



**A G E N D A (Amended)
Regular Meeting**

BOARD OF DIRECTORS

April 15, 2021 6:00 p.m.

ZOOM Meeting ID No. **853 3357 6977**

Passcode: **588336**

Important Notice on Page 2

CALL TO ORDER

PLEDGE OF ALLEGIANCE

ROLL CALL

Board Directors

County: John M. Phillips
County: Chris Lopez, *President*
Salinas: Christie Cromeenes, *Vice President*
Salinas: Kimbley Craig
Salinas: Anthony Rocha
Gonzales: Elizabeth Silva
Soledad: Ben Jimenez, Jr.
Greenfield: Andrew Tipton, *Alt. Vice President*
King City: Robert S. Cullen

Alternate Directors

County: Luis Alejo
Salinas: Orlando Osornio
Gonzales: Scott Funk
Soledad: Carla Strobridge
Greenfield: Robert White
King City: Darlene Acosta

TRANSLATION SERVICES AND OTHER MEETING ANNOUNCEMENTS

Translation Services will be available by calling in to 1(425) 436-6345 Access Code: 444666

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.

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 the March 18, 2021 Meeting](#)
2. [February 2021 Claims and Financial Reports](#)
3. [March 2021 Quarterly Investments Report](#)
4. [Member and Interagency Activities Report for March 2021](#)
5. [A Resolution Awarding the Purchase of Three Emergency Backup Generators to Quinn Power Systems for an Amount of \\$133,039.25](#)
6. [A Resolution Approving the Professional Services Agreement with Action Research for Community-Based Social Marketing Services for SB 1383 Program Implementation in the Amount of \\$120,000, and Supplemental Appropriations of \\$120,000](#)
7. [A Resolution Approving Amendment No. 3 to the Professional Services Agreement with Ad-Manor, Inc. for Marketing Services to an Amount of \\$115,000](#)

PRESENTATION

- * 8. **UPDATE ON SUN STREET TRANSFER STATION RELOCATION PROJECT AND ON THE CITY OF SALINAS' ONE YEAR NOTICE OF INTENT TO WITHDRAWAL FROM THE JOINT POWERS AGREEMENT WITH THE SALINAS VALLEY SOLID WASTE AUTHORITY**
- A. Receive Report from Patrick Mathews, General Manager/CAO and Steven S. Carrigan, City of Salinas City Manager
 - B. Public Hearing
 - C. Board Discussion
 - D. Recommended Action – Informational Only

PUBLIC HEARING

9. **A RESOLUTION APPROVING THE DISPOSAL AND SERVICE FEES EFFECTIVE JULY 1, 2021**
- A. Receive Report from Ray Hendricks, Finance and Administration Manager
 - B. Public Hearing
 - C. Board Discussion
 - D. Recommended Action – Adopt Resolution

CONSIDERATION

10. **A RESOLUTION APPROVING THE OPERATING BUDGET, THE PERSONNEL ALLOCATION AND SALARY SCHEDULE FOR FY 2021-22**
- A. Receive Report from Ray Hendricks, Finance and Administration Manager
 - B. Board Discussion
 - C. Public Comment
 - D. Recommended Action – Adopt the Resolution
11. **A RESOLUTION APPROVING AMENDMENT NO. 3 TO THE LEASE WITH NEXIS PARTNERS, LLC AND FRIEDRICH FAMILY LIMITED PARTNERSHIP AUTHORIZING A TWO OR THREE-YEAR EXTENSION TO THE LEASE FOR 128 SUN STREET, SUITE 101, SALINAS, CA 9391, EFFECTIVE JANUARY 1, 2022**
- A. Receive Report from Patrick Mathews, General Manager/CAO
 - B. Board Discussion
 - C. Public Comment
 - D. Recommended Action – Adopt the Resolution

FUTURE AGENDA ITEMS

12. **AGENDA ITEMS – VIEW AHEAD SCHEDULE**

CLOSED SESSION

Receive public comment from audience before entering into closed session:

13. Pursuant to **Government Code Section 54956.8** to confer with legal counsel and real property negotiators General Manager/CAO Patrick Mathews, Asst. GM/Ops Manager Cesar Zuñiga, Finance and Administration Manager Ray Hendricks, and General Counsel Roy C. Santos, 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; **2)** Republic Services Property, APNs 261-051-005, 007, and 019, located at 1120 Madison Lane, Salinas, California

RECONVENE

ADJOURNMENT

Important Notice

Due to State, County and local orders and recommendations on protocols to contain the spread of COVID-19, all of the Board members will be attending remotely from various locations. Members of the public interested in observing the meeting may do so on our YouTube channel <https://www.youtube.com/user/svswa831>.

To make a general public comment, or comment on a specific item on the agenda, you may do so by submitting your comment via email by 5 p.m. on Thursday, April 15, 2021 to the Clerk of the Board at comment@svswa.org. Comments should be limited to 250 words or less. Every effort will be made to read your comment into the record, but some comments may not be read due to time limitations. Comments received via e-mail after 5 p.m. will be made part of the record if received prior to the end of the meeting. To assist the Clerk in identifying the agenda item relating to your public comment please indicate in the Subject Line, the item number (i.e. Item No. 10).

To make a general comment or to comment on a specific agenda item as it is being heard, you may do so by participating via ZOOM. Join with computer audio at: . . <https://us02web.zoom.us/j/85333576977?pwd=RIA0SllpR3g3T293Z0h1Yy9hK2x2UT09> . When you are ready to make a public comment, please click the Raise Hand icon or

Participate by phone by dialing any of the numbers listed below and entering the meeting ID number and passcode:

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To Raise your Hand press *9		To Mute and Unmute yourself press *6

Based on guidance from the California Department of Public Health and the California Governor's Officer, in order to minimize the spread of the COVID 19 virus by maintaining appropriate social distancing with a 6-foot distance between individuals and the limited space available there will be no observation room available for the public.

This amended agenda was posted at the Administration Office of the Salinas Valley Solid Waste Authority, 128 Sun St., Ste 101, Salinas, on the Gonzales Council Chambers Bulletin Board, 117 Fourth Street, Gonzales, and the Authority's Website on **Monday, April 12, 2021**. The initial agenda was posted on Thursday, April 8, 2021. The Salinas Valley Solid Waste Authority Board will next meet in regular session on, **Thursday, May 20, 2021**. 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. In compliance with the Americans with Disabilities Act, if you need special assistance to participate in the meeting, please contact Erika J. Trujillo, Clerk of the Board at 831-775-3000. Notification 48 hours prior to the meeting will enable the Authority to make reasonable arrangements to ensure accessibility to this meeting (28 CFR 35.102-35.104 ADA Title II). Spanish interpretation will be provided at the meeting. *Se proporcionará interpretación a Español.*



FOOD WASTE DEPACKAGING SYSTEMS

BioCycle

THE ORGANICS RECYCLING AUTHORITY

S I N C E 1 9 6 0



MARCH 23, 2021 | CLIMATE, COMPOSTING, FACILITIES, FOOD WASTE, OPERATIONS, PREPROCESSING

California Solid Waste Authority's SB 1383 Compliance Blueprint

Prescriptive regulations to divert organics from disposal under the state's Short-Lived Climate Pollutants Reduction Act have many steps and deadlines. Here's one authority's journey.

Top: Aeration pad construction, food waste awaiting processing, and compost screening (left to right) at Salinas Valley Recycles' (SVR) new composting facility. Photos courtesy of SVR.

Nora Goldstein

The Salinas Valley Solid Waste Authority (SVSWA), also known as Salinas Valley Recycles (SVR), is a joint powers agency made up of Monterey County (eastern half of the unincorporated county), and the cities of Gonzales, Greenfield, King City, Salinas, and Soledad. Its service area encompasses 2,400 square miles in the central and eastern parts of the county. SVR, like all other jurisdiction in the state of California, is required by SB 1383, the Short-Lived Climate Pollutants Reduction Act, to plan for and execute programs that achieve a 50% reduction in organic waste disposal from 2014 levels by 2020, and a 75% reduction by 2025.

Privacy - Terms

CalRecycle's [regulations to implement SB 1383](#) were adopted in November 2020. Its requirements for implementation and compliance are prescriptive, i.e., there are many, many layers of requirements that cover the "A to Z" of what it takes to capture and recycle organic waste, including education and outreach, collection, processing and utilization of the end products. The law also requires that not less than 20% of edible food that is currently disposed be recovered for human consumption by 2025. Although the regulations were not formally adopted until late 2020, what they require has been on local governments' radar for a few years. The enforcement provisions of the SB 1383 regulations become effective on January 1, 2022.

Calculating Organics Recycling Capacity

Jurisdictions throughout California are in various phases of compliance with SB 1383. Some have barely started and others are well on their way. SVR is an example of a jurisdiction that began early to lay the groundwork for compliance. "We got started in 2017 with planning our path to compliance," explains Patrick Mathews, SVR's General Manager. "One of the first steps was hiring SCS Engineers to research and analyze the current organics programs with the primary objectives to provide an outline of necessary program enhancements, checklist of SB 1383 actions, and a coordinating timeline for SVR to comply with SB 1383 regulations. A critical part was capacity planning, i.e., what was needed for both organics recycling and edible food recovery to achieve 50% reduction, and then 75% reduction. More recently, CalRecycle stipulated that jurisdictions had to consider how we would get to 100% capacity, and include biosolids tonnage in the overall organics disposed numbers. As a result, SCS Engineers updated our planning report, which was submitted to us in early March 2021."

Sec. 18992.1 of the [SB 1383 regulations](#) requires that the following materials have to be included in capacity plans: Food, green waste, landscape and pruning waste, wood, paper products, printing and writing paper, digestate and biosolids. To determine capacity, jurisdictions "must consult with haulers and owners of facilities, operations, and activities that recover organic waste" to do the following:

- Estimate the amount of all organic waste in tons that will be disposed

- Identify available, verifiable existing, new or expanded organics recycling infrastructure capacity (inside and outside of the county)

- Estimate the amount of new or expanded organics recycling facility capacity needed

SVR owns and operates the Johnson Canyon Landfill, the only open landfill in the Salinas Valley. A waste characterization study analyzed the composition of the overall waste landfilled at the facility by recoverability category. It found that about 72% of overall waste is either recoverable or potentially recoverable, of which 40% (nearly two-fifths) is compostable; 16% is recyclable, 5% is recoverable construction and demolition debris, and 12% is potentially recoverable.

A modeling exercise was performed by SCS Engineers to estimate the quantity of organic material in the waste stream for the SVR service area. SCS used data on the annual tons of waste disposed, recycled and composted, and applied the 2019 SVR waste characterization data to prepare the estimate. In 2019, 176,129 tons of residential and commercial waste were disposed in the service area along with 5,687 tons of biosolids; SCS estimated organic materials disposed are 72,534 tons. Based on projections that accounted for population growth, SB 1383 diversion requirements and projected organics processing capacity required, SCS determined that SVR will need to secure organics processing capacity for about 74,530 additional tons (80,217 tons including biosolids) per year of organics by December 31, 2024. Edible food recovery and food waste prevention may reduce the amount



SVR purchased two refrigerated food rescue trucks, each 26-feet long, to help expand the Food Bank for Monterey County's edible food recovery programs.

organics processing capacity needed. SVR will also be adding an additional 50,000 tons of chip and grind activities, which will not be composted on-site.

In 2019, 29,465 tons were composted, of which 87% was residential green waste. Therefore, in the entire SVR service area, a total of 109,682 tons of total organics recycling capacity is needed to accommodate the estimated 72,534 tons of organics and 5,687 tons of biosolids currently landfilled, and the 29,465 tons that were composted in 2019. The SCS report includes assessments of organics processing capacity both within the SVR service territory, and within a 120-mile radius outside of the service area to provide information on available capacity for processing organic materials, including green waste, food scraps, and compostable paper.

Food Waste Streams, Edible Food Recovery



About 75% to 80% of the leafy green vegetables sold in the U.S. are grown and packaged in the Salinas Valley. No longer edible packaged greens are a significant portion of the food waste stream that must be diverted from SVR's landfill.

SVR's 2,400 square mile service area includes the "lettuce bowl of the world," notes Mathews. "About 75% to 80% of the leafy green vegetables sold in the country are grown and packaged in this region. This creates a unique structure when it comes to organics, as prepackaged salads and vegetables that can't be sold or donated comprise a significant portion of the food waste currently landfilled. It ends up getting disposed for several reasons, including weather delays that prevent shipping to other regions of the country, contracts for the packaged goods being canceled, and/or the packages are past their expiration date," notes Mathews. "Managing that material became a focus of the facility planning."

Another consideration is the roughly 200,000 tons/year of clean agricultural culls (post-harvest remnants from parts of the produce not sent to market), which traditionally have been diverted to cattle feed or land applied. "Feed markets are further and further away as the cattle industry has moved from Monterey County into the Central Valley," he adds. Hauling the culls to the Central Valley could become too expensive, resulting in the need to recycle them in the Salinas Valley. Because this waste stream is not currently disposed, it is not counted in the Authority's organics recycling capacity calculations.

SVR has initiated a capacity study for edible food recovery. The Food Bank for Monterey County has a very robust recovery and distribution

system, says Mandy Brooks, SVR's Resource Recovery Manager who oversees the organics programs, and education and outreach related to SB 1383. "However, the system has been impacted by the pandemic," explains Brooks. "The Food Bank originally had 160 food pantry partners and with COVID, that has shrunk to 60, which limits accessibility for food distribution. At the same time demand for its services increased by 60%. In terms of food recovery infrastructure, SVR purchased two refrigerated food rescue trucks, each 26-feet long, to expand the Food Bank's recovery efforts. We received a partial grant to purchase the first truck and fully funded the purchase of the second truck with agency money. One missing piece of the edible food recovery initiatives is capturing prepared food, which needs to be repackaged and distributed immediately."

Increasing Composting Capacity

SVR has had a green waste processing site at the Johnson County Landfill for a number of years that primarily served as a "chip and grind" facility with some composting. It was permitted to have 26,000 tons of material on site at any given time. Anticipating the need for increased composting capacity, SVR applied for a CalRecycle Organics Grant for construction of an aerated static (ASP) facility at its existing site to process green waste, food waste and soiled paper. "The system is designed for 75,000

tons/year, in part because that is the limit we can process under our Monterey Bay Air Resources District (MBARD) permit,” explains Brian Kennedy, SVR’s Engineering and Environmental Compliance Manager. “It is a site-wide permit that includes other emissions such as the landfill gas flare and landfill cells. MBARD calculated an emissions factor and arrived at 75,000 tons/year for the composting facility. Under the air permit, we are required to have a 6-inch biocover on the aerated piles and are allowed 10 days to process stockpiles of green waste. All food waste must be processed within 24 hours.”

Currently, the composting facility receives about 40,000 tons/year of green waste and wood, along with vegetable waste that needs to be depackaged. Brooks estimates food waste represents less than 10% of what is currently received. “We foresee getting about 15,000 tons/year of agricultural food waste that would need to be processed through our depackaging system,” she says. “SVR just started a pilot-scale commercial food waste collection program in the southern part of our service area. Several restaurants and small grocery stores are participating at this time. We also are working on the rollout of our residential food waste collection.” Mathews projects that the facility will be processing close to 50,000 tons by the end of this fiscal year, which is “well within what is required to meet the 50% reduction in organic waste disposal.”



A 7,500 sq. ft. fabric structure (1) houses the tip floor (2) and feed hopper for the Scott Turbo Separator. Slurred food waste is conveyed to a mixer to be combined with ground green waste (4, 5). All photos courtesy of SVR.

SVR received a \$1.4 million grant from CalRecycle to help cover the cost of the composting and food waste preprocessing infrastructure, which had to be designed to accommodate the packaged salad greens and vegetables. A Scott Equipment Turbo Separator was installed to process the packaged food waste about a year before the new composting facility was operating to pilot test use of the slurry as a feedstock for codigestion at a wastewater treatment plant. “The pilot proved the concept of codigestion, but the facility was too far away and hauling was expensive,” notes Mathews. “But we will continue to evaluate that option.” The depackager is located in an old machine shop; the food waste receiving area and feed hopper for the depackager are in a new 7,500 sq. ft. fabric building.

The composting facility came on line in June 2020. SVR procured the aeration system and design for the ASP from Green Mountain Technologies. Authority staff, led by Kennedy, did the installation of the aeration system and composting pad. “We had originally planned on having aeration pipes on a lime treated surface, but after geotechnical investigation we determined that the working surface met the permeability requirements of the state of California as is, so there was no need for further treatment,”

explains Kennedy. “Knowing that the preferred ASP method is to have subgrade pipes but not having anywhere close to the budget needed to pour an acre of concrete, we worked with Green Mountain on an alternative design where we trenched into the native soil, placed our pipes on top of a rebar cage, and then poured concrete in just the trench. We hardened the surface between the pipes with 8 inches of baserock. We may further harden the surfaces between the pipes at some point in the future with either asphalt or even concrete if we have significant performance issues or to extend the life of the pad. This design worked for us, but if we had the budget we would have poured a continuous pad over the pipes.”



Installation of the SVR aeration system and composting pad involved: (1) Dig trenches into the native soil; (2) Lay pipes on top of rebar cage; (3) Pour concrete in trenches; (4) Connect Green Mountain Technologies aeration system; (5) Harden surface between pipes with bedrock.

Total facility costs were \$2.5 million. SVR has a contract with Vision Recycling, an organics recycling company based in Fremont, California, to operate the composting facility. Vision Recycling uses its equipment for materials handling, grinding and screening (anything that is mobile, notes Mathews). It is also responsible for marketing the compost and mulch. SVR operates the food waste receiving and depackaging portion of the facility.

Slurried food waste is mixed with ground green waste in a twin-auger agricultural mixer prior to composting. The ASP system is operated in a positive aeration mode with the biocovers. The active composting phase is 42 days, with aeration shifting between low and high airflow rates. Curing time is typically between 30 to 90 days, and sometimes up to 6 months.

In terms of compost markets, Brooks sees potential in utilizing compost on ranchland in Monterey County. “There are over one million acres of ranchland in the county,” she says. “We hope to become part of projects that are measuring the benefit of compost

use for carbon sequestration. Much of the agriculture in the Salinas Valley is industrial farming, especially with the row crops. There is a hesitancy to use compost made with food waste due to stringent food safety requirements with these large growers, but that doesn't seem to be the case for smaller growers, including nurseries, orchards and vineyards."



Vision Recycling is the contract operator for SVR's composting facility, which includes compost marketing.

The Many Elements Of SB 1383

The SCS report lists many of the other elements that SVR needs to address on its SB 1383 compliance journey, including the administrative fee schedule to accommodate the Authority's Member Agency's new fees for SB 1383 implementation, agreements with collection service providers, development of ordinances for compliance, contamination monitoring, food waste prevention programs — and the list goes on, including procurement requirements for recycled organics (e.g., compost, mulch, biogas). SCS calculated the quantities each Member Agency is required to procure through 2025. Compliance with the procurement requirements starts on January 1, 2022.

"I feel like we are in a really good place with SB 1383 compliance because of our preplanning," explains Brooks. "It doesn't feel like we are in panic mode. Brian has been working night and day since 2017 on the air, water and solid waste permitting and organics recycling infrastructure. We all feel like we've hit the mark in terms of where we need to be with SB 1383 at this moment."

TAGS: [FOOD RECOVERY](#)

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April Webinar — Status Of AD As Food Scraps Recycling Option



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**MINUTES OF
THE SALINAS VALLEY SOLID WASTE AUTHORITY
BOARD MEETING
MARCH 18, 2021**

(Board of Directors and staff attended remotely from various locations)

CALL TO ORDER

President Lopez called the meeting to order at 6:01 p.m.

ROLL CALL

The following Board Directors were present (via Teleconference):

County of Monterey	Chris Lopez, <i>President</i>
City of Salinas	Christie Cromeenes, <i>Vice President</i>
City of Salinas	Kimbley Craig
City of Salinas	Anthony Roca
City of Gonzales	Elizabeth Silva
City of Soledad	Ben Jimenez, Jr. (<i>logged in at 6:03 p.m.</i>)
City of Greenfield	Andrew Tipton, <i>Alt. Vice President</i>
City of King	Robert Cullen

The following Board Directors were absent:

County of Monterey John M. Phillips

Staff Member Present (Via Teleconference):

Patrick Mathews, <i>General Manager/CAO</i>	Brian Kennedy, <i>Engineering and</i>
Cesar Zuñiga, <i>Asst. GM/Operations Manager</i>	<i>Environmental Compliance Manager</i>
Ray Hendricks, <i>Finance and Administration</i>	Roy Santos, <i>General Counsel</i>
<i>Manager</i>	Rosie Ramirez, <i>Administration Assistant</i>
Mandy Brooks, <i>Resource Recovery Manager</i>	Erika J. Trujillo, <i>Clerk of the Board</i>

MEETING ANNOUNCEMENTS

(6:03) President Lopez made the following comments and announcements:

- To make general public comment or comments on a specific agenda item member participating via ZOOM members from the public must click the raise hand button and for members participating via telephone must press *9 to raise hand and *6 to mute/unmute.
- Spanish translation services were available by calling in to 1 (425) 436-6345 and using Access Code: 444666.

GENERAL MANAGER COMMENTS

(6:05) General Manager/CAO Mathews commented on the following:

- On the update of Franchise agreement amendments and codes to include SB 1383 currently underway.
- Authority staff now eligible for the COVID-19 vaccines.
- The Authority hosting a South County community meeting for City of King and South County residents to address concerns regarding Waste Management's Smart Truck. The meeting is tentatively scheduled for April 21st.
- Extended the offer to the Board members to schedule one on one meetings to discuss further Authority matters in detail.

ITEM NO. 1

Agenda Item



General Manager/CAO

R. Santos by E.T.

General Counsel Approval

DEPARTMENT MANAGER COMMENTS

(6:04) Resource Recovery Manager Brooks commented on the following:

- The City of Salinas clean up event scheduled for Saturday, March 20, 2021.
- The upcoming Tire Amnesty Event that will take place from April 1 thru the end of May at all three of the Authority facilities.

Asst. General Manager/Operations Manager Zuniga reported to the Board that 74% of Authority staff have received their first does of the COVID-19 vaccine.

BOARD DIRECTORS COMMENTS

(6:10) Director Tipton requested for a large item pickup event be scheduled as the waste hauler is three to six months out for individual pickups but is willing to do a one-day event for all tri-cities. Director Cullen commented on Waste Management's prompt response to the issues surrounding the Smart Trucks.

PUBLIC COMMENT

(6:14) Kristin Skromme from Waste Management commented on the progress made to address the issues with the Smart Truck technology.

BOARD DIRECTOR PRESIDENT COMMENTS

(6:16) President Lopez commented Waste Management for their prompt response. He commended everyone working on the COVID vaccines distribution.

CONSENT AGENDA (6:17)

1. Minutes of the February 18, 2021 Regular Meeting
2. January 2021 Claims and Financial Reports
3. Member and Interagency Activities Report for February 2021
4. Update on the Sun Street Transfer Station Relocation Project and on the City of Salinas' One Year Notice of Intent to Withdrawal from the Joint Powers Agreement with the Salinas Valley Solid Waste Authority

Public Comment: None

Motion: Vice President Cromeenes made a motion to approve the consent agenda as presented. Director **Tipton** seconded the motion.

Votes: Motion carried 8,0

Ayes: Craig, Cromeenes, Cullen, Jimenez, Lopez, Rocha, Silva, Tipton

Noes: None

Abstain: None

Absent: Phillips

PRESENTATION

5. UPDATE ON TREATED WOOD WASTE

(6:18) Engineering and Environmental Compliance Manager Kennedy provided a presentation on what defines treated wood waste (TWW), the changes affecting the disposal of TWW effective January 1, 2021, and the solution recently approved by the Department of Toxic Substances Control (DTSC). The DTSC began a Variance Program in March allowing six types of variances. He indicated the Authority applied and was approved for variances at all three of its facilities allowing the Authority to continue receiving TWW for six months. Six-month extensions of the variances will be available.

Board Discussion: The Board discussed the presentation.

Public Comment: None

Motion: None; Information Only

PUBLIC HEARING

6. A RESOLUTION APPROVING THE DISPOSAL AND SERVICE FEES EFFECTIVE JULY 1, 2021

(6:26) Finance and Administration Manager Hendricks presented two options for the proposed rates. He explained in detail the suggested changes and indicated that for the equalized Organics processing rate increases are contingent on the City of Salinas approving the pass through of increases needed so that the agreement between the Authority and Republic Services can be terminated. The none-equalized rates would require an increase in the AB 939 fees for all member agencies.

Public Hearing: The public hearing was opened. No members from the public commented.

Board Comment: The Board discussed the presentation inquiring about the status of the agreement between Republic Services and the Authority for green waste processing that has caused the ongoing subsidization by all member agencies for the City of Salinas to support current operational costs above the contracted rates that were established in 2004.

1st Motion: Director Cullen made a motion to adopt the resolution with the Equalized Rates. Director Silva seconded the motion.

Votes: Motion failed 5,3

Ayes: Cullen, Jimenez, Lopez, Silva, Tipton

Noes: Craig, Cromeenes, Rocha

Abstain: None

Absent: Phillips

2nd Motion: Director Craig made a motion to adopt the resolution with the Non-Equalized Rates. Director Rocha seconded the motion.

Votes: Motion failed 4,4

Ayes: Craig, Cromeenes, Lopez, Rocha

Noes: Cullen, Jimenez, Silva, Tipton

Abstain: None

Absent: Phillips

3rd Motion: Director Craig made a motion to postpone Items No. 6 and 7 to the end of the agenda. Director Rocha seconded the motion.

(Item No. 7 is dependent on approval of Resolution of Item No. 6)

Votes: Motion carried 8,0

Ayes: Craig, Cromeenes, Cullen, Jimenez, Lopez, Rocha, Silva, Tipton

Noes: None

Abstain: None

Absent: Phillips

CONSIDERATION

8. RESOLUTION NO. 2021-09 APPROVING THE FORMATION OF A SB 1383 TECHNICAL ADVISORY COMMITTEE

(6:50) Resource Recovery Manager Brooks provided a brief history on SB 1383 program planning. She indicated the Authority is requesting the formation of the SB 1383 Technical Advisory

Committee (TAC) to assist with the implementation of all the mandated requirements of SB 1383 outlined in the final program plans within the established timeframe. The TAC will consist of Authority staff, City and County representatives, waste haulers representatives from Tri-City Disposal, Waste Management, and Republic Services, and representatives from the Monterey Regional Waste Management District.

Board Comment: The Board discussed the report.

Public Comment: None

Motion: Director Craig made a motion to adopt Resolution No. 2021-09. Director Cullen seconded the motion.

Votes: Motion carried 8,0

Ayes: Craig, Cromeenes, Cullen, Jimenez, Lopez, Rocha, Silva, Tipton

Noes: None

Abstain: None

Absent: Phillips

FUTURE AGENDA ITEMS

9. AGENDA ITEMS – VIEW AHEAD SCHEDULE

(6:59) The Board reviewed the future agenda items.

CLOSED SESSION

(7:00) General Manager/CAO indicated there was not information to discuss for Item No. 10. President Lopez indicated there would be no closed session.

10. Pursuant to ~~Government Code Section 54956.8~~ to confer with legal counsel and real property negotiators General Manager/CAO Patrick Mathews, Asst. GM/Ops Manager Cesar Zuñiga, Finance and Administration Manager Ray Hendricks, and General Counsel Roy C. Santos, 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; 2) Republic Services Property, APNs 261-051-005, 007, and 019, located at 1120 Madison Lane, Salinas, California~~

6. A RESOLUTION APPROVING THE DISPOSAL AND SERVICE FEES EFFECTIVE JULY 1, 2021

(7:01)

Board Comment: The Board further discussed the subsidizing and the equalization of the rates.

Public Comment: None

Motion: Director Cromeenes made a motion to continue Items Nos. 6, 7, and 10 to the April 15, 2021 meeting. Director Craig seconded the motion.

Ayes: Craig, Cromeenes, Cullen, Jimenez, Lopez, Rocha, Silva, Tipton

Noes: None

Abstain: None

Absent: Phillips

7. A RESOLUTION APPROVING THE OPERATING BUDGET, THE PERSONNEL ALLOCATION AND SALARY SCHEDULE FOR FY 2021-22

(Item No. 7 was not discussed)

(7:09) Director Phillips logged in and commented on Item No. 6.

ADJOURNED

(7:10) President Lopez adjourned the meeting.

APPROVED: _____
Christopher M. Lopez, President

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



Report to the Board of Director

ITEM NO. 2

Finance and Administration
Manager/Controller/Treasurer

General Manager/CAO

N/A

Authority General Counsel

Date: April 15, 2021

From: C. Ray Hendricks, Finance and Administration Manager

Title: February 2021 Claims and Financial Reports

RECOMMENDATIONS

The Executive Committee recommends acceptance of the February 2021 Claims and Financial Reports.

DISCUSSION & ANALYSIS

Please refer to the attached financial reports and checks issued report for the month of February for a summary of the Authority's financial position as of February 28, 2021. The following are highlights of the Authority's financial activity for the month of February.

Results of Operations (Consolidated Statement of Revenues and Expenditures)

For the month of February 2021, operating expenditures exceeded revenues by \$195,015.

Revenues (Consolidated Statement of Revenues and Expenditures)

	February 2021 Budget	February 2021 Actual	Over/(Under) Budget 2020
Tipping Fees - Solid Waste	1,006,360	1,131,277	124,917
Tipping Fees - Diverted Materials	239,306	193,571	(45,735)
Total Revenue	1,581,889	1,670,138	88,249

Solid Waste revenues for February were \$124,917 or 12.4% over budgeted amounts.

Diverted Material revenues for February were \$45,735 or 19.1% under budgeted amounts.

February total revenue was 88,249 or 5.6% over budgeted amounts.

	February 2021 YTD Budget	February 2021 YTD Actual	Over/(Under) YTD Budget
Tipping Fees - Solid Waste	9,497,184	10,437,379	940,195
Tipping Fees - Diverted Materials	2,034,041	2,254,436	220,395
Total Revenue	14,589,289	15,943,974	1,354,685

Solid Waste revenues year to date as of February were \$940,195 or 9.9% over budgeted amounts. Diverted Material revenues year to date as of February were \$220,395 or 10.8% over budgeted amounts. Year to date total revenue as of February was 1,354,685 or 9.3% over budgeted amounts.

Operating Expenditures (Consolidated Statement of Revenues and Expenditures)
As of February 28, 2021 (66.7% of the fiscal year), year-to-date operating expenditures totaled \$13,286,557. This is 67.0% of the operating budget of \$19,817,500.

Capital Project Expenditures (Consolidated Grant and CIP Expenditures Report)
For the month of February 2021, capital project expenditures totaled \$406,672. \$317,345 was for the SS Equipment Replacement. \$44,299 was for the CH Postclosure Maintenance. \$28,511 was for the JC Module Engineering and Construction. \$13,592 LR Postclosure Maintenance.

Claims Checks Issued Report

The Authority's Checks Issued Report for the month of February 2021 is attached for review and acceptance. February disbursements total \$1,532,902.42 of which \$533,599.93 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 February 2021.

Vendor	Services	Amount
Quinn Company	950M Wheel Load Purchase & All Sites Equipment Maintenance Supplies	\$334,338.08
Vision Recycling Inc.	Jan. Greenwaste Processing	\$118,229.57
Sacramento Drilling, Inc.	JC Landfill Gas Well Drilling	\$74,875.00

Cash Balances

The Authority's cash position decreased \$427,368.91 during February to \$30,595,420.56. Most of the cash balance is restricted, held in trust, committed, or assigned as shown below.

Restricted by Legal Agreements:

Johnson Canyon Closure Fund	5,089,371.13
State & Federal Grants	(124,033.43)
BNY - Bond 2014A Payment	-
BNY - Bond 2014B Payment	-

Funds Held in Trust:

Central Coast Media Recycling Coalition	110,383.67
Employee Unreimbursed Medical Claims	11,951.24

Committed by Board Policy:

AB939 Services	8,332.45
Designated for Capital Projects Reserve	4,959,528.33
Designated for Environmental Impairment Reserve	1,851,462.97
Designated for Operating Reserve	2,870,580.00
Expansion Fund (South Valley Revenues)	8,662,833.08

Assigned for Post Closure and Capital Improvements

Crazy Horse Post Closure	841,320.49
Lewis Road Post Closure	176,390.03
Jolon Road Post Closure	125,079.98
Johnson Canyon Post Closure	1,532,739.00
Capital Improvement Projects	4,654,571.06

Available for Operations: (175,089.44)

Total	<u>30,595,420.56</u>
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ATTACHMENTS

1. February 2021 Consolidated Statement of Revenues and Expenditures
2. February 2021 Consolidated Grant and CIP Expenditures Report
3. February 2021 Checks Issued Report

Salinas Valley Solid Waste Authority
Consolidated Statement of Revenues and Expenditure
For Period Ending February 28, 2021

	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	14,385,000	1,131,277	10,437,379	72.6 %	3,947,621	0	3,947,621
Tipping Fees - Surcharge	1,215,800	97,908	934,237	76.8 %	281,563	0	281,563
Tipping Fees - Diverted Materials	3,124,200	193,571	2,254,436	72.2 %	869,764	0	869,764
AB939 Service Fee	2,733,000	227,750	1,822,000	66.7 %	911,000	0	911,000
Charges for Services	131,800	6,570	99,691	75.6 %	32,109	0	32,109
Sales of Materials	180,000	13,062	177,710	98.7 %	2,290	0	2,290
Gas Royalties	290,000	0	141,213	48.7 %	148,787	0	148,787
Investment Earnings	150,000	0	77,308	51.5 %	72,692	0	72,692
Total Revenue	22,209,800	1,670,137	15,943,975	71.8 %	6,265,825	0	6,265,825
<u>Expense Summary</u>							
Executive Administration	478,300	23,371	264,495	55.3 %	213,805	43,052	170,754
Administrative Support	444,300	29,920	276,933	62.3 %	167,367	52,416	114,950
Human Resources Administration	228,300	15,426	123,076	53.9 %	105,224	5,011	100,213
Clerk of the Board	199,400	11,512	110,223	55.3 %	89,177	2,943	86,235
Finance Administration	796,100	51,797	481,257	60.5 %	314,843	4,916	309,928
Operations Administration	565,100	30,698	315,178	55.8 %	249,922	7,185	242,737
Resource Recovery	998,900	61,323	587,756	58.8 %	411,144	3,515	407,629
Marketing	75,600	5,903	36,262	48.0 %	39,338	31,905	7,432
Public Education	221,000	31,180	94,869	42.9 %	126,131	42,661	83,470
Household Hazardous Waste	818,200	64,401	401,320	49.0 %	416,880	27,941	388,938
C & D Diversion	447,200	8,464	95,107	21.3 %	352,093	0	352,093
Organics Diversion	1,948,000	120,147	1,033,830	53.1 %	914,170	257,444	656,725
Diversion Services	24,000	1,950	16,770	69.9 %	7,230	7,230	0
JR Transfer Station	619,400	43,316	329,629	53.2 %	289,771	39,695	250,076
JR Recycling Operations	168,800	10,309	93,560	55.4 %	75,240	43	75,198

Salinas Valley Solid Waste Authority
Consolidated Statement of Revenues and Expenditure
For Period Ending February 28, 2021

	CURRENT BUDGET	M-T-D REV/EXP	Y-T-D REV/EXP	% OF BUDGET	REMAINING BALANCE	Y-T-D ENCUMBRANCES	UNENCUMBERED BALANCE
SS Disposal Operations	1,129,400	90,767	823,528	72.9 %	305,872	54,528	251,344
SS Transfer Operations	1,310,100	110,771	886,836	67.7 %	423,264	85,347	337,917
SS Recycling Operations	792,900	44,521	471,610	59.5 %	321,290	25,680	295,610
JC Landfill Operations	3,154,000	272,079	2,138,031	67.8 %	1,015,969	373,983	641,987
JC Recycling Operations	455,700	34,245	291,931	64.1 %	163,769	22	163,747
Johnson Canyon ECS	300,500	24,604	213,214	71.0 %	87,286	80,718	6,568
Sun Street ECS	119,500	7,282	67,216	56.2 %	52,284	18,901	33,383
Debt Service - Interest	1,366,800	662,079	1,366,699	100.0 %	101	0	101
Debt Service - Principal	1,770,000	0	1,770,000	100.0 %	0	0	0
Closure Set-Aside	336,000	26,446	241,753	72.0 %	94,247	0	94,247
Cell Construction Set-Aside	1,050,000	82,643	755,477	72.0 %	294,523	0	294,523
Total Expense	19,817,500	1,865,152	13,286,557	67.0 %	6,530,943	1,165,137	5,365,805
Revenue Over/(Under) Expenses	2,392,300	(195,015)	2,657,418	111.1 %	(265,118)	(1,165,137)	900,020

Salinas Valley Solid Waste Authority

Consolidated CIP Expenditure Report For Period Ending February 28, 2021

	CURRENT BUDGET	M-T-D REV/EXP	Y-T-D REV/EXP	% OF BUDGET	REMAINING BALANCE	Y-T-D ENCUMBRANCES	UNENCUMBERED BALANCE
<u>Fund 131 - Crazy Horse Post-Closure Fund</u>							
131 9316 CH Corrective Action Program	253,000	0	0	0.0 %	253,000	0	253,000
131 9319 CH LFG System Improvements	146,500	0	0	0.0 %	146,500	0	146,500
131 9321 CH Postclosure Maintenance	715,184	44,299	273,363	38.2 %	441,820	88,451	353,370
Total Fund 131 - Crazy Horse Post-Closure	1,114,684	44,299	273,363	24.5 %	841,320	88,451	752,870
<u>Fund 141 - Lewis Road Post-Closure Fund</u>							
141 9402 LR LFG Well Replacement	35,000	0	0	0.0 %	35,000	0	35,000
141 9403 LR Postclosure Maintenance	275,450	13,592	134,060	48.7 %	141,390	34,969	106,421
Total Fund 141 - Lewis Road Post-Closure F	310,450	13,592	134,060	43.2 %	176,390	34,969	141,421
<u>Fund 161 - Jolon Road Post-Closure Fund</u>							
161 9604 JR Postclosure Maintenance	307,019	1,213	181,939	59.3 %	125,080	12,345	112,735
Total Fund 161 - Jolon Road Post-Closure F	307,019	1,213	181,939	59.3 %	125,080	12,345	112,735
<u>Fund 180 - Expansion Fund</u>							
180 9804 Long Range Facility Needs EIR	335,395	0	0	0.0 %	335,395	0	335,395
180 9806 Long Range Financial Model	28,388	0	0	0.0 %	28,388	0	28,388
180 9807 GOE Autoclave Final Project	100,000	0	0	0.0 %	100,000	0	100,000
Total Fund 180 - Expansion Fund	463,783	0	0	0.0 %	463,783	0	463,783
<u>Fund 211 - Grants</u>							
211 9214 Organics Program 2016-17	52,679	0	52,679	100.0 %	0	0	0
211 9220 Tire Amnesty 2019-20	72,084	0	30,221	41.9 %	41,863	21,489	20,374
211 9247 Cal Recycle - CCPP	41,628	0	21,371	51.3 %	20,256	0	20,256
211 9256 Cal Recycle - 2018-19 CCPP	4,839	550	4,839	100.0 %	0	0	0
211 9257 Cal Recycle - 2019-20 CCPP	21,170	0	3,251	15.4 %	17,919	0	17,919
Total Fund 211 - Grants	192,400	550	112,361	58.4 %	80,038	21,489	58,550

Salinas Valley Solid Waste Authority

Consolidated CIP Expenditure Report

For Period Ending February 28, 2021

	CURRENT BUDGET	M-T-D REV/EXP	Y-T-D REV/EXP	% OF BUDGET	REMAINING BALANCE	Y-T-D ENCUMBRANCES	UNENCUMBERED BALANCE
216 9802 Autoclave Demonstration Unit	141,499	0	0	0.0 %	141,499	0	141,499
216 9804 Long Range Facility Needs EIR	180,062	0	0	0.0 %	180,062	0	180,062
Total Fund 216 - Reimbursement Fund	321,560	0	0	0.0 %	321,560	0	321,560
Fund 800 - Capital Improvement Projects Fund							
800 9104 Organics System Expansion Study	55,394	0	45,595	82.3 %	9,799	3,785	6,014
800 9105 Concrete Grinding	45,000	0	0	0.0 %	45,000	0	45,000
800 9107 Scale House Software Upgrade	100,000	0	0	0.0 %	100,000	0	100,000
800 9108 Emergency Generators	200,000	0	28,024	14.0 %	171,976	0	171,976
800 9214 Organics Program 2016-17	727,767	679	406,017	55.8 %	321,751	22,469	299,282
800 9501 JC LFG System Improvements	229,177	483	208,063	90.8 %	21,114	567	20,547
800 9506 JC Litter Control Barrier	31,971	0	10,702	33.5 %	21,269	0	21,269
800 9507 JC Corrective Action	225,000	0	0	0.0 %	225,000	0	225,000
800 9509 JC Groundwater Well	250,000	0	0	0.0 %	250,000	0	250,000
800 9526 JC Equipment Replacement	1,089,462	0	673,438	61.8 %	416,025	0	416,025
800 9527 JC Module Engineering and Constr	1,241,950	28,511	75,171	6.1 %	1,166,779	0	1,166,779
800 9528 JC Roadway Improvements	2,224,237	0	1,760,395	79.1 %	463,842	463,794	49
800 9601 JR Transfer Station Improvements	308,399	0	27,736	9.0 %	280,663	0	280,663
800 9602 JR Equipment Purchase	120,000	0	0	0.0 %	120,000	0	120,000
800 9603 JR Well Replacement	150,000	0	0	0.0 %	150,000	0	150,000
800 9701 SSTS Equipment Replacement	464,468	317,345	339,525	73.1 %	124,943	0	124,943
800 9703 SSTS Improvements	10,934	0	0	0.0 %	10,934	0	10,934
Total Fund 800 - Capital Improvement Projects Fund	7,473,759	347,017	3,574,664	47.8 %	3,899,094	490,615	3,408,480
Total CIP Expenditures	10,183,655	406,672	4,276,388	42.0 %	5,907,267	647,868	5,259,399

Salinas Valley Solid Waste Authority
Checks Issued Report for 2/1/2021 to 2/28/2021

Check #	Name	Check Date	Amount	Check Total
26378	ADMANOR, INC CCRMC - MEDIA CAMPAIGN RECYCLING PUBLIC ED SVR MARKETING/BRANDING	2/4/2021	14,471.65 14,167.60 5,902.98	34,542.23
26379	AT&T SERVICES INC ALL SITES TELEPHONE SERVICES	2/4/2021	966.51	966.51
26380	BANK OF NEW YORK BOND TRUST SERVICE FEES	2/4/2021	5,300.00	5,300.00
26381	BC LABORATORIES, INC LR WATER ANALYSIS	2/4/2021	944.43	944.43
26382	CALIFORNIA HIGHWAY ADOPTION CO. RR LITTER ABATEMENT	2/4/2021	550.00	550.00
26383	CALIFORNIA MUNICIPAL TREASURERS ASSOCIATION CMTA ANNUAL CONFERENCE REGISTRATION	2/4/2021	175.00	175.00
26384	COAST COUNTIES TRUCK & EQUIPMENT CO. SS VEHICLE MAINTENANCE SUPPLIES	2/4/2021	1,096.88	1,096.88
26385	COMCAST MONTHLY INTERNET SERVICE	2/4/2021	322.08	322.08
26386	CUTTING EDGE SUPPLY JC EQUIPMENT MAINTENANCE	2/4/2021	302.53	302.53
26387	EAST BAY TIRE CO. ALL SITES VEHICLE & EQUIPMENT MAINTENANCE	2/4/2021	845.16	845.16
26388	EDGES ELECTRICAL GROUP, LLC JC FACILITY MAINTENANCE	2/4/2021	825.96	825.96
26389	EDUARDO ARROYO SS & JR FACILITY MAINTENANCE	2/4/2021	3,550.00	3,550.00
26390	ENRIQUE CARRILLO JR. ALL SITES TIRE REPAIR	2/4/2021	5,548.94	5,548.94
26391	FULL STEAM STAFFING LLC JC CONTRACT LABOR	2/4/2021	1,646.40	1,646.40
26392	GEOLOGIC ASSOCIATES, INC. JC ENGINEERING SERVICES	2/4/2021	13,124.00	13,124.00
26393	GOLDEN STATE TRUCK & TRAILER REPAIR ALL SITES EQUIPMENT & VEHICLE MAINTENANCE	2/4/2021	8,098.85	8,098.85
26394	**VOID**	2/4/2021	-	-

Salinas Valley Solid Waste Authority
Checks Issued Report for 2/1/2021 to 2/28/2021

Check #	Name	Check Date	Amount	Check Total
26395	GONZALES ACE HARDWARE ALL SITES FACILITY & VEHICLE MAINTENANCE	2/4/2021	369.38	369.38
26396	GREEN RUBBER - KENNEDY AG, LP JC FACILITY MAINTENANCE	2/4/2021	970.75	970.75
26397	HERC RENTALS INC. CH FACILITY MAINTENANCE	2/4/2021	472.22	472.22
26398	HOME DEPOT ALL SITES FACILITY MAINTENANCE SUPPLIES	2/4/2021	1,740.59	1,740.59
26399	**VOID**	2/4/2021	-	-
26400	JT HOSE & FITTINGS JC FACILITY MAINTENANCE	2/4/2021	72.41	72.41
26401	KING CITY HARDWARE INC. JR FACILITY MAINTENANCE SUPPLIES	2/4/2021	22.95	22.95
26402	LINDA VASQUEZ TUITION REIMBURSEMENT	2/4/2021	749.99	749.99
26403	MANUEL PEREA TRUCKING, INC. ALL SITES HAULING SERVICES LR EQUIPMENT RENTAL TRANSPORT	2/4/2021	550.00 200.00	750.00
26404	MCMaster-CARR SUPPLY COMPANY SS FACILITY MAINTENANCE SUPPLIES	2/4/2021	47.84	47.84
26405	MISSION LINEN SUPPLY ALL SITES UNIFORMS	2/4/2021	217.15	217.15
26406	OFFICE DEPOT ALL SITES OFFICE SUPPLIES	2/4/2021	833.76	833.76
26407	PENINSULA PLASTICS LIMITED RR- SPECIAL DEPT 13 GALLONS ORGANICS BINS	2/4/2021	3,184.00	3,184.00
26408	PRICILLIA RODRIGUEZ SS HAULING SERVICES	2/4/2021	8,154.63	8,154.63
26409	PRYOR LEARNING ANNUAL MEMBERSHIP	2/4/2021	199.00	199.00
26410	QUINN COMPANY 950M WHEEL LOADER ALL SITES EQUIPMENT & VEHICLE MAINTENANCE	2/4/2021	305,900.00 9,361.01	315,261.01
26411	SHARPS SOLUTIONS, LLC HHW HAULING & DISPOSAL	2/4/2021	240.00	240.00

Salinas Valley Solid Waste Authority
Checks Issued Report for 2/1/2021 to 2/28/2021

Check #	Name	Check Date	Amount	Check Total
26412	SOLEDAD TIRE & WHEEL SERVICE, INC. SS VEHICLE MAINTENANCE	2/4/2021	142.52	142.52
26413	SOUTHERN COUNTIES LUBRICANTS LLC ALL SITES VEHICLE & EQUIPMENT FUEL	2/4/2021	14,630.48	14,630.48
26414	STATE COMPENSATION INSURANCE FUND WORKER'S COMP INSURANCE FEES	2/4/2021	29.91	29.91
26415	STURDY OIL COMPANY SS VEHICLE MAINTENANCE	2/4/2021	172.84	172.84
26416	SUPERIOR BAG LLC ALL SITES SCALEHOUSE OFFICE SUPPLIES	2/4/2021	246.78	246.78
26417	TELCO BUSINESS SOLUTIONS MONTHLY NETWORK SUPPORT	2/4/2021	59.07	59.07
26418	TYLER TECHNOLOGIES, INC. - INCODE DIVISION TYLER CONNECT VIRTUAL CONFERENCE REGISTRATION	2/4/2021	595.00	595.00
26419	UNITED RENTALS (NORTHWEST), INC CH EQUIPMENT RENTAL	2/4/2021	406.41	406.41
26420	VALERIO VARELA JR ALL SITES VEHICLE & EQUIPMENT MAINTENANCE	2/4/2021	4,850.00	4,850.00
26421	VALLEY FABRICATION, INC. JC EQUIPMENT MAINTENANCE SS VEHICLE MAINTENANCE	2/4/2021	556.79 332.06	888.85
26422	A & G PUMPING, INC ALL SITES PORTABLE TOILETS	2/10/2021	415.13	415.13
26423	AMERICAN SUPPLY CO. SS & HHW JANITORIAL SUPPLIES	2/10/2021	2,234.12	2,234.12
26424	ASBURY ENVIRONMENTAL SERVICES HHW HAULING & DISPOSAL	2/10/2021	515.00	515.00
26425	BEST ENVIRONMENTAL ALL SITES AIR BOARD FEES	2/10/2021	18,000.00	18,000.00
26426	COAST COUNTIES TRUCK & EQUIPMENT CO. SS VEHICLE MAINTENANCE	2/10/2021	28.80	28.80
26427	CSC OF SALINAS/YUMA ALL SITES VEHICLE MAINTENANCE	2/10/2021	168.07	168.07
26428	EDGES ELECTRICAL GROUP, LLC SS FACILITY MAINTENANCE	2/10/2021	24.97	24.97

Salinas Valley Solid Waste Authority
Checks Issued Report for 2/1/2021 to 2/28/2021

Check #	Name	Check Date	Amount	Check Total
26429	ENRIQUE CARRILLO JR. ALL SITES TIRE REPAIR	2/10/2021	5,583.80	5,583.80
26430	F.A.S.T. SERVICES CLERK INTERPRETING SERVICES	2/10/2021	180.00	180.00
26431	FIRST ALARM ALL SITES ALARM SERVICES	2/10/2021	105.00	105.00
26432	FULL STEAM STAFFING LLC JC CONTRACT LABOR	2/10/2021	2,729.39	2,729.39
26433	GOLDEN STATE TRUCK & TRAILER REPAIR ALL SITES EQUIPMENT & VEHICLE MAINTENANCE	2/10/2021	19,271.20	19,271.20
26434	**VOID**	2/10/2021	-	-
26435	GONZALES ACE HARDWARE ALL SITES FACILITY & VEHICLE MAINTENANCE	2/10/2021	220.37	220.37
26436	GONZALES TIRE & AUTO SUPPLY SS & JC VEHICLE MAINTENANCE	2/10/2021	168.24	168.24
26437	GREEN RUBBER - KENNEDY AG, LP JC EQUIPMENT MAINTENANCE	2/10/2021	127.10	127.10
26438	GUARDIAN SAFETY AND SUPPLY, LLC SS SAFETY SUPPLIES	2/10/2021	544.72	544.72
26439	HOPE SERVICES SSTS LITTER ABATEMENT	2/10/2021	8,180.32	8,180.32
26440	ICONIX WATERWORK (US) INC. JC MAINTENANCE SUPPLIES	2/10/2021	830.76	830.76
26441	INTERSTATE BATTERIES SS VEHICLE MAINTENANCE	2/10/2021	101.46	101.46
26442	JOHN DEERE FINANCIAL JC ORGANICS EQUIPMENT MAINTENANCE	2/10/2021	545.80	545.80
26443	JT HOSE & FITTINGS JC EQUIPMENT MAINTENANCE SUPPLIES	2/10/2021	168.45	168.45
26444	KING CITY HARDWARE INC. JR FACILITY MAINTENANCE	2/10/2021	75.52	75.52
26445	KIRBY MFG INC. JC ORGANICS EQUIPMENT MAINTENANCE	2/10/2021	10,012.13	10,012.13

Salinas Valley Solid Waste Authority
Checks Issued Report for 2/1/2021 to 2/28/2021

Check #	Name	Check Date	Amount	Check Total
26446	MISSION LINEN SUPPLY ALL SITES UNIFORMS	2/10/2021	228.15	228.15
26447	MONTEREY COUNTY HEALTH DEPARTMENT QUARTERLY COUNTY REGIONAL FEE	2/10/2021	27,450.48	27,450.48
26448	OFFICE DEPOT JC ORGANICS OFFICE SUPPLIES	2/10/2021	124.94	124.94
26449	PENINSULA MESSENGER LLC ALL SITES COURIER SERVICE	2/10/2021	754.00	754.00
26450	PURE WATER BOTTLING ALL SITES WATER SERVICE	2/10/2021	369.75	369.75
26451	QUINN COMPANY ALL SITES EQUIPMENT & VEHICLE MAINTENANCE	2/10/2021	12,612.35	12,612.35
26452	RONNIE G. REHN SS FACILITY MAINTENANCE	2/10/2021	148.58	148.58
26453	SACRAMENTO DRILLING, INC. LANDFILL GAS WELL DRILLING	2/10/2021	74,875.00	74,875.00
26454	SCALES UNLIMITED JC SCALE MAINTENANCE	2/10/2021	1,854.00	1,854.00
26455	SCS FIELD SERVICES ALL SITES ROUTINE ENGINEERING SERVICES	2/10/2021	23,610.00	23,610.00
26456	SOUTHERN COUNTIES LUBRICANTS LLC ALL SITES VEHICLE & EQUIPMENT FUEL	2/10/2021	4,205.14	4,205.14
26457	SOUTHERN COUNTIES OIL CO., A CA LIMITED PARTNERSHIP SS & JR EQUIPMENT & VEHICLE FUEL	2/10/2021	3,792.30	3,792.30
26458	SPECIALTY DISTRIBUTORS INC. JC VEHICLE MAINTENANCE	2/10/2021	126.29	126.29
26459	TOYOTA MATERIAL HANDLING HHW EQUIPMENT MAINTENANCE	2/10/2021	460.57	460.57
26460	TRIFORMIS CORPORATION BACKYARD COMPOST BINS	2/10/2021	5,490.24	5,490.24
26461	VALERIO VARELA JR JC EQUIPMENT MAINTENANCE	2/10/2021	2,750.00	2,750.00
26462	VEGETABLE GROWERS SUPPLY, INC. JC SAFETY SUPPLIES	2/10/2021	152.01	152.01

Salinas Valley Solid Waste Authority
Checks Issued Report for 2/1/2021 to 2/28/2021

Check #	Name	Check Date	Amount	Check Total
26463	VISION RECYCLING INC JC GRINDING SERVICES MONTHLY ORGANICS PROCESSING	2/10/2021	8,463.55 109,766.02	118,229.57
26464	VOSTI'S INC ALL SITES EQUIPMENT MAINTENANCE SUPPLIES	2/10/2021	187.33	187.33
26465	WATERWAYS CONSULTING, INC. CH ENGINEERING SERVICES	2/10/2021	1,500.00	1,500.00
26466	WRIGHT EXPRESS FINANCIAL SERVICES CORPORATION ALL SITES VEHICLE FUEL	2/10/2021	1,570.52	1,570.52
26467	PACIFIC GAS AND ELECTRIC COMPANY ALL SITES CNG FUEL	2/11/2021	5,762.80	5,762.80
26468	US BANK CORPORATE PAYMENT SYSTEM BUSINESS MANAGEMENT: WEBINAR REGISTRATION CCHRA: HR MEMBERSHIPS CALCHAMBER: ALL SITES PUBLICATIONS UBIQUITI:ADM BLD. ACCESS POINTS SF BAY: ADMINISTRATION OFFICE SUPPLIES AMAZON: SS FACILITY MAINTENANCE OFFICE WORLD: HHW OFFICE SUPPLIES AMAZON: JC OFFICE SUPPLIES EXPERIAN: CREDIT CHECKS DELUXE: DEPOSIT BOOKS AUTOMOTIVE WORKWEAR: OPS ADMIN SUPPLIES AMAZON.COM: ADMIN OFFICE SUPPLIES ATT.COM: INTERNET PCLIQUDATIONS: IP PHONE ATT.COM: JC INTERNET SERVICE INTERMEDIA: MONTHLY EXCHANGE SERVER HOSTING SURVEYMONKEY: FINANCE SOFTWARE ARLO: CH MONITORING SUBSCRIPTION SPLASHTOP.COM: REMOTE ACCESS SUBSCRIPTION HARBOR FREIGHT: CHLF FACILITY MAINTENANCE HARBOR FREIGHT: JC MAINTENANCE SUPPLIES AAA TARPS: JC FACILITY MAINTENANCE ZOOM.COM: ONLINE MEETINGS	2/11/2021	197.00 75.00 509.03 391.12 120.59 353.94 244.80 96.04 139.85 269.98 180.13 30.38 71.46 81.44 70.00 391.68 99.00 19.98 399.00 111.84 368.40 520.11 104.96	4,845.73
26469	**VOID**	2/11/2021	-	-
26470	**VOID**	2/11/2021	-	-
26471	AGRI-FRAME, INC JC FACILITY MAINTENANCE	2/18/2021	130.20	130.20
26472	AT&T SERVICES INC ALL SITES TELEPHONE SERVICES	2/18/2021	734.71	734.71

Salinas Valley Solid Waste Authority
Checks Issued Report for 2/1/2021 to 2/28/2021

Check #	Name	Check Date	Amount	Check Total
26473	BC LABORATORIES, INC CH WATER ANALYSIS	2/18/2021	8,627.28	8,627.28
26474	BECKS SHOES AND REPAIR JC FACILITY MAINTENANCE	2/18/2021	185.73	185.73
26475	BLANCA SOTO JC TREE TRIMMING	2/18/2021	3,375.00	3,375.00
26476	CALIFORNIA SOCIETY OF MUNICIPAL FINANCE OFFICERS ANNUAL CONFERENCE REGISTRATION	2/18/2021	75.00	75.00
26477	CALIFORNIA WATER SERVICE SS & JRTS WATER SERVICES	2/18/2021	163.81	163.81
26478	CARLON'S FIRE EXTINGUISHER SALES & SERVICE ADM FIRE EXTINGUISHER TRAINING & INSPECTION	2/18/2021	644.74	644.74
26479	CINTAS CORPORATION NO.2 SS & JR SAFETY SUPPLIES	2/18/2021	244.10	244.10
26480	CITY OF GONZALES JC WATER SERVICES MONTHLY HOSTING FEE	2/18/2021	113.04 20,833.33	20,946.37
26481	CLARK PEST CONTROL, INC ADMIN PEST CONTROL	2/18/2021	93.00	93.00
26482	COAST COUNTIES TRUCK & EQUIPMENT CO. SS VEHICLE MAINTENANCE	2/18/2021	133.60	133.60
26483	DATAFLOW BUSINESS SYSTEMS INC. MONTHLY COPIER MAINTENANCE	2/18/2021	58.54	58.54
26484	EDGES ELECTRICAL GROUP, LLC SS FACILITY MAINTENANCE	2/18/2021	226.75	226.75
26485	FRESNO OXYGEN JC FACILITY MAINTENANCE	2/18/2021	132.63	132.63
26486	FULL STEAM STAFFING LLC JC & JR CONTRACT LABOR	2/18/2021	4,419.86	4,419.86
26487	GFOA - GOVERNMENT FINANCE OFFICERS ASSOCIATION GAAFR - BLUE BOOK	2/18/2021	159.00	159.00
26488	GOLDEN STATE TRUCK & TRAILER REPAIR ALL SITES EQUIPMENT & VEHICLE MAINTENANCE	2/18/2021	8,109.38	8,109.38
26489	GONZALES ACE HARDWARE ALL SITES FACILITY & VEHICLE MAINTENANCE	2/18/2021	304.43	304.43

Salinas Valley Solid Waste Authority
Checks Issued Report for 2/1/2021 to 2/28/2021

Check #	Name	Check Date	Amount	Check Total
26490	GOVERNMENT FINANCE OFFICERS ASSOCIA GAAFR - BLUE BOOK	2/18/2021	159.00	159.00
26491	GRAINGER HHW FACILITY MAINTENANCE JC VEHICLE MAINTENANCE	2/18/2021	84.35 267.47	351.82
26492	GUERITO ALL SITES PORTABLE TOILETS	2/18/2021	1,028.00	1,028.00
26493	HD SUPPLY CONSTRUCTION SUPPLY, LTD BRANCH #6186 ALL SITES FACILITY MAINTENANCE	2/18/2021	286.06	286.06
26494	HENLEY PACIFIC SF, LLC JC VEHICLE MAINTENANCE	2/18/2021	172.71	172.71
26495	KING CITY HARDWARE INC. JR FACILITY MAINTENANCE	2/18/2021	30.43	30.43
26496	LIEBERT CASSIDY WHITMORE MONTHLY LEGAL SERVICES	2/18/2021	1,273.00	1,273.00
26497	MAESTRO HEALTH FSA SERVICE FEES	2/18/2021	150.00	150.00
26498	MISSION LINEN SUPPLY ALL SITES UNIFORMS	2/18/2021	336.27	336.27
26499	NEXIS PARTNERS, LLC MONTHLY ADMIN BUILDING RENT	2/18/2021	9,212.00	9,212.00
26500	OFFICE DEPOT ALL SITES OFFICE SUPPLIES	2/18/2021	569.32	569.32
26501	ONE STOP AUTO CARE/V & S AUTO CARE, INC FORD ESCAPE MAINTENANCE	2/18/2021	545.28	545.28
26502	PROBUILD COMPANY LLC JR FACILITY MAINTENANCE	2/18/2021	2,785.11	2,785.11
26503	PURE WATER BOTTLING ADM WATER SERVICE	2/18/2021	66.75	66.75
26504	QUINN COMPANY ALL SITES EQUIPMENT & VEHICLE MAINTENANCE	2/18/2021	6,464.72	6,464.72
26505	REPUBLIC SERVICES #471 TRASH & RECYCLING SERVICES	2/18/2021	78.25	78.25
26506	RODOLFO RAMIREZ AYALA ALL SITES EQUIPMENT & VEHICLE MAINTENANCE	2/18/2021	2,520.00	2,520.00

Salinas Valley Solid Waste Authority
Checks Issued Report for 2/1/2021 to 2/28/2021

Check #	Name	Check Date	Amount	Check Total
26507	ROSSI BROS TIRE & AUTO SERVICE ALL SITES VEHICLE & EQUIPMENT MAINTENANCE JC EQUIPMENT MAINTENANCE	2/18/2021	120.37 1,043.33	1,163.70
26508	SCS FIELD SERVICES ALL SITES NON-ROUTINE ENVIRONMENTAL SERVICES	2/18/2021	3,748.31	3,748.31
26509	SOUTHERN COUNTIES LUBRICANTS LLC ALL SITES VEHICLE & EQUIPMENT FUEL	2/18/2021	7,549.26	7,549.26
26510	STERICYCLE, INC ADM SHREDDING SERVICES	2/18/2021	92.16	92.16
26511	TELCO BUSINESS SOLUTIONS MONTHLY NETWORK SUPPORT	2/18/2021	245.35	245.35
26512	TOYOTA MATERIAL HANDLING HHW EQUIPMENT MAINTENANCE	2/18/2021	1,000.00	1,000.00
26513	TYLER TECHNOLOGIES, INC. - INCODE DIVISION ACCOUNTING SOFTWARE SUPPORT	2/18/2021	1,200.00	1,200.00
26514	US COMPOSTING COUNCIL COMPOST CONFERENCE 2021	2/18/2021	325.00	325.00
26515	VALERIO VARELA JR ALL SITES VEHICLE & EQUIPMENT MAINTENANCE	2/18/2021	1,150.00	1,150.00
26516	WEST COAST RUBBER RECYCLING, INC ALL SITES TIRE DIVERSION	2/18/2021	1,950.00	1,950.00
26517	BC LABORATORIES, INC CH WATER ANALYSIS	2/24/2021	10,832.51	10,832.51
26518	BECKS SHOES AND REPAIR ALL SITES SAFETY SUPPLIES	2/24/2021	1,214.03	1,214.03
26519	BLANCA SOTO JC TREE TRIMMING	2/24/2021	1,000.00	1,000.00
26520	BLANCA SOTO JC TREE TRIMMING	2/24/2021	3,375.00	3,375.00
26521	CALIFORNIA WATER SERVICE SS & JRTS WATER SERVICES	2/24/2021	163.81	163.81
26522	CALIFORNIA WATER SERVICE SS & JRTS WATER SERVICES	2/24/2021	1,088.35	1,088.35
26523	CLEAN EARTH ENVIRONMENTAL SOLUTIONS, INC. HHW DISPOSAL SERVICES & SUPPLIES	2/24/2021	23,528.70	23,528.70

Salinas Valley Solid Waste Authority
Checks Issued Report for 2/1/2021 to 2/28/2021

Check #	Name	Check Date	Amount	Check Total
26524	COMCAST MONTHLY INTERNET SERVICE	2/24/2021	332.08	332.08
26525	EAST BAY TIRE CO. JC EQUIPMENT MAINTENANCE	2/24/2021	282.48	282.48
26526	ENVIRO WORLD CORP BACKYARD COMPOST BINS	2/24/2021	8,300.00	8,300.00
26527	ERNEST BELL D. JR ALL SITES JANITORIAL SERVICES	2/24/2021	3,100.00	3,100.00
26528	FERGUSON ENTERPRISES INC #795 JC ORG IMPROVEMENTS	2/24/2021	483.26	483.26
26529	FERNANDO CABALLERO MEDICAL DOT RENEWAL - FC	2/24/2021	150.00	150.00
26530	FRESNO OXYGEN JC FACILITY MAINTENANCE	2/24/2021	278.72	278.72
26531	FULL STEAM STAFFING LLC JC & SS CONTRACT LABOR JC CONTRACT LABOR	2/24/2021	2,912.73 1,598.88	4,511.61
26532	GEOLOGIC ASSOCIATES, INC. JC ENGINEERING SERVICES	2/24/2021	15,386.50	15,386.50
26533	GFOA - GOVERNMENT FINANCE OFFICERS ASSOCIATION ANNUAL MEMBERSHIP	2/24/2021	160.00	160.00
26534	GOLDEN STATE TRUCK & TRAILER REPAIR ALL SITES VEHICLE & EQUIPMENT MAINTENANCE	2/24/2021	7,598.66	7,598.66
26535	GONZALES ACE HARDWARE ALL SITES FACILITY & VEHICLE MAINTENANCE	2/24/2021	257.03	257.03
26536	GRAINGER JC MAINTENANCE SUPPLIES	2/24/2021	125.65	125.65
26537	GREEN VALLEY INDUSTRIAL SUPPLY, INC SS FACILITY MAINTENANCE	2/24/2021	6.56	6.56
26538	JT HOSE & FITTINGS SS & JC FACILITY MAINTENANCE	2/24/2021	905.44	905.44
26539	JULIO GIL SS FACILITY MAINTENANCE	2/24/2021	2,120.06	2,120.06
26540	MANUEL TINAJERO SS FACILITY MAINTENANCE	2/24/2021	450.00	450.00

Salinas Valley Solid Waste Authority
Checks Issued Report for 2/1/2021 to 2/28/2021

Check #	Name	Check Date	Amount	Check Total
26541	MISSION LINEN SUPPLY ALL SITES UNIFORMS	2/24/2021	281.09	281.09
26542	OFFICE DEPOT ALL SITES OFFICE SUPPLIES	2/24/2021	118.25	118.25
26543	PAGEFREEZER SOFTWARE INC. PUBLIC RECORDS COMPLIANCE SOFTWARE	2/24/2021	1,188.00	1,188.00
26544	SALINAS NEWSPAPERS, INC. PUBLIC NOTICE: REQUEST FOR PROPOSAL	2/24/2021	115.17	115.17
26545	SHARPS SOLUTIONS, LLC HHW HAULING & DISPOSAL	2/24/2021	240.00	240.00
26546	SOUTHERN COUNTIES LUBRICANTS LLC ALL SITES VEHICLE & EQUIPMENT FUEL	2/24/2021	7,234.97	7,234.97
26547	TRI-COUNTY FIRE PROTECTION, INC. SS & JR SAFETY SUPPLIES	2/24/2021	407.13	407.13
26548	VALERIO VARELA JR JC EQUIPMENT & VEHICLE MAINTENANCE	2/24/2021	1,550.00	1,550.00
26549	VERIZON WIRELESS SERVICES MONTHLY TELEPHONE INTERNET SERVICES	2/24/2021	152.04	152.04
26550	WESTERN EXTERMINATOR COMPANY ALL SITES EXTERMINATOR SERVICE	2/24/2021	431.50	431.50
21-00369-DFT	PACIFIC GAS AND ELECTRIC COMPANY ALL SITES ELECTRICAL SERVICES	2/25/2021	14,240.65	14,240.65
				<u>14,240.65</u>
	Subtotal			999,302.49
	Payroll Disbursements			<u>533,599.93</u>
	Grand Total			<u><u>1,532,902.42</u></u>



Report to the Board of Directors

ITEM NO. 3

Finance and Administration Manager/
Controller/Treasurer

General Manager/CAO

N/A

Authority General Counsel

Date: April 15, 2021

From: C. Ray Hendricks, Finance and Administration
Manager

Title: March 2021 Quarterly Investments Report

RECOMMENDATION

Staff recommends that the Board accepts the March 2021 Quarterly Investments Report.

The investment policy requires that the treasurer render an investment report to the Board of Directors at the first regular Board Meeting occurring after the end of each calendar quarter.

STRATEGIC PLAN RELATIONSHIP

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

FISCAL IMPACT

None

DISCUSSION & ANALYSIS

The vast majority, \$30,500,067.75 (98.37%), of the Authority's investment portfolio is invested in the State's Local Agency Investment Fund (LAIF). For the month ended February 28, 2021, the LAIF effective yield was 0.407%. LAIF is invested as part of the State's Pooled Money Investment Account (PMIA) with a total of \$125.4 Billion as of February 28, 2021. The Authority's LAIF investment of \$30,500,067.75 represents .024% of the PMIA. Attached is a summary of the PMIA portfolio as of February 28, 2021.

ATTACHMENT(S)

1. March 31, 2021 Cash and Investments Report
2. February 28, 2021 PMIA Portfolio Composition and Average Monthly Yields

SALINAS VALLEY SOLID WASTE AUTHORITY

Cash and Investments Report

March 31, 2021

Issuer/Investment	Rate	Balance	Maturity	Moody's Rating
Investments Managed by Authority Treasurer:				
Petty Cash	-	\$ 1,600.00	N/A	N/A
General Checking Account	-	302,559.56	Same day	Aa2
Payroll Checking account	-	9,000.00	Same day	Aa2
General Deposit Account	-	1,000.00	Same day	Aa2
Scalehouse Deposit Account	-	29,667.96	Same day	Aa2
FSA Checking Account	-	10,109.36	Same day	Aa2
LAIF	0.407%	30,500,067.75	Same day	N/A
LAIF - FMV Adjustment		150,340.94		
		<u>\$ 31,004,345.57</u>		

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





PMIA/LAIF Performance Report as of 03/18/21



PMIA Average Monthly Effective Yields⁽¹⁾

Feb	0.407
Jan	0.458
Dec	0.540

Quarterly Performance Quarter Ended 12/31/20

LAIF Apportionment Rate ⁽²⁾ :	0.63
LAIF Earnings Ratio ⁽²⁾ :	0.00001719170547343
LAIF Fair Value Factor ⁽¹⁾ :	1.002271318
PMIA Daily ⁽¹⁾ :	0.49%
PMIA Quarter to Date ⁽¹⁾ :	0.58%
PMIA Average Life ⁽¹⁾ :	165

Pooled Money Investment Account Monthly Portfolio Composition ⁽¹⁾ 02/28/21 \$125.4 billion

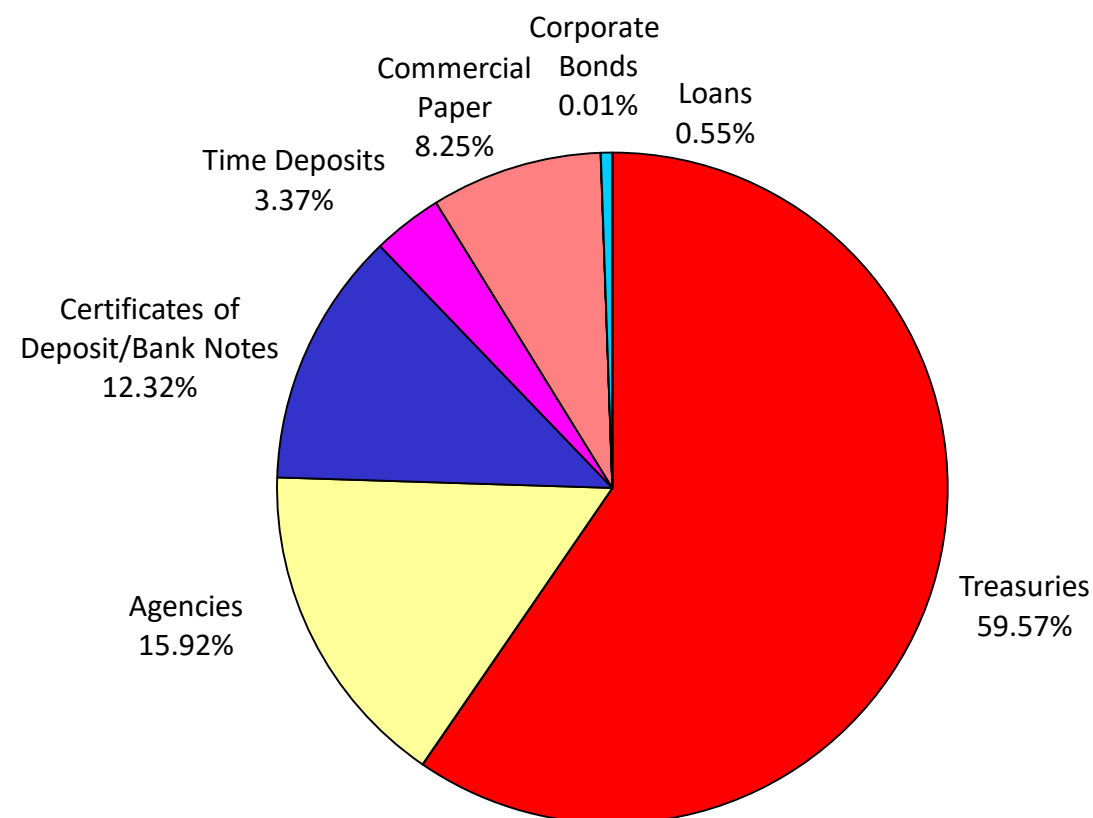


Chart does not include 0.01% of mortgages. Percentages may not total 100% due to rounding.

Daily rates are now available here. [View PMIA Daily Rates](#)

Notes: The apportionment rate includes interest earned on the CalPERS Supplemental Pension Payment pursuant to Government Code 20825 (c)(1) and interest earned on the Wildfire Fund loan pursuant to Public Utility Code 3288 (a).

Source:

⁽¹⁾ State of California, Office of the Treasurer

⁽²⁾ State of California, Office of the Controller



Report to the Board of Directors

Date: April 15, 2021

From: Mandy Brooks, Resource Recovery Manager

Title: Member and Interagency Activities Report for March 2021

ITEM NO. 4

N/A

Finance and Administration Manager/
Controller/Treasurer

General Manager/CAO

N/A

Authority General Counsel

RECOMMENDATION

Staff recommends that the Board accept this item. The report is intended to keep the Board apprised of activities and communications with member agencies and regulators.

STRATEGIC PLAN RELATIONSHIP

Promote the Value of SVR Services and Programs to the Community.
The Authority provides a wide array of recycling and waste recovery services and programs to the public including local businesses, schools, multifamily complexes and participates in numerous community events and cleanups. Providing monthly reports highlighting these activities ensures that the strategic plan goal is being met.

FISCAL IMPACT

This agenda item is a routine operational item and does not have a direct budget impact.

DISCUSSION & ANALYSIS

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

Sun Street Transfer Station: The monthly inspection for the Sun Street Transfer Station was conducted on March 23. No areas of concern or violations were noted for the inspection.

Johnson Canyon Landfill & Composting Facility: The monthly inspection for the Johnson Canyon Landfill and Composting Facility was conducted on March 30; no areas of concern or violations were noted for the inspection.

Jolon Road Transfer Station: The monthly inspection for Jolon Road Transfer Station was conducted on March 23. No areas of concern or violations were noted for the inspection.

Closed Landfills: The quarterly inspections for the Crazy Horse Transfer Station and Landfill (closed) and Lewis Road Landfill (closed) were conducted on February 19; no areas of concern or violations were noted for the inspections.

California Department of Food & Agriculture

On March 24 inspectors from the California Department of Food & Agriculture (CDFA), arranged through Vision Recycling, came to Johnson Canyon Composting Facility to conduct compost sampling. CDFA is conducting compost sampling from various compost facilities throughout California for pathogen analysis. The results of the sampling will be shared with both Vision and the Authority.

Gonzales Clothing Closet

In March the clothing closet received several considerably sized donations of mostly new baby items. The clothing closet's operating hours continue to be Mondays - Thursdays from 3:30pm to 5:30pm and are operating with all necessary COVID safety protocols in place.

CY 2021	# of Volunteers	Hours	Clothing Items Distributed	# of Families Served	# of Family Members Served
Jan 2021	3	53	548	17	82
Feb 2021	4	58	147	8	37
Mar 2021	4	73	516	27	139
CY TOTALS	3.6(avg)	184	1,211	52	258

Clean Up Events

One community cleanup event was conducted on March 20 in Salinas by Republics Services; results from the cleanup will be included in next month's report. A modified 2021 community cleanup schedule is being discussed and/or developed by each of the cities/county and franchise haulers and will be provided once available.

FY 20-21 Current and Future Events with SVR Staff Participation

On April 7, Monterey County moved into the Orange Tier for COVID-19 - more events may begin to be rescheduled

Virtual: 04/22 – 05/07 Earth Day Compost Challenge, SVR website
05/03/21 Free Screening of Need To Grow & Community Discussion

Gonzales: 04/01–05/31 Tire Amnesty Collection Event, Johnson Canyon Landfill

Greenfield: 06/12/21 Community Cleanup Event, Public Works Corp. Yard

King City: 04/01–05/31 Tire Amnesty Collection Event, Jolon Rd Transfer Station
4/21/21 Joint King City/South County Community Meeting (on-line)

Salinas: 04/01–05/31 Tire Amnesty Collection Event, Sun St Transfer Station
05/08/21 Earth Day Beautification Event, Natividad Creek Park & Garden
08/14/21 Community Cleanup Event, Madison Lane Transfer Station
11/06/21 Community Cleanup Event, Madison Lane Transfer Station

Soledad: None

Mo. Co.: 4/21/21 Joint King City/South County Community Meeting (on-line)

BACKGROUND

Established in November 2014 as part of the FY 14-15 Strategic Plan 3-year goal to increase public access, involvement, and awareness of Salinas Valley Recycles activities, the monthly report keeps the Board apprised of communications with member agencies and regulators. In addition, the report has evolved over the years to also include a current and future event list to inform Board members and the public of community events and cleanups occurring in each member agency's service area.

ATTACHMENT(S) None



Report to the Board of Directors

ITEM NO. 5

Finance and Administration Manager-
Controller/Treasurer

General Manager/CAO

R. Santos by E.T.

Authority General Counsel

Date: April 15, 2021

From: Brian Kennedy – Engineering and
Environmental Compliance Manager

Title: A Resolution Awarding the Purchase of Three
Emergency Backup Generators to Quinn
Power Systems for an Amount of \$133,039.25

RECOMMENDATION

Staff recommends adoption of the resolution for the purchase of three emergency backup generators which will be used to provide continuing power to operate critical infrastructure in the event of a power outage or shut down.

STRATEGIC PLAN RELATIONSHIP

The purchase of the backup generators supports Goal E: Reduce Costs and Improve Services at SVR Facilities. The generators will allow facilities such as landfill gas flares and compost blowers to continue to operate during a power outage.

FISCAL IMPACT

There is sufficient funding within Project 9108 to cover the purchase.

DISCUSSION & ANALYSIS

The critical infrastructure that requires backup power are the flare stations at both Johnson Canyon Landfill and Crazy Horse Landfills, and the organics processing facility at Johnson Canyon. The generators for the landfill gas flares are similarly sized 60 KW but configured differently. The generator for the organics processing facility is a 400 KW generator as it needs to run both the de-packaging equipment in addition to the four blowers at the aerated static pile composting pad.

Staff solicited quotes from vendors for the three generators through Sourcewell. Quotes were received from Quinn Power Systems, Bay City Electric Works, Generac, and Pac Machine Company. The bids received are as follows:

Dealer	Make of Generator	Cost
Quinn Power Systems	Caterpillar	\$133,039.25
Bay City Electric Works	Kohler	\$150,172.57
Generac Government Sales	Generac	\$172,294.54
Pac Machine Company	Doosan	\$332,329.68

Quinn Power Systems was the low bidder in addition to being a subsidiary of Quinn Company which is a provider of much of our heavy equipment used at the landfills and transfer stations. They are a local company that we have an existing relationship with, and they will be able to provide service for the units.

BACKGROUND

In the past several years, PG&E has instituted rolling blackouts leaving Johnson Canyon and Crazy Horse without power for over 48 hours. Extended power outages could create potential fire hazards and odors at the compost facility, damage the liner at Crazy Horse, or create violations with the environmental controls at Johnson Canyon. In November of 2019, the Board allocated \$200,000 to fund a Project for emergency generators for the Crazy Horse Environmental Control Systems, Johnson Canyon Environmental Control Systems, and Johnson Canyon Compost Facility. Switching equipment is in the process of being installed at all three locations after a lengthy backlog acquiring the equipment due to high demand.

ATTACHMENT(S)

1. Resolution
2. Exhibit A – Quote from Quinn Power Systems

RESOLUTION NO. 2021 -

A RESOLUTION OF THE SALINAS VALLEY SOLID WASTE AUTHORITY AWARDING THE PURCHASE OF THREE NEW GENERATORS FOR AN AMOUNT OF \$133,039.25.

WHEREAS, in the past several years, PG&E has instituted rolling blackouts leaving Johnson Canyon and Crazy Horse without power for over 48 hours; and,

WHEREAS, the critical infrastructure that requires backup power are the flare stations at both Johnson Canyon Landfill and Crazy Horse Landfills; and,

WHEREAS, staff solicited quotes from vendors for the three generators through Sourcewell with Quinn Power Systems being the lowest bidder.

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 purchase three new backup power generators from Quinn Power Systems, as attached hereto and marked "Exhibit A," and to carry out all responsibilities necessary.

