

AGENDA

DEL NORTE SOLID WASTE MANAGEMENT AUTHORITY CITY OF CRESCENT CITY COUNTY OF DEL NORTE STATE OF CALIFORNIA

Board of Supervisors Chambers
Flynn Center 981 H Street
Crescent City, CA

Special Session **Tuesday January 28, 2014** **5:30 PM**

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The Solid Waste Management Authority of the City of Crescent City and the County of Del Norte, State of California, is now meeting in Special Session. Only those items that indicate a specific time will be heard at the assigned time. All items may be taken out of sequence to accommodate public and staff availability.

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All documents referred to in this agenda are available at the Office of the Del Norte Solid Waste Management Authority at 1700 State Street in Crescent City, between the hours of 8 A.M. and 5 P.M. Monday through Friday OR online at www.recycledelnorte.ca.gov

For more information call 465-1100 or email dnswwa@recycledelnorte.ca.gov

5:30 PM CALL MEETING TO ORDER

PUBLIC COMMENTS:

5:30 PM ANY MEMBER OF THE PUBLIC MAY ADDRESS THE SOLID WASTE MANAGEMENT AUTHORITY ON ANY MATTER ON OR OFF THE AGENDA. After receiving recognition from the Chair, please give your name and address for the record. Comments will be limited to three minutes.

1. GENERAL SOLID WASTE AUTHORITY MATTERS

- 1.1 Public comment and input to R3 Consulting Group relating to their tasks in the Assessment of the Del Norte Solid Waste Management Authority.
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**** Asterisks next to Agenda Item indicates an associated attachment**



Del Norte Solid Waste Management Authority

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Staff Report

Date: 22 January 2014
To: Commissioners of the Del Norte Solid Waste Management Authority
From: Tedd Ward, M.S. – Acting Director / Program Manager
File Number: 130101 – Assessment of the Authority
Attachments: Scope of Services with R3
Topic: Public Meeting associated with Assessment of the Del Norte Solid Waste Management Authority

Summary: This special meeting of the Authority is an opportunity for the R3 Consulting Group to receive input from the general public and Authority Commissioners regarding the services, performance and efficiency of the Del Norte Solid Waste Management Authority and its contractors in meeting the purposes of this agency and serving the general public. Public comments and submitted information may address one or more of the questions detailed in the attached scope of services or may be of a more general nature. R3 will consider and/or incorporate this input into their Draft and Final reports. This item does not require any action by the Authority Board.

Background: In December 2013, the Authority hired R3 Consulting Group (for an amount not to exceed \$33,460) to complete an Assessment of the Del Norte Solid Waste Management Authority regarding the following topics:

- Staffing
- Day-to-Day Operations
- Director Position
- Organizational Structure
- Potential Alternatives to this Joint Powers Authority

The scope of services for R3's assessment of the Del Norte Solid Waste Management Authority includes a public meeting early in the process from which they will gather comments from the general public regarding the Authority's responsibilities, services and management. This is such a meeting.

A draft assessment report is expected from R3 in March, and after responding to comments from the Authority, a final report is anticipated by early April 2014.



EXHIBIT A SCOPE OF SERVICES

Task 1 Information Request and Review

R3 has reviewed much of the information provided by the Authority in support of its request for proposals. During the course of the project, it is anticipated that additional information will be requested and reviewed by R3, to the extent that it is made available.

As part of this task, R3 will work with Authority management staff to schedule the staff interviews to be conducted as part of Task 2. Our project budget assumes that the interviews will be scheduled at a central location over the course of several days starting immediately after the Task 2 Kick-Off Meeting. In addition, R3 plans to interview facility staff during the site-visits, as appropriate.

Deliverables:

- *Additional information requests, as appropriate.*

Task 2 Kick-Off Meeting / Site Visits / Staff Interviews / Public Workshops

Kick-Off Meeting

Immediately upon receipt of Authorization to Proceed from the Authority, R3 will schedule a Kick-Off Meeting with Authority staff. The purpose of the Kick-off Meeting is to ensure that all parties understand the goals and objectives of the study, the study focus areas, assignments and responsibilities and project schedule.

