

**MINUTES OF
THE SALINAS VALLEY SOLID WASTE AUTHORITY
SPECIAL BOARD MEETING
FEBRUARY 29, 2016**

CALL TO ORDER

Vice President Salinas called the meeting to order at 8:30 a.m.

ROLL CALL

The following Board Directors were present:

County of Monterey	Simon Salinas, Vice President
City of Salinas	Gloria De La Rosa
City of Salinas	Joseph Gunter, <i>Alternate</i>
City of Salinas	Tony Barrera
City of Gonzales	Elizabeth Silva
City of Soledad	Richard Perez, Alternate Vice President
City of Greenfield	Avelina Torres
City of King	Robert Cullen

The following Board Directors were absent:

County of Monterey	Fernando Armenta
City of Salinas	Jyl Lutes, President

Staff Members Present:

Patrick Mathews, General Manager/CAO	Rose Gill, HR/Organizational Dev. Manager
Susan Warner, Assist. GM/Diversion Manager	Dave Meza, Authority Engineer
Ray Hendricks, Finance Manager	Mandy Brooks, Recycling Coordinator
Cesar Zuniga, Operations Manager	Elia Zavala, Clerk of the Board

MEETING ANNOUNCEMENTS

Translation services were announced. No member from the public requested the service.

PUBLIC COMMENT

(8:32) None

STRATEGIC PLANNING

- 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**

(8:33) Facilitator Marilyn Snider, of Snider and Associates lead the strategic planning workshop.

Public Comment: None

Board Discussion: The Board reaffirmed the Mission, Vision, Core Values, and 2013-16 Goals. It commented on strengths and accomplishments since the July 30, 2015, strategic planning retreat and discussed current internal and external weaknesses and challenges. It developed new six-month strategic objectives for each of the three-year goals, included in Attachment A. The Board discussed future strategic planning processes and concurred to keep the six-month review cycle. The next strategic planning workshop will start a new three-year period. The date selected for the next strategic planning retreat is July 13, 2016.

ADJOURN

(1:25) Vice President Salinas adjourned the meeting.

Attest: Erika Trujillo
Erika Trujillo, Acting Clerk of the Board

APPROVED: Jyl Lutes
Jyl Lutes, President

SALINAS VALLEY RECYCLES STRATEGIC PLANNING RETREAT

February 29, 2016 * 128 Sun Street, Salinas

Marilyn Snider, Facilitator—Snider and Associates (510) 531-2904
Michelle Snider Luna, Graphic Recorder — Snider Education & Communication (510) 610-8242

ATTACHMENT A
To Board of Directors
Meeting Minutes of 2-29-2016

MISSION STATEMENT

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

VISION STATEMENT

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

CORE VALUES

not in priority order

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

THREE-YEAR GOALS

2013 - 2016 * not in priority order

- *Fund and implement 75% diversion of waste from landfills*
- *Complete fact finding process for Salinas Area Materials Recovery Center (SAMRC)*
- *Utilize closed Jolon Road, Crazy Horse and Lewis Road landfills to generate revenue*
- *Increase public access, involvement and awareness of SVR activities*
- *Reduce costs and improve services at SVR facilities*
- *Promote and maintain a high performance, efficient and flexible workforce*

S.W.O.T. ANALYSIS

Strengths – Weaknesses - Opportunities - Threats

WHAT ARE THE STRENGTHS AND ACCOMPLISHMENTS OF SALINAS VALLEY RECYCLES SINCE THE JULY 2015 STRATEGIC PLANNING RETREAT?

Brainstormed Perceptions

- Unity
- Funded the Board's strategic reserves
- Board approved starting the CEQA process for future facilities
- Leveraged the Citizen's Advisory Group for ideas
- Initiated land acquisition for future facilities
- One year of successful operation at Johnson Canyon with SVR staffing
- No new concerns from Salinas United Business Association (SUBA)
- Looking at taking over operations at Jolon Road
- Increased diversion at Sun Street and Johnson
- Recognition of local schools for their recycling efforts
- A lot of usage of the Sun Street Transfer Station
- Increased school partnerships
- Effective marketing campaign
- Increased participation in community activities and events
- No lawsuits
- Received a no cost to SVR proposal to place solar on the Crazy Horse Landfill
- Monterey County is an active participant
- Reduced our net deficit by \$2 million
- Completed our major permit documents (e.g., Joint Technical Doc., Stormwater Pollution Prevention Plan) for the landfills
- Continuing dialogue with merchants surrounding Sun Street
- Really good attendance by Board members at our meetings and retreats
- Improvement in our New Hire Orientation Program
- Very low employee turnover
- Improved bilingual recycling pamphlets
- Bilingual services at meetings
- Recognizing the talent within and promoting from within
- General Manager was showcased in a worldwide Fox network broadcasting show on Crazy Horse closing and solar project
- Branding successful
- Relationship with the Salvation Army for Clothing Closet
- Developed a Mentor Program
- Safety record is good
- Significant improvement to materials recovery centers
- Changes to the recycling of mattresses by eliminating the fees
- Continued good customer service
- Improved collaboration with Monterey Regional Waste Management District

- Improvement in a regional collaborative effort among Board members with the Board concerned about the region, not just their city
- High job satisfaction by the employees
- Benchmarked job classifications
- Included financial impacts and economic benefits in our Long Range Facilities Study

WHAT ARE THE CURRENT INTERNAL WEAKNESSES OF SALINAS VALLEY RECYCLES?

