher level positions given these challenges?
6. Are there potential viable candidates in positions *not* reporting directly to an upper manager (lower level employees)? What can I do to help these employees develop? How can I ensure fairness and equity for other employees at the same level who might *not* be viable candidates for upper management positions?

On the following pages, you are asked to assess your department's succession management readiness by giving your department a grade of A, B, C, D, or F. Be honest! There is an expectation that there will be few, if any, "A" grades among departments. The purpose of this readiness assessment is to develop strategies that will yield viable internal candidates for all upper management positions, not to create false competition between departments or their leaders. Regardless of the grade you assign your department, be prepared to back up this grade with evidence of development in higher-level management areas and/or of interest among managers in moving into those higher-level positions.



Instructions: Review the criteria, then place a check next to grade that most closely fits your department's situation.

_____ **A Grade of "A"** fits the following criteria:

- ☐ You have identified viable internal candidates for *all* key positions for succession in your department.
- ☐ These candidates for have expressed an *interest* in upward mobility.
- ☐ These candidates have *developed* in the competency and skill areas necessary for the position.
- ☐ You have *strategies* in place in the event the viable candidates are unable to move into the position(s).

Comments:

_____ **A Grade of "B"** fits the following criteria:

- ☐ You have identified viable internal candidates for *some* key positions for succession in your department, but not all.
- ☐ Those viable candidates have expressed an *interest* in upward mobility, but they are not yet developed to the level where they could move into the position, **OR**
- ☐ Those viable candidates have *developed* (or are rapidly developing) in the competency and skill areas necessary for the position, but are unsure of their interest in the position.
- ☐ You have implemented *strategies* to address the concerns above.

Comments:



_____ **A Grade of “C”** fits the following criteria:

- ☐ You have identified *only a few* viable internal candidates for *some* key positions for succession in your department.
- ☐ You have some candidates at the early stages of *development*, yet they are unsure of their interest in a position **AND**
- ☐ You have candidates who have expressed an *interest in* a position, but who are unlikely to develop in the competency and skill areas necessary for the position.
- ☐ You have begun to implement a *plan* to address the concerns above.

Comments:

_____ **A Grade of “D”** fits the following criteria:

- ☐ There are *no* viable internal candidates for *any* key positions for succession in your department.
- ☐ You have no viable candidates who are *interested* in upward mobility.
- ☐ You have no viable candidates who have begun *development in* the competency and skill areas necessary for a position.
- ☐ You have begun to formulate *strategies* to address the concerns above, but have not begun to implement those strategies.

Comments:



_____ **A Grade of “F”** fits the following criteria:

- ☐ There are *no* viable internal candidates for *any* key positions for succession in your department.
- ☐ You have no viable candidates who are *interested* in upward mobility.
- ☐ You have no viable candidates who have *developed* in the competency and skill areas necessary for the position.
- ☐ You have no *strategies* developed to address the concerns above.

Comments:

If your grade is “B” or below, describe below the specific *steps you will take in the next year* to address the areas of concern:

If your grade, is “A”, describe the *steps you have taken* to get your department to this superior level of readiness for succession. (This information can be used to assist other departments).



Report to the Executive Committee

ITEM NO. 4

Finance Manager/Controller-Treasurer

General Manager/CAO

N/A

General Counsel

Date: December 7, 2017

From: C. Ray Hendricks, Finance and Administration Manager

Title: Self-Funding Programs and Services Report

RECOMMENDATION

Staff recommends forwarding item to the Board of Directors for information.

STRATEGIC PLAN RELATIONSHIP

The recommended action helps support the goal: Reduce Landfill Disposal Fee Dependence Through Self-Funded Programs and New Revenue Sources, by ensuring that programs produce enough revenue to support the processing required to divert it from the landfill without relying on landfill fees.

DISCUSSION & ANALYSIS

Staff has reviewed the actual cost for FY 2016-17 of three programs related to this goal; Franchise Transportation Surcharge, Green Waste Disposal Fees, and Construction and Demolition (C&D).