As part of the Kick-off Meeting, R3 will also:

- Review available data and the status of any outstanding requested information;
- Review the scope of work and discuss the five (5) tasks (services) in the Authority's RFP to obtain relevant background information and begin the assessment of each of those issues;¹ and
- Discuss any other relevant issues.

Additional meetings will be held with Authority staff during R3's initial site visit, as necessary, including an "exit meeting" to review the status of our review to-date and next steps.

Site Visits

Immediately following the Kick-Off Meeting, R3 will tour the Authority's Del Norte transfer station. Staff at that facility will be interviewed and R3 staff will observe and assess operations. R3 staff may also tour the Gasquet and/or Klamath small volume transfer stations, if/as they deem necessary.

¹ Task 1 (Cash Controls) and Task 5 (Small Volume Transfer Station) of the Authority's RFP have been eliminated from the Scope of Work at the Authority's direction.

It is also anticipated that R3 will meet with representatives of both Recology and Hambro/WSG in conjunction with the site visits.

Staff Interviews

Following the Kick-Off Meeting and Site Visits R3 will interview Authority staff as well as any Authority Board Members, as appropriate.

Public Workshops

As part of this task, R3 will also be available for a public workshop or workshops, as scheduled by the Authority, to allow the public to provide input regarding any issues, concerns, comments or questions they may have. Our project budget assumes that any such workshops will be scheduled during the initial several days that R3 is on-site for this task.

Deliverables:

- *Additional document request, as necessary;*
- *Kick-off Meeting Agenda and facilitation of Kick-off Meeting;*
- *Site visits;*
- *Staff and Board Member interviews;*
- *Public workshops (if and as scheduled); and*
- *Exit Meeting with Authority Staff.*

Task 3: Staffing

R3 will review, evaluate and provide recommendations regarding Authority staffing patterns and staffing needs, including but not limited to addressing the following:

- a. What mandatory solid waste management functions must be performed by the Authority considering current local, state and federal requirements?
- b. Does the Authority have the staff and expertise appropriate to complete these functions? R3 will provide recommendations for changes as necessary or appropriate.
- c. Evaluation of staff workloads and duplication of tasks. Please explain if duplication is necessary or unnecessary.

Mr. Schoen and Mr. Chandler have analyzed staffing levels, job functions and workloads as part of R3 Organizational and Operational Assessment projects for both public sector and private sector operations. As part of this task, we will document the Authority's required management and administrative functions, and assess current staffing levels and expertise relative to those functions. We will also assess the appropriateness of operational staffing levels.

Deliverable:

- *The results of this task will be presented in our Task 10 Draft and Final Reports.*

Task 4: Day-to-Day Operations

R3 will evaluate day-to-day operations and recommend increased efficiencies, including but not limited to answering the following questions:

- a. Are regulatory requirements being met in a timely and comprehensive manner? If not, R3 will explain why those requirements are not being met.
- b. Are the activities of the Franchisees and other contractors being evaluated and monitored to assure compliance with their respective contracts and regulatory requirements? If not, explain.
- c. Are there any suggestions for improvements at the Transfer Station?
- d. Is the Transfer Station Operations contract being managed in compliance with existing regulatory requirements? If not, explain.

Mr. Chandler has had responsibility for managing, among other facilities, rural transfer stations and closed landfills and William Schoen and Richard-Tagore Erwin routinely conduct contract compliance and performance audits of franchised services. As part of this task, R3 will assess the extent to which the Authority is effectively managing its regulatory requirements, transfer station operations and contract service providers (Recology and Hambro/WSG). This will be done through the combination of staff interviews, site visits, review of regulatory and contract documents and discussion with the regulating agencies.