Branstormed Perceptions

- Continue to hold millions of dollars of legacy liabilities inherited at formation in 1997
- Long, difficult process in determining Salinas area long-term site
- Exceeding daily vehicle trips at Sun Street
- Per capita service expense is far below the region
- Lack of robust internal shadowing/training
- Lack of communication with Board members regarding Sala Road
- Lack of decisive action by Board to move forward on major issues (e.g., new Salinas site)
- Low commercial recycling levels in some cities
- Lack of communication between stakeholders
- Sun Street still in town
- Automated system answering main phone line
- Lack of funding for a new site
- Lack of communication with SUBA
- Some decisions have divided the Board
- Sometimes we go around the park on issues instead of just being open about the truth
- Cost of maintaining facilities

WHAT ARE THE EXTERNAL FACTORS/TRENDS THAT WILL/MIGHT HAVE A POSITIVE IMPACT ON SALINAS VALLEY RECYCLES IN THE COMING YEAR?

Branstormed Perceptions

- Recycling has become a national issue
- Cal Recycle very supportive of our mission and vision
- CEQA for future site will give information to the Board to make decisions in the future
- Partnering with local nonprofits
- Improved economy leading to increased tonnage
- Partnership with the schools
- Monterey Bay Community Power Project as a possible future outlet from renewable energy projects
- Local hauler has made strides reducing contamination of the green waste
- All member agencies have adopted supportive ordinances
- Secured State funded recycling grants
- Monterey County supporting SVR's efforts to place solar on Crazy Horse
- Exploration of alternative energy sources
- National recognition of amount of food waste in garbage
- Partnering with the prison for a possible gas line project

- Improved cooperation with commercial entities to partner on mixed use recycling
- No more garbage importation
- Bringing in more customers

WHAT ARE THE EXTERNAL FACTORS/TRENDS THAT WILL/MIGHT HAVE A NEGATIVE IMPACT ON SALINAS VALLEY RECYCLES IN THE COMING YEAR?

Brainstormed Perceptions:

- Lawsuits
- Unfunded mandates
- Increasing State fees
- Drought
- Initiative to bring back plastic bags
- Vandalism
- Local elections
- Commodity prices decline
- Rate fee increases due to increased recycling tonnage
- Increased employee benefits costs
- Global warming
- Disasters
- Earthquake
- Floods
- Fires
- NIMBY—not in my back yard; BANANA- building absolutely nothing anywhere near anything
- Political uncertainty
- United States Presidential election
- Board turnover

NEXT STEPS / FOLLOW-UP PROCESS

WHEN	WHO	WHAT
March 1, 2016	General Manager	Distribute the Strategic Planning Retreat record to meeting attendees and invitees, as well as the City Managers and County Administrator.
Within 48 hours of receipt	All	Read the retreat record.
By March 7, 2016	Elia	Place the “Strengths & Accomplishments” on the website.
By March 15, 2016	Board Members	Share the updated Strategic Plan with their public agencies.
At the March 17, 2016 Board meeting	Board of Directors	Formally adopt the Strategic Plan.
During the March 2016 Staff Meetings	General Manager (lead) and Management Team	Share the updated Strategic Plan with employees.
Monthly	Board & General Manager	Monitor progress on the goals and objectives and revise objectives (add, amend and/or delete), as needed.
Monthly	Rose	Prepare and distribute the written Strategic Plan Objectives Grid update to the Board and employees.
July 13, 2016 (Wednesday) 8:00/8:30-3:00	Board & Management Team	Strategic Planning Retreat to: - more thoroughly assess progress on the goals and objectives. - identify new Three-Year Goals. - develop strategic objectives for first six months of the new Strategic Plan.

STRATEGIC PLAN ELEMENTS

Marlyn Snider, Snider and Associates; Strategic Planning Facilitator

“SWOT” ANALYSIS

Assess the organization’s:

- Internal **S**trengths - Internal **W**eaknesses
- External **O**pportunities - External **T**hreats