PASSED AND ADOPTED by the Board of Directors of the Salinas Valley Solid Waste Authority at the meeting duly held on the 15th day of April 2021, by the following vote:

AYES: BOARD MEMBERS:

NOES: BOARD MEMBERS:

ABSENT: BOARD MEMBERS:

ABSTAIN: BOARD MEMBERS:

Chris Lopez, President

ATTEST:

APPROVED AS TO FORM:

Erika Trujillo, Clerk of the Board

Roy Santos, Authority General Counsel



NO. 210225

Page: **1 of 6**

Terms:	Net Cash, see T&C's
F.O.B.	Jobsite, unloading by others
Sales Rep.:	Samuel Vizcarra
Contact #:	831-750-4072
Email:	svizcarra@quinnpower.com

Project Name: Salinas Valley Landfill

Qty:	Description	Unit Price	Sourcewell Pricing
1	Crazy Horse New Caterpillar, Model D60-4LC Diesel Standby Generator Set. Rated 60kW, w/fan, 60Hz, 3Ph, 120/240V at 1800 RPM.	\$ 33,200.00	\$ 27,400.00
1	Johnson Canyon 600 Amp New Caterpillar, Model D400GC Diesel Standby Generator Set. Rated 400kW, w/fan, 60Hz, 3Ph, 277/480V at 1800 RPM.	\$ 89,400.00	\$ 69,500.00
1	Johnson Canyon 200 Amp New Caterpillar, Model D60-4LC Diesel Standby Generator Set. Rated 60kW, w/fan, 60Hz, 3Ph, 277/480V at 1800 RPM.	\$ 32,300.00	\$ 26,000.00
Sourcewell Contract #120617-CAT			
		Sub Total	\$122,900.00
		Sales Tax 9.25	\$11,368.25
		Total	\$134,268.25
<i>Optional adders listed below.</i>			
<i>Includes standard features as listed in product data sheet and additional accessories as listed herein...</i>			
SALES TAX NOT INCLUDED. Buyer responsible for all taxes including any applicable tire fees. The quotation provided herein is for information only, and is not a valid offer to sell unless signed by an officer of Quinn Power Systems in the space provided below. Any offer to sell or any offer accepted shall be subject to the Terms and Conditions page. Unless expressly stated on the face of this quotation, all prices, delivery schedules and product specifications are subject to change without notice. Quotation is good for 30 days from quote date above, expires after that duration.		Total Price (SALES Tax INCLUDED):	\$ 134,268.25

BILL OF MATERIALS**Crazy Horse Genset**

EPA STATIONARY EMERGENCY
60HZ 3PH 240/120V VOP606
STANDBY POWER
60 Hz, 60 kW
D60-4LC 60Hz 3 PHASE
UL 2200 LISTED PACKAGE GEN SET
IBC_SEISMIC CERT OF COMPLIANCE
ENGLISH INSTRUCTION LANGUAGE
GENERAL EPG
EMERGENCY STANDBY POWER
AUTHORIZED APPROVAL NUMBER
LC3114D 60Hz SE ALT AM
PERMANENT MAGNET EXCITATION
105C TEMP RISE OVER 40C AMB
INTEGRAL FUEL TANK 137 GAL
5 GALLON SPILL CONTAINMENT
STANDARD VENT PIPE 12ft EXTENS
Fuel Level Alarms / SD
WEATHER PROTECTED ENC WHITE
STANDARD PANEL DOOR WITH ENC
EMCP4.2B CONTROL PANEL
NFPA BUNDLE
STANDARD BATTERY
NFPA BATT CHARGER UL10A 120VAC
JACKET WATER HEATER
OIL TEMP GAUGE AND SENDER
LOW COOLANT LEVEL SHUTDOWN 1
SEISMIC VIBRATION ISOLATORS.
PANEL MOUNTED AUDIBLE ALARM
SINGLE CIRCUIT BREAKER
225A 100% RATED BREAKER
NO CIRCUIT BREAKER REQUIRED
NEUTRAL BAR ONLY 125 TO 400A
AUXILIARY CONTACTS
STANDARD RADIATOR
STD TEST - PKG GEN SET 0.8 PF

Johnson Canyon 600Amp Genset

EPA STATIONARY EMERGENCY
60HZ 480 VOLT (WYE)
STANDBY POWER
400ekW, 60Hz, 1800rpm
C13 D400GC PGS
UL 2200 LISTED PACKAGE GEN SET
IBC SEISMIC CERT OF COMPLIANCE
ENGLISH INSTRUCTION LANGUAGE
GOLD 5YR 2500HR STANDBY
ADEM A4 GOVERNOR
GENERAL EPG
STANDBY POWER
AUTHORIZED APPROVAL NUMBER
PERMANENT MAGNET GENERATOR
ALT M3134L4 SE DK
C13 INTEGRAL TANK (24HR)UL142
5 GALLON SPILL CONTAINMENT
C13 SA LVL 2 (WHITE) w/MUFFLER
EXTERNAL EMERGENCY STOP
1000CCA WET BAT 90A/HR INSTAL
BATTERY CHARGER 10 AMP
JACKET WATER HTR (PUMP STYLE)
800:5 CT RATIO
600A SINGLE MANUAL CB LS/I
NEUTRAL BAR 600A
STANDARD RADIATOR
STD TEST - PKG GEN SET 0.8 PF

Johnson Canyon 200Amp Genset

EPA STATIONARY EMERGENCY
60HZ 3PH 480/277V VOP601
STANDBY POWER
60 Hz, 60 kW
D60-4LC 60Hz 3 PHASE
ENGLISH PANEL LANGUAGE
UL 2200 LISTED PACKAGE GEN SET
NO CSA CERTIFICATION
IBC SEISMIC CERT OF COMPLIANCE
ENGLISH INSTRUCTION LANGUAGE
STANDARD WARRANTY
GENERAL EPG
COMMERCIAL BUSINESSES
EMERGENCY STANDBY POWER
AUTHORIZED APPROVAL NUMBER
LC1514P 60Hz SE ALT AL
PERMANENT MAGNET EXCITATION
130C TEMP RISE OVER 40C AMB
INTEGRAL FUEL TANK 137 GAL
NO SUB BASE FUEL TANK.
5 GALLON SPILL CONTAINMENT
Fuel Level Alarms / SD
WEATHER PROTECTED ENC WHITE
STANDARD PANEL DOOR WITH ENC
EMCP4.2B CONTROL PANEL
NFPA BUNDLE
STANDARD BATTERY
NFPA BATT CHARGER UL10A 120VAC
JACKET WATER HEATER
OIL TEMP GAUGE AND SENDER
LOW COOLANT LEVEL SHUTDOWN 1
SEISMIC VIBRATION ISOLATORS.
PANEL MOUNTED AUDIBLE ALARM
NO POWER TERMINAL STRIP
SINGLE CIRCUIT BREAKER
225A 100% RATED BREAKER
NEUTRAL BAR ONLY 125 TO 400A
STANDARD RADIATOR
STD TEST - PKG GEN SET 0.8 PF

Accessories and/or modifications

Initial fill of coolant and lube oil
(1 set) Operation & Maintenance manuals (electronic copy) * **(additional sets, at additional cost)**
Factory standard warranty - 2 years from startup service
Extended Service Coverage - 5 year / 2500 hour, w/ \$0 deductible from startup service
CSA (Preventative Maintenance) – 1year, Annual Visits

QPS field work

Delivery to jobsite **(offload/crane service by others)**
Level 1 Startup Service **[incl. generator inspection & transfer test]** ~
Basic Demonstration – **[included at no charge, if provided during the time of startup]**.
** See adder price below for a separate training session**

Not included

Air, building or construct permits
Offloading/crane service of equipment off delivery truck
Installation, wiring, piping, plumbing or anchoring of equipment
Diesel fuel, initial fill or for testing



QUOTATION

NO. 210225

3500 Shepherd Street, City of Industry, California 90601
Box 226789, Los Angeles, California 90022-0744
(562) 463-6000 Fax: (562) 463-7156

Date: March 25, 2021

Page: 4 of 6

Optional adders

Anchor Calculations – Add: **\$500.00** (per piece of equipment)

QPS Standard Field Testing Service:

C4.4 –C7.1&Gas Level 2 Startup Service *[incl. generator inspection & a 2hr load bank test]* ~ – Add: **\$1,420.00**

C4.4 –C7.1&Gas Level 3 Startup Service *[incl. generator inspection & a 4hr load bank test]* ~ – Add: **\$1,890.00**

C4.4 –C7.1&Gas NFPA 110 Startup Service *[incl. generator inspection, 2hr load bank & 2hr building load test]* ~ – Add: **\$2,470.00**

C13-15 Level 2 Startup Service *[incl. generator inspection & a 2hr load bank test]* ~ – Add: **\$2,120.00**

C13-15 Level 3 Startup Service *[incl. generator inspection & a 4hr load bank test]* ~ – Add: **\$2,590.00**

C13-15 NFPA 110 Startup Service *[incl. generator inspection, 2hr load bank & 2hr building load test]* ~ – Add: **\$3,410.00**

Pre-Startup Readiness Inspection (single day visit with contractor) – Add: **\$1,600.00**

On-site Training Session *[single, 4 hour day]* – Add: **\$1,100.00**

**** Additional PM levels available for Genset, ATS and Load Bank Testing. Call for a quotation! ****

**** Alternate ESC available with 3 to 10 year term lengths, for prime power application, ATS's, Rental and Tier4 Final units. Call for a quotation! ****

* = Shipped loose to jobsite, installed on site by others.

^ = Installed, assembled or prepared by QPS or 3rd party.

+ = Pre-assembled, removed for shipping, re-installed on site by others.

~ = Service truck must be able to park within 25'ft horizontally & vertically of unit, over 25'ft at additional cost, based on T&M and billed direct from QPS Service department.

Availability:

Submittals: Estimated (4-6 Weeks) on receipt and approval of purchase order. (1 electronic copy)

Equipment: Estimated (15-28 Weeks) for factory build time after submittal approval.

Modifications: Estimated (Additional time TBD) additional time will vary depending on 3rd party or Quinn shop schedule and scope of work.

Not included: Unforeseen factory delays, transit time from factory or vendor and/or delays due to project site readiness.

**** Equipment prices and lead times are subject to change without notice.****

NOTES, EXCEPTIONS, CLARIFICATION

➤ Quinn Power Systems is not a general, electrical or installing contractor. Providing equipment and services as described above only.

➤ The equipment offered in this proposal is CAT standard product (with modifications) as listed above based on 1) verbal or written request. No specifications or drawings provided for review. No other written details, plans, specification sections, contract documents, general or supplementary conditions apply to this quotation. Equipment is as stated above, call for any revisions to equipment quoted. Exception taken to anything not included in this proposal and as listed below.

➤ Quotation does not include any Sales Tax, Air District or Building Permits, Off-loading or Crane Services, Installation or Anchoring, Initial Fuel fill or Test fuel, Major Testing unless otherwise specified in the Bill of Materials.

➤ Depending on final height of installed generator set, a working platform may be required to access the control panel and maintenance doors. Platforms are not included in this proposal, unless stated above. Call for revised quotation if required.

➤ Startup/Commissioning Services are provided for CAT factory/QPS supplied equipment only. Scope of work for Startup Services available upon request. Out of Scope services are billed on a Time & Material basis in the field at purchaser's expense. QPS standard labor rates apply. Technician services are provided during normal business hours Monday through Friday.

➤ Exception taken to any NETA 3rd party or independent testing requirements. Any and all testing as listed above to be provided by QPS technicians.

➤

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EMISSIONS NOTE

- "California Air Resources Board (CARB) has approved alignment with the federal New Source Performance Standards (NSPS). Such alignment allows for emergency standby engines to be exempt from Tier 4 emissions standards; however, local air districts can require more stringent emissions control. The prospective buyer of the equipment quoted above is hereby notified the NSPS exemption does not apply to non-emergency standby engines (e.g. prime power applications such as peak shaving, parallel operation with the grid, or storm avoidance), or portable engines, even if used for emergency standby. Consult the local air district for permitting requirements and required emissions controls. Presently, South Coast Air Quality Management District (SCAQMD) Rule 1470 requires the use of a particulate filter if an engine is located within 100 meters of a school, and may require either a diesel particulate filter or an oxidation catalyst, depending upon engine size, if the installation is within 50 meters of a sensitive receptor. Particulate filters may also be required for Title V and major polluting facilities. For emissions requirements specific to the project for which this engine is being quoted, please contact SCAQMD at 909-396-2000. Unless otherwise listed above a DPF is not included in this proposal, please call for quotation if a DPF is required for this project."
- Caterpillar engines require a minimum of 30% load to prevent engine damage due to wet-stacking. Depending upon the permit and site specific conditions, SCAQMD emergency engine permits will only allow between 20 and 50 hours of runtime per year for non-emergency applications such as testing and exercising. Passive Diesel Particulate Filter systems depend on generator loading of a minimum of 50-60% to achieve minimum exhaust temperature threshold to keep soot regeneration and the filter backpressure within acceptable levels. If the engine will be operated consistently at low loads/low exhaust temperatures, the customer should make provisions to add load via facility operations or a load bank. Active Diesel Particulate Filter systems require no external load in order to regenerate. If listed above, Passive DPF option pricing, does not include a load bank or a load bank circuit breaker. If a load bank is needed for this project, please call for quotation.

TERMS AND CONDITIONS

1. Acceptance of Order.

This Quotation is for Buyer's information only and is not a valid offer to sell unless signed by an authorized representative of Seller in the place provided on the face of this Quotation. Prices, terms and conditions in an order from Buyer, which are inconsistent with the prices, terms and conditions of this Quotation, will be rejected by Seller, and are of no force and effect unless accepted in writing by Seller. Prices, delivery schedules and the scope of work on this Quotation are subject to change at Seller's discretion.

2. Liability.

Seller's liability on any claim of any kind, including claims for negligence, or for any loss or damage arising out of or connected with the manufacture, sale, delivery, installation, resale or use of any products covered by or furnished under any order connected with this Quotation shall be limited to those claims arising solely from the acts of Seller and Seller shall in no way be liable for any special, indirect, incidental or consequential damages. The term "consequential damages" shall include, but not be limited to, loss of anticipated profits, business interruption, loss of use, revenue, reputation and data, costs incurred, including without limitation, for capital, fuel, power and loss or damage to property or equipment. Buyer expressly acknowledges and agrees that Seller has set its prices in reliance upon the limitations of liability and other terms and conditions specified herein, which allocate the risk between Seller and Buyer and form a basis of this bargain between the parties. Any claims against Seller for shortages in shipments shall be made in writing to Seller within fifteen (15) days of receipt of shipment by Buyer. Unless otherwise provided for in writing, Seller's responsibility for shipment ceases upon delivery to carrier, and any claims for shortage, delays or damage occurring thereafter shall be made direct to carrier by Buyer. Seller shall not be liable for any delays in delivery attributable to strikes, labor disputes, lockouts, accidents, fires, delays in manufacture or in transportation, delays in delivery of component materials, floods, severe weather, or Acts of God, embargoes, governmental actions, or any other cause beyond the reasonable control of Seller. Seller shall not indemnify nor be liable to Buyer, Buyer's assigns, successors, purchasers, lessees or licensees, or to any person or entity for any claims, losses, expenses or judgments arising out of or resulting in any way from the product or integration of compatibility of the product with any other components, processes, facilities or equipment that does not comply with the equipment manufacturer(s)'s recommendations.

3. Shipments.

Unless otherwise specified, all risk of loss from the goods shall shift to Buyer at such time as the goods are delivered to a carrier for shipment to Buyer. Unless otherwise specified, shipment dates are approximate and all quoted prices exclude shipping costs. Shipment of goods under any order accepted by Seller shall be subject to the approval by Seller of Buyer's financial condition at the time of shipment. Whether or not terms of payment are specified elsewhere, Seller may, at its option, condition shipments under any order accepted by Seller upon receipt of satisfactory security or of cash prior to shipment. If, at Buyer's request, shipment of goods under any order accepted by Seller is delayed more than thirty (30) days after the shipment date specified in the order, or the date the goods are ready for shipment, whichever is later, Seller will require immediate payment in full and/or assess additional charges for the expenses incident to such delay.

4. Termination.

In the absence of a written agreement between Buyer and Seller expressing different terms and conditions as to termination, any order accepted by Seller may be terminated prior to completion by Buyer only upon written notice to Seller and payment of Seller's termination charges. If notice of termination is received by Seller after Seller has committed to buy the principal components for any order, termination charges shall include all direct and indirect costs incurred by Seller and the total profit anticipated by Seller. Additionally, Buyer's instruction to Seller to stop work for thirty (30) days during the time specified for performance in any order may be construed by Seller as the equivalent of written notice of termination from Buyer and previous stipulations will be in effect.

5. Taxes.

Unless expressly stated, Seller's prices do not include sales, use, excise or similar taxes, which Seller may be required to pay in filling Buyer's order. The amount of any applicable tax shall be paid by Buyer as an additional charge unless specifically included in any order accepted by Seller, or in lieu thereof, Buyer shall provide Seller with a tax exemption certificate acceptable to the taxing authorities.

6. Patents.

Seller shall, at its own expense, defend and save Buyer harmless from the expenses and consequences of any suit or procedure brought against Buyer, based on a claim that the use or sale of goods specified in any order accepted by Seller constitutes an infringement of any United States letters of patent in existence on the date of any such order; provided Buyer promptly notifies Seller in writing of such claim and gives the necessary authorization, information and assistance for the defense of such a claim.

7. Changes.

Seller, and Seller's suppliers, may, at any time, without notice to Buyer, make changes (whether in design, materials, the addition of improvements, or otherwise) in any goods specified in any order accepted by Seller without incurring any obligation of any kind as a result thereof, but only to the extent that such change does not cause the goods specified to fail to meet Buyer's requirements. Buyer may, in its order, provide for changes in its requirements with provision for a corresponding equitable change in the price, if any; but in no instance shall Buyer make changes, which are substantially different from the scope of the original order accepted by Seller.

8. Export Sales.

In the event the goods and services specified in any order accepted by Seller are for export, the Buyer shall be responsible for securing export, import and other licenses or authorizations as may be required. The conditions specified in this Section apply to all export transactions. This transaction is only for the sale of the equipment requested and detailed in this Quotation. Not included is any startup assistance, field-testing, training or any other services that might be required on site. Also not included is any installation, installation audits, sea trials (if applicable), or installation materials. To ensure proper application, installation, and warranty integrity, Buyer is encouraged to contact the applicable Caterpillar Dealer for these services. The costs of these services are not included in the sale price nor will Seller be responsible for any such related costs.

9. Permits for Equipment Design, Installation and Operation.

As a supplier of equipment, disclaims responsibility for any and all permits or licenses necessary to design, install and operate the equipment due to zoning, air quality, environmental, safety, building or construction codes or use permits pertaining to Buyer's particular application of such equipment or any similar type of permit. Special attention should be given to the requirements of local air district rules and California Air Resources Board (CARB) regulations pertaining to permit requirements. Seller is quoting on equipment based on the specifications set forth in this Quotation. If additional equipment or engine modifications are required beyond the specifications, such as additional equipment required for compliance by a local air district or CARB, those items are not included and are the responsibility of Buyer. For example, South Coast AQMD (SCAQMD) Rule 1470 may require controls and limits on particulate matter, especially when the engine installation is within 100-meters from a school, or within 50 meters of a sensitive receptor (defined in Rule 1470). Ultra low sulfur fuel is required for particulate filters. CARB Diesel Fuel, or other CARB-approved alternative fuel, is also required for compression ignition (CI) engines operated in California. When indicated in the bill of materials, the proposed equipment may be SCAQMD pre-approved as Certified Equipment. This certification does not eliminate the permit process or responsibility of others to obtain a permit. Procurement of certified equipment assures permitability, reduces the permit processing fees and reduces the time necessary to obtain the permit through SCAQMD.

10. Start-up, Commissioning and Operating Requirements.

Equipment provided in this Quotation may require start-up and commissioning, including inspection(s), to ensure the equipment is installed in accordance with manufacturer(s)'s recommendations and specifications. If Seller has commissioned the equipment, Buyer agrees not to modify the design or components of the installation such that the modifications would violate any legal requirements of the installation, or would cause the installation to deviate from manufacturer(s)'s recommendations and specifications. Buyer acknowledges and agrees that, with respect to products sold to Buyer in connection with this Quotation, Buyer shall have the sole responsibility to ensure the products are properly installed, operated and maintained in accordance with the manufacturer(s)'s recommendations and specifications, and to determine and



QUOTATION

NO. 210225

3500 Shepherd Street, City of Industry, California 90601
Box 226789, Los Angeles, California 90022-0744
(562) 463-6000 Fax: (562) 463-7156

Date: March 25, 2021

Page: 6 of 6

comply with all applicable Federal, state, local and regulated use restrictions and requirements, including, without limitation, the continuing responsibility to ensure that the use of product is in full compliance with all applicable environmental laws and regulations. Failure to install, operate and maintain the products in accordance with the manufacturer(s)'s recommendations and specifications will invalidate any applicable manufacturer's warranty.

11. Additional material.

Only those items listed in this Quotation are included with any order. For example, unless specifically identified in this Quotation, the following items are not included with any purchased equipment: any exhaust or fuel piping, main fuel tank, fuel, duct work, special tools, insulation, wiring, cable, bus duct, concrete, anchor bolts, rigging or any material or labor incidental to the installation itself. Buyer specifically assumes responsibility for the provision of any such items if not specifically identified in the Quotation.

12. Hours of services.

When included, delivery, startup assistance, field testing, training or any other services required on site will be provided during the normal weekday working hours of 7:00 am to 4:30 pm. Delivery or services occurring at any other time, weekends or holidays is subject to premium charges.

13. Warranty.

The equipment manufacturer's warranty is the only warranty provided in connection with the equipment described in this Quotation. Buyer is responsible for operating and maintaining the equipment as specified by the manufacturer. The manufacturer's warranties are exclusive and in lieu of all other warranties either oral or written, express or implied, including but not limited to any warranty of merchantability or fitness for a particular purpose. Seller is not a manufacturer and makes no warranty and shall not, under any circumstances, be liable for any indirect or special, incidental or consequential damages including but not limited to loss of production, loss of profit, loss of use or business interruption, or any other economic loss, whether arising from contract, tort, strict liability or any other theory of law. Buyer, Buyer's assigns, successors, purchasers or any other person designated to operate the equipment as the end user, is responsible for operating the equipment in accordance with manufacturer(s)'s recommendations and specifications. Failure to perform all scheduled maintenance may result in damage to the equipment, and may be grounds to deny warranty coverage.

14. Terms.

Terms of payment are due upon receipt of invoice with no deductions of any kind for retentions, setoffs, discounts or other similar items. A finance charge of 1.5% per month (not to exceed the maximum allowed by law) will be charged on all past due invoices. When necessary Seller will file a California "Preliminary 20-day notice" pursuant to Section 3097 of the California Civil Code.

15. Cost additives.

A: Unit Cost.

Quotation prices are valid for 30 days only and are based on current market prices as of date of quotation. The Seller reserves the right to adjust the final invoice with a price escalation up to 6% due to 1) purchase orders being received after expiration of quotation, 2) fluctuations in raw materials market prices at time of order, 3) labor rate increases at time of scheduled field services, 4) delays in submittal approvals and/or release of equipment or 5) additional items or services provided that were not included as part of the original quotation. Since final invoicing can and may take place up to a year or more from original quotation date.

B: Delays.

If delivery is delayed by customer Buyer beyond original shipment date, purchase price is due 30 days after original shipment date and a storage and handling charge will be applied and is due each month until delivery. Finance charge of 1.5% per month (not to exceed the maximum allowed by law) is applicable on any amounts arising hereunder or in connection herewith that are not paid when due.

C: Start up.

If construction of the facility or other delays are experienced or expected, which prohibit the initial startup of the equipment beyond one year from delivery additional costs may be imposed including, but not be limited to, long term storage preparation, inspection charges, parts, service, etc.

16. Lead Times.

Lead times are based on manufactures estimated timetables. Project completion time may vary due to delays in receipt of purchase orders, submittal approval, release of equipment, manufactures unforeseen delays in production or holiday schedules. Project completion time frame cannot be guaranteed. Back orders will be processed as soon as available. Part number changes may be made to provide latest improved interchangeable items of equipment.

17. Governing Law and Venue.

The rights and obligations of the parties with respect to the transactions contemplated by this Quotation shall be governed in all respects by the laws of the State of California. The parties hereto irrevocably agree that the exclusive venue for any litigation arising in connection with the transactions specified in this Quotation shall be in the courts located in the County of Los Angeles, California.

18. Attorneys' Fees and Costs.

In the event of any legal action, controversy, claim, or dispute between the parties involving the transactions contemplated by this Quotation, the prevailing party shall be entitled to recover from the other party reasonable expenses, attorneys' fees, and costs.

19. Additional Conditions.

Buyer shall furnish to Seller, at no cost, suitable working space, storage space, adequate heat, telephone, light, ventilation, regulated electric power and outlets for testing purposes (if applicable). The facilities shall be within a reasonable distance from where any applicable services are to be provided. Seller and its representatives shall have full and free access to the equipment in order to provide any applicable services. Buyer shall provide the means to shut-off and secure electric power to the equipment and provide safe working conditions. Buyer shall not require Seller or its employees, as a condition to site access or otherwise, to further agree or enter into any agreement, which waives, releases, indemnifies or otherwise limits or expands any rights or obligation whatsoever. Any such agreements shall be null and void. Seller is under no obligation to remove or dispose of parts or equipment unless specifically agreed upon in Seller's scope of work. Seller-removed parts become the property of Seller. Seller must not perform any electrical power switching unless specifically requested by Buyer, under the supervision of Buyer, and subject to procedures jointly agreed to in advance. Notwithstanding Buyer's request, Seller may refuse to perform power switching, if in the opinion of Seller, such action would be unsafe. IN THE EVENT THAT SELLER PERFORMS POWER SWITCHING, TO THE FULLEST EXTENT PERMITTED BY LAW, BUYER SHALL INDEMNIFY, DEFEND, AND HOLD SELLER HARMLESS FROM ANY AND ALL LIABILITY, ACTIONS, SUITS, CLAIMS, DEMANDS, DAMAGES, COSTS, AND EXPENSES ("LOSSES") ARISING OUT OF OR IN ANY WAY CONNECTED WITH OR RESULTING FROM SELLER'S PERFORMANCE OF POWER SWITCHING, REGARDLESS OF WHETHER THE LOSSES RESULT FROM SELLER'S NEGLIGENCE (WHETHER ACTION OR PASSIVE, AND WHETHER SOLE, JOINT, OR CONCURRENT), AND EVEN THOUGH CAUSED IN WHOLE OR IN PART BY A PRE-EXISTING DEFECT, STRICT LIABILITY, OR OTHER LEGAL FAULT OF SELLER. THIS INDEMNITY SHALL APPLY TO ANY ACTS OR OMISSIONS OR NEGLIGENT CONDUCT, WHETHER ACTIVE OR PASSIVE, ON THE PART OF EITHER SELLER OR BUYER. If OSHA or any other federal, state or local government, trade association, or contractual regulations or standards require a "safety person" to be on site during the performance of services, or in the event of a trade union jurisdictional dispute where trade union represented personnel are required to assist or stand by during the performance of services by Seller, Buyer shall be responsible for providing for and paying for any charge or wages for such person(s), as applicable. Buyer shall immediately inform Seller, in writing, at the time of order placement and thereafter, of any unsafe or hazardous substance or condition at the site, including, but not limited to, the presence of asbestos or asbestos-containing materials, and shall provide Seller with any applicable Material Data Safety Sheets regarding the same. Any losses, costs, damages, claims and expenses incurred by Seller as a result of Buyer's failure to advise Seller shall be borne by Buyer. Seller, in its sole discretion and without cost or penalty, reserves the right to cancel its performance under this Agreement or any order immediately upon written notice to Buyer following Seller's discovery of unsafe or hazardous site substance or condition or any other circumstance altering Seller performance of Services. Buyer shall appoint a representative familiar with the site and the nature of the Services to be performed by Seller to be accessible at all times that Seller personnel are at the site. Seller shall not be liable for any expenses incurred by Buyer in removing, replacing or refurbishing any Buyer equipment or any part of Buyer's building structure that restricts Seller's access. Buyer's personnel shall cooperate with and provide all necessary assistance to Seller. Seller shall not be liable or responsible for any work performed by Buyer.

ACCEPTED BY:

By: _____

Company: _____

Date: _____

P.O. #: _____

SUBMITTED BY:

By: Samuel Vizcarra

Quinn Power Systems

Phone: 831-750-4072



Report to the Board of Directors

ITEM NO. 6

Finance and Administration
Manager/Controller-Treasurer

General Manager/CAO

R. Santos by E.T.

Authority General Counsel

Date: April 15, 2021

From: Janna Faulk, Recycling Coordinator

Title: A Resolution Approving the Professional Services Agreement with Action Research for Community-Based Social Marketing Services for SB 1383 Program Implementation in the Amount of \$120,000, and Supplemental Appropriations of \$120,000

RECOMMENDATION

Staff recommends that the Board approve this item. This agreement with Action Research will develop, implement, and evaluate Community-Based Social Marketing (CBSM) strategies to promote behavior changes designed specifically to meet SB 1383 requirements through meaningful organics recycling anti-contamination messaging for residential and commercial programs throughout the Salinas Valley.

STRATEGIC PLAN RELATIONSHIP

The recommended action will assist the Authority in supporting the Strategic Plan Goal to Promote the Value of SVR Services and Programs to the Community by expanding organics recycling messaging for new commercial and residential food waste programs.

FISCAL IMPACT

Funding for this item is not included in the current budget. Funding will be provided by a supplemental appropriation of \$120,000 to a new Project (9222), to be funded from fund balance.

DISCUSSION & ANALYSIS

A competitive Request for Proposal (RFP) was released on February 17, 2021 to sixty-one marketing consultants and was posted on the Authority's website and in the local newspaper. A total of four proposals were received from the following firms: S.Groner & Associates, thebuzz PR, JP Marketing, and Action Research.

Action Research scored the highest by the review committee in the required criteria areas. The experience and detail in their technical proposal and scope of work set them apart as the prevailing choice. Cost proposals were reviewed separately from the technical proposals for the four proposals. The review committee determined that due to the score rating of the proposals, no formal interviews were required but an informal "meet & greet" meeting was scheduled with Action Research on April 1st.

Action Research is a behavior change consulting firm based in Oceanside, CA that specializes in the application of marketing and social science research to outreach programs that promote safe, healthy, and sustainable communities. Action Research is led by Jennifer Tabanico, a recognized expert, trainer, and published author on the topics of community-based social marketing and pro-environmental behavior change. The firm brings nearly two decades of experience applying community-based social marketing to a wide range of environmental issues.

Currently, the Authority is transitioning from standard marketing services to a targeted behavioral change approach. Traditional marketing services are normally only effective for getting consumers to choose one brand over another, not creating or changing behaviors. Environmental messaging has traditionally focused on a belief that people will make better choices/change behavior if they know better. Unfortunately, study after study has shown that this is not true when it comes to health and environmental behaviors.

To meet the requirements of both AB 1826 and SB 1383, the Authority is looking to influence lasting behavioral changes in the following areas: Increase in clean organics diversion, Reduction of contamination in organics and mixed recycling, and Increase in edible food donation.

In order to ensure the timeline for the proposal process is adhered to and to meet SB 1383 timeline requirements, it is recommended that the Board adopt the resolution authorizing the award of the Professional Services Agreements to Action Research for Community-Based Social Marketing Services. It is anticipated that reports summarizing the project findings and comprehensive implementation plan will be presented at the Authority's regular scheduled Board of Directors meeting in early 2022.

BACKGROUND

Since 1999, the Authority has contracted with marketing and public relations firms to promote components of the AB 939 Enhanced Services and to increase the overall awareness of the Authority's services, programs, and its mission, vision, and values. The marketing services have focused on the development of media plans and creating new ads and campaigns to reach target audiences.

The leading proven method in behavior change is Community-Based Social Marketing (CBSM). CBSM is based in social psychology and draws from the idea that sustainable behavior change is most effective when it involves direct contact with people and is carried out at the community level. Its practical approach includes first identifying a specific, indivisible behavior to change and then five major steps:

- 1) Behavior Prioritization
- 2) Barrier/Benefit Research and Strategy Recommendations
- 3) Strategy Design
- 4) Pilot Testing
- 5) Implementation and Evaluation

The biggest difference between traditional marketing and CBSM is the pilot testing and data-driven approach. Spending targeted funds on barrier research and pilot testing to evaluate different messages or message delivery gives clear guidance before embarking on a campaign to reach the whole service area.

This behavior change messaging approach will help the Authority achieve mandated requirements in existing regulations and upcoming SB 1383 to reduce greenhouse gas emissions by diverting organic wastes from the landfill. New curbside residential and commercial food waste recycling programs will be implemented to help meet the mandate. The tested program that will be developed from this CBSM agreement will aid the Authority in the successful rollout of organics programs and increase clean diversion for a reduced cost in the management of the program.

ATTACHMENT(S)

1. Resolution
2. Exhibit A – Agreement, etc.
3. Scope of Work
4. Technical Proposal
5. Fee Schedule

RESOLUTION NO. 2021- x

A RESOLUTION OF THE SALINAS VALLEY SOLID WASTE AUTHORITY APPROVING A PROFESSIONAL SERVICES AGREEMENT WITH ACTION RESEARCH FOR COMMUNITY BASED SOCIAL MARKETING SERVICES FOR SB 1383 PROGRAM IMPLEMENTATION IN AN AMOUNT OF \$120,000, AND SUPPLEMENTAL APPROPRIATION OF \$120,000.

WHEREAS, on February 17, 2021 the Authority released a Request for Proposals for Community-Based Social Marketing Services; and,

WHEREAS, four proposals were received, reviewed and scored; and,

WHEREAS, it was determined that Action Research scored the highest and exceeded the requirements of specialized experience and project understanding for Community-Based Social Marketing Services to help meet SB 1383 program requirements.

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 the Professional Services Agreement with Action Research for Community-Based Social Marketing Services in an amount of \$120,000, as attached hereto and marked "Exhibit A."

BE IT FURTHER RESOLVED, that a supplemental appropriation from fund balance of \$120,000 is hereby approved to fund Project 9222 to cover expenses associated with the Community-Based Social Marketing Services.

PASSED AND ADOPTED by the Board of Directors of the Salinas Valley Solid Waste Authority at its regular meeting duly held on the 15th day of April 2021, by the following vote:

AYES: BOARD MEMBERS:

NOES: BOARD MEMBERS:

ABSENT: BOARD MEMBERS:

ABSTAIN: BOARD MEMBERS:

Christopher Lopez, President

ATTEST:

APPROVED AS TO FORM:

Erika J. Trujillo, Clerk of the Board

Roy Santos, Authority General Counsel

EXHIBIT A

Exhibit A - Agreement



Project Name/No.: _____
Project Manager: _____

Contract No.: _____
Approved: _____

AGREEMENT FOR SERVICES BETWEEN THE SALINAS VALLEY SOLID WASTE AUTHORITY AND ACTION RESEARCH

THIS AGREEMENT FOR SERVICES (herein "Agreement") is made and entered into this 15 day of April, 2021 ("Effective Date") by and between the Salinas Valley Solid Waste Authority, a California Joint Powers Authority ("Authority") and Action Research, (herein "Consultant").

NOW, THEREFORE, the parties hereto agree as follows:

1. SERVICES OF CONSULTANT

1.1 Scope of Services. In compliance with all of the terms and conditions of this Agreement, the Consultant shall perform the work or services set forth in the "Scope of Services" attached hereto as Exhibit "A" and incorporated herein by reference. The Scope of Services shall include the scope of work included in Consultant's proposal, which shall be incorporated herein by this reference as though fully set forth herein. In the event of any inconsistency between the terms of such proposal and this Agreement, the terms of this Agreement shall govern. Consultant warrants that it has the experience and ability to perform all work and services required hereunder and that it shall diligently perform such work and services in a professional and satisfactory manner.

1.2 Compliance With Law. All work and services rendered hereunder shall be provided in accordance with all ordinances, resolutions, statutes, rules, and regulations of the Authority and any Federal, State or local governmental agency of competent jurisdiction.

1.3 California Labor Law. If the Scope of Services includes any "public work" or "maintenance work," as those terms are defined in California Labor Code section 1720 *et seq.* and California Code of Regulations, Title 8, Section 16000 *et seq.*, and if the total compensation is \$1,000 or more, Consultant shall pay prevailing wages for such work and comply with the requirements in California Labor Code section 1770 *et seq.* and 1810 *et seq.*, and all other applicable laws, including the following requirements:

(a) **Public Work.** The Parties acknowledge that some or all of the work to be performed under this Agreement is a "public work" as defined in Labor Code Section 1720 and that this Agreement is therefore subject to the requirements of Division 2, Part 7, Chapter 1 (commencing with Section 1720) of the California Labor Code relating to public works contracts and the rules and regulations established by the Department of Industrial Relations ("DIR") implementing such statutes. The work performed under this Agreement is subject to compliance monitoring and enforcement by the DIR. Contractor shall post job site notices, as prescribed by regulation.

(b) Prevailing Wages. Contractor shall pay prevailing wages to the extent required by Labor Code Section 1771. Pursuant to Labor Code Section 1773.2, copies of the prevailing rate of per diem wages are on file at Authority Offices at 128 Sun Street, Salinas, CA 93901 and will be made available to any interested party on request. By initiating any work under this Agreement, Contractor acknowledges receipt of a copy of the Department of Industrial Relations (DIR) determination of the prevailing rate of per diem wages, and Contractor shall post a copy of the same at each job site where work is performed under this Agreement.

(c) Penalty for Failure to Pay Prevailing Wages. Contractor shall comply with and be bound by the provisions of Labor Code Sections 1774 and 1775 concerning the payment of prevailing rates of wages to workers and the penalties for failure to pay prevailing wages. The Contractor shall, as a penalty to the Authority, forfeit two hundred dollars (\$200) for each calendar day, or portion thereof, for each worker paid less than the prevailing rates as determined by the DIR for the work or craft in which the worker is employed for any public work done pursuant to this Agreement by Contractor or by any subcontractor.

(d) Payroll Records. Contractor shall comply with and be bound by the provisions of Labor Code Section 1776, which requires Contractor and each subcontractor to: keep accurate payroll records and verify such records in writing under penalty of perjury, as specified in Section 1776; certify and make such payroll records available for inspection as provided by Section 1776; and inform the Authority of the location of the records.

(e) Apprentices. Contractor shall comply with and be bound by the provisions of Labor Code Sections 1777.5, 1777.6, and 1777.7 and California Code of Regulations Title 8, Section 200 *et seq.* concerning the employment of apprentices on public works projects. Contractor shall be responsible for compliance with these aforementioned Sections for all apprenticeable occupations. Prior to commencing work under this Agreement, Contractor shall provide Authority with a copy of the information submitted to any applicable apprenticeship program. Within sixty (60) days after concluding work pursuant to this Agreement, Contractor and each of its subcontractors shall submit to the Authority a verified statement of the journeyman and apprentice hours performed under this Agreement.

(f) Eight-Hour Work Day. Contractor acknowledges that eight (8) hours labor constitutes a legal day's work. Contractor shall comply with and be bound by Labor Code Section 1810.

(g) Penalties for Excess Hours. Contractor shall comply with and be bound by the provisions of Labor Code Section 1813 concerning penalties for workers who work excess hours. The Contractor shall, as a penalty to the Authority, forfeit twenty-five dollars (\$25) for each worker employed in the performance of this Agreement by the Contractor or by any subcontractor for each calendar day during which such worker is required or permitted to work more than eight (8) hours in any one calendar day and forty (40) hours in any one calendar week in violation of the provisions of Division 2, Part 7, Chapter 1, Article 3 of the Labor Code. Pursuant to Labor Code section 1815, work performed by employees of Contractor in excess of eight (8) hours per day, and forty (40) hours during any one week shall be permitted upon public work upon compensation for all hours worked in excess of 8 hours per day at not less than one and one-half (1½) times the basic rate of pay.

(h) Workers' Compensation. California Labor Code Sections 1860 and 3700 provide that every employer will be required to secure the payment of compensation to its employees if it has employees. In accordance with the provisions of California Labor Code Section 1861, Contractor certifies as follows:

“I am aware of the provisions of Section 3700 of the Labor Code which require every employer to be insured against liability for workers' compensation or to undertake self-insurance in accordance with the provisions of that code, and I will comply with such provisions before commencing the performance of the work of this contract.”

Contractor's Authorized Initials _____

(i) Contractor's Responsibility for Subcontractors. For every subcontractor who will perform work under this Agreement, Contractor shall be responsible for such subcontractor's compliance with Division 2, Part 7, Chapter 1 (commencing with Section 1720) of the California Labor Code, and shall make such compliance a requirement in any contract with any subcontractor for work under this Agreement. Contractor shall be required to take all actions necessary to enforce such contractual provisions and ensure subcontractor's compliance, including without limitation, conducting a review of the certified payroll records of the subcontractor on a periodic basis or upon becoming aware of the failure of the subcontractor to pay his or her workers the specified prevailing rate of wages. Contractor shall diligently take corrective action to halt or rectify any such failure by any subcontractor.

1.4 Licenses, Permits, Fees and Assessments. Consultant shall obtain at its sole cost and expense such licenses, permits, and approvals as may be required by law for the performance of the services required by the Agreement.

1.5 Software and Computer Services. If the Scope of Services includes the provision and/or installation of any software, computer system, or other computer technology, Consultant represents and warrants that it has inspected the Authority's current infrastructure, equipment, computer system and software and that the software, computer system, or other computer technology provided and/or installed by Consultant under this Agreement is compatible, and shall be fully functional, with such infrastructure, equipment, computer system and software of the Authority. Consultant acknowledges that the Authority is relying on the representation by Consultant as a material consideration in entering into this Agreement.

1.6 Special Requirements. Additional terms and conditions of this Agreement, if any, which are made a part hereof are set forth in the “Special Requirements” attached hereto as Exhibit “B” and incorporated herein by this reference. In the event of a conflict between the provisions of Exhibit “B” and any other provisions of this Agreement, the provisions of Exhibit “B” shall govern.

2. COMPENSATION

2.1 Contract Sum. For the services rendered pursuant to this Agreement, Consultant shall be compensated in accordance with the “Schedule of Compensation” attached

hereto as Exhibit “C” and incorporated herein by this reference, the contract amount of one hundred twenty thousand dollars (\$120,000) (“Contract Sum”).

2.2 Invoices. Each month Consultant shall furnish to Authority an original invoice for all work performed and expenses incurred during the preceding month in a form approved by Authority’s Director of Finance. By submitting an invoice for payment under this Agreement, Consultant is certifying compliance with all provisions of the Agreement. Consultant shall not invoice Authority for any duplicate services performed by more than one person.

All invoices shall be submitted by email to ap@svswa.org. Each invoice is to include:

- (a) Line items for all personnel describing the work performed, the number of hours worked, and the hourly rate.
- (b) Line items for all materials and equipment properly charged to the Services.
- (c) Line items for all other approved reimbursable expenses claimed, with supporting documentation.
- (d) Line items for all approved subcontractor labor, supplies, equipment, materials, and travel properly charged to the Services.
- (e) If this Agreement requires prevailing wages, per Section 1.4 of the Agreement, all invoices shall include a copy of Consultant’s Certified Payroll and proof that Certified Payroll has been submitted to the DIR. Consultant shall also submit a list of the prevailing wage rates for all employees and subcontractors providing services under this Agreement, as applicable, with Consultant’s first invoice. If these rates change at any time during the term of the Agreement, Consultant shall submit a new list of rates to the Authority with its first invoice following the effective date of the rate change.

Authority shall independently review each invoice submitted by the Consultant to determine whether the work performed and expenses incurred are in compliance with the provisions of this Agreement. Except as to any charges for work performed or expenses incurred by Consultant which are disputed by Authority, or as provided in Section 7.3, Authority will use its best efforts to cause Consultant to be paid within forty-five (45) days of receipt of Consultant’s correct and undisputed invoice; however, Consultant acknowledges and agrees that due to Authority warrant run procedures, the Authority cannot guarantee that payment will occur within this time period. In the event any charges or expenses are disputed by Authority, the original invoice shall be returned by Authority to Consultant for correction and resubmission. Review and payment by Authority for any invoice provided by the Consultant shall not constitute a waiver of any rights or remedies provided herein or any applicable law.

2.3 Additional Services. Authority shall have the right, subject to state law, at any time during the performance of the services, without invalidating this Agreement, to order extra work beyond that specified in the Scope of Services or make changes by altering, adding to or deducting from said work. No such extra work may be undertaken unless a written order is

first given by the Project Manager to the Consultant, incorporating therein any adjustment in (i) the Contract Sum for the actual costs of the extra work, and/or (ii) the time to perform this Agreement, which said adjustments are subject to the written approval of the Consultant. Any increase in compensation for extra work shall require the approval of Authority Board of Directors unless the Authority Board of Directors has previously authorized the Authority General Manager to approve an increase in compensation and the amount of the increase does not exceed such authorization. It is expressly understood by Consultant that the provisions of this Section shall not apply to services specifically set forth in the Scope of Services. Consultant hereby acknowledges that it accepts the risk that the services to be provided pursuant to the Scope of Services may be more costly or time consuming than Consultant anticipates and that Consultant shall not be entitled to additional compensation therefor. Authority may in its sole and absolute discretion have similar work done by other contractors. No claims for an increase in the Contract Sum or time for performance shall be valid unless the procedures established in this Section are followed.

2.4 Contingency of Funds.

Consultant acknowledges that funding or portions of funding for this Agreement may be contingent upon State budget approval; receipt of funds from, and/or obligation of funds by the State of California to Authority; or inclusion of sufficient funding for the services hereunder in the budget approved by Authority Board of Directors for each fiscal year covered by this Agreement. If such approval, funding or appropriations are not forthcoming, or are otherwise limited, Authority may immediately terminate or modify this Agreement without penalty.

3. PERFORMANCE SCHEDULE

3.1 Time of Essence. Time is of the essence in the performance of this Agreement.

3.2 Schedule of Performance. Consultant shall commence the services pursuant to this Agreement upon receipt of a written notice to proceed and shall perform all services within the time period(s) established in the “Schedule of Performance” attached hereto as Exhibit “D” and incorporated herein by this reference. When requested by the Consultant, extensions to the time period(s) specified in the Schedule of Performance may be approved in writing by the Project Manager but not exceeding thirty (30) days cumulatively.

3.3 Force Majeure. The time period(s) specified in the Schedule of Performance for performance of the services rendered pursuant to this Agreement shall be extended because of any delays due to unforeseeable causes beyond the control and without the fault or negligence of the Consultant, including, but not restricted to, acts of God or of the public enemy, unusually severe weather, fires, earthquakes, floods, epidemics, quarantine restrictions, riots, strikes, freight embargoes, wars, litigation, and/or acts of any governmental agency, including the Authority, if the Consultant shall within ten (10) days of the commencement of such delay notify the Project Manager in writing of the causes of the delay. The Project Manager shall ascertain the facts and the extent of delay, and extend the time for performing the services for the period of the enforced delay when and if in the judgment of the Project Manager such delay is justified. The Project Manager’s determination shall be final and conclusive upon the

parties to this Agreement. In no event shall Consultant be entitled to recover damages against the Authority for any delay in the performance of this Agreement, however caused, Consultant's sole remedy being extension of the Agreement pursuant to this Section.

3.4 Term. Unless earlier terminated in accordance with Article 7 of this Agreement, this Agreement shall continue in full force and effect until completion of the services, which shall be no later than June 30, 2022, except as otherwise provided in the Schedule of Performance (Exhibit "D").

4. COORDINATION OF WORK

4.1 Representative of Consultant. Jennifer J. Tabanico, is hereby designated as being the representative of Consultant authorized to act on its behalf with respect to the work and services specified herein and make all decisions in connection therewith. All personnel of Consultant and any authorized agents shall be under the exclusive direction of the representative of Consultant. Consultant shall utilize only competent personnel to perform services pursuant to this Agreement. Consultant shall make every reasonable effort to maintain the stability and continuity of Consultant's staff and subcontractors, and shall keep Authority informed of any changes.

4.2 Project Manager. Mandy Brooks and/or Janna Faulk or any other person as may be designated by the Authority General Manager, is hereby designated as being the representative the Authority authorized to act in its behalf with respect to the work and services specified herein and to make all decisions in connection therewith ("Project Manager").

4.3 Prohibition Against Subcontracting or Assignment. Consultant shall not contract with any entity to perform in whole or in part the work or services required hereunder without the express written approval of the Authority. Neither this Agreement nor any interest herein may be assigned or transferred, voluntarily or by operation of law, without the prior written approval of Authority. Any such prohibited assignment or transfer shall be void.

4.4 Independent Consultant. Neither the Authority nor any of its employees shall have any control over the manner, mode or means by which Consultant, its agents or employees, perform the services required herein, except as otherwise set forth. Consultant shall perform all services required herein as an independent contractor of Authority with only such obligations as are consistent with that role. Consultant shall not at any time or in any manner represent that it or any of its agents or employees are agents or employees of Authority, or that it is a member of a joint enterprise with Authority.

5. INSURANCE AND INDEMNIFICATION

5.1 Insurance Coverages. Without limiting Consultant's indemnification of Authority, and prior to commencement of any services under this Agreement, Consultant shall obtain, provide and maintain at its own expense during the term of this Agreement, policies of insurance of the type and amounts described below and in a form satisfactory to Authority.

(a) **General liability insurance.** Consultant shall maintain commercial general liability insurance with coverage at least as broad as Insurance Services Office form CG 00 01,

in an amount not less than \$1,000,000 per occurrence, \$2,000,000 general aggregate, for bodily injury, personal injury, and property damage. The policy must include contractual liability that has not been amended. Any endorsement restricting standard ISO “insured contract” language will not be accepted.

(b) Automobile liability insurance. Consultant shall maintain automobile insurance at least as broad as Insurance Services Office form CA 00 01 covering bodily injury and property damage for all activities of the Consultant arising out of or in connection with Services to be performed under this Agreement, including coverage for any owned, hired, non-owned or rented vehicles, in an amount not less than \$1,000,000 combined single limit for each accident.

(c) Workers’ compensation insurance. Consultant shall maintain Workers’ Compensation Insurance (Statutory Limits) and Employer’s Liability Insurance (with limits of at least \$1,000,000).

(d) Subcontractors. Consultant shall include all subcontractors as insureds under its policies or shall furnish separate certificates and certified endorsements for each subcontractor. All coverages for subcontractors shall include all of the requirements stated herein.

(e) Additional Insurance. Policies of such other insurance, as may be required in the Special Requirements in Exhibit “B”.

5.2 General Insurance Requirements.

(a) Proof of insurance. Consultant shall provide certificates of insurance to Authority as evidence of the insurance coverage required herein, along with a waiver of subrogation endorsement for workers’ compensation. Insurance certificates and endorsements must be approved by Authority’s Risk Manager prior to commencement of performance. Current certification of insurance shall be kept on file with Authority at all times during the term of this Agreement. Authority reserves the right to require complete, certified copies of all required insurance policies, at any time.

(b) Duration of coverage. Consultant shall procure and maintain for the duration of this Agreement insurance against claims for injuries to persons or damages to property, which may arise from or in connection with the performance of the Services hereunder by Consultant, its agents, representatives, employees or subconsultants.

(c) Primary/noncontributing. Coverage provided by Consultant shall be primary and any insurance or self-insurance procured or maintained by Authority shall not be required to contribute with it. The limits of insurance required herein may be satisfied by a combination of primary and umbrella or excess insurance. Any umbrella or excess insurance shall contain or be endorsed to contain a provision that such coverage shall also apply on a primary and non-contributory basis for the benefit of Authority before the Authority’s own insurance or self-insurance shall be called upon to protect it as a named insured.

(d) Authority's rights of enforcement. In the event any policy of insurance required under this Agreement does not comply with these specifications or is canceled and not replaced, Authority has the right but not the duty to obtain the insurance it deems necessary and any premium paid by Authority will be promptly reimbursed by Consultant or Authority will withhold amounts sufficient to pay premium from Consultant payments. In the alternative, Authority may cancel this Agreement.

(e) Acceptable insurers. All insurance policies shall be issued by an insurance company currently authorized by the Insurance Commissioner to transact business of insurance or that is on the List of Approved Surplus Line Insurers in the State of California, with an assigned policyholders' Rating of A- (or higher) and Financial Size Category Class VI (or larger) in accordance with the latest edition of Best's Key Rating Guide, unless otherwise approved by the Authority's Risk Manager.

(f) Waiver of subrogation. All insurance coverage maintained or procured pursuant to this agreement shall be endorsed to waive subrogation against Authority, its elected or appointed officers, agents, officials, employees and volunteers or shall specifically allow Consultant or others providing insurance evidence in compliance with these specifications to waive their right of recovery prior to a loss. Consultant hereby waives its own right of recovery against Authority, and shall require similar written express waivers and insurance clauses from each of its subconsultants.

(g) Enforcement of contract provisions (non-estoppel). Consultant acknowledges and agrees that any actual or alleged failure on the part of the Authority to inform Consultant of non-compliance with any requirement imposes no additional obligations on the Authority nor does it waive any rights hereunder.

(h) Requirements not limiting. Requirements of specific coverage features or limits contained in this section are not intended as a limitation on coverage, limits or other requirements, or a waiver of any coverage normally provided by any insurance. Specific reference to a given coverage feature is for purposes of clarification only as it pertains to a given issue and is not intended by any party or insured to be all inclusive, or to the exclusion of other coverage, or a waiver of any type. If the Consultant maintains higher limits than the minimums shown above, the Authority requires and shall be entitled to coverage for the higher limits maintained by the Consultant. Any available insurance proceeds in excess of the specified minimum limits of insurance and coverage shall be available to the Authority.

(i) Notice of cancellation. Consultant agrees to oblige its insurance agent or broker and insurers to provide to Authority with a thirty (30) day notice of cancellation (except for nonpayment for which a ten (10) day notice is required) or nonrenewal of coverage for each required coverage.

(j) Additional insured status. General liability policies shall provide or be endorsed to provide that Authority and its officers, officials, employees, and agents, and volunteers shall be additional insureds under such policies. This provision shall also apply to any excess/umbrella liability policies.

(k) Prohibition of undisclosed coverage limitations. None of the coverages required herein will be in compliance with these requirements if they include any limiting endorsement of any kind that has not been first submitted to Authority and approved of in writing.

(l) Separation of insureds. A severability of interests provision must apply for all additional insureds ensuring that Consultant's insurance shall apply separately to each insured against whom claim is made or suit is brought, except with respect to the insurer's limits of liability. The policy(ies) shall not contain any cross-liability exclusions.

(m) Pass through clause. Consultant agrees to ensure that its subconsultants, subcontractors, and any other party involved with the project who is brought onto or involved in the project by Consultant, provide the same minimum insurance coverage and endorsements required of Consultant. Consultant agrees to monitor and review all such coverage and assumes all responsibility for ensuring that such coverage is provided in conformity with the requirements of this section. Consultant agrees that upon request, all agreements with consultants, subcontractors, and others engaged in the project will be submitted to Authority for review.

(n) Agency's right to revise specifications. The Authority reserves the right at any time during the term of the contract to change the amounts and types of insurance required by giving the Consultant ninety (90) days advance written notice of such change. If such change results in substantial additional cost to the Consultant, the Authority and Consultant may renegotiate Consultant's compensation.

(o) Self-insured retentions. Any self-insured retentions must be declared to and approved by Authority. Authority reserves the right to require that self-insured retentions be eliminated, lowered, or replaced by a deductible. Self-insurance will not be considered to comply with these specifications unless approved by Authority.

(p) Timely notice of claims. Consultant shall give Authority prompt and timely notice of claims made or suits instituted that arise out of or result from Consultant's performance under this Agreement, and that involve or may involve coverage under any of the required liability policies.

(q) Additional insurance. Consultant shall also procure and maintain, at its own cost and expense, any additional kinds of insurance, which in its own judgment may be necessary for its proper protection and prosecution of the work.

5.3 Indemnification. To the full extent permitted by law, Consultant agrees to indemnify, defend and hold harmless the Authority, its officers, employees and agents ("Indemnified Parties") against, and will hold and save them and each of them harmless from, any and all actions, either judicial, administrative, arbitration or regulatory claims, damages to persons or property, losses, costs, penalties, obligations, errors, omissions or liabilities whether actual or threatened (herein "claims or liabilities") that may be asserted or claimed by any person, firm or entity arising out of or in connection with the negligent performance of the work, operations or activities provided herein of Consultant, its officers, employees, agents, subcontractors, invitees, or any individual or entity for which Consultant is legally liable

(“indemnitors”), or arising from Consultant’s or indemnitors’ reckless or willful misconduct, or arising from Consultant’s or indemnitors’ negligent performance of or failure to perform any term, provision, covenant or condition of this Agreement, except claims or liabilities occurring as a result of Authority’s sole negligence or willful acts or omissions. Notwithstanding the above, a design professional’s indemnity hereunder shall be limited to claims and liabilities arising out of the negligence, recklessness or willful misconduct of the design professional. The indemnity obligation shall be binding on successors and assigns of Consultant and shall survive termination of this Agreement.

6. RECORDS, REPORTS, AND RELEASE OF INFORMATION

6.1 Records. Consultant shall keep, and require subcontractors to keep, such ledgers, books of accounts, invoices, vouchers, canceled checks, reports, studies or other documents relating to the disbursements charged to Authority and services performed hereunder (the “books and records”), as shall be necessary to perform the services required by this Agreement and enable the Project Manager to evaluate the performance of such services and shall keep such records for a period of three years following completion of the services hereunder. The Project Manager shall have full and free access to such books and records at all times during normal business hours of Authority, including the right to inspect, copy, audit and make records and transcripts from such records.

6.2 Reports. Consultant shall periodically prepare and submit to the Project Manager such reports concerning the performance of the services required by this Agreement or as the Project Manager shall require.

6.3 Confidentiality and Release of Information.

(a) All information gained or work product produced by Consultant in performance of this Agreement shall be considered confidential, unless such information is in the public domain or already known to Consultant. Consultant shall not release or disclose any such information or work product to persons or entities other than the Authority without prior written authorization from the Project Manager.

(b) Consultant shall not, without prior written authorization from the Project Manager or unless requested by the Authority General Counsel, voluntarily provide documents, declarations, letters of support, testimony at depositions, response to interrogatories or other information concerning the work performed under this Agreement. Response to a subpoena or court order shall not be considered “voluntary” provided Consultant gives the Authority notice of such court order or subpoena.

(c) If Consultant provides any information or work product in violation of this Agreement, then the Authority shall have the right to reimbursement and indemnity from Consultant for any damages, costs and fees, including attorney’s fees, caused by or incurred as a result of Consultant’s conduct.

(d) Consultant shall promptly notify the Authority should Consultant be served with any summons, complaint, subpoena, notice of deposition, request for documents, interrogatories, request for admissions or other discovery request, court order or subpoena from

any party regarding this Agreement and the work performed thereunder. The Authority retains the right, but has no obligation, to represent Consultant or be present at any deposition, hearing or similar proceeding. Consultant agrees to cooperate fully with the Authority and to provide the Authority with the opportunity to review any response to discovery requests provided by Consultant.

6.4 Ownership of Documents. All studies, surveys, data, notes, computer files, reports, records, drawings, specifications, maps, designs, photographs, documents and other materials (the “documents and materials”) prepared by Consultant in the performance of this Agreement shall be the property of the Authority and shall be delivered to the Authority upon request of the Project Manager or upon the termination of this Agreement, and Consultant shall have no claim for further employment or additional compensation as a result of the exercise by the Authority of its full rights of ownership use, reuse, or assignment of the documents and materials hereunder. Moreover, Consultant with respect to any documents and materials that may qualify as “works made for hire” as defined in 17 U.S.C. § 101, such documents and materials are hereby deemed “works made for hire” for the Authority.

7. ENFORCEMENT OF AGREEMENT AND TERMINATION

7.1 California Law. This Agreement shall be interpreted, construed and governed both as to validity and to performance of the parties in accordance with the laws of the State of California. Legal actions concerning any dispute, claim or matter arising out of or in relation to this Agreement shall be instituted in the Superior Court of the County of Monterey, State of California. In the event of litigation in a U.S. District Court, venue shall lie exclusively in the Northern District of California, in the County of Monterey, State of California.

7.2 Disputes; Default. In the event that Consultant is in default under the terms of this Agreement, the Authority shall not have any obligation or duty to continue compensating Consultant for any work performed after the date of default. Instead, the Authority may give notice to Consultant of the default and the reasons for the default. The notice shall include the timeframe in which Consultant may cure the default. This timeframe is presumptively thirty (30) days, but may be extended, if circumstances warrant. During the period of time that Consultant is in default, the Authority shall hold all invoices and shall, when the default is cured, proceed with payment on the invoices. If Consultant does not cure the default, the Authority may take necessary steps to terminate this Agreement under this Article.

7.3 Legal Action. In addition to any other rights or remedies, either party may take legal action, in law or in equity, to cure, correct or remedy any default, to recover damages for any default, to compel specific performance of this Agreement, to obtain declaratory or injunctive relief, or to obtain any other remedy consistent with the purposes of this Agreement. Notwithstanding any contrary provision herein, Consultant shall file a statutory claim pursuant to Government Code Sections 905 *et seq.* and 910 *et seq.*, in order to pursue any legal action under this Agreement.

Except with respect to rights and remedies expressly declared to be exclusive in this Agreement, the rights and remedies of the parties are cumulative and the exercise by either party of one or more of such rights or remedies shall not preclude the exercise by it, at the same or

different times, of any other rights or remedies for the same default or any other default by the other party.

7.4 Liquidated Damages. Since the determination of actual damages for any delay in performance of this Agreement would be extremely difficult or impractical to determine in the event of a breach of this Agreement, the Contractor and its sureties shall be liable for and shall pay to the Authority the sum of One Hundred Dollars (\$100.00) as liquidated damages for each working day of delay in the performance of any service required hereunder. The Authority may withhold from any monies payable on account of services performed by the Contractor any accrued liquidated damages.

7.5 Termination Prior to Expiration of Term. This Section shall govern any termination of this Contract except as specifically provided in the following Section for termination for cause. The Authority reserves the right to terminate this Contract at any time, with or without cause, upon thirty (30) days' written notice to Consultant, except that where termination is due to the fault of the Consultant, the period of notice may be such shorter time as may be determined by the Project Manager. In addition, the Consultant reserves the right to terminate this Contract at any time, with or without cause, upon sixty (60) days' written notice to Authority, except that where termination is due to the fault of the Authority, the period of notice may be such shorter time as the Consultant may determine. Upon receipt of any notice of termination, Consultant shall immediately cease all services hereunder except such as may be specifically approved by the Project Manager. Except where the Consultant has initiated termination, the Consultant shall be entitled to compensation for all services rendered prior to the effective date of the notice of termination and for any services authorized by the Project Manager thereafter in accordance with the Schedule of Compensation or such as may be approved by the Project Manager. In the event the Consultant has initiated termination, the Consultant shall be entitled to compensation only for the reasonable value of the work product actually produced hereunder, but not exceeding the compensation provided therefore in the Schedule of Compensation Exhibit "C". In the event of termination without cause pursuant to this Section, the terminating party need not provide the non-terminating party with the opportunity to cure pursuant to Section 7.2.

7.6 Termination for Default of Consultant. If termination is due to the failure of the Consultant to fulfill its obligations under this Agreement, Authority may, after compliance with the provisions of Section 7.2, take over the work and prosecute the same to completion by contract or otherwise, and the Consultant shall be liable to the extent that the total cost for completion of the services required hereunder exceeds the compensation herein stipulated (provided that the Authority shall use reasonable efforts to mitigate such damages), and Authority may withhold any payments to the Consultant for the purpose of set-off or partial payment of the amounts owed the Authority as previously stated.

Written notices to the Authority hereunder shall, until further notice by Authority, be addressed to:

Via Mail

Salinas Valley Solid Waste Authority
Attn: Mr. R. Patrick Mathews,
General Manager/CAO

Hand Delivered

Salinas Valley Solid Waste Authority
Attn: Mr. R. Patrick Mathews,
General Manager/CAO

128 Sun Street, Suite 101
Salinas, CA 93901

128 Sun Street, Suite 101
Salinas, CA 93901

Written notices to the Consultant shall, until further notice by the Consultant, be addressed to:

Action Research
Jennifer J. Tabanico
3630 Ocean Ranch Blvd
Oceanside, CA 92056

8. MISCELLANEOUS

8.1 Covenant Against Discrimination. Consultant covenants that, by and for itself, its heirs, executors, assigns and all persons claiming under or through them, that there shall be no discrimination against or segregation of, any person or group of persons on account of race, color, creed, religion, sex, gender, sexual orientation, marital status, national origin, ancestry, or other protected class in the performance of this Agreement. Consultant shall take affirmative action to ensure that applicants are employed and that employees are treated during employment without regard to their race, color, creed, religion, sex, gender, sexual orientation, marital status, national origin, ancestry, or other protected class

8.2 Non-liability of Authority Officers and Employees. No officer or employee of the Authority shall be personally liable to the Consultant, or any successor in interest, in the event of any default or breach by the Authority or for any amount, which may become due to the Consultant or to its successor, or for breach of any obligation of the terms of this Agreement.

8.3 Notice. Any notice, demand, request, document, consent, approval, or communication either party desires or is required to give to the other party or any other person shall be in writing and either served personally or sent by prepaid, first-class mail, in the case of the Authority, to the Authority General Manager and to the attention of the Project Manager (with her/his name and Authority title), Salinas Valley Solid Waste Authority, 128 Sun Street, Salinas, California 93901 and in the case of the Consultant, to the person(s) at the address designated on the execution page of this Agreement. Either party may change its address by notifying the other party of the change of address in writing. Notice shall be deemed communicated at the time personally delivered or in seventy-two (72) hours from the time of mailing if mailed as provided in this Section.

8.4 Integration; Amendment. It is understood that there are no oral agreements between the parties hereto affecting this Agreement and this Agreement supersedes and cancels any and all previous negotiations, arrangements, agreements and understandings, if any, between the parties, and none shall be used to interpret this Agreement. This Agreement may be amended at any time by the mutual consent of the parties by an instrument in writing.

8.5 Severability. In the event that part of this Agreement shall be declared invalid or unenforceable by a valid judgment or decree of a court of competent jurisdiction, such invalidity or unenforceability shall not affect any of the remaining portions of this Agreement which are hereby declared as severable and shall be interpreted to carry out the intent of the

parties hereunder unless the invalid provision is so material that its invalidity deprives either party of the basic benefit of their bargain or renders this Agreement meaningless.

8.6 Waiver. No delay or omission in the exercise of any right or remedy by non-defaulting party on any default shall impair such right or remedy or be construed as a waiver. A party's consent to or approval of any act by the other party requiring the party's consent or approval shall not be deemed to waive or render unnecessary the other party's consent to or approval of any subsequent act. Any waiver by either party of any default must be in writing and shall not be a waiver of any other default concerning the same or any other provision of this Agreement.

8.7 Attorneys' Fees. If either party to this Agreement is required to initiate or defend or made a party to any action or proceeding in any way connected with this Agreement, the prevailing party in such action or proceeding, in addition to any other relief which any be granted, whether legal or equitable, shall be entitled to reasonable attorney's fees, whether or not the matter proceeds to judgment.

8.8 Interpretation. The terms of this Agreement shall be construed in accordance with the meaning of the language used and shall not be construed for or against either party by reason of the authorship of this Agreement or any other rule of construction which might otherwise apply.

8.9 Counterparts. This Agreement may be executed in counterparts, each of which shall be deemed to be an original, and such counterparts shall constitute one and the same instrument.

8.10 Warranty & Representation of Non-Collusion. No official, officer, or employee of Authority has any financial interest, direct or indirect, in this Agreement, nor shall any official, officer, or employee of Authority participate in any decision relating to this Agreement which may affect his/her financial interest or the financial interest of any corporation, partnership, or association in which (s)he is directly or indirectly interested, or in violation of any corporation, partnership, or association in which (s)he is directly or indirectly interested, or in violation of any State or municipal statute or regulation. The determination of "financial interest" shall be consistent with State law and shall not include interests found to be "remote" or "noninterests" pursuant to Government Code Sections 1091 or 1091.5. Consultant warrants and represents that it has not paid or given, and will not pay or give, to any third party including, but not limited to, any Authority official, officer, or employee, any money, consideration, or other thing of value as a result or consequence of obtaining or being awarded any agreement. Consultant further warrants and represents that (s)he/it has not engaged in any act(s), omission(s), or other conduct or collusion that would result in the payment of any money, consideration, or other thing of value to any third party including, but not limited to, any Authority official, officer, or employee, as a result of consequence of obtaining or being awarded any agreement. Consultant is aware of and understands that any such act(s), omission(s) or other conduct resulting in such payment of money, consideration, or other thing of value will render this Agreement void and of no force or effect.

Consultant's Authorized Initials _____

8.11 Corporate Authority. The persons executing this Agreement on behalf of the parties hereto warrant that (i) such party is duly organized and existing, (ii) they are duly authorized to execute and deliver this Agreement on behalf of said party, (iii) by so executing this Agreement, such party is formally bound to the provisions of this Agreement, and (iv) the entering into this Agreement does not violate any provision of any other Agreement to which said party is bound. This Agreement shall be binding upon the heirs, executors, administrators, successors and assigns of the parties.

[SIGNATURES ON FOLLOWING PAGE]

IN WITNESS WHEREOF, the parties hereto have executed this Agreement on the date and year first-above written.

AUTHORITY:

**SALINAS VALLEY SOLID WASTE
AUTHORITY**, a California Joint Powers
Authority

Patrick R. Mathews, General Manager

ATTEST:

Erika Trujillo, Clerk of the Board

APPROVED AS TO FORM:
ALESHIRE & WYNDER, LLP

APPROVED AS TO CONTENT:

Roy C. Santos, General Counsel

_____,

CONSULTANT:

By: _____
Name: _____
Title: _____

By: _____
Name: _____
Title: _____

Address: _____

Two corporate officer signatures required when Consultant is a corporation, with one signature required from each of the following groups: 1) Chairman of the Board, President or any Vice President; and 2) Secretary, any Assistant Secretary, Chief Financial Officer or any Assistant Treasurer.

EXHIBIT “A”

SCOPE OF SERVICES

- I. Consultant will perform the Services described in Consultant’s Proposal, attached hereto as Exhibit A-1.**
- II. All work product is subject to review and acceptance by the Authority, and must be revised by the Consultant without additional charge to the Authority until found satisfactory and accepted by Authority.**

EXHIBIT “A-1”

EXHIBIT “B”

SCHEDULE OF COMPENSATION

- I. Consultant shall be compensated for the services provided under this Agreement in accordance with the budget and rates provided in Exhibit “C-1”.**

EXHIBIT “B-1”

EXHIBIT “C”

SCHEDULE OF PERFORMANCE

- I. Consultant shall perform all Services timely in accordance with the following schedule:

Task	Days to Perform	Deadline Date
Phase Zero: Identify Behavior to Target		
Task 1: Kick-off Meeting	1	April 30, 2021
Task 2: CBSM Briefing	1	May 14, 2021
Phase One: Behavior Prioritization		
Task 3: Create a Preliminary List of Target Behaviors	15	May 21, 2021
Task 4: Gather Data to Prioritize Behaviors	20	June 18, 2021
Task 5: Refine Behavior List	8	June 30, 2021
Phase Two: Barrier/Benefit Research and Strategy Recommendations		
Task 6: Conduct a Literature Review	10	July 16, 2021
Task 7: Conduct Residential Research	32	August 31, 2021
Task 8: Conduct Commercial Research	25	August 31, 2021
Phase Three: Strategy Design		
Task 9: Create a Strategy Table	2	September 3, 2021
Task 10: Create Outreach Materials	15	September 24, 2021
Task 11: Test Materials and Messages	14	October 8, 2021
Task 12: Create a Marketing Plan	10	October 22, 2021
Phase Four: Pilot Testing		
Task 13: Finalize Experimental Design	10	November 5, 2021
Task 14: Create Implementation Protocols	16	November 30, 2021
Task 15: Evaluate	40	January 14, 2022
Phase Five: Implementation and Evaluation		
Task 16: Write a Comprehensive Implementation Plan	14	January 28, 2022

II. Consultant shall deliver the following tangible work products to the Authority by the following dates.

Task	Work Product	Date Due
1	Kickoff meeting agenda	April 30, 2021
1	Project plan and timeline	May 7, 2021
2	CBSM briefing	May 14, 2021
3	List of target behaviors	May 21, 2021
4	Copy of research methods, interview guides, and surveys	June 18, 2021
5	Summary of key outcomes and final behavior list	June 30, 2021
6	Summary of relevant literature	July 16, 2021
7	Residential research summary report	August 31, 2021
8	Commercial research summary report	August 31, 2021
9	Strategy table	September 3, 2021
10	Preliminary outreach materials	September 24, 2021
11	Summary of message testing outcomes and changes	October 8, 2021
12	Marketing plan and final outreach materials	October 22, 2021
13	Written summary of experimental designs	November 5, 2021
14	Implementation protocols and spreadsheets	November 30, 2021
15	Evaluation report	January 14, 2022
16	Implementation plan with turnkey strategies	January 28, 2022

III. The Project Manager may approve extensions for performance of the services in accordance with Section 3.2.

III. Scope of Work and Services

Overview of Approach

Our basic approach is to combine knowledge from the social sciences with a technical understanding of sustainable materials management to develop, implement, and evaluate community-based social marketing (CBSM) strategies to promote behaviors that contribute to clean organics diversion both at home and in commercial settings in Salinas Valley. Our combined experience and successful previous collaborations make us an excellent choice for this project.

Community-based social marketing (CBSM) has emerged as an effective alternative to traditional education campaigns (McKenzie-Mohr, 1996; 1999; 2011; McKenzie-Mohr, Lee, Schultz, & Kotler, 2011; Schultz & Tabanico, 2007; Tabanico & Schultz, 2018). CBSM is based on research in the social sciences demonstrating that behavior change is often most effectively achieved through initiatives delivered at the community level that focus on removing barriers to an activity while simultaneously enhancing the activity's benefits. CBSM brings together knowledge from the field of social marketing with a variety of behavior change tools drawn from social psychology, environmental psychology, and other behavioral sciences.

Community-based social marketing involves five steps:

1. Select Target Behaviors

2. Identify Barriers & Benefits

3. Develop Strategy

4. Pilot Test Strategies

5. Implement Broadly & Evaluate

Achieving compliance with policies requires that individuals and organizations engage in specific actions. CBSM is a five-step process that goes beyond education and awareness to drive actual behavior change by enhancing motivation and addressing key barriers to desired behaviors.

CBSM has been demonstrated time and again to produce substantial and measurable changes in behavior, and the approach is well suited to address the specific needs of programs aimed at compliance with state and local mandates. Additionally, because the programs developed under this approach are piloted on a small scale, the program can be refined as needed until there is documented evidence to show that the program works *before* it is broadly implemented. This research-based approach can prevent spending money on ineffective programs such as large traditional advertising campaigns that do not adequately address the underlying barriers and benefits perceived by the target audience.

Our **work plan** is designed to support the Authority in reaching and exceeding their desire to promote behaviors that contribute to clean diversion at home and in commercial settings in Salinas Valley. Action Research will be responsible for leading all six phases of the work plan. SCS will support Phases Zero, One, and Two from their extensive compliance consulting experience and their on-the-ground practical experience implementing diversion programs. In addition, SCS will play a key role consulting on the design and evaluation of the pilot tests in Phase Four.

Our proposed work plan is specific, but flexible. In response to public health orders and recommendations, we will make adaptations to work tasks to keep our employees, subcontractors, Authority staff, and the public safe. We are adept at shifting communication and research methods and will do so as needed in response to the pandemic. SCS is permitted to and can provide Essential Services letters. However, we will make every attempt to minimize person-to-person contact, even during site visits. Some adaptations include video calls, and visits to outdoor waste enclosures without the property manager or owner.

Phase Zero: Identify Behavior to Target

Task 1. Kick-Off Meeting

→ We will facilitate a conference call or in-person meeting (as appropriate given public health recommendations) with Authority staff and other stakeholders to identify project goals, logistics, and outline the project tasks. We will set the timelines and dates for meetings, reporting, invoicing, deliverables, and other key milestones. We will also identify communication preferences and define roles and responsibilities.

Task 2. CBSM Briefing

→ Jennifer Tabanico will conduct a **complimentary** two-hour interactive training for up to 50 Authority staff and key project stakeholders. The training will include an introduction to the CBSM process and key elements. The overview session will align staff and partners on the goals, procedures, and terminology associated with the community-based social marketing approach. The session will help to ensure that leadership, staff, and partners are equipped at the outset with an understanding of the process and the data gathering activities that will ultimately lead to program elements.

Phase Zero Deliverables

Project plan and timeline; CBSM briefing; and list of end-state non-divisible behaviors.

Phase One: Behavior Prioritization

Action Research will work with the Authority to prioritize relevant audiences to diversion goals based on their contribution to the problem. Behavior selection is easier and more systematic if the process begins with identification of audiences within the commercial and residential sectors. Focusing on audiences within sectors with low diversion rates will maximize the potential for significant compliance with SB 1383 and cleaner waste streams. Final audience selection typically occurs during the behavior selection and barrier and benefit research steps.

We will develop a list of clearly defined behaviors for each relevant audience identified. Following development of the list, we will prioritize the behaviors based on four factors; impact, probability, penetration, and applicability (defined below). To do this, we do recommend use of existing data (e.g.,

impact from existing contamination issues; identification of key problem materials from waste characterizations) in conjunction with conducting surveys.

Task 3. Create Preliminary List of Target Behaviors

→ We will use the SB 1383 Action Plan and applicable sections of the SB 1383 Roadmap (attached in the Work Sample section) to **develop a list of concrete behaviors** for single-family and multifamily residents as well as commercial businesses. We will use our experience from conducting technical assistance, outreach, and education across California to identify the end-state behaviors that are in alignment with the Authority's goals and SB 1383 requirements. Although one of the Authority's goals is to influence clean organics diversion, the associated behaviors may be to place specific loose organic materials in curbside carts, self-haul organic materials to the appropriate facility, or place problem materials in garbage containers.

Note that the project team will collaborate with the Authority to identify additional organic materials not accepted through curbside collection or self-haul (e.g., palm, agave, yucca, etc.). When possible, we will determine if there are other diversion opportunities for these materials or if the desired behavior is placing these materials in the garbage.

→ We will prepare a list of end-state non-divisible behaviors that achieve clean organics diversion from single-family households, multifamily properties, and commercial businesses, as well as increase food donation from commercial businesses. Where appropriate, we will **identify and define behavior chains**. A behavior chain is defined as an essential behavior or series of sub-actions that precede engagement in the target behavior. Barriers to any one of those behaviors can impede engagement in the target behavior.

Task 4. Gather Data to Prioritize Behaviors

→ We will work with the Authority to obtain and review relevant reports and data to assess the overall **weight** of each behavior on the preliminary list with respect to the target outcomes. For each behavior on the list, we will seek information on **penetration** (i.e., the extent to which households or businesses are already engaged in the action), **probability** (i.e., the likelihood of change), and **impact** (i.e., the associated diversion rate). We will also assess the **applicability** of each action. Applicability refers to the relevance of the behavior across the population. For example, residents in multifamily dwellings may not be expected to engage in some target behaviors because of lack of access to collection infrastructure or other program elements.

→ We will review waste characterization studies or collection container audits to identify the materials that are currently being placed in curbside organics and recycling containers and determine if they are acceptable or contaminants.

SCS has intimate knowledge of the contaminants in the recycling stream from conducting waste characterization studies of this material stream in the City of Salinas for the past three years. SCS has observed mixed materials, bulky items, and bags of mixed garbage to be common contaminants in the recycling stream, which significantly increased in the 2020 waste characterization study. Importantly, waste characterization data identifies material by weight and percentage of the waste stream composition. It does not tell us the most common contaminants, but rather the contaminants that make

up the greatest portion of the waste stream by weight. For example, plastic bags and food packaging in the organics and recycling streams are lightweight and may not appear to be a large source of contamination by weight but may still be a prevalent contaminant and problematic for material processing.

- We propose conducting interviews with haulers, including Republic Services, Tri-Cities Disposal, and Waste Management to collect information on what organic materials are accepted in curbside collection containers. For example, diseased trees, compostable plastics, and plastic bags may or may not be considered organic stream contaminants. In addition, we will request hauler representatives to share any insights about common contaminants, generators known for contamination or route areas that have been identified as having high contamination. These insights will allow us to identify both positive and negative behavior patterns that currently exist in the SVSWA service area and prioritize behaviors in Phase Two. To complete this research, we will leverage the contact list and existing relationships SCS developed with hauler representatives during the SB 1383 planning stakeholder meetings.
- We propose conducting an interview with staff from the City of Watsonville about the recent rollout of their food scraps collection pilot program to serve as a contextually relevant case study.
- We will work with the Authority to prioritize the list of behaviors based on data gathered on penetration, implementation rate, potential impact, and applicability to various audiences.

Task 5. Refine Behavior List

Behavior-change programs are most successful when they are focused on just a few, high impact behaviors rather than a laundry list of things people could do.

- We will collaborate with the Authority to select three to five behaviors across two audiences for the next step in the CBSM process: barrier and benefit research.

Phase One Deliverables

Methods to identify sectors and prioritize behaviors; copy of research interview guides and surveys; summary of key outcomes and next steps for *barrier and benefit research*.

Phase Two: Barrier/Benefit Research and Strategy Recommendations

A barrier is anything that impedes an individual from engaging in a particular behavior. Barriers can be either internal to the individual (i.e., lack of motivation) or external to the individual (i.e., lack of infrastructure). Barriers to one-time behaviors (e.g., purchase appropriate bins) are likely to be different than repetitive behaviors (e.g., placing food scraps in the organics cart). Barriers to engaging in behaviors vary depending on the population, context, and behavior of interest. Barriers to taking a particular action can also differ by demographic characteristics, job functions, values, or other population *segments*. Although this step adds some time and cost to the project, failure to properly address identified barriers can result in the delivery of programs that have little or no impact.

We have a great deal of internal knowledge about organics diversion barriers with commercial and multifamily and single-family residential audiences, and as well as edible food recovery for the commercial audience.

Task 6. Conduct a Literature Review

→ We will conduct a brief literature review related to organics diversion and edible food recovery behaviors.

→ We will work with the Authority to obtain and review relevant reports and data on commercial and residential participation in organics diversion (e.g., need to divert a specific material to the organics versus garbage bin or general contamination) experienced by Member Agencies in the region.

Task 7. Conduct Residential Research

→ We propose conducting a postal mail survey with 400 households (200 single-family and 200 multifamily). Mail surveys are cost-effective for targeted neighborhood research efforts. To maximize response rates, we will utilize the Dillman Tailored Design Method. Using this method, we have had a lot of success generating representative samples from residential audiences and typically get response rates between 25% and 60%. The method includes four mailings: (1) a prenotification postcard; (2) a postcard survey; (3) a reminder postcard (to households that have not responded); and (4) a second postcard survey (only to households that have not responded). The method is further defined by use of a recognizable agency logo on envelopes and letterhead, and a physical postage stamp and hand-written address on the envelopes. Additionally, adding human touches, such as handwritten addresses, have led to higher response rates.

→ We will write the survey, pre-notification, and reminder postcards. We will print, assemble, and mail the survey packets, track returns, and enter the data. We will provide the Authority with draft versions of all documents, elicit feedback, and finalize for production.

→ We will analyze the data and summarize the findings to provide the foundation for the next step, *develop strategies*.

Task 8. Conduct Commercial Research

→ We propose conducting in-depth interviews with five to ten select businesses currently ***in compliance*** with SB 1383 to learn how they overcame barriers and what motivated them to comply (beyond the mandate). The information will be used to understand barriers or motivations that may be unique to the local culture or existing infrastructure.

→ We propose conducting in-depth interviews with five to ten select businesses that represent ***non-compliance***. We will collect information about barriers, including knowledge of the mandate and compliance rules, as well as signage, employee training, and infrastructure needs.

→ We will write the interview guide for commercial businesses for review by the Authority. Upon approval, we will initiate in-depth telephone interviews stratified by business type. We will conduct interviews until the results do not yield new information about additional barriers and benefits and we confirm findings.

→ We will collaborate with the Authority and/ or Blue Strike to review data about participation of edible food generators in donation practices. According to our previous research, the most frequently reported benefit for donating food is helping the local community followed by reducing waste. Convenience and ease of donation, public recognition and tax incentives are high-ranking motivators for food donation. Commonly reported barriers include unwillingness to pay for a collection service, resources including a lack of space for storage, and fear of brand perception regardless of legal liability protections.

Phase Two Deliverables

Summary report that includes research methods for commercial and residential audiences, surveys and implementation tools and protocols, data analysis, and recommendations for which behaviors to promote to the strategy design phase.

Phase Three: Strategy Design

In the strategy design phase, we utilize outcomes from the barrier and benefit research to develop specific strategies and tools to reduce barriers and enhance motivations. We will develop techniques for removing the identified barriers and select appropriate behavior change tool(s) that will enhance motivation.

Task 9. Create a Strategy Table

→ We will create a strategy table. The purpose of the strategy table is to display the relationship between research outcomes and the selected strategies. Although it is not possible to say in advance exactly what the strategies will look like for each target audience, approaches based on CBSM principles will be created to address each barrier and to emphasize the benefits of engaging in organics diversion and edible food donation behaviors. Based on our experience, these *may* include:

- **Social Diffusion.** Using the social networks of early adopters and trusted neighborhood or community leaders, provide opportunities for them to share their engagement in the target behaviors.
- **Social Norms.** Through signage, posters, and other means, communicate messages about the social approval of the target behavior or the extent to which others are engaged. Provide ways to make the behaviors more visible.
- **Prompts.** Provide reminders to target audiences to engage in the diversion behaviors.
- **Commitment.** Create personal appeals and public-facing displays of engagement in the target behaviors.

Task 10. Create Outreach Materials

→ Where appropriate, we will utilize existing materials rather than creating original outreach collateral to save program resources, especially for common universal materials such as bin stickers or prompts.

→ We propose the creation of two customized outreach materials each for the commercial and residential audiences. The materials will utilize simple, clear, and effective information to facilitate behavior changes. SB 1383 requires outreach materials be translated into languages spoken by a substantial portion of the public. Materials will be translated into Spanish and created utilizing the transcreation process explained below.

→ We propose utilizing the transcreation process to create meaningful and effective outreach materials. Transcreation is a process of creating outreach materials in a local language or to ensure adherence to the local context, while maintaining intent, style, tone, and context. To identify key demographics for

consideration, the project team will use the United States Environmental Protection Agency's (EPA) Environmental Justice Mapping Tool¹.

The U.S. EPA has developed an Environmental Justice or "EJ" Index to help identify demographics and their relationship to environmental benefits and burdens within a community. We will make use of the demographic index map for the City of Salinas, and the Salinas Valley Region's EJ indices. These indicators will provide the project team with an in depth understanding of diversity, social, and ecological justice discrepancies in this area.

Task 11. Test Materials and Messages

→ We will test outreach materials and messages by conducting a minimum of two virtual focus groups or through intercept interviews, as appropriate (based on the status of public health orders). We propose collaborating with community advocacy and social service groups to provide participants.

Task 12. Create a Marketing Plan

→ We will create a detailed marketing plan that includes the outreach messages and materials, and identification of program messengers and communication channels. The marketing plan will also include preliminary pilot designs. We will propose utilizing pilots that include more than one treatment group. For example, creating treatment groups that receive the materials via different outreach channels (e.g., direct mail versus in-person), provides data about the effectiveness (and cost) of those channels. The same is true if there is an interest in testing different program messages or social science tools.

Phase Three Deliverables

Marketing plan that includes outreach messages, materials, messengers, and outreach channels, and a preliminary pilot design that includes proposed evaluation metrics.

