



## AGENDA Special Meeting

### BOARD OF DIRECTORS

Monday, February 29, 2016, 8:30 a.m.

128 Sun Street, Suite 102, Salinas, CA 93901

(Continental Breakfast at 8:00 a.m.)

**CALL TO ORDER** – *Board President*

**TRANSLATION SERVICES AND OTHER MEETING ANNOUNCEMENTS** – *Clerk of the Board*

**PLEDGE OF ALLEGIANCE** – *Lead by Board President*

**ROLL CALL** – *Clerk of the Board*

#### **Board Directors**

County: Fernando L. Armenta  
County: Simon Salinas, *Vice President*  
Salinas: Gloria De La Rosa  
Salinas: Jyl Lutes, *President*  
Salinas: Tony R. Barrera  
Gonzales: Elizabeth Silva  
Soledad: Richard J. Perez, *Alternate Vice President*  
Greenfield: Avelina Torres  
King City: Robert S. Cullen

#### **Alternate Directors**

County: John Phillips  
Salinas: Joseph D. Gunter  
Gonzales: Scott Funk  
Soledad: Christopher K. Bourke  
Greenfield: Raul C. Rodriguez  
King City: Darlene Acosta

**PUBLIC COMMENT (ON ITEMS NOT ON THE AGENDA)** – *Board President*

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

### **STRATEGIC PLANNING**

#### **1. BOARD OF DIRECTORS AND MANAGEMENT STAFF WORKGROUP TO REVIEW, AND REVISE IF NEEDED, THE MISSION STATEMENT, VISION STATEMENT, CORE VALUES, AND THREE-YEAR GOALS (2013-16) AND IDENTIFY NEW SIX-MONTH OBJECTIVES**

##### **A. Welcome and Purpose of the Retreat**

- *by Jyl Lutes, Board President*

##### **B. Opening Remarks and Introduction of the Facilitator and Recorder**

- *by Patrick Mathews, General Manager/CAO*

##### **C. Role of Facilitator, Recorder, Group, and Public; Strategic Planning Elements; Agenda**

- *by Marilyn Snider, Facilitator – Snider and Associates*

##### **D. Public Comment**

- *by Jyl Lutes, Board President*

##### **E. Board of Directors and Managers Strategic Planning Group Discussion**

- o **Introductions (team building) of the Group**
- o **Salinas Valley Recycles (SVR):**
  - **Mission/Purpose Statement**
  - **Vision Statement**
  - **Core Values/Guiding Principles**
  - **Three-Year Goals (2013-2016)**

- o **Strengths/ Accomplishments since the July 30, 2015, Strategic Planning Retreat**
  - o **Current Internal Weaknesses/Challenges**
  - o **External Factors/Trends that Will/Might Have an Impact in the Coming Year**  
(e.g., political, demographic, technological, economic):
    - **Positively (opportunities)?**
    - **Negatively (threats)?**
  - o **Review the Three-Year Goals and Revise if Needed**  
(what the SVR needs to accomplish)
  - o **Identify Six-Month Strategic Objectives, Including Those Proposed by Staff, for Each of the Three-Year Goals**  
(how the goals will be addressed -- by when, who will be accountable, for what specific, measurable results)
- F. **Next Steps/Follow-Up Process for Monitoring Progress on Goals and Objectives**  
(including setting a date in 6 months to update strategic plan)
- G. **Discuss Future Strategic Planning Process**
- H. **Summary of the Retreat and Closing Remarks**

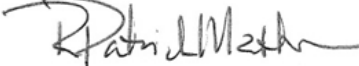
*There will be a mid-morning break and a lunch recess at 12:15 p.m.*

**ADJOURNMENT (approximately 2:00 p.m.)**

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 This agenda was posted at the Administration Office of the Salinas Valley Solid Waste Authority, 128 Sun Street, Suite 101, Salinas, and on the Gonzales Council Chambers Bulletin Board, 117 Fourth Street, Gonzales, **Thursday, February 25, 2016**. The Salinas Valley Solid Waste Authority Board will next meet in regular session on **Thursday, March 17, 2016**. Staff reports for the Authority Board meetings are available for review at:

▶ Salinas Valley Solid Waste Authority: 128 Sun Street, Ste. 101, Salinas, CA 93901, Phone 831-775-3000 ▶ Web Site: [www.salinasvalleyrecycles.org](http://www.salinasvalleyrecycles.org) ▶ Public Library Branches in Gonzales, Prunedale and Soledad ▶ City Halls of Salinas, Gonzales, Greenfield, King City & Soledad. In compliance with the Americans with Disabilities Act, if you need special assistance to participate in the meeting, please contact Elia Zavala, Clerk of the Board at 831-775-3000. Notification 48 hours prior to the meeting will enable the Authority to make reasonable arrangements to ensure accessibility to this meeting (28 CFR 35.102-35.104 ADA Title II). Spanish interpretation will be provided at the meeting. *Se proporcionará interpretación a Español.*