As part of our review of the Authority's administration of Recology and Hambro/WSG, R3 will document and review the major objective contractual requirements as well as Authority staff's administration of those requirements during our initial on-site visit. Specific findings will be presented that detail the extent to which requirements are being effectively monitored and R3 will provide specific recommendations for improving the effectiveness and/or efficiency of contract monitoring by Authority staff, as appropriate.

Deliverable:

- *The results of this task will be presented in our Task 10 Draft and Final Reports.*

Task 5: Director Position

R3 will evaluate the Director position and make recommendations regarding recruitment and hiring of that position, including but not limited to addressing the following:

- a. Should the Director position be filled as full time, or are there other staffing alternatives that would improve efficiencies while assuring compliance with legal obligations and responsiveness to the Commission?
- b. Creation of a job description for the Director.
- c. Recommendation of an appropriate salary range for the Director based on the revised description.

Mr. Chandler has served as the Director of a joint powers authority in California and has particular understanding and expertise specific to assessing job responsibilities and

functions and associated staffing requirements. In addition, he and Mr. Schoen recently reviewed job roles and responsibilities for all management and staffing positions within the City of Sacramento's Recycling and Solid Waste Division.

As part of this task, we will not only review the current job description for the Director and make appropriate recommendations for an updated job description, but also the job descriptions of all Authority positions. Particular attention will be paid to the roles, responsibilities, authority and accountability of those positions. For the Authority to function effectively there need to be clearly defined roles and responsibilities, performance needs to be tracked and reported back to staff and management, and staff need to be held accountable for their performance (both good and bad).

Deliverable:

- *The results of this task will be presented in our Task 10 Draft and Final Reports.*

Task 6: Organizational Structure

R3 will evaluate and make recommendations regarding the structure of the JPA, including but not limited to addressing the following:

- a. How does the current JPA structure compare to inter-governmental solid waste management policy, management, and operational structures in equivalent California jurisdictions with equivalent solid waste management requirements?
- b. Is this JPA the most effective and efficient entity for managing solid waste in Del Norte County? If not, what alternatives (including replacement by private enterprise) would likely result in more efficient and effective management and direction of required solid waste-related functions?
- c. Would elimination of the JPA save the rate-payers money? If so, how? If not, why not?
- d. If the JPA were to be dissolved, what would be the most efficient entity(ies) to continue to meet the separate regulatory obligations of the City and County?
- e. Could the JPA function effectively in a manner similar to other Del Norte JPA's [i.e., Executive Director and part-time clerical staff, supported by contractors][see Local Transportation Commission, Redwood Coast Transit Authority, Airport Board]?
- f. If so, what functions would have to be performed by City or County staff?
- g. Is it likely that such a configuration could meet the current operational, regulatory, policy and reporting requirements as a savings [after contracting costs] to rate-payers?

Deliverable:

- *The results of this task will be presented in our Task 10 Draft and Final Reports.*

Task 7: Potential Alternatives to JPA

As part of this task, R3 will evaluate and make recommendations regarding the following:

- a. What would be the best alternative for service delivery and solid waste management?
- b. How would the members be assured that the mandated functions would be accomplished by this alternative? Consider necessary staffing and expertise to carry out the mandates previously the responsibility of the JPA.
- c. Who would be responsible for policy development, regulatory compliance and reporting, rate setting and enforcement?
- d. Who would be responsible for the cash management and accounting requirements and procedures?
- e. Would the City and the County be responsible for separate rate-setting and enforcement?
- f. If the Authority were to be dissolved, where should the Director's functions be carried out?
- g. What would be the anticipated cost savings (if any) compared to the current JPA?

Deliverable:

- *The results of this task will be presented in our Task 10 Draft and Final Reports.*

Task 8: Draft and Final Reports

The results of our findings and recommendations for Tasks 3 through 7 will be presented in a Draft Report which will be presented to the Authority. Based on written comments received, R3 will revise the draft and issue a Final Report.

Deliverables:

- *One (1) electronic copy of the Draft and Final Reports.*