Phase Four: Pilot Testing

Following the CBSM approach, we will be careful to pilot each strategy with a small portion of each audience using (whenever possible) a control group. Pilot testing allows us to determine the efficacy of specific programs and highlights areas where changes need to be made before widespread implementation. Furthermore, this approach will allow us to test strategy elements against each other on a small scale, which is a useful way of identifying the most cost-effective way of achieving behavior change over the long term. We recognize that return-on-investment (ROI) is important. For example, a program which costs \$1 per household to deliver may result in a 10% diversion rate versus a program which costs \$2 per household but results in a 12% diversion rate. These metrics will allow the Authority to make educated choices about delivering cost-effective and high-impact programs.

Task 13. Finalize Experimental Design

→ We will collaborate with the Authority to design one residential and one commercial pilot project. We will seek input from the Authority in selecting pilot areas that have broad applicability. We propose an experimental design with a minimum sample size of at least 300 in each pilot (i.e., 100 participants in each of two treatment groups and 100 participants in the control group). Ultimately, sample sizes will be

¹ <https://ejscreen.epa.gov/mapper/>

determined based on a combination of the selected target behaviors and audiences and expected increases in organics diversion. In selecting pilot areas, we will collaborate with the Authority to cross-reference demographic data and hauler route data, as well as leverage hauler capabilities for evaluating or providing data to support evaluation of behavior outcomes.

Task 14. Create Implementation Protocols

→ We will create all implementation documents which includes protocols, tracking spreadsheets, and scripts.

Task 15. Evaluate

→ We will utilize current and future SB 1383 contamination monitoring practices as a potential avenue for pilot evaluation. For example, increased participation in diversion practices and reduction of contamination can be observed in SB 1383 route review (i.e., lid flips or waste evaluations). If lid flips are conducted as part of the pilot evaluation, the protocols and data collected may also be used for the SVSWA and Member Agency SB 1383 monitoring, recordkeeping, and reporting requirements. Fluctuations in waste stream tonnages and composition are also valuable evaluation metrics. Therefore, the project team will make every effort to work closely with hauler staff on the design and evaluation of our pilots and create a feedback loop for evaluation data.

Phase Four Deliverables

A comprehensive report on behavior changes for each pilot that includes projected ROI, regional impacts, recommendations for widespread implementation, pilot challenges and successes.

Phase Five: Implementation and Evaluation

When the pilot is successful at changing behavior, the tested strategies can be implemented more broadly. Additionally, the strategies developed, and pilot tested using the community-based social marketing framework can be packaged into turnkey strategies or toolkits that can be applied more broadly to communities that share similar profiles of barriers and benefits to the target behaviors.

Task 16. Write Comprehensive Implementation Plan

→ We will write a comprehensive program implementation plan that includes all program elements (i.e., communications and outreach materials, protocols and tracking tools) and recommendations for ongoing evaluation. We will include instructions for packaging program elements that can be used as turnkey strategies by Member Agencies and other partner organizations.

Phase Five Deliverables

A comprehensive implementation plan that includes turnkey strategy elements.

March 18, 2021

Salinas Valley Solid Waste Authority
Attn: Erika J. Trujillo, Clerk of the Board
bids@svswa.org

Dear Selection Committee,

Action Research is pleased to submit this proposal to the Salinas Valley Solid Waste Authority in response to the Request for Proposal for *Community-Based Social Marketing Professional Services*. We would be honored to work with the staff, and the diversity of commercial businesses and residents in the Salinas Valley. We have assembled a team with the enthusiasm, unmatched experience, and skills to develop, implement, and evaluate community-based social marketing (CBSM) strategies to promote behaviors that contribute to clean organics in Salinas Valley residential and commercial settings.

Action Research is a behavior change consulting firm based in Oceanside, California that specializes in the application of marketing and social science research to outreach programs that promote safe, healthy, and sustainable communities. Since 2001, we have been working with public sector agencies, including: the Counties of Orange, San Diego, and Santa Clara; the Cities of San Diego, Carlsbad, Cupertino, Encinitas, Oceanside, Palo Alto, Salinas, San Jose, and Sunnyvale along with dozens of other agencies. Action Research is recognized internationally as a pioneer in the development and delivery of community-based social marketing programs. Our work has been highlighted in numerous press releases and publications including the book, *Social Marketing to Protect the Environment: What Works*, *Social Marketing Quarterly*, the *Wall Street Journal*, and *BioCycle* magazine.

To further enhance our contributions to this project, we have partnered with our colleagues at **SCS Engineers (SCS)**. SCS is a full service, employee-owned, environmental engineering and construction firm that specializes in helping municipalities and businesses optimize solid waste operations and maintain environmental compliance. Founded in 1970, the company is a national leader in the environmental engineering consulting industry. **Action Research has direct experience with their expertise as we have worked, or are working, with their staff on three organics diversion projects.**

Action Research brings unparalleled experience in promoting behavior change through community-based social marketing. SCS brings sustainable materials management experts, Tracie Bills, Lisa Coelho, Elizabeth Purington, and Kenia Gomez who have assisted numerous municipalities to comply with SB 1383, AB 32, AB 341, and AB 1826. As a team, we are intimately familiar with the regulatory, technical, and behavioral dimensions of clean organics diversion. This combined experience makes us uniquely qualified to perform the services outlined in this RFP. Thank you for your consideration of our proposal.

Sincerely,



Jennifer Tabanico, President



Salinas Valley Solid Waste Authority

Request for Proposal for

Community-Based Social Marketing Professional Services



3630 Ocean Ranch Blvd., Oceanside, CA 92056

Jennifer Tabanico | (760) 722.4000 | tabanico@actionresearch-inc.com

Table of Contents

Proposal Overview	2
I. Statement of Qualifications	3
Company Overview	3
Organizational Structure	7
Key Personnel.....	8
II. Past Performance and Experience	9
List of Similar Projects (Action Research)	9
List of Similar Projects (SCS Engineers)	11
Work Samples	13
References	14
Electronic and Virtual Communication	14
III. Scope of Work and Services	15
Overview of Approach	15
Phase Zero: Identify Behavior to Target	16
Phase One: Behavior Prioritization	16
Phase Two: Barrier/Benefit Research and Strategy Recommendations	18
Phase Three: Strategy Design	20
Phase Four: Pilot Testing.....	21
Phase Five: Implementation and Evaluation	22
IV. Resumes of Key Personnel.....	23
V. Standard Terms and Conditions - Signed.....	39
VI. Acknowledgement of Addendum(s)	41
Addendum I.....	42
Addendum II.....	44
Addendum III.....	48
VII. Work Samples	49
Action Research: CBSM Case Study for the City of Fort Worth, TX	49
Action Research: BioCycle Magazine Publication on work with Stopwaste	50
Action Research: CBSM Case Study for Keep America Beautiful	53
Action Research: CBSM Case Study for the City of Oceanside	55
Action Research: CBSM Case Study for the County of San Diego.....	56
Action Research: CBSM Case Study for the Urban Sustainability Directors Network	57
Action Research: Wall Street Journal article highlighting our CBSM work.....	58
SCS: SB 1383 Roadmap	60
SCS: City of Alameda	61

Proposal Overview

On the following pages, you will find our **technical proposal** which includes the three sections outlined in the submittal requirements of the RFP: (I) Statement of Qualifications; (II) Past Performance/Experience; and (III) Scope of Work and Services. We have also included the following supporting documentation: (IV) Resumes of Key Personnel, (V) Signed Standard Terms and Conditions; (VI) Acknowledgement of Addendum(s); and (VII) Work Samples.

In our proposal response, we demonstrate our experience and present our technical and management plans for helping the Salinas Valley Solid Waste Authority (Authority) to develop, implement, and evaluate community-based social marketing strategies to promote behaviors that contribute to clean organics diversion at residential and commercial settings in Salinas Valley. Specifically:

- Action Research has extensive experience developing and implementing campaigns that include strategic selection of target audiences and behaviors that are tied to high priority outcomes;
- Action Research has a long history going beyond raising knowledge and awareness to the development of innovative programs that both remove barriers to action and incorporate social science tools that motivate action;
- Action Research staff have graduate-level training in research methods and experience across a wide range of evaluation methodologies that will provide objective measurements of program effectiveness. Further, we have designed innovative methods that go beyond self-report and document actual changes in behaviors that are linked to disposal practices;
- Action Research is led by Jennifer Tabanico, a recognized expert, trainer, and published author on the topics of community-based social marketing and pro-environmental behavior change. The firm brings nearly two decades of experience applying community-based social marketing to a wide range of environmental issues;
- SCS brings a staff of sustainable materials management experts that includes Tracie Bills, Lisa Coelho, Elizabeth Purington, and Kenia Gomez who have assisted numerous municipalities to comply with SB 1383, AB 32, AB 341, and AB 1826. Additionally, Amy Dzialowski rounds out the team with social and environmental justice expertise to help align our team with diversity, equity, and inclusion considerations; and,
- Action Research and SCS have a proven track record of collaboration on organics diversion projects that have leveraged community-based social marketing including work with the City of Sunnyvale, Santa Clara County, and the City of San Clemente (recently initiated).

I. Statement of Qualifications

Company Overview

Action Research will be the prime contractor for this project. Action Research has the capacity and the experience to provide the full range of community-based social marketing services including foundational research, outreach development, implementation, and evaluation. To optimize the services offered to the Authority, we have engaged **SCS Engineers** (SCS) as a subcontractor. This relationship will allow us to access the unique expertise of Lisa Coelho and Tracie Bills including SB 1383 technical knowledge and a deep understanding of the Authority, member agencies, and haulers in the Salinas Valley.

Action Research

Project Role: Prime Contractor

Year Founded: 2001

Organization type: Behavior Change Consulting Firm

Employees: 12

Offices (2):
California 3630 Ocean Ranch Blvd, Oceanside, CA 92056
New York 40 Exchange Place, Suite 1403, New York, NY 10005



Primary Contact: Jennifer Tabanico, President

Mailing Address: 3630 Ocean Ranch Blvd., Oceanside, CA 92056

Email: tabanico@actionresearch-inc.com

Office: 760-722-4001 **Mobile:** 760-805-3512 **Fax:** 760-722-4005

Action Research is a **behavior change marketing firm** based in Oceanside, CA with an additional office in New York, NY. The work for this project will be performed from our office in Oceanside. We have been a California S Corporation since 2001 and are a 100% woman-owned small business and DBE certified through the California Unified Certification Program (#40145). Action Research began as a one-person consulting firm and now have 12 full-time employees and have maintained an annual gross revenue of over one million dollars since 2018. Action Research has remained profitable with near-zero debt.

Action Research specializes in the application of social science research to outreach programs that promote clean, healthy, and sustainable communities. Since its founding in 2001, Action Research has gained international attention as a pioneer in developing effective community-based social marketing (CBSM) programs. We have a global clientele that includes dozens of governmental agencies, non-profit organizations, and private companies who are seeking to promote sustainability. Our work has been highlighted through numerous press releases, presentations and publications. All our senior staff members have graduate-level degrees in the behavioral sciences, with extensive experience in survey and sampling methods, strategy development and research designs.

Action Research is **not a traditional marketing firm**. We are dedicated to ensuring clean, healthy, and sustainable communities for future generations and achieving this goal means affecting positive behavior change in our communities, workplaces, and environments. Traditional marketing companies aim to get consumers to purchase one product over another – to switch brands of toothpaste or laundry detergent. But selling sustainable behaviors, such as clean organics diversion, requires a different approach because the desired behaviors are often more difficult, more expensive, or less convenient than alternatives.

At Action Research, we offer an **innovative set of behavioral solutions** that motivate people to act by creating a bridge between the academic communities and marketing professionals. Our senior staff members are **recognized experts** in the development and implementation of community-based social marketing projects, and each have published key research on the topic in scientific journals, books, and manuals. For example, our President Jennifer Tabanico and Project Manager Joey Schmitt contributed a chapter on behavior-change strategies to the *Handbook of Persuasion and Social Marketing* (Tabanico, J., Schmitt, J., Schultz, P. W., 2014).

Action Research brings unparalleled social science expertise and experience in the application of community-based social marketing along with a deep understanding of recycling and organics disposal behaviors. For nearly two decades, we have worked with municipalities, including the Cities of Sunnyvale (CA) and Fort Worth (TX), StopWaste (County of Alameda), the Counties of Santa Clara (CA) and Kings and Snohomish (WA), and CalRecycle to apply social science principles, and CBSM specifically, to behaviors impacting recycling and organics disposal behaviors. Notably, we presented our work on organics diversion with the County of Alameda (StopWaste) at the BioCycle conference in March of 2018, and an article *Keeping Compostables out of the Trash*, was published in the November 2017 issue of BioCycle magazine. In addition, our work with coastal businesses was highlighted in the 2011 book, *Social Marketing to Protect the Environment: What Works*.

The current RFP is directly in line with our company mission. Over the last decade, we have worked specifically on the application of community-based social marketing to recycling and organics diversion and we will leverage that experience to help the Authority craft well-designed and effective programs to increase clean organics diversion, reduce contamination, and increase edible food donation.

Experience Working in the Salinas Valley

In 2016, we worked with the City of Salinas develop and implement a community-based social marketing campaign to address behaviors related to bulk litter and used motor oil disposal.



SCS Engineers

Project Role: Subcontractor
Year Founded: 1970
Organization type: Environmental Consulting Firm
Employees: 900+
Offices: 72 offices with Headquarters in Long Beach, CA



Primary Contact: Tracie Bills

Mailing Address: 4683 Chabot Dr., Suite 200, Pleasanton CA 94588

Email: tbills@scsengineers.com

Office: 925-426-0279 **Mobile:** 408-406-1991 **Fax:** 707-544-5769

Stearns, Conrad and Schmidt, Consulting Engineers, Inc. (SCS Engineers) was established in Southern California on the first Earth Day in April 1970. SCS now serves clients in all 50 states and internationally. They have grown from a small start-up to an industry leader in solid waste and related environmental engineering and construction services. SCS is one of the most experienced and widely respected environmental consulting firms in the nation whose primary business is in sustainable materials management (SMM) and solid waste.

SCS has a staff of almost 950 in 72 offices located throughout the United States including 16 in California, where they have 296 employees. SCS has a solid financial base; they operate profitably and are financially stable. Revenues for 2019 were a company-record \$239 million, divided almost evenly between commercial industry and government agencies. The financial growth and stability of SCS is indicative of their commitment to clients and high standards for performance and reliability. SCS completes work in a timely and professional manner, meeting all regulatory reporting deadlines, and staying within budget.

Expertise in Municipal Waste Recycling and Recovery Services

SCS is one of the few environmental consulting firms in the country that specializes in full-service municipal waste management consulting. They are national leaders in comprehensive solid waste planning, collection, and disposal programs support, waste characterization, and community outreach and engagement to encourage responsible waste reduction, reuse, recycling, and recovery.

The Sustainable Materials Management (SMM) practice staff at SCS specialize in all aspects of solid waste planning and operations, including comprehensive solid waste/zero waste management plans, waste diversion alternatives studies, waste characterization studies, feasibility studies, program



analyses, and many more audits and support services. We have significant experience assisting government agencies in California and other states with the implementation of recycling and waste diversion programs, and helping leaders of solid waste departments tasked with evaluating their compliance with SB 1383, AB 939, AB 341, AB 1826, and other solid waste regulations. Our relationships with collection companies assists our effectiveness with understanding the barriers and best practices for developing tools and implementation.

SCS has completed approximately 10,000 individual studies, surveys, audits, and research projects concerning a wide range of solid waste and environmental issues — over 500 of which have been completed by our vibrant and growing SMM practice.

Experience Working in the Salinas Valley

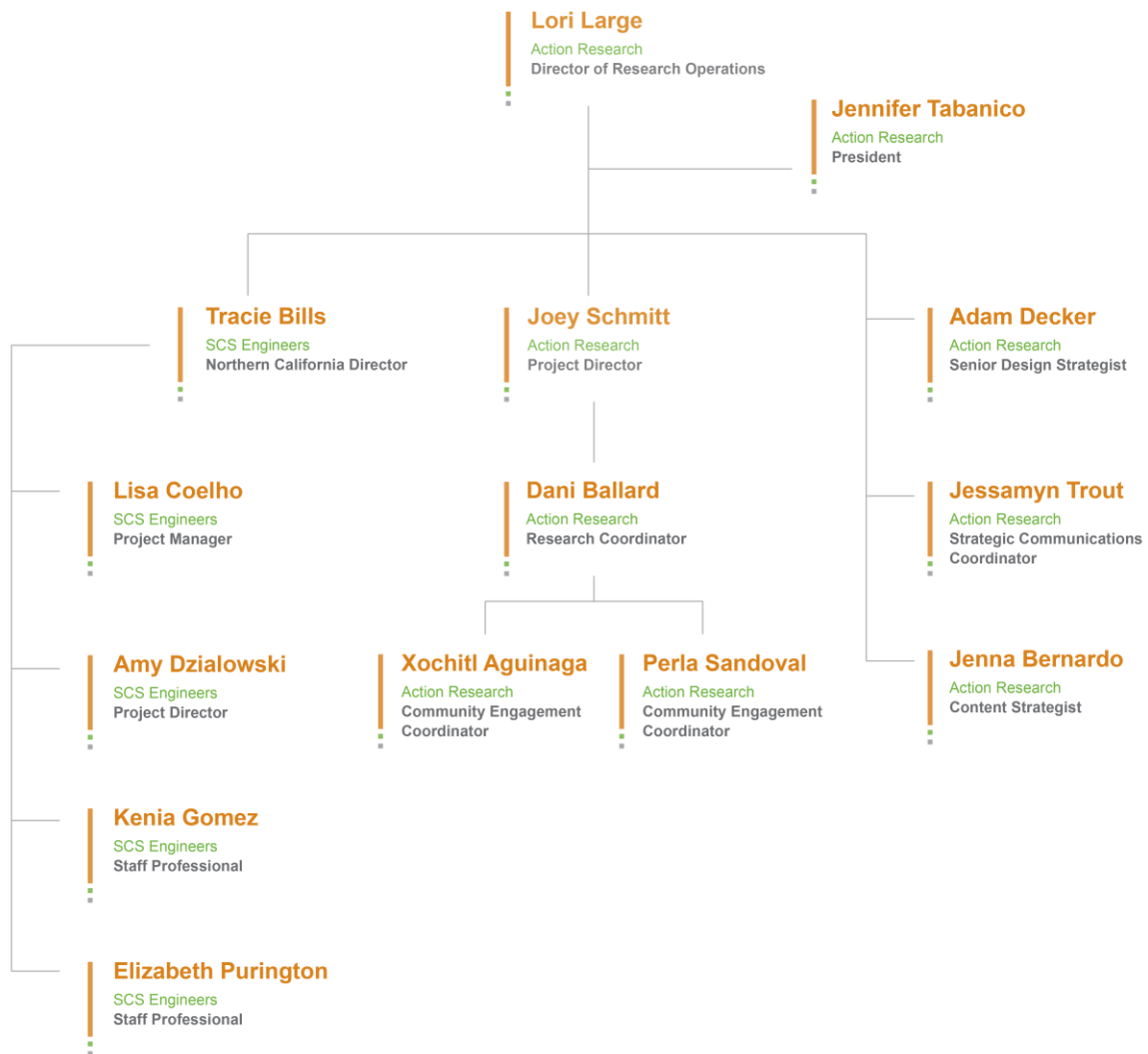
SCS has supported the Authority for the last 24 years with over 135 waste related projects. Our first project was performing landfill gas migration monitoring and performing routine operations and maintenance services at the Lewis Road Landfill in Watsonville, CA. More recently, we have helped the Authority with planning to meet SB 1383 compliance.

Organizational Structure

The Action Research organizational structure for this project is presented in the graphic below. Lori Large will provide overall project direction and coordination with SCS. Notably, Lori Large and Lisa Coelho (SCS) have worked together previously on organics collection projects. Specifically:

- In 2016 and 2017, Action Research worked under contract with the City of Sunnyvale to develop their commercial organics diversion program. At the time, Lisa Coelho was an employee of the City of Sunnyvale and was an integral part of the project team;
- Since 2019 Action Research has been working as a subcontractor to SCS on a contract with Santa Clara County. For this project, we have been working closely with Lisa on a variety of tasks related to developing a food waste reduction program; and
- In 2021, Action Research subcontracted SCS for a recycling and organics technical assistance project in San Clemente.

Salinas Valley Solid Waste Authority



Key Personnel

The following table lists the staff and roles that will be dedicated to the project for the entire duration. **Complete resumes for key personnel are attached in Section IV: Resumes of Key Personnel.**

Name	Title	Project Role	Experience (yrs)
Action Research Key Personnel			
Jennifer Tabanico	President	Principle-in-charge CBSM Expertise	18
Lori Large	Director of Research Operations	Project direction Research design and analysis	20
Joey Schmitt	Project Director	Experimental design Strategy development	8
Dani Ballard	Research Coordinator	Survey development Data collection and management	17
Adam Decker	Senior Design Strategist	Outreach material design Digital design	10
Jenna Bernardo	Senior Content Strategist	Campaign content strategy Social media strategy	11
Action Research Support Staff			
Perla Sandoval	Community Engagement Coordinator	Research support Spanish translation	7
Xochitl Aguinaga	Community Engagement Coordinator	Research support	3
Jessamyn Trout	Strategic Communications Coordinator	Traffic and production	5
SCS Engineers Key Personnel			
Tracie Bills	Northern California Director	Client Service Manager	26
Lisa Coelho	Project Manager	SB 1383 Specialist	5
Elizabeth Purington	Staff Professional	SB 1383 Support	3
Kenia Gomez	Staff Professional	Research implementation Pilot evaluation	3
Amy Dzialowski	Project Director	GIS mapping Diversity, equity, & inclusion lead	19

II. Past Performance and Experience

Action Research has unmatched expertise conducting research to develop and implement programs across commercial and residential audiences on topics of importance to municipalities such as, organics diversion, recycling, and water pollution prevention behaviors. For nearly two decades, we have conducted dozens of literature and technical reviews and primary research investigating the barriers to engaging in desired environmental behaviors, as well as attitudes and values toward social issues of concern to municipalities. Our company resume is filled with numerous examples of our work, utilizing a variety of research methods, to agencies with solving challenging issues. Our ability to draw on nearly two decades of expertise will ensure a smooth-running and technically-sound project while at the same time maximizing the efficiency of the budget and limited resources.

List of Similar Projects (Action Research)

CBSM Organics and Recycling Projects

We have a vast amount of experience working with a range of government, non-governmental, for- and non-profit organizations utilizing the CBSM process to create behavior-change programs. **Most notable is our work with agencies and municipalities on general recycling and organics collection across commercial business and residential audiences.** For example:

- For the **City of Palo Alto**, we conducted a mail survey with residents to discover barriers to organics disposal (response rate of 51%);
- For the **City of Sunnyvale**, we directed in-person interviews with restaurant staff to understand barriers to participation to assist with the development of their organics FoodCycle program, and after development of the program, we conducted a mail survey of residents to evaluate program elements and identify barriers for non-participating households in the city;
- For **StopWaste** (Alameda County), we conducted numerous mail surveys of residents to discover barriers to general recycling, as well as organics collection, and conducted an organics collection pilot in the City of Fremont;
- For **Keep America Beautiful**, we conducted an experiment to test recycling and trash bin setups in offices at high-rise buildings in four urban cities nationwide to improve workplace recycling practices;
- For **King and Snohomish Counties** (WA), we conducted in-person surveys of households and matched responses to a waste characterization study of those households to identify specific disposal issues among residents; and
- For the **City of Fort Worth, Texas**, we conducted in-person surveys of households and matched responses to a citywide waste characterization study of those household to improve general recycling practices among residents.

In addition to our portfolio of completed projects, we are currently working with:

- the **City of Denver** to implement a pilot to test their organics collection program;
- **Santa Clara County** (as a subcontractor to SCS, see below) to create and test a countywide food waste reduction program;
- **CalRecycle** to strengthen their existing recycling and organics collection outreach programs by leveraging robust barrier and benefit research; and
- the **City of San Clemente** (with SCS as our subcontractor) to implement CBSM and technical assistance for residential and commercial organics recycling.

Selected Community-Based Social Marketing Projects

The table below shows our breadth and depth of **Action Research's** experience in the application of community-based social marketing.

Client	Behavior	Audience	Behavior Selection	Barrier/Benefit Research	Develop Strategy	Design Materials	Pilot Testing	Evaluation Design
Municipalities								
Baltimore, MD (County of)	Litter	Residential		X	X		X	X
Bowie, MD (City of)	Tree Planting	Residential			X	X	X	X
Denver (City of)	Food Waste Reduction	Residential			X	X	X	
Encinitas (City of)	Outdoor Water Use	Residential		X	X	X	X	
Fort Worth, TX (City of)	Curbside Recycling	Residential	X	X	X	X	X	
Hollister (City of)	Pet Waste Management	Residential		X	X	X	X	
King & Snohomish, WA	Curbside Recycling	Residential		X	X			
Oceanside (City of)	Irrigation Runoff	Residential	X	X	X		X	X
Oceanside (City of)	Pet Waste Management	Residential	X	X	X	X	X	X
Orange (County of)	Stormwater Pollution (various)	Residential Commercial	X	X	X	X	X	X
Salinas (City of)	Bulk Litter	Residential	X	X	X	X	X	X
San Diego (City of)	Stormwater Pollution (various)	Residential Commercial	X	X	X	X	X	X
San Diego (County of)	Stormwater Pollution (various)	Residential Commercial Industrial	X	X	X	X	X	X
San Jose (City of)	Transportation (walking; biking)	Residential	X	X	X		X	X
Sunnyvale (City of)	Energy Conservation	Residential	X	X	X	X	X	X
Sunnyvale (City of)	Food Waste (Restaurants)	Commercial	X	X	X	X	X	X
StopWaste (Alameda County)	Food Waste (Curbside Collection)	Residential		X	X		X	X
State/Federal Government and Rate-Payer Supported Organizations								
Hawaii Energy	Energy Conservation	Multi-family	X	X	X	X	X	X
NY State Energy Research and Development Authority	Energy Conservation	Residential Commercial Institutional	X	X	X	X	X	X
Sandia National Laboratories	Energy Conservation	Institutional	X	X	X	X	X	X
Massachusetts Department of Ecological Resources	Water Conservation	Residential	X	X	X	X	X	X
Massachusetts Department of Environmental Protection	Water Conservation	Residential	X			X	X	X
VA Department of Forestry	Sustainable Forestry	Landowners		X	X			

Client	Behavior	Audience	Behavior Selection	Barrier/Benefit Research	Develop Strategy	Design Materials	Pilot Testing	Evaluation Design
Non-Profit Organizations								
American Forest Foundation	Sustainable Forestry	Landowners	X	X	X			
Ducks Unlimited Canada	Wetland Protection	Residents		X	X			X
Keep America Beautiful	Office Recycling	Employees		X	X	X	X	X
Oregon Coast Aquarium	Ocean Acidification	Youth	X	X	X		X	
Southeast Sustainability Directors Network (SSDN)	Recycling; Energy; Transportation	Residential	X	X	X		X	X
TreePeople	Street Tree Care	Residents		X	X	X	X	X
Urban Sustainability Directors Network (USDN)	Energy: Cold Water Wash	Residential	X	X	X	X	X	X
Urban Sustainability Directors Network (USDN)	Energy: Computer Shutdown	Employees	X	X	X	X	X	X

List of Similar Projects (SCS Engineers)

SB 1383 Implementation Expertise

SB 1383 has a myriad of requirements for municipal agencies. To understand and identify the requirements, and the schedule for compliance, SCS has developed an interactive SB 1383 Roadmap. This document outlines all of the requirements, categorizes them by responsible party, what departments are impacted by the regulations, the schedule for implementation, and is linked to the section of the regulations for further details.

Regulatory Compliance

SCS has helped clients with regulations such as SB 1383 AB 939, AB 341, and AB 1826 by assisting with planning, data collection, and implementation and outreach efforts. Our efforts to help our clients stay ahead of the curve allow us the opportunity to affect change by advising and providing solutions on how they will comply with regulations. SCS is presently working with a number of solid waste agencies to evaluate their existing solid waste agreements, and to identify and develop language to address the requirements of SB 1383 for incorporation into their agreements. The new requirements will require new services, and the rates for residential and commercial customers will be impacted by these new service requirements. Clients include the following:

- Salinas Valley Solid Waste Authority;
- Merced County Regional Waste Management Authority;
- West Contra Costa County Integrated Waste Management Authority;
- Counties of Fresno, Los Angeles, and Santa Clara;
- Cities of Davis, El Segundo, Fullerton, Long Beach, and Oceanside; and, most recently the
- City of San Clemente (as a subcontractor to Action Research).

SB 1383 Program Planning for Salinas Valley Solid Waste Authority

The **Authority** selected SCS to provide professional services to research and analyze the current organics programs with the primary objective to provide an outline of necessary program enhancements, checklist of SB 1383 actions and a coordinating timeline for SVSWA to comply with SB 1383 regulations. SCS collaborated with the Authority to analyze current programs and recommend enhancements; estimate organics disposal and processing capacity available for organics material; review food waste reduction and recovery programs; and recommend reporting and monitoring activities for the Authority to comply with SB 1383 regulations. SCS conducted a comprehensive stakeholder engagement process with Member Agency and hauler representatives to seek feedback on the SB 1383 plans developed for each Member Agency. It was intended to host in-person meetings open to the community and six Member Agencies. However, due to COVID-19, all meetings were held via online webinars. At the end of each meeting, SCS compiled responses and the Member Agencies responded with additional comments and questions. SCS utilized the information gathered from stakeholder meetings to develop a SB 1383 Action Plan for each Member Agency and the SVSWA.

Multi-family and Commercial Waste Reduction during COVID-19

Lisa and Elizabeth worked with the **City of Alameda** to provide technical assistance to commercial and multi-family properties identified as large waste generators. To date, technical assistance has resulted in approximately 1,000 tons per year in additional diversion. The business targets are large waste generators (e.g. shopping centers and multi-family complexes) and have site-specific obstacles that made it difficult to decrease the amount of waste they send to landfill. During site visits, SCS staff conducts waste assessments; provides recommendations for interior containers; delivers posters, and stickers; and assists with employee and tenant training and virtual presentations. In response to COVID-19, SCS has adapted outreach methods to eliminate face-to-face meetings whenever possible. Staff now conducts waste assessments without contact and provides follow up outreach over phone calls or video meetings. The team has also developed a series of virtual training presentations for business managers and employees. Businesses are informed of their proposed service level changes, container locations, and proper waste separation requirements. The project team also consults on recommend source reduction practices and opportunities to recycle materials the franchise hauler does not collect (e.g. source-separated metals). SCS staff coordinates with the waste collection hauler to deliver outdoor containers and establish the most efficient collection frequency. Staff also follows up to make sure requested containers have been delivered and are being used appropriately.

SCS tracks all outreach activities and documentation through Recyclist. SCS works closely with Recyclist staff to customize the program tracker to incorporate data from visual waste audits, identify edible food generators, and assign follow up actions for each site. The data provided by the franchised hauler often provides service level information based on the account holder. In the case of large commercial properties and multi-tenant complexes, this means there is one account overseen by the property manager. SCS uses Recyclist to identify each tenant generator at commercial businesses and each waste enclosure at multi-family properties, so that diversion compliance can be monitored on a generator-scale as opposed to customer account level.

Work Samples

In Section **IV: Work Samples** we have included samples of work from the following:

- Action Research CBSM Case Study for the City of Fort Worth, TX (curbside recycling);
- *BioCycle Magazine* publication summarizing our work with Stopwaste;
- Action Research CBSM Case Study for Keep America Beautiful (office recycling);
- Action Research CBSM Case Study for the City of Oceanside (pet waste);
- Action Research CBSM Case Study for the County of San Diego (Irrigation runoff);
- Action Research CBSM Case Study for the Urban Sustainability Directors Network (energy);
- *Wall Street Journal* article highlighting our work applying CBSM to organics recycling
- SCS SB 1383 Roadmap for the Salinas Valley Solid Waste Authority
- SCS City of Alameda Zero Waste Technical Assistance

References

Three business references for Action Research are provided below.

Reference #1

Contact Name: Jeff Becerra

Organization: StopWaste

Title: Communications Manager

Email: JBecerra@stopwaste.org

Phone: (510) 891-6549

Mailing Address: 1537 Webster St., Oakland, CA 94612

Reference #2

Contact Name: Karen Gissibl

Organization: City of Sunnyvale, Environmental Services Department

Title: Senior Program Manager

Email: kgissibl@sunnyvale.ca.gov

Phone: (408) 730-7277

Mailing Address: P.O. Box 3707, Sunnyvale, CA 94088-3707

Reference #3

Contact Name: Nicholas Del Valle

Organization: County of San Diego, Department of Public Works

Title: Environmental Scientist

Email: Nicholas.delvalle@sdcounty.ca.gov

Phone: (858) 692-7806

Mailing Address: 5510 Overland Avenue, San Diego, CA 92101

Electronic and Virtual Communication

Action Research is well-situated to ensure seamless electronic and virtual communicate with the Authority. We utilize state-of-the-art email, design, project management, and file sharing platforms including the following:

- **Email:** Microsoft Outlook
- **Microsoft Office:** Microsoft Office 365 Business
- **PDF Document Creation and Sharing:** Adobe Premier Pro
- **Virtual Meetings:** Zoom (licensed) and Teams
- **File Sharing and Collaboration:** Dropbox, One Drive, SharePoint
- **Design:** Adobe Creative Cloud (including Illustrator, Photoshop, and other programs for graphic design, video editing, web development, and photography)
- **Survey Software:** SurveyMonkey Premier

III. Scope of Work and Services

Overview of Approach

Our basic approach is to combine knowledge from the social sciences with a technical understanding of sustainable materials management to develop, implement, and evaluate community-based social marketing (CBSM) strategies to promote behaviors that contribute to clean organics diversion both at home and in commercial settings in Salinas Valley. Our combined experience and successful previous collaborations make us an excellent choice for this project.

Community-based social marketing (CBSM) has emerged as an effective alternative to traditional education campaigns (McKenzie-Mohr, 1996; 1999; 2011; McKenzie-Mohr, Lee, Schultz, & Kotler, 2011; Schultz & Tabanico, 2007; Tabanico & Schultz, 2018). CBSM is based on research in the social sciences demonstrating that behavior change is often most effectively achieved through initiatives delivered at the community level that focus on removing barriers to an activity while simultaneously enhancing the activity's benefits. CBSM brings together knowledge from the field of social marketing with a variety of behavior change tools drawn from social psychology, environmental psychology, and other behavioral sciences.

Community-based social marketing involves five steps:

1. Select Target Behaviors

2. Identify Barriers & Benefits

3. Develop Strategy

4. Pilot Test Strategies

5. Implement Broadly & Evaluate

Achieving compliance with policies requires that individuals and organizations engage in specific actions. CBSM is a five-step process that goes beyond education and awareness to drive actual behavior change by enhancing motivation and addressing key barriers to desired behaviors.

CBSM has been demonstrated time and again to produce substantial and measurable changes in behavior, and the approach is well suited to address the specific needs of programs aimed at compliance with state and local mandates. Additionally, because the programs developed under this approach are piloted on a small scale, the program can be refined as needed until there is documented evidence to show that the program works *before* it is broadly implemented. This research-based approach can prevent spending money on ineffective programs such as large traditional advertising campaigns that do not adequately address the underlying barriers and benefits perceived by the target audience.

Our **work plan** is designed to support the Authority in reaching and exceeding their desire to promote behaviors that contribute to clean diversion at home and in commercial settings in Salinas Valley. Action Research will be responsible for leading all six phases of the work plan. SCS will support Phases Zero, One, and Two from their extensive compliance consulting experience and their on-the-ground practical experience implementing diversion programs. In addition, SCS will play a key role consulting on the design and evaluation of the pilot tests in Phase Four.

Our proposed work plan is specific, but flexible. In response to public health orders and recommendations, we will make adaptations to work tasks to keep our employees, subcontractors, Authority staff, and the public safe. We are adept at shifting communication and research methods and will do so as needed in response to the pandemic. SCS is permitted to and can provide Essential Services letters. However, we will make every attempt to minimize person-to-person contact, even during site visits. Some adaptations include video calls, and visits to outdoor waste enclosures without the property manager or owner.

Phase Zero: Identify Behavior to Target

Task 1. Kick-Off Meeting

→ We will facilitate a conference call or in-person meeting (as appropriate given public health recommendations) with Authority staff and other stakeholders to identify project goals, logistics, and outline the project tasks. We will set the timelines and dates for meetings, reporting, invoicing, deliverables, and other key milestones. We will also identify communication preferences and define roles and responsibilities.

Task 2. CBSM Briefing

→ Jennifer Tabanico will conduct a **complimentary** two-hour interactive training for up to 50 Authority staff and key project stakeholders. The training will include an introduction to the CBSM process and key elements. The overview session will align staff and partners on the goals, procedures, and terminology associated with the community-based social marketing approach. The session will help to ensure that leadership, staff, and partners are equipped at the outset with an understanding of the process and the data gathering activities that will ultimately lead to program elements.

Phase Zero Deliverables

Project plan and timeline; CBSM briefing; and list of end-state non-divisible behaviors.

Phase One: Behavior Prioritization

Action Research will work with the Authority to prioritize relevant audiences to diversion goals based on their contribution to the problem. Behavior selection is easier and more systematic if the process begins with identification of audiences within the commercial and residential sectors. Focusing on audiences within sectors with low diversion rates will maximize the potential for significant compliance with SB 1383 and cleaner waste streams. Final audience selection typically occurs during the behavior selection and barrier and benefit research steps.

We will develop a list of clearly defined behaviors for each relevant audience identified. Following development of the list, we will prioritize the behaviors based on four factors; impact, probability, penetration, and applicability (defined below). To do this, we do recommend use of existing data (e.g.,

impact from existing contamination issues; identification of key problem materials from waste characterizations) in conjunction with conducting surveys.

Task 3. Create Preliminary List of Target Behaviors

→ We will use the SB 1383 Action Plan and applicable sections of the SB 1383 Roadmap (attached in the Work Sample section) to **develop a list of concrete behaviors** for single-family and multifamily residents as well as commercial businesses. We will use our experience from conducting technical assistance, outreach, and education across California to identify the end-state behaviors that are in alignment with the Authority's goals and SB 1383 requirements. Although one of the Authority's goals is to influence clean organics diversion, the associated behaviors may be to place specific loose organic materials in curbside carts, self-haul organic materials to the appropriate facility, or place problem materials in garbage containers.

Note that the project team will collaborate with the Authority to identify additional organic materials not accepted through curbside collection or self-haul (e.g., palm, agave, yucca, etc.). When possible, we will determine if there are other diversion opportunities for these materials or if the desired behavior is placing these materials in the garbage.

→ We will prepare a list of end-state non-divisible behaviors that achieve clean organics diversion from single-family households, multifamily properties, and commercial businesses, as well as increase food donation from commercial businesses. Where appropriate, we will **identify and define behavior chains**. A behavior chain is defined as an essential behavior or series of sub-actions that precede engagement in the target behavior. Barriers to any one of those behaviors can impede engagement in the target behavior.

Task 4. Gather Data to Prioritize Behaviors

→ We will work with the Authority to obtain and review relevant reports and data to assess the overall **weight** of each behavior on the preliminary list with respect to the target outcomes. For each behavior on the list, we will seek information on **penetration** (i.e., the extent to which households or businesses are already engaged in the action), **probability** (i.e., the likelihood of change), and **impact** (i.e., the associated diversion rate). We will also assess the **applicability** of each action. Applicability refers to the relevance of the behavior across the population. For example, residents in multifamily dwellings may not be expected to engage in some target behaviors because of lack of access to collection infrastructure or other program elements.

→ We will review waste characterization studies or collection container audits to identify the materials that are currently being placed in curbside organics and recycling containers and determine if they are acceptable or contaminants.

SCS has intimate knowledge of the contaminants in the recycling stream from conducting waste characterization studies of this material stream in the City of Salinas for the past three years. SCS has observed mixed materials, bulky items, and bags of mixed garbage to be common contaminants in the recycling stream, which significantly increased in the 2020 waste characterization study. Importantly, waste characterization data identifies material by weight and percentage of the waste stream composition. It does not tell us the most common contaminants, but rather the contaminants that make

up the greatest portion of the waste stream by weight. For example, plastic bags and food packaging in the organics and recycling streams are lightweight and may not appear to be a large source of contamination by weight but may still be a prevalent contaminant and problematic for material processing.

- We propose conducting interviews with haulers, including Republic Services, Tri-Cities Disposal, and Waste Management to collect information on what organic materials are accepted in curbside collection containers. For example, diseased trees, compostable plastics, and plastic bags may or may not be considered organic stream contaminants. In addition, we will request hauler representatives to share any insights about common contaminants, generators known for contamination or route areas that have been identified as having high contamination. These insights will allow us to identify both positive and negative behavior patterns that currently exist in the SVSWA service area and prioritize behaviors in Phase Two. To complete this research, we will leverage the contact list and existing relationships SCS developed with hauler representatives during the SB 1383 planning stakeholder meetings.
- We propose conducting an interview with staff from the City of Watsonville about the recent rollout of their food scraps collection pilot program to serve as a contextually relevant case study.
- We will work with the Authority to prioritize the list of behaviors based on data gathered on penetration, implementation rate, potential impact, and applicability to various audiences.

Task 5. Refine Behavior List

Behavior-change programs are most successful when they are focused on just a few, high impact behaviors rather than a laundry list of things people could do.

- We will collaborate with the Authority to select three to five behaviors across two audiences for the next step in the CBSM process: barrier and benefit research.

Phase One Deliverables

Methods to identify sectors and prioritize behaviors; copy of research interview guides and surveys; summary of key outcomes and next steps for *barrier and benefit research*.

Phase Two: Barrier/Benefit Research and Strategy Recommendations

A barrier is anything that impedes an individual from engaging in a particular behavior. Barriers can be either internal to the individual (i.e., lack of motivation) or external to the individual (i.e., lack of infrastructure). Barriers to one-time behaviors (e.g., purchase appropriate bins) are likely to be different than repetitive behaviors (e.g., placing food scraps in the organics cart). Barriers to engaging in behaviors vary depending on the population, context, and behavior of interest. Barriers to taking a particular action can also differ by demographic characteristics, job functions, values, or other population *segments*. Although this step adds some time and cost to the project, failure to properly address identified barriers can result in the delivery of programs that have little or no impact.

We have a great deal of internal knowledge about organics diversion barriers with commercial and multifamily and single-family residential audiences, and as well as edible food recovery for the commercial audience.

Task 6. Conduct a Literature Review

→ We will conduct a brief literature review related to organics diversion and edible food recovery behaviors.

→ We will work with the Authority to obtain and review relevant reports and data on commercial and residential participation in organics diversion (e.g., need to divert a specific material to the organics versus garbage bin or general contamination) experienced by Member Agencies in the region.

Task 7. Conduct Residential Research

→ We propose conducting a postal mail survey with 400 households (200 single-family and 200 multifamily). Mail surveys are cost-effective for targeted neighborhood research efforts. To maximize response rates, we will utilize the Dillman Tailored Design Method. Using this method, we have had a lot of success generating representative samples from residential audiences and typically get response rates between 25% and 60%. The method includes four mailings: (1) a prenotification postcard; (2) a postcard survey; (3) a reminder postcard (to households that have not responded); and (4) a second postcard survey (only to households that have not responded). The method is further defined by use of a recognizable agency logo on envelopes and letterhead, and a physical postage stamp and hand-written address on the envelopes. Additionally, adding human touches, such as handwritten addresses, have led to higher response rates.

→ We will write the survey, pre-notification, and reminder postcards. We will print, assemble, and mail the survey packets, track returns, and enter the data. We will provide the Authority with draft versions of all documents, elicit feedback, and finalize for production.

→ We will analyze the data and summarize the findings to provide the foundation for the next step, *develop strategies*.

Task 8. Conduct Commercial Research

→ We propose conducting in-depth interviews with five to ten select businesses currently ***in compliance*** with SB 1383 to learn how they overcame barriers and what motivated them to comply (beyond the mandate). The information will be used to understand barriers or motivations that may be unique to the local culture or existing infrastructure.

→ We propose conducting in-depth interviews with five to ten select businesses that represent ***non-compliance***. We will collect information about barriers, including knowledge of the mandate and compliance rules, as well as signage, employee training, and infrastructure needs.

→ We will write the interview guide for commercial businesses for review by the Authority. Upon approval, we will initiate in-depth telephone interviews stratified by business type. We will conduct interviews until the results do not yield new information about additional barriers and benefits and we confirm findings.

→ We will collaborate with the Authority and/ or Blue Strike to review data about participation of edible food generators in donation practices. According to our previous research, the most frequently reported benefit for donating food is helping the local community followed by reducing waste. Convenience and ease of donation, public recognition and tax incentives are high-ranking motivators for food donation. Commonly reported barriers include unwillingness to pay for a collection service, resources including a lack of space for storage, and fear of brand perception regardless of legal liability protections.

Phase Two Deliverables

Summary report that includes research methods for commercial and residential audiences, surveys and implementation tools and protocols, data analysis, and recommendations for which behaviors to promote to the strategy design phase.

Phase Three: Strategy Design

In the strategy design phase, we utilize outcomes from the barrier and benefit research to develop specific strategies and tools to reduce barriers and enhance motivations. We will develop techniques for removing the identified barriers and select appropriate behavior change tool(s) that will enhance motivation.

Task 9. Create a Strategy Table

→ We will create a strategy table. The purpose of the strategy table is to display the relationship between research outcomes and the selected strategies. Although it is not possible to say in advance exactly what the strategies will look like for each target audience, approaches based on CBSM principles will be created to address each barrier and to emphasize the benefits of engaging in organics diversion and edible food donation behaviors. Based on our experience, these *may* include:

- **Social Diffusion.** Using the social networks of early adopters and trusted neighborhood or community leaders, provide opportunities for them to share their engagement in the target behaviors.
- **Social Norms.** Through signage, posters, and other means, communicate messages about the social approval of the target behavior or the extent to which others are engaged. Provide ways to make the behaviors more visible.
- **Prompts.** Provide reminders to target audiences to engage in the diversion behaviors.
- **Commitment.** Create personal appeals and public-facing displays of engagement in the target behaviors.

Task 10. Create Outreach Materials

→ Where appropriate, we will utilize existing materials rather than creating original outreach collateral to save program resources, especially for common universal materials such as bin stickers or prompts.

→ We propose the creation of two customized outreach materials each for the commercial and residential audiences. The materials will utilize simple, clear, and effective information to facilitate behavior changes. SB 1383 requires outreach materials be translated into languages spoken by a substantial portion of the public. Materials will be translated into Spanish and created utilizing the transcreation process explained below.

→ We propose utilizing the transcreation process to create meaningful and effective outreach materials. Transcreation is a process of creating outreach materials in a local language or to ensure adherence to the local context, while maintaining intent, style, tone, and context. To identify key demographics for

consideration, the project team will use the United States Environmental Protection Agency's (EPA) Environmental Justice Mapping Tool¹.

The U.S. EPA has developed an Environmental Justice or "EJ" Index to help identify demographics and their relationship to environmental benefits and burdens within a community. We will make use of the demographic index map for the City of Salinas, and the Salinas Valley Region's EJ indices. These indicators will provide the project team with an in depth understanding of diversity, social, and ecological justice discrepancies in this area.

Task 11. Test Materials and Messages

→ We will test outreach materials and messages by conducting a minimum of two virtual focus groups or through intercept interviews, as appropriate (based on the status of public health orders). We propose collaborating with community advocacy and social service groups to provide participants.

Task 12. Create a Marketing Plan

→ We will create a detailed marketing plan that includes the outreach messages and materials, and identification of program messengers and communication channels. The marketing plan will also include preliminary pilot designs. We will propose utilizing pilots that include more than one treatment group. For example, creating treatment groups that receive the materials via different outreach channels (e.g., direct mail versus in-person), provides data about the effectiveness (and cost) of those channels. The same is true if there is an interest in testing different program messages or social science tools.

Phase Three Deliverables

Marketing plan that includes outreach messages, materials, messengers, and outreach channels, and a preliminary pilot design that includes proposed evaluation metrics.

Phase Four: Pilot Testing

Following the CBSM approach, we will be careful to pilot each strategy with a small portion of each audience using (whenever possible) a control group. Pilot testing allows us to determine the efficacy of specific programs and highlights areas where changes need to be made before widespread implementation. Furthermore, this approach will allow us to test strategy elements against each other on a small scale, which is a useful way of identifying the most cost-effective way of achieving behavior change over the long term. We recognize that return-on-investment (ROI) is important. For example, a program which costs \$1 per household to deliver may result in a 10% diversion rate versus a program which costs \$2 per household but results in a 12% diversion rate. These metrics will allow the Authority to make educated choices about delivering cost-effective and high-impact programs.

Task 13. Finalize Experimental Design

→ We will collaborate with the Authority to design one residential and one commercial pilot project. We will seek input from the Authority in selecting pilot areas that have broad applicability. We propose an experimental design with a minimum sample size of at least 300 in each pilot (i.e., 100 participants in each of two treatment groups and 100 participants in the control group). Ultimately, sample sizes will be

¹ <https://ejscreen.epa.gov/mapper/>

determined based on a combination of the selected target behaviors and audiences and expected increases in organics diversion. In selecting pilot areas, we will collaborate with the Authority to cross-reference demographic data and hauler route data, as well as leverage hauler capabilities for evaluating or providing data to support evaluation of behavior outcomes.

Task 14. Create Implementation Protocols

→ We will create all implementation documents which includes protocols, tracking spreadsheets, and scripts.

Task 15. Evaluate

→ We will utilize current and future SB 1383 contamination monitoring practices as a potential avenue for pilot evaluation. For example, increased participation in diversion practices and reduction of contamination can be observed in SB 1383 route review (i.e., lid flips or waste evaluations). If lid flips are conducted as part of the pilot evaluation, the protocols and data collected may also be used for the SVSWA and Member Agency SB 1383 monitoring, recordkeeping, and reporting requirements. Fluctuations in waste stream tonnages and composition are also valuable evaluation metrics. Therefore, the project team will make every effort to work closely with hauler staff on the design and evaluation of our pilots and create a feedback loop for evaluation data.

Phase Four Deliverables

A comprehensive report on behavior changes for each pilot that includes projected ROI, regional impacts, recommendations for widespread implementation, pilot challenges and successes.

Phase Five: Implementation and Evaluation

When the pilot is successful at changing behavior, the tested strategies can be implemented more broadly. Additionally, the strategies developed, and pilot tested using the community-based social marketing framework can be packaged into turnkey strategies or toolkits that can be applied more broadly to communities that share similar profiles of barriers and benefits to the target behaviors.

Task 16. Write Comprehensive Implementation Plan

→ We will write a comprehensive program implementation plan that includes all program elements (i.e., communications and outreach materials, protocols and tracking tools) and recommendations for ongoing evaluation. We will include instructions for packaging program elements that can be used as turnkey strategies by Member Agencies and other partner organizations.

Phase Five Deliverables

A comprehensive implementation plan that includes turnkey strategy elements.

IV. Resumes of Key Personnel

Action Research

Jennifer Tabanico, President



Role: Principle-in Charge; CBSM Expertise

Location: Oceanside, CA

Years of Experience: 18

Qualifications

Ms. Tabanico has 18 years of experience working directly with government agencies to develop, implement, and evaluate community-based social marketing (CBSM) campaigns. She has managed projects and maintained positive communications with a range of public and private clients including American Forest Foundation, Build it Green, the Oregon Coast Aquarium, I Love a

Clean San Diego, the Cities of Oceanside and San Diego, San Diego County, the New York State Energy Research Development Authority (NYSERDA), and the Urban Sustainability Directors Network (USDN). Ms. Tabanico has authored academic and technical publications in the areas of environmental attitudes, social influence, and community-based social marketing. Her work has been published in a variety of outlets including the *Journal of Environmental Psychology*, *Social Influence*, *Social Marketing Quarterly*, and the *Handbook on Household Hazardous Waste*. Jennifer has conducted dozens of CBSM trainings and presentations and is regularly featured as a keynote speaker.

Education

- M.A. in Experimental Psychology, California State University San Marcos
- B.A. in Psychology, Minor in Criminology, California State University San Marcos

Selected Project Experience

Community-Based Social Marketing

- **CalRecycle:** Community-based social marketing training for CalRecycle staff.
- **City of Salinas:** Community-based social marketing addressing bulk litter and used oil disposal.
- **City of Hollister:** Community-based social marketing addressing pet waste management.
- **County of Orange, H2OC Stormwater Program:** Community-based social marketing and evaluation for stormwater pollution prevention programs aimed at public and businesses.
- **City of San Diego, Think Blue:** Community-based social marketing and evaluation for stormwater pollution prevention programs aimed at public and businesses.
- **County of San Diego Watershed Protection Program:** Community-based social marketing and evaluation for stormwater pollution prevention programs aimed at public and businesses.
- **City of Oceanside, CA, Clean Water Program:** Community-based social marketing to prevent stormwater pollution.
- **Oregon Coast Aquarium:** Community-based social marketing to reduce ocean acidification.
- **National Fish and Wildlife Foundation:** Community-based social marketing to protect shorebird populations.

- **Hawaii Energy:** Community-based social marketing to reduce residential energy consumption.
- **Sandia National Laboratories:** Community-based social marketing to reduce workplace energy consumption.
- **New York State Energy Research and Development Authority (NYSERDA):** Community-based social marketing focused on energy conservation.

Relevant Publications

Peer-Reviewed Journals

- Bator, R.J., Phelps, K., Tabanico, J., Schultz, P.W., & Walton, M.L. (2019). When it is not about the money: Social comparison and energy conservation among residents who do not pay for electricity. *Energy Research & Social Science*, <https://doi.org/10.1016/j.erss.2019.05.008>
- Dennings, K. & Tabanico, J. (2017). Research into Woodland Owners' Use of Sustainable Forest Management to Inform Campaign Marketing Mix, *Social Marketing Quarterly*, DOI: <https://doi.org/10.1177/1524500417697655>.
- Bator, R., Tabanico, J., Walton, M., & Schultz, P.W. (2013). Promoting energy conservation with implied norms and explicit messages. *Social Influence*, DOI:10.1080/15534510.2013.778213.
- Schultz, P.W., Bator, R., Tabanico, J., Bruni, C., & Large, L.B. (2013). Littering in context: Personal and environmental predictors of littering behavior. *Environment and Behavior*, 45, 35 – 59.
- Tabanico, J., & Schultz, P.W. (2007). Community-based social marketing: A toolkit for environmental professionals. *Biocycle*, August 2007, 41 – 44.

Edited Volumes

- Tabanico, J. & Schultz, P.W. (2018). Designing outreach programs that change behavior. In A. Cabaniss (Ed.), *Handbook on Household Hazardous Waste*, 2nd. Lanham, MD: Rowan and Littlefield.
- Tabanico, J., Schmitt, J., & Schultz, P.W. (2015). Driving Change: The Role of Theory in Social Marketing. In D. Stewart (Ed.) *Handbook of Persuasion and Social Marketing*.
- Schultz, P. W., Tabanico, J., & Rendón, T. (2008). Normative beliefs as agents of influence: Basic processes and real-world applications. In R. Prislin & W. Crano (Eds.), *Attitudes and attitude change* (pp. 385-409). New York: Psychology Press
- Schultz, P.W., & Tabanico, J. (2007). Community-based social marketing and behavior change. In A. Cabaniss (Ed.), *Handbook on Household Hazardous Waste*. Lanham, MD: Rowan and Littlefield.

Relevant Professional Memberships

- Editorial Board Member, *Social Marketing Quarterly* (SMQ)
- Board Member, Clean Trails/National Clean Up Day
- Member, American Association for Public Opinion Research (AAPOR)
- Member, International Social Marketing Association (ISMA)
- Member, Social Marketing Association of North America (SMANA)

Action Research

Lori Large, Director of Research Operations



Role: Overall project direction and oversight; Research design and implementation.

Location: Oceanside, CA

Years of Experience: 20

Qualifications

Ms. Large has 20 years of social and policy research experience. She has extensive experience in the area of applied social science with an emphasis in survey research design and implementation. Ms. Large has directed dozens of projects and worked with public agencies and non-government organizations in the area of the environment and

health. She has worked with Build It Green, Cal Recycle, the California Center for Sustainable Energy, the cities of Casper, Fort Worth, Olympia, and San Diego, the Counties of King and Snohomish (WA), Alameda and San Diego (CA), Ducks Unlimited Canada, Keep America Beautiful, the American Forest Foundation (AFF), the San Diego Association of Governments (SANDAG), and the Urban Sustainability Directors Network (USDN).

Education

- M.A. in Sociology, California State University, Fullerton
- B.A. in Sociology, California State University, Fullerton

Selected Project Experience

Community-Based Social Marketing

- **Center for Sustainable Energy:** CBSM to encourage retired military personnel to engage in energy-efficiency home improvements.
- **Chesapeake Bay Trust:** CBSM to promote bay-friendly shoreline behaviors.
- **City of Denver:** CBSM to reduce residential food waste.
- **City of Fort Worth, TX:** CBSM to improve residential recycling rates.
- **City of Oceanside, CA:** CBSM to reduce residential water runoff.
- **City of Sunnyvale, CA:** CBSM to increase commercial organics recycling and reduce residential energy use.
- **Hawaii Energy:** CBSM to reduce energy consumption.
- **Keep America Beautiful:** CBSM to increase workplace recycling.
- **Sandia National Laboratories:** CBSM to reduce workplace energy consumption.
- **Solid Waste Management Coordinating Board (SWMCB):** To assess participant attitudes, behaviors, and experiences with their curbside recycling program, as well as likelihood of participation in curbside food-scrap recycling.
- **StopWaste (County of Alameda, CA):** CBSM to improve residential organic recycling rates.
- **Waste Management, King and Snohomish Counties, WA (subcontract to C+C):** Barrier and benefit research to increase residential recycling rates.

Action Research

Joey Schmitt, Project Director



Role: Experimental design; strategy development.

Location: Oceanside, CA

Years of Experience: 8

Qualifications

Mr. Schmitt has eight years of work experience in a research environment and has extensive experience managing and directing projects for public agencies, non-profits, and private businesses. He has directed projects on stormwater, composting, energy conservation, water conservation, and transportation. He has worked in both professional and academic positions where he has conducted field research in the areas of environmental attitudes, community outreach, and behavior change. He is well versed in the community-based social marketing (CBSM) process, having attended and supported facilitation of CBSM trainings.

Education

- M.A. in Experimental Psychology, California State University, San Marcos
- B.A. in Psychology, Illinois Wesleyan

Selected Project Experience

Community-Based Social Marketing

- **City of Oceanside, CA:** CBSM to reduce residential water runoff.
- **City of Palo Alto, CA:** CBSM to increase residential organics recycling rates.
- **City of Sunnyvale, CA:** CBSM to increase commercial organics recycling and reduce residential energy use.
- **County of Orange, Stormwater Program:** CBSM across a variety of audiences and behaviors: youth litter behavior, over-irrigation, and pesticide use reduction.
- **County of San Diego Watershed Protection Program:** CBSM across a variety of audiences and behaviors: pet waste, over-irrigation, and youth litter behavior.
- **Hawaii Energy:** CBSM to reduce energy consumption.
- **Keep America Beautiful:** CBSM to increase workplace recycling.
- **Sandia National Laboratories:** CBSM to reduce workplace energy consumption.
- **StopWaste (County of Alameda, CA):** CBSM to improve residential organic recycling rates.

Action Research

Dani Ballard, Research Coordinator



Role: Survey development; data collection and management; quality control.

Location: Oceanside, CA

Years of Experience: 17

Qualifications

Ms. Ballard has over 17 years of work experience in a research environment. She is an expert in the implementation of telephone and in-person surveys, and behavioral observation protocols. She is especially talented at creating tracking systems and managing databases. Ms. Ballard has demonstrated abilities to adhere to strict methodological protocols and a superior knowledge of computer-based applications. She is responsible for data management and tracking, as well as data analysis and reporting for a variety of behavior-change projects.

Selected Project Experience

Community-Based Social Marketing

- **Center for Sustainable Energy:** CBSM to increase residential energy efficiency in San Diego County.
- **Chesapeake Bay Trust:** CBSM to promote bay-friendly shoreline behaviors.
- **City of Denver:** CBSM to reduce residential food waste.
- **City of Fort Worth, TX:** CBSM to improve residential recycling rates.
- **City of Oceanside, CA:** CBSM to reduce residential water runoff.
- **City of Palo Alto, CA:** CBSM to increase residential organics recycling rates.
- **City of Sunnyvale, CA:** CBSM to increase commercial organics recycling and reduce residential energy use.
- **County of Orange, Stormwater Program:** CBSM across a variety of audiences and behaviors: youth litter behavior, over-irrigation, and pesticide use reduction.
- **County of San Diego Watershed Protection Program:** CBSM across a variety of audiences and behaviors: pet waste, over-irrigation, and youth litter behavior.
- **Keep America Beautiful:** CBSM to increase workplace recycling.
- **Solid Waste Management Coordinating Board (SWMCB):** To assess participant attitudes, behaviors, and experiences with their curbside recycling program, as well as likelihood of participation in curbside food-scrap recycling.
- **StopWaste (County of Alameda, CA):** CBSM to increase residential organics recycling rates.
- **Waste Management, King and Snohomish Counties, WA (subcontract to C+C):** Barrier and benefit research for a CBSM program aimed at increasing residential recycling rates.

Action Research

Adam Decker, Senior Design Strategist



Role: Outreach materials design including print and digital campaign collateral.

Location: Oceanside, CA

Years of Experience: 10

Qualifications

Mr. Decker has worked on a wide range of graphic and web design projects from integrated marketing campaigns to large-scale advertising and branding projects. He is an enthusiastic, driven and highly creative designer who believes in results-driven work and has

proven his ability to engage his audience to take action. Mr. Decker strives on making a positive difference with the work he creates and believes in the importance of using his strengths as a visual designer to make positive change in his communities.

Education

- B.S. in Art-Graphic Design and Multimedia, San Diego State University

Selected Project Experience

Social Marketing Outreach Design

- **City of San Diego, Think Blue:** Brand guide development for umbrella campaign addressing a wide range of audiences and behaviors related to stormwater pollution prevention.
- **County of Orange, Stormwater Program:** CBSM across a variety of audiences and behaviors: youth litter behavior, over-irrigation, and pesticide use reduction.
- **County of San Diego Watershed Protection Program:** CBSM across a variety of audiences and behaviors: pet waste, over-irrigation, and youth litter behavior.

Other Marketing Experience

- **Evolution Yoga:** Event and tradeshow campaign for Om Yoga Show in London U.K. including email campaign and tradeshow booth design.
- **Yardi Systems Inc:** Collaboration with internal stakeholders to implement corporate rebrand strategy, global advertising campaign, and email campaign redesign.

Action Research

Jenna Bernardo, Senior Content Strategist



Role: Campaign content strategy

Location: Florida (remote support)

Years of Experience: 11

Qualifications

Ms. Bernardo has extensive experience creating content strategies and messaging for successful integrated marketing campaigns across a variety of industries, from environmental restoration and transportation to energy conservation and healthcare. In addition to past work on stormwater and lagoon restoration projects, she has

developed content for the Florida Natural Gas Association (FNGA); Health First; U.S. Water Services Corporation; the American Gas Association (AGA); Florida Gas Utility; the Center for the Advancement of Science in Space (CASIS) and the International Space Station (ISS) U.S. National Lab; L3Harris Technologies; Satcom Direct; Natural Gas Vehicles for America (NGV America); and Brevard County (FL).

Education and Certifications

- B.A. in Strategic Communication, University of Minnesota
- Social Media Strategy. (2019). HubSpot Academy
- Google Ads. (2018). Google Academy
- Google AdWords (2018). Udemy
- SEO Copywriting. (2017). Yoast Academy

Selected Project Experience

Social Marketing Content Strategy

- **County of Orange, Stormwater Program:** CBSM across a variety of audiences and behaviors: youth litter behavior, over-irrigation, and pesticide use reduction.
- **County of San Diego Watershed Protection Program:** CBSM across a variety of audiences and behaviors: pet waste, over-irrigation, and youth litter behavior.

Other Marketing Experience

- **Brevard County, Florida:** Stormwater and Indian River Lagoon Restoration Campaigns.
- **Center for the Advancement of Science in Space:** Space Station Research Website.
- **Florida Public Utilities:** Economic Development Program, Energy Conservation Campaigns, Hypoluxo Island Campaign.
- **Health First:** Health First Reality Texting and Driving Campaign.

SCS Engineers

Tracie Onstad Bills, Northern California Director



Role: Client Service Manager

Location: Pleasanton, CA

Years of Experience: 26

Qualifications

Ms. Bills has over 26 years of materials management experience, including working for a hauler, a county government, and a non-profit; and over 14 years with materials management consulting firms, the past 6 with SCS. She has contributed to the development of many solid waste plans, providing materials flow assessments, organics processing research and analysis, hauler customer service reviews, construction and demolition (C&D) ordinance reviews and recommendations, and recycling and organics management technical assistance to government agencies, schools, multi-family dwellings and businesses throughout Northern California. An expert in the solid waste regulatory environment, she takes pride in her ability to engage stakeholders in meaningful, action-oriented ways to drive higher levels of regulatory compliance and customer service.

Education

- B.A. in Environmental Sciences, San Jose State University, San Jose, CA

Selected Project Experience

Organics Projects

- **Fresno County, SB 1383 Capacity Study, Fresno, CA.** Project Manager working with another consulting firm to estimate organics disposal and processing capacity available for organics material, provide projections of organic material generation for the next ten years, and review contracts regarding disposal. (2020 to present).
- **West Contra Costa Solid Waste Authority (RecycleMore), SB 1383 Capacity Study, San Pablo, CA.** Project Manager working with another consulting firm to estimate organics disposal and processing capacity available for organics material, provide projections of organic material generation for the next ten years, and review contracts regarding disposal. (2020).
- **County of Santa Clara Residential Food Reduction Pilot, San Jose, CA.** Project oversight working closely with team to use Community Based Social Marketing (CBSM) techniques to identify behaviors through research related to management of household food to promote food waste prevention behaviors through outreach via a pilot to test strategies (2019 to present).
- **Salinas Valley Solid Waste Authority, SB 1383 Planning, Salinas, CA.** Project Manager working with team on analyzing current programs, compiling key program statistics to provide a snapshot summary of current organics program efforts, estimating organics disposal and processing capacity available for organics material, reviewing food waste reduction and rescue programs, and making recommendations on changes or additions to organics diversion programs, and recommendations for metrics, reporting and monitoring for the Authority to comply with the new SB 1383 regulations (2020).

- **Central Contra Costa Solid Waste Authority (RecycleSmart), Food Recovery Survey and Pilot Program, Walnut Creek, CA.** Project Advisor overseeing Project Manager and team who will survey businesses on food recovery efforts. Results from the survey will tailor a food recovery and edible food pilot program (2020 to present).
- **Merced County Regional Waste Management Authority, SB 1383 Planning and Composting Assistance, Merced, CA.** Project Manager working with another consulting firm to analyzed current programs, compiled key program statistics to provide a snap shot summary of current organics program efforts, estimated organics disposal and processing capacity available for organics material, reviewed food waste reduction and rescue programs, and make recommendations on changes or additions to organics diversion programs, and recommendations for metrics, reporting and monitoring for the Authority to comply with the new SB 1383 regulations (2019).
- **City of Oceanside, Organics Facility Siting Study, Oceanside, CA.** Assisting the City in identifying potential sites with appropriate characteristics and zoning for use as a new site for composting. The scope of work includes identifying potential sites, evaluating their potential development and use for composting, identifying the permit requirements, preparing a report, and presenting the information to the City staff and City Council. (2019).
- **Central Contra Costa Solid Waste Authority, Senate Bill 1383 Organics Planning, Walnut Creek, CA.** Project Manager working with another consulting firm to analyzed current programs, compiled key program statistics to provide a snap shot summary of current organics program efforts, estimated organics disposal and processing capacity available for organics material, reviewed food waste reduction and rescue programs, and make recommendations on changes or additions to organics diversion programs, and recommendations for metrics, reporting and monitoring for the Authority to comply with the new SB 1383 regulations (2018).
- **City of Long Beach, Residential Organics Collection and Composting Evaluation Study, Long Beach, CA.** Assisted to perform evaluation of the costs, facility and service options associated with implementing curbside collection of source separated organics. The report includes organics cost per ton, transportation costs, and collection costs (2018).
- **Santa Clara County, Composting Processing Capacity and Organics Diversion Study, San Jose, CA.** Project Manager for a study to assess the capacity of facilities that accept organic waste for composting to comply with AB 1826 and to evaluate other on-site composting options from residents, golf courses, schools, stables, etc. (2017).
- **Synagro, Organics Market Research Study, Southern CA.** Project Manager working with SCS staff to perform research and analysis on facilities, hauling companies, and potential feedstock generators to provide an overview of where the organic material is generated, what facility is accepting this material, the quantities of organic material potentially available, and the available capacity for organic materials for AB 1826 (2016).
- **Waste Management Davis Street Transfer Process Report Update for Organics Processing Facility, San Leandro, CA.** Assisted with updating the Transfer Process Report to incorporate changes for the new Organics Material Recovery Facility, which included the different technologies and processes that will be included in the design (2016).
- **Western Placer County, Organics Recycling Management Plan, Auburn, CA.** Project Manager to provide modeling characterization of business sector to identify organics volume, and AB 1826 organics management plan developed for AB 1826 (2016).

SCS Engineers

Lisa Coelho, Project Manager



Role: SB 1383 Specialist

Location: Pleasanton, CA

Years of Experience: 5

Qualifications

Ms. Coelho is a Sustainable Materials Management (SSM) Specialist with a passion for organics programs. As a Zero Waste Program Coordinator and Environmental Programs Consultant, she has over 5 years of experience in the solid waste industry, specifically working with municipalities. Ms. Coelho has developed a strong understanding of the requirements of SB 1383, created SCS's SB 1383 Roadmap, and is currently assisting municipalities with California's SB 1383 compliance activities. She excels in the development of communication materials, such as tailored video and multimedia outreach presentations. She is research oriented, with a strong background in community-based social marketing; outreach and education; data gathering and analysis; and project management.

Education

- B.A. in Environmental Studies, San Jose State University

Selected Project Experience

Waste Reduction Technical Assistance

- **City of Alameda, Zero Waste Technical Assistance for Commercial and Multifamily Dwellings, Alameda, CA.** Provided extensive technical assistance to the large commercial and multi-family dwelling properties generating the greatest amount of waste in Alameda. Technical assistance included assisting with recycling, organics recycling, and food waste ordinance compliance as well as exploring opportunities for source reduction. Developed and managed a customized Recyclist database for record keeping and reporting. SCS targeted the top 50 waste generators with a reported 18.4% diversion rate in October of 2018. As of October 2019, 60 generators have achieved a collective 48.9% diversion rate. (2018- 2020).
- **Central Contra Costa Solid Waste Authority, Commercial Technical Assistance, Walnut Creek, CA.** Provided technical assistance to commercial businesses to increase enrollment and participation in mandatory recycling and organics recycling. Technical assistance included recommendations for additional recycling and organics services; downsizing of trash containers; outreach materials; staff trainings; and guidance for placement of recycling and organics containers. (2019).
- **City of Santa Clara, Commercial Food Scraps Recycling Program, Santa Clara, CA.** Led hauler staff (Mission Trail Waste Systems) in development of procedures, outreach materials, and protocol for initiating commercial business compliance with AB 1826. Prepared a plan to provide and track exceptional in-person technical assistance to businesses ranging from restaurants to NVIDIA. Enrolled businesses in the appropriate organics recycling program based on the composition of their waste stream. (2017- with previous employer).

- **City of Sunnyvale, Commercial Food Scraps Recycling Program, Sunnyvale, CA.** Worked in partnership with the City's food scraps processor (Sustainable Alternative Feed Enterprises) to evaluate technical data and make program adjustments to meet diversion goals. Regularly performed commercial waste characterizations at the Sunnyvale SMaRT Station. The outreach plan combined technical assistance and assessment for mandatory recycling, mandatory organics recycling, food rescue, expanded polystyrene ban, plastic bag ban, ReThink Disposable certification and Green Business certification in an effort to provide a one-stop shop for environmental compliance needs. Partnered with Action Research to conduct a Community-Based Social Marketing study about increasing participation and reducing contamination in restaurant organics programs. (2016 – with previous employer).

Food Waste Prevention and Edible Food Recovery

- **Central Contra Costa Solid Waste Authority, Edible Food Recovery Pilot Program, Walnut Creek, CA.** Developed and conducted a survey of edible food generators covered under SB 1383 to better understand types and quantities of edible food available for donation; as well as the barriers and benefits associated with participating in food donation. Provided consulting services and outreach support for the development of the Food Recovery Pilot Program. (2020).
- **Smart Business, Food Drop Program, LA County, CA.** Conducted research and analysis of ten food recovery tracking software platforms for SB 1383 compliance (2018- 2020).
- **Community- Based Social Marketing Applied to Household Food Waste Prevention, Santa Clara County, CA.** Researched, designed, implemented, and evaluated a household food waste prevention program that converts expert-level understanding of behaviors into successful, measurable results through skillfully tailored behavior-based marketing. (2019).
- **Silicon Valley Food Rescue, Santa Clara County, CA.** Collaborated with Santa Clara County municipal staff, Silicon Valley Joint Venture, private corporations, and non-profit organizations to establish a food rescue framework. (2016 – with previous employer).

Regulatory Compliance Planning

- **Fresno County, Solid Waste Planning Consulting, Clovis, CA.** Conducted research to quantify organic waste recycling capacity and edible food recovery capacity available to the county. Interviewed organics facilities about the materials they process, their current capacity, and any planned changes to their operations. Presented a roadmap for SB 1383 compliance to the County Board of Supervisors. Prepared an AB 1826 implementation plan for businesses and multi-family dwellings generating two-cubic yards per week or more of solid waste (2020).
- **Salinas Valley Solid Waste Authority (SVSWA), SB 1383 Plan, Salinas, CA.** Calculated organic waste generation and quantify edible food disposal. Determine organics processing capacity and opportunities for supporting edible food infrastructure. Compared current solid waste programs to SB 1383 requirements and recommend program enhancements for compliance. (2020).
- **City of Long Beach SB 1383 Plan, Long Beach, CA.** Presented a roadmap for SB 1383 compliance specific to eight City departments (2020).
- **Central Contra Costa Solid Waste Authority, Senate Bill 1383 Planning, Walnut Creek, CA.** Conducted an analysis of current solid waste programs in comparison to the Senate Bill 1383 requirements to illuminate any gaps specific to maximizing the reduction and/or diversion of organic waste. Recommended program enhancements, metrics for assessment, data tracking and reporting requirements (2018).

SCS Engineers

Elizabeth Purington, Staff Professional



Role: SB 1383 Support

Location: Pleasanton, CA

Years of Experience: 1

Qualifications

As a Sustainable Materials Management (SMM) staff professional, Ms. Purington is skilled in database management, interpersonal communication, event planning, and environmental education. She supports the SMM group through activities such as zero waste and solid waste management plan preparation, business waste reduction and recycling technical assistance, disposal reporting review and monitoring, waste characterization studies, and general research and report writing. She is in charge of working closely with clients and SCS supervisory staff, providing oversight of field activities, performing site visits, conducting field work, and preparing reports for clients.

Ms. Purington's skills also include developing and implementing waste reduction campaigns; performing site visits; conducting waste audits; collecting, analyzing, and distributing data; and public education outreach. She is experienced in public communications and client service.

Prior to joining SCS, she was a Waste Prevention Specialist for Tacoma Washington's Environmental Services Department, where she worked closely with the City's various departments, community stakeholders, and customers. She also provided technical assistance to businesses and helped the City develop a scope of work for characterizing the City's waste streams.

Education

- B.A. in Biology, Brown University, Providence, RI

Notable Project Experience

- **City of Alameda, Zero Waste Technical Assistance for Commercial and Multi-Family Generators, Alameda, CA.** Provide technical assistance to commercial and multi-family properties generating large amounts of waste in Alameda. Perform site visits and assessments and offer tenant outreach and training. This project focuses on implementing behavior changes and service level changes that help large generators comply with mandatory recycling and organics recycling programs (2020-current).
- **LA County Department of Public Works, Hard to Recycle Organic Material Research, Los Angeles County, CA.** Conducted research about recycling processing options for organic materials that are challenging to divert from the landfill. Interviewed processing facilities about the materials they are able to accept and divert. This research will help the County increase diversion of organic materials generated in their facilities (2020).
- **Salinas Valley Solid Waste Authority (SVSWA), SB 1383 Plan, Salinas, CA.** Conducted research for organics processing and edible food recovery capacity study, which included interviews with local edible food recovery organizations. Prepared SB 1383-compliant program

recommendations. This research will help the Authority comply with new SB 1383 regulations (2020).

- **Fresno County, Solid Waste Planning Consulting, Clovis, CA.** In order to help the County develop a Solid Waste Master Plan that meets their 5- to 20-year goals, Ms. Purington conducted research to quantify organic waste recycling capacity available to the County, and interviewed organics facilities about the materials they process, their current capacity, and any planned changes to their operations. This organic waste recycling capacity study is an SB 1383 requirement, and will allow the County to determine feasibility, capacity, and actions to improve capacity in the incorporated and unincorporated areas of Fresno County (2020).
- **LA County Department of Public Works, Hard to Recycle Organic Material Research, Los Angeles County, CA.** Conducted research about recycling processing options for organic materials that are challenging to divert from the landfill. Interviewed processing facilities about the materials they are able to accept and divert. This research will help the County increase diversion of organic materials generated in their facilities (2020).
- **Residential Incoming Recyclables Waste Characterization Study, San Jose, CA.** Served as SCS's on-site representative for a waste characterization study of incoming recyclables performed at the California Waste Solutions (CWS) MRF and the GreenWaste Recovery MRF. Managed the field team that sampled and classified incoming recyclables and collected data for analysis. Performed quality assurance/quality control (QA/QC) on sorted samples and data. This provided insight regarding the materials being put in curbside recycling bins, and allowed the City to make informed decisions about their recycling program (2020).
- **Tacoma's Food Saver Challenge Pilot, Tacoma, WA.** Developed and implemented a 3-week food waste reduction campaign pilot for local restaurants. Recruited participants via phone, email, and door-to-door outreach. Created outreach material, including posters, flyers, and a website. Visited businesses to discuss their waste prevention and diversion efforts. Organized two film screenings, followed by panel discussions with local food waste prevention and organics recycling experts (2019 – with previous employer).
- **Cobia Capital, Organics Research, Byron, CA.** Provided project support to help the client understand and quantify potential organics volumes in Alameda, Contra Costa, and Santa Clara counties, specifically related to SB 1383. Researched existing and planned organics processing facilities, including compost facilities, dairy digesters, and anaerobic digesters at wastewater treatment plants. Researched fats, oils, and grease (FOG) and manure as potential waste-to-energy sources. Researched funding opportunities for dairy digesters and anaerobic digesters. This research provided the client with an assessment of energy available from existing or new sources, and helped prioritize projects based on their needs while also considering their waste goals (2020).
- **City of Tacoma Recycle Reset, Tacoma, WA.** Supported a project to evaluate existing curbside recycling program, propose changes, and implement approved changes. Interviewed community members about the curbside recycling program and their vision for it in the future. Contributed to presentations to the City Council about survey results and proposed changes. Helped to develop the scope of work for a waste characterization study of the City's waste streams. The project collected input from thousands of residents. Based on findings and recommendations, the City Council approved changes to the program, which went into effect in January 2020 (2019 – with previous employer).

SCS ENGINEERS

Kenia Gomez, Staff Professional



Role: Research, implementation and pilot evaluation.

Location: Pasadena, California

Years of Experience: 3

Qualifications

As a Sustainable Materials Management staff professional, Ms. Gomez possesses skills in database management, interpersonal communication, event planning, Spanish translation, and environmental education. She supports the Pasadena SMM group with activities such as zero waste and solid waste management plan preparation, business waste reduction and recycling technical assistance, disposal reporting review and monitoring, waste characterization studies, and general research and report writing. She works closely with clients and SCS supervisory staff, providing oversight of field activities, performing site visits, conducting field work, and preparing reports for clients.

Education

- B.A. in Psychology, University of Southern California, Los Angeles

Selected Project Experience

Technical Assistance and Outreach

Organics Management, Waste Management, Oceanside, CA: January 2020-August 2020

- *City of Oceanside Commercial Food Scraps Program.* Ms. Gomez assisted in the roll out of a commercial food scrap collection program with Waste Management in the city of Oceanside. Ms. Gomez conducted waste assessments for commercial businesses and provided technical assistance in an effort to implement AB 1826.

Outreach and Education, SCS Engineers, Los Angeles, CA: September 2019-August 2020

- *Smart Business Recycling Program.* Ms. Gomez was responsible for assisting multifamily residences through site visits and providing outreach materials. She also assisted property managers in identifying tenant behaviors that lead to recycling contamination.

Organics Implementation, SCS Engineers, Fullerton, CA: September 2019-March 2020.

- *Solid Waste and Recycling Consulting Services.* Ms. Gomez supported the City of Fullerton by facilitating site visits for commercial properties to determine compliance with state regulations related to AB 1826 and AB 341. She also supported property managers by identifying effective and realistic strategies for implementation of organics collection service.

Outreach and Education, Clements Environmental, Los Angeles, CA: September 2018-August 2019.

- *RECYCLA, Los Angeles.* Ms. Gomez consulted directly for a waste hauler to identify diversion opportunities. She managed 500 multifamily and commercial accounts, and provided focused waste assessments in an effort to decrease recycling contamination. She also conducted personalized site visits with customers to identify barriers to recycling and helped form solutions.

SCS Engineers

Amy M. Dzialowski, Project Director



Role: GIS mapping and advisory on the incorporation of environmental justice considerations with research and pilot implementation.

Location: Oklahoma City, OK

Years of Experience: 19

Qualifications

Ms. Dzialowski has 19 years of environmental planning, stakeholder involvement, environmental compliance and grant programs experience. As an urban planner with environmental expertise, she understands the many challenges of environmental compliance and municipal initiatives.

She works closely with public and private clients to deliver advisory services, environmental strategies, public engagement, and grant support.

Amy works with municipal clients to provide inclusive community and stakeholder participation for outreach, public meetings, forums and stakeholder events. Due to her project experience evaluating demographic data and impacts to disadvantaged communities, she has been pre-certified with a state agency to provide socio-economic and environmental justice analysis. She has served as the steering committee contact and liaison for several large projects involving multiple jurisdictions, communities and lead agencies. She routinely supports community planning activities that facilitate public-private collaborations through engagement and education.

Ms. Dzialowski is also a nationally recognized expert in USEPA grant programs. Amy has worked with more than a dozen grant funded programs across the country; focused on community revitalization and redevelopment. She has successfully secured more than \$6 million in grant funds for municipal programs and brings an understanding of best practices, program strategy and partnership development.

In previous positions, Amy worked for City Planning and Community Development departments in Bartlesville, OK and Kansas City, MO. Responsibilities of interest include identification of projects for federal grant opportunities, creation of public educational materials and collaboration with local stakeholders and involved parties to establish redevelopment potential.

Ms. Dzialowski currently serves her community as a city councilor; recently serving as the council liaison for the Community Recycling Task Force.

Education

- M.S. in Urban Planning, University of Kansas
- B.A. in Environmental Science, University of Kansas

Selected Project Experience

- **North 48th Street Landfill Redevelopment End Use Plan - Lincoln, Nebraska.** Environmental planner and project lead for long range/end use planning and redevelopment services for the North 48th Street Solid Waste Management Facility in Lincoln, Nebraska. Portions of the site are

inactive having been filled with solid waste and are subject to long term monitoring and maintenance activities as required by the Nebraska Department of Environmental Quality (NDEQ). Other parts of the site include ongoing solid waste management operations also subject to oversight by the NDEQ and Lincoln/Lancaster County Health Department (LLCHD). The City intends for the site to remain as open space with mixed recreational or other uses that best serve the community's interests. The selected end uses needed to be compatible between the various planned activities as well as with landfill closure and operating requirements. Amy led the end use plan process, which included:

- Community/Stakeholder Engagement (establishing a steering committee, key stakeholder surveys and interviews, community workshops and charrettes)
 - Analysis of Existing Site Conditions and Limitations
 - Evaluation of Recreational Use Alternatives
 - Evaluation of Water Quality Impacts of Alternatives
 - Preparation of Preliminary Alternative Use Concepts
 - Recommendations Report for Preferred Alternative(s) Including Concept Plan(s), Layouts and/or Images and Line Item Cost Estimates for Construction
- **Multiple Municipal and Non-Profit Clients-United States Environmental Protection Agency, Brownfields Program Assessment and Cleanup Grant Writing and Programmatic Support.** Program Manager and environmental planner assisting multiple municipal Brownfields Programs. These City initiatives are targeted redevelopment programs for key downtown public and private projects. Client services included grant writing, public involvement, strategic partnering, and agency coordination. Activities have included redevelopment planning, support for environmental justice communities, programmatic grant compliance and support, environmental site assessments, remedial feasibility and corrective action selection.
- **Metcalf Corridor Plan-Overland Park, KS.** Environmental planner for a Community Visioning Plan for the City of Overland Park in the nine-mile Metcalf Avenue corridor. The team of professionals included community planners, traffic engineers and transportation planners, transportation engineers, environmental engineers and environmental scientists. Prepared a corridor-wide report of existing conditions and then lead the public and the city stakeholders in the community visioning process: to envision and plan for higher-density mixed use development long-term on Metcalf Avenue, including multimodal transportation options and related opportunities. Also examined specific redevelopment sites for environmental remediation needs and related information for this corridor study.