Franchise Transportation Services Surcharge

In order to calculate the fees for franchise transportation services, staff used the cost of transporting trash only. This includes the cost of the transfer trucks, loader, staff, fuel, site supervision and overhead. The total cost at the Sun Street Transfer Station is \$1,926,878. Staff transferred 114,449 tons to Johnson Canyon Landfill for an average cost of \$16.84 per ton. However, due to tonnage permit constraints, SVR paid Waste Management \$21.45 per ton to transfer excess Salinas Franchise Waste from the Madison Lane Transfer Station. When you weigh the two costs together, SVR spends an average of \$17.79 per ton to transfer Salinas Franchise Waste to Johnson Canyon Landfill. The current Franchise Transportation Surcharge is \$17.50 per ton.

Salinas Franchise Waste Transportation Cost Analysis

Tons	Per Ton Rate	Total Cost
78,377	\$ 16.84	\$ 1,319,572
20,523	21.45	440,275
98,900	\$ 17.79	\$ 1,759,846

Green Waste Disposal Fees

Vision Recycling charges SVR \$24.65 per ton to process Green Waste at Johnson Canyon Landfill. After accounting for transportation of self-haul green waste from the transfer stations, site maintenance, operations administration and overhead allocation, our cost totals an average of \$34.56 per ton to process green waste. The current tipping fee is set at \$33.50 per ton. However, Republic gets a discounted rate of \$18.05 for green waste delivered directly to Johnson Canyon based on an old 2005 agreement that remains in effect though the term of their franchise agreement, or until mutual agreement between the City of Salinas, Republic Services and SVR is reached to pass-through the full cost of greenwaste processing to Salinas ratepayers.

Row Labels	2016-17 Grand Total	Processing Rate	Total Cost
410-Green (Yard) Waste	27,680.45	\$ 24.65	\$ 682,323.12
411-JCL Organics	5,644.75	24.65	139,143.09
412-SS Organics	1,340.93	24.65	33,053.92
414-Greenwaste - Jolon Road	301.21	24.65	7,424.83
			861,944.96
Site Maintenance			10,000.00
Transportation	9,181.00	\$ 16.84	154,572.67
			1,026,517.63
Ops Admin Allocation		4.1%	42,087.22
			1,068,604.85
Overhead Allocation		13.1%	139,987.24
Grand Total			1,208,592.09
Actual Cost Per Ton	34,967.34		\$ 34.56

Construction and Demolition (C&D)

SVR spends \$15.00 per ton to grind C&D at Johnson Canyon Landfill. The material is used as alternative daily cover (ADC) at the landfill. After accounting for transportation of self-haul C&D from the transfer stations, site maintenance, operations administration and overhead allocation, our cost totals an average of \$30.67 per ton to process C&D. The current tipping fee is set at \$58.00 per ton. The additional revenues from C&D processing are used to partially offset the subsidy for Republic Services discounted green waste processing costs discussed above.

Staff has an opportunity to use the additional revenue from C&D to find a better use for this material by sorting wood waste and other recyclable materials out of the C&D stream, thereby reducing the amount used for ADC. Improving diversion of C&D materials is a requirement of the CalGreen Building Code that requires 65% diversion. Staff has previously presented options for further processing of C&D materials either at SVR facilities or through the Monterey Regional Waste Management District facilities. Both options will increase the cost of this State mandated diversion program in the future and eliminate the excess funds used to offset Republic Services discounted green waste processing costs.

Row Labels	2016-17 Grand Total	Processing Rate	Total Cost
121-Construction & Demolition	8,653.94	\$ 15.00	\$ 129,809.10
			129,809.10
Site Maintenance			10,000.00
Transportation	5,084.53	\$ 16.84	85,623.55
			225,432.65
Ops Admin Allocation		4.1%	9,242.74
			234,675.39
Overhead Allocation		13.1%	30,742.48
Grand Total			265,417.87
Actual Cost Per Ton	8,653.94		\$ 30.67

BACKGROUND

During the July 13, 2016, Board directed staff to review programs to ensure that programs produce enough revenue to support the processing required to divert it from the landfill without relying on landfill fees.

ATTACHMENT(S)

None



Report to the Executive Committee

ITEM NO. 5

Finance Manager/Controller-Treasurer

General Manager/CAO

N/A

General Counsel

Date: December 7, 2017

From: C. Ray Hendricks, Finance and Administration Manager

Title: Discussion to Adjust Soil Disposal Fees

RECOMMENDATION

Staff requests that the Executive Committee support bringing this forward to the Board for discussion.