**SALINAS VALLEY RECYCLES**  
**SIX-MONTH STRATEGIC OBJECTIVES**  
**July 30, 2015 – February 1, 2016**

<b>ITEM NO. 1E - 1</b>
Agenda Item

General Manager/CAO

<b>A. THREE-YEAR GOAL: FUND AND IMPLEMENT 75% DIVERSION OF WASTE FROM LANDFILLS</b>						
WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. By September 30, 2015	Diversion Manager	Open the Gonzales Clothing Closet and prepare a plan to promote it as a new community donation alternative. <a href="#">75% Diversion Objectives 1.docx</a>	X			From opening on 10/22 thru 12/31, 63 clients were served and 383 items of clothing or shoes were recycled..
2. At the November 2015 Board meeting	General Manager and Diversion Manager	Present an expanded scope of work and outreach plan for Board consideration to begin CEQA for long-range facility needs for SVR, including: alternatives for future Salinas area facility/ies, Clean Fiber and Organics Recovery Project, shared processing services with MRWMD, landfilling options, and City Managers' Solid Waste Study recommendation. <a href="#">75% Diversion Objectives 2.docx</a>	X			Scope of Work approved at the 11-19-15 Board meeting..
3. At the October 2015 and January 2016 Board meetings	General Manager	Initiate discussions with MRWMD's new General Manager on potential sharing of future processing capacities and update the Board regarding the discussions.	X			Ongoing monthly meetings are being scheduled to discuss rates, contract conditions, shared and shared service options
4. At the December 2015 Board meeting	Finance Manager	Present to the Board for consideration a scope of work to select a consultant to prepare a long-range financial model for each CEQA study scenario, in conjunction with the facilities' CEQA process. <a href="#">75% Diversion Objectives 4.docx</a>	X			Scope of work and RFP was presented and approved to the Board at its December 2015 mtg
5. At the December 2015 Board meeting	General Manager	Present to the Board for consideration a scope of work to select a consultant to prepare an economic impact report for each CEQA study scenario, in conjunction with the facilities' CEQA process.	X			Scope of work and RFP was presented and approved to the Board at its December 2015 mtg
6. By December 31, 2015	Diversion Manager	Develop a presentation and commence public outreach on the Clean Fiber and Organics Recovery Demonstration Project to educate stakeholders/public, gain input, and assess community support. <a href="#">75% Diversion Objectives 3.docx</a>	X			Completed and final work is underway to set up schedules for presentations in 2016

<b>B. THREE-YEAR GOAL: COMPLETE FACT FINDING PROCESS FOR SALINAS AREA MATERIALS RECOVERY CENTER (SAMRC)</b>						
<b>WHEN</b>	<b>WHO</b>	<b>WHAT</b>	<b>STATUS</b>			<b>COMMENTS</b>
			DONE	ON TARGET	REVISED	
1. By the October 2015 Board meeting	General Manager	Facilitate a meeting between the County of Monterey, City of Salinas, and the Authority to determine if each will participate in an MOU for funding and construction of the Rossi Street extension and present the results to the Board.	X			Meeting was held on September 24 <sup>th</sup> , and results were discussed at the October 15 <sup>th</sup> meeting and staff was provided direction to eliminate Madison Lane Transfer Station from further consideration due to lack of County funding for Rossi Road Extension
2. At the February 2016 Board meeting	General Manager	Provide to the Board for consideration alternatives, if needed, for the sale, lease or repurposing of the Sun Street properties.	X			A meeting with Salinas City Manager and Alisal Market Place developer has been requested to discuss terms for sale of property. This item will be presented at the February 2016 Board mtg.
3. At the February 2016 Board meeting	General Manager	Provide to the Board for consideration alternatives, if needed, for the lease or purchase of the Madison Lane Transfer Station property.	X			Board has requested the Madison Lane Transfer Site be eliminated from further consideration due to lack of financial support for Rossi Road Extension construction from County
4. At the February 2016 Board meeting	General Manager and Operations Manager	Provide to the Board for consideration, if needed, plans for permanent improvements and development of the Sun Street Transfer Station, which includes design, environmental review, funding and timeline.	X			Sun Street Transfer Station development has been included in the proposed regional facilities EIR for full consideration. Draft plans for improvements will be prepared as part of the CEQA scope of Work. Additional information on this item will be presented a the February 2016 Board mtg.