V. Standard Terms and Conditions - Signed

Standard Terms and Conditions

- A. Any exceptions to, or deviations from specifications, conditions, or requirements as noted in this request: CHECK ONE:
- ☒ None
 - ☐ Detailed Statement Attached (on company letterhead)
- B. Invoicing. The Authority will only pay by original invoice. No invoices for partial shipments shall be authorized for payment without prior approval by the Authority. Invoices in triplicate must be made to number, name of requesting department, description of items purchased, unit prices, and all applicable taxes and shipping charges.
- C. Controlling Law. The Contract shall only be governed and constructed in accordance with laws of the State of California and proper venue for legal action regarding the contract shall be the Authority.
- D. Taxes, Charges and Extras.
- Unless otherwise definitely specified, the prices quoted herein do not include Sales, Use or other taxes. Phrases on any offer reading "Full Contract Price" or "Lump Sum Price" shall require prospective consultant to include such taxes, as may be valid and applicable, in the offered price. No additional tax charges shall be allowable when these phrases are used.
 - No charge for delivery, drayage, express, parcel post, packing, cartage, insurance, license fees, permits, cost of bonds, or for any other purpose, except taxes legally payable by the Authority, will be paid by the Authority unless expressly included and itemized in the offer.
 - The Authority does not pay Federal excise taxes. Do not include these taxes in your price; but do indicate the amount of any such tax. The Authority will furnish an exemption certificate in lieu of such tax.
- E. Award.
- Unless the prospective consultant specifies otherwise in their offer or the RFP states otherwise, the Authority may accept any item or group of items of any offer.
 - **The Authority reserves the right to reject any or all offers and to waive informalities and minor irregularities in offers received.**
 - **A written Purchase Order mailed**, or otherwise furnished, to the awarded consultant within the time for acceptance specified, results in a binding contract without further action by either party. The contract shall be interpreted, construed and given effect in all respects according to the laws of the State of California.
- F. Alteration or Variation of Terms. It is mutually understood and agreed that no alteration or variation of the terms of this request or purchase order shall be valid unless made or confirmed in writing and signed by the parties hereto, and that no oral understanding or agreements not incorporated herein, and no alterations or variations of the terms hereof unless made or confirmed in writing between the parties hereto shall be binding on any of these parties hereto.
- G. Assignability. A contract is not assignable by Consultant either in whole or in part.
- H. Compliance with Statute. Consultant hereby warrants that all applicable Federal and State statutes and regulations or local ordinances will be complied with in connection with the sale and delivery of the property furnished.
- I. Patent Indemnity. The Consultant shall hold the Authority, its officers, agents and employees,

harmless from liability of any nature or kind, including costs and expenses, for infringement or use of any copyrighted or un-copyrighted composition, secret process, patented or unpatented invention, article or appliance furnished or used in connection with the contract or purchase order.

- J. Samples. Samples of items, when required, must be furnished free of charge to the Authority and, if not destroyed by tests, may upon request made at the time the sample is furnished, be returned at the prospective consultant's expense.
- K. Rights and Remedies the Authority for Default.
- In the event any item furnished by the Consultant in the performance of the contract or purchase order should fail to conform to specifications the Authority may reject the same, and it shall thereupon become the duty of the Consultant to reclaim and remove the same, without expense to the Authority, and immediately to replace all such rejected items with others conforming to such specifications.
 - Cost of delivery of an item which does not meet specifications, will be the responsibility of the Consultant.
 - The rights and remedies of the Authority provided above shall not be exclusive and are in addition to any other rights and remedies provided by the law or under the contract.
- L. Force Majeure. Contractor shall not be liable for any delays with respect to the contract due to causes beyond its reasonable control, epidemics, war, terrorism or riots.
- M. Severability. Should any part of the contract be held to be invalid, illegal or unenforceable in any respect, such invalidity, illegality or unenforceability shall not affect the validity of the remainder of the contract which shall continue to full force and effect; provided that the remainder of the contract can, absent the excised portion, be reasonably interpreted to give the effect to the intentions of the parties.

I declare under penalty of perjury that this quote is complete and true and that I have not been a party with any other respondent to offer a fixed cost in conjunction with this Request for Proposals.

Executed in Oceanside, California, on March 18, 2021

SIGNATURE  TITLE President

PRINTED NAME OF PERSON WHO'S SIGNATURE APPEARS Jennifer J. Tabanico

NAME OF COMPANY Action Research

ADDRESS 3630 Ocean Ranch Blvd CITY ZIP Oceanside 92056

TELEPHONE 760-722-4001 EMAIL ADDRESS tabanico@actionresearch-inc.com

DATE 3-18-2021

Attachments:

1. Authority's Professional Services Agreement
2. Scope of Work and Services

VI. Acknowledgement of Addendum(s)

Action Research acknowledges the receipt of the following addendum(s) issued for this RFP:

- Addendum I (received February 22, 2021)
- Addendum II (received March 1, 2021)
- Addendum III (received March 5, 2021)

Screenshots of each received Addendum are attached on the following pages.

Addendum I



SALINAS VALLEY SOLID WASTE AUTHORITY REQUEST FOR PROPOSALS

ADDENDUM I

COMMUNITY BASED SOCIAL MARKETING PROFESSIONAL SERVICES

February 22, 2021

Dear Vendor:

This addendum forms a part of and modifies the Request for Proposals (RFP) entitled "Community Based Social Marketing Professional Services".

Submit quotes for this project with the understanding and full consideration of this addendum. The revisions declared in this addendum are an essential part of the RFP.

1. *Page 4 of the RFP should be replaced with the attached page*



RFP_CBSM -
Addendum 1 Attach

Respondents must indicate receipt of this addendum and other addendums by attaching the addendums to the Bid package.

The Authority reserves the right to reject any, a portion of, or all Quotes and to waive any informality in Quotes received.

The Authority is sending this addendum by email to ensure that all Vendors receive it.

trade secret by the consultant shall be clearly marked "PROPRIETARY INFORMATION" at the top of the page in at least one-half inch (1/2") size letters. Fold out charts, tables, spreadsheets, brochures, pamphlets and other pertinent information or work product examples may be included as attachments.

Schedule for Selection Process

Issue RFP	February 17, 2021
Comments Due	February 24, 2021
Proposals Due	March 18, 2021
Interview Candidates (if necessary)	Week of March 22, 2021
Award Contract	April, 2021

Questions Regarding This Project

Questions regarding this RFP must be submitted in via email prior to close of business on **Monday/Wednesday**, February 24, 2021. The Authority reserves the right to disregard questions raised after that time. Questions should be sent to:

Salinas Valley Solid Waste Authority
Attn: Mandy Brooks
128 Sun Street, Suite 101, Salinas, CA 93902-2159, Fax (831) 755-1322
Email: bids@svswa.org

Copies of questions and written responses, will be provided to all those receiving RFPs around **March 1, 2021**.

Basis of Award/Selection Process

The award will be made to consultant(s) who submits the proposal which will best serve the needs as determined by the Authority. Basic qualifications for consideration shall include the following:

1. Specialized Experience
 - a. What is the consultant's experience with Community-Based Social Marketing Services in the following five phases?
 1. Behavior Prioritization
 2. Barrier/Benefit Research and Strategy Recommendations
 3. Strategy Design
 4. Pilot Testing
 5. Implementation and Evaluation
2. Project Understanding and Approach to Work
 - a. To what extent does the consultant's proposal demonstrate work completed for customers of a similar nature to services desired by the Authority?

Addendum II



SALINAS VALLEY SOLID WASTE AUTHORITY REQUEST FOR PROPOSALS

COMMUNITY BASED SOCIAL MARKETING PROFESSIONAL SERVICES

ADDENDUM II

COMMUNITY BASED SOCIAL MARKETING PROFESSIONAL SERVICES

March 1, 2021

Dear Vendor:

This addendum forms a part of and modifies the Request for Proposals (RFP) entitled "Community Based Social Marketing Professional Services".

Submit quotes for this project with the understanding and full consideration of this addendum. The revisions declared in this addendum are an essential part of the RFP.

I. Questions and Responses

1. Are you able to provide a ballpark of your ideal budget?

Salinas Valley Recycles has annual media/marketing budget of \$100,000 which covers all marketing production, media buys and sponsorships. It is anticipated that a portion of this budget will cover this project. Due to reduction in marketing during COVID, we have funds that need to be expended during this fiscal year. To the extent possible funds should be utilized during this fiscal year to optimize the budget.

2. Are single-family, multi-family residential and commercial generator behaviors a priority?

The primary goal is residential (single family & multi-family) with commercial being a secondary goal.

3. Is source-reduction a priority?

Yes, but it is a lower priority for this specific project than clean diversion of organics.

4. Will haulers be disseminating outreach?

Yes, but it will be a team effort with Salinas Valley Recycles and Member Cities working with Haulers.

5. Will member agency and/ or hauler staff be offering site-visits to generators?

Yes, Salinas Valley Recycles and haulers currently offer on site (outdoor due to COVID) visits with commercial generators. There is no plan to offer single family dwelling site visits.

6. Have you identified particular challenges in any service areas (e.g. high contamination levels with residential generators in a particular member agency service area)?

High contamination in yard waste is a problem across the whole service area. There are pockets of extreme contamination especially in high density residential areas of Salinas.

7. Would you confirm that the budget submitted on the “Authority Proposal Form and Fee Schedule” should include only categories of services (and associated number of hours/calculated cost per hour) and does not need to show separate costs by key personnel or Phases associated with the Scope of Work.

Correct, the fee schedule can be categories and associated fee and does not need a cost breakdown by personnel or phase.

8. Should the signed statement on pages 9 and 10 (Standard Terms and Conditions) be included with the Cost Proposal attachment?

Yes.

9. What is the budget you have allocated for this project?

The reason for the above question is as follows:

- As referenced in RFP (Attach. 2 in section 1.1), the Authority is looking to transition to targeted (lasting) behavioral change
- As referenced in RFP (section 1.2) this targeted behavioral change is needed to meet mandated requirements regarding emissions/waste

We did not see a reference to a numeric weight (in emissions/waste) or % decrease that would be needed as a goal/result of this program to achieve the desired goal of meeting upcoming regulations. While we of course can put together a plan of action/scope/quote, we believe it would be best to undertake this with an ultimate end-goal in mind, along with a budget. We did look into SB 1383, but it was not clear from the RFP how much the authority would be depending upon this campaign, compared with other initiatives they may be taking in conjunction with this campaign (and how much this campaign would be responsible for the previously mentioned reductions). Furthermore, the methods, research tools (see section 2.3), research, strategies (see section 2.4), and channels (see section 2.5) could all be impacted by the project goals

(depending upon how ambitious they are) and budget.

Salinas Valley Recycles has annual media/marketing budget of \$100,000 which covers all marketing production, media buys and sponsorships. It is anticipated that a portion of this budget will cover this project. Due to reduction in marketing during COVID, we have funds that need to be expended during this fiscal year. To the extent possible funds should be utilized during this fiscal year to optimize the budget.

This project is a portion of Salinas Valley Recycles overall SB 1383 plan. This proposal will focus only on barriers and benefits research and messaging to achieving clean diversion of organics from residential (primary goal) and commercial sources (secondary goal). SB 1383 mandates food scrap collection for residential users and we are focused on starting that program on the best possible footing to achieve high participation and low contamination rates. The other SB 1383 components and messaging are not part of this project.

10. What is the size of your customer base?
Salinas Valley Recycles has roughly 263,000 residents in our service area.
11. Is the aim of the project to change the habits of the above customer base or is it to expand your reach to more people (or both)?
Please refer to Attachment 2 – Scope of Work and Services.
12. Is your customer base paying subscribers or is SVR the default/"free" service for the area covered?
Salinas Valley Recycles is not a waste hauler or directly paid through customer subscriptions. SVR owns and operates a landfill, composting facility, transfer stations, and Household Hazardous Waste facility.
13. Re. surveys/focus groups, are you able to provide access to various subgroups of your population for questions/interviews?
We do not currently have access to subgroups data or information.
14. Is this project funded by a dedicated grant(s) or is it part of your operating budget?
This project is part of the budget and is not grant funded.
15. Whether companies from Outside USA can apply for this? (like, from India or Canada)
Any company can apply as long as they are able to meet the requirements of the Service Agreement. Please see Attachment 1 – Agreement for Services.
16. Whether we need to come over there for meetings?
Due to COVID most meetings will be virtual. However, some tasks or activities will be required to be conducted in-person.

17. Can we perform the tasks (related to RFP) outside USA? (like, from India or Canada)
Potentially, it depends on the task. Due to COVID most meetings will be virtual. However, some tasks or activities will be required to be conducted in-person.

18. Can we submit the proposals via email?
Please refer to Section 1 – Proposal Submittal of the RFP

Respondents must indicate receipt of this addendum and other addendums by attaching the addendums to the Proposal package.

The Authority reserves the right to reject any, a portion of, or all Proposals and to waive any informality in Proposals received.

The Authority is sending this addendum by email to ensure that all Vendors receive it.

Addendum III



SALINAS VALLEY SOLID WASTE AUTHORITY REQUEST FOR PROPOSALS

ADDENDUM III

COMMUNITY BASED SOCIAL MARKETING PROFESSIONAL SERVICES

March 5, 2021

Dear Vendor:

This addendum forms a part of and modifies the Request for Proposals (RFP) entitled "Community Based Social Marketing Professional Services."

Submit proposals for this project with the understanding and full consideration of this addendum.

1. For further details of the SB 1383 Plan referenced within the RFP, please review Item No. 10 (page 102) of the November 19, 2020 Board of Directors Agenda Packet (direct link below).

https://svswa.org/svswauploads/bd_agenda_2020_11_19.pdf

Respondents must indicate receipt of this addendum and other addendums by attaching the addendums to the proposals package.


The Authority reserves the right to reject any, a portion of, or all proposals and to waive any informality in proposals received.

The Authority is sending this addendum by email to ensure that all Vendors receive it.

VII. Work Samples

Action Research: CBSM Case Study for the City of Fort Worth, TX

Curbside Recycling



case study: waste

RESIDENTIAL RECYCLING

background

The City of Fort Worth's Solid Waste Services Division partnered with Action Research to employ a community-based social marketing (CBSM) approach to improve the city's recycling program. Fort Worth has a single stream residential recycling program. Upon project initiation, the diversion rate was 18%. However, 30% of the recycling was contaminated with non-recyclable materials.

purpose

The goal of this project was to increase residential recycling rates in single-family households.

approach

CBSM is based upon research which demonstrates that behavior change is often most effectively achieved through initiatives delivered at the community level that focus on removing barriers to a target behavior while simultaneously enhancing the behavior's benefits. The approach incorporates behavior change tools drawn from the social sciences.

In this project, observational and survey research was used to determine the barriers and benefits to recycling specific materials. This research would serve as a foundation for the program strategies.

1: Select the Target Behavior

The study team conducted a waste characterization study (audit) of garbage and recycling carts from 415 randomly selected households across the city. The waste audits directed selection of the target behavior.

⇒ **Recycling mixed paper** was selected as the target behavior since it was found in 87% of the garbage carts and made up 8% of the volume by weight of the cart.

2: Identify Barriers and Benefits

We conducted 261 in-person surveys of households (from the 415 in the waste audit). The surveys were used to identify barriers and benefits to recycling six materials of interest, as well as the values, attitudes, and beliefs related to recycling and garbage.

⇒ **Barriers:** concerns over privacy, and confusion over shiny paper and envelopes with windows.

⇒ **Benefits:** it's good for the environment, the right thing to do, and reduces the need for landfill space.

3: Develop Strategies

The strategy consisted of attaching a rack card with a black marker to the residents' household recycling carts. The message urged them to mark out private information and then, recycle.

⇒ **Behavior change tools** included social norms, information, and convenience (marker).


⇒ **Program messages** emphasized privacy and safety.


4: Pilot Test

The strategy was pilot tested using an experimental design. Two treatment routes (received program materials) with matched control routes were selected for the pilot. The total weight of each recycling route was collected and compared.

5: Implement Broadly and Evaluate

For this pilot, Fort Worth was unable to collect sufficient data to provide conclusive results. Future efforts could make use of periodic garbage and recycling cart audits, observations of materials curbside, or a brief survey of residents to provide ongoing evaluation data. Importantly, this approach can be extended to other recyclable materials by utilizing the data gathered to address the specific barriers identified during the barrier and benefit research.





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OUTREACH STRATEGIES

Keeping Compostables

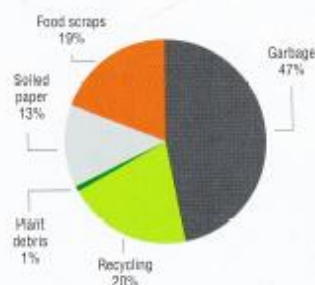


Figure 1. City of Fremont (Alameda County, CA) residential trash characterization, 2016

NATIONWIDE, approximately one-third of trash is compostable. Even in cities that offer residential curbside organics collection, many residents continue to put compostable material in the trash bin. For example, Fremont, a suburban city of about 230,000 people in Alameda County, California, has offered residential curbside organics collection since 2003. However, food scraps and other compostable material still make up 33 percent of Fremont's residential trash (Figure 1).

In 2016, StopWaste, a public agency responsible for increasing recycling and reducing waste in Alameda County, partnered with the City of Fremont's sustainability staff and Action Research (a social marketing firm) on a pilot project to identify outreach strategies that would improve participation in curbside organics collection. This two-phase project consisted of a mail survey followed by testing of three outreach strategies.

MAIL SURVEY

In the first phase, Action Research conducted a countywide mail survey to learn why residents were not placing all of their food scraps and compostable materials in the green curbside organics bin. The goal was to understand the deterrents (barriers) and motivators (benefits) for program participation. The survey was mailed to households that had received a waste audit of their trash in the previous year, which al-

lowed mail survey data to be matched with their actual behavior.

The survey included measures of attitudes, barriers, benefits, and self-reported behaviors related to curbside organics collection. Respondents felt that participating was important and not difficult. Respondents rated a list of common reasons for not recycling all household food scraps and food-soiled paper using a scale from 0 to 10 where 0 was "not a reason" and 10 was "a big reason" (Figure 2). On average, all of the reasons were rated below a 3.5 on the 0 to 10 scale, suggesting that most

respondents did not experience significant barriers.

More than half of respondents reported that they usually put all types of organic materials in the curbside green bin. Many reported having a kitchen container for food scraps, and those respondents were more likely to state that they put more than half of their household's compostable material in the green bin. However, when analyses were conducted using waste audit data, there was no meaningful difference between people who self-reported recycling all of their compostable material and people who self-reported recycling none. This suggests that a significant number of those who reported recycling everything still had compostable material in their trash bin.

Figure 2. Barriers to participation in curbside organics collection, on scale from 0 to 10



OUTREACH STRATEGIES

Using the survey results as a foundation, the team designed and tested three different outreach programs in the City of Fremont. The outreach went beyond providing knowledge about how to participate and incorporated social science strategies to inspire behavior change. The three outreach strategies were: a mailed report on the rates of residential organics recycling for their neighborhood, compared to eight other nearby neighborhoods; a hangtag left on trash bins; and a kitchen counter food scraps pail along with educational materials delivered to households.

Program 1: Composting Program Participation Report

A composting report (Figure 3) was produced by Zerocycle and mailed to households encouraging them to put

dition and two were assigned as control conditions. To evaluate the strategies, approximately 100 pre- and post-outreach waste audits of trash bins were conducted for each treatment. In addition, route-level tonnage data was collected for all routes and a post-pilot survey was sent to 1,200 households, including all households that had received an audit.

The evaluation was conducted over a four-week period, two to three weeks following delivery of the outreach. Overall, all three of the outreach strategies produced significant reductions in the overall trash weight (between 13%–35%), the weight of compostable materials in the trash (24%–42%, Fig-



Figure 4. Hangtag example



Figure 5. Sticker

ure 6), and the weight of food scraps found in the trash (41%–45%, Figure 7).

Combined, the conditions reduced the average trash bin weight by 3.50 pounds, and specifically, reduced the compostable material by 1.81 pounds/trash bin. Most of the reduction in compostable material was due to a decrease in food scraps in the trash bin, an average of 1.36 pounds/bin.

Finally, the post-pilot mail survey showed no significant differences between the three different outreach strategies, but did indicate that most households had seen the materials and they were well received.

RECOMMENDATIONS

Pre- and post-pilot waste audits of trash bins revealed that all three outreach strategies produced significant reductions in the overall trash weight, the weight of compostable materials in the trash, and the amount of food scraps in the trash compared to the control. From the survey and audit results, Action Research and StopWaste distilled four key tactics for successful outreach:

Go Beyond Concern And General Difficulty

Respondents across the board reported that participating in green bin recycling was important to them and not difficult. However, despite these attitudes, there were significant differences in their green bin recycling behaviors. While reinforcing the importance and ease of curbside green bin recycling in messaging seems intuitive, the results from the current study highlight the need for messaging that goes beyond these values and addresses other structural and motivational barriers.

Many Different Avenues To Success

All three outreach strategies significantly improved participation rates, reinforcing that there are multiple routes to success. Each showed a significant decrease in organic material in the trash, with hangtags having the highest percentage drop (while also having the most compostable material in their trash at the starting point). Importantly, each of these interventions has a different cost to produce and deliver, including differences in the need for “boots on the ground” or reliance on the postal system. We recommend that program managers carefully consider their available resources, knowing that each of these interventions has had demonstrable success.

Use Communication Best Practices

Communication best practices such as keeping the messaging positive, using images, employing simple nontechnical language, and incorporating humor, led to positive results. Residents liked the interventions and found them

helpful, and no single intervention was rated significantly better than others. We recommend future messaging utilize these same practices.

Bin Audit Data — Strong Evaluation Metric

While bin audits require time and resources, particularly to track the homes that had previously received an audit to then audit them a second time, these data provided a better indicator of whether the outreach strategies are successful than route level data (i.e., data obtained by the waste hauler about materials collected across the

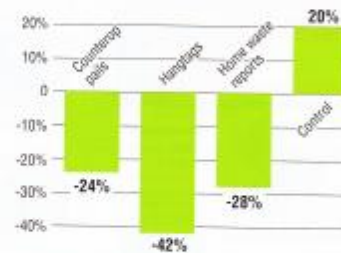


Figure 6. Percentage change in compostable material in the trash bin

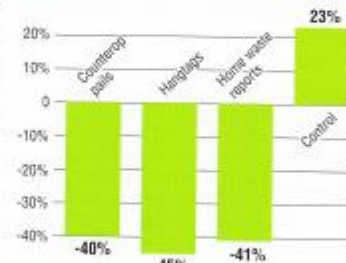


Figure 7. Percentage change in food scraps in trash bin

whole route). Route level data, while important to collect for other purposes, is often not detailed enough to show success. Moreover, once an intervention has been in place for a sustained period, bin audits can reveal if continued issues stem from particular materials, a small segment of homes, or other specific target behaviors or audiences. We recommend that bin audits continue to be used as an evaluation metric. ■

Kaitlin Phelps and Lori Large are with Action Research, a social marketing firm based in Oceanside, California (actionresearch-inc.com). Wesley Schultz is with the California State University, San Marcos. Judi Ettlinger is with StopWaste (StopWaste.org).

Out Of The Trash



Figure 3. Composting report

compostable food scraps into the green bin. The report included a “composting meter” showing the composting rate of their neighborhood compared to other neighborhoods in the city. The composting meter was meant to create cognitive dissonance by showing that, in contrast to their belief, their neighborhood — and likely their household as well — still had a fair amount of food scraps in their trash. It drew on social norms by comparing the composting rate to other nearby neighborhoods and including a testimonial from a local resident. The report also provided instructions and graphics to demonstrate sorting of food scraps.

Program 2: Hangtags

A hangtag was placed on household trash bins once in each of two successive weeks. The two hangtags (Figure 4) had printed messages encouraging households to put their food scraps and food soiled paper into the curbside green bin, along with instructional information about specific compostable materials typically found in the trash. The hangtags were intended to serve as a prompt to remind residents about participation.

Program 3: Kitchen Counter Pail

A new kitchen counter pail, a roll of 30 compostable bags, a card with instructional information, and a sticker about specific compostable materials typically found in the trash were delivered to each household’s doorstep. The card and sticker (Figure 5) both served as prompts to participate.

PILOT PROGRAM

In the summer of 2016, five waste routes in Fremont were selected for the pilot. Three were assigned an outreach con-

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Action Research: CBSM Case Study for Keep America Beautiful

Office Recycling



WORKPLACE RECYCLING NEW RESEARCH: BIN SET-UP CAN BOOST RECYCLING

A new study shows how office recycling and trash bin set-ups can increase recycling by 20% while reducing contamination in the bins. Here are the key research findings, along with tips to improve workplace recycling program.

Key Findings

Increasing convenience improved recycling behavior. Office workers need both recycling and trash bins at their desks. This makes recycling a quick and easy choice, while ensuring that daily trash items (paper towels, food scraps, tissues, etc.) do not end up in the recycling bin.

Big recycling bins paired with smaller desk-side trash bins increased recycling and reduced contamination. Replacing a desk-sized trash bin with a little one attached to the recycling bin at each desk proved most effective.

Here are the results:

- Increased recyclables from 65% to 85%, and decreased contamination in the recycling bin by 20% (see chart).
- Reduced the amount of recyclables in the trash from 29% to 13%.
- Reduced the amount of office paper in the trash to almost zero.



Employees with little desk-side trash bins also had increased recycling awareness and knowledge. Researchers suggest that this bin set-up motivates participation because it is convenient and restricts some recyclables from easily fitting in the trash bin. Importantly, this set up demonstrated that it does motivate more recycling and reduced nonrecyclable waste in the recycling bin.

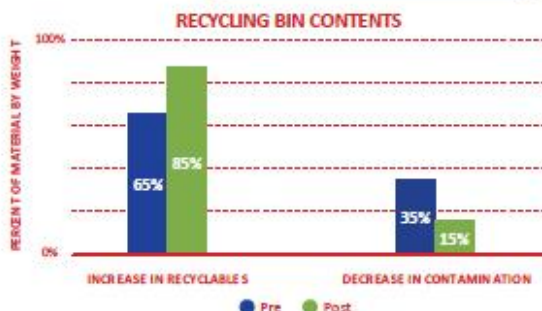
About the Research

Action Research conducted the 2014 study commissioned by Keep America Beautiful and sponsored by PepsiCo Recycling.

A total of 34 offices in Atlanta, Boston, Houston, and San Diego were randomly assigned to one of four conditions: (1) Two equal-sized recycling and trash bins at desk, (2) Recycling bin only at desk, (3) Little trash bin hanging on recycling bin at desk, and (4) Information only, existing recycling and trash bins were not replaced. The information flier was given in all conditions.

Researchers gathered data on:

- Employee knowledge, attitudes, and behaviors relating to workplace recycling.
- Weight and percentages of recyclables in the recycling and trash bins through waste audits.
- Frequency of materials in proper and improper bins.



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Recycling**

Two equal-sized recycling and trash bins also increased recycling—but did not keep recyclables out of the trash. Desk-side recycling and trash bins had less success than the little trash bin scenario, with the following results:

- Increased recyclables from 68% to 85%, and decreased contamination in the recycling bin by 17%.
- No significant decrease of recyclables in the trash, which continued to contain approximately 25% recyclables.
- No significant change in the weight of recyclable paper in the trash.



While employees with equal-sized bins did report improved recycling awareness and knowledge, it was lower than those with little desk-side trash bins. Two equal-sized bins are recommended if investment in new infrastructure is not feasible.

Education alone was not enough. In the study, all scenarios received the same informational fliers, but offices receiving only information showed no change in recycling behavior. That being said, it's vital to provide recycling education, such as fliers, signage, etc., so employees know what can be put in each bin. Moreover, it is important to keep employees up-to-date on any changes and inform new employees about the program. Identify frequently misplaced items and periodically remind employees of proper bin placement for these items.



Tips to Improve Workplace Recycling

Make workplace recycling easy.

- At desk-side: Use the little trash bin along with a recycling bin. If not feasible, use equal-sized trash and recycling bins.
- In common areas: Include paired recycling and trash bins.
- Keep signage simple (see example).
- Match messaging to bin: List most common recyclables on the recycling bin and trash items on the trash bin.



Maintain a consistent program throughout the building.

- Establish a consistent recycling and trash bin set-up, as well as collection program, in all offices and common areas to decrease confusion for employees and janitorial staff. This will improve participation and keep program quality high.
- Keep messaging consistent on bins, emails, fliers, and any other materials. Ensure that all janitorial staff receives the same information on recycling program guidelines.

Take advantage of outside resources.

Visit www.RecyclingatWork.org for a copy of this research report along with tools, templates, and other guidance to establish an effective workplace recycling program.

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(1/15)



case study: pollution prevention

PET WASTE PICK-UP

background

Action Research worked with the City of Oceanside Clean Water Program to develop a community-based social marketing campaign aimed at decreasing the amount of dog waste left along the San Luis Rey River Trail. The existing program consisted of signage that emphasized legal fines and health hazards associated with pet waste left on the trail.

purpose

The goal of this pilot was to prevent bacteria from entering the river by encouraging residents who walk their dogs on the trail to pick up their dogs' waste.

approach

CBSM is based upon research which demonstrates that behavior change is often most effectively achieved through initiatives delivered at the community level that focus on removing barriers to a target behavior while simultaneously enhancing the behavior's benefits. The approach incorporates behavior change tools drawn from the social sciences.

This pilot included baseline and follow-up observations of pet waste along the trail, a mail survey of residents to identify barriers and benefits, efforts to overcome structural barriers, and enhanced signage to highlight benefits.

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1: Select the Target Behavior

In order to identify the best mechanism for reaching the target population, we conducted a brief intercept survey of trail users to identify the characteristics of the people who visited the trail.

⇒ **Dog waste pick-up** by dog owners in the surrounding neighborhoods was selected as the target behavior. The survey showed that the majority of trail users lived in close proximity to the trail access points suggesting that our outreach efforts should focus on the local community.

2: Identify Barriers and Benefits

We conducted a mail survey of a random sample of residents living in the community surrounding the trail. The survey focused on current behavior, dog ownership, and barriers and benefits to picking up after dogs on the trail.

⇒ **Barriers:** forgetting to bring a dog-waste bag and lack of trash cans for throwing away the waste.

⇒ **Benefits:** social responsibility and belief that it is the right thing to do.

3: Develop Strategies

The strategy utilized increased infrastructure and posted signs that highlighted the identified benefits.

⇒ **Structural barriers** were addressed by placing bag dispensers and trash cans at trail access points.

⇒ **Signage** was redesigned to highlight social responsibility benefits as well as to clearly demonstrate the desired behavior.

4: Pilot Test

We pilot tested the strategies using a controlled field experiment. We counted the number of dog waste piles in the pilot (strategy) and matched control (no change) areas before and after installation of the dispensers, signage, and trash cans.

⇒ **Results:** The program produced a 23% decrease in the amount of dog waste piles left on the trail in the study area compared to control areas which did not change.

5: Implement Broadly and Evaluate

Widespread implementation will be most successful if bag dispensers, signage, and trash cans are maintained and strategically placed where there is evidence of dog waste. Ongoing evaluation would include periodic counts of dog waste and water monitoring for bacteria levels.



Action Research: CBSM Case Study for the County of San Diego

Irrigation Runoff



case study: water

RESIDENTIAL OVER-IRRIGATION

background

The San Diego County Watershed Protection Program is tasked with preventing contaminants from entering local waterways through the storm drain system. In the spring of 2013, Action Research collaborated with the County on a pilot project to encourage positive behaviors related to residential outdoor irrigation in unincorporated areas of the County. The neighborhoods selected for the pilot project were located in Lakeside, California.

purpose

The goal of this project was to reduce residential over-irrigation in order to prevent the pollution of local waterways.

approach

CBSM is based upon research which demonstrates that behavior change is often most effectively achieved through initiatives delivered at the community level that focus on removing barriers to a target behavior while simultaneously enhancing the behavior's benefits. The approach incorporates behavior change tools drawn from the social sciences. In this project, observational and survey research were used to determine target actions, barriers and benefits. This research provided the foundation for the program strategies.

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1: Select the Target Behavior

The target communities were chosen for their proximity to an area of the San Diego River where high levels of contaminants, such as bacteria, had been found. We conducted behavioral observations in order to identify the target behaviors. Researchers observed evidence of standing water, and sprinklers that were broken or misaligned.

⇒ **Fixing broken or misaligned sprinklers** was selected as the target behavior.

2: Identify Barriers and Benefits

We conducted a focus group and a mail survey of residents in order to identify the barriers and benefits of repairing broken or misaligned sprinklers on private property.

⇒ **Barriers:** low overall barriers, did not see sprinklers running on to streets or sidewalks.

⇒ **Benefits:** conserving water, saving money, improving lawn health, and following local ordinances regarding runoff.

3: Develop Strategies

The strategy leveraged in-person communication (at the door), a flyer, and a hangtag placed on the lawnmower.

⇒ **Behavior change tools** included vivid information, social norms, a prompt (placed on the lawnmower handle), and convenience (linking the target behavior to a routine activity).

⇒ **Program messages** asked residents to check broken and misaligned sprinklers when mowing the lawn and highlighted money savings, water conservation, and lawn health benefits.

4: Pilot Test

The strategy was pilot tested using an experimental design: one neighborhood received the strategy and the other (control) did not. Two weeks after the strategy was delivered we conducted follow-up behavioral observations.

⇒ **Results:** Standing water, algae, and plant material in the street or gutter were observed less often in the treatment neighborhood. Additionally, resident response to the program and materials was extremely positive.

5: Implement Broadly and Evaluate

Program effects were difficult to detect through observation alone. We recommended implementation in similar neighborhoods and ongoing evaluation at regular intervals throughout the year.



Action Research: CBSM Case Study for the Urban Sustainability Directors Network

Energy Conservation



case study: energy

COMPUTER + MONITOR SHUTDOWN

background

The Urban Sustainability Directors Network (USDN) is a peer-to-peer network of local government sustainability leaders formed to enable members to support and learn from each other, so that they can more efficiently find solutions to their urban sustainability challenges. In 2011, the USDN collaborated with Action Research to conduct a multi-city community-based social marketing (CBSM) pilot that would promote a meaningful behavior change among municipal employees.

purpose

The goal of this pilot was to reduce energy use by motivating municipal employees to turn off both their computer and monitor at the end of each workday.

approach

CBSM is based upon research which demonstrates that behavior change is often most effectively achieved through initiatives delivered at the community level that focus on removing barriers to a target behavior while simultaneously enhancing the behavior's benefits. The approach incorporates behavior change tools drawn from the social sciences. This pilot included focus groups and surveys to identify barriers and benefits, in-person communication, and pilot testing using a control group.

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1: Select the Target Behavior

Each municipality reviewed their own energy-use, technical reports, and reports showing current levels of engagement in energy-saving actions.

- ⇒ **Shutting down computers and monitors at the end of the workday** was selected as the target behavior. The aggregate impact of shutting down the thousands of computers and monitors across a municipality was deemed to be significant.

2: Identify Barriers and Benefits

We conducted focus groups and web surveys of employees, and in-depth interviews with IT staff to identify the barriers and benefits to shutting down computers and monitors.

- ⇒ **Barriers:** concerns over long start-up times, belief that monitors shutdown when the computer is turned off, and uncertainty about the presence of a shutdown policy.
- ⇒ **Benefits:** money and energy savings.

3: Develop Strategies

The strategy utilized a combination of email and in-person communications.

- ⇒ **Email communication** was sent to all employees from the IT or administration in order to communicate the presence of a computer and monitor shutdown policy.
- ⇒ **In-person visits and a flyer** were used to communicate information about actual start up times, as well as money and energy savings potential.
- ⇒ **Prompts** placed on the monitor were used to clearly state the desired behaviors and display a signed commitment.



4: Pilot Test

We pilot tested the strategies using a field experiment in which we counted the number of computers and monitors that were turned off after hours for both pilot (strategy) and control (information only) groups in each municipality.

- ⇒ **Results:** Monitor shutdown rates nearly doubled for all three municipalities. Computer shutdown rates increased significantly for two municipalities. The third had a baseline shutdown rate of nearly 90%.

5: Implement Broadly and Evaluate

The results were most impressive for computer monitor shutdown. Ongoing evaluation can be conducted through observations, computer-usage logs from IT, or energy usage reports.



Action Research: Wall Street Journal article highlighting our CBSM work
Curbside Organics Collection



TDOORS

Goldstein, editor of BioCycle, an online magazine that focuses on organics recycling.

Two recycling programs—one old and one new—shed light on some of the successes and challenges in getting residents to participate. In 2017, the city of Siquiyvale, Calif., rolled out a residential food-scrap recycling program. Residents are given a countertop bin for food scraps, as well as a large garbage can that is split into two sides—a yellow side for food scraps and a black for other household waste. This allows garbage trucks to collect all waste in one pass.

After food scraps are collected, they are pre-processed into a liquid mash that is sent to the nearby water-treatment plant. The sludge is put through an anaerobic digester, which uses microorganisms to break down the material in the absence of oxygen. The methane created from this decomposition is converted into biogas, which is used to power the wastewater-treatment plant.

Before the program was implemented, 8,000 tons of food waste were sent to the landfill each year, according to Karen Glissol, the city's environmental programs manager. After implementation, it dropped to 4,000 tons.

"We are at a 50% diversion rate, which we are very pleased with," she gys in an email. To up the tonnage, the city plans to launch another communications campaign—25% of residents still don't participate, she says.

Last year, the city surveyed 3,200 households to better understand what keeps people from recycling food scraps. Residents' top concerns dealt with hygiene—dirty garbage cans, odors and pests, says Kaitlin Phelps, senior project manager at Action Research, which conducted the survey. There was also confusion over whether things like tea bags, coffee filters and cooking oil are recyclable.

Despite the downsides, most residents had positive views of the program because of its environmental benefits, Ms. Phelps says. But, she adds, municipalities need to address the barriers that

FOOD SCRAPS CAN BE...

• mixed with yard waste to optimize decomposition. The result is nutrient-rich compost that can fertilize crops, vegetable gardens and flower beds.

• taken to specially equipped landfills that capture methane, a byproduct of decomposition linked to global warming. The methane is converted into biogas, which can be used to generate electricity and fuel vehicles.

• put through an anaerobic digester, where waste is broken down to create biogas to generate electricity and fuel vehicles and create fertilizer.

• turned into a mash that is sterilized, dehydrated and processed to become food for hogs, poultry and fish.



curb participation. "Make it more convenient, remind people to keep their bins clean, (increase) messaging about what can go in."

King County, Wash., where Seattle is located, has been recycling food scraps and other organics for years. Today about 79% of residents with garbage pickup service have organics recycling, which includes yard waste, food scraps and food-soiled paper, says Andy Smith, a program manager with the King County Solid Waste Division. But only 27% of organic waste collected for recycling is food scraps, according to a report last year.

Still, about 220,000 tons of organic waste was recycled in 2018. In addition to increasing participation rates, county officials are working to reduce "contamination" in food-recycling bins. Something as small as a sticker on a piece of fruit degrades the quality of the compost, Mr. Smith adds.

"From speaking to people, there's the desire to do the right thing. But the right thing has to be clearly communicated," he says. "Taking a sticker off of a piece of fruit isn't a huge factor. It just needs to be part of the daily habit."

SCS: SB 1383 Roadmap

Salinas Valley Solid Waste Authority

Task	Action Category	Responsible Party	Action Summary	Status	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22
8.0	Organics Collection Service	Authority	Expand existing organics, C&D and recycling collection programs.		X	X	X	X	X	X	X	X	X	X	X	X												
9.0	Education and Outreach	Authority	Oversee and coordinate development of outreach campaigns.		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X									
10.0	Education and Outreach	Authority	Develop outreach dissemination plan for organics generators.		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X									
11.0	Organics Collection Service	Authority	Oversee implementation of commercial organics collection program.		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X									
12.0	Organics Collection Service	Authority	Oversee implementation of residential organics collection program.		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X									
14.0	Organics Collection Service	Authority	Develop exemption waiver program.		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X									
15.0	Edible Food Recovery	Authority	Develop a Food Recovery Program plan.		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X									
17.0	Monitoring and Enforcement	Authority	Select the contamination monitoring method.		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X									
18.0	Recordkeeping and Reporting	Authority	Update online reporting and customer request portals.		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X									
19.0	Edible Food Recovery	Authority	Develop protocol to inspect edible food generating businesses.		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X									
21.0	Recordkeeping and Reporting	Authority	Collect records and reports for Annual Reporting.																									
22.0	Recordkeeping and Reporting	Authority	Collect records and reports for Annual Reporting.																									
27.0	Recordkeeping and Reporting	Authority	Collect procurement records.																									
33.0	Organics Collection Service	Member Agency	Verify and publicize if plastic and/or compostable bags are acceptable.		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X									
34.0	Education and Outreach	Member Agency	Provide education and outreach campaigns.		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X									
35.0	Organics Collection Service	Member Agency	Implement commercial organics collection program.		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X									
36.0	Organics Collection Service	Member Agency	Implement residential organics collection program.		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X									
37.0	Organics Collection Service	Member Agency	Expand existing organics, C&D and recycling collection programs.		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X									
39.0	Organics Collection Service	Member Agency	Issue exemption waivers.		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X									
40.0	Edible Food Recovery	Member Agency	Implement a Food Recovery Program.		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X									
41.0	Monitoring and Enforcement	Member Agency	Implement inspection and enforcement plan.		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X									
42.0	Monitoring and Enforcement	Member Agency	Conduct contamination monitoring.		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X									
43.0	Recordkeeping and Reporting	Member Agency	Update online reporting and customer request portals.		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X									
44.0	Edible Food Recovery	Member Agency	Inspect edible food generating businesses.		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X									
46.0	Organics Collection Service	Member Agency	Oversee inventory of container colors and labels.																									
47.0	Recordkeeping and Reporting	Member Agency	Collect records and report for Annual Reporting.																									
48.0	Recordkeeping and Reporting	Member Agency	Collect records and report for Initial Compliance Report.																									
50.0	Edible Food Recovery	Member Agency	Post information about food recovery online.		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X									
52.0	Monitoring and Enforcement	Member Agency	Administer penalties for violations.																									
57.0	Recordkeeping and Reporting	Member Agency	Collect procurement records.																									
62.0	Education and Outreach	Hauler	Provide education and outreach to generators.		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X									
63.0	Organics Collection Service	Hauler	Implement organics collection programs.		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X									
64.0	Organics Collection Service	Hauler	Expand existing organics, C&D and recycling collection programs.		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X									
65.0	Organics Collection Service	Hauler	Inventory container colors and labels.																									
67.0	Organics Collection Service	Hauler	Conduct exemption waiver assessments.		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X									
69.0	Monitoring and Enforcement	Hauler	Implement inspection and enforcement plan.		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X									
70.0	Recordkeeping and Reporting	Hauler	Update online reporting and customer request portals.		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X									
71.0	Monitoring and Enforcement	Hauler	Conduct contamination monitoring.		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X									
74.0	Recordkeeping and Reporting	Hauler	Provide RDRS records (as applicable).		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X									
75.0	Recordkeeping and Reporting	Hauler	Provide records to Member Agency and/or SVSWA.																									

SCS ENGINEERS

CITY OF ALAMEDA

ZERO WASTE TECHNICAL ASSISTANCE

Alameda, California

Background

In October 2018, the City of Alameda (City) hired SCS Engineers (SCS) to perform Zero Waste Technical Assistance. The objective of the project was to help the City meet its zero waste goals of 89% diversion. The 89% diversion goal derives from a per capita disposal rate, or the amount of waste disposed in pounds into the landfill by person per day (PPD).

SCS was hired to collaborate with City staff and the franchised hauler, Alameda County Industries (ACI) to provide technical assistance to commercial and multifamily sites identified as being large waste generators. SCS provided project management, direction, field staff, data management and reporting for this project. SCS achieved significant diversion consistent with the zero waste implementation plan. City Council approved continuing progress towards the City's zero waste goal by extending the SCS contract.



Lisa Coelho and Elizabeth Purington conduct contactless commercial site visits during COVID.

Challenge

SCS was hired to conduct Targeted Technical Assistance with Commercial and Multi-Family Sectors. The City's commercial and multifamily waste generators have the greatest opportunity to reduce waste sent to landfill and help them to achieve higher levels of waste diversion that could significantly reduce the City's landfill disposal. The City of Alameda has a Mandatory Recycling Ordinance and Mandatory Organics Recycling Ordinance which applies to all business and multifamily properties. The businesses visited are large waste generators and have site-specific obstacles that made it difficult to decrease the amount of waste they send to landfill. Alameda also has issues with illegal dumping and homeless encampments, which occasionally interferes with employee's attempts to properly separate and dispose of waste.



Map of one commercial property and associated waste enclosures.

Outcomes and Benefits

The project team successfully promoted sustainable behavior changes to reduce and divert organics and recycling; reduce contamination and empower property managers to provide employees and tenants with annual education. SCS staff had to use persistent tactics, close collaboration with ACI, and outreach with property managers, owners, waste porters, third party waste managers, tenants and employees to create sustainable waste management practices for each property. During site visits SCS

staff met with business representatives (prior to COVID), conducted waste assessments both inside and outside, provided interior containers, outreach, posters/stickers, and assistance overcoming challenges as they arose.

SCS adapted to COVID protocols and continued to implement creative outreach strategies and approaches to service changes that were price conscious. During COVID SCS implemented contactless site visits and delivery out outreach materials. We also offered employees and tenants customized letters and signage; and provided virtual trainings via Zoom. Property managers and business owners were informed regarding their proposed service level, and bin location, and implementation process. Applicable businesses were informed of the City's Foodware Ordinance and provided information and resources to help them comply. SCS staff coordinated with ACI to deliver outside containers and followed up to make sure containers were delivered and being used appropriately.

- Between Oct 2018 and Sept 2019, the SCS team completed 133 site visits, conducted 31 trainings, completed 79 waste assessment forms, added 99 cubic yards (CY) of new weekly recycling service and 24 CY of new weekly organics service, reduced garbage service by 51 CY per week, and identified 542 CY per week of backhauled or third party diversion.
- SCS was initially assigned to provide technical assistance to the top 50 waste generators with a reported landfill diversion rate in October of 2018 of just 18.4%. As a result of SCS's efforts, by October 2019, 60 generators had achieved a collective 48.9% landfill diversion rate — a 66% increase in waste diversion.
- As of March 2021, SCS has completed technical assistance with 105 large commercial properties (e.g. office buildings and shopping centers) and 46 multi-family complexes. SCS has provided 409 site visits, 449 emails and 220 successful phone calls to these properties, prepared 151 waste assessments and logged 1,306 activities in Recyclist. Because of this technical assistance, Alameda reduced the amount of garbage sent to landfill by 730 tons per year.

Contract Information

Primary Client Contact:	Project Terms:	SCS Team:
Kerry Parker, Public Works Specialist City of Alameda (510) 747-7959 kparker@alamedaca.gov	October 2018 – Present Budget: \$300,000/yr.	Michelle Leonard, Project Director Tracie Bills Lisa Coelho, Project Manager Elizabeth Purington Todd Sutton Laura McKaughan Juliana Gerber

Authority Proposal Form and Fee Schedule

The undersigned offers and agrees to furnish all work, materials, equipment or incidentals which are subject to this Request for Proposals at the prices stated, and in conformance with all plans, specifications, requirements, conditions, and instructions of the Authority's Request for Proposals.

Service of Product Description	Hrs./Qty.	Cost Per Hr./Qty	Total Cost
Research Foundations (Design and Planning)	36	\$120.44	\$4,335.84
Research Implementation	206	\$98.06	\$20,200.36
Social Science Consulting	18	\$200.00	\$3,600.00
Program Design	146	\$118.90	\$17,359.40
Data Analysis and Reporting	120	\$143.33	\$17,199.60
Graphic Design	75	\$106.20	\$7,965.00
SCS Sub: SB 1383 Technical Consulting	73	\$194.19	\$14,175.87
SCS Sub: SB 1383 On-the-ground Research	232	\$120.05	\$27,851.60
Printing and Postage		\$6,200	\$6,200
Focus Group Incentives		\$900	\$900
	Subtotal		\$119,787.67
	Sales Tax		
	TOTAL		\$119,787.67

Optional Services

The optional services are not a requirement of the RFP but could be incorporated into the final Agreement as determined by the authority during the evaluation and negotiation process.

Optional Services	Cost

Signature of Authorized Representative

A handwritten signature in blue ink, appearing to read "J. Tabanico", with a long horizontal flourish extending to the right.

Jennifer Tabanico

President



Report to the Board of Directors

ITEM NO. 7

Finance and Administration
Manager/Controller/Treasurer

General Manager/CAO

R. Santos by E.T.

Authority General Counsel

Date: April 15, 2021

From: Janna Faulk, Recycling Coordinator

Title: A Resolution Approving Amendment No. 3 to the Professional Services Agreement with AdManor, Inc. for Marketing Services to an Amount of \$115,000

RECOMMENDATION

Staff recommends that the Board adopt the resolution.

This amendment will allow Salinas Valley Solid Waste Authority (Authority) to continue to work with AdManor on the annual media and marketing campaigns to promote the Authority's services and increase public education about recycling and waste reduction practices throughout the Salinas Valley.

STRATEGIC PLAN RELATIONSHIP

The recommended action will assist the Authority in supporting the Strategic Plan Goal to Promote the Value of SVR Services and Programs to the Community by expanding public and stakeholder information through print, digital, television, and radio ads and social media.

FISCAL IMPACT

The current agreement with AdManor is for \$100,000 and terminates on June 30, 2021. The additional \$15,000 is included in the FY 2020-21 Resource Recovery budget. The revised agreement amount is for \$115,000.

DISCUSSION & ANALYSIS

The current agreement with AdManor is for \$100,000 which covers the annual marketing and recycling & public education budgets. With the shift to virtual or on-line outreach this past year due to COVID-19 restrictions, additional unforeseen work was needed to bolster the Authority's online content. Multiple bilingual home composting videos were developed and produced which was outside of the normal annual budget. These videos were instrumental in our recent and very successful "Compost Challenge & Pledge" with over 270 participants watching the videos, taking a quiz, and receiving a free compost bin.

The additional \$15,000 covers the video costs and two additional outreach campaign ads: proper battery disposal (in partnership with Monterey Regional Waste Management District which had a MRF fire due to batteries in the recycling) and the new Hwy 101 Billboard sign.

BACKGROUND

Since 1999, the Authority has contracted with public relations firms to promote components of the AB 939 Enhanced Services work plan and to increase the overall awareness and appreciation of Authority and its mission, vision, and values. The services have focused on development of an outreach plan, promotion of Authority's services, and creating new programs to reach target audiences.

Since 2008 AdManor has been Authority's marketing consultant and was awarded this initial contract as a result of a competitive Request for Proposals for Marketing Services. In May 2016, the Board authorized an additional two-year professional services agreement with AdManor Inc., with the agreement ending June 30, 2018. In June 2018, as the result of a competitive Request for Proposal (RFP) for Multi-Media Marketing Services, AdManor, Inc was selected and awarded with the Board authorizing a one-year agreement with two (2) additional one (1) year extensions. On May 21, 2020, the Board authorized Amendment No 2 (Reso No. 2020-20) to extend the agreement for one additional year.

ATTACHMENT(S)

1. Resolution
2. Exhibit A – Amendment No 3

RESOLUTION NO. 2021 -

A RESOLUTION OF THE SALINAS VALLEY SOLID WASTE AUTHORITY APPROVING AMENDMENT NO. 3 TO THE PROFESSIONAL SERVICES AGREEMENT WITH ADMANOR, INC FOR MARKETING SERVICES TO AN AMOUNT OF \$115,000

WHEREAS, On April 18, 2018, the Board of Directors of the Salinas Valley Solid Waste Authority adopted Resolution No. 2018-22, approving a professional services agreement with AdManor, Inc for multi-media marketing services; and,

WHEREAS, on June 20, 2019 the Salinas Valley Solid Waste Authority Board of Directors adopted Resolution No. 2019 -23 approving Amendment No 1 Authorizing a one-year extension to the to the professional services agreement with AdManor, Inc, for marketing services, terminating on June 30, 2020; and,

WHEREAS, on May 21, 2020, the Board authorized Amendment No. 2 (Reso No. 2020-20) to extend the agreement for one additional year to June 30, 2021; and

WHEREAS, due to COVID-19 restrictions, additional, unforeseen work was necessary to augment the Authority's online content; and,

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 authorizing an increase to the professional services agreement with AdManor Inc. for Marketing Services to the amount of \$115,000 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 15th day of April 2021, by the following vote:

AYES: BOARD MEMBERS:

NOES: BOARD MEMBERS:

ABSENT: BOARD MEMBERS:

ABSTAIN: BOARD MEMBERS:

Chris Lopez, President

ATTEST:

APPROVED AS TO FORM:

Erika J. Trujillo, Clerk of the Board

Roy Santos, Authority General Counsel



EXHIBIT A

AMENDMENT NO. 3

FOR PROFESSIONAL SERVICES BETWEEN
SALINAS VALLEY SOLID WASTE AUTHORITY AND
ADMANOR, INC.
FOR MARKETING SERVICES

This amendment made and entered into this 15th day of April 2021 by and between the Salinas Valley Solid Waste Authority, a joint powers authority organized under the laws of the State of California (hereinafter "Authority"), and AdManor, Inc. (hereinafter "Consultant").

The Authority and Consultant entered into an Agreement on June 21, 2018. The initial term of the agreement expired June 30, 2019. An additional one-year term was approved June 20, 2019, ending June 30, 2020. On May 21, 2020, Amendment No. 2 to the agreement was approved and extended the contract by one year to June 30, 2021. The terms of the aforementioned agreement will continue in force with the exception of the following changes:

1. Compensation

Authority hereby agrees to pay Consultant for services rendered to the Authority pursuant to this agreement from and after July 1, 2020 an additional amount of \$15,000 for a total agreement amount of \$115,000 as indicated in the payment schedule in, and in the manner indicated and in accordance with, "Exhibit B."

IN WITNESS THEREOF, the parties hereto have made and executed this Amendment No. 1 on the date first above written.

SALINAS VALLEY SOLID WASTE AUTHORITY:

APPROVED AS TO FORM:

Dated: _____

Dated: _____

R. Patrick Mathews
General Manager/CAO

Roy Santos
Authority General Counsel

ATTEST:

Erika J. Trujillo
Clerk of the Board

CONSULTANT:


ADMANOR, INC.

Signature

Sandi Manor
Printed Name

Dated: _____

President
Title

 <p>Report to the Board of Directors</p>	<p>ITEM NO. 8</p>
<p>Date: April 15, 2021</p> <p>From: Patrick Mathews, General Manager/CAO</p> <p>Title: Update on Sun Street Transfer Station (SSTS) Relocation Project and City of Salinas' One Year Notice of Intent to Withdraw from the Joint Powers Agreement with the Salinas Valley Solid Waste Authority</p>	<p>N/A</p> <p>Finance and Administration Manager/ Controller/Treasurer</p> <p></p> <p>General Manager/CAO</p> <p>N/A</p> <p>Authority General Counsel</p>

RECOMMENDATION

Staff recommends the Board accept this item and provide input and direction if necessary. The report is intended to keep the Board of Directors apprised of activities and actions related to the subject projects.

STRATEGIC PLAN RELATIONSHIP

Promote the Value of SVR Services and Programs to the Community.

The Authority provides a wide array of recycling and waste recovery services and programs to the local businesses, schools, and residents. Resolution of the subject issues and re-establishment of Authority SSTS services and operations in a more permanent location meets the long-term public needs and supports the "Excellent Infrastructure" goals of the City of Salinas.

FISCAL IMPACT

This agenda item is a routine update at this time and does not have a direct budget impact.

DISCUSSION & ANALYSIS

Current discussions and background work are ongoing between the Authority, City of Salinas Administration, and Republic Services (Republic), Salinas's franchised hauler. Authority and City staff met on March 17th to discuss Sun street Transfer Station relocation and related matters to address City of Salinas issues necessary for the City to rescind its 2018 Notice of Intent to Withdraw from the Authority.

Our next meeting between Authority and City Administration is scheduled for April 9th after agenda publication. If any new information is provided, staff will update the Board at the meeting. The purpose of this next meeting is for Authority and City staff to develop a formal work plan including identifying actions, challenges and solutions to move the Authority relocation to Madison Lane forward. Staff is very supportive of this approach to formalize the process going forward and establish progress goals.

In addition to the relocation items, the issue of equalizing green waste processing rates (currently deeply discounted under a 2004 agreement between SVSWA and Republic) is included in the issues under discussion. City administrative leadership has indicated a

strong and collaborative level of support for resolving all the interrelated issues around transfer station relocation, rescinding the City notice to withdraw, and equalizing Republic's organics processing rates. These key elements are included in both the independent City negotiations with Republic, and SVSWA's respective negotiations with both parties. The City administration has asked for additional time to resolve these issues prior to SVSWA taking action to equalize the organic processing rates. Republic has also provided comment to Authority staff and the Board indicating its position to maintain the 2004 organics processing agreement as is. Prior comments from Republic stated that they want City approval to terminate the agreement and allow pass through of the required rates adjustments to Republic customers. City of Salinas will continue to schedule additional meetings with SVSWA and Republic in the near future as the City's internal negotiations with Republic Services progress.

The Authority, City Administration and Republic Services have been in direct discussion since summer of 2020 regarding a proposed shared use project at the Republic Services' Madison Lane Transfer Station (MLTS). This project would potentially provide a relocation site for the Authority's SSTS recycling and transfer operations and satisfy a key element necessary to rescind the City of Salinas Notice of Intent to Withdraw from the Authority, issue in November 2018.

This proposed project has several general elements under discussion as summarized below:

1. Engineering and Design changes to the MLTS to accommodate consolidation of SSTS recycling and transfer operations at MLTS.
2. Updates to environmental documents and permitting entitlements to accommodate the joint use project and SSTS relocation.
3. SSTS relocation timeline.
4. Development of lease and operating agreement(s).

All of the above discussion areas are being negotiated in the form of a "Letter of Intent" (LOI) that, if executed by both parties and concurred with by the City of Salinas, would provide the structure for developing the various agreements needed to move this proposed project forward.

BACKGROUND

The Authority has been seeking a permanent location for its Recycling and Transfer operations in the greater Salinas area since formation in 1997. The Authority eventually selected the Sun Street Transfer Station location for its permanent home in 2004 and began interim operations while environmental review, design and permitting for construction of a permanent facility were undertaken. In 2008-2009, the City of Salinas requested that the Authority reconsider its Sun Street location to allow future redevelopment of the area that included the transfer station property and surrounding area, also known as the Alisal Market Place. The Authority and City entered into a Memorandum of Understanding to negotiate conditions for relocation of the SSTS operations to a City owned property. In 2013 Salinas requested that the Authority reconsider other site options and in 2015 withdrew support of the original City-owned site on Work Street offered in 2008-09. Since 2015, Authority staff and its public advisory

committees have been continuing to seek out and evaluate alternative sites and scenarios that satisfy both the City concerns and the strong public service demands for the greater Salinas area, including the current proposed consolidated use of the MLTS site.

ATTACHMENT(S)

None



Report to the Board of Directors

ITEM NO. 9

Finance and Administration
Manager/Controller-Treasurer

General Manager/CAO

R. Santos by E.T.

Authority General Counsel

Date: April 15, 2021

From: C. Ray Hendricks, Finance and Administration
Manager

Title: A Resolution Approving the Disposal and Service
Fees Effective July 1, 2021

RECOMMENDATION

The Executive Committee recommends approval of the service fees effective July 1, 2021 to the Board of Directors.

STRATEGIC PLAN RELATIONSHIP

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

FISCAL IMPACT

Approval of the proposed rate schedule will result in no increase in solid waste tipping fees, an increase in organics program tipping fees, an increase to the Construction and Demolition Rate, and a \$267,000 increase to the annual AB939 Fees, which are reallocated to the member agencies by percentage using the last three years of accepted solid waste tonnage.

DISCUSSION & ANALYSIS

The initial shutdowns due to the COVID-19 virus led to concerns over the economy and the Board chose to defer any rate adjustments for the FY 2020-21 budget cycle. These revenues were addressed in the mid-year budget cycle. However, the budget requires these deferred increases along with additional adjustments for FY 21/22 in order to be balanced.

During the February 2021 Board Meeting, the Board recommended scheduling the rate hearing with equalized rates. However, it is unknown if the City of Salinas will direct Republic Services to release the Authority from this contract during the next rate setting process and allow pass through of the increase needed to equalize organic processing rates with other member agencies. Therefore, an alternate rate schedule is included that will ensure that the Authority Budget is balanced for FY 2021-22.

The following discussion is based on equalized rates. An alternate rate schedule along with a comparison of the estimated customer impacts is attached that would address the overall budgetary shortfall due to the City of Salinas discounted rate through the contract with Republic Services. If Salinas directs its hauler to allow the rate to be equalized after the rate approval process, the FY 2021-22 rate increases could be reduced through a subsequent rate hearing or future rate increases could be reduced.

Following is a summary of the rate increases needed to balance the budget.

	2019-20 RATES	2020-21 DEFERRED INCREASE	2021-22 PROPOSED INCREASE	2021-22 PROPOSED RATES	TOTAL INCREASE %
SOLID WASTE RATE	68.50	-	-	68.50	.0%
GREENWASTE- SELF HAUL	39.00	3.00	6.00	48.00	23.1%
GREENWASTE- FRANCHISE	43.00	5.00	2.00	50.00	16.3%
C&D	58.00	4.00	6.50	68.50	18.1%
SLUDGE	32.00	4.00	-	36.00	12.5%
WOODWASTE	39.00	3.00	6.00	48.00	23.1%
TRANSPORTATION SURCHARGE	17.75	0.75	0.25	18.75	5.6%
CLEAN FILL DIRT	20.00	4.00	44.50	68.50	242.5%
AB939	2,733,000	82,000	185,000	3,000,000	9.8%

Increase tipping fees for Expanded Organics Program

On September 21, 2017, the Board approved the expanded organics program to include the addition of Agricultural and food waste composting. A phased-in rate increase over a three-year period was recommended to buffer the impact to rate payers. This was also done to allow the Authority to run the operations for a couple of years to determine the final cost of the program. The total rate increases proposed for FY 2021-22 will produce an additional **\$735,300** in revenue. The rate does require the equalization of rates for all of its member agencies. Absent the equalization of rates, the increases will result in **\$275,300** in additional revenue. The **\$460,000** shortfall would have to be addressed with a separate increase.

Following is the schedule of rate increases approved in concept when the organics program was considered by the Board in September 2017, along with the proposed FY 2021-22 rates

	Mixed Organics	Wood Waste
FY 2018-19	38.25	36.25
FY 2019-20	43.00	39.00
FY 2020-21 (deferred)	48.00	42.00
FY 2021-22 (proposed)	50.00	48.00

Transportation Surcharge

Staff recommended an increase to the transportation charge to \$18.50/ton for FY 2020-21 in order to recover the incremental cost of transporting franchise waste from Authority transfer stations. This deferred rate is needed along with an addition \$.25/ton. These increases, along with additional tonnage that is being transported from the Jolon Road Transfer Station, will result in an additional **\$271,000** in revenue from surcharges for transportation revenue.

AB939 Fees

AB939 services continues to be supplemented by tipping fees. Staff is recommended a 3% increase to these fees in FY 2020-21, which would have resulted in an additional \$82,000 in revenue. For FY 2021-22, staff is recommending an increase of **\$267,000**. Most of the increase (\$202,000) is needed for the initial implementation of the required SB 1383 programs. In order to reduce impacts, the deferred amount is being reduced. However, since this program is still being supplemented from tipping fees, future increase will be applied to AB939 programs until the fees fully fund the programs.

Construction and Demolition

Processing materials through the Organics/C&D sort line for expanded wood waste recovery is more costly than the previous process of just grinding to make landfill cover material. Use of this material for landfill cover is no longer considered a diversion activity and woodwaste now requires advanced separation to create clean materials for the organics processing operation, as mandated under SB 1383. Staff recommended increasing the rate for C&D from \$58.00 per ton to \$62.00 per ton in FY 2020-21, with an additional increase in FY 2021-22 needed to fully fund the program. The expected tonnage for Construction and Demolition has decreased. Even with an increase to \$68.50 to cover the cost of the programs, expected revenues from the program are expected to be a **decrease of \$190,700**.

Other Revenue Adjustments

The net impact of all other revenues is a decrease of **\$20,550**.

BACKGROUND

The budget included in this month's agenda was presented to the Board on January 21, 2021, and again on February 18, 2021. A Public Hearing was scheduled for March 18, 2021 to consider the proposed rates, but the Board could not come to a resolution and directed staff to schedule a second hearing at the April 15, 2021 Board Meeting. The proposed FY 2021-22 rates reflect the Authority's needs to meet regulatory fees, processing services, employment cost obligations, legacy landfill liabilities, self-funding of diversion programs and capital improvement project needs.

ATTACHMENT(S)

1. Resolution
2. Exhibit A - Fee Schedule
3. Alternate Rate Schedule
4. Estimated Rate Impacts
5. Power Point Presentation

RESOLUTION NO. 2021 –

A RESOLUTION OF THE SALINAS VALLEY SOLID WASTE AUTHORITY APPROVING THE DISPOSAL AND SERVICE FEES EFFECTIVE JULY 1, 2021

WHEREAS the Board of Directors of the Salinas Valley Solid Waste Authority held a public hearing on March 18, 2021 to review the disposal fees and rates for FY 2021-22; and,

WHEREAS, the Board could not come to an agreement on the rates at the March 18, 2021 meeting; and,

WHEREAS, the Board held a second public hearing on April 15, 2021, to discuss the proposed FY 2021-22 rates; and,

WHEREAS no increase in the solid waste tipping fee is necessary to cover the cost of operations, State mandates and fees, and capital improvement costs; and,

WHEREAS an increase in the AB939 Fee on franchise haulers is necessary to cover the net cost of Authority AB939 Services; and

WHEREAS AB939 fee will be calculated as the full cost of AB939 services, less offsetting revenue and will be allocated to franchise haulers based upon their proportionate share of landfilled tonnage in the previous three fiscal years; and,

WHEREAS the organics and Construction and Demolition increases are necessary to ensure that the programs are fully self-funded; and,

WHEREAS, other adjustments are necessary to the rate schedule.

NOW, THEREFORE, BE IT RESOLVED by the Board of Directors of the Salinas Valley Solid Waste Authority that the Disposal Fees and Rates Schedule attached hereto as "Exhibit A" is hereby approved to become effective July 1, 2021.

BE IT FURTHER RESOLVED that the General Manager/CAO is hereby authorized to make adjustments to the Disposal Fees and Rates Schedule on a case by case basis for recyclable/diverted materials where there is a clear benefit to the Authority or when there is an instance or a situation not covered by the Disposal Fees and Rates Schedule. In such instances, the Board of Directors will be notified at the next scheduled meeting.

PASSED AND ADOPTED by the Board of Directors of the Salinas Valley Solid Waste Authority at a meeting duly held on the 15th day of April 2021, by the following vote:

AYES: BOARD MEMBERS:

NOES: BOARD MEMBERS:

ABSENT: BOARD MEMBERS:

ABSTAIN: BOARD MEMBERS:

Christopher M. Lopez, President

ATTEST:

Erika J. Trujillo, Clerk of the Board

APPROVED AS TO FORM:

Roy C. Santos, Authority General Counsel

**SALINAS VALLEY SOLID WASTE AUTHORITY
PROPOSED DISPOSAL AND SERVICE FEES
Effective July 1, 2021**

	Current Fee or Rate	Proposed Changes
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Note: Usefulness and suitability of materials is subject to scale house personnel's discretion.

LANDFILLED MATERIALS

<u>Franchise Haulers (Class III Solid Waste)</u>	\$	68.50	Per Ton
<u>Self Haul Loads at all Sites</u>			
Minimum charge per load (up to 500 lbs.)	\$	17.00	Per Load
Loads weighing between 501 and 999 lbs.	\$	34.00	Per Load
Loads weighing 1,000 lbs. and above	\$	68.50	Per Ton
<u>Materials Requiring Special Handling (Johnson Canyon only)</u>			
Fumigation or Mulch Plastic/Drip Tape			Solid Waste Tipping Fee + 50%
Remediated Soil Handling			Solid Waste Tipping Fee + 50%
Certified Burials			Solid Waste Tipping Fee + 50%
<u>Nonfriable Asbestos</u>			
Up to 1 cubic yard w/o pre-approval) wetted and double bagged			Solid Waste Tipping Fee + 50%
<u>Special Handling Charge (in addition to cost per ton)</u>			
Unloading Assistance (Per Person, 1 hour minimum)	\$	75.00	Hour
Pull Off / Push Off Assistance	\$	50.00	Each
<u>Tarps</u>	\$	10.00	Each
Untarped Loads			Additional 50% of the Required Fee
<u>Compost Bins</u>	\$	49.95	Each
<u>*Soil (Loaded by the Customer) - Johnson Canyon</u>	\$	1.00	Per Cubic Yard Up to 500 C.Y.

AB939 Fees

AB939 Fees Total \$ 3,000,000 Annual

Fee allocation is as follows:

	FY 2017-18	FY 2018-19	FY 2019-20	Total Tonnage FY 2018-20	Allocation Percentage	Annual AB939 Fee	Monthly AB939 Fee
Soledad	7,472	7,628	7,862	22,962		\$ 139,272	\$ 11,606
Greenfield	6,747	7,035	7,180	20,962		127,152	10,596
Gonzales	3,451	3,573	3,753	10,777		65,376	5,448
Tri Cities (Combined)	17,670	18,236	18,795	54,701	11.1%	331,798	27,650
Salinas	97,601	96,508	100,681	294,790	59.6%	1,788,098	149,008
Monterey	36,668	41,233	40,838	118,739	24.0%	720,231	60,019
King City	8,875	8,711	8,771	26,357	5.3%	159,873	13,323
	<u>160,814</u>	<u>164,688</u>	<u>169,085</u>	<u>494,587</u>	100.0%	<u>\$ 3,000,000</u>	<u>\$ 250,000</u>

**SALINAS VALLEY SOLID WASTE AUTHORITY
PROPOSED DISPOSAL AND SERVICE FEES
Effective July 1, 2021**

	Current Fee or Rate	Proposed Changes
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Note: Usefulness and suitability of materials is subject to scale house personnel's discretion.

SOURCE SEPARATED DIVERTIBLE MATERIALS

<u>Cardboard</u>	No Charge		
<u>Recyclable plastic and glass containers, aluminum and paper</u>	No Charge		
<u>Metal including appliances without Freon</u>	No Charge		
<u>Construction and Demolition materials</u>			
Minimum charge per load (up to 500 lbs.)	\$ 14.50 Per Load	\$ 17.00 Per Load	
Loads weighing between 501 and 999 lbs.	\$ 29.00 Per Load	\$ 34.00 Per Load	
Loads weighing 1,000 lbs. and above	\$ 58.00 Per Ton	\$ 68.50 Per Ton	
<u>Mattresses and box springs (in recyclable condition)</u>			
Mattresses and Box Springs (5 or less)	No Charge		
Mattresses and Box Springs (6 or more or unacceptable condition)	\$ 5.00 Each		
<u>Greenwaste and Wood</u>			
Minimum charge up to 500 lbs.	\$ 10.00 Per Load	\$ 12.00 Per Load	
Loads weighing between 501 and 999 lbs.	\$ 19.50 Per Load	\$ 24.00 Per Load	
Loads weighing 1,000 lbs. and above	\$ 39.00 Per Ton	\$ 48.00 Per Ton	
Franchise Haulers (Organics)	\$ 43.00 Per Ton	\$ 50.00 Per Ton	
Wood Stumps & Tree Limbs, 3 feet and over	\$ 68.50 Per Ton		
Clean Culls	\$ 14.00 Per Ton		
<u>Green waste Contamination</u>			
Curbside Truck, 2-3.5 cubic yards of contamination	\$ 125.00 per load		
Curbside Truck, 3.6-6 cubic yards of contamination	\$ 210.00 per load		
Curbside Truck, more than 6 cubic yards of contamination	\$ 255.00 per load		
Transfer Truck, 7-8.5 cubic yards of contamination	\$ 125.00 per load		
Transfer Truck, 8.6-10 cubic yards of contamination	\$ 210.00 per load		
Transfer Truck, more than 10 yards of contamination	\$ 255.00 per load		
<u>Soil and Aggregate (Johnson Canyon Landfill only and subject to pre-approval)</u>			
Clean Fill Dirt (Outside SVSWA Service Area)	\$ 68.50 Per Ton		
Clean Fill Dirt (up to 10 c.y. without pre-approval) (SVSWA Service Area)	\$ 20.00 Per Ton	\$ 68.50 Per Ton	
Concrete with rebar/pipe	\$ 12.00 Per Ton		
Concrete (suitable for road base - no rebar)	\$ 2.00 Per Ton		
Asphalt (suitable for road base)	\$ 1.00 Per Ton		
<u>Biosolids/Alternative Daily Cover (Johnson Canyon Landfill only and subject to pre-approval)</u>			
Biosolids/Alternative Daily Cover (Outside SVSWA Service Area)	\$ 68.50 Per Ton		
Biosolids/Alternative Daily Cover (SVSWA Service Area)	\$ 32.00 Per Ton	\$ 36.00 Per Ton	
<u>Tires (without rims only)</u>			
Auto/Light Truck Tires less than 42"	\$ 2.00 Each		
Auto/Light Truck Tires more than 42"	\$ 10.00 Each		
Commercial Tires	\$ 75.00 Each		
Equipment Tires	\$ 150.00 Each		
Altered Tires (split, sliced, quartered)	\$ 68.50 Per Ton		

**SALINAS VALLEY SOLID WASTE AUTHORITY
PROPOSED DISPOSAL AND SERVICE FEES
Effective July 1, 2021**

	Current Fee or Rate	Proposed Changes
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Note: Usefulness and suitability of materials is subject to scale house personnel's discretion.

HOUSEHOLD HAZARDOUS WASTE AT COLLECTION FACILITIES

All commercial customers
Households outside the Authority's service area

Minimum charge \$1.50 per lb.

Absorbent	\$	1.50	Per Lb.
Absorbent	\$	8.00	Per Bag
Acids/Bases	\$	1.50	Per Lb.
Aerosols	\$	1.25	Per Can
Antifreeze	\$	1.50	Per Lb.
Environmentally Hazardous Substances (Reactive and Solvents)	\$	5.00	Per Lb.
Flammable Liquids	\$	1.50	Per Lb.
Flammable Sludge	\$	1.50	Per Lb.
Motor Oil - contaminated	\$	1.50	Per Lb.
Oil Filters (autos and small trucks)	\$	1.50	Each
Oil Filters (trucks and equipment)	\$	10.00	Each
Oxidizers	\$	1.50	Per Lb.
Paint and Paint Related Materials	\$	1.50	Per Lb.
Pesticides	\$	1.50	Per Lb.
Toxic Solids	\$	1.50	Per Lb.
Household Hazardous Waste (HHW) Clean-up Service Fee (1 hour minimum)	\$	75.00	Per Hour of Labor
Household Hazardous Waste (HHW) Sorting Fee	\$	25.00	Per customer

Appliances and Air Conditioners

Without refrigerant	No Charge
With refrigerant	\$ 15.00 Each
Commercial Refrigerant Units (Non-Residential Units)	\$ 50.00 Each
Ammonia based appliances not accepted	

Gas Cylinders (Propane, helium, fire extinguishers only)

Must be empty with valve open	
1 liter	\$ 1.50 Each
5 gallons	\$ 8.00 Each
MAPP Gas	\$ 15.00 Each

Sharps Disposal (from residences only)

Used needles and lancets (in an approved container)	No Charge
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Sharps Containers (for household use)

3 Quart Container	\$ 5.00 Each
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**SALINAS VALLEY SOLID WASTE AUTHORITY
PROPOSED DISPOSAL AND SERVICE FEES
Effective July 1, 2021**

	Current Fee or Rate	Proposed Changes
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Note: Usefulness and suitability of materials is subject to scale house personnel's discretion.

UNIVERSAL WASTE AT HHW COLLECTION FACILITIES

	Minimum charge \$1.50 per pound	
Batteries		
Alkaline or Rechargeable A, AA, AAA, B, C, D and 6 volt Nickel-Cadmium, Lithium, Silver Oxide-Hydride Cells, Lead Gel Cells, Nickel-Metal, and Lithium	\$ 1.50	Per Lb.
UPS/Automobile and Light Truck Batteries	No Charge	
CRT (televisions and computer monitors)	No Charge	
Cell Phones	No Charge	
Computers, keyboard and printers	No Charge	
Copiers, mimeographs, facsimile machines	No Charge	
Compact Fluorescent Bulbs	\$ 1.50	Per Lb.
Fluorescent Lamps	\$ 1.50	Per Lb.
Halogen, High Pressure Sodium Tubes	\$ 1.50	Per Lb.
Fluorescent Ballasts (PCB)	\$ 2.00	Per Lb.
Kitchen appliances: microwaves, toaster, toaster ovens	No Charge	
Mercury	\$ 7.00	Per Lb.
Mercury thermostats, thermometers or switches	\$ 1.00	Each
Toner, developer, ink cartridges (office use)	\$ 1.50	Per Lb.
Toner and developer (industrial use)	\$ 1.50	Per Lb.

ADMINISTRATIVE & SPECIAL FEES

Franchise Transportation Surcharge	\$ 17.75	Per Ton	\$ 18.75	Per Ton
Agenda Packets for Board or Executive Committee	\$ 116.00	Annually		
Agendas Only	\$ 26.00	Annually		
Agendas Only for Public Agencies	\$ 18.00	Annually		
Reproduction of Public Records	\$ 0.10	Per Page		
Copies of Weight Tags	\$ 20.00	Each		
Returned Check Fee	\$ 25.00	Each		
Finance Charge on accounts 30+ Days Past Due	1.5% per mo., 18% annually			
Media duplication for disks, cds, tapes	Actual Cost			
	\$5.00 Min.	Each		
Plans & Specifications for Construction Projects	Actual Cost			
	\$15.00 Min.	Per Set		
Full Size Plans for Construction Projects	Actual Cost			
	\$15.00 Min	Per Set		

**SALINAS VALLEY SOLID WASTE AUTHORITY
PROPOSED DISPOSAL AND SERVICE FEES
Effective July 1, 2021**

	<u>Current Fee or Rate</u>	<u>Proposed Changes</u>
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Note: Usefulness and suitability of materials is subject to scale house personnel's discretion.

LANDFILLED MATERIALS

<u>Franchise Haulers (Class III Solid Waste)</u>	\$	68.50	Per Ton
<u>Self Haul Loads at all Sites</u>			
Minimum charge per load (up to 500 lbs.)	\$	17.00	Per Load
Loads weighing between 501 and 999 lbs.	\$	34.00	Per Load
Loads weighing 1,000 lbs. and above	\$	68.50	Per Ton
<u>Materials Requiring Special Handling (Johnson Canyon only)</u>			
Fumigation or Mulch Plastic/Drip Tape			Solid Waste Tipping Fee + 50%
Remediated Soil Handling			Solid Waste Tipping Fee + 50%
Certified Burials			Solid Waste Tipping Fee + 50%
<u>Nonfriable Asbestos</u>			
Up to 1 cubic yard w/o pre-approval) wetted and double bagged			Solid Waste Tipping Fee + 50%
<u>Special Handling Charge (in addition to cost per ton)</u>			
Unloading Assistance (Per Person, 1 hour minimum)	\$	75.00	Hour
Pull Off / Push Off Assistance	\$	50.00	Each
<u>Tarps</u>	\$	10.00	Each
Untarped Loads			Additional 50% of the Required Fee
<u>Compost Bins</u>	\$	49.95	Each
<u>*Soil (Loaded by the Customer) - Johnson Canyon</u>	\$	1.00	Per Cubic Yard Up to 500 C.Y.

AB939 Fees

AB939 Fees Total \$ 3,460,000 Annual

Fee allocation is as follows:

	FY 2017-18	FY 2018-19	FY 2019-20	Total Tonnage FYE 2018-20	Allocation Percentage	Annual AB939 Fee	Monthly AB939 Fee
Soledad	7,472	7,628	7,862	22,962		\$ 160,632	\$ 13,386
Greenfield	6,747	7,035	7,180	20,962		146,652	12,221
Gonzales	3,451	3,573	3,753	10,777		75,396	6,283
Tri Cities (Combined)	17,670	18,236	18,795	54,701	11.1%	382,674	31,890
Salinas	97,601	96,508	100,681	294,790	59.6%	2,062,273	171,856
Monterey	36,668	41,233	40,838	118,739	24.0%	830,667	69,222
King City	8,875	8,711	8,771	26,357	5.3%	184,387	15,366
	<u>160,814</u>	<u>164,688</u>	<u>169,085</u>	<u>494,587</u>	100.0%	<u>\$ 3,460,000</u>	<u>\$ 288,334</u>

**SALINAS VALLEY SOLID WASTE AUTHORITY
PROPOSED DISPOSAL AND SERVICE FEES
Effective July 1, 2021**

	Current Fee or Rate	Proposed Changes
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Note: Usefulness and suitability of materials is subject to scale house personnel's discretion.

SOURCE SEPARATED DIVERTIBLE MATERIALS

<u>Cardboard</u>	No Charge		
<u>Recyclable plastic and glass containers, aluminum and paper</u>	No Charge		
<u>Metal including appliances without Freon</u>	No Charge		
<u>Construction and Demolition materials</u>			
Minimum charge per load (up to 500 lbs.)	\$ 14.50 Per Load	\$ 17.00 Per Load	
Loads weighing between 501 and 999 lbs.	\$ 29.00 Per Load	\$ 34.00 Per Load	
Loads weighing 1,000 lbs. and above	\$ 58.00 Per Ton	\$ 68.50 Per Ton	
<u>Mattresses and box springs (in recyclable condition)</u>			
Mattresses and Box Springs (5 or less)	No Charge		
Mattresses and Box Springs (6 or more or unacceptable condition)	\$ 5.00 Each		
<u>Greenwaste and Wood</u>			
Minimum charge up to 500 lbs.	\$ 10.00 Per Load	\$ 12.00 Per Load	
Loads weighing between 501 and 999 lbs.	\$ 19.50 Per Load	\$ 24.00 Per Load	
Loads weighing 1,000 lbs. and above	\$ 39.00 Per Ton	\$ 48.00 Per Ton	
Franchise Haulers (Organics)	\$ 43.00 Per Ton	\$ 50.00 Per Ton	
Wood Stumps & Tree Limbs, 3 feet and over	\$ 68.50 Per Ton		
Clean Culls	\$ 14.00 Per Ton		
<u>Green waste Contamination</u>			
Curbside Truck, 2-3.5 cubic yards of contamination	\$ 125.00 per load		
Curbside Truck, 3.6-6 cubic yards of contamination	\$ 210.00 per load		
Curbside Truck, more than 6 cubic yards of contamination	\$ 255.00 per load		
Transfer Truck, 7-8.5 cubic yards of contamination	\$ 125.00 per load		
Transfer Truck, 8.6-10 cubic yards of contamination	\$ 210.00 per load		
Transfer Truck, more than 10 yards of contamination	\$ 255.00 per load		
<u>Soil and Aggregate (Johnson Canyon Landfill only and subject to pre-approval)</u>			
Clean Fill Dirt (Outside SVSWA Service Area)	\$ 68.50 Per Ton		
Clean Fill Dirt (up to 10 c.y. without pre-approval) (SVSWA Service Area)	\$ 20.00 Per Ton	\$ 68.50 Per Ton	
Concrete with rebar/pipe	\$ 12.00 Per Ton		
Concrete (suitable for road base - no rebar)	\$ 2.00 Per Ton		
Asphalt (suitable for road base)	\$ 1.00 Per Ton		
<u>Biosolids/Alternative Daily Cover (Johnson Canyon Landfill only and subject to pre-approval)</u>			
Biosolids/Alternative Daily Cover (Outside SVSWA Service Area)	\$ 68.50 Per Ton		
Biosolids/Alternative Daily Cover (SVSWA Service Area)	\$ 32.00 Per Ton	\$ 36.00 Per Ton	
<u>Tires (without rims only)</u>			
Auto/Light Truck Tires less than 42"	\$ 2.00 Each		
Auto/Light Truck Tires more than 42"	\$ 10.00 Each		
Commercial Tires	\$ 75.00 Each		
Equipment Tires	\$ 150.00 Each		
Altered Tires (split, sliced, quartered)	\$ 68.50 Per Ton		

**SALINAS VALLEY SOLID WASTE AUTHORITY
PROPOSED DISPOSAL AND SERVICE FEES
Effective July 1, 2021**

	Current Fee or Rate	Proposed Changes
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Note: Usefulness and suitability of materials is subject to scale house personnel's discretion.