MISSION/PURPOSE STATEMENT

States **WHY** the organization exists and **WHOM** it serves

VISION STATEMENT

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

CORE VALUES

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

THREE YEAR GOALS

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

THREE YEAR KEY PERFORMANCE MEASURES

WHAT success will look like when the goal is achieved

SIX MONTH STRATEGIC OBJECTIVES

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

FOLLOW-UP PROCESS

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

SALINAS VALLEY RECYCLES

SIX-MONTH STRATEGIC OBJECTIVES

February 29, 2016 – July 25, 2016

THREE-YEAR GOAL: FUND AND IMPLEMENT 75% DIVERSION OF WASTE FROM LANDFILLS					
WHEN	WHO	WHAT	STATUS		COMMENTS
			DONE	ON TARGET REVISED	
1. By June 1, 2016	Diversion Manager and Operations Manager	Report to the General Manager, the outcome of a study to determine how much gypsum board (sheet rock) is collected and if it can be economically processed and marketed.			
2. By July 1, 2016	Engineering Manager and Diversion Manager	Submit for review by the Local Enforcement Agency a compost site permit for Johnson Canyon to potentially include food waste.			
3. By July 1, 2016	General Manager	Present an overview of the Clean Fiber and Organics Recovery Demonstration Project to each of the Valley City Councils and Board of Supervisors.			
4. By July 1, 2016	Diversion Manager	Consult with existing food pantries in the Salinas Valley to determine the feasibility of developing a Clothing Closet Store in their community, and make a recommendation to the General Manager.			

THREE-YEAR GOAL: COMPLETE FACT FINDING PROCESS FOR SALINAS AREA MATERIALS RECOVERY CENTER (SAMRC)					
WHEN	WHO	WHAT	STATUS		COMMENTS
1. Beginning May 1, 2016 and at least quarterly thereafter	Diversion Manager	Provide a status report to the Board regarding progress on the fact-finding process for the Salinas Area Materials Recovery Center and Clean Fiber and Organics Recovery System.			
2. By June 1, 2016	Finance Manager	Complete the RFP process and select vendors for the Long-Range Financial Study and Economic Impacts/Benefits Study for all selected CEQA project scenarios.			
3. At the June 16, 2016 Board meeting	Diversion Manager	Present to the Board a Public Outreach Plan for each location to be studied in the Long-Range Facilities environmental review.			

THREE-YEAR GOAL: UTILIZE CLOSED JOLON ROAD, CRAZY HORSE AND LEWIS ROAD LANDFILLS TO GENERATE REVENUE						
WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. By June 1, 2016	Finance Manager	Determine the feasibility of leasing excess property for agriculture uses and make a recommendation to the General Manager.				
2. At the June 17, 2016 Board meeting	Engineering Manager	Present an update to the Board on solar projects at closed landfills.				
3. At the June 17, 2016 Board meeting	Engineering Manager	Present an update to the Board on commercial leases for cell towers.				
4. At the June 17, 2016 Board meeting	Engineering Manager	Present a report to the Board on the process for selling excess property at closed landfills.				
5. At the June 17, 2016 Board meeting	Engineering Manager	Present an update to the Board on developing a wind turbine at Johnson Canyon.				

THREE-YEAR GOAL: INCREASE PUBLIC ACCESS, INVOLVEMENT AND AWARENESS OF SVR ACTIVITIES						
WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. By July 25, 2016	Recycling Coordinator	Review current how-to videos for home composting to determine whether to use one or develop a new video, and post it on the SVR website.				
2. At the June 16, 2016	HR Manager and General Manager	Survey customers to determine where the customers would go if there was no Sun Street Transfer Station (e.g., to Johnson Canyon or Marina Landfills) and report the results to the Board.				
FUTURE: By _____	Diversion Manager and Contracts Grants Analyst	Present to the General Manager ideas for developing a transportation grant for educational tours of SVR facilities and make recommendations to the Board regarding funding and what age or grade level to target.				

THREE-YEAR GOAL: REDUCE COSTS AND IMPORVE SERVICES AT SVR FACILITIES						
WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. On or before the April 21, 2016 Board meeting	Operations Manager	Prepare and present to the Board for action, operation of the Jolon Road Transfer Station by SVR personnel at the end of the Waste Management contract on September 1, 2016.				
2. At the April 21, 2016 Board meeting	Operations Manager and Engineering Manager	Develop and present to the Board a plan to replace or repair landfill gas flare stations.				
3. At the June 16, 2016 Board meeting	General Manager and Engineering Manager	Present to the Board an update on the Ameresco contract and determine their interest in installing another power generation unit at Johnson Canyon.				
4. At the June 16, 2016 meeting	General Manager and Operations Manager	Prepare and present to the Board a cost benefit analysis for processing Construction and Demolition by SVR or Monterey Regional Waste Management District.				

THREE-YEAR GOAL: PROMOTE AND MAINTAIN A HIGH PERFORMANCE, EFFICIENT AND FLEXIBLE WORKFORCE						
WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. By May 1, 2016, contingent upon Board approval	Human Resources Manager	Begin the staff recruitment process for Jolon Road operations.				
2. At the May 19, 2016 Board meeting	Human Resources Manager	Present to the Board an update on the Employee Mentor Program.				
3. At the June 16, 2016 Board meeting	Human Resources Manager	Present to the Board an update on the Job Shadowing Program for new hires.				
4. By July 25, 2016	Human Resources Manager	Develop and begin implementation of a cross training program for all interested employees.				
5. By July 25, 2016	Human Resources Manager and Operations Manager, working with staff	Identify and implement at least two teambuilding activities during regular business hours to promote communication and employee morale.				