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 Director of Communications & Sustainability
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 Director of Finance & Administration
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 Director of Operations
 ROBERT WELLINGTON
 Legal Counsel

**MONTEREY REGIONAL
 WASTE MANAGEMENT DISTRICT**
Home of the Last Chance Mercantile

**MONTEREY REGIONAL WASTE MANAGEMENT DISTRICT
 REGULAR MEETING MINUTES**

Friday, 9:30 a.m.
 September 22, 2017

Boardroom
 MRWMD Offices
 14201 Del Monte Blvd., Marina CA

MEMBERS PRESENT: Carrie Theis (Vice Chair), City of Carmel-by-the-Sea Mayor Pro Tem
 Gary Bales, City of Pacific Grove
 Leo Laska, Pebble Beach Community Services District
 Libby Downey, City of Monterey
 Jane Parker, (Unincorporated) Monterey County Board of Supervisors Chair (District 4)
 Dennis Allion, City of Del Rey Oaks Councilmember
 Jason Campbell, City of Seaside Councilmember
 Jerry Blackwelder, City of Sand City Vice Mayor

MEMBERS ABSENT: Bruce Delgado (Chair), City of Marina Mayor

STAFF PRESENT: Tim Flanagan, General Manager
 Rob Wellington, Legal Counsel
 Guy Petrabor, Director of Engineering & Compliance/District Engineer
 Jeff Lindenthal, Director of Communications & Sustainability
 Peter Skinner, Director of Finance & Administration
 Tim Brownell, Director of Operations
 Berta Torres, Human Resources Manager
 Chuck Rees, Finance Manager
 David Ramirez, Senior Engineer
 Glen Evett, Last Chance Mercantile/Hazardous Materials Manager
 Kacey Christie, Safety & Risk Manager
 Ron Mooneyham, Equipment Maintenance Manager
 Becky Aguilar, Executive Assistant/Clerk of the Board
 Kimberle Herring, Public Education and Outreach Coordinator
 Angela Goebel, Public Education and Outreach Specialist
 Ida Gonzales, Administrative Support Specialist
 Jeannette Pagan, Scale Supervisor

OTHERS PRESENT: Ted Terrasas, City of Monterey
 Charlie Cordova, GreenWaste Recovery
 Mike Niccum, Pebble Beach Community Services District
 Doug Kenyon, Republic Services of Salinas
 Cesar Zuniga, Salinas Valley Solid Waste Authority

ROLL CALL AND ESTABLISHMENT OF QUORUM

Notice duly given and presence of a quorum established, the September 22, 2017 Regular Meeting of the Monterey Regional Waste Management District Board of Directors was called to order by Vice Chair Theis at 9:30 a.m.

PUBLIC COMMUNICATIONS

There were no comments from the public.

CONSENT AGENDA

It was moved by Director Allion, seconded by Director Parker to approve the Consent Agenda.

- 1) Approve Minutes of July 21, 2017 Regular Board Meeting
- 2) Approve Report of Disbursements, and Board and Employee Reimbursements
- 3) Receive Report on August 2, and September 6, 2017 Finance Committee Meetings
- 4) Receive Report on September 6, 2017 Personnel Committee Meeting
- 5) Authorize Purchase of Two REFWF 48-133 Live Floor Trailers with Roll Type Tarp System from The Trailer Company of Bakersfield, CA, at a Cost of \$80,228.76 Each, for a Combined Total of \$160,457.51 (Including Sales Tax and Freight)
- 6) Authorize General Manager to Execute PG&E Power Pole Relocation Contract at a Cost of \$59,587.04
- 7) Adopt Resolution 2017-17 In Recognition of The Offset Project's Ten Year Anniversary

RECOGNITION

8) Recognition of Scale Supervisor Jeannette Pagan for 25 Years of Service to the District

The Board recognized Scale Supervisor Jeannette Pagan for 26 years of service to the District. General Manager stated that she has been a key part of District's customer service and has always supported her team and the District.

PRESENTATIONS

9) Small Planet News: The Offset Project (TOP)

Vice Chair Theis presented the resolution of appreciation to The Offset Project (TOP) founder Kristin Cushman in recognition of TOP's ten-year anniversary of serving local communities.

Ms. Cushman addressed the Board and introduced her partner Rico Tizio. She provided a presentation on TOP's mission which is to "provide knowledge, resources, and hands-on support to help businesses and communities unite social, environmental, and financial growth". She stated that TOP began in 2007 with the vision of creating sustainable programs that would engage and inspire the local community, such as local carbon offset projects, waste diversion, food scrap collection and food rescue, as well create partnerships and provide education and outreach by bringing together volunteers to local events. She said that TOP loves to dumpster dive in an effort to

divert material and waste. The District was one of TOP's first partners in supporting these activities on the Peninsula and provided valuable input.

District staff expressed appreciation to Ms. Cushman for her assistance in various District projects. General Manager stated that this underscored the District's Pillars of Sustainability under the Community pillar and TOP certainly aligned with support of the Community pillar. Vice Chair Theis stated that the partnership showcased great collaboration and Director Allion stated that TOP was non-profit and donations could be given at www.theoffsetproject.org.