HOUSEHOLD HAZARDOUS WASTE AT COLLECTION FACILITIES

All commercial customers
Households outside the Authority's service area

Minimum charge \$1.50 per lb.

Absorbent	\$	1.50	Per Lb.
Absorbent	\$	8.00	Per Bag
Acids/Bases	\$	1.50	Per Lb.
Aerosols	\$	1.25	Per Can
Antifreeze	\$	1.50	Per Lb.
Environmentally Hazardous Substances (Reactive and Solvents)	\$	5.00	Per Lb.
Flammable Liquids	\$	1.50	Per Lb.
Flammable Sludge	\$	1.50	Per Lb.
Motor Oil - contaminated	\$	1.50	Per Lb.
Oil Filters (autos and small trucks)	\$	1.50	Each
Oil Filters (trucks and equipment)	\$	10.00	Each
Oxidizers	\$	1.50	Per Lb.
Paint and Paint Related Materials	\$	1.50	Per Lb.
Pesticides	\$	1.50	Per Lb.
Toxic Solids	\$	1.50	Per Lb.
Household Hazardous Waste (HHW) Clean-up Service Fee (1 hour minimum)	\$	75.00	Per Hour of Labor
Household Hazardous Waste (HHW) Sorting Fee	\$	25.00	Per customer

Appliances and Air Conditioners

Without refrigerant	No Charge
With refrigerant	\$ 15.00 Each
Commercial Refrigerant Units (Non-Residential Units)	\$ 50.00 Each
Ammonia based appliances not accepted	

Gas Cylinders (Propane, helium, fire extinguishers only)

Must be empty with valve open	
1 liter	\$ 1.50 Each
5 gallons	\$ 8.00 Each
MAPP Gas	\$ 15.00 Each

Sharps Disposal (from residences only)

Used needles and lancets (in an approved container)	No Charge
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Sharps Containers (for household use)

3 Quart Container	\$ 5.00 Each
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**SALINAS VALLEY SOLID WASTE AUTHORITY
PROPOSED DISPOSAL AND SERVICE FEES
Effective July 1, 2021**

	Current Fee or Rate	Proposed Changes
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Note: Usefulness and suitability of materials is subject to scale house personnel's discretion.

UNIVERSAL WASTE AT HHW COLLECTION FACILITIES

Minimum charge \$1.50 per pound

Batteries		
Alkaline or Rechargeable A, AA, AAA, B, C, D and 6 volt	\$	1.50 Per Lb.
Nickel-Cadmium, Lithium, Silver Oxide-Hydride Cells,		
Lead Gel Cells, Nickel-Metal, and Lithium		
UPS/Automobile and Light Truck Batteries		No Charge
CRT (televisions and computer monitors)		No Charge
Cell Phones		No Charge
Computers, keyboard and printers		No Charge
Copiers, mimeographs, facsimile machines		No Charge
Compact Fluorescent Bulbs	\$	1.50 Per Lb.
Fluorescent Lamps	\$	1.50 Per Lb.
Halogen, High Pressure Sodium Tubes	\$	1.50 Per Lb.
Fluorescent Ballasts (PCB)	\$	2.00 Per Lb.
Kitchen appliances: microwaves, toaster, toaster ovens		No Charge
Mercury	\$	7.00 Per Lb.
Mercury thermostats, thermometers or switches	\$	1.00 Each
Toner, developer, ink cartridges (office use)	\$	1.50 Per Lb.
Toner and developer (industrial use)	\$	1.50 Per Lb.

ADMINISTRATIVE & SPECIAL FEES

Franchise Transportation Surcharge	\$	17.75 Per Ton	\$	18.75 Per Ton
Agenda Packets for Board or Executive Committee	\$	116.00 Annually		
Agendas Only	\$	26.00 Annually		
Agendas Only for Public Agencies	\$	18.00 Annually		
Reproduction of Public Records	\$	0.10 Per Page		
Copies of Weight Tags	\$	20.00 Each		
Returned Check Fee	\$	25.00 Each		
Finance Charge on accounts 30+ Days Past Due		1.5% per mo., 18% annually		
Media duplication for disks, cds, tapes		Actual Cost		
		\$5.00 Min.		
Plans & Specifications for Construction Projects		Actual Cost		
		\$15.00 Min.		
Full Size Plans for Construction Projects		Actual Cost		
		\$15.00 Min		

Estimated Rate Increases Equalized Organics

Hauler	Service Level	Organics Fee Increases	Transport Increase	AB939 Increase	Total Increase*
Republic	32 gal	\$.38	\$.08	\$.09	\$.55
Tri Cities	48 gal	\$.28	\$.00	\$.19	\$.47
WM- County**	35 gal	\$.12	**	\$.15	\$.27
WM- King City	35 gal	\$.11	\$.12	\$.14	\$.37
Republic	1 cy	\$ 1.28	\$.27	\$.31	\$ 1.86
Tri Cities	1 cy	\$.00	\$.00	\$ 1.12	\$ 1.12
WM- County	1 cy	\$.70	**	\$.86	\$ 1.56
WM- King City	1 cy	\$.47	\$.51	\$.58	\$ 1.56
Republic	3 cy	\$ 3.81	\$.82	\$.91	\$ 5.54
Tri Cities	3 cy	\$.00	\$.00	\$ 3.35	\$ 3.35
WM- County	3 cy	\$ 1.62	**	\$ 1.98	\$ 3.60
WM- King City	3 cy	\$ 1.07	\$ 1.15	\$ 1.31	\$ 3.53

- SVSWA Increases Only. Does not include jurisdiction or hauler fees (i.e. franchise fees, hauler CPI) outside of SVSWA control

** Minimal use of SVSWA transfer services

Estimated Rate Increases Non-Equalized Organics

Hauler	Service Level	Organics Fee Increases	Transport Increase	AB939 Increase	Total Increase*
Republic	32 gal	\$.00	\$.08	\$.32	\$.40
Tri Cities	48 gal	\$.28	\$.00	\$.50	\$.78
WM- County**	35 gal	\$.12	**	\$.30	\$.42
WM- King City	35 gal	\$.11	\$.12	\$.40	\$.63
Republic	1 cy	\$.00	\$.27	\$ 1.07	\$ 1.34
Tri Cities	1 cy	\$.00	\$.00	\$ 2.89	\$ 2.89
WM- County	1 cy	\$.70	**	\$ 1.71	\$ 2.41
WM- King City	1 cy	\$.47	\$.51	\$ 1.66	\$ 2.64
Republic	3 cy	\$.00	\$.82	\$ 3.17	\$ 3.99
Tri Cities	3 cy	\$.00	\$.00	\$ 8.66	\$ 8.66
WM- County	3 cy	\$ 1.62	**	\$ 3.96	\$ 5.58
WM- King City	3 cy	\$ 1.07	\$ 1.15	\$ 3.74	\$ 5.96

- SVSWA Increases Only. Does not include jurisdiction or hauler fees (i.e. franchise fees, hauler CPI) outside of SVSWA control

** Minimal use of SVSWA transfer services

SVSWA Rate Impact Comparison

Hauler	Service Level	Equalized Organics Disposal Rate Increase	Non-Equalized Organics Disposal Rate Increase	Difference
Republic	32 gal	\$.55	\$.40	(\$.15)
Tri Cities	48 gal	\$.47	\$.78	\$.31
WM- County	35 gal	\$.27	\$.42	\$.15
WM- King City	35 gal	\$.37	\$.63	\$.26
Republic	1 cy	\$ 1.86	\$ 1.34	(\$ 0.52)
Tri Cities	1 cy	\$ 1.12	\$ 2.89	\$ 1.77
WM- County	1 cy	\$ 1.56	\$ 2.41	\$ 0.85
WM- King City	1 cy	\$ 1.56	\$ 2.64	\$ 1.08
Republic	3 cy	\$ 5.54	\$ 3.99	(\$ 1.55)
Tri Cities	3 cy	\$ 3.35	\$ 8.66	\$ 5.31
WM- County	3 cy	\$ 3.60	\$ 5.58	\$ 1.98
WM- King City	3 cy	\$ 3.53	\$ 5.96	\$ 2.43

SVSWA Rate Impact Comparison

Hauler	Service Level	FY 2020-21 Disposal Rate*	Equalized Organics Disposal Rate Increase	% Increase	Non-Equalized Organics Disposal Rate Increase	% Increase
Republic	32 gal	\$ 8.45	\$.55	6.6%	\$.40	4.7%
Tri Cities	48 gal	\$ 10.43	\$.47	4.5%	\$.78	7.5%
WM- County	35 gal	\$ 12.56	\$.27	2.1%	\$.42	3.3%
WM- King City	35 gal	\$ 11.66	\$.37	3.2%	\$.63	5.4%
Republic	1 cy	\$ 28.37	\$ 1.86	6.6%	\$ 1.34	4.7%
Tri Cities	1 cy	\$ 50.56	\$ 1.12	2.2%	\$ 2.89	5.7%
WM- County	1 cy	\$ 71.50	\$ 1.56	2.2%	\$ 2.41	3.4%
WM- King City	1 cy	\$ 49.02	\$ 1.56	3.2%	\$ 2.64	5.4%
Republic	3 cy	\$ 84.45	\$ 5.54	6.6%	\$ 3.99	4.7%
Tri Cities	3 cy	\$ 151.71	\$ 3.35	2.2%	\$ 8.66	5.7%
WM- County	3 cy	\$ 165.15	\$ 3.60	2.2%	\$ 5.58	3.4%
WM- King City	3 cy	\$ 110.86	\$ 3.53	3.2%	\$ 5.96	5.4%

- SVSWA Increases Only. Does not include jurisdiction or hauler fees (i.e. franchise fees, hauler CPI) outside of SVSWA control

SALINAS VALLEY SOLID WASTE AUTHORITY

FY 2021-22 Rate Hearing

April 15, 2021



Published on 4/8/2021

1

Rate Changes

	2019-20 RATES	2020-21 DEFERRED INCREASE	2021-22 PROPOSED INCREASE	2021-22 PROPOSED RATES	TOTAL INCREASE %
SOLID WASTE RATE	68.50	-	-	68.50	.0%
GREENWASTE- SELF HAUL	39.00	3.00	6.00	48.00	23.1%
GREENWASTE- FRANCHISE	43.00	5.00	2.00	50.00	16.3%
C&D	58.00	4.00	6.50	68.50	18.1%
SLUDGE	32.00	4.00	-	36.00	12.5%
WOODWASTE	39.00	3.00	6.00	48.00	23.1%
TRANSPORTATION SURCHARGE	17.75	0.75	0.25	18.75	5.6%
CLEAN FILL DIRT	20.00	4.00	44.50	68.50	242.5%

2

Rate Changes – AB939

With Equalized Organics Rates

	FY 2017-18	FY 2018-19	FY 2019-20	Total Tonnage FYE 2018-20	Allocation Percentage	Annual AB939 Fee	Monthly AB939 Fee
Soledad	7,472	7,628	7,862	22,962		\$ 139,280	\$ 11,607
Greenfield	6,747	7,035	7,180	20,962		127,148	10,596
Gonzales	3,451	3,573	3,753	10,777		65,370	5,447
Tri Cities (Combined)	17,670	18,236	18,795	54,701	11.1%	331,798	27,650
Salinas	97,601	96,508	100,681	294,790	59.6%	1,788,098	149,008
Monterey	36,668	41,233	40,838	118,739	24.0%	720,231	60,019
King City	8,875	8,711	8,771	26,357	5.3%	159,873	13,323
	<u>160,814</u>	<u>164,688</u>	<u>169,085</u>	<u>494,587</u>	100.0%	<u>\$ 3,000,000</u>	<u>\$ 250,000</u>

Without Equalized Organics Rates

	FY 2017-18	FY 2018-19	FY 2019-20	Total Tonnage FYE 2018-20	Allocation Percentage	Annual AB939 Fee	Monthly AB939 Fee
Soledad	7,472	7,628	7,862	22,962		\$ 160,636	\$ 13,386
Greenfield	6,747	7,035	7,180	20,962		146,645	12,220
Gonzales	3,451	3,573	3,753	10,777		75,393	6,283
Tri Cities (Combined)	17,670	18,236	18,795	54,701	11.1%	382,674	31,890
Salinas	97,601	96,508	100,681	294,790	59.6%	2,062,273	171,856
Monterey	36,668	41,233	40,838	118,739	24.0%	830,667	69,222
King City	8,875	8,711	8,771	26,357	5.3%	184,387	15,366
	<u>160,814</u>	<u>164,688</u>	<u>169,085</u>	<u>494,587</u>	100.0%	<u>\$ 3,460,000</u>	<u>\$ 288,334</u>

3

SVSWA Rate Impact Comparison

Hauler	Service Level	Equalized Organics Disposal Rate Increase	Non-Equalized Organics Disposal Rate Increase	Difference
Republic	32 gal	\$.55	\$.40	(\$.15)
Tri Cities	48 gal	\$.47	\$.78	\$.31
WM- County	35 gal	\$.27	\$.42	\$.15
WM- King City	35 gal	\$.37	\$.63	\$.26
Republic	1 cy	\$ 1.86	\$ 1.34	(\$ 0.52)
Tri Cities	1 cy	\$ 1.12	\$ 2.89	\$ 1.77
WM- County	1 cy	\$ 1.56	\$ 2.41	\$ 0.85
WM- King City	1 cy	\$ 1.56	\$ 2.64	\$ 1.08
Republic	3 cy	\$ 5.54	\$ 3.99	(\$ 1.55)
Tri Cities	3 cy	\$ 3.35	\$ 8.66	\$ 5.31
WM- County	3 cy	\$ 3.60	\$ 5.58	\$ 1.98
WM- King City	3 cy	\$ 3.53	\$ 5.96	\$ 2.43

4

4



Report to the Executive Committee

ITEM NO. 10

Finance and Administration
Manager/Controller-Treasurer

General Manager/CAO

R. Santos by E.T.

Authority General Counsel

Date: April 15, 2021

From: C. Ray Hendricks, Finance and Administration Manager

Title: A Resolution Approving the Operating Budget, the Personnel Allocation and Salary Schedule for FY 2021-22

RECOMMENDATION

The Executive Committee recommends approval of the Fiscal Year 2021-22 Budget to the Board of Directors.

DISCUSSION & ANALYSIS

Staff requested feedback from the Board on the increases and potential ways to maintain a balanced budget at both the January and February Executive Committee and Board Meetings. The Board found staff's recommended increases to be reasonable and directed staff to schedule a rate hearing and Budget approval for the March Board Meeting. Following are the key increases and staff recommendations for a balanced budget.

Budget Summary

The FY 2020-21 Proposed Budget included the third phased-in increase to the organics program fees approved by the Board in September 2017, as well as increases to the C&D rate for the initial staff implementation of the Organics/Wood Waste Recovery Line. However, the Board decided to defer any increases at the April 16, 2020 Board meeting due to concerns over the effect on the economy because of the local shutdowns caused by the COVID-19 pandemic. These deferred increases have been included in the FY 2021-22 Proposed budget, as well as additional increases needed to fund these programs. The Proposed Budget also assumes an equalization of organics processing rates for all member agencies. Currently, the City of Salinas hauler, Republic Service, continues to receive a substantially discounted rate for organics processing compared to the Authority's published rate for all other member agency haulers and the public.

The majority of the proposed AB939 increase is for the initial implementation of the mandated SB 1383 programs. Absent the equalization of organics rates, an additional adjustment of **\$460,000** will be needed to address the revenue shortfall. If this is necessary, staff recommends an increase to AB939 rates. AB939 programs are still partially funded through solid waste tipping fees. The additional increase would bring the program closer to being fully funded. If this is necessary, and the organics rates are equalized in future years, this would reduce the necessary rate impacts at that time.

The Authority used \$170,000 from FY 2019-20 surpluses to fund a deposit into the California Employers' Pension Prefunding Trust Program (CEPPT) to partially fund the shortfall in CalPERS investments expected to create an unfunded liability in FY 2021-22.

Following is a consolidated summary of the budget that includes the proposed mid-year budget adjustments. The budget document will compare 2021-22 with all the adjustments approved by the Board. However, the discussion compares the Budget without the use of one-time funds so that we can compare the ongoing operating needs year over year.

	2020-21 (ORIGINAL BUDGET)	2020-21 (WITH MID YEAR ADJUSTMENTS)	2021-22 PROPOSED
<u>BUDGETED REVENUE</u>			
OPERATING REVENUES	21,644,200	22,209,800	23,271,850
USE OF ONE TIME SURPLUS	-	170,000	-
TOTAL BUDGETED REVENUE	<u>21,644,200</u>	<u>22,379,800</u>	<u>23,271,850</u>
<u>BUDGETED EXPENDITURES</u>			
OPERATING EXPENDITURES	15,000,400	15,630,700	16,341,000
ESTIMATED SET ASIDE (NEW CELL)	1,000,000	1,050,000	1,050,000
DEBT SERVICE	3,136,800	3,136,800	3,134,000
POST CLOSURE	1,055,000	1,055,000	1,070,000
CIP/REPAYMENT ALLOCATION	<u>1,445,000</u>	<u>1,500,300</u>	<u>1,670,000</u>
TOTAL BUDGETED EXPENDITURES	<u>21,637,200</u>	<u>22,372,800</u>	<u>23,265,000</u>
BALANCE USED FOR RESERVES	<u>7,000</u>	<u>7,000</u>	<u>6,850</u>

Revenue Increases (\$1,062,050)

Revenues are projected to increase 4.8%. The following table summarizes the projected increases.

EQUALIZED ORGANICS RATES OR AB939 INCREASE	460,000	2.1%
FY 2019-20 DEFERRED RATE INCREASES*	315,300	1.4%
FY 2020-21 RATE INCREASES/ TONNAGE ADJUSTMENTS	101,750	0.5%
INCREASES FOR NEW PROGRAMS	<u>185,000</u>	<u>0.8%</u>
TOTAL REVENUE INCREASES	<u>1,062,050</u>	<u>4.8%</u>

Following is a summary of recommendations that will balance the budget.

Equalized Organics Rates or additional AB939 Fee Increase	\$ 460,000
Organics Fee Increases	275,300
Transportation Surcharge Increase	271,000
AB939 Fee Increase	267,000
C&D Rate Increase/Tonnage Decrease	(190,700)
All Other Revenue Changes	(20,550)
Total Revenue Increase	<u>\$ 1,062,050</u>

Budgeted Expenditure Increases (\$877,500)

Payroll Increase	\$ 332,900
Insurance	239,600
SB 1383 Implementation	208,000
Organics Recovery Operations	49,200
Fuel	32,500
State and Regional Fees	30,500
All Other Increases / (Decreases)	(15,200)
Total Operating Budget Increase	877,500
Total CIP Budget Increase	184,700
Total Increases Funded from Operations	\$ 1,062,200

Payroll Increase

The Authority used \$170,000 in fund balance to partially prefund expected CalPERS UAL at 06-30-2021. Absent these expenditures, the net increase to payroll is scheduled to be **\$332,900**. Increases are due to estimated annual merit increases, as well as a 3% COLA scheduled from the currently approved MOU and expected Health Insurance Premium increases. Following is a summary of the payroll budget adjustments.

DESCRIPTION	PAYROLL BUDGET INCREASES
COLA (MOU)	169,800
MERIT INCREASES	92,200
HEALTH INSURANCE PREMIUMS	88,400
NET ALL OTHER INCREASES/(DECREASES)	(17,500)
TOTAL PAYROLL INCREASES	332,900
PERS UNFUNDED LIABILITY REDUCTION	(170,000)
NET PAYROLL INCREASES	<u>\$ 161,300</u>

In addition to the scheduled increases, staff is requesting two new staff allocations not included in the totals above. An equipment Maintenance Technician I/II, and a Resource Recovery Technician needed to assist with the implementation of SB 1383 programs.

The Equipment Maintenance Technician would be in charge of routine maintenance of the equipment at all Authority facilities. Having a technician on site reduces equipment downtime and increases in-house expertise to troubleshoot equipment. The estimated first year salary and benefits for this position is \$151,000. However, there is no impact to the budget since savings from the use of contract maintenance will offset any increase in salary and equipment needed for this position. The Board approved the addition of an Equipment Maintenance Technician for FY 2020-21. However, with our large fleet of equipment, there is more work required than can be completed with one person.

The Resource Recovery Technician's annual salary and benefits is \$116,400. The position will be responsible for assisting member agencies with SB 1383 program implementation and tracking including:

- Conducting outreach to single-family residential and Multi-Family dwellings on new curbside food scraps collection program (commingling with green waste)
- Implementing commercial food scraps collection program (including City/County facilities)
- Providing organics technical assistance services for businesses, schools, multifamily complexes, etc.
- Increasing education and outreach for organics program, including carpet, textiles, clean wood, food and food-soiled paper for bulky item collection.
- Developing SB 1383 & food waste prevention outreach materials
- Developing Food Recovery outreach materials
- Enhancing or expanding the existing edible food recovery program
- Assisting with developing organics outreach and provide technical assistance to schools.
- Assisting with establishing an edible food recovery program for schools.
- Assisting member agencies with upcoming State mandated SB 1383 compliance monitoring

Insurance Increases

After the FY 2020-21 budget was approved, staff was informed that the Authority's insurance premiums would have above average increases to Property (\$131,767), Commercial Auto (\$82,453), and Liability (\$24,755). In order to maintain a balanced budget, staff reduced several operations budgets. An increase of **\$239,600** restores these budgets and plans for nominal increases to the FY 2021-22 insurance premiums.

SB 1383 Implementation

The initial cost of implementing SB 1383 is **\$208,000**. This includes the position discussed above, supplies needed, as well as \$50,000 for required annual organics contamination and capacity studies. The studies are the minimum required at this time by SB 1383. However, the results of the studies are major components of the long-term performance measurement requirements.

Expanded Organics Processing

On September 21, 2017, the Board approved the expanded organics program to meet the levels of diversion and greenhouse gas emission reductions required by various state mandates, including the Global Warming Solutions Act (Assembly Bill (AB) 32), the Mandatory Commercial Organics Recycling Program (AB 1826), and Short-Lived Climate Pollutants and Methane Emissions Reduction Strategy (Senate Bill 1383), which effectively eliminates the disposal of organic materials (including food scraps) in landfills by 2025 with interim reduction mandates. An Organics grant in the amount \$1.34 million was awarded and accepted from CalRecycle to fund the infrastructure needed for the new organics program.

The increase in cost of the Organics Processing services is **\$49,200**. Increased tonnage was addressed in the FY 2020-21 mid-year budget adjustment. However, the vendor that processes the material has a contracted CPI adjustment, which requires additional funds to be allocated for this program.

Operational Adjustments

Increases to the cost and amount of fuel needed to run the operations require an additional **\$32,500**. Increases in State and Regional Fees require an additional **\$30,500**. The remaining changes in the Operating Budget result in a net **decrease of \$25,200**. Staff continually looks at the budget to see where savings can be found to offset increases needed in other areas of the operation.

Debt Service

The only outstanding Authority debt are the 2014 Bonds used to refinance outstanding debt used for improvements to the landfills as well as the purchase of Crazy Horse Landfill. Debt Service Payments will remain relatively unchanged until FY 2027-28, with final Debt Service Payment scheduled for August 1, 2031.

The following table shows the schedule for all outstanding debt service including interest. Scheduled debt service payments for FY 2021-22 are \$3,134,000.

Fiscal Year	2014A (AMT)	2014B (Taxable)	Total Debt Service
2020-21	2,703,125	433,574	3,136,699
2021-22	2,701,375	432,581	3,133,956
2022-23	2,701,000	434,730	3,135,730
2023-24	2,706,625	430,166	3,136,791
2024-25	3,137,000		3,137,000
2025-26	3,130,838		3,130,838
2026-27	3,132,688		3,132,688
2027-28	2,942,613		2,942,613
2028-29	2,750,975		2,750,975
2029-30	2,752,550		2,752,550
2030-31	2,751,838		2,751,838
2031-32	2,748,563		2,748,563

CIP/Post-Closure Budget

The CIP Budget is expected to increase by **\$184,700**. The Authority tries to fund known capital from operations on a pay-as-you-go basis. For some projects, this requires allocating funds to CIPs over several years. Debt taken to fund equipment for the Johnson Canyon and Jolon Road were paid off in FY 2019-20. The amounts have now been allocated to the Capital Replacement Budget. Additionally, the construction of the new organics program has been completed and is currently in operation. The capital replacement budget includes \$250,000 in funding in order to ensure that we have funds set aside (pay-as-you-go funding) to replace heavy equipment and the de-packaging machine in the future, as well as any continued improvements needed for the organics recovery and composting site. The Johnson Canyon Road Improvement Project was completed during FY 2020-21. In order to ensure that adequate funds are set aside for future improvement needs at all of our sites, \$100,000 per year is being funded going forwards. Following is a summary of the Capital Expenditure Allocation for FY 2020-21

	FY 2020-21 Approved CIP Allocation	FY 2021-22 Proposed CIP Allocation	Change
Equipment Replacement	1,120,000	1,120,000	-
Post Closure Maintenance (3 sites)	1,055,000	1,070,000	15,000
Organics Recovery Program	200,000	250,000	50,000
JC Landfill Improvements	150,000	150,000	-
Roadway Maintenance/Improvements	5,300	100,000	94,700
JR Transfer Station Improvements		25,000	25,000
Concrete Grinding	<u>25,000</u>	<u>25,000</u>	<u>-</u>
Total CIP Allocation	2,555,300	2,740,000	184,700
Estimated New Cell Set Aside @\$5.00/ton (Included in Operating Budget)	<u>1,050,000</u>	<u>1,050,000</u>	<u>-</u>
Total CIP/Set Asides	<u>3,605,300</u>	<u>3,790,000</u>	<u>184,700</u>

BACKGROUND

The budget process begins in January with a budget direction presentation. The feedback provided by the Board is incorporated into the Preliminary Budget presented in February, with a rate hearing and final budget being presented in March. This allows franchise waste haulers to begin their scheduled rate setting process in April. The Board was unable to come to a resolution on the rate hearing at the March. Both the rate hearing and the budget adoption were rescheduled for the April meeting.

ATTACHMENT(S)

1. Resolution
2. Exhibit A - FY 2021-22 Proposed Budget
3. Exhibit B - FY 2021-22 Proposed Personnel Allocation
4. Exhibit C - FY 2021-22 Proposed Salary Schedule
5. Power Point Presentation

RESOLUTION NO. 2021 –

**A RESOLUTION OF THE SALINAS VALLEY SOLID WASTE AUTHORITY
APPROVING THE OPERATING BUDGET, THE PERSONNEL ALLOCATION
AND SALARY SCHEDULE FOR FY 2021-22**

WHEREAS, on February 18, 2021, the Board of Directors of the Salinas Valley Solid Waste Authority provided staff direction for preparation of the proposed operating budget; and,

WHEREAS, the Board found staff's recommended increases to be reasonable and directed staff to schedule a rate hearing and Budget approval for the March Board Meeting; and,

WHEREAS, the Board held a public hearing on March 18, 2021, to discuss the proposed FY 2021-22 rates; and,

WHEREAS, the Board could not come to an agreement on the rates at the March 18, 2021 meeting; and,

WHEREAS, the Board held a second public hearing on April 15, 2021, to discuss the proposed FY 2021-22 rates; and,

WHEREAS, on April 15, 2021, the Board approved rate increases to the Organics Program, Construction and Demolition Program, Transportation Surcharge, an AB939 rate increase as well as other minor adjustments to the rate schedule;

NOW THEREFORE BE IT RESOLVED, by the Board of Directors of the Salinas Valley Solid Waste Authority, that the Operating Budget for Fiscal Year 2021-22, attached hereto as "Exhibit A" is hereby approved to become effective July 1, 2021; and,

BE IT FURTHER RESOLVED, that the Personnel Allocation attached hereto as "Exhibit B" and the Salary Schedule attached hereto as "Exhibit C" are hereby approved to become effective July 1, 2021; and

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

PASSED AND ADOPTED by the Board of Directors of the Salinas Valley Solid Waste Authority at a meeting duly held on the 15th day of April 2021, by the following vote:

AYES: BOARD MEMBERS:

NOES: BOARD MEMBERS:

ABSENT: BOARD MEMBERS:

ABSTAIN: BOARD MEMBERS:

Christopher M. Lopez, President

ATTEST:

Erika J. Trujillo, Clerk of the Board

APPROVED AS TO FORM:

Roy C. Santos, Authority General Counsel

Fiscal Year 2021-22

PROPOSED ANNUAL BUDGET

\$20,525,000

Salinas Valley Solid Waste Authority



Working Towards a Future Without Landfills



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SALINAS VALLEY SOLID WASTE AUTHORITY

Budget Document

**Fiscal Year
2021-22**



Prepared by:
The Authority's Finance Division

C. Ray Hendricks
Finance & Administration
Manager / Treasurer / Controller

128 Sun St., Suite 101
Salinas, CA 93901



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SALINAS VALLEY SOLID WASTE AUTHORITY

Budget

FY 2021-22

Table of Contents

	<u>Page</u>
BUDGET MESSAGE	01
LIST OF PRINCIPAL OFFICIALS	23
SALINAS VALLEY SOLID WASTE AUTHORITY SERVICE AREA	25
ORGANIZATION CHART	27
BUDGET SUMMARIES	
TWO-YEAR BUDGET COMPARISON	29
BUDGET BY CATEGORY	31
BUDGET BY PROGRAM	33
FULL COST OF SERVICES BY PROGRAM	35
FULL COST OF SERVICES BY MAJOR CATEGORIES.....	37
BUDGET BY CATEGORY WITH LINE ITEM DETAIL.....	39
OPERATING BUDGET WORKSHEETS	
EXECUTIVE ADMINISTRATION (1110).....	43
ADMINISTRATIVE SUPPORT (1120).....	43
HUMAN RESOURCES ADMINISTRATION (1130)	43
CLERK OF THE BOARD (1140).....	44
FINANCE ADMINISTRATION (1200).....	46
OPERATIONS ADMINISTRATION (1300)	46
RESOURCE RECOVERY (2100)	47
MARKETING (2150).....	48
PUBLIC EDUCATION (2200)	48
HOUSEHOLD HAZARDOUS WASTE (2300).....	49
C&D DIVERSION (2400).....	51
ORGANICS DIVERSION (2500)	51
DIVERSION SERVICES (2600)	52
JOLON ROAD TRANSFER STATION (3600).....	56
JOLON ROAD RECYCLING OPERATIONS (3630)	50
MADISON LANE TRANSFER STATION (3650).....	58
SUN STREET DISPOSAL OPERATIONS (3710).....	58

SALINAS VALLEY SOLID WASTE AUTHORITY

Budget

FY 2021-22

Table of Contents

	<u>Page</u>
SUN STREET TRANSFER OPERATIONS (3720).....	60
SUN STREET RECYCLING OPERATIONS (3730)	50
JOHNSON CANYON LANDFILL OPERATIONS (4500)	54
JOHNSON CANYON RECYCLING OPERATIONS (4530).....	50
CRAZY HORSE POSTCLOSURE (5300).....	52
LEWIS ROAD POSTCLOSURE (5400).....	53
JOHNSON CANYON LANDFILL ENVIRONMENTAL CONTROL SYSTEMS (5500)	55
JOLON ROAD POSTCLOSURE (5600)	58
SUN STREET ENVIRONMENT CONTROL SYSTEMS (5700)	61
DEBT SERVICE – INTEREST (6100)	61
DEBT SERVICE – PRINCIPAL (6200)	61
CLOSURE SET-ASIDE (6605).....	56
CELL CONSTRUCTION SET-ASIDE (6606)	56

APPENDICES

A. RESOLUTION 2014-11 FINANCIAL POLICIES 04/17/14.....	59
B. RESOLUTION 2021-XX APPROVING FEES AND RATES EFFECTIVE 07/1/21	83
C. RESOLUTION 2021-XX APPROVING FY 2021-22 BUDGET & PERSONNEL ALLOCATION EFFECTIVE 07/01/21	89
D. PERSONNEL ALLOCATION EFFECTIVE 07/01/21	91
E. PROPOSED SALARY SCHEDULE EFFECTIVE 07/01/21	93
F. DEBT SERVICE SCHEDULE - REVENUE BONDS, SERIES 2014A	103
G. DEBT SERVICE SCHEDULE - REVENUE BONDS, SERIES 2014B	105
H. LANDFILL TONNAGE HISTORY	107
I. PROJECTED LANDFILLED TONNAGE	109
J. DEBT SERVICE COVERAGE RATIO CALCULATIONS	111



March 18, 2021

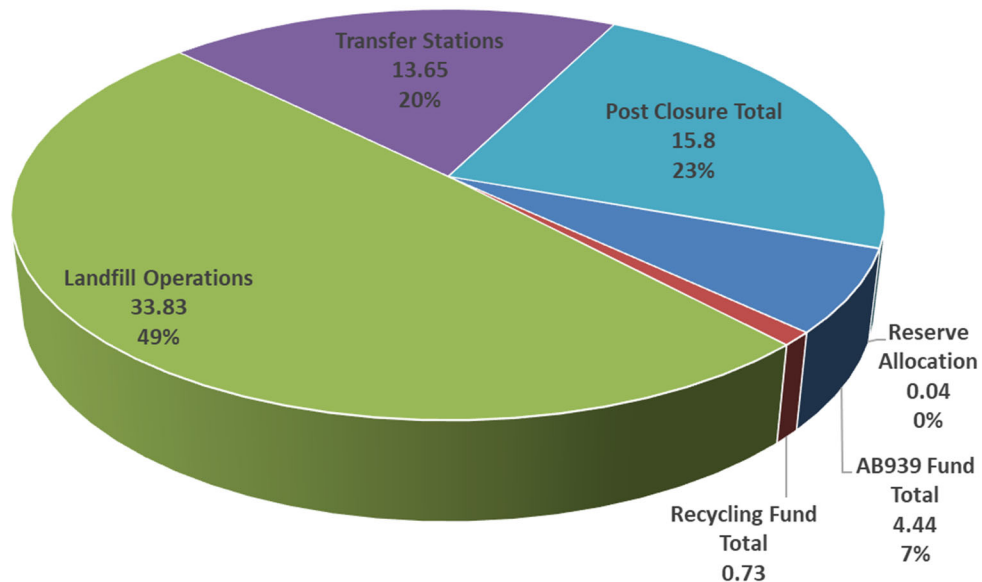
Salinas Valley Solid Waste Authority (Authority) Board Members:

We are pleased to present the Operating Budget for Fiscal Year 2021-22. The \$20,525,000 operating budget represents a 3.6% increase over the FY 2020-21 budget. The budget is financed by \$23,271,850 in operating revenues, which would generate an operating surplus of \$2,746,850. The proposed use of this surplus is \$1,070,000 to fund post closure maintenance at the Authority's three closed landfills, and \$1,670,000 in Capital Improvement Projects (CIPs). The remaining \$6,850 will be allocated to reserves designated in the Board approved Financial Policies.

The combined Operating Budget and Capital allocation represents an estimated **\$87.49 per capita** annual expenditure for the Authority's delivery of community services to our member agencies (service population of approximately 266,000).

The Post Closure and Capital Improvement Projects requires budget allocations of \$2,740,000 that will be funded from the \$2,746,850 in operating budget surplus mentioned above.

The \$68.50/ton tipping fee will not increase this year and is used to fund operations, as well as liabilities from our closed landfills. The following chart shows how the tipping fee is being spent after the capital improvement projects and administrative overhead have been allocated to the appropriate category.



Achieving a Balanced Budget

To achieve a balanced budget, this document incorporates the following items:

- No increase to the solid waste tipping fee
- Increase in organics program tipping fees that have been phased in over 3 years
- Increase to the C&D Tipping Fee Rate
- Increase to the transportation surcharge
- A \$267,000 total increase to AB939 fees

Beginning on the following page is a summary of the proposed budget followed by a discussion of how it was developed.

Salinas Valley Solid Waste Authority
FY 2021-22 Two-Year Budget Comparison

	FY 2020-21 Mid Year Budget	FY 2021-22 Proposed Budget	Increase / (Decrease)	% Change
<u>Revenues</u>				
Tipping Fees - Solid Waste	14,385,000	14,385,000	-	0.0%
Tipping Fees - Surcharge	1,215,800	1,486,800	271,000	22.3%
Tipping Fees - Diverted Materials	3,124,200	3,648,250	524,050	16.8%
AB939 Service Fee	2,733,000	3,000,000	267,000	9.8%
Charges for Services	131,800	131,800	-	0.0%
Sales of Materials	180,000	180,000	-	0.0%
Gas Royalties	290,000	290,000	-	0.0%
Investment Earnings	150,000	150,000	-	0.0%
Total Revenues	<u>22,209,800</u>	<u>23,271,850</u>	<u>1,062,050</u>	4.8%
			-	
<u>Operating Expenditures</u>				
1110 - Executive Administration	478,300	490,100	11,800	2.5%
1120 - Administrative Support	444,200	456,100	11,900	2.7%
1130 - Human Resources Administration	228,300	237,800	9,500	4.2%
1140 - Clerk of the Board	199,400	200,200	800	0.4%
1200 - Finance Administration	796,200	809,700	13,500	1.7%
1300 - Operations Administration	565,100	588,400	23,300	4.1%
2100 - Resource Recovery	994,600	1,231,500	236,900	23.8%
2150 - Marketing	75,600	75,600	-	0.0%
2200 - Public Education	225,300	225,300	-	0.0%
2300 - Household Hazardous Waste	847,900	830,300	(17,600)	-2.1%
2400 - C & D Diversion	447,200	453,100	5,900	1.3%
2500 - Organics Diversion	1,913,200	1,975,500	62,300	3.3%
2600 - Diversion Services	24,000	30,000	6,000	25.0%
3600 - JR Transfer Station	642,400	683,700	41,300	6.4%
3630 - JR Recycling Operations	168,700	174,400	5,700	3.4%
3710 - SS Disposal Operations	1,126,900	1,204,100	77,200	6.9%
3720 - SS Transfer Operations	1,288,100	1,352,600	64,500	5.0%
3730 - SS Recycling Operations	803,100	780,800	(22,300)	-2.8%
4500 - JC Landfill Operations	3,125,000	3,245,700	120,700	3.9%
4530 - JC Recycling Operations	460,700	476,700	16,000	3.5%
5500 - Johnson Canyon ECS	306,500	344,500	38,000	12.4%
5700 - Sun Street ECS	134,000	138,900	4,900	3.7%
6100 - Debt Service - Interest	1,366,800	1,279,000	(87,800)	-6.4%
6200 - Debt Service - Principal	1,770,000	1,855,000	85,000	4.8%
6605 - Closure Set-Aside	336,000	336,000	-	0.0%
6606 - Cell Construction Set-Aside	1,050,000	1,050,000	-	0.0%
Grand Total	<u>19,817,500</u>	<u>20,525,000</u>	<u>707,500</u>	3.6%
			-	
Revenues Over/(Under) Expenses	2,392,300	2,746,850	354,550	14.8%
Use of One Time Surplus	170,000	-	(170,000)	-100.0%
Less Post Closure Allocation	(1,055,000)	(1,070,000)	(15,000)	1.4%
Less CIP/Repayments Budget Allocation	<u>(1,500,300)</u>	<u>(1,670,000)</u>	<u>(169,700)</u>	11.3%
Balance Used for Reserves	<u>7,000</u>	<u>6,850</u>	<u>(150)</u>	-2.1%

* 4.8% Revenue Increase breakdown is as follows:
Organics Rate Equalization (2.1%)
FY 2020-21 Deferred Rate Increases (1.4%).
FY 2021-22 Rate Increases (1.3%)

FY 2021-22 BUDGET AT A GLANCE

Operating Revenues

Operating revenues are proposed to increase by \$1,062,050, a 4.8% increase. The major reasons for the increase are as follows:

Equalized Organics Rates or additional AB939 Fee Increase	\$ 460,000
Organics Fee Increases	275,300
Transportation Surcharge	271,000
AB939 Fee Increase	267,000
C&D Tonnage Decreases	(190,700)
All Other Revenue Changes	(20,550)
Total Revenue Increase	<u>\$ 1,062,050</u>

Equalized Organics Rates or additional AB939 Fee Increase

This would increase the budgeted revenue by **\$460,000**. The City of Salinas, through a contract between its hauler, Republic Services, and SVSWA pays a discounted rate of \$19.21/ton for the processing source separated greenwaste vs. full cost of \$50.00/ton proposed in this budget. This contract was established in 2004 with the termination date tied to the hauler's franchise agreement (and all future extensions) with the City of Salinas and includes annual CPI increases. The difference between this contract and the proposed rate that recovers the actual cost of processing is \$460,000. Absent the equalization of rates, the \$460,000 shortfall would have to be addressed with a separate AB939 increase to fully fund the operating budget for these unfunded, State mandated organics recovery programs.

Increase tipping fees for Expanded Organics Program

On September 21, 2017, the Board approved the expanded organics program to include the addition of Agricultural and food waste composting. A phased-in rate increase over a three-year period was recommended to buffer the impact to rate payers. This was also done to allow the Authority to run the operations for a couple of years to determine the final cost of the program. The total rate increases proposed for FY 2021-22 will produce **\$275,300** in additional revenue.

Following is the schedule of rate increases approved in concept when the organics program was considered by the Board in September 2017, along with the proposed FY 2021-22 rates.

	Mixed Organics	Wood Waste
FY 2018-19	38.25	36.25
FY 2019-20	43.00	39.00
FY 2020-21 (deferred)	48.00	42.00
FY 2021-22 (proposed)	50.00	48.00

AB939 Fees

AB939 services continues to be supplemented by tipping fees. Staff is recommended a 3% increase to these fees in FY 2020-21, which would have resulted in an additional \$82,000 in revenue. For FY 2021-22, staff is recommending an increase of **\$267,000**. Most of the increase (\$202,000) is needed for the initial implementation of the required SB 1383 programs. In order to reduce impacts, the deferred amount from FY 2020/21 is being reduced. However, since this program is still being supplemented from tipping fees, future increases will be applied to AB939 programs until the fees fully fund the programs, consistent with Authority rate setting objectives.

Transportation Surcharge

Staff recommended an increase to the transportation charge to \$18.50/ton for FY 2020-21 in order to recover the incremental cost of transporting franchise waste from Authority transfer stations. This deferred rate is needed along with an additional \$.25/ton for FY 2021-22. These increases, along with additional tonnage that is being transported from the Jolon Road Transfer Station, will result in an additional **\$271,000** in revenue from surcharges for transportation revenue.

Construction and Demolition

Processing materials through the Organics/C&D sort line for expanded wood waste recovery is more costly than the previous process of just grinding to make landfill cover material. Use of this material for landfill cover is no longer considered a diversion activity and woodwaste now requires advanced separation to create clean materials for the organics processing operation, as mandated under SB 1383. Staff recommended increasing the rate for C&D from \$58.00 per ton to \$62.00 per ton in FY 2020-21, with an additional increase in FY 2021-22 needed to fully fund the program. The expected tonnage for Construction and Demolition has decreased. Even with an increase to \$68.50 to cover the cost of the programs, expected revenues from the program are expected to be a **decrease of \$190,700**.

Other Revenue Adjustments

The net impact of all other revenues is a decrease of **\$20,550**.

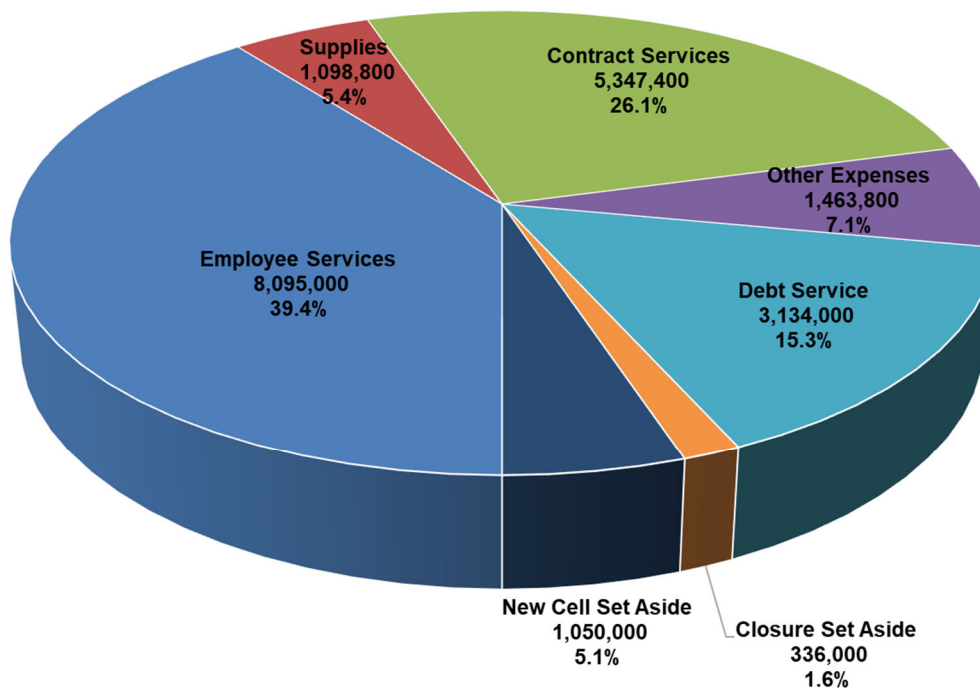
Operating Expenditures

The proposed operating budget of \$20,525,000 reflects an increase of \$707,500 (3.6%) over the current appropriations.

OPERATING EXPENDITURES BUDGET HIGHLIGHTS

Following is a comparison of the operating budget expenditures by category.

Category	FY 2020-21 Mid Year Budget	Proposed FY 2021-22 Budget	Increase / (Decrease)	% Change
Employee Services	7,666,300	8,095,000	428,700	5.6%
Supplies	1,008,300	1,098,800	90,500	9.0%
Contract Services	5,262,000	5,347,400	85,400	1.6%
Other Expenses	1,358,100	1,463,800	105,700	7.8%
Debt Service	3,136,800	3,134,000	(2,800)	-0.1%
Closure Set Aside	336,000	336,000	-	0.0%
New Cell Set Aside	1,050,000	1,050,000	-	0.0%
Grand Total	19,817,500	20,525,000	707,500	3.6%



Employee Services - \$8,095,000 (39.4%)

Employee Services accounts for 39.4% of the budget. The proposed budget contains 64 full time positions, and 1 half time position. Two new positions are proposed; a Resource Recovery Technician to Assist with the implementation of SB 1383 requirements, and a new Equipment Maintenance Technician I/II that will be funded from savings in the vehicle maintenance budget. Please refer to Appendix D for the complete personnel allocation.

Employee services are budgeted to increase 5.6% (\$428,700) in 2021-22 to \$8,095,000 due to:

1. Decrease in amount budgeted for CalPERS UAL Paydown
2. The addition of two new full-time positions
3. Annual Cost of Living Adjustments
4. Annual Merit Increases
5. Health Insurance Premium Increases

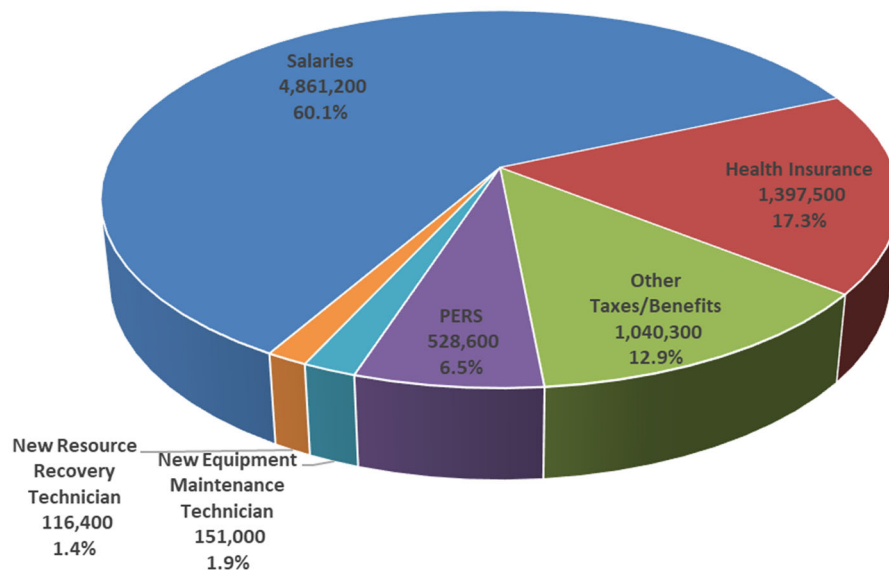
The FY 2019-20 budget included a \$170,000 supplemental appropriation to pay down CalPERS Unfunded Actuarial Liability. Surplus funds from FY 2019-20 were used for this allocation.

The Equipment Maintenance Technician requested will increase salary and benefits by \$151,000 and will be paid from savings in the vehicle maintenance budget. Having the work done by SVSWA staff will reduce equipment downtime, maintain efficiencies, and reduce cost associated with contracted work.

The Resource Recovery Technician requested will increase salary and benefits by \$116,400. The position will have several duties related to the implementation of programs required by SB 1383.

The 2.2% Cost of Living Adjustment (COLA) increase for 62 employees in FY 2021-22 is \$169,800. Scheduled annual merit increases for 33 employees in FY 2020-21 total \$92,200. Health Insurance premiums are scheduled to increase by \$88,400. Other changes in taxes and benefits for employees total a net decrease of \$15,200.

Below is a chart showing the cost for Employee Services:



Supplies - \$1,098,800 (5.4%)

The supplies budget will increase \$51,344. Most of our supply budget, \$734,200 (66.1%) is for fuel used to operate equipment and vehicles at all our facilities.

Contract Services (Business Partnerships) - \$5,347,400 (26.1%)

Contract Services pays for regulatory compliance and environmental monitoring, as well as processing and other services.

Contract services are budgeted to increase \$85,400 (1.6%) to \$5,347,400. This is due to increases in the costs of processing organics and expected increases for the implementation of SB 1383 programs.

Following is a summary of the major expenses in this category:

- Vision Recycling (organics contractor) will be compensated \$1,690,500 for processing organics and wood waste at Johnson Canyon Landfill. This is the single largest recycling program for the Authority. This program keeps over 50,000 tons of organic material from the landfill and is expected to increase significantly over the coming years due to program changes to address new organics recovery mandates under AB 1826 and SB 1383.

- The cost of processing 7,800 tons of wood waste/C&D will cost \$324,000. This includes staffing a sorting line purchased in FY 2019-20 that will increase the amount of wood waste, organics and other high value materials that can be removed from the waste stream.
- The City of Gonzales will continue to receive \$250,000 in mitigation fees for hosting the landfill near its city limits.

Other Expenses - \$1,463,800 (7.1%)

This category covers other expenses not included in the above categories. Most of the expenses included in this category are regulatory or for mitigation related activities:

- California Integrated Waste Management Fees - \$294,000. All landfills are required to pay the State a regulatory fee based on tonnage landfilled.
- Phillip Services will be compensated \$230,000 for Household Hazardous Waste (HHW) hauling, recycling and disposal. This is one of the mandated services paid by AB939 fees.
- Monterey County Environmental Health Bureau Regional Fees - \$121,600. The Monterey County Environmental Health Bureau expects to receive \$496,080 in total fees from the Authority and Monterey Regional Waste Management District (MRWMD) based proportionally on tonnage landfilled at each site. Ending importation of waste to Authority landfills and significant increases in outside waste import to the MRWMD has shifted a larger share of this regulatory fee to the MRWMD.
- Monterey County Environmental Health Bureau, Local Enforcement Agency (LEA) - \$59,500. The Monterey County Environmental Health Bureau LEA charges various permit fees for active and closed landfill permit activities. In total, the Authority expects to pay \$181,100 to Monterey County Environmental Health.

Debt Service - \$3,134,000 (15.3%)

At \$3,134,000, Debt Service is the third largest expense category at 15.3% of the budget.

The refinancing of the 2002 Revenue Bonds and the Salinas Installment Purchase Agreement for the Crazy Horse Landfill in January 2014 resulted in a short-term decrease. Beginning in FY 2018-19, bond debt service increased as scheduled to \$3.1 million, the amount of debt service being paid prior to the refinancing. It will continue at \$3.1 million until 2027-28 after which debt service will decrease to \$2.8 million through FY 2031-32 when all bonded debt is paid in full.

The debt service payments were structured so the savings from the refinancing would be taken upfront over the first few years instead of spreading out the savings annually over the life of the bond issue to provide funding to complete underfunded or deferred capital improvements at our four landfills.

Following is a summary of the Authority's bond debt service requirements for the next five fiscal years:

Fiscal Year Ended June 30,	2014A (AMT)		2014B (Taxable)		Total Debt Service Requirement
	Principal	Interest	Principal	Interest	
2022	1,470,000	1,231,375	385,000	47,581	3,133,956
2023	1,545,000	1,156,000	405,000	29,730	3,135,730
2024	1,630,000	1,076,625	420,000	10,166	3,136,791
2025	2,155,000	982,000	0	0	3,137,000
2026	2,265,000	685,838	0	0	3,130,838

For full Bond Debt Service schedules see:

Appendix F - 2014 Alternatively Minimally Taxed (AMT) Bonds

Appendix G - 2014 Taxable Bonds

An Equipment Lease-Purchase loan was used to buy the initial start-up equipment for the operations at Johnson Canyon Landfill. The Equipment Lease-Purchase loan was fully paid in FY 2019-20, the amount used to pay this loan is being added to the CIP budget to allow cash funding (Pay-As-You-Go) for future equipment replacement needs. Landfill operations require many pieces of heavy equipment. The Capital Equipment Replacement CIP for Johnson Canyon is allocated an annual amount of \$800,000 beginning in FY 2020-21.

Closure/Post Closure Set Aside - \$336,000 (1.6%)

The calculation of closure and post-closure amounts is based on Governmental Accounting Standards Board Statement No. 18 (GASB 18). GASB 18 states very clearly, how the costs of closure and post-closure maintenance are calculated and allocated to accounting periods. The Authority follows the GASB 18 methodology to determine the budgeted amount for closure costs. The California Department of Resources Recycling and Recovery (CalRecycle) governs the funding of liabilities for landfill closure and post-closure.

During FY 2014-15 staff prepared and submitted revised Engineer's cost estimates for closure reflecting a rate of \$1.40 per ton. To ensure adequate funding, costs are checked annually to ensure the State's mandated inflation rates for closure costs are remaining consistent with actual engineering and industry cost estimates. The 5-year permit review has been submitted to CalRecycle and LEA and is awaiting approval. It is estimated that the \$1.60 per ton that is budgeted to be set aside in the FY 2021-22 budget will be enough to fund the closure as well as the post-closure requirements for Johnson Canyon Landfill.

Closure Funding Requirement

By the time a landfill stops accepting waste, it is required to have reserved sufficient funds to pay for the closure of the landfill. Closure costs are determined and funded annually based on landfill capacity used. Even though the funds will not be spent until the landfill is closed, the annual required funding amount is considered an expense for the period when the landfill capacity was used. The Authority therefore budgets to set-aside sufficient funds to cover the expense of closure for each fiscal year, as mandated by the State.

Closure Funding Calculations

The calculation of closure funding is based on a per ton basis. The Johnson Canyon Landfill Closure amount is calculated at \$1.60 per ton based on the unfunded liability as of June 30, 2020.

New Cell Construction Set Aside - \$1,050,000 (5.1%)

The cost of the new cell completed in FY 2019-20 was just over \$5.25 million for 1.17 million tons and five to six years of interim capacity. This included engineering, construction, quality assurance, staff time, and equipment costs used during construction of the cell. For the Authority to fund future cells with cash on hand (Pay-As-You-Go), we will need to set aside \$5 per ton over the life of the cell. Setting aside money on a per ton basis will allow the Authority to adjust for increases and decreases in tonnage, as necessary. At the budgeted tonnage of 210,000, the estimated set aside for FY 2021-22 will be \$1,050,000. The amount set aside is shown in the Operating Budget and will be allocated to the CIP budget during the CIP carryover process typically approved by the Board at the September Board meeting.

Capital Improvement Projects (CIP) /Post Closure Maintenance

The following Projects are to be budgeted in FY 2021-22

Equipment Replacement (3 sites)	\$ 1,120,000
Post Closure Maintenance (3 sites)	1,070,000
Organics Program	250,000
Johnson Canyon LFG System Improvements	100,000
Roadway Maintenance/Improvements	100,000
Johnson Canyon Litter Barrier	50,000
JR Transfer Station Improvements	25,000
Concrete Grinding	<u>25,000</u>
Total Operating Surplus Allocations	<u>\$ 2,740,000</u>

Equipment Replacement (\$1,120,000)

The Authority operates two transfer stations, and one landfill. To replace necessary equipment, money is set aside every year. The Board approved the Sun Street Equipment replacement plan on August 22, 2013. A Capital Purchase Lease Loan was taken when the Authority took over operations of Johnson Canyon Landfill with annual payments of \$800,000. An internal loan was taken when the Authority took over operations of Jolon Road Transfer Station with annual payments of \$120,000. The final payments for both loans were completed in FY 2019-20. The amounts used to pay these loans are now included in the CIP for future capital equipment replacement needs on a Pay-As-You-Go basis. This will allow the Authority to replace the equipment purchased with these loans with cash on hand rather than having to take out additional debt. The Equipment Replacement budget for all three sites is \$1,120,000 and are allocated to each site as follows:

- Johnson Canyon Landfill - \$800,000
- Sun Street Transfer Station - \$200,000
- Jolon Road Transfer Station - \$120,000

Post Closure Maintenance (\$1,070,000)

Post-closure maintenance costs are inconsistent in nature. Some years require more maintenance than others. During FY 2019-20, the Board approved removing post closure maintenance from the operating budget and including it in the CIP budget. This allows staff to carry over remaining balances at the end of the year and help ensure that funding is available when large maintenance and repairs are necessary at the closed landfills. The total post closure maintenance budget for all three sites is \$1,070,000 and are allocated to each site as follows:

- Crazy Horse Closed Landfill - \$560,000
- Jolon Road Closed Landfill - \$260,000
- Lewis Road Closed Landfill - \$250,000

Organics Program (\$250,000)

On September 21, 2017, the Board approved the expanded organics program to meet the levels of diversion and greenhouse gas emission reductions required by various state mandates, including the Global Warming Solutions Act (Assembly Bill (AB) 32), the Mandatory Commercial Organics Recycling Program (AB 1826), and Short-Lived Climate Pollutants and Methane Emissions Reduction Strategy (Senate Bill 1383), which effectively eliminates the disposal of organic materials (including food scraps) in landfills by 2025 with interim reduction mandates. An Organics grant in the amount \$1.34 million was awarded and accepted from CalRecycle to fund the infrastructure needed for the new organics program. The capital replacement budget includes \$250,000 in funding in order to ensure that we have funds set aside (Pay-As-You-Go funding) to replace heavy equipment and de-packaging machine, as well as any continued improvements needed for the composting site.

Johnson Canyon LFG System Improvements (\$100,000)

As landfill operations continue at the Johnson Canyon Landfill, so is the need to assure an effective environmental control system is in place. Setting aside \$100,000 annually for landfill gas system improvement will allow us to maintain and replace wells as needed.

Johnson Canyon Litter Barrier (\$50,000)

The litter barrier control fence along the property boundary helps to prevent litter from leaving the site. The \$50,000 annual funding allows staff to expand and replace the barrier as needed.

Jolon Road Transfer Station Improvements (\$25,000)

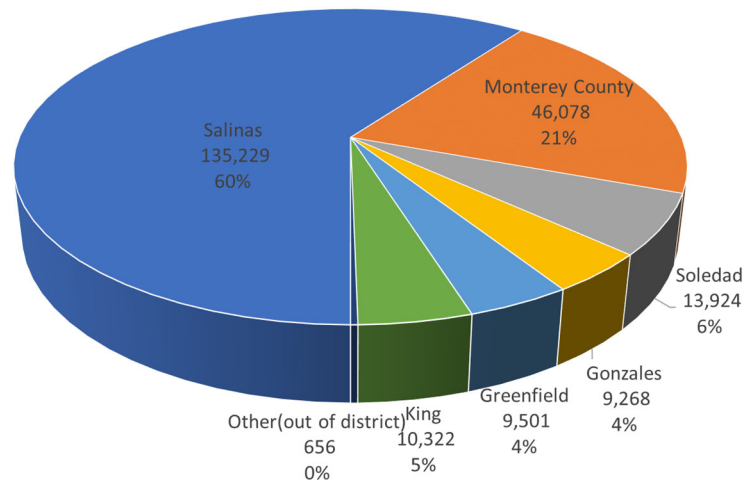
Staff took-over of the Jolon Road Transfer Station in September 2016. Initial repairs were done at the facility at this time. Setting aside \$25,000 annually will help ensure that any future capital repairs and/or improvements at the site have a minimal impact on the budget.

Concrete Grinding (\$25,000)

The Authority receives concrete, asphalt, and porcelain at its facilities for recycling. The material is consolidated at the Johnson Canyon Landfill and used as aggregate base to construct its internal access roads and a winter tipping pad that allows both the public and franchise haulers to access the tipping face in the winter months. Most of the material is crushed with onsite equipment and placed as needed. The larger portions require stockpiling and contracted crushing to produce the re-usable material for onsite needs. However, this material is only processed once every few years. In order to have enough funds available for processing, money is set aside each year on a Pay-As-You-Go basis until enough material is stockpiled to warrant grinding.

SOLID WASTE ORIGIN

The chart below shows the origin of the solid waste landfilled from the Authority service area for FY 2019-20. The origin of waste has historically been about the same.



LANDFILL CAPACITY

The Authority owns and operates the Johnson Canyon Landfill located outside the city of Gonzales. Our remaining capacity on June 30, 2020 is estimated at 7.26 million tons. Thanks to ending waste importation and improved recycling and operational efforts, the remaining capacity is approximately 32 years at last year's fill rate, with an expected increase of several years once the expanded organics/wood waste diversion programs are fully operational and site development plans are reviewed and updated.

Johnson Canyon Landfill Rate of Fill

In FY 2019-20, 224,980 tons of solid waste were buried at Johnson Canyon Landfill. Based on current year to date information for FY 2020-21, over 215,000 tons are conservatively expected to be received for landfiling, all from the Authority service area. The budget for FY 2021-22 requires 210,000 tons of solid waste. The life of the landfill could be further extended if mandatory recycling and new diversion programs are implemented to reduce landfill tonnage. If advanced waste diversion technologies are contracted for or implemented in the near future, it would have a more dramatic impact on buried tonnage, further extending the landfill capacity and life, and reducing the annual closure fund contribution by spreading these mandatory payments over a longer accrual period.

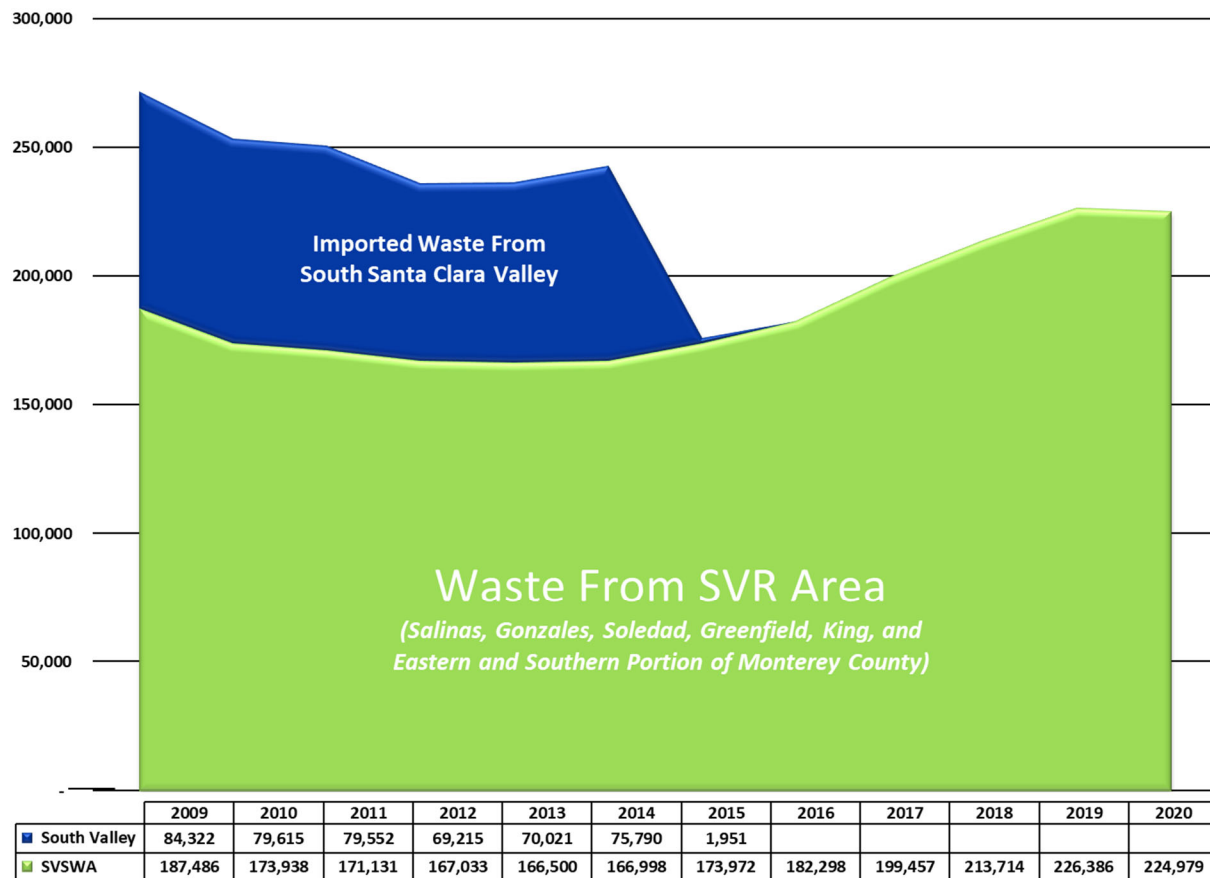
Johnson Canyon Landfill Capital Improvements

In order to fully utilize the permitted capacity, Johnson Canyon Landfill will require capital improvements totaling \$17,500,000 over the next 30+ years. At this time, the Authority cannot anticipate all the improvements, as changes in technology and State/Federal mandates are expected to influence the amount of waste that must be landfilled.

REVENUES AND TONNAGE

Landfilled Tonnage

The following chart shows that as of June 30, 2019, solid waste tonnage landfilled has stabilized and showing a modest projected increase. After a fluctuation of less than 500 tons between 2012 and 2014, the Authority saw its first substantial tonnage increase in more than ten years in 2015. Tonnage has increased moderately every year since. Tonnage slightly decreased from 2019 to 2020 and is expected to decrease slightly again for 2021.



Below is a summary of Solid Waste accepted at the scale house. Self-Haul and Franchise tonnage have been reallocated due to the staff run operations at Jolon Road in order to better project tonnages. This is followed with a brief discussion of the different types of tonnages.

	2017-18 Actual	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Total Franchise Waste	166,419	170,147	174,273	163,800	163,500
Total Self Haul	35,204	41,252	41,558	46,200	46,500
Total Solid Waste Tons	201,623	211,399	215,831	210,000	210,000
Percent Change		4.8%	2.1%	-2.7%	0.0%

- Year-to-date projections for 2020-21 is over 215,000 tons

Franchise Solid Waste Tonnage

For FY 2020-21 staff prepared the budget based on 163,800 tons of franchise waste. Current projections for FY 2020-21 show a decrease from FY 2019-20 totals. Staff is conservatively estimating 163,500 tons for franchise waste in FY 2021-22, a decrease of 0.2% of tons over the FY 2020-21 budget.

	2017-18 Actual	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
City of Salinas	97,601	96,508	100,681	93,500	94,100
Monterey County	36,668	41,233	40,838	38,100	37,500
City of King	8,875	8,711	8,771	8,500	8,200
City of Soledad	7,472	7,628	7,862	7,500	7,500
City of Greenfield	6,747	7,035	7,180	7,300	7,300
Tri-Cities Disposal	5,605	5,459	5,187	5,300	5,300
City of Gonzales	3,451	3,573	3,753	3,600	3,600
Total Franchise Tons	166,419	170,147	174,272	163,800	163,500
Percent Change		2.2%	2.4%	-6.0%	-0.2%

- Year-to-date projected Franchise tonnage for 2020-21 is over 165,000

Self-Haul Solid Waste Tonnage

The second largest source of income for the Authority is self-haul solid waste. These customers bring their own solid waste to Authority facilities. These customers can go wherever they choose and not subject to inter-agency flow control agreements. Staff is conservatively estimating 46,500 tons for self-haul waste in FY 2021-22, an increase of 0.6% tons over the FY 2020-21 budget. Closure of the Sun Street Transfer Station without an equivalent replacement facility to serve Salinas area Self-haul customers would affect services, rates, and revenues of the Authority.

	2017-18 Actual	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Johnson Canyon Self-Haul	13,987	16,477	15,495	16,100	16,200
Jolon Road Self-Haul	2,737	3,041	3,082	3,800	3,800
Sun Street Self-Haul	18,480	21,734	22,945	26,300	26,500
Total Self-Haul Solid Waste	35,204	41,252	41,522	46,200	46,500
Percent Change		17.2%	0.7%	11.3%	0.6%

- Year-to-date projected self-haul tonnage for 2020-21 is over 48,000

Transportation Surcharge

The Transportation Surcharge is used to partially offset the costs for the handling and transporting of franchise waste to Johnson Canyon Landfill from Authority operated transfer stations. The surcharge was originally \$6.00 per ton in FY 2009-10. It decreased to \$5.00 per ton in FY 2010-11 to offset a \$1.00 per ton tipping fee increase. Beginning in FY 2012-13, the surcharge was increased by \$3.00 per ton every year with the goal of eventually fully funding this franchise specific service benefit and reducing required subsidy from other revenue sources. The surcharge for FY 2021-22 is scheduled to increase to \$18.75 per ton. The surcharge will result in \$1,486,800 in direct service-related fees that will be used to cover the cost of transferring franchise waste from Sun Street and Jolon Road Transfer Stations to the Johnson Canyon Landfill. The benefits of transferring Franchise Waste vs. direct hauling their waste to landfills are reductions in greenhouse gases and transportation impacts to communities adjacent to facilities, and increases in productivity and cost effectiveness for Franchise Haulers.

EXPANSION FUND – (RECOLOGY SOUTH VALLEY TONNAGE)

The Expansion Fund was used to account for revenue from the sale of landfill capacity to Recology South Santa Clara Valley Disposal (Recology South Valley). All revenues from this contract ceased on December 31, 2014. The Authority has chosen to end the importation of solid waste to finance its operations and extend the life of the last remaining operational landfill more sustainably. By taking this critical step towards more sustainable funding of services, the Authority is closer to achieving its Vision of “A Future Without Landfills.”

On June 30, 2021, the Expansion Fund is projected to have an available fund balance of \$8,211,869 after remaining appropriations for Capital Improvement Projects. The only revenue expected to be received in the Expansion Fund is accrued interest on the remaining balance.

The Expansion Fund, per current Board policy, is to be used for developing 50 years of sustainable landfill capacity, including future infrastructure and Waste Diversion Technology investments that reduce landfill dependence and extend the current life of Johnson Canyon Landfill.

REVENUE BOND RATE COVENANT

Pursuant to the Master Indenture for the 2014 Refunding Revenue Bonds, the Authority agreed “to fix, prescribe and collect rates, fees and charges and manage the operation of the System for each fiscal year so as to yield Net Revenues during such fiscal year equal to at least one hundred fifteen percent (115%) of the Annual Debt Service in such fiscal year.” After paying for operations, the Authority must have available 115% of the amount of debt service. This ensures the bondholders that there is a 15% cushion to make debt service payments in the event changes are necessary during the year, which would affect revenues or expenditures. For FY 2021-22, the budgeted debt service coverage ratio is 187%.

LIABILITIES

One of the primary reasons that the Authority was formed was to manage the long-term landfill liabilities of its member agencies through economies of scale as a regional agency. As of June 30, 2020, the Authority holds \$85.7 million in long-term liabilities related to its landfills, both opened and closed on behalf of all its member agencies.

The chart below shows how these liabilities would be broken down based on FY 2018-20 franchise waste buried at the Johnson Canyon Landfill.

Salinas Valley Recycles
Liabilities Allocated by Tonnage Landfilled
All Totals as of June 30, 2020

	FYE 2018-20 Franchise Tons Landfilled	Percent of Landfilled	Johnson Canyon Closure Payable*	Estimated Post Closure Maintenance (Closed Landfills)**	Johnson Canyon Post Closure Liability at 06-30-2020	Debt Service Principal	Debt Service Interest	Corrective Action	Total Liabilities
City of Salinas	294,790	59.6%	6,962,096	13,806,929	382,745	15,887,250	5,504,504	8,543,254	51,086,778
County of Monterey	118,739	24.0%	2,804,275	5,561,318	154,167	6,399,254	2,217,169	3,441,153	20,577,336
City of King	26,357	5.3%	622,477	1,234,469	34,221	1,420,470	492,154	763,847	4,567,639
City of Soledad	22,962	4.6%	542,297	1,075,459	29,813	1,237,501	428,761	665,457	3,979,289
City of Greenfield	20,962	4.2%	495,062	981,786	27,216	1,129,715	391,416	607,496	3,632,691
City of Gonzales	10,777	2.2%	254,522	504,757	13,992	580,810	201,235	312,326	1,867,642
	<u>494,587</u>		<u>11,680,729</u>	<u>23,164,719</u>	<u>642,155</u>	<u>26,655,000</u>	<u>9,235,239</u>	<u>14,333,534</u>	<u>85,711,376</u>

*Total Unfunded Estimated Cost for Closing Johnson Canyon Landfill @ 06-30-2020

**FY 2019-20 Closure Expense - Carried forward for remaining years in Pledge of Revenue for each site

PROJECTIONS

In order to make financial decisions, it is important to see what expenses for operations and Capital Improvement Projects needs are for the next few years. In order to project Authority rates, staff used the following assumption:

- Tonnage remains flat at 210,000 tons
- No other changes to services
- CPI increases of 2% to the Operating Budget for the next 5 years
- CPI Rate Increases to Organics and Transportation Rates
- Increases in AB939 rates in lieu of tipping fee increases until program is fully funded.

Debt service coverage of 115% is required to meet our bond covenants. As shown below, our debt service coverage is expected to be 187% in FY 2021-22, and subsequent years.

Description	2020-21 Budget	2021-22 Proposed	2022-23 Estimate	2023-24 Estimate	2024-25 Estimate	2025-26 Estimate
Landfilled Tonnage	210,000	210,000	210,000	210,000	210,000	210,000
Estimated Tipping fee	68.50	68.50	68.50	68.50	68.50	68.50
AB939 Service Fee	2,733,000	3,000,000	3,210,000	3,420,000	3,630,000	3,840,000
Total Operating Revenues	22,209,800	23,271,850	23,598,300	23,924,800	24,251,700	24,578,600
Total Operating Expenditures (Includes Post Closure)	16,515,700	17,411,000	17,732,000	18,059,000	18,393,000	18,733,000
Net Revenues	5,694,100	5,860,850	5,866,300	5,865,800	5,858,700	5,845,600
Debt Service on 2014 Bond	3,136,800	3,134,000	3,135,700	3,136,900	3,137,000	3,130,900
Net Income After Debt Service*	2,557,300	2,726,850	2,730,600	2,728,900	2,721,700	2,714,700
*Allocation for CIP and Reserve funding per Board fiscal policies						
Debt Coverage Ratio	182%	187%	187%	187%	187%	187%

Capital Improvements are constantly needed at landfills and transfer stations. Both monitoring and disposal equipment must be constantly upgraded and/or replaced. A capital lease loan was taken out in order to purchase equipment needed to operate Johnson Canyon Landfill. Additionally, the Board directed staff to borrow funds from capital reserves to fund initial equipment purchases needed to operate the transfer station at Jolon Road. Now that both loans are repaid, the funds will be allocated to a Capital Equipment Replacement CIP in order to have cash available when the equipment purchased requires replacement (Pay-As-You-Go).

Following is a summary of capital needs expected to be funded over the next five years. Post Closure is included in Operating Expenditures for the purpose of calculating the Debt Coverage Ratio but is part of the Capital Improvements Budget so that we can carry over remaining balances year over year.

Description	2020-21 Budget	2021-22 Proposed	2022-23 Estimate	2023-24 Estimate	2024-25 Estimate	2025-26 Estimate
Post-Closure (Part of Operating Expenditures)	1,055,000	1,070,000	1,070,000	1,070,000	1,070,000	1,070,000
New Cell Construction (Shown in Operating Budget)	1,050,000	1,050,000	1,050,000	1,050,000	1,050,000	1,050,000
Equipment Purchase/Replacement	1,120,000	1,120,000	1,120,000	1,120,000	1,120,000	1,120,000
Road Improvement**	5,300	100,000	100,000	100,000	100,000	100,000
JC Landfill Improvements	100,000	150,000	150,000	150,000	125,000	125,000
Transfer Station Improvements	50,000	25,000	25,000	25,000	25,000	25,000
Organics Program	200,000	250,000	250,000	250,000	250,000	250,000
Concrete Grinding Set Aside	25,000	25,000	25,000	25,000	25,000	25,000
Total CIP's and Set Asides Funded From Operations	2,550,300	2,720,000	2,720,000	2,720,000	2,695,000	2,695,000

The following summary shows expected funding of reserves from budgeted operating surpluses.

Description	2020-21 Budget	2021-22 Proposed	2022-23 Estimate	2023-24 Estimate	2024-25 Estimate	2025-26 Estimate
Net Income After Debt Service	2,557,300	2,726,850	2,730,600	2,728,900	2,721,700	2,714,700
Total CIP, and Set Asides Funded From Operations	2,550,300	2,720,000	2,720,000	2,720,000	2,695,000	2,695,000
Budgeted Surplus for Reserves	7,000	6,850	10,600	8,900	26,700	19,700

CONCLUSION

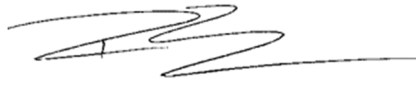
The budget as presented funds all required operating expenditures, debt service payments, and transfers. The operating budget includes \$1,050,000 in set aside for future landfill expansion. After adjusting the operating budget for this amount, the operating budget has a net income of \$3,796,850, which will fund necessary capital improvements and fund Board designated reserves.

The Board's approval of refinancing the 2002 Revenue Bonds and the Crazy Horse Installment Purchase Agreement has allowed the Authority to fund much needed and previously deferred Capital Improvement Projects and transition to continued funding for most anticipated future Capital needs on a Pay-As -You-Go basis. We will continue to work on ways to handle the solid waste disposal needs of the Salinas Valley in the most economical way possible while continuing to strive for a "Future without Landfills".

Respectfully submitted,



R. Patrick Mathews
General Manager/CAO



C. Ray Hendricks
Finance and Administration
Manager/Treasurer/CFO



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List of Principal Officials

Christopher M. Lopez, County of Monterey
President

Christie Cromeenes, City of Salinas
Vice President

Andrew Tipton, City of Greenfield
Alternate Vice President

Robert S. Cullen, City of King
Past President

Liz Silva, City of Gonzales
Board Member

John M. Phillips, County of Monterey
Board Member

Kimbley Craig, City of Salinas
Board Member

Anthony Rocha, City of Salinas
Board Member

Ben Jimenez Jr., City of Soledad
Board Member

Roy Santos
General Counsel

R. Patrick Mathews
General Manager /
Chief Administrative Officer

Cesar Zuniga
Assistant General Manager /
Operations Manager

Mandy Brooks
Resource Recovery Manager

C. Ray Hendricks
Finance & Administration
Manager / Treasurer / Controller

Brian Kennedy
Engineering & Environmental
Compliance Manager



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Service Area

 SVSWA Service Area	 Drop-Off Station for Antifreeze, Car Batteries, Used Motor Oil and Latex Paint
 Drop-Off Facility Location	



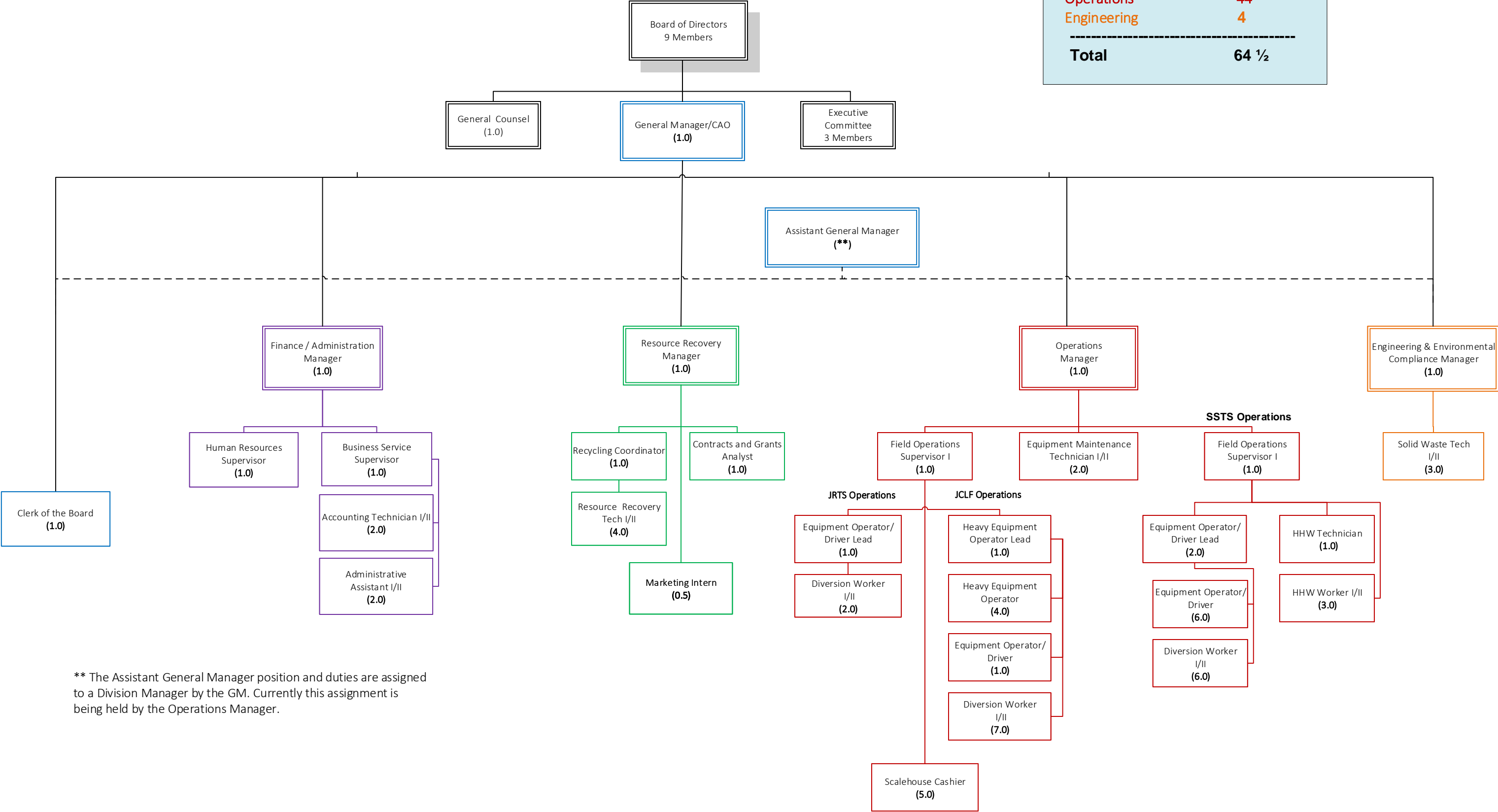


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Salinas Valley Solid Waste Authority
Organizational Chart

Proposed Effective Date: July 01, 2021

Executive Administration	2
Finance & Administration	7
Resource Recovery	7 ½
Operations	44
Engineering	4
<hr/>	
Total	64 ½



** The Assistant General Manager position and duties are assigned to a Division Manager by the GM. Currently this assignment is being held by the Operations Manager.