<b>C. THREE-YEAR GOAL: UTILIZE JOLON ROAD, CRAZY HORSE AND LEWIS ROAD CLOSED LANDFILLS TO GENERATE REVENUE</b>						
<b>WHEN</b>	<b>WHO</b>	<b>WHAT</b>	<b>STATUS</b>			<b>COMMENTS</b>
			DONE	ON TARGET	REVISED	
1. At the November 2015 Board meeting	Authority Engineer	Report to the Board on the level of interest in developing a solar power partnership with wineries or other commercial users adjacent to the landfills. <a href="#">2015 Goal-Objective Plan C1 - Energy Partnership.pdf</a>	X			Report completed for November Board Meeting
2. At the November 2015 Board meeting	Authority Engineer	Present to the Board for action a proposed scope and budget to explore potential to develop wind power at landfills. <a href="#">2015 Goal-Objective Plan C2 - Wind Power.pdf</a>	X			Report completed for November Board Meeting
3. At the <del>November 2015</del> <u>March 2016</u> Board meeting	Authority Engineer	Prepare a Crazy Horse Landfill Solar Development MOU between International Sourcing and Marketing (ISM) and SVSWA/Monterey County under PG&E's Renewable Energy Self Generation Bill Credit Program and present to the Board for action. <a href="#">2015 Goal-Objective Plan C3 - ISM.pdf</a>			X	MOU completed for SVR/ISM and a draft MOU for MoCo/SVR/ISM for November Board Meeting. County staff is reviewing the draft MOU for possible action. Moved from November 2015 to March 2016

<b>D. THREE-YEAR GOAL: INCREASE PUBLIC ACCESS, INVOLVEMENT AND AWARENESS OF SVR ACTIVITIES</b>						
<b>WHEN</b>	<b>WHO</b>	<b>WHAT</b>	<b>STATUS</b>			<b>COMMENTS</b>
			DONE	ON TARGET	REVISED	
1. By October 31, 2015	Diversion Manager and Recycling Coordinator	Evaluate the Wally-Waste-Not School Recycling Award Program and recommend change(s), if any, to the General Manager. <a href="#">Goal D Objective 1.docx</a>	X			Review and evaluation completed, draft of new application process provided for review and approved by GM. Award applications released in November. .
2. By December 31, 2015	Recycling Coordinator	Develop and provide to the General Manager a plan to conduct a Public Recycling Event at Johnson Canyon. <a href="#">Goal D Objective 2.docx</a>	X			The Dinosaur Day event to promote electronic waste recycling and is scheduled for June 12, 2016.
3. By December 31, 2015	Recycling Coordinator	Create a 2016 Social Media Contest to increase followers and promote the revamped website. <a href="#">Goal D Objective 3.docx</a>	X			Plan submitted to General Manager for review. Social Media contest to take place Feb/March 2016.

<b>E. THREE-YEAR GOAL: REDUCE COSTS AND IMPROVE SERVICES AT SVR FACILITIES</b>						
<b>WHEN</b>	<b>WHO</b>	<b>WHAT</b>	<b>STATUS</b>			<b>COMMENTS</b>
			DONE	ON TARGET	REVISED	
1. At the October 2015 Board meeting	Authority Engineer	Report to the Board on planning options to utilize remaining Johnson Canyon Landfill gas for a second power plant, and/or a pipeline to prison facilities, and/or compressed natural gas fuel. <a href="#">2015 Goal-Objective Plan E1 - LFG power options.pdf</a>	X			Board report complete showing no options available given the conditions in the current Landfill Gas Purchase Agreement w Ameresco
2. At the <del>November 2015</del> January 2016 Board meeting	Operations Manager	Prepare and present to the Board for action the results of a feasibility study to operate a Solid Waste and Recycling Public Service Center at Crazy Horse Landfill.	X			Included on the January 2016 agenda for consideration
3. At the January 2016 Board meeting	Authority Engineer	Develop and present to the Board for action the scope, budget, and return on investment analysis to construct energy projects to offset operational costs at landfills. <a href="#">2015 Goal-Objective Plan E3 - Use LFG to Offset LF power demand.pdf</a>	X			Board report complete showing return on investment for various options.
4. At the January 2016 Board meeting	General Manager and Operations Manager	Present to the Board for action scenarios for the operation of Jolon Road Transfer Station after the Waste Management contract expires in September 2016.	X			Included on the January 2016 agenda for consideration. Cost proposals to be shared at the March 2016 meeting.

<b>F. THREE-YEAR GOAL: <i>PROMOTE AND MAINTAIN A HIGH PERFORMANCE, EFFICIENT AND FLEXIBLE WORKFORCE</i></b>						
<b>WHEN</b>	<b>WHO</b>	<b>WHAT</b>	<b>STATUS</b>			<b>COMMENTS</b>
			DONE	ON TARGET	REVISED	
1. At the September 2015 Board meeting	Human Resources/ Organizational Development Manager	Align the job classifications and recommend to the Board for action benchmarks for compensation based on the job descriptions.	X			Board approved management benchmarking/broadbanding. Benchmarks already exist for techs, and supervisors.
2. By December 1, 2015	HR/OD Manager	Revitalize the Mentor Program to include training on application and interview process. <a href="#">Goal F Objectives 1.docx</a>	X			Training took place for the mentors. Next step is to roll out program in January.
3. By December 31, 2015	HR/OD Manager	Develop a new on-boarding process for new hires to include job shadowing. <a href="#">Goal F Objectives 3.docx</a>	X			We have a newly developed on-boarding process for new hires. Job shadowing will be included starting with the next new hire.