10) Workforce Development Plan

Human Resources (HR) Manager Berta Torres provided the Board with a presentation on the District's Workforce Development Plan (WDP). The plan aligns with the District's 2017/18 Strategic Objective, A4, PEOPLE – Long-Term Human Capital Investment Plan: *Develop a human capital investment plan for the organization that fosters an engaged, challenged and motivated workforce and ensures a stable and skilled staff.* She provided the process that used in developing the WDP, which is comprised of five (5) elements and will be fully-developed with additional employee input. The WDP includes job and skills training, performance assessment, coaching and recognition programs and career advancement initiatives. Staff views these areas as critical to fulfilling the District's People pillar of creating "an engaged and talented workforce that allows us to pursue the District's mission". HR Manager added that 38% of the District's employees are eligible for retirement and the average tenure of employees was 11 years. Some of District's positions require special skills that are not acquirable through outside training. The WDP will help address succession planning and training. She stated that the Leadership Team had reviewed the WDP as had the Personnel Committee and input had also been provided. Staff would also engage the bargaining units and employee involvement with the establishment of an employee task force.

General Manager thanked HR Manager and Director of Finance & Administration Peter Skinner for their efforts and for suggesting the employee round tables, which helped to gain employee input in the development of the WDP. Staff will be updating as this process moves forward. Director of Finance & Administration stated that this has been an evolutionary process for the District in creating a high-performance culture and credited the employee survey, which had created an opportunity to address issues and develop the WDP.

Vice Chair Theis stated that the Personnel Committee had discussed the WDP and believed that it was a well thought out process that highlighted the maturity of the District in preparing for future changes. Director Campbell stated that he looked forward to the candid exchange between management staff and employees. Director Allion inquired about the increase in employees once the Materials Recovery Facility was back in operation. HR Manager stated that most employees would not be hired until after the first of the year and entry-level positions would be staffed with temporary employees initially until more information was available to determine permanent needs.

OTHER ITEMS FOR BOARD CONSIDERATION, DISCUSSION AND ACTION

11) Authorize Scope of Work with Golder Associates for Gas Collection and Control System Operation & Maintenance Field Services, on a Time and Materials Basis, at a Cost Not to Exceed \$75,000

The Board reviewed a memorandum from Director of Engineering and Compliance Guy Petraborg. As part of the District's Landfill Gas (LFG) monitoring requirements, staff recommended and the Board approved a contract with Golder Associates on an interim basis for the next six to eight months to provide the GCCS O&M services needed in the landfill. The contract is on a time and materials basis, at a cost not to exceed \$75,000. Director of

Engineering and Compliance stated that this action aligned with the WDP as Golder will also assist in the field training and development of District senior landfill gas (LFG) technicians, which were currently being recruited. The work is currently being conducted by site employees, although the maintenance and monitoring were much greater than was being done. He stated that staff had received two proposals and Golder's proposal was at a lower cost.

Board discussion followed regarding long-term contractual costs versus permanent employees. Director of Engineering and Compliance stated that the recruiting of the LFG technicians was so that the District would be doing LFG project work internally as the District has been contracting the work out since in 2013, three of the four employees working in the LFG department had retired due to the Voluntary Early Retirement Incentive. Staff has since determined that the District is better served to the work internally. Part of the technician's job duties will include the maintenance and monitoring of the gas wells at the landfill. Additional discussion was held regarding education and training needed for the technicians. Golder would ensure that the gas plant was operating at maximum efficiency and provide the needed training.

It was moved by Director Allion, seconded by Director Parker, and Unanimously Carried To: Authorize Scope of Work with Golder Associates for Gas Collection and Control System Operation & Maintenance Field Services, on a Time and Materials Basis, at a Cost Not to Exceed \$75,000.

STAFF REPORTS

12) Review Finance, Operating, and Recycling Reports

The financial statements for the month of June 2017 and the full 2016/17 fiscal year were not available due to the significant review procedures required to prepare for the audit. Finance Manager reported that the auditors performed their on-site year-end procedures during the week of September 18th. The preliminary pre-audit results for FY 2016/17 show the following: Revenues of \$26.4 million, exceeding budget by \$4.8 million (22.3%); Operating Expenses of \$23.3 million, exceeding budget by \$1.6 million (7.3%); and Operating Income of \$3.1 million, \$3.2 million above the projected loss of \$0.128 million.

The financial statements for July and August 2017 were also not completed due to the audit process. The year-to-date Tipping Fees Revenues through August 2017 are estimated at \$4.5 million which is above budget by \$1.0 million and prior year by \$0.5 million. This excess is primarily due to record levels of contract waste delivered from out of District. The Board reviewed the August 2017 Operating Report.

13) Public Education and Recycling Report, to Include Report on California Resource Recovery Association Conference (CRRA)

The Board reviewed a memorandum from Director of Communications and Sustainability Jeff Lindenthal reporting on the District's participation in the WestEnd event held in Sand City on August 26-27, 2017. He also reported on staff's attendance at the California Resource Recovery Association (CRRA) Conference held in San Diego. General Manager and Public Education and Outreach Specialist Angela Goebel provided a presentation on the use of social media and District Senior Engineer had received a Zero Waste certification by attending the training at CRRA.

