



NEXT GENERATION

Management and Leadership Program

Our **Target Audience** is the next generation of family members not currently engaged in the refuse or recycling industry, and existing managers and potential managers, both family and non-family members.



*Learning from the
past... looking
toward the future*



OUR PROGRAM OBJECTIVES

INCLUDE:

- Become familiar with the refuse collection and recycling industry
- Become familiar with various member companies, facilities and operations through on-site tours
- Experience actual procedures, methods, facilities and use of equipment
- Become familiar with independently owned and operated businesses
- Learn the difference between privately owned and publicly held companies
- Become motivated to join the business/ industry, or remain an integral, contributing industry member/leader

PROGRAM FORMAT:

- The program includes eight modules presented once/month beginning in September, and ending in May (no program will be held in December)
- Modules are held at various member company facilities in Northern California. Any travel expenses are the responsibility of the participant, except as expressly noted herein
- A Pre-Module will be held the evening before the first module, including dinner
- Seven of the modules are 1-day classes, generally 7:30 am – 4:30 pm. Breakfast and lunch will be provided
- One module is a 2-day class, including a class project, an overnight stay (mandatory), and dinner is provided
- Modules will include quizzes, discussion groups, reading, lecture and visuals

SERIES OVERVIEW:

Pre-Module – Introductions and Welcome

- Introductions
- How the Next Generation Program Came About
- CRRC Role & History

- Program Expectations and Outcomes
- Alumni Presentations

Chair: Trish Roath, CRRC Executive Director

Instructors*:

- Nicole Impagliazzo, Next Generation Program Alumni, Garaventa Enterprises
- Larry Bienati, Human Resources and Management Consultant
- Jeff Dobert, Next Generation Program Alumni, Specialty Solid Waste & Recycling, Inc.
- Louie Pellegrini Jr., Peninsula Sanitary Service, Inc.

MODULE 1 – THE HISTORY, EVOLUTION AND FUTURE OF THE SOLID WASTE AND RECYCLING INDUSTRY

- The History of the Industry, Collection, Disposal and Recycling in the Early Years (pre-AB 939)
- SB 5 and Why the Environmental Movement Started; Formation & Role of CIWMB pre-AB 939
- AB 939, including Economic and Environmental Impacts
- SB 1016; the Dissolution of CIWMB and Formation of CalRecycle
- Future Goals, Concerns, Policies and Trends
- Tour of State Capitol
- The Legislative Process
- Dissecting a Current Bill

Chair: Patty Garbarino, Marin Sanitary Service

Instructors*:

- Joe Garbarino Jr., Marin Sanitary Service
- Kip Lipper, Office of California State Senate President pro Tem Darrell Steinberg
- Mark Murray, Californians Against Waste
- Josh Pane, Pane & Pane Associates, Inc.
- Margo Reid Brown, Capital Ideas Development Associates, Inc.

MODULE 2 – EFFECTIVE DAY-TO-DAY OPERATIONS AND ADMINISTRATION

- Ownership Structure (Family Owned, Family Run and Publicly Traded)
- The Goal of Business
- Organization Charts, Job Descriptions
- Operations: Scheduling & Dispatching, Supervision, Customer Service, Maintenance, Route Structure, Route Audits
- Administration: Safety, Security, Emergency, Policies & Procedures, Customer Relations
- A Case Study: Challenges of Starting a New Contract
- Facility Tour

Chair: Ron Fornesi, South San Francisco Scavenger Co., Inc.

Instructors*:

- Ron Proto, R.J. Proto Consulting Group, Inc.
- Steve Jones, Garden City Sanitation Inc.

MODULE 3 – THE REGULATORY ENVIRONMENT AND SOLID WASTE TECHNOLOGIES

- Siting and Permitting Solid Waste Facilities
- Compliance with Regulatory Requirements
- Landfill Technology
- Tour of Clover Flat Landfill
- Implementation of Material Recovery Facilities
- Implementation of Composting Facilities
- Material Markets
- Technological and Environmental Trends
- Tour of MRF and Compost Facility

Chair: Dr. Luis Diaz, Cal Recovery, Inc.