STRATEGIC PLAN RELATIONSHIP

This is a routine operational item. It does not directly relate to the Board's Strategic Plan.

FISCAL IMPACT

Approval of this item will result in an increase of the Clean Fill Dirt rate from \$14 per ton to \$28 per ton.

DISCUSSION & ANALYSIS

Johnson Canyon has a surplus of clean fill dirt. The tipping fee for clean dirt was increased from \$10 per ton to \$12 per ton in FY 2016-17, then again to \$14 per ton in FY 2017-18. Since this has not typically been a large revenue source for SVR, staff intended to gradually increase the tip fee to \$28 per ton which is the same rate charged for other cover material at the site. However, tonnage has not decreased and an increase of this fee may reduce the amount of soil staff must handle during its operations of the landfill and curtail over accumulation of excess soil going forward. Following is a summary of tons of soil accepted by fiscal year.

Fiscal Year	Tons Received
FY 2010-11	561
FY 2011-12	864
FY 2012-13	515
FY 2013-14	916
FY 2014-15	5,924
FY 2015-16	12,873
FY 2016-17	23,406
FY 2017-18 (As of November 29)	22,950

BACKGROUND

The FY 2017-18 rates were approved by the Board on March 16, 2017. Due to an unanticipated increased delivery of Clean Soil, which the landfill has a surplus of, staff is bringing this item forward for Board consideration. A Public Hearing will be scheduled for January 18, 2018 meeting to consider the proposed rate change.

ATTACHMENT(S)

None

SVR Agenda Items - View Ahead 2017-18
Item No. 6

	I-Dec	Jan	Feb	Mar	Apr	May
A		Election of Officers				
1	Minutes	Minutes	Minutes	Minutes	Minutes	Minutes
2	Claims/Financials (EC)	Claims/Financials (EC)	Claims/Financials (EC)	Claims/Financials (EC)	Claims/Financials (EC)	Claims/Financials (EC)
3	Member Agencies Activities Report	Member Agencies Activities Report	Member Agencies Activities Report	Member Agencies Activities Report	Member Agencies Activities Report	Member Agencies Activities Report
4	Strategic Plan Update	QTE December Cash & Investments	New Strategic Plan	Strategic Plan Update	Strategic Plan Update	Strategic Plan Update
5	Annual County Used Oil Report	QTE Dec. Facilities Customer Survey	4th Qtr Tonnage & Diversion Report	Public Hearing: Fee Sched Amend	LTFN EIR Qtrly Update (sp)	1st Qtr Tonnage & Diversion Report
6	Updated Succession Plan (EC) (sp)	LTFN EIR Qtrly Update (sp)	FY Preliminary Operating & CIP Budget (EC)	New FY 18-19 Budget	QTE March Cash & Investments	FY Investment Policy (EC)
7	Amendment No. 2 BC Lab Lab Analytical Services	Election of Officers	C&D Recycling Program (EC) (sp)	Board Policy Updates (EC)	1st Qtr Facilities Customer Survey	New/Ext Agreements & Contracts
8	Expand Emergency Preparedness Plan - All Staff (sp)	Board Member Public Outreach Participation (sp)				
9	Replacement Walking Floor Trailer	Mid-Year Budget Adjustments (EC)				
10	Surplus Property	Public Hearing: 2nd Reading & Adoption of Ord. 10				
11	Self-Funding Programs (EC) (sp)	4th Qtr Facilities Customer Survey				
12	Update on Recycling Markets	Annual Employee Survey Results				
13	<i>Real Property</i>	Market Research Study Results (sp)				
14	<i>GM Evaluation</i>	FY 18-19 Budget Direction (EC)				
15	<i>MOU'S (EC)</i>	STRATEGIC PLAN UPDATE & 6-MONTH OBJECTIVES				
16		RFP Selection of PR Firm for Second Phase Public Outreach Plan (sp)				
17						
18						
19						

Consent

Presentation

Consideration

Closed Session

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

(EC) Executive Committee

(sp) Strategic Plan Item