Director Laska inquired about the impact to the District operations an increase in recycling material from curbside because of the closures of the other buyback centers on the Peninsula. General Manager responded that the District's buyback center has been impacted since it was now the only center on the Peninsula. The curbside recycling was currently being taken to GWR's facility in San Jose until the opening of the MRF at which point all

curbside material would be brought to the District. Last Chance Mercantile/Hazardous Materials Manager Glen Evett stated that the District's center has seen an increase from 20 customers to 70 customers per day.

14) Report on Household Hazardous Waste (HHW) Program for Fiscal Year 2016/17

The Board reviewed a memorandum from Last Chance Mercantile/Hazardous Materials Manager. He also provided a presentation to the Board. Turn-ins at HHW has steadily risen over the past few years from 7,199 turn-ins in FY 2013/14 to 11,300 turn-ins in FY 2016/17. Paint is about half of all the material received and reuse saves the District about \$50,000 per year in disposal costs. The annual program costs for F/Y 2016/17 was \$652,152 (including wages and benefits), although the District receives a little revenue from small quantity generators. Going forward the District will continue to hold a one-day collections event and staff will be looking at holding a few smaller events as well. One of the goals in this fiscal year is to reduce disposal costs by educating the public about the PaintCare program and the pickup of household batteries by the waste haulers.

Director Laska expressed appreciation for District staff's assistance with Pebble Beach Community Services District's one-day collection event. Director Parker inquired how the costs of the HHW program were funded. General Manager responded that the total cost of operation is funded by the District. Staff will be exploring different sources of funds as part of the District's strategic planning. He reminded the Board that one of the alternative funding options was to seek opportunity to offset some of the HHW costs.

15) Report on District Capital Projects

Staff provided an update on District capital projects to include pictures on the progress of the installation of the MRF equipment.

The Board also received a copy of a draft letter from Solid Waste Association of North America (SWANA) offering comments in response to the Restriction on Recyclables entering the Peoples Republic of China (PRC). The PRC has established new, very restrictive policies regarding the acceptance of recyclable material. Director Allion inquired how this action would impact the District's revenue with the improved MRF. Director of Operations responded that historically China has been the recipient of a lot of material. With increased labor costs and environmental issues, they are now being more selective of the type of materials they are accepting. As long as the quality of the recycled material remains high, the District should be able to sell it.

16) Report on July 18, 2017 Meeting of Special Districts Association of Monterey County

The Board received a report from Director Campbell on the meeting held on July 18th.

17) Report on August 20, 2017 District Technical Advisory Committee Meeting

The Board received the minutes of the August 20th Technical Advisory Committee meeting. Director Downey expressed appreciation to Public Education and Outreach Specialist Angela Goebel for her thorough and informative preparation of the minutes.

OTHER CORRESPONDENCE

18) Letter from District Customer RE: Appreciation of Service

The Board reviewed a letter from one of District's customers expressing appreciation to District staff for their excellent customer service.

GENERAL MANAGER COMMUNICATIONS

General Manager reported that staff intended to conduct some additional exploratory review of Modules 1 and 2 while performing temporary remedial grading of the area in advance of the wet weather season to prepare the area for the wet weather season. The work will need to be done on a "time and materials" basis since the extent of the remedial grading was not discretely quantifiable at this time, could not be estimated as such, and would go beyond his approval limit of \$30,000. Staff will be updating the Board as the project is more completely developed and cost estimates can be provided.

General Manager reminded the Board of the extended meetings that were planned for the October and November Board meetings. The meetings are scheduled to begin at 9:00 a.m.

General Manager also announced that Director Bales had been selected as the California Special Districts Association Board member of Year and would receive his award at the annual conference that would be held in Monterey on September 27th. He asked that Board members let staff know if they wanted to attend the awards luncheon or the conference.

BOARD COMMUNICATIONS

There were no Board communications.

CLOSED SESSION

The Board went into closed session at 11:07 a.m. regarding the following:

- 1) Conference with Legal Counsel--Anticipated Litigation
Significant exposure to litigation pursuant to paragraph (2) or (3) of subdivision (d) of Section 54956.9: (Two Cases)
- 2) Public Employee Performance Evaluation: General Manager


RETURN TO OPEN SESSION WITH ANY REQUIRED ANNOUNCEMENTS FROM CLOSED SESSION

The Board came out of closed session at 11:50 a.m. and Legal Counsel announced that the Board had taken up the three items listed on the agenda for the closed session, and that with regard to the matters of potential litigation, the Board had received information. The Board also concluded the performance evaluation of the General Manager. No reportable action was taken.

ADJOURNMENT


There being no further business to come before the Board at this time, the September 22, 2017 Regular Meeting of the Monterey Regional Waste Management District Board of Directors was adjourned by Vice Chair Theis at 11:51 a.m.

RECORDED BY:



Rebecca G. Aguilar
Executive Assistant/Clerk of the Board

AUTHENTICATED BY:



Timothy S. Flanagan
General Manager/Secretary