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Salinas Valley Solid Waste Authority
FY 2021-22 Two-Year Budget Comparison

	FY 2020-21 Mid Year Budget	FY 2021-22 Proposed Budget	Increase / (Decrease)	% Change
<u>Revenues</u>				
Tipping Fees - Solid Waste	14,385,000	14,385,000	-	0.0%
Tipping Fees - Surcharge	1,215,800	1,486,800	271,000	22.3%
Tipping Fees - Diverted Materials	3,124,200	3,648,250	524,050	16.8%
AB939 Service Fee	2,733,000	3,000,000	267,000	9.8%
Charges for Services	131,800	131,800	-	0.0%
Sales of Materials	180,000	180,000	-	0.0%
Gas Royalties	290,000	290,000	-	0.0%
Investment Earnings	150,000	150,000	-	0.0%
Total Revenues	22,209,800	23,271,850	1,062,050	4.8% *
			-	
<u>Operating Expenditures</u>				
1110 - Executive Administration	478,300	490,100	11,800	2.5%
1120 - Administrative Support	444,200	456,100	11,900	2.7%
1130 - Human Resources Administration	228,300	237,800	9,500	4.2%
1140 - Clerk of the Board	199,400	200,200	800	0.4%
1200 - Finance Administration	796,200	809,700	13,500	1.7%
1300 - Operations Administration	565,100	588,400	23,300	4.1%
2100 - Resource Recovery	994,600	1,231,500	236,900	23.8%
2150 - Marketing	75,600	75,600	-	0.0%
2200 - Public Education	225,300	225,300	-	0.0%
2300 - Household Hazardous Waste	847,900	830,300	(17,600)	-2.1%
2400 - C & D Diversion	447,200	453,100	5,900	1.3%
2500 - Organics Diversion	1,913,200	1,975,500	62,300	3.3%
2600 - Diversion Services	24,000	30,000	6,000	25.0%
3600 - JR Transfer Station	642,400	683,700	41,300	6.4%
3630 - JR Recycling Operations	168,700	174,400	5,700	3.4%
3710 - SS Disposal Operations	1,126,900	1,204,100	77,200	6.9%
3720 - SS Transfer Operations	1,288,100	1,352,600	64,500	5.0%
3730 - SS Recycling Operations	803,100	780,800	(22,300)	-2.8%
4500 - JC Landfill Operations	3,125,000	3,245,700	120,700	3.9%
4530 - JC Recycling Operations	460,700	476,700	16,000	3.5%
5500 - Johnson Canyon ECS	306,500	344,500	38,000	12.4%
5700 - Sun Street ECS	134,000	138,900	4,900	3.7%
6100 - Debt Service - Interest	1,366,800	1,279,000	(87,800)	-6.4%
6200 - Debt Service - Principal	1,770,000	1,855,000	85,000	4.8%
6605 - Closure Set-Aside	336,000	336,000	-	0.0%
6606 - Cell Construction Set-Aside	1,050,000	1,050,000	-	0.0%
Grand Total	19,817,500	20,525,000	707,500	3.6%
			-	
Revenues Over/(Under) Expenses	2,392,300	2,746,850	354,550	14.8%
Use of One Time Surplus	170,000	-	(170,000)	-100.0%
Less Post Closure Allocation	(1,055,000)	(1,070,000)	(15,000)	1.4%
Less CIP/Repayments Budget Allocation	(1,500,300)	(1,670,000)	(169,700)	11.3%
Balance Used for Reserves	7,000	6,850	(150)	-2.1%

* 4.8% Revenue Increase breakdown is as follows:

Organics Rate Equalization (2.1%)

FY 2020-21 Deferred Rate Increases (1.4%).

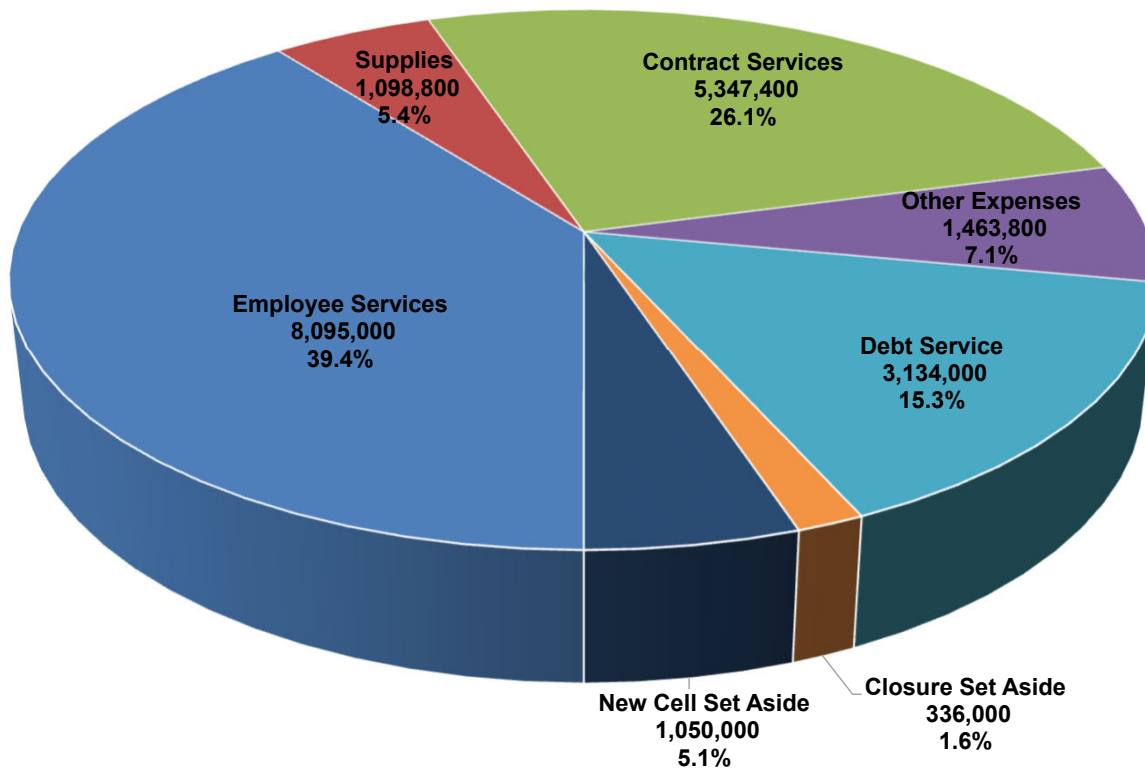
FY 2021-22 Rate Increases (1.3%)



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**Salinas Valley Solid Waste Authority
Budget by Category
FY 2021-22**

Category	FY 2020-21 Mid Year Budget	Proposed FY 2021-22 Budget	Increase / (Decrease)	% Change
Employee Services	7,666,300	8,095,000	428,700	5.6%
Supplies	1,008,300	1,098,800	90,500	9.0%
Contract Services	5,262,000	5,347,400	85,400	1.6%
Other Expenses	1,358,100	1,463,800	105,700	7.8%
Debt Service	3,136,800	3,134,000	(2,800)	-0.1%
Closure Set Aside	336,000	336,000	-	0.0%
New Cell Set Aside	1,050,000	1,050,000	-	0.0%
Grand Total	19,817,500	20,525,000	707,500	3.6%





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Salinas Valley Solid Waste Authority
Budget by Program
FY 2021-22

Category	FY 2020-21 Mid Year Budget	Proposed FY 2021-22 Budget	Increase / (Decrease)	% Change
1110 - Executive Administration	478,300	490,100	11,800	2.5%
1120 - Administrative Support	444,200	456,100	11,900	2.7%
1130 - Human Resources Administration	228,300	237,800	9,500	4.2%
1140 - Clerk of the Board	199,400	200,200	800	0.4%
1200 - Finance Administration	796,200	809,700	13,500	1.7%
1300 - Operations Administration	565,100	588,400	23,300	4.1%
2100 - Resource Recovery	994,600	1,231,500	236,900	23.8%
2150 - Marketing	75,600	75,600	-	0.0%
2200 - Public Education	225,300	225,300	-	0.0%
2300 - Household Hazardous Waste	847,900	830,300	(17,600)	-2.1%
2400 - C & D Diversion	447,200	453,100	5,900	1.3%
2500 - Organics Diversion	1,913,200	1,975,500	62,300	3.3%
2600 - Diversion Services	24,000	30,000	6,000	25.0%
3600 - JR Transfer Station	642,400	683,700	41,300	6.4%
3630 - JR Recycling Operations	168,700	174,400	5,700	3.4%
3710 - SS Disposal Operations	1,126,900	1,204,100	77,200	6.9%
3720 - SS Transfer Operations	1,288,100	1,352,600	64,500	5.0%
3730 - SS Recycling Operations	803,100	780,800	(22,300)	-2.8%
4500 - JC Landfill Operations	3,125,000	3,245,700	120,700	3.9%
4530 - JC Recycling Operations	460,700	476,700	16,000	3.5%
5500 - Johnson Canyon ECS	306,500	344,500	38,000	12.4%
5700 - Sun Street ECS	134,000	138,900	4,900	3.7%
6100 - Debt Service - Interest	1,366,800	1,279,000	(87,800)	-6.4%
6200 - Debt Service - Principal	1,770,000	1,855,000	85,000	4.8%
6605 - Closure Set-Aside	336,000	336,000	-	0.0%
6606 - Cell Construction Set-Aside	1,050,000	1,050,000	-	0.0%
Grand Total	19,817,500	20,525,000	707,500	3.6%



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Salinas Valley Solid Waste Authority
Cost of Services by Program
FY 2021-22

	2021-22 PROPOSED	Operations Allocation	Overhead Allocation	CIP Allocations	Net Cost of Services
1110 - Executive Administration	490,100		(490,100)	-	-
1120 - Administrative Support	456,100		(456,100)	-	-
1130 - Human Resources Administration	237,800		(237,800)	-	-
1140 - Clerk of the Board	200,200		(200,200)	-	-
1200 - Finance Administration	809,700		(809,700)	-	-
1300 - Operations Administration	588,400	(588,400)	-	-	-
Administration Total	2,782,300	(588,400)	(2,193,900)	-	-
2100 - Resource Recovery	1,231,500		181,742	-	1,413,242
2150 - Marketing	75,600		11,157	-	86,757
2200 - Public Education	225,300		33,249	-	258,549
2300 - Household Hazardous Waste	830,300	38,332	128,190	-	996,822
3630 - JR Recycling Operations	174,400	8,051	26,926	-	209,377
3730 - SS Recycling Operations	780,800	36,046	120,548	-	937,394
4530 - JC Recycling Operations	476,700	22,007	73,598	-	572,305
AB939 Fund Total	3,794,600	104,437	575,410	-	4,474,446
2400 - C & D Diversion	453,100	20,918	69,954	-	543,972
2500 - Organics Diversion	1,975,500	91,201	304,998	250,000	2,621,699
2600 - Diversion Services	30,000	1,385	4,632	25,000	61,017
Recycling Fund Total	2,458,600	113,504	379,584	275,000	3,226,688
4500 - JC Landfill Operations	3,245,700	149,841	501,105	1,050,000	6,196,172
5500 - Johnson Canyon ECS	344,500	15,904	53,188	-	413,592
6605 - Closure Set-Aside	336,000	-	-	-	336,000
6606 - Cell Construction Set-Aside	1,050,000	-	-	-	1,050,000
Landfill Operations	4,976,200	165,745	554,293	1,050,000	7,995,764
3600 - JR Transfer Station	683,700	31,564	105,557	145,000	965,820
3710 - SS Disposal Operations	1,204,100	55,589	185,902	200,000	1,645,590
3720 - SS Transfer Operations	1,352,600	62,444	208,829	-	1,623,873
5700 - Sun Street ECS	138,900	6,412	21,445	-	166,757
Transfer Stations	3,379,300	156,009	521,732	345,000	4,402,040
131 - CH Post Closure	560,000	25,853	86,459	-	2,029,020
141 - LR Post Closure	235,000	10,849	36,282	15,000	658,168
161 - JR Post Closure	260,000	12,003	40,142	-	478,874
Post Closure Total	1,055,000	48,705	162,882	15,000	3,166,061
6100 - Debt Service - Interest	1,279,000	-	-	-	-
6200 - Debt Service - Principal	1,855,000	-	-	-	-
Debt Service Total	3,134,000	-	-	-	-
Grand Total	21,580,000	-	-	1,685,000	23,265,000



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Salinas Valley Solid Waste Authority
Full Cost of Services by Major Category
FY 2021-22

	FY 2020-21 Mid Year Budget	Proposed FY 2021-22 Budget	Increase / (Decrease)	% Change
<u>Transfer Stations</u>				
3600 - JR Transfer Station	893,336	965,820	72,485	8.1%
3710 - SS Disposal Operations	1,556,588	1,645,590	89,002	5.7%
3720 - SS Transfer Operations	1,550,644	1,623,873	73,228	4.7%
5700 - Sun Street ECS	161,312	166,757	5,445	3.4%
Total Transfer Stations	4,161,880	4,402,040	240,160	5.8%
<u>Landfills</u>				
4500 - JC Landfill Operations	5,967,888	6,196,172	228,284	3.8%
5500 - Johnson Canyon ECS	368,972	413,592	44,620	12.1%
6605 - Closure Set-Aside	336,000	336,000	-	0.0%
6606 - Cell Construction	1,050,000	1,050,000	-	0.0%
Total Landfills	7,722,860	7,995,764	272,904	3.5%
<u>Postclosure Maintenance</u>				
5300 - Crazy Horse Postclosure Maintenance	2,032,062	2,029,020	(3,042)	-0.1%
5400 - Lewis Road Postclosure Maintenance	644,257	658,168	13,910	2.2%
5600 - Jolon Road Postclosure Maintenance	479,872	478,874	(998)	-0.2%
Total Postclosure Maintenance	3,156,191	3,166,061	9,870	0.3%
<u>AB939 Programs</u>				
2100 - Resource Recovery	1,144,904	1,413,242	268,338	23.4%
2150 - Marketing	87,025	86,757	(268)	-0.3%
2200 - Public Education	259,347	258,549	(798)	-0.3%
2300 - Household Hazardous Waste	1,020,721	996,822	(23,899)	-2.3%
3630 - JR Recycling Operations	203,085	209,377	6,292	3.1%
3730 - SS Recycling Operations	966,790	937,394	(29,396)	-3.0%
4530 - JC Recycling Operations	554,601	572,305	17,704	3.2%
Total AB939 Programs	4,236,473	4,474,446	237,973	5.6%
<u>Recycling Programs</u>				
2400 - C & D Diversion	538,350	543,972	5,623	1.0%
2500 - Organics Diversion	2,503,154	2,621,699	118,545	4.7%
2600 - Diversion Services	53,892	61,017	7,125	13.2%
Total Recycling Programs	3,095,395	3,226,688	131,293	4.2%
Grand Total	22,372,800	23,265,000	892,200	4.0%

* Full Cost of Services includes agency overhead and distribution of debt service and CIP Budget.



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Salinas Valley Solid Waste Authority
Budget by Category with Detail
FY 2020-21

Category	FY 2020-21 Mid Year Budget	Proposed FY 2021-22 Budget	Increase / (Decrease)	% Change
61.0 - Personnel Services				
61110 - Regular Pay	4,599,300	4,816,200	216,900	4.7%
61115 - Board Member Stipends	17,400	17,400	-	0.0%
61120 - Paid Time Off	177,700	185,400	7,700	4.3%
61130 - Safety Awards	9,700	9,700	-	0.0%
61300 - Overtime - Regular	226,600	236,800	10,200	4.5%
61400 - Education Assistance	122,000	122,000	-	0.0%
61410 - Wellness Program	30,500	30,500	-	0.0%
61600 - Other Payroll Costs	600	-	(600)	-100.0%
61700 - Flexible Leave	110,100	114,800	4,700	4.3%
61705 - Management Leave	23,500	24,300	800	3.4%
61815 - Auto Allowance	31,200	31,200	-	0.0%
61816 - Cell Phone	31,000	31,000	-	0.0%
61822 - PERS Employer Classic	254,600	246,700	(7,900)	-3.1%
61824 - OPEB Expense	150,000	150,000	-	0.0%
61825 - Medicare	76,400	79,800	3,400	4.5%
61826 - FICA	2,300	2,300	-	0.0%
61827 - PERS - 1959 Survivor Benefit	6,100	6,100	-	0.0%
61828 - PERS Employer PEPR	160,800	175,800	15,000	9.3%
61829 - PERS Unfunded Liability Payment	270,000	100,000	(170,000)	-63.0%
61830 - Health Insurance - Admin Fees	3,400	3,300	(100)	-2.9%
61831 - Health Insurance	1,299,500	1,387,900	88,400	6.8%
61832 - Health Insurance - Retired	5,900	6,300	400	6.8%
61833 - Long-Term Disability	31,000	25,700	(5,300)	-17.1%
61834 - Unemployment	17,200	16,500	(700)	-4.1%
61836 - Life Insurance	13,700	13,200	(500)	-3.6%
61837 - Insurance - Workers Compensation	165,600	197,900	32,300	19.5%
61838 - Insurance - Workers Compensation - Annual Fees	5,500	6,000	500	9.1%
61999 - CIP/Program Regular Salary Deduct	(175,300)	(209,200)	(33,900)	19.3%
61999 - New Equipment Maintenance Technician		151,000	151,000	
61999 - New Resource Recovery Technician		116,400	116,400	
61.0 - Personnel Services Total	7,666,300	8,095,000	428,700	5.6%
62.0 - Supplies				
62100 - Office Supplies & Materials	38,900	39,400	500	1.3%
62120 - Reproduction Costs	2,500	2,500	-	0.0%
62140 - Janitorial Supplies	7,500	7,500	-	0.0%
62230 - Rolling Stock Supplies	2,500	2,500	-	0.0%
62230 - Vehicle Supplies	6,400	6,400	-	0.0%
62290 - Other Repair & Maintenance Supplies	49,000	59,000	10,000	20.4%
62330 - Fuel	185,200	192,700	7,500	4.0%
62335 - Biodiesel Fuel	516,500	541,500	25,000	4.8%
62510 - Uniforms	19,000	19,500	500	2.6%
62800 - Special Dept Supplies	99,300	145,300	46,000	46.3%
62801 - Graffiti Removal Supplies	1,000	1,000	-	0.0%
62802 - MoCo Clean Up Vouchers	5,000	5,000	-	0.0%
62810 - Software/License Renewals	25,300	25,300	-	0.0%
62840 - Safety Supplies	34,700	35,700	1,000	2.9%
62850 - Small Tools	4,500	4,500	-	0.0%
62910 - Minor Capital Outlay	2,000	2,000	-	0.0%
62915 - Minor Computer Equipment	9,000	9,000	-	0.0%
62.0 - Supplies Total	1,008,300	1,098,800	90,500	9.0%
63.0 - Contractual Services				
63250 - Exterminator Service	6,200	6,200	-	0.0%
63270 - Garbage/Recycling Pickup	1,100	1,100	-	0.0%
63410 - Vehicle Maintenance	468,500	495,500	27,000	5.8%
63416 - Building Alarm Service	18,300	22,000	3,700	20.2%
63418 - Security Service	7,500	7,500	-	0.0%
63430 - Equipment Maintenance	398,500	447,000	48,500	12.2%
63431 - Equip Maintenance - Copier	2,000	2,000	-	0.0%

Salinas Valley Solid Waste Authority
Budget by Category with Detail
FY 2020-21

Category	FY 2020-21 Mid Year Budget	Proposed FY 2021-22 Budget	Increase / (Decrease)	% Change
63440 - Equipment Rental	78,500	78,500	-	0.0%
63510 - Legal Services	107,500	122,500	15,000	14.0%
63520 - Recruitment Services	3,500	3,500	-	0.0%
63522 - HR Investigations, Testing	8,700	8,700	-	0.0%
63530 - Audit Services	30,100	30,100	-	0.0%
63535 - Actuarial Services	18,000	18,000	-	0.0%
63538 - Consulting Services	14,500	64,500	50,000	344.8%
63540 - Consulting Engineer	26,800	26,800	-	0.0%
63542 - Eng. Services - Surveying	12,000	12,000	-	0.0%
63544 - Eng. Services - Leachate	33,000	33,000	-	0.0%
63545 - Eng. Services - GW Monitoring	17,000	17,000	-	0.0%
63546 - TO-15 Testing	700	700	-	0.0%
63548 - Eng. Services - LFG System	78,000	78,000	-	0.0%
63549 - Eng Services - LFG Surface Monitoring	18,000	18,000	-	0.0%
63551 - GHG Monitoring (AB32)	10,000	10,000	-	0.0%
63555 - Eng. Services - GW Monitoring - Non Routine	2,000	2,000	-	0.0%
63558 - Eng. Services - LFG System - Non Routine	35,000	35,000	-	0.0%
63560 - Custodial Service	40,900	40,900	-	0.0%
63561 - Eng. Services - Flare Remote Monitoring	3,600	3,600	-	0.0%
63565 - Records Management Disposal Service	2,000	2,000	-	0.0%
63570 - Bank of NY - Service Fees	7,000	7,000	-	0.0%
63571 - Bond Continuing Disclosure Services	2,000	2,000	-	0.0%
63580 - Safety Program/Consulting	1,500	1,500	-	0.0%
63586 - Vehicle Safety Inspection	4,600	4,600	-	0.0%
63587 - Street Sweeping	5,000	5,000	-	0.0%
63588 - Credit Reports	2,000	2,000	-	0.0%
63590 - Other Professional Services	5,000	5,000	-	0.0%
63592 - Facility Maintenance	118,600	126,500	7,900	6.7%
63593 - Landscape Maintenance	6,500	6,500	-	0.0%
63594 - Credit Card Fees	36,500	36,500	-	0.0%
63596 - Bank Fees	6,000	6,000	-	0.0%
63597 - Litter Abatement	152,000	162,000	10,000	6.6%
63598 - FSA Service Fees	3,600	3,600	-	0.0%
63599 - EAP Service Fee	4,900	4,900	-	0.0%
63600 - Other Contractual Services	20,000	20,000	-	0.0%
63604 - Courier Service	7,900	7,900	-	0.0%
63605 - Mo.Co. Litter Abatement Program	100,000	100,000	-	0.0%
63613 - Contract Labor	195,500	195,500	-	0.0%
63639 - Mixed Recycling Diversion Fees	2,700	2,700	-	0.0%
63671 - Network Support	20,000	20,000	-	0.0%
63672 - Records Retention	7,000	7,000	-	0.0%
63673 - Paradigm Support	24,000	24,000	-	0.0%
63675 - Website	600	600	-	0.0%
63676 - INCODE Off Site Backup	2,000	2,000	-	0.0%
63677 - INCODE Support	20,000	20,000	-	0.0%
63679 - Employee Evaluations Software Support	2,200	2,200	-	0.0%
63700 - Public Media Relations	3,000	3,000	-	0.0%
63711 - Media Campaign	90,000	90,000	-	0.0%
63719 - School Assembly Program	50,000	50,000	-	0.0%
63722 - Community Events	10,000	10,000	-	0.0%
63750 - Public Outreach	35,000	35,000	-	0.0%
63760 - Interpreting Services	2,500	2,500	-	0.0%
63810 - Leachate Storage	10,000	10,000	-	0.0%
63812 - Lab Water Analysis	12,500	12,500	-	0.0%
63959 - Scale Maintenance & Repair	25,000	32,500	7,500	30.0%
63960 - Contingencies	61,500	73,100	11,600	18.9%
63430 - New Equipment Maintenance Technician		(151,000)	(151,000)	
63.0 - Contractual Services Total	2,498,500	2,528,700	30,200	1.2%
63.1 - Operating Contracts				

Salinas Valley Solid Waste Authority
Budget by Category with Detail
FY 2020-21

Category	FY 2020-21 Mid Year Budget	Proposed FY 2021-22 Budget	Increase / (Decrease)	% Change
63615 - Hauling Services	42,500	42,500	-	0.0%
63624 - Tires Diversion Fees	24,000	30,000	6,000	25.0%
63628 - Organics Processing	1,641,300	1,690,500	49,200	3.0%
63630 - C&D Recycling (ST Goal)	324,000	324,000	-	0.0%
63636 - Diversion Assistance Fee-SS	91,000	91,000	-	0.0%
63652 - E-Waste Hauling	45,000	45,000	-	0.0%
63850 - Gonzales Host Fees	250,000	250,000	-	0.0%
63.1 - Operating Contracts Total	2,417,800	2,473,000	55,200	2.3%
63.2 - Utilities				
63116 - Cell Phones	2,300	2,300	-	0.0%
63120 - Telephone	13,200	13,200	-	0.0%
63125 - Internet Services	6,800	6,800	-	0.0%
63126 - Exchange Hosting Services	4,500	4,500	-	0.0%
63127 - Network Access	2,000	2,000	-	0.0%
63140 - Postage	5,000	5,000	-	0.0%
63150 - Overnight Shipments	1,300	1,300	-	0.0%
63210 - Water	31,400	31,400	-	0.0%
63220 - Sewer	15,500	15,500	-	0.0%
63230 - Gas & Electricity	130,400	130,400	-	0.0%
63240 - Portable Toilet	18,100	18,100	-	0.0%
63.2 - Utilities Total	230,500	230,500	-	0.0%
63.3 - Building Rent				
63320 - Building Rent	86,400	86,400	-	0.0%
63322 - Building Maintenance Fees	28,800	28,800	-	0.0%
63.3 - Building Rent Total	115,200	115,200	-	0.0%
64.0 - Other Expenses				
63595 - Returned Check Expense	1,000	1,000	-	0.0%
63603 - NPDES Improvements	10,000	10,000	-	0.0%
63715 - Give Aways	15,000	15,000	-	0.0%
63720 - Watershed Litter & Recycling Education	30,000	30,000	-	0.0%
63721 - Wally Waste Not Award	22,000	22,000	-	0.0%
63817 - NPDES - Permitting	2,000	30,000	28,000	1400.0%
64100 - Advertising/Public Notices	5,400	5,400	-	0.0%
64110 - Advertising - Recruitments	7,500	7,500	-	0.0%
64200 - Conferences/Meetings	48,900	48,900	-	0.0%
64210 - Board Meeting Supplies	3,000	3,000	-	0.0%
64220 - Board Retreat	7,500	7,500	-	0.0%
64240 - Employee Recognition	11,000	11,000	-	0.0%
64250 - Training	30,000	30,000	-	0.0%
64310 - Association Memberships	8,700	8,700	-	0.0%
64312 - Agency Memberships	11,000	11,000	-	0.0%
64320 - Publications & Trade Journals	3,100	3,100	-	0.0%
64700 - Refunds & Reimbursement	1,000	9,800	8,800	880.0%
64.0 - Other Expenses Total	217,100	253,900	36,800	17.0%
64.4 - Insurance				
64411 - Insurance - Commercial Auto	162,900	179,100	16,200	9.9%
64412 - Insurance - Crime	6,900	8,500	1,600	23.2%
64413 - Insurance - Environmental Impairment Liability	11,500	12,600	1,100	9.6%
64414 - Insurance - General Liability	24,300	26,700	2,400	9.9%
64415 - Insurance - Public Officials and Employment Liabil	21,300	23,400	2,100	9.9%
64416 - Insurance - Property Damage	97,800	107,500	9,700	9.9%
64417 - Insurance - Excess Liability	16,100	17,600	1,500	9.3%
64418 - Insurance - Surety Bond	5,600	6,200	600	10.7%
64419 - Insurance - Cyber Liability	8,100	9,200	1,100	13.6%
64422 - Insurance - Earthquake	12,500	13,800	1,300	10.4%
64.4 - Insurance Total	367,000	404,600	37,600	10.2%
64.5 - Hazardous Waste				
63651 - HHW Hauling & Disposal	195,000	195,000	-	0.0%

Salinas Valley Solid Waste Authority
Budget by Category with Detail
FY 2020-21

Category	FY 2020-21 Mid Year Budget	Proposed FY 2021-22 Budget	Increase / (Decrease)	% Change
63653 - ABOP Disposal	2,500	2,500	-	0.0%
63654 - Freon Removal	2,000	2,000	-	0.0%
63655 - HHW Disposal Supplies	35,000	35,000	-	0.0%
64.5 - Hazardous Waste Total	<u>234,500</u>	<u>234,500</u>	<u>-</u>	0.0%
64.9 - Taxes and Permits				
64903 - Fees & Permits	-	1,100	1,100	#DIV/0!
64904 - Property Taxes	25,900	27,200	1,300	5.0%
64905 - Mo.Co. LEA Fees	55,700	59,500	3,800	6.8%
64906 - Mo.Co. Regional Fees	112,800	121,600	8,800	7.8%
64910 - SBOE - CIWMB Fees	280,000	294,000	14,000	5.0%
64920 - MBUAPCD-Air Board Fees	21,700	23,900	2,200	10.1%
64925 - SWRCB Fees	24,200	28,200	4,000	16.5%
64927 - MRWPA Fees (Stormwater Discharge)	15,000	10,300	(4,700)	-31.3%
64930 - CA-Discharge Fees	2,100	2,100	-	0.0%
64943 - Fees and Permits	2,100	2,900	800	38.1%
64.9 - Taxes and Permits Total	<u>539,500</u>	<u>570,800</u>	<u>31,300</u>	5.8%
65.0 - Debt Service				
65230 - 2014A Rev Bonds Principal	1,400,000	1,470,000	70,000	5.0%
65240 - 2014B Rev Bonds Principal	370,000	385,000	15,000	4.1%
65.0 - Debt Service Total	<u>1,770,000</u>	<u>1,855,000</u>	<u>85,000</u>	4.8%
65.1 - Interest Expense				
65130 - 2014A Rev Bonds Interest	1,303,200	1,231,400	(71,800)	-5.5%
65140 - 2014B Rev Bonds Interest	63,600	47,600	(16,000)	-25.2%
65.1 - Interest Expense Total	<u>1,366,800</u>	<u>1,279,000</u>	<u>(87,800)</u>	-6.4%
67.0 - Closure/Postclosure				
69520 - Cash in Bank Transfer - Closure Costs	336,000	336,000	-	0.0%
69525 - Cash in Bank Transfer - New Cell Construction	1,050,000	1,050,000	-	0.0%
67.0 - Closure/Postclosure Total	<u>1,386,000</u>	<u>1,386,000</u>	<u>-</u>	0.0%
Grand Total	<u>19,817,500</u>	<u>20,525,000</u>	<u>707,500</u>	3.6%

Salinas Valley Solid Waste Authority
Budget Worksheets
FY 2021-22

	FY 2020-21	Proposed	Increase /	%
	Mid Year Budget	FY 2021-22	(Decrease)	Change
105 - Administration Fund				
1110 - Executive Administration				
61110 - Regular Pay	223,200	230,000	6,800	3.0%
61120 - Paid Time Off	8,600	8,900	300	3.5%
61400 - Education Assistance	2,000	2,000	-	0.0%
61410 - Wellness Program	500	500	-	0.0%
61705 - Management Leave	6,500	6,700	200	3.1%
61815 - Auto Allowance	7,200	7,200	-	0.0%
61816 - Cell Phone	1,500	1,500	-	0.0%
61822 - PERS Employer Classic	22,400	22,800	400	1.8%
61824 - OPEB Expense	7,400	7,200	(200)	-2.7%
61825 - Medicare	3,600	3,700	100	2.8%
61827 - PERS - 1959 Survivor Benefit	100	100	-	0.0%
61829 - PERS Unfunded Liability Payment	13,200	4,900	(8,300)	-62.9%
61831 - Health Insurance	30,400	27,800	(2,600)	-8.6%
61833 - Long-Term Disability	1,400	1,200	(200)	-14.3%
61834 - Unemployment	300	300	-	0.0%
61836 - Life Insurance	700	600	(100)	-14.3%
61837 - Insurance - Workers Compensation	600	600	-	0.0%
62810 - Software/License Renewals	500	500	-	0.0%
62915 - Minor Computer Equipment	1,500	1,500	-	0.0%
63126 - Exchange Hosting Services	200	200	-	0.0%
63510 - Legal Services	85,000	100,000	15,000	17.6%
63540 - Consulting Engineer	26,800	26,800	-	0.0%
63590 - Other Professional Services	5,000	5,000	-	0.0%
63598 - FSA Service Fees	100	100	-	0.0%
63599 - EAP Service Fee	100	100	-	0.0%
64200 - Conferences/Meetings	6,000	6,000	-	0.0%
64250 - Training	5,000	5,000	-	0.0%
64310 - Association Memberships	2,000	2,000	-	0.0%
64312 - Agency Memberships	11,000	11,000	-	0.0%
64320 - Publications & Trade Journals	2,000	2,000	-	0.0%
64412 - Insurance - Crime	100	200	100	100.0%
64415 - Insurance - Public Officials and Employment Li	400	400	-	0.0%
64418 - Insurance - Surety Bond	2,800	3,100	300	10.7%
64419 - Insurance - Cyber Liability	200	200	-	0.0%
1110 - Executive Administration Total	478,300	490,100	11,800	2.5%
1120 - Administrative Support				
61110 - Regular Pay	127,500	138,300	10,800	8.5%
61120 - Paid Time Off	5,000	5,400	400	8.0%
61130 - Safety Awards	200	200	-	0.0%
61300 - Overtime - Regular	3,200	3,500	300	9.4%
61400 - Education Assistance	4,000	4,000	-	0.0%
61410 - Wellness Program	1,000	1,000	-	0.0%
61700 - Flexible Leave	3,700	4,000	300	8.1%
61816 - Cell Phone	2,100	2,100	-	0.0%
61824 - OPEB Expense	4,200	4,300	100	2.4%
61825 - Medicare	2,100	2,300	200	9.5%
61827 - PERS - 1959 Survivor Benefit	200	200	-	0.0%
61828 - PERS Employer PEPRA	9,900	10,500	600	6.1%
61829 - PERS Unfunded Liability Payment	7,600	2,900	(4,700)	-61.8%
61831 - Health Insurance	46,200	48,700	2,500	5.4%
61833 - Long-Term Disability	900	800	(100)	-11.1%
61834 - Unemployment	600	500	(100)	-16.7%
61836 - Life Insurance	400	400	-	0.0%

**Salinas Valley Solid Waste Authority
Budget Worksheets
FY 2021-22**

	FY 2020-21 Mid Year Budget	Proposed FY 2021-22 Budget	Increase / (Decrease)	% Change
61837 - Insurance - Workers Compensation	300	400	100	33.3%
62100 - Office Supplies & Materials	25,000	25,000	-	0.0%
62120 - Reproduction Costs	2,500	2,500	-	0.0%
62140 - Janitorial Supplies	1,500	1,500	-	0.0%
62230 - Vehicle Supplies	1,500	1,500	-	0.0%
62330 - Fuel	2,000	2,000	-	0.0%
62800 - Special Dept Supplies	1,500	1,500	-	0.0%
62810 - Software/License Renewals	2,000	2,000	-	0.0%
62915 - Minor Computer Equipment	3,000	3,000	-	0.0%
63120 - Telephone	7,000	7,000	-	0.0%
63126 - Exchange Hosting Services	800	800	-	0.0%
63140 - Postage	5,000	5,000	-	0.0%
63150 - Overnight Shipments	500	500	-	0.0%
63210 - Water	1,500	1,500	-	0.0%
63230 - Gas & Electricity	13,400	13,400	-	0.0%
63250 - Exterminator Service	1,200	1,200	-	0.0%
63270 - Garbage/Recycling Pickup	1,100	1,100	-	0.0%
63320 - Building Rent	86,400	86,400	-	0.0%
63322 - Building Maintenance Fees	28,800	28,800	-	0.0%
63410 - Vehicle Maintenance	2,000	2,000	-	0.0%
63416 - Building Alarm Service	800	800	-	0.0%
63430 - Equipment Maintenance	1,000	1,000	-	0.0%
63431 - Equip Maintenance - Copier	2,000	2,000	-	0.0%
63560 - Custodial Service	16,500	16,500	-	0.0%
63599 - EAP Service Fee	200	200	-	0.0%
64200 - Conferences/Meetings	1,000	1,000	-	0.0%
64250 - Training	4,000	4,000	-	0.0%
64411 - Insurance - Commercial Auto	1,100	1,300	200	18.2%
64412 - Insurance - Crime	200	300	100	50.0%
64413 - Insurance - Environmental Impairment Liability	100	100	-	0.0%
64414 - Insurance - General Liability	100	100	-	0.0%
64415 - Insurance - Public Officials and Employment Li	700	800	100	14.3%
64416 - Insurance - Property Damage	9,100	10,000	900	9.9%
64417 - Insurance - Excess Liability	100	100	-	0.0%
64419 - Insurance - Cyber Liability	300	400	100	33.3%
64422 - Insurance - Earthquake	1,200	1,300	100	8.3%
1120 - Administrative Support Total	444,200	456,100	11,900	2.7%
1130 - Human Resources Administration				
61110 - Regular Pay	102,800	113,400	10,600	10.3%
61120 - Paid Time Off	4,000	4,400	400	10.0%
61130 - Safety Awards	100	100	-	0.0%
61300 - Overtime - Regular	2,600	2,900	300	11.5%
61400 - Education Assistance	2,000	2,000	-	0.0%
61410 - Wellness Program	500	500	-	0.0%
61700 - Flexible Leave	3,000	3,300	300	10.0%
61816 - Cell Phone	1,800	1,800	-	0.0%
61822 - PERS Employer Classic	10,400	11,300	900	8.7%
61824 - OPEB Expense	3,400	3,600	200	5.9%
61825 - Medicare	1,700	1,900	200	11.8%
61827 - PERS - 1959 Survivor Benefit	100	100	-	0.0%
61829 - PERS Unfunded Liability Payment	6,200	2,400	(3,800)	-61.3%
61830 - Health Insurance - Admin Fees	3,400	3,300	(100)	-2.9%
61831 - Health Insurance	27,800	28,900	1,100	4.0%
61833 - Long-Term Disability	700	600	(100)	-14.3%
61834 - Unemployment	300	300	-	0.0%

**Salinas Valley Solid Waste Authority
Budget Worksheets
FY 2021-22**

	FY 2020-21 Mid Year Budget	Proposed FY 2021-22 Budget	Increase / (Decrease)	% Change
61836 - Life Insurance	300	300	-	0.0%
61837 - Insurance - Workers Compensation	300	300	-	0.0%
62810 - Software/License Renewals	400	400	-	0.0%
62840 - Safety Supplies	100	100	-	0.0%
62915 - Minor Computer Equipment	1,000	1,000	-	0.0%
63126 - Exchange Hosting Services	200	200	-	0.0%
63510 - Legal Services	20,000	20,000	-	0.0%
63520 - Recruitment Services	1,000	1,000	-	0.0%
63522 - HR Investigations, Testing	3,000	3,000	-	0.0%
63580 - Safety Program/Consulting	1,500	1,500	-	0.0%
63598 - FSA Service Fees	100	100	-	0.0%
63599 - EAP Service Fee	100	100	-	0.0%
63679 - Employee Evaluations Software Support	2,200	2,200	-	0.0%
64110 - Advertising - Recruitments	7,500	7,500	-	0.0%
64200 - Conferences/Meetings	5,000	5,000	-	0.0%
64240 - Employee Recognition	7,500	7,500	-	0.0%
64250 - Training	5,000	5,000	-	0.0%
64310 - Association Memberships	1,000	1,000	-	0.0%
64412 - Insurance - Crime	100	200	100	100.0%
64415 - Insurance - Public Officials and Employment Li	400	400	-	0.0%
64419 - Insurance - Cyber Liability	200	200	-	0.0%
61600 - Other Payroll Costs	600	-	(600)	-100.0%
1130 - Human Resources Administration Total	228,300	237,800	9,500	4.2%
1140 - Clerk of the Board				
61110 - Regular Pay	88,400	91,100	2,700	3.1%
61115 - Board Member Stipends	17,400	17,400	-	0.0%
61120 - Paid Time Off	3,400	3,600	200	5.9%
61130 - Safety Awards	100	100	-	0.0%
61300 - Overtime - Regular	2,300	2,300	-	0.0%
61400 - Education Assistance	2,000	2,000	-	0.0%
61410 - Wellness Program	500	500	-	0.0%
61700 - Flexible Leave	2,600	2,700	100	3.8%
61816 - Cell Phone	1,100	1,100	-	0.0%
61824 - OPEB Expense	3,000	2,900	(100)	-3.3%
61825 - Medicare	1,700	1,800	100	5.9%
61826 - FICA	1,100	1,100	-	0.0%
61827 - PERS - 1959 Survivor Benefit	100	100	-	0.0%
61828 - PERS Employer PEPRRA	6,900	7,000	100	1.4%
61829 - PERS Unfunded Liability Payment	5,400	2,000	(3,400)	-63.0%
61831 - Health Insurance	28,300	28,900	600	2.1%
61833 - Long-Term Disability	600	500	(100)	-16.7%
61834 - Unemployment	300	800	500	166.7%
61836 - Life Insurance	300	300	-	0.0%
61837 - Insurance - Workers Compensation	300	300	-	0.0%
62810 - Software/License Renewals	700	700	-	0.0%
62915 - Minor Computer Equipment	500	500	-	0.0%
63126 - Exchange Hosting Services	300	300	-	0.0%
63250 - Exterminator Service	1,000	1,000	-	0.0%
63565 - Records Management Disposal Service	2,000	2,000	-	0.0%
63598 - FSA Service Fees	100	100	-	0.0%
63599 - EAP Service Fee	100	100	-	0.0%
63760 - Interpreting Services	2,500	2,500	-	0.0%
64100 - Advertising/Public Notices	5,000	5,000	-	0.0%
64200 - Conferences/Meetings	1,500	1,500	-	0.0%
64210 - Board Meeting Supplies	3,000	3,000	-	0.0%

**Salinas Valley Solid Waste Authority
Budget Worksheets
FY 2021-22**

	FY 2020-21 Mid Year Budget	Proposed FY 2021-22 Budget	Increase / (Decrease)	% Change
64220 - Board Retreat	7,500	7,500	-	0.0%
64250 - Training	1,000	1,000	-	0.0%
64310 - Association Memberships	700	700	-	0.0%
64412 - Insurance - Crime	100	200	100	100.0%
64415 - Insurance - Public Officials and Employment Li	400	400	-	0.0%
64419 - Insurance - Cyber Liability	200	200	-	0.0%
63672 - Records Retention	7,000	7,000	-	0.0%
1140 - Clerk of the Board Total	199,400	200,200	800	0.4%
1200 - Finance Administration				
61110 - Regular Pay	403,900	419,100	15,200	3.8%
61120 - Paid Time Off	15,600	16,200	600	3.8%
61130 - Safety Awards	200	200	-	0.0%
61300 - Overtime - Regular	6,400	6,700	300	4.7%
61400 - Education Assistance	8,000	8,000	-	0.0%
61410 - Wellness Program	2,000	2,000	-	0.0%
61700 - Flexible Leave	7,400	7,700	300	4.1%
61705 - Management Leave	4,300	4,400	100	2.3%
61815 - Auto Allowance	6,000	6,000	-	0.0%
61816 - Cell Phone	4,900	4,900	-	0.0%
61822 - PERS Employer Classic	33,800	34,700	900	2.7%
61824 - OPEB Expense	13,400	13,100	(300)	-2.2%
61825 - Medicare	6,500	6,700	200	3.1%
61827 - PERS - 1959 Survivor Benefit	400	400	-	0.0%
61828 - PERS Employer PEPR	5,300	5,200	(100)	-1.9%
61829 - PERS Unfunded Liability Payment	24,000	8,800	(15,200)	-63.3%
61831 - Health Insurance	75,200	77,100	1,900	2.5%
61832 - Health Insurance - Retired	1,500	1,600	100	6.7%
61833 - Long-Term Disability	2,600	2,200	(400)	-15.4%
61834 - Unemployment	1,100	1,000	(100)	-9.1%
61836 - Life Insurance	1,200	1,100	(100)	-8.3%
61837 - Insurance - Workers Compensation	1,000	1,100	100	10.0%
62800 - Special Dept Supplies	1,600	1,600	-	0.0%
62810 - Software/License Renewals	5,000	5,000	-	0.0%
62910 - Minor Capital Outlay	1,000	1,000	-	0.0%
62915 - Minor Computer Equipment	2,000	2,000	-	0.0%
63125 - Internet Services	4,300	4,300	-	0.0%
63126 - Exchange Hosting Services	600	600	-	0.0%
63127 - Network Access	2,000	2,000	-	0.0%
63430 - Equipment Maintenance	1,000	1,000	-	0.0%
63530 - Audit Services	30,100	30,100	-	0.0%
63535 - Actuarial Services	18,000	18,000	-	0.0%
63538 - Consulting Services	14,500	14,500	-	0.0%
63570 - Bank of NY - Service Fees	7,000	7,000	-	0.0%
63571 - Bond Continuing Disclosure Services	2,000	2,000	-	0.0%
63588 - Credit Reports	2,000	2,000	-	0.0%
63595 - Returned Check Expense	1,000	1,000	-	0.0%
63596 - Bank Fees	6,000	6,000	-	0.0%
63598 - FSA Service Fees	1,500	1,500	-	0.0%
63599 - EAP Service Fee	300	300	-	0.0%
63671 - Network Support	20,000	20,000	-	0.0%
63676 - INCODE Off Site Backup	2,000	2,000	-	0.0%
63677 - INCODE Support	20,000	20,000	-	0.0%
64200 - Conferences/Meetings	10,400	10,400	-	0.0%
64250 - Training	5,000	5,000	-	0.0%
64310 - Association Memberships	1,500	1,500	-	0.0%

**Salinas Valley Solid Waste Authority
Budget Worksheets
FY 2021-22**

	FY 2020-21 Mid Year Budget	Proposed FY 2021-22 Budget	Increase / (Decrease)	% Change
64320 - Publications & Trade Journals	1,000	1,000	-	0.0%
64412 - Insurance - Crime	400	500	100	25.0%
64415 - Insurance - Public Officials and Employment Li	1,400	1,600	200	14.3%
64418 - Insurance - Surety Bond	2,800	3,100	300	10.7%
64419 - Insurance - Cyber Liability	600	700	100	16.7%
64700 - Refunds & Reimbursement	1,000	9,800	8,800	880.0%
61838 - Insurance - Workers Compensation - Annual F	5,500	6,000	500	9.1%
1200 - Finance Administration Total	796,200	809,700	13,500	1.7%
1300 - Operations Administration				
61110 - Regular Pay	445,100	464,400	19,300	4.3%
61120 - Paid Time Off	17,200	17,900	700	4.1%
61130 - Safety Awards	400	400	-	0.0%
61300 - Overtime - Regular	10,800	11,400	600	5.6%
61400 - Education Assistance	8,000	8,000	-	0.0%
61410 - Wellness Program	2,000	2,000	-	0.0%
61700 - Flexible Leave	4,200	4,400	200	4.8%
61705 - Management Leave	8,700	9,100	400	4.6%
61815 - Auto Allowance	12,000	12,000	-	0.0%
61816 - Cell Phone	5,700	4,500	(1,200)	-21.1%
61822 - PERS Employer Classic	25,000	25,400	400	1.6%
61824 - OPEB Expense	14,700	14,500	(200)	-1.4%
61825 - Medicare	7,300	7,600	300	4.1%
61827 - PERS - 1959 Survivor Benefit	400	400	-	0.0%
61828 - PERS Employer PEPR	15,200	15,800	600	3.9%
61829 - PERS Unfunded Liability Payment	26,500	9,800	(16,700)	-63.0%
61831 - Health Insurance	67,400	110,100	42,700	63.4%
61832 - Health Insurance - Retired	1,500	1,600	100	6.7%
61833 - Long-Term Disability	2,900	2,400	(500)	-17.2%
61834 - Unemployment	1,100	1,000	(100)	-9.1%
61836 - Life Insurance	1,300	1,200	(100)	-7.7%
61837 - Insurance - Workers Compensation	9,100	18,700	9,600	105.5%
62100 - Office Supplies & Materials	1,500	2,000	500	33.3%
62230 - Rolling Stock Supplies	500	500	-	0.0%
62330 - Fuel	9,500	9,500	-	0.0%
62800 - Special Dept Supplies	3,500	3,500	-	0.0%
62810 - Software/License Renewals	2,500	2,500	-	0.0%
62840 - Safety Supplies	1,500	1,500	-	0.0%
63126 - Exchange Hosting Services	500	500	-	0.0%
63150 - Overnight Shipments	800	800	-	0.0%
63410 - Vehicle Maintenance	4,000	4,000	-	0.0%
63598 - FSA Service Fees	200	200	-	0.0%
63599 - EAP Service Fee	300	300	-	0.0%
63700 - Public Media Relations	3,000	3,000	-	0.0%
64200 - Conferences/Meetings	12,500	12,500	-	0.0%
64240 - Employee Recognition	3,500	3,500	-	0.0%
64250 - Training	3,000	3,000	-	0.0%
64310 - Association Memberships	2,500	2,500	-	0.0%
64320 - Publications & Trade Journals	100	100	-	0.0%
64411 - Insurance - Commercial Auto	2,100	2,300	200	9.5%
64412 - Insurance - Crime	400	500	100	25.0%
64415 - Insurance - Public Officials and Employment Li	1,400	1,600	200	14.3%
64419 - Insurance - Cyber Liability	600	700	100	16.7%
61999 - CIP/Program Regular Salary Deduct	(175,300)	(209,200)	(33,900)	19.3%
1300 - Operations Administration Total	565,100	588,400	23,300	4.1%
105 - Administration Fund Total	2,711,500	2,782,300	70,800	2.6%

**Salinas Valley Solid Waste Authority
Budget Worksheets
FY 2021-22**

	FY 2020-21 Mid Year Budget	Proposed FY 2021-22 Budget	Increase / (Decrease)	% Change
106 - AB939 Fund				
2100 - Resource Recovery				
61110 - Regular Pay	588,800	628,000	39,200	6.7%
61120 - Paid Time Off	22,700	23,500	800	3.5%
61130 - Safety Awards	700	700	-	0.0%
61300 - Overtime - Regular	11,300	11,700	400	3.5%
61400 - Education Assistance	12,000	12,000	-	0.0%
61410 - Wellness Program	3,000	3,000	-	0.0%
61700 - Flexible Leave	13,100	13,500	400	3.1%
61705 - Management Leave	4,000	4,100	100	2.5%
61815 - Auto Allowance	6,000	6,000	-	0.0%
61816 - Cell Phone	6,500	6,500	-	0.0%
61822 - PERS Employer Classic	52,500	53,200	700	1.3%
61824 - OPEB Expense	19,400	19,000	(400)	-2.1%
61825 - Medicare	9,500	9,900	400	4.2%
61826 - FICA	1,200	1,200	-	0.0%
61827 - PERS - 1959 Survivor Benefit	600	600	-	0.0%
61828 - PERS Employer PEPRA	5,200	5,500	300	5.8%
61829 - PERS Unfunded Liability Payment	34,800	12,800	(22,000)	-63.2%
61831 - Health Insurance	150,900	159,600	8,700	5.8%
61832 - Health Insurance - Retired	2,900	3,100	200	6.9%
61833 - Long-Term Disability	3,800	3,100	(700)	-18.4%
61834 - Unemployment	1,700	1,800	100	5.9%
61836 - Life Insurance	1,700	1,600	(100)	-5.9%
61837 - Insurance - Workers Compensation	1,600	1,900	300	18.8%
62100 - Office Supplies & Materials	3,500	3,500	-	0.0%
62230 - Rolling Stock Supplies	500	500	-	0.0%
62330 - Fuel	2,700	2,700	-	0.0%
62800 - Special Dept Supplies	900	30,900	30,000	3333.3%
62802 - MoCo Clean Up Vouchers	5,000	5,000	-	0.0%
62810 - Software/License Renewals	2,000	2,000	-	0.0%
62910 - Minor Capital Outlay	1,000	1,000	-	0.0%
62915 - Minor Computer Equipment	1,000	1,000	-	0.0%
63126 - Exchange Hosting Services	800	800	-	0.0%
63410 - Vehicle Maintenance	2,000	2,000	-	0.0%
63522 - HR Investigations, Testing	200	200	-	0.0%
63538 - Consulting Services		50,000	50,000	
63598 - FSA Service Fees	400	400	-	0.0%
63599 - EAP Service Fee	500	500	-	0.0%
63639 - Mixed Recycling Diversion Fees	2,700	2,700	-	0.0%
63960 - Contingencies		11,600	11,600	
64100 - Advertising/Public Notices	400	400	-	0.0%
64200 - Conferences/Meetings	8,000	8,000	-	0.0%
64250 - Training	1,500	1,500	-	0.0%
64310 - Association Memberships	1,000	1,000	-	0.0%
64411 - Insurance - Commercial Auto	1,600	1,700	100	6.3%
64412 - Insurance - Crime	1,500	1,600	100	6.7%
64415 - Insurance - Public Officials and Employment Li	3,500	3,800	300	8.6%
61999 - New Resource Recovery Technician		116,400	116,400	
2100 - Resource Recovery Total	994,600	1,231,500	236,900	23.8%
2150 - Marketing				
63675 - Website	600	600	-	0.0%
63711 - Media Campaign	65,000	65,000	-	0.0%
63722 - Community Events	10,000	10,000	-	0.0%
2150 - Marketing Total	75,600	75,600	-	0.0%

**Salinas Valley Solid Waste Authority
Budget Worksheets
FY 2021-22**

	FY 2020-21 Mid Year Budget	Proposed FY 2021-22 Budget	Increase / (Decrease)	% Change
2200 - Public Education				
62800 - Special Dept Supplies	28,300	28,300	-	0.0%
63600 - Other Contractual Services	20,000	20,000	-	0.0%
63711 - Media Campaign	25,000	25,000	-	0.0%
63715 - Give Aways	15,000	15,000	-	0.0%
63719 - School Assembly Program	50,000	50,000	-	0.0%
63720 - Watershed Litter & Recycling Education	30,000	30,000	-	0.0%
63721 - Wally Waste Not Award	22,000	22,000	-	0.0%
63750 - Public Outreach	35,000	35,000	-	0.0%
2200 - Public Education Total	225,300	225,300	-	0.0%
2300 - Household Hazardous Waste				
61110 - Regular Pay	284,100	281,600	(2,500)	-0.9%
61120 - Paid Time Off	11,000	10,900	(100)	-0.9%
61130 - Safety Awards	800	800	-	0.0%
61300 - Overtime - Regular	14,300	14,100	(200)	-1.4%
61400 - Education Assistance	8,000	8,000	-	0.0%
61410 - Wellness Program	2,000	2,000	-	0.0%
61700 - Flexible Leave	8,200	8,200	-	0.0%
61816 - Cell Phone	800	800	-	0.0%
61822 - PERS Employer Classic	23,200	16,600	(6,600)	-28.4%
61824 - OPEB Expense	9,400	8,800	(600)	-6.4%
61825 - Medicare	4,700	4,600	(100)	-2.1%
61827 - PERS - 1959 Survivor Benefit	400	400	-	0.0%
61828 - PERS Employer PEPRA	4,200	8,700	4,500	107.1%
61829 - PERS Unfunded Liability Payment	17,000	6,000	(11,000)	-64.7%
61831 - Health Insurance	80,700	78,100	(2,600)	-3.2%
61833 - Long-Term Disability	1,900	1,500	(400)	-21.1%
61834 - Unemployment	1,100	1,000	(100)	-9.1%
61836 - Life Insurance	800	800	-	0.0%
61837 - Insurance - Workers Compensation	16,300	17,700	1,400	8.6%
62100 - Office Supplies & Materials	1,400	1,400	-	0.0%
62230 - Rolling Stock Supplies	1,500	1,500	-	0.0%
62330 - Fuel	4,000	4,000	-	0.0%
62510 - Uniforms	2,000	2,000	-	0.0%
62800 - Special Dept Supplies	3,000	3,000	-	0.0%
62801 - Graffiti Removal Supplies	1,000	1,000	-	0.0%
62810 - Software/License Renewals	200	200	-	0.0%
62840 - Safety Supplies	6,000	6,000	-	0.0%
63120 - Telephone	4,000	4,000	-	0.0%
63126 - Exchange Hosting Services	300	300	-	0.0%
63230 - Gas & Electricity	22,000	22,000	-	0.0%
63416 - Building Alarm Service	700	700	-	0.0%
63430 - Equipment Maintenance	15,000	15,000	-	0.0%
63522 - HR Investigations, Testing	1,500	1,500	-	0.0%
63592 - Facility Maintenance	2,000	2,000	-	0.0%
63598 - FSA Service Fees	200	200	-	0.0%
63599 - EAP Service Fee	300	300	-	0.0%
63651 - HHW Hauling & Disposal	195,000	195,000	-	0.0%
63652 - E-Waste Hauling	45,000	45,000	-	0.0%
63653 - ABOP Disposal	2,500	2,500	-	0.0%
63654 - Freon Removal	2,000	2,000	-	0.0%
63655 - HHW Disposal Supplies	35,000	35,000	-	0.0%
63673 - Paradigm Support	6,000	6,000	-	0.0%
64200 - Conferences/Meetings	1,500	1,500	-	0.0%
64250 - Training	1,000	1,000	-	0.0%

**Salinas Valley Solid Waste Authority
Budget Worksheets
FY 2021-22**

	FY 2020-21 Mid Year Budget	Proposed FY 2021-22 Budget	Increase / (Decrease)	% Change
64411 - Insurance - Commercial Auto	3,000	3,300	300	10.0%
64412 - Insurance - Crime	400	500	100	25.0%
64419 - Insurance - Cyber Liability	600	700	100	16.7%
64905 - Mo.Co. LEA Fees	1,900	2,100	200	10.5%
2300 - Household Hazardous Waste Total	847,900	830,300	(17,600)	-2.1%
3630 - JR Recycling Operations				
61110 - Regular Pay	93,500	99,500	6,000	6.4%
61120 - Paid Time Off	3,600	3,900	300	8.3%
61130 - Safety Awards	400	400	-	0.0%
61300 - Overtime - Regular	7,100	7,500	400	5.6%
61400 - Education Assistance	4,000	4,000	-	0.0%
61410 - Wellness Program	1,000	1,000	-	0.0%
61700 - Flexible Leave	2,700	2,900	200	7.4%
61822 - PERS Employer Classic	5,400	5,400	-	0.0%
61824 - OPEB Expense	3,100	3,100	-	0.0%
61825 - Medicare	1,600	1,700	100	6.3%
61827 - PERS - 1959 Survivor Benefit	200	200	-	0.0%
61828 - PERS Employer PEPRA	3,200	3,500	300	9.4%
61829 - PERS Unfunded Liability Payment	5,700	2,100	(3,600)	-63.2%
61831 - Health Insurance	28,600	29,600	1,000	3.5%
61833 - Long-Term Disability	700	600	(100)	-14.3%
61834 - Unemployment	600	500	(100)	-16.7%
61836 - Life Insurance	300	300	-	0.0%
61837 - Insurance - Workers Compensation	5,500	6,400	900	16.4%
63598 - FSA Service Fees	100	100	-	0.0%
63599 - EAP Service Fee	200	200	-	0.0%
64412 - Insurance - Crime	200	300	100	50.0%
64415 - Insurance - Public Officials and Employment Li	700	800	100	14.3%
64419 - Insurance - Cyber Liability	300	400	100	33.3%
3630 - JR Recycling Operations Total	168,700	174,400	5,700	3.4%
3730 - SS Recycling Operations				
61110 - Regular Pay	336,400	355,400	19,000	5.6%
61120 - Paid Time Off	13,000	13,700	700	5.4%
61130 - Safety Awards	1,300	1,300	-	0.0%
61300 - Overtime - Regular	25,300	26,700	1,400	5.5%
61400 - Education Assistance	14,000	14,000	-	0.0%
61410 - Wellness Program	3,500	3,500	-	0.0%
61700 - Flexible Leave	9,800	10,300	500	5.1%
61816 - Cell Phone	400	1,600	1,200	300.0%
61822 - PERS Employer Classic	12,100	12,600	500	4.1%
61824 - OPEB Expense	11,100	11,100	-	0.0%
61825 - Medicare	5,700	6,000	300	5.3%
61827 - PERS - 1959 Survivor Benefit	700	700	-	0.0%
61828 - PERS Employer PEPRA	16,700	17,400	700	4.2%
61829 - PERS Unfunded Liability Payment	20,000	7,500	(12,500)	-62.5%
61831 - Health Insurance	159,100	122,100	(37,000)	-23.3%
61833 - Long-Term Disability	2,300	1,900	(400)	-17.4%
61834 - Unemployment	1,900	1,800	(100)	-5.3%
61836 - Life Insurance	1,100	1,000	(100)	-9.1%
61837 - Insurance - Workers Compensation	19,600	22,700	3,100	15.8%
62510 - Uniforms	2,000	2,000	-	0.0%
62800 - Special Dept Supplies	2,500	2,500	-	0.0%
62840 - Safety Supplies	2,500	2,500	-	0.0%
63598 - FSA Service Fees	400	400	-	0.0%
63599 - EAP Service Fee	500	500	-	0.0%

**Salinas Valley Solid Waste Authority
Budget Worksheets
FY 2021-22**

	FY 2020-21 Mid Year Budget	Proposed FY 2021-22 Budget	Increase / (Decrease)	% Change
63613 - Contract Labor	46,000	46,000	-	0.0%
63636 - Diversion Assistance Fee-SS	91,000	91,000	-	0.0%
64412 - Insurance - Crime	700	800	100	14.3%
64415 - Insurance - Public Officials and Employment Li	2,500	2,700	200	8.0%
64419 - Insurance - Cyber Liability	1,000	1,100	100	10.0%
3730 - SS Recycling Operations Total	803,100	780,800	(22,300)	-2.8%
4530 - JC Recycling Operations				
61110 - Regular Pay	212,600	228,600	16,000	7.5%
61120 - Paid Time Off	8,200	8,800	600	7.3%
61130 - Safety Awards	900	900	-	0.0%
61300 - Overtime - Regular	16,000	17,200	1,200	7.5%
61400 - Education Assistance	10,000	10,000	-	0.0%
61410 - Wellness Program	2,500	2,500	-	0.0%
61700 - Flexible Leave	6,200	6,600	400	6.5%
61824 - OPEB Expense	7,100	7,200	100	1.4%
61825 - Medicare	3,600	3,900	300	8.3%
61827 - PERS - 1959 Survivor Benefit	500	500	-	0.0%
61828 - PERS Employer PEPRA	16,500	17,400	900	5.5%
61829 - PERS Unfunded Liability Payment	12,700	4,800	(7,900)	-62.2%
61831 - Health Insurance	51,900	54,100	2,200	4.2%
61833 - Long-Term Disability	1,500	1,300	(200)	-13.3%
61834 - Unemployment	1,400	1,300	(100)	-7.1%
61836 - Life Insurance	700	700	-	0.0%
61837 - Insurance - Workers Compensation	12,400	14,600	2,200	17.7%
62290 - Other Repair & Maintenance Supplies	2,500	2,500	-	0.0%
62335 - Biodiesel Fuel	35,000	35,000	-	0.0%
62800 - Special Dept Supplies	3,500	3,500	-	0.0%
62840 - Safety Supplies	2,500	2,500	-	0.0%
62850 - Small Tools	1,000	1,000	-	0.0%
63410 - Vehicle Maintenance	5,000	5,000	-	0.0%
63430 - Equipment Maintenance	5,000	5,000	-	0.0%
63592 - Facility Maintenance	5,000	5,000	-	0.0%
63598 - FSA Service Fees	100	100	-	0.0%
63599 - EAP Service Fee	400	400	-	0.0%
63613 - Contract Labor	30,500	30,500	-	0.0%
63960 - Contingencies	2,500	2,500	-	0.0%
64412 - Insurance - Crime	500	600	100	20.0%
64415 - Insurance - Public Officials and Employment Li	1,800	1,900	100	5.6%
64419 - Insurance - Cyber Liability	700	800	100	14.3%
4530 - JC Recycling Operations Total	460,700	476,700	16,000	3.5%
106 - AB939 Fund Total	3,575,900	3,794,600	218,700	6.1%
107 - Recycling Fund				
2400 - C & D Diversion				
61110 - Regular Pay	64,100	63,600	(500)	-0.8%
61120 - Paid Time Off	2,500	2,500	-	0.0%
61130 - Safety Awards	200	200	-	0.0%
61300 - Overtime - Regular	4,900	4,800	(100)	-2.0%
61400 - Education Assistance	2,000	2,000	-	0.0%
61410 - Wellness Program	500	500	-	0.0%
61700 - Flexible Leave	1,900	1,900	-	0.0%
61824 - OPEB Expense	-	2,000	2,000	#DIV/0!
61825 - Medicare	1,100	1,100	-	0.0%
61827 - PERS - 1959 Survivor Benefit	100	100	-	0.0%
61828 - PERS Employer PEPRA	5,000	4,900	(100)	-2.0%
61831 - Health Insurance	36,100	40,500	4,400	12.2%

**Salinas Valley Solid Waste Authority
Budget Worksheets
FY 2021-22**

	FY 2020-21 Mid Year Budget	Proposed FY 2021-22 Budget	Increase / (Decrease)	% Change
61833 - Long-Term Disability	500	400	(100)	-20.0%
61834 - Unemployment	300	300	-	0.0%
61836 - Life Insurance	200	200	-	0.0%
61837 - Insurance - Workers Compensation	3,800	4,100	300	7.9%
63630 - C&D Recycling (ST Goal)	324,000	324,000	-	0.0%
61600 - Other Payroll Costs	-	-	-	
2400 - C & D Diversion Total	447,200	453,100	5,900	1.3%
2500 - Organics Diversion				
61110 - Regular Pay	87,600	92,700	5,100	5.8%
61120 - Paid Time Off	3,400	3,600	200	5.9%
61130 - Safety Awards	400	400	-	0.0%
61300 - Overtime - Regular	6,600	7,000	400	6.1%
61400 - Education Assistance	4,000	4,000	-	0.0%
61410 - Wellness Program	1,000	1,000	-	0.0%
61700 - Flexible Leave	2,600	2,700	100	3.8%
61824 - OPEB Expense	2,900	2,900	-	0.0%
61825 - Medicare	1,500	1,600	100	6.7%
61827 - PERS - 1959 Survivor Benefit	200	200	-	0.0%
61828 - PERS Employer PEPR	6,800	7,100	300	4.4%
61829 - PERS Unfunded Liability Payment	5,400	2,000	(3,400)	-63.0%
61831 - Health Insurance	21,300	22,600	1,300	6.1%
61833 - Long-Term Disability	600	500	(100)	-16.7%
61834 - Unemployment	600	500	(100)	-16.7%
61836 - Life Insurance	300	300	-	0.0%
61837 - Insurance - Workers Compensation	5,100	6,000	900	17.6%
62290 - Other Repair & Maintenance Supplies	4,000	4,000	-	0.0%
62335 - Biodiesel Fuel	16,500	16,500	-	0.0%
62510 - Uniforms	2,000	2,000	-	0.0%
62800 - Special Dept Supplies	7,500	7,500	-	0.0%
62840 - Safety Supplies	1,000	1,000	-	0.0%
62850 - Small Tools	1,000	1,000	-	0.0%
63116 - Cell Phones	1,000	1,000	-	0.0%
63210 - Water	500	500	-	0.0%
63230 - Gas & Electricity	45,000	45,000	-	0.0%
63240 - Portable Toilet	1,200	1,200	-	0.0%
63416 - Building Alarm Service	2,500	2,500	-	0.0%
63430 - Equipment Maintenance	7,000	15,000	8,000	114.3%
63440 - Equipment Rental	4,000	4,000	-	0.0%
63592 - Facility Maintenance	17,500	17,500	-	0.0%
63599 - EAP Service Fee	200	200	-	0.0%
63613 - Contract Labor	4,000	4,000	-	0.0%
63628 - Organics Processing	1,641,300	1,690,500	49,200	3.0%
63960 - Contingencies	4,000	4,000	-	0.0%
64250 - Training	1,500	1,500	-	0.0%
64412 - Insurance - Crime	200	300	100	50.0%
64415 - Insurance - Public Officials and Employment Li	700	800	100	14.3%
64419 - Insurance - Cyber Liability	300	400	100	33.3%
2500 - Organics Diversion Total	1,913,200	1,975,500	62,300	3.3%
2600 - Diversion Services				
63624 - Tires Diversion Fees	24,000	30,000	6,000	25.0%
2600 - Diversion Services Total	24,000	30,000	6,000	25.0%
107 - Recycling Fund Total	2,384,400	2,458,600	74,200	3.1%
150 - Johnson Cyn Project Fund				
4500 - JC Landfill Operations				
61110 - Regular Pay	667,500	707,900	40,400	6.1%

**Salinas Valley Solid Waste Authority
Budget Worksheets
FY 2021-22**

	FY 2020-21 Mid Year Budget	Proposed FY 2021-22 Budget	Increase / (Decrease)	% Change
61120 - Paid Time Off	25,700	27,300	1,600	6.2%
61130 - Safety Awards	1,700	1,700	-	0.0%
61300 - Overtime - Regular	50,100	53,100	3,000	6.0%
61400 - Education Assistance	18,000	18,000	-	0.0%
61410 - Wellness Program	4,500	4,500	-	0.0%
61700 - Flexible Leave	19,300	20,500	1,200	6.2%
61816 - Cell Phone	2,000	2,000	-	0.0%
61822 - PERS Employer Classic	14,000	14,200	200	1.4%
61824 - OPEB Expense	22,000	22,100	100	0.5%
61825 - Medicare	11,200	11,800	600	5.4%
61827 - PERS - 1959 Survivor Benefit	900	900	-	0.0%
61828 - PERS Employer PEPR	40,900	42,900	2,000	4.9%
61829 - PERS Unfunded Liability Payment	39,600	14,900	(24,700)	-62.4%
61831 - Health Insurance	230,000	228,100	(1,900)	-0.8%
61833 - Long-Term Disability	4,500	3,800	(700)	-15.6%
61834 - Unemployment	2,500	2,300	(200)	-8.0%
61836 - Life Insurance	1,900	1,900	-	0.0%
61837 - Insurance - Workers Compensation	38,800	45,300	6,500	16.8%
62100 - Office Supplies & Materials	3,500	3,500	-	0.0%
62140 - Janitorial Supplies	3,000	3,000	-	0.0%
62230 - Vehicle Supplies	1,000	1,000	-	0.0%
62290 - Other Repair & Maintenance Supplies	5,000	5,000	-	0.0%
62330 - Fuel	15,000	15,000	-	0.0%
62335 - Biodiesel Fuel	215,000	230,000	15,000	7.0%
62510 - Uniforms	4,500	4,500	-	0.0%
62800 - Special Dept Supplies	24,000	40,000	16,000	66.7%
62810 - Software/License Renewals	4,000	4,000	-	0.0%
62840 - Safety Supplies	7,500	8,500	1,000	13.3%
62850 - Small Tools	1,500	1,500	-	0.0%
63116 - Cell Phones	600	600	-	0.0%
63125 - Internet Services	1,400	1,400	-	0.0%
63126 - Exchange Hosting Services	200	200	-	0.0%
63210 - Water	7,000	7,000	-	0.0%
63230 - Gas & Electricity	1,000	1,000	-	0.0%
63240 - Portable Toilet	9,400	9,400	-	0.0%
63250 - Exterminator Service	1,000	1,000	-	0.0%
63410 - Vehicle Maintenance	35,000	35,000	-	0.0%
63416 - Building Alarm Service	2,800	4,500	1,700	60.7%
63430 - Equipment Maintenance	259,500	265,000	5,500	2.1%
63440 - Equipment Rental	50,000	50,000	-	0.0%
63520 - Recruitment Services	2,500	2,500	-	0.0%
63522 - HR Investigations, Testing	1,000	1,000	-	0.0%
63542 - Eng. Services - Surveying	12,000	12,000	-	0.0%
63560 - Custodial Service	10,000	10,000	-	0.0%
63592 - Facility Maintenance	45,000	45,000	-	0.0%
63593 - Landscape Maintenance	3,000	3,000	-	0.0%
63594 - Credit Card Fees	7,500	7,500	-	0.0%
63597 - Litter Abatement	72,000	72,000	-	0.0%
63598 - FSA Service Fees	200	200	-	0.0%
63599 - EAP Service Fee	700	700	-	0.0%
63604 - Courier Service	2,200	2,200	-	0.0%
63605 - Mo.Co. Litter Abatement Program	100,000	100,000	-	0.0%
63613 - Contract Labor	75,000	75,000	-	0.0%
63673 - Paradigm Support	6,000	6,000	-	0.0%
63850 - Gonzales Host Fees	250,000	250,000	-	0.0%

**Salinas Valley Solid Waste Authority
Budget Worksheets
FY 2021-22**

	FY 2020-21 Mid Year Budget	Proposed FY 2021-22 Budget	Increase / (Decrease)	% Change
63959 - Scale Maintenance & Repair	10,000	15,000	5,000	50.0%
63960 - Contingencies	30,000	30,000	-	0.0%
64250 - Training	1,500	1,500	-	0.0%
64411 - Insurance - Commercial Auto	92,900	102,200	9,300	10.0%
64412 - Insurance - Crime	900	1,000	100	11.1%
64413 - Insurance - Environmental Impairment Liability	10,900	12,000	1,100	10.1%
64414 - Insurance - General Liability	23,200	25,500	2,300	9.9%
64415 - Insurance - Public Officials and Employment Li	3,100	3,500	400	12.9%
64416 - Insurance - Property Damage	5,400	5,900	500	9.3%
64417 - Insurance - Excess Liability	15,300	16,800	1,500	9.8%
64419 - Insurance - Cyber Liability	1,300	1,400	100	7.7%
64422 - Insurance - Earthquake	700	800	100	14.3%
64904 - Property Taxes	24,200	25,500	1,300	5.4%
64905 - Mo.Co. LEA Fees	30,600	32,100	1,500	4.9%
64906 - Mo.Co. Regional Fees	112,800	121,600	8,800	7.8%
64910 - SBOE - CIWMB Fees	280,000	294,000	14,000	5.0%
64920 - MBUAPCD-Air Board Fees	21,700	23,900	2,200	10.1%
64925 - SWRCB Fees	22,200	26,600	4,400	19.8%
64930 - CA-Discharge Fees	2,100	2,100	-	0.0%
64943 - Fees and Permits	2,100	2,900	800	38.1%
61999 - New Equipment Maintenance Technician		151,000	151,000	
63430 - New Equipment Maintenance Technician		(151,000)	(151,000)	
4500 - JC Landfill Operations Total	3,125,000	3,245,700	120,700	3.9%
5500 - Johnson Canyon ECS				
62290 - Other Repair & Maintenance Supplies	35,000	45,000	10,000	28.6%
63120 - Telephone	2,200	2,200	-	0.0%
63230 - Gas & Electricity	35,000	35,000	-	0.0%
63544 - Eng. Services - Leachate	33,000	33,000	-	0.0%
63545 - Eng. Services - GW Monitoring	17,000	17,000	-	0.0%
63546 - TO-15 Testing	700	700	-	0.0%
63548 - Eng. Services - LFG System	78,000	78,000	-	0.0%
63549 - Eng Services - LFG Surface Monitoring	18,000	18,000	-	0.0%
63551 - GHG Monitoring (AB32)	10,000	10,000	-	0.0%
63555 - Eng. Services - GW Monitoring - Non Routine	2,000	2,000	-	0.0%
63558 - Eng. Services - LFG System - Non Routine	35,000	35,000	-	0.0%
63561 - Eng. Services - Flare Remote Monitoring	3,600	3,600	-	0.0%
63613 - Contract Labor	5,000	5,000	-	0.0%
63810 - Leachate Storage	10,000	10,000	-	0.0%
63812 - Lab Water Analysis	10,000	10,000	-	0.0%
63817 - NPDES - Permitting	2,000	30,000	28,000	1400.0%
63960 - Contingencies	10,000	10,000	-	0.0%
5500 - Johnson Canyon ECS Total	306,500	344,500	38,000	12.4%
6605 - Closure Set-Aside				
69520 - Cash in Bank Transfer - Closure Costs	336,000	336,000	-	0.0%
6605 - Closure Set-Aside Total	336,000	336,000	-	0.0%
6606 - Cell Construction Set-Aside				
69525 - Cash in Bank Transfer - New Cell Constructor	1,050,000	1,050,000	-	0.0%
6606 - Cell Construction Set-Aside Total	1,050,000	1,050,000	-	0.0%

**Salinas Valley Solid Waste Authority
Budget Worksheets
FY 2021-22**

	FY 2020-21 Mid Year Budget	Proposed FY 2021-22 Budget	Increase / (Decrease)	% Change
150 - Johnson Cyn Project Fund Total	4,817,500	4,976,200	158,700	3.3%
190 - Debt Service				
6100 - Debt Service - Interest				
65130 - 2014A Rev Bonds Interest	1,303,200	1,231,400	(71,800)	-5.5%
65140 - 2014B Rev Bonds Interest	63,600	47,600	(16,000)	-25.2%
6100 - Debt Service - Interest Total	1,366,800	1,279,000	(87,800)	-6.4%
6200 - Debt Service - Principal				
65230 - 2014A Rev Bonds Principal	1,400,000	1,470,000	70,000	5.0%
65240 - 2014B Rev Bonds Principal	370,000	385,000	15,000	4.1%
6200 - Debt Service - Principal Total	1,770,000	1,855,000	85,000	4.8%
190 - Debt Service Total	3,136,800	3,134,000	(2,800)	-0.1%
160 - Jolon Road Landfill Fund				
3600 - JR Transfer Station				
61110 - Regular Pay	209,000	216,700	7,700	3.7%
61120 - Paid Time Off	8,100	8,400	300	3.7%
61130 - Safety Awards	600	600	-	0.0%
61300 - Overtime - Regular	15,700	16,300	600	3.8%
61400 - Education Assistance	6,000	6,000	-	0.0%
61410 - Wellness Program	1,500	1,500	-	0.0%
61700 - Flexible Leave	6,100	6,300	200	3.3%
61816 - Cell Phone	400	400	-	0.0%
61822 - PERS Employer Classic	15,300	15,500	200	1.3%
61824 - OPEB Expense	6,900	6,800	(100)	-1.4%
61825 - Medicare	3,500	3,700	200	5.7%
61827 - PERS - 1959 Survivor Benefit	300	300	-	0.0%
61828 - PERS Employer PEPR	4,500	4,600	100	2.2%
61829 - PERS Unfunded Liability Payment	12,400	4,600	(7,800)	-62.9%
61831 - Health Insurance	41,700	59,600	17,900	42.9%
61833 - Long-Term Disability	1,500	1,200	(300)	-20.0%
61834 - Unemployment	900	800	(100)	-11.1%
61836 - Life Insurance	600	600	-	0.0%
61837 - Insurance - Workers Compensation	12,200	13,900	1,700	13.9%
62100 - Office Supplies & Materials	1,000	1,000	-	0.0%
62230 - Vehicle Supplies	1,000	1,000	-	0.0%
62330 - Fuel	64,500	64,500	-	0.0%
62335 - Biodiesel Fuel	30,000	30,000	-	0.0%
62510 - Uniforms	2,500	3,000	500	20.0%
62800 - Special Dept Supplies	3,000	3,000	-	0.0%
62810 - Software/License Renewals	3,000	3,000	-	0.0%
62840 - Safety Supplies	2,000	2,000	-	0.0%
62850 - Small Tools	500	500	-	0.0%
63116 - Cell Phones	200	200	-	0.0%
63125 - Internet Services	700	700	-	0.0%
63210 - Water	7,500	7,500	-	0.0%
63230 - Gas & Electricity	6,000	6,000	-	0.0%
63240 - Portable Toilet	3,000	3,000	-	0.0%
63410 - Vehicle Maintenance	40,000	40,000	-	0.0%
63416 - Building Alarm Service	1,000	1,000	-	0.0%
63430 - Equipment Maintenance	30,000	45,000	15,000	50.0%
63440 - Equipment Rental	7,500	7,500	-	0.0%
63522 - HR Investigations, Testing	500	500	-	0.0%
63592 - Facility Maintenance	12,000	12,000	-	0.0%
63594 - Credit Card Fees	4,000	4,000	-	0.0%
63598 - FSA Service Fees	100	100	-	0.0%
63599 - EAP Service Fee	300	300	-	0.0%

**Salinas Valley Solid Waste Authority
Budget Worksheets
FY 2021-22**

	FY 2020-21 Mid Year Budget	Proposed FY 2021-22 Budget	Increase / (Decrease)	% Change
63604 - Courier Service	3,200	3,200	-	0.0%
63613 - Contract Labor	30,000	30,000	-	0.0%
63673 - Paradigm Support	6,000	6,000	-	0.0%
63959 - Scale Maintenance & Repair	7,500	10,000	2,500	33.3%
63960 - Contingencies	5,000	5,000	-	0.0%
64411 - Insurance - Commercial Auto	9,800	10,700	900	9.2%
64412 - Insurance - Crime	300	400	100	33.3%
64415 - Insurance - Public Officials and Employment Li	1,100	1,200	100	9.1%
64419 - Insurance - Cyber Liability	500	500	-	0.0%
64903 - Fees & Permits	-	500	500	#DIV/0!
64905 - Mo.Co. LEA Fees	11,500	12,600	1,100	9.6%
3600 - JR Transfer Station Total	642,400	683,700	41,300	6.4%
160 - Jolon Road Landfill Fund Total	642,400	683,700	41,300	6.4%
170 - Salinas Transfer Stations Fund				
3710 - SS Disposal Operations				
61110 - Regular Pay	341,800	353,500	11,700	3.4%
61120 - Paid Time Off	13,200	13,600	400	3.0%
61130 - Safety Awards	800	800	-	0.0%
61300 - Overtime - Regular	25,700	26,600	900	3.5%
61400 - Education Assistance	8,000	8,000	-	0.0%
61410 - Wellness Program	2,000	2,000	-	0.0%
61700 - Flexible Leave	9,900	10,200	300	3.0%
61816 - Cell Phone	2,000	2,000	-	0.0%
61822 - PERS Employer Classic	33,300	35,000	1,700	5.1%
61824 - OPEB Expense	11,300	11,000	(300)	-2.7%
61825 - Medicare	5,700	5,900	200	3.5%
61827 - PERS - 1959 Survivor Benefit	400	400	-	0.0%
61828 - PERS Employer PEPRRA	1,000	-	(1,000)	-100.0%
61829 - PERS Unfunded Liability Payment	20,300	7,500	(12,800)	-63.1%
61831 - Health Insurance	87,900	113,300	25,400	28.9%
61833 - Long-Term Disability	2,400	1,900	(500)	-20.8%
61834 - Unemployment	1,100	1,000	(100)	-9.1%
61836 - Life Insurance	1,000	1,000	-	0.0%
61837 - Insurance - Workers Compensation	19,900	22,600	2,700	13.6%
62100 - Office Supplies & Materials	3,000	3,000	-	0.0%
62140 - Janitorial Supplies	3,000	3,000	-	0.0%
62230 - Vehicle Supplies	1,000	1,000	-	0.0%

**Salinas Valley Solid Waste Authority
Budget Worksheets
FY 2021-22**

	FY 2020-21 Mid Year Budget	Proposed FY 2021-22 Budget	Increase / (Decrease)	% Change
63416 - Building Alarm Service	10,500	12,500	2,000	19.0%
63418 - Security Service	7,500	7,500	-	0.0%
63430 - Equipment Maintenance	80,000	100,000	20,000	25.0%
63440 - Equipment Rental	15,000	15,000	-	0.0%
63522 - HR Investigations, Testing	500	500	-	0.0%
63560 - Custodial Service	14,400	14,400	-	0.0%
63592 - Facility Maintenance	37,100	45,000	7,900	21.3%
63593 - Landscape Maintenance	3,500	3,500	-	0.0%
63594 - Credit Card Fees	25,000	25,000	-	0.0%
63598 - FSA Service Fees	100	100	-	0.0%
63599 - EAP Service Fee	300	300	-	0.0%
63604 - Courier Service	2,500	2,500	-	0.0%
63613 - Contract Labor	5,000	5,000	-	0.0%
63673 - Paradigm Support	6,000	6,000	-	0.0%
63959 - Scale Maintenance & Repair	7,500	7,500	-	0.0%
63960 - Contingencies	10,000	10,000	-	0.0%
64200 - Conferences/Meetings	3,000	3,000	-	0.0%
64250 - Training	1,500	1,500	-	0.0%
64411 - Insurance - Commercial Auto	52,400	57,600	5,200	9.9%
64412 - Insurance - Crime	400	500	100	25.0%
64413 - Insurance - Environmental Impairment Liability	500	500	-	0.0%
64414 - Insurance - General Liability	1,000	1,100	100	10.0%
64415 - Insurance - Public Officials and Employment Li	1,400	1,600	200	14.3%
64416 - Insurance - Property Damage	83,300	91,600	8,300	10.0%
64417 - Insurance - Excess Liability	700	700	-	0.0%
64419 - Insurance - Cyber Liability	600	700	100	16.7%
64422 - Insurance - Earthquake	10,600	11,700	1,100	10.4%
64903 - Fees & Permits	-	600	600	#DIV/0!
64904 - Property Taxes	1,700	1,700	-	0.0%
64905 - Mo.Co. LEA Fees	11,700	12,700	1,000	8.5%
3710 - SS Disposal Operations Total	1,126,900	1,204,100	77,200	6.9%
3720 - SS Transfer Operations				
61110 - Regular Pay	323,000	332,400	9,400	2.9%
61120 - Paid Time Off	12,500	12,800	300	2.4%
61130 - Safety Awards	900	900	-	0.0%
61300 - Overtime - Regular	24,300	25,000	700	2.9%
61400 - Education Assistance	10,000	10,000	-	0.0%
61410 - Wellness Program	2,500	2,500	-	0.0%
61700 - Flexible Leave	9,400	9,600	200	2.1%
61816 - Cell Phone	1,800	1,800	-	0.0%
61822 - PERS Employer Classic	7,200	-	(7,200)	-100.0%
61824 - OPEB Expense	10,700	10,400	(300)	-2.8%
61825 - Medicare	5,400	5,600	200	3.7%
61827 - PERS - 1959 Survivor Benefit	500	500	-	0.0%
61828 - PERS Employer PEPRA	19,500	25,300	5,800	29.7%
61829 - PERS Unfunded Liability Payment	19,200	7,000	(12,200)	-63.5%
61831 - Health Insurance	136,000	158,800	22,800	16.8%
61833 - Long-Term Disability	2,200	1,800	(400)	-18.2%
61834 - Unemployment	1,400	1,300	(100)	-7.1%
61836 - Life Insurance	900	900	-	0.0%
61837 - Insurance - Workers Compensation	18,800	21,300	2,500	13.3%
62230 - Vehicle Supplies	1,900	1,900	-	0.0%

**Salinas Valley Solid Waste Authority
Budget Worksheets
FY 2021-22**

	FY 2020-21 Mid Year Budget	Proposed FY 2021-22 Budget	Increase / (Decrease)	% Change
62330 - Fuel	82,500	90,000	7,500	9.1%
62335 - Biodiesel Fuel	160,000	170,000	10,000	6.3%
62510 - Uniforms	3,000	3,000	-	0.0%
62810 - Software/License Renewals	2,500	2,500	-	0.0%
62840 - Safety Supplies	4,100	4,100	-	0.0%
63116 - Cell Phones	400	400	-	0.0%
63410 - Vehicle Maintenance	375,000	400,000	25,000	6.7%
63522 - HR Investigations, Testing	2,000	2,000	-	0.0%
63586 - Vehicle Safety Inspection	4,600	4,600	-	0.0%
63599 - EAP Service Fee	400	400	-	0.0%
63615 - Hauling Services	42,500	42,500	-	0.0%
64412 - Insurance - Crime	500	600	100	20.0%
64415 - Insurance - Public Officials and Employment Li	1,800	1,900	100	5.6%
64419 - Insurance - Cyber Liability	700	800	100	14.3%
3720 - SS Transfer Operations Total	1,288,100	1,352,600	64,500	5.0%
5700 - Sun Street ECS				
63220 - Sewer	15,000	15,000	-	0.0%
63440 - Equipment Rental	2,000	2,000	-	0.0%
63510 - Legal Services	2,500	2,500	-	0.0%
63587 - Street Sweeping	5,000	5,000	-	0.0%
63597 - Litter Abatement	80,000	90,000	10,000	12.5%
63603 - NPDES Improvements	10,000	10,000	-	0.0%
63812 - Lab Water Analysis	2,500	2,500	-	0.0%
64925 - SWRCB Fees	2,000	1,600	(400)	-20.0%
64927 - MRWPA Fees (Stormwater Discharge)	15,000	10,300	(4,700)	-31.3%
5700 - Sun Street ECS Total	134,000	138,900	4,900	3.7%
170 - Salinas Transfer Stations Fund Total	2,549,000	2,695,600	146,600	5.8%
Grand Total	19,817,500	20,525,000	707,500	3.6%

RESOLUTION NO. 2014 - 11

**A RESOLUTION OF THE SALINAS VALLEY SOLID WASTE AUTHORITY
ADOPTING THE REVISED 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.