**SALINAS VALLEY RECYCLES**  
**SIX-MONTH STRATEGIC OBJECTIVES**  
**March 1, 2016 – July 31, 2016**

**ITEM NO. 1E - 2**  


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 Agenda Item  
**STAFF DRAFT**

<b>A. THREE-YEAR GOAL: <i>FUND AND IMPLEMENT 75% DIVERSION OF WASTE FROM LANDFILLS</i></b>						
<b>WHEN</b>	<b>WHO</b>	<b>WHAT</b>	<b>STATUS</b>			<b>COMMENTS</b>
			DONE	ON TARGET	REVISED	
	Operations Manager	Conduct a pilot study to determine how much gypsum board (sheet rock) is collected and if it can be processed and marketed				
	Engineering Manager and Diversion Manager	Complete the compost site permitting process @ Johnson Canyon to include food waste				

<b>B. THREE-YEAR GOAL: <i>COMPLETE FACT FINDING PROCESS FOR SALINAS AREA MATERIALS RECOVERY CENTER (SAMRC)</i></b>						
<b>WHEN</b>	<b>WHO</b>	<b>WHAT</b>	<b>STATUS</b>			<b>COMMENTS</b>
			DONE	ON TARGET	REVISED	
	Finance Manager	Complete the RFP process and select vendors for the Long-range Financial Report and Economic Impact/Benefit Study on all selected project scenarios				
	Diversion Manager	Report to the Board periodically when milestone objectives are met				

**C. THREE-YEAR GOAL: *UTILIZE JOLON ROAD, CRAZY HORSE AND LEWIS ROAD CLOSED LANDFILLS TO GENERATE REVENUE***

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
	Engineering Manager	Continue to develop solar projects at closed landfills				
	Engineering Manager	Explore commercial leases for cell towers				
	Engineering Manager and Finance Manager	Explore selling excess property at closed landfills				
	Engineering Manager	Continue to develop wind turbine at Johnson Canyon based on preliminary study				

<b>D. THREE-YEAR GOAL: INCREASE PUBLIC ACCESS, INVOLVEMENT, AND AWARENESS OF SVR ACTIVITIES</b>						
<b>WHEN</b>	<b>WHO</b>	<b>WHAT</b>	<b>STATUS</b>			<b>COMMENTS</b>
			DONE	ON TARGET	REVISED	
	Diversion Manager and Contracts Grants Analyst	Develop a transportation grant for educational tours of SVR facilities				
	Diversion Manager and Engineering Manager	Develop a how-to video for home composting and post on SVR website				
	Diversion Manager and Engineering Manager	Generate advertisements to promote home composting and include information about local cities with neighborhood garden parks that feature composting				
	Human Resources Manager	Conduct a customer survey to assess the value of Sun Street Transfer Station or a Salinas facility area, versus the alternatives to direct haul to Johnson Canyon or Marina				

<b>E. THREE-YEAR GOAL: <i>REDUCE COSTS AND IMPROVE SERVICES AT SVR FACILITIES</i></b>						
<b>WHEN</b>	<b>WHO</b>	<b>WHAT</b>	<b>STATUS</b>			<b>COMMENTS</b>
			DONE	ON TARGET	REVISED	
	Operations Manager	Complete decision making process for taking over operations of Jolon Road Transfer Station at the end of Waste Management contract, and if so directed, implement transition plan				
	Operations Manager and Engineering Manager	Develop a plan to replace or repair landfill gas flare stations at landfills				
	Engineering Manager	Explore installation of another power generation unit at Johnson Canyon				
	General Manager and Operations Manager	Develop cost benefit analysis for processing Construction & Demolition by SVR or Monterey Regional Waste Management District				

<b>F. THREE-YEAR GOAL: <i>PROMOTE AND MAINTAIN A HIGH PERFORMANCE, EFFICIENT, AND FLEXIBLE WORKFORCE</i></b>						
<b>WHEN</b>	<b>WHO</b>	<b>WHAT</b>	<b>STATUS</b>			<b>COMMENTS</b>
			DONE	ON TARGET	REVISED	
	Human Resources Manager	Begin recruitment process for Jolon Road operations (pending Board direction)				
	Human Resources Manager	Develop and implement criteria for a cross training program for interested employees				
	Human Resources Manager	Work with staff to develop more team building exercises opportunities to promote communication and employee morale during regular business hours if possible				