Instructors*:

- Damon Brown, P.E., EBA Engineers
- Evan Edgar, Edgar & Associates, Inc.
- Greg Kelley, Napa Recycling & Waste Services
- Bob Pestoni, Upper Valley Disposal

MODULE 4 – HUMAN RESOURCE MANAGEMENT

- Union Labor
- Non-Union Labor
- Labor Negotiations & Employee Relations
- HR Toolkits
- Real World Case Studies
- Facility Tour

Chair: Sil Garaventa Jr., Garaventa Enterprises

Instructors*:

- Larry Bienati, Human Resources and Management Consultant
- Richard N. Hill, Labor Attorney, Littler Mendelson
- Gary Lazdowski, Garaventa Enterprises, Operations Director
- Dale Robbins, Teamsters Local 315, Secretary/Treasurer

MODULE 5 – MUNICIPAL AND COMMUNITY RELATIONSHIPS

- How State Laws and Local Ordinances Affect the Refuse & Recycling Industry
- Local Involvement (Boards, Chamber of Commerce, Service Clubs, Environmental Interest Groups, etc.)
- City Staff
- Elected Officials
- Public Relations/Advertising & Being Responsive to the Customer, Public Speaking
- Dealing with the Media
- Facility Tour
- Political Action Committees, Do's and Don'ts
- Exclusive Franchise Agreements
- Non-Exclusive Franchise Agreements

Contact:

For more information, please call Trish Roath, CRRC Executive Director, at 916-444-2772, visit www.crrcnorth.org/NextGeneration.aspx, or via email at trish@crrcnorth.org.

Chair: Patty Garbarino, Marin Sanitary Service

Instructors*:

- Joe Garbarino Jr., Marin Sanitary Service
- Steve Kinsey, Marin County Board of Supervisors
- J. Kelly Astor, Astor & Kingsland
- Ashlee Titus, Bell, McAndrews & Hiltachk, LLP
- Morry Cater, Cater Communications
- Christina Haro, Cater Communications

MODULE 6 – RISK MANAGEMENT AND SAFETY

- The Risk Management Function and Process
- Insurance 101 (Risk Transfer)
- Workers Compensation Insurance (Risk Transfer)
- The Agent/Broker
- Risk Avoidance, Safety and Regulatory Compliance (Risk Control)
- Post Accident Procedures (Risk Control)

Chair: Mark Figone, East Bay Sanitary Co., Inc.

Instructors*:

- Mike Burns, State Compensation Insurance Fund
- Alan Coulter, Coulter & Associates
- Larry Finn, Carl Warren & Company
- Ed Maghakian, Solid Waste Insurance Managers
- Kari Lee-McLaughlin, State Compensation Insurance Fund
- Scott Snowden, Solid Waste Insurance Managers

MODULE 7 – FINANCING THE OPERATION AND COMPANY'S GROWTH

Day 1:

- Financing Sources for Your Project
- Determining Your Company's Financial Condition and Borrowing Capabilities
- Analyzing Your Financial Statements
- Based on Your Individual Financial Conditions, What Are Your Options?
- What Financial Institutions are Looking For
- Preparing for Tomorrow's Bank Interview

Day 2:

- Team Presentations to Banking Committee

Chair: Bill Dobert, Specialty Solid Waste & Recycling, Inc.

Instructors*:

- Beau Barnes, Comerica Bank
- Mike Murray, Napa Recycling & Waste Services
- Andy Rose, Attorney at Law
- Roger Williams, Freeman & Williams, LLP, CPAs

MODULE 8 – LEADERSHIP IN TODAY'S CHANGING INDUSTRY AND GRADUATION

- Synthesis/Application of Class Concepts
- Share Personal Leadership Development Plans
- Leaving Your Legacy
- Graduation

Chair: Trish Roath, CRRC Executive Director

Instructors*:

- Larry Bienati, Human Resources and Management Consultant
- Mark Figone/CRRC President, East Bay Sanitary Co., Inc.

**Instructors subject to change based on availability.*