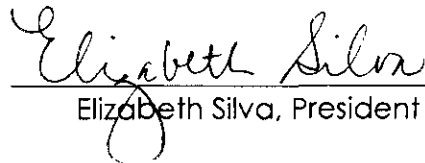
PASSED AND ADOPTED by the Board of Directors of the Salinas Valley Solid Waste Authority at the regular meeting duly held on the 17th day of April 2014 by the following vote:

AYES: BOARD MEMBERS: ARMENTA, BARRERA, CULLEN, DE LA ROSA, LUTES,
PEREZ, RODRIGUEZ, SALINAS, SILVA


NOES: BOARD MEMBERS: NONE

ABSENT: BOARD MEMBERS: MORENO

ABSTAIN: BOARD MEMBERS: NONE


Elizabeth Silva, 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 unforeseen occurrences and revenue shortfalls. Operating expenditures for reserve purposes is defined as the total budget less capital project expenditures.

B. Funding the Reserves

After completion of the annual audit, any undesignated fund balance will be allocated to reserves using the following methodology:

1. Operating Reserve (20%)
2. Capital Projects Reserve (60%)
3. Environmental Impairment Reserve (20%)

Any allocation outside of the prescribed methodology or transfers between reserves must be approved by the Board.

C. Capital Projects Reserve

Due to the capital intensive nature of the Authority's landfill operations the Authority will develop a Capital Projects Reserve for the purpose of funding future capital projects and replacement of existing capital infrastructure in accordance with the Capital Improvements Financial Policies. The target amount of the reserve will be based on the capital needs of the Authority.

E. 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 reserve.

F. Environmental Impairment Reserve

Salinas Valley Solid Waste Authority

Financial Policies

Due to the potential release of contaminants that exists with all Municipal Solid Waste landfills, the Authority will strive to fund an Environmental Impairment Reserve for the purpose of responding to a release in a timely manner. The funds can also be used for mitigation or corrective action measures required by CalRecycle.

G. Annual Review of Reserves

As part of the annual budget process, the Authority will review the target amount and the status of each of the reserves. This will be taken into account as part of the budget development. The goal is to reach the Operating and Environmental Impairment Reserve amounts within a five year period but in no case later than 10 years.

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 and 3-year Strategic Plans..

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.

D. Capital Projects Reserve Fund

Salinas Valley Solid Waste Authority

Financial Policies

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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RESOLUTION NO. 2021 –

A RESOLUTION OF THE SALINAS VALLEY SOLID WASTE AUTHORITY APPROVING THE DISPOSAL AND SERVICE FEES EFFECTIVE JULY 1, 2021

WHEREAS the Board of Directors of the Salinas Valley Solid Waste Authority held a public hearing on March 18, 2021 to review the disposal fees and rates for FY 2021-22; and,

WHEREAS no increase in the solid waste tipping fee is necessary to cover the cost of operations, State mandates and fees, and capital improvement costs; and,

WHEREAS an increase in the AB939 Fee on franchise haulers is necessary to cover the net cost of Authority AB939 Services; and

WHEREAS AB939 fee will be calculated as the full cost of AB939 services, less offsetting revenue and will be allocated to franchise haulers based upon their proportionate share of landfilled tonnage in the previous three fiscal years; and,

WHEREAS the organics and Construction and Demolition increases are necessary to ensure that the programs are fully self-funded; and,

WHEREAS, other adjustments are necessary to the rate schedule.

NOW, THEREFORE, BE IT RESOLVED by the Board of Directors of the Salinas Valley Solid Waste Authority that the Disposal Fees and Rates Schedule attached hereto as "Exhibit A" is hereby approved to become effective July 1, 2021.

BE IT FURTHER RESOLVED that the General Manager/CAO is hereby authorized to make adjustments to the Disposal Fees and Rates Schedule on a case by case basis for recyclable/diverted materials where there is a clear benefit to the Authority or when there is an instance or a situation not covered by the Disposal Fees and Rates Schedule. In such instances, the Board of Directors will be notified at the next scheduled meeting.

PASSED AND ADOPTED by the Board of Directors of the Salinas Valley Solid Waste Authority at a meeting duly held on the 18th day of March 2021, by the following vote:

AYES: BOARD MEMBERS:

NOES: BOARD MEMBERS:

ABSENT: BOARD MEMBERS:

ABSTAIN: BOARD MEMBERS:

Chris Lopez, President

ATTEST:

APPROVED AS TO FORM:

Erika J. Trujillo, Clerk of the Board

Roy C. Santos, Authority General Counsel

SALINAS VALLEY SOLID WASTE AUTHORITY
PROPOSED DISPOSAL AND SERVICE FEES
Effective July 1, 2021

	Current Fee or Rate	Proposed Changes
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Note: Usefulness and suitability of materials is subject to scale house personnel's discretion.

LANDFILLED MATERIALS

<u>Franchise Haulers (Class III Solid Waste)</u>	\$	68.50	Per Ton
<u>Self Haul Loads at all Sites</u>			
Minimum charge per load (up to 500 lbs.)	\$	17.00	Per Load
Loads weighing between 501 and 999 lbs.	\$	34.00	Per Load
Loads weighing 1,000 lbs. and above	\$	68.50	Per Ton
<u>Materials Requiring Special Handling (Johnson Canyon only)</u>			
Fumigation or Mulch Plastic/Drip Tape			Solid Waste Tipping Fee + 50%
Remediated Soil Handling			Solid Waste Tipping Fee + 50%
Certified Burials			Solid Waste Tipping Fee + 50%
<u>Nonfriable Asbestos</u>			
Up to 1 cubic yard w/o pre-approval) wetted and double bagged			Solid Waste Tipping Fee + 50%
<u>Special Handling Charge (in addition to cost per ton)</u>			
Unloading Assistance (Per Person, 1 hour minimum)	\$	75.00	Hour
Pull Off / Push Off Assistance	\$	50.00	Each
<u>Tarps</u>	\$	10.00	Each
Untarped Loads			Additional 50% of the Required Fee
<u>Compost Bins</u>	\$	49.95	Each
<u>*Soil (Loaded by the Customer) - Johnson Canyon</u>	\$	1.00	Per Cubic Yard Up to 500 C.Y.

AB939 Fees

AB939 Fees Total \$ 3,000,000 Annual

Fee allocation is as follows:

	FY 2017-18	FY 2018-19	FY 2019-20	Total Tonnage FYE 2018-20	Allocation Percentage	Annual AB939 Fee	Monthly AB939 Fee
Soledad	7,472	7,628	7,862	22,962		\$ 139,272	\$ 11,606
Greenfield	6,747	7,035	7,180	20,962		127,152	10,596
Gonzales	3,451	3,573	3,753	10,777		65,376	5,448
Tri Cities (Combined)	17,670	18,236	18,795	54,701	11.1%	331,798	27,650
Salinas	97,601	96,508	100,681	294,790	59.6%	1,788,098	149,008
Monterey	36,668	41,233	40,838	118,739	24.0%	720,231	60,019
King City	8,875	8,711	8,771	26,357	5.3%	159,873	13,323
	<u>160,814</u>	<u>164,688</u>	<u>169,085</u>	<u>494,587</u>	100.0%	<u>\$ 3,000,000</u>	<u>\$ 250,000</u>

**SALINAS VALLEY SOLID WASTE AUTHORITY
PROPOSED DISPOSAL AND SERVICE FEES
Effective July 1, 2021**

	Current Fee or Rate	Proposed Changes
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Note: Usefulness and suitability of materials is subject to scale house personnel's discretion.

SOURCE SEPARATED DIVERTIBLE MATERIALS

<u>Cardboard</u>	No Charge		
<u>Recyclable plastic and glass containers, aluminum and paper</u>	No Charge		
<u>Metal including appliances without Freon</u>	No Charge		
<u>Construction and Demolition materials</u>			
Minimum charge per load (up to 500 lbs.)	\$ 14.50 Per Load	\$ 17.00 Per Load	
Loads weighing between 501 and 999 lbs.	\$ 29.00 Per Load	\$ 34.00 Per Load	
Loads weighing 1,000 lbs. and above	\$ 58.00 Per Ton	\$ 68.50 Per Ton	
<u>Mattresses and box springs (in recyclable condition)</u>			
Mattresses and Box Springs (5 or less)	No Charge		
Mattresses and Box Springs (6 or more or unacceptable condition)	\$ 5.00 Each		
<u>Greenwaste and Wood</u>			
Minimum charge up to 500 lbs.	\$ 10.00 Per Load	\$ 12.00 Per Load	
Loads weighing between 501 and 999 lbs.	\$ 19.50 Per Load	\$ 24.00 Per Load	
Loads weighing 1,000 lbs. and above	\$ 39.00 Per Ton	\$ 48.00 Per Ton	
Franchise Haulers (Organics)	\$ 43.00 Per Ton	\$ 50.00 Per Ton	
Wood Stumps & Tree Limbs, 3 feet and over	\$ 68.50 Per Ton		
Clean Culls	\$ 14.00 Per Ton		
<u>Green waste Contamination</u>			
Curbside Truck, 2-3.5 cubic yards of contamination	\$ 125.00 per load		
Curbside Truck, 3.6-6 cubic yards of contamination	\$ 210.00 per load		
Curbside Truck, more than 6 cubic yards of contamination	\$ 255.00 per load		
Transfer Truck, 7-8.5 cubic yards of contamination	\$ 125.00 per load		
Transfer Truck, 8.6-10 cubic yards of contamination	\$ 210.00 per load		
Transfer Truck, more than 10 yards of contamination	\$ 255.00 per load		
<u>Soil and Aggregate (Johnson Canyon Landfill only and subject to pre-approval)</u>			
Clean Fill Dirt (Outside SVSWA Service Area)	\$ 68.50 Per Ton		
Clean Fill Dirt (up to 10 c.y. without pre-approval) (SVSWA Service Area)	\$ 20.00 Per Ton	\$ 68.50 Per Ton	
Concrete with rebar/pipe	\$ 12.00 Per Ton		
Concrete (suitable for road base - no rebar)	\$ 2.00 Per Ton		
Asphalt (suitable for road base)	\$ 1.00 Per Ton		
<u>Biosolids/Alternative Daily Cover (Johnson Canyon Landfill only and subject to pre-approval)</u>			
Biosolids/Alternative Daily Cover (Outside SVSWA Service Area)	\$ 68.50 Per Ton		
Biosolids/Alternative Daily Cover (SVSWA Service Area)	\$ 32.00 Per Ton	\$ 36.00 Per Ton	
<u>Tires (without rims only)</u>			
Auto/Light Truck Tires less than 42"	\$ 2.00 Each		
Auto/Light Truck Tires more than 42"	\$ 10.00 Each		
Commercial Tires	\$ 75.00 Each		
Equipment Tires	\$ 150.00 Each		
Altered Tires (split, sliced, quartered)	\$ 68.50 Per Ton		

**SALINAS VALLEY SOLID WASTE AUTHORITY
PROPOSED DISPOSAL AND SERVICE FEES
Effective July 1, 2021**

	Current Fee or Rate	Proposed Changes
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Note: Usefulness and suitability of materials is subject to scale house personnel's discretion.

HOUSEHOLD HAZARDOUS WASTE AT COLLECTION FACILITIES

All commercial customers
Households outside the Authority's service area

Minimum charge \$1.50 per lb.

Absorbent	\$	1.50	Per Lb.
Absorbent	\$	8.00	Per Bag
Acids/Bases	\$	1.50	Per Lb.
Aerosols	\$	1.25	Per Can
Antifreeze	\$	1.50	Per Lb.
Environmentally Hazardous Substances (Reactive and Solvents)	\$	5.00	Per Lb.
Flammable Liquids	\$	1.50	Per Lb.
Flammable Sludge	\$	1.50	Per Lb.
Motor Oil - contaminated	\$	1.50	Per Lb.
Oil Filters (autos and small trucks)	\$	1.50	Each
Oil Filters (trucks and equipment)	\$	10.00	Each
Oxidizers	\$	1.50	Per Lb.
Paint and Paint Related Materials	\$	1.50	Per Lb.
Pesticides	\$	1.50	Per Lb.
Toxic Solids	\$	1.50	Per Lb.
Household Hazardous Waste (HHW) Clean-up Service Fee (1 hour minimum)	\$	75.00	Per Hour of Labor
Household Hazardous Waste (HHW) Sorting Fee	\$	25.00	Per customer

Appliances and Air Conditioners

Without refrigerant	No Charge
With refrigerant	\$ 15.00 Each
Commercial Refrigerant Units (Non-Residential Units)	\$ 50.00 Each
Ammonia based appliances not accepted	

Gas Cylinders (Propane, helium, fire extinguishers only)

Must be empty with valve open	
1 liter	\$ 1.50 Each
5 gallons	\$ 8.00 Each
MAPP Gas	\$ 15.00 Each

Sharps Disposal (from residences only)

Used needles and lancets (in an approved container)	No Charge
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Sharps Containers (for household use)

3 Quart Container	\$ 5.00 Each
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SALINAS VALLEY SOLID WASTE AUTHORITY
PROPOSED DISPOSAL AND SERVICE FEES
Effective July 1, 2021

	Current Fee or Rate	Proposed Changes
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Note: Usefulness and suitability of materials is subject to scale house personnel's discretion.

UNIVERSAL WASTE AT HHW COLLECTION FACILITIES

	Minimum charge \$1.50 per pound	
Batteries		
Alkaline or Rechargeable A, AA, AAA, B, C, D and 6 volt	\$	1.50 Per Lb.
Nickel-Cadmium, Lithium, Silver Oxide-Hydride Cells, Lead Gel Cells, Nickel-Metal, and Lithium		
UPS/Automobile and Light Truck Batteries		No Charge
CRT (televisions and computer monitors)		No Charge
Cell Phones		No Charge
Computers, keyboard and printers		No Charge
Copiers, mimeographs, facsimile machines		No Charge
Compact Fluorescent Bulbs	\$	1.50 Per Lb.
Fluorescent Lamps	\$	1.50 Per Lb.
Halogen, High Pressure Sodium Tubes	\$	1.50 Per Lb.
Fluorescent Ballasts (PCB)	\$	2.00 Per Lb.
Kitchen appliances: microwaves, toaster, toaster ovens		No Charge
Mercury	\$	7.00 Per Lb.
Mercury thermostats, thermometers or switches	\$	1.00 Each
Toner, developer, ink cartridges (office use)	\$	1.50 Per Lb.
Toner and developer (industrial use)	\$	1.50 Per Lb.

ADMINISTRATIVE & SPECIAL FEES

Franchise Transportation Surcharge	\$	17.75 Per Ton	\$	18.75 Per Ton
Agenda Packets for Board or Executive Committee	\$	116.00 Annually		
Agendas Only	\$	26.00 Annually		
Agendas Only for Public Agencies	\$	18.00 Annually		
Reproduction of Public Records	\$	0.10 Per Page		
Copies of Weight Tags	\$	20.00 Each		
Returned Check Fee	\$	25.00 Each		
Finance Charge on accounts 30+ Days Past Due		1.5% per mo., 18% annually		
Media duplication for disks, cds, tapes		Actual Cost		
		\$5.00 Min. Each		
Plans & Specifications for Construction Projects		Actual Cost		
		\$15.00 Min. Per Set		
Full Size Plans for Construction Projects		Actual Cost		
		\$15.00 Min Per Set		

RESOLUTION NO. 2021 –

**A RESOLUTION OF THE SALINAS VALLEY SOLID WASTE AUTHORITY
APPROVING THE OPERATING BUDGET, THE PERSONNEL ALLOCATION
AND SALARY SCHEDULE FOR FY 2021-22**

WHEREAS, on February 18, 2021, the Board of Directors of the Salinas Valley Solid Waste Authority provided staff direction for preparation of the proposed operating budget; and,

WHEREAS, the Board found staff's recommended increases to be reasonable and directed staff to schedule a rate hearing and Budget approval for the March Board Meeting; and,

WHEREAS, the Board held a public hearing on March 18, 2021, to discuss the proposed FY 2021-22 rates; and,

WHEREAS, on March 18, 2021, the Board approved rate increases to the Organics Program, Construction and Demolition Program, Transportation Surcharge, an AB939 rate increase as well as other minor adjustments to the rate schedule;

NOW THEREFORE BE IT RESOLVED, by the Board of Directors of the Salinas Valley Solid Waste Authority, that the Operating Budget for Fiscal Year 2021-22, attached hereto as "Exhibit A" is hereby approved to become effective July 1, 2021; and,

BE IT FURTHER RESOLVED, that the Personnel Allocation attached hereto as "Exhibit B" and the Salary Schedule attached hereto as "Exhibit C" are hereby approved to become effective July 1, 2021; and

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

PASSED AND ADOPTED by the Board of Directors of the Salinas Valley Solid Waste Authority at a meeting duly held on the 18th day of March 2021, by the following vote:

AYES: BOARD MEMBERS:

NOES: BOARD MEMBERS:

ABSENT: BOARD MEMBERS:

ABSTAIN: BOARD MEMBERS:

Chris Lopez, President

ATTEST:

APPROVED AS TO FORM:

Erika J. Trujillo, Clerk of the Board

Roy C. Santos, Authority General Counsel



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**SALINAS VALLEY SOLID WASTE AUTHORITY
PERSONNEL ALLOCATION
PROPOSED EFFECTIVE DATE 07/01/2021**

Program and Position	19-20 Effective 07/01/19	19-20 Effective 12/01/19	20-21 Effective 07/01/20	20-21 Effective 01/21/21	21-22 Proposed 07/01/21
Executive Administration					
General Manager/CAO	1.0	1.0	1.0	1.0	1.0
Assistant General Manager	**	**	**	**	**
Clerk of the Board	1.0	1.0	1.0	1.0	1.0
Total Executive Administration	2.0	2.0	2.0	2.0	2.0
Finance and Administration					
Finance and Administration Manager	1.0	1.0	1.0	1.0	1.0
Business Services Supervisor	1.0	1.0	1.0	1.0	1.0
Human Resources Supervisor	1.0	1.0	1.0	1.0	1.0
Accounting Technician I/II	2.0	2.0	2.0	2.0	2.0
Administrative Support Assistant I/II	2.0	2.0	2.0	2.0	2.0
Total Finance and Administration	7.0	7.0	7.0	7.0	7.0
Resource Recovery					
Resource Recovery Manager	1.0	1.0	1.0	1.0	1.0
Contracts & Grants Analyst	1.0	1.0	1.0	1.0	1.0
Recycling Coordinator	1.0	1.0	1.0	1.0	1.0
Resource Recovery Technician I/II	3.0	3.0	3.0	3.0	4.0
Marketing Intern	0.5	0.5	0.5	0.5	0.5
Total Resource Recovery	6.5	6.5	6.5	6.5	7.5
Engineering					
Engineering and Environmental Compliance Manager	1.0	1.0	1.0	1.0	1.0
Solid Waste Technician I/II	1.0	2.0	2.0	3.0	3.0
Total Engineering	2.0	3.0	3.0	4.0	4.0
Operations					
Operations Manager	1.0	1.0	1.0	1.0	1.0
Field Operations Supervisor I	2.0	2.0	2.0	2.0	2.0
Household Hazardous Waste Technician	1.0	1.0	1.0	1.0	1.0
Equipment Maintenance Technician I/II	-	-	1.0	1.0	2.0
Equipment Operator/Driver/Lead	3.0	3.0	3.0	3.0	3.0
Heavy Equipment Operator/Lead	1.0	1.0	1.0	1.0	1.0
Equipment Operator/Driver	6.0	6.0	7.0	7.0	7.0
Heavy Equipment Operator	3.0	4.0	4.0	4.0	4.0
Scalehouse Cashier	4.0	5.0	5.0	5.0	5.0
HHW Maintenance Worker I/II	3.0	3.0	3.0	3.0	3.0
Diversion Worker I/II	14.0	15.0	15.0	15.0	15.0
Total Operations	38.0	41.0	43.0	43.0	44.0
Total Full Time Equivalents	55.5	59.5	61.5	62.5	64.5

** The Assistant General Manager position and duties are assigned to a Division Manager by the GM.
Currently this assignment is being held by the Operations Manager.



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SALINAS VALLEY SOLID WASTE AUTHORITY
SALARY SCHEDULE
Revised Date: March 18, 2021
EFFECTIVE: July 1, 2021

POSITION	SALARY RANGE		STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6	STEP 7	STEP 8	STEP 9	STEP 10	STEP 11
1.0	Hourly		9.684	9.926	10.174	10.428	10.689	10.956	11.230	11.511	11.799	12.094	12.336
	Bi-Weekly		774.72	794.08	813.92	834.24	855.12	876.48	898.40	920.88	943.92	967.52	986.88
	Monthly		1,678.56	1,720.51	1,763.49	1,807.52	1,852.76	1,899.04	1,946.53	1,995.24	2,045.16	2,096.29	2,138.24
	Annual		20,142.72	20,646.08	21,161.92	21,690.24	22,233.12	22,788.48	23,358.40	23,942.88	24,541.92	25,155.52	25,658.88
1.5	Hourly		9.926	10.174	10.428	10.689	10.956	11.230	11.511	11.799	12.094	12.396	12.644
	Bi-Weekly		794.08	813.92	834.24	855.12	876.48	898.40	920.88	943.92	967.52	991.68	1,011.52
	Monthly		1,720.51	1,763.49	1,807.52	1,852.76	1,899.04	1,946.53	1,995.24	2,045.16	2,096.29	2,148.64	2,191.63
	Annual		20,646.08	21,161.92	21,690.24	22,233.12	22,788.48	23,358.40	23,942.88	24,541.92	25,155.52	25,783.68	26,299.52
2.0	Hourly		10.174	10.428	10.689	10.956	11.230	11.511	11.799	12.094	12.396	12.706	12.960
	Bi-Weekly		813.92	834.24	855.12	876.48	898.40	920.88	943.92	967.52	991.68	1,016.48	1,036.80
	Monthly		1,763.49	1,807.52	1,852.76	1,899.04	1,946.53	1,995.24	2,045.16	2,096.29	2,148.64	2,202.37	2,246.40
	Annual		21,161.92	21,690.24	22,233.12	22,788.48	23,358.40	23,942.88	24,541.92	25,155.52	25,783.68	26,428.48	26,956.80
2.5	Hourly		10.428	10.689	10.956	11.230	11.511	11.799	12.094	12.396	12.706	13.024	13.284
	Bi-Weekly		834.24	855.12	876.48	898.40	920.88	943.92	967.52	991.68	1,016.48	1,041.92	1,062.72
	Monthly		1,807.52	1,852.76	1,899.04	1,946.53	1,995.24	2,045.16	2,096.29	2,148.64	2,202.37	2,257.49	2,302.56
	Annual		21,690.24	22,233.12	22,788.48	23,358.40	23,942.88	24,541.92	25,155.52	25,783.68	26,428.48	27,089.92	27,630.72
3.0	Hourly		10.689	10.956	11.230	11.511	11.799	12.094	12.396	12.706	13.024	13.350	13.617
	Bi-Weekly		855.12	876.48	898.40	920.88	943.92	967.52	991.68	1,016.48	1,041.92	1,068.00	1,089.36
	Monthly		1,852.76	1,899.04	1,946.53	1,995.24	2,045.16	2,096.29	2,148.64	2,202.37	2,257.49	2,314.00	2,360.28
	Annual		22,233.12	22,788.48	23,358.40	23,942.88	24,541.92	25,155.52	25,783.68	26,428.48	27,089.92	27,768.00	28,323.36
3.5	Hourly		10.956	11.230	11.511	11.799	12.094	12.396	12.706	13.024	13.350	13.684	13.958
	Bi-Weekly		876.48	898.40	920.88	943.92	967.52	991.68	1,016.48	1,041.92	1,068.00	1,094.72	1,116.64
	Monthly		1,899.04	1,946.53	1,995.24	2,045.16	2,096.29	2,148.64	2,202.37	2,257.49	2,314.00	2,371.89	2,419.39
	Annual		22,788.48	23,358.40	23,942.88	24,541.92	25,155.52	25,783.68	26,428.48	27,089.92	27,768.00	28,462.72	29,032.64
4.0	Hourly		11.230	11.511	11.799	12.094	12.396	12.706	13.024	13.350	13.684	14.026	14.307
	Bi-Weekly		898.40	920.88	943.92	967.52	991.68	1,016.48	1,041.92	1,068.00	1,094.72	1,122.08	1,144.56
	Monthly		1,946.53	1,995.24	2,045.16	2,096.29	2,148.64	2,202.37	2,257.49	2,314.00	2,371.89	2,431.17	2,479.88
	Annual		23,358.40	23,942.88	24,541.92	25,155.52	25,783.68	26,428.48	27,089.92	27,768.00	28,462.72	29,174.08	29,758.56
4.5	Hourly		11.511	11.799	12.094	12.396	12.706	13.024	13.350	13.684	14.026	14.377	14.665
	Bi-Weekly		920.88	943.92	967.52	991.68	1,016.48	1,041.92	1,068.00	1,094.72	1,122.08	1,150.16	1,173.20
	Monthly		1,995.24	2,045.16	2,096.29	2,148.64	2,202.37	2,257.49	2,314.00	2,371.89	2,431.17	2,492.01	2,541.93
	Annual		23,942.88	24,541.92	25,155.52	25,783.68	26,428.48	27,089.92	27,768.00	28,462.72	29,174.08	29,904.16	30,503.20
5.0	Hourly		11.799	12.094	12.396	12.706	13.024	13.350	13.684	14.026	14.377	14.736	15.031
	Bi-Weekly		943.92	967.52	991.68	1,016.48	1,041.92	1,068.00	1,094.72	1,122.08	1,150.16	1,178.88	1,202.48
	Monthly		2,045.16	2,096.29	2,148.64	2,202.37	2,257.49	2,314.00	2,371.89	2,431.17	2,492.01	2,554.24	2,605.37
	Annual		24,541.92	25,155.52	25,783.68	26,428.48	27,089.92	27,768.00	28,462.72	29,174.08	29,904.16	30,650.88	31,264.48

SALINAS VALLEY SOLID WASTE AUTHORITY
SALARY SCHEDULE
Revised Date: March 18, 2021
EFFECTIVE: July 1, 2021

POSITION	SALARY RANGE		STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6	STEP 7	STEP 8	STEP 9	STEP 10	STEP 11
	5.5	Hourly	12.094	12.396	12.706	13.024	13.350	13.684	14.026	14.377	14.736	15.104	15.406
		Bi-Weekly	967.52	991.68	1,016.48	1,041.92	1,068.00	1,094.72	1,122.08	1,150.16	1,178.88	1,208.32	1,232.48
		Monthly	2,096.29	2,148.64	2,202.37	2,257.49	2,314.00	2,371.89	2,431.17	2,492.01	2,554.24	2,618.03	2,670.37
		Annual	25,155.52	25,783.68	26,428.48	27,089.92	27,768.00	28,462.72	29,174.08	29,904.16	30,650.88	31,416.32	32,044.48
	6.0	Hourly	12.396	12.706	13.024	13.350	13.684	14.026	14.377	14.736	15.104	15.482	15.792
		Bi-Weekly	991.68	1,016.48	1,041.92	1,068.00	1,094.72	1,122.08	1,150.16	1,178.88	1,208.32	1,238.56	1,263.36
		Monthly	2,148.64	2,202.37	2,257.49	2,314.00	2,371.89	2,431.17	2,492.01	2,554.24	2,618.03	2,683.55	2,737.28
		Annual	25,783.68	26,428.48	27,089.92	27,768.00	28,462.72	29,174.08	29,904.16	30,650.88	31,416.32	32,202.56	32,847.36
	6.5	Hourly	12.706	13.024	13.350	13.684	14.026	14.377	14.736	15.104	15.482	15.869	16.186
		Bi-Weekly	1,016.48	1,041.92	1,068.00	1,094.72	1,122.08	1,150.16	1,178.88	1,208.32	1,238.56	1,269.52	1,294.88
		Monthly	2,202.37	2,257.49	2,314.00	2,371.89	2,431.17	2,492.01	2,554.24	2,618.03	2,683.55	2,750.63	2,805.57
		Annual	26,428.48	27,089.92	27,768.00	28,462.72	29,174.08	29,904.16	30,650.88	31,416.32	32,202.56	33,007.52	33,666.88
	7.0	Hourly	13.024	13.350	13.684	14.026	14.377	14.736	15.104	15.482	15.869	16.266	16.591
		Bi-Weekly	1,041.92	1,068.00	1,094.72	1,122.08	1,150.16	1,178.88	1,208.32	1,238.56	1,269.52	1,301.28	1,327.28
		Monthly	2,257.49	2,314.00	2,371.89	2,431.17	2,492.01	2,554.24	2,618.03	2,683.55	2,750.63	2,819.44	2,875.77
		Annual	27,089.92	27,768.00	28,462.72	29,174.08	29,904.16	30,650.88	31,416.32	32,202.56	33,007.52	33,833.28	34,509.28
	7.5	Hourly	13.350	13.684	14.026	14.377	14.736	15.104	15.482	15.869	16.266	16.673	17.006
		Bi-Weekly	1,068.00	1,094.72	1,122.08	1,150.16	1,178.88	1,208.32	1,238.56	1,269.52	1,301.28	1,333.84	1,360.48
		Monthly	2,314.00	2,371.89	2,431.17	2,492.01	2,554.24	2,618.03	2,683.55	2,750.63	2,819.44	2,889.99	2,947.71
		Annual	27,768.00	28,462.72	29,174.08	29,904.16	30,650.88	31,416.32	32,202.56	33,007.52	33,833.28	34,679.84	35,372.48
	8.0	Hourly	13.684	14.026	14.377	14.736	15.104	15.482	15.869	16.266	16.673	17.090	17.432
		Bi-Weekly	1,094.72	1,122.08	1,150.16	1,178.88	1,208.32	1,238.56	1,269.52	1,301.28	1,333.84	1,367.20	1,394.56
		Monthly	2,371.89	2,431.17	2,492.01	2,554.24	2,618.03	2,683.55	2,750.63	2,819.44	2,889.99	2,962.27	3,021.55
		Annual	28,462.72	29,174.08	29,904.16	30,650.88	31,416.32	32,202.56	33,007.52	33,833.28	34,679.84	35,547.20	36,258.56
Student Intern	8.5	Hourly	14.026	14.377	14.736	15.104	15.482	15.869	16.266	16.673	17.090	17.517	17.867
		Bi-Weekly	1,122.08	1,150.16	1,178.88	1,208.32	1,238.56	1,269.52	1,301.28	1,333.84	1,367.20	1,401.36	1,429.36
		Monthly	2,431.17	2,492.01	2,554.24	2,618.03	2,683.55	2,750.63	2,819.44	2,889.99	2,962.27	3,036.28	3,096.95
		Annual	29,174.08	29,904.16	30,650.88	31,416.32	32,202.56	33,007.52	33,833.28	34,679.84	35,547.20	36,435.36	37,163.36
	9.0	Hourly	14.377	14.736	15.104	15.482	15.869	16.266	16.673	17.090	17.517	17.955	18.314
		Bi-Weekly	1,150.16	1,178.88	1,208.32	1,238.56	1,269.52	1,301.28	1,333.84	1,367.20	1,401.36	1,436.40	1,465.12
		Monthly	2,492.01	2,554.24	2,618.03	2,683.55	2,750.63	2,819.44	2,889.99	2,962.27	3,036.28	3,112.20	3,174.43
		Annual	29,904.16	30,650.88	31,416.32	32,202.56	33,007.52	33,833.28	34,679.84	35,547.20	36,435.36	37,346.40	38,093.12
	9.5	Hourly	14.736	15.104	15.482	15.869	16.266	16.673	17.090	17.517	17.955	18.404	18.772
		Bi-Weekly	1,178.88	1,208.32	1,238.56	1,269.52	1,301.28	1,333.84	1,367.20	1,401.36	1,436.40	1,472.32	1,501.76
		Monthly	2,554.24	2,618.03	2,683.55	2,750.63	2,819.44	2,889.99	2,962.27	3,036.28	3,112.20	3,190.03	3,253.81
		Annual	30,650.88	31,416.32	32,202.56	33,007.52	33,833.28	34,679.84	35,547.20	36,435.36	37,346.40	38,280.32	39,045.76

SALINAS VALLEY SOLID WASTE AUTHORITY
SALARY SCHEDULE
Revised Date: March 18, 2021
EFFECTIVE: July 1, 2021

POSITION	SALARY RANGE		STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6	STEP 7	STEP 8	STEP 9	STEP 10	STEP 11
	10.0	Hourly	15.104	15.482	15.869	16.266	16.673	17.090	17.517	17.955	18.404	18.864	19.241
		Bi-Weekly	1,208.32	1,238.56	1,269.52	1,301.28	1,333.84	1,367.20	1,401.36	1,436.40	1,472.32	1,509.12	1,539.28
		Monthly	2,618.03	2,683.55	2,750.63	2,819.44	2,889.99	2,962.27	3,036.28	3,112.20	3,190.03	3,269.76	3,335.11
		Annual	31,416.32	32,202.56	33,007.52	33,833.28	34,679.84	35,547.20	36,435.36	37,346.40	38,280.32	39,237.12	40,021.28
	10.5	Hourly	15.482	15.869	16.266	16.673	17.090	17.517	17.955	18.404	18.864	19.336	19.723
		Bi-Weekly	1,238.56	1,269.52	1,301.28	1,333.84	1,367.20	1,401.36	1,436.40	1,472.32	1,509.12	1,546.88	1,577.84
		Monthly	2,683.55	2,750.63	2,819.44	2,889.99	2,962.27	3,036.28	3,112.20	3,190.03	3,269.76	3,351.57	3,418.65
		Annual	32,202.56	33,007.52	33,833.28	34,679.84	35,547.20	36,435.36	37,346.40	38,280.32	39,237.12	40,218.88	41,023.84
	11.0	Hourly	15.869	16.266	16.673	17.090	17.517	17.955	18.404	18.864	19.336	19.819	20.215
		Bi-Weekly	1,269.52	1,301.28	1,333.84	1,367.20	1,401.36	1,436.40	1,472.32	1,509.12	1,546.88	1,585.52	1,617.20
		Monthly	2,750.63	2,819.44	2,889.99	2,962.27	3,036.28	3,112.20	3,190.03	3,269.76	3,351.57	3,435.29	3,503.93
		Annual	33,007.52	33,833.28	34,679.84	35,547.20	36,435.36	37,346.40	38,280.32	39,237.12	40,218.88	41,223.52	42,047.20
	11.5	Hourly	16.266	16.673	17.090	17.517	17.955	18.404	18.864	19.336	19.819	20.314	20.720
		Bi-Weekly	1,301.28	1,333.84	1,367.20	1,401.36	1,436.40	1,472.32	1,509.12	1,546.88	1,585.52	1,625.12	1,657.60
		Monthly	2,819.44	2,889.99	2,962.27	3,036.28	3,112.20	3,190.03	3,269.76	3,351.57	3,435.29	3,521.09	3,591.47
		Annual	33,833.28	34,679.84	35,547.20	36,435.36	37,346.40	38,280.32	39,237.12	40,218.88	41,223.52	42,253.12	43,097.60
	12.0	Hourly	16.673	17.090	17.517	17.955	18.404	18.864	19.336	19.819	20.314	20.822	21.238
		Bi-Weekly	1,333.84	1,367.20	1,401.36	1,436.40	1,472.32	1,509.12	1,546.88	1,585.52	1,625.12	1,665.76	1,699.04
		Monthly	2,889.99	2,962.27	3,036.28	3,112.20	3,190.03	3,269.76	3,351.57	3,435.29	3,521.09	3,609.15	3,681.25
		Annual	34,679.84	35,547.20	36,435.36	37,346.40	38,280.32	39,237.12	40,218.88	41,223.52	42,253.12	43,309.76	44,175.04
Diversion Worker I	12.5	Hourly	17.090	17.517	17.955	18.404	18.864	19.336	19.819	20.314	20.822	21.343	21.770
		Bi-Weekly	1,367.20	1,401.36	1,436.40	1,472.32	1,509.12	1,546.88	1,585.52	1,625.12	1,665.76	1,707.44	1,741.60
		Monthly	2,962.27	3,036.28	3,112.20	3,190.03	3,269.76	3,351.57	3,435.29	3,521.09	3,609.15	3,699.45	3,773.47
		Annual	35,547.20	36,435.36	37,346.40	38,280.32	39,237.12	40,218.88	41,223.52	42,253.12	43,309.76	44,393.44	45,281.60
	13.0	Hourly	17.517	17.955	18.404	18.864	19.336	19.819	20.314	20.822	21.343	21.877	22.315
		Bi-Weekly	1,401.36	1,436.40	1,472.32	1,509.12	1,546.88	1,585.52	1,625.12	1,665.76	1,707.44	1,750.16	1,785.20
		Monthly	3,036.28	3,112.20	3,190.03	3,269.76	3,351.57	3,435.29	3,521.09	3,609.15	3,699.45	3,792.01	3,867.93
		Annual	36,435.36	37,346.40	38,280.32	39,237.12	40,218.88	41,223.52	42,253.12	43,309.76	44,393.44	45,504.16	46,415.20
	13.5	Hourly	17.955	18.404	18.864	19.336	19.819	20.314	20.822	21.343	21.877	22.424	22.872
		Bi-Weekly	1,436.40	1,472.32	1,509.12	1,546.88	1,585.52	1,625.12	1,665.76	1,707.44	1,750.16	1,793.92	1,829.76
		Monthly	3,112.20	3,190.03	3,269.76	3,351.57	3,435.29	3,521.09	3,609.15	3,699.45	3,792.01	3,886.83	3,964.48
		Annual	37,346.40	38,280.32	39,237.12	40,218.88	41,223.52	42,253.12	43,309.76	44,393.44	45,504.16	46,641.92	47,573.76
	14.0	Hourly	18.404	18.864	19.336	19.819	20.314	20.822	21.343	21.877	22.424	22.985	23.445
		Bi-Weekly	1,472.32	1,509.12	1,546.88	1,585.52	1,625.12	1,665.76	1,707.44	1,750.16	1,793.92	1,838.80	1,875.60
		Monthly	3,190.03	3,269.76	3,351.57	3,435.29	3,521.09	3,609.15	3,699.45	3,792.01	3,886.83	3,984.07	4,063.80
		Annual	38,280.32	39,237.12	40,218.88	41,223.52	42,253.12	43,309.76	44,393.44	45,504.16	46,641.92	47,808.80	48,765.60

SALINAS VALLEY SOLID WASTE AUTHORITY
SALARY SCHEDULE
Revised Date: March 18, 2021
EFFECTIVE: July 1, 2021

POSITION	SALARY RANGE		STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6	STEP 7	STEP 8	STEP 9	STEP 10	STEP 11
Diversion Worker II	14.5	Hourly	18.864	19.336	19.819	20.314	20.822	21.343	21.877	22.424	22.985	23.560	24.031
		Bi-Weekly	1,509.12	1,546.88	1,585.52	1,625.12	1,665.76	1,707.44	1,750.16	1,793.92	1,838.80	1,884.80	1,922.48
		Monthly	3,269.76	3,351.57	3,435.29	3,521.09	3,609.15	3,699.45	3,792.01	3,886.83	3,984.07	4,083.73	4,165.37
		Annual	39,237.12	40,218.88	41,223.52	42,253.12	43,309.76	44,393.44	45,504.16	46,641.92	47,808.80	49,004.80	49,984.48
	15.0	Hourly	19.336	19.819	20.314	20.822	21.343	21.877	22.424	22.985	23.560	24.149	24.632
		Bi-Weekly	1,546.88	1,585.52	1,625.12	1,665.76	1,707.44	1,750.16	1,793.92	1,838.80	1,884.80	1,931.92	1,970.56
		Monthly	3,351.57	3,435.29	3,521.09	3,609.15	3,699.45	3,792.01	3,886.83	3,984.07	4,083.73	4,185.83	4,269.55
		Annual	40,218.88	41,223.52	42,253.12	43,309.76	44,393.44	45,504.16	46,641.92	47,808.80	49,004.80	50,229.92	51,234.56
	15.5	Hourly	19.819	20.314	20.822	21.343	21.877	22.424	22.985	23.560	24.149	24.753	25.248
		Bi-Weekly	1,585.52	1,625.12	1,665.76	1,707.44	1,750.16	1,793.92	1,838.80	1,884.80	1,931.92	1,980.24	2,019.84
		Monthly	3,435.29	3,521.09	3,609.15	3,699.45	3,792.01	3,886.83	3,984.07	4,083.73	4,185.83	4,290.52	4,376.32
		Annual	41,223.52	42,253.12	43,309.76	44,393.44	45,504.16	46,641.92	47,808.80	49,004.80	50,229.92	51,486.24	52,515.84
	16.0	Hourly	20.314	20.822	21.343	21.877	22.424	22.985	23.560	24.149	24.753	25.372	25.879
		Bi-Weekly	1,625.12	1,665.76	1,707.44	1,750.16	1,793.92	1,838.80	1,884.80	1,931.92	1,980.24	2,029.76	2,070.32
		Monthly	3,521.09	3,609.15	3,699.45	3,792.01	3,886.83	3,984.07	4,083.73	4,185.83	4,290.52	4,397.81	4,485.69
		Annual	42,253.12	43,309.76	44,393.44	45,504.16	46,641.92	47,808.80	49,004.80	50,229.92	51,486.24	52,773.76	53,828.32
	16.5	Hourly	20.822	21.343	21.877	22.424	22.985	23.560	24.149	24.753	25.372	26.006	26.526
		Bi-Weekly	1,665.76	1,707.44	1,750.16	1,793.92	1,838.80	1,884.80	1,931.92	1,980.24	2,029.76	2,080.48	2,122.08
		Monthly	3,609.15	3,699.45	3,792.01	3,886.83	3,984.07	4,083.73	4,185.83	4,290.52	4,397.81	4,507.71	4,597.84
		Annual	43,309.76	44,393.44	45,504.16	46,641.92	47,808.80	49,004.80	50,229.92	51,486.24	52,773.76	54,092.48	55,174.08
	17.0	Hourly	21.343	21.877	22.424	22.985	23.560	24.149	24.753	25.372	26.006	26.656	27.189
		Bi-Weekly	1,707.44	1,750.16	1,793.92	1,838.80	1,884.80	1,931.92	1,980.24	2,029.76	2,080.48	2,132.48	2,175.12
		Monthly	3,699.45	3,792.01	3,886.83	3,984.07	4,083.73	4,185.83	4,290.52	4,397.81	4,507.71	4,620.37	4,712.76
		Annual	44,393.44	45,504.16	46,641.92	47,808.80	49,004.80	50,229.92	51,486.24	52,773.76	54,092.48	55,444.48	56,553.12
HHW Maintenance Worker I	17.5	Hourly	21.877	22.424	22.985	23.560	24.149	24.753	25.372	26.006	26.656	27.322	27.868
		Bi-Weekly	1,750.16	1,793.92	1,838.80	1,884.80	1,931.92	1,980.24	2,029.76	2,080.48	2,132.48	2,185.76	2,229.44
		Monthly	3,792.01	3,886.83	3,984.07	4,083.73	4,185.83	4,290.52	4,397.81	4,507.71	4,620.37	4,735.81	4,830.45
		Annual	45,504.16	46,641.92	47,808.80	49,004.80	50,229.92	51,486.24	52,773.76	54,092.48	55,444.48	56,829.76	57,965.44
	18.0	Hourly	22.424	22.985	23.560	24.149	24.753	25.372	26.006	26.656	27.322	28.005	28.565
		Bi-Weekly	1,793.92	1,838.80	1,884.80	1,931.92	1,980.24	2,029.76	2,080.48	2,132.48	2,185.76	2,240.40	2,285.20
		Monthly	3,886.83	3,984.07	4,083.73	4,185.83	4,290.52	4,397.81	4,507.71	4,620.37	4,735.81	4,854.20	4,951.27
		Annual	46,641.92	47,808.80	49,004.80	50,229.92	51,486.24	52,773.76	54,092.48	55,444.48	56,829.76	58,250.40	59,415.20
	18.5	Hourly	22.985	23.560	24.149	24.753	25.372	26.006	26.656	27.322	28.005	28.705	29.279
		Bi-Weekly	1,838.80	1,884.80	1,931.92	1,980.24	2,029.76	2,080.48	2,132.48	2,185.76	2,240.40	2,296.40	2,342.32
		Monthly	3,984.07	4,083.73	4,185.83	4,290.52	4,397.81	4,507.71	4,620.37	4,735.81	4,854.20	4,975.53	5,075.03
		Annual	47,808.80	49,004.80	50,229.92	51,486.24	52,773.76	54,092.48	55,444.48	56,829.76	58,250.40	59,706.40	60,900.32

SALINAS VALLEY SOLID WASTE AUTHORITY
SALARY SCHEDULE
Revised Date: March 18, 2021
EFFECTIVE: July 1, 2021

POSITION	SALARY RANGE		STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6	STEP 7	STEP 8	STEP 9	STEP 10	STEP 11
	19.0	Hourly	23.560	24.149	24.753	25.372	26.006	26.656	27.322	28.005	28.705	29.423	30.011
		Bi-Weekly	1,884.80	1,931.92	1,980.24	2,029.76	2,080.48	2,132.48	2,185.76	2,240.40	2,296.40	2,353.84	2,400.88
		Monthly	4,083.73	4,185.83	4,290.52	4,397.81	4,507.71	4,620.37	4,735.81	4,854.20	4,975.53	5,099.99	5,201.91
		Annual	49,004.80	50,229.92	51,486.24	52,773.76	54,092.48	55,444.48	56,829.76	58,250.40	59,706.40	61,199.84	62,422.88
HHW Maintenance Worker II Scalehouse Cashier	19.5	Hourly	24.149	24.753	25.372	26.006	26.656	27.322	28.005	28.705	29.423	30.159	30.762
		Bi-Weekly	1,931.92	1,980.24	2,029.76	2,080.48	2,132.48	2,185.76	2,240.40	2,296.40	2,353.84	2,412.72	2,460.96
		Monthly	4,185.83	4,290.52	4,397.81	4,507.71	4,620.37	4,735.81	4,854.20	4,975.53	5,099.99	5,227.56	5,332.08
		Annual	50,229.92	51,486.24	52,773.76	54,092.48	55,444.48	56,829.76	58,250.40	59,706.40	61,199.84	62,730.72	63,984.96
Administrative Assistant I	20.0	Hourly	24.753	25.372	26.006	26.656	27.322	28.005	28.705	29.423	30.159	30.913	31.531
		Bi-Weekly	1,980.24	2,029.76	2,080.48	2,132.48	2,185.76	2,240.40	2,296.40	2,353.84	2,412.72	2,473.04	2,522.48
		Monthly	4,290.52	4,397.81	4,507.71	4,620.37	4,735.81	4,854.20	4,975.53	5,099.99	5,227.56	5,358.25	5,465.37
		Annual	51,486.24	52,773.76	54,092.48	55,444.48	56,829.76	58,250.40	59,706.40	61,199.84	62,730.72	64,299.04	65,584.48
	20.5	Hourly	25.372	26.006	26.656	27.322	28.005	28.705	29.423	30.159	30.913	31.686	32.320
		Bi-Weekly	2,029.76	2,080.48	2,132.48	2,185.76	2,240.40	2,296.40	2,353.84	2,412.72	2,473.04	2,534.88	2,585.60
		Monthly	4,397.81	4,507.71	4,620.37	4,735.81	4,854.20	4,975.53	5,099.99	5,227.56	5,358.25	5,492.24	5,602.13
		Annual	52,773.76	54,092.48	55,444.48	56,829.76	58,250.40	59,706.40	61,199.84	62,730.72	64,299.04	65,906.88	67,225.60
Equipment Operator/Driver Heavy Equipment Operator	21.0	Hourly	26.006	26.656	27.322	28.005	28.705	29.423	30.159	30.913	31.686	32.478	33.128
		Bi-Weekly	2,080.48	2,132.48	2,185.76	2,240.40	2,296.40	2,353.84	2,412.72	2,473.04	2,534.88	2,598.24	2,650.24
		Monthly	4,507.71	4,620.37	4,735.81	4,854.20	4,975.53	5,099.99	5,227.56	5,358.25	5,492.24	5,629.52	5,742.19
		Annual	54,092.48	55,444.48	56,829.76	58,250.40	59,706.40	61,199.84	62,730.72	64,299.04	65,906.88	67,554.24	68,906.24
	21.5	Hourly	26.656	27.322	28.005	28.705	29.423	30.159	30.913	31.686	32.478	33.290	33.956
		Bi-Weekly	2,132.48	2,185.76	2,240.40	2,296.40	2,353.84	2,412.72	2,473.04	2,534.88	2,598.24	2,663.20	2,716.48
		Monthly	4,620.37	4,735.81	4,854.20	4,975.53	5,099.99	5,227.56	5,358.25	5,492.24	5,629.52	5,770.27	5,885.71
		Annual	55,444.48	56,829.76	58,250.40	59,706.40	61,199.84	62,730.72	64,299.04	65,906.88	67,554.24	69,243.20	70,628.48
Administrative Assistant II	22.0	Hourly	27.322	28.005	28.705	29.423	30.159	30.913	31.686	32.478	33.290	34.122	34.804
		Bi-Weekly	2,185.76	2,240.40	2,296.40	2,353.84	2,412.72	2,473.04	2,534.88	2,598.24	2,663.20	2,729.76	2,784.32
		Monthly	4,735.81	4,854.20	4,975.53	5,099.99	5,227.56	5,358.25	5,492.24	5,629.52	5,770.27	5,914.48	6,032.69
		Annual	56,829.76	58,250.40	59,706.40	61,199.84	62,730.72	64,299.04	65,906.88	67,554.24	69,243.20	70,973.76	72,392.32
	22.5	Hourly	28.005	28.705	29.423	30.159	30.913	31.686	32.478	33.290	34.122	34.975	35.675
		Bi-Weekly	2,240.40	2,296.40	2,353.84	2,412.72	2,473.04	2,534.88	2,598.24	2,663.20	2,729.76	2,798.00	2,854.00
		Monthly	4,854.20	4,975.53	5,099.99	5,227.56	5,358.25	5,492.24	5,629.52	5,770.27	5,914.48	6,062.33	6,183.67
		Annual	58,250.40	59,706.40	61,199.84	62,730.72	64,299.04	65,906.88	67,554.24	69,243.20	70,973.76	72,748.00	74,204.00
Accounting Technician I Equipment Maintenance Technician I Equipment Operator Lead Heavy Equipment Operator Lead Resource Recovery Tech I Solid Waste Technician I	23.0	Hourly	28.705	29.423	30.159	30.913	31.686	32.478	33.290	34.122	34.975	35.849	36.566
		Bi-Weekly	2,296.40	2,353.84	2,412.72	2,473.04	2,534.88	2,598.24	2,663.20	2,729.76	2,798.00	2,867.92	2,925.28
		Monthly	4,975.53	5,099.99	5,227.56	5,358.25	5,492.24	5,629.52	5,770.27	5,914.48	6,062.33	6,213.83	6,338.11
		Annual	59,706.40	61,199.84	62,730.72	64,299.04	65,906.88	67,554.24	69,243.20	70,973.76	72,748.00	74,565.92	76,057.28

SALINAS VALLEY SOLID WASTE AUTHORITY
SALARY SCHEDULE
Revised Date: March 18, 2021
EFFECTIVE: July 1, 2021

POSITION	SALARY RANGE		STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6	STEP 7	STEP 8	STEP 9	STEP 10	STEP 11
	23.5	Hourly	29.423	30.159	30.913	31.686	32.478	33.290	34.122	34.975	35.849	36.745	37.480
		Bi-Weekly	2,353.84	2,412.72	2,473.04	2,534.88	2,598.24	2,663.20	2,729.76	2,798.00	2,867.92	2,939.60	2,998.40
		Monthly	5,099.99	5,227.56	5,358.25	5,492.24	5,629.52	5,770.27	5,914.48	6,062.33	6,213.83	6,369.13	6,496.53
		Annual	61,199.84	62,730.72	64,299.04	65,906.88	67,554.24	69,243.20	70,973.76	72,748.00	74,565.92	76,429.60	77,958.40
	24.0	Hourly	30.159	30.913	31.686	32.478	33.290	34.122	34.975	35.849	36.745	37.664	38.417
		Bi-Weekly	2,412.72	2,473.04	2,534.88	2,598.24	2,663.20	2,729.76	2,798.00	2,867.92	2,939.60	3,013.12	3,073.36
		Monthly	5,227.56	5,358.25	5,492.24	5,629.52	5,770.27	5,914.48	6,062.33	6,213.83	6,369.13	6,528.43	6,658.95
		Annual	62,730.72	64,299.04	65,906.88	67,554.24	69,243.20	70,973.76	72,748.00	74,565.92	76,429.60	78,341.12	79,907.36
HHW Technician	24.5	Hourly	30.913	31.686	32.478	33.290	34.122	34.975	35.849	36.745	37.664	38.606	39.378
		Bi-Weekly	2,473.04	2,534.88	2,598.24	2,663.20	2,729.76	2,798.00	2,867.92	2,939.60	3,013.12	3,088.48	3,150.24
		Monthly	5,358.25	5,492.24	5,629.52	5,770.27	5,914.48	6,062.33	6,213.83	6,369.13	6,528.43	6,691.71	6,825.52
		Annual	64,299.04	65,906.88	67,554.24	69,243.20	70,973.76	72,748.00	74,565.92	76,429.60	78,341.12	80,300.48	81,906.24
Accounting Technician II Equipment Maintenance Technician II Resource Recovery Tech II Solid Waste Technician II	25.0	Hourly	31.686	32.478	33.290	34.122	34.975	35.849	36.745	37.664	38.606	39.571	40.362
		Bi-Weekly	2,534.88	2,598.24	2,663.20	2,729.76	2,798.00	2,867.92	2,939.60	3,013.12	3,088.48	3,165.68	3,228.96
		Monthly	5,492.24	5,629.52	5,770.27	5,914.48	6,062.33	6,213.83	6,369.13	6,528.43	6,691.71	6,858.97	6,996.08
		Annual	65,906.88	67,554.24	69,243.20	70,973.76	72,748.00	74,565.92	76,429.60	78,341.12	80,300.48	82,307.68	83,952.96
Clerk of the Board	25.5	Hourly	32.478	33.290	34.122	34.975	35.849	36.745	37.664	38.606	39.571	40.560	41.371
		Bi-Weekly	2,598.24	2,663.20	2,729.76	2,798.00	2,867.92	2,939.60	3,013.12	3,088.48	3,165.68	3,244.80	3,309.68
		Monthly	5,629.52	5,770.27	5,914.48	6,062.33	6,213.83	6,369.13	6,528.43	6,691.71	6,858.97	7,030.40	7,170.97
		Annual	67,554.24	69,243.20	70,973.76	72,748.00	74,565.92	76,429.60	78,341.12	80,300.48	82,307.68	84,364.80	86,051.68
	26.0	Hourly	33.290	34.122	34.975	35.849	36.745	37.664	38.606	39.571	40.560	41.574	42.405
		Bi-Weekly	2,663.20	2,729.76	2,798.00	2,867.92	2,939.60	3,013.12	3,088.48	3,165.68	3,244.80	3,325.92	3,392.40
		Monthly	5,770.27	5,914.48	6,062.33	6,213.83	6,369.13	6,528.43	6,691.71	6,858.97	7,030.40	7,206.16	7,350.20
		Annual	69,243.20	70,973.76	72,748.00	74,565.92	76,429.60	78,341.12	80,300.48	82,307.68	84,364.80	86,473.92	88,202.40
	26.5	Hourly	34.122	34.975	35.849	36.745	37.664	38.606	39.571	40.560	41.574	42.613	43.465
		Bi-Weekly	2,729.76	2,798.00	2,867.92	2,939.60	3,013.12	3,088.48	3,165.68	3,244.80	3,325.92	3,409.04	3,477.20
		Monthly	5,914.48	6,062.33	6,213.83	6,369.13	6,528.43	6,691.71	6,858.97	7,030.40	7,206.16	7,386.25	7,533.93
		Annual	70,973.76	72,748.00	74,565.92	76,429.60	78,341.12	80,300.48	82,307.68	84,364.80	86,473.92	88,635.04	90,407.20
	27.0	Hourly	34.975	35.849	36.745	37.664	38.606	39.571	40.560	41.574	42.613	43.678	44.552
		Bi-Weekly	2,798.00	2,867.92	2,939.60	3,013.12	3,088.48	3,165.68	3,244.80	3,325.92	3,409.04	3,494.24	3,564.16
		Monthly	6,062.33	6,213.83	6,369.13	6,528.43	6,691.71	6,858.97	7,030.40	7,206.16	7,386.25	7,570.85	7,722.35
		Annual	72,748.00	74,565.92	76,429.60	78,341.12	80,300.48	82,307.68	84,364.80	86,473.92	88,635.04	90,850.24	92,668.16
	27.5	Hourly	35.849	36.745	37.664	38.606	39.571	40.560	41.574	42.613	43.678	44.770	45.665
		Bi-Weekly	2,867.92	2,939.60	3,013.12	3,088.48	3,165.68	3,244.80	3,325.92	3,409.04	3,494.24	3,581.60	3,653.20
		Monthly	6,213.83	6,369.13	6,528.43	6,691.71	6,858.97	7,030.40	7,206.16	7,386.25	7,570.85	7,760.13	7,915.27
		Annual	74,565.92	76,429.60	78,341.12	80,300.48	82,307.68	84,364.80	86,473.92	88,635.04	90,850.24	93,121.60	94,983.20

SALINAS VALLEY SOLID WASTE AUTHORITY
SALARY SCHEDULE
Revised Date: March 18, 2021
EFFECTIVE: July 1, 2021

POSITION	SALARY RANGE		STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6	STEP 7	STEP 8	STEP 9	STEP 10	STEP 11
	28.0	Hourly	36.745	37.664	38.606	39.571	40.560	41.574	42.613	43.678	44.770	45.889	46.807
		Bi-Weekly	2,939.60	3,013.12	3,088.48	3,165.68	3,244.80	3,325.92	3,409.04	3,494.24	3,581.60	3,671.12	3,744.56
		Monthly	6,369.13	6,528.43	6,691.71	6,858.97	7,030.40	7,206.16	7,386.25	7,570.85	7,760.13	7,954.09	8,113.21
		Annual	76,429.60	78,341.12	80,300.48	82,307.68	84,364.80	86,473.92	88,635.04	90,850.24	93,121.60	95,449.12	97,358.56
	28.5	Hourly	37.664	38.606	39.571	40.560	41.574	42.613	43.678	44.770	45.889	47.036	47.977
		Bi-Weekly	3,013.12	3,088.48	3,165.68	3,244.80	3,325.92	3,409.04	3,494.24	3,581.60	3,671.12	3,762.88	3,838.16
		Monthly	6,528.43	6,691.71	6,858.97	7,030.40	7,206.16	7,386.25	7,570.85	7,760.13	7,954.09	8,152.91	8,316.01
		Annual	78,341.12	80,300.48	82,307.68	84,364.80	86,473.92	88,635.04	90,850.24	93,121.60	95,449.12	97,834.88	99,792.16
	29.0	Hourly	38.606	39.571	40.560	41.574	42.613	43.678	44.770	45.889	47.036	48.212	49.176
		Bi-Weekly	3,088.48	3,165.68	3,244.80	3,325.92	3,409.04	3,494.24	3,581.60	3,671.12	3,762.88	3,856.96	3,934.08
		Monthly	6,691.71	6,858.97	7,030.40	7,206.16	7,386.25	7,570.85	7,760.13	7,954.09	8,152.91	8,356.75	8,523.84
		Annual	80,300.48	82,307.68	84,364.80	86,473.92	88,635.04	90,850.24	93,121.60	95,449.12	97,834.88	100,280.96	102,286.08
Business Services Supervisor Contracts & Grants Analyst Field Operations Supervisor I Human Resources Supervisor Recycling Coordinator	29.5	Hourly	39.571	40.560	41.574	42.613	43.678	44.770	45.889	47.036	48.212	49.417	50.405
		Bi-Weekly	3,165.68	3,244.80	3,325.92	3,409.04	3,494.24	3,581.60	3,671.12	3,762.88	3,856.96	3,953.36	4,032.40
		Monthly	6,858.97	7,030.40	7,206.16	7,386.25	7,570.85	7,760.13	7,954.09	8,152.91	8,356.75	8,565.61	8,736.87
		Annual	82,307.68	84,364.80	86,473.92	88,635.04	90,850.24	93,121.60	95,449.12	97,834.88	100,280.96	102,787.36	104,842.40
	30.0	Hourly	40.560	41.574	42.613	43.678	44.770	45.889	47.036	48.212	49.417	50.652	51.665
		Bi-Weekly	3,244.80	3,325.92	3,409.04	3,494.24	3,581.60	3,671.12	3,762.88	3,856.96	3,953.36	4,052.16	4,133.20
		Monthly	7,030.40	7,206.16	7,386.25	7,570.85	7,760.13	7,954.09	8,152.91	8,356.75	8,565.61	8,779.68	8,955.27
		Annual	84,364.80	86,473.92	88,635.04	90,850.24	93,121.60	95,449.12	97,834.88	100,280.96	102,787.36	105,356.16	107,463.20
	30.5	Hourly	41.574	42.613	43.678	44.770	45.889	47.036	48.212	49.417	50.652	51.918	52.956
		Bi-Weekly	3,325.92	3,409.04	3,494.24	3,581.60	3,671.12	3,762.88	3,856.96	3,953.36	4,052.16	4,153.44	4,236.48
		Monthly	7,206.16	7,386.25	7,570.85	7,760.13	7,954.09	8,152.91	8,356.75	8,565.61	8,779.68	8,999.12	9,179.04
		Annual	86,473.92	88,635.04	90,850.24	93,121.60	95,449.12	97,834.88	100,280.96	102,787.36	105,356.16	107,989.44	110,148.48
	31.0	Hourly	42.613	43.678	44.770	45.889	47.036	48.212	49.417	50.652	51.918	53.216	54.280
		Bi-Weekly	3,409.04	3,494.24	3,581.60	3,671.12	3,762.88	3,856.96	3,953.36	4,052.16	4,153.44	4,257.28	4,342.40
		Monthly	7,386.25	7,570.85	7,760.13	7,954.09	8,152.91	8,356.75	8,565.61	8,779.68	8,999.12	9,224.11	9,408.53
		Annual	88,635.04	90,850.24	93,121.60	95,449.12	97,834.88	100,280.96	102,787.36	105,356.16	107,989.44	110,689.28	112,902.40
	31.5	Hourly	43.678	44.770	45.889	47.036	48.212	49.417	50.652	51.918	53.216	54.546	55.637
		Bi-Weekly	3,494.24	3,581.60	3,671.12	3,762.88	3,856.96	3,953.36	4,052.16	4,153.44	4,257.28	4,363.68	4,450.96
		Monthly	7,570.85	7,760.13	7,954.09	8,152.91	8,356.75	8,565.61	8,779.68	8,999.12	9,224.11	9,454.64	9,643.75
		Annual	90,850.24	93,121.60	95,449.12	97,834.88	100,280.96	102,787.36	105,356.16	107,989.44	110,689.28	113,455.68	115,724.96
	32.0	Hourly	44.770	45.889	47.036	48.212	49.417	50.652	51.918	53.216	54.546	55.910	57.028
		Bi-Weekly	3,581.60	3,671.12	3,762.88	3,856.96	3,953.36	4,052.16	4,153.44	4,257.28	4,363.68	4,472.80	4,562.24
		Monthly	7,760.13	7,954.09	8,152.91	8,356.75	8,565.61	8,779.68	8,999.12	9,224.11	9,454.64	9,691.07	9,884.85
		Annual	93,121.60	95,449.12	97,834.88	100,280.96	102,787.36	105,356.16	107,989.44	110,689.28	113,455.68	116,292.80	118,618.24

SALINAS VALLEY SOLID WASTE AUTHORITY
SALARY SCHEDULE
Revised Date: March 18, 2021
EFFECTIVE: July 1, 2021

POSITION	SALARY RANGE		STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6	STEP 7	STEP 8	STEP 9	STEP 10	STEP 11
	32.5	Hourly	45.889	47.036	48.212	49.417	50.652	51.918	53.216	54.546	55.910	57.308	58.454
		Bi-Weekly	3,671.12	3,762.88	3,856.96	3,953.36	4,052.16	4,153.44	4,257.28	4,363.68	4,472.80	4,584.64	4,676.32
		Monthly	7,954.09	8,152.91	8,356.75	8,565.61	8,779.68	8,999.12	9,224.11	9,454.64	9,691.07	9,933.39	10,132.03
		Annual	95,449.12	97,834.88	100,280.96	102,787.36	105,356.16	107,989.44	110,689.28	113,455.68	116,292.80	119,200.64	121,584.32
	33.0	Hourly	47.036	48.212	49.417	50.652	51.918	53.216	54.546	55.910	57.308	58.741	59.916
		Bi-Weekly	3,762.88	3,856.96	3,953.36	4,052.16	4,153.44	4,257.28	4,363.68	4,472.80	4,584.64	4,699.28	4,793.28
		Monthly	8,152.91	8,356.75	8,565.61	8,779.68	8,999.12	9,224.11	9,454.64	9,691.07	9,933.39	10,181.77	10,385.44
		Annual	97,834.88	100,280.96	102,787.36	105,356.16	107,989.44	110,689.28	113,455.68	116,292.80	119,200.64	122,181.28	124,625.28
	33.5	Hourly	48.212	49.417	50.652	51.918	53.216	54.546	55.910	57.308	58.741	60.210	61.414
		Bi-Weekly	3,856.96	3,953.36	4,052.16	4,153.44	4,257.28	4,363.68	4,472.80	4,584.64	4,699.28	4,816.80	4,913.12
		Monthly	8,356.75	8,565.61	8,779.68	8,999.12	9,224.11	9,454.64	9,691.07	9,933.39	10,181.77	10,436.40	10,645.09
		Annual	100,280.96	102,787.36	105,356.16	107,989.44	110,689.28	113,455.68	116,292.80	119,200.64	122,181.28	125,236.80	127,741.12
	34.0	Hourly	49.417	50.652	51.918	53.216	54.546	55.910	57.308	58.741	60.210	61.715	62.949
		Bi-Weekly	3,953.36	4,052.16	4,153.44	4,257.28	4,363.68	4,472.80	4,584.64	4,699.28	4,816.80	4,937.20	5,035.92
		Monthly	8,565.61	8,779.68	8,999.12	9,224.11	9,454.64	9,691.07	9,933.39	10,181.77	10,436.40	10,697.27	10,911.16
		Annual	102,787.36	105,356.16	107,989.44	110,689.28	113,455.68	116,292.80	119,200.64	122,181.28	125,236.80	128,367.20	130,933.92
	34.5	Hourly	50.652	51.918	53.216	54.546	55.910	57.308	58.741	60.210	61.715	63.258	64.523
		Bi-Weekly	4,052.16	4,153.44	4,257.28	4,363.68	4,472.80	4,584.64	4,699.28	4,816.80	4,937.20	5,060.64	5,161.84
		Monthly	8,779.68	8,999.12	9,224.11	9,454.64	9,691.07	9,933.39	10,181.77	10,436.40	10,697.27	10,964.72	11,183.99
		Annual	105,356.16	107,989.44	110,689.28	113,455.68	116,292.80	119,200.64	122,181.28	125,236.80	128,367.20	131,576.64	134,207.84
Engineering and Environmental Compliance Manager Finance and Administration Manager Operations Manager Resource Recovery Manager	35.0	Hourly	51.918	53.216	54.546	55.910	57.308	58.741	60.210	61.715	63.258	64.839	66.136
		Bi-Weekly	4,153.44	4,257.28	4,363.68	4,472.80	4,584.64	4,699.28	4,816.80	4,937.20	5,060.64	5,187.12	5,290.88
		Monthly	8,999.12	9,224.11	9,454.64	9,691.07	9,933.39	10,181.77	10,436.40	10,697.27	10,964.72	11,238.76	11,463.57
		Annual	107,989.44	110,689.28	113,455.68	116,292.80	119,200.64	122,181.28	125,236.80	128,367.20	131,576.64	134,865.12	137,562.88
	35.5	Hourly	53.216	54.546	55.910	57.308	58.741	60.210	61.715	63.258	64.839	66.460	67.789
		Bi-Weekly	4,257.28	4,363.68	4,472.80	4,584.64	4,699.28	4,816.80	4,937.20	5,060.64	5,187.12	5,316.80	5,423.12
		Monthly	9,224.11	9,454.64	9,691.07	9,933.39	10,181.77	10,436.40	10,697.27	10,964.72	11,238.76	11,519.73	11,750.09
		Annual	110,689.28	113,455.68	116,292.80	119,200.64	122,181.28	125,236.80	128,367.20	131,576.64	134,865.12	138,236.80	141,001.12
	36.0	Hourly	54.546	55.910	57.308	58.741	60.210	61.715	63.258	64.839	66.460	68.122	69.484
		Bi-Weekly	4,363.68	4,472.80	4,584.64	4,699.28	4,816.80	4,937.20	5,060.64	5,187.12	5,316.80	5,449.76	5,558.72
		Monthly	9,454.64	9,691.07	9,933.39	10,181.77	10,436.40	10,697.27	10,964.72	11,238.76	11,519.73	11,807.81	12,043.89
		Annual	113,455.68	116,292.80	119,200.64	122,181.28	125,236.80	128,367.20	131,576.64	134,865.12	138,236.80	141,693.76	144,526.72
	36.5	Hourly	55.910	57.308	58.741	60.210	61.715	63.258	64.839	66.460	68.122	69.825	71.222
		Bi-Weekly	4,472.80	4,584.64	4,699.28	4,816.80	4,937.20	5,060.64	5,187.12	5,316.80	5,449.76	5,586.00	5,697.76
		Monthly	9,691.07	9,933.39	10,181.77	10,436.40	10,697.27	10,964.72	11,238.76	11,519.73	11,807.81	12,103.00	12,345.15
		Annual	116,292.80	119,200.64	122,181.28	125,236.80	128,367.20	131,576.64	134,865.12	138,236.80	141,693.76	145,236.00	148,141.76

SALINAS VALLEY SOLID WASTE AUTHORITY
SALARY SCHEDULE
Revised Date: March 18, 2021
EFFECTIVE: July 1, 2021

POSITION	SALARY RANGE		STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6	STEP 7	STEP 8	STEP 9	STEP 10	STEP 11
Assistant General Manager	37.0	Hourly	57.308	58.741	60.210	61.715	63.258	64.839	66.460	68.122	69.825	71.571	73.002
		Bi-Weekly	4,584.64	4,699.28	4,816.80	4,937.20	5,060.64	5,187.12	5,316.80	5,449.76	5,586.00	5,725.68	5,840.16
		Monthly	9,933.39	10,181.77	10,436.40	10,697.27	10,964.72	11,238.76	11,519.73	11,807.81	12,103.00	12,405.64	12,653.68
		Annual	119,200.64	122,181.28	125,236.80	128,367.20	131,576.64	134,865.12	138,236.80	141,693.76	145,236.00	148,867.68	151,844.16
	37.5	Hourly	58.741	60.210	61.715	63.258	64.839	66.460	68.122	69.825	71.571	73.360	74.827
		Bi-Weekly	4,699.28	4,816.80	4,937.20	5,060.64	5,187.12	5,316.80	5,449.76	5,586.00	5,725.68	5,868.80	5,986.16
		Monthly	10,181.77	10,436.40	10,697.27	10,964.72	11,238.76	11,519.73	11,807.81	12,103.00	12,405.64	12,715.73	12,970.01
		Annual	122,181.28	125,236.80	128,367.20	131,576.64	134,865.12	138,236.80	141,693.76	145,236.00	148,867.68	152,588.80	155,640.16
	38.0	Hourly	60.210	61.715	63.258	64.839	66.460	68.122	69.825	71.571	73.360	75.194	76.698
		Bi-Weekly	4,816.80	4,937.20	5,060.64	5,187.12	5,316.80	5,449.76	5,586.00	5,725.68	5,868.80	6,015.52	6,135.84
		Monthly	10,436.40	10,697.27	10,964.72	11,238.76	11,519.73	11,807.81	12,103.00	12,405.64	12,715.73	13,033.63	13,294.32
		Annual	125,236.80	128,367.20	131,576.64	134,865.12	138,236.80	141,693.76	145,236.00	148,867.68	152,588.80	156,403.52	159,531.84
	38.5	Hourly	61.715	63.258	64.839	66.460	68.122	69.825	71.571	73.360	75.194	77.074	78.615
		Bi-Weekly	4,937.20	5,060.64	5,187.12	5,316.80	5,449.76	5,586.00	5,725.68	5,868.80	6,015.52	6,165.92	6,289.20
		Monthly	10,697.27	10,964.72	11,238.76	11,519.73	11,807.81	12,103.00	12,405.64	12,715.73	13,033.63	13,359.49	13,626.60
		Annual	128,367.20	131,576.64	134,865.12	138,236.80	141,693.76	145,236.00	148,867.68	152,588.80	156,403.52	160,313.92	163,519.20
	39.0	Hourly	63.258	64.839	66.460	68.122	69.825	71.571	73.360	75.194	77.074	79.001	80.581
		Bi-Weekly	5,060.64	5,187.12	5,316.80	5,449.76	5,586.00	5,725.68	5,868.80	6,015.52	6,165.92	6,320.08	6,446.48
		Monthly	10,964.72	11,238.76	11,519.73	11,807.81	12,103.00	12,405.64	12,715.73	13,033.63	13,359.49	13,693.51	13,967.37
		Annual	131,576.64	134,865.12	138,236.80	141,693.76	145,236.00	148,867.68	152,588.80	156,403.52	160,313.92	164,322.08	167,608.48
	39.5	Hourly	64.839	66.460	68.122	69.825	71.571	73.360	75.194	77.074	79.001	80.976	82.596
		Bi-Weekly	5,187.12	5,316.80	5,449.76	5,586.00	5,725.68	5,868.80	6,015.52	6,165.92	6,320.08	6,478.08	6,607.68
		Monthly	11,238.76	11,519.73	11,807.81	12,103.00	12,405.64	12,715.73	13,033.63	13,359.49	13,693.51	14,035.84	14,316.64
		Annual	134,865.12	138,236.80	141,693.76	145,236.00	148,867.68	152,588.80	156,403.52	160,313.92	164,322.08	168,430.08	171,799.68
	40.0	Hourly	66.460	68.122	69.825	71.571	73.360	75.194	77.074	79.001	80.976	83.000	84.660
		Bi-Weekly	5,316.80	5,449.76	5,586.00	5,725.68	5,868.80	6,015.52	6,165.92	6,320.08	6,478.08	6,640.00	6,772.80
		Monthly	11,519.73	11,807.81	12,103.00	12,405.64	12,715.73	13,033.63	13,359.49	13,693.51	14,035.84	14,386.67	14,674.40
		Annual	138,236.80	141,693.76	145,236.00	148,867.68	152,588.80	156,403.52	160,313.92	164,322.08	168,430.08	172,640.00	176,092.80
	40.5	Hourly	68.122	69.825	71.571	73.360	75.194	77.074	79.001	80.976	83.000	85.075	86.777
		Bi-Weekly	5,449.76	5,586.00	5,725.68	5,868.80	6,015.52	6,165.92	6,320.08	6,478.08	6,640.00	6,806.00	6,942.16
		Monthly	11,807.81	12,103.00	12,405.64	12,715.73	13,033.63	13,359.49	13,693.51	14,035.84	14,386.67	14,746.33	15,041.35
		Annual	141,693.76	145,236.00	148,867.68	152,588.80	156,403.52	160,313.92	164,322.08	168,430.08	172,640.00	176,956.00	180,496.16
	41.0	Hourly	69.825	71.571	73.360	75.194	77.074	79.001	80.976	83.000	85.075	87.202	88.946
		Bi-Weekly	5,586.00	5,725.68	5,868.80	6,015.52	6,165.92	6,320.08	6,478.08	6,640.00	6,806.00	6,976.16	7,115.68
		Monthly	12,103.00	12,405.64	12,715.73	13,033.63	13,359.49	13,693.51	14,035.84	14,386.67	14,746.33	15,115.01	15,417.31
		Annual	145,236.00	148,867.68	152,588.80	156,403.52	160,313.92	164,322.08	168,430.08	172,640.00	176,956.00	181,380.16	185,007.68

SALINAS VALLEY SOLID WASTE AUTHORITY
SALARY SCHEDULE
Revised Date: March 18, 2021
EFFECTIVE: July 1, 2021

POSITION	SALARY RANGE		STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6	STEP 7	STEP 8	STEP 9	STEP 10	STEP 11
	41.5	Hourly	71.571	73.360	75.194	77.074	79.001	80.976	83.000	85.075	87.202	89.382	91.170
		Bi-Weekly	5,725.68	5,868.80	6,015.52	6,165.92	6,320.08	6,478.08	6,640.00	6,806.00	6,976.16	7,150.56	7,293.60
		Monthly	12,405.64	12,715.73	13,033.63	13,359.49	13,693.51	14,035.84	14,386.67	14,746.33	15,115.01	15,492.88	15,802.80
		Annual	148,867.68	152,588.80	156,403.52	160,313.92	164,322.08	168,430.08	172,640.00	176,956.00	181,380.16	185,914.56	189,633.60
	42.0	Hourly	73.360	75.194	77.074	79.001	80.976	83.000	85.075	87.202	89.382	91.617	93.449
		Bi-Weekly	5,868.80	6,015.52	6,165.92	6,320.08	6,478.08	6,640.00	6,806.00	6,976.16	7,150.56	7,329.36	7,475.92
		Monthly	12,715.73	13,033.63	13,359.49	13,693.51	14,035.84	14,386.67	14,746.33	15,115.01	15,492.88	15,880.28	16,197.83
		Annual	152,588.80	156,403.52	160,313.92	164,322.08	168,430.08	172,640.00	176,956.00	181,380.16	185,914.56	190,563.36	194,373.92
	42.5	Hourly	75.194	77.074	79.001	80.976	83.000	85.075	87.202	89.382	91.617	93.907	95.785
		Bi-Weekly	6,015.52	6,165.92	6,320.08	6,478.08	6,640.00	6,806.00	6,976.16	7,150.56	7,329.36	7,512.56	7,662.80
		Monthly	13,033.63	13,359.49	13,693.51	14,035.84	14,386.67	14,746.33	15,115.01	15,492.88	15,880.28	16,277.21	16,602.73
		Annual	156,403.52	160,313.92	164,322.08	168,430.08	172,640.00	176,956.00	181,380.16	185,914.56	190,563.36	195,326.56	199,232.80
General Manager/CAO	N/A (Board Approved Contract)	Hourly											104.777
		Bi-Weekly											8,382.19
		Monthly											18,161.42
		Annual											217,937.00

Bond Debt Service
Salinas Valley Solid Waste Authority
Refunding Revenue Bonds
Series 2014A (AMT)

Period Ending	Principal	Interest	Total	Fiscal Year Ended	Fiscal Year Total
8/1/2021	\$ 1,470,000.00	\$ 634,062.50	\$ 2,104,062.50		
2/1/2022	-	597,312.50	597,312.50	6/30/2022	\$ 2,701,375.00
8/1/2022	1,545,000.00	597,312.50	2,142,312.50		
2/1/2023	-	558,687.50	558,687.50	6/30/2023	2,701,000.00
8/1/2023	1,630,000.00	558,687.50	2,188,687.50		
2/1/2024	-	517,937.50	517,937.50	6/30/2024	2,706,625.00
8/1/2024	2,155,000.00	517,937.50	2,672,937.50		
2/1/2025	-	464,062.50	464,062.50	6/30/2025	3,137,000.00
8/1/2025	2,265,000.00	464,062.50	2,729,062.50		
2/1/2026	-	401,775.00	401,775.00	6/30/2026	3,130,837.50
8/1/2026	2,395,000.00	401,775.00	2,796,775.00		
2/1/2027		335,912.50	335,912.50	6/30/2027	3,132,687.50
8/1/2027	2,335,000.00	335,912.50	2,670,912.50		
2/1/2028		271,700.00	271,700.00	6/30/2028	2,942,612.50
8/1/2028	2,270,000.00	271,700.00	2,541,700.00		
2/1/2029	-	209,275.00	209,275.00	6/30/2029	2,750,975.00
8/1/2029	2,400,000.00	209,275.00	2,609,275.00		
2/1/2030	-	143,275.00	143,275.00	6/30/2030	2,752,550.00
8/1/2030	2,535,000.00	143,275.00	2,678,275.00		
2/1/2031	-	73,562.50	73,562.50	6/30/2031	2,751,837.50
8/1/2031	2,675,000.00	73,562.50	2,748,562.50	6/30/2032	2,748,562.50
	<u>\$ 23,675,000.00</u>	<u>\$ 7,781,062.50</u>	<u>\$ 31,456,062.50</u>		<u>\$ 31,456,062.50</u>



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Bond Debt Service
Salinas Valley Solid Waste Authority
Refunding Revenue Bonds
Series 2014B (Taxable)

Period Ending	Principal	Interest	Total	Fiscal Year Ended	Fiscal Year Total
8/1/2021	\$ 385,000.00	\$ 28,016.80	\$ 413,016.80		
2/1/2022	-	19,564.13	19,564.13	6/30/2022	\$ 432,580.93
8/1/2022	405,000.00	19,564.13	424,564.13		
2/1/2023	-	10,166.10	10,166.10	6/30/2023	434,730.23
8/1/2023	420,000.00	10,166.10	430,166.10	6/30/2024	430,166.10
	<u>\$ 1,210,000.00</u>	<u>\$ 87,477.26</u>	<u>\$ 1,297,477.26</u>		<u>\$ 1,297,477.26</u>



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SALINAS VALLEY SOLID WASTE AUTHORITY
Landfilled Tonnage History

Fiscal Year	Service Area			South Valley
	Tonnage	Annual % Change	Cummulative % Change	
1997-98	248,415			
1998-99	250,065	0.7%	0.7%	
1999-00	250,912	0.3%	1.0%	
2000-01	246,489	-1.8%	-0.8%	
2001-02	216,524	-12.2%	-12.8%	
2002-03	219,583	1.4%	-11.6%	
2003-04	227,207	3.5%	-8.5%	23,622.0
2004-05	234,709	3.3%	-5.5%	84,571.0
2005-06	235,866	0.5%	-5.1%	89,536.0
2006-07	222,907	-5.5%	-10.3%	85,327.0
2007-08	205,981	-7.6%	-17.1%	86,739.0
2008-09	187,486	-9.0%	-24.5%	84,322.0
2009-10	173,938	-7.2%	-30.0%	79,615.0
2010-11	171,131	-1.6%	-31.1%	79,552.0
2011-12	167,033	-2.4%	-32.8%	69,215.0
2012-13	166,500	-0.3%	-33.0%	70,021.0
2013-14	166,998	0.3%	-32.8%	75,790.0
2014-15	173,971	4.2%	-30.0%	1,951.0
2015-16	182,298	4.8%	-26.6%	0.0
2016-17	199,457	9.4%	-19.7%	0.0
2017-18	213,714	7.1%	-14.0%	0.0
2018-19	226,386	5.9%	-8.9%	0.0
2019-20	224,979	-0.6%	-9.4%	0.0



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SALINAS VALLEY SOLID WASTE AUTHORITY
Projected Landfilled Tonnage

Fiscal Year	Service Area	
	Service Area	% Change
2021-22	210,000	
2022-23	210,000	0.0%
2023-24	210,000	0.0%
2024-25	210,000	0.0%
2025-26	210,000	0.0%
2026-27	210,000	0.0%



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Salinas Valley Solid Waste Authority
Debt Service Coverage Ratio Calculations
FY 2021-22

Revenues	Proposed FY 2021-22 Budget
51.1 - Tipping Fees - Solid Waste	14,385,000
51.2 - Tipping Fees - Surcharge	1,486,800
51.3 - Tipping Fees - Diverted Materials	3,648,250
51.4 - AB939 Service Fee	3,000,000
52.1 - Charges for Services	131,800
53.1 - Sales of Materials	180,000
53.2 - Gas Royalties	290,000
54.1 - Investment Earnings	150,000
Total Revenues (A)	<u>23,271,850</u>
<u>Operating Expenditures</u>	
Administration	2,782,300
AB939 Services	3,794,600
Recycling Programs	2,458,600
Transfer Stations	3,379,300
Landfill Operations	3,926,200
Postclosure Maintenance	1,070,000
Total Operating Expenditures (B)	<u>17,411,000</u>
Net Revenues (C)(A-B)	5,860,850
Debt Service for Bonds (D)	<u>3,134,000</u>
Debt Service Coverage Ratio (E)(C/D)	187%
Total Expenditures (F)(B+D)	<u>20,545,000</u>
Net Income After Debt Service (G)(A-F)	<u>2,726,850</u>



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**SALINAS VALLEY SOLID WASTE AUTHORITY
PERSONNEL ALLOCATION
PROPOSED EFFECTIVE DATE 07/01/2021**

Program and Position	19-20 Effective 07/01/19	19-20 Effective 12/01/19	20-21 Effective 07/01/20	20-21 Effective 01/21/21	21-22 Proposed 07/01/21
Executive Administration					
General Manager/CAO	1.0	1.0	1.0	1.0	1.0
Assistant General Manager	**	**	**	**	**
Clerk of the Board	1.0	1.0	1.0	1.0	1.0
Total Executive Administration	2.0	2.0	2.0	2.0	2.0
Finance and Administration					
Finance and Administration Manager	1.0	1.0	1.0	1.0	1.0
Business Services Supervisor	1.0	1.0	1.0	1.0	1.0
Human Resources Supervisor	1.0	1.0	1.0	1.0	1.0
Accounting Technician I/II	2.0	2.0	2.0	2.0	2.0
Administrative Support Assistant I/II	2.0	2.0	2.0	2.0	2.0
Total Finance and Administration	7.0	7.0	7.0	7.0	7.0
Resource Recovery					
Resource Recovery Manager	1.0	1.0	1.0	1.0	1.0
Contracts & Grants Analyst	1.0	1.0	1.0	1.0	1.0
Recycling Coordinator	1.0	1.0	1.0	1.0	1.0
Resource Recovery Technician I/II	3.0	3.0	3.0	3.0	4.0
Marketing Intern	0.5	0.5	0.5	0.5	0.5
Total Resource Recovery	6.5	6.5	6.5	6.5	7.5
Engineering					
Engineering and Environmental Compliance Manager	1.0	1.0	1.0	1.0	1.0
Solid Waste Technician I/II	1.0	2.0	2.0	3.0	3.0
Total Engineering	2.0	3.0	3.0	4.0	4.0
Operations					
Operations Manager	1.0	1.0	1.0	1.0	1.0
Field Operations Supervisor I	2.0	2.0	2.0	2.0	2.0
Household Hazardous Waste Technician	1.0	1.0	1.0	1.0	1.0
Equipment Maintenance Technician I/II	-	-	1.0	1.0	2.0
Equipment Operator/Driver/Lead	3.0	3.0	3.0	3.0	3.0
Heavy Equipment Operator/Lead	1.0	1.0	1.0	1.0	1.0
Equipment Operator/Driver	6.0	6.0	7.0	7.0	7.0
Heavy Equipment Operator	3.0	4.0	4.0	4.0	4.0
Scalehouse Cashier	4.0	5.0	5.0	5.0	5.0
HHW Maintenance Worker I/II	3.0	3.0	3.0	3.0	3.0
Diversion Worker I/II	14.0	15.0	15.0	15.0	15.0
Total Operations	38.0	41.0	43.0	43.0	44.0
Total Full Time Equivalents	55.5	59.5	61.5	62.5	64.5

** The Assistant General Manager position and duties are assigned to a Division Manager by the GM.
Currently this assignment is being held by the Operations Manager.

SALINAS VALLEY SOLID WASTE AUTHORITY
SALARY SCHEDULE
Revised Date: March 18, 2021
EFFECTIVE: July 1, 2021

POSITION	SALARY RANGE		STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6	STEP 7	STEP 8	STEP 9	STEP 10	STEP 11
1.0	Hourly		9.684	9.926	10.174	10.428	10.689	10.956	11.230	11.511	11.799	12.094	12.336
	Bi-Weekly		774.72	794.08	813.92	834.24	855.12	876.48	898.40	920.88	943.92	967.52	986.88
	Monthly		1,678.56	1,720.51	1,763.49	1,807.52	1,852.76	1,899.04	1,946.53	1,995.24	2,045.16	2,096.29	2,138.24
	Annual		20,142.72	20,646.08	21,161.92	21,690.24	22,233.12	22,788.48	23,358.40	23,942.88	24,541.92	25,155.52	25,658.88
1.5	Hourly		9.926	10.174	10.428	10.689	10.956	11.230	11.511	11.799	12.094	12.396	12.644
	Bi-Weekly		794.08	813.92	834.24	855.12	876.48	898.40	920.88	943.92	967.52	991.68	1,011.52
	Monthly		1,720.51	1,763.49	1,807.52	1,852.76	1,899.04	1,946.53	1,995.24	2,045.16	2,096.29	2,148.64	2,191.63
	Annual		20,646.08	21,161.92	21,690.24	22,233.12	22,788.48	23,358.40	23,942.88	24,541.92	25,155.52	25,783.68	26,299.52
2.0	Hourly		10.174	10.428	10.689	10.956	11.230	11.511	11.799	12.094	12.396	12.706	12.960
	Bi-Weekly		813.92	834.24	855.12	876.48	898.40	920.88	943.92	967.52	991.68	1,016.48	1,036.80
	Monthly		1,763.49	1,807.52	1,852.76	1,899.04	1,946.53	1,995.24	2,045.16	2,096.29	2,148.64	2,202.37	2,246.40
	Annual		21,161.92	21,690.24	22,233.12	22,788.48	23,358.40	23,942.88	24,541.92	25,155.52	25,783.68	26,428.48	26,956.80
2.5	Hourly		10.428	10.689	10.956	11.230	11.511	11.799	12.094	12.396	12.706	13.024	13.284
	Bi-Weekly		834.24	855.12	876.48	898.40	920.88	943.92	967.52	991.68	1,016.48	1,041.92	1,062.72
	Monthly		1,807.52	1,852.76	1,899.04	1,946.53	1,995.24	2,045.16	2,096.29	2,148.64	2,202.37	2,257.49	2,302.56
	Annual		21,690.24	22,233.12	22,788.48	23,358.40	23,942.88	24,541.92	25,155.52	25,783.68	26,428.48	27,089.92	27,630.72
3.0	Hourly		10.689	10.956	11.230	11.511	11.799	12.094	12.396	12.706	13.024	13.350	13.617
	Bi-Weekly		855.12	876.48	898.40	920.88	943.92	967.52	991.68	1,016.48	1,041.92	1,068.00	1,089.36
	Monthly		1,852.76	1,899.04	1,946.53	1,995.24	2,045.16	2,096.29	2,148.64	2,202.37	2,257.49	2,314.00	2,360.28
	Annual		22,233.12	22,788.48	23,358.40	23,942.88	24,541.92	25,155.52	25,783.68	26,428.48	27,089.92	27,768.00	28,323.36
3.5	Hourly		10.956	11.230	11.511	11.799	12.094	12.396	12.706	13.024	13.350	13.684	13.958
	Bi-Weekly		876.48	898.40	920.88	943.92	967.52	991.68	1,016.48	1,041.92	1,068.00	1,094.72	1,116.64
	Monthly		1,899.04	1,946.53	1,995.24	2,045.16	2,096.29	2,148.64	2,202.37	2,257.49	2,314.00	2,371.89	2,419.39
	Annual		22,788.48	23,358.40	23,942.88	24,541.92	25,155.52	25,783.68	26,428.48	27,089.92	27,768.00	28,462.72	29,032.64
4.0	Hourly		11.230	11.511	11.799	12.094	12.396	12.706	13.024	13.350	13.684	14.026	14.307
	Bi-Weekly		898.40	920.88	943.92	967.52	991.68	1,016.48	1,041.92	1,068.00	1,094.72	1,122.08	1,144.56
	Monthly		1,946.53	1,995.24	2,045.16	2,096.29	2,148.64	2,202.37	2,257.49	2,314.00	2,371.89	2,431.17	2,479.88
	Annual		23,358.40	23,942.88	24,541.92	25,155.52	25,783.68	26,428.48	27,089.92	27,768.00	28,462.72	29,174.08	29,758.56
4.5	Hourly		11.511	11.799	12.094	12.396	12.706	13.024	13.350	13.684	14.026	14.377	14.665
	Bi-Weekly		920.88	943.92	967.52	991.68	1,016.48	1,041.92	1,068.00	1,094.72	1,122.08	1,150.16	1,173.20
	Monthly		1,995.24	2,045.16	2,096.29	2,148.64	2,202.37	2,257.49	2,314.00	2,371.89	2,431.17	2,492.01	2,541.93
	Annual		23,942.88	24,541.92	25,155.52	25,783.68	26,428.48	27,089.92	27,768.00	28,462.72	29,174.08	29,904.16	30,503.20
5.0	Hourly		11.799	12.094	12.396	12.706	13.024	13.350	13.684	14.026	14.377	14.736	15.031
	Bi-Weekly		943.92	967.52	991.68	1,016.48	1,041.92	1,068.00	1,094.72	1,122.08	1,150.16	1,178.88	1,202.48
	Monthly		2,045.16	2,096.29	2,148.64	2,202.37	2,257.49	2,314.00	2,371.89	2,431.17	2,492.01	2,554.24	2,605.37
	Annual		24,541.92	25,155.52	25,783.68	26,428.48	27,089.92	27,768.00	28,462.72	29,174.08	29,904.16	30,650.88	31,264.48

SALINAS VALLEY SOLID WASTE AUTHORITY
SALARY SCHEDULE
Revised Date: March 18, 2021
EFFECTIVE: July 1, 2021

POSITION	SALARY RANGE		STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6	STEP 7	STEP 8	STEP 9	STEP 10	STEP 11
	5.5	Hourly	12.094	12.396	12.706	13.024	13.350	13.684	14.026	14.377	14.736	15.104	15.406
		Bi-Weekly	967.52	991.68	1,016.48	1,041.92	1,068.00	1,094.72	1,122.08	1,150.16	1,178.88	1,208.32	1,232.48
		Monthly	2,096.29	2,148.64	2,202.37	2,257.49	2,314.00	2,371.89	2,431.17	2,492.01	2,554.24	2,618.03	2,670.37
		Annual	25,155.52	25,783.68	26,428.48	27,089.92	27,768.00	28,462.72	29,174.08	29,904.16	30,650.88	31,416.32	32,044.48
	6.0	Hourly	12.396	12.706	13.024	13.350	13.684	14.026	14.377	14.736	15.104	15.482	15.792
		Bi-Weekly	991.68	1,016.48	1,041.92	1,068.00	1,094.72	1,122.08	1,150.16	1,178.88	1,208.32	1,238.56	1,263.36
		Monthly	2,148.64	2,202.37	2,257.49	2,314.00	2,371.89	2,431.17	2,492.01	2,554.24	2,618.03	2,683.55	2,737.28
		Annual	25,783.68	26,428.48	27,089.92	27,768.00	28,462.72	29,174.08	29,904.16	30,650.88	31,416.32	32,202.56	32,847.36
	6.5	Hourly	12.706	13.024	13.350	13.684	14.026	14.377	14.736	15.104	15.482	15.869	16.186
		Bi-Weekly	1,016.48	1,041.92	1,068.00	1,094.72	1,122.08	1,150.16	1,178.88	1,208.32	1,238.56	1,269.52	1,294.88
		Monthly	2,202.37	2,257.49	2,314.00	2,371.89	2,431.17	2,492.01	2,554.24	2,618.03	2,683.55	2,750.63	2,805.57
		Annual	26,428.48	27,089.92	27,768.00	28,462.72	29,174.08	29,904.16	30,650.88	31,416.32	32,202.56	33,007.52	33,666.88
	7.0	Hourly	13.024	13.350	13.684	14.026	14.377	14.736	15.104	15.482	15.869	16.266	16.591
		Bi-Weekly	1,041.92	1,068.00	1,094.72	1,122.08	1,150.16	1,178.88	1,208.32	1,238.56	1,269.52	1,301.28	1,327.28
		Monthly	2,257.49	2,314.00	2,371.89	2,431.17	2,492.01	2,554.24	2,618.03	2,683.55	2,750.63	2,819.44	2,875.77
		Annual	27,089.92	27,768.00	28,462.72	29,174.08	29,904.16	30,650.88	31,416.32	32,202.56	33,007.52	33,833.28	34,509.28
	7.5	Hourly	13.350	13.684	14.026	14.377	14.736	15.104	15.482	15.869	16.266	16.673	17.006
		Bi-Weekly	1,068.00	1,094.72	1,122.08	1,150.16	1,178.88	1,208.32	1,238.56	1,269.52	1,301.28	1,333.84	1,360.48
		Monthly	2,314.00	2,371.89	2,431.17	2,492.01	2,554.24	2,618.03	2,683.55	2,750.63	2,819.44	2,889.99	2,947.71
		Annual	27,768.00	28,462.72	29,174.08	29,904.16	30,650.88	31,416.32	32,202.56	33,007.52	33,833.28	34,679.84	35,372.48
	8.0	Hourly	13.684	14.026	14.377	14.736	15.104	15.482	15.869	16.266	16.673	17.090	17.432
		Bi-Weekly	1,094.72	1,122.08	1,150.16	1,178.88	1,208.32	1,238.56	1,269.52	1,301.28	1,333.84	1,367.20	1,394.56
		Monthly	2,371.89	2,431.17	2,492.01	2,554.24	2,618.03	2,683.55	2,750.63	2,819.44	2,889.99	2,962.27	3,021.55
		Annual	28,462.72	29,174.08	29,904.16	30,650.88	31,416.32	32,202.56	33,007.52	33,833.28	34,679.84	35,547.20	36,258.56
Student Intern	8.5	Hourly	14.026	14.377	14.736	15.104	15.482	15.869	16.266	16.673	17.090	17.517	17.867
		Bi-Weekly	1,122.08	1,150.16	1,178.88	1,208.32	1,238.56	1,269.52	1,301.28	1,333.84	1,367.20	1,401.36	1,429.36
		Monthly	2,431.17	2,492.01	2,554.24	2,618.03	2,683.55	2,750.63	2,819.44	2,889.99	2,962.27	3,036.28	3,096.95
		Annual	29,174.08	29,904.16	30,650.88	31,416.32	32,202.56	33,007.52	33,833.28	34,679.84	35,547.20	36,435.36	37,163.36
	9.0	Hourly	14.377	14.736	15.104	15.482	15.869	16.266	16.673	17.090	17.517	17.955	18.314
		Bi-Weekly	1,150.16	1,178.88	1,208.32	1,238.56	1,269.52	1,301.28	1,333.84	1,367.20	1,401.36	1,436.40	1,465.12
		Monthly	2,492.01	2,554.24	2,618.03	2,683.55	2,750.63	2,819.44	2,889.99	2,962.27	3,036.28	3,112.20	3,174.43
		Annual	29,904.16	30,650.88	31,416.32	32,202.56	33,007.52	33,833.28	34,679.84	35,547.20	36,435.36	37,346.40	38,093.12
	9.5	Hourly	14.736	15.104	15.482	15.869	16.266	16.673	17.090	17.517	17.955	18.404	18.772
		Bi-Weekly	1,178.88	1,208.32	1,238.56	1,269.52	1,301.28	1,333.84	1,367.20	1,401.36	1,436.40	1,472.32	1,501.76
		Monthly	2,554.24	2,618.03	2,683.55	2,750.63	2,819.44	2,889.99	2,962.27	3,036.28	3,112.20	3,190.03	3,253.81
		Annual	30,650.88	31,416.32	32,202.56	33,007.52	33,833.28	34,679.84	35,547.20	36,435.36	37,346.40	38,280.32	39,045.76

SALINAS VALLEY SOLID WASTE AUTHORITY
SALARY SCHEDULE
Revised Date: March 18, 2021
EFFECTIVE: July 1, 2021

POSITION	SALARY RANGE		STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6	STEP 7	STEP 8	STEP 9	STEP 10	STEP 11
	10.0	Hourly	15.104	15.482	15.869	16.266	16.673	17.090	17.517	17.955	18.404	18.864	19.241
		Bi-Weekly	1,208.32	1,238.56	1,269.52	1,301.28	1,333.84	1,367.20	1,401.36	1,436.40	1,472.32	1,509.12	1,539.28
		Monthly	2,618.03	2,683.55	2,750.63	2,819.44	2,889.99	2,962.27	3,036.28	3,112.20	3,190.03	3,269.76	3,335.11
		Annual	31,416.32	32,202.56	33,007.52	33,833.28	34,679.84	35,547.20	36,435.36	37,346.40	38,280.32	39,237.12	40,021.28
	10.5	Hourly	15.482	15.869	16.266	16.673	17.090	17.517	17.955	18.404	18.864	19.336	19.723
		Bi-Weekly	1,238.56	1,269.52	1,301.28	1,333.84	1,367.20	1,401.36	1,436.40	1,472.32	1,509.12	1,546.88	1,577.84
		Monthly	2,683.55	2,750.63	2,819.44	2,889.99	2,962.27	3,036.28	3,112.20	3,190.03	3,269.76	3,351.57	3,418.65
		Annual	32,202.56	33,007.52	33,833.28	34,679.84	35,547.20	36,435.36	37,346.40	38,280.32	39,237.12	40,218.88	41,023.84
	11.0	Hourly	15.869	16.266	16.673	17.090	17.517	17.955	18.404	18.864	19.336	19.819	20.215
		Bi-Weekly	1,269.52	1,301.28	1,333.84	1,367.20	1,401.36	1,436.40	1,472.32	1,509.12	1,546.88	1,585.52	1,617.20
		Monthly	2,750.63	2,819.44	2,889.99	2,962.27	3,036.28	3,112.20	3,190.03	3,269.76	3,351.57	3,435.29	3,503.93
		Annual	33,007.52	33,833.28	34,679.84	35,547.20	36,435.36	37,346.40	38,280.32	39,237.12	40,218.88	41,223.52	42,047.20
	11.5	Hourly	16.266	16.673	17.090	17.517	17.955	18.404	18.864	19.336	19.819	20.314	20.720
		Bi-Weekly	1,301.28	1,333.84	1,367.20	1,401.36	1,436.40	1,472.32	1,509.12	1,546.88	1,585.52	1,625.12	1,657.60
		Monthly	2,819.44	2,889.99	2,962.27	3,036.28	3,112.20	3,190.03	3,269.76	3,351.57	3,435.29	3,521.09	3,591.47
		Annual	33,833.28	34,679.84	35,547.20	36,435.36	37,346.40	38,280.32	39,237.12	40,218.88	41,223.52	42,253.12	43,097.60
	12.0	Hourly	16.673	17.090	17.517	17.955	18.404	18.864	19.336	19.819	20.314	20.822	21.238
		Bi-Weekly	1,333.84	1,367.20	1,401.36	1,436.40	1,472.32	1,509.12	1,546.88	1,585.52	1,625.12	1,665.76	1,699.04
		Monthly	2,889.99	2,962.27	3,036.28	3,112.20	3,190.03	3,269.76	3,351.57	3,435.29	3,521.09	3,609.15	3,681.25
		Annual	34,679.84	35,547.20	36,435.36	37,346.40	38,280.32	39,237.12	40,218.88	41,223.52	42,253.12	43,309.76	44,175.04
Diversion Worker I	12.5	Hourly	17.090	17.517	17.955	18.404	18.864	19.336	19.819	20.314	20.822	21.343	21.770
		Bi-Weekly	1,367.20	1,401.36	1,436.40	1,472.32	1,509.12	1,546.88	1,585.52	1,625.12	1,665.76	1,707.44	1,741.60
		Monthly	2,962.27	3,036.28	3,112.20	3,190.03	3,269.76	3,351.57	3,435.29	3,521.09	3,609.15	3,699.45	3,773.47
		Annual	35,547.20	36,435.36	37,346.40	38,280.32	39,237.12	40,218.88	41,223.52	42,253.12	43,309.76	44,393.44	45,281.60
	13.0	Hourly	17.517	17.955	18.404	18.864	19.336	19.819	20.314	20.822	21.343	21.877	22.315
		Bi-Weekly	1,401.36	1,436.40	1,472.32	1,509.12	1,546.88	1,585.52	1,625.12	1,665.76	1,707.44	1,750.16	1,785.20
		Monthly	3,036.28	3,112.20	3,190.03	3,269.76	3,351.57	3,435.29	3,521.09	3,609.15	3,699.45	3,792.01	3,867.93
		Annual	36,435.36	37,346.40	38,280.32	39,237.12	40,218.88	41,223.52	42,253.12	43,309.76	44,393.44	45,504.16	46,415.20
	13.5	Hourly	17.955	18.404	18.864	19.336	19.819	20.314	20.822	21.343	21.877	22.424	22.872
		Bi-Weekly	1,436.40	1,472.32	1,509.12	1,546.88	1,585.52	1,625.12	1,665.76	1,707.44	1,750.16	1,793.92	1,829.76
		Monthly	3,112.20	3,190.03	3,269.76	3,351.57	3,435.29	3,521.09	3,609.15	3,699.45	3,792.01	3,886.83	3,964.48
		Annual	37,346.40	38,280.32	39,237.12	40,218.88	41,223.52	42,253.12	43,309.76	44,393.44	45,504.16	46,641.92	47,573.76
	14.0	Hourly	18.404	18.864	19.336	19.819	20.314	20.822	21.343	21.877	22.424	22.985	23.445
		Bi-Weekly	1,472.32	1,509.12	1,546.88	1,585.52	1,625.12	1,665.76	1,707.44	1,750.16	1,793.92	1,838.80	1,875.60
		Monthly	3,190.03	3,269.76	3,351.57	3,435.29	3,521.09	3,609.15	3,699.45	3,792.01	3,886.83	3,984.07	4,063.80
		Annual	38,280.32	39,237.12	40,218.88	41,223.52	42,253.12	43,309.76	44,393.44	45,504.16	46,641.92	47,808.80	48,765.60

SALINAS VALLEY SOLID WASTE AUTHORITY
SALARY SCHEDULE
Revised Date: March 18, 2021
EFFECTIVE: July 1, 2021

POSITION	SALARY RANGE		STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6	STEP 7	STEP 8	STEP 9	STEP 10	STEP 11
Diversion Worker II	14.5	Hourly	18.864	19.336	19.819	20.314	20.822	21.343	21.877	22.424	22.985	23.560	24.031
		Bi-Weekly	1,509.12	1,546.88	1,585.52	1,625.12	1,665.76	1,707.44	1,750.16	1,793.92	1,838.80	1,884.80	1,922.48
		Monthly	3,269.76	3,351.57	3,435.29	3,521.09	3,609.15	3,699.45	3,792.01	3,886.83	3,984.07	4,083.73	4,165.37
		Annual	39,237.12	40,218.88	41,223.52	42,253.12	43,309.76	44,393.44	45,504.16	46,641.92	47,808.80	49,004.80	49,984.48
	15.0	Hourly	19.336	19.819	20.314	20.822	21.343	21.877	22.424	22.985	23.560	24.149	24.632
		Bi-Weekly	1,546.88	1,585.52	1,625.12	1,665.76	1,707.44	1,750.16	1,793.92	1,838.80	1,884.80	1,931.92	1,970.56
		Monthly	3,351.57	3,435.29	3,521.09	3,609.15	3,699.45	3,792.01	3,886.83	3,984.07	4,083.73	4,185.83	4,269.55
		Annual	40,218.88	41,223.52	42,253.12	43,309.76	44,393.44	45,504.16	46,641.92	47,808.80	49,004.80	50,229.92	51,234.56
	15.5	Hourly	19.819	20.314	20.822	21.343	21.877	22.424	22.985	23.560	24.149	24.753	25.248
		Bi-Weekly	1,585.52	1,625.12	1,665.76	1,707.44	1,750.16	1,793.92	1,838.80	1,884.80	1,931.92	1,980.24	2,019.84
		Monthly	3,435.29	3,521.09	3,609.15	3,699.45	3,792.01	3,886.83	3,984.07	4,083.73	4,185.83	4,290.52	4,376.32
		Annual	41,223.52	42,253.12	43,309.76	44,393.44	45,504.16	46,641.92	47,808.80	49,004.80	50,229.92	51,486.24	52,515.84
	16.0	Hourly	20.314	20.822	21.343	21.877	22.424	22.985	23.560	24.149	24.753	25.372	25.879
		Bi-Weekly	1,625.12	1,665.76	1,707.44	1,750.16	1,793.92	1,838.80	1,884.80	1,931.92	1,980.24	2,029.76	2,070.32
		Monthly	3,521.09	3,609.15	3,699.45	3,792.01	3,886.83	3,984.07	4,083.73	4,185.83	4,290.52	4,397.81	4,485.69
		Annual	42,253.12	43,309.76	44,393.44	45,504.16	46,641.92	47,808.80	49,004.80	50,229.92	51,486.24	52,773.76	53,828.32
	16.5	Hourly	20.822	21.343	21.877	22.424	22.985	23.560	24.149	24.753	25.372	26.006	26.526
		Bi-Weekly	1,665.76	1,707.44	1,750.16	1,793.92	1,838.80	1,884.80	1,931.92	1,980.24	2,029.76	2,080.48	2,122.08
		Monthly	3,609.15	3,699.45	3,792.01	3,886.83	3,984.07	4,083.73	4,185.83	4,290.52	4,397.81	4,507.71	4,597.84
		Annual	43,309.76	44,393.44	45,504.16	46,641.92	47,808.80	49,004.80	50,229.92	51,486.24	52,773.76	54,092.48	55,174.08
	17.0	Hourly	21.343	21.877	22.424	22.985	23.560	24.149	24.753	25.372	26.006	26.656	27.189
		Bi-Weekly	1,707.44	1,750.16	1,793.92	1,838.80	1,884.80	1,931.92	1,980.24	2,029.76	2,080.48	2,132.48	2,175.12
		Monthly	3,699.45	3,792.01	3,886.83	3,984.07	4,083.73	4,185.83	4,290.52	4,397.81	4,507.71	4,620.37	4,712.76
		Annual	44,393.44	45,504.16	46,641.92	47,808.80	49,004.80	50,229.92	51,486.24	52,773.76	54,092.48	55,444.48	56,553.12
HHW Maintenance Worker I	17.5	Hourly	21.877	22.424	22.985	23.560	24.149	24.753	25.372	26.006	26.656	27.322	27.868
		Bi-Weekly	1,750.16	1,793.92	1,838.80	1,884.80	1,931.92	1,980.24	2,029.76	2,080.48	2,132.48	2,185.76	2,229.44
		Monthly	3,792.01	3,886.83	3,984.07	4,083.73	4,185.83	4,290.52	4,397.81	4,507.71	4,620.37	4,735.81	4,830.45
		Annual	45,504.16	46,641.92	47,808.80	49,004.80	50,229.92	51,486.24	52,773.76	54,092.48	55,444.48	56,829.76	57,965.44
	18.0	Hourly	22.424	22.985	23.560	24.149	24.753	25.372	26.006	26.656	27.322	28.005	28.565
		Bi-Weekly	1,793.92	1,838.80	1,884.80	1,931.92	1,980.24	2,029.76	2,080.48	2,132.48	2,185.76	2,240.40	2,285.20
		Monthly	3,886.83	3,984.07	4,083.73	4,185.83	4,290.52	4,397.81	4,507.71	4,620.37	4,735.81	4,854.20	4,951.27
		Annual	46,641.92	47,808.80	49,004.80	50,229.92	51,486.24	52,773.76	54,092.48	55,444.48	56,829.76	58,250.40	59,415.20
	18.5	Hourly	22.985	23.560	24.149	24.753	25.372	26.006	26.656	27.322	28.005	28.705	29.279
		Bi-Weekly	1,838.80	1,884.80	1,931.92	1,980.24	2,029.76	2,080.48	2,132.48	2,185.76	2,240.40	2,296.40	2,342.32
		Monthly	3,984.07	4,083.73	4,185.83	4,290.52	4,397.81	4,507.71	4,620.37	4,735.81	4,854.20	4,975.53	5,075.03
		Annual	47,808.80	49,004.80	50,229.92	51,486.24	52,773.76	54,092.48	55,444.48	56,829.76	58,250.40	59,706.40	60,900.32

SALINAS VALLEY SOLID WASTE AUTHORITY
SALARY SCHEDULE
Revised Date: March 18, 2021
EFFECTIVE: July 1, 2021

POSITION	SALARY RANGE		STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6	STEP 7	STEP 8	STEP 9	STEP 10	STEP 11
	19.0	Hourly	23.560	24.149	24.753	25.372	26.006	26.656	27.322	28.005	28.705	29.423	30.011
		Bi-Weekly	1,884.80	1,931.92	1,980.24	2,029.76	2,080.48	2,132.48	2,185.76	2,240.40	2,296.40	2,353.84	2,400.88
		Monthly	4,083.73	4,185.83	4,290.52	4,397.81	4,507.71	4,620.37	4,735.81	4,854.20	4,975.53	5,099.99	5,201.91
		Annual	49,004.80	50,229.92	51,486.24	52,773.76	54,092.48	55,444.48	56,829.76	58,250.40	59,706.40	61,199.84	62,422.88
HHW Maintenance Worker II Scalehouse Cashier	19.5	Hourly	24.149	24.753	25.372	26.006	26.656	27.322	28.005	28.705	29.423	30.159	30.762
		Bi-Weekly	1,931.92	1,980.24	2,029.76	2,080.48	2,132.48	2,185.76	2,240.40	2,296.40	2,353.84	2,412.72	2,460.96
		Monthly	4,185.83	4,290.52	4,397.81	4,507.71	4,620.37	4,735.81	4,854.20	4,975.53	5,099.99	5,227.56	5,332.08
		Annual	50,229.92	51,486.24	52,773.76	54,092.48	55,444.48	56,829.76	58,250.40	59,706.40	61,199.84	62,730.72	63,984.96
Administrative Assistant I	20.0	Hourly	24.753	25.372	26.006	26.656	27.322	28.005	28.705	29.423	30.159	30.913	31.531
		Bi-Weekly	1,980.24	2,029.76	2,080.48	2,132.48	2,185.76	2,240.40	2,296.40	2,353.84	2,412.72	2,473.04	2,522.48
		Monthly	4,290.52	4,397.81	4,507.71	4,620.37	4,735.81	4,854.20	4,975.53	5,099.99	5,227.56	5,358.25	5,465.37
		Annual	51,486.24	52,773.76	54,092.48	55,444.48	56,829.76	58,250.40	59,706.40	61,199.84	62,730.72	64,299.04	65,584.48
	20.5	Hourly	25.372	26.006	26.656	27.322	28.005	28.705	29.423	30.159	30.913	31.686	32.320
		Bi-Weekly	2,029.76	2,080.48	2,132.48	2,185.76	2,240.40	2,296.40	2,353.84	2,412.72	2,473.04	2,534.88	2,585.60
		Monthly	4,397.81	4,507.71	4,620.37	4,735.81	4,854.20	4,975.53	5,099.99	5,227.56	5,358.25	5,492.24	5,602.13
		Annual	52,773.76	54,092.48	55,444.48	56,829.76	58,250.40	59,706.40	61,199.84	62,730.72	64,299.04	65,906.88	67,225.60
Equipment Operator/Driver Heavy Equipment Operator	21.0	Hourly	26.006	26.656	27.322	28.005	28.705	29.423	30.159	30.913	31.686	32.478	33.128
		Bi-Weekly	2,080.48	2,132.48	2,185.76	2,240.40	2,296.40	2,353.84	2,412.72	2,473.04	2,534.88	2,598.24	2,650.24
		Monthly	4,507.71	4,620.37	4,735.81	4,854.20	4,975.53	5,099.99	5,227.56	5,358.25	5,492.24	5,629.52	5,742.19
		Annual	54,092.48	55,444.48	56,829.76	58,250.40	59,706.40	61,199.84	62,730.72	64,299.04	65,906.88	67,554.24	68,906.24
	21.5	Hourly	26.656	27.322	28.005	28.705	29.423	30.159	30.913	31.686	32.478	33.290	33.956
		Bi-Weekly	2,132.48	2,185.76	2,240.40	2,296.40	2,353.84	2,412.72	2,473.04	2,534.88	2,598.24	2,663.20	2,716.48
		Monthly	4,620.37	4,735.81	4,854.20	4,975.53	5,099.99	5,227.56	5,358.25	5,492.24	5,629.52	5,770.27	5,885.71
		Annual	55,444.48	56,829.76	58,250.40	59,706.40	61,199.84	62,730.72	64,299.04	65,906.88	67,554.24	69,243.20	70,628.48
Administrative Assistant II	22.0	Hourly	27.322	28.005	28.705	29.423	30.159	30.913	31.686	32.478	33.290	34.122	34.804
		Bi-Weekly	2,185.76	2,240.40	2,296.40	2,353.84	2,412.72	2,473.04	2,534.88	2,598.24	2,663.20	2,729.76	2,784.32
		Monthly	4,735.81	4,854.20	4,975.53	5,099.99	5,227.56	5,358.25	5,492.24	5,629.52	5,770.27	5,914.48	6,032.69
		Annual	56,829.76	58,250.40	59,706.40	61,199.84	62,730.72	64,299.04	65,906.88	67,554.24	69,243.20	70,973.76	72,392.32
	22.5	Hourly	28.005	28.705	29.423	30.159	30.913	31.686	32.478	33.290	34.122	34.975	35.675
		Bi-Weekly	2,240.40	2,296.40	2,353.84	2,412.72	2,473.04	2,534.88	2,598.24	2,663.20	2,729.76	2,798.00	2,854.00
		Monthly	4,854.20	4,975.53	5,099.99	5,227.56	5,358.25	5,492.24	5,629.52	5,770.27	5,914.48	6,062.33	6,183.67
		Annual	58,250.40	59,706.40	61,199.84	62,730.72	64,299.04	65,906.88	67,554.24	69,243.20	70,973.76	72,748.00	74,204.00
Accounting Technician I Equipment Maintenance Technician I Equipment Operator Lead Heavy Equipment Operator Lead Resource Recovery Tech I Solid Waste Technician I	23.0	Hourly	28.705	29.423	30.159	30.913	31.686	32.478	33.290	34.122	34.975	35.849	36.566
		Bi-Weekly	2,296.40	2,353.84	2,412.72	2,473.04	2,534.88	2,598.24	2,663.20	2,729.76	2,798.00	2,867.92	2,925.28
		Monthly	4,975.53	5,099.99	5,227.56	5,358.25	5,492.24	5,629.52	5,770.27	5,914.48	6,062.33	6,213.83	6,338.11
		Annual	59,706.40	61,199.84	62,730.72	64,299.04	65,906.88	67,554.24	69,243.20	70,973.76	72,748.00	74,565.92	76,057.28

SALINAS VALLEY SOLID WASTE AUTHORITY
SALARY SCHEDULE
Revised Date: March 18, 2021
EFFECTIVE: July 1, 2021

POSITION	SALARY RANGE		STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6	STEP 7	STEP 8	STEP 9	STEP 10	STEP 11
	23.5	Hourly	29.423	30.159	30.913	31.686	32.478	33.290	34.122	34.975	35.849	36.745	37.480
		Bi-Weekly	2,353.84	2,412.72	2,473.04	2,534.88	2,598.24	2,663.20	2,729.76	2,798.00	2,867.92	2,939.60	2,998.40
		Monthly	5,099.99	5,227.56	5,358.25	5,492.24	5,629.52	5,770.27	5,914.48	6,062.33	6,213.83	6,369.13	6,496.53
		Annual	61,199.84	62,730.72	64,299.04	65,906.88	67,554.24	69,243.20	70,973.76	72,748.00	74,565.92	76,429.60	77,958.40
	24.0	Hourly	30.159	30.913	31.686	32.478	33.290	34.122	34.975	35.849	36.745	37.664	38.417
		Bi-Weekly	2,412.72	2,473.04	2,534.88	2,598.24	2,663.20	2,729.76	2,798.00	2,867.92	2,939.60	3,013.12	3,073.36
		Monthly	5,227.56	5,358.25	5,492.24	5,629.52	5,770.27	5,914.48	6,062.33	6,213.83	6,369.13	6,528.43	6,658.95
		Annual	62,730.72	64,299.04	65,906.88	67,554.24	69,243.20	70,973.76	72,748.00	74,565.92	76,429.60	78,341.12	79,907.36
HHW Technician	24.5	Hourly	30.913	31.686	32.478	33.290	34.122	34.975	35.849	36.745	37.664	38.606	39.378
		Bi-Weekly	2,473.04	2,534.88	2,598.24	2,663.20	2,729.76	2,798.00	2,867.92	2,939.60	3,013.12	3,088.48	3,150.24
		Monthly	5,358.25	5,492.24	5,629.52	5,770.27	5,914.48	6,062.33	6,213.83	6,369.13	6,528.43	6,691.71	6,825.52
		Annual	64,299.04	65,906.88	67,554.24	69,243.20	70,973.76	72,748.00	74,565.92	76,429.60	78,341.12	80,300.48	81,906.24
Accounting Technician II Equipment Maintenance Technician II Resource Recovery Tech II Solid Waste Technician II	25.0	Hourly	31.686	32.478	33.290	34.122	34.975	35.849	36.745	37.664	38.606	39.571	40.362
		Bi-Weekly	2,534.88	2,598.24	2,663.20	2,729.76	2,798.00	2,867.92	2,939.60	3,013.12	3,088.48	3,165.68	3,228.96
		Monthly	5,492.24	5,629.52	5,770.27	5,914.48	6,062.33	6,213.83	6,369.13	6,528.43	6,691.71	6,858.97	6,996.08
		Annual	65,906.88	67,554.24	69,243.20	70,973.76	72,748.00	74,565.92	76,429.60	78,341.12	80,300.48	82,307.68	83,952.96
Clerk of the Board	25.5	Hourly	32.478	33.290	34.122	34.975	35.849	36.745	37.664	38.606	39.571	40.560	41.371
		Bi-Weekly	2,598.24	2,663.20	2,729.76	2,798.00	2,867.92	2,939.60	3,013.12	3,088.48	3,165.68	3,244.80	3,309.68
		Monthly	5,629.52	5,770.27	5,914.48	6,062.33	6,213.83	6,369.13	6,528.43	6,691.71	6,858.97	7,030.40	7,170.97
		Annual	67,554.24	69,243.20	70,973.76	72,748.00	74,565.92	76,429.60	78,341.12	80,300.48	82,307.68	84,364.80	86,051.68
	26.0	Hourly	33.290	34.122	34.975	35.849	36.745	37.664	38.606	39.571	40.560	41.574	42.405
		Bi-Weekly	2,663.20	2,729.76	2,798.00	2,867.92	2,939.60	3,013.12	3,088.48	3,165.68	3,244.80	3,325.92	3,392.40
		Monthly	5,770.27	5,914.48	6,062.33	6,213.83	6,369.13	6,528.43	6,691.71	6,858.97	7,030.40	7,206.16	7,350.20
		Annual	69,243.20	70,973.76	72,748.00	74,565.92	76,429.60	78,341.12	80,300.48	82,307.68	84,364.80	86,473.92	88,202.40
	26.5	Hourly	34.122	34.975	35.849	36.745	37.664	38.606	39.571	40.560	41.574	42.613	43.465
		Bi-Weekly	2,729.76	2,798.00	2,867.92	2,939.60	3,013.12	3,088.48	3,165.68	3,244.80	3,325.92	3,409.04	3,477.20
		Monthly	5,914.48	6,062.33	6,213.83	6,369.13	6,528.43	6,691.71	6,858.97	7,030.40	7,206.16	7,386.25	7,533.93
		Annual	70,973.76	72,748.00	74,565.92	76,429.60	78,341.12	80,300.48	82,307.68	84,364.80	86,473.92	88,635.04	90,407.20
	27.0	Hourly	34.975	35.849	36.745	37.664	38.606	39.571	40.560	41.574	42.613	43.678	44.552
		Bi-Weekly	2,798.00	2,867.92	2,939.60	3,013.12	3,088.48	3,165.68	3,244.80	3,325.92	3,409.04	3,494.24	3,564.16
		Monthly	6,062.33	6,213.83	6,369.13	6,528.43	6,691.71	6,858.97	7,030.40	7,206.16	7,386.25	7,570.85	7,722.35
		Annual	72,748.00	74,565.92	76,429.60	78,341.12	80,300.48	82,307.68	84,364.80	86,473.92	88,635.04	90,850.24	92,668.16
	27.5	Hourly	35.849	36.745	37.664	38.606	39.571	40.560	41.574	42.613	43.678	44.770	45.665
		Bi-Weekly	2,867.92	2,939.60	3,013.12	3,088.48	3,165.68	3,244.80	3,325.92	3,409.04	3,494.24	3,581.60	3,653.20
		Monthly	6,213.83	6,369.13	6,528.43	6,691.71	6,858.97	7,030.40	7,206.16	7,386.25	7,570.85	7,760.13	7,915.27
		Annual	74,565.92	76,429.60	78,341.12	80,300.48	82,307.68	84,364.80	86,473.92	88,635.04	90,850.24	93,121.60	94,983.20

SALINAS VALLEY SOLID WASTE AUTHORITY
SALARY SCHEDULE
Revised Date: March 18, 2021
EFFECTIVE: July 1, 2021

POSITION	SALARY RANGE		STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6	STEP 7	STEP 8	STEP 9	STEP 10	STEP 11
	28.0	Hourly	36.745	37.664	38.606	39.571	40.560	41.574	42.613	43.678	44.770	45.889	46.807
		Bi-Weekly	2,939.60	3,013.12	3,088.48	3,165.68	3,244.80	3,325.92	3,409.04	3,494.24	3,581.60	3,671.12	3,744.56
		Monthly	6,369.13	6,528.43	6,691.71	6,858.97	7,030.40	7,206.16	7,386.25	7,570.85	7,760.13	7,954.09	8,113.21
		Annual	76,429.60	78,341.12	80,300.48	82,307.68	84,364.80	86,473.92	88,635.04	90,850.24	93,121.60	95,449.12	97,358.56
	28.5	Hourly	37.664	38.606	39.571	40.560	41.574	42.613	43.678	44.770	45.889	47.036	47.977
		Bi-Weekly	3,013.12	3,088.48	3,165.68	3,244.80	3,325.92	3,409.04	3,494.24	3,581.60	3,671.12	3,762.88	3,838.16
		Monthly	6,528.43	6,691.71	6,858.97	7,030.40	7,206.16	7,386.25	7,570.85	7,760.13	7,954.09	8,152.91	8,316.01
		Annual	78,341.12	80,300.48	82,307.68	84,364.80	86,473.92	88,635.04	90,850.24	93,121.60	95,449.12	97,834.88	99,792.16
	29.0	Hourly	38.606	39.571	40.560	41.574	42.613	43.678	44.770	45.889	47.036	48.212	49.176
		Bi-Weekly	3,088.48	3,165.68	3,244.80	3,325.92	3,409.04	3,494.24	3,581.60	3,671.12	3,762.88	3,856.96	3,934.08
		Monthly	6,691.71	6,858.97	7,030.40	7,206.16	7,386.25	7,570.85	7,760.13	7,954.09	8,152.91	8,356.75	8,523.84
		Annual	80,300.48	82,307.68	84,364.80	86,473.92	88,635.04	90,850.24	93,121.60	95,449.12	97,834.88	100,280.96	102,286.08
Business Services Supervisor Contracts & Grants Analyst Field Operations Supervisor I Human Resources Supervisor Recycling Coordinator	29.5	Hourly	39.571	40.560	41.574	42.613	43.678	44.770	45.889	47.036	48.212	49.417	50.405
		Bi-Weekly	3,165.68	3,244.80	3,325.92	3,409.04	3,494.24	3,581.60	3,671.12	3,762.88	3,856.96	3,953.36	4,032.40
		Monthly	6,858.97	7,030.40	7,206.16	7,386.25	7,570.85	7,760.13	7,954.09	8,152.91	8,356.75	8,565.61	8,736.87
		Annual	82,307.68	84,364.80	86,473.92	88,635.04	90,850.24	93,121.60	95,449.12	97,834.88	100,280.96	102,787.36	104,842.40
	30.0	Hourly	40.560	41.574	42.613	43.678	44.770	45.889	47.036	48.212	49.417	50.652	51.665
		Bi-Weekly	3,244.80	3,325.92	3,409.04	3,494.24	3,581.60	3,671.12	3,762.88	3,856.96	3,953.36	4,052.16	4,133.20
		Monthly	7,030.40	7,206.16	7,386.25	7,570.85	7,760.13	7,954.09	8,152.91	8,356.75	8,565.61	8,779.68	8,955.27
		Annual	84,364.80	86,473.92	88,635.04	90,850.24	93,121.60	95,449.12	97,834.88	100,280.96	102,787.36	105,356.16	107,463.20
	30.5	Hourly	41.574	42.613	43.678	44.770	45.889	47.036	48.212	49.417	50.652	51.918	52.956
		Bi-Weekly	3,325.92	3,409.04	3,494.24	3,581.60	3,671.12	3,762.88	3,856.96	3,953.36	4,052.16	4,153.44	4,236.48
		Monthly	7,206.16	7,386.25	7,570.85	7,760.13	7,954.09	8,152.91	8,356.75	8,565.61	8,779.68	8,999.12	9,179.04
		Annual	86,473.92	88,635.04	90,850.24	93,121.60	95,449.12	97,834.88	100,280.96	102,787.36	105,356.16	107,989.44	110,148.48
	31.0	Hourly	42.613	43.678	44.770	45.889	47.036	48.212	49.417	50.652	51.918	53.216	54.280
		Bi-Weekly	3,409.04	3,494.24	3,581.60	3,671.12	3,762.88	3,856.96	3,953.36	4,052.16	4,153.44	4,257.28	4,342.40
		Monthly	7,386.25	7,570.85	7,760.13	7,954.09	8,152.91	8,356.75	8,565.61	8,779.68	8,999.12	9,224.11	9,408.53
		Annual	88,635.04	90,850.24	93,121.60	95,449.12	97,834.88	100,280.96	102,787.36	105,356.16	107,989.44	110,689.28	112,902.40
	31.5	Hourly	43.678	44.770	45.889	47.036	48.212	49.417	50.652	51.918	53.216	54.546	55.637
		Bi-Weekly	3,494.24	3,581.60	3,671.12	3,762.88	3,856.96	3,953.36	4,052.16	4,153.44	4,257.28	4,363.68	4,450.96
		Monthly	7,570.85	7,760.13	7,954.09	8,152.91	8,356.75	8,565.61	8,779.68	8,999.12	9,224.11	9,454.64	9,643.75
		Annual	90,850.24	93,121.60	95,449.12	97,834.88	100,280.96	102,787.36	105,356.16	107,989.44	110,689.28	113,455.68	115,724.96
	32.0	Hourly	44.770	45.889	47.036	48.212	49.417	50.652	51.918	53.216	54.546	55.910	57.028
		Bi-Weekly	3,581.60	3,671.12	3,762.88	3,856.96	3,953.36	4,052.16	4,153.44	4,257.28	4,363.68	4,472.80	4,562.24
		Monthly	7,760.13	7,954.09	8,152.91	8,356.75	8,565.61	8,779.68	8,999.12	9,224.11	9,454.64	9,691.07	9,884.85
		Annual	93,121.60	95,449.12	97,834.88	100,280.96	102,787.36	105,356.16	107,989.44	110,689.28	113,455.68	116,292.80	118,618.24

SALINAS VALLEY SOLID WASTE AUTHORITY
SALARY SCHEDULE
Revised Date: March 18, 2021
EFFECTIVE: July 1, 2021

POSITION	SALARY RANGE		STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6	STEP 7	STEP 8	STEP 9	STEP 10	STEP 11
	32.5	Hourly	45.889	47.036	48.212	49.417	50.652	51.918	53.216	54.546	55.910	57.308	58.454
		Bi-Weekly	3,671.12	3,762.88	3,856.96	3,953.36	4,052.16	4,153.44	4,257.28	4,363.68	4,472.80	4,584.64	4,676.32
		Monthly	7,954.09	8,152.91	8,356.75	8,565.61	8,779.68	8,999.12	9,224.11	9,454.64	9,691.07	9,933.39	10,132.03
		Annual	95,449.12	97,834.88	100,280.96	102,787.36	105,356.16	107,989.44	110,689.28	113,455.68	116,292.80	119,200.64	121,584.32
	33.0	Hourly	47.036	48.212	49.417	50.652	51.918	53.216	54.546	55.910	57.308	58.741	59.916
		Bi-Weekly	3,762.88	3,856.96	3,953.36	4,052.16	4,153.44	4,257.28	4,363.68	4,472.80	4,584.64	4,699.28	4,793.28
		Monthly	8,152.91	8,356.75	8,565.61	8,779.68	8,999.12	9,224.11	9,454.64	9,691.07	9,933.39	10,181.77	10,385.44
		Annual	97,834.88	100,280.96	102,787.36	105,356.16	107,989.44	110,689.28	113,455.68	116,292.80	119,200.64	122,181.28	124,625.28
	33.5	Hourly	48.212	49.417	50.652	51.918	53.216	54.546	55.910	57.308	58.741	60.210	61.414
		Bi-Weekly	3,856.96	3,953.36	4,052.16	4,153.44	4,257.28	4,363.68	4,472.80	4,584.64	4,699.28	4,816.80	4,913.12
		Monthly	8,356.75	8,565.61	8,779.68	8,999.12	9,224.11	9,454.64	9,691.07	9,933.39	10,181.77	10,436.40	10,645.09
		Annual	100,280.96	102,787.36	105,356.16	107,989.44	110,689.28	113,455.68	116,292.80	119,200.64	122,181.28	125,236.80	127,741.12
	34.0	Hourly	49.417	50.652	51.918	53.216	54.546	55.910	57.308	58.741	60.210	61.715	62.949
		Bi-Weekly	3,953.36	4,052.16	4,153.44	4,257.28	4,363.68	4,472.80	4,584.64	4,699.28	4,816.80	4,937.20	5,035.92
		Monthly	8,565.61	8,779.68	8,999.12	9,224.11	9,454.64	9,691.07	9,933.39	10,181.77	10,436.40	10,697.27	10,911.16
		Annual	102,787.36	105,356.16	107,989.44	110,689.28	113,455.68	116,292.80	119,200.64	122,181.28	125,236.80	128,367.20	130,933.92
	34.5	Hourly	50.652	51.918	53.216	54.546	55.910	57.308	58.741	60.210	61.715	63.258	64.523
		Bi-Weekly	4,052.16	4,153.44	4,257.28	4,363.68	4,472.80	4,584.64	4,699.28	4,816.80	4,937.20	5,060.64	5,161.84
		Monthly	8,779.68	8,999.12	9,224.11	9,454.64	9,691.07	9,933.39	10,181.77	10,436.40	10,697.27	10,964.72	11,183.99
		Annual	105,356.16	107,989.44	110,689.28	113,455.68	116,292.80	119,200.64	122,181.28	125,236.80	128,367.20	131,576.64	134,207.84
Engineering and Environmental Compliance Manager Finance and Administration Manager Operations Manager Resource Recovery Manager	35.0	Hourly	51.918	53.216	54.546	55.910	57.308	58.741	60.210	61.715	63.258	64.839	66.136
		Bi-Weekly	4,153.44	4,257.28	4,363.68	4,472.80	4,584.64	4,699.28	4,816.80	4,937.20	5,060.64	5,187.12	5,290.88
		Monthly	8,999.12	9,224.11	9,454.64	9,691.07	9,933.39	10,181.77	10,436.40	10,697.27	10,964.72	11,238.76	11,463.57
		Annual	107,989.44	110,689.28	113,455.68	116,292.80	119,200.64	122,181.28	125,236.80	128,367.20	131,576.64	134,865.12	137,562.88
	35.5	Hourly	53.216	54.546	55.910	57.308	58.741	60.210	61.715	63.258	64.839	66.460	67.789
		Bi-Weekly	4,257.28	4,363.68	4,472.80	4,584.64	4,699.28	4,816.80	4,937.20	5,060.64	5,187.12	5,316.80	5,423.12
		Monthly	9,224.11	9,454.64	9,691.07	9,933.39	10,181.77	10,436.40	10,697.27	10,964.72	11,238.76	11,519.73	11,750.09
		Annual	110,689.28	113,455.68	116,292.80	119,200.64	122,181.28	125,236.80	128,367.20	131,576.64	134,865.12	138,236.80	141,001.12
	36.0	Hourly	54.546	55.910	57.308	58.741	60.210	61.715	63.258	64.839	66.460	68.122	69.484
		Bi-Weekly	4,363.68	4,472.80	4,584.64	4,699.28	4,816.80	4,937.20	5,060.64	5,187.12	5,316.80	5,449.76	5,558.72
		Monthly	9,454.64	9,691.07	9,933.39	10,181.77	10,436.40	10,697.27	10,964.72	11,238.76	11,519.73	11,807.81	12,043.89
		Annual	113,455.68	116,292.80	119,200.64	122,181.28	125,236.80	128,367.20	131,576.64	134,865.12	138,236.80	141,693.76	144,526.72
	36.5	Hourly	55.910	57.308	58.741	60.210	61.715	63.258	64.839	66.460	68.122	69.825	71.222
		Bi-Weekly	4,472.80	4,584.64	4,699.28	4,816.80	4,937.20	5,060.64	5,187.12	5,316.80	5,449.76	5,586.00	5,697.76
		Monthly	9,691.07	9,933.39	10,181.77	10,436.40	10,697.27	10,964.72	11,238.76	11,519.73	11,807.81	12,103.00	12,345.15
		Annual	116,292.80	119,200.64	122,181.28	125,236.80	128,367.20	131,576.64	134,865.12	138,236.80	141,693.76	145,236.00	148,141.76

SALINAS VALLEY SOLID WASTE AUTHORITY
SALARY SCHEDULE
Revised Date: March 18, 2021
EFFECTIVE: July 1, 2021

POSITION	SALARY RANGE		STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6	STEP 7	STEP 8	STEP 9	STEP 10	STEP 11
Assistant General Manager	37.0	Hourly	57.308	58.741	60.210	61.715	63.258	64.839	66.460	68.122	69.825	71.571	73.002
		Bi-Weekly	4,584.64	4,699.28	4,816.80	4,937.20	5,060.64	5,187.12	5,316.80	5,449.76	5,586.00	5,725.68	5,840.16
		Monthly	9,933.39	10,181.77	10,436.40	10,697.27	10,964.72	11,238.76	11,519.73	11,807.81	12,103.00	12,405.64	12,653.68
		Annual	119,200.64	122,181.28	125,236.80	128,367.20	131,576.64	134,865.12	138,236.80	141,693.76	145,236.00	148,867.68	151,844.16
	37.5	Hourly	58.741	60.210	61.715	63.258	64.839	66.460	68.122	69.825	71.571	73.360	74.827
		Bi-Weekly	4,699.28	4,816.80	4,937.20	5,060.64	5,187.12	5,316.80	5,449.76	5,586.00	5,725.68	5,868.80	5,986.16
		Monthly	10,181.77	10,436.40	10,697.27	10,964.72	11,238.76	11,519.73	11,807.81	12,103.00	12,405.64	12,715.73	12,970.01
		Annual	122,181.28	125,236.80	128,367.20	131,576.64	134,865.12	138,236.80	141,693.76	145,236.00	148,867.68	152,588.80	155,640.16
	38.0	Hourly	60.210	61.715	63.258	64.839	66.460	68.122	69.825	71.571	73.360	75.194	76.698
		Bi-Weekly	4,816.80	4,937.20	5,060.64	5,187.12	5,316.80	5,449.76	5,586.00	5,725.68	5,868.80	6,015.52	6,135.84
		Monthly	10,436.40	10,697.27	10,964.72	11,238.76	11,519.73	11,807.81	12,103.00	12,405.64	12,715.73	13,033.63	13,294.32
		Annual	125,236.80	128,367.20	131,576.64	134,865.12	138,236.80	141,693.76	145,236.00	148,867.68	152,588.80	156,403.52	159,531.84
	38.5	Hourly	61.715	63.258	64.839	66.460	68.122	69.825	71.571	73.360	75.194	77.074	78.615
		Bi-Weekly	4,937.20	5,060.64	5,187.12	5,316.80	5,449.76	5,586.00	5,725.68	5,868.80	6,015.52	6,165.92	6,289.20
		Monthly	10,697.27	10,964.72	11,238.76	11,519.73	11,807.81	12,103.00	12,405.64	12,715.73	13,033.63	13,359.49	13,626.60
		Annual	128,367.20	131,576.64	134,865.12	138,236.80	141,693.76	145,236.00	148,867.68	152,588.80	156,403.52	160,313.92	163,519.20
	39.0	Hourly	63.258	64.839	66.460	68.122	69.825	71.571	73.360	75.194	77.074	79.001	80.581
		Bi-Weekly	5,060.64	5,187.12	5,316.80	5,449.76	5,586.00	5,725.68	5,868.80	6,015.52	6,165.92	6,320.08	6,446.48
		Monthly	10,964.72	11,238.76	11,519.73	11,807.81	12,103.00	12,405.64	12,715.73	13,033.63	13,359.49	13,693.51	13,967.37
		Annual	131,576.64	134,865.12	138,236.80	141,693.76	145,236.00	148,867.68	152,588.80	156,403.52	160,313.92	164,322.08	167,608.48
	39.5	Hourly	64.839	66.460	68.122	69.825	71.571	73.360	75.194	77.074	79.001	80.976	82.596
		Bi-Weekly	5,187.12	5,316.80	5,449.76	5,586.00	5,725.68	5,868.80	6,015.52	6,165.92	6,320.08	6,478.08	6,607.68
		Monthly	11,238.76	11,519.73	11,807.81	12,103.00	12,405.64	12,715.73	13,033.63	13,359.49	13,693.51	14,035.84	14,316.64
		Annual	134,865.12	138,236.80	141,693.76	145,236.00	148,867.68	152,588.80	156,403.52	160,313.92	164,322.08	168,430.08	171,799.68
	40.0	Hourly	66.460	68.122	69.825	71.571	73.360	75.194	77.074	79.001	80.976	83.000	84.660
		Bi-Weekly	5,316.80	5,449.76	5,586.00	5,725.68	5,868.80	6,015.52	6,165.92	6,320.08	6,478.08	6,640.00	6,772.80
		Monthly	11,519.73	11,807.81	12,103.00	12,405.64	12,715.73	13,033.63	13,359.49	13,693.51	14,035.84	14,386.67	14,674.40
		Annual	138,236.80	141,693.76	145,236.00	148,867.68	152,588.80	156,403.52	160,313.92	164,322.08	168,430.08	172,640.00	176,092.80
	40.5	Hourly	68.122	69.825	71.571	73.360	75.194	77.074	79.001	80.976	83.000	85.075	86.777
		Bi-Weekly	5,449.76	5,586.00	5,725.68	5,868.80	6,015.52	6,165.92	6,320.08	6,478.08	6,640.00	6,806.00	6,942.16
		Monthly	11,807.81	12,103.00	12,405.64	12,715.73	13,033.63	13,359.49	13,693.51	14,035.84	14,386.67	14,746.33	15,041.35
		Annual	141,693.76	145,236.00	148,867.68	152,588.80	156,403.52	160,313.92	164,322.08	168,430.08	172,640.00	176,956.00	180,496.16
	41.0	Hourly	69.825	71.571	73.360	75.194	77.074	79.001	80.976	83.000	85.075	87.202	88.946
		Bi-Weekly	5,586.00	5,725.68	5,868.80	6,015.52	6,165.92	6,320.08	6,478.08	6,640.00	6,806.00	6,976.16	7,115.68
		Monthly	12,103.00	12,405.64	12,715.73	13,033.63	13,359.49	13,693.51	14,035.84	14,386.67	14,746.33	15,115.01	15,417.31
		Annual	145,236.00	148,867.68	152,588.80	156,403.52	160,313.92	164,322.08	168,430.08	172,640.00	176,956.00	181,380.16	185,007.68

POSITION	SALARY RANGE		STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6	STEP 7	STEP 8	STEP 9	STEP 10	STEP 11
	41.5	Hourly	71.571	73.360	75.194	77.074	79.001	80.976	83.000	85.075	87.202	89.382	91.170
		Bi-Weekly	5,725.68	5,868.80	6,015.52	6,165.92	6,320.08	6,478.08	6,640.00	6,806.00	6,976.16	7,150.56	7,293.60
		Monthly	12,405.64	12,715.73	13,033.63	13,359.49	13,693.51	14,035.84	14,386.67	14,746.33	15,115.01	15,492.88	15,802.80
		Annual	148,867.68	152,588.80	156,403.52	160,313.92	164,322.08	168,430.08	172,640.00	176,956.00	181,380.16	185,914.56	189,633.60
	42.0	Hourly	73.360	75.194	77.074	79.001	80.976	83.000	85.075	87.202	89.382	91.617	93.449
		Bi-Weekly	5,868.80	6,015.52	6,165.92	6,320.08	6,478.08	6,640.00	6,806.00	6,976.16	7,150.56	7,329.36	7,475.92
		Monthly	12,715.73	13,033.63	13,359.49	13,693.51	14,035.84	14,386.67	14,746.33	15,115.01	15,492.88	15,880.28	16,197.83
		Annual	152,588.80	156,403.52	160,313.92	164,322.08	168,430.08	172,640.00	176,956.00	181,380.16	185,914.56	190,563.36	194,373.92
	42.5	Hourly	75.194	77.074	79.001	80.976	83.000	85.075	87.202	89.382	91.617	93.907	95.785
		Bi-Weekly	6,015.52	6,165.92	6,320.08	6,478.08	6,640.00	6,806.00	6,976.16	7,150.56	7,329.36	7,512.56	7,662.80
		Monthly	13,033.63	13,359.49	13,693.51	14,035.84	14,386.67	14,746.33	15,115.01	15,492.88	15,880.28	16,277.21	16,602.73
		Annual	156,403.52	160,313.92	164,322.08	168,430.08	172,640.00	176,956.00	181,380.16	185,914.56	190,563.36	195,326.56	199,232.80
General Manager/CAO	N/A (Board Approved Contract)	Hourly											104,777
		Bi-Weekly											8,382.19
		Monthly											18,161.42
		Annual											217,937.00

SALINAS VALLEY SOLID WASTE AUTHORITY

FY 2021-22 Proposed Budget

April 15, 2021

Published on 4/8/2021



1

Budget Assumptions

- Increased organics program approved in September 2017
- Implementation of SB 1383 Requirements
- Equalization of Organics Rates for all Member Agencies
- Implementation of Organics/Wood Waste Recovery Sort Line
- No Other Program Changes

2

Budget Summary

	2020-21 (Original Budget)	2020-21 (With Mid Year Adjustments)	2021-22 Proposed
<u>Budgeted Revenue</u>			
Operating Revenues	21,644,200	22,209,800	23,271,850
Use of One Time Surplus	-	170,000	-
Total Budgeted Revenue	<u>21,644,200</u>	<u>22,379,800</u>	<u>23,271,850</u>
<u>Budgeted Expenditures</u>			
Operating Expenditures	15,000,400	15,630,700	16,341,000
Estimated Set Aside (New Cell)	1,000,000	1,050,000	1,050,000
Debt Service	3,136,800	3,136,800	3,134,000
Post Closure	1,055,000	1,055,000	1,070,000
CIP/Repayment Allocation	1,445,000	1,500,300	1,670,000
Total Budgeted Expenditures	<u>21,637,200</u>	<u>22,372,800</u>	<u>23,265,000</u>
Balance Used for Reserves	<u>7,000</u>	<u>7,000</u>	<u>6,850</u>

3

Projected Revenue Increase

Organics–Salinas/Additional AB939 Rate Increase	460,000
Organics	275,300
Transportation Surcharge	271,000
AB939 fee	267,000
Construction and Demolition	(190,700)
All Other Revenue Changes	<u>(20,550)</u>
Total Revenue Increase	\$ 1,062,050

4

Payroll Budget Increases

COLA (MOU)	169,800
Merit Increases	92,200
Health Insurance Premiums	88,400
Net All Other Increases/(Decreases)	<u>(17,500)</u>
Total Payroll Increases	\$ 332,900
PERS Unfunded Liability Payment	<u>(170,000)</u>
Net Payroll Increases	<u>161,300</u>

5

New Positions

- Equipment Maintenance Technician
 - Salary and Benefits \$ 151,000
- Resource Recovery Technician
 - Salary and Benefits \$116,400

6

FY 2021-22 Projected Total Budget Increase

Payroll Increases (Net)	332,900
Insurance	239,600
SB 1383 Implementation	208,000
Organics Program	49,200
Fuel	32,500
State and Regional Fees	30,500
All Other Increases / (Decreases)	<u>(15,200)</u>
Total Operating Budget Increase	\$ 877,500

7

Debt Service Schedule

FY	Bond 2014A	Bond 2014B	Capital Lease	Total Debt Payments
2014-15	1,487,418	433,458	414,901	2,335,777
2015-16	1,475,125	433,523	960,373	2,869,021
2016-17	1,475,125	432,695	797,594	2,705,414
2017-18	1,616,500	434,771	797,594	2,848,865
2018-19	2,701,250	434,728	797,594	3,933,572
2019-20	2,701,375	432,640	212,663	3,346,678
2020-21	2,703,125	433,574	-	3,136,699
2021-22	2,701,375	432,581	-	3,133,956
2022-23	2,701,000	434,730	-	3,135,730
2023-24	2,706,625	430,166	-	3,136,791
2024-25	3,137,000	-	-	3,137,000
2025-26	3,130,838	-	-	3,130,838
2026-27	3,132,688	-	-	3,132,688
2027-28	2,942,613	-	-	2,942,613
2028-29	2,750,975	-	-	2,750,975
2029-30	2,752,550	-	-	2,752,550
2030-31	2,751,838	-	-	2,751,838
2031-32	2,748,563	-	-	2,748,563

8

CIP/Post Closure Budget

	FY 2020-21 Approved CIP Allocation	FY 2021-22 Proposed CIP Allocation	Change
Equipment Replacement	1,120,000	1,120,000	-
Post Closure Maintenance (3 sites)	1,055,000	1,070,000	15,000
Organics Recovery Program	200,000	250,000	50,000
JC Landfill Improvements	150,000	150,000	-
Roadway Maintenance/Improvements	5,300	100,000	94,700
JR Transfer Station Improvements		25,000	25,000
Concrete Grinding	25,000	25,000	-
Total CIP Allocation	2,555,300	2,740,000	184,700
Estimated New Cell Set Aside @\$5.00/ton (Included in Operating Budget)			
	1,050,000	1,050,000	-
Total CIP/Set Asides	3,605,300	3,790,000	184,700

9

5 Year Operating Projections

Description	2020-21 Budget	2021-22 Proposed	2022-23 Estimate	2023-24 Estimate	2024-25 Estimate	2025-26 Estimate
Landfilled Tonnage	210,000	210,000	210,000	210,000	210,000	210,000
Estimated Tipping fee	68.50	68.50	68.50	68.50	68.50	68.50
AB939 Service Fee	2,733,000	3,000,000	3,210,000	3,420,000	3,630,000	3,840,000
Total Operating Revenues	22,209,800	23,271,850	23,598,300	23,924,800	24,251,700	24,578,600
Total Operating Expenditures (Includes Post Closure)	16,515,700	17,411,000	17,732,000	18,059,000	18,393,000	18,733,000
Net Revenues	5,694,100	5,860,850	5,866,300	5,865,800	5,858,700	5,845,600
Debt Service on 2014 Bond	3,136,800	3,134,000	3,135,700	3,136,900	3,137,000	3,130,900
Net Income After Debt Service*	2,557,300	2,726,850	2,730,600	2,728,900	2,721,700	2,714,700
*Allocation for CIP and Reserve funding per Board fiscal policies						
Debt Coverage Ratio	182%	187%	187%	187%	187%	187%

10

5 Year Capital Plan

Description	2020-21 Budget	2021-22 Proposed	2022-23 Estimate	2023-24 Estimate	2024-25 Estimate	2025-26 Estimate
Post-Closure (Part of Operating Expenditures)	1,055,000	1,070,000	1,070,000	1,070,000	1,070,000	1,070,000
New Cell Construction (Shown in Operating Budget)	1,050,000	1,050,000	1,050,000	1,050,000	1,050,000	1,050,000
Equipment Purchase/Replacement	1,120,000	1,120,000	1,120,000	1,120,000	1,120,000	1,120,000
Road Improvement	5,300	100,000	100,000	100,000	100,000	100,000
JC Landfill Improvements	100,000	150,000	150,000	150,000	125,000	125,000
Transfer Station Improvements	50,000	25,000	25,000	25,000	25,000	25,000
Organics Program	200,000	250,000	250,000	250,000	250,000	250,000
Concrete Grinding Set Aside	25,000	25,000	25,000	25,000	25,000	25,000
Total CIP's and Set Asides Funded From Operations	2,550,300	2,720,000	2,720,000	2,720,000	2,695,000	2,695,000

11

Projected Reserves

Description	2020-21 Budget	2021-22 Proposed	2022-23 Estimate	2023-24 Estimate	2024-25 Estimate	2025-26 Estimate
Net Income After Debt Service	2,557,300	2,726,850	2,730,600	2,728,900	2,721,700	2,714,700
Total CIP, and Set Asides Funded From Operations	2,550,300	2,720,000	2,720,000	2,720,000	2,695,000	2,695,000
Budgeted Surplus for Reserves	7,000	6,850	10,600	8,900	26,700	19,700

12



Report to the Board of Directors

ITEM NO. 11

Finance and Administration
Manager/Controller/Treasurer

General Manager/CAO

R. Santos by E.T.

Authority General Counsel

Date: April 15, 2021

From: R. Patrick Mathews, General Manager/CAO

Title: A Resolution Approving Amendment No. 3 to the Lease with Nexis Partners, LLC and Friedrich Family Limited Partnership Authorizing a Two or Three-year Extension to the Lease for 128 Sun Street, Suite 101, Salinas, CA 93901, effective January 1, 2022

RECOMMENDATION

The Executive Committee and staff recommends that the Board discuss and approve either a two-year or three-year lease extension for the SVR administration office, effective January 1, 2022.

STRATEGIC PLAN RELATIONSHIP

This item does not relate to the Board's Strategic Plan but does however reflect one of the Authority's key core values to be "Fiscally Prudent."

FISCAL IMPACT

The current proposed FY 2021/22 budget has adequate funding for the 3-year lease option that is almost the same as our current rate. Should the Board direct execution of the 2-year lease renewal option, the line item budget for office expenses will require an approximate \$8,300 adjustment. The Landlord is offering a continuing fixed rate at near the same rate under the current lease without escalation in exchange for a 3-year lease extension.

DISCUSSION & ANALYSIS

SVR's current lease expires December 31, 2021. The Landlord has provided three extension options for 1, 2 or 3-year periods.

1-year lease	\$8,605 per month/\$1.25 per sf	\$103,260 per year
2-year lease	\$7,917 per month/\$1.15 per sf	\$ 95,004 per year
3-year lease	\$7,228 per month/\$1.05 per sf	\$ 86,736 per year
Current Lease	\$7,194 per month/\$1.04 per sf	\$ 86,328 per year

Maintenance cost sharing and taxes are added on top of these base rents and will be applied monthly and adjusted annually independent of the term of the lease period.

DISCUSSION & ANALYSIS

SVSWA's current lease expires December 31, 2021. The previous extension was negotiated for a two-year term without an increase to the current rent. The length of the lease extension will determine the increased costs to the agency and there is no guarantee future extensions will be available to the agency beyond the term approved by the Board. Due to the current uncertainty around the timing for relocation of the Sun Street Transfer Station and the desire to establish a permanent office space for the agency, staff recommends a 2 or 3-year extension to take advantage of lower offered lease rates for longer terms and avoid premature disruption of administrative activities until there is certainty around the transfer station relocation and/or siting of a permanent office.

BACKGROUND

SVSWA has been renting the 128 Sun Street, Suite 101, Salinas, CA 9390, building since January 2007. The lease ends on December 31, 2021. The landlord has proposed new lease options for 1, 2 or 3-year periods, with discounts extended for longer lease periods.

ATTACHMENT(S)

1. Resolution
2. 2-year Lease Amendment
3. 3-year Lease Amendment

RESOLUTION NO. 2021 -

**A RESOLUTION OF THE SALINAS VALLEY SOLID WASTE AUTHORITY
APPROVING AMENDMENT NO. 3 TO THE LEASE WITH NEXIS PARTNERS, LLC AND FRIEDRICH
FAMILY LIMITED PARTNERSHIP AUTHORIZING A TWO-YEAR EXTENSION TO THE LEASE FOR 128
SUN STREET, SUITE 101, SALINAS, CA 93901, EFFECTIVE JANUARY 1, 2022**

WHEREAS, on October 19, 2006, the Board of Directors of the Salinas Valley Solid Waste Authority adopted Resolution No. 2006-51, authorizing execution of a lease agreement with Nexis Partners, LLC and the Friedrich Family Limited Partnership, for the lease of 128 Sun Street, Suite 101, Salinas, CA 93901; and,

WHEREAS, the Lease Agreement for the property expires December 31, 2021, and the Salinas Valley Solid Waste Authority wishes to extend the lease of the property for an additional 2 or 3-year period; and,

NOW, THEREFORE, BE IT RESOLVED by the Board of Directors of the Salinas Valley Solid Waste Authority that the President of the Board is hereby authorized and directed to execute Amendment No. 3 to the lease agreement between the Nexis Partners, LLC and the Friedrich Family Limited Partnership and the Salinas Valley Solid Waste Authority, for the premises identified as 128 Sun Street, Suite 101, Salinas, California, as attached hereto and marked Exhibit A and by reference made a part hereof.

PASSED AND ADOPTED by the Board of Directors of the Salinas Valley Solid Waste Authority at its regular meeting duly held on the 15th day of April 2021, by the following vote:

AYES: BOARD MEMBERS:

NOES: BOARD MEMBERS:

ABSENT: BOARD MEMBERS:

ABSTAIN: BOARD MEMBERS:

Chris Lopez, President

ATTEST:

APPROVED AS TO FORM:

Erika J. Trujillo, Clerk of the Board

Roy Santos, Authority General Counsel

AMENDMENT TO LEASE AGREEMENT #3

This Amendment to Lease Agreement (this “Amendment”) is entered into as of April 15, 2021 (the “Effective Date”), by and between Salinas Valley Solid Waste Authority, a California Joint Powers Authority, (herein called “Tenant”), and Nexis Partners, LLC, a California Limited Liability Company (as to an undivided 68.254% ownership) and Freidrich Family Limited Partnership, a California Limited Partnership (as to an undivided 31.746% ownership) (herein called “Landlord”).

RECITALS

A. Tenant and Landlord are parties to that certain Lease Agreement dated as of December 30, 2006 (the “Existing Lease”), pursuant to which Landlord leases to Tenant, and Tenant hires from Landlord, certain premises consisting of approximately 6,884 rentable square feet of office space known as 126 Sun Street (the “Premises”) in that approximate 26,000 rentable square foot building located at 126 & 128 Sun Street, Salinas, California (the “Building”), on the terms and conditions contained therein.

B. The current Expiration Date under the Existing Lease Agreement is December 31, 2021.

C. Tenant and Landlord now desire to amend the Existing Lease to, among other things, extend the Term and Base Rent during such extended Term, all in accordance with this Amendment.

AGREEMENT

NOW, THEREFORE, for good and valuable consideration, the adequacy of which is hereby acknowledged by the parties, Tenant and Landlord hereby agree as follows, and the Existing Lease shall be amended accordingly:

1. Certain Defined Terms. All capitalized terms used in this Amendment and not defined herein shall have the meanings set forth in the Existing Lease.

2. Term. The Term of the Existing Lease is hereby extended for an additional Two (2) years (the “Renewal Term”) commencing on January 1, 2022 (the “Renewal Commencement Date”) and expiring on December 31, 2023 (the “Expiration Date”). The Basic Lease Information is hereby amended to reflect such revised Term and Expiration Date. With the exercise of this Option to Extend, Tenant shall have no further Options to Extend Lease Term in the future.

3. Rent. Commencing on the Renewal Commencement Date, the “Monthly Base Rent” payable by Tenant shall be the sum of Seven Thousand Nine Hundred Seventeen and 00/100 Dollars (\$7,917.00) per month, and shall remain unchanged through the remainder of the Renewal

Term. The Basic Lease Information shall be modified to reflect such revised Monthly Base Rent and subsequent annual adjustments during the Renewal Term.

4. No Landlord Work or Allowance. Tenant acknowledges that any and all construction or improvement work by Landlord contemplated by the Existing Lease or Amendment(s) has been completed, and that in connection with the execution of this Amendment, Landlord has no obligation to perform any work or pay any allowance to Tenant with respect to improvements to, or refurbishment, repair or replacement of, any portion of the Premises. Landlord has not made any representation or warranty, express or implied, with respect to the condition of the Premises and in no event shall Landlord be liable for any defect in the Premises or for any limitations on the use of the Premises, except as otherwise provided in the Existing Lease and as amended hereby.

5. Specific Lease Amendments. Effective as of the Execution Date below, the Existing Lease is hereby amended as follows:

(a) Article 19.7, "Notices" of the Existing Lease is amended (i) by replacing Landlord with: Nexis Partners, LLC, a California Corporation, Attn: Christian Keith, Managing Partner, 129 Dover Street, Los Gatos, CA 95032, Telephone: (408) 827-4131.

6. Brokerage Commission. Landlord and Tenant each represent to the other party that it has not employed any agents, brokers, or other parties in connection with this Amendment and no commissions will be payable by Landlord or Tenant in connection with this Amendment. Each of Landlord and Tenant agrees to hold the other party harmless from and against any and all claims of all agents, brokers and/or other such parties claiming a commission in connection with this Amendment, other than Tenant's Broker.

7. Authority. Each of Landlord and Tenant represents to the other that (i) it is a duly organized and existing legal entity, in good standing in its respective states; (ii) it has full right and authority to execute, deliver and perform this letter amendment; and (iii) the person executing this Amendment on its behalf has been authorized to do so.

8. Conflicts. If there is any conflict between the terms and provisions of this Amendment and the terms and provisions of the Existing Lease, the terms and provisions of this Amendment shall control.

9. Binding Effect. This Amendment shall be binding upon and inure to the benefit of Landlord and Tenant and their respective successors and assigns.

10. Counterparts. This Amendment may be executed in counterparts, each of which shall be deemed an original, but all of which taken together shall constitute one and the same instrument.

11. No Other Amendments. Except as amended hereby, the terms of the Existing Lease, including all exhibits and schedules attached thereto, shall remain unmodified and in full force and effect. From and after the date hereof, the term "Lease" shall mean and refer to the Existing Lease, as modified by this Amendment.

IN WITNESS WHEREOF, the parties have executed this Agreement as of the date first written above.

LANDLORD:

NEXIS PARTNERS, LLC.,
a California limited liability company,

By: _____
Chris Keith, Managing Partner

TENANT:

Salinas Valley Solid Waste Authority,
a California Joint Powers Authority

By: _____
Chris Lopez

Its: Board President

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14. Rent. Commencing on the Renewal Commencement Date, the “Monthly Base Rent” payable by Tenant shall be the sum of Seven Thousand Two Hundred Twenty Eight and 00/100 Dollars (\$7,228.00) per month, and shall remain unchanged through the remainder of the

Renewal Term. The Basic Lease Information shall be modified to reflect such revised Monthly Base Rent and subsequent annual adjustments during the Renewal Term.

15. No Landlord Work or Allowance. Tenant acknowledges that any and all construction or improvement work by Landlord contemplated by the Existing Lease or Amendment(s) has been completed, and that in connection with the execution of this Amendment, Landlord has no obligation to perform any work or pay any allowance to Tenant with respect to improvements to, or refurbishment, repair or replacement of, any portion of the Premises. Landlord has not made any representation or warranty, express or implied, with respect to the condition of the Premises and in no event shall Landlord be liable for any defect in the Premises or for any limitations on the use of the Premises, except as otherwise provided in the Existing Lease and as amended hereby.

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17. Brokerage Commission. Landlord and Tenant each represent to the other party that it has not employed any agents, brokers, or other parties in connection with this Amendment and no commissions will be payable by Landlord or Tenant in connection with this Amendment. Each of Landlord and Tenant agrees to hold the other party harmless from and against any and all claims of all agents, brokers and/or other such parties claiming a commission in connection with this Amendment, other than Tenant’s Broker.

18. Authority. Each of Landlord and Tenant represents to the other that (i) it is a duly organized and existing legal entity, in good standing in its respective states; (ii) it has full right and authority to execute, deliver and perform this letter amendment; and (iii) the person executing this Amendment on its behalf has been authorized to do so.

19. Conflicts. If there is any conflict between the terms and provisions of this Amendment and the terms and provisions of the Existing Lease, the terms and provisions of this Amendment shall control.

20. Binding Effect. This Amendment shall be binding upon and inure to the benefit of Landlord and Tenant and their respective successors and assigns.

21. Counterparts. This Amendment may be executed in counterparts, each of which shall be deemed an original, but all of which taken together shall constitute one and the same instrument.

22. No Other Amendments. Except as amended hereby, the terms of the Existing Lease, including all exhibits and schedules attached thereto, shall remain unmodified and in full force and effect. From and after the date hereof, the term “Lease” shall mean and refer to the Existing Lease, as modified by this Amendment.

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NEXIS PARTNERS, LLC.,
a California limited liability company,

By: _____
Chris Keith, Managing Partner

TENANT:

Salinas Valley Solid Waste Authority,
a California Joint Powers Authority

By: _____
Chris Lopez

Its: Board President

SVR Agenda Item - View Ahead 2021

Item No. 12

	May	Jun	Jul	Aug	Sep	Oct
A						
1	Minutes	Minutes	MEETINGS RECESS	Minutes	Minutes	Minutes
2	Claims/Financials (EC)	Claims/Financials (EC)		May Claims/Financials (EC)	Claims/Financials (EC)	Claims/Financials (EC)
3	Member Agencies Activities Report	Member Agencies Activities Report		June Claims/Financials (EC)	Member Agencies Activities Report	Member Agencies Activities Report
4	1st Qtr. Tonnage & Diversion Report	School Assembly Program Amendment		June 30 Cash & Investments Report (EC)	New FY Grants & CIP Budget (EC)	September 30 Cash & Investments Report
5	FY Investment Policy (EC)	Award Multi-Media Marketing Services Agreement		Member Agencies Activities Report	Annual Franchise Haulers Performance Report	BD/EC Meetings Schedule
6	AMERESCO Landfill Gas/Biogas Utilization Proposal	Environmental Control System Operations and Maintenance Services Agreement Amendment		2nd Qtr. Tonnage & Diversion Report	Recycling Recognition	Audit Report Previous FY (EC)
7	Update on SB 1383	SCS Amendment		Employee of the Year Recognition	2020-2010 SVR Annual Report	
8	Landfill Development	Contract Award for HHW Service		Annual Tonnage & Diversion Performance Report	Social Media Campaign	
9	Update on Sun St. Transfer Station Relocation Project & the City of Salinas Notice of Withdrawal (EC)	FoodWaste and Recycling Award		Update on Sun St. Transfer Station Relocation Project & the City of Salinas Notice of Withdrawal (EC)	Update on Sun St. Transfer Station Relocation Project & the City of Salinas Notice of Withdrawal (EC)	
10	Real Property Negotiations	Sustainable Financing and Rate Setting				
11		Board Policy Updates (EC)				
12		Update on Sun St. Transfer Station Relocation Project & the City of Salinas Notice of Withdrawal (EC)				
13						